
Homebuilders Compensation Survey 2007

Analytical/FMI Homebuilders Compensation Survey

Information, pricing and 2007 survey excerpts



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Analytical / FMI

Homebuilders Compensation Survey 2007

The Homebuilders Compensation Survey is conducted annually to provide compensation information on full-time, exempt employees of residential homebuilders. The 29 companies in the 2007 survey reported 20,010 incumbents from four major organizational breakouts. The breakouts include corporate positions, first level business unit positions, second level business unit positions and multiple incumbent positions. The survey covers 90 jobs and includes information on pay practices, turnover and organizational charts. Each participating company receives a customized report with its data extracted and compared to others in the survey. The single incumbent (corporate, first level & second level) reports are broken out by revenue and geographical regions. The reports provide averages and 10th, 25th, 50th, 75th and 90th percentiles for base, bonus, total cash compensation and homes sold.

Price for 2008 Survey:	\$2,000.00*
Data Due to Analytical/FMI by:	April 7, 2008
Publish Date:	June 30, 2008

The survey covers the following jobs:

Corporate Positions

Chief Executive Officer
 Chief Operating Officer
 Chief Financial Officer
 Contoller
 Treasurer
 Assistant Treasurer
 Investor Relations Head
 Internal Audit Head
 Information Systems Head
 Marketing and Advertising Head
 Human Resources Head
 Mortgage Head
 Chief Legal Officer
 Purchasing Head
 Architectural Head
 Head Title Officer
 Safety Head

First Level Positions

1st Level Head
 Territory Head
 1st Level Controller
 1st Level Contracts/Purchasing
 1st Level Sales Head
 1st Level Marketing/Advertising Manager
 1st Level Land Development Head
 1st Level Land Development Manager
 1st Level Land Acquisition Head
 1st Level Land Acquisition Analyst
 1st Level Architectural Manager
 1st Level Finance Manager
 1st Level Construction Head
 1st Level Construction Head-High Density
 1st Level Estimating Head
 1st Level Safety Head
 1st Level Human Resources Head
 1st Level Purchasing Head
 1st Level Trainer

* As with all Analytical / FMI surveys, a non-participating company can purchase a copy of the report if the firm agrees to participate in the following year's survey.

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Second Level Positions

2nd Level Head
City Manager (3rd Level Head)
2nd Level Controller
2nd Level Contracts/Purchasing Head
2nd Level Sales Head
2nd Level Marketing/Advertising Manager
2nd Level Land Acquisition/Development Head
2nd Level Land Development Head
2nd Level Land Development Manager
2nd Level Land Acquisition Head
2nd Level Land Acquisition Manager
2nd Level Land Entitlement Manager
2nd Level Land Project Supervisor
2nd Level Land Acquisition Analyst
2nd Level Architectural Manager
2nd Level Finance Manager
2nd Level Construction Head
2nd Level Construction Head-High Density
2nd Level Customer Relations Head
2nd Level Customer Service Head
2nd Level Safety Head
2nd Level Human Resources Head
2nd Level Purchasing Head
2nd Level Purchasing Manager
2nd Level Trainer

Multiple Incumbent Positions

Project Manager
Construction Manager
Construction Manager-High Density
General Superintendent
Construction Superintendent
Construction Superintendent-High Density
Construction Superintendent - Land Development
Construction Assistant Superintendent
Construction Technician
Customer Service Manager (formerly Representative)
Customer Service Technician
Architect
Junior Architect
CAD Operator
Contract Administrator
Estimator
Estimator-Land Development
Sales Closing Coordinator
HOA Coordinator
Purchasing Agent
Purchasing Coordinator
Branch Mortgage Head
Loan Processor
Loan Closer
Mortgage Underwriting Specialist
Loan Officer/Originator
Post Closing/Loan Shipper
Title Officer
Closing Supervisor

2007 HOMEBUILDER SURVEY PARTICIPANTS-

Ashton Woods Homes

Mercedes Homes

Beazer Homes USA, Inc.

Morrison Homes

Centex Homes

Neumann Homes, Inc.

D. R. Horton, Inc.

NVR, Inc.

David Weekley Homes

Orleans Homebuilders

Fischer Homes

Park Square Homes

HHHunt

Pulte Corporation

Highland Homes

Standard Pacific Homes

Hovnanian Enterprises, Inc.

Taylor Woodrow, Inc.

J.F. Shea Co., Inc.

The Ryland Group

John Laing Homes

Toll Brothers, Inc

KB Home

Walter Industries, Inc.

Kimball Hill Homes

WCI Communities

M/I Homes

Weyerhaeuser Real Estate Co

MDC Holdings

2007 Homebuilders Compensation Survey

Chief Executive Officer

	Your Data	%ile Rank With your Data Included	Results with your data factored out							
			10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile
All Sales	# Companies: 26		# Incumbents: 27							
Base Salary (000)	N/A	N/A	272.9	465.0	800.0	N/A	746.6	N/A	1,000.0	1,200.0
Bonus (000)	N/A	N/A	378.6	934.9	2,775.8	N/A	4,214.9	N/A	5,344.6	11,828.3
Total (000)	N/A	N/A	593.6	995.1	2,150.0	N/A	3,868.7	N/A	5,404.5	11,332.1
Prior Year Residential Units Sold	N/A	N/A	2,161	2,734	5,755	N/A	13,658	N/A	16,446	39,118

Sales Less Than \$500 Million	# Companies: 3		# Incumbents: 3							
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Sales \$501 To \$999 Million	# Companies: 2		# Incumbents: 2							
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Sales \$1 Billion and Above	# Companies: 21		# Incumbents: 22							
Base Salary (000)	N/A	N/A	437.0	573.5	860.0	N/A	835.9	N/A	1,000.1	1,200.0
Bonus (000)	N/A	N/A	450.0	1,416.0	4,291.5	N/A	4,972.3	N/A	7,751.8	11,958.4
Total (000)	N/A	N/A	812.0	1,162.5	2,597.1	N/A	4,452.2	N/A	5,536.2	12,239.4
Prior Year Residential Units Sold	N/A	N/A	3,018	4,285	9,682	N/A	16,356	N/A	19,526	41,092

Position Description	Copyright © Analytical / FMI
Highest authority in company. Reports to the Board of Directors.	

2007 Homebuilders Compensation Survey

1st Level Head			All Regions							
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales	# Companies:	23	# Incumbents:				114			
Base Salary (000)	N/A	N/A	201.0	240.0	297.5	N/A	338.0	N/A	400.0	549.5
Bonus (000)	N/A	N/A	129.0	271.3	639.6	N/A	817.0	N/A	1,156.7	1,814.9
Total (000)	N/A	N/A	341.9	521.3	913.1	N/A	1,083.3	N/A	1,421.2	2,157.0
Prior Year Residential Units Sold	N/A	N/A	405	645	1,682	N/A	2,389	N/A	3,450	6,063
Sales Less Than \$50 Million	# Companies:	2	# Incumbents:				7			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million	# Companies:	4	# Incumbents:				5			
Base Salary (000)	N/A	N/A	183.1	240.0	320.0	N/A	306.0	N/A	400.0	415.0
Bonus (000)	N/A	N/A	130.3	246.0	482.9	N/A	554.7	N/A	791.6	1,036.7
Total (000)	N/A	N/A	289.0	425.0	550.2	N/A	749.8	N/A	975.5	1,350.2
Prior Year Residential Units Sold	N/A	N/A	183	396	1,019	N/A	1,624	N/A	3,116	3,374
Sales \$101 To \$200 Million	# Companies:	6	# Incumbents:				9			
Base Salary (000)	N/A	N/A	224.2	250.0	250.0	N/A	280.1	N/A	280.0	328.0
Bonus (000)	N/A	N/A	281.5	386.0	534.3	N/A	638.4	N/A	769.9	1,185.3
Total (000)	N/A	N/A	465.6	610.2	668.6	N/A	847.6	N/A	935.0	1,424.6
Prior Year Residential Units Sold	N/A	N/A	227	326	450	N/A	770	N/A	586	1,233
Sales \$201 To \$500 Million	# Companies:	11	# Incumbents:				18			
Base Salary (000)	N/A	N/A	217.8	228.8	267.5	N/A	291.3	N/A	336.5	415.0
Bonus (000)	N/A	N/A	214.4	269.9	437.4	N/A	766.0	N/A	812.5	1,650.5
Total (000)	N/A	N/A	452.7	525.0	666.5	N/A	972.3	N/A	976.8	1,655.5
Prior Year Residential Units Sold	N/A	N/A	411	477	714	N/A	1,167	N/A	1,476	1,978
Sales \$501 To \$999 Million	# Companies:	11	# Incumbents:				26			
Base Salary (000)	N/A	N/A	237.5	275.0	357.5	N/A	397.9	N/A	491.3	615.0
Bonus (000)	N/A	N/A	235.0	260.0	500.0	N/A	748.7	N/A	958.3	1,461.2
Total (000)	N/A	N/A	512.5	601.3	1,015.0	N/A	1,117.8	N/A	1,276.3	1,795.7
Prior Year Residential Units Sold	N/A	N/A	1,061	1,315	1,540	N/A	2,001	N/A	2,965	3,305
Sales \$1 Billion and Above	# Companies:	7	# Incumbents:				25			
Base Salary (000)	N/A	N/A	281.0	325.5	450.0	N/A	447.5	N/A	565.0	615.0
Bonus (000)	N/A	N/A	296.5	463.8	1,120.0	N/A	1,150.4	N/A	1,712.5	2,058.6
Total (000)	N/A	N/A	597.0	935.0	1,615.0	N/A	1,551.9	N/A	2,115.0	2,432.7
Prior Year Residential Units Sold	N/A	N/A	2,076	2,709	4,156	N/A	4,208	N/A	6,063	6,792

Position Description

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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.

2007 Homebuilders Compensation Survey

1st Level Head			South (AL, AR, FL, GA, LA, MS, NC, SC & TN)							
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales			# Companies: 16			# Incumbents: 25				
Base Salary (000)	N/A	N/A	166.0	260.0	320.0	N/A	328.1	N/A	400.0	480.0
Bonus (000)	N/A	N/A	233.8	446.1	956.5	N/A	1,092.2	N/A	1,291.8	2,269.7
Total (000)	N/A	N/A	455.6	525.0	1,098.0	N/A	1,289.3	N/A	1,600.0	2,497.2
Prior Year Residential Units Sold	N/A	N/A	461	877	2,051	N/A	2,463	N/A	3,823	4,691
Sales Less Than \$50 Million			# Companies: 2			# Incumbents: 2				
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million			# Companies: 1			# Incumbents: 1				
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$101 To \$200 Million			# Companies: 1			# Incumbents: 1				
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$201 To \$500 Million			# Companies: 4			# Incumbents: 4				
Base Salary (000)	N/A	N/A	194.5	223.8	267.5	N/A	290.0	N/A	333.8	403.5
Bonus (000)	N/A	N/A	496.5	591.6	750.0	N/A	1,463.0	N/A	1,977.9	2,714.6
Total (000)	N/A	N/A	497.4	568.6	799.0	N/A	1,387.2	N/A	1,617.7	2,747.6
Prior Year Residential Units Sold	N/A	N/A	584	763	892	N/A	1,844	N/A	1,972	3,865
Sales \$501 To \$999 Million			# Companies: 4			# Incumbents: 6				
Base Salary (000)	N/A	N/A	308.0	341.0	345.5	N/A	365.2	N/A	375.5	442.0
Bonus (000)	N/A	N/A	200.0	312.5	667.4	N/A	883.8	N/A	1,156.0	1,783.9
Total (000)	N/A	N/A	512.5	643.8	1,109.4	N/A	1,248.9	N/A	1,507.8	2,124.9
Prior Year Residential Units Sold	N/A	N/A	1,452	1,630	2,379	N/A	2,443	N/A	3,192	3,484
Sales \$1 Billion and Above			# Companies: 2			# Incumbents: 5				
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Position Description			Copyright © Analytical / FMI							
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.										

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1st Level Head			Northeast (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VA & VT)							
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales		# Companies:	11			# Incumbents:	31			
Base Salary (000)	N/A	N/A	185.3	225.0	366.2	N/A	384.4	N/A	512.5	650.0
Bonus (000)	N/A	N/A	33.3	120.0	275.0	N/A	424.4	N/A	583.7	915.0
Total (000)	N/A	N/A	214.0	251.3	750.0	N/A	726.7	N/A	987.6	1,300.0
Prior Year Residential Units Sold	N/A	N/A	396	575	1,441	N/A	2,179	N/A	2,881	7,491
Sales Less Than \$50 Million		# Companies:	2			# Incumbents:	4			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million		# Companies:	2			# Incumbents:	2			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$101 To \$200 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$201 To \$500 Million		# Companies:	2			# Incumbents:	2			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$501 To \$999 Million		# Companies:	5			# Incumbents:	9			
Base Salary (000)	N/A	N/A	380.2	465.0	560.0	N/A	551.0	N/A	650.0	715.0
Bonus (000)	N/A	N/A	257.0	271.3	297.5	N/A	597.7	N/A	877.1	1,148.8
Total (000)	N/A	N/A	777.0	860.0	1,000.0	N/A	1,082.3	N/A	1,283.3	1,449.5
Prior Year Residential Units Sold	N/A	N/A	717	1,055	1,296	N/A	1,306	N/A	1,441	1,776
Sales \$1 Billion and Above		# Companies:	3			# Incumbents:	5			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Position Description		Copyright © Analytical / FMI								
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.										

2007 Homebuilders Compensation Survey

1st Level Head			Midwest (IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH SD, WI & WV)							
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales		# Companies:	5			# Incumbents:	6			
Base Salary (000)	N/A	N/A	277.5	285.0	320.0	N/A	340.8	N/A	385.0	425.0
Bonus (000)	N/A	N/A	62.5	125.0	212.5	N/A	432.1	N/A	506.3	1,021.4
Total (000)	N/A	N/A	412.5	443.8	520.0	N/A	773.0	N/A	922.5	1,386.4
Prior Year Residential Units Sold	N/A	N/A	1,167	1,886	2,564	N/A	2,540	N/A	3,465	3,888
Sales Less Than \$50 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million		# Companies:	0			# Incumbents:	0			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$101 To \$200 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$201 To \$500 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$501 To \$999 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$1 Billion and Above		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Position Description		Copyright © Analytical / FMI								
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.										

2007 Homebuilders Compensation Survey

1st Level Head		California								
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales	# Companies:	11			# Incumbents:			16		
Base Salary (000)	N/A	N/A	215.0	262.5	295.0	N/A	336.0	N/A	367.5	532.5
Bonus (000)	N/A	N/A	285.0	362.5	812.0	N/A	868.3	N/A	1,044.0	1,718.0
Total (000)	N/A	N/A	545.0	568.8	1,081.3	N/A	1,150.0	N/A	1,472.7	2,015.0
Prior Year Residential Units Sold	N/A	N/A	436	644	1,924	N/A	2,033	N/A	3,070	3,115
Sales Less Than \$50 Million	# Companies:	0			# Incumbents:			0		
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million	# Companies:	1			# Incumbents:			1		
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$101 To \$200 Million	# Companies:	0			# Incumbents:			0		
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$201 To \$500 Million	# Companies:	4			# Incumbents:			5		
Base Salary (000)	N/A	N/A	210.6	225.0	225.0	N/A	263.2	N/A	300.0	339.0
Bonus (000)	N/A	N/A	448.3	633.3	868.0	N/A	787.3	N/A	1,022.0	1,061.5
Total (000)	N/A	N/A	439.0	550.0	937.1	N/A	893.0	N/A	1,300.0	1,307.7
Prior Year Residential Units Sold	N/A	N/A	405	406	505	N/A	521	N/A	643	645
Sales \$501 To \$999 Million	# Companies:	3			# Incumbents:			3		
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$1 Billion and Above	# Companies:	3			# Incumbents:			5		
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Position Description		Copyright © Analytical / FMI								
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.										

2007 Homebuilders Compensation Survey

1st Level Head			West (AZ, CO, ID, MT, NM, NV, OK, OR, TX, UT, WA & WY)							
Your Data	%ile Rank With your Data Included	Results with your data factored out								
		10th Percentile	25th Percentile	Median	Your Co % to Market	Mean	Your Co% to Market	75th Percentile	90th Percentile	
All Sales		# Companies:	15			# Incumbents:	24			
Base Salary (000)	N/A	N/A	203.6	240.0	287.5	N/A	323.7	N/A	404.3	510.0
Bonus (000)	N/A	N/A	282.5	377.6	975.1	N/A	1,117.6	N/A	1,632.3	2,196.4
Total (000)	N/A	N/A	532.6	710.9	1,279.2	N/A	1,441.3	N/A	2,094.4	2,449.4
Prior Year Residential Units Sold	N/A	N/A	1,001	1,353	3,127	N/A	3,600	N/A	6,063	6,505
Sales Less Than \$50 Million		# Companies:	0			# Incumbents:	0			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$50 To \$100 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$101 To \$200 Million		# Companies:	1			# Incumbents:	1			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$201 To \$500 Million		# Companies:	3			# Incumbents:	3			
Base Salary (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bonus (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (000)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prior Year Residential Units Sold	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sales \$501 To \$999 Million		# Companies:	5			# Incumbents:	6			
Base Salary (000)	N/A	N/A	227.5	236.3	247.5	N/A	254.2	N/A	270.0	287.5
Bonus (000)	N/A	N/A	177.5	262.5	610.1	N/A	897.6	N/A	980.3	1,905.1
Total (000)	N/A	N/A	425.0	543.8	880.1	N/A	1,151.8	N/A	1,231.5	2,150.2
Prior Year Residential Units Sold	N/A	N/A	1,282	1,356	2,756	N/A	2,319	N/A	2,900	3,172
Sales \$1 Billion and Above		# Companies:	5			# Incumbents:	8			
Base Salary (000)	N/A	N/A	314.9	328.9	434.5	N/A	439.9	N/A	535.0	580.0
Bonus (000)	N/A	N/A	785.0	1,167.5	1,437.7	N/A	1,516.0	N/A	2,105.1	2,212.2
Total (000)	N/A	N/A	1,323.0	1,702.5	1,942.2	N/A	1,956.0	N/A	2,433.9	2,527.0
Prior Year Residential Units Sold	N/A	N/A	5,755	6,063	6,063	N/A	6,317	N/A	6,725	7,134

Position Description	Copyright © Analytical / FMI
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.	

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - All Regions

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	879	95.5	771	39.5	128.3	44.8	210.0
Total Incumbents	879						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		62.5		6.0	70.0		
25th Percentile		72.0		10.0	84.0		
50th Percentile		83.0		16.1	99.0		
75th Percentile		94.0		25.9	119.4		
90th Percentile		113.0		44.0	145.0		

Position Description
<p>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 ad 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.</p>

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Company Rankings

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base		Elig for OT
					Low	High	
5	155.5	5	91.7	247.3	108.8	192.0	No
29	107.0	27	98.4	198.6	45.0	150.0	No
4	118.6	2	80.0	158.6	80.0	150.0	No
18	144.3	7	26.3	154.5	100.0	210.0	No
4	91.2	4	57.6	148.8	76.8	120.3	No
14	92.4	14	45.8	138.2	75.5	123.6	No
57	106.6	56	22.9	129.0	68.0	160.7	No
50	88.3	50	40.6	128.9	70.0	135.0	No
18	100.6	18	22.6	123.2	76.6	130.0	No
8	77.3	8	41.9	119.1	66.0	88.0	No
23	97.9	17	20.4	113.0	54.0	130.0	No
13	86.9	13	23.8	110.8	53.0	130.0	No
194	79.3	194	21.8	101.1	58.5	128.7	No
1	81.0	1	18.2	99.2	81.0	81.0	No
15	72.8	14	27.5	98.4	59.1	92.7	No
272	85.8	263	10.2	95.7	56.7	150.0	No
145	72.1	78	21.3	83.5	44.8	135.3	No
9	62.1	0		62.1	58.5	65.0	No

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - California

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	148	109.2	128	41.3	144.2	90.4	131.8
Total Incumbents	148						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		78.2		6.2	89.0		
25th Percentile		88.2		10.0	98.2		
50th Percentile		100.0		15.0	116.9		
75th Percentile		115.0		24.9	134.9		
90th Percentile		128.5		32.9	153.8		

Position Description

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.

**Homebuilders Multiple Incumbent Positions
Compensation Survey - 2007
Company Rankings**

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base	
					Low	High
6	129.3	5	112.6	223.1	100.0	150.0
1	120.3	1	100.0	220.3	120.3	120.3
1	103.0	1	65.0	168.0	103.0	103.0
1	150.0	0		150.0	150.0	150.0
7	98.9	7	30.9	129.7	70.0	130.0
13	102.4	13	22.3	124.7	85.9	130.0
19	112.6	18	11.4	123.4	90.0	160.7
34	106.6	33	15.9	122.0	68.0	150.0
20	102.4	17	20.4	119.8	81.7	130.0
36	93.8	23	16.1	104.1	55.0	135.3
10	81.9	10	18.7	100.7	70.0	90.2

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - Midwest (IA, IL, IN, KS, KY, MI, MN, MO, ND, NE, OH SD, WI & WV)

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	64	90.0	64	29.2	119.3	76.7	107.0
Total Incumbents	64						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		62.0		6.0	73.9		
25th Percentile		66.0		10.3	79.7		
50th Percentile		75.9		14.3	89.7		
75th Percentile		85.7		19.8	103.2		
90th Percentile		91.0		25.9	114.6		

Position Description

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.

**Homebuilders Multiple Incumbent Positions
Compensation Survey - 2007
Company Rankings**

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base	
					Low	High
2	124.6	2	54.3	178.8	100.0	149.1
4	84.8	4	53.9	138.7	75.5	100.0
2	87.7	2	10.6	98.2	87.1	88.2
24	80.5	24	9.9	90.4	62.5	100.0
32	72.6	32	17.6	90.2	58.5	97.9

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - Northeast (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA RI, VA &VT)

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	186	105.5	181	33.1	134.5	91.8	131.4
Total Incumbents	186						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		70.6		5.0	79.0		
25th Percentile		77.5		7.5	88.0		
50th Percentile		88.0		11.2	99.1		
75th Percentile		97.8		16.6	112.7		
90th Percentile		113.0		29.0	142.3		

Position Description

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 ad 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.

**Homebuilders Multiple Incumbent Positions
Compensation Survey - 2007
Company Rankings**

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base	
					Low	High
4	167.2	4	98.9	266.1	148.3	192.0
6	136.7	5	21.4	154.5	108.0	186.0
1	125.0	1	28.4	153.4	125.0	125.0
20	116.6	20	25.4	141.9	95.8	159.6
3	81.5	3	43.5	125.0	76.8	90.1
30	86.8	30	19.0	105.8	63.3	128.7
1	81.0	1	18.2	99.2	81.0	81.0
120	85.0	117	10.0	94.7	58.0	150.0
1	70.0	0		70.0	70.0	70.0

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - South (AL, AR, FL, GA, LA, MS, NC, SC & TN)

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	235	91.3	177	31.9	116.7	75.8	107.3
Total Incumbents	235						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		60.0		7.0	62.5		
25th Percentile		65.0		11.1	74.1		
50th Percentile		72.0		20.9	90.8		
75th Percentile		83.7		27.1	107.5		
90th Percentile		94.5		44.0	124.9		

Position Description

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.

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Company Rankings

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base	
					Low	High
1	108.8	1	63.0	171.8	108.8	108.8
11	86.8	11	73.6	160.4	45.0	120.0
1	123.6	1	35.0	158.6	123.6	123.6
12	148.1	2	38.5	154.5	100.0	210.0
8	77.3	8	41.9	119.1	66.0	88.0
1	114.4	0		114.4	114.4	114.4
61	79.7	61	22.0	101.7	62.9	94.6
6	70.9	6	18.0	89.0	60.0	90.0
40	80.0	38	9.0	88.6	63.0	104.0
4	69.5	4	16.8	86.3	53.0	77.0
2	74.0	2	6.5	80.5	68.0	80.0
88	63.0	43	26.1	75.7	45.0	77.6

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Project Manager - West (AZ, CO, ID, MT, NM, NV, OK, OR, TX, UT, WA & WY)

	Number of Incumbents	Average Base Salary	# Rec Bonus/Comm	Average Bonus/Comm	Average Total Cash	Low Base	High Base
No Match							
Others Surveyed	185	83.1	161	43.8	116.6	66.0	101.8
Total Incumbents	185						
Your Company as a % of Survey	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10th Percentile		62.0		6.0	65.0		
25th Percentile		72.0		10.0	81.9		
50th Percentile		79.0		17.1	94.7		
75th Percentile		86.4		26.1	109.7		
90th Percentile		93.3		42.8	130.3		

Position Description

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.

Homebuilders Multiple Incumbent Positions Compensation Survey - 2007

Company Rankings

Number of Incumbents	Average Base	# Rec Bon/Comm	Avg Bonus/Comm	Avg Total Cash	Annual Base	
					Low	High
9	110.9	8	143.5	238.4	85.0	130.0
2	105.0	2	80.0	185.1	80.0	130.0
6	92.0	6	39.2	131.2	80.0	105.0
16	91.0	16	34.7	125.7	80.0	109.0
9	74.0	8	34.6	104.7	59.1	92.7
61	78.2	61	25.7	103.9	63.9	94.7
2	80.0	2	13.5	93.5	64.0	96.0
51	81.3	48	8.5	89.3	56.7	125.0
17	72.0	10	14.6	80.6	44.8	92.3
3	68.0	0		68.0	54.0	80.1
9	62.1	0		62.1	58.5	65.0

COMPANY INFORMATION/PRACTICES

Salary Range Structure Adjustments

	Current Year				Next Year			
	Number of Companies	Average Percent	Minimum Percent	Maximum Percent	Number of Companies	Average Percent	Minimum Percent	Maximum Percent
Salary	3	2.6%	2.0%	3.0%	3	3.0%	3.0%	3.0%
Hourly	2	2.5%	2.0%	3.0%	3	3.0%	3.0%	3.0%

Salary Increase Adjustments

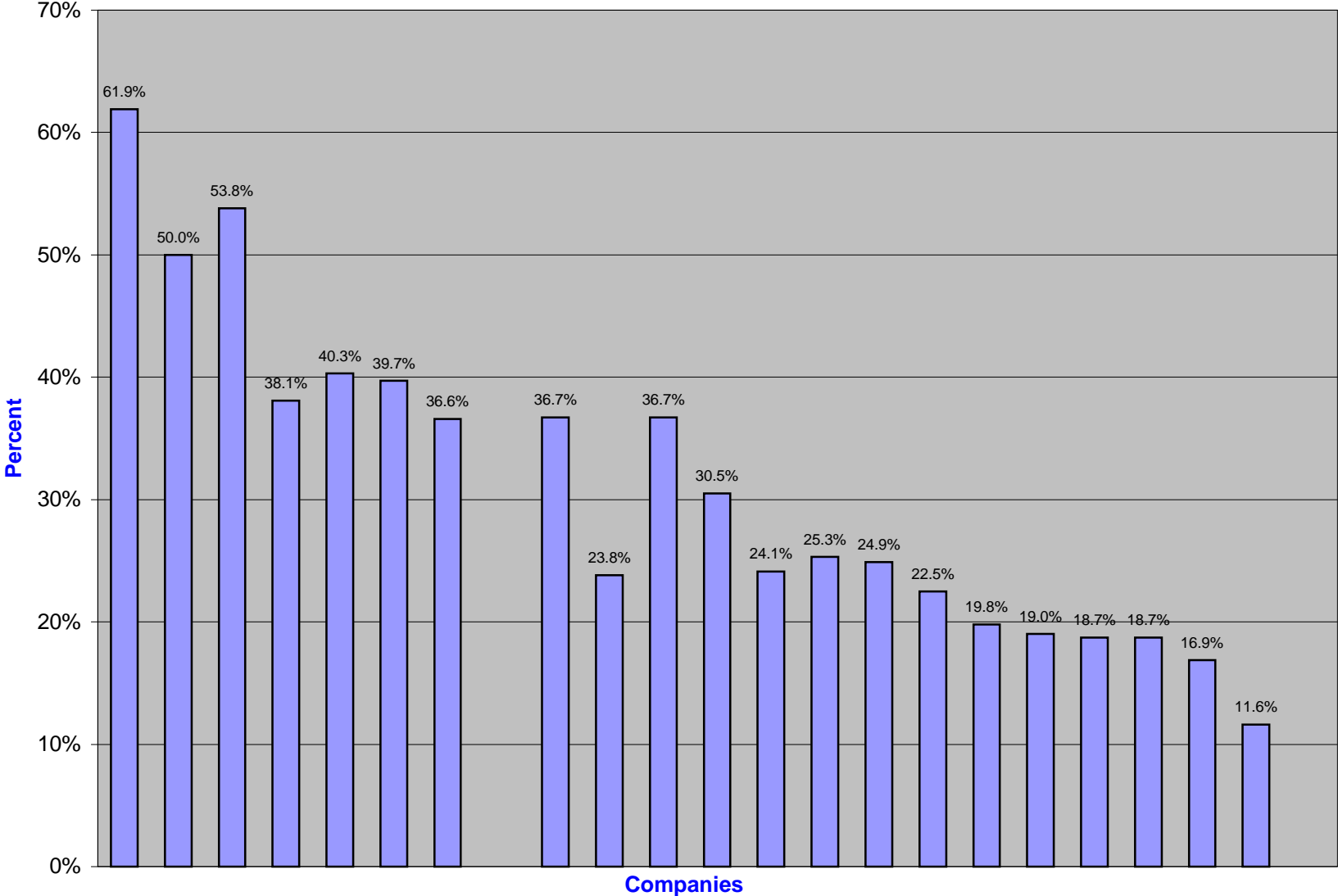
	Current Year				Next Year			
	Number of Companies	Average Percent	Minimum Percent	Maximum Percent	Number of Companies	Average Percent	Minimum Percent	Maximum Percent
Merit	8	3.5%	2.3%	6.0%	7	3.1%	3.0%	3.5%
General	0				2	3.0%	3.0%	3.0%
Total	9	3.7%	2.3%	6.0%	8	3.3%	3.0%	5.0%

2007 Homebuilders COMPENSATION SURVEY
All Turnover Except RIF

Full Time Salary	Full Time Hourly	All Full Time	Average Headcount Salary	Average Headcount Hourly	Average Headcount Total
61.9%		61.9%	501		501
50.0%	60.0%	54.3%	3,624	2,664	6,287
53.8%		53.8%	476		476
38.1%	47.4%	40.4%	2,846	960	3,805
40.3%		40.3%	325		325
39.7%		39.7%	935		935
36.6%	40.2%	37.3%	746	187	932
	37.0%	37.0%		401	401
36.7%	29.0%	36.3%	1,371	73	1,443
23.8%	46.5%	32.9%	1,796	1,209	3,005
36.7%	22.7%	32.1%	153	75	228
30.5%		30.5%	6,104		6,104
24.1%	35.1%	29.3%	1,878	1,706	3,583
25.3%	33.0%	27.4%	4,599	1,692	6,291
24.9%	76.9%	25.3%	2,783	20	2,802
22.5%	29.6%	25.0%	697	378	1,075
19.8%	25.1%	21.1%	863	283	1,146
19.0%	22.6%	20.6%	1,398	1,138	2,535
18.7%	23.6%	20.5%	3,226	1,887	5,113
18.7%	13.4%	17.9%	4,922	959	5,882
16.9%		16.9%	455		455
11.6%	13.2%	12.1%	398	205	603

Average	30.9%	34.7%	32.4%	1,909	865	2,451
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Full Time Salary Turnover Except RIF



Company ABC Corporate

