

# 2014 Central Indiana Nonprofit Salary Report



# Forward

## To: Central Indiana Nonprofit Leaders

We are excited to again to be in the lead role to assemble and publish the Central Indiana Nonprofit Salary Survey. For 2014, we have a great group of sponsors who serve the nonprofit sector with excellence and have added their insights to the process through short articles. We hope these survey results will provide nonprofit organizations of all sizes and service sectors with a valuable set of tools to seriously explore compensation and benefits with the ultimate goals of attracting and retaining the talent necessary to achieve your missions. “Thank You” for your support of Charitable Advisors as we reach our 14 year anniversary of serving the local nonprofit community.

This is the third edition of the Central Indiana Nonprofit Salary Survey, building on similar reports in 2010 and 2012. Prior to the 2010 Nonprofit Salary Report a comprehensive summary of nonprofit 501(C)3 salaries and benefits did not exist, so we were very excited to begin a tradition that we feel is very important to the current and future vitality of the central Indiana nonprofit sector.

We want to highlight three factors that make this report unique. First, every nonprofit in central Indiana has access to use this information. In many communities, access is limited to participating organizations or sold. Second, our sample size is more than twice the typical nonprofit salary survey in order to provide better data. While most nonprofit salary surveys will look at 100-150 organizations, this report aggregates responses from 321. Third, FirstPerson, The National Bank of Indianapolis, Von Lehman CPA and Delivra have joined Charitable Advisors in supporting the assembly of this report and ensured that it could be delivered to the nonprofit community at no charge.



Bryan Orander, *President*  
Charitable Advisors



FIRST PERSON



The 2014 Central Indiana Nonprofit Salary Report can be found online at:

[charitableadvisors.com/2014SalSurveyIndy.pdf](http://charitableadvisors.com/2014SalSurveyIndy.pdf)

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# Applying this report to your organization

“Our People are our most important asset!” We hear this cliché in every management and leadership development context and we know it is true. It takes good people to make a good organization and to produce good results for our clients, patrons, partners, and other stakeholders. But how much time is spent in the typical board meeting talking about staff recruiting, staff training and development, staff retention, or staff compensation? Here is a chance to begin thinking more intentionally about the investments your organization makes in your “most important asset”.

## Best Practices

### 1. COMPENSATION PHILOSOPHY

Do you have a compensation philosophy? According to the Opportunity Knocks 2010 Retention and Vacancy Report, a competitive job offer was most often cited as the top reason for an employee voluntarily leaving their current position. Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to succeed and how much those people should be paid. Most specifically, the board typically decides the compensation of the CEO/Executive Director.

### 2. ATTRACTING TALENT = KEY DIFFERENTIATOR

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

### 3. LEADERSHIP DEPARTURE

Many times the board compensation discussion only arises with the departure of a long-term leader and the realization that the open position cannot be filled with a qualified candidate in the same salary range.

### 4. SMALL NONPROFITS CAN BENEFIT

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

### 5. MORE THAN JUST MONEY

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

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## Find Additional Data Points for Comparison

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

# Applying this report to your organization

## Suggestions for Other Sources of Information

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

## Work Your Way up the Salary Scale

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

## Raise the Bar/Setting Goals and Expectations

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

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

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

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# Participating Organizations

Bureau of Jewish Education	Domestic Violence Network	Hancock County Community Foundation	Indiana Community Action Association
Business Ownership Initiative	Dress for Success Indianapolis	Hancock County Senior Services, Inc.	Indiana Connected By 25, Inc.
Campdown, Inc.	Drug Free Marion County	Handi-Capable Hands, Inc.	Indiana Foster Care and Adoption Association, Inc.
Cancer Association of Shelby County, Inc.	Dyslexia Institute of Indiana	Happy Hollow Camp	Indiana Historical Society
Carmel Clay Public Library Foundation	Easter Seals Crossroads	Harrison Center for the Arts	Indiana Landmarks
Carmel Symphony Orchestra	Eastern Star JEWEL Human Services	Hawthorne Community Center	Indiana Legal Services, Inc.
Catholic Charities Indianapolis	Edna Martin Christian Center	Hendricks County Community Foundation	Indiana Medical History Museum
Center for Congregations	Eiteljorg Museum of American Indians and Western Art, Inc.	Hendricks County Senior Services	Indiana Minority Health Coalition, Inc.
Center for Leadership Development	Eskenazi Health Foundation	Heritage Place of Indianapolis	Indiana Mothers' Milk Bank
Central Indiana Community Foundation	Exodus Refugee Immigration, Inc.	Hollis Adams Foundation	Indiana Network for Higher Education Ministries
Central Indiana Youth for Christ (CIYFC)	Fair Housing Center of Central Indiana	Hoosier Environmental Council	Indiana Park & Recreation Association
Chaucie's Place	Fairbanks Hospital	Hoosier Salon Patrons Association	Indiana Philanthropy Alliance
Child Advocates, Inc.	Fall Creek Gardens, Inc.	Hoosier Trails Council, Boy Scouts of America	Indiana Primary Health Care Association
Children's Bureau, Inc.	Families First Indiana, Inc.	Horizon House	Indiana Public Health Association
Children's TherAplay Foundation	Fay Biccard Glick Neighborhood Center at Crooked Creek	Humane Society of Indianapolis	Indiana Recycling Coalition
Christamore House Inc.	Federated Campaign Stewards	HVAF of Indiana, Inc.	Indiana Repertory Theatre, Inc.
Christel DeHaan Family Foundation	Feeding Indiana's Hungry, Inc.	IARCCA An Association of Children & Family Services	Indiana State Nurses Association
Christel House International	Finish Line Youth Foundation	Immigrant Welcome Center	Indiana Writers Center
Christian HolyLand Foundation	Flanner House of Indianapolis, Inc.	Improving Kids Environment	Indiana Youth Group
CICOA Aging & In-Home Solutions	Fletcher Place Community Center, Inc.	Indiana Association for Child Care Resource & Referral (IACCRR)	Indiana Youth Services Association
Coalition for Homelessness Intervention and Prevention (CHIP)	Forest Manor Multi-Service Center	Indiana Association for Community Economic Development	Indiana YouthPRO Association
Coburn Place Safe Haven	Freetown Village, Inc.	Indiana Association for the Education of Young Children	Indianapolis Art Center
College Mentors for Kids	Freewheelin' Community Bikes	Indiana Association of Area Agencies on Aging	Indianapolis Bar Association & Foundation
Community Foundation of Morgan County, Inc.	Friends of Holliday Park	Indiana Association of Public Education Foundations	Indianapolis Chamber Orchestra
Concord Neighborhood Center	Girl Scouts of Central Indiana	Indiana Association of United Ways	Indianapolis Children's Choir
Connect2Help	Girls Inc. of Greater Indianapolis	Indiana Bar Foundation	Indianapolis Congregation Action Network
Conner Prairie Museum	Girls Inc. of Shelbyville & Shelby County	Indiana Black Expo, Inc.	Indianapolis Legal Aid Society, Inc.
Cornea Research Foundation of America	Gleaners Food Bank	Indiana Canine Assistant Network (ICAN)	Indianapolis Museum of Art
Creating Positive Relationships	Global Interfaith Partnership	Indiana Center for Children and Families, a subsidiary of Mental Health America of Indiana	Indianapolis Neighborhood Resource Center (INRC)
Crooked Creek CDC	Greater Indianapolis Habitat for Humanity	Indiana Coalition Against Domestic Violence, Inc.	Indianapolis Opera
Crossroads of America Council, Boy Scouts	Habitat for Humanity of Hamilton County	Indiana Commission on the Social Status of Black Males	Indianapolis Parks Foundation
Damien Center (The)	Hamilton County Area Neighborhood Development (HAND)		Indianapolis Symphony Orchestra
Day Nursery Association of Indianapolis, Inc.	Hamilton County Leadership Academy		Indy Reads
Dayspring Center, Inc.	Hamilton County Tourism, Inc.		Indy-East Asset Development
Desert Rose Foundation, Inc.			International Talent Academy
Diabetes Youth Foundation of Indiana			

# Participating Organizations

International Violin Competition of Indianapolis	Marion County Commission On Youth, Inc. (MCCOY)	Professional Insurance Agents of Indiana	The Clowes Fund
IPS Education Foundation	Martin Center Sickle Cell Initiative	Project Home Indy	The General Assembly of the Christian Church (Disciples of Christ), Inc.
Irvington Community School, Inc.	Martin Luther King Community Center	ProKids, Inc.	The Indianapolis Public Library Foundation
Irvington Development Organization	Mary Rigg Neighborhood Center	Purpose Of Life Academy	The Indianapolis Theatre Fringe Festival
Jameson Camp	Meals on Wheels of Hamilton County	Raphael Health Center	The Indianapolis Zoological Society, Inc.
Janus Developmental Services, Inc.	Meals on Wheels of Hancock County	Reach For Youth	The International Center
JCC	Mental Health America of Greater Indianapolis	Rebuilding Together Indianapolis	The Julian Center
Jewish Federation of Greater Indianapolis, Inc.	Mental Health America of Hendricks County	RecycleForce	The Leukemia & Lymphoma Society
John H. Boner Community Center	Mental Health Partners of Hancock County	RHI Foundation	The Phoenix Theatre
John P. Craine House, Inc.	Merchants Affordable Housing Corp	Richard M. Fairbanks Foundation, Inc.	The Psi Upsilon Foundation
Johnson County Community Foundation	Methodist Health Foundation	Riley Area Development Corporation	The Salvation Army
Joy's House	Mid America Cooperative Council	Ronald McDonald House of Indiana, Inc.	The Social of Greenwood
Junior Achievement of Central Indiana	Mt. Vernon Education Foundation	Safe Sitter, Inc.	The Villages of Indiana, Inc.
Kaleidoscope Youth Center	Music for All, Inc.	School on Wheels	The Wesleyan Church Corporation
Kappa Delta Pi	National Association of Music Parents	Second Helpings	Theatre on the Square
Keep Indianapolis Beautiful, Inc.	National Council on Educating Black Children	ServLife International, Inc.	Timmy Global Health
KEY Consumer Organization, Inc.	National FFA Organization	Shelby County United Fund (SCUFFY)	Triangle Education Foundation
Kids Against Hunger-Greenwood, Inc.	National Multiple Sclerosis Society - Indiana State Chapter	Sheltering Wings	Trinity Free Clinic, Inc.
Kids' Voice of Indiana, Inc.	NAWBO Indianapolis	Shepherd Community	Trusted Mentors
Kingsway Community Care Center	Neighborhood Christian Legal Clinic	Sigma Kappa Foundation	United Cerebral Palsy Association of Greater Indiana
La Plaza, Inc.	New Hope Of Indiana, Inc.	Simon Youth Foundation, Inc.	United Way of Central Indiana
Lawrence Community Development Corporation	NIC Foundation	Social Health Association	United Way of Johnson County
Lawrence Township School Foundation	NJTL of Indianapolis	SON Foundation, Inc.	United Way of Madison County, Inc.
Leadership Hendricks County	Noble of Indiana	Southeast Community Services	USA Football
Leadership Indianapolis	OnSite International, Inc.	Southeast Neighborhood Development, Inc.	Village of Merici, Inc.
LeadingAge Indiana	Ovar'coming Together	Southeast Neighborhood School of Excellence (SENSE)	VNS Foundation
Lebanon Area Boys & Girls Club	PACE, Inc.	Special Olympics Indiana	VSA Indiana
Legacy House, Inc.	Partners In Housing Development Corporation	St. Mary's Child Center	WellSpring Center
Little Red Door Cancer Agency	Pathway to Recovery	St. Vincent Anderson Regional Foundation	Westside Community Development Corporation
Love INC of Greater Hancock County	Percussive Arts Society, Inc.	Starfish Initiative	Worthmore Academy
Lupus Foundation of America, Indiana Chapter	Perry Senior Citizens Services	Storytelling Arts of Indiana	YMCA of Greater Indianapolis
Lutheran Child and Family Services	Phi Kappa Psi Foundation	Susan G. Komen Central Indiana	YMCA of Madison County
Mama's Cupboard, Inc.	Prevail, Inc.	Tangram, Inc.	Young Actors Theatre
	PrimeLife Enrichment	Tara Treatment Center, Inc.	Youth Connections
		Teachers' Treasures	Zionsville Center for Art, History and Genealogy
		The Arc of Indiana	Zionsville Education Foundation
		The Cabaret	
		The Center for the Performing Arts, Inc.	



# Grounded in the Community. Focused on the Future

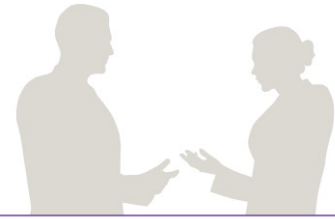
VonLehman is a forward-thinking CPA and advisory firm that is grounded in reality while being focused on the future. As a regionally owned business, we're fully invested in community too – with deep expertise in sectors that drive our economy, and a long history of volunteering and going the extra mile for our neighbors.

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## A Look Rearward and Forward

### Rely on Financial Statements to Make Decisions for the Future

By Yvonne de Calonne, CPA Shareholder  
Summer 2014

*Financial statements regularly slide over your desk and pass through board members' hands, providing a wealth of financial data on your nonprofit's most recent month, quarter or year. But do you and the board rely on this valuable information to make business decisions and plan for the organization's future?*

#### Looking for Insights

Think of the audited financial statements as a family album, providing a history of your nonprofit's financial past. Examining that past can help you better manage your organization now and in the months and years ahead.

To glean meaningful insights from these documents, you need to understand what each statement represents. Take it a step further, and you (or the board members) can use the data to create a trend analysis, an industry comparison or a projection of upcoming challenges. Such tools can springboard your organization to making better-informed decisions.

#### Understanding Basic Financials

Being able to use the information in basic financial statements to strategize for your organization starts with understanding the statements' purpose and components:

- **Statement of Financial Position.** This report lists your nonprofit's assets (what you own), liabilities (what you owe) and net assets (assets the organization has after all liabilities are paid). It's a snapshot of your nonprofit's financial health on a given date — usually the end of a month, quarter or year.

- **Statement of Activities.** This statement provides details about the revenue and support your organization is bringing in and the expenses it's incurring for a time period ending on a specific date: for example, "the year ending December 31, 2014." This is also the date of the statement of financial position. The statement of activities typically summarizes funds coming in by type of revenue and support, such as fees and service contracts, grants

and contributions, and investment income. The statement also summarizes expenses — typically under the categories of programs, management and general, and fundraising.

- **Statement of Functional Expenses.** This statement displays a chart of expenses for the same period as the statement of activities, listing expenses in classifications down the page, such as salaries, rent and professional fees. Columns across the page — typically program, management and general, fundraising, and total — group each expense into the function that received the benefit of the expense.

- **Statement of Cash Flows.** This report presents the impact of the nonprofit's activities on cash for the same period as the statements of activities and functional expenses. It segments cash coming in and going out into operating, investing and financing categories.

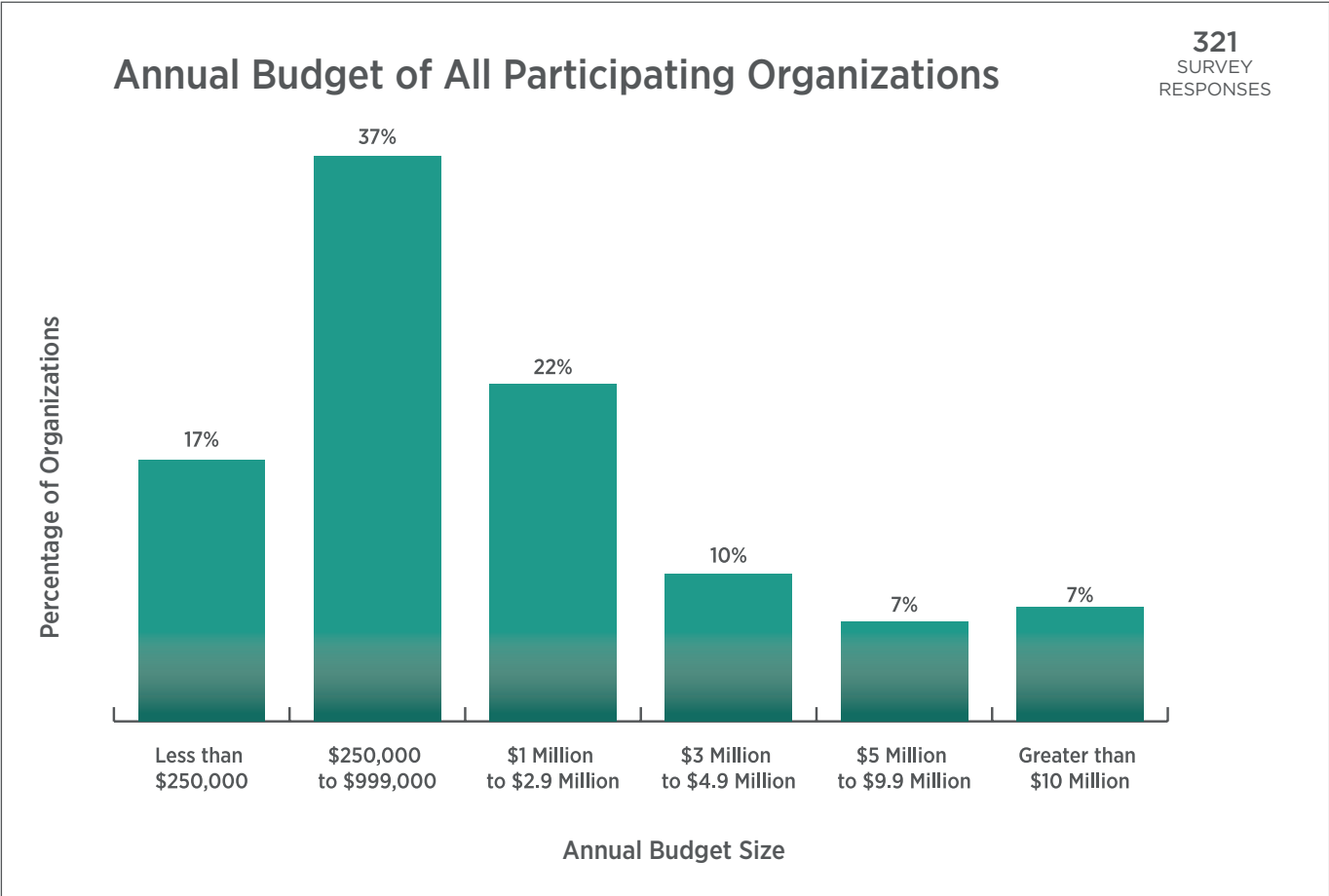
- **Notes to the Financial Statements.** These remarks explain the nonprofit's accounting policies and information about certain entries presented in the statements. Details on the activity in endowment funds and information on temporarily restricted net assets are, for example, given in the footnotes. They also include details about line items, such as the allowance or discount included in long-term pledges receivable.

#### Using Financials to Investigate

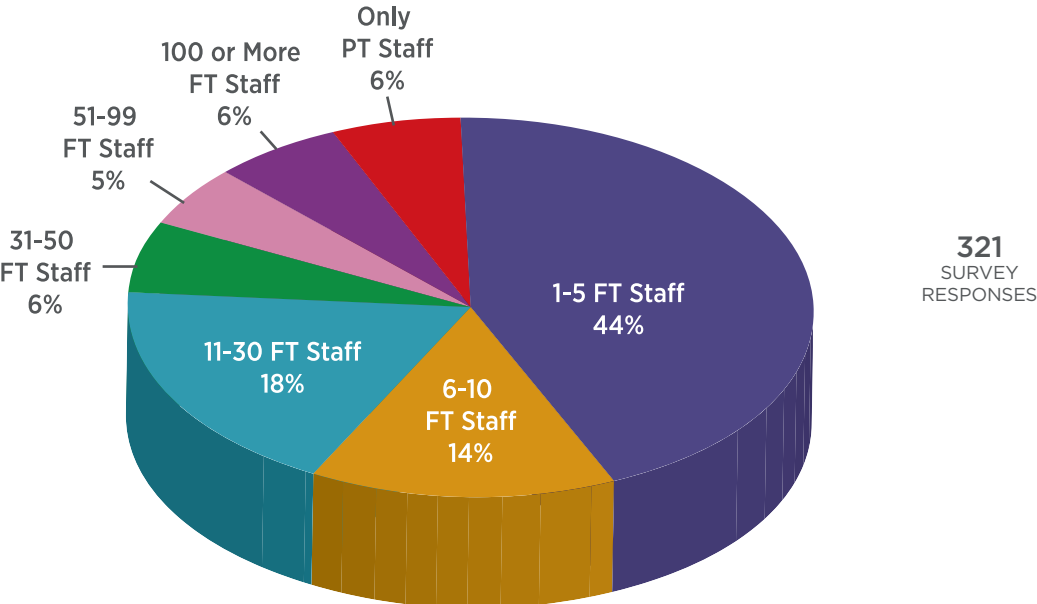
It's critical that your nonprofit perform monthly comparisons of the organization's financial results to its corresponding budget. Most financial software programs allow the budget to be entered per month and produce statements that compare *actual* results to what was budgeted.

[To read the remainder of the article, please click HERE.](#)

# Overview of Participating Nonprofits



## Full-time Staff Size of Participating Organizations



# 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.

**321**

nonprofits represented

**1417**

management and executive positions

**20**

position categories

## Primary Work Classification of Participating Organizations

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Human or Social Services	149	46%
Arts, Culture, and Humanities	38	12%
Professional, Trade, or Membership Association	29	9%
Health, Disease, Disorders	27	8%
Community Development	23	7%
Elementary, Secondary, or Charter School	10	3%
Private or Community Foundation	9	3%
Recreation, Sports, Leisure, Athletics	8	2%
Environmental	6	2%
Animal-related	4	1%
Other	18	6%
<b>Grand Total</b>	<b>321</b>	<b>100%</b>

## Breakdown of Human or Social Service Organizations

HUMAN OR SOCIAL SERVICE SECONDARY WORK CLASSIFICATION	COUNT	PERCENT OF HUMAN SERVICES	PERCENT OF TOTAL
Youth Development	31	10%	21%
Community or Multi-Service Center	21	7%	14%
Disability Services	17	5%	11%
Mental Health or Crisis Intervention	10	3%	7%
Domestic Violence	9	3%	6%
Older Adults	9	3%	6%
Homelessness, Shelter	8	2%	5%
Adoption or Foster Care	7	2%	5%
Food Services, Banks, and Pantries	7	2%	5%
Employment and Job Related	5	2%	3%
Alliance or Advocacy Organizations	5	2%	3%
Residential Services	4	1%	3%
Child Day Care	3	1%	2%
Other Human or Social Service	13	4%	9%
<b>Grand Total</b>	<b>149</b>	<b>46%</b>	<b>100%</b>

## Breakdown of Arts, Culture, and Humanities

ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT OF ARTS, CULTURE AND HUMANITIES	PERCENT OF TOTAL
Performing Arts	18	6%	47%
Museums and Museum Activities	9	3%	24%
Humanities Organizations	4	1%	11%
Other Arts, Culture, and Humanities	7	2%	18%
<b>Grand Total</b>	<b>38</b>	<b>12%</b>	<b>100%</b>

# Methodology

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

The 2014 survey invitation list included organization contacts from several sources. Participants in the 2010 and/or 2012 surveys; the Charitable Advisors HR and CFO distribution lists, and United Way of Central Indiana member organizations. We appreciate everyone who assisted in spreading the word through their channels to increase participation.

A week before the salary survey was launched, over 500 postcards were mailed to organization representatives as a “heads up” that the survey was coming. All organizations received an email invitation to participate that contained a web link, unique to them, to participate in the survey via Survey Monkey. Organizations that were not in our initial list, who wanted to participate, contacted us and were issued a unique link to complete their survey.

Charitable Advisors also promoted the survey multiple times via its weekly email newsletter, the Indianapolis Not-for-Profit News, which reaches more than 15,000 weekly subscribers ([www.NotforProfitNews.com](http://www.NotforProfitNews.com)).

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**Ultimately 567 organizations were asked to participate and 321 submitted complete data, which is a 56% response rate.**

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# Cleaning the Data

To be included in the final report, the response had to be from a nonprofit organization located in Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Madison or Shelby counties and be completed in full. Hospitals, public schools, colleges/universities and churches were excluded from the survey. Private and charter schools were included this year.

We again contracted with Lisa Weidekamp, a database expert, to help guide the process, clean and analyze the survey information. The data was carefully reviewed for duplication and completeness. Dozens of responses were removed because they were incomplete. We contacted any respondent that listed a salary below \$25,000 to clarify if that response represented a part-time position that needed to be adjusted to a full-time equivalent with the assumption that any of the information provided below that salary would represent a part-time employee and would need to be adjusted accordingly for the report.

Care was also taken in not breaking out detail when there were less than 4 responses in a category. When 3 or fewer organizations reported data, the finding was excluded to maintain survey participant anonymity. When 4 or 5 organizations reported data average, minimum, median, and maximum are reported, but quartiles are omitted.



## **Lisa Weidekamp, MSW**

*Lisa has more than 10 years of experience working for nonprofits, specifically evaluation, data management, and project management. This is the second year she has worked with Charitable Advisors on the Central Indiana Nonprofit Salary Survey.*

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# State of the Sector

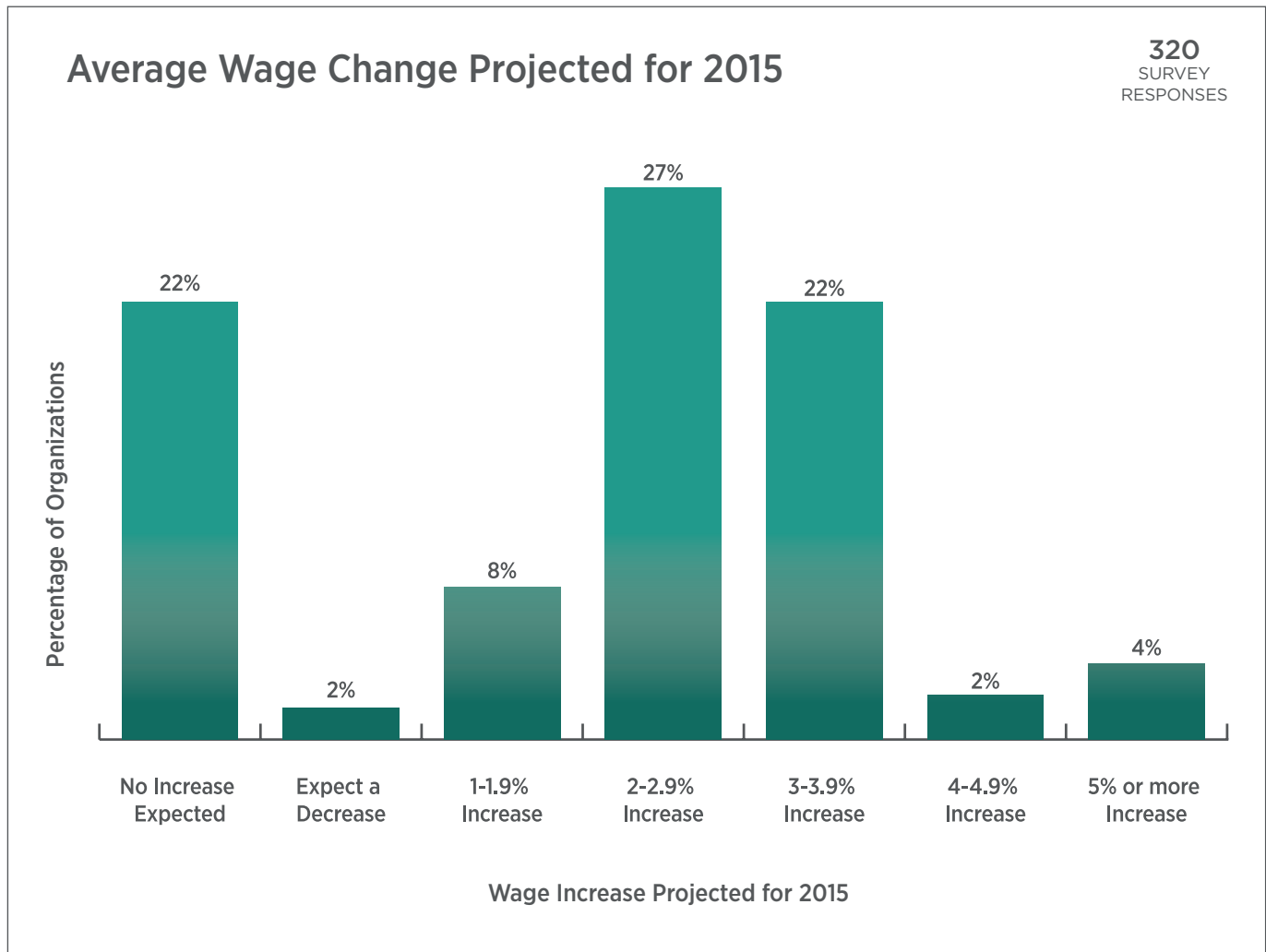
Nonprofit leaders are a resilient, optimistic group by nature. In recent years, client and patron demands have grown while competition for donations and funding becomes ever harder. As we continue the slow road to economic recovery, skilled leadership becomes ever more important – both at the board and staff level.

A key goal of this Central Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that we have and recruiting capable staff leadership. 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.

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**46% of those surveyed project higher revenue for 2014 as compared to 2013**

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Are your *dreams* for  
your nonprofit still in  
the *blueprint stage*?

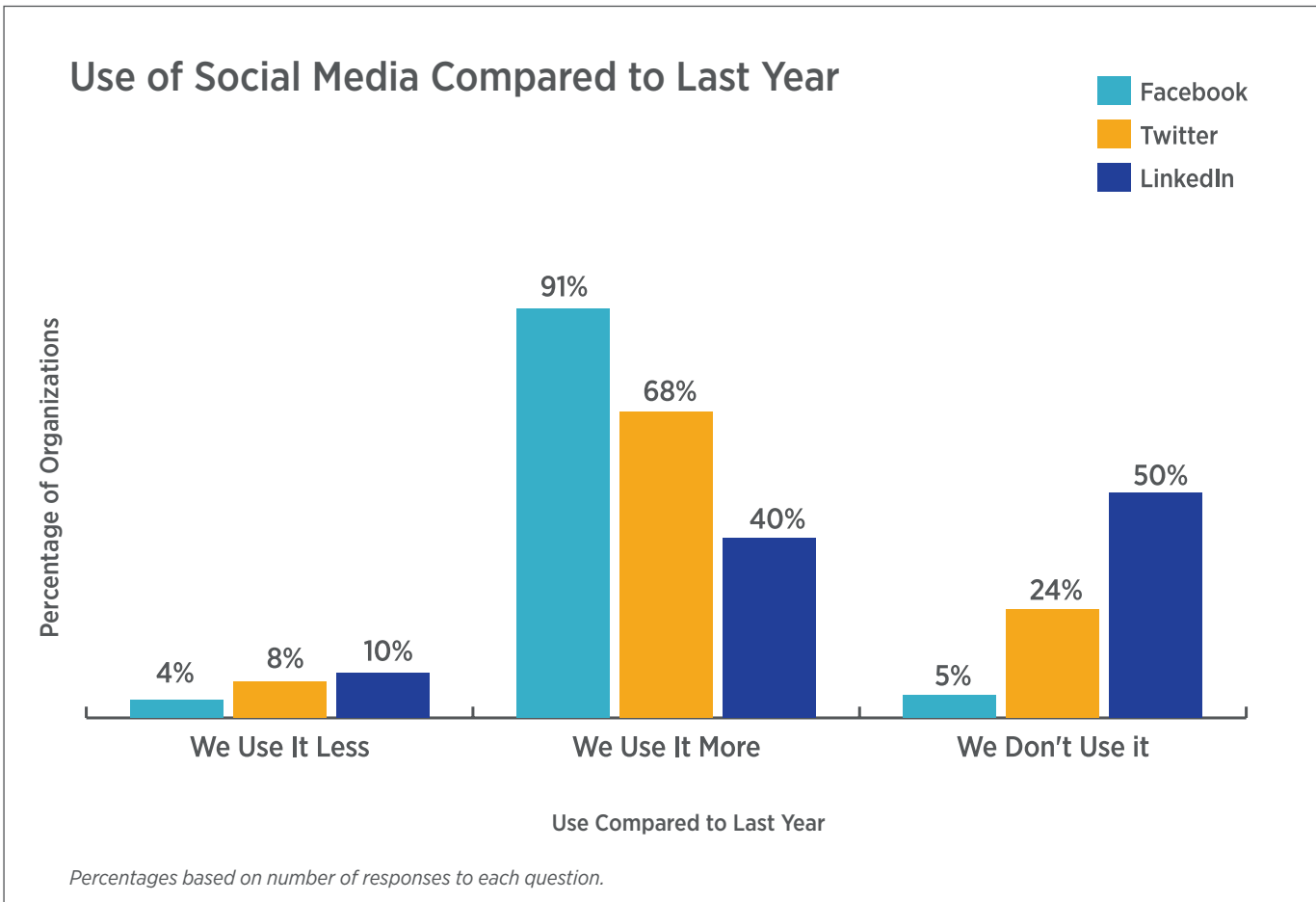
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# State of the Sector

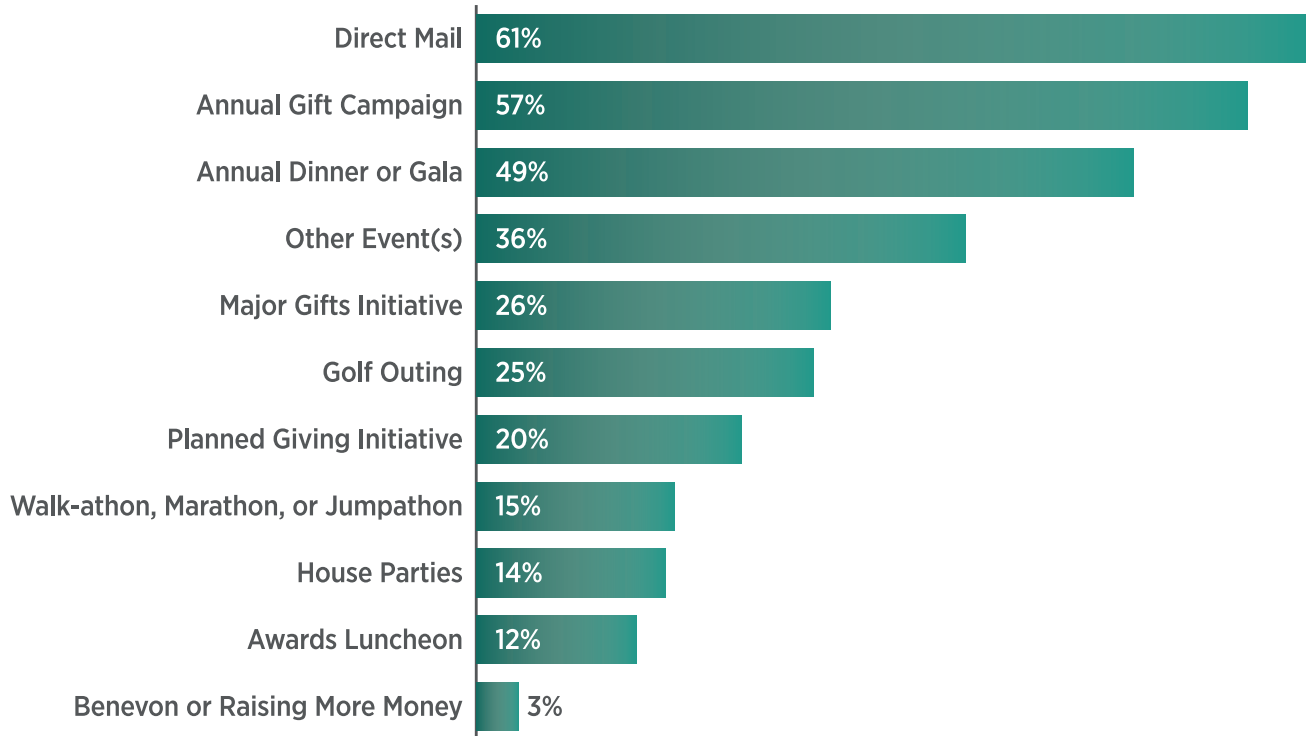




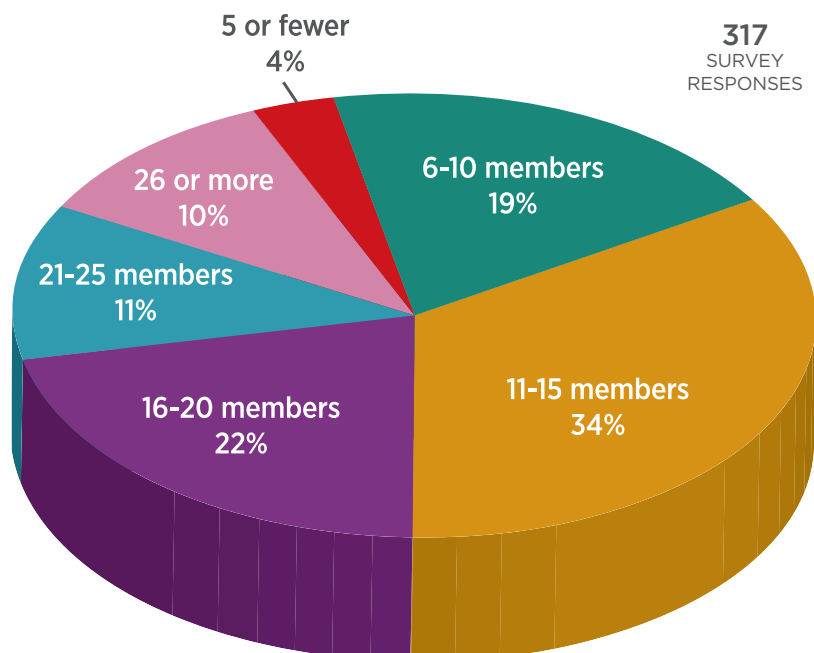
# State of the Sector

## Fundraising Strategies Used in the Last 2-3 Years

321  
SURVEY  
RESPONSES



## Number of People on the Board of Directors



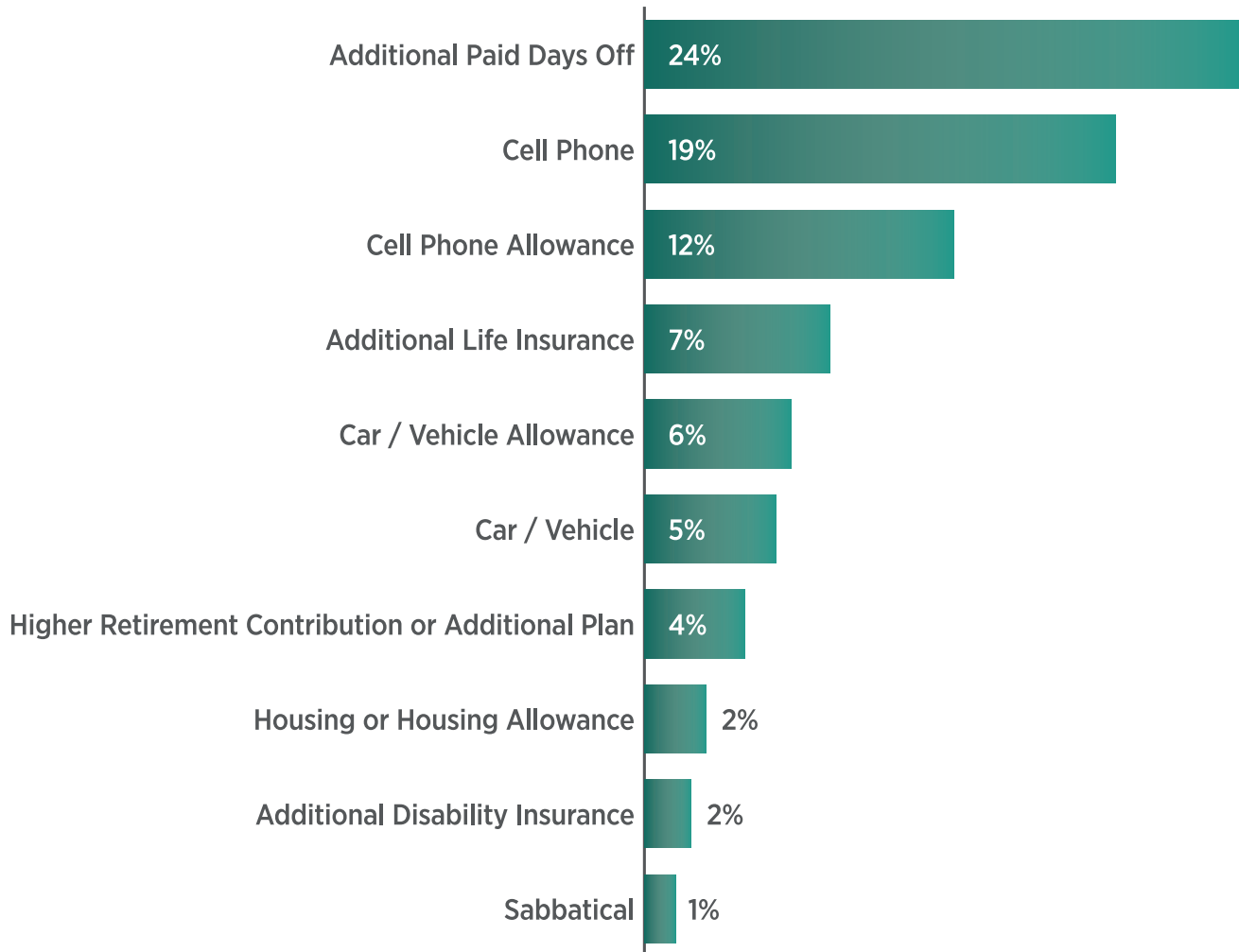
317  
SURVEY  
RESPONSES

**69% of organizations surveyed have a written or strategic business plan**

# Executive Director Incentive

## Executive Director Benefits Different From “All Staff”

321  
SURVEY  
RESPONSES



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**52% of  
organizations  
surveyed do  
not have a  
succession plan**

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THE BANK OF CHOICE  
FOR NONPROFIT  
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.

## Program and Operations Positions

### VP / PROGRAMS / ARTISTIC DIRECTOR

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

### PROGRAM DIRECTOR / MANAGER

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

### 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.

### VP / DIRECTOR OF HUMAN RESOURCES

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

### VP / DIRECTOR OF INFORMATION SYSTEMS / DATA PROCESSING

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

# Job Functions

## Financial Leadership Positions

### CHIEF FINANCIAL OFFICER (CFO)

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

### CONTROLLER / ACCOUNTANT

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

### CLERK / BOOKKEEPER

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

## Public Relations and Marketing Leadership Positions

### VP / DIRECTOR OF DEVELOPMENT

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

### VP / DIRECTOR OF PUBLIC RELATIONS / COMMUNICATIONS

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

### VP / DIRECTOR OF MARKETING

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

### MEMBERSHIP DIRECTOR

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

### SPECIAL EVENTS COORDINATOR

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

### VOLUNTEER COORDINATOR

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

# Job Functions

## Office Administration Positions

### OFFICE MANAGER

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

### SECRETARY / ADMINISTRATIVE SUPPORT

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

### FACILITY / MAINTENANCE MANAGER

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

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# How to Read the Tables

The tables in **GREEN** contain findings from all organizations that reported data for this position, by total staff, annual budget, and primary work classification. The following table(s), in **YELLOW**, contain findings by primary work classification (like Human or Social Services) and annual budget, when sufficient data was received. Tables in **PURPLE** reflect hourly rates for part-time staff.

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

## Definitions:

- **ORGANIZATION COUNT** – number of organizations that reported a salary for that position
- **AVERAGE** – sum of all responses divided by # of responses (can be distorted by very high or very low salaries)
- **MINIMUM AND MAXIMUM** – lowest and highest responses received for the position.
- **FIRST QUARTILE** – greater than 25% of the responses
- **MEDIAN (ALSO SECOND QUARTILE)** – same number of responses greater than as less than
- **THIRD QUARTILE** – greater than 75% of the responses

## Full Time and Part-time

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

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## Leadership Transition

The departure of the Executive Director is a critical time for most nonprofit organizations, especially for long-term executives or organizations in turmoil. Contact Charitable Advisors for customized support for your board and staff team through a successful transition:

- Reflection and Organizational Assessment
- Recruitment Preparation and Planning
- Search Committee Support
- Promotion and Resume Administration



# Salary Overview for All Positions

## Full-time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
<b>Agency Leadership</b>							
Executive Director / President / Chief Executive Officer	284	\$94,688	\$14,000	\$62,829	\$78,649	\$107,200	\$450,000
Chief Operating Officer	48	\$89,888	\$40,000	\$65,900	\$81,066	\$107,535	\$184,189
Deputy Director	40	\$60,376	\$34,800	\$45,808	\$52,072	\$66,200	\$175,000
Executive Secretary (CEO Support)	63	\$43,405	\$18,000	\$35,500	\$42,000	\$50,334	\$83,640
<b>Program and Operations</b>							
VP / Programs / Artistic Director	61	\$75,181	\$36,000	\$54,000	\$67,000	\$95,000	\$158,000
Program Director / Manager	160	\$50,180	\$19,000	\$38,300	\$46,000	\$58,500	\$126,000
VP / Director of Human Resources	33	\$84,866	\$45,000	\$60,000	\$80,000	\$105,867	\$182,715
VP / Director of Information Systems / Data Processing	32	\$64,431	\$24,960	\$50,265	\$60,390	\$73,981	\$107,120
<b>Financial Leadership</b>							
Chief Financial Officer (CFO)	70	\$92,214	\$18,000	\$64,193	\$86,000	\$111,165	\$222,090
Controller / Accountant	54	\$61,469	\$18,000	\$46,500	\$60,000	\$75,393	\$104,040
Clerk / Bookkeeper	67	\$39,763	\$22,000	\$33,640	\$39,318	\$44,707	\$60,000
<b>Public Relations and Marketing Leadership</b>							
VP / Director of Development	111	\$70,287	\$21,000	\$50,000	\$65,000	\$82,000	\$185,000
VP / Director of Public Relations / Communications	48	\$55,342	\$24,000	\$38,332	\$48,482	\$66,489	\$113,500
VP / Director of Marketing	37	\$63,645	\$29,700	\$47,864	\$60,000	\$77,000	\$110,000
Membership Director	27	\$50,099	\$22,880	\$40,000	\$47,000	\$58,497	\$105,000
Special Events Coordinator	46	\$43,337	\$28,000	\$34,015	\$40,000	\$49,250	\$88,000
Volunteer Coordinator	44	\$39,814	\$24,000	\$34,500	\$37,454	\$42,268	\$78,000
<b>Office Administration</b>							
Office Manager	57	\$39,117	\$26,000	\$32,136	\$36,166	\$41,400	\$69,900
Secretary / Administrative Support	84	\$32,471	\$17,000	\$26,465	\$32,000	\$37,004	\$50,100
Facility / Maintenance Manager	51	\$46,892	\$15,000	\$34,920	\$43,748	\$57,028	\$89,765

# Salary Overview for All Positions

## Part-time — hourly rate

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
<b>Agency Leadership</b>							
Executive Director / President / Chief Executive Officer	25	\$32.20	\$6.59	\$19.23	\$25.64	\$36.54	\$96.15
Chief Operating Officer	2	—	—	—	—	—	—
Deputy Director	0	—	—	—	—	—	—
Executive Secretary (CEO Support)	10	\$18.57	\$9.62	\$13.35	\$16.73	\$21.36	\$37.02
<b>Program and Operations</b>							
VP / Programs / Artistic Director	2	—	—	—	—	—	—
Program Director / Manager	16	\$19.10	\$11.00	\$15.55	\$19.12	\$20.64	\$30.51
VP / Director of Human Resources	5	\$28.78	\$20.24	—	\$24.04	—	\$39.90
VP / Director of Information Systems / Data Processing	8	\$31.27	\$16.03	\$16,275	\$25,000	\$32,400	\$55.00
<b>Financial Leadership</b>							
Chief Financial Officer (CFO)	3	—	—	—	—	—	—
Controller / Accountant	14	\$38.88	\$16.83	\$22.21	\$37.29	\$48.08	\$76.92
Clerk / Bookkeeper	27	\$21.13	\$9.46	\$14.21	\$20.00	\$24.04	\$60.10
<b>Public Relations and Marketing Leadership</b>							
VP / Director of Development	7	\$24.32	\$15.00	\$20.19	\$22.00	\$23.35	\$46.15
VP / Director of Public Relations / Communications	7	\$25.23	\$14.42	\$20.93	\$21.31	\$24.52	\$50.00
VP / Director of Marketing	4	\$18.87	\$15.00	—	\$19.23	—	\$22.02
Membership Director	2	—	—	—	—	—	—
Special Events Coordinator	5	\$14.98	\$10.00	—	\$12.02	—	\$24.04
Volunteer Coordinator	16	\$16.70	\$6.01	\$13.70	\$15.72	\$18.31	\$38.46
<b>Office Administration</b>							
Office Manager	14	\$16.88	\$11.54	\$13.75	\$15.71	\$18.35	\$26.92
Secretary / Administrative Support	27	\$13.32	\$7.21	\$9.85	\$14.00	\$15.00	\$25.07
Facility / Maintenance Manager	5	\$13.94	\$9.47	—	\$10.90	—	\$24.04

# 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	284	\$94,688	\$14,000	\$62,829	\$78,649	\$107,200	\$450,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	131	\$67,083	\$14,000	\$50,000	\$65,000	\$77,400	\$335,478
6-10 FT Staff	45	\$87,005	\$51,500	\$68,000	\$78,797	\$95,000	\$220,000
11-30 FT Staff	54	\$104,492	\$28,000	\$75,500	\$92,703	\$126,637	\$288,200
31-50 FT Staff	20	\$129,912	\$80,000	\$89,091	\$103,236	\$131,500	\$350,000
51-99 FT Staff	17	\$168,457	\$93,590	\$121,767	\$141,814	\$201,000	\$340,000
100 or More FT Staff	17	\$181,397	\$108,000	\$130,000	\$160,000	\$200,000	\$450,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	35	\$55,177	\$14,000	\$31,250	\$45,885	\$56,004	\$335,478
\$250,000 to \$999,000	111	\$68,918	\$28,000	\$59,725	\$68,000	\$78,000	\$120,000
\$1 Million to \$2.9 Million	66	\$94,872	\$53,040	\$75,000	\$87,430	\$107,328	\$220,000
\$3 Million to \$4.9 Million	30	\$117,633	\$78,000	\$90,500	\$107,373	\$138,750	\$202,560
\$5 Million to \$9.9 Million	21	\$153,503	\$80,000	\$103,491	\$126,500	\$180,000	\$350,000
Greater than \$10 Million	21	\$204,580	\$112,000	\$143,000	\$175,200	\$235,000	\$450,000

# Executive Director / President / Chief Executive Officer (CEO)

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	134	\$87,345	\$30,000	\$61,250	\$76,000	\$100,000	\$250,000
Arts, Culture, and Humanities	33	\$108,704	\$14,000	\$55,000	\$73,500	\$138,000	\$450,000
Professional, Trade, or Membership Association	25	\$95,605	\$36,000	\$77,000	\$92,000	\$127,183	\$160,000
Health, Disease, Disorders	25	\$104,166	\$26,000	\$65,000	\$80,000	\$100,000	\$335,478
Community Development	19	\$80,370	\$50,000	\$63,327	\$80,000	\$87,500	\$179,400
Elementary, Secondary, or Charter School	7	\$67,252	\$18,000	\$39,000	\$65,000	\$89,884	\$130,000
Private or Community Foundation	8	\$113,544	\$62,000	\$69,963	\$71,250	\$96,000	\$350,000
Recreation, Sports, Leisure, Athletics	8	\$139,570	\$55,008	\$68,745	\$79,115	\$193,731	\$340,000
Environmental	4	\$93,750	\$78,000	—	\$86,000	—	\$125,000
Animal-related	4	\$98,750	\$20,000	—	\$77,500	—	\$220,000
OTHER	17	\$106,647	\$23,000	\$75,000	\$100,000	\$122,400	\$202,560

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	12	\$44,831	\$30,000	\$37,115	\$43,500	\$48,500	\$67,500
\$250,000 to \$999,000	50	\$65,868	\$36,000	\$55,145	\$65,958	\$72,000	\$101,000
\$1 Million to \$2.9 Million	39	\$89,512	\$53,040	\$72,000	\$82,000	\$97,500	\$175,000
\$3 Million to \$4.9 Million	12	\$103,592	\$78,000	\$85,522	\$98,560	\$112,250	\$150,000
\$5 Million to \$9.9 Million	7	\$123,712	\$80,000	\$94,195	\$102,980	\$122,309	\$250,000
Greater than \$10 Million	14	\$162,340	\$112,000	\$141,227	\$155,000	\$172,650	\$235,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	7	\$47,821	\$14,000	\$25,000	\$31,000	\$44,375	\$151,000
\$250,000 to \$999,000	13	\$66,919	\$41,360	\$57,600	\$60,000	\$70,000	\$120,000
\$1 Million to \$2.9 Million	5	\$106,251	\$77,000	—	\$115,257	—	\$135,000
\$5 Million to \$9.9 Million	5	\$195,056	\$138,000	—	\$201,000	—	\$231,280

# Executive Director / President / Chief Executive Officer (CEO)

## Professional, Trade, or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$76,690	\$50,000	\$68,000	\$80,071	\$84,536	\$100,000
\$1 Million to \$2.9 Million	9	\$106,293	\$60,000	\$87,250	\$95,000	\$127,308	\$151,398
\$3 Million to \$4.9 Million	4	\$131,750	\$92,000	—	\$137,500	—	\$160,000

## Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$104,580	\$26,000	\$59,000	\$68,500	\$72,000	\$335,478
\$250,000 to \$999,000	9	\$67,722	\$38,000	\$60,000	\$68,000	\$80,000	\$101,000
\$1 Million to \$2.9 Million	5	\$116,300	\$77,000	—	\$93,000	—	\$220,000

## Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$74,262	\$59,450	\$63,164	\$72,100	\$85,000	\$90,000
\$1 Million to \$2.9 Million	4	\$77,325	\$72,000	—	\$78,650	—	\$80,000

## Elementary, Secondary, or Charter School

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$53,786	\$28,000	—	\$57,500	—	\$72,142

## Private or Community Foundation by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$71,900	\$62,000	—	\$70,400	—	\$85,000

# Executive Director / President / Chief Executive Officer (CEO)

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	26	\$93,757	\$36,000	\$56,853	\$81,500	\$105,340	\$250,000
Community or Multi-Service Center	21	\$75,890	\$30,000	\$62,000	\$75,000	\$90,000	\$150,000
Disability Services	15	\$104,691	\$50,000	\$76,500	\$101,000	\$133,750	\$165,000
Mental Health or Crisis Intervention	9	\$85,446	\$31,500	\$46,500	\$68,000	\$87,360	\$221,000
Domestic Violence	9	\$67,889	\$43,000	\$60,000	\$70,000	\$78,500	\$90,000
Older Adults	8	\$70,836	\$44,000	\$53,645	\$62,000	\$75,199	\$141,031
Homelessness, Shelter	8	\$72,125	\$48,000	\$53,000	\$65,000	\$71,250	\$150,000
Adoption or Foster Care	6	\$100,785	\$58,710	\$70,500	\$94,000	\$121,250	\$165,000
Food Services, Banks, and Pantries	5	\$84,044	\$60,000	—	\$70,000	—	\$136,219
Employment and Job Related	4	\$70,656	\$61,000	—	\$70,813	—	\$80,000
Alliance or Advocacy Organizations	5	\$96,553	\$48,000	—	\$84,000	—	\$162,000
Residential Services	4	\$74,063	\$40,000	—	\$78,625	—	\$99,000
Human or Social Services OTHER	11	\$107,465	\$63,000	\$68,456	\$83,000	\$131,000	\$235,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	16	\$101,350	\$36,750	\$58,650	\$70,000	\$124,500	\$275,000
Museums and Museum Activities	8	\$163,808	\$28,000	\$55,889	\$152,500	\$208,570	\$450,000
Humanities Organizations	4	\$59,165	\$14,000	—	\$43,830	—	\$135,000
Arts, Culture, and Humanities OTHER	5	\$83,700	\$22,000	—	\$79,000	—	\$151,000

# 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	25	\$32.20	\$6.59	\$19.23	\$25.64	\$36.54	\$96.15

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Only PT Staff	19	\$25.64	\$6.59	\$19.23	\$22.35	\$28.53	\$52.08
1-5 FT Staff	4	\$46.03	\$16.71	—	\$35.64	—	\$96.15

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	17	\$24.11	\$6.59	\$19.23	\$21.54	\$26.92	\$41.21
\$250,000 to \$999,000	5	\$38.27	\$16.71	—	\$27.56	—	\$78.15

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	8	\$23.75	\$6.59	\$19.17	\$23.80	\$26.92	\$43.71
Professional, Trade, or Membership Association	4	\$40.69	\$21.15	—	\$31.73	—	\$78.15

# Chief Operating Officer

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer	48	\$89,888	\$40,000	\$65,900	\$81,066	\$107,535	\$184,189

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$73,258	\$40,000	\$43,750	\$59,000	\$64,500	\$176,549
6-10 FT Staff	4	\$79,783	\$50,000	—	\$74,566	—	\$120,000
11-30 FT Staff	12	\$81,331	\$55,000	\$64,715	\$72,557	\$90,000	\$135,000
31-50 FT Staff	8	\$77,830	\$51,500	\$69,050	\$76,250	\$82,500	\$116,440
51-99 FT Staff	8	\$99,743	\$65,000	\$82,500	\$94,745	\$115,863	\$150,000
100 or More FT Staff	10	\$115,939	\$80,000	\$92,250	\$102,524	\$134,390	\$184,189

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$48,250	\$40,000	—	\$45,000	—	\$63,000
\$1 Million to \$2.9 Million	13	\$72,573	\$55,000	\$65,000	\$70,000	\$76,000	\$120,000
\$3 Million to \$4.9 Million	12	\$82,317	\$51,500	\$68,000	\$78,500	\$90,000	\$120,000
\$5 Million to \$9.9 Million	8	\$92,849	\$75,000	\$79,375	\$88,920	\$103,000	\$118,450
Greater than \$10 Million	10	\$127,104	\$84,000	\$101,262	\$133,478	\$146,301	\$184,189

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	29	\$83,244	\$50,000	\$65,000	\$76,000	\$95,650	\$150,000
Arts, Culture, and Humanities	4	\$109,973	\$55,000	—	\$117,445	—	\$150,000
Professional, Trade, or Membership Association	4	\$83,783	\$65,000	—	\$75,066	—	\$120,000
Health, Disease, Disorders	4	\$117,126	\$40,000	—	\$125,978	—	\$176,549



# Chief Operating Officer

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$69,257	\$55,000	\$65,000	\$70,000	\$73,132	\$90,000
\$3 Million to \$4.9 Million	7	\$74,480	\$51,500	\$64,430	\$69,000	\$83,500	\$105,000
\$5 Million to \$9.9 Million	4	\$87,875	\$75,000	—	\$80,750	—	\$115,000
Greater than \$10 Million	7	\$114,986	\$84,000	\$97,825	\$105,047	\$135,101	\$150,000

BY SECONDARY WORK CLASSIFICATION							
Human or Social Services	Org Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Youth Development	7	\$89,092	\$50,000	\$68,496	\$76,000	\$105,325	\$150,000

# Deputy Director

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Deputy Director	40	\$60,376	\$34,800	\$45,808	\$52,072	\$66,200	\$175,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	15	\$48,353	\$34,800	\$43,551	\$50,000	\$51,375	\$68,000
6-10 FT Staff	9	\$54,255	\$42,000	\$45,000	\$51,394	\$56,000	\$81,400
11-30 FT Staff	9	\$57,431	\$42,000	\$46,800	\$55,000	\$57,658	\$92,970

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	17	\$46,953	\$34,800	\$42,000	\$48,000	\$51,394	\$61,650
\$1 Million to \$2.9 Million	14	\$57,473	\$42,000	\$47,600	\$52,500	\$63,056	\$92,970
\$5 Million to \$9.9 Million	4	\$76,109	\$70,000	—	\$74,188	—	\$86,062

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	20	\$51,686	\$34,800	\$44,250	\$50,000	\$55,125	\$81,400
Arts, Culture, and Humanities	5	\$68,705	\$36,000	—	\$50,000	—	\$139,525
Professional, Trade, or Membership Association	4	\$66,203	\$52,750	—	\$63,000	—	\$86,062
Community Development	4	\$58,577	\$50,000	—	\$59,654	—	\$65,000

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	9	\$45,855	\$34,800	\$42,000	\$46,000	\$51,394	\$55,500
\$1 Million to \$2.9 Million	9	\$52,517	\$42,000	\$45,230	\$50,000	\$55,000	\$81,400

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$58,905	\$36,000	—	\$59,110	—	\$81,400
Community or Multi-Service Center	7	\$52,372	\$42,000	\$45,115	\$50,000	\$56,111	\$72,155

# Executive Secretary (CEO Support)

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	63	\$43,405	\$18,000	\$35,500	\$42,000	\$50,334	\$83,640

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$36,530	\$18,000	\$33,000	\$36,750	\$39,375	\$55,681
6-10 FT Staff	6	\$40,750	\$24,000	\$32,000	\$41,500	\$46,875	\$60,000
11-30 FT Staff	15	\$41,767	\$28,000	\$34,088	\$40,215	\$49,000	\$60,000
31-50 FT Staff	10	\$41,836	\$29,000	\$34,509	\$37,375	\$44,307	\$63,800
51-99 FT Staff	12	\$46,805	\$28,047	\$41,968	\$45,150	\$51,125	\$83,640
100 or More FT Staff	14	\$47,450	\$33,150	\$40,218	\$45,244	\$54,277	\$68,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$35,800	\$28,000	—	\$36,000	—	\$48,500
\$1 Million to \$2.9 Million	14	\$38,429	\$24,000	\$32,288	\$35,840	\$41,500	\$60,000
\$3 Million to \$4.9 Million	9	\$41,993	\$31,824	\$35,000	\$42,000	\$47,611	\$51,500
\$5 Million to \$9.9 Million	13	\$47,526	\$30,000	\$38,000	\$45,000	\$52,887	\$83,640
Greater than \$10 Million	19	\$47,781	\$28,047	\$40,936	\$49,000	\$53,553	\$68,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	36	\$40,404	\$24,000	\$32,950	\$40,000	\$45,075	\$68,000
Arts, Culture, and Humanities	9	\$45,989	\$34,000	\$40,215	\$45,000	\$50,000	\$63,800
Professional, Trade, or Membership Association	4	\$44,816	\$36,035	—	\$45,615	—	\$52,000
Health, Disease, Disorders	4	\$49,587	\$32,000	—	\$53,174	—	\$60,000

# Executive Secretary (CEO Support)

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$35,750	\$28,000	—	\$33,250	—	\$48,500
\$1 Million to \$2.9 Million	9	\$33,667	\$24,000	\$32,000	\$33,176	\$36,680	\$40,000
\$3 Million to \$4.9 Million	5	\$38,965	\$31,824	—	\$41,000	—	\$45,000
\$5 Million to \$9.9 Million	4	\$39,263	\$30,000	—	\$40,875	—	\$45,300
Greater than \$10 Million	14	\$46,906	\$28,047	\$40,218	\$46,645	\$54,277	\$68,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$49,922	\$38,000	—	\$48,944	—	\$63,800

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$43,715	\$29,000	\$32,823	\$44,645	\$52,500	\$60,000
Community or Multi-Service Center	4	\$42,575	\$40,000	—	\$42,500	—	\$45,300
Disability Services	5	\$44,630	\$24,000	—	\$42,000	—	\$68,000
Human or Social Services OTHER	6	\$40,144	\$32,000	\$33,638	\$38,257	\$46,503	\$51,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	4	\$52,422	\$45,000	—	\$50,444	—	\$63,800

# Executive Secretary (CEO Support)

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	10	\$18.57	\$9.62	\$13.35	\$16.73	\$21.36	\$37.02

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$18.42	\$9.62	—	\$15.00	—	\$37.02

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	5	\$15.01	\$9.62	—	\$14.93	—	\$20.07

# VP / Programs / Artistic Director

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Programs / Artistic Director	61	\$75,181	\$36,000	\$54,000	\$67,000	\$95,000	\$158,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	9	\$58,067	\$36,000	\$37,500	\$50,000	\$55,000	\$158,000
6-10 FT Staff	8	\$51,669	\$38,500	\$44,888	\$51,000	\$55,500	\$72,000
11-30 FT Staff	14	\$73,208	\$45,000	\$62,831	\$68,500	\$82,500	\$110,000
31-50 FT Staff	11	\$78,645	\$48,500	\$63,500	\$65,100	\$92,800	\$136,000
51-99 FT Staff	11	\$90,193	\$50,000	\$70,000	\$85,000	\$112,548	\$143,850
100 or More FT Staff	8	\$95,992	\$58,000	\$90,375	\$101,335	\$106,250	\$116,765

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	9	\$44,286	\$36,000	\$37,500	\$40,500	\$50,000	\$55,000
\$1 Million to \$2.9 Million	17	\$64,956	\$40,028	\$52,020	\$60,000	\$70,000	\$110,000
\$3 Million to \$4.9 Million	12	\$70,954	\$48,500	\$61,758	\$68,500	\$82,750	\$98,000
\$5 Million to \$9.9 Million	10	\$91,378	\$65,000	\$70,000	\$93,490	\$100,775	\$136,000
Greater than \$10 Million	13	\$101,383	\$58,000	\$82,500	\$102,669	\$116,765	\$158,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	36	\$71,295	\$36,000	\$52,015	\$65,000	\$86,250	\$143,850
Arts, Culture, and Humanities	11	\$72,011	\$37,225	\$52,000	\$61,200	\$96,800	\$122,595

# VP / Programs / Artistic Director

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$41,000	\$36,000	—	\$39,000	—	\$50,000
\$1 Million to \$2.9 Million	10	\$59,781	\$40,028	\$52,005	\$59,500	\$62,570	\$93,000
\$3 Million to \$4.9 Million	9	\$68,494	\$48,500	\$57,900	\$65,000	\$82,000	\$90,000
\$5 Million to \$9.9 Million	4	\$81,145	\$65,000	—	\$78,540	—	\$102,500
Greater than \$10 Million	9	\$95,976	\$58,000	\$82,500	\$100,000	\$105,000	\$143,850

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	9	\$63,584	\$37,500	\$45,000	\$62,000	\$72,000	\$102,500
Community or Multi-Service Center	5	\$57,504	\$36,000	—	\$52,020	—	\$82,500
Disability Services	5	\$78,180	\$57,900	—	\$75,000	—	\$105,000
Human or Social Services OTHER	4	\$79,345	\$40,028	—	\$66,750	—	\$143,850

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$69,050	\$50,000	—	\$58,100	—	\$110,000

# Program Director / Manager

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	160	\$50,180	\$19,000	\$38,300	\$46,000	\$58,500	\$126,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	52	\$42,577	\$19,000	\$34,986	\$38,000	\$45,000	\$126,000
6-10 FT Staff	31	\$45,129	\$28,000	\$38,200	\$42,000	\$50,000	\$85,000
11-30 FT Staff	43	\$53,054	\$30,000	\$42,750	\$52,000	\$60,200	\$80,000
31-50 FT Staff	14	\$60,232	\$29,000	\$45,177	\$61,500	\$73,850	\$87,000
51-99 FT Staff	10	\$60,413	\$42,000	\$50,625	\$60,000	\$63,014	\$100,000
100 or More FT Staff	10	\$68,707	\$38,000	\$57,110	\$65,300	\$81,250	\$100,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	9	\$36,489	\$19,000	\$30,000	\$38,000	\$43,000	\$48,000
\$250,000 to \$999,000	60	\$43,028	\$28,420	\$36,038	\$39,750	\$48,625	\$85,000
\$1 Million to \$2.9 Million	41	\$49,138	\$28,000	\$40,898	\$46,000	\$55,000	\$77,250
\$3 Million to \$4.9 Million	24	\$53,926	\$33,000	\$42,375	\$52,500	\$62,550	\$82,000
\$5 Million to \$9.9 Million	11	\$61,960	\$48,601	\$50,750	\$60,000	\$71,717	\$81,600
Greater than \$10 Million	15	\$75,219	\$38,000	\$61,606	\$70,000	\$89,167	\$126,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	92	\$48,735	\$19,000	\$38,000	\$45,000	\$56,203	\$100,000
Arts, Culture, and Humanities	11	\$50,439	\$28,000	\$40,000	\$49,500	\$57,632	\$85,000
Professional, Trade, or Membership Association	14	\$60,882	\$40,000	\$45,000	\$63,217	\$73,750	\$85,000
Health, Disease, Disorders	15	\$48,310	\$32,000	\$38,500	\$43,000	\$53,750	\$91,333
Community Development	9	\$50,383	\$38,400	\$50,000	\$50,000	\$52,000	\$62,400
Private or Community Foundation	7	\$59,972	\$33,120	\$37,500	\$49,087	\$68,300	\$126,000
Recreation, Sports, Leisure, Athletics	7	\$43,469	\$28,902	\$31,920	\$34,942	\$55,500	\$65,600



# Program Director / Manager

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	37	\$41,416	\$28,420	\$36,000	\$38,702	\$45,000	\$70,000
\$1 Million to \$2.9 Million	28	\$50,353	\$29,000	\$40,975	\$49,000	\$59,500	\$73,400
\$3 Million to \$4.9 Million	10	\$51,792	\$40,000	\$42,125	\$46,709	\$55,750	\$82,000
\$5 Million to \$9.9 Million	5	\$53,820	\$48,601	—	\$50,500	—	\$60,000
Greater than \$10 Million	10	\$70,035	\$38,000	\$57,053	\$66,721	\$82,750	\$100,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$52,210	\$36,500	—	\$51,171	—	\$70,000

## Professional, Trade, or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$3 Million to \$4.9 Million	4	\$60,750	\$40,000	—	\$61,500	—	\$80,000

## Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$43,750	\$32,000	—	\$41,000	—	\$61,000
\$1 Million to \$2.9 Million	4	\$42,581	\$37,323	—	\$41,250	—	\$50,500

## Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$45,600	\$38,400	—	\$47,000	—	\$50,000

# Program Director / Manager

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	23	\$47,748	\$31,000	\$38,000	\$44,000	\$50,000	\$100,000
Community or Multi-Service Center	11	\$41,252	\$19,000	\$33,500	\$42,000	\$49,551	\$55,000
Disability Services	10	\$51,971	\$35,000	\$41,427	\$54,000	\$59,500	\$70,000
Mental Health or Crisis Intervention	5	\$45,285	\$32,000	—	\$41,000	—	\$65,000
Domestic Violence	6	\$45,083	\$32,000	\$36,750	\$42,250	\$51,875	\$64,000
Older Adults	5	\$42,913	\$28,420	—	\$39,000	—	\$63,441
Homelessness, Shelter	5	\$51,400	\$30,000	—	\$55,000	—	\$65,000
Adoption or Foster Care	5	\$68,000	\$56,000	—	\$68,000	—	\$82,000
Human or Social Services OTHER	8	\$53,696	\$29,000	\$39,393	\$40,000	\$63,750	\$100,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$49,125	\$36,500	—	\$45,000	—	\$70,000
Museums and Museum Activities	5	\$51,653	\$28,000	—	\$52,841	—	\$85,000

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	16	\$19.10	\$11.00	\$15.55	\$19.12	\$20.64	\$30.51

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Only PT Staff	6	\$17.49	\$11.00	\$15.21	\$19.12	\$19.23	\$22.55
1-5 FT Staff	9	\$20.47	\$14.42	\$15.73	\$19.23	\$25.00	\$30.51

# Program Director / Manager

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$16.24	\$11.00	\$14.21	\$17.01	\$19.18	\$19.23
\$250,000 to \$999,000	7	\$22.33	\$15.73	\$17.87	\$22.55	\$25.89	\$30.51

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$19.09	\$11.00	\$15.75	\$19.02	\$20.89	\$30.51

# 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	33	\$84,866	\$45,000	\$60,000	\$80,000	\$105,867	\$182,715

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
31-50 FT Staff	5	\$61,685	\$45,000	—	\$61,000	—	\$83,742
51-99 FT Staff	9	\$71,879	\$51,852	\$57,175	\$65,000	\$80,000	\$113,000
100 or More FT Staff	16	\$93,283	\$55,000	\$71,500	\$94,487	\$111,750	\$145,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$3 Million to \$4.9 Million	4	\$60,750	\$45,000	—	\$63,000	—	\$72,000
\$5 Million to \$9.9 Million	8	\$74,311	\$47,250	\$63,044	\$69,217	\$86,028	\$110,000
Greater than \$10 Million	18	\$91,133	\$51,852	\$61,750	\$94,487	\$112,500	\$145,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	19	\$79,235	\$45,000	\$55,000	\$70,000	\$101,884	\$145,000
Arts, Culture, and Humanities	4	\$82,080	\$67,000	—	\$84,217	—	\$92,884

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	13	\$87,017	\$51,852	\$55,000	\$82,600	\$111,000	\$145,000

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	5	\$85,200	\$59,000	—	\$72,000	—	\$145,000

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Human Resources	5	\$28.78	\$20.24	—	\$24.04	—	\$39.90

# 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	32	\$64,431	\$24,960	\$50,265	\$60,390	\$73,981	\$107,120

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	6	\$63,156	\$43,000	\$47,838	\$52,677	\$80,185	\$95,000
31-50 FT Staff	5	\$70,338	\$52,998	—	\$65,100	—	\$101,490
51-99 FT Staff	7	\$58,414	\$46,582	\$54,528	\$60,654	\$62,149	\$68,310
100 or More FT Staff	10	\$74,992	\$50,000	\$55,425	\$68,159	\$95,068	\$107,120

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$57,572	\$36,500	\$44,000	\$48,677	\$72,588	\$88,580
\$5 Million to \$9.9 Million	12	\$64,860	\$46,582	\$54,500	\$60,712	\$66,819	\$101,490
Greater than \$10 Million	9	\$78,020	\$50,000	\$60,654	\$71,317	\$95,246	\$107,120

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	14	\$61,859	\$24,960	\$50,750	\$60,327	\$69,763	\$100,000
Arts, Culture, and Humanities	7	\$59,632	\$46,582	\$49,705	\$60,125	\$65,655	\$80,000
OTHER	4	\$62,375	\$36,500	—	\$58,999	—	\$95,000

# VP / Director of Information Systems / Data Processing

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	6	\$71,918	\$50,000	\$56,414	\$65,986	\$88,730	\$100,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$54,691	\$46,582	—	\$54,591	—	\$63,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	4	\$63,045	\$49,056	—	\$61,563	—	\$80,000

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Information Systems / Data Processing	8	\$31.27	\$16.03	\$16,275	\$25,000	\$32,400	\$55.00

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	4	\$27.29	\$16.03	—	\$26.54	—	\$40.06

# Chief Financial Officer (CFO)

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	70	\$92,214	\$18,000	\$64,193	\$86,000	\$111,165	\$222,090

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$84,011	\$18,000	—	\$47,978	—	\$222,090
6-10 FT Staff	5	\$57,909	\$44,036	—	\$51,250	—	\$87,000
11-30 FT Staff	23	\$87,089	\$51,000	\$62,250	\$79,000	\$94,250	\$200,000
31-50 FT Staff	11	\$90,982	\$45,000	\$69,500	\$84,000	\$103,700	\$173,400
51-99 FT Staff	13	\$101,041	\$50,000	\$83,717	\$98,088	\$128,726	\$152,000
100 or More FT Staff	14	\$107,999	\$70,000	\$86,250	\$104,581	\$125,975	\$153,726

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$47,810	\$44,036	—	\$47,978	—	\$51,250
\$1 Million to \$2.9 Million	14	\$68,313	\$45,000	\$53,690	\$62,099	\$82,500	\$111,500
\$3 Million to \$4.9 Million	17	\$73,832	\$50,000	\$64,770	\$70,390	\$85,000	\$100,700
\$5 Million to \$9.9 Million	13	\$109,888	\$79,000	\$86,000	\$106,700	\$120,000	\$173,400
Greater than \$10 Million	19	\$120,083	\$70,000	\$93,831	\$122,400	\$136,000	\$200,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	35	\$88,739	\$44,036	\$64,885	\$82,000	\$106,580	\$200,000
Arts, Culture, and Humanities	8	\$114,891	\$92,000	\$101,675	\$112,850	\$129,045	\$140,000
Professional, Trade, or Membership Association	5	\$71,503	\$51,250	—	\$79,000	—	\$89,265
Health, Disease, Disorders	5	\$120,870	\$48,500	—	\$87,000	—	\$222,090
OTHER	5	\$91,108	\$61,198	—	\$93,500	—	\$120,000

# Chief Financial Officer (CFO)

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$69,957	\$45,000	\$58,614	\$63,500	\$75,500	\$111,500
\$3 Million to \$4.9 Million	9	\$68,684	\$50,000	\$64,770	\$70,000	\$73,000	\$85,000
Greater than \$10 Million	14	\$109,846	\$70,000	\$90,000	\$100,544	\$124,350	\$200,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$111,607	\$92,000	—	\$112,850	—	\$128,726

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$122,310	\$64,770	\$76,272	\$124,044	\$151,500	\$200,000
Disability Services	6	\$92,650	\$71,400	\$76,000	\$87,500	\$106,125	\$125,000
Human or Social Services OTHER	5	\$89,310	\$45,000	—	\$103,000	—	\$122,400

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	4	\$116,857	\$92,000	—	\$117,713	—	\$140,000



# Controller / Accountant

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	54	\$61,469	\$18,000	\$46,500	\$60,000	\$75,393	\$104,040

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$54,019	\$18,000	—	\$55,000	—	\$84,415
6-10 FT Staff	6	\$55,508	\$30,000	\$46,300	\$54,325	\$66,663	\$80,000
11-30 FT Staff	12	\$50,945	\$39,000	\$43,558	\$48,267	\$60,000	\$70,000
31-50 FT Staff	8	\$62,373	\$40,000	\$48,500	\$60,500	\$76,197	\$92,718
51-99 FT Staff	12	\$62,058	\$42,000	\$52,475	\$61,642	\$75,413	\$80,550
100 or More FT Staff	11	\$78,288	\$45,000	\$67,955	\$83,000	\$93,107	\$104,040

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$51,513	\$44,400	—	\$52,500	—	\$56,650
\$1 Million to \$2.9 Million	15	\$53,802	\$39,000	\$45,000	\$51,000	\$60,000	\$80,000
\$3 Million to \$4.9 Million	5	\$44,200	\$30,000	—	\$40,000	—	\$70,000
\$5 Million to \$9.9 Million	14	\$64,932	\$42,000	\$54,975	\$62,387	\$75,393	\$92,718
Greater than \$10 Million	13	\$76,215	\$48,000	\$63,283	\$78,800	\$91,214	\$104,040

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	27	\$57,360	\$39,000	\$45,854	\$52,000	\$64,142	\$104,040
Arts, Culture, and Humanities	7	\$72,583	\$60,000	\$60,500	\$74,284	\$78,900	\$95,000
Professional, Trade, or Membership Association	4	\$62,691	\$45,000	—	\$65,000	—	\$75,763
Health, Disease, Disorders	4	\$73,831	\$60,000	—	\$75,455	—	\$84,415

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$49,934	\$39,000	\$44,408	\$48,267	\$51,750	\$70,000
\$5 Million to \$9.9 Million	4	\$56,627	\$45,707	—	\$51,650	—	\$77,500
Greater than \$10 Million	8	\$69,359	\$48,000	\$54,750	\$64,142	\$81,663	\$104,040

# Controller / Accountant

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$68,571	\$60,000	—	\$67,642	—	\$79,000

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$57,840	\$41,600	\$52,500	\$60,000	\$64,142	\$70,000
Disability Services	6	\$52,000	\$40,000	\$41,250	\$47,500	\$51,500	\$85,000
Human or Social Services OTHER	4	\$74,010	\$54,000	—	\$69,000	—	\$104,040

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	14	\$38.88	\$16.83	\$22.21	\$37.29	\$48.08	\$76.92

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$27.93	\$16.83	\$18.37	\$20.00	\$36.92	\$48.08
6-10 FT Staff	4	\$55.62	\$37.39	—	\$54.09	—	\$76.92

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$35.71	\$19.23	—	\$37.39	—	\$48.08
\$1 Million to \$2.9 Million	6	\$39.91	\$16.83	\$18.13	\$34.04	\$57.09	\$76.92

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$35.01	\$17.51	\$29.50	\$34.32	\$37.34	\$57.69
Arts, Culture, and Humanities	5	\$50.00	\$16.83	—	\$48.08	—	\$76.92

# Clerk / Bookkeeper

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	67	\$39,763	\$22,000	\$33,640	\$39,318	\$44,707	\$60,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$35,796	\$22,000	—	\$32,000	—	\$60,000
11-30 FT Staff	20	\$40,954	\$31,000	\$35,580	\$39,500	\$45,000	\$55,000
31-50 FT Staff	10	\$40,902	\$30,000	\$34,750	\$39,891	\$46,099	\$56,304
51-99 FT Staff	14	\$37,962	\$30,975	\$34,250	\$38,413	\$40,000	\$50,461
100 or More FT Staff	15	\$38,903	\$23,920	\$32,640	\$38,000	\$44,500	\$55,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$34,196	\$22,000	—	\$32,000	—	\$52,000
\$1 Million to \$2.9 Million	15	\$39,860	\$28,275	\$32,860	\$36,000	\$45,707	\$60,000
\$3 Million to \$4.9 Million	10	\$36,729	\$23,920	\$34,950	\$37,500	\$40,580	\$45,000
\$5 Million to \$9.9 Million	16	\$41,828	\$32,500	\$35,675	\$39,891	\$47,849	\$56,304
Greater than \$10 Million	21	\$40,889	\$30,975	\$36,000	\$40,000	\$42,000	\$55,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	35	\$38,089	\$22,000	\$32,860	\$36,000	\$42,213	\$55,000
Arts, Culture, and Humanities	8	\$38,595	\$34,000	\$36,780	\$39,477	\$40,325	\$42,000
Professional, Trade, or Membership Association	8	\$41,644	\$31,000	\$38,750	\$41,491	\$45,000	\$52,168
OTHER	5	\$49,089	\$30,982	—	\$50,461	—	\$60,000

# Clerk / Bookkeeper

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$36,091	\$28,275	\$32,930	\$33,660	\$38,104	\$47,000
\$3 Million to \$4.9 Million	5	\$35,338	\$23,920	—	\$39,318	—	\$42,453
\$5 Million to \$9.9 Million	5	\$40,106	\$32,500	—	\$35,900	—	\$50,000
Greater than \$10 Million	15	\$39,545	\$30,975	\$34,240	\$38,000	\$41,607	\$55,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	4	\$37,674	\$34,000	—	\$38,447	—	\$39,800

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$37,963	\$32,500	\$33,000	\$35,000	\$39,621	\$53,000
Community or Multi-Service Center	4	\$40,008	\$30,000	—	\$41,450	—	\$47,132
Disability Services	6	\$36,486	\$23,920	\$29,206	\$32,360	\$43,430	\$55,000
Human or Social Services OTHER	5	\$39,821	\$31,905	—	\$40,000	—	\$52,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	4	\$38,188	\$34,000	—	\$39,477	—	\$39,800

# Clerk / Bookkeeper

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	27	\$21.13	\$9.46	\$14.21	\$20.00	\$24.04	\$60.10

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	15	\$21.65	\$9.46	\$13.30	\$20.00	\$25.28	\$60.10
11-30 FT Staff	5	\$19.11	\$14.00	—	\$18.00	—	\$28.85

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	14	\$23.24	\$9.46	\$14.57	\$20.10	\$27.64	\$60.10
\$3 Million to \$4.9 Million	5	\$20.46	\$13.46	—	\$18.00	—	\$28.85

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	9	\$17.21	\$9.46	\$13.46	\$19.23	\$20.19	\$23.08
Arts, Culture, and Humanities	4	\$35.46	\$24.04	—	\$28.85	—	\$60.10
Health, Disease, Disorders	5	\$15.07	\$9.62	—	\$16.19	—	\$20.00

# VP / Director of Development

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	111	\$70,287	\$21,000	\$50,000	\$65,000	\$82,000	\$185,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	27	\$54,005	\$21,000	\$43,350	\$51,000	\$67,250	\$82,000
6-10 FT Staff	13	\$54,731	\$39,000	\$46,000	\$50,000	\$55,000	\$105,000
11-30 FT Staff	29	\$62,909	\$32,000	\$50,000	\$62,000	\$70,000	\$129,000
31-50 FT Staff	14	\$89,746	\$50,000	\$65,164	\$77,000	\$115,043	\$171,060
51-99 FT Staff	14	\$90,806	\$50,000	\$65,412	\$85,140	\$118,116	\$148,000
100 or More FT Staff	14	\$91,439	\$55,000	\$71,250	\$86,200	\$96,857	\$185,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$61,153	\$21,000	—	\$70,000	—	\$105,264
\$250,000 to \$999,000	24	\$51,770	\$39,000	\$44,925	\$49,000	\$56,875	\$70,000
\$1 Million to \$2.9 Million	35	\$59,829	\$32,000	\$50,000	\$58,000	\$69,535	\$105,000
\$3 Million to \$4.9 Million	17	\$66,007	\$48,000	\$55,000	\$68,000	\$77,143	\$91,000
\$5 Million to \$9.9 Million	14	\$96,701	\$53,715	\$65,412	\$86,939	\$124,962	\$171,060
Greater than \$10 Million	16	\$105,229	\$55,000	\$84,350	\$93,364	\$129,186	\$185,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	53	\$70,738	\$29,500	\$50,000	\$64,220	\$83,878	\$185,000
Arts, Culture, and Humanities	17	\$78,171	\$21,000	\$53,000	\$68,285	\$90,000	\$171,060
Professional, Trade, or Membership Association	4	\$55,393	\$47,000	—	\$52,750	—	\$69,070
Health, Disease, Disorders	9	\$71,312	\$48,000	\$54,000	\$75,000	\$80,000	\$105,000
Community Development	5	\$58,509	\$42,000	—	\$62,000	—	\$70,000
OTHER	11	\$63,215	\$40,000	\$48,500	\$61,900	\$75,357	\$97,920

# VP / Director of Development

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$51,000	\$39,000	\$46,500	\$50,000	\$52,500	\$70,000
\$1 Million to \$2.9 Million	20	\$56,997	\$32,000	\$50,000	\$56,500	\$65,250	\$85,170
\$3 Million to \$4.9 Million	8	\$64,804	\$50,000	\$55,000	\$56,718	\$74,500	\$91,000
\$5 Million to \$9.9 Million	4	\$86,968	\$65,000	—	\$75,937	—	\$131,000
Greater than \$10 Million	12	\$104,259	\$55,000	\$84,350	\$93,364	\$128,100	\$185,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$47,571	\$40,000	—	\$41,000	—	\$68,285
\$1 Million to \$2.9 Million	4	\$70,000	\$53,000	—	\$72,500	—	\$82,000
\$5 Million to \$9.9 Million	5	\$112,925	\$53,715	—	\$124,848	—	\$171,060

## Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$75,000	\$50,000	—	\$72,500	—	\$105,000

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	13	\$79,780	\$33,000	\$50,000	\$58,000	\$85,280	\$185,000
Community or Multi-Service Center	6	\$61,733	\$50,000	\$51,250	\$60,000	\$67,246	\$82,400
Disability Services	7	\$70,392	\$50,000	\$60,372	\$66,000	\$82,500	\$91,000
Human or Social Services OTHER	8	\$86,602	\$36,000	\$50,000	\$87,875	\$110,898	\$148,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	9	\$75,667	\$40,000	\$53,715	\$68,285	\$82,000	\$135,000
Museums and Museum Activities	4	\$101,727	\$21,000	—	\$107,424	—	\$171,060
Arts, Culture, and Humanities OTHER	4	\$60,250	\$40,000	—	\$60,500	—	\$80,000

# VP / Director of Development

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	7	\$24.32	\$15.00	\$20.19	\$22.00	\$23.35	\$46.15

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$25.01	\$15.00	—	\$22.00	—	\$46.15

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$24.71	\$15.00	—	\$20.00	—	\$46.15

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	4	\$26.24	\$15.00	—	\$20.00	—	\$46.15



# 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	48	\$55,342	\$24,000	\$38,332	\$48,482	\$66,489	\$113,500

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$40,435	\$24,000	\$33,000	\$36,000	\$44,771	\$67,500
6-10 FT Staff	9	\$40,846	\$30,000	\$38,459	\$43,000	\$44,000	\$48,000
11-30 FT Staff	10	\$52,049	\$34,000	\$36,250	\$50,745	\$61,250	\$82,000
31-50 FT Staff	8	\$65,004	\$34,500	\$43,686	\$65,488	\$85,800	\$97,410
51-99 FT Staff	10	\$66,983	\$37,000	\$51,223	\$63,076	\$79,165	\$113,500
100 or More FT Staff	4	\$73,853	\$61,950	—	\$65,273	—	\$102,916

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	11	\$40,409	\$24,000	\$34,000	\$38,459	\$45,500	\$67,500
\$1 Million to \$2.9 Million	12	\$44,429	\$30,000	\$35,000	\$43,500	\$49,497	\$62,000
\$3 Million to \$4.9 Million	6	\$48,457	\$34,000	\$39,807	\$42,500	\$56,250	\$72,000
\$5 Million to \$9.9 Million	9	\$69,581	\$37,000	\$48,964	\$72,516	\$87,000	\$97,410
Greater than \$10 Million	10	\$76,179	\$58,000	\$62,713	\$69,423	\$81,780	\$113,500

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	21	\$53,854	\$34,000	\$37,000	\$51,000	\$65,000	\$102,916
Arts, Culture, and Humanities	8	\$56,521	\$30,000	\$43,625	\$48,482	\$76,325	\$87,000
Professional, Trade, or Membership Association	4	\$53,629	\$40,000	—	\$51,000	—	\$72,516

# VP / Director of Public Relations / Communications

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$43,365	\$36,000	—	\$43,230	—	\$51,000
\$1 Million to \$2.9 Million	4	\$39,622	\$34,500	—	\$35,000	—	\$53,989
\$3 Million to \$4.9 Million	4	\$52,750	\$34,000	—	\$52,500	—	\$72,000
Greater than \$10 Million	7	\$73,292	\$58,000	\$61,730	\$65,545	\$81,560	\$102,916

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$45,803	\$34,000	\$34,750	\$37,000	\$49,500	\$81,120

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	7	\$25.23	\$14.42	\$20.93	\$21.31	\$24.52	\$50.00

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$26.38	\$14.42	—	\$21.31	—	\$50.00

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$20.12	\$14.42	—	\$21.01	—	\$24.04

# VP / Director of Marketing

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	37	\$63,645	\$29,700	\$47,864	\$60,000	\$77,000	\$110,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$38,100	\$29,700	\$31,500	\$34,000	\$42,000	\$56,000
11-30 FT Staff	10	\$59,678	\$35,020	\$49,000	\$60,000	\$61,500	\$100,000
51-99 FT Staff	8	\$77,189	\$47,864	\$64,614	\$72,000	\$93,620	\$110,000
100 or More FT Staff	8	\$78,796	\$59,514	\$69,390	\$71,518	\$90,066	\$110,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$39,763	\$29,700	\$32,250	\$34,500	\$49,600	\$56,000
\$1 Million to \$2.9 Million	7	\$54,146	\$35,020	\$51,000	\$60,000	\$60,000	\$62,000
\$5 Million to \$9.9 Million	6	\$69,272	\$41,121	\$52,436	\$71,576	\$87,500	\$92,493
Greater than \$10 Million	11	\$85,896	\$67,000	\$70,205	\$90,000	\$98,500	\$110,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$64,915	\$35,020	\$55,500	\$60,000	\$70,205	\$110,000
Arts, Culture, and Humanities	13	\$58,445	\$29,700	\$34,000	\$60,000	\$77,000	\$92,493

# VP / Director of Marketing

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$86,852	\$70,000	—	\$83,705	—	\$110,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$31,675	\$29,700	—	\$31,500	—	\$34,000
\$5 Million to \$9.9 Million	4	\$77,089	\$47,864	—	\$84,000	—	\$92,493

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	9	\$50,852	\$29,700	\$33,000	\$47,000	\$67,000	\$91,000

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	4	\$18.87	\$15.00	—	\$19.23	—	\$22.02

# Membership Director

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Membership Director	27	\$50,099	\$22,880	\$40,000	\$47,000	\$58,497	\$105,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	4	\$43,813	\$38,000	—	\$45,000	—	\$47,250
11-30 FT Staff	10	\$49,054	\$30,000	\$41,250	\$47,021	\$54,000	\$75,000
51-99 FT Staff	5	\$59,040	\$28,704	—	\$51,000	—	\$105,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$47,477	\$30,000	\$40,000	\$47,000	\$47,980	\$75,000
\$3 Million to \$4.9 Million	5	\$47,100	\$37,500	—	\$45,000	—	\$65,000
\$5 Million to \$9.9 Million	5	\$43,279	\$28,704	—	\$44,990	—	\$51,000
Greater than \$10 Million	5	\$74,719	\$60,994	—	\$65,600	—	\$105,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	5	\$44,773	\$22,880	—	\$44,990	—	\$65,000
Arts, Culture, and Humanities	6	\$44,192	\$28,704	\$36,050	\$44,725	\$50,063	\$62,000
Professional, Trade, or Membership Association	9	\$48,109	\$38,000	\$40,000	\$45,000	\$48,000	\$75,000

## Professional, Trade, or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$51,396	\$38,000	—	\$47,980	—	\$75,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	5	\$46,231	\$28,704	—	\$47,250	—	\$62,000

# Special Events Coordinator

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	46	\$43,337	\$28,000	\$34,015	\$40,000	\$49,250	\$88,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$34,500	\$30,000	\$31,250	\$32,500	\$38,250	\$41,000
6-10 FT Staff	6	\$43,531	\$28,000	\$34,015	\$37,030	\$55,000	\$65,125
11-30 FT Staff	11	\$35,790	\$29,527	\$32,980	\$35,000	\$38,000	\$43,600
31-50 FT Staff	6	\$43,980	\$35,000	\$37,901	\$41,923	\$48,337	\$58,000
51-99 FT Staff	9	\$52,884	\$31,741	\$37,000	\$50,770	\$64,000	\$88,000
100 or More FT Staff	8	\$48,973	\$36,000	\$46,421	\$48,125	\$51,887	\$62,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$34,250	\$31,000	—	\$32,500	—	\$41,000
\$1 Million to \$2.9 Million	14	\$39,154	\$28,000	\$33,250	\$35,000	\$42,700	\$65,125
\$3 Million to \$4.9 Million	9	\$39,511	\$32,000	\$35,000	\$39,000	\$40,000	\$58,000
\$5 Million to \$9.9 Million	6	\$45,258	\$31,741	\$37,134	\$43,518	\$50,453	\$65,000
Greater than \$10 Million	11	\$55,657	\$42,000	\$47,375	\$50,849	\$62,222	\$88,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	16	\$45,766	\$33,000	\$35,750	\$44,223	\$50,790	\$65,000
Arts, Culture, and Humanities	9	\$39,856	\$28,000	\$32,960	\$37,000	\$48,500	\$58,000
Professional, Trade, or Membership Association	6	\$40,777	\$30,000	\$36,000	\$36,768	\$39,384	\$65,125
Health, Disease, Disorders	5	\$43,549	\$34,060	—	\$40,000	—	\$60,000

# Special Events Coordinator

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$37,574	\$33,000	\$34,250	\$35,000	\$41,450	\$44,846
Greater than \$10 Million	6	\$52,340	\$42,000	\$47,188	\$49,300	\$59,545	\$64,000

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$49,111	\$34,000	—	\$48,722	—	\$65,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	5	\$38,948	\$28,000	—	\$37,000	—	\$49,500

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	5	\$14.98	\$10.00	—	\$12.02	—	\$24.04

# Volunteer Coordinator

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	44	\$39,814	\$24,000	\$34,500	\$37,454	\$42,268	\$78,000

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$41,364	\$25,000	—	\$38,000	—	\$69,681
6-10 FT Staff	5	\$31,200	\$24,000	—	\$29,000	—	\$40,000
11-30 FT Staff	11	\$39,243	\$30,000	\$35,000	\$37,000	\$42,537	\$54,000
31-50 FT Staff	9	\$44,350	\$29,000	\$35,000	\$39,998	\$55,000	\$72,000
51-99 FT Staff	8	\$42,653	\$30,000	\$35,025	\$37,494	\$42,384	\$78,000
100 or More FT Staff	6	\$36,162	\$25,000	\$30,477	\$38,954	\$40,797	\$45,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$34,518	\$25,000	\$33,500	\$35,000	\$38,285	\$40,000
\$1 Million to \$2.9 Million	10	\$33,460	\$24,000	\$28,250	\$32,500	\$37,250	\$46,595
\$3 Million to \$4.9 Million	12	\$42,506	\$30,000	\$35,750	\$38,500	\$45,805	\$72,000
Greater than \$10 Million	10	\$44,636	\$28,000	\$36,252	\$40,531	\$48,403	\$78,000

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	27	\$40,012	\$25,000	\$30,000	\$37,908	\$43,000	\$78,000
Arts, Culture, and Humanities	5	\$34,738	\$28,000	—	\$35,700	—	\$38,000
Health, Disease, Disorders	4	\$42,436	\$24,000	—	\$38,031	—	\$69,681

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$33,628	\$25,000	—	\$35,000	—	\$40,000
\$1 Million to \$2.9 Million	9	\$34,511	\$25,000	\$29,000	\$35,000	\$38,000	\$46,595
\$3 Million to \$4.9 Million	6	\$44,167	\$30,000	\$31,500	\$39,000	\$51,750	\$72,000
Greater than \$10 Million	6	\$49,433	\$33,000	\$38,431	\$44,769	\$55,997	\$78,000



# Volunteer Coordinator

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$36,220	\$25,000	\$28,500	\$38,000	\$42,000	\$49,537
Human or Social Services OTHER	4	\$50,288	\$29,000	—	\$47,075	—	\$78,000

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	16	\$16.70	\$6.01	\$13.70	\$15.72	\$18.31	\$38.46

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$14.14	\$6.01	\$10.10	\$15.63	\$17.94	\$19.23

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$18.25	\$9.62	\$12.82	\$15.58	\$19.23	\$38.46

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	13	\$16.14	\$6.01	\$11.54	\$15.58	\$17.95	\$38.46

# Office Manager

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	57	\$39,117	\$26,000	\$32,136	\$36,166	\$41,400	\$69,900

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	18	\$42,189	\$28,000	\$30,139	\$36,000	\$51,600	\$69,900
6-10 FT Staff	9	\$35,956	\$28,000	\$30,000	\$34,000	\$40,000	\$54,000
11-30 FT Staff	15	\$36,801	\$26,000	\$32,609	\$36,000	\$39,000	\$55,000
51-99 FT Staff	4	\$39,606	\$37,500	—	\$39,212	—	\$42,500
100 or More FT Staff	8	\$40,482	\$33,000	\$34,893	\$40,610	\$45,197	\$49,558

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	21	\$35,600	\$26,000	\$30,000	\$34,000	\$36,606	\$66,700
\$1 Million to \$2.9 Million	15	\$40,968	\$30,000	\$33,609	\$36,166	\$41,919	\$69,600
\$3 Million to \$4.9 Million	8	\$43,156	\$30,000	\$31,748	\$41,180	\$47,500	\$69,900
\$5 Million to \$9.9 Million	5	\$41,185	\$38,850	—	\$40,000	—	\$45,000
Greater than \$10 Million	7	\$39,305	\$33,000	\$34,645	\$37,500	\$42,894	\$49,558

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	28	\$37,715	\$28,000	\$32,900	\$35,570	\$40,000	\$66,700
Professional, Trade, or Membership Association	7	\$38,429	\$30,000	\$32,000	\$40,000	\$40,000	\$55,000
Health, Disease, Disorders	4	\$38,100	\$30,000	—	\$38,700	—	\$45,000

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	11	\$36,623	\$28,000	\$31,577	\$35,000	\$36,500	\$66,700
\$1 Million to \$2.9 Million	7	\$40,217	\$31,200	\$34,609	\$36,166	\$41,219	\$62,500
Greater than \$10 Million	5	\$37,616	\$33,000	—	\$35,140	—	\$45,788

# Office Manager

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	11	\$37,723	\$28,000	\$31,796	\$35,000	\$39,302	\$66,700
Human or Social Services OTHER	4	\$39,252	\$30,000	—	\$40,610	—	\$45,788

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	14	\$16.88	\$11.54	\$13.75	\$15.71	\$18.35	\$26.92

## by Number of Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	12	\$17.15	\$11.54	\$14.33	\$15.71	\$19.13	\$26.92

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$18.68	\$14.62	—	\$18.03	—	\$26.92
\$250,000 to \$999,000	7	\$16.36	\$11.54	\$12.98	\$15.00	\$18.99	\$24.04

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	4	\$15.58	\$12.36	—	\$15.75	—	\$18.46

# Secretary / Administrative Support

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	84	\$32,471	\$17,000	\$26,465	\$32,000	\$37,004	\$50,100

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$34,754	\$20,000	\$32,000	\$33,808	\$40,354	\$45,000
6-10 FT Staff	13	\$30,918	\$20,000	\$25,000	\$31,680	\$33,000	\$46,101
11-30 FT Staff	25	\$33,489	\$18,720	\$28,000	\$32,000	\$39,000	\$50,100
31-50 FT Staff	14	\$30,595	\$17,000	\$25,848	\$29,871	\$34,875	\$46,500
51-99 FT Staff	11	\$31,184	\$22,700	\$28,250	\$31,200	\$34,000	\$43,000
100 or More FT Staff	13	\$33,769	\$23,400	\$26,000	\$33,150	\$40,000	\$50,000

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$39,817	\$30,900	—	\$41,684	—	\$45,000
\$250,000 to \$999,000	9	\$29,071	\$20,000	\$26,058	\$31,680	\$32,297	\$40,000
\$1 Million to \$2.9 Million	24	\$30,539	\$18,720	\$25,000	\$30,680	\$32,250	\$46,101
\$3 Million to \$4.9 Million	14	\$31,469	\$17,000	\$26,098	\$33,000	\$35,867	\$42,000
\$5 Million to \$9.9 Million	15	\$32,878	\$22,700	\$27,050	\$31,500	\$36,500	\$50,000
Greater than \$10 Million	18	\$35,555	\$26,000	\$31,088	\$33,245	\$40,000	\$50,100

BY PRIMARY WORK CLASSIFICATION							
Primary Work Classification	Org Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Human or Social Services	47	\$30,960	\$17,000	\$26,000	\$31,050	\$35,500	\$50,000
Arts, Culture, and Humanities	8	\$30,155	\$25,000	\$29,188	\$31,050	\$32,000	\$34,291
Professional, Trade, or Membership Association	12	\$35,999	\$27,000	\$31,920	\$35,500	\$38,570	\$46,101
Health, Disease, Disorders	5	\$36,586	\$29,411	—	\$32,000	—	\$50,100
OTHER	4	\$39,330	\$30,000	—	\$38,660	—	\$50,000

# Secretary / Administrative Support

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$29,132	\$20,000	—	\$27,000	—	\$40,000
\$1 Million to \$2.9 Million	16	\$28,981	\$18,720	\$24,000	\$28,871	\$32,250	\$40,600
\$3 Million to \$4.9 Million	4	\$32,000	\$17,000	—	\$35,500	—	\$40,000
\$5 Million to \$9.9 Million	7	\$26,735	\$22,700	\$24,921	\$26,600	\$28,250	\$31,500
Greater than \$10 Million	14	\$34,904	\$26,000	\$31,288	\$33,245	\$39,750	\$50,000

## Professional, Trade, or Membership Association by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$37,557	\$31,200	—	\$36,463	—	\$46,101

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$35,586	\$27,500	\$30,500	\$40,000	\$40,000	\$40,600
Community or Multi-Service Center	7	\$24,223	\$20,000	\$23,300	\$24,000	\$25,480	\$28,000
Disability Services	5	\$33,148	\$23,400	—	\$33,000	—	\$50,000
Mental Health or Crisis Intervention	4	\$23,401	\$18,720	—	\$24,441	—	\$26,000
Human or Social Services OTHER	9	\$33,584	\$26,000	\$30,160	\$32,000	\$39,000	\$43,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$31,138	\$30,451	—	\$31,050	—	\$32,000

# Secretary / Administrative Support

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	27	\$13.32	\$7.21	\$9.85	\$14.00	\$15.00	\$25.07

## by Number of Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	12	\$13.44	\$7.21	\$9.58	\$13.99	\$15.26	\$25.07
11-30 FT Staff	10	\$12.80	\$8.33	\$10.50	\$13.73	\$14.32	\$17.69

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$12.96	\$7.21	—	\$13.97	—	\$19.23
\$250,000 to \$999,000	10	\$12.50	\$8.29	\$9.50	\$12.28	\$15.00	\$17.95
\$1 Million to \$2.9 Million	9	\$12.83	\$8.33	\$11.03	\$13.46	\$14.00	\$17.69

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	14	\$12.22	\$8.29	\$9.50	\$12.73	\$14.53	\$17.69

# Facility / Maintenance Manager

## All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	51	\$46,892	\$15,000	\$34,920	\$43,748	\$57,028	\$89,765

## by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	4	\$49,330	\$27,768	—	\$39,893	—	\$89,765
6-10 FT Staff	7	\$31,903	\$15,000	\$27,100	\$35,000	\$38,600	\$41,920
11-30 FT Staff	10	\$40,827	\$25,000	\$27,250	\$39,500	\$45,250	\$83,267
31-50 FT Staff	8	\$53,715	\$31,200	\$42,793	\$49,998	\$67,500	\$77,350
51-99 FT Staff	10	\$46,677	\$25,000	\$35,563	\$39,859	\$50,981	\$77,500
100 or More FT Staff	12	\$55,510	\$28,371	\$45,750	\$54,531	\$65,257	\$78,030

## by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$34,484	\$24,200	\$27,076	\$33,993	\$39,730	\$50,000
\$1 Million to \$2.9 Million	11	\$37,547	\$15,000	\$28,000	\$35,000	\$42,374	\$83,267
\$3 Million to \$4.9 Million	6	\$41,271	\$31,200	\$37,128	\$42,500	\$45,563	\$49,504
\$5 Million to \$9.9 Million	13	\$52,444	\$25,000	\$39,717	\$50,000	\$65,000	\$77,350
Greater than \$10 Million	11	\$59,554	\$34,840	\$48,000	\$65,000	\$69,829	\$78,030

## by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	27	\$40,466	\$15,000	\$31,100	\$39,000	\$45,375	\$83,267
Arts, Culture, and Humanities	10	\$58,698	\$24,200	\$45,311	\$62,500	\$77,050	\$78,030
Recreation, Sports, Leisure, Athletics	4	\$45,623	\$27,768	—	\$40,547	—	\$73,630

# Facility / Maintenance Manager

## Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$36,927	\$15,000	\$27,000	\$33,000	\$40,250	\$83,267
\$3 Million to \$4.9 Million	4	\$39,530	\$31,200	—	\$40,586	—	\$45,750
\$5 Million to \$9.9 Million	4	\$41,178	\$25,000	—	\$42,359	—	\$54,995
Greater than \$10 Million	6	\$49,150	\$34,840	\$41,500	\$48,000	\$56,796	\$65,000

## Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$5 Million to \$9.9 Million	5	\$62,700	\$35,000	—	\$75,000	—	\$77,350

## by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$35,465	\$25,000	\$31,210	\$36,520	\$38,800	\$45,750
Community or Multi-Service Center	6	\$40,952	\$25,000	\$36,179	\$42,359	\$45,750	\$54,995
Disability Services	6	\$41,862	\$15,000	\$37,128	\$42,500	\$48,750	\$65,000

## by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	4	\$70,383	\$50,000	—	\$76,751	—	\$78,030

## All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	5	\$13.94	\$9.47	—	\$10.90	—	\$24.04



# YOUR EMPLOYEES MAY THINK THE GRASS IS GREENER

Can you confidently tell them it's not?

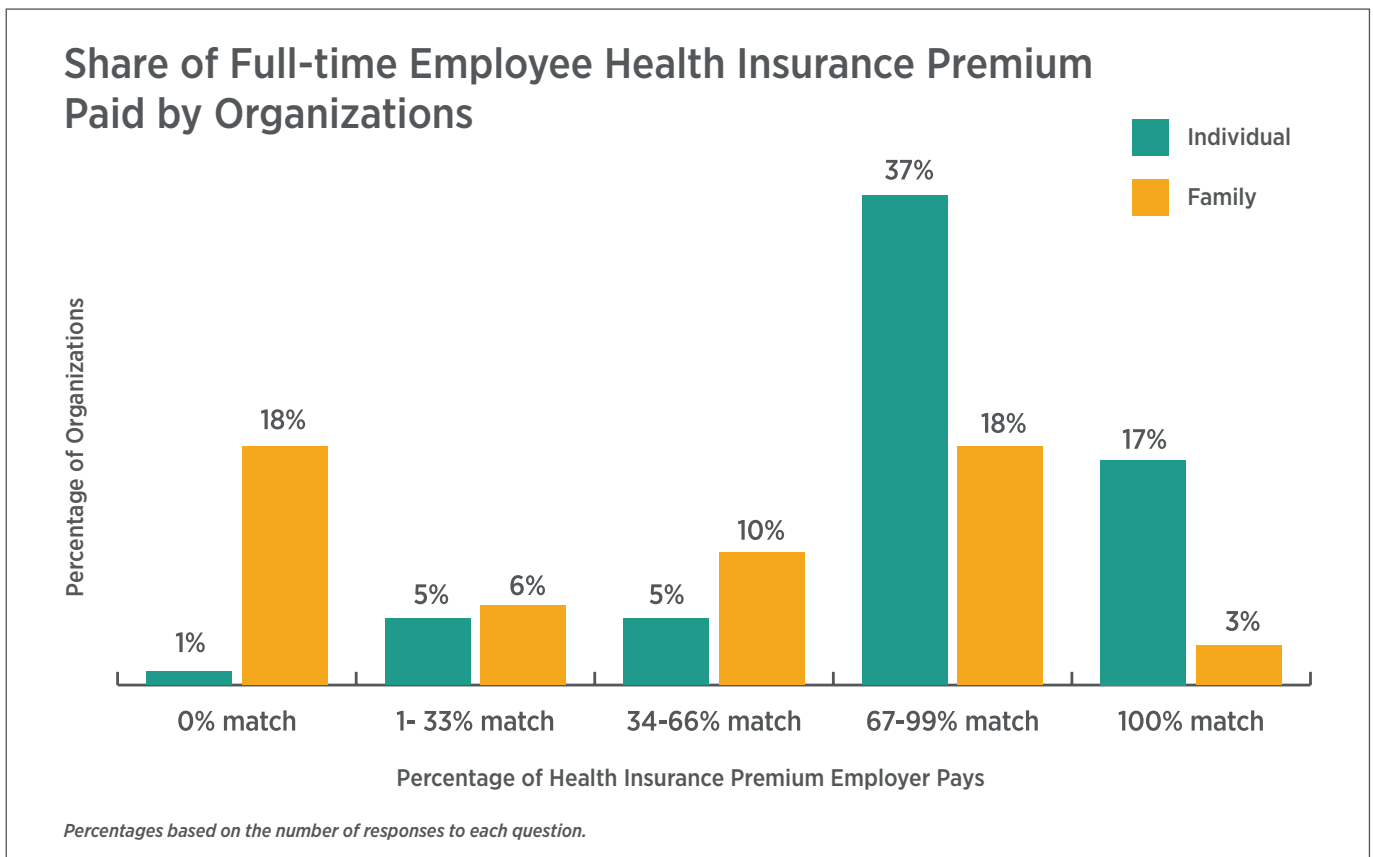
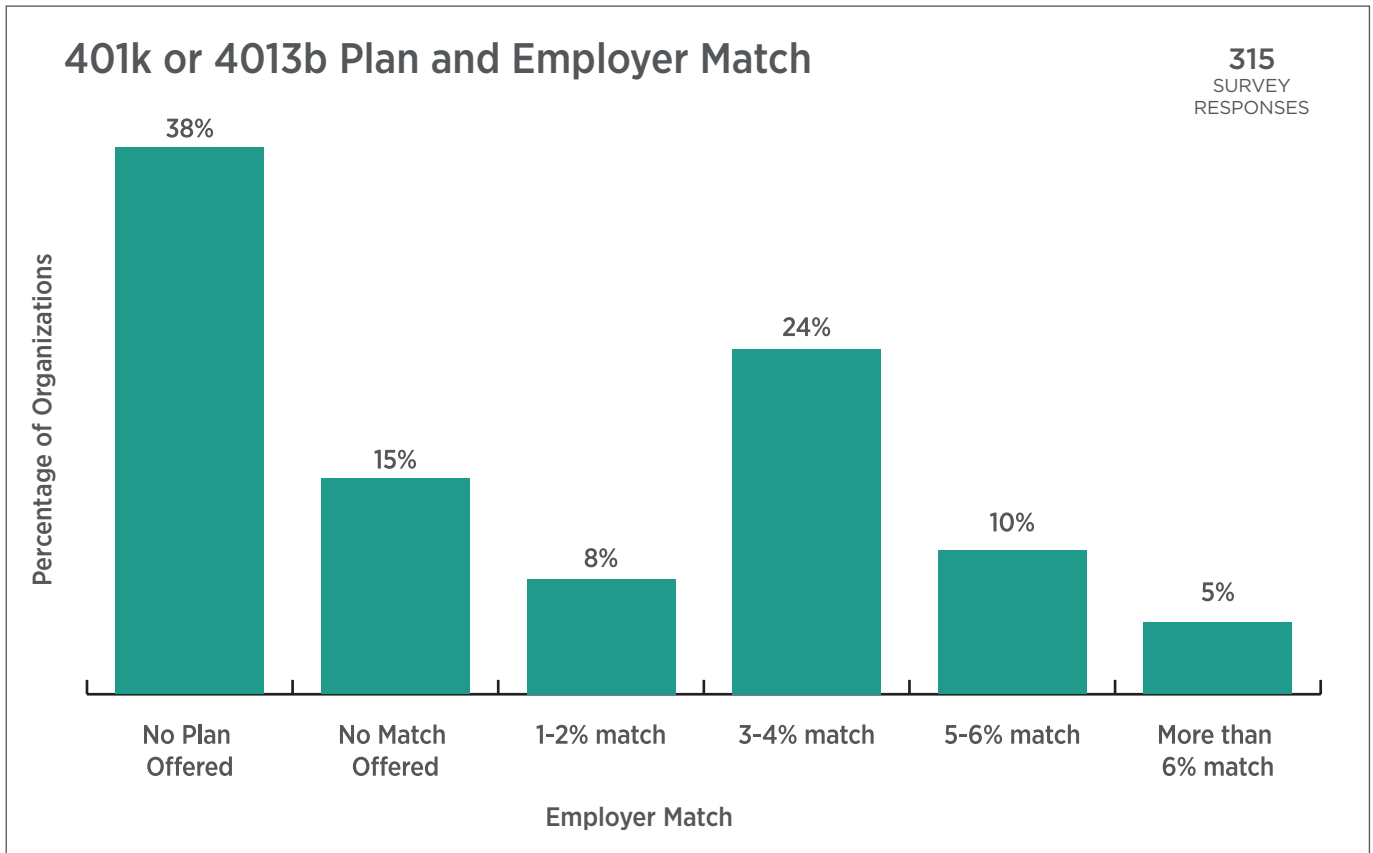


**JULIE BINGHAM**  
Compensation Advisor

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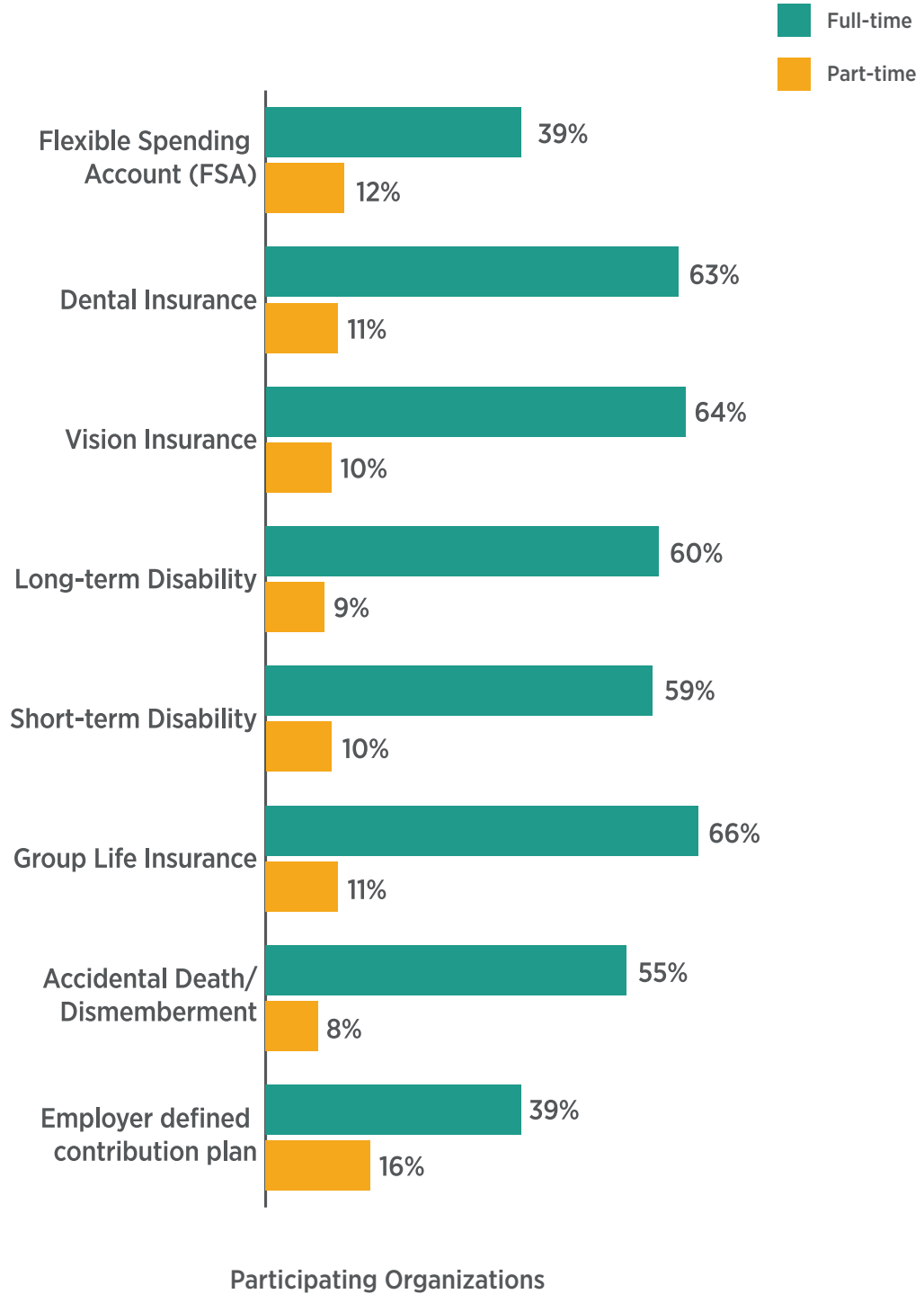
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# Benefits



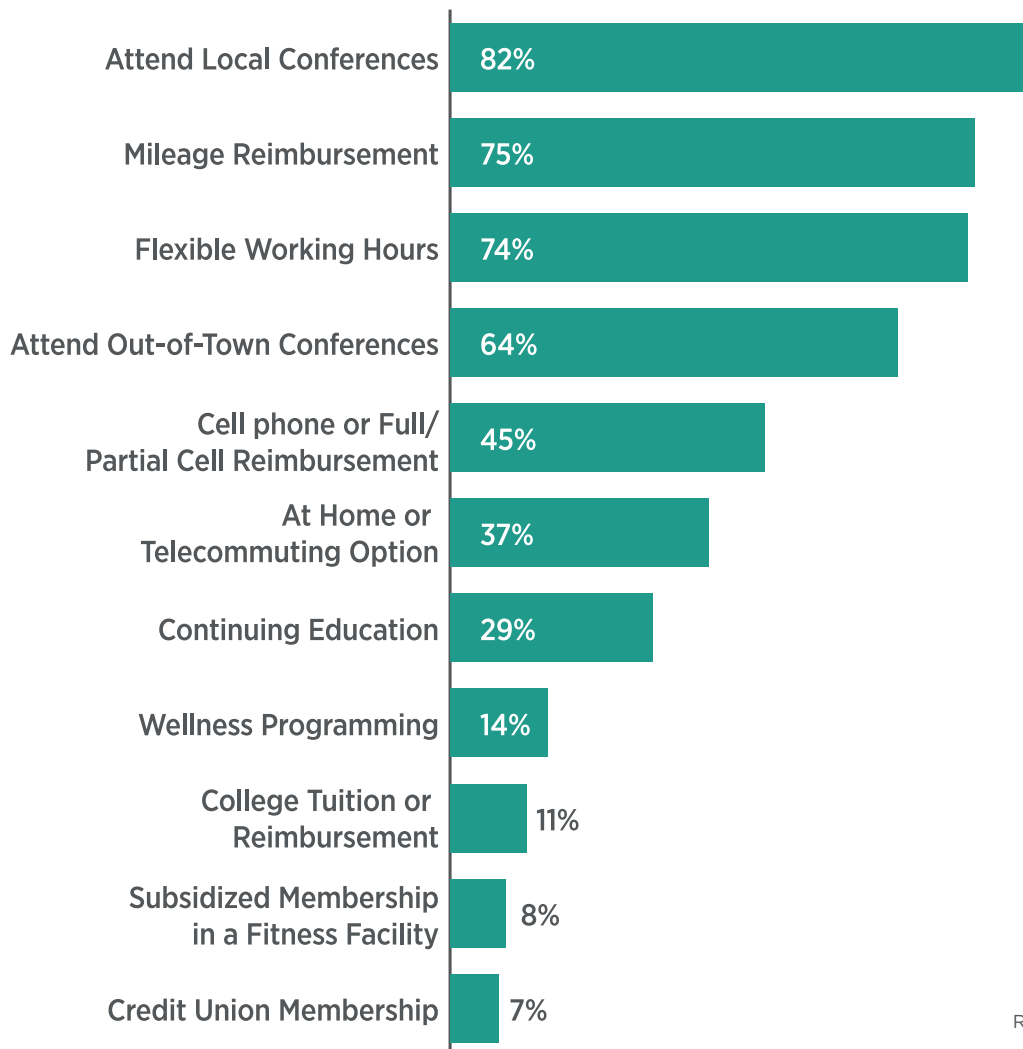
# Benefits

## Benefits Offered to Full-time and Part-time Staff



Percentages based on number of responses to each question.

## Additional Benefits or Position Enhancements



321  
SURVEY  
RESPONSES

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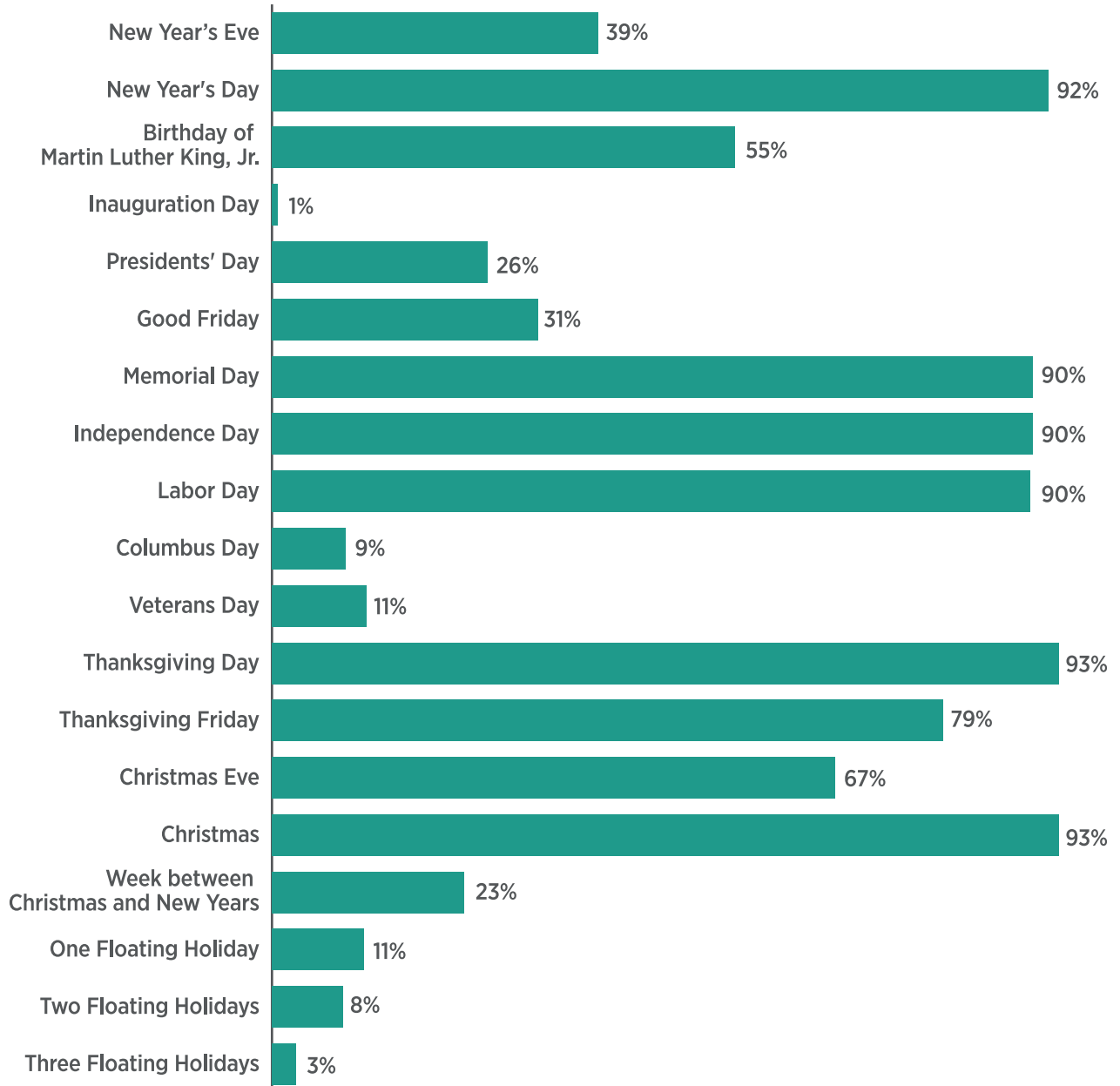
**28% of organizations surveyed do not offer health insurance to full-time employees**

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# Benefits

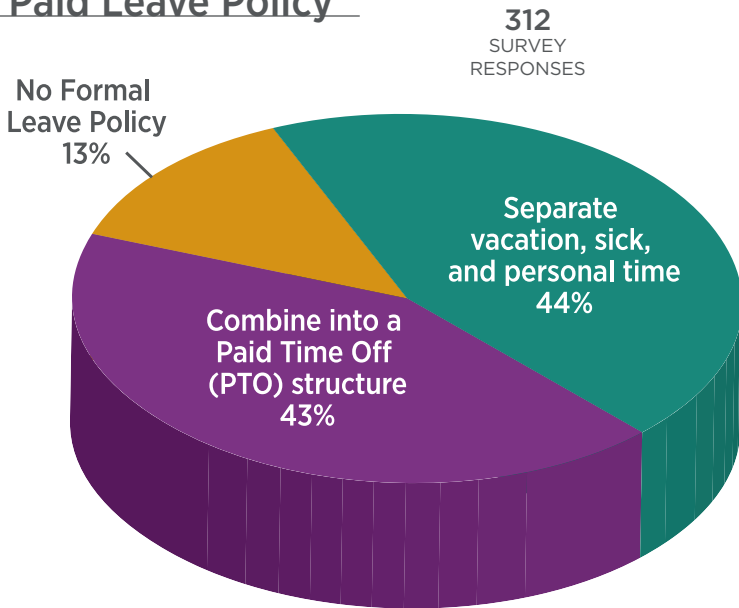
## Which Paid Holidays Organizations Provide

321  
SURVEY  
RESPONSES



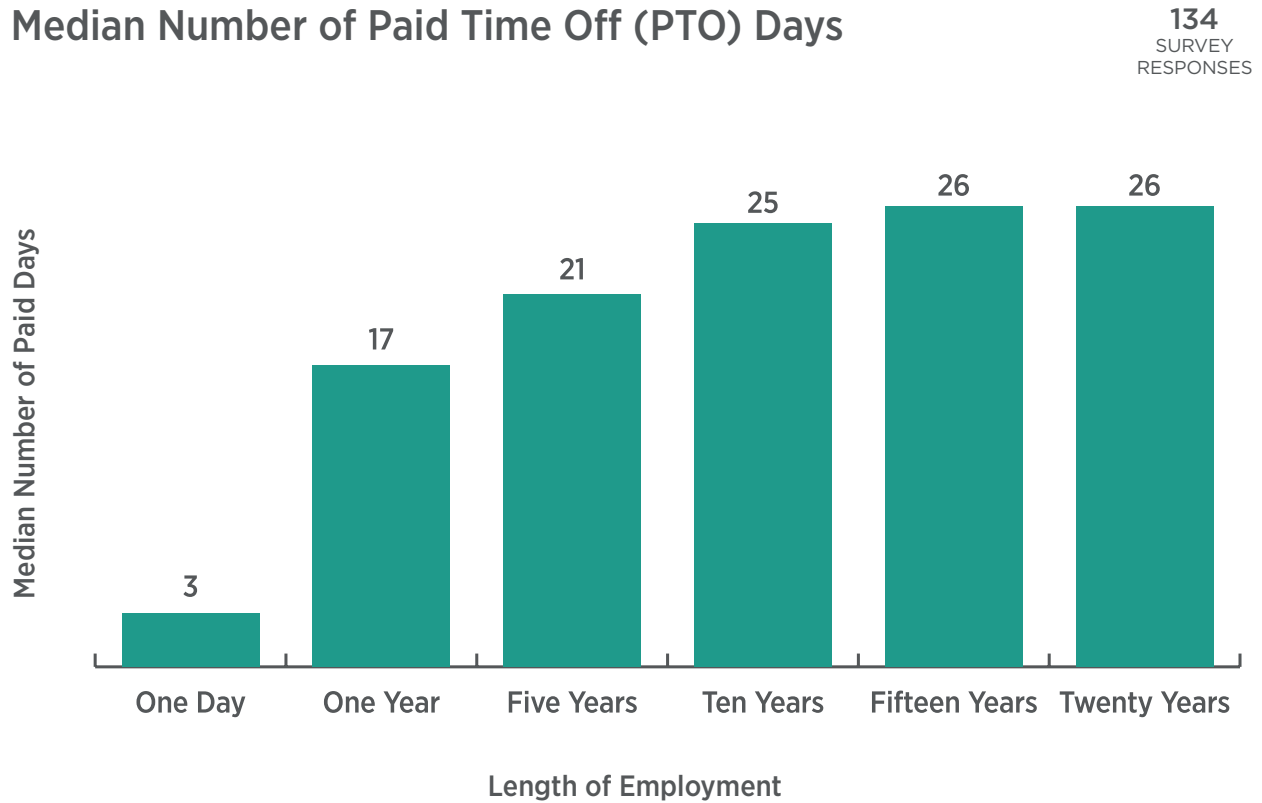
# Benefits

## Paid Leave Policy



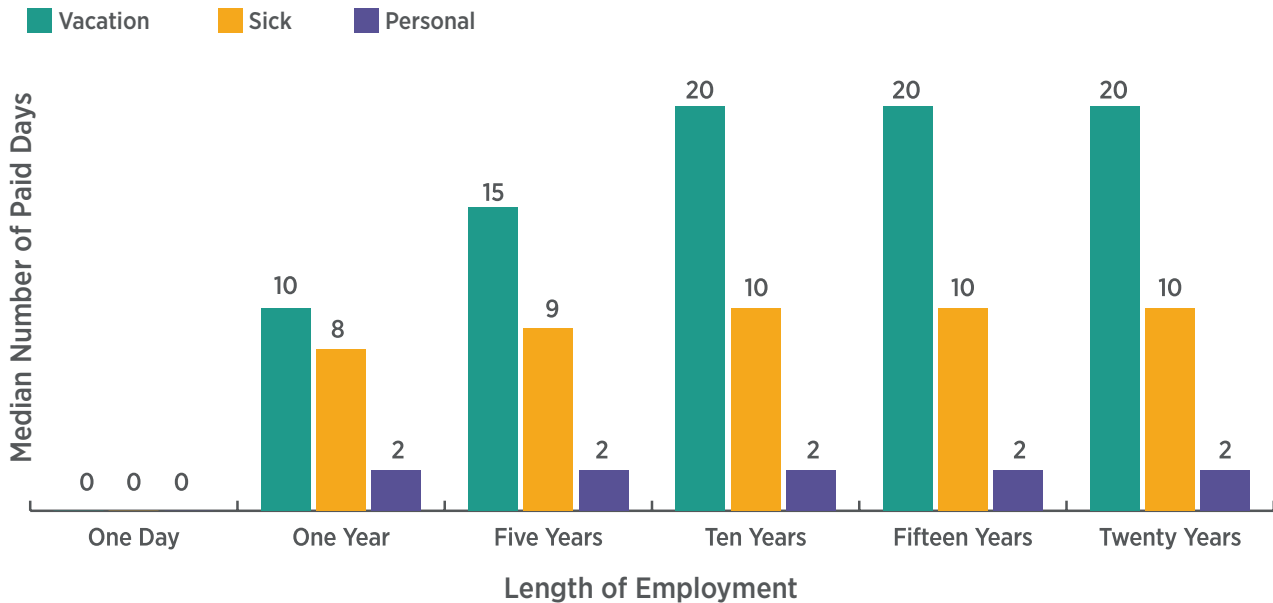
**56% of organizations surveyed offer health insurance to full-time employees' family**

## Median Number of Paid Time Off (PTO) Days



# Benefits

## Median Number of Separate Paid Leave Days



## MANAGING EMPLOYEE EXPECTATIONS

By: Julie Bingham, Advisor, FirstPerson

While individuals, managers, and leadership may disagree about which employment programs are most valuable or generate the greatest ROI, most agree that if an employee does not believe they are fairly compensated, then the impact of all other programs and experiences at the work place are diminished.

You may never be able to completely silence employee comments about compensation, but you can certainly raise the level of confidence you have in your compensation program by knowing you are paying employees fairly in relation to both your rewards philosophy and the market you compete with for talent.

The key steps to building an effective rewards program include developing a philosophy, conducting a benchmark analyses that compares your program to the market, planning strategically

for salary budget expenses, and establishing policies and procedures that support the employment experience you are trying to create. By following these key steps, you can build a solid foundation for your compensation program. This foundation will strengthen employee trust in the way the organization defines and invests in the total employment experience.

All this should be done in alignment with the overall culture of your organization and the employee experience you are trying to create through your rewards programs. If you can turn off the noise of an ineffective compensation program, the rest of the employee experience will come to life—inside and outside the walls of the organization.



# About the Sponsors

## **Yvonne B. de Calonne, VonLehman**

Yvonne B. de Calonne joined VonLehman a year ago after her previous company, Dunbar, Cook & Shepard was acquired. She graduated with a Bachelor of Science degree in accounting from IUPUI and has over 25 years in the field. Yvonne specializes in tax, audit and accounting services for nonprofit organizations.



## **Doug Wilcox, Delivra**

Doug graduated from Ball State University and is the Director of Sales at Delivra. He is married to Jeriann and they are the proud owners of two dogs (a golden retriever and a retriever/Rottweiler mix) and a cat. His most memorable vacation was 14 days he spent in Maui. He claims it's the best place on Earth (with the exception of Indianapolis). Doug is an avid cyclist (with the scars to prove it), a Chicago Blackhawks fan, and has never eaten a tomato or an orange.



## **Julie Bingham, FirstPerson**

At FirstPerson, Julie draws upon her deep 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.



## **Paul Ashley, FirstPerson**

Paul serves as an Advisor for FirstPerson's mid-market clients and leads the new business development efforts. As the ambassador of the FirstPerson brand, Paul looks for ways to grow the business and enhance FirstPerson's involvement in the community. Through these efforts, he develops quality relationships with strategic partners and clients. With more than a decade of experience, Paul is able to help create confidence for employers who face complex business challenges.



## **Ann M. Merkel, First Vice President and Manager, The National Bank of Indianapolis**

A founding member of The National Bank of Indianapolis, Ann is responsible for developing and managing the bank's Nonprofit Services division and consults with nonprofit organizations on all aspects of deposit, loan and investment services. 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.





# Wrap Up

We appreciate your interest in reviewing and using this data and sincerely hope that it will empower you and your organization to strengthen and to grow your work in the central Indiana community. We welcome your input on how this information can be constructively shared and any changes that could produce a better result in our next anticipated cycle in 2016 or 2017.

We have assembled this report as a reference document but recognize that many nonprofit boards and leaders have not seriously explored staff compensation. This will raise some important questions and opportunities. There are many resources and guides directed toward avoiding over compensating the CEO, but that is rarely an issue beyond a few very large or very unique nonprofit organizations. We recommend one straightforward resource to assist leaders of small to mid-sized organizations in your thinking. Our favorite article is by Jan Masaoka — “How Much to Pay the Executive Director” which is available at: [www.blueavocado.org/content/how-much-pay-executive-director](http://www.blueavocado.org/content/how-much-pay-executive-director)

If you are a funder or part of an association or conference where you feel the sharing of these results could be constructive, please contact us about how that might be accomplished. This third edition of the Central Indiana Nonprofit Salary Survey was funded by FirstPerson, The National Bank of Indianapolis, Von Lehman CPA, Delivra, and Charitable Advisors. Additional information is provided on our sponsors throughout the report and we encourage you to contact them around their areas of expertise.



Bryan Orander, President



**FIRST PERSON**

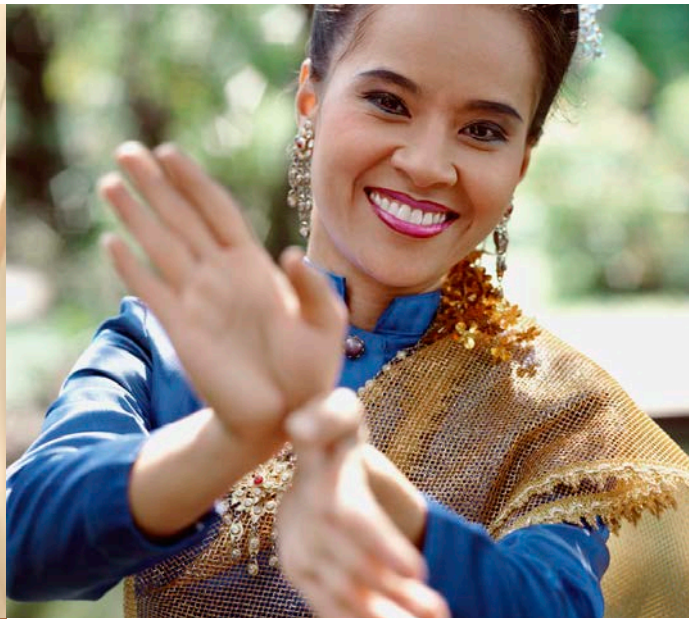


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