

Central Indiana Nonprofit Salary Survey

2018





Bryan Orander
President,
Charitable Advisors

Central Indiana Nonprofit Leaders,

ATTRACTING AND RETAINING TALENT

continues to move up the priority lists of nonprofit leaders across the Central Indiana community.

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

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

This is the fifth edition of the Central Indiana Nonprofit Salary Survey and builds on past reports from 2010, 2012, 2014, and 2016. Based on feedback from the 2016 survey, we have expanded the number of positions from 20 to 26, by adding additional key support roles. The previous two surveys can be downloaded from the Charitable Advisors' website at charitableadvisors.com/resources/nonprofit-salary-report.

We want to highlight three factors that make this report unique. First, every nonprofit in Central Indiana has access to this information at no charge. Second, our sample size at 255 organizations is almost twice the typical nonprofit salary survey, and is designed to provide more accurate and useable data. Finally, **The National Bank of Indianapolis,**

FirstPerson and **Von Lehman CPA & Advisory** have again joined Charitable Advisors to support the collection and assembly of this report to ensure that it could be delivered to the nonprofit community at no charge.

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

"Thank You" for your support of Charitable Advisors as we reach our 18-year anniversary serving the local nonprofit community. During this time, we have expanded our consulting services from the basics of strategic planning and board training to include leadership transition/search and, most recently, fund raising.

Effective September 2018, the 2018 Central Indiana Nonprofit Salary Report can be found online at charitableadvisors.com/resources/nonprofit-salary-report

FIRST PERSON



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Applying this Report to Your Organization

“Our people are our most important asset!”

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

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

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

Best Practices

COMPENSATION PHILOSOPHY

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

Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to

succeed and how much those people should be paid. It is the CEO/Executive Director’s job to implement the compensation philosophy and the board sets the compensation for the CEO/Executive Director.

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

ATTRACTING TALENT = KEY DIFFERENTIATOR

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

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

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

LEADERSHIP DEPARTURE

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

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

SMALL NONPROFITS CAN BENEFIT

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

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

MORE THAN JUST MONEY

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

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



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- Fundraising/Development
- Programs/Direct Service
- Administration
- Finance

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charitableadvisors.com/post-a-job/indianapolis

Participating Organizations

500 Festival	Boys & Girls Club of Franklin	Covering Kids & Families Of Indiana, Inc.	Greater Indy Habitat for Humanity
About Special Kids	Boys & Girls Club of Noblesville	Delta Tau Delta Fraternity	Habitat for Humanity of Indiana
accessABILITY Center for Independent Living, Inc.	Boys & Girls Club of Zionsville	Desert Rose Foundation, Inc.	Habitat for Humanity, Hamilton County
ACLU of Indiana	Brightwood Community Center	Domestic Violence Network	Hamilton County EDC
Actors Theatre of Indiana	Brooke's Place for Grieving Young People	Dove Harbor	Hamilton County Harvest Food Bank
Adoptions of Indiana	Building Tomorrow	Dove Recovery House for Women	Hamilton County Leadership Academy
Adult and Child Mental Health Center, Inc.	Camptown, Inc.	DREAM Alive, Inc.	Hamilton County Tourism, Inc.
Alpha Chi Omega Fraternity, Inc.	Cancer Association of Shelby County Inc	Drug Free Marion County	HAND
Alpha Gamma Delta	Cancer Support Community Central Indiana	Easterseals Crossroads	Happy Hollow Camp
Alpha Tau Omega	Carmel Symphony Orchestra	Edna Martin Christian Center	Harrison Center for the Arts
Alpha Xi Delta Fraternity, Inc.	Cats Haven, Ltd	Eiteljorg Museum of American Indians & Western Art	Hawthorne Community Center
Alternatives Incorporated of Madison County	Central Indiana Community Foundation	Endowment Fund	Health Care Education and Training
Alzheimer's Association - Greater Indiana Chapter	Chaucie's Place	Exodus Refugee Immigration Inc.	Hear Indiana
American Camp Association	Child Advocates	Faith in Indiana (formerly IndyCAN)	Heartland Film
American Cancer Society	Choices Coordinated Care Solutions	Families First Indiana, Inc.	Heartland Pro Bono Council, Inc.
American Dairy Association Indiana	Christel House International	Family Development Services, Inc.	Hendricks County Community Foundation
American Legion Auxiliary National Headquarters	Christian HolyLand Foundation	Family Promise of Greater Indianapolis	Hendricks County Economic Development Partnership
American Pianists Association	CICOA Aging & In-Home Solutions	Family Services & Prevention Programs	Hendricks County Senior Services
Art With a Heart	Circle City Clubhouse	Feeding Indiana's Hungry	Heritage Place of Indianapolis, Inc.
ArtMix, Inc.	Classical Music Indy, Inc.	Finish Line Youth Foundation	Hoosier Salon Patrons Association
Arts Council of Indianapolis	Coalition for Homelessness Intervention and Prevention	Freewheelin' Community Bikes	HOPE Healthcare Services
Arts for Lawrence	Coburn Place Safe Haven	Friends of Hamilton County Parks	Horizon House
Arts for Learning, the Indiana Affiliate of Young Audiences	College Mentors for Kids	Gennesaret Free Clinic, Inc.	Humane Society of Indianapolis
Asante Childrens Theatre	Community Alliance of the Far Eastside, Inc.	Girl Scouts of Central Indiana	HVAF of Indiana, Inc.
Ascent 121	Community Foundation of Boone County	Girls Inc. National Resource Center	Immigrant Welcome Center
Autism Society of Indiana	Community Foundation of Morgan County	Girls Inc. of Greater Indianapolis	IN Park & Recreation Assoc.
Beacon of Hope Crisis Center	Concord Neighborhood Center	Gleaners Food Bank of Indiana, Inc.	Indiana Academy of Family Physicians
Bethany Christian Services	Connect2Help211	Global Orphan Foundation	Indiana Association, for the Education of Young Children
Big Brothers Big Sisters of Central Indiana	Conner Prairie Museum	Goodwill of Central & Southern Indiana	Indiana Assisted Living Association
Big Car Collaborative	Cornea Research Foundation of America	Greater Indianapolis Progress Committee	

Participating Organizations

Indiana Association of School Principals	Irvington Community Schools	National Association of Social Workers - Indiana Chapter	Shelby County United Fund Sheltering Wings
Indiana Canine Assistant Network, Inc. (ICAN)	JEWEL Human Services (<i>brand name Eastern Star Church CARE Center</i>)	National Organization for Vehicle Accessibility (NOVA)	Sigma Kappa Foundation
Indiana Coalition Against Domestic Violence, Inc.	Jewish Community Center Indianapolis, Inc.	National Panhellenic Conference, Inc.	Simon Youth Foundation
Indiana Coalition to End Sexual Assault	Jewish Federation of Greater Indianapolis	Neighborhood Christian Legal Clinic	Social Health Association of Indiana, Inc.
Indiana Community Action Association	John H Boner Community Center	New Hope of Indiana	Special Olympics Indiana
Indiana Connected By 25	Johnson County Community Foundation, Inc.	Newfields	St. Joseph Institute for the Deaf
Indiana Historical Society	Johnson County Youth Service Bureau DBA Youth Connections	Outreach, Inc.	St. Mary's Child Center
Indiana Interchurch Center	Joy's House	Outside The Box	St. Thomas Clinic
Indiana Landmarks	Junior Achievement of Central IN	Ovar'coming Together	Starfish Initiative
Indiana Legal Services, Inc.	Keep Indianapolis Beautiful	Pack Away Hunger, Inc.	Storytelling Arts of Indiana
Indiana Library Federation	KEY Consumer Organization, Inc.	Partners In Housing Dev. Corp.	Teachers' Treasures
Indiana Medical History Museum	Kids' Voice of Indiana	Paws and Think, Inc.	TechPoint Foundation for Youth
Indiana Non-Public Education Association	King Park Development Corporation	Peace Learning Center	TeenWorks Inc.
Indiana Osteopathic Association	Komen Central Indiana	Phi Sigma Kappa	The Arc of Greater Boone County
Indiana Philanthropy Alliance	La Plaza, Inc.	Planned Parenthood of Indiana and Kentucky	The Bridge Center, Inc.
Indiana Psychological Association	Lambda Chi Alpha Fraternity	Prevail, Inc.	The Cabaret
Indiana Recycling Coalition	Lawrence Community Development Corp.	PrimeLife Enrichment, Inc.	The Children's TherAplay Foundation
Indiana Repertory Theatre, Inc.	LeadingAge Indiana	ProAct Indy	The International Center
Indiana Sports Corp	Lutheran Child & Family Services Of In/Ky, Inc.	Professional Insurance Agents of Indiana	The Milk Bank
Indiana State Medical Association	Madame Walker Urban Life Center	Project Home Indy	The Mind Trust
Indiana Writers Center	Martin Luther King Community Center	ProKids, Inc.	The Village of Merici Inc.
Indiana Youth Group	Martindale Brightwood community Development Corporation	Prosperity Indiana	The Villages of Indiana
Indiana Youth Institute	Mary Rigg Neighborhood Center	Psi Upsilon Fraternity	Triangle Education Foundation
Indianapolis Art Center	Meals on Wheels of Hancock County	Raphael Health Center	Trinity Free Clinic
Indianapolis Bar Association	Mental Health America of Hendricks County	Reach For Youth, Inc.	Trusted Mentors
Indianapolis Center for Congregations	Mid America Cooperative Council	RecycleForce	United Cerebral Palsy Association of Greater Indiana
Indianapolis Chamber Orchestra	Mission Indy Inc.	Rehabilitation Hospital of Indiana	United Way of Central Indiana
Indianapolis Children's Choir	Morning Light	Richard M. Fairbanks Foundation	Volunteers of America of Indiana, Inc.
Indianapolis Legal Aid Society	Museum of Miniature Houses	Riley Area Development Corporation	Westminster Neighborhood Services
Indianapolis Neighborhood Resource Center, Inc. (INRC)	Music for All, Inc.	Rock Steady Boxing, Inc.	WFYI Public Media
Indianapolis Symphony Orchestra	NAMI Indiana	Roman Catholic Archdiocese of Indianapolis	Wheeler Mission
Indy Hunger Network		Ronald McDonald House Charities of Central Indiana	YMCA of Greater Indianapolis
Indy Reads		Rotary Club of Indianapolis	Young Actors Theatre
International Violin Competition of Indianapolis		Safe Sitter, Inc.	Young Voices of Indianapolis
		School on Wheels	Zionsville Center for Art, History and Genealogy, Inc. (<i>SullivanMunce Cultural Center</i>)
		Second Helpings, Inc.	
		ServLife International, Inc.	
		Shalom Health Care Center	

Don't let HR needs keep you from advancing your mission

BY DEIRDRE BIRD, DIRECTOR OF HR CONSULTING, PHR, SHRM, VONLEHMAN CPA & ADVISORY FIRM



IT TAKES A DEDICATED PROFESSIONAL to lead critical human resources initiatives; a professional that many organizations do not have the luxury of employing in-house. If your HR needs are keeping you from advancing your mission, you might consider outsourcing some or all of your human resources functions. Outsourcing could give your staff more time to spend on your non-profit's other core duties, mission-driven programs and strategic plans.

As you consider your options, keep the following in mind:

Weigh the benefits

Start by identifying which HR functions you might outsource. A good guideline is to consider which functions are labor-intensive for your organization or for which you could utilize the additional expertise an outsource partner might bring to the task. Take a look at recruiting, training, employee engagement, strategic human resources planning, benefits planning and administration, compliance monitoring, performance reviews, compensation analysis, and employee handbook creation. These are all labor-intensive responsibilities where expertise counts. Transferring all or some of them to the right outside party can vault your organization to a higher level of professionalism and efficiency in those areas.

The move also might result in improvements. For example, an HR consultant is likely to have more tools, contacts and time to spend recruiting new employees than your own organization has.

Calculate the costs

Let's face it, you'll appreciate the savings in staff hours created by a decision to outsource, but the primary draw for most not-for-profits is reduced costs. You'll need to perform a cost-benefit analysis, and your CPA can assist with this step. Even if the cost is more to outsource, you may decide that the extra dollars are worth freeing up staff hours for other initiatives.

Prepare to launch

Once you've researched and met with outside service providers (see "What to ask an HR consulting firm" below for some tips), you'll want your attorney to review the contract.

And after you've committed, but before you make the big change, be sure that you have controls in place to monitor the quality of the new arrangement. Your CPA can assist you with this. Also appoint one or more individuals to test those controls regularly.

Continued >>>

Look to the future

If you're happy with your new arrangement, you might want to explore other areas of your operation as possible outsourcing candidates. Those could include bookkeeping, control- lership, payroll, financial management, purchas- ing, IT or marketing and communications.

What to ask an HR consulting firm

Before you choose a firm to handle your human resources function, you must do your homework. The Nonprofit Coordinating Committee of New York, comprising about 1,500 nonprofit managers and lead- ers, suggests asking these questions in person to three service provider candidates:

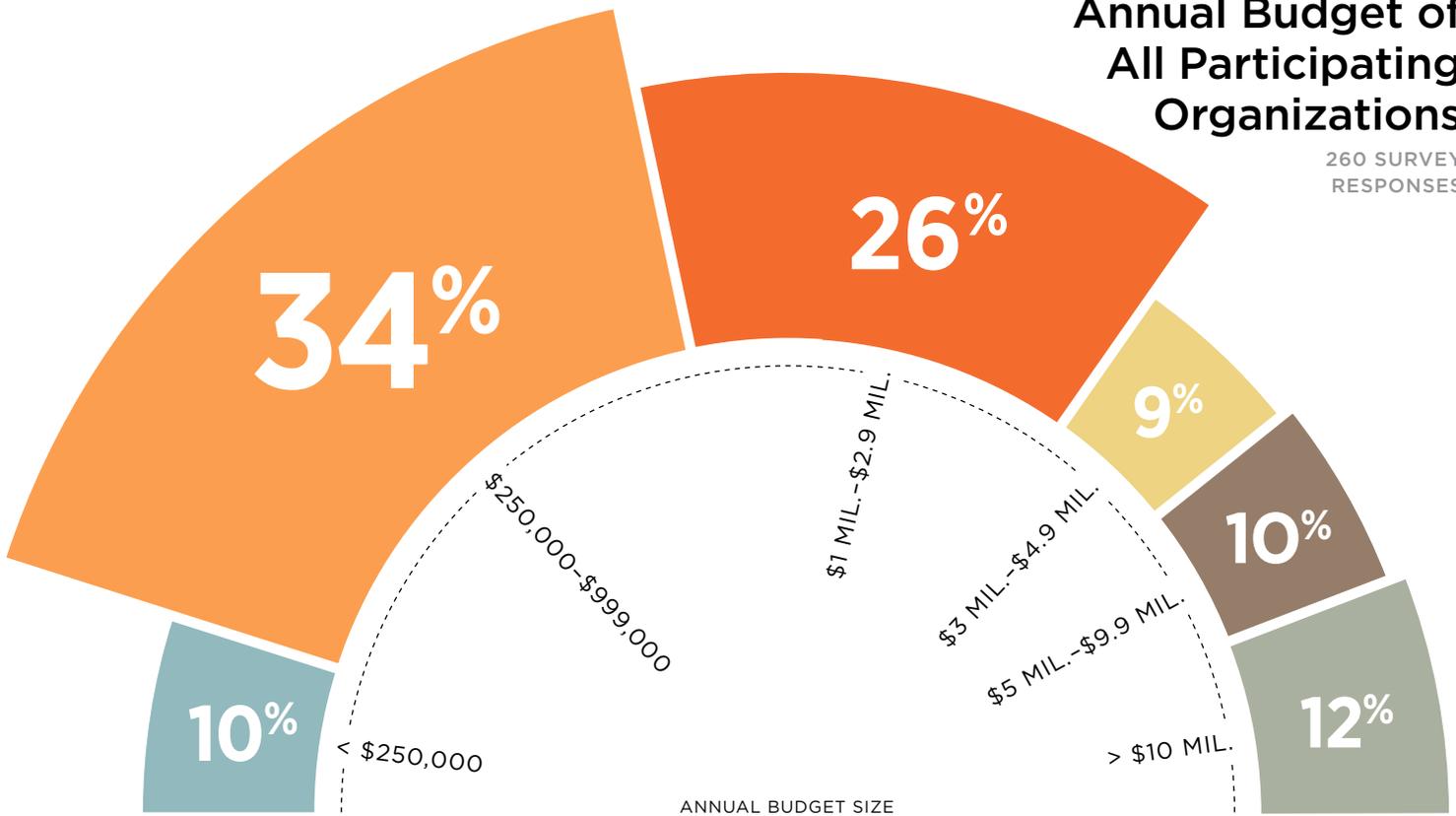
Outsourcing your human resources functions could give your staff more time to spend on your nonprofit's other core duties, mission- driven programs and strategic plans.

- What is the scope of your service, in detail?
- How long have you been in business?
- Where are your ser- vices typically provid- ed: on-site, off-site or a combination?
- How many nonprofit clients do you have in my area, sector and size?
- Can you provide references for three nonprofit clients of similar size and complexity to my organization?
- How do you charge for services: hourly or on retainer?
- Who'll I be directly working with?
- What will you expect of our organization, including the board and staff?

Overview of Participating Nonprofits

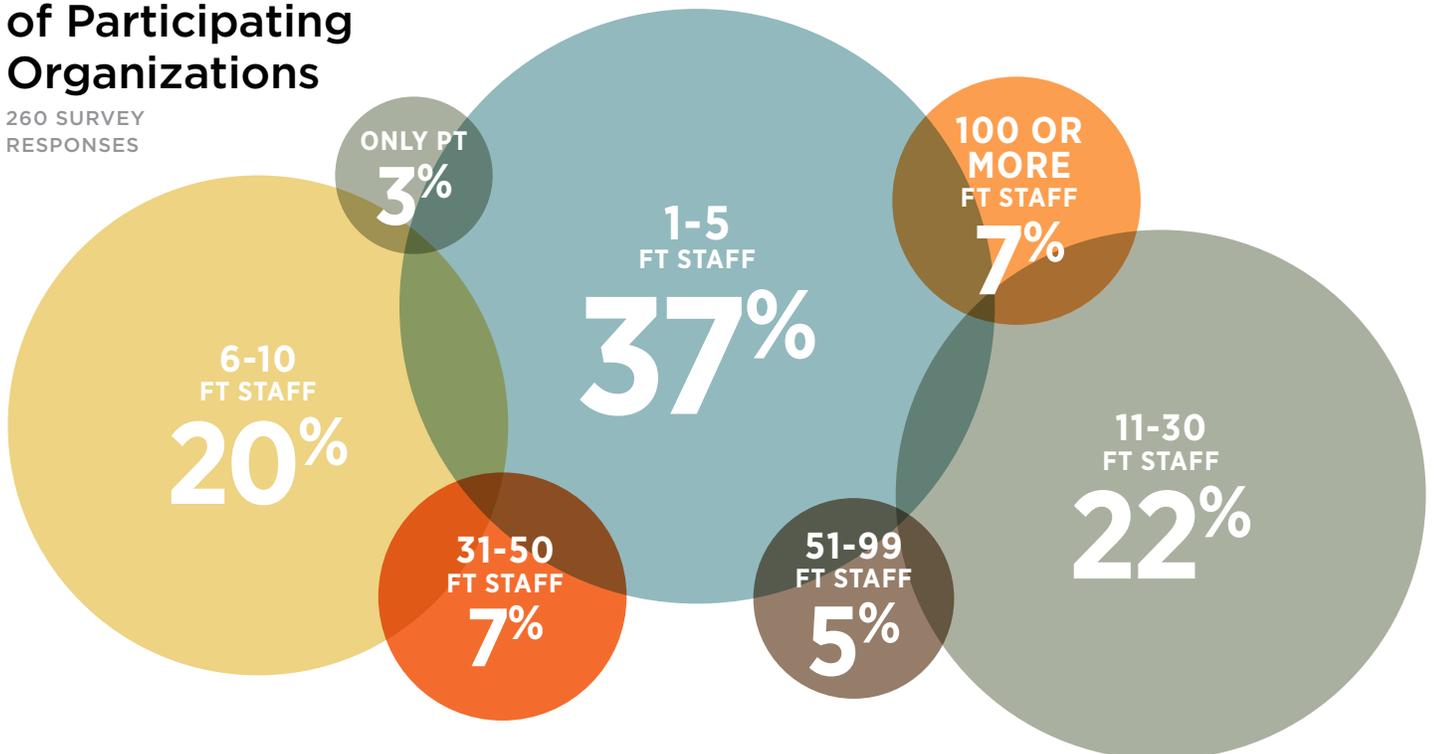
Annual Budget of All Participating Organizations

260 SURVEY RESPONSES



Full Time Staff of Participating Organizations

260 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.

255
nonprofits
represented

26
position
categories

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Animal-related	3	1%
Arts, Culture, and Humanities	34	13%
Community Development	17	7%
Elementary, Secondary, or Charter School	3	1%
Environmental	2	1%
Health, Disease, Disorders	27	10%
Human and Social Services (youth programs/mentoring)	112	43%
Private or Community Foundation	11	4%
Professional, Trade, or Membership Association	27	10%
Recreation, Sports, Leisure, Athletics	6	2%
Other	19	7%
Grand Total	261	100%

ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Museums and Museum Activities	6	18%
Performing Arts	15	44%
Other	13	38%
Grand Total	34	100%

HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Adoption or Foster Care	33	4%
Alliance or Advocacy Organizations	7	6%
Child Day Care	2	2%
Community or Multi-Service Center	10	9%
Disability Services	10	9%
Domestic Violence	7	6%
Employment and Job Related	3	3%
Food Services, Banks, and Pantries	6	5%
Homelessness, Shelter	7	6%
Mental Health or Crisis Intervention	4	4%
Older Adults	6	5%
Residential Services	3	3%
Youth Development	21	19%
Other	23	21%
Grand Total	112	100%

ANNUAL BUDGET FOR ALL PARTICIPATING ORGANIZATIONS	COUNT	PERCENT
Less than \$250,000	27	10%
\$250,000-\$999,000	88	34%
\$1 million-\$2.9 million	67	26%
\$3 million-\$4.9 million	23	9%
\$5 million-\$9.9 million	25	10%
Greater than \$10 million	30	12%
Grand Total	260	100%

Methodology/Data Analysis

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

In developing the 2018 survey tool, the Charitable Advisors team started with the 2016 survey. We took seriously the feedback we received from survey users about positions that were not included or positions unclearly defined. For 2018, the survey represents 26 positions. The original survey in 2010 covered 12 leadership positions, which was increased to 20 positions in 2014.

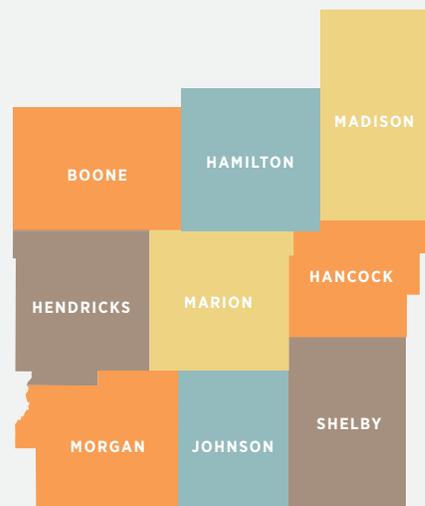
HOW THE SURVEY WAS CONDUCTED

Again for the 2018 survey, Jeff Lucas at the Employers Resource Association in Cincinnati was our data-gathering partner. Data was carefully reviewed for duplication and completeness. Incomplete responses were removed. If there were less than four responses in a category, the specific detail was not included and if only three or fewer organizations reported data, the finding was excluded to maintain survey participant anonymity. When four or five organizations reported data average, minimum, median, and maximum are reported, quartiles were omitted.

The 2018 survey invitation list included organizational contacts from several sources: participants from the 2016 surveys, the Charitable Advisors HR and CFO distribution lists, United Way of Central Indiana member organizations, community foundations and other funders contacts across Central Indiana. We appreciate everyone who assisted us in spreading the word to increase participation.

Over 500 postcards were mailed a week before the salary survey was launched to organizational representatives to provide a “heads up” about the upcoming survey. These organizations then received an email invitation to participate with a unique organizational weblink from the Employers Resource Association. Organizations that wanted to participate but were not in this initial list contacted us directly and were issued their unique link.

Charitable Advisors promoted the survey multiple times in its weekly e-newsletter, the Not-for-profit News, which reaches more than 14,000 weekly subscribers (www.CharitableAdvisors.com).





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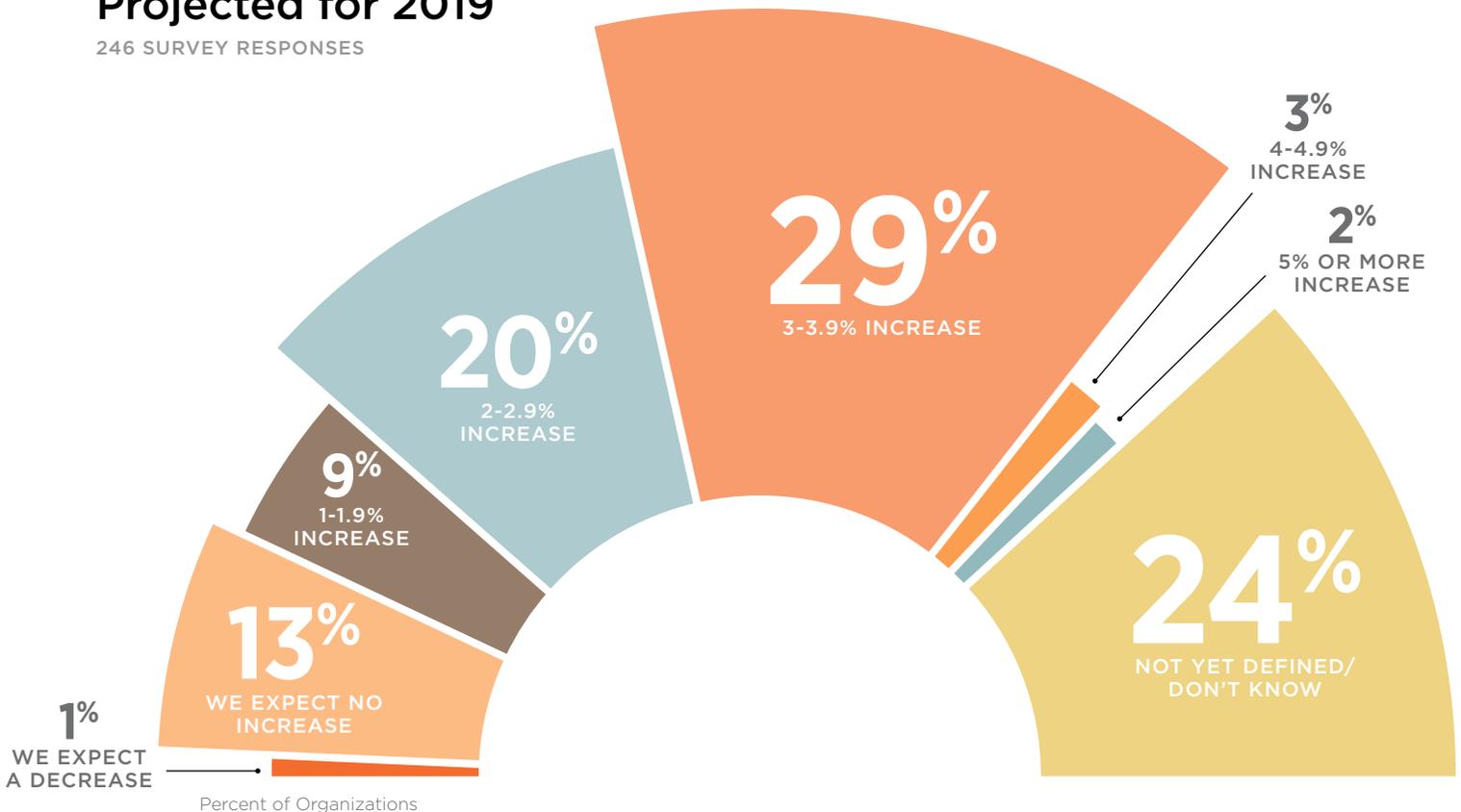
State of the Sector

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 capable organizational leadership by allowing

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

Average Wage Change Projected for 2019

246 SURVEY RESPONSES



Supporting Compensation and Benefits Programs with a Total Rewards Philosophy

BY JULIE BINGHAM, FIRSTPERSON



WHICH IS BETTER: MAKING YOUR

employees the highest paid in your market, or paying them less and showering them with benefits, amenities, and meaningful work? I discovered that there's no right answer, because it's the wrong question. The better question is, "What is your employment proposition, and how do your compensation and benefits programs reflect and support it?"

Your employment proposition encompasses your total rewards philosophy and supports the employment experience you want to create. One aspect of that experience that has employers concerned today is the rising cost of benefits—for their organization and the effect on employees' pockets. If you're faced with the decision of whether you can ask employees to pay more toward their healthcare costs, you must be confident and informed to talk about compensation, and not every organization is prepared to do that.

Picture this: You're sitting down with an employee and you tell them, "Our healthcare costs are increasing, and we're going to have to increase the cost out of your paycheck by \$50-100 a month." How would you explain that to them? To all employees at your organization?

Your employee might be in a position where they say, "I'm not sure I can absorb this cost. I don't feel like I'm paid enough."

As the employer, you really want to be able to say, "We've got data, we've got information, and we have a philosophy to support our decision on individual pay. We believe you're paid competitively, and we have targeted compensation and benefits programs so you can take on a portion of the benefit cost increase and still have a great rewards opportunity here at this organization."

Remember, it's not just about one conversation with employees. It's not just about one year. It's about building a runway, building a philosophy that's going to last a long time. In fact, one of our clients has a compensation philosophy that clearly states, "Can you make more money somewhere else? Absolutely. But here are the reasons employees choose to stay here."

You must be ready to talk about that, because you might not be leading in compensation. You might have a compelling mission and connection to the community, great benefits, an engaging culture, and/or countless opportunities for advancement. They have a premium that will affect your ability and desire to put your entire investment in your people into just the compensation program; you've chosen to invest in different things.

If you're in that position, you want to be ready to talk about it. You don't want to be apologizing for the low pay and hope that they stay anyway. It really comes back to the philosophy. And the key is executive leadership. You need to invest time to have these conversations. As a team, ask yourself:

- What kind of employer do we want to be?
- Where do we want compensation to fall in relation to our other rewards programs?
- How are we going to talk about it to our recruits and employees?

Don't leave this conversation until someone's walking out the door, and they say compensation is the reason they're leaving. Come up with a philosophy that allows you to speak unapologetically about why people value being part of your organization and what they get from the overall employment experience.



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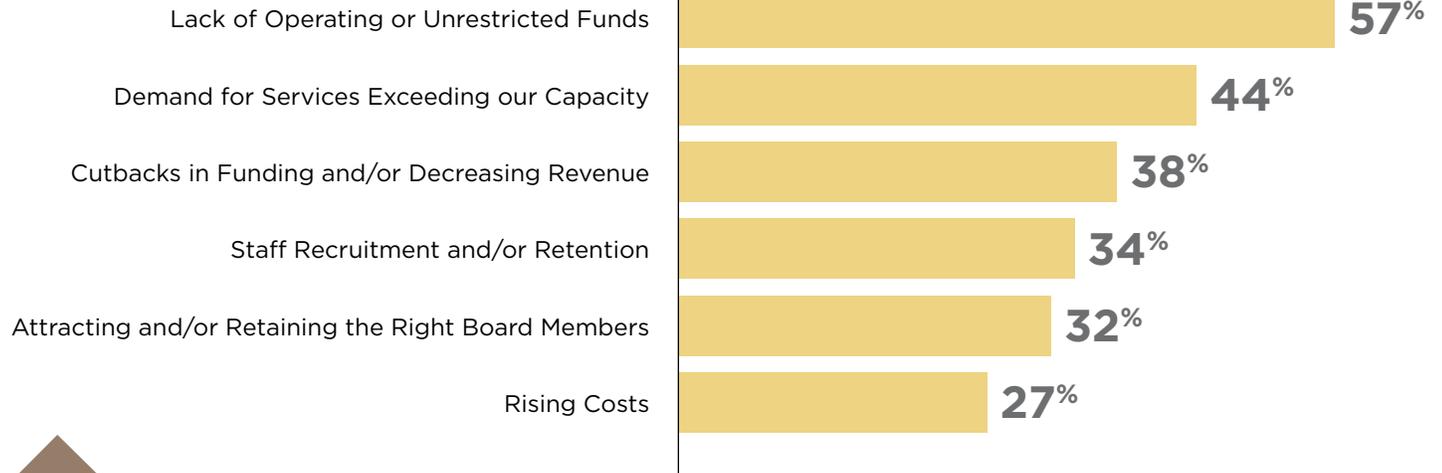


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State of the Sector

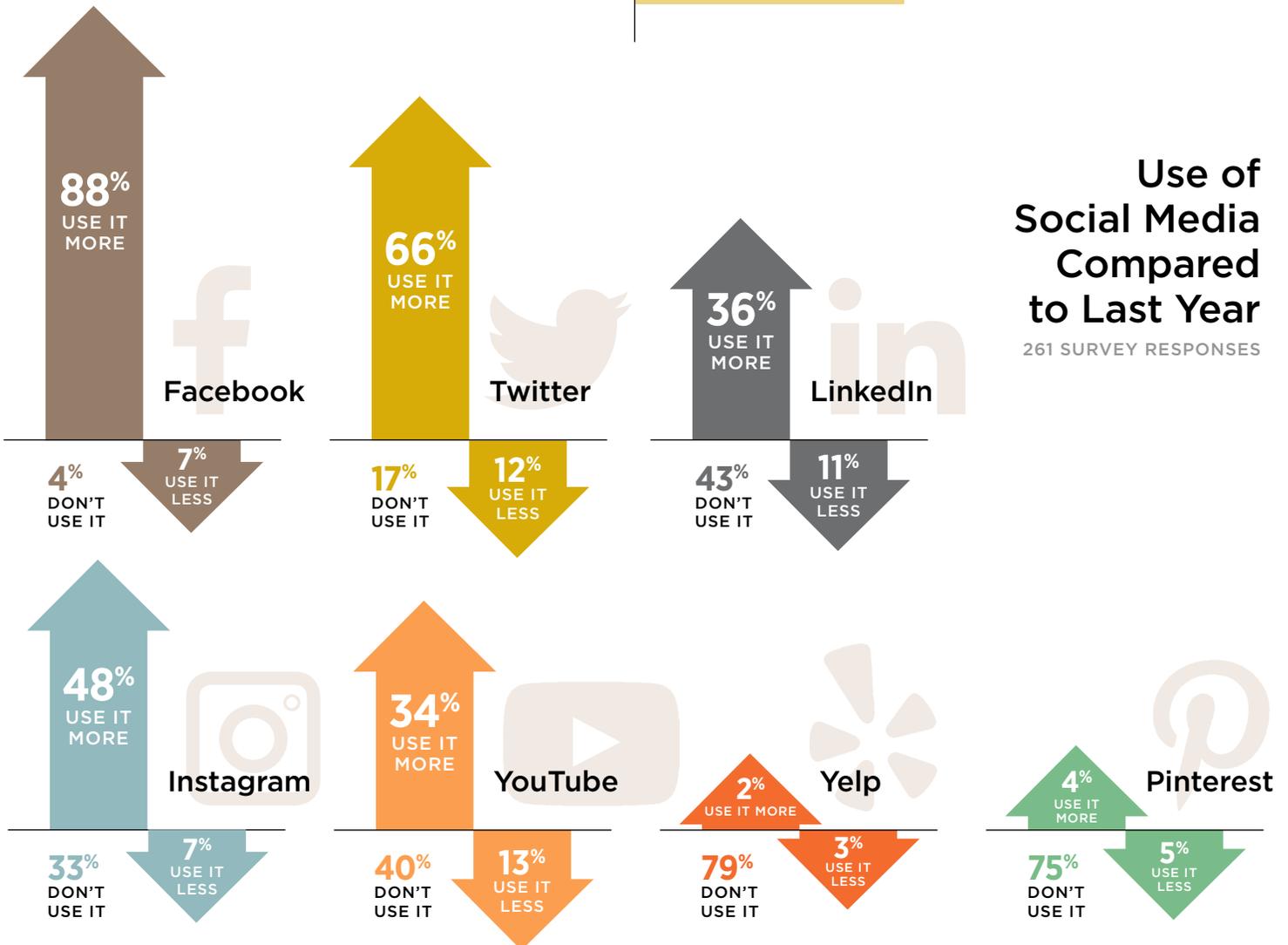
Major Obstacles to Success in the Year Ahead

261 SURVEY RESPONSES



Use of Social Media Compared to Last Year

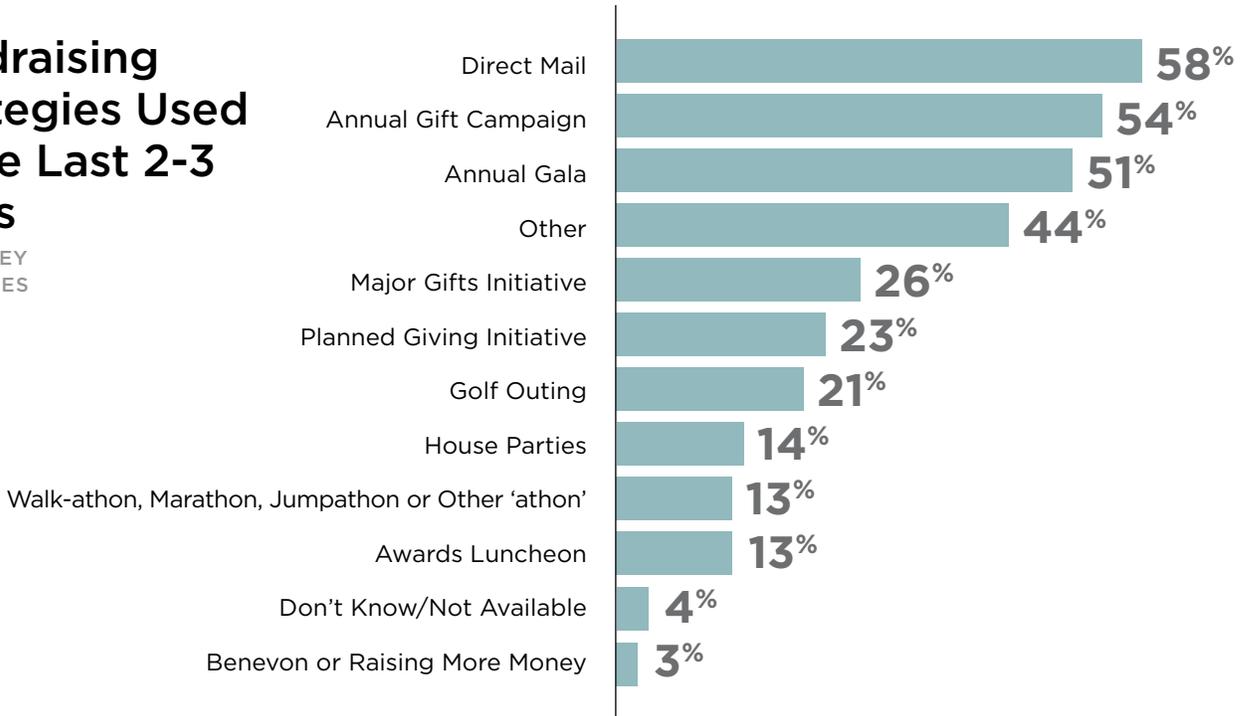
261 SURVEY RESPONSES



State of the Sector

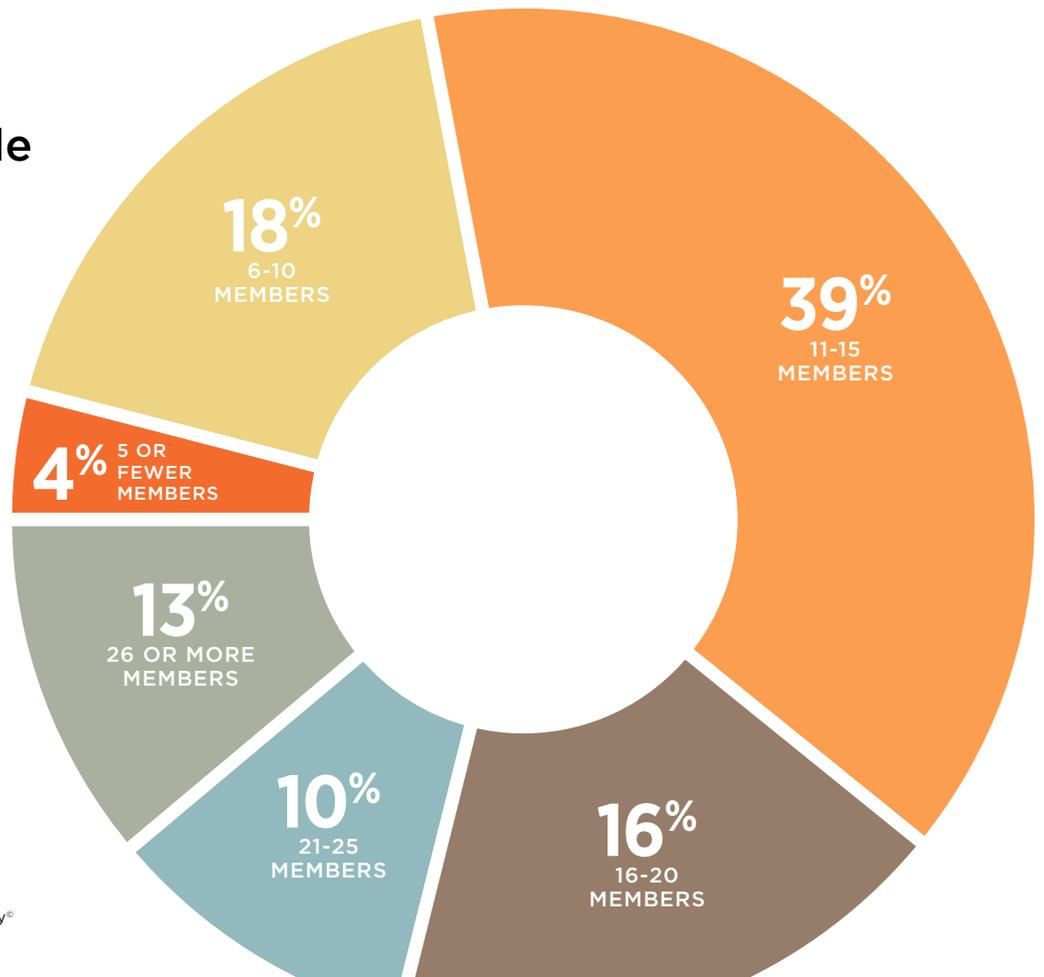
Fundraising Strategies Used in the Last 2-3 Years

261 SURVEY RESPONSES



Number of People on Board of Directors

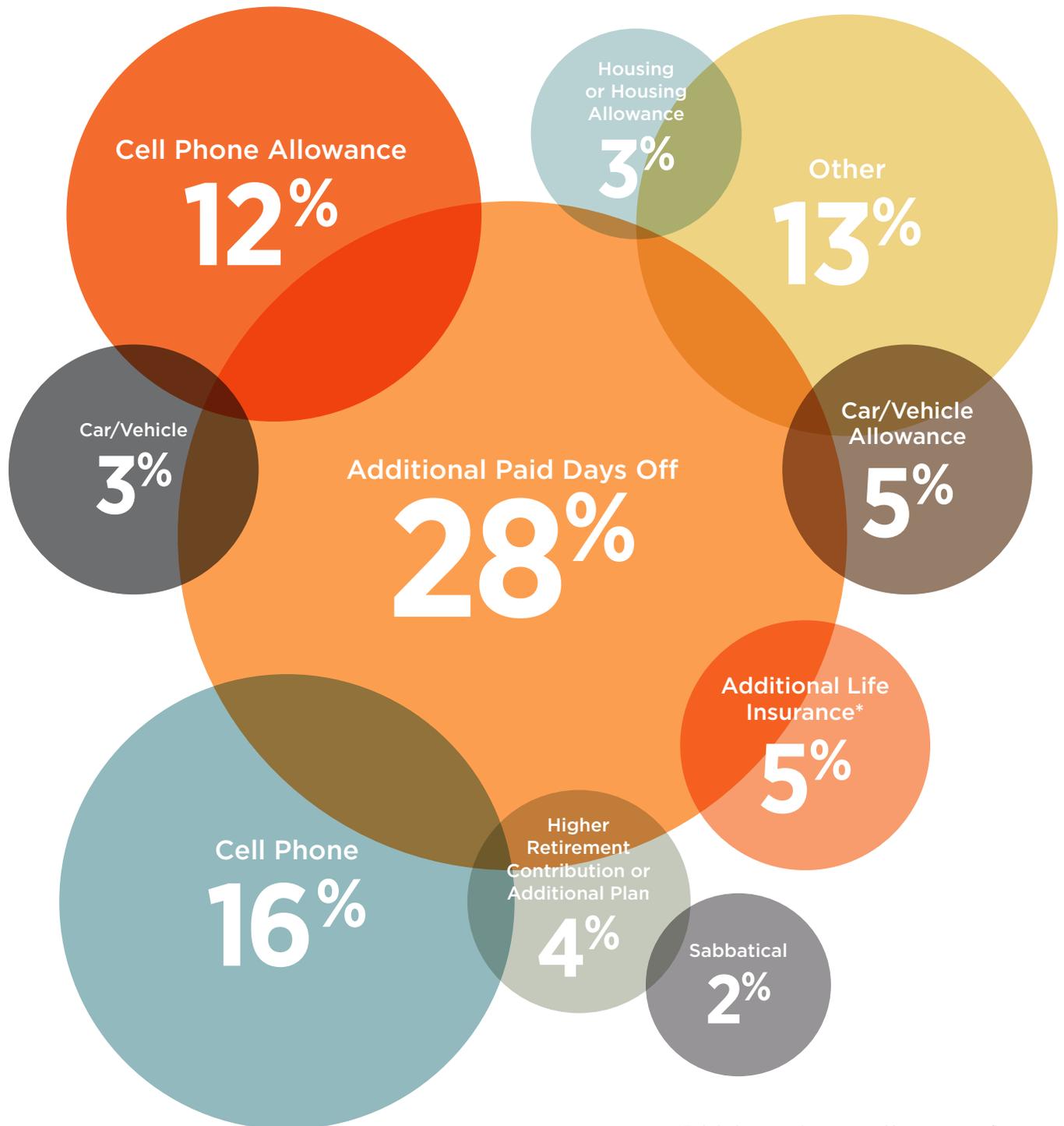
245 SURVEY RESPONSES



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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ORGANIZATIONS.

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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 - Management

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

VP / Director of Human Resources

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

VP / Director of Information Systems / Data Processing

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

Job Functions

Program Director – Direct Service

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

Case Manager – Associate/ Bachelor's Degree

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

Case Manager – Master's Degree

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

FINANCIAL LEADERSHIP POSITIONS

Chief Financial Officer (CFO)

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

Controller / Accounting Manager

- Directs the agency's accounting functions
- Develops and maintains planning and budgeting functions
- Analyzes and interprets fiscal trends
- Prepares financial management reports and procedures.

Accountant

- Performs assigned accounting functions using knowledge of accounting principles and procedures
- Analyzes reports, checks accuracy of vouchers, and directs maintenance of cash books
- Prepares trial balances, financial statements, cost reports, or budgets
- Installs accounting forms, records, methods, and procedures

Clerk / Bookkeeper

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

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

Job Functions

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

Development Assistant/Coordinator

- Works in partnership with the Development Director or Executive Director to raise funds and organization visibility
- Coordinates planning, implementation, and maintenance of fund development projects
- Likely maintains donor information, leads electronic donor communication efforts, mailings, and donor acknowledgements

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

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

IT Technician/ Support Specialist

- Technical support specialists provide technical support, advice, and assistance with technical, hardware, and software system problems
- Specialists educate staff on new hardware and software and effectively communicate answers in a way they can understand
- Technical support specialists deal with connection problems, inability to access data, slow performance, and inefficient programs

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



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

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

Definitions

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

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

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

FIRST QUARTILE - greater than 25% of the responses

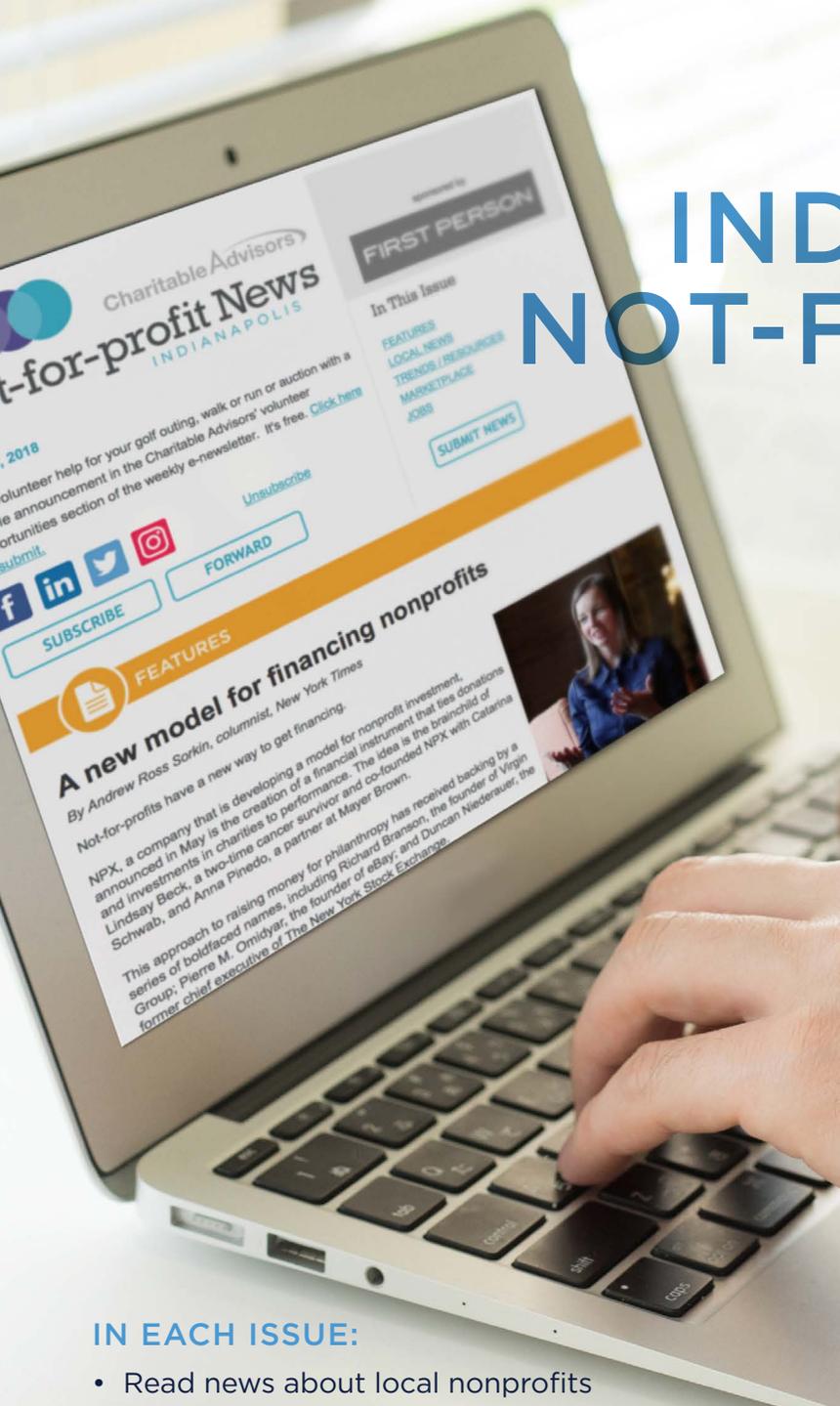
MEDIAN (ALSO SECOND QUARTILE) - same number of responses greater than as less than

THIRD QUARTILE - greater than 75% of the responses

Full Time and Part Time

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

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Executive Director/President/ Chief Executive Officer (CEO)

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer (CEO)	232	\$109,554	\$15,080	\$70,000	\$88,500	\$125,000	\$512,500

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	85	\$70,796	\$26,000	\$60,000	\$68,000	\$81,000	\$130,000
6-10 FT Staff	49	\$93,010	\$16,003	\$75,000	\$84,500	\$102,000	\$308,500
11-30 FT Staff	54	\$121,641	\$15,080	\$90,382	\$101,000	\$140,938	\$268,000
31-50 FT Staff	16	\$163,995	\$55,000	\$109,000	\$152,322	\$186,070	\$400,000
51-99 FT Staff	12	\$164,246	\$86,000	\$140,000	\$152,250	\$195,625	\$240,000
100 or More FT Staff	16	\$229,867	\$118,000	\$143,603	\$197,692	\$297,829	\$512,500

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	19	\$53,639	\$26,000	\$46,750	\$51,700	\$63,500	\$91,900
\$250,000 - \$999,000	79	\$72,822	\$28,000	\$65,000	\$72,000	\$81,155	\$120,000
\$1 Million to \$2.9 Million	64	\$98,171	\$55,000	\$84,325	\$92,258	\$103,000	\$197,925
\$3 Million to \$4.9 Million	21	\$141,125	\$83,000	\$100,000	\$137,800	\$166,050	\$225,000
\$5 Million to \$9.9 Million	23	\$177,869	\$16,003	\$123,750	\$154,500	\$209,000	\$400,000
Greater than \$10 Million	26	\$204,108	\$15,080	\$137,308	\$189,900	\$247,500	\$512,500

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	31	\$116,956	\$26,000	\$59,250	\$85,000	\$147,500	\$512,500
Community Development	16	\$96,189	\$46,200	\$64,893	\$79,000	\$121,250	\$290,438
Health, Disease, Disorders	24	\$106,894	\$52,000	\$78,000	\$90,000	\$102,250	\$330,700
Human and Social Services (including youth programs/mentoring)	101	\$99,676	\$16,003	\$68,000	\$85,000	\$109,000	\$360,000
Private or Community Foundation	11	\$147,711	\$33,000	\$76,000	\$82,000	\$205,963	\$400,000
Professional, Trade, or Membership Association	23	\$124,249	\$55,000	\$83,336	\$108,000	\$160,000	\$251,370
Recreation, Sports, Leisure, Athletics	6	\$152,167	\$65,000	\$83,750	\$152,500	\$198,750	\$268,000
Other	14	\$112,677	\$28,200	\$77,500	\$102,938	\$129,053	\$198,000

Executive Director/President/ Chief Executive Officer (CEO)

Arts, Culture, and Humanities

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$45,240	\$26,000	—	\$50,000	—	\$52,000
\$250,000 - \$999,000	9	\$61,842	\$38,400	\$58,500	\$60,000	\$65,000	\$93,000
\$1 Million to \$2.9 Million	8	\$101,875	\$72,000	\$83,750	\$91,500	\$130,000	\$135,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	6	\$188,954	\$46,500	\$50,500	\$136,000	\$244,541	\$512,500
Performing Arts	12	\$110,019	\$51,700	\$61,500	\$78,500	\$139,211	\$240,000
Other	13	\$90,129	\$26,000	\$58,500	\$88,000	\$95,500	\$189,280

Community Development

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$74,975	\$46,200	\$65,000	\$75,000	\$80,000	\$120,000

Health, Disease, Disorders

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$66,444	\$52,000	—	\$66,313	—	\$81,150
\$250,000 - \$999,000	4	\$73,250	\$60,000	—	\$71,500	—	\$90,000
\$1 Million to \$2.9 Million	11	\$90,973	\$80,000	\$87,000	\$91,000	\$94,000	\$103,000

Executive Director/President/ Chief Executive Officer (CEO)

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$52,250	\$35,000	—	\$48,500	—	\$77,000
\$250,000 - \$999,000	36	\$70,746	\$28,000	\$64,500	\$69,000	\$81,077	\$106,000
\$1 Million to \$2.9 Million	34	\$92,024	\$55,000	\$80,986	\$91,408	\$100,000	\$195,000
\$3 Million to \$4.9 Million	7	\$107,543	\$83,000	\$88,000	\$99,000	\$124,900	\$145,000
\$5 Million to \$9.9 Million	7	\$121,905	\$16,003	\$115,565	\$122,500	\$149,350	\$185,000
Greater than \$10 Million	13	\$198,192	\$112,000	\$136,410	\$177,217	\$250,000	\$360,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Alliance or Advocacy Organizations	7	\$113,776	\$16,003	\$74,000	\$108,000	\$133,250	\$257,929
Community or Multi-Service Center	8	\$81,219	\$35,000	\$62,561	\$67,500	\$109,250	\$130,000
Disability Services	10	\$97,624	\$51,000	\$67,919	\$81,500	\$102,250	\$189,800
Domestic Violence	7	\$81,213	\$50,000	\$71,250	\$90,176	\$92,908	\$100,000
Food Services, Banks, and Pantries	4	\$108,188	\$72,000	—	\$93,500	—	\$173,750
Homelessness, Shelter	7	\$93,366	\$57,100	\$75,875	\$85,000	\$110,955	\$137,800
Mental Health or Crisis Intervention	4	\$77,000	\$60,000	—	\$81,000	—	\$86,000
Older Adults	6	\$87,559	\$60,000	\$68,964	\$75,678	\$94,875	\$146,000
Youth Development	17	\$90,502	\$28,000	\$66,000	\$82,000	\$96,000	\$195,000
Other	21	\$119,766	\$47,000	\$70,000	\$91,000	\$112,000	\$360,000

Private or Community Foundation

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$78,280	\$67,400	—	\$80,000	—	\$90,000

Professional, Trade or Membership Association

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$85,360	\$60,000	\$74,120	\$78,836	\$99,038	\$113,000
\$1 Million to \$2.9 Million	6	\$129,254	\$85,000	\$106,500	\$134,263	\$157,132	\$160,000
\$3 Million to \$4.9 Million	4	\$172,763	\$100,000	—	\$183,025	—	\$225,000

Other Industry Classification

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$78,500	\$68,500	—	\$75,000	—	\$90,000
\$5 Million to \$9.9 Million	5	\$150,856	\$115,875	—	\$130,404	—	\$198,000

Executive Director/President/ Chief Executive Officer (CEO)

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer (CEO)	13	\$26.57	\$10.00	\$19.23	\$24.04	\$36.06	\$57.69

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Only PT	6	\$23.17	\$12.50	\$19.67	\$22.52	\$24.04	\$38.19
1-5 FT Staff	5	\$33.68	\$10.68	—	\$36.06	—	\$57.69

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$21.39	\$10.68	\$14.18	\$20.12	\$23.28	\$40.87
\$250,000 - \$999,000	7	\$31.00	\$10.00	\$23.56	\$27.97	\$37.13	\$57.69

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	5	\$21.22	\$10.00	—	\$23.08	—	\$27.97

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$21.27	\$10.00	—	\$23.56	—	\$27.97

Chief Operating Officer (COO)

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer (COO)	58	\$105,748	\$41,000	\$71,020	\$89,500	\$128,100	\$373,500

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	11	\$67,847	\$50,000	\$55,834	\$60,000	\$70,000	\$135,000
11-30 FT Staff	17	\$106,452	\$45,000	\$74,000	\$82,000	\$110,000	\$373,500
31-50 FT Staff	8	\$120,927	\$73,000	\$79,142	\$92,000	\$115,659	\$301,211
51-99 FT Staff	9	\$114,672	\$90,000	\$92,700	\$105,475	\$122,650	\$167,991
100 or More FT Staff	10	\$138,942	\$75,000	\$103,149	\$147,691	\$158,275	\$201,500

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$64,643	\$41,000	\$61,500	\$67,500	\$70,500	\$80,000
\$1 Million to \$2.9 Million	16	\$71,319	\$45,000	\$55,500	\$70,540	\$78,500	\$135,000
\$3 Million to \$4.9 Million	8	\$86,375	\$60,000	\$78,500	\$86,500	\$93,500	\$110,000
\$5 Million to \$9.9 Million	9	\$141,772	\$76,569	\$105,000	\$119,480	\$147,637	\$301,211
Greater than \$10 Million	18	\$142,936	\$75,000	\$96,250	\$140,125	\$158,275	\$373,500

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	9	\$122,105	\$41,000	\$78,000	\$135,000	\$160,100	\$170,000
Human and Social Services (including youth programs/mentoring)	30	\$96,113	\$45,000	\$70,000	\$81,000	\$104,106	\$301,211

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	11	\$67,586	\$45,000	\$54,834	\$70,000	\$77,652	\$97,400
\$3 Million to \$4.9 Million	5	\$84,600	\$60,000	—	\$84,000	—	\$110,000
Greater than \$10 Million	9	\$120,917	\$75,000	\$94,226	\$105,475	\$143,750	\$195,500

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$111,393	\$55,667	\$69,000	\$82,000	\$101,438	\$301,211
Other	6	\$113,630	\$60,000	\$73,500	\$101,740	\$144,470	\$195,500

Deputy Director

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Deputy Director	28	\$77,435	\$40,000	\$56,750	\$68,250	\$88,314	\$168,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	10	\$75,480	\$45,000	\$65,345	\$77,500	\$84,000	\$115,000
11-30 FT Staff	11	\$87,328	\$54,224	\$57,944	\$68,500	\$105,000	\$168,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	11	\$73,136	\$54,224	\$57,944	\$66,380	\$83,000	\$115,000
\$3 Million to \$4.9 Million	5	\$96,000	\$65,000	—	\$100,000	—	\$137,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	16	\$69,751	\$43,000	\$55,000	\$59,444	\$72,525	\$168,000
Professional, Trade, or Membership Association	5	\$90,900	\$68,500	—	\$81,000	—	\$115,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$63,356	\$54,224	\$56,500	\$58,888	\$63,190	\$91,000

Executive Secretary (CEO Support)

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	71	\$47,737	\$20,000	\$38,000	\$45,500	\$55,768	\$75,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$29,240	\$20,000	\$25,640	\$31,200	\$32,100	\$38,000
6-10 FT Staff	11	\$52,631	\$36,300	\$39,000	\$52,000	\$62,750	\$75,000
11-30 FT Staff	19	\$48,378	\$32,000	\$38,950	\$48,000	\$55,500	\$67,666
31-50 FT Staff	9	\$50,636	\$36,750	\$45,000	\$46,500	\$55,535	\$70,236
51-99 FT Staff	10	\$48,570	\$32,000	\$42,380	\$45,000	\$57,500	\$68,000
100 or More FT Staff	15	\$49,675	\$34,300	\$39,842	\$49,000	\$57,000	\$72,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$37,750	\$31,000	\$32,475	\$37,150	\$38,000	\$52,000
\$1 Million to \$2.9 Million	13	\$45,515	\$32,000	\$36,400	\$38,000	\$52,000	\$72,142
\$3 Million to \$4.9 Million	11	\$49,311	\$39,700	\$45,750	\$48,000	\$52,150	\$65,000
\$5 Million to \$9.9 Million	14	\$52,928	\$32,000	\$45,000	\$52,500	\$62,000	\$70,236
Greater than \$10 Million	23	\$51,447	\$34,300	\$40,800	\$52,000	\$60,190	\$75,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$52,974	\$32,000	\$43,465	\$55,040	\$62,514	\$70,236
Health, Disease, Disorders	9	\$46,411	\$20,280	\$33,000	\$52,000	\$59,000	\$68,000
Human and Social Services (including youth programs/mentoring)	33	\$43,223	\$20,000	\$36,300	\$39,684	\$48,000	\$72,142
Professional, Trade, or Membership Association	6	\$51,037	\$41,223	\$46,250	\$50,000	\$53,750	\$65,000

Executive Secretary (CEO Support)

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$34,900	\$31,000	—	\$36,300	—	\$38,000
\$1 Million to \$2.9 Million	8	\$41,524	\$36,000	\$36,300	\$36,825	\$38,500	\$72,142
Greater than \$10 Million	13	\$48,048	\$34,300	\$39,684	\$43,000	\$53,000	\$72,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	10	\$48,809	\$31,200	\$37,063	\$45,500	\$60,250	\$72,142

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	8	\$15.87	\$9.62	\$12.98	\$15.92	\$18.81	\$22.60

VP of Programs

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP of Programs	77	\$73,678	\$28,000	\$53,000	\$65,000	\$89,000	\$185,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	16	\$48,548	\$28,000	\$39,785	\$49,500	\$57,150	\$65,000
6-10 FT Staff	16	\$64,950	\$40,000	\$44,250	\$52,500	\$75,750	\$185,000
11-30 FT Staff	20	\$73,063	\$42,000	\$58,750	\$65,500	\$89,250	\$124,800
31-50 FT Staff	11	\$93,983	\$65,900	\$76,000	\$81,000	\$105,956	\$155,000
51-99 FT Staff	7	\$81,618	\$65,000	\$71,031	\$86,858	\$90,805	\$95,800
100 or More FT Staff	7	\$112,983	\$63,000	\$89,616	\$103,147	\$147,500	\$150,500

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	18	\$47,915	\$28,000	\$40,777	\$49,500	\$55,317	\$65,000
\$1 Million to \$2.9 Million	24	\$61,612	\$36,000	\$50,500	\$60,500	\$69,250	\$90,000
\$3 Million to \$4.9 Million	11	\$86,207	\$60,000	\$71,820	\$79,000	\$100,817	\$125,000
\$5 Million to \$9.9 Million	8	\$103,521	\$65,900	\$83,894	\$96,500	\$114,059	\$155,000
Greater than \$10 Million	15	\$101,043	\$63,000	\$78,000	\$92,000	\$113,974	\$185,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	12	\$74,012	\$45,000	\$50,750	\$60,600	\$92,685	\$150,000
Community Development	5	\$47,400	\$36,000	—	\$41,000	—	\$60,000
Health, Disease, Disorders	6	\$83,250	\$55,000	\$64,750	\$74,000	\$81,750	\$150,500
Human and Social Services (including youth programs/mentoring)	30	\$68,991	\$28,000	\$52,250	\$64,000	\$83,500	\$145,000
Professional, Trade, or Membership Association	8	\$79,454	\$42,000	\$63,375	\$82,500	\$87,534	\$125,000
Other	5	\$61,780	\$36,000	—	\$65,900	—	\$92,000

VP of Programs

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	6	\$61,206	\$50,000	\$52,106	\$55,812	\$62,800	\$89,610

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$45,100	\$28,000	\$40,852	\$42,000	\$52,500	\$59,000
\$1 Million to \$2.9 Million	11	\$59,000	\$42,000	\$51,000	\$58,000	\$65,500	\$90,000
Greater than \$10 Million	9	\$94,782	\$63,000	\$75,000	\$94,232	\$103,147	\$145,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$64,844	\$28,000	\$51,500	\$63,031	\$84,265	\$96,000
Other	5	\$71,541	\$40,703	—	\$63,000	—	\$145,000

Program Director / Management

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	111	\$59,302	\$16,000	\$47,250	\$55,000	\$64,649	\$130,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	24	\$45,522	\$16,000	\$40,000	\$43,500	\$50,853	\$80,574
6-10 FT Staff	22	\$54,230	\$38,000	\$45,750	\$55,000	\$60,000	\$82,000
11-30 FT Staff	34	\$58,631	\$36,000	\$49,035	\$53,279	\$61,817	\$107,000
31-50 FT Staff	12	\$62,499	\$32,445	\$50,309	\$56,500	\$75,012	\$113,568
51-99 FT Staff	7	\$74,629	\$53,000	\$60,000	\$72,000	\$73,700	\$130,000
100 or More FT Staff	12	\$85,924	\$58,000	\$73,224	\$76,750	\$95,501	\$130,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	28	\$46,930	\$31,512	\$40,000	\$44,500	\$50,500	\$80,574
\$1 Million to \$2.9 Million	39	\$55,229	\$32,445	\$50,000	\$53,058	\$60,000	\$107,000
\$3 Million to \$4.9 Million	10	\$60,734	\$45,000	\$49,035	\$61,000	\$72,000	\$80,000
\$5 Million to \$9.9 Million	15	\$76,716	\$44,000	\$56,500	\$72,000	\$82,692	\$130,000
Greater than \$10 Million	17	\$75,614	\$50,000	\$60,000	\$75,000	\$86,200	\$123,500

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	10	\$52,199	\$41,000	\$48,225	\$51,196	\$54,500	\$71,500
Community Development	5	\$49,597	\$44,000	—	\$50,000	—	\$55,000
Health, Disease, Disorders	12	\$64,888	\$43,000	\$50,750	\$55,825	\$58,125	\$130,000
Human and Social Services (including youth programs/mentoring)	60	\$58,705	\$16,000	\$44,500	\$53,279	\$65,948	\$130,000
Professional, Trade, or Membership Association	7	\$66,384	\$50,185	\$59,250	\$62,000	\$76,000	\$82,000
Recreation, Sports, Leisure, Athletics	5	\$52,080	\$39,000	—	\$45,000	—	\$72,400
Other	6	\$62,342	\$45,000	\$56,250	\$62,000	\$72,250	\$75,049

Program Director / Management

Health, Disease, Disorders

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$53,394	\$45,000	\$50,750	\$54,325	\$57,125	\$60,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	17	\$46,315	\$31,512	\$40,000	\$42,000	\$48,676	\$80,574
\$1 Million to \$2.9 Million	23	\$53,295	\$32,445	\$48,750	\$50,470	\$57,750	\$107,000
\$5 Million to \$9.9 Million	6	\$88,984	\$58,000	\$70,500	\$81,168	\$107,760	\$130,000
Greater than \$10 Million	11	\$75,659	\$58,000	\$60,000	\$75,656	\$81,850	\$111,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	5	\$42,200	\$16,000	—	\$46,000	—	\$60,000
Disability Services	6	\$51,926	\$31,512	\$33,834	\$46,750	\$64,798	\$86,200
Youth Development	11	\$53,740	\$40,000	\$43,500	\$48,000	\$52,735	\$113,568
Other	11	\$66,146	\$40,000	\$56,529	\$62,400	\$74,000	\$111,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	7	\$26.06	\$15.00	\$18.27	\$19.23	\$35.83	\$40.00

Program Director – Direct Service

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Direct Service	85	\$48,839	\$29,000	\$40,000	\$48,000	\$55,000	\$84,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	22	\$42,082	\$29,120	\$38,125	\$41,300	\$46,875	\$58,350
6-10 FT Staff	18	\$46,066	\$29,000	\$40,500	\$46,750	\$50,000	\$71,022
11-30 FT Staff	29	\$50,770	\$31,242	\$44,000	\$48,960	\$57,000	\$84,000
100 or More FT Staff	8	\$60,891	\$37,960	\$54,607	\$60,450	\$71,505	\$78,166

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	24	\$42,236	\$29,000	\$37,715	\$41,300	\$48,500	\$58,350
\$1 Million to \$2.9 Million	32	\$47,728	\$30,000	\$41,750	\$47,250	\$52,500	\$79,000
\$3 Million to \$4.9 Million	10	\$56,609	\$45,000	\$49,220	\$55,250	\$59,755	\$75,000
\$5 Million to \$9.9 Million	6	\$54,135	\$31,242	\$39,528	\$55,511	\$71,135	\$72,000
Greater than \$10 Million	11	\$58,675	\$37,960	\$49,452	\$56,000	\$67,250	\$84,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	11	\$44,843	\$29,500	\$39,686	\$41,000	\$47,000	\$70,000
Health, Disease, Disorders	6	\$59,754	\$47,000	\$49,070	\$52,700	\$72,625	\$79,000
Human and Social Services (including youth programs/mentoring)	53	\$48,423	\$29,120	\$39,500	\$47,500	\$55,000	\$84,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	6	\$47,650	\$29,500	\$37,000	\$45,000	\$57,800	\$70,000

Program Director – Direct Service

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	14	\$42,165	\$29,120	\$38,625	\$40,500	\$49,000	\$56,000
\$1 Million to \$2.9 Million	23	\$46,670	\$30,000	\$41,000	\$46,000	\$52,500	\$65,000
Greater than \$10 Million	9	\$56,918	\$37,960	\$48,475	\$56,000	\$62,000	\$84,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	6	\$40,520	\$29,120	\$40,500	\$42,000	\$43,500	\$46,000
Disability Services	5	\$46,586	\$31,500	—	\$50,000	—	\$56,000
Youth Development	12	\$45,217	\$30,000	\$35,875	\$44,550	\$50,625	\$72,000
Other	7	\$51,909	\$35,360	\$44,750	\$51,000	\$57,500	\$72,500

Case Manager – Associate/Bachelor’s Degree

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Case Manager – Associate/Bachelor's degree	58	\$38,983	\$25,000	\$34,250	\$37,300	\$41,708	\$67,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$36,200	\$28,000	\$31,250	\$35,000	\$39,650	\$48,000
6-10 FT Staff	15	\$36,434	\$29,930	\$34,500	\$37,000	\$38,750	\$42,000
11-30 FT Staff	17	\$39,255	\$25,000	\$32,240	\$37,600	\$43,500	\$66,414
31-50 FT Staff	5	\$42,300	\$29,500	—	\$40,000	—	\$56,000
51-99 FT Staff	5	\$39,080	\$30,000	—	\$40,500	—	\$47,400
100 or More FT Staff	10	\$42,306	\$27,040	\$35,000	\$37,565	\$49,915	\$67,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	14	\$35,329	\$28,000	\$31,400	\$35,000	\$37,550	\$48,000
\$1 Million to \$2.9 Million	19	\$34,974	\$25,000	\$31,620	\$35,000	\$38,550	\$42,000
\$3 Million to \$4.9 Million	9	\$44,113	\$30,000	\$38,000	\$43,500	\$49,920	\$56,000
\$5 Million to \$9.9 Million	7	\$50,684	\$40,500	\$44,700	\$50,000	\$53,944	\$67,000
Greater than \$10 Million	9	\$38,898	\$27,040	\$35,000	\$35,500	\$38,201	\$66,414

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Health, Disease, Disorders	6	\$45,537	\$37,000	\$38,426	\$40,550	\$47,940	\$67,000
Human and Social Services (including youth programs/mentoring)	41	\$36,870	\$25,000	\$32,240	\$35,000	\$40,000	\$66,414

Case Manager – Associate/Bachelor’s Degree

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	11	\$34,873	\$29,930	\$31,600	\$35,000	\$36,700	\$41,877
\$1 Million to \$2.9 Million	15	\$34,926	\$25,000	\$31,620	\$35,000	\$39,000	\$42,000
Greater than \$10 Million	8	\$38,985	\$27,040	\$35,000	\$35,250	\$37,946	\$66,414

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	6	\$35,417	\$25,000	\$35,000	\$35,250	\$38,875	\$42,000
Disability Services	5	\$33,786	\$29,930	—	\$34,000	—	\$40,000
Other	10	\$35,332	\$30,617	\$31,400	\$34,000	\$39,875	\$41,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Case Manager – Associate/Bachelor’s degree	5	\$26.64	\$13.26	—	\$19.79	—	\$50.00

Case Manager – Master’s Degree

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Case Manager – Master’s degree	28	\$47,056	\$34,000	\$41,000	\$43,444	\$50,500	\$80,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$45,750	\$35,000	\$41,250	\$42,750	\$46,875	\$65,000
11-30 FT Staff	8	\$48,006	\$38,000	\$41,500	\$42,050	\$58,125	\$62,449

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$45,750	\$35,000	\$41,250	\$42,750	\$46,875	\$65,000
\$1 Million to \$2.9 Million	9	\$47,394	\$34,000	\$40,000	\$42,000	\$46,000	\$80,000
Greater than \$10 Million	5	\$42,722	\$37,000	—	\$42,224	—	\$50,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	22	\$44,144	\$34,000	\$40,250	\$42,050	\$48,000	\$62,449

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$41,900	\$35,000	—	\$42,000	—	\$48,000
\$1 Million to \$2.9 Million	7	\$42,935	\$34,000	\$39,000	\$42,000	\$42,050	\$62,449

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	38	\$83,199	\$30,900	\$61,250	\$77,525	\$100,975	\$176,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$67,400	\$49,000	—	\$65,000	—	\$89,000
31-50 FT Staff	7	\$72,196	\$30,900	\$51,220	\$75,049	\$97,840	\$101,300
51-99 FT Staff	10	\$77,127	\$38,000	\$66,264	\$73,850	\$94,625	\$105,000
100 or More FT Staff	16	\$96,746	\$40,000	\$72,660	\$92,740	\$112,928	\$176,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$55,780	\$30,900	—	\$60,000	—	\$74,000
\$5 Million to \$9.9 Million	12	\$79,484	\$40,000	\$68,793	\$74,690	\$95,170	\$135,000
Greater than \$10 Million	20	\$94,119	\$38,000	\$76,875	\$94,490	\$106,250	\$176,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Health, Disease, Disorders	5	\$92,025	\$65,000	—	\$85,000	—	\$135,000
Human and Social Services (including youth programs/mentoring)	20	\$81,868	\$30,900	\$57,449	\$74,690	\$95,120	\$176,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	11	\$94,264	\$55,010	\$62,570	\$89,000	\$105,990	\$176,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	5	\$118,180	\$74,000	—	\$116,500	—	\$176,000

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	38	\$79,768	\$31,000	\$60,450	\$76,109	\$94,500	\$170,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	7	\$55,357	\$31,000	\$45,000	\$48,500	\$59,000	\$100,000
31-50 FT Staff	9	\$75,154	\$33,766	\$75,617	\$80,000	\$93,000	\$97,000
51-99 FT Staff	6	\$76,491	\$62,000	\$66,259	\$75,800	\$86,650	\$92,000
100 or More FT Staff	14	\$99,729	\$58,000	\$64,441	\$95,900	\$116,750	\$170,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$44,485	\$31,000	\$36,075	\$43,000	\$46,000	\$69,141
\$5 Million to \$9.9 Million	11	\$81,111	\$48,500	\$63,673	\$75,617	\$94,000	\$150,000
Greater than \$10 Million	17	\$92,355	\$58,000	\$68,000	\$91,700	\$104,144	\$170,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	16	\$72,846	\$33,766	\$48,125	\$61,900	\$92,025	\$170,000
Professional, Trade, or Membership Association	5	\$82,228	\$69,141	—	\$80,000	—	\$100,000
Other	5	\$72,952	\$43,000	—	\$75,617	—	\$104,144

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	8	\$87,188	\$58,000	\$61,350	\$68,500	\$98,525	\$170,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	5	\$96,740	\$43,000	—	\$91,700	—	\$170,000

IT Technician / Support Specialist

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
IT Technician/ Support Specialist	30	\$50,042	\$30,000	\$40,679	\$46,488	\$53,000	\$103,500

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	6	\$45,583	\$34,000	\$39,625	\$41,000	\$48,000	\$68,000
51-99 FT Staff	5	\$52,111	\$44,000	—	\$47,475	—	\$70,000
100 or More FT Staff	13	\$49,606	\$35,000	\$40,572	\$45,175	\$51,000	\$103,500

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	8	\$60,593	\$40,440	\$48,581	\$54,129	\$68,031	\$103,500
Greater than \$10 Million	15	\$46,701	\$35,000	\$40,786	\$45,175	\$48,750	\$70,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$44,715	\$30,000	\$42,791	\$47,475	\$49,475	\$51,000
Human and Social Services (including youth programs/mentoring)	14	\$46,941	\$35,000	\$40,580	\$44,588	\$51,375	\$68,124

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	8	\$44,794	\$35,000	\$40,800	\$44,588	\$46,481	\$60,000

Chief Financial Officer (CFO)

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	69	\$103,752	\$44,400	\$78,500	\$102,000	\$125,000	\$217,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	24	\$91,892	\$45,000	\$73,750	\$89,150	\$110,891	\$144,002
31-50 FT Staff	11	\$95,326	\$44,400	\$76,518	\$110,000	\$113,577	\$135,000
51-99 FT Staff	11	\$117,053	\$95,000	\$104,531	\$113,000	\$126,000	\$144,895
100 or More FT Staff	16	\$126,592	\$75,878	\$94,102	\$129,290	\$146,688	\$217,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	12	\$65,320	\$44,400	\$55,150	\$65,000	\$71,827	\$110,854
\$3 Million to \$4.9 Million	12	\$103,291	\$75,190	\$85,750	\$98,000	\$119,500	\$144,002
\$5 Million to \$9.9 Million	19	\$105,040	\$65,000	\$88,775	\$109,500	\$115,077	\$162,000
Greater than \$10 Million	24	\$126,200	\$78,500	\$98,750	\$126,546	\$142,626	\$217,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$120,850	\$81,600	\$103,227	\$118,000	\$139,948	\$160,000
Health, Disease, Disorders	5	\$121,878	\$65,000	—	\$135,139	—	\$162,000
Human and Social Services (including youth programs/mentoring)	32	\$94,605	\$45,000	\$73,750	\$89,500	\$110,000	\$217,000
Private or Community Foundation	5	\$101,771	\$55,000	—	\$101,000	—	\$186,000
Professional, Trade, or Membership Association	5	\$111,010	\$78,500	—	\$110,000	—	\$144,002
Other	6	\$103,148	\$44,400	\$78,750	\$123,500	\$129,250	\$132,489

Chief Financial Officer (CFO)

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$62,621	\$45,000	\$57,200	\$65,000	\$71,436	\$74,000
\$5 Million to \$9.9 Million	8	\$100,619	\$75,878	\$88,924	\$105,000	\$110,750	\$120,375
Greater than \$10 Million	12	\$114,818	\$83,000	\$90,806	\$102,031	\$127,733	\$217,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	8	\$105,084	\$57,200	\$73,359	\$84,000	\$123,446	\$217,000

Controller / Accounting Manager

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accounting Manager	54	\$70,169	\$40,000	\$56,615	\$63,598	\$81,670	\$141,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	17	\$63,317	\$42,000	\$53,000	\$60,000	\$65,000	\$115,000
31-50 FT Staff	7	\$75,604	\$60,000	\$64,000	\$66,000	\$83,614	\$108,000
51-99 FT Staff	11	\$65,857	\$50,000	\$58,285	\$61,000	\$73,000	\$88,371
100 or More FT Staff	14	\$87,400	\$56,750	\$69,653	\$85,850	\$101,329	\$141,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$55,473	\$40,000	\$50,750	\$58,000	\$60,000	\$64,000
\$3 Million to \$4.9 Million	9	\$58,873	\$42,000	\$50,000	\$56,859	\$65,000	\$85,000
\$5 Million to \$9.9 Million	11	\$77,657	\$56,000	\$62,098	\$74,000	\$81,114	\$119,000
Greater than \$10 Million	21	\$81,468	\$56,570	\$63,000	\$76,900	\$92,000	\$141,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	6	\$72,134	\$40,000	\$54,000	\$83,186	\$88,419	\$92,000
Human and Social Services (including youth programs/mentoring)	27	\$67,163	\$49,000	\$58,375	\$61,000	\$67,722	\$141,000
Professional, Trade, or Membership Association	6	\$65,143	\$56,000	\$58,394	\$64,000	\$65,000	\$85,000

Controller / Accounting Manager

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$57,341	\$49,000	\$52,250	\$60,000	\$60,683	\$64,000
Greater than \$10 Million	11	\$79,837	\$56,750	\$60,706	\$68,958	\$85,850	\$141,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	6	\$79,933	\$54,000	\$60,250	\$68,950	\$84,250	\$141,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accounting Manager	14	\$26.91	\$7.50	\$19.57	\$25.46	\$34.62	\$48.56

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	6	\$22.01	\$7.50	\$16.54	\$21.54	\$26.49	\$38.46

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$23.52	\$7.50	\$20.34	\$25.36	\$28.55	\$34.62
\$1 Million to \$2.9 Million	6	\$29.17	\$15.38	\$20.82	\$28.95	\$37.50	\$43.27

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	5	\$27.22	\$7.50	—	\$27.63	—	\$43.27

Accountant

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Accountant	42	\$53,147	\$31,280	\$43,771	\$50,500	\$60,900	\$103,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	9	\$54,268	\$46,400	\$50,000	\$53,045	\$60,000	\$63,870
31-50 FT Staff	8	\$56,794	\$43,000	\$49,144	\$57,000	\$62,500	\$72,774
51-99 FT Staff	7	\$44,567	\$31,280	\$38,500	\$42,912	\$49,250	\$62,277
100 or More FT Staff	14	\$54,834	\$40,000	\$44,391	\$48,320	\$60,975	\$103,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	11	\$55,747	\$40,000	\$46,788	\$53,500	\$64,685	\$72,774
Greater than \$10 Million	22	\$53,755	\$37,000	\$44,391	\$48,713	\$60,900	\$103,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	6	\$47,886	\$42,912	\$44,282	\$47,413	\$50,356	\$55,000
Human and Social Services (including youth programs/mentoring)	15	\$55,604	\$40,000	\$44,750	\$53,500	\$60,150	\$103,000

Accountant

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	10	\$54,756	\$40,000	\$43,255	\$47,000	\$59,975	\$103,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	5	\$67,760	\$53,500	—	\$60,300	—	\$103,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Accountant	10	\$28.27	\$17.48	\$19.73	\$24.46	\$35.76	\$46.15

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	5	\$29.24	\$17.48	—	\$22.00	—	\$46.15

Clerk / Bookkeeper

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	44	\$41,615	\$30,000	\$35,658	\$39,814	\$45,000	\$70,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	13	\$41,074	\$30,000	\$35,000	\$39,000	\$46,901	\$56,000
31-50 FT Staff	8	\$42,545	\$35,000	\$36,223	\$40,633	\$45,500	\$58,000
51-99 FT Staff	8	\$44,281	\$38,500	\$39,907	\$42,000	\$44,072	\$63,000
100 or More FT Staff	12	\$40,218	\$32,982	\$34,881	\$38,366	\$40,057	\$70,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$40,317	\$30,000	\$36,750	\$40,950	\$44,475	\$49,000
\$3 Million to \$4.9 Million	6	\$43,770	\$35,000	\$37,250	\$44,500	\$46,964	\$56,000
\$5 Million to \$9.9 Million	15	\$44,238	\$35,693	\$39,305	\$42,000	\$46,221	\$63,000
Greater than \$10 Million	16	\$39,437	\$32,982	\$34,462	\$36,920	\$40,220	\$70,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$37,896	\$33,000	\$35,347	\$39,293	\$39,814	\$42,656
Health, Disease, Disorders	6	\$38,119	\$30,000	\$35,063	\$38,720	\$41,500	\$45,000
Human and Social Services (including youth programs/mentoring)	18	\$43,364	\$32,000	\$36,360	\$41,564	\$45,405	\$70,000
Professional, Trade, or Membership Association	5	\$39,404	\$34,000	—	\$36,400	—	\$47,619

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	6	\$46,868	\$37,440	\$41,420	\$45,270	\$48,885	\$63,000
Greater than \$10 Million	7	\$42,920	\$32,982	\$35,277	\$39,520	\$43,692	\$70,000

Clerk / Bookkeeper

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	10	\$18.88	\$8.65	\$12.55	\$15.52	\$17.31	\$55.00

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$13.17	\$8.65	—	\$14.18	—	\$16.03

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	7	\$19.67	\$8.65	\$12.22	\$15.00	\$17.31	\$55.00

VP / Director of Development

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	101	\$78,643	\$28,800	\$55,000	\$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	16	\$58,053	\$28,800	\$49,750	\$55,750	\$65,250	\$95,000
6-10 FT Staff	17	\$60,910	\$44,000	\$49,875	\$58,000	\$63,000	\$135,000
11-30 FT Staff	33	\$77,671	\$40,000	\$62,000	\$72,100	\$85,000	\$165,000
31-50 FT Staff	13	\$88,286	\$45,000	\$57,000	\$80,000	\$106,000	\$170,000
51-99 FT Staff	9	\$100,524	\$73,000	\$80,340	\$100,000	\$120,000	\$130,000
100 or More FT Staff	13	\$104,851	\$52,000	\$80,000	\$95,000	\$143,000	\$185,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	17	\$53,938	\$28,800	\$47,300	\$53,045	\$63,000	\$77,500
\$1 Million to \$2.9 Million	36	\$63,511	\$40,000	\$54,000	\$60,000	\$69,780	\$135,000
\$3 Million to \$4.9 Million	14	\$83,831	\$45,000	\$70,750	\$81,500	\$103,750	\$121,000
\$5 Million to \$9.9 Million	13	\$106,574	\$73,000	\$80,000	\$90,000	\$120,000	\$170,000
Greater than \$10 Million	21	\$103,835	\$52,000	\$80,000	\$95,000	\$130,000	\$185,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	17	\$82,994	\$28,800	\$60,000	\$75,000	\$95,000	\$185,000
Health, Disease, Disorders	11	\$72,727	\$40,000	\$64,000	\$73,000	\$82,500	\$106,000
Human and Social Services (including youth programs/mentoring)	49	\$72,032	\$40,000	\$55,000	\$63,000	\$80,340	\$150,000
Professional, Trade, or Membership Association	6	\$70,750	\$45,000	\$62,750	\$71,250	\$83,125	\$90,000
Recreation, Sports, Leisure, Athletics	5	\$81,740	\$47,300	—	\$76,399	—	\$121,000
Other	5	\$103,922	\$48,500	—	\$104,888	—	\$165,000

VP / Director of Development

Arts, Culture, and Humanities

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$77,357	\$49,500	\$60,000	\$67,000	\$85,000	\$135,000

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	8	\$77,063	\$45,000	\$57,375	\$73,500	\$91,250	\$130,000
Other	7	\$71,414	\$28,800	\$54,500	\$72,100	\$77,500	\$135,000

Health, Disease, Disorders

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$60,200	\$40,000	—	\$63,000	—	\$75,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$55,589	\$44,000	\$50,000	\$56,500	\$63,000	\$65,000
\$1 Million to \$2.9 Million	22	\$60,472	\$40,000	\$54,000	\$56,900	\$69,280	\$85,000
Greater than \$10 Million	10	\$91,725	\$52,000	\$69,125	\$91,016	\$98,750	\$150,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Homelessness, Shelter	5	\$76,112	\$55,000	—	\$63,000	—	\$115,000
Youth Development	11	\$77,851	\$49,875	\$57,250	\$69,707	\$85,237	\$150,000
Other	11	\$81,758	\$45,000	\$58,500	\$75,000	\$84,000	\$150,000

VP / Director of Development

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	10	\$29.08	\$22.60	\$25.00	\$25.56	\$33.34	\$41.35

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$26.03	\$25.00	—	\$25.00	—	\$29.49

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$31.22	\$25.00	—	\$29.49	—	\$41.35

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	5	\$30.42	\$25.00	—	\$25.64	—	\$41.35

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	55	\$71,302	\$32,000	\$50,000	\$62,000	\$79,800	\$168,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	8	\$47,919	\$32,000	\$43,500	\$50,000	\$52,750	\$58,350
11-30 FT Staff	17	\$66,713	\$42,000	\$49,000	\$60,720	\$70,500	\$168,000
31-50 FT Staff	7	\$80,913	\$37,000	\$56,442	\$66,506	\$115,000	\$120,000
51-99 FT Staff	7	\$76,909	\$64,890	\$72,080	\$76,000	\$82,030	\$89,250
100 or More FT Staff	12	\$89,367	\$40,014	\$52,753	\$71,326	\$122,375	\$159,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	14	\$50,311	\$32,000	\$46,000	\$50,000	\$56,750	\$62,000
\$3 Million to \$4.9 Million	11	\$68,910	\$37,000	\$50,000	\$64,295	\$78,500	\$120,000
\$5 Million to \$9.9 Million	7	\$75,357	\$48,000	\$65,698	\$70,500	\$78,800	\$120,000
Greater than \$10 Million	20	\$89,588	\$40,014	\$63,721	\$76,080	\$112,674	\$168,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	11	\$74,606	\$32,000	\$55,500	\$66,506	\$83,500	\$140,000
Health, Disease, Disorders	5	\$60,174	\$50,000	—	\$60,720	—	\$70,151
Human and Social Services (including youth programs/mentoring)	18	\$73,745	\$37,000	\$44,250	\$52,000	\$84,045	\$168,000
Professional, Trade, or Membership Association	10	\$63,513	\$45,000	\$50,250	\$59,117	\$64,824	\$110,000

Human and Social Services by Annual Budget

HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$47,600	\$42,000	—	\$49,000	—	\$53,000
Greater than \$10 Million	10	\$96,241	\$40,014	\$57,003	\$82,030	\$142,000	\$168,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	5	\$26.17	\$17.79	—	\$24.04	—	\$38.46

VP / Director of Marketing

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	33	\$67,625	\$30,000	\$48,000	\$62,000	\$75,000	\$159,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$57,303	\$42,500	—	\$58,000	—	\$71,016
11-30 FT Staff	9	\$66,349	\$42,000	\$49,350	\$62,000	\$75,000	\$103,700
51-99 FT Staff	8	\$63,725	\$36,400	\$54,000	\$63,896	\$72,000	\$93,606

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$48,083	\$40,000	\$42,125	\$46,750	\$54,000	\$58,000
\$5 Million to \$9.9 Million	10	\$75,674	\$48,000	\$63,399	\$70,508	\$77,397	\$139,345
Greater than \$10 Million	10	\$89,365	\$56,000	\$65,605	\$76,500	\$101,177	\$159,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	8	\$55,326	\$30,000	\$39,375	\$53,000	\$66,125	\$93,606
Human and Social Services (including youth programs/mentoring)	11	\$77,941	\$42,000	\$59,000	\$64,090	\$76,500	\$159,000

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	7	\$58,944	\$30,000	\$46,750	\$55,000	\$70,250	\$93,606

Membership Director

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Membership Director	30	\$56,793	\$33,000	\$44,025	\$50,500	\$69,750	\$87,550

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$42,468	\$39,000	\$40,463	\$41,925	\$42,750	\$48,960
11-30 FT Staff	9	\$60,228	\$43,000	\$47,500	\$51,000	\$75,000	\$87,550
31-50 FT Staff	6	\$57,503	\$43,700	\$47,240	\$58,000	\$68,250	\$70,000
51-99 FT Staff	5	\$58,705	\$33,000	—	\$63,452	—	\$72,072

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$54,767	\$39,000	\$43,263	\$47,750	\$68,250	\$77,250
\$3 Million to \$4.9 Million	7	\$55,100	\$43,000	\$44,350	\$50,000	\$67,000	\$70,000
Greater than \$10 Million	9	\$70,135	\$51,000	\$66,000	\$70,000	\$75,398	\$87,550

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	6	\$52,294	\$33,000	\$44,025	\$45,660	\$62,387	\$78,000
Human and Social Services (including youth programs/mentoring)	5	\$61,500	\$40,000	—	\$63,452	—	\$87,550
Professional, Trade, or Membership Association	11	\$52,824	\$41,850	\$43,000	\$48,960	\$58,500	\$77,250

Special Events Coordinator

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	46	\$45,311	\$29,640	\$38,000	\$42,200	\$49,863	\$102,537

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	17	\$40,845	\$29,640	\$36,000	\$42,400	\$44,000	\$50,000
31-50 FT Staff	7	\$53,103	\$36,400	\$41,724	\$48,000	\$50,668	\$102,537
51-99 FT Staff	8	\$47,962	\$31,000	\$40,750	\$45,000	\$54,812	\$66,446
100 or More FT Staff	7	\$50,221	\$35,755	\$40,610	\$50,000	\$55,787	\$73,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	14	\$41,573	\$29,640	\$40,000	\$41,724	\$43,810	\$50,000
\$5 Million to \$9.9 Million	9	\$48,845	\$32,000	\$36,400	\$47,500	\$51,000	\$102,537
Greater than \$10 Million	16	\$48,793	\$31,000	\$40,615	\$47,225	\$54,931	\$73,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$48,066	\$34,000	—	\$51,000	—	\$66,446
Health, Disease, Disorders	5	\$41,351	\$35,755	—	\$40,000	—	\$50,000
Human and Social Services (including youth programs/mentoring)	21	\$46,899	\$29,640	\$40,000	\$42,000	\$47,500	\$102,537
Professional, Trade, or Membership Association	5	\$44,890	\$38,000	—	\$45,000	—	\$50,000

Special Events Coordinator

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$41,003	\$29,640	\$40,000	\$41,448	\$43,238	\$50,000
Greater than \$10 Million	7	\$50,077	\$31,000	\$40,610	\$45,000	\$60,160	\$73,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$61,037	\$42,400	—	\$50,000	—	\$102,537
Other	5	\$47,010	\$40,000	—	\$40,600	—	\$73,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	9	\$17.47	\$9.62	\$15.00	\$15.38	\$17.86	\$28.85

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	9	\$17.47	\$9.62	\$15.00	\$15.38	\$17.86	\$28.85

Volunteer Coordinator

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	45	\$44,887	\$30,000	\$37,000	\$42,000	\$47,475	\$95,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$35,240	\$31,200	—	\$35,000	—	\$40,000
11-30 FT Staff	17	\$41,842	\$30,000	\$37,500	\$42,000	\$46,000	\$54,000
31-50 FT Staff	6	\$39,483	\$30,900	\$34,000	\$38,500	\$40,000	\$56,000
51-99 FT Staff	8	\$55,066	\$42,000	\$46,856	\$48,250	\$55,916	\$95,000
100 or More FT Staff	6	\$56,998	\$40,000	\$43,323	\$44,645	\$74,250	\$85,700

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$34,867	\$31,200	\$33,250	\$34,500	\$35,750	\$40,000
\$1 Million to \$2.9 Million	12	\$41,110	\$30,888	\$39,375	\$40,500	\$42,310	\$56,000
\$3 Million to \$4.9 Million	9	\$46,499	\$33,000	\$43,000	\$46,500	\$52,000	\$60,000
\$5 Million to \$9.9 Million	6	\$48,146	\$30,000	\$33,300	\$42,750	\$46,856	\$95,000
Greater than \$10 Million	12	\$50,837	\$35,000	\$41,500	\$44,645	\$50,389	\$85,700

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	27	\$46,539	\$30,888	\$37,250	\$42,000	\$45,500	\$95,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$34,640	\$31,200	—	\$34,000	—	\$40,000
\$1 Million to \$2.9 Million	9	\$41,480	\$30,888	\$37,500	\$42,000	\$43,238	\$56,000
Greater than \$10 Million	8	\$54,818	\$40,000	\$42,750	\$44,645	\$61,916	\$85,700

Volunteer Coordinator

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$43,111	\$34,000	—	\$41,000	—	\$54,554
Other	8	\$48,324	\$31,200	\$34,924	\$45,000	\$54,500	\$85,700

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	14	\$17.41	\$8.18	\$13.50	\$16.02	\$21.54	\$25.71

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$20.43	\$15.00	—	\$19.78	—	\$25.71

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$20.71	\$15.00	\$16.97	\$20.95	\$24.76	\$25.71
\$1 Million to \$2.9 Million	5	\$14.09	\$11.06	—	\$13.00	—	\$19.23

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	9	\$17.43	\$8.18	\$13.00	\$16.03	\$22.12	\$25.71

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$20.90	\$15.00	—	\$22.12	—	\$25.71

Development Assistant / Coordinator

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Development Assistant/Coordinator	52	\$42,302	\$15,000	\$35,525	\$40,000	\$50,000	\$70,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	20	\$42,514	\$15,000	\$33,000	\$40,035	\$50,250	\$70,000
31-50 FT Staff	10	\$42,107	\$31,600	\$35,973	\$40,083	\$46,240	\$60,000
51-99 FT Staff	6	\$51,690	\$42,000	\$44,730	\$51,750	\$58,125	\$62,000
100 or More FT Staff	9	\$40,360	\$32,123	\$35,700	\$36,400	\$45,000	\$60,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	16	\$37,914	\$15,000	\$33,769	\$38,000	\$43,500	\$51,000
\$3 Million to \$4.9 Million	7	\$49,744	\$36,000	\$41,355	\$43,000	\$58,250	\$70,000
\$5 Million to \$9.9 Million	11	\$46,390	\$31,200	\$35,982	\$43,000	\$56,500	\$64,500
Greater than \$10 Million	15	\$42,240	\$29,000	\$34,508	\$40,000	\$48,000	\$60,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	10	\$45,734	\$33,000	\$36,004	\$42,660	\$57,500	\$62,000
Health, Disease, Disorders	7	\$36,871	\$15,000	\$36,050	\$40,000	\$43,000	\$45,000
Human and Social Services (including youth programs/mentoring)	19	\$41,465	\$27,000	\$33,513	\$40,000	\$48,000	\$64,500
Other	7	\$36,670	\$31,600	\$34,044	\$36,000	\$39,000	\$43,000

Development Assistant / Coordinator

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$38,289	\$27,000	\$33,513	\$38,000	\$42,500	\$51,000
Greater than \$10 Million	6	\$46,917	\$33,000	\$41,250	\$48,000	\$52,125	\$60,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$43,517	\$35,000	\$37,401	\$43,301	\$49,500	\$52,500

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$45,200	\$33,000	—	\$38,000	—	\$60,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Development Assistant/Coordinator	8	\$19.31	\$12.00	\$15.83	\$19.23	\$23.32	\$25.64

Office Manager

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	50	\$43,085	\$25,000	\$35,475	\$41,955	\$49,984	\$77,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	9	\$42,687	\$25,000	\$29,300	\$42,000	\$48,880	\$77,000
6-10 FT Staff	10	\$43,665	\$28,000	\$34,250	\$39,625	\$55,750	\$61,903
11-30 FT Staff	20	\$40,641	\$28,000	\$36,515	\$39,500	\$44,825	\$54,870
100 or More FT Staff	5	\$52,391	\$48,003	—	\$52,000	—	\$57,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	13	\$39,552	\$25,000	\$34,000	\$40,000	\$45,000	\$54,000
\$1 Million to \$2.9 Million	14	\$45,318	\$28,000	\$38,000	\$39,625	\$56,450	\$77,000
\$3 Million to \$4.9 Million	10	\$41,910	\$28,000	\$35,475	\$42,455	\$47,875	\$54,870
\$5 Million to \$9.9 Million	5	\$42,301	\$31,500	—	\$38,150	—	\$55,000
Greater than \$10 Million	7	\$50,003	\$39,000	\$48,502	\$50,000	\$53,509	\$57,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	9	\$43,811	\$28,000	\$35,300	\$39,000	\$42,000	\$77,000
Health, Disease, Disorders	5	\$46,705	\$35,000	—	\$48,003	—	\$60,000
Human and Social Services (including youth programs/mentoring)	24	\$40,888	\$25,000	\$34,000	\$39,625	\$49,234	\$57,000
Professional, Trade, or Membership Association	5	\$52,955	\$45,000	—	\$54,000	—	\$61,903

Office Manager

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$38,148	\$25,000	\$32,825	\$36,000	\$43,720	\$54,000
\$1 Million to \$2.9 Million	6	\$36,842	\$28,000	\$32,000	\$38,625	\$39,812	\$45,800

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	7	\$44,164	\$25,000	\$39,075	\$43,000	\$53,000	\$57,000

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	15	\$18.54	\$11.54	\$14.62	\$17.31	\$19.23	\$47.62

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	11	\$15.93	\$11.54	\$13.68	\$16.35	\$17.63	\$20.83

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$15.42	\$11.54	\$13.13	\$15.10	\$17.47	\$20.83

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	6	\$22.02	\$13.85	\$15.86	\$17.63	\$19.49	\$47.62

Secretary / Administrative Support

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	55	\$35,335	\$22,500	\$30,000	\$34,340	\$39,000	\$58,000

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	10	\$37,015	\$27,000	\$31,275	\$34,250	\$40,213	\$58,000
11-30 FT Staff	13	\$33,831	\$22,500	\$30,000	\$33,280	\$36,000	\$50,400
31-50 FT Staff	9	\$34,611	\$27,560	\$31,000	\$35,000	\$37,143	\$42,000
51-99 FT Staff	7	\$35,025	\$26,000	\$29,580	\$36,000	\$39,738	\$44,540
100 or More FT Staff	11	\$34,251	\$25,000	\$30,797	\$34,340	\$36,411	\$45,600

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$34,232	\$27,000	\$33,000	\$34,000	\$37,000	\$40,000
\$1 Million to \$2.9 Million	13	\$33,676	\$22,500	\$27,560	\$31,500	\$36,000	\$58,000
\$3 Million to \$4.9 Million	5	\$31,924	\$26,000	—	\$34,320	—	\$35,300
\$5 Million to \$9.9 Million	9	\$35,869	\$30,000	\$33,100	\$35,700	\$37,143	\$44,540
Greater than \$10 Million	18	\$36,581	\$25,000	\$30,399	\$36,074	\$42,500	\$50,400

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$32,468	\$24,000	\$30,000	\$31,500	\$35,888	\$40,000
Human and Social Services (including youth programs/mentoring)	27	\$34,121	\$22,500	\$29,330	\$33,280	\$37,375	\$50,400
Other	5	\$38,795	\$31,000	—	\$36,072	—	\$56,659

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$32,817	\$27,000	—	\$33,384	—	\$38,000
\$1 Million to \$2.9 Million	7	\$31,899	\$22,500	\$28,780	\$33,000	\$34,640	\$40,950
Greater than \$10 Million	9	\$37,190	\$25,000	\$29,500	\$36,750	\$43,400	\$50,400

Secretary / Administrative Support

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	5	\$34,710	\$30,000	—	\$31,200	—	\$45,600

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$31,455	\$24,000	—	\$31,500	—	\$36,075

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	31	\$15.87	\$7.50	\$11.43	\$14.42	\$17.84	\$33.65

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	17	\$16.21	\$11.00	\$13.46	\$15.00	\$17.41	\$33.33
6-10 FT Staff	6	\$13.29	\$7.69	\$9.87	\$11.89	\$13.82	\$24.62
11-30 FT Staff	5	\$15.12	\$7.50	—	\$10.58	—	\$32.00

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	15	\$14.95	\$7.69	\$12.21	\$14.00	\$15.63	\$32.00
\$1 Million to \$2.9 Million	8	\$17.14	\$9.23	\$11.47	\$13.21	\$22.02	\$33.33

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	10	\$14.14	\$7.69	\$10.69	\$11.43	\$15.27	\$32.00
Professional, Trade, or Membership Association	7	\$15.28	\$11.92	\$14.21	\$15.00	\$16.21	\$19.23

HUMAN AND SOCIAL SERVICES BY ANNUAL REPORT	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$15.18	\$7.69	\$11.02	\$12.27	\$15.27	\$32.00

Facility / Maintenance Manager (exclude Custodian / Janitor)

All Full Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager (exclude Custodian/Janitor)	38	\$50,653	\$26,000	\$40,250	\$51,178	\$61,760	\$83,586

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$35,400	\$30,000	—	\$36,000	—	\$40,000
11-30 FT Staff	7	\$48,120	\$26,000	\$42,100	\$44,137	\$58,750	\$65,000
31-50 FT Staff	7	\$54,909	\$35,000	\$42,640	\$58,000	\$64,757	\$76,569
51-99 FT Staff	7	\$52,708	\$35,280	\$45,839	\$51,000	\$62,000	\$67,000
100 or More FT Staff	10	\$57,763	\$37,565	\$52,092	\$57,945	\$62,125	\$83,586

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$40,267	\$26,000	\$29,750	\$38,000	\$46,603	\$65,000
\$3 Million to \$4.9 Million	5	\$44,305	\$35,000	—	\$43,200	—	\$58,000
\$5 Million to \$9.9 Million	12	\$57,229	\$41,000	\$49,270	\$60,795	\$63,625	\$76,569
Greater than \$10 Million	11	\$55,488	\$35,280	\$46,925	\$55,300	\$63,215	\$83,586

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	6	\$55,739	\$36,000	\$43,420	\$47,540	\$70,177	\$83,586
Human and Social Services (including youth programs/mentoring)	16	\$48,877	\$26,000	\$40,000	\$49,428	\$58,648	\$67,000
Other	6	\$47,691	\$26,000	\$41,050	\$47,608	\$58,504	\$63,929

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$39,027	\$26,000	—	\$40,000	—	\$54,000
Greater than \$10 Million	6	\$50,464	\$35,280	\$46,638	\$49,428	\$54,314	\$67,000

Facility / Maintenance Manager

(exclude Custodian / Janitor)

All Part Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager (exclude Custodian/Janitor)	9	\$13.28	\$9.62	\$12.02	\$12.50	\$13.46	\$20.00

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$12.58	\$12.02	—	\$12.50	—	\$13.46

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs/mentoring)	6	\$12.36	\$9.62	\$11.98	\$12.06	\$13.12	\$15.00



Are You Ready to Win the Race for Talent?

Getting your benefits and compensation strategies right is key to attracting and retaining employees. Come in first place by selecting a partner who works alongside you every step of the way.

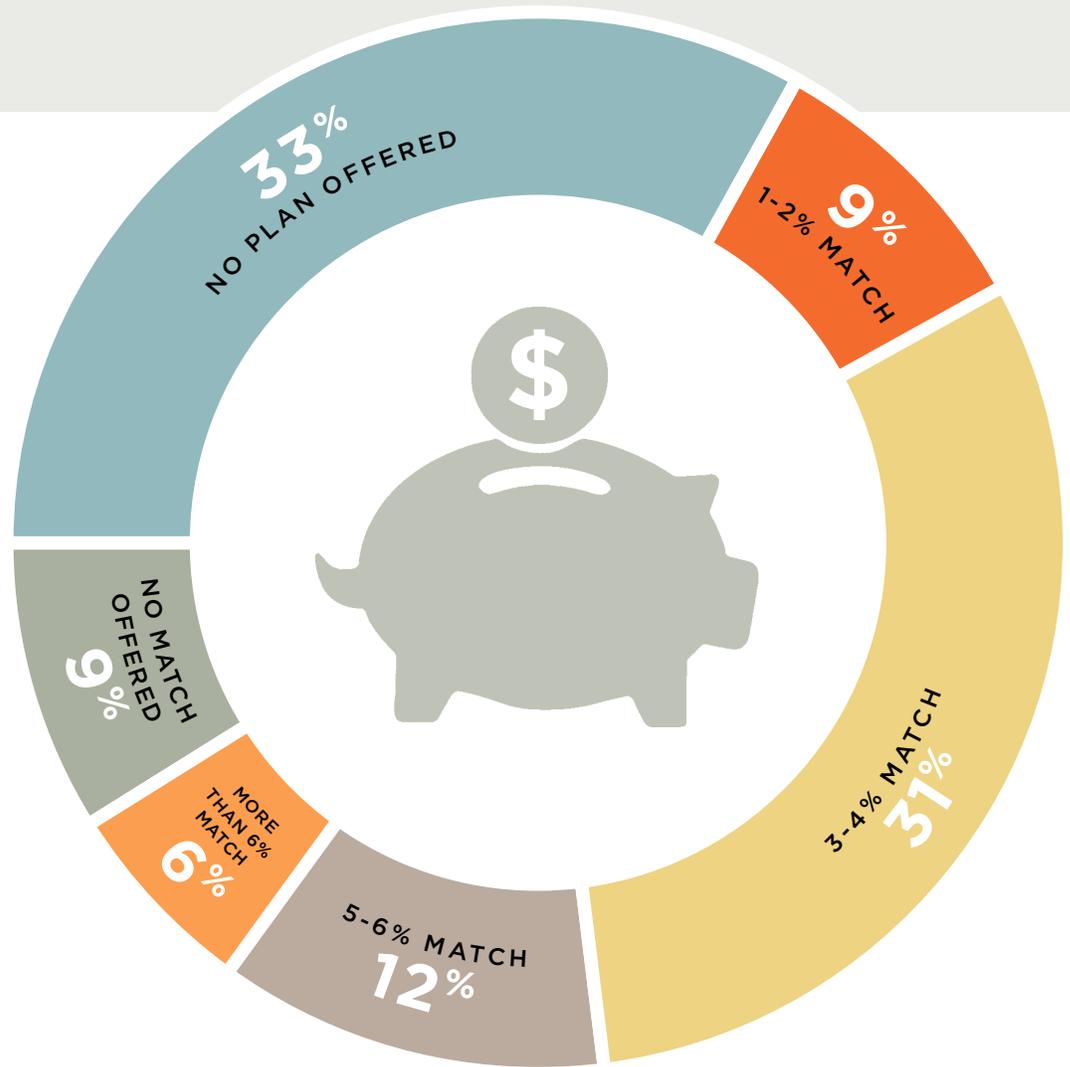
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FIRST PERSON

Benefits

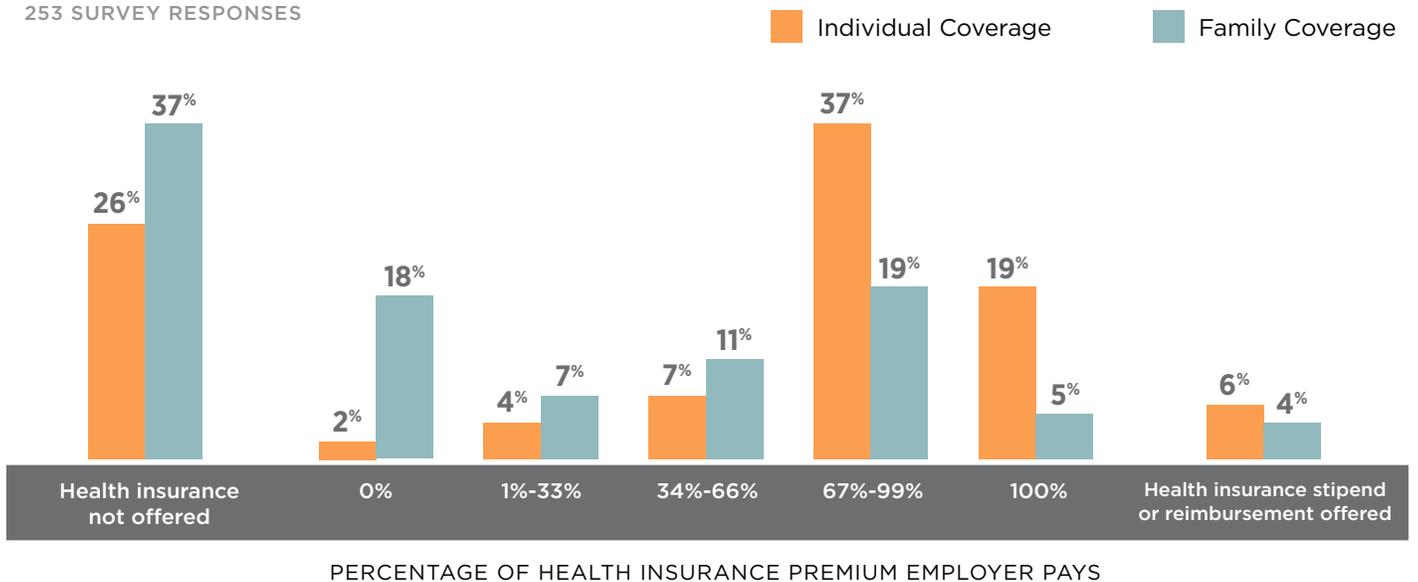
401(k) or 403(b) Plan and Employer Match

255 SURVEY RESPONSES



Share of Full Time Employee Health Insurance Premium Paid by Organizations

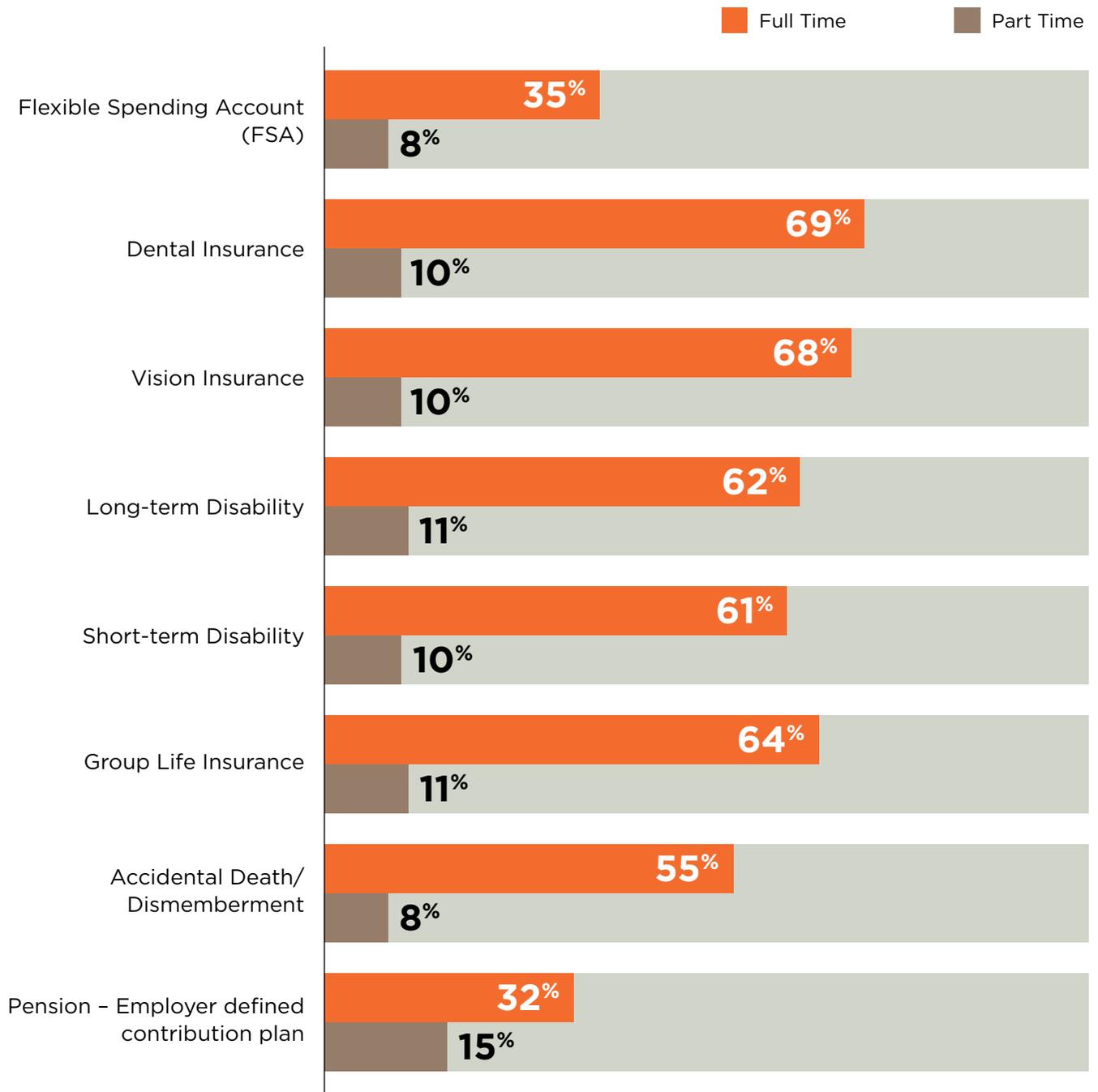
253 SURVEY RESPONSES



Benefits

Benefits Offered to Full Time and Part Time Staff

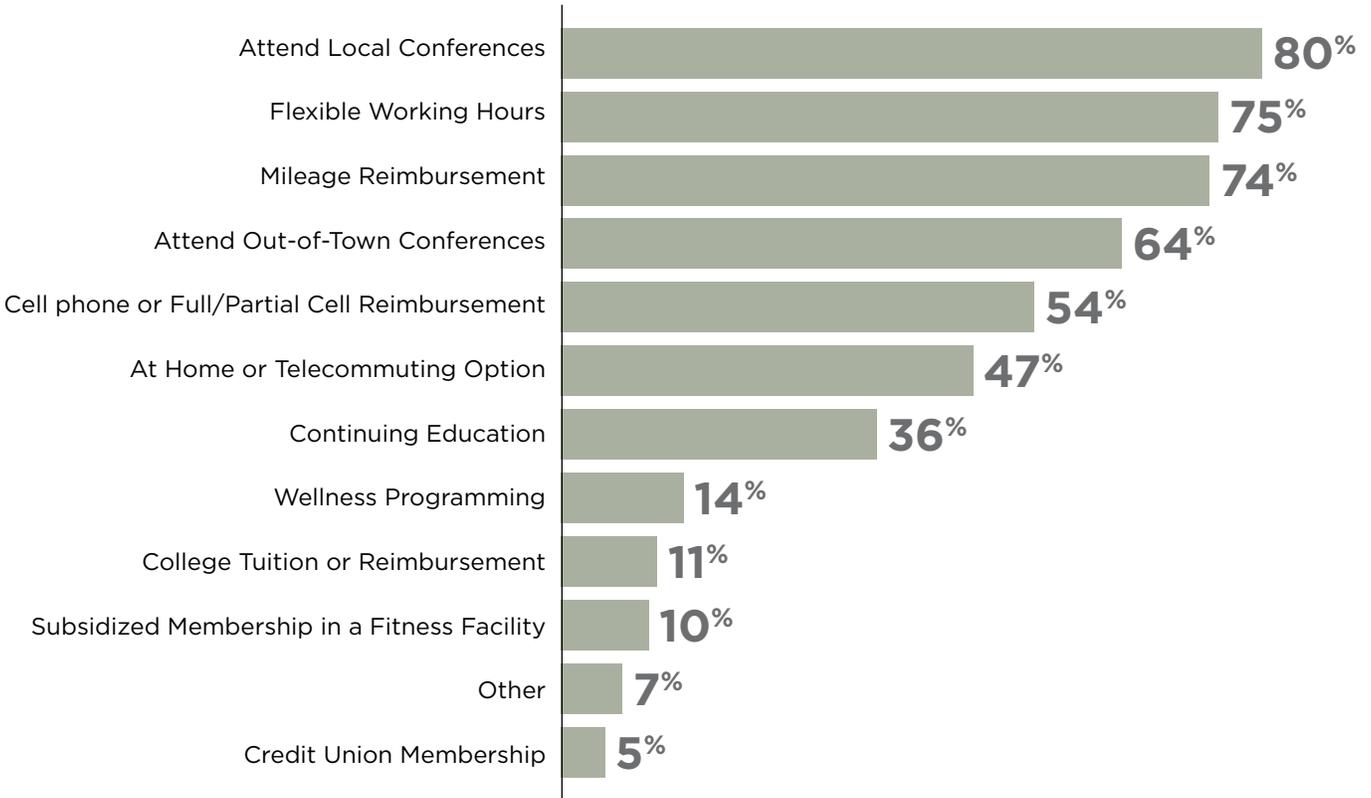
245 SURVEY RESPONSES



Benefits

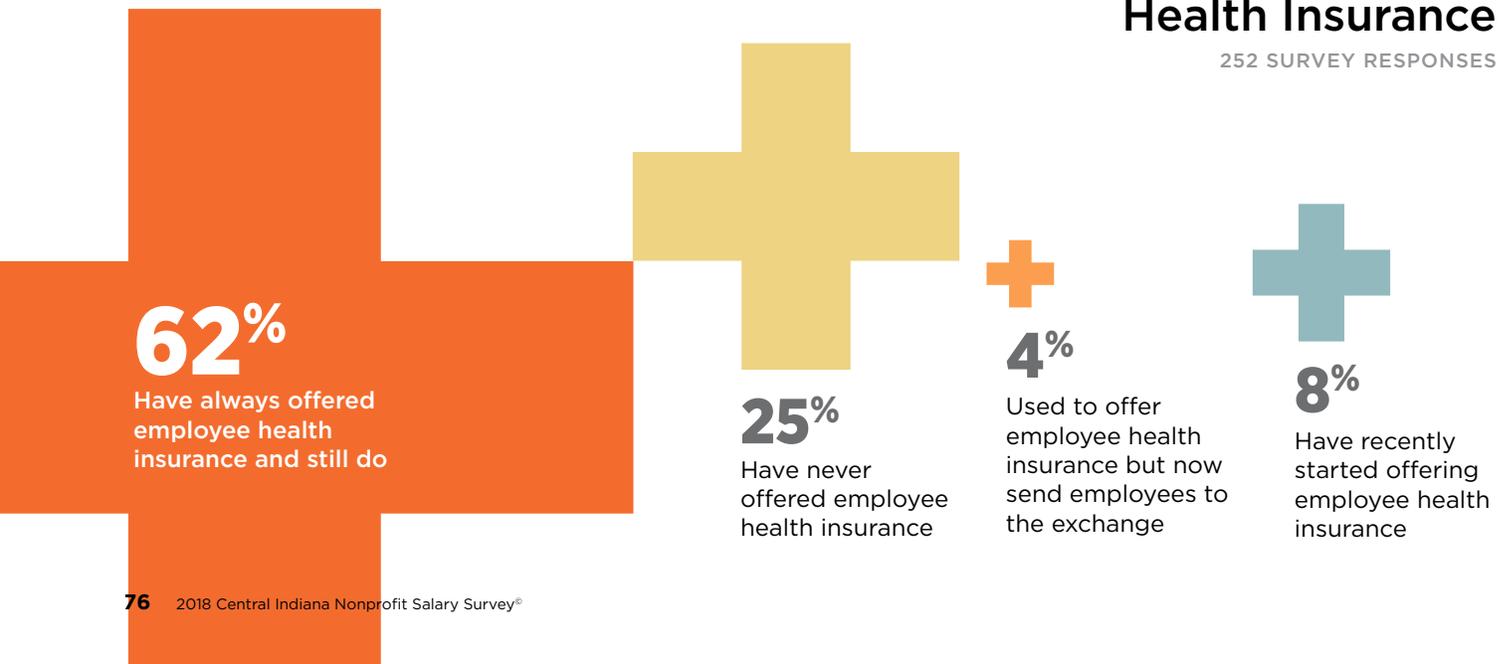
Additional Benefits or Position Enhancements

261 SURVEY RESPONSES



Do You Offer Health Insurance

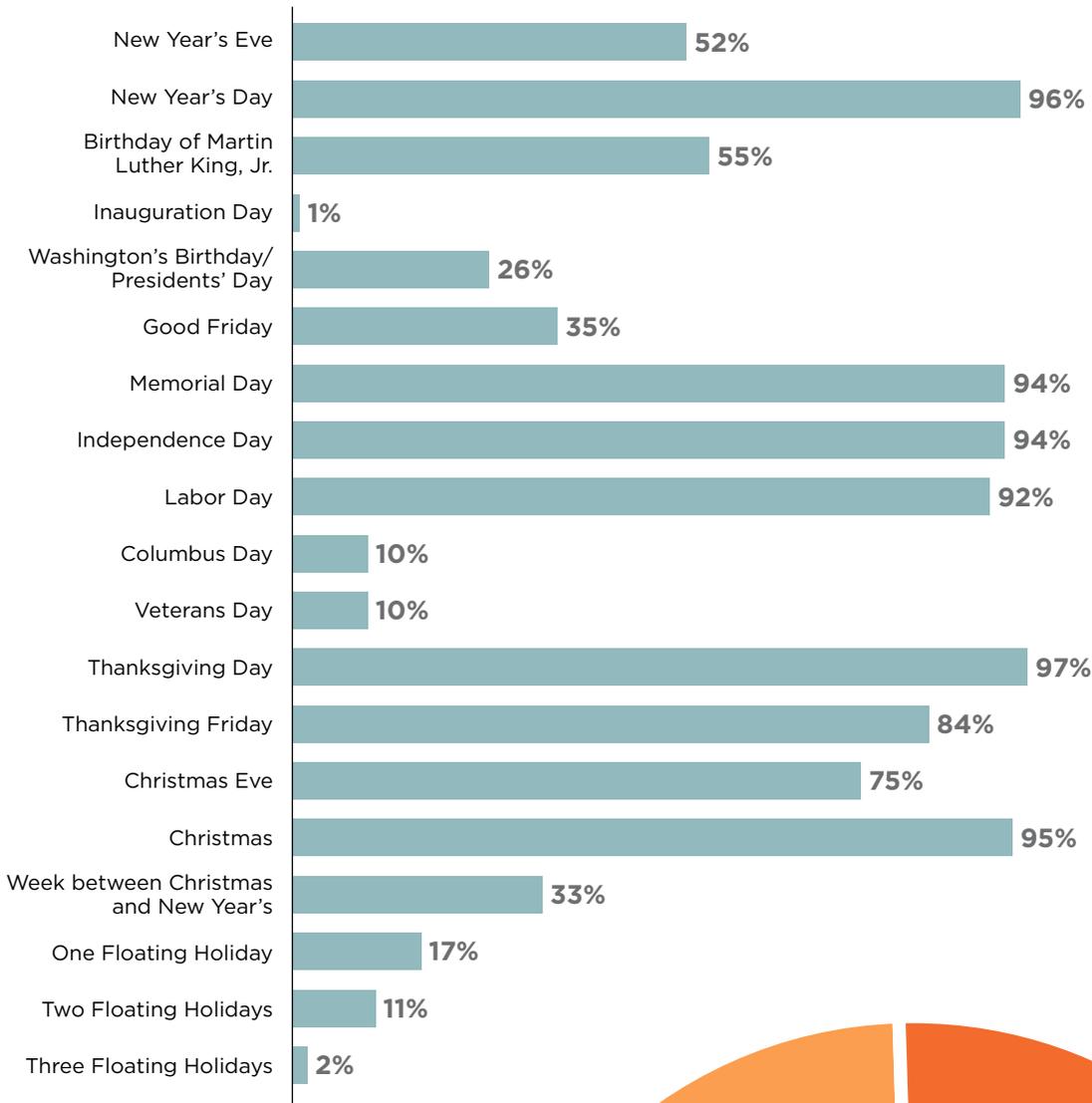
252 SURVEY RESPONSES



Benefits

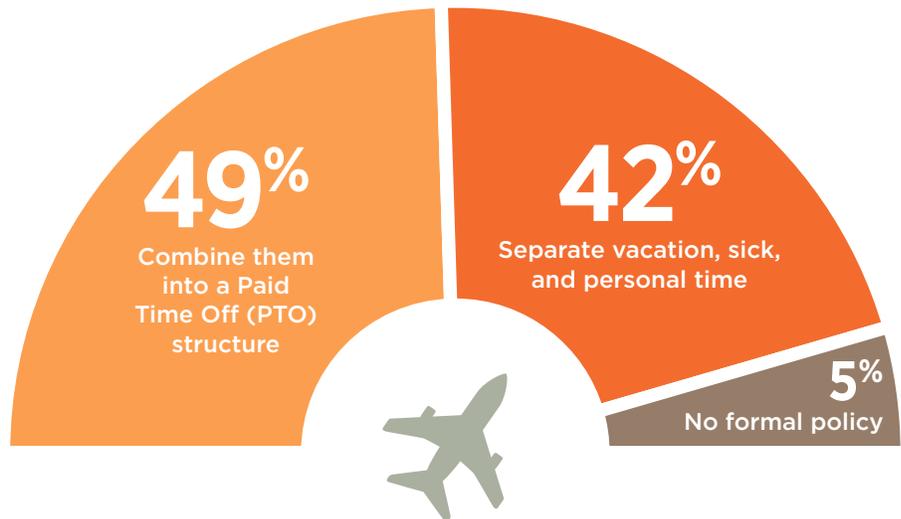
Paid Holidays Organizations Provide

261 SURVEY RESPONSES



Paid Leave Policy

258 SURVEY RESPONSES

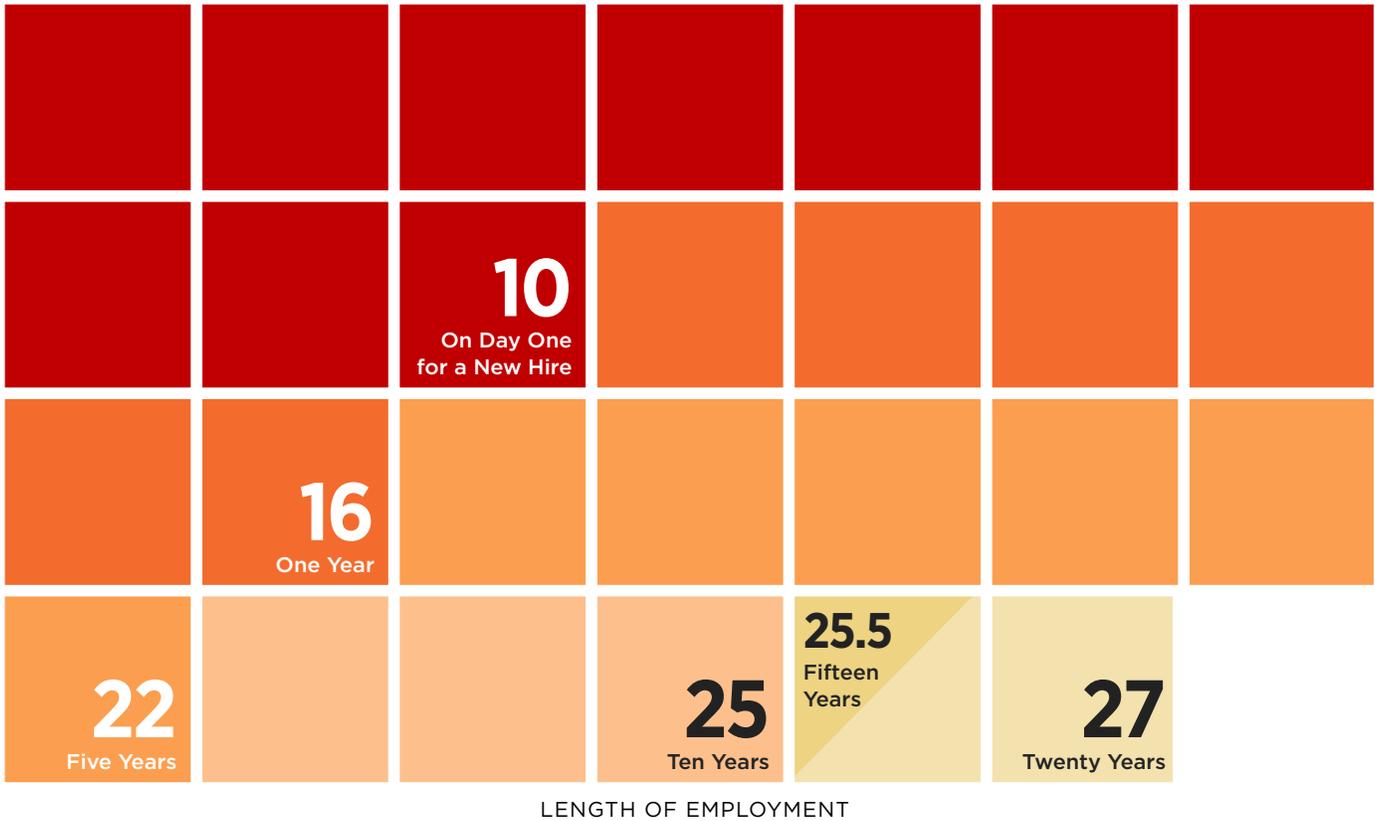


Benefits

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

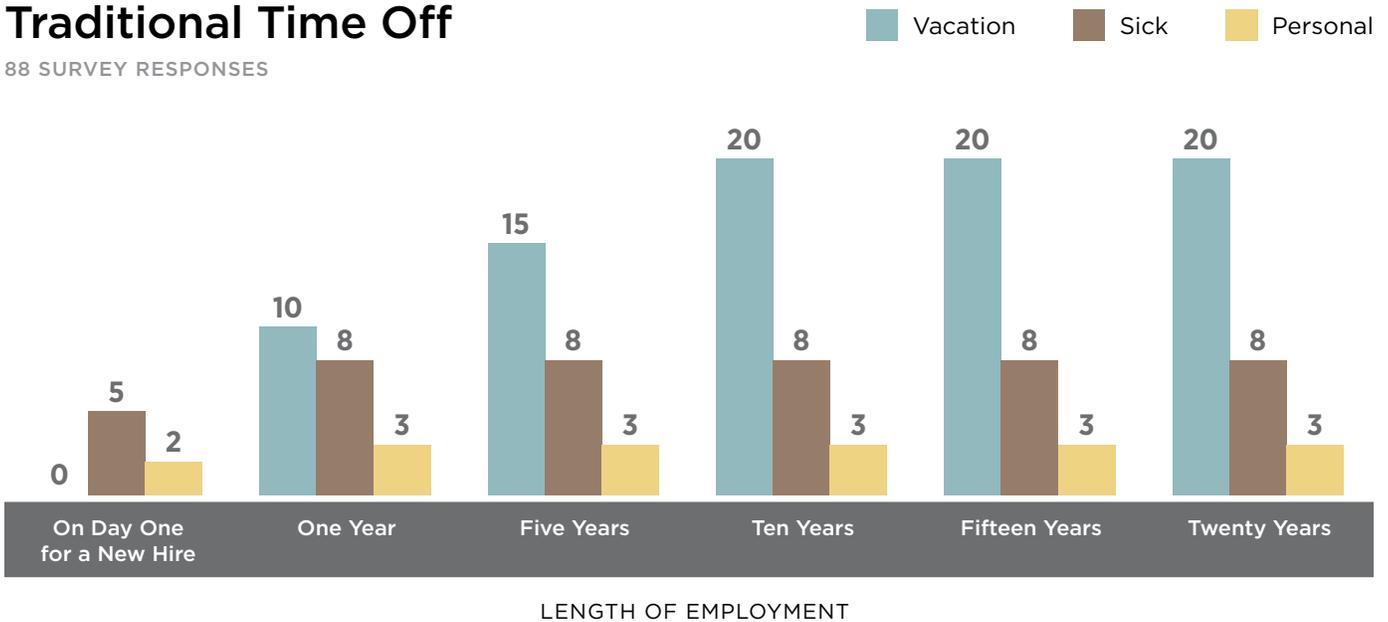
Median Number of Paid Time Off (PTO) Days

118 SURVEY RESPONSES



Traditional Time Off

88 SURVEY RESPONSES



About the Sponsors



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.



Ann M. Merkel

SENIOR VICE PRESIDENT AND CHIEF MARKET DEVELOPMENT OFFICER,
THE NATIONAL BANK OF INDIANAPOLIS

A founding member of The National Bank of Indianapolis, Ann is responsible for cultivating and maintaining strategic relationships and partnerships with the community that further the Bank's mission and vision. 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.



Deirdre Bird

DIRECTOR OF HR CONSULTING, PHR, SHRM, VONLEHMAN CPA
& ADVISORY FIRM

Deirdre Bird has over 20 years of human resources management and management consulting experience. Deirdre engages with company leadership of small and mid-sized companies to develop highly customized solutions that achieve organizational goals and impact bottom-line performance. Deirdre has a Bachelor of Arts in Journalism and Mass Communication and Masters of Science in Human Resources Development.

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

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

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

of the California Association of Nonprofits. The free nonprofit e-newsletter, Blue Avocado, covers major topics in practical, often humorous terms.

We welcome your input on how the information and insights from this salary survey information can be distributed across our community, ways that you are using it and any changes that could produce better results for our next anticipated cycle in 2020 or 2021.

This fifth edition of the Central Indiana Nonprofit Salary Survey was funded by **The National Bank of Indianapolis, Charitable Advisors, FirstPerson, and Von Lehman CPA & Advisory**. Additional information is provided about these sponsors throughout the report and we encourage you to thank them and/or contact them if you are looking for counsel or services in their areas of specialty.



Bryan Orander, president



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