

2019 REAL ESTATE COMPENSATION SURVEY
All Companies - Consolidated Results

Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
	Low	Median	High	Average
Executive & Corporate Positions				
Senior Executive				
Chairman of the Board (not CEO)	\$288,300	\$396,600	\$653,100	182.1%
Chief Executive Officer	\$389,600	\$660,100	\$874,900	182.4%
President	\$244,000	\$373,100	\$532,500	129.1%
Chief Operating Officer	\$283,900	\$398,600	\$536,700	117.6%
Chief Investment Officer	\$292,500	\$379,100	\$488,600	116.8%
Chief Financial Officer (CFO)	\$253,100	\$371,200	\$507,800	106.6%
Chief Accounting Officer	\$213,400	\$282,700	\$332,900	63.1%
Chief Administrative Officer	\$221,300	\$278,100	\$382,700	81.7%
Executive				
Top Capital Markets Executive	\$206,300	\$281,300	\$366,200	85.6%
General Counsel	\$240,700	\$331,300	\$424,400	90.1%
Top Marketing Executive	\$140,300	\$191,800	\$258,600	37.1%
Top IT Executive/Director	\$140,700	\$181,800	\$227,400	29.7%
Top Corp. Comm./Investor Relations Exec.	\$120,700	\$172,400	\$223,300	33.9%
Top Research Executive/Director	\$133,200	\$189,700	\$268,300	42.7%
Top Business Development Executive	\$178,500	\$252,100	\$329,600	53.0%
Regional Business Development Officer	\$152,100	\$209,900	\$256,600	64.2%
Top Human Resources Executive	\$120,600	\$157,400	\$229,500	38.4%
Corporate				
Human Resources Manager	\$83,500	\$101,500	\$124,800	17.4%
Compensation/Benefits Manager	\$84,100	\$103,900	\$130,900	16.1%
Human Resources Generalist	\$60,000	\$70,100	\$85,600	9.8%
Payroll/Benefits Manager	\$57,200	\$68,500	\$82,400	8.9%
Associate General Counsel	\$172,500	\$211,100	\$235,200	26.2%
Paralegal	\$71,300	\$85,000	\$105,500	10.2%
Marketing Manager	\$74,400	\$87,600	\$106,500	12.8%
IT Manager	\$98,200	\$122,800	\$143,900	14.2%
IT Engineer/Analyst	\$72,600	\$86,600	\$110,100	10.6%
Network Administrator	\$68,000	\$84,700	\$103,100	9.3%
Training Director/Manager	\$82,900	\$106,800	\$127,500	14.4%
Lease Administrator	\$56,300	\$67,300	\$82,400	10.7%
Office Manager	\$56,100	\$68,100	\$83,900	10.3%
Executive Administrative Asst.	\$63,000	\$72,700	\$85,900	9.7%
Administrative Assistant	\$46,600	\$53,600	\$62,100	6.4%
Finance/Accounting				
Vice President/Director Finance	\$123,600	\$170,200	\$214,300	32.6%
Treasurer	\$106,700	\$162,700	\$218,000	29.3%
Top Risk Management Executive	\$109,100	\$149,900	\$205,300	21.8%
Director Internal Audit	\$118,100	\$146,500	\$184,100	21.4%
Compliance Director/Manager	\$79,000	\$104,000	\$149,600	14.2%
Senior Controller	\$153,000	\$184,200	\$219,200	27.0%
Controller	\$113,300	\$142,300	\$177,300	17.9%
Assistant Controller	\$93,600	\$113,500	\$131,900	17.3%
Accounting Director/Manager	\$91,100	\$105,800	\$130,700	15.7%
AP/AR Manager	\$61,000	\$80,400	\$95,100	10.2%
Accounting Supervisor	\$66,100	\$81,300	\$100,300	11.6%
Senior Accountant	\$73,100	\$81,200	\$93,000	9.1%
Accountant	\$54,900	\$64,700	\$73,500	7.6%
Accounting Clerk	\$43,900	\$50,000	\$59,400	6.4%
Property Accountant - Senior	\$67,600	\$79,000	\$96,100	9.1%
Property Accountant	\$53,600	\$61,700	\$74,400	6.7%
Senior Financial Analyst	\$91,900	\$107,100	\$128,200	16.1%
Financial Analyst	\$67,000	\$81,900	\$96,700	11.8%
Vice President/Director Tax	\$128,500	\$165,900	\$208,200	22.2%

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Survey Completed 2Q 2019.

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All Companies - Consolidated Results

Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
	Low	Median	High	Average
Office/Industrial Positions				
Senior Executive				
Top Division Executive	\$238,900	\$331,800	\$447,000	105.4%
Top Regional Executive	\$221,400	\$302,300	\$369,300	106.3%
Acquisitions				
Top Acquisitions Executive	\$195,800	\$262,000	\$324,300	57.9%
Acquisitions Director/Manager	\$129,700	\$166,400	\$206,700	47.1%
Acquisitions Associate	\$85,700	\$109,800	\$134,100	29.1%
Asset Management				
Top Asset Management Executive	\$216,700	\$265,200	\$351,000	57.6%
Senior Asset Management Executive	\$165,200	\$195,400	\$252,200	36.6%
Portfolio Manager	\$105,500	\$133,800	\$159,400	25.8%
Senior Asset Manager	\$115,000	\$159,800	\$191,500	27.7%
Asset Manager	\$95,100	\$123,400	\$155,100	25.4%
Property Management				
Top Property Management Executive	\$166,000	\$219,100	\$292,000	51.2%
Vice President Property Management	\$148,600	\$186,600	\$242,400	25.9%
Regional Property Manager	\$115,700	\$154,400	\$189,100	26.6%
Senior Property Manager	\$102,200	\$119,000	\$139,500	16.8%
Property Manager I (<250,000 sq.ft.)	\$67,000	\$86,300	\$102,300	11.6%
Property Manager II (250,000-500,000 sq.ft.)	\$62,000	\$87,300	\$102,500	10.2%
Property Manager III (500,001-1,000,000 sq.ft.)	\$83,700	\$97,000	\$113,200	12.8%
Property Manager IV (>1,000,000 sq.ft.)	\$91,600	\$112,500	\$138,600	14.0%
Assistant Property Manager	\$55,600	\$62,700	\$71,300	8.0%
Senior Facility Manager	\$90,000	\$110,600	\$134,700	13.2%
Operations Analyst	\$60,000	\$81,200	\$95,000	16.6%
Operations Director/Manager	\$90,100	\$106,800	\$125,500	14.4%
Regional/Portfolio Maintenance Engineer	\$99,700	\$111,700	\$130,700	13.6%
Building Engineer/Chief Engineer	\$63,900	\$73,800	\$92,400	7.1%
Maintenance Supervisor/Lead Engineer	\$69,700	\$80,600	\$98,300	8.8%
Maintenance Engineer/Technician II (mid-level)	\$49,200	\$58,500	\$67,700	6.0%
Maintenance Engineer/Technician I (entry-level)	\$41,400	\$49,600	\$56,100	5.1%
Leasing				
Top Leasing Executive	\$152,400	\$215,600	\$292,100	107.3%
Senior Leasing Executive	\$92,400	\$144,500	\$198,400	85.9%
Leasing Manager	\$76,000	\$110,900	\$151,300	100.6%
Typical Leasing Agent/Representative	\$55,300	\$70,000	\$99,700	54.0%
Regional Marketing Director/Manager	\$88,600	\$96,900	\$135,100	17.6%
Development/Construction				
Top Development Executive	\$223,200	\$285,700	\$385,800	75.5%
Vice President/Director Development	\$182,000	\$211,600	\$253,700	43.1%
Senior Development Manager	\$151,500	\$179,000	\$211,900	31.5%
Development Manager	\$115,800	\$134,100	\$169,800	22.6%
Senior Project Manager	\$119,500	\$144,700	\$169,100	19.2%
Project Manager	\$90,400	\$105,600	\$130,700	17.1%
Project Analyst	\$66,700	\$79,900	\$105,000	12.6%
Project Administrator	\$58,600	\$68,300	\$79,000	10.8%
Top Construction Executive	\$162,600	\$212,200	\$274,300	55.7%
Construction Manager	\$107,900	\$131,700	\$166,000	22.7%
Construction On-Site Manager	\$91,300	\$104,900	\$122,000	12.5%
Residential Positions				
Senior Executive				
Top Division Executive	\$233,800	\$337,200	\$441,600	90.7%
Top Regional Executive	\$198,000	\$245,500	\$327,900	49.7%
Acquisitions				
Top Acquisitions Executive	\$175,300	\$227,700	\$308,300	118.9%
Acquisitions Director/Manager	\$127,200	\$160,800	\$213,000	49.5%
Acquisitions Associate	\$74,200	\$97,100	\$119,200	21.7%

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Position	Base Salary Range ⁽¹⁾			Actual Bonus As % of Salary
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Residential Positions				
Asset Management				
Top Asset Management Executive	\$176,500	\$244,400	\$296,700	80.9%
Senior Asset Management Executive	\$143,300	\$169,800	\$250,200	37.9%
Portfolio Manager	\$106,700	\$122,800	\$145,400	23.5%
Senior Asset Manager	\$108,600	\$120,500	\$150,100	27.2%
Asset Manager	\$78,700	\$94,500	\$114,500	18.7%
Property Management				
Top Property Mgmt. Executive	\$201,800	\$275,400	\$364,600	76.7%
Vice President Property Management	\$145,300	\$183,800	\$236,400	31.4%
Regional Property Manager	\$100,400	\$119,800	\$141,400	19.3%
Senior Property Manager	\$68,800	\$85,500	\$104,700	17.8%
On-Site Community Mgr. I (<150 units)	\$42,700	\$50,700	\$59,300	15.3%
On-Site Community Mgr. II (150-300 units)	\$53,300	\$62,500	\$72,000	16.6%
On-Site Community Mgr. III (301-450 units)	\$61,400	\$71,200	\$80,400	16.8%
On-Site Community Mgr. IV (>450 units)	\$71,100	\$78,000	\$92,400	18.1%
Assistant Property Manager	\$37,800	\$43,200	\$51,100	13.0%
On-Site Administrator	\$33,800	\$45,000	\$55,000	9.0%
Resident Services Manager	\$40,600	\$54,100	\$70,000	9.8%
Concierge	\$33,800	\$39,600	\$48,300	7.9%
Operations Analyst	\$57,700	\$79,800	\$97,200	8.4%
Operations Director/Manager	\$68,100	\$94,900	\$137,000	16.9%
Regional/Portfolio Maintenance Engineer	\$76,000	\$95,700	\$109,800	11.4%
Maintenance Supervisor/Lead Engineer	\$49,000	\$55,700	\$65,200	9.5%
Maintenance Engineer/Technician II (mid-level)	\$38,200	\$43,800	\$50,400	5.9%
Maintenance Engineer/Technician I (entry-level)	\$34,500	\$39,800	\$44,000	6.7%
Make Ready Maintenance Tech	\$31,300	\$35,800	\$41,500	4.7%
Groundskeeper/Porter	\$26,300	\$29,000	\$32,800	4.7%
Housekeeper/Custodian/Janitorial	\$26,400	\$29,300	\$33,600	5.0%
Leasing				
Senior Leasing Executive	\$68,900	\$101,400	\$129,200	60.2%
Leasing Manager	\$40,200	\$45,500	\$58,100	26.8%
Typical Leasing Agent/Representative	\$30,200	\$34,500	\$40,100	20.3%
Regional Marketing Director/Manager	\$78,600	\$91,200	\$108,300	17.7%
Development/Construction				
Top Development Executive	\$212,700	\$279,400	\$365,700	100.9%
Vice President/Director Development	\$168,100	\$195,200	\$263,200	44.8%
Senior Development Manager	\$143,100	\$169,400	\$196,800	29.4%
Development Manager	\$112,300	\$128,700	\$185,900	21.8%
Senior Project Manager	\$120,000	\$144,600	\$191,200	20.9%
Project Manager	\$91,100	\$118,600	\$140,600	20.0%
Project Analyst	\$74,300	\$82,600	\$88,700	20.3%
Project Administrator	\$55,000	\$63,200	\$71,400	11.5%
Top Land Engineering Executive	\$137,500	\$160,000	\$180,000	15.8%
Top Construction Executive	\$157,400	\$218,300	\$272,800	53.5%
Construction Manager	\$93,900	\$112,600	\$151,000	17.8%
Construction On-Site Manager	\$81,100	\$105,000	\$121,700	18.5%
Retail Positions				
Senior Executive				
Top Division Executive	\$254,700	\$362,700	\$477,600	120.6%
Top Regional Executive	\$243,700	\$311,800	\$403,200	112.4%
Acquisitions				
Top Acquisitions Executive	\$200,800	\$263,000	\$350,700	78.4%
Acquisitions Director/Manager	\$131,000	\$166,800	\$198,800	38.0%
Acquisitions Associate	\$88,900	\$106,200	\$129,300	26.7%
Asset Management				
Top Asset Management Executive	\$214,600	\$266,200	\$372,700	61.9%
Senior Asset Management Executive	\$173,300	\$240,300	\$302,900	55.3%

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Retail Positions				
Portfolio Manager	\$107,100	\$132,700	\$168,200	23.2%
Senior Asset Manager	\$122,700	\$162,900	\$206,900	27.2%
Asset Manager	\$95,600	\$121,400	\$149,000	23.9%
Property Management				
Top Property Management Executive	\$173,000	\$215,600	\$274,500	46.2%
Vice President Property Management	\$146,900	\$192,300	\$229,100	35.9%
Regional Property Manager	\$117,200	\$146,700	\$179,600	23.5%
Senior Property Manager	\$103,700	\$126,100	\$150,000	17.1%
Property Manager I (<150,000 sq.ft.)	\$69,500	\$88,700	\$108,900	13.7%
Property Manager II (150,000-300,000 sq.ft.)	\$78,100	\$91,000	\$107,700	10.8%
Property Manager III (301,000-500,000 sq.ft.)	\$83,300	\$102,100	\$118,300	13.7%
Property Manager IV (>500,000 sq.ft.)	\$85,500	\$107,400	\$138,700	15.4%
Assistant Property Manager	\$57,400	\$66,900	\$77,600	10.1%
Senior Facility Manager	\$99,300	\$117,100	\$137,000	13.2%
Operations Analyst	\$60,200	\$84,000	\$100,000	8.9%
Operations Director/Manager	\$91,400	\$112,500	\$142,500	14.7%
Regional/Portfolio Maintenance Engineer	\$105,200	\$120,000	\$138,700	12.9%
Building Engineer/Chief Engineer	\$69,300	\$76,100	\$94,700	7.5%
Maintenance Supervisor/Lead Engineer	\$68,200	\$85,400	\$102,600	9.5%
Maintenance Engineer/Technician II (mid-level)	\$51,300	\$60,500	\$70,900	6.1%
Maintenance Engineer/Technician I (entry-level)	\$42,300	\$48,100	\$57,200	5.5%
Leasing				
Top Leasing Executive	\$154,100	\$232,200	\$327,400	96.1%
Senior Leasing Executive	\$119,200	\$187,800	\$246,900	82.1%
Leasing Manager	\$95,300	\$121,400	\$163,100	50.8%
Typical Leasing Agent/Representative	\$62,000	\$79,300	\$120,200	59.5%
Regional Marketing Director/Manager	\$78,000	\$102,200	\$129,600	15.1%
Development/Construction				
Top Development Executive	\$216,400	\$282,900	\$396,400	70.0%
Vice President/Director Development	\$179,900	\$219,300	\$264,200	49.1%
Senior Development Manager	\$154,600	\$183,700	\$221,800	36.7%
Development Manager	\$126,000	\$154,500	\$197,600	27.4%
Senior Project Manager	\$126,800	\$155,700	\$180,400	22.6%
Project Manager	\$95,700	\$111,100	\$135,200	15.7%
Project Analyst	\$76,100	\$84,000	\$113,000	15.0%
Project Administrator	\$65,200	\$74,600	\$87,700	14.2%
Top Construction Executive	\$166,000	\$232,500	\$304,300	48.5%
Construction Manager	\$117,700	\$153,300	\$182,400	25.5%
Construction On-Site Manager	\$86,000	\$105,600	\$138,600	11.3%
Investment/Fund Mgt./Advisors Positions				
Portfolio Management				
Top Portfolio Management Executive	\$193,600	\$235,200	\$271,200	53.9%
Investment Management Associate	\$84,300	\$101,300	\$124,700	18.6%
Top Asset Management Executive	\$229,100	\$277,000	\$358,400	55.8%
Senior Asset Management Executive	\$157,300	\$187,900	\$236,300	35.4%
Director/Manager Portfolio Management	\$115,400	\$141,500	\$165,500	29.7%
Senior Asset Manager	\$128,600	\$172,900	\$207,000	41.1%
Asset Manager	\$104,300	\$128,600	\$161,400	27.9%
Portfolio Management				
Top Transactions Executive	\$225,700	\$265,100	\$302,400	83.9%
Senior Transactions Manager	\$137,400	\$170,900	\$213,900	44.4%
Investment/Transactions Associate	\$77,100	\$95,900	\$116,800	35.5%
Top Acquisitions Executive	\$203,200	\$262,700	\$307,600	55.2%
Acquisitions Director/Manager	\$128,000	\$135,700	\$175,000	42.5%
Research Associate	\$56,800	\$70,500	\$85,500	9.5%
Client Marketing Executive	\$215,000	\$237,500	\$250,000	55.5%

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