

2014 Northern Indiana Nonprofit Salary Report

Provided by the community foundations, United Ways,
and United Funds of northern Indiana

Welcome

On behalf of the community foundations, United Ways and United Funds of northern Indiana, we are pleased to provide you with the 2014 Northern Indiana Nonprofit Salary Report.

This collaborative effort builds upon the success of the 2012 Northeast Indiana Nonprofit Salary Report to include nine additional counties across north central and northwest Indiana. Prior to these reports, a comprehensive summary of nonprofit salaries and benefits did not exist, so we are very excited to begin a tradition that we feel is very important to the current and future vitality of the northern Indiana nonprofit sector.

Northern Indiana is blessed with a wide variety of excellent nonprofit organizations serving in many charitable areas. We hope that board members of those organizations find this information helpful in developing a fair and competitive system of compensation and benefits.

This report was prepared by Charitable Advisors, a consulting practice based in Indianapolis that focuses on nonprofit organizations (www.CharitableAdvisors.com).

Promotional partners included:

United Way of Adams County	Adams County Community Foundation
United Way of Allen County	Community Foundation of Greater Fort Wayne*
United Way of DeKalb County	DeKalb County Community Foundation
United Way of Elkhart County*	Elkhart Community Foundation*
United Way of Huntington County	Huntington County Community Foundation
United Way of Kosciusko County	Kosciusko County Community Foundation
United Fund of LaGrange County	LaGrange County Community Foundation
Lake Area United Way*	Legacy Foundation*
United Way of LaPorte County*	Unity Foundation*
United Way of Marshall County*	Marshall County Community Foundation*
United Way of Noble County	Noble County Community Foundation
Paul Clark Nonprofit Resource Center	Northern Indiana Community Foundation*
United Way of Porter County*	Porter County Community Foundation*
Indiana Nonprofit Resource Network	Community Foundation of St Joe County*
Steuben County United Way	Steuben County Community Foundation
Wabash County United Fund	Community Foundation of Wabash County
United Way of Wells County	Wells County Foundation
United Way of Whitley County	Whitley County Community Foundation

* indicates financial support for the Salary Survey project

The 2014 Northern Indiana Nonprofit Salary Report can be found online at:
charitableadvisors.com/2014SalSurveyNorth.pdf

Strong
Nonprofits
equal
Strong
Communities

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

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CLICK TO JUMP TO
Northeast Indiana



CLICK TO JUMP TO
North Central Indiana



CLICK TO JUMP TO
Northwest Indiana

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.

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

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
- 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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Participating Organizations

A Hope Center Pregnancy & Relationship Resources	Boys & Girls Clubs of Elkhart County	Compassionate Health Center	Elkhart County Clubhouse
Alcohol & Addictions Resource Center (AARC)	Boys & Girls Clubs of Northwest Indiana	Cornerstone Youth Center	Embassy Theatre
ADEC, Inc.	Boys & Girls Clubs of Porter County	Council on Aging of Elkhart County, Inc.	Emerge Ministries
A Friend's House (AFH) Ministries, Inc.	Camp Alexander Mack, Inc.	Crime Victim Care of Allen County, Inc.	Erin's House for Grieving Children
Aging and In-Home Services of Northeast Indiana, Inc.	Camp Fire River Bend	Crisis Center, Inc., a Youth Service Bureau	Euell A. Wilson Center
AIDS Ministries/AIDS Assist	Camp Millhouse	Crossing National, Inc.	Every Child Ministries Inc.
AIDS Task Force, Inc.	Campus Center for Young Children	Crossroad Child & Family Services, Inc.	Fairfield Garden Court
Allen County Bar Association	Cancer Services of Northeast Indiana	Dayspring Women's Center	Family & Children's Center
Allen County Drug & Alcohol Consortium	CAPS- Child and Parent Services, Inc.	DeKalb Chamber Partnership	Family Centered Services, Inc.
Allen County Jail Chaplaincy	Care and Share of Marshall County	DeKalb Community Impact Corporation	Family Christian Development Center
Allen County SPCA	Caring About People, Inc.	DeKalb Council on Pregnancy	Family Concern Counseling, Inc.
Alliance Industries	Carnegie Arts Center	DeKalb County Council on Aging	Family Focus Inc.
American Red Cross of Northwest Indiana Chapter	CASA of Fulton County, Inc.	DeKalb Health	Family House
Angola Area Chamber of Commerce	CASA of Kosciusko County	Dekko Foundation, Inc.	Fellowship Mission
Animal Welfare League	CASA of Marshall County	Destiny Rescue USA, Inc.	Fifth Freedom Network
Anthony Wayne Area Council, Boy Scouts of America	CE National, Inc.	Dismas House/Dismas Designs	First Contact
ARCH, Inc.	Center for Community Justice	Down Syndrome Association of Northeast Indiana	Fischhoff National Chamber Music Association
Arts Alive! of Peru Community Schools	Center for Healing & Hope	Drug Free Noble County, Inc.	Five Star Life
Arts United of Greater Fort Wayne, Inc.	Center of Workforce Innovations	Dunebrook, Inc.	Fort Wayne Center for Learning
Associated Churches	Children First	Duneland Family YMCA	Fort Wayne Children's Choir
Auburn Cord Duesenberg Festival, Inc.	Christian Community Health Care, Inc.	Dunes Learning Center	Fort Wayne Civic Theatre Inc.
Audiences Unlimited, Inc.	Church Community Services	Early Childhood Alliance	Fort Wayne Dance Collective
BABE of Whitley County, Inc.	Church Women United/The Window, Inc.	Early Learning Partnership of Northwest Indiana	Fort Wayne Habitat for Humanity
Baker Youth Club	City-County Athletic Complex	Earthworks, Inc.	Fort Wayne Medical Society Foundation
Bashor Children's Home	Coalition Against Domestic Abuse	Easter Seals Arc of Northeast Indiana	Fort Wayne Philharmonic
Big Brothers Big Sisters of Elkhart County	Coffee Creek Watershed Conservancy, Inc.	Economic Development Group of Wabash County, Inc	Fort Wayne Public Television, Inc.
Big Brothers Big Sisters of Northeast Indiana	Common Grace Ministries	Educational Opportunity Center	Fort Wayne Sports Corporation
BiGJAWs Youth for Christ	Community Action of Northeast Indiana	El Campito, Inc.	Fort Wayne Youtheatre
Boys & Girls Club of Huntington	Community Foundation of Wabash County	Elijah Haven Crisis Intervention Center, Inc.	Foundation for Art & Music in Education (FAME)
Boys & Girls Club of Marshall County	Community Transportation Network	Elkhart Child Development Center	Freedom Academy

Participating Organizations

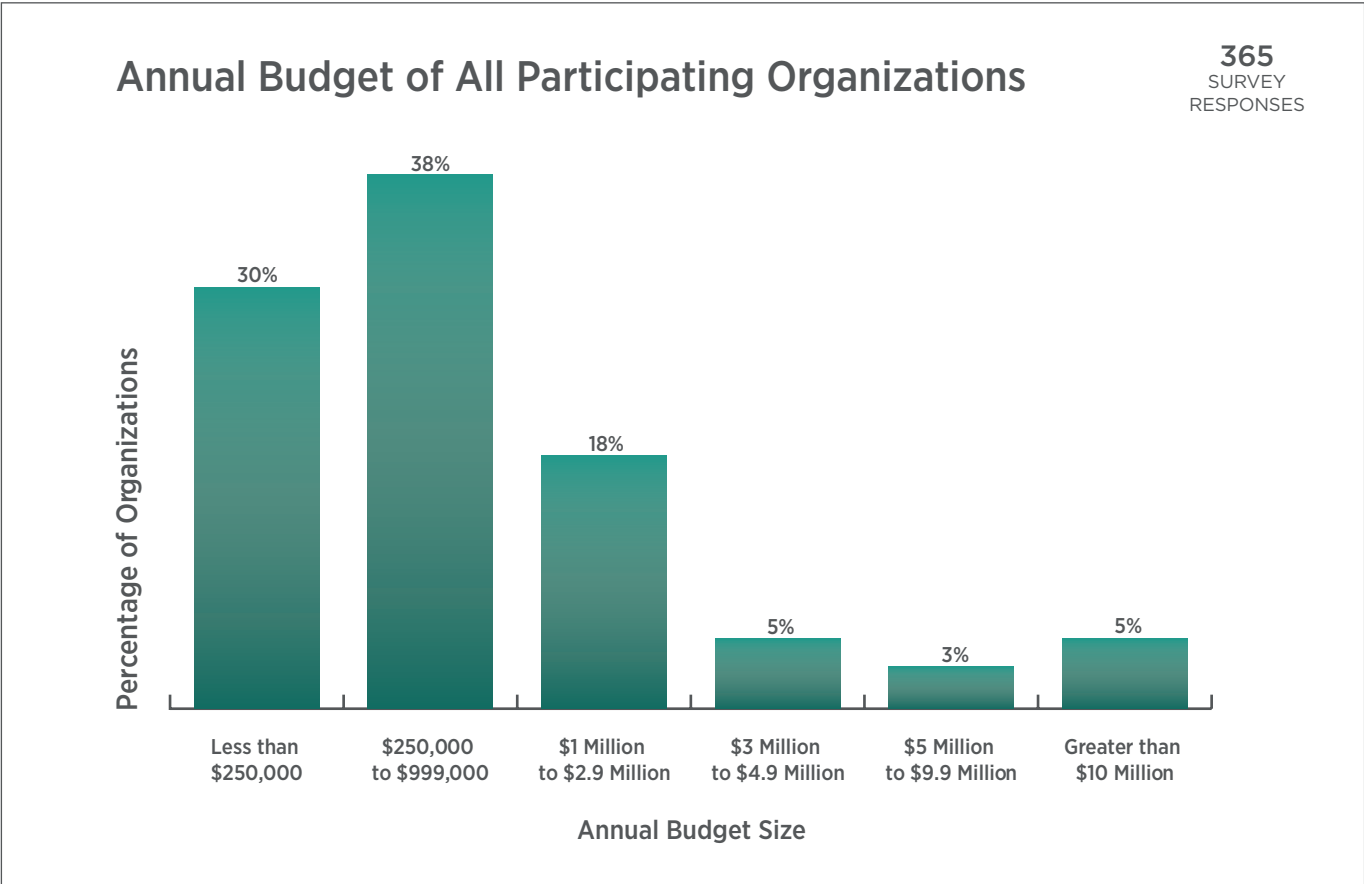
Genesis Outreach, Inc.	Humane Society of Noble County, Inc.	LaGrange County Habitat for Humanity	Michiana Public Broadcasting Corporation - WNIT
Girl Scouts of Northern Indiana-Michiana	Humane Society of St. Joe County	LaPorte County Habitat for Humanity	Michiana Resources
Goshen Interfaith Hospitality Network	Huntington County Child Advocacy Center Inc.	LaPorte County Meals on Wheels	Michiana Youth Ministries Inc
Greater Hammond Community Services	Huntington County Community Foundation	LaSalle Council Boy Scouts of America	Minority Health Coalition Elkhart County
Greencroft Communities Foundation	Huntington County Habitat for Humanity	Leadership Fort Wayne, Inc.	Mishawaka Food Pantry, Inc.
Habitat for Humanity of Kosciusko County	Huntington County Literacy Coalition	Leadership La Porte County	Moraine House Inc.
Habitat for Humanity of Northeast Indiana	Imagination Station Child Development Center	LEAP of Noble County, Inc.	Multi-Township EMS
Habitat for Humanity of Northwest Indiana	Indiana Jewish Historical Society	Learn More Center	Mustard Seed Furniture Bank of Fort Wayne, Inc.
Habitat for Humanity of St. Joseph County	Indiana Public Broadcasting Stations, Inc.	LEARN Resource Center	Near Northwest Neighborhood, Inc.
Habitat for Humanity of Whitley County	Jack & Shirley Lubeznik Center for the Arts	Life and Family Services	Neighborhood Health Clinics
Hammond Academy of Science and Technology	Jacob's Ladder Pediatric Rehabilitation	Lifeline Youth Ministries	NeighborLink Fort Wayne Foundation
Hammond Youth Golf Academy, Inc.	Jewish Federation of St. Joseph Valley	Little River Wetlands Project, Inc.	Neighbors' Educational Opportunities, Inc.
Hannah's House	Junior Achievement of Northern Indiana, Inc.	Living Well in Wabash County	Noble County Community Foundation
Harmony House/CASA	Kendallville Day Care Center, Inc.	LOGAN Community Resources, Inc.	Noble House Ministries Inc.
Headwaters Counseling	Kosciusko Community Senior Services	Love INC of Huntington County	North Central Community Action Agencies, Inc.
Headwaters Ministry	Kosciusko Community YMCA	LoveWay, Inc.	North Manchester Chamber of Commerce
HealthLinc	Kosciusko County Community Foundation, Inc.	Lutheran Social Services	Northeast Indiana Public Radio
HearCare Connection, Inc.	Kosciusko County Historical Society	Mad Anthony's Children's Hope House	Northeastern Indiana CASA
Heartline Pregnancy Center	Kosciusko Home Care & Hospice, Inc.	Manchester Early Learning Center	Northern Indiana Education Foundation
Heritage Museum Foundation	Kosciusko Literacy Services	Marshall County Community Foundation, Inc.	Northern Indiana Hispanic Health Coalition
Hilltop Neighborhood House	La Casa de Amistad	Marshall County Council on Aging	Northern Indiana Historical Society
Historic New Carlisle, Inc.	La Porte Symphony Orchestra	Marshall County Neighborhood Center	NorthShore Health Centers
Hobart Family YMCA	LaCasa, Inc.	Martin Luther King Montessori School	Northwest Indiana Community Action Corporation
Hoosiers Feeding the Hungry	LaFontaine Arts Council, Inc.	MC Seniors Inc.	Oaklawn Psychiatric Center Inc.
HOPE CSA, Inc	LaGrange County Chamber of Commerce	Mental Health America in Allen County	Opportunity Enterprises
HOPE for Animals	LaGrange County Community Foundation	Mental Health America of Lake County	OrthoWorx
Hope House, Inc.	LaGrange County Council on Aging	Mental Health America of Porter County, Inc.	Parents and Friends, Inc.
Hope Ministries		Miami County Chamber of Commerce	Parents Council for Children with Special Needs of LaPorte County Inc
House of Hope Northeast Indiana		Miami County Historical Society and Museum	
Housing Opportunities			
Humane Society of Elkhart County, Inc.			
Humane Society of LaPorte and Berrien Counties			

Participating Organizations

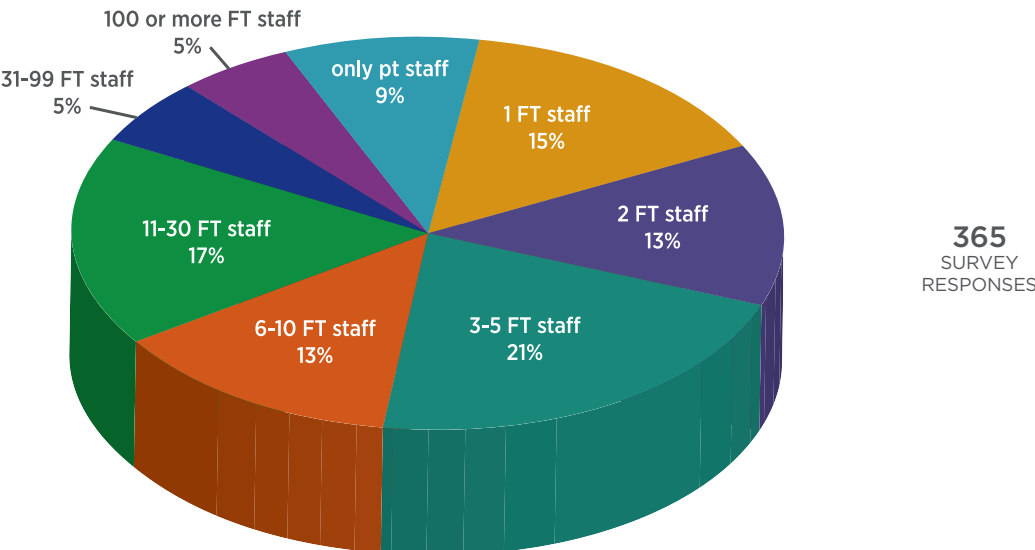
Parkview Huntington Family YMCA	Shirley Heinze Land Trust	The Lutheran Schools Partnership	Visit South Bend Mishawaka Visiting Nurse
Patchwork Dance Company	Shults-Lewis Child and Family Services, Inc.	The Montessori Academy at Edison Lakes	Visiting Nurse Association of Porter County Indiana, Inc.
PATH, Inc.	Social & Learning Institute	The Salvation Army	Volunteer Lawyer Program of Northeast Indiana
Penn Harris Madison Educational Foundation	South Bend Civic Theatre	The Salvation Army - Goshen, Indiana	Wabash County Animal Shelter, Inc
Pines Village Retirement Communities Inc.	South Bend Education Foundation	The Salvation Army Ray & Joan Kroc Corps Community Center	Wabash County Chamber of Commerce
Portage Township YMCA	South Bend Heritage Foundation	The Stanley Clark School	Wabash County Habitat for Humanity
Porter County Aging & Community Services Inc.	South Bend Symphony	The Starke County Youth Club, Inc	Wabash County Historical Museum
Porter County Community Foundation	South Bend Youth Symphony Orchestras	Three Rivers Educational Trust Fund	Wabash County United Fund
Porter County PACT	Southold Dance Theater	Tippecanoe Watershed Foundation	Wabash Marketplace
Porter-Starke Services	St. Agnes Adult Day Service Center	TLC-Steuben, Inc.	Warsaw Education Foundation
Potawatomi Park Inc/ Potawatomi Wildlife Park	St. Joseph County Bridges Out of Poverty Initiative	Tradewinds Services, Inc.	Water for Good
Project Mercy	St. Margaret's House	Turnstone	Wells Community Boys & Girls Club
Questa Foundation for Education	St. Martin's Healthcare, Inc.	United Health Services	Wells County E.M.S. Inc.
Ray Bird Ministries	St. Vincent de Paul Society	United Way of Allen County	White's Residential and Family Services
READ La Porte County, Inc.	Starke County Chamber of Commerce	United Way of DeKalb County Inc.	Whittington Homes & Services for Children and Families
REAL Services, Inc.	Steuben County Community Foundation	United Way of Elkhart County	Whitley County Community Foundation
Reins of Life, Inc.	Steuben County Council on Aging, Inc.	United Way of Huntington County	Women in Transition
Ribbon of Hope, Inc.	Steuben County Literacy Coalition	United Way of Kosciusko County, Inc.	Women's Bureau, Inc.
Right to Life of North Central Indiana	Steuben County United Way	United Way of LaPorte County	Women's Care Center
RiverBend Cancer Services	Studebaker National Museum	United Way of Marshall County, Inc.	World Baseball Academy, Inc.
Riverview Adult Day Center	Syracuse-Wawasee Historical Museum	United Way of Miami County, Inc.	Worthy Recovery Inc.
Robertson Child Development Center, Inc.	Teen Parents Succeeding, Inc.	United Way of Noble County	YMCA of DeKalb County
Ronald McDonald House Charities of Northeast IN, Inc.	The Caring Place, Inc.	United Way of Porter County	YMCA of Michiana, Inc.
RSVP Allen County, Inc.	The CASIE Center	United Way of St. Joseph County	Youth for Christ of Northern Indiana
Ryan's Place Inc.	The Center for Whitley County Youth, Inc.	United Way of Wells County	Youth Service Bureau BBBS of LaPorte County
Samaritan Counseling Centers, Inc.	The Greater Elkhart Chamber of Commerce	Unity Foundation of La Porte County	Youth Service Bureau of St. Joseph County, Inc.
Save the Dunes Conservation Fund, Inc.	The Honeywell Foundation Inc	Unity Gardens Inc.	Youth Services Bureau of Huntington County
SCAN, Inc	The Hope Clinic	Unlimited Potential Inc.	YWCA Northeast Indiana
Scholarship Foundation of St. Joseph County	The Literacy Alliance	Valparaiso Events	YWCA of Northwest Indiana
School City of Mishawaka Education Foundation	The Literacy Council of North Central Indiana	Valparaiso Family YMCA	
Science Central			
Share Foundation			
Shelter Ministries Inc.			

Overview of Participating Nonprofits

A total of 365 nonprofit organizations are represented in the final report. Organizations reported data for 1237 total positions, representing 20 different position categories.



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.

365
nonprofits represented

1237
management and executive positions

20
position categories

Primary Work Classification of Participating Organizations

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Human or Social Services	185	51%
Arts, Culture, and Humanities	36	10%
Community Development	30	8%
Health, Disease, Disorders	28	8%
Recreation, Sports, Leisure, Athletics	18	5%
United Ways and United Funds	14	4%
Private or Community Foundation	13	4%
Professional, Trade, or Membership Association	12	3%
Environmental	9	2%
Elementary, Secondary, or Charter School	9	2%
Animal-related	9	2%
OTHER	2	1%
Grand Total	365	100%

Breakdown of Human or Social Service Organizations

HUMAN OR SOCIAL SERVICE SECONDARY WORK CLASSIFICATION	COUNT	PERCENT OF HUMAN SERVICES	PERCENT OF TOTAL
Youth Development	36	19%	10%
Mental Health or Crisis Intervention	22	12%	6%
Disability Services	16	9%	4%
Older Adults	14	8%	4%
Community or Multi-Service Center	12	6%	3%
Alliance or Advocacy Organizations	10	5%	3%
Child Day Care	10	5%	3%
Employment and Job Related	10	5%	3%
Homelessness, Shelter	10	5%	3%
Residential Services	10	5%	3%
Food Services, Banks, and Pantries	9	5%	2%
Domestic Violence	7	4%	2%
Human or Social Services OTHER	19	10%	5%
Grand Total	185	100%	51%

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	17	47%	5%
Museums and Museum Activities	13	36%	4%
Arts, Culture, and Humanities OTHER	6	17%	2%
Grand Total	36	100%	10%

Methodology

The 2014 survey tool was refined from the tools used in the 2012 Northeast Indiana Nonprofit Salary Survey and the 2012 Central Indiana Nonprofit Salary Survey. The survey was expanded to twenty positions, moving beyond leadership roles, with the hope of providing useful information for nonprofits of all sizes.

The 2014 survey invitation list included organization contacts from several sources. An e-mail list was developed with the assistance of all of the promotional partners noted on page 2. The twenty counties included in this survey are Adams, Allen, DeKalb, Elkhart, Fulton, Huntington, Kosciusko, LaGrange, Lake, LaPorte, Marshall, Miami, Noble, Porter, St Joseph, Starke, Steuben, Wabash, Wells, and Whitley.

Approximately six weeks before the survey was launched, a pre-survey was e-mailed to alert them to seek input on the positions to be included and alert nonprofits that the survey would be coming. This pre-survey was sent to an early e-mail list plus promoted by all of the partners.

Shortly before the survey launch, a list of about 1000 organizations was completed from the 2012 NE Indiana survey, the promotional partners, and pre-survey responses. This list received invitations to participate that contained a web link, unique to them, to participate in the survey via Survey Monkey.

The survey was promoted through many channels to increase participation. In addition to the e-mails sent directly, we want to thank the Paul Clarke Nonprofit Resource Center, Indiana Nonprofit Resource Network, and our partnering community foundations and United Ways and Funds for their assistance. Charitable Advisors also promoted the survey several times via its weekly email, the Indianapolis Not-for-Profit News, which reaches more than 16,000 weekly subscribers (www.NotforProfitNews.com), including hundreds in Northern Indiana. Anyone who did not receive a link directly was invited to contact Charitable Advisors to receive their unique survey link.

**The survey
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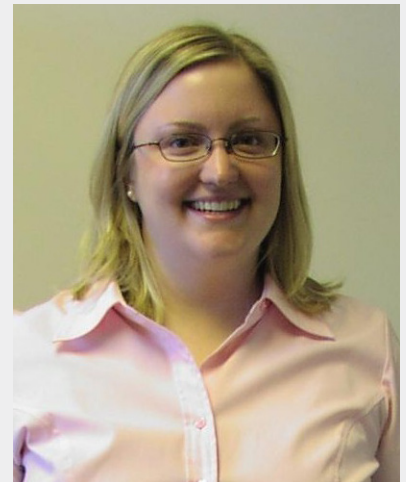
Cleaning the Data/Report Design

To be included in the final report, the response had to be from a nonprofit organization in one of the twenty counties of northern Indiana — Adams, Allen, DeKalb, Elkhart, Fulton, Huntington, Kosciusko, LaGrange, Lake, LaPorte, Marshall, Miami, Noble, Porter, St Joseph, Starke, Steuben, Wabash, Wells, or Whitley.

All 501(c)3 nonprofits were eligible except colleges/universities, hospitals, and schools, however private schools and school foundations were included. Organizations were required to have at least one paid employee, full or part-time, that fit into one of the twenty jobs descriptions in the survey.

We contracted with Lisa Weidekamp, a database expert, to 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 respondents that listed information that did not appear reasonable for clarification.

Care was taken in not breaking out detail when there were less than 5 responses in a category. When 3 or fewer organizations reported data, the detail was not broken out on the report 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.

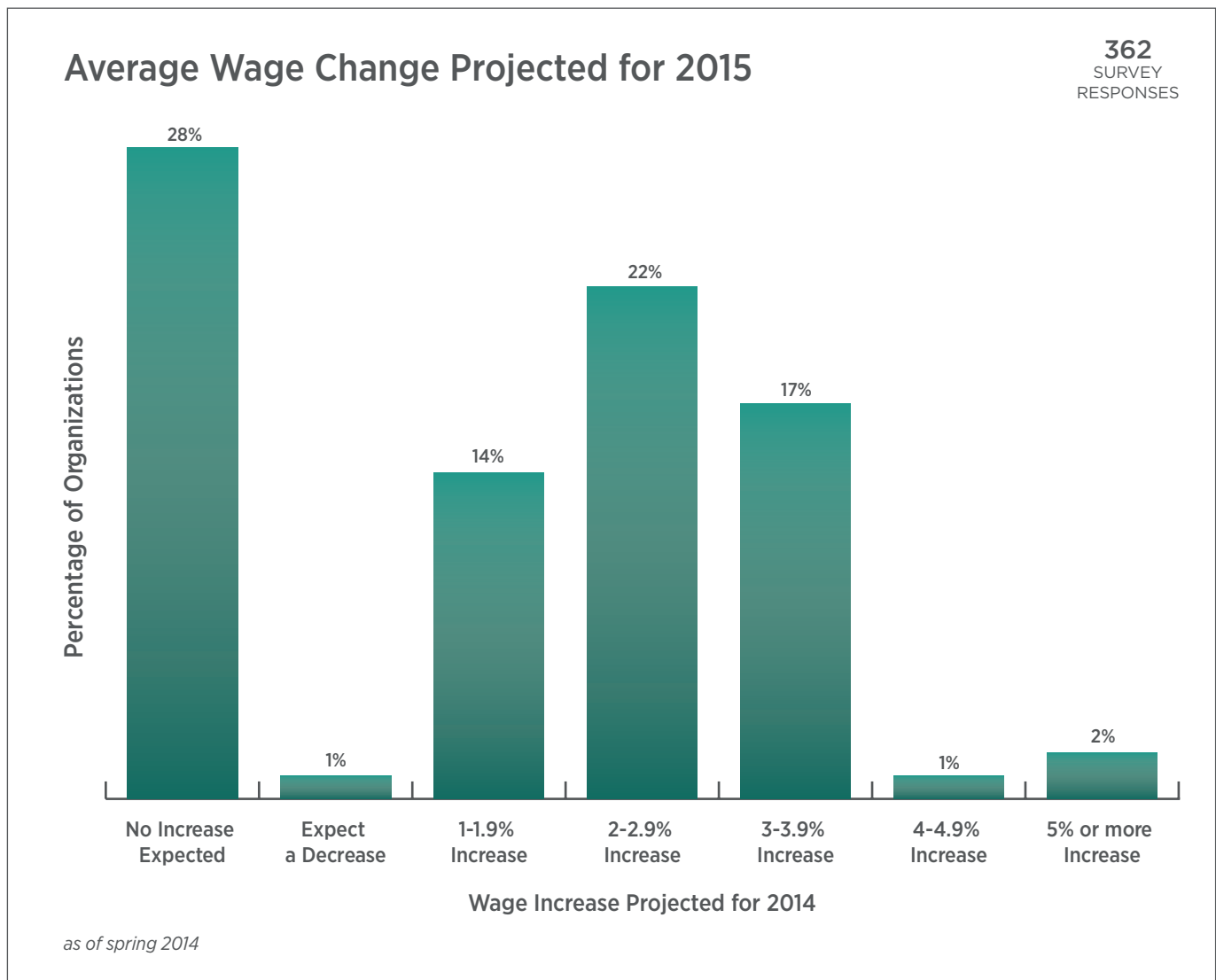
317-750-9598 phone
LWeidekamp@hotmail.com

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.

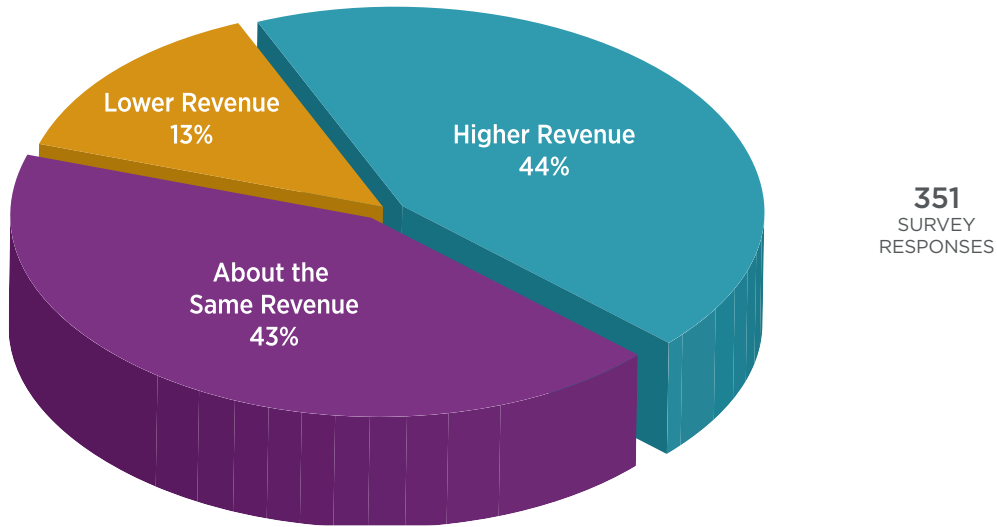
A key goal of this Northern Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that we have and recruiting capable staff leadership. In order to add some context to this salary information, we asked a few other questions that we felt might be of interest to the users of the survey.

Client and patron demands have grown while competition for donations and funding becomes ever harder.

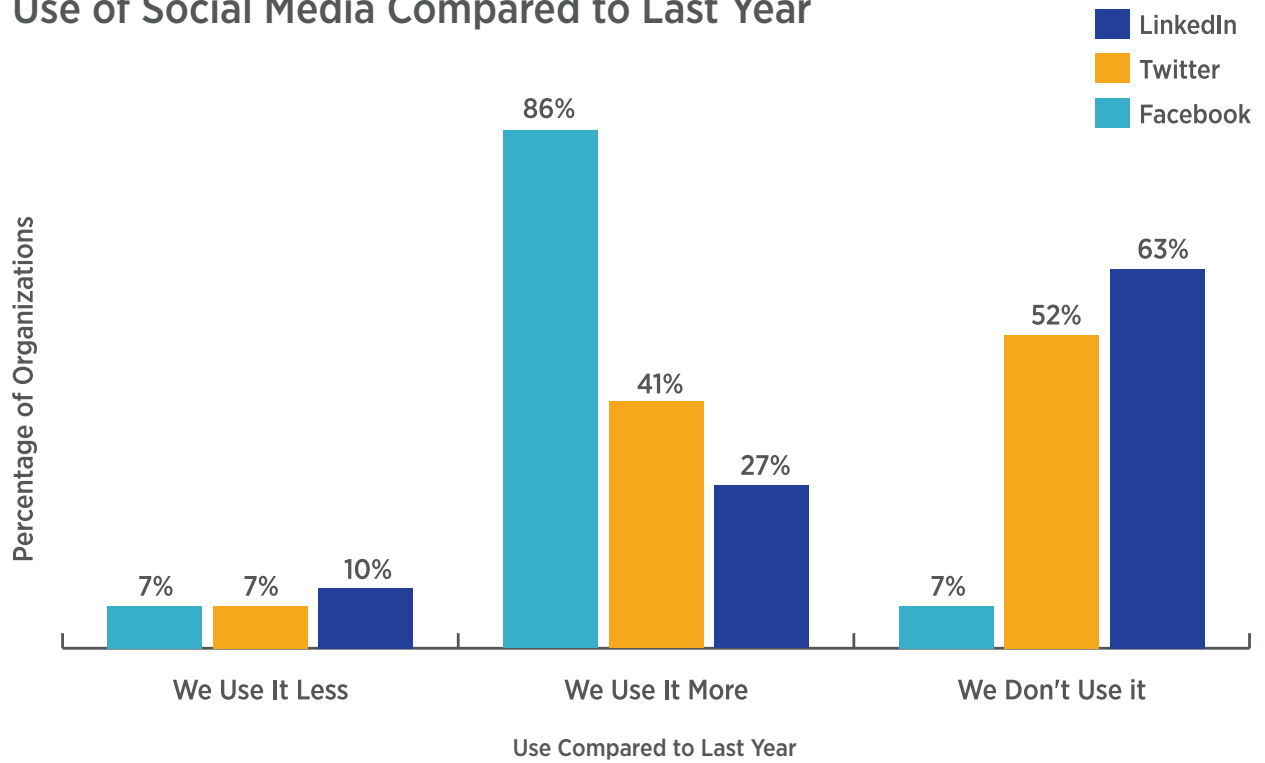


State of the Sector

Revenue Projections for 2014 Compared to 2013



Use of Social Media Compared to Last Year

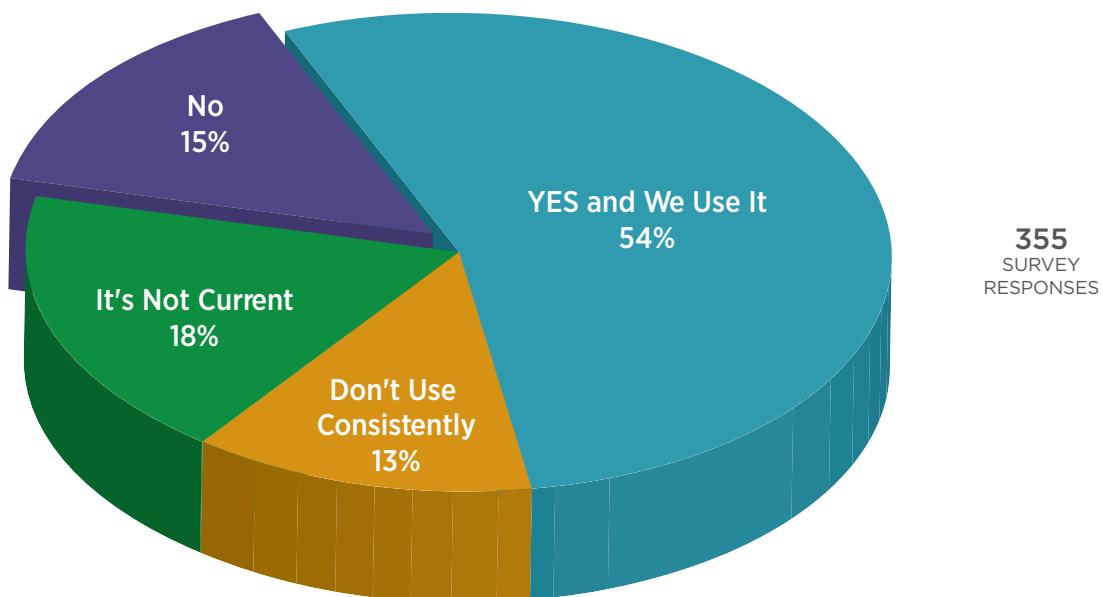


Percentages based on number of responses to each question.

State of the Sector



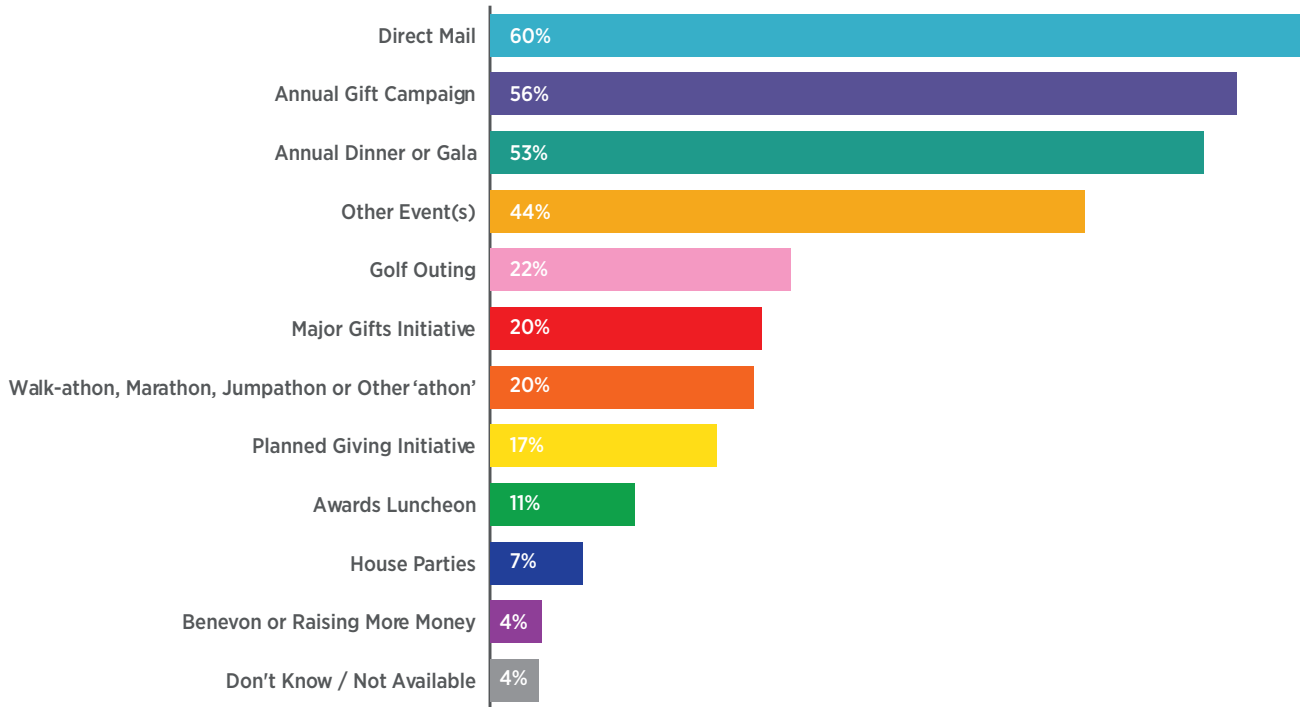
Organizations with a Written Strategic or Business Plan



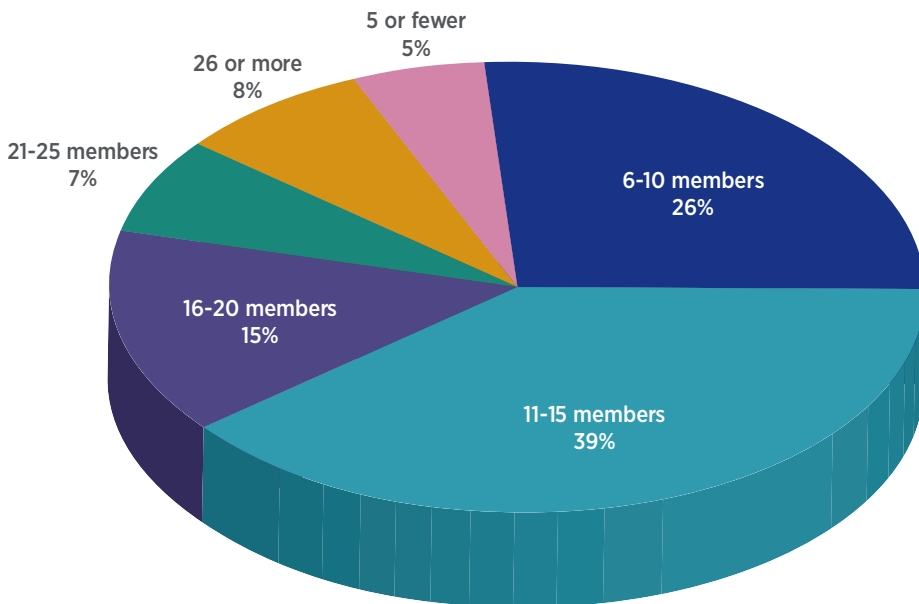
State of the Sector

Fundraising Strategies Used in the Last 2-3 Years

362
SURVEY
RESPONSES



Number of People on the Board of Directors

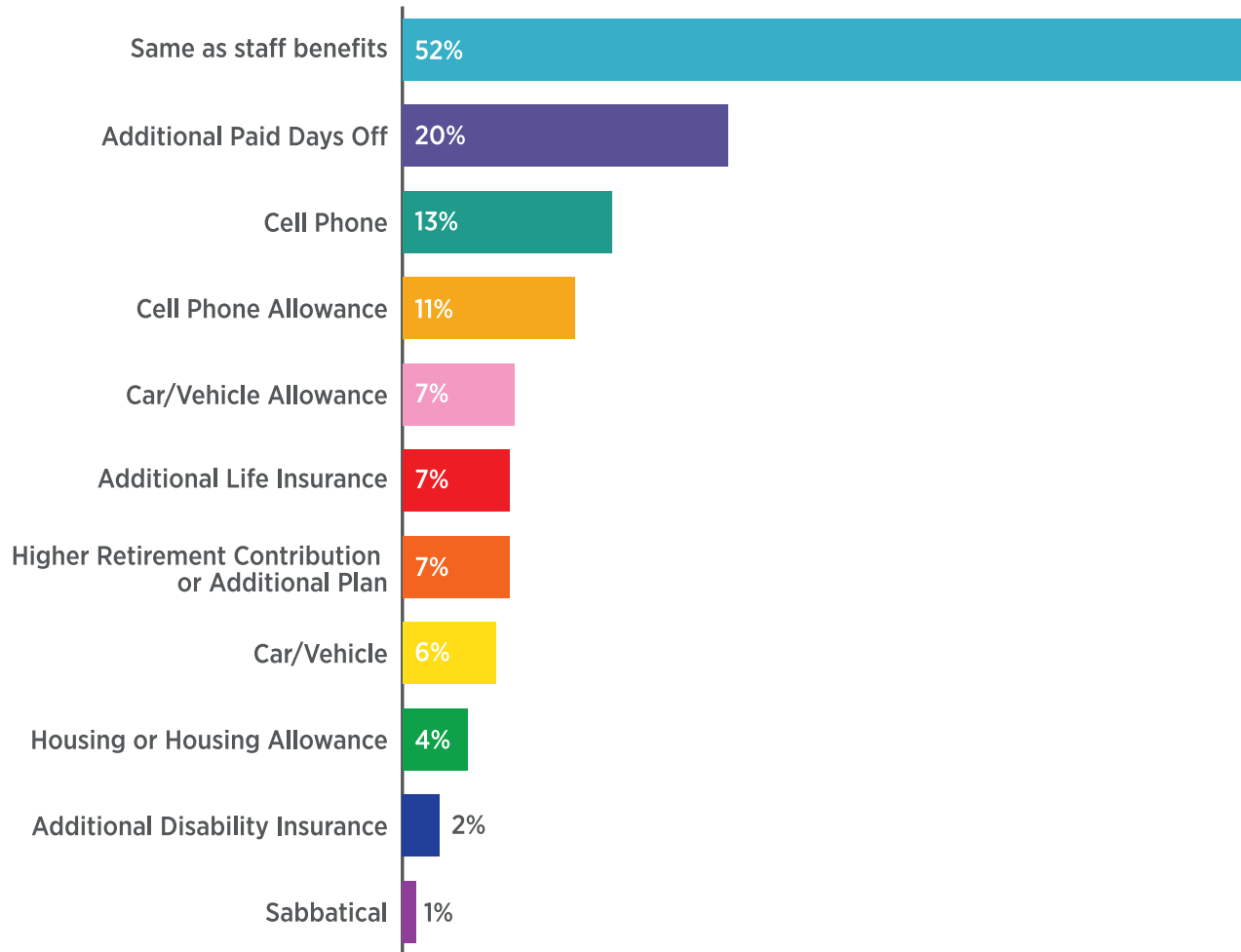


363
SURVEY
RESPONSES

Executive Director Incentive

Executive Director Benefits Different From “All Staff”

349
SURVEY
RESPONSES



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.

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.

Salary Overview for All Positions

Full-time

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Agency Leadership							
Executive Director / President / Chief Executive Officer	309	\$70,025	\$18,000	\$43,000	\$59,400	\$86,000	\$374,000
Chief Operating Officer	35	\$70,957	\$22,800	\$50,350	\$68,184	\$85,000	\$150,000
Deputy Director	29	\$45,979	\$20,000	\$30,000	\$42,000	\$49,500	\$103,000
Executive Secretary (CEO Support)	76	\$34,781	\$18,250	\$28,000	\$33,150	\$38,250	\$85,000
Program and Operations							
VP / Programs / Artistic Director	40	\$60,843	\$28,000	\$38,250	\$59,659	\$81,908	\$125,009
Program Director / Manager	151	\$44,684	\$20,800	\$34,690	\$40,000	\$52,000	\$181,000
VP / Director of Human Resources	33	\$64,660	\$42,203	\$52,000	\$62,000	\$71,000	\$119,475
VP / Director of Information Systems / Data Processing	20	\$64,197	\$34,500	\$42,532	\$58,968	\$79,270	\$123,593
Financial Leadership							
Chief Financial Officer (CFO)	58	\$76,948	\$35,000	\$54,625	\$70,000	\$85,000	\$199,000
Controller / Accountant	53	\$50,810	\$24,960	\$41,777	\$52,000	\$58,614	\$83,000
Clerk / Bookkeeper	55	\$34,737	\$21,000	\$30,000	\$35,000	\$38,000	\$70,000
Public Relations and Marketing Leadership							
VP / Director of Development	75	\$56,813	\$25,000	\$42,750	\$51,889	\$66,000	\$175,000
VP / Director of Public Relations / Communications	20	\$44,990	\$28,000	\$37,500	\$40,500	\$50,000	\$68,000
VP / Director of Marketing	23	\$48,177	\$25,000	\$38,645	\$46,000	\$55,000	\$75,000
Membership Director	17	\$36,239	\$19,000	\$31,000	\$36,000	\$45,000	\$50,000
Special Events Coordinator	27	\$36,102	\$28,000	\$30,392	\$34,000	\$41,500	\$53,000
Volunteer Coordinator	31	\$32,075	\$18,000	\$25,000	\$33,000	\$36,000	\$48,984
Office Administration							
Office Manager	54	\$33,205	\$15,500	\$26,000	\$33,069	\$38,375	\$60,000
Secretary / Administrative Support	78	\$26,292	\$14,000	\$23,303	\$26,000	\$29,000	\$38,000
Facility / Maintenance Manager	53	\$42,142	\$24,960	\$32,000	\$38,000	\$52,513	\$85,009

Salary Overview for All Positions

Part-time — hourly rate

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Agency Leadership							
Executive Director / President / Chief Executive Officer	41	\$19.81	< \$9.00	\$15.00	\$18.13	\$24.04	\$38.72
Chief Operating Officer	1	—	—	—	—	—	—
Deputy Director	4	\$12.63	\$7.38	—	\$13.32	—	\$16.48
Executive Secretary (CEO Support)	21	\$15.35	\$9.62	\$12.00	\$14.42	\$16.81	\$34.62
Program and Operations							
VP / Programs / Artistic Director	12	\$27.73	\$9.00	\$18.65	\$20.98	\$23.56	\$96.15
Program Director / Manager	23	\$16.16	< \$9.00	\$12.74	\$16.62	\$19.48	\$22.32
Director of Human Resources	8	\$22.21	\$10.64	\$13.38	\$19.94	\$20.38	\$60.10
VP / Director of Information Systems / Data Processing	7	\$17.29	\$9.00	\$12.31	\$14.00	\$17.47	\$38.46
Financial Leadership							
Chief Financial Officer (CFO)	10	\$25.01	\$10.64	\$19.06	\$25.32	\$31.25	\$35.90
Controller / Accountant	28	\$21.72	\$9.23	\$13.71	\$18.62	\$25.86	\$57.69
Clerk / Bookkeeper	59	\$17.57	\$8.00	\$12.00	\$15.00	\$20.00	\$57.69
Public Relations and Marketing Leadership							
VP / Director of Development	21	\$21.81	\$12.50	\$15.63	\$19.89	\$28.81	\$34.62
VP / Director of Public Relations / Communications	5	\$16.79	\$11.54	—	\$15.00	—	\$25.00
Director of Marketing	10	\$19.71	\$10.26	\$13.97	\$19.23	\$20.93	\$43.27
Membership Director	2	—	—	—	—	—	—
Special Events Coordinator	17	\$15.80	< \$9.00	\$12.00	\$15.38	\$17.31	\$30.00
Volunteer Coordinator	21	\$12.45	\$8.65	\$10.00	\$11.00	\$15.38	\$20.00
Office Administration							
Office Manager	13	\$14.92	\$8.00	\$11.20	\$13.00	\$15.50	\$34.62
Secretary / Administrative Support	48	\$12.13	< \$9.00	\$9.21	\$10.94	\$14.30	\$33.65
Facility / Maintenance Manager	7	\$13.51	\$8.00	\$11.77	\$12.91	\$14.96	\$20.19

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 / CEO	309	\$70,025	\$18,000	\$43,000	\$59,400	\$86,000	\$374,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	52	\$39,888	\$18,000	\$34,125	\$38,500	\$45,050	\$63,000
2 FT staff	44	\$54,510	\$23,850	\$42,000	\$50,000	\$58,725	\$135,000
3-5 FT staff	70	\$58,616	\$30,192	\$43,050	\$54,500	\$72,893	\$128,000
6-10 FT staff	45	\$73,464	\$31,000	\$49,646	\$65,000	\$77,500	\$374,000
11-30 FT staff	61	\$80,270	\$30,000	\$63,000	\$79,633	\$97,000	\$150,938
31-99 FT staff	19	\$107,152	\$78,000	\$94,572	\$100,000	\$115,732	\$155,000
100 or more staff	18	\$156,885	\$106,000	\$121,250	\$150,000	\$180,135	\$275,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	76	\$40,481	\$18,000	\$34,195	\$40,000	\$45,050	\$72,000
\$250,000 to \$999,000	123	\$58,397	\$28,000	\$45,500	\$55,000	\$65,000	\$135,000
\$1 Million to \$2.9 Million	65	\$87,961	\$30,000	\$70,180	\$80,000	\$97,000	\$374,000
\$3 Million to \$4.9 Million	18	\$95,345	\$42,000	\$88,500	\$96,500	\$108,500	\$135,568
\$5 Million to \$9.9 Million	10	\$121,928	\$80,000	\$106,420	\$123,732	\$142,650	\$155,000
Greater than \$10 Million	17	\$160,320	\$108,000	\$127,003	\$150,000	\$185,000	\$275,000

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	161	\$66,990	\$18,000	\$42,500	\$55,720	\$80,000	\$203,780
Arts, Culture, and Humanities	25	\$68,262	\$30,192	\$40,000	\$65,000	\$80,000	\$150,938
Community Development	29	\$74,537	\$30,000	\$41,000	\$66,950	\$85,000	\$374,000
Health, Disease, Disorders	21	\$91,495	\$25,400	\$49,500	\$63,000	\$106,000	\$275,000
Recreation, Sports, Leisure, Athletics	16	\$70,631	\$33,000	\$48,797	\$67,250	\$86,650	\$132,000
United Ways and United Funds	13	\$64,520	\$36,300	\$38,625	\$45,000	\$84,871	\$122,640
Private or Community Foundation	12	\$87,526	\$56,182	\$63,089	\$76,850	\$105,806	\$143,500
Professional, Trade, or Membership Association	10	\$66,024	\$35,000	\$40,388	\$62,993	\$90,000	\$112,000
Environmental	9	\$54,011	\$34,500	\$45,000	\$52,000	\$60,000	\$75,000
Elementary, Secondary, or Charter School	5	\$94,900	\$52,000	—	\$92,500	—	\$155,000
Animal-related	7	\$47,426	\$33,280	\$40,000	\$45,000	\$55,000	\$63,700

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	42	\$39,893	\$18,000	\$32,000	\$40,000	\$47,600	\$58,000
\$250,000 to \$999,000	63	\$54,836	\$28,000	\$46,000	\$53,000	\$60,000	\$116,000
\$1 Million to \$2.9 Million	30	\$85,007	\$50,000	\$70,000	\$79,817	\$100,225	\$125,000
\$3 Million to \$4.9 Million	10	\$91,921	\$42,000	\$74,500	\$97,572	\$103,875	\$135,568
\$5 Million to \$9.9 Million	5	\$113,533	\$80,000	—	\$115,464	—	\$144,200
Greater than \$10 Million	11	\$147,103	\$108,000	\$119,956	\$150,000	\$162,770	\$203,780

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	7	\$39,270	\$30,192	\$33,850	\$35,000	\$41,000	\$60,000
\$250,000 to \$999,000	7	\$53,786	\$35,000	\$42,500	\$55,000	\$64,000	\$73,500
\$1 Million to \$2.9 Million	8	\$86,029	\$69,000	\$78,625	\$80,000	\$97,283	\$105,600

Executive Director / President / Chief Executive Officer (CEO)

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	9	\$42,300	\$30,000	\$35,700	\$40,000	\$45,000	\$72,000
\$250,000 to \$999,000	9	\$67,894	\$38,500	\$46,800	\$58,500	\$75,000	\$135,000
\$1 Million to \$2.9 Million	8	\$112,102	\$56,735	\$71,545	\$74,449	\$86,250	\$374,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$49,875	\$36,500	\$39,250	\$52,750	\$57,750	\$63,000
\$1 Million to \$2.9 Million	4	\$72,300	\$30,000	—	\$79,600	—	\$100,000
Greater than \$10 Million	5	\$192,760	\$130,000	—	\$185,000	—	\$275,000

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$56,333	\$33,000	\$43,000	\$52,000	\$61,750	\$96,000
\$1 Million to \$2.9 Million	6	\$76,986	\$65,000	\$70,875	\$75,408	\$82,704	\$91,600

United Ways and United Funds by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$38,550	\$36,300	—	\$37,750	—	\$42,400
\$250,000 to \$999,000	4	\$51,132	\$38,625	—	\$44,950	—	\$76,002
\$1 Million to \$2.9 Million	4	\$93,089	\$72,800	—	\$88,458	—	\$122,640

Private or Community Foundation by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$85,905	\$60,000	\$63,854	\$76,850	\$102,600	\$128,000

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
Less than \$250,000	4	\$38,388	\$35,000	—	\$37,750	—	\$43,050
\$250,000 to \$999,000	4	\$82,671	\$58,240	—	\$80,223	—	\$112,000

Environmental by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$60,924	\$50,000	\$52,906	\$57,811	\$69,693	\$75,000

Animal-related by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$49,783	\$40,000	\$41,250	\$47,500	\$57,500	\$63,700

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	35	\$71,247	\$31,200	\$46,000	\$56,750	\$100,475	\$135,568
Mental Health or Crisis Intervention	15	\$70,268	\$18,000	\$40,000	\$55,750	\$74,590	\$195,000
Disability Services	14	\$96,069	\$20,000	\$53,284	\$87,572	\$142,500	\$203,780
Older Adults	14	\$67,020	\$42,000	\$49,000	\$54,540	\$59,000	\$144,200
Community or Multi-Service Center	12	\$62,456	\$33,000	\$47,600	\$53,519	\$76,908	\$116,000
Alliance or Advocacy Organizations	9	\$48,922	\$28,000	\$30,000	\$50,000	\$52,300	\$100,000
Child Day Care	10	\$50,700	\$31,000	\$40,000	\$45,500	\$55,750	\$94,000
Employment and Job Related	6	\$77,860	\$51,000	\$59,620	\$75,000	\$83,750	\$125,000
Homelessness, Shelter	9	\$48,611	\$30,000	\$35,000	\$42,000	\$60,000	\$75,000
Residential Services	10	\$81,596	\$38,000	\$63,875	\$70,000	\$109,098	\$138,000
Food Services, Banks, and Pantries	6	\$40,905	\$23,850	\$29,645	\$39,790	\$48,750	\$64,000
Domestic Violence	6	\$54,683	\$25,000	\$42,800	\$52,300	\$68,472	\$85,000
Human or Social Services OTHER	15	\$64,234	\$38,000	\$50,000	\$58,000	\$67,250	\$119,912

Executive Director / President / Chief Executive Officer (CEO)

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	12	\$68,672	\$35,000	\$43,000	\$61,500	\$83,250	\$150,938
Museums and Museum Activities	9	\$55,488	\$30,192	\$34,700	\$45,000	\$73,500	\$96,000
Arts, Culture, and Humanities OTHER	4	\$95,775	\$77,500	—	\$92,800	—	\$120,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer	41	\$19.81	< \$9.00	\$15.00	\$18.13	\$24.04	\$38.72

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	31	\$18.10	\$6.92	\$14.71	\$16.83	\$20.19	\$38.72
3-5 FT staff	4	\$31.49	\$24.04	—	\$33.65	—	\$34.62

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	31	\$17.99	\$6.92	\$13.16	\$16.83	\$20.19	\$38.72
\$250,000 to \$999,000	10	\$25.45	\$15.38	\$19.61	\$24.52	\$32.67	\$34.62

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	15	\$19.64	\$6.92	\$15.19	\$17.95	\$25.19	\$34.62
Arts, Culture, and Humanities	8	\$14.23	\$10.65	\$10.92	\$13.64	\$17.15	\$19.23
Health, Disease, Disorders	7	\$22.61	\$9.58	\$18.33	\$24.04	\$27.31	\$33.36

Chief Operating Officer

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer	35	\$70,957	\$22,800	\$50,350	\$68,184	\$85,000	\$150,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$43,613	\$22,800	—	\$45,000	—	\$61,650
6-10 FT staff	7	\$54,917	\$40,000	\$42,000	\$45,800	\$69,561	\$75,500
11-30 FT staff	8	\$70,625	\$53,000	\$58,750	\$75,000	\$78,500	\$89,000
31-99 FT staff	7	\$69,674	\$46,000	\$57,350	\$68,184	\$84,854	\$89,129
100 or more staff	8	\$105,488	\$67,000	\$88,750	\$100,950	\$117,500	\$150,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$40,800	\$22,800	\$31,000	\$40,000	\$47,500	\$64,000
\$1 Million to \$2.9 Million	12	\$62,256	\$40,000	\$51,200	\$62,886	\$75,000	\$78,000
\$3 Million to \$4.9 Million	5	\$74,603	\$50,700	—	\$68,184	—	\$110,000
\$5 Million to \$9.9 Million	6	\$75,285	\$46,000	\$70,250	\$82,354	\$84,927	\$89,000
Greater than \$10 Million	6	\$111,150	\$85,000	\$91,725	\$100,950	\$131,250	\$150,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	23	\$69,518	\$22,800	\$51,850	\$75,000	\$85,000	\$110,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$44,200	\$22,800	—	\$45,000	—	\$64,000
\$1 Million to \$2.9 Million	7	\$65,214	\$40,000	\$56,500	\$75,000	\$75,250	\$78,000
\$3 Million to \$4.9 Million	5	\$74,603	\$50,700	—	\$68,184	—	\$110,000
Greater than \$10 Million	4	\$94,225	\$85,000	—	\$93,450	—	\$105,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	9	\$55,333	\$22,800	\$46,000	\$50,700	\$75,000	\$78,000
Disability Services	4	\$94,007	\$85,000	—	\$93,015	—	\$105,000

Deputy Director

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Deputy Director	29	\$45,979	\$20,000	\$30,000	\$42,000	\$49,500	\$103,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$49,220	\$27,200	—	\$35,000	—	\$79,000
6-10 FT staff	9	\$40,771	\$20,000	\$33,000	\$44,004	\$45,000	\$62,800
11-30 FT staff	9	\$38,427	\$25,000	\$30,000	\$35,000	\$42,000	\$65,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$27,550	\$25,000	—	\$27,600	—	\$30,000
\$250,000 to \$999,000	14	\$40,934	\$20,000	\$30,000	\$34,140	\$43,143	\$79,000
\$1 Million to \$2.9 Million	6	\$44,267	\$42,000	\$43,500	\$45,000	\$45,000	\$45,600

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$39,732	\$20,000	\$28,904	\$33,140	\$43,503	\$89,000
Health, Disease, Disorders	4	\$60,250	\$25,000	—	\$56,500	—	\$103,000
Recreation, Sports, Leisure, Athletics	5	\$48,520	\$30,000	—	\$45,000	—	\$79,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$31,470	\$20,000	\$28,904	\$31,500	\$33,210	\$44,004

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Deputy Director	4	\$12.63	\$7.38	—	\$13.32	—	\$16.48

Executive Secretary (CEO Support)

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	76	\$34,781	\$18,250	\$28,000	\$33,150	\$38,250	\$85,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	8	\$32,613	\$18,250	\$27,250	\$33,620	\$36,308	\$48,000
3-5 FT staff	9	\$30,620	\$24,960	\$27,040	\$28,763	\$31,500	\$43,800
6-10 FT staff	8	\$35,813	\$23,000	\$30,875	\$36,000	\$40,000	\$48,000
11-30 FT staff	22	\$30,988	\$20,000	\$26,500	\$31,750	\$34,245	\$47,123
31-99 FT staff	13	\$34,291	\$22,880	\$28,000	\$33,000	\$38,000	\$51,948
100 or more staff	16	\$43,304	\$28,000	\$35,270	\$42,172	\$45,128	\$85,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$29,483	\$18,250	\$27,000	\$31,120	\$34,310	\$35,410
\$250,000 to \$999,000	17	\$31,831	\$23,000	\$27,500	\$31,500	\$35,000	\$48,000
\$1 Million to \$2.9 Million	16	\$33,744	\$24,000	\$28,000	\$32,332	\$37,250	\$48,000
\$3 Million to \$4.9 Million	13	\$30,441	\$20,000	\$27,000	\$28,000	\$34,560	\$40,294
\$5 Million to \$9.9 Million	9	\$34,209	\$26,000	\$33,000	\$35,000	\$36,920	\$41,600
Greater than \$10 Million	15	\$45,454	\$31,013	\$39,215	\$43,000	\$46,855	\$85,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	40	\$33,104	\$18,250	\$27,385	\$32,000	\$37,996	\$51,948
Community Development	8	\$36,938	\$26,000	\$31,875	\$36,500	\$40,750	\$48,000
Health, Disease, Disorders	9	\$43,319	\$24,000	\$35,000	\$38,000	\$45,510	\$85,000
Private or Community Foundation	4	\$34,868	\$28,763	—	\$33,455	—	\$43,800

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	8	\$30,008	\$23,000	\$27,385	\$30,000	\$32,750	\$35,521
\$1 Million to \$2.9 Million	8	\$31,635	\$24,000	\$24,990	\$30,500	\$35,250	\$47,123
\$3 Million to \$4.9 Million	7	\$28,596	\$20,000	\$25,440	\$28,000	\$30,500	\$40,294
\$5 Million to \$9.9 Million	4	\$34,915	\$26,000	—	\$36,030	—	\$41,600
Greater than \$10 Million	10	\$41,694	\$31,013	\$38,223	\$42,172	\$44,500	\$51,948

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$40,875	\$31,500	—	\$42,000	—	\$48,000

Health, Diseases, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	5	\$52,974	\$35,360	—	\$45,510	—	\$85,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	9	\$31,644	\$22,880	\$26,000	\$30,000	\$35,000	\$47,123
Mental Health or Crisis Intervention	5	\$36,877	\$27,040	—	\$41,538	—	\$45,000
Disability Services	6	\$38,405	\$32,000	\$35,000	\$36,115	\$41,558	\$48,200

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	21	\$15.35	\$9.62	\$12.00	\$14.42	\$16.81	\$34.62

Executive Secretary (CEO Support)

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	4	\$18.77	\$10.00	—	\$15.22	—	\$34.62
6-10 FT staff	5	\$13.42	\$10.05	—	\$13.25	—	\$17.86
11-30 FT staff	5	\$15.36	\$9.62	—	\$14.71	—	\$19.23

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$12.03	\$9.62	—	\$12.00	—	\$16.03
\$250,000 to \$999,000	8	\$18.36	\$13.25	—	\$14.00	—	\$34.62
\$1 Million to \$2.9 Million	7	\$14.05	\$9.62	—	\$15.46	—	\$19.23

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	4	\$18.86	\$9.62	—	\$15.61	—	\$34.62
Human or Social Services	11	\$14.70	\$9.62	\$12.25	\$11.02	\$17.34	\$22.00

VP / Programs / Artistic Director

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Programs / Artistic Director	40	\$60,843	\$28,000	\$38,250	\$59,659	\$81,908	\$125,009

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	10	\$51,443	\$30,143	\$39,250	\$45,000	\$63,750	\$85,000
6-10 FT staff	8	\$43,783	\$28,000	\$30,250	\$35,000	\$52,205	\$84,445
11-30 FT staff	12	\$63,914	\$31,200	\$42,750	\$68,169	\$81,095	\$112,000
31-99 FT staff	4	\$58,096	\$45,000	—	\$60,524	—	\$66,336
100 or more staff	6	\$94,946	\$82,000	\$85,909	\$91,125	\$94,967	\$125,009

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	13	\$39,895	\$28,000	\$31,000	\$35,000	\$42,000	\$68,289
\$1 Million to \$2.9 Million	13	\$58,221	\$32,000	\$45,000	\$58,818	\$78,000	\$85,000
\$3 Million to \$4.9 Million	7	\$72,014	\$45,000	\$59,443	\$66,336	\$80,939	\$112,000
Greater than \$10 Million	7	\$93,446	\$82,000	\$84,582	\$89,482	\$94,234	\$125,009

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	19	\$57,670	\$28,000	\$33,100	\$60,500	\$81,417	\$95,700
Arts, Culture, and Humanities	9	\$61,320	\$32,000	\$45,000	\$50,000	\$81,877	\$112,000
Community Development	4	\$50,084	\$36,000	—	\$50,169	—	\$64,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$31,763	\$28,000	\$29,072	\$31,000	\$33,100	\$39,000
\$1 Million to \$2.9 Million	5	\$60,367	\$35,000	—	\$60,500	—	\$80,834
Greater than \$10 Million	5	\$88,934	\$82,000	—	\$89,482	—	\$95,700

VP / Programs / Artistic Director

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$53,000	\$32,000	—	\$47,500	—	\$85,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$58,112	\$28,000	\$41,375	\$63,418	\$75,084	\$80,834

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$68,600	\$35,000	—	\$63,000	—	\$112,000

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Programs / Artistic Director	12	\$27.73	\$9.00	\$18.65	\$20.98	\$23.56	\$96.15

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	4	\$23.23	\$21.76	—	\$23.08	—	\$25.00

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$20.87	\$11.44	—	\$23.08	—	\$25.00
\$250,000 to \$999,000	4	\$35.09	\$9.00	—	\$17.60	—	\$96.15

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	4	\$41.03	\$19.87	—	\$24.04	—	\$96.15

Program Director / Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	151	\$44,684	\$20,800	\$34,690	\$40,000	\$52,000	\$181,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	13	\$37,348	\$24,000	\$31,200	\$35,000	\$38,400	\$70,000
3-5 FT staff	40	\$36,302	\$20,800	\$32,750	\$36,000	\$41,400	\$55,000
6-10 FT staff	35	\$43,653	\$23,000	\$33,750	\$38,000	\$42,250	\$181,000
11-30 FT staff	38	\$46,000	\$23,000	\$37,625	\$47,500	\$54,750	\$75,000
31-99 FT staff	12	\$57,301	\$40,000	\$45,000	\$57,500	\$62,208	\$82,017
100 or more staff	13	\$65,092	\$48,801	\$60,000	\$62,000	\$75,000	\$83,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	16	\$30,612	\$20,800	\$24,820	\$31,350	\$35,250	\$41,430
\$250,000 to \$999,000	59	\$37,603	\$23,000	\$33,000	\$36,000	\$41,500	\$70,000
\$1 Million to \$2.9 Million	42	\$50,808	\$24,000	\$38,875	\$48,750	\$56,763	\$181,000
\$3 Million to \$4.9 Million	12	\$42,063	\$23,000	\$36,750	\$40,000	\$49,375	\$62,000
\$5 Million to \$9.9 Million	9	\$57,815	\$45,000	\$50,000	\$55,000	\$62,833	\$75,000
Greater than \$10 Million	13	\$67,683	\$48,801	\$60,000	\$65,665	\$77,272	\$83,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	90	\$44,558	\$20,800	\$34,125	\$40,000	\$54,816	\$83,000
Arts, Culture, and Humanities	9	\$40,202	\$24,000	\$35,000	\$42,000	\$42,314	\$58,000
Community Development	11	\$50,440	\$24,400	\$33,000	\$38,992	\$45,224	\$181,000
Health, Disease, Disorders	11	\$45,097	\$23,000	\$31,500	\$37,000	\$58,400	\$77,272
Recreation, Sports, Leisure, Athletics	13	\$40,902	\$23,000	\$35,000	\$38,000	\$45,000	\$72,000
United Ways and United Funds	4	\$51,928	\$49,286	—	\$50,889	—	\$56,650
Private or Community Foundation	6	\$43,740	\$32,760	\$36,550	\$41,800	\$44,661	\$65,665

Program Director / Manager

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	11	\$29,315	\$20,800	\$24,480	\$30,000	\$34,500	\$36,000
\$250,000 to \$999,000	37	\$37,777	\$27,000	\$33,000	\$37,150	\$40,223	\$57,293
\$1 Million to \$2.9 Million	19	\$51,235	\$30,000	\$40,000	\$53,000	\$60,000	\$75,000
\$3 Million to \$4.9 Million	8	\$44,345	\$23,000	\$37,500	\$46,750	\$52,566	\$62,000
\$5 Million to \$9.9 Million	5	\$59,967	\$45,000	—	\$62,000	—	\$75,000
Greater than \$10 Million	10	\$66,195	\$48,801	\$60,000	\$62,064	\$78,000	\$83,000

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$40,200	\$24,000	—	\$42,000	—	\$58,000

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$70,089	\$28,000	—	\$48,000	—	\$181,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$31,667	\$23,000	\$25,750	\$31,500	\$35,000	\$44,000

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$37,717	\$30,000	\$35,750	\$38,000	\$39,725	\$45,000

Private or Community Foundation by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$38,894	\$32,760	—	\$38,700	—	\$45,414

Program Director / Manager

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	23	\$42,149	\$20,800	\$30,000	\$37,500	\$54,814	\$75,000
Mental Health or Crisis Intervention	10	\$50,164	\$35,000	\$40,667	\$45,500	\$60,823	\$72,000
Disability Services	11	\$49,535	\$32,000	\$39,000	\$45,000	\$60,000	\$80,000
Older Adults	7	\$53,128	\$32,000	\$34,440	\$51,000	\$68,509	\$83,000
Community or Multi-Service Center	6	\$36,867	\$23,000	\$31,650	\$33,750	\$42,000	\$55,000
Homelessness, Shelter	4	\$29,375	\$23,500	—	\$27,000	—	\$40,000
Residential Services	7	\$50,262	\$30,000	\$42,500	\$52,000	\$61,000	\$62,833
OTHER	11	\$40,482	\$30,000	\$36,000	\$40,000	\$44,401	\$54,000

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$43,700	\$34,000	—	\$42,000	—	\$58,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	23	\$16.16	< \$9.00	\$12.74	\$16.62	\$19.48	\$22.32

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	6	\$14.92	\$9.78	\$12.40	\$14.90	\$18.39	\$18.80
2 FT staff	7	\$15.70	< \$9.00	\$13.93	\$16.00	\$18.86	\$21.63
3-5 FT staff	5	\$18.78	\$14.00	—	\$19.73	—	\$20.64

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$15.24	\$9.78	\$10.97	\$15.14	\$18.39	\$22.32
\$250,000 to \$999,000	16	\$16.22	< \$9.00	\$13.63	\$16.32	\$19.35	\$21.63

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	13	\$16.74	\$10.30	\$15.56	\$16.62	\$19.23	\$20.64
Health, Disease, Disorders	4	\$16.68	\$9.78	—	\$17.31	—	\$22.32

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	\$64,660	\$42,203	\$52,000	\$62,000	\$71,000	\$119,475

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	7	\$58,886	\$42,203	\$48,400	\$53,000	\$60,000	\$100,196
31-99 FT staff	8	\$53,025	\$46,000	\$47,500	\$52,775	\$56,812	\$65,000
100 or more staff	17	\$72,670	\$47,000	\$63,000	\$71,000	\$75,000	\$119,475

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$53,933	\$46,800	\$50,750	\$54,000	\$56,350	\$62,000
\$3 Million to \$4.9 Million	5	\$57,010	\$42,203	—	\$56,846	—	\$75,000
\$5 Million to \$9.9 Million	8	\$57,968	\$46,000	\$47,750	\$51,275	\$57,500	\$100,196
Greater than \$10 Million	14	\$75,814	\$52,000	\$69,250	\$71,000	\$80,292	\$119,475

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	23	\$59,525	\$42,203	\$51,275	\$55,000	\$70,500	\$89,482
Health, Disease, Disorders	6	\$81,255	\$47,000	\$69,250	\$76,028	\$95,514	\$119,475

VP / Director of Human Resources

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	4	\$52,900	\$46,800	—	\$54,000	—	\$56,800
\$3 Million to \$4.9 Million	5	\$57,010	\$42,203	—	\$56,846	—	\$75,000
\$5 Million to \$9.9 Million	5	\$50,310	\$46,000	—	\$50,550	—	\$55,000
Greater than \$10 Million	9	\$68,985	\$52,000	\$63,000	\$71,000	\$74,931	\$89,482

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	5	\$88,106	\$69,000	—	\$82,056	—	\$119,475

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$53,920	\$46,000	—	\$55,000	—	\$65,000
Disability Services	5	\$67,000	\$55,000	—	\$71,000	—	\$75,000
Residential Services	4	\$57,638	\$50,550	—	\$52,500	—	\$75,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Director of Human Resources	8	\$22.21	\$10.64	\$13.38	\$19.94	\$20.38	\$60.10

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	20	\$64,197	\$34,500	\$42,532	\$58,968	\$79,270	\$123,593

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
100 or more staff	13	\$73,594	\$36,000	\$58,885	\$72,713	\$80,081	\$123,593

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	12	\$74,894	\$36,000	\$59,010	\$73,857	\$83,686	\$123,593

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	13	\$59,138	\$34,500	\$38,000	\$58,000	\$72,713	\$100,900
Health, Disease, Disorders	5	\$86,229	\$59,051	—	\$79,000	—	\$123,593

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	7	\$66,797	\$36,000	\$56,943	\$64,000	\$76,397	\$100,900

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	5	\$86,229	\$59,051	—	\$79,000	—	\$123,593

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$50,178	\$36,000	—	\$46,000	—	\$72,713

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Information Systems / Data Processing	7	\$17.29	\$9.00	\$12.31	\$14.00	\$17.47	\$38.46

Chief Financial Officer (CFO)

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	58	\$76,948	\$35,000	\$54,625	\$70,000	\$85,000	\$199,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$45,400	\$35,000	—	\$44,300	—	\$58,000
6-10 FT staff	6	\$82,113	\$40,000	\$54,625	\$62,590	\$73,045	\$199,000
11-30 FT staff	20	\$62,018	\$41,500	\$49,250	\$59,104	\$71,163	\$100,196
31-99 FT staff	14	\$75,632	\$40,000	\$68,189	\$77,250	\$81,513	\$125,500
100 or more staff	13	\$111,328	\$68,000	\$85,000	\$107,670	\$144,000	\$160,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$49,700	\$35,000	\$40,100	\$42,203	\$56,250	\$78,000
\$1 Million to \$2.9 Million	21	\$64,761	\$40,000	\$50,000	\$59,000	\$65,000	\$199,000
\$3 Million to \$4.9 Million	9	\$76,944	\$40,000	\$68,184	\$70,000	\$80,811	\$125,500
\$5 Million to \$9.9 Million	9	\$79,032	\$51,000	\$74,651	\$80,000	\$85,000	\$100,196
Greater than \$10 Million	12	\$112,607	\$75,000	\$84,254	\$107,395	\$145,500	\$160,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	33	\$72,092	\$38,600	\$51,500	\$70,000	\$85,000	\$125,500
Arts, Culture, and Humanities	4	\$68,674	\$50,000	—	\$62,250	—	\$100,196
Community Development	5	\$92,998	\$50,000	—	\$70,180	—	\$199,000
Health, Disease, Disorders	6	\$119,232	\$35,000	\$87,000	\$147,000	\$156,294	\$160,000

Chief Financial Officer (CFO)

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	\$50,101	\$38,600	—	\$41,902	—	\$78,000
\$1 Million to \$2.9 Million	11	\$58,418	\$41,500	\$46,000	\$59,000	\$65,000	\$90,000
\$3 Million to \$4.9 Million	6	\$83,614	\$51,500	\$68,638	\$73,250	\$101,625	\$125,500
\$5 Million to \$9.9 Million	4	\$73,860	\$51,000	—	\$79,721	—	\$85,000
Greater than \$10 Million	8	\$92,362	\$75,000	\$81,513	\$86,000	\$107,258	\$115,086

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$96,045	\$50,000	—	\$67,590	—	\$199,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$153,098	\$144,000	—	\$154,196	—	\$160,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$54,901	\$42,203	\$45,000	\$53,000	\$64,902	\$70,000
Mental Health or Crisis Intervention	4	\$103,177	\$65,000	—	\$111,103	—	\$125,500
Disability Services	8	\$82,021	\$65,000	\$76,125	\$80,000	\$85,500	\$107,670

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	10	\$25.01	\$10.64	\$19.06	\$25.32	\$31.25	\$35.90

Controller / Accountant

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	53	\$50,810	\$24,960	\$41,777	\$52,000	\$58,614	\$83,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	8	\$47,429	\$24,960	\$29,275	\$48,000	\$60,893	\$72,800
11-30 FT staff	18	\$46,422	\$31,000	\$38,125	\$45,500	\$54,375	\$60,000
31-99 FT staff	11	\$48,716	\$35,000	\$42,439	\$50,000	\$55,075	\$62,000
100 or more staff	14	\$61,614	\$43,000	\$56,250	\$59,113	\$60,955	\$83,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$39,591	\$24,960	\$30,075	\$35,000	\$46,439	\$72,800
\$1 Million to \$2.9 Million	14	\$50,151	\$36,000	\$44,500	\$51,050	\$57,950	\$60,000
\$3 Million to \$4.9 Million	9	\$50,979	\$35,000	\$43,878	\$53,040	\$57,110	\$62,000
\$5 Million to \$9.9 Million	8	\$46,294	\$31,000	\$42,500	\$48,175	\$51,000	\$57,000
Greater than \$10 Million	12	\$63,814	\$43,000	\$58,518	\$60,410	\$71,703	\$83,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	32	\$50,576	\$24,960	\$42,500	\$52,520	\$58,326	\$83,000
Health, Disease, Disorders	7	\$55,602	\$35,000	\$51,550	\$54,000	\$60,410	\$76,294

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$34,143	\$24,960	\$28,425	\$30,450	\$38,550	\$50,000
\$1 Million to \$2.9 Million	9	\$49,690	\$36,000	\$44,000	\$52,000	\$58,000	\$60,000
\$3 Million to \$4.9 Million	6	\$54,922	\$43,878	\$53,780	\$56,555	\$57,405	\$62,000
\$5 Million to \$9.9 Million	4	\$47,838	\$38,000	—	\$48,175	—	\$57,000
Greater than \$10 Million	7	\$63,640	\$43,000	\$58,422	\$59,612	\$71,513	\$83,000

Controller / Accountant

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$62,528	\$53,000	—	\$60,410	—	\$76,294

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	9	\$49,295	\$24,960	\$43,878	\$55,000	\$58,710	\$62,000
Mental Health or Crisis Intervention	5	\$46,003	\$29,700	—	\$52,000	—	\$59,612
Disability Services	5	\$53,054	\$43,000	—	\$53,040	—	\$61,000
Residential Services	5	\$52,270	\$44,000	—	\$56,000	—	\$58,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	28	\$21.72	\$9.23	\$13.71	\$18.62	\$25.86	\$57.69

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	6	\$16.70	\$9.23	\$11.54	\$15.41	\$21.81	\$25.96
3-5 FT staff	6	\$23.06	\$10.00	\$11.25	\$16.00	\$25.77	\$57.69
6-10 FT staff	5	\$26.83	\$11.54	—	\$21.63	—	\$48.08
11-30 FT staff	6	\$19.46	\$14.00	\$16.63	\$18.37	\$20.43	\$28.85

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	8	\$22.55	\$12.82	\$17.21	\$23.61	\$25.86	\$35.71
\$250,000 to \$999,000	8	\$23.45	\$9.23	\$10.75	\$15.00	\$28.25	\$57.69
\$1 Million to \$2.9 Million	8	\$19.56	\$11.11	\$13.38	\$16.83	\$21.92	\$38.46
\$3 Million to \$4.9 Million	4	\$20.88	\$16.35	—	\$19.17	—	\$28.85

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$18.86	\$9.23	\$12.00	\$17.50	\$20.83	\$35.71
Community Development	6	\$25.73	\$11.00	\$13.70	\$22.02	\$35.77	\$48.08

Clerk / Bookkeeper

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	55	\$34,737	\$21,000	\$30,000	\$35,000	\$38,000	\$70,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$29,400	\$21,120	—	\$30,000	—	\$37,601
6-10 FT staff	7	\$33,429	\$21,000	\$28,250	\$36,000	\$40,000	\$40,500
11-30 FT staff	15	\$34,486	\$21,800	\$30,413	\$34,490	\$36,250	\$56,730
31-99 FT staff	11	\$32,793	\$24,960	\$28,524	\$34,200	\$36,688	\$40,000
100 or more staff	16	\$39,127	\$29,000	\$34,750	\$36,000	\$40,528	\$70,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$29,389	\$21,000	\$22,500	\$31,000	\$34,188	\$40,000
\$1 Million to \$2.9 Million	14	\$36,697	\$26,228	\$34,400	\$35,500	\$39,400	\$56,730
\$3 Million to \$4.9 Million	9	\$32,153	\$24,960	\$28,825	\$33,904	\$35,643	\$38,000
\$5 Million to \$9.9 Million	5	\$32,150	\$21,800	—	\$32,136	—	\$40,816
Greater than \$10 Million	16	\$39,235	\$29,000	\$34,750	\$36,866	\$40,528	\$70,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	36	\$34,398	\$21,000	\$29,750	\$35,000	\$38,219	\$56,730
Health, Disease, Disorders	6	\$36,880	\$21,120	\$29,250	\$33,400	\$34,970	\$70,000
Recreation, Sports, Leisure, Athletics	4	\$33,325	\$21,800	—	\$35,500	—	\$40,500

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	\$29,040	\$21,000	\$23,500	\$30,000	\$32,640	\$40,000
\$1 Million to \$2.9 Million	7	\$37,808	\$26,228	\$34,600	\$35,000	\$38,750	\$56,730
\$3 Million to \$4.9 Million	6	\$31,942	\$24,960	\$27,786	\$32,822	\$35,911	\$38,000
Greater than \$10 Million	12	\$37,967	\$29,000	\$35,150	\$37,866	\$40,528	\$45,000

Clerk / Bookkeeper

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$43,040	\$33,000	—	\$34,580	—	\$70,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	8	\$34,140	\$21,000	\$26,786	\$34,600	\$36,107	\$56,730
Disability Services	8	\$34,145	\$24,960	\$33,500	\$35,100	\$36,500	\$40,000
Older Adults	4	\$34,003	\$25,000	—	\$35,506	—	\$40,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	59	\$17.57	\$8.00	\$12.00	\$15.00	\$20.00	\$57.69

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	7	\$13.87	\$10.00	\$11.25	\$12.31	\$16.15	\$20.00
2 FT staff	7	\$15.98	\$8.31	\$10.48	\$12.00	\$20.88	\$28.85
3-5 FT staff	19	\$19.94	\$8.00	\$14.81	\$16.52	\$21.77	\$57.69
6-10 FT staff	12	\$19.10	\$9.25	\$11.83	\$13.88	\$22.03	\$44.00
11-30 FT staff	10	\$17.35	\$12.00	\$13.99	\$14.87	\$17.55	\$36.06

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	9	\$12.51	\$8.31	\$10.96	\$12.00	\$12.31	\$20.00
\$250,000 to \$999,000	32	\$18.71	\$8.00	\$12.01	\$15.69	\$21.91	\$57.69
\$1 Million to \$2.9 Million	15	\$19.09	\$11.31	\$14.36	\$15.38	\$20.38	\$38.46

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	28	\$18.64	\$8.31	\$12.00	\$14.81	\$19.81	\$57.69
Arts, Culture, and Humanities	8	\$19.29	\$12.98	\$14.95	\$20.00	\$21.08	\$28.85
Community Development	5	\$18.69	\$8.00	—	\$15.00	—	\$38.46
Health, Disease, Disorders	5	\$16.81	\$11.22	—	\$16.52	—	\$25.75
Recreation, Sports, Leisure, Athletics	6	\$16.14	\$10.00	\$12.09	\$16.83	\$19.81	\$21.88

VP / Director of Development

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	75	\$56,813	\$25,000	\$42,750	\$51,889	\$66,000	\$175,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	13	\$43,622	\$31,200	\$37,000	\$42,000	\$47,000	\$73,000
6-10 FT staff	5	\$47,188	\$35,000	—	\$40,000	—	\$71,000
11-30 FT staff	30	\$58,727	\$25,000	\$44,094	\$52,445	\$65,000	\$175,000
31-99 FT staff	10	\$56,719	\$37,450	\$46,250	\$54,750	\$67,545	\$82,017
100 or more staff	15	\$66,664	\$43,000	\$53,750	\$65,000	\$71,878	\$120,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	16	\$46,094	\$25,000	\$36,500	\$41,000	\$50,750	\$73,000
\$1 Million to \$2.9 Million	23	\$48,963	\$31,500	\$43,250	\$46,000	\$53,500	\$70,000
\$3 Million to \$4.9 Million	13	\$68,399	\$36,000	\$45,000	\$56,000	\$70,492	\$175,000
\$5 Million to \$9.9 Million	8	\$64,997	\$50,000	\$62,500	\$66,363	\$70,000	\$75,248
Greater than \$10 Million	14	\$68,355	\$43,000	\$53,875	\$65,000	\$78,689	\$120,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	36	\$58,490	\$35,000	\$43,750	\$51,250	\$65,500	\$175,000
Arts, Culture, and Humanities	9	\$56,825	\$31,500	\$35,000	\$50,000	\$75,248	\$109,300
Community Development	7	\$44,198	\$40,000	\$42,000	\$42,500	\$45,500	\$51,889
Health, Disease, Disorders	7	\$56,714	\$25,000	\$40,500	\$61,000	\$72,000	\$86,000
United Ways and United Funds	6	\$52,922	\$31,200	\$42,860	\$51,666	\$65,473	\$73,000
Elementary, Secondary, or Charter School	4	\$57,250	\$45,000	—	\$57,000	—	\$70,000

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	\$41,500	\$35,000	\$37,750	\$40,000	\$46,000	\$48,000
\$1 Million to \$2.9 Million	8	\$52,556	\$37,450	\$43,000	\$52,500	\$63,250	\$67,000
\$3 Million to \$4.9 Million	8	\$67,749	\$36,000	\$43,250	\$55,250	\$67,873	\$175,000
Greater than \$10 Million	10	\$66,597	\$43,000	\$51,125	\$65,000	\$72,316	\$120,000

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$42,975	\$31,500	—	\$44,375	—	\$54,000

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$43,375	\$40,000	—	\$43,750	—	\$46,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$72,750	\$61,000	—	\$72,000	—	\$86,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$59,492	\$37,450	\$57,250	\$63,000	\$65,500	\$70,492
Mental Health or Crisis Intervention	4	\$88,689	\$40,000	—	\$69,878	—	\$175,000
Disability Services	7	\$63,929	\$43,000	\$50,500	\$51,500	\$66,000	\$120,000
Residential Services	5	\$55,945	\$40,000	—	\$56,000	—	\$69,000

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$57,906	\$32,000	—	\$59,812	—	\$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	21	\$21.81	\$12.50	\$15.63	\$19.89	\$28.81	\$34.62

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	7	\$19.35	\$15.00	\$16.48	\$19.23	\$19.71	\$28.81
6-10 FT staff	4	\$20.90	\$15.00	—	\$18.91	—	\$30.77

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	14	\$19.44	\$12.50	\$15.16	\$17.90	\$21.69	\$29.59

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$21.58	\$14.42	\$15.00	\$19.29	\$28.08	\$34.62
Health, Disease, Disorders	5	\$25.66	\$19.89	—	\$26.81	—	\$32.62

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	20	\$44,990	\$28,000	\$37,500	\$40,500	\$50,000	\$68,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$45,260	\$34,000	—	\$40,000	—	\$66,300
11-30 FT staff	8	\$43,875	\$33,000	\$39,000	\$40,500	\$50,000	\$61,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$42,825	\$33,000	—	\$36,000	—	\$66,300
\$1 Million to \$2.9 Million	8	\$44,563	\$28,000	\$40,000	\$44,500	\$48,875	\$61,000
\$3 Million to \$4.9 Million	5	\$42,600	\$33,000	—	\$40,000	—	\$50,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	9	\$50,333	\$38,000	\$41,000	\$50,000	\$55,000	\$68,000
Community Development	4	\$40,625	\$33,000	—	\$40,500	—	\$48,500

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	5	\$16.79	\$11.54	—	\$15.00	—	\$25.00

VP / Director of Marketing

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	23	\$48,177	\$25,000	\$38,645	\$46,000	\$55,000	\$75,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	7	\$44,657	\$31,000	\$35,000	\$41,600	\$47,500	\$75,000
11-30 FT staff	7	\$39,000	\$25,000	\$30,500	\$39,000	\$46,500	\$55,000
100 or more staff	5	\$67,838	\$53,040	—	\$72,000	—	\$75,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$37,750	\$25,000	—	\$36,500	—	\$53,000
\$1 Million to \$2.9 Million	9	\$42,622	\$26,000	\$35,000	\$39,000	\$47,000	\$75,000
Greater than \$10 Million	5	\$67,838	\$53,040	—	\$72,000	—	\$75,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$41,888	\$26,000	\$38,467	\$39,500	\$49,780	\$55,000
Arts, Culture, and Humanities	5	\$43,600	\$31,000	—	\$47,000	—	\$55,000
Health, Disease, Disorders	4	\$71,538	\$65,000	—	\$73,076	—	\$75,000
Recreation, Sports, Leisure, Athletics	4	\$39,400	\$31,000	—	\$40,300	—	\$46,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$71,538	\$65,000	—	\$73,076	—	\$75,000

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$45,750	\$31,000	—	\$48,500	—	\$55,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Director of Marketing	10	\$19.71	\$10.26	\$13.97	\$19.23	\$20.93	\$43.27

Membership Director

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Membership Director	17	\$36,239	\$19,000	\$31,000	\$36,000	\$45,000	\$50,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	7	\$32,975	\$19,000	\$29,500	\$33,200	\$36,250	\$47,124
11-30 FT staff	7	\$36,714	\$24,000	\$29,500	\$38,000	\$43,000	\$50,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$31,682	\$19,000	\$25,000	\$32,100	\$36,375	\$47,124
\$3 Million to \$4.9 Million	4	\$43,059	\$35,000	—	\$43,619	—	\$50,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	7	\$31,732	\$19,000	\$24,000	\$32,000	\$38,000	\$47,124
Recreation, Sports, Leisure, Athletics	7	\$37,100	\$28,000	\$32,100	\$36,000	\$40,750	\$50,000

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$28,531	\$19,000	—	\$24,000	—	\$47,124

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$32,940	\$28,000	—	\$33,200	—	\$36,500

Special Events Coordinator

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	27	\$36,102	\$28,000	\$30,392	\$34,000	\$41,500	\$53,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	8	\$40,420	\$31,000	\$35,000	\$41,500	\$43,130	\$52,520
31-99 FT staff	5	\$33,955	\$30,784	—	\$31,930	—	\$42,276
100 or more staff	7	\$37,929	\$28,500	\$32,000	\$35,000	\$42,503	\$53,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$30,874	\$28,000	\$29,560	\$30,000	\$32,000	\$35,000
\$1 Million to \$2.9 Million	6	\$38,857	\$30,784	\$32,000	\$38,000	\$42,380	\$52,520
\$5 Million to \$9.9 Million	5	\$37,386	\$31,930	—	\$35,000	—	\$44,000
Greater than \$10 Million	7	\$37,929	\$28,500	\$32,000	\$35,000	\$42,503	\$53,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	20	\$35,046	\$28,000	\$30,588	\$34,000	\$35,002	\$53,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$31,224	\$28,000	—	\$30,000	—	\$35,000
\$1 Million to \$2.9 Million	5	\$38,061	\$30,784	—	\$35,000	—	\$52,520
Greater than \$10 Million	6	\$35,918	\$28,500	\$31,000	\$34,500	\$35,005	\$53,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	7	\$36,186	\$28,000	\$30,892	\$35,000	\$38,000	\$52,520
Disability Services	5	\$37,755	\$28,500	—	\$35,000	—	\$53,000

Special Events Coordinator

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Special Events Coordinator	17	\$15.80	< \$9.00	\$12.00	\$15.38	\$17.31	\$30.00

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$16.44	\$9.62	—	\$13.07	—	\$30.00
11-30 FT staff	6	\$15.88	\$12.02	\$15.10	\$15.87	\$17.07	\$19.23

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$13.04	< \$9.00	\$9.90	\$11.39	\$14.54	\$24.04
\$1 Million to \$2.9 Million	6	\$19.44	\$15.00	\$15.63	\$17.79	\$20.34	\$30.00

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$14.99	\$9.62	\$12.00	\$13.50	\$16.73	\$24.04
Arts, Culture, and Humanities	5	\$18.54	< \$9.00	—	\$19.23	—	\$30.00

Volunteer Coordinator

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	31	\$32,075	\$18,000	\$25,000	\$33,000	\$36,000	\$48,984

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	8	\$27,350	\$18,000	\$22,450	\$26,000	\$35,000	\$35,000
11-30 FT staff	12	\$31,101	\$20,000	\$25,000	\$30,500	\$33,745	\$48,984
100 or more staff	5	\$40,720	\$29,000	—	\$43,260	—	\$47,340

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$27,546	\$18,000	\$23,250	\$25,500	\$34,665	\$35,000
\$1 Million to \$2.9 Million	9	\$31,454	\$20,000	\$25,000	\$29,000	\$35,000	\$48,984
\$3 Million to \$4.9 Million	4	\$33,297	\$25,000	—	\$32,732	—	\$42,722
Greater than \$10 Million	5	\$40,720	\$29,000	—	\$43,260	—	\$47,340

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	12	\$32,892	\$18,000	\$28,000	\$32,000	\$37,250	\$48,984
Community Development	4	\$27,816	\$20,800	—	\$28,500	—	\$33,464
Health, Disease, Disorders	7	\$37,100	\$23,000	\$30,000	\$40,100	\$44,630	\$47,340

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	\$28,500	\$18,000	—	\$30,500	—	\$35,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$40,427	\$35,000	—	\$38,861	—	\$48,984

Volunteer Coordinator

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Volunteer Coordinator	21	\$12.45	\$8.65	\$10.00	\$11.00	\$15.38	\$20.00

by Staff Size

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	4	\$12.38	\$10.00	—	\$11.61	—	\$16.30
11-30 FT staff	6	\$13.42	\$8.65	\$9.96	\$11.51	\$17.43	\$20.00

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	9	\$11.88	\$9.00	\$10.00	\$11.00	\$12.82	\$16.30
\$1 Million to \$2.9 Million	5	\$14.31	\$9.31	—	\$12.00	—	\$20.00

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	14	\$12.42	\$8.65	\$10.00	\$11.00	\$15.09	\$19.23

Office Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	54	\$33,205	\$15,500	\$26,000	\$33,069	\$38,375	\$60,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	6	\$34,705	\$24,960	\$25,454	\$34,000	\$42,000	\$48,000
3-5 FT staff	17	\$30,062	\$15,500	\$25,000	\$32,000	\$35,000	\$44,000
6-10 FT staff	6	\$36,890	\$30,763	\$35,519	\$37,538	\$39,500	\$40,500
11-30 FT staff	14	\$30,023	\$22,360	\$24,970	\$26,000	\$37,125	\$40,500
31-99 FT staff	6	\$33,994	\$29,870	\$30,909	\$34,419	\$35,242	\$40,000
100 or more staff	5	\$45,628	\$28,000	—	\$40,280	—	\$60,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$22,132	\$15,500	—	\$23,400	—	\$26,000
\$250,000 to \$999,000	22	\$32,301	\$21,000	\$25,704	\$32,000	\$38,000	\$48,000
\$1 Million to \$2.9 Million	13	\$35,606	\$24,000	\$35,000	\$37,076	\$39,000	\$42,000
\$3 Million to \$4.9 Million	7	\$29,304	\$25,000	\$25,500	\$28,000	\$32,563	\$36,000
Greater than \$10 Million	5	\$46,756	\$33,637	—	\$40,280	—	\$60,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	25	\$33,223	\$20,800	\$28,000	\$32,000	\$38,000	\$59,862
Community Development	4	\$28,125	\$15,500	—	\$30,500	—	\$36,000
Health, Disease, Disorders	6	\$35,295	\$24,000	\$25,068	\$31,386	\$39,375	\$60,000
Animal-related	4	\$27,205	\$22,360	—	\$23,980	—	\$38,500

Office 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	9	\$33,634	\$21,000	\$30,763	\$32,000	\$38,000	\$44,000
\$1 Million to \$2.9 Million	4	\$33,550	\$26,000	—	\$33,850	—	\$40,500
\$3 Million to \$4.9 Million	4	\$29,532	\$25,000	—	\$28,935	—	\$35,256

Animal Related by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$27,205	\$22,360	—	\$23,980	—	\$38,500

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$34,012	\$26,000	\$30,528	\$33,850	\$38,800	\$40,500
Mental Health or Crisis Intervention	4	\$35,261	\$30,763	—	\$35,000	—	\$40,280
Human or Social Services OTHER	4	\$32,966	\$21,000	—	\$25,500	—	\$59,862

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	13	\$14.92	\$8.00	\$11.20	\$13.00	\$15.50	\$34.62

Secretary / Administrative Support

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	78	\$26,292	\$14,000	\$23,303	\$26,000	\$29,000	\$38,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	13	\$27,479	\$18,363	\$23,400	\$26,525	\$32,136	\$37,960
6-10 FT staff	11	\$23,548	\$18,346	\$19,813	\$20,800	\$26,650	\$34,000
11-30 FT staff	25	\$25,702	\$14,000	\$23,000	\$25,000	\$28,500	\$35,184
31-99 FT staff	13	\$26,521	\$20,800	\$26,000	\$26,437	\$26,624	\$35,000
100 or more staff	15	\$28,355	\$22,000	\$24,800	\$28,000	\$30,750	\$38,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$21,740	\$18,720	—	\$22,420	—	\$23,400
\$250,000 to \$999,000	23	\$24,438	\$14,000	\$19,813	\$24,000	\$28,080	\$37,960
\$1 Million to \$2.9 Million	22	\$27,369	\$21,000	\$25,000	\$26,750	\$29,300	\$35,184
\$3 Million to \$4.9 Million	11	\$25,322	\$20,800	\$24,980	\$26,000	\$26,572	\$27,755
\$5 Million to \$9.9 Million	5	\$29,346	\$26,000	—	\$26,437	—	\$35,000
Greater than \$10 Million	13	\$28,794	\$22,000	\$24,600	\$28,184	\$31,000	\$38,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	50	\$26,033	\$18,346	\$23,706	\$26,000	\$27,939	\$35,184
Health, Disease, Disorders	8	\$27,941	\$14,000	\$24,500	\$28,513	\$32,125	\$38,000
Private or Community Foundation	6	\$31,077	\$18,363	\$30,534	\$33,068	\$34,000	\$37,960
Animal-related	4	\$19,985	\$18,500	—	\$18,720	—	\$24,000

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	12	\$23,768	\$18,346	\$20,000	\$23,140	\$26,260	\$33,000
\$1 Million to \$2.9 Million	15	\$27,706	\$23,608	\$25,500	\$26,500	\$29,018	\$35,184
\$3 Million to \$4.9 Million	8	\$25,210	\$20,800	\$24,470	\$26,050	\$26,546	\$27,755
\$5 Million to \$9.9 Million	4	\$28,359	\$26,000	—	\$26,219	—	\$35,000
Greater than \$10 Million	9	\$26,592	\$22,000	\$24,273	\$25,000	\$28,184	\$35,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$33,750	\$30,500	—	\$33,250	—	\$38,000

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	\$30,865	\$18,363	—	\$34,000	—	\$37,960

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	12	\$26,867	\$20,000	\$25,750	\$26,300	\$28,125	\$35,184
Mental Health or Crisis Intervention	7	\$24,077	\$20,800	\$22,635	\$24,273	\$25,220	\$27,755
Disability Services	6	\$28,933	\$24,600	\$25,000	\$27,000	\$33,500	\$35,000
Child Day Care	4	\$20,247	\$18,346	—	\$20,400	—	\$21,840
Residential Services	5	\$28,487	\$25,000	—	\$26,437	—	\$33,000
Human or Social Services OTHER	5	\$25,413	\$22,880	—	\$26,000	—	\$28,184

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	48	\$12.13	< \$9.00	\$9.21	\$10.94	\$14.30	\$33.65

Secretary / Administrative Support

by Staff Size

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	6	\$12.90	< \$9.00	\$10.59	\$14.41	\$14.89	\$16.03
1 FT staff	5	\$11.70	< \$9.00	—	\$11.54	—	\$15.38
2 FT staff	9	\$12.24	< \$9.00	\$10.00	\$11.00	\$12.50	\$23.21
3-5 FT staff	14	\$11.50	< \$9.00	\$9.81	\$10.26	\$14.07	\$16.03
6-10 FT staff	5	\$15.25	< \$9.00	—	\$11.54	—	\$33.65
11-30 FT staff	8	\$11.13	< \$9.00	\$7.99	\$9.14	\$12.14	\$24.04

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	11	\$11.51	< \$9.00	\$8.57	\$11.54	\$14.41	\$16.03
\$250,000 to \$999,000	27	\$12.43	< \$9.00	\$9.88	\$10.26	\$13.71	\$33.65
\$1 Million to \$2.9 Million	8	\$12.64	< \$9.00	\$10.30	\$11.54	\$14.22	\$24.04

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	26	\$12.05	< \$9.00	\$9.19	\$10.99	\$14.30	\$24.04
Health, Disease, Disorders	4	\$10.97	< \$9.00	—	\$11.05	—	\$16.03

Facility / Maintenance Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	53	\$42,142	\$24,960	\$32,000	\$38,000	\$52,513	\$85,009

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$30,125	\$25,000	—	\$25,750	—	\$44,000
6-10 FT staff	10	\$34,686	\$25,000	\$34,250	\$35,680	\$37,375	\$40,000
11-30 FT staff	14	\$37,754	\$24,960	\$30,250	\$32,000	\$36,875	\$71,400
31-99 FT staff	9	\$47,903	\$28,418	\$38,000	\$52,513	\$55,000	\$68,000
100 or more staff	15	\$50,833	\$27,000	\$42,000	\$51,438	\$55,650	\$85,009

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	11	\$32,042	\$24,960	\$25,750	\$28,000	\$36,500	\$44,000
\$1 Million to \$2.9 Million	14	\$34,292	\$25,000	\$31,250	\$34,500	\$37,500	\$45,000
\$3 Million to \$4.9 Million	7	\$40,582	\$28,418	\$31,347	\$34,965	\$47,500	\$63,000
\$5 Million to \$9.9 Million	8	\$52,863	\$27,000	\$41,375	\$53,500	\$68,250	\$71,400
Greater than \$10 Million	13	\$53,385	\$35,000	\$47,000	\$52,513	\$56,000	\$85,009

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	25	\$42,896	\$25,000	\$32,000	\$38,000	\$54,000	\$70,000
Arts, Culture, and Humanities	4	\$32,875	\$25,500	—	\$30,500	—	\$45,000
Health, Disease, Disorders	6	\$49,908	\$27,000	\$38,000	\$47,719	\$54,860	\$85,009
Recreation, Sports, Leisure, Athletics	10	\$41,826	\$25,000	\$32,840	\$37,250	\$42,750	\$71,400

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	5	\$32,646	\$26,728	—	\$32,000	—	\$37,500
\$3 Million to \$4.9 Million	4	\$40,528	\$28,418	—	\$35,347	—	\$63,000
\$5 Million to \$9.9 Million	4	\$50,625	\$38,000	—	\$48,250	—	\$68,000
Greater than \$10 Million	9	\$50,840	\$35,000	\$47,000	\$52,513	\$55,300	\$70,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$59,112	\$44,000	—	\$53,719	—	\$85,009

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$34,215	\$25,000	—	\$36,430	—	\$39,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	8	\$44,242	\$28,418	\$34,250	\$42,500	\$49,986	\$70,000
Residential Services	4	\$42,875	\$35,000	—	\$41,250	—	\$54,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	7	\$19.57	\$7.00	\$11.77	\$12.91	\$14.96	\$30.00

Charitable Advisors

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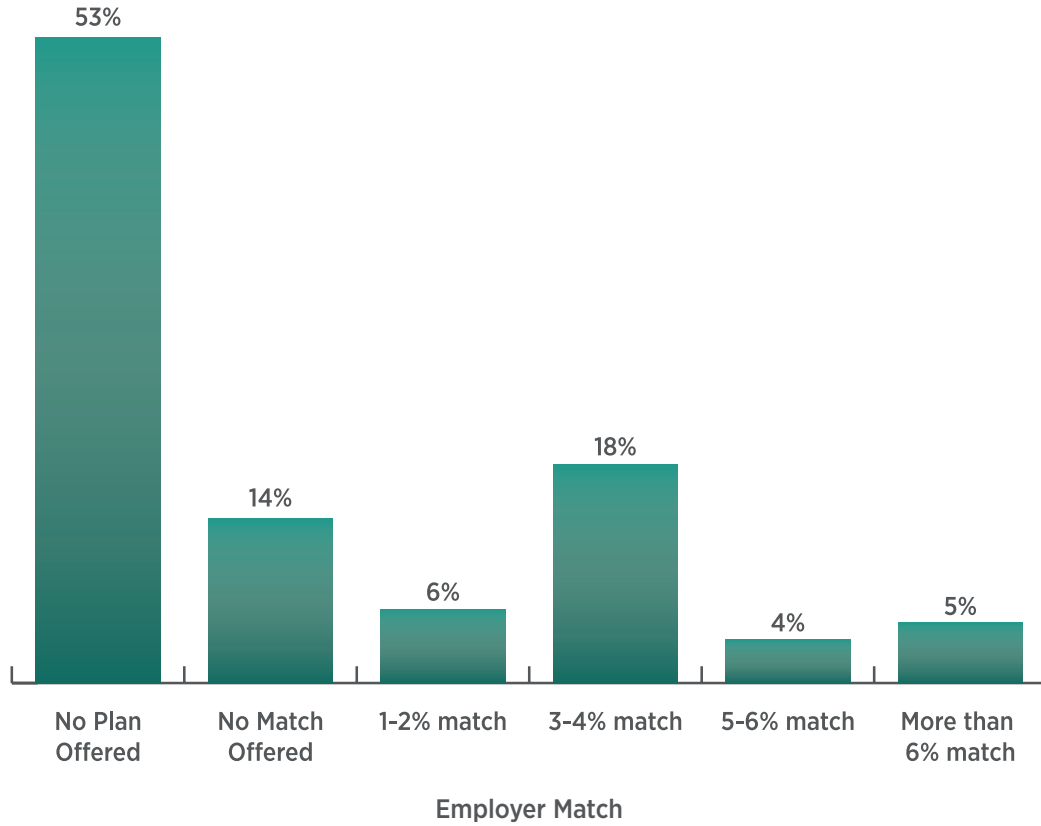
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Benefits

401k or 4013b Plan and Employer Match

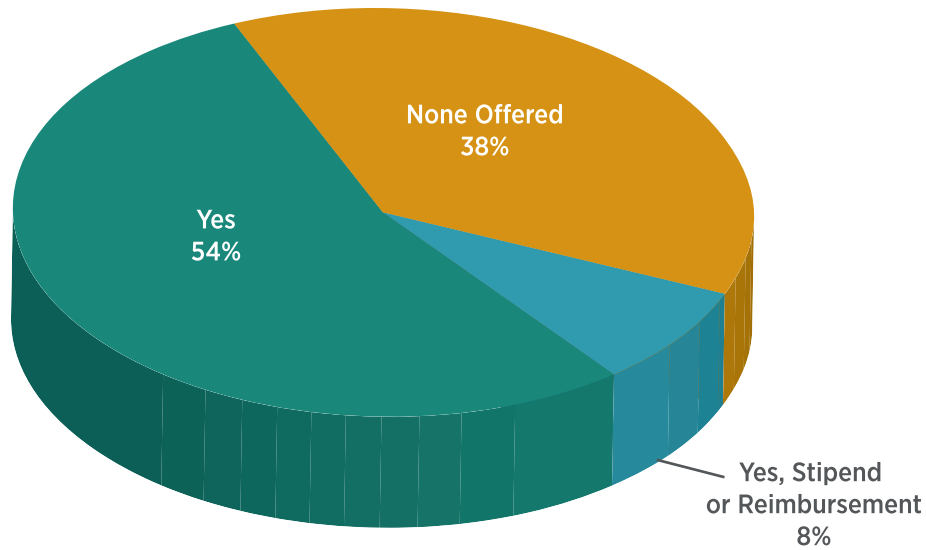
359
SURVEY
RESPONSES



Benefits

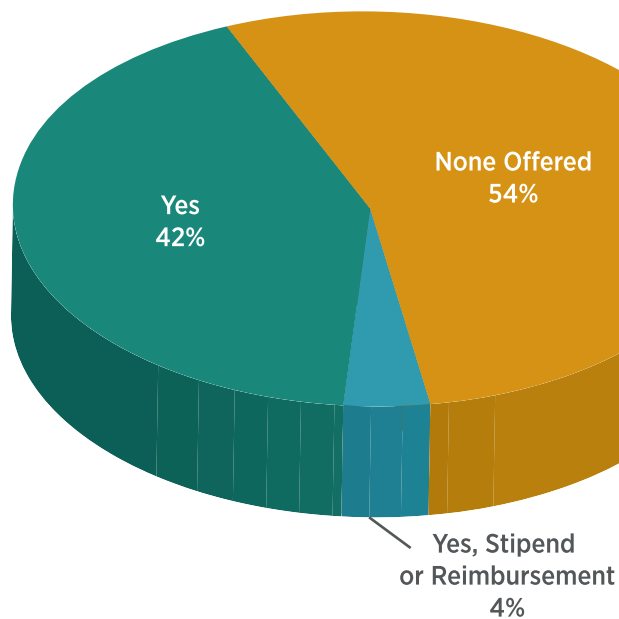
Is Individual Health Insurance Offered to Full-time Employees?

253
SURVEY
RESPONSES



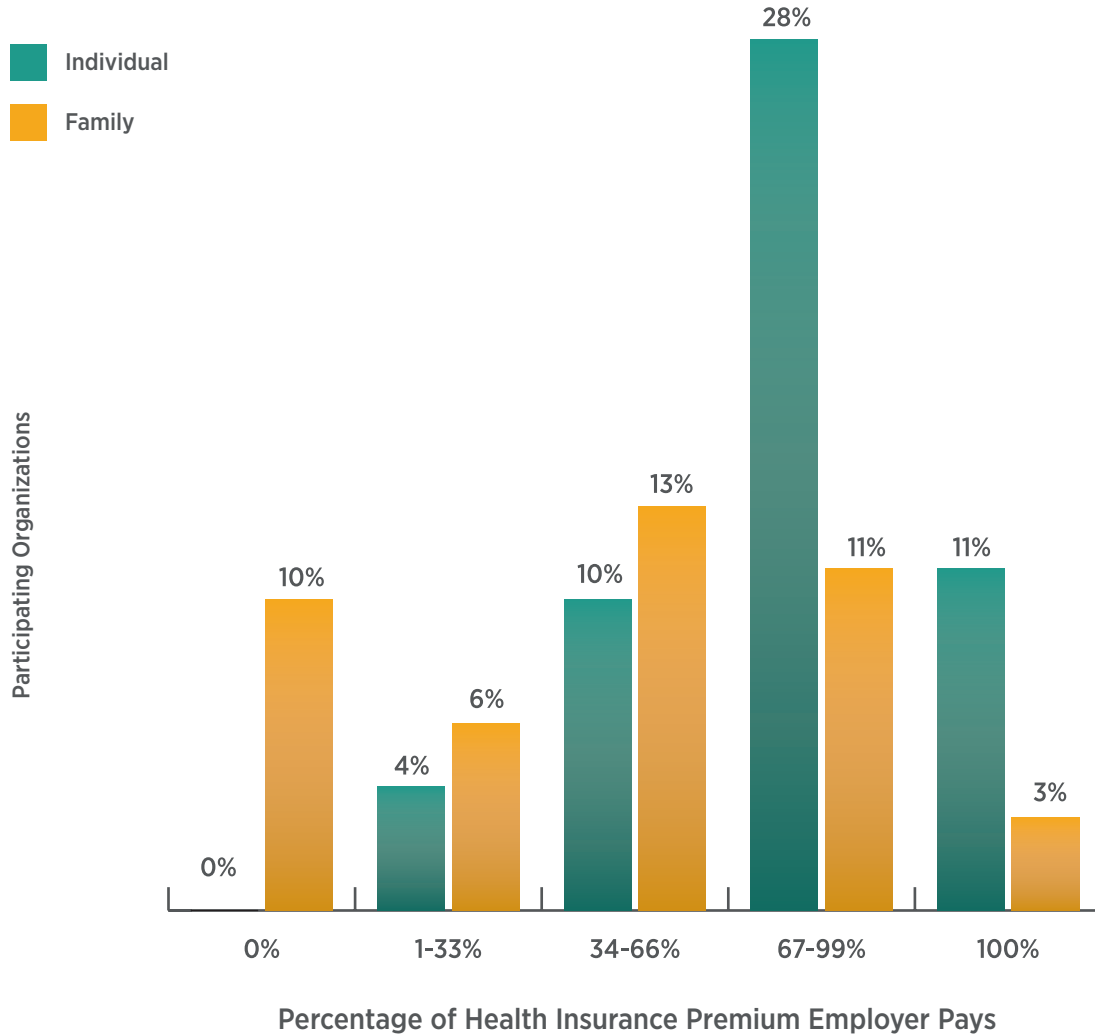
Is Family Health Insurance Offered to Full-time Employees?

253
SURVEY
RESPONSES



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

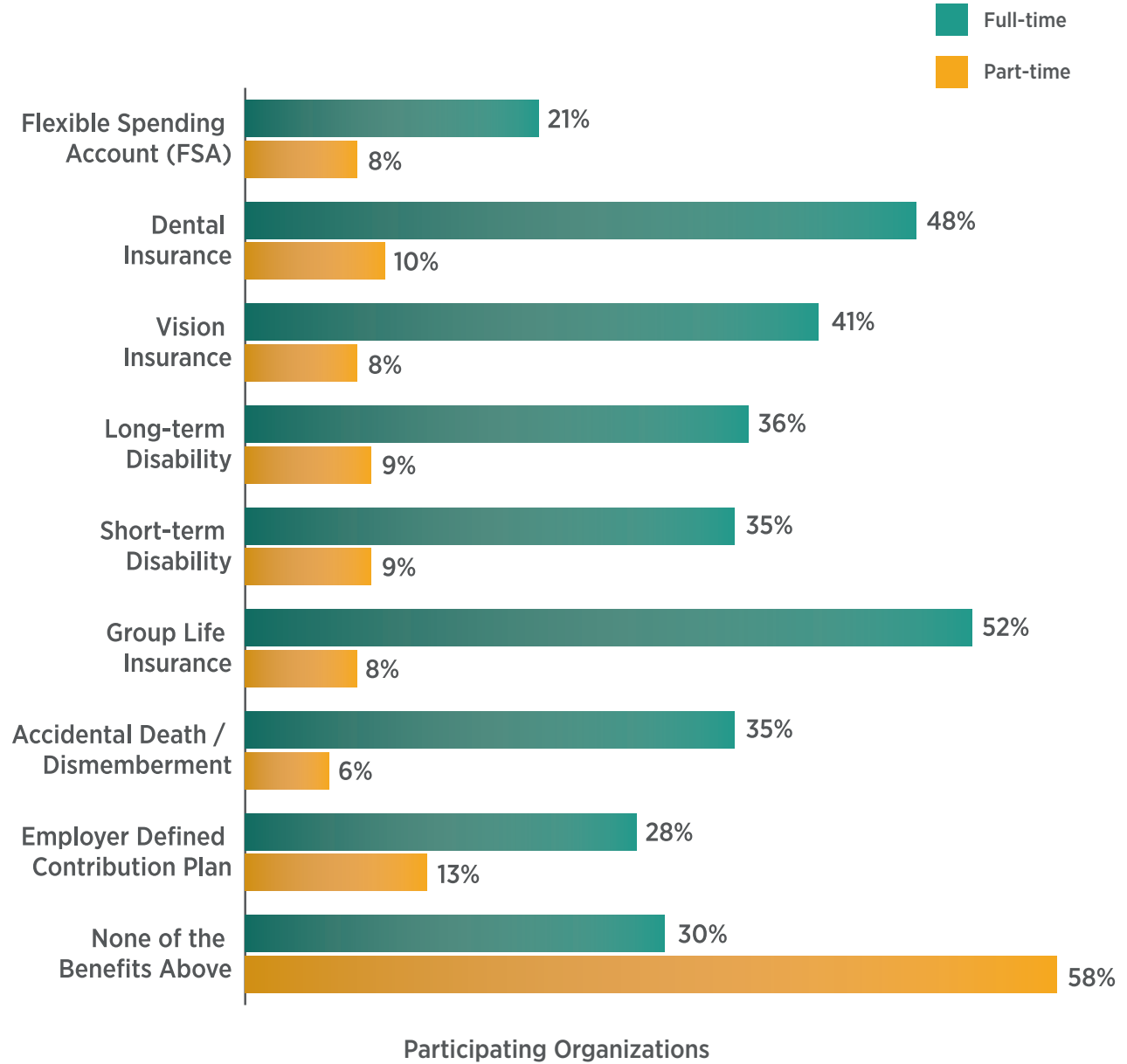
253
SURVEY
RESPONSES



No Coverage Offered and Offer a Stipen or Reimbursement not shown.

Benefits

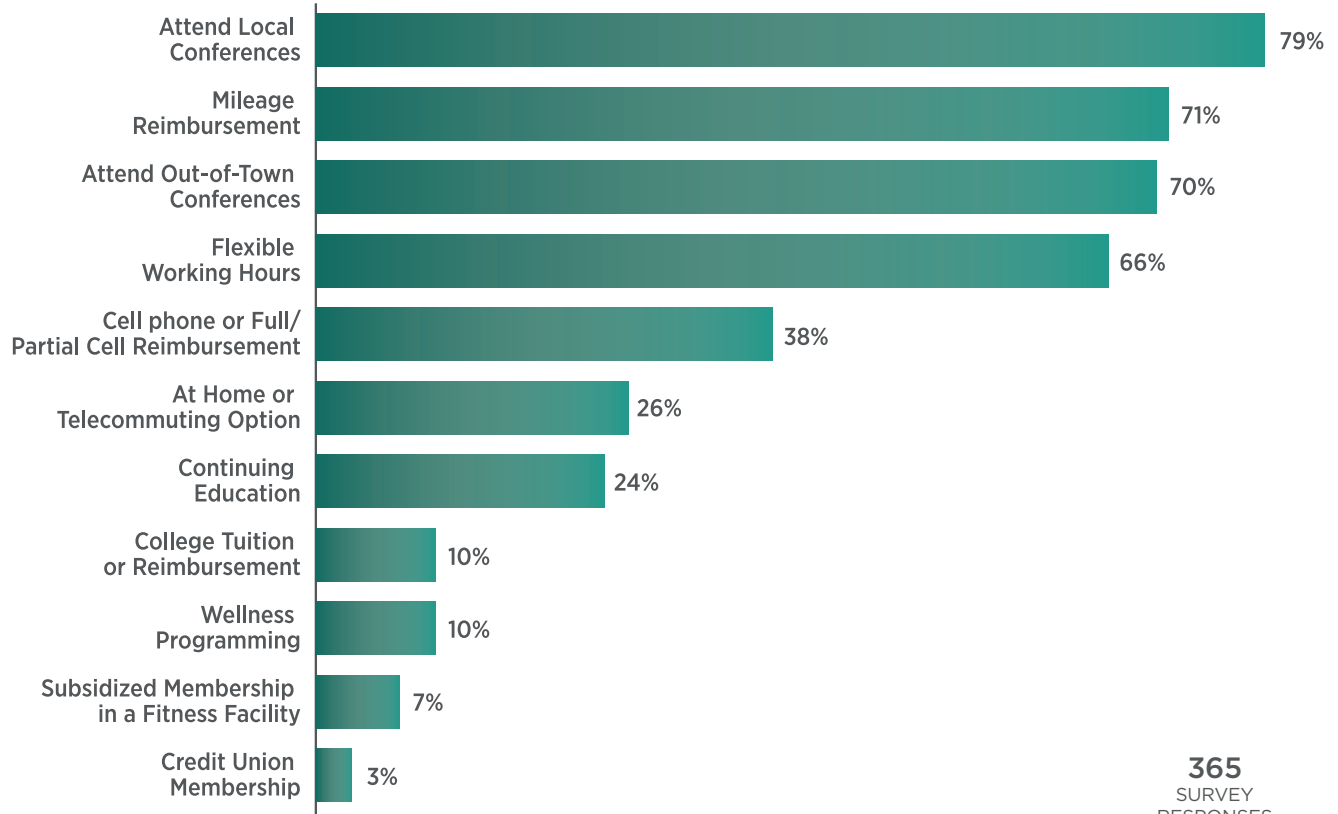
Benefits Offered to Full-time and Part-time Staff



Percentages based on number of responses to each question.

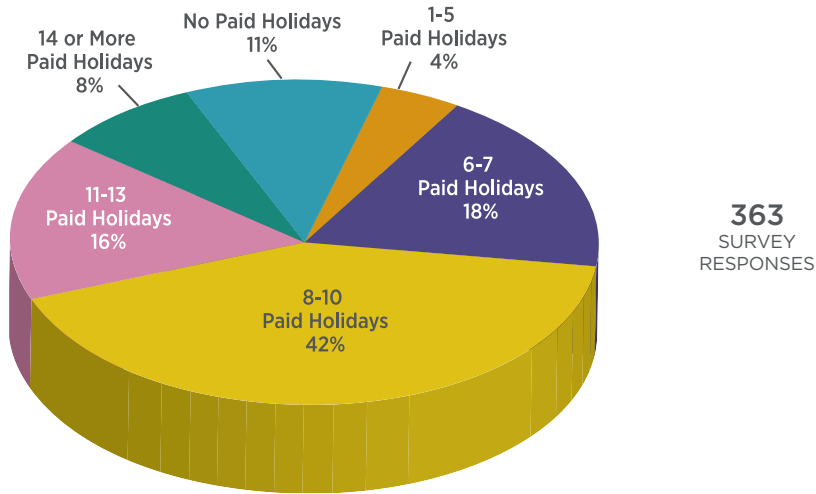
Benefits

Additional Benefits or Position Enhancements



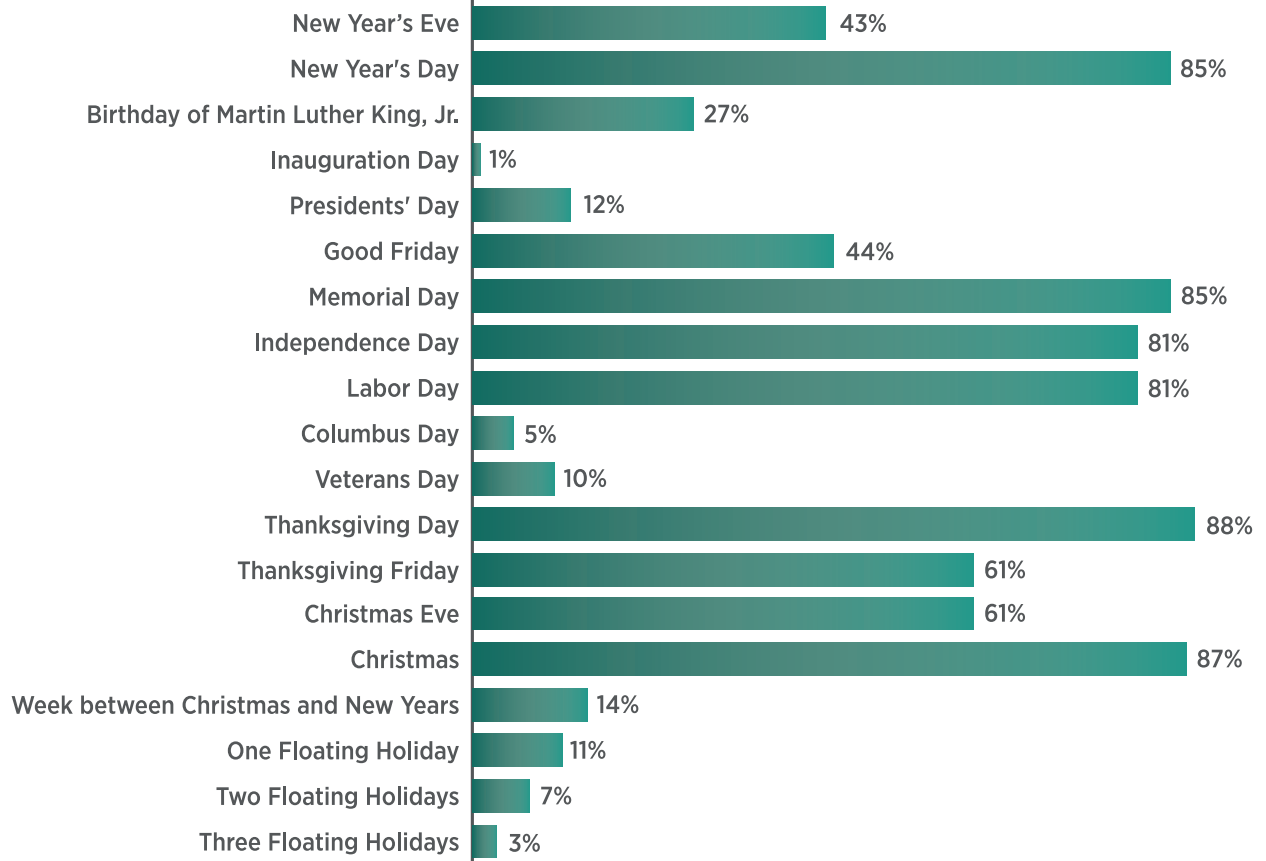
Benefits

Number of Paid Holidays Provided



Which Paid Holidays Organizations Provide

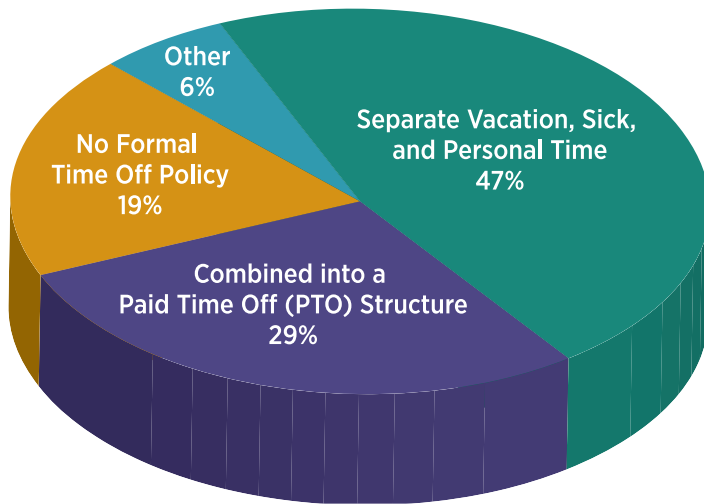
365 SURVEY RESPONSES



Benefits

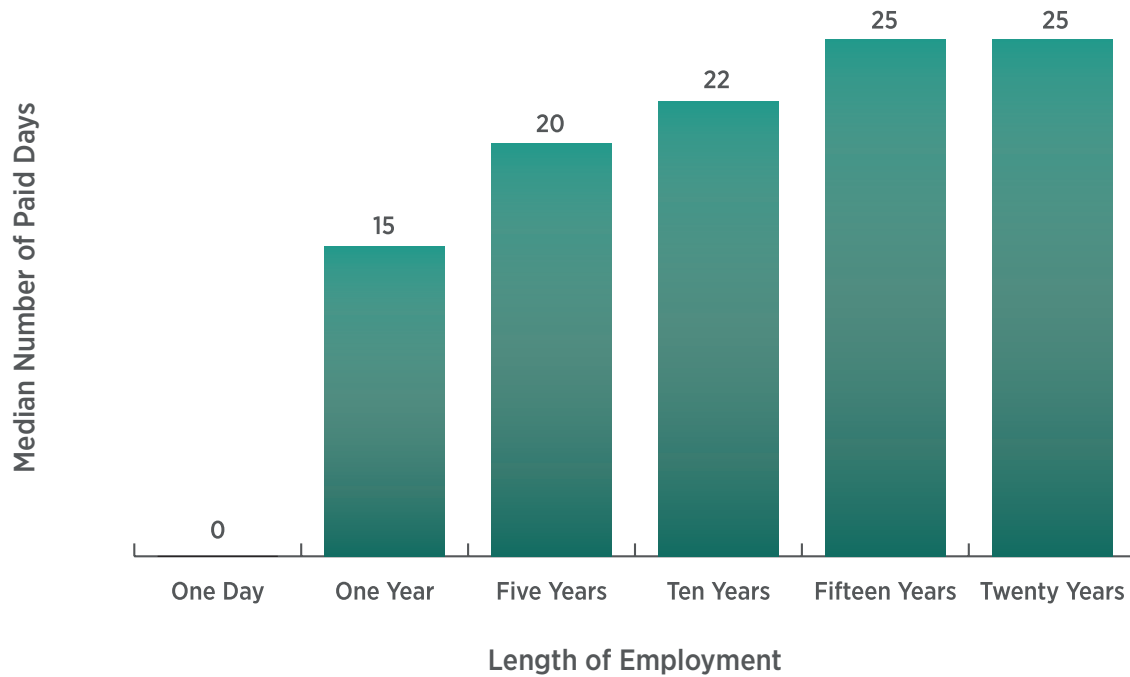
Paid Leave Policy

365
SURVEY
RESPONSES



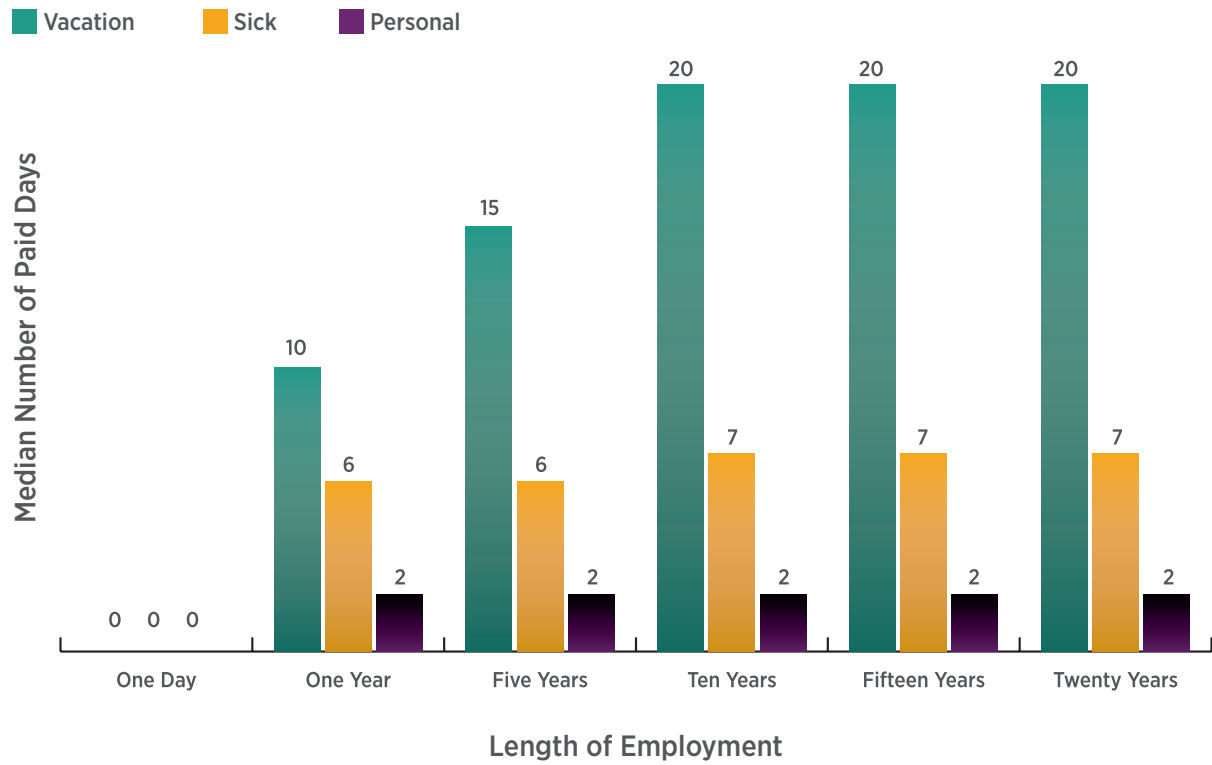
Median Paid Time Off (PTO) Days

100
SURVEY
RESPONSES

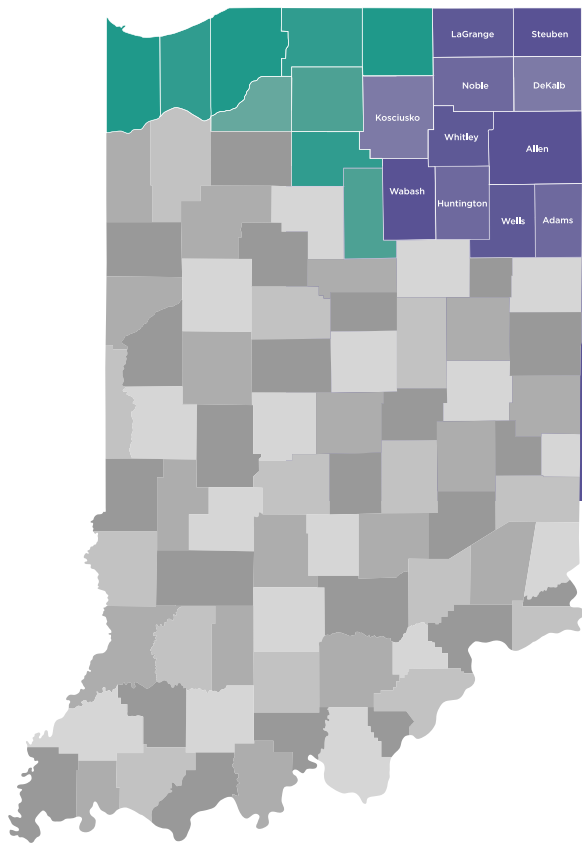


Benefits

Median Separate Leave Paid Days



Percentages based on number of responses to each question.

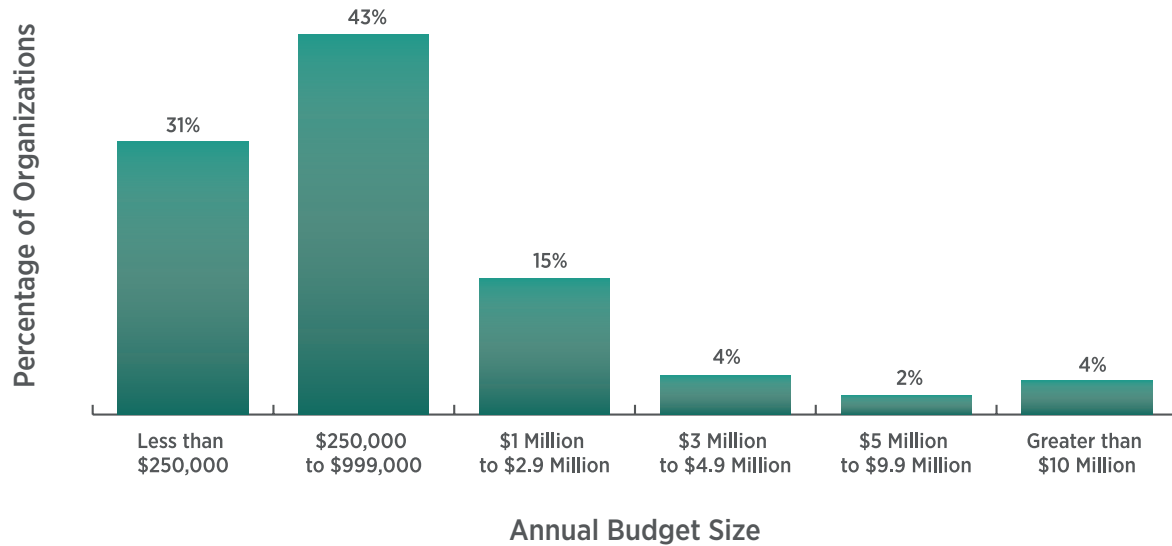


Northeast Indiana Appendix

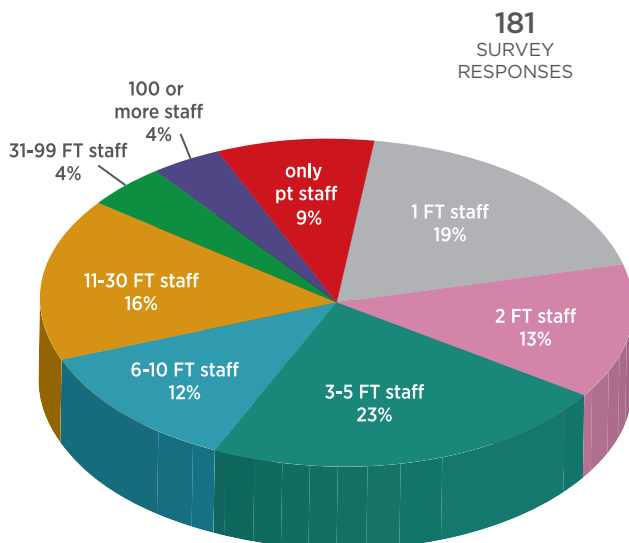
Northeast Indiana Appendix

Annual Budget of Northeast Indiana Organizations

181
SURVEY
RESPONSES



Full-time Staff Size of Northeast Indiana Organizations



Primary Work Classification of Participating Organizations

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT OF TOTAL
Human or Social Services	82	45%
Arts, Culture, and Humanities	20	11%
Community Development	17	9%
Health, Disease, Disorders	18	10%
Recreation, Sports, Leisure, Athletics	8	4%
United Ways and United Funds	8	4%
Private or Community Foundation	9	5%
Professional, Trade, or Membership Association	8	4%
Environmental	2	1%
Elementary, Secondary, or Charter School	2	1%
Animal-related	5	3%
OTHER	2	1%

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 / CEO	159	\$67,169	\$20,000	\$42,000	\$57,000	\$82,500	\$374,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	32	\$40,710	\$20,000	\$34,250	\$39,313	\$46,650	\$63,000
2 FT staff	23	\$58,891	\$23,850	\$44,450	\$54,080	\$64,559	\$135,000
3-5 FT staff	39	\$54,939	\$32,000	\$41,500	\$52,000	\$63,500	\$99,275
6-10 FT staff	22	\$82,323	\$31,000	\$49,985	\$65,000	\$76,875	\$374,000
11-30 FT staff	29	\$80,522	\$40,000	\$60,000	\$80,000	\$100,300	\$150,938
31-99 FT staff	8	\$104,889	\$88,000	\$94,858	\$101,750	\$115,598	\$127,003
100 or more staff	6	\$149,115	\$106,000	\$121,184	\$127,500	\$185,335	\$210,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	39	\$39,738	\$20,000	\$32,500	\$39,500	\$45,000	\$64,118
\$250,000 to \$999,000	74	\$57,948	\$28,000	\$45,000	\$55,000	\$63,750	\$135,000
\$1 Million to \$2.9 Million	28	\$96,217	\$64,000	\$73,795	\$90,000	\$100,075	\$374,000
\$3 Million to \$4.9 Million	8	\$91,706	\$42,000	\$89,500	\$94,572	\$97,875	\$125,000
\$5 Million to \$9.9 Million	4	\$120,021	\$106,000	—	\$111,573	—	\$150,938
Greater than \$10 Million	6	\$155,699	\$119,912	\$127,752	\$136,750	\$188,710	\$210,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	74	\$62,916	\$20,000	\$42,000	\$54,540	\$73,295	\$203,780
Arts, Culture, and Humanities	15	\$69,658	\$34,700	\$42,000	\$65,000	\$88,000	\$150,938
Community Development	16	\$78,261	\$30,000	\$39,625	\$45,900	\$78,750	\$374,000
Health, Disease, Disorders	15	\$77,440	\$25,400	\$44,750	\$63,000	\$95,000	\$210,000
Recreation, Sports, Leisure, Athletics	7	\$70,800	\$49,000	\$59,500	\$65,000	\$83,300	\$96,000
United Ways and United Funds	8	\$53,676	\$36,300	\$38,594	\$43,650	\$52,751	\$107,681
Private or Community Foundation	9	\$83,035	\$56,182	\$60,000	\$65,139	\$99,275	\$143,500
Professional, Trade, or Membership Association	7	\$64,034	\$35,000	\$41,275	\$58,240	\$80,223	\$112,000
Animal-related	4	\$45,820	\$33,280	—	\$45,000	—	\$60,000

Executive Director / President / Chief Executive Officer (CEO)

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	20	\$39,433	\$20,000	\$30,900	\$40,000	\$51,250	\$58,000
\$250,000 to \$999,000	33	\$54,750	\$28,000	\$46,000	\$52,500	\$60,000	\$116,000
\$1 Million to \$2.9 Million	12	\$86,217	\$64,000	\$69,125	\$87,500	\$100,475	\$113,300
\$3 Million to \$4.9 Million	5	\$91,929	\$42,000	—	\$103,500	—	\$125,000

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$48,000	\$35,000	—	\$45,000	—	\$65,000
\$1 Million to \$2.9 Million	5	\$88,846	\$77,500	—	\$80,000	—	\$105,600

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$38,950	\$30,000	\$36,275	\$39,000	\$43,750	\$45,000
\$250,000 to \$999,000	6	\$65,717	\$38,500	\$42,450	\$52,400	\$70,750	\$135,000

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	7	\$49,000	\$36,500	\$38,500	\$49,500	\$58,500	\$63,000

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$66,000	\$49,000	—	\$59,500	—	\$96,000

United Ways and United Funds by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$51,132	\$38,625	—	\$44,950	—	\$76,002

Executive Director / President / Chief Executive Officer (CEO)

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	\$76,848	\$60,000	—	\$65,139	—	\$125,400

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	4	\$82,671	\$58,240	—	\$80,223	—	\$112,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	19	\$64,595	\$31,200	\$42,600	\$57,000	\$86,000	\$113,300
Mental Health or Crisis Intervention	6	\$54,204	\$23,400	\$40,000	\$44,823	\$65,797	\$101,000
Disability Services	5	\$84,585	\$20,000	—	\$54,000	—	\$203,780
Older Adults	6	\$63,847	\$42,000	\$50,270	\$54,540	\$55,750	\$127,003
Alliance or Advocacy Organizations	4	\$41,575	\$30,000	—	\$42,000	—	\$52,300
Child Day Care	4	\$53,500	\$31,000	—	\$44,500	—	\$94,000
Employment and Job Related	4	\$65,540	\$51,000	—	\$63,080	—	\$85,000
Homelessness, Shelter	4	\$46,875	\$33,000	—	\$47,250	—	\$60,000
Residential Services	7	\$81,138	\$38,000	\$64,750	\$70,000	\$102,732	\$125,000
Domestic Violence	4	\$53,650	\$25,000	—	\$52,300	—	\$85,000
Human or Social Services OTHER	6	\$66,985	\$42,000	\$57,625	\$58,000	\$64,375	\$119,912

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	9	\$69,119	\$35,000	\$40,000	\$55,000	\$96,000	\$150,938

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	19	\$18.83	\$9.58	\$13.64	\$16.92	\$22.50	\$34.62

by Number of Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	15	\$16.82	\$9.58	\$13.19	\$16.67	\$19.23	\$27.69

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	15	\$16.59	\$9.58	\$11.45	\$16.67	\$19.23	\$27.69
\$250,000 to \$999,000	4	\$27.23	\$15.38	—	\$29.47	—	\$34.62

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$25.10	\$15.38	\$18.25	\$25.32	\$31.86	\$34.62
Arts, Culture, and Humanities	5	\$13.64	\$10.68	—	\$11.90	—	\$19.23

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	35	\$35,264	\$24,960	\$30,507	\$35,000	\$38,000	\$51,948

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	5	\$35,930	\$25,000	—	\$35,410	—	\$48,000
3-5 FT staff	6	\$32,297	\$24,960	\$28,500	\$30,750	\$34,516	\$43,800
6-10 FT staff	4	\$35,875	\$27,500	—	\$35,000	—	\$46,000
11-30 FT staff	7	\$32,746	\$25,000	\$30,500	\$33,300	\$35,960	\$38,000
31-99 FT staff	6	\$36,668	\$28,000	\$32,250	\$35,030	\$37,765	\$51,948
100 or more staff	7	\$38,298	\$28,000	\$33,007	\$35,360	\$45,255	\$48,200

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	12	\$33,277	\$25,000	\$27,875	\$32,000	\$36,391	\$48,000
\$1 Million to \$2.9 Million	5	\$34,592	\$24,960	—	\$35,000	—	\$46,000
\$3 Million to \$4.9 Million	5	\$33,000	\$28,000	—	\$33,000	—	\$38,000
\$5 Million to \$9.9 Million	4	\$35,570	\$33,300	—	\$35,960	—	\$37,059
Greater than \$10 Million	6	\$42,839	\$31,013	\$37,770	\$45,255	\$47,528	\$51,948

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	16	\$34,263	\$24,960	\$28,750	\$32,000	\$35,906	\$51,948
Community Development	4	\$38,750	\$32,000	—	\$38,500	—	\$46,000
Health, Disease, Disorders	5	\$36,374	\$28,000	—	\$35,360	—	\$45,510

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	\$31,755	\$27,500	—	\$32,000	—	\$35,521
Greater than \$10 Million	4	\$44,040	\$31,013	—	\$46,600	—	\$51,948

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$31,375	\$27,500	—	\$31,500	—	\$35,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	9	\$15.23	\$9.62	\$14.00	\$14.71	\$16.81	\$19.23

Program Director / Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	72	\$45,448	\$20,800	\$33,905	\$40,262	\$53,316	\$181,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	7	\$39,271	\$24,000	\$29,250	\$33,000	\$44,700	\$70,000
3-5 FT staff	22	\$36,051	\$20,800	\$30,905	\$35,000	\$41,000	\$55,000
6-10 FT staff	17	\$48,967	\$23,000	\$33,000	\$38,000	\$45,000	\$181,000
11-30 FT staff	16	\$47,183	\$24,000	\$39,625	\$49,250	\$56,671	\$64,000
31-99 FT staff	5	\$60,722	\$44,500	—	\$60,000	—	\$82,017
100 or more staff	5	\$62,654	\$52,000	—	\$60,000	—	\$77,272

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	7	\$28,100	\$20,800	\$24,200	\$27,000	\$32,250	\$36,000
\$250,000 to \$999,000	33	\$38,306	\$23,000	\$32,760	\$36,000	\$44,000	\$70,000
\$1 Million to \$2.9 Million	19	\$55,628	\$24,000	\$39,400	\$50,000	\$59,000	\$181,000
\$3 Million to \$4.9 Million	4	\$46,066	\$38,000	—	\$46,000	—	\$54,262
Greater than \$10 Million	6	\$68,159	\$52,000	\$61,416	\$68,833	\$75,954	\$82,017

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	36	\$45,018	\$20,800	\$34,970	\$42,362	\$54,447	\$82,017
Arts, Culture, and Humanities	6	\$39,250	\$24,000	\$34,250	\$36,500	\$44,375	\$58,000
Community Development	6	\$59,067	\$24,400	\$33,000	\$34,000	\$44,750	\$181,000
Health, Disease, Disorders	7	\$44,867	\$23,000	\$26,500	\$44,000	\$58,400	\$77,272
Recreation, Sports, Leisure, Athletics	6	\$37,050	\$23,000	\$35,250	\$37,000	\$39,725	\$50,000
Private or Community Foundation	6	\$43,740	\$32,760	\$36,550	\$41,800	\$44,661	\$65,665

Program Director / Manager

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$26,950	\$20,800	—	\$25,500	—	\$36,000
\$250,000 to \$999,000	17	\$39,242	\$27,000	\$33,619	\$38,000	\$44,500	\$57,293
\$1 Million to \$2.9 Million	7	\$52,947	\$38,500	\$49,250	\$53,000	\$58,314	\$64,000
Greater than \$10 Million	4	\$66,504	\$52,000	—	\$66,000	—	\$82,017

Health, Disease, Disorders by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$30,000	\$23,000	—	\$26,500	—	\$44,000

Private or Community Foundation by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$38,894	\$32,760	—	\$38,700	—	\$45,414

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	11	\$39,603	\$20,800	\$28,500	\$31,200	\$54,814	\$64,000
Disability Services	4	\$46,470	\$33,619	—	\$46,131	—	\$60,000
Residential Services	4	\$49,958	\$35,000	—	\$51,000	—	\$62,833
Human or Social Services OTHER	4	\$41,625	\$36,000	—	\$39,250	—	\$52,000

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$44,125	\$34,000	—	\$42,250	—	\$58,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	13	\$15.83	\$9.78	\$12.50	\$15.56	\$19.73	\$22.32

Program Director / Manager

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	4	\$12.99	\$9.78	—	\$12.43	—	\$17.31
3-5 FT staff	4	\$18.67	\$14.00	—	\$20.01	—	\$20.64

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$15.60	\$9.78	—	\$15.14	—	\$22.32
\$250,000 to \$999,000	8	\$15.34	\$12.29	\$12.47	\$14.78	\$16.93	\$20.30

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$16.62	\$12.50	\$14.78	\$16.00	\$18.80	\$20.64

Chief Financial Officer (CFO)

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	24	\$77,689	\$35,000	\$54,875	\$70,090	\$80,085	\$199,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	4	\$99,420	\$54,500	—	\$72,090	—	\$199,000
11-30 FT staff	9	\$62,650	\$43,000	\$50,000	\$59,000	\$70,000	\$100,196
31-99 FT staff	4	\$78,990	\$76,500	—	\$78,721	—	\$82,017
100 or more staff	4	\$111,016	\$68,000	—	\$108,835	—	\$158,392

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$56,375	\$35,000	—	\$56,250	—	\$78,000
\$1 Million to \$2.9 Million	10	\$71,218	\$43,000	\$50,000	\$57,000	\$68,885	\$199,000
\$5 Million to \$9.9 Million	4	\$80,572	\$68,000	—	\$77,046	—	\$100,196

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$72,966	\$43,000	\$57,000	\$76,500	\$80,729	\$110,000
Arts, Culture, and Humanities	4	\$68,674	\$50,000	—	\$62,250	—	\$100,196

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	5	\$53,800	\$43,000	—	\$55,000	—	\$65,000

Controller / Accountant

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	28	\$50,284	\$24,960	\$43,250	\$51,300	\$58,326	\$76,294

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	7	\$47,633	\$24,960	\$28,850	\$50,000	\$63,986	\$72,800
11-30 FT staff	10	\$46,481	\$35,000	\$39,125	\$45,500	\$51,900	\$60,000
31-99 FT staff	4	\$49,375	\$41,000	—	\$49,695	—	\$57,110
100 or more staff	6	\$60,660	\$54,000	\$56,558	\$58,422	\$60,268	\$76,294

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$41,214	\$24,960	\$29,275	\$38,000	\$48,689	\$72,800
\$1 Million to \$2.9 Million	8	\$48,889	\$36,000	\$42,375	\$48,550	\$58,028	\$60,000
\$3 Million to \$4.9 Million	4	\$54,663	\$52,500	—	\$54,520	—	\$57,110
Greater than \$10 Million	5	\$64,826	\$58,230	—	\$60,819	—	\$76,294

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	15	\$45,281	\$24,960	\$36,750	\$46,350	\$56,555	\$58,710
Health, Disease, Disorders	5	\$55,243	\$35,000	—	\$57,410	—	\$76,294

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	\$34,732	\$24,960	—	\$29,700	—	\$50,000
\$1 Million to \$2.9 Million	4	\$44,053	\$36,000	—	\$40,750	—	\$58,710

Controller / Accountant

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$44,195	\$24,960	—	\$46,555	—	\$58,710

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	10	\$20.49	\$9.23	\$11.75	\$14.64	\$24.47	\$57.69

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$25.28	\$10.00	—	\$20.00	—	\$57.69

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$21.98	\$9.23	—	\$10.50	—	\$57.69
\$1 Million to \$2.9 Million	4	\$19.03	\$14.00	—	\$17.21	—	\$27.69

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	4	\$17.30	\$9.23	—	\$17.00	—	\$25.96

Clerk / Bookkeeper

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	21	\$33,761	\$21,000	\$32,000	\$35,200	\$38,000	\$45,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	5	\$31,800	\$21,000	—	\$36,000	—	\$40,500
11-30 FT staff	4	\$35,577	\$32,000	—	\$34,745	—	\$40,816
31-99 FT staff	5	\$33,694	\$24,960	—	\$35,643	—	\$38,000
100 or more staff	5	\$37,615	\$33,000	—	\$36,000	—	\$45,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$26,685	\$21,000	\$21,215	\$25,750	\$31,500	\$34,490
\$1 Million to \$2.9 Million	4	\$37,875	\$35,000	—	\$38,000	—	\$40,500
\$3 Million to \$4.9 Million	4	\$33,651	\$24,960	—	\$35,822	—	\$38,000
Greater than \$10 Million	5	\$37,961	\$33,000	—	\$37,732	—	\$45,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	14	\$33,075	\$21,000	\$30,500	\$35,100	\$37,299	\$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	4	\$26,125	\$21,000	—	\$25,750	—	\$32,000
\$3 Million to \$4.9 Million	4	\$33,651	\$24,960	—	\$35,822	—	\$38,000
Greater than \$10 Million	4	\$39,202	\$35,200	—	\$38,304	—	\$45,000

Clerk / Bookkeeper

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	31	\$17.74	\$8.31	\$11.73	\$15.00	\$19.23	\$57.69

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	4	\$14.25	\$10.00	—	\$13.50	—	\$20.00
2 FT staff	4	\$11.32	\$8.31	—	\$10.48	—	\$16.00
3-5 FT staff	10	\$22.59	\$13.75	\$15.10	\$16.26	\$23.56	\$57.69
6-10 FT staff	7	\$18.35	\$9.25	\$10.65	\$12.82	\$20.55	\$44.00
11-30 FT staff	5	\$16.42	\$12.98	—	\$15.38	—	\$20.77

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$12.88	\$8.31	—	\$11.61	—	\$20.00
\$250,000 to \$999,000	19	\$19.85	\$9.25	\$12.60	\$16.00	\$20.55	\$57.69
\$1 Million to \$2.9 Million	7	\$15.47	\$11.31	\$13.77	\$15.00	\$16.83	\$20.77

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	16	\$20.36	\$8.31	\$13.31	\$15.38	\$20.67	\$57.69
Arts, Culture, and Humanities	4	\$17.12	\$12.98	—	\$17.36	—	\$20.77
Recreation, Sports, Leisure, Athletics	4	\$15.60	\$10.00	—	\$15.27	—	\$21.88

VP / Director of Development

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	35	\$52,608	\$25,000	\$43,000	\$50,000	\$64,500	\$82,017

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	8	\$39,025	\$31,200	\$34,250	\$38,500	\$45,000	\$47,000
11-30 FT staff	14	\$53,723	\$25,000	\$44,094	\$52,000	\$63,750	\$80,000
31-99 FT staff	5	\$63,249	\$45,000	—	\$67,000	—	\$82,017
100 or more staff	5	\$56,940	\$48,699	—	\$56,000	—	\$65,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	9	\$43,556	\$25,000	\$35,000	\$37,000	\$47,000	\$71,000
\$1 Million to \$2.9 Million	11	\$49,716	\$31,500	\$44,688	\$46,000	\$57,000	\$64,000
\$3 Million to \$4.9 Million	6	\$57,417	\$42,000	\$47,375	\$55,250	\$64,250	\$80,000
Greater than \$10 Million	5	\$62,143	\$48,699	—	\$64,000	—	\$82,017

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	17	\$54,820	\$35,000	\$45,000	\$54,500	\$64,000	\$82,017
Arts, Culture, and Humanities	7	\$52,446	\$31,500	\$38,188	\$50,000	\$64,624	\$80,000
Health, Disease, Disorders	4	\$42,500	\$25,000	—	\$40,500	—	\$64,000

VP / Director of Development

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	5	\$55,200	\$44,000	—	\$60,000	—	\$64,000
\$3 Million to \$4.9 Million	4	\$55,625	\$45,000	—	\$55,250	—	\$67,000
Greater than \$10 Million	4	\$61,679	\$48,699	—	\$58,000	—	\$82,017

Arts, Culture, and Humanities by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$44,969	\$31,500	—	\$47,188	—	\$54,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	4	\$60,375	\$54,500	—	\$61,500	—	\$64,000

by Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	4	\$57,906	\$32,000	—	\$59,812	—	\$80,000

Office Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	22	\$31,297	\$15,500	\$25,000	\$28,971	\$35,750	\$59,862

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	8	\$27,205	\$15,500	\$22,750	\$26,000	\$30,457	\$44,000
11-30 FT staff	6	\$28,310	\$22,360	\$23,500	\$25,500	\$33,500	\$37,500

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$30,734	\$22,360	\$25,068	\$28,471	\$31,691	\$48,000
\$1 Million to \$2.9 Million	4	\$34,750	\$26,000	—	\$36,250	—	\$40,500

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	9	\$33,112	\$20,800	\$26,000	\$29,942	\$33,637	\$59,862

Secretary / Administrative Support

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	32	\$25,558	\$14,000	\$21,960	\$25,500	\$29,030	\$35,500

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	7	\$26,339	\$18,720	\$24,200	\$26,000	\$29,560	\$32,136
6-10 FT staff	6	\$24,778	\$19,625	\$20,800	\$22,620	\$27,860	\$34,000
11-30 FT staff	9	\$25,213	\$14,000	\$22,880	\$26,000	\$29,536	\$33,000
31-99 FT staff	5	\$25,075	\$20,800	—	\$26,099	—	\$27,040
100 or more staff	4	\$27,671	\$22,000	—	\$26,592	—	\$35,500

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	11	\$23,939	\$14,000	\$20,213	\$24,440	\$28,080	\$34,000
\$1 Million to \$2.9 Million	10	\$28,367	\$23,000	\$26,000	\$28,500	\$31,384	\$33,000
\$3 Million to \$4.9 Million	4	\$23,695	\$20,800	—	\$23,940	—	\$26,099

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	20	\$25,768	\$19,625	\$23,270	\$26,000	\$28,046	\$33,000
Health, Disease, Disorders	4	\$24,375	\$14,000	—	\$24,000	—	\$35,500

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	6	\$24,338	\$19,625	\$21,710	\$24,720	\$26,530	\$29,120
\$1 Million to \$2.9 Million	6	\$29,089	\$26,000	\$26,500	\$28,768	\$31,384	\$33,000
\$3 Million to \$4.9 Million	4	\$23,695	\$20,800	—	\$23,940	—	\$26,099

Secretary / Administrative Support

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$26,927	\$25,000	—	\$26,099	—	\$29,536
Residential Services	4	\$29,109	\$25,000	—	\$29,219	—	\$33,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	27	\$11.98	\$7.25	\$10.00	\$10.26	\$12.75	\$24.04

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	6	\$12.53	\$8.00	\$10.00	\$10.75	\$12.25	\$23.21
3-5 FT staff	9	\$10.73	\$8.00	\$10.00	\$10.26	\$10.26	\$15.06
11-30 FT staff	4	\$14.70	\$9.28	—	\$12.74	—	\$24.04

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$11.48	\$8.00	—	\$10.94	—	\$16.03
\$250,000 to \$999,000	17	\$11.27	\$7.25	\$10.00	\$10.26	\$11.50	\$23.21
\$1 Million to \$2.9 Million	5	\$15.22	\$11.54	—	\$12.70	—	\$24.04

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	14	\$12.70	\$7.25	\$10.00	\$10.88	\$13.71	\$24.04

Facility / Maintenance Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	21	\$38,555	\$27,000	\$30,693	\$35,360	\$40,000	\$85,009

by Number of Staff

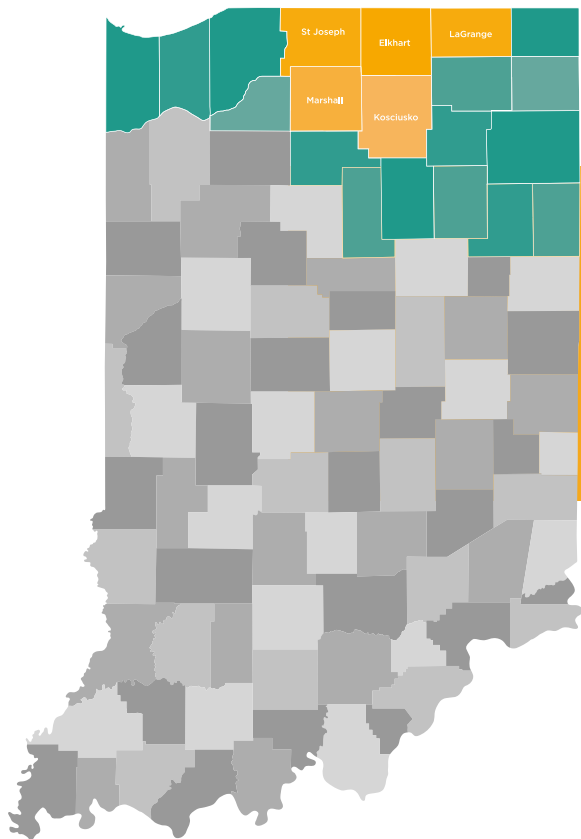
STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	7	\$35,123	\$28,000	\$34,500	\$35,360	\$37,250	\$39,000
11-30 FT staff	4	\$30,000	\$27,000	—	\$30,500	—	\$32,000
31-99 FT staff	4	\$38,531	\$28,418	—	\$36,597	—	\$52,513
100 or more staff	6	\$48,277	\$27,000	\$38,500	\$44,107	\$50,632	\$85,009

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$31,750	\$27,000	—	\$31,500	—	\$37,000
\$1 Million to \$2.9 Million	7	\$34,123	\$30,000	\$31,500	\$34,000	\$36,430	\$39,000
Greater than \$10 Million	5	\$55,035	\$38,000	—	\$51,438	—	\$85,009

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$37,434	\$27,000	\$31,020	\$36,500	\$41,875	\$52,513
Recreation, Sports, Leisure, Athletics	5	\$35,372	\$28,000	—	\$37,000	—	\$39,000

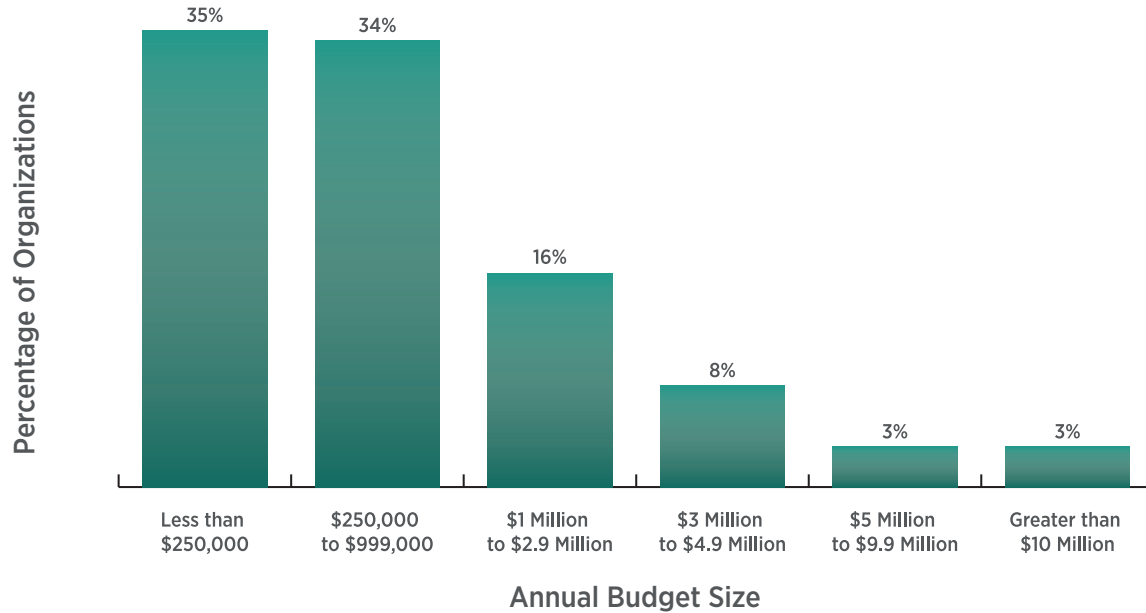


North Central Indiana Appendix

North Central Indiana Appendix

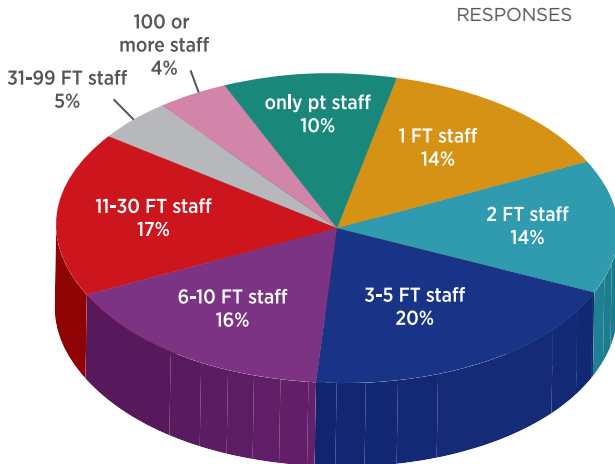
Annual Budget of North Central Indiana Organizations

128
SURVEY
RESPONSES



Full-time Staff Size of North Central Indiana Organizations

128
SURVEY
RESPONSES



Primary Work Classification of Participating Organizations

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT OF TOTAL
Human or Social Services	61	48%
Arts, Culture, and Humanities	12	9%
Community Development	11	9%
Health, Disease, Disorders	9	7%
Recreation, Sports, Leisure, Athletics	9	7%
United Ways and United Funds	4	3%
Private or Community Foundation	4	3%
Professional, Trade, or Membership Association	2	2%
Environmental	4	3%
Elementary, Secondary, or Charter School	7	5%
Animal-related	4	3%
OTHER	1	1%

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	102	\$70,375	\$28,000	\$43,013	\$55,330	\$89,500	\$374,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	17	\$41,310	\$28,000	\$34,500	\$41,000	\$47,000	\$55,622
2 FT staff	15	\$48,228	\$33,000	\$41,000	\$50,000	\$53,650	\$64,118
3-5 FT staff	20	\$59,549	\$40,000	\$43,150	\$53,023	\$76,752	\$96,000
6-10 FT staff	19	\$89,064	\$38,000	\$55,519	\$70,000	\$91,150	\$374,000
11-30 FT staff	20	\$76,067	\$37,000	\$52,000	\$73,750	\$96,250	\$122,640
31-99 FT staff	6	\$106,167	\$88,000	\$92,500	\$100,000	\$103,000	\$155,000
100 or more staff	5	\$142,200	\$108,000	—	\$138,000	—	\$195,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	30	\$43,209	\$28,000	\$40,000	\$43,025	\$47,600	\$64,118
\$250,000 to \$999,000	36	\$58,031	\$33,000	\$42,375	\$54,023	\$63,775	\$125,400
\$1 Million to \$2.9 Million	20	\$101,892	\$56,735	\$74,375	\$87,500	\$97,000	\$374,000
\$3 Million to \$4.9 Million	9	\$88,778	\$42,000	\$86,000	\$97,000	\$104,000	\$120,000
Greater than \$10 Million	4	\$143,250	\$108,000	—	\$135,000	—	\$195,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	54	\$63,234	\$28,000	\$42,125	\$52,000	\$68,750	\$195,000
Arts, Culture, and Humanities	6	\$76,667	\$33,000	\$64,500	\$74,000	\$91,750	\$120,000
Community Development	10	\$105,454	\$30,000	\$72,125	\$85,500	\$90,975	\$374,000
Health, Disease, Disorders	5	\$66,800	\$40,000	—	\$56,000	—	\$100,000
Recreation, Sports, Leisure, Athletics	8	\$65,575	\$33,000	\$40,750	\$56,500	\$92,700	\$110,000
Environmental	4	\$44,043	\$34,500	—	\$43,025	—	\$55,622

Executive Director / President / Chief Executive Officer (CEO)

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	21	\$43,598	\$28,000	\$40,000	\$43,200	\$47,800	\$55,750
\$250,000 to \$999,000	19	\$53,846	\$37,000	\$46,250	\$53,000	\$55,769	\$93,000
\$1 Million to \$2.9 Million	4	\$94,250	\$70,000	—	\$94,500	—	\$118,000
\$3 Million to \$4.9 Million	4	\$74,500	\$42,000	—	\$76,000	—	\$104,000
Greater than \$10 Million	4	\$143,250	\$108,000	—	\$135,000	—	\$195,000

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$125,039	\$56,735	\$72,125	\$78,750	\$88,750	\$374,000

Recreation, Sports, Leisure, Athletics by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$56,600	\$33,000	—	\$49,000	—	\$96,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	11	\$71,482	\$38,100	\$48,100	\$60,000	\$97,000	\$118,000
Mental Health or Crisis Intervention	6	\$75,375	\$40,000	\$43,938	\$56,125	\$62,875	\$195,000
Older Adults	6	\$59,500	\$42,000	\$46,250	\$54,000	\$55,000	\$108,000
Community or Multi-Service Center	7	\$52,405	\$33,000	\$43,000	\$47,800	\$53,519	\$93,000
Alliance or Advocacy Organizations	4	\$57,575	\$28,000	—	\$51,150	—	\$100,000
Homelessness, Shelter	4	\$56,750	\$40,000	—	\$56,000	—	\$75,000
Human or Social Services OTHER	4	\$43,425	\$38,000	—	\$42,250	—	\$51,200

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	18	\$21.91	\$10.65	\$16.19	\$20.19	\$25.58	\$38.72

by Number of Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	13	\$20.81	\$10.65	\$16.03	\$16.92	\$25.38	\$38.72

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	14	\$20.17	\$10.65	\$14.82	\$16.88	\$24.33	\$38.72
\$250,000 to \$999,000	4	\$28.01	\$24.04	—	\$27.31	—	\$33.36

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	4	\$12.60	\$10.65	—	\$11.45	—	\$16.83
Health, Disease, Disorders	4	\$26.16	\$16.67	—	\$27.31	—	\$33.36

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	20	\$32,972	\$20,000	\$27,500	\$32,332	\$37,423	\$48,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	8	\$29,298	\$20,000	\$27,500	\$30,582	\$32,166	\$34,560
31-99 FT staff	4	\$29,970	\$22,880	—	\$29,500	—	\$38,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$37,565	\$29,664	—	\$32,663	—	\$48,000
\$3 Million to \$4.9 Million	7	\$28,777	\$20,000	\$24,440	\$28,000	\$33,280	\$38,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	9	\$30,294	\$20,000	\$26,000	\$28,000	\$37,230	\$43,000
Community Development	4	\$37,875	\$26,000	—	\$38,750	—	\$48,000

Program Director / Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	54	\$44,588	\$23,000	\$32,190	\$38,246	\$49,215	\$181,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	6	\$32,200	\$24,000	\$30,300	\$33,100	\$35,750	\$37,000
3-5 FT staff	11	\$35,542	\$23,500	\$31,000	\$36,000	\$42,000	\$48,000
6-10 FT staff	15	\$48,947	\$23,000	\$33,630	\$36,000	\$46,500	\$181,000
11-30 FT staff	13	\$39,868	\$23,000	\$32,000	\$38,992	\$48,500	\$72,000
31-99 FT staff	4	\$60,500	\$45,000	—	\$61,000	—	\$75,000
100 or more staff	5	\$65,825	\$60,000	—	\$62,000	—	\$83,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	9	\$30,629	\$23,500	\$24,960	\$31,200	\$35,000	\$37,000
\$250,000 to \$999,000	16	\$33,860	\$23,000	\$31,500	\$34,750	\$36,000	\$42,500
\$1 Million to \$2.9 Million	14	\$55,981	\$28,000	\$40,725	\$48,500	\$55,238	\$181,000
\$3 Million to \$4.9 Million	8	\$41,312	\$23,000	\$37,494	\$40,000	\$45,875	\$62,000
Greater than \$10 Million	4	\$66,782	\$60,000	—	\$62,064	—	\$83,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	32	\$41,650	\$23,000	\$30,900	\$36,000	\$48,625	\$83,000
Community Development	6	\$64,499	\$28,000	\$39,244	\$44,000	\$50,250	\$181,000
Health, Disease, Disorders	5	\$38,400	\$25,000	—	\$35,000	—	\$60,000
Recreation, Sports, Leisure, Athletics	5	\$40,860	\$23,000	—	\$36,000	—	\$72,000

Program Director / Manager

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	8	\$29,833	\$23,500	\$24,720	\$30,600	\$34,250	\$36,000
\$250,000 to \$999,000	10	\$35,500	\$28,000	\$32,000	\$35,250	\$40,500	\$42,500
\$3 Million to \$4.9 Million	5	\$43,700	\$23,000	—	\$45,000	—	\$62,000
Greater than \$10 Million	4	\$66,782	\$60,000	—	\$62,064	—	\$83,000

Community Development by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$77,000	\$28,000	—	\$49,500	—	\$181,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	9	\$43,384	\$24,960	\$36,000	\$37,500	\$49,000	\$75,000
Mental Health or Crisis Intervention	5	\$46,025	\$35,000	—	\$42,500	—	\$62,127

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	13	\$15.83	\$9.78	\$12.50	\$15.56	\$19.73	\$22.32

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	4	\$12.99	\$9.78	—	\$12.43	—	\$17.31
3-5 FT staff	4	\$18.67	\$14.00	—	\$20.01	—	\$20.64

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$15.60	\$9.78	—	\$15.14	—	\$22.32
\$250,000 to \$999,000	8	\$15.34	\$12.29	\$12.47	\$14.78	\$16.93	\$20.30

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$16.62	\$12.50	\$14.78	\$16.00	\$18.80	\$20.64

Chief Financial Officer (CFO)

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	15	\$76,628	\$41,500	\$53,000	\$68,184	\$83,906	\$199,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	6	\$57,186	\$41,500	\$44,950	\$57,104	\$63,552	\$80,811

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$77,672	\$41,500	\$52,500	\$59,207	\$69,500	\$199,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$68,058	\$41,500	\$46,300	\$68,184	\$83,500	\$107,120
Community Development	4	\$98,703	\$50,000	—	\$72,906	—	\$199,000

Controller / Accountant

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	13	\$54,183	\$35,000	\$43,000	\$55,000	\$61,000	\$83,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	5	\$44,355	\$35,000	—	\$41,777	—	\$55,000
100 or more staff	4	\$61,000	\$43,000	—	\$59,000	—	\$83,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	4	\$49,700	\$40,000	—	\$50,500	—	\$57,800

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$58,143	\$43,000	\$50,500	\$57,000	\$61,500	\$83,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	16	\$23.86	\$9.23	\$17.21	\$22.36	\$27.98	\$48.08

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	4	\$30.65	\$14.42	—	\$30.05	—	\$48.08
11-30 FT staff	4	\$20.88	\$16.35	—	\$19.17	—	\$28.85

Controller / Accountant

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	4	\$27.19	\$23.08	—	\$24.99	—	\$35.71
\$250,000 to \$999,000	5	\$21.79	\$9.23	—	\$18.00	—	\$48.08
\$3 Million to \$4.9 Million	4	\$20.88	\$16.35	—	\$19.17	—	\$28.85

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$19.48	\$9.23	\$14.75	\$18.00	\$21.96	\$35.71
Community Development	4	\$32.64	\$16.35	—	\$33.08	—	\$48.08

Clerk / Bookkeeper

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	16	\$32,964	\$21,800	\$28,956	\$33,592	\$37,625	\$42,110

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	7	\$32,004	\$21,800	\$30,413	\$33,904	\$35,000	\$37,500
100 or more staff	4	\$37,278	\$29,000	—	\$39,000	—	\$42,110

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$3 Million to \$4.9 Million	4	\$31,932	\$28,825	—	\$31,952	—	\$35,000
Greater than \$10 Million	4	\$37,278	\$29,000	—	\$39,000	—	\$42,110

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$34,089	\$25,000	\$29,250	\$35,390	\$39,500	\$42,110

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$37,278	\$29,000	—	\$39,000	—	\$42,110

Clerk / Bookkeeper

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	26	\$16.27	\$10.00	\$11.66	\$13.29	\$19.81	\$38.46

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
2 FT staff	4	\$19.51	\$11.46	—	\$18.88	—	\$28.85
3-5 FT staff	6	\$16.68	\$12.02	\$12.98	\$17.12	\$19.81	\$21.54
6-10 FT staff	7	\$18.67	\$10.00	\$12.06	\$13.75	\$22.19	\$38.46

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	14	\$16.42	\$10.00	\$12.00	\$13.80	\$20.96	\$28.85
\$1 Million to \$2.9 Million	8	\$18.39	\$11.31	\$12.62	\$15.01	\$20.63	\$38.46

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$13.73	\$11.46	\$11.78	\$12.00	\$13.80	\$21.54
Recreation, Sports, Leisure, Athletics	4	\$15.60	\$10.00	—	\$15.27	—	\$21.88

VP / Director of Development

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	28	\$58,605	\$25,000	\$41,875	\$52,445	\$66,000	\$175,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$51,500	\$40,000	—	\$46,500	—	\$73,000
11-30 FT staff	13	\$62,822	\$25,000	\$42,500	\$51,889	\$65,000	\$175,000
100 or more staff	5	\$63,351	\$43,000	—	\$65,000	—	\$74,755

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	8	\$49,938	\$25,000	\$39,625	\$46,500	\$62,000	\$73,000
\$1 Million to \$2.9 Million	7	\$47,214	\$35,000	\$41,250	\$45,000	\$49,000	\$70,000
\$3 Million to \$4.9 Million	6	\$79,032	\$36,000	\$41,472	\$57,945	\$97,975	\$175,000
Greater than \$10 Million	4	\$61,939	\$43,000	—	\$65,000	—	\$74,755

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$63,387	\$36,000	\$40,750	\$48,000	\$67,000	\$175,000
Community Development	4	\$44,847	\$40,000	—	\$43,750	—	\$51,889

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$61,939	\$43,000	—	\$65,000	—	\$74,755

Office Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	20	\$33,579	\$21,000	\$26,000	\$35,628	\$38,625	\$42,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$32,400	\$21,000	—	\$35,000	—	\$38,000
11-30 FT staff	7	\$30,137	\$24,960	\$25,000	\$26,000	\$35,500	\$39,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	9	\$34,384	\$21,000	\$32,000	\$38,000	\$38,500	\$42,000
\$1 Million to \$2.9 Million	4	\$36,144	\$32,500	—	\$36,538	—	\$39,000
\$3 Million to \$4.9 Million	4	\$27,814	\$25,000	—	\$25,500	—	\$35,256

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	11	\$33,185	\$21,000	\$29,000	\$35,000	\$39,000	\$40,280

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	\$33,200	\$21,000	—	\$35,000	—	\$40,000

Secretary / Administrative Support

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	29	\$25,912	\$14,000	\$23,270	\$26,000	\$28,500	\$34,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$28,305	\$23,000	—	\$26,525	—	\$34,000
6-10 FT staff	5	\$25,960	\$20,000	—	\$26,000	—	\$34,000
11-30 FT staff	11	\$24,703	\$14,000	\$22,360	\$24,960	\$27,700	\$33,292
100 or more staff	5	\$26,174	\$23,270	—	\$26,000	—	\$29,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	11	\$25,379	\$14,000	\$21,320	\$25,000	\$29,763	\$34,000
\$1 Million to \$2.9 Million	6	\$26,310	\$21,000	\$24,970	\$26,750	\$28,875	\$29,400
\$3 Million to \$4.9 Million	4	\$25,315	\$22,880	—	\$25,740	—	\$26,900
Greater than \$10 Million	4	\$26,218	\$23,270	—	\$26,300	—	\$29,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	16	\$25,536	\$20,000	\$23,203	\$25,500	\$26,890	\$33,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$25,168	\$20,000	—	\$25,000	—	\$33,000
Greater than \$10 Million	4	\$26,218	\$23,270	—	\$26,300	—	\$29,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	5	\$24,892	\$20,000	—	\$25,000	—	\$28,500

Secretary / Administrative Support

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	18	\$12.85	\$7.25	\$9.31	\$11.27	\$14.49	\$33.65

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	4	\$13.25	\$8.17	—	\$14.41	—	\$16.03
3-5 FT staff	4	\$12.59	\$9.00	—	\$12.66	—	\$16.03

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$12.84	\$8.17	\$11.78	\$13.38	\$14.49	\$16.03
\$250,000 to \$999,000	8	\$13.86	\$7.25	\$9.94	\$10.95	\$13.62	\$33.65

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	7	\$10.57	\$7.25	—	\$10.98	—	\$16.03

Facility / Maintenance Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	18	\$42,464	\$24,960	\$35,064	\$38,750	\$51,500	\$71,400

by Number of Staff

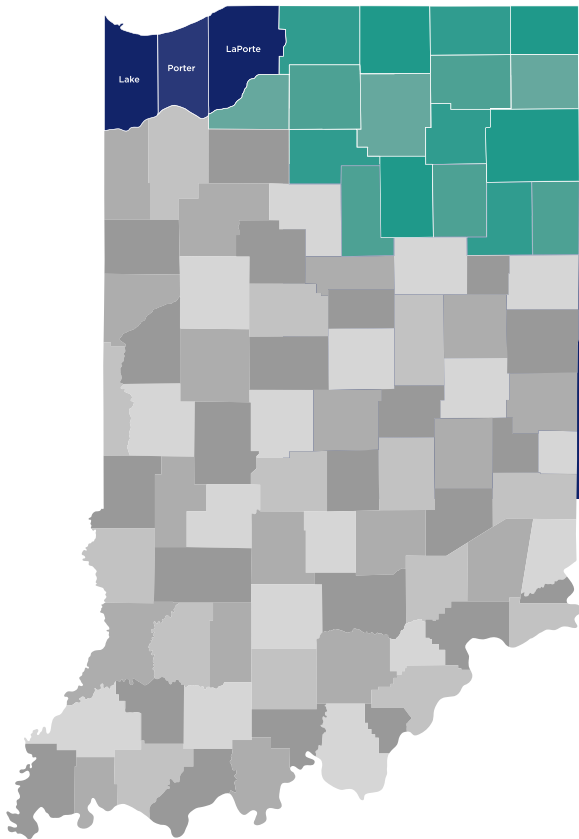
STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT staff	6	\$35,060	\$28,000	\$34,340	\$35,680	\$36,750	\$40,000
11-30 FT staff	6	\$40,971	\$24,960	\$32,741	\$36,233	\$43,125	\$71,400
100 or more staff	4	\$52,793	\$47,000	—	\$54,435	—	\$55,300

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$33,992	\$24,960	—	\$36,000	—	\$44,000
\$1 Million to \$2.9 Million	5	\$38,372	\$34,000	—	\$37,500	—	\$45,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	5	\$49,734	\$37,500	—	\$54,000	—	\$55,300
Recreation, Sports, Leisure, Athletics	6	\$41,293	\$28,000	\$32,840	\$36,180	\$42,250	\$71,400

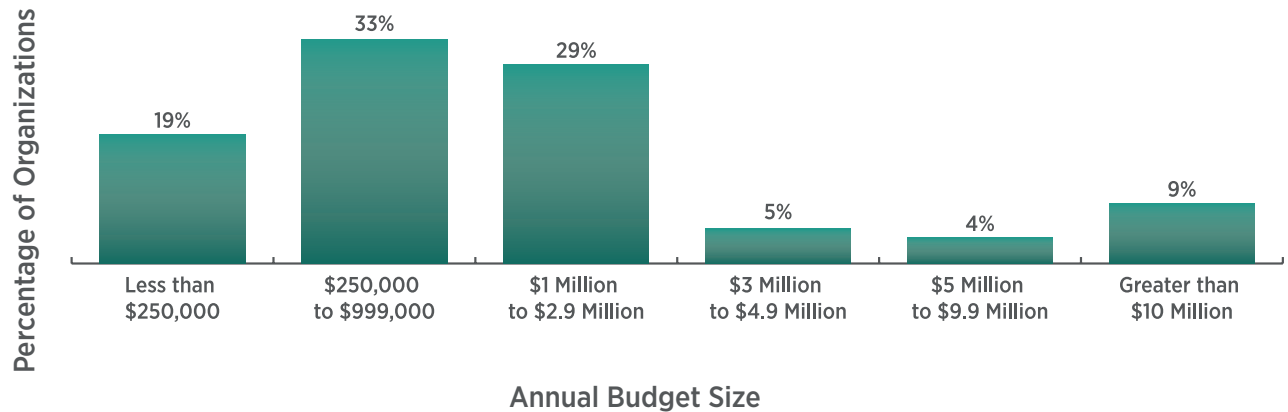


Northwest Indiana Appendix

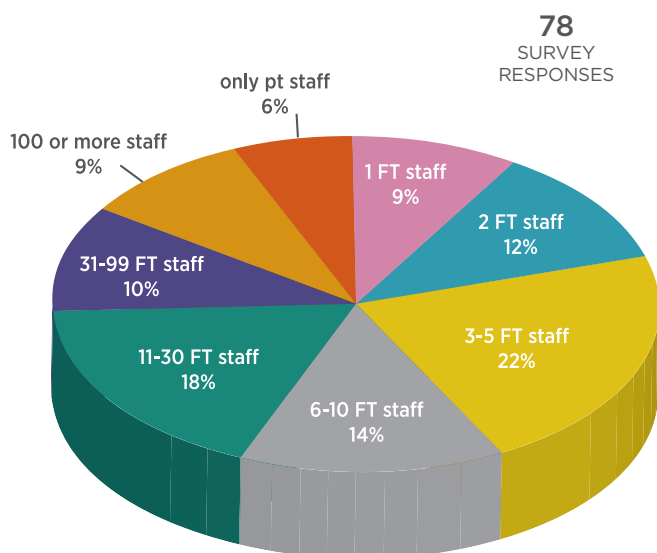
Northwest Indiana Appendix

Annual Budget of Northwest Indiana Organizations

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SURVEY
RESPONSES



Full-time Staff Size of Northwest Indiana Organizations



Primary Work Classification of Participating Organizations

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT OF TOTAL
Human or Social Services	50	64%
Arts, Culture, and Humanities	3	4%
Community Development	5	6%
Health, Disease, Disorders	4	5%
Recreation, Sports, Leisure, Athletics	5	6%
United Ways and United Funds	2	3%
Private or Community Foundation	2	3%
Professional, Trade, or Membership Association	1	1%
Environmental	4	5%
Elementary, Secondary, or Charter School	1	1%
Animal-related	1	1%

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	68	\$80,618	\$18,000	\$81,991	\$114,449	\$148,550	\$275,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1 FT staff	6	\$36,667	\$18,000	\$31,250	\$35,000	\$40,250	\$60,000
2 FT staff	9	\$52,887	\$34,580	\$42,000	\$50,000	\$55,720	\$92,000
3-5 FT staff	16	\$71,655	\$48,000	\$58,000	\$72,862	\$75,861	\$128,000
6-10 FT staff	9	\$61,283	\$34,000	\$45,000	\$60,000	\$69,500	\$92,045
11-30 FT staff	14	\$80,142	\$30,000	\$65,750	\$75,699	\$85,972	\$132,000
31-99 FT staff	7	\$106,824	\$78,000	\$90,000	\$100,000	\$122,784	\$144,200
100 or more staff	7	\$174,034	\$118,898	\$155,000	\$163,800	\$175,270	\$275,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	10	\$39,919	\$18,000	\$35,000	\$41,000	\$46,640	\$60,000
\$250,000 to \$999,000	23	\$63,594	\$34,000	\$51,000	\$60,000	\$73,212	\$128,000
\$1 Million to \$2.9 Million	22	\$78,734	\$30,000	\$69,625	\$77,199	\$90,991	\$125,000
Greater than \$10 Million	7	\$174,034	\$118,898	\$155,000	\$163,800	\$175,270	\$275,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	41	\$75,917	\$18,000	\$50,000	\$68,000	\$87,962	\$165,540
Community Development	5	\$55,370	\$35,000	—	\$58,500	—	\$76,398
Health, Disease, Disorders	4	\$163,450	\$30,000	—	\$174,400	—	\$275,000
Recreation, Sports, Leisure, Athletics	5	\$82,100	\$48,186	—	\$75,815	—	\$132,000
Environmental	4	\$64,981	\$52,000	—	\$66,462	—	\$75,000

Executive Director / President / Chief Executive Officer (CEO)

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	6	\$36,000	\$18,000	\$31,250	\$38,500	\$42,000	\$49,000
\$250,000 to \$999,000	13	\$56,600	\$34,000	\$48,000	\$55,720	\$67,000	\$80,000
\$1 Million to \$2.9 Million	14	\$81,328	\$50,000	\$64,750	\$78,817	\$96,991	\$125,000
Greater than \$10 Million	4	\$148,610	\$118,898	—	\$155,000	—	\$165,540

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Youth Development	6	\$89,542	\$48,000	\$63,781	\$93,981	\$107,500	\$135,568
Mental Health or Crisis Intervention	4	\$79,135	\$18,000	—	\$66,500	—	\$165,540
Disability Services	6	\$99,833	\$34,000	\$76,250	\$90,000	\$137,500	\$160,000
Older Adults	4	\$73,800	\$42,000	—	\$54,500	—	\$144,200
Human or Social Services OTHER	6	\$71,650	\$50,000	\$53,250	\$65,500	\$77,000	\$118,898

All Part-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / CEO	7	\$15.33	\$6.92	\$12.36	\$17.95	\$18.68	\$20.38

by Number of Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
only pt staff	5	\$14.77	\$6.92	—	\$17.95	—	\$20.38

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$14.77	\$6.92	\$9.34	\$17.95	\$19.23	\$20.38

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$14.87	\$6.92	\$10.85	\$16.67	\$18.91	\$20.38

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	21	\$37,754	\$24,000	\$28,763	\$35,000	\$41,600	\$85,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	7	\$31,160	\$24,000	\$24,500	\$30,000	\$34,000	\$47,123
31-99 FT staff	4	\$35,974	\$27,000	—	\$37,647	—	\$41,600
100 or more staff	6	\$50,501	\$35,000	\$41,602	\$43,903	\$51,750	\$85,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$32,160	\$24,000	\$24,500	\$32,000	\$36,500	\$47,123
Greater than \$10 Million	6	\$50,501	\$35,000	\$41,602	\$43,903	\$51,750	\$85,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	13	\$35,543	\$24,000	\$32,000	\$35,000	\$41,200	\$47,123
Health, Disease, Disorders	4	\$52,000	\$24,000	—	\$49,500	—	\$85,000

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	5	\$32,825	\$24,000	—	\$32,000	—	\$47,123

Program Director / Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director / Manager	36	\$45,619	\$30,000	\$36,744	\$41,215	\$51,000	\$80,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	9	\$39,110	\$33,000	\$37,150	\$40,000	\$40,000	\$45,000
6-10 FT staff	8	\$37,910	\$30,000	\$34,250	\$36,500	\$41,375	\$49,777
11-30 FT staff	11	\$49,072	\$30,000	\$37,500	\$50,000	\$57,500	\$75,000
31-99 FT staff	4	\$50,500	\$40,000	—	\$50,000	—	\$62,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	14	\$37,535	\$32,000	\$35,000	\$38,075	\$40,000	\$42,500
\$1 Million to \$2.9 Million	14	\$49,398	\$30,000	\$40,000	\$47,389	\$58,750	\$75,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	24	\$46,533	\$30,000	\$36,613	\$40,000	\$55,000	\$80,000
Recreation, Sports, Leisure, Athletics	5	\$40,886	\$30,000	—	\$41,430	—	\$50,000

Human or Social Services by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	10	\$37,165	\$32,000	\$33,500	\$38,075	\$40,000	\$42,500
\$1 Million to \$2.9 Million	9	\$54,038	\$35,000	\$40,000	\$55,000	\$62,000	\$75,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	5	\$47,400	\$32,000	—	\$40,000	—	\$80,000
Human or Social Services OTHER	5	\$42,560	\$30,000	—	\$40,000	—	\$54,000

Chief Financial Officer (CFO)

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	22	\$80,545	\$38,600	\$52,375	\$72,500	\$88,750	\$160,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	5	\$66,680	\$45,000	—	\$63,900	—	\$90,000
31-99 FT staff	7	\$76,243	\$40,000	\$66,602	\$70,000	\$82,500	\$125,500
100 or more staff	6	\$121,514	\$75,000	\$92,522	\$129,543	\$148,500	\$160,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$61,015	\$40,000	\$50,000	\$63,900	\$66,602	\$90,000
\$3 Million to \$4.9 Million	4	\$71,750	\$40,000	—	\$60,750	—	\$125,500
Greater than \$10 Million	6	\$121,514	\$75,000	\$92,522	\$129,543	\$148,500	\$160,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	15	\$73,333	\$38,600	\$57,700	\$70,000	\$85,000	\$125,500

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	5	\$66,421	\$45,000	—	\$65,000	—	\$90,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$76,250	\$65,000	—	\$77,500	—	\$85,000

Controller / Accountant**All Full-time Responses**

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	14	\$50,801	\$31,000	\$39,470	\$52,500	\$59,209	\$82,025

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
31-99 FT staff	6	\$46,064	\$35,000	\$39,470	\$46,939	\$51,500	\$57,503
100 or more staff	4	\$63,659	\$53,000	—	\$59,806	—	\$82,025

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Greater than \$10 Million	4	\$63,659	\$53,000	—	\$59,806	—	\$82,025

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$53,222	\$31,200	\$45,409	\$54,752	\$59,209	\$82,025

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Mental Health or Crisis Intervention	4	\$50,079	\$31,200	—	\$54,752	—	\$59,612

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	5	\$14.54	\$11.11	—	\$12.82	—	\$19.23

Clerk / Bookkeeper

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	18	\$37,453	\$25,500	\$33,850	\$35,000	\$39,400	\$70,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	4	\$37,740	\$26,228	—	\$34,000	—	\$56,730
31-99 FT staff	4	\$34,062	\$27,048	—	\$34,600	—	\$40,000
100 or more staff	7	\$41,263	\$33,800	\$34,500	\$35,360	\$40,341	\$70,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	7	\$36,823	\$26,228	\$31,100	\$35,000	\$38,801	\$56,730
Greater than \$10 Million	7	\$41,263	\$33,800	\$34,500	\$35,360	\$40,341	\$70,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	12	\$36,199	\$25,500	\$32,262	\$35,000	\$40,000	\$56,730
Health, Disease, Disorders	4	\$41,790	\$28,000	—	\$34,580	—	\$70,000

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	5	\$38,432	\$26,228	—	\$35,000	—	\$56,730
Greater than \$10 Million	4	\$37,420	\$34,000	—	\$35,500	—	\$44,681

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$36,500	\$35,000	—	\$35,500	—	\$40,000

Clerk / Bookkeeper

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	10	\$17.59	\$8.00	\$12.73	\$14.71	\$21.50	\$36.06

by Staff Size

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	5	\$17.42	\$8.00	—	\$20.00	—	\$22.12

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$16.03	\$8.00	—	\$17.00	—	\$22.12

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$18.58	\$12.00	\$12.73	\$14.50	\$20.34	\$36.06

VP / Director of Development

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	16	\$59,986	\$37,450	\$45,000	\$51,696	\$67,873	\$120,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	4	\$54,500	\$40,000	—	\$55,500	—	\$67,000
100 or more staff	5	\$79,700	\$51,500	—	\$80,000	—	\$120,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$48,964	\$37,450	\$41,500	\$48,720	\$51,779	\$67,000
Greater than \$10 Million	5	\$79,700	\$51,500	—	\$80,000	—	\$120,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	8	\$59,555	\$37,450	\$40,000	\$50,750	\$67,873	\$120,000

Office Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	13	\$35,227	\$24,000	\$29,870	\$34,819	\$40,000	\$60,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$32,855	\$27,000	—	\$33,410	—	\$37,601

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$35,860	\$24,000	—	\$37,601	—	\$42,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	6	\$32,088	\$24,960	\$29,903	\$31,000	\$34,400	\$40,500

Secretary / Administrative Support

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	24	\$27,172	\$18,346	\$24,205	\$26,250	\$30,625	\$38,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT staff	7	\$25,827	\$20,000	\$23,804	\$25,000	\$26,500	\$35,184
31-99 FT staff	6	\$27,813	\$25,000	\$26,125	\$26,562	\$27,472	\$35,000
100 or more staff	6	\$30,629	\$24,273	\$26,375	\$30,750	\$34,000	\$38,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	5	\$22,678	\$18,346	—	\$18,720	—	\$37,960
\$1 Million to \$2.9 Million	8	\$26,824	\$23,608	\$24,750	\$26,250	\$27,075	\$35,184
\$3 Million to \$4.9 Million	4	\$26,345	\$25,000	—	\$26,312	—	\$27,755
Greater than \$10 Million	6	\$30,629	\$24,273	\$26,375	\$30,750	\$34,000	\$38,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	16	\$26,599	\$18,346	\$24,205	\$26,000	\$27,414	\$35,184

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	7	\$26,799	\$23,608	\$24,500	\$26,000	\$26,900	\$35,184

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$30,000	\$25,000	—	\$30,000	—	\$35,000

All Part-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	7	\$11.05	\$5.77	\$8.57	\$9.00	\$14.71	\$16.03

Facility / Maintenance Manager

All Full-time Responses

POSITION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Facility / Maintenance Manager	18	\$44,105	\$25,000	\$28,046	\$41,000	\$56,494	\$70,000

by Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-5 FT staff	4	\$30,125	\$25,000	—	\$25,750	—	\$44,000
11-30 FT staff	4	\$40,682	\$26,728	—	\$33,500	—	\$69,000
100 or more staff	5	\$52,332	\$35,000	—	\$56,000	—	\$70,000

by Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 to \$999,000	4	\$30,125	\$25,000	—	\$25,750	—	\$44,000
\$1 Million to \$2.9 Million	4	\$29,682	\$25,000	—	\$29,364	—	\$35,000
Greater than \$10 Million	5	\$52,332	\$35,000	—	\$56,000	—	\$70,000

by Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human or Social Services	10	\$44,939	\$25,000	\$32,750	\$36,500	\$61,415	\$70,000

by Secondary Work Classification

HUMAN OR SOCIAL SERVICES	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	4	\$43,750	\$32,000	—	\$36,500	—	\$70,000