

# Greater Kansas City Nonprofit Organizations & Associations 2020 Salary Survey Report

*Support provided by*



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## About MCNL

The Midwest Center of Nonprofit Leadership (MCNL) is a service and outreach unit of 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 2020 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: Greater Kansas City Chapter of the Association of Fundraising Professionals, Kansas City Society of Association Executives, Nonprofit Connect, and Support KC.

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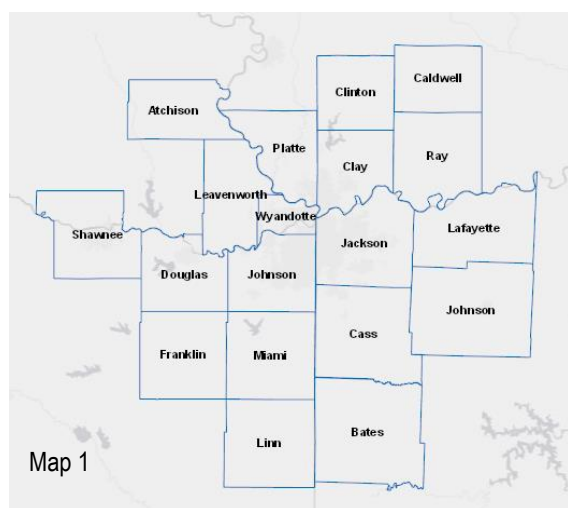
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# Introduction

This report outlines the results of the 2020 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, the survey area is displayed in Map 1. 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 16 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 bi-annual survey has traditionally covered salary and benefits. In an attempt to shorten the survey, it was decided to split the survey in 2018. 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 four months. An extended survey period was allowed this year due to unique circumstances surrounding COVID-19.

Third, the survey responses were downloaded into a database. Some survey responses were not included because the organization submitted duplicate survey responses, the survey lacked complete information, 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.

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 previous years' data. Since different organizations and associations participate in each survey, comparative statements cannot be made.

## Participation

A total of 194 survey responses were included in the 2020 salary survey. Of the total, 170 organizations were classified 501(c)(3), 11 were classified as 501(c)(4), and 13 were classified 501(c)(6). Nonprofit organizations and associations may use different compensation practices, so the survey responses from 501(c)(4) and 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, just over 75% of participating organizations fall within an annual budget between \$250,000 and \$9.9 million.

**27% reported an annual budget between \$1 million and \$2.49 million.**

**More than a quarter of participating organizations reported an annual budget between \$1 million and \$2.49 million.**

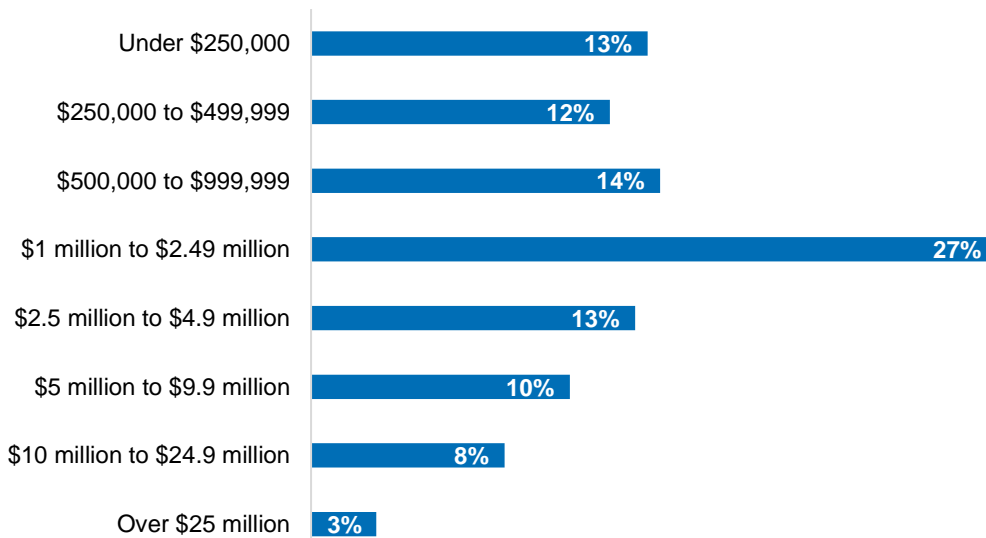


Figure 1

**For this report, organizations have been assigned to a category based on 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

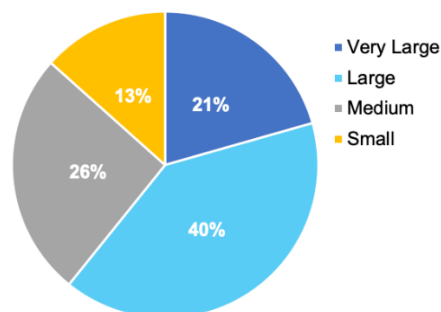


Figure 2



## Geographic Scope

Another factor to consider is the geographic scope, or service area, of an organization. Of participating organizations, 43% reported the metropolitan area as their service area.

**Nearly two-thirds of participating organizations operate at the county/local level or the metropolitan level.**

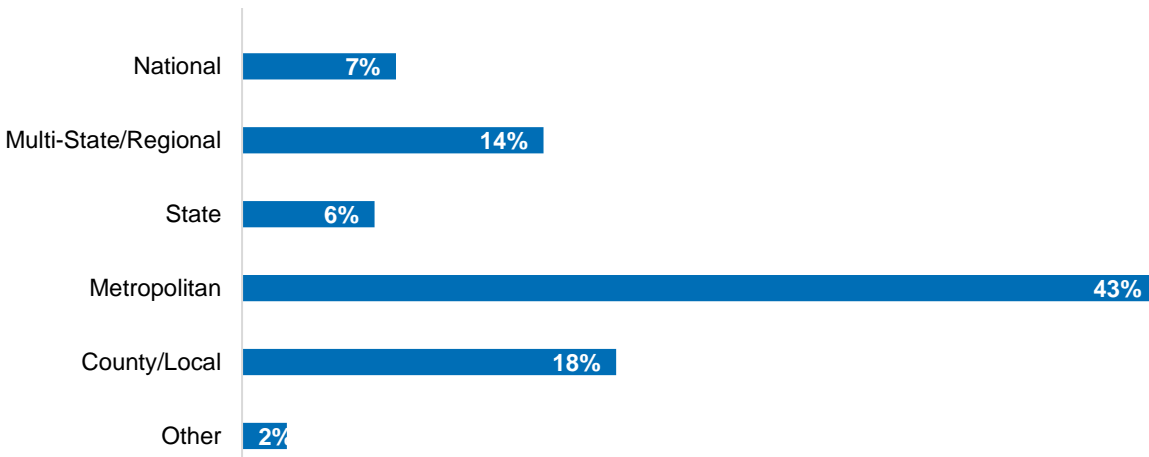


Figure 3

## Type of Organization

Organization type refers to the mission or purpose of the organization. Nearly one-quarter of participating organizations identified as human services or multipurpose, organizations serving multiple needs. Arts and culture was the next highest reported organization type with 8% of participating organizations. A table with all organization types is available in Appendix D.

**Human Services/Multipurpose was the most reported organization type with about one-quarter of participating organizations. All other organization types are a composite of those categories with fewer reporting organizations as well as those that did not indicate a category they associated with.**

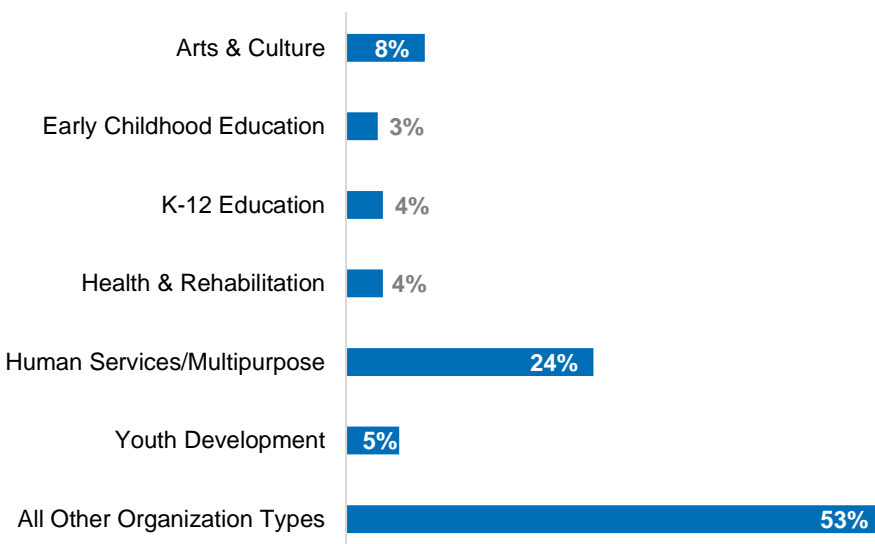


Figure 4

# 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 2020 and some 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 the Executive Director position, 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

### Changes in Number of Positions

Of participating organizations, 63% added full-time positions and 52% added part-time positions. As indicated later in our reporting, COVID-19 may have had some impact on anticipated gains in positions as these were lower rates across full-time and part-time than in years past. The rate of positions eliminated in 2019 was lower overall though with 15% of full-time positions eliminated compared to 22% in 2018 and 4% of part-time positions eliminated compared to 12% in 2018.

	Positions Added		Positions Anticipated		Positions Eliminated	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Total Positions	281	151	155	65	91	8
% of Org.	63%	52%	22%	16%	15%	4%

Table 2

Restructuring and grant termination/non-renewal were rated of highest importance in the factors for eliminating positions this past year. Restructuring was reported as important or highly important by 70%. Program/position termination was second only to restructuring in importance, with 64% indicating this as a major factor.

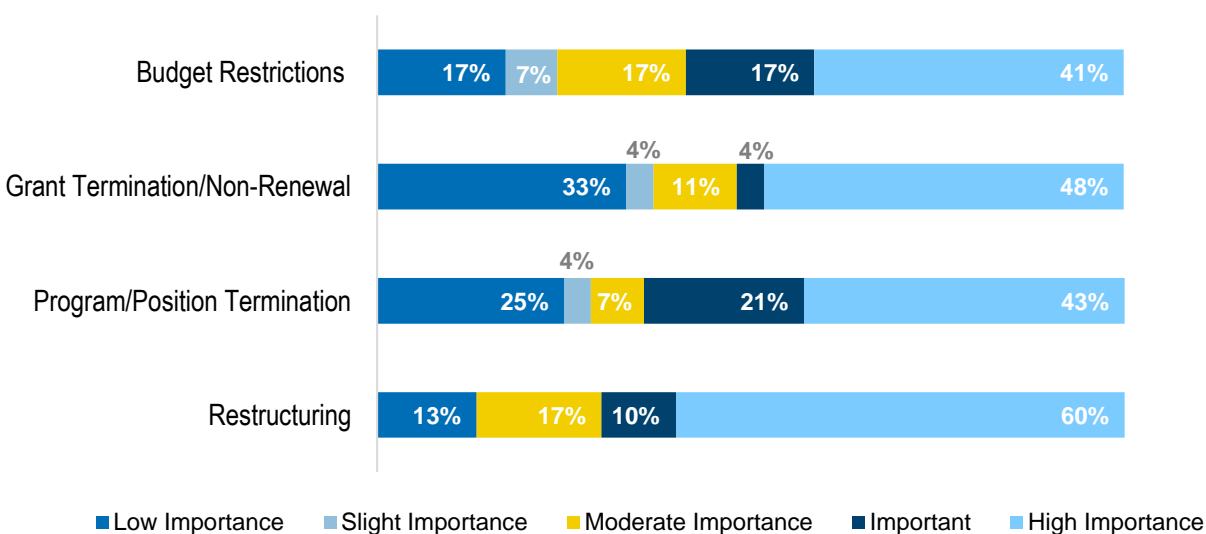


Figure 6

## Turnover Rates

Of participating organizations, 29% reported no turnover in the last year, which is a 2% increase in organizations that reported maintained staffing levels from what was reported in 2018. of organizations reporting this year, there was a 35% increase in those reporting more than 41% turnover. So, while other turnover rates remained relatively steady, there were some organizations that had higher turnover resulting in increased overall turnover rates, noting that the organizations responding each year differ.

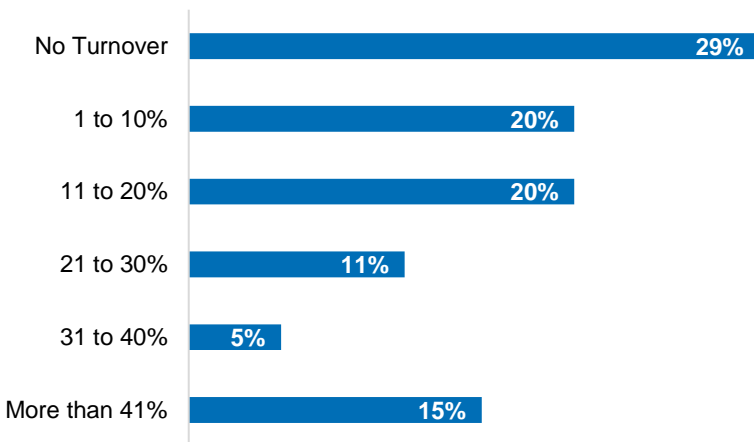


Figure 7

## Demographics of Leadership

People of color account for less than 13% of those serving in the top six positions overall. Of organizations reporting a VP of Development, 95% of those serving in that position are white.

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

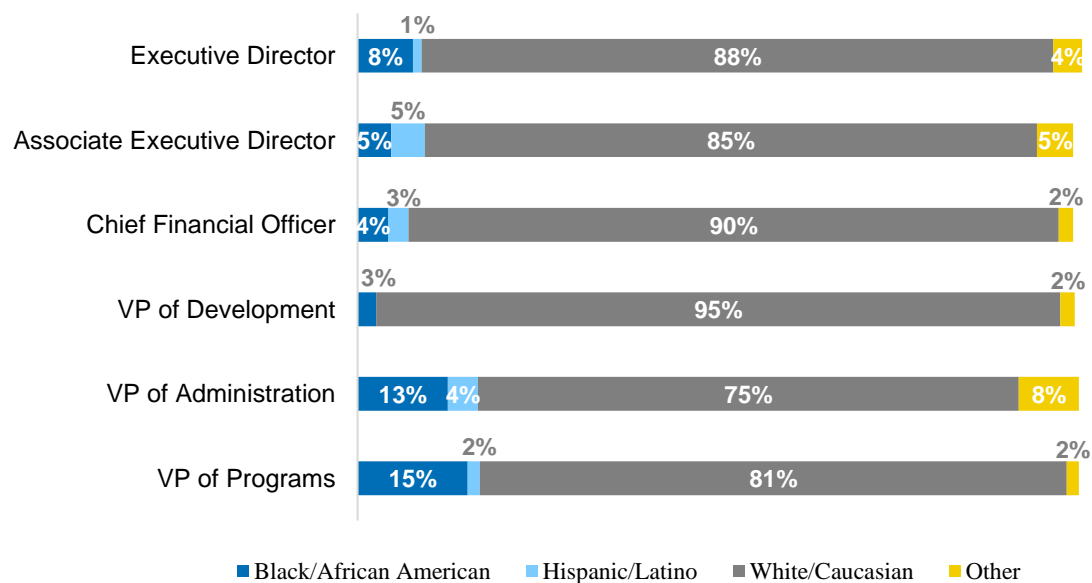


Figure 8

However, there have been increases in racial and ethnic diversity in the last two years. Notably, the Executive and Associate Executive Director roles, as well as a 9% increase in the Vice President of Administration role.

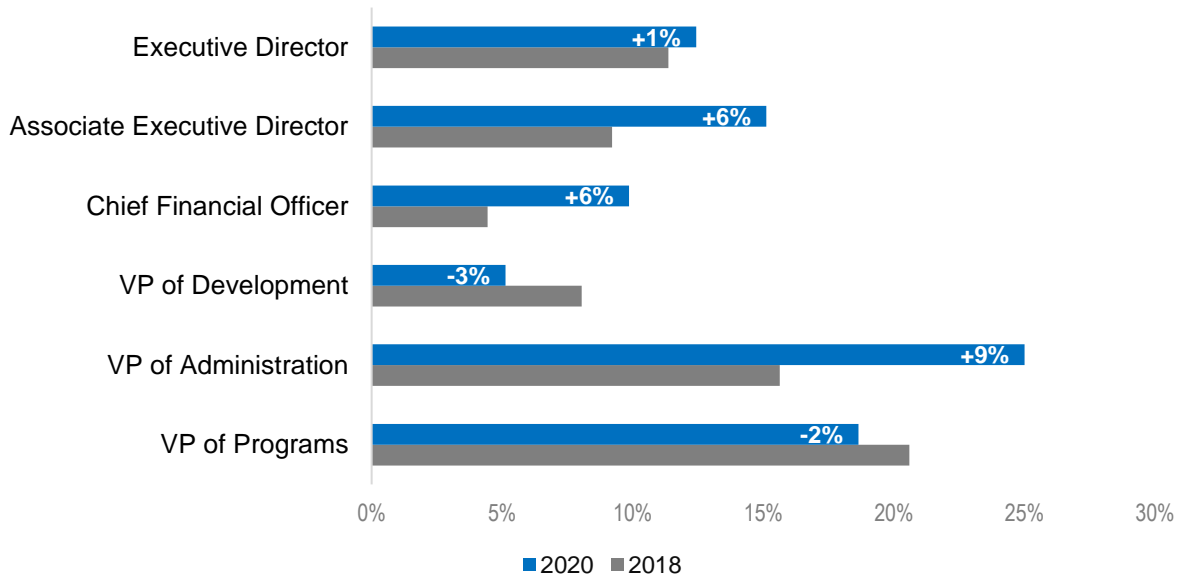


Figure 9 % of Top 6 Positions Held by People of Color

Women make up about 65% of executive directors, a 2% increase since 2018. Women also make up approximately 65% of total leadership positions.

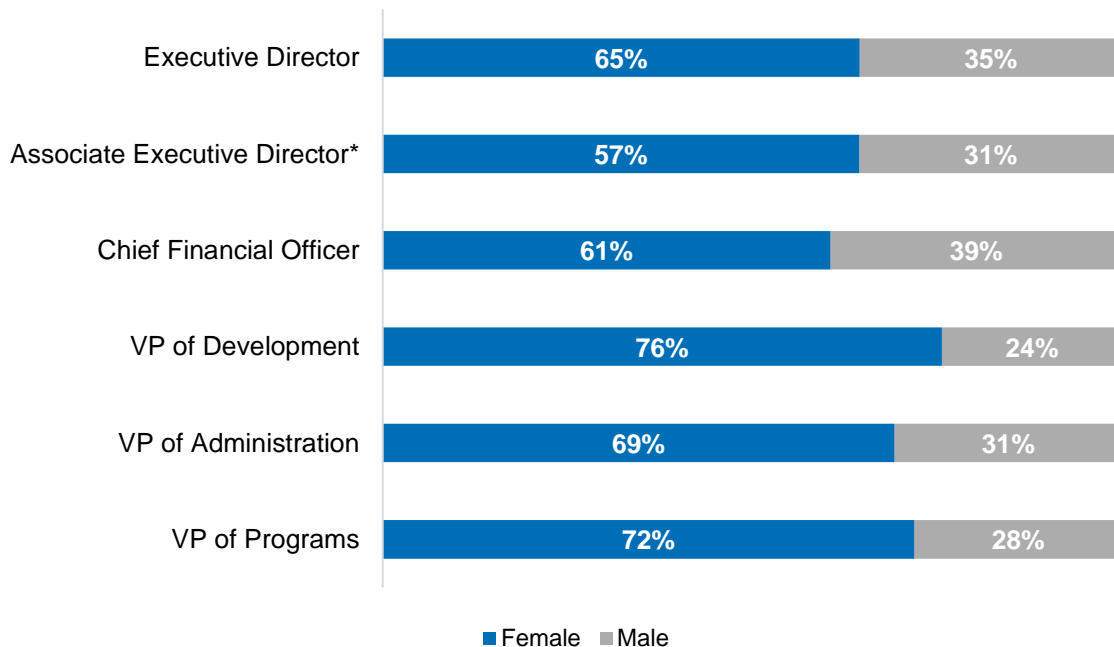


Figure 10

After a 14% increase in women serving as Vice President of Administration between 2016 and 2018, this position reported a 17% decrease between 2018 and 2020. Women serving in Chief Financial Officer positions decreased between 2016 and 2018, but regained that difference between 2018 and 2020.

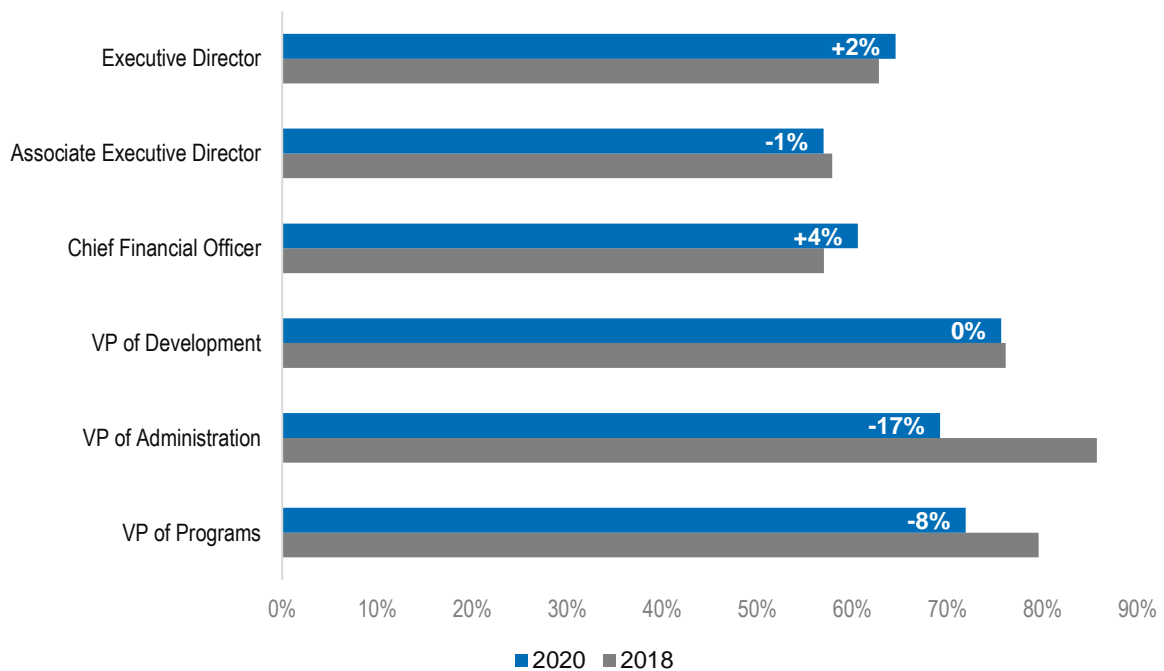


Figure 11



## Trends in Compensation

### Part-Time Positions

Participating organizations were asked to select all of the resources they use to determine part time pay rates.

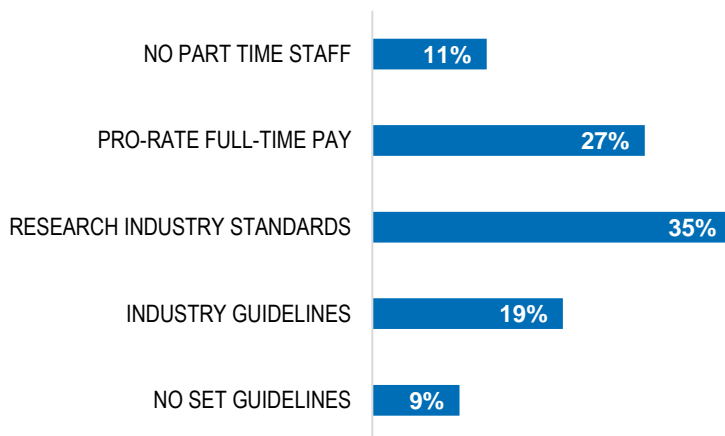


Figure 12

About 54% of participating organizations reported using interns in the past year, which is slightly lower than what was reported in the 2018 findings. Of those organizations, the majority of interns are undergraduate students. 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 responding organizations this year ranged widely in the stipend amounts offered to graduate students in particular.

Education Level	% of Org. Using Interns	Type of Compensation			Median Compensation	
		No Pay	Hourly	Stipend	Hourly Rate	Total Stipend
High School Student	11%	59%	5%	9%	\$10	\$1,175
Undergraduate Student	26%	49%	29%	16%	\$10.50	\$775
Graduate Student	17%	75%	6%	9%	\$14	\$2,000

Table 3

### Salary Increases

Nearly 80% of responding organizations awarded salary increases in the last year, compared to 87% in 2016. About 60% of organizations responding to salary related questions reported that they anticipate giving a salary increase in the next year.

Organizations reporting intending salary increases were asked to estimate the importance of factors in their decision-making regarding increases.

The two most important factors impacting anticipated salary increases in 2020 were performance or merit based and budget restrictions. Approximately 75% of organizations indicated each of these two factors were important or highly important.

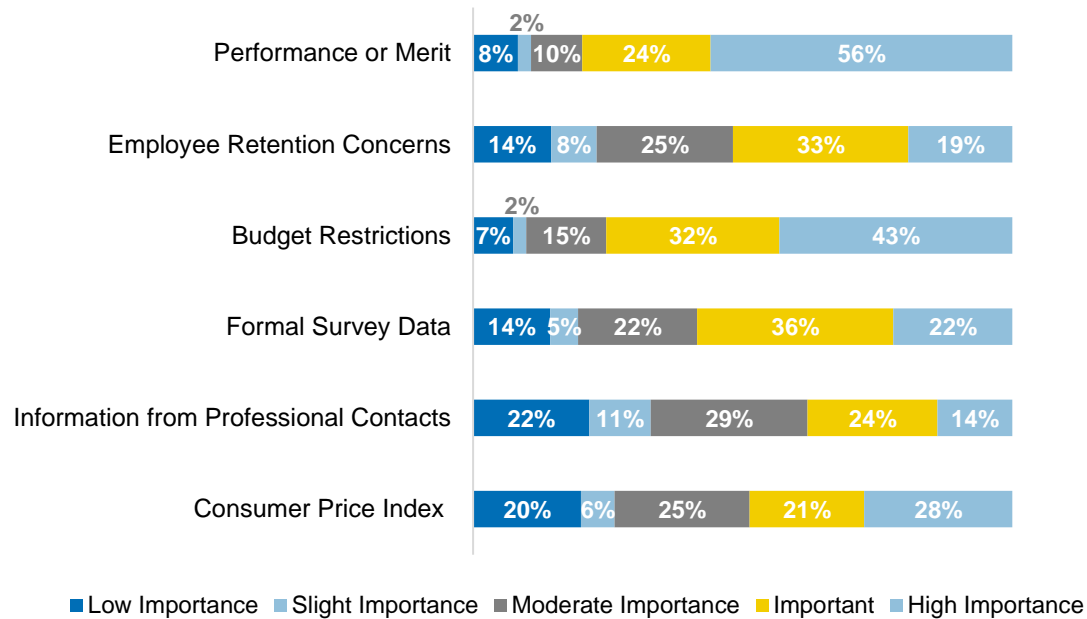


Figure 13

## Executive Benefits/Compensation

Executive Compensation	Executive Director	Associate Executive Director	Chief Financial Officer
Vehicle Lease/Organizational Vehicle	3%	3%	0%
Car Allowance	7%	5%	4%
Professional Development/ Education Tuition Allowance	37%	40%	46%
Paid Attendance at Job-Related Conferences	66%	58%	66%
Professional Association Membership Dues	51%	38%	46%
Athletic/Country Club Membership Dues	2%	1%	0%
Severance Pay	7%	3%	3%
Flexible Spending Account	18%	15%	21%
Severance Provision	12%	2%	1%
Performance/Incentive Bonus	19%	17%	17%
Cell Phone	38%	28%	28%
Housing Allowance	1%	2%	0%
Separate Employment Contract	22%	36%	7%
Established Salary Range	34%	7%	36%



<b>Executive Compensation</b>	<b>VP of Development</b>	<b>VP of Administration</b>	<b>VP of Programs</b>
Vehicle Lease/Organizational Vehicle	3%	0%	2%
Car Allowance	6%	8%	4%
Professional Development/ Education Tuition Allowance	56%	54%	61%
Paid Attendance at Job-Related Conferences	74%	77%	82%
Professional Association Membership Dues	59%	38%	56%
Athletic/Country Club Membership Dues	1%	0%	2%
Severance Pay	4%	4%	0%
Flexible Spending Account	31%	27%	28%
Severance Provision	4%	4%	2%
Performance/Incentive Bonus	26%	19%	26%
Cell Phone	36%	46%	37%
Housing Allowance	1%	0%	0%
Separate Employment Contract	9%	4%	36%
Established Salary Range	41%	52%	5%

Table 4

The most common form of executive compensation for the top six positions was paid attendance at job-related conferences. Professional development/education tuition allowance and professional association membership dues followed that. Severance pay was reported much lower overall this year than in 2018, with many organizations now offering that as a benefit at a much lower rate. Severance provisions were slightly more likely to be offered than severance pay.

## Challenges

Many participating organizations reported challenges regarding compensation including; finding good comparisons for salary ranges, maintaining a predictable or consistent budget that allows for regular salary increases, and anticipating unforeseen events that impact funding.

Finding and securing funding, particularly for non-program staff, was a challenge identified by many organizations.

Many indicated that in addition to the normal uncertainties year to year regarding funding, the COVID-19 pandemic has presented additional challenges.

“

The COVID-19 situation has created uncertainties around projecting fund development income, which could possibly lead to compensation decreases.

”



## 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. Over the years there have occasionally been reported average salaries in the Kansas City area that exceeds the national average. In 2020 all average salaries for the top six positions were lower than the national average with the exception of VP of Programs in the \$250,000 to \$499,999 range. The national data in the following table comes from GuideStar's 2020 compensation report<sup>1</sup>. 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	\$46,238	\$45,726	\$37,714	*
\$250,000 to \$499,999	\$68,051	\$65,366	\$54,137	\$45,333
\$500,000 to \$999,999	\$89,849	\$83,882	\$77,074	\$50,641
\$1,000,000 to \$2,499,999	\$120,620	\$100,950	\$95,171	\$64,225
\$2,500,000 to \$4,999,999	\$160,086	\$144,824	\$113,177	\$66,956
\$5,000,000 to \$9,999,999	\$201,673	\$126,174	\$129,413	\$82,974
\$10,000,000 to \$24,999,999	\$262,868	\$174,095	\$157,422	\$99,774
Over \$25,000,000	\$561,541	\$116,872	\$282,214	\$128,972

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	\$33,583	*	\$36,677	*	\$36,342	*
\$250,000 to \$499,999	\$47,036	\$40,000	\$51,417	*	\$51,112	\$61,258
\$500,000 to \$999,999	\$64,579	\$47,000	\$75,696	\$63,829	\$69,190	\$55,471
\$1,000,000 to \$2,499,999	\$96,168	\$63,383	\$118,332	\$69,554	\$101,994	\$66,663
\$2,500,000 to \$4,999,999	\$130,329	*	\$130,329	\$85,601	\$130,117	\$83,251
\$5,000,000 to \$9,999,999	\$172,462	\$82,854	\$172,462	\$87,311	\$139,816	\$79,379
\$10,000,000 to \$24,999,999	\$191,210	\$94,406	\$191,210	\$96,009	\$155,109	\$95,950
Over \$25,000,000	\$258,630	\$98,156	\$237,983	\$113,754	\$224,691	\$99,714

Table 5

\*Figures not included as one or no organizations indicated a salary and could not be compared.

<sup>1</sup> GuideStar. 2020 GuideStar Nonprofit Compensation Report (September 2020): 22-28.

## Local Trends

Examining local salaries over time is dependent on a general similarity in organizations reporting year after year. Some differences will be due to these changes, other differences are reflective of vacant positions filled or positions added at the executive level. Here we see that from 2018 to 2020, the Executive Director role saw a 26% increase in salary. The only executive level position to report a decrease in salary was the role of Chief Financial Officer. This could be due to an individual leaving and/or a new hire coming into this role in addition to potential salary fluctuations.

**Executive Director saw the greatest increase in annual salary between 2018 and 2020. Chief Financial Officer saw the greatest decrease in annual salary based on organizations reporting.**

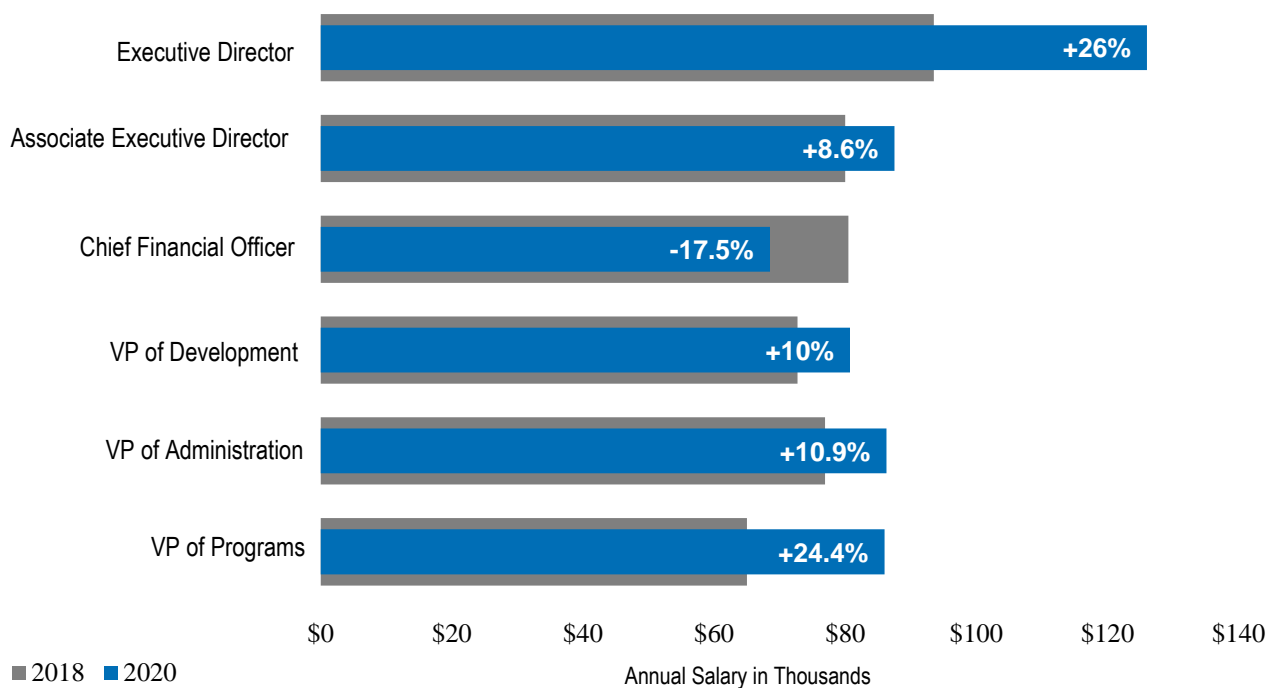


Figure 14



## Gender Pay Gap

### Women's Earnings for Executive Positions

In 2018, women reported lower annual salaries than men in all of the top six executive positions. However, in 2020, we see women hold a larger average annual salary in the Vice President of Administration role as well as the Vice President of Programs role. Women continue to have lower salaries in Executive Director or Associate Executive Director positions.

Between 2018 and 2020, the gender pay gap narrowed or exceeded that of men for five of the six top positions. Women earned more in the role of Vice President of Administration and Vice President of Programs and increased their percentage of men's salaries by 35% over 2018 in the latter role. Women had gains in all other roles with the exception of the role of Chief Financial Officer.

**Women report lower annual salaries than men in top two positions and higher reported salaries in only two positions overall.**

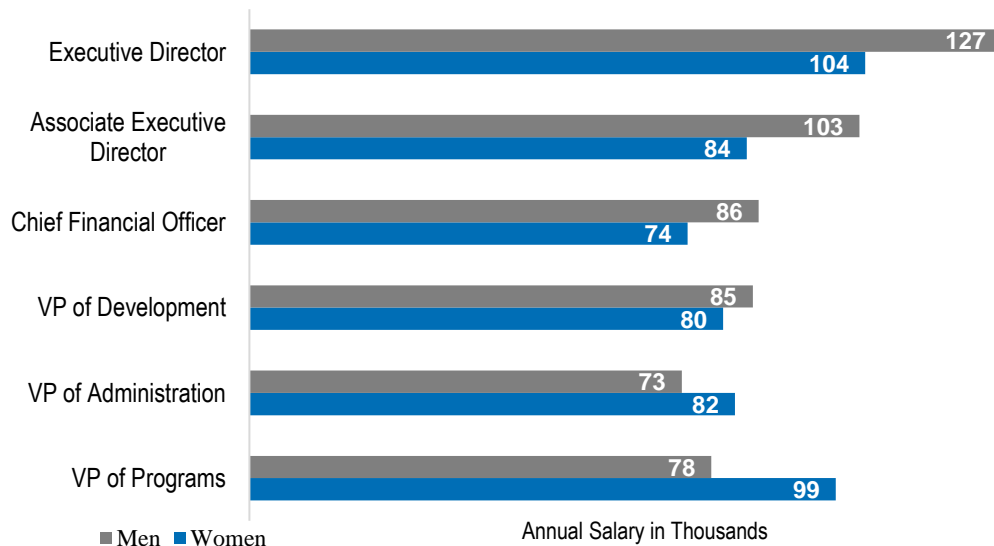


Figure 15

**When controlling for organization size, women in Executive Director positions reported higher annual salaries than men, a change from 2018 reporting. The pay gap is widest in very large organizations.**

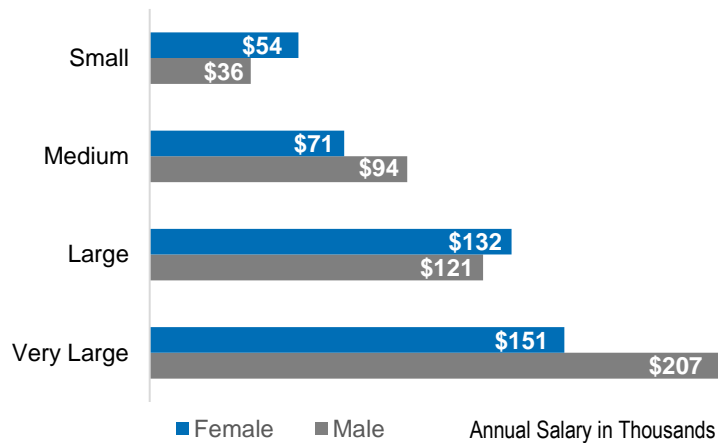


Figure 16



## Impact of COVID-19

In March 2020, the nonprofit sector, and all global markets, experienced shifts as a result of the COVID-19 pandemic. Countries, States, local municipalities, and organizations began shifting into varying states of lockdown resulting in modified working environments, and often modified financial scenarios.

When asked if organizations expected COVID-19 to impact their staffing situation, about 30% indicated they felt it was extremely likely or likely at the time of completing the survey. Approximately half of all organizations felt it was extremely unlikely or unlikely that it would have any impact on their staffing situations. With 19% responding as neutral, many commented they had too little information about how the pandemic would impact operations at that time.

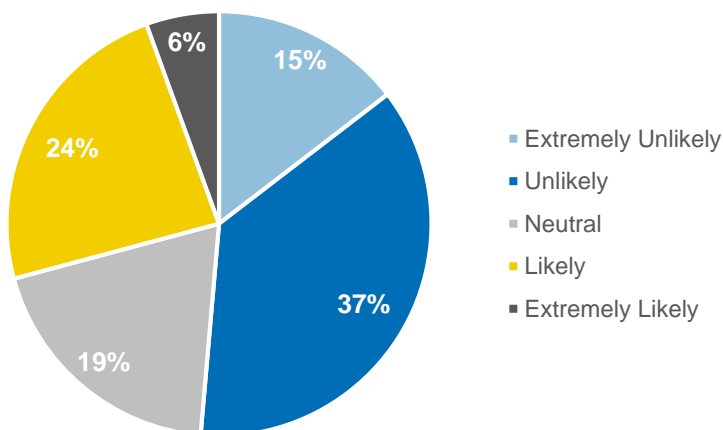


Figure 17

# 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	\$55,167	\$66,500	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			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	54	\$105,839	\$98,000	8	\$66,237	\$93,034	B
Annual Budget							
Under \$250,000	3			1			B
\$250,000 - 499,999	3						B
\$500,000 - 999,999	8	\$80,429	\$87,000	3			B
\$1,000,000 - 2,499,999	13	\$112,289	\$102,500	1			B
\$2,500,000 - 4,999,999	10	\$149,071	\$148,500				B
\$5,000,000 - 9,999,999	7	\$110,783	\$98,920	1			B
\$10,000,000 - \$24,999,999	7	\$167,635	\$150,406	2			B
More than \$25,000,000	3						B
Type of Organization							
Aging & Senior Care	1						M
Alcohol & Substance Abuse	3			1			M
Animal & Animal Welfare	1						
Arts and Culture	7	\$161,615	\$163,515	1			B
Civil Rights & Social Action	1			1			
Community Development/Housing	2						B
Developmental Disabilities	6	\$91,849	\$87,000				M
Economic Development							B
Education: Early Childhood Education	1						B
Education: K-12	2						M
Education: Colleges & Universities							B
Environment/Conservation							
Foundations/Philanthropic Grant Making	2						B
Health and Rehabilitation							M
Human Services/Multipurpose	12	\$117,939	\$109,082	3			B
Jobs, Employment & Training	2						B
Legal Services	1						
Membership/Trade Association	1						B
Mental Health & Crisis Intervention							B
Public Safety & Disaster Relief							
Public Benefit & Social Action	1						
Recreation, Leisure, & Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	1			1			
Volunteerism & Philanthropy							
Youth Development	2						B
Other:	9	\$102,701	\$100,000	1			
Number of Employees							
0	5	\$58,811	\$64,122	1			B
1 to 5	8	\$94,764	\$89,112	1			B
6 to 10	8	\$111,811	\$100,000	1			B
11 to 20	11	\$120,140	\$102,500	3			B
21 to 30	3						B
31 to 50	3						M
51 to 75	4	\$161,679	\$194,943				M
76 to 100	6	\$102,121	\$99,840	3			B
101 to 200	4	\$133,203	\$144,000	1			M
201 to 300	1						
301 and Over	2						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	\$67,340	\$71,400	26	\$51,441	\$72,458	B
Budget Size							
Under \$250,000	8	\$54,745	\$56,000	5	\$68,250	\$89,500	B
\$250,000 - 499,999	13	\$66,936	\$65,000	7			B
\$500,000 - 999,999	10	\$90,788	\$86,000	4			B
\$1,000,000 - 2,499,999	10	\$84,512	\$83,925	7	\$81,933	\$117,392	B
\$2,500,000 - 4,999,999	3			1			B
\$5,000,000 - 9,999,999	2			1			
\$10,000,000 - \$24,999,999	1			1			
More than \$25,000,000							
Type of Organization							
Aging & Senior Care	1			1			
Alcohol & Substance Abuse							
Animal & Animal Welfare							
Arts and Culture	4	\$58,625	\$62,250	3			B
Civil Rights & Social Action							
Community Development/Housing	3			1			
Developmental Disabilities	2			1			
Economic Development							
Education: Early Childhood Education	3			2			B
Education: K-12	1			1			M
Education: Colleges & Universities	2			1			
Environment/Conservation	1						
Foundations/Philanthropic Grant Making	1			1			
Health and Rehabilitation	3			1			B
Human Services/Multipurpose	11	\$80,299	\$74,786	8	\$98,365	\$155,820	B
Jobs, Employment & Training	2			1			
Legal Services							
Membership/Trade Association	2						A
Mental Health & Crisis Intervention	2			2			
Public Safety & Disaster Relief							
Public Benefit & Social Action	3			2			
Recreation, Leisure, & Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	1						
Volunteerism & Philanthropy							
Youth Development	3			1			B
Other:	2						B
Number of Employees							
0	15	\$61,740	\$64,500	2			B
1 to 5	16	\$71,543	\$70,360	13	\$86,500	\$118,000	B
6 to 10	9	\$94,197	\$84,936	5	\$97,200	\$145,800	B
11 to 20	2			2			B
21 to 30	1						B
31 to 50	1			1			
51 to 75	1			1			
76 to 100	2			2			
101 to 200							
201 to 300							
301 and Over							

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	50	\$108,842	\$110,000	17	\$55,275	\$88,024	B
Budget Size							
Under \$250,000	1			1			B
\$250,000 - 499,999	3			1			
\$500,000 - 999,999	6	\$77,478	\$75,774	3			A
\$1,000,000 - 2,499,999	16	\$105,807	\$105,000	3			B
\$2,500,000 - 4,999,999	10	\$157,967	\$121,338	4	\$85,488	\$130,743	
\$5,000,000 - 9,999,999	7	\$148,033	\$137,000	3			M
\$10,000,000 - \$24,999,999	7	\$190,668	\$170,166	2			
More than \$25,000,000							
Type of Organization							
Aging & Senior Care							
Alcohol & Substance Abuse	1			1			B
Animal & Animal Welfare							
Arts and Culture	3			1			
Civil Rights & Social Action							
Community Development/Housing	2						B
Developmental Disabilities	4	\$137,253	\$143,006	1			
Economic Development							
Education: Early Childhood Education	1			1			B
Education: K-12	3						
Education: Colleges & Universities							
Environment/Conservation							
Foundations/Philanthropic Grant Making	2			2			
Health and Rehabilitation	2			1			B
Human Services/Multipurpose	14	\$113,346	\$108,200	3			
Jobs, Employment & Training	2						
Legal Services	1						
Membership/Trade Association	2						
Mental Health & Crisis Intervention	4	\$102,710	\$113,169	2			B,M
Public Safety & Disaster Relief	3			1			
Public Benefit & Social Action	1						
Recreation, Leisure,& Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	1			1			M
Volunteerism & Philanthropy							
Youth Development	3			1			B
Other:	2			2			
Number of Employees							
0	5	\$59,700	\$54,000	1			
1 to 5	11	\$97,738	\$86,276	4	\$64,326	\$104,822	A
6 to 10	17	\$130,850	\$117,500	5	\$93,659	\$150,489	
11 to 20	5	\$141,678	\$121,338	2			B,M
21 to 30	4	\$186,908	\$155,340				M
31 to 50	2			2			B,M
51 to 75	3			3			B
76 to 100	3						B
101 to 200	1						
201 to 300							
301 and Over							

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	63	\$76,033	\$83,875	22	\$49,814	\$74,793	B
Budget Size							
Under \$250,000	2						
\$250,000 - 499,999	4	\$75,374	\$76,968	1			B
\$500,000 - 999,999	8	\$74,130	\$72,608				B
\$1,000,000 - 2,499,999	18	\$89,577	\$89,775	4	\$53,450	\$77,325	B
\$2,500,000 - 4,999,999	12	\$108,973	\$100,000	1			B
\$5,000,000 - 9,999,999	9	\$91,190	\$92,700	7	\$69,931	\$104,000	B
\$10,000,000 - \$24,999,999	9	\$76,974	\$87,493	8	\$76,265	\$122,941	B
More than \$25,000,000	1			1			B
Type of Organization							
Aging & Senior Care							
Alcohol & Substance Abuse				1			
Animal & Animal Welfare							
Arts and Culture	4	\$101,632	\$88,550				B
Civil Rights & Social Action				1			
Community Development/Housing	2						
Developmental Disabilities	5	\$61,405	\$74,216	3			
Economic Development							A
Education: Early Childhood Education	2			1			
Education: K-12	5	\$95,020	\$97,561	1			
Education: Colleges & Universities	1						
Environment/Conservation							
Foundations/Philanthropic Grant Making	2			2			
Health and Rehabilitation	1						
Human Services/Multipurpose	15	\$89,985	\$85,890	8	\$72,904	\$106,673	B
Jobs, Employment & Training	2						
Legal Services	1			2			
Membership/Trade Association	3						B
Mental Health & Crisis Intervention	2						M
Public Safety & Disaster Relief	2						B
Public Benefit & Social Action	2						
Recreation, Leisure,& Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	3			2			
Volunteerism & Philanthropy							
Youth Development	6	\$62,000	\$62,500	1			B
Other:	5	\$79,771	\$79,918				
Number of Employees							
0	7	\$81,379	\$83,875	1			
1 to 5	12	\$85,930	\$78,000	1			B
6 to 10	19	\$94,752	\$95,000	4	\$56,394	\$79,091	B
11 to 20	7	\$79,055	\$81,835	1			B
21 to 30	6	\$92,563	\$90,125	1			B
31 to 50	1			1			M
51 to 75	3			3			B
76 to 100	5	\$79,568	\$84,635	6	\$75,726	\$119,057	B
101 to 200	3			4	\$80,388	\$128,135	M
201 to 300							
301 and Over							

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	63	\$69,139	\$75,941	22	\$55,003	\$79,622	B
Budget Size							
Under \$250,000	1						
\$250,000 - 499,999	3						B
\$500,000 - 999,999	9	\$59,082	\$57,913				B
\$1,000,000 - 2,499,999	15	\$64,166	\$66,000	4	\$59,750	\$84,250	B
\$2,500,000 - 4,999,999	8	\$66,957	\$61,250	2			B
\$5,000,000 - 9,999,999	11	\$86,995	\$92,750	6	\$69,200	\$103,200	B
\$10,000,000 - \$24,999,999	13	\$99,775	\$100,000	8	\$69,877	\$103,117	B
More than \$25,000,000	3			1			B
Type of Organization							
Aging & Senior Care	1						
Alcohol & Substance Abuse	3			3			B
Animal & Animal Welfare	1			1			B
Arts and Culture	6	\$87,991	\$98,955				
Civil Rights & Social Action							
Community Development/Housing	2						
Developmental Disabilities	5	\$80,045	\$79,200	2			B
Economic Development							
Education: Early Childhood Education							
Education: K-12	3			1			B
Education: Colleges & Universities							
Environment/Conservation							
Foundations/Philanthropic Grant Making	4	\$79,860	\$79,506	3			B
Health and Rehabilitation	1						
Human Services/Multipurpose	18	\$88,099	\$85,525	6	\$77,876	\$108,166	B
Jobs, Employment & Training	3						
Legal Services	2			2			B
Membership/Trade Association							
Mental Health & Crisis Intervention	2			1			M
Public Safety & Disaster Relief							
Public Benefit & Social Action	2						B
Recreation, Leisure,& Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	3			2			B
Volunteerism & Philanthropy							
Youth Development	1						
Other:	7	\$66,463	\$68,388	1			B
Number of Employees							
0	2						B
1 to 5	7	\$67,965	\$65,000	1			B
6 to 10	13	\$63,737	\$63,100	4	\$59,251	\$84,126	B
11 to 20	9	\$60,068	\$57,500	1			B
21 to 30	7	\$79,872	\$71,650	1			B
31 to 50	4	\$83,551	\$73,603	1			B
51 to 75	6	\$89,376	\$94,375	4	\$75,500	\$99,000	M
76 to 100	8	\$101,447	\$110,000	6	\$73,248	\$102,707	B
101 to 200	5	\$96,755	\$93,558	4	\$67,655	\$107,318	B
201 to 300	1						
301 and Over	2						

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	72	\$72,649	\$65,000	29	\$52,381	\$72,084	B
Budget Size							
Under \$250,000	1						
\$250,000 - 499,999	1						B
\$500,000 - 999,999	9	\$63,830	\$63,000	3			B
\$1,000,000 - 2,499,999	22	\$68,981	\$70,000	9	\$55,394	\$85,998	B
\$2,500,000 - 4,999,999	15	\$86,119	\$84,000	4	\$62,840	\$92,440	B
\$5,000,000 - 9,999,999	10	\$90,775	\$95,000	5	\$72,600	\$110,500	B
\$10,000,000 - \$24,999,999	11	\$98,939	\$91,943	6	\$63,965	\$96,673	B
More than \$25,000,000	3			1			B
Type of Organization							
Aging & Senior Care							
Alcohol & Substance Abuse	1			1			B
Animal & Animal Welfare	1			1			B
Arts and Culture	9	\$93,775	\$88,354	1			B
Civil Rights & Social Action	1			1			B
Community Development/Housing	1						B
Developmental Disabilities	7	\$84,900	\$90,000	2			B
Economic Development							
Education: Early Childhood Education	1			1			
Education: K-12	2			1			B
Education: Colleges & Universities	1						
Environment/Conservation							
Foundations/Philanthropic Grant Making	1			1			B
Health and Rehabilitation	1			1			B
Human Services/Multipurpose	23	\$84,019	\$86,000	9	\$70,243	\$103,313	B
Jobs, Employment & Training	2						
Legal Services	2			2			B
Membership/Trade Association							
Mental Health & Crisis Intervention	4	\$85,475	\$87,450	2			B
Public Safety & Disaster Relief	2						
Public Benefit & Social Action	1			1			B
Recreation, Leisure,& Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	3			2			B
Volunteerism & Philanthropy							
Youth Development	7	\$72,080	\$75,250	2			B
Other:	3						
Number of Employees							
0	1						B
1 to 5	10	\$65,626	\$65,000	5	\$54,000	\$77,500	B
6 to 10	19	\$76,679	\$70,000	5	\$58,851	\$89,731	B
11 to 20	13	\$71,157	\$72,800	4	\$57,257	\$85,007	B
21 to 30	5	\$88,072	\$80,380	2			B
31 to 50	5	\$93,858	\$80,380	2			B
51 to 75	5	\$107,496	\$103,621	3			B
76 to 100	7	\$97,768	\$91,588	4	\$69,735	\$102,423	B
101 to 200	5	\$80,428	\$68,000	4	\$66,885	\$107,393	B
201 to 300	1						
301 and Over	2						

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	25	\$60,614	\$70,869	12	\$62,339	\$91,782	B
Budget Size							
Under \$250,000							
\$250,000 - 499,999							
\$500,000 - 999,999							
\$1,000,000 - 2,499,999	9	\$63,383	\$58,500	3			B
\$2,500,000 - 4,999,999							
\$5,000,000 - 9,999,999	9	\$82,854	\$79,591	5	\$65,000	\$95,000	B
\$10,000,000 - \$24,999,999	3			2			B
More than \$25,000,000	2			2			B
Type of Organization							
Aging & Senior Care							
Alcohol & Substance Abuse	2			2			
Animal & Animal Welfare							
Arts and Culture	2						B
Civil Rights & Social Action							
Community Development/Housing	1						B
Developmental Disabilities	3			2			B
Economic Development							
Education: Early Childhood Education							
Education: K-12	1			1			B
Education: Colleges & Universities							
Environment/Conservation							
Foundations/Philanthropic Grant Making							
Health and Rehabilitation	1						
Human Services/Multipurpose	6	\$87,904	\$90,212	4	\$71,938	\$106,331	B
Jobs, Employment & Training	1			1			A
Legal Services	1			1			B
Membership/Trade Association							
Mental Health & Crisis Intervention							
Public Safety & Disaster Relief	2						
Public Benefit & Social Action	1						
Recreation, Leisure, & Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality	1						
Volunteerism & Philanthropy							
Youth Development	2			1			A,B
Other:	1						
Number of Employees							
0							
1 to 5	2			1			B
6 to 10	5	\$72,667	\$73,000	1			B
11 to 20	4	\$66,040	\$59,930				
21 to 30	3			1			B
31 to 50							
51 to 75	2			1			B
76 to 100	5			5	\$60,875	\$88,200	B
101 to 200	2			2			B
201 to 300	1						
301 and Over	1			1			B

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	53	\$66,123	\$73,000	18	\$48,829	\$69,301	B
Budget Size							
Under \$250,000	1						
\$250,000 - 499,999	2						B
\$500,000 - 999,999	7	\$55,471	\$56,100	2			B
\$1,000,000 - 2,499,999	10	\$65,830	\$64,500	2			B
\$2,500,000 - 4,999,999	15	\$83,483	\$81,325	3			B
\$5,000,000 - 9,999,999	7	\$79,379	\$72,272	6	\$73,646	\$97,000	M
\$10,000,000 - \$24,999,999	8	\$95,609	\$84,867	4	\$75,497	\$103,887	B
More than \$25,000,000	3			1			B
Type of Organization							
Aging & Senior Care							
Alcohol & Substance Abuse	2			2			M
Animal & Animal Welfare							
Arts and Culture	3						B
Civil Rights & Social Action	1			1			B
Community Development/Housing							
Developmental Disabilities	4	\$84,313	\$83,625	1			B
Economic Development							
Education: Early Childhood Education	2			2			B
Education: K-12	2			1			
Education: Colleges & Universities	1						B
Environment/Conservation							
Foundations/Philanthropic Grant Making	2			2			
Health and Rehabilitation							
Human Services/Multipurpose	19	\$68,181	\$65,000	5	\$71,142	\$97,698	B
Jobs, Employment & Training	3						B
Legal Services							
Membership/Trade Association							
Mental Health & Crisis Intervention	3			2			B
Public Safety & Disaster Relief	1						
Public Benefit & Social Action	1						
Recreation, Leisure, & Sports							
Rehabilitation & Physical Disabilities							
Religion & Spirituality							
Volunteerism & Philanthropy							
Youth Development	4	\$80,064	\$62,000	1			B
Other:	5	\$68,110	\$81,000	1			B
Number of Employees							
0	1						
1 to 5	7	\$63,143	\$64,000	3			B
6 to 10	12	\$74,142	\$73,500	2			B
11 to 20	10	\$77,418	\$81,825	2			B
21 to 30	6	\$78,681	\$81,267	2			B
31 to 50	5	\$90,178	\$80,000	1			B
51 to 75	3			3			B
76 to 100	4	\$78,537	\$78,537	4	\$73,833	\$101,391	B
101 to 200	2			1			B
201 to 300	1						B
301 and Over	2						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	50	\$52,720	\$45,000	25	\$36,048	\$53,459	B
Budget Size								
Under \$250,000	1	1						
\$250,000 - 499,999	3	1			1			B
\$500,000 - 999,999	7	6	\$33,536	\$31,752	3			A
\$1,000,000 - 2,499,999	21	18	\$45,134	\$48,000	10	\$37,095	\$56,281	B
\$2,500,000 - 4,999,999	9	8	\$49,950	\$50,000	2			A
\$5,000,000 - 9,999,999	8	7	\$46,986	\$48,000	4	\$43,220	\$55,298	B
\$10,000,000 - \$24,999,999	5	4	\$55,414	\$55,250	4	\$40,864	\$61,295	
More than \$25,000,000	1	5			1			B
Type of Organization								
Aging & Senior Care	2	2			2			A
Alcohol & Substance Abuse	2	2			2			A
Animal & Animal Welfare								
Arts and Culture	2	2			1			B
Civil Rights & Social Action	1	1			1			A
Community Development/Housing	3	2						A
Developmental Disabilities	3	3			1			A
Economic Development	2	1						H,M
Education: Early Childhood Education	2	4			2			A,M
Education: K-12	2	2						A,M
Education: Colleges & Universities	1	1						
Environment/Conservation								
Foundations/Philanthropic Grant Making	3	3			3			H
Health and Rehabilitation	1	1			1			A
Human Services/Multipurpose	11	11	\$29,722	\$32,919	3			H
Jobs, Employment & Training	2	2			1			B
Legal Services	2	2			2			B,M
Membership/Trade Association	3	1			1			M
Mental Health & Crisis Intervention	3	3			3			A
Public Safety & Disaster Relief	1	1						M
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	5	4	\$45,688	\$44,000	2			B
Other:	4	2	\$39,023	\$48,046				A
Number of Employees								
0	6	5	\$39,378	\$41,220	2			H
1 to 5	9	8	\$41,968	\$45,000	5	\$32,905	\$47,258	H
6 to 10	13	11	\$47,141	\$45,000	6	\$40,808	\$57,553	B
11 to 20	10	8	\$49,362	\$49,075	3			B
21 to 30	5	2						
31 to 50	2	1						A
51 to 75	3	5	\$46,357	\$48,000	3			M
76 to 100	5	4	\$47,365	\$49,230	3			B
101 to 200	1	1			1			M
201 to 300								
301 and Over	1	5			1			M

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	38	\$44,411	\$46,500	18	\$37,095	\$55,123	A
Budget Size								
Under \$250,000	2	1						A
\$250,000 - 499,999								A
\$500,000 - 999,999	2							A
\$1,000,000 - 2,499,999	10	10	\$41,597	\$40,000	3			A
\$2,500,000 - 4,999,999	6	6	\$44,800	\$45,000	3			A
\$5,000,000 - 9,999,999	10	6	\$44,386	\$49,000	2			A
\$10,000,000 - \$24,999,999	12	12	\$46,111	\$48,871	8	\$36,436	\$57,883	A
More than \$25,000,000	3	3			2			A
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	5	5	\$45,037	\$49,187				A
Civil Rights & Social Action								
Community Development/Housing	1							
Developmental Disabilities	3	3			1			A
Economic Development	1							
Education: Early Childhood Education								
Education: K-12	1	1						A
Education: Colleges & Universities	2	2						A
Environment/Conservation								
Foundations/Philanthropic Grant Making	3	3			3			H,A
Health and Rehabilitation	1	1			1			A
Human Services/Multipurpose	7	7	\$44,728	\$41,456	6	\$36,387	\$52,223	A
Jobs, Employment & Training	1	1						A
Legal Services	2	2			2			A
Membership/Trade Association	7	4	\$34,614	\$31,500				A
Mental Health & Crisis Intervention	1	1			1			A
Public Safety & Disaster Relief	2	1						A,B
Public Benefit & Social Action	1	1			1			A
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	3			2			A
Volunteerism & Philanthropy								
Youth Development								
Other:	4	3	\$48,333	\$48,000	1			A,B
Number of Employees								
0	1	1						A
1 to 5	5	4	\$48,831	\$50,163	1			A
6 to 10	13	12	\$38,736	\$39,000	6	\$34,391	\$50,663	A
11 to 20	3	1						A
21 to 30	5	3	\$46,982	\$48,000	1			A
31 to 50	4	3	\$48,648	\$42,945	1			A
51 to 75	2	2			1			A
76 to 100	4	4	\$46,412	\$47,073	3			A
101 to 200	4	4	\$47,014	\$47,627	3			A
201 to 300	1	1			1			A
301 and Over	2	2			1			A

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	40	78	\$33,596	\$33,930	18	\$28,662	\$38,805	H
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	1			1			H
\$500,000 - 999,999	5	4	\$37,725	\$38,200	1			H
\$1,000,000 - 2,499,999	9	8	\$33,700	\$33,600	2			B
\$2,500,000 - 4,999,999	7	11	\$33,786	\$35,000	4	\$29,000	\$34,000	H
\$5,000,000 - 9,999,999	9	10	\$32,822	\$31,500	4	\$30,595	\$43,550	H
\$10,000,000 - \$24,999,999	7	27	\$34,261	\$36,415	4	\$24,191	\$35,558	H
More than \$25,000,000	2	18			2			H
Type of Organization								
Aging & Senior Care	1	3			1			H
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	1	1						
Civil Rights & Social Action								
Community Development/Housing	3	1						B
Developmental Disabilities	4	5	\$29,239	\$30,000	4	\$26,125	\$32,000	H
Economic Development	1							
Education: Early Childhood Education	1	2			1			A
Education: K-12	2	6	\$30,000	\$30,000				H
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1							H
Human Services/Multipurpose	10	27	\$36,841	\$36,098	7	\$30,923	\$43,952	H
Jobs, Employment & Training	2	6			2			H
Legal Services	2	15			2			H
Membership/Trade Association	4	3						B
Mental Health & Crisis Intervention	1	1			1			H
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure, & Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	2	5						H
Volunteerism & Philanthropy								
Youth Development	2	2						H,B
Other:	3	3						A
Number of Employees								
0	2	2						H,B
1 to 5	8	8	\$35,943	\$37,100	3			B
6 to 10	4	3			1			H
11 to 20	3	1						H
21 to 30	5	4	\$34,319	\$40,956	1			H
31 to 50	2	4	\$36,400	\$36,400	1			H
51 to 75	5	7	\$28,745	\$28,489	3			H
76 to 100	6	20	\$39,056	\$39,450	5	\$31,355	\$42,435	H
101 to 200	3	19	\$31,743	\$32,500	2			H
201 to 300	1	1			1			H
301 and Over	1	10			1			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	25	25	\$30,910	\$32,500	8	\$23,687	\$32,226	
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	2			1			H
\$500,000 - 999,999	2	1			1			H
\$1,000,000 - 2,499,999	6	2			1			H
\$2,500,000 - 4,999,999	3	3						H
\$5,000,000 - 9,999,999	9	9	\$24,079	\$24,492	3			H
\$10,000,000 - \$24,999,999	3	7			1			H
More than \$25,000,000	1	1			1			
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	3	3			2			H
Animal & Animal Welfare								
Arts and Culture	1	3						H
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	3	4			2			H
Economic Development	1							
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making	1				1			A
Health and Rehabilitation								
Human Services/Multipurpose	5	5	\$35,261	\$34,450	2			H
Jobs, Employment & Training	2	2						H
Legal Services								
Membership/Trade Association	2	1						H
Mental Health & Crisis Intervention	1	2			1			A
Public Safety & Disaster Relief	1							
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	6	\$22,134	\$12,401				H
Volunteerism & Philanthropy								
Youth Development								
Other:	2							H
Number of Employees								
0	1	1						H
1 to 5	1	1						H
6 to 10	3	1			1			A
11 to 20	5	2	\$38,033	\$37,000	1			H
21 to 30	5	6	\$18,915	\$12,246	2			H
31 to 50	2	4						H
51 to 75	1	2			1			A
76 to 100	4	4	\$23,500	\$20,000	1			H
101 to 200	3	5			2			H
201 to 300								
301 and Over								

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	32	45	\$54,191	\$54,000	11	\$39,580	\$59,881	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	2	1						B
\$500,000 - 999,999	1	1						B
\$1,000,000 - 2,499,999	7	9	\$51,682	\$51,689	2			B
\$2,500,000 - 4,999,999	4	4	\$60,450	\$57,000				B
\$5,000,000 - 9,999,999	7	10	\$50,022	\$51,585	3			B
\$10,000,000 - \$24,999,999	8	13	\$50,768	\$50,148	4	\$32,857	\$50,431	B
More than \$25,000,000	3	7	\$64,626	\$58,006	2			B
Type of Organization								
Aging & Senior Care	1	5			1			B
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	2	3						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	3	5	\$46,535	\$57,000	1			B
Economic Development	1							
Education: Early Childhood Education	1	1			1			B
Education: K-12	1							
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making	1	1						B
Health and Rehabilitation								
Human Services/Multipurpose	10	17	\$48,450	\$50,295	6	\$42,524	\$71,356	B
Jobs, Employment & Training	1	1						B
Legal Services								
Membership/Trade Association	5	2						B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief	1	1						B
Public Benefit & Social Action	1	1			1			B
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development								
Other:	3	6			1			B
Number of Employees								
0	4	2						B
1 to 5	2	1			1			A
6 to 10	2	2						B
11 to 20	4	8	\$61,167	\$63,500	1			B
21 to 30	4	2						B
31 to 50	3	3						B
51 to 75	2	6			2			B
76 to 100	4	7	\$53,585	\$54,000	3			B
101 to 200	4	6	\$54,669	\$53,084	2			B
201 to 300	1	3			1			H
301 and Over	2	5			1			B

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	29	20	\$60,201	\$59,355	12	\$51,961	\$69,153	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	1			1			M
\$500,000 - 999,999	1				1			B
\$1,000,000 - 2,499,999	7	5	\$57,478	\$53,455	2			B
\$2,500,000 - 4,999,999	5	5	\$64,818	\$56,295	2			B
\$5,000,000 - 9,999,999	7	4	\$59,592	\$60,505	2			B
\$10,000,000 - \$24,999,999	6	2			3			M
More than \$25,000,000	2	2			1			B
Type of Organization								
Aging & Senior Care	1	1			1			B
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	4	3	\$55,884	\$56,295				B,M
Civil Rights & Social Action								
Community Development/Housing	3	1						B
Developmental Disabilities	4	3	\$63,237	\$58,710	4	\$55,000	\$70,500	B
Economic Development	1							B
Education: Early Childhood Education	2	2						B
Education: K-12	1	1						
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	8	6	\$63,722	\$69,000	6	\$51,923	\$72,140	M
Jobs, Employment & Training	1	1						B
Legal Services								
Membership/Trade Association	2							
Mental Health & Crisis Intervention	1	1			1			M
Public Safety & Disaster Relief	1	1						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0	1	1						B
1 to 5	3	2			1			B
6 to 10	4	3	\$59,000	\$52,000	3			B
11 to 20	3	3						B
21 to 30	4	2			2			B
31 to 50	4	2						B,M
51 to 75	4	3			2			M
76 to 100	3	2			2			M
101 to 200	1	1			1			
201 to 300	1				1			B
301 and Over	1	1						B

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	51	\$40,872	\$41,900	18	\$32,262	\$44,289	A
Budget Size								
Under \$250,000								
\$250,000 - 499,999	2							
\$500,000 - 999,999	4	2			1			A
\$1,000,000 - 2,499,999	8	6	\$35,000	\$40,000	2			B
\$2,500,000 - 4,999,999	8	7	\$42,063	\$39,000	1			A
\$5,000,000 - 9,999,999	11	9	\$40,140	\$42,400	5	\$35,320	\$48,792	H
\$10,000,000 - \$24,999,999	10	20	\$41,738	\$43,264	7	\$28,307	\$43,028	H
More than \$25,000,000	3	7			2			H
Type of Organization								
Aging & Senior Care	4							
Alcohol & Substance Abuse	2	2			1			H
Animal & Animal Welfare								
Arts and Culture	4	4	\$35,106	\$40,000				A
Civil Rights & Social Action								
Community Development/Housing	1	1						A
Developmental Disabilities	6	9	\$38,692	\$38,459	4	\$28,962	\$43,441	H
Economic Development	1							
Education: Early Childhood Education	1	1			1			A
Education: K-12	2	1						B
Education: Colleges & Universities	1	1						B
Environment/Conservation	1	1						B
Foundations/Philanthropic Grant Making	1							
Health and Rehabilitation	1							
Human Services/Multipurpose	10	10	\$38,316	\$42,932	7	\$34,013	\$43,175	A
Jobs, Employment & Training	2	5			1			H
Legal Services	2	4			2			A,B
Membership/Trade Association	2							
Mental Health & Crisis Intervention	1	2			1			A
Public Safety & Disaster Relief								
Public Benefit & Social Action	1							
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	7	\$34,013	\$40,000				H
Volunteerism & Philanthropy								
Youth Development	1	1						H
Other:	3	3			1			A
Number of Employees								
0	3	2			1			A
1 to 5	5	2	\$43,573	\$40,000				B
6 to 10	3	1			1			B
11 to 20	6	6	\$38,212	\$40,000	1			A
21 to 30	7	5	\$37,926	\$40,000	1			A
31 to 50	5	4	\$29,670	\$24,840	1			H
51 to 75	3	4	\$45,667	\$45,000	3			A
76 to 100	6	7	\$44,847	\$43,264	4	\$32,413	\$49,094	H
101 to 200	5	13	\$43,095	\$42,600	4	\$33,512	\$51,738	H
201 to 300	1	1			1			H
301 and Over	2	6			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	72	62	\$56,643	\$54,500	23	\$48,988	\$70,582	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	3	2			1			B
\$500,000 - 999,999	10	6	\$41,746	\$42,500	2			B
\$1,000,000 - 2,499,999	24	23	\$52,812	\$54,500	8	\$49,193	\$70,816	B
\$2,500,000 - 4,999,999	10	10	\$65,865	\$60,000	1			B
\$5,000,000 - 9,999,999	12	10	\$54,157	\$49,550	4	\$44,560	\$67,230	B
\$10,000,000 - \$24,999,999	10	8	\$64,429	\$62,500	5	\$52,500	\$77,729	B
More than \$25,000,000	3	3			2			B
Type of Organization								
Aging & Senior Care	1	1			1			B
Alcohol & Substance Abuse	1	1			1			B
Animal & Animal Welfare								
Arts and Culture	9	8	\$55,762	\$54,000	1	\$50,000	\$60,000	B
Civil Rights & Social Action	1	1			1			B
Community Development/Housing	3	1						B
Developmental Disabilities	4	5	\$71,875	\$71,250	3			B
Economic Development	1							B
Education: Early Childhood Education	1	1						H
Education: K-12	2	2						B
Education: Colleges & Universities								
Environment/Conservation	1	1						B
Foundations/Philanthropic Grant Making	4	4	\$58,158	\$65,000	3			H
Health and Rehabilitation	1							
Human Services/Multipurpose	10	13	\$56,238	\$53,500	6	\$49,547	\$72,339	B
Jobs, Employment & Training	2	2						B
Legal Services	1							
Membership/Trade Association	9	6	\$54,699	\$55,326				B
Mental Health & Crisis Intervention	1	1			1			B
Public Safety & Disaster Relief	2	2						B
Public Benefit & Social Action	3	3			2			B
Recreation, Leisure, & Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	3			1			B
Volunteerism & Philanthropy								
Youth Development	5	6	\$50,300	\$50,500	2			B
Other:	7	3	\$64,500	\$62,500	1			B
Number of Employees								
0	4	3						B
1 to 5	14	10	\$50,283	\$53,000	5	\$36,720	\$50,664	B
6 to 10	18	20	\$53,754	\$54,500	4	\$54,559	\$84,338	B
11 to 20	11	9	\$61,180	\$57,488	3			B
21 to 30	8	7	\$56,417	\$52,250	3			B
31 to 50	4	3	\$63,167	\$60,000	1			H,A,B
51 to 75	5	4	\$54,615	\$46,000	2			B
76 to 100	2	2			2			B
101 to 200	3	2			1			B
201 to 300	1	1			1			B
301 and Over	2	2			1			B

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	23	29	\$72,976	\$75,000	8	\$58,700	\$84,729	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	1	1						B
\$1,000,000 - 2,499,999	5	4	\$72,550	\$76,500	1			A
\$2,500,000 - 4,999,999	3	9			1			B
\$5,000,000 - 9,999,999	7	6	\$71,532	\$71,000	2			B
\$10,000,000 - \$24,999,999	5	7	\$67,778	\$60,333	2			B
More than \$25,000,000	2	2			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	4	6	\$77,125	\$82,750	1	\$45,000	\$65,000	B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development	1							
Education: Early Childhood Education								
Education: K-12	1							
Education: Colleges & Universities	1	7						B
Environment/Conservation								
Foundations/Philanthropic Grant Making	1	1						B
Health and Rehabilitation								
Human Services/Multipurpose	5	7	\$71,939	\$75,000	3			B
Jobs, Employment & Training								
Legal Services	2							
Membership/Trade Association								
Mental Health & Crisis Intervention	1	1			1			B
Public Safety & Disaster Relief	2	2						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	2	2			1			B
Volunteerism & Philanthropy								
Youth Development								
Other:	3	3			2			B
Number of Employees								
0								
1 to 5	1	1						
6 to 10	4	10	\$78,000	\$79,000				A
11 to 20	5	3	\$64,575	\$56,600	1			B
21 to 30	4	5	\$72,021	\$67,000	2			B
31 to 50	2	3			1			B
51 to 75	2	2			1			B,M
76 to 100	2	3			1			B
101 to 200	2	1			1			B
201 to 300								
301 and Over	1	1			1			B

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	32	22	\$51,911	\$50,250	13	\$42,712	\$59,959	B
Budget Size								
Under \$250,000	1	1			1			B
\$250,000 - 499,999	2	1						A
\$500,000 - 999,999	4	2	\$44,300	\$42,600	2			B
\$1,000,000 - 2,499,999	7	4	\$60,613	\$58,000	1			B
\$2,500,000 - 4,999,999	3	3			2			B
\$5,000,000 - 9,999,999	7	5	\$50,220	\$46,000	2			A
\$10,000,000 - \$24,999,999	6	4	\$57,474	\$62,149	3			H
More than \$25,000,000	2	2			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	3	3			1			A
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	3	1						A
Economic Development								
Education: Early Childhood Education								
Education: K-12	1							
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1							A
Human Services/Multipurpose	12	9	\$52,445	\$51,250	7	\$39,605	\$61,034	B
Jobs, Employment & Training								
Legal Services	2	1			1			A
Membership/Trade Association	3	1						B
Mental Health & Crisis Intervention	3	3			2			B
Public Safety & Disaster Relief	1	1						A
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1			1			B
Other:	2	2			1			B
Number of Employees								
0	2	1						A
1 to 5	5	4	\$54,340	\$52,000	3			B
6 to 10	5	3	\$51,000	\$51,000	1			B
11 to 20	3	1						A
21 to 30	2	2			1			B
31 to 50	3	2			1			B
51 to 75	3	3			1			B
76 to 100	5	3	\$58,266	\$57,700	3			
101 to 200	3	2			2			H
201 to 300								
301 and Over	1	1			1			B

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	40	41	\$44,090	\$40,582	15	\$39,361	\$55,644	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	2	2			1			B
\$500,000 - 999,999	2	2						A
\$1,000,000 - 2,499,999	11	9	\$39,244	\$35,500	4	\$45,775	\$57,750	B
\$2,500,000 - 4,999,999	9	11	\$45,233	\$40,019	1			B
\$5,000,000 - 9,999,999	5	4	\$32,867	\$35,994	1			B
\$10,000,000 - \$24,999,999	9	10	\$45,640	\$45,000	6	\$38,846	\$58,604	B
More than \$25,000,000	2	3			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	1	1			1			B
Animal & Animal Welfare								
Arts and Culture	5	7	\$35,389	\$35,526	1			B
Civil Rights & Social Action	1	1			1			H
Community Development/Housing	1	1						B
Developmental Disabilities	1	1			1			B
Economic Development								
Education: Early Childhood Education	1	1						H
Education: K-12	2	2						B
Education: Colleges & Universities	1	3						B
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1	1						A
Human Services/Multipurpose	13	14	\$41,231	\$39,125	7	\$35,169	\$53,610	B
Jobs, Employment & Training	1	1						A
Legal Services	2	1			1			B
Membership/Trade Association	2	1						A
Mental Health & Crisis Intervention	2	2			1			B
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	2	2						B
Volunteerism & Philanthropy								
Youth Development	2	2			1			B
Other:	2	1			1			H,A
Number of Employees								
0	1	1						A
1 to 5	4	4	\$48,865	\$43,231	1			B
6 to 10	7	9	\$40,685	\$33,700	2			B
11 to 20	8	7	\$44,567	\$46,690	2			B
21 to 30	4	3			2			B
31 to 50	4	5	\$36,250	\$39,510				B
51 to 75	2	2						A
76 to 100	4	3	\$42,695	\$40,164	3			H
101 to 200	4	4	\$47,910	\$46,784	3			B
201 to 300	1	1			1			B
301 and Over	1	2			1			B

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	17	17	\$59,430	\$58,505	10	\$47,959		
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	2	2						B
\$1,000,000 - 2,499,999	1	1			1			B
\$2,500,000 - 4,999,999	1	1						H
\$5,000,000 - 9,999,999	4	4	\$52,000	\$55,000	2			B
\$10,000,000 - \$24,999,999	6	6	\$72,826	\$68,500	5	\$50,850	\$79,914	B
More than \$25,000,000	3	3			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing	1	1						B
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education	1	1						H
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1	1						B
Human Services/Multipurpose	8	8	\$66,101	\$59,505	7	\$50,116	\$82,371	B
Jobs, Employment & Training	1	1						H
Legal Services	2	2			1			B
Membership/Trade Association	1	1						
Mental Health & Crisis Intervention	1	1			1			M
Public Safety & Disaster Relief								
Public Benefit & Social Action	1	1			1			B
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0	1	1						B
1 to 5	1	1						B
6 to 10	1	1			1			B
11 to 20								
21 to 30	1	1						
31 to 50	1	1						H
51 to 75	2	2			1			B,M
76 to 100	5	5	\$65,126	\$61,000	5	\$49,680	\$79,931	B
101 to 200	3	3			2			B,M
201 to 300								
301 and Over	2	2			1			H,B

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	26	\$52,633	\$49,175	13	\$43,105	\$61,766	
Budget Size								
Under \$250,000	1	1			1			B
\$250,000 - 499,999	2	1			1			B
\$500,000 - 999,999	1							B
\$1,000,000 - 2,499,999	8	5	\$63,000	\$51,000	2			B
\$2,500,000 - 4,999,999	3	3						B
\$5,000,000 - 9,999,999	5	4	\$46,333	\$45,000	2			B
\$10,000,000 - \$24,999,999	7	10	\$53,121	\$60,000	6	\$40,730	\$63,236	B
More than \$25,000,000	1	1			1			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	6	3	\$55,051	\$56,253	1			B
Civil Rights & Social Action								
Community Development/Housing	1							
Developmental Disabilities								
Economic Development	1							
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1	1			1			B
Human Services/Multipurpose	10	14	\$48,786	\$44,000	7	\$41,202	\$59,679	B
Jobs, Employment & Training								
Legal Services	2	2			2			B
Membership/Trade Association	1							
Mental Health & Crisis Intervention	3	3			2			B
Public Safety & Disaster Relief	1	1						B
Public Benefit & Social Action								
Recreation, Leisure, & Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:	2	1						B
Number of Employees								
0								
1 to 5	5	2	\$51,333	\$52,000	1			H
6 to 10	3	3			1			B
11 to 20	4	3	\$50,584	\$55,500				B
21 to 30	3	2			1			B
31 to 50	4	3	\$51,575	\$48,350	1			B
51 to 75	1	1			1			A
76 to 100	5	8	\$47,729	\$40,600	5	\$40,284	\$61,588	B
101 to 200	2	3			2			B
201 to 300								
301 and Over	1	1			1			B

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	38	32	\$46,202	\$43,752	18			B
Budget Size								
Under \$250,000	1	1			1			B
\$250,000 - 499,999	3	3			2			B
\$500,000 - 999,999	2	1						B
\$1,000,000 - 2,499,999	9	6	\$42,428	\$41,000	4	\$43,333	\$54,000	B
\$2,500,000 - 4,999,999	6	5	\$41,125	\$39,250	1			B
\$5,000,000 - 9,999,999	7	6	\$50,346	\$46,000	3			B
\$10,000,000 - \$24,999,999	8	7	\$56,766	\$52,900	5	\$47,730	\$74,973	B
More than \$25,000,000	2	3			2			B
Type of Organization								
Aging & Senior Care	2	3			2			A,B
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	2	2			1			A
Civil Rights & Social Action	1	1			1			H
Community Development/Housing	2	1						B
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education	1	1						H
Education: K-12	1	1						B
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	15	15	\$44,555	\$45,000	8	\$42,512	\$64,372	B
Jobs, Employment & Training								
Legal Services	2	2			2			B
Membership/Trade Association	2							
Mental Health & Crisis Intervention	3	3			3			B
Public Safety & Disaster Relief	2	2						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development								
Other:	4	1			1			B
Number of Employees								
0	2	2			1			B,M
1 to 5	4	3			3			B
6 to 10	5	4	\$41,000	\$39,500	1			B
11 to 20	7	4	\$55,420	\$61,600	1			B
21 to 30	3	2			1			B
31 to 50	5	4	\$42,833	\$40,000	1			B
51 to 75	3	3			2			B
76 to 100	4	4	\$56,785	\$50,000	4	\$45,798	\$69,980	B
101 to 200	4	5	\$50,245	\$47,702	3			B
201 to 300								
301 and Over	1	1			1			B

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	5	5	\$64,180	\$53,975	1			B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	4	4	\$51,988	\$53,975	1			B
\$2,500,000 - 4,999,999	1	1						B
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999								
More than \$25,000,000								
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	1	1						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose								
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	4	4	\$64,180	\$53,975	1			B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0	2	2			1			B
1 to 5	2	2						H,B
6 to 10	1	1						B
11 to 20								
21 to 30								
31 to 50								
51 to 75								
76 to 100								
101 to 200								
201 to 300								
301 and Over								

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	7	10	\$43,750	\$42,000		\$36,000	\$42,000	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	1	1						B
\$1,000,000 - 2,499,999	5	9	\$44,333	\$42,000	1			B
\$2,500,000 - 4,999,999								
\$5,000,000 - 9,999,999	1							
\$10,000,000 - \$24,999,999								
More than \$25,000,000								
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities	1	4			1			B
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose								
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	3	2						B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1						B
Other:	2	3						A
Number of Employees								
0	2	2						B
1 to 5	2	7			1			A,B
6 to 10	2	1						B
11 to 20								
21 to 30								
31 to 50	1							
51 to 75								
76 to 100								
101 to 200								
201 to 300								
301 and Over								

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	8	8			1			B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	1			1			B
\$500,000 - 999,999	1	1						B
\$1,000,000 - 2,499,999	4	5	\$45,571	\$47,750				B
\$2,500,000 - 4,999,999	1	1						B
\$5,000,000 - 9,999,999	1							
\$10,000,000 - \$24,999,999								
More than \$25,000,000								
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	1	1						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose								
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	5	5	\$55,539	\$54,343				B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1						B
Other:	1	1			1			B
Number of Employees								
0	3	3			1			B
1 to 5	2	3						B
6 to 10	2	2						B
11 to 20								
21 to 30	1							
31 to 50								
51 to 75								
76 to 100								
101 to 200								
201 to 300								
301 and Over								

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	23	22	\$77,066	\$74,750	13	\$65,228	\$89,632	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999								
\$2,500,000 - 4,999,999	4	3			3			B
\$5,000,000 - 9,999,999	5	5	\$64,080	\$59,500	2			B
\$10,000,000 - \$24,999,999	11	10	\$80,625	\$77,050	6	\$67,280	\$94,501	B
More than \$25,000,000	3	4	\$92,948	\$91,520	2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	1	1						
Civil Rights & Social Action								
Community Development/Housing	1							
Developmental Disabilities	4	4	\$80,588	\$78,175	2			B
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	7	8	\$81,062	\$83,408	6	\$67,896	\$104,206	B
Jobs, Employment & Training	2	2			1			B
Legal Services	2	2			2			B
Membership/Trade Association								
Mental Health & Crisis Intervention	1	1			1			M
Public Safety & Disaster Relief	2	2						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						M
Volunteerism & Philanthropy								
Youth Development								
Other:	2	1			1			B
Number of Employees								
0								
1 to 5								
6 to 10								
11 to 20	3	2						B
21 to 30	3	3			2			B
31 to 50	1	1			1			A
51 to 75	4	3			2			B
76 to 100	4	4	\$83,680	\$80,427	4	\$67,280	\$96,101	B
101 to 200	5	5	\$78,256	\$77,000	3			B
201 to 300	1	1						B
301 and Over	2	3			1			B

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	25	31	\$48,966	\$48,370	11	\$39,280	\$56,994	B
Budget Size								
Under \$250,000	1							
\$250,000 - 499,999	1	1			1			B
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	3	2						
\$2,500,000 - 4,999,999	3	3			1			H
\$5,000,000 - 9,999,999	7	4	\$46,960	\$48,245	3			B
\$10,000,000 - \$24,999,999	7	13	\$52,262	\$56,250	4	\$20,613	\$57,099	H
More than \$25,000,000	3	8			2			B
Type of Organization								
Aging & Senior Care	1	1			1			M
Alcohol & Substance Abuse	1							
Animal & Animal Welfare								
Arts and Culture	1	1						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	4	7	\$43,753	\$40,878	4	\$39,900	\$49,452	B
Economic Development	1							
Education: Early Childhood Education	1	1						H
Education: K-12	2	2						B
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	6	12	\$52,250	\$48,495	5	\$37,401	\$61,494	H
Jobs, Employment & Training	2	2						B
Legal Services								
Membership/Trade Association	2							
Mental Health & Crisis Intervention	1							
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	5	\$44,673	\$44,673	1			B
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5	1							
6 to 10								
11 to 20	2	2						B
21 to 30	4	3			2			B
31 to 50	4	2						H
51 to 75	2	2						B
76 to 100	5	4	\$58,554	\$58,554	1			H
101 to 200	4	11	\$46,251	\$43,569	3			H
201 to 300	1	2			1			B
301 and Over	2	5			1			B

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	21	14	\$82,598	\$79,800	6	\$61,014	\$98,521	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	1							
\$1,000,000 - 2,499,999	2							B
\$2,500,000 - 4,999,999	3	2						B
\$5,000,000 - 9,999,999	5	2						B
\$10,000,000 - \$24,999,999	7	7	\$82,580	\$85,960	4	\$66,213	\$108,921	B
More than \$25,000,000	3	3			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	1							
Animal & Animal Welfare								
Arts and Culture	1	1						
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	2	2						B
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	4	4	\$77,904	\$79,909	4	\$60,143	\$96,277	B
Jobs, Employment & Training	1	1						
Legal Services	2	2			2			B
Membership/Trade Association	4							B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief	2	2						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						M
Volunteerism & Philanthropy								
Youth Development	1	1						B
Other:	2							B
Number of Employees								
0								
1 to 5								
6 to 10	3	1						B
11 to 20	5	3						B
21 to 30	2	1						B
31 to 50	1							
51 to 75								
76 to 100	4	3			3			B
101 to 200	3	3			2			B
201 to 300	1	1						B
301 and Over	2	2			1			B

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

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	12	10	\$48,574	\$45,632	3	\$44,734	\$65,961	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	4	2						A
\$2,500,000 - 4,999,999	1	1						B
\$5,000,000 - 9,999,999	2	2						B
\$10,000,000 - \$24,999,999	3	3			1			B
More than \$25,000,000	2	2			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	3	3						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1	1			1			B
Economic Development								
Education: Early Childhood Education								
Education: K-12	1							
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	2	2			2			B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	1	1						B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief	1	1						B
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development	2	1						A
Other:								
Number of Employees								
0								
1 to 5	2	2						A,B
6 to 10	2	1						A
11 to 20	2	1						B
21 to 30	1	1						B
31 to 50								
51 to 75	1	1						B
76 to 100								
101 to 200	2	2			1			B
201 to 300	1	1			1			B
301 and Over	1	1			1			B

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	5	6	\$57,254	\$56,200	1			B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	1							B
\$2,500,000 - 4,999,999								
\$5,000,000 - 9,999,999	1	3						B
\$10,000,000 - \$24,999,999	2	2			1			B
More than \$25,000,000	1	1						B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	1	1			1			B
Jobs, Employment & Training	1	1						B
Legal Services								
Membership/Trade Association	1	3						B
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development	1							B
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	2	3						B
11 to 20								
21 to 30								
31 to 50								
51 to 75								
76 to 100	1	1			1			B
101 to 200	1	1						B
201 to 300								
301 and Over	1	1						B

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	20	18	\$49,331	\$50,000	8	\$44,426	\$59,431	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	1							
\$1,000,000 - 2,499,999	2	3						A
\$2,500,000 - 4,999,999	2	2			1			A,B
\$5,000,000 - 9,999,999	6	5	\$48,893	\$50,169	2			B
\$10,000,000 - \$24,999,999	7	6	\$46,754	\$46,383	4	\$44,446	\$59,688	B
More than \$25,000,000	2	2			1			H,A
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	2	1						B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	3	3			2			H
Economic Development								
Education: Early Childhood Education	1	1			1			A
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	4	5	\$48,315	\$50,000	1			H
Jobs, Employment & Training	2	2			1			A,B
Legal Services	2	2			2			A,B
Membership/Trade Association	3							
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	3	4			1			B
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5	1							
6 to 10	2	3						A
11 to 20								
21 to 30	3	2						B
31 to 50	3	3			2			B
51 to 75	2	2			1			A,B
76 to 100	3	2						A,B
101 to 200	4	4	\$42,990	\$40,883	3			H
201 to 300	1	1			1			H
301 and Over	1	1						A

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	16	\$43,985	\$40,000	4	\$35,027	\$49,806	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	1						B
\$500,000 - 999,999	1							
\$1,000,000 - 2,499,999	3							B
\$2,500,000 - 4,999,999	4	5	\$34,506	\$33,600				B
\$5,000,000 - 9,999,999	5	3			1			B
\$10,000,000 - \$24,999,999	5	7	\$52,057	\$50,012	3			B
More than \$25,000,000								
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	3	6	\$50,973	\$43,918				B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12	1	1						B
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1							
Human Services/Multipurpose	6	6	\$44,577	\$47,715	3			B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	3	1						B
Mental Health & Crisis Intervention	1	1			1			A
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	2	1						H
Other:	2							B
Number of Employees								
0	1	1						B
1 to 5	1							
6 to 10	2	1						B
11 to 20	4	3						B
21 to 30	3	2						B
31 to 50	3	4						B
51 to 75	2	2			1			B
76 to 100	3	3			3			H
101 to 200								
201 to 300								
301 and Over								

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	84	226	\$48,688	\$50,751	47	\$43,741	\$61,025	B
Budget Size								
Under \$250,000	4	3	\$28,787	\$23,520	1			B
\$250,000 - 499,999	9	8	\$41,180	\$38,000	4	\$41,500	\$51,667	B
\$500,000 - 999,999	12	17	\$47,014	\$45,875	4	\$44,375	\$59,000	
\$1,000,000 - 2,499,999	21	33	\$48,219	\$48,000	12	\$42,063	\$61,128	B
\$2,500,000 - 4,999,999	15	39	\$56,398	\$55,500	10	\$47,158	\$63,591	B
\$5,000,000 - 9,999,999	12	61	\$52,953	\$49,649	7	\$40,850	\$55,032	B
\$10,000,000 - \$24,999,999	9	42	\$51,000	\$55,056	7	\$44,177	\$65,442	B
More than \$25,000,000	2	23			2			B
Type of Organization								
Aging & Senior Care	2	10			2			A,B
Alcohol & Substance Abuse	3	10			2			B
Animal & Animal Welfare								
Arts and Culture	5	5	\$44,100	\$40,500	1			B
Civil Rights & Social Action								
Community Development/Housing	3	3						B
Developmental Disabilities	8	27	\$48,736	\$50,827	6	\$47,523	\$65,412	B
Economic Development								
Education: Early Childhood Education	1	11			1			B
Education: K-12	2	5						M
Education: Colleges & Universities								
Environment/Conservation	1	1			1			B
Foundations/Philanthropic Grant Making	1	1			1			H
Health and Rehabilitation	2	2						A
Human Services/Multipurpose	23	90	\$52,053	\$52,000	17	\$45,642	\$66,406	B
Jobs, Employment & Training	5	7	\$45,027	\$48,000	2			B
Legal Services								
Membership/Trade Association	4	2						B
Mental Health & Crisis Intervention	5	17	\$54,928	\$56,106	4	\$46,632	\$60,928	M
Public Safety & Disaster Relief	2	9						B
Public Benefit & Social Action	3	5			1			
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	8	10	\$48,571	\$48,000	4	\$45,000	\$65,000	B
Other:	6	12	\$45,445	\$45,000	5	\$40,800	\$52,500	B
Number of Employees								
0	9	7	\$37,256	\$38,000	3			B
1 to 5	14	16	\$44,691	\$42,000	7	\$43,750	\$60,333	B
6 to 10	21	41	\$48,778	\$50,500	9	\$45,285	\$61,128	B
11 to 20	9	27	\$53,581	\$56,494	4	\$44,132	\$59,696	B
21 to 30	7	14	\$46,985	\$48,500	6	\$39,978	\$53,470	B
31 to 50	4	6	\$55,689	\$56,053	2			B
51 to 75	6	40	\$53,321	\$51,297	4	\$42,200	\$56,290	B
76 to 100	8	29	\$54,491	\$55,817	7	\$45,746	\$69,390	B
101 to 200	3	27			3			B
201 to 300	1	11			1			B
301 and Over	1	8			1			B

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	11	7	\$53,926	\$52,863	1			B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1							
\$500,000 - 999,999	2	1						M
\$1,000,000 - 2,499,999	2	3			1			M
\$2,500,000 - 4,999,999	1	1						B
\$5,000,000 - 9,999,999	4	1						B
\$10,000,000 - \$24,999,999	1	1						B
More than \$25,000,000								
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	6	4	\$54,457	\$55,000				B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1							
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose								
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	2							
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development	1	2			1			M
Other:								
Number of Employees								
0								
1 to 5	3	2						M
6 to 10	2	2			1			M
11 to 20	1	1						B
21 to 30	2							
31 to 50	1							
51 to 75	1	1						B
76 to 100								
101 to 200	1	1						B
201 to 300								
301 and Over								

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	32	259	\$38,280	\$39,000	21	\$32,794	\$44,161	B
Budget Size								
Under \$250,000	1							
\$250,000 - 499,999	2	1						B
\$500,000 - 999,999	3	3			2			H,A
\$1,000,000 - 2,499,999	7	14	\$37,416	\$38,500	3			B
\$2,500,000 - 4,999,999	6	58	\$39,402	\$38,000	4	\$32,501	\$47,395	B
\$5,000,000 - 9,999,999	7	132	\$38,177	\$37,900	6	\$34,810	\$45,096	B
\$10,000,000 - \$24,999,999	4	27	\$41,054	\$40,918	4	\$36,864	\$48,341	B
More than \$25,000,000	2	23			2			B
Type of Organization								
Aging & Senior Care	1	10			1			B
Alcohol & Substance Abuse	2	4			1			A
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing	1	3						A
Developmental Disabilities	2	17			2			B
Economic Development								
Education: Early Childhood Education	1	27			1			A
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	19	179	\$38,283	\$37,900	12	\$32,361	\$44,395	B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	2	11			2			B
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure, & Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	2	3			1			B
Other:	2	4			1			A
Number of Employees								
0	3	4			2			B
1 to 5	2	3						A
6 to 10	6	21	\$37,417	\$38,500	3			B
11 to 20	4	4	\$36,505	\$36,505	1			B
21 to 30	3	24			2			B
31 to 50	1	20			1			B
51 to 75	4	105	\$37,384	\$37,500	4	\$34,762	\$42,644	B
76 to 100	4	28	\$39,842	\$40,000	3			B
101 to 200	3	27			3			B
201 to 300	1	1			1			B
301 and Over	1	21			1			B

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	15	43	\$44,119	\$45,000	8	\$35,243	\$46,386	B
Budget Size								
Under \$250,000	1	1						M
\$250,000 - 499,999	2	3						B
\$500,000 - 999,999	1	1						M
\$1,000,000 - 2,499,999	4	13	\$45,202	\$46,250	3			M
\$2,500,000 - 4,999,999	1	3			1			B
\$5,000,000 - 9,999,999	4	9	\$42,242	\$41,725	2			B
\$10,000,000 - \$24,999,999								
More than \$25,000,000	2	13			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	3	13			2			A
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1	1			1			M
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	9	25	\$43,549	\$42,500	5	\$35,425	\$46,218	B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	1	1						M
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	3						B
Other:								
Number of Employees								
0	3	5						B
1 to 5	1	1						M
6 to 10	3	8			3			M
11 to 20	1	7			1			A
21 to 30	2	1			1			M
31 to 50								
51 to 75	1	2						B
76 to 100	2	6			1			A
101 to 200	1	5			1			B
201 to 300								
301 and Over	1	8			1			B

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	10	80	\$46,162	\$43,035	8	\$41,209	\$54,912	M
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	2	1			1			M
\$2,500,000 - 4,999,999								
\$5,000,000 - 9,999,999	3	25			2			B,M
\$10,000,000 - \$24,999,999	3	33			3			M
More than \$25,000,000	2	21			2			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	2	20			1			B
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	7	55	\$46,365	\$46,365	6	\$41,293	\$56,277	M
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	1	5			1			M
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	2	1			1			M
11 to 20								
21 to 30								
31 to 50								
51 to 75	1	5			1			M
76 to 100	4	43	\$44,420	\$43,035	3			B
101 to 200	2	12			2			B,M
201 to 300								
301 and Over	1	19			1			B

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	18	105	\$48,003	\$49,103	15	\$40,180	\$54,273	M
Budget Size								
Under \$250,000								
\$250,000 - 499,999	2	3			2			M
\$500,000 - 999,999	3	8			1			M
\$1,000,000 - 2,499,999	3	8			3			M
\$2,500,000 - 4,999,999	2	8			2			B,M
\$5,000,000 - 9,999,999	4	34	\$50,750	\$50,750	3			M
\$10,000,000 - \$24,999,999	3	34			3			M
More than \$25,000,000	1	10			1			M
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	3	18			2			B,M
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing	1	5						A
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	12	67	\$49,054	\$48,750	11	\$39,266	\$53,949	M
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	2	15			2			M
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0	1	1			1			M
1 to 5	3	8			1			M
6 to 10	3	7			3			M
11 to 20	2	9			2			B,M
21 to 30	1	2			1			M
31 to 50								
51 to 75	1	8			1			M
76 to 100	5	41	\$49,590	\$49,301	4	\$40,220	\$58,503	M
101 to 200	1	19			1			B,M
201 to 300								
301 and Over	1	10			1			M

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	16	68	\$34,274	\$34,000	10	\$31,215	\$41,986	H
Budget Size								
Under \$250,000	1							
\$250,000 - 499,999								
\$500,000 - 999,999	2	6						H,A
\$1,000,000 - 2,499,999	3	2			2			A
\$2,500,000 - 4,999,999	3	18			2			H,A
\$5,000,000 - 9,999,999	2	17			1			H
\$10,000,000 - \$24,999,999	4	23	\$34,975	\$38,497	4	\$29,670	\$40,608	H
More than \$25,000,000	1	2			1			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	3	18			2			H,A
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	2	12			2			H
Economic Development								
Education: Early Childhood Education	1	10						B
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	8	25	\$37,431	\$38,050	5	\$33,003	\$48,876	H
Jobs, Employment & Training	1	1						
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	1	2			1			H
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5	3	2			1			A
6 to 10	1	5						
11 to 20	3	3			2			H,A
21 to 30	1	6			1			A
31 to 50	1	10						
51 to 75								
76 to 100	3	25			2			H,B
101 to 200	2	13			2			H
201 to 300	1	2			1			H
301 and Over	1	2			1			B

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	21	51	\$39,955	\$39,125	12	\$33,892	\$47,073	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1	5			1			B
\$500,000 - 999,999	1	1						H
\$1,000,000 - 2,499,999	8	13	\$43,187	\$42,661	4	\$34,775	\$50,333	B
\$2,500,000 - 4,999,999	3	4			1			A
\$5,000,000 - 9,999,999	4	21	\$35,413	\$36,300	3			B
\$10,000,000 - \$24,999,999	3	5			2			H
More than \$25,000,000	1	2			1			
Type of Organization								
Aging & Senior Care	1	2			1			B
Alcohol & Substance Abuse	1	4			1			A
Animal & Animal Welfare								
Arts and Culture	1	1						B
Civil Rights & Social Action	1	3			1			H
Community Development/Housing	3	2						B
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education								
Education: K-12	1	1						
Education: Colleges & Universities								
Environment/Conservation	1	3			1			
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	6	21	\$37,162	\$37,207	5	\$33,082	\$48,303	H
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association	1							
Mental Health & Crisis Intervention	2	10			1			B
Public Safety & Disaster Relief								
Public Benefit & Social Action	2	3			1			B
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1			1			B
Other:								
Number of Employees								
0								
1 to 5	3	5			1			A,B
6 to 10	4	4	\$40,040	\$42,000	2			B
11 to 20	4	8	\$42,661	\$42,661	2			H,A
21 to 30	3	7			1			B
31 to 50	1							
51 to 75	2	12			2			B
76 to 100	3	13			3			H
101 to 200	1	2			1			
201 to 300								
301 and Over								

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	8	27	\$63,005	\$	6	\$57,320	\$78,754	B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1							
\$500,000 - 999,999	1	1			1			B
\$1,000,000 - 2,499,999								
\$2,500,000 - 4,999,999	2	2			1			B
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999	2	5			2			B
More than \$25,000,000	2	19			2			A,B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	5	7	\$68,192	\$67,386	3			B
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	2	19			2			A,B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1			1			B
Other:								
Number of Employees								
0								
1 to 5	2	1			1			B
6 to 10								
11 to 20								
21 to 30								
31 to 50								
51 to 75	1	1			1			B
76 to 100	1	1						B
101 to 200	2	16			2			A,B
201 to 300	1	2			1			B
301 and Over	1	6			1			B

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	4	8	\$48,707	\$49,920	3			A
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999								
\$2,500,000 - 4,999,999	1	2			1			B
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999	1	2			1			A
More than \$25,000,000	2	4			1			A
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	2	4			2			A,B
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	2	4			1			A
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5								
6 to 10								
11 to 20								
21 to 30								
31 to 50								
51 to 75	1	2			1			B
76 to 100								
101 to 200	1	4			1			A
201 to 300	1	2			1			A
301 and Over	1							

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	6	63	\$28,824	\$28,800	6	\$20,094	\$32,531	H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	1	7			1			
\$2,500,000 - 4,999,999								
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999	3	28			3			H
More than \$25,000,000	2	28			2			A
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1	1			1			H
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	5	62	\$33,530	\$32,247	5	\$22,313	\$36,837	A
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	1	7			1			
11 to 20								
21 to 30								
31 to 50								
51 to 75								
76 to 100	2	27			2			H
101 to 200	1	25			1			A
201 to 300	1	1			1			H
301 and Over	1	3			1			B

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	7	160	\$36,115	\$35,500	3			H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	1	1						M
\$2,500,000 - 4,999,999	2	157			2			H
\$5,000,000 - 9,999,999	1							
\$10,000,000 - \$24,999,999	2							
More than \$25,000,000	1	2			1			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse	1							
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	4	157	\$23,500	\$23,500	2			H
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	1	2			1			B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	1	1						M
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	1	1						M
11 to 20								
21 to 30								
31 to 50								
51 to 75	1	85			1			H
76 to 100	2	72			1			H
101 to 200	1							
201 to 300	1							
301 and Over	1	2			1			B

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	7	37	\$34,566	\$36,000	4	\$29,000	\$41,720	A
Budget Size								
Under \$250,000	1	9			1			A
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	1	4			1			H
\$2,500,000 - 4,999,999	1	8						A
\$5,000,000 - 9,999,999	2	16			2			A
\$10,000,000 - \$24,999,999	1							
More than \$25,000,000	1							
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education	1	14			1			A
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	5	14	\$30,267	\$30,267	2			H
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention	1	9			1			A
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	1	4			1			H
11 to 20								
21 to 30	1	8						A
31 to 50	1	9			1			A
51 to 75	1	14			1			A
76 to 100	2	2			1			
101 to 200								
201 to 300								
301 and Over	1							

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	18	165	\$39,203	\$40,500	3			B
Budget Size								
Under \$250,000								
\$250,000 - 499,999	1							
\$500,000 - 999,999	5	7	\$33,333	\$40,000				
\$1,000,000 - 2,499,999	5	32	\$41,750	\$42,000	1			B
\$2,500,000 - 4,999,999	5	26	\$35,272	\$40,000	1			B
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999	1	81						
More than \$25,000,000	1	19			1			B
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	4	4	\$30,500	\$30,500				B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1	7			1			B
Economic Development								
Education: Early Childhood Education	1	15						
Education: K-12	3	107						
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation	1	2						
Human Services/Multipurpose	6	28	\$37,897	\$40,000	2			B
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development	2	2						B
Other:								
Number of Employees								
0	1	2						
1 to 5	5	6	\$36,500	\$42,500				
6 to 10	4	6	\$40,333	\$40,000	1			B
11 to 20	1	25						
21 to 30	2	3						
31 to 50	2	16						
51 to 75								
76 to 100	2	88			1			B
101 to 200								
201 to 300								
301 and Over	1	19			1			B

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	5	23	\$30,674	\$30,674	2			H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	1	4						H
\$1,000,000 - 2,499,999	1	3						B
\$2,500,000 - 4,999,999	1				1			
\$5,000,000 - 9,999,999								
\$10,000,000 - \$24,999,999	1	9						A
More than \$25,000,000	1	7			1			H
Type of Organization								
Aging & Senior Care								
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities								
Economic Development								
Education: Early Childhood Education	1				1			
Education: K-12	3	16						H,A,B
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	1	7			1			H
Jobs, Employment & Training								
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5	1	4						H
6 to 10								
11 to 20	1	3						B
21 to 30								
31 to 50	1				1			
51 to 75								
76 to 100	1	9						A
101 to 200								
201 to 300								
301 and Over	1	7			1			H

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	30	44	\$49,273	\$50,787	14	\$43,176	\$62,709	H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	3	2			2			H,A
\$1,000,000 - 2,499,999	8	7	\$37,681	\$39,992	2			H,A
\$2,500,000 - 4,999,999	6	8	\$57,650	\$55,300	2			B
\$5,000,000 - 9,999,999	3	16			2			H
\$10,000,000 - \$24,999,999	7	7	\$53,500	\$54,750	4	\$46,478	\$70,360	H,B
More than \$25,000,000	3	4			2			
Type of Organization								
Aging & Senior Care	1	14			1			H
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	4	3	\$53,608	\$55,000				B
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	1	1	\$52,000	\$52,000	1			H
Economic Development								
Education: Early Childhood Education								
Education: K-12	1							
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	12	14	\$55,420	\$54,226	8	\$44,907	\$67,341	H
Jobs, Employment & Training	2	4			1			H,A
Legal Services								
Membership/Trade Association	2	2						H,A
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	1						B
Volunteerism & Philanthropy								
Youth Development	3	3			2			A
Other:	3	2			1			H,A
Number of Employees								
0	1	1			1			A
1 to 5	3	2			2			H,A
6 to 10	5	6	\$38,217	\$40,000	1			H
11 to 20	3	1						B
21 to 30	4	4	\$58,333	\$55,000	1			B
31 to 50	3	5			1			B
51 to 75	2	15			1			H
76 to 100	3	3			3			H
101 to 200	3	3			2			H
201 to 300	1	1			1			H
301 and Over	2	3			1			H,A

Table 54



Cook	All Organizations Budget Size	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	
		10	51	\$30,979	\$30,000	8	\$27,654	\$38,788	H
	Under \$250,000	1	1			1			H
	\$250,000 - 499,999								
	\$500,000 - 999,999								
	\$1,000,000 - 2,499,999	1							
	\$2,500,000 - 4,999,999	2	2			1			H,A
	\$5,000,000 - 9,999,999	3	35			3			H
	\$10,000,000 - \$24,999,999	2	3			2			H
	More than \$25,000,000	1	10			1			H
	Type of Organization								
	Aging & Senior Care	1	31			1			H
	Alcohol & Substance Abuse								
	Animal & Animal Welfare								
	Arts and Culture								
	Civil Rights & Social Action								
	Community Development/Housing								
	Developmental Disabilities								
	Economic Development								
	Education: Early Childhood Education	1	2			1			H
	Education: K-12								
	Education: Colleges & Universities								
	Environment/Conservation								
	Foundations/Philanthropic Grant Making								
	Health and Rehabilitation								
	Human Services/Multipurpose	7	17	\$33,175	\$30,000	5	\$28,678	\$42,420	H,A
	Jobs, Employment & Training								
	Legal Services								
	Membership/Trade Association								
	Mental Health & Crisis Intervention	1	1			1			H
	Public Safety & Disaster Relief								
	Public Benefit & Social Action								
	Recreation, Leisure,& Sports								
	Rehabilitation & Physical Disabilities								
	Religion & Spirituality								
	Volunteerism & Philanthropy								
	Youth Development								
	Other:								
	Number of Employees								
	0								
	1 to 5								
	6 to 10	1	1			1			A
	11 to 20	1							
	21 to 30	1	1						
	31 to 50	1	1			1			H
	51 to 75	2	33			2			H
	76 to 100	2	3			2			H
	101 to 200	1	2			1			
	201 to 300								
	301 and Over	1	10			1			H

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	23	36	\$33,096	\$31,200	9	\$23,503	\$33,307	H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999	2	1						
\$1,000,000 - 2,499,999	5	3	\$28,333	\$26,000	2			H
\$2,500,000 - 4,999,999	3	3			2			H
\$5,000,000 - 9,999,999	5	10	\$38,496	\$32,000	2			H
\$10,000,000 - \$24,999,999	5	11	\$33,500	\$33,500	1			H
More than \$25,000,000	3	7			2			H
Type of Organization								
Aging & Senior Care	1	4						
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture	4	3	\$37,780	\$37,780				H
Civil Rights & Social Action								
Community Development/Housing								
Developmental Disabilities	4	7	\$31,667	\$32,000	2			H
Economic Development								
Education: Early Childhood Education								
Education: K-12	1							
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	8	12	\$29,951	\$29,500	5	\$25,306	\$33,467	H
Jobs, Employment & Training	2	3			1			H,A
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief	1	1						A
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality	1	4						H
Volunteerism & Philanthropy								
Youth Development								
Other:	1	1			1			H
Number of Employees								
0								
1 to 5	2	1						
6 to 10	4	2			2			H
11 to 20	2	1						H
21 to 30	3	5			2			H,A
31 to 50								
51 to 75	2	5						H
76 to 100	4	6			2			H
101 to 200	3	5			1			H
201 to 300	1	4			1			H
301 and Over	2	6			1			H,A

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	13	49	\$33,027	\$32,500	8	\$27,163	\$37,187	H
Budget Size								
Under \$250,000								
\$250,000 - 499,999								
\$500,000 - 999,999								
\$1,000,000 - 2,499,999	4	14	\$28,500	\$25,000	3			H
\$2,500,000 - 4,999,999	2	2			1			H
\$5,000,000 - 9,999,999	2	7			1			H
\$10,000,000 - \$24,999,999	2	18			1			H
More than \$25,000,000	3	8			2			H
Type of Organization								
Aging & Senior Care	1	4						
Alcohol & Substance Abuse								
Animal & Animal Welfare								
Arts and Culture								
Civil Rights & Social Action								
Community Development/Housing	1							
Developmental Disabilities	2	13			2			H
Economic Development								
Education: Early Childhood Education								
Education: K-12								
Education: Colleges & Universities								
Environment/Conservation								
Foundations/Philanthropic Grant Making								
Health and Rehabilitation								
Human Services/Multipurpose	6	29	\$36,146	\$36,146	4	\$26,825	\$38,123	H
Jobs, Employment & Training	3	3			2			H
Legal Services								
Membership/Trade Association								
Mental Health & Crisis Intervention								
Public Safety & Disaster Relief								
Public Benefit & Social Action								
Recreation, Leisure,& Sports								
Rehabilitation & Physical Disabilities								
Religion & Spirituality								
Volunteerism & Philanthropy								
Youth Development								
Other:								
Number of Employees								
0								
1 to 5								
6 to 10	2	13			2			H
11 to 20	2	1						H
21 to 30	1	3			1			H
31 to 50	1	1			1			H
51 to 75	2	4						
76 to 100	2	19			2			H
101 to 200	1	3			1			
201 to 300								
301 and Over	2	5			1			H

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 50<sup>th</sup> 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](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://www.compasspoint.org)

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

[www.philanthropy.com](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://www.mcnl.org)

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

[www.nationalcne.org](http://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](http://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](http://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](http://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](http://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](http://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](http://www.shrm.org)

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

[www.sba.gov](http://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.**

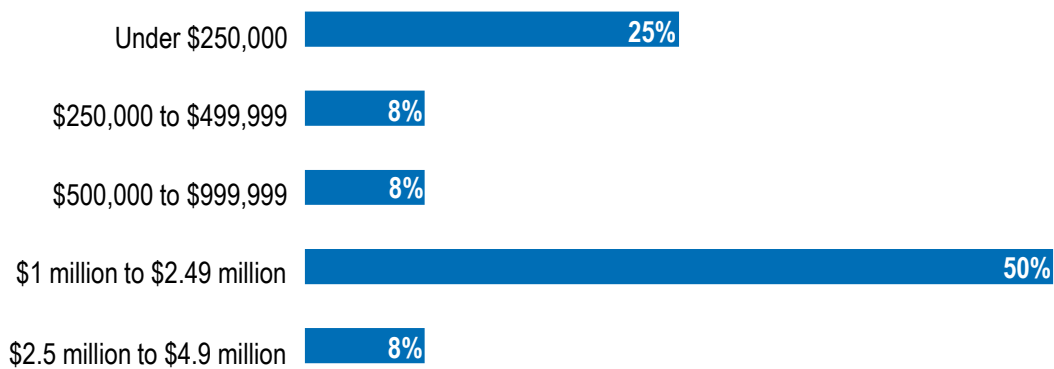


Figure 19

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.**

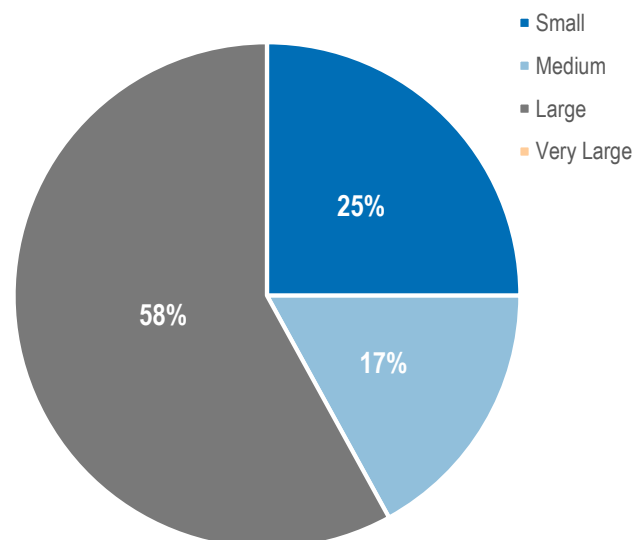


Figure 20

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.**

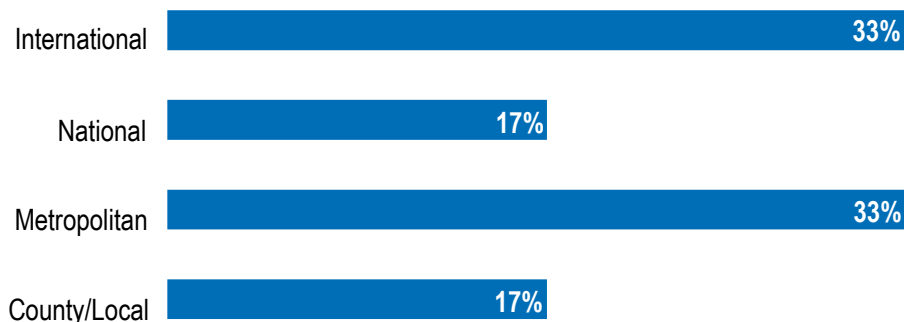


Figure 21

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.**

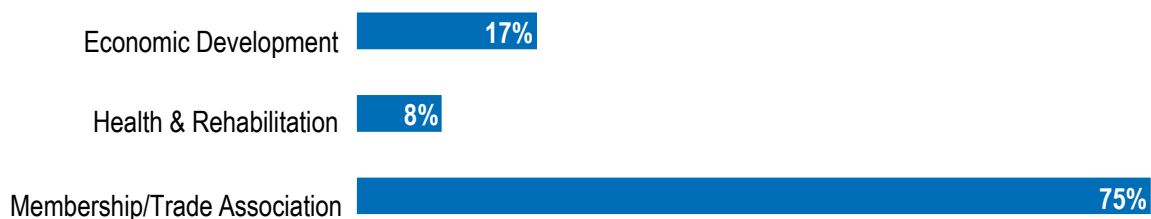


Figure 22

## 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.

# 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 59

## List of Participating Organizations & Associations

ACLU Of Kansas	Center For Developmentally Disabled
Ad Hoc Group Against Crime	Charlies House
Adventhealth Foundation Shawnee Mission	Child Abuse Prevention Association
After The Harvest	Child Protection Center, Inc.
Agriculture Future Of America	Children Mercy Hospital Kansas City
Alpha Gamma Rho Fraternity	Church Of The Nazarene Foundation
Alphaponte	CHWC, Inc.
American Advertising Federation Of Kansas City	Clay County Children's Services Fund
American Historical Truck Society	Community Of Christ
American Institute Of Architects Kansas City	Cornerstones Of Care
American Medical Society For Sports Medicine	Cross-Lines Community Outreach
Artists Helping The Homeless	Cultivate Kansas City
Arts Council Of Johnson County	DBIA-Mid America Region
Artstech	Determination, Incorporated
Bikewalkkc	District Iii Area Agency On Aging
BOMA Kansas City	Down Syndrome Guild Of Greater Kansas City
Boys Hope Girls Hope Of Kansas City	Downtown Shareholders Of KCK
Brain Injury Association Of Kansas & Greater Kansas City	EDC Of KC
Camp Encourage	El Centro
Caregivers On The Homefront, Inc.	Families Together, Inc.
CASA Of Johnson And Wyandotte Counties	Farmhouse Fraternity
Catholic Charities Of Northeast Kansas	Federation Of State Massage Therapy Boards
	First Call Alcohol/Drug Prevention & Recovery

Flourish Furnishings	Hogan Preparatory Academy Inc.
Folk Alliance International	Hope Haven Of Cass County
Folly Theater	Hope House, Inc.
Foster Adopt Connect	Housing And Credit Counseling, Inc.
FOX4 Love Fund For Children	IAPD
Friends Of JCDS	International Association of Operative Millers
Gift Of Life, Inc.	International Essential Tremor Foundation
Gilda's Club Kansas City	International Relations Council
Grain Valley Education Foundation, Grain Valley R-5 School District	Job One
Grandview Assistance Program	Johnson County Bar Association
Grant Professionals Association	Junior League of Wyandotte & Johnson Counties
Growing Futures Early Education Center, Inc.	Kanren, Inc.
Habitat For Humanity Of Kansas City	Kansas Appleseed Center for Law and Justice
Happybottoms	Kansas Chapter, American Academy of Pediatrics
Harry S Truman Children's Neurological Center DbA TNC Community	Kansas City Artists Coalition
Harvesters	Kansas City Association of Realtors
Health Outreach Foundation	Kansas City Ballet
Heart Of America Indian Center D/B/A	Kansas City Kansas Community College Foundation
Kansas City Indian Center	Kansas City Metropolitan Bar Association
Heart To Heart International	Kansas City Quality Improvement Consortium
Heartland RADAC	Kansas City Regional Association of Realtors
Heartstrings Community Foundation	Kansas City Southwest Clinical Society
Hillcrest Platte County	

Kansas City Teacher Residency	Metropolitan Energy Center
Kansas City Teen Summit	Mid America Assistance Coalition, Inc.
Kansas City Urban Youth Academy, Inc.	Military Family Advisory Network
Kansas City Volunteer Lawyers & Accountants for The Arts	MOCSA
Kauffman Center for The Performing Arts	Moneytalk Financial Foundations
KC Healthy Kids	Musical Theater Heritage
KC Shepherd's Center	Myasthenia Gravis Association
Keeler Women's Center	National Association Of Parliamentarians
KKFI 90.1FM	Northeast Community Center
KS Head Start Association	Northland Neighborhoods, Inc.
Labor-Management Council of Greater Kansas City	Operation BBQ Relief
Lead to Read KC	Phoenix Family
Lee's Summit Symphony Orchestra	Pieces Peaces
Legal Aid of Western Missouri	Platte County Senior Fund
Levelup Kids, Inc.	Project Eagle
Lida Gift Expressions	Rainbow Center for Communicative Disorders
Life Unlimited, Inc	Reconciliation Services
Literacy KC	River Of Refuge
Lutheran Bible Translators	Ronald McDonald House Charities of Kansas City, Inc.
Lutheran Bible Translators	School Of Economics
Lyric Opera Of Kansas City, Inc.	Scraps KC
Mattie Rhodes Center	Seton Center
Menorah Heritage Foundation	Sheffield Place
Mesner Puppet Theater	Shelter KC
Metro Lutheran Ministry	Sleepyhead Beds

Southeast Enterprises

Starlight Theatre Association Of Kansas  
City, Inc.

Start At Zero

Statewide Independent Living Council Of  
Kansas, Inc.

Sunflower House

Support Kansas City

Synergy Services

TDC Learning. Centers, Inc.

The Children's Place

The Family Conservancy

The Farmer's House

The Hope Center KC

The Principle Foundation

The Research Foundation

Theatre Lawrence

UMKC Foundation

Unbound

United Community Services Of Johnson  
County

Urban Neighborhood Initiative

Vocational Services, Inc.

Waldo Area Business Association

War Horses For Veterans, Inc

Wayside Waifs

Westwood Ensemble

Whitefield Academy

Wonderscope Children's Museum Of KC

YMCA Of Greater Kansas City

Youth Symphony Of Kansas City

Youth Volunteer Corps

Youthrive



# 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.