



2017 BOMA Healthcare Real Estate Compensation Survey

September 2017

Christenson Advisors (“CA”) is pleased to present the 2017 BOMA Healthcare Real Estate Compensation Survey report of results. This report provides healthcare real estate companies with current information on key organization metrics and compensation program structure/design characteristics. In addition, competitive compensation levels are provided (both 2016 actual awards and 2017 target opportunities) for 53 positions.

A total of 45 companies participated in the survey. We extend our sincere appreciation to all participating companies for providing valuable information, which has enabled us to perform an extensive examination of compensation within the healthcare real estate industry. We hope this report serves as a valuable benchmarking resource to compare your company's compensation program and pay practices to the market.

Sincerely,

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Participants

Below is a partial list of the participating companies. This list does not include all 45 participants, as some companies prefer to remain anonymous. The companies listed below gave approval to list their name as a participant.

Granger Group
Wyoming, MI

MSP Commercial
Eagan, MN

PMB RES, LLC
San Diego, CA

Health Connect Properties
Denver, CO

Novant Health
Winston-Salem, NC

Realty Trust Group
Knoxville, TN

Holladay Properties, LLC
South Bend, IN

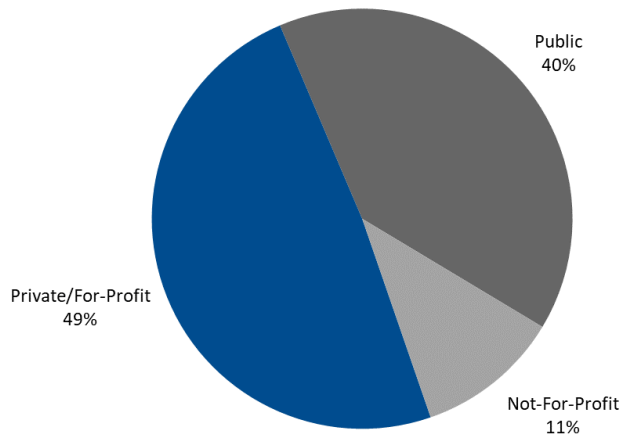
Physicians Realty Trust
Milwaukee, WI

Rendina Healthcare Real Estate
Jupiter, FL

Operational Information

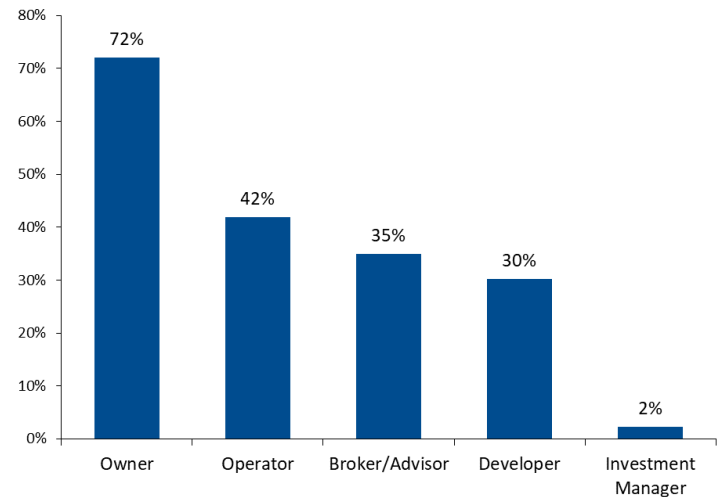
What is the status of your company?

Private/for-profit companies and publicly traded organizations make up 89% of the survey’s participants. The remaining participants (11%) are not-for-profits.



How is your company classified?

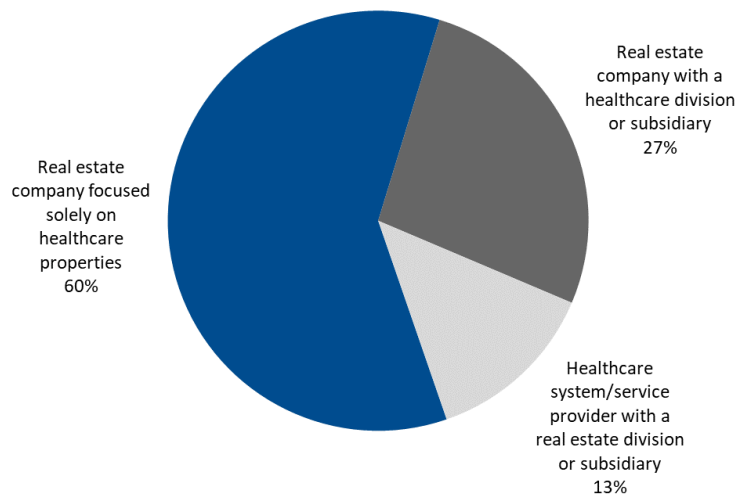
A majority of the participants classify their company as an owner of healthcare properties. Moreover, just over one-third (37%) categorize their organization as an owner and operator of such properties.



Operational Information

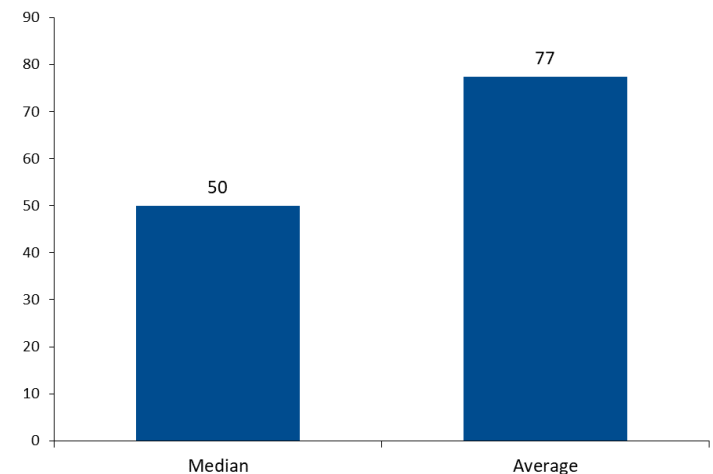
Which of the following best describes your company's healthcare real estate business structure?

The majority (60%) of the participants are real estate companies focused solely on healthcare properties, while just over one-quarter (27%) are real estate companies with a dedicated healthcare division or subsidiary. The remaining 13% of participating companies are healthcare organizations with a real estate division or subsidiary.



How many people does your company currently employ full-time (within the healthcare real estate area)?

Participants vary greatly in terms of number of employees – from less than ten to over 500. This is one indicator of the range of companies that participated in the survey. This year's participating companies have a median and average total number of full-time employees of 50 and 77, respectively.



Portfolio Information

What types of healthcare properties are in your company’s portfolio?

A majority of the participating companies reported having ambulatory surgery centers, diagnostic services, medical office buildings, physician’s clinics, specialty treatment centers, urgent care centers, and administration/other non-clinical buildings in their portfolio. However, the full spectrum of healthcare properties are represented in the survey results. Furthermore, 90% of participating companies are diversified, having multiple property types.

	Percentage	
Acute Care	General Acute Care Hospitals	30%
	Specialty Hospitals*	35%
Post-Acute Care	Inpatient Rehabilitation	25%
	Long-Term Acute Care Hospitals (LTACH)	25%
	Skilled Nursing Facilities/Nursing Homes	15%
Outpatient Facilities	Ambulatory Surgery Centers	65%
	Diagnostic Service	55%
	Medical Office Building	90%
	Physician's Clinics	60%
	Outpatient Rehabilitation	40%
	Specialty Treatment Centers**	55%
	Urgent Care Centers	55%

	Percentage	
Seniors Housing	Active Adult Communities	5%
	Assisted Living	15%
	Continuing Care Retirement Communities	5%
	Independent Living	10%
	Memory Care	15%
Other	Administration/Other Non-Clinical Buildings	55%
	Health and Wellness	30%
	Life Science Centers/Biotech	5%
	Parking Structures	50%
	Warehouses	20%
	Other	10%

*Specialty Hospitals (i.e., Surgical, Orthopedic, Psychiatric, Women's/Children's, etc.)

**Specialty Treatment Centers (i.e., Oncology, Ophthalmology, Pediatric, etc.)

Other: Dialysis Center, Thrift Shop

Base Salary

What was the average percentage change in base salary between calendar/fiscal year 2016 and 2017 (actual)?

Between calendar/fiscal year 2016 and 2017, over three-quarters of the participating companies increased base salary for each organizational level and the company overall (all employees). On average, an increase between 2.1% and 4% was most common. Furthermore, no participating companies reported a decrease in base salary between calendar/fiscal year 2016 and 2017.

		Decreased By				No Change	Increased By			
		6.1+%	4.1-6%	2.1-4%	0.1-2%		0.1-2%	2.1-4%	4.1-6%	6.1+%
Between 2016 & 2017 (Actual)	Executive Management	0%	0%	0%	0%	20%	7%	33%	20%	20%
	Division/Function Heads	0%	0%	0%	0%	15%	15%	38%	15%	15%
	Senior Level Professionals	0%	0%	0%	0%	14%	21%	50%	7%	7%
	Mid-Level Professionals	0%	0%	0%	0%	15%	15%	54%	15%	0%
	Junior Level Professionals	0%	0%	0%	0%	23%	15%	54%	8%	0%
	Company Overall (all employees)	0%	0%	0%	0%	7%	20%	53%	13%	7%

Base Salary

What was the average percentage change in base salary between calendar/fiscal year 2017 and 2018 (projected)?

The results are much the same when projecting base salary changes between calendar/fiscal year 2017 and 2018. Over two-thirds of participants anticipate providing increases to each organization level and the company overall (all employees). Again, the largest portion of these increases are expected to fall in the 2.1% to 4% range. Lastly, none of the participating companies project a decrease in base salary between calendar/fiscal year 2017 and 2018.

		Decrease By				No Change	Increase By			
		6.1+%	4.1-6%	2.1-4%	0.1-2%		0.1-2%	2.1-4%	4.1-6%	6.1+%
Between 2017 & 2018 (Projected)	Executive Management	0%	0%	0%	0%	29%	0%	43%	14%	14%
	Division/Function Heads	0%	0%	0%	0%	31%	0%	46%	23%	0%
	Senior Level Professionals	0%	0%	0%	0%	27%	0%	60%	7%	7%
	Mid-Level Professionals	0%	0%	0%	0%	23%	0%	62%	8%	8%
	Junior Level Professionals	0%	0%	0%	0%	21%	0%	57%	21%	0%
	Company Overall (all employees)	0%	0%	0%	0%	21%	0%	64%	14%	0%

Annual Incentives (Cash Bonus)

Does your company have an annual incentive program?

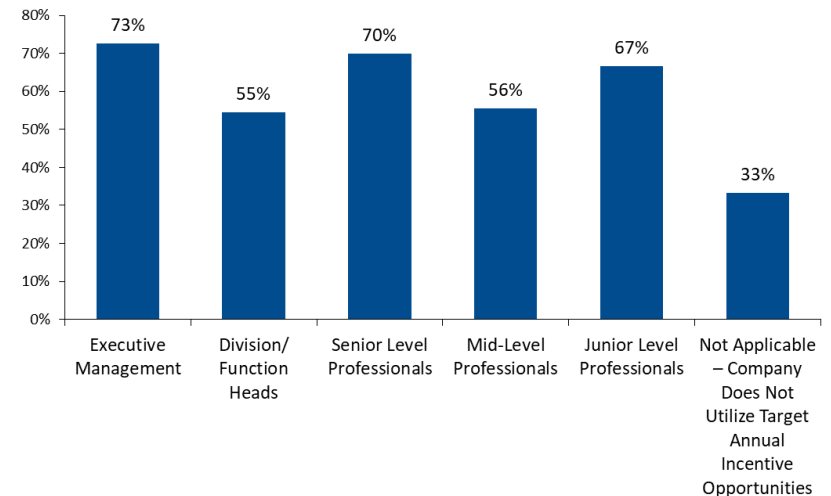
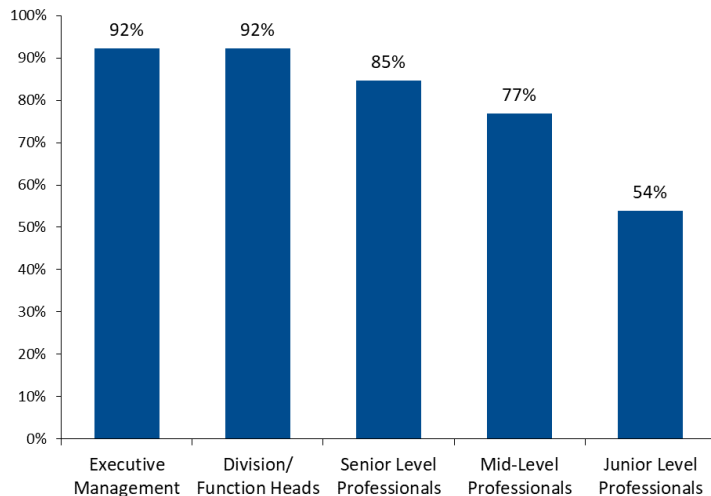
A majority (59%) of participating companies have an annual incentive program.

Which of the following organization levels are eligible to receive an annual incentive award?

Just under half (46%) of the participating companies include all five organization levels surveyed in their annual incentive program.

Which of the following organization levels have a target annual incentive opportunity (normally expressed as a percentage of base salary)?

One-quarter of the participating companies provide target annual incentive opportunities to all organization levels surveyed. One-third of participants indicated that their company does not utilize target opportunities.



Annual Incentives (Cash Bonus)

Does your company use a bonus pool concept as part of its annual incentive program?

Thirty-one percent (31%) of the participating companies use a bonus pool concept as part of their annual incentive program.

Which of the following best describes how your company's bonus pool is formed?

Among these participants, one-half use a pre-determined portion of pre-bonus profits to create their company's bonus pool (27.5% on average). The other half use a financial measure other than pre-bonus profits.

What percentage of your company's overall budgeted/target bonus pool was paid out for performance in calendar/fiscal year 2016?

On average, participating companies paid out 93% of their budgeted bonus pool for calendar/fiscal year 2016 performance (minimum of 85% and maximum of 100%).

How do you expect your company's payout for performance in calendar/fiscal year 2017 to compare to the overall budgeted/target bonus pool established at the beginning of the year?

When considering calendar/fiscal year 2017 performance, one-half of the participants expect their company's payout to be in line with what was budgeted earlier in the year, while the other half foresees below budget payouts.

How did your company weight the following performance levels when determining annual incentive awards for calendar/fiscal year 2016?

The table below shows the relative impact the three performance levels had on determining annual incentive awards for each organization level.

	Company Performance	Business Unit Performance ¹	Individual Performance
Executive Management	53%	20%	28%
Division/Function Heads	37%	12%	51%
Senior Level Professionals	34%	18%	48%
Mid-Level Professionals	44%	28%	29%
Junior Level Professionals	41%	23%	36%

¹ Function or department

Average Values

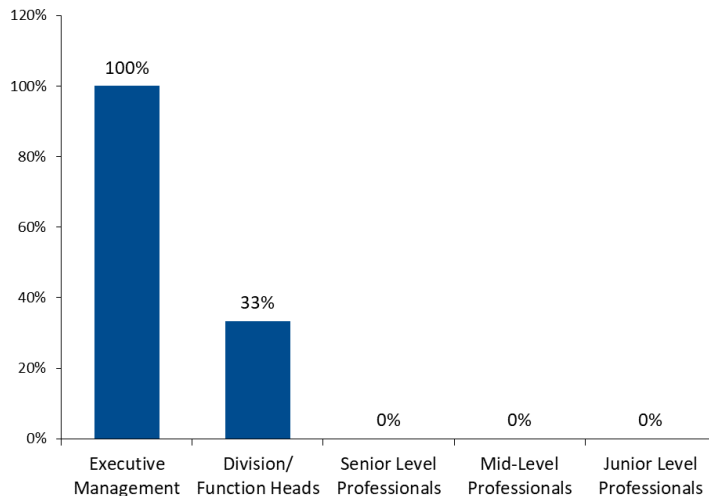
Long-Term Incentives

Does your company have a long-term incentive program?

Fourteen percent (14%) of the participating companies have a long-term incentive program.

Which of the following organization levels are eligible to receive a long-term incentive award?

All participating companies include their executive managers in the long-term incentive program, while one-third include their division/function heads. None of the participants include senior, mid, or junior level professionals in the program.



Which of the following best characterizes the performance period associated with your company's long-term incentive program?

All participants use an annual and multi-year performance period for their company's executive managers and division/function heads. For the multi-year component of the long-term incentive program, an average of three years was reported for both executive management and division/function heads.

On what basis do the long-term incentive awards vest?

One-half of the participating companies base the vesting of their long-term incentive awards on performance only (e.g., up front grant of awards of which vesting is subject to future performance). The other half use a combination of time and performance. Among these companies, participants reported the split to be 50% time and 50% performance, on average.

What is the vesting period (in years) for your company's long-term incentive awards?

Participating companies reported a two and three year vesting period, on average, for their time-and performance-based long-term incentive awards, respectively.

Benefits

What modifications have been made to your company's benefits program over the last plan year?

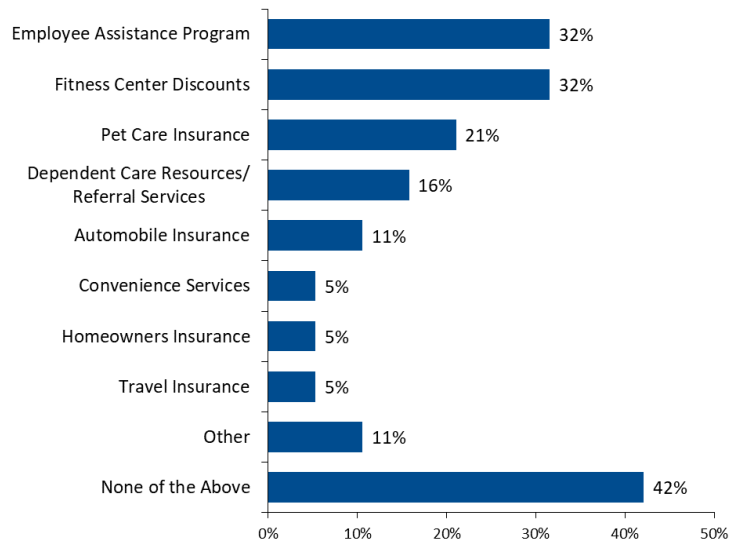
Seven of the nine benefit plans surveyed are offered by most of the participating companies. These include health, dental, group life, disability, and long-term care insurance, 401(k)/defined contribution plans, and flexible spending accounts. For all these plans, a majority of the participants did not make any modifications over the last plan year. Conversely, defined benefit (pension) plans and stock purchase plans are not included in the benefits program at a majority of the participating companies.

	Increased the Level of Benefits to Employees	Decreased the Level of Benefits to Employees	Added this Plan	Eliminated this Plan	No Modifications Were Made	N/A - Not Offered by the Company
Health Insurance	5%	19%	5%	0%	62%	10%
Dental Insurance	0%	5%	0%	0%	71%	24%
Group Life Insurance	0%	10%	0%	0%	67%	24%
Disability Insurance	0%	10%	0%	0%	67%	24%
Long-Term Care Insurance	0%	10%	0%	0%	52%	38%
401(k)/Defined Contribution Plan	0%	5%	0%	0%	71%	24%
Defined Benefit (Pension) Plan	0%	0%	5%	0%	30%	65%
Stock Purchase Plan	0%	0%	0%	0%	30%	70%
Flexible Spending Accounts	0%	0%	5%	0%	67%	29%

Benefits

Which of the following additional benefits/insurance are provided by your company?

Fifty-eight percent (58%) of the participating companies provide additional benefits and/or insurance to their employees. Employee assistance programs and fitness center discounts are most common, offered by just under one-third (32%) of the participants.



Other: Vision Coverage, Critical Illness, and Accident Insurance

What percent of the premium is paid by your company?

The table below shows the percent of the premium paid by participants for various types of coverage under their company's benefits plans.

		Median	Average
Exempt	Health Insurance - Employee Only	80%	75%
	Health Insurance - Dependents	75%	64%
	Dental Insurance - Employee Only	70%	59%
	Dental Insurance - Dependents	70%	57%
	Group Life Insurance	100%	93%
	Disability Insurance - Short-Term	75%	62%
	Disability Insurance - Long-Term	100%	92%
	Long-Term Care Insurance	75%	55%
Non-Exempt	Health Insurance - Employee Only	80%	74%
	Health Insurance - Dependents	47%	47%
	Dental Insurance - Employee Only	68%	59%
	Dental Insurance - Dependents	49%	44%
	Group Life Insurance	100%	84%
	Disability Insurance - Short-Term	75%	54%
	Disability Insurance - Long-Term	100%	84%
	Long-Term Care Insurance	0%	35%

Accounting/Finance

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Senior Accountant	Aggregate	13	44	25th %ile	\$56,976	\$5,650	\$60,955	ISD	\$61,377	
				Median	\$67,000	\$9,840	\$79,787	ISD	\$79,787	
				Average	\$66,058	\$10,979	\$75,540	ISD	\$76,917	
				75th %ile	\$75,000	\$16,874	\$86,001	ISD	\$87,580	
	Ownership Status	Public	5	24	25th %ile	\$67,900	\$8,583	\$79,816	ISD	\$79,816
					Median	\$72,550	\$12,553	\$84,159	ISD	\$85,034
					Average	\$70,507	\$13,512	\$84,018	ISD	\$86,543
					75th %ile	\$77,412	\$17,580	\$91,502	ISD	\$91,857
		Private/For-Profit	8	20	25th %ile	\$55,761	\$1,793	\$56,655	ISD	\$56,655
					Median	\$59,384	\$5,272	\$61,253	ISD	\$61,253
					Average	\$60,719	\$6,638	\$65,366	ISD	\$65,366
					75th %ile	\$65,133	\$8,124	\$71,226	ISD	\$71,226
		Not-For-Profit	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Platform Type	Owner	10	41	25th %ile	\$57,013	\$6,407	\$61,006	ISD	\$61,500
					Median	\$67,000	\$11,680	\$79,730	ISD	\$79,730
					Average	\$65,502	\$11,488	\$75,309	ISD	\$76,787
					75th %ile	\$73,700	\$17,226	\$84,568	ISD	\$87,500
		Operator	7	18	25th %ile	\$56,291	\$1,500	\$56,902	ISD	\$56,902
					Median	\$61,027	\$5,544	\$61,262	ISD	\$63,259
					Average	\$61,721	\$6,741	\$66,590	ISD	\$66,901
					75th %ile	\$65,144	\$8,332	\$74,337	ISD	\$74,337
Developer		6	14	25th %ile	\$56,136	\$1,100	\$56,591	ISD	\$56,591	
				Median	\$57,387	\$3,250	\$59,970	ISD	\$59,970	
				Average	\$59,887	\$3,611	\$61,950	ISD	\$61,950	
				75th %ile	\$61,157	\$5,625	\$64,130	ISD	\$64,130	
Investment Manager		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Broker/Advisor	3	8	25th %ile	\$56,763	\$888	\$56,885	ISD	\$56,885		
			Median	\$59,384	\$1,171	\$59,970	ISD	\$59,970		
			Average	\$62,552	\$2,393	\$64,047	ISD	\$64,047		
			75th %ile	\$64,646	\$1,500	\$65,112	ISD	\$65,112		

Accounting/Finance

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Senior Accountant	Aggregate	13	44	25th %ile	\$56,976	\$5,650	\$60,955	ISD	\$61,377	
				Median	\$67,000	\$9,840	\$79,787	ISD	\$79,787	
				Average	\$66,058	\$10,979	\$75,540	ISD	\$76,917	
				75th %ile	\$75,000	\$16,874	\$86,001	ISD	\$87,580	
	Business Structure	Real Estate Company With a Healthcare Division/Subsidiary	5	18	25th %ile	\$58,573	\$4,320	\$59,451	ISD	\$59,451
					Median	\$65,139	\$7,500	\$72,782	ISD	\$72,782
					Average	\$64,716	\$7,566	\$71,021	ISD	\$71,021
					75th %ile	\$74,502	\$8,541	\$82,461	ISD	\$82,461
		Real Estate Company Focused Solely on Healthcare Properties	8	26	25th %ile	\$56,591	\$8,072	\$62,025	ISD	\$63,950
					Median	\$68,211	\$12,730	\$80,814	ISD	\$82,535
					Average	\$66,987	\$13,205	\$78,668	ISD	\$80,999
					75th %ile	\$76,483	\$17,660	\$93,203	ISD	\$93,321
		Healthcare System/Service Provider With a Real Estate Division/Subsidiary	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Property Type	Acute Care	4	12	25th %ile	\$54,500	\$9,341	\$61,825	ISD	\$61,825
					Median	\$67,600	\$12,730	\$82,149	ISD	\$82,149
					Average	\$64,510	\$13,081	\$76,500	ISD	\$76,500
					75th %ile	\$72,500	\$17,226	\$88,156	ISD	\$88,156
Post-Acute Care		5	21	25th %ile	\$66,235	\$11,862	\$78,157	ISD	\$78,157	
				Median	\$70,000	\$15,744	\$85,501	ISD	\$87,500	
				Average	\$68,865	\$14,738	\$82,901	ISD	\$85,787	
				75th %ile	\$77,420	\$17,871	\$94,053	ISD	\$94,053	
Outpatient Facilities		13	44	25th %ile	\$56,976	\$5,650	\$60,955	ISD	\$61,377	
				Median	\$67,000	\$9,840	\$79,787	ISD	\$79,787	
				Average	\$66,058	\$10,979	\$75,540	ISD	\$76,917	
				75th %ile	\$75,000	\$16,874	\$86,001	ISD	\$87,580	
Seniors Housing		3	19	25th %ile	\$67,600	\$12,101	\$80,116	ISD	\$80,116	
				Median	\$70,000	\$16,368	\$87,500	ISD	\$87,820	
	Average			\$70,424	\$15,266	\$85,691	ISD	\$88,585		
	75th %ile			\$77,455	\$17,923	\$94,926	ISD	\$94,926		
Other	9	23	25th %ile	\$56,683	\$5,544	\$62,550	ISD	\$64,300		
			Median	\$68,200	\$7,958	\$79,844	ISD	\$79,844		
			Average	\$66,443	\$9,936	\$75,515	ISD	\$75,758		
			75th %ile	\$74,350	\$12,730	\$85,034	ISD	\$85,034		

Accounting/Finance

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Senior Accountant	Aggregate	13	44	25th %ile	\$56,976	\$5,650	\$60,955	ISD	\$61,377	
				Median	\$67,000	\$9,840	\$79,787	ISD	\$79,787	
				Average	\$66,058	\$10,979	\$75,540	ISD	\$76,917	
				75th %ile	\$75,000	\$16,874	\$86,001	ISD	\$87,580	
	Revenue	Under \$25 Million	4	10	25th %ile	\$55,254	\$959	\$56,136	ISD	\$56,136
					Median	\$56,756	\$1,336	\$57,973	ISD	\$57,973
					Average	\$58,249	\$2,314	\$59,638	ISD	\$59,638
					75th %ile	\$60,195	\$4,125	\$61,377	ISD	\$61,377
		\$25 Million - \$250 Million	4	9	25th %ile	\$56,100	\$5,544	\$60,800	ISD	\$66,400
					Median	\$65,127	\$7,500	\$69,671	ISD	\$69,671
					Average	\$62,903	\$9,305	\$72,208	ISD	\$72,830
					75th %ile	\$67,000	\$9,079	\$84,289	ISD	\$84,289
		Over \$250 Million	4	23	25th %ile	\$68,211	\$9,675	\$80,173	ISD	\$80,173
					Median	\$73,000	\$12,730	\$84,568	ISD	\$85,501
					Average	\$71,133	\$13,895	\$85,028	ISD	\$87,419
					75th %ile	\$77,415	\$17,660	\$92,352	ISD	\$92,589
	Number of Employees	Under 20	3	4	25th %ile	\$51,750	ISD	\$55,000	ISD	\$55,000
					Median	\$53,500	ISD	\$56,250	ISD	\$56,250
					Average	\$53,625	ISD	\$56,500	ISD	\$56,500
					75th %ile	\$55,375	ISD	\$57,750	ISD	\$57,750
20 - 65		5	11	25th %ile	\$56,483	\$5,544	\$58,833	ISD	\$60,933	
				Median	\$65,000	\$7,500	\$68,548	ISD	\$68,548	
				Average	\$62,545	\$9,305	\$70,158	ISD	\$70,667	
				75th %ile	\$66,075	\$9,079	\$82,399	ISD	\$82,399	
Over 65		5	29	25th %ile	\$61,194	\$7,989	\$70,080	ISD	\$70,080	
				Median	\$70,000	\$12,328	\$81,125	ISD	\$82,958	
				Average	\$69,105	\$12,383	\$80,208	ISD	\$82,104	
				75th %ile	\$75,005	\$17,363	\$90,125	ISD	\$90,651	

Accounting/Finance

				Calendar/Fiscal Year 2016						
Senior Accountant	Incumbent Location		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
					Aggregate	13	44	25th %ile	\$56,976	\$5,650
					Median	\$67,000	\$9,840	\$79,787	ISD	\$79,787
					Average	\$66,058	\$10,979	\$75,540	ISD	\$76,917
					75th %ile	\$75,000	\$16,874	\$86,001	ISD	\$87,580
	Northeast	2	7	25th %ile	ISD	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Midwest	5	14	25th %ile	\$58,934	\$5,000	\$65,098	ISD	\$68,773	
					Median	\$69,375	\$12,375	\$80,814	ISD	\$84,161
					Average	\$68,682	\$12,558	\$80,344	ISD	\$84,672
					75th %ile	\$77,470	\$17,820	\$95,363	ISD	\$95,363
	South	4	20	25th %ile	\$57,574	\$6,407	\$60,488	ISD	\$60,488	
					Median	\$66,000	\$10,600	\$74,905	ISD	\$74,905
					Average	\$65,127	\$11,022	\$73,394	ISD	\$73,394
					75th %ile	\$73,175	\$16,660	\$83,955	ISD	\$83,955
	West	3	3	25th %ile	\$66,210	\$3,522	\$71,000	ISD	\$71,000	
					Median	\$77,420	\$5,544	\$85,501	ISD	\$85,501
					Average	\$73,657	\$5,042	\$78,698	ISD	\$78,698
					75th %ile	\$82,985	\$6,813	\$89,797	ISD	\$89,797

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
				Aggregate	13	44	25th %ile	\$61,053	10%
					Median	\$73,000	15%	0	100%
					Average	\$70,672	14%	0	96%
					75th %ile	\$76,522	20%	0	100%

Accounting/Finance

Job Title	Job Attributes		Job Description
	Typically Reports To:		
Corporate Controller	Typically Reports To:	CFO, Chief Accounting Officer	Supervises all accounting practices/policies of the company. Maintains fiscal records. Oversees the preparation of financial and management reports including consolidated financial statements, budgets, and public company reporting information. Responsible for financial analysis and control systems.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Controller	
Property Controller	Typically Reports To:	CFO, Corporate Controller	Serves as the Controller for the property accounting part of the business. May oversee a particular region or division. Directs the region's/division's budget process and approves reporting documents prior to their submission to property owners and/or senior management. Manages a staff of property accounting professionals.
	Education:	Advanced Degree	
	Experience:	7 - 10 Years	
	Related Title(s):	Not Applicable	
Senior Level Property Accountant	Typically Reports To:	Property Controller	Duties include financial management/property reporting for the most complex, largest properties. Responsible for maintaining records/ledgers, preparing financial statements, and providing financial/accounting support to the owners of a given property or group of properties. Develops relationships with property management teams.
	Education:	Bachelor's Degree	
	Experience:	5 - 7 Years	
	Related Title(s):	Not Applicable	
Accounting Manager	Typically Reports To:	Corporate Controller	Responsible for general accounting. May oversee accounts payable/accounts receivable and payroll. In charge of bookkeeping and accounting systems. Ensures the accuracy and maintenance of ledger accounts as well as coordinates the preparation of financial reports/statements and budgets.
	Education:	Advanced Degree	
	Experience:	7 - 10 Years	
	Related Title(s):	Not Applicable	
Senior Accountant	Typically Reports To:	Accounting Manager	Responsible for maintaining ledger accounts as well as developing financial statements and reports. Often handles the more complex activities associated with these tasks, while lower level staff accountants take care of the less complicated activities. This is the most senior/experienced skill level without supervisory responsibility. May provide functional advice and/or training to less tenured accounting professionals.
	Education:	Bachelor's Degree	
	Experience:	5 - 7 Years	
	Related Title(s):	Not Applicable	
Vice President of Finance	Typically Reports To:	CFO, Corporate Treasurer	With some general direction, responsible for overseeing and managing the analysis of potential acquisitions and/or dispositions (as well as other investments) as they relate to overall organizational initiatives and their impact on financial statements. Supervises a staff of financial analysts.
	Education:	Advanced Degree	
	Experience:	7 - 10 Years	
	Related Title(s):	Senior Level Finance Professional	

About Building Owners and Managers Association International (BOMA)

The Building Owners and Managers Association International is a trade association representing the commercial real estate industry. BOMA is a primary source of information on building management and operations, development, leasing, building operating costs, energy consumption patterns, local and national building codes, legislation, occupancy statistics, technological developments and other industry trends. The Association's members are building owners, managers, developers, leasing professionals, corporate facility managers, asset managers, and the providers of the products and services needed to operate commercial properties. For more information please visit www.boma.org

About Christenson Advisors, LLC (CA)

Christenson Advisors is a full service real estate consultancy firm which provides customized, hands-on executive recruiting, compensation consulting, financial advisory and other consulting services-including strategic planning, organizational assessments and succession planning to the global real estate industry. The company was founded in 2008 and is headquartered in Chicago with satellite offices in Dallas, Los Angeles and New York. CA is a recognized leader in providing creative, strong, and enduring solutions to public and private real estate organizations in an ever-changing market. For further details regarding CA and its group of companies, please visit www.christensonadvisors.com.

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WHO WE ARE

Christenson Advisors is a full-service consultancy firm providing comprehensive, integrated services to the global real estate industry.

OUR MISSION

Christenson Advisors is dedicated to serving our clients with integrity, rooted in communication and trust, to ensure that they receive the very best results every time.

OUR VALUES

- Integrity
- Client-focus
- Quality
- Results

OUR SERVICES

RECRUITING

- Retained Search
- Board of Directors
- Executives/Staff

COMPENSATION CONSULTING

- Benchmarking
- Design/Structuring
- Contracts

COMPENSATION SURVEYS

- National Survey
- Customized Surveys
- Online Administration

MANAGEMENT CONSULTING

- Strategy
- Organizational Assessments/Design
- Succession Planning

CAPITAL RAISING

- Institutional
- Programmatic Ventures
- Separate Accounts