

A photograph of a modern, multi-story building at night. The building has a white facade with large glass windows and balconies. Some windows are illuminated from within, showing interior office spaces. A blue rectangular overlay covers the left side of the image, containing text. The Bullpen logo is in the bottom right corner.

OCTOBER 2026

MAINTENANCE & FACILITIES

COMPENSATION AND HIRING GUIDE

Maintenance and Facilities Hiring in 2026

Property operations hiring has held steady in 2026, even as acquisitions and development openings have shrunk. Maintenance and facilities teams are critical to property operations, and they are among the hardest operating roles in commercial real estate to keep staffed.

This guide includes compensation and hiring guidance for maintenance roles in multifamily and facilities roles in office, industrial, and retail.

Maintenance

Multifamily employers generally use maintenance titles.

Maintenance teams handle repairs and day-to-day upkeep. Technicians are usually responsible for work orders, unit turns, and basic plumbing and electrical repairs. Specialty work such as HVAC is typically referred to an outside vendor.

Facilities

Office, industrial, and retail employers use facilities titles.

Facilities teams oversee building systems and preventive maintenance. Industrial roles often require specialized technical skills, and retail roles focus on coordinating with construction teams and overseeing tenant fit-outs between occupants.



The 2026 Hiring Outlook

Operating Teams Remain Essential

Although multifamily owners are buying fewer buildings, property operations teams are still integral to running existing assets and improving operating performance.

Turnover Drives Multifamily Demand

Multifamily operators often hire more than other asset classes because of frequent turnover. In some cases, apartment evictions leave units in need of heavy work.

Commercial tenants usually sign five and ten-year leases, so turnover work is less frequent.

Industrial Pays at the Top

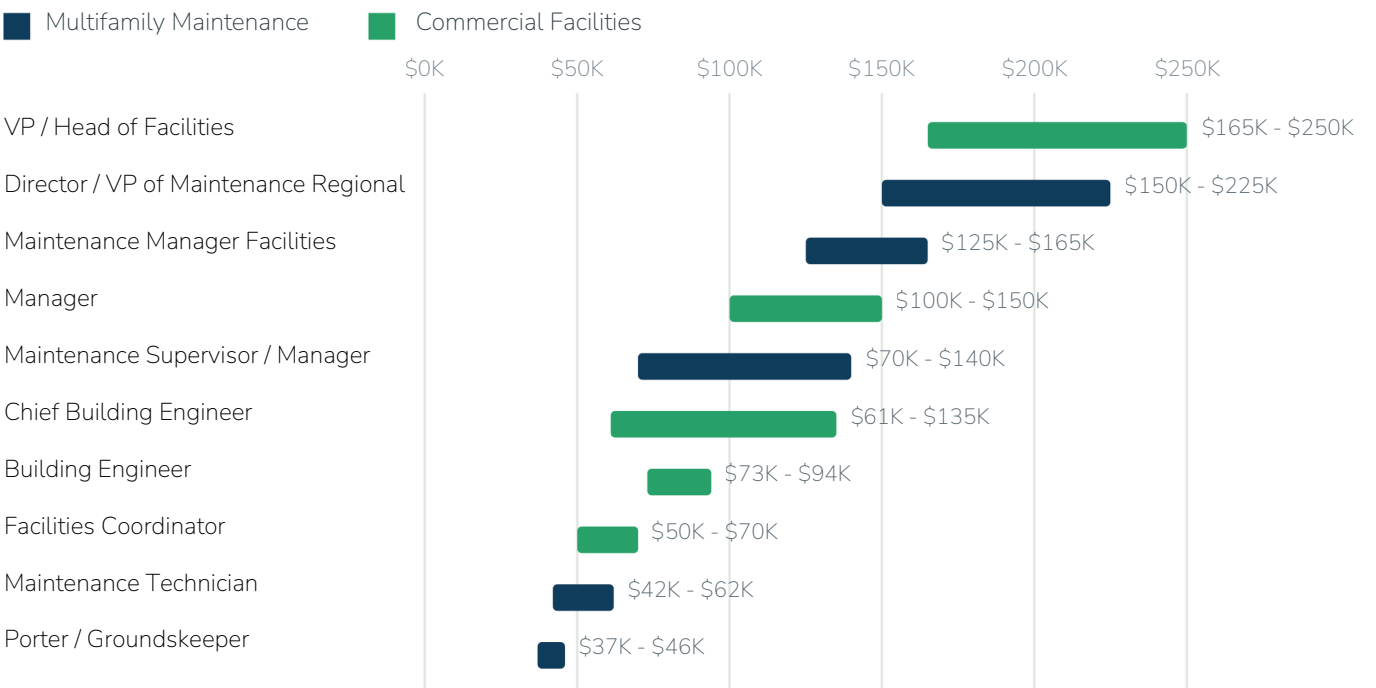
Facilities roles in the industrial asset class often require specialized technical skills. As a result, employers operating manufacturing plants, logistics hubs, and data centers pay at the top of the market.

Titles Vary Widely

Across both maintenance and facilities, senior-level professionals are expected to manage vendor relationships and operating budgets. Position titles and duties differ significantly across employers, so defining job expectations clearly is essential for both candidates and employers.

Annual Pay Ranges by Role

Base pay, national ranges. Hourly roles shown as full-time annual equivalents.



Compensation Tables

The ranges below are a starting point. Final compensation should be calibrated based on asset type, property class, market, on-site housing, and the technical scope of the role.

Industrial roles, including data centers, sit at the top of each range. Affordable and Class B or C multifamily sit toward the bottom.

Multifamily Maintenance

ROLE	BASE PAY	ANNUAL EQUIVALENT*
Director / VP of Maintenance	Salaried	\$150K - \$225K
Regional Maintenance Manager	Salaried	\$125K - \$165K
Maintenance Supervisor / Manager	Salaried	\$70K - \$140K
Maintenance Technician	\$20 - \$30/hr	\$42K - \$62K
Porter / Groundskeeper	\$18 - \$22/hr	\$37K - \$46K

Commercial Facilities

ROLE	BASE PAY	ANNUAL EQUIVALENT*
VP / Head of Facilities	Salaried	\$165K - \$250K
Facilities Manager	Salaried	\$100K - \$150K
Chief Building Engineer	Salaried	\$61K - \$135K
Building Engineer	\$35 - \$45/hr	\$73K - \$94K
Facilities Coordinator	Salaried	\$50K - \$70K

*Compensation in New York, San Francisco, and Los Angeles typically exceeds these ranges by 10-20%, or employers offset the gap with subsidized on-site housing.

Key Trends & Insights

Paying at the Top of the Market Is a High-ROI Decision

The most common grievance we hear from employers is multifamily maintenance turnover. The work and skillset required across most multifamily properties (of the same building class) are similar, so technicians will often leave for a few more dollars per hour in base pay.

Employers who pay in the top 5% of the local market see less turnover and attract stronger applicants. For a maintenance technician, moving from \$20 to \$25 an hour costs about \$870 a month, or \$10,400 a year.

Temp-to-Perm Streamlines Hiring for Hourly Roles

For porters, maintenance technicians, and other hourly roles, our most successful placements have used a “temp-to-perm” model. The candidate starts on a temporary basis and converts to a permanent role after a trial period, usually within two to six weeks, though some trials run up to six months. Retention is difficult to predict at the interview stage, and a trial period shows whether the candidate is punctual, completes the work, and interacts well with residents.

Clients paying below market for supervisor and manager roles should consider the same approach, since top candidates are unlikely to apply. When pay is at market, direct hire is the better route for manager-level roles.





Experience Does Not Always Transfer

Maintenance experience is closely tied to property type, and it does not always carry over from one asset class to another.

A technician from a Class A property is used to high finish standards and resident expectations, while affordable housing involves heavier unit turns and frequent compliance inspections. Student housing presents a different challenge, since staff must be comfortable turning over hundreds of units in a short window at the end of each lease cycle.

On-Site Housing is a Primary Benefit

Outside of New York, San Francisco, and Los Angeles, compensation for these roles is fairly consistent across regions.

In those three markets, employers typically offset higher living costs with increased pay or on-site housing. Subsidized housing is common for roles up to supervisor and property manager, and it benefits employers as well, since staff who live on site can respond to issues after hours. Other benefits in this function are typically modest.

Interview Framework by Level

Porter & Maintenance Technician

A strong candidate can describe their last three unit turns and how long each took. Discuss how they handle on-call requests and how they communicate with residents during a service visit.

For porters, look for reliability, attention to detail on grounds and common areas, and a willingness to support unit turns.

Maintenance Supervisor & Building Engineer

Supervisors should be able to explain how they assign and track work orders across a team, and which work-order or property management software they use.

For affordable properties, request an example of a recent inspection they prepared and how the property performed.

For building engineers, ask about their experience with chillers, elevators, and building automation systems, and find out which repairs they handle in-house versus send to a vendor.

Facilities Manager, Regional, and Above

A strong candidate can walk through a vendor budget they managed and explain the key decisions behind it. They should also be able to describe how they train and promote technicians and how they report on preventive maintenance to ownership.

Candidates for portfolio roles should show how they standardize vendors and practices across properties.

Common Hiring Mistakes

Paying below market and expecting retention

Technicians often leave for a few more dollars an hour. Paying in the top 5% of the local market typically costs \$2,000 to \$10,000 a year per hire and dramatically reduces turnover.

Permanent recruiting

Interviews rarely predict who will show up and stay. A temp-to-perm period tests reliability before the client takes on payroll and termination risk.

Ignoring past experience

A strong Class A technician may struggle at an affordable or student property, and the reverse is also true. Match experience to the property type.

Anchoring on title

Titles are an unreliable guide to experience. A maintenance supervisor can earn \$70K at one property and \$140K at a comparable one. Scope, team size, and systems knowledge are better indicators of a candidate's qualifications than title.

Over-screening candidates

Strict background requirements and credential requirements at application shrink an already limited pool. Many employers find it more effective to sponsor certifications after hire than to screen for them upfront.

Hiring FAQs

What skills are most valued?

Employers value hands-on technical expertise combined with software competency. Supervisors who started as technicians, can train junior staff, and are proficient with property management software are especially scarce, and employers pay a premium for them.

How important are language skills?

Language skills are a major plus, especially in resident-facing multifamily roles. Spanish is the most requested language, and some properties look for other languages based on their resident population.

Which maintenance and facilities role has the highest turnover?

Onsite maintenance technicians have the highest turnover of any multifamily role. The work is similar from one property to the next, so technicians often move between employers for modest pay increases.

Which certifications matter most?

For maintenance technicians, HVAC and pool certifications add value, and EPA Section 608 certification is required for anyone who works on refrigerant systems. For facilities roles, experience with chillers, elevators, and building automation systems is a plus. Many employers find it more effective to sponsor certifications after hire than to require them at application.



How long does a temp-to-perm trial last?

Most conversions happen within two to six weeks. Some clients extend the trial up to six months.

Do candidates resist temp-to-perm arrangements?

Rarely. Maintenance professionals change jobs often, so a trial period with a clear path to a permanent role is a familiar arrangement.

What benefits do employers typically offer?

On-site housing is the most common benefit, and some employers provide two-bedroom units for staff with families. Beyond housing, benefits in this function are typically modest.



Build Your Next Maintenance and Facilities Team with Bullpen

Bullpen is the leading recruiting partner for the commercial real estate industry. From one-off executive searches to volume recruiting, we place top performers across debt, investor relations, acquisitions, asset management, development, construction, accounting and finance, and property management. Our team has placed more than 1,000 people across the country and partners with operators ranging from family offices to the largest institutional platforms in the industry.

If you are evaluating a hire on your debt team or another job function within real estate, we welcome a conversation.

Visit bullpenre.com or reach out to our team directly to start a search.
