



**Pearl Meyer**

**2022 NAHMA Affordable Housing  
Compensation Survey Report**

**Sample**

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## Introduction

Pearl Meyer is pleased to present the 2022 NAHMA Affordable Housing Compensation Survey report. This report provides affordable housing real estate companies with current information on key organization metrics and compensation program structure/design characteristics. In addition, competitive compensation levels are provided (both 2021 actual awards and 2022 target opportunities) for 104 positions.

A total of 74 companies participated in the survey. We extend our sincere appreciation to all participating companies for providing valuable information, which has enabled us to perform an extensive examination of compensation within the affordable housing real estate industry. We hope this report serves as a valuable benchmarking resource to compare your company's compensation program and pay practices to the market.

## Survey effective date:

- The data contained within this survey is effective as of May 1, 2022.

## Our objectives are to:

- Be the highest quality compensation survey representing the community of affordable real estate organizations.
- Provide meaningful data and analysis to support participants' compensation decision-making processes.
- Support our participants' needs for custom and special reports.

## Confidentiality

All survey data submitted for this survey was provided on the basis that each participant's data is fully protected. Protection of confidentiality extends not only to compensation data, but also to any kind of observation, or form of analysis that could serve to identify a company by its data to an experienced person in the field. The objective of this report is to provide maximum information and value without in any way disclosing information that could be specifically associated with an individual survey participant.

- Data is reported in aggregated form only, ensuring confidentiality of company provided information.
- Data is only provided when five or more organizations report on a particular statistic.
- Any special "cuts" of the data require a minimum of five organizations in the selected subset to mask and protect the identity of any given participant. Furthermore, no one organization in the subset may represent more than 25% of the population in the subset.

## Contact Information

Should you have any questions about the survey or need any other assistance, please contact any member of the Pearl Meyer Survey or Real Estate Teams.

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## *About Pearl Meyer*

Pearl Meyer is the leading advisor to Boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, Los Angeles, and San Jose.

## **Pearl Meyer**

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## **About NAHMA**

The National Affordable Housing Management Association (NAHMA) is the leading voice for affordable housing management, advocating on behalf of multifamily property managers and owners whose mission is to provide quality affordable housing. NAHMA supports legislative and regulatory policy that promotes the development and preservation of decent and safe affordable housing, is a vital resource for technical education and information, and fosters strategic relations between government and industry. NAHMA's membership represents 75% of the affordable housing industry and includes its most distinguished multifamily owners and management companies. Visit [www.nahma.org](http://www.nahma.org) for more information.

## **Mission Statement**

NAHMA's mission is to promote development and preservation of quality affordable multifamily housing by advancing legislative and regulatory policy and preparing affordable housing professionals to succeed in evolving economic and political environments.

## **NAHMA Office**

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## 2022 Participating Companies

AEON*	Massachusetts Housing Investment Corporation*
AHC, Inc.*	MEND Inc.
Alco Management Inc.	Mercy Housing*
Apartment Investment and Management Company	Merritt Community Capital Corporation*
Atlantic Housing Foundation	Methodist Retirement Communities*
Beacon Communities LLC	Midwest Housing Equity Group*
Bellwether Enterprise Real Estate Capital, LLC	Mississippi Methodist Senior Services, Inc.*
Beyond Shelter, Inc.*	Monroe Group, Ltd.
BRIDGE Housing Corporation*	National Church Residences*
Burbank Housing Development Corp*	National CORE
CAHEC Management Inc.	National Equity Fund*
California Community Reinvestment Corp.*	Nevada H.A.N.D.
CAMBA*	Northern New England Housing Investment Fund*
Cambridge Management Inc.	Northwest Real Estate Capital Corp.
Colorado Coalition for the Homeless*	Ohio Capital Corporation for Housing
Commonbond Communities*	Presbyterian Senior Living*
Community Affordable Housing Equity Corporation*	Preservation of Affordable Housing* Related Group
Community HousingWorks	Related Management Co.
Community Investment Corporation*	Retirement Housing Foundation*
Community Preservation Corporation*	Satellite Affordable Housing Associates*
Conifer Realty	Seldin Company
CSI Support & Development	Springpoint Senior Living*
Cushman & Wakefield	The Community Builders, Inc.*
DePaul Adult Care Communities*	The Habitat Company
EAH Housing	The John Stewart Company
Eden Housing*	The Michaels Organization
Enterprise Community Partners	The NHP Foundation*
Family Housing Fund*	The Reinvestment Fund, Inc.*
First Realty Management Corp.	The Schochet Companies
Gorman & Company LLC	Vesta Corporation
Hispanic Housing Development Corporation	Viridian Management
Holland Partner Group	Visionary Home Builders of CA*
Homes First	Vitus
Housing and Neighborhood Development Service (HANDS)	Wallick Company
Jamboree Housing Corp.*	Westminster Communities of Florida
Local Initiatives Support Corporation*	WinnCompanies
Low Income Investment Fund*	

*\*Data from Schedule 14A Proxy Statements and/or Form 990*

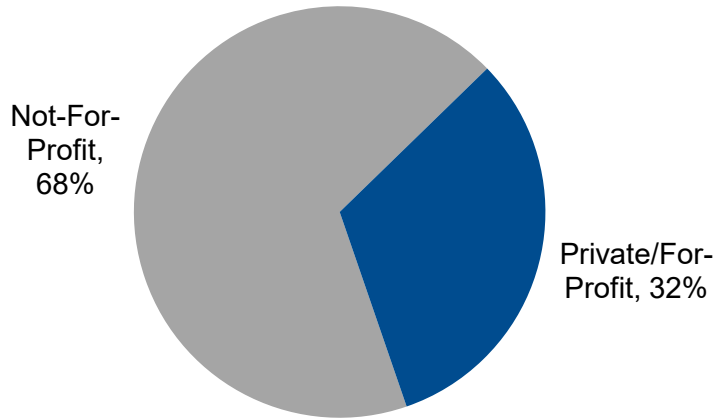
*Note: A total of 74 organizations participated in the survey. Listed above are those who gave their consent to be named as participants.*



## Operational Information

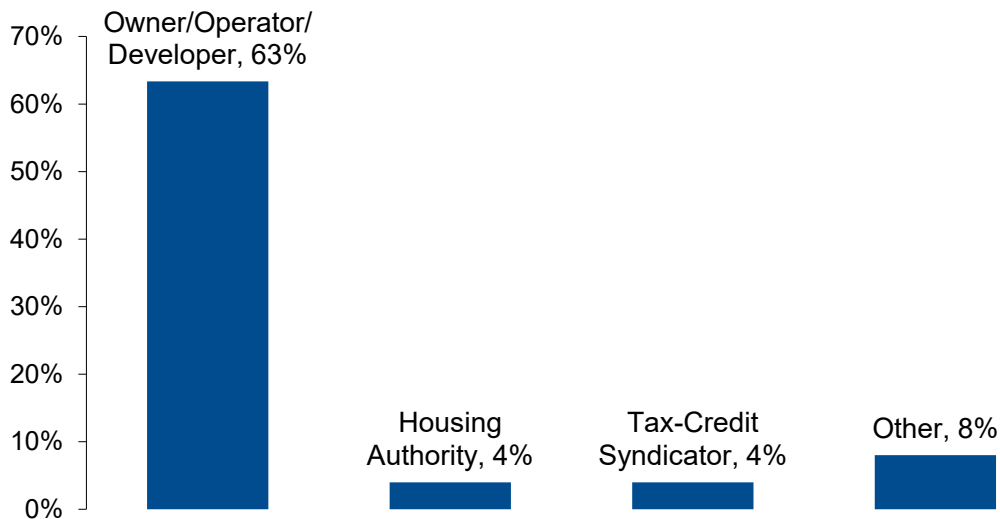
### Company Ownership Status:

Not-for-profit companies make up over two-thirds (68%) of the survey's participants. Private/for-profit organizations make up just under one-third (32%).



### Company Classification:

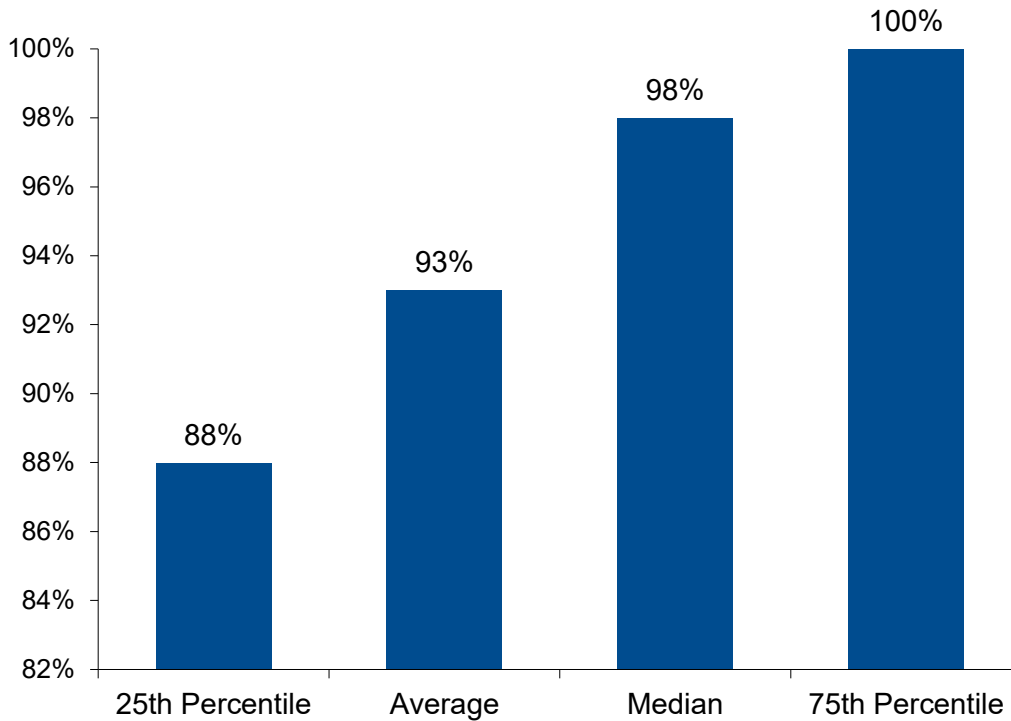
Sixty-three percent (63%) of the participants categorize their company as an owner, developer, and/or operator of affordable housing properties.



*\*Note: Respondents were able to select all classifications that applied, so percentages will not total 100%.*

Percent of Employees Receiving Increase:

Participants reported that, on average, ninety-three percent (93%) of their company's employees received an increase in base salary between 2021 and 2022.



# All Participant Report

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Executive Management	EM1	Chairman of the Board (EM1)	10	10	\$338,330	\$750,452	9
	EM2	Chief Executive Officer (EM2)	51	52	\$370,198	\$552,843	10
	EM3	Chief Operating Officer/President (EM3)	38	42	\$285,294	\$524,908	11
	EM4	Chief Financial Officer (EM4)	40	41	\$282,005	\$377,780	12
	EM5	Chief Administrative Officer (EM5)	9	9	\$214,619	\$352,369	13
	EM6	Chief Accounting Officer (EM6)	5	5	\$278,259	\$554,294	14
	EM7	General Counsel (EM7)	22	22	\$302,299	\$465,659	15
	EM8	Chief Information Officer (EM8)	12	12	\$205,190	\$272,242	16
	EM9	Chief Investment Officer (EM9)	11	11	\$248,537	\$458,866	17
	EM10	Chief Credit Officer (EM10)	6	6	\$318,257	\$432,896	18
	EM11	Chief Compliance Officer (EM11)	2	2	.	.	.
	EM12	Chief Strategy Officer (EM12)	7	8	\$250,628	\$485,369	19
Accounting / Finance - Corporate	AF1	Corporate Controller (AF1)	29	60	\$165,256	\$206,360	20
	AF2	Corporate Treasurer (AF2)	12	13	\$173,223	\$206,029	21
	AF3	Assistant Controller (AF3)	19	36	\$130,096	\$153,788	22
	AF4	Accounting Manager (AF4)	21	100	\$97,241	\$108,868	23
	AF5	Senior Accountant (AF5)	25	179	\$80,781	\$85,830	24
	AF6	Staff Accountant (AF6)	24	200	\$64,026	\$66,276	25
	AF7	Director of Budgeting and Planning (AF7)	4	7	.	.	.
	AF8	Accounts Receivable/Accounts Payable Professional (AF8)	30	194	\$53,499	\$55,174	26
	AF9	Vice President of Finance (AF9)	12	31	\$201,326	\$377,002	27
	AF10	Director of Financial Reporting (AF10)	10	19	\$141,435	\$175,304	28
	AF11	Senior Corporate Tax Executive (AF11)	4	4	.	.	.
	AF12	Financial Analyst (AF12)	19	257	\$76,230	\$87,456	29
Accounting – Portfolio / Fund	PORTACCT1	Portfolio/Fund Controller (PORTACCT1)	3	11	.	.	.
	PORTACCT2	Portfolio/Fund Accounting Manager (PORTACCT2)	5	27	\$114,276	\$127,133	30
	PORTACCT3	Portfolio/Fund Staff Accountant (PORTACCT3)	6	30	\$59,331	\$63,210	31
Accounting – Property	PROPACCT1	Property Controller (PROPACCT1)	4	16	.	.	.
	PROPACCT2	Property Accounting Manager (PROPACCT2)	11	219	\$91,052	\$99,798	32
	PROPACCT3	Property Staff Accountant (PROPACCT3)	15	277	\$69,663	\$71,563	33
Administration	ADMIN1	Office Manager (ADMIN1)	20	63	\$79,532	\$88,634	34
	ADMIN2	Executive Assistant (ADMIN2)	21	192	\$76,825	\$85,506	35
	ADMIN3	Administrative Assistant (ADMIN3)	26	763	\$47,326	\$48,423	36
	ADMIN4	Receptionist (ADMIN4)	18	229	\$36,680	\$37,297	37
Architecture / Engineering	ENG1	Chief Architect/Designer (ENG1)	4	6	.	.	.
	ENG2	Senior Architect/Designer (ENG2)	3	8	.	.	.
	ENG3	Chief Engineer (ENG3)	8	595	\$89,269	\$92,671	38
	ENG4	Building Engineer (ENG4)	9	1150	\$72,589	\$74,488	39
Asset Management	AM1	Head of Asset Management (AM1)	24	34	\$203,450	\$249,510	40
	AM2	Senior Level Asset Management Professional (AM2)	21	66	\$139,157	\$173,073	41
	AM3	Mid-Level Asset Management Professional (AM3)	13	37	\$120,795	\$132,742	42
	AM4	Associate - Asset Management (AM4)	13	29	\$94,147	\$103,873	43
	AM5	Analyst - Asset Management (AM5)	8	19	\$68,029	\$72,938	44
Building Operations / Facilities Management	BO1	Head of Building Operations/Facilities Management (BO1)	13	16	\$150,662	\$176,272	45
	BO2	Senior Level Building Operations/Facilities Management Professional (BO2)	16	106	\$130,041	\$151,381	46
	BO3	Mid-Level Building Operations/Facilities Management Professional (BO3)	16	265	\$73,030	\$76,477	47
	BO4	Associate - Building Operations/Facilities Management (BO4)	14	1760	\$43,309	\$43,970	48
	BO5	Analyst - Building Operations/Facilities Management (BO5)	3	139	.	.	.
Capital Markets	CM1	Head of Capital Markets (CM1)	4	5	.	.	.
	CM2	Senior Level Capital Markets Professional (CM2)	4	7	.	.	.
	CM3	Mid-Level Capital Markets Professional (CM3)	3	4	.	.	.
	CM5	Analyst - Capital Markets (CM5)	3	3	.	.	.

# All Participant Report

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Construction / Project Management	CON1	Head of Construction (CON1)	11	25	\$289,096	\$419,591	49
	CON2	Senior Level Construction Professional (CON2)	18	96	\$196,434	\$242,976	50
	CON3	Mid-Level Construction Professional (CON3)	19	87	\$118,716	\$134,405	51
	CON4	Construction Estimator (CON4)	3	10	.	.	.
	CON5	Project Executive (CON5)	5	12	\$195,323	\$288,456	52
	CON6	Senior Project Manager (CON6)	14	66	\$140,344	\$160,251	53
	CON7	Project Manager (CON7)	16	211	\$117,191	\$133,101	54
	CON8	Project Engineer (CON8)	3	4	.	.	.
	CON9	General Superintendent (CON9)	6	23	\$126,681	\$142,986	55
	CON10	Superintendent (CON10)	10	137	\$106,609	\$115,110	56
Compliance	CP1	Head of Compliance (CP1)	15	15	\$146,008	\$177,250	57
	CP2	Senior Level Compliance Professional (CP2)	18	41	\$97,174	\$105,503	58
	CP3	Mid-Level Compliance Professional (CP3)	26	139	\$66,915	\$69,481	59
	CP4	Compliance Coordinator (CP4)	13	62	\$54,658	\$56,497	60
Corporate Marketing / Communications	MKTG1	Head of Corporate Marketing/Communications (MKTG1)	16	25	\$234,077	\$290,854	61
	MKTG2	Senior Level Corporate Marketing/Communications Professional (MKTG2)	13	45	\$145,164	\$176,922	62
	MKTG3	Mid-Level Corporate Marketing/Communications Professional ...	18	129	\$80,576	\$89,191	63
	MKTG4	Communications Director (MKTG4)	9	18	\$125,342	\$143,097	64
Development	DEV1	Head of Development (DEV1)	37	82	\$259,686	\$586,973	65
	DEV2	Senior Level Development Professional (DEV2)	21	172	\$205,544	\$293,506	66
	DEV3	Mid-Level Development Professional (DEV3)	18	120	\$129,346	\$160,211	67
	DEV4	Associate - Development (DEV4)	21	96	\$103,169	\$118,071	68
	DEV5	Analyst - Development (DEV5)	14	36	\$79,985	\$88,825	69
Due Diligence / Underwriting	UNDER1	Head of Due Diligence/Underwriting (UNDER1)	4	4	.	.	.
	UNDER2	Senior Level Due Diligence/Underwriting Professional (UNDER2)	7	42	\$152,479	\$199,172	70
	UNDER3	Mid-Level Due Diligence/Underwriting Professional (UNDER3)	6	42	\$115,272	\$129,787	71
	UNDER4	Associate - Due Diligence/Underwriting (UNDER4)	3	22	.	.	.
	UNDER5	Analyst - Due Diligence/Underwriting (UNDER5)	6	35	\$71,105	\$75,890	72
Human Resources	HR1	Head of Human Resources (HR1)	34	40	\$194,278	\$237,062	73
	HR2	Human Resources Director (HR2)	17	43	\$147,411	\$165,111	74
	HR3	Human Resources Manager (HR3)	13	43	\$105,160	\$114,348	75
	HR4	Human Resources Generalist (HR4)	19	42	\$78,699	\$83,340	76
	HR5	Human Resources Coordinator (HR5)	17	28	\$54,093	\$55,404	77
	HR6	Training and Development Professional (HR6)	12	22	\$95,004	\$101,342	78
	HR7	Compensation and Benefits Professional (HR7)	12	30	\$88,770	\$94,862	79
	HR8	Internal Recruiter (HR8)	21	37	\$69,988	\$72,636	80
	HR9	HRIS Professional (HR9)	6	16	\$75,214	\$76,217	81
	HR10	Payroll Manager (HR10)	18	26	\$94,115	\$103,925	82
Leasing	LEASE1	Head of Leasing (LEASE1)	2	4	.	.	.
	LEASE2	Senior Level Leasing Professional (LEASE2)	5	14	\$116,166	\$132,841	83
	LEASE3	Mid-Level Leasing Professional (LEASE3)	9	27	\$70,435	\$76,590	84
	LEASE4	Associate - Leasing (LEASE4)	17	257	\$42,744	\$46,716	85
	LEASE5	Analyst - Leasing (LEASE5)	8	176	\$43,920	\$45,809	86
	LEASE6	Manager of Lease Administration (LEASE6)	3	3	.	.	.
	LEASE7	Lease Administrator (LEASE7)	9	72	\$56,661	\$61,166	87
Legal	LEGAL1	Associate General Counsel (LEGAL1)	12	22	\$181,381	\$211,338	88
	LEGAL2	Staff Lawyer (LEGAL2)	6	7	\$154,054	\$180,001	89
	LEGAL3	Senior Paralegal (LEGAL3)	3	5	.	.	.
	LEGAL4	Paralegal (LEGAL4)	6	10	\$82,834	\$84,576	90
Operations	OPS1	Vice President of Operations (OPS1)	23	95	\$185,570	\$224,203	91
	OPS2	Regional Director of Operations (OPS2)	18	36	\$156,989	\$209,338	92
	OPS3	Executive Director - Site (OPS3)	15	58	\$131,366	\$155,837	93
Originations /	ORIG1	Head of Originations/Production (ORIG1)	1	3	.	.	.

# All Participant Report

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Function, Job Code and Job Title			Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
Production	ORIG2	Senior Level Originations/Production Professional (ORIG2)	2	18	.	.	.
	ORIG3	Mid-Level Originations/Production Professional (ORIG3)	2	42	.	.	.
	ORIG4	Associate - Originations/Production (ORIG4)	2	27	.	.	.
	ORIG5	Analyst - Originations/Production (ORIG5)	2	30	.	.	.
	Portfolio Management	PORTM1	Head of Portfolio Management (PORTM1)	2	2	.	.
PORTM2		Senior Level Portfolio Management Professional (PORTM2)	11	40	\$141,271	\$271,994	94
PORTM3		Mid-Level Portfolio Management Professional (PORTM3)	7	22	\$89,275	\$121,976	95
PORTM4		Associate - Portfolio Management (PORTM4)	4	7	.	.	.
PORTM5		Analyst - Portfolio Management (PORTM5)	3	10	.	.	.
Property Management	PROPM1	Head of Property Management (PROPM1)	23	43	\$215,833	\$301,352	96
	PROPM2	Senior Level Property Management Professional (PROPM2)	23	273	\$131,835	\$148,563	97
	PROPM3	Mid-Level Property Management Professional (PROPM3)	22	946	\$96,530	\$104,523	98
	PROPM4	Associate - Property Management (PROPM4)	22	1526	\$63,952	\$66,537	99
	PROPM5	Analyst - Property Management (PROPM5)	24	1249	\$50,701	\$53,264	100
Structured Finance	SF1	Head of Structured Finance (SF1)	4	4	.	.	.
	SF2	Senior Level Structured Finance Professional (SF2)	1	1	.	.	.
	SF3	Mid-Level Structured Finance Professional (SF3)	1	1	.	.	.
	SF4	Associate - Structured Finance (SF4)	1	2	.	.	.
Technology	TECH1	Head of MIS/IT (TECH1)	16	21	\$210,578	\$278,555	101
	TECH2	MIS/IT Director (TECH2)	14	37	\$153,870	\$172,106	102
	TECH3	MIS/IT Manager (TECH3)	15	39	\$114,534	\$124,335	103
	TECH4	Director of Network & Data Center Services (TECH4)	3	3	.	.	.
	TECH5	Network Architect (TECH5)	2	2	.	.	.
	TECH6	Network Administrator (TECH6)	7	14	\$72,107	\$75,123	104
	TECH7	Database Administrator (TECH7)	3	3	.	.	.
	TECH8	Systems Administrator (TECH8)	13	22	\$83,818	\$89,239	105
	TECH9	Web Developer (TECH9)	2	2	.	.	.
	TECH10	Computer Support Specialist (TECH10)	18	66	\$59,431	\$61,711	106
	TECH11	Telecommunications Specialist (TECH11)	1	1	.	.	.
	TECH12	Vice President of Application Development (TECH12)	1	5	.	.	.
	Transactions	TECH13	Information Security Analyst (TECH13)	6	13	\$89,381	\$93,736
TRANS1		Head of Transactions (TRANS1)	3	3	.	.	.
TRANS2		Senior Level Transactions Professional (TRANS2)	4	27	.	.	.
TRANS3		Mid-Level Transactions Professional (TRANS3)	6	69	\$132,271	\$160,184	108
TRANS4		Associate - Transactions (TRANS4)	3	51	.	.	.
Other Senior Positions / Function Heads	TRANS5	Analyst - Transactions (TRANS5)	3	25	.	.	.
	FH1A	Regional President (Minor) (FH1A)	3	8	.	.	.
	FH1B	Regional President (Major) (FH1B)	1	1	.	.	.
	FH1	Regional President (Roll Up) (FH1)	4	9	.	.	.
	FH2A	Division/Subsidiary President (Minor) (FH2A)	1	1	.	.	.
	FH2B	Division/Subsidiary President (Major) (FH2B)	2	2	.	.	.
	FH2	Division/Subsidiary President (Roll Up) (FH2)	2	3	.	.	.
	FH4	Head of Client Marketing/Investor Relations (FH4)	3	6	.	.	.
	FH5	Head of Clinical Wellness (FH5)	3	6	.	.	.
	FH6	Head of Closing (FH6)	2	2	.	.	.
	FH8	Head of Corporate Services (FH8)	1	1	.	.	.
FH9	Head of Dining and Food/Beverage (FH9)	1	1	.	.	.	
FH10	Head of Internal Audit (FH10)	4	4	.	.	.	
FH11	Head of New Business/Development (FH11)	2	2	.	.	.	

# All Participant Report

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Function, Job Code and Job Title		Number of Companies	Number of Incumbents	Base Pay	Actual Total Cash	Page Number
FH13	Head of Real Estate Lending & Debt Investments (FH13)	3	4	.	.	.
FH14	Head of Research (FH14)	1	1	.	.	.
FH15A	Head of Resident/Quality Services (FH15A)	9	13	\$124,395	\$132,754	109
FH15B	Resident/Quality Services Coordinator (FH15B)	7	139	\$50,300	\$51,320	110
FH16	Head of Risk Management (FH16)	11	11	\$165,390	\$234,362	111
FH17	Head of Sales (FH17)	1	1	.	.	.
FH18	Head of Securities Investment (FH18)	1	1	.	.	.
FH19	Head of Security/Safety (FH19)	2	2	.	.	.
FH20	Head of Servicing (FH20)	1	1	.	.	.
FH21	Head of Tax-Credit Equity/Affordable Housing (FH21)	1	1	.	.	.
FH22	Head of Tenant Representation (FH22)	1	1	.	.	.
FH23	Head of Valuation Services (FH23)	1	7	.	.	.
FH24	Director of Occupancy (FH24)	2	7	.	.	.
Roll Up CEO,COO and CFO	Chief Executive Officer, Chief Operating Officer/President and Chief Financial Officer	13	.	\$977,508	\$1,547,227	112

# All Participant Report

Number of Employees, Location, Revenue and Ownership		Associate - Property Management (PROP4)						
		Property Management						
		Number of Companies	Number of Incumbents	Base Salary Avg	Annual Incentive Award (Excl \$0)	Total Annual Cash Compensation	Long-Term Incentive Award (Excl \$0)	Total Compensation
Aggregate	<b>Average</b>	22	1526	\$63,952	\$4,536	\$66,537	\$2,720	\$67,150
	25th %ile			\$55,702	\$1,540	\$57,149	\$1,500	\$57,595
	Median			\$62,400	\$2,732	\$64,619	\$2,000	\$65,000
	75th %ile			\$70,000	\$6,024	\$73,479	\$3,500	\$73,950
100 - 600 Employees	<b>Average</b>	10	192	\$63,547	\$4,447	\$65,817	\$4,958	\$67,134
	25th %ile			\$54,618	\$1,973	\$55,911	\$4,264	\$57,483
	Median			\$62,400	\$3,606	\$62,450	\$4,800	\$63,351
	75th %ile			\$69,944	\$6,000	\$74,208	\$6,170	\$74,406
Over 600 Employees	<b>Average</b>	7	901	\$67,584	\$6,331	\$71,240	\$2,933	\$71,701
	25th %ile			\$58,802	\$2,068	\$60,861	\$1,797	\$61,235
	Median			\$65,405	\$5,397	\$70,000	\$2,360	\$70,000
	75th %ile			\$73,440	\$7,622	\$79,822	\$3,989	\$80,063
Northeast	<b>Average</b>	10	159	\$67,309	\$5,388	\$71,352	\$5,550	\$72,023
	25th %ile			\$60,000	\$2,689	\$63,135	\$4,640	\$63,135
	Median			\$66,833	\$5,000	\$70,791	\$5,400	\$71,160
	75th %ile			\$74,274	\$7,016	\$78,000	\$6,195	\$79,290
Midwest	<b>Average</b>	8	251	\$60,377	\$3,872	\$62,049	\$3,056	\$62,290
	25th %ile			\$52,603	\$1,442	\$55,000	\$1,813	\$55,268
	Median			\$59,700	\$2,230	\$60,000	\$1,978	\$60,076
	75th %ile			\$65,920	\$4,580	\$67,749	\$4,524	\$68,006
South	<b>Average</b>	13	415	\$62,452	\$5,316	\$66,370	\$5,910	\$67,182
	25th %ile			\$55,878	\$1,570	\$57,443	\$4,480	\$58,250
	Median			\$60,678	\$3,900	\$65,358	\$5,112	\$65,805
	75th %ile			\$68,000	\$7,229	\$72,500	\$5,686	\$72,600
West	<b>Average</b>	13	701	\$65,019	\$4,448	\$67,158	\$2,287	\$67,725
	25th %ile			\$55,515	\$1,381	\$56,540	\$1,500	\$57,000
	Median			\$62,800	\$2,295	\$64,480	\$2,000	\$65,000
	75th %ile			\$71,074	\$5,000	\$74,760	\$3,000	\$75,254
Revenue Under \$150 Million	<b>Average</b>	6	197	\$61,940	\$3,955	\$63,661	\$4,485	\$65,286
	25th %ile			\$54,080	\$1,564	\$54,600	\$1,978	\$55,598
	Median			\$60,447	\$2,055	\$61,360	\$4,480	\$62,400
	75th %ile			\$66,019	\$4,124	\$68,340	\$5,480	\$71,460
Revenue \$150 Million - \$300 Million	<b>Average</b>	1	16	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD
Revenue Over \$300 Million	<b>Average</b>	5	765	\$64,482	\$7,219	\$68,982	ISD	\$68,982
	25th %ile			\$58,000	\$4,699	\$60,000	ISD	\$60,000
	Median			\$64,000	\$6,811	\$67,772	ISD	\$67,772
	75th %ile			\$70,000	\$7,778	\$74,866	ISD	\$74,866
Public	<b>Average</b>	1	679	ISD	ISD	ISD	ISD	ISD
	25th %ile			ISD	ISD	ISD	ISD	ISD
	Median			ISD	ISD	ISD	ISD	ISD
	75th %ile			ISD	ISD	ISD	ISD	ISD
Private	<b>Average</b>	10	200	\$68,302	\$5,231	\$72,330	\$4,452	\$73,999
	25th %ile			\$57,840	\$1,998	\$60,000	\$2,900	\$61,318
	Median			\$68,000	\$4,396	\$72,550	\$4,332	\$73,247
	75th %ile			\$75,000	\$6,920	\$82,959	\$5,440	\$84,942
Not-for-Profit	<b>Average</b>	6	214	\$62,547	\$4,837	\$63,776	\$1,868	\$63,929
	25th %ile			\$56,550	\$1,973	\$56,550	\$1,740	\$56,550
	Median			\$61,714	\$5,805	\$62,400	\$1,883	\$62,400
	75th %ile			\$65,000	\$7,141	\$67,898	\$1,978	\$68,340

Calendar/Fiscal Year 2021