

# **2011 Homebuilders Compensation Survey**

## **Data Collection Package**



Payroll Date: March 1, 2011  
Data Due: April 8, 2011  
Results Published: July 15, 2011

### **Conducted By:**

### **Analytical / FMI**

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Phoenix, AZ 85018**

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**Website: [www.analyticalfmi.com/](http://www.analyticalfmi.com/)**

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**2011 HOMEBUILDERS COMPENSATION SURVEY**

Please return this page with your data.

**Company Name** \_\_\_\_\_

**Street Address** \_\_\_\_\_

**City, State, Zip** \_\_\_\_\_

**Who should be contacted to answer questions about your Survey submission?**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone # ( ) \_\_\_\_\_ FAX # ( ) \_\_\_\_\_

E-Mail \_\_\_\_\_

Address if different than above \_\_\_\_\_

**To whom should the Survey results be sent?**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone # ( ) \_\_\_\_\_ FAX # ( ) \_\_\_\_\_

E-Mail \_\_\_\_\_

Address if different than above \_\_\_\_\_

**Please Return by April 8, 2011 to:**

**Darren McMahon**  
**Analytical /FMI**  
**5080 North 40<sup>th</sup> Street, Suite 245**  
**Phoenix, AZ 85018**  
**Phone: (602) 772-3434**  
**Fax: (602) 381-8228**  
**E-mail: [darren@analyticalfmi.com](mailto:darren@analyticalfmi.com)**

## 2011 HOMEBUILDERS COMPENSATION SURVEY

2010 Participants

Ashton Woods Homes

NVR, Inc.

D. R. Horton, Inc.

Orleans Homebuilders

Highland Homes

Pulte Corporation

Hovnanian Enterprises, Inc.

Standard Pacific Homes

KB Home

Stanley Martin Cos

M/I Homes

Taylor Morrison, Inc.

MDC Holdings

The Ryland Group

Meritage Corporation

Toll Brothers, Inc

Minto Communities, LLC

Weyerhaeuser Real Estate Co

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**2011 HOMEBUILDERS COMPENSATION SURVEY**

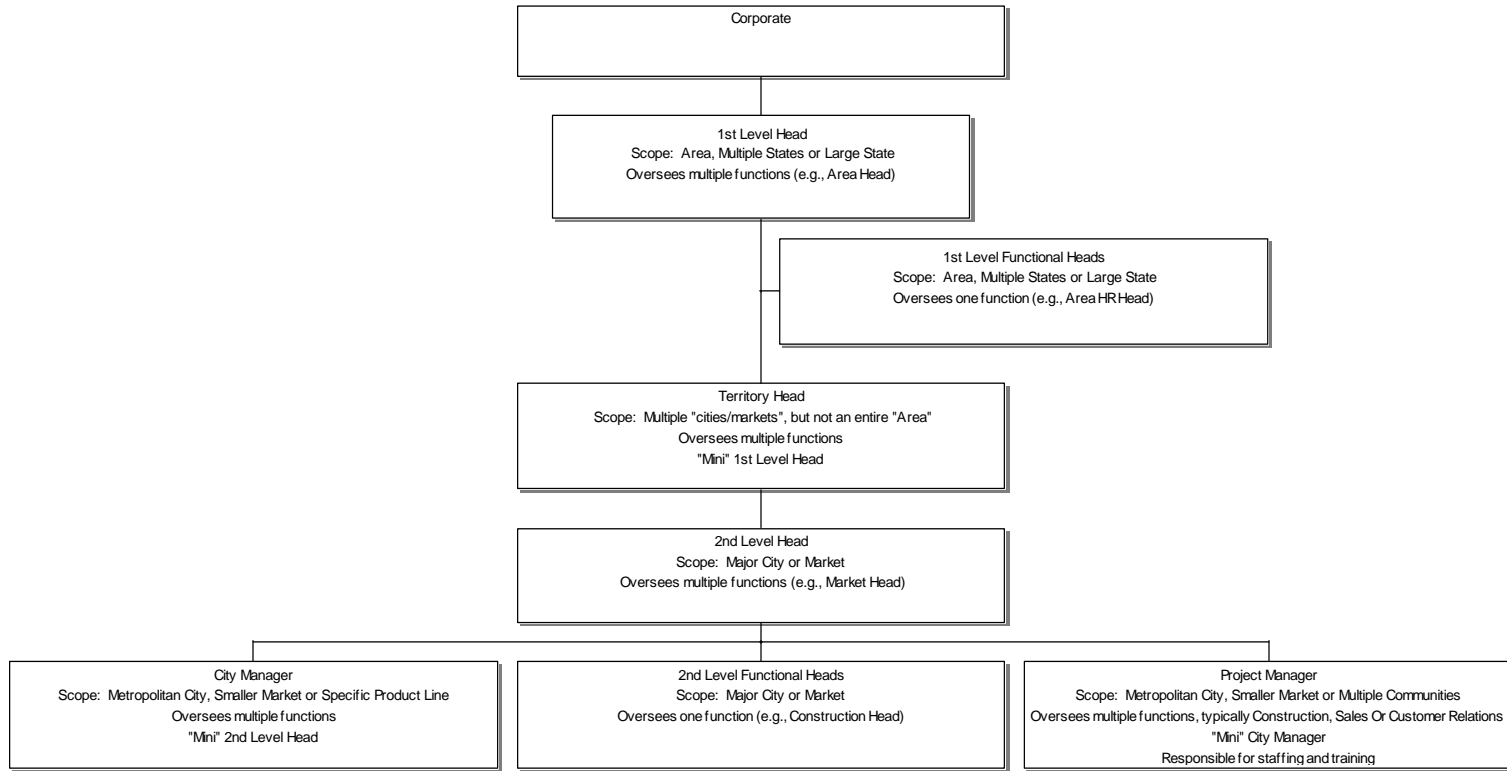
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**Instructions**

- ◆ Accuracy in data reporting is vital in providing you with a reliable result. Please keep this in mind while completing the survey forms. If you have any questions about job matching, do not hesitate to call.
- ◆ When in doubt, please use the enclosed organization charts to determine where to report data for your position.
- ◆ Make additional copies of data collection forms as needed.
- ◆ For all forms, units sold = units closed.
- ◆ All compensation data should be reported in thousands (i.e. 84,377 = 84.4). Report actual 2010 revenue. **Do not round**. Revenue and units sold data should be as of the end of your last fiscal year.
- ◆ Compensation data are effective as of March 1, 2011 (or your closest payroll after March 1, 2011).
- ◆ Annual bonus is the most recently paid bonus. This is normally paid in the current year for prior year performance. For new hires that are eligible but have not yet earned a bonus, leave this column blank.
- ◆ For Data Collection Form I only, Analytical /FMI will compute revenue and closings. We will use the figures published in the 2011 Builders Magazine edition of the top 200 builders. Data Collection Form I positions are considered corporate.
- ◆ If you have more than one incumbent in a position on Form II or III, please include a separate sheet listing information on all survey incumbents.
- ◆ Data Collection Form II. 1<sup>st</sup> Level Business Unit positions are generally considered regional. Indicate the 2010 units sold, check the box for **regional** revenue, the state and zip code for the region office.
- ◆ Data Collection Form III. 2<sup>nd</sup> Level Business Unit positions are generally considered divisional. Indicate the 2010 units sold; check the box for **divisional** revenue, the state and zip code for the division office.
- ◆ Data Collection Form IV. If your company has more than one level for a multiple incumbent position, report only the highest level. **Please enter data on each incumbent NOT AVERAGES**. Indicate the state and zip code of the division office and check if eligible for overtime.
- ◆ Data Collection Form IV has a section at the bottom of the page for Mortgage jobs. Please note the additional column for commissions and other payments. This covers such items as overrides, SPIFFS, commissions, etc.
- ◆ Data Collection Form V deals with company practices. Please complete as many sections as possible. Data Collection Form V is provided in an interactive .pdf. Either email, mail or fax (602-381-8228) when completed.
- ◆ Your data are due to Analytical /FMI by **April 8<sup>th</sup>**.

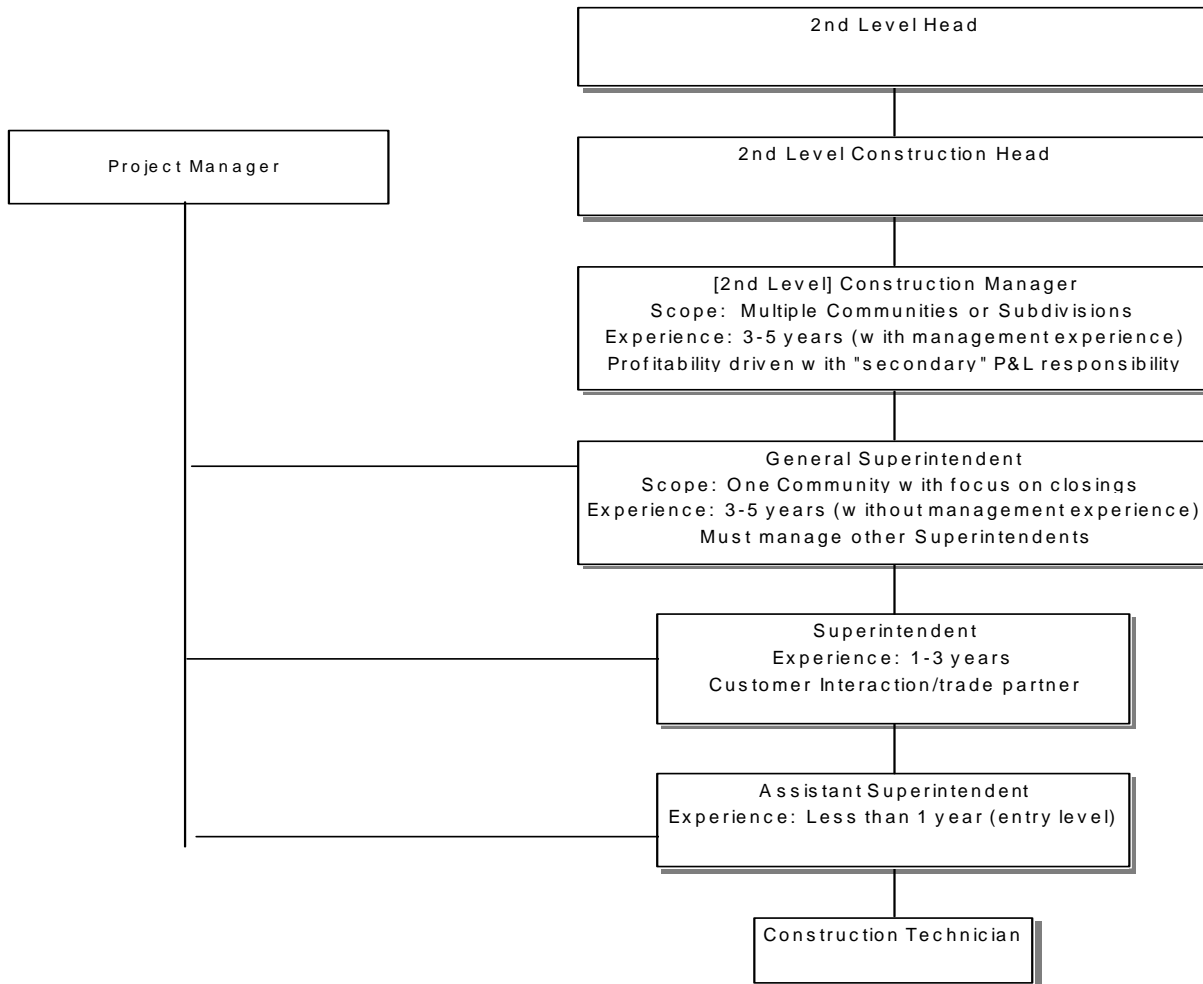
# 2011 HOMEBUILDERS COMPENSATION SURVEY

## BUSINESS HEAD STRUCTURE



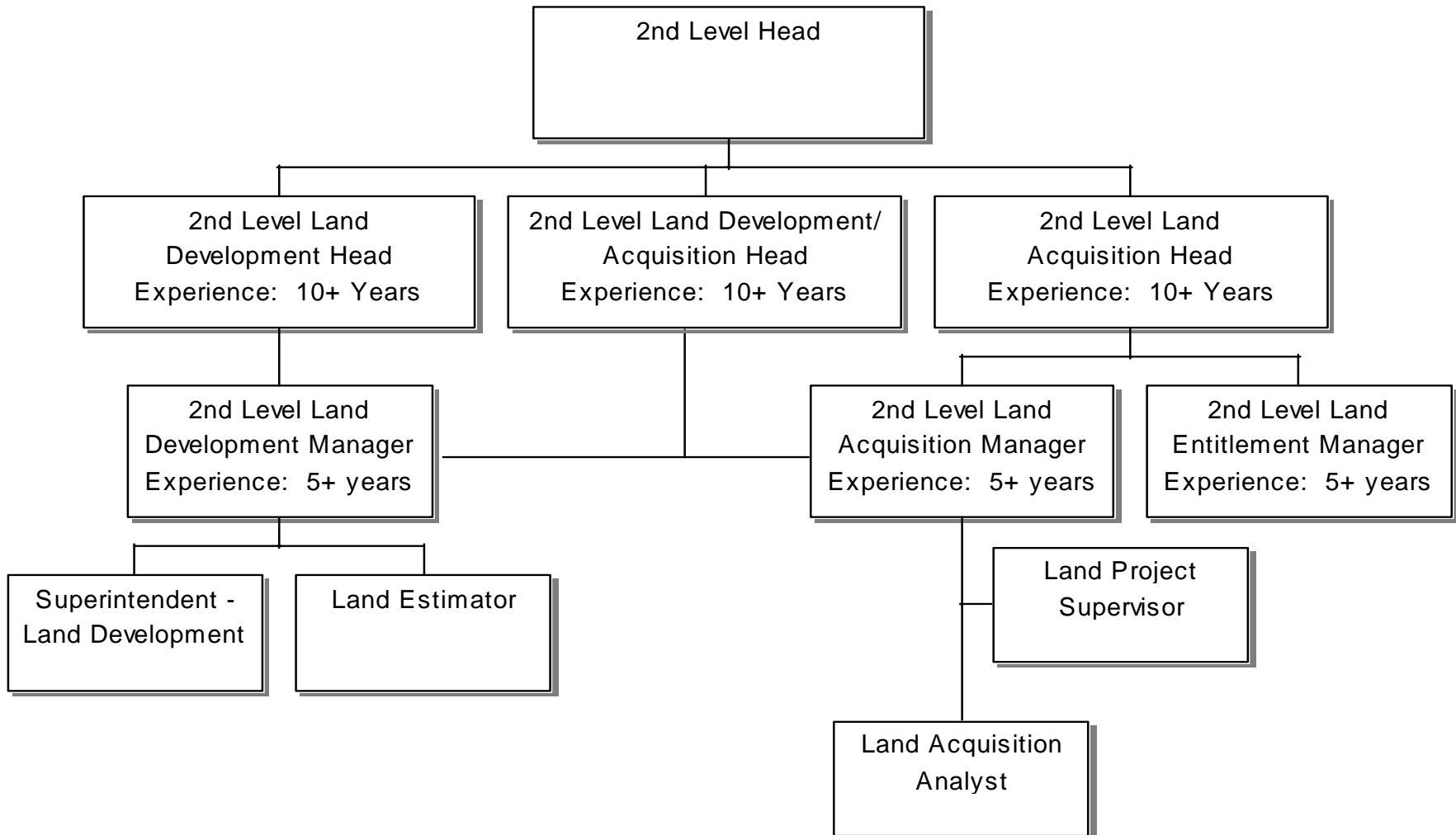
# 2011 HOMEBUILDERS COMPENSATION SURVEY

## CONSTRUCTION STRUCTURE



2011 HOMEBUILDERS COMPENSATION SURVEY

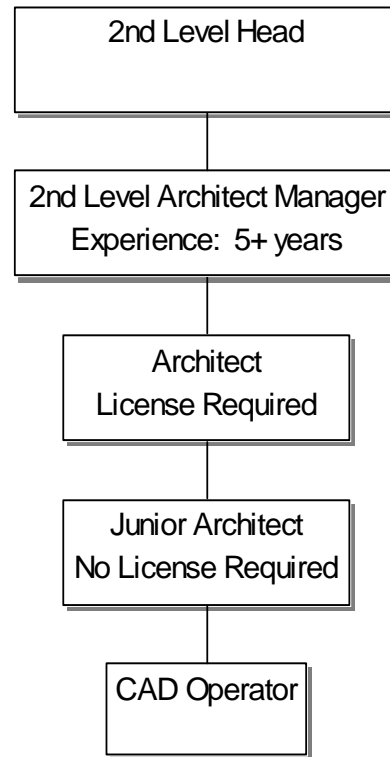
LAND STRUCTURE



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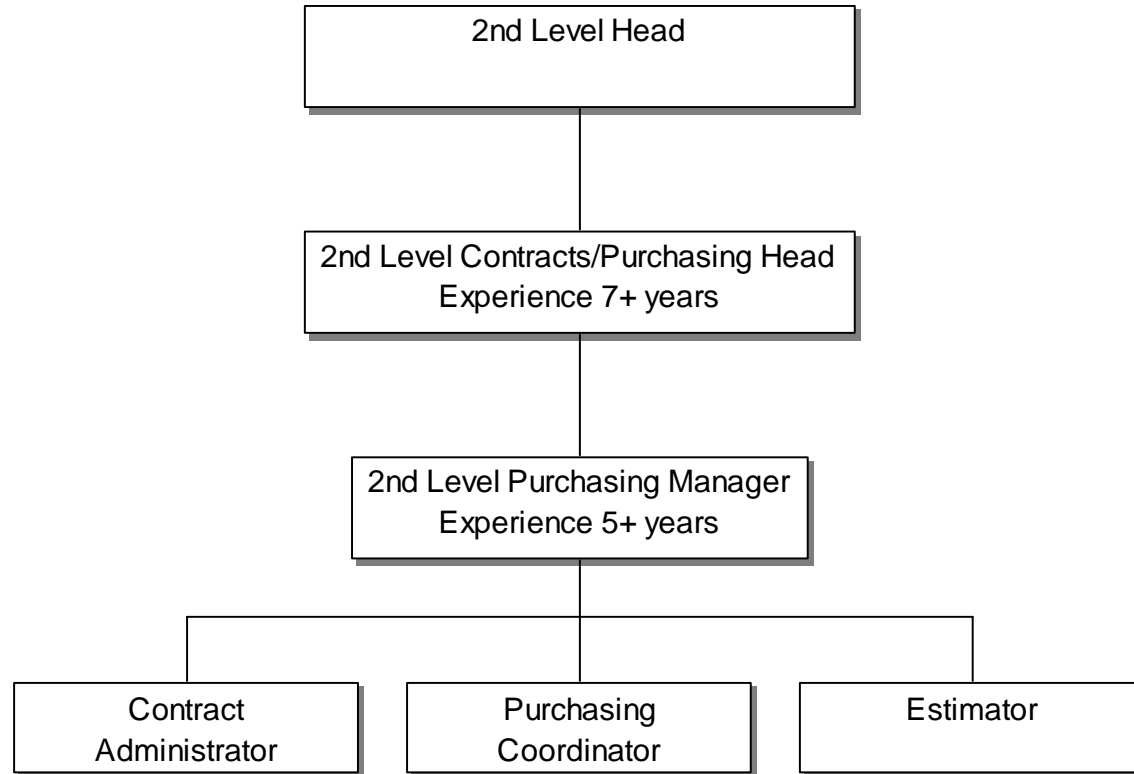
2011 HOMEBUILDERS COMPENSATION SURVEY

ARCHITECTURE STRUCTURE



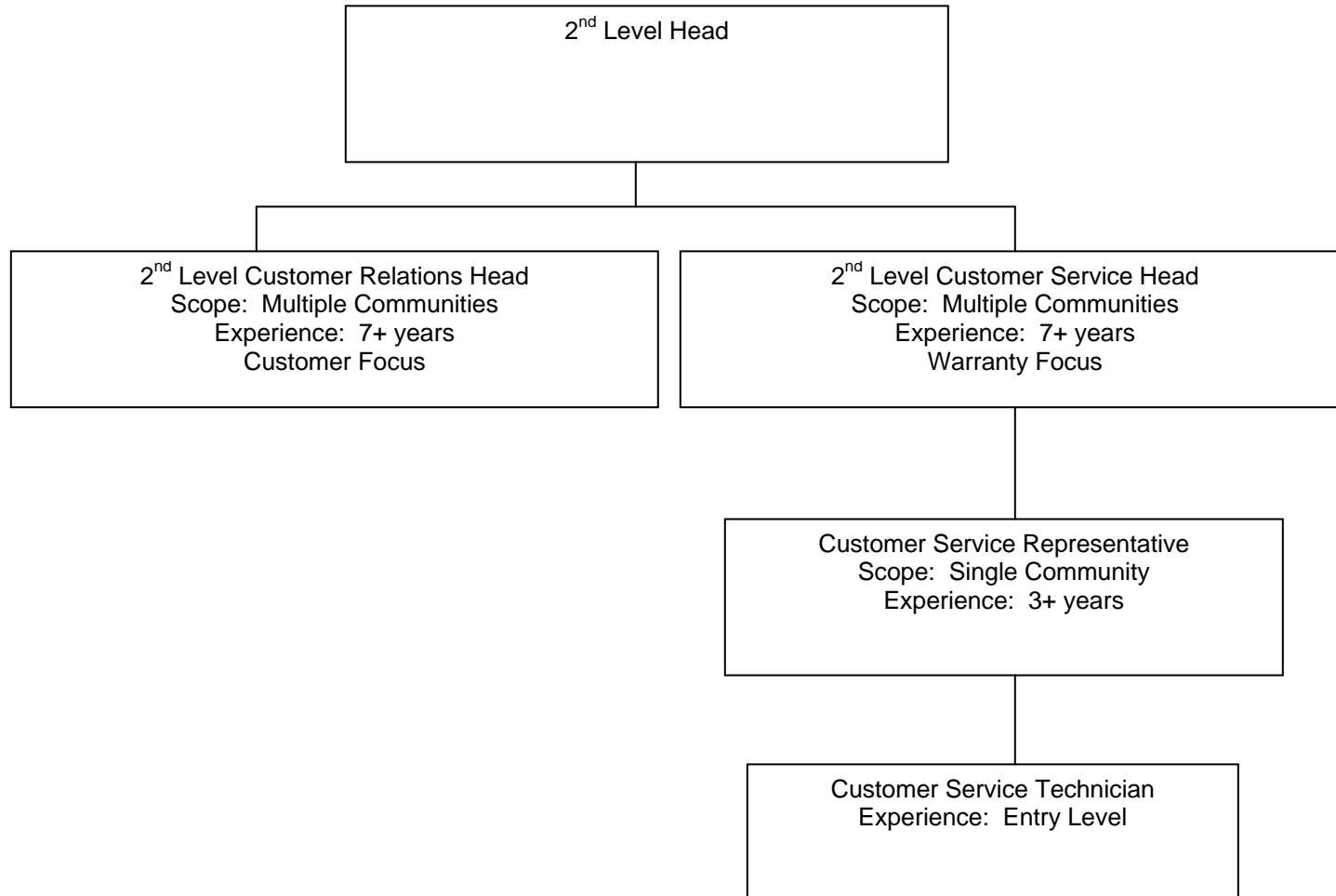
2011 HOMEBUILDERS COMPENSATION SURVEY

PURCHASING STRUCTURE



2011 HOMEBUILDERS COMPENSATION SURVEY

CUSTOMER SERVICE/RELATIONS STRUCTURE



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## 2011 HOMEBUILDERS COMPENSATION SURVEY

### CORPORATE JOB DESCRIPTIONS

- 1 Chief Executive Officer**

Highest authority in company. Reports to the Board of Directors.
- 2 Chief Operating Officer**

Plans, organizes and directs sales, marketing, land development, contracts/purchasing, and all construction activities. Reports to CEO.
- 3 Chief Financial Officer**

Highest financial authority in company. If Controller and Treasurer positions are staffed, they must report to this position. Reports to CEO.
- 4 Controller**

Plans and directs all general, land accounting, budgeting and audits. Ensures compliance with all accounting and reporting requirements. May oversee information systems activities. Reports to CFO.
- 5 Treasurer**

Directs financial planning, procurement and investment of funds. Delegates authority for receipt and distribution of funds and banking procedures. Analyzes financial records to forecast future financial position and budget requirements. Reports to CFO.
- 6 Assistant Treasurer**

Assists or supervises the receipt, disbursement, banking, protection and custody of funds, securities and financial instruments. Advises Treasurer on investments and loans for short- and long-range financial plans. Assists in the preparation of financial reports for Treasurer. Reports to Treasurer.
- 7 Investor Relations Head**

Oversees and coordinates activities of employees engaged in maintaining and improving the relationships between the organization and various investors such as shareholder, banking community, investing public, financial investors, and institutional investors. Develops, installs and maintains systems that provide control of investor relations and improve the marketability of organization stock and bonds. Typically reports to Top Financial Officer and supervises directors and managers.
- 8 Internal Audit Head**

Designs and implements the company's internal audit programs and recommends changes in financial and management controls as required. Assures that internal audit programs measure and evaluate company's controls as required to protect assets, prevent fraud and maximize operational efficiency. Conducts independent protective and constructive audits and reports findings and recommendations to management. Reports to CEO or COO.
- 9 Information Systems Head**

Highest level management over programming, system analysis, database management and computer operations. May have responsibility for telecommunications. Reports to CFO or CEO.
- 10 Marketing and Advertising Head**

Develops and coordinates marketing, advertising and promotional programs and budgets. Analyzes sales figures to determine cost effectiveness of promotions. Conducts market research. Supervises any in-house staff and coordinates activities of outside vendors. Reports to CEO or COO.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**CORPORATE JOB DESCRIPTIONS****11 Human Resources Head**

Develops and administers policies and procedures for compensation and benefits, employment, employee relations, training, EEO and career development programs. Reports to CEO or COO.

**12 Mortgage Head**

Highest authority in mortgage subsidiary. Reports to CFO or CEO.

**13 Chief Legal Officer**

Provide management with guidance in the application of legal principals to yield the greatest opportunities for minimizing risks and maximizing profits. Develop budget recommendations to support systematically planned programs of legal actions or defenses. As required, supplement in-house legal work by carefully selected outside legal assistance. Reports to the CEO.

**14 Contracts/Purchasing Head**

Interview vendors to obtain information concerning product, price, ability of vendor to produce product or service and delivery date. Select purchase items by testing, observing or otherwise examining. Estimate values according to knowledge of market price. Review bid proposals from vendors and enter into contracts within budgetary limitations. Reports to the COO.

**15 Architectural Head**

Researches, plans, designs and administers building projects, applying knowledge of design, construction procedures, zoning and building codes and building materials. Consults internally to determine functional and spatial requirements of new designs and prepares information regarding design, specifications, materials, color, estimated costs and construction time. Maintains budgetary control over all new designs and changes to existing product. May work with state or local officials in obtaining necessary approvals for projects. Reports to the COO.

**16 Head Title Officer**

Maintains office and staff to provide and service mortgage needs of buyers and builder. May have profit/loss responsibility for branch offices. May supervise title office. Reports to Corporate Mortgage Head.

**17 Safety Head**

Responsible for communicating and training company employees on required OSHA and other applicable Federal and State guidelines. Ensures compliance with all applicable laws, regulations and codes.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**FIRST LEVEL JOB DESCRIPTIONS****20 1st Level Head**

Directs overall management of business through subordinate profit center heads. Oversees multiple functions (e.g., Area Head). Manages negotiations for potential acquisitions. Scope of the job is area, multiple states and/or large states. Can be viewed as a "mini" 1st Level Head. Reports to CEO or COO.

**21 Territory Head**

Responsible for profit centers for several business segments. Oversees multiple functions. Develops short- and long-range operating objectives, policies and programs as well as day-to-day business decisions for this "metro" market. Develops and manages a staff of managers to implement operating objectives. Direct reports typically include City Manager(s). Scope of the job is multiple cities/markets, but not an entire area. Reports to 1st Level Head.

**22 1st Level Controller**

Plans and directs all general, property accounting and budgeting. Monitors compliance with internal/external accounting requirements. Prepares forecasting financial reports and analyses as requested by 1st Level Head. Reports to Corporate Controller or to 1st Level Head.

**23 1st Level Contracts/Purchasing Head**

Confers with vendors to obtain product information, pricing, availability and delivery. Selects products for purchase. Prepares bid requests and analyzes bid proposals. Negotiates contracts within budget limitations. Reports to 1st Level Head.

**24 1st Level Sales Head**

Direct responsibility over all sales activity. Reviews market analyses to determine customer needs, volume, potential pricing and sales campaigns. Provides counsel, direction and guidance in plans for marketing, market research, advertising, staffing and sales training. Reports to 1st Level Head.

**25 1st Level Marketing/Advertising Head**

Implements marketing, advertising and promotional programs. Reviews promotional material before public release. Supervises in-house staff and coordinates activities with outside vendors. Reports to 1st Level Head.

**26 1st Level Land Development Head**

Plans and directs land development business including planning, design and development. Develops policies for usage and sale of properties. Maintains continuing liaison with appropriate in-house departments, public agencies and utilities. Reports to 1st Level Head.

**27 1st Level Land Acquisition Head**

Negotiates the acquisition of properties with landowners, attorneys or brokers. Obtains and examines public land records and land titles for due diligence. Plans, directs and coordinates all land acquisition activities. Reports to Corporate Land Acquisition Head or 1st Level Head.

**28 1st Level Land Acquisition Analyst**

Support the Land Acquisition Head in providing an adequate supply of land. Identifies acquisition opportunities through contacts with brokers, builders, bankers, landowners, engineers, planners, attorneys and municipal officials. Reviews/interprets zoning/land use ordinances and master plans.

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## 2011 HOMEBUILDERS COMPENSATION SURVEY

### FIRST LEVEL JOB DESCRIPTIONS

**29 1st Level Architectural Manager**

Coordinates approvals of design concepts. Evaluates and recommends the selection of local architectural firms and directs their work. Evaluates designs of regional or divisional management for efficiency and profitability. Reports to Corporate Architectural Head or 1st Level Head.

**30 1st Level Finance Manager**

Prepares financial reports and analyses. Applies principals of accounting & finance to analyze past and present financial operations and estimate future volume and expenditures. May oversee banking relationships and participate in partnership negotiations. Reports to Treasurer, CFO or 1st Level Head.

**31 1st Level Construction Head**

Plans and directs tasks necessary for all phases of construction. Interfaces with public agencies in obtaining all necessary permits and approvals. Responsible for controlling construction budget. Reports to COO or 1st Level Head.

**33 1st Level Safety Head**

Responsible for communicating and training company employees on required OSHA and other applicable Federal and State guidelines. Ensures compliance with all applicable laws, regulations and codes. Reports to COO

**34 1st Level Human Resources Head**

Develops and administers policies and procedures for compensation and benefits, employment, employee relations, training, EEO and career development programs. Reports to CEO or COO.

**35 1st Level Trainer**

Develops and conducts internal company designed training programs.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**SECOND LEVEL JOB DESCRIPTIONS****40 2nd Level Head**

Responsible for the profitability of profit centers. Oversees multiple functions (e.g., Marketing Head). Develops short- and long-range operating objectives, policies and programs as well as all day-to-day business decisions. Develops and manages a staff of managers to implement operating objectives. Scope of the job is a major city/market. Reports to 1st Level Head.

**41 City Manager (3rd Level Head)**

Responsible for profit centers for a specific product line or sub-market within a specific geographic market. Oversees multiple functions and can be viewed as a "mini" 2nd Level Head. Develops objectives and makes day-to-day decisions for this business segment. Develops and manages a staff of managers to implement operating objectives. Scope of the job is metropolitan city, smaller market or specific product line. Reports to Territory Manager or 2nd Level Head.

**42 2nd Level Operations Head**

Oversees land development, construction scheduling and quality, purchasing, design center, architecture, construction quality control, budgeting, customer service and warranty service. Oversees proper design and planning of projects and product with engineers, architects, attorneys, and various departments. Participates in the structuring of land purchases in order to achieve the highest ROI. Works with director of purchasing on trade and supplier selection, effective material usage and new products. Reviews and approves construction schedules, budgets, costs and vouchers. May oversee purchasing function. Reports to division head.

**43 2nd Level Land Planning Manager**

Assist with land acquisition feasibility studies and with analyzing potential risks. Assist with the due diligence land purchase process. Assist with developing entitlement strategies, financing budgets/packages, site improvement, permits and architectural plans. Prepare project schedules, sales disclosure statements and lot disclosure exhibits. Coordinate with homeowner's associations to resolve project-related issues. Reports to operations head or division head.

**44 2nd Level Land Planning Specialist**

Manage project needs with consultants, field staff and jurisdictions during planning and construction. Act as liaison between all entities to ensure projects stay on schedule and within budget. Manage the entitlement process and process all architectural and engineering plans with corresponding agencies. Reconcile community budgets and report necessary budget adjustments on a monthly basis by tracking contract payments, fees paid and jurisdictional fee changes. Audit and approve the payment of fees for communities and reconcile community budgets. Reports to land planning manager.

**45 2nd Level Controller**

Plans and directs all general, property accounting and budgeting. Monitors compliance with internal/external accounting requirements. Prepares forecasting financial reports and analyses as requested by 1st or 2nd Level Business Heads. Scope of the job is major city/market. Reports to 1st Level Controller or to 2nd Level Head.

**46 2nd Level Finance Manager**

Prepares financial reports and analyses. Applies principals of accounting & finance to analyze past and present financial operations and estimate future volume and expenditures. May oversee banking relationships and participate in partnership negotiations. Reports to 2nd Level Head or 1st Level Finance Manager.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**SECOND LEVEL JOB DESCRIPTIONS****47 2nd Level Forward Planning Director**

Manages forward planning processes. Manages significant entitlement obligations through environmental impact review, re-zoning, general plan amendment, tentative map, and to final map. Reports to division head.

**48 2nd Level Forward Planning Manager**

Supports forward planning director. Manages entitlement obligations, through re-zoning, general plan amendment, tentative map, and to final map. Reports to forward planning head.

**49 2nd Level Land Acquisition/Development Head**

Plans and directs land development business including planning, design and development. Negotiates the acquisition of properties with landowners, attorneys or brokers. Obtains and examines public land records and land titles for due diligence. Plans, directs and coordinates all land acquisition activities. Scope of the job is major city/market. Reports to 2nd Level Head.

**50 2nd Level Land Acquisition Head**

Negotiates the acquisition of properties with landowners, attorneys or brokers. Obtains and examines public land records and land titles for due diligence. Plans, directs and coordinates all land acquisition activities. Scope of the job is major city/market. Reports to 1st Level Land Acquisition Head or 2nd Level Head or 2nd Level Land Acquisition/Development Head.

**51 2nd Level Land Acquisition Manager**

Negotiates the acquisition of properties with landowners, attorneys or brokers. Obtains and examines public land records and land titles for due diligence. Plans, directs and coordinates all land acquisition activities. Reports to 2nd Level Acquisition Head.

**52 2nd Level Land Acquisition Analyst**

Support the Land Acquisition Head in providing an adequate supply of land. Identifies acquisition opportunities through contacts with brokers, builders, bankers, landowners, engineers, planners, attorneys and municipal officials. Reviews/interprets zoning/land use ordinances and master plans. Reports to 2nd Level Land Acquisition Head.

**53 2nd Level Land Entitlement Manager**

Contracts and manages the preparation and approval of all entitlement documents required for new land purchases. Maintains contacts with city/county staff and elected officials. Responsible for compliance with local ordinances and codes related to land entitlement. Reports to 2nd Level Land Acquisition Head.

**54 2nd Level Land Development Head**

Plans and directs land development business including planning, design and development. Develops policies for usage and sale of properties. Maintains continuing liaison with appropriate in-house departments, public agencies and utilities. Requires a minimum of 10 years of experience. Scope of the job is major city/market. Reports to 2nd Level Head or 2nd Level Land Acquisition/Development Head.

**55 2nd Level Land Development Manager**

Plans and directs land development business including planning, design and development. Develops policies for usage and sale of properties. Maintains continuing liaison with appropriate in-house departments, public agencies and utilities. Requires a minimum of 5 years of experience. Reports to 2nd Level Land Development Head.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**SECOND LEVEL JOB DESCRIPTIONS****56 2nd Level Architectural Manager**

Coordinates approvals of design concepts. Evaluates and recommends the selection of local architectural firm and directs their work. Evaluates designs of divisional management for efficiency and profitability. Requires a minimum of 5 years of experience. Reports to 1st Level Architectural Head or 2nd Level Head.

**57 2nd Level Marketing/Advertising Manager**

Implements marketing, advertising and promotional programs. Reviews promotional material before public release. Supervises in-house staff and coordinates activities with outside vendors. Scope of the job is major city/market. Reports to 2nd Level Head.

**58 2nd Level Marketing Coordinator**

Develops marketing activities and strategy including print media, outdoor advertising, direct mail, grand openings, etc. Develops division marketing budget and tracks marketing expenses. Manages and maintains website. Manages new community grand openings and realtor events. Reports to division head.

**59 2nd Level Sales Head**

Direct responsibility over all sales activity. Reviews market analyses to determine customer needs, volume, potential pricing and sales campaigns. Provides counsel, direction and guidance in plans for marketing, market research, advertising, staffing and sales training. Scope of the job is major city/market. Reports to 2nd Level Head.

**60 2nd Level Project Coordinator**

Provides administrative support to division head, construction and sales staff and prepares closing packages. Assists with sales requests, construction or project managers' correspondence. Audits contracts from sales. calculates and submits commission earnings for sales consultants. Assists homebuyers, as necessary, with pre-closing issues. Reports to sales head.

**61 2nd Level Construction Head**

Plans and directs tasks necessary for all phases of construction. Interfaces with public agencies in obtaining all necessary permits and approvals. Responsible for controlling construction budget. Scope of the job is major city/market. Reports to 2nd Level Head or 1st Level Construction Head.

**62 2nd Level Construction Head-High Density**

Responsible for projects that are in excess of three stories tall (multi-family, condo-type or urban infill). Plans and directs tasks necessary for all phases of construction. Interfaces with public agencies in obtaining all necessary permits and approvals. Responsible for controlling construction budget. Scope of the job is major city/market. Reports to 2nd Level Head or 1st Level Construction Head.

**63 2nd Level Customer Relations Head**

This is "customer focus" position that is primarily responsible for enhancing the customer's experience. Manages and helps to reduce litigation exposure. Forecasts service trends and satisfaction levels. Not involved in managing day-to-day warranty issues or warranty service representatives. Normally responsible for multiple communities. Requires a minimum of 7 years of experience.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**SECOND LEVEL JOB DESCRIPTIONS****64 2nd Level Customer Service Head**

This is a "warranty focus" position that supervises and coordinates service/warranty activities to ensure delivery of quality products to customers in multiple communities. Establishes policies and procedures for quality assurance and inspection programs. Coordinates warranty service and work related to customer complaints. Hires and trains customer service/warranty representatives. Requires a minimum of 7 years of experience. Reports to 2nd Level Business Head.

**65 2nd Level Contracts/Purchasing Head**

Confers with vendors to obtain product information, pricing, availability and delivery. Selects products for purchase. Prepares bid requests and analyzes bid proposals. Negotiates contracts within budget limitations. Requires a minimum of 7 years experience. Scope of the job is major city/market. Reports to 2nd Level Head or 1st Level Contracts/Purchasing.

**66 2nd Level Purchasing Manager**

Selects and orders merchandise from showings by manufacturing representatives or other sellers, or purchases on open market for cash, utilizing knowledge of various articles of commerce and experience as buyer. Negotiates prices, chooses vendors, makes purchase order awards, settles complaints. Requires a minimum of 5 years of experience. Reports to 2nd Level Purchasing Head.

**67 2nd Level Safety Head**

Responsible for communicating and training company employees on required OSHA and other applicable Federal and State guidelines. Ensures compliance with all applicable laws, regulations and codes. Scope of the job is major city/market. Reports to 2nd Level Head or 1st Level Safety Head.

**68 2nd Level Human Resources Head**

Develops and administers policies and procedures for compensation and benefits, employment, employee relations, training, EEO and career development programs. Scope of the job is major city/market. Reports to Corporate Human Resources Head or 2nd Level Head.

**69 2nd Level Trainer**

Develops and conducts internal company designed training programs. Reports to 2nd Level Human Resources Head or 1st Level Trainer.

**70 2nd Level Internet Sales Consultant**

Receive Internet responses from website. Establish and develop relationship with incoming leads with a goal of advancing lead to on-site appointment with community Sales Consultant. Build interest list for "Coming Soon" neighborhoods so that when the neighborhood opens for sale the prospects are ready, willing, and able to go to contract. Prepare monthly internet report for the purposes of reporting internet leads, phone calls, appointments and contracts to the Corporate Marketing and Sales Department. Identify opportunities for e-mail campaigns to coming soon database lists. Reports to Business Unit Head or Sales Manager.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**MULTIPLE INCUMBENT JOB DESCRIPTIONS****75 Project Manager**

Develops objectives and makes day-to-day decisions for one or more communities. Oversees multiple functions, typically Construction, Sales and/or Customer Relations. Can be viewed as a "mini" City Manager. Directly responsible for sales, construction, staffing and training. Approves homeowner change requests and all payroll matters. Scope of the job is metropolitan city, smaller market or multiple communities. Reports to 2nd Level Head or City Manager.

**76 Construction Manager**

Plans and directs all tasks required in construction of units. Has "secondary" P&L responsibilities. Coordinates with public officials and agencies to obtain necessary permits and approvals. Supervises and coordinates construction activities for multiple communities or subdivisions either directly or with superintendents. Scope of the job is multiple communities or subdivisions. Requires 3-5 years of management experience. Reports to the 2nd Level Head or Construction Head.

**77 Construction Manager-High Density**

Responsible for projects that are in excess of three stories tall (multi-family, condo-type or urban infill). Plans and directs all tasks required in construction of units. Coordinates with public officials and agencies to obtain necessary permits and approvals. Supervises and coordinates construction activities in the field either directly or with superintendents. Reports to the 2nd Level Head or Construction Head.

**78 General Superintendent**

Must manage two or more construction superintendents. Responsible for one or more communities with focus on closings. Must manage other superintendents. Requires 3-5 years of experience (no management experience). Reports to Construction Manager.

**79 Construction Superintendent**

Confers with and directs/approves work being performed by subcontractors. Negotiates change orders. Approves billing and payments. Schedules and coordinates various phases of construction. Must interact with customers. Requires 1-3 years of experience. Reports to either Construction Manager or General Superintendent.

**80 Construction Superintendent-High Density**

Responsible for projects that are in excess of three stories tall (multi-family, condo-type or urban infill). Confers with and directs/approves work being performed by subcontractors. Negotiates change orders. Approves billing and payments. Schedules and coordinates various phases of construction. Reports to either Construction Manager or General Superintendent.

**81 Construction Superintendent - Land Development**

Maintains liaison with appropriate public agencies and utilities. Directs and approves work of subcontractors. May assist in land planning and design. Reports to 2nd Level Head or Land Development Manager.

**82 Construction Assistant Superintendent**

Assists Construction Supervisor as needed in all functions. This is an entry level job that normally requires less than 1 year of experience. Reports to Construction Superintendent.

**83 Construction Technician**

Prepare homes for pre-closing and closing orientation meetings. Present a quality finished home and ensure an expeditious transfer from production to homeowner service. Possess basic blueprint reading skills and be familiar with warranty standards. Perform punch out work and complete punch

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**MULTIPLE INCUMBENT JOB DESCRIPTIONS****84 Customer Service Representative**

Inspects homes under construction, identifies defects and oversees work needed to correct. Acts as a liaison between the company and the buyer. Conducts walk-throughs, answers questions and responds to homeowner service requests after move-in. Requires a minimum of 3 years of experience. Scope of the job is a single community. Reports to 2nd Level Customer Service Head.

**85 Customer Service Technician**

This is an entry level position and is normally non-exempt. Performs minor repairs and/or coordinates with subcontractors. May conduct homeowner orientations.

**86 Architect**

Evaluates, selects and applies standard architectural techniques, procedures and standards. Analyzes proposals and vendor submittals. Assignments are generally well defined, but may do parts of larger and more complex architecture. License is required. Reports to Architectural Manager.

**87 Junior Architect**

Under the supervision of an Architect plans and designs construction of building projects. Researches, plans, designs, and administers building projects applying knowledge of design, construction procedures, zoning and building codes, and building materials. No license required. Reports to Architect.

**88 CAD Operator**

Maintains and updates current plans for homes currently under production. Develops initial plans for changes or new models. May work with outside vendors and municipalities. Reports to Architectural Manager.

**89 Contract Administrator**

Maintains current knowledge of all available vendors. Administers bid process, payments and changes. Participates in negotiating contracts. Reports to Construction Head or 2nd Level Head.

**90 Estimator**

Analyzes blueprints, specifications, proposals, and other documentation to prepare time, cost and labor estimates applying knowledge of specialized methodologies, techniques, principles or processes. Computes cost factors and prepares estimates used for management purposes, such as planning, organizing, and scheduling work, preparing bids, selecting vendors or subcontractors, and determining cost effectiveness. Consults with clients, vendors, or other individuals to discuss and formulate estimates and resolve issues. Reports to 2nd Level Purchasing Manager.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**MULTIPLE INCUMBENT JOB DESCRIPTIONS****91 Estimator-Land Development**

Computes cost factors and prepares estimates used for management purposes, such as planning, organizing, and scheduling work, preparing bids, selecting vendors or subcontractors, and determining cost effectiveness. Consults with vendors, or other individuals to discuss and formulate estimates and resolve issues. Reports to 2nd Level Land Development Manager.

**92 Sales Closing Coordinator**

Prepare reconciliation statements for close of escrow. Liaise between builder, title, Company and lenders. Monitor loan process and coordinate closings. Process external broker commissions.

**93 HOA Coordinator**

Process all conditional, final and amended public records. Coordinate the preparation of public reports, CC&Rs, Articles of Incorporation and HOA Bylaws. Conduct site visits to address Architectural Committee decisions and oversee community turnover process. Coordinate the preparation of tax updates, reserve analysis and noise studies required for public reports.

**94 Purchasing Agent**

Responsible for bid specifications, administering contract bidding for materials and services, and awarding contracts to suppliers and contractors. May also prepare and issue purchase orders and change orders.

**95 Purchasing Coordinator**

This is an entry level position. Responsible for preparing purchase orders. Responsible for budget maintenance.

**96 Records Management Specialist**

Assist in the development of standardized processes for records management. Assist in the configuration and updates to software tools to be used in records management. Develop and update training materials on records handling processes and software tools. Assist legal department and tax department in implementing, tracking and communicating holds. Reports to corporate counsel.

**97 Records Management Administrator**

Primarily responsible for implementing and maintaining the records management program. Manages physical records stored on-site and off-site. Advises local staff on records management program. Requires 1-3 years experience in records maintenance and knowledge of records management techniques, laws and regulation. Maintains familiarity with the policies, practices and procedures of the records management program. Reports to records management specialist or corporate counsel.

**98 Branch Mortgage Head**

Maintains office and staff to provide and service mortgage needs of buyers and builder. Supervises branch office staff. May have profit/loss responsibility for branch office. Reports to Mortgage Head.

**99 Loan Processor**

Interacts with homebuyer regarding home loans. Processes all paperwork on loans until approval. Reports to a Mortgage Supervisor.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**MULTIPLE INCUMBENT JOB DESCRIPTIONS****100 Loan Closer**

Facilitates closing of approved mortgage loans. May deliver closed packages to 2ndary markets. Reports to a Mortgage Supervisor.

**101 Mortgage Underwriting Specialist**

Approves or denies mortgage loans, following mortgage standards. Reviews and evaluates information on mortgage loan documents to determine if buyer, property and loan conditions meet establishment and government standards. Reports to Branch Manager

**102 Loan Officer/Originator**

Meet with buyers to complete loan application. Develop rapport with sales agent. Required follow-up with buyers and sales agent to keep builder informed on loan status. Reports to Branch Manager.

**103 Post Closing/Loan Shipper**

Order and organize files for prospective loan buyer. Follow-up with loan buyer/investor regarding questions on files. Notify homebuyer about sale of their loan. Reports to Branch Manager.

**104 Title Officer**

Issue title commitments, policies and pro-formas. Attend closings and set up master commitments to help ensure that customers receive a clear property title. Read searches. Plot deeds. Draw up metes and bounds descriptions for surveys and survey readings.

**105 Closing Supervisor**

Act as seller's representative at closings. Perform settlements and take care of post closing paperwork. Schedule closings and settlements. Prepare documents (RESPA, affidavits, etc.). Perform closings.

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**2011 HOMEBUILDERS COMPENSATION SURVEY**
**Data Collection Form I**  
**CORPORATE POSITIONS**

No.	Function	Reports to	Base (000's)	Annual Bonus (000's)
1	Chief Executive Officer			
2	Chief Operating Officer			
3	Chief Financial Officer			
4	Controller			
5	Treasurer			
6	Assistant Treasurer			
7	Investor Relations Head			
8	Internal Audit Head			
9	Information Systems Head			
10	Marketing and Advertising Head			
11	Human Resources Head			
12	Mortgage Head			
13	Chief Legal Officer			
14	Contracts/Purchasing Head			
15	Architectural Head			
16	Head Title Officer			
17	Safety Head			





## 2011 HOMEBUILDERS COMPENSATION SURVEY

### Data Collection Form IV MULTIPLE INCUMBENT POSITIONS

State \_\_\_\_\_ Zip Code \_\_\_\_\_

No.	Function	Base Salary (000's)	Bonus Earned* (000's)	Check if Eligible for Overtime
75	Project Manager			
76	Construction Manager			
77	Construction Manager-High Density			
78	General Superintendent			
79	Construction Superintendent			
80	Construction Superintendent-High Density			
81	Construction Superintendent - Land Development			
82	Construction Assistant Superintendent			
83	Construction Technician			
84	Customer Service Representative			
85	Customer Service Technician			
86	Architect			
87	Junior Architect			
88	CAD Operator			
89	Contract Administrator			
90	Estimator			
91	Estimator-Land Development			
92	Sales Closing Coordinator			
93	HOA Coordinator			
94	Purchasing Agent			
95	Purchasing Coordinator			
96	Records Management Specialist			
97	Records Management Administrator			

No.	Function	Base Salary (000's)	Bonus Earned* (000's)	Commissions and other* (000's)	Check if Eligible for Overtime
98	Branch Mortgage Head				
99	Loan Processor				
100	Loan Closer				
101	Mortgage Underwriting Specialist				
102	Loan Officer/Originator				
103	Post Closing/Loan Shipper				
104	Title Officer				
105	Closing Supervisor				

\*Bonus amounts are usually part of a bonus/incentive plan and based on achievements.  
Commissions and other payments are a function of a transaction that is automatically paid.

\*\*Please refer to the customer service/relations chart on page 9 to be certain you are reporting the correct job.

## 2011 HOMEBUILDERS COMPENSATION SURVEY Data Collection Form V

### Salary Increases-Merit Budget

Does the company have a formal salary increase budget?  Yes  No

Does the company have the following?  
(Check only 1)

Merit Only

General Only

Both

When are salary increases granted:

Employee Anniversary Date

Fixed Date

If fixed, date for all increases \_\_\_\_\_  
Month Day

Indicate the planned percent salary increase for the current and next fiscal year for hourly and salaried employees:

#### Average Total Salary Increase Percent

	Hourly Employees	Salaried Employees
Current Fiscal Year Salary Increase Budget		

#### Total Percent Salary Increase Budget

	Hourly Employees	Salaried Employees
Next Fiscal Year Salary Increase Budget		

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**2011 HOMEBUILDERS COMPENSATION SURVEY**  
**Data Collection Form V****Automobile/Truck Policy**

Which of the following do you provide

Automobile  Yes  NoTruck  Yes  NoAuto Allowance  Yes  No

Average per month \_\_\_\_\_

Mileage Reimbursement  Yes  No

Cents per mile \_\_\_\_\_

Company Credit Card  Yes  NoWhere is policy set?  Corporate  1<sup>st</sup> Level  2<sup>nd</sup> Level  Other

If other, explain. \_\_\_\_\_

## 2011 HOMEBUILDERS COMPENSATION SURVEY Data Collection Form V

### Human Resources Department Structure

Indicate below the number of employees in Human Resources functions and the total number of employees in the company as of December 31.

	HR Management	HR Professionals	Trainers	HR Admin/Support	Total HR	Total Employees Company Wide
Corporate						
1 <sup>st</sup> Level						
2 <sup>nd</sup> Level						
Total						

If you use part time employees in Human Resources, indicate the number of full time equivalents below.

	HR Management	HR Professionals	Trainers	HR Admin/Support	Total HR
Corporate					
1 <sup>st</sup> Level					
2 <sup>nd</sup> Level					
Total					

Are your trainers in the Human Resources department?  Yes  No

What is the total number of annual training hours per employee? \_\_\_\_\_

### Definitions:

**HR Management**-Manages or supervises employees or a human resources function. Examples would be Vice President-Human Resources, Compensation Manager, Staffing Supervisor, etc.

**HR Professional**-Does not typically manage other employees. Position normally requires a college degree. Examples would be Compensation Analyst, Recruiter, etc.

**HR Admin/Support**-These positions are typically non-exempt and functions in the human resources department. Examples would be secretary, compensation clerk, etc.

# 2011 Homebuilders

## Executive Long-Term and Short-Term Compensation

### Module A Data Collection Package



Payroll Date: March 1, 2011  
Data Due: April 8, 2011  
Results Published: July 15, 2011

### Conducted By:

### Analytical /FMI

5080 North 40<sup>th</sup> Street, Suite 245  
Phoenix, AZ 85018  
Phone: 602-772-3434  
Fax: 602-381-8228

Website: [www.analyticalfmi.com/](http://www.analyticalfmi.com/)

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

Please return this page with your data.

**Company Name** \_\_\_\_\_

**Street Address** \_\_\_\_\_

**City, State, Zip** \_\_\_\_\_

**Who should be contacted to answer questions about your Survey submission?**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone # ( ) \_\_\_\_\_ FAX # ( ) \_\_\_\_\_

E-Mail \_\_\_\_\_

Address if different than above \_\_\_\_\_

**To whom should the Survey results be sent?**

Name \_\_\_\_\_

Title \_\_\_\_\_

Phone # ( ) \_\_\_\_\_ FAX # ( ) \_\_\_\_\_

E-Mail \_\_\_\_\_

Address if different than above \_\_\_\_\_

**Please Return by April 8, 2011 to:**

Darren McMahon or Terry Hakala  
Analytical /FMI  
5080 North 40<sup>th</sup> Street, Suite 245  
Phoenix, AZ 85018  
Phone: (602) 772-3434  
Fax: (602) 381-8228  
E-mail: [darren@analyticalfmi.com](mailto:darren@analyticalfmi.com) or [terry@analyticalfmi.com](mailto:terry@analyticalfmi.com)

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**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

- Make additional copies of data collection forms as needed.
  
- All compensation data should be reported in thousands (i.e. 84,377 = 84.4). Compensation data are effective March 1, 2011 (or your closest payroll after March 1, 2011).
  
- Annual bonus is the most recently paid bonus. This is normally paid in the current year for prior year performance. For new hires that are eligible but have not yet earned a bonus, leave this column blank.
  
- Form 1. Please be as specific as possible in describing the basis for bonus plan awards.
  
- Form 2 requests information on any long-term incentive plans you offer.
  
- Form 3 is used to report base, bonus and each long-term award made to each executive for the last fiscal year. Use additional lines if an executive received multiple awards. There are two versions of Form 3 included in your package, one with the survey titles pre-printed and the other is a blank Form 3. For positions with more than one incumbent, use as many additional blank forms as necessary. Before completing Form 3, be sure to review the long-term plan definitions. Only include information on long-term grants or payments made in the last 12 months.
  
- Form 4 requests perquisite/executive benefit information that has an actual dollar value. Typically, the value of these is added to W-2 earnings. Enter the annual dollar value in thousands for any that you offer. There are two versions in the package, one with pre-printed titles and one without. For positions with more than one incumbent, use as many additional blank forms as necessary.
  
- Form 5 requests perquisite/executive benefits information that usually is not added to an employee's W-2. For these, enter "yes" for all that are offered. There are two versions in the package, one with pre-printed titles and one without. For positions with more than one incumbent, use as many additional blank forms as necessary.
  
- Your data are due to Analytical /FMI by April 8, 2011.

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

**Long-Term Incentive Plans**

- A. Incentive Stock Option (ISOs).** A stock option that gives an executive the right to buy a certain number of shares in the company at a fixed price for a certain number of years. An incentive stock option meets the criteria in the Internal Revenue Code for preferential tax treatment.
- B. Non-Qualified Stock Option (NSOs).** A stock option that gives an executive the right to buy a certain number of shares in the company at a fixed price for a certain number of years. A non-qualified option does not meet the criteria in the Internal Revenue Code for preferential tax treatment.
- C. Restricted Stock.** Shares of employer stock awarded to the executive at no cost that are not vested until certain conditions are met. For example, the shares may vest at 20% per year.
- D. Long-Term Cash Plan.** Periodic cash payments made to the executive for meeting long-range performance goals.
- E. Stock Appreciation Right (SARs).** This is the right to receive, at no cost to the executive, the appreciation on a number of shares of employer stock over a specified period. SARs are often granted in tandem with stock options (either ISOs or NSOs) to help finance the purchase of the options and/or pay tax if any is due upon exercise of the options; these SARs sometimes are called "tandem SARs."
- F. Phantom Stock.** This is the unit corresponding to employer stock given to the executive that is simply a promise to pay a bonus in the form of the equivalent of either the value of company shares or the increase in that value over a period of time.
- G. Performance Share Plans.** Pays executives shares of company stock for achievement of financial objectives. At the end of each plan cycle (typically three to seven years), the executive receives the shares of stock accumulated based on actual performance against objectives.

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

**Non-Cash Perquisites and Executive Benefits**

1. **Automobile.** Company provides an automobile to the executive.
2. **Automobile Allowance.** Company provides a cash payment to executive for use of personal vehicle for company business.
3. **Luncheon Club.** Company pays cost of membership to a luncheon club(s).
4. **Airline Club.** Company pays cost of membership to an airline club(s).
5. **Country Club.** Company pays cost of membership to a country club.
6. **First Class Air.** Executives are permitted to fly First Class on all business related flights.
7. **Deferred Compensation Plan.** This is the option to defer a portion or all of salary or bonus. Deferred compensation plans are typically nonqualified.
8. **Supplemental Vacation.** Executives receive more vacation time and may receive it sooner than the basic vacation plans of the company.
9. **Supplemental Medical.** The executive has reduced co-payments, deductibles and other related medical expenses than the basic medical plans offered.
10. **Supplemental Disability.** The executive receives a larger percent of pay if disabled than the basic disability plan offers.
11. **Supplemental Retirement.** Executive receives higher retirement benefit than is offered under the basic retirement benefit.
12. **Life Insurance.** Company provides additional life insurance for executives.
13. **Physical Examination.** Company pays full cost of an annual physical examination for the executive. This may include an in hospital examination and/ or a cardiovascular examination.
14. **Spouse Travel.** Company pays for a spouse to travel with the executive. Spouse may or may not have a definite role in the trip.
15. **Company Plane.** Company has a plane and executives can schedule use of the plane.
16. **Home Security System.** Company buys or leases a security system for the executive's home.
17. **Chauffeur Services.** Company provides a chauffeur or chauffeur services to selected executives.
18. **Loans.** Company provides a low interest or interest free loan to executives.
19. **Financial/Tax/Estate Counseling and/or Planning.** Company provides individual financial, tax or estate counseling or planning and other legal service or income tax preparation to executives.

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

<b>Title</b>	<b>Description</b>
Chief Executive Officer	Highest authority in company. Reports to the Board of Directors.
Chief Operating Officer	Plans, organizes and directs sales, marketing, land development, contracts/purchasing, and all construction activities. Reports to CEO.
Chief Financial Officer	Highest financial authority in company. If Controller and Treasurer positions are staffed, they must report to this position. Reports to CEO.
Controller	Plans and directs all general, land accounting, budgeting and audits. Ensures compliance with all accounting and reporting requirements. May oversee information systems activities. Reports to CFO.
Treasurer	Directs financial planning, procurement and investment of funds. Delegates authority for receipt and distribution of funds and banking procedures. Analyzes financial records to forecast future financial position and budget requirements. Reports to CFO.
Assistant Treasurer	Assists or supervises the receipt, disbursement, banking, protection and custody of funds, securities, and financial instruments. Advises Treasurer on investments and loans for short- and long-range financial plans. Assists in the preparation of financial reports for Treasurer. Reports to Treasurer.
Investor Relations Head	Oversees and coordinates activities of employees engaged in maintaining and improving the relationships between the organization and various investors such as shareholder, banking community, investing public, financial investors, and institutional investors. Develops, installs and maintains systems which provide control of investor relations and improve the marketability of organization stock and bonds. Typically reports to Top Financial Officer and supervises directors and managers.
Internal Audit Head	Designs and implements the company's internal audit programs and recommends changes in financial and management controls as required. Assures that internal audit programs measure and evaluate company's controls as required to protect assets, prevent fraud and maximize operational efficiency. Conducts independent protective and constructive audits and reports findings and recommendations to management. Reports to CEO or COO.
Information Systems Head	Highest level management over programming, system analysis, database management and computer operations. May have responsibility for telecommunications. Reports to CFO or CEO.
Marketing and Advertising Head	Develops and coordinates marketing, advertising and promotional programs and budgets. Analyzes sales figures to determine cost effectiveness of promotions. Conducts market research. Supervises any in-house staff and coordinates activities of outside vendors. Reports to CEO or COO.

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

<b>Title</b>	<b>Description</b>
Human Resources Head	Develops and administers policies and procedures for compensation and benefits, employment, employee relations, training, EEO and career development programs. Reports to CEO or COO.
Mortgage Head	Highest authority in mortgage subsidiary. Reports to CFO or CEO.
Chief Legal Officer	Provide management with guidance in the application of legal principals to yield the greatest opportunities for minimizing risks and maximizing profits. Develop budget recommendations to support systematically planned programs of legal actions or defenses. As required, supplement in-house legal work by carefully selected outside legal assistance. Reports to the CEO.
Contracts/Purchasing Head	Interview vendors to obtain information concerning product, price, ability of vendor to produce product or service and delivery date. Select purchase items by testing, observing or otherwise examining. Estimate values according to knowledge of market price. Review bid proposals from vendors and enter into contracts within budgetary limitations. Reports to the COO.
Architectural Head	Researches, plans, designs and administers building projects, applying knowledge of design, construction procedures, zoning and building codes and building materials. Consults internally to determine functional and spatial requirements of new designs and prepares information regarding design, specifications, materials, color, estimated costs and construction time. Maintains budgetary control over all new designs and changes to existing product. May work with state or local officials in obtaining necessary approvals for projects. Reports to the COO.
Head Title Officer	Maintains office and staff to provide and service mortgage needs of buyers and builder. May have profit/loss responsibility for branch offices. May supervise title office. Reports to Corporate Mortgage Head.
Safety Head	Responsible for communicating and training company employees on required OSHA and other applicable Federal and State guidelines. Ensures compliance with all applicable laws, regulations and codes.
1st Level Business Unit Head (Region Manager)	Directs overall management of business through subordinate profit center heads. Manages negotiations for potential acquisitions. Reports to CEO or COO.
Territory Head	Responsible for profit centers for several business segments. Develops short- and long-range operating objectives, policies and programs as well as day-to-day business decisions for this "metro" market. Develops and manages a staff of managers to implement operating objectives. Direct reports typically include City Manager(s). Reports to First Level Head.

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**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

<b>Title</b>	<b>Description</b>
2nd Level Business Unit Head (Division Manager)	Responsible for the profitability of profit centers. Develops short- and long-range operating objectives, policies and programs as well as all day-to-day business decisions. Develops and manages a staff of managers to implement operating objectives. Reports to First Level Business Unit Head.
City Manager (3rd Level Head)	Responsible for profit centers for a specific product line or sub-market within a specific geographic market. Develops objectives and makes day-to-day decisions for this business segment. Develops and manages a staff of managers to implement operating objectives. Reports to Territory President.

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

◆ **Bonus/Incentive Plans** (Please attach plan description)

1. Do you have a bonus plan for corporate level executives?  Yes  No

• If yes, who is eligible? \_\_\_\_\_

• What is the basis for awards? \_\_\_\_\_

• Is there a maximum dollar amount or percent of base pay?  Yes  No

• If yes, what is the maximum? \_\_\_\_\_

• Are payouts made: annually  over multiple years  both

2. Do you have a bonus plan for 1<sup>st</sup> Level Business Unit Heads?  Yes  No

• What is the basis for awards? \_\_\_\_\_

• Is there a maximum dollar amount or percent of base pay?  Yes  No

• If yes, what is the maximum? \_\_\_\_\_

• Are payouts made: annually  over multiple years  both

3. Do you have a bonus plan for 2<sup>nd</sup> Level Business Unit Heads?  Yes  No

• What is the basis for awards? \_\_\_\_\_

• Is there a maximum dollar amount or percent of base pay?  Yes  No

• If yes, what is the maximum? \_\_\_\_\_

• Are payouts made: annually  over multiple years  both

2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A

4. Do you have a bonus plan for Territory Heads?  Yes  No

• What is the basis for awards? \_\_\_\_\_

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• Is there a maximum dollar amount or percent of base pay?  Yes  No

• If yes, what is the maximum? \_\_\_\_\_

• Are payouts made: annually  over multiple years  both

5. Do you have a bonus plan for City Managers (3<sup>rd</sup> Level Head)?  Yes  No

• What is the basis for awards? \_\_\_\_\_

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• Is there a maximum dollar amount or percent of base pay?  Yes  No

• If yes, what is the maximum? \_\_\_\_\_

• Are payouts made: annually  over multiple years  both

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

1. Do you use non-qualified stock options?  Yes  No

If yes, what percentage of salaried (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

2. Do you use incentive stock options?  Yes  No

If yes, what percentage of salaried (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

3. Do you use restricted stock?  Yes  No

If yes, what percentage of salaried (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

After the award, how many years before restrictions lapse? \_\_\_\_\_ Years

Do participants accrue dividends?  Yes  No

4. Do you use phantom shares or stock appreciation rights?  Yes  No

If yes, what percentage of salaried (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

What is the earliest time for payout? \_\_\_\_\_

\_\_\_\_\_

5. Do you offer a Performance Plan?  Yes  No

If yes, what percentage of salaried (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

What is the earliest time for payout? \_\_\_\_\_

\_\_\_\_\_

**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

6. Do you use a long-term cash plan?

If yes, what percentage of salaries (non-craft) workforce receives awards? \_\_\_\_\_%

What is the usual frequency? \_\_\_\_\_ Years

7. Do you have a deferred compensation plan?

Yes

No

If yes, describe? \_\_\_\_\_

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8. Describe any other long term plan offered:

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**2011 Homebuilders  
Executive Long-Term and Short-Term Compensation  
Module A**

(Use as many lines as necessary to report all awards made to each executive in the last fiscal year.)

Title	Base	Bonus	LT Cash	NQSO		ISO		Restricted		Phantom/SARS		Performance Plans	
				# Shares	Exercise Price	# Shares	Exercise Price	# Shares	Stock Value at Grant	# Shares	Stock Value	# Shares	Stock Value
Chief Executive Officer													
Chief Operating Officer													
Chief Financial Officer													
Controller													
Treasurer													
Assistant Treasurer													
Investor Relations Head													
Internal Audit Head													
Information Systems Head													
Marketing and Advertising Head													
Human Resources Head													
Mortgage Head													
Chief Legal Officer													
Contracts/Purchasing Head													
Architectural Head													
Head Title Officer													
Safety Head													

Data from the Homebuilders Survey will be used for the shaded columns.

*1st Level Business Unit Head													
*Territory Head													
*2nd Level Business Unit Head													
*City Manager (3rd Level Head)													

\*Attach separate sheet to include all incumbents in each of these job titles.









