
2011 Compensation and Benefits Survey Report

Sponsored by:

The Center
for nonprofit resources

Prepared by:
FINDLEY DAVIES
consultants in human resources

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Survey Overview

The 2011 Compensation and Benefits Survey is sponsored by The Center for Nonprofit Resources and prepared by Findley Davies, Inc. The survey was distributed to approximately 400 organizations, and completed by ninety-seven 501(c)(3) tax-exempt organizations located primarily in the Northwest Ohio region. Compensation and benefit data was collected in September 2011.

The intent is to conduct this survey annually. Modifications to scope and content of this survey will be considered based on participant feedback.

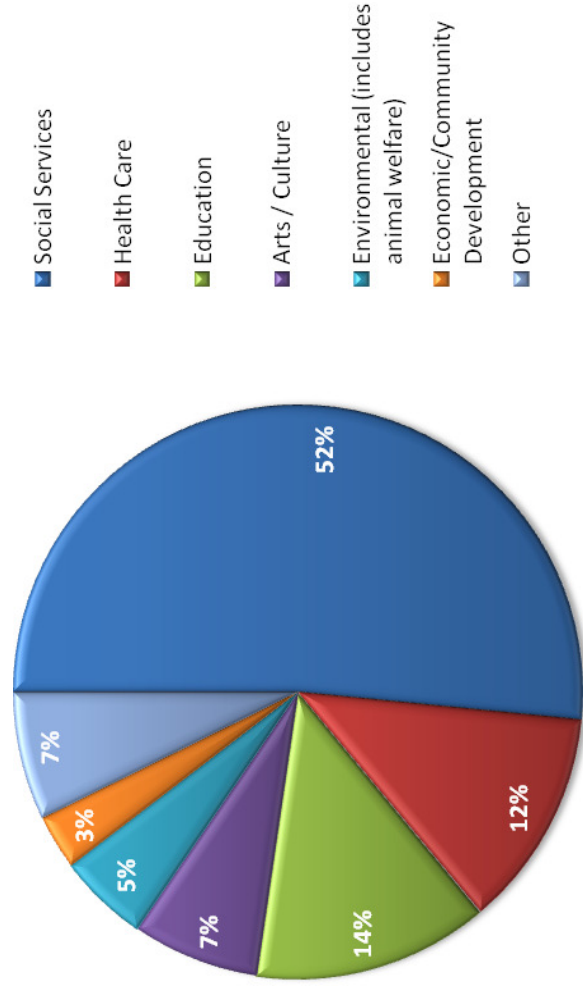
Number of Organizations	Total Organization Summary Operating Budget		
	25 th Percentile	Median	75 th Percentile
97	\$226,616	\$727,000	\$2,774,739
			Average
			\$4,822,286

The budget size and service group profiles of participating organizations are summarized on the following pages.

Survey Overview, continued

Service Group Breakdown

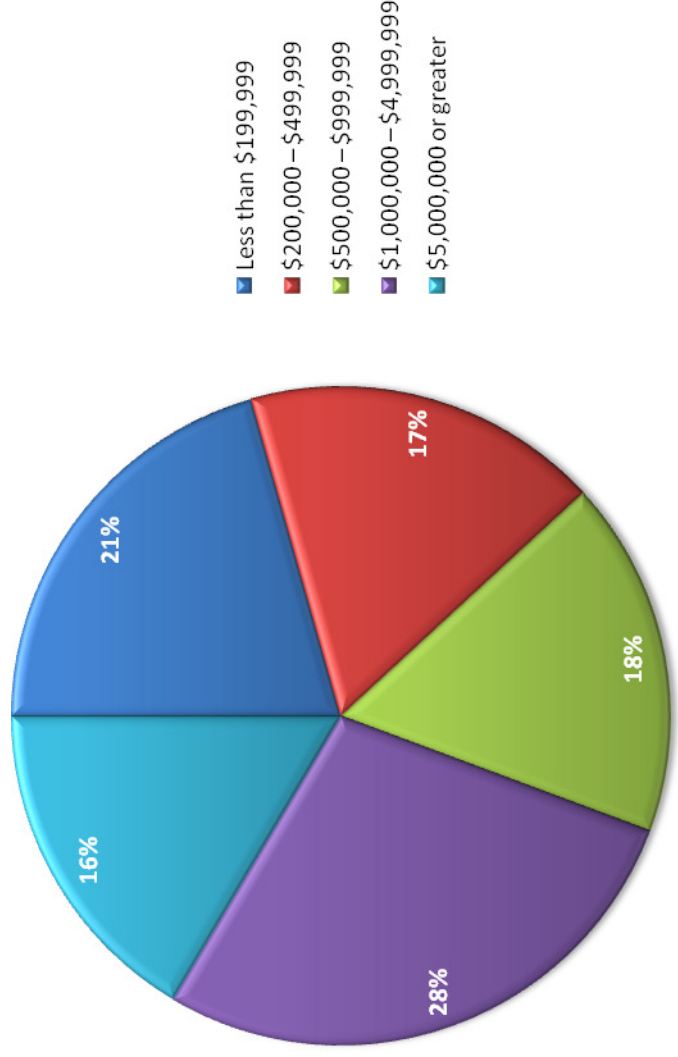
Service Group	# of Orgs	Median Operating Budget
Social Services	50	\$652,387
Health Care	12	\$1,272,000
Education	13	\$779,500
Arts/Culture	7	\$674,450
Environmental (includes animal welfare)	5	\$1,493,665
Economic/Community Development	3	\$2,214,000
Other	7	\$1,500,000



Survey Overview, continued

Operating Budget Breakdown

Annual Operating Budget	# of Orgs	Median Operating Budget
Less than \$199,999	20	\$117,500
\$200,000 – \$499,999	17	\$293,720
\$500,000 – \$999,999	17	\$689,773
\$1,000,000 – \$4,999,999	27	\$1,888,074
\$5,000,000 or greater	16	\$12,154,681



Survey overview, continued

Survey results and reference information are presented in the following report sections:

<p>Section I</p>	<p>Reports 2011 cash compensation paid for selected benchmark positions within the following groups:</p> <ul style="list-style-type: none"> • Senior Management • Functional Management • Staff positions <p>Data cuts are presented by:</p> <ul style="list-style-type: none"> • All participating organizations • Budget size • Service group
<p>Section II</p>	<p>Reports 2011 employee benefit plan practices for:</p> <ul style="list-style-type: none"> • Group benefits (i.e., health, disability, and life) • Retirement benefits • Paid time-off <p>Given the level of participation and response rates to survey questions, data is summarized for all participating organizations.</p>
<p>Section III</p>	<p>Reports management perquisites and personal benefit practices, Data is summarized for all participating organizations.</p>
<p>Appendix A</p>	<p>Definitions of terms and survey job descriptions</p>
<p>Appendix B</p>	<p>List of participating organizations</p>

Data Confidentiality

The confidentiality of organization-specific responses and data is strictly protected by the survey preparer, Findley Davies, Inc. Report data is presented in aggregate form to protect the confidentiality of participating organizations.

Survey overview, continued

Data Sufficiency and Reporting

Cash compensation (Section I)

Cash compensation values are reported for each benchmark position in Section I in the aggregate for all participating organizations, by service groups, and budget tiers. Where the response rate for a given position is at least five organizations, both percentile and average values are reported. Where more than one but less than five organizations report compensation for a given position, only average pay values are reported. Where data is not reported for these reasons, “ISD” (insufficient data) is displayed. Where no organizations report data for a given position, “No Position Match” is displayed.

Reported median (i.e., 50th percentile) and average base pay values may differ significantly for certain positions given the distribution of values reported. Pay values for a given position reported for all organizations and by budget tier may also differ significantly given the size composition of all organizations and within each service group or budget size group.

Benefit practices (Sections II and III)

Given the lack of sufficient valid responses to individual questions, data is reported in the aggregate for all participating organizations.

Questions relating to the content of this survey report should be referred to:

Kate Smith
Director of Programming
The Center for Nonprofit Resources
(419) 241-9513
kate@c4npr.org

SECTION I

Section I

Cash Compensation – Senior Management Positions All Organizations

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
CEO	91	94*	51,000	64,251	87,862	75,881	3	3.3%	100%	-	-	-	18.0%
COO	15	16*	60,191	69,000	95,407	77,032	0	0.0%	-	-	-	-	-
CFO	30	30	50,000	66,009	81,445	66,625	0	0.0%	-	-	-	-	-
Top Development Director	23	23	47,503	58,575	65,000	62,790	2	8.7%	100%	-	-	-	8.0%
Top Human Resources Director	12	12	58,475	65,162	79,955	68,312	0	0.0%	-	-	-	-	-
Top IT Director	8	9*	56,575	65,814	69,518	64,069	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	12	12	53,192	62,350	66,250	61,462	0	0.0%	-	-	-	-	-
Top Program/Services Director	30	49*	39,640	50,902	64,101	53,537	1	3.3%	100%	-	-	-	10.0%

*Multiple incumbents reported at a single organization

Section I

Cash Compensation – Functional Manager Positions

All Organizations

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			Other	
									(Percent of respondents with Plan)				
								Individual Plan	Group Plan	Organization wide Plan			
Accounting Manager/ Controller (not CFO)	23	23	43,625	51,186	60,003	50,973	1	4.4%	100%	-	-	-	10.0%
Program/ Services Manager	55	175	32,744	38,895	46,419	40,840	1	1.8%	100%	-	-	-	35.0%
Volunteer Services Manager	18	27	30,966	35,500	39,939	34,470	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	25	25	26,700	35,611	43,333	36,902	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions

All Organizations

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Staff Accountant	23	28	35,116	40,310	43,098	38,369	0	0.0%	-	-	-	-	-
HR Generalist	8	12	37,998	46,375	55,030	45,960	0	0.0%	-	-	-	-	-
Special Events Coordinator	14	14	31,200	33,280	42,750	36,888	0	0.0%	-	-	-	-	-
Marketing/ Communications Specialist	14	16	31,928	34,639	39,193	38,428	0	0.0%	-	-	-	-	-
Fund Development Coordinator	10	11	33,862	51,853	54,368	45,802	0	0.0%	-	-	-	-	-
Grant Writer	12	16	36,215	48,382	62,685	49,760	0	0.0%	-	-	-	-	-
Administrative Assistant	41	62	21,632	27,040	31,970	28,159	0	0.0%	-	-	-	-	-
Bookkeeper	17	19	26,255	33,358	40,399	33,102	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Less than \$199,999 Operating Budget

Section I

Cash Compensation – Senior Management Positions Less than \$199,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			(Percent of respondents with Plan)			Other	
									Individual Plan	Group Plan	Organization wide Plan		
CEO	18	18	36,000	44,000	52,716	44,953	1	5.6%	100%	-	-	-	19.0%
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
CFO	2	2	ISD	ISD	ISD	34,368	0	0.0%	-	-	-	-	-
Top Development Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Human Resources Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top IT Director	1	2	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Program/Services Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

Less than \$199,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Individual Plan	Group Plan	Organization wide Plan	Other	
Accounting Manager/ Controller (not CFO)	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Program/ Services Manager	6	6	23,400	32,812	34,856	30,239	0	0.0%	-	-	-	-	-
Volunteer Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	3	3	ISD	ISD	ISD	21,147	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions

Less than \$199,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan			Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			
									(Percent of respondents with Plan)			
			Individual Plan	Group Plan	Organization wide Plan	Other						
Staff Accountant	No Position Match	-	-	-	-	-	-	-	-	-	-	-
HR Generalist	No Position Match	-	-	-	-	-	-	-	-	-	-	-
Special Events Coordinator	2	2	ISD	ISD	ISD	32,240	0.0%	0	0.0%	-	-	-
Marketing/Communications Specialist	1	1	ISD	ISD	ISD	ISD	0.0%	0	0.0%	-	-	-
Fund Development Coordinator	No Position Match	-	-	-	-	-	-	-	-	-	-	-
Grant Writer	No Position Match	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant	4	4	ISD	ISD	ISD	21,102	0.0%	0	0.0%	-	-	-
Bookkeeper	1	1	ISD	ISD	ISD	ISD	0.0%	0	0.0%	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

\$200,000 - \$499,999 Operating Budget

Section I

Cash Compensation – Senior Management Positions \$200,000 - \$499,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum opportunity award (percent of base salary)
			P25	Median	P75	Avg			(Percent of respondents with Plan)			Other	
									Individual Plan	Group Plan	Organization wide Plan		
CEO	17	19	45,000	52,000	56,000	52,147	1	5.9%	100%	-	-	-	25.0%
COO	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
CFO	1	1	ISD	ISD	ISD	ISD	0	0.0%	0.0%	-	-	-	-
Top Development Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	0.0%	-	-	-	-
Top Human Resources Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top IT Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Marketing/Communications Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Program/Services Director	3	10	ISD	ISD	ISD	33,437	0	0.0%	0.0%	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

\$200,000 - \$499,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Incentive Pay Plan				Average maximum award opportunity (percent of base salary)		
			P25	Median	P75	Avg	Count of organizations with IPP	Percent of organizations with IPP	Form of Plan (Percent of respondents with Plan)				
										Individual Plan	Group Plan	Organization wide Plan	Other
Accounting Manager/ Controller (not CFO)	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Program/ Services Manager	7	8	32,250	36,200	38,750	36,041	1	14.3%	100%	-	-	-	35.0%
Volunteer Services Manager	3	7	ISD	ISD	ISD	28,150	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	2	2	ISD	ISD	ISD	27,980	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions \$200,000 - \$499,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Individual Plan	Form of Plan			
										(% of respondents with Plan)			
Staff Accountant	3	2	ISD	ISD	ISD	22,276	0	0.0%	-	-	-	-	-
HR Generalist	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Special Events Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Fund Development Coordinator	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Grant Writer	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Administrative Assistant	7	8	21,316	21,840	30,410	25,500	0	0.0%	-	-	-	-	-
Bookkeeper	3	3	ISD	ISD	ISD	26,880	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

\$500,000 - \$999,999 Annual Operating Budget

Section I

Cash Compensation – Senior Management Positions \$500,000 - \$999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Incentive Pay Plan (IPP)					Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg	Count of organizations with IPP	Percent of organizations with IPP	Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan		Other
CEO	16	16	53,375	58,350	67,908	60,124	0	0.0%	-	-	-	-	-
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
CFO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Development Director	3	3	ISD	ISD	ISD	51,321	1	33.3%	100%	-	-	-	6.0%
Top Human Resources Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top IT Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Marketing/Communications Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Program/Services Director	6	6	35,955	40,426	43,963	39,243	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

\$500,000 - \$999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan			Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan		Other
Accounting Manager/ Controller (not CFO)	4	4	ISD	ISD	ISD	48,665	0	0.0%	-	-	-	-	-
Program/ Services Manager	13	31	28,000	31,500	42,000	34,740	0	0.0%	-	-	-	-	-
Volunteer Services Manager	2	2	ISD	ISD	ISD	28,590	0	0.0%	-	-	-	-	-
Office/Administrative Services Manager	4	4	ISD	ISD	ISD	28,215	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions

\$500,000 - \$999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			Other	
									Individual Plan	Group Plan	Organization wide Plan		
Staff Accountant	2	2	ISD	ISD	ISD	49,400	0	0.0%	-	-	-	-	-
HR Generalist	1	4	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Special Events Coordinator	2	2	ISD	ISD	ISD	31,080	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	2	2	ISD	ISD	ISD	32,032	0	0.0%	-	-	-	-	-
Fund Development Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Grant Writer	2	2	ISD	ISD	ISD	39,130	0	0.0%	-	-	-	-	-
Administrative Assistant	9	12	20,800	26,229	27,000	25,050	0	0.0%	-	-	-	-	-
Bookkeeper	4	4	ISD	ISD	ISD	39,170	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

\$1,000,000 - \$4,999,999 Annual Operating Budget

Section I

Cash Compensation – Senior Management Positions \$1,000,000 - \$4,999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Individual Plan	Group Plan	Organization wide Plan	Other		
CEO	25	25	73,875	80,172	95,000	83,638	1	4.0%	100%	-	-	-	-	10.0%
COO	7	7	57,563	60,382	65,794	62,957	0	0.0%	-	-	-	-	-	-
CFO	12	12	49,627	54,008	65,000	56,181	0	0.0%	-	-	-	-	-	-
Top Development Director	9	9	42,890	51,300	60,000	52,382	1	11.1%	100%	-	-	-	-	10.0%
Top Human Resources Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
Top IT Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Top Marketing/Communications Director	5	5	40,000	41,766	57,000	46,833	0	0.0%	-	-	-	-	-	-
Top Program/Services Director	12	15	44,998	56,402	62,297	54,141	1	8.3%	100%	-	-	-	-	10.0%

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

\$1,000,000 - \$4,999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)			Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan Form of Plan (Percent of respondents with Plan)			Average maximum award opportunity (percent of base salary)	
			P25	Median	P75			Avg	Individual Plan	Group Plan		Organization wide Plan
Accounting Manager/ Controller (not CFO)	11	11	46,000	53,000	55,332	51,034	9.1%	100%	-	-	-	10.0%
Program/ Services Manager	18	43	36,465	43,087	46,857	43,464	0.0%	-	-	-	-	-
Volunteer Services Manager	6	11	36,750	39,378	39,939	38,120	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	11	11	35,306	42,000	45,650	43,009	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions \$1,000,000 - \$4,999,999 Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Incentive Pay Plan					Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg	Count of organizations with IPP	Percent of organizations with IPP	Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan		Other
Staff Accountant	8	12	31,602	36,585	38,578	35,342	0	0.0%	-	-	-	-	-
HR Generalist	3	3	ISD	ISD	ISD	44,597	0	0.0%	-	-	-	-	-
Special Events Coordinator	4	4	ISD	ISD	ISD	34,820	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	2	2	ISD	ISD	ISD	36,139	0	0.0%	-	-	-	-	-
Fund Development Coordinator	6	6	43,417	51,853	54,234	47,637	0	0.0%	-	-	-	-	-
Grant Writer	5	5	37,000	60,700	68,640	55,168	0	0.0%	-	-	-	-	-
Administrative Assistant	13	15	26,500	28,366	31,990	29,280	0	0.0%	-	-	-	-	-
Bookkeeper	6	7	29,151	33,654	41,106	35,668	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

\$5,000,000 or greater Annual Operating Budget

Section I

Cash Compensation – Senior Management Positions \$5,000,000 or greater Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			(Percent of respondents with Plan)			Other	
									Individual Plan	Group Plan	Organization wide Plan		
CEO	15	16	111,979	127,504	138,083	143,773	0	0.0%	-	-	-	-	-
COO	6	7	93,668	99,707	119,633	107,449	0	0.0%	-	-	-	-	-
CFO	14	14	73,174	81,963	93,286	83,945	0	0.0%	-	-	-	-	-
Top Development Director	10	10	58,931	70,896	98,309	77,550	0	0.0%	-	-	-	-	-
Top Human Resources Director	11	11	57,650	67,995	80,910	68,992	0	0.0%	-	-	-	-	-
Top IT Director	7	7	61,198	67,000	70,480	68,222	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	7	7	63,723	65,000	70,000	71,911	0	0.0%	-	-	-	-	-
Top Program/Services Director	9	18	62,785	67,642	75,952	68,962	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions \$5,000,000 or greater Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Accounting Manager/ Controller (not CFO)	7	7	42,748	61,600	63,500	54,269	0	0.0%	-	-	-	-	-
Program/ Services Manager	11	87	42,654	58,847	60,816	52,593	0	0.0%	-	-	-	-	-
Volunteer Services Manager	6	6	35,500	38,593	41,013	38,047	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	5	5	41,704	43,333	45,739	43,439	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions \$5,000,000 or greater Operating Budget

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan					
									(Percent of respondents with Plan)					
				Individual Plan	Group Plan	Organization wide Plan	Other							
Staff Accountant	10	12	40,299	41,626	47,949	43,413	0	0.0%	-	-	-	-	-	-
HR Generalist	4	5	ISD	ISD	ISD	52,232	0	0.0%	-	-	-	-	-	-
Special Events Coordinator	5	5	36,000	47,500	48,000	43,862	0	0.0%	-	-	-	-	-	-
Marketing/Communications Specialist	8	10	34,050	38,708	52,856	42,322	0	0.0%	-	-	-	-	-	-
Fund Development Coordinator	3	4	ISD	ISD	ISD	47,692	0	0.0%	-	-	-	-	-	-
Grant Writer	4	8	ISD	ISD	ISD	51,914	0	0.0%	-	-	-	-	-	-
Administrative Assistant	8	23	28,834	34,778	41,542	35,689	0	0.0%	-	-	-	-	-	-
Bookkeeper	3	4	ISD	ISD	ISD	33,266	0	0.0%	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Social Services

Section I

Cash Compensation – Senior Management Positions Social Services

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									(Percent of respondents with Plan)			Other	
								Individual Plan	Group Plan	Organization wide Plan			
CEO	49	52	45,000	57,500	80,040	65,722	1	2.0%	100%	-	-	-	19.0%
COO	6	7	63,940	73,000	88,448	75,501	0	0.0%	-	-	-	-	-
CFO	17	17	50,000	55,332	74,778	60,584	0	0.0%	-	-	-	-	-
Top Development Director	6	6	43,445	49,666	61,083	52,247	0	0.0%	-	-	-	-	-
Top Human Resources Director	5	5	56,000	59,300	67,995	62,216	0	0.0%	-	-	-	-	-
Top IT Director	2	2	ISD	ISD	ISD	60,778	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	3	3	ISD	ISD	ISD	47,616	0	0.0%	-	-	-	-	-
Top Program/Services Director	14	29	38,005	44,426	63,650	50,376	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions Social Services

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Accounting Manager/ Controller (not CFO)	9	9	43,250	45,614	48,000	48,287	0	0.0%	-	-	-	-	-
Program/ Services Manager	31	87	31,350	37,860	46,131	39,981	0	0.0%	-	-	-	-	-
Volunteer Services Manager	6	10	28,080	32,199	35,299	31,577	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	14	14	31,403	42,424	45,304	39,636	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Social Services

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan					
									(Percent of respondents with Plan)					
				Individual Plan	Group Plan	Organization wide Plan	Other							
Staff Accountant	13	16	32,136	39,998	41,912	36,025	0	0.0%	-	-	-	-	-	-
HR Generalist	4	7	ISD	ISD	ISD	45,412	0	0.0%	-	-	-	-	-	-
Special Events Coordinator	2	2	ISD	ISD	ISD	31,600	0	0.0%	-	-	-	-	-	-
Marketing/Communications Specialist	5	5	32,240	52,141	55,000	46,080	0	0.0%	-	-	-	-	-	-
Fund Development Coordinator	2	2	ISD	ISD	ISD	36,241	0	0.0%	-	-	-	-	-	-
Grant Writer	5	9	35,360	37,000	68,640	48,470	0	0.0%	-	-	-	-	-	-
Administrative Assistant	22	32	20,850	26,510	30,841	26,743	0	0.0%	-	-	-	-	-	-
Bookkeeper	10	11	25,000	26,520	33,280	28,199	0	0.0%	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Health Care

Section I

Cash Compensation – Senior Management Positions Health Care

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan	Other	
CEO	12	12	57,305	80,086	100,000	81,198	1	8.3%	100%	-	-	-	10.0%
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
CFO	6	6	52,943	72,500	87,500	70,174	0	0.0%	-	-	-	-	-
Top Development Director	4	4	ISD	ISD	ISD	67,625	1	25.0%	100%	-	-	-	10.0%
Top Human Resources Director	2	2	ISD	ISD	ISD	88,688	0	0.0%	-	-	-	-	-
Top IT Director	2	2	ISD	ISD	ISD	69,702	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Program/Services Director	5	6	46,824	63,652	75,000	60,236	1	20.0%	100%	-	-	-	10.0%

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions Health Care

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Incentive Pay Plan				Average maximum award opportunity (percent of base salary)		
			P25	Median	P75	Avg	Count of organizations with IPP	Percent of organizations with IPP	Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan		Organization wide Plan	Other
Accounting Manager/ Controller (not CFO)	5	5	51,186	53,000	53,464	52,180	1	20.0%	100%	-	-	-	10.0%
Program/ Services Manager	5	45	34,424	35,685	35,984	40,819	0	0.0%	0.0%	-	-	-	-
Volunteer Services Manager	3	3	ISD	ISD	ISD	36,442	0	0.0%	0.0%	-	-	-	-
Office/ Administrative Services Manager	5	5	31,000	34,688	41,704	39,678	0	0.0%	0.0%	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Health Care

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan			Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan		Other
Staff Accountant	2	3	ISD	ISD	ISD	40,798	0	0.0%	-	-	-	-	-
HR Generalist	2	3	ISD	ISD	ISD	35,995	0	0.0%	-	-	-	-	-
Special Events Coordinator	5	5	31,200	35,000	45,000	39,654	0	0.0%	-	-	-	-	-
Marketing/ Communications Specialist	2	2	ISD	ISD	ISD	29,912	0	0.0%	-	-	-	-	-
Fund Development Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Grant Writer	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Administrative Assistant	8	11	25,875	28,183	30,680	28,405	0	0.0%	-	-	-	-	-
Bookkeeper	2	3	ISD	ISD	ISD	45,800	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Education

Section I

Cash Compensation – Senior Management Positions

Education

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan	Other	
CEO	10	10	53,000	58,850	80,324	82,183	1	10.0%	100%	-	-	-	25.0%
COO	2	2	ISD	ISD	ISD	35,540	0	0.0%	-	-	-	-	-
CFO	2	2	ISD	ISD	ISD	93,173	0	0.0%	-	-	-	-	-
Top Development Director	4	4	ISD	ISD	ISD	64,719	1	25.0%	100%	-	-	-	6.0%
Top Human Resources Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top IT Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	2	2	ISD	ISD	ISD	59,800	0	0.0%	-	-	-	-	-
Top Program/Services Director	4	4	ISD	ISD	ISD	49,326	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

Education

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									(Percent of respondents with Plan)				
								Individual Plan	Group Plan	Organization wide Plan	Other		
Accounting Manager/ Controller (not CFO)	2	2	ISD	ISD	ISD	59,150	0	0.0%	0.0%	-	-	-	-
Program/ Services Manager	6	16	35,324	43,411	44,873	40,818	1	16.7%	100%	-	-	-	35.0%
Volunteer Services Manager	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Office/ Administrative Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Education

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Staff Accountant	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
HR Generalist	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Special Events Coordinator	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Marketing/Communications Specialist	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Fund Development Coordinator	2	2	ISD	ISD	ISD	41,080	0	0.0%	-	-	-	-	-
Grant Writer	3	3	ISD	ISD	ISD	49,500	0	0.0%	-	-	-	-	-
Administrative Assistant	3	3	ISD	ISD	ISD	26,476	0	0.0%	-	-	-	-	-
Bookkeeper	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Arts/Culture

Section I

Cash Compensation – Senior Management Positions Arts/Culture

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			(Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
CEO	5	5	54,000	67,210	130,000	124,707	0	0.0%	-	-	-	-	-
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
CFO	2	2	ISD	ISD	ISD	77,283	0	0.0%	-	-	-	-	-
Top Development Director	4	4	ISD	ISD	ISD	65,263	0	0.0%	-	-	-	-	-
Top Human Resources Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top IT Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	2	2	ISD	ISD	ISD	67,500	0	0.0%	-	-	-	-	-
Top Program/Services Director	3	3	ISD	ISD	ISD	52,869	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions Arts/Culture

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan			Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan		Other
Accounting Manager/ Controller (not CFO)	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Program/ Services Manager	2	9	ISD	ISD	ISD	47,306	0	0.0%	-	-	-	-	-
Volunteer Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	2	2	ISD	ISD	ISD	21,320	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Arts/Culture

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Staff Accountant	3	3	ISD	ISD	ISD	47,003	0	0.0%	-	-	-	-	-
HR Generalist	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Special Events Coordinator	2	2	ISD	ISD	ISD	47,750	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	2	2	ISD	ISD	ISD	37,296	0	0.0%	-	-	-	-	-
Fund Development Coordinator	2	3	ISD	ISD	ISD	39,538	0	0.0%	-	-	-	-	-
Grant Writer	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Administrative Assistant	3	8	ISD	ISD	ISD	31,844	0	0.0%	-	-	-	-	-
Bookkeeper	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Environmental (includes animal welfare)

Section I

Cash Compensation – Senior Management Positions

Environmental (includes animal welfare)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			(Percent of respondents with Plan)			Other		
CEO	5	5	65,000	82,500	88,000	93,700	0	0.0%	-	-	-	-	-	-
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
CFO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
Top Development Director	2	2	ISD	ISD	ISD	76,000	0	0.0%	-	-	-	-	-	-
Top Human Resources Director	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
Top IT Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Top Marketing/Communications Director	2	2	ISD	ISD	ISD	55,883	0	0.0%	-	-	-	-	-	-
Top Program/Services Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

Environmental (includes animal welfare)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan (Percent of respondents with Plan)				
									Individual Plan	Group Plan	Organization wide Plan	Other	
Accounting Manager/ Controller (not CFO)	2	2	ISD	ISD	ISD	41,500	0	0.0%	-	-	-	-	-
Program/ Services Manager	5	5	35,000	36,200	46,426	42,165	0	0.0%	-	-	-	-	-
Volunteer Services Manager	3	3	ISD	ISD	ISD	35,629	0	0.0%	-	-	-	-	-
Office/ Administrative Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions

Environmental (includes animal welfare)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			Other	
									Individual Plan	Group Plan	Organization wide Plan		
Staff Accountant	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
HR Generalist	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Special Events Coordinator	3	3	ISD	ISD	ISD	31,760	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	3	3	ISD	ISD	ISD	32,453	0	0.0%	-	-	-	-	-
Fund Development Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Grant Writer	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant	2	2	ISD	ISD	ISD	37,020	0	0.0%	-	-	-	-	-
Bookkeeper	2	2	ISD	ISD	ISD	35,266	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Economic/Community Development

Section I

Cash Compensation – Senior Management Positions Economic/Community Development

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Incentive Pay Plan (IPP)					Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg	Count of organizations with IPP	Percent of organizations with IPP	Form of Plan				
									Individual Plan	Group Plan	Organization wide Plan		Other
CEO	3	3	ISD	ISD	ISD	66,789	0	0.0%	-	-	-	-	-
COO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
CFO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Development Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Human Resources Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top IT Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Marketing/Communications Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Top Program/Services Director	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

Economic/Community Development

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			Other	
									(Percent of respondents with Plan)				
								Individual Plan	Group Plan	Organization wide Plan			
Accounting Manager/ Controller (not CFO)	2	2	ISD	ISD	ISD	45,138	0	0.0%	-	-	-	-	
Program/ Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	
Volunteer Services Manager	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	
Office/ Administrative Services Manager	2	2	ISD	ISD	ISD	27,560	0	0.0%	-	-	-	-	

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Economic/Community Development

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)	
			P25	Median	P75	Avg			Form of Plan					
									(Percent of respondents with Plan)					
				Individual Plan	Group Plan	Organization wide Plan	Other							
Staff Accountant	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
HR Generalist	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Events Coordinator	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing/Communications Specialist	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Fund Development Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
Grant Writer	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-	-
Bookkeeper	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Other

Section I

Cash Compensation – Senior Management Positions

Other (not listed above)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan (IPP)				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			(Percent of respondents with Plan)			Other	
									Individual Plan	Group Plan	Organization wide Plan		
CEO	7	7	64,500	77,233	107,495	85,170	0	0.0%	-	-	-	-	-
COO	3	3	ISD	ISD	ISD	73,638	0	0.0%	-	-	-	-	-
CFO	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Top Development Director	3	3	ISD	ISD	ISD	62,752	0	0.0%	-	-	-	-	-
Top Human Resources Director	2	2	ISD	ISD	ISD	56,481	0	0.0%	-	-	-	-	-
Top IT Director	2	3	ISD	ISD	ISD	49,814	0	0.0%	-	-	-	-	-
Top Marketing/Communications Director	2	2	ISD	ISD	ISD	59,750	0	0.0%	-	-	-	-	-
Top Program/Services Director	3	6	61,393	62,785	68,018	65,345	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Functional Manager Positions

Other (not listed above)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan			Other	
									(Percent of respondents with Plan)				
								Individual Plan	Group Plan	Organization wide Plan			
Accounting Manager/ Controller (not CFO)	2	2	ISD	ISD	ISD	63,458	0	0.0%	-	-	-	-	-
Program/ Services Manager	5	12	40,467	42,000	47,000	43,672	0	0.0%	-	-	-	-	-
Volunteer Services Manager	4	9	ISD	ISD	ISD	39,458	0	0.0%	-	-	-	-	-
Office/Administrative Services Manager	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

Section I

Cash Compensation – Staff Positions Other (not listed above)

Position	Number of Organizations	Number of Incumbents	Annual Base Salary (All Incumbents)				Count of organizations with IPP	Percent of organizations with IPP	Incentive Pay Plan				Average maximum award opportunity (percent of base salary)
			P25	Median	P75	Avg			Form of Plan				
									(Percent of respondents with Plan)				
								Individual Plan	Group Plan	Organization wide Plan	Other		
Staff Accountant	3	4	ISD	ISD	ISD	37,980	0	0.0%	-	-	-	-	-
HR Generalist	No Position Match	-	-	-	-	-	-	-	-	-	-	-	-
Special Events Coordinator	2	2	ISD	ISD	ISD	32,090	0	0.0%	-	-	-	-	-
Marketing/Communications Specialist	1	3	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Fund Development Coordinator	1	1	ISD	ISD	ISD	ISD	0	0.0%	-	-	-	-	-
Grant Writer	2	2	ISD	ISD	ISD	62,002	0	0.0%	-	-	-	-	-
Administrative Assistant	2	5	ISD	ISD	ISD	28,964	0	0.0%	-	-	-	-	-
Bookkeeper	2	2	ISD	ISD	ISD	35,620	0	0.0%	-	-	-	-	-

Insufficient Data (ISD) is reported where less than five organizations responded. Average cash compensation is reported where more than one, but less than five organizations responded.

SECTION II

Section II

Group Benefits All Organizations

Reporting organizations offering voluntary supplemental benefits where 100% of the premium is paid by employee.		# Orgs	% Orgs
		39	40.2%
Benefit Plan	Eligibility (Percent of responding organizations)		Premium Sharing (Full time employees) (Percent of responding organizations providing benefit)
	Provides benefit to Full-time employees	Provides benefit to Part-time employees	Employer pays 100%
Medical/Rx	71.1%	20.6%	15.9%
Dental	44.3%	13.4%	18.6%
Vision	28.9%	11.3%	17.9%
Short-Term Disability	18.6%	6.2%	77.8%
Long-Term Disability	38.1%	12.4%	83.8%
Group-Term Life	48.5%	11.3%	85.1%
			Employer and Employee share premium cost
			84.1%
			81.4%
			82.1%
			22.2%
			16.2%
			17%

Section II

Medical Benefits All Organizations

Reporting organizations providing medical benefits to full-time employees		# Orgs	% Orgs		
		69	71.1%		
Medical plan offered	Percent of organizations providing medical plan to eligible employees	Average percent of premium cost paid by Employee		Average maximum annual out-of-pocket expense (deductible + co-insurance)	
		Employee only coverage	Family coverage		Employee only coverage
PPO	63.8%	25.1%	39.6%	\$ 2,255	\$ 4,839
HMO	24.6%	38.7%	52.9%	\$ 2,291	\$ 5,055
Consumer Driven High Deductible - HSA	20.3%	27.9%	33.9%	\$ 3,273	\$ 6,227
Consumer Driven High Deductible - HRA	5.8%	11.0%	17.0%	ISD	ISD

ISD: One reporting organization

Section II

Retirement Benefits

All Reporting Organizations

Reporting organizations providing retirement benefits to full-time employees		
	# Orgs	% Orgs
	37	38.1%
Form of retirement benefit provided to full-time employees		
	% Org	
Defined Contribution Plan only	89.2%	
Defined Benefit/Pension Plan only	8.1%	
Combination of Defined Benefit and Defined Contribution Plans	2.7%	

Form of contributions made for organizations providing a Defined Contribution plan	
Form of Contribution	% Orgs
Pre-tax employee salary deferral	91.9%
After-tax Roth contributions	16.2%
Employer matching contributions	78.4%
Employer non-elective contributions	27.0%

Section II

Retirement Benefits, continued

All Reporting Organizations

Maximum employer matching contribution as percent of employee compensation	
Maximum contribution rate	Percent of organizations reporting employer match
< 1%	3.4%
1% to < 2%	20.7%
2% to < 3%	13.8%
3% to < 4%	27.6%
4% to < 5%	10.3%
5% to < 6%	10.3%
6% or >	13.8%

Employer non-elective contributions made by organizations providing Defined Contribution Plan	
Annual contribution rate	Percent of organizations making non-elective contributions
< 1%	10.0%
1% to < 2%	0.0%
2% to < 3%	40.0%
3% to < 4%	30.0%
4% to < 5%	0.0%
5% to < 6%	10.0%
6% or >	10.0%

Total Retirement Benefit Expense as percent of covered payroll	
Expense as percent of payroll	Percent of organizations with retirement benefit
< 2%	21.9%
2% to < 4%	43.8%
4% to < 6%	18.8%
6% to < 8%	0.0%
8% or >	15.6%

Section II

Paid Time-Off Benefits

All Reporting Organizations

Paid Time-off policy structure	% Orgs
PTO pool structure (i.e., combined under single pool)	14%
Traditional structure (i.e., separate paid time-off policies)	65%
No formal paid time-off policy structure	21%

Average reported paid holidays	8
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PTO POOL STRUCTURE	
Included in PTO pool	Percent of organizations that include in PTO Pool
Vacation	100%
Sick pay	93%
Personal days	86%
Other	7%

TRADITIONAL PAID TIME-OFF STRUCTURE	
Policy	Percent of organizations with separate paid time policies
Vacation	84%
Sick pay	60%
Personal days	95%
Other	3%

Service	Average number of paid days	Median number of paid days
6 months	9	6
1 year	14	15
3 years	17	18
5 years	19	20
10 years	23	25
15 years	24	25

Service	Average number of paid vacation days	Average number of paid sick days	Average number of paid personal days
6 months	4	4	3
1 year	10	9	4
3 years	12	9	4
5 years	15	10	5
10 years	18	10	5
15 years	19	10	5

20 + years	25	27	20	10	5
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Section II

Perquisites & Management Benefits

All Organizations

Reporting organizations providing a 457(b) Plan		# Orgs	% Orgs
		7	7.22%

Type of contribution made to 457(b) plan	% Orgs
Employee only contributions	57%
Employer only contributions	29%
Employee and Employer contributions	14%

Number of responding organizations providing supplemental benefits and perquisites to management employees												
Management Position	# of orgs with position	None provided	Supplemental Retirement Benefit	Restoration Retirement Benefit	100% Salary continuation (sick pay)	Supplemental LTD	Supplemental Life	Supplemental Vacation	Club Memberships	Assoc. Dues Paid	Car or Car Allowance	Executive Physical
CEO	91	48	2	0	3	5	5	6	9	18	9	0
COO	15	11	0	0	1	0	1	0	0	1	1	0
CFO	30	23	1	0	2	1	1	1	0	2	0	0
Top Development Director	23	12	0	0	2	0	2	0	1	5	1	0
Top Human Resources Director	12	9	0	0	2	0	1	0	0	1	0	0
Top IT Director	8	5	0	0	1	0	1	0	0	1	0	0
Top Marketing/Communications Director	17	7	0	0	1	1	1	0	0	0	0	0
Top Program/Services Director	30	18	0	0	3	1	1	1	0	7	2	0

APPENDICES

Appendix A

Report Terminology

The following are definitions or explanations of certain terms referenced in the report tables:

Section I

Cash compensation table

- *Average salary*: The average of the array of annual salary values reported by organizations for each position.
- *50th percentile salary*: The median or mid-value of the annual salary values reported by organizations for each position.
- *25th percentile salary*: Salary from the array of reported average salaries for the position where 25% of the reported values are lower than this value.
- *75th percentile salary*: Salary from the array of reported average salaries for the position where 75% of the reported values are lower than this value.

Section II

Group Benefits table

- *Formal Plan*: A plan structure which is insured or self-funded.
- *Fixed Dollar Account*: A plan structure in which employer-funded fixed-dollar contributions are applied to eligible expenses.

Medical Benefits table

- *PPO*: Preferred Provider Organization.
- *HMO*: Health Maintenance Organization.
- *Consumer-Directed Health Plan*: A health plan with a high deductible combined with a savings account option, which enrollees can use to pay for routine health expenses with tax-preferred funds.
- *HSA*: Health Savings Account.
- *HRA*: Health Reimbursement Arrangement.
- *Employee Only Coverage*: Coverage for only the eligible employee.
- *Family Coverage*: Coverage for the employee and eligible dependents.

Appendix A, continued

Paid Time-Off table

- **Traditional Structure:** A paid time-off structure in which separate policies are maintained for each paid time-off category (i.e. vacation, personal, sick, etc.) and each employee is allocated a certain number of paid days off in each category – usually based on years of service within the organization.
- **PTO Pool Structure:** A paid time-off structure in which each paid time-off category (i.e. vacation, personal, sick, etc.) is combined into one pool of available time-off, subject to utilization-policies.

Retirement Benefits table

- **Defined Contribution plan:** A retirement plan in which an individual “account” is established for each participant in the plan. Contributions are made to the plan by the employee or employer based on a specified percentage, and not based on an expected retirement benefit.
- **Defined Benefit plan:** A retirement plan established to pay a fixed benefit amount to participants upon retirement.
- **Maximum Employer Matching Contributions:** The maximum employer matching contribution, expressed as a percentage of employee compensation.
- **Maximum Non-elective Contributions:** The maximum amount the employer contributes to a participant’s retirement plan, regardless of participant’s elective deferral contribution.

Section III

Management Benefits table

- **457(b) plan:** A nonqualified, tax-advantaged, deferred compensation retirement plan available to a select group of management, or highly-compensated employees.
- **Supplemental Executive Retirement Plan (SERP):** A type of nonqualified, deferred compensation plan intended to provide a supplemental benefit in addition to any qualified benefit provided.
- **Restoration Benefit plan:** A nonqualified, deferred compensation plan that restores benefits lost due to statutory compensation and/or benefit limits.
- **Salary Continuation plan:** A plan which pays up to 100% of an employee’s salary during all or a portion of a disability period.

Appendix A, continued

Job Descriptions

The following are descriptions of positions referenced in the report tables:

Top/Senior Management <i>(Member of top management team or director level position with organization-wide accountability for referenced function)</i>	
CEO/ Executive Director	Reports to the board of trustees and is accountable for providing leadership on the development and implementation of the organization's mission, values, strategies and performance goals. Creates and implements the organization's programs and services and related policies through the management team. Monitors and reports performance and status on strategic initiatives and goals to the board. Represents the organization in interactions with the community.
COO (Chief Operating Officer)	Plans and coordinates the activities of line and staff toward the achievement of established goals. Responsible for the design and operation of systems that deliver the organization's services. Provides direction and evaluates effectiveness of operations to ensure attainment of the organization's objectives. <i>Normally reports to the CEO/Executive Director</i>
CFO (Chief Financial Officer)	Plans, directs, and controls the financial affairs of the organization. Creates economic goals and establishes procedures for maximum efficiency. May authorize and sign documents regarding monetary transactions. Directs the receipt, disbursement, and expenditure of money. Directs the preparation of budgets, forecasts, and reports. Reviews reports with current financial status, and makes revisions to the budget. <i>Normally reports to the CEO/Executive Director</i>
Top Development Director	Directs the development program for the organization that normally includes annual, planned, and major gifts. May also manage the preparation of grant proposals, direct mail campaigns, and special fundraising events. Develops goals and strategies for all fundraising campaigns. Fosters relationships with donors and prospective donors. Leads and directs the work of other staff members with fundraising accountabilities. This is the top fundraising executive for the organization. <i>Normally reports to the CEO/Executive Director</i>
Top Human Resources Director	Establishes and controls the human resources management function. Develops and manages the implementation and administration of human resource management programs, policies, and procedures in support of the organization's mission, values, and goals. Accountable for managing change and culture that creates employee engagement. Responsible for compliance with statutory and regulatory requirements relating to human resource management programs and practices. <i>Normally reports to the CEO/Executive Director, COO, or CFO</i>

Appendix A, continued

Top/Senior Management, cont'd	
Top IT Director	<p>Directs and administers all areas of the organization's information systems department. Creates strategic goals in conjunction with the organization's established objectives. Keeps informed of new developments in information systems technology, and determines specific upgrades necessary for management. This is the top IT management position for the organization.</p> <p><i>Normally reports to the CEO/Executive Director, COO, or CFO</i></p>
Top Marketing/Communications Director	<p>Conducts the marketing or service activities of the organization. Coordinates the efforts of representatives to promote effective customer relations. Controls the course of advertising and marketing campaigns. Establishes a system for tracking work activities and effectiveness of current status, and provides this information to management. May also recruit, hire and train staff, and assess employee performance. This is the top marketing/communications management position for the organization.</p> <p><i>Normally reports to the CEO/Executive Director or COO</i></p>
Top Program/Services Director	<p>Oversees all programs and services of the organization to ensure alignment with the organization's goals and objectives. Selects staff for successful operation of the program and directs program activities. Monitors progress, and makes revisions to programs and services to improve effectiveness. Prepares program reports for management and board review. Regulates expenditures in line with budget allocations. This is the top program/services management position for the organization.</p> <p><i>Normally reports to the CEO/Executive Director</i></p>

Appendix A, continued

Functional Managers <i>(Generally reports to a member of the Top Management Team)</i>	
Accounting Manager/Controllor	<p>Manages the design and maintenance of the organization's accounting principles, practices, and procedures for the maintenance of fiscal records and financial reports. Analyzes and interprets statistical data which would affect the organization. Prepares and reviews summaries regarding financial areas of the organization. May conduct research concerning financial trends and suggest corrective measures.</p> <p><i>Normally reports to the CFO or if there is no CFO to the CEO/Executive Director</i></p>
Program/Services Manager	<p>Responsible for supervising and administering a program of the agency, which may include planning, developing and coordinating the activity of this program and it's department with other agency programs. This may be a multi-incumbent position, depending on the size of the organization and scope of services delivered.</p> <p><i>Normally reports to the top program/services management position</i></p>
Volunteer Services Manager	<p>Directs volunteer program in alignment with the needs and objectives of the organization. Oversees recruiting, engagement, and work of volunteers. Develops and administers policies related to volunteer activities. Coordinates training and assigns services to volunteers. May conduct surveys to determine effectiveness of volunteer program. This is normally a single incumbent job.</p> <p><i>Normally reports to a member of the top management team</i></p>
Office/Administrative Services Manager	<p>Develops and administers office administration policies and procedures consistent with the needs of the organization. May provide direction and/or direct supervision to administrative support staff. Ensures the workplace is organized and promotes an efficient work environment. This is normally a single incumbent job.</p> <p><i>Normally reports to the COO or other member of the top management team</i></p>

Appendix A, continued

<p>Staff <i>(Fully proficient level)</i></p>	
<p>Staff Accountant</p>	<p>Applies generally-accepted accounting principles and procedures in working with specialized accounting records and reports. Prepares conventional monthly statements including, balance sheets, profit and loss, and subsidiary statements. Prepares worksheets and monthly journal entries, and analyzes to verify accuracy.</p>
<p>HR Generalist</p>	<p>Performs a variety of analytical activities in HR administration. Administers policies and programs covering several or all of the following: recruiting, compensation, benefits, training, employee and/or labor relations, safety, and personnel research. This is an exempt position under the Fair Labor Standards Act</p>
<p>Special Events Coordinator</p>	<p>Plans and executes special events for the organization. Recommends facility, negotiates contracts, and makes arrangements for food, beverage, audio/visual, transportation, etc. This is an exempt position under the Fair Labor Standards Act</p>
<p>Marketing/Communications Specialist</p>	<p>Assists with planning and coordination of marketing communications and materials. Develops and writes print publications (newsletters, brochures, manuals, etc.). Supports the implementation of marketing strategies, and assists with research and analysis. May assist in determining marketing and promotional needs. This is an exempt position under the Fair Labor Standards Act</p>
<p>Fund Development Coordinator</p>	<p>Coordinates planning, implementation, and maintenance of fund development projects. Analyzes markets, and initiates and coordinates plans requiring specialized communications and marketing techniques. This is an exempt position under the Fair Labor Standards Act</p>
<p>Grant Writer</p>	<p>Responsible for developing proposals for grant requests for the organization. Researches grant requirements and funding sources. This is an exempt position under the Fair Labor Standards Act</p>
<p>Administrative Assistant</p>	<p>Provides a wide variety a clerical and support services. May assist in the preparation of reports regarding operations, personnel, and financial matters. Acts as a liaison with others within the organization.</p>
<p>Bookkeeper</p>	<p>Generally under direction of Accounting Manager or Controller, maintains a complete and systematic set of records of business transactions. Balances general ledgers and prepares reports. Manages receipts, expenditures, and accounts receivable and payable.</p>

Appendix B

Survey Participants

4-H Camp Palmer	Henry County Arts Council	The Black Swamp Conservancy
Adelante, Inc.	Henry County Senior Center	The Cocoon Shelter
Adopt America Network	Hospice of Northwest Ohio	The LEARNING CLUB of Toledo
Adriel	Imagination Station	The Providence Center
Arts Commission of Greater Toledo	International Institute	The Sight Center of NW Ohio
Associated Charities of Lenawee	Josina Lott Residential and Community Services	The Toledo Orchestra Association Inc.
Aurora Project, Inc.	Joyful Connections	The Toledo Zoo
Autism Society of Northwest Ohio	Leadership Toledo, Inc.	The Victory Center
Beach House Inc.	Lourdes University	The Volunteer Center of Erie County
BG Christian Academy	Mary Immaculate School	Thomas M. Wernert Center
Bittersweet, Inc.	Maumee Senior Center	Toledo Area Humane Society
Boys & Girls Clubs of Toledo	Maumee Valley Guidance Center	Toledo Ballet Association, Inc.
Camp Fire USA	Maumee Valley Habitat for Humanity	Toledo Botanical Garden Board Inc.
Cancer Assistance of Williams County	Neighborhood Properties, Inc.	Toledo Day Nursery
Cancer Patient Services	Northwest Ohio Affiliate, Susan G. Komen for the Cure	Toledo Hearing and Speech Center
Community Teaching Homes	Northwestern Ohio Community Action Commission	Toledo Lucas County Homelessness Board
Defiance Area YMCA	Oak House	Toledo Museum of Art
Diabetes Youth Services	Open Arms Council on Domestic Violence, Inc.	Toledo School for the Arts
Double ARC	Open Door Ministry, Inc.	Unison Behavioral Health Group, Inc.
East Toledo Family Center	Partners For Clean Streams	United Way of Greater Toledo
Equality Toledo	Partners In Education	Volunteers of America NW Ohio
Erie Shores Council, Boy Scouts of America	Planned Parenthood of Central Ohio, Inc.	WSOS Community Action Commission, Inc.
Family and Child Abuse Prevention Center	Preferred Properties, Inc.	Water For Ishmael
Family House	R. B. Hayes Presidential Center	YWCA of Greater Toledo
Family Outreach Community United Services (FOCUS)	Recovery Services of Northwest Ohio, Inc.	Zepf Center
Family Promise of Greater Toledo/IHN	Ronald McDonald House Charities of NW Ohio	
Family Promise of Lima-Allen County	Senior Centers, Inc.	
Firelands Habitat for Humanity	Special Olympics Toledo Public	
Firelands Symphony Orchestra	Spina Bifida Association of Northwest Ohio	
First Call For Help, Inc.	St. Paul's Community Center	
Fresh Attitude	Sunshine	
Grace Community Center	Sylvania Area Family Services, Inc.	
Great Lakes Collaborative for Autism	Sylvania Community Action Team	
Habitat for Humanity of Findlay/Hancock County	Sylvania Schools Athletic Foundation	
Hancock County Agency on Aging, Inc.	The Ability Center of Greater Toledo	
Hands of Grace Faith in Action		