


CENTRAL INDIANA 2016 Nonprofit Salary Survey



PRELIMINARY REPORT
AUGUST 1, 2016



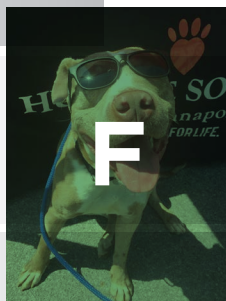
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CENTRAL INDIANA
**2016 Nonprofit
Salary Survey**



On the Cover

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- B. Courtesy of Conner Prairie
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- D. Courtesy of Habitat for Humanity of Indiana
- E. Courtesy of United Way of Central Indiana
- F. Courtesy of the Humane Society of Indianapolis

Forward



Bryan Orander
President, Charitable Advisors

Central Indiana Nonprofit Leaders,

IN THIS TIGHTENING LABOR MARKET, the conversation is moving to staffing shortages and turnover in many key positions. We are pleased to offer this latest salary survey information gathered in April of 2016 as a critical tool for local nonprofit leaders.

For 2016, we have a generous group of sponsors who serve the nonprofit sector with excellence. They help make this information available to the entire sector at no cost. We hope these survey results will provide nonprofit organizations of all sizes and service sectors with a valuable set of tools to seriously explore compensation and benefits with the ultimate goals of attracting and retaining the talent necessary to achieve your missions.

“Thank You” for your support of Charitable Advisors as we reach our 16-year anniversary of serving the local nonprofit community. This is the fourth edition of the Central Indiana Nonprofit Salary Survey and builds on past reports from 2010, 2012, and 2014.

Prior to the 2010 Nonprofit Salary Report, a comprehensive summary of nonprofit 501(C)3 salaries and benefits did not exist, so we were excited to begin a tradition that we feel is very important to the current and future vitality of the Central Indiana nonprofit sector.

We want to highlight three factors that make this report unique. First, every nonprofit in Central Indiana has access to this information. In many communities, access is limited to participating organizations or sold. Second, our sample size is almost twice the typical nonprofit salary survey in order to provide better data. While most nonprofit salary surveys will look at 100-150 organizations, this report aggregates responses from more than 240. Third, FirstPerson, The National Bank of Indianapolis, Von Lehman CPA & Advisory and Financial Technologies & Management have joined Charitable Advisors in supporting the assembly of this report and ensured that it could be delivered to the nonprofit community at no charge.

EFFECTIVE SEPTEMBER 2016, THE 2016
CENTRAL INDIANA NONPROFIT SALARY
REPORT CAN BE FOUND ONLINE AT:

[charitableadvisors.com/
resources/nonprofit-
salary-report/](http://charitableadvisors.com/resources/nonprofit-salary-report/)



FIRST PERSON



Charitable Advisors
LEADERSHIP TRANSITION • PLANNING • NOT-FOR-PROFIT NEWS

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Applying this report to your organization

“



Our People are our most important asset!" We hear this cliché in every management and leadership development context and 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. But how much time is spent in the typical board meeting talking about staff recruiting, staff training and development, staff retention, or staff compensation? Here is a chance to begin thinking more intentionally about the investments your organization makes in your "most important asset".

Best Practices

1. COMPENSATION PHILOSOPHY

Do you have a compensation philosophy? According to the *Opportunity Knocks 2010 Retention and Vacancy Report*, a competitive job offer was most often cited as the top reason for an employee voluntarily leaving their current position. 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. Most specifically, the board typically decides the compensation of the CEO/Executive Director.

2. ATTRACTING TALENT = KEY DIFFERENTIATOR

Your organization's approach to staff compensation and respect for staff members is a key part 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.

3. LEADERSHIP DEPARTURE

Many times the board compensation discussion only arises 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.

4. 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 to carry out your mission.

5. MORE THAN JUST MONEY

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

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

Find Additional Data Points for Comparison

The data in this report is best used as one of multiple sources of reference or information when determining your organization's salaries and benefits. You should seek out at least one, if not more, additional sources for comparison.

Suggestions for Other Sources of Information

- National or state associations of nonprofits similar to yours
- Tax return Form 990 data on similar organizations or salary reports from www.Guidestar.org
- HR consultants and Professional Employer Organizations who work in your field
- National directories often purchased by larger nonprofits and businesses

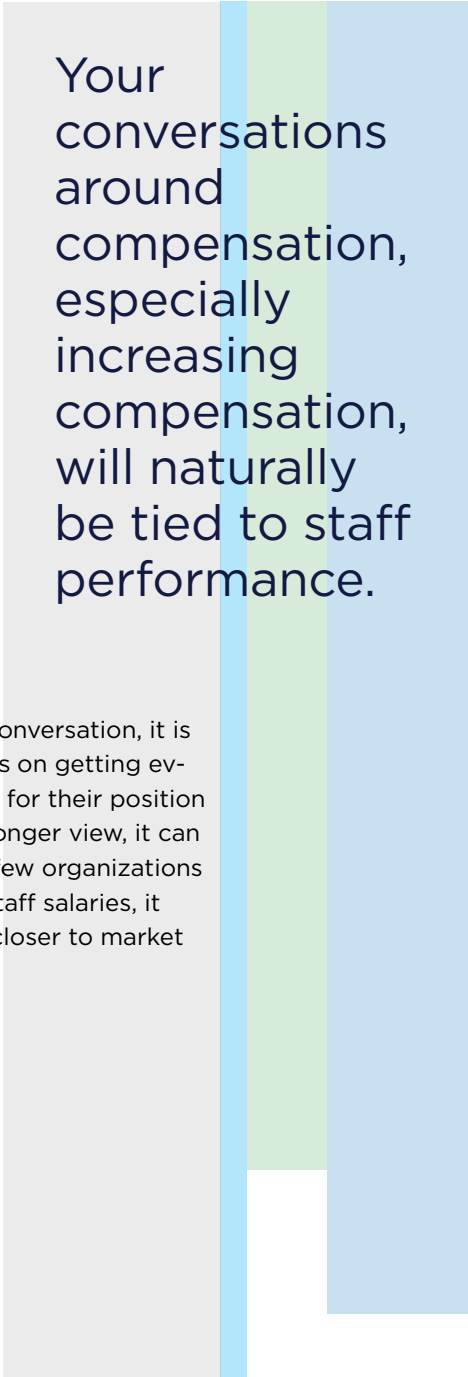
Work Your Way up the Salary Scale

If this is the first time your organization has had a compensation conversation, it is certainly acceptable to set your sights on getting everyone to the salary average or mean for their position for your size organization. Taking a longer view, it can only be positive to aim higher. Since few organizations can make wholesale adjustments in staff salaries, it may take time to bring your salaries closer to market rates.

Raise the Bar/Setting Goals and Expectations

A clear set of expectations tying your organization's outcomes to staff performance can be critically important when attempting to provide a strong social return on investment for your funders and donors. Your conversations around compensation, especially increasing compensation, will naturally be tied to staff performance. Small organizations are notorious for avoiding performance-related discussions in hopes of maintaining a "family" feeling and culture.

Even large organizations with the advantages of dedicated human resources professionals and management training struggle to define staff expectations and support those staff toward successful accomplishment of those goals. Transitioning to a performance-oriented compensation practice can mean substantial culture shifts within the organization would need to occur, so ensuring the board and key executives are working together to carve out the right system and then communicating that system across the organization in a clear manner is important.



Your conversations around compensation, especially increasing compensation, will naturally be tied to staff performance.

How Central Indiana nonprofits

FIND GREAT STAFF

for all positions by using the Charitable Advisors'

JOB BOARD

This service provides employers with all the necessary tools to: manage submitted job ads, see job view statistics, view job seekers applications and offer applicant prescreening questions.

**OVER
1,000
JOBS
FILLED
IN 2015**



**Runs for two weeks in
Not-for-profit eNews**

**Posted for up to 30 days
on Charitable Advisors'
job board**

**Posting on Charitable
Advisors' Facebook
fanpage and Bryan
Orander's Twitter account**

**Unlimited job description
word count**

Two week cost: \$175

**Submit job ads to
ads@NotforprofitNews.com**

**1,200-1,500 VISITORS
on the job board every Tuesday**



MOST POPULAR CAREERS

- Executive/Leadership
- Marketing/Communication
- Fundraising/Development
- Programs/Direct Service
- Administration
- Finance

Easy to Share



CharitableAdvisors.com

Participating Organizations

About Special Kids	Cancer Support Community Central Indiana	Fair Housing Center of Central Indiana	Hendricks County Economic Development Partnership
accessABILITY Center for Independent Living	Carmel Symphony Orchestra	Fairbanks Hospital Inc.	Hendricks County Senior Services
ACLU of Indiana Foundation Inc.	Cats Haven, ltd	Families First Indiana, Inc.	Heritage Place of Indianapolis, Inc.
Actors Theatre of Indiana	CEDIA	Family Development Services	Hoosier Salon Patrons Association
Adoptions of Indiana	Central Indiana Community Foundation	Family Services & Prevention Programs	Hope Healthcare Services/Kingsway Community Care Center
Adult and Child Health	Charitable Allies	Federated Campaign Stewards	Horizon House
Alliance for Health Promotion	Child Advocates, Inc.	Feeding Indiana's Hungry	HSE Foundation
Alpha Chi Sigma Fraternity	Children's Bureau	Forest Manor Multi-Service Center	Humane Society of Indianapolis
Alpha Kappa Psi	Christian Holyland Foundation	Freetown Village, Inc.	HVAF of Indiana, Inc.
Alternatives Incorporated of Madison County	CICOA Aging and In Home Solutions	Friends of Holliday Park	IHPCO
American Cancer Society	Coburn Place Safe Haven	Girl Scouts of Central Indiana	Immigrant Welcome Center
American Indian Center of Indiana	Community Foundation of Boone County	Girls Inc. of Greater Indianapolis	Improving Kids' Environment
American Legion Auxiliary National Headquarters	Concord Neighborhood Center	Girls Rock! Indianapolis	IN Comm. on the Social Status Black Males
American Pianists Association	Conner Prairie Museum Inc.	Gleaners Food Bank of Indiana, Inc.	Indiana Afterschool Network
Art With a Heart	Cornea Research Foundation of America	Goodwill Industries of Central Indiana, Inc.	Indiana Association for Community Economic Development
ArtMix Inc.	Covering Kids & Families of Indiana	Greater Indianapolis Literacy League, Inc. dba Indy Reads	Indiana Association for the Education of Young Children
Arts Council of Indianapolis	Delta Sigma Phi Fraternity	Greater Indy Habitat for Humanity	Indiana Association of United Ways
Arts for Learning	Desert Rose Foundation, Inc.	Habitat for Humanity of Indiana	Indiana Black Expo, Inc.
Autism Society of Indiana	Diabetes Youth Foundation of Indiana	Hamilton County Economic Development Corporation	Indiana Coalition Against Domestic Violence, Inc.
AYS, Inc	Domestic Violence Network	Hamilton County Leadership Academy	Indiana Connected by 25, Inc.
Bethany Christian Services	Dove Recovery House for Women	Hamilton County Tourism, Inc.	Indiana CPA Society, Inc.
Big Brothers Big Sisters of Central IN	Dress for Success Indianapolis	HAND, Inc	Indiana Historical Society
Big Car Collaborative	Drug Free Marion County	Harrison Center for the Arts, Inc.	Indiana Landmarks
Blue River Foundation, Inc	Dyslexia Institute of Indiana	Hearts & Hands of Indiana	Indiana Legal Services, Inc.
Boone County Senior Services, Inc.	Easter Seals Crossroads	Hendricks College Network	Indiana Library Federation Inc.
Boys & Girls Club of Franklin	Eiteljorg Museum of American Indians & Western Art	Hendricks County Community Foundation	Indiana Medical History Museum
Boys & Girls Clubs of Indianapolis, Inc.	Eskenazi Health Foundation		
Building Tomorrow, Inc.	Exodus Refugee Immigration Inc.		
Bureau of Jewish Education	Fair Haven Foundation		
Camptown, Inc.			
Cancer Association of Shelby County, Inc			

Participating Organizations

Indiana Music Education Assn.	Kiwanis International	NIC Foundation, Inc.	Southeast Community Services
Indiana Park & Recreation Association	La Plaza	Noble, Inc.	Special Olympics Indiana
Indiana Philanthropy Alliance	Lambda Chi Alpha Educational Foundation	Noblesville Main Street	St. Joseph Institute for the Deaf
Indiana Primary Health Care Association	Lawrence Community Development Corp.	OnSite International, Inc.	Starfish Initiative
Indiana Psychological Association	Lawrence Township School Foundation	Outreach, Inc.	Storytelling Arts of Indiana
Indiana Recycling Coalition	Leadership Hendricks County	Ovar'coming Together	SullivanMunce Cultural Center
Indiana Repertory Theatre	Leadership Indianapolis	Pack Away Hunger, Inc./ Kids Against Hunger	Susan G. Komen Central Indiana
Indiana State Nurses Association	LeadingAge Indiana	Partners In Housing Dev. Corp.	Tangram Inc
Indiana Writers Center	Little Red Door Cancer Agency	Partnerships for Lawrence	Teachers' Treasures
Indiana Youth Group	Love INC of Greater Hancock County	Paws and Think, Inc.	TechPoint Foundation for Youth
Indianapolis Art Center	Lutheran Child & Family Services of IN/KY, Inc	Peace Learning Center	TeenWorks
Indianapolis Center for Congregations	Madame Walker Urban Life Center	Phi Kappa Theta Fraternity	The Cabaret
Indianapolis Chamber Orchestra	Martin Center Sickle Cell Initiative	Planned Parenthood of Indiana and Kentucky	The International Center
Indianapolis Congregation Action Network	Mary Rigg Neighborhood Center	ProAct Community Partnerships	The Julian Center
Indianapolis Cultural Trail, In.	Meals on Wheels of Hamilton County	Professional Insurance Agents of Indiana	The Milk Bank
Indianapolis Legal Aid Society	Meals on Wheels of Hancock County	Project Home Indy	The Psi Upsilon Foundation
Indianapolis Museum of Art	Mental Health America of Greater Indianapolis	ProKids, Inc.	The Salvation Army
Indianapolis Museum of Art	Mental Health America of Hendricks County	Purpose Of Life Academy	The Village of Merici Inc.
Indianapolis Neighborhood Resource Center (INRC)	Methodist Health Foundation	Reach For Youth, Inc.	The Villages of Indiana
Indianapolis Opera	MHAI\Emberwood	Rebuilding Together Indianapolis	The YMCA of Greater Indianapolis
Indianapolis Symphony Orchestra	Midtown Indianapolis, Inc.	RHI Foundation	Triangle Education Foundation
IndyFrine	Mission Indy Inc	Richard M. Fairbanks Foundation	Trusted Mentors
Jackson Center for Conductive Education	Museum of Miniature Houses	Rock Steady Boxing, Inc.	United Cerebral Palsy Association of Greater Indiana
Janus Developmental Services, Inc.	Music for All, Inc.	Ronald McDonald House of Indiana	United Way of Central Indiana
JEWEL Human Services	National Multiple Sclerosis Society Indiana Chapter	Rotary Club of Indianapolis	USA Football
Jewish Federation of Greater Indianapolis	National Panhellenic Conference	School on Wheels Corp	USO of Indiana
John P. Craine House, Inc.	Neighborhood Christian Legal Clinic	Second Helpings	Volunteers of America of Indiana
Johnson County Youth Services Bureau DBA Youth Connections	Neighborhood Self Employment Initiative Inc. dba Business Ownership Initiative of Indiana Inc. (BOI)	SEND	West Indianapolis Development
Joy's House	New Hope of Indiana	Shelby County Tourism & Visitors' Bureau	Westside Community Development Corporation
Junior Achievement of Central Indiana		Sheltering Wings	WFYI Public Media
Keep Indianapolis Beautiful		Sigma Kappa Foundation	Wheeler Mission Ministries
KEY Consumer Organization, Inc		Sigma Theta Tau International Honor Society of Nursing, Inc.	Workforce, Inc dba RecycleForce
		Simon Youth Foundation	Worthmore Academy
		Social Health Association of Indiana, Inc.	Young Actors Theatre
		Society of Broadcast Engineers	Young Voices of Indianapolis



When a regional nonprofit was building toward the future, VonLehman
HELPED GET THEM THERE.

Based on projections, a well-known, regional nonprofit agency was expected to double in size in 18 months. How could they continue to efficiently serve their clients during a period of rapid expansion?

They called on VonLehman CPA and Advisory Firm.

First, foreseeing inevitable funding increases, VonLehman helped the organization recruit and hire new finance department employees who were experienced in the specialized practices of nonprofit agency money management. Next, we developed an Organizational Design Program to help configure the agency's personnel structure to optimize productivity and maintain a high level of service for clients. Then, to minimize the potential effect of employee turnover as the agency expanded, our team worked with the human resources department to implement best practices for personnel retention. Finally, VonLehman provided a Process Flow Workshop that mapped out the entire client-intake process to help maximize efficiency.

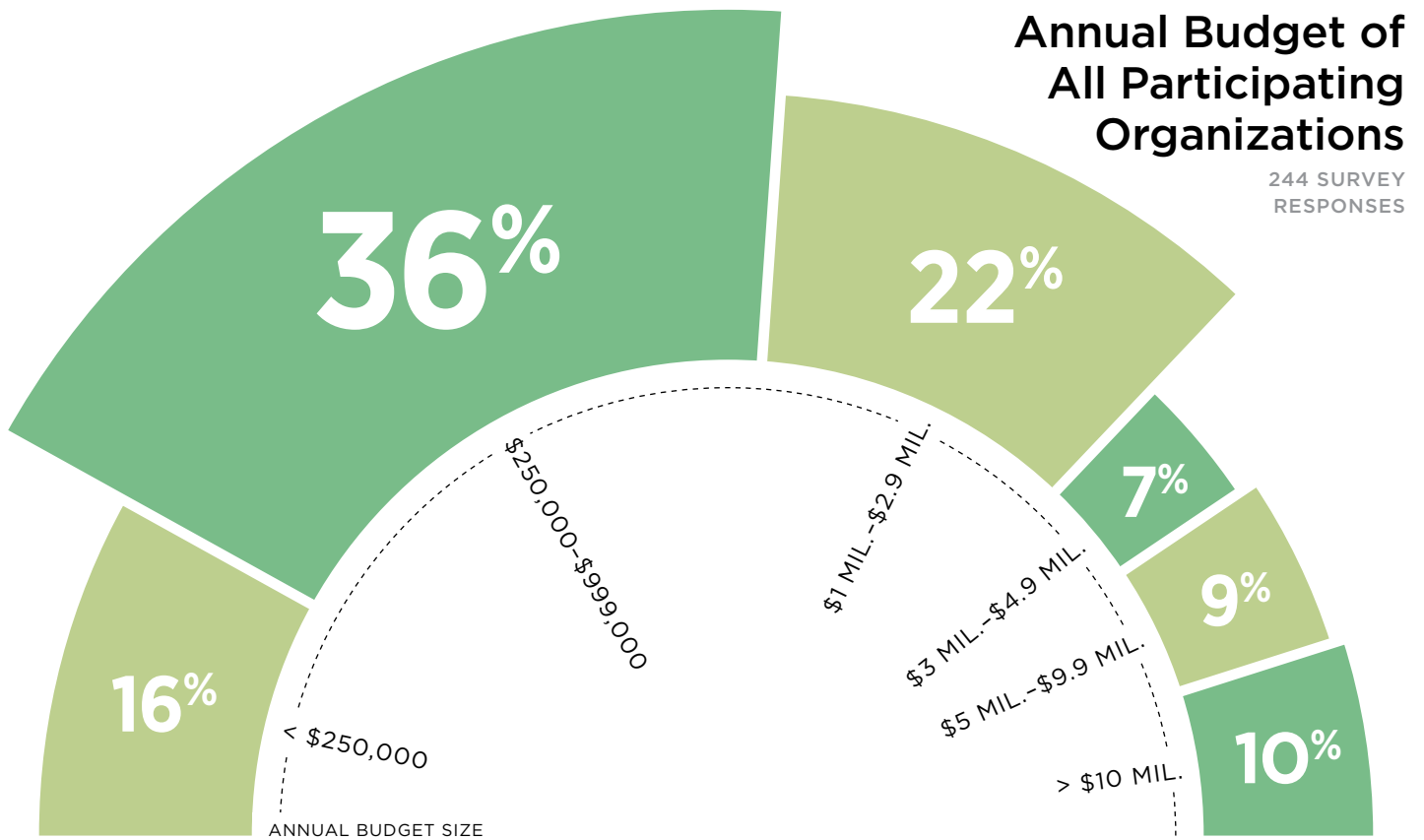
Need help getting where you need to go?

Turn to VonLehman. We're a full-service CPA and Advisory Firm serving over 300 diverse nonprofit organizations in Kentucky, Ohio and Indiana, since 1946. Our Nonprofit Service Group provides expertise in assurance services, accounting, tax, internal controls, Uniform Guidance compliance, performance improvement, board governance, consulting and much more, all with unmatched personal care and attention.

Learn more about how we help regional nonprofits through their growing pains at vlcpa.com, or to get the full story, email us at assistance@vlcpa.com.

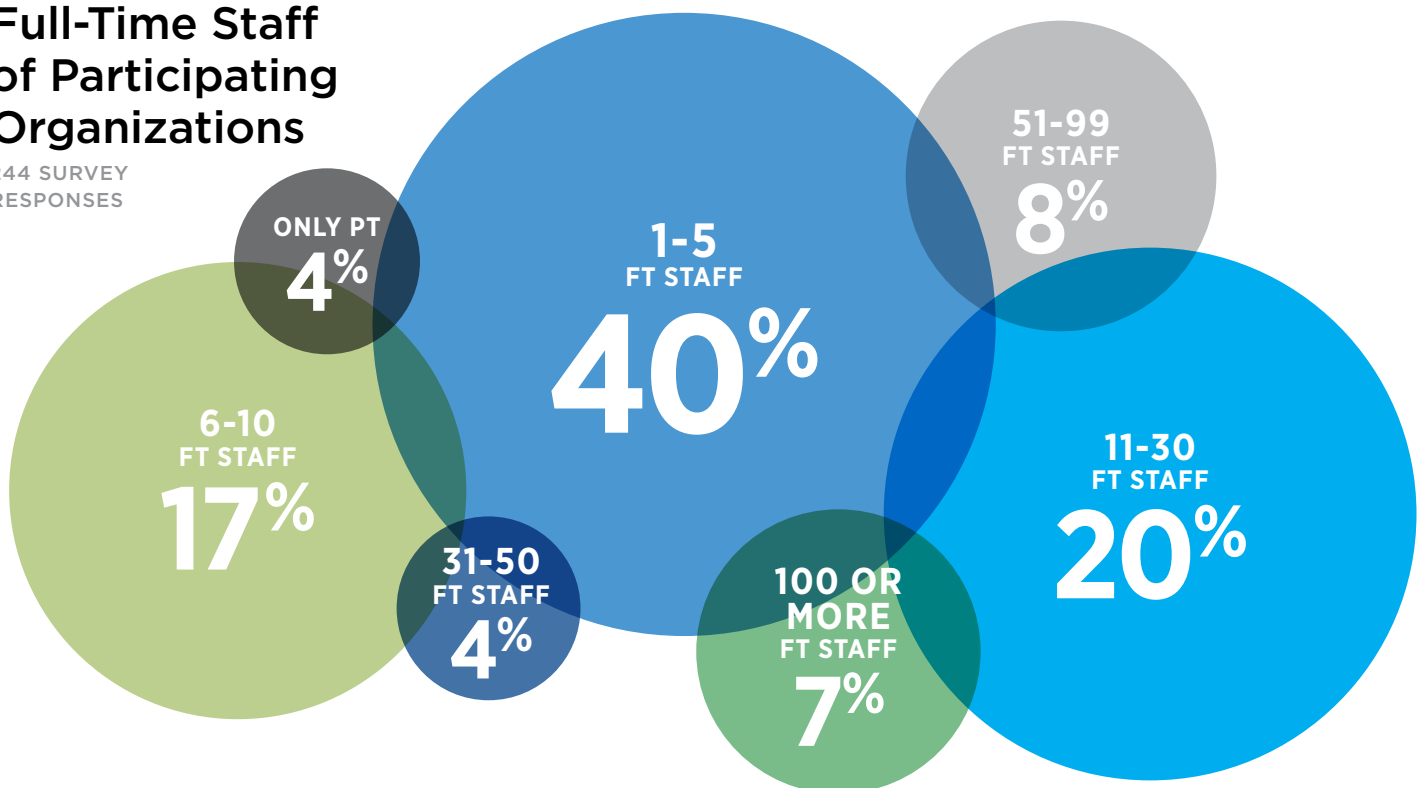
Travel well on your road to success. Contact VonLehman today. **We know how to get you there.**

Overview of Participating Nonprofits



Full-Time Staff of Participating Organizations

244 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.

243
nonprofits
represented

1,371
management
and executive
positions

20
position
categories

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Animal-related	4	2%
Arts, Culture, and Humanities	33	13%
Community Development	22	9%
Elementary, Secondary, or Charter School	5	2%
Environmental	3	1%
Health, Disease, Disorders	27	11%
Human and Social Services (including youth programs/mentoring)	101	40%
Private or Community Foundation	4	2%
Professional, Trade, or Membership Association	28	11%
Recreation, Sports, Leisure, Athletics	2	1%
Other	21	8%
Grand Total	250	100%

HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Adoption or Foster Care	4	4%
Alliance or Advocacy Organizations	6	6%
Child Day Care	1	1%
Community or Multi-Service Center	11	11%
Disabilities Services	1	1%
Disability Services	8	8%
Domestic Violence	7	7%
Employment and Job Related	3	3%
Food Services, Banks, and Pantries	5	5%
Homelessness, Shelter	5	5%
Mental Health or Crisis Intervention	2	2%
Older Adults	5	5%
Other	20	20%
Residential Services	4	4%
Youth Development	19	19%
Grand Total	101	100%

ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Museums and Museum Activities	7	22%
Other	10	31%
Performing Arts	15	47%
Grand Total	32	100%

Methodology

In developing the 2016 survey tool, our team started with the 2014 survey. In early 2014, we distributed a short on-line survey to organizations that had participated in the 2012 survey and requested feedback on additional positions that would be helpful for us to gather salary information. Though we could not include every position, we increased the number of job classifications from 12 to 20 in 2014.

For 2016, we focused on those same 20 positions, but refined some phrasing and questions with the guidance of Jeff Lucas at the Employers Resource Association. He was our data-gathering partner for this year's report.

The 2016 survey invitation list included organizational contacts from several sources: participants from the 2014 surveys; the Charitable Advisors HR and CFO distribution lists, United Way of Central Indiana member organizations and community foundations and other funders contacts across Central Indiana. We appreciate everyone who assisted us to spread the word to increase participation.

A week before the salary survey was launched, over 500 postcards were mailed to organization representatives to providing a “heads up” to the upcoming survey. These organizations then received an email invitation to participate with a unique organizational web link from the Employers Resource Association. Organizations that were not in the initial list, who wanted to participate, contacted us directly and were issued a unique link to complete the survey.

Charitable Advisors also promoted the survey multiple times via its weekly email newsletter, the Not-for-profit News, which reaches more than 18,000 weekly subscribers (www.NotforProfitNews.com).

This 2016 survey proved to be the most challenging ever. We launched on March 1 with a completion goal of 30 days. After multiple follow-ups and extending the collection window to more than eight weeks, we closed the survey on May 2.

Define your Future Build your Team



Succession

- Prepare for retirement
- Emergency
- Building the bench



Planning

- Strategic
- Social enterprise
- Business models
- Dashboards



Search

- Affordable
- Fund development
- CEO/Executive Director
- CFO/Accounting



Board Development

- Training
- Retreats
- Resources
- Recruiting

Honor the past. Understand the present. Embrace the future.

To learn more about how Charitable Advisors can partner with you, contact Bryan Orander, President at (317) 752-7153 or bryan@charitableadvisors.com

Charitable Advisors
LEADERSHIP TRANSITION • PLANNING • NOT-FOR-PROFIT NEWS

What are we learning about capacity building?

ORGANIZATIONAL development in nonprofits, typically referred to as “capacity building,” is often accomplished with a combination of internal staff and board efforts, plus the outside support of a trainer, facilitator or consultant. For many nonprofits, seeking foundation funding for a strategic plan or board training would be typical examples of capacity building.

Over the past eight years Charitable Advisors has been fortunate to work with the Foellinger Foundation in Fort Wayne in support of 20 of their grantees as they seek to expand their program impact and financial sustainability to better fulfill their missions.

This has been a unique opportunity to observe, over multiple years and multiple capacity-building efforts, how different organizations respond to diverse approaches and fully grasp the significance of strong staff and board leadership.

This particular effort focused the spotlight on the board of directors

as a frequently underdeveloped and underutilized resource. Following are a few of the most significant takeaways:

- On-going capacity-building support with high expectations can be very successful, even transformational.
- Not every nonprofit is in a position to benefit from capacity-building or consulting help, even if it is badly needed.
- Both staff and board leadership needs to buy into the effort and hold both hope and a vision for improvement.
- Progress is rarely linear and real change takes time.
- Isolated training efforts do not have the same impact as longer commitments with accountability to a partner or funder.
- Taking board and staff to visit similar organizations in other

communities, or even other neighborhoods, can produce great benefits as both frontline staff and leaders take more ownership from hands-on learning.

- Mapping past successes can establish groundwork and understanding for continued developmental progress.
- New or better information about the people served, your community or the funding environment can be a catalyst for new programs, new approaches, or new funding strategies.

A short overview of this capacity building project and lessons learned will be posted in September 2016 on the Foellinger Foundation website at www.foellinger.org

**Bryan Orander, president
Charitable Advisors
(317) 752-7153**

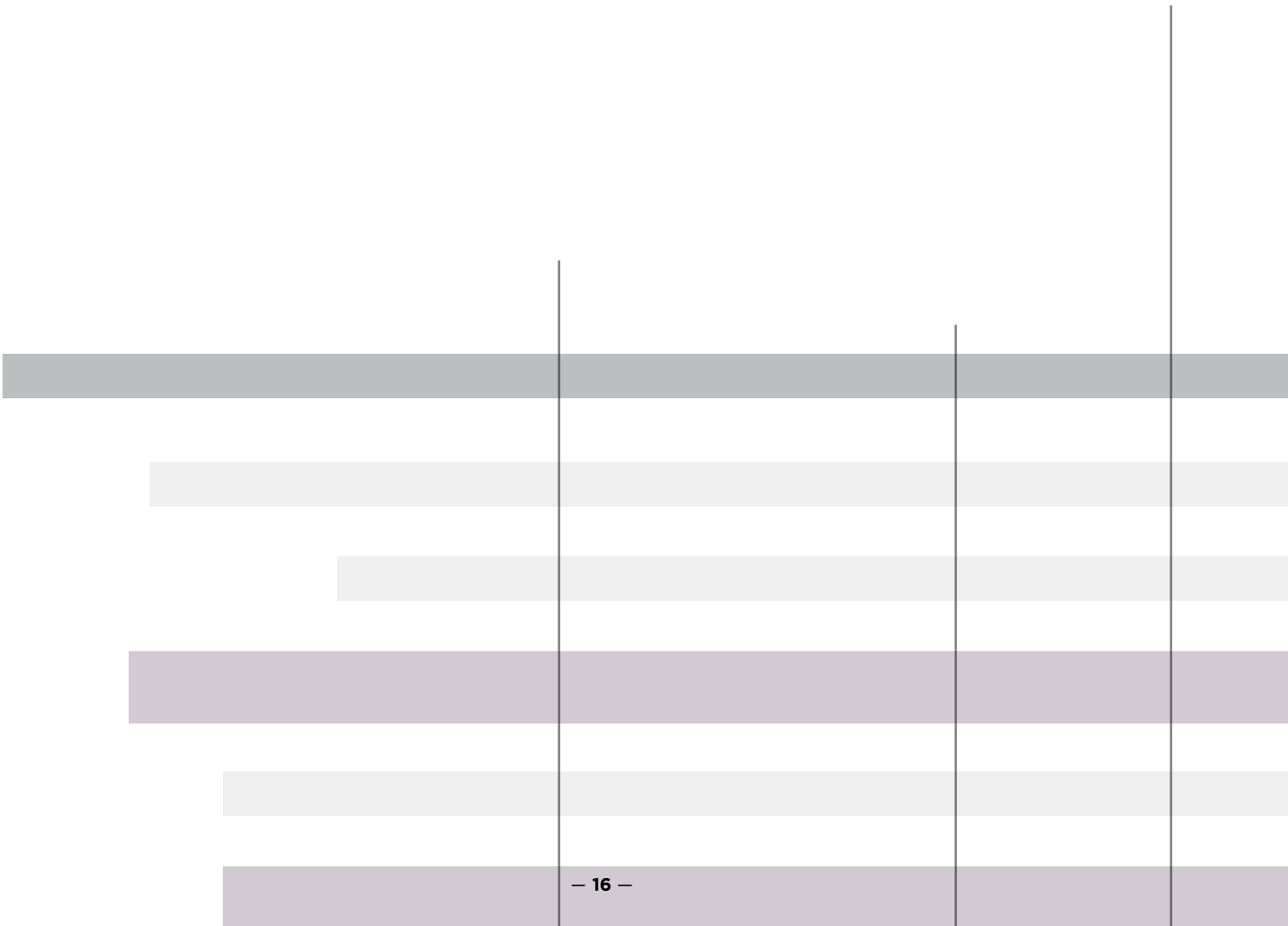
Data Analysis

To be included in the final report, the respondents had to work at a nonprofit organization located in Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Madison or Shelby counties and the survey had to be fully completed. Hospitals, public schools, colleges/universities and churches were excluded from the survey.

This year, as noted earlier, we contracted with Jeff Lucas at Employer Resource Association in Cincinnati to help guide the process, clean and analyze the sur-

vey information. The data was carefully reviewed for duplication and completeness. Dozens of 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, but quartiles are omitted.



State of the Sector

While many nonprofits appear to have weathered the recession and are now growing, many others are still working hard to maintain current programs and meet the growing needs for services. Nonprofit leaders are a resilient, optimistic group and they persevere in pursuit of serving their client or patrons effectively. As we continue the slow road to economic recovery, skilled staffing and leadership becomes ever more important.

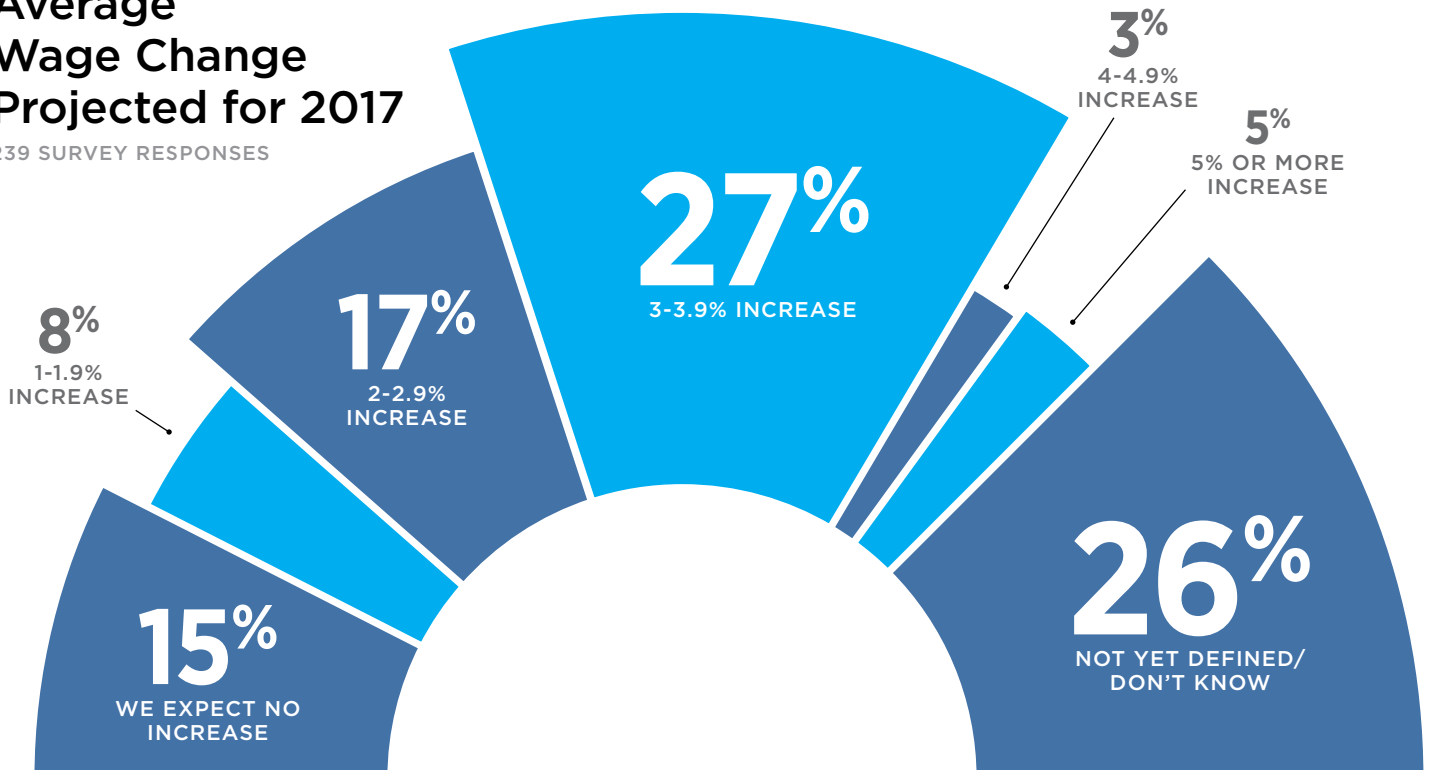
A key goal of this Central Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that they have and recruiting capa-

ble 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.

53% of those surveyed project higher revenue for 2016 as compared to 2015

Average Wage Change Projected for 2017

239 SURVEY RESPONSES

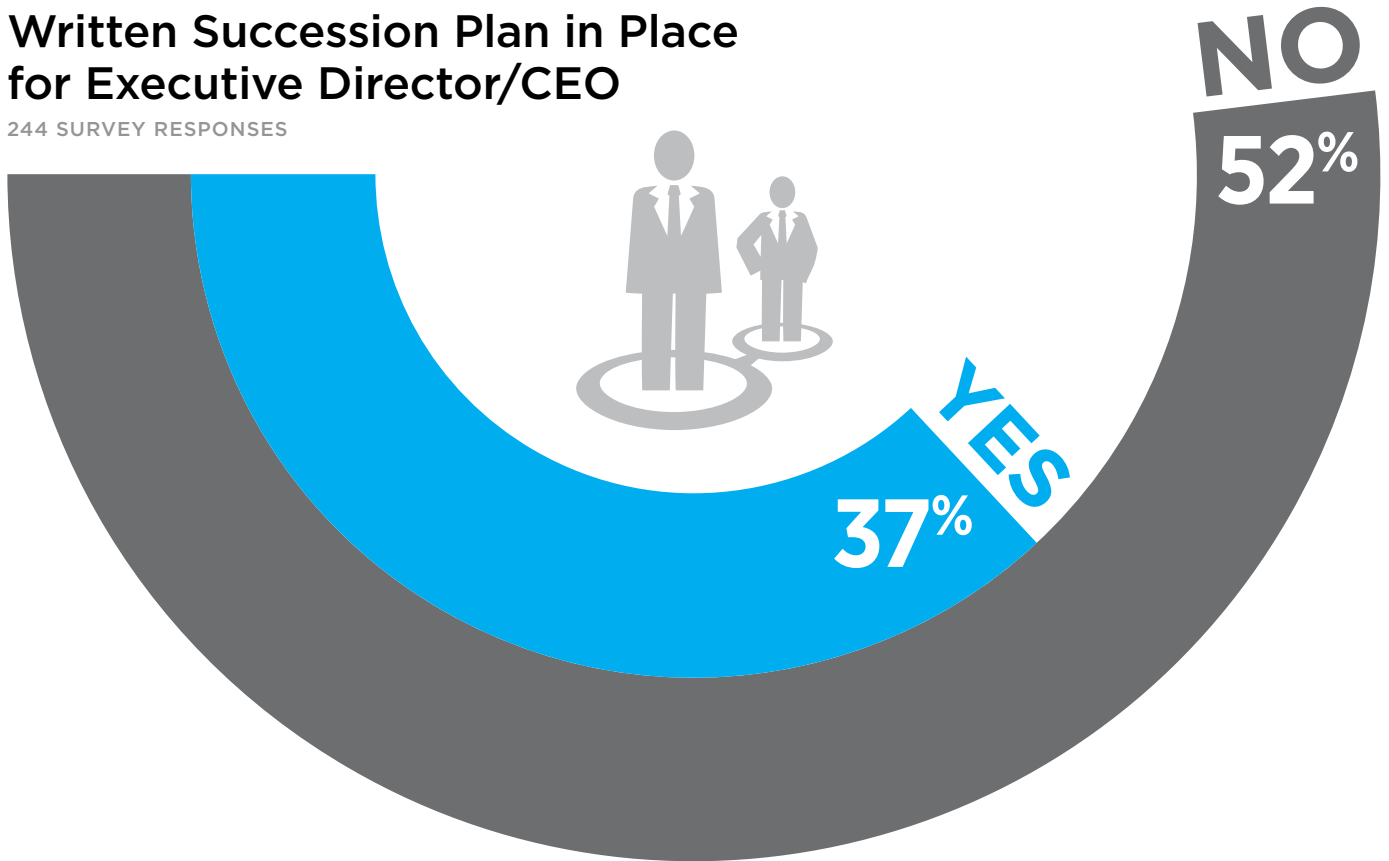


Percent of Organizations

State of the Sector

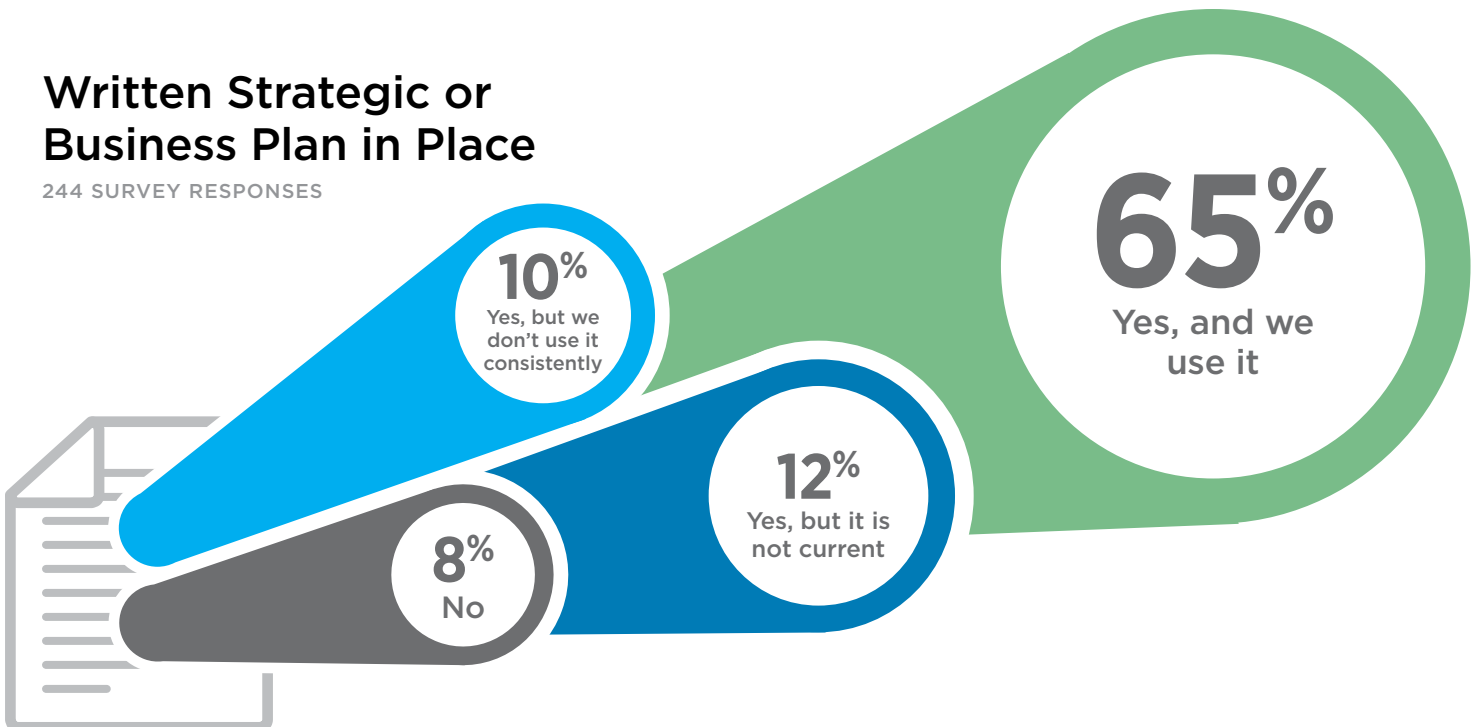
Written Succession Plan in Place for Executive Director/CEO

244 SURVEY RESPONSES



Written Strategic or Business Plan in Place

244 SURVEY RESPONSES



ANNOUNCING FINAL CHANGES TO THE FAIR LABOR STANDARDS ACT



On May 18, 2016, the U.S. Department of Labor (DOL) released its final rule revising the Fair Labor Standards Act (FLSA) overtime regulation. The effective date for these changes is December 1, 2016.

WHAT YOU NEED TO KNOW

Employees paid less than \$47,476 (or \$913 per week) are entitled to overtime pay for hours worked beyond 40 hours in a work week (or based on state law regarding when overtime begins); this is more than double the old salary threshold.

The salary threshold for qualifying as an exempt “highly compensated employee” has raised from \$100,000 to \$134,004.

No revisions to the duties test were included in the new rules.

Job title is not a factor in determining if an employee is exempt from overtime; these rules apply to supervisors, managers, and professionals if they are paid below the threshold.

The DOL will increase the salary threshold every three years.

There are very few exemptions to this rule; don’t assume this will not affect your organization.

This will be an incredibly emotional and difficult transition for many impacted employees; and effective communication strategy is the key to a successful implementation plan.

YOUR OPTIONS AS AN EMPLOYER

Raise the salary for positions that qualify for exempt/salary status based on the duties test to the new (currently proposed) threshold amount of \$47,476 annually. If you do this, be sure to pay attention to the compression it may cause with other employees at or above that salary level.

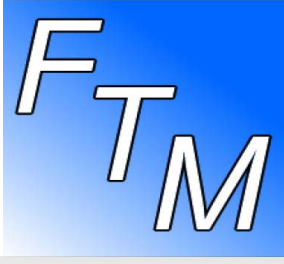
Reclassify positions that meet the duties test but not the new exempt/salary threshold to non-exempt/hourly, reduce their hourly equivalent rate to offset the addition of overtime pay if they consistently work over 40 hours per week now.

Restructure the positions, transition some full-time positions to part-time, reduce normal “work hours,” eliminate positions, and/or change operational processes.

Continue reading about important factors to consider and what to do now.

FirstPersonAdvisors.com/news/announcing-final-changes-fair-labor-standards-act/

FIRST PERSON



**FINANCIAL
TECHNOLOGIES &
MANAGEMENT**

Accounting Solutions

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Accounting
Controller
CFO Advisor
Training

Software Advisor Services

Needs Assessment
Software Sales
Implementation
Support
Training

Software Solutions

Nonprofit Accounting Software
Abila MIP Fund Accounting
Other Fund Accounting Solutions
QuickBooks for Nonprofits
Peachtree for Nonprofits

We provide comprehensive bookkeeping, accounting, controller, and CFO advisor services.

Each service is tailored to complement your organization's capacity and improve financial operations.

Let our dedicated team of experienced accountants, controllers, and CFOs become your complete outsourced accounting department. We provide four levels of management solutions including bookkeeping, accounting, controller, and CFO advisor services when you need it.

Our firm focuses on continuous improvements of an organization's accounting system. FTM provides our services on an ongoing, interim, or project basis.

- **Bookkeeping services** to include cash disbursements, accounts payable, cash receipts, accounts receivable, payroll, journal entries, program accounting, and fund accounting
- **Accounting services** to include bank and account reconciliations, grants and claims management, payroll processing, and financial statement and reporting preparation
- **Controller services** focus on the day to day financial operations including staff and project management; monthly and year-end closings; developing and implementing financial policies and procedures; tax return preparation, audit preparation and completion, budget development/preparation, grants management and cost allocation, and financial statement and reporting preparation and design
- **CFO Advisory services** available include: cash flow management, analysis, and projections; financial systems review; design and improve accounting practices, systems, and financial controls; financial management consulting and strategy; cost containment and vendor negotiations; financial compliance assistance; board and staff presentation or training; and financial statement and reporting analysis and presentation
- **Certified Fraud Examiner services** for Forensic Accounting/Fraud Prevention

Financial Technologies & Management

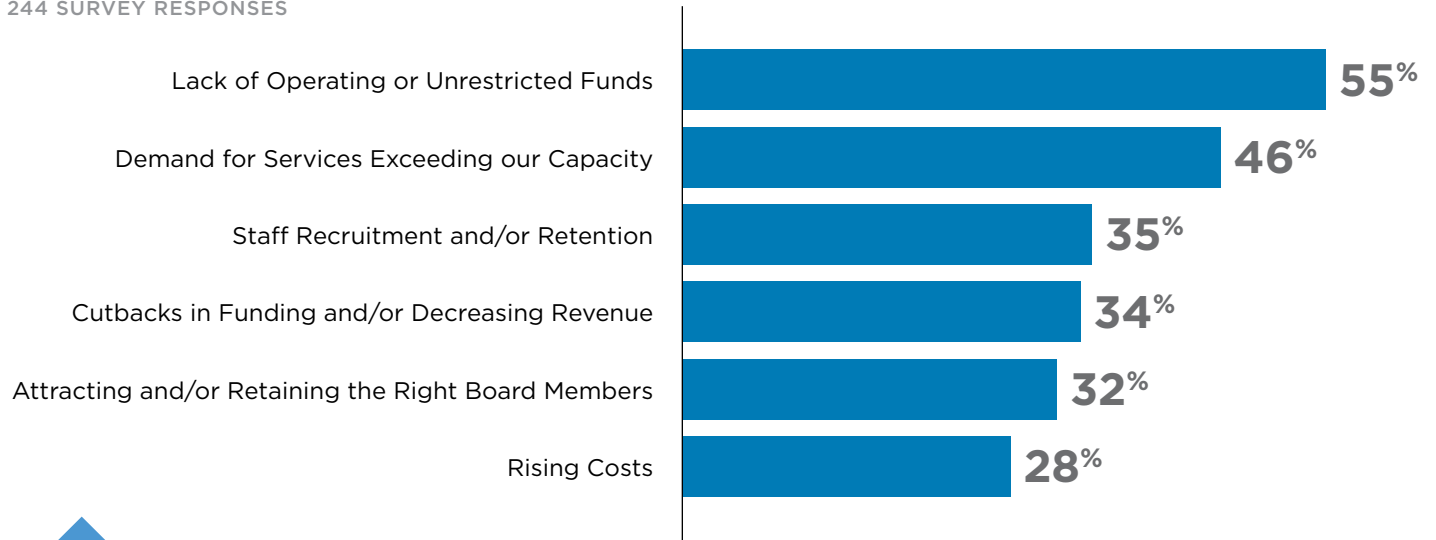
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State of the Sector

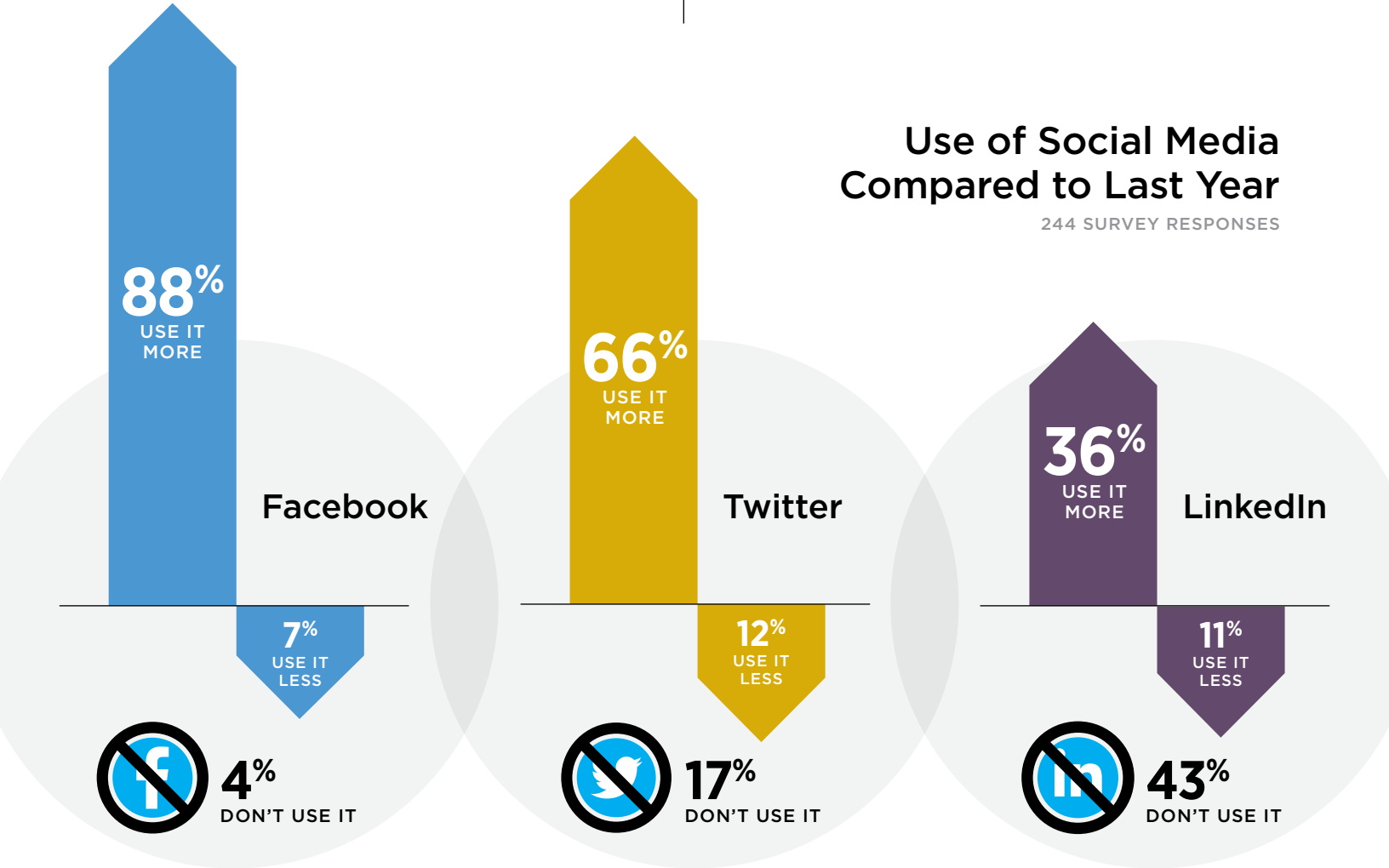
Major Obstacles to Success in the Year Ahead

244 SURVEY RESPONSES



Use of Social Media Compared to Last Year

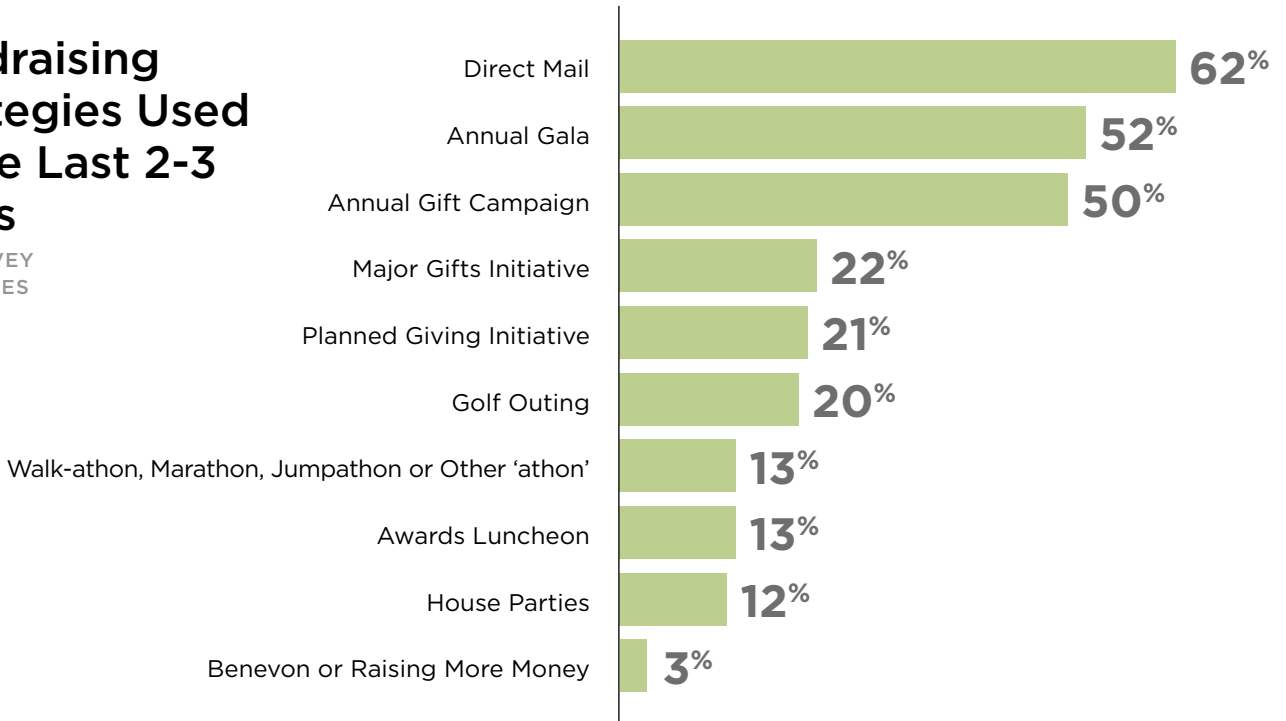
244 SURVEY RESPONSES



State of the Sector

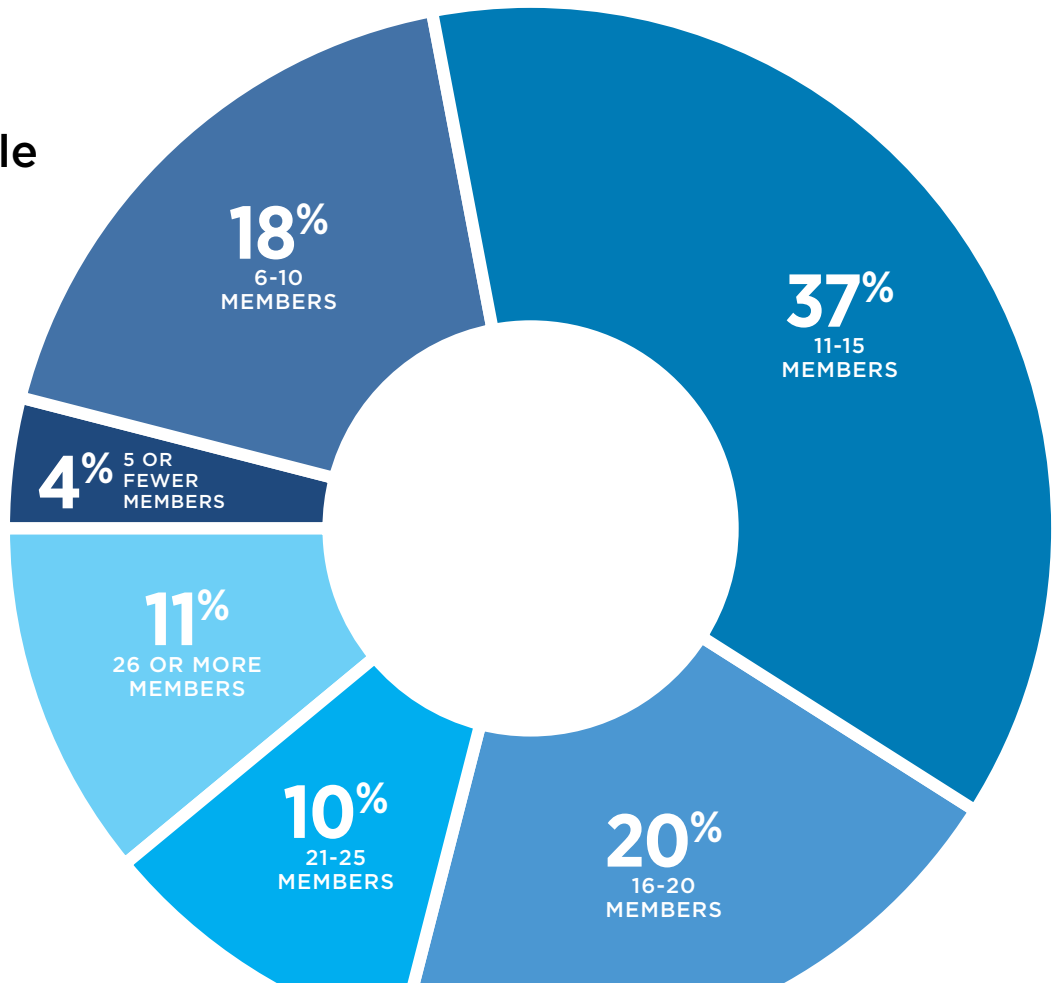
Fundraising Strategies Used in the Last 2-3 Years

244 SURVEY RESPONSES



Number of People on Board of Directors

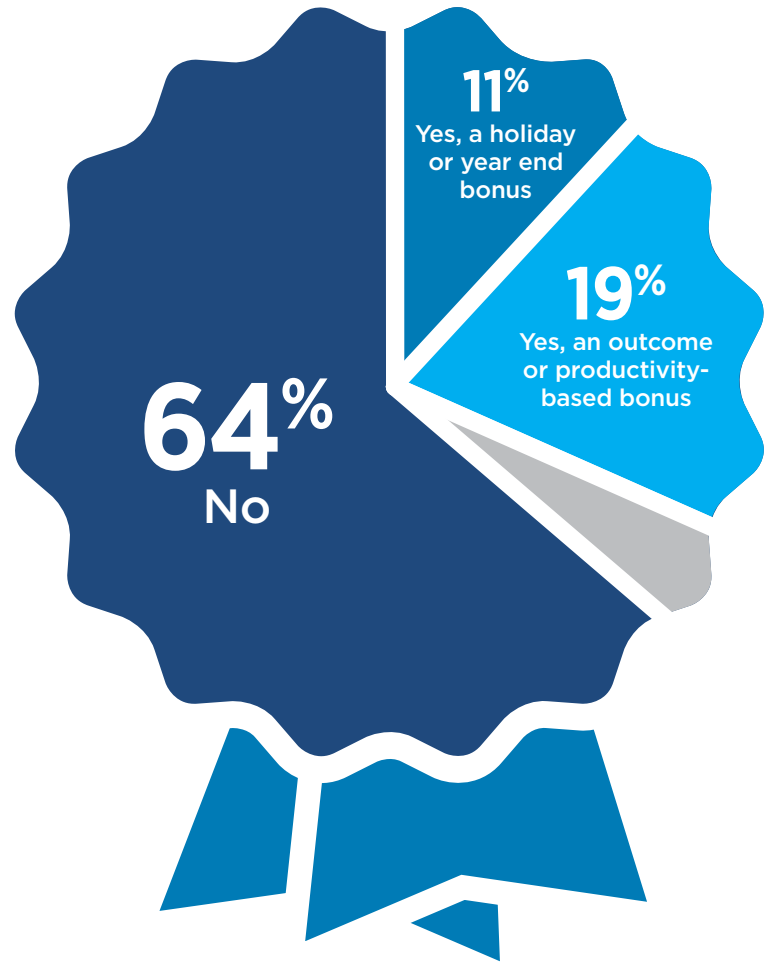
240 SURVEY RESPONSES



State of the Sector

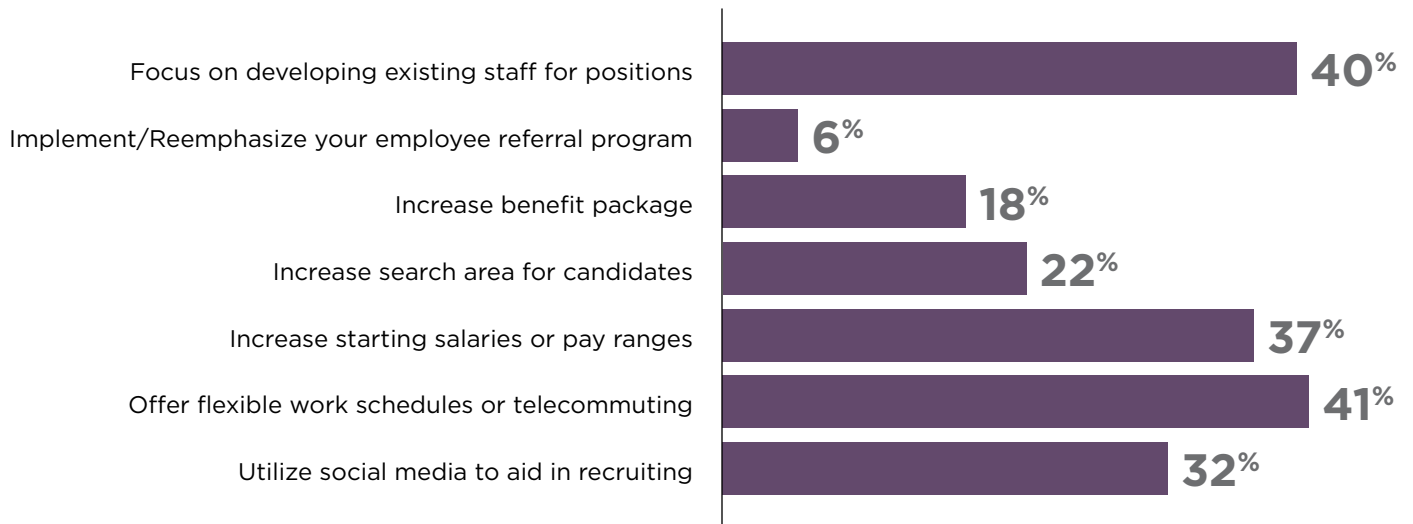
Incentive Compensation Offered to your Executive Director/CEO

244 SURVEY RESPONSES



Strategies to Attract and Retain Talent

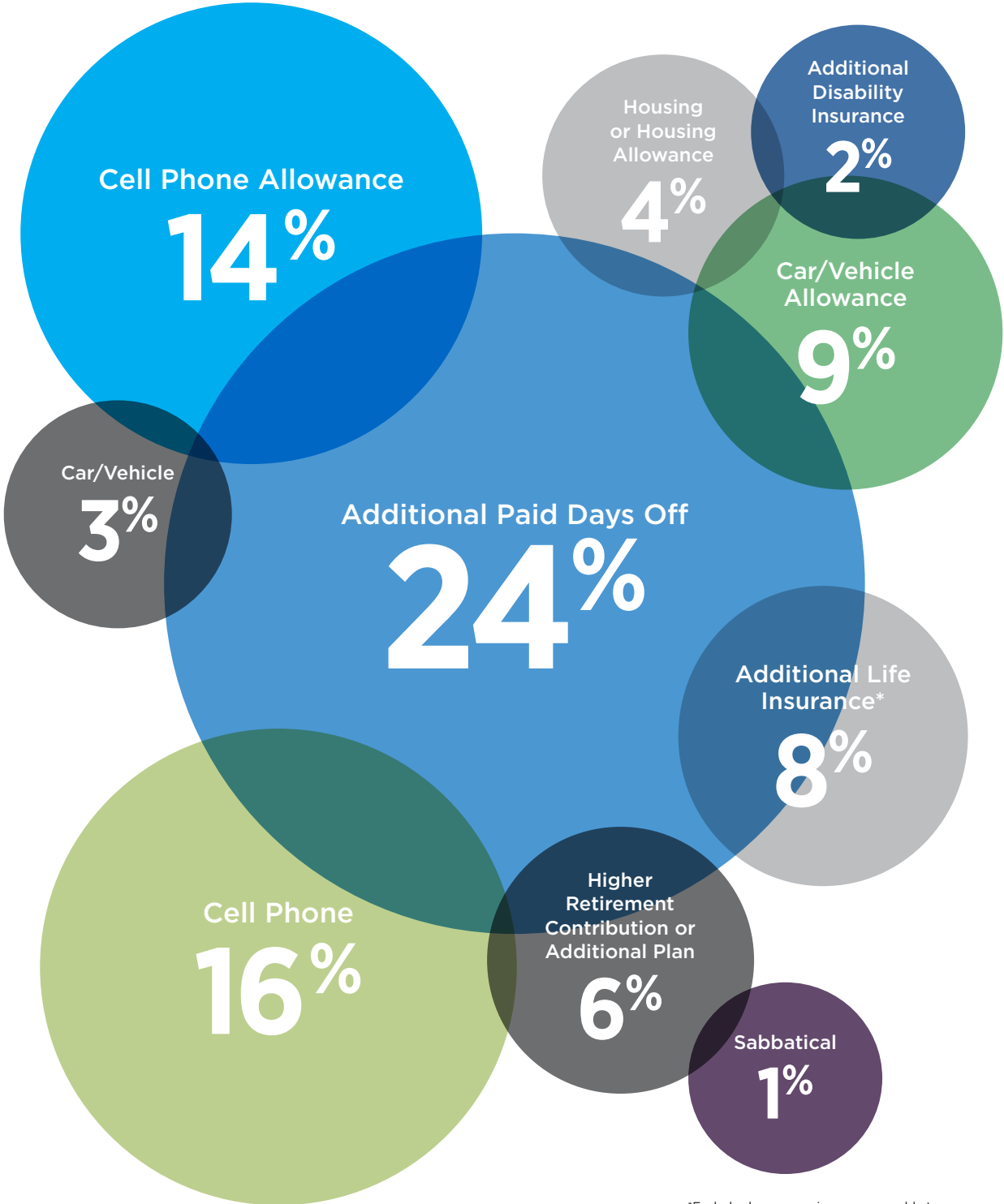
240 SURVEY RESPONSES



State of the Sector

Executive Director Benefits Different From “All Staff”

244 SURVEY RESPONSES



*Excludes key person insurance payable to your nonprofit

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Sr. Vice President and Chief Market Development Officer

261-9737

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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)

- 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

Deputy Director

- 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 fundraise on a limited basis

Program Director / Manager

- Supervises professional staff, clerical employees and/or volunteers in one or more social service programs
- Plans, develops and coordinates services with all the agency's other activities
- Develops program content and is responsible for budget and program integrity

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

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 / 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

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

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

Membership Director

- Directs and oversees membership activities for a membership organization or association
- Develops programs and initiatives designed to increase membership
- Updates and distributes information to current members as well as prospective members

Special Events Coordinator

Develops events to provide media attention, foster a better understanding of an issue, attract volunteer involvement and raise funds

Volunteer Coordinator

Directs and manages recruitment, screening and selection, supervision, documentation and recognition of volunteers

Job Functions

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

Facility / Maintenance Manager

- Responsible for maintenance of physical plant
- Coordinates contractors, may supervise a small staff, and may also make repairs personally

Why your nonprofit should be using nonprofit accounting software

BY JIM SIMPSON, CPA AND DIRECTOR, FINANCIAL TECHNOLOGIES & MANAGEMENT



AS THE NUMBER OF NONPROFITS has proliferated, accounting software is more tailored and can help manage these complexities. But taking the time to select the right software for your nonprofit is critical.

Before your purchase, start with a software evaluation and assessment to see if you're a good candidate for nonprofit accounting software. The software evaluation and assessment will review your current system to determine its level or utilization and functionality. It is probably a good idea to perform a software evaluation any time there is a major change within the organization either positive or negative.

Nonprofit accounting software has several features and functionality to help your organization with some of the following:

- Flexible report writer
- Grants management capability
- Cost-allocation functionality
- Strong audit trails
- Integration with payroll, fundraising, and other applications
- Expanded capabilities as organization grows
- Various financial segment or element tracking to include funding sources, programs, projects, locations, and other essential financial information.

Features and functionality of the software that can provide optimum efficiency

The **flexible report writer** allows you to use the accounting software to meet the internal and external complex reporting requirements. Generating reports should be able to be varied to meet the board, program, and funder reporting requirements and easily modified to meet the changing program and funder needs.

The **grants management capability** allows you to track the financial results for each grant, and report back to the funder in the required format, using one accounting system.

Cost-allocation functionality allows you to easily allocate transactions on a real-time basis to multiple programs and funding sources all within the system. It should allow to you to pool various cost pools like facilities and overhead and allocate these to the various program and funding sources to provide a full-cost accounting.

Strong audit trails keep track of what users are doing within the accounting system. The system should allow you to provide your annual auditors and program

TO READ MORE, CLICK HERE

CharitableAdvisors.com/why-your-nonprofit-should-be-using-nonprofit-accounting-software/



FINANCIAL
TECHNOLOGIES &
MANAGEMENT

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



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.

We've got you covered

BY LYNN SYGIEL, EDITOR / CHARITABLE ADVISORS



SINCE INDIANA UNIVERSITY released its first report in 1995 about the state's nonprofit employment trends, nonprofit organizations have continued to make significant contributions to the quality of life for Indiana citizens.

Nonprofits are also a major force in the state's economy. Indiana's secretary of state reports more than 54,000 active nonprofits in the state.

The nonprofit sector continues to experience job growth while the for-profit sector remains stagnant. In 2014, Johns Hopkins University's Center for Civil Society Studies reported evidence that nonprofit employment climbed steadily between 2007 and 2012, even as the private sector shed jobs amid the 2008 housing bust and ensuing nationwide recession.

Since 2010, Charitable Advisors has collected and published salary data, a representative sampling of 20 nonprofit positions in Central Indiana to provide the sector with comparison figures and salary benchmarks.

But Charitable Advisors' contribution to the sector goes beyond a list of facts and figures. As the nonprofit world continues to grow, so does its news, and Charitable Advisors is the go-to place for information about the industry.

For 16 years, Charitable Advisors has published Not-for-profit News, a free e-newsletter delivered weekly to over 18,000 readers in Central Indiana.

As interest in Not-for-profit News has grown, in 2014, we decided to double down on its popularity. We listened to and surveyed readers, which resulted in a refresh of the e-newsletter's appearance and content.

We began telling local nonprofits' stories. Stories about longtime leaders and their perspectives on change and progress in the sector. Articles about local food distribution and innovative partnerships, peer-to-peer fundraising, the growing need for re-entry programs and young professionals' board work. We have brought you information

about innovative uses of technology, Indiana legislative changes that affect the sector and organizational approaches to growth and innovation.

We added photos to the People on the Move section and last year shared the news of 334 individuals' new nonprofit positions. We include your good news about grants, open houses, professional development workshops and seminars and volunteer opportunities. Each issue includes a section devoted to national trends.

All these improvements have but one goal in mind: to bring you unparalleled, comprehensive, relevant, insightful news about nonprofits in Central Indiana.

If you're not a subscriber, the process is easy. Visit Charitable Advisors' website (charitableadvisors.com/e-newsletters/subscribe) and complete the simple online subscription form. If you are a subscriber, feel free to contact us and let us know how we are doing at lynn@charitableadvisors.com

Salary Overview for all Positions

Full Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
AGENCY LEADERSHIP							
Executive Director/President/Chief Executive Officer (CEO)	218	\$109,030	\$16,000	\$68,438	\$87,750	\$124,788	\$500,000
Chief Operating Officer (COO)	50	\$91,737	\$28,000	\$65,000	\$85,005	\$112,865	\$186,400
Deputy Director	27	\$62,381	\$35,000	\$49,715	\$54,600	\$70,529	\$150,000
Executive Secretary (CEO Support)	59	\$45,644	\$25,000	\$36,025	\$44,757	\$53,204	\$69,398
PROGRAM AND OPERATIONS							
VP of Programs	75	\$73,608	\$22,000	\$51,000	\$70,000	\$85,000	\$160,000
Program Director / Manager	122	\$55,258	\$27,000	\$42,000	\$50,000	\$63,683	\$156,975
VP / Director of Human Resources	37	\$74,672	\$34,000	\$56,650	\$72,342	\$85,000	\$161,575
VP / Director of Information Systems / Data Processing	33	\$79,164	\$38,000	\$60,000	\$70,000	\$98,000	\$150,000
FINANCIAL LEADERSHIP							
Chief Financial Officer (CFO)	61	\$101,902	\$41,475	\$71,000	\$94,000	\$116,869	\$206,000
Controller / Accountant	50	\$67,679	\$40,000	\$50,375	\$65,052	\$80,232	\$127,050
Clerk / Bookkeeper	47	\$39,872	\$26,780	\$34,660	\$40,000	\$43,593	\$65,000
PUBLIC RELATIONS AND MARKETING LEADERSHIP							
VP / Director of Development	81	\$77,053	\$27,000	\$53,560	\$70,000	\$90,000	\$185,000
VP / Director of Public Relations / Communications	47	\$67,053	\$32,000	\$46,460	\$62,504	\$77,125	\$140,000
VP / Director of Marketing	30	\$69,794	\$31,800	\$55,000	\$65,068	\$79,500	\$146,600
Membership Director	26	\$56,549	\$28,840	\$40,250	\$48,000	\$64,321	\$115,000
Special Events Coordinator	43	\$46,981	\$29,000	\$37,819	\$42,000	\$51,260	\$108,000
Volunteer Coordinator	43	\$41,923	\$30,000	\$36,000	\$39,140	\$46,887	\$85,000
OFFICE ADMINISTRATION							
Office Manager	42	\$39,324	\$25,000	\$31,275	\$37,250	\$45,750	\$75,000
Secretary / Administrative Support	62	\$32,797	\$20,280	\$27,130	\$31,200	\$35,936	\$52,961
Facility / Maintenance Manager	41	\$49,730	\$22,722	\$39,500	\$44,800	\$56,000	\$103,400

Salary Overview for all Positions

Part Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
AGENCY LEADERSHIP							
Executive Director/President/Chief Executive Officer (CEO)	13	\$33.71	\$8.65	\$20.43	\$24.62	\$36.06	\$92.31
Chief Operating Officer (COO)	0	—	—	—	—	—	—
Deputy Director	3	—	—	—	—	—	—
Executive Secretary (CEO Support)	9	\$16.51	\$12.82	\$15.30	\$16.24	\$18.99	\$19.23
PROGRAM AND OPERATIONS							
VP of Programs	2	—	—	—	—	—	—
Program Director / Manager	15	\$21.42	\$11.54	\$15.05	\$20.51	\$27.46	\$39.42
VP / Director of Human Resources	4	\$28.64	\$21.00	—	\$28.52	—	\$36.54
VP / Director of Information Systems / Data Processing	5	\$41.87	\$18.54	—	\$25.41	—	\$96.15
FINANCIAL LEADERSHIP							
Chief Financial Officer (CFO)	5	\$30.09	\$25.64	—	\$29.91	—	\$34.86
Controller / Accountant	20	\$32.73	\$19.23	\$24.46	\$29.81	\$37.31	\$57.69
Clerk / Bookkeeper	27	\$24.09	\$7.90	\$16.26	\$21.37	\$28.04	\$48.08
PUBLIC RELATIONS AND MARKETING LEADERSHIP							
VP / Director of Development	8	\$34.55	\$14.71	\$18.17	\$22.81	\$28.37	\$118.34
VP / Director of Public Relations / Communications	5	\$20.60	\$16.00	—	\$19.23	—	\$26.92
VP / Director of Marketing	4	\$22.41	\$17.05	—	\$21.88	—	\$28.85
Membership Director	1	—	—	—	—	—	—
Special Events Coordinator	9	\$17.01	\$13.46	\$14.42	\$16.00	\$18.91	\$24.04
Volunteer Coordinator	11	\$18.84	\$11.54	\$15.83	\$19.23	\$22.50	\$23.52
OFFICE ADMINISTRATION							
Office Manager	15	\$26.59	\$9.62	\$15.98	\$19.23	\$33.23	\$79.32
Secretary / Administrative Support	17	\$15.28	\$8.65	\$12.82	\$15.00	\$17.31	\$24.04
Facility / Maintenance Manager	4	\$15.15	\$12.13	—	\$15.69	—	\$17.07

Executive Director/President/ Chief Executive Officer (CEO)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director/President/Chief Executive Officer (CEO)	218	\$109,030	\$16,000	\$68,438	\$87,750	\$124,788	\$500,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	90	\$70,747	\$28,000	\$52,275	\$68,150	\$81,951	\$243,000
6-10 FT Staff	40	\$95,178	\$16,000	\$70,000	\$85,000	\$107,545	\$250,000
11-30 FT Staff	43	\$121,353	\$57,140	\$84,000	\$105,000	\$148,000	\$315,000
31-50 FT Staff	11	\$157,533	\$76,000	\$93,621	\$106,596	\$206,607	\$350,000
51-99 FT Staff	18	\$172,079	\$86,000	\$118,500	\$142,654	\$188,250	\$390,000
100 or More FT Staff	16	\$221,614	\$107,417	\$160,375	\$195,399	\$265,475	\$500,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	27	\$48,800	\$16,000	\$40,000	\$50,000	\$57,500	\$75,000
\$250,000 - \$999,000	81	\$77,528	\$38,400	\$64,800	\$74,200	\$90,000	\$135,200
\$1 Million to \$2.9 Million	51	\$104,806	\$57,140	\$81,903	\$92,285	\$110,000	\$250,000
\$3 Million to \$4.9 Million	15	\$134,915	\$80,000	\$90,000	\$125,000	\$167,500	\$250,000
\$5 Million to \$9.9 Million	23	\$156,903	\$88,500	\$114,075	\$140,000	\$190,297	\$350,000
Greater than \$10 Million	21	\$247,318	\$130,049	\$167,000	\$235,000	\$289,757	\$500,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	29	\$120,108	\$34,000	\$59,400	\$83,000	\$160,000	\$500,000
Community Development	19	\$83,159	\$50,000	\$60,000	\$72,000	\$90,000	\$182,500
Elementary, Secondary, or Charter School	4	\$63,304	\$16,000	—	\$64,900	—	\$107,417
Health, Disease, Disorders	23	\$105,735	\$39,000	\$68,500	\$87,000	\$110,000	\$315,000
Human and Social Services	91	\$101,805	\$30,750	\$70,000	\$85,000	\$119,000	\$336,000
Private or Community Foundation	4	\$187,500	\$77,000	—	\$161,500	—	\$350,000
Professional, Trade, or Membership Association	23	\$139,466	\$52,000	\$80,903	\$103,808	\$170,958	\$358,000
Other	21	\$91,850	\$28,000	\$65,000	\$90,000	\$110,000	\$187,000

Executive Director/President/ Chief Executive Officer (CEO)

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$43,800	\$34,000	—	\$48,000	—	\$52,000
\$250,000 - \$999,000	12	\$78,590	\$38,400	\$59,850	\$68,861	\$89,400	\$135,200
\$5 Million to \$9.9 Million	4	\$186,446	\$136,000	—	\$185,785	—	\$238,214

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$53,275	\$50,000	—	\$51,550	—	\$60,000
\$250,000 - \$999,000	8	\$70,740	\$55,000	\$60,616	\$69,150	\$78,850	\$90,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$59,780	\$49,900	—	\$60,000	—	\$72,000
\$250,000 - \$999,000	8	\$80,575	\$39,000	\$70,700	\$80,000	\$94,500	\$110,000
\$1 Million to \$2.9 Million	6	\$100,569	\$82,000	\$88,500	\$94,742	\$106,621	\$134,928
Greater than \$10 Million	4	\$221,250	\$160,000	—	\$205,000	—	\$315,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	8	\$49,506	\$30,750	\$42,000	\$47,500	\$54,325	\$75,000
\$250,000 - \$999,000	26	\$71,971	\$50,000	\$63,164	\$70,000	\$77,375	\$108,000
\$1 Million to \$2.9 Million	30	\$95,419	\$57,140	\$76,000	\$88,721	\$100,000	\$182,000
\$3 Million to \$4.9 Million	7	\$106,461	\$80,000	\$88,000	\$90,000	\$104,027	\$191,175
\$5 Million to \$9.9 Million	11	\$139,690	\$88,500	\$120,250	\$140,000	\$148,743	\$197,204
Greater than \$10 Million	9	\$205,847	\$130,049	\$142,962	\$167,000	\$266,000	\$336,000

Professional, Trade or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	10	\$86,019	\$52,000	\$70,350	\$86,000	\$100,000	\$125,000
\$1 Million to \$2.9 Million	6	\$151,454	\$81,805	\$106,250	\$153,458	\$172,979	\$250,000

Executive Director/President/ Chief Executive Officer (CEO)

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Adoption or Foster Care	4	\$107,899	\$75,000	—	\$81,500	—	\$193,594
Alliance or Advocacy Organizations	6	\$94,550	\$50,000	\$67,975	\$85,000	\$126,250	\$145,000
Community or Multi-Service Center	8	\$137,430	\$57,140	\$86,250	\$101,500	\$191,326	\$266,000
Disability Services	8	\$96,223	\$60,000	\$69,308	\$88,500	\$111,262	\$160,500
Domestic Violence	6	\$80,158	\$60,000	\$76,400	\$84,000	\$87,813	\$90,000
Food Services, Banks, and Pantries	4	\$90,365	\$63,654	—	\$78,750	—	\$140,307
Homelessness, Shelter	5	\$103,450	\$72,100	—	\$95,000	—	\$150,000
Older Adults	5	\$86,116	\$54,860	—	\$75,000	—	\$142,962
Residential Services	4	\$93,625	\$75,000	—	\$88,500	—	\$122,500
Youth Development	16	\$111,971	\$50,000	\$73,750	\$93,393	\$124,662	\$280,000
Other	18	\$81,274	\$30,750	\$57,000	\$78,500	\$88,750	\$167,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	6	\$206,131	\$50,000	\$86,500	\$198,285	\$230,303	\$500,000
Performing Arts	14	\$103,096	\$34,000	\$59,550	\$82,750	\$133,120	\$289,757
Other	9	\$89,222	\$38,400	\$65,000	\$75,000	\$90,000	\$175,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director/President/Chief Executive Officer (CEO)	13	\$33.71	\$8.65	\$20.43	\$24.62	\$36.06	\$92.31

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Only PT	9	\$22.43	\$8.65	\$19.23	\$21.37	\$24.62	\$36.06

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	9	\$23.01	\$8.65	\$19.23	\$24.04	\$25.64	\$36.06

Chief Operating Officer (COO)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer (COO)	50	\$91,737	\$28,000	\$65,000	\$85,005	\$112,865	\$186,400

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$55,963	\$36,800	\$50,750	\$59,500	\$60,975	\$70,000
6-10 FT Staff	7	\$85,323	\$50,000	\$69,000	\$80,000	\$89,630	\$150,000
11-30 FT Staff	14	\$81,663	\$28,000	\$68,059	\$75,163	\$97,313	\$136,751
31-50 FT Staff	5	\$104,400	\$64,000	—	\$116,000	—	\$150,000
51-99 FT Staff	8	\$101,795	\$75,000	\$82,500	\$94,496	\$108,938	\$159,120
100 or More FT Staff	8	\$132,782	\$87,000	\$102,423	\$135,752	\$155,593	\$186,400

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$53,078	\$28,000	\$47,000	\$59,000	\$62,400	\$70,000
\$1 Million to \$2.9 Million	16	\$79,977	\$52,000	\$63,500	\$74,500	\$86,070	\$150,000
\$3 Million to \$4.9 Million	6	\$92,193	\$68,000	\$77,925	\$93,350	\$102,594	\$120,000
\$5 Million to \$9.9 Million	10	\$100,723	\$72,000	\$86,368	\$100,385	\$112,808	\$136,751
Greater than \$10 Million	9	\$141,016	\$87,000	\$129,000	\$150,000	\$159,120	\$186,400

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	10	\$102,417	\$36,800	\$70,500	\$109,125	\$126,750	\$160,000
Human and Social Services	23	\$81,385	\$47,000	\$64,000	\$75,000	\$89,862	\$154,124
Professional, Trade, or Membership Association	8	\$107,833	\$60,000	\$78,883	\$110,200	\$140,063	\$150,000

Chief Operating Officer (COO)

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	11	\$71,930	\$52,000	\$63,000	\$74,000	\$77,663	\$94,250
\$5 Million to \$9.9 Million	4	\$97,999	\$75,000	—	\$94,496	—	\$128,003

Professional, Trade or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$103,853	\$60,000	—	\$102,705	—	\$150,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Homelessness, Shelter	4	\$71,160	\$57,165	—	\$68,500	—	\$90,473
Youth Development	6	\$76,641	\$64,000	\$69,500	\$74,663	\$78,832	\$98,519
Other	4	\$62,500	\$47,000	—	\$58,000	—	\$87,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$115,813	\$72,000	—	\$115,625	—	\$160,000
Performing Arts	5	\$88,184	\$36,800	—	\$70,000	—	\$159,120

Deputy Director

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Deputy Director	27	\$62,381	\$35,000	\$49,715	\$54,600	\$70,529	\$150,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	12	\$55,202	\$36,000	\$50,000	\$51,779	\$60,610	\$84,872
11-30 FT Staff	8	\$63,401	\$41,475	\$49,073	\$55,500	\$76,575	\$95,200

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	12	\$50,413	\$35,000	\$40,000	\$50,000	\$59,250	\$68,958
\$1 Million to \$2.9 Million	9	\$59,731	\$41,475	\$49,430	\$54,000	\$57,000	\$95,200

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	4	\$67,250	\$50,000	—	\$64,500	—	\$90,000
Health, Disease, Disorders	4	\$60,050	\$35,000	—	\$55,000	—	\$95,200
Human and Social Services	12	\$54,161	\$36,000	\$49,073	\$52,279	\$57,500	\$84,872
Other	4	\$59,401	\$40,000	—	\$54,479	—	\$88,644

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$48,889	\$36,000	—	\$50,279	—	\$59,000
\$1 Million to \$2.9 Million	7	\$55,625	\$41,475	\$48,715	\$54,000	\$55,800	\$84,872

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	59	\$45,644	\$25,000	\$36,025	\$44,757	\$53,204	\$69,398

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$44,176	\$35,880	—	\$45,000	—	\$50,000
6-10 FT Staff	7	\$36,629	\$28,000	\$31,000	\$35,400	\$40,500	\$50,000
11-30 FT Staff	14	\$42,825	\$25,000	\$35,079	\$42,379	\$50,189	\$58,000
31-50 FT Staff	5	\$47,990	\$31,500	—	\$43,496	—	\$65,725
51-99 FT Staff	14	\$49,492	\$31,500	\$42,608	\$48,310	\$57,391	\$66,000
100 or More FT Staff	14	\$48,809	\$34,500	\$39,250	\$46,000	\$58,021	\$69,398

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$41,750	\$25,000	\$29,500	\$38,500	\$52,000	\$66,000
\$1 Million to \$2.9 Million	13	\$40,397	\$30,000	\$34,755	\$36,050	\$45,000	\$57,193
\$3 Million to \$4.9 Million	7	\$44,413	\$38,000	\$41,000	\$43,600	\$48,282	\$50,731
\$5 Million to \$9.9 Million	13	\$47,308	\$31,500	\$41,000	\$45,000	\$52,000	\$65,725
Greater than \$10 Million	16	\$52,004	\$34,500	\$42,750	\$54,704	\$59,419	\$69,398

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$52,716	\$38,000	\$46,217	\$55,000	\$58,928	\$65,725
Health, Disease, Disorders	10	\$40,763	\$30,000	\$35,297	\$36,025	\$48,750	\$57,193
Human and Social Services	29	\$44,744	\$30,000	\$35,996	\$43,600	\$50,731	\$69,398
Other	4	\$44,750	\$28,000	—	\$47,500	—	\$56,000

Executive Secretary (CEO Support)

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$39,811	\$30,000	—	\$36,025	—	\$57,193
Greater than \$10 Million	4	\$45,127	\$35,103	—	\$45,500	—	\$54,407

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$37,987	\$31,500	\$34,628	\$35,400	\$42,378	\$45,000
\$5 Million to \$9.9 Million	8	\$42,764	\$31,500	\$38,999	\$43,000	\$46,964	\$52,000
Greater than \$10 Million	7	\$51,317	\$34,500	\$40,549	\$48,000	\$63,113	\$69,398

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$45,579	\$31,500	\$37,955	\$48,175	\$50,933	\$59,225
Other	6	\$42,417	\$31,500	\$40,000	\$40,500	\$43,250	\$58,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$56,289	\$44,433	—	\$57,500	—	\$65,725

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	9	\$16.51	\$12.82	\$15.30	\$16.24	\$18.99	\$19.23

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$15.87	\$12.82	—	\$15.72	—	\$19.23

VP of Programs

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP of Programs	75	\$73,608	\$22,000	\$51,000	\$70,000	\$85,000	\$160,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	15	\$55,497	\$22,000	\$39,500	\$50,000	\$56,265	\$160,000
6-10 FT Staff	12	\$60,875	\$42,000	\$44,808	\$52,000	\$75,399	\$95,000
11-30 FT Staff	22	\$68,802	\$37,000	\$55,500	\$68,770	\$78,750	\$150,000
31-50 FT Staff	6	\$94,093	\$63,860	\$76,375	\$91,733	\$103,366	\$138,734
51-99 FT Staff	12	\$86,286	\$45,000	\$66,225	\$76,250	\$98,186	\$150,000
100 or More FT Staff	8	\$105,499	\$80,000	\$85,000	\$103,250	\$117,616	\$150,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	20	\$51,909	\$35,000	\$41,981	\$47,500	\$55,500	\$92,000
\$1 Million to \$2.9 Million	19	\$69,148	\$37,000	\$52,500	\$63,860	\$77,298	\$160,000
\$3 Million to \$4.9 Million	11	\$80,723	\$50,000	\$66,194	\$75,000	\$83,750	\$150,000
\$5 Million to \$9.9 Million	11	\$86,234	\$45,000	\$70,500	\$85,000	\$98,023	\$138,734
Greater than \$10 Million	12	\$104,837	\$63,048	\$83,750	\$98,250	\$125,750	\$150,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	13	\$79,534	\$41,925	\$57,000	\$73,500	\$98,465	\$150,000
Community Development	5	\$73,291	\$38,000	—	\$62,387	—	\$150,000
Health, Disease, Disorders	9	\$64,490	\$42,000	\$49,173	\$63,000	\$71,694	\$110,000
Human and Social Services	30	\$68,737	\$35,000	\$52,898	\$66,150	\$85,000	\$121,000
Professional, Trade, or Membership Association	9	\$72,992	\$38,000	\$50,000	\$80,000	\$88,100	\$100,000
Other	5	\$65,400	\$22,000	—	\$75,000	—	\$85,000

VP of Programs

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$49,231	\$41,925	—	\$47,500	—	\$60,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$63,477	\$49,173	—	\$66,520	—	\$71,694

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$48,647	\$35,000	\$39,500	\$52,530	\$54,000	\$66,000
\$1 Million to \$2.9 Million	9	\$59,357	\$37,000	\$50,000	\$58,350	\$63,860	\$95,000
\$5 Million to \$9.9 Million	5	\$86,574	\$66,300	—	\$85,000	—	\$116,488
Greater than \$10 Million	5	\$93,000	\$77,500	—	\$85,000	—	\$121,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	8	\$71,583	\$38,000	\$53,500	\$65,080	\$85,625	\$121,000
Other	5	\$75,316	\$54,000	—	\$85,000	—	\$97,582

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$115,866	\$75,000	—	\$119,233	—	\$150,000
Performing Arts	5	\$58,310	\$45,000	—	\$60,000	—	\$73,500
Other	4	\$69,731	\$41,925	—	\$66,000	—	\$105,000

Program Director / Manager

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	122	\$55,258	\$27,000	\$42,000	\$50,000	\$63,683	\$156,975

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	37	\$47,972	\$27,000	\$38,811	\$48,000	\$54,000	\$91,000
6-10 FT Staff	29	\$50,628	\$31,000	\$40,000	\$47,000	\$53,500	\$94,000
11-30 FT Staff	26	\$55,271	\$36,000	\$45,000	\$53,213	\$58,992	\$95,000
31-50 FT Staff	7	\$52,225	\$29,000	\$44,250	\$47,500	\$62,789	\$75,000
51-99 FT Staff	13	\$66,988	\$32,000	\$49,381	\$65,000	\$75,000	\$125,000
100 or More FT Staff	10	\$82,483	\$52,662	\$66,750	\$75,910	\$86,420	\$156,975

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$46,000	\$30,000	—	\$48,000	—	\$65,000
\$250,000 - \$999,000	46	\$47,065	\$27,000	\$40,000	\$44,924	\$52,523	\$94,000
\$1 Million to \$2.9 Million	34	\$52,909	\$29,000	\$43,275	\$50,000	\$56,650	\$91,000
\$3 Million to \$4.9 Million	11	\$55,540	\$39,860	\$49,360	\$50,000	\$59,500	\$87,360
\$5 Million to \$9.9 Million	14	\$65,889	\$40,000	\$52,325	\$65,554	\$75,000	\$105,000
Greater than \$10 Million	12	\$84,516	\$46,360	\$64,433	\$80,910	\$93,813	\$156,975

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	13	\$52,634	\$27,000	\$42,000	\$45,000	\$65,000	\$87,360
Community Development	11	\$46,301	\$37,950	\$39,930	\$48,000	\$51,000	\$58,966
Health, Disease, Disorders	13	\$52,941	\$36,000	\$42,000	\$50,000	\$59,000	\$86,893
Human and Social Services	58	\$54,723	\$29,000	\$40,500	\$50,000	\$63,683	\$156,975
Professional, Trade, or Membership Association	13	\$63,040	\$37,750	\$49,000	\$54,000	\$79,567	\$100,000
Other	9	\$56,595	\$31,000	\$45,000	\$56,650	\$58,000	\$95,000

Program Director / Manager

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$45,772	\$27,000	—	\$40,544	—	\$75,000

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$47,088	\$40,000	\$45,000	\$48,000	\$49,500	\$52,530

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$49,750	\$40,000	—	\$46,000	—	\$67,000
\$1 Million to \$2.9 Million	5	\$45,867	\$36,000	—	\$49,950	—	\$54,174

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	19	\$44,258	\$31,000	\$38,400	\$42,000	\$48,393	\$70,000
\$1 Million to \$2.9 Million	19	\$51,049	\$29,000	\$41,350	\$48,000	\$57,584	\$80,000
\$3 Million to \$4.9 Million	6	\$55,453	\$49,339	\$49,536	\$51,000	\$58,000	\$72,000
\$5 Million to \$9.9 Million	7	\$68,301	\$40,000	\$58,500	\$66,107	\$75,000	\$105,000
Greater than \$10 Million	6	\$81,216	\$46,360	\$55,179	\$69,776	\$88,018	\$156,975

Professional, Trade or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$53,993	\$37,750	\$44,530	\$48,000	\$51,625	\$94,000
\$1 Million to \$2.9 Million	4	\$67,642	\$54,000	—	\$67,284	—	\$82,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	7	\$63,416	\$42,700	\$47,500	\$70,000	\$72,230	\$91,750
Disability Services	7	\$53,205	\$31,506	\$44,691	\$50,000	\$62,366	\$76,820
Youth Development	11	\$50,115	\$38,800	\$42,500	\$48,000	\$55,759	\$66,107
Other	9	\$50,240	\$29,000	\$45,000	\$52,662	\$60,000	\$65,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	6	\$48,257	\$30,000	\$38,430	\$47,500	\$52,475	\$75,000
Other	4	\$50,302	\$27,000	—	\$43,424	—	\$87,360

Program Director / Manager

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	15	\$21.42	\$11.54	\$15.05	\$20.51	\$27.46	\$39.42

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	9	\$21.13	\$11.54	\$16.83	\$20.60	\$26.92	\$28.85

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$16.88	\$11.54	\$13.85	\$15.05	\$18.20	\$26.92
\$250,000 - \$999,000	6	\$22.98	\$16.83	\$20.53	\$21.84	\$26.77	\$28.85

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	7	\$22.93	\$11.54	\$15.62	\$20.60	\$28.85	\$39.42

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	37	\$74,672	\$34,000	\$56,650	\$72,342	\$85,000	\$161,575

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
31-50 FT Staff	5	\$67,642	\$52,985	—	\$65,000	—	\$90,000
51-99 FT Staff	13	\$66,851	\$34,000	\$53,407	\$68,000	\$84,864	\$92,000
100 or More FT Staff	16	\$88,234	\$56,040	\$70,507	\$79,000	\$96,126	\$161,575

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	13	\$66,831	\$52,985	\$56,040	\$68,000	\$72,500	\$90,000
Greater than \$10 Million	18	\$89,679	\$60,760	\$75,463	\$83,632	\$92,000	\$161,575

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$77,970	\$52,985	—	\$84,864	—	\$92,000
Human and Social Services	21	\$72,838	\$34,000	\$53,407	\$67,000	\$80,000	\$161,575

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	7	\$64,749	\$53,295	\$54,724	\$60,000	\$70,250	\$90,000
Greater than \$10 Million	9	\$94,667	\$60,760	\$76,850	\$80,000	\$114,716	\$161,575

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$64,577	\$50,000	—	\$62,954	—	\$82,400

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$76,246	\$52,985	—	\$80,000	—	\$92,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Human Resources	4	\$28.64	\$21.00	—	\$28.52	—	\$36.54

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	33	\$79,164	\$38,000	\$60,000	\$70,000	\$98,000	\$150,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
31-50 FT Staff	6	\$81,710	\$48,000	\$60,407	\$67,881	\$96,158	\$143,000
51-99 FT Staff	9	\$80,715	\$47,944	\$59,683	\$66,000	\$89,000	\$140,000
100 or More FT Staff	11	\$87,277	\$61,782	\$66,980	\$77,680	\$99,500	\$150,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$3 Million to \$4.9 Million	4	\$58,250	\$48,000	—	\$57,500	—	\$70,000
\$5 Million to \$9.9 Million	10	\$71,865	\$47,944	\$62,003	\$63,980	\$76,793	\$103,500
Greater than \$10 Million	14	\$99,078	\$56,000	\$73,166	\$97,250	\$124,188	\$150,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$60,437	\$48,000	—	\$61,629	—	\$72,555
Human and Social Services	14	\$79,944	\$47,944	\$60,446	\$70,500	\$97,625	\$150,000
Professional, Trade, or Membership Association	5	\$92,884	\$55,000	—	\$70,000	—	\$143,000
Other	4	\$77,783	\$45,000	—	\$81,567	—	\$103,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$62,108	\$47,944	—	\$61,405	—	\$77,680
Greater than \$10 Million	7	\$97,897	\$61,782	\$85,750	\$98,000	\$102,000	\$150,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Information Systems / Data Processing	5	\$41.87	\$18.54	—	\$25.41	—	\$96.15

Chief Financial Officer (CFO)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	61	\$101,902	\$41,475	\$71,000	\$94,000	\$116,869	\$206,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	21	\$84,027	\$41,475	\$67,980	\$72,500	\$100,000	\$206,000
31-50 FT Staff	8	\$94,270	\$45,000	\$70,285	\$87,000	\$108,474	\$176,885
51-99 FT Staff	13	\$108,361	\$75,000	\$91,405	\$101,031	\$136,000	\$143,000
100 or More FT Staff	15	\$130,072	\$71,000	\$94,613	\$118,250	\$171,350	\$203,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	12	\$75,941	\$41,475	\$60,408	\$70,210	\$85,980	\$144,000
\$3 Million to \$4.9 Million	8	\$77,998	\$60,000	\$67,995	\$70,000	\$85,000	\$108,000
\$5 Million to \$9.9 Million	19	\$97,960	\$62,122	\$76,500	\$94,000	\$111,994	\$176,885
Greater than \$10 Million	19	\$138,238	\$81,600	\$103,000	\$136,578	\$171,350	\$206,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$115,247	\$68,000	\$101,000	\$113,197	\$138,184	\$160,000
Health, Disease, Disorders	7	\$114,866	\$63,544	\$79,059	\$90,000	\$143,200	\$206,000
Human and Social Services	31	\$96,430	\$41,475	\$70,690	\$85,280	\$104,602	\$203,000
Professional, Trade, or Membership Association	5	\$99,181	\$70,000	—	\$94,000	—	\$137,812

Chief Financial Officer (CFO)

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$145,600	\$90,000	—	\$143,200	—	\$206,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$68,204	\$41,475	\$49,500	\$70,190	\$81,320	\$102,500
\$5 Million to \$9.9 Million	9	\$93,995	\$71,000	\$75,000	\$91,405	\$101,031	\$140,150
Greater than \$10 Million	9	\$136,082	\$81,600	\$99,225	\$118,250	\$175,000	\$203,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$101,282	\$60,000	—	\$100,000	—	\$175,000
Other	4	\$79,773	\$45,000	—	\$78,613	—	\$116,869

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	5	\$30.09	\$25.64	—	\$29.91	—	\$34.86

Controller / Accountant

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	50	\$67,679	\$40,000	\$50,375	\$65,052	\$80,232	\$127,050

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	4	\$62,830	\$40,000	—	\$58,660	—	\$94,000
11-30 FT Staff	11	\$54,597	\$40,000	\$46,606	\$51,500	\$61,649	\$75,000
31-50 FT Staff	6	\$76,718	\$63,000	\$70,000	\$72,500	\$78,982	\$102,000
51-99 FT Staff	15	\$61,502	\$45,000	\$47,170	\$60,000	\$73,160	\$83,542
100 or More FT Staff	14	\$82,089	\$50,000	\$68,646	\$83,701	\$87,163	\$127,050

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$57,501	\$40,000	\$47,908	\$54,250	\$61,724	\$94,000
\$3 Million to \$4.9 Million	7	\$62,079	\$45,000	\$46,500	\$65,556	\$72,500	\$86,000
\$5 Million to \$9.9 Million	15	\$65,999	\$46,000	\$58,392	\$63,000	\$73,770	\$102,000
Greater than \$10 Million	16	\$80,819	\$45,000	\$69,085	\$81,701	\$85,638	\$127,050

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$69,077	\$45,000	\$54,500	\$80,000	\$82,271	\$85,000
Human and Social Services	29	\$64,874	\$40,000	\$48,000	\$60,000	\$72,000	\$127,050
Professional, Trade, or Membership Association	4	\$77,114	\$69,457	—	\$72,500	—	\$94,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$52,439	\$40,000	\$45,408	\$50,750	\$58,200	\$72,000
\$3 Million to \$4.9 Million	4	\$62,250	\$45,000	—	\$59,000	—	\$86,000
\$5 Million to \$9.9 Million	8	\$60,902	\$46,340	\$55,088	\$61,000	\$66,081	\$76,862
Greater than \$10 Million	8	\$84,954	\$45,000	\$64,227	\$86,275	\$103,216	\$127,050

Controller / Accountant

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	5	\$79,455	\$47,211	—	\$86,000	—	\$114,662
Youth Development	6	\$64,649	\$40,000	\$61,849	\$63,274	\$70,137	\$87,550
Other	4	\$62,043	\$46,340	—	\$62,485	—	\$76,862

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	20	\$32.73	\$19.23	\$24.46	\$29.81	\$37.31	\$57.69

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$32.80	\$22.83	\$25.48	\$30.77	\$34.49	\$56.09
6-10 FT Staff	8	\$25.66	\$19.23	\$19.75	\$22.50	\$25.96	\$48.08
11-30 FT Staff	4	\$47.21	\$35.00	—	\$48.08	—	\$57.69

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$27.41	\$19.23	\$19.75	\$25.00	\$31.09	\$48.08
\$1 Million to \$2.9 Million	7	\$33.77	\$20.00	\$23.92	\$25.96	\$42.47	\$57.69

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$27.14	\$19.23	—	\$25.96	—	\$38.46
Human and Social Services	9	\$34.73	\$19.23	\$25.00	\$25.00	\$48.08	\$57.69

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$27.45	\$19.23	—	\$25.00	—	\$48.08

Clerk / Bookkeeper

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	47	\$39,872	\$26,780	\$34,660	\$40,000	\$43,593	\$65,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	14	\$36,950	\$26,780	\$32,500	\$36,000	\$40,000	\$51,418
31-50 FT Staff	8	\$42,402	\$34,000	\$37,107	\$40,238	\$44,700	\$57,000
51-99 FT Staff	11	\$39,517	\$30,000	\$36,261	\$41,000	\$43,083	\$50,000
100 or More FT Staff	12	\$42,248	\$30,000	\$34,882	\$40,000	\$44,776	\$65,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$36,585	\$26,780	\$34,000	\$36,000	\$40,000	\$44,285
\$3 Million to \$4.9 Million	5	\$37,000	\$30,000	—	\$38,000	—	\$40,000
\$5 Million to \$9.9 Million	15	\$41,525	\$32,000	\$35,811	\$41,000	\$44,150	\$57,000
Greater than \$10 Million	16	\$42,190	\$30,000	\$35,557	\$41,083	\$45,611	\$65,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$37,678	\$30,000	\$35,134	\$39,000	\$41,243	\$42,600
Human and Social Services	21	\$40,229	\$26,780	\$34,000	\$40,000	\$43,886	\$65,000
Professional, Trade, or Membership Association	7	\$39,509	\$30,000	\$34,071	\$37,000	\$45,000	\$51,418

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$38,064	\$32,000	—	\$38,827	—	\$42,600

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$35,330	\$26,780	\$31,900	\$35,000	\$39,000	\$44,000
\$5 Million to \$9.9 Million	5	\$40,660	\$34,000	—	\$41,000	—	\$45,000
Greater than \$10 Million	7	\$45,933	\$31,000	\$37,777	\$43,886	\$53,047	\$65,000

Clerk / Bookkeeper

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$37,164	\$30,000	—	\$38,590	—	\$41,475

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	27	\$24.09	\$7.90	\$16.26	\$21.37	\$28.04	\$48.08

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	12	\$30.32	\$11.54	\$22.46	\$28.04	\$39.86	\$48.08
6-10 FT Staff	7	\$20.23	\$7.90	\$14.85	\$20.60	\$24.41	\$34.62
11-30 FT Staff	5	\$17.02	\$12.00	—	\$17.00	—	\$21.37

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$24.32	\$11.54	—	\$20.83	—	\$44.07
\$250,000 - \$999,000	13	\$25.90	\$7.90	\$20.60	\$23.08	\$34.62	\$48.08
\$1 Million to \$2.9 Million	4	\$28.34	\$20.51	—	\$23.92	—	\$45.00
\$3 Million to \$4.9 Million	4	\$14.93	\$12.00	—	\$15.36	—	\$17.00

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Health, Disease, Disorders	5	\$22.17	\$12.82	—	\$17.35	—	\$44.07
Human and Social Services	11	\$22.43	\$12.00	\$15.36	\$20.60	\$27.38	\$38.46
Professional, Trade, or Membership Association	4	\$23.80	\$7.90	—	\$24.41	—	\$38.46

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$25.74	\$13.68	—	\$21.37	—	\$38.46

Professional, Trade or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$23.80	\$7.90	—	\$24.41	—	\$38.46

VP / Director of Development

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	81	\$77,053	\$27,000	\$53,560	\$70,000	\$90,000	\$185,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	10	\$60,200	\$40,000	\$51,250	\$60,500	\$70,750	\$80,000
6-10 FT Staff	10	\$55,864	\$37,080	\$49,250	\$53,280	\$59,750	\$80,000
11-30 FT Staff	26	\$67,767	\$27,000	\$50,900	\$60,523	\$71,950	\$175,000
31-50 FT Staff	10	\$96,386	\$45,000	\$74,768	\$81,500	\$123,550	\$175,768
51-99 FT Staff	14	\$83,518	\$32,800	\$65,222	\$87,493	\$101,254	\$144,585
100 or More FT Staff	11	\$107,785	\$45,000	\$87,504	\$100,620	\$133,750	\$185,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	13	\$53,991	\$27,000	\$40,000	\$55,000	\$70,000	\$80,000
\$1 Million to \$2.9 Million	27	\$56,868	\$34,780	\$48,690	\$56,650	\$65,523	\$80,340
\$3 Million to \$4.9 Million	11	\$76,801	\$45,000	\$59,475	\$73,060	\$82,500	\$150,000
\$5 Million to \$9.9 Million	15	\$89,471	\$55,000	\$66,148	\$87,148	\$93,500	\$175,768
Greater than \$10 Million	15	\$121,141	\$70,000	\$96,310	\$110,000	\$141,043	\$185,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	13	\$93,796	\$40,000	\$57,500	\$80,000	\$110,000	\$185,000
Health, Disease, Disorders	8	\$79,845	\$53,560	\$59,000	\$67,520	\$77,291	\$175,000
Human and Social Services	43	\$68,455	\$27,000	\$48,400	\$59,000	\$87,493	\$150,000
Professional, Trade, or Membership Association	6	\$92,317	\$50,000	\$70,000	\$75,000	\$120,425	\$150,000
Other	6	\$81,005	\$70,000	\$71,923	\$77,345	\$80,255	\$110,000

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$105,067	\$57,500	—	\$93,500	—	\$175,768

VP / Director of Development

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$64,650	\$53,560	—	\$65,020	—	\$75,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$40,560	\$27,000	—	\$40,000	—	\$55,000
\$1 Million to \$2.9 Million	18	\$54,639	\$34,780	\$45,595	\$55,125	\$59,935	\$78,000
\$3 Million to \$4.9 Million	6	\$65,875	\$45,000	\$49,600	\$59,475	\$80,488	\$97,500
\$5 Million to \$9.9 Million	7	\$79,652	\$55,000	\$61,038	\$87,148	\$88,919	\$115,502
Greater than \$10 Million	7	\$114,924	\$90,846	\$96,310	\$103,505	\$133,750	\$150,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	6	\$71,897	\$34,780	\$46,250	\$61,050	\$87,025	\$137,500
Homelessness, Shelter	4	\$58,100	\$35,000	—	\$55,125	—	\$87,148
Youth Development	11	\$72,801	\$41,000	\$58,390	\$66,950	\$82,919	\$130,000
Other	5	\$55,828	\$27,000	—	\$52,000	—	\$90,846

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$141,317	\$94,500	—	\$142,884	—	\$185,000
Performing Arts	5	\$82,917	\$40,000	—	\$80,000	—	\$144,585
Other	4	\$59,875	\$40,000	—	\$62,250	—	\$75,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	8	\$34.55	\$14.71	\$18.17	\$22.81	\$28.37	\$118.34

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$18.00	\$14.71	—	\$17.12	—	\$23.08

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$19.40	\$14.71	—	\$19.23	—	\$25.00

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	47	\$67,053	\$32,000	\$46,460	\$62,504	\$77,125	\$140,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$49,992	\$39,000	\$40,238	\$42,975	\$45,000	\$90,000
6-10 FT Staff	6	\$46,737	\$32,000	\$37,043	\$42,585	\$48,750	\$77,250
11-30 FT Staff	8	\$61,812	\$36,000	\$48,730	\$57,500	\$69,255	\$106,236
31-50 FT Staff	6	\$80,273	\$40,000	\$65,173	\$81,319	\$89,487	\$127,000
51-99 FT Staff	11	\$72,593	\$39,270	\$56,500	\$74,766	\$79,777	\$123,000
100 or More FT Staff	10	\$79,648	\$62,000	\$66,589	\$72,713	\$78,172	\$140,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$40,238	\$36,000	—	\$39,975	—	\$45,000
\$1 Million to \$2.9 Million	11	\$53,433	\$32,000	\$40,085	\$45,000	\$64,170	\$90,000
\$3 Million to \$4.9 Million	6	\$54,820	\$36,000	\$48,190	\$55,500	\$62,000	\$72,000
\$5 Million to \$9.9 Million	11	\$72,745	\$39,270	\$58,752	\$75,000	\$85,750	\$106,236
Greater than \$10 Million	15	\$84,911	\$56,000	\$66,678	\$75,426	\$99,529	\$140,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	10	\$66,516	\$32,000	\$42,963	\$62,250	\$75,692	\$140,000
Health, Disease, Disorders	5	\$60,560	\$40,170	—	\$50,000	—	\$97,628
Human and Social Services	19	\$61,206	\$36,000	\$47,500	\$62,504	\$75,213	\$83,553
Other	4	\$63,508	\$55,000	—	\$62,170	—	\$74,690

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$55,563	\$40,000	—	\$52,500	—	\$77,250
\$5 Million to \$9.9 Million	5	\$62,065	\$39,270	—	\$62,504	—	\$83,553
Greater than \$10 Million	6	\$70,224	\$57,000	\$66,589	\$71,141	\$76,607	\$78,563

VP / Director of Public Relations / Communications

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$62,365	\$39,270	—	\$72,000	—	\$83,553

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$91,612	\$62,500	—	\$81,974	—	\$140,000
Other	4	\$45,988	\$32,000	—	\$44,975	—	\$62,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	5	\$20.60	\$16.00	—	\$19.23	—	\$26.92

VP / Director of Marketing

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	30	\$69,794	\$31,800	\$55,000	\$65,068	\$79,500	\$146,600

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	10	\$62,534	\$37,500	\$49,675	\$60,500	\$66,623	\$105,000
51-99 FT Staff	6	\$73,077	\$55,000	\$57,000	\$66,231	\$74,365	\$120,000
100 or More FT Staff	6	\$98,829	\$65,246	\$76,250	\$88,814	\$120,782	\$146,600

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$38,653	\$31,800	—	\$36,406	—	\$50,000
\$1 Million to \$2.9 Million	4	\$56,710	\$37,500	—	\$61,195	—	\$66,950
\$3 Million to \$4.9 Million	4	\$60,800	\$55,000	—	\$60,500	—	\$67,200
\$5 Million to \$9.9 Million	6	\$63,791	\$42,845	\$49,675	\$65,000	\$77,250	\$84,000
Greater than \$10 Million	12	\$90,536	\$56,000	\$70,657	\$80,000	\$108,750	\$146,600

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	9	\$60,696	\$31,800	\$50,000	\$61,000	\$75,000	\$84,000
Human and Social Services	10	\$74,509	\$37,500	\$55,625	\$65,068	\$72,988	\$146,600

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$56,710	\$37,500	—	\$61,195	—	\$66,950

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	6	\$58,377	\$31,800	\$38,000	\$61,231	\$76,615	\$84,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	4	\$22.41	\$17.05	—	\$21.88	—	\$28.85

Membership Director

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Membership Director	26	\$56,549	\$28,840	\$40,250	\$48,000	\$64,321	\$115,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	4	\$38,637	\$28,840	—	\$41,000	—	\$43,706
11-30 FT Staff	6	\$48,572	\$35,000	\$39,563	\$46,250	\$54,363	\$69,533
31-50 FT Staff	4	\$55,887	\$41,000	—	\$44,475	—	\$93,600
51-99 FT Staff	7	\$69,847	\$35,000	\$55,075	\$61,500	\$83,642	\$115,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$41,809	\$28,840	—	\$40,000	—	\$61,500
\$1 Million to \$2.9 Million	6	\$44,550	\$38,400	\$39,563	\$42,000	\$48,375	\$55,650
\$5 Million to \$9.9 Million	5	\$55,783	\$43,450	—	\$58,149	—	\$69,533
Greater than \$10 Million	8	\$79,876	\$35,000	\$61,750	\$81,800	\$103,808	\$115,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	6	\$46,267	\$35,000	\$36,500	\$42,225	\$54,474	\$65,000
Human and Social Services	6	\$62,991	\$38,750	\$46,875	\$61,892	\$68,071	\$103,411
Professional, Trade, or Membership Association	8	\$59,717	\$35,000	\$41,100	\$47,103	\$75,550	\$105,000

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activates	4	\$50,400	\$35,000	—	\$50,800	—	\$65,000

Special Events Coordinator

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	43	\$46,981	\$29,000	\$37,819	\$42,000	\$51,260	\$108,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	14	\$46,776	\$35,000	\$38,125	\$40,600	\$47,748	\$108,000
31-50 FT Staff	5	\$43,500	\$29,000	—	\$40,000	—	\$61,000
51-99 FT Staff	10	\$46,592	\$32,000	\$36,125	\$44,500	\$57,220	\$65,464
100 or More FT Staff	8	\$51,448	\$36,050	\$42,250	\$50,260	\$60,930	\$68,297

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	13	\$42,631	\$29,000	\$37,500	\$40,000	\$42,333	\$70,000
\$3 Million to \$4.9 Million	6	\$42,749	\$35,000	\$38,875	\$41,996	\$47,748	\$50,000
\$5 Million to \$9.9 Million	8	\$49,197	\$35,620	\$39,410	\$47,500	\$60,250	\$64,316
Greater than \$10 Million	13	\$54,687	\$33,000	\$42,000	\$50,000	\$63,719	\$108,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$46,420	\$33,000	—	\$37,638	—	\$65,464
Health, Disease, Disorders	5	\$57,605	\$36,174	—	\$49,000	—	\$108,000
Human and Social Services	23	\$45,030	\$29,000	\$37,750	\$40,000	\$53,000	\$68,297
Professional, Trade, or Membership Association	7	\$48,126	\$33,000	\$42,500	\$48,880	\$50,000	\$70,000

Special Events Coordinator

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$40,078	\$29,000	\$37,500	\$40,000	\$41,200	\$58,000
\$5 Million to \$9.9 Million	5	\$49,587	\$35,620	—	\$48,000	—	\$64,316
Greater than \$10 Million	6	\$51,844	\$36,050	\$40,750	\$51,500	\$62,789	\$68,297

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$49,218	\$37,500	\$40,300	\$42,596	\$59,235	\$68,297

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	9	\$17.01	\$13.46	\$14.42	\$16.00	\$18.91	\$24.04

Volunteer Coordinator

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	43	\$41,923	\$30,000	\$36,000	\$39,140	\$46,887	\$85,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	12	\$39,700	\$30,233	\$36,375	\$38,570	\$41,250	\$55,000
31-50 FT Staff	6	\$40,324	\$32,000	\$36,361	\$38,722	\$46,000	\$48,500
51-99 FT Staff	12	\$44,771	\$32,000	\$37,367	\$41,000	\$47,182	\$85,000
100 or More FT Staff	9	\$43,835	\$30,000	\$36,050	\$40,000	\$48,000	\$77,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$38,643	\$32,000	—	\$37,853	—	\$46,865
\$1 Million to \$2.9 Million	10	\$38,566	\$30,000	\$33,750	\$37,750	\$41,285	\$51,287
\$3 Million to \$4.9 Million	5	\$42,537	\$37,444	—	\$40,000	—	\$55,000
\$5 Million to \$9.9 Million	10	\$44,785	\$31,000	\$37,867	\$40,000	\$47,250	\$85,000
Greater than \$10 Million	14	\$42,995	\$30,000	\$36,013	\$40,610	\$47,727	\$77,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$39,900	\$32,000	—	\$38,500	—	\$48,000
Human and Social Services	27	\$41,894	\$30,000	\$35,500	\$38,000	\$44,433	\$85,000
Professional, Trade, or Membership Association	4	\$48,404	\$43,706	—	\$47,455	—	\$55,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$39,518	\$30,233	\$36,000	\$38,000	\$42,000	\$51,287
\$5 Million to \$9.9 Million	6	\$46,974	\$31,000	\$37,867	\$38,500	\$48,017	\$85,000
Greater than \$10 Million	6	\$44,221	\$30,000	\$35,263	\$36,774	\$46,706	\$77,000

Volunteer Coordinator

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$49,533	\$32,000	—	\$48,500	—	\$77,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	11	\$18.84	\$11.54	\$15.83	\$19.23	\$22.50	\$23.52

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	4	\$19.81	\$15.00	—	\$20.54	—	\$23.14

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$16.25	\$11.54	—	\$17.12	—	\$19.23

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	4	\$18.19	\$15.00	—	\$17.94	—	\$21.85

Office Manager

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	42	\$39,324	\$25,000	\$31,275	\$37,250	\$45,750	\$75,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	11	\$36,605	\$25,000	\$28,560	\$40,000	\$43,017	\$50,000
6-10 FT Staff	7	\$39,700	\$26,052	\$34,000	\$36,500	\$44,500	\$58,350
11-30 FT Staff	11	\$34,237	\$26,000	\$30,288	\$32,864	\$37,000	\$48,563
51-99 FT Staff	4	\$38,338	\$25,500	—	\$38,925	—	\$50,000
100 or More FT Staff	6	\$47,973	\$32,000	\$44,050	\$47,884	\$51,892	\$64,071

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	12	\$36,142	\$25,000	\$28,840	\$36,250	\$42,726	\$50,000
\$1 Million to \$2.9 Million	10	\$39,179	\$30,576	\$33,398	\$37,000	\$42,250	\$58,350
\$3 Million to \$4.9 Million	8	\$35,055	\$26,000	\$30,000	\$32,240	\$39,550	\$48,563
\$5 Million to \$9.9 Million	6	\$38,153	\$25,500	\$31,625	\$38,500	\$46,013	\$48,568
Greater than \$10 Million	5	\$57,854	\$47,200	—	\$53,000	—	\$75,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$33,427	\$26,000	—	\$31,500	—	\$42,436
Human and Social Services	19	\$38,416	\$25,500	\$31,288	\$36,500	\$44,500	\$64,071
Professional, Trade, or Membership Association	5	\$53,670	\$40,000	—	\$50,000	—	\$75,000

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$37,573	\$30,576	\$33,398	\$36,500	\$41,750	\$46,000
\$3 Million to \$4.9 Million	4	\$36,170	\$30,000	—	\$35,840	—	\$43,000

Office Manager

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	4	\$39,208	\$30,000	—	\$39,815	—	\$47,200

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	4	\$33,909	\$26,000	—	\$33,600	—	\$42,436

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	15	\$26.59	\$9.62	\$15.98	\$19.23	\$33.23	\$79.32

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$22.50	\$9.62	\$16.72	\$19.79	\$27.79	\$39.66
11-30 FT Staff	4	\$29.91	\$18.99	—	\$32.05	—	\$36.54

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$20.13	\$15.80	\$16.72	\$18.83	\$20.67	\$30.00
\$1 Million to \$2.9 Million	5	\$25.58	\$9.62	—	\$27.63	—	\$39.66

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services	8	\$27.34	\$9.62	\$15.45	\$17.69	\$29.86	\$79.32

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$22.05	\$9.62	—	\$21.03	—	\$36.54

Secretary / Administrative Support

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	62	\$32,797	\$20,280	\$27,130	\$31,200	\$35,936	\$52,961

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$27,706	\$20,280	\$25,980	\$27,500	\$29,600	\$35,000
6-10 FT Staff	7	\$35,747	\$27,040	\$30,538	\$32,000	\$40,604	\$48,908
11-30 FT Staff	16	\$31,356	\$24,606	\$27,300	\$30,000	\$31,975	\$45,000
31-50 FT Staff	7	\$34,274	\$26,000	\$28,500	\$34,000	\$37,458	\$48,000
51-99 FT Staff	10	\$31,249	\$25,000	\$25,500	\$31,800	\$35,094	\$40,000
100 or More FT Staff	15	\$35,677	\$25,000	\$29,749	\$33,571	\$38,253	\$52,961

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	10	\$29,124	\$24,960	\$27,000	\$29,000	\$31,169	\$35,000
\$1 Million to \$2.9 Million	15	\$31,877	\$24,606	\$27,020	\$29,993	\$35,650	\$48,908
\$3 Million to \$4.9 Million	5	\$30,920	\$25,000	—	\$30,000	—	\$36,000
\$5 Million to \$9.9 Million	13	\$33,905	\$25,000	\$29,000	\$31,200	\$38,916	\$48,000
Greater than \$10 Million	18	\$36,022	\$25,000	\$31,700	\$33,786	\$38,380	\$52,961

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$31,330	\$24,960	\$27,000	\$31,200	\$35,575	\$38,000
Health, Disease, Disorders	10	\$30,689	\$20,280	\$27,010	\$30,000	\$33,178	\$45,000
Human and Social Services	30	\$32,321	\$24,606	\$26,494	\$30,499	\$35,557	\$52,961
Professional, Trade, or Membership Association	9	\$33,921	\$27,500	\$30,000	\$31,075	\$34,000	\$48,908

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$29,450	\$24,606	\$26,250	\$28,697	\$31,150	\$38,000
\$5 Million to \$9.9 Million	6	\$31,740	\$25,000	\$29,125	\$30,350	\$34,607	\$40,000
Greater than \$10 Million	9	\$37,564	\$25,000	\$29,997	\$35,000	\$46,350	\$52,961

Secretary / Administrative Support

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	6	\$34,154	\$27,000	\$28,300	\$32,300	\$34,650	\$50,925
Disability Services	4	\$29,659	\$25,000	—	\$29,669	—	\$34,300
Other	5	\$26,121	\$24,606	—	\$25,000	—	\$29,997

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	17	\$15.28	\$8.65	\$12.82	\$15.00	\$17.31	\$24.04

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	11	\$15.38	\$8.65	\$13.41	\$15.00	\$17.76	\$22.44
11-30 FT Staff	4	\$12.34	\$10.00	—	\$12.18	—	\$15.00

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$14.27	\$8.65	—	\$12.82	—	\$22.44
\$250,000 - \$999,000	6	\$16.30	\$14.00	\$15.00	\$16.15	\$17.98	\$18.27

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community Development	4	\$15.99	\$11.54	—	\$15.00	—	\$22.44
Health, Disease, Disorders	4	\$17.27	\$12.82	—	\$16.12	—	\$24.04
Human and Social Services	7	\$13.03	\$8.65	\$10.77	\$12.82	\$14.96	\$18.27

Facility / Maintenance Manager

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	41	\$49,730	\$22,722	\$39,500	\$44,800	\$56,000	\$103,400

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$31,500	\$26,000	—	\$30,000	—	\$40,000
11-30 FT Staff	9	\$44,961	\$22,722	\$28,080	\$43,000	\$48,750	\$88,300
51-99 FT Staff	10	\$54,666	\$41,700	\$43,500	\$50,500	\$53,000	\$85,000
100 or More FT Staff	14	\$55,814	\$32,468	\$40,125	\$49,375	\$66,376	\$103,400

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$31,676	\$26,000	—	\$30,000	—	\$40,705
\$1 Million to \$2.9 Million	7	\$41,986	\$22,722	\$27,540	\$40,000	\$43,900	\$88,300
\$3 Million to \$4.9 Million	5	\$43,930	\$31,200	—	\$42,000	—	\$56,000
\$5 Million to \$9.9 Million	11	\$55,798	\$39,500	\$42,976	\$51,000	\$63,150	\$85,000
Greater than \$10 Million	14	\$56,062	\$32,468	\$43,474	\$50,000	\$65,269	\$103,400

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$52,000	\$26,000	\$41,500	\$46,500	\$59,750	\$82,003
Human and Social Services	24	\$49,194	\$22,722	\$37,250	\$43,900	\$51,500	\$103,400

Human and Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$42,317	\$22,722	\$27,270	\$35,540	\$44,350	\$88,300
\$3 Million to \$4.9 Million	4	\$44,413	\$31,200	—	\$45,225	—	\$56,000
\$5 Million to \$9.9 Million	6	\$59,008	\$39,500	\$43,464	\$52,500	\$76,199	\$85,000
Greater than \$10 Million	7	\$52,149	\$35,000	\$40,000	\$47,895	\$49,375	\$103,400

Facility / Maintenance Manager

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	5	\$51,610	\$27,000	—	\$48,750	—	\$88,300
Domestic Violence	4	\$36,770	\$28,080	—	\$37,100	—	\$44,800

Part Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	4	\$15.15	\$12.13	—	\$15.69	—	\$17.07

A top-down view of a wooden desk with a stethoscope, a white smartphone, and a pen on a notepad.

The Vitals that Really Matter

At FirstPerson, we bring certainty to compensation plans by balancing an organization's talent needs with current industry compensation trends. Turn one of your biggest variables into one of your strongest assets.

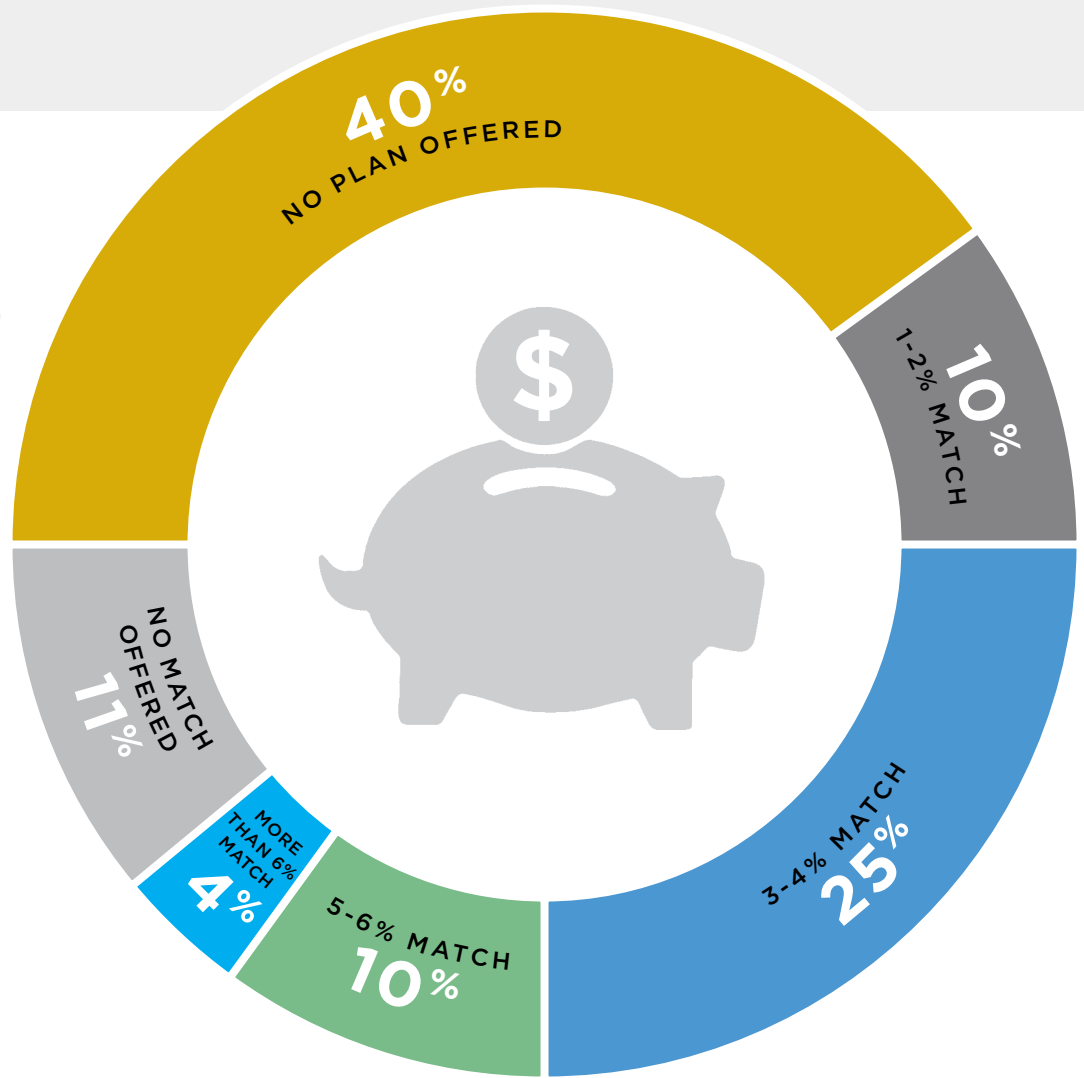
Experience FirstPerson at www.firstpersonadvisors.com.

FIRST PERSON

Benefits

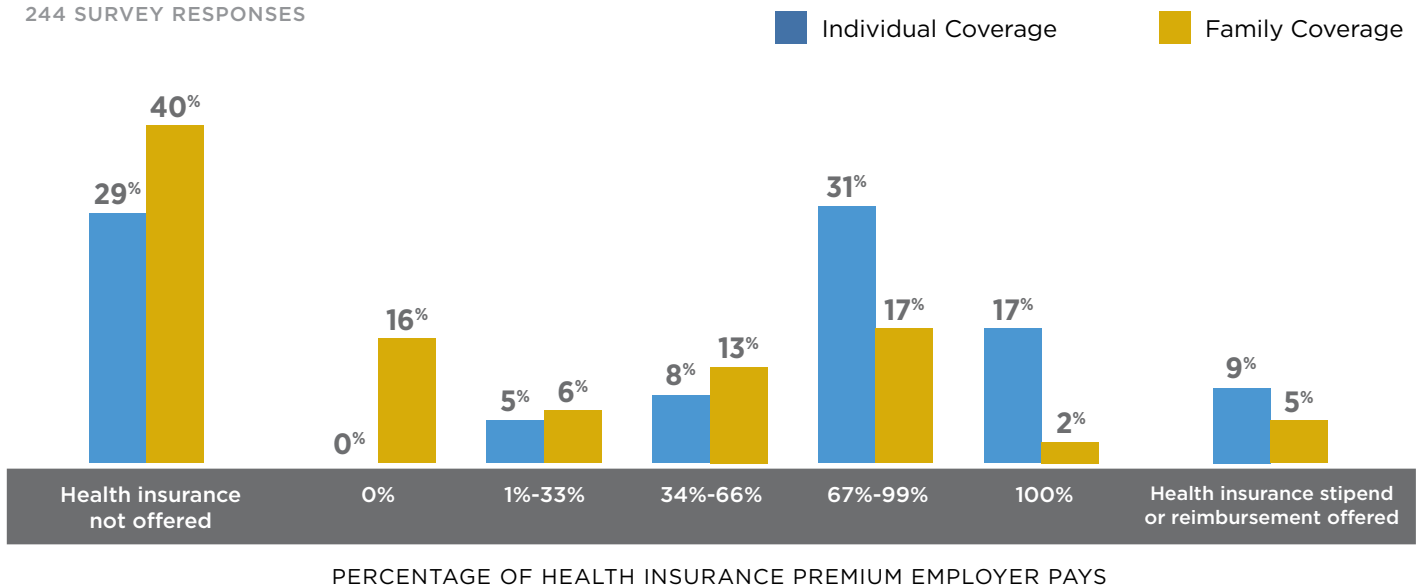
401(k) or 4013(b) Plan and Employer Match

244 SURVEY RESPONSES



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

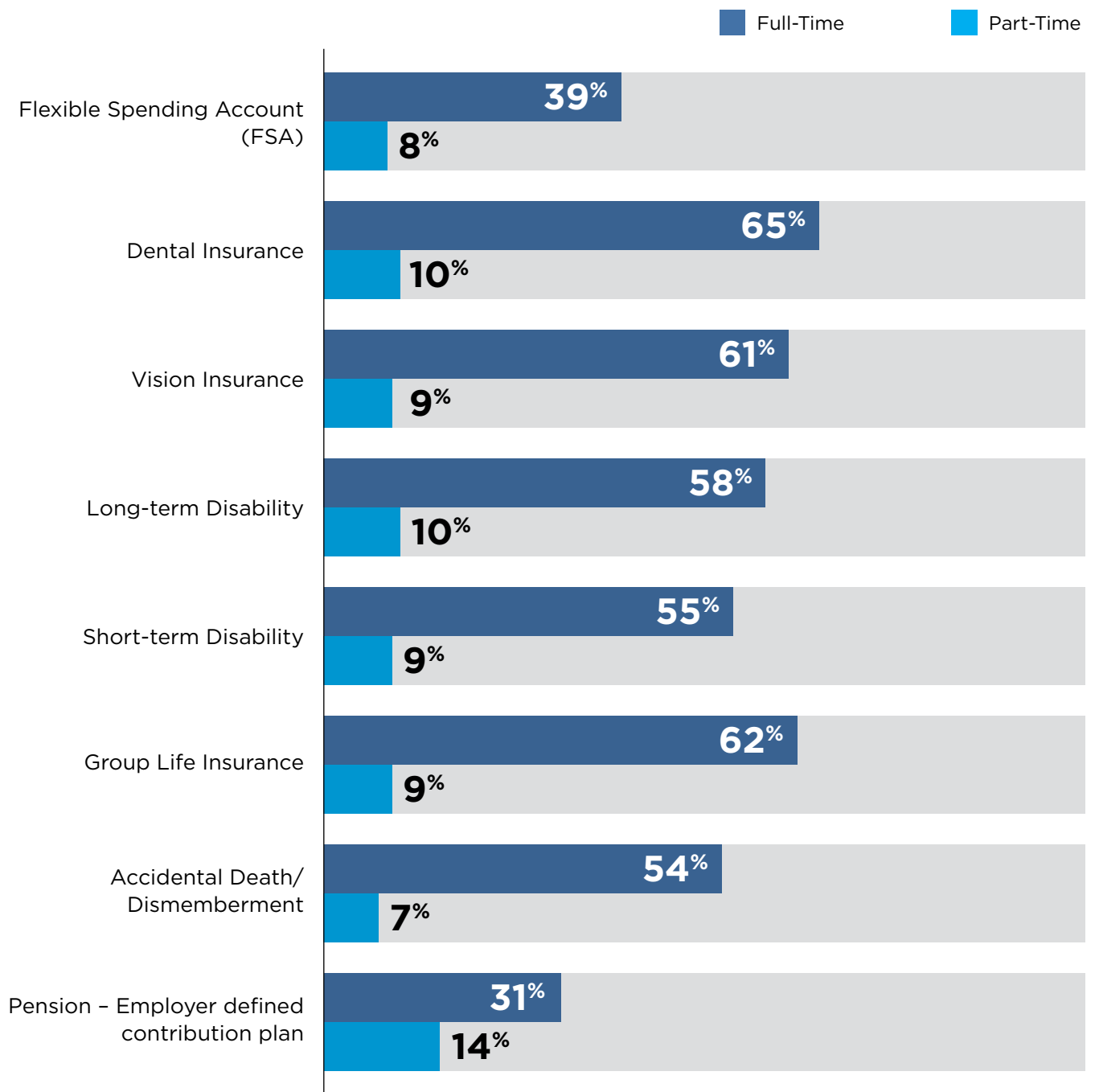
244 SURVEY RESPONSES



Benefits

Benefits Offered to Full-time and Part-time Staff

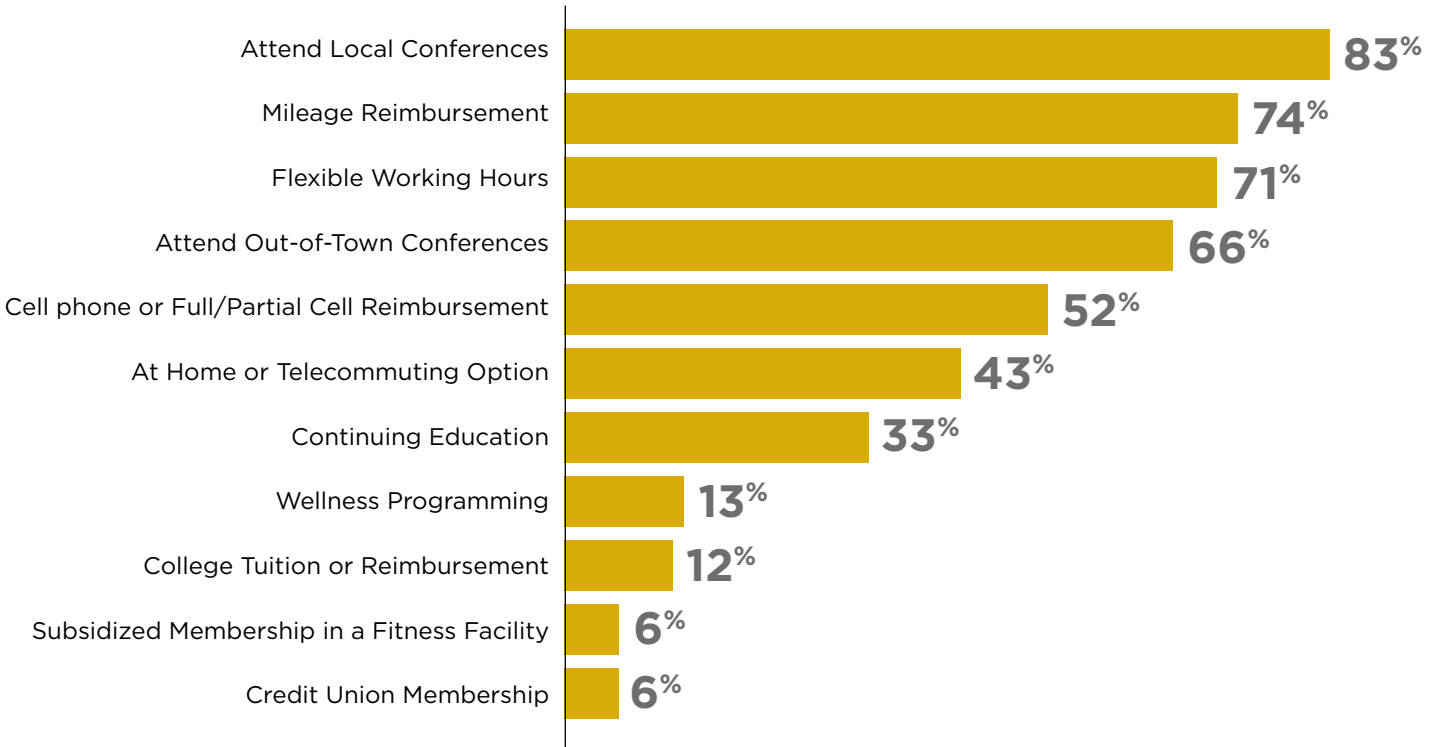
244 SURVEY RESPONSES



Benefits

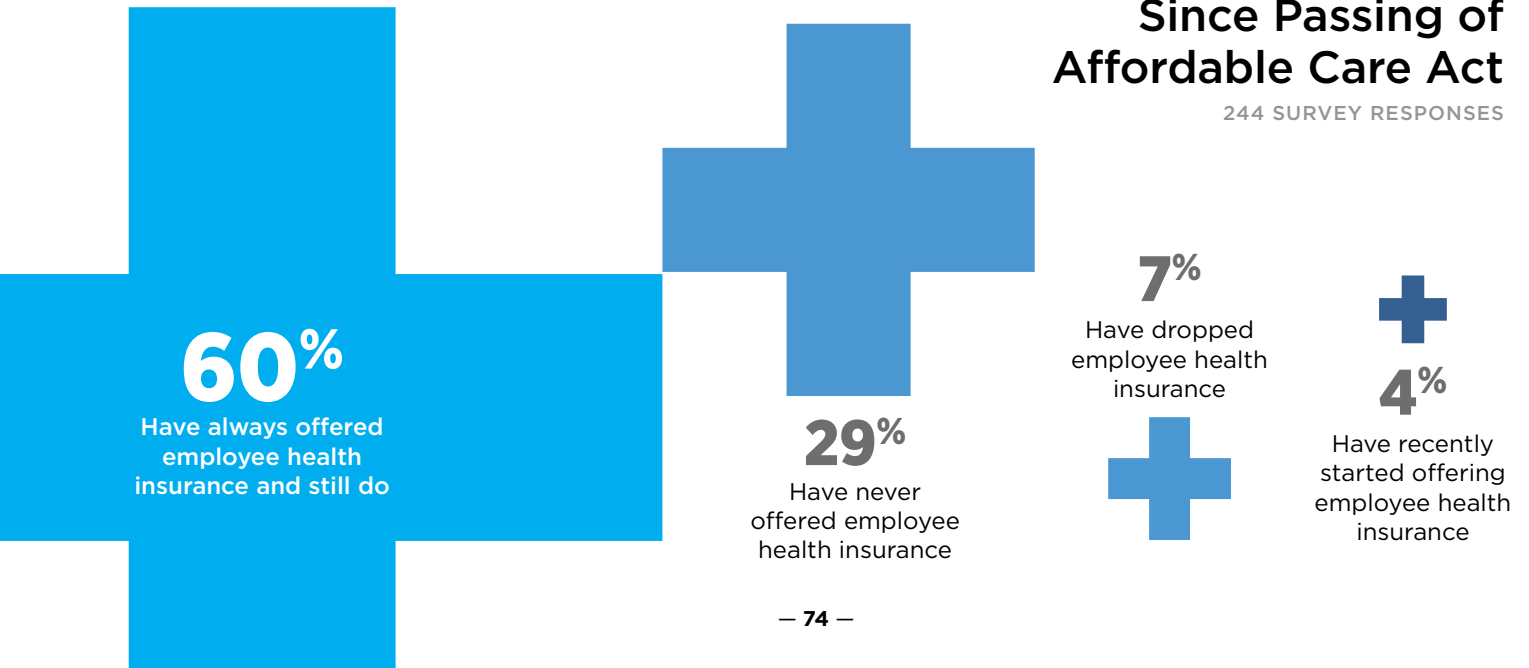
Additional Benefits or Position Enhancements

244 SURVEY RESPONSES



Strategies Adopted Since Passing of Affordable Care Act

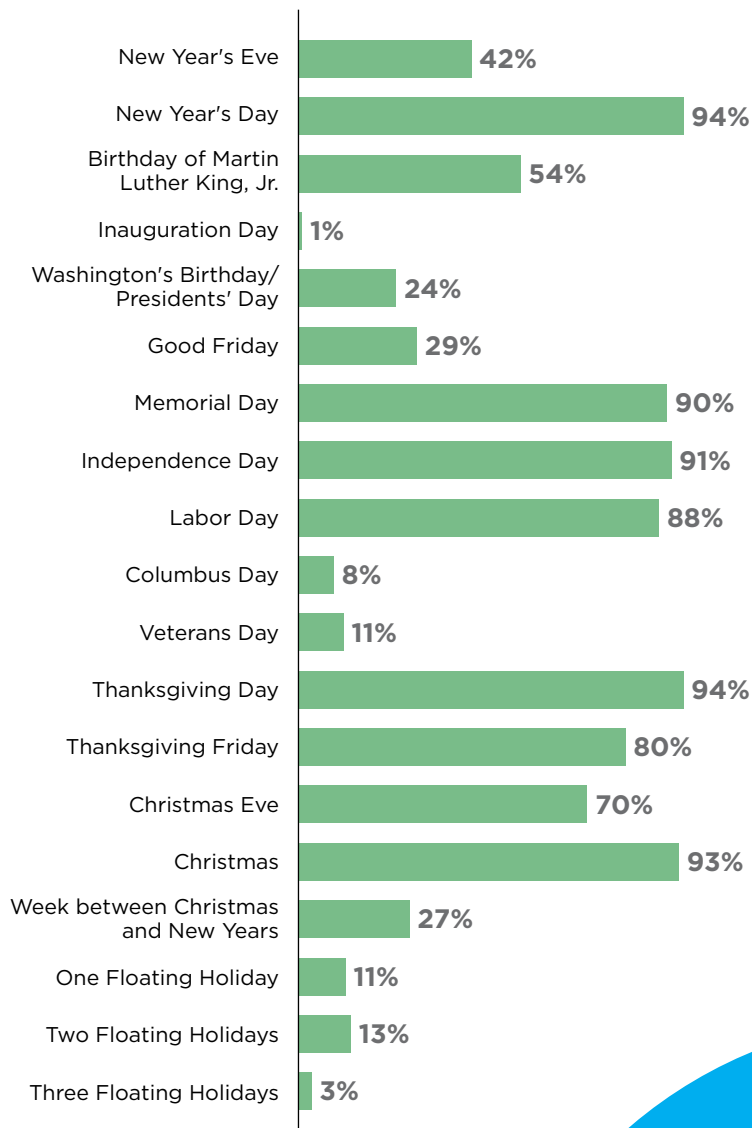
244 SURVEY RESPONSES



Benefits

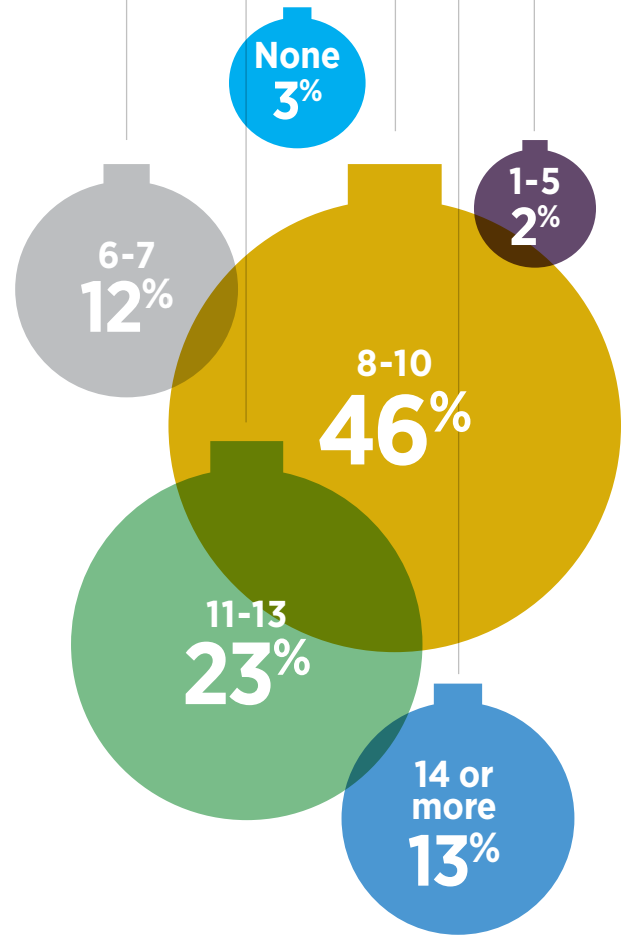
Which Paid Holidays Organizations Provide

244 SURVEY RESPONSES



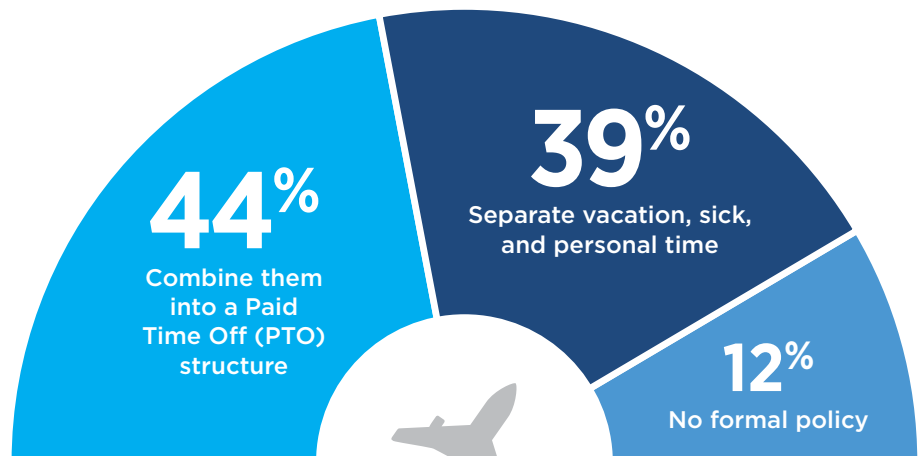
Paid Holidays Offered

244 SURVEY RESPONSES



Paid Leave Policy

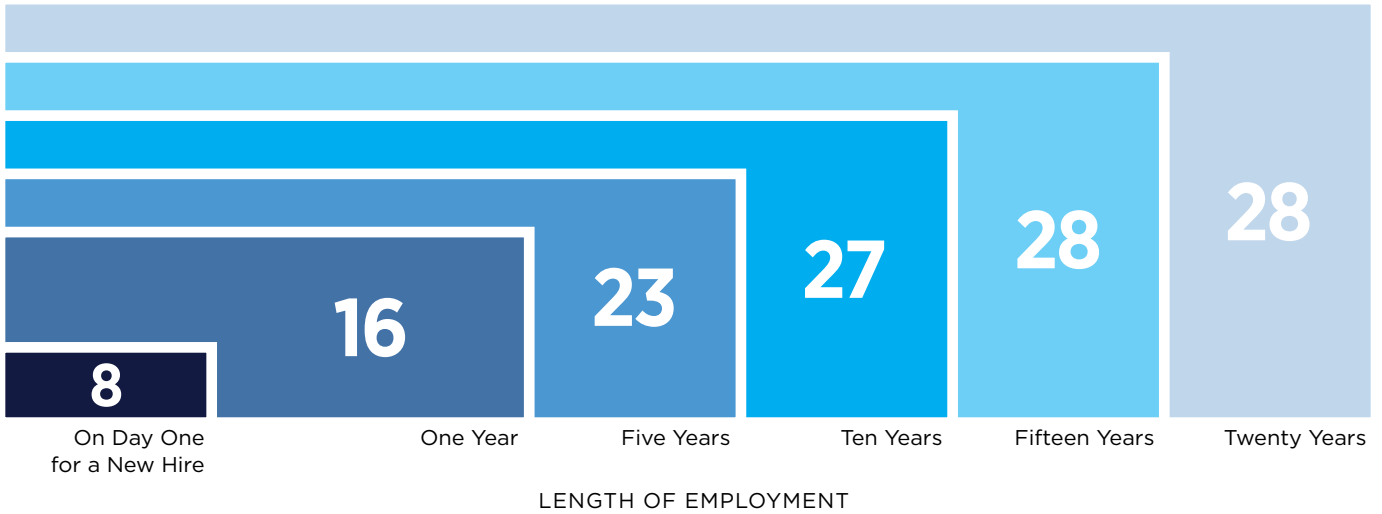
244 SURVEY RESPONSES



Benefits

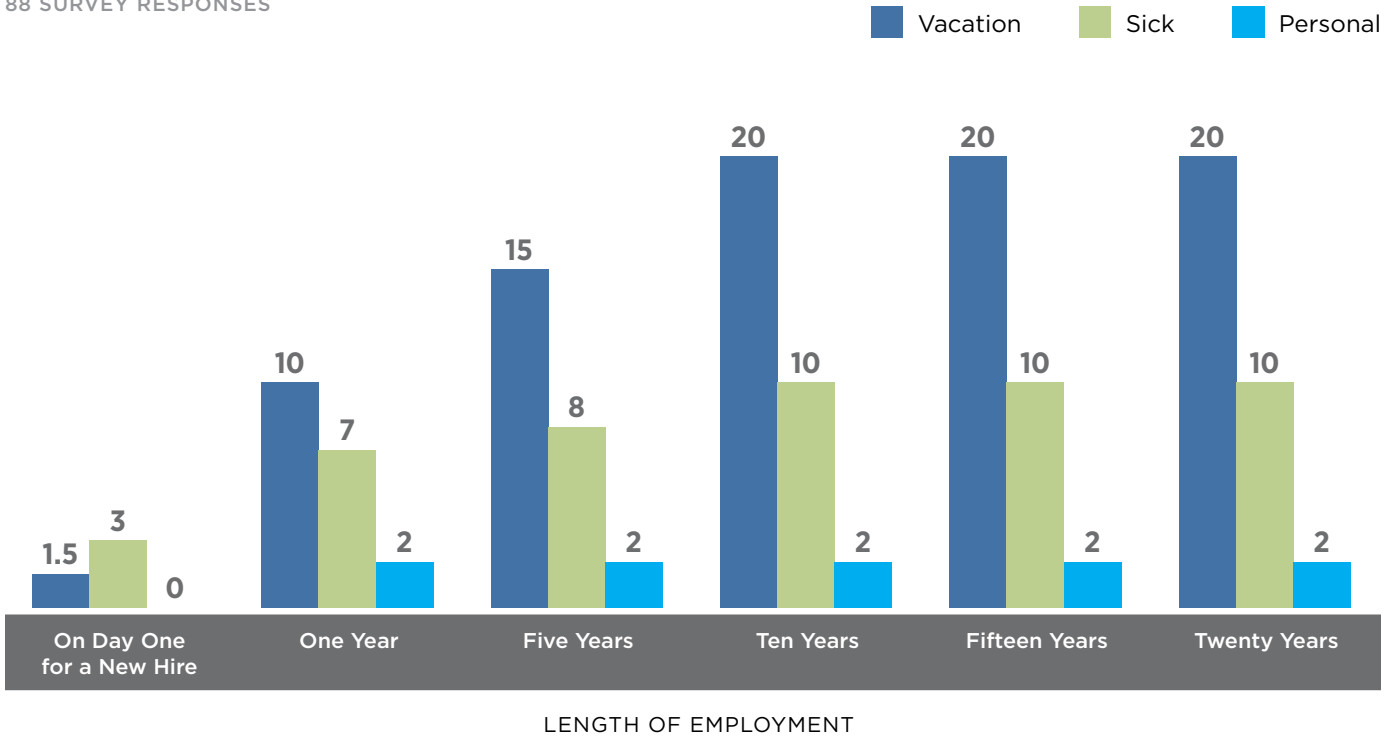
Median Number of Paid Time Off (PTO) Days

100 SURVEY RESPONSES



Median Number of Separate Paid Leave Days

88 SURVEY RESPONSES



The case against pay transparency

BY JULIE BINGHAM, FIRSTPERSON



IN JANUARY, THE PRESIDENT issued an order requiring companies with over 100 employees to report to the Equal Employment Opportunity Commission how their pay breaks down by race, gender, and ethnicity.

The intent is that greater transparency will encourage fair pay and discourage pay discrimination; however, I believe most organizations are not positioned to experience positive effects from opening the compensation books. Here's why it is difficult:

Ineffective performance management systems

Deciding to share compensation openly will unsurprisingly place a burden on your performance management system and its ability to effectively distinguish performers in a meaningful way—including low performers with significant opportunities for improvement. If your culture supports an “everyone meets expectations” feedback system, it will be challenging to explain why some employees make more than others based on performance.

Poorly trained supervisors

If supervisors are not prepared to effectively explain your compensation philosophy, how pay decisions

are made, and how individual experience and performance is factored into setting pay, then employees get frustrated by what appears to be a random and unfair process.

Absent relevant background information often assumes employees are not paid appropriately since the person who knows them best appears to have little influence or understanding of how actual compensation decisions are made.

Lack of investment and attention to your compensation program

You may not have a formal program in place or used market data to make decisions. Over time, issues will find their way into your compensation program. Without proper attention, they can take on a life of their own, including compression between new hires and legacy employees, lack of meaningful distinctions in pay and other internal equity challenges. Unless you are able to fix these issues before openly sharing compensation details, it will be difficult to defend your current system and you will quickly erode trust.

If your goal is to one day share compensation openly at your organization, take time to reflect on these three things—and your organization's ability to afford fixing current issues—before moving to full transparency.

And remember: no compensation program is perfect.

About the Sponsors



Jim Simpson

CPA AND DIRECTOR, FINANCIAL TECHNOLOGIES & MANAGEMENT

Jim Simpson is a nonprofit financial leader and trainer, CFO, controller, forensic consultant and software advisor, including Abila MIP Fund Accounting since 1999. He has served CFO, controller and software advisor for over 25 years to over 350 nonprofit organizations. Our nonprofit accounting solutions include Abila MIP Fund Accounting QuickBooks for Nonprofits, and other Nonprofit Accounting Software.



Julie Bingham

ADVISOR, FIRSTPERSON

Julie draws upon her expertise in compensation to help clients evaluate their total compensation packages in light of the organizational culture and the marketplace. With more than 15 years of human resources experience, Julie has worked as a consultant for global professional firms. She graduated from Vanderbilt University with her bachelor's degree in human and organizational development and received her MBA from Portland State University, with a concentration in human resources. She is also SPHR certified.



Deb Hunter

ADVISOR, FIRSTPERSON

Working with clients to develop sound human resource programs, including building essentials, as: job descriptions and handbooks, advising on employee relations and compliance issues, and facilitating and executing long-term change-management initiatives. Prior to joining FirstPerson, Deb served as an HR consultant for FlashPoint where she provided clients with HR guidance to reach their business objectives. Deb has her bachelor's degree in business administration from Indiana Wesleyan University. She is also certified as a Senior Professional in Human Resources (SPHR).

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Ann M. Merkel

SENIOR VICE PRESIDENT AND CHIEF MARKET DEVELOPMENT OFFICER,
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A founding member of The National Bank of Indianapolis, Ann is responsible for cultivating and maintaining high profile corporate, individual and community relationships that strengthen the Bank's brand and reputation. Ann is a graduate of Purdue University's Krannert School of Management and draws on over 30 years of banking experience to serve the needs of the organizations in our community, both as a banker and as a volunteer.



Stephanie L. Allgeyer

SHAREHOLDER, CPA, VON LEHMAN CPA & ADVISORY

graduated from the College of Mount Saint Joseph with a B.S. in accounting. Her public accounting experience includes auditing, review, compilation and business advisory and tax return services for a wide range of clients. She is involved in the firm's audits ranging from construction, manufacturing and nonprofits, to governmental, financial institutions and retirement-plan clients. She serves as the head of the firm's Governmental/Nonprofit Service Group and is also a member of the firm's Quality Control Committee



Yvonne B. de Calonne

SHAREHOLDER, CPA, VON LEHMAN CPA & ADVISORY

joined VonLehman after her previous company, Dunbar, Cook & Shepard was acquired. Yvonne specializes in tax, audit and accounting services for small to medium-sized closely-held businesses in the service, manufacturing and distribution industries, as well as not-for-profit organizations. She graduated with a B.S. in accounting from IUPUI and has over 25 years in the field. She especially enjoys helping business owners and not-for-profit Boards to understand their financial statements.

We are honored to be able to present this information for your use and appreciate your interest. We hope that it will empower you and your organization to strengthen and to grow your work in the Central Indiana community.

We have assembled this report as a reference document, but recognize that many nonprofit boards and leaders have not seriously discussed staff compensation. This will raise some important questions and opportunities. We recommend one straightforward resource to assist leaders of small to mid-sized organizations. Our favorite article is by Jan Masaoka — “How much to pay the executive director” which is available at: www.blueavocado.org/content/how-much-pay-executive-director because it covers the major topics in very practical terms.

We welcome your input on how this salary survey information can be constructively shared and any changes that could produce a better result in our next anticipated cycle in 2018 or 2019.

This fourth edition of the Central Indiana Nonprofit Salary Survey was funded by FirstPerson, The National Bank of Indianapolis, Von Lehman CPA & Advisory, Financial Technologies & Management and Charitable Advisors. Additional information is provided about these sponsors throughout the report and we encourage you to contact them.



Bryan Orander, president



Though many people only see the publishing side of Charitable Advisors through the Not-for-profit News, we have been training and consulting with nonprofits since our founding in 2001.

If your nonprofit is going through a transition, preparing for the future, or bringing new board members up to speed, we can help.

Since 2010, Charitable Advisors has supported more than 30 area nonprofits in succession planning and/or ED/CEO transition services, including more than 15 retirements. These organizations have ranged in budget size from a few hundred thousand dollars to more than \$20 million.

Each year, we conduct 5-10 organizational assessments that support nonprofits in thinking about their next steps and future capacity-building needs. We also work with two statewide organizations that provide regular support to their members in leadership transition, board development, strategic planning utilizing our services.

Charitable Advisors President Bryan Orander brings 19 years of nonprofit consulting experience as he frequently trains nonprofit board and staff leaders on topics such as board development, leadership transition, succession planning, dashboards and nonprofit capacity building.

Give Bryan a call to talk about your specific situation and how Charitable Advisors can support you in accomplishing your mission. You can reach him at, (317) 752-7153 or Bryan@CharitableAdvisors.com

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