



Survey of Asset Managers – 2020

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BACKGROUND

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CHAM conducted a survey of asset managers in February and March 2020. We are grateful to the 226 respondents who shared information about their jobs and salaries.

The **goals of the survey** were to gain a better understanding of the work of asset managers of affordable multifamily housing and to inform types of services and programs CHAM will offer

Questions covered workload, salary, functions, roles, innovative strategies and evolving challenges. Responses were anonymous and confidential.

The survey closed just as the pandemic shut down happened around the country, so it is a snapshot of pre-COVID asset management.

Analysis conduct by:



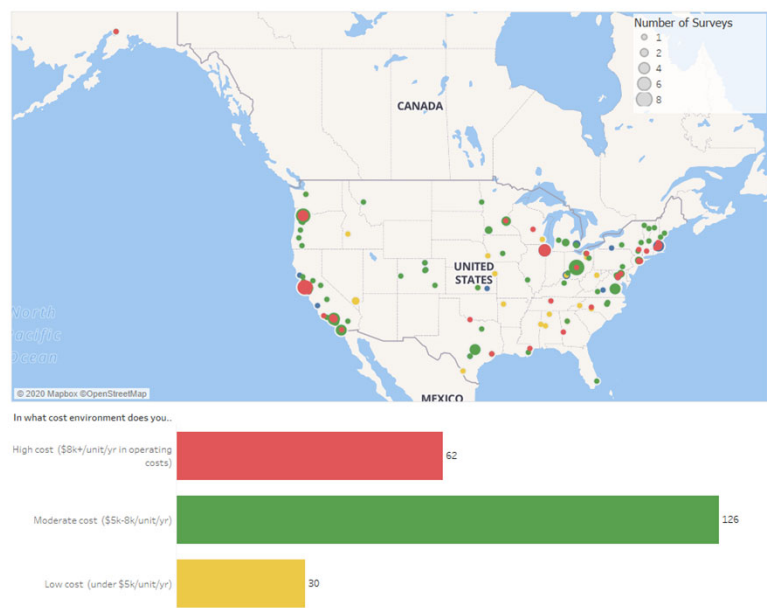
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Survey Reach

- Survey respondents came from across the continental US, almost all major urban areas were covered. However, rural areas in the American southwest and west, as well as Hawaii, are noticeably absent.
- Moderate cost markets were, by far, the most common. Unsurprisingly, high cost markets are more concentrated in more expensive metro areas.
- High cost, moderate cost, and low cost markets overlapped geographically on a metro-area level. Data granularity is not available for a deeper neighborhood-specific dive.



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Who Took the Survey

Types of Organizations n=226

- **Owners:**
 - Nonprofit real estate owner and/or manager 66%
 - For-profit real estate owner and/or manager 5%
 - PHA 7%
- **Investors/Lenders:**
 - Syndicator – nonprofits 11%
 - HFA 4%
 - Other 7%

Race n=197

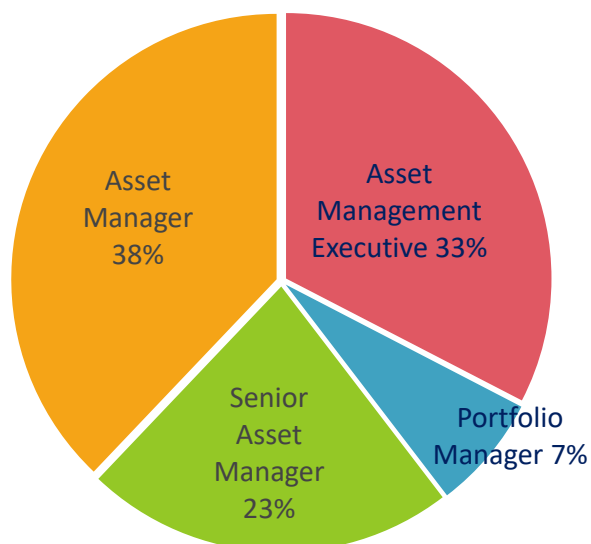
- White 65%
- Black 12%
- Hispanic (all races) 11%
- Asian 5%
- Other/more than one 3%

Gender n=182

- She/her 53%
- He/him 34%
- They/them/other 3%

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Who Took the Survey



Current Role in Asset Management N= 224

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SALARIES

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A word about salaries in this report

Please note salary medians are estimates.

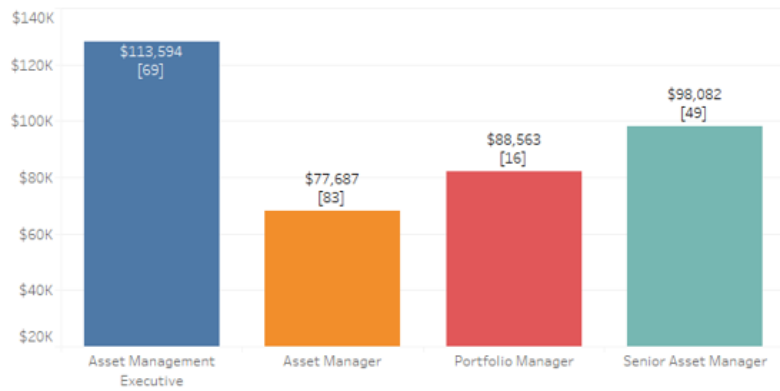
- This survey is able to demonstrate salary trends on a high level only.
- Survey respondents were asked to provide a salary range. Then the analysis was based on the **median** within that range. For example, \$75,000 to \$89,999 was estimated at \$82,500.
- The results reported were tested for statistical significance but getting deeper analysis would require a larger sample and actual salary data.
- We'll try to get more granular information about salaries in the next survey.

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Salary by Role

- Asset Management Executives have, by far, the highest income while Asset Managers have the lowest.
- While certain roles have higher incomes, on average, individual salaries can range broadly.

Estimated Median Income [n value]



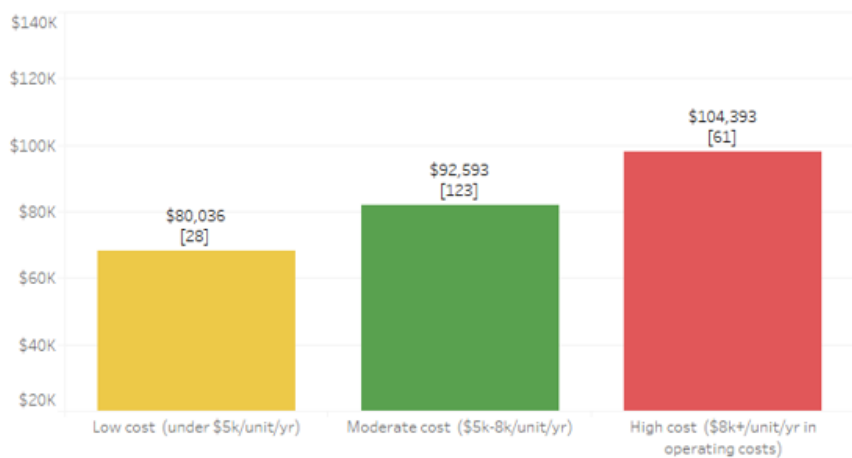
Salary medians are estimates

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Salary by Market

- Respondents were paid more in higher markets, however the variance within a market was very high.

Estimated Median Income [n value]



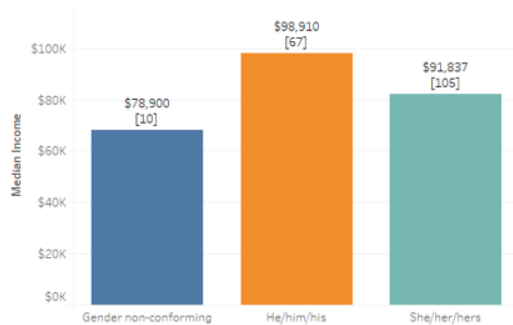
Salary medians are estimates

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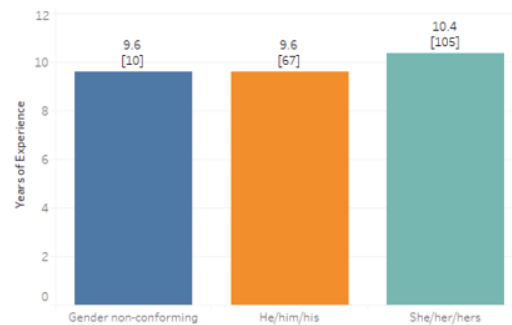
Salary by Gender

- **Female** respondents had, on average, more experience but lower median incomes than **males**.
- As levels of experience increase, so too does salary, but for female respondents, experience was less predictive of salary than it was for males
- **Gender non-conforming** respondents had the lowest salary and lowest incomes.

Salary and Preferred Pronoun



Experience and Preferred Pronoun



Salary medians are estimates

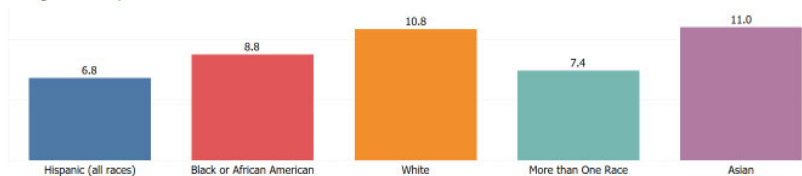
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Salary by Race and Ethnicity

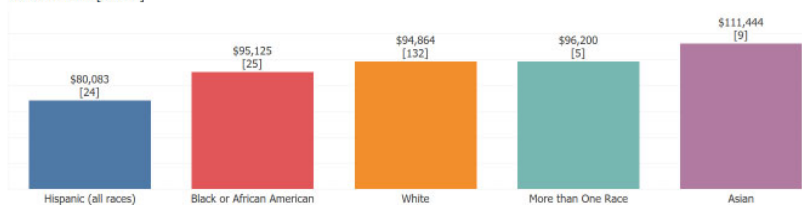
- Overall, 132 out of 254 of the respondents were **White non-Hispanic**.
- **White Non-Hispanic** respondents had the second highest average years of experience and the 3rd lowest income.
- **Hispanic** and **Black/African American** respondents had the lowest salaries and the least amount of experience.

Years of Experience, Income, and Race/Ethnicity

Average Years of Experience



Median Income [n value]



Native American/Alaskan Native and 'Some other race' is not included for deidentification purposes.

Salary medians are estimates

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Salary by Units Managed

- As portfolio size (both individual and organizational) increases so does income
- Individual portfolio size is more predictive of incomes than organizational portfolio size; however, larger organizational portfolio sizes have a broader range of incomes

Based on Individual Workload

- Median salary is **\$16,000 more** for those managing **1001+ units**
- 62%** of those who manage **1001+ units** are making more than \$90K versus **36%** who manage **1000 or fewer units**.

Based on Organization's Total Units

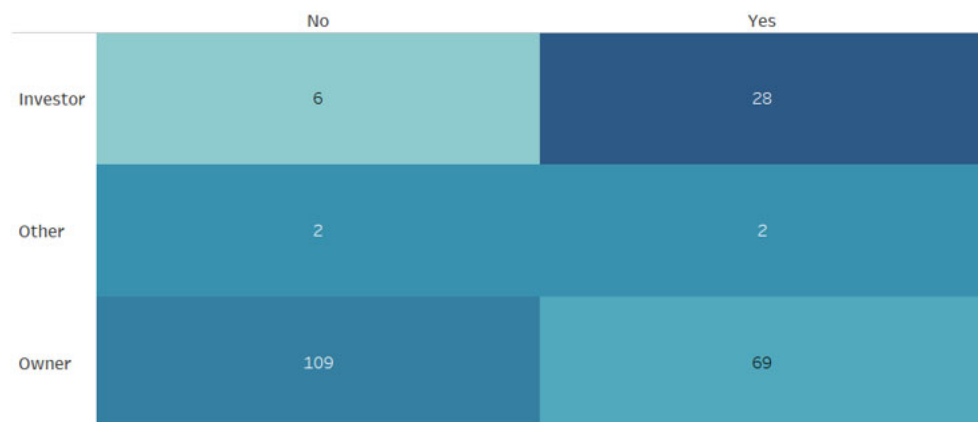
- Median salary is **\$30K more** for those whose organizations manage **1001+ units**
- 59%** of those whose organizations manage **1001+ units** are making more than \$90K versus **33%** who manage **1000 or fewer units**.

Salary medians are estimates

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Bonuses

- Investors are much more likely to provide bonuses and owners are more likely not to provide bonuses.
- Investor bonuses also tend to be larger than owner bonuses.



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ASSET MANAGERS AT WORK

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Asset Management Reporting Structure

- This table shows responses of what function an organization's VP/Dir of Asset Management reports to.
- A majority of all organizations say the VP/Dir of AM reports to the **Executive Function**.
- **Owners** have a higher percent of those reporting to the financial and Real Estate function while **Investor organizations** have a much higher percent of "Other" reporting structures than Owners.

	Investor	Owner
Executive Function	69% (24)	55% (101)
Financial Function	3% (1)	24% (44)
Real Estate Function	6% (2)	11% (21)
Other	23% (8)	10% (18)

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Job Responsibilities

- Not surprisingly, the largest percentage of responsibility for the entire pool of respondents is within **Overseeing property management/resident services**.
- Almost **50%** of time is spent on the top 3 categories

Overseeing property management/resident serv..	20%
Compliance, performance analysis	13%
Managing owner's risks and opportunities	13%
Partner/funder reporting	9%
Repositionings and refinancings	7%
Other asset management responsibilities	8%
Crisis management	7%
Development interface	6%
Capital and green planning	5%
Not related to asset management	11%

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JOB FUNCTIONS By Org Type

	Owner	Investor
Overseeing property management/resident services	20%	14%
Managing owner's risks and opportunities	13%	14%
Compliance, performance analysis	12%	17%
Partner/funder reporting	7%	16%
Not related to asset management	12%	7%
Repositionings and refinancings	8%	8%
Crisis management	7%	6%
Development interface	7%	3%
Capital and green planning	6%	2%
Other asset management responsibilities	7%	13%

- Owners' top function is overseeing property management and resident services.
- Investors spend more time with analysis and reporting.

How clearly are shared goals understood?

Overall averages - how clearly are shared goals understood? (Scale of 1-not at all to 5-Completely)

AM & Devel	AM & Corp Finance	AM & Res Svcs	PM & AM	PM & Dev	PM & Res Svcs
3.8	3.8	3.3	4.0	3.5	3.7

- Overall, most respondents rate the understanding of shared goals more than fair.
- The highest rated category where shared goals are understood is with Property Management and Asset Management.
- The lowest rated area is Asset Management and Resident Services

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How easily is information shared?

Overall averages - How easily is information shared? (Scale of 1-not at all to 5-Completely)

AM & Corp Finance	AM & Dev	AM & Res Svcs	PM & AM	PM & Dev	PM & Res Svcs
3.8	3.7	3.3	3.9	3.5	3.6

- Average ratings are almost identical between shared goal understanding and information sharing.
- Overall, most respondents rate how easily information is shared as more than fair (rating 3).
- The highest rated category where shared goals are understood is with Property Management and Asset Management.
- The lowest rated area is Asset Management and Resident Services.

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What will you procure in the next year?

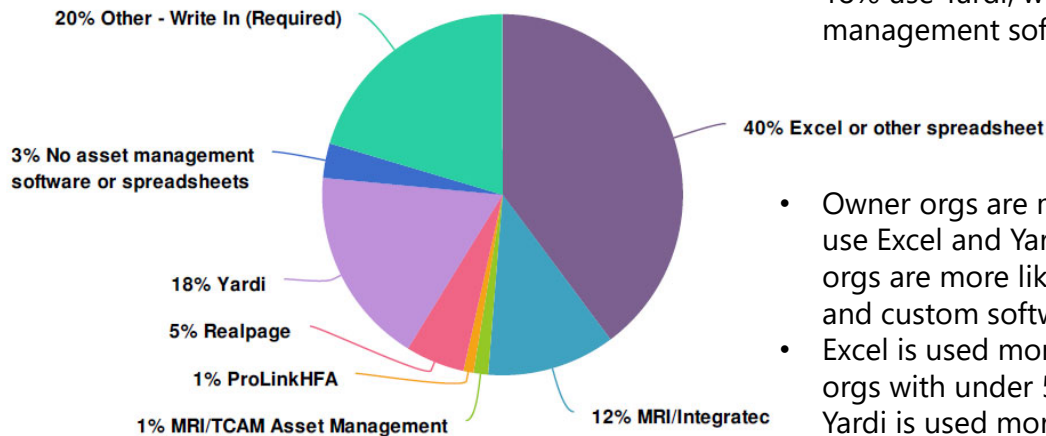
- Most plan to procure capital needs assessment, mortgage financing, insurance, auditor, and legal services
- Most do not plan to procure property management software or energy management platform

Procurement Plans

	Yes	No	Not sure
Capital Needs Assessment	139	34	45
Auditor	115	63	40
Asset Management Software	51	95	73
Resident Services	83	87	48
Property Management Software	25	155	41
Mortgage Financing	129	43	45
Legal Services	102	67	48
Insurance	116	60	44
Energy Management Platform	14	140	64

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What asset management software do you use?



- Over 40% use spreadsheets
- 18% use Yardi, which is a property management software

- Owner orgs are more likely to use Excel and Yardi, investor orgs are more likely to use MRI and custom software
- Excel is used more by owner orgs with under 5000 units, Yardi is used more more owners between 5-10k units

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Challenges and Impacts

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What are your Challenges and Impacts?

To gain a better understanding of the state of affordable housing asset management, respondents were asked two open ended questions:

- What was the greatest challenge you faced?
- What was the most impactful AM strategy you adopted year?

Virginia Tech prepared a qualitative analysis of the rich responses shared by the survey participants. The themes are bulleted on the next slides.

The full qualitative analysis is available at www.chamonline.org/reports.

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Themes

- Asset managers are becoming more systematic in the way they approach their work.
- As the profession has become more sophisticated, asset managers have shifted their orientation from reactive cash flow monitors to proactive cash flow managers.
- New technologies continue to permeate the asset management process.
- Efforts to improve financial performance and manage risk often extend beyond the confines of asset management departments.
- Capital budgets are receiving a growing amount of attention.
- Asset management departments are taking affirmative steps to promote organizational learning.

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Themes

- Some affordable housing providers are positioning their asset managers for success by ensuring they have a strong voice in development decisions.
- Creative financing strategies are on the rise.
- Little consensus exists as to how affordable housing providers should approach property management.
- Irrespective of whether property management is outsourced or handled in-house, many asset managers feel they are too heavily involved in day-to-day operational activities.
- A significant number of asset managers believe the importance of their work is underestimated by both the organizations who employ them and the other affordable housing professionals with whom they interact.
- Making the affordable housing industry more aware of the value-add nature of asset management is imperative to address human resource shortfalls.

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Questions? Send an email to info@chamonline.org.

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