

2025 Northeast Indiana

NONPROFIT SALARY SURVEY REPORT



Northeast Indiana Nonprofit Leaders,

THE PAST SEVERAL YEARS HAVE CONTINUED TO RESHAPE how nonprofit organizations operate—and how nonprofit professionals think about their work, their well-being, and their futures. As our sector navigates ongoing economic pressures, workforce expectations, and evolving community needs, **attracting and retaining talented staff remains one of the most critical challenges facing nonprofits today.**

Rising costs, competitive labor markets, and increased expectations around flexibility, benefits, and workplace culture have required nonprofit leaders to be more intentional than ever about compensation and human resource practices. Many organizations are responding by reassessing wage structures, strengthening benefits, investing in staff development, and centering equity and belonging as core organizational priorities. These efforts are not ancillary to mission delivery—they are foundational to it.

If we accept the premise that strong human resource management is essential to meeting the future needs of our communities, it becomes clear that **organizational sustainability, staff retention, and competitive compensation are deeply interconnected.** Access to

reliable, regionally relevant data is a critical part of making informed decisions in this environment.

The **2025 Northeast Indiana Nonprofit Salary & Benefits Survey** builds on prior surveys conducted in 2012, 2014, 2019, and 2021, which informed the 2022 report. We are pleased to share that this year's survey **met its participation goal**, reflecting a strong commitment across the sector to transparency, learning, and shared progress. Responses from nonprofit organizations across Northeast Indiana provide insight into common leadership, administrative, and program roles, offering a meaningful snapshot of compensation and benefits practices in our region.

The Community Foundation of Greater Fort Wayne was proud to help fund this report and to partner once again with the Charitable Advisors team of Indianapolis in assembling the data and analysis. We hope these findings serve as a practical and trusted resource—one that nonprofit leaders of all sizes and service areas can use to evaluate compensation, inform strategy, and ultimately support the people who make mission-driven work possible.



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



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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, we know it is true. It takes quality people to make a strong organization and to produce positive outcomes for our clients, patrons, partners and other stakeholders.

Yet how much time is spent in the typical board meeting talking about staff quality, support, and retention? 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 for your board to begin thinking more intentionally about the investments your organization makes in your “most important assets.”

Best practices

1. 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 provide the budget for 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 staff quality and retention?
- What additional stressors does your organization face if you pay less?
- And are you really saving money when you pay less?

2. 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 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.

3. 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 every year, whether you are expecting leadership turnover or not?*

4. SMALL NONPROFITS CAN BENEFIT: Using resources like this salary survey, even small nonprofits can begin to make intentional decisions about the desired range of salaries and benefits needed to position the organization to attract and retain the right caliber of leaders 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?*

5. MORE THAN JUST MONEY: Also consider the non-financial components of a compensation package – a flexible work schedule, vacation time, work from home, and professional development and training opportunities – – can make your compensation package more appealing.

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

Participating Organizations

A Mother's Hope	Community Transportation Network, Inc	Fort Wayne Urban League
ACRES Land Trust	Covenant Impact Center	Fort Wayne Youtheatre
AGAPE MOBILITY ETHIOPIA	Crossroad Child & Family Services	Fort Wayne Zoological Society Inc
Alive Community Outreach	Dekalb Chamber Partnership	Fort4Fitness
all for One productions, inc	DeKalb County Community Foundation, Inc.	Four:10 Ministries
Allen County Bar Association & Foundation	Downtown Fort Wayne	Fremont Youth and Community Outreach
Amani Family Services Inc	Downtown Wabash, Inc.	Girl Scouts of Northern Indiana-Michiana
Arts United of Greater Fort Wayne	East Allen Family Resource Center	Girls on the run northeast Indiana
Associated Churches of Fort Wayne and Allen County	DBA LEARN Resource Center	Goodwill Industries of Northeast Indiana
Bi-County Services, Inc	Elijah Haven	Greater Fort Wayne Campus Ministry
Big Brothers Big Sisters	Embassy Theatre	Grow Allen
Blessings in a Backpack	Erin's House for Grieving Children	H.O.P.E. for the Family of an Addict Inc
Blue Jacket, Inc.	Euell Wilson Center	Habitat for Humanity of Kosciusko County
Boomerang Backpacks, Inc	Family Centered Services	Harlan Christian Youth Center Inc
Brightpoint	Foellinger-Freimann Botanical Conservatory	Haven Hills Therapy Center
Building A Stronger Family Inc	Fort Wayne Ballet	Healthier Moms and Babies
Camp Watcha-Wanna-Do	Fort Wayne Center for Learning	Healthy Community Coalition of Kosciusko County
Cancer Services of Northeast IN	Fort Wayne Children's Choir	Heartland Sings
CASA of Kosciusko County	Fort Wayne Civic Theatre, Inc.	Heartline Pregnancy Center
CASS Housing, Inc.	Fort Wayne Clubhouse, Inc. d/b/a The Carriage House	Helping Hands Family Resource Center
Center for Nonviolence	Fort Wayne Dance Collective	History Center
Character & Skills Basketball Academy, INC	Fort Wayne Museum of Art	Hoosiers Feeding the Hungry
Charis Women	Fort Wayne Philharmonic	Hope's Harbor Family Hospitality Homes
Coffee & Cream of South Milford	Fort Wayne Railroad Historical Society, Inc	Humane Fort Wayne
Cole Center Family YMCA	Fort Wayne Rescue Mission Ministries, Inc. (dba The Rescue Mission)	Huntington County Humane Society
Common Grace Ministries, Inc.	Fort Wayne Society of St. Vincent de Paul	
Community Foundation of Huntington County	Fort Wayne Trails, Inc.	
Community Humane Shelter of Steuben County		

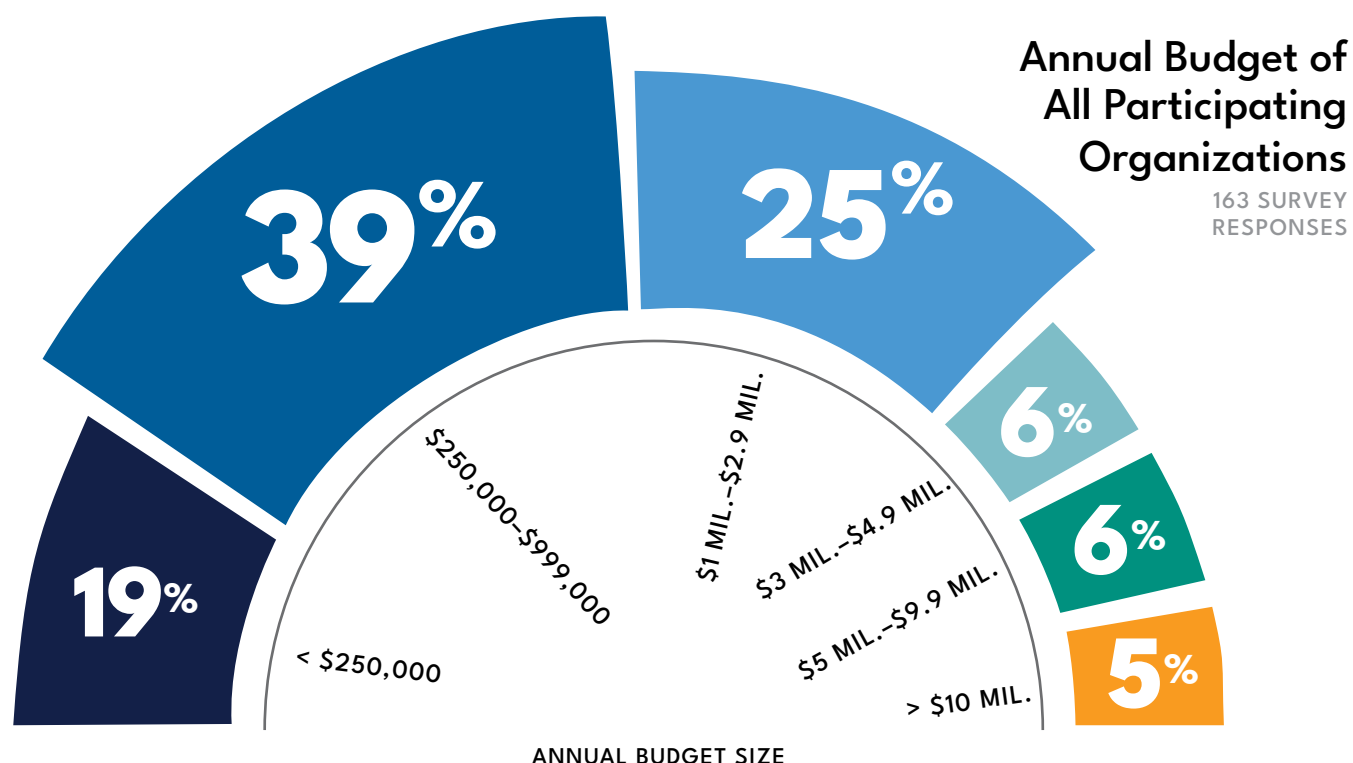
Participating Organizations

Huntington Main Street
Inasmuch/Circles of Allen County
Indiana Musical Theatre Foundation
Inner City Hope Corporation d/b/a
Miss Virginia's Food Pantry
Iris Family Support Center, Formally
SCAN, Inc.
JAM Center
Jennifer's Harbor, Inc
Josiah White's
Junior Achievement of Northern
Indiana
Just neighbors-Interfaith Homeless
Network
Kate's Kart, Inc.
Kendallville Day Care
Kosciusko Chamber of Commerce
LaGrange County Chamber of
Commerce
LaGrange County Council on Aging
Life Adult Day Academy
LifeWise Academy Northwest Allen IN
Little River Wetlands Project
Long-Term Care Ombudsman Program
of NE IN
Lost Sparrows
Lutheran Social Services of Indiana
Manchester Alive Main Street
Chamber Alliance
Manchester Early Learning Center
Matthew 25 Health and Care
McKenzie's Hope CAC
Mental Health America of Northeast
Indiana
Milford Food Bank, Inc.
Mustard Seed Furniture Bank
NAMI Fort Wayne
New Mercies Ministries, Inc.

Noble House Ministries
Northeast Indiana Innovation Center
Northeast Indiana Positive Resource
Connection
Northeast Indiana Public Radio
Oakwood Foundation, Inc. d/b/a
Chautauqua-Wawasee
Operation Read USA, Inc.
Parkview Huntington Family YMCA
Pearl Arts, Inc.
People Of Conviction/POC Inc
Power House Youth Center
Professional Animal Retirement Center
projectME FW, Inc
Questa Education Foundation
Recovery Cafe Fort Wayne
Redemption House Ministry Inc
Ronald McDonald House of Northeast
Indiana
Science Central
Specialty Tutoring
St. Joseph Missions
Steuben County Council on Aging
Stillwater Hospice
Summit Equestrian Center, Inc
The Beaman Home
The League for the Blind and Disabled
The Literacy Alliance
The Watershed Foundation
Thirteen Step House Inc.
TROY School
Turning Point of Steuben County
Turnstone Center for Children and
Adults with Disabilities
United Way of Allen County
United Way of Huntington County
United Way of Whitley & Kosciusko
County

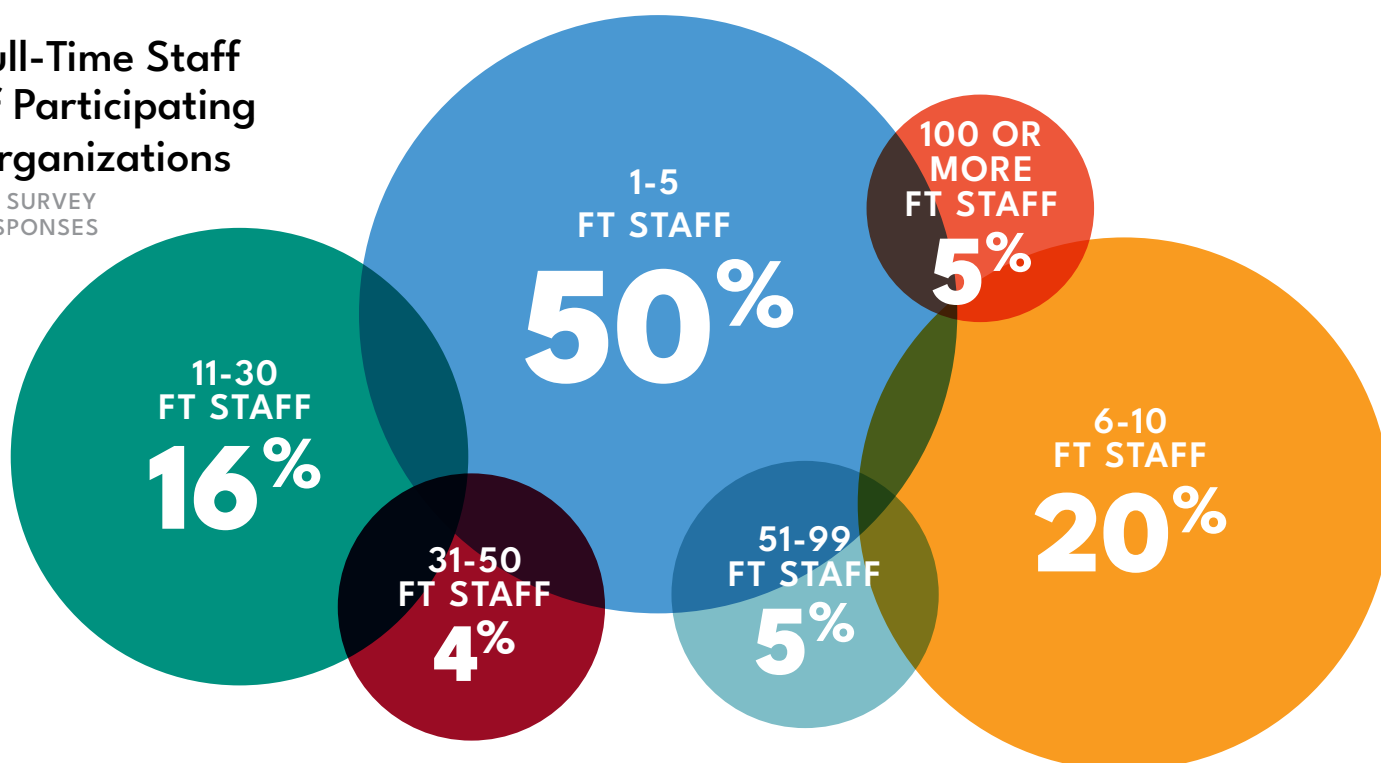
United With Love of Huntington
County
Unity Performing Arts Foundation, Inc.
Vincent Village, Inc.
Visit Fort Wayne
Volunteer Center
Wabash County Museum
Wabash Valley Dance Theater
Warsaw Education Foundation
Wells Community Boys & Girls Club
Wells County Chamber of Commerce
Wellspring Interfaith Social Services
Whitley County Council on Aging
World Baseball Academy, Inc
World Compassion Network
YMCA of DeKalb County
Young Leaders of Northeast Indiana
Youth For Christ of Northern Indiana
YWCA Northeast Indiana

Overview of Participating Nonprofits



Full-Time Staff of Participating Organizations

147 SURVEY RESPONSES



Overview of Participating Nonprofits

Not all nonprofits are created equal. It is 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? Budget and staff size are the two best universal indicators that all nonprofit organizations can use to compare compensation.

163
nonprofits
represented

16
position
categories

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Animal Related	5	3%
Arts, Culture, & Humanities	21	13%
Community Development	16	10%
Environmental	3	2%
Health, Disease, Disorders	8	5%
Human and Social Services	101	63%
Professional, Trade, or Membership Association	4	2%
Recreation, Sports, Leisure, Athletics	3	2%
Other	6	4%
Grand Total	161	

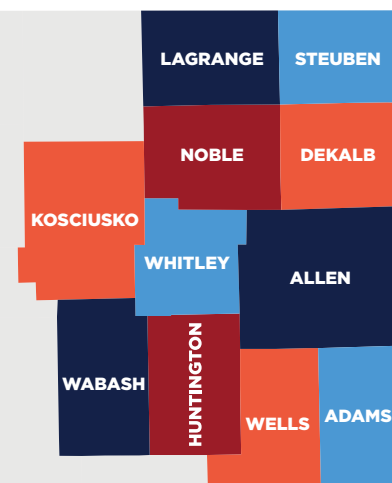
ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Museums and Museum Activities	5	24%
Performing Arts	12	57%
Other	4	19%
Grand Total	21	

HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Adoption or Foster Care	2	2%
Alliance or Advocacy Organizations	3	3%
Child Day Care	2	2%
Community or Multi-Service Center	11	11%
Disability Services	6	6%
Domestic Violence	4	4%
Employment & Job Related	2	2%
Food Services, Banks, & Pantries	4	4%
Homelessness, Shelter	8	8%
Mental Health or Crisis Intervention	4	4%
Older Adults	3	3%
Public Safety, Disaster Preparedness, & Relief	1	1%
Residential Services	6	6%
Youth Development	21	21%
Other	24	24%
Grand Total	101	

ANNUAL BUDGET FOR ALL PARTICIPATING ORGANIZATIONS	PERCENT
Less than \$250,000	19%
\$250,000 - \$999,000	39%
\$1 Million to \$2.9 Million	25%
\$3 Million to \$4.9 Million	6%
\$5 Million to \$9.9 Million	6%
Greater than \$10 Million	5%

Methodology/ Data Analysis

In order to be included in the final report, respondents had to represent a nonprofit organization located in Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, or Whitley counties. Hospitals, public schools, colleges/universities, foundations, and churches were excluded from the survey. In developing the 2025 survey tool, the Charitable Advisors team started with the 2022 survey. There were minimal changes.



How the survey was conducted

For the 2025 survey, Charitable Advisors partnered with NFP's Utah office that specializes in salary surveys as 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.

The 2025 survey invitation list included organizational contacts from several sources: participants from the 2022 survey plus lists from many of the community foundations and United Ways across the 10 county region. We appreciate everyone who assisted us in spreading the word to increase participation.

All organizations identified received an email invitation to participate with a unique organizational weblink from NFP. Organizations that wanted to participate but were not in this initial list contacted us directly and were issued their unique link.

Charitable Advisors also promoted the survey multiple times in its weekly e-newsletter, the Not-for-profit News, and social media. The communications team at the Community Foundation of Greater Fort Wayne and the community foundations across the northeast region of Indiana were critical partners in spreading the word and encouraging participation.

Wage Increase in 2026

A key goal of this Northeast Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that they have and recruiting capable organizational leadership by allowing you to see how your compensation strategies compare to other area

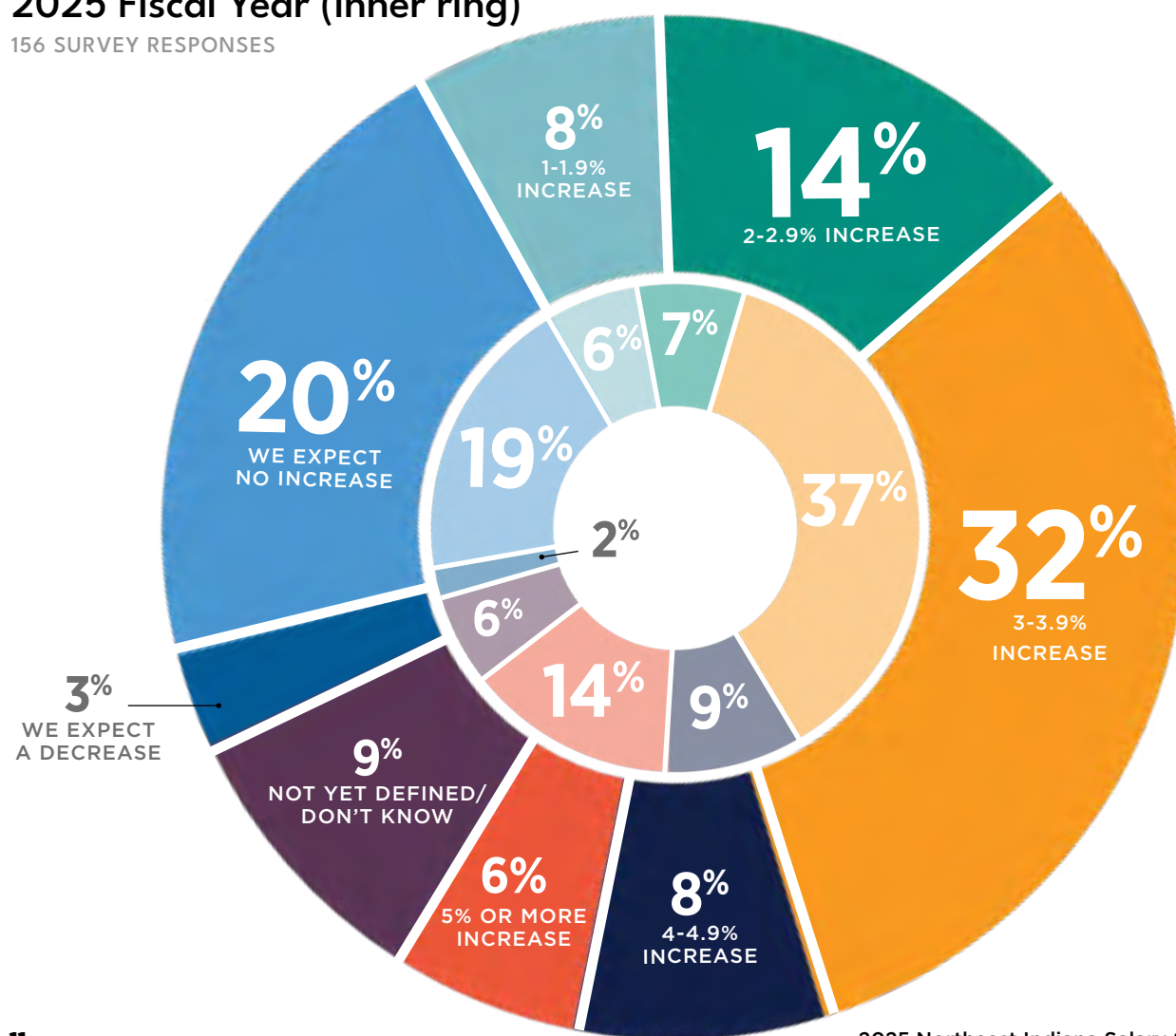
nonprofits. As before, in order to add some context to this salary information, we asked a few other questions that we felt might be of interest to the users of the survey.

Projected average wage increase in 2026 Fiscal Year (outer ring)

158 SURVEY RESPONSES

Actual average wage increase in 2025 Fiscal Year (inner ring)

156 SURVEY RESPONSES





COMMUNITY
FOUNDATION
OF GREATER FORT WAYNE

Strong organizations build strong communities.

At the Community Foundation of Greater Fort Wayne, we work alongside nonprofits to strengthen what makes impact possible—people, leadership, and long-term sustainability. From endowment building and organizational grants to learning opportunities and trusted local expertise, we're here to support the work behind the mission.

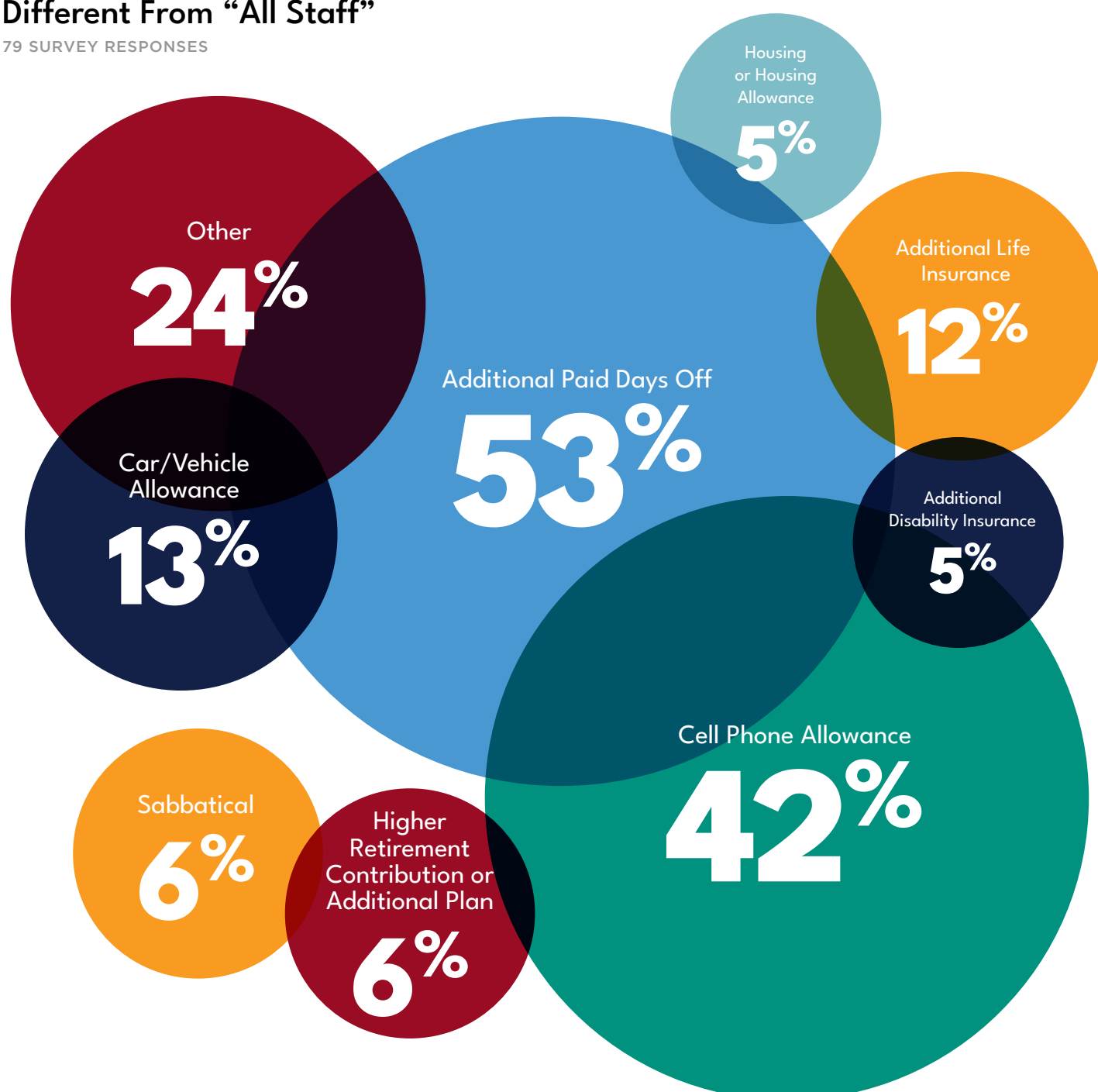
Learn more at cfgfw.org.



CEO/Executive Director Benefits

CEO/Executive Director Benefits Different From “All Staff”

79 SURVEY RESPONSES



How to Read the Tables



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



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



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



Tables in **seafoam** 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

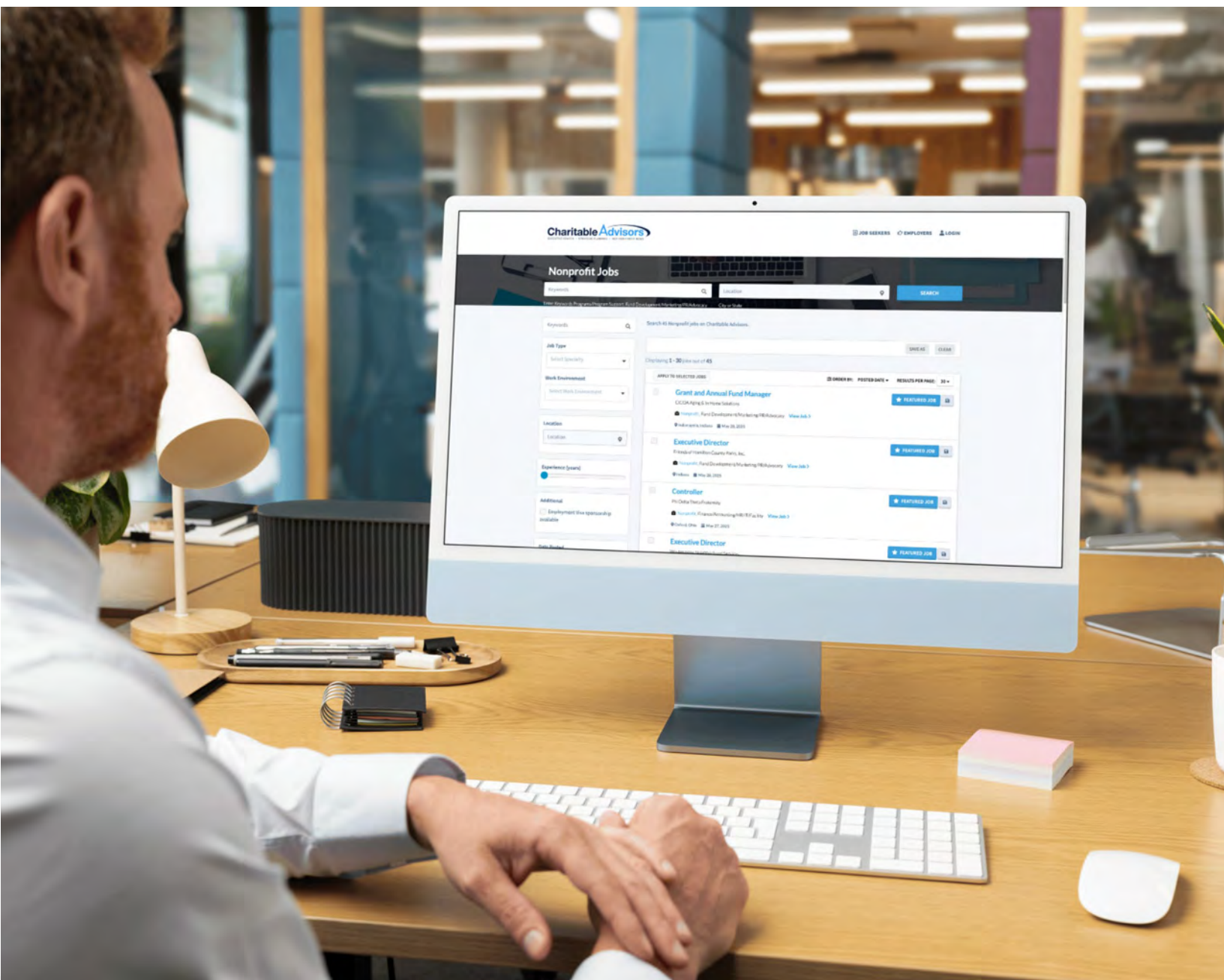
AVERAGE – sum of all responses divided by number of responses (can be distorted by very high or very low salaries)

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



13,000 subscribers receive
the Not-for-profit News



50% weekly open rate
for Not-for-profit News



Over 5,000 monthly
visitors to the Job Board



Over 700 applications
submitted monthly

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)



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	66	\$71,589	\$30,000	\$55,000	\$66,500	\$80,779	\$220,000
6-10 FT Staff	26	\$93,302	\$53,040	\$78,875	\$91,011	\$114,500	\$134,000
11-30 FT Staff	21	\$116,895	\$55,000	\$82,700	\$128,518	\$145,000	\$202,910
31-50 FT Staff	5	\$135,580	\$75,000	\$112,200	\$122,000	\$148,200	\$220,500
51-99 FT Staff	7	\$168,268	\$145,600	\$150,000	\$156,279	\$184,250	\$207,500
100 or More FT Staff	6	\$167,488	\$110,000	\$137,391	\$171,500	\$193,406	\$225,200

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	17	\$53,247	\$30,000	\$46,800	\$54,000	\$57,000	\$82,400
\$250,000 - \$999,000	54	\$73,840	\$45,000	\$59,250	\$70,000	\$84,850	\$130,000
\$1 Million to \$2.9 Million	36	\$103,856	\$53,040	\$81,125	\$101,900	\$121,628	\$220,000
\$3 Million to \$4.9 Million	8	\$144,624	\$112,200	\$131,999	\$146,600	\$157,200	\$175,457
\$5 Million to \$9.9 Million	10	\$162,426	\$119,900	\$146,700	\$152,312	\$181,570	\$220,500
Greater than \$10 Million	6	\$175,596	\$110,000	\$164,625	\$180,750	\$193,406	\$225,200

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Animal Related	4	\$78,750	\$50,000	\$53,750	\$57,500	\$82,500	\$150,000
Arts, Culture, & Humanities	16	\$116,038	\$60,000	\$79,907	\$97,189	\$147,406	\$220,000
Community Development	15	\$92,508	\$47,500	\$57,000	\$100,000	\$117,450	\$155,000
Health, Disease, Disorders	6	\$108,579	\$37,000	\$75,000	\$89,400	\$148,800	\$196,875
Human & Social Services	81	\$92,194	\$30,000	\$58,350	\$80,000	\$117,874	\$225,200
Professional, Trade, or Membership Association	4	\$72,617	\$60,000	\$63,750	\$69,250	\$78,117	\$91,969

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)



Arts, Culture, and Humanities

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$79,939	\$60,000	\$68,000	\$69,126	\$89,568	\$113,000
\$1 Million to \$2.9 Million	8	\$118,724	\$64,000	\$84,625	\$97,189	\$125,728	\$220,000

Community Development

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$60,280	\$50,000	\$55,000	\$57,000	\$57,000	\$82,400
\$250,000 - \$999,000	5	\$98,765	\$47,500	\$100,000	\$101,325	\$115,000	\$130,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	11	\$51,527	\$30,000	\$44,900	\$50,000	\$56,000	\$75,000
\$250,000 - \$999,000	33	\$70,583	\$45,000	\$58,000	\$70,000	\$81,000	\$100,000
\$1 Million to \$2.9 Million	22	\$98,988	\$53,040	\$78,500	\$107,000	\$120,000	\$134,000
\$3 Million to \$4.9 Million	4	\$136,247	\$112,200	\$119,550	\$128,666	\$145,363	\$175,457
\$5 Million to \$9.9 Million	6	\$165,372	\$129,854	\$146,700	\$153,140	\$181,570	\$220,500
Greater than \$10 Million	5	\$171,340	\$110,000	\$160,000	\$178,500	\$183,000	\$225,200

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)



Secondary Work Classification

ARTS, CULTURE & HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museum and Museum Activities	5	\$111,382	\$60,000	\$85,000	\$96,000	\$113,000	\$202,910
Performing Arts	9	\$112,966	\$30,000	\$69,126	\$89,568	\$154,624	\$220,000

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	8	\$109,884	\$54,000	\$74,386	\$104,606	\$136,408	\$190,000
Disability Services	6	\$109,509	\$58,000	\$100,250	\$111,100	\$125,441	\$150,000
Domestic Violence	4	\$83,767	\$53,040	\$55,146	\$62,874	\$91,495	\$156,279
Homelessness, Shelter	8	\$100,253	\$43,000	\$66,750	\$80,011	\$130,875	\$178,500
Residential Services	6	\$111,683	\$60,000	\$71,875	\$105,750	\$142,700	\$183,000
Youth Development	13	\$95,561	\$30,000	\$55,000	\$81,000	\$120,000	\$220,500
Other	20	\$83,882	\$42,000	\$57,678	\$76,899	\$88,750	\$225,200

Part-Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer (CEO)	8	\$29	\$11	\$19	\$27	\$40	\$48

Chief Operating Officer (COO)/Deputy Director

- Responsible for the implementation of policies and procedures set by the President / Chief Executive Officer (CEO)
- Serves as the acting President / CEO in the absence of the CEO
- May direct the daily activities of one or more of the agency's operating units
- May have subordinate area, regional or district managers



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$61,191	\$38,000	\$58,250	\$67,500	\$70,441	\$71,764
6-10 FT Staff	13	\$72,954	\$39,750	\$67,000	\$75,000	\$85,000	\$98,000
11-30 FT Staff	12	\$76,089	\$43,000	\$57,462	\$79,000	\$94,320	\$109,935
31-50 FT Staff	4	\$82,769	\$51,577	\$78,894	\$90,750	\$94,625	\$98,000
51-99 FT Staff	3	\$116,504	\$92,000	\$100,757	\$109,513	\$128,757	\$148,000
100+ FT Staff	4	\$128,290	\$86,000	\$104,000	\$125,080	\$149,369	\$177,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$65,252	\$38,000	\$55,000	\$70,000	\$76,882	\$85,000
\$1 Million to \$2.9 Million	18	\$68,584	\$39,750	\$52,645	\$68,500	\$82,500	\$98,000
\$3 Million to \$4.9 Million	6	\$90,583	\$74,000	\$89,000	\$92,750	\$96,875	\$98,000
\$5 Million to \$9.9 Million	4	\$101,012	\$92,000	\$92,450	\$101,057	\$109,619	\$109,935
Greater than \$10 Million	4	\$128,290	\$86,000	\$104,000	\$125,080	\$149,369	\$177,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	6	\$77,448	\$39,750	\$59,750	\$79,500	\$97,000	\$109,935
Human & Social Services	26	\$79,732	\$38,000	\$65,500	\$78,500	\$91,000	\$177,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$65,252	\$38,000	\$55,000	\$70,000	\$76,882	\$85,000
\$1 Million to \$2.9 Million	12	\$71,313	\$48,048	\$54,780	\$73,500	\$84,250	\$98,000
Greater than \$10 Million	3	\$124,333	\$86,000	\$98,000	\$110,000	\$143,500	\$177,000

Chief Operating Officer (COO)/Deputy Director

- Responsible for the implementation of policies and procedures set by the President / Chief Executive Officer (CEO)
- Serves as the acting President / CEO in the absence of the CEO
- May direct the daily activities of one or more of the agency's operating units
- May have subordinate area, regional or district managers



Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$68,171	\$39,750	\$53,438	\$61,500	\$76,234	\$109,935

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$81,628	\$43,000	\$75,250	\$87,000	\$93,378	\$109,513
Other	5	\$72,115	\$51,000	\$51,577	\$75,000	\$85,000	\$98,000

Executive Assistant (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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$42,690	\$30,000	\$33,750	\$40,380	\$49,320	\$60,000
11-30 FT Staff	8	\$51,030	\$32,000	\$47,555	\$50,584	\$55,457	\$64,393
51-99 FT Staff	5	\$48,460	\$38,802	\$45,000	\$47,500	\$52,000	\$59,000
100+ FT Staff	3	\$68,417	\$65,000	\$65,500	\$66,000	\$70,126	\$74,251

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	4	\$45,250	\$32,000	\$34,250	\$44,500	\$55,500	\$60,000
\$1 Million to \$2.9 Million	3	\$43,314	\$30,000	\$38,500	\$47,000	\$49,971	\$52,942
\$3 Million to \$4.9 Million	4	\$56,075	\$47,740	\$48,811	\$56,084	\$63,348	\$64,393
\$5 Million to \$9.9 Million	6	\$49,050	\$38,802	\$45,625	\$49,750	\$52,000	\$59,000
Greater than \$10 Million	3	\$68,417	\$65,000	\$65,500	\$66,000	\$70,126	\$74,251

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	5	\$45,848	\$35,000	\$47,000	\$47,500	\$47,740	\$52,000
Human & Social Services	11	\$52,194	\$30,000	\$45,401	\$54,000	\$62,197	\$66,000

Part-Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Assistant (CEO Support)	10	\$22	\$17	\$20	\$22	\$25	\$26

VP of Programs

- 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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$53,509	\$35,000	\$45,380	\$50,000	\$62,500	\$73,800
6-10 FT Staff	3	\$63,253	\$38,000	\$54,000	\$70,000	\$75,880	\$81,760
11-30 FT Staff	8	\$71,197	\$35,360	\$60,294	\$77,020	\$85,638	\$90,000
51-99 FT Staff	3	\$83,660	\$75,850	\$79,553	\$83,256	\$87,565	\$91,875
100+ FT Staff	5	\$101,000	\$77,000	\$85,000	\$86,000	\$102,000	\$155,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$52,460	\$35,000	\$39,750	\$47,500	\$61,250	\$81,760
\$1 Million to \$2.9 Million	7	\$66,899	\$35,360	\$58,812	\$70,000	\$77,655	\$90,000
\$3 Million to \$4.9 Million	4	\$80,633	\$65,000	\$70,648	\$78,765	\$88,750	\$100,000
\$5 Million to \$9.9 Million	4	\$83,069	\$75,850	\$76,713	\$82,275	\$88,631	\$91,875
Greater than \$10 Million	5	\$102,251	\$83,256	\$85,000	\$86,000	\$102,000	\$155,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	7	\$66,079	\$35,000	\$47,500	\$70,000	\$86,275	\$90,000
Human & Social Services	18	\$79,276	\$38,000	\$64,465	\$79,255	\$85,750	\$155,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$68,234	\$55,848	\$60,294	\$67,788	\$75,728	\$81,510
Greater than \$10 Million	5	\$102,251	\$83,256	\$85,000	\$86,000	\$102,000	\$155,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	4	\$80,040	\$61,776	\$76,577	\$83,255	\$86,719	\$91,875
Other	4	\$102,640	\$73,800	\$79,770	\$90,880	\$113,750	\$155,000

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	14	\$50,626	\$34,920	\$42,750	\$50,501	\$59,575	\$63,464
6-10 FT Staff	11	\$53,049	\$29,100	\$44,270	\$55,000	\$62,000	\$78,000
11-30 FT Staff	9	\$84,256	\$50,000	\$61,963	\$70,500	\$73,000	\$227,000
31-50 FT Staff	3	\$66,567	\$50,000	\$57,350	\$64,700	\$74,850	\$85,000
51-99 FT Staff	5	\$79,090	\$50,000	\$70,500	\$85,698	\$89,250	\$100,000
100+ FT Staff	4	\$91,574	\$77,000	\$79,250	\$87,500	\$99,824	\$114,294

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	16	\$52,548	\$35,900	\$45,000	\$52,001	\$61,403	\$63,464
\$1 Million to \$2.9 Million	14	\$56,381	\$29,100	\$50,750	\$55,000	\$68,937	\$73,000
\$3 Million to \$4.9 Million	5	\$101,458	\$50,000	\$64,700	\$80,590	\$85,000	\$227,000
\$5 Million to \$9.9 Million	6	\$78,908	\$50,000	\$72,375	\$81,849	\$88,362	\$100,000
Greater than \$10 Million	4	\$91,574	\$77,000	\$79,250	\$87,500	\$99,824	\$114,294

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	31	\$62,796	\$29,100	\$52,001	\$62,000	\$72,500	\$100,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$56,210	\$45,000	\$51,002	\$59,199	\$62,000	\$63,464
\$1 Million to \$2.9 Million	12	\$55,319	\$29,100	\$47,500	\$55,000	\$66,312	\$73,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	5	\$75,243	\$61,963	\$72,000	\$73,000	\$80,000	\$89,250
Youth Development	5	\$58,518	\$40,000	\$45,000	\$62,000	\$65,000	\$80,590
Other	5	\$67,005	\$49,021	\$51,002	\$55,000	\$85,000	\$95,000

Part-Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	7	\$22	\$9	\$20	\$22	\$25	\$34

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	15	\$50,397	\$30,000	\$37,304	\$44,000	\$56,649	\$89,000
6-10 FT Staff	11	\$48,672	\$35,000	\$41,683	\$45,760	\$55,875	\$65,000
11-30 FT Staff	8	\$62,480	\$50,752	\$54,344	\$59,857	\$64,000	\$90,246
51-99 FT Staff	5	\$65,385	\$55,700	\$62,500	\$66,126	\$67,600	\$75,000
100+ FT Staff	3	\$70,726	\$60,178	\$67,589	\$75,000	\$76,000	\$77,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	14	\$56,392	\$30,000	\$44,590	\$53,875	\$63,878	\$90,246
\$250,000 - \$999,000	15	\$50,798	\$33,979	\$39,000	\$50,000	\$56,860	\$89,000
\$1 Million to \$2.9 Million	13	\$56,826	\$30,000	\$44,200	\$55,750	\$65,000	\$90,246
\$3 Million to \$4.9 Million	3	\$57,042	\$54,000	\$54,563	\$55,125	\$58,563	\$62,000
\$5 Million to \$9.9 Million	5	\$62,846	\$53,430	\$55,700	\$62,500	\$67,600	\$75,000
Greater than \$10 Million	4	\$69,576	\$60,178	\$64,639	\$70,563	\$75,500	\$77,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	7	\$57,689	\$43,366	\$47,100	\$52,000	\$64,280	\$85,700
Human & Social Services	30	\$54,339	\$30,000	\$43,760	\$54,563	\$64,375	\$90,246

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



Arts, Culture, and Humanities

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$56,317	\$43,366	\$43,992	\$48,100	\$60,425	\$85,700

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$45,135	\$33,979	\$36,206	\$43,088	\$53,750	\$60,320
\$1 Million to \$2.9 Million	9	\$56,113	\$30,000	\$45,760	\$55,750	\$65,000	\$90,246
\$5 Million to \$9.9 Million	5	\$62,846	\$53,430	\$55,700	\$62,500	\$67,600	\$75,000

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$57,965	\$43,366	\$44,200	\$50,000	\$66,560	\$85,700

HUMAN SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	4	\$61,547	\$48,175	\$57,429	\$61,507	\$65,625	\$75,000
Youth Development	5	\$47,711	\$30,000	\$44,000	\$53,430	\$55,125	\$56,000
Other	4	\$40,834	\$33,979	\$35,951	\$36,804	\$41,688	\$55,750

Part-Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Direct Service	9	\$22	\$16	\$20	\$21	\$22	\$31

VP / Director of Human Resources

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	3	\$65,367	\$52,000	\$61,000	\$70,000	\$72,050	\$74,100
51-99 FT Staff	4	\$86,034	\$70,894	\$71,724	\$81,000	\$95,310	\$111,240
100+ FT Staff	5	\$88,150	\$60,000	\$80,000	\$86,000	\$99,750	\$115,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$78,534	\$60,000	\$68,171	\$71,447	\$81,810	\$111,240
Greater than \$10 Million	5	\$94,150	\$80,000	\$86,000	\$90,000	\$99,750	\$115,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	11	\$75,136	\$52,000	\$65,000	\$72,000	\$83,000	\$115,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$92,750	\$80,000	\$84,500	\$88,000	\$96,250	\$115,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	5	\$68,679	\$56,500	\$60,000	\$70,000	\$70,894	\$86,000

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
100+ FT Staff	3	\$79,488	\$63,000	\$69,000	\$75,000	\$87,732	\$100,464

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	3	\$79,488	\$63,000	\$69,000	\$75,000	\$87,732	\$100,464

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$65,136	\$40,000	\$45,250	\$56,460	\$76,346	\$107,624
11-30 FT Staff	8	\$76,052	\$55,848	\$69,788	\$75,389	\$86,750	\$93,240
31-50 FT Staff	3	\$83,363	\$72,090	\$76,045	\$80,000	\$89,000	\$98,000
51-99 FT Staff	4	\$127,859	\$123,188	\$124,547	\$125,873	\$129,185	\$136,500
100+ FT Staff	4	\$104,480	\$75,000	\$90,000	\$97,500	\$111,980	\$147,918

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$79,154	\$55,848	\$70,150	\$76,678	\$92,000	\$107,624
\$3 Million to \$4.9 Million	4	\$82,223	\$72,090	\$73,373	\$79,400	\$88,250	\$98,000
\$5 Million to \$9.9 Million	5	\$112,938	\$80,000	\$100,000	\$123,188	\$125,000	\$136,500
Greater than \$10 Million	4	\$111,166	\$75,000	\$90,000	\$110,873	\$132,039	\$147,918

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	19	\$90,997	\$47,000	\$74,550	\$92,000	\$103,812	\$136,500

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$83,499	\$55,848	\$75,389	\$85,000	\$92,620	\$107,624
\$5 Million to \$9.9 Million	5	\$112,938	\$80,000	\$100,000	\$123,188	\$125,000	\$136,500

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	4	\$97,170	\$76,678	\$88,170	\$93,500	\$102,500	\$125,000
Disability Services	4	\$92,570	\$72,090	\$74,273	\$87,500	\$105,797	\$123,188

Part-Time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	4	\$31	\$23	\$27	\$30	\$34	\$44

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	3	\$46,205	\$31,000	\$41,708	\$52,416	\$53,808	\$55,200
6-10 FT Staff	5	\$54,780	\$33,000	\$50,000	\$54,080	\$60,000	\$76,822
11-30 FT Staff	6	\$65,885	\$52,639	\$59,753	\$67,250	\$73,750	\$75,000
51-99 FT Staff	6	\$76,731	\$50,000	\$66,222	\$77,694	\$88,875	\$100,000
100+ FT Staff	4	\$76,125	\$55,000	\$62,500	\$73,750	\$87,375	\$102,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$53,904	\$31,000	\$52,416	\$54,080	\$55,200	\$76,822
\$1 Million to \$2.9 Million	5	\$56,500	\$33,000	\$50,000	\$60,000	\$64,500	\$75,000
\$3 Million to \$4.9 Million	4	\$58,202	\$52,000	\$52,479	\$55,404	\$61,128	\$70,000
\$5 Million to \$9.9 Million	7	\$71,934	\$50,000	\$59,325	\$69,888	\$82,500	\$100,000
Greater than \$10 Million	5	\$78,000	\$55,000	\$65,000	\$82,500	\$85,500	\$102,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	6	\$68,033	\$33,000	\$58,900	\$72,500	\$75,000	\$100,000
Human & Social Services	17	\$65,162	\$31,000	\$53,650	\$64,500	\$76,822	\$102,000

Human or Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	5	\$65,708	\$50,000	\$53,650	\$65,000	\$69,888	\$90,000
Greater than \$10 Million	5	\$78,000	\$55,000	\$65,000	\$82,500	\$85,500	\$102,000

Secondary Work Classification

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$65,375	\$52,000	\$54,250	\$59,750	\$70,875	\$90,000

- 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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
51-99 FT Staff	4	\$55,962	\$41,500	\$54,137	\$59,175	\$61,000	\$64,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$3 Million to \$4.9 Million	3	\$47,092	\$37,877	\$41,438	\$45,000	\$51,700	\$58,400
\$5 Million to \$9.9 Million	3	\$53,283	\$41,500	\$49,925	\$58,350	\$59,175	\$60,000
Greater than \$10 Million	3	\$61,267	\$54,800	\$59,400	\$64,000	\$64,500	\$65,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	8	\$50,561	\$36,608	\$40,594	\$50,575	\$59,762	\$65,000

Part-Time

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 Staff	11	\$22	\$10	\$19	\$22	\$25	\$28
11-30 Staff	5	\$23	\$22	\$22	\$24	\$24	\$25
31-50 Staff	4	\$20	\$17	\$18	\$21	\$23	\$23

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$20	\$10	\$16	\$22	\$25	\$25
\$250,000 - \$999,000	10	\$22	\$18	\$20	\$22	\$25	\$28
\$1 Million to \$2.9 Million	5	\$24	\$22	\$22	\$24	\$26	\$26
\$5 Million to \$9.9 Million	4	\$19	\$17	\$18	\$18	\$20	\$23

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	16	\$21	\$10	\$18	\$22	\$24	\$26

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$20	\$10	\$16	\$22	\$25	\$25
\$250,000 - \$999,000	5	\$21	\$18	\$20	\$22	\$22	\$25
\$1 Million to \$2.9 Million	4	\$24	\$22	\$22	\$23	\$24	\$26

SECONDARY WORK CLASSIFICATION HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	6	\$21	\$18	\$19	\$22	\$24	\$25

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$49,763	\$39,000	\$44,385	\$49,450	\$55,850	\$60,000
6-10 FT Staff	14	\$65,010	\$43,000	\$55,000	\$63,000	\$75,000	\$91,250
11-30 FT Staff	16	\$65,745	\$35,000	\$51,250	\$66,978	\$81,218	\$90,000
31-50 FT Staff	3	\$84,263	\$72,000	\$78,500	\$85,000	\$90,395	\$95,790
51-99 FT Staff	6	\$92,537	\$80,000	\$83,053	\$91,065	\$99,799	\$110,000
100+ FT Staff	3	\$112,647	\$80,000	\$101,500	\$123,000	\$128,971	\$134,942

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	10	\$50,162	\$38,000	\$44,385	\$51,160	\$56,530	\$60,000
\$1 Million to \$2.9 Million	21	\$65,592	\$35,000	\$52,000	\$66,000	\$80,000	\$91,250
\$3 Million to \$4.9 Million	5	\$76,114	\$54,800	\$72,000	\$80,000	\$85,000	\$88,768
\$5 Million to \$9.9 Million	8	\$89,047	\$73,000	\$81,680	\$85,245	\$97,056	\$110,000
Greater than \$10 Million	4	\$108,645	\$80,000	\$92,480	\$109,820	\$125,986	\$134,942

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	11	\$63,142	\$35,000	\$50,884	\$55,000	\$80,000	\$90,000
Community Development	4	\$67,500	\$57,000	\$59,250	\$66,500	\$74,750	\$80,000
Health, Disease, Disorders	4	\$77,206	\$43,680	\$50,220	\$65,100	\$92,086	\$134,942
Human & Social Services	26	\$74,205	\$38,000	\$55,030	\$79,400	\$87,826	\$123,000

Arts, Culture, and Humanities

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$62,141	\$35,000	\$52,635	\$60,500	\$72,750	\$90,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	12	\$63,494	\$43,000	\$51,250	\$55,578	\$79,100	\$91,250
\$3 Million to \$4.9 Million	4	\$81,442	\$72,000	\$78,000	\$82,500	\$85,942	\$88,768
\$5 Million to \$9.9 Million	4	\$97,221	\$82,240	\$92,403	\$98,321	\$103,139	\$110,000

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



Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	6	\$59,806	\$35,000	\$47,837	\$53,424	\$77,500	\$85,490

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community or Multi-Service Center	4	\$73,739	\$56,155	\$73,139	\$79,400	\$80,000	\$80,000
Disability Services	4	\$64,963	\$38,000	\$46,250	\$60,500	\$79,213	\$100,852
Residential Services	4	\$87,903	\$55,120	\$75,460	\$86,745	\$99,188	\$123,000
Youth Development	4	\$86,140	\$80,000	\$80,000	\$84,384	\$90,524	\$95,790

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$48,352	\$41,000	\$45,760	\$47,840	\$51,000	\$56,160
6-10 FT Staff	3	\$49,587	\$43,000	\$44,380	\$45,760	\$52,880	\$60,000
11-30 FT Staff	6	\$61,027	\$48,700	\$51,872	\$53,650	\$63,050	\$92,700

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$48,253	\$43,000	\$45,760	\$46,800	\$50,210	\$56,160
\$1 Million to \$2.9 Million	5	\$55,732	\$48,700	\$51,662	\$52,500	\$60,000	\$65,800

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community Development	4	\$62,465	\$41,000	\$52,370	\$58,080	\$68,175	\$92,700
Human & Social Services	6	\$56,204	\$43,000	\$47,070	\$51,331	\$62,266	\$80,000

VP / Director of Marketing

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	3	\$45,380	\$35,000	\$42,070	\$49,140	\$50,570	\$52,000
6-10 FT Staff	8	\$55,845	\$37,700	\$53,514	\$60,000	\$60,000	\$65,000
11-30 FT Staff	6	\$76,202	\$38,500	\$52,832	\$70,825	\$88,765	\$135,485
51-99 FT Staff	4	\$74,676	\$60,000	\$65,756	\$69,887	\$78,808	\$98,931

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$46,768	\$35,000	\$37,700	\$49,140	\$52,000	\$60,000
\$1 Million to \$2.9 Million	8	\$55,167	\$38,500	\$48,986	\$57,500	\$61,250	\$65,000
\$3 Million to \$4.9 Million	3	\$88,045	\$52,000	\$64,325	\$76,650	\$106,068	\$135,485
\$5 Million to \$9.9 Million	6	\$74,849	\$57,585	\$61,919	\$69,887	\$87,627	\$98,931
Greater than \$10 Million	3	\$77,341	\$60,000	\$70,000	\$80,000	\$86,012	\$92,023

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	6	\$54,193	\$35,000	\$37,900	\$43,778	\$66,339	\$92,803
Community Development	5	\$76,097	\$60,000	\$60,000	\$60,000	\$65,000	\$135,485
Human & Social Services	12	\$64,468	\$48,776	\$54,250	\$60,000	\$69,919	\$98,931

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$57,194	\$48,776	\$53,444	\$57,500	\$61,250	\$65,000

Secondary Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$63,115	\$38,500	\$46,417	\$60,578	\$77,276	\$92,803

Office Manager

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	9	\$39,380	\$27,000	\$34,840	\$40,320	\$42,108	\$52,000
6-10 FT Staff	5	\$44,946	\$35,568	\$40,000	\$40,000	\$53,000	\$56,160
11-30 FT Staff	6	\$42,422	\$38,500	\$39,375	\$42,475	\$45,167	\$46,675
100+ FT Staff	3	\$61,233	\$36,000	\$50,500	\$65,000	\$73,850	\$82,700

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$41,717	\$27,000	\$40,000	\$41,160	\$43,118	\$56,160
\$1 Million to \$2.9 Million	9	\$40,905	\$30,000	\$38,500	\$40,000	\$45,240	\$53,000
\$3 Million to \$4.9 Million	3	\$53,480	\$44,949	\$47,775	\$50,600	\$57,745	\$64,890
Greater than \$10 Million	3	\$61,233	\$36,000	\$50,500	\$65,000	\$73,850	\$82,700

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Community Development	4	\$43,500	\$40,000	\$40,000	\$41,000	\$44,500	\$52,000
Human & Social Services	17	\$46,006	\$27,000	\$36,000	\$42,108	\$50,600	\$82,700

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$42,283	\$27,000	\$40,000	\$42,108	\$46,149	\$56,160
\$1 Million to \$2.9 Million	6	\$39,442	\$30,000	\$36,468	\$39,583	\$43,930	\$46,675

Secondary Classification

HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	4	\$57,327	\$35,568	\$43,504	\$55,520	\$69,343	\$82,700

Office Manager

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



Part-Time

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 Staff	8	\$20	\$15	\$16	\$21	\$25	\$26

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$21	\$15	\$16	\$20	\$24	\$30
\$250,000 - \$999,000	6	\$22	\$15	\$20	\$22	\$24	\$26

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	4	\$20	\$15	\$17	\$19	\$22	\$25
Human & Social Services	8	\$22	\$15	\$19	\$22	\$24	\$30

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$21	\$15	\$16	\$19	\$24	\$30

SECONDARY WORK CLASSIFICATION HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Other	4	\$20	\$16	\$19	\$21	\$22	\$23

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



Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	3	\$32,672	\$27,500	\$27,750	\$28,000	\$35,258	\$42,515
6-10 FT Staff	4	\$35,000	\$22,000	\$26,500	\$34,000	\$42,500	\$50,000
11-30 FT Staff	9	\$40,189	\$30,000	\$33,000	\$38,500	\$45,320	\$53,000
31-50 FT Staff	4	\$41,842	\$31,941	\$39,485	\$42,213	\$44,569	\$51,000
51-99 FT Staff	5	\$38,372	\$34,091	\$35,360	\$37,128	\$41,600	\$43,680
100+ FT Staff	6	\$43,888	\$36,000	\$41,175	\$44,710	\$44,860	\$53,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$32,503	\$22,000	\$28,000	\$30,000	\$40,000	\$42,515
\$1 Million to \$2.9 Million	10	\$38,594	\$27,500	\$32,146	\$35,750	\$45,810	\$53,000
\$3 Million to \$4.9 Million	4	\$44,155	\$37,877	\$41,288	\$43,873	\$46,740	\$51,000
\$5 Million to \$9.9 Million	7	\$39,797	\$34,091	\$36,244	\$41,600	\$42,840	\$44,720
Greater than \$10 Million	5	\$43,721	\$36,000	\$40,000	\$44,700	\$44,907	\$53,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human & Social Services	22	\$38,087	\$22,000	\$32,820	\$37,502	\$44,445	\$53,000

Human and Social Services

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$38,134	\$28,000	\$32,351	\$33,000	\$45,620	\$50,000
\$5 Million to \$9.9 Million	6	\$39,497	\$34,091	\$35,802	\$39,564	\$43,260	\$44,720
Greater than \$10 Million	4	\$43,425	\$36,000	\$39,000	\$42,350	\$46,775	\$53,000

Secondary Classification

HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$41,068	\$37,128	\$39,282	\$41,213	\$42,999	\$44,720

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



Part-Time

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 Staff	13	\$17	\$10	\$15	\$18	\$20	\$22
11-30 Staff	4	\$19	\$16	\$18	\$20	\$21	\$22

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$20	\$16	\$18	\$20	\$22	\$22
\$250,000 - \$999,000	9	\$16	\$10	\$14	\$16	\$18	\$21
\$1 Million to \$2.9 Million	3	\$22	\$21	\$22	\$22	\$22	\$22

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, & Humanities	4	\$15	\$10	\$13	\$14	\$17	\$22
Human & Social Services	12	\$19	\$13	\$17	\$18	\$21	\$22

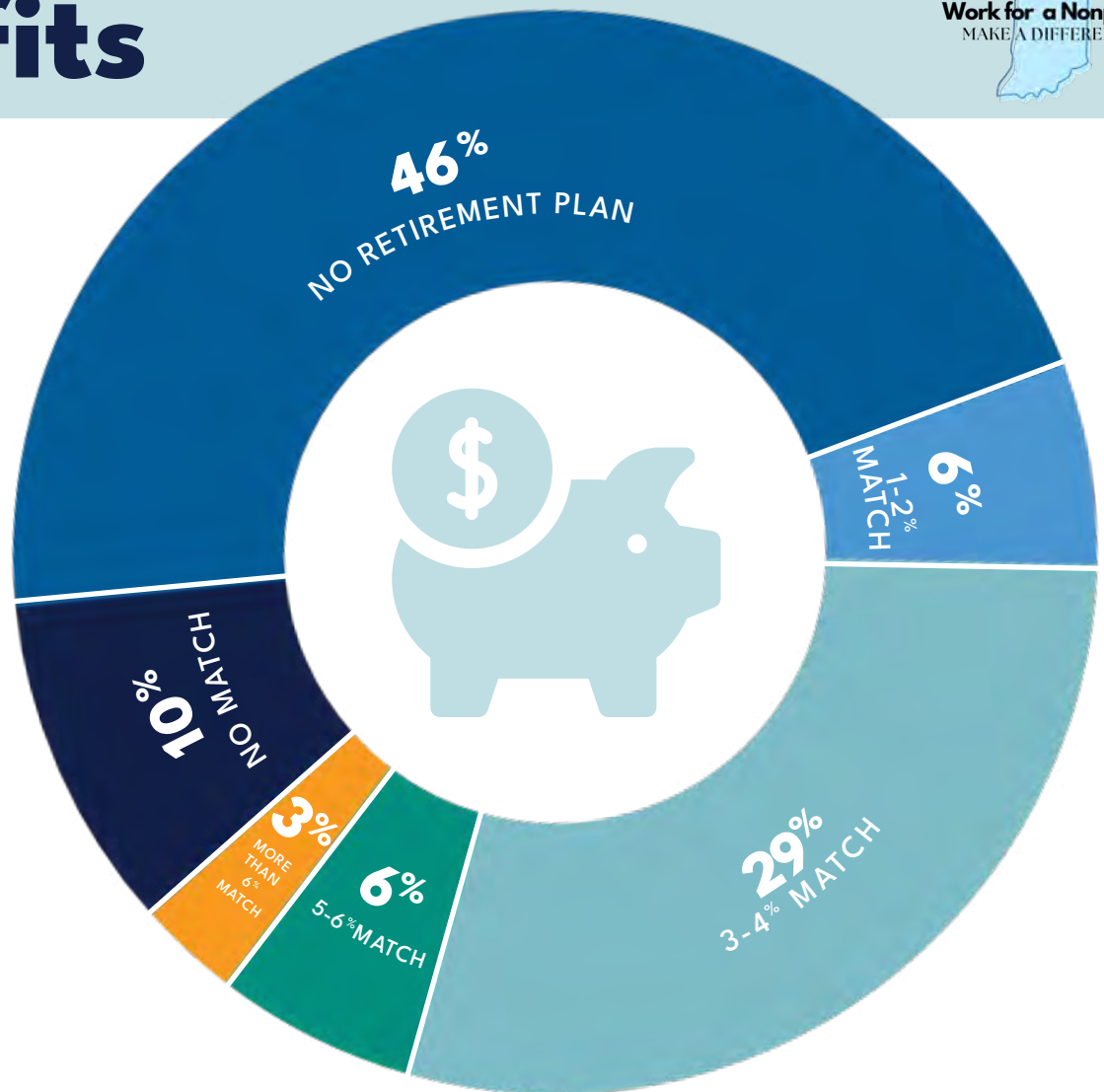
ARTS, CULTURE, & HUMANITIES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	3	\$13	\$10	\$12	\$14	\$14	\$15

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$20	\$16	\$18	\$20	\$22	\$22
\$250,000 - \$999,000	5	\$17	\$13	\$16	\$17	\$18	\$18

SECONDARY WORK CLASSIFICATION HUMAN AND SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$18	\$13	\$16	\$18	\$19	\$22
Other	5	\$19	\$16	\$16	\$20	\$21	\$22

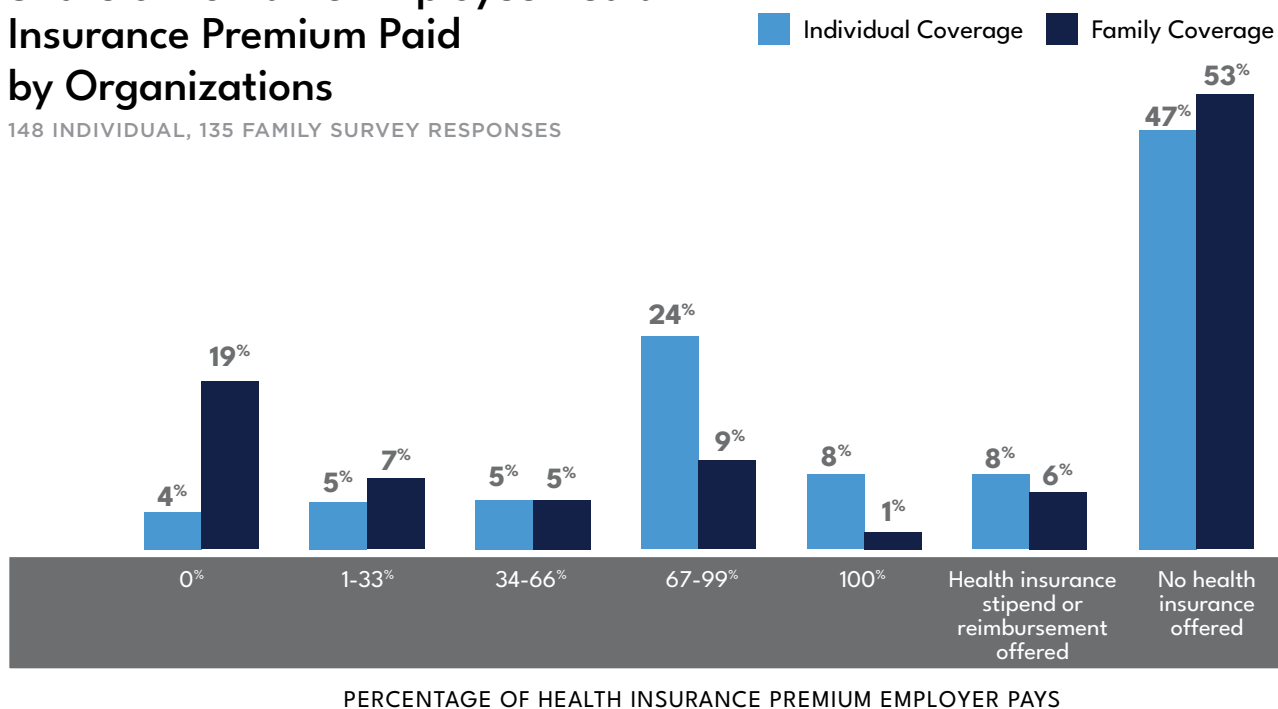
401(k) or 403(b) Plan and Employer Match

156 SURVEY
RESPONSES



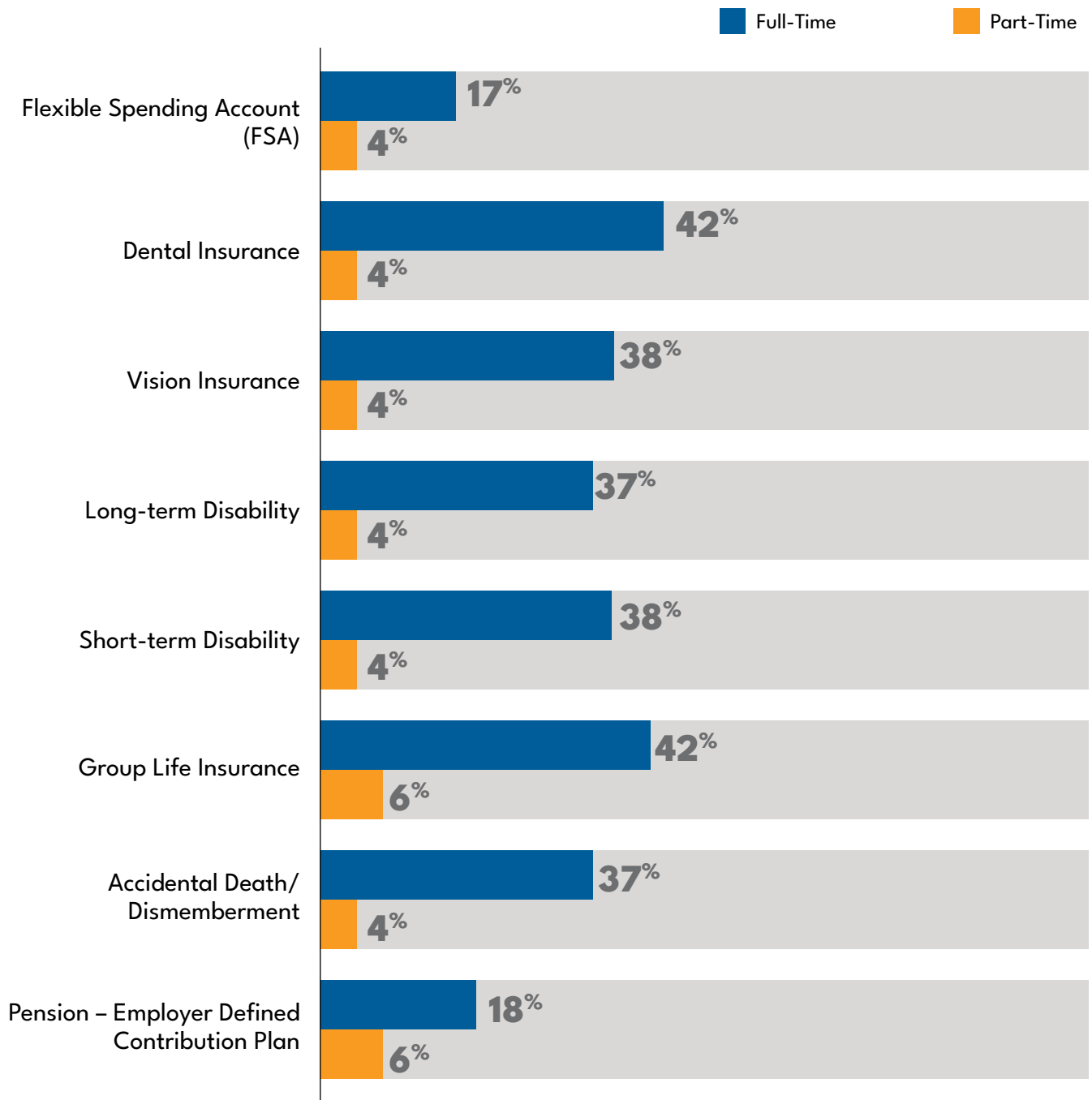
Share of Full-time Employee Health Insurance Premium Paid by Organizations

148 INDIVIDUAL, 135 FAMILY SURVEY RESPONSES



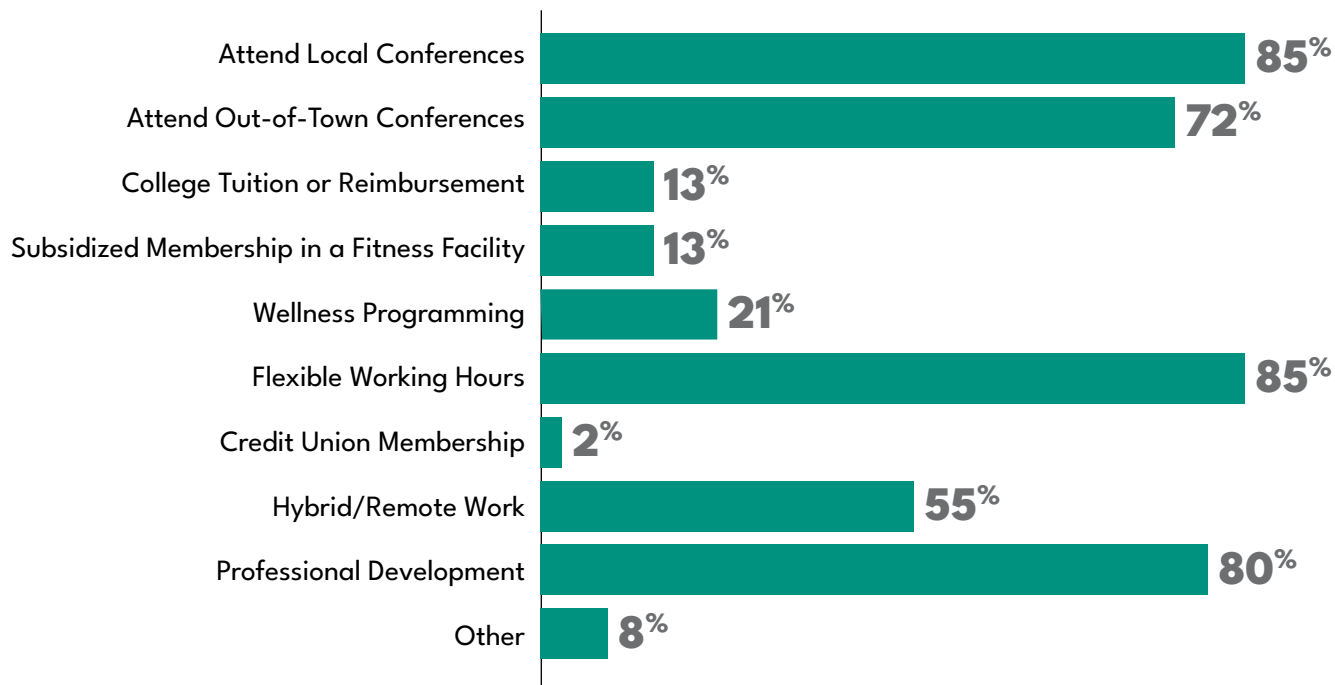
Benefits Offered to Full-time and Part-time Staff

146 FULL-TIME / 143 PART-TIME SURVEY RESPONSES



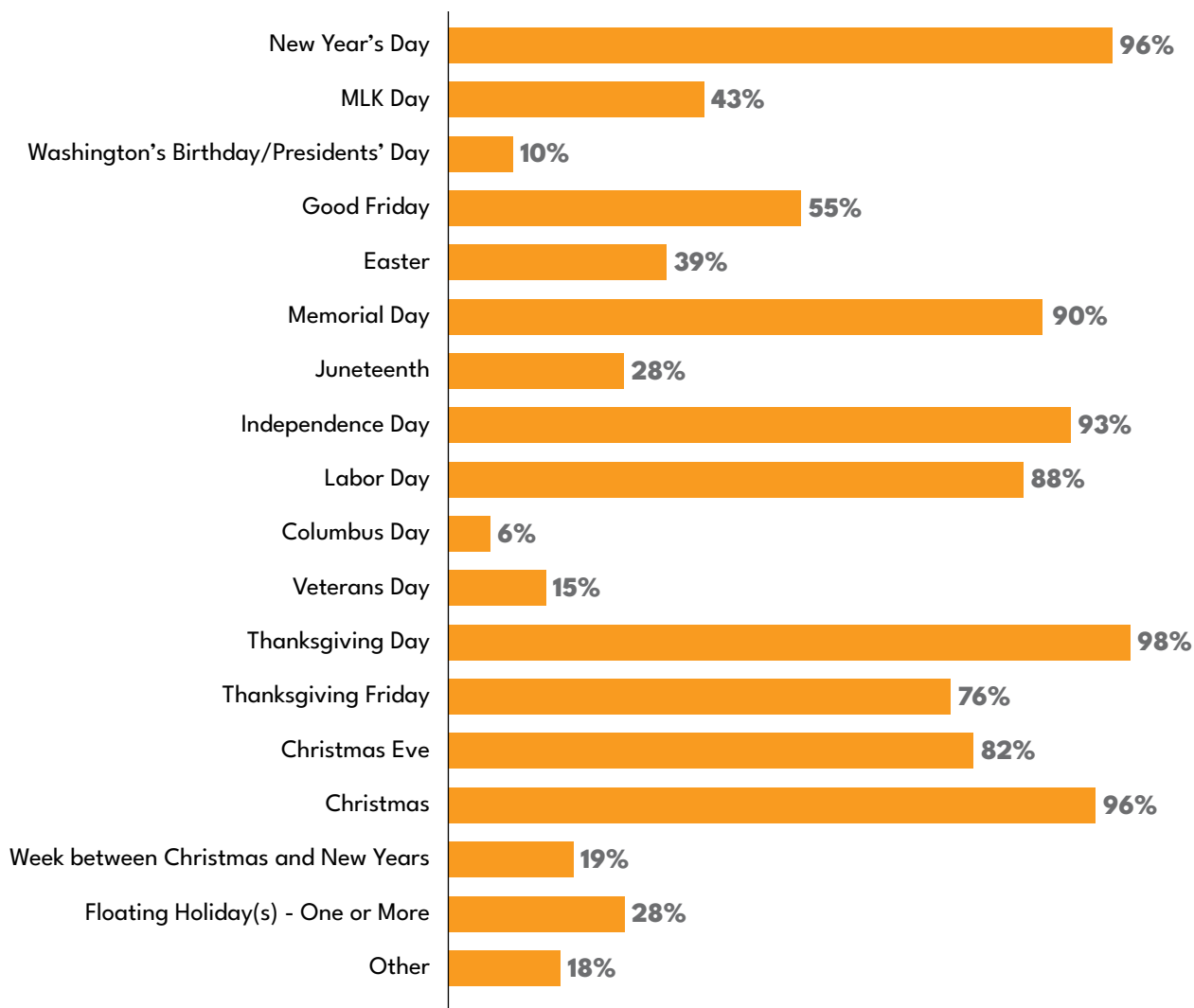
Additional Benefits or Position Enhancements

143 SURVEY RESPONSES



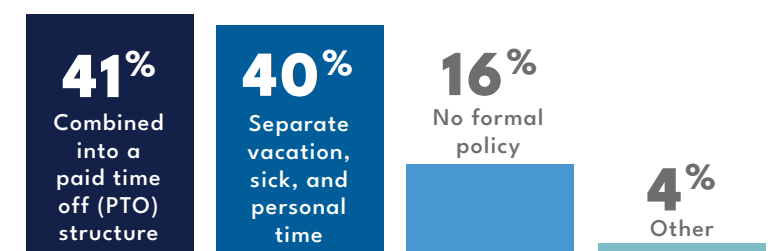
Which Paid Holidays Organizations Provide

136 SURVEY RESPONSES



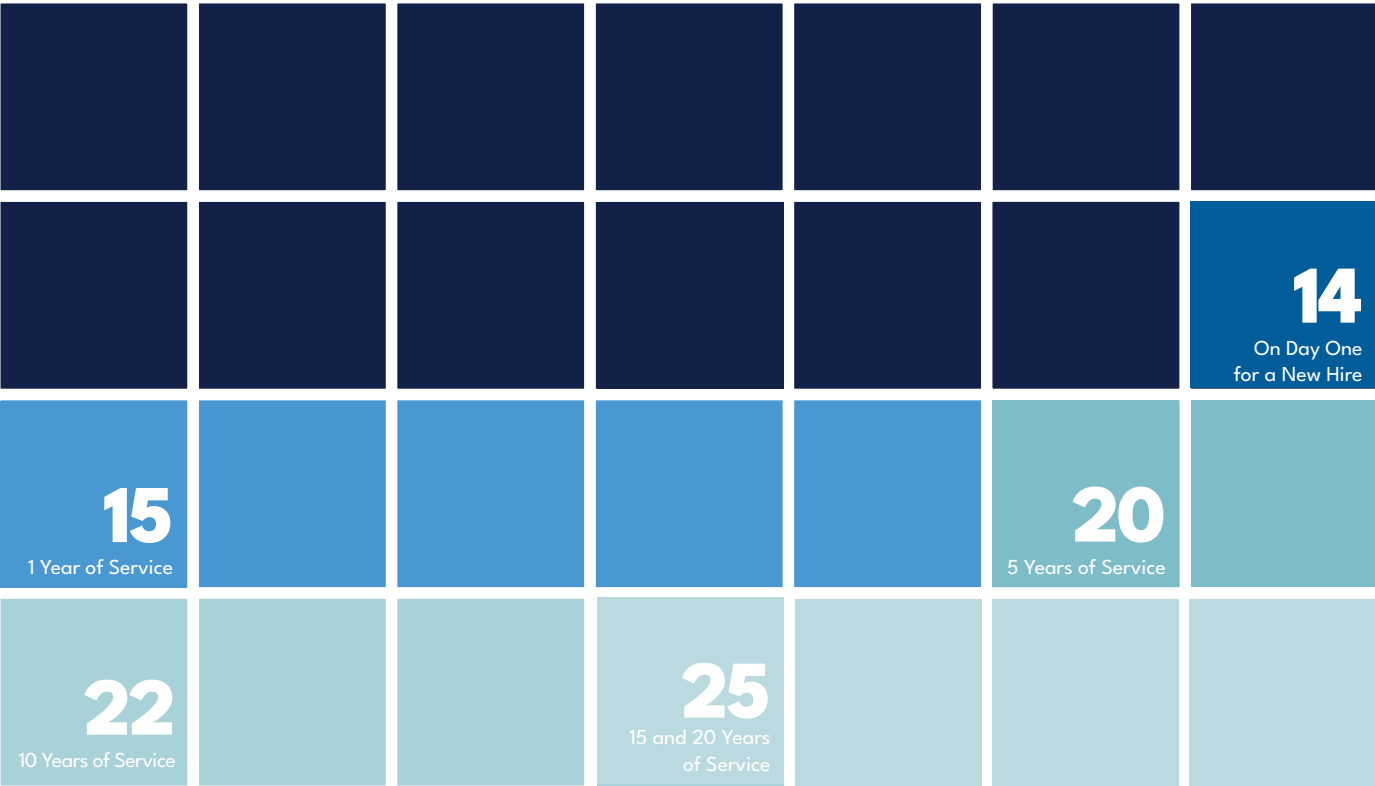
Paid Leave Policy

143 SURVEY RESPONSES



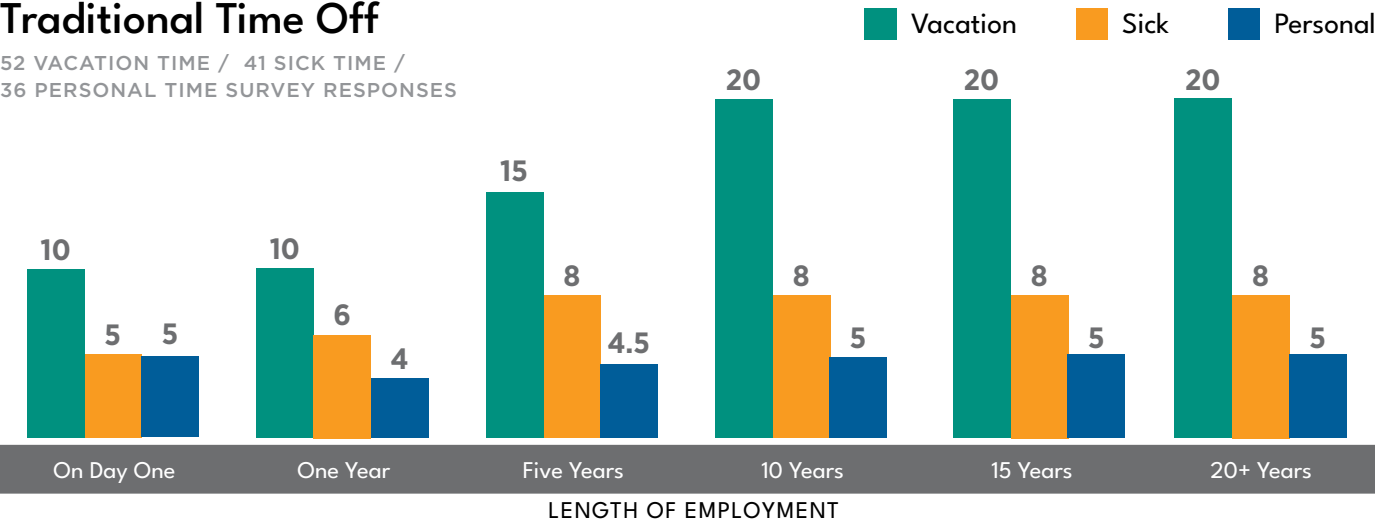
Median Number of Paid Time Off (PTO) Days

71 SURVEY RESPONSES



Traditional Time Off

52 VACATION TIME / 41 SICK TIME / 36 PERSONAL TIME SURVEY RESPONSES



Thank You



Thank you for taking the time to download and use the 2025 Northeast Indiana Nonprofit Salary & Benefits Survey.

We hope this report serves as a meaningful resource for you and your organization as you work to strengthen your mission, support your staff, and build long-term sustainability across Northeast Indiana.

This survey is intended to be a reference tool, recognizing that compensation and benefits can be complex—and sometimes difficult—topics for nonprofit leaders and boards to address. Our hope is that the data presented here prompts thoughtful questions, informed discussion, and productive planning. We encourage you to share this report with board members and leadership teams and to use the “Applying This Report to Your Organization” section as a starting point for conversation at the committee or board level.

We welcome your [feedback](#) on how this survey is being used across the community, how the information supports your decision-making, and how future editions might be strengthened.

Your input helps ensure this resource continues to reflect the realities and needs of nonprofit organizations throughout our region.

This edition of the Northeast Indiana Nonprofit Salary & Benefits Survey was funded by the Community Foundation of Greater Fort Wayne.



Brad Little

President & CEO,
Community Foundation
of Greater Fort Wayne





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