

CACM

COMPENSATION & BENEFITS STUDY

A COMPILATION OF SALARIES AND BENEFITS FOR CALIFORNIA COMMUNITY MANAGEMENT PROFESSIONALS.

2025

Compensation Breakout by Position, Specialty, Location

Changes & Trends in Salaries and Bonuses

Benefits & Insurance Plans

Retirement Program Structure

Q&A With the Experts:
A Conversation with KTime HR

As the sponsor of this year's Compensation and Benefits Study, KTime HR is committed to helping community management businesses navigate an increasingly complex employment landscape. We sat down with Murphy Megonigal, SPHR, SHRM-SCP, President of KTime HR, to discuss the trends shaping the industry in 2025 and beyond.

CACM: What are the most noteworthy changes you've seen in compensation over the past year?
Megonigal: We've moved away from broad, across-the-board cost-of-living adjustments. Instead, companies are taking a much more strategic, tailored approach. They are looking closely at specific geographic regions and sector profitability to drive pay decisions. We're also seeing a significant shift toward variable or incentive-based pay structures. Rather than just increasing base salaries, employers are looking for ways to reward the specific value and revenue an employee brings to the table.

CACM: Benefits costs continue to rise. How are savvy employers managing this?
Megonigal: It's a delicate balance. We're seeing a migration toward higher-deductible health plans to keep premiums manageable. To offset that, employers are increasingly offering tax-advantaged accounts like HSAs and Flexible Spending Accounts (FSAs). What's really interesting is the surge in demand for ancillary benefits. It's no longer just about medical; employees now expect a full suite of options, including dental, vision, life insurance, and dependent care accounts. Even if a company can't increase its direct contribution, providing access to these supplemental plans is a huge factor in retention.

CACM: What is the current state of the labor market? Is turnover still the primary challenge?
Megonigal: Actually, turnover has stabilized compared to eighteen months ago. The era of "job-hopping" for a quick 15% raise is drying up. Consequently, employers are being much more intentional with their hiring. When a position opens, they aren't just automatically refilling it; they're analyzing whether the role can be absorbed or if it needs to be redesigned.

CACM: Why is a niche report like this one so important for community association managers?
Megonigal: Knowledge is power in salary negotiations, but it has to be the *right* knowledge. Generic data from sites like Glassdoor or Salary.com is often skewed by massive corporations or public entities. For community management—where roles are specialized and business models are unique—having data from your direct competitors and your specific industry is the only way to ensure you are neither overpaying nor losing your best people to the firm down the street.

CACM: How does KTime HR help businesses put employment data like this into practice?
Megonigal: We don't just process payroll; we act as a strategic partner. We provide customized analyses, from "heat mapping" medical networks based on where your employees actually live to refining contribution strategies that incentivize cost-effective plan choices for both employers and employees. Our goal is to provide high-touch HR compliance and tailored software solutions that allow management businesses to focus on their communities while we handle the complexities of their workforce.

This study is provided in partnership with:

KTimeHR Solutions for Employers

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CACM Compensation & Benefits Study

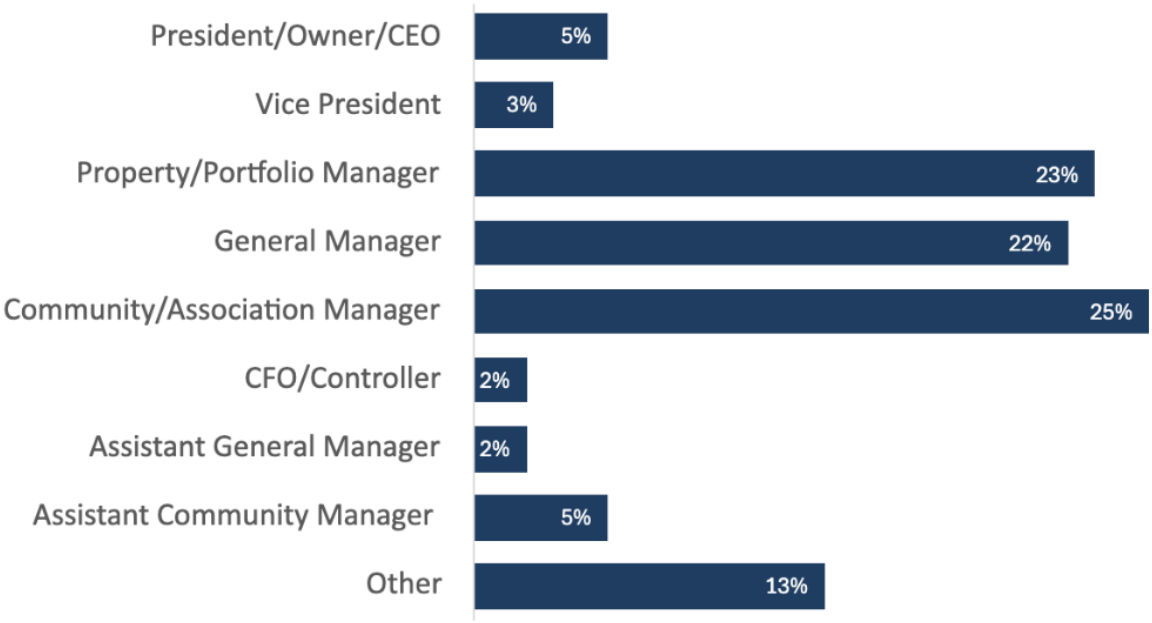
Introduction

Association Research Consulting conducted an online study of compensation and benefits for the California Association of Community Managers in fall 2025, the first survey since spring 2022. A survey was administered with an emailed invitation to 1,952 CACM member email addresses on August 20. Reminder emails were sent on September 5, 12, and 18. An in-person encouragement was made at a CACM event on September 26th. At the time of cutoff of data collection on September 30, a total of 320 individuals responded to the survey, for a response rate of 16.4%. These results are statistically significant, with a confidence interval for overall results of 4.99%, and a confidence level of 95%.

While overall confidence in the numbers reported here is high, caution should be used when using this report to make compensation or bonus decisions. As the whole is divided into smaller portions, by geography and tile, for example, reliability may be reduced.

Profile

Professionals indicated their job titles as part of our data collection to measure average compensation for professionals in California serving similar roles.

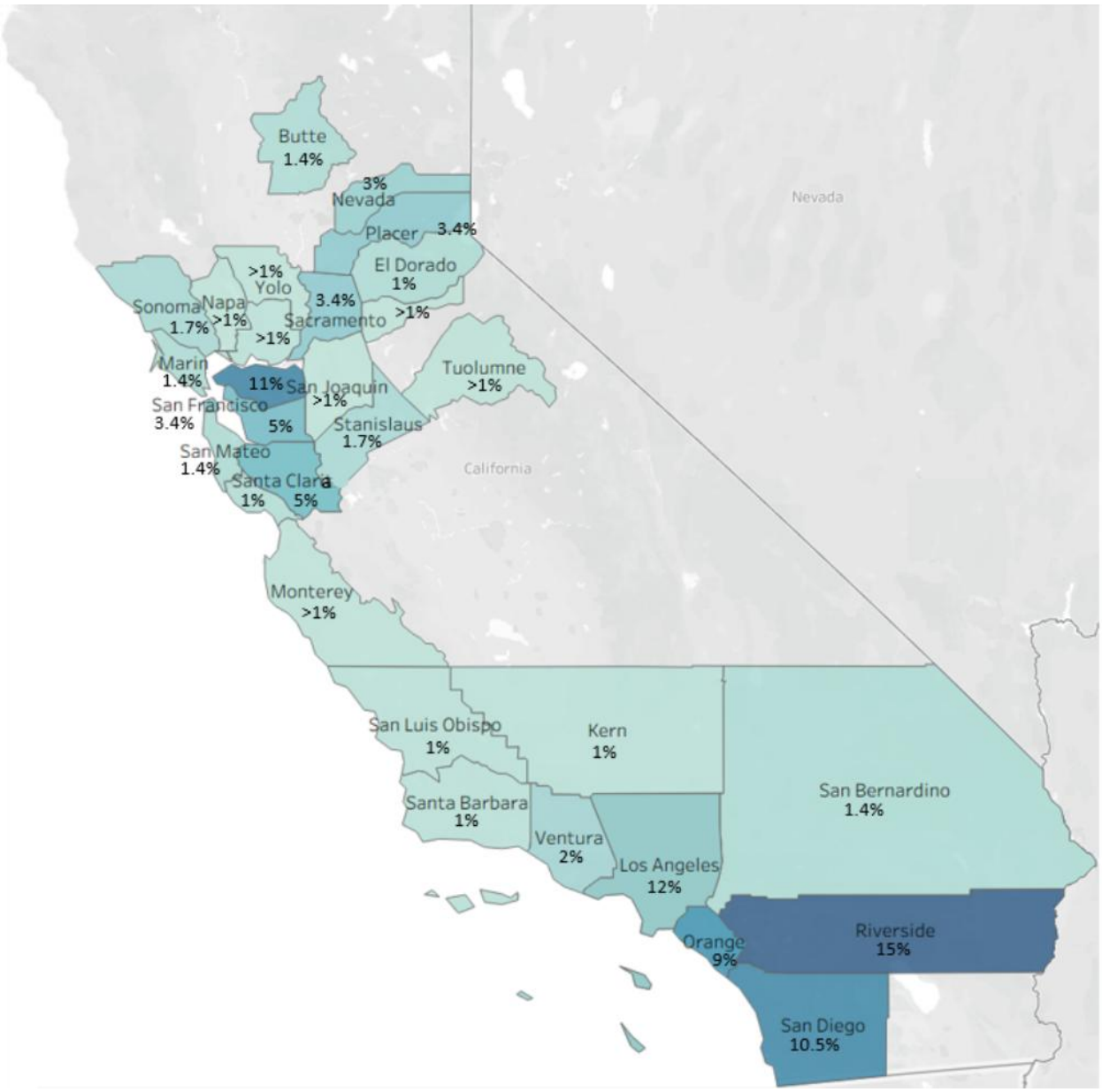


- The most common position is Community/Association Manager, indicated by 25%. General Manager (22%), Property/Portfolio Manager (23%), and Chief Executive Officer, President, or Owner (5%).
- With our total responses, these positions ensure reliable compensation data. Other positions that are marginally reliable include Vice President (3%), Assistant Community Manager (5%), Chief Financial Officer/Controller (2%), and Assistant General Manager (2%).

Geographic Location

Of course, location will have an effect on compensation.

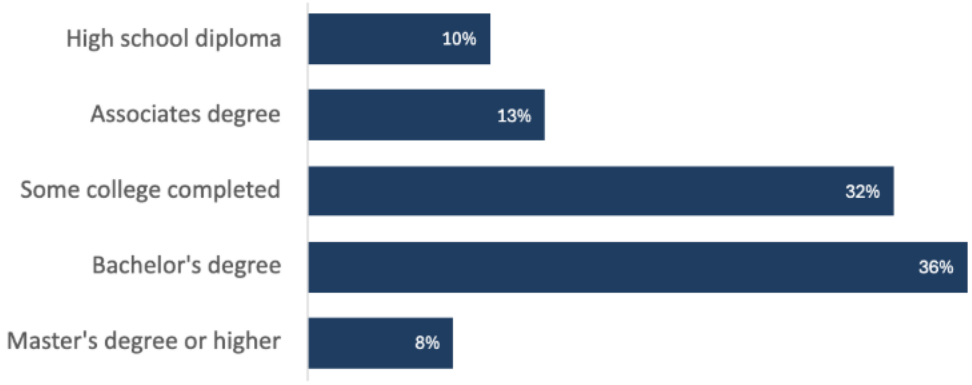
- Survey respondents are clearly divided between California's two main urban centers, with 53% located in Southern California, and 43% clustered near the San Francisco Bay area.
- Counties with the most respondents in the South include Riverside (15%), LA (12%), and San Diego (10.5%). In the North, Contra Costa (11%) and Santa Clara (5%) have the most.
- Areas with fewer respondents include the Inland Valley and Northern border



Highest Education Level Attained

A total of 36% of respondents hold a Bachelor's degree and 32% completed some college. At the extremes, 10% have a high school diploma or GED, 13% hold an Associate degree, and 8% have a Master's degree or higher education.

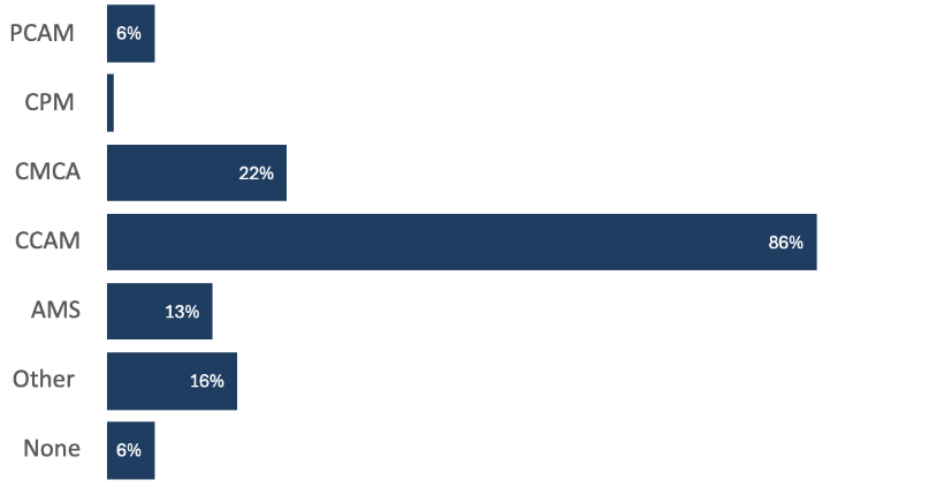
- Compared to 2022, the educational profile of professionals in the field has been very stable, other than a slight shift away from those with an Associate degree or some college completed to more having a Bachelor's degree.



Community Management Certifications Held

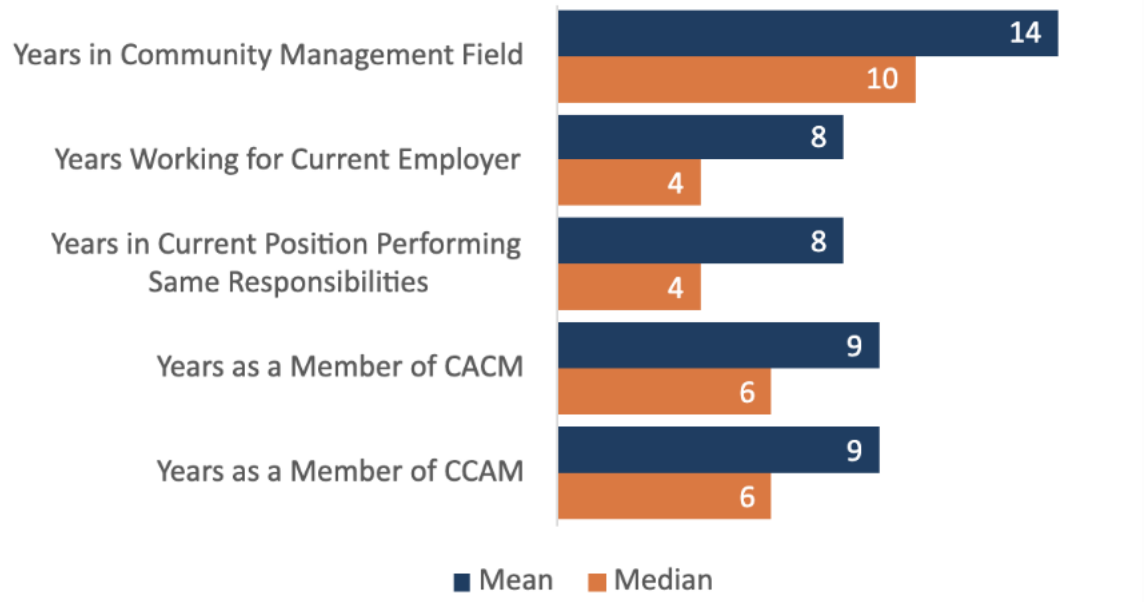
The highest proportion of respondents hold a CCAM (86%), with 22% indicating a CMCA and 13% an AMS.

- Less-common certifications include PCAM (6%), and CPM (0.7%). A total of 16% report some other certification and 6% report holding no certifications.
- Compared to 2022, there is a substantial increase in CCAMs, probably due to this year's sample coming exclusively from CACM membership. There are also 7 fewer points who report holding no certifications.



Professional History

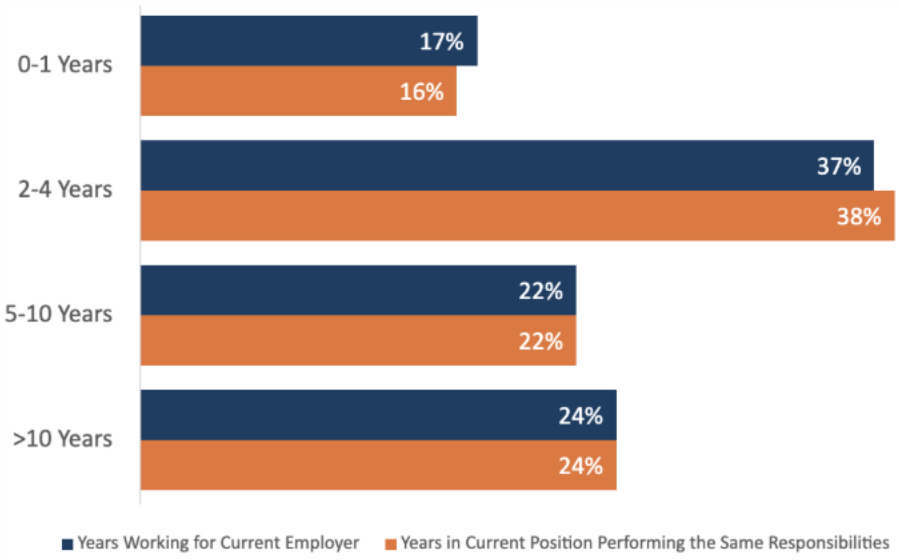
The profile of community management professionals in California shows a mean of 14 years in the field, a mean 8 years working for the current employer, including 8 years in their current position performing the same responsibilities. Respondents have typically been members for 9 years, and those who hold the CCAM designation have held it for a mean of 9 years.



Years with Current Employer and in Position

The distribution of responses shows that there is a substantial number new to their position.

- This includes 17% with fewer than 2 years with their employer and 37% who have been there 2-4 years. Another 24% have more than 10 years with their employer.



Basis of Pay

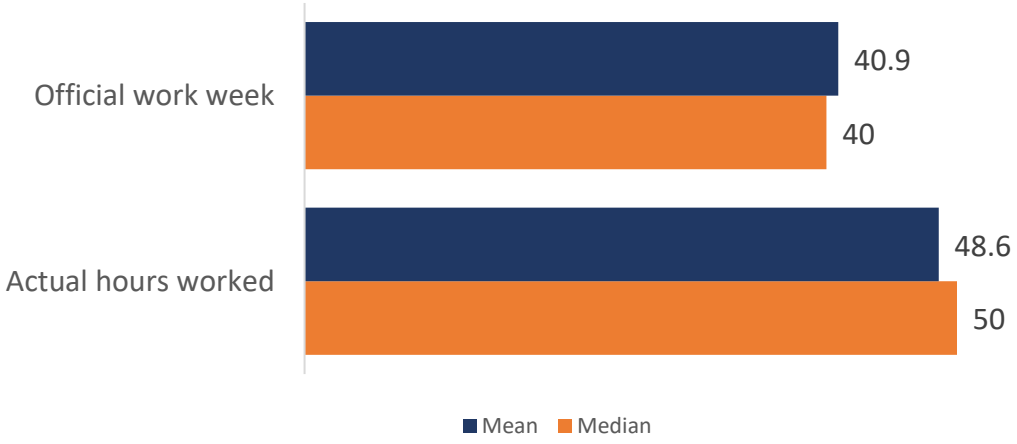
Overall, only 16% of respondents are non-exempt, paid by hourly wage.



- By position, all or almost all CEO, GM, VPHR and Directors of community Management are paid by salary.
- Between 83% and 89% of CFOs, Property/ Portfolio Managers, Community/Association Managers, and Assistant GMs are paid by salary.
- Positions in Accounting (50%), Administrative/Executive Assistants (57%), and Assistant Community Managers (58%) are most likely to report being paid by hourly wage.

Official Work Week

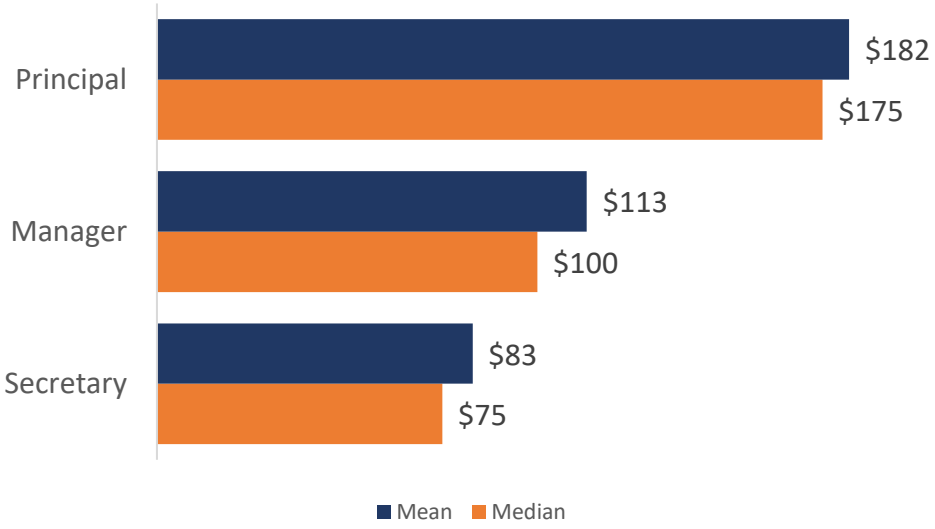
Community management professionals are hard workers, typically logging 8-10 hours more per week than officially required.



Contracted "Special or Extraordinary Rate" Dollars per Hour

The average special or extraordinary rate is considerably higher for Principals, at a mean of $182 and median $175 per hour (up from $150/hr in 2022).

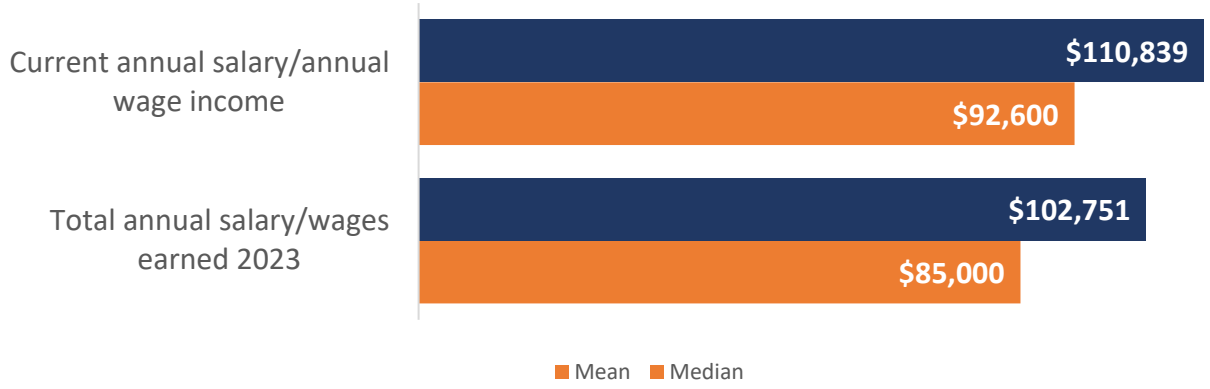
- Rates are lower for the Manager role, with a mean of $113 and median of $100, and for a Secretary/Administrator, at a mean of $83 and median $75. The median rates for Manager and Secretary are unchanged from 2022.
- It was more than twice as common for survey participants to indicate a manager rate compared to the Secretary/Admin or Principal rates.
- There was also some variation in rates reported. For the most common Manager rate, the max reported special rate was $250, and the minimum a mere $25/hr.



Overall Annual Salary and Hourly Wage

Overall, respondents report earning an average annual salary or total wage income earned during the year of $110,839, and a median of $92,600. This variation reflects a distribution that includes some positions and staff reporting much higher incomes, making the arithmetic average much higher than the midpoint.

- The survey also asked individuals to report their previous year's salary or total wage income so we could calculate recent annual changes in compensation. In 2023, average total salary/annual wages were a mean of $102,751 and a median of $85,000.
- Comparing the means by year shows a 5.14% increase in annual salary/wage income between 2023-2024, and a 9.09% increase comparing the medians.
- This report will calculate actual increases in several pages, for specific positions and by comparing only the individuals who answered both questions to a better, "apples-to-apples" comparison.



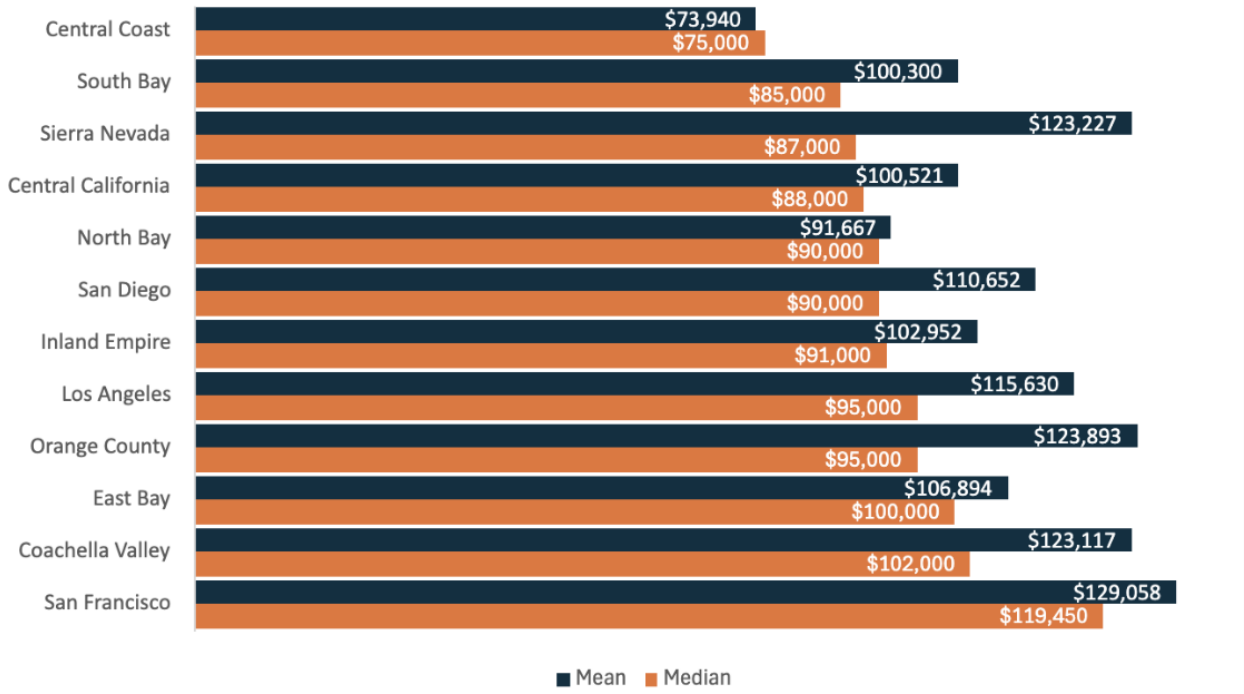
As 15% of respondents are paid on an hourly basis (and many others were in the section of the survey completed by supervisors for their direct reports), we converted annual salaries to a wage equivalent using the average hours worked per year.

- Estimated hourly wage, at the end of 2024 reported by non-exempt employees, or averaged salaries for other employees, was a mean of $49.52.
- This compares to a mean calculated hourly wage of $50.33 in 2023. The corresponding medians were $29.66 in 2024 and $27.88 in 2023.



Average Overall 2024 Annual Salaries by Region

Current salary by region within California shows a combination of geographic effects and the mix of positions by region, but it provides a good rule of thumb for variations in prevailing pay in each area.

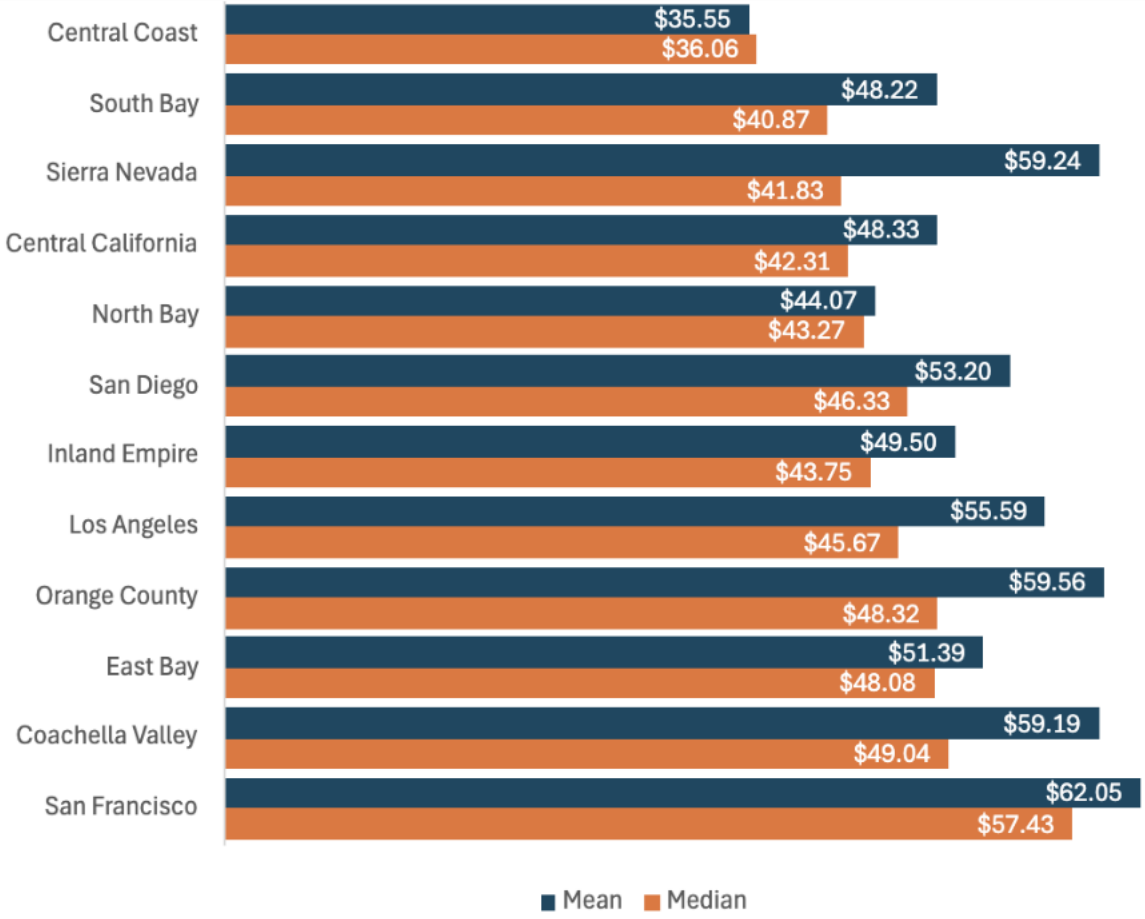


- Performing analysis comparing overall means by region to the $108,488 statewide mean shows that San Francisco ($129,058), Los Angeles ($115,630), Orange County ($123,893), Coachella Valley ($123,117) and Sierra Nevada ($123,227) pay higher.
- San Diego also pays more than the statewide mean at $110,652. East Bay pays very close to the statewide mean salary at $106,894
- South Bay ($100,300), and Central California ($100,521), pay below-mean, while Inland Empire pays within a percent of the overall mean in California at $102,952.
- Central Coast pays the least at $73,940 although this area has few respondents and so results should be interpreted carefully.

Average Overall Hourly Wages by Region

Average 2024 wage or wage equivalent overall shows that San Francisco area professionals have a median hourly wage of $57.43 which is 10% higher than the statewide average of $52.16.

- Median wages are all tightly clustered just below the state average in Coachella Valley at $49.04, Orange County at $48.32, San Diego at $46.33, Los Angeles at $45.67, and East Bay at $48.08
- North Bay ($43.27), Central California ($42.31), and Inland Empire ($43.75) are all within $1 of each other around $10 less than the statewide average.
- Median wages are lowest in South Bay at $40.87, Central Coast at $36.06 and Sierra Nevada at $41.03



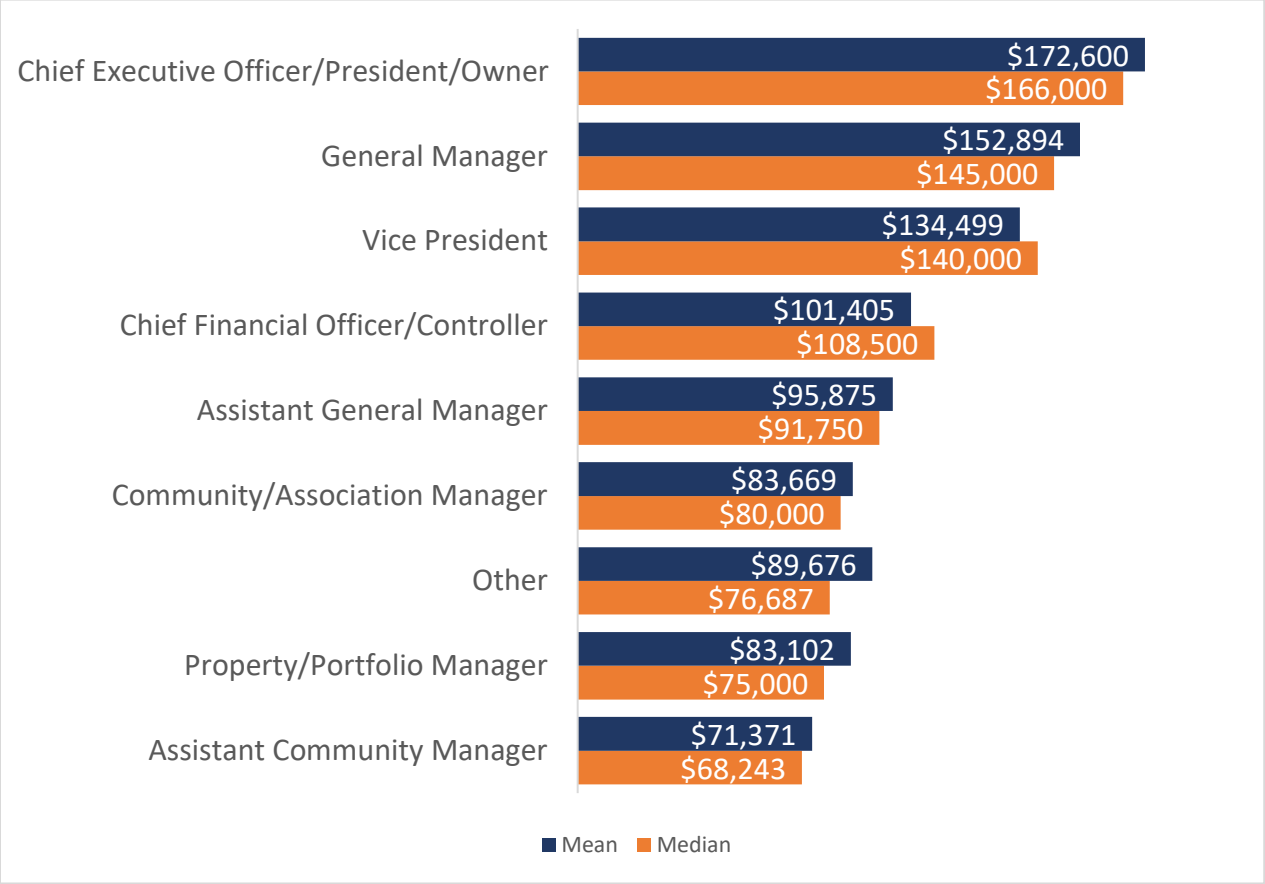
Performing the same analysis comparing overall mean wages by region to the $52.16 statewide mean shows that San Francisco pays about 19% higher at $62.05

- Coachella Valley ($59.19), Sierra Nevada ($59.24), San Diego ($53.20), Los Angeles ($55.59), and Orange County ($59.56) also pay more than the statewide mean wages.
- Conversely, Central Coast ($35.55), South Bay ($48.22), Central California ($48.33), North Bay ($44.07), Inland Empire ($49.50), and East Bay ($51.39) pay below the statewide mean wage.

Annual 2024 Salaries by Position

While average salaries reported follow a predictable pattern where higher titles report higher salaries, it's important to note that the salaries here are for all seniority levels within a given position. These are not starting salaries and survey respondents skew toward those with more experience (13.7 years on average). Also note that some titles have small sample sizes, such as CFO, Assistant GM, Vice President, and Assistant Community Manager, making them less reliable.

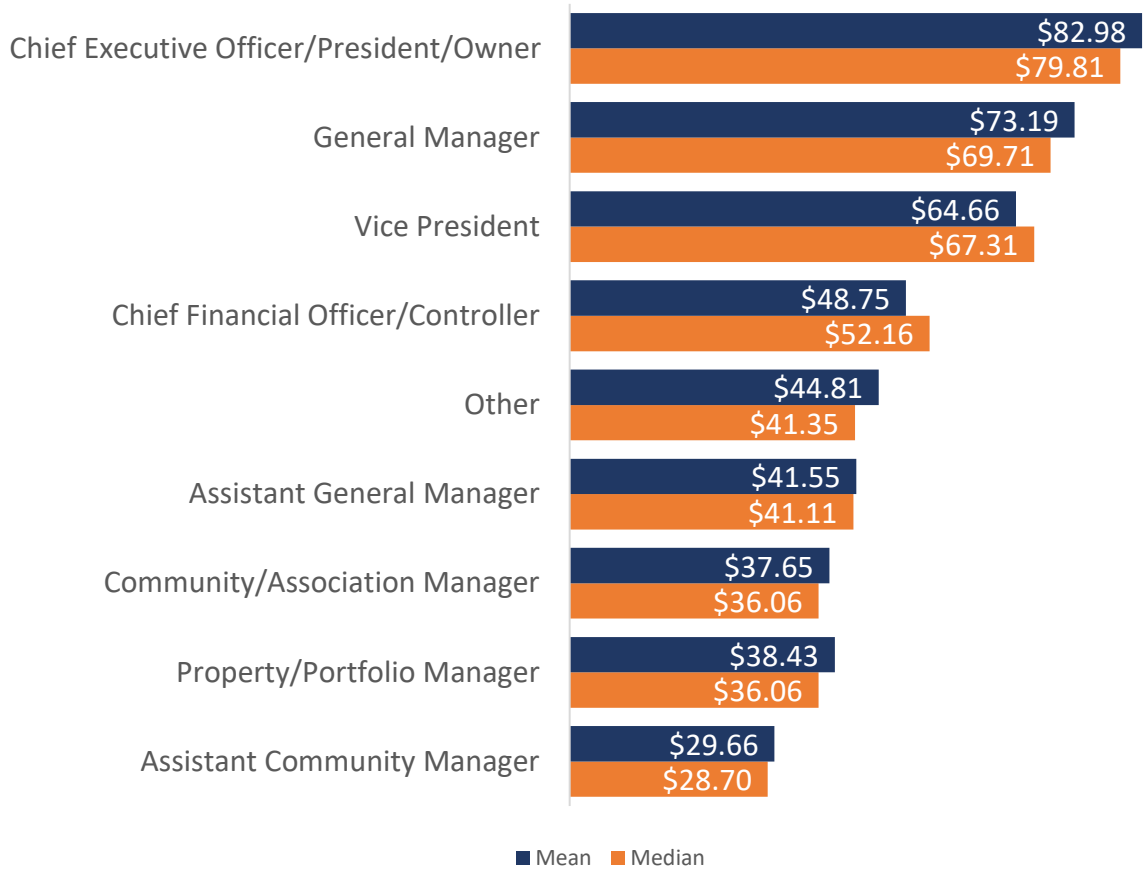
- In descending order, the CEO/Owner ($166,000), General Manager ($145,000), Vice President ($140,000), and Human Resources ($110,000) positions all earn higher median salaries than the overall median of $92,600.



2024 Hourly Wages by Position

Because 85% of respondents receive a salary instead of an hourly wage, examining hourly wages may be of limited use. Nonetheless, we converted annual salaries to a wage equivalent using the average hours worked per year, and included the 15% of respondents who are paid by the hour. The results show a similar pattern to the salary averages.

We asked our senior manager respondents to report hourly wages for their direct reports, such as customer service reps, receptionists, etc., and those can be found on subsequent pages of this report.

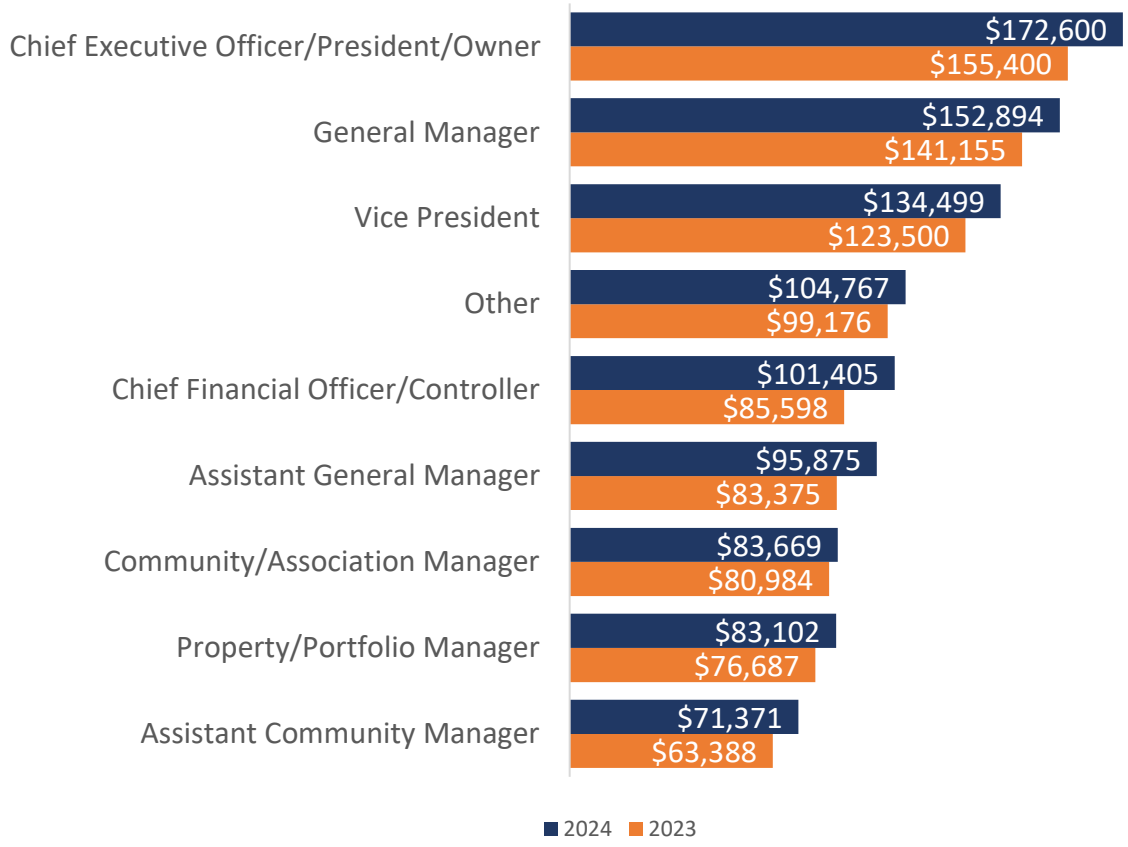


As with the salary data, it's worth noting that respondents have an average of 13.7 years of experience, so these hourly rates are for relatively senior workers in each position, and some groups have relatively small sample sizes, such as CFO, Assistant GM, Vice President, and Assistant Community Manager, making them less reliable.

Annual Trend in Mean Annual Salaries by Position

A comparison of the mean salaries reported in 2023 and 2024 shows that each position reported, on average, got a raise. Significant increases are observed among the CEO/President/Owner ($17,200, +11%), CFO ($15,800, +18.4%) and AGM ($12,500, +15%).

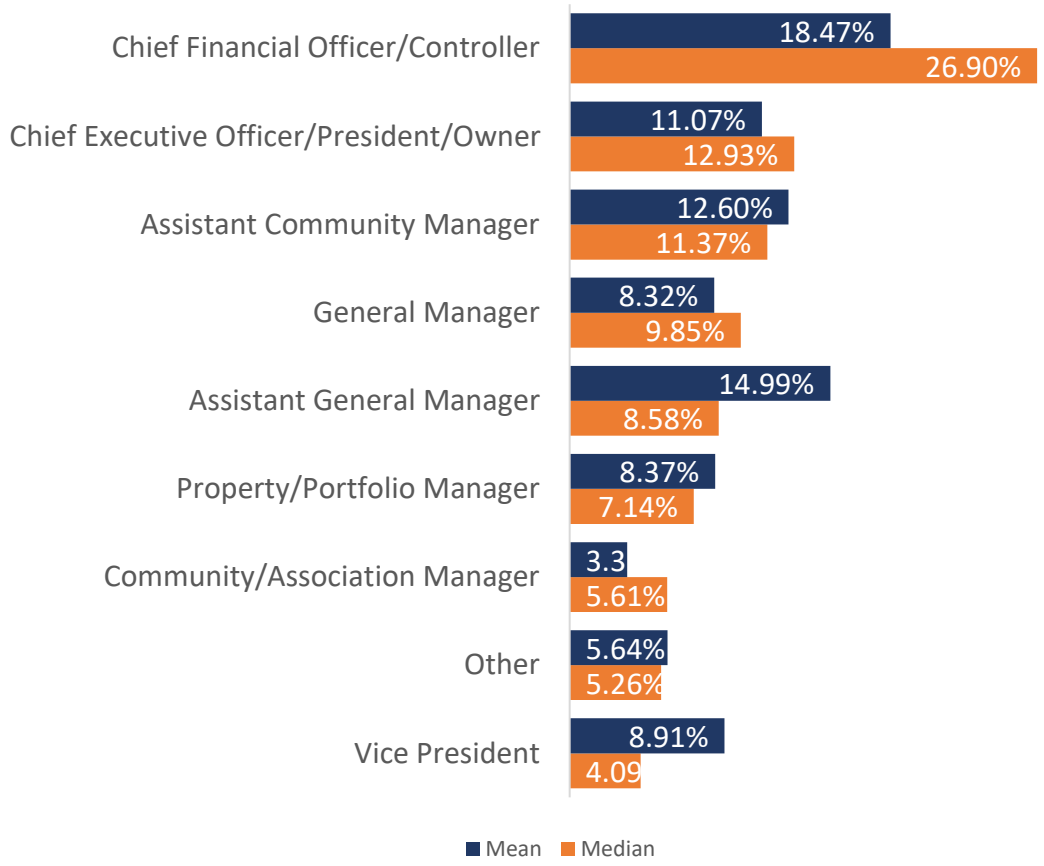
- A smaller differential was reported for the largest group of respondents, Community/Association Manager at $2,685 (+3.32%)
- Of course, these variances reflect not only continuous employment, but also promotions and voluntary and involuntary job changes. As a percentage of income, they will be larger than if data was restricted to only normal raises and cost of living adjustments. AGM and CFO had particularly small sample sizes, perhaps accounting for their relatively large salary increases.



Average Annual Change in Salary: 2023-24

The average salary increase from 2023-24 (when removing the positions that have small sample sizes) is 6.91%, which is consistent with annual changes reported in years past.

- The largest percentage increase is that of CFO which, along with AGM, and VP, have relatively small sample sizes, making them subject to wider fluctuations.
- According to the Bureau of Labor Statistics,[1] the Consumer Price Index, a measure of the cost of living, increased by 3.0% for the year ending January 2025, suggesting salaries in our field may be growing somewhat faster than inflation.

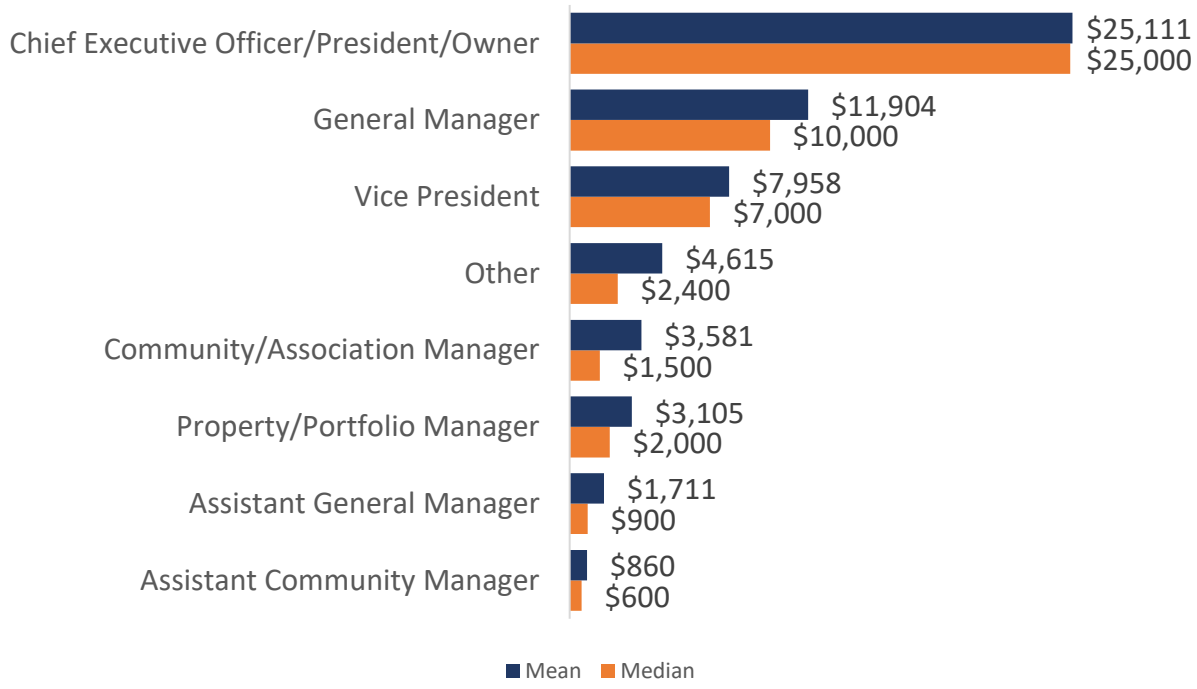


[1] Bureau of Labor Statistics, Economic News Release, Feb. 12, 2025. https://www.bls.gov/news.release/archives/cpi_02122025.htm

Average Bonuses by Position, 2024

Average bonuses were calculated among the 53% who received a bonus.

- In descending order, the largest mean bonuses were awarded to the CEO/President/Owner ($25,111) and General Manager ($11,904). Their Medians are comparable at $25,000 for CEO/President/Owner and $10,000.
- Vice President ($7,958) report relatively reduced mean bonuses that are a median of $7,000, though this group has a smaller sample size.
- Considerably lower mean bonuses were awarded to positions such as Assistant General Manager ($1,711), Property/Portfolio Manager ($3,105), and Community/Association Manager ($3,581).
- The lowest mean bonus was given to Assistant Community Manager ($860), while other positions not listed in the survey received a mean bonus of $4,615 and a median $2,400.

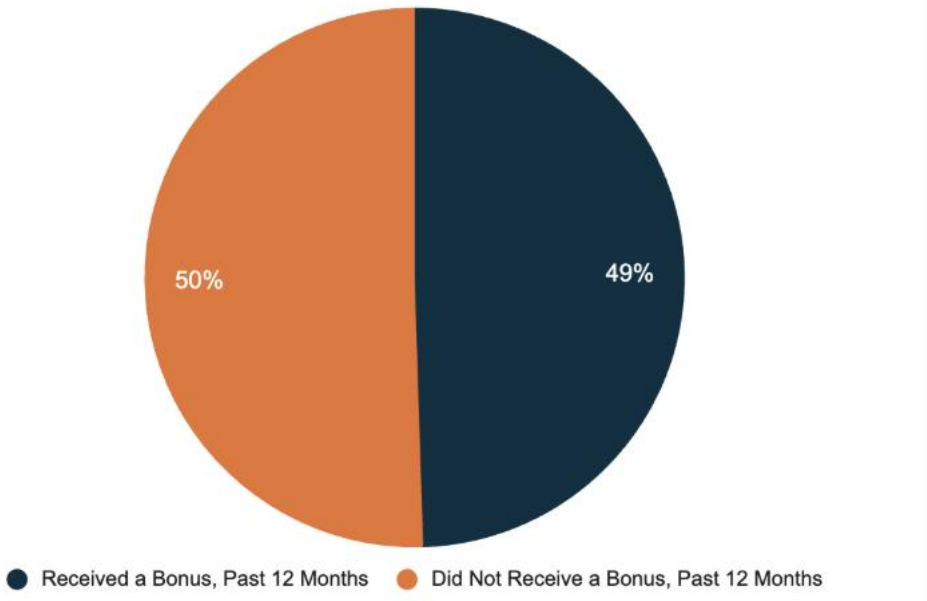


As a ratio to current salary/wage earnings, bonuses received were on average a mean of 6.6% and a median of 4.9%.

- The highest ratios of bonus to salary by position are for Chief Executive Officer/President/Owner (18.4% Mean and 18.3% Median), General Manager (9%/7.6%) and Vice President (6.1%/5.4%).
- Ratios are lower for Assistant Community Manager (1.4%/.97%), Assistant General Manager (3.4%/3.7%), Community/Association Manager (4.9%/2.1%), Property/Portfolio Manager (4.3%/2.8%) and Other (5.3%/2.5%).

Bonuses

Bonuses are common, as 49% report receiving a bonus in the past 12 months.



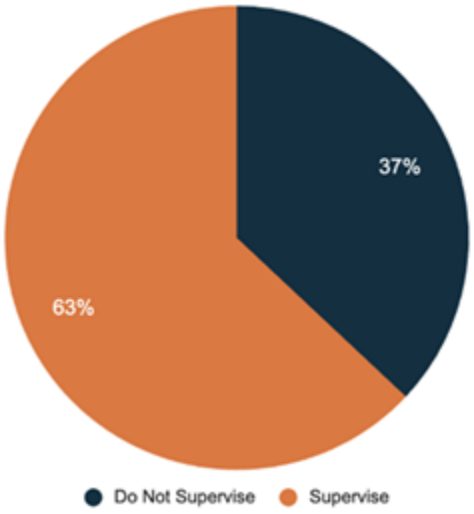
The most common basis for bonuses is personal performance (51%), with community performance/goal achievement (23%) or company-wide/profit sharing (19%) less common. Some also reported Holiday/Christmas bonuses (10%) while some mentioned another basis.



Supervisory Responsibilities

Generally, professionals participating in the survey supervise managers and/or support staff.

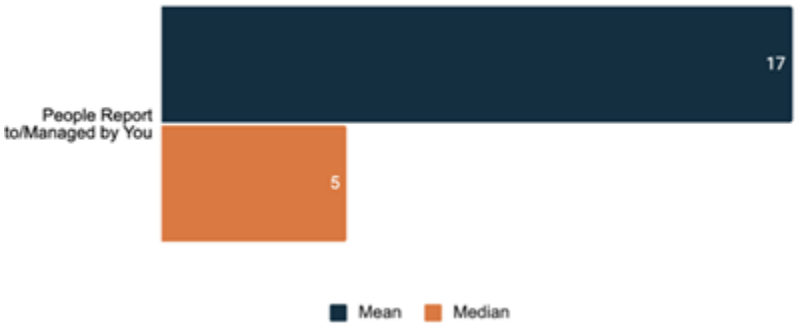
- By position there are a few obvious roles that do not, such as AA/Executive Assistants, Accounting, and HR, yet 33%- 50% of them supervise others as well. At the other extreme, all Directors of Community Management and CFOs do, and more than 90% of CEO/Presidents, VPs, GMs and Assistant GMs do.



The average number of people supervised/reporting to those who do supervise is a mean of 17 and a median of 5.

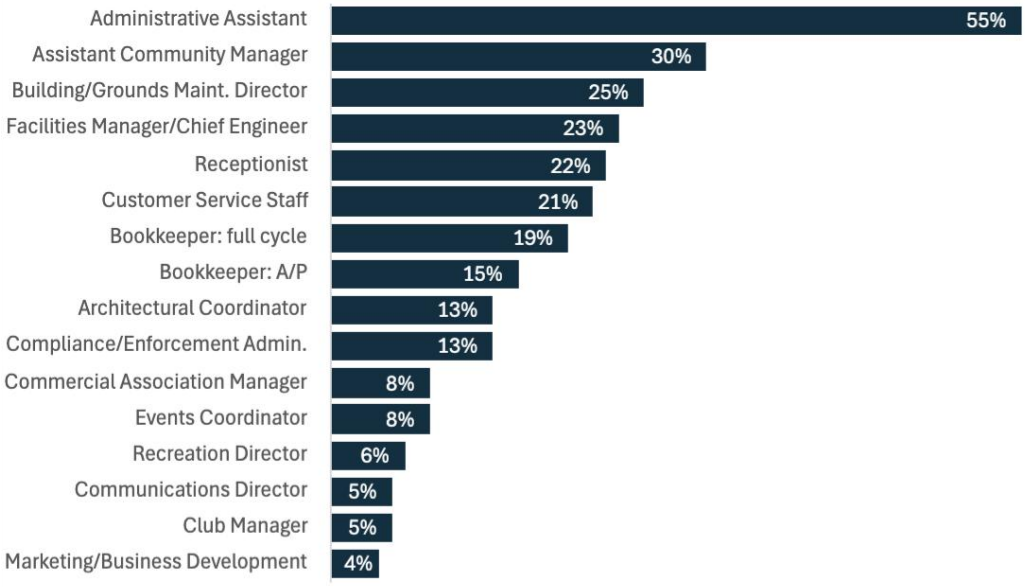
Direct Reports: Positions Reporting

Actual positions reporting most frequently consist of Administrative Assistants (55%).



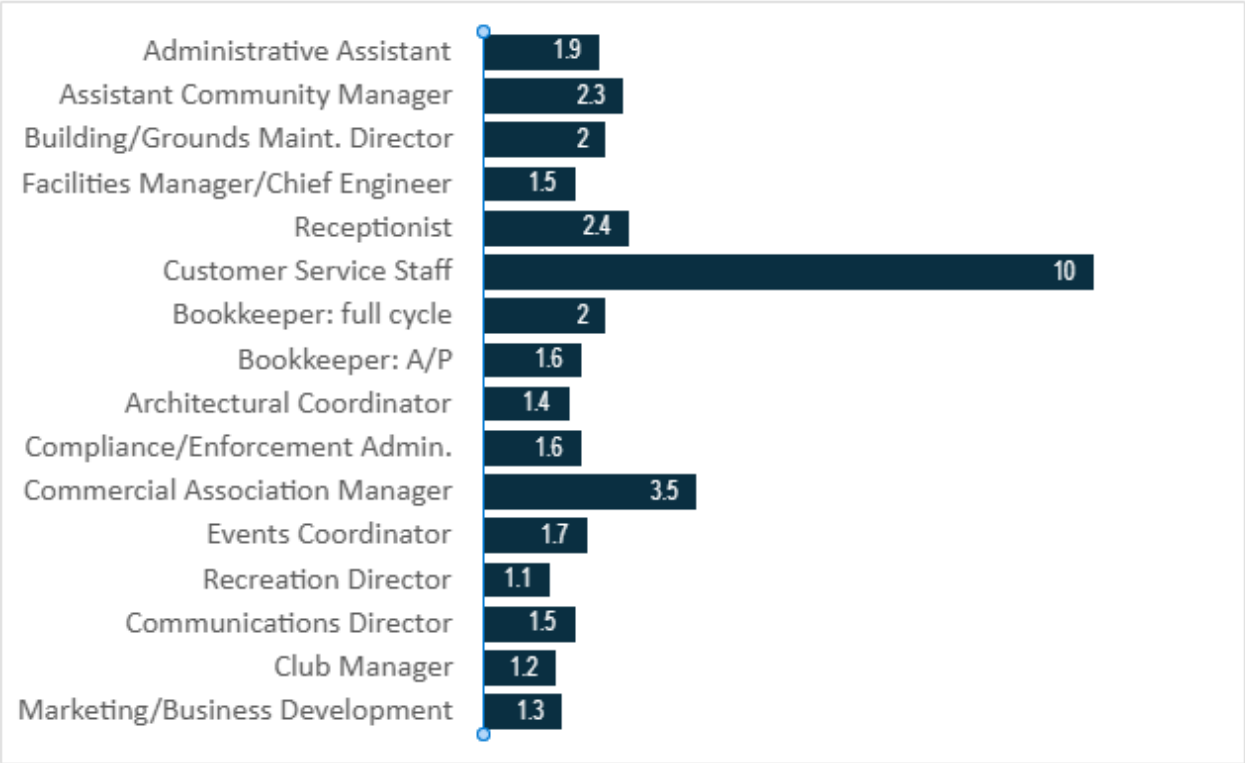
- Positions reported by 20%-30% include Asst. CM, Facilities Manager/Chief Engineer, Building Grounds/Maint. Director, Receptionists, and Customer Service Staff.

Bookkeepers, Architectural Coordinators, and Compliance/Enforcement Administration staff are also reported by at least 10%.



Average Direct Reports per Position

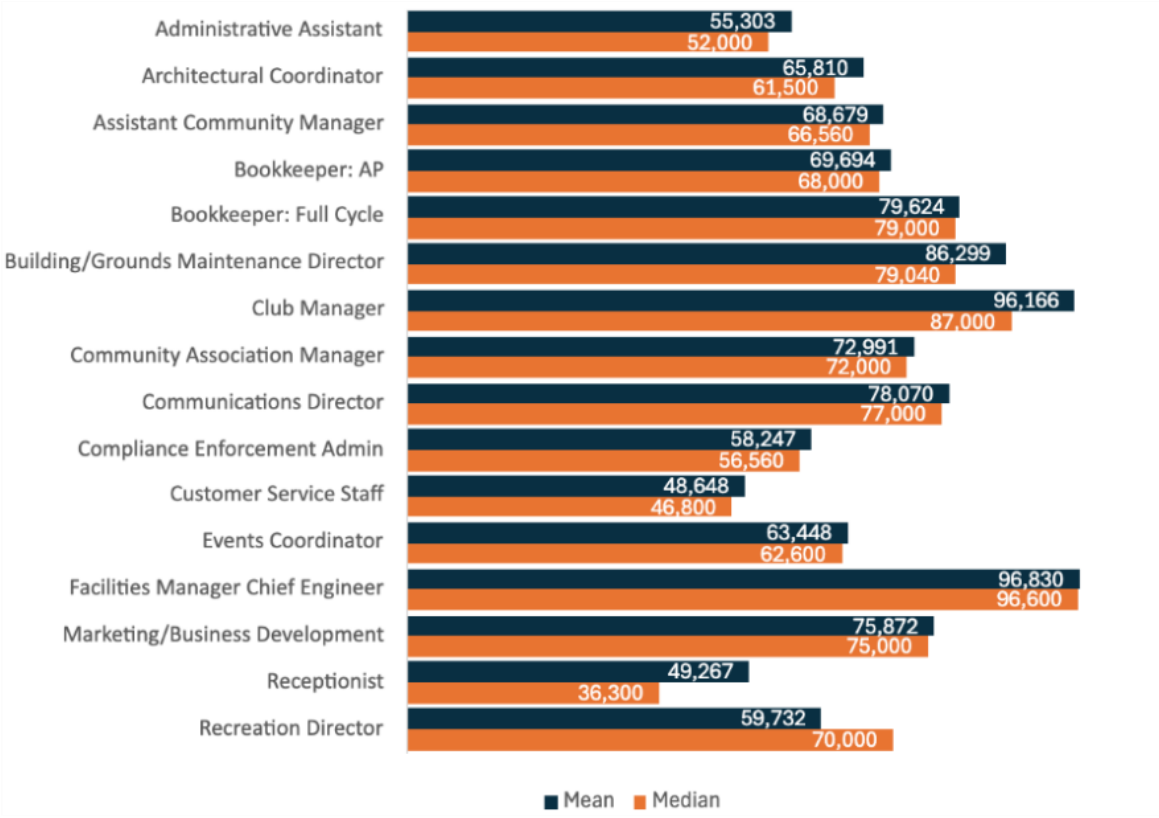
When they are present on staff, there is typically a mean of more than one, but often a median of one (not shown here). The only exceptions are Customer Service staff (mean 10), Commercial Association Managers (3.5), Receptionists (2.4) Assistant Community Managers (2.3), Bookkeeper: full cycle and A/P (2), Building/Grounds Maintenance Directors (2), and Administrative Assistants (1.9).



Average Salary of Staff Positions

Mean salaries are highest for Club Manager ($96,166) and Facilities Manager/Chief Engineer ($96,830).

- For positions such as Marketing/Business Development ($75,872), Communications Director ($78,070), and Community Association Manager ($72,991), medians are within $1,500 of corresponding means.
- Recreation Director is the only position with a lower mean than median.
- Receptionist has the largest spread between mean and median, suggesting several Receptionists earn very well compared to the majority.

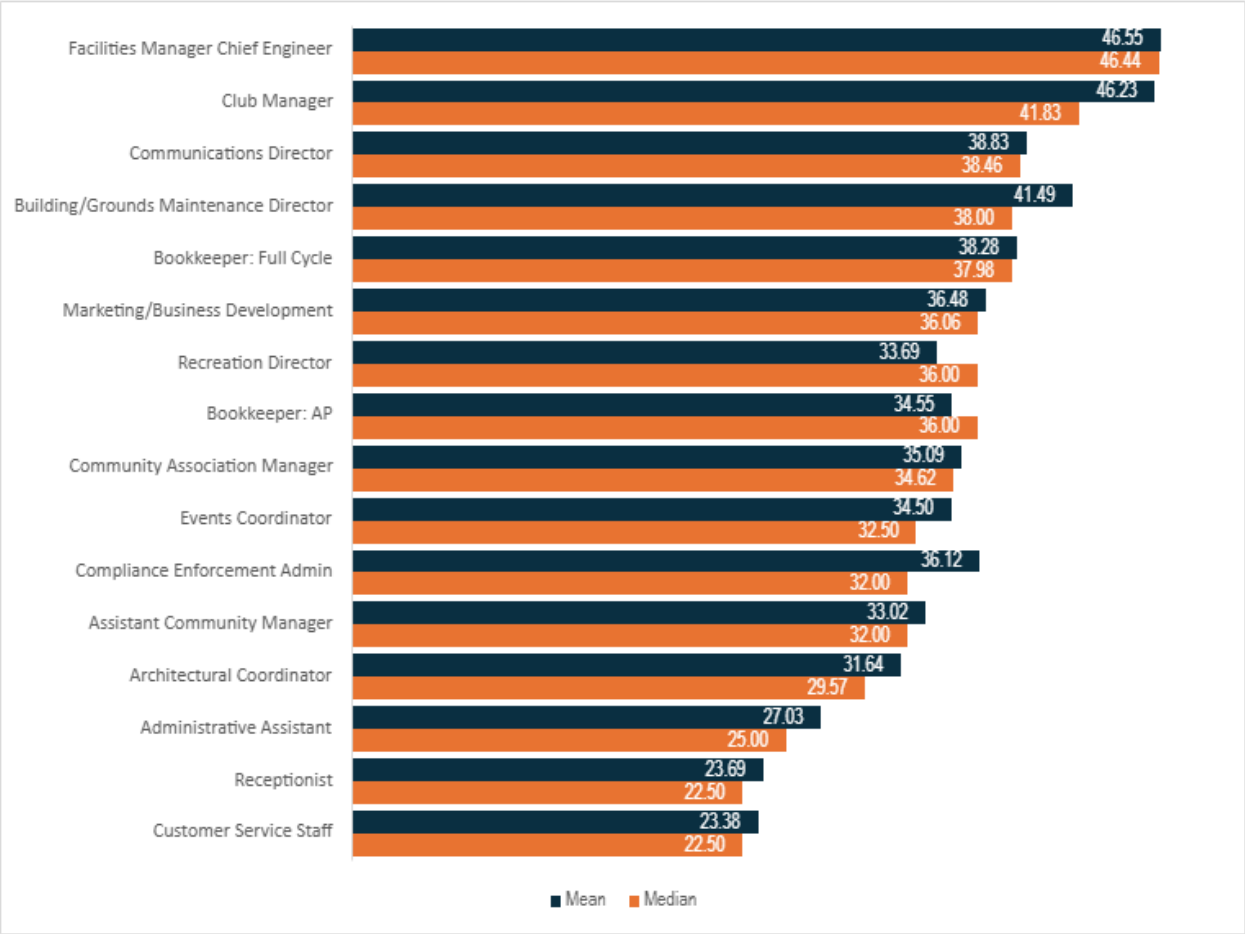


The median salary for direct-reporting positions is highest for Facilities Manager/Chief Engineer ($96,600).

- Club Manager ($87,000), Community Association Manager ($72,000), Marketing/Business Development ($75,000), Communications Director ($77,000), Bookkeeper: full cycle ($79,000), and Building/Grounds Maintenance Director ($79,040) positions earn salaries or salary equivalents of more than $70,000.
- Administrative Assistant ($52,000), Customer Service ($46,800) and Receptionist ($36,300) positions earn the least.

Average Hourly Wage of Staff Positions

Median wages cluster fairly tightly for Communications Director ($38.46), Building/Grounds Maintenance Director ($38.00), Book Keeper: Full Cycle, Recreation Director ($36), and Book Keeper AP ($36), all of which are within $2.50 of each other. Similarly clustered, albeit at the bottom of the scale, are wages Customer Service Staff ($22.50), Receptionist ($22.50), and Administrative Assistant positions ($25.00).



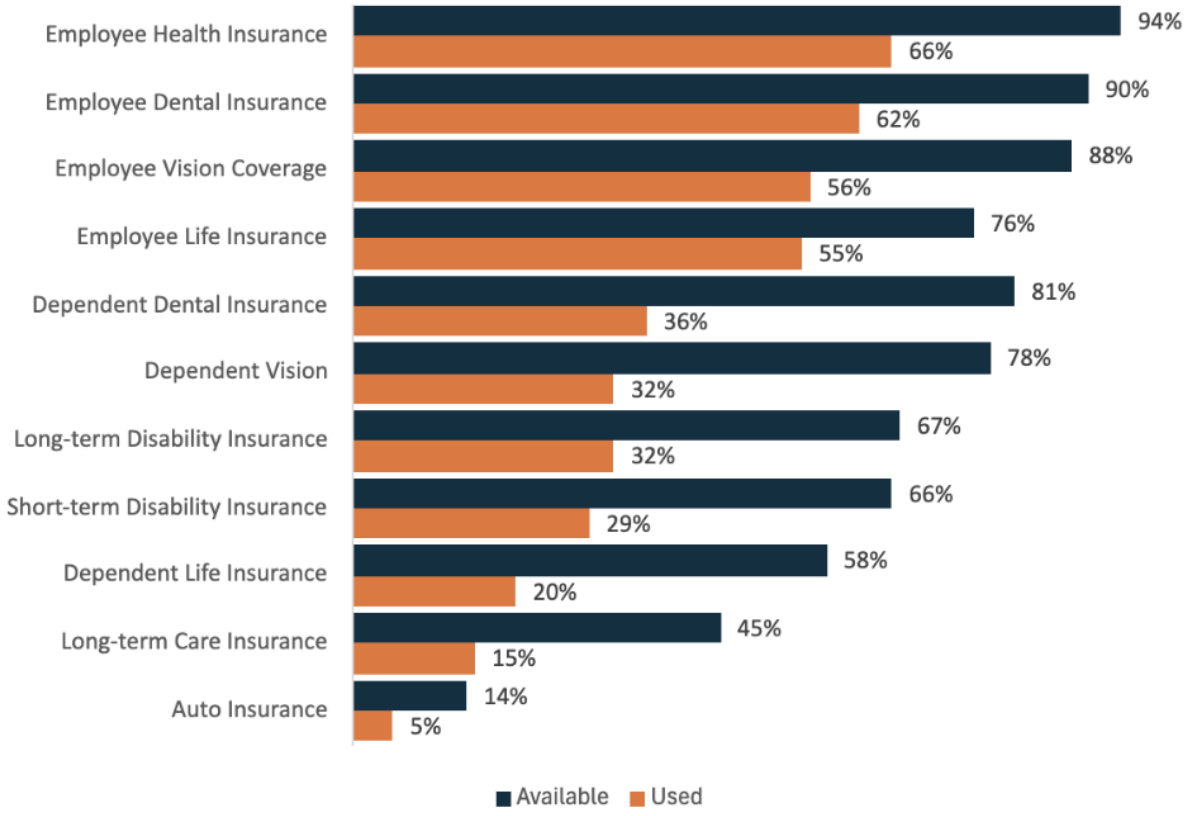
Mean wages are highest for Club Manager ($46.23) and Facilities Manager/Chief Engineer ($46.55).

- The greatest variance between mean and median wages appear for Club Manager, Building/Grounds Maintenance Directors, and Compliance Enforcement Administrators. This suggests that a handful of individuals in those positions are paid well above the bulk of their peers, drawing the average up.

Benefits: Insurance Benefits Available & Used

Professionals report having an average of 6.6 of 11 types of insurance available to them, and use 3.9.

- Almost all have employee health available, and more than 85% report that employee dental and vision are also available.
- Employee life is available to 76% and long-term and short-term disability are available to about 60% each. Long-term care (45%), and auto insurance (14%) are fairly rare.
- Dependent dental and vision are available to more than 70%, while dependent life insurance is available to 58%.
- Usage is highest for employee health (66%), dental (62%), vision (56%), and life insurance (55%).
- Fewer than one-third each use dependent dental (36%), vision (32%), and life insurance (20%), or long-term (15%) or short-term disability insurance (29%), or auto (5%).

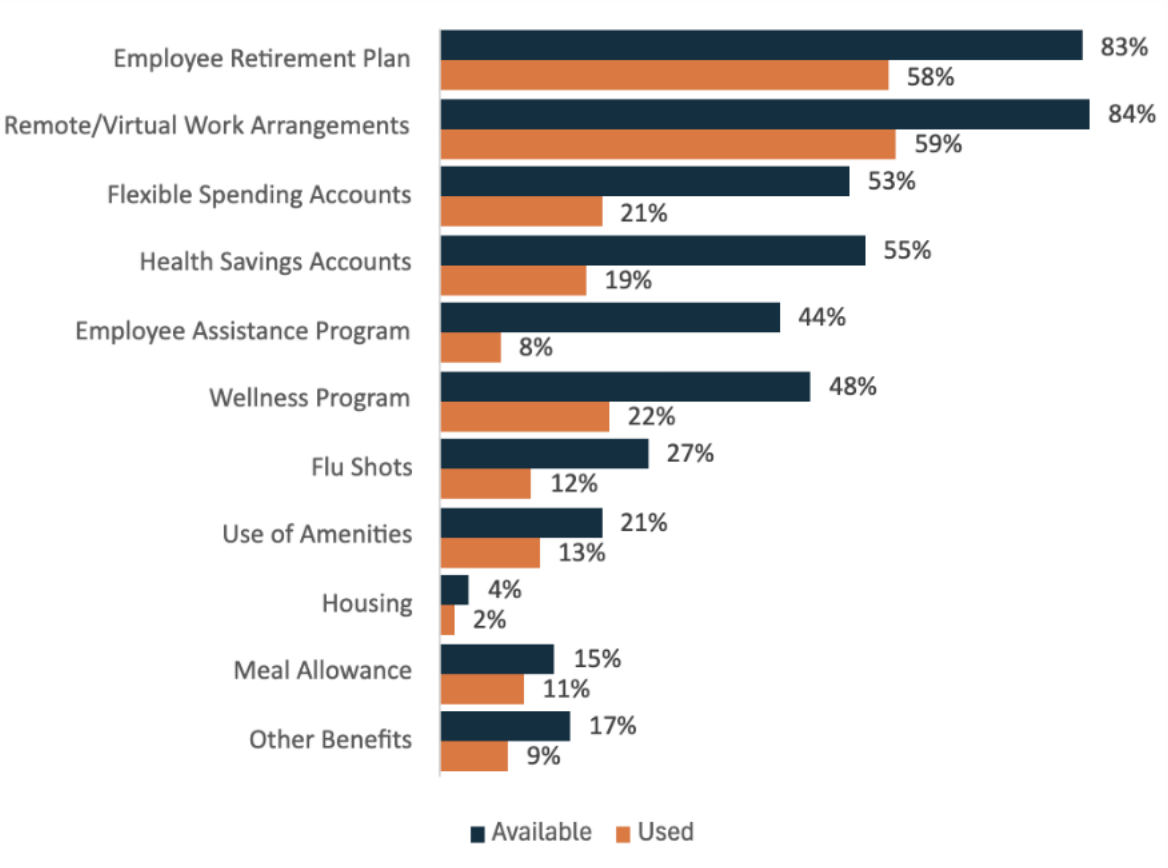


- Most Widely Used Insurance Benefit is Employee Health Insurance – 66% using and this is also one of the most widely available (94% have access) and has the highest adoption.
- Highest Adoption Among Dependent Coverages is Dependent Dental Insurance – 36% using.
- Insurance with Highest Availability but Low Usage is Dependent Life Insurance at 58% available (53.6% not using + 32.5% using), but only 20% actually use it. Long-Term Disability Insurance at 67% available and only 32% using despite its value.

Retirement/Wellness/EAP Benefits Available & Used

Professionals report having an average of 3.1 of 10 benefits available to them in this category, and using an average of 1.9 of them.

- Employee retirement plans and Remote Work are now the most common benefits available (83% and 84% respectively, with similar usage (58% and 59%).
- A number of benefits have grown sharply in availability since 2022, but demonstrate relatively low usage compared to availability. FSA, HAS, EAP and Wellness programs are all offered to around half of respondents, but uptake is limited.



Historical Patterns

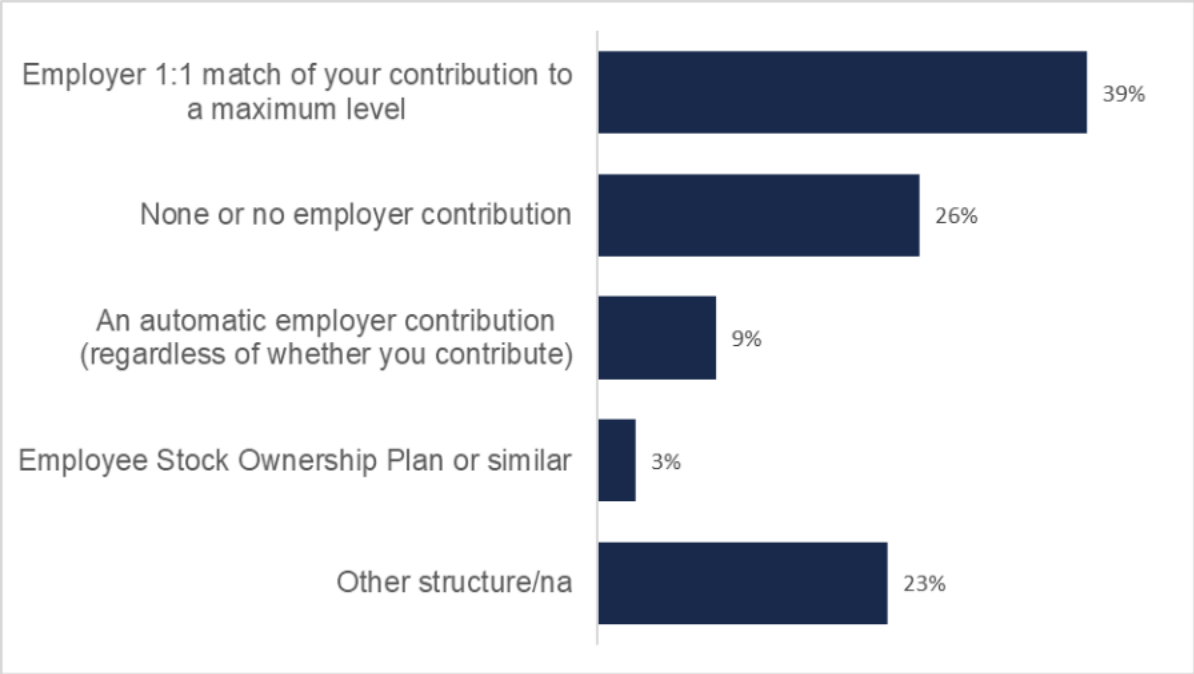
- All benefits are more widely available now than our last survey in 2022:

	% Available 2022	% Available 2025	Percentage Change
Retirement Plan	66	83	+26%
Remote Work	56	84	+50%
Flexible Spending Acct	40	53	+33%
Health Savings Acct.	34	55	+62%
Employee Assistance Program	29	44	+52%
Wellness Programs	28	48	+71%
Flu Shots	18	27	+50%
Use of Amenities	17	21	+24%
Housing & Meal Allowance	N/A	N/A	N/A

Retirement Structure

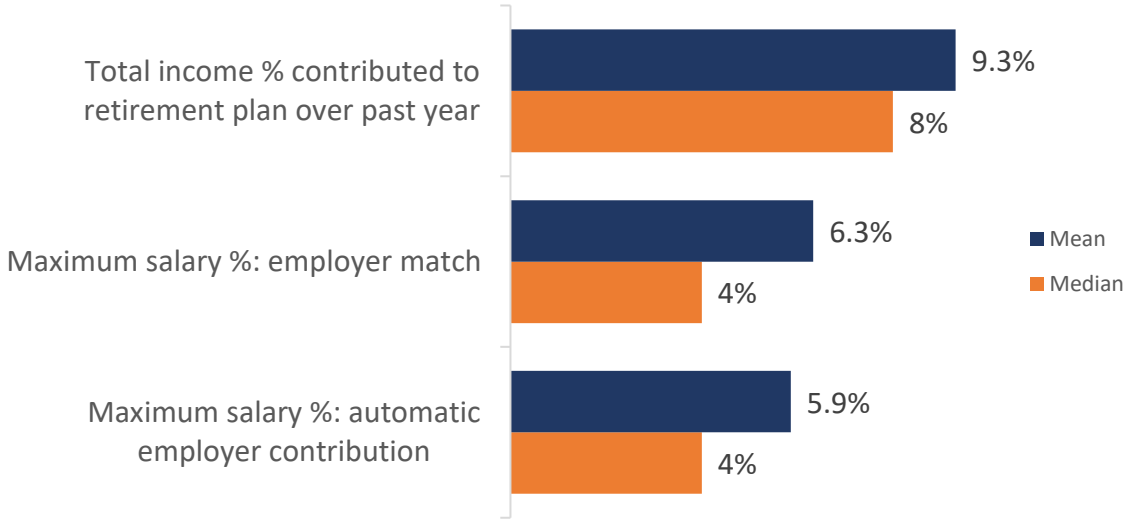
The most common structure for retirement programs is an employer one-to-one match of contributions up to a maximum level, reported by 38.8%, which is consistent with the 41% figure reported in 2022.

- Interestingly, the percentage of respondents who report they receive neither an automatic nor a matching retirement contribution from their employer doubled from 12% to 25%. For these individuals, many indicated their employer offers a 401k, but does not contribute to it.
- Those receiving automatic retirement contributions regardless of their contributions remained relatively steady at 9.4%.
- While there is no trend data on this, it's notable that 3% of respondents indicate employee stock ownership (ESOP) as a key part of their company's retirement plan. Those individuals did not typically report an employer match or cash contribution.



Retirement Contributions

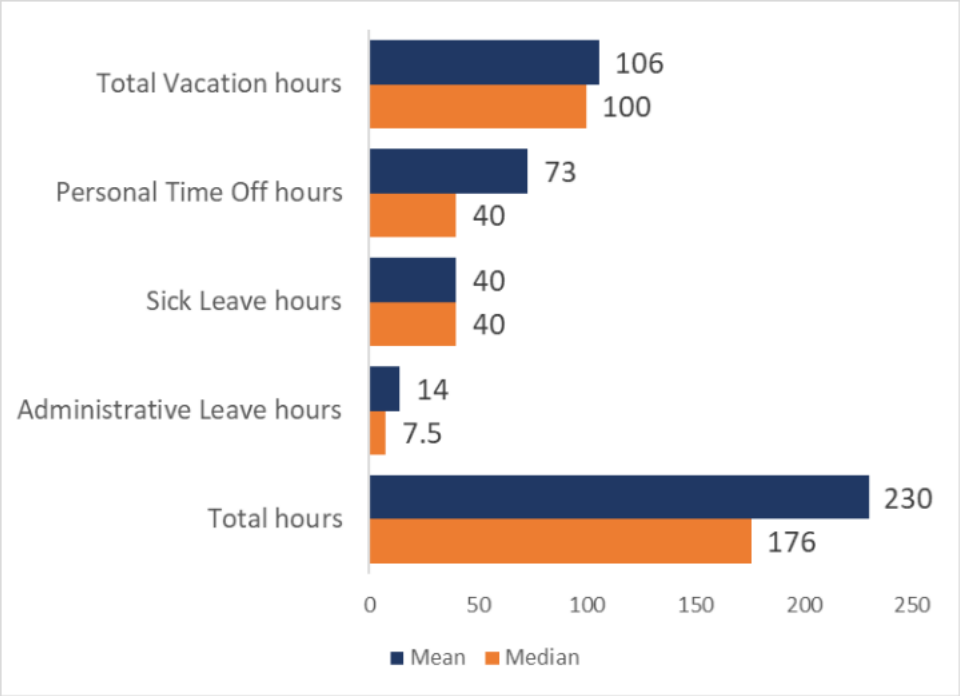
- Professionals who receive an automatic retirement contribution from their employer, regardless of if they contribute or not, report they get an average of about 6% of their salary.
- Matching retirement contributions tend to top out at around 6%.
- Including both employee and employer contributions, the average total percent of income was a mean of 9.3% and median of 8.0% contributed to retirement.
- Note that 32% of respondents report contributing $0 to their retirement accounts last year, including quite a few who left money on the table by not accessing an employer match that was available to them.



Current Levels of Leave in Each Category

The median hours of leave received by professionals was 176 hours, or 22 days a year. The average is higher due to a few senior respondents with more days off.

- Total vacation hours have a mean of 106 hours, while sick leave was 40 hours and administrative leave was 14 hours. Vacation or PTO time available was reported by 87%, sick leave by 59%, and administrative leave by only 2%.
- The 32% of respondents who reported their employer offers Personal Time Off (PTO), indicated they receive an average of 73 hours. But that average goes up to 85 hours once you remove the 13% of PTO recipients who only receive 8 hours of this kind of leave. For those who use only a PTO system to cover all leave (vacation, sick, personal, admin) the average is 176 hours per year, or 22 working days.



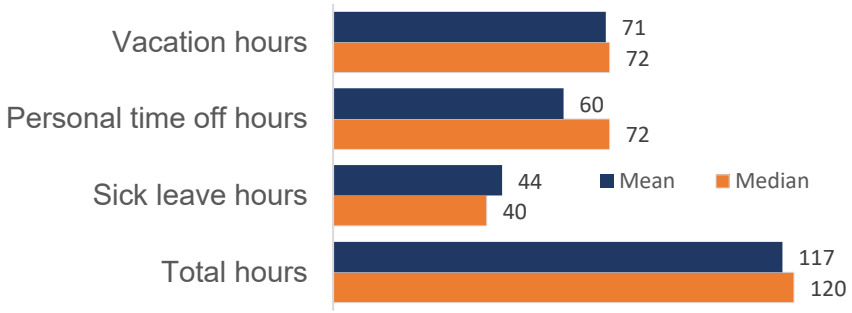
Since the last survey in 2022, the median vacation hours reported has fallen by 16%, while sick leave remain unchanged, and PTO has increased by 4 hours. The stark reduction in vacation time reported may be misleading, however, as it could be caused by more employers using PTO systems to cover all leave, a younger sample size, a variation within the margin of error, or a combination of these things.

Organizational Benefits: Hours of Leave by Level of Experience

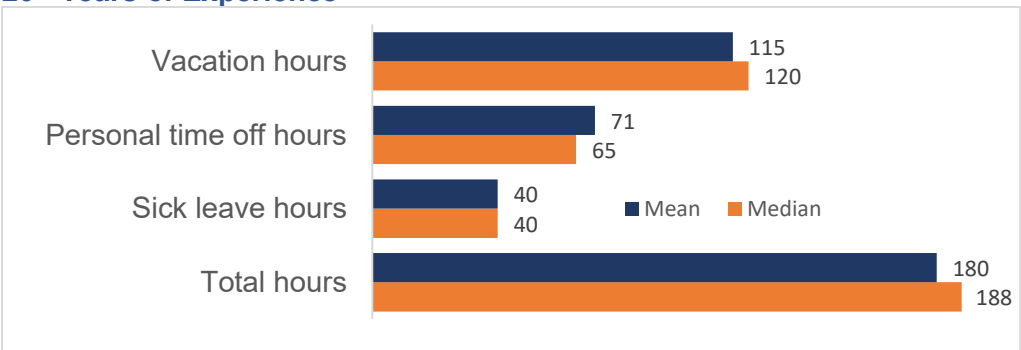
The leave schedule that full-time employees receive annually shows a steady increase with years of experience, from a total of 117 hours with one or two years of experience, increasing steadily to 180 hours with 20 or more years of experience.

- Specific sources of leave show their own patterns—for example although mean sick leave increases with experience, the median or most typical practice is to offer a consistent 40 hours at all levels.
- Too few indicated they receive separate Admin leave to identify reliable patterns.
- Vacation time follows a more expected pattern with junior employees receiving a median of 80 hours (two business weeks' worth), and the most senior workers receiving four weeks' vacation.
- PTO and Total leave similarly increase with experience, though it's interesting to note that median PTO drops for the most experienced workers. This appears to be due to greater numbers in this cohort still working under a more traditional vacation and sick leave structure rather than an all-encompassing PTO system.

2 or Fewer Years of Experience



20+ Years of Experience

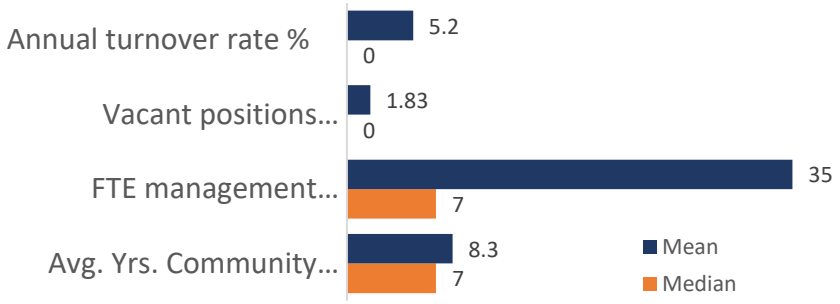


	Mean						Median					
Hours of Leave	1-2 yrs	3-5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	20+ yrs	1-2 yrs	3-5 yrs	5-10 yrs	10-15 yrs	15-20 yrs	20+ yrs
Vacation	87.8	92	109	120	126	134	80	80	120	120	160	160
Personal time off	74	77	75	101	124	134	76	72	80	80	80	72
Sick Leave	45	46	46	48	51	56	40	40	40	40	40	40
Total Leave	92	106	109	126	139	188	60	112	120	120	160	180

Employees Turnover and Average Tenure

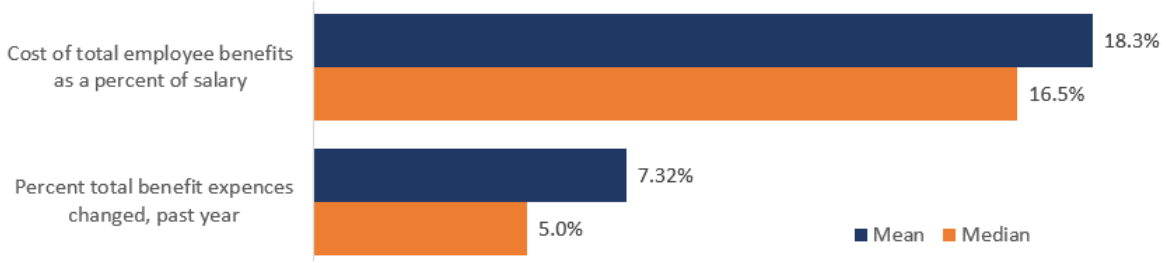
The average company has a mean of 35 management staff (not housekeepers, valets, etc.), and a much smaller median of 7 staff. This suggests many community management companies have smaller management staff in the single or low double digits, but some have quite a few, numbering over 100, which skew the average upward.

- An average of 1.83 management positions were vacant in the past year, accounting for an annual turnover of 5.2% on average.
- Community managers within the company are reported to have a mean of 8.3 years and median 7 years on the job.



Cost of Employee Benefits

The financial cost of employee benefits is a mean 18.3% of salary expense. Costs have increased for most, with a mean 7.32% and median 5.0% change in benefits expenses.



Average Cost of Benefits Received per Employee

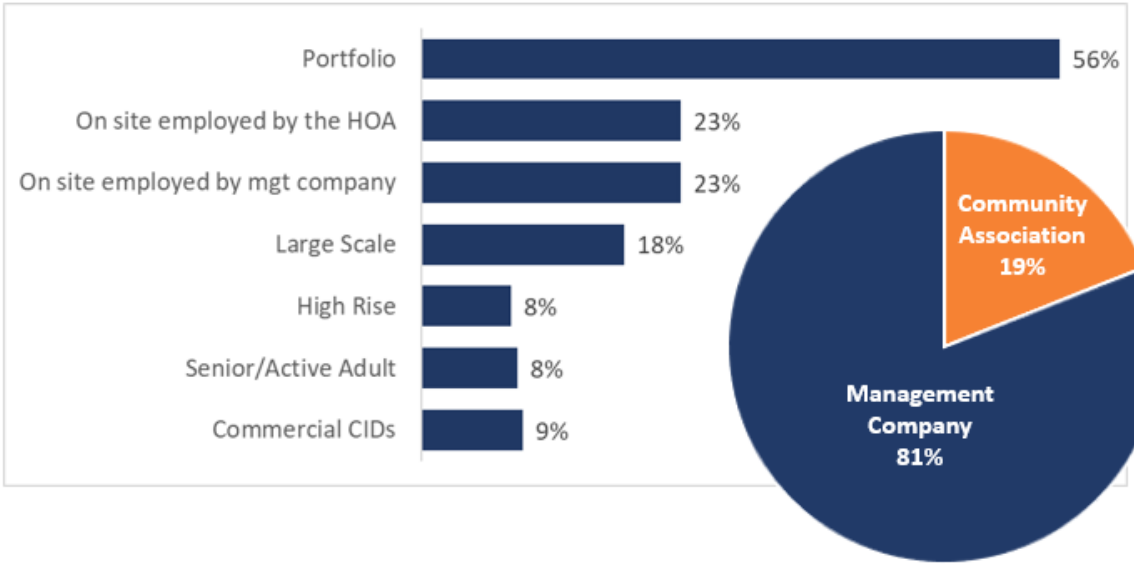
The average cost of insurance benefits is a mean of $ 7,761 and median $7,200, up 30% and 38% respectively since 2022. The total cost of benefits is a mean of $10,952 and median of $8,441, a 28% increase from 2022, with insurance about 70% of mean total benefits.



Organization Structure

The most common work arrangement is portfolio, reported by 56%, while just under one-fourth are on-site employed by the HOA, the same proportion as on-site employed by the management company.

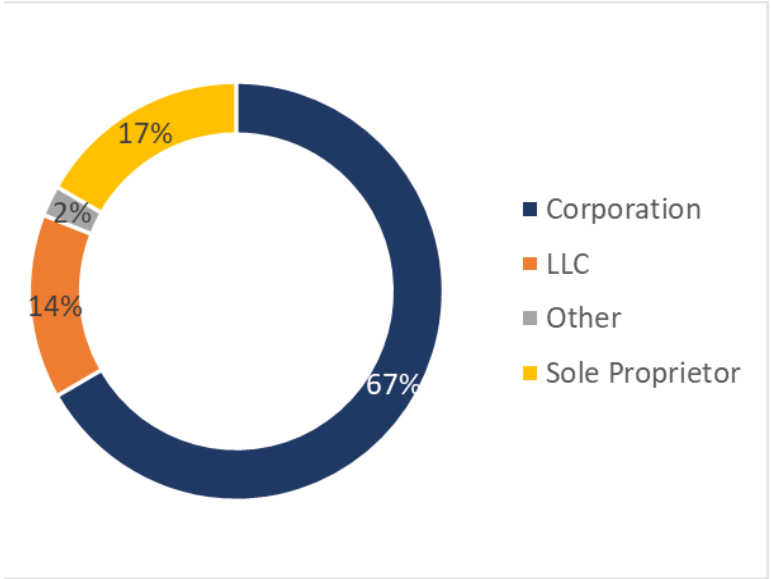
- Areas of specialization reported include large scale (18%), high rise (8%), senior/active adult (8%), and commercial CIDs (9%).



Other Characteristics

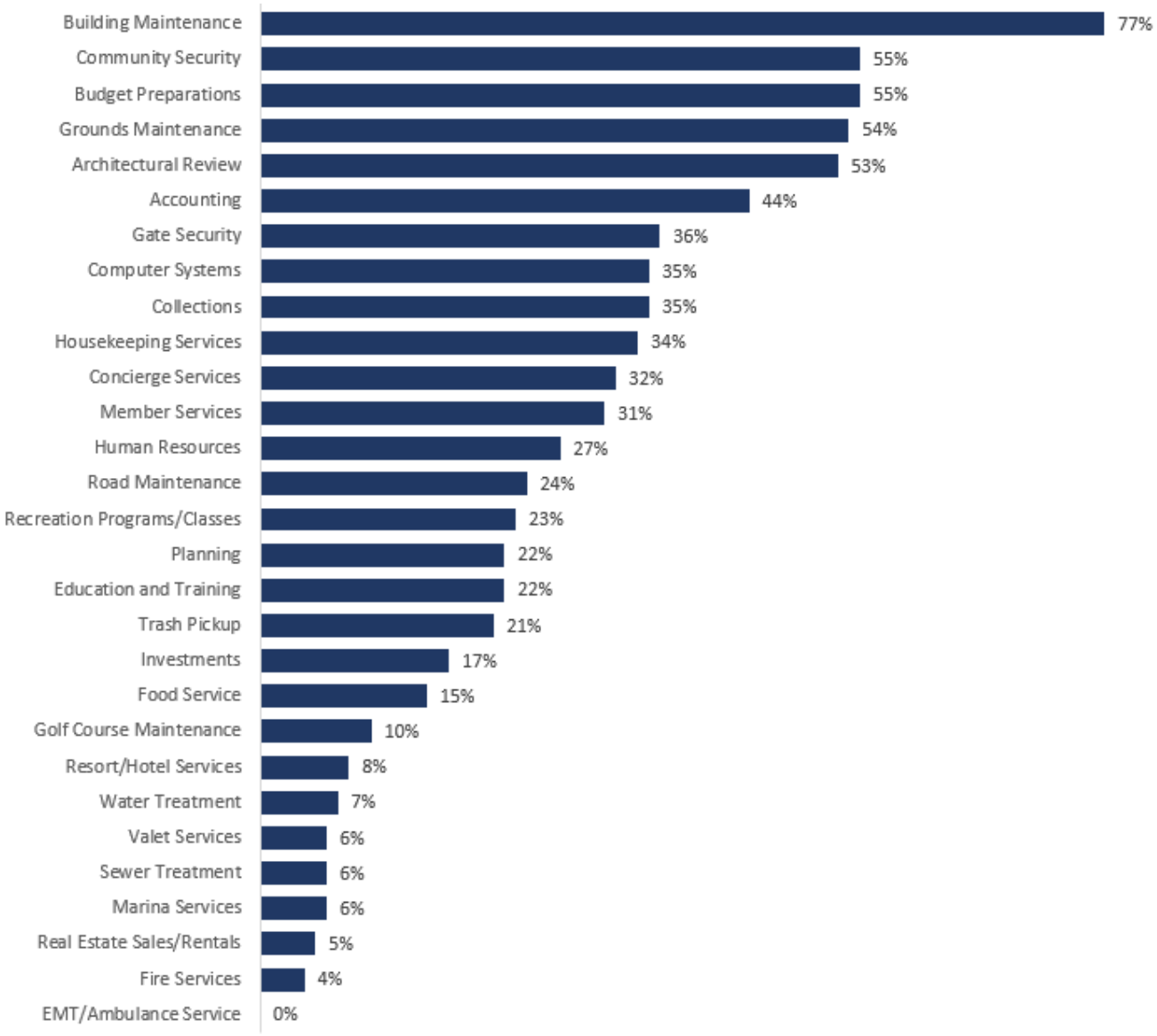
Most respondents report working for a management company rather than the community association.

- The management company structure is usually a corporation, with about one in seven an LLC.
- The remaining 19% are either sole proprietorships, or a mix of 'other' structures, including employee owned or non-profits.
- Respondents working at a portfolio report managing an average of 13.4 communities/associations and a median of 8.



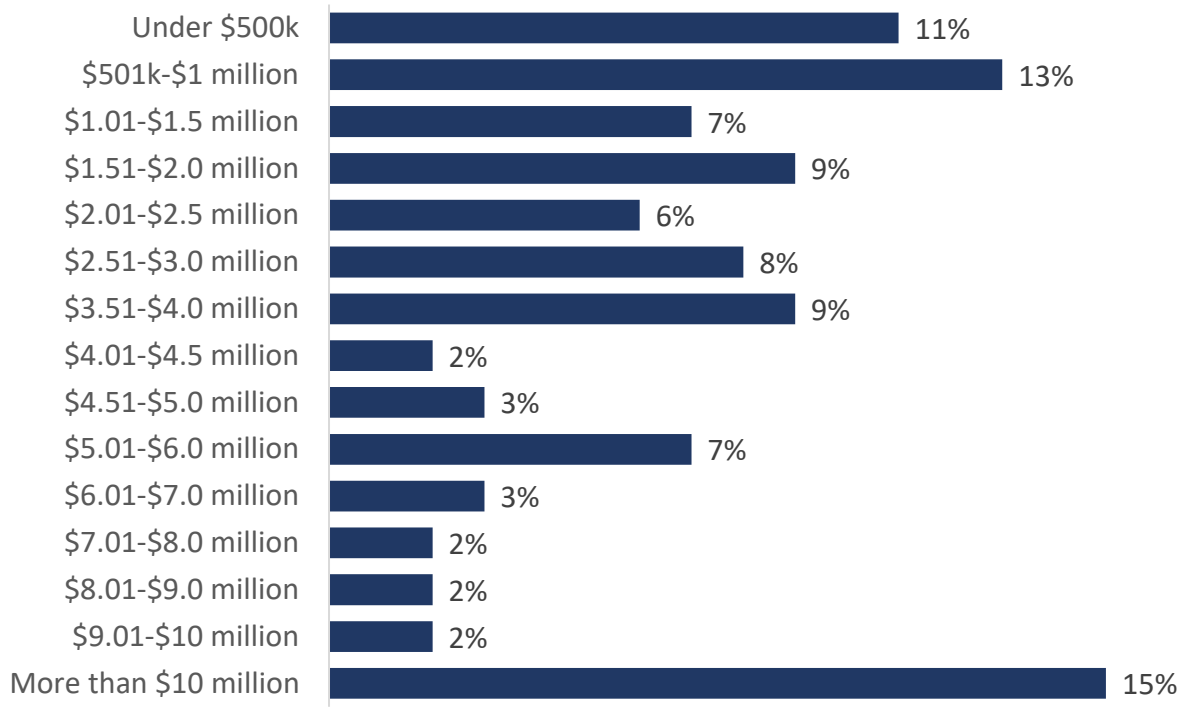
Responsibilities of Community Staff

Those who supervise on-site staff indicate that their community staff provide or oversee an average of 7½ distinct activities, most often building and grounds maintenance, community and gate security, architectural review, budget preparation, accounting, collections, computer systems, concierge and housekeeping services.



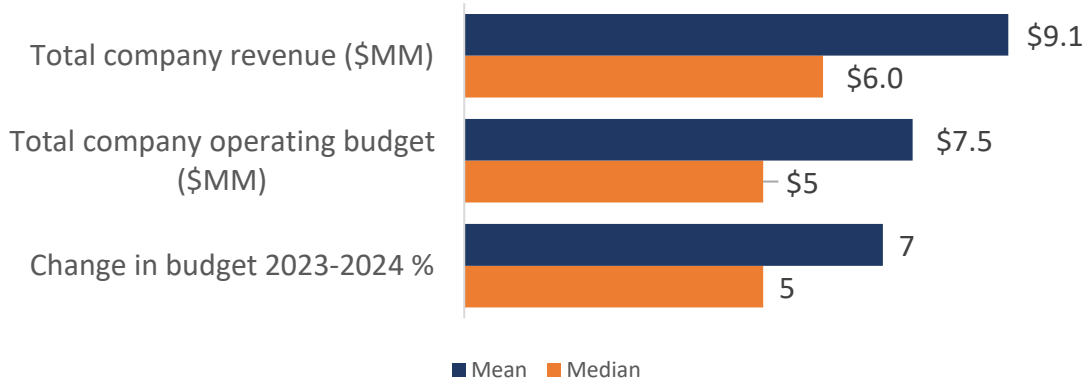
Association Annual Budget

The annual budget reported by respondents suggests numerous associations on the lower end of the range, with 40% at $2M or less. The largest single category is on the other end of the scale, with 15% reporting annual budgets of $10m or more.



Company Revenue/Budget and Change

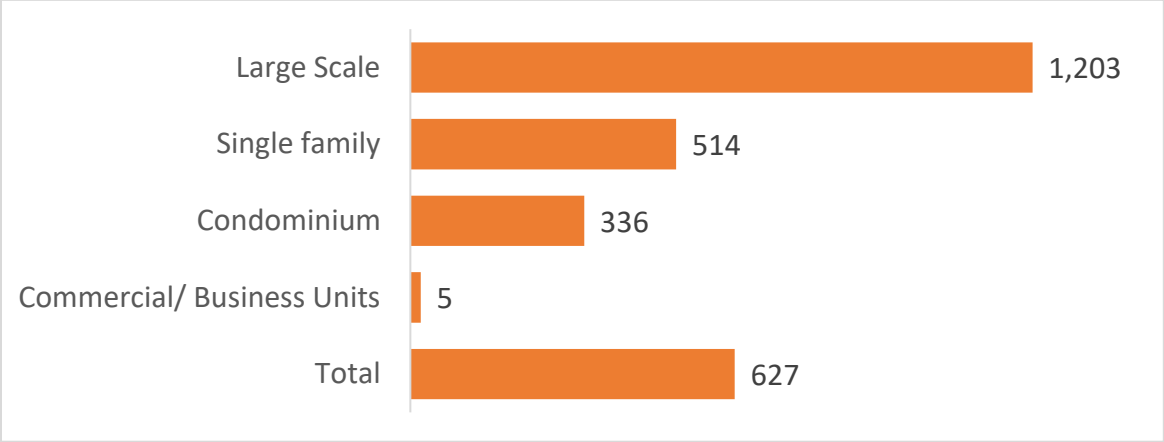
The total company revenue including multiple associations is a mean of $9.1 million and a median of $6.0 million. Reported operating budgets reveal a mean of $7.5 million and a median of $5 million. The one-year percent increase in budget is a mean of 7% and a median of 5.0%.



Median Number of Units in Association

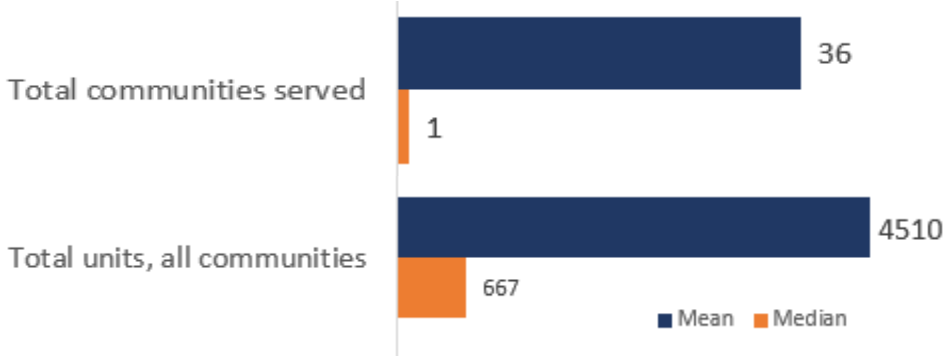
The median total units in reported associations is 627 and a mean of 2,070 units, which is indicative of a large spread. The smallest total is 11 units and the largest is 35,000.

- The median by type includes 514 single family, 1,203 large scale, 336 condominium, and 5 commercial or business units.
- The percent reporting each type consists of 66% with condos, 57% with single-family, 18% with commercial/business units, and 15% with large-scale.



Total Communities & Units

Higher level staff reported they serve an average of 36 communities each, but the median figure is 1. This suggests the majority serve only one community, while a minority support quite a few. The maximum reported was 450. Across all communities, there is an average of 4,510 units and median of 667 units, once again indicating a wide spread of sizes reported.



Detailed Data by Position	General Manager	Prop/Port Manager	Community Association Manager	Assistant Community Manager	CEO/Pres. Owner
Sample Size	47	53	45	15	15
Highest level of education					
High school diploma or GED	8%	9%	15%	13%	6%
Associates degree	8%	13%	18%	33%	13%
Some college completed	22%	49%	28%	40%	31%
Bachelor's degree	48%	24%	32%	13%	25%
Masters' degree or higher	15%	4%	7%	0%	25%
CM Certifications					
CCAM	88%	82%	89%	87%	81%
CMCA	46%	15%	9%	7%	38%
AMS	31%	5%	25%	0%	20%
None	2%	6%	5%	7%	13%
Other	15%	7%	9%	7%	19%
PCAM	11%	2%	13%	0%	27%
Experience					
Years in CM field (mean)	18.4	11.8	9.5	6.7	22
Years with current employer	11	9.2	6.8	4.7	19
Years in current position	9.3	9.2	8.1	4.4	18
Years in CACM	14	9.2	8.2	1.9	16
Years holding CCAM	13.2	8.9	8.5	1.8	18
Employed by					
Management Company	54%	98%	92%	66%	87%
Community Association	46%	2%	8%	33%	0%
Basis of Pay					
Non-exempt (hourly wage)	2%	17%	22%	60%	0%
Exempt (annual salary)	98%	83%	78%	40%	100%
Salary/Wage					
Salary/Income 2024 mean	$ 151,783	$ 82,975	$ 82,235	$ 67,547	$ 177,167
Salary/Income 2023 mean	$ 141,155	$ 76,687	$ 80,984	$ 53,460	$ 155,400
Salary/Income 2024 median	$ 145,000	$ 75,000	$ 79,250	$ 65,000	$ 166,000
Salary/Icome 2023 median	$ 132,000	$ 70,000	$ 75,750	$ 60,000	$ 150,000
Mean wage, end of 2024	$ 53	$ 27	$ 30	$ 28	n/a
Median wage, end of 2024	$ 53	$ 25	$ 32	$ 27	n/a
YoY % change salary mean	8%	8%	2%	26%	14%
YoY % change salary median	10%	7%	5%	8%	11%

Detailed Data by Position	General Manager	Prop/Port Manager	Community Association Manager	Assistant Community Manager	CEO/Pres. Owner
Bonus					
Paid a bonus	66%	36%	40%	38%	75%
Median	$ 10,000	$ 2,000	$ 1,500	$ 600	$ 25,000
Mean dollar amount	$ 11,903	$ 3,104	$ 3,580	$ 860	$ 25,100
Basis of Bonus					
Personal performance	62%	45%	42%	20%	56%
Company performance	33%	9%	27%	20%	11%
Company-wide/profit sharing	3%	18%	15%	40%	33%
Hours					
Official hours/week median	40	40	40	40	40
Actual reported/wk median	49	50	49.5	45	50
Benefits Leave/Hours					
Total Vacation hours mean	119.2	96.5	91.9	102.1	95
Personal Time Off hours	89.3	83.9	62.3	59.4	48.4
Sick leave hours	44.4	35.1	39.3	49.9	30.7
Holidays per year	9.7	9.7	9.9	8.8	9.4
% who work 1+ days remotely/mo.	48%	86%	71%	50%	75%
Mean days/mo. worked remotely	3.7	8.3	8.7	5.5	9.3
Work Responsibilities					
Supervise managers/support	83%	49%	53%	30.80%	92%
Median # of reports/people	15	5	4.5	2.5	19
Used/enrolled in benefits					
CACM specific education	75%	73%	58%	53%	53%
Professional Dues/Fees	69%	58%	41%	33%	60%
Employee Health Insurance	61%	55%	45%	40%	40%
Employee Dental Insurance	58%	48%	36%	40%	33%
Cell phone/laptop/comp	2%	0%	0%	0%	0%
Employee Vision Coverage	53%	42%	33%	33%	27%
Employee Life Insurance	67%	35%	27%	20%	33%
Employee Retirement Plan	61%	32%	27%	40%	47%
Remote/virtual work	28%	56%	47%	27%	33%
Other education reimbursement	59%	38%	30%	7%	47%
Travel/Expense account	41%	29%	33%	0%	40%
Dependent Health Insurance	31%	21%	21%	7%	20%
Dependent Dental Insurance	31%	24%	21%	13%	20%

Detailed Data by Position	General Manager	Prop/Port Manager	Community Association Manager	Assistant Community Manager	CEO/Pres. Owner
Dependent Vision	30%	15%	19%	13%	20%
Long-term Disability Ins.	30%	12%	21%	13%	7%
Flexible Spending Accounts	19%	8%	11%	20%	7%
Short-term Disability Ins.	25%	17%	18%	13%	13%
Dependent Life Insurance	17%	8%	12%	7%	20%
Wellness Program	19%	17%	14%	7%	7%
Health Savings Accounts	14%	11%	15%	0%	0%
Employee Assistance Prgm.	8%	5%	4%	0%	0%
Long-term Care Insurance	8%	6%	11%	7%	0%
Flu Shots	11%	11%	4%	7%	0%
Use of Amenities	13%	6%	5%	0%	0%
Meal Allowance	13%	5%	4%	0%	7%
Fitness Center	8%	3%	3%	0%	0%
Auto Insurance Discount	3%	3%	3%	0%	0%
Housing	2%	2%	1%	0%	0%
Structure of Retirement Program					
Automatic employer contribution	6%	6%	10%	20%	27%
Employer 1:1 match of contribution	36%	36%	29%	20%	33%
No match	19%	24%	36%	7%	7%
Other structure	31%	23%	8%	33%	20%
Retirement Program Contributions					
Auto employer. Contrib. (mean % of salary)	4.8%	6.3%	5.5%	7.8%	2.7%
Employer Match max % salary (mean)	4.1%	4.3%	4.6%	5.2%	6.0%
% total income contributed (mean)	11.7%	8.0%	7.2%	4.4%	9.4%

Appendix A:

CACM Compensation Survey 2025

A. Your Position

1) Which best describes your position?*

- Assistant Community Manager
- Assistant General Manager
- Chief Executive Officer/President/Owner
- Chief Financial Officer/Controller
- Community/Association Manager
- General Manager
- Property/Portfolio Manager
- Vice President
- Other - Write In (Required): *

2) What is your highest level of education attained?

High school diploma
Associates degree
Some college completed
Bachelor's degree
Master's degree or higher

3) What community management-related certifications do you hold? (*check all that apply)*

- CCAM
- AMS
- CMCA
- CPM
- PCAM
- None
- Other - Write In (Required): *

4) How many years have you been: *

	YEARS:
...in the community management field?	
...working for your current employer?	
...in your current position, performing the same responsibilities?	
...a member of CACM? (if applicable)	
...a CCAM? (if applicable)	

5) Are you employed by?*

Management Company

Community Association
Not applicable

6) On what basis are you paid?* Non-Exempt (hourly wage) Exempt (annual salary)
7) What zip code do you *mostly* work in?*

B. Compensation

8) What was your total annual salary in 2024?*

9) What was your 2024 annual income from wages?*

10) What was your hourly wage at the end of 2024?

11) Did you receive a bonus in the past 12 months? *
Yes No

12) What was the basis of your bonus? (*check all that apply*)
Personal performance
Community performance / goal achievement
Company-wide / profit sharing
Other basis - Write In (Required): *

13) What was the dollar amount of your bonus(es) received in the past year?*

14) What is your required work week in terms of total hours worked?
*

15) How long is your actual average work week? (estimated average hours you worked per week in 2024)*

16) What was your total annual salary in 2023?

17) What was your annual income from wages in 2023?

18) Do you supervise managers and/or support staff?*
Yes No

19) How many people report to you or do you manage?

20) How many employees report to you in these categories, and how much do they earn on average in each position, in terms of either hourly wage or annual salary?

	Number of Staff	**Average Salary or Hourly Wage $USD**
Administrative Assistant		
Architectural Coordinator		
Assistant Community Manager		
Bookkeeper: accounts. payable		
Bookkeeper: full cycle		
Building/Grounds Maintenance Director		
Club Manager		
Commercial Association Manager		
Communications Director		
Compliance/Enforcement Administrator		
Customer Service Staff		
Events Coordinator		
Facilities Manager / Chief Engineer		
Marketing and/or Business Development		
Receptionist		

Recreation Director		

21) What is your contracted "special or extraordinary rate" in terms of dollars per hour for:

	Rate in US Dollars:
Manager	
Principal	
Secretary / Administrator	

C. Your Benefits

22) Which of the following benefits are available to you in your position? (*check all that apply*)

	Available to me (not using)	**Currently enrolled or have used**	**Not available to me**
Professional Dues / Fees Reimbursement			
CACM specific education			
Other Education Reimbursement			
Travel/Expense Account			
Housing			
Fitness Center			

Meal Allowance			
Employee Health Insurance			
Dependent Health Insurance			
Employee Dental Insurance			
Dependent Dental Insurance			
Employee Vision Coverage			
Dependent Vision			
Employee Life Insurance			
Dependent Life Insurance			
Long-term Disability Insurance			
Short-term Disability Insurance			
Long-term Care Insurance			
Auto Insurance Discount			
Remote/Virtual Work Arrangements			
Flexible Spending Accounts			
Health Savings Accounts			
Wellness Program			
Use of Amenities			
Employee Assistance Program			
Employee Retirement Plan			

Flu Shots			

23) In a typical month, how many days do you work remotely?*

24) What are your annual levels of leave in each of the following categories?

	Response:
Vacation Hours (per year)	
Personal Time Off (hours accrued per year)	
Sick Leave (hours accrued per year)	
Administrative Leave (hours accrued per year)	
Holidays per year (Total number of days)	

25) What is the structure of your retirement program? (*check all that apply*)
An automatic employer contribution (regardless of whether you contribute)
Employer 1:1 match of your contribution to a maximum level
None
Other Structure - describe it (Required): *

26) Maximum percentage of salary: automatic employer contribution (if applicable)

27) Maximum percentage of salary: employer match (if applicable)

28) Maximum dollar contribution: employer match (if applicable)

29) Percentage of your total income contributed to retirement plan over past year (including yours and the employer's contribution)?

D. Area of Specialization

30) Please indicate if you are (check all that apply):

On site employed by the HOA
On site employed by a management company
Large Scale
High Rise
Senior/Active Adult
Portfolio
Commercial CIDs
Executive

31) If portfolio, how many communities do you manage?

32) Do you manage a mixed-use master association, or is your association part of a mixed-use master association?
Yes
No

33) If you supervise on-site staff, what areas of responsibility does your community staff provide or oversee?
(check all that apply)

I do not supervise on-site staff	EMT/Ambulance Service	Member Services
Accounting	Fire Services	Planning
Architectural Review	Food Service	Real Estate Sales/Rentals
Budget Preparations	Gate Security	Recreation Programs/Classes
Building Maintenance	Golf Course Maintenance	Resort/Hotel Services
Collections	Grounds Maintenance	Road Maintenance
Community Security	Housekeeping Services	Sewer Treatment
Computer Systems	Human Resources	Trash Pickup
Concierge Services	Investments	Valet Services
Education and Training	Marina Services	Water Treatment
		Other - Write In (Required): *

34) What is the association's annual budget?

I don't know	$2.51-$3.0 million	$6.01-$7.0 million
Under $500k	$3.01-$3.5 million	$7.01-$8.0 million
$501k-$1 million	$3.51-$4.0 million	$8.01-$9.0 million
$1.01-$1.5 million	$4.01-$4.5 million	$9.01-$10 million
$1.51-$2.0 million	$4.51-$5.0 million	Greater than $10 million
	$5.01-$6.0 million	

35) What is the mix of housing units in the association? (specify number of units)
Total units (all types): ___# of Units
Large Scale: ___# of Units
Condominium: ___# of Units
Single Family: ___# of Units
Commercial/Business Units: ___# of Units

36) Other unique aspects of your community include:

E. Organizational Structure

37) Please estimate the following for your company/clients:

	Estimated answer:
Total # of units (across all communities you manage)	
Total # of communities served	
Total company revenue (in $USD)	
Total company operating budget (in $USD)	
How was your percentage change in operating budget 2023 to 2024? (negative or positive %)	
How many management employees (full-time equivalents) do you currently have? Note: management employees only, not valets, guards, housekeepers, etc.	

How many total management positions were vacant at some time during 2024? Note: management employees only, not valets, guards, housekeepers, etc.	
What is your community manager's average tenure in years?	

38) What is your management company structure?
Sole Proprietor
Corporation
LLC
Other - Write In (Required): *

39) Does your company require a college degree for community managers?
Yes No

40) What do full-time employees receive annually based on how long they have worked at the community?

	Vacation Hours per year	**Personal Time Off (hours per year)**	**Sick Leave (hours per year)**	**Admin Leave (hours per year)**
1 Year of Service				
5 Years of Service				
10 Years of Service				
15 Years of Service				
20 Years of Service				

41) What is the average cost of benefits received per employee?

	Cost in $USD
Insurance Expenses	

Total Benefits (including insurance and other benefits)	

42) What is the approximate cost of total employee benefits as a proportion of salary expense?

43) What percent did your total benefit expenses change over the past year?

Thank you for participating in the 2025 CACM Compensation and Benefits Study

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