## Northeast Indiana Nonprofit Salary Survey



## Northeast Indiana Nonprofit Leaders,

THE PAST TWO YEARS HAVE CHANGED the way that nonprofits work and the way that many staff think about their roles. ATTRACTING AND RETAINING TALENT has become even more critical. Added inflation pressures, beginning in late 2021, have nonprofits scrambling to compete for employees, adding more flexible schedules, focusing on mental health and well-being, and beginning or enhancing their strategies around DEIA (Diversity, Equity, Inclusion, and Access).

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


## Brad Little

President \& CEO, Community Foundation of Greater Fort Wayne



Greg Johnson
Interim CEO, Chief Financial Officer United Way of Allen County

recruiting, and/or seeking ways to expand compensation and benefits. This is the fourth edition of the Northeast Indiana Nonprofit Salary Survey, brought to you by the Community Foundation of Greater Fort Wayne, United Way of Allen County, and the Alliance for Human Services of Northeast Indiana builds on past reports from 2012, 2014, and 2019. This survey covers sixteen of the common leadership, administrative, and program positions with responses from 153 area nonprofits. We were pleased to partner with the Charitable Advisors team, from Indianapolis, once again to assemble this report. We hope these survey results will provide leaders of nonprofit organizations from all service sectors and all sizes with a valuable set of tools to seriously explore compensation and benefits with the ultimate goal of attracting and retaining the talent necessary to achieve your missions.


## Steve Hoffman

Chair,
Alliance for Human Services

## Table of Contents

| 4 | Applying this Report to Your Organization |
| :--- | :--- |
| 5 | Overall Changes from the 2019 NE Indiana Salary Survey |
| 7 | Participating Organizations |
| 9 | Overview of Participating Organizations |
| 11 | Methodology/Data Analysis |
| 14 | State of the Sector |
| 17 | Job Functions |
| 20 | How to Read the Tables |
| 22 | Salary Overview for All Positions |
| 22 | Executive Director/President/Chief Executive Officer |
| 25 | Chief Operating Officer (COO) / Deputy Director |
| 27 | Executive Secretary (CEO Support) |
| 29 | VP Programs |
| 30 | Program Director / Management |
| 31 | Program Director - Direct Service |
| 33 | VP / Director of Human Resources |
| 34 | VP / Director of Information Systems / Data Processing |
| 35 | Chief Financial Officer (CFO) |
| 36 | Controller / Accountant |
| 37 | Clerk / Bookkeeper |
| 38 | VP / Director of Development |
| 40 | VP / Director of Public Relations / Communications |
| 41 | VP / Director of Marketing |
| 42 | Office Manager |
| 43 | Secretary / Administrative Support |
| 45 | Benefits |
| 50 | Concluding Remarks |

# Applying this Report to Your Organization 

## "Our people are our most important asset!"

While we hear this cliché in every management and leadership development context, we know it is true. It takes quality people to make a strong organization and to produce positive outcomes for our clients, patrons, partners and other stakeholders.

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

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

## Best practices

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

Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to succeed and provide the budget for how much those people should be paid. It is the CEO/Executive Director's job to
implement the compensation philosophy and the board sets the compensation for the CEO/Executive Director.

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

> 2. ATTRACTING TALENT = KEY DIFFERENTIATOR: Your organization's approach to staff compensation and respect for staff members are key parts of your nonprofit's identity in the community and can be a key differentiator in both perceptions and reality of how well you provide your services and attract funding.
> How does your nonprofit want to be perceived in the community? What do you want employees to be saying about development and learning opportunities in your organization? How important is it that current and future staff perceives they can build a long-term career at your organization?

> A flexible work schedule, vacation time, or professional development and training opportunities can make your compensation package more appealing.
3. LEADERSHIP DEPARTURE: For many organizations, the only time board discussion of compensation arises is with the departure of a long-term leader and the realization that the open position cannot be filled with a qualified candidate in the same salary range.

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

## 4. SMALL NONPROFITS CAN BENEFIT: Using

 resources like this salary survey, even small nonprofits can begin to make intentional decisions about the desired range of salaries and benefits needed to position the organization to attract and retain the rightcaliber of leaders and staff to carry out its mission.
How competitive is your current leadership compensation? Could you attract a similarly qualified person for the same salary? What is your target compensation range and how can you get there in 2 or 3 years by ramping up pay each year?
5. MORE THAN JUST MONEY: Also consider the non-financial components of a compensation package -- a flexible work schedule, vacation time, work from home, and professional development and training opportunities -- can make your compensation package more appealing.

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

# Overall Changes from the 2019 NE Indiana Salary Survey 

Readers often wonder how results for the newest survey compare to past surveys. Since organization participation is different each cycle, direct comparisons would not be truly accurate. However, to see if we can identify any helpful insights or trends, we looked at the five positions that had over 30 responses in both the 2019 and 2022 surveys and compared median pay rates across organization size.

Annual salary increases are up - In 2019, the average increase for the $87 \%$ of organizations who gave raises was $2.2 \%$ with only $2 \%$ of respondents providing raises of more than $5 \%$. For 2022, the average increase was $3.6 \%$ for the $80 \%$ of organizations giving raises, including $25 \%$ of respondents averaging increases of $5 \%$ or more. Note that $20 \%$ are not doing increases this year, compared to $13 \%$ in 2019 when inflation and wage competition were not as intense.

Bonuses were more common, especially for human/ social services - while the survey didn't capture all the rationale, it seems reasonable to assume that nonprofits who received extra funds during the pandemic were able to reward staff using funding that will not be available for on-going expenses/raises.

Compensation rising more in larger nonprofits - if we look at the five positions where we had at least 30 responses, we consistently see salaries increasing more for the CEO, COO, and Program Management roles and more for roles with medium to larger organizations versus smaller organizations.

Note: Only three participating organizations had budgets between $\$ 5-9.9$ mil and between 30-50 staff so those results are not broken out in the salary tables to maintain confidentiality.

## generations of impact.

In the early 1930s, community chests, the forerunners of today's United Way, adopted the red feather as a symbol of service.

Each donor was handed a red feather to proudly wear in their hat as a symbol of their commitment to their community. In honor of our past leaders, United Way of Allen County established the Red Feather Society.

Join us, a century later, in continuing to serve GENERATIONS in Allen County through our UNITED community efforts.

GENERATIONS OFIMPACT.


[^0]United Way of Allen County
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## Participating Organizations

A Mother's Hope
ACRES Land Trust
Adams County Council on Aging, Inc

Adams Wells Crisis Center
Alive \& Well, Inc.
all for One productions, inc.
Amani Family Services, Inc
Animal Welfare League of Kosciusko County

ARCH Inc.
Ark Animal Rescue
ARTLINK, INC.
Arts United of Greater Fort Wayne, Inc.
Associated Churches of Fort Wayne and Allen County

Auburn Cord Duesenberg Automobile Museum

Auburn Cord Duesenberg Festival, Inc.

Audiences Unlimited, Inc
Big Brothers Big Sisters of Northeast Indiana

Blue Heron Ministries, Inc
Blue Jacket, Inc.
Bounce Back of Indiana, Inc
Boys \& Girls Club of Huntington
Brightpoint
Camp Alexander Mack
Camp PossAbility
Camp Watcha Wanna Do
Cancer Services of Northeast Indiana

CASA of Kosciusko County, Inc.
CASS Housing

Catholic Charities of the Diocese Fort Wayne-South Bend, Inc.

Center for Nonviolence, Inc.
Christian Community Health Care Inc.

Churubusco Community Child Care Center

Clear Lake Township Land Conservancy

Cole Center Family YMCA
Combined Community Services
Community Transportation Network

Compassion Pregnancy Centers of Northeast Indiana

CORE, Inc.
DeKalb Humane Society, Inc.
Down Syndrome Association of Northeast Indiana
Early Childhood Alliance
East Wayne Street center
Elijah Haven Crisis Intervention Center, Inc.

Embassy Theatre Foundation, Inc. Erin's House for Grieving Children Family Centered Services Inc. FORT WAYNE CIVIC THEATRE Fort Wayne Dance Collective Fort Wayne History Center Fort Wayne Museum of Art, Inc. Fort Wayne Public Television, Inc.

Fort Wayne Rescue Mission Ministries, Inc

Fort Wayne Trails, Inc
Fort Wayne Youtheatre
Foundation for Art \& Music in Elementary Education, Inc.

Freedom Academy
GiveHear
Giving Gardens of Indiana
Habitat for Humanity of Greater Fort Wayne

Habitat for Humanity of Kosciusko County
Headwaters Counseling a dba of Family \& Children's Services Inc

Healthier Moms and Babies
Heartline Pregnancy Center
Hoosiers Feeding the Hungry
Hope Alive Inc.
Humane Fort Wayne
Humane Society Noble County
Huntington County Historical Museum

Image of Hope Ranch
Impact Center
Interfaith Hospitality Network of Greater Fort Wayne, Inc.

Interfaith Mission, Inc. dba Mission 25
International House
Josiah White's (DBA White's Residential and Family Services

Kate's Kart, Inc.
Kosciusko Chamber of Commerce
Kosciusko Home Care \& Hospice, Inc

Kosciusko Literacy Services, Inc.
LaGrange County Council on Aging

Lagrange County Habitat for Humanity
Latinos Count Inc
Life Adult Day Academy

Little River Wetlands Project, Inc.
Lutheran Life Villages
Lutheran Social Services of Indiana
Mad Anthonys Children's Hope House

Made Strong Ministries
Matthew 25 Health and Care
McMillen Health
Mental Health America of Northeast Indiana

MLK Montessori School
Mustard Seed Furniture Bank of Fort Wayne, Inc.

New Beginnings Preschool And C
New Life Ministries-Indiana
Noble County Council on Aging
Noble House Ministries, Inc
Northeast Indiana Positive Resource Connection
Northeastern Center, Inc.
Out of a Jam Inc
Place of Grace
Power House Youth Center
Questa Education Foundation
Rainbow Years Learning Ministry
Redeemer Radio
RemedyLIVE

## RespectTeam

Right Side Foundation, INC
Ronald McDonald House Charities of Northeast Indiana
RSVP of Allen County, Inc. dba Volunteer Center

Run Hard. Rest Well.
Safe Families for Children
SCAN (Stop Child Abuse and Neglect), INC.

## Science Central

Shelter Ministries Inc dba SonShine Ministries

SoulMedic Media Group, Inc. SPANISH WORLD MINISTRIES

St. Joseph Missions Women's Shelter

St. Martin's Healthcare, Inc
Steuben County Literacy Coalition
Syracuse-Wawasee Historical Museum

Teach Our Children Fund INC D/B/A Fort Wayne Center for Learning

The Carriage House
The Center for Whitley County Youth, Inc.

The Hope Clinic
The League
The Learn More Center
The Literacy Alliance Inc.
The Mom of an Addict, Inc.
The Rose Home, Inc
The Shepherds House Inc
The Vine Early Learning, Inc
Thirteen Step House Inc.
TROY School
Turning Point of Steuben
Turnstone Center
Unity Performing Arts Foundation
Vincent Village
Visiting Nurse \& Hospice Home Inc
Wabash County Animal Shelter, Inc.
Wabash County Museum
Wabash County Tobacco Free Coalition/85 Hope

Wabash Marketplace, Inc.
Wagon Wheel Center for the Arts
Wawasee Area conservancy foundation

Wee Creations Ministries
Wells Community Boys \& Girls Club

Wells County Chamber of Commerce<br>Wells County Council on Aging<br>World Baseball Academy, Inc.<br>YMCA of DeKalb County<br>YMCA of Greater Fort Wayne<br>Youth Services Bureau of Huntington County<br>YWCA Northeast Indiana World Baseball Academy, Inc. YMCA of Greater Fort Wayne Youth for Christ of Northern Indiana, Inc.<br>Youth Services Bureau of Huntington County<br>YWCA Northeast Indiana

## Overview of Participating Nonprofits



Full-Time Staff of Participating Organizations


## Overview of Participating Nonprofits

Not all nonprofits are created equal. It is difficult to directly compare nonprofits from differing service areas when assessing salary and benefits. An arts and culture organization has a very different mission and serves in a much different capacity than a human service organization concentrating on homelessness, for example.

How do you compare salaries across nonprofit sectors? Budget and staff size are the two best universal indicators that all nonprofit organizations can use to compare compensation.
> position categories

| PRIMARY WORK CLASSIFICATION | COUNT | PERCENT |
| :--- | ---: | ---: |
| Animal-related | 6 | $4 \%$ |
| Arts, Culture, and Humanities | 19 | $12 \%$ |
| Community Development | 6 | $4 \%$ |
| Elementary, Secondary, or Charter School | 5 | $3 \%$ |
| Environmental | 6 | $4 \%$ |
| Health, Disease, Disorders | 22 | $14 \%$ |
| Human and Social Services (including youth programs) | 80 | $52 \%$ |
| Recreation, Sports, Leisure, Athletics | 3 | $2 \%$ |
| Other | 6 | $4 \%$ |
| Grand Total | $\mathbf{1 5 3}$ |  |


| ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION | COUNT | PERCENT |
| :--- | ---: | ---: |
| Museums and Museum Activities | 6 | $33 \%$ |
| Performing Arts | 8 | $44 \%$ |
| Other | 4 | $22 \%$ |
| Grand Total | $\mathbf{1 8}$ |  |


| HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION | COUNT | PERCENT |
| :--- | ---: | ---: |
| Adoption or Foster Care | 1 | $1 \%$ |
| Child Day Care | 5 | $6 \%$ |
| Community or Multi-Service Center | 4 | $5 \%$ |
| Disability Services | 6 | $8 \%$ |
| Domestic Violence | 4 | $5 \%$ |
| Employment and Job Related | 1 | $1 \%$ |
| Food Services, Banks, and Pantries | 2 | $3 \%$ |
| Homelessness, Shelter | 12 | $15 \%$ |
| Mental Health or Crisis Intervention | 8 | $10 \%$ |
| Older Adults | 4 | $5 \%$ |
| Residential Services | 7 | $9 \%$ |
| Youth Development | 16 | $20 \%$ |
| Other | 10 | $13 \%$ |
| Grand Total | $\mathbf{8 0}$ |  |


| ANNUAL BUDGET FOR ALL PARTICIPATING ORGANIZATIONS | COUNT | PERCENT |
| :--- | ---: | ---: |
| Less than $\$ 250,000$ | 42 | $27 \%$ |
| $\$ 250,000-\$ 999,000$ | 58 | $38 \%$ |
| $\$ 1$ million- $\$ 2.9$ million | 36 | $24 \%$ |
| $\$ 3$ million- $\$ 4.9$ million | 7 | $5 \%$ |
| $\$ 5$ million- $\$ 9.9$ million | 3 | $2 \%$ |
| Greater than $\$ 10$ million | 7 | $5 \%$ |
| Grand Total | $\mathbf{1 5 3}$ |  |



## Methodology/Data Analysis

In order to be included in the final report, respondents had to represent a nonprofit organization located in Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties. Hospitals, public schools, colleges/universities, foundations, and churches were excluded from the survey. In developing the 2022 survey tool, the Charitable Advisors team started with the 2019 survey. There were minimal changes.

## How the survey was conducted

Again for the 2022 survey, Jeff Lucas at the Employers Resource Association in Cincinnati was our data-gathering partner. Data was carefully reviewed for duplication and completeness. Incomplete responses were removed. If there were less than four responses in a category, the specific detail was not included and if only three or fewer organizations reported data, the finding was excluded to maintain survey participant anonymity. When four or five organizations reported, data average, minimum, median, and maximum are reported, quartiles were omitted.

The 2022 survey invitation list included organizational contacts from several sources: participants from the 2019 survey plus lists from many of the community foundations and United Ways across the 10 county region. We appreciate everyone who assisted us in spreading the word to increase participation.

A change from 2019, was that we did not mail promotional postcards. This was both to control expense but also recognize that the pandemic caused many office relocations and closures, and the mailing lists were out of date.

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

Charitable Advisors also promoted the survey multiple times in its weekly e-newsletter, the Not-for-profit News, which reaches more than 13,000 weekly subscribers across Indiana (CharitableAdvisors.com).

## 并首 <br> Alliance for Human Services

## IMPACTING LIVES AND THE ECONOMY



LUTHERAN SOCIAL SERVICES AND THE RESCUE MISSION ARE JUST TWO OF 50 MEMBER ORGANIZATIONS IN THE ALLIANCE FOR HUMAN SERVICES THAT MAKE A DIFFERENCE IN THE LIVES OF ALLEN COUNTY RESIDENTS. IN TOTAL, HUMAN SERVICE ORGANIZATIONS HAVE A \$722 MILLION IMPACT ON THE LOCAL ECONOMY AND EMPLOY OVER 11,000 PEOPLE.

# The Alliance for Human Services: 50 voices strong 

IT CAN BE WHO WE ARE: Alliance for Human Services is a membership organization committed to improving the delivery of human services greater Allen County. Our members are the CEOs and executive directors of 50 nonprofit 501c3 organizations that provide direct services to vulnerable populations. Together, we work to build capacity and collective influence, resulting in stronger organizations and community. The human services sector is already a major economic force employing 11,000 professionals, almost 1 out of 20 paid workers in Allen County.

WHAT WE DO: The Alliance connects and supports
the leaders of human services organizations to form a united voice for the sector and those we serve. We work to ensure our members have the resources they need to grow their leadership skills and achieve their organizational missions by providing access to research on effective practices and peer networking. The Alliance offers opportunities to foster collaborations among member organizations to achieve results no single organization could achieve alone. The Alliance works to promote the nonprofit human resources sector as an economic engine that creates jobs and contributes to our community's economic wellbeing. https://allianceforhumanservices.org/

## LEADERS AND STAFF OF OUR MEMBER ORGANIZATIONS MAKE GOOD THINGS HAPPEN

Amani Family Services
American Red Cross, Northeast Indiana Chapter
Associated Churches
BounceBack of Indiana
Brightpoint
Cancer Services of NE Indiana
Carriage House
CASS Housing
Community Transportation Network (CTN)
Cornerstone Youth Center
Cross Connections
Crossroad Child \& Family Services DSANI Down Syndrome Association Early Childhood Alliance
Erin's House for Grieving Children
Family Centered Services
Fort Wayne Trails

Friends of the Third World
Gigi's Playhouse
Girl Scouts
GiveHear
Headwaters Counseling Healthier Moms and Babies Just Neighbors - Interfaith Homeless Network
Long-Term Care Ombudsman Program
Lutheran Life Villages
Lutheran Social Services
Mad Anthony's Children's Hope House
Made Strong Ministries
Mental Health America of Northeast Indiana
MLK Montessori School
Neighborhood Health Clinics
NeighborLink Fort Wayne Northeast Indiana Positive Resource

Connection
Salvation Army
SCAN
St. Joseph Missions
St. Vincent de Paul Society of Fort
Wayne
Stillwater Hospice (formerly Visiting
Nurse)
Super Shot
The League
The Literacy Alliance
The Rescue Mission
Turnstone
Vincent Village
Volunteer Center
Wellspring Interfaith Social Services
YMCA
YWCA

## State of the Sector

A
key goal of this Northeast Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that they have and recruiting capable organizational
leadership by allowing you to see how your
compensation strategies compare to other area nonprofits. As before, in order to add some context to this salary information, we asked a few other questions that we felt might be of interest to the users of the survey.

## Average <br> Wage Change for 2022

152 SURVEY RESPONSES

# COMMUNITY FOUNDATION <br> OF GREATER FORT WAYNE 

The Community Foundation of Greater Fort Wayne is dedicated to helping local nonprofits succeed and make an impact in our community.

Providing grants, trainings, and meeting spaces are a few ways we support nonprofits.

Another important way we support nonprofits in Allen County is by partnering with Charitable Advisors to provide The Northeast Indiana Salary Survey.


Salary information is essential to help your organization attract and retain the talent you need in order to fulfill your mission and make an impact in our community.

We hope your organization is able to benefit from this informative report!

## State of the Sector

## Executive Director/CEO Benefits Different From "All Staff"



## 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) / Deputy Director

- Responsible for the implementation of policies and procedures set by the President / Chief Executive Officer (CEO)
- Serves as the acting President / CEO in the absence of the CEO
- May direct the daily activities of one or more of the agency's operating units
- May have subordinate area, regional or district managers
- Performs highly advanced (senior-level) policy administration and managerial work
- Works closely with the Executive Director on the day-to-day operations of the agency
- May plan, assign, and/or supervise the work of others
- May act as Executive Director in the absence of the Executive Director


## Executive Secretary (CEO Support)

- Under direction, performs secretarial, confidential and administrative assignments for the CEO and other senior executives, utilizing a detailed knowledge of the agency's operations, procedures and personnel


## PROGRAM AND <br> 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 fund raise on a limited basis


## Program Director - Management

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


## VP / Director of Human Resources

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


## VP / Director of Information Systems / Data Processing

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


## Job Functions

## Program Director - Direct Service

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


## Case Manager - Master's Degree

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


## FINANCIAL LEADERSHIP POSITIONS

## Chief Financial Officer (CFO)

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


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


## Clerk / Bookkeeper

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


## Job Functions

## PUBLIC RELATIONS \& MARKETING LEADERSHIP POSITIONS

## VP / Director of Development

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


## VP / Director of Public Relations / Communications

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


## VP / Director of Marketing

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


## 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


## How to Read the Tables

$\square$
Tables in green contain findings from all organizations that reported data for this position, by total staff, annual budget, and primary work classification.


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

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


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

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

## Definitions

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

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

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

FIRST QUARTILE - greater than $25 \%$ of the responses
MEDIAN (ALSO SECOND QUARTILE) - same number of responses greater than as less than

THIRD QUARTILE - greater than 75\% of the responses

## Full-Time and Part-Time

Each position also shows a separate listing for fulltime 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.


## 

# CENTRAL INDIANA'S NONPROFIT JOB BOARD 

## Job ads are:

$\checkmark$ Published for two weeks in the Not-for-profit News (13,000 distribution list) $\checkmark$ Posted on Charitable Advisors job board (5,000 visitors monthly)

## Charitable Advisors <br> EXECUTIVE SEARCH • STRATEGIC PLANNING • NOT-FOR-PROFIT NEWS

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

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| $\begin{aligned} & \text { Executive Director / } \\ & \text { President / Chief } \\ & \text { Executive Officer (CEO) } \end{aligned}$ | 122 | \$81,866 | \$25,000 | \$52,000 | \$70,612 | \$103,747 | \$215,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 61 | \$57,928 | \$25,000 | \$45,000 | \$55,000 | \$69,007 | \$119.046 |
| 6-10 FT Staff | 21 | \$84,239 | \$40,000 | \$70,000 | \$90,000 | \$102,000 | \$120,000 |
| 11-30 FT Staff | 25 | \$96,034 | \$40,000 | \$70,000 | \$92,000 | \$116,413 | \$180,000 |
| 51-99 FT Staff | 6 | \$133,021 | \$95,000 | \$120,813 | \$135,000 | \$145,530 | \$168,000 |
| 100 or More FT Staff | 6 | \$187,185 | \$146,640 | \$176,188 | \$192,500 | \$202,414 | \$215,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Less than \$250,000 | 26 | \$48,924 | \$25,000 | \$39,250 | \$46,500 | \$58,750 | \$91,000 |
| \$250,000-\$999,000 | 45 | \$65,033 | \$30,000 | \$52,000 | \$65,000 | \$74,255 | \$115,000 |
| \$1 Million to \$2.9 Million | 35 | \$96,713 | \$44,226 | \$80,000 | \$92,000 | \$107,786 | \$180,000 |
| \$3 Million to \$4.9 Million | 7 | \$118,441 | \$95,000 | \$111,542 | \$119,046 | \$128,480 | \$135,000 |
| Greater than \$10 Million | 6 | \$187,185 | \$146,640 | \$176,188 | \$192,500 | \$202,414 | \$215,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Arts, Culture, and Humanities | 15 | \$84,229 | \$36,000 | \$55,000 | \$70,000 | \$104,786 | \$180,000 |
| Community Development | 6 | \$77,059 | \$48,000 | \$54,752 | \$71,631 | \$98,131 | \$115,000 |
| Health, Disease, Disorders | 17 | \$94,143 | \$30,500 | \$68,000 | \$87,500 | \$106,000 | \$215,000 |
| Human and Social Services (including youth programs) | 66 | \$80,062 | \$25,000 | \$52,000 | \$69,350 | \$94,000 | \$203,218 |

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

Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMANITIES BY ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 6 | \$64,553 | \$49,500 | \$52,500 | \$61,680 | \$68,340 | \$94,456 |
| \$1 Million to \$2.9 Million | 5 | \$122,231 | \$86,584 | - | \$107,571 | - | \$180,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HEALTH, DISEASE, DISORDERS BY ANNUAL budget | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 9 | \$98,713 | \$68,000 | \$85,000 | \$92,000 | \$106,000 | \$145,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| SERVICES* BY ANNUAL BUDGET | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Less than \$250,000 | 15 | \$48,563 | \$25,000 | \$40,500 | \$48,000 | \$53,500 | \$91,000 |
| \$250,000-\$999,000 | 24 | \$64,910 | \$30,000 | \$54,900 | \$67,210 | \$74,125 | \$105,000 |
| \$1 Million to \$2.9 Million | 16 | \$84,111 | \$44,226 | \$62,850 | \$84,488 | \$93,757 | \$129,149 |

*INCLUDING YOUTH PROGRAMS/MENTORING

## Secondary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMAN OR SOCIAL SERVICES | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Disability Services | 6 | \$85,283 | \$57,000 | \$70,275 | \$80,000 | \$89,500 | \$135,000 |
| Homelessness, Shelter | 7 | \$104,429 | \$48,000 | \$67,500 | \$90,000 | \$129,000 | \$200,000 |
| Mental Health or Crisis Intervention | 7 | \$112,432 | \$30,000 | \$64,488 | \$129,149 | \$147,840 | \$203,218 |
| Residential Services | 6 | \$78,083 | \$45,000 | \$57,000 | \$67,750 | \$96,875 | \$128,000 |
| Youth Development | 13 | \$80,143 | \$30,000 | \$58,000 | \$70,000 | \$90,000 | \$185,000 |
| Other | 7 | \$71,903 | \$50,900 | \$57,300 | \$66,600 | \$75,612 | \$120,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ARTS, CULTURE, AND HUMANITIES | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | $\begin{aligned} & \text { FIRST } \\ & \text { QUARTILE } \end{aligned}$ | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Museums and Museum Activities | 5 | \$112,291 | \$50,000 | - | \$102,000 | - | \$180,000 |
| Performing Arts | 6 | 476,401 | \$49,500 | \$60,840 | \$66,680 | \$82,438 | \$128,959 |

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

## All Part-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| ```Executive Director / President / Chief Executive Officer (CEO)``` | 10 | \$21.38 | \$14.42 | \$17.06 | \$19.96 | \$22.56 | \$38.46 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 10 | \$21.38 | \$14.42 | \$17.06 | \$19.96 | \$22.56 | \$38.46 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Less than \$250,000 | 7 | \$21.37 | \$14.42 | \$17.89 | \$19.92 | \$20.50 | \$38.46 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| YEARS OF EXPERIENCE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 3-10 years | 7 | \$21.85 | \$14.42 | \$15.89 | \$19.55 | \$24.36 | \$38.46 |

## Chief Operating Officer (COO) / Deputy Director

## All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Chief Operating Officer (COO) / Deputy Director | 31 | \$75,850 | \$36,000 | \$59,000 | \$70,000 | \$90,000 | \$165,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 6-10 FT Staff | 7 | \$56,071 | \$47,500 | \$49,500 | \$54,000 | \$61,000 | \$70,000 |
| 11-30 FT Staff | 10 | \$66,614 | \$36,000 | \$55,750 | \$67,375 | \$78,790 | \$95,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 7 | \$53,757 | \$36,000 | \$48,750 | \$54,000 | \$62,500 | \$63,798 |
| \$1 Million to \$2.9 Million | 14 | \$67,438 | \$44,226 | \$58,500 | \$66,500 | \$75,790 | \$92,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 23 | \$72,138 | \$36,000 | \$56,500 | \$63,606 | \$88,500 | \$129,000 |

## Chief Operating Officer (COO) / Deputy Director

## Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 6 | \$54,383 | \$36,000 | \$49,125 | \$58,000 | \$62,750 | \$63,798 |
| \$1 Million to \$2.9 Million | 10 | \$64,498 | \$44,226 | \$55,750 | \$62,500 | \$71,313 | \$92,000 |

## Secondary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMAN OR SOCIAL SERVICES | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Mental Health or Crisis Intervention | 5 | \$92,100 | \$63,000 | - | \$100,360 | - | \$108,980 |
| Youth Development | 5 | \$71,100 | \$47,500 | - | \$55,000 | - | \$129,000 |

## Executive Secretary (CEO Support)

## All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | $\begin{aligned} & \text { FIRST } \\ & \text { QUARTILE } \end{aligned}$ | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Executive Secretary (CEO Support) | 24 | \$42,965 | \$14,400 | \$38,500 | \$43,525 | \$45,925 | \$73,800 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 11-30 FT Staff | 8 | \$39,143 | \$28,500 | \$32,210 | \$41,000 | \$45,000 | \$48,360 |
| 100 or More FT Staff | 6 | \$48,695 | \$37,000 | \$40,394 | \$45,287 | \$54,559 | \$68,182 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 6 | \$41,206 | \$29,000 | \$35,960 | \$44,298 | \$47,149 | \$48,360 |
| Greater than \$10 Million | 6 | \$48,695 | \$37,000 | \$40,394 | \$45,287 | \$54,559 | \$68,182 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 14 | \$42,887 | \$28,500 | \$37,500 | \$41,577 | \$44,590 | \$73,800 |

## Executive Secretary (CEO Support)

## All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Executive Secretary (CEO Support) | 8 | \$19.67 | \$12.50 | \$17.23 | \$19.03 | \$20.77 | \$29.42 |


| STAFF SIZE | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 7 | \$19.19 | \$12.50 | \$17.15 | \$18.83 | \$19.62 | \$29.42 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 5 | \$16.97 | \$12.50 | - | \$17.31 | - | \$29.42 |


| PRIMARY WORK CLASSIFICATION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 5 | \$20.25 | \$12.50 | - | \$19.23 | - | \$29.42 |

## VP Programs

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP Programs | 14 | \$76,356 | \$42,500 | \$69,534 | \$75,080 | \$84,020 | \$126,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 11-30 FT Staff | 6 | \$67,673 | \$42,500 | \$61,595 | \$72,190 | \$75,119 | \$85,000 |
| 51-99 FT Staff | 5 | \$79,206 | \$70,000 | - | \$81,078 | - | \$87,150 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 5 | \$64,208 | \$42,500 | - | \$69,379 | - | \$75,159 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 9 | \$80,216 | \$59,000 | \$70,000 | \$75,920 | \$85,000 | \$126,000 |

## Program Director / Management

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Program Director <br> - Management | 40 | \$56,700 | \$31,105 | \$46,150 | \$55,000 | \$65,000 | \$110,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 13 | \$49,530 | \$35,000 | \$46,000 | \$47,000 | \$55,000 | \$65,000 |
| 6-10 FT Staff | 6 | \$50,684 | \$31,105 | \$40,500 | \$46,000 | \$50,750 | \$90,000 |
| 11-30 FT Staff | 13 | \$58,161 | \$37,870 | \$50,000 | \$58,000 | \$68,000 | \$82,500 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 15 | \$47,733 | \$31,105 | \$43,500 | \$47,000 | \$52,719 | \$59,000 |
| \$1 Million to \$2.9 Million | 14 | \$59,292 | \$37,870 | \$46,250 | \$57,500 | \$70,250 | \$90,000 |
| \$3 Million to \$4.9 Million | 6 | \$62,027 | \$55,161 | \$57,000 | \$62,500 | \$65,000 | \$71,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Health, Disease, Disorders | 9 | \$66,571 | \$35,000 | \$51,000 | \$68,000 | \$72,000 | \$110,000 |
| Human and Social Services (including youth programs) | 20 | \$53,612 | \$40,000 | \$44,250 | \$54,540 | \$60,000 | \$75,741 |

## Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 7 | \$46,607 | \$40,000 | \$40,500 | \$46,250 | \$50,000 | \$59,000 |
| \$1 Million to \$2.9 Million | 6 | \$49,347 | \$40,000 | \$42,750 | \$49,540 | \$54,770 | \$60,000 |

## Program Director - Direct Service

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Program Director <br> - Management | 37 | \$46,270 | \$30,000 | \$37,000 | \$45,000 | \$52,000 | \$84,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 13 | \$38,203 | \$30,000 | \$34,000 | \$35,400 | \$41,000 | \$55,000 |
| 6-10 FT Staff | 10 | \$53,353 | \$34,510 | \$41,670 | \$51,000 | \$62,875 | \$84,000 |
| 11-30 FT Staff | 9 | \$45,649 | \$32,000 | \$44,226 | \$46,920 | \$50,000 | \$54,090 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Less than \$250,000 | 5 | \$33,392 | \$30,000 | - | \$31,200 | - | \$40,560 |
| \$250,000-\$999,000 | 13 | \$41,788 | \$32,000 | \$35,000 | \$40,560 | \$46,280 | \$56,500 |
| \$1 Million to \$2.9 Million | 14 | \$52,200 | \$37,000 | \$45,025 | \$48,500 | \$53,568 | \$84,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 23 | \$45,365 | \$30,000 | \$35,200 | \$41,000 | \$51,251 | \$84,000 |

Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 9 | \$41,718 | \$32,000 | \$35,000 | \$40,560 | \$45,000 | \$56,500 |
| \$1 Million to \$2.9 Million | 7 | \$50,533 | \$37,000 | \$42,613 | \$45,000 | \$51,251 | \$84,000 |

## Program Director - Direct Service

## All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Program Director - Direct Service | 8 | \$19.03 | \$14.42 | \$16.59 | \$18.23 | \$20.49 | \$25.24 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 8 | \$19.03 | \$14.42 | \$16.59 | \$18.23 | \$20.49 | \$25.24 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 6 | \$18.12 | \$14.42 | \$16.04 | \$17.52 | \$18.25 | \$25.24 |

## VP / Director of Human Resources

## All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Human Resources | 15 | \$69,818 | \$47,840 | \$59,000 | \$64,375 | \$76,400 | \$110,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 11-30 FT Staff | 5 | \$55,353 | \$47,840 | - | \$57,000 | - | \$61,586 |
| 100 or More FT Staff | 6 | \$84,356 | \$58,000 | \$74,600 | \$80,581 | \$98,421 | \$110,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 6 | \$59,023 | \$47,840 | \$52,753 | \$60,793 | \$63,678 | \$70,000 |
| Greater than \$10 Million | 6 | \$84,356 | \$58,000 | \$74,600 | \$80,581 | \$98,421 | \$110,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 10 | \$69,356 | \$57,000 | \$60,000 | \$65,793 | \$72,100 | \$104,174 |

## VP / Director of Information Systems / Data Processing

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Information Systems / Data Processing | 9 | \$64,079 | \$38,480 | \$51,000 | \$65,041 | \$76,000 | \$88,585 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 5 | \$60,664 | \$38,480 | - | \$65,041 | - | \$76,000 |

## Chief Financial Officer (CFO)

All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Chief Financial Officer (CFO) | 21 | \$85,691 | \$45,000 | \$68,000 | \$82,000 | \$105,000 | \$156,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | $\begin{gathered} \text { FIRST } \\ \text { QUARTILE } \end{gathered}$ | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 6-10 FT Staff | 5 | \$65,875 | \$45,000 | - | \$68,000 | - | \$82,000 |
| 11-30 FT Staff | 7 | \$68,792 | \$50,000 | \$57,750 | \$70,000 | \$76,522 | \$93,000 |
| 100 or More FT Staff | 5 | \$120,035 | \$105,000 | - | \$109,200 | - | \$156,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 10 | \$69,092 | \$50,000 | \$62,969 | \$69,000 | \$76,032 | \$93,000 |
| Greater than \$10 Million | 5 | \$120,035 | \$105,000 | - | \$109,200 | - | \$156,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 13 | \$83,162 | \$45,000 | \$68,000 | \$88,192 | \$105,000 | \$112,100 |

## Controller / Accountant

## All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Controller / Accountant | 18 | \$62,143 | \$44,226 | \$56,352 | \$60,000 | \$67,750 | \$82,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 11-30 FT Staff | 6 | \$56,527 | \$44,226 | \$52,174 | \$55,468 | \$62,185 | \$68,500 |
| 51-99 FT Staff | 5 | \$61,135 | \$50,000 | - | \$58,750 | - | \$80,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 6 | \$55,777 | \$44,226 | \$52,174 | \$55,468 | \$58,810 | \$68,500 |
| \$3 Million to \$4.9 Million | 5 | \$61,145 | \$50,000 | - | \$60,000 | - | \$80,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 14 | \$61,098 | \$44,226 | \$56,352 | \$59,500 | \$65,000 | \$80,000 |

All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Controller/Accountant | 5 | \$27.21 | \$19.23 | - | \$25.25 | - | \$38.46 |

## Clerk / Bookkeeper

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Clerk / Bookkeeper | 17 | \$43,355 | \$31,000 | \$38,480 | \$43,000 | \$50,000 | \$56,160 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 5 | \$40,815 | \$31,000 | - | \$40,004 | - | \$51,937 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK <br> CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 11 | \$40,988 | \$31,000 | \$36,120 | \$40,000 | \$44,100 | \$56,160 |

## VP / Director of Development

All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Development | 35 | \$65,410 | \$36,500 | \$50,000 | \$63,550 | \$82,300 | \$110,334 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 6 | \$54,733 | \$36,500 | \$38,397 | \$45,527 | \$67,500 | \$90,000 |
| 6-10 FT Staff | 6 | \$54,333 | \$40,000 | \$42,500 | \$53,000 | \$62,750 | \$75,000 |
| 11-30 FT Staff | 12 | \$63,285 | \$39,863 | \$50,038 | \$57,500 | \$70,163 | \$95,160 |
| 51-99 FT Staff | 5 | \$74,478 | \$56,000 | - | \$80,300 | - | \$85,000 |
| 100 or More FT Staff | 5 | \$86,627 | \$69,000 | - | \$85,000 | - | \$110,334 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT COUN | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 8 | \$51,175 | \$36,500 | \$39,211 | \$45,527 | \$60,500 | \$75,000 |
| \$1 Million to \$2.9 Million | 13 | \$59,186 | \$39,863 | \$50,000 | \$54,426 | \$63,550 | \$95,160 |
| \$3 Million to \$4.9 Million | 5 | \$80,358 | \$66,788 | - | \$85,000 | - | \$90,000 |
| Greater than \$10 Million | 5 | \$86,627 | \$69,000 | - | \$85,000 | - | \$110,334 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK <br> CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Arts, Culture, and Humanities | 9 | \$53,799 | \$36,845 | \$40,000 | \$43,054 | \$54,426 | \$90,000 |
| Health, Disease, Disorders | 5 | \$80,724 | \$49,575 | - | \$85,000 | - | \$110,334 |
| Human and Social Services (including youth programs) | 16 | \$71,312 | \$50,000 | \$61,350 | \$70,900 | \$81,300 | \$96,000 |

## VP / Director of Development

Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HUMANITIES BY ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 5 | \$54,858 | \$39,863 | - | \$50,000 | - | \$90,000 |

## Secondary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ARTS, CULTURE, AND HUMANITIES | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Performing Arts | 5 | \$49,980 | \$36,845 | - | \$40,000 | - | \$90,000 |

All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Development | 6 | \$21.20 | \$14.90 | \$17.04 | \$22.00 | \$24.35 | \$27.78 |

## VP / Director of Public Relations / Communications

## All Full-Time Responses

| POSITION | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { ORG } \\ & \text { cOUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Public Relations / Communications | 16 | \$52,927 | \$42,271 | \$44,920 | \$47,981 | \$59,691 | \$82,750 |



|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 5 | \$54,856 | \$47,000 | - | \$50,000 | - | \$70,000 |

## VP / Director of Marketing

All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| VP / Director of Marketing | 23 | \$57,805 | \$31,000 | \$41,500 | \$51,000 | \$68,880 | \$145,000 |


| STAFF SIZE | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 6-10 FT Staff | 6 | \$50,647 | \$35,000 | \$40,970 | \$44,440 | \$48,750 | \$90,000 |
| 11-30 FT Staff | 6 | \$50,129 | \$31,000 | \$37,504 | \$48,000 | \$64,850 | \$69,300 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 9 | \$51,150 | \$31,000 | \$43,000 | \$45,000 | \$53,000 | \$90,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Arts, Culture, and Humanities | 5 | \$45,076 | \$31,000 | - | \$43,879 | - | \$69,300 |
| Health, Disease, Disorders | 5 | \$75,752 | \$43,000 | - | \$68,800 | - | \$145,000 |
| Human and Social Services (including youth programs) | 8 | \$57,297 | \$35,672 | \$47,500 | \$51,500 | \$60,925 | \$96,000 |

## Office Manager

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Office Manager | 21 | \$44,086 | \$23,920 | \$37,400 | \$42,000 | \$48,000 | \$72,516 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 8 | \$37,899 | \$23,920 | \$30,900 | \$35,284 | \$43,125 | \$59,000 |
| 6-10 FT Staff | 5 | \$45,535 | \$37,801 | - | \$42,500 | - | \$64,375 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 7 | \$42,410 | \$35,000 | \$36,685 | \$40,000 | \$44,750 | \$59,000 |
| \$1 Million to \$2.9 Million | 6 | \$46,202 | \$38,493 | \$41,059 | \$42,882 | \$46,816 | \$64,375 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 11 | \$44,513 | \$30,000 | \$36,484 | \$40,000 | \$51,600 | \$72,516 |

All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Office Manager | 5 | \$12.69 | \$11.25 | - | \$12.54 | - | \$15.00 |

## Secretary / Administrative Support

## All Full-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Secretary / Administrative Support | 22 | \$34,598 | \$20,000 | \$28,195 | \$34,238 | \$41,125 | \$49,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| STAFF SIZE | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| 1-5 FT Staff | 5 | \$28,422 | \$20,000 | - | \$25,500 | - | \$44,051 |
| 6-10 FT Staff | 6 | \$39,411 | \$26,000 | \$34,375 | \$41,750 | \$44,976 | \$49,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 6 | \$32,260 | \$25,000 | \$26,015 | \$29,780 | \$39,125 | \$42,000 |
| \$1 Million to \$2.9 Million | 7 | \$35,859 | \$26,000 | \$28,844 | \$35,360 | \$41,484 | \$49,000 |


|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| PRIMARY WORK CLASSIFICATION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Human and Social Services (including youth programs) | 16 | \$34,738 | \$20,000 | \$30,290 | \$34,238 | \$40,375 | \$49,000 |

## Budget by Primary Work Classification

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| SERVICES BY ANNUAL BUDGET | $\begin{aligned} & \text { ORG } \\ & \text { COUNT } \end{aligned}$ | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$1 Million to \$2.9 Million | 6 | \$35,669 | \$26,000 | \$27,422 | \$33,524 | \$43,316 | \$49,000 |

## Secretary / Administrative Support

## All Part-Time Responses

|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| POSITION | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| Secretary / Administrative Support | 13 | \$15.08 | \$9.62 | \$12.84 | \$15.76 | \$16.35 | \$22.95 |



|  | BASE SALARY |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ANNUAL BUDGET | ORG COUNT | AVERAGE | MINIMUM | FIRST QUARTILE | MEDIAN | THIRD QUARTILE | MAXIMUM |
| \$250,000-\$999,000 | 8 | \$15.86 | \$11.54 | \$14.61 | \$15.89 | \$16.27 | \$22.95 |

## Benefits

401(k) or 403(b) Plan and Employer Match
148 SURVEY
RESPONSES


# Share of Full-Time Employee Health Insurance Premium Paid by Organizations 



## Benefits

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



## Benefits

## Additional Benefits or Position Enhancements



## Benefits

## Paid Holidays <br> Organizations Provide

## 131 SURVEY RESPONSES



## Benefits

Median Number of Paid Time Off (PTO) Days


LENGTH OF EMPLOYMENT

## Median Number of Separate Paid Leave Days



## Thank you!

T
hank you for taking your time to download and use the 2022 Northeast Indiana Nonprofit Salary Survey Report. We hope that it empowers you and your organization to strengthen and to grow your work in northeast Indiana and to attract and retain more capable leaders in nonprofits across our community.

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

We recommend one straightforward resource to assist small to mid-sized organizations' leaders. Our favorite article on the topic is by Jan Masaoka, "How much to pay the executive director," which is available at blueavocado.org/content/how-much-pay-executivedirector. Masaoka is a long-time nonprofit Executive Director, Blue Avocado's editor and currently the CEO
of the California Association of Nonprofits. Their free nonprofit e-newsletter, Blue Avocado, covers major topics in practical, often humorous terms.

We welcome your input on how the information and insights from this salary survey information can be distributed across our community, ways that you are using it and any changes that could produce better results for future editions.

This fourth edition of the Northeast Indiana Nonprofit Salary Survey was funded by the Community Foundation of Greater Fort Wayne, Alliance for Human Services of NE Indiana, and United Way of Allen County.

Brad Little, President \& CEO,
Community Foundation of Greater Fort Wayne
Greg Johnson, Interim CEO/Chief Financial Officer United Way of Allen County

Steve Hoffman, Board Chair
Alliance for Human Services of NE Indiana

United Way of Allen County

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[^0]:    United Way of Allen County

