



**LEGAL AID
SOCIETY**
OF PALM BEACH COUNTY

Nonprofit Legal Assistance Project (NLAP)

2021 Salary Survey

To Our Nonprofit Partners,

The Nonprofit Legal Assistance Project is thrilled to release our very first Nonprofit Compensation Report!

As nonprofit leaders and managers, we are often concerned about our salary levels. Compensating our employees, the people who work so hard to make our communities better places to live, is a key duty of nonprofits. We are also responsible for demonstrating sound management practices for grant makers, individual donors and community stakeholders.

This Compensation Report serves to help create benchmarks for a variety of positions in nonprofits of varying sizes in South Florida. The information in this report can be useful in hiring and retention of staff, leverage with funders for key program positions and with board of directors during budgeting periods. It helps ensure your organization offers salaries that are comparable, and most importantly, competitive.

I hope you find this resource useful and informative. Thank you for the vitally important work you do for Florida's communities.

Sincerely,

Vanessa Coe
NLAP Supervising Attorney

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Overview of the Compensation Report

The NLAP 2021 Compensation Report includes information on 76 specific job titles that are found in a variety of nonprofit organizations located generally throughout South Florida. Positions range from administrative support to senior executives.

The salary information in this report is comprised of responses to a survey conducted during October 2021 seeking to measure the compensation levels for various positions in nonprofit organizations. Therefore, all amounts included in this report are self-reported.

The Compensation Report seeks to serve as a representative sample of the large nonprofit community in South Florida. This information can help nonprofit organizations in calculating raises and finding market value for specific positions in order to retain or recruit employees.

Survey participants were able to match up the job titles within their organizations to tailored job descriptions provided to them.

This report includes graphs depicting the demographic makeup of the participants in areas such as budget size.

The report also includes an enhanced benefits section, which details survey participants' behavior with regard to offering employee benefits, including health care, paid leave, retirement plans, incentive plans, among others. Some data in this section is cross tabulated by budget size, as this is the metric that correlates most strongly with employee benefit fidelity.

Weighted average salaries for each job title are provided, cross-tabulated by budget size, staff size and organization category. For weighted average salary tabulation, positions not reaching a statistically significant threshold have been suppressed.

Detailed salary data for each job title is summarized in this report, with job titles conveniently grouped by job function. The Table of Contents can be used to locate and jump to specific summaries by job title.

The survey methodology and a glossary of terms are on the following pages.

Methodology for the Compensation Report Survey Instrument

The survey instrument queried participating organizations on their classification by budget size. This enabled cross-tabulation of data based on such criteria.

Data Collection

Survey participants were solicited in two ways:

1. In October 2021, a personalized email was sent to one "key contact" in each of the nonprofits generally located throughout Palm Beach County within the NLAP mailing list. In the subsequent weeks, email reminders were sent out to organizations that had started but not completed the survey.
2. Organizations were incentivized to participate in the survey because they would receive a free copy of the final Compensation Report.

Survey respondents utilized an online interface with a unique login and password that allowed them to save progress and return later. The survey was officially closed on September 21, 2021.

Sample Size, Response Rate, and Confidence Interval

Of the 60+ invitations to participate sent out, 19 were completed for an overall completion rate of 30.5%. This is consistent with a margin of error of 19%, with a confidence interval of 95%, assuming a normal distribution within the sample of respondents.

This margin of error and confidence level indicates that for all analyses for data from the 19 survey respondents, we can be 95% confident that figures are within $\pm 19\%$ percentage points of the actual figures from the whole population of organizations invited to participate in this study.

It should be noted that any survey contains unknown levels of error from a number of sources, including the question wording, question order, respondent misunderstandings, nonresponse rates, and other difficulties related to conducting survey research.

All data reported in The Compensation Report

An Analysis of NLAP Compensation Report was self-reported by survey participants. When the accuracy of data appeared to be contradictory or unlikely, it was verified, when possible, for clarification by contacting the reporting organizations. When this was not possible, suspect data was removed.

Glossary of Terms

MIN

Indicates the absolute minimum salary reported across all respondents for a given position.

Median

The salary figure occupying the middle position when all reported salary figures paid within participant employees belonging to a specific job title are arranged in ascending order.

MAX

Indicates the absolute maximum salary reported across all respondents for a given position.

Weighted Average

The average salary paid to participant employees belonging to a specific job title, taking into account the number of employees earning each unique salary; calculated by multiplying each unique salary paid within a specific job title by the number of employees earning that unique salary, then totaling the results and dividing the total by the number of all employees within that job title group.

Average by Budget Size

The average salary among all participants within a specific budget size.

Salary Data

Summary

Position	Incumbents	Salary (Weighted Average)
Accounting/Finance		
Accounting Assistant	12	\$44,609.78
Director, Finance	3	\$81,349.33
Manager, Accounting	7	\$65,743.25
Payroll Assistant	4	\$45,452.75
Staff Accountant	7	\$54,620.00
Supervisor, Accounting	1	\$92,700.00
Vice President, Finance	2	\$112,400.00
Administrative		
Administrative Assistant	32	\$39,787.33
Building Maintenance/Janitor	11	\$35,895.00
Director, Administration	6	\$63,210.33
Driver	7	\$36,875.00
Executive Secretary	6	\$54,536.00
Manager, Building	5	\$50,215.60
Member Services Representative	2	\$41,349.00
Office Assistant	3	\$34,100.00
Office Manager	9	\$46,432.39
Receptionist	6	\$34,832.80
Communications/Marketing/Creative		
Director, Communications	3	\$59,026.67
Director, Marketing	2	\$86,763.50
Manager, Marketing	2	\$55,999.00
Staff Artist	3	\$54,531.25
Vice President, Communications	1	\$100,000.00

Web & Social Media Director	4	\$46,074.00
Executive Management		
Chief Executive Officer	19	\$147,337.84
Chief Administrative Officer	4	\$73,600.00
Chief Financial Officer	12	\$112,469.64
Chief Operations Officer/ Director/VP	10	\$107,655.50
Government Relations/Legal/Policy		
Manager, Standards	4	\$65,272.00
Vice President, Government Relations	1	\$115,360.00
Human Resources/Benefits		
Benefits Specialist	2	\$50,557.00
Director, Human Resources	4	\$86,651.33
Employment Specialist	1	\$48,500.00
Human Resources Assistant	2	\$57,368.00
Manager, Human Resources	3	\$64,312.67
Vice President, Human Resources	1	\$75,000.00
Human Services		
Case Manager (nonsupervisory)	110	\$39,984.93
Child Day Care Assistant	25	\$28,000.00
Child Day Care Worker	25	\$33,000.00
Cook	8	\$33,000.00
Counselor	7	\$60,416.67
Direct Care Worker	81	\$34,062.33
Social Worker – Bachelor's Level	32	\$41,035.80
Social Worker – Master's Level	6	\$44,556.25
Teacher (K12)	5	\$27,583.55
Trainer (Adult Education)	11	\$57,634.00

Trainer Assistant (Adult Education)	1	\$53,000.00
Information Technology		
Director, Information Technology	3	\$97,169.00
Help Desk Specialist	4	\$71,000.00
Manager, Database Administration	2	\$65,443.00
Supervisor, Database Administration	1	\$50,000.00
Web Developer/Network Specialist	1	\$52,020.00
Medical		
Nurse (licensed practitioner)	1	\$70,000.00
Nurse (registered)	1	\$67,234.00
Nursing Assistant	2	\$31,500.00
Programs/Development		
Development Associate	5	\$32,833.33
Director, Membership	2	\$49,500.00
Grant Writer	9	\$61,750.78
Manager, Development/ Fundraising	13	\$59,546.55
Program Assistant	5	\$36,525.33
Program Coordinator	18	\$44,526.39
Program Director	49	\$68,240.76
Program Manager	22	\$53,820.48
Vice President, Development/ Fundraising	3	\$182,200.00
Vice President, Membership	2	\$82,759.00
Volunteer Coordinator	7	\$44,636.00
Director, Development/ Fundraising	15	\$84,905.79
Research/Education		
Director, Education	4	\$68,333.33

Manager, Education.	6	\$50,500.00
Social Services		
Clinical Supervisor (non-licensed)	6	\$52,480.00
Clinical Supervisor (licensed)	8	\$69,259.33
Counselor (licensed)	27	\$52,580.50
Counselor (non-licensed)	41	\$44,796.25
Residential Supervisor	4	\$55,250.00
Intake Specialist	7	\$38,506.00
Volunteer Coordinator	2	\$46,500.00
Family Advocate	14	\$36,172.50

Accounting/Finance

Accounting Assistant

Under supervision, reconciles bank accounts, posts and balances general ledgers, and enters data to update accounting records. May function within any area of accounting. Typically operates a PC in addition to other types of office equipment.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
12	\$32,500.00	\$42,500	\$60,000.00	\$44,609.78

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$44,362.50	\$42,459.50	\$54,200.00

Director, Finance

Manages the financial for the business. Responsible for budget preparation. Requires Bachelor's Degree and 8-10 years of related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$70,000.00	\$84,048.00	\$90,000.00	\$81,349.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$80,000.00	\$84,048.00	Ø

Manager, Accounting

Supervises the maintenance of the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and developing, adapting, or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position, and overall financial condition. Supervises the preparation of periodic tax returns and ensures compliance with governmental tax regulations.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
7	\$55,000.00	\$67,111.50	\$70,000.00	\$65,743.25

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$64,403.00	\$66,190.00

Payroll Assistant

Processes checks, timesheets, and payroll data to ensure correct payment of employees. Distributes paychecks and makes adjustments as employee status changes. Reviews and mails termination checks. Typically operates a PC.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$37,500.00	\$42,221.50	\$59,089.00	\$45,452.75

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$45,452.75	ø

Staff Accountant

Responsible for implementing accepted accounting principles and procedures in performing or reviewing the accounting transactions of others.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
7	\$38,000.00	\$55,000.00	\$71,814.00	\$54,620.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$57,500.00	\$52,700.00

Supervisor, Accounting

Supervises non-exempt employees who participate in the maintenance of general accounting systems to provide records of assets, liabilities, and financial transactions. May oversee the maintenance of accounts and records in such areas as disbursements, expenses, or taxes and preparation of income and balance sheets or other consolidated statements.

Incumbents	Salary
	Average
1	\$92,700.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$92,700.00

Vice President, Finance

Second to the Chief Financial Officer (CFO), this is the highest finance position at the organization. Typical responsibilities include determining policy on all accounting/auditing, financial and budgeting activities, and may participate in the investment policies of the organization.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$80,000.00	\$112,400.00	\$124,800.00	\$112,400.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$100,000.00	ø	\$124,800.00

Administrative

Administrative Assistant

Reports to a senior level manager and has access to confidential information. Use and knowledge of word processing software and spreadsheet application.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
32	\$26,797.00	\$37,348.00	\$60,000.00	\$39,787.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$38,050.00	\$40,724.42	\$42,051.18

Building Maintenance/Janitor

Performs cleaning, scrubbing, floor polishing duties and other related work in keeping company stores, offices, and buildings clean, using standard cleaning equipment, aids, and preparations.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
11	\$29,000.00	\$35,349.00	\$50,000.00	\$35,895.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$31,034.00	\$34,174.50	\$40,046.00

Director, Administration

Similar to the Chief Administrative Officer and Chief Operations Officer, but having less responsibility. Responsibilities are related to management of the organization's internal management functions and operations including, but not limited to: office services, printing, library, data processing, member and subscriber records, personnel, purchasing and accounting.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$40,000.00	\$65,500.00	\$90,000.00	\$63,210.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$54,416.67	\$72,004.00	ø

Driver

Performs work in the operation of a vehicle to assure safe transportation of clients or goods to and from various destinations.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
7	\$33,000.00	\$36,875.00	\$40,000.00	\$36,875.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$35,000.00	\$38,750.00

Executive Secretary

Performs highly diverse secretarial and administrative tasks requiring significant amount of judgement and knowledge of company procedures. Reports to a top officer in the company and receives exposure to highly confidential information. Use and knowledge of word processing software and spreadsheet application.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$39,658.00	\$52,191.00	\$66,300.00	\$54,536.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$47,095.50	\$59,496.33

Manager, Building Services

Responsible for maintaining the physical appearance of the organization's building, offices and grounds; and for providing a comfortable physical working environment for the staff. Some individuals occupying this position may be required to be licensed operating engineers.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
5	\$36,000.00	\$45,000.00	\$65,000.00	\$50,215.60

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$45,000.00	\$42,263.00	\$60,776.00

Member Services Representative

Responsible for providing prompt and accurate responses and information to all callers, concerning the organization's full range of products and services; and for generating the appropriate followup activity and fulfillment information to complete transactions.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$32,156.00	\$41,349.00	\$49,305.00	\$41,349.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$41,349.00	ø

Office Assistant

Performs clerical work of routine, but varied nature including proficient typing of reports, forms, memos, letters, and other office materials.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$31,200.00	\$34,100.00	\$37,000.00	\$34,100.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$37,000.00	\$31,200.00

Office Manager

Coordinates the administrative activities of an office. Supervises or directs the work of office support personnel. Ensures operating efficiency through the effective utilization of assigned resources. Evaluates office production, revises procedures and devises alternative methods to improve work flow.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
9	\$35,000.00	\$45,700.00	\$65,000.00	\$46,432.39

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$40,081.36	\$48,225.04	\$53,705.33

Receptionist

Greets and provides information services to visitors. Operates manual, automatic, or computerized telephone switchboard, PA system, and related communications throughout facility.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$29,120.00	\$34,916.00	\$43,000.00	\$34,832.80

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$31,200.00	\$37,490.00	\$33,992.00

Communications/Marketing/Creative

Director, Communications

If applicable, this position reports to the Vice President of Communications. Persons in this position may be given ownership of certain program areas. Generally, this position is responsible for articulating the organization's positions on issues and programs to the membership and various audiences. Activities normally included under this function are: public relations, media relations, advertising, informational newsletters and similar publications, speech writing and community affairs.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$45,000.00	\$55,080.00	\$71,814.00	\$59,026.67

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$52,000.00	\$55,080.00	\$70,000.00

Director, Marketing

This is the principal or chief marketing position within the organization. Incorporates the promotion of members publications, books, meetings, educational materials, and various other products and services. Because membership promotion and retention are generally related to journal circulation, this individual usually integrates publications marketing and membership promotion into an overall strategy to enhance both activities.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$83,027.00	\$86,763.50	\$90,500.00	\$86,763.50

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$86,763.50

Manager, Marketing

Analyzes market potential and plans overall direction and methods for marketing company products. Designs marketing tools. Handles media contracts and coordinates all communications and marketing for company.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$45,000.00	\$55,999.00	\$59,498.00	\$55,999.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$52,500.00	ø	\$59,498.00

Staff Artist

Provides artistic and graphic services to the organization's publications program. On occasion artwork may be provided to assist other units in completing printing projects.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$39,658.00	\$54,531.25	\$72,100.00	\$54,531.25

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$40,500.00	\$68,562.50

Vice President, Communications

Chief functional officer responsible for articulating the organization's positions on issues and programs to the membership and various audiences. Activities normally included under this function are: public relations, media relations, advertising, informational newsletters and similar publications, speech writing and community affairs.

Incumbents	Salary
	Average
1	\$100,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$100,000.00

Web & Social Media Director

Manages the functionality and content of the website and social media sites to engage, build and improve relationships with internal and external stakeholders. Writes or creates content. Produces and aligns website management strategies and social media strategies with broader marketing and communications strategies. Manages all internal and external updates and requests for the website and social media sites.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$36,000.00	\$48,345.00	\$58,952.00	\$46,074.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$36,000.00	\$49,148.00	\$50,000.00

Executive Management

Chief Executive Officer

Provides leadership to organization through formulation of strategic plan, organizing the development and allocation of resources and marketing services of the organization. Accountable for programmatic and fiscal integrity of organization.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
19	\$75,000.00	\$136,900.00	\$400,000.00	\$147,337.84

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$108,588.89	\$146,520.18	\$265,220.00

Chief Administrative Officer

This is a single incumbent position that will report to the Chief Executive Officer and will be accountable for the performance of at least two or more critical business administration functions and typically at least three or more (e.g., human resources, real estate, IT, risk management, etc.).

Incumbents	Salary			
	Minimum	Median	Maximum	Average
5	\$50,000.00	\$78,700.00	\$100,000.00	\$73,600.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$75,000.00	\$73,133.33	ø

Chief Financial Officer

This is the principal or chief financial position. It normally incorporates determining policy on all accounting/auditing, financial and budgeting activities; and may participate in the investment policies of the organization.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
12	\$75,000.00	\$100,000.00	\$200,000.00	\$112,469.64

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$93,000.00	\$98,357.00	\$155,460.33

Chief Operations Officer/Director/VP

Plans, directs and manages a significant program or function within the organization. Accountable for full operational, functional and financial aspects of program or function. Manages support staff and mid-level managers/professionals. Requires significant interaction with community and professional leaders. Requires a BA degree and a minimum of six years of experience in area of expertise.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
10	\$40,000.00	\$101,712.00	\$200,000.00	\$107,655.50

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$68,625.00	\$95,141.33	\$146,190.00

Government Relations/Legal/Policy

Manager, Standards

Responsible for addressing and monitoring issues, regulations and developments that impact on members in the areas of national and/or international standards within the industry/profession. Formulates positions to be presented to members, federal agencies and to appropriate U.S. and international standards organizations. Interfaces with various standards agencies and organizations, exchanges information, and acts as spokesperson for the organization's viewpoint and recommendations.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$55,000.00	\$62,000.00	\$90,000.00	\$65,272.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$71,977.50	\$51,861.00

Vice President, Government Relations

This is the principal or chief government relations position at the organization. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Incumbents	Salary
	Average
1	\$115,360.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$115,360.00

Human Resources/Benefits

Benefits Specialist

Manages company benefit programs. Develops and implements new benefit programs and communicates program changes to employees. Consults and advises employees on insurance eligibility, hospitalization, and other benefits. Maintains benefit records and generates reports as needed.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$46,114.00	\$50,557.00	\$55,000.00	\$50,557.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$50,557.00

Director, Human Resources

Develops and administers policies and programs covering all functional areas, including: employment, wage and salary administration, personnel administration (records and reports), training, safety, benefits, labor relations, and personnel research.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$50,000.00	\$76,000.00	\$107,954.00	\$82,488.50

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$70,000.00	\$94,977.00

Employment Specialist

Responsible for recruiting, procurement, interviewing, and screening applicants, referring qualified candidates for management review. Maintains job posting and temporary employment programs. Completes background check on applicants under consideration including references and verifying qualifications.

Incumbents	Salary
	Average
1	\$48,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$48,500.00	ø	ø

Human Resources Assistant

The HR Assistant performs various administrative support duties such as screening applicants, conducting reference checks, answering the phones for the HR Department, maintaining the employee personnel and applicant files, and preparing a variety of reports under the direction of a more senior HR professional.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$35,360.00	\$57,368.00	\$59,089.00	\$57,368.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$57,368.00	ø

Manager, Human Resources

Plans, develops, and analyzes policies and programs covering several, or highly specialized in one, of the following: recruitment, wage and salary administration, training, safety, benefits administration, labor relations, and personnel research. Normally 6+ years prior HR experience required. May supervise activities of entry-level professional or clerk(s).

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$60,000.00	\$61,734.00	\$100,000.00	\$64,312.67

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$70,004.00	\$61,467.00

Vice President, Human Resources

This is the principal or chief human resources position in the organization, except to the extent that such duties are managed by the COO or CAO. This position generally only exists at organizations having a large staff. Manages the employment process which entails the recruitment, selection and placement of all support and some professional employees. Activities include placing advertisements in newspapers; dealing with employment agencies; skills testing of applicants; interviewing; salary negotiations; reference checking; and orientation of new employees. May recruit for midlevel professionals and managers working closely with department heads to make effective selections and placements.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$57,879.00	\$75,000.00	\$87,893.00	\$75,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$75,000.00	0

Human Services

Case Manager (nonsupervisory)

Responsible for coordination of care for individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. May counsel clients individually or in a family or group setting. Refers clients to appropriate community resources. Manages client support but does not supervise other workers. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
110	\$19,000.00	\$40,000.00	\$57,248.00	\$39,984.93

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$36,716.71	\$41,869.37	\$48,597.00

Child Day Care Assistant

Under supervision of a teacher, helps implement learning activities and programs. Provides nurture, care, and guidance to children, assists those with special needs and supervises play areas.

Incumbents	Salary		
	Minimum	Maximum	Average
25	\$25,000.00	\$28,000.00	\$28,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$28,000.00	0

Child Day Care Worker

Plans and engages children in activities in a preschool, day care center, or other child development facility appropriate to promote social, physical, and intellectual growth including language, social, and motor skills. Typical Requirements: Bachelor's degree in early childhood education or related experience other than in preschool or child care setting.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
25	\$30,000.00	\$33,000.00	\$35,000.00	\$33,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$33,000.00	ø

Cook

Reviews menus and work orders to determine type and quantities of food to prepare. Prepares, seasons, and cooks food. Carves portions of meat, fish, or fowl for individual servings. Inspects food storage and directs sanitary maintenance of kitchen and storage facilities.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
8	\$30,000.00	\$33,000.00	\$45,000.00	\$33,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$33,000.00	ø

Counselor

Assists clients individually or in a group setting with personal, educational, or vocational development. Identifies and helps clients address personal and/or emotional challenges such as substance abuse, family issues, and educational and/or career problems. Typical Requirements: Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
7	\$33,000.00	\$51,250.00	\$95,000.00	\$60,416.67

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$35,000.00	\$73,125.00

Direct Care Worker

Provides personalized care and companionship for consumers in a variety of settings, including community homes, family homes, and generic community settings, with focus on instruction, guidance, and mentoring to promote the health, safety and contentment of the individuals served. Note: this position is supervised by a manager. Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
81	\$30,000.00	\$31,928.00	\$55,000.00	\$34,062.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$31,200.00	\$39,059.00	\$31,928.00

Social Worker – Bachelor's Level

Helps counsel and provide resources to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and identify courses of action for the client to pursue. Refers clients to other community resources when needed. Typical Requirements: Bachelor's degree in social work and license plus one to three years of related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
32	\$35,000.00	\$40,000.00	\$55,000.00	\$41,035.80

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$39,250.00	\$41,834.50	\$43,010.00

Social Worker – Master's Level

Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to identify causes and possible solutions, and helps them pursue the best course of action. Conducts assessments, maintain case notes, and refers clients to other community resources when needed. Typical Requirements: Master's degree in social work and license plus three to five years of related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$35,000.00	\$45,690.00	\$60,000.00	\$44,556.25

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$45,690.00	\$43,422.50	ø

Teacher (K12)

Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEPs for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). Typical Requirements: Bachelor's degree and State Teaching Certificate for assigned grade level.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
5	\$32,028.00	\$35,667.1	\$40,000	\$35,667.1

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$40,000	\$31,334.2

Trainer (Adult Education)

Determines the needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
11	\$37,600.00	\$57,634.00	\$95,591.00	\$57,634.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$57,634.00	ø	ø

Trainer Assistant (Adult Education)

Assists trainer in conducting educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Incumbents	Salary
	Average
1	\$53,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$53,000.00

Information Technology

Director, Information Technology

Plans, designs, develops, and manages an information systems center. Areas of responsibility include Computer Operations and Systems Programming. Usually requires BS degree with ten years' relevant experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$56,000.00	\$97,169.00	\$130,688.00	\$97,169.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$63,650.00	ø	\$130,688.00

Help Desk Specialist

Provides help desk support to the organization's internal clients in PC hardware and software. Requires knowledge of operating systems, operating environments and memory management, as well as basic features of major software applications. Possesses excellent oral and written communication and problem solving skills. Typically requires 1-3 years experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$31,000.00	\$43,500.00	\$60,000.00	\$43,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$32,000.00	\$55,000.00

Manager, Database Administration

Coordinates physical changes to computer databases; and codes, tests, and implements physical database, applying knowledge of database management system. Designs logical and physical databases or reviews description of changes to database design to understand how changes to be made affect physical database (how data is stored in terms of physical characteristics, such as location, amount of space and access method).

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$39,658.00	\$65,443.00	\$88,046.00	\$65,443.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$42,840.00	\$88,046.00

Supervisor, Database Administration

Supervises work flow of data entry process(es) for an organization. Trains data entry operators as necessary to the operations of the administrative support systems and in the organization's content management system(s). May participate in selecting operators for the various units. Participates with user departments in defining and developing special requirements, projects and specifications for efficient processing of information. Reviews data entry activity for accuracy, researches and reenters corrected information or advises appropriate department personnel of corrective action to be taken. Ensures timely correction of errors, correct use of data transactions, codes, and completion of tasks.

Incumbents	Salary
	Average
1	\$50,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$50,000.00	ø	ø

Web Developer/Network Specialist

Plans, develops, tests, maintains, and documents programs controlling the content and appearance of web sites.

—or—

Assists in testing and analysis of all elements of the network facilities (including power, communications equipment, software, lines, modems, and terminals). Advises and arranges corrective action plans. Maintains documentation operations, monitors data communications network, tracks on-line transaction volume, and assists on service calls.

Incumbents	Salary		
	Minimum	Median	Maximum
1	\$48,234.00	\$52,020.00	\$71,814.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$52,020.00	ø

Medical

Nurse (licensed practitioner)

Performs sub-professional nursing work in care and treatment of patients. Takes temperatures, pulse, and respiration, assists professionals, and administers prescribed medications. Must possess a state license as an LPN.

Incumbents	Salary	
	Minimum	Maximum
1	\$70,000.00	\$90,000.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$70,000.00	ø	ø

Nurse (registered)

Performs professional nursing work in the care and treatment of physically or mentally ill patients in a medical or mental hospital. Must possess a state license as a RN.

Incumbents	Salary
	Average
1	\$67,234.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	ø	\$67,234.00

Nursing Assistant

Assists professional nursing personnel in providing patient care in assigned area. Must have completed a nursing course or have equivalent experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$29,000.00	\$31,500.00	\$35,000.00	\$31,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$31,500.00	Ø	Ø

Programs/Development

Development Associate

Writes proposals for general and specific program support for corporations, foundations, government agencies, and individuals. Proposals can range from several pages requesting general support to lengthy documents that describe in detail the scope of the work to be performed and the organizations ability to carry out the project. Takes the lead in putting project/subject content in a format compatible with that of intended funders. Where necessary, researches the subject area and develops a project design. May work closely with other staff to accomplish final presentation. Prepares periodic reports for funders outlining the progress made.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
5	\$20,000.00	\$36,500.00	\$40,000.00	\$32,833.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$32,833.33	ø	ø

Director, Membership

This position is responsible for promoting the organization actively to state and local affiliates/ chapters and to potential member groups; for identifying and developing new programs/services that meet member needs; and for finding ways to improve existing programs and services.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$38,000.00	\$49,500.00	\$87,893.00	\$49,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$39,000.00	\$60,000.00	ø

Grant Writer

This position consists of outreach to existing relationships to foundations and grant-making organizations and identification and cultivation of new relationships. Specific responsibilities typically include completing grant proposals, maintaining grant database and records, filing reports and managing grant administration and logistics.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
9	\$48,234.00	\$61,385.00	\$85,000.00	\$61,750.78

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$63,333.33	\$60,961.67	\$60,957.33

Manager, Development/Fundraising

Responsible for implementing approved strategies for new business development, and existing annual campaign efforts, designed to obtain funds from individuals, foundations, corporations, and governments. Assists in creating policies and strategies for achieving required financial goals. Works with staff to identify potential donors through research, contact with existing donors, and other sources of information. Solicits current donors and prospects through presentations. This may be done in conjunction with staff and board members.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
15	\$39,658.00	\$78,636.50	\$140,000.00	\$84,905.79

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$74,100.00	\$81,192.50	\$161,214.50

Program Assistant

This is usually a composite position that encompasses certain secretarial, administrative, editorial/professional/technical functions. The position is more apt to be found in offices with a few staff members where there is a need for a generalist approach to project/program administration. Some typical functions include: Responding to inquiries dealing with substantive topics on unit programs including the composition and actual transcription of all necessary correspondence relating to such inquiries. General coordination of unit conferences and seminars. This entails arrangements with hotel personnel regarding function and sleeping rooms, menu selections and supporting services; preparation and mailing of promotional and conference materials, and registering attendees; on-site supervision and assistance; and closedown activities.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
5	\$31,200.00	\$36,547.00	\$41,829.00	\$36,525.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$31,200.00	\$36,547.00	\$41,829.00

Program Coordinator

This is the coordinator level position in the program/development department of an organization. Responsibilities typically include prospect research, database management, gift recording and processing, accounting, special events planning and oversight, and donor relations. This position may also be involved in the preparation of grant proposals and reports to grant-making institutions. May also interface with social media to advance development goals.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
18	\$28,000.00	\$45,000.00	\$80,000.00	\$44,526.39

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$44,445.00	\$39,666.67	\$51,978.75

Program Director

This position and that of Program Manager are described in contextual terms to accommodate those positions that deal specifically with programs and projects peculiar to the organization for which there are no apparent comparable jobs in other groups. Most organizations have one or more positions that fit this description. Although there may not be direct job matches with other groups, these positions have certain characteristics and functional patterns that make it possible to gather and use salary data for general reference purposes. Positions at this level usually encompass a significant program or longterm project that has importance and some visibility to the organization's constituency or satisfies a major organizational need.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
49	\$30,000.00	\$69,469.00	\$87,893.00	\$68,240.76

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$61,245.80	\$67,526.50	\$80,851.39

Program Manager

These positions may report to a Program Director, or may stand alone within the organization. The scope of the work performed is normally narrower. The individual may be involved in overseeing the operational aspects of a special program area; managing several aspects of a program area; or heading up a project of limited duration or scope. Participation in committees and the like is more restrictive, as is the role of serving as a resource person, as well as advisor and counselor in the field. The educational attainment level may be and often is the same as that for Program Director.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
22	\$39,658.00	\$55,000.00	\$65,000.00	\$53,820.48

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$52,333.33	\$43,650.00	\$58,697.78

Vice President, Development/Fundraising

This is the principal or chief development/fundraising position at the organization. Develops and directs an ongoing effort to identify and acquire additional funds for the organization on a continuing basis. Primarily committed to the solicitation of monies from governmental sources, private institutions and individuals in support of selective programs and projects that the organization is advocating, or sponsoring on a sustaining basis. This position can also include the staging of various fundraising events such as cultural and entertainment gatherings, auctions, contests and festivals.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
3	\$130,000.00	\$136,600.00	\$280,000.00	\$182,200.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	ø	\$182,200.00

Vice President, Membership

This is the principal or chief membership position in the organization. Responsible for promoting the organization actively to state and local affiliates/chapters and to potential member groups; for identifying and developing new programs/services that meet member needs; and for finding ways to improve existing programs and services.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$70,743.00	\$82,759.00	\$105,042.00	\$82,759.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$82,759.00	ø

Volunteer Coordinator

Supervisory role for volunteers at an organization. Schedules volunteers and provides direction, coordination, and consultation for all volunteer functions within the organization. Job responsibilities may include responding to inquiries about volunteer opportunities, scheduling of volunteers for organization programs, maintenance of volunteer files, and assisting the Development Department with special events.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$35,000.00	\$37,400.00	\$68,000.00	\$44,636.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$37,400.00	\$37,040.00	\$55,850.00

Director, Development/Fundraising

If applicable, persons in this position report to the Vice President of Development/Fundraising. Generally, this position is involved in the ongoing effort to identify and acquire additional funds for the organization on a continuing basis. Primarily committed to the solicitation of monies from governmental sources, private institutions and individuals in support of selective programs and projects that the organization is advocating, or sponsoring on a sustaining basis. This position can also include the staging of various fundraising events such as cultural and entertainment gatherings, auctions, contests and festivals.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
15	\$57,879.00	\$78,636.50	\$183,750.00	\$84,905.79

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$74,100.00	\$81,192.50	\$161,214.50

Research/Education

Director, Education

Responsible for designing, developing and implementing a variety of educational programs that will meet member needs for continuing education experiences, professional development and accreditation; as well as developing the curriculum content and materials for these programs.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
4	\$15,000.00	\$70,000.00	\$100,000.00	\$68,333.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$35,000.00	\$70,000.00	\$100,000.00

Manager, Education

Responsible for developing, implementing and managing educational programs and conferences to enhance the professional development of members. Assists in identifying conference and workshop faculty and speakers; and working with them to develop and reproduce course materials and format presentations. This entails seeking outside reviewers for course drafts, editing final copy, printing materials, or having them reproduced as cassettes at sound studios; slide preparation at photographic studios; and packaging and shipping materials onsite. Occasionally field tests materials with selected reviewers/audiences before full scale release is authorized. Manages the presentation of regional conferences/seminars/workshops at various sites. May personally make all meeting arrangements or work with the meetings planning unit to secure necessary facilities. This includes obtaining the appropriate property, securing sleeping and meeting rooms, meal and beverage selections, audiovisual equipment, developing publicity materials, registration procedures, onsite management and closeout activities.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$40,000.00	\$50,500.00	\$65,000.00	\$50,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$42,000.00	\$59,000.00

Social Services

Clinical Supervisor (non-licensed)

Accountable for the provision of quality services to clients through the supervision and training of counseling staff. Responsible and administrative tasks and provision of client services. Provides individual supervision to master's interns and counseling staff. Master's degree in Psychology, Counseling or Social Work, minimum three years counseling experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
6	\$48,000.00	\$52,480.00	\$89,478.00	\$52,480.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	\$52,480.00	0

Clinical Supervisor (licensed)

Accountable for the provision of quality services to clients through the supervision and training of counseling staff. Responsible and administrative tasks and provision of client services. Provides individual supervision to master's interns and counseling staff. Master's degree in Psychology, Counseling or Social Work, minimum three years counseling experience and licensure.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
8	\$50,000.00	\$71,125.00	\$89,478.00	\$69,259.33

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$65,000.00	\$64,719.00	\$78,199.50

Counselor (licensed)

Responsible for counseling individuals, families, and/or problematic youth and their families in an office-based or community-bases environment. Works to identify problems and find solutions through individual, family and group sessions. Conducts assessments and prepares treatment/service plans. Master's degree, related experience and licensure.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
27	\$45,000.00	\$52,661.00	\$65,000.00	\$52,580.50

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$55,000.00	\$50,905.50	\$53,511.00

Counselor (non-licensed)

Responsible for counseling individuals, families, and/or problematic youth and their families in an office-based or community-bases environment. Works to identify problems and find solutions through individual, family and group sessions. Conducts assessments and prepares treatment/service plans. Master's degree and related experience.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
41	\$35,000.00	\$45,223.00	\$60,000.00	\$44,796.25

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$41,250.00	\$51,239.00	\$45,446.00

Residential Supervisor

Responsible for ensuring consistency in residential program. Manages daily activities of shelter staff and program, including facility, food program administration, recruitment and training of staff/volunteers. BA degree in behavioural sciences, two year's experience and one year supervisory experience.

Incumbents	Salary
	Average
4	\$55,250.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
0	0	\$55,250.00

Intake Specialist

Conducts phone interviews with potential clients; provide overview of services; completes intake/screening process for program which may include identifying/demographic information, data entry and networking the client to appropriate program. This position may also be responsible for other related duties.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
7	\$32,000.00	\$40,000.00	\$55,000.00	\$38,506.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$40,000.00	\$40,000.00	\$35,518.00

Volunteer Coordinator

Recruits volunteers for the program; screens and interviews; coordinates training classes; coordinates volunteer recognition programs. BA degree and experience in supervision/ coordinating volunteer activities.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
2	\$25,000.00	\$46,500.00	\$70,000.00	\$46,500.00

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
\$68,000.00	ø	\$25,000.00

Family Advocate

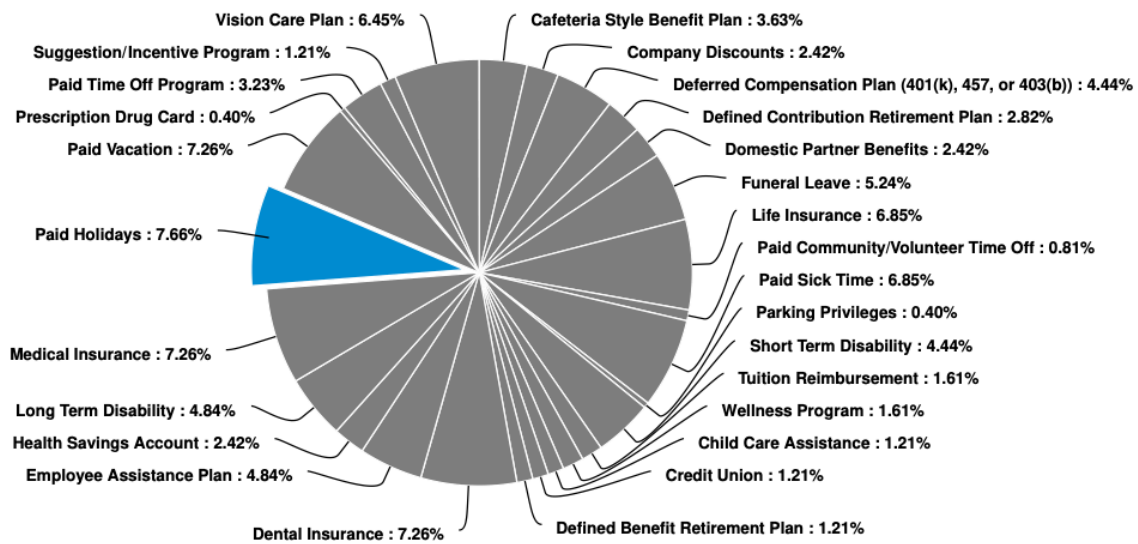
Provides hands-on training and parenting/household management/meal preparation and information/referral to high-risk families. Takes active role in family life in support of Family Preservation Plan; facilitates attainment of plan. Teaches family life skills. AA degree or combination of education and experience plus two years experience with families and children.

Incumbents	Salary			
	Minimum	Median	Maximum	Average
14	\$31,845.00	\$36,172.50	\$65,000.00	\$36,172.50

Average Salary by Budget Size		
Budget < 5m	Budget 5–10m	Budget 10m+
ø	\$40,500.00	\$31,845.00

Benefits Data

Overview



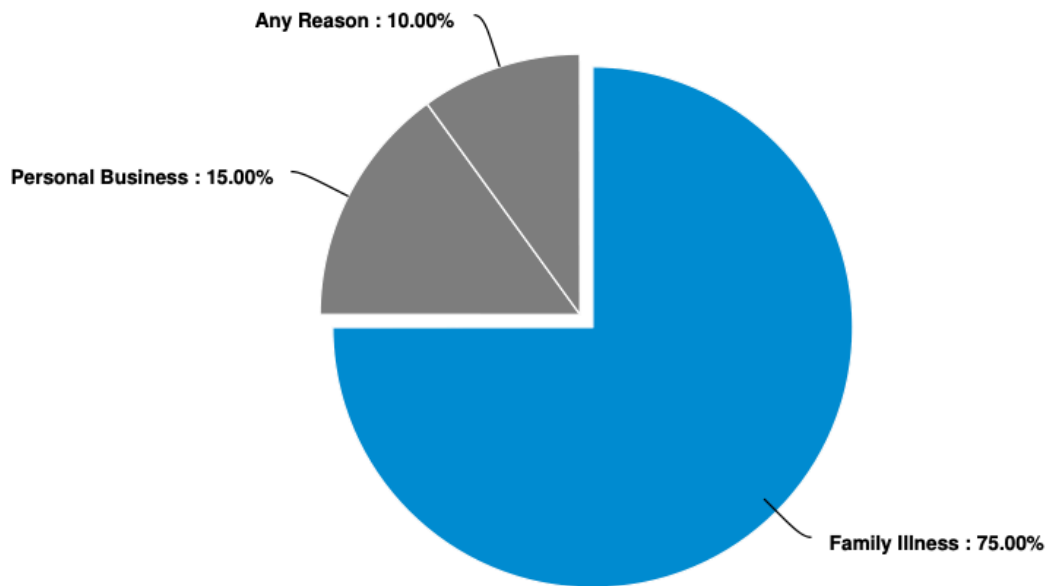
Benefit	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Cafeteria Style Benefit Plan	4%	3%	4%	5%
Company Discounts	2%	2%	5%	0%
Deferred Compensation Plan (401(k), 457, or 403(b))	4%	5%	4%	5%
Defined Contribution Retirement Plan	3%	2%	5%	2%
Domestic Partner Benefits	2%	1%	4%	5%
Funeral Leave	5%	5%	5%	7%
Life Insurance	7%	8%	6%	7%
Low/No Interest Computer Loans	0%	0%	0%	0%
Paid Community/Volunteer Time Off	1%	1%	0%	2%
Paid Sick Time	7%	8%	6%	7%
Parking Privileges	0%	1%	0%	0%
Payroll Stock Ownership Plan (Employee pays)	0%	0%	0%	0%
Short Term Disability	4%	5%	5%	2%
Tuition Reimbursement	2%	1%	1%	5%
Wellness Program	2%	3%	1%	0%
Child Care Assistance	1%	1%	1%	2%
Credit Union	1%	0%	1%	5%
Defined Benefit Retirement Plan	1%	1%	2%	0%
Dental Insurance	7%	8%	7%	7%
Employee Assistance Plan	5%	5%	5%	5%
Health Savings Account	2%	3%	1%	2%
Long Term Disability	5%	3%	6%	7%
Medical Insurance	7%	8%	7%	7%
Paid Holidays	8%	8%	7%	7%

Paid Vacation	7%	8%	6%	7%
Payroll Stock Ownership Plan (Company pays)	0%	0%	0%	0%
Prescription Drug Card	0%	0%	1%	0%
Paid Time Off Program	3%	4%	4%	0%
Suggestion/Incentive Program	1%	1%	1%	2%
Vision Care Plan	6%	7%	7%	5%

Paid Holidays Per Year

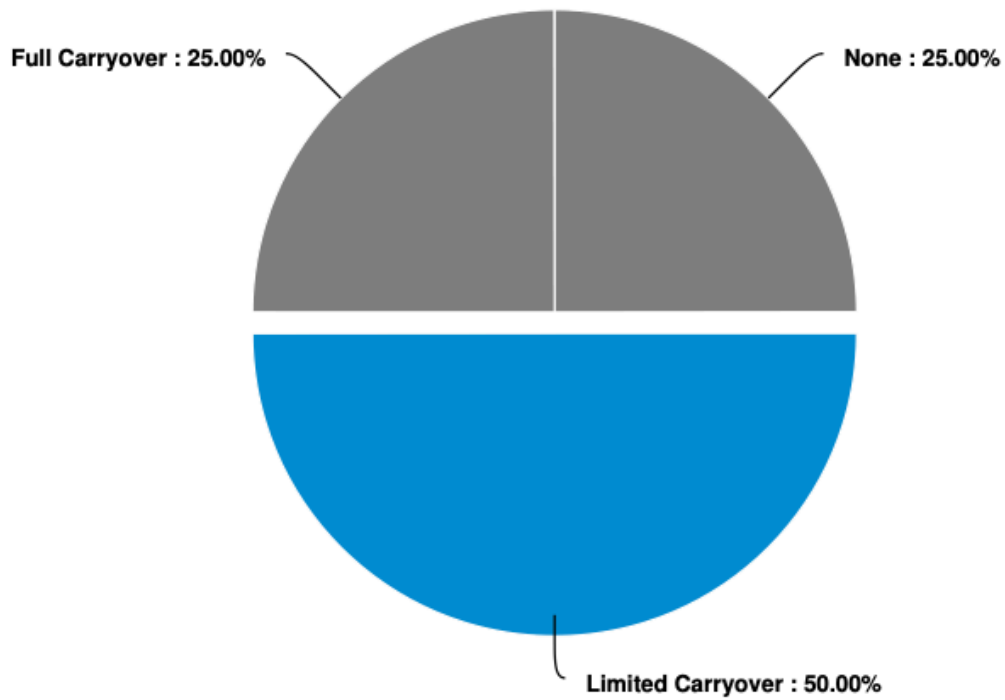
Minimum	Median	Maximum	Average
8	12	20	13.06

Acceptable Reasons for Using Sick Time to Cover Absence from Work



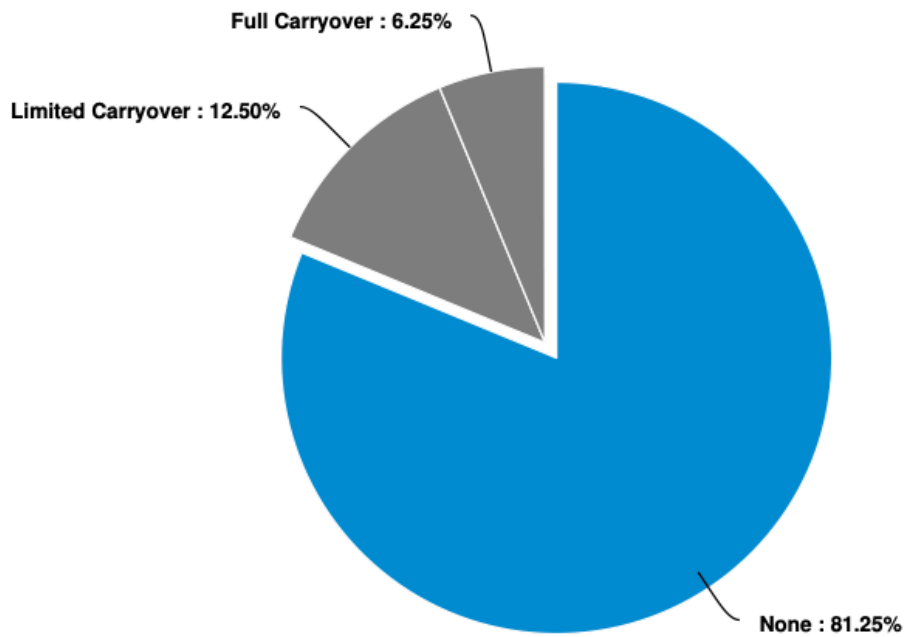
	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Family Illness	75%	64%	100%	75%
Personal Business	15%	18%	0%	25%
Any Reason	10%	18%	0%	0%

Sick Days



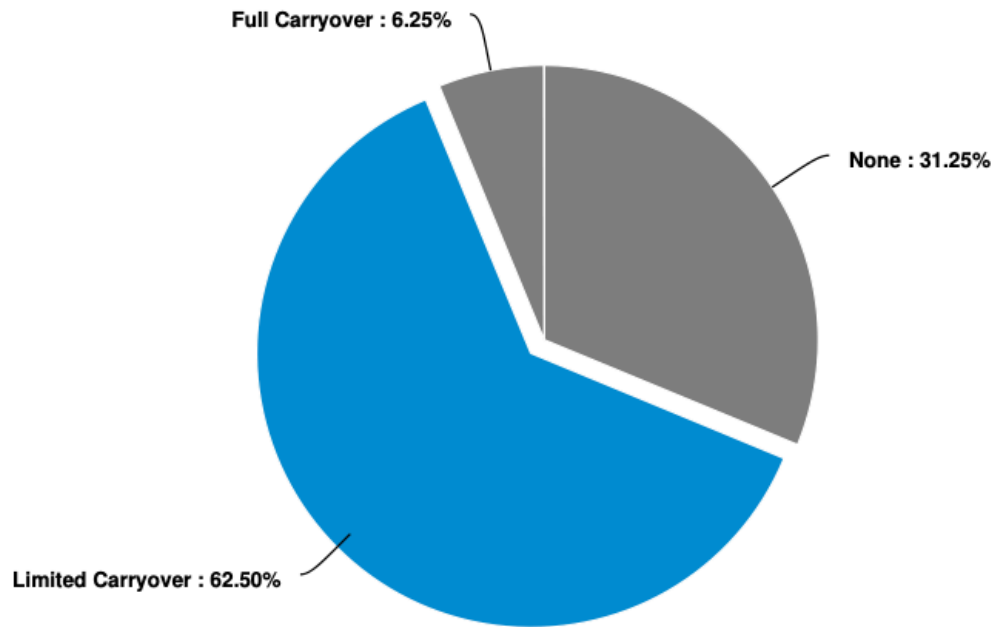
	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
None	25%	38%	20%	0%
Limited Carryover	50%	50%	40%	67%
Full Carryover	25%	13%	40%	33%
Mean	2.00	1.75	2.20	2.33

Personal Days



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
None	81%	75%	80%	100%
Limited Carryover	13%	13%	20%	0%
Full Carryover	6%	13%	0%	0%
Mean	1.25	1.38	1.20	1.00

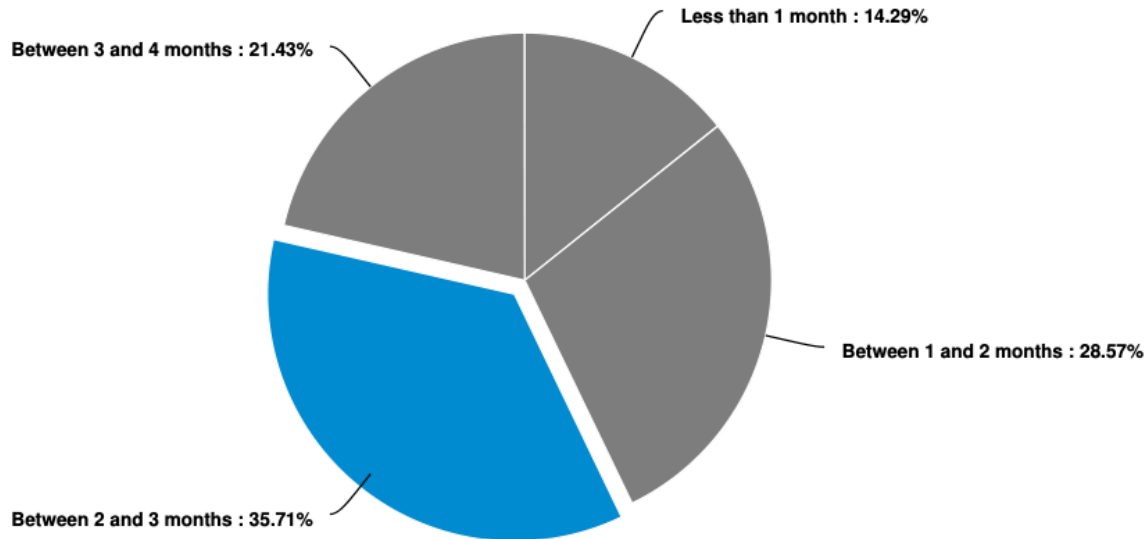
Vacation Days



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
None	31%	38%	20%	33%
Limited Carryover	63%	63%	80%	33%
Full Carryover	6%	0%	0%	33%
Mean	1.75	1.63	1.80	2.00

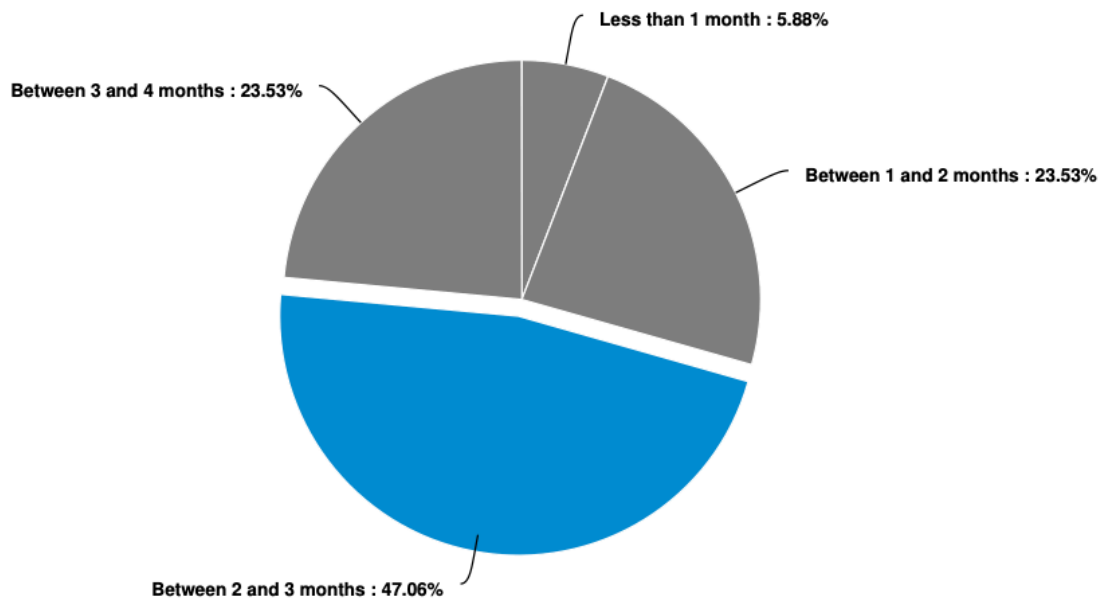
Length of Service for Insurance Eligibility

Life



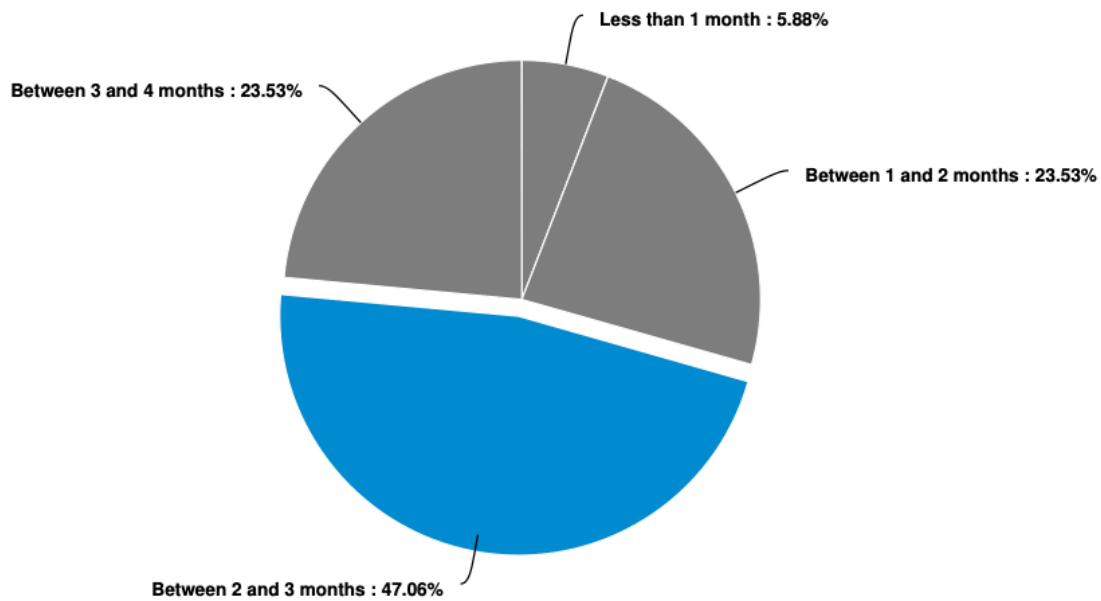
	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Less than 1 month	14%	33%	0%	0%
Between 1 and 2 months	29%	50%	20%	0%
Between 2 and 3 months	36%	0%	60%	67%
Between 3 and 4 months	21%	17%	20%	33%
Between 4 and 5 months	0%	0%	0%	0%
Between 5 and 6 months	0%	0%	0%	0%
Between 6 and 12 months	0%	0%	0%	0%
Over 12 months	0%	0%	0%	0%
Mean	2.64	2.00	3.00	3.33

Medical



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Less than 1 month	6%	13%	0%	0%
Between 1 and 2 months	24%	38%	17%	0%
Between 2 and 3 months	47%	25%	67%	67%
Between 3 and 4 months	24%	25%	17%	33%
Between 4 and 5 months	0%	0%	0%	0%
Between 5 and 6 months	0%	0%	0%	0%
Between 6 and 12 months	0%	0%	0%	0%
Over 12 months	0%	0%	0%	0%
Mean	2.88	2.63	3.00	3.33

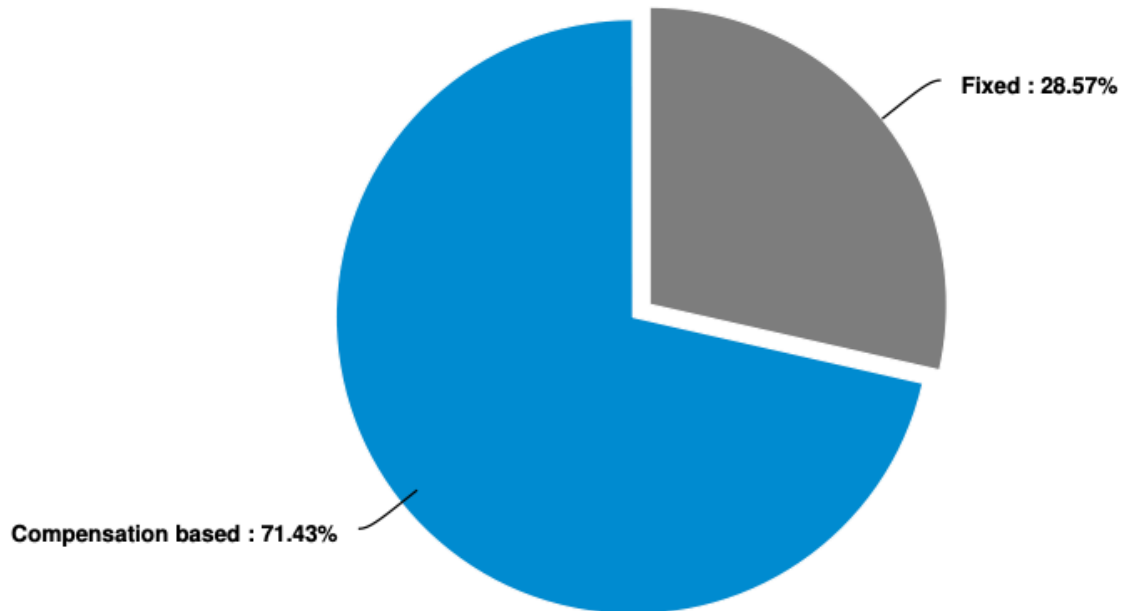
Dental



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Less than 1 month	6%	13%	0%	0%
Between 1 and 2 months	24%	38%	17%	0%
Between 2 and 3 months	47%	25%	67%	67%
Between 3 and 4 months	24%	25%	17%	33%
Between 4 and 5 months	0%	0%	0%	0%
Between 5 and 6 months	0%	0%	0%	0%
Between 6 and 12 months	0%	0%	0%	0%
Over 12 months	0%	0%	0%	0%
Mean	2.88	2.63	3.00	3.33

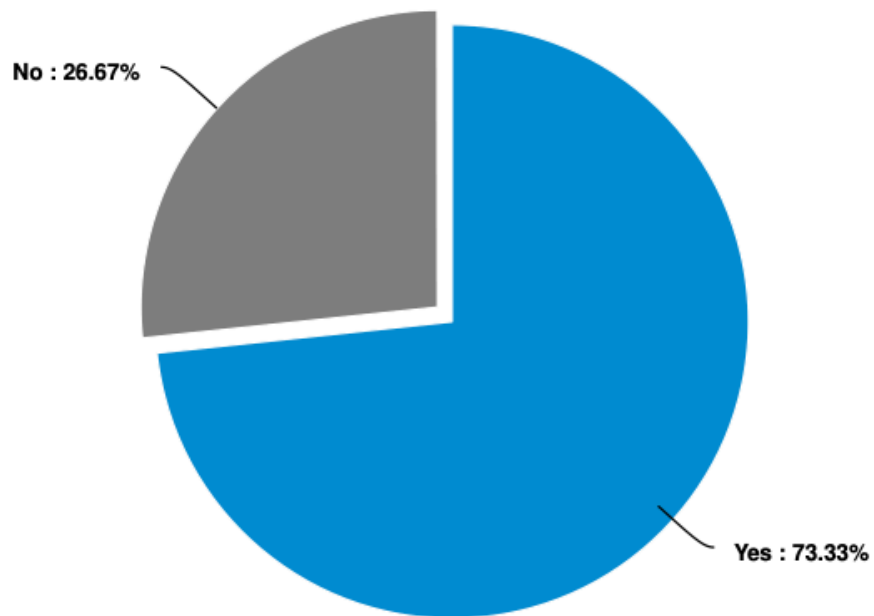
Life Insurance

Life Insurance Benefit Amount: Fixed or Based on Compensation



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Fixed	29%	33%	40%	0%
Compensation based	71%	67%	60%	100%

Additional Life Insurance Offering at Employee Expense



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Yes	73%	83%	67%	67%
No	27%	17%	33%	33%

Percent Increase in Medical Premium Rates (Past 12 Months)

Minimum	Median	Maximum	Average
2%	6%	20%	8%

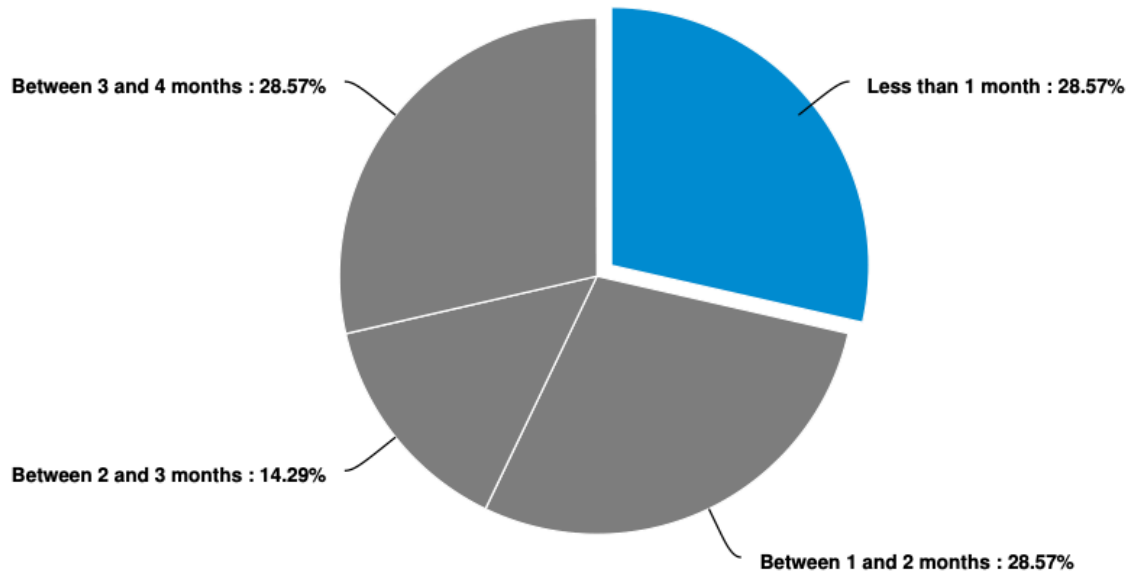
Short Term Disability (STD) Benefits Plan

Sick Leave Carryover in Lieu of STD Plan



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Yes	47%	43%	40%	67%
No	53%	57%	60%	33%

Waiting Period for STD Plan Eligibility



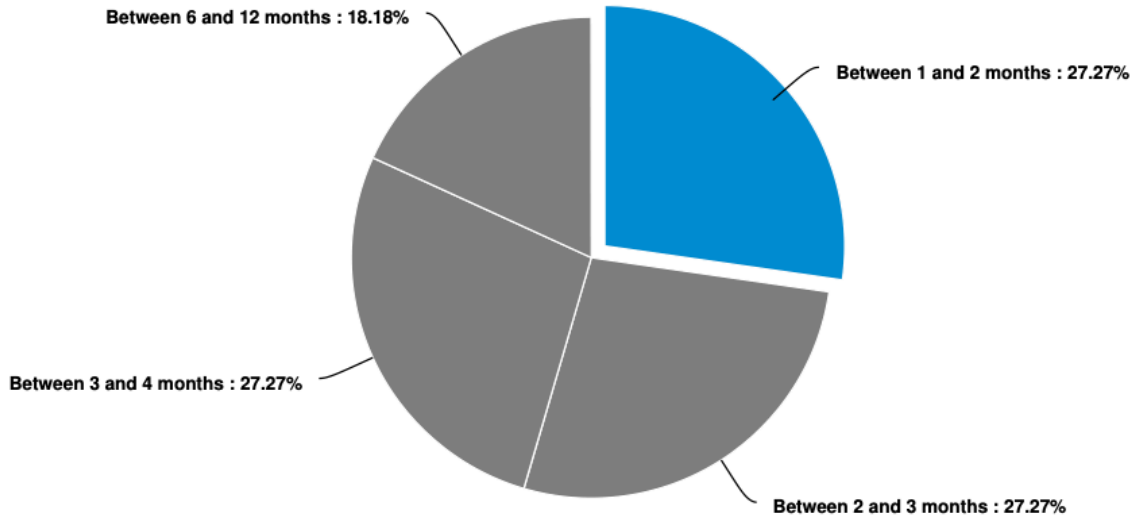
	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Less than 1 month	29%	0%	50%	0%
Between 1 and 2 months	29%	33%	25%	0%
Between 2 and 3 months	14%	0%	25%	0%
Between 3 and 4 months	29%	67%	0%	0%
Between 4 and 5 months	0%	0%	0%	0%
Between 5 and 6 months	0%	0%	0%	0%
Between 6 and 12 months	0%	0%	0%	0%
Over 12 months	0%	0%	0%	0%

Percent of Salary Provided by STD Plan

Minimum	Median	Maximum	Average
60%	60%	70%	62%

Long Term Disability (LTD) Benefits Plan

Waiting Period for LTD Plan Eligibility



	Cumulative Frequency	(By Budget Size)		
		<5m	5—10m	10m+
Less than 1 month	0%	0%	0%	0%
Between 1 and 2 months	27%	50%	20%	0%
Between 2 and 3 months	27%	0%	60%	0%
Between 3 and 4 months	27%	25%	20%	50%
Between 4 and 5 months	0%	0%	0%	0%
Between 5 and 6 months	0%	0%	0%	0%
Between 6 and 12 months	18%	25%	0%	50%
Over 12 months	0%	0%	0%	0%

Days of Disability Until LTD Plan Benefits Begin

Minimum	Median	Maximum	Average
89 days	90 days	180 days	98.1 days

Percent of Salary Provided by LTD Plan

Minimum	Median	Maximum	Average
60%	60%	60%	60%