



2022

Housing Partnership  
Network  
Compensation and  
Equity Study



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# Executive Summary

In the fall of 2022, Housing Partnership Network (HPN) partnered with Edgility Consulting to design and conduct a comprehensive compensation study and equity analysis with participation from **25 member organizations** operating across the country. Validated staff salary and demographic data was submitted for **4,230 employees** and salary benchmark data was reported back for **90 distinct benchmark roles**.

Through our partnership on this study, HPN and Edgility aimed to expand the format and content of a typical compensation study. In addition to providing the usual information on compensation and benefits trends, we have also included:

- \ A rigorous analysis of **compensation wage gaps by race and gender identity**
- \ Analysis of trends related to employee salary and **living wage**
- \ An examination of organizational **DEI practices and policies**
- \ A companion salary assessor tool (Excel) for organizations to analyze and compare compensation benchmarks by region and budget size

It is our hope that the learnings from this study may serve as a framework for reflection and conversation on the experiences of staff across the housing sector, and the role of organizational leaders in working towards strong and equitable talent practices. As such, we are sharing a few key trends and reflections from the report with our broader community.



## We learned that...

1. **Pay practices and strategies vary:** We observed a variety of trends related to organizational pay practices across participating organizations.
  - About 4 in 10 organizations reported having a codified compensation philosophy
  - About 6 in 10 organizations reported having a formal salary structure
  - Among organizations that did have established compensation frameworks, about 8 in 10 had shared their compensation philosophy and 4 in 10 had shared their compensation structure with staff.

Research has shown that compensation transparency and clarity is a key driver of staff retention and engagement. We encourage all organizations to reflect on their current practices and explore ways to further codify and share their pay structures with staff.

2. **Organizational and employee factors have varying impacts on compensation:**
  - In some cases, we observed “expected” relationships between compensation and organization and employee factors. For example, **compensation appeared to be positively impacted at organizations with larger operating budgets, for staff in exempt or unionized positions, or for staff with greater tenure at their organization.**
  - In other cases, findings were mixed or inconclusive. For example, **staff at organizations in the Northeast and Mid-Atlantic regions typically earned lower salaries than their peers at West Coast organizations**, while compensation between staff at West Coast organizations and staff at “national” organizations was comparable. We did not have sufficient participation of organizations by type (eg. MF Developer/Owner vs. CDFI/Inter) to draw conclusions about compensation trends by org type.
3. **Statistically significant and meaningfully large wage gaps by employee identity group were observed:** Our analysis uncovered a variety of statistically significant wage gaps across lines of employee identity, even when controlling for other factors related to compensation (e.g. employee role, time in job, etc.). These wage gaps were consistent across organization size, type, and scope. **Most notably, we observed a controlled wage gap of approximately \$2,000 between White males and**



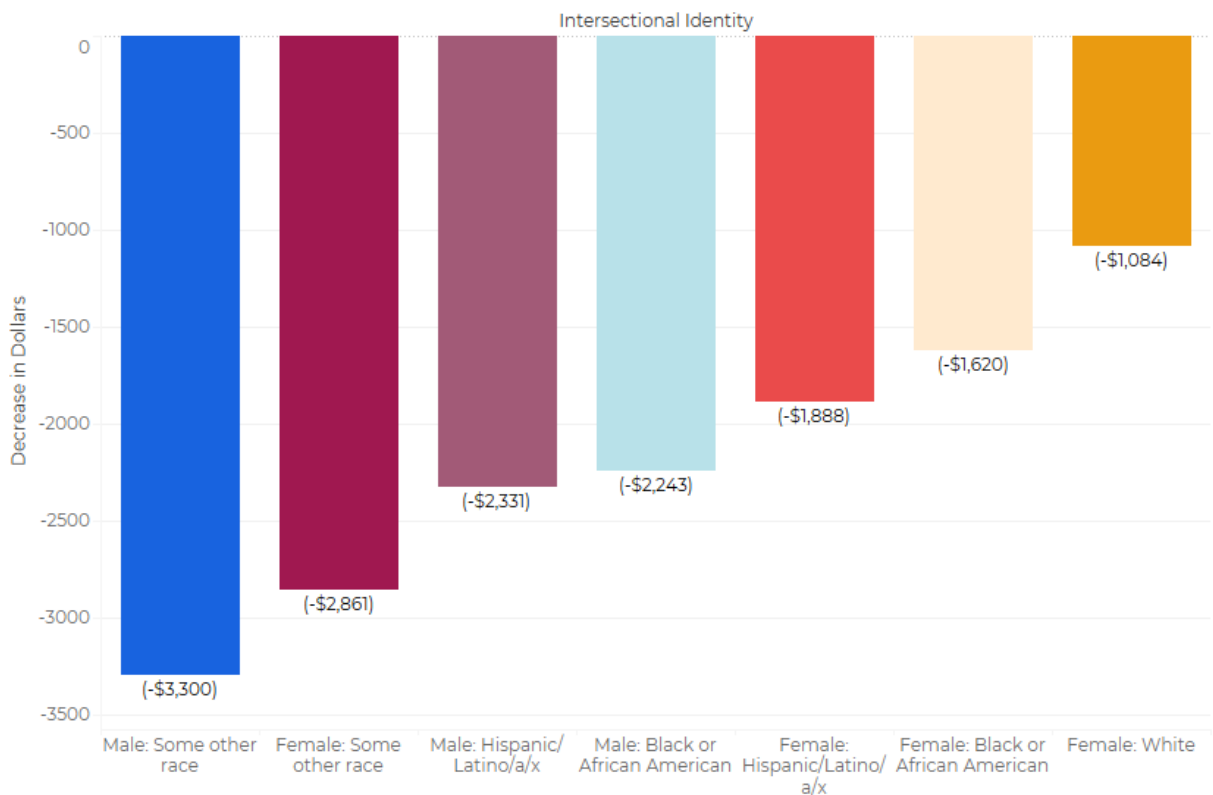
**Hispanic/Latinx males, Black males, Hispanic/Latinx females, and Black females.**

These findings are consistent with previous and concurrent research related to national wage gaps along lines of race and gender identity. While the typical “size” of these gaps is less well-studied in the nonprofit sector than the private sector, the gaps were directionally consistent with other studies Edgility has conducted in the past few years. The observed gaps between White males and staff from other identity groups were “about average” compared to other recent Edgility studies, though direct comparisons between sectors or groups of nonprofits is difficult given the different organizational composition, locations, and employee demographics of study cohorts.

**Figure 1:** Average controlled wage gap (\$) between White males and other groups in HPN 2022 Study

**Typical Wage Gap: Intersectional Identities vs Average Salary for White Males**

Note: Wage gaps are only shown for statistically significant findings. The average salary for White Males was found to be \$90,840.

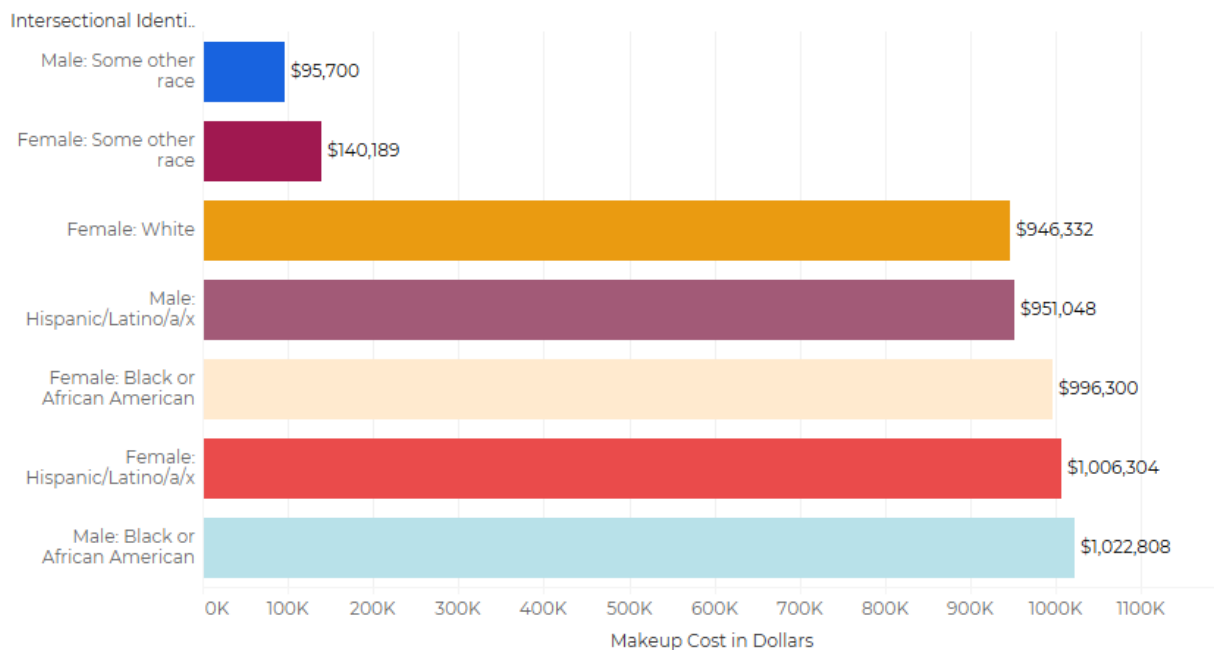


By applying the average wage gap by identity group to the study population as a whole, we developed cost estimates to close current wage gaps among the 4,230 staff included in the study. **For example, the total “one time cost” to close the wage gap between White male staff and Hispanic/Latinx males, Black males, Hispanic/Latinx females, and Black females would total approximately \$4,000,000.** While the size and prevalence of these wage gaps likely vary by role, organizational level, and organization, they represent significant differences in the economic opportunity for certain groups of staff compared to others. Closing these gaps will require intentional, concerted effort from HPN member organizations, both those that participated in the study and those that did not.

**Figure 2:** Estimated “one time cost” to close wage gaps among participating HPN members

### Estimated Cost to Close Gap: Intersectional Identities vs Average Salary for White Males

Note: Wage gaps are only shown for statistically significant findings. The average salary for White Males was found to be \$90,840. Costs may reach up to the values listed below.



**I.**  
**KEY FINDINGS AND  
RECOMMENDATIONS**



# I - Key Findings & Recommendations

While this report summarizes a variety of analysis and data, it is worth highlighting a few key trends and reflections before you dive in.

- \ **Pay practices and strategies vary:** We observed a variety of trends related to organizational pay practices. Notably, only 4 in 10 organizations reported having a codified compensation philosophy and 6 in 10 reported having a formal salary structure. Compensation transparency and clarity is a key driver of staff retention and engagement, and we encourage all organizations to reflect on their current practices and explore ways to further codify and share their pay structures with staff. See **Compensation Practices (Section III)** for more information.
- \ **We observed statistically significant, meaningfully large wage gaps by race and gender-identity across the study:** Our analysis uncovered a variety of significant wage gaps across lines of identity, even when controlling for other factors (e.g. employee role, time in job, etc). For example, the controlled average wage gap between White males and many other groups was about \$2,000 at the individual level. See the **Wage Gap Analysis (Section V)** to explore this and other wage gap trends.
- \ **Gender parity exists in access to higher-paid roles, but racial parity does not:** In our demographic analysis, we observed male-identified and female-identified staff were comparably distributed across salary quartiles within their organizations, suggesting that there is little relationship between gender-identity and how employees access higher-paid roles within their organization. However, we also observed that White employees were significantly over-represented in the top quartile of salaries at their organizations, while Staff of Color were correspondingly under-represented. This finding indicates that White staff consistently have access to higher paid roles within their organizations. See **Opportunity Gap (Section V)** for a more detailed breakdown of employee demographics by salary quartile.

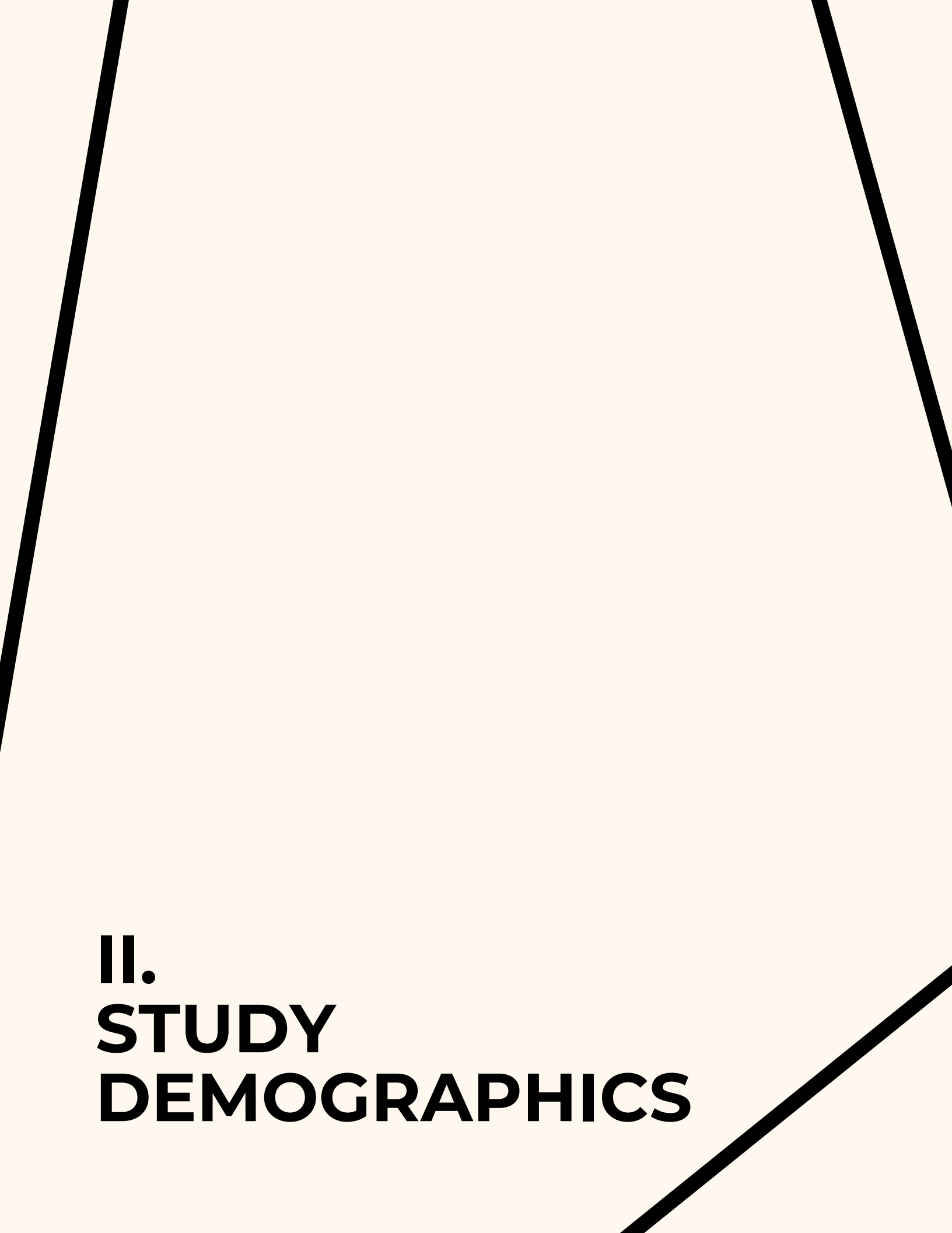


## Recommendations for Organizational Leaders

The findings of this report provide strong suggestive evidence that significant wage gaps are present within participating organizations. As such, **we recommend that all participating organizations take deliberate action to audit their current practices and assess the current level of pay equity among their staff. It can be hard to know where to start with this kind of work - we recommend “starting small” and incorporating pay equity goals into your long-term strategic plan.** There is no one-size-fits-all approach for this work, but the tables below outline practical steps and resources that can aid you in this process. The HPN and Edgility Consulting teams are here to support you if you are looking for more help - you will find our contact information at the end of this report. .

| <b>Actions to take in the next six months...</b>  |   |
|---|---|
| <i>If staff are leaving your organization because of dissatisfaction with current compensation...</i> | <p>Analyze your current compensation levels using the role-level benchmarks at the end of this report.</p> <p>If budget allows, <b>adjust your salaries to at least the 50th percentile of the market.</b> If you can't afford P50, get as close as you can this year and make a multi-year plan to get there over time. If you don't have benchmarks for every single role at your organization, consider grouping roles with similar levels of scope or responsibility and set salaries based on the benchmarks you do have available.</p>  |
| <i>If staff are leaving, but for a variety of reasons, or if you aren't sure why...</i>               | <p><b>Self-assess your talent practices for equity.</b> No organization purposely sets out to create wage gaps or inequitable systems. As organizational talent leaders, many of us may have “inherited” an old system that we did not design ourselves. Taking a global look at your current compensation and talent practices is a good first step in identifying potential sources of inequity and staff satisfaction. The tool below will help you understand the health of your current compensation practices and pinpoint areas for refinement.</p> <p>Resource: <a href="#">Edgility Talent Equity Assessment Survey</a></p>  |
| <i>If you do not have a compensation philosophy...</i>  | <p>Consider working with staff and leaders to <b>define a set of core values and design principles related to compensation - this is your “compensation philosophy”.</b> Your compensation philosophy will not articulate every specific compensation structure or policy, but it will articulate what you believe and prioritize related to how staff experience compensation at your organization. Your compensation philosophy is also a great place to clarify how your organization's stance on Diversity, Equity, and Inclusion (DEI) relates to compensation. Questions to consider: “What do we mean - <i>specifically</i> - when we say our compensation program is equitable? How does it advance our goals for inclusion and representation?”</p> <p>Tool: <a href="#">Compensation Philosophy Worksheet</a></p> |





**II.**  
**STUDY**  
**DEMOGRAPHICS**

## II - Study Demographics

### Demographics: Key Findings

- \ **Participation:** 25 organizations participated in the 2022 HPN Compensation and Equity study. Validated staff salary and demographic data was submitted for 4,230 employees.
- \ **Organization Type grouping:** For the purposes of this analysis, organizations were categorized by organization type according to the discrete focus areas of the HPN portfolio: Multi-Family Developer/Operator (MF Developer/Owner), Multi-Family Developer/Owner (MF Developer/Owner), CDFI/Intermediary. It should be acknowledged that some organizations provide services that span different areas; these categories were reported for clarity of data reporting and to ensure that individual organizations were not “double counted” as part of the analysis tables.
- \ **Organization Type representation:** Organizations from the Multi-Family Developer/Operator (73%) contributed the greatest number of staff data to the compensation study. Multi-Family Developer/Owner contributed the second highest (17%) and CDFI/Intermediary the fewest (9%).
- \ **National vs. Regional:** Among the 25 participating organizations, 63% (N=18) identified as regional organizations and 37% (N= 7) identified as national organizations. National organizations had a slightly larger median budget size (\$17.8M) compared to regional organizations (\$15.9M).
- \ **Annual budget:** Reliable budget data was not reported by all organizations. Among organizations that did report, the annual operating budget sizes ranged from \$3M - \$245M. The median annual budget size overall was \$18M.
- \ **Headquarters region:** The greatest number of organizations were national (37% of study). Organizations in the West Coast were highly represented as well (35% of study).
- \ **Gender-identity composition:** Female-identified staff comprised 55% of the total study population, while male-identified staff comprised about 45%.



- \ **Race/Ethnicity composition:** The largest group of staff in the study identified as White (39% overall), followed by Black/African American (26%), Hispanic/Latinx (22%), and Asian (7%). The remaining proportion of staff were distributed across American Indian or Native Alaska, Middle Eastern North African, Some Other Race, I Prefer Not to Disclose, or Unknown. Overall, 61% of staff could be categorized as People of Color (POC).
- \ **Age:** The largest group of employees were categorized in the 31-40 age group (26%), followed by 41-50 (24%) and 51-60 (23%).
- \ **Years in Current Role:** Across the study overall: 37% of employees had been in their role for less than 1 year, 26% had been in their role for 1-3 years, 14% for 3-5 years, 12% for 5-10 years, and 11% had been in their role for 10+ years.
- \ **Unionization:** 9% of employees submitted for the study were identified as occupying a unionized position.
- \ **Exempt vs. Nonexempt:** A key difference between exempt and nonexempt employees is that exempt employees are not entitled to receive compensation for any overtime hours worked. Nonexempt employees, on the other hand, are entitled to overtime compensation. 55% of employees were categorized as being nonexempt in the overall study population.

## Demographics: How Can I Make This Actionable?

There are a variety of ways to interpret and make meaning of data. As you consider the content in this section, we offer the following lenses to make your own meaning:

- \ How does your organization compare in **terms of current size** (budget, number of employees, etc)? If you anticipate substantial growth in the next few years, how do trends compare in the next org size up?
- \ How do **employee demographics** at your organization compare to other organizations like yours? To the study as a whole? What might explain any trends

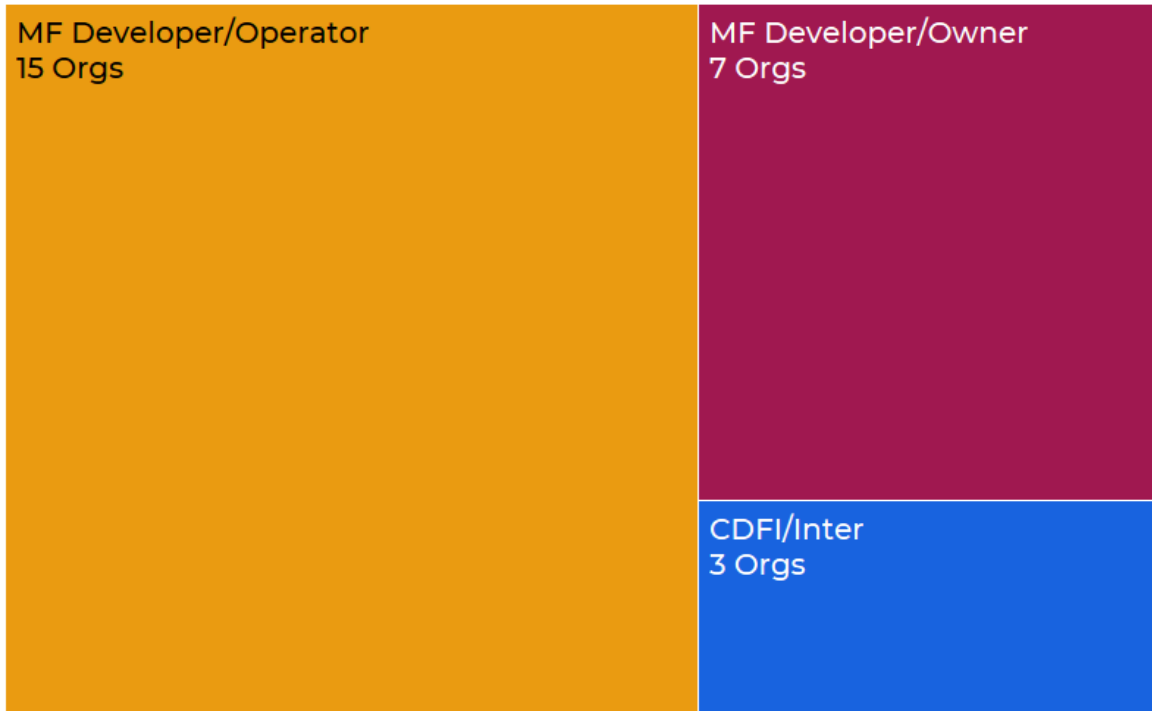


you observe in how your staff compares along lines of race, gender identity, unionization rates, exempt status, or other factors? How might differences in how your organization compares to others influence how you interpret the trends presented in this report?

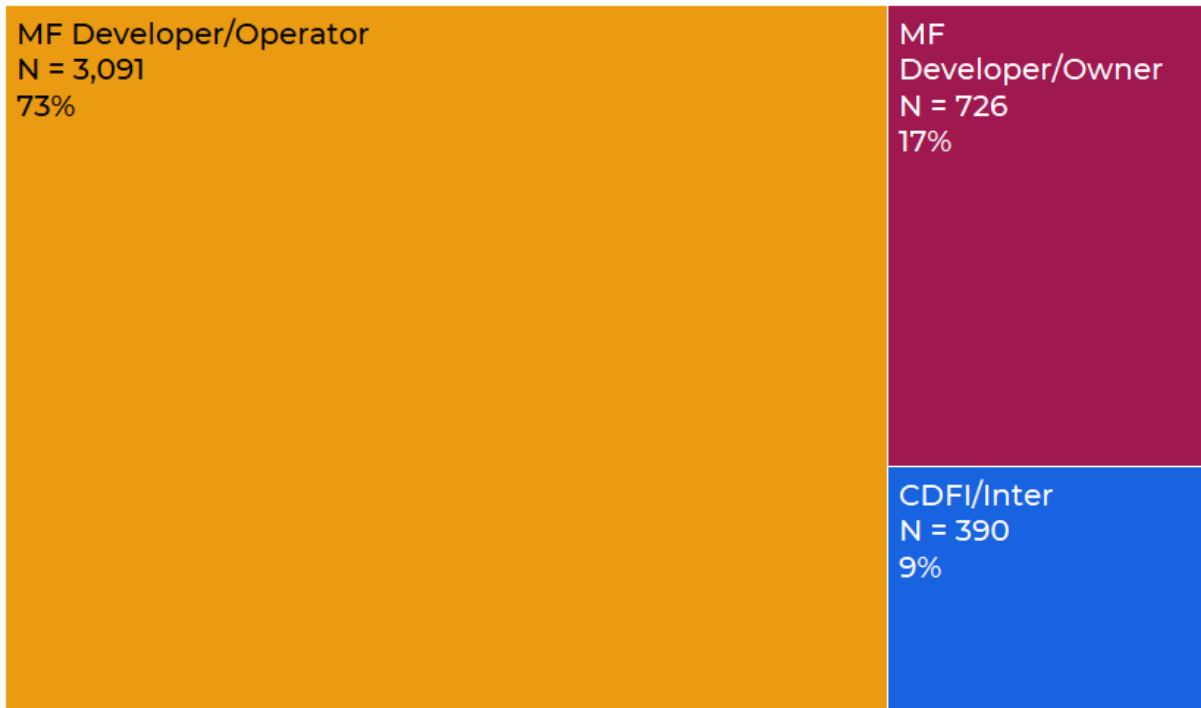
- \ How does **staff tenure** at your organization compare to your peers? To the study as a whole? What might explain any trends you observe?
  
- \ Overall, **how similar or dissimilar are the organizations in your peer group to your organization**? In the study as a whole? How much weight will you put in the findings of this report as you continue to move through the sections?

## Visuals: Demographics

### Number of Organizations by Organization Type



### Staff Count and Proportion of Study Population by Organization Type



# **III. COMPENSATION PRACTICES**



## III - Compensation Practices

### Pay Practices: Key Findings

- \ **Compensation philosophy:** 44% of organizations reported having a codified compensation philosophy. Among organizations with a compensation philosophy, 82% reported sharing it with staff.
- \ **Codified compensation structure:** 64% of organizations reported having a formal salary structure. Among organizations with a formal salary structure, 44% of organizations had shared all of the structure with staff and 31% had shared some of the structure with staff.
- \ **Market benchmarks:** 88% of organizations reported considering market benchmarks when setting salaries for their employees. 57% of organizations reported targeting the 50th percentile of market benchmarks, though reported practices varied widely.
- \ **Annual increases:** organizations reported a variety of annual increase factors, including:
  - o 84% reported offering merit-based salary adjustments
  - o 64% of organizations reported offering annual increases based on cost-of-living
  - o 56% reported offering market-based adjustments
  - o 28% reported offering increases based on available budget
- \ **Factors for merit-based increases:** Among organizations offering merit-based increases, a plurality (48%) reported offering increases based on performance-ratings and manager-discretion.
- \ **Salary negotiations:**
  - o 96% of organizations reported negotiating salaries for new hires
  - o 64% reported negotiating increases for promotions
  - o 43% reported negotiating annual increases for staff
- \ **Compensation program management:**
  - o 80% of organizations reported that final salary decisions were owned jointly by the HR team and managers or department heads
  - o 48% of organizations reported that base salary increases were based on both experience and performance



\ **Bonus availability & criteria:** 72% of organizations reported offering bonuses to either all staff or a subset of staff. Among organizations that did offer bonuses:

- 72% reported offering performance-based bonuses
- 61% reported offering spot bonuses for specific success
- 30% reported offering retention/longevity bonuses
- 9% reported offering goal-based bonuses.

\ **Raise Criteria:** 42% of organizations use performance ratings as raise criteria, 36% use manager discretion, and no organizations reported using quantitative metrics.

## Pay Practices: How Can I Make This Actionable?

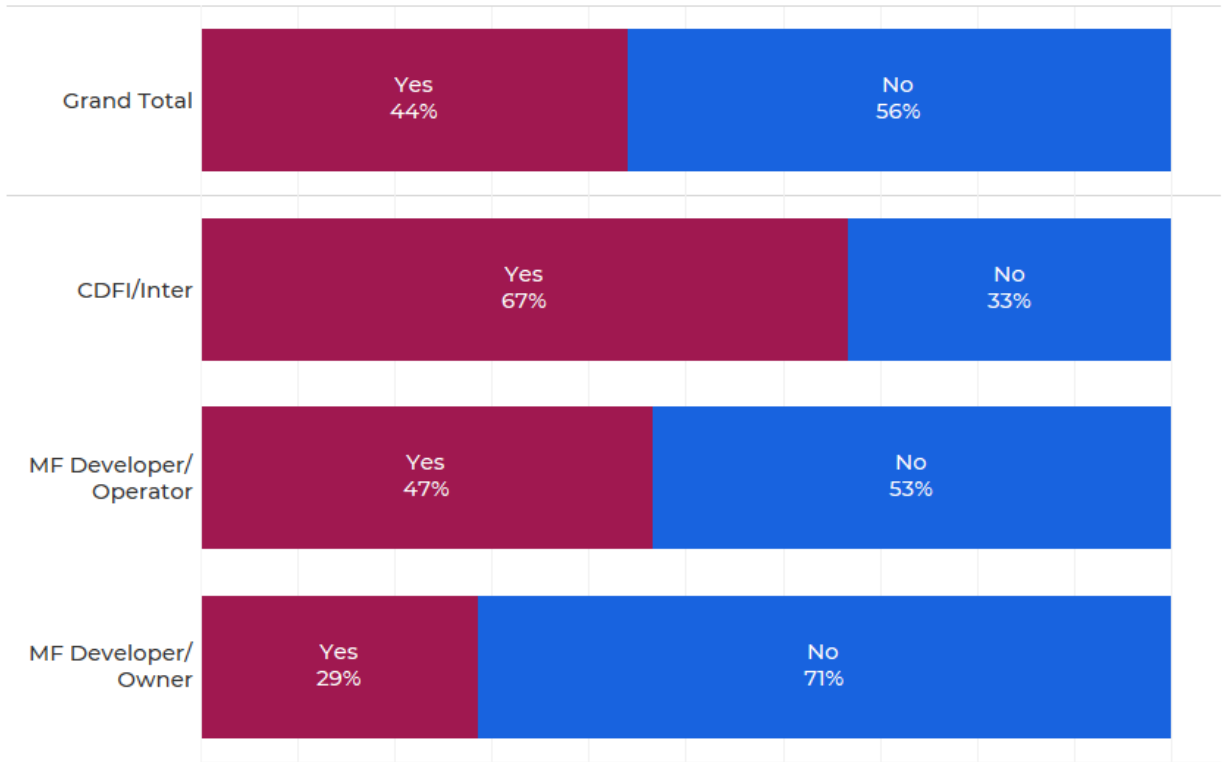
There are a variety of ways to interpret and make meaning of data. As you consider the content in this section, we offer the following lenses to make your own meaning:

- \ How likely are you to have **codified pay practices and salary structures** compared to peer organizations? To the study as a whole?
- \ If your organization is notably different from peers in your pay practices or structures, **what might explain these differences?** Is the difference intentional (eg. an intentional decision by leadership) or unintentional?
- \ If **salary negotiation** is a typical practice at your organization, in what ways might this advantage some groups of staff while ignoring or marginalizing others?
- \ How **clear and transparent** are the pay practices at your organization? Would a “typical” member of your staff be able to answer all/most of the questions accurately about pay practices at your organization?

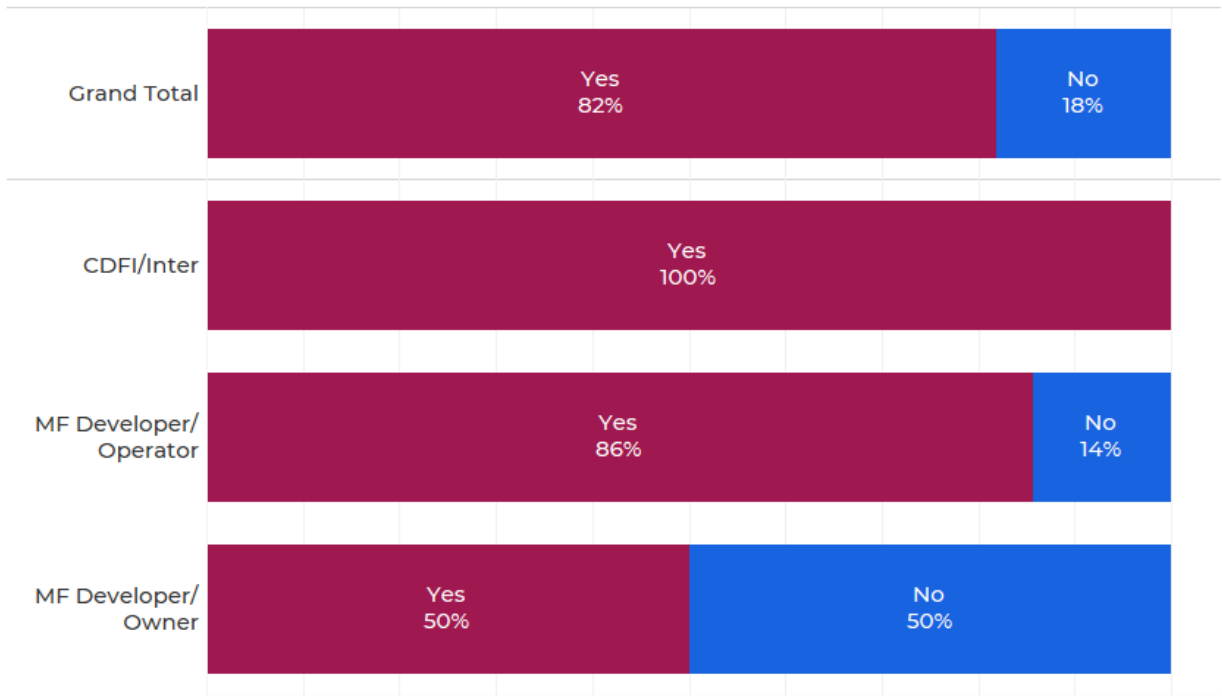


## Visuals: Compensation Program Elements

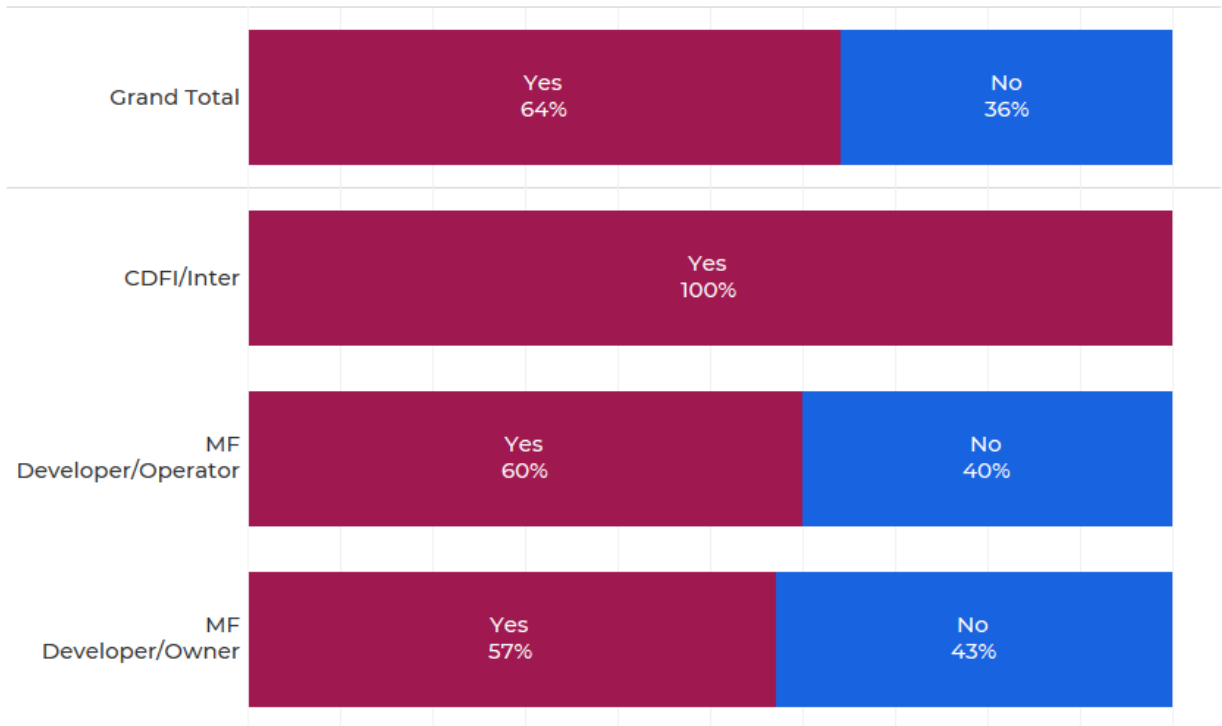
Does your organization have a codified compensation philosophy?



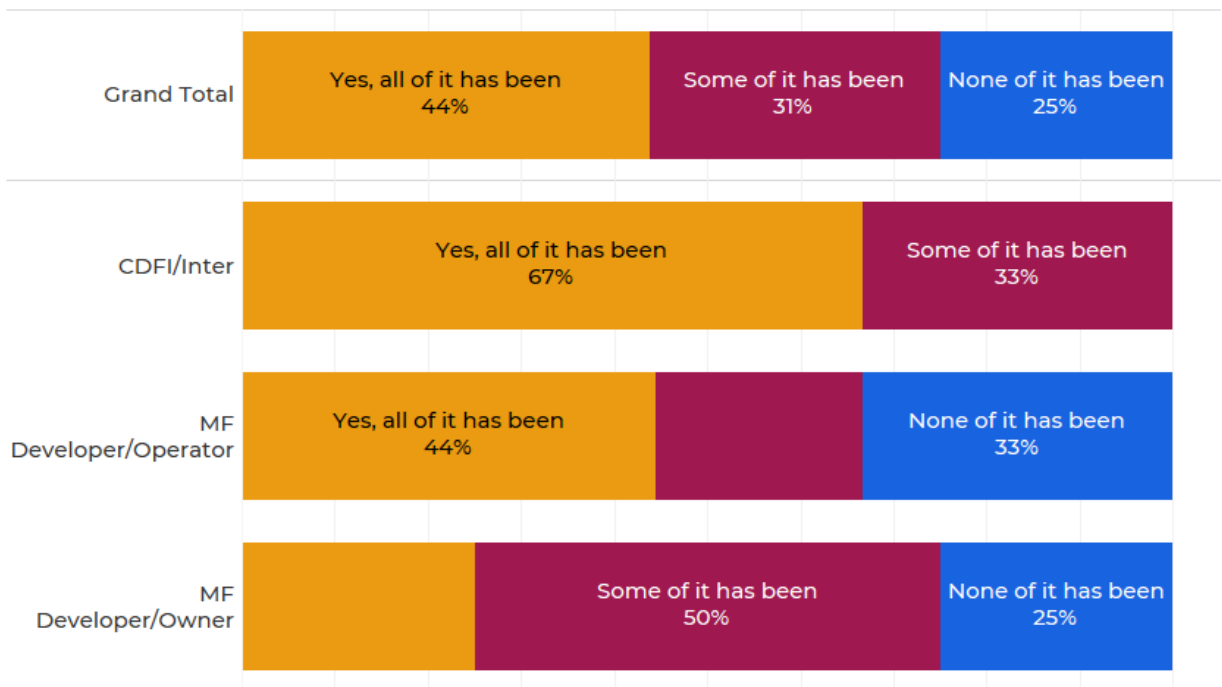
If you have a compensation philosophy, is it shared with staff?



## Does your organization have a formal salary structure?



## If your organization has a formal salary structure, has it been shared with all staff?



# **IV. BENEFITS PRACTICES**

## IV - Benefits Practices

### Health Benefits: Key Findings

- \ **Health plan offerings:** A Health Maintenance Organization (HMO) or Preferred Provider Organization (PPO) plan was the most commonly offered health plan. HMO plans were available at 64% of organizations, while PPO plans were offered at 84%. Less than 20% of organizations reported offering Exclusive Provider Organization (EPO) and Point of Service (POS) options. 40% offered a Health Savings Account (HSA), and 20% offered a Health Reimbursement Agreement (HRA) option.
- \ **Total monthly premium (individual):** The median monthly health insurance premium cost for individual staff was \$689, and the median percent of premium covered by the employer was 85%.
- \ **Total monthly premium (+ spouse/domestic partner):** The median monthly health insurance premium cost for individual staff +1 spouse/dependent was \$1,397, and the median percent of premium covered by the employer was 71%.
- \ **Total monthly premium (+ 2 or more dependents):** The median monthly health insurance premium cost for individual staff +2 or more dependents was \$1,832, and the median percent of premium covered by the employer was 72%.
- \ **Benefits eligibility of domestic partners:** 76% of organizations reported offering health benefits for qualified domestic partners.
- \ **Dental:** 100% of organizations reported offering dental benefits. The median monthly cost of dental premiums for individuals was \$48, and the median percent of premium covered by the employer was 50%.
- \ **Vision:** 100% of organizations reported offering vision benefits. The median monthly cost of vision premiums for individuals was \$7, and the median percent of premium covered by the employer was 78%.
- \ **HSA/HRA/QSEHRA:** 72% of organizations reported offering either an HSA, HRA, or QSEHRA health plan.



- \ **Cash Incentive for opting out of health coverage:** 12% of organizations offered a cash incentive for employees who opt out of healthcare coverage. The median size of the cash incentive at organizations that did offer this benefit was \$2,600.

## Health Benefits: How Can I Make This Actionable?

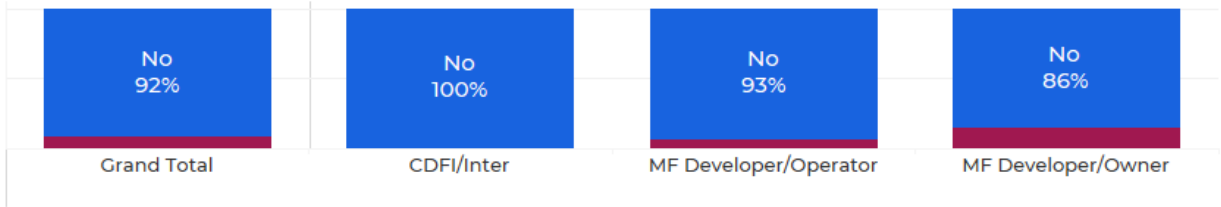
There are a variety of ways to interpret and make meaning of data. As you consider the content in this section, we offer the following lenses to make your own meaning:

- \ How do **health benefits at your organization compare** to peers in your area, both in terms of type and variety? To the study as a whole? Where do you lead, lag, or match your peers?
- \ What **factors led you to offer your current particular set of health benefits?** Consider cost, employee feedback, ease of administration, or other factors. If you were designing your benefits system again today from scratch, which decision-factors would you prioritize?
- \ Do staff **value all of your benefits equally?** For which benefits do you think you get “the biggest bang for the buck”? Are there any high-cost/low-impact benefits you might consider scaling back?
- \ **Which benefits categories (if any) are true “differentiators”** for you as an organization compared to peers? What would your staff highlight as being exceptional?
- \ Is staff access to your benefits **equitable?** Are staff from certain gender-identity or racial subgroups more or less likely to make use of certain benefits? Consider hourly workers, staff with and without dependents, or other meaningful groups. In practice, **are staff from certain groups consistently getting “more value”** out of your benefits program?

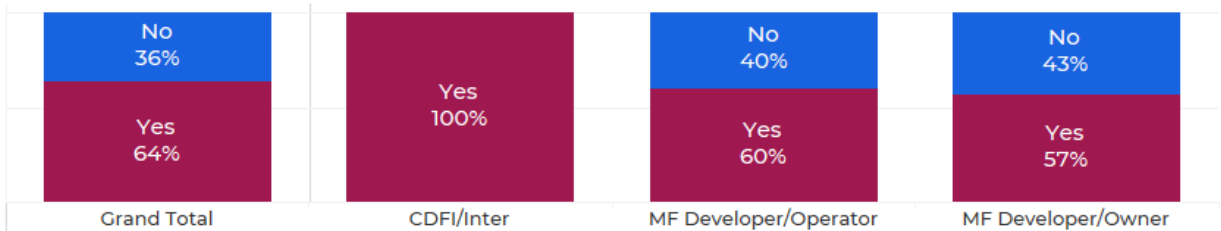


## Visuals: Health Plan Offerings & Premiums

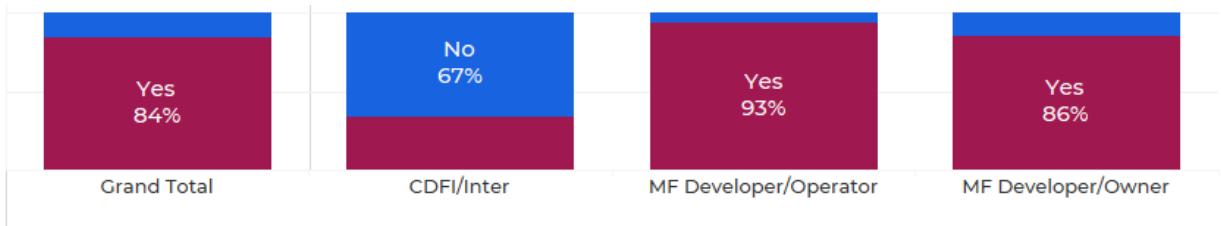
Do you offer an EPO Plan?



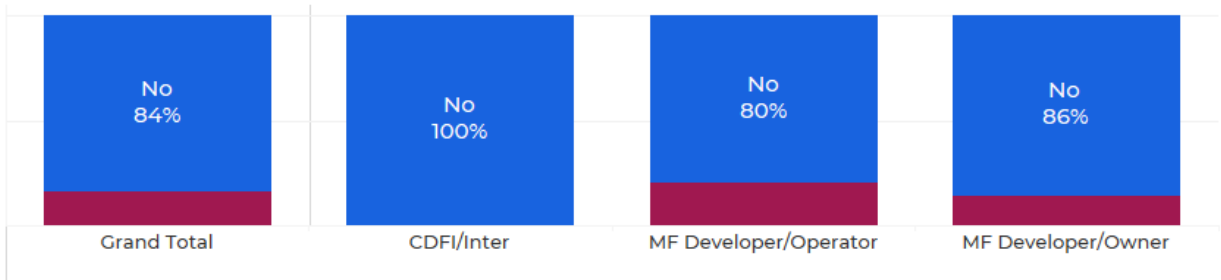
Do you offer an HMO Plan?



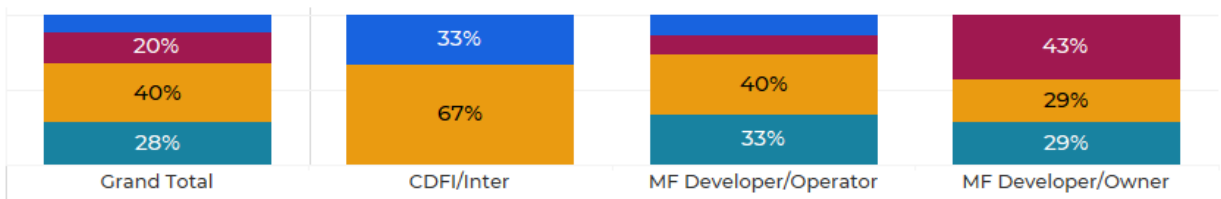
Do you offer a PPO Plan?



Do you offer a POS Plan?



Do you offer HSA/HRA/QSEHRA?



■ Both HSA and HRA/QSEHRA
 ■ HRA/QSEHRA
 ■ HSA
 ■ None of the above





## Health Plan: Individuals: Percentage of Premiums Covered by Organization

|                       | Min-Individual | Median-Individual | Average-Individual | Max-Individual |
|-----------------------|----------------|-------------------|--------------------|----------------|
| Grand Total           | 5%             | 85%               | 84%                | 100%           |
| CDFI/Inter            | 73%            | 80%               | 84%                | 100%           |
| MF Developer/Operator | 70%            | 90%               | 89%                | 100%           |
| MF Developer/Owner    | 5%             | 80%               | 72%                | 95%            |
| Other                 |                |                   |                    |                |

## Health Plan: Individual + 1 Spouse/Partner: Percentage of Health Premium Covered by Organization

|                       | Min. Individual+Spouse | Median- Individual+Spouse | Average- Individual+Spouse | Max- Individual+Spouse |
|-----------------------|------------------------|---------------------------|----------------------------|------------------------|
| Grand Total           | 0%                     | 71%                       | 60%                        | 94%                    |
| CDFI/Inter            | 42%                    | 73%                       | 65%                        | 80%                    |
| MF Developer/Operator | 0%                     | 70%                       | 59%                        | 94%                    |
| MF Developer/Owner    | 5%                     | 74%                       | 62%                        | 85%                    |
| Other                 |                        |                           |                            |                        |

## Health Plan: Individual + 2 Dependents (Family): Percentage of Health Premium Covered by Organization

|                       | Min- Family | Median-Family | Avg-Family | Max-Family |
|-----------------------|-------------|---------------|------------|------------|
| Grand Total           | 0%          | 72%           | 64%        | 95%        |
| CDFI/Inter            | 73%         | 80%           | 83%        | 95%        |
| MF Developer/Operator | 0%          | 70%           | 62%        | 94%        |
| MF Developer/Owner    | 5%          | 75%           | 60%        | 85%        |
| Other                 |             |               |            |            |



**V.  
OPPORTUNITY  
AND WAGE GAP  
ANALYSIS**

# V - Opportunity & Wage Gap Analysis

## V.A. Organizational and Employee Factors

### Org and Employee Factors: Key Findings

**Overview:** A statistical analysis was performed to understand the relationship of both organizational factors (eg. organizational budget size) and employee factors (eg. employee age) with compensation. This analysis was limited to information collected as part of the study, eg. organizational budget size, employee race, etc.

**It is important to keep in mind that the statistically significant relationships we report below are not evidence of causal relationships. Instead, they simply indicate that it is unlikely that the trends we report are “due to chance alone” or sampling error within the data set we collected for this study. Other factors not captured in our study may be impacting these results as well.**

For example, we report below that staff older than 40 were statistically more likely to earn higher salaries than their peers under 40, holding all other factors constant (eg. time in role, job type, organization size, location, etc). However, we did not collect information related to employee level of education as part of this study. It may be the case that staff over 40 are more likely to hold advanced professional degrees that positively impact their salary. This trend may be contributing to the finding related to employee age, though we have no way of knowing how much of a contribution employee education is having in the results. With this in mind, please interpret the results below with caution.

A more fulsome overview of our methodology and results (including output tables summarizing statistical results) is included in the Appendix.

### Organizational Factors

Holding all other factors constant (employee race, gender identity, role, experience, etc):

- \ **Region:** Compensation was highest at (and not statistically different between) organizations that were categorized as either “national” or located in the West Coast region. In contrast, staff at regional organizations in the Northeast and Mid-Atlantic regions earned compensation that was 5-6% lower than their peers at national or



West Coast organizations.

- \ **Organization budget size:** We observed a statistically significant difference between the smallest and largest organizations by budget size, with staff at organizations in the \$200-\$500M category earning about 7% more than their peers at \$5-\$10M organizations.
- \ **Organization Type:** Due to the uneven participation of organizations by type (eg. 17 Multi-Family Developer/Operator vs. 3 CDFI/Inter), we were not able to report compensation trends by organization type as part of this study.

### Employee Factors

Holding all other factors constant (org type, role, race or gender identity, time in role, etc):

- \ **Employee age:** staff identified as 40+ in age typically made about 2% more in salary than staff under 40
- \ **Years in current role:** staff earned 0.02% increase for every 1% increase in their Years in Role
- \ **Years at current organization:** Due to collinearity between years in current organization and years in role, the years in current organization variable was excluded from the analysis model.
- \ **Exempt vs. non-exempt:** Being an exempt employee was associated with a 12.5% increase in compensation compared to a comparable non-exempt employee.
- \ **Unionized vs. non-unionized staff:** being a unionized employee was associated with a 4% increase in compensation compared to comparable non-union employees.

### Organization and Employee Factors: How Can I Make This Actionable?

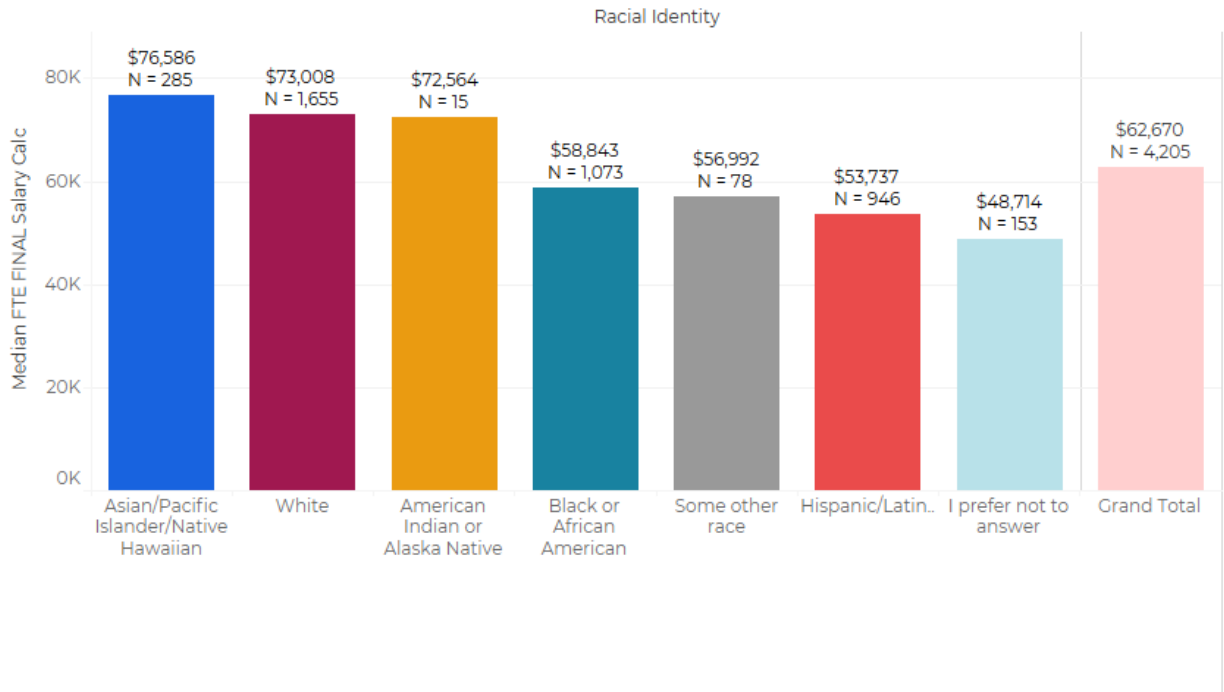
There are a variety of ways to interpret and make meaning of data. As you consider the findings included in this section, you might consider:



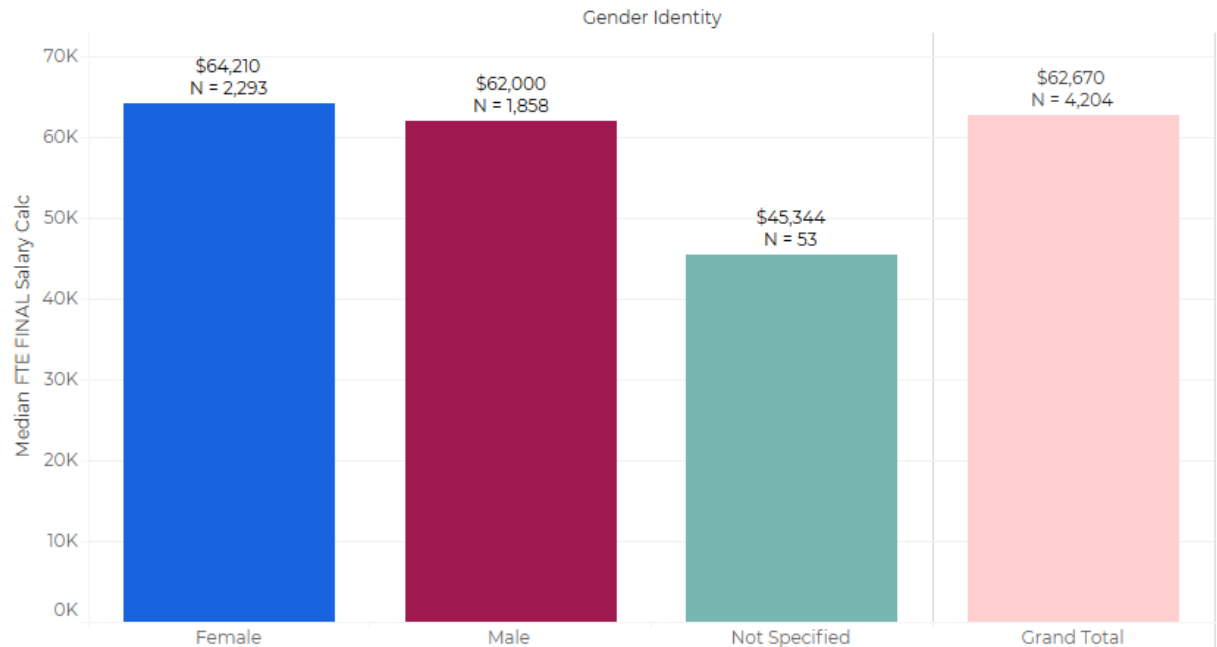
- \ Are there **typical narratives** (or justifications) that staff or leaders at your organization make about compensation related to your organization's sector, budget size, or funding source? **To what extent do the findings from this study support or undercut those narratives?**
  
- \ Compensation was highest for staff at national organizations or in the West Coast region, and lower at organizations in the Northeast or Mid-Atlantic region. **How much does geography formally impact your own organization's compensation policies or strategy?**
  
- \ Our analysis indicated that staff older than 40 earned higher salaries than staff under 40, even when holding other factors constant. Consider that age is a federally protected class in most settings. **What might be causing older staff members to earn more compensation at your organization, even when holding other factors constant?**
  
- \ Our study indicated that there are **significant differences in compensation for union vs. non-union and exempt vs. non-exempt employees**, even when controlling for other factors. What factors or policies (implicit or explicit) might be contributing to these differences at your own organization?
  
- \ What **other employee factors** not included in this study do you think might have some relationship with employee compensation? **Consider level of education, performance, language proficiency, LGBTQIA+ identity, prior military service, disability status, or other factors.** How might you collect data (even if imperfect or incomplete) to better understand how these factors are influencing salary trends for your staff?

## Visuals: Uncontrolled Wage Gaps

### Median Salary by Racial Identity



### Median Salary by Gender Identity



Gender Identity

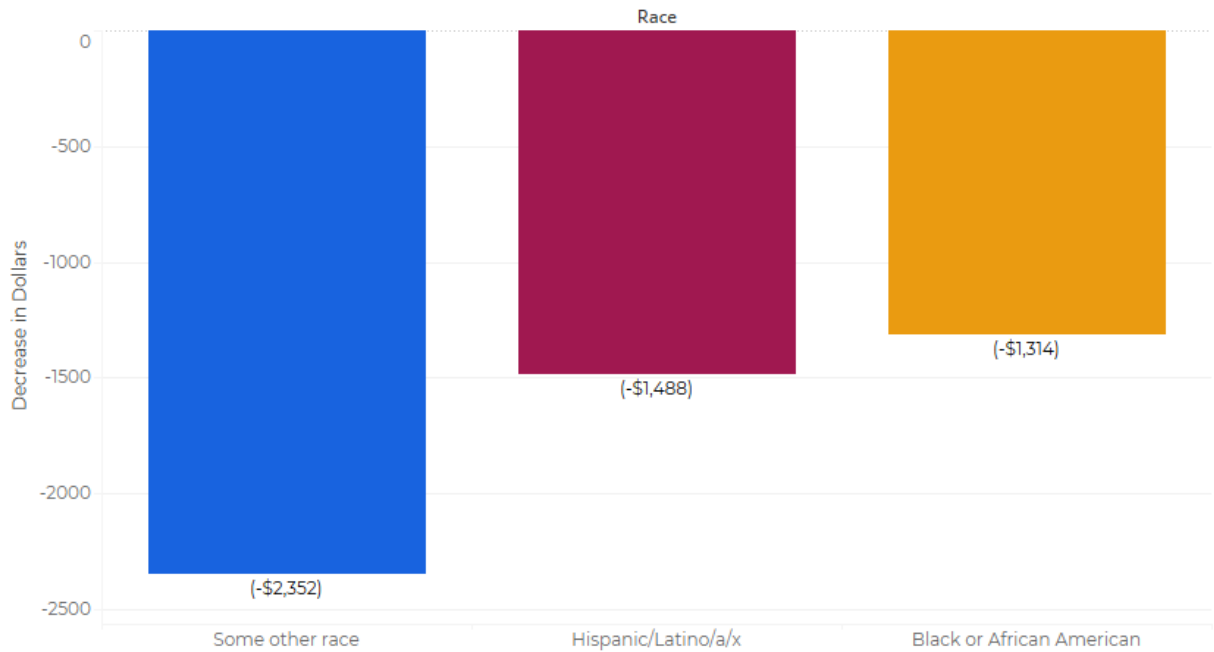
- Female
- Male
- Not Specified
- Grand Total



## Visual: Controlled Wage Gap by Employee Race

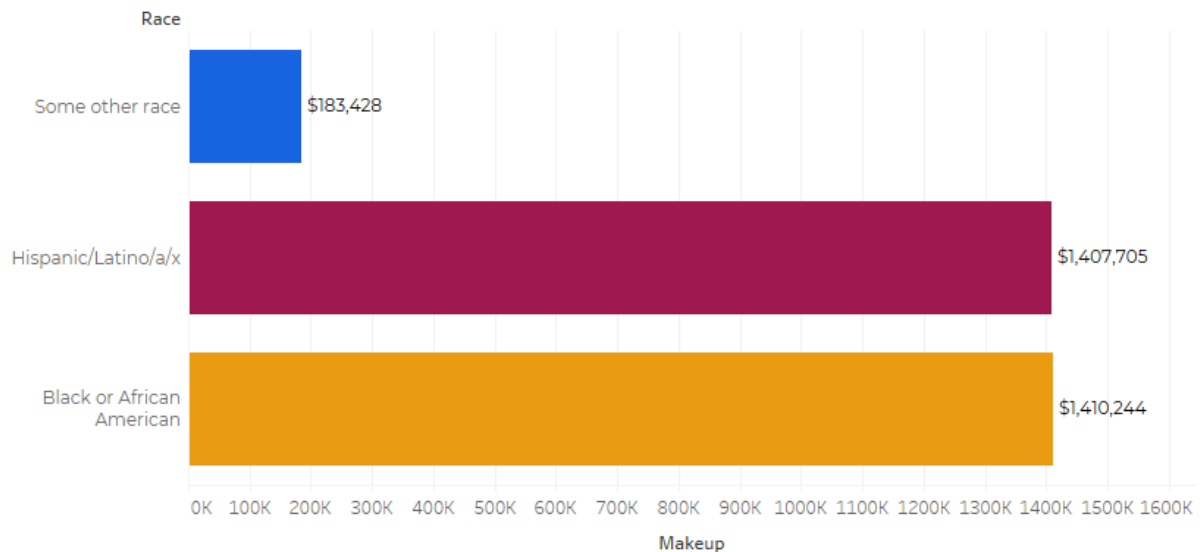
### Typical Wage Gap: Racial Identities vs Average Salary for White Identified Staff

Note: Wage gaps are only shown for statistically significant findings. The average salary for White identified staff is \$88,279.



### Estimated Cost to Close Wage Gap: Racial Identities vs Average Salary for White Identified Staff

Note: Wage gaps are only shown for statistically significant findings. The average salary for White identified staff is \$88,279. Costs may reach up to the values listed below.





**VI.  
HIRING AND  
RETENTION**



## VI - Hiring and Retention

### Hiring & Retention: Key Findings

- \ Organizations reported a variety of annual retention rates, ranging from <70% up to 90-100%. **The most commonly reported annual employee retention rate was 70-79%.**
- \ A **majority (56%) of organizations** reported typically having **more than 6% of roles open at any given time.**
- \ A variety of employee **turnover rates** were reported, ranging from 0-10% to 31%+.
- \ **A majority (61%) of organizations reported needed 1-3 months** to fill front-line positions. Similarly, 68% of organizations reported needing 1-3 months to fill middle manager positions.
- \ The most commonly cited **“hard to fill” positions were Maintenance, Property Managers, and Project Managers.**

### Hiring & Retention: How Can I Make This Actionable?

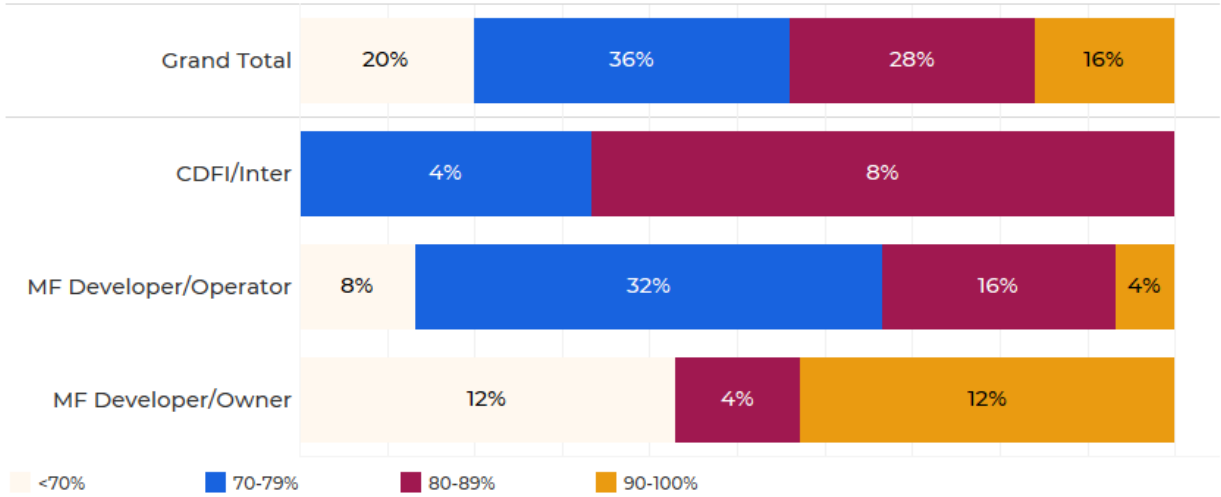
There are a variety of ways to interpret and make meaning of data. As you consider the findings included in this section, you might consider:

- \ How does your organization's experience compare to others with regard to employee retention, turnover, and “time to fill” vacant roles?
- \ How might other data presented thus far in this report be contributing to retention and “hard to fill” trends at your organization? Consider compensation policies, wage gaps by race and gender, living wage trends, etc.
- \ To what extent do you believe that employee retention is a “compensation issue”? What other policies or benefits may be at play? Consider health benefits, time off offerings, or other policies.

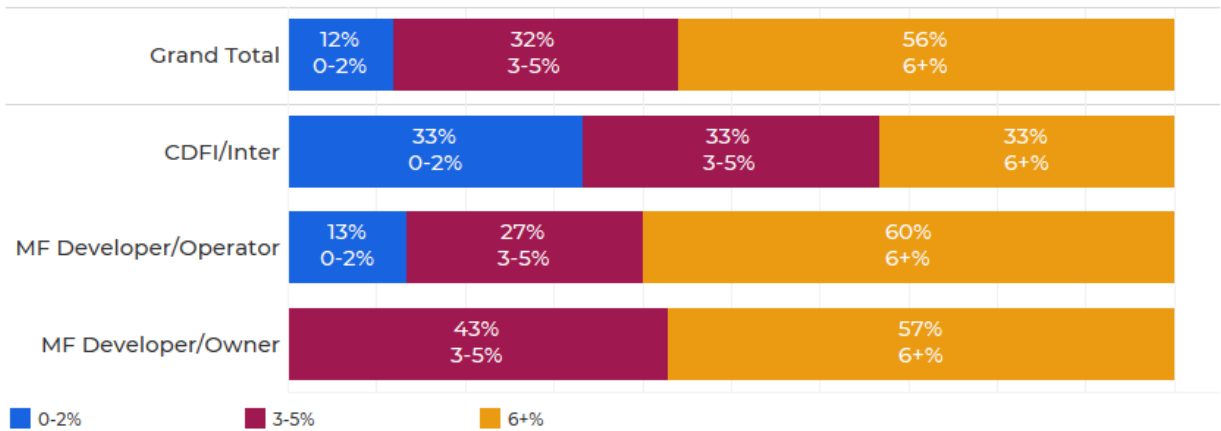


## Visuals: Retention, Turnover, and “Time to Fill” Open Positions

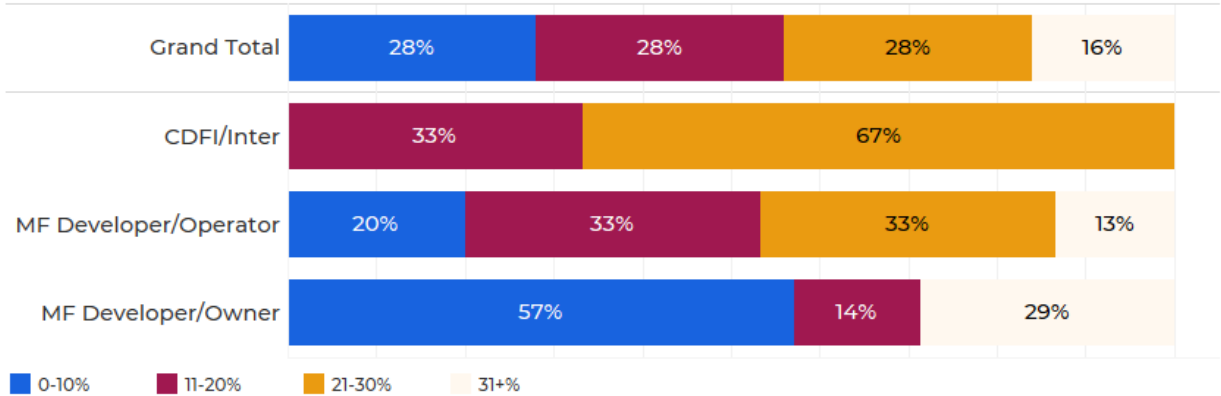
What is the retention rate for your organization in the last three years?



What percentage of open positions does your organization typically have?



What is your organizations' turnover rate?



# VII. DEI STRATEGIES

## VII - DEI Strategies & Policies

### DEI Strategies & Policies: Key Findings

- \ An **HR Reporting Protocol** was reported at 84% of organizations, **DEI Task Force** at 68%, **Anonymous Reporting Form** at 20% and **Affinity Groups** at 24% of organizations to address workplace inequities.
- \ Participants reported a **median \$40,000 budget allocated for DEI initiatives**.
- \ **52% of organizations had at least one staff member tasked to support DEI** as part of their role, with 23% of this individual's time allocated to DEI initiatives.
- \ **96% of organizations did not offer compensation/rewards** for DEI task force members.
- \ **24% of organizations offer DEI-related affinity groups** for staff to participate in.

### DEI Strategies & Policies: How Can I Make This Actionable?

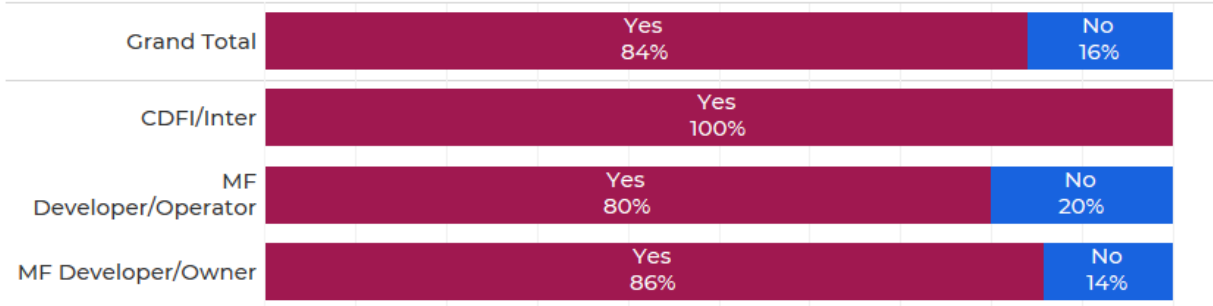
There are a variety of ways to interpret and make meaning of data. As you consider the findings included in this section, you might consider:

- \ How do your strategies to address potential workplace inequities compare to peers?
- \ What commitments have you made to staff related to DEI at your organization? Do your policies, strategies, and investments align with these commitments?
- \ How does your organization's investment (either financial or programmatic) in DEI initiatives compare to peers?
- \ At your organization, is DEI-related work “valued” in the same way as other forms of work or professional contribution?

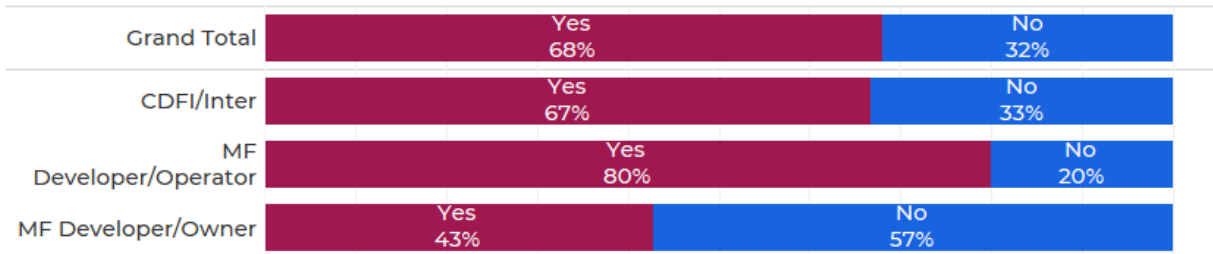


## Visuals: DEI Strategies and Reporting Protocols

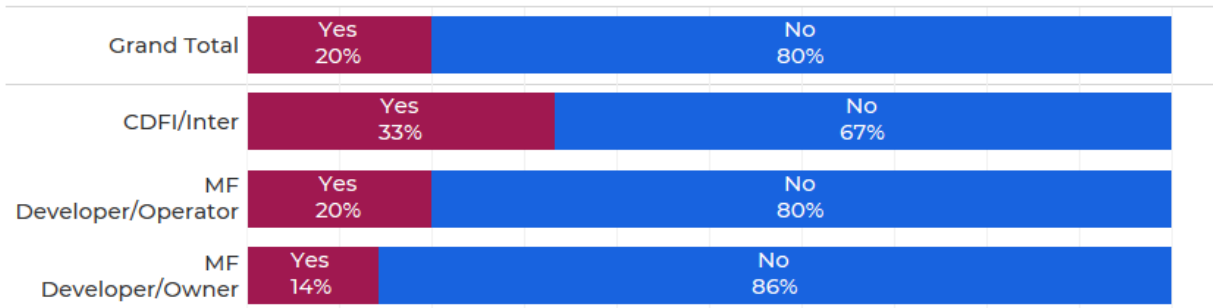
Does your organization use an HR reporting protocol to address workplace inequities?



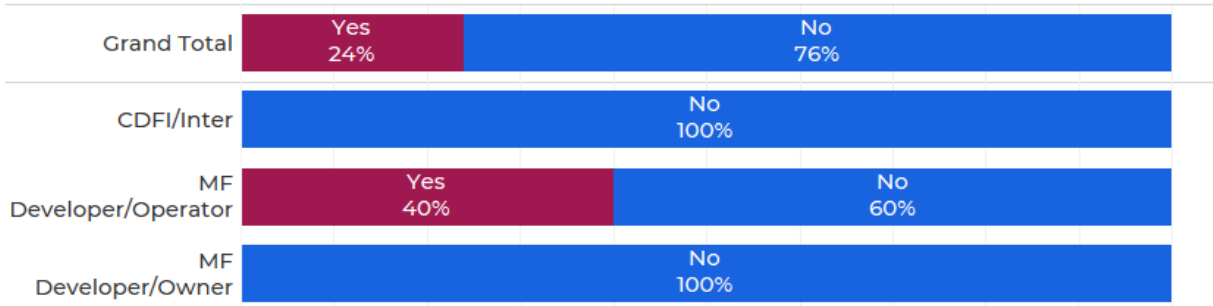
Does your organization have a DEI task force to address workplace inequities?



Does your organization use an anonymous reporting form to address workplace inequities?



Does your organization offer affinity groups to staff?



The background features a complex geometric design. A large blue triangle is positioned in the bottom-left corner. A wide, diagonal gold band runs from the top-left towards the bottom-right. A large maroon triangle is situated in the upper-middle section. Other smaller geometric shapes in blue and gold are scattered throughout the white background.

**VIII.  
ROLE LEVEL  
BENCHMARKS**

# VIII - Role-Level Benchmarks

## Role Index

- \\ **Asset Management - *starts on page 114***
  - Chief Asset Management Officer / VP Asset Management
  - Director, Asset Management
  - Asset Management Manager
  - Asset Management Administrator
- \\ **Communications and Development - *starts on page 118***
  - Chief Development Officer / VP Development
  - Chief Communications Officer / VP Communications
  - Director of Development
  - Director of Communications
  - Director of Strategic Partnerships
  - Development Manager
  - Communications Manager
  - Development / Communications Coordinator
  - Development / Communications Associate
- \\ **Compliance & Regulatory - *starts on page 127***
  - Compliance Director
  - Compliance Manager
  - Compliance Coordinator
  - Compliance Associate
  - Occupancy Specialist
- \\ **Construction & Project Management - *starts on page 133***
  - Director of Construction Management
  - Construction Manager
  - Project Manager
  - Construction Coordinator / Project Coordinator
  - Building Inspector
- \\ **Executive - *starts on page 138***
  - Top Executive - CEO, President, or Executive Director
  - Chief of Staff



**\ Facilities & Engineering - starts on page 140**

- Facilities Director
- Facilities Engineer
- Facilities Manager
- Facility Maintenance Technician
- Custodian

**\ Finance - starts on page 145**

- Chief Financial Officer / VP Finance
- Controller
- Director of Finance
- Finance Manager
- Accountant
- Finance Associate
- Bookkeeper

**\ HR & Talent - starts on page 152**

- Chief Talent / Human Resources Officer / DEI Officer / VP Equivalent
- Director of Human Resources / Director of Learning & Evaluation
- Human Resources Manager
- Human Resources Coordinator
- Human Resources Generalist

**\ Information Technology - starts on page 157**

- Chief Technology Officer / VP Technology
- Director of Information Technology
- Information Technology Manager
- IT Asset Management Administrator
- System Administrator
- IT Support Desk

**\ Learning and Evaluation - starts on page 163**

- Director of Organizational Impact/Knowledge Management
- Learning & Evaluation Analyst / Knowledge Management Coordinator

**\ Legal - starts on page 165**

- Chief Policy Officer / VP Policy
- General Counsel
- Director of Legal Advocacy
- Director of Contracts & Compliance
- Attorney or Senior Attorney





- Paralegal

**\ Lending - starts on page 171**

- Chief Lending Officer / VP Lending
- Director of Lending
- Mortgage Collection Manager / Commercial Loan Officer
- Mortgage Closer / Loan Officer / Group Underwriter
- Contracts Administrator / Lending Associate
- Asset/Liability Analyst

**\ Operations - starts on page 177**

- Chief Operating Officer / VP Operations AND Chief/VP Compliance, Strategy, or Impact
- Director of Operations
- Operations Manager
- Office Manager
- Administrative Assistant
- Executive Assistant

**\ Program & Community Engagement - starts on page 183**

- Chief Program Officer / VP Program
- Housing Director
- Program Director / Director of Public Policy / Director of Employment Opportunities
- Program Manager
- Housing Program Manager
- Social Worker
- Case Manager / Counselor
- Program Associate
- Community Organizer

**\ Property Management - starts on page 192**

- Chief Property Management Officer / VP Prop Mgmt
- Area Property Manager / Property Acquisitions Manager
- Property Manager - Commercial or Residential
- Assistant Property Manager
- Property Acquisitions Associate/Analyst / Real Estate Representative

**\ Real Estate - starts on page 197**

- Chief Real Estate Officer / VP Real Estate
- Chief Property Acquisitions Officer / VP Property Acquisition



- Director of Real Estate Development
- Appraisal Manager
- Leasing Manager / Real Estate Zoning Specialist
- Lease Administrator / Leasing Consultant
- Resident Services Administrator
- Real Estate Development Associate

**\ Strategy and Evaluation - starts on page 205**

- Chief Strategy Officer / VP Strategy
- Chief Impact Officer / VP Impact
- Director of Research / Evaluation
- Research / Evaluation Manager
- Business Development Associate



## Benchmarking Context and Background

**Context:** The tables that follow summarize benchmark salary ranges for the standardized benchmark roles that are reported as part of this study. As you review these tables, please keep the following in mind:

1. **Role Matching:** The benchmark titles included in the survey were determined by a preliminary review of common job titles and functions across HPN members. In all cases, staff members who completed the survey were instructed to focus on the *descriptions* of the benchmark roles, above and beyond the title, in order to determine the best match for their employees. A selection of the employee job titles matched to each benchmark role is included at the bottom of each benchmark table.
2. **Minimum N-size Thresholds:** Salary ranges are only reported for categories or groups with at least 5 incumbents ( $N \geq 5$ ) from at least 3 ( $N \geq 3$ ) distinct member organizations. If a particular category or group (e.g. a “cut” of data) is not listed in the table, it is because it did not meet the minimum threshold for inclusion. These thresholds are based upon best practices in compensation benchmarking and are intended to protect the confidentiality of staff and ensure that salary data from no single organization is over-represented as part of the report.
3. **Excluded Roles:** Not all roles that were originally included in the study received a sufficient number of reported data points from members. The Edgility and HPN teams reviewed submitted data for completion and elected to either A) combine roles with similar functions and reported salary ranges or B) exclude roles where insufficient data was available.
4. **Benchmarks are just one of many inputs when setting salaries:** It is important to consider many factors, including benchmarks, when making employee compensation decisions. In addition to the ranges themselves, leaders should consider the appropriateness of the benchmark match, the comparability of other organizations included in the study (org type, size, funding sources, etc), and median years of experience for staff in the benchmark group. For example, benchmarks for a group of very tenured staff members will likely be higher than a group that are newer to their roles. In addition, it is important to consider the number and variety of organizations and staff data points used to create the benchmark. You may put more “weight” in a benchmark derived from 60 staff members across 8 organizations than a benchmark derived from 7 staff members across 3 organizations.



## Benchmark Ranges: How Can I Make This Actionable?

There are a variety of ways to interpret and make meaning of benchmark data in comparison to roles at your own organization. As you consider the content in this section, we offer the following lenses to make your own meaning:

- \ How do **salaries at your organization compare to the overall benchmark**? By org type or other sub-cut? At what percentile are salaries typically falling, both for your organization overall and by team/department?
- \ Consider how many **staff data points** (N-size) were used to create each benchmark, and how **many unique organizations** contributed data. How much more reliable do you think a benchmark range with 20 data points is compared to a range with 5? How does the N-size influence your feelings of data reliability?
- \ How much **variation** is there by org type, org size, and other organizational factors? What is (and what is not) surprising about any variations you observe?
- \ What insight can the **median years in role** provide about benchmark ranges? Do staff at your organization have more or less time in role than the “median” for their benchmark? *Typically, we might expect staff with more experience to fall above the 50th percentile, and staff with less experience to fall under the 50th percentile.* What trends do you observe at your own organization?
- \ Consider the **benchmark role description** (top of the page) and **included job titles** (bottom of the page) - how good a “match” is this benchmark for a particular role at your organization? Is it a 50% match? A 75% match? If you have doubts about the strength of the match, consider the degree to which the role may be titled differently at your organization (eg. Program Coordinator vs. Program Associate). Is there a different benchmark that is actually a better fit based on the job description, even if the title isn't an exact match?



# How to Read the Benchmark Reports

## Custodian

### Benchmark Role Description 1

Cleans and office building, apartment, or similar building in an orderly condition. Notifies supervisor concerning need for major repairs or additions to lighting, heating, and ventilating equipment.

Typically reports to supervisor or manager. 3

### Overall Range 2

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

4

| Benchmark Title | N- Data Points | N - Orgs | Med. Years in Role | P10      | P25      | P50      | P75      | P90      |
|-----------------|----------------|----------|--------------------|----------|----------|----------|----------|----------|
| Custodian       | 153            | 13       | 2.9                | \$31,741 | \$34,112 | \$37,877 | \$47,798 | \$48,264 |

### Regional Ranges 5

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions    | N- Data Points | N - Orgs | Med. Years in Role | P10      | P25      | P50      | P75      | P90      |
|------------|----------------|----------|--------------------|----------|----------|----------|----------|----------|
| National   | 48             | 3        | 1.5                | \$26,183 | \$31,590 | \$34,320 | \$35,422 | \$39,770 |
| North East | 11             | 4        | 3.1                | \$25,834 | \$31,772 | \$37,877 | \$41,600 | \$53,560 |

### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N- Data Points | N - Orgs | Med. Years in Role | P10      | P25      | P50      | P75      | P90      |
|------------------------------|----------------|----------|--------------------|----------|----------|----------|----------|----------|
| \$10 - \$50 million          | 89             | 8        | 4.0                | \$27,389 | \$33,280 | \$36,878 | \$44,720 | \$46,800 |
| \$50 - \$100 million         | 20             | 3        | 1.0                | \$32,535 | \$33,280 | \$34,060 | \$35,360 | \$41,267 |

### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N- Data Points | N - Orgs | Med. Years in Role | P10      | P25      | P50      | P75      | P90      |
|-----------------------|----------------|----------|--------------------|----------|----------|----------|----------|----------|
| MF Developer/Operator | 104            | 6        | 2.3                | \$30,457 | \$34,055 | \$36,275 | \$47,798 | \$47,798 |
| MF Developer/Owner    | 38             | 5        | 2.8                | \$32,042 | \$33,280 | \$42,765 | \$46,472 | \$49,794 |

### Matched Titles from Participating Orgs 6

Building Superintendent Cleaning Staff Custodian Facilities Associate I Facilities Associate II  
 Groundskeeper Housekeeper Janitor Janitor C Janitorial Janitorial Grounds Janitorial Tech  
 Maintenance Technician Maintenance Technician I Property Assistant Resident Services Technician 1  
 Site Manager/Pest Control Coordinator



| Number Callout                  | How to Use  |
|---------------------------------|---|
| <b>1. Benchmark Description</b> | Each benchmark report will begin with a description of the benchmark role. These are the standard benchmark role descriptions that participants used to match staff at their own organizations.   |
| <b>2. Percentiles</b>           | <p>Salary percentiles have been denoted by the column titles P10, P25, P50, P75, P90. They stand for the following:</p> <p><b>P10</b> - 10% of workers earn a salary less than the value listed below. 90% earn more than the value listed.</p> <p><b>P25</b> - 25% of workers earn a salary less than the value listed below. 75% earn more than the value listed.</p> <p><b>P50</b> - 50% of workers earn a salary less than the value listed below. 50% earn more than the value listed.</p> <p><b>P75</b> - 75% of workers earn a salary less than the value listed below. 25% earn more than the value listed.</p> <p><b>P90</b> - 90% of workers earn a salary less than the value listed below. 10% earn more than the value listed.</p> |
| <b>3. Median Years in Role</b>  | The “Median Years in Role” column describes the median number of years in the benchmark listed from the population of staff in said benchmark. (eg. from the 34 staff salary points, the median number of years in the role is 1.9 years)   |
| <b>4. N-Sizes</b>               | <p><b>N - Data Points:</b> The value listed can be interpreted as the number of staff in the benchmark role, who also fall in the categories designated by each row. <b>Keep in mind that N-sizes smaller than 5 data points are not included for data privacy purposes.</b></p> <p><b>N - Orgs:</b> The value listed can be interpreted as the number unique of organizations that contributed staff data to this benchmark. <b>Keep in mind that N-sizes smaller than 3 data points are not included for data privacy purposes.</b></p>   |
| <b>5. Demographic Cuts</b>      | Demographic cuts of the data for each benchmark are included in each report. This will include the data being cut by Budget Size, Region, and Org Type.   |
| <b>6. Job Titles</b>            | <p>At the end of each report, a list of actual job titles from staff whose role was matched to the benchmark description have been included. This is to provide the reader with more context as to what roles were included as a part of each benchmark cut by other participating organizations.</p> <p><b>Note:</b> benchmark matches are made by participating members as part of the study - Edgility does not “clean” or quality check matched titles for appropriateness.</p>   |



# Chief Asset Management Officer / VP Asset Management - Asset Management

## Chief Asset Management Officer / VP Asset Management

### Benchmark Role Description

Plans and directs all aspects of an organization's asset management policies, objectives, and initiatives. Plans asset strategies that increase revenue and high rate of return on investments. Ensures asset management services consistently meet organization's vision and investment goals. Requires a bachelor's degree

Typically reports to CEO or COO.

### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title                                  | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|--|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| Chief Asset Management Officer / VP Asset Mana.. | 14              | 13      | 1.1                  | \$136,520 | \$145,365 | \$178,639 | \$198,125 | \$230,447 |

### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions      | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|--------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| National     | 5               | 4       | 1.0                  | \$156,000 | \$180,000 | \$192,500 | \$235,609 | \$265,244 |
| Mid-Atlantic | 5               | 5       | 1.1                  | \$132,930 | \$135,029 | \$155,459 | \$180,000 | \$192,000 |

### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|------------------------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| \$10 - \$50 million          | 7               | 6       | 0.7                  | \$176,000 | \$186,250 | \$200,000 | \$227,005 | \$255,366 |

### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|-----------------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| MF Developer/Operator | 9               | 9       | 3.0                  | \$139,006 | \$142,000 | \$177,278 | \$200,000 | \$221,842 |

### Matched Titles from Participating Orgs

Executive Vice President, Capital Markets Dir. Housing Fin & Asset Mgmt Director, Asset Management  
 Senior Vice President, Asset Management SR VP Multifamily Ops SVP Asset Management SVP, Ownership and Operations  
 Vice President of Asset Management Vice President of Asset Management & Prt. In. Vice President, Asset & Construction Mgmt.  
 Vice President, Capital Solutions VP Asset Management VP of Asset Management VP, Asset Management



## Director, Asset Management - Asset Management

### Director, Asset Management

#### Benchmark Role Description

Oversees the Asset Management function or team. Purchases, appraises, determines disposition of, and manages a company's documents, data, and property. Manages the complete life cycle of company assets that are owned, leased, or licensed. Supervises all activities within the procurement process from order placement to product deployment, ensuring compliance with the organization's ordering process. Contributes to vendor or manufacturer selection, reviews vendor performance, and makes recommendations for performance improvements.

Typically reports to a head of a unit/department or top management.

#### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title            | N - Data Points | N - Org | Median Years in Role | P10      | P25       | P50       | P75       | P90       |
|----------------------------|-----------------|---------|----------------------|----------|-----------|-----------|-----------|-----------|
| Director, Asset Management | 12              | 12      | 3.6                  | \$97,702 | \$107,092 | \$144,458 | \$161,620 | \$180,106 |

#### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

#### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10      | P25       | P50       | P75       | P90       |
|------------------------------|-----------------|---------|----------------------|----------|-----------|-----------|-----------|-----------|
| \$10 - \$50 million          | 9               | 9       | 4.2                  | \$94,155 | \$130,308 | \$150,000 | \$159,994 | \$169,524 |

#### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|-----------------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| MF Developer/Operator | 6               | 6       | 7.3                  | \$90,893  | \$107,990 | \$143,154 | \$175,213 | \$187,935 |
| MF Developer/Owner    | 5               | 5       | 1.1                  | \$121,130 | \$138,915 | \$150,000 | \$159,994 | \$163,897 |

#### Matched Titles from Participating Orgs

Dir. of Real Estate Operations Director of Asset Management Director Portfolio & Asset Mg Director, Asset Management Portland PROGRAM DIRECTOR Vice President-Dispositions Vice President, Asset Management VP of Asset Management





# Asset Management Manager - Asset Management

## Asset Management Manager

### Benchmark Role Description

Manages and implements an organization's policies and processes to control and maintain physical assets, including property, plant, vehicles, and equipment. Designs and implements systems that facilitate asset management. Develops methodologies for tracking asset lifecycle, inventory, locations, costs, and return on investment. Oversees the planning process for asset acquisition, replacement, and disposal. Leads cross-functional coordination activities to develop and maintain an accurate and complete asset information database used for reporting across the organization. Typically requires a bachelor's degree or equivalent.

Typically reports to a director.

### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title          | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50       | P75       | P90       |
|--------------------------|-----------------|---------|----------------------|----------|----------|-----------|-----------|-----------|
| Asset Management Manager | 27              | 12      | 1.4                  | \$70,465 | \$97,850 | \$115,000 | \$123,579 | \$131,731 |

### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions      | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|--------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| National     | 12              | 4       | 1.3                  | \$103,950 | \$114,375 | \$117,758 | \$126,250 | \$130,000 |
| Mid-Atlantic | 5               | 4       | 0.8                  | \$77,497  | \$91,000  | \$105,000 | \$122,158 | \$123,868 |

### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|------------------------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| \$5 - \$10 million           | 6               | 3       | 1.6                  | \$79,747  | \$91,425  | \$97,850  | \$104,500 | \$115,000 |
| \$10 - \$50 million          | 13              | 6       | 1.4                  | \$107,364 | \$114,400 | \$115,500 | \$122,158 | \$132,463 |
| \$50 - \$100 million         | 8               | 3       | 1.5                  | \$64,370  | \$70,084  | \$100,974 | \$130,000 | \$133,121 |

### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50       | P75       | P90       |
|-----------------------|-----------------|---------|----------------------|----------|----------|-----------|-----------|-----------|
| MF Developer/Operator | 18              | 7       | 2.1                  | \$69,745 | \$95,275 | \$113,048 | \$128,750 | \$134,326 |
| MF Developer/Owner    | 7               | 4       | 1.3                  | \$76,556 | \$97,216 | \$115,000 | \$115,250 | \$119,303 |

### Matched Titles from Participating Orgs

Asset Manager Asset Manager Burlington Asset Manager Portland Construction and Lease Up Manager  
 Director, Portfolio Management Program & Asset Manager REO Manager Senior Asset Manager Senior Assets Manager  
 Senior Director, Energy & Capital Projects Special Assets Manager Sr. Asset Manager



# Asset Management Administrator - Asset Management

## Asset Management Administrator

### Benchmark Role Description

Administers an organization's policies and processes to control and maintain physical assets, including property, plant, vehicles, and equipment. Monitors asset lifecycles, inventories, locations, maintenance status, and costs. Establishes and maintains comprehensive records of each asset. Coordinates processes and documentation required for new asset acquisition, disposal, replacement, and tracking of lost or stolen assets. Works with vendors and cross-functional groups to maintain accurate and complete asset data. Prepares and distributes comprehensive status reports.

Typically requires a bachelor's degree or equivalent. Typically reports to a head of a unit/department.

### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title                | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90       |
|--------------------------------|-----------------|---------|----------------------|----------|----------|----------|----------|-----------|
| Asset Management Administrator | 40              | 14      | 1.4                  | \$64,605 | \$75,731 | \$84,426 | \$92,604 | \$101,280 |

### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions      | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90       |
|--------------|-----------------|---------|----------------------|----------|----------|----------|----------|-----------|
| National     | 21              | 4       | 1.2                  | \$74,000 | \$82,000 | \$89,300 | \$99,800 | \$110,800 |
| Mid-Atlantic | 5               | 3       | 3.3                  | \$59,833 | \$74,360 | \$80,000 | \$82,752 | \$87,863  |
| West Coast   | 11              | 4       | 3.0                  | \$62,400 | \$67,900 | \$76,188 | \$89,233 | \$92,604  |

### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90       |
|------------------------------|-----------------|---------|----------------------|----------|----------|----------|----------|-----------|
| \$10 - \$50 million          | 29              | 8       | 1.6                  | \$69,155 | \$82,000 | \$86,100 | \$94,500 | \$107,360 |
| \$50 - \$100 million         | 7               | 3       | 4.2                  | \$63,870 | \$68,925 | \$74,000 | \$79,606 | \$87,419  |

### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90       |
|-----------------------|-----------------|---------|----------------------|----------|----------|----------|----------|-----------|
| MF Developer/Operator | 22              | 9       | 3.4                  | \$62,645 | \$73,250 | \$81,376 | \$89,918 | \$92,604  |
| MF Developer/Owner    | 16              | 3       | 1.3                  | \$82,000 | \$82,000 | \$89,650 | \$99,800 | \$108,650 |

### Matched Titles from Participating Orgs

Asset & Compliance Analyst Asset Analyst Asset Management Analyst ASSET MANAGEMENT SPECIALIST, SR. Asset Manager ASSET MANAGER 2 Asset Manager (ASE) Asset Manager (CAM) Asset Manager (DRM) Asset Manager (SAM) Asset Manager, DMI Asset Mgmt Info Officer Assist Asset Manager HOUSING SPECIALIST 1 HOUSING SPECIALIST 2 Portfolio Manager, Equity Lending Portfolio Technologies Manager PROJECT MANAGER, SR. Senior Portfolio Asset Manager Sr Asset Mgt Analyst



## Chief Development Officer / VP Development - Communications and Development

### Chief Development Officer / VP Development

#### Benchmark Role Description

Plans and directs all aspects of an organization's fundraising activities including both targeted and large-scale charity contribution, policies and capital development initiatives. Develops fundraising strategies and campaigns. Oversees the success of these events and develops enhanced procedures for improving the visibility and the contribution level. Establishes contacts with individuals and organizations to solicit financial support for the organization. Researches new methods of fundraising and determines feasibility of new fundraising programs. Requires a bachelor's degree. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Establishes overall direction and strategic initiatives and manages a function or line of business with major organizational impact.

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#### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title                            | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|--|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| Chief Development Officer / VP Developme.. | 12              | 6       | 1.9                  | \$134,053 | \$137,332 | \$169,000 | \$178,292 | \$206,890 |

#### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

#### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10       | P25       | P50       | P75       | P90       |
|------------------------------|-----------------|---------|----------------------|-----------|-----------|-----------|-----------|-----------|
| \$10 - \$50 million          | 11              | 5       | 1.9                  | \$133,900 | \$138,847 | \$170,000 | \$178,495 | \$210,000 |

#### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

#### Matched Titles from Participating Orgs

Chief Development Officer Chief Operating & External Relations Officer Senior Vice President, Business Development  
 Senior Vice President, Lending Capital SVP, Corporate Capital Strategies Vice President, Business Development  
 VP of Strategic Ops VP, External Affairs VP, Fund Development



## Accountant - Finance

### Accountant

#### Benchmark Role Description

Maintains financial records and ensures that financial transactions are properly recorded. Ensures the accuracy of entries to ledger accounts and reconciles subsidiary ledger accounts to the general ledger. Prepares balance sheets, profit and loss statements and other financial reports. Analyzes current costs, revenues, financial commitments, and obligations incurred to predict future revenues and expenses. Requires a bachelor's degree. May require eligibility to sit for CPA exam.

Typically reports to a supervisor or manager.

#### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|-----------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| Accountant      | 120             | 23      | 1.4                  | \$53,086 | \$61,835 | \$73,502 | \$85,000 | \$94,863 |

#### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions      | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|--------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| National     | 64              | 7       | 1.3                  | \$50,602 | \$60,006 | \$68,141 | \$80,454 | \$93,752 |
| North East   | 9               | 4       | 1.3                  | \$53,069 | \$54,850 | \$63,294 | \$71,750 | \$85,000 |
| Mid-Atlantic | 13              | 6       | 1.7                  | \$54,996 | \$58,219 | \$61,339 | \$75,005 | \$82,848 |
| West Coast   | 34              | 6       | 2.0                  | \$72,176 | \$78,686 | \$83,204 | \$90,002 | \$96,512 |

#### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|------------------------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| \$5 - \$10 million           | 30              | 5       | 1.2                  | \$43,534 | \$55,290 | \$65,000 | \$68,016 | \$82,114 |
| \$10 - \$50 million          | 51              | 13      | 1.5                  | \$54,995 | \$69,937 | \$79,997 | \$87,207 | \$97,510 |
| \$50 - \$100 million         | 31              | 4       | 2.5                  | \$54,850 | \$60,921 | \$71,750 | \$80,907 | \$93,119 |

#### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|-----------------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| MF Developer/Operator | 89              | 14      | 1.4                  | \$52,000 | \$60,008 | \$71,750 | \$81,814 | \$90,235 |
| MF Developer/Owner    | 22              | 7       | 1.1                  | \$54,865 | \$63,430 | \$79,071 | \$85,000 | \$88,804 |

#### Matched Titles from Participating Orgs

Accountant Accounts Manager Accounts Payable Specialist Construction Accounts Payable Specialist I  
Accounts Payable Specialist II AP & Payroll Clerk Construction Accountant Construction Staff Accountant Corporate Accountant  
Development Accountant FISCAL ANALYST1 FISCAL ANALYST 2 General Ledger Accountant Grant Accountant ...



## Finance Associate - Finance

### Finance Associate

#### Benchmark Role Description

Provides general operational assistance and support to other members of the Finance team. Collects data, supports preparation of financial reports, manages financial data in platforms, and processes finance-related workflows at low-to-medium levels of complexity. Uses database, spreadsheets, and other software to collect and manage data. May require a bachelor's degree.

Typically reports to a supervisor or manager.

#### Overall Range

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Benchmark Title   | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|-------------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| Finance Associate | 37              | 13      | 1.5                  | \$44,822 | \$47,050 | \$53,248 | \$68,863 | \$78,050 |

#### Regional Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Regions    | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| National   | 15              | 4       | 1.4                  | \$45,529 | \$48,121 | \$53,000 | \$56,204 | \$69,705 |
| North East | 8               | 3       | 1.9                  | \$44,475 | \$45,276 | \$46,353 | \$49,441 | \$50,450 |
| West Coast | 13              | 5       | 1.5                  | \$53,136 | \$60,902 | \$74,880 | \$78,042 | \$78,245 |

#### Budget Size Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Annual Operating Budget Size | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|------------------------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| \$10 - \$50 million          | 24              | 9       | 1.3                  | \$45,084 | \$49,249 | \$52,624 | \$63,760 | \$76,977 |

#### Org Type Ranges

Data only reported for ranges with at least N=5 unique data points from at least N=3 organizations

| Organization Type     | N - Data Points | N - Org | Median Years in Role | P10      | P25      | P50      | P75      | P90      |
|-----------------------|-----------------|---------|----------------------|----------|----------|----------|----------|----------|
| CDFI/Inter            | 6               | 3       | 1.3                  | \$46,883 | \$49,816 | \$61,225 | \$76,144 | \$83,533 |
| MF Developer/Operator | 20              | 6       | 1.4                  | \$44,956 | \$48,677 | \$53,732 | \$68,096 | \$78,085 |
| MF Developer/Owner    | 11              | 4       | 2.0                  | \$45,571 | \$46,757 | \$52,000 | \$61,651 | \$74,880 |

#### Matched Titles from Participating Orgs

Accounting Assistant Accounting Associate Accounting Clerk ACCOUNTING TECH 2 Accounts Payable Associate  
Accounts Payable Coordinator Accounts Payable Coordinator- SHMS Accounts Payable Specialist  
Accounts Payable/Accounts Receivable Specialist Accounts Receivable Coordinator Accounts Receivable Coordinator-SHMS ...





## Allison Wyatt

### Co-Founder & Partner

- \ Prior to founding Edgility, Allison built and scaled a human capital consulting practice at a nationally recognized executive search firm.
- \ As the Vice President of Human Capital for Education Pioneers she built the HR department of a national, education reform organization from the ground up and increased its staff by over 500%.
- \ She holds a Master's degree in Business Administration from The MIT Sloan School of Management and Bachelor of Arts in East Asian Studies from Wesleyan University.



## Ben Crosby

### Associate Partner, Talent Equity Consulting

- \ As Director of Teammate Effectiveness at Aspire Public Schools, Ben built the compensation, performance management, and employee engagement function for a network of 2,000 staff across 40 schools
- \ At EdFuel, Ben led end-to-end compensation design and talent management engagements with school systems and nonprofits around the country.
- \ He holds a BA in English Literature and MA in Education Policy from Stanford University.



## Nathaniel Browning

### Talent Equity Consulting Associate

- \ Before joining Edgility, Nathaniel worked as a Controls Engineering Intern at BMW Manufacturing in South Carolina.
- \ He also worked on research that studied detection of damage to aircrafts from lightning strikes during commercial flight.
- \ Nathaniel holds a Bachelor's Degree in Aerospace Engineering and is currently pursuing a Masters Degree in Data Science at the University of California, Berkeley.



## Kara Patrovic

### Talent Equity Consulting Analyst

- \ Prior to their work at Edgility, Kara worked in healthcare, both on patient-facing issues at One Medical and most recently in market research for COVID-19 vaccines at Ipsos.
- \ In college, they assisted research in Malawi working for the Water Institute at UNC and World Vision.
- \ Kara studied Business Administration at Kenan-Flagler Business School with a minor in Social Entrepreneurship.



## Put your values to work. Act on Equity.

People are what matter most in almost every field — especially in social impact organizations. Yet default practices reinforce existing structures, costing organizations the genius and diversity they need. Edgility does more than run executive searches — we help organizations bring practice and structure into alignment with values.

Through our talent equity consulting and executive search practices, we partner with clients to build intentional equity.

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