

A nighttime photograph of a city square. In the foreground, a large fountain with multiple jets of water is illuminated with blue light. In the middle ground, there are several large, leafy trees and a statue of a horse and rider. In the background, a tall, ornate building with a flag on top is brightly lit, and other modern buildings are visible to the left.

2019 NORTHEAST INDIANA

Nonprofit Salary Survey

Northeast Indiana Nonprofit Leaders,

ATTRACTING AND RETAINING TALENT

continues to move up the priority lists of nonprofit leaders across our communities.

With nonprofits facing labor market challenges—hiring qualified staff within limited budget constraints, maintaining salary budgets against market pressures and finding qualified staff in the first place. Adding to the challenge, a 2017 Gartner article reports that businesses are now emphasizing their social consciousness with staff and recruits, one of the nonprofit sectors' long-standing advantages in competing for talent.

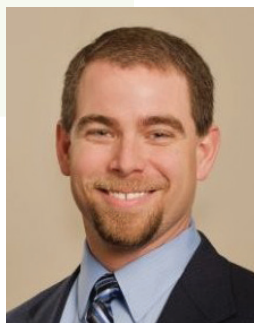
If you accept the premise that better human resource management practices are of vital importance to face the challenges of our communities' futures, it becomes clear that long-term sustainability and staff retention with competitive wages are inextricably linked. Some organizations' responses are to do more job advertising while others are adding HR staff, outsourcing more staff recruiting, and/or seeking ways to expand compensation and benefits.

This is the third edition of the Northeast Indiana Nonprofit Salary Survey, brought to you by the Community Foundation of Greater Fort Wayne and United Way of Allen County, and builds on past reports from 2012 and 2014. This survey covers sixteen of the common leadership, administrative, and program positions with responses from 125 area nonprofits. We were pleased to partner with the Charitable Advisors team, from Indianapolis, once again to assemble this report.

We hope these survey results will provide leaders of nonprofit organizations from all service sectors and all sizes with a valuable set of tools to seriously explore compensation and benefits with the ultimate goal of attracting and retaining the talent necessary to achieve your missions.



Brad Little
President & CEO,
Community Foundation
of Greater Fort Wayne



David Nicole
President & CEO,
United Way of Allen
County



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Applying this Report to Your Organization

“Our people are our most important asset!”

While we hear this cliché in every management and leadership development context, it is more than a cliché. We know it is true. It takes good people to make a good organization and to produce good results for our clients, patrons, partners and other stakeholders.

Yet how much time is spent in the typical board meeting talking about staff recruiting, staff training and development, staff retention or staff compensation? How does board leadership support this critical factor without stepping across the line of micromanaging and getting overly involved in operations?

Here is a chance to begin thinking more intentionally about the investments your organization makes in your “most important assets.”

Best Practices

COMPENSATION PHILOSOPHY

Pending regulations back in 2016 about **overtime compensation** caused many nonprofits to re-examine how employees were classified and paid. Though these rules were never made law, they did highlight that many nonprofits were inappropriately classifying certain types of direct service staff roles as salaried to avoid paying overtime.

Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to succeed and how much those people should be paid. It is the CEO/Executive Director’s job to implement the compensation philosophy and the board sets the compensation for the CEO/Executive Director.

Do you have a compensation philosophy? Do you want to pay at the median range of our area nonprofits? Higher or lower? What impact does that decision have on quality and retention? What additional stressors does your organization face if you pay less? And are you really saving money?

ATTRACTING TALENT = KEY DIFFERENTIATOR

Your organization’s approach to staff compensation and respect for staff members are key parts of your nonprofit’s identity in the community and can be a key differentiator in both perceptions and reality of how well you provide your services and attract funding.

A flexible work schedule, vacation time, or professional development and training opportunities can make your compensation package more appealing.

How does your nonprofit want to be perceived in the community? What do you want employees to be saying about development and learning opportunities in your organization? How important is it that current and future staff perceives that they can build a long-term career at your organization?

LEADERSHIP DEPARTURE

For many organizations, the only time board discussion of compensation arises is with the departure of a long-term leader and the realization that the open position cannot be filled with a qualified candidate in the same salary range.

How do you use this survey information on a routine basis to ensure your organization is staying on track with compensation for your senior leaders? Is executive compensation on the agenda for the Executive Committee or Governance Committee annually, whether you are expecting leadership turnover or not?

SMALL NONPROFITS CAN BENEFIT

Using resources like this salary survey, even small nonprofits can begin to make intentional decisions about the desired range of salaries and benefits needed to position the organization to attract and retain the right caliber of leaders and staff to carry out its mission.

How competitive is your current leadership compensation? Could you attract a similarly qualified person for the same salary? What is your target compensation range and how can you get there in 2 or 3 years by ramping up pay each year?

MORE THAN JUST MONEY

Also consider the non-financial components of a compensation package—a flexible work schedule, vacation time, and professional development and training opportunities—can make your compensation package more appealing.

What benefits does your organization provide beyond financial compensation? What benefits does your organization provide beyond financial compensation? Have you asked staff lately what they value most?



IN 2016-2017, WE INVESTED \$4 MILLION IN OUR COMMUNITY, AND LEVERAGED MORE THAN \$5.9 MILLION THROUGH ADVOCACY, VOLUNTEERISM, AND COLLABORATIVE EFFORTS.

EVERY DOLLAR INVESTED IN UNITED WAY OF ALLEN COUNTY HAS AN IMPACT OF \$2.06 IN OUR COMMUNITY.

READY TO LIVE UNITED?

You or your employees can give, advocate, or volunteer. We have many ideas and opportunities for getting involved.

To learn more, contact us.

NewWaytobeUnited.org

260.469.4006 | NewWaytobeUnited@uwacin.org



United Way of Allen County

334 E. Berry St., Fort Wayne, IN 46802

Participating Organizations

2nd Mile Adventures	Center for Nonviolence, Inc.	Girl Scouts of Northern Indiana Michiana
A Hope Center	Children First Center	GiveHear (DBA HearCare Connection)
A Mother's Hope	Children's Autism Center	Goodwill Industries of NE Indiana
ACRES Land Trust	Clear Lake Twp. Land Conservancy	Grace Village Retirement Community
Allen County Drug & Alcohol Consortium, Inc.	Community Humane Shelter of Steuben County	H.O.P.E. for Animals, Inc.
Amani Family Services	Compassion Pregnancy Centers	Habitat for Humanity of Greater Fort Wayne, Inc
Angola Kid's League	Cornerstone Youth Center	Habitat for Humanity of NE IN
Animal Welfare League of Kosciusko County	Creative Women of the World	Headwaters Counseling
Anthony Wayne Area Council, Boy Scouts of America	Crossroad Child & Family Services, Inc.	Healthier Moms and Babies
Arts United Of Greater Fort Wayne, Inc.	CTN	Heartline Pregnancy Center
Associated Churches of Fort Wayne and Allen County	DeKalb Community Impact Corporation	History Center
Auburn Cord Duesenberg Automobile Museum	DeKalb Pregnancy Center	Hoosiers Feeding the Hungry
Audiences Unlimited, Inc.	Dekko Foundation, Inc.	Huntington County Child Advocacy Center, Inc. (DBA McKenzie's Hope)
BBB Serving Northern Indiana	Down Syndrome Association of Northeast Indiana	Huntington County Community Foundation
Bi-County Services, Inc.	Early Childhood Alliance	Intercession Group
Big Brothers Big Sisters of Northeast Indiana	East Wayne Street Center	JobWorks, Inc.
Blue Heron Ministries, Inc.	Embassy Theatre	Joe's Kids
Blue Jacket, Inc.	Erin's House for Grieving Children	Junior Achievement of Northern Indiana
Boomerang Backpacks, Inc.	FAME	K21 Health Foundation
Bounce Back of Indiana, Inc.	Fort Wayne Children's Choir	Kate's Kart
Boys & Girls Club of Huntington	Fort Wayne Civic Theatre, Inc.	Kosciusko Chamber of Commerce
Brightpoint	Fort Wayne Dance Collective	Kosciusko Community Senior Services
Camp Alexander Mack	Fort Wayne Museum of Art	Kosciusko County Solid Waste Management District
Camp Watcha Wanna Do	Fort Wayne Philharmonic	Kosciusko County Tobacco Free Coalition
Cancer Services of Northeast IN	Fort Wayne Public Television, Inc.	Kosciusko Home Care & Hospice, Inc.
CASA of Kosciusko County	Fort Wayne Trails, Inc.	Kosciusko Literacy Services
CASS Housing	Fort Wayne Youtheatre	
Catholic Charities, Fort Wayne-South Bend Diocese	Fort Wayne Zoological Society	
	Freedom Academy	
	Genesis Outreach, Inc.	
	GiGi's Playhouse	

Participating Organizations

Kosciusko Runners' Association

LaGrange County Council on Aging

Lakeland Youth Center

Lasting Change, Inc.

Learn More Center

LEARN Resource Center

Lutheran Military Veterans and Families Ministries

Lutheran Social Services, Inc.

Mad Anthonys Children's Hope House

Mary Cross Tippmann Foundation

Matthew 25

McMillen Health

Mental Health America of Northeast Indiana

NeighborLink Fort Wayne

NIIC

Northeast Indiana Positive Resource Connection

Northeast Indiana Public Radio

Not Easily Broken Ministries

Passages, Inc.

Pathfinder Services, Inc.

Place of Grace

Power House Youth Center

Project Mercy

Project READS

RemedyLIVE

RISE Inc.

Ronald McDonald House

RSVP of Allen County, Inc. (DBA Volunteer Center)

Run Hard. Rest Well.

SCAN Inc.

Science Central

Spanish World Ministries

St. Joseph Community Health Foundation

St. Martin's Healthcare, Inc.

Start Fort Wayne

Steuben County Community Foundation

Steuben County Council on Aging, Inc.

Steuben County Economic Development Corporation

Steuben County United Way

Super Shot

Syracuse-Wawasee Historical Museum

Syracuse-Wawasee Park Foundation

Teach Our Children Fund Inc., (DBA Fort Wayne Center for Learning)

Teen Parents Succeeding

The Center for Whitley County Youth

The Honeywell Foundation, Inc.

The JAM Center

The Rescue Mission

The Salvation Army

The Shepherd's House, Inc.

The Wells County Foundation, Inc.

Three Rivers Festival

Tippecanoe Watershed Foundation

TLC House Indiana

Turning Point of Steuben

Turnstone Center for Children and Adults with Disabilities

United Way of Allen County

United Way of Huntington County

Visiting Nurse

Wabash County Animal Shelter, Inc.

Wabash County Habitat for Humanity

Wagon Wheel Center for the Arts

Warsaw Education Foundation

Wee Creations Preschool & Daycare

Wellspring Interfaith Social Services, Inc.

Whittington Homes and Services for Children and Families

Whitley County Community Fdn

Women In Transition

World Baseball Academy, Inc.

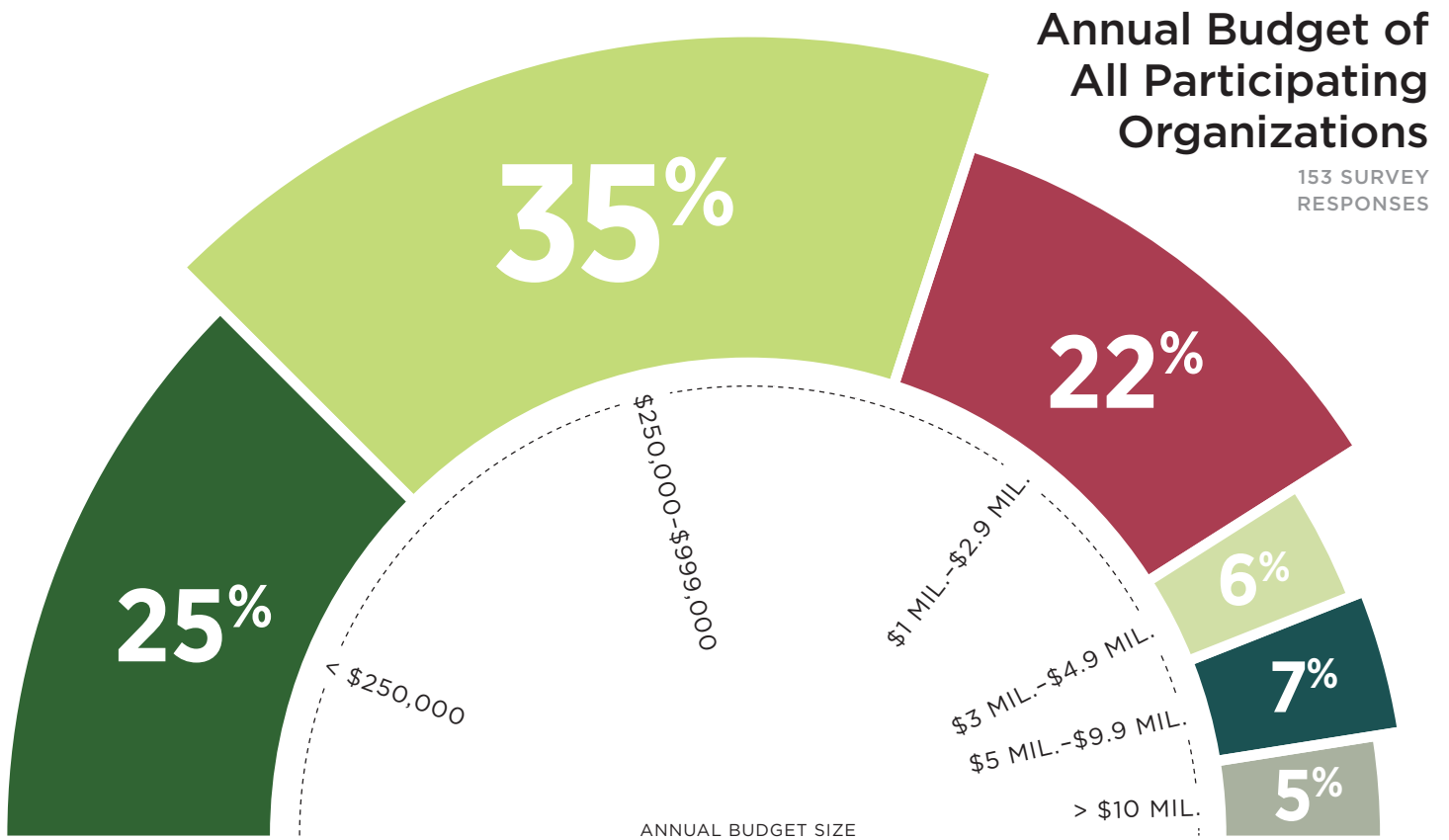
YMCA of Greater Fort Wayne

Youth for Christ of Northern Indiana, Inc.

Youth Services Bureau of Huntington County

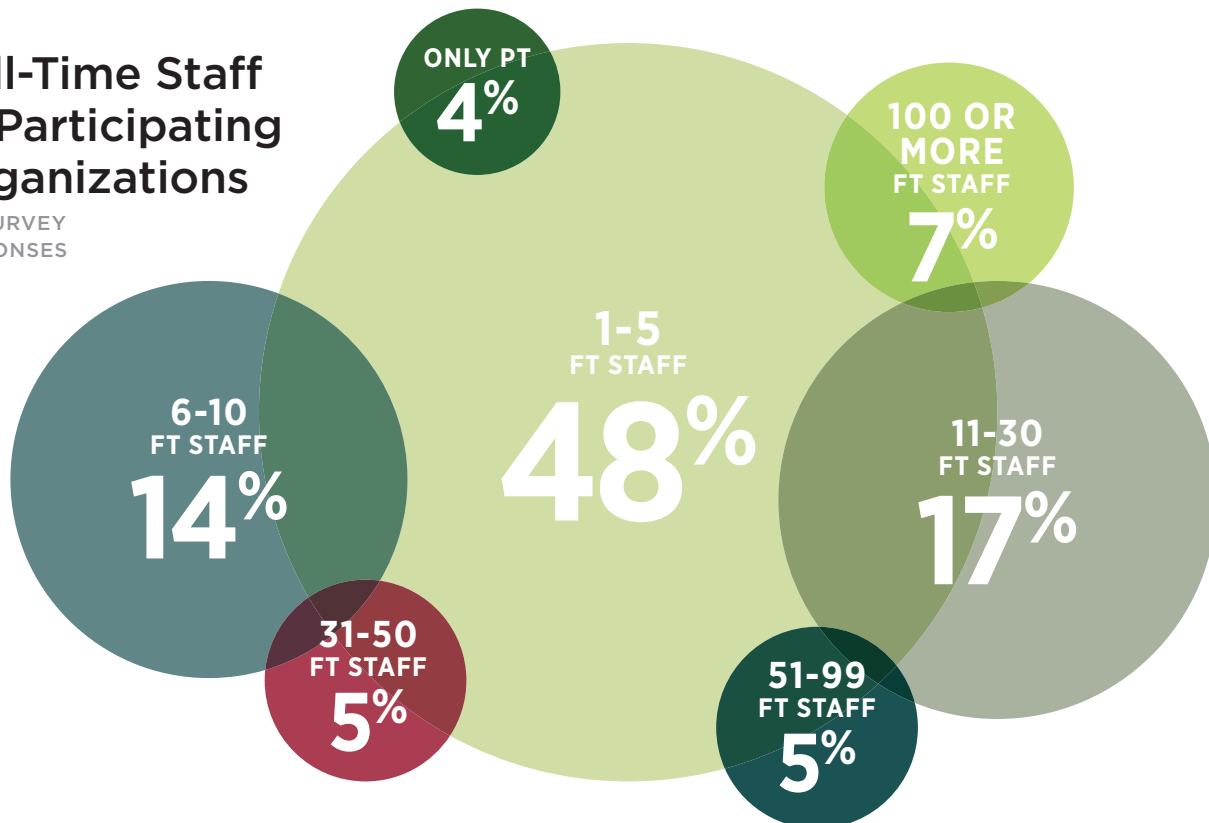
YWCA Northeast Indiana

Overview of Participating Nonprofits



Full-Time Staff of Participating Organizations

153 SURVEY RESPONSES



Overview of Participating Nonprofits

Not all nonprofits are created equal. It is also difficult to directly compare nonprofits from differing service areas when assessing salary and benefits. An arts and culture organization has a very different mission and serves in a much different capacity than a human service organization concentrating on homelessness, for example.

How do you compare salaries across nonprofit sectors? One way is to make a generalized comparison is to look at budget and staff size regardless of mission and service area. Budget and staff size are the best two universal indicators that all nonprofit organizations can compare when defining the number of executives and the skill level needed to fulfill the mission.

158
nonprofits
represented

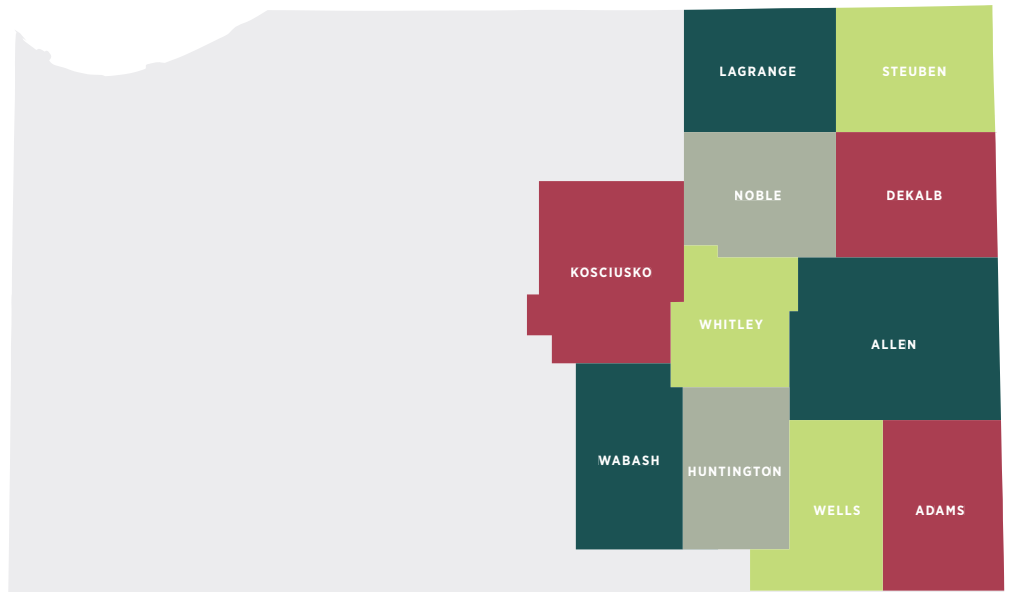
16
position
categories

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Animal-related	5	3%
Arts, Culture, and Humanities	16	10%
Community Development	12	8%
Elementary, Secondary, or Charter School	3	2%
Environmental	4	3%
Health, Disease, Disorders	19	12%
Human and Social Services (youth programs/mentoring)	74	47%
Private or Community Foundation	8	5%
Professional, Trade, or Membership Association	3	2%
Recreation, Sports, Leisure, Athletics	3	2%
Other	11	7%
Grand Total	158	

ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Museums and Museum Activities	4	25%
Performing Arts	10	63%
Other	2	13%
Grand Total	16	

HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Adoption or Foster Care	2	3%
Alliance or Advocacy Organizations	5	8%
Child Day Care	4	6%
Community or Multi-Service Center	3	5%
Disability Services	2	3%
Domestic Violence	3	5%
Employment and Job Related	2	3%
Food Services, Banks, and Pantries	10	15%
Homelessness, Shelter	2	3%
Mental Health or Crisis Intervention	4	6%
Older Adults	12	18%
Residential Services	16	25%
Youth Development	21	19%
Other	23	21%
Grand Total	65	

ANNUAL BUDGET FOR ALL PARTICIPATING ORGANIZATIONS	COUNT	PERCENT
Less than \$250,000	39	25%
\$250,000-\$999,000	53	35%
\$1 million-\$2.9 million	34	22%
\$3 million-\$4.9 million	9	6%
\$5 million-\$9.9 million	11	7%
Greater than \$10 million	7	5%
Grand Total	153	



Methodology/Data Analysis

In order to be included in the final report, respondents had to represent a nonprofit organization located in Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties. Hospitals, public schools, colleges/universities and churches were excluded from the survey.

In developing the survey tool, the Charitable Advisors team started with the 2018 Central Indiana salary survey. We took seriously the feedback we received from survey users about positions that were not included or positions not clearly defined. The original Northeast Indiana survey in 2010 covered 7 leadership positions, which was increased to 20 positions in 2014.

HOW THE SURVEY WAS CONDUCTED

For this survey, Jeff Lucas at the Employers Resource Association in Cincinnati was our data-gathering partner. Data was carefully reviewed for duplication and completeness. Incomplete responses were removed. If there were less than

four responses in a category, the specific detail was not included and if only three or fewer organizations reported data, the finding was excluded to maintain survey participant anonymity. When four or five organizations reported data average, minimum, median, and maximum are reported, quartiles were omitted.

The survey invitation list included organizational contacts from Community Foundation of Greater Fort Wayne and United Way of Allen County member organizations. We appreciate everyone who assisted us in spreading the word to increase participation.

Over 300 emails were deployed a month prior to when the salary survey was launched to organizational leaders to provide the best contact person for the upcoming survey. These organizations then received an email invitation to participate with a unique organizational weblink from the Employers Resource Association. Organizations that wanted to participate but were not in this initial list contacted us directly and were issued their unique link.

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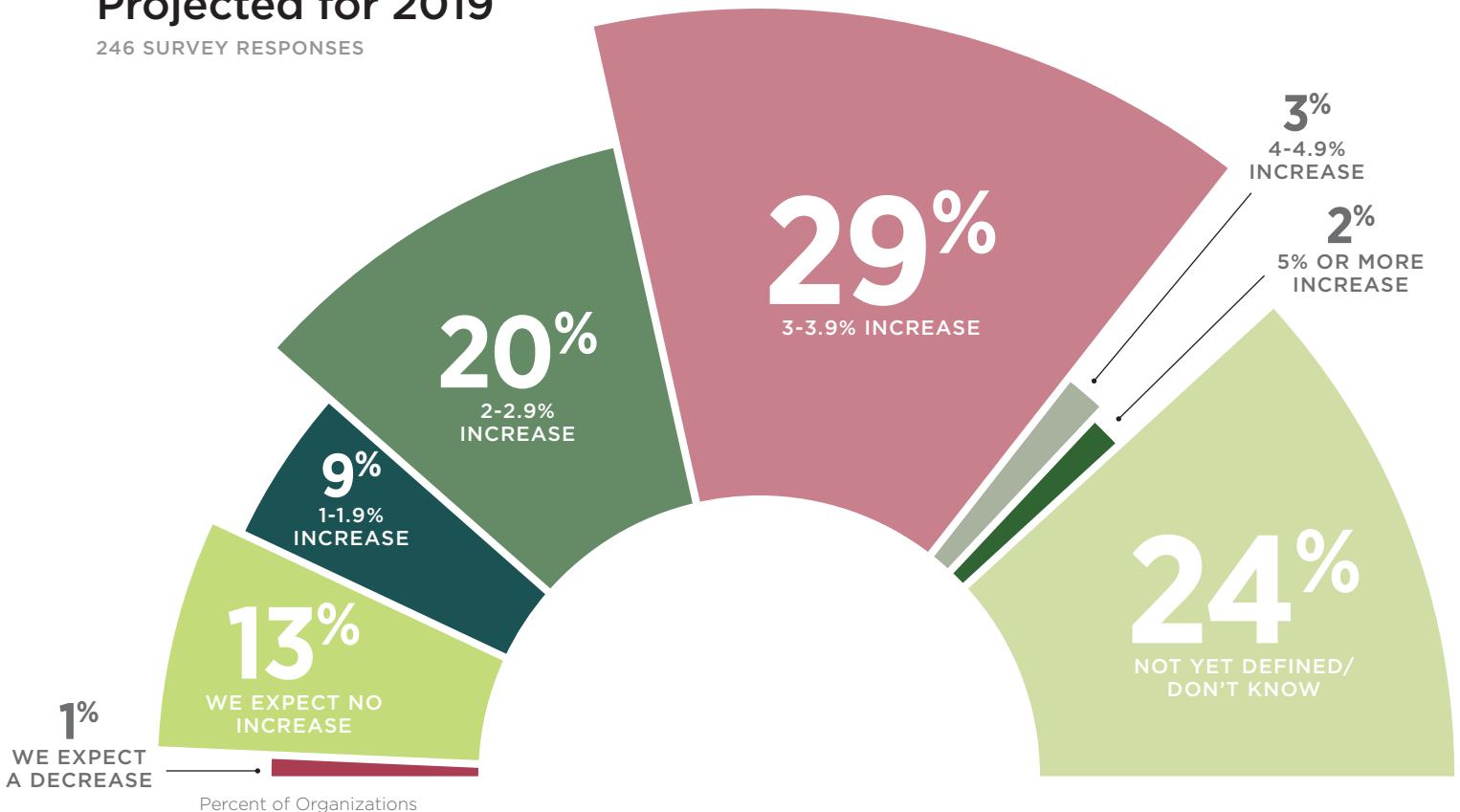
State of the Sector

A key goal of this Northeast Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that they have and recruiting capable organizational leadership by

allowing you to see how your compensation strategies compare to other area nonprofits. As before, in order to add some context to this salary information, we asked a few other questions that we felt might be of interest to the users of the survey.

Average Wage Change Projected for 2019

246 SURVEY RESPONSES





COMMUNITY
FOUNDATION
of Greater Fort Wayne

WE DO THREE THINGS

We help people make their charitable giving more impactful.

We connect funding to effective nonprofits through grantmaking.

We provide leadership to address community needs & improve quality of life.

WHY?

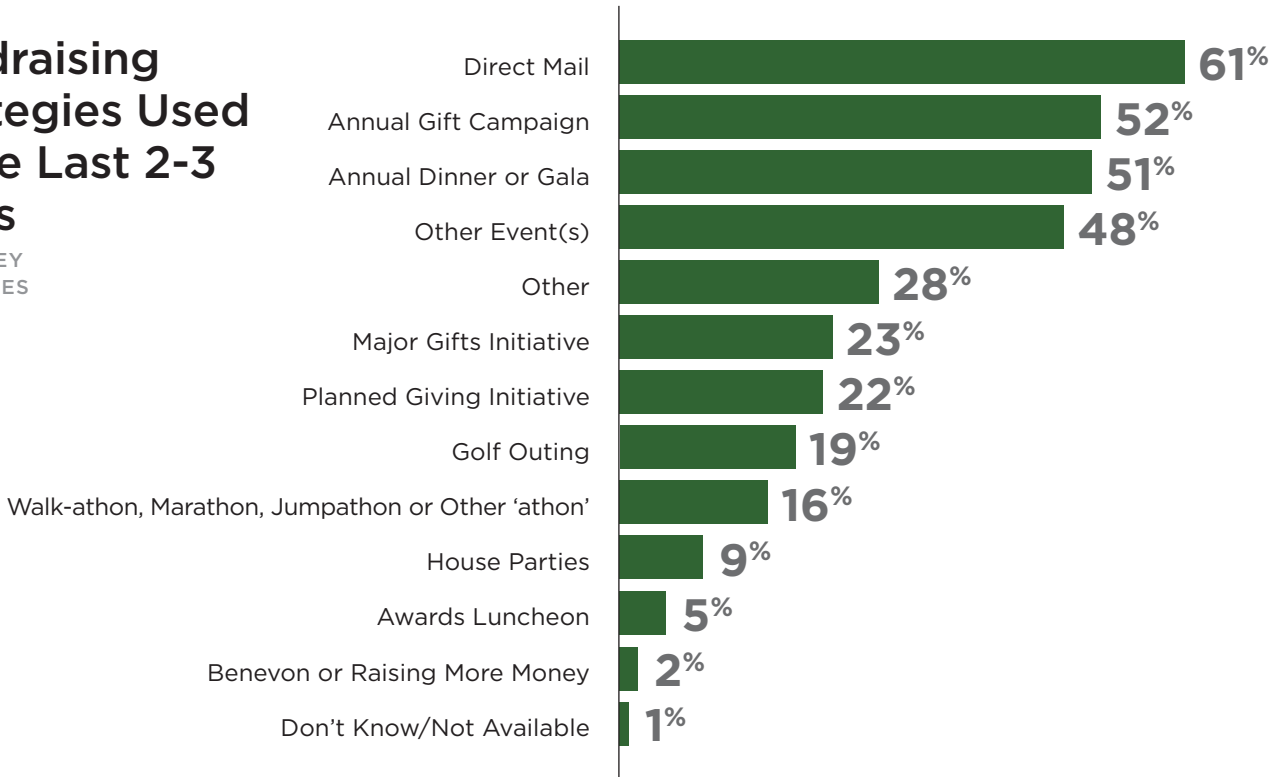
BECAUSE WE LOVE OUR COMMUNITY

Photo by Stephen J. Bailey

State of the Sector

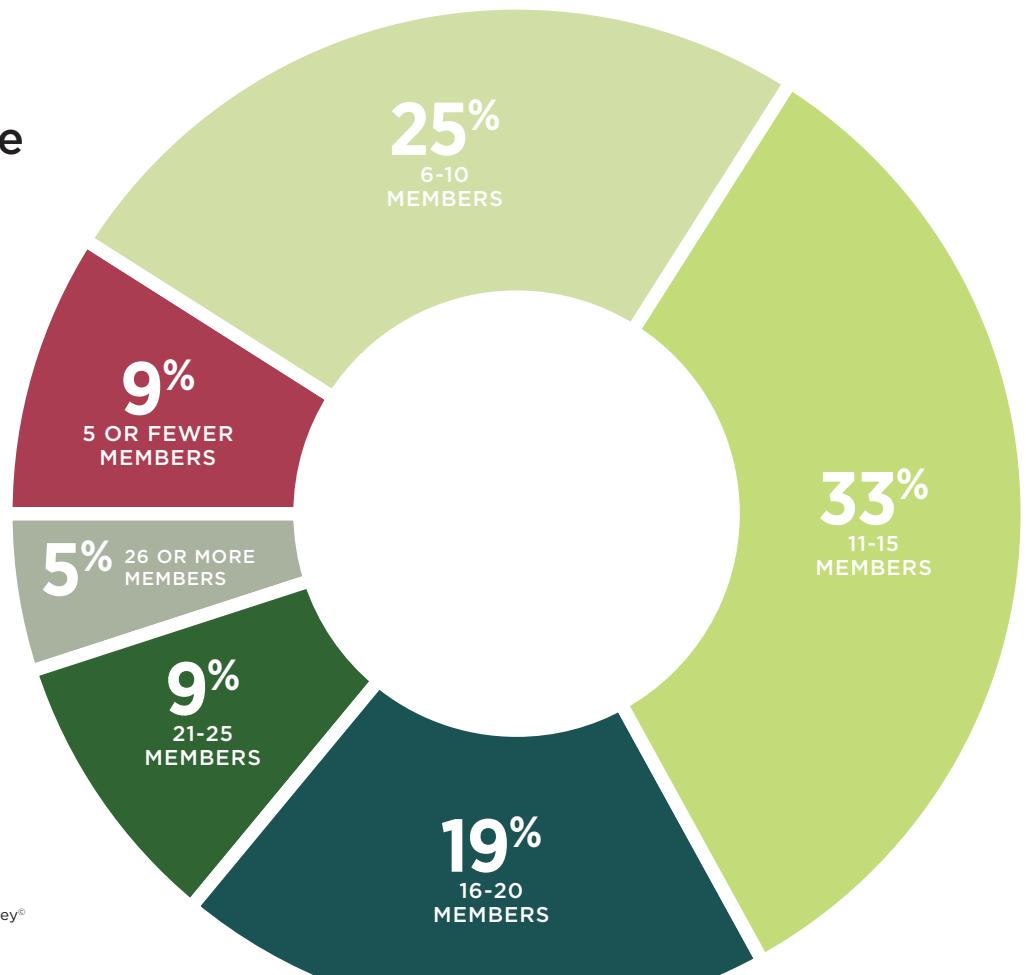
Fundraising Strategies Used in the Last 2-3 Years

151 SURVEY RESPONSES



Number of People on Boards of Directors

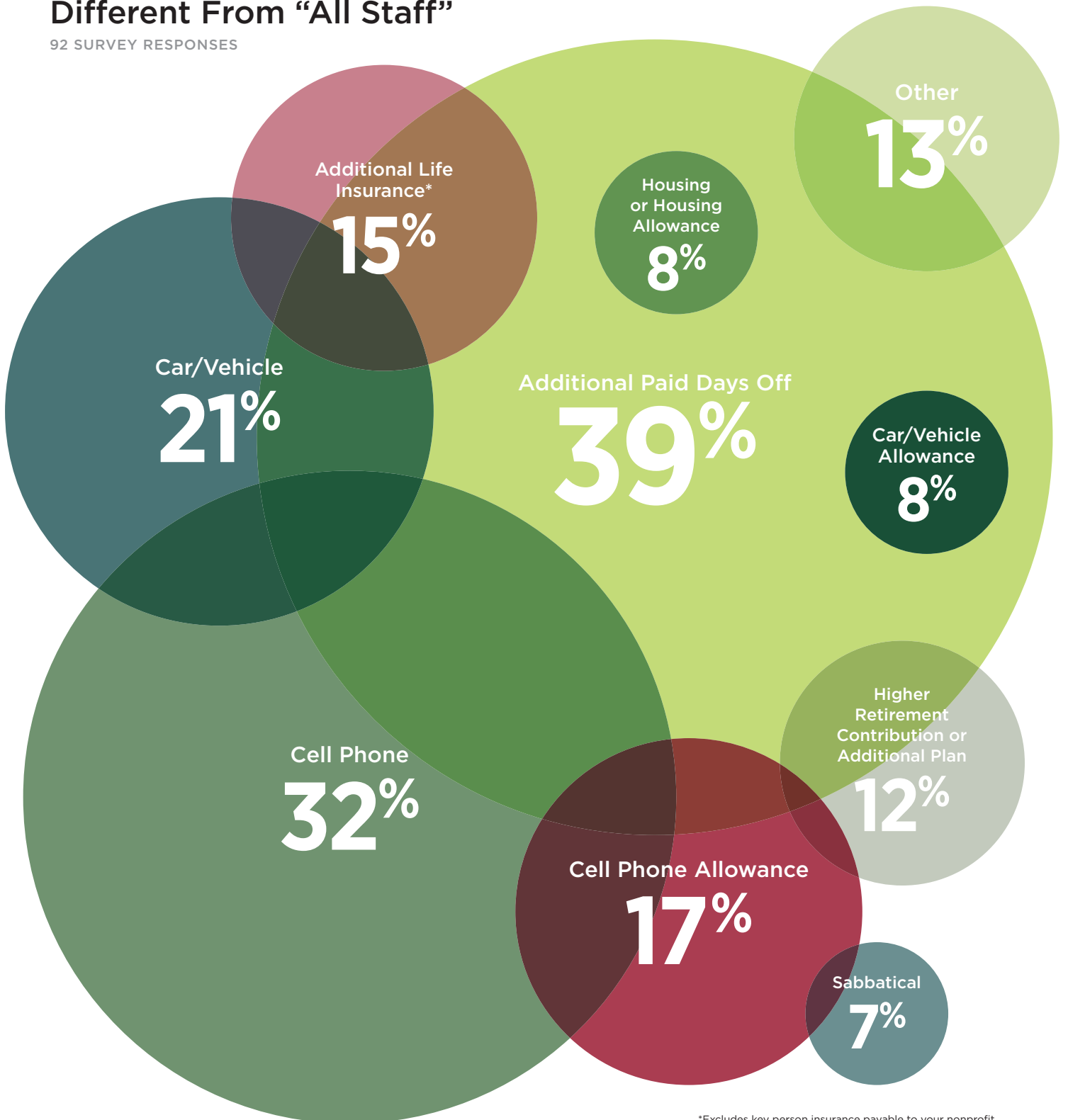
149 SURVEY RESPONSES



State of the Sector

Executive Director Benefits Different From “All Staff”

92 SURVEY RESPONSES



*Excludes key person insurance payable to your nonprofit

Job Functions

AGENCY LEADERSHIP POSITIONS

Executive Director / President / Chief Executive Officer (CEO)

- Advises, makes recommendations to and assists in formulating policies for the Board of Directors
- Implements Board policies and directives
- Oversees all agency's daily activities
- May represent the agency to the public
- Reports to the Board of Directors
- May be called Chief Professional Officer (CPO)

Chief Operating Officer (COO) / Deputy Director

- Responsible for the implementation of policies and procedures set by the President / Chief Executive Officer (CEO)
- Serves as the acting President / CEO in the absence of the CEO
- May direct the daily activities of one or more of the agency's operating units
- May have subordinate area, regional or district managers
- Performs highly advanced (senior-level) policy administration and managerial work
- Works closely with the Executive Director on the day-to-day operations of the agency
- May plan, assign, and/or supervise the work of others
- May act as Executive Director in the absence of the Executive Director

Executive Secretary (CEO Support)

- Under direction, performs secretarial, confidential and administrative assignments for the CEO and other senior executives, utilizing a detailed knowledge of the agency's operations, procedures and personnel

PROGRAM AND OPERATIONS POSITIONS

VP / Programs / Artistic Director

- Directs various activities of a specific geographical area or division of the agency
- May manage staff, programs and/or facilities and work with volunteers and local community leaders
- May fund raise on a limited basis

Program Director - Management

- Plans, develops and coordinates the activity of this program and its department with other agency programs
- Supervising all paid and volunteer staff working in this program
- Hires, develops, evaluates, and terminates program staff

VP / Director of Human Resources

- Develops and organizes all personnel activities
- Oversees employee benefits
- Implements employee recruitment, selection, compensation, training and development programs

VP / Director of Information Systems / Data Processing

- Primarily responsible for managing and coordinating the agency's information resources
- Coordinates computer operations, computer programming and system design
- Supervises staff that handle routine issues, may personally handle major personnel, administrative and data processing problems
- Usually requires computer science or related degree

Job Functions

Program Director – Direct Service

- Responsible for day to day delivery of programs to participants
- May supervise volunteers or a few other staff
- Develops daily program content
- Works to engage participants around programming
- Plans, develops and coordinates services with all the agency's other activities

Case Manager – Master's Degree

- Accomplishes clients' care through assessing needs; identifies and refers to support resources
- Develops, monitors, and evaluates plans and progress; Facilitates interdisciplinary approaches
- Monitors staff or referral performance
- Documents plans and progress and communicates with all parties involved

FINANCIAL LEADERSHIP POSITIONS

Chief Financial Officer (CFO)

- Responsible for developing financial policies and procedures and directing their implementation
- May also oversee managers in IT, Facilities, HR and other operational functions

Controller / Accounting Manager / Accountant

- Directs the agency's accounting functions
- Develops and maintains planning and budgeting functions
- Analyzes and interprets fiscal trends
- Prepares financial management reports and procedures.
- Performs assigned accounting functions using knowledge of accounting principles and procedures
- Analyzes reports, checks accuracy of vouchers, and directs maintenance of cash books
- Prepares trial balances, financial statements, cost reports, or budgets
- Installs accounting forms, records, methods, and procedures

Clerk / Bookkeeper

- Under supervision, performs clerical accounting work requiring knowledge of standard bookkeeping procedures
- Work may include reconciling account, posting to and/or balancing ledgers, and preparing payroll records

Job Functions

PUBLIC RELATIONS & MARKETING LEADERSHIP POSITIONS

VP / Director of Development

- Directs and coordinates some or all of the agency's fundraising programs
- Identifies and cultivates funding sources for operating and capital funds
- Supervises development staff
- Confers with Board Members and/or Executive Director/CEO about fundraising efforts

VP / Director of Public Relations / Communications

- Develops, coordinates, and administers all public relations and communications policies
- Communicates new programs, developments, promotions and other goodwill information to the media through written, printed and photographed material
- May be responsible for writing speeches

VP / Director of Marketing

- Directs and coordinates all marketing activities, including market research, product development, sales promotion, advertising and market development

OFFICE ADMINISTRATION POSITIONS

Office Manager

- Manages all office operations
- Coordinates and supervises clerical personnel, clerical workload assignments and maintenance of office equipment and supplies

Secretary / Administrative Support

- Under general supervision, performs varied clerical duties including: typing letters and reports, answering phone calls, covering front desk, and perhaps making appointments and travel arrangements
- May support specific managers or a broader group of staff

How to Read the Tables



Tables in **green** contain findings from all organizations that reported data for this position, by total staff, annual budget, and primary work classification.



Tables in **gold** contain findings by primary work classification (like Human or Social Services) and annual budget, when sufficient data was received.



Tables in **blue** contain additional detail for specific types of organizations.



Tables in **purple** reflect hourly rates for part-time staff.

When 3 or fewer organizations reported data, the finding is excluded to maintain survey participant anonymity. This will cause totals of 'org count' to vary from the number of total organizations reported. When 4 or 5 organizations reported data average, minimum, median, and maximum are reported, but quartiles are omitted.

Definitions

ORGANIZATION COUNT - number of organizations that reported a salary for that position

AVERAGE - sum of all responses divided by # of responses (can be distorted by very high or very low salaries)

MINIMUM AND MAXIMUM - lowest and highest responses received for the position.

FIRST QUARTILE - greater than 25% of the responses

MEDIAN (ALSO SECOND QUARTILE) - same number of responses greater than as less than

THIRD QUARTILE - greater than 75% of the responses

Full-Time and Part-Time

Each position also shows a separate listing for full-time versus part-time. Full-time is expressed as annual compensation/salary. Part-time is expressed as an hourly rate obtained by dividing the annual or weekly pay by the hours being worked. The data suggest that it is common for nonprofit staff to work more hours than they are officially paid for.

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Executive Director / President / Chief Executive Officer (CEO)

All Full-Time Responses

POSITION	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Executive Director / President / Chief Executive Officer (CEO)	118	\$80,348	\$23,000	\$50,000	\$73,500	\$102,250	\$212,500	43	\$11,673

STAFF SIZE	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
1-5 FT Staff	52	\$53,469	\$23,000	\$41,000	\$51,000	\$61,325	\$105,000	17	\$10,853
6-10 FT Staff	18	\$63,175	\$34,000	\$45,919	\$60,475	\$82,853	\$90,000	7	\$12,435
11-30 FT Staff	23	\$102,614	\$64,000	\$86,950	\$103,000	\$116,559	\$179,500	10	\$5,162
31-50 FT Staff	8	\$118,579	\$70,000	\$85,948	\$108,421	\$146,750	\$185,000	3	—
51-99 FT Staff	8	\$128,282	\$87,000	\$103,997	\$123,528	\$141,000	\$200,874	4	—
100 or More FT Staff	9	\$136,500	\$95,000	\$119,000	\$130,000	\$154,000	\$212,500	2	—

ANNUAL BUDGET	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Less than \$250,000	21	\$46,328	\$24,000	\$36,000	\$43,260	\$49,440	\$116,727	8	\$18,016
\$250,000 - \$999,000	45	\$62,345	\$23,000	\$50,000	\$57,500	\$76,000	\$120,000	15	\$4,615
\$1 Million to \$2.9 Million	28	\$91,653	\$42,000	\$70,000	\$92,500	\$114,653	\$179,500	11	\$9,983
\$3 Million to \$4.9 Million	8	\$114,329	\$82,790	\$96,750	\$108,421	\$138,500	\$150,000	3	—
\$5 Million to \$9.9 Million	11	\$135,933	\$87,000	\$112,070	\$129,245	\$162,500	\$200,874	5	\$29,971
Greater than \$10 Million	5	\$145,300	\$100,000	—	\$140,000	—	\$212,500	1	—

PRIMARY WORK CLASSIFICATION	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Arts, Culture, and Humanities	14	\$94,975	\$36,000	\$51,175	\$83,956	\$119,810	\$185,000	6	\$6,794
Community Development	7	\$97,906	\$40,000	\$67,500	\$81,000	\$108,421	\$212,500	2	—
Health, Disease, Disorders	12	\$86,737	\$40,400	\$58,500	\$76,000	\$102,750	\$158,000	6	\$6,124
Human and Social Services (including youth programs)	61	\$76,603	\$24,000	\$50,000	\$70,000	\$100,000	\$154,000	19	\$12,767
Other	10	\$71,419	\$23,000	\$42,750	\$63,750	\$94,563	\$140,000	4	—

Executive Director / President / Chief Executive Officer (CEO)

YEARS OF EXPERIENCE	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Less than 3 years	24	\$65,996	\$24,000	\$42,745	\$65,000	\$83,250	\$120,000	4	—
3-10 years	42	\$77,920	\$35,000	\$49,455	\$62,000	\$103,000	\$167,000	16	\$12,641
More than 10 years	52	\$88,933	\$23,000	\$56,250	\$82,895	\$114,738	\$212,500	23	\$10,307

Budget by Primary Work Classification

ARTS, CULTURE, AND HUMANITIES BY ANNUAL BUDGET	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
\$250,000 - \$999,000	6	\$63,018	\$50,000	\$51,175	\$55,099	\$75,685	\$85,500	2	—
\$1 Million to \$2.9 Million	5	\$112,708	\$49,500	—	\$119,241	—	\$179,500	2	—

HEALTH, DISEASE, DISORDERS BY ANNUAL BUDGET	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
\$250,000 - \$999,000	5	\$70,480	\$40,400	—	\$60,000	—	\$120,000	3	—

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Less than \$250,000	13	\$47,650	\$24,000	\$36,000	\$42,000	\$50,000	\$116,727	3	—
\$250,000 - \$999,000	21	\$60,595	\$34,000	\$50,000	\$57,500	\$70,000	\$90,000	6	\$2,271
\$1 Million to \$2.9 Million	12	\$89,556	\$45,392	\$70,000	\$87,500	\$109,950	\$118,690	6	\$14,441
\$5 Million to \$9.9 Million	7	\$112,055	\$87,000	\$100,665	\$117,811	\$124,123	\$130,000	2	—

*INCLUDING YOUTH PROGRAMS/MENTORING

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Mental Health or Crisis Intervention	9	\$82,143	\$30,810	\$67,750	\$76,000	\$108,000	\$120,000	2	—
Youth Development	9	\$71,248	\$47,500	\$50,000	\$54,000	\$82,790	\$116,142	4	—
Other	13	\$74,492	\$36,050	\$43,260	\$70,000	\$90,000	\$154,000	4	—

ARTS, CULTURE, AND HUMANITIES	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Performing Arts	9	\$90,372	\$49,500	\$50,000	\$55,500	\$119,241	\$185,000	3	—

Executive Director / President / Chief Executive Officer (CEO)

All Part-Time Responses

POSITION	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Executive Director / President / Chief Executive Officer (CEO)	9	\$20	\$11	\$14	\$15	\$23	\$37	2	—

ANNUAL BUDGET	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Less than \$250,000	7	\$18	\$11	\$13	\$15	\$19	\$37	2	—

Foundations Only

POSITION	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Executive Director / President / Chief Executive Officer (CEO)	7	\$111,662	\$62,000	\$67,500	\$77,500	\$159,318	\$188,496	4	—

STAFF SIZE	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
1-5 FT Staff	6	\$102,462	\$62,000	\$66,250	\$73,750	\$133,206	\$188,496	4	—

PRIMARY WORK CLASSIFICATION	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
Private or Community Foundation	7	\$111,662	\$62,000	\$67,500	\$77,500	\$159,318	\$188,496	4	—

YEARS OF EXPERIENCE	BASE SALARY							BONUS	
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM	COUNT	AVERAGE
More than 10 years	5	\$128,426	\$65,000	—	\$151,775	—	\$188,496	3	—

Chief Operating Officer (COO) / Deputy Director

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer (COO)/Deputy Director	30	\$71,546	\$38,237	\$55,500	\$67,772	\$85,000	\$128,750

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	12	\$64,343	\$38,237	\$54,000	\$62,000	\$75,285	\$100,700

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$52,648	\$38,237	\$40,000	\$55,124	\$62,025	\$67,000
\$1 Million to \$2.9 Million	13	\$67,337	\$43,000	\$55,000	\$68,544	\$76,140	\$100,700
\$3 Million to \$4.9 Million	5	\$85,392	\$66,000	—	\$85,000	—	\$97,117

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	18	\$67,278	\$38,237	\$52,000	\$63,250	\$81,740	\$117,500

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$48,831	\$38,237	\$40,000	\$45,500	\$57,186	\$64,500
\$1 Million to \$2.9 Million	6	\$62,940	\$50,000	\$55,500	\$59,500	\$72,605	\$77,500

*INCLUDING YOUTH PROGRAMS/MENTORING

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	22	\$39,462	\$23,000	\$32,211	\$38,720	\$45,244	\$60,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$34,090	\$29,000	—	\$34,250	—	\$40,000
51-99 FT Staff	5	\$43,379	\$29,000	—	\$41,286	—	\$60,000

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$34,717	\$23,000	\$29,550	\$32,725	\$38,563	\$50,852
\$3 Million to \$4.9 Million	7	\$41,498	\$32,000	\$36,304	\$42,000	\$46,937	\$50,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	13	\$37,242	\$23,000	\$31,200	\$32,843	\$42,000	\$60,000

VP Programs

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP Programs	20	\$65,213	\$32,200	\$52,500	\$69,272	\$75,202	\$102,898

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	8	\$64,319	\$35,000	\$60,875	\$67,772	\$72,625	\$79,010

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$59,381	\$35,000	\$53,625	\$64,500	\$68,908	\$73,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$61,349	\$32,200	—	\$67,000	—	\$100,000
Human and Social Services	10	\$72,170	\$42,000	\$64,000	\$73,628	\$78,768	\$102,898

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$60,900	\$42,000	—	\$62,000	—	\$73,000

*INCLUDING YOUTH PROGRAMS/MENTORING

Program Director / Management

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	56	\$50,331	\$18,400	\$38,000	\$46,500	\$55,399	\$106,080

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	19	\$39,713	\$18,400	\$33,000	\$38,000	\$45,750	\$79,654
6-10 FT Staff	9	\$47,694	\$34,000	\$38,000	\$42,000	\$60,000	\$75,000
11-30 FT Staff	13	\$48,612	\$37,806	\$44,998	\$46,000	\$51,000	\$75,000
31-50 FT Staff	6	\$58,907	\$45,000	\$48,750	\$54,500	\$64,375	\$84,942
100 or More FT Staff	6	\$74,313	\$42,500	\$57,474	\$71,718	\$93,779	\$106,080

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	8	\$33,300	\$18,400	\$24,750	\$35,500	\$38,500	\$50,000
\$250,000 - \$999,000	14	\$41,661	\$31,000	\$36,500	\$40,000	\$42,000	\$60,000
\$1 Million to \$2.9 Million	17	\$49,712	\$30,000	\$44,998	\$47,500	\$52,500	\$79,654
\$3 Million to \$4.9 Million	7	\$59,549	\$45,000	\$48,950	\$54,000	\$67,500	\$84,942
\$5 Million to \$9.9 Million	5	\$56,709	\$42,500	—	\$55,000	—	\$71,543
Greater than \$10 Million	5	\$84,675	\$64,896	—	\$78,540	—	\$106,080

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$44,445	\$30,000	\$36,250	\$45,999	\$47,794	\$67,500
Community Development	5	\$53,016	\$24,000	—	\$46,000	—	\$106,080
Health, Disease, Disorders	8	\$51,000	\$36,000	\$40,000	\$42,250	\$58,125	\$80,000
Human and Social Services	23	\$52,580	\$34,000	\$38,375	\$50,000	\$58,298	\$98,859
Other	6	\$43,500	\$25,000	\$36,750	\$45,500	\$49,750	\$60,000

Budget by Primary Work Classification

ARTS, CULTURE, AND HUMANITIES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$42,011	\$30,000	—	\$44,998	—	\$50,000

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$39,821	\$34,000	\$37,000	\$38,750	\$41,000	\$50,000
\$1 Million to \$2.9 Million	5	\$49,380	\$37,806	—	\$47,500	—	\$60,000

*INCLUDING YOUTH PROGRAMS/MENTORING

Program Director / Management

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$48,788	\$34,000	—	\$42,000	—	\$84,942

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$45,100	\$30,000	—	\$47,000	—	\$67,500

Program Director – Direct Service

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Direct Service	39	\$46,443	\$18,200	\$37,119	\$45,000	\$51,625	\$80,600

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	11	\$35,552	\$18,200	\$30,000	\$35,000	\$43,500	\$48,000
6-10 FT Staff	5	\$39,150	\$30,500	—	\$38,750	—	\$47,500
11-30 FT Staff	8	\$49,005	\$38,237	\$40,982	\$46,122	\$54,438	\$69,000
31-50 FT Staff	5	\$51,500	\$36,000	—	\$50,000	—	\$75,000
51-99 FT Staff	5	\$56,126	\$40,000	—	\$48,030	—	\$80,600
100 or More FT Staff	5	\$58,858	\$35,000	—	\$62,611	—	\$70,179

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	14	\$40,963	\$30,000	\$35,250	\$38,875	\$44,500	\$69,000
\$1 Million to \$2.9 Million	6	\$45,800	\$40,000	\$41,559	\$45,155	\$49,450	\$53,250
\$3 Million to \$4.9 Million	7	\$50,504	\$36,000	\$47,265	\$50,000	\$54,000	\$65,000
\$5 Million to \$9.9 Million	7	\$58,254	\$35,000	\$43,500	\$60,000	\$72,590	\$80,600

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$48,212	\$32,500	—	\$41,309	—	\$75,000
Health, Disease, Disorders	5	\$50,800	\$30,000	—	\$48,000	—	\$69,000
Human and Social Services	22	\$46,455	\$24,370	\$36,559	\$44,655	\$50,000	\$80,600

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$37,581	\$30,500	\$35,250	\$37,119	\$38,622	\$47,000
\$5 Million to \$9.9 Million	6	\$55,463	\$35,000	\$41,750	\$53,500	\$67,634	\$80,600

*INCLUDING YOUTH PROGRAMS/MENTORING

Program Director – Direct Service

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Direct Service	9	\$19	\$9	\$14	\$19	\$25	\$27

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$19	\$9	\$16	\$19	\$25	\$27

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$19	\$9	—	\$18	—	\$27

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	6	\$20	\$9	\$18	\$22	\$25	\$27

VP / Director of Human Resources

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Human Resources	14	\$57,481	\$34,248	\$52,140	\$56,331	\$67,500	\$80,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
51-99 FT Staff	6	\$58,710	\$40,000	\$53,621	\$59,350	\$67,225	\$72,000
100 or More FT Staff	7	\$59,747	\$43,000	\$53,500	\$55,861	\$66,184	\$80,000

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	7	\$56,032	\$43,000	\$52,281	\$55,861	\$59,900	\$69,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	11	\$57,898	\$34,248	\$52,281	\$56,800	\$66,000	\$80,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	6	\$56,060	\$43,000	\$52,140	\$54,681	\$61,450	\$69,000

*INCLUDING YOUTH PROGRAMS/MENTORING

VP / Director of Information Systems / Data Processing

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Information Systems / Data Processing	6	\$64,283	\$44,000	\$56,000	\$65,884	\$75,501	\$78,520

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	5	\$64,140	\$44,000	—	\$66,768	—	\$78,520

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	6	\$56,060	\$43,000	\$52,140	\$54,681	\$61,450	\$69,000

*INCLUDING YOUTH PROGRAMS/MENTORING

Chief Financial Officer (CFO)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	23	\$80,193	\$32,500	\$65,275	\$82,000	\$97,183	\$120,162

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$76,488	\$53,892	—	\$75,000	—	\$98,000
51-99 FT Staff	5	\$85,681	\$75,000	—	\$82,202	—	\$99,000
100 or More FT Staff	6	\$92,879	\$65,000	\$87,976	\$97,183	\$100,865	\$110,906

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$68,920	\$32,500	\$59,721	\$67,500	\$82,500	\$98,000
\$5 Million to \$9.9 Million	7	\$88,433	\$65,000	\$73,601	\$90,204	\$98,231	\$120,162

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$80,278	\$60,680	—	\$65,550	—	\$120,162
Human and Social Services	14	\$78,114	\$32,500	\$65,625	\$82,101	\$95,229	\$110,906

Controller / Accountant

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller/Accountant	30	\$52,674	\$32,797	\$40,842	\$49,052	\$62,333	\$104,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	8	\$44,029	\$37,989	\$40,151	\$41,125	\$45,991	\$59,000
31-50 FT Staff	5	\$54,136	\$40,114	—	\$59,056	—	\$66,800
51-99 FT Staff	5	\$52,270	\$42,827	—	\$52,500	—	\$60,000
100 or More FT Staff	8	\$63,620	\$32,797	\$47,618	\$69,044	\$70,471	\$104,000

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$41,656	\$36,000	\$39,389	\$41,250	\$43,300	\$48,963
\$3 Million to \$4.9 Million	6	\$56,908	\$40,114	\$57,109	\$59,028	\$59,764	\$66,800
\$5 Million to \$9.9 Million	7	\$59,254	\$32,797	\$46,186	\$52,500	\$66,555	\$104,000
Greater than \$10 Million	6	\$63,361	\$43,052	\$53,877	\$69,044	\$71,414	\$78,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	17	\$55,061	\$37,989	\$41,250	\$49,545	\$68,088	\$104,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	5	\$63,774	\$42,827	—	\$52,500	—	\$104,000

*INCLUDING YOUTH PROGRAMS/MENTORING

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller/Accountant	5	\$26	\$19	—	\$25	—	\$32

Clerk / Bookkeeper

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk/Bookkeeper	22	\$37,883	\$29,120	\$32,500	\$36,950	\$40,264	\$62,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$41,758	\$30,940	—	\$38,000	—	\$62,000
100 or More FT Staff	5	\$39,375	\$30,000	—	\$37,000	—	\$55,077

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$35,280	\$29,500	—	\$34,320	—	\$43,680
\$1 Million to \$2.9 Million	6	\$42,298	\$30,940	\$37,250	\$39,424	\$43,962	\$62,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	15	\$37,234	\$29,120	\$31,670	\$34,320	\$37,782	\$62,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk/Bookkeeper	8	\$17	\$12	\$13	\$16	\$21	\$24

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	5	\$18	\$12	—	\$15	—	\$24

VP / Director of Development

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	40	\$59,596	\$20,000	\$48,125	\$60,000	\$72,275	\$115,500

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$47,350	\$27,000	—	\$42,000	—	\$78,000
11-30 FT Staff	13	\$57,944	\$36,000	\$50,075	\$54,765	\$68,000	\$90,000
31-50 FT Staff	6	\$74,123	\$47,000	\$62,686	\$72,500	\$76,494	\$115,500
51-99 FT Staff	7	\$75,421	\$51,900	\$66,400	\$73,248	\$79,000	\$112,000
100 or More FT Staff	5	\$49,526	\$20,000	—	\$61,208	—	\$65,000

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$48,855	\$28,000	\$35,119	\$48,500	\$58,625	\$78,000
\$1 Million to \$2.9 Million	14	\$54,895	\$27,000	\$43,889	\$53,152	\$66,000	\$90,000
\$3 Million to \$4.9 Million	7	\$63,877	\$51,900	\$56,500	\$60,248	\$72,500	\$76,992
\$5 Million to \$9.9 Million	9	\$70,950	\$20,000	\$47,000	\$73,248	\$83,000	\$115,500
Greater than \$10 Million	3	—	—	—	—	—	—

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$56,518	\$28,000	\$42,250	\$49,554	\$59,038	\$115,500
Health, Disease, Disorders	5	\$52,800	\$20,000	—	\$60,000	—	\$78,000
Human and Social Services	18	\$62,025	\$32,000	\$51,629	\$63,211	\$73,136	\$90,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$63,128	\$42,000	—	\$60,000	—	\$90,000
\$5 Million to \$9.9 Million	5	\$68,810	\$40,000	—	\$73,248	—	\$83,000

*INCLUDING YOUTH PROGRAMS/MENTORING

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$55,615	\$28,000	—	\$47,000	—	\$115,500

VP / Director of Public Relations / Communications

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	12	\$44,816	\$30,000	\$38,000	\$41,500	\$55,768	\$60,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$40,200	\$30,000	—	\$39,000	—	\$57,000

VP / Director of Marketing

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	23	\$45,744	\$27,000	\$35,000	\$41,000	\$54,931	\$82,500

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$35,020	\$27,000	\$29,840	\$33,500	\$36,500	\$50,000
6-10 FT Staff	5	\$32,901	\$28,000	—	\$35,000	—	\$35,805

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	10	\$36,463	\$27,000	\$31,025	\$35,000	\$36,701	\$53,000
\$1 Million to \$2.9 Million	5	\$41,200	\$28,000	—	\$41,000	—	\$59,500
\$5 Million to \$9.9 Million	6	\$56,500	\$40,000	\$48,750	\$54,931	\$67,014	\$71,406

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$42,409	\$27,000	\$33,253	\$41,000	\$51,431	\$59,500
Health, Disease, Disorders	6	\$48,872	\$32,000	\$36,875	\$47,750	\$58,250	\$70,731
Human and Social Services	6	\$47,568	\$35,000	\$36,250	\$45,000	\$53,000	\$71,406

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$45,033	\$27,000	—	\$47,000	—	\$59,500

Office Manager

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	28	\$38,164	\$27,000	\$31,800	\$38,000	\$40,670	\$67,184

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	11	\$37,925	\$28,000	\$31,600	\$34,400	\$41,250	\$59,714
6-10 FT Staff	6	\$35,017	\$27,000	\$31,000	\$36,300	\$39,275	\$41,000
11-30 FT Staff	5	\$38,603	\$30,000	—	\$39,500	—	\$43,680

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	15	\$35,386	\$27,000	\$30,600	\$34,400	\$38,419	\$50,000
\$1 Million to \$2.9 Million	8	\$37,643	\$30,000	\$35,020	\$37,750	\$41,150	\$43,680

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	11	\$38,851	\$27,000	\$32,240	\$38,000	\$41,300	\$67,184

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$34,603	\$27,000	—	\$33,280	—	\$44,500

*INCLUDING YOUTH PROGRAMS/MENTORING

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	7	\$15	\$10	\$12	\$13	\$18	\$24

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$15	\$10	—	\$13	—	\$24

Secretary / Administrative Support

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	36	\$30,638	\$18,000	\$25,375	\$30,500	\$35,204	\$50,000

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$28,757	\$18,000	\$22,520	\$25,500	\$35,125	\$43,680
11-30 FT Staff	7	\$28,647	\$24,180	\$25,250	\$26,000	\$31,512	\$36,828
31-50 FT Staff	6	\$28,986	\$20,800	\$25,440	\$30,969	\$32,180	\$35,000
51-99 FT Staff	6	\$34,355	\$25,000	\$29,886	\$31,640	\$36,820	\$50,000
100 or More FT Staff	7	\$31,932	\$27,040	\$29,577	\$32,000	\$34,028	\$37,276

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$29,480	\$23,000	\$24,590	\$25,000	\$32,750	\$43,680
\$1 Million to \$2.9 Million	8	\$28,908	\$20,800	\$25,375	\$27,000	\$33,075	\$37,310
\$3 Million to \$4.9 Million	6	\$35,413	\$30,000	\$32,019	\$32,770	\$34,570	\$50,000
\$5 Million to \$9.9 Million	8	\$31,136	\$23,920	\$29,146	\$30,500	\$33,319	\$38,000

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Health, Disease, Disorders	5	\$33,055	\$25,000	—	\$28,000	—	\$50,000
Human and Social Services	22	\$29,621	\$20,800	\$25,885	\$30,000	\$32,180	\$38,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	6	\$31,315	\$27,040	\$29,886	\$30,500	\$31,750	\$38,000

*INCLUDING YOUTH PROGRAMS/MENTORING

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	11	\$14	\$10	\$12	\$13	\$15	\$24

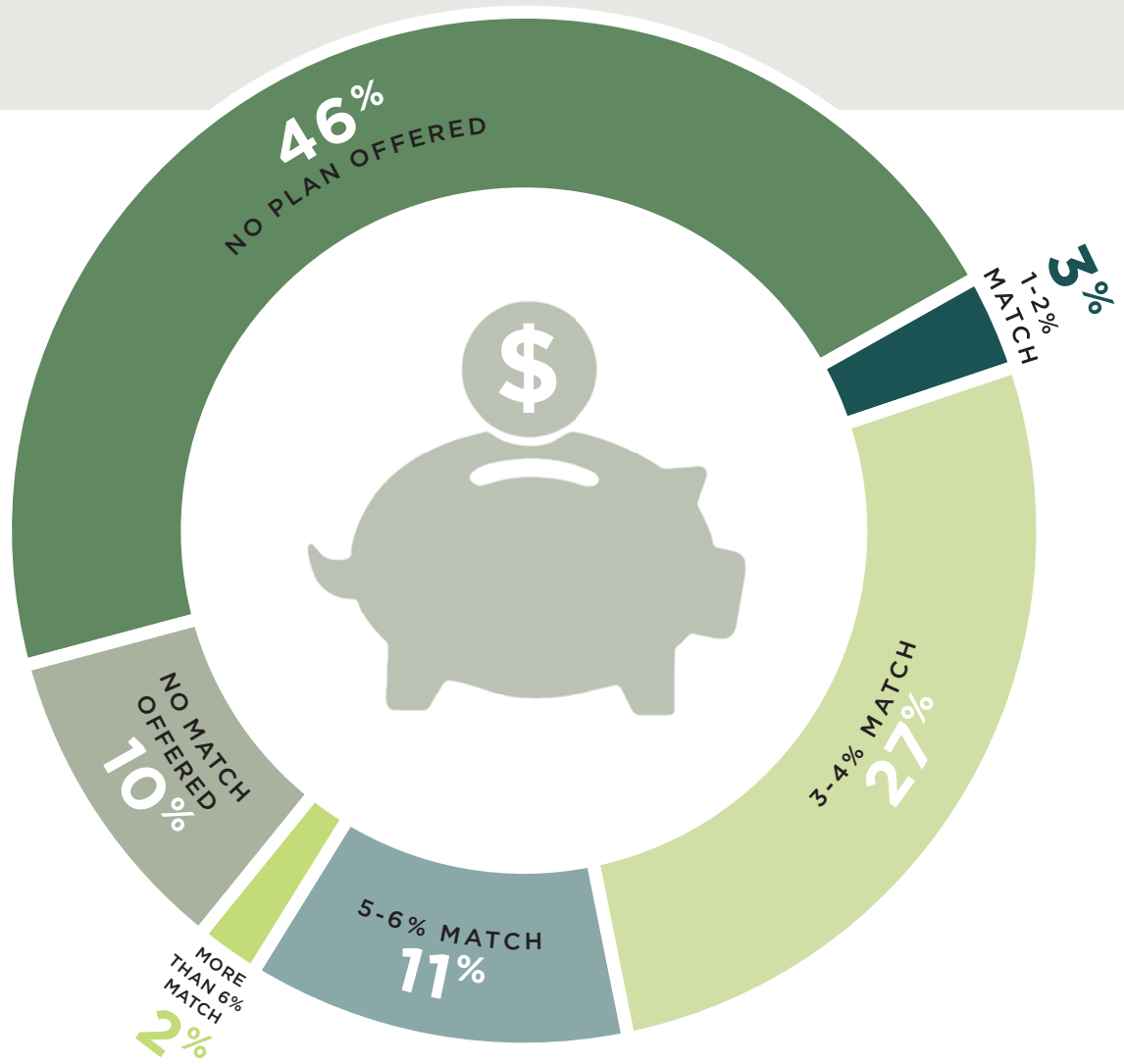
STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$14	\$12	\$12	\$13	\$15	\$17

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$13	\$10	\$12	\$13	\$15	\$17

Benefits

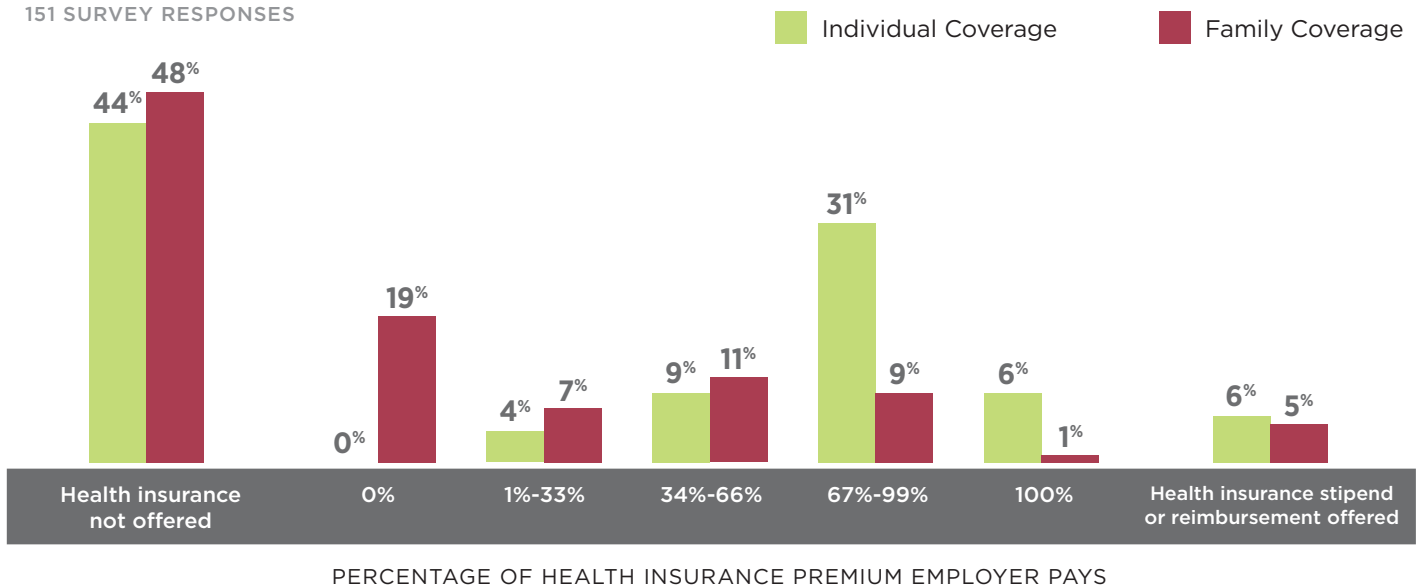
401(k) or 403(b) Plan and Employer Match

151 SURVEY RESPONSES



Share of Full-Time Employee Health Insurance Premium Paid by Organizations

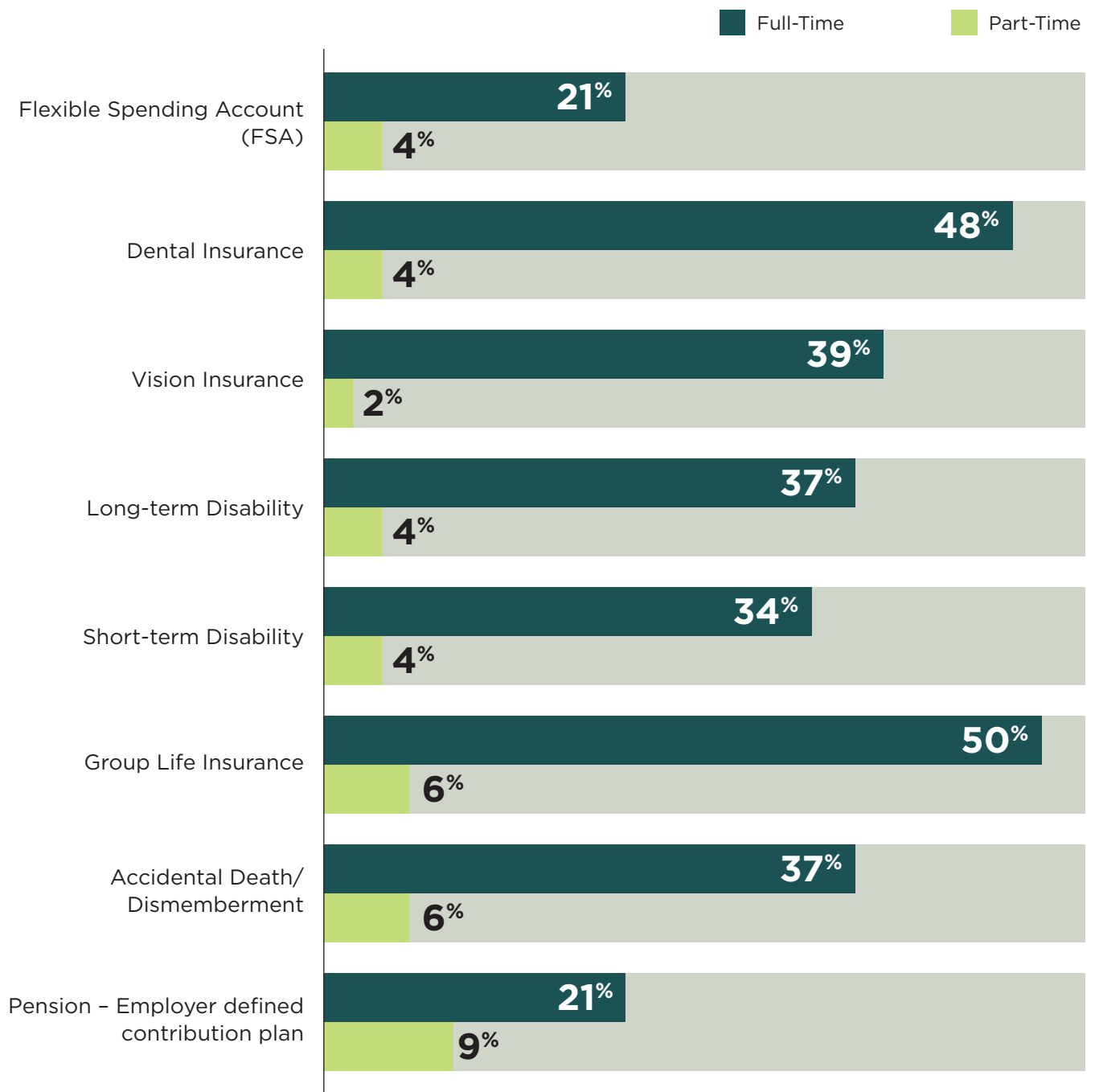
151 SURVEY RESPONSES



Benefits

Benefits Offered to Full-Time and Part-Time Staff

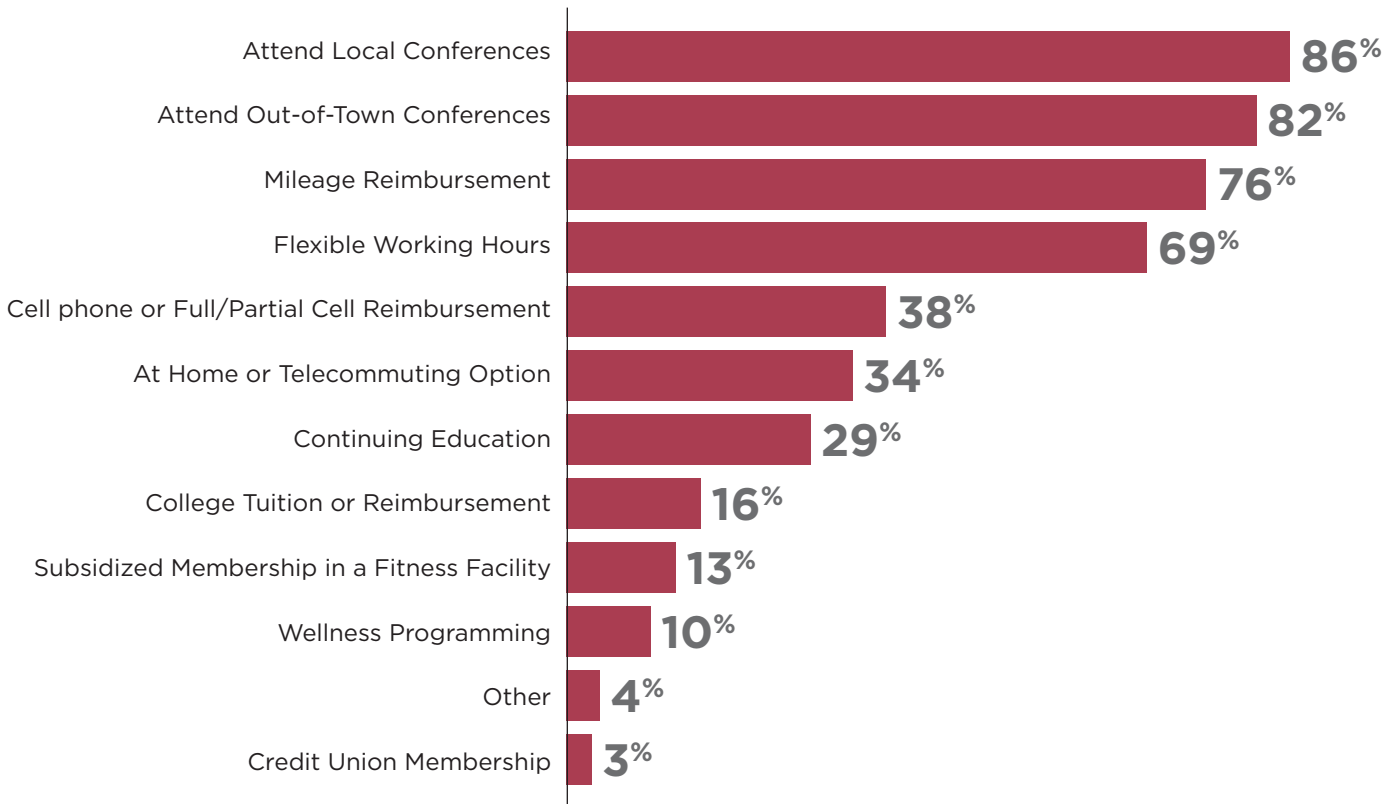
119 SURVEY RESPONSES



Benefits

Additional Benefits or Position Enhancements

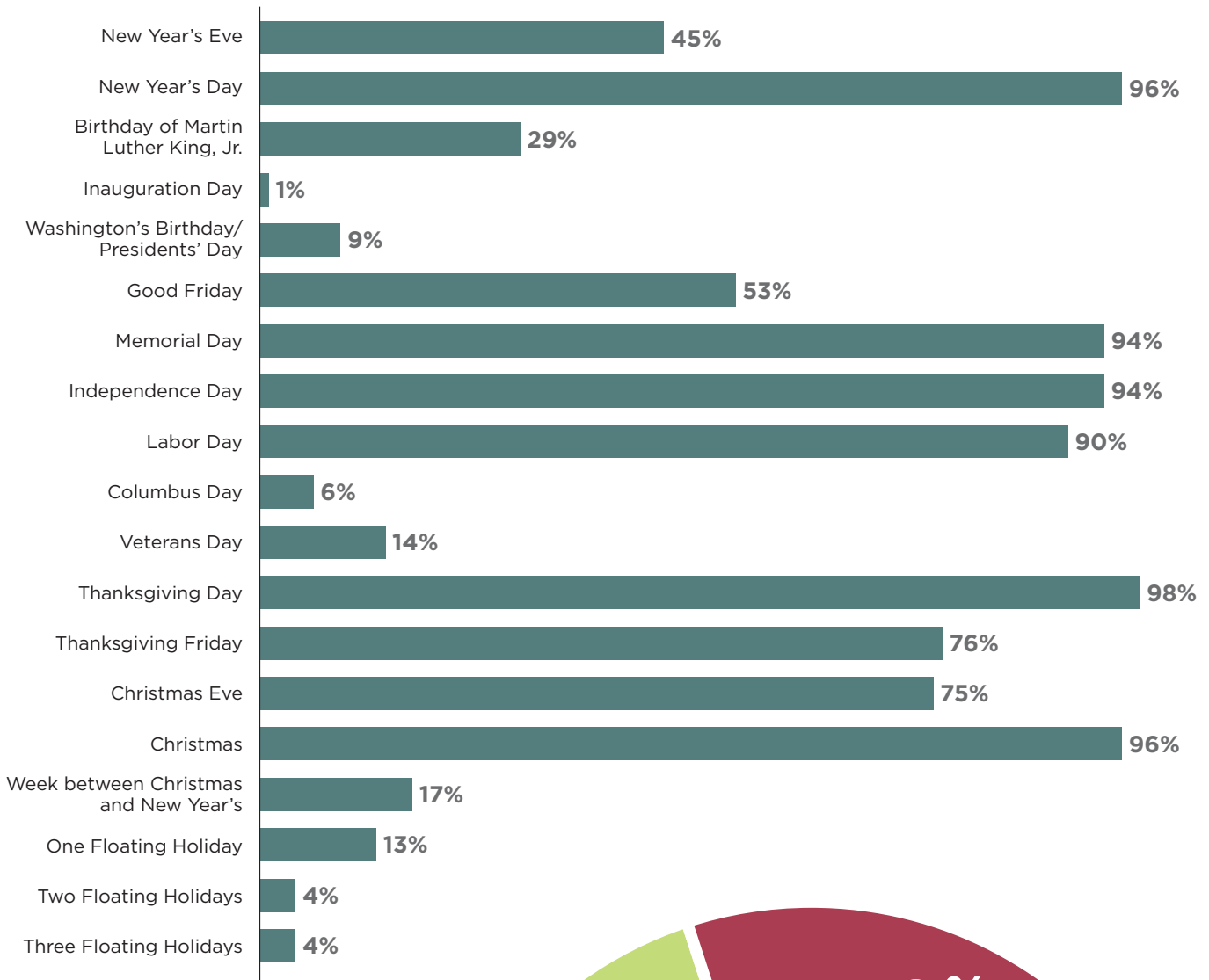
145 SURVEY RESPONSES



Benefits

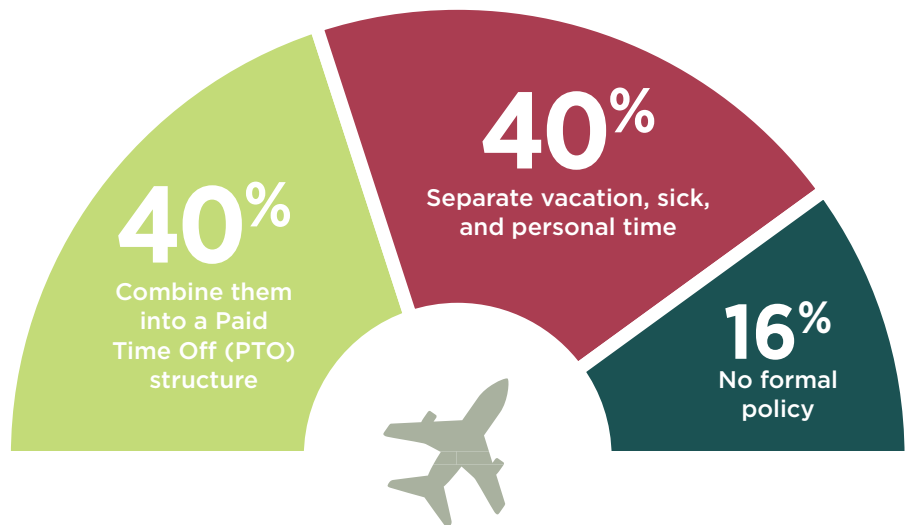
Paid Holidays Organizations Provide

136 SURVEY RESPONSES



Paid Leave Policy

152 SURVEY RESPONSES

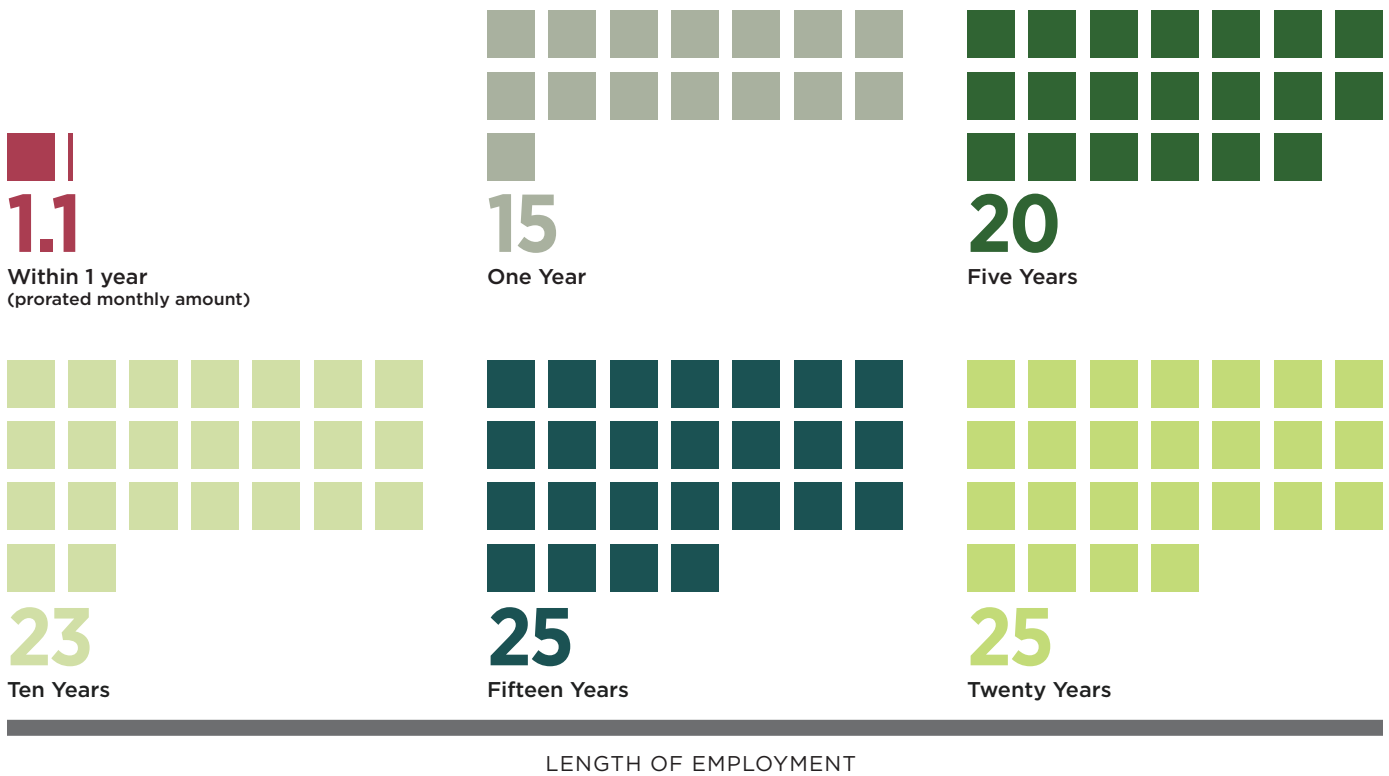


Benefits

Survey said that half of organizations provided traditional sick/personal/vacation days and the other half combine as Paid Time Off (PTO)

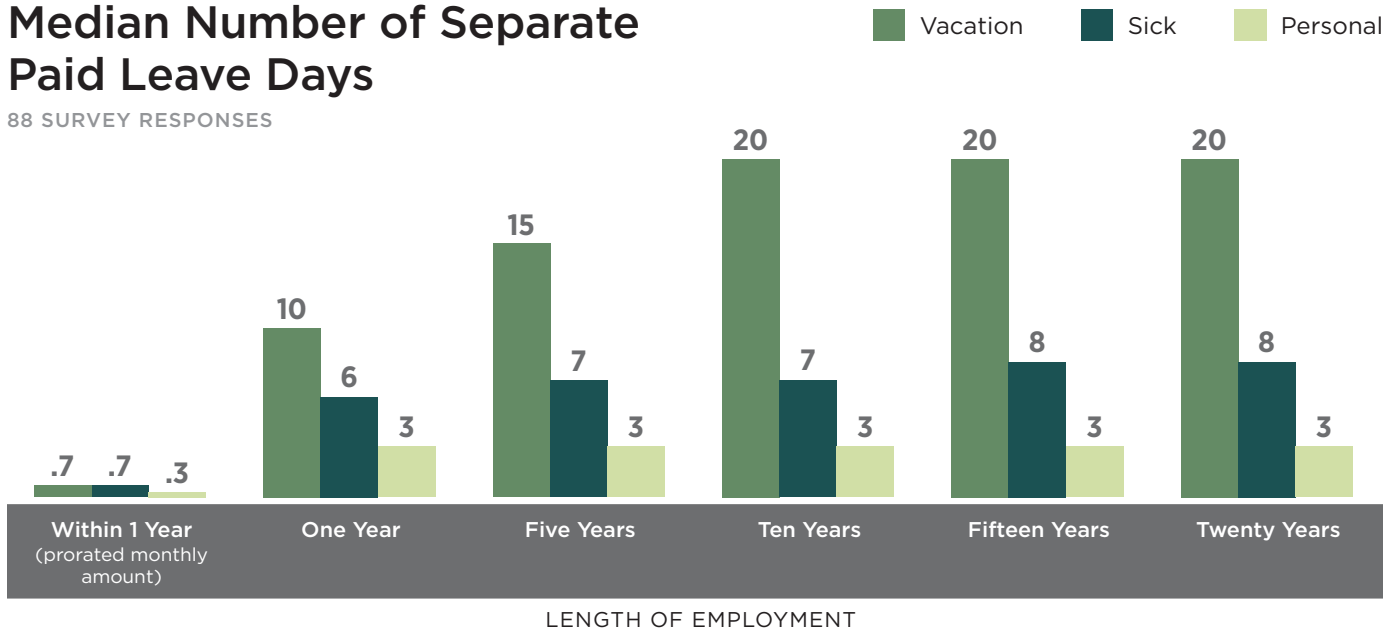
Median Number of Paid Time Off (PTO) Days

56 SURVEY RESPONSES



Median Number of Separate Paid Leave Days

88 SURVEY RESPONSES



Thank you for taking your time to download and use the 2018 Northeast Indiana Nonprofit Salary Survey Report. We hope that it empowers you and your organization to strengthen and to grow your work in northeast Indiana and to attract and retain more capable leaders in nonprofits across our community.

We have assembled this report as a reference document, but recognize that many nonprofit boards and leaders have not seriously discussed staff compensation. Hopefully, this report will raise some important questions and opportunities for conversation. Please share this with board leaders and use the questions from “Applying This Report to Your Organization” on page 4 to encourage discussion at a committee or board meeting.

We recommend one straightforward resource to assist small to mid-sized organizations’ leaders. Our favorite article on the topic is by Jan Masaoka, “How much to pay the executive director,” which is available at blueavocado.org/content/how-much-pay-executive-director. Masaoka is a long-time nonprofit Executive

Director, Blue Avocado’s editor and currently the CEO of the California Association of Nonprofits. Their free nonprofit e-newsletter, Blue Avocado, covers major topics in practical, often humorous terms.

We welcome your input on how the information and insights from this salary survey information can be distributed across our community, ways that you are using it and any changes that could produce better results for future editions.

This third edition of the Northeast Indiana Nonprofit Salary Survey was funded by the Community Foundation of Greater Fort Wayne and United Way of Allen County. Charitable Advisors also discounted their typical fee in exchange for inserting a couple promotional pages in the report.

Brad Little, President & CEO,
Community Foundation of Greater Fort Wayne

David Nicole, President & CEO,
United Way of Allen County



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