



2021

**NONPROFIT SALARIES
and STAFFING TRENDS**

*For The Greater
New York City Area*



www.pnpstaffinggroup.com

NEW YORK
212.546.9091

PHILADELPHIA
267.917.2090

WASHINGTON DC
202.719.9600



NONPROFIT SALARIES & STAFFING TRENDS for 2021

PERSEVERANCE DURING UNCERTAINTY AND CHANGE

LOOKING AT 2020

As we documented in last year’s 2020 Salary Report, salaries were rising at all levels and in almost all organizations of all sizes at the beginning of the year. This trend was driven by a competitive marketplace for talent and a strong economy. All that changed dramatically in the spring of 2020. The salaries reported here are those in effect in October 2020, and not necessarily those paid in February 2020 or projected for February 2021.

In October 2020, PNP’s survey yielded a picture of nonprofits assessing the challenges of the present and planning for the year ahead, while simultaneously evaluating operations in a radically changed environment and addressing the issues of managing new ways of working.

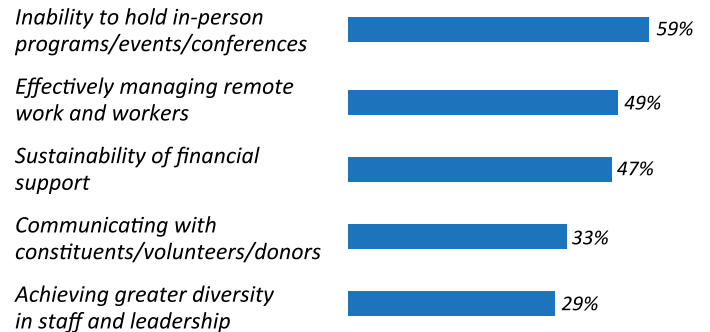
Understanding that their work is needed, organizations are striving to sustain their vital missions and deliver services during the pandemic. Nonprofits are facing economic threats by implementing new ways to keep staff and continue fundraising efforts. Despite uncertainties that were inconceivable at the start of 2020, the resilience of the sector, reflected in our findings, is the real underlying story of this report.

LOOKING AT 2021

The greatest issue for nonprofits in 2021 is the ability to institute a new form of crisis management. The sense that “things will never again be as they were” was pervasive in survey responses. Successful nonprofits will be those responsive to a changed world.

What appears to be most daunting for nonprofits is the sense of uncertainty about the future, and yet, a significant number of organizations report clarity about what their primary challenges are, even as they continue to wrestle with strategies to meet those challenges.

The Top 5 Challenges Nonprofits Face In 2021



A WORD OF THANKS

Eight months into the most devastating public health crisis of our lifetime, PNP Staffing Group conducted its annual survey of salaries in the nonprofit sector. This year was an especially difficult time to ask organizations about compensation while so many are focused on simply trying to survive.

We conducted the survey in October, 2020, even as the pandemic continued to threaten the sector. Yet, over 900 nonprofits participated in our survey, taking the time to share information with us that will help all organizations in making informed decisions about staff and salaries in this time of great uncertainty. More than ever, we are deeply grateful to all survey participants. Thank you.

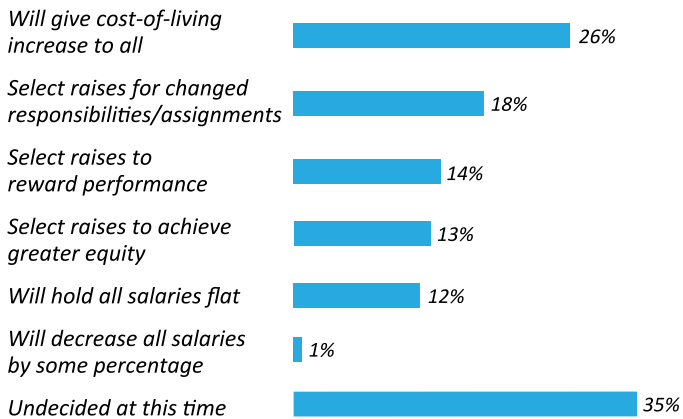
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SALARIES

Competitive salaries are the key to retaining talented staff who have stepped-up in a time of crisis and who are enabling organizations to persevere through uncertainty and change.

Despite all of the turmoil, many of this year’s respondents indicate their intention to adjust salaries upward in 2021, at least for some select staff. One-fourth will give cost-of-living increases across the board. Only one percent expect to decrease salaries in 2021.

Salary Changes in 2021



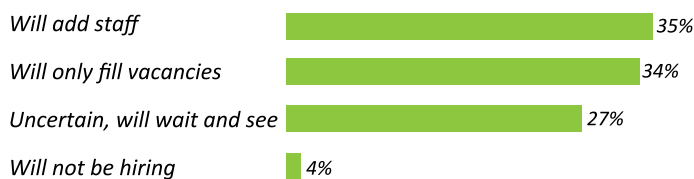
HIRING

More than two-thirds of survey respondents note that they are planning to hire staff in 2021 -- evenly divided between those who will be adding to their workforce, and those who will hire only to fill vacancies. Another one-fourth of respondents will wait-and-see what happens, at least through the first quarter of 2021. Very few organizations noted that they will NOT be hiring any staff in 2021, even to replace retirements or fill other vacancies that may occur.

Of those organizations that are planning to hire staff in 2021 next year, 47% are Human and Social Service nonprofits. Because their services are in urgent demand at this time, these organizations indicated that their highest hiring priority is and will be in program management and delivery.

The next highest priority for adding staff overall is, not surprisingly, in Fundraising and Development.

Hiring in 2021



A CHANGED WORLD: EFFECTS OF THE PANDEMIC

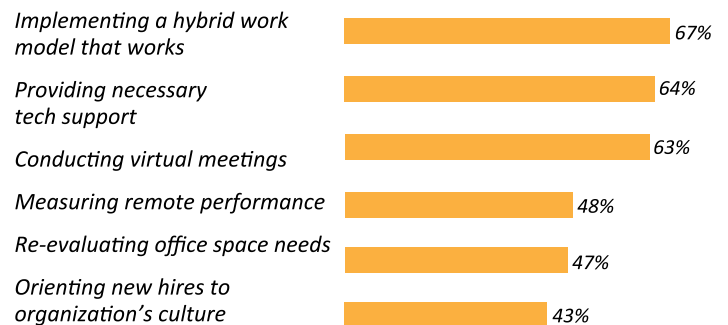
Perseverance and resilience accurately describe nonprofits this year. Even during the worst of the pandemic, 73% of nonprofits report that they did not lay-off staff in 2020 and 80% did not furlough any staff.

Of the 20% of nonprofits who did furlough staff between March and October, almost half (48%) have brought them all back to work, and most (98%) expect to have all furloughed staff returned to their jobs by January 2021.

The principal challenge facing nonprofits is how work will be conducted and managed now. When asked about expectations for 2021, 67% of nonprofits plan to have hybrid working arrangements for staff – some days in the office and some days working remotely. The remaining third of organizations expect 75% - 100% of their staff to work remotely at least through the first quarter of 2021, and perhaps beyond.

Whether staff will be working remotely some or all of the time, non-profit organizations cite several key issues of concern going forward.

Principal Staffing Issues for Nonprofits



Philanthropic Support

Funding core programs and services is more challenging than ever. However, some organizations report that they have been able to maintain and actually increase support in 2020 and are seeking ways to ensure continued support in 2021. Increases in support during the current crisis came primarily from three sources.

Where New Philanthropic Support Is Coming From



NYC AREA 2020 SALARY RANGES BY BUDGET SIZE

POSITIONS	BUDGET SIZES AND 2020 SALARIES				
	under \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M - 50M	over \$50M
Senior Management					
CEO/President	180-200K	200-230K	240-270K	290-360K	370-420K
Executive Director	150-170K	160-190K	190-220K	240-280K	290-330K
Chief Operating Officer	120-130K	130-170K	160-190K	180-210K	200-250K
Chief of Staff	NA	100-130K	120-150K	140-170K	140-170K
Finance					
CFO/VP Finance	120-140K	150-170K	170-200K	200-230K	230-280K
Director, Finance	90-110K	100-130K	120-140K	150-180K	170-210K
Controller	80-100K	80-110K	100-120K	100-140K	130-160K
Staff Accountant	60-80K	70-90K	80-90K	80-90K	90-100K
Bookkeeper	40-60K	45-70K	60-70K	60-80K	60-80K
Fundraising & Resource Development					
VP/Chief Development Officer	120-150K	145-175K	170-220K	210-230K	240-290K
Director, Development	90-110K	110-130K	120-150K	150-180K	180-210K
Director, Major Gifts	80-100K	90-110K	100-130K	120-150K	160-180K
Director, Foundation/Corporate Relations	80-90K	80-100K	100-120K	110-150K	150-175K
Director, Special Events	60-80K	60-90K	80-100K	80-110K	90-120K
Grants Writer	50-70K	60-75K	70-80K	70-90K	75-100K
Development Associate	50-65K	50-70K	60-70K	60-80K	70-90K
Development Assistant	40-50K	40-50K	40-50K	45-60K	50-60K
Marketing & Public Relations					
VP/Chief Marketing Officer	90-110K	110-140K	130-160K	160-180K	190-220K
Director, Marketing	80-100K	90-110K	100-125K	120-140K	140-160K
Director, Advocacy	60-80K	80-100K	100-120K	120-130K	130-150K
Social Media Manager	50-70K	50-80K	60-90K	70-90K	80-100K
Marketing Associate	40-60K	50-60K	60-70K	60-70K	70-80K
Programs					
VP/Chief Programs Officer	110-130K	130-160K	150-180K	175-200K	210-250K
Director, Programs	80-100K	90-120K	110-130K	140-170K	160-190K
Program Coordinator	70-90K	70-90K	80-100K	90-110K	110-130K
Programs Associate	40-60K	50-65K	60-70K	60-75K	70-90K
Programs Assistant	40-50K	40-50K	45-60K	50-60K	50-60K
Human Resources/Talent Management					
VP/Chief HR Officer	90-120K	120-150K	140-170K	160-180K	190-225K
Director, HR	80-100K	90-110K	100-130K	120-140K	140-170K
Benefits Manager	60-70K	60-80K	70-90K	80-100K	85-110K
HR Associate	40-60K	50-60K	60-70K	60-75K	70-80K
Membership & Meetings					
VP/Director, Membership	90-100K	100-120K	120-140K	140-160K	170-190K
Membership Manager	60-70K	60-75K	80-90K	80-90K	80-100K
Director/Manager, Meetings	70-80K	70-80K	70-90K	70-90K	90-120K
IT & Database Management					
VP/CIO/CTO	90-125K	110-140K	140-160K	160-190K	200-230K
Director, IT	75-100K	90-110K	100-135K	140-160K	160-190K
Network Administrator	60-70K	70-80K	80-90K	80-100K	90-120K
Database Manager	60-80K	60-80K	70-90K	80-100K	80-110K
Website Manager	45-60K	60-70K	60-80K	75-100K	80-100K
Administration & Support					
Executive Assistant	50-60K	50-70K	60-75K	70-80K	70-90K
Administrative Assistant	40-50K	40-55K	40-55K	50-60K	50-60K
Office Manager	50-60K	50-60K	55-65K	60-70K	60-75K
Receptionist	35-45K	40-50K	40-50K	40-50K	40-60K

NEW YORK CITY AREA NONPROFIT SALARIES & STAFFING TRENDS 2021 REPORT

HOW TO USE THIS REPORT

This report provides you with salary ranges for 43 key positions critical to the management of a nonprofit, as well as competitive market information needed to make informed staffing decisions. Median salary ranges are noted for each position within five budget-size categories — to serve as guidelines, rather than as precise predictors, for decision-makers.

If your organization is paying below the salary range listed for a position, in your budget category, it means that many organizations in your area are paying a higher salary for a similar or same position. To the extent that you can, it is more advantageous to lean toward the higher side of the salary range when making an offer to recruit talent you wish to hire.

“The fact that nonprofit leaders are clear-minded in their focus on what their principal challenges are during this time of magnified uncertainty and change, confirms a renewed confidence that nonprofits will persevere in finding new ways of working, new ways of managing their mission-driven work, and new ways to sustain and support themselves.”

*Robert F. Duvall, Ph.D.
Director, Education Services
PNP Staffing Group*

About PNP

PNP Staffing Group, aka Professionals for NonProfits, provides a full suite of staffing services to the nonprofit, association and social good sectors. Specializing in filling positions that are key to the performance and growth of an organization, PNP offers every staffing solution a nonprofit may need, from high-level Executive Search to contract staff.

With a deep understanding and knowledge of the sector, local expertise with a national reach, and outstanding results based on 25 years of experience and proven excellence, PNP helps organizations make smart hiring decisions to advance their mission and build diversity, sustainability and capacity.

PNP is a full-service staffing company. Services include:

- **Executive Search**
- **Direct Hire**
- **Interim Professionals & Consultants**
- **Temporary & Contract Staff**
- **Temp-to-Hire**
- **Payrolling Outsourcing**
- **HR Outsourcing**

Visit www.pnpstaffinggroup.com to learn more and to download all our free reports and white papers. Call us at 212-546-9091 (NYC office) or 202-719-9600 (DC office) when you need talented staff or simply want to discuss your options and staffing strategies. From those centers, we work with organizations nationwide.

PNP is a Certified Woman-Owned Business Enterprise.

About the Salary Report

For the last 20 years, PNP STAFFING GROUP has published annual SALARIES and STAFFING TRENDS REPORTS for NYC, DC, and Philadelphia that are available for free on PNP’s website, www.pnpstaffinggroup.com. These reports provide nonprofit managers with critical information on salaries and hiring trends in the sector so that organizations have the information needed to be able to compete more effectively for talent in the marketplace.