

Mission-Driven, Market Challenged

A Compensation Review of the
Supportive Housing Industry



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Background to the Study

Founded in 1991, Corporation for Supportive Housing ([CSH](#)) is a national nonprofit intermediary and Community Financial Development Institution (CDFI). CSH helps communities respond to visible and invisible homelessness by shifting investments to affordable and supportive housing & essential community services, and away from a costly, ineffective, and trauma-inducing crisis response system, such as policing, jailing, healthcare provided in emergency rooms, and other institution-based responses. As an intermediary, CSH does not directly develop or operate housing. Rather, CSH centers its approach on collaboration with a wide range of people, partners, and sectors.

CSH's work includes a focus on economic security, because it is important to people in supportive housing and people who work in supportive housing. Economic security means that someone can meet their current and on-going financial obligations, feel confident in their financial future, and pursue their economic & personal goals.

There cannot be quality supportive housing without a well-paid and supported workforce in the industry. Efforts to scale and preserve supportive housing rely on organizations who can recruit and retain qualified staff. This requires funders to pay a rate that allows for adequate compensation, workplace support, and job security.

In order to achieve this strategic goal of strengthening the supportive housing workforce, CSH contracted with [Astron Solutions](#) (New York, NY), a nationally known compensation and total rewards consulting firm, to conduct an analysis of compensation rates and benefits levels across a wide variety of supportive housing organizations and positions. The study took place between August and December 2025. The results of this study provide a core foundation for this report.

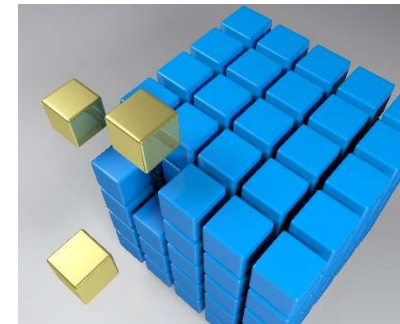
About the Study

Several data sources comprise the Astron Solutions study. One critical component of the research is a custom survey conducted by Astron Solutions. Astron consultants and the CSH project team jointly designed a web-based survey questionnaire, focusing on the collection of base salary, base pay range, bonus, and benefits data. Forty-eight benchmark positions were included in the study, covering a variety of organizational levels across seven professional disciplines:

- Administrative
- Fundraising / Development
- Executive
- Government Affairs
- Programs
- Real Estate
- Service Providers

The survey also captured information on a variety of benefits programs, including

- Health insurance
- Employee Assistance Programs (EAP)
- Life and disability insurance
- Ancillary insurance coverages
- Retirement plans
- Paid time off programs
- Tuition assistance programs
- Additional rewards programs



The survey questionnaire was distributed in Fall 2025 through multiple communication channels, reaching over 1,000 potential participants. At survey closing in late November 2025, seventy-five (75) organizations participated, encompassing six thousand nineteen (6,019) incumbents. Data are effective as of September 1, 2025.

In addition to the custom survey, Astron consultants benchmarked the 48 survey positions using our own survey database. Given the smaller sample size of the custom survey, these published survey data points provide additional research to the reader and stronger confidence in the overall findings on the industry.

Six surveys were selected for use in this secondary market analysis:

- ERI, *Salary Assessor*
- The NonProfit Times, *Nonprofit Organizations Salary & Benefits Report*
- Payfactors, *Market Database*
- Salary.com, *CompAnalyst*
- Two surveys from Astron Solutions' confidential database

Data from these surveys were scoped for the following industries / data cuts:

- Community Housing Services organizations
- All Not-for-Profit organizations
- Healthcare organizations
- Governmental organizations
- Retail organizations
- All organizations

"Community Housing Services" is the closest proxy for the Supportive Housing industry in the published surveys, representing organizations classified under [NAICS Code 624229](#) as identified by the United States Census Bureau. This data, found in appendix 1 to this report, can be most closely compared to the custom survey findings.

When comparing data from different surveys, it is common to find differences in market values. This can be due to factors including and not limited to sample size, participating organization size, and participants' geographic locations.

Overall, however, there should be general similarities between surveys – in this case, the custom survey findings and the NAICS 624229 published survey data.

The other industry data gathered from the surveys – all not-for-profits, healthcare, government, retail, and all organizations – are provided in order to reflect the variety of potential labor markets for supportive housing talent, the resulting demand for talent, and potential upward pressure on wages. The relevance of these different markets will depend on the role in question. For example, while Facilities Maintenance Staff may be recruited from – or be lost to – employers in any of these industries, Social Workers will most likely find a relevant labor market with only some of these additional industries.

The published survey data were scoped for the United States and all organization sizes. All published survey data were aged to January 1, 2026.

Astron consultants also gathered information on minimum wage, living wage, cost of labor, and cost of living for over 200 cities & states across the United States.

The combination of these data points is the basis of this report.

The other industry data gathered from the surveys – all not-for-profits, healthcare, government, retail, and all organizations – are provided in order to reflect the variety of potential labor markets for supportive housing talent, the resulting demand for talent, and potential upward pressure on wages.



Executive Summary

There cannot be quality supportive housing without a strong workforce who can support people and properties. In order to understand the current state of the industry, and to facilitate discussions with leaders to ensure government and other funders are paying at a rate that offers adequate compensation, workplace support, and job security, CSH contracted with Astron Solutions to conduct an analysis of compensation rates and benefits levels across a wide variety of supportive housing organizations and 48 different positions. Both a custom survey process and a published data analysis took place between August and December 2025.

The custom survey findings represent 75 organizations from across the United States, with 2024 annual budgets relatively evenly distributed across one of six sizes. The majority of organizations primarily work in Urban areas within one state.

Snapshot of Key Findings

- Overall, pay in the sector noticeably lags other broader relevant labor markets for the majority of job families, including executives, particularly in the Northeast US.
- The three lowest paid roles in the study – Front Desk Staff, Administrative Assistant, and Facilities Maintenance Staff – are paid well below the broader market and generally below living wage.
- Bonus awards are used sparingly in the supportive housing sector, with potential upsides to be had through greater implementation.
- The CEO-worker pay ratio in this study is a reasonable and conservative 4.43 to 1 on average.
- Despite a growing number of laws surrounding pay transparency, a noticeable number of survey participants do not have formal pay structures in place.
- While selected benefits programs are lower than the overall not-for-profit industry, paid time off programs (vacation and sick) are noticeably strong in supportive housing.

Key Findings – A Deeper Look

When accounting for regional variations in wages, **five roles find their median pay levels below the living wage** for their area. Front Desk Staff had the lowest pay of all 48 positions in the study, and generally below living wages. The remaining 43 positions' wages were at or above the living wage when considering regional living wage levels.

The lowest paid roles in this study – often below living wage levels – include

- Front Desk Staff
- Administrative Assistant
- Facilities Maintenance Staff – Janitor / Custodian
- Peer Support Specialist
- Case Manager

When accounting for regional variations in wages, five roles find their median pay levels below the living wage for their area. Front Desk Staff had the lowest pay of all 48 positions in the study, and generally below living wages.



Overall, the compensation data gathered in the custom survey align with the published survey data for the Community Housing Services industry (NAICS 624229), giving us confidence in the findings. When looking more broadly, however, **the average pay for the sector falls below rates for similar roles in the broader not-for-profit industry and state & local government sectors, as well as noticeably below the compensation levels found in healthcare, retail, and overall market (when including for-profit organizations).** Greater funding – and funder education – are needed to boost pay levels to rates competitive with the wider relevant labor market, to align with or

exceed a living wage, and to enhance the market competitiveness of benefits packages.

The **overall ratio of CEO pay to that of the lowest paid employee is a modest 4.43 to 1**, with the ratio widening as we consider larger organizational sizes. These ratios are reasonable and conservative as compared to external research.



Executive salaries in the supportive housing industry are not high as compared to other industries. Rather, there remains a noticeable gap – anywhere from 8.8% to 26.5% on average – between executive pay rates at supportive housing organizations on average and the broader markets for talent.

Overall base pay ranges are examined in the study. However, there is **little data on pay ranges available at the regional level**. As pay transparency laws expand, more organizations will need to develop formal base pay ranges.

When considering benefits programs, the sector's offerings are generally lower than those provided in the wider marketplace. **Paid time off levels – paid vacation and sick time – stand out as a highlight for employees working in the supportive housing industry. Paid time off amounts are generally on par with or more generous than those offered in other sectors.**



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Background to Total Rewards

When considering a study of this nature, a **brief overview of key terms and concepts** is critical to ensuring maximum insights from the presented results.

In common conversation, the terms compensation, pay, salary, bonus, benefits, and total rewards are used freely and somewhat interchangeably. **Each, however, has distinct meaning:**



Compensation

A broad term which generally refers to an employee's base pay – the money someone earns each pay period in exchange for their work.

Base Pay

An employee's salary or hourly rate. Base pay is guaranteed each pay period.

Variable Compensation

In its simplest form, a one-time payment provided to an employee in the last 12 months. Technically, **bonuses** are discretionary payments, whereas **incentives** are paid to employees in exchange for personal and / or organizational goal achievement. Base Pay + any Variable Compensation received = **Total Cash Compensation.**



Benefits

A variety of programs offered to employees to enhance their well-being and retain & engage staff. Benefits can take many forms, including and not limited to health insurance, paid time off, and retirement plans.



Total Rewards

Everything an employee earns from an organization. This is the sum of their base pay, any variable compensation received, the value of any benefits received, career advancement & development opportunities provided, work / life balance, and performance management & recognition programs. Also called **total compensation.**

In addition to understanding the various components of total rewards, it is critical to frame these elements with an organization's Total Rewards Philosophy.

The **total rewards philosophy** is a statement of an organization's beliefs and practices regarding compensation, benefit, and other rewards programs. It serves as the blueprint for all rewards-related decisions. The total rewards philosophy does not exist in a vacuum. Rather, it is impacted by an organization's mission, culture, industry, financial size, location, growth, and relevant labor market. In addition, the total rewards philosophy is not static. Rather, it is revisited and refreshed as needed, or as the organizational strategic plan changes, to ensure positive organizational contribution and support.



Organizations will develop not only an overarching total rewards philosophy, but also individual cash compensation and benefits philosophies. These philosophies all should align to ensure the employer is able to attract and retain needed talent.

Cash compensation, benefits, and total rewards philosophies often align with one of three levels of the market represented in salary and benefits surveys – the 25th, 50th, and 75th percentiles of the market. These three percentiles position an organization differently against the market, as seen in Figure 1 on the next page.

When considering the information in Figure 1, it is important to remember that there is no one universally "right" philosophy for an organization. *The "right" philosophy will be the one which effectively blends the organization's ability to attract & retain talent while being financially sustainable.*

Philosophy	What Does this Percentile Mean for Salary Survey Data?	Pros	Cons
P25 – “Market lag” position	<p>25% of the respondents pay below the 25th percentile (P25) rate.</p> <p>75% of the respondents pay above the P25 rate.</p>	<p>Selected by organizations with other strong total rewards program element(s).</p> <p>A safe position for organizations encountering financial difficulties.</p> <p>Relatively low cost to support.</p>	<p>Will lose talent if total rewards program is not robust.</p>
P50 – “Match the market” or “Middle of the road” position	<p>Half the respondents pay below the 50th percentile (P50) rate.</p> <p>Half the respondents pay above the P50 rate.</p>	<p>More statistically accurate compensation value, as it tends to reduce the influence of extreme values.</p> <p>Should position the organization sufficiently to recruit and retain most staff.</p>	<p>May lose talent if total rewards program is not robust.</p> <p>One size may not fit all.</p>
P75 – “Market leader” position	<p>75% of the respondents pay below the 75th percentile (P75) rate.</p> <p>25% of the respondents pay above the P75 rate.</p>	<p>Good when competing for employees with specialized skill sets.</p> <p>Good when competing for employees in a tight labor market.</p> <p>Beneficial if offering less robust total rewards program elements.</p>	<p>Costly to develop and maintain.</p>

Figure 1 – Implications of Three Major Philosophies on Organizational Total Rewards Practices

Lastly, it can be easy to read a compensation study and come to the conclusion that one should earn a higher salary. Rather than jumping to conclusions, however, it is critical to understand an organization's relevant labor market.

The **relevant labor market** is the combination of industry, size, and location used to determine an organization's pay, bonus, and benefits philosophies and supporting programs.

For example, one organization may describe their relevant labor market as all organizations in New York City with revenues greater than \$50 million. Another may choose to align their pay or benefits with not-for-profit organizations in Miami having revenues between \$10 and \$25 million. A third may look only at all employers in Dallas, irrespective of industry or size. Conducting a market analysis of a role at all three of these organizations will yield very different pay results. Hence the importance of understanding an organization's unique relevant labor market and total rewards philosophy.



It can be easy to read a compensation study and come to the conclusion that one should earn a higher salary. Rather than jumping to conclusions, however, it is critical to understand an organization's relevant labor market.

Key Takeaways



When exploring a compensation study, understand the following in advance:

1. What is of interest – base pay, bonuses, benefits, something else?
2. What is my organization's total rewards philosophy?
3. What is my organization's relevant labor market?

Effectively Using a Compensation Survey

For both the first-time compensation study reader and compensation survey pros alike, a few tips are beneficial for making the most of the findings. Here are three important items to keep in mind when reviewing a study report.



First, it is extremely rare to be paid exactly at market with respect to an organization's relevant labor market and compensation philosophy. As such, compensation practitioners use the **10% guideline**:

A position's pay rate falling between -10% and 10% of the target market level (philosophy) are generally considered to be market competitive.

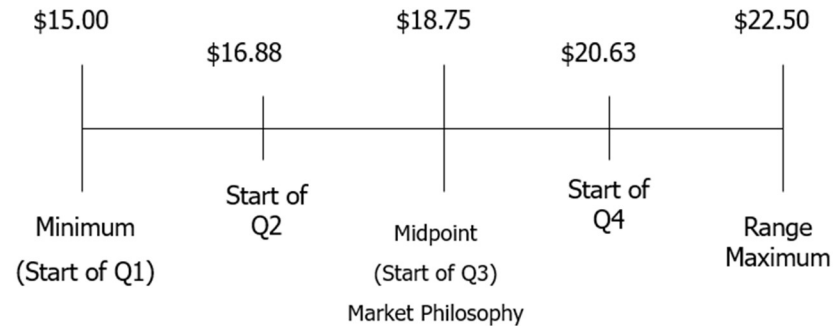
Second, having a pay rate more than 10% above or below target market is not necessarily a problem. Organizations use **pay ranges** to determine starting pay offers and pay raises. Pay ranges allow for variations in pay to reflect the following factors:



- Length of service with the organization and in the current role
- Total years of career experience
- Employee performance
- Employee competencies

Pay ranges have assigned widths, or **range spreads**, to account for these natural variations in pay. The organization's compensation philosophy represents the **midpoint** of the pay range, with a **range minimum** and **range maximum** calculated from the midpoint. For example, to develop a range with a range spread of 50%, take the market data and multiply by .8 to determine the minimum, and multiply the market data by 1.2 to determine the maximum. Pay rates falling outside those values should be explored more deeply. A sample pay range is shown in Figure 2 on the next page.

Sample Pay Range (50% Range Spread)



Q1 = First Quartile
 Q2 = Second Quartile
 Q3 = Third Quartile
 Q4 = Fourth Quartile

Minimum * 1.5 = Maximum, or
 $\$15.00 * 1.5 = \22.50

Figure 2 – Sample Pay Range (Hourly)



Third, the terms cost of labor and cost of living often come up in the context of compensation discussions. Both provide effective discussion points when considering an organization’s compensation approach.

Cost of living reflects the cost of a standard basket of goods in an area.

On the other hand, **cost of labor**, as represented by wage differentials, focus not only on the cost of a standard basket of goods in an area, but also on the supply and demand for labor in a specific location.



When considering the impact of geography on pay rates, organizations tend to focus on cost of labor and wage differentials. Wage differentials reflect the economic forces of supply and demand for talent in an area, whereas cost of living – as a standalone figure – can be influenced by an employee’s personal choices. For example, the cost of living for someone who shares a studio apartment and does not own a car will be very different than the cost of living for someone in a six-bedroom house and owning two cars.

Employers cannot account for employees’ personal choices in lifestyle (personal cost of living), but they can account for economic forces impacting the ability to attract and retain talent (cost of labor).

When working with the national salary survey data in this report, multiply the data by the cost of labor (wage) differential percentage for the closest city of interest to determine the local compensation rates. Cost of labor (wage) differential percentages are found in Appendices 2 and 3 of this report.

Wage differentials reflect the economic forces of supply and demand for talent in an area, whereas cost of living – as a standalone figure – can be influenced by an employee’s personal choices.

In addition to cost of labor (wage) differentials and cost of living differentials, **living wage** is critical in the context of a compensation survey. At its simplest, the living wage is the hourly pay needed for a full-time worker to cover their family's basic necessities, like food, housing, healthcare, and transportation, while remaining self-sufficient and not relying on public aid. Living wages vary significantly by location and family size. Living wages, therefore, are calculated for specific locations for various sized households representing 12 different family types:

**Number of Adults
in the Household**

1 or 2

**Number of Working Adults
in the Household**

1 or 2

**Number of Children
in the Household**

0, 1, 2, or 3

As calculated by [MIT](#), a living wage is higher than the minimum wage for a state or city. Minimum wage is the lowest that any employee can be paid under the law in a particular area, with few exceptions. Living wage, on the other hand, reflects accurate local costs across eight categories of basic needs spending, as well as [income and payroll taxes](#):

- [Childcare](#)
- [Food](#)
- [Healthcare](#)
- [Housing](#)
- [Internet and Mobile](#)
- [Transportation](#)
- [Civic Engagement](#) (Entertainment: fees and admissions; Audio and visual equipment and services; Pets; Toys, hobbies, and playground equipment; Entertainment: other supplies, equipment, & services; Reading; and Education)
- [Other Necessities](#) (Apparel and services; Housekeeping supplies; Personal care products and services; Household furnishings and equipment; and Miscellaneous household equipment)

Earning a living wage provides an employee and their family with a decent standard of living and the opportunity to build a savings fund for emergencies.

Appendix 2 of this report provides living wages for over 200 different cities across the United States for three family types:

1. Households with one working adult and no children,
2. Households with one working adult, two adult residents, and no children,
3. Households with two working adults, two adult residents, and no children.

Keep in mind that as children are added to each of these family types, the living wage increases.

Concepts in Practice



I currently work as a Case Manager in San Francisco, CA. I earn \$60,000 a year.

The custom salary survey shows a 50th percentile (P50) actual average national base pay rate of \$50,032 per year. Should I ask for a raise?

While the survey data at face value would suggest that this individual's pay is competitive, that data has not accounted for the impact of geography. Since the data shown in the report are national, adjustments for San Francisco are necessary.

Looking at appendix 2 of this report, the geographic wage differential for San Francisco is 132.1% of the national average. This means that the survey data need to be increased.

$$\$50,032 \times 1.321 = \$66,092 \text{ (geographically adjusted Case Manager P50 pay data)}$$

The incumbent's current salary of \$60,000 is 10.2% below the \$66,092 level. As such, a salary adjustment may be appropriate, depending on factors such as, and not limited to, time in the role and job performance.

Appendix 2 also shows that the living wage in San Francisco for a single adult household with no children is \$64,293 (\$30.91 per hour * 52 weeks per year * 40 hour workweek). Using this same methodology, for a dual adult household (1 working) with no children, the living wage is \$88,650. For a dual adult household (2 working) with no children, the living wage is \$44,325. So depending on the person's living situation, that current \$60,000 salary may be sufficient or woefully inadequate. Remember: these living wage levels go higher the more children there are living in the household.

Employers targeting a living wage for their staff will often find pay adjustments are needed – particularly for the lower wage earners in the organization.

Key Takeaways



When using a compensation study, remember the following:

1. Pay rates are considered competitive when they are within 10 percentage points of the organization's target market (philosophy).
2. Pay ranges allow for competitive rates of pay while recognizing incumbent tenure and skill variations.
3. When considering the impact of geography on pay rates, focus on wage differentials (the cost of labor) rather than the cost of living.

Supporting Materials

This report contains several supporting resources for individual exploration of compensation:

- Appendix 1 – Summary findings of the custom survey of 75 supportive housing providers and Astron Solutions’ survey database
- Appendix 2 – Living wages, minimum wages, wage differentials, and cost of living factors for over 200 cities
- Appendix 3 – Minimum wages, wage differentials, and cost of living factors for all 50 states
- The complete *2025 National Compensation Study of Supportive Housing Survey* (203 pages)
- An interactive Excel tool to perform individual job-based compensation modeling



Key Findings

- Overall, pay in the sector noticeably lags other broader relevant labor markets for the majority of job families, including executives, particularly in the Northeast US.
- The three lowest paid roles in the study – Front Desk Staff, Administrative Assistant, and Facilities Maintenance Staff – are paid well below the broader market and generally below living wage.
- Bonus awards are used sparingly in the supportive housing sector, with potential upsides to be had through greater implementation.



- The CEO-worker pay ratio in this study is a reasonable and conservative 4.43 to 1 on average.
- Despite a growing number of laws surrounding pay transparency, a noticeable number of survey participants do not have formal pay structures in place.
- While selected benefits programs are lower than the overall not-for-profit industry, paid time off programs (vacation and sick) are noticeably strong in supportive housing.



Calls to Action

Calls to Action

- Increased funding – and increased education for funders on total rewards – are critical for making meaningful progress in pay and benefits competitiveness.
- Honest assessments of our relevant labor market is needed – is supportive housing the only source for talent, or are we competing with a larger market?
- Meaningful investments in cash compensation will address potential race and gender biases existing in current pay philosophies and pay rates.

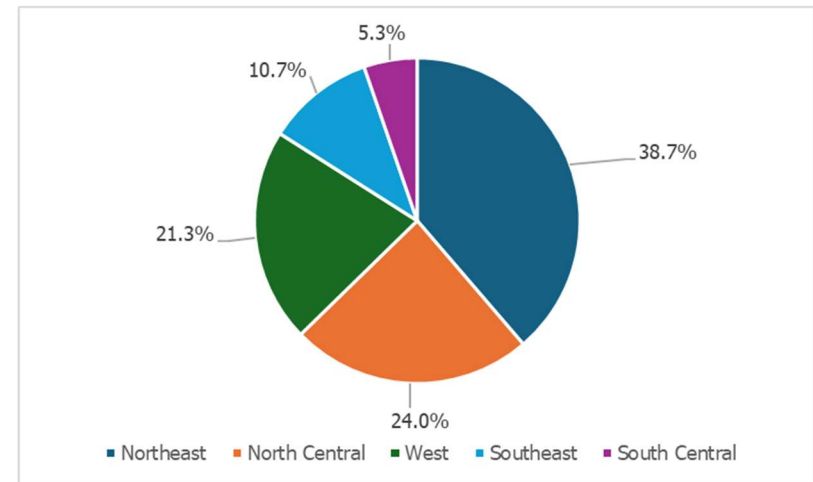


- Compensation rates need to align with the local living wage, without creating a “cliff effect” along the way.
- Increased use of strategic variable compensation programs should drive organizational performance and greater total cash compensation competitiveness.
- All organizations – irrespective of size or location – should develop or update formal base pay ranges in 2026.

Participant Demographics

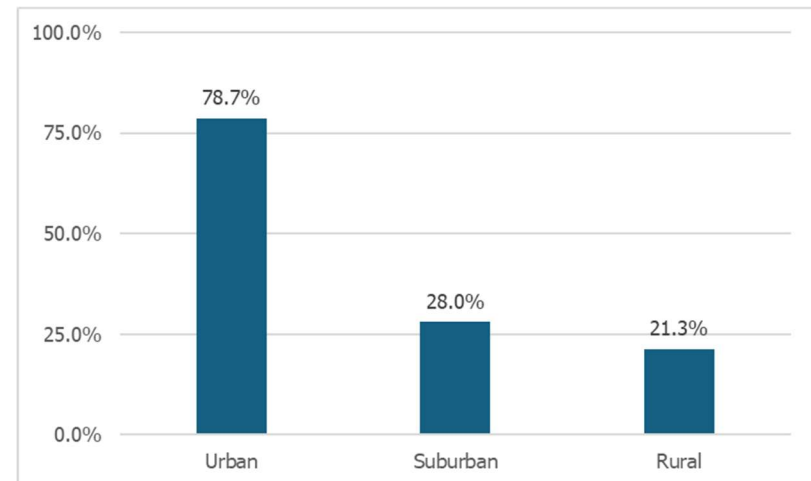
As we explore the key findings and calls to action stemming from the *2025 National Compensation Study of Supportive Housing Survey*, it is necessary to understand the makeup of the 75 participants.

From a **geographic perspective**, the majority of respondents come from the Northeast, North Central / Midwest, and West regions of the United States.

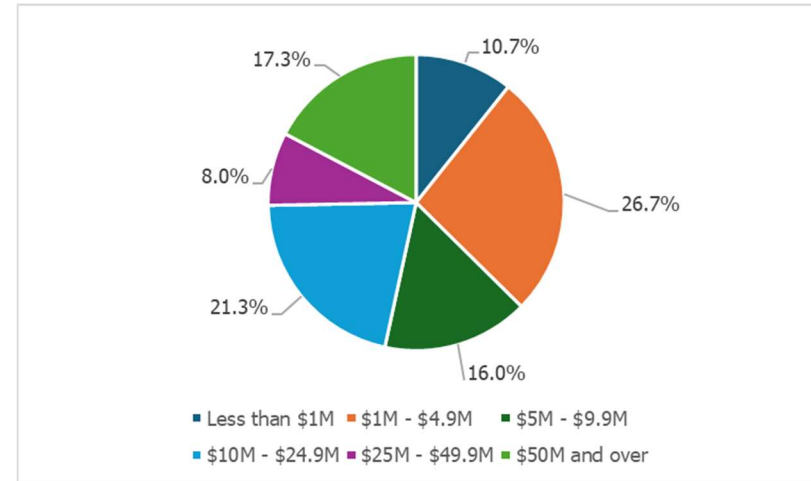


Respondents indicated the **types of communities** in which they operate. Multiple responses were allowed. Given the geographic distribution of the respondents, it is not surprising that the majority of participants operate in urban environments.

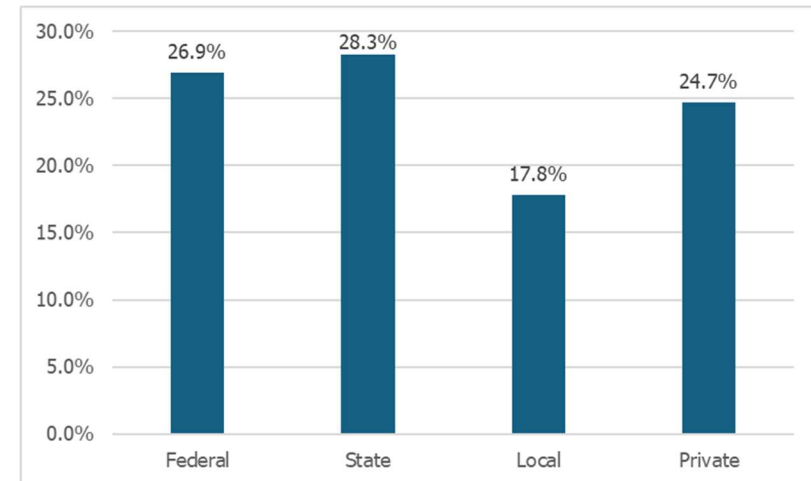
The large majority of participants indicate that they operate only in one state.



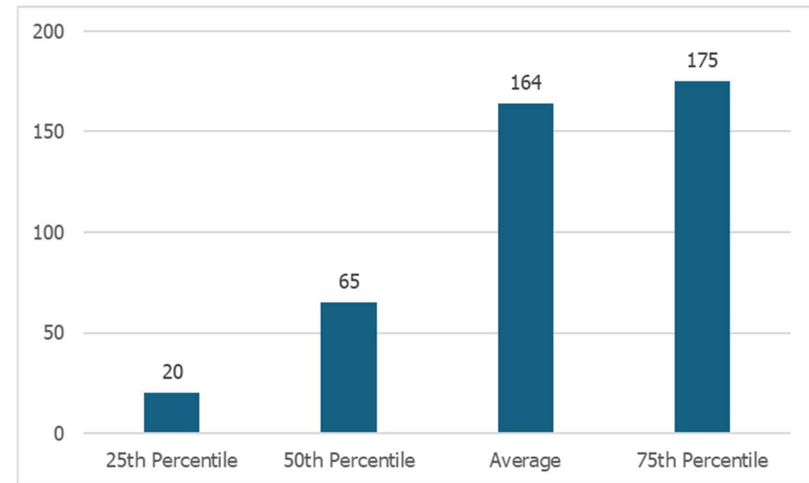
There is a relatively even distribution of **2024 annual budget sizes**.



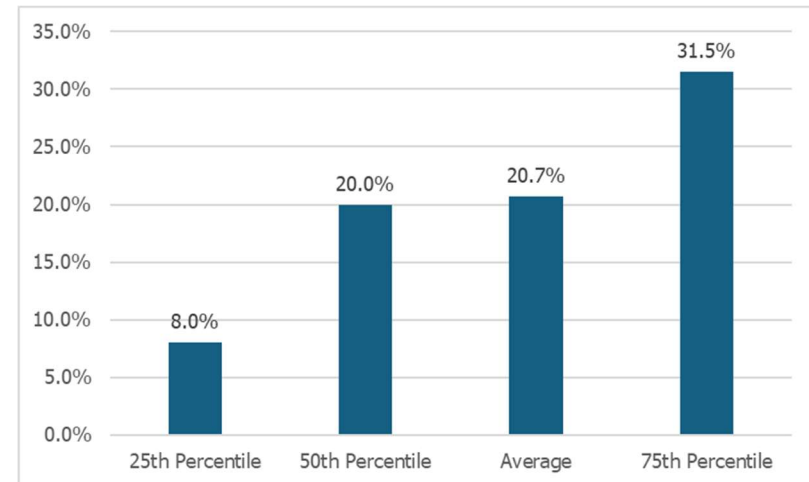
The **average distribution of funding sources** is relatively equally spread across three categories – federal, state, and private. Local funding is accessed the least frequently, relatively speaking.



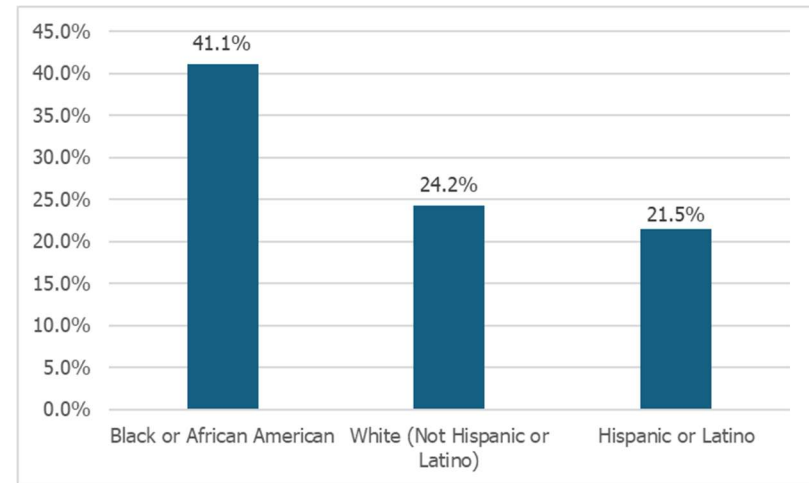
When considering the employee base of the participants, there is a wide distribution of **full-time employee population sizes**.



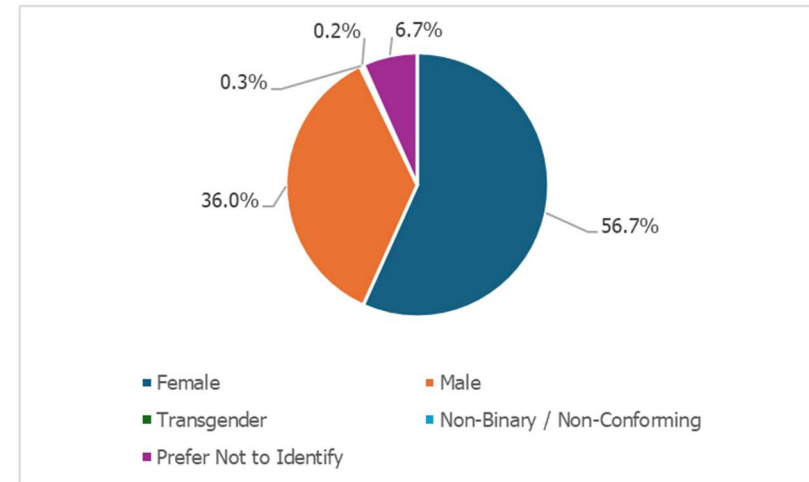
2024 employee turnover rates are relatively consistent with what has been reported in other surveys utilized by Astron Solutions.



Fifty-four organizations provided data on the **overall composition of their workforces from a race / ethnicity perspective**. The majority of employees are from protected classes, as demonstrated by the three largest response categories (right). This demonstrates a commitment to hiring practices that promote equal treatment under the law and, potentially, provides visible support for the communities served by the organizations.



Similarly, 58 participants provided data on the **overall composition of their workforces from a gender perspective**. Similar to the findings on race / ethnicity, the majority of employees are from protected classes, continuing the commitment to hiring practices that promote equal treatment under the law and, potentially, visible support for the communities served by the organizations.



Compensation Highs and Lows

Of the 48 positions surveyed, five did not generate sufficient response to show findings in compliance with the Department of Justice Anti-Trust Guidelines for Salary Surveys. Among the remaining 43 positions, however, there are some notable highs and lows.

The roles with incumbents most significantly feeling the impact of exceedingly low wages are

- **Front Desk Staff**
- **Administrative Assistant**
- **Facilities Maintenance Staff – Janitor / Custodian**
- **Peer Support Specialist**
- **Case Manager**

There are significant findings related to the pay rates for these undercompensated roles. Let’s dive deeper into the rates of pay for these roles both within this study and against the larger markets and living wages.

When considering the full sample results, the following three positions are the lowest paid in the survey (as of January 1, 2026):

<u>Position</u>	<u>P25 Base Pay</u>	<u>P50 Base Pay</u>	<u>P75 Base Pay</u>
Front Desk Staff	\$19.20 per hour	\$21.43 per hour	\$23.36 per hour
Administrative Assistant	\$20.56 per hour	\$23.11 per hour	\$24.43 per hour
Facilities Maintenance Staff – Janitor / Custodian	\$21.09 per hour	\$23.40 per hour	\$26.07 per hour

It is not entirely surprising to see these positions in the lowest tier of the survey results, as these three roles are often entry-level positions and feeders for entry into a career. Indeed, when compared to the published market data for these roles, the data for the Front Desk Staff and Facilities Maintenance Staff positions in the custom survey are competitive with the broader marketplaces examined. This may be partially due to the competition for talent from organizations such as Walmart, Target, Amazon, McDonald’s, and Bank of America – companies that have raised their starting pay rates for entry level roles, in some cases significantly over the last few years. The Administrative Assistant role, however, falls an average of 8.6% below the 50th percentile base pay market data for the broader marketplace.



The Administrative Assistant role falls an average of 8.6% below the 50th percentile base pay market data for the broader marketplace.

Contrast these hourly rates with the living wage for one working adult with no children (appendix 2). The lowest value for this living wage category of employee is \$18.55 an hour in El Paso, TX, just below the values shown above for the three positions. The average living wage for a one adult no child household across 207 US cities is \$22.83 an hour. As living wages increase with the number of children and non-working adults in a household, the hourly rates paid to these three roles fall even shorter of a living wage.

A further consideration with these three roles is their annual pay equivalents. The median workweek, among the 69 respondents to this survey question, is 40 hours. As such, on an annual basis, before any overtime these three roles earn

<u>Position</u>	<u>P25 Base Pay</u>	<u>P50 Base Pay</u>	<u>P75 Base Pay</u>
Front Desk Staff	\$39,936	\$44,574	\$48,589
Administrative Assistant	\$42,765	\$48,069	\$50,814
Facilities Maintenance Staff – Janitor / Custodian	\$43,867	\$48,672	\$54,226

While these overall survey findings are of interest in starting a much-needed conversation, regional compensation variations exist – and may paint a different picture. Astron Solutions first determined an average living wage for each survey region, using the city living wage factors provided in appendix 2 of this report. These regional living wages are as follows:

<u>Survey Region</u>	<u>Living Wage for a 1 Adult, 0 Child Household</u>	<u>Living Wage for a 2 Adult (1 Working), 0 Child Household</u>
North Central / Midwest	\$20.80 per hour \$43,264 per year	\$29.72 per hour \$61,811 per year
Northeast	\$24.48 per hour \$50,919 per year	\$34.08 per hour \$70,881 per year
Southeast	\$22.82 per hour \$47,476 per year	\$31.09 per hour \$64,674 per year
South Central	\$20.50 per hour \$42,632 per year	\$28.84 per hour \$59,994 per year
West	\$24.39 per hour \$50,741 per year	\$34.17 per hour \$71,065 per year

Comparing these regional living wages to the regional survey data by position yields interesting results:

<u>Survey Region</u>	<u>Percent of Roles Not Earning a Living Wage for a 1 Adult, 0 Child Household</u>	<u>Percent of Roles Not Earning a Living Wage for a 2 Adult (1 Working), 0 Child Household</u>
North Central / Midwest (17 roles)	5.9%	29.4%
Northeast (24 roles)	20.8%	62.5%
Southeast (3 roles)	0.0%	33.3%
West (17 roles)	5.9%	29.4%
South Central	Insufficient data for role breakouts by region	Insufficient data for role breakouts by region

Which roles do we see most frequently represented in these calculations for the one adult household?

Front Desk Staff appears across three of the four regions, with the 50th percentile regional base pay rate an average of 8.1% below the average regional living wage. Also included in the Northeast region are the following positions:

- Peer Support Specialist (50th percentile base pay 21.2% below a living wage)
- Administrative Assistant (50th percentile base pay 10.5% below a living wage)
- Janitor (50th percentile base pay 6.4% below a living wage)
- Case Manager (50th percentile base pay 0.3% below a living wage)

Median Northeast Region pay for Peer Support Specialists and Administrative Assistants is particularly concerning due to the roles’ double-digit differences from living wage levels. (Keep in mind that as children

are added to the household, differences from the living wage grow larger.) In addition, Peer Support Specialists, with their lived experiences, are working to break the cycle of poverty. ***Are individuals with lived expertise being harmed by low pay rates?***

How can lower income employees do their best work every day, when their thoughts may be preoccupied with worries about paying the rent, covering the month's electricity bill, or finding food support?

Financial stress at home leads to distraction in the workplace, creating challenges with [reaching organizational goals](#), and perhaps necessitating the employee's utilization of the very services that the employer provides. A dependence on assistance programs perpetuates the cycle of poverty and income inequality, hindering financial independence and generational wealth transfer. In addition, [research](#) makes the connection between low-income levels and higher rates of mental illness, smoking, and suicide attempts.

A number of Astron Solutions clients have incorporated into their total rewards philosophies a statement that no employee will earn less than \$50,000 per year. Importantly, this \$50,000 figure is not reduced in lower cost of labor areas across the country. Keep in mind the earlier discussion regarding the survey's regional living wages, reaching approximately \$50,000 in the Northeast and West regions – our nation's highest cost of living areas.



The industry must invest in employee pay – particularly at the lower wage earner levels – to ensure employee financial stability and demonstrate a visible commitment to housing for all. Funder education is an essential first step to achieving this goal.

How can the supportive housing industry expect to attract and retain talent, when those same potential employees may be in need of our organizations' services, due to the relatively low wages that are paid?

On the flip side, the following five positions are the highest paid in the survey (as of January 1, 2026):

<u>Position</u>	<u>P25 Base Pay</u>	<u>P50 Base Pay</u>	<u>P75 Base Pay</u>
Chief Operating Officer / Deputy Executive Director	\$116,763	\$147,175	\$182,700
Chief Development Officer	\$103,276	\$152,250	\$185,238
Chief Program Officer	\$143,980	\$162,400	\$177,625
Chief Financial Officer	\$124,591	\$172,550	\$225,838
Chief Executive Officer / President / Executive Director	\$126,291	\$197,671	\$247,724

These five positions do not come as a surprise. Generally, the highest paid individuals in an organization are the top leadership roles. Those roles require the most experience, have the greatest levels of responsibility & authority, and take on the greatest levels of organizational risk. Compensation generally should align with these big picture factors.

Also of note is that reported bonus awards for these roles range from approximately \$2,000 to \$11,000 per year. Variable compensation awards are no longer the exclusive domain of for-profit organizations. Many not-for-profit organizations use variable compensation programs to incentivize, retain, and reward executive talent. In Astron Solutions’ experience, a typical incentive target for a not-for-profit executive is between 10% and 20% of base pay. Roughly applying those targets to the survey data shown on the previous page, we would expect target payouts to



Reported bonus awards for executive roles range from about \$2,000 to \$11,000 per year, considerably more conservative than market trend.

range between \$10,000 and \$50,000, depending on position, salary level, and organizational & individual performance results. The bonus awards identified in this study are considerably more conservative than market trend.

When compared to the published market data for these leadership roles, the custom survey base pay data are within market competitive levels for the Community Housing Services data cut (1.1% above on average), although individual differences from market vary noticeably. **As we consider the broader markets, however, overall competitiveness wanes.**

<u>Position</u>	<u>Base Pay Average Difference from P50 Market</u>
All Organizations	-25.4%
All Not-for-Profit Organizations	-8.8%
Healthcare Organizations	-26.5%
Governmental Organizations	-15.5%

Executive salaries in the supportive housing industry are not high as compared to other industries. Rather, there remains a noticeable gap between executive pay rates at supportive housing organizations on average and the broader markets for talent. In addition, variable compensation levels are higher in the external market, compounding the external competitiveness issue.

As an industry, do we hire executive talent only from other supportive housing organizations? If not, to attract and retain the best – facilitating our organizations’ overall successes – salaries will need to come into closer alignment with other industries’ rates of pay.

When each benchmark position's 50th percentile base pay market data is compared to the 50th percentile market data for the published survey findings, **industry-wide pay gaps persist across several families, as shown in the table below:**

Published Survey Data Cut	Overall Average Custom Survey P50 Difference from Published Data P50						
	Overall	Administrative Family	Fundraising Family	Executive Family	Programs Family	Real Estate Family	Service Provider Family
Community Housing Services	-0.2%	-3.5%	-4.8%	0.6%	-9.6%	12.3%	-1.0%
All Organizations	-11.3%	-17.8%	-14.8%	-19.4%	-15.4%	-2.1%	-4.4%
All Not-For-Profits	-0.8%	-9.8%	-10.1%	0.2%	-8.3%	3.1%	7.9%
Healthcare	-12.1%	-17.2%	-17.5%	-19.5%	-11.6%	-4.1%	-3.7%
State and Local Government	-3.2%	-12.7%	-	-6.7%	-11.6%	-3.9%	8.2%
Retail	-13.6%	-18.6%	-	-12.7%	-15.3%	-3.5%	-

The definition of relevant labor market directly impacts whether pay rates at a supportive housing organization are market competitive or not.



On average, median pay in supportive housing, as compared to other industries, ranges from 0.8% to 13.6% lower.

CEO to Worker Pay Gap

A quick web search for the term “Executive Pay Gap” returns a plethora of articles on the gap between the highest paid executive in an organization and the lowest paid employee. Headlines such as “CEO-to-worker pay gap surges to 632 to 1 at US’s lowest-paying large firms, study shows” and “The real reasons the CEO-worker pay gap spiraled out of control in America—and what to do about it” grab our attention.

While our focus here is the not-for-profit sector, the question remains: ***how much of a pay difference between the top executive and the lowest paid employee is acceptable for a socially conscious organization?***

When considering executive pay gaps, the smaller the ratio, the closer the rates of pay between the Chief Executive Officer and the lowest paid employee (e.g., 6:1), which is perceived as less concerning to external and internal stakeholders. The larger the difference between the figures (e.g., 632:1), the wider the disparity between the pay rates, and the greater the source of discontent.

With the overall 50th percentile base pay for the Chief Executive Officer role in the study at \$197,671 per year, and the annualized overall 50th percentile base pay for the Front Desk Staff role in the study at \$44,574, **we find a ratio of 4.43 to 1**. For organizations with 2024 annual budgets between \$10 and \$24.9 million, the ratio increases to 5.28. When considering organizations with 2024 annual budgets reaching \$50 million and higher, the ratio moves to 8.07. **The larger the organization, the wider the executive pay gap.**

Is that right? Is that fair?

To put this study’s findings into perspective, it is important to consider other industries’ CEO to worker pay ratios. The [Economic Policy Institute](#) found that in 2024, the ratio organizations across the US was 281:1. [Harvard Law School](#) found that in 2024, the median CEO Pay Ratio among S&P 500 companies rose to 192:1, up 3.2% from 186:1 a year earlier.

The [AFL-CIO's company pay ratio tool](#) yields company specific insights for 2025, including these large pay gaps:

Company	Median Worker Pay	Pay Ratio
Riot Platforms, Inc.	\$58,875	1,419:1
Simon Property Group Inc.	\$78,174	785:1
Flagstar Financial, Inc.	\$74,960	464:1
Citigroup Inc.	\$70,138	444:1
State Street Corp.	\$41,630	402:1
SL Green Realty Corp.	\$62,678	330:1
CBRE Group Inc.	\$70,862	304:1
Jones Lang Lasalle Inc.	\$56,031	303:1
Newmark Group, Inc.	\$94,417	212:1

According to [researchers at Harvard University](#), individuals' ideal ratio of CEO pay to the average unskilled worker is 4.6 to 1. Astron Solutions has not-for-profit clients that target a ratio of 5 to 1. This current study's overall ratio of 4.43 to 1 falls within these targets, suggesting that smaller organizations have executive pay rates closer to those of staff, as well as potentially a keen eye on the part of the survey participants' Boards of Directors when setting executive pay levels.

In light of the research by the Economic Policy Institute and the AFL-CIO, clearly the CEO pay ratios found in this study of supportive housing are reasonable. Among the organizations represented in this study's data set, executives are not becoming rich at the expense of staff or external stakeholders.

Supportive housing executives are not becoming rich at the expense of staff or external stakeholders.

Executive pay ratios also reflect an organization's philosophy and structural approach. Organizations with flatter structures will most likely have smaller CEO to staff pay ratios, while those with greater levels of hierarchy will see larger pay ratios. While this is not inherently a problem, organizational leadership and Boards should ensure that executive compensation levels reflect the organization's overall goals with respect to structure, compensation philosophy, and pay transparency optics.

For organizations with executive pay gaps higher than 5:1, reducing executive pay levels is not the answer moving forward. Rather, a three-pronged approach may be effective at raising the lower pay rates among staff employees while still retaining & engaging executive level talent:

1 – Smaller pay raises for executives, transferring those budget dollars to the lowest paid positions’ pay raise opportunities.

2 – Increased focus on variable compensation awards for executives.

3 – Increased Board involvement in executive pay decisions vis-à-vis compensation levels throughout the rest of the organization.



The Compensation “Cliff Effect”

In reviewing the market findings, the need for increased funding for supportive housing organizations becomes clear. Employers must be able to pay both a competitive wage *and* a living wage to attract and retain employees for the long term. Without higher pay levels, organizations may find a revolving door of staff, particularly at lower organizational levels. Considering a conservative cost of turnover, estimated by the Society for Human Resource Management (SHRM) at 50% of pay rates, investing more in compensation should be less costly in the long run, and more effective for an organization’s stakeholders and constituents. For a Front Desk Staff employee earning \$39,936 a year, an approximate \$10,000 pay boost to an annual salary of \$50,000 is less costly to the employer than the conservative turnover cost of nearly \$20,000 hitting an organization’s bottom line.

Conservative costs of turnover to an organization are 50% of an employee’s pay.

Realistically, there are few organizations that have the necessary resources available to bring pay rates from their current levels to either a living wage or a \$50,000 baseline all at once. Many organizations will phase in such adjustments over a two to three year period. While not ideal, this approach does represent progress and movement in the right direction.



When utilizing a phased-in approach, however, it is necessary to be aware of the compensation “Cliff Effect.” This situation occurs when an employee – who currently is paid so low that they are [eligible for public assistance benefits](#) – receives a pay increase en route to eventually earning a living wage. However, that initial pay raise is not a living wage, but is sufficient to disqualify the employee from public assistance benefits. **What started out as a seemingly good action on the part of the employer has created more turmoil instead. The compensation “Cliff Effect” is to be avoided, for long-term employee retention and engagement.**

While avoiding the “Cliff Effect” is the overall goal, in practice raising pay without encountering this situation may be difficult to accomplish. Several approaches that employers should explore for applicability in their organizations include the following:

Phased-in Pay Adjustments – If pay raises will eventually lead to a “Cliff Effect” situation for employees, reaching that point after a two- to three-year period will allow more time for employees to plan and adjust accordingly. In addition, during that timeframe local laws may change to raise the ceiling for benefits eligibility, helping to avoid the “Cliff Effect” a while longer.

Variable Compensation – Bonuses or other variable compensation payments will boost affected employees’ overall compensation levels. This approach will help address the transition through the income gap until pay reaches a living wage. In addition, variable compensation tied to organizational goal achievement will yield positive operating results for the organization as well.

Coaching – Financial coaching and other external resources can be provided to employees and their families, to help them navigate this transitional period as successfully as possible.

Advocacy – In the longer term, working with lawmakers to address core challenges with public assistance benefit program structures could yield positive outcomes for affected populations.

Both the [Benefits Cliff Community Lab](#) and the [U.S. Chamber of Commerce Foundation](#) provide additional resources to help address this income challenge.

As an industry focused on helping individuals better their own and their families’ living situations and finances, can we afford to have employees on public assistance? Are we checking to ensure that our seemingly beneficial compensation practices do not inadvertently create hardship?

The Impact of Pay Transparency

Pay transparency is the strategy of how an organization shares with others its total rewards philosophy, strategy, and practices relative to the market, and relative to each employee's and candidate's personal experiences. Pay transparency has come into the spotlight over the last few years as a result of increased legislation requiring employers to share good faith pay ranges in job postings.

As of January 1, 2026, there are 16 cities and states with [pay transparency laws](#). Undoubtedly more are on the horizon.

Pay transparency is more than a legal consideration. Sharing pay ranges and compensation program information is a powerful tool that all employers can tap into, to foster opportunity for all employees, eliminate ambiguity in pay, build organizational culture, and ensure employees feel valued. This commitment to fair practices encourages accountability and breaks down barriers of suspicion by employees, translating into stronger morale & trust in the workplace, increased employee engagement, and positive bottom-line results.

Having access to information like this survey also helps employees who may not advocate for themselves find a strong voice for seeking higher wages and benefits.

Research proves the value of pay transparency:

- According to Trusaic, 87% of employees think job postings should have a salary range
- Deloitte's research finds that employees are 1.7 times more likely to be satisfied with their compensation when there is pay transparency
- Employers find a 70% increase in applications and a 66% increase in applicant quality after including pay ranges in their job listings, according to the Society for Human Resource Management (SHRM)

Despite the potential positive impact of sharing pay ranges and providing pay transparency, the custom survey results indicate that **pay ranges are not as widely used as one might expect.** While pay range data is available for the overall sample results, data breakdowns by revenue or geography provide pay range data only occasionally.

Employees are 1.7 times more likely to be satisfied with their compensation when there is pay transparency.

Organizations without formal pay ranges should develop them over the course of 2026. For those organizations with pay ranges already in place, studies should be conducted to determine if adjustments are needed to keep pace with the relevant labor market.



The Impact of Benefits on the Total Rewards Equation

When it comes to total rewards, base pay is often the proverbial star of the show. Employees see their earnings every pay period. How many – or how few – dollars come into the checking account each pay period can provide a sense of comfort or generate stress.

Benefits, however, are less visible to most employees. That is, until they need to use them to address a particular situation.

In financially challenged industries or organizations, leaders will discuss whether the limited funding available for total rewards should be allocated differently. ***Does a market leading benefits package "make up" for lower base pay?***

Each organization needs to answer that question for themselves, after considering their current & projected financial situations, the makeup of their employee population, and the costs of various compensation & benefits programs.

Ask an hourly employee that same question, however, and most likely the response will be *no*. Health insurance does not [pay the rent or mortgage](#), a retirement plan does not cover the car insurance bill, and extensive paid time off can not be used to pay utility bills. For these employees, cash is often king.

This does not mean, however, that benefits programs should be ignored or forgone. Rather, efforts to bolster the benefits programs to at or above market competitive levels will help those same employees should a medical emergency arise, for example.



In financially challenged industries or organizations, leaders will discuss whether the limited funding available for total rewards should be allocated differently. Does a market leading benefits package “make up” for lower base pay?



Our custom survey examined a number of benefits programs to determine market trends. Data are reported by the total organizational sample, as well as broken out by revenue and geographic region.

Healthcare costs are the largest single investment in employee benefits packages. As such, the custom survey explored the average split of healthcare costs between employees and employers across six different plan design types. The findings for a PPO plan – the most prevalent plan design in use among the participants – are revealing when contrasted against “all organization” data from The NonProfit Times *Nonprofit Organizations Salary & Benefits Report*.

Again, the supportive housing industry overall falls below its broader non-profit peers:

Type of Medical Coverage	Split of PPO Healthcare Premiums	Custom Survey	NonProfit Times Survey
Employee Only	Employer Contribution	66.9%	85.6%
	Employee Contribution	33.1%	14.4%
Family	Employer Contribution	47.5%	59.4%
	Employee Contribution	52.5%	40.6%

Depending on an employee’s stage of life, a **retirement plan** may be a valued benefit or a foreign concept. Employers tend to focus on the amount of matching contribution provided to employees, in order to bolster participation and support financial wellness. Hence, the custom survey explored the average matching contribution made to a defined contribution retirement plan (e.g., 401(k) plan, 403(b) plan) by the participating organizations. On average, employers will provide \$0.63 for each dollar the employee contributes, up to 4.2% of employee contributions. The “all organization” data from The NonProfit Times *Nonprofit Organizations Salary & Benefits Report* reports an average 6.3% maximum organizational contribution.

As with the findings for healthcare costs, the supportive housing industry is less than market competitive when compared to the larger not-for-profit sector.



When working with not-for-profit organizations, one often hears about the generous **Paid Time Off (PTO)**, inclusive of paid vacation and sick time, provided to employees. Indeed, due to the nature of the work performed, often in challenging environments, paid time off can be an effective vehicle for employees to refresh and recharge. From a leadership perspective, paid time off does not “cost” anything, unlike healthcare benefits or retirement matching contributions. So how does our industry compare to the broader markets? Three surveys are contrasted against the strictly supportive housing data, and yield interesting findings:

Years of Service	Average PTO Days			
	Custom Survey	NonProfit Times Survey	ERI Survey (All Industries)	Confidential Survey (All Industries)
New Hires	16.9	13.0	9.2	15.0
5 Years	23.4	20.6	20.8	20.0
15 Years	28.7	23.8	24.8	25.0

Paid time off is the one total rewards area where the supportive housing industry excels.

While it is important to recognize this good news, we also must ask ourselves whether employees are allowed to use all their paid time off. It is unfortunate to hear in some organizations where [employees cannot use paid time off](#) due to staffing shortages, policy requirements, or inflexible managers. As such, each employer should investigate whether this is the case, and make changes as needed, to ensure employees use their well-earned PTO and come back to work refreshed and ready to take on the challenges of the day. Pulling a report from the organization’s payroll system should allow for analysis of PTO accrued, PTO used, and PTO at risk of forfeiture at year end. Conducting focus groups with employees also can shed light on the actual ease of using PTO.



Paid time off is the one total rewards area where the supportive housing industry excels.

PTO has multiple positive organizational impacts, including improved employee mental & physical health, enhanced productivity & creativity, stronger work / life balance, lower employee burnout, and higher employee retention rates.

Unused PTO leads to burnout, a culture of fear & guilt, decreased engagement & morale, and financial & productivity losses. As such, several approaches can be taken to ensure that PTO is used. These approaches include the following:

Role modeling – If leaders do not use their paid time off, employees will think the same is expected of them. When leaders use their paid time off, however, employees will feel more comfortable utilizing this well-deserved benefit.

Lack of guilt – In some organizations, employee requests for paid time off are accompanied with guilt-laden comments from their co-workers and supervisor. Employees should not be made to feel bad for utilizing a benefit. Greater cross-training of co-workers also can help to address this issue, as an employee’s duties can be supported while away on PTO.

No reason needed – Encourage employees to utilize time not only for large trips or family events, but also for no specific reason at all (e.g., a long weekend “just because”) or for mental health days.

Include on the annual review – Setting paid time off usage as an annual performance goal for everyone indicates the organization’s commitment to this benefit and to employees’ utilization of it.

Monthly communications – Send employees a monthly paid time off balance reminder. Seeing the accumulated time off may prompt individuals to utilize time for ad hoc needs, and prevent the year end surprise of a large balance for those who do not regularly check their accounts.

Reinforce during 1:1 meetings – In concert with performance review goals and monthly communications, touching base on paid time off utilization during standing 1:1 meetings with employees and supervisors provides in the moment encouragement for utilizing the benefit.

Allow employees to sell back unused time – Allowing employees to sell back a portion of their unused paid time off provides access to additional income, which may be helpful for employees’ cash flow and financial needs.

Allow employees to donate unused time – Donating some unused time to a peer can help a co-worker navigate difficult personal family matters such as significant illness or death.



One other benefits note to celebrate is the extensive prevalence of **Employee Assistance Programs (EAP)** among the survey participants. 86.9% of respondents offer this program to employees, which provides counseling, coaching, and consultations on a variety of matters, in a confidential setting. **Given the nature of work in the supportive housing sector, the importance of this resource cannot be understated.**

For the 13.1% of survey participants who do not offer an EAP, changes are coming to the market. For example, Oxford / United Healthcare is adding EAP coverage to its small group plans in 2026, at no additional charge. A check with the organization's benefits broker may uncover additional EAP options.



The custom survey also asked participants to share information regarding their organization's **total benefits spend**. Twelve participants shared their total annual benefits spend as a percentage of payroll. The median figure was 20.5%. Another 27 other participants shared their total dollar spend on benefits. When the 50th percentile total benefits spend value is compared against the 50th percentile total annual payroll figure, the benefits spend percentage is 15.8%.

According to the [Bureau of Labor Statistics](#) data for June 2025, the total benefits spend percentage for private industry workers, less legally required benefits such as Social Security, Medicare, Unemployment, and Workers' Compensation, is 22.5%. For state and local government workers, the figure is 33.2%. For the Health Care and Social Assistance industry group, the benefits spend amount is 22.6%. The Retail industry's figure is 14.9%. **Continuing a theme, the supportive housing industry's rate is lower than other relevant labor markets.**



The supportive housing industry's benefits spend rate is lower than that of other relevant labor markets.



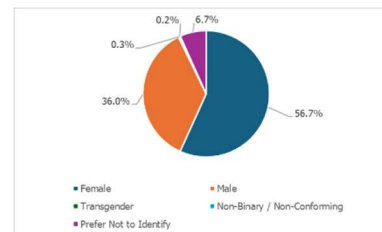
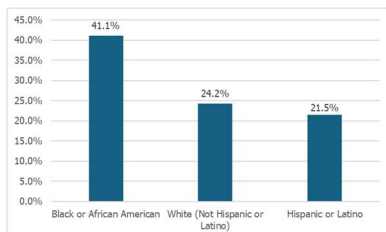
With the exception of paid time off rates for the industry, benefits programs overall remain lower than those in other relevant labor markets. Investment in benefits programs, made possible through increased external funding, should enhance organizations' employee retention and engagement activities.

One Last Food for Thought Item

This report has considered compensation through multiple lenses. Unfortunately, the findings from the supportive housing custom survey broadly describe an industry with low total rewards opportunities in 2025. While there are some bright spots and market competitive areas, overall pay and benefits are lower than other relevant labor markets. Unless the industry is able to secure additional funding – and successfully educate funders on the reality of total rewards challenges – undesired employee turnover and lowered employee engagement will persist.

One additional question comes to mind when reviewing this wealth of information. Earlier we explored the concept of the compensation philosophy, including lagging, matching, and leading the market. Broadly speaking, many organizations seek to match the market in their pay and benefits opportunities. ***However, does matching the market perpetuate the devaluation of some jobs?***

Simply being able to say that an organization’s pay matches the market may not be in the organization’s or the employee’s best long-term interests if that market data reflects inherent biases about the value of jobs or the incumbents in those roles. This particularly comes to mind given the strong minority makeup of the custom survey participants’ employee populations:



With the majority of the organizations represented by employees in protected classes (e.g., Black, Hispanic, Female), are we perpetuating low pay rates and gender or racial stereotypes by "matching the market" in our compensation rates? Will targeting the 75th percentile of the market or higher enable our employees to start on and maintain a path to financial security and building generational wealth?

For more information visit

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Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Administrative Assistant	Astron / CSH Survey Findings							
		All Organizations	\$20.56	\$23.11	\$24.43	-	-	-
		<i>By 2024 Annual Budget</i>						
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	\$22.28	\$22.33	\$29.59	-	-	-
		\$5 - \$9.9M	\$20.30	\$21.35	\$22.33	-	-	-
		\$10 - \$24.9M	\$22.75	\$24.10	\$24.69	-	-	-
		\$25 - \$49.9M	\$23.24	\$24.29	\$32.40	-	-	-
		\$50M and Over	\$20.03	\$23.31	\$24.01	-	-	-
		<i>By Region</i>						
		North Central Region	\$22.33	\$22.33	\$23.12	-	-	-
		Northeast Region	\$20.23	\$22.16	\$23.97	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	\$25.03	\$29.28	\$30.78	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
		Community Housing Services Organizations	\$20.12	\$21.50	\$23.43	\$22.29	\$23.86	\$26.03
		Astron Published Survey Analysis						
	All Organizations	\$23.49	\$26.10	\$29.24	\$24.05	\$26.82	\$30.25	
	Not-for-Profit Organizations	\$21.32	\$24.04	\$27.49	\$21.56	\$24.30	\$27.87	
	Healthcare Organizations	\$22.64	\$25.27	\$28.50	\$22.81	\$25.52	\$28.85	
	Governmental Organizations	\$22.01	\$24.42	\$27.22	\$22.34	\$24.85	\$27.84	
	Retail Organizations	\$24.18	\$26.78	\$29.92	\$24.56	\$27.27	\$30.60	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Asset Manager	Astron / CSH Survey Findings							
		All Organizations	\$83,361	\$91,350	\$99,177	-	-	-
		<i>By 2024 Annual Budget</i>						
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	-	-	-	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
		<i>By Region</i>						
		North Central Region	-	-	-	-	-	-
		Northeast Region	-	-	-	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	\$87,798	\$91,744	\$107,324	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
		Community Housing Services Organizations	\$71,961	\$78,269	\$86,740	\$73,866	\$80,365	\$89,082
		Astron Published Survey Analysis						
	All Organizations	\$84,602	\$93,983	\$106,443	\$86,816	\$96,864	\$110,478	
	Not-for-Profit Organizations	\$85,118	\$95,356	\$109,208	\$87,126	\$98,468	\$114,227	
	Healthcare Organizations	\$87,226	\$97,765	\$112,019	\$89,334	\$100,977	\$117,138	
	Governmental Organizations	\$84,717	\$95,055	\$108,807	\$86,824	\$98,066	\$113,825	
	Retail Organizations	\$88,129	\$98,769	\$113,123	\$90,237	\$101,981	\$118,342	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Communications / Public Relations Specialist	Astron / CSH Survey Findings						
	All Organizations	\$65,975	\$72,498	\$134,602	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	-	-	-	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)					
		Community Housing Services Organizations	\$66,154	\$71,511	\$78,743	\$68,741	\$74,338
	Astron Published Survey Analysis						
	All Organizations	\$71,210	\$79,553	\$88,797	\$74,333	\$83,343	\$94,721
	Not-for-Profit Organizations	\$58,028	\$65,755	\$73,808	\$59,082	\$67,211	\$76,435
	Healthcare Organizations	\$71,422	\$81,744	\$92,077	\$72,861	\$83,521	\$94,821
	Governmental Organizations	\$64,742	\$72,772	\$81,203	\$66,850	\$75,582	\$85,620
	Retail Organizations	\$65,545	\$73,675	\$82,308	\$67,653	\$76,486	\$86,724

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Compliance Manager						
Astron / CSH Survey Findings						
All Organizations	\$61,849	\$78,351	\$98,345	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	\$58,997	\$75,618	\$94,522	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$68,447	\$75,778	\$99,366	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$70,306	\$77,531	\$100,267	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$83,230	\$88,813	\$106,645	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$93,076	\$100,605	\$111,052	\$96,397	\$104,564	\$115,449
Astron Published Survey Analysis						
All Organizations	\$100,578	\$113,237	\$127,097	\$105,895	\$119,260	\$134,101
Not-for-Profit Organizations	\$93,650	\$105,695	\$117,439	\$96,460	\$109,108	\$123,060
Healthcare Organizations	\$98,568	\$111,216	\$123,562	\$101,580	\$114,929	\$129,584
Governmental Organizations	\$93,148	\$105,093	\$116,837	\$95,959	\$108,505	\$122,357
Retail Organizations	\$102,884	\$116,335	\$129,283	\$106,498	\$120,751	\$136,610

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Data Manager						
Astron / CSH Survey Findings						
All Organizations	\$66,195	\$69,506	\$87,746	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$66,195	\$67,074	\$70,111	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$64,517	\$77,270	\$90,285	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$56,333	\$62,692	\$68,423	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$84,547	\$88,813	\$92,199	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$78,230	\$84,709	\$93,399	\$80,048	\$86,696	\$95,606
Astron Published Survey Analysis						
All Organizations	\$89,505	\$99,361	\$110,722	\$92,501	\$103,452	\$116,311
Not-for-Profit Organizations	\$90,237	\$100,174	\$109,911	\$93,951	\$105,896	\$117,238
Healthcare Organizations	\$92,144	\$102,282	\$112,219	\$95,858	\$108,004	\$119,747
Governmental Organizations	\$89,836	\$99,773	\$109,409	\$93,449	\$105,394	\$116,736
Retail Organizations	\$103,186	\$114,528	\$125,670	\$107,401	\$121,052	\$134,101

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Director of Finance / Finance Manager						
Astron / CSH Survey Findings						
All Organizations	\$97,529	\$108,460	\$128,398	\$98,444	\$110,236	\$132,102
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$81,558	\$99,318	\$133,749	-	-	-
\$10 - \$24.9M	\$106,575	\$109,761	\$116,116	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$96,230	\$111,650	\$123,478	-	-	-
<i>By Region</i>						
North Central Region	\$81,916	\$96,933	\$99,318	-	-	-
Northeast Region	\$94,091	\$107,159	\$142,928	-	-	-
Southeast Region	\$101,439	\$113,680	\$116,116	-	-	-
West Region	\$102,388	\$120,081	\$129,413	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$101,622	\$110,274	\$121,790	\$110,617	\$120,104	\$132,706
Astron Published Survey Analysis						
All Organizations	\$123,841	\$137,536	\$153,804	\$133,512	\$150,089	\$171,515
Not-for-Profit Organizations	\$105,098	\$120,111	\$139,356	\$108,966	\$126,398	\$148,692
Healthcare Organizations	\$123,060	\$137,815	\$155,882	\$130,889	\$149,659	\$173,950
Governmental Organizations	\$117,840	\$131,893	\$149,258	\$125,368	\$143,336	\$166,623
Retail Organizations	\$123,562	\$138,317	\$156,485	\$131,391	\$150,261	\$174,653

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Human Resources Generalist						
Astron / CSH Survey Findings						
All Organizations	\$57,002	\$67,302	\$74,095	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	\$58,484	\$64,453	\$73,468	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$73,322	\$89,299	\$92,136	-	-	-
<i>By Region</i>						
North Central Region	\$64,960	\$73,080	\$73,597	-	-	-
Northeast Region	\$56,708	\$65,116	\$74,418	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$65,840	\$70,799	\$77,512	\$67,222	\$72,300	\$79,169
Astron Published Survey Analysis						
All Organizations	\$71,183	\$78,863	\$87,595	\$73,483	\$81,513	\$91,312
Not-for-Profit Organizations	\$61,883	\$69,922	\$77,976	\$63,128	\$71,026	\$79,797
Healthcare Organizations	\$69,796	\$78,305	\$88,353	\$70,549	\$80,092	\$90,592
Governmental Organizations	\$66,549	\$73,575	\$81,203	\$68,155	\$75,683	\$84,315
Retail Organizations	\$71,768	\$79,196	\$87,527	\$73,475	\$81,705	\$90,940

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
IT Manager	Astron / CSH Survey Findings						
	All Organizations	\$73,968	\$89,320	\$102,825	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$91,350	\$102,743	\$102,906	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$77,137	\$90,569	\$104,880	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$88,781	\$96,239	\$106,205	\$93,888	\$101,823	\$112,404
	Astron Published Survey Analysis						
	All Organizations	\$102,615	\$115,405	\$129,415	\$109,721	\$124,614	\$142,413
	Not-for-Profit Organizations	\$84,441	\$99,550	\$117,718	\$86,201	\$101,545	\$121,221
	Healthcare Organizations	\$92,747	\$103,989	\$117,138	\$95,959	\$107,301	\$122,959
Governmental Organizations	\$88,832	\$99,572	\$112,219	\$91,944	\$102,784	\$117,740	
Retail Organizations	\$96,661	\$108,204	\$121,956	\$99,974	\$111,818	\$128,079	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position

Chief Development Officer

	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75

Astron / CSH Survey Findings

All Organizations	\$103,276	\$152,250	\$185,238	\$105,184	\$156,056	\$190,313
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By 2024 Annual Budget

Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$140,740	\$152,067	\$152,539	-	-	-
\$10 - \$24.9M	\$100,231	\$114,949	\$174,410	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	-	-	-	-	-	-

By Region

North Central Region	\$96,425	\$124,845	\$152,636	-	-	-
Northeast Region	\$126,235	\$149,052	\$198,483	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-

Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)

Community Housing Services Organizations	\$107,244	\$123,871	\$145,764	\$125,916	\$145,671	\$171,630
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Astron Published Survey Analysis

All Organizations	\$166,171	\$209,401	\$276,886	\$180,939	\$230,323	\$311,837
Not-for-Profit Organizations	\$146,033	\$190,717	\$249,068	\$150,442	\$198,597	\$266,131
Healthcare Organizations	\$196,434	\$254,150	\$333,847	\$203,862	\$270,410	\$368,979
Governmental Organizations	-	-	-	-	-	-
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation			
	P25	P50	P75	P25	P50	P75	
Chief Executive Officer / President / Executive Director	Astron / CSH Survey Findings						
	All Organizations	\$126,291	\$197,671	\$247,724	\$129,336	\$202,746	\$258,889
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	\$107,590	\$126,875	\$152,928	-	-	-
	\$5 - \$9.9M	\$146,160	\$176,047	\$198,433	-	-	-
	\$10 - \$24.9M	\$202,810	\$234,211	\$250,736	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$350,162	\$366,001	\$414,574	-	-	-
	<i>By Region</i>						
	North Central Region	\$119,263	\$164,148	\$193,356	-	-	-
	Northeast Region	\$113,147	\$197,925	\$319,725	-	-	-
	Southeast Region	\$139,318	\$170,520	\$229,961	-	-	-
	West Region	\$184,984	\$228,629	\$306,772	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$205,157	\$281,408	\$380,535	\$275,884	\$378,422	\$511,722	
Astron Published Survey Analysis							
All Organizations	\$228,158	\$307,476	\$408,815	\$282,962	\$389,075	\$542,673	
Not-for-Profit Organizations	\$186,514	\$252,865	\$344,308	\$199,066	\$271,781	\$384,973	
Healthcare Organizations	\$249,231	\$332,743	\$444,862	\$272,117	\$367,373	\$519,140	
Governmental Organizations	-	-	-	-	-	-	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Chief Financial Officer						
Astron / CSH Survey Findings						
All Organizations	\$124,591	\$172,550	\$225,838	\$129,666	\$178,640	\$233,958
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	\$79,170	\$96,425	\$127,383	-	-	-
\$5 - \$9.9M	\$143,369	\$167,475	\$176,356	-	-	-
\$10 - \$24.9M	\$124,207	\$168,759	\$203,000	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$228,375	\$289,162	\$323,044	-	-	-
<i>By Region</i>						
North Central Region	\$93,583	\$115,781	\$164,992	-	-	-
Northeast Region	\$135,625	\$185,714	\$257,810	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$203,812	\$239,700	\$280,897	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$133,265	\$178,886	\$238,191	\$172,525	\$231,584	\$308,362
Astron Published Survey Analysis						
All Organizations	\$176,354	\$213,365	\$259,091	\$203,309	\$252,353	\$315,318
Not-for-Profit Organizations	\$144,618	\$175,462	\$217,516	\$152,992	\$188,511	\$240,113
Healthcare Organizations	\$184,891	\$215,003	\$250,436	\$200,449	\$241,803	\$294,500
Governmental Organizations	\$177,262	\$205,970	\$239,595	\$192,419	\$231,866	\$282,255
Retail Organizations	\$185,694	\$215,606	\$250,737	\$201,453	\$242,707	\$295,404

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Chief Operating Officer / Deputy Executive Director	Astron / CSH Survey Findings							
		All Organizations	\$116,763	\$147,175	\$182,700	\$119,934	\$151,235	\$187,648
		<i>By 2024 Annual Budget</i>						
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	\$125,606	\$144,455	\$171,190	-	-	-
		\$10 - \$24.9M	\$139,220	\$154,748	\$165,666	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
		<i>By Region</i>						
		North Central Region	\$93,888	\$106,613	\$125,032	-	-	-
		Northeast Region	\$136,683	\$153,754	\$224,569	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	-	-	-	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
		Community Housing Services Organizations	\$144,896	\$197,313	\$265,454	\$187,513	\$255,345	\$343,528
		Astron Published Survey Analysis						
	All Organizations	\$171,798	\$211,357	\$259,519	\$216,435	\$259,233	\$309,505	
	Not-for-Profit Organizations	\$131,242	\$151,572	\$183,456	\$148,237	\$171,879	\$203,796	
	Healthcare Organizations	\$174,251	\$183,486	\$194,728	\$205,568	\$222,431	\$236,584	
	Governmental Organizations	-	-	-	-	-	-	
	Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Chief Program Officer	Astron / CSH Survey Findings						
	All Organizations	\$143,980	\$162,400	\$177,625	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	\$140,719	\$152,560	\$161,287	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	\$124,338	\$152,560	\$161,287	-	-	-
	Northeast Region	\$172,550	\$176,610	\$203,000	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$86,335	\$114,820	\$152,145	\$101,264	\$135,150	\$179,496
	Astron Published Survey Analysis						
	All Organizations	\$151,232	\$190,342	\$238,622	\$162,507	\$207,589	\$265,911
	Not-for-Profit Organizations	\$122,327	\$158,717	\$196,474	\$123,729	\$160,732	\$200,566
	Healthcare Organizations	\$148,154	\$184,690	\$224,539	\$150,061	\$186,497	\$229,658
	Governmental Organizations	\$152,771	\$190,411	\$231,565	\$154,778	\$192,319	\$236,885
	Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation			
	P25	P50	P75	P25	P50	P75	
Director of Housing / Director of Supportive Housing	Astron / CSH Survey Findings						
	All Organizations	\$86,021	\$91,350	\$132,838	\$88,432	\$94,649	\$137,913
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	\$78,300	\$83,230	\$107,644	-	-	-
	\$5 - \$9.9M	\$86,021	\$86,275	\$116,725	-	-	-
	\$10 - \$24.9M	\$90,980	\$95,410	\$127,636	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$111,244	\$127,502	\$160,417	-	-	-
	<i>By Region</i>						
	North Central Region	\$78,409	\$82,723	\$86,683	-	-	-
	Northeast Region	\$86,275	\$91,102	\$114,846	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	\$120,404	\$132,838	\$150,981	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$84,242	\$97,579	\$115,194	\$90,237	\$104,620	\$123,598	
Astron Published Survey Analysis							
All Organizations	\$93,571	\$106,290	\$132,257	\$96,772	\$110,050	\$136,905	
Not-for-Profit Organizations	\$63,688	\$78,225	\$94,903	\$64,939	\$79,302	\$95,380	
Healthcare Organizations	-	-	-	-	-	-	
Governmental Organizations	-	-	-	-	-	-	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Director of Human Resources						
Astron / CSH Survey Findings						
All Organizations	\$97,307	\$121,268	\$132,838	\$99,845	\$124,516	\$136,898
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$110,128	\$115,432	\$128,699	-	-	-
\$10 - \$24.9M	\$101,113	\$114,198	\$130,681	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$120,735	\$135,497	\$159,782	-	-	-
<i>By Region</i>						
North Central Region	\$92,577	\$116,735	\$129,610	-	-	-
Northeast Region	\$96,038	\$110,128	\$138,294	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$128,144	\$132,204	\$134,737	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$107,660	\$124,357	\$146,342	\$114,667	\$132,538	\$156,049
Astron Published Survey Analysis						
All Organizations	\$114,780	\$132,611	\$153,525	\$122,676	\$143,424	\$168,604
Not-for-Profit Organizations	\$92,310	\$108,134	\$126,291	\$95,050	\$113,158	\$132,691
Healthcare Organizations	\$107,502	\$122,056	\$138,317	\$113,022	\$130,387	\$151,466
Governmental Organizations	\$104,992	\$119,145	\$135,205	\$110,212	\$127,175	\$147,953
Retail Organizations	\$112,721	\$128,279	\$145,544	\$118,844	\$137,514	\$160,098

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Director of Supportive Services						
Astron / CSH Survey Findings						
All Organizations	\$90,351	\$106,494	\$127,002	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	\$88,762	\$93,391	\$103,916	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$104,642	\$121,208	\$133,219	-	-	-
<i>By Region</i>						
North Central Region	\$77,397	\$90,335	\$96,425	-	-	-
Northeast Region	\$90,575	\$99,318	\$129,413	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$90,512	\$98,663	\$109,529	\$96,746	\$105,516	\$117,186
Astron Published Survey Analysis						
All Organizations	\$102,538	\$113,019	\$126,781	\$109,115	\$120,583	\$134,437
Not-for-Profit Organizations	\$79,974	\$91,358	\$104,766	\$83,008	\$95,962	\$110,073
Healthcare Organizations	\$101,580	\$110,312	\$121,052	\$106,699	\$118,944	\$131,692
Governmental Organizations	\$95,657	\$103,888	\$114,026	\$100,475	\$112,019	\$124,064
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Fund Development Associate	Astron / CSH Survey Findings							
		All Organizations	\$55,419	\$58,786	\$59,175	-	-	-
		<i>By 2024 Annual Budget</i>						
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	\$55,805	\$57,407	\$58,756	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
		<i>By Region</i>						
		North Central Region	-	-	-	-	-	-
		Northeast Region	-	-	-	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	-	-	-	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$56,025	\$59,233	\$63,667	\$56,555	\$59,799	\$64,280	
	Astron Published Survey Analysis							
	All Organizations	\$54,722	\$59,850	\$66,855	\$55,071	\$60,214	\$67,171	
	Not-for-Profit Organizations	\$51,560	\$57,764	\$64,785	\$52,095	\$57,814	\$64,936	
	Healthcare Organizations	\$56,982	\$64,350	\$74,034	\$57,203	\$64,450	\$74,185	
	Governmental Organizations	-	-	-	-	-	-	
	Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Fund Development Manager	Astron / CSH Survey Findings							
		All Organizations	\$73,200	\$81,200	\$104,545	-	-	-
		<i>By 2024 Annual Budget</i>						
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	\$77,698	\$88,943	\$105,702	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
		<i>By Region</i>						
		North Central Region	-	-	-	-	-	-
		Northeast Region	\$71,593	\$73,200	\$92,873	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	\$104,545	\$108,708	\$121,084	-	-	-
		Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
		Community Housing Services Organizations	\$92,611	\$99,356	\$108,389	\$102,409	\$109,941	\$119,999
		Astron Published Survey Analysis						
	All Organizations	\$99,174	\$111,927	\$126,419	\$104,553	\$118,530	\$134,508	
	Not-for-Profit Organizations	\$90,358	\$108,174	\$127,839	\$91,385	\$108,930	\$129,043	
	Healthcare Organizations	\$104,189	\$119,547	\$135,506	\$104,892	\$121,052	\$138,016	
	Governmental Organizations	-	-	-	-	-	-	
	Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Grants Manager	Astron / CSH Survey Findings						
	All Organizations	\$69,016	\$80,112	\$87,612	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	\$68,255	\$78,663	\$93,176	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$58,363	\$69,781	\$87,114	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$71,089	\$76,501	\$83,806	\$72,259	\$77,774	\$85,210
	Astron Published Survey Analysis						
	All Organizations	\$81,877	\$94,358	\$109,152	\$88,007	\$99,325	\$113,704
	Not-for-Profit Organizations	\$73,869	\$86,349	\$100,805	\$74,815	\$86,868	\$101,156
	Healthcare Organizations	\$76,887	\$90,940	\$105,394	\$77,188	\$91,241	\$105,996
Governmental Organizations	-	-	-	-	-	-	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Public Policy Analyst						
Astron / CSH Survey Findings						
All Organizations	-	-	-	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	-	-	-	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	-	-	-	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$91,339	\$96,362	\$103,191	\$92,087	\$97,155	\$104,045
Astron Published Survey Analysis						
All Organizations	\$100,729	\$111,645	\$125,380	\$103,698	\$115,418	\$130,021
Not-for-Profit Organizations	\$89,042	\$106,946	\$121,179	\$91,214	\$110,679	\$125,834
Healthcare Organizations	\$104,119	\$116,470	\$131,938	\$108,390	\$123,050	\$141,634
Governmental Organizations	-	-	-	-	-	-
Retail Organizations	\$109,544	\$122,473	\$138,748	\$113,931	\$129,398	\$149,022

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Program Coordinator						
Astron / CSH Survey Findings						
All Organizations	\$54,425	\$56,242	\$64,432	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$52,780	\$54,677	\$56,242	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$55,679	\$60,859	\$72,143	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$54,677	\$56,242	\$71,050	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$58,848	\$62,880	\$68,387	\$61,391	\$65,628	\$71,400
Astron Published Survey Analysis						
All Organizations	\$55,298	\$60,861	\$68,435	\$56,497	\$62,144	\$69,859
Not-for-Profit Organizations	\$49,504	\$56,171	\$64,047	\$49,819	\$56,601	\$64,638
Healthcare Organizations	\$47,979	\$53,500	\$60,024	\$48,080	\$53,600	\$60,225
Governmental Organizations	\$49,284	\$55,006	\$61,831	\$49,485	\$55,206	\$62,132
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Program Director	Astron / CSH Survey Findings						
	All Organizations	\$77,104	\$89,984	\$96,563	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	\$87,815	\$94,488	\$98,394	-	-	-
	\$10 - \$24.9M	\$79,285	\$84,866	\$90,796	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$91,948	\$96,824	\$103,549	-	-	-
	<i>By Region</i>						
	North Central Region	\$69,528	\$76,125	\$82,723	-	-	-
	Northeast Region	\$75,189	\$90,037	\$95,957	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$100,276	\$107,637	\$117,472	\$104,861	\$112,590	\$122,903
	Astron Published Survey Analysis						
	All Organizations	\$103,220	\$117,327	\$133,315	\$108,827	\$123,485	\$142,210
	Not-for-Profit Organizations	\$78,569	\$92,913	\$109,784	\$79,395	\$93,804	\$110,776
	Healthcare Organizations	\$92,044	\$105,896	\$122,759	\$92,646	\$106,799	\$124,565
Governmental Organizations	\$92,947	\$107,000	\$123,963	\$93,349	\$107,702	\$125,469	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Program Evaluation / QA Manager						
Astron / CSH Survey Findings						
All Organizations	\$74,856	\$79,170	\$94,283	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	-	-	-	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$78,949	\$88,813	\$102,866	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$85,070	\$90,862	\$98,393	\$86,787	\$92,698	\$100,380
Astron Published Survey Analysis						
All Organizations	\$83,496	\$92,988	\$102,960	\$85,039	\$94,604	\$104,894
Not-for-Profit Organizations	\$79,899	\$91,241	\$101,881	\$80,099	\$91,442	\$102,282
Healthcare Organizations	\$83,813	\$95,758	\$107,000	\$84,014	\$95,959	\$107,301
Governmental Organizations	\$79,397	\$90,739	\$101,278	\$79,597	\$90,940	\$101,680
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Program Manager	Astron / CSH Survey Findings						
	All Organizations	\$61,462	\$69,816	\$76,660	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	\$61,312	\$69,036	\$70,355	-	-	-
	\$10 - \$24.9M	\$70,335	\$76,125	\$76,839	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	\$61,915	\$62,238	\$69,036	-	-	-
	Northeast Region	\$61,132	\$62,794	\$69,816	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$66,817	\$71,489	\$77,828	\$69,753	\$74,661	\$81,307
	Astron Published Survey Analysis						
	All Organizations	\$73,386	\$82,421	\$95,184	\$74,778	\$85,849	\$99,105
	Not-for-Profit Organizations	\$71,643	\$85,034	\$102,156	\$72,469	\$85,824	\$103,649
	Healthcare Organizations	\$76,887	\$88,631	\$105,695	\$77,188	\$89,233	\$108,004
Governmental Organizations	\$78,995	\$91,241	\$108,706	\$79,397	\$91,743	\$111,115	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Training Specialist	Astron / CSH Survey Findings						
	All Organizations	\$62,280	\$66,823	\$88,299	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$66,823	\$71,706	\$88,299	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	-	-	-	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	\$66,823	\$71,706	\$92,365	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$65,877	\$70,839	\$77,556	\$67,336	\$72,423	\$79,305
	Astron Published Survey Analysis						
	All Organizations	\$71,834	\$79,548	\$88,851	\$74,265	\$82,399	\$92,872
	Not-for-Profit Organizations	\$63,624	\$72,104	\$85,351	\$64,749	\$73,359	\$88,250
	Healthcare Organizations	\$66,448	\$73,675	\$82,107	\$68,255	\$76,185	\$85,520
Governmental Organizations	\$65,545	\$72,672	\$81,103	\$67,452	\$75,181	\$84,415	
Retail Organizations	\$71,166	\$78,895	\$87,929	\$73,173	\$81,605	\$91,642	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Facilities Maintenance Staff - Janitor / Custodian	Astron / CSH Survey Findings							
		All Organizations	\$21.09	\$23.40	\$26.07	-	-	-
	<i>By 2024 Annual Budget</i>							
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	\$23.35	\$23.85	\$26.39	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	\$21.01	\$23.86	\$26.27	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	\$22.14	\$24.28	\$26.19	-	-	-
	<i>By Region</i>							
		North Central Region	\$23.85	\$24.28	\$29.02	-	-	-
		Northeast Region	\$20.71	\$23.00	\$24.56	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	\$22.84	\$25.21	\$26.48	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)							
		Community Housing Services Organizations	\$17.32	\$18.45	\$19.93	\$17.45	\$18.58	\$20.08
	Astron Published Survey Analysis							
	All Organizations	\$18.03	\$19.80	\$22.17	\$18.13	\$19.93	\$22.40	
	Not-for-Profit Organizations	\$16.83	\$19.43	\$21.75	\$16.88	\$19.58	\$22.10	
	Healthcare Organizations	\$18.77	\$20.80	\$23.40	\$18.87	\$20.99	\$23.84	
	Governmental Organizations	\$17.61	\$19.50	\$21.91	\$17.66	\$19.69	\$22.34	
	Retail Organizations	\$18.24	\$20.22	\$22.73	\$18.34	\$20.41	\$23.21	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Facilities Maintenance Supervisor						
Astron / CSH Survey Findings						
All Organizations	\$60,936	\$72,319	\$78,893	\$62,966	\$74,856	\$82,141
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$62,727	\$71,050	\$80,632	-	-	-
\$10 - \$24.9M	\$59,726	\$69,020	\$76,686	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$59,586	\$67,193	\$79,103	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$59,773	\$62,768	\$75,557	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$73,785	\$74,745	\$78,104	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$56,437	\$60,891	\$66,949	\$58,247	\$62,869	\$69,146
Astron Published Survey Analysis						
All Organizations	\$62,751	\$71,498	\$81,637	\$64,656	\$73,471	\$87,045
Not-for-Profit Organizations	\$61,275	\$70,385	\$81,871	\$61,980	\$71,389	\$84,814
Healthcare Organizations	\$71,367	\$82,006	\$93,650	\$72,471	\$84,014	\$96,762
Governmental Organizations	\$70,062	\$80,501	\$92,044	\$71,066	\$82,508	\$95,055
Retail Organizations	\$72,270	\$82,910	\$94,754	\$73,274	\$85,018	\$97,966

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Front Desk Staff	Astron / CSH Survey Findings						
	All Organizations	\$19.20	\$21.43	\$23.36	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	\$19.79	\$21.32	\$23.35	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$20.87	\$21.81	\$23.05	-	-	-
	<i>By Region</i>						
	North Central Region	\$15.81	\$19.29	\$20.81	-	-	-
	Northeast Region	\$20.05	\$21.81	\$22.68	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	\$23.35	\$23.40	\$25.38	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$18.62	\$20.05	\$21.94	\$18.84	\$20.28	\$22.20
	Astron Published Survey Analysis						
	All Organizations	\$19.39	\$21.24	\$23.54	\$19.68	\$21.58	\$23.99
	Not-for-Profit Organizations	\$17.56	\$19.96	\$21.18	\$17.72	\$20.15	\$21.50
	Healthcare Organizations	\$19.84	\$21.62	\$23.79	\$20.01	\$21.82	\$24.13
Governmental Organizations	\$19.16	\$20.94	\$23.07	\$19.50	\$21.28	\$23.69	
Retail Organizations	\$19.69	\$21.52	\$23.74	\$20.03	\$21.91	\$24.32	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation			
	P25	P50	P75	P25	P50	P75	
Manager of Property Management	Astron / CSH Survey Findings						
	All Organizations	\$80,987	\$90,887	\$110,665	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$82,054	\$85,763	\$97,694	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$67,592	\$73,083	\$80,488	\$70,058	\$75,778	\$83,481
	Astron Published Survey Analysis						
All Organizations	\$91,701	\$104,682	\$121,525	\$98,088	\$112,635	\$131,136	
Not-for-Profit Organizations	\$79,210	\$96,140	\$115,016	\$82,168	\$99,653	\$120,686	
Healthcare Organizations	\$92,445	\$108,505	\$125,469	\$97,364	\$115,732	\$137,112	
Governmental Organizations	\$89,033	\$104,490	\$120,751	\$93,650	\$111,416	\$131,993	
Retail Organizations	\$92,947	\$109,007	\$125,971	\$97,765	\$116,234	\$137,715	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Property Management Coordinator	Astron / CSH Survey Findings							
		All Organizations	\$54,637	\$54,891	\$62,742	-	-	-
	<i>By 2024 Annual Budget</i>							
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	-	-	-	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>							
		North Central Region	-	-	-	-	-	-
		Northeast Region	-	-	-	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)							
		Community Housing Services Organizations	\$46,264	\$48,573	\$51,835	\$46,744	\$49,083	\$52,384
Astron Published Survey Analysis								
	All Organizations	\$51,866	\$56,830	\$62,792	\$53,098	\$58,409	\$64,554	
	Not-for-Profit Organizations	\$48,080	\$53,400	\$59,522	\$48,381	\$54,203	\$60,627	
	Healthcare Organizations	-	-	-	-	-	-	
	Governmental Organizations	\$47,578	\$52,797	\$58,920	\$47,879	\$53,701	\$59,924	
	Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Property Manager						
Astron / CSH Survey Findings						
All Organizations	\$56,697	\$64,047	\$77,768	\$57,712	\$65,569	\$79,291
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	\$52,780	\$59,398	\$65,975	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$66,401	\$76,610	\$81,127	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	-	-	-	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$65,975	\$76,125	\$76,610	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$71,896	\$77,787	\$85,712	\$74,537	\$80,672	\$88,917
Astron Published Survey Analysis						
All Organizations	\$75,647	\$86,549	\$100,758	\$92,678	\$115,423	\$128,658
Not-for-Profit Organizations	\$79,798	\$87,828	\$97,565	\$86,624	\$100,074	\$117,238
Healthcare Organizations	-	-	-	-	-	-
Governmental Organizations	\$79,196	\$87,326	\$96,962	\$86,122	\$99,371	\$116,435
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation			
		P25	P50	P75	P25	P50	P75	
Resident Services Coordinator	Astron / CSH Survey Findings							
		All Organizations	\$22.40	\$27.66	\$29.75	-	-	-
	<i>By 2024 Annual Budget</i>							
		Less than \$1M	-	-	-	-	-	-
		\$1 - \$4.9M	-	-	-	-	-	-
		\$5 - \$9.9M	-	-	-	-	-	-
		\$10 - \$24.9M	-	-	-	-	-	-
		\$25 - \$49.9M	-	-	-	-	-	-
		\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>							
		North Central Region	-	-	-	-	-	-
		Northeast Region	-	-	-	-	-	-
		Southeast Region	-	-	-	-	-	-
		West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)							
		Community Housing Services Organizations	\$22.74	\$24.22	\$26.19	\$23.00	\$24.50	\$26.48
	Astron Published Survey Analysis							
	All Organizations	\$23.70	\$25.75	\$29.17	\$23.81	\$25.87	\$29.27	
	Not-for-Profit Organizations	\$19.16	\$22.87	\$28.81	\$19.16	\$22.98	\$28.81	
	Healthcare Organizations	-	-	-	-	-	-	
	Governmental Organizations	-	-	-	-	-	-	
	Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Security Guard	Astron / CSH Survey Findings						
	All Organizations	-	-	-	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	-	-	-	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$19.28	\$20.49	\$22.10	\$19.55	\$20.79	\$22.42
	Astron Published Survey Analysis						
	All Organizations	\$20.57	\$22.69	\$25.51	\$20.76	\$22.91	\$25.80
	Not-for-Profit Organizations	\$19.40	\$23.27	\$26.19	\$19.57	\$23.39	\$26.41
	Healthcare Organizations	\$21.50	\$24.30	\$27.79	\$21.58	\$24.42	\$27.98
Governmental Organizations	\$20.75	\$23.31	\$26.64	\$20.94	\$23.55	\$26.98	
Retail Organizations	\$22.44	\$25.29	\$28.91	\$22.68	\$25.62	\$29.39	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Behavioral Health Specialist						
Astron / CSH Survey Findings						
All Organizations	\$52,970	\$54,891	\$80,686	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	-	-	-	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	-	-	-	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$52,132	\$56,000	\$61,028	\$52,132	\$56,000	\$61,028
Astron Published Survey Analysis						
All Organizations	\$54,723	\$61,174	\$68,606	\$54,723	\$61,224	\$68,657
Not-for-Profit Organizations	\$54,403	\$63,036	\$72,471	\$54,504	\$63,236	\$72,471
Healthcare Organizations	\$57,402	\$67,490	\$77,929	\$57,452	\$67,540	\$77,980
Governmental Organizations	\$54,102	\$62,634	\$71,969	\$54,203	\$62,734	\$71,969
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Case Manager						
Astron / CSH Survey Findings						
All Organizations	\$47,605	\$50,782	\$54,553	\$48,746	\$52,762	\$57,065
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	\$45,561	\$49,897	\$53,479	-	-	-
\$10 - \$24.9M	\$50,304	\$51,980	\$58,552	-	-	-
\$25 - \$49.9M	\$46,145	\$47,502	\$47,605	-	-	-
\$50M and Over	\$50,347	\$51,639	\$54,457	-	-	-
<i>By Region</i>						
North Central Region	\$49,709	\$50,426	\$55,362	-	-	-
Northeast Region	\$47,479	\$50,766	\$52,882	-	-	-
Southeast Region	\$48,036	\$49,613	\$50,750	-	-	-
West Region	\$56,469	\$64,890	\$67,599	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$64,063	\$67,699	\$72,740	\$64,063	\$67,699	\$72,740
Astron Published Survey Analysis						
All Organizations	\$54,109	\$60,640	\$67,622	\$54,309	\$60,774	\$67,890
Not-for-Profit Organizations	\$49,511	\$54,510	\$60,891	\$49,561	\$54,625	\$60,941
Healthcare Organizations	\$53,500	\$59,924	\$67,352	\$53,600	\$60,024	\$67,452
Governmental Organizations	\$50,790	\$56,913	\$63,939	\$50,890	\$57,013	\$64,039
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation			
	P25	P50	P75	P25	P50	P75	
Clinical Supervisor / Clinical Supervisor of Programs	Astron / CSH Survey Findings						
	All Organizations	\$71,213	\$84,547	\$94,395	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$71,213	\$84,547	\$98,793	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$71,213	\$73,079	\$89,638	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$69,484	\$75,150	\$82,785	\$71,448	\$77,296	\$85,168
	Astron Published Survey Analysis						
All Organizations	\$68,613	\$78,219	\$93,214	\$72,421	\$84,309	\$98,429	
Not-for-Profit Organizations	\$58,017	\$67,151	\$78,594	\$58,218	\$67,452	\$78,794	
Healthcare Organizations	\$58,840	\$69,598	\$81,333	\$59,396	\$70,204	\$83,020	
Governmental Organizations	\$57,716	\$66,749	\$78,092	\$57,916	\$67,051	\$78,393	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Community Health Worker						
Astron / CSH Survey Findings						
All Organizations	\$47,839	\$51,999	\$62,636	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$47,839	\$50,333	\$62,636	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	-	-	-	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$45,926	\$48,446	\$51,986	\$45,926	\$48,446	\$51,986
Astron Published Survey Analysis						
All Organizations	\$48,818	\$56,076	\$65,328	\$55,242	\$63,471	\$72,756
Not-for-Profit Organizations	\$45,160	\$50,253	\$55,513	\$45,160	\$50,304	\$55,563
Healthcare Organizations	\$47,066	\$52,324	\$59,078	\$47,294	\$52,602	\$59,413
Governmental Organizations	\$45,370	\$50,890	\$58,619	\$45,470	\$50,991	\$58,719
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Housing Navigator / Housing Coordinator						
Astron / CSH Survey Findings						
All Organizations	\$48,012	\$52,439	\$57,984	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	\$49,613	\$55,841	\$59,536	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$51,396	\$54,820	\$61,940	-	-	-
<i>By Region</i>						
North Central Region	\$46,614	\$50,943	\$56,765	-	-	-
Northeast Region	\$46,750	\$52,439	\$54,825	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	\$60,900	\$64,453	\$65,236	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	-	-	-	-	-	-
Astron Published Survey Analysis						
All Organizations	\$52,133	\$57,198	\$63,905	\$52,841	\$57,971	\$64,764
Not-for-Profit Organizations	\$40,987	\$46,600	\$59,246	\$40,987	\$46,600	\$59,246
Healthcare Organizations	-	-	-	-	-	-
Governmental Organizations	\$39,247	\$45,068	\$51,191	\$39,247	\$45,068	\$51,292
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Housing Program Manager						
Astron / CSH Survey Findings						
All Organizations	\$60,037	\$71,601	\$78,916	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$62,479	\$70,955	\$80,389	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$59,771	\$69,011	\$73,996	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$66,158	\$71,144	\$77,894	\$71,237	\$76,664	\$83,985
Astron Published Survey Analysis						
All Organizations	\$58,698	\$73,716	\$91,263	\$62,164	\$77,562	\$95,808
Not-for-Profit Organizations	\$41,691	\$52,947	\$65,785	\$42,440	\$52,947	\$65,785
Healthcare Organizations	-	-	-	-	-	-
Governmental Organizations	\$34,629	\$48,782	\$64,240	\$35,332	\$48,782	\$64,240
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Job Coach	Astron / CSH Survey Findings						
	All Organizations	\$51,151	\$52,215	\$55,237	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$51,632	\$52,336	\$58,146	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	-	-	-	-	-	-
	Astron Published Survey Analysis						
	All Organizations	\$50,438	\$56,812	\$64,039	\$50,438	\$56,812	\$64,039
	Not-for-Profit Organizations	\$45,234	\$50,978	\$56,379	\$45,234	\$51,243	\$57,421
	Healthcare Organizations	-	-	-	-	-	-
Governmental Organizations	\$48,782	\$53,299	\$57,515	\$48,782	\$53,299	\$57,515	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position

Peer Support Specialist

	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75

Astron / CSH Survey Findings

All Organizations	\$40,220	\$46,165	\$50,563	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	\$38,002	\$49,191	\$50,669	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$42,000	\$45,694	\$46,636	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$38,815	\$42,000	\$44,923	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-

Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)

Community Housing Services Organizations	-	-	-	-	-	-
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Astron Published Survey Analysis

All Organizations	\$38,795	\$43,061	\$48,582	\$39,096	\$43,412	\$48,983
Not-for-Profit Organizations	\$35,332	\$40,351	\$45,871	\$35,432	\$40,451	\$45,972
Healthcare Organizations	\$36,838	\$42,158	\$47,879	\$37,038	\$42,258	\$47,979
Governmental Organizations	\$35,332	\$40,351	\$45,871	\$35,432	\$40,451	\$45,972
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Physician (MD)	Astron / CSH Survey Findings						
	All Organizations	-	-	-	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	-	-	-	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$100.47	\$109.20	\$121.23	\$104.95	\$114.21	\$126.94
	Astron Published Survey Analysis						
	All Organizations	\$115.59	\$135.17	\$156.13	\$122.02	\$141.47	\$161.12
	Not-for-Profit Organizations	\$106.21	\$119.73	\$135.36	\$107.66	\$121.08	\$136.42
	Healthcare Organizations	\$116.27	\$138.08	\$179.14	\$117.00	\$139.33	\$179.72
Governmental Organizations	\$106.02	\$119.53	\$135.12	\$107.47	\$120.84	\$136.18	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Psychiatrist	Astron / CSH Survey Findings						
	All Organizations	-	-	-	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	-	-	-	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	-	-	-	-	-	-
	Astron Published Survey Analysis						
	All Organizations	\$129.22	\$145.16	\$162.17	\$133.76	\$150.95	\$169.01
	Not-for-Profit Organizations	\$122.24	\$135.12	\$148.39	\$122.91	\$136.04	\$149.55
	Healthcare Organizations	\$136.47	\$146.14	\$157.82	\$138.59	\$149.01	\$160.37
Governmental Organizations	\$122.04	\$134.88	\$148.15	\$122.67	\$135.80	\$149.31	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Registered Nurse (RN)	Astron / CSH Survey Findings						
	All Organizations	\$41.51	\$45.69	\$54.01	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	-	-	-	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$45.69	\$49.41	\$54.01	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$39.26	\$41.86	\$45.37	\$39.72	\$42.35	\$45.90
	Astron Published Survey Analysis						
	All Organizations	\$41.31	\$45.45	\$50.76	\$42.10	\$46.21	\$51.59
	Not-for-Profit Organizations	\$34.50	\$39.00	\$44.21	\$34.88	\$39.16	\$44.28
	Healthcare Organizations	\$40.27	\$46.06	\$52.92	\$40.30	\$46.13	\$53.04
Governmental Organizations	\$36.68	\$40.29	\$44.54	\$36.72	\$40.39	\$44.69	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation			
	P25	P50	P75	P25	P50	P75	
Social Work Manager							
Astron / CSH Survey Findings							
	All Organizations	-	-	-	-	-	
<i>By 2024 Annual Budget</i>							
	Less than \$1M	-	-	-	-	-	
	\$1 - \$4.9M	-	-	-	-	-	
	\$5 - \$9.9M	-	-	-	-	-	
	\$10 - \$24.9M	-	-	-	-	-	
	\$25 - \$49.9M	-	-	-	-	-	
	\$50M and Over	-	-	-	-	-	
<i>By Region</i>							
	North Central Region	-	-	-	-	-	
	Northeast Region	-	-	-	-	-	
	Southeast Region	-	-	-	-	-	
	West Region	-	-	-	-	-	
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)							
	Community Housing Services Organizations	-	-	-	-	-	
Astron Published Survey Analysis							
	All Organizations	\$91,944	\$104,290	\$118,995	\$94,102	\$105,645	\$122,658
	Not-for-Profit Organizations	\$81,661	\$93,432	\$105,576	\$81,912	\$94,439	\$108,644
	Healthcare Organizations	\$96,561	\$107,702	\$122,458	\$97,063	\$109,308	\$128,079
	Governmental Organizations	\$90,438	\$100,777	\$114,628	\$90,839	\$102,282	\$119,848
	Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position		Base Pay			Total Cash Compensation		
		P25	P50	P75	P25	P50	P75
Social Worker	Astron / CSH Survey Findings						
	All Organizations	\$33.14	\$35.61	\$38.32	-	-	-
	<i>By 2024 Annual Budget</i>						
	Less than \$1M	-	-	-	-	-	-
	\$1 - \$4.9M	-	-	-	-	-	-
	\$5 - \$9.9M	-	-	-	-	-	-
	\$10 - \$24.9M	-	-	-	-	-	-
	\$25 - \$49.9M	-	-	-	-	-	-
	\$50M and Over	\$35.05	\$35.34	\$35.61	-	-	-
	<i>By Region</i>						
	North Central Region	-	-	-	-	-	-
	Northeast Region	\$35.11	\$35.61	\$38.06	-	-	-
	Southeast Region	-	-	-	-	-	-
	West Region	-	-	-	-	-	-
	Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
	Community Housing Services Organizations	\$35.76	\$37.84	\$40.71	\$35.76	\$37.84	\$40.71
	Astron Published Survey Analysis						
	All Organizations	\$30.19	\$33.15	\$36.80	\$30.22	\$33.17	\$36.82
	Not-for-Profit Organizations	\$26.38	\$30.25	\$34.40	\$26.82	\$30.45	\$34.55
	Healthcare Organizations	\$30.45	\$34.68	\$39.32	\$30.48	\$34.70	\$39.45
Governmental Organizations	\$27.94	\$31.13	\$34.70	\$27.99	\$31.17	\$34.79	
Retail Organizations	-	-	-	-	-	-	

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Substance Abuse Counselor (CASAC)						
Astron / CSH Survey Findings						
All Organizations	\$52,222	\$54,158	\$55,466	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	\$52,791	\$54,158	\$55,106	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	\$52,791	\$55,106	\$55,825	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	\$52,717	\$56,826	\$62,435	\$52,717	\$56,826	\$62,435
Astron Published Survey Analysis						
All Organizations	\$54,417	\$61,451	\$69,501	\$56,692	\$62,722	\$71,843
Not-for-Profit Organizations	\$54,915	\$62,040	\$70,679	\$54,915	\$62,090	\$70,730
Healthcare Organizations	\$62,492	\$70,923	\$81,223	\$62,542	\$71,087	\$81,444
Governmental Organizations	\$51,292	\$58,117	\$66,147	\$51,292	\$58,218	\$66,147
Retail Organizations	-	-	-	-	-	-

Appendix 1: Custom Survey and Published Survey Data Findings by Position

Data as of January 1, 2026

Position	Base Pay			Total Cash Compensation		
	P25	P50	P75	P25	P50	P75
Team Lead						
Astron / CSH Survey Findings						
All Organizations	\$50,075	\$60,393	\$65,024	-	-	-
<i>By 2024 Annual Budget</i>						
Less than \$1M	-	-	-	-	-	-
\$1 - \$4.9M	-	-	-	-	-	-
\$5 - \$9.9M	-	-	-	-	-	-
\$10 - \$24.9M	-	-	-	-	-	-
\$25 - \$49.9M	-	-	-	-	-	-
\$50M and Over	-	-	-	-	-	-
<i>By Region</i>						
North Central Region	-	-	-	-	-	-
Northeast Region	-	-	-	-	-	-
Southeast Region	-	-	-	-	-	-
West Region	-	-	-	-	-	-
Astron Published Survey Analysis: Community Housing Services (NAICS Code 624229)						
Community Housing Services Organizations	-	-	-	-	-	-
Astron Published Survey Analysis						
All Organizations	\$61,502	\$67,851	\$76,795	\$61,740	\$68,122	\$77,100
Not-for-Profit Organizations	\$55,550	\$61,569	\$69,901	\$55,727	\$61,756	\$70,491
Healthcare Organizations	\$58,850	\$65,916	\$74,087	\$58,960	\$66,027	\$74,197
Governmental Organizations	\$55,869	\$62,604	\$70,333	\$55,979	\$62,714	\$70,443
Retail Organizations	-	-	-	-	-	-

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
Alabama	Montgomery			\$20.56	\$28.80	\$14.40	\$7.25		90.4	84.7
Alabama		Huntsville		\$21.87	\$31.20	\$15.60			100.3	88.0
Alabama			Birmingham	\$21.75	\$30.91	\$15.45			96.0	90.9
Alabama			Mobile	\$20.06	\$28.67	\$14.33			92.4	94.7
Alabama			Phenix City	\$19.89	\$28.20	\$14.10			88.7	81.2
Alaska	Juneau			\$25.03	\$34.94	\$17.47	\$13.00		110.8	130.3
Alaska		Anchorage		\$23.93	\$33.46	\$16.73			112.5	121.6
Alaska			Fairbanks	\$24.46	\$34.25	\$17.12			110.6	117.5
Arizona	Phoenix			\$25.69	\$35.50	\$17.75	\$15.15		97.1	109.6
Arizona			Flagstaff	\$26.78	\$37.41	\$18.71		\$18.35	91.1	111.9
Arizona			Tucson	\$20.85	\$29.95	\$14.98		\$15.45	91.1	96.5
Arizona			Winslow	\$22.25	\$31.95	\$15.97			90.4	89.2
Arizona			Yuma	\$21.83	\$31.02	\$15.51			88.8	91.6
Arkansas	Little Rock			\$20.39	\$28.20	\$13.90	\$11.00		87.1	84.4
Arkansas			Fort Smith	\$18.81	\$26.52	\$13.11			83.4	74.6
Arkansas			Texarkana	\$19.76	\$27.73	\$13.67			88.0	80.0
California	Sacramento			\$27.46	\$37.10	\$18.55	Ranges from \$16.90 to 24.00		112.5	125.8
California		Los Angeles		\$28.88	\$38.53	\$19.26		Ranges from \$17.87 to \$22.50	114.7	177.8
California			Fresno	\$23.35	\$31.64	\$15.82			106.2	109.0
California			San Diego	\$30.71	\$40.35	\$20.17		\$17.75	111.7	171.6
California			San Francisco	\$30.91	\$42.62	\$21.31		\$19.18	132.1	207.7
Colorado	Denver			\$27.01	\$36.66	\$18.33	\$15.16	\$19.29	112.2	131.3
Colorado			Durango	\$25.24	\$35.25	\$17.62			95.2	106.7
Colorado			Fort Collins	\$25.87	\$34.79	\$17.40			101.8	110.1
Colorado			Grand Junction	\$21.03	\$30.28	\$15.14			95.3	92.9
Colorado			Pueblo	\$20.49	\$29.37	\$14.68			95.6	90.0
Connecticut	Hartford			\$23.95	\$33.68	\$16.84	\$16.94		110.3	100.3
Connecticut		Bridgeport		\$27.97	\$39.17	\$19.59			120.3	114.6
Connecticut			New London	\$24.05	\$34.09	\$17.05			108.2	114.3

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
Washington, DC				\$29.25	\$37.69	\$18.80	\$17.95			
Delaware	Dover			\$22.96	\$31.32	\$15.56	\$15.00		96.7	94.8
Delaware		Wilmington		\$25.18	\$34.85	\$17.41			106.3	100.0
Delaware			Georgetown	\$22.32	\$31.10	\$15.45			95.7	97.5
Florida	Tallahassee			\$20.89	\$30.09	\$15.05	\$14.00		86.3	94.0
Florida		Jacksonville		\$23.31	\$31.71	\$15.86			95.0	97.4
Florida			Miami	\$24.94	\$33.70	\$16.85			101.1	158.1
Florida			Orlando	\$24.77	\$33.09	\$16.54			93.7	114.3
Florida			Pensacola	\$22.24	\$31.72	\$15.86			90.0	89.1
Florida			Tampa	\$23.81	\$32.30	\$16.15			95.7	115.2
Georgia	Atlanta			\$26.28	\$34.44	\$17.22	\$7.25		102.8	123.9
Georgia			Gainesville	\$23.57	\$32.82	\$16.41			93.1	97.0
Georgia			Macon	\$21.08	\$28.96	\$14.48			89.6	105.8
Georgia			Savannah	\$24.06	\$32.38	\$16.19			94.3	103.2
Georgia			Waycross	\$18.58	\$25.94	\$12.97			84.9	78.4
Hawaii	Honolulu			\$30.02	\$41.56	\$20.78	\$16.00		108.9	174.3
Hawaii			Hilo	\$28.93	\$39.85	\$19.92			105.0	141.4
Idaho	Boise			\$25.02	\$35.38	\$17.69	\$7.25		93.7	110.9
Idaho			Coeur d'Alene	\$22.62	\$32.96	\$16.48			90.3	125.5
Illinois	Springfield			\$20.61	\$30.28	\$15.14	\$15.00		97.3	86.7
Illinois		Chicago		\$24.88	\$33.91	\$16.95		\$16.60	109.9	142.2
Illinois			Bloomington	\$20.34	\$28.99	\$14.50			96.5	89.6
Indiana	Indianapolis			\$21.54	\$30.73	\$15.36	\$7.25		97.4	94.1
Indiana			Bloomington	\$20.85	\$29.77	\$14.88			90.6	104.3
Indiana			Evansville	\$20.05	\$28.39	\$14.19			90.9	89.4
Indiana			Fort Wayne	\$21.25	\$29.69	\$14.84			91.5	89.5
Indiana			South Bend	\$19.87	\$29.33	\$14.67			91.5	90.7

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage	Living Wage	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
				by City (1 adult, 0 children)	by City (2 adults, 1 working, 0 children)				
Iowa	Des Moines			\$22.26	\$30.96	\$15.36	\$7.25	96.7	92.8
Iowa			Cedar Rapids	\$20.35	\$29.11	\$14.44		94.4	85.9
Iowa			Council Bluffs	\$22.13	\$30.49	\$15.23		92.9	88.2
Iowa			Davenport	\$19.82	\$28.86	\$14.38		94.2	83.2
Iowa			Sioux City	\$20.36	\$29.22	\$14.53		90.8	89.8
Kansas	Topeka			\$20.19	\$28.09	\$14.05	\$7.25	88.6	78.9
Kansas		Wichita		\$19.79	\$28.28	\$14.14		90.1	83.9
Kansas			Kansas City	\$21.43	\$29.63	\$14.81		97.7	85.3
Kansas			Salina	\$20.09	\$28.01	\$14.00		84.2	83.8
Kentucky	Frankfort			\$19.48	\$27.68	\$13.84	\$7.25	86.3	85.5
Kentucky		Louisville		\$21.55	\$29.83	\$14.91		95.0	95.2
Kentucky			Bowling Green	\$20.59	\$28.94	\$14.47		87.9	83.9
Louisiana	Baton Rouge			\$22.17	\$30.39	\$15.20	\$7.25	94.3	86.8
Louisiana		New Orleans		\$21.33	\$30.44	\$15.22		95.2	115.2
Louisiana			Alexandria	\$19.42	\$28.40	\$14.20		86.6	82.2
Louisiana			Houma	\$20.13	\$29.32	\$14.66		92.8	84.6
Louisiana			Lafayette	\$19.41	\$28.89	\$14.45		87.9	86.3
Louisiana			Monroe	\$19.35	\$27.74	\$13.87		86.5	80.9
Maine	Augusta			\$21.80	\$30.39	\$15.19	\$15.10	90.2	92.7
Maine		Portland		\$25.11	\$35.00	\$17.50	\$15.50	96.9	129.6
Maine			Bangor	\$22.25	\$31.29	\$15.64		90.5	105.1
Maine			Caribou	\$20.64	\$29.84	\$14.92		86.6	99.8
Maryland	Annapolis			\$27.68	\$37.62	\$18.79	\$15.00	109.8	120.9
Maryland		Baltimore		\$24.84	\$34.45	\$17.21		105.9	113.1
Maryland			Bethesda	\$29.52	\$38.23	\$19.10	\$17.65	116.4	147.6
Maryland			Hagerstown	\$20.58	\$29.10	\$14.54		97.1	93.7

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
Massachusetts	Boston			\$30.74	\$40.72	\$20.36	\$15.00		121.0	179.7
Massachusetts			New Bedford	\$24.33	\$33.80	\$16.90			106.7	116.5
Massachusetts			Pittsfield	\$23.59	\$33.50	\$16.75			102.1	108.8
Massachusetts			Springfield	\$22.90	\$32.78	\$16.39			103.6	112.1
Massachusetts			Worcester	\$25.38	\$34.60	\$17.30			106.6	112.8
Michigan	Lansing			\$20.28	\$28.78	\$14.39	\$13.73		95.9	90.7
Michigan			Detroit	\$21.23	\$30.06	\$15.03			104.2	98.0
Michigan			Kalamazoo	\$20.21	\$29.67	\$14.83			93.8	85.9
Michigan			Traverse City	\$22.40	\$30.84	\$15.42			89.4	95.4
Minnesota	Saint Paul			\$23.17	\$32.81	\$16.40	\$11.41	\$16.37	107.7	95.6
Minnesota			Minneapolis	\$23.17	\$32.81	\$16.40		\$16.37	108.1	102.1
Minnesota			Albert Lea	\$19.13	\$28.48	\$14.24			95.1	82.3
Minnesota			Duluth	\$19.87	\$28.99	\$14.47			96.5	96.3
Mississippi	Jackson			\$21.97	\$29.57	\$14.71	\$7.25		85.9	80.2
Mississippi			Gulfport	\$20.23	\$28.40	\$14.13			89.7	82.2
Mississippi			Oxford	\$22.86	\$30.61	\$15.23			82.4	88.1
Missouri	Jefferson City			\$20.25	\$28.73	\$14.31	\$15.00		85.3	76.3
Missouri			Kansas City	\$22.75	\$31.83	\$15.89			97.5	90.9
Missouri			Branson	\$19.59	\$28.08	\$13.99			84.5	84.2
Missouri			Springfield	\$19.78	\$28.18	\$14.04			86.1	80.8
Missouri			St. Louis	\$21.61	\$30.25	\$15.09			99.2	94.7
Montana	Helena			\$22.32	\$32.23	\$15.95	\$10.85		90.8	104.0
Montana			Billings	\$22.12	\$31.24	\$15.46			96.7	92.1
Montana			Missoula	\$21.67	\$31.93	\$15.80			90.7	110.4
Nebraska	Lincoln			\$20.48	\$28.99	\$14.50	\$15.00		90.5	92.4
Nebraska			Omaha	\$22.13	\$30.49	\$15.23			93.6	95.3
Nebraska			North Platte	\$20.08	\$28.09	\$14.04			86.7	80.2

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
Nevada	Carson City			\$21.63	\$31.02	\$15.51	\$12.00		98.8	101.1
Nevada		Las Vegas		\$24.10	\$33.54	\$16.77			102.4	103.6
Nevada			Elko	\$24.10	\$34.03	\$17.02			104.8	95.7
Nevada			Reno	\$23.60	\$33.68	\$16.84			101.8	108.6
New Hampshire	Concord			\$23.48	\$33.16	\$16.58	\$7.25		99.7	115.7
New Hampshire		Manchester		\$25.30	\$35.19	\$17.60			102.7	111.8
New Hampshire			Laconia	\$22.85	\$32.90	\$16.45			98.5	105.4
New Hampshire			Portsmouth	\$26.54	\$36.17	\$18.08			106.3	136.9
New Jersey	Trenton			\$25.85	\$36.20	\$18.10	\$15.92		113.5	113.0
New Jersey		Newark		\$28.87	\$39.16	\$19.58			119.4	130.0
New Jersey			Atlantic City	\$24.25	\$34.23	\$17.11			109.0	120.8
New Jersey			New Brunswick	\$26.03	\$35.98	\$17.99			113.7	135.0
New Jersey			Sparta	\$26.35	\$36.58	\$18.29			118.1	110.5
New Jersey			Vineland	\$23.83	\$32.90	\$16.45			106.7	96.7
New Mexico	Santa Fe			\$24.42	\$34.39	\$17.20	\$12.00	\$15.00	91.6	117.1
New Mexico		Albuquerque		\$21.23	\$30.94	\$15.47		\$12.00	93.9	93.0
New Mexico			Las Cruces	\$19.97	\$30.35	\$15.17			89.3	82.0
New York	Albany			\$23.42	\$33.20	\$16.60	\$16.00		103.7	103.3
New York		New York City		\$28.87	\$39.16	\$19.58		\$17.00	124.3	179.1
New York			Buffalo	\$21.74	\$30.16	\$15.08			99.1	100.0
New York			Rochester	\$22.83	\$32.18	\$16.09			99.7	99.3
New York			Sidney	\$22.09	\$31.23	\$15.61			97.7	94.0
New York			Syracuse	\$22.59	\$32.02	\$16.01			101.5	96.3
North Carolina	Raleigh			\$25.86	\$34.48	\$17.24	\$7.25		100.6	102.0
North Carolina		Charlotte		\$25.21	\$33.70	\$16.84			100.9	112.0
North Carolina			Asheville	\$23.02	\$31.65	\$15.83			90.5	103.4
North Carolina			Elizabeth City	\$20.48	\$28.58	\$14.29			88.7	90.8
North Carolina			Wilmington	\$21.17	\$31.59	\$15.79			92.8	100.0
North Carolina			Winston-Salem	\$20.34	\$28.50	\$14.25			93.9	89.3

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
North Dakota	Bismarck			\$20.27	\$29.10	\$14.55	\$7.25		97.8	84.9
North Dakota		Fargo		\$18.74	\$27.86	\$13.93			94.5	85.7
Ohio	Columbus			\$22.42	\$31.32	\$15.62	\$11.00		98.2	98.2
Ohio		Cincinnati		\$20.77	\$29.55	\$14.75			99.3	100.9
Ohio		Cleveland		\$20.68	\$29.94	\$14.93			98.2	97.3
Ohio		Youngstown		\$19.09	\$27.49	\$13.72			89.4	82.6
Oklahoma	Oklahoma City			\$20.95	\$29.29	\$14.64	\$7.25		89.9	86.2
Oklahoma		Tulsa		\$20.57	\$28.67	\$14.34			94.4	89.1
Oregon	Salem			\$23.85	\$32.73	\$16.37	\$15.05		99.6	99.7
Oregon		Portland		\$27.47	\$37.04	\$18.52		\$16.30	107.2	121.0
Oregon		Eugene		\$22.92	\$32.06	\$16.03			96.7	108.9
Oregon		Medford		\$22.36	\$32.08	\$16.04			96.4	95.3
Pennsylvania	Harrisburg			\$22.30	\$32.10	\$16.05	\$7.25		96.8	89.6
Pennsylvania		Philadelphia		\$25.18	\$34.85	\$17.41			108.5	121.3
Pennsylvania		Allentown		\$23.15	\$32.94	\$16.47			100.6	100.2
Pennsylvania		Pittsburgh		\$22.21	\$31.09	\$15.54			98.1	105.0
Pennsylvania		Scranton		\$20.62	\$30.17	\$15.09			92.7	91.3
Pennsylvania		Williamsport		\$21.22	\$30.95	\$15.48			92.5	89.7
Rhode Island	Providence			\$24.35	\$33.69	\$16.85	\$16.00		107.6	120.4
Rhode Island		Kingston		\$25.36	\$34.79	\$17.39			107.3	124.5
Rhode Island		Newport		\$30.01	\$39.28	\$19.64			107.7	129.6
South Carolina	Columbia			\$21.54	\$29.60	\$14.75	\$7.25		90.9	87.9
South Carolina		Charleston		\$26.05	\$33.98	\$16.94			93.6	112.5
South Carolina		Greenville		\$21.54	\$29.08	\$14.49			92.6	91.3
South Carolina		Myrtle Beach		\$21.93	\$29.94	\$14.94			85.7	92.5

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage	Living Wage	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
				by City (1 adult, 0 children)	by City (2 adults, 1 working, 0 children)				
South Dakota	Pierre			\$19.25	\$28.55	\$14.27	\$11.85	84.3	78.2
South Dakota		Sioux Falls		\$19.90	\$29.51	\$14.76		90.1	82.2
South Dakota			Rapid City	\$20.01	\$29.57	\$14.79		88.6	88.1
Tennessee	Nashville			\$25.52	\$34.02	\$17.01	\$7.25	98.4	105.9
Tennessee		Chattanooga		\$22.67	\$30.92	\$15.46		91.7	95.9
Tennessee		Johnson City		\$19.61	\$27.24	\$13.62		85.0	82.7
Tennessee		Knoxville		\$22.37	\$30.11	\$15.06		92.8	94.2
Tennessee		Memphis		\$21.54	\$29.81	\$14.88		94.0	86.7
Texas	Austin			\$24.55	\$33.14	\$16.57	\$7.25	106.5	113.4
Texas		Houston		\$22.18	\$30.50	\$15.25		106.2	102.4
Texas		Dallas		\$23.86	\$32.16	\$16.08		105.3	116.1
Texas		El Paso		\$18.55	\$27.37	\$13.69		88.7	91.1
Texas		Lubbock		\$18.82	\$27.68	\$13.84		88.5	80.5
Texas		McAllen		\$18.58	\$26.05	\$13.02		86.4	81.7
Utah	Salt Lake City			\$24.16	\$33.60	\$16.80	\$7.25	99.6	107.3
Utah		Ogden		\$24.01	\$32.70	\$16.35		96.3	88.2
Utah		St. George		\$24.06	\$32.43	\$16.22		86.3	102.0
Vermont	Montpelier			\$23.63	\$33.39	\$16.69	\$14.42	93.6	104.9
Vermont		Burlington		\$25.33	\$35.98	\$17.99		99.5	126.3
Vermont		Brattleboro		\$22.70	\$32.96	\$16.48		93.4	100.8
Vermont		White River Junction		\$24.19	\$34.05	\$17.03		94.6	116.5
Virginia	Richmond			\$25.21	\$33.36	\$16.61	\$12.77	101.5	102.0
Virginia		Virginia Beach		\$24.61	\$32.30	\$16.08		97.2	113.1
Virginia		Alexandria		\$31.56	\$40.05	\$19.96		119.1	135.3
Virginia		Charlottesville		\$24.82	\$33.27	\$16.56		98.2	105.2
Virginia		Roanoke		\$20.01	\$28.02	\$13.94		91.9	91.4

Appendix 2: City Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average by City (%)" column to obtain an estimate of local wages.

State	Capital	Largest City (if not the Capital)	Additional Cities	Living Wage by City (1 adult, 0 children)	Living Wage by City (2 adults, 1 working, 0 children)	Living Wage by City (2 adults, both working, 0 children)	Minimum Wage (1/1/26) by State	Minimum Wage (1/1/26) by City (if Different from State)	Wage Differential from US Average by City (%)	Cost of Living from US Average by City (%)
Washington	Olympia			\$24.87	\$35.13	\$17.56	\$17.13		103.2	106.8
Washington		Seattle		\$29.44	\$38.99	\$19.50		\$21.30	120.3	149.5
Washington			Bellingham	\$24.66	\$34.03	\$17.02		\$19.13	104.9	108.9
Washington			Everett	\$30.25	\$39.59	\$19.79		\$20.77	119.1	124.5
Washington			Spokane	\$21.11	\$30.49	\$15.25			100.0	102.2
West Virginia	Charleston			\$18.75	\$27.02	\$13.51	\$8.75		86.9	83.0
West Virginia			Beckley	\$18.86	\$26.36	\$13.18			84.7	80.5
West Virginia			Huntington	\$19.97	\$27.55	\$13.77			86.6	77.5
West Virginia			Martinsburg	\$20.87	\$29.27	\$14.63			97.4	88.8
West Virginia			Morgantown	\$20.06	\$27.49	\$13.75			88.7	81.3
Wisconsin	Madison			\$22.18	\$31.46	\$15.60	\$7.25		98.4	110.5
Wisconsin		Milwaukee		\$21.07	\$29.64	\$14.69			101.8	98.0
Wisconsin			Green Bay	\$20.82	\$29.06	\$14.40			94.8	87.4
Wisconsin			Wausau	\$20.47	\$28.77	\$14.25			94.2	83.3
Wyoming	Cheyenne			\$20.77	\$30.44	\$15.22	\$7.25		93.6	89.4
Wyoming			Casper	\$20.45	\$30.01	\$15.01			97.8	87.0
Wyoming			Gillette	\$21.75	\$31.33	\$15.66			100.2	84.1
Wyoming			Jackson	\$25.57	\$35.37	\$17.68			104.6	139.2

Appendix 3: State Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average (%)" column to obtain an estimate of state-wide wages.

State	2020 State Population	Minimum Wage (1/1/26) by State	Wage Differential from US Average (%)	Cost of Living from US Average (%)
Alabama	5,024,279	\$7.25	91.7	85.3
Alaska	733,391	\$13.00	113.2	125.5
Arizona	7,151,502	\$15.15	92.9	100.1
Arkansas	3,011,524	\$11.00	85.2	82.6
California	39,538,223	Ranges from \$16.90 to 24.00	114.6	140.5
Colorado	5,773,714	\$15.16	104.0	110.0
Connecticut	3,605,944	\$16.94	110.9	116.8
Delaware	989,948	\$15.00	101.8	98.9
Florida	21,538,187	\$14.00	94.6	109.7
Georgia	10,711,908	\$7.25	96.0	92.3
Hawaii	1,455,271	\$16.00	107.6	161.6
Idaho	1,839,106	\$7.25	89.8	98.3
Illinois	12,812,508	\$15.00	104.1	103.3
Indiana	6,785,528	\$7.25	94.0	88.2
Iowa	3,190,369	\$7.25	92.3	85.8

Appendix 3: State Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average (%)" column to obtain an estimate of state-wide wages.

State	2020 State Population	Minimum Wage (1/1/26) by State	Wage Differential from US Average (%)	Cost of Living from US Average (%)
Kansas	2,937,880	\$7.25	89.4	83.3
Kentucky	4,505,836	\$7.25	90.6	85.6
Louisiana	4,657,757	\$7.25	91.1	85.6
Maine	1,362,359	\$15.10	94.1	111.6
Maryland	6,177,224	\$15.00	108.9	105.5
Massachusetts	7,029,917	\$15.00	111.7	131.1
Michigan	10,077,331	\$13.73	97.5	92.2
Minnesota	5,706,494	\$11.41	103.0	95.3
Mississippi	2,961,279	\$7.25	85.4	82.7
Missouri	6,154,913	\$15.00	93.3	86.0
Montana	1,084,225	\$10.85	92.8	94.6
Nebraska	1,961,504	\$15.00	89.9	86.8
Nevada	3,104,614	\$12.00	101.8	101.2
New Hampshire	1,377,529	\$7.25	102.8	113.7
New Jersey	9,288,994	\$15.92	116.0	122.8

Appendix 3: State Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average (%)" column to obtain an estimate of state-wide wages.

State	2020 State Population	Minimum Wage (1/1/26) by State	Wage Differential from US Average (%)	Cost of Living from US Average (%)
New Mexico	2,117,522	\$12.00	92.2	91.4
New York	20,201,249	\$16.00	112.3	128.9
North Carolina	10,439,388	\$7.25	93.6	93.0
North Dakota	779,094	\$7.25	98.8	83.7
Ohio	11,799,448	\$11.00	95.4	88.7
Oklahoma	3,959,353	\$7.25	88.3	82.9
Oregon	4,237,256	\$15.05	100.9	106.8
Pennsylvania	13,002,700	\$7.25	100.4	98.1
Rhode Island	1,097,379	\$16.00	107.7	114.4
South Carolina	5,118,425	\$7.25	91.5	92.1
South Dakota	886,667	\$11.85	87.4	82.5
Tennessee	6,910,840	\$7.25	90.1	87.4
Texas	29,145,505	\$7.25	97.2	90.4
Utah	3,271,616	\$7.25	93.3	93.5
Vermont	643,077	\$14.42	95.8	107.5

Appendix 3: State Compensation Data

Multiply the salary data for all United States or budget size in the National Compensation Study of Supportive Housing by the factor shown in the "Wage Differential from US Average (%)" column to obtain an estimate of state-wide wages.

State	2020 State Population	Minimum Wage (1/1/26) by State	Wage Differential from US Average (%)	Cost of Living from US Average (%)
Virginia	8,631,393	\$12.77	103.8	101.4
Washington	7,705,281	\$17.13	110.4	114.0
West Virginia	1,793,716	\$8.75	87.2	81.8
Wisconsin	5,893,718	\$7.25	97.6	92.5
Wyoming	576,851	\$7.25	98.0	86.3