

Greater Kansas City

Nonprofit Organizations & Associations

2018 Salary Survey Report



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About MCNL

The Midwest Center of Nonprofit Leadership (MCNL) is a service and outreach unit of the Department of Public Affairs in the Henry W. Bloch School of Management at the University of Missouri-Kansas City. The mission of MCNL is to enhance the performance and effectiveness in the nonprofit sector through high quality community-oriented education, applied research, problem solving and service. MCNL applies the resources and talents of the University and the sector to the problems and issues facing the nonprofit sector so its members are better prepared to serve their communities. MCNL creates opportunities for the leaders of this vital community to come together as colleagues to learn, network and support each other, and to encourage personal, professional and organizational renewal and effectiveness.

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About the Report

The 2018 Salary Survey of Greater Kansas City Regional Nonprofit Organizations and Associations was researched and written by the staff of the MCNL with support from the Ewing Marion Kauffman Foundation in conjunction with our collaborating partners: Mid-America Chapter of the Association of Fundraising Professionals, Kansas City Society of Association Executives, Nonprofit Connect, and Support KC.



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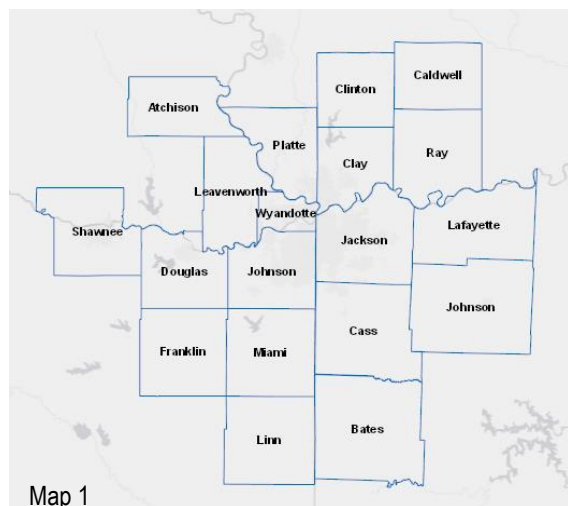
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Introduction

This report outlines the results of the 2018 Greater Kansas City Nonprofit Organizations and Associations Salary Survey. It provides an overview of current practices and trends in staffing and compensation as well as salary information for a variety of positions in the nonprofit sector.

For this project the Greater Kansas City area includes 19 counties in Kansas and Missouri. Nonprofit organizations and associations in the Greater Kansas City area provided information about salaries, wages, and compensation practices. The survey excludes private foundations and governmental agencies, which may have different human resources practices.



Methodology

In 2004, MCNL took over the salary survey from the Center for Management Assistance. Periodically over the last 14 years, focus groups consisting of nonprofit executive directors, human resources directors, board members, and funders have been conducted to inform the development and revision of the survey. Survey questions are updated based on the feedback from the focus groups, collaborating partners, and other salary and benefits surveys from across the country.

The survey was conducted in three phases. First, MCNL met with partner organizations for a project planning meeting. The bi-annual survey has traditionally covered salary and benefits. In an attempt to shorten the survey, it was decided to split the survey. This report will cover salaries, and benefits will be addressed in a survey and report next year.

Second, the survey was built using online survey software. The survey link was posted on MCNL's website. MCNL and partner organizations emailed the survey link to nonprofits and associations in the Greater Kansas City area and shared the link on social media. The survey was active for approximately two months.

Third, the survey responses were downloaded into a database. Some survey responses were not included because the organization submitted duplicate survey responses, was located outside of the project area, or was a governmental agency. If survey responses needed clarification, the organization was contacted. The data was then analyzed using statistical software. Finally, the results were visualized for presentation in this report.

As you read the report, please note that not all tables and charts will add up to 100% due to rounding. If there are empty cells in a table, there were not enough responses in that category for analysis. Finally, take care when comparing 2016 and 2018 data. Since different organizations and associations participate in each survey, definitive statements cannot be made.

Participation

A total of 252 survey responses were included in the 2018 salary survey. Of the total, 240 organizations were classified 501(c)(3) and 12 were classified 501(c)(6). Nonprofit organizations and associations may use different compensation practices, so the survey responses from 501(c)(6) organizations were analyzed separately. Discussion of the 501(c)(6) results are in Appendix C. All participating organizations and associations are listed in Appendix D.

Organization Size

Of participating organizations, 22% reported an annual budget between \$1 million and \$2.49 million. Just over 75% of participating organizations reported an annual budget between \$250,000 and \$9.9 million.

Nearly one-fourth of participating organizations reported an annual budget between \$1 million and \$2.49 million.

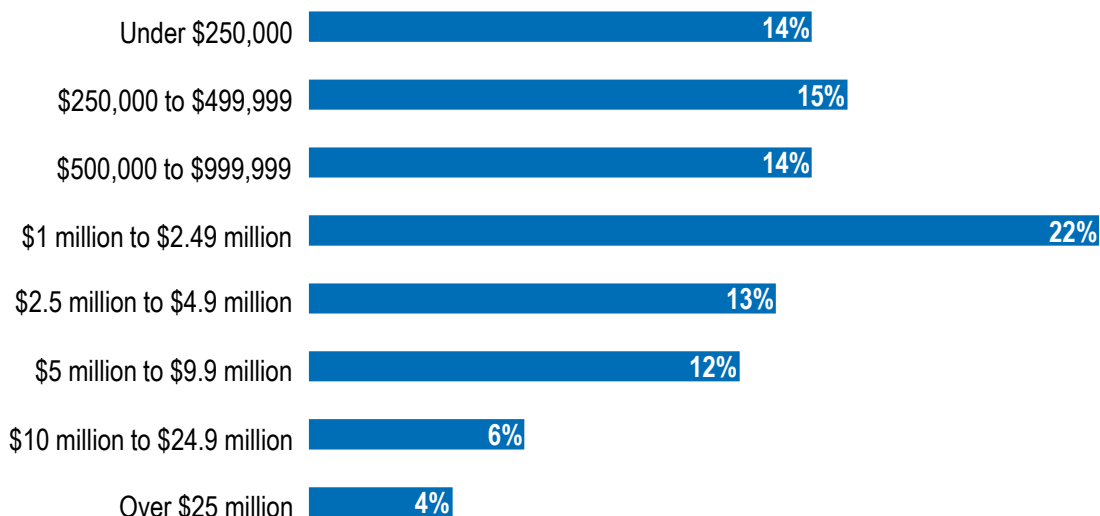


Figure 1

For this report, organizations have been assigned to an organization size category based on their reported annual budget.

Organization Size	Annual Budget
Small	Under \$250,000
Medium	\$250,000 to \$999,999
Large	\$1 million to \$4.9 million
Very Large	Over \$5 million

Table 1

The most reported organization size was large, followed by medium, very large, and small.

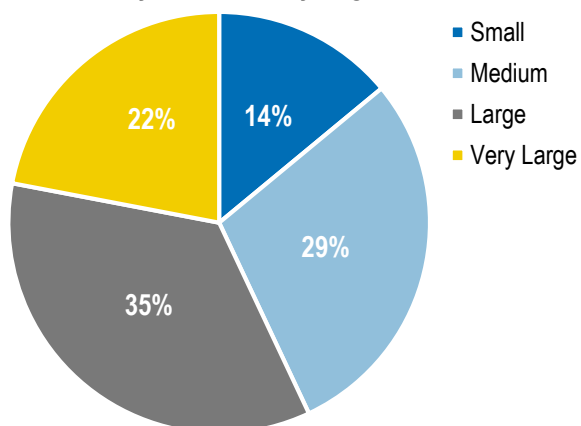


Figure 2

Geographic Scope

Another factor to consider is the geographic scope, or service area, of an organization. Of participating organizations, 40% reported the metropolitan area as their service area.

Over half of participating organizations operate at the county/local level or the metropolitan level.

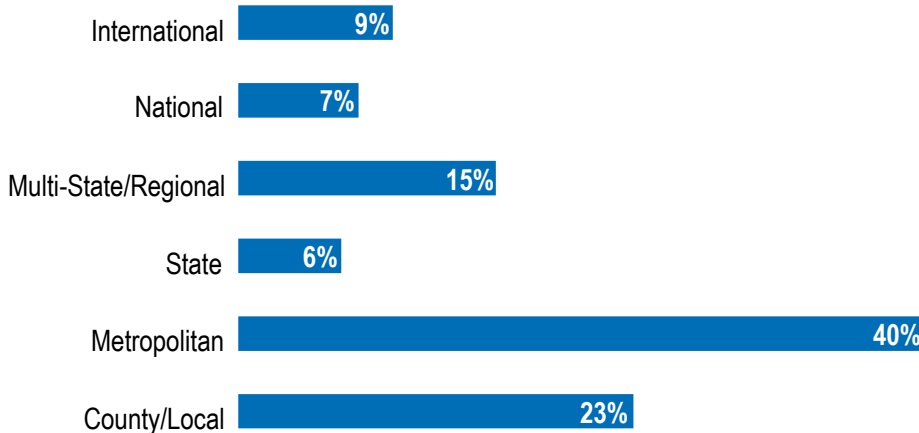


Figure 3

Type of Organization

Organization type refers to the mission or purpose of the organization. Nearly 30% of participating organizations identified as human services or multipurpose, organizations serving multiple needs. Arts and culture was the next highest reported organization type with 10% of participating organizations. A table with all organization types is available in Appendix D.

Human Services/Multipurpose was by far the most reported organization type with nearly one-third of participating organizations.

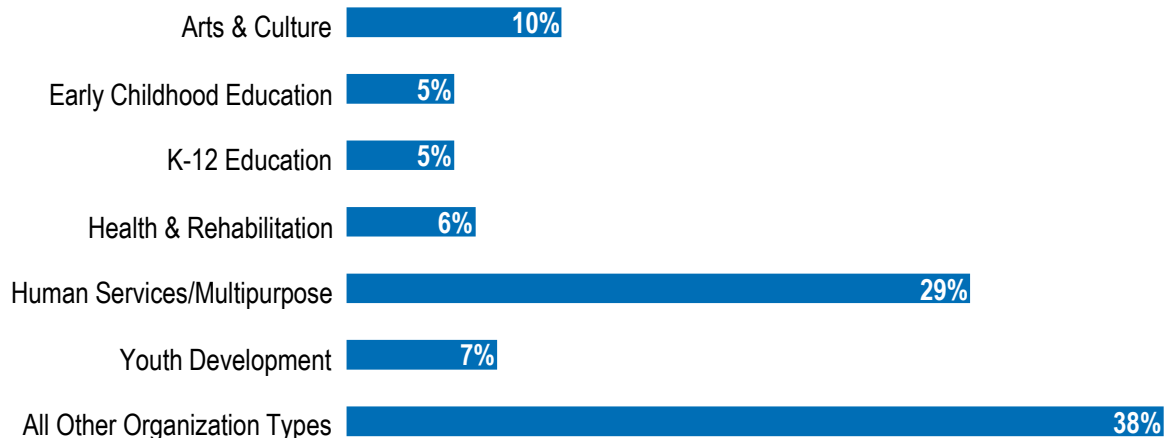


Figure 4

Using This Report

Use Relevant Information

Use the information that is most relevant to the type of size of your organization. Organization size is especially important for compensation decisions regarding management positions because the size of an organization reflects the level of risk that a senior position must manage.

Resources not Requirements

This report is meant to be a resource to guide your decision-making, rather than a mandate or requirement. While we consider the information in this report to be a reasonably accurate reflection of the salary and compensation practices of Kansas City nonprofit organizations, it has limitations. The participating organizations were not randomly selected, so we cannot make definitive statements about the salary and compensation practices of the entire Kansas City nonprofit sector. What this report does provide is a general description of the salary and compensation practices of nonprofit organizations in Kansas City as of August 2018 and changes anticipated in the coming year. Remember, the fact that a given salary and compensation practice is common does not mean it is the ideal. Your salary and compensation practices should be comparable to other nonprofit organizations of a similar type and size, but most importantly, it should reflect the core principles and values of your organization.

Focus on Job Descriptions

Look beyond job titles and focus on job descriptions. Job titles vary widely for similar positions. This is especially important for executive positions, for which we offered three job descriptions. Consider the entire job description, in addition to the scope of positions at your organization, when determining the comparable position.

Definitions & Resources

A list of definitions for key terms used in this report is available in Appendix A. Human resources management resources can be found in Appendix B. Position descriptions are listed in Appendix E.

Staffing & Compensation Trends



Trends in Staffing

Number of Positions

Of participating organizations, 63% added full-time positions and 50% added part-time positions. A higher percentage of organizations anticipate adding positions next year, as 93% anticipate adding full-time positions and 84% anticipate adding part-time positions. For eliminated positions, 22% reported eliminating full-time positions in the past year and 12% reported eliminating part-time positions.

	Positions Added		Positions Anticipated		Positions Eliminated	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Number of Org.	110	66	86	58	36	17
% of Org.	63%	50%	93%	84%	22%	12%

Table 2

In the last year, participating organizations added 317 full-time and 165 part-time positions and anticipate adding 232 full-time and 131 part-time positions in the next year. Almost 150 positions were eliminated and 126 of them were full-time positions. Of participating organizations, 14% anticipate contracting or outsourcing work previously handled by paid employee in the next year.

Organizations added a total of 482 positions in the last year and anticipate adding 363 more. Of the 148 positions eliminated in the last year, most of them were full-time positions.

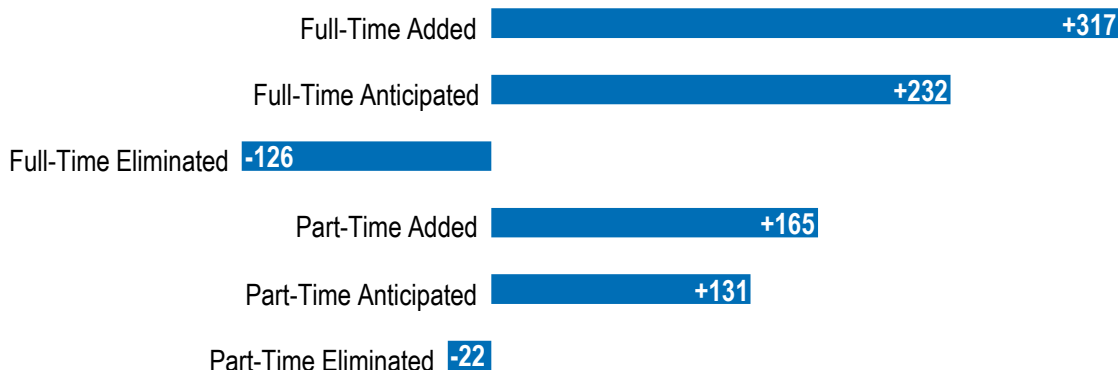


Figure 5

Budget restrictions and restructuring were the most important factors for eliminating positions. Of participating organizations, 63% rated budget restrictions and 67% rated restructuring as an important or highly important factor. Grant termination or non-renewal was rated an important or highly important factor by 50% of organizations, and 42% rated program or position termination as an important or highly important factor.

Organizations reported budget restrictions and restructuring were the main factors for eliminating positions.

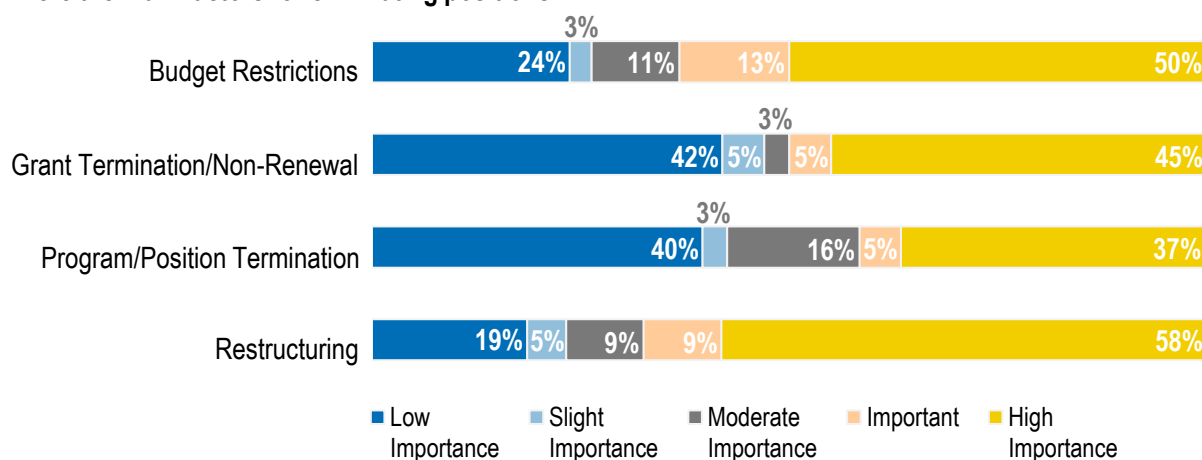


Figure 6

Turnover Rates

In regards to turnover, 27% of participating organizations reported no turnover in the last year. Of organizations that did experience turnover, 24% reported a turnover rate of 1-10%, up 7% since 2016. However, there was an 11% decrease in the number of organizations reporting 11-20% turnover between 2016 and 2018.

Just over one-fourth of organizations reported no turnover in the last year. Nearly one-fourth of organizations reported 1 to 10% turnover.

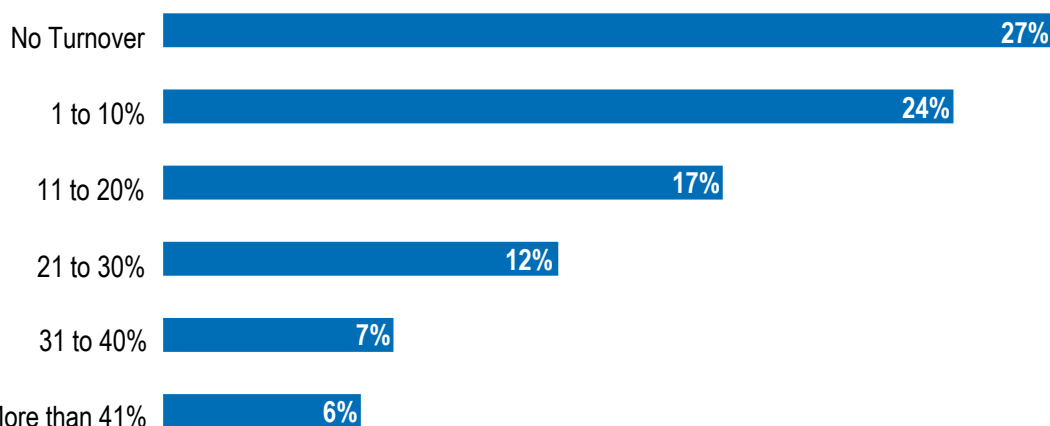


Figure 7

Demographics of Leadership

The majority of people serving in the top six positions in 2018 were white women. People of color account for less than 15% of people serving in the top six positions, with exception to Vice President of Programs.

A high percentage of the people serving in the top six positions were white.

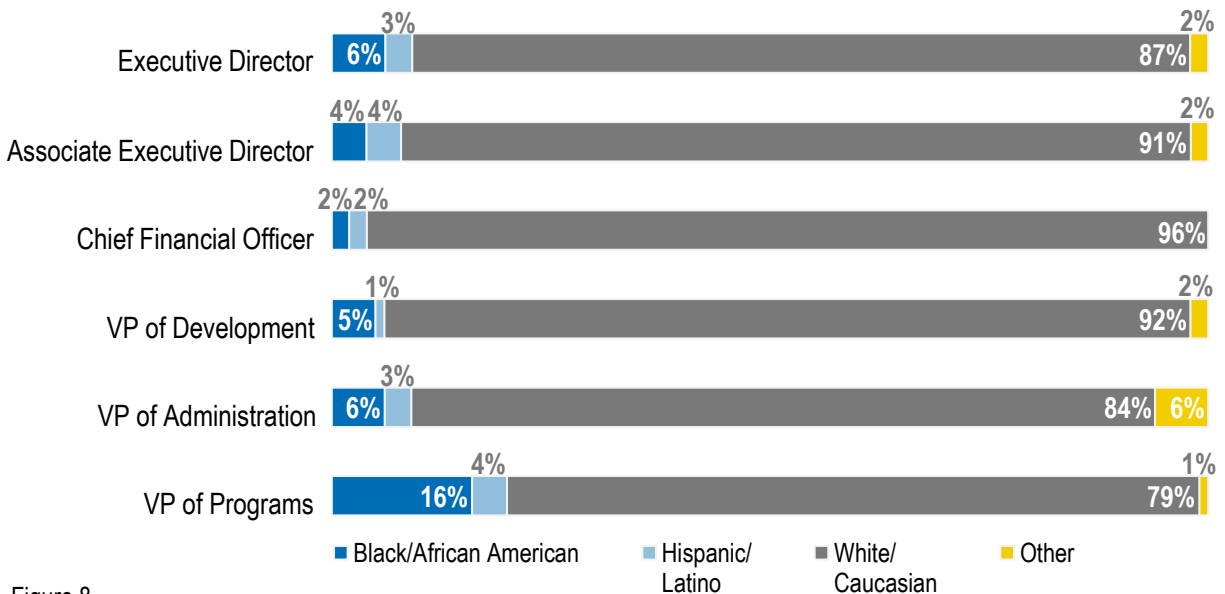


Figure 8

However, there have been gains in racial and ethnic diversity in the last two years, especially in vice president positions.

Vice President of Development and Vice President of Administration saw the biggest increase in diversity between 2016 and 2018.

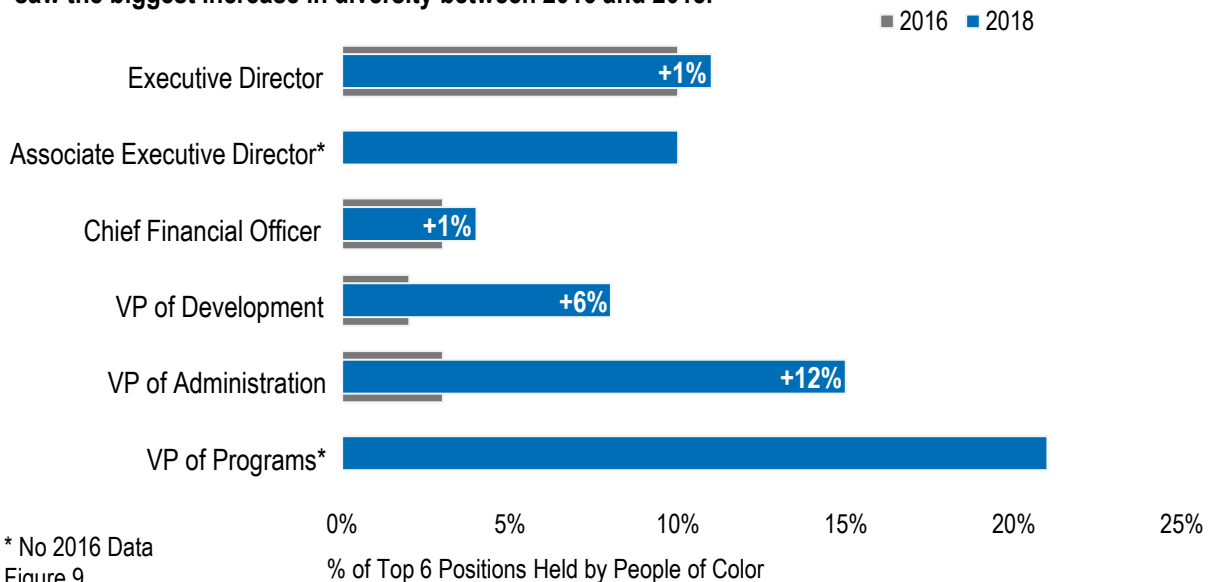


Figure 9

A majority of people serving in the top six positions are women. Women hold around 60% of Executive Director, Associate Executive Director, and Chief Financial Officer positions. Women account for 76% to 86% of vice president positions.

Over half of the people serving in the top six positions are women.

Over three-fourths of the people serving in vice president positions are women.

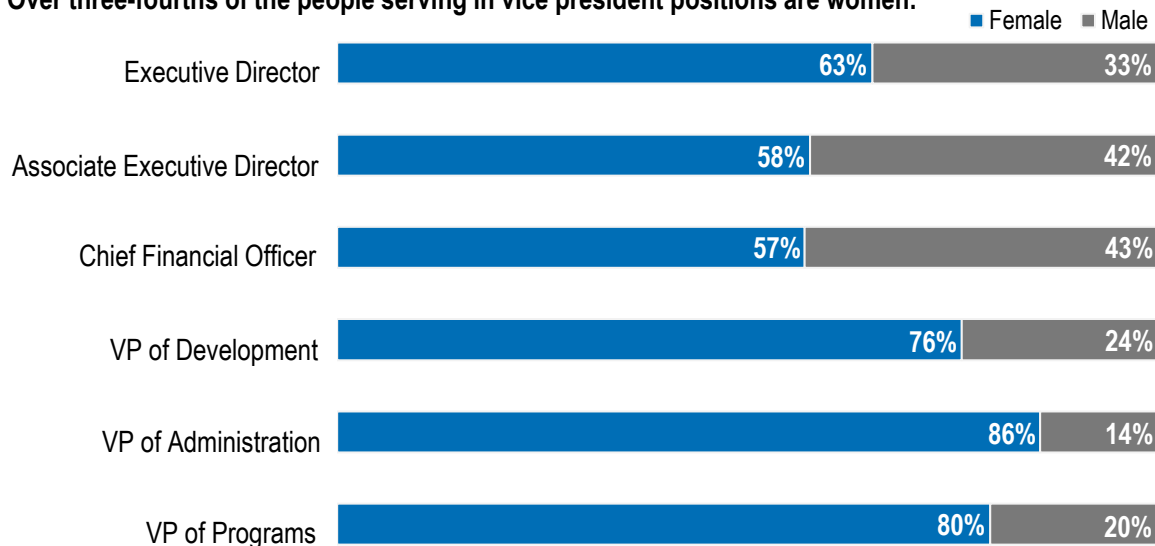
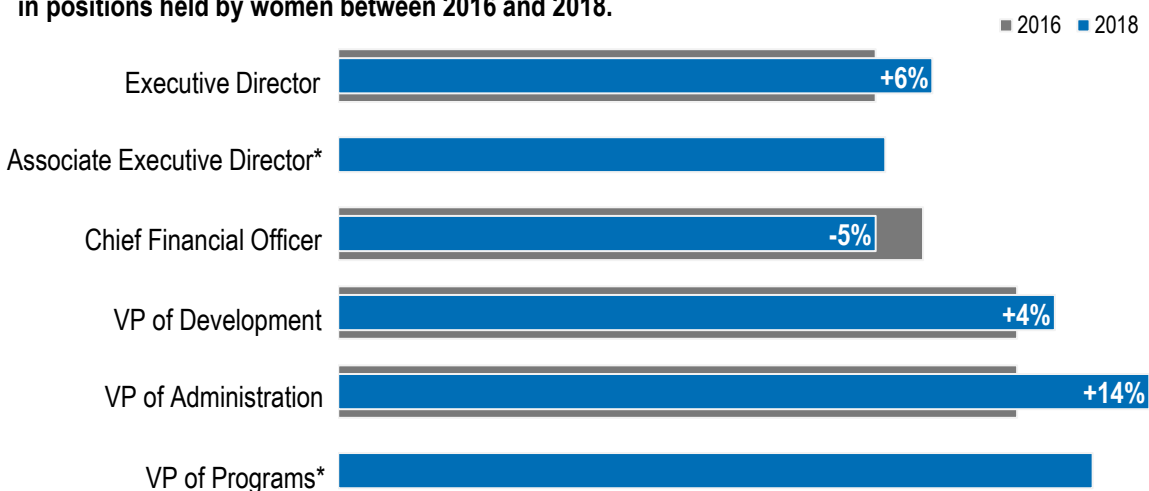


Figure 10

% of Top 6 Positions Held by Women

The number of women serving as Vice President of Administration has increased 14% since 2016, followed by Executive Director and Vice President of Development. The number of women serving in Chief Financial Officer positions has decreased 5% between 2016 and 2018.

Vice President of Administration saw the biggest increase in positions held by women between 2016 and 2018.



* No 2016 Data

Figure 11

0% 20% 40% 60% 80%
% of Top 6 Positions Held by Women



Trends in Compensation

Part-Time Positions

Participating organizations were asked to select all of the resources they use to determine part time pay. About half of organizations with part-time positions use industry standards. About one-third of organizations pro-rate full-time pay to determine part-time pay. A little over one-third of organizations use internal guidelines.

Industry standards were the most used resource for determining part-time pay.

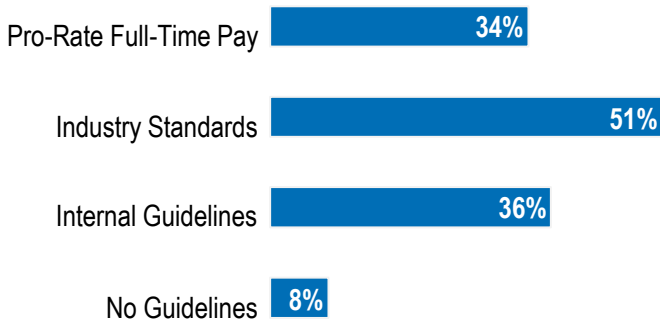


Figure 12

Almost 60% of participating organizations reported using interns in the past year, up from 49% in 2016. Of those organizations, nearly 80% use undergraduate students as interns. Those organizations were then asked what type of compensation interns receive and the rate of compensation. The majority of internships are unpaid. Of the paid internships, hourly pay is more common than a stipend. The hourly rate and total stipend amount increase with the education level of the intern.

Education Level	% of Org. Using Interns	Type of Compensation			Average Compensation	
		No Pay	Hourly	Stipend	Hourly Rate	Total Stipend
High School Student	19%	73%	21%	6%	\$10.86	\$1,500
Undergraduate Student	79%	62%	23%	15%	\$11.97	\$1,533
Graduate Student	42%	73%	18%	8%	\$13.29	\$9,000

Table 3

Salary Increases

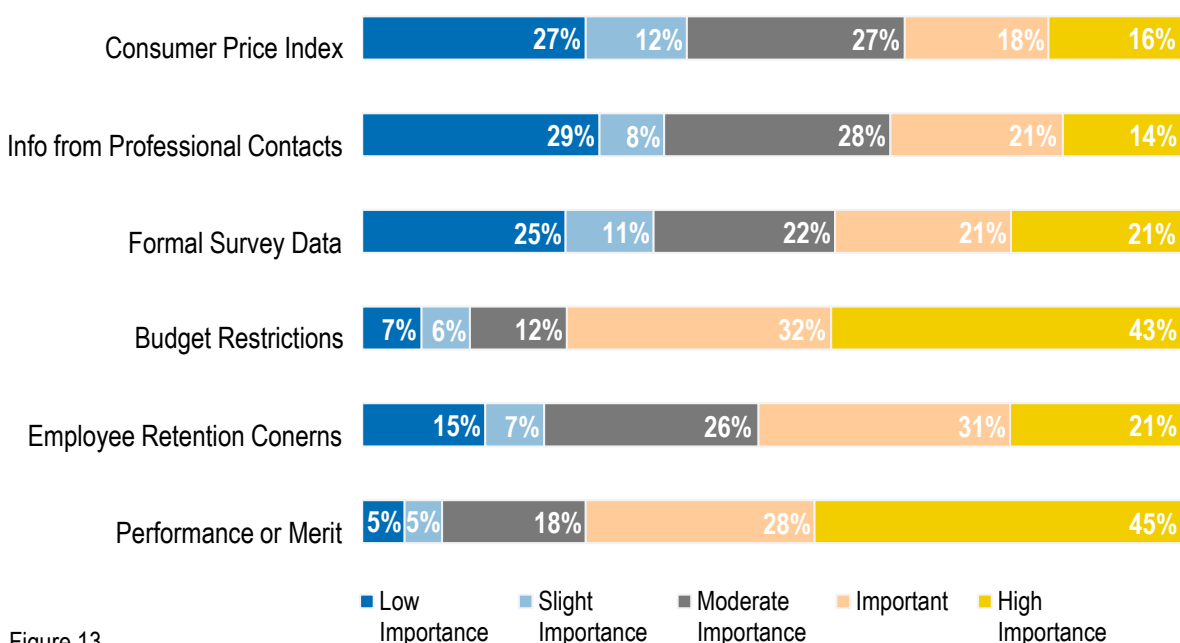
Nearly 87% of participating organizations awarded salary increases in the last year, compared to 81% in 2016. Those organizations were then asked to estimate the percentage of the salary increase attributed to merit or performance, cost of living, and length of service. Merit or

performance accounted for the highest percentage of the salary increases, followed by cost of living. Length of service did not account for much of the salary increases.

About 82% of participating organizations anticipate giving a salary increase in the next year, up 3% from 2016. Of those organizations, 93% anticipate giving a 1-5% salary increase in the next year. Only 6% anticipate giving a salary increase over 6%.

The two most important factors impacting anticipated salary increases were budget restrictions and merit or performance. Close to 75% of organizations indicated these two factors were important or highly important, followed by employee retention concerns at 52%.

Budget restrictions and merit or performance were the most important factors impacting anticipated salary increases.



Executive Compensation

The most common form of executive compensation for the top six positions were paid attendance at job-related conferences, followed by professional association memberships, cell phones, and professional development or education tuition allowances. The least common forms of executive compensation were housing allowance, athletic or country club membership dues, and vehicle lease or organizational vehicle. Severance pay was more common than a severance provision. About one-third of Executive Directors had a separate employment contract. Established salary ranges are more likely for Vice President positions.

Executive Compensation	Executive Director	Associate Executive Director	Chief Financial Officer
Vehicle Lease/Organizational Vehicle	6%	3%	1%
Car Allowance	10%	7%	3%
Professional Development/ Education Tuition Allowance	40%	38%	36%
Paid Attendance at Job-Related Conferences	85%	90%	90%
Professional Association Membership Dues	61%	57%	54%
Athletic/Country Club Membership Dues	2%	1%	3%
Severance Pay	7%	7%	6%
Flexible Spending Account	25%	26%	42%
Severance Provision	12%	3%	1%
Performance/Incentive Bonus	30%	25%	26%
Cell Phone	52%	46%	39%
Housing Allowance	5%	3%	0%
Separate Employment Contract	37%	14%	8%
Established Salary Range	22%	24%	22%

Executive Compensation	VP of Development	VP of Administration	VP of Programs
Vehicle Lease/Organizational Vehicle	3%	3%	1%
Car Allowance	5%	3%	3%
Professional Development/ Education Tuition Allowance	45%	39%	46%
Paid Attendance at Job-Related Conferences	85%	74%	84%
Professional Association Membership Dues	53%	45%	50%
Athletic/Country Club Membership Dues	3%	0%	1%
Severance Pay	3%	3%	4%
Flexible Spending Account	34%	39%	29%
Severance Provision	3%	0%	1%
Performance/Incentive Bonus	33%	23%	19%
Cell Phone	43%	58%	41%
Housing Allowance	0%	0%	1%
Separate Employment Contract	7%	3%	11%
Established Salary Range	27%	39%	34%

Table 4

Challenges

Many participating organizations reported challenges in finding and retaining high quality talent with limited or restricted funding, especially when facing competition from for-profit sector and companies with resources to offer higher salaries. Organizations also reported struggling to maintain salaries or provide substantial salary increases.

Finding and securing funding, particularly for non-program staff, was a challenge identified by many organizations. In addition, some organizations reported fluctuations in funding make it difficult to plan or budget for salaries. Some organizations reported a need for diversifying revenue to create financial stability and not “live grant to grant”.

“

We continue to strive to maintain competitive pay and a break-even budget.

We face the challenge of explaining the need to pay professional staff to achieve the impact our mission demands.

Our salaries remain on the low end of professional rates to manage risk of not receiving same/similar funding year over year.

”



National & Local Trends

National Trends

It is important to compare local data to national data to understand how the Greater Kansas City nonprofit sector compared to national compensation trends. Salaries highlighted in blue indicate the reported average salary in Kansas City is greater than the national average. The national data in the following table comes from GuideStar's 2018 compensation report¹. Because GuideStar does not have a comparable position for Associate Executive Director, that position has not included in this table.

Organization's Annual Budget	Executive Director		Chief Financial Officer	
	National	Kansas City	National	Kansas City
Under \$250,000	\$45,651	\$56,376	\$35,011	\$42,500
\$250,000 to \$499,999	\$68,091	\$62,719	\$51,391	\$37,933
\$500,000 to \$999,999	\$87,786	\$86,571	\$66,457	\$59,200
\$1,000,000 to \$2,499,999	\$117,118	\$93,439	\$87,241	\$63,133
\$2,500,000 to \$4,999,999	\$156,694	\$119,685	\$104,493	\$75,619
\$5,000,000 to \$9,999,999	\$196,020	\$152,966	\$121,386	\$90,809
\$10,000,000 to \$24,999,999	\$254,818	\$198,315	\$146,858	\$108,308
Over \$25,000,000	\$537,507	\$220,450	\$264,368	\$130,302

Organization's Annual Budget	VP of Administration		VP of Development		VP of Programs	
	National	Kansas City	National	Kansas City	National	Kansas City
Under \$250,000	\$34,731		\$38,557	\$47,500	\$36,269	\$12,000
\$250,000 to \$499,999	\$48,469	\$43,000	\$52,070	\$40,753	\$46,862	\$48,333
\$500,000 to \$999,999	\$63,031		\$81,368	\$55,700	\$65,928	\$56,791
\$1,000,000 to \$2,499,999	\$94,052	\$60,512	\$110,753	\$65,062	\$99,328	\$61,125
\$2,500,000 to \$4,999,999	\$129,160	\$69,187	\$124,724	\$75,556	\$122,206	\$79,831
\$5,000,000 to \$9,999,999	\$172,089	\$73,151	\$139,345	\$94,426	\$135,230	\$85,788
\$10,000,000 to \$24,999,999	\$190,483	\$100,071	\$152,756	\$98,374	\$150,313	\$90,905
Over \$25,000,000	\$269,929	\$93,475	\$212,141	\$113,491	\$197,632	\$103,954

Table 5

¹ GuideStar. 2018 GuideStar Nonprofit Compensation Report (September 2018): 24-29.

Local Trends

Since 2016, annual salaries for Executive Director, Associate Executive Director, and Vice President of Development positions have increased between 1.9% and 3.6%. Vice President of Administration positions had the highest increase in annual salary at 17%. Between 2016 and 2018, Chief Financial Officer and Vice President of Programs positions saw a decrease in annual salary.

Vice President of Administration saw the greatest increase in annual salary between 2016 and 2018. Vice President of Programs saw the greatest decrease in annual salary.

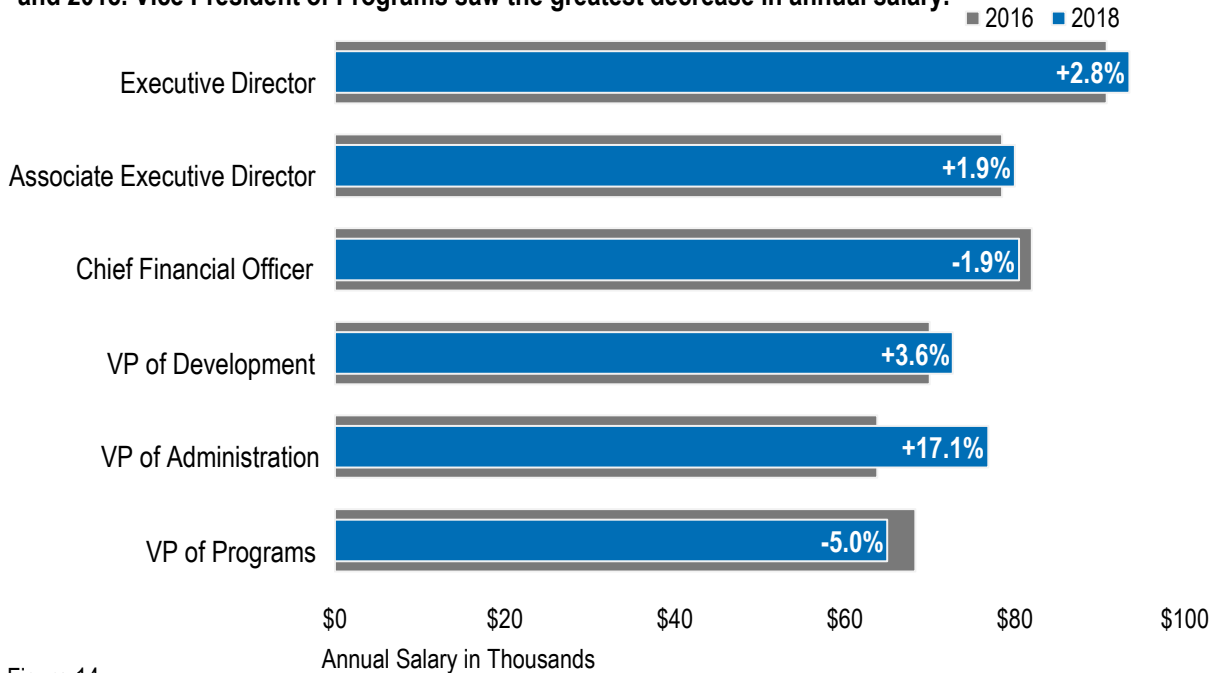


Figure 14



Gender Pay Gap

Women's Earnings for Executive Positions

In all top six positions, women reported lower annual salaries than men, especially for women serving in Executive Director or Associate Executive Director positions.

Women report lower annual salaries than men in all six top positions.

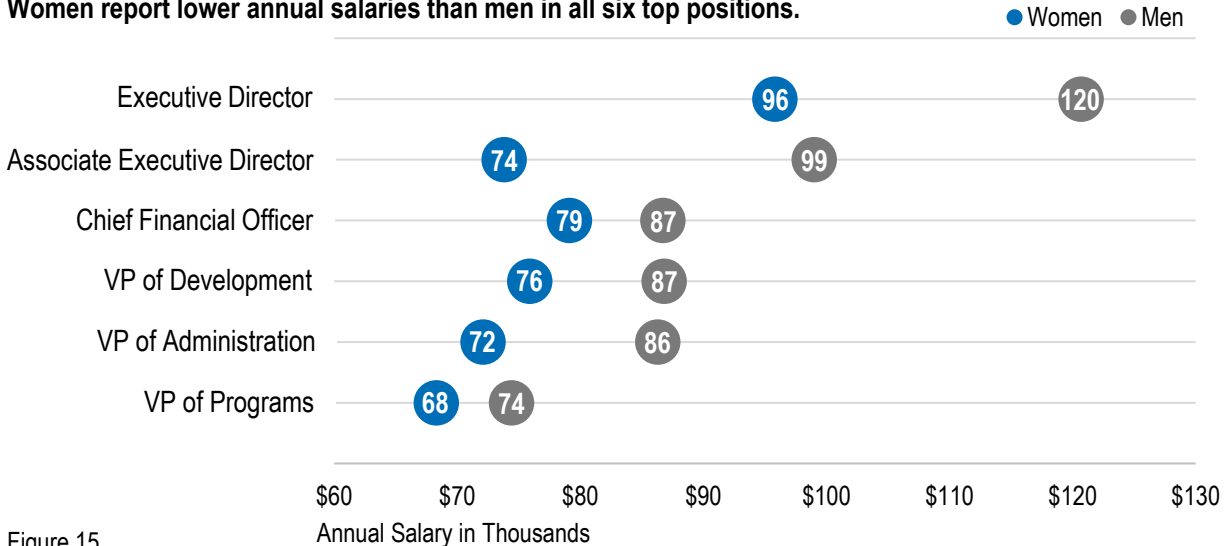


Figure 15

Even when controlling for organization size, women in Executive Director positions reported lower annual salaries than men. The pay gap is smallest for large organizations and widest for very large organizations.

Women in Executive Director positions report lower annual salaries than men, regardless of organization size.

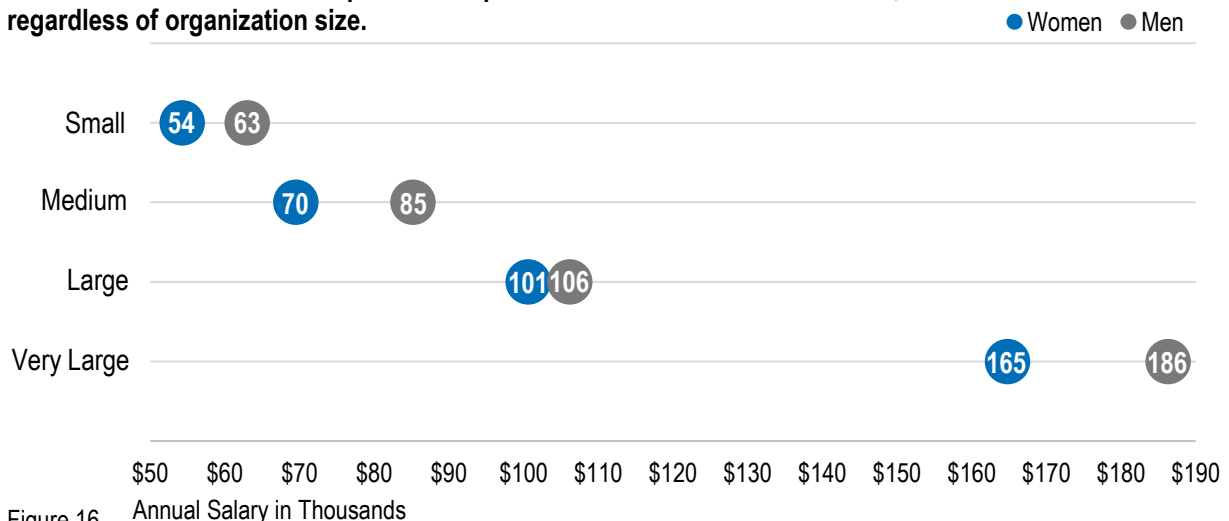


Figure 16

Narrowing Pay Gap

Between 2016 and 2018, the gender pay gap narrowed for four of the six top positions, especially for women serving as Vice President of Administration or Vice President of Programs. The pay gap increased 5% for women serving as Chief Financial Officers. Despite these gains, women are still earning lower annual salaries in all top six positions than men.

While women in the top six positions reported lower annual salaries than men, the pay gap is closing in four of the top six positions.





Impact of Tax Reform

In December 2017, the current administration passed the Tax Cut and Jobs Act into law. Almost 45% of participating organizations were neutral regarding the changes to the individual income tax and nearly 35% believe the new law is unlikely or extremely unlikely to have a direct impact on their organization.

Almost half of organizations are neutral regarding the anticipated impact of the Tax Cut & Jobs Act on their organization.

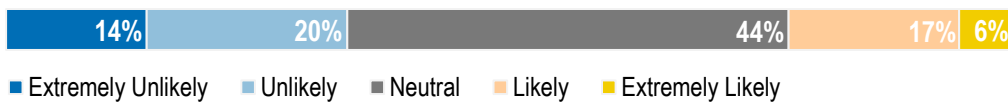


Figure 18

Of the 23% of organizations that believe the law is likely or extremely likely to have an impact on their organization, most anticipate a decrease in individual giving due to the new limits on itemized deductions. A few organizations anticipate positive impacts, such as higher take home pay for employees, more opportunities for job placement for clients, and increased economic development opportunities.

Salary & Wage Data

How to Interpret

The following pages contain salary and wage tables, which include the salary, salary range, and educational requirement for each position by annual budget, type of organization, and number of employees. The annual budget and number of employees indicate the size of an organization. The type of organization, based on classifications from the National Taxonomy of Exempt Entities, reflects the mission of an organization. All position descriptions are listed in Appendix E.

The number of organizations and employees may differ within tables and between tables for a couple of reasons. Not all organizations employ every position featured in the survey, and one organization may employ multiple people in one position. To ensure the confidentiality of participating organizations and the validity of the analysis, salaries will only be listed if three or more organizations reported information. Because of this, the salary information you are looking for may not be listed. In that case, it may be necessary to look to the salary information for organizations of all types and sizes then adapt for your specific organization.

Sample Salary & Wage Table

Salary data for each position is listed for all reporting organizations then by annual budget, type of organization, and number of employees.

Reporting organizations then by annual net, type of organization, and number employees.		Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
Executive Director/President (1 of 3 Descriptions)			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations		156	<p>Actual average salary is presented as the average (mean) and median (midpoint) of all reported salaries. The number of organizations reporting actual salary information is to the left.</p> <p>Range includes the average minimum and maximum of all salary ranges reported for the position. The number of organizations reporting a salary range is represented as the number of cases.</p> <p>The most reported (mode) educational requirement is the level of education required for the position, as reported by organizations. Education levels are categorized as:</p> <p>H – High School A – Some College/Technical Training B – 4-Year College Degree M – Masters Degree or Equivalent D – PhD/MD/JD</p> <p>Blank cells indicate there were not enough responses for statistical analysis.</p>					B
Annual Budget								B
Under \$250,000		11						B
\$250,000 - 499,999		16						B
\$500,000 - 999,999		20						B
\$1,000,000 - 2,499,999		40						B
\$2,500,000 - 4,999,999		27						B
\$5,000,000 - 9,999,999		24						B
\$10,000,000 - \$24,999,999		11						B
More than \$25,000,000		7						B
Type of Organization								
Aging & Senior Care		3						M
Alcohol & Substance Abuse		6						M
Animal & Animal Welfare		2						
Arts and Culture		9						B
Civil Rights & Social Action		1						B
Community Development/Housing		4						B
Developmental Disabilities		7						M
Economic Development		6						B
Education: Early Childhood Education		7						B
Education: K-12		7						M
Education: Colleges & Universities		4						B
Environment/Conservation		0						
Foundations/Philanthropic Grant Making		5						B
Health and Rehabilitation		6						M
Human Services/Multipurpose		49	\$114,516	\$100,000	14	\$109,177	\$153,446	B
Jobs, Employment & Training		3	\$133,333	\$129,000	0			B
Legal Services		2			0			D
Membership/Trade Association		6	\$199,775	\$166,105	0			B
Mental Health & Crisis Intervention		8	\$115,600	\$122,008	2			B
Public Safety & Disaster Relief		2			0			B
Public Benefit & Social Action		2			1			B
Recreation, Leisure, & Sports		0			0			
Rehabilitation & Physical Disabilities		2			0			A
Religion & Spirituality		2			0			B
Volunteerism & Philanthropy		0			0			
Youth Development		11	\$99,273	\$87,000	2			B
Other:		1			1			M
Number of Employees								
0		2			0			B
1 to 5		37	\$75,871	\$73,000	6	\$72,563	\$99,125	B
6 to 10		22	\$87,113	\$77,500	4	\$62,243	\$92,740	B
11 to 20		29	\$109,905	\$102,000	8	\$79,409	\$118,247	B
21 to 30		15	\$138,156	\$120,000	2			B
31 to 50		16	\$132,761	\$112,500	4	\$111,750	\$172,761	M
51 to 75		15	\$174,533	\$147,000	4	\$152,518	\$187,875	M
76 to 100		7	\$121,608	\$110,000	1			B
101 to 200		9	\$159,872	\$150,000	3	\$118,883	\$185,167	M
201 to 300		0		\$210,000	0			
301 and Over		4	\$214,492	\$189,923	1			B

Executive Director/President (1 of 3 Descriptions)	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	156	\$114,901	\$102,000	33	\$97,248	\$140,222	B
Annual Budget							
Under \$250,000	11	\$58,009	\$55,000	2			B
\$250,000 - 499,999	16	\$66,771	\$60,000	3	\$60,000	\$85,000	B
\$500,000 - 999,999	20	\$84,134	\$81,617	3	\$79,333	\$112,667	B
\$1,000,000 - 2,499,999	40	\$94,607	\$95,500	9	\$73,847	\$105,631	B
\$2,500,000 - 4,999,999	27	\$122,538	\$110,000	4	\$83,750	\$142,000	B
\$5,000,000 - 9,999,999	24	\$150,528	\$140,500	5	\$99,400	\$144,808	B
\$10,000,000 - \$24,999,999	11	\$207,889	\$190,715	3	\$152,024	\$253,541	B
More than \$25,000,000	7	\$220,450	\$205,000	4	\$184,121	\$249,251	B
Type of Organization							
Aging & Senior Care	3	\$67,483	\$76,450	1			M
Alcohol & Substance Abuse	6	\$94,025	\$92,000	1			M
Animal & Animal Welfare	2			0			
Arts and Culture	9	\$160,620	\$125,000	3	\$145,358	\$235,208	B
Civil Rights & Social Action	1			0			
Community Development/Housing	4	\$80,448	\$68,750	1			B
Developmental Disabilities	7	\$120,764	\$115,000	0			M
Economic Development	6	\$75,733	\$76,000	1			B
Education: Early Childhood Education	7	\$88,902	\$75,000	1			B
Education: K-12	7	\$101,607	\$101,000	2			M
Education: Colleges & Universities	4	\$145,925	\$146,250	1			B
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	5	\$145,781	\$110,000	0			B
Health and Rehabilitation	6	\$93,187	\$86,500	1			M
Human Services/Multipurpose	49	\$114,516	\$100,000	14	\$109,177	\$153,446	B
Jobs, Employment & Training	3	\$133,333	\$129,000	0			B
Legal Services	2			0			
Membership/Trade Association	6	\$199,775	\$166,105	0			B
Mental Health & Crisis Intervention	8	\$115,600	\$122,008	2			B
Public Safety & Disaster Relief	2			0			
Public Benefit & Social Action	2			1			
Recreation, Leisure, & Sports	0			0			
Rehabilitation & Physical Disabilities	2			0			
Religion & Spirituality	2			0			
Volunteerism & Philanthropy	0			0			
Youth Development	11	\$99,273	\$87,000	2			B
Other:	1			1			
Number of Employees							
0	2			0			B
1 to 5	37	\$75,871	\$73,000	6	\$72,563	\$99,125	B
6 to 10	22	\$87,113	\$77,500	4	\$62,243	\$92,740	B
11 to 20	29	\$109,905	\$102,000	8	\$79,409	\$118,247	B
21 to 30	15	\$138,156	\$120,000	2			B
31 to 50	16	\$132,761	\$112,500	4	\$111,750	\$172,761	M
51 to 75	15	\$174,533	\$147,000	4	\$152,518	\$187,875	M
76 to 100	7	\$121,608	\$110,000	1			B
101 to 200	9	\$159,872	\$150,000	3	\$118,883	\$185,167	M
201 to 300	0			0			
301 and Over	4	\$214,492	\$189,923	1			B

Table 6

Executive Director (2 of 3 Descriptions)	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	47	\$76,515	\$75,000	12	\$57,167	\$85,500	B
Budget Size							
Under \$250,000	9	\$52,867	\$47,000	2			B
\$250,000 - 499,999	14	\$59,068	\$61,369	4	\$49,500	\$64,750	B
\$500,000 - 999,999	11	\$91,000	\$95,000	3	\$85,667	\$114,000	B
\$1,000,000 - 2,499,999	9	\$88,248	\$83,500	1			B
\$2,500,000 - 4,999,999	3	\$94,008	\$85,024	2			B
\$5,000,000 - 9,999,999	1			0			
\$10,000,000 - \$24,999,999	0			0			
More than \$25,000,000	0			0			
Type of Organization							
Aging & Senior Care	0			0			
Alcohol & Substance Abuse	0			0			
Animal & Animal Welfare	0			0			
Arts and Culture	6	\$93,478	\$85,338	0			B
Civil Rights & Social Action	2			0			
Community Development/Housing	2			0			
Developmental Disabilities	2			1			
Economic Development	0			0			
Education: Early Childhood Education	4	\$64,906	\$68,613	3	\$59,000	\$69,667	B
Education: K-12	3	\$71,000	\$65,000	0			M
Education: Colleges & Universities	0			0			
Environment/Conservation	1			1			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	5	\$86,700	\$95,000	1			B
Human Services/Multipurpose	6	\$74,733	\$75,200	2			B
Jobs, Employment & Training	1			1			
Legal Services	1			0			
Membership/Trade Association	3	\$102,913	\$125,000	1			A
Mental Health & Crisis Intervention	1			0			
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	0			0			
Recreation, Leisure, & Sports	1			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	0			0			
Volunteerism & Philanthropy	1			1			
Youth Development	5	\$74,200	\$80,000	1			B
Other:	3	\$70,013	\$66,739				B
Number of Employees							
0	1			1			
1 to 5	1			1			
6 to 10	31	\$68,775	\$66,310	5	\$49,800	\$80,000	B
11 to 20	8	\$91,725	\$92,500	3	\$55,333	\$72,000	B
21 to 30	3	\$84,413	\$83,500	1			B
31 to 50	1			0			
51 to 75	2			1			
76 to 100	1			1			
101 to 200	0			0			
201 to 300	0			0			
301 and Over	0			0			

Table 7

Executive Administrator/ Agency Administrator (3 of 3 Descriptions)	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	8	\$73,388	\$71,000	2			B
Budget Size							
Under \$250,000	1			0			
\$250,000 - 499,999	5	\$59,980	\$52,900	1			B
\$500,000 - 999,999	0			0			
\$1,000,000 - 2,499,999	0			0			
\$2,500,000 - 4,999,999	0			0			
\$5,000,000 - 9,999,999	1			1			
\$10,000,000 - \$24,999,999	1			0			
More than \$25,000,000	0			0			
Type of Organization							
Aging & Senior Care	0			1			
Alcohol & Substance Abuse	0			0			
Animal & Animal Welfare	0			0			
Arts and Culture	0			0			
Civil Rights & Social Action	0			0			
Community Development/Housing	0			0			
Developmental Disabilities	1			0			
Economic Development	0			0			
Education: Early Childhood Education	0			0			
Education: K-12	2			0			
Education: Colleges & Universities	0			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	0			0			
Human Services/Multipurpose	4	\$69,775	\$52,450	2			B
Jobs, Employment & Training	0			0			
Legal Services	0			0			
Membership/Trade Association	0			0			
Mental Health & Crisis Intervention	0			0			
Public Safety & Disaster Relief	1			0			
Public Benefit & Social Action	0			0			
Recreation, Leisure,& Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	0			0			
Volunteerism & Philanthropy	0			0			
Youth Development	0			0			
Other:	0			0			
Number of Employees							
0	0			0			
1 to 5	6	\$61,650	\$61,450	1			B
6 to 10	1			1			
11 to 20	0			0			
21 to 30	0			0			
31 to 50	0			0			
51 to 75	0			0			
76 to 100	0			1			
101 to 200	0			0			
201 to 300	1			0			
301 and Over	0			0			

Table 8

Associate Executive Director	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	70	\$82,811	\$80,000	18	\$74,710	\$100,889	B
Budget Size							
Under \$250,000	3	\$20,053	\$30,000	0			
\$250,000 - 499,999	9	\$31,078	\$40,000	3	\$26,570	\$47,000	B
\$500,000 - 999,999	5	\$63,800	\$60,000	2			B
\$1,000,000 - 2,499,999	17	\$73,290	\$75,000	2			B
\$2,500,000 - 4,999,999	13	\$84,150	\$80,000	3	\$67,333	\$81,667	B
\$5,000,000 - 9,999,999	13	\$107,892	\$99,500	4	\$87,150	\$123,125	B
\$10,000,000 - \$24,999,999	5	\$138,287	\$130,000	1			B
More than \$25,000,000	5	\$140,806	\$125,091	3	\$123,449	\$165,259	B
Type of Organization							
Aging & Senior Care	1						
Alcohol & Substance Abuse	1			0			
Animal & Animal Welfare	0			0			
Arts and Culture	6	\$96,833	\$100,000	2			B
Civil Rights & Social Action	0			0			
Community Development/Housing	1			0			
Developmental Disabilities	1			0			
Economic Development	4	\$42,540	\$37,580	1			A
Education: Early Childhood Education	4	\$81,054	\$75,500	2			
Education: K-12	2			0			
Education: Colleges & Universities	1			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	1			0			
Health and Rehabilitation	2			0			
Human Services/Multipurpose	25	\$90,433	\$85,000	11	\$77,323	\$99,002	B
Jobs, Employment & Training	1			0			
Legal Services	1			1			
Membership/Trade Association	4	\$80,625	\$85,000	0			B
Mental Health & Crisis Intervention	4	\$87,725	\$104,475	1			M
Public Safety & Disaster Relief	3	\$58,167	\$75,000	0			B
Public Benefit & Social Action	0			0			
Recreation, Leisure,& Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	2			0			
Volunteerism & Philanthropy	0			0			
Youth Development	7	\$67,319	\$54,000	0			B
Other:	0			0			
Number of Employees							
0	1			0			
1 to 5	15	\$40,991	\$42,000	3	\$26,903	\$51,333	B
6 to 10	9	\$75,725	\$66,500	2			B
11 to 20	10	\$94,094	\$83,868	3	\$65,000	\$88,833	B
21 to 30	8	\$85,408	\$83,910	0			B
31 to 50	8	\$86,152	\$80,000	2			M
51 to 75	8	\$113,447	\$97,100	4	\$102,780	\$116,530	B
76 to 100	4	\$65,493	\$75,000	0			B
101 to 200	6	\$114,389	\$115,003	3	\$82,843	\$128,381	M
201 to 300	0			0			
301 and Over	2			1			

Table 9

Chief Financial Officer	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	79	\$82,355	\$80,500	20	\$65,131	\$102,732	B
Budget Size							
Under \$250,000	2			0			
\$250,000 - 499,999	3	\$37,933	\$43,000	0			M
\$500,000 - 999,999	5	\$59,200	\$52,000	1			M
\$1,000,000 - 2,499,999	15	\$63,133	\$65,000	3	\$37,667	\$51,667	B
\$2,500,000 - 4,999,999	18	\$75,619	\$74,300	6	\$54,767	\$98,593	B
\$5,000,000 - 9,999,999	20	\$90,809	\$88,750	6	\$66,315	\$100,058	B
\$10,000,000 - \$24,999,999	9	\$108,308	\$109,000	1			B
More than \$25,000,000	7	\$130,302	\$124,000	3	\$103,924	\$159,852	M
Type of Organization							
Aging & Senior Care	1			0			
Alcohol & Substance Abuse	4	\$78,486	\$72,973	1			B
Animal & Animal Welfare	1			0			
Arts and Culture	6	\$70,082	\$88,000	1			B
Civil Rights & Social Action	0			0			
Community Development/Housing	1			0			
Developmental Disabilities	5	\$96,586	\$97,801	1			B
Economic Development	1			0			
Education: Early Childhood Education	5	\$64,700	\$65,000	1			B
Education: K-12	0			0			
Education: Colleges & Universities	1			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	2			0			
Health and Rehabilitation	1			1			
Human Services/Multipurpose	28	\$83,884	\$80,000	10	\$69,086	\$111,521	B
Jobs, Employment & Training	2			0			
Legal Services	2			0			
Membership/Trade Association	6	\$81,126	\$80,456	1			B
Mental Health & Crisis Intervention	4	\$94,218	\$97,722	2			B
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	2			0			
Recreation, Leisure, & Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	1			0			
Volunteerism & Philanthropy	0			0			
Youth Development	6	\$73,325	\$73,000	0			B
Other:	0			0			
Number of Employees							
0	2			0			
1 to 5	5	\$48,342	\$50,000	0			
6 to 10	7	\$64,286	\$64,000	1			B
11 to 20	12	\$72,973	\$74,250	4	\$52,250	\$72,250	B
21 to 30	12	\$87,996	\$86,250	2			B
31 to 50	11	\$69,386	\$65,000	3	\$51,896	\$76,403	B
51 to 75	9	\$103,400	\$102,850	3	\$90,118	\$125,390	B
76 to 100	6	\$86,232	\$87,750	2			B
101 to 200	10	\$98,572	\$96,901	4	\$76,858	\$121,261	B
201 to 300	1			0			
301 and Over	4	\$146,430	\$144,508	1			B

Table 10

Vice President of Development	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	79	\$78,781	\$72,800	23	\$75,456	\$102,847	B
Budget Size							
Under \$250,000	1			0			
\$250,000 - 499,999	2			0			
\$500,000 - 999,999	5	\$55,700	\$59,500	0			B
\$1,000,000 - 2,499,999	27	\$65,062	\$65,000	5	\$51,443	\$73,492	B
\$2,500,000 - 4,999,999	14	\$75,556	\$75,150	6	\$66,583	\$90,583	B
\$5,000,000 - 9,999,999	14	\$94,426	\$89,388	4	\$65,836	\$68,452	B
\$10,000,000 - \$24,999,999	9	\$98,374	\$90,000	3	\$97,706	\$145,864	B
More than \$25,000,000	7	\$113,491	\$110,000	5	\$104,462	\$148,625	B
Type of Organization							
Aging & Senior Care	1			1			
Alcohol & Substance Abuse	3	\$70,200	\$72,800	0			M
Animal & Animal Welfare	1			0			
Arts and Culture	7	\$93,964	\$97,248	2			B
Civil Rights & Social Action	1			0			
Community Development/Housing	2			0			
Developmental Disabilities	4	\$90,500	\$92,500	1			B
Economic Development	0			0			
Education: Early Childhood Education	4	\$64,998	\$67,495	1			B
Education: K-12	1			0			
Education: Colleges & Universities	3	\$85,398	\$86,694	0			B
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	2			0			
Health and Rehabilitation	2			1			
Human Services/Multipurpose	29	\$81,403	\$85,000	12	\$76,946	\$98,644	B
Jobs, Employment & Training	1			0			
Legal Services	1			1			
Membership/Trade Association	0			0			
Mental Health & Crisis Intervention	5	\$75,100	\$76,500	3	\$64,842	\$97,476	B
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	2			1			
Recreation, Leisure,& Sports	0			0			
Rehabilitation & Physical Disabilities	1			0			
Religion & Spirituality	1			0			
Volunteerism & Philanthropy	0			0			
Youth Development	7	\$61,670	\$60,000	1			B
Other:	2			0			
Number of Employees							
0	0			0			
1 to 5	6	\$57,668	\$56,250	0			B
6 to 10	9	\$62,056	\$64,000	1			B
11 to 20	22	\$69,425	\$66,313	5	\$48,905	\$70,685	B
21 to 30	7	\$78,507	\$76,500	1			B
31 to 50	11	\$82,548	\$77,000	5	\$74,109	\$82,621	B
51 to 75	11	\$92,887	\$85,209	5	\$84,824	\$112,118	B
76 to 100	4	\$86,854	\$76,000	0			B
101 to 200	5	\$91,738	\$85,000	4	\$85,056	\$134,250	B
201 to 300	1			0			
301 and Over	4	\$117,710	\$114,010	2			B

Table 11

Vice President of Administration	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	30	\$71,091	\$76,868	13	\$65,216	\$89,013	B
Budget Size							
Under \$250,000	0			0			
\$250,000 - 499,999	2			1			
\$500,000 - 999,999	0			0			
\$1,000,000 - 2,499,999	12	\$60,512	\$55,060	2			
\$2,500,000 - 4,999,999	3	\$69,187	\$77,000	1			B
\$5,000,000 - 9,999,999	6	\$73,151	\$76,353	4	\$58,700	\$81,781	B
\$10,000,000 - \$24,999,999	3	\$100,071	\$102,000	2			B
More than \$25,000,000	4	\$93,475	\$92,032	3	\$84,002	\$117,681	B
Type of Organization							
Aging & Senior Care	0			0			
Alcohol & Substance Abuse	2			1			
Animal & Animal Welfare	0			0			
Arts and Culture	1			1			
Civil Rights & Social Action	0			0			
Community Development/Housing	0			0			
Developmental Disabilities	1			0			
Economic Development	1			0			
Education: Early Childhood Education	1			1			
Education: K-12	0			0			
Education: Colleges & Universities	1			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	0			0			
Human Services/Multipurpose	13	\$73,101	\$80,000	7	\$71,286	\$93,149	B
Jobs, Employment & Training	1			0			
Legal Services	1			1			
Membership/Trade Association	0			0			
Mental Health & Crisis Intervention	2			2			
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	1			0			
Recreation, Leisure, & Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	1			0			
Volunteerism & Philanthropy	0			0			
Youth Development	2			0			
Other:	2			0			
Number of Employees							
0	0			0			
1 to 5	1			1			
6 to 10	2			0			
11 to 20	10	\$67,442	\$57,560	2			B
21 to 30	3	\$31,762	\$47,287	0			H
31 to 50	2			2			
51 to 75	5	\$90,031	\$84,567	3	\$90,000	\$103,333	B
76 to 100	2			1			
101 to 200	3	\$78,510	\$84,839	4	\$64,201	\$98,792	B
201 to 300	1			0			
301 and Over	1			0			

Table 12

Vice President of Programs	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	98	\$69,438	\$65,000	35	\$60,762	\$84,798	B
Budget Size							
Under \$250,000	1						
\$250,000 - 499,999	12	\$48,333	\$44,500	2			B
\$500,000 - 999,999	17	\$56,791	\$56,690	6	\$51,500	\$69,000	B
\$1,000,000 - 2,499,999	25	\$61,125	\$60,000	8	\$55,334	\$74,244	B
\$2,500,000 - 4,999,999	17	\$79,831	\$73,000	7	\$64,857	\$90,571	B
\$5,000,000 - 9,999,999	13	\$85,788	\$87,250	4	\$71,124	\$95,325	B
\$10,000,000 - \$24,999,999	8	\$90,905	\$83,000	4	\$90,620	\$135,237	B
More than \$25,000,000	5	\$103,954	\$99,200	2			B
Type of Organization							
Aging & Senior Care	1			0			
Alcohol & Substance Abuse	3	\$75,409	\$65,857	1			M
Animal & Animal Welfare	1			0			
Arts and Culture	7	\$68,790	\$56,690	4	\$68,780	\$103,898	B
Civil Rights & Social Action	0			0			
Community Development/Housing	1			0			
Developmental Disabilities	5	\$72,603	\$65,000	1			B
Economic Development	1			1			
Education: Early Childhood Education	7	\$59,615	\$65,000	1			B
Education: K-12	2			1			
Education: Colleges & Universities	3	\$66,333	\$65,000	0			B
Environment/Conservation	0			1			B
Foundations/Philanthropic Grant Making	2			0			
Health and Rehabilitation	4	\$100,506	\$69,375	1			B
Human Services/Multipurpose	31	\$72,130	\$72,000	13	\$64,836	\$92,275	B
Jobs, Employment & Training	2			0			
Legal Services	2			1			
Membership/Trade Association	4	\$67,100	\$68,200	2			B
Mental Health & Crisis Intervention	4	\$77,675	\$81,500	2			B
Public Safety & Disaster Relief	1			0			
Public Benefit & Social Action	1			1			
Recreation, Leisure, & Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	2			0			
Volunteerism & Philanthropy	0			0			
Youth Development	11	\$51,159	\$50,000	3	\$46,646	\$67,468	B
Other:	2			1			
Number of Employees							
0	1			2			
1 to 5	22	\$55,466	\$56,345	7	\$54,143	\$71,000	B
6 to 10	20	\$56,446	\$54,000	4	\$43,734	\$61,851	B
11 to 20	18	\$73,447	\$65,077	6	\$59,622	\$76,425	B
21 to 30	5	\$75,240	\$82,000	3	\$72,265	\$111,167	B
31 to 50	8	\$76,115	\$72,727	4	\$70,375	\$99,125	B
51 to 75	10	\$90,675	\$88,275	4	\$91,780	\$123,148	B
76 to 100	3	\$90,417	\$87,250	1			B
101 to 200	7	\$79,321	\$80,000	4	\$64,393	\$96,843	B
201 to 300	1			0			
301 and Over	3	\$111,116	\$118,546	0			B

Table 13

Administrative/Office Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	55	52	\$40,627	\$40,000	22	\$32,093	\$45,806	H
Budget Size								
Under \$250,000	3	2	\$35,667	\$42,000	1			
\$250,000 - 499,999	4	3	\$33,320	\$31,640	0			
\$500,000 - 999,999	13	9	\$34,320	\$34,000	8	\$28,125	\$36,000	H
\$1,000,000 - 2,499,999	11	10	\$39,500	\$38,500	4	\$33,352	\$46,750	H
\$2,500,000 - 4,999,999	15	17	\$42,556	\$43,000	6	\$38,547	\$58,040	H
\$5,000,000 - 9,999,999	8	10	\$46,150	\$44,052	3	\$35,667	\$52,833	H
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	1	1			0			
Type of Organization								
Aging & Senior Care	3	3	\$43,737	\$44,052	2			H
Alcohol & Substance Abuse	3	5	\$34,667	\$35,000	1			H
Animal & Animal Welfare	1	1			0			
Arts and Culture	3	2	\$37,500	\$37,500	1			
Civil Rights & Social Action	1	1			0			
Community Development/Housing	1	1			0			
Developmental Disabilities	4	4	\$48,768	\$46,160	2			H
Economic Development	2	2			1			
Education: Early Childhood Education	2	2			1			
Education: K-12	2	1			1			
Education: Colleges & Universities	2	2			1			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	4	3	\$40,667	\$40,000	4	\$30,000	\$40,000	H
Human Services/Multipurpose	11	10	\$39,803	\$38,500	4	\$36,500	\$46,625	
Jobs, Employment & Training	1	1			1			
Legal Services	1	1			1			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	5	7	\$41,073	\$42,146	2			H
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	1	0			0			
Religion & Spirituality	1	2			0			
Volunteerism & Philanthropy	0				0			
Youth Development	5	3	\$32,300	\$32,100	0			H
Other:	0				0			
Number of Employees								
0	2	0			1			
1 to 5	13	8	\$33,831	\$32,000	3	\$25,000	\$31,000	
6 to 10	10	9	\$34,167	\$35,000	4	\$29,750	\$36,250	H
11 to 20	10	10	\$45,950	\$44,000	7	\$34,630	\$52,429	
21 to 30	4	5	\$43,823	\$43,500	1			H
31 to 50	5	7	\$45,414	\$47,320	2			H
51 to 75	6	7	\$45,421	\$45,026	2			H
76 to 100	4	4	\$48,790	\$47,500	3	\$40,387	\$59,387	H
101 to 200	1	2			0			
201 to 300	0				0			
301 and Over	1	1			0			

Table 14

Executive Assistant/Secretary	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	45	45	\$44,033	\$42,000	22	\$38,239	\$52,531	H
Budget Size								
Under \$250,000	2	3			0			
\$250,000 - 499,999	2	1			1			
\$500,000 - 999,999	3	2	\$40,000	\$40,000	2			
\$1,000,000 - 2,499,999	7	7	\$41,115	\$35,000	0			
\$2,500,000 - 4,999,999	6	6	\$40,713	\$42,500	4	\$33,000	\$41,125	H
\$5,000,000 - 9,999,999	12	12	\$43,215	\$44,000	6	\$35,782	\$47,599	H
\$10,000,000 - \$24,999,999	6	6	\$45,279	\$41,960	4	\$39,645	\$58,560	H
More than \$25,000,000	7	8	\$50,697	\$48,900	5	\$40,398	\$57,457	H
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	1	1			1			
Animal & Animal Welfare	1	1			0			
Arts and Culture	5	5	\$49,678	\$49,450	1			H
Civil Rights & Social Action	0	.			0			
Community Development/Housing	0				0			
Developmental Disabilities	3	3	\$42,477	\$42,000	0			H
Economic Development	3	5	\$47,430	\$37,290	2			H
Education: Early Childhood Education	2	2			1			
Education: K-12	2	1			1			
Education: Colleges & Universities	1	1			1			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	0			0			
Human Services/Multipurpose	14	15	\$44,006	\$41,000	11	\$38,512	\$52,459	H
Jobs, Employment & Training	2	2			1			
Legal Services	1	1			1			
Membership/Trade Association	1	1			1			
Mental Health & Crisis Intervention	3	3	\$44,595	\$45,000	1			H
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	1			0			
Volunteerism & Philanthropy	0				0			
Youth Development	3	2	\$42,978	\$42,978	0			H
Other:	1	1			0			
Number of Employees								
0	0				0			
1 to 5	5	5	\$44,050	\$35,600	1			
6 to 10	4	3	\$50,667	\$42,000	1			
11 to 20	7	7	\$36,258	\$38,000	3	\$33,667	\$44,167	
21 to 30	3	3	\$46,534	\$45,153	0			H
31 to 50	5	5	\$40,352	\$41,260	3	\$30,087	\$40,690	H
51 to 75	8	9	\$50,222	\$49,112	5	\$43,535	\$58,003	H
76 to 100	4	4	\$41,529	\$42,152	4	\$36,257	\$46,459	H
101 to 200	6	6	\$39,629	\$39,780	4	\$35,509	\$54,739	H
201 to 300	0				0			
301 and Over	4	4	\$52,225	\$51,950	2			H

Table 15

Administrative Assistant/Secretary	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	56	113	\$35,366	\$34,301	27	\$27,528	\$37,672	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			1			
\$500,000 - 999,999	5	3	\$34,833	\$35,000	1			H
\$1,000,000 - 2,499,999	13	14	\$31,311	\$30,000	4	\$25,480	\$32,370	H
\$2,500,000 - 4,999,999	12	16	\$32,969	\$32,000	7	\$26,829	\$34,754	H
\$5,000,000 - 9,999,999	14	40	\$40,078	\$33,000	6	\$26,491	\$37,194	H
\$10,000,000 - \$24,999,999	5	11	\$37,988	\$36,985	3	\$29,097	\$41,073	H
More than \$25,000,000	6	28	\$34,787	\$35,702	5	\$29,257	\$42,199	H
Type of Organization								
Aging & Senior Care	2	3			1			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	1	6			1			
Arts and Culture	2	4			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	4	9	\$31,930	\$29,520	2			H
Economic Development	1	1			1			
Education: Early Childhood Education	4	5	\$32,000	\$30,000	2			H
Education: K-12	1	3			1			
Education: Colleges & Universities	1	0			0			
Environment/Conservation	1	0			0			
Foundations/Philanthropic Grant Making	1	1			0			
Health and Rehabilitation	3	2	\$35,773	\$35,773	0			
Human Services/Multipurpose	18	39	\$39,686	\$35,000	12	\$29,508	\$41,033	H
Jobs, Employment & Training	1	4			1			
Legal Services	2	9			2			
Membership/Trade Association	4	4	\$43,008	\$37,766	1			H
Mental Health & Crisis Intervention	3	15	\$30,000	\$30,000	2			H
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	5			1			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			0			
Other:	3	2	\$28,090	\$28,090	1			H
Number of Employees								
0	0				0			
1 to 5	4	2	\$36,417	\$36,500	0			H
6 to 10	8	5	\$33,535	\$35,045	2			H
11 to 20	9	7	\$33,360	\$34,000	3	\$29,000	\$39,333	H
21 to 30	3	2	\$34,187	\$36,000	0			
31 to 50	10	19	\$42,998	\$33,500	8	\$26,497	\$36,050	H
51 to 75	8	19	\$32,616	\$33,150	3	\$31,333	\$39,750	H
76 to 100	7	19	\$31,986	\$32,000	7	\$28,069	\$37,842	H
101 to 200	4	27	\$34,569	\$34,569	3	\$25,895	\$38,651	H
201 to 300	1	1			0			
301 and Over	3	13	\$34,485	\$37,375	2			H

Table 16

Clerk	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	23	31	\$28,235	\$31,200	10	\$24,151	\$32,185	H
Budget Size								
Under \$250,000	1	0			1			
\$250,000 - 499,999	2	2			1			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	5	5	\$28,415	\$29,330	2			
\$2,500,000 - 4,999,999	7	11	\$29,481	\$31,200	1			
\$5,000,000 - 9,999,999	2	5			1			
\$10,000,000 - \$24,999,999	3	6	\$27,740	\$27,740	2			H
More than \$25,000,000	1	1			1			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	1	4			1			
Animal & Animal Welfare	1	2			1			
Arts and Culture	1	1			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	2			0			
Economic Development	1	1			1			
Education: Early Childhood Education	2	1			0			
Education: K-12	1	2			1			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	6	8	\$29,708	\$29,120	1			
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	3	8	\$34,000	\$34,000	2			H
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	0			1			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	1	0			1			
1 to 5	1	1			0			
6 to 10	4	2	\$25,500	\$25,500	3	\$22,320	\$29,733	H
11 to 20	2	3			0			
21 to 30	3	4	\$30,413	\$31,200	0			
31 to 50	4	5	\$27,970	\$28,600	1			H
51 to 75	2	5			1			
76 to 100	4	7	\$27,109	\$28,985	3	\$26,969	\$36,223	H
101 to 200	1	2			1			
201 to 300	1	2			0			
301 and Over	0				0			

Table 17

Accountant	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	38	71	\$45,832	\$45,000	18	\$40,536	\$56,814	H
Budget Size								
Under \$250,000	1	0			1			
\$250,000 - 499,999	2	0			0			
\$500,000 - 999,999	3	6	\$42,500	\$42,500	1			
\$1,000,000 - 2,499,999	1	10			1			
\$2,500,000 - 4,999,999	9	10	\$45,862	\$46,000	4	\$33,250	\$44,250	
\$5,000,000 - 9,999,999	9	15	\$43,999	\$42,000	3	\$38,686	\$50,211	
\$10,000,000 - \$24,999,999	5	5	\$60,902	\$48,485	2			
More than \$25,000,000	8	25	\$53,547	\$52,960	6	\$44,718	\$66,438	H
Type of Organization								
Aging & Senior Care	2	5			1			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	1	1			0			
Arts and Culture	1	1			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	3	9	\$42,667	\$40,000	1			
Economic Development	1	1			1			
Education: Early Childhood Education	2	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	1	1			0			
Health and Rehabilitation	1	0			0			
Human Services/Multipurpose	16	33	\$46,845	\$46,627	11	\$43,011	\$60,842	H
Jobs, Employment & Training	1	1			0			
Legal Services	0				0			
Membership/Trade Association	3	2	\$36,667	\$40,000	0			
Mental Health & Crisis Intervention	2	5			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	1			0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			0			
Other:	1	10			1			
Number of Employees								
0	2	0			1			
1 to 5	2	0			0			
6 to 10	2	1			0			
11 to 20	4	17	\$42,051	\$43,103	2			
21 to 30	3	3	\$43,333	\$45,000	1			
31 to 50	4	4	\$45,400	\$44,500	3	\$36,353	\$48,877	
51 to 75	9	18	\$53,757	\$49,296	4	\$52,220	\$69,350	
76 to 100	5	7	\$43,350	\$44,520	4	\$36,290	\$46,014	
101 to 200	4	13	\$53,850	\$52,960	2			H
201 to 300	0				0			
301 and Over	4	9	\$55,307	\$54,988	2			

Table 18

Controller	Number of Organizations	Number of FT Employees	Annual Cash Compensation						Most Reported Educational Requirement
			Actual		Range				
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum		
All Organizations	30	31	\$70,038	\$70,000	14	\$55,949	\$76,179		
Budget Size									
Under \$250,000	0				0				
\$250,000 - 499,999	0				0				
\$500,000 - 999,999	1	0			1				
\$1,000,000 - 2,499,999	2	5			2				
\$2,500,000 - 4,999,999	6	6	\$65,524	\$60,500	2				
\$5,000,000 - 9,999,999	8	8	\$61,848	\$58,500	2				
\$10,000,000 - \$24,999,999	5	5	\$74,514	\$70,747	2				
More than \$25,000,000	8	7	\$83,480	\$76,171	5	\$65,732	\$96,893		
Type of Organization									
Aging & Senior Care	0				0				
Alcohol & Substance Abuse	1	1			1				
Animal & Animal Welfare	0				0				
Arts and Culture	2	2			0				
Civil Rights & Social Action	0				0				
Community Development/Housing	0				0				
Developmental Disabilities	2	2			0				
Economic Development	0				0				
Education: Early Childhood Education	0				0				
Education: K-12	0				0				
Education: Colleges & Universities	0				0				
Environment/Conservation	0				0				
Foundations/Philanthropic Grant Making	2	2			0				
Health and Rehabilitation	0				1				
Human Services/Multipurpose	12	10	\$70,032	\$70,000	9	\$63,363	\$89,425		
Jobs, Employment & Training	2	2			0				
Legal Services	0				0				
Membership/Trade Association	1	1			0				
Mental Health & Crisis Intervention	4	4	\$80,549	\$82,701	1				
Public Safety & Disaster Relief	1	1			0				
Public Benefit & Social Action	0				0				
Recreation, Leisure, & Sports	0				0				
Rehabilitation & Physical Disabilities	0				0				
Religion & Spirituality	1	0			1				
Volunteerism & Philanthropy	0				0				
Youth Development	1	1			0				
Other:	1	5			1				
Number of Employees									
0	0				0				
1 to 5	0				1				
6 to 10	3	1	\$59,500	\$59,500	1				
11 to 20	2	6			1				
21 to 30	6	6	\$64,352	\$56,982	0				
31 to 50	2	2			1				
51 to 75	4	3	\$60,671	\$62,114	2				
76 to 100	3	3	\$64,692	\$66,215	3	\$56,833	\$73,333		
101 to 200	6	6	\$73,334	\$74,824	3	\$61,076	\$91,171		
201 to 300	0				0				
301 and Over	4	4	\$91,787	\$94,332	2				

Table 19

Accounting Clerk	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	46	67	\$37,201	\$37,000	18	\$30,866	\$43,016	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			0			
\$500,000 - 999,999	3	2	\$28,167	\$35,500	1			
\$1,000,000 - 2,499,999	11	11	\$32,767	\$31,620	3	\$28,707	\$37,760	
\$2,500,000 - 4,999,999	10	13	\$40,753	\$40,216	2			H
\$5,000,000 - 9,999,999	9	11	\$35,766	\$36,800	4	\$30,248	\$43,594	H
\$10,000,000 - \$24,999,999	6	13	\$43,560	\$47,475	4	\$33,469	\$45,453	H
More than \$25,000,000	6	16	\$39,479	\$39,985	4	\$30,902	\$47,456	H
Type of Organization								
Aging & Senior Care	1	0			1			
Alcohol & Substance Abuse	2	2			1			
Animal & Animal Welfare	2	2			1			
Arts and Culture	1	1			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	1	2			0			
Developmental Disabilities	4	8	\$39,101	\$37,344	1			H
Economic Development	0				0			
Education: Early Childhood Education	1	1			0			
Education: K-12	2	2			0			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	1			0			
Human Services/Multipurpose	16	22	\$40,033	\$39,000	9	\$32,418	\$47,114	H
Jobs, Employment & Training	2	6			1			
Legal Services	1	2			1			
Membership/Trade Association	2	2			0			
Mental Health & Crisis Intervention	5	11	\$42,245	\$45,000	2			H
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	2			0			
Other:	1	2			1			
Number of Employees								
0	0				0			
1 to 5	5	4	\$31,522	\$35,360	0			
6 to 10	4	4	\$33,093	\$35,430	1			
11 to 20	7	7	\$34,020	\$33,810	2			
21 to 30	3	4	\$38,829	\$45,868	0			
31 to 50	7	8	\$41,786	\$43,000	2	\$30,500	\$39,000	H
51 to 75	5	5	\$37,785	\$40,000	3	\$34,450	\$43,667	H
76 to 100	3	8	\$34,131	\$35,193	2			H
101 to 200	8	18	\$40,509	\$37,381	7	\$30,948	\$46,603	H
201 to 300	1	2			0			
301 and Over	3	7	\$40,426	\$40,569	1			H

Table 20

Director/Manager of Communications	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	70	66	\$54,728	\$50,000	25	\$46,771	\$68,931	
Budget Size								
Under \$250,000	1	1			0			
\$250,000 - 499,999	4	2	\$33,750	\$32,500	1			
\$500,000 - 999,999	10	9	\$46,900	\$45,000	4	\$34,500	\$38,000	
\$1,000,000 - 2,499,999	18	16	\$47,331	\$48,000	4	\$27,500	\$49,250	
\$2,500,000 - 4,999,999	13	13	\$56,015	\$52,000	6	\$45,833	\$63,333	
\$5,000,000 - 9,999,999	14	14	\$60,552	\$66,500	2			
\$10,000,000 - \$24,999,999	4	6	\$69,868	\$64,965	2			
More than \$25,000,000	6	5	\$77,729	\$66,500	6	\$68,795	\$100,871	
Type of Organization								
Aging & Senior Care	2	2			1			
Alcohol & Substance Abuse	2	2			1			
Animal & Animal Welfare	2	2			1			
Arts and Culture	9	9	\$63,299	\$61,000	3	\$50,709	\$74,799	
Civil Rights & Social Action	1	1			0			
Community Development/Housing	1	1			0			
Developmental Disabilities	2	2			0			
Economic Development	0				0			
Education: Early Childhood Education	2	1			2			
Education: K-12	1	0			0			
Education: Colleges & Universities	2	2			1			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	2	2			1			
Health and Rehabilitation	2	2			1			
Human Services/Multipurpose	20	21	\$60,201	\$55,000	11	\$60,013	\$89,068	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	7	6	\$47,329	\$51,500	1			H
Mental Health & Crisis Intervention	2	2			1			
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	1	1			0			
Religion & Spirituality	2	2			0			
Volunteerism & Philanthropy	0				0			
Youth Development	7	5	\$50,219	\$40,000	1			
Other:	2	2			0			
Number of Employees								
0	0				0			
1 to 5	13	10	\$40,908	\$43,500	5	\$29,200	\$33,800	
6 to 10	13	12	\$49,626	\$50,000	2			H
11 to 20	11	11	\$48,790	\$46,000	4	\$41,500	\$55,250	
21 to 30	9	8	\$61,162	\$60,500	2			
31 to 50	6	6	\$64,500	\$68,750	1			
51 to 75	7	7	\$66,799	\$66,500	3	\$63,043	\$86,466	
76 to 100	4	4	\$52,211	\$51,523	3	\$48,492	\$64,917	
101 to 200	5	6	\$66,574	\$64,965	3	\$70,379	\$122,049	
201 to 300	0				0			
301 and Over	2	2			2			

Table 21

Major Gifts/Planned Giving Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	21	24	\$67,120	\$67,000	10	\$62,131	\$83,217	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	3	2	\$67,500	\$67,500	0			
\$2,500,000 - 4,999,999	4	5	\$55,125	\$55,750	3	\$49,333	\$61,667	
\$5,000,000 - 9,999,999	6	6	\$59,327	\$60,500	2			
\$10,000,000 - \$24,999,999	3	7	\$80,267	\$82,542	2			
More than \$25,000,000	3	3	\$82,674	\$78,210	2			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	3	3	\$75,847	\$74,000	1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	2	6			1			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	11	12	\$66,544	\$63,000	6	\$67,880	\$91,353	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	1	1			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	0			0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			1			
6 to 10	3	1	\$60,000	\$60,000	0			
11 to 20	4	8	\$71,615	\$75,000	1			
21 to 30	1	1			0			
31 to 50	4	5	\$60,815	\$62,000	2			
51 to 75	5	5	\$76,208	\$71,000	4	\$69,258	\$85,138	
76 to 100	0				0			
101 to 200	2	2			2			
201 to 300	0				0			
301 and Over	1	1			0			

Table 22

Special Events Manager/Coordinator	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	47	45	\$48,609	\$49,707	22	\$39,257	\$54,590	
Budget Size								
Under \$250,000	1	0			0			
\$250,000 - 499,999	3	1	\$28,167	\$30,000	0			
\$500,000 - 999,999	5	6	\$38,500	\$40,000	3	\$26,000	\$40,833	H
\$1,000,000 - 2,499,999	8	6	\$39,783	\$40,000	3	\$29,147	\$37,200	
\$2,500,000 - 4,999,999	13	14	\$48,943	\$50,000	8	\$42,938	\$58,863	
\$5,000,000 - 9,999,999	7	8	\$59,195	\$55,000	2			
\$10,000,000 - \$24,999,999	4	4	\$57,761	\$57,515	3	\$48,582	\$66,832	
More than \$25,000,000	6	6	\$55,162	\$57,730	3	\$38,655	\$54,828	H
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	1	1			1			
Animal & Animal Welfare	2	2			1			
Arts and Culture	3	3	\$65,225	\$49,413	1			H
Civil Rights & Social Action	0				0			
Community Development/Housing	1	1			0			
Developmental Disabilities	3	2	\$34,833	\$30,000	0			
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	1	0			0			
Environment/Conservation	1	1			0			
Foundations/Philanthropic Grant Making	1	1			0			
Health and Rehabilitation	3	3	\$57,500	\$57,500	3	\$36,333	\$50,667	
Human Services/Multipurpose	18	20	\$51,702	\$54,000	12	\$43,022	\$60,112	
Jobs, Employment & Training	2	2			0			
Legal Services	0				0			
Membership/Trade Association	3	4	\$43,651	\$43,753	0			
Mental Health & Crisis Intervention	4	3	\$45,125	\$46,250	2			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	6	2	\$31,125	\$35,000	1			
6 to 10	6	5	\$38,400	\$30,000	3	\$38,147	\$46,367	H
11 to 20	7	9	\$50,636	\$50,000	2			
21 to 30	4	4	\$48,813	\$48,750	3	\$38,167	\$49,633	
31 to 50	8	9	\$53,025	\$47,600	3	\$37,333	\$51,667	
51 to 75	6	6	\$50,779	\$50,457	3	\$43,128	\$54,380	
76 to 100	3	3	\$51,900	\$57,700	3	\$42,159	\$57,584	H
101 to 200	4	4	\$57,259	\$57,515	3	\$46,147	\$71,493	
201 to 300	0				0			
301 and Over	3	3	\$52,988	\$57,459	1			H

Table 23

Development Specialist	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	54	52	\$40,682	\$37,500	24	\$35,598	\$49,078	H
Budget Size								
Under \$250,000	1	1			1			
\$250,000 - 499,999	3	3	\$40,000	\$36,000	1			
\$500,000 - 999,999	6	6	\$37,167	\$34,000	3	\$36,000	\$45,000	
\$1,000,000 - 2,499,999	11	10	\$41,670	\$37,750	3	\$35,813	\$48,867	
\$2,500,000 - 4,999,999	14	14	\$39,688	\$40,000	8	\$33,160	\$47,430	H
\$5,000,000 - 9,999,999	10	9	\$39,937	\$36,100	3	\$34,667	\$45,500	H
\$10,000,000 - \$24,999,999	5	6	\$50,908	\$47,673	3	\$45,658	\$64,519	H
More than \$25,000,000	4	3	\$36,071	\$35,880	2			H
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	1	1			0			
Animal & Animal Welfare	2	2			1			
Arts and Culture	6	6	\$37,704	\$35,000	2			H
Civil Rights & Social Action	1	1			0			
Community Development/Housing	0				0			
Developmental Disabilities	4	4	\$40,253	\$40,005	0			H
Economic Development	1	2			1			
Education: Early Childhood Education	0				0			
Education: K-12	1	1			0			
Education: Colleges & Universities	1	1			0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	2	2			1			
Health and Rehabilitation	2	2			2			
Human Services/Multipurpose	23	22	\$41,929	\$37,000	14	\$37,202	\$50,281	H
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	2	1			0			
Mental Health & Crisis Intervention	3	2	\$31,500	\$32,000	1			H
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			0			
Other:	2	2			1			
Number of Employees								
0	0				0			
1 to 5	6	5	\$39,000	\$38,500	3	\$32,667	\$40,667	
6 to 10	10	10	\$40,833	\$36,000	5	\$36,088	\$45,320	H
11 to 20	10	10	\$39,048	\$37,500	3	\$33,427	\$46,480	
21 to 30	6	5	\$39,670	\$40,000	2			H
31 to 50	6	6	\$39,000	\$35,500	2			
51 to 75	5	5	\$47,545	\$50,437	3	\$43,345	\$57,142	
76 to 100	6	6	\$39,483	\$36,750	4	\$35,925	\$49,203	H
101 to 200	3	4	\$47,045	\$46,010	2			H
201 to 300	0				0			
301 and Over	3	2	\$36,167	\$36,167	1			H

Table 24

Grant Proposal Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	14	14	\$54,537	\$50,000	7	\$43,426	\$60,355	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	1	0			0			
\$2,500,000 - 4,999,999	3	3	\$45,868	\$46,125	2			
\$5,000,000 - 9,999,999	5	5	\$51,282	\$55,422	3	\$43,647	\$60,618	
\$10,000,000 - \$24,999,999	2	2			1			
More than \$25,000,000	2	4			1			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	1	1			0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	6	8	\$53,288	\$52,800	4	\$47,510	\$67,033	
Jobs, Employment & Training	1	1			0			
Legal Services	1	1			1			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	1	1			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	1	0			0			
11 to 20	1	1			0			
21 to 30	2	1			0			
31 to 50	2	2			1			
51 to 75	3	3	\$51,208	\$50,000	2			
76 to 100	1	1			1			
101 to 200	3	5	\$48,346	\$47,410	3	\$40,993	\$66,328	
201 to 300	0				0			
301 and Over	1	1			0			

Table 25

Grant Proposal Writer	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	28	22	\$45,798	\$45,000	12	\$39,286	\$55,322	
Budget Size								
Under \$250,000	1	0			0			
\$250,000 - 499,999	1	0			0			
\$500,000 - 999,999	3	0	\$18,000	\$18,000	0			
\$1,000,000 - 2,499,999	6	4	\$45,500	\$46,000	2			
\$2,500,000 - 4,999,999	7	5	\$47,470	\$45,000	3	\$38,333	\$48,667	
\$5,000,000 - 9,999,999	6	8	\$42,757	\$42,000	3	\$39,980	\$60,785	
\$10,000,000 - \$24,999,999	2	3			2			
More than \$25,000,000	2	2			2			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	1	1			1			
Arts and Culture	4	1	\$31,000	\$31,000	0			
Civil Rights & Social Action	0				0			
Community Development/Housing	1	0			0			
Developmental Disabilities	2	2			0			
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	11	12	\$43,440	\$42,500	7	\$40,070	\$53,215	H
Jobs, Employment & Training	0				0			
Legal Services	1	1			1			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	3	3	\$49,000	\$49,000	1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	0			0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	0			0			
Other:	1	1			1			
Number of Employees								
0	2	0			0			
1 to 5	3	0	\$18,000	\$18,000	0			
6 to 10	3	0	\$60,320	\$60,320	0			
11 to 20	3	3	\$44,000	\$46,000	1			
21 to 30	1	0			0			
31 to 50	6	6	\$44,750	\$44,500	3	\$38,333	\$48,667	
51 to 75	2	3			1			
76 to 100	4	4	\$45,000	\$45,500	3	\$39,495	\$55,334	
101 to 200	3	5	\$41,181	\$36,543	3	\$36,862	\$59,441	H
201 to 300	0				0			
301 and Over	1	1			1			

Table 26

Director/Manager of Volunteers	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	46	42	\$41,991	\$41,248	23	\$37,635	\$50,643	H
Budget Size								
Under \$250,000	1	0			1			
\$250,000 - 499,999	2	1			0			
\$500,000 - 999,999	5	4	\$36,600	\$38,500	3	\$30,167	\$37,000	
\$1,000,000 - 2,499,999	11	9	\$38,320	\$35,000	3	\$26,813	\$33,867	
\$2,500,000 - 4,999,999	11	11	\$40,416	\$41,295	7	\$40,000	\$51,857	
\$5,000,000 - 9,999,999	10	10	\$48,610	\$46,750	5	\$43,192	\$56,851	
\$10,000,000 - \$24,999,999	1	2			1			
More than \$25,000,000	5	5	\$48,939	\$46,000	3	\$49,177	\$72,997	H
Type of Organization								
Aging & Senior Care	2	2			2			
Alcohol & Substance Abuse	1	1			0			
Animal & Animal Welfare	2	2			1			
Arts and Culture	1	1			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	1			0			
Economic Development	1	1			1			
Education: Early Childhood Education	2	2			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	20	20	\$44,366	\$42,000	14	\$42,521	\$57,290	H
Jobs, Employment & Training	2	2			1			
Legal Services	1	1			1			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	3	2	\$42,173	\$42,173	1			H
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	6	4	\$45,100	\$52,200	1			
Other:	2	2			0			
Number of Employees								
0	1	0			1			
1 to 5	3	2	\$42,500	\$42,500	0			H
6 to 10	8	6	\$33,483	\$34,750	5	\$28,588	\$35,520	
11 to 20	6	6	\$41,059	\$39,750	1			
21 to 30	6	5	\$45,739	\$42,000	2			H
31 to 50	7	7	\$39,857	\$41,200	4	\$37,240	\$46,438	
51 to 75	6	6	\$42,413	\$44,275	3	\$40,000	\$50,500	
76 to 100	5	5	\$41,959	\$38,800	5	\$38,640	\$49,762	H
101 to 200	3	4	\$66,162	\$72,485	3	\$55,739	\$86,306	
201 to 300	0				0			
301 and Over	2	2			0			

Table 27

Meeting Planner	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	4	3	\$62,580	\$62,580	1	\$40,000	\$49,000	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1	1			0			
\$2,500,000 - 4,999,999	3	2	\$62,580	\$62,580	1			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	2	1			1			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	2	2			0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			
6 to 10	1	1			0			
11 to 20	2	1			1			
21 to 30	0				0			
31 to 50	0				0			
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 28

Chapter Relations Administrator	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	2	2			0			
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	2	2			0			
\$2,500,000 - 4,999,999	0				0			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	1	1			0			
11 to 20	1	1			0			
21 to 30	0				0			
31 to 50	0				0			
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 29

Membership Project Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	6	6	\$53,289	\$51,500	0			H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	1			0			
\$1,000,000 - 2,499,999	2	2			0			
\$2,500,000 - 4,999,999	1	1			0			
\$5,000,000 - 9,999,999	2	2			0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	1			0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	3	3	\$58,411	\$61,800	0			H
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	1			0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	4	4	\$51,233	\$48,250	0			H
11 to 20	0				0			
21 to 30	1	1			0			
31 to 50	0				0			
51 to 75	1	1			0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 30

Director/Vice President of Human Resources	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	25	24	\$80,786	\$74,596	16	\$69,592	\$99,815	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	2	1			1			
\$2,500,000 - 4,999,999	2	2			1			
\$5,000,000 - 9,999,999	8	8	\$79,126	\$80,100	6	\$62,666	\$87,106	
\$10,000,000 - \$24,999,999	6	6	\$79,350	\$79,846	3	\$70,416	\$108,135	
More than \$25,000,000	7	7	\$93,536	\$78,000	5	\$83,248	\$122,002	
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	1	1			0			
Animal & Animal Welfare	1	1			1			
Arts and Culture	2	2			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	2			0			
Economic Development	1	1			1			
Education: Early Childhood Education	0				0			
Education: K-12	1	1			0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	11	11	\$84,458	\$74,500	10	\$75,406	\$107,345	
Jobs, Employment & Training	1	1			0			
Legal Services	1	1			1			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	3	3	\$77,564	\$74,693	2			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	0				0			
11 to 20	0				0			
21 to 30	1	0			0			
31 to 50	4	4	\$74,703	\$77,500	1			
51 to 75	5	5	\$71,510	\$68,279	5	\$64,874	\$87,880	
76 to 100	5	5	\$64,936	\$61,160	5	\$58,432	\$72,232	
101 to 200	8	8	\$85,048	\$79,846	5	\$73,628	\$116,509	
201 to 300	0				0			
301 and Over	3	3	\$112,866	\$104,998	1			

Table 31

Human Resources Professional	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	23	27	\$51,730	\$49,455	11	\$42,981	\$60,036	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	0				0			
\$2,500,000 - 4,999,999	6	6	\$53,118	\$51,455	2			
\$5,000,000 - 9,999,999	8	8	\$50,885	\$49,818	4	\$37,087	\$53,806	
\$10,000,000 - \$24,999,999	3	5	\$37,582	\$39,509	3	\$32,982	\$45,025	H
More than \$25,000,000	5	8	\$59,568	\$50,000	2			H
Type of Organization								
Aging & Senior Care	1	0			0			
Alcohol & Substance Abuse	1	2			1			
Animal & Animal Welfare	0				0			
Arts and Culture	2	2			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	4			1			
Economic Development	0				0			
Education: Early Childhood Education	2	2			0			
Education: K-12	1	1			1			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	9	12	\$53,919	\$50,000	6	\$50,141	\$68,737	H
Jobs, Employment & Training	2	2			0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	2	2			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	1	0			0			
11 to 20	0				0			
21 to 30	2	2			1			
31 to 50	5	5	\$47,342	\$42,910	3	\$37,202	\$51,527	H
51 to 75	5	4	\$47,377	\$42,500	2			
76 to 100	1	1			0			
101 to 200	6	11	\$52,577	\$50,000	5	\$46,127	\$67,749	H
201 to 300	0				0			
301 and Over	3	4	\$55,973	\$50,000	0			H

Table 32

Director/Vice President of Management Information Systems	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	18	17	\$84,067	\$75,000	8	\$62,514	\$112,164	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	0			0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	2	2			1			
\$2,500,000 - 4,999,999	2	2			0			
\$5,000,000 - 9,999,999	5	5	\$88,157	\$75,000	3	\$67,500	\$111,253	
\$10,000,000 - \$24,999,999	3	3	\$81,921	\$81,244	1			
More than \$25,000,000	5	5	\$94,517	\$104,900	3	\$74,497	\$103,654	
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	2	2			1			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	2			0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	1	1			0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	5	5	\$88,260	\$81,244	5	\$72,322	\$106,363	
Jobs, Employment & Training	2	2			0			
Legal Services	1	1			1			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	3	2	\$80,760	\$80,760	1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	1			0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	0			0			
6 to 10	0				0			
11 to 20	2	2			0			
21 to 30	1	1			1			
31 to 50	2	2			1			
51 to 75	1	1			0			
76 to 100	0				0			
101 to 200	7	7	\$92,018	\$91,520	5	\$65,244	\$103,338	
201 to 300	1	1			0			
301 and Over	3	3	\$101,336	\$112,528	1			

Table 33

Computer Programmer	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	6	12	\$40,655	\$36,000	5	\$44,225	\$62,079	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			1			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	1	1			1			
\$2,500,000 - 4,999,999	0				0			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	1	1			1			
More than \$25,000,000	1	8			1			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	1	1			1			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	1	1			1			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	1	8			1			
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	3	2	\$30,500	\$30,500	2			
11 to 20	0				0			
21 to 30	1	1			1			
31 to 50	0				0			
51 to 75	1	1			1			
76 to 100	0				0			
101 to 200	1	8			1			
201 to 300	0				0			
301 and Over	0				0			

Table 34

Webmaster	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	15	12	\$50,298	\$51,000	5	\$53,055	\$69,925	
Budget Size								
Under \$250,000	1	1			0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	3	1	\$41,600	\$41,600	0			
\$2,500,000 - 4,999,999	3	3	\$51,478	\$48,500	1			
\$5,000,000 - 9,999,999	3	3	\$40,533	\$49,000	0			
\$10,000,000 - \$24,999,999	1	1			1			
More than \$25,000,000	2	2			2			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	4	4	\$46,105	\$44,000	1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	1	1			1			
Education: Colleges & Universities	1	1			1			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	4	3	\$57,732	\$54,000	2			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	1	1			0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	1			0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			1			
6 to 10	3	2	\$47,317	\$47,317	0			
11 to 20	2	1			1			
21 to 30	4	3	\$36,367	\$39,000	0			
31 to 50	1	1			0			
51 to 75	2	2			1			
76 to 100	0				0			
101 to 200	2	2			2			
201 to 300	0				0			
301 and Over	0				0			

Table 35

Computer Network (LAN/WAN) Administrator	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	12	13	\$51,437	\$56,137	6	\$50,677	\$71,533	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	1	1			0			
\$2,500,000 - 4,999,999	3	3	\$44,295	\$49,500	1			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	2	2			1			
More than \$25,000,000	4	6	\$65,532	\$60,000	3	\$61,463	\$87,311	H
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	1	1			1			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	4	6	\$60,248	\$60,000	3	\$61,463	\$87,311	H
Jobs, Employment & Training	2	2			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	2	2			0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	2	1			1			
11 to 20	2	2			1			
21 to 30	2	2			0			
31 to 50	0				0			
51 to 75	1	1			1			
76 to 100	1	1			1			
101 to 200	2	4			1			
201 to 300	0				0			
301 and Over	2	2			1			

Table 36

Computer Operator Technology/Computer Support Specialist	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	14	14	\$47,960	\$43,939	8	\$39,068	\$56,042	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	2	1			1			
\$2,500,000 - 4,999,999	2	2			0			
\$5,000,000 - 9,999,999	1	1			1			
\$10,000,000 - \$24,999,999	3	4	\$54,284	\$42,848	3	\$46,371	\$66,894	
More than \$25,000,000	4	5	\$38,646	\$39,000	2			H
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	1	1			1			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	3	4	\$40,487	\$37,461	1			H
Economic Development	0				0			
Education: Early Childhood Education	1	1			0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	3	4	\$40,924	\$40,924	3	\$34,345	\$51,518	H
Jobs, Employment & Training	2	2	\$34,970	\$34,970	1			
Legal Services	1	1			1			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	0			0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	3	1	\$26,000	\$26,000	1			
11 to 20	0				0			
21 to 30	1	1			1			
31 to 50	0				0			
51 to 75	2	2			1			
76 to 100	1	1			0			
101 to 200	4	5	\$51,359	\$42,848	4	\$36,059	\$52,092	H
201 to 300	0				0			
301 and Over	3	4	\$38,646	\$39,000	1			H

Table 37

Database Specialist	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	19	17	\$47,538	\$46,150	9	\$41,178	\$51,227	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	0			0			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	4	3	\$47,400	\$47,200	3	\$37,347	\$47,067	
\$2,500,000 - 4,999,999	5	5	\$36,238	\$33,592	3	\$36,333	\$42,667	
\$5,000,000 - 9,999,999	4	4	\$52,773	\$53,145	0			
\$10,000,000 - \$24,999,999	2	2			1			
More than \$25,000,000	2	3			2			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	1	1			1			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	1	1			0			
Education: K-12	0				0			
Education: Colleges & Universities	2	1			0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	3	3	\$52,733	\$58,200	1			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	5	6	\$48,844	\$48,231	4	\$45,390	\$57,960	H
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	1	1			0			
Mental Health & Crisis Intervention	2	1			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	1			1			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			0			
Other:	1	1			1			
Number of Employees								
0	0				0			
1 to 5	3	1	\$38,000	\$38,000	1			
6 to 10	3	2	\$51,000	\$51,000	1			
11 to 20	4	4	\$47,498	\$49,645	1			
21 to 30	1	1			0			
31 to 50	1	1			1			
51 to 75	5	5	\$47,278	\$45,100	3	\$49,667	\$58,667	
76 to 100	1	1			1			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	1	2			1			

Table 38

Program Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	98	271	\$48,789	\$48,000	45	\$40,450	\$58,251	H
Budget Size								
Under \$250,000	3	3	\$35,500	\$35,500	1			
\$250,000 - 499,999	8	7	\$36,600	\$36,000	3	\$24,320	\$41,333	
\$500,000 - 999,999	16	21	\$45,333	\$45,000	10	\$37,700	\$49,550	H
\$1,000,000 - 2,499,999	25	51	\$49,526	\$46,959	7	\$36,504	\$53,826	H
\$2,500,000 - 4,999,999	21	58	\$50,949	\$50,000	9	\$39,889	\$61,000	
\$5,000,000 - 9,999,999	15	79	\$52,136	\$50,000	7	\$46,123	\$68,355	
\$10,000,000 - \$24,999,999	6	33	\$60,560	\$55,293	5	\$51,499	\$70,824	
More than \$25,000,000	4	19	\$53,869	\$50,633	3	\$46,799	\$68,717	
Type of Organization								
Aging & Senior Care	2	10			1			
Alcohol & Substance Abuse	4	12	\$55,474	\$56,948	3	\$32,417	\$55,280	H
Animal & Animal Welfare	2	8			1			
Arts and Culture	8	14	\$48,514	\$46,000	3	\$42,206	\$63,975	
Civil Rights & Social Action	1	3			0			
Community Development/Housing	2	3			0			
Developmental Disabilities	7	23	\$51,570	\$50,648	3	\$46,667	\$60,492	
Economic Development	2	5			2			
Education: Early Childhood Education	4	13	\$46,746	\$48,493	2			
Education: K-12	2	2			1			
Education: Colleges & Universities	2	4			0			
Environment/Conservation	1	1			0			
Foundations/Philanthropic Grant Making	1	1			1			
Health and Rehabilitation	3	9	\$62,664	\$40,000	2			
Human Services/Multipurpose	30	106	\$47,787	\$48,000	16	\$40,305	\$60,968	
Jobs, Employment & Training	3	6	\$44,808	\$53,423	1			
Legal Services	0				0			
Membership/Trade Association	3	6	\$60,000	\$65,000	1			H
Mental Health & Crisis Intervention	6	16	\$56,094	\$58,438	4	\$44,622	\$65,696	
Public Safety & Disaster Relief	1	5			1			
Public Benefit & Social Action	1	4			1			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	3			0			
Volunteerism & Philanthropy	0				0			
Youth Development	7	11	\$44,486	\$42,959	2			
Other:	3	5	\$37,833	\$37,500	0			
Number of Employees								
0	1	0			0			
1 to 5	18	14	\$41,012	\$40,000	8	\$35,933	\$47,688	
6 to 10	18	36	\$46,241	\$42,673	7	\$33,214	\$46,714	H
11 to 20	15	35	\$48,919	\$45,917	6	\$40,088	\$56,298	
21 to 30	11	32	\$50,532	\$49,000	5	\$32,400	\$62,250	
31 to 50	10	22	\$54,251	\$52,006	4	\$45,353	\$57,912	
51 to 75	11	55	\$53,906	\$49,533	4	\$55,592	\$79,107	
76 to 100	6	28	\$54,074	\$54,982	5	\$47,000	\$66,950	H
101 to 200	6	33	\$51,358	\$50,648	6	\$43,162	\$64,156	
201 to 300	1	13			0			
301 and Over	1	3			0			

Table 39

Artistic Director	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	9	7	\$56,412	\$51,847	3	\$45,333	\$62,833	
Budget Size								
Under \$250,000	1	0			0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	3	2	\$35,000	\$15,000	1			
\$1,000,000 - 2,499,999	1	1			1			
\$2,500,000 - 4,999,999	0				0			
\$5,000,000 - 9,999,999	2	2			0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	2	2			1			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	1	1			1			
Arts and Culture	5	3	\$69,571	\$75,000	1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	1			0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	1	1			1			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			0			
Other:	0				0			
Number of Employees								
0	1	0			0			
1 to 5	2	1			1			
6 to 10	1	1			0			
11 to 20	0				0			
21 to 30	1	1			0			
31 to 50	0				0			
51 to 75	1	1			0			
76 to 100	1	1			1			
101 to 200	1	1			1			
201 to 300	0				0			
301 and Over	1	1			0			

Table 40

Social Worker I - Case Worker	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	46	354	\$36,254	\$36,320	25	\$32,028	\$43,684	H
Budget Size								
Under \$250,000	0				1			
\$250,000 - 499,999	4	5	\$28,440	\$34,000	1			
\$500,000 - 999,999	4	5	\$43,000	\$44,000	1			
\$1,000,000 - 2,499,999	10	38	\$35,260	\$35,550	4	\$31,504	\$44,186	
\$2,500,000 - 4,999,999	10	68	\$36,973	\$38,250	6	\$32,814	\$45,566	
\$5,000,000 - 9,999,999	9	133	\$35,335	\$36,500	6	\$31,221	\$42,645	H
\$10,000,000 - \$24,999,999	5	60	\$42,188	\$42,609	3	\$32,458	\$39,620	H
More than \$25,000,000	4	45	\$35,837	\$35,693	3	\$28,302	\$47,319	H
Type of Organization								
Aging & Senior Care	1	10			0			
Alcohol & Substance Abuse	3	5	\$31,618	\$33,000	2			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	4	33	\$42,554	\$42,609	2			H
Economic Development	1	6			1			
Education: Early Childhood Education	4	27	\$38,657	\$39,250	3	\$34,295	\$43,798	
Education: K-12	1	1			0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				1			
Human Services/Multipurpose	23	205	\$34,275	\$35,600	12	\$30,686	\$44,548	H
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	5	54	\$38,000	\$37,000	4	\$31,064	\$41,586	H
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	1	0			0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	3	13	\$35,750	\$35,750	0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	4	5	\$28,440	\$34,000	2			
6 to 10	5	6	\$38,125	\$36,750	0			
11 to 20	7	24	\$37,157	\$35,600	4	\$34,004	\$46,186	
21 to 30	4	22	\$38,500	\$38,000	2			
31 to 50	7	42	\$37,193	\$37,250	4	\$32,331	\$47,842	
51 to 75	7	103	\$35,211	\$36,130	4	\$33,471	\$38,161	
76 to 100	5	65	\$36,681	\$37,093	4	\$31,530	\$44,204	H
101 to 200	4	69	\$35,154	\$35,245	4	\$30,874	\$45,886	H
201 to 300	1	1			0			
301 and Over	2	17			1			

Table 41

Social Worker II - Case Worker (Certified/Licensed)	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	29	172	\$42,960	\$39,570	14	\$32,013	\$47,731	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			0			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	9	42	\$41,530	\$37,000	3	\$20,568	\$42,570	
\$2,500,000 - 4,999,999	7	36	\$45,591	\$39,140	2			
\$5,000,000 - 9,999,999	6	59	\$38,271	\$38,200	5	\$32,667	\$43,254	
\$10,000,000 - \$24,999,999	3	16	\$50,261	\$50,261	3	\$37,700	\$53,238	
More than \$25,000,000	2	18			1			
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	4	36	\$37,490	\$38,459	3	\$22,013	\$45,533	
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	3	17	\$66,000	\$58,000	0			
Economic Development	1	1			1			
Education: Early Childhood Education	0				0			
Education: K-12	1	2			1			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	15	104	\$38,744	\$39,000	7	\$34,919	\$47,459	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	3	11	\$41,000	\$41,000	2			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			
6 to 10	2	1			0			
11 to 20	7	39	\$38,342	\$35,000	2			
21 to 30	3	7	\$40,667	\$41,000	2			
31 to 50	7	36	\$48,701	\$40,000	3	\$35,765	\$56,794	
51 to 75	1	6			1			
76 to 100	5	35	\$42,421	\$39,000	4	\$39,540	\$48,540	
101 to 200	3	33	\$38,478	\$38,478	3	\$35,693	\$48,716	
201 to 300	0				0			
301 and Over	1	15			0			

Table 42

Social Worker III - Counselor	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	14	61	\$40,731	\$40,000	8	\$36,415	\$46,825	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			0			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	4	9	\$42,000	\$41,500	1			
\$2,500,000 - 4,999,999	2	9			1			
\$5,000,000 - 9,999,999	4	37	\$37,682	\$37,000	4	\$34,320	\$47,400	
\$10,000,000 - \$24,999,999	2	5			2			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	3	27	\$41,576	\$43,449	2			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	7	21	\$41,218	\$40,167	3	\$37,000	\$44,667	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	3	13	\$38,000	\$38,000	3	\$35,680	\$47,667	
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	0			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			
6 to 10	2	2			0			
11 to 20	3	7	\$40,000	\$40,000	1			
21 to 30	0				0			
31 to 50	1	2			0			
51 to 75	2	8			2			
76 to 100	2	31			2			
101 to 200	3	10	\$34,640	\$34,640	3	\$34,107	\$47,200	
201 to 300	0				0			
301 and Over	0				0			

Table 43

Social Worker IV - Counselor (Certified/Licensed)	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	19	95	\$47,482	\$46,800	11	\$39,447	\$56,599	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	3	2	\$50,000	\$50,000	1			
\$500,000 - 999,999	1	0			0			
\$1,000,000 - 2,499,999	6	13	\$49,456	\$47,879	3	\$40,773	\$54,958	
\$2,500,000 - 4,999,999	3	18	\$42,167	\$44,000	1			
\$5,000,000 - 9,999,999	4	45	\$44,748	\$45,930	4	\$38,000	\$54,000	
\$10,000,000 - \$24,999,999	2	17			2			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	3	25	\$43,439	\$45,060	2			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	1	1			1			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	8	27	\$46,633	\$47,000	4	\$40,750	\$54,500	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	5	41	\$42,083	\$43,750	4	\$37,480	\$52,718	
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	3	2	\$50,000	\$50,000	1			
6 to 10	1	0			0			
11 to 20	5	10	\$49,595	\$47,000	2			
21 to 30	1	3			1			
31 to 50	3	11	\$47,500	\$46,000	1			
51 to 75	2	17			2			
76 to 100	2	24			2			
101 to 200	2	28			2			
201 to 300	0				0			
301 and Over	0				0			

Table 44

Program Specialist/Case Aide	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	18	137	\$36,626	\$36,160	8	\$32,014	\$43,998	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	2				0			
\$1,000,000 - 2,499,999	3	5	\$32,787	\$35,000	1			H
\$2,500,000 - 4,999,999	5	10	\$38,773	\$40,000	1			H
\$5,000,000 - 9,999,999	6	92	\$35,673	\$36,238	5	\$30,322	\$43,597	H
\$10,000,000 - \$24,999,999	1	27			1			
More than \$25,000,000	1	1			0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	3	14	\$34,283	\$35,000	2			H
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	1			0			
Economic Development	1	22			1			
Education: Early Childhood Education	1	1			0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	1			1			
Human Services/Multipurpose	5	58	\$37,264	\$36,160	3	\$32,554	\$43,703	H
Jobs, Employment & Training	1	3			0			
Legal Services	1	31			1			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	1	1			0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	2			0			
Other:	1	3			0			
Number of Employees								
0	0				0			
1 to 5	1	2			0			
6 to 10	2	1			1			
11 to 20	2	4			0			
21 to 30	2	2			1			
31 to 50	3	17	\$33,020	\$31,901	1			H
51 to 75	2	28			1			
76 to 100	3	48	\$34,938	\$33,280	2			H
101 to 200	2	34			2			
201 to 300	0				0			
301 and Over	1	1			0			

Table 45

Outreach Worker	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	19	62	\$37,557	\$37,500	12	\$32,465	\$44,590	H
Budget Size								
Under \$250,000	1	0			1			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	3	5	\$30,500	\$30,000	1			
\$1,000,000 - 2,499,999	5	8	\$40,000	\$40,000	4	\$33,250	\$47,000	H
\$2,500,000 - 4,999,999	4	32	\$41,667	\$39,000	2			
\$5,000,000 - 9,999,999	2	13			2			
\$10,000,000 - \$24,999,999	2	2			0			
More than \$25,000,000	2	2			2			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	1	3			1			
Animal & Animal Welfare	1	1			1			
Arts and Culture	0				0			
Civil Rights & Social Action	1	3			0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	1	5			1			
Education: Early Childhood Education	0				0			
Education: K-12	1	1			0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				1			
Human Services/Multipurpose	8	33	\$39,214	\$38,900	4	\$34,844	\$51,450	
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	2	11			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	1	2			1			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	2			1			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	0			1			
6 to 10	4	4	\$32,250	\$32,500	2			
11 to 20	3	6	\$33,750	\$33,750	1			
21 to 30	3	24	\$42,667	\$40,000	2			
31 to 50	1	1			0			
51 to 75	1	10			1			
76 to 100	4	15	\$40,738	\$36,900	4	\$34,545	\$48,448	H
101 to 200	2	2			1			
201 to 300	0				0			
301 and Over	0				0			

Table 46

Registered Nurse	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	12	33	\$57,909	\$58,505	3	\$49,067	\$68,467	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1	1			0			
\$2,500,000 - 4,999,999	4	4	\$52,000	\$51,000	1			
\$5,000,000 - 9,999,999	2	2			1			
\$10,000,000 - \$24,999,999	2	6			0			
More than \$25,000,000	3	20	\$61,195	\$62,375	1			
Type of Organization								
Aging & Senior Care	1	9			1			
Alcohol & Substance Abuse	2	1			0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	4	12	\$57,978	\$55,505	0			
Economic Development	1	2			1			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	2			1			
Human Services/Multipurpose	4	16	\$63,195	\$62,375	1			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	1	0			0			
1 to 5	0				0			
6 to 10	0				0			
11 to 20	2	3			1			
21 to 30	0				0			
31 to 50	1	1			0			
51 to 75	0				0			
76 to 100	4	19	\$57,292	\$57,484	2			
101 to 200	3	11	\$64,110	\$64,110	1			
201 to 300	1	3			0			
301 and Over	1	5			0			

Table 47

Licensed Practical Nurse	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	7	25	\$42,989	\$43,064	6	\$36,153	\$48,498	
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1	1			1			
\$2,500,000 - 4,999,999	0				0			
\$5,000,000 - 9,999,999	2	5			2			
\$10,000,000 - \$24,999,999	1	13			1			
More than \$25,000,000	3	6	\$44,191	\$44,127	2			
Type of Organization								
Aging & Senior Care	1	12			1			
Alcohol & Substance Abuse	1	4			1			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	2			0			
Economic Development	1	1			1			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	2	4			2			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	1	13			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			1			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	1	1			1			
11 to 20	0				0			
21 to 30	0				0			
31 to 50	0				0			
51 to 75	0				0			
76 to 100	3	15	\$46,107	\$44,127	3	\$39,039	\$49,557	
101 to 200	3	19	\$47,143	\$47,143	3	\$36,491	\$50,663	
201 to 300	0				0			
301 and Over	1	2			0			

Table 48

Aide	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	5	295	\$22,381	\$21,840	5	\$20,513	\$29,323	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	2			1			
\$1,000,000 - 2,499,999	0				0			
\$2,500,000 - 4,999,999	1	24			1			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	3	269	\$24,022	\$26,936	3	\$22,948	\$32,498	
Type of Organization								
Aging & Senior Care	1	7			1			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	290			2			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	2	3			2			
Jobs, Employment & Training	1	2			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	1	2			1			
11 to 20	0				0			
21 to 30	0				0			
31 to 50	1	24			1			
51 to 75	0				0			
76 to 100	2	9			2			
101 to 200	1	1			1			
201 to 300	0				0			
301 and Over	1	266			1			

Table 49

Certified Aide	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	5	311	\$26,125	\$26,093	4	\$21,499	\$28,822	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	0				0			
\$2,500,000 - 4,999,999	1	55			1			
\$5,000,000 - 9,999,999	2	5			1			
\$10,000,000 - \$24,999,999	1	246			1			
More than \$25,000,000	1	5			1			
Type of Organization								
Aging & Senior Care	1	22			1			
Alcohol & Substance Abuse	1	4			1			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	301			2			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	2	6			1			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	0				0			
11 to 20	0				0			
21 to 30	0				0			
31 to 50	1	1			0			
51 to 75	0				0			
76 to 100	2	77			2			
101 to 200	3	255	\$27,752	\$26,093	3	\$22,998	\$31,429	H
201 to 300	0				0			
301 and Over	0				0			

Table 50

Day Care Worker	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	12	121	\$27,238	\$30,000	9	\$22,575	\$32,162	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	3			1			
\$500,000 - 999,999	1	1			1			
\$1,000,000 - 2,499,999	3	10	\$39,800	\$39,800	3	\$28,307	\$38,160	
\$2,500,000 - 4,999,999	4	49	\$30,345	\$31,799	3	\$22,725	\$33,925	H
\$5,000,000 - 9,999,999	3	58	\$20,667	\$30,000	1			H
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	5			1			
Economic Development	1	42			1			
Education: Early Childhood Education	5	56	\$28,548	\$31,000	4	\$23,324	\$33,134	H
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	1	1			0			
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	15			1			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			1			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	0				0			
6 to 10	4	5	\$26,080	\$20,000	4	\$20,000	\$26,920	H
11 to 20	0				0			
21 to 30	0				0			
31 to 50	3	19	\$31,927	\$33,280	3	\$27,320	\$37,813	H
51 to 75	3	54	\$31,199	\$31,000	1			
76 to 100	2	43			1			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 51

Teacher	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	22	220	\$34,229	\$39,500	12	\$29,887	\$43,649	
Budget Size								
Under \$250,000	3	0	\$19,900	\$22,880	2			
\$250,000 - 499,999	2	6			1			
\$500,000 - 999,999	3	2	\$15,926	\$15,926	1			
\$1,000,000 - 2,499,999	3	47	\$31,333	\$28,000	3	\$27,333	\$43,333	
\$2,500,000 - 4,999,999	8	66	\$44,221	\$42,850	4	\$38,000	\$49,250	
\$5,000,000 - 9,999,999	2	19			0			
\$10,000,000 - \$24,999,999	1	80			1			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	3	1	\$18,117	\$6,852	0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	3	20	\$47,556	\$48,248	2			
Economic Development	0				0			
Education: Early Childhood Education	4	62	\$32,245	\$32,000	3	\$26,573	\$39,547	
Education: K-12	2	80			2			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	3	24	\$45,200	\$44,000	1			
Jobs, Employment & Training	1	2			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	1	18			0			
Volunteerism & Philanthropy	0				0			
Youth Development	3	11	\$33,000	\$33,000	2			
Other:	0				0			
Number of Employees								
0	2	0			1			
1 to 5	3	2	\$28,391	\$34,320	1			
6 to 10	4	7	\$30,160	\$25,480	3	\$24,573	\$34,880	
11 to 20	0				0			
21 to 30	1	10			1			
31 to 50	9	161	\$43,396	\$45,000	5	\$34,800	\$54,543	
51 to 75	2	32			0			
76 to 100	1	8			1			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 52

Teacher Aide	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	15	83	\$23,665	\$26,000	8	\$18,780	\$28,650	H
Budget Size								
Under \$250,000	3	0	\$19,760	\$19,760	2			H
\$250,000 - 499,999	2	5			1			
\$500,000 - 999,999	1	1			1			
\$1,000,000 - 2,499,999	3	1	\$20,947	\$16,640	2			H
\$2,500,000 - 4,999,999	5	66	\$26,646	\$27,000	2			H
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	1	10			0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	1	0			0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	2	22			1			
Economic Development	0				0			
Education: Early Childhood Education	4	17	\$22,590	\$22,860	3	\$19,427	\$26,427	H
Education: K-12	2	10			1			
Education: Colleges & Universities	0				0			
Environment/Conservation	1	0			1			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	1	30			0			
Jobs, Employment & Training	1	1			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	2	1			1			
Other:	0				0			
Number of Employees								
0	2	0			1			
1 to 5	2	2			1			
6 to 10	3	4	\$22,973	\$19,000	3	\$20,947	\$33,160	H
11 to 20	0				0			
21 to 30	1	1			0			
31 to 50	6	70	\$25,145	\$27,000	3	\$20,120	\$27,640	H
51 to 75	1	6			0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 53

Facilities Manager	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	42	53	\$48,658	\$48,408	15	\$43,709	\$59,772	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	2	1			0			
\$500,000 - 999,999	4	4	\$32,333	\$32,000	0			
\$1,000,000 - 2,499,999	8	9	\$43,556	\$44,500	3	\$38,733	\$54,000	H
\$2,500,000 - 4,999,999	8	10	\$47,400	\$46,000	3	\$43,000	\$55,367	H
\$5,000,000 - 9,999,999	8	17	\$53,239	\$56,500	2			H
\$10,000,000 - \$24,999,999	6	6	\$53,342	\$49,908	3	\$41,391	\$55,782	H
More than \$25,000,000	6	6	\$59,152	\$60,000	4	\$48,315	\$67,535	H
Type of Organization								
Aging & Senior Care	1	10			0			
Alcohol & Substance Abuse	2	2			0			
Animal & Animal Welfare	2	3			1			
Arts and Culture	2	2			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	3	3	\$55,623	\$60,000	0			H
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	18	19	\$52,725	\$50,000	10	\$47,963	\$62,946	H
Jobs, Employment & Training	2	4			0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	2	2			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	1	1			0			
Rehabilitation & Physical Disabilities	1	0			0			
Religion & Spirituality	2	2			0			
Volunteerism & Philanthropy	0				0			
Youth Development	5	4	\$36,513	\$36,225	1			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	4	3	\$28,267	\$32,000	0			
6 to 10	5	4	\$38,900	\$37,300	1			H
11 to 20	4	5	\$43,963	\$43,925	1			
21 to 30	2	2			1			
31 to 50	6	8	\$47,117	\$46,000	2			H
51 to 75	8	17	\$47,867	\$45,908	3	\$38,935	\$48,709	H
76 to 100	3	4	\$53,333	\$52,999	3	\$44,667	\$60,667	H
101 to 200	7	7	\$58,391	\$60,000	4	\$49,907	\$75,090	H
201 to 300	1	1			0			
301 and Over	2	2			0			

Table 54

Cook	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	23	64	\$30,051	\$32,833	9	\$26,684	\$35,531	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	2	2			1			
\$500,000 - 999,999	1	1			0			
\$1,000,000 - 2,499,999	7	10	\$29,943	\$35,000	2			H
\$2,500,000 - 4,999,999	5	7	\$37,896	\$39,000	2			H
\$5,000,000 - 9,999,999	6	36	\$28,469	\$27,194	3	\$24,333	\$33,000	H
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	2	8			1			
Type of Organization								
Aging & Senior Care	2	30			1			
Alcohol & Substance Abuse	1	1			0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	7			0			
Economic Development	1	4			1			
Education: Early Childhood Education	6	8	\$32,346	\$33,416	3	\$24,693	\$35,267	H
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	8	14	\$27,594	\$29,521	3	\$29,932	\$37,179	
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	1	1			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	1	1			0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	1			1			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1			0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			
6 to 10	3	2	\$20,644	\$20,644	2			
11 to 20	5	9	\$30,582	\$35,589	1			H
21 to 30	0				0			
31 to 50	4	5	\$38,750	\$37,000	2			
51 to 75	5	32	\$30,208	\$28,395	0			H
76 to 100	3	10	\$26,187	\$30,000	3	\$24,187	\$32,187	H
101 to 200	2	2			2			
201 to 300	0				0			
301 and Over	1	7			0			

Table 55

Custodian	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	28	47	\$29,655	\$29,600	13	\$24,840	\$35,623	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	1	1			1			
\$500,000 - 999,999	2	1			1			
\$1,000,000 - 2,499,999	8	5	\$31,149	\$31,600	3	\$27,053	\$38,013	
\$2,500,000 - 4,999,999	5	4	\$27,414	\$26,000	2			H
\$5,000,000 - 9,999,999	4	19	\$31,690	\$31,122	2			H
\$10,000,000 - \$24,999,999	4	4	\$32,948	\$32,612	2			H
More than \$25,000,000	4	13	\$30,936	\$31,680	2			H
Type of Organization								
Aging & Senior Care	1	3			1			
Alcohol & Substance Abuse	2	6			1			
Animal & Animal Welfare	0				0			
Arts and Culture	1	1			1			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	4	10	\$27,556	\$27,000	1			H
Economic Development	0				0			
Education: Early Childhood Education	1	1			1			
Education: K-12	1	1			0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	11	16	\$30,871	\$32,472	5	\$26,836	\$38,985	H
Jobs, Employment & Training	2	3			1			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	1	1			1			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	2	8			1			
Volunteerism & Philanthropy	0				0			
Youth Development	3	0	\$31,200	\$31,200	1			H
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			1			
6 to 10	4	1	\$20,600	\$20,600	3	\$21,387	\$30,347	H
11 to 20	5	5	\$31,139	\$32,000	1			
21 to 30	1	0			0			
31 to 50	5	4	\$31,664	\$29,328	2			H
51 to 75	3	14	\$30,600	\$32,281	1			H
76 to 100	3	5	\$31,307	\$32,560	2			H
101 to 200	4	10	\$34,375	\$35,129	4	\$29,056	\$42,048	H
201 to 300	1	1			0			
301 and Over	2	9			0			

Table 56

Driver	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	14	36	\$26,831	\$27,270	5	\$27,570	\$39,481	H
Budget Size								
Under \$250,000	0				0			
\$250,000 - 499,999	2	2			1			
\$500,000 - 999,999	2	4			0			
\$1,000,000 - 2,499,999	1	1			0			
\$2,500,000 - 4,999,999	3	7	\$26,820	\$27,500	1			H
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	2	15			1			
More than \$25,000,000	4	7	\$25,756	\$25,303	2			H
Type of Organization								
Aging & Senior Care	1	1			1			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	1	1			0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	8	27	\$28,439	\$28,903	5	\$27,570	\$39,481	H
Jobs, Employment & Training	2	2			0			
Legal Services	0				0			
Membership/Trade Association	0				0			
Mental Health & Crisis Intervention	2	5			0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	1	1	\$26,000	\$26,000	0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	3	3	\$22,680	\$26,000	1			
6 to 10	1	3			0			
11 to 20	2	3			1			
21 to 30	1	4			0			
31 to 50	1	1			0			
51 to 75	0				0			
76 to 100	2	2			2			
101 to 200	3	19	\$32,262	\$31,673	2			H
201 to 300	0				0			
301 and Over	2	2			0			

Table 57

Appendix A

Definitions

Annual Base Pay – the amount of monetary compensation received over a period of one year.

Base Pay – the basic amount of money an employee receives for performance in a particular position for a specified period of time, apart from any irregular or nonrecurring payments for bonuses, performance incentives, or unique other benefits.

Full Time – the amount of time over a certain number of days that an organization considers the standard for a regular employee to be at work (most common is 40 hours per week, but some organizations define this in other ways such as 80 hours per two weeks, 38 hours per week, etc.).

Incentive Pay – performance-based compensation, paid in addition to base pay, the amount of which varies according to the attainment of predetermined standard of performance.

Maximum – for purposes of this report, the average of the amounts reported by surveyed organizations as the maximum level of compensation for a given salary range.

Mean – the average value or amount for the entire group, based on the amounts that all organizations in a given category report (calculated as the sum of all amounts reported, divided by the number of organizations reporting an amount).

Median – the midpoint or 50th percentile for the range of all amounts that were reported; half of all organizations reported amounts higher and half of all organizations reported amounts lower for the category.

Minimum – for purposes of this report, the average of the amounts reported by surveyed organizations as the minimum level of compensation for a given salary range.

Mode – the amount reported most often.

Part Time – the amount of time over a certain number of days that an organization considers to be less than full time employment (most common is an employee working fewer than 35 hours/week).

Salary – a form of base pay in which the employee receives a fixed amount of compensation for their position for a defined period of time (usually an annual amount), not based on a specific number of hours worked.

Salary Ranges – the pre-established range of potential pay for a given position by a specific organization.

Severance Pay – compensation paid subsequent to an employee’s date of termination (may be in any of several forms and time frames, including lump sum payments, continuation of salary for a fixed period of time, and with or without benefits).

Appendix B

Human Resources Management Resources

About Nonprofits and Charitable Organizations – This website provides information on nonprofits including human resources links, surveys, and articles on timely topics.

www.nonprofit.about.com

Alliance for Nonprofit Management – The Alliance for Nonprofit Management, a professional association of individuals and organizations, is devoted to improving the management and governance capacity of nonprofits and to assisting nonprofits in fulfilling their mission.

www.allianceonline.org

American Society of Association Executives – ASAE, known as the association of associations, is considered by some to be the advocate for the nonprofit sector. The society is dedicated to advancing the value of voluntary associations to society and supporting the professionalism of the individuals who lead them.

www.asaenet.org

Association for Research on Nonprofit Organizations and Voluntary Action – ARNOVA is an international membership organization dedicated to fostering through research, an understanding of the nonprofit sector, philanthropy, and volunteerism. It provides the latest theoretical and empirical work by scholars in the field, up-to-date book reviews, occasional commentary, and an insights section.

www.arnova.org

Center for Nonprofit Management (Nonprofit Resource Library) – The Center for Nonprofit Management fosters healthy neighborhoods and communities by improving the performance of nonprofit organizations, addressing critical issues, and serving underserved populations. Services include: consulting, professional development, compensation and benefits surveys, and a nonprofit resource library.

www.cnmsocal.org

Nonprofit Connect – Nonprofit Connect links the nonprofit community to education, resources, and networking so organizations can more effectively achieve their missions. Nonprofit Connect also has a job bank (Job Source) on its website which gives nonprofit, educational, or governmental organizations an opportunity to post available jobs in the Kansas City region.

www.npconnect.org

Charity Channel – The Charity Channel community is comprised of nonprofit sector professionals from around the world who volunteer their time, advice, information, tips, and articles for the benefit of the community. It is a place where nonprofit professionals can learn from each other, share information and work together to advance the cause of philanthropy. They offer seminars, consultation and educational services.

www.charitychannel.com

CompassPoint Nonprofit Services – CompassPoint Nonprofit Services is a nonprofit training, consulting and research organization providing nonprofits with the management tools, concepts, and strategies necessary to shape change in their communities. Their services include consulting, workshops, conferences, and e-learning. The website also provides links to resources on the topics of human resources, management, planning, and executive leadership.

www.compasspoint.org

Chronicle of Philanthropy – Find articles and news about the nonprofit world including salary surveys.

www.philanthropy.com

Free Management Library for Nonprofits and For-Profits – This library for nonprofits and for-profits provides quality, affordable management consulting and board recruitment services to thousands of nonprofit groups. Areas of service include accounting and financial management, human resources, legal, leadership development, board development, and planning.

www.managementhelp.org

GuideStar – GuideStar is a source for program and financial information about more than one million American charitable nonprofit organizations including the Salary Search, GuideStar's nonprofit compensation research tool.

www.guidestar.org

Idealists Tools for Nonprofits – This website provides information about recruiting and managing volunteers, fundraising, technology for nonprofit organizations, and a human resource guide.

www.idealists.org

Interactive Knowledge for Nonprofit Organizations Worldwide – IKNOW offers information on human resources, compensation planning, employee relations, employment benefit planning, and management skills. It also provides links to websites on human resources information.

www.iknow.org

Internal Revenue Service – IRS provides information helping nonprofits understand and meet their tax responsibilities, including how to participate in electronic filing for exempt organizations, and items of educational guidance relating to tax-exempt organizations.

www.irs.gov/charities-non-profits

Job Star –Nonprofit Salary Survey Links – Job Star is a free public library service offering users access to a collection of career and job search information as well as to Job Star Job Bank, a database of middle- to senior-level jobs and the Future step recruiting service.

www.jobstar.org/tools/salary

Kansas Department of Labor – KDOL houses a research unit that compiles critical data on employment in Kansas.

www.dol.ks.gov/index.html

Midwest Center for Nonprofit Leadership – MCNL offers an extensive set of leadership seminars and workshops every year. It houses various print, multi-media, and Internet-based resources covering such topics as fund-raising, leadership and management development, and building the capacity of your nonprofit organization.

www.mcnl.org

National Center of Nonprofit Enterprise – A Task Force Report: Compensation in Nonprofit Organizations.

www.nationalcne.org

National Council of Nonprofits – NCNA is a 501(c)(3) organization of state and regional associations providing services to nonprofits, including: management training and professional development, leadership and convening, and communications.

www.councilofnonprofits.org

National Center for Charitable Statistics – Working closely with the IRS and other government agencies, private sector service organizations, and the scholarly community, NCCS builds compatible national, state, and regional databases and develops uniform standards for reporting on the activities of charitable organizations.

www.nccsdataweb.urban.org

The Nonprofit Times – Conducts special reports on compensation issues for the nonprofit sector and a National Salary Survey.

www.nptimes.com

Salary.com – The Salary.com website includes information about employee pay levels and compensation-related best practices, trends, and policies.

www.salary.com

Salary Expert – SalaryExpert.com is a source of online compensation data, including salary comparison, serving both individual employees and HR/Compensation professionals. Salary Expert reports not only factor in salary information, but also benefits and cost-of-living information.

www.salaryexpert.com

Society for Human Resource Management – SHRM is devoted to human resource management providing an essential and comprehensive set of resources.

www.shrm.org

United States Small Business Association – SBA offers online courses, national training events, and management resources.

www.sba.gov

Appendix C

501(c)(6) Associations Data

Participation

Of participating associations, half reported an annual budget between \$1 and \$2.49 million. One-fourth reported an annual budget under \$250,000. None of the participating associations reported an annual budget higher than \$4.9 million.

Half of participating associations reported an annual budget between \$1 and \$2.49 million.

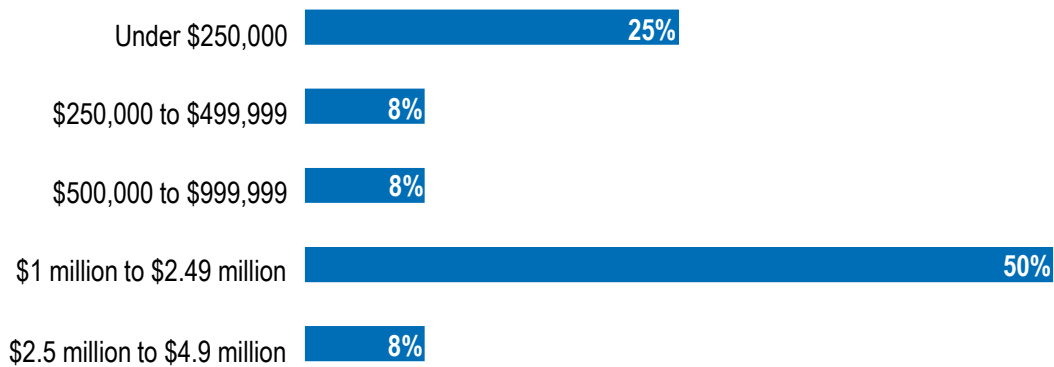


Figure 19

The size of an association is based on their reported annual budget. Of participating associations, over half were large in size and one-fourth were small.

Organization Size	Annual Budget
Small	Under \$250,000
Medium	\$250,000 to \$999,999
Large	\$1 million to \$4.9 million
Very Large	Over \$5 million

Table 58

Most participating associations are large in size, based on the annual budget.

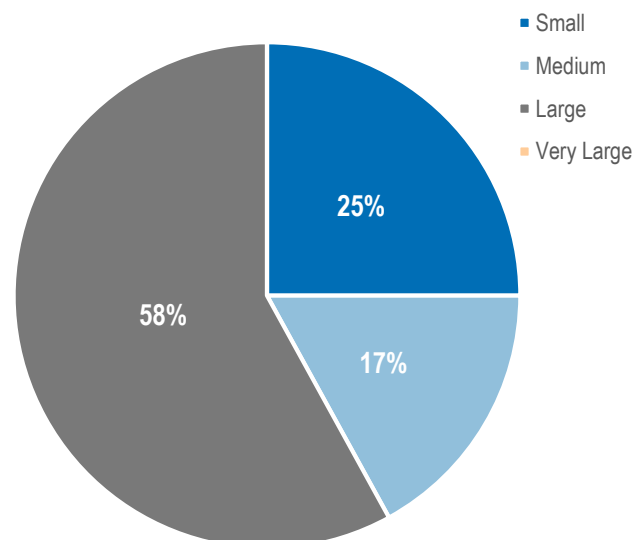


Figure 20

Of participating associations, one-third operate at the international level, and one-third operate at the metropolitan level. The remaining third operate at the national or county/local level. None of the participating associations operate at the regional or state level.

One-third of participating associations operate at the international level. One-third operate at the metropolitan level.

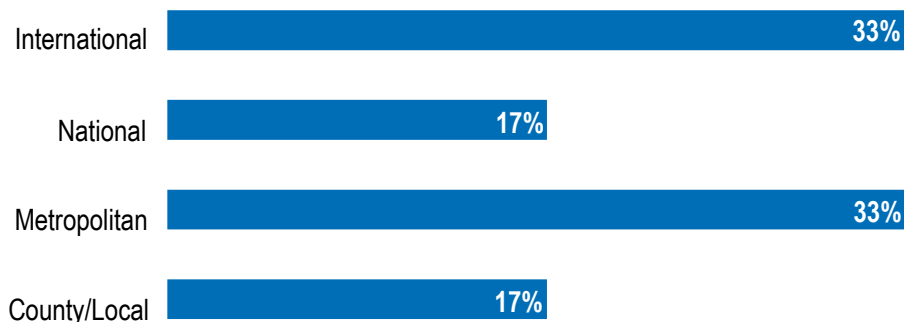


Figure 21

Most of the participating associations are membership or trade associations. Two associations identified as economic development, and one association identified as health and rehabilitation.

Three-fourths of participating associations identified as membership or trade associations.

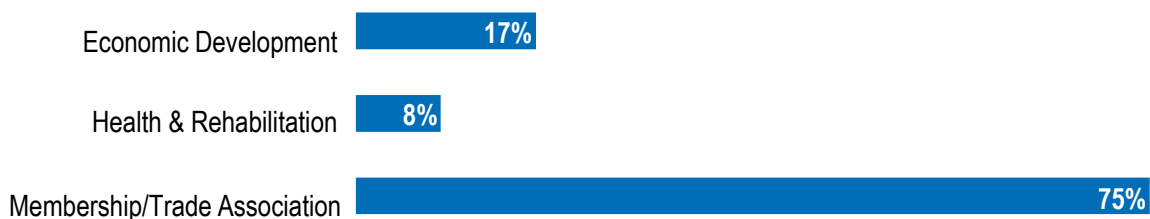


Figure 22

Salary & Wage Data

The following pages contain salary and wage tables, which include the salary, salary range, and educational requirement for each position by annual budget, type of association, and number of employees. A sample wage chart is on page 19, and position descriptions are in Appendix E.

The number of associations and employees may differ within tables and between tables for a couple of reasons. Not all associations employ every position featured in the survey, and one association may employ multiple people in one position. To ensure the confidentiality of participating associations and the validity of the analysis, salaries will only be listed if three or more organizations reported information. Because of this, the salary information you are looking for may not be listed. In that case, it may be necessary to look to the salary information for organizations of all types and sizes then adapt for your specific organization.

Executive Director/President (1 of 3 Descriptions)	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	10	\$150,656	\$117,100	2	\$85,000	\$102,500	B
Annual Budget							
Under \$250,000	2			1			B
\$250,000 - 499,999	0			0			
\$500,000 - 999,999	1			0			B
\$1,000,000 - 2,499,999	6	\$136,140	\$117,100	1	\$120,000	\$140,000	B
\$2,500,000 - 4,999,999	1			0			B
\$5,000,000 - 9,999,999	0			0			
\$10,000,000 - \$24,999,999	1			1			B
More than \$25,000,000	0			0			
Type of Organization							
Aging & Senior Care	0			0			
Alcohol & Substance Abuse	0			0			
Animal & Animal Welfare	0			0			
Arts and Culture	0			0			
Civil Rights & Social Action	0			0			
Community Development/Housing	0			0			
Developmental Disabilities	0			0			
Economic Development	1			1			B
Education: Early Childhood Education	0			0			
Education: K-12	0			0			
Education: Colleges & Universities	0			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	1			0			B
Human Services/Multipurpose	0			0			
Jobs, Employment & Training	0			0			
Legal Services	0			0			
Membership/Trade Association	8	\$144,384	\$409,192	1	\$50,000	\$65,000	B
Mental Health & Crisis Intervention	0			0			
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	0			0			
Recreation, Leisure, & Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	0			0			
Volunteerism & Philanthropy	0			0			
Youth Development	0			0			
Other:	0			0			
Number of Employees							
0	0			0			
1 to 5	4	\$94,858	\$104,115	1	\$50,000	\$65,000	B
6 to 10	3	\$129,019	\$123,000	1	\$120,000	\$140,000	B
11 to 20	1			0			D
21 to 30	1			0			B
31 to 50	1			0			D
51 to 75	0			0			
76 to 100	0			0			
101 to 200	0			0			
201 to 300	0			0			
301 and Over	0			0			

Table 59

Associate Executive Director	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	4	\$112,563	\$71,525	0			B
Budget Size							
Under \$250,000	1			0			D
\$250,000 - 499,999	1			0			
\$500,000 - 999,999	1			0			B
\$1,000,000 - 2,499,999	1			0			B
\$2,500,000 - 4,999,999	0			0			
\$5,000,000 - 9,999,999	0			0			
\$10,000,000 - \$24,999,999	0			0			
More than \$25,000,000	0			0			
Type of Organization							
Aging & Senior Care	0			0			
Alcohol & Substance Abuse	0			0			
Animal & Animal Welfare	0			0			
Arts and Culture	0			0			
Civil Rights & Social Action	0			0			
Community Development/Housing	0			0			
Developmental Disabilities	0			0			
Economic Development	2			0			B
Education: Early Childhood Education	0			0			
Education: K-12	0			0			
Education: Colleges & Universities	0			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	0			0			
Human Services/Multipurpose	0			0			
Jobs, Employment & Training	0			0			
Legal Services	0			0			
Membership/Trade Association	2			0			B
Mental Health & Crisis Intervention	0			0			
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	0			0			
Recreation, Leisure,& Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	0			0			
Volunteerism & Philanthropy	0			0			
Youth Development	0			0			
Other:	0			0			
Number of Employees							
0	0			0			
1 to 5	2			0			B
6 to 10	1			0			B
11 to 20	0			0			
21 to 30	0			0			
31 to 50	1			0			D
51 to 75	0			0			
76 to 100	0			0			
101 to 200	0			0			
201 to 300	0			0			
301 and Over	0			0			

Table 60

Vice President of Programs	Number of Organizations	Annual Cash Compensation					Most Reported Educational Requirement
		Actual		Range			
		Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	2			0			B
Budget Size							
Under \$250,000	0			0			
\$250,000 - 499,999	0			0			
\$500,000 - 999,999	0			0			
\$1,000,000 - 2,499,999	1			0			B
\$2,500,000 - 4,999,999	1			0			B
\$5,000,000 - 9,999,999	0			0			
\$10,000,000 - \$24,999,999	0			0			
More than \$25,000,000	0			0			
Type of Organization							
Aging & Senior Care	0			0			
Alcohol & Substance Abuse	0			0			
Animal & Animal Welfare	0			0			
Arts and Culture	0			0			
Civil Rights & Social Action	0			0			
Community Development/Housing	0			0			
Developmental Disabilities	0			0			
Economic Development	0			0			
Education: Early Childhood Education	0			0			
Education: K-12	0			0			
Education: Colleges & Universities	0			0			
Environment/Conservation	0			0			
Foundations/Philanthropic Grant Making	0			0			
Health and Rehabilitation	1			0			B
Human Services/Multipurpose	0			0			
Jobs, Employment & Training	0			0			
Legal Services	0			0			
Membership/Trade Association	1			0			B
Mental Health & Crisis Intervention	0			0			
Public Safety & Disaster Relief	0			0			
Public Benefit & Social Action	0			0			
Recreation, Leisure,& Sports	0			0			
Rehabilitation & Physical Disabilities	0			0			
Religion & Spirituality	0			0			
Volunteerism & Philanthropy	0			0			
Youth Development	0			0			
Other:	0			0			
Number of Employees							
0	0			0			
1 to 5	1			0			B
6 to 10	0			0			
11 to 20	0			0			
21 to 30	1			0			B
31 to 50	0			0			
51 to 75	0			0			
76 to 100	0			0			
101 to 200	0			0			
201 to 300	0			0			
301 and Over	0			0			

Table 61

Clerk	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	3	2	\$34,080	\$34,080	0			H
Budget Size								
Under \$250,000	1				0			H
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1				0			H
\$2,500,000 - 4,999,999	1				0			H
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1				0			H
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	2				0			H
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1				0			H
6 to 10	0				0			
11 to 20	0				0			
21 to 30	1				0			H
31 to 50	1				0			H
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 62

Controller	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	3	3	\$53,250	\$53,250	0			H
Budget Size								
Under \$250,000	1	1			0			B
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1	1			0			A
\$2,500,000 - 4,999,999	1	1			0			H
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	1			0			H
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	2	2			0			A
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			H
6 to 10	0				0			
11 to 20	0				0			
21 to 30	1	1			0			H
31 to 50	1	1			0			B
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 63

Major Gifts/Planned Giving Managers	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	7	7	\$56,925	\$53,246	0			B
Budget Size								
Under \$250,000	1	1			0			A
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	1			0			B
\$1,000,000 - 2,499,999	4	4	\$58,168	\$50,132	0			B
\$2,500,000 - 4,999,999	1	1			0			B
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			B
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	1			0			B
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	6	6	\$55,200	\$53,246	0			B
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	3	3	\$46,164	\$50,132	0			B
6 to 10	2	2			0			B
11 to 20	1	1			0			B
21 to 30	1	1			0			B
31 to 50	0				0			
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 64

Special Events Manager/Coordinator	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	3	3	\$60,425	\$60,425	0			B
Budget Size								
Under \$250,000	1	1			0			D
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	1	1			0			B
\$2,500,000 - 4,999,999	1	1			0			B
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	1			0			B
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	2	2			0			B
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0							
1 to 5	0				0			
6 to 10	1	1			0			B
11 to 20	0				0			
21 to 30	1	1			0			B
31 to 50	1	1			0			D
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 65

Chapter Relations Administrator	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	5	6	\$58,735	\$57,688	1	\$45,000	\$55,000	B
Budget Size								
Under \$250,000	1	1			0			B
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	3	3	\$57,730	\$53,560	1	\$45,000	\$55,000	B
\$2,500,000 - 4,999,999	1	2			0			A
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	1	2			0			H
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	4	4	\$57,730	\$53,560	1	\$45,000	\$55,000	B
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	2	2			1			B
6 to 10	1	1			0			B
11 to 20	0				0			
21 to 30	1	2			0			H
31 to 50	1	1			1			B
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 66

Director/Vice President of Human Resources	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	6	6	\$46,257	\$45,000	0			B
Budget Size								
Under \$250,000	1	1			0			D
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	1	1			0			B
\$1,000,000 - 2,499,999	3	3	\$45,351	\$45,000	0			
\$2,500,000 - 4,999,999	1	1			0			B
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	1	1			0			A
Education: Early Childhood Education					0			
Education: K-12					0			
Education: Colleges & Universities					0			
Environment/Conservation					0			
Foundations/Philanthropic Grant Making					0			
Health and Rehabilitation	1	1			0			B
Human Services/Multipurpose					0			
Jobs, Employment & Training					0			
Legal Services					0			
Membership/Trade Association	4	4	\$50,311	\$50,880	0			B
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure,& Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development					0			
Other:					0			
Number of Employees								
0	0				0			
1 to 5	1	1			0			B
6 to 10	3	3	\$45,351	\$45,000	0			
11 to 20	0				0			
21 to 30	1	1			0			B
31 to 50	1	1			0			D
51 to 75	0				0			
76 to 100	0				0			
101 to 200	0				0			
201 to 300	0				0			
301 and Over	0				0			

Table 67

Artistic Director	Number of Organizations	Number of FT Employees	Annual Cash Compensation					Most Reported Educational Requirement
			Actual		Range			
			Average Salary	Median Salary	# of Cases	Average Minimum	Average Maximum	
All Organizations	4	8	\$47,283	\$42,000	2	\$60,000	\$72,500	B
Budget Size								
Under \$250,000	1	5			1			B
\$250,000 - 499,999	0				0			
\$500,000 - 999,999	0				0			
\$1,000,000 - 2,499,999	3	3	\$47,283	\$42,000	1	\$55,000	\$65,000	B
\$2,500,000 - 4,999,999	0				0			
\$5,000,000 - 9,999,999	0				0			
\$10,000,000 - \$24,999,999	0				0			
More than \$25,000,000	0				0			
Type of Organization								
Aging & Senior Care	0				0			
Alcohol & Substance Abuse	0				0			
Animal & Animal Welfare	0				0			
Arts and Culture	0				0			
Civil Rights & Social Action	0				0			
Community Development/Housing	0				0			
Developmental Disabilities	0				0			
Economic Development	0				0			
Education: Early Childhood Education	0				0			
Education: K-12	0				0			
Education: Colleges & Universities	0				0			
Environment/Conservation	0				0			
Foundations/Philanthropic Grant Making	0				0			
Health and Rehabilitation	0				0			
Human Services/Multipurpose	0				0			
Jobs, Employment & Training	0				0			
Legal Services	0				0			
Membership/Trade Association	4	8	\$47,283	\$42,000	2	\$60,000	\$72,500	B
Mental Health & Crisis Intervention	0				0			
Public Safety & Disaster Relief	0				0			
Public Benefit & Social Action	0				0			
Recreation, Leisure, & Sports	0				0			
Rehabilitation & Physical Disabilities	0				0			
Religion & Spirituality	0				0			
Volunteerism & Philanthropy	0				0			
Youth Development	0				0			
Other:	0				0			
Number of Employees								
0	0				0			
1 to 5	1	1						B
6 to 10	1	1						B
11 to 20	1	1						B
21 to 30								
31 to 50	1	5			1			B
51 to 75								
76 to 100								
101 to 200								
201 to 300								
301 and Over								

Table 68

Appendix D

Survey Participation

By Type of Organization

Type of Organization	No. of Orgs.	% of the Total
Aging and Senior Care	4	2%
Alcohol & Substance Abuse	7	3%
Animal & Animal Welfare	2	1%
Arts & Culture	23	10%
Civil Rights & Social Action	3	1%
Community Development, Housing	7	3%
Developmental Disabilities	10	4%
Economic Development	6	3%
Education: Early Childhood Education	11	5%
Education: K-12	13	5%
Education: Colleges & Universities	4	2%
Environment/Conservation	2	1%
Foundations/Philanthropic Grant Making	6	3%
Health & Rehabilitation	14	6%
Human Services/Multipurpose	68	29%
Jobs, Employment, & Training	5	2%
Legal Services	3	1%
Membership/Trade Association	10	4%
Mental Health & Crisis Intervention	9	4%
Public Safety & Disaster Relief	3	1%
Public Benefit Social Action	2	1%
Recreation, Leisure, & Sports	1	0%
Rehabilitation & Physical Disabilities	2	1%
Religion & Spirituality	3	1%
Volunteerism & Philanthropy	1	0%
Youth Development	16	7%
Other	4	2%

Table 69

List of Participating Organizations & Associations

Academy of Addiction Services	Black Jack Battlefield Trust, Inc.
Accreditation Council for Business Schools and Programs	Blue River Watershed Association
ACLU Foundation of Kansas	Boys Hope Girls Hope of Kansas City
After the Harvest	BoysGrow
Agriculture Future of America Aligned	Brain Injury Association of Kansas and Greater Kansas City
Alpha Phi Omega National Service Fraternity	Camp Encourage
Alphapointe	Camp Fire National Headquarters
American Cancer Society	Caritas Clinics
American College of Clinical Pharmacy	Catholic Charities Kansas City-St. Joseph
American Institute of Architects Kansas City Chapter	Catholic Charities of Northeast Kansas
American Medical Society for Sports Medicine	Center for Conflict Resolution
American Public Works Association	Center for Developmentally Disabled
American Stroke Foundation	Center for Practical Bioethics
Amethyst Place	Central Avenue Betterment Association
Arcare, Inc.	Charlie's House
Artists Helping the Homeless	Charlotte Street Foundation
Arts & AGEing KC, Inc.	Child Abuse Prevention Association
Arts & Recreation Foundation of Overland Park	Child Protection Center
ARTSConnect	Children's Center for the Visually Impaired
ArtsTech	City in Motion Dance Theater, Inc.
ASET - The Neurodiagnostic Society	CommCARE Behavioral Health
Band-Aides West	Common and General Staff College Foundation, Inc.
Belton Educational Foundation	Communities in Schools of Mid America
Benilde Hall	Community Housing of Wyandotte County, Inc.
Big Brothers Big Sisters of Greater Kansas City	Community LINC
BikeWalkKC	Comprehensive Mental Health Services, Inc.
Bishop Sullivan Center	Connecting For Good

Cornerstones of Care

Court Appointed Special Advocates of Douglas County

Court Appointed Special Advocates of Jackson County

Court Appointed Special Advocates of Johnson and Wyandotte Counties

COVERSA

Cristo Rey Kansas City

Cultivate Kansas City

Culture through Ballroom Dance, Ltd.

District III Area Agency on Aging

Down Syndrome Guild of Kansas City

Downtown Lee's Summit Main Street

Drumm Center for Children, Inc.

Drumm Farm Center for Children

East Central Kansas Economic Opportunity Corporation

El Centro

Elizabeth Layton Center, Inc.

EPEC

Excelsior Springs Museum & Archives

FarmHouse Foundation

Federation of State Massage Therapy Boards

Feed Northland Kids

First Call Alcohol/Drug Prevention & Recovery

Folk Alliance International

Food Equality Initiative

Footprints, Inc.

Foster Adopt Connect

FOX 4 Love Fund for Children

Franklin County Historical Society

Freedom's Frontier National Heritage Area, Inc.

GateWay of Hope

Gift of Life, Inc.

Gilda's Club Kansas City

Girls on the Run Serving Greater Kansas City

Good Samaritan Project

Grant Professionals Association

Great Plains Society for the Prevention of Cruelty to Animals

Greater Kansas City Community Foundation

Green Works in Kansas City

Growing Futures Early Education Center

Guadalupe Centers

Habitat for Humanity of Kansas City

HappyBottoms

Harvest Ball Society

Harvesters - Community Food Network

Health Care Coalition of Lafayette County

HealthEd Connect

Heart of America Indian Center DBA Kansas City Indian Center

Heart of America Shakespeare Festival

Heart to Heart International

Heartland Center

Heartland Center for Behavioral Change

Heartland Regional Alcohol and Drug Assessment Center

Hillcrest Hope

Hillcrest Platte County	Kansas City Metropolitan Bar Association
Hillcrest Transitional Housing	Kansas City Metropolitan Crime Commission
Hilltop Child Development Center	Kansas City MLB Urban Youth Academy
Hispanic Chamber of Commerce of Greater Kansas City	Kansas City Quality Improvement Consortium
Hispanic Economic Development Corporation	Kansas City Rescue Mission
HNC Living Foundation	Kansas City Southwest Clinical Society
Hogan Preparatory Academy	Kansas City Symphony
Hope Faith Ministries	Kansas Coalition Against Sexual and Domestic Violence
Hope House, Inc.	Kansas Head Start Association
International Accreditation Council for Business Education	Kansas Legal Services, Inc.
International Association of Operative Millers	Kauffman Center for the Performing Arts
International Essential Tremor Foundation	KC Digital Drive
International Relations Council	KC Healthy Kids
Investment Adviser Public Disclosure	KC STEM Alliance
JDRF	Kearney Enrichment Council
Jewish Family Services	Keeler Women's Center
Jewish Federation of Greater Kansas City	Labor-Management Council of Greater Kansas City
Jewish Vocational Services	Lakemary Center, Inc.
Johnson County Christmas Bureau Association	Learning Club of KCK
Johnson County Economic Development Corporation	Lee's Summit CARES
Junior Achievement of Greater Kansas City	Lee's Summit Social Services
KanREN, Inc.	Legal Aid of Western Missouri
Kansas Chapter, American Academy of Pediatrics	Liberty Hospital Foundation
Kansas Children's Discovery Center	Life Unlimited
Kansas City Ballet	Literacy KC
Kansas City Center for Inclusion	Little Sisters of the Poor - Jeanne Jugan Center
Kansas City Community Gardens, Inc.	LivingIntegrated
	Lyric Opera of Kansas City, Inc.

M2M Community Foundation	Poetry for Personal Power
Marian Hope Center	Project Eagle- University of Kansas Medical Center
Mattie Rhodes Center	Public Television 19, Inc.
Mechanical Contractors Association of Kansas City	Rainbow Center for Communicative Disorders
Medical Missions Foundation	RareKC
Menorah Heritage Foundation	Raymore Historical Society
Metro Lutheran Ministry	Reach Out and Read Kansas City
Metro Organization for Racial and Economic Equity	Reconciliation Services
Metropolitan Energy Center	Ronald McDonald House Charities of Kansas City, Inc.
Metropolitan Organization to Counter Sexual Assault	Rose Brooks Center
Mid America Assistance Coalition	Rosedale Development Association
Midwest Innocence Project	Rotary Club Youth Camp Association
Miles of Smiles, Inc.	Saint Luke's Foundation
Moneytalk Financial Foundations	School of Economics
Mother and Child Health Coalition	Scraps KC
Mt. Carmel Redevelopment Corporation, Inc.	Shawnee Chamber of Commerce
Myasthenia Gravis Association	Shawnee Community Services
National Institute for Construction Excellence	Sheffield Place
National World War I Museum and Memorial	Shepherd's Center of KC Central
Nelson-Atkins Museum of Art	Sherwood Autism Center
Nonprofit Connect	Show Me KC Schools
North Kansas City Schools Education Foundation	Sleepyhead Beds
Northland Early Education Center	Society of Teachers of Family Medicine
Northland Therapeutic Riding Center	southeast enterprises
NourishKC	St. Michael's Veterans Center, Inc.
Operation Breakthrough	Start at Zero
Park Hill School District Education Foundation	Sunflower House
Phoenix Family	Support Kansas City

Synergy Services, Inc.
TDC Learning Centers, Inc.
The American Theatre Guild
The Children's Place, Inc.
The Family Conservancy
The Friends of Chamber Music
The HALO Foundation
The Hope Center KC, Inc.
The Kansas Scholastic Press Association
The Principle Foundation
The Sewing Labs
The Whole Person
Unbound
United Cerebral Palsy of Northwest Missouri
United Community Services of Johnson County
United Inner City Services
United Soccer Coaches

United Way of Greater Kansas City
United Way of Greater Topeka
Unity School of Christianity
Veronica's Voice
Veterans of Foreign Wars Foundation
Village Presbyterian Church
Vocational Services, Inc.
Waldo Area Business Association
Warrensburg Main Street, Inc.
Wayside Waifs, Inc.
Whitefield Academy
Wildwood Outdoor Education Center
Women's Community Y
YMCA of Greater Kansas City
Youth Symphony of Kansas City
Youth Volunteer Corps

Appendix E

Position Descriptions

Executive Director/President (1/3 descriptions): Responsible for leading and directing the management, program, and administrative functions of the entire organization. Works closely with the Board of Directors to develop the organization's vision and strategies, implements board policies and directives, and is the person with primary responsibility to the board for the performance of the organization. Supervises a group or team of managers who are accountable for managing and implementing the program and administrative operations and activities of the agency. Has authority to represent the organization to the public, in relationships and negotiations with funders and other agencies, and provides leadership in and leads or oversees fund raising and development.

Executive Director (2/3 descriptions) – Responsible for leading, directing, and implementing substantially all of the primary management, administrative, and programmatic operations of the organization. Works closely with the Board of Directors to develop the organization's vision and strategies, implements Board policies and directives, and is the person with primary responsibility to the board for the operations and performance of the organization. Directly supervises the program and administrative operations and activities of the agency and, usually, plays a significant role in implementing certain of these activities. Has authority to represent the organization to the public, in relationships and negotiations with funders and other agencies, and has key responsibility for fund raising.

Executive Administrator/Agency Administrator (3/3 descriptions) – Works closely with and under the direct supervision of the Board of Directors; this position is responsible for leading, directing, and implementing the administrative and programmatic operations of the organization. Works closely with the Board of Directors to develop and implement board policies and directives, and to develop and implement the organization's strategies and operations. Leadership and overall direction is provided by the board. Is closely accountable to the board for the operations and performance of the organization, and plays a substantial role in implementing these activities. Represents the organization to the public, funders, and other agencies, and has key (or sole) responsibility for fund raising.

Associate Executive Director/Executive Vice President – Responsible for the implementation of policies and procedures set by the Executive Director. Serves as Acting Chief Executive Officer in the absence of the Executive Director. May direct the daily activities of one or more of the organization's operating units. Responsible for leading, directing, and implementing substantially all of the primary management, administrative, and programmatic operations of the

organization. Works closely with the executive director to implement the organization's vision and strategies, implement Board policies and directives, and take lead operations responsibility for the internal operations and performance of the organization. Directly supervises selected program and administrative operations and activities of the agency and, usually, plays a significant role in implementing certain of these activities. Under the direction of the executive director, may represent the organization to the public, in relationships with stakeholders, and in negotiations with funders and other agencies. May assist with fund raising.

Chief Financial Officer – Directs financial and accounting activities for the organization. Establishes financial controls, maintains bank relationships, supervises staff and prepares and interprets financial results for the President and Board of Directors. Responsibilities may include investment management.

Vice President of Development – Directs and manages all fundraising activities for the organization including individual, corporate and foundation fund raising, special fundraising events, direct mail, grant proposals, donor research, donor record keeping, and donor recognition. May include all marketing responsibilities.

Vice President of Administration – Directs and manages all administrative activities for the organization, including strategic financial and administrative operations, strategic human resource management, information management systems and related technological systems, agency record keeping, risk management, and associated administrative operations.

Vice President of Programs – Manages and may participate in all service programs provided by the organization. Supervises programs/operations staff, enhances established programs or operations, initiates new programs or operations and develop operating policies and procedures.

Administrative Manager/Office Manager – Responsible for all or most of the various administrative functions of the organization, such as human resources management, support services, allocating space, and specifying office equipment and supplies. Recommends and implements policies and procedures to manage support activities.

Executive Secretary/Executive Assistant – Performs a variety of clerical duties primarily for the CEO requiring independent analysis, judgment and knowledge of organization functions. Maintains records, processes complex documents, and compiles regular and special reports. Highest level Administrative Assistant in the organization.

Clerk – Provides general support for regular staff, volunteers and clients.

Secretary/Administrative Assistant – Performs a variety of clerical duties for one or more Officers, Directors, or Managers. Prepares correspondence, maintains records, processes documents, and compiles regular and special reports.

Accountant – Performs accounting tasks related to one or more accounting functions. Typically does not have supervisory responsibility. Position requires a degree in accounting or the equivalent in education and experience.

Controller – Responsible for operation of financial and bookkeeping services, including preparation of financial analyses, income and expense reports, budgets and governmental reports. May also be responsible for directing payroll and other financial operations.

Accounting Clerk/Bookkeeper – Provides a variety of record keeping services to Accountant, Controller or others managing the organizations' finances.

Director/Manager of Communications/Marketing/Public Relations – Develops marketing programs to promote and support the organization's programs and services. Supervises all activities dealing with market research, product development, sales promotion, advertising, and market development and/or expansion of additional services. Develops, coordinates, directs, and administers all public relations policies. May be responsible for writing speeches for staff members of the organization. Communicates new programs, development activities, promotions, and other goodwill information to the media.

Major Gifts/Planned Giving Manager – Manages and may participate in all aspects of the organization's planned/deferred giving program. Develops, facilitates, and markets current and/or deferred and testamentary gifts from existing and prospective donors. Plans, develops and implements continuing education events for professional advisors.

Special Events Manager/Coordinator – Develops and coordinates special events to raise funds and support for the organization.

Development Specialist/Associate – Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others. May provide secretarial support to development managers and staff.

Grant Proposal Manager – Manages and may participate in all proposal writing for grants, in accordance with the funders' giving policies, guidelines, and criteria.

Grant Proposal Writer – Prepares grant proposals in accordance with the funders' giving policies, guidelines, and criteria.

Director/Manager of Volunteers – Responsible for recruiting, training and scheduling volunteers to serve the needs of the organization. Maintains close ties with volunteers to keep them interested and active.

Meeting Planner – Manages meeting logistics for annual meetings and conventions, to include site selection, contract negotiation, budgeting, vendor selection, marketing, exhibits, and facility space management, among other duties.

Chapter Relations Administrator – Acts as main point of contact between national and local levels. Assists local affiliates with membership recruitment and retention through programmatic, marketing, and communications support. Builds relationships with key stakeholders to increase brand awareness and visibility.

Membership Project Manager – Develops membership recruitment and retention materials, and oversees processing of member applications and renewals. Develops and manages project budgets. Supports members, answers their needs and strengthens their commitment. Evaluates and analyzes recruitment and retention process.

Director/Vice President of Human Resources – Responsible for directing the human resource activities of the organization, including recruitment, hiring, benefits, compensation, performance management, employee relations, orientation and training. Responsible for establishing personnel policies, procedures and practices.

Human Resources Professional – Responsible for directing one major area of the human resource activities of the organization, including recruitment, hiring, compensation and benefits, employee relations, orientation and training. May recommend policies, procedures and practice related to assigned area of responsibility.

Director/Vice President of Management Information Systems – Responsible for determining long-term organization-wide information needs and developing overall strategy for information needs, systems development and hardware acquisition and integration.

Computer Programmer – Works with well-defined problems, prepares flow charts, program code, and operating instructions for the solution of data processing problems.

Webmaster – Develops and maintains the organization's website. Ensures the website is secure, easy to navigate and addresses the needs of the organization's constituencies.

Computer Network (LAN/WAN) Administrator – Has full knowledge of the cable plant, network design and network software of the organization. Locates, diagnoses, and corrects or repairs network problems on a timely basis. Relocates and changes computer equipment, software, and cabling as necessary.

Computer Operator or Technology/Computer Support Specialist – Provides general support with the organization's technology (computer operations, networks, applications).

Database Specialist – Develops and maintains the organization's computerized database(s).

Program Manager – Supervises and may participate in one professional-level program requiring contact with clients and/or the community. Participates in program design and manages the program itself. May be several positions responsible for one or more professional-level programs.

Artistic Director – Develops and implements the artistic vision, direction and focus of the organization. Duties may include: management of the artistic and technical personnel; development, implementation, and evaluation of the organization's artistic programming; participation in the creation of promotion material for the organizations artistic programs; informs the board to enable appropriate decisions are made regarding policy, planning and budgeting; and is an advocate and spokesperson for the organization's artistic activities.

Social Worker I Case Worker – Counsels and aids individuals and/or families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates treatment plan and goals, carries out treatment plan, and aids applicants in obtaining services.

Social Worker II Case Worker (Certified/Licensed) – Counsels and aids individuals and/or families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates treatment plan and goals, carries out treatment plan, and aids applicants in obtaining services. Requires special certification or license.

Social Worker III Counselor – Provides individual and/or group counseling services to assist individuals to achieve more effective personal educational, and/or vocational development and adjustment.

Social Worker IV Counselor (Certified/Licensed) – Provides individual and/or group counseling services to assist individuals to achieve more effective personal, educational, and/or vocational development and adjustment. Requires special certification or license.

Program Specialist/Case Aide – Assists caseworker and clients by making routine community contacts with such institutions as schools, medical facilities and social services departments. May locate and make use of appropriate community resources for clients. May evaluate actual living conditions of clients through home visits.

Outreach Worker – Plans, organizes, and works with community groups concerned with social problems of the community.

Registered Nurse – Performs a wide variety of patient care activities in assigned nursing situations. May act as team leader, or as Charge Nurse in the absence thereof. Specifically excludes nurses working in such specialized areas as operating rooms, intensive care and anesthesia.

Licensed Practical Nurse – Performs a wide variety of patient care activities of average difficulty in selected and specifically assigned nursing situations. Duties are performed under the supervision of a Registered Nurse.

Aide – Provides training and assistance to clients/patients and their families with personal care issues. No certification required.

Certified Aide – Provides training and assistance to clients/patients and their families with personal care issues. Required to have certifications (i.e., CPR).

Day Care Worker – Instructs pre-school children in activities designed to promote social, physical, and intellectual growth in preparation for primary school. Plans individual and group activities to stimulate learning.

Teacher – Develops and implements educational/academic curriculum for children in Kindergarten to 12 grades.

Teacher Aide – Assists the teacher in implementing educational/academic plans and curriculum for children in Kindergarten to 12 grades.

Facilities Manager – Provides overall management to the general operations of the organization's building, shelter and/or residential facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy.

Cook – Prepares, plans, cooks and serves meals for clients and employees of organization. Maintains inventory for the kitchen.

Custodian/Maintenance Worker – Cleans facilities and work areas. Uses and maintains cleaning supplies for the facility.

Driver – Operates a motor vehicle to transport parcels, supplies, and/or passengers.