

# Nonprofit Organizations Top Executive Positions Salary & Special Perks Report

BLUEWATER  
NONPROFIT SOLUTIONS



# **2019 Nonprofit Organizations Top Executive Positions Salary and Special Perks Report**

**Based on a Salary and Benefits Survey of Nonprofit Organizations in the U.S.A.,  
Authored and Administered by**

**BLUEWATER**  
NONPROFIT SOLUTIONS

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### **About Bluewater Nonprofit Solutions**

Bluewater Nonprofit Solutions is a leading provider of salary and benefits surveys and credit card processing to nonprofit organizations. Their leading edge survey tools offer unlimited customization and flexible reporting options that allow quick, affordable tailoring of a survey to meet the needs of any associations, industry groups, professional societies, or chambers of commerce. Bluewater was founded by former nonprofit executives, and was created out of their deep knowledge and experiences providing day-to-day leadership within charitable organizations for more than 30 years. To learn more, visit [www.bwnps.com](http://www.bwnps.com)

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## Introduction

### Developing the Survey

The 2019 Nonprofit Organizations Salary and Benefits Survey was designed to address the unique compensation and benefit practices of nonprofits in the U.S.A. Prior to developing the survey, extensive research was completed to ensure the survey reports would satisfy the needs of the nonprofit sector. The survey used a state-of-the-art online questionnaire to collect total cash compensation data on 311 nonprofit specific positions from entry-level to executive directors. Where possible, detailed benefits information was collected to cover plan costs, participation rates and eligibility for medical, dental, vision, life, disability, and retirement plans. More than 34 general benefit offerings from employee leave to telecommuting are covered as well. An executive benefits section provides additional information on these benefits and on employment agreements.

### Data Effective Date

Survey participants were asked to provide responses to all survey questions with data that was valid for their organization as of May 1, 2018.

### Data Sources

Participation in the survey was open to all U.S. based nonprofit organizations with at least 1 full time employee working 30 or more hours per week. All Data within the 2019 Nonprofit Organizations Salary and Benefits Reports were obtained directly from nonprofit organizations. As a condition to participating in the survey, each participant was asked to verify that they were an employee that had been authorized by their organization to provide the information requested in the survey. Additionally, they acknowledged that they would provide accurate survey information for their organization. No third party data was used in this report.

### Data Confidentiality

All questionnaire data have been handled in the strictest confidence by Bluewater Nonprofit Solutions. The data within this report is presented in aggregate to protect the confidentiality of participating organizations. In the case where data specific to a particular organization could possibly be identified, the results have not been published or the presentation of the data has been changed to protect the identity of the organization.

## Survey Data Collection

Data was collected through an online questionnaire on the Bluewater Nonprofit Solutions' website. Nonprofits were invited to complete the survey from June 15th through November 15th, 2018. Prior to completing the questionnaire, participants were asked to register and verify that they were authorized by their organizations to complete the survey.

## Survey Participation

Participation in the survey was promoted through a variety of channels. The NonProfit Times invited its subscribers to participate in the survey through a series of vehicles including email communications, social media, advertisements on its website, and print and electronic advertisements in its magazines, newsletters and publications. Bluewater Nonprofit Solutions promoted participation in the survey to its customers and other nonprofit organizations through emails, social media, and by advertising on its website. Additionally, the New York Council of Nonprofits (NYCON) invited their members to participate in the survey.

## Survey Completion

### Organizational Data

Survey participants were asked to provide information about their nonprofit organization to make it possible for the survey results to be displayed by operating budget size, number of full-time employees, geographic region, and field of work (based on the classifications in the National Taxonomy of Exempt Organizations). These data are used extensively throughout the report.

### Position Matching and Entering Compensation Data

Prior to completing the compensation section of the questionnaire, participants were asked to match the organization's positions to benchmark jobs found in one of 28 job families. Job families are used to group relevant jobs together by functional area of responsibility (e.g., all jobs related to income development). The survey questionnaire made use of benchmark jobs during the - Position Code: matching process to accommodate the many differences between the size, field, and programs offered by various nonprofit organizations. Because of these differences, similar job titles used across multiple organizations are likely to have differing levels of responsibility and scope associated with them. The use of benchmark jobs helps level the playing field by asking survey participants to match their organization's positions to a predefined list of positions using job descriptions, not job titles.

Once the appropriate benchmark jobs were selected, participants were asked to enter compensation data for each position. They were instructed to enter data for full-time employees only and to match each employee to only one benchmark job description. If more than one employee was being reported for a position, participants were asked to provide average annual compensation data for the group. The majority of the fields on the - Position Code: entry page were mandatory to ensure data completeness. Participants were given the option to enter the - Position Code: title used by their organization.



Organizations that completed the survey by the deadline were provided a complimentary Executive Summary report of the survey results and were given a discount on the purchase price of the full survey report.

## **Understanding what Survey Responses are Displayed**

The online survey questionnaire was designed with functionality and tools that helped survey participants provide accurate data. A series of business rules were used during the data entry process. These business rules help improve the quality of the survey data by providing data validation in real time. Once participation in the survey was closed, a series of additional data quality checks are made. Survey participants were contacted directly to verify suspect responses, and changes were made to these survey participants' data as necessary.

Salary data was not collected for part-time positions. However, the data can be used as a starting point for determining part-time pay by calculating a percentage of the base salary amount reported in the data.

As part of the quality control process, data display rules are used to determine what information is presented throughout the report. The following data display guidelines are utilized throughout the report.

### **Position Data Titles Removed For Insufficient Data**

Individual job title reports are not displayed where fewer than 5 organizations have provided a response. In cases where fewer than 5 responses are available, the data is still used for the aggregated data reporting in the Job Family and Operating Unit Compensation Costs & Practices reports.

### **Survey Responses Not Displayed**

Survey responses are displayed as a hyphen (-) in cases where data is not available or where an insufficient number of organizations provided a response to the survey question. In the case where a zero is displayed, this data should be considered valid and the response accurate.

### **Displaying Statistical Data (AVG, MIN, 25<sup>th</sup> PCTL, Median, 75<sup>th</sup> PCTL, MAX)**

The key statistical measures of Average (AVG), Minimum (MIN), 25<sup>th</sup> Percentile (25<sup>th</sup> PCTL), Median (50<sup>th</sup> PCTL), 75<sup>th</sup> Percentile (75<sup>th</sup> PCTL), and Maximum (MAX) are used to display data throughout the report. In cases where fewer than 4 organizations have provided valid data, only the AVG field will display data. All other statistical fields will display a hyphen (-) when data is not available.

Throughout the report, survey responses will be displayed as numbers unless otherwise indicated by the use of a percentage (%) or dollar (\$) sign.

## Overview of Survey Participants

### Characteristics of Participating Organizations

This section provides information about the 397 nonprofit organizations that completed the 2019 Nonprofit Organizations Salary and Benefits Survey. These organizations provided detailed information on benefit practices and compensation data on 195 different nonprofit positions. The tables in this section provide an overview of the participants based upon where they are located, their operating budget size, field of services and the number of full-time staff they employ.

Full-Time Employees	Number of Organizations
1-10	177
11-25	83
26-50	53
51-100	38
101-200	21
201 or more	25

Field of Work	Number of Organizations
Arts, Culture, and Humanities	48
Education	22
Environment and Animals	30
Health	43
Human Services	164
International, Foreign Affairs	2
Public, Societal Benefit	55
Religion Related	11
Mutual/Membership Benefit	17
Unknown, Unclassified	5

Operating Budget	Number of Organizations
Less than \$499,999	72
\$500,000 - \$999,999	64
\$1,000,000 - \$2,499,999	96
\$2,500,000 - \$4,999,999	61
\$5,000,000 - \$9,999,999	48
\$10,000,000 - \$24,999,999	29
\$25,000,000 - \$49,999,999	16
\$50,000,000 or more	11

Geographic Region	Number of Organizations
Northeast U.S.	192
Southeast U.S.	57
North Central U.S.	47
South Central U.S.	31
Northwest U.S.	47
Southwest U.S.	22

## Survey Participants

180 Turning Lives Around	Arts Alliance Illinois	Care Net Pregnancy Center of Central New York
A Child's Haven	Arts at the Palace	Carroll Gardens Association
ABRET Neurodiagnostic Credentialing & Accreditation	Association for Vision Rehabilitation and Employment	Cascade Employers Association
Access Sacramento	Atlanta Birth Center	Catholic Charities Brooklyn and Queens
ACR Health	Bach Festival Society of Winter Park	Catholic Youth Organization, Archdiocese of Detroit
Action for Older Persons	Better Business Bureau of Upstate New York	Catskill Hudson Area Health Education Center
Adaptive Sports Center	Bible League International	Cause Effective
Adirondack Historical Association	Big Brothers Big Sisters of Central Texas	Cazenovia Recovery Systems
Adventure Cycling Association	Big Brothers Big Sisters of the Twin Tiers	Cen-Tex ARC
After His Heart Ministries International	Billie Jean King Leadership Institute	Cenikor Foundation
Agricultural Stewardship Association	Binghamton University Community Schools	Center for Applied Psychology at Bikur Cholim
AI of Joliet, Illinois	Birmingham Regional Empowerment and Development Center	Center for Disability & Elder Law
Alisa Ann Ruch Burn Foundation	Boston Area Rape Crisis Center	Center for Independence
Alleghenies Unlimited Care Providers	Bounty & Soul	Central Adirondack Partnership for the 21st Century
Always There In-Home Care	Boys & Girls Club of Greater Lowell	Chenango Arts Council
AMDA – The Society for Post-Acute and Long-Term Care Medicine	Boys & Girls Club of Moorpark	Chicken & Egg Pictures
American Academy of Otolaryngic Allergy	BRiDGES	Child Care Council
American Association of Diabetes Educators	Brooklyn Bridge Park Conservancy	Child Care Council of Orange County
American Craft Council	Brooklyn Volunteer Lawyers Project	Child Crisis Arizona
American Friends of the Statens Museum for Kunst	Burlesque Hall of Fame	Child Development Council
American Holistic Nurses Association	Cabarrus Meals on Wheels	Children of Promise
American Humane	California Agricultural Aircraft Association	Children's Home Foundation
American Humanist Association	California Association of Realtors	Children's Home of Poughkeepsie
American Kidney Fund	California Community Foundation	Children's Home Society of Florida
American Rental Association	California State Firefighters' Association	Chinatown Manpower Project
Aphrodite Medical	Canterbury Enterprises	
Appalachian Voices	CAPTAIN Community Human Services	

Christian Salvation Service  
 CITYarts  
 Clemens Center  
 COA Youth & Family Centers  
 Coalition On Temporary Shelter  
 College Diabetes Network  
 College Foundation, Inc.  
 Colorado Physician Health Program  
 Committee on Temporary Shelter  
 Communities in Schools of Chicago  
 Communities in Schools of Miami  
 Community Access Unlimited  
 Community Action Partnership for  
 Dutchess County  
 Community Care Network of Nichols  
 Community Council of St. Charles County  
 Community Economic Development  
 Fund Foundation  
 Community Violence Intervention Center  
 Compass Housing Alliance  
 Comprehensive Therapy Center  
 Comunilife  
 Con Alma Health Foundation  
 Concentric Development  
 Connecticut Community Care  
 Construction Education  
 Foundation of Georgia  
 Consumer Directed Personal Assistance  
 Association of New York State  
 Cooperative Fund of New England

Cottage Theatre  
 CPEP  
 Crime Victims Assistance Center  
 Cub Care Children's Center  
 Dallas Parks Foundation  
 Day One  
 DDI  
 Delaware Riverkeeper Network  
 Dextra Baldwin McGonagle Foundation  
 di Rosa Center for Contemporary Art  
 Disability Action Center of Georgia  
 Disability Rights New Jersey  
 Domestic Violence Intervention Services  
 Dutchess Tourism  
 Dyson Foundation  
 East Coast Greenway Alliance  
 East Side Neighborhood Recreation Center  
 Easterseals Florida  
 Easterseals Louisiana  
 EcoAdapt  
 Elevate  
 Embassy Theatre Foundation  
 EmcArts  
 Employee Assistance Program of Warren,  
 Washington and Saratoga Counties  
 Endeavors  
 Environmental Advocates of New York  
 Epilepsy Foundation of  
 Northeastern New York

Episcopal Charities of the  
 Diocese of New York  
 Erie Canal Museum  
 Evergreen Commons  
 FaithBridge Foster Care  
 Families First in Essex County  
 Family Justice Center of Erie County  
 Family Life Communications  
 Family of Woodstock  
 Family Planning of South Central New York  
 Family Resource Network  
 Family Service Communities  
 Family Services  
 Farrington Cares  
 Federation of Tax Administrators  
 Fence Magazine  
 Florida Alliance of Community  
 Development Corps  
 Focus on Youth  
 Foodbank of Southeastern Virginia  
 Foodlink  
 Footsteps  
 Forest History Society  
 Free Arts for Abused Children of Arizona  
 Friends of KEXP  
 Friends of Seniors of Dutchess County  
 Friends of the Columbia Gorge  
 Garden Empire Volleyball Association  
 Genesee Country Museum  
 Getty Leadership Institute

Girl Be Heard  
 GiveWell Community Foundation  
 Glass Manufacturing Industry Council  
 Global Alliance for Incinerator Alternatives  
 Go Austin/Vamos Austin  
 Grand Rapids Community Foundation  
 Grand Teton National Park Foundation  
 Great Schools For All  
 Greater Milwaukee Association of REALTORS  
 Greater Utica Chamber of Commerce  
 Green Tree Community Health Foundation  
 Guiding Light Foundation  
 Habitat for Humanity Cabarrus County  
 Habitat for Humanity Choptank  
 Handicapped Children's Association  
 Hard Bargain Mt. Hope Redevelopment  
 Hawaii State Bar Association  
 Health Care Access of Greater Phoenixville  
 Heights and Hills  
 Helping Hands International  
 Helpusadopt.org  
 Hemophilia Federation of America  
 Hero Dogs  
 Hispanic Housing Development Corporation  
 Hofstra University Museum of Art  
 Home Builders Association of  
 Greater Springfield  
 Hope on Pow  
 Horizons International

Houston Area Women's Center  
 Hudson Valley LGBTQ Community Center  
 Hudson Valley Mental Health  
 Human Services Council of New York  
 Huntington Arts Council  
 Huntington Memorial Library  
 Huther Doyle  
 Integrate Autism Employment Advisors  
 Interface Children & Family Services  
 Interfaith Partnership for the Homeless  
 Internet Development Fund  
 Iowa FFA Foundation  
 Izaak Walton League of America  
 Jackson Street Youth Services  
 Jeannette Rankin Women's Scholarship Fund  
 Jewish Community Foundation of San Diego  
 Jewish Council for the  
 Aging of Greater Washington  
 Joe Joe Bear Foundation  
 Junior State of America Foundation  
 Kali's Klubhouse  
 Kambly Living Center  
 Kappa Delta Pi  
 Kinexus  
 Kirkland Art Center  
 L'Arche Syracuse  
 Lakeview Health Services  
 Land Trust Alliance of British Columbia  
 Laudholm Trust

Launch Cause  
 Legal Aid of Northwest Texas  
 LeMay - America's Car Museum  
 Les Turner ALS Foundation  
 Liberty Resources  
 Licking County Aging Program  
 LifeSong  
 LightHawk  
 Living Hope  
 Love INC of Lake County  
 Lummi Island Heritage Trust  
 Maine Association of Broadcasters  
 Malignant Hyperthermia Association  
 of the United States  
 Mardan Foundation of Educational Therapy  
 Maria Droste Counseling Center  
 Marwen  
 Mary Ball Washington Museum and Library  
 Maryland SPCA  
 Meals on Wheels for Western New York  
 Meals on Wheels People  
 Meals on Wheels SJCS  
 Mechanicville Area  
 Community Services Center  
 Mediation Center of Dutchess County  
 Mental Health Association  
 of Middle Tennessee  
 Midwest Assistance Program  
 Mint Theater Company  
 Missionary Radio Evangelism

Modern Language Association of America  
 Mohonk Preserve  
 Morton Arboretum  
 MRC Industries  
 Museum of Glass  
 Museums Alaska  
 Music Conservatory of Westchester  
 NAMI Montgomery County  
 Nashville Diaper Connection  
 Nashville Entrepreneur Center  
 National Adoption Center  
 National Association for  
 Latino Community Asset Builders  
 National Association of  
 Trial Lawyer Executives  
 National Beta Club  
 National Broadcasting Society  
 National Museum of Racing and  
 Hall of Fame  
 National Older Worker Career Center  
 National Safety Council  
 Needham Community Council  
 Neighbors Who Care  
 NephCure Kidney International  
 New Hampshire Coalition Against  
 Domestic and Sexual Violence  
 New Mexico Environmental Law Center  
 New York Cares  
 New York City Police Foundation  
 New York Council of Nonprofits

New York Foundation  
 New York International  
 Children's Film Festival  
 NFI North  
 North Country Behavioral  
 Healthcare Network  
 Northeast Michigan  
 Community Service Agency  
 Northside Center for Child Development  
 Norton Sound Economic  
 Development Corporation  
 Ocean Tides  
 Ogden Nature Center  
 Ohio Ecological Food and Farm Association  
 Old Colony YMCA  
 On Point for College  
 Oneida County Tourism  
 Open Door Ministries of High Point  
 Orthodox Christian Mission Center  
 Otsego Land Trust  
 Otsego Rural Housing Assistance  
 Our Father's Children  
 Owl's Hill Nature Sanctuary  
 Pasadena Humane Society & SPCA  
 Pathways, Inc.  
 Penland School of Crafts  
 Pet Community Center  
 Peter & Paul Community Services  
 Plant With Purpose  
 Pleasant Valley Ecumenical Network

Potomac Appalachian Trail Club  
 Presbyterian Children's Homes and Services  
 Preservation of Egyptian Theatre  
 Progressive Victory  
 Project HOPE  
 Project Morry  
 PS21  
 Rainbow Chimes  
 Ralph E. Ogden Foundation  
 Regional Economic  
 Community Action Program  
 Rhinebeck Writers Retreat  
 Rise-NY  
 Roadrunner Food Bank  
 Robin Hood Israel Foundation  
 Rocky Mountain Institute  
 Ronald McDonald House Charities  
 of Greater Chattanooga  
 Roxbury Youthworks  
 RUPCO  
 Safe Harbors of the Hudson  
 SAG-AFTRA  
 San Diego River Park Foundation  
 San Francisco Public Health Foundation  
 Schuyler Center for Analysis and Advocacy  
 Sculpture Space  
 SEEDS  
 Seven Valleys Health Coalition  
 Shared Interest

Shenandoah Valley Workforce  
 Development Board  
 ShowMe Aquatics & Fitness  
 Signal Centers  
 Social Enterprise and Training Center  
 Southern California Golf  
 Association Foundation  
 Southwest Behavioral & Health Services  
 Special Olympics New York  
 SST Nonprofit Services  
 St Paul's Center  
 Stardust Non-Profit Building Supplies  
 STOMP Out Bullying  
 Stray Haven Humane Society & SPCA  
 Strive International  
 Susquehanna SPCA  
 TAMB of Jackson  
 Teen Lifeline  
 Telling the Truth  
 The Arc of Atlantic County  
 The Bostonian Society  
 The Burke Foundation  
 The Children's Inn at NIH  
 The Children's Museum of Indianapolis  
 The Council on Alcohol and Drugs  
 The Dibble Institute  
 The Enrichment Center  
 The Eye-Bank for Sight Restoration  
 The Felix Organization  
 The Foraker Group

The Institute for Human Services  
 The Jones Center  
 The Legal Aid Society of  
 Rochester, New York  
 The Salvation Army  
 The Sergei Foundation  
 The Strong  
 The Transition Network  
 The Utility Reform Network  
 The Vegetarian Resource Group  
 The Villages of Indiana  
 The Working World  
 TMI Project  
 Trails and Open Space Coalition  
 Training Resources for the  
 Environmental Community  
 Transforma Education Solutions  
 Trinity Empowerment Consortium  
 True to Life Ministries  
 Ulster Literacy Association  
 United Neighborhood Organization  
 United Way of Broome County  
 United Way of Delaware & Otsego Counties  
 United Way of Jackson County  
 United Way of Noble County  
 United Way of Northwest Louisiana  
 Urban Homesteading Assistance Board  
 Vera House  
 VISIONS/Services for the  
 Blind and Visually Impaired

Vista Community Clinic  
 Vocational Services  
 Voelker Orth Museum  
 Volunteer Center of Lubbock  
 Wallkill River School  
 Warwick Community Bandwagon  
 Waterkeeper Alliance  
 Watervliet Civic Chest  
 Wayne County Foundation  
 West Islip Youth Enrichment Services  
 Westchester County Bar Association  
 Western Electricity Coordinating Council  
 Western New York Rural Area  
 Health Education Center  
 Westshore Montessori School  
 Wilderness Awareness School  
 William B. Ogden Free Library  
 Womankind  
 Woodstock School of Art  
 WorldLink Medical  
 Wycliffe Bible Translators

## Guide to Locating and Using the Report Data

### Changes in Data from 2017 to 2019

Each section within the report contains a table that shows changes in the data for each field from 2017 to 2019. This table gives the user a quick snapshot of the changes and possible future data trends for each area of information. Each positive or negative number shows the percentage change in the data from 2017 to 2019. A hyphen (-) is displayed when comparable data is not available from the previous year. All results presented in this table represent the nationwide average for the data (shown as, All Organizations). Below is a sample report section showing what the table looks like, and how the results will be displayed.

#### Chief Development Officer -- Position Code: 10004

##### Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	20	1	5.0	\$111,065	\$46,800	\$72,005	\$103,700	\$132,000	\$243,090	25.00%	40.00%	14.00%	3.37%	\$113,066	\$46,800	\$72,005	\$103,700	\$132,000	\$275,615
				8,805	\$45,000	\$60,900	\$82,000	\$87,000	\$200,000	33.33%	100.00%	12.00%	2.13%	\$93,305	\$45,000	\$60,900	\$83,500	\$87,000	\$200,000
				0,240	\$62,000	\$85,000	\$157,200	\$187,000	\$210,000	20.00%	100.00%	25.00%	23.14%	\$149,960	\$62,000	\$85,000	\$157,200	\$187,000	\$258,600
				5,551	\$50,000	\$72,800	\$80,000	\$104,763	\$176,400	11.11%	100.00%	4.00%	3.85%	\$91,774	\$50,000	\$72,800	\$80,000	\$104,763	\$175,400
				4,599	\$15,080	\$83,150	\$118,450	\$133,660	\$266,937	27.27%						\$118,450	\$133,660	\$266,937	
				8,883	\$66,796	\$76,750	\$86,000	\$94,500	\$135,500	33.33%						\$86,000	\$100,757	\$135,500	
All Organizations	61	1	5.7	\$107,010	\$15,080	\$72,500	\$90,000	\$135,500	\$266,937	26.23%						\$90,000	\$135,500	\$275,615	

This section of each report shows how the data has changed from 2017 to 2018

Each field in this report will display the positive or negative percentage change in the data from 2017 to 2018

#### Changes in Data from 2017 to 2018

The report below shows how the data has changed in each field from 2017 to 2018. A positive percentage represents a number that has increased in value from 2017 to 2018. A negative percentage with a negative sign represents a number that has decreased in value from 2017 to 2018. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope				Base Salary						Bonus				Total Cash Compensation					
	# of Full Time EMPs	# of Years With ORG		AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
All Organizations	-1.00%	2.80%		-6.62%	-56.91%	-1.36%	-10.00%	-9.03%	-31.55%	-3.83%	9.19%	-50.00%	24.27%	-5.97%	-56.91%	-3.17%	-14.29%	-9.03%	-29.33%



## Finding and Using the Compensation Data

This section will help you understand what information is available within the compensation reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benchmark compensation practices. The compensation data is organized and displayed through four different reports. When used in combination, the report sections provide a comprehensive view of compensation practices throughout all levels of an organization.

### Quick Guide to the Compensation Report Sections

Type of Information Needed	Where to Find the Information
✓ Salary and bonus information for a single position	• Individual Job Title Reports
✓ Compensation data for a department or group of related positions	• Job Family Reports
✓ Compensation data for all positions within the organization	• Operating Unit Compensation Costs & Practices Report
✓ Employee data and compensation practices for the whole organization	• Employee Turnover & Salary Increases Report

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, or field of work. Each compensation segment below contains a brief description of the information available within the report section. Look for the [Suggested Uses for the Data](#) component for recommendations and guidance on how the data might be used for comparison purposes.

### Individual Job Title Reports

Individual Job Title reports provide base salary, bonus information, and total cash compensation data for a specific position title. Each report includes:

- Benchmark Job Description Used for the Position
- Total Number of Organizations Reporting Data for the Position
- Average Number of Full-Time Employees within the Position
- Average Number of Years Employed with the Organization
- Base Salary Compensation Statistics
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay
- Maximum Bonus Offered
- Average Bonus Pay Received
- Total Cash Compensation Statistics

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's base salary or total cash compensation practices for a specific job title.
- ✓ Compare employee length of service for a specific position within your organization.
- ✓ Evaluate your organization's bonus or incentive pay practices for a particular position.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.

## **Job Family Reports**

Job Family reports provide a department level view of compensation data for a group of related jobs. The Executive Job Family Report is displayed within the compensation section of the report. The Executive Job Family report includes:

- Listing of the Individual Position Titles Included within the Job Family
- Number of Organizations Reporting Data for the Job Family
- Number of Full-Time Employees within the Job Family
- Number of Years Job Family Employees have been with the Organization
- Total Cash Compensation Cost for each Employee within the Job Family
- Total Cash Compensation Cost Statistics for the Job Family
- Percentage of Job Family Total Cash Compensation Costs Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay to Job Family Positions
- Percentage of Employees within the Job Family Receiving Bonus Pay

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's compensation costs for a department or group of related positions.
- ✓ Compare employee tenure within your organization at a department level.
- ✓ Evaluate your organization's incentive or bonus pay practices for a particular department.

## **Operating Unit Compensation Costs & Practices Report**

The Operating Unit report provides aggregated compensation data for all positions within an organization. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Total Cash Compensation Costs for each Employee within the Organization
- Total Cash Compensation Cost Statistics for the Organization
- Percentage of Total Cash Compensation Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's total compensation costs.
- ✓ Compare the organization's overall employee tenure and retention practices.
- ✓ Evaluate your organization's incentive or bonus pay practices.

## **Employee Turnover & Salary Increases Report**

This report section provides aggregated employee turnover & salary increase data at the organization level. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Percentage of Full-Time Exempt Level Staff
- Number of Part-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Full-Time Employee Turnover Statistics
- Annual Salary Increases for Prior Year
- Projected Salary Increases for Current Year

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's full-time employee turnover.
- ✓ Analyze the organization's mix of exempt versus non-exempt employees.
- ✓ Compare the organization's projected and prior year annual salary increase practices.
- ✓ Evaluate the competitiveness of the organization's staffing model.

## Finding and Using the Executive Perks Data

This section will help you understand what information is available within the benefit reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benchmark benefit practices. The benefits data is organized and displayed through two reports. When used in combination, the report sections provide a rare view of the executive perks and benefit offered to top executives throughout the nonprofit sector.

### Quick Guide to the Executive Perks Report Sections

Type of Information Needed	Where to Find the Information
✓ Additional perks offered to key executive positions	• Executive Benefit Offerings Report
✓ Composition and use of employment agreements for key executives	• Executive Employment Agreement Reports

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, number of employees, or field of work. Each benefit segment below contains a brief description of the information available within the report section. Look for the [Suggested Uses for the Data](#) component for recommendations and guidance on how the data might be used for comparison purposes.

### Executive Benefit Offerings Report

*Reports are provided for the following 13 Executive Positions: Chief Executive Officer/ President/Executive Director, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief of Staff*

These reports provide market data on the percentage of organizations that offer 11 additional benefits to executive level positions. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Additional Benefits for Executives
- Percentage of Organizations Offering Each Benefit Type

#### [Suggested Uses for the Data:](#)

- ✓ Evaluate the competitiveness of the organization's executive compensation package.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.
- ✓ Identify additional benefits that can be offered to increase market competitiveness.

## Executive Employment Agreement Reports

*Reports are provided for the following 13 Executive Positions: Chief Executive Officer/ President/Executive Director, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief of Staff*

These reports provide information on the use of five popular contract terms found within employment agreements. The reports also cover the length of the agreement and the percentage of organizations that use employment agreements for each position. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Employment Agreements for Executives
- Number of Years the Employment Agreement Covers
- Percentage of Organizations that Utilize Each Contract Term

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's employment agreement practices.
- ✓ Identify what components and contract terms are used most frequently.
- ✓ Evaluate the competitiveness of the organization's executive compensation package.

## Report Presentation Views

The information within the report is presented by multiple reporting views to allow the user to quickly identify the most relevant data set for comparison. The following four distinct reporting views are used throughout the report to display the data: 1) Operating Budget, 2) Geographic Region, 3) Field of Work, and 4) Number of Employees. Each section within the report utilizes three of the available reporting views to present the data. The reporting views utilized are dependent upon the content and the relevance to the data being displayed. Each of the four reporting views contains predefined “bands” or subcategories that organize the display of the data. One additional aspect of each reporting view is the All Organizations row. The All Organizations row provides a summary of the data being displayed within each band of the reporting view. See the charts below for definitions of the bands displayed within the reporting views.

Geographic Region	States within the Region
<b>Northeast U.S.</b>	Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
<b>Southeast U.S.</b>	Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia
<b>North Central U.S.</b>	Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
<b>South Central U.S.</b>	Arkansas, Louisiana, Missouri, Oklahoma, Texas, Kansas
<b>Northwest U.S.</b>	Alaska, California, Hawaii, Idaho, Montana, Oregon, Washington, Wyoming
<b>Southwest U.S.</b>	Arizona, Colorado, Nevada, New Mexico, Utah

<b>Operating Budget</b> (Organization Fiscal-Year Operating Expenses)
<b>Less than \$499,999</b>
<b>\$500,000 - \$999,999</b>
<b>\$1,000,000 - \$2,499,999</b>
<b>\$2,500,000 - \$4,999,999</b>
<b>\$5,000,000 - \$9,999,999</b>
<b>\$10,000,000 - \$24,999,999</b>
<b>\$25,000,000 - \$49,999,999</b>
<b>\$50,000,000 or more</b>

<b>Number of Employees</b> (Full Time Staff)
<b>1-10</b>
<b>11-25</b>
<b>26-50</b>
<b>51-100</b>
<b>101-200</b>
<b>201 or more</b>

<b>Field of Work</b>	<b>Sub-Categories</b>
Arts, Culture, and Humanities	Arts, Culture, and Humanities
Education	Educational Institutions
Environment and Animal	Environmental Quality Protection, Beautification Animal Related
Health	Health - General & Rehabilitative Mental Health, Crisis Intervention Disease, Disorders, Medical Disciplines Medical Research
Human Services	Crime, Legal Related Employment, Job Related Agriculture, Food, Nutrition Housing, Shelter Public Safety, Disaster Preparedness and Relief Recreation, Sports, Leisure, Athletics Youth Development Human Services
International, Foreign Affairs	International, Foreign Affairs, and National Security
Public, Societal Benefit	Civil Rights, Social Actions, Advocacy Community Improvement, Capacity Building Philanthropy, Voluntarism, and Grantmaking Science and Technology Research Institutes Social Science Research Institute Public, Society Benefit
Religion Related	Religion, Spiritual Development
Mutual/Membership Benefit	Mutual/Membership Benefit Organizations, Other
Unknown, Unclassified	Unknown

## Explanation of Data Fields Used

The sections within this report are laid out in a similar fashion throughout. The rows within each report segment the data by “bands” to allow the user to quickly identify the appropriate data point. The bands are a subset of each Reporting View (e.g., Geographic Region, Operating Budget, Field of Work, and Number of Employees). The Reporting View and related bands remain consistent and repeat throughout this report. The columns within the report are used to display the key report findings. Each data field column heading used within a report section has a precise definition that explains what information is being presented. Throughout the report, information will be displayed as numbers unless otherwise indicated by the use of a percentage (%) or dollar (\$) sign. Standard abbreviations are also used within the column data field headings. See the section below for more information about the abbreviations and data fields definitions used throughout this report.

## Data Field Abbreviations

In order to simplify the table headers used in this report, certain words were abbreviated throughout the report. Below is a list of the abbreviations used along with the definition of each.

- AVG (Average) - The result of dividing two or more values by the total number of values.
- COMP (Compensation) – Salary paid an employee for work performed.
- CTRB (Contribution) – Dollar amount employee or organization pays toward a specific employees benefit plan.
- EMPs (Employees) – Persons working for an organization.
- EXEC (Executive) – Typically the senior most staff working for an organization.
- MAX (Maximum) – The highest value within the data set.
- MIN (Minimum) – The lowest value within the data set.
- ORGs (Organizations) – Individual nonprofit organizations.
- PCTL (Percentile) - A value on a scale of one hundred.
- % (Percentage) - A rate or proportion per hundred.
- # (Number) – The count of organizations.
- RCVNG (Receiving) – Employees who receive the benefit noted.



## Compensation Data Field Definitions

Data Field Name	Data Field Definition
<b># of Full-Time EMPs</b>	The average number of full-time employees being reported for the specific data set.
<b># of ORGs</b>	The total number of organizations that provided a response for the data being reported.
<b># of Part-Time EMPs</b>	The average number of part-time employees being reported for the specific data set.
<b># of Years with ORG</b>	The average number of years an employee (s) has worked for the organization.
<b>% of Eligible EMPs RCVNG</b>	The average percentage of bonus eligible employees that have received a bonus or incentive payment within organizations that offer bonus/incentive pay.
<b>% of Exempt EMPs</b>	The average percentage of employees within an organization that are classified as being exempt from the Fair Labor Standard Act (FLSA).
<b>% of ORGs Paying</b>	The percentage of organizations paying a bonus or incentive in addition to base salary.
<b>% of TOTAL CASH COMP</b>	The average percentage of total cash compensation that is comprised of bonus or incentive pay.
<b>25th PCTL</b>	Represents the data value at the 25th percentile. In this case, 25 percent of all reported values are lower than this point and 75 percent of all reported values are higher than this point.
<b>75th PCTL</b>	Represents the data value at the 75th percentile. In this case, 75 percent of all reported values are lower than this point and 25 percent of all reported values are higher than this point.
<b>AVG</b>	Represents the statistical average for the reported data.
<b>AVG % Paid</b>	Of those organizations paying bonus or incentive pay, this field identifies the average percentage of base pay being given to employees within the position.
<b>Cost Per EMP</b>	The average total cash compensation cost of a full-time employee for the data being reported.
<b>Current Year Projection All Staff</b>	The current year projected average salary percentage increase for all staff within an organization.
<b>MAX</b>	Represents the highest value for the reported data.
<b>MAX % Payout</b>	For those organizations paying bonus or incentive pay, this field shows the maximum percentage of base salary that is offered to employees within the position.
<b>Median</b>	The exact middle point of the data. It is also referred to as the 50th percentile (the point at which 50 percent of the reported values are lower and 50 percent of the reported value reports are higher).
<b>MIN</b>	Represents the lowest value for the reported data.
<b>Prior Year All Staff</b>	The prior year average salary percentage increase for all staff within an organization.
<b>Prior Year EXEC Staff</b>	The prior year average salary percentage increase for executive level staff within an organization.
<b>Total Cash Compensation</b>	The combination of base salary and all bonuses or incentive payments made to an employee on an annual basis that would be considered W2 income to the employee.
<b>Total Cash Compensation Costs as a Percentage of the Operating Budget</b>	The percentage of an organization's operating budget that is comprised of total cash compensation expenses.

## Executive Perks Data Field Definitions

Data Field Name	Data Field Definition
# of ORGs	The total number of organizations that provided a response for the data being reported.
% of ORGs Offering	The percentage of organizations offering the benefit.
% of ORGs Utilizing	The percentage of organizations that utilize employment agreements for executive positions.
Percentage of Organizations Offering Each Executive Benefit	The percentage of organizations that offers each executive benefit.
Percentage of Organizations Utilizing Each Contract Term	The percentage of organizations that utilize each contract term in an employment agreement.
Term of Agreement (Years)	The average number of years the employment agreement covers.

## Navigating the Report Using Bookmarks

This report utilizes the Adobe bookmark process. The bookmark hierarchy displayed in the navigation pane on the left-hand side of the page works like other graphical "trees." If there are bookmarks nested inside, the branch will be marked with a plus sign (+). Click on the plus sign to expand the branch and show the bookmarks at that level. If the branch is already expanded, it will be marked with a minus sign (-). Click on the minus sign to collapse the branch and hide the bookmarks from view.

When you select (click on) a specific bookmark, Adobe® Reader closes the navigation pane and automatically scrolls to that specific page within the document. You can then easily re-display the navigation pane by clicking on the "Show Navigation Pane" button in the toolbar.

SAMPLE

## Compensation Section

## Executive Job Family

### Detailed Analysis

Chief Administrative Officer; Chief Advocacy Officer; Chief Development Officer; Chief Executive Officer/President/Executive Director; Chief Financial Officer; Chief Human Resources Officer; Chief Information Officer; Chief Marketing Officer; Chief Medical Officer; Chief of Staff; Chief Operating Officer/Associate Executive Director; Chief Program Officer; Executive Vice President

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
\$0 to \$499,999	64	1	7.6	\$62,430	27.80%	8.22%	17.11%	23.33%	37.29%	100.00%	0.95%	32.81%	47.62%
\$500,000 to \$999,999	54	1	10.6	\$84,715	14.38%	6.24%	9.90%	12.65%	17.12%	28.27%	1.47%	44.44%	70.83%
\$1,000,000 to \$2,499,999	69	2	11.6	\$98,714	12.54%	3.78%	7.58%	11.19%	16.59%	35.31%	2.14%	33.33%	79.35%
\$2,500,000 to \$4,999,999	43	2	11.9	\$117,273	7.98%	3.02%	5.09%	6.60%	9.20%	31.12%	1.10%	37.21%	75.00%
\$5,000,000 to \$9,999,999	32	4	11.4	\$131,130	6.47%	1.56%	4.44%	6.42%	8.68%	12.61%	2.63%	56.25%	76.44%
\$10,000,000 to \$24,999,999	13	5	12.2	\$144,417	4.63%	1.11%	1.83%	3.95%	5.34%	15.49%	2.28%	46.15%	75.00%
\$25,000,000 to \$49,999,999	10	5	10.8	\$193,328	2.99%	1.24%	2.43%	2.65%	3.47%	5.41%	3.18%	60.00%	100.00%
\$50,000,000 or More	5	6	12.9	\$170,647	0.69%	0.18%	0.27%	0.58%	1.08%	1.36%	2.56%	20.00%	85.71%
All Organizations	290	2	10.6	\$100,980	14.02%	0.18%	6.21%	10.43%	17.64%	100.00%	1.70%	39.66%	71.62%

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
Arts, Culture, and Humanities	32	1	7.4	\$84,956	19.72%	5.29%	8.64%	16.35%	24.25%	100.00%	0.93%	25.00%	81.25%
Education	12	1	13.3	\$85,802	17.37%	5.79%	7.73%	14.62%	21.09%	55.00%	1.67%	41.67%	80.00%
Environment and Animals	26	2	8.9	\$98,647	14.47%	1.24%	9.78%	11.01%	17.64%	40.38%	1.26%	30.77%	87.50%
Health	25	3	13.2	\$113,171	11.63%	0.58%	5.34%	9.92%	14.45%	37.66%	1.48%	44.00%	66.88%
Human Services	130	2	10.8	\$99,760	11.11%	0.18%	4.93%	8.70%	14.55%	53.33%	2.01%	40.00%	75.74%
International, Foreign Affairs	2	4	11.8	\$92,900	19.27%	-	-	-	-	-	0.00%	50.00%	0.00%
Public, Societal Benefit	46	2	9.6	\$113,654	17.62%	1.83%	8.25%	14.31%	25.35%	50.00%	1.33%	43.48%	61.25%
Religion Related	5	3	19.3	\$102,138	12.06%	0.27%	3.58%	4.31%	9.30%	42.86%	2.77%	60.00%	62.50%
Mutual, Membership Benefit	9	1	10.1	\$107,692	18.90%	8.09%	15.14%	19.91%	21.98%	36.54%	3.84%	55.56%	60.00%
Unknown, Unclassified	3	2	17.8	\$93,120	11.42%	-	-	-	-	-	0.97%	66.67%	50.00%
All Organizations	290	2	10.6	\$100,980	14.02%	0.18%	6.21%	10.43%	17.64%	100.00%	1.70%	39.66%	71.62%

## Executive Job Family

### Detailed Analysis

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
Northeast U.S.	148	2	10.6	\$97,605	14.21%	0.18%	6.42%	10.43%	18.37%	100.00%	1.52%	34.46%	72.11%
Southeast U.S.	42	2	10.4	\$101,552	15.18%	0.27%	5.35%	9.48%	24.43%	42.86%	1.81%	54.76%	61.96%
North Central U.S.	26	2	9.7	\$111,403	10.53%	1.24%	5.19%	6.89%	14.73%	27.21%	2.51%	42.31%	89.09%
South Central U.S.	23	2	9.6	\$87,139	11.22%	2.65%	8.13%	11.19%	14.54%	23.05%	2.78%	43.48%	65.00%
Northwest U.S.	33	2	10.5	\$117,557	16.29%	5.01%	6.90%	12.95%	18.03%	53.33%	0.77%	33.33%	65.15%
Southwest U.S.	18	3	13.8	\$99,633	14.22%	5.28%	8.96%	14.26%	17.62%	29.27%	2.11%	50.00%	87.50%
All Organizations	290	2	10.6	\$100,980	14.02%	0.18%	6.21%	10.43%	17.64%	100.00%	1.70%	39.66%	71.62%

### Changes in Data from 2017 to 2018

The report below shows how the data has changed in each field from 2017 to 2018. A positive percentage represents a number that has increased in value from 2017 to 2018, and a percentage with a negative sign represents a number that has decreased in value from 2017 to 2018. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
All Organizations	-2.40%	-3.02%	5.06%	-9.11%	> 100%	21.56%	12.67%	15.58%	-90.00%	38.52%	16.04%	6.89%

## Chief Administrative Officer -- Position Code: 10002

### Detailed Analysis

Senior most position responsible for administrative functions. Directs and coordinates a broad range of staff and service functions that provide support, service and assistance to the organization. Develops, implements and monitors related goals, policies, programs and practices. Typically reports to the CEO/President/Executive Director or Chief Operating Officer.

Scope				Base Salary						Bonus				Total Cash Compensation					
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
\$0 to \$499,999	1	1	30.0	\$34,000	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$34,000	-	-	-	-	-
\$500,000 to \$999,999	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
\$1,000,000 to \$2,499,999	7	1	12.1	\$60,049	\$36,000	\$48,150	\$56,000	\$71,770	\$88,500	0.00%	0.00%	0.00%	0.00%	\$60,049	\$36,000	\$48,150	\$56,000	\$71,770	\$88,500
\$2,500,000 to \$4,999,999	3	1	6.7	\$93,664	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$93,664	-	-	-	-	-
\$5,000,000 to \$9,999,999	4	1	16.8	\$101,500	\$61,000	\$82,750	\$95,000	\$113,750	\$155,000	50.00%	50.00%	2.00%	1.56%	\$101,975	\$62,900	\$83,225	\$95,000	\$113,750	\$155,000
\$10,000,000 to \$24,999,999	2	2	11.8	\$65,000	-	-	-	-	-	50.00%	100.00%	12.00%	2.36%	\$65,650	-	-	-	-	-
\$25,000,000 to \$49,999,999	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
\$50,000,000 or More	1	1	11.5	\$201,571	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$201,571	-	-	-	-	-
All Organizations	18	1	13.2	\$81,828	\$34,000	\$51,250	\$70,000	\$91,494	\$201,571	16.67%	66.67%	12.00%	1.83%	\$82,006	\$34,000	\$51,500	\$70,000	\$91,494	\$201,571

Scope				Base Salary						Bonus				Total Cash Compensation					
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Arts, Culture, and Humanities	2	1	4.5	\$54,900	-	-	-	-	-	50.00%	100.00%	3.11%	3.11%	\$55,850	-	-	-	-	-
Education	1	1	6.0	\$56,000	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$56,000	-	-	-	-	-
Environment and Animals	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	3	1	13.0	\$78,667	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$78,667	-	-	-	-	-
Human Services	12	1	15.3	\$89,259	\$34,000	\$53,750	\$76,770	\$103,744	\$201,571	16.67%	50.00%	12.00%	1.18%	\$89,367	\$34,000	\$54,725	\$76,770	\$103,744	\$201,571
International, Foreign Affairs	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public, Societal Benefit	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Religion Related	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mutual, Membership Benefit	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unknown, Unclassified	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Organizations	18	1	13.2	\$81,828	\$34,000	\$51,250	\$70,000	\$91,494	\$201,571	16.67%	66.67%	12.00%	1.83%	\$82,006	\$34,000	\$51,500	\$70,000	\$91,494	\$201,571

## Chief Administrative Officer -- Position Code: 10002

### Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	10	1	13.3	\$99,106	\$34,000	\$60,750	\$90,246	\$129,250	\$201,571	10.00%	0.00%	0.00%	0.00%	\$99,106	\$34,000	\$60,750	\$90,246	\$129,250	\$201,571
Southeast U.S.	2	1	9.0	\$58,000	-	-	-	-	-	100.00%	100.00%	12.00%	2.74%	\$59,600	-	-	-	-	-
North Central U.S.	1	1	3.0	\$78,540	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$78,540	-	-	-	-	-
South Central U.S.	2	1	20.0	\$77,500	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$77,500	-	-	-	-	-
Northwest U.S.	3	1	14.3	\$44,100	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$44,100	-	-	-	-	-
Southwest U.S.	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Organizations	18	1	13.2	\$81,828	\$34,000	\$51,250	\$70,000	\$91,494	\$201,571	16.67%	66.67%	12.00%	1.83%	\$82,006	\$34,000	\$51,500	\$70,000	\$91,494	\$201,571

### Changes in Data from 2017 to 2018

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Scope			Base Salary						Bonus				Total Cash Compensation					
	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
All Organizations	7.74%	-4.97%	-13.46%	36.00%	-8.07%	-4.12%	-5.68%	-51.43%	-11.11%	-20.00%	-70.00%	-81.23%	-17.56%	36.00%	-7.62%	-12.23%	-6.76%	-63.59%



## Executive Perks Section

## Executive Benefit Offerings - Chief Program Officer

### Detailed Analysis

Scope			Percentage of Organizations Offering Each Executive Benefit										
Operating Budget	# of ORGs	% ORGs Offering	Car or Car Allowance	Private Club Membership	Excess Life Insurance	Supplemental Disability Insurance	Executive Physical	Financial or Legal Counseling	Reserved Parking	First-Class Air Travel	Travel Expenses for Spouse	Additional Vacation Days	Supplemental Executive Retirement Plan
\$0 to \$499,999	1	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$500,000 to \$999,999	2	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$1,000,000 to \$2,499,999	11	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$2,500,000 to \$4,999,999	13	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$5,000,000 to \$9,999,999	17	11.76%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%
\$10,000,000 to \$24,999,999	9	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$25,000,000 to \$49,999,999	5	0.00%	-	-	-	-	-	-	-	-	-	-	-
\$50,000,000 or More	3	33.33%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
All Organizations	61	4.92%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%

Scope			Percentage of Organizations Offering Each Executive Benefit										
Field of Work	# of ORGs	% ORGs Offering	Car or Car Allowance	Private Club Membership	Excess Life Insurance	Supplemental Disability Insurance	Executive Physical	Financial or Legal Counseling	Reserved Parking	First-Class Air Travel	Travel Expenses for Spouse	Additional Vacation Days	Supplemental Executive Retirement Plan
Arts, Culture, and Humanities	5	0.00%	-	-	-	-	-	-	-	-	-	-	-
Education	0	-	-	-	-	-	-	-	-	-	-	-	-
Environment and Animals	2	0.00%	-	-	-	-	-	-	-	-	-	-	-
Health	7	0.00%	-	-	-	-	-	-	-	-	-	-	-
Human Services	35	8.57%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%
International, Foreign Affairs	1	0.00%	-	-	-	-	-	-	-	-	-	-	-
Public, Societal Benefit	8	0.00%	-	-	-	-	-	-	-	-	-	-	-
Religion Related	2	0.00%	-	-	-	-	-	-	-	-	-	-	-
Mutual, Membership Benefit	1	0.00%	-	-	-	-	-	-	-	-	-	-	-
Unknown, Unclassified	0	-	-	-	-	-	-	-	-	-	-	-	-
All Organizations	61	4.92%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%

## Executive Benefit Offerings - Chief Program Officer

### Detailed Analysis

Scope			Percentage of Organizations Offering Each Executive Benefit										
Geographic Region	# of ORGs	% ORGs Offering	Car or Car Allowance	Private Club Membership	Excess Life Insurance	Supplemental Disability Insurance	Executive Physical	Financial or Legal Counseling	Reserved Parking	First-Class Air Travel	Travel Expenses for Spouse	Additional Vacation Days	Supplemental Executive Retirement Plan
Northeast U.S.	32	6.25%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%
Southeast U.S.	9	11.11%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
North Central U.S.	4	0.00%	-	-	-	-	-	-	-	-	-	-	-
South Central U.S.	5	0.00%	-	-	-	-	-	-	-	-	-	-	-
Northwest U.S.	6	0.00%	-	-	-	-	-	-	-	-	-	-	-
Southwest U.S.	5	0.00%	-	-	-	-	-	-	-	-	-	-	-
All Organizations	61	4.92%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%

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Scope		Percentage of Organizations Offering Each Executive Benefit										
	% ORGs Offering	Car or Car Allowance	Private Club Membership	Excess Life Insurance	Supplemental Disability Insurance	Executive Physical	Financial or Legal Counseling	Reserved Parking	First-Class Air Travel	Travel Expenses for Spouse	Additional Vacation Days	Supplemental Executive Retirement Plan
All Organizations	-5.33%	33.33%	0.00%	0.00%	-	0.00%	0.00%	33.33%	0.00%	0.00%	-55.56%	0.00%