

Greater Kansas City Nonprofit Organizations & Associations 2022-23 Salary Survey Report



In collaboration with



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About MCNL

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

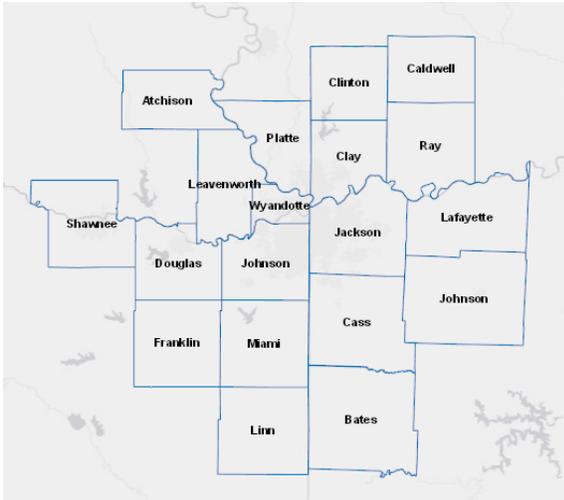
About the Report

The 2020 Salary Survey of Greater Kansas City Regional Nonprofit Organizations and Associations was researched and written by the staff of the MCNL with support from the Ewing Marion Kauffman Foundation in conjunction with our collaborating partners: Greater Kansas City Chapter of the Association of Fundraising Professionals, Kansas City Society of Association Executives, Nonprofit Connect, and Support KC.

Introduction

This report outlines the results of the 2022 Greater Kansas City Nonprofit Organizations and Associations Salary Survey. It provides an overview of current practices and trends in staffing and compensation as well as salary information for a variety of positions in the nonprofit sector. This report should be viewed as a sample or snapshot of what is taking place in the nonprofit sector regionally. The data represented is provided on a voluntary basis from organizations across the Kansas City area. The data is only as representative each year as the number of organizations who participate and the distribution of those organizations across the various types as it is proportionate to the actual number in each of those categories. The report provides detailed information that is difficult to obtain in broad strokes in other openly accessible reports. Over the years of collecting this data, there have been highs and lows in participation. The total this year is the lowest we've had in several years. Due to this, there is insufficient data for some roles. Questions asked throughout the year of the Midwest Center relating to salaries are whether an organization is competitive and comparable to other organizations in their budget size and for various roles is a motivating factor to conducting this survey and reporting the findings.. This sample provides a basis for that understanding, but is not conclusive. Additionally, the study seeks to understand employee motivations for seeking and tracking in a nonprofit role, employers' views of their organization's employer appeal, and general observations regarding hiring employees in the nonprofit sector.

Each reporting year, this project includes the Greater Kansas City area, which is defined as 19 counties in Kansas and Missouri. Nonprofit organizations and associations in the Greater Kansas City area provided information about salaries, wages, and compensation practices. The survey excludes private foundations and governmental agencies, which may have different human resources practices. When seeking data from other reports offering similar salary information, excluding those entities can often be a key differentiating factor.



Methodology

In 2004, MCNL took over the salary survey from the Center for Management Assistance. Periodically over the last 16 years, focus groups consisting of nonprofit executive directors, human resources directors, board members, and funders have been conducted to inform the development and revision of the survey. Survey questions are updated based on the feedback from the focus groups, collaborating partners, and other salary and benefits surveys from across the country.

Figure 1: Map of Kansas City Area

The bi-annual survey has traditionally covered salary and benefits. In an attempt to shorten the survey, it was decided to split the survey in 2018. As with our 2020 report, this report will cover salaries, and benefits will be addressed in a survey and report next year.

Second, the survey was built using online survey software. The survey link was posted on MCNL’s website, sent to our network of partnering organizations to distribute, and across our email list of nonprofits and associations in the Greater Kansas City area. The survey was active for approximately four months.

Third, the survey responses were downloaded into a database. Some survey responses were not included because the organization submitted duplicate survey responses, the survey lacked complete information, was located outside of the project area, or was a governmental agency. If survey responses needed clarification, the organization was contacted. The data was then analyzed using statistical software.

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

Participation

A total of 208 organizations participated in the survey, with 182 of those that were included in the 2020 salary survey completing data beyond basic organizational information and including position details. Of those, 169 were classified 501(c)(3) and 11 were classified 501(c)(6). Nonprofit organizations and associations may use different compensation practices, so the survey responses from 501(c)(6) organizations were analyzed separately. Discussion of the 501(c)(6) results are in Appendix C. All participating organizations and associations are listed in Appendix D. 2 organizations claimed 401(c)(4) status.

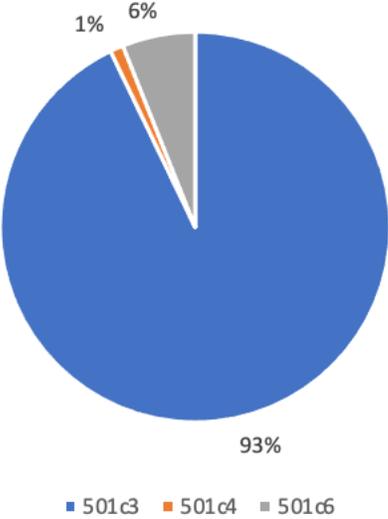


Figure 2: Organization Type

Organization Size

Of the 180 organizations that completed the survey in full, the 1M to 2.5M budget size category had the largest number of organizations for a single category. However, the remaining organizations are evenly divided on either side of this budget category with approximately 1/3 below that mark and 1/3 above it. There are approximately the same number of organizations in the \$500,000 to just under 1M category as there are in the 2.5M to just under 5M category. According to this data, the Kansas City nonprofit sector is relatively evenly distributed across organization sizes according to budget. However, we also know that this data is not necessarily representative of the sector, considering participation in the survey and the distribution of those who chose to participate from the different organization categories and sizes. Although it may not be comprehensive, we can see from this distribution that we have enough participants in each area to deduce some salary trend observations as a sample of the sector.

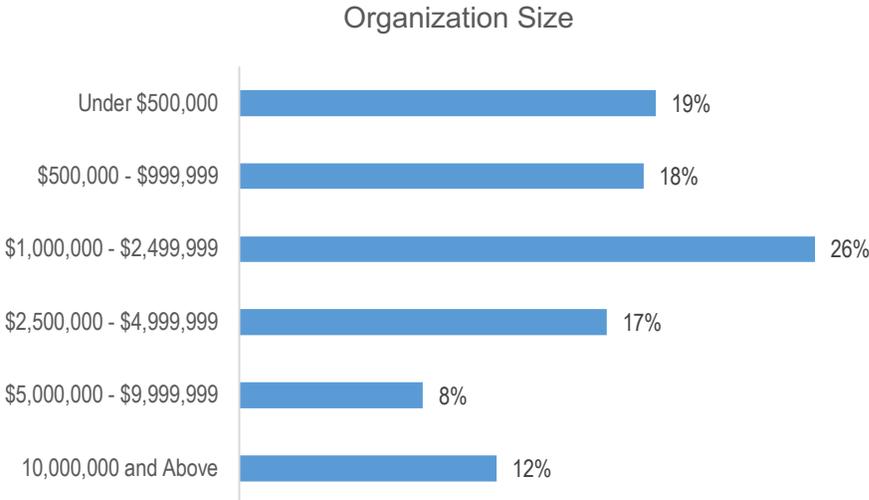


Figure 3: Organization Budget Size

Geographic Scope

Another factor to consider is the geographic scope, or service area, of an organization.

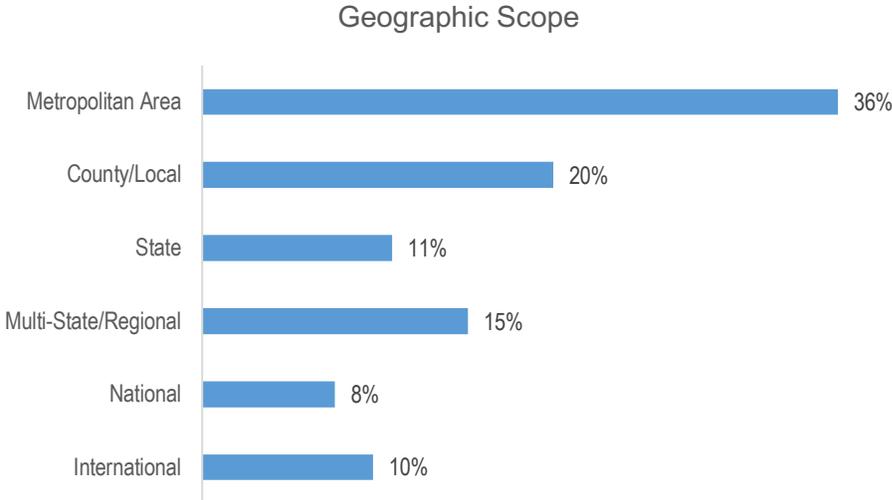


Figure 4: Geographic Scope

Most of the participants in the survey operate only within the Kansas City metropolitan area, and slightly fewer at a county-wide scope. Metropolitan and County or local organizations make up more than half of all the participating organizations in this year’s survey. Some organizations in Kansas City may be a part of an organization at a national or international level. They make up a smaller percentage of what we’ll examine in this data. Like budget size, it is important to consider the reach of an

organization or whether it is a part of a larger entity to fully understand what comparisons are being drawn.

Organization Type

As noted in our introduction to the findings, the distribution of organizations is dependent on those who participate. A large percentage reported “other” for organization type or fell into one of the categories with few other organizations reporting. Our survey showed the highest reporting category as Human Services, which is consistent with the 2020 findings. When looking to national data, Human Services has the largest share of 501(c)(3)s as well, with 35 percent of the total organizations (Urban Institute, 2020). Similarly to 2020, a large percentage of organizations reported in small numbers spread across several other categories. When we factor in organizations that selected “Other” along with those that selected a defined category, but fell outside of the top 8 categories, the percentage of reporting organizations rises to 37%.

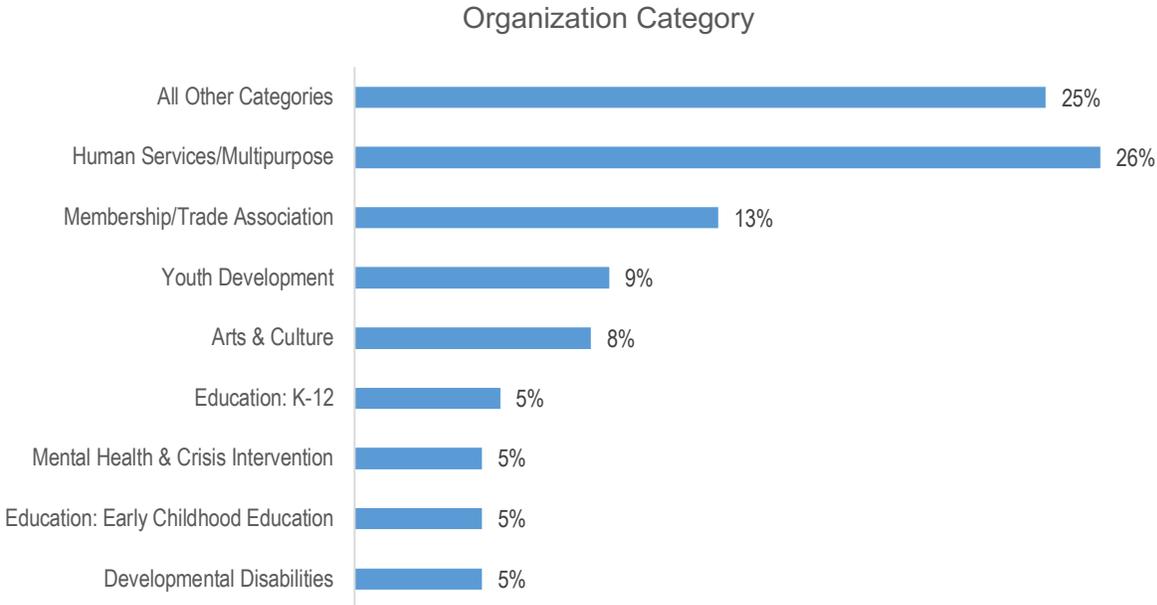


Figure 5: Organization Category Type

Using This Report

Use Relevant Information

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

Resources not Requirements

This report is meant to be a resource to guide your decision-making, rather than a mandate or requirement. While we consider the information in this report to be a reasonably accurate reflection of the salary and compensation practices of Kansas City nonprofit organizations, it has limitations. The participating organizations were not randomly selected, so we cannot make definitive statements about the salary and compensation practices of the entire Kansas City nonprofit sector. What this report does provide is a general description of the salary and compensation practices of nonprofit organizations in Kansas City as of November 2022 and some changes anticipated in the coming year. Remember, the fact that a given salary and compensation practice is common does not mean it is the ideal. Your salary and compensation practices should be comparable to other nonprofit organizations of a similar type and size, but most importantly, it should reflect the core principles and values of your organization.

Focus on Job Descriptions

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

Definitions & Resources

A list of definitions for key terms used in this report along with human resources management resources and position details can be found in the appendices.

Staffing and Compensation Trends

Number of Positions

Similar to the distribution of organizations across the various categories, Human Services reports the largest number of full-time positions with 30% of the total full time positions across all organizations reporting. More than 6,000 full time positions were reported across all organization types. More than 2,500 part time positions were reported, with the majority of those also in Human Services. About 1,000 seasonal positions were reported, with the majority of those in Arts and Culture. 2,500 employees were reported as male and 5,300 were female.

Salary Increases

172 organizations reported salary increases this past year, accounting for 94% of all organizations in the survey. 108 organizations adjusted wages for cost of living, accounting for 63% of those this applied to.

Organizations indicate that longevity, or length of time an individual is in a position, has the biggest impact on a salary adjustment. The next biggest factor is a cost-of-living

adjustment to a salary. Lowest of the three factors was merit or performance-based adjustments. Organizations indicated this was the smallest factor of the three on salary adjustments. With 94% of organizations reporting salary increases this past year and only 63% of organizations indicating a cost-of-living adjustment was applied, it is likely that much of the remaining increases were attributed to an individual’s longevity with the organization. Comparatively, in 2020, organizations reported performance or merit as the biggest indicator of salary increases, with 56% reporting stating it had high importance on a salary increase. In 2020, 80% of organizations had awarded a salary increase within the past year, a decline from earlier years, and most reported no salary increases would be awarded within the following year. Covid-19 was approaching its height at the time of the 2020 Salary Survey. Organizations were uncertain about what the future would hold and estimated that approximately 60% anticipated awarding salary increases that same year. As we see, many more ended up awarding salary increases, but for different reasons than what they indicated were of highest importance pre-pandemic. While the participating organizations between 2020 and 2022 differ, these are indicators of some of the shifts the sector has experienced since Covid-19.

Hiring Challenges

In addition to unknowns regarding staffing and salaries, changes in what employees are seeking in a position have also changed due to, in part, the pandemic. During the 2020 Salary Survey, 30% of organizations stated they anticipated that the pandemic would impact their staffing situations.

Organizations now report that the past 1-2 years have mostly found hiring new employees to be difficult to very difficult.

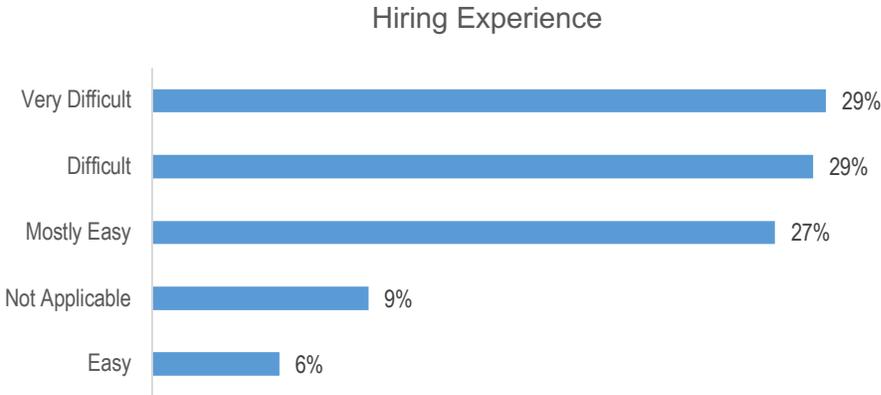


Figure 6: Hiring Experience

Organizations reported their perception or known reasons newly hired employees within the past 1-2 years were seeking a job within their organization. The most frequently reported reason was that the new employee was seeking a different workplace culture.

The second most reported reason for a job change was that the employee was seeking hybrid or remote work.

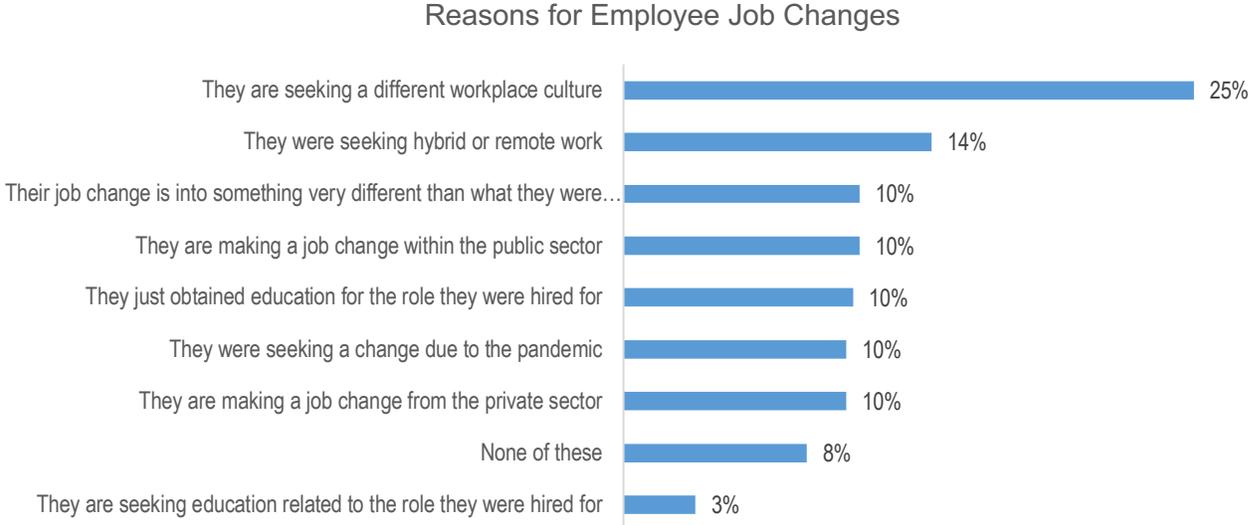


Figure 7: Reasons for Employee Job Changes

As organizations address hiring challenges, and we see that employees are seeking workplace culture changes, as well as hybrid or remote work options, we can also learn what organizations feel their top attributes are when competing for new candidates. Participating organizations report culture, mission, and flexibility in their top attributes. Environment, competitive benefits, desirable schedule, and opportunity were also listed.

Executive Leadership Summary

Across all executive level positions, 62% of roles and positions require a Masters degree or equivalent. For the first time since conducting this survey, we inquired about alternative and/or additional executive level positions to report these figures for. We received 72 additional submissions of positions at this level to be reported on across the organizations. This is approximately a quarter of the data gathered about executive level leadership. This could mean that previous surveys were underrepresenting executive level leadership roles, that organizations were opting to categorize them in one of the general categories offered and this year separated those that they feel didn't fit the description, or that organizations are changing in the types of leadership positions they have, or some combination. What this does tell us is that there are interesting additions to explore. For example, Director level roles for Innovation, Analytics, Marketing, Medical, Clinical, Community Engagement were detailed in this survey. For the purposes of reporting, these submissions were unique and with 1-3 that were repeats, so the statistics for salary information regarding those roles is not included in table 9. However, it is important to note that many organizations are viewing roles outside of the traditionally reported Vice President and Director roles as those that fit at the executive leadership level.

In a study examining the career paths of nonprofit executive level leaders (Norris-Tirrell, Rinella, and Pham, 2018), three types of leaders pursuing a executive level role in nonprofits were identified. When examining the data regarding salaries, gender identity, race and ethnicity, and various roles and reasons for pursuing a role in the nonprofit sector, it is additive to our foundational knowledge to explore various career paths to achieve an executive level role. The study depicts three groups, shown in figure 8.

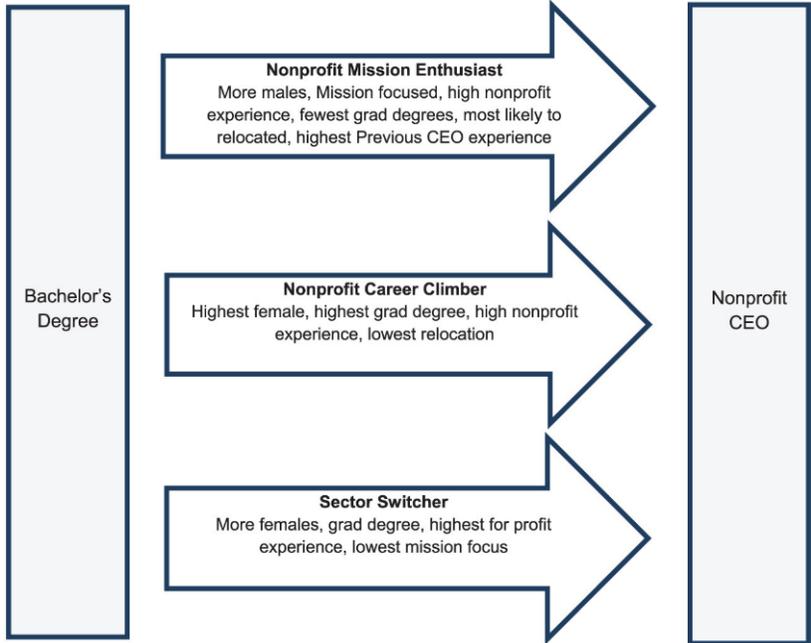


Figure 8: Career Trajectories of Nonprofit Executive Leaders; Norris-Tirrell, Rinella, and Pham, 2018

Overall, the Norris-Tirrell, Rinella, and Pham (2018), showed a generally even divide between males and females holding executive level positions in nonprofits, with females holding a slightly higher number of positions with 54% of the total. However, once Baby Boomers (utilizing generations defined by the Pew Research Center) were removed from the data, there was a higher percentage of females holding executive level roles.

Additionally, more than half of the sample in this study held a graduate degree. Majority of CEOs or Executive Directors in this sample did not hold a nonprofit management degree however. The study also concluded that men in the sample achieved their executive level role more quickly than women. However, there is not as much data to examine for younger generations in terms of their career trajectory as they are earlier on their career path. With a trend toward more women in these roles as we see in the younger generations, this conclusion may change.

According to the American Association of University Women (AAUW), when examining the percentage of women in executive director or chief executive roles at nonprofits, they report that 56% are women within organizations with an annual budget less than

\$1million, but as the budget increases the percentage of women holding those roles lessens. At organizations nationally with annual budgets of more than \$50 million, 22% of the chief executives are women (AAUW, 2018).

According to the Urban Institute, recent findings show that progress in the nonprofit sector’s leadership roles still does not accurately represent the country’s racial and ethnic diversity (2021). A study done of a representative sample of 501(c)(3) organizations with annual expenses exceeding \$50,000, found that 79% of board chairs and executive directors are non-Latinx white. By contrast, the overall nonprofit workforce was 68% non-Latinx white in 2020.

In 2017, Battalia Winston conducted a study that showed that 42 percent of the organizations surveyed were led by female executive directors, however 87 percent of all executive directors were white. Across the organizations reporting in this survey, 81% reported that the individuals in the top leadership roles were white.

Demographics of Executive Leadership

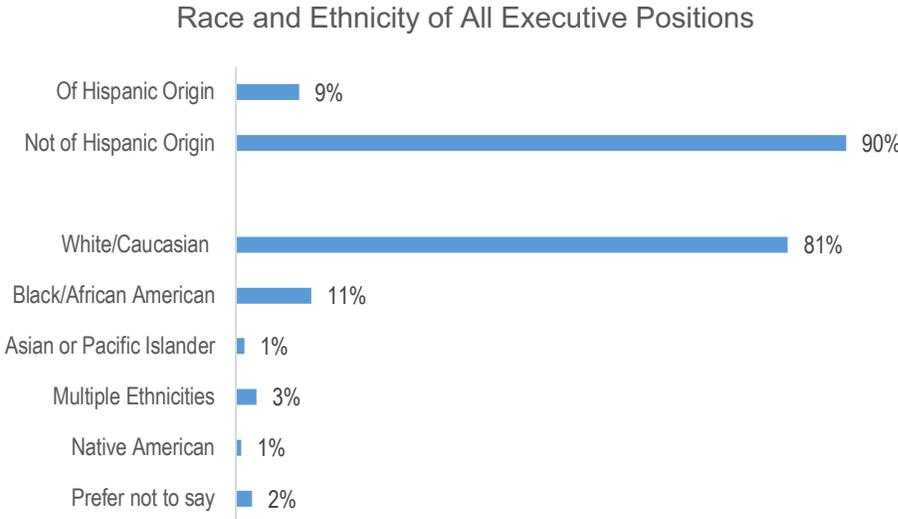


Figure 9: Race and Ethnicity Executive Roles

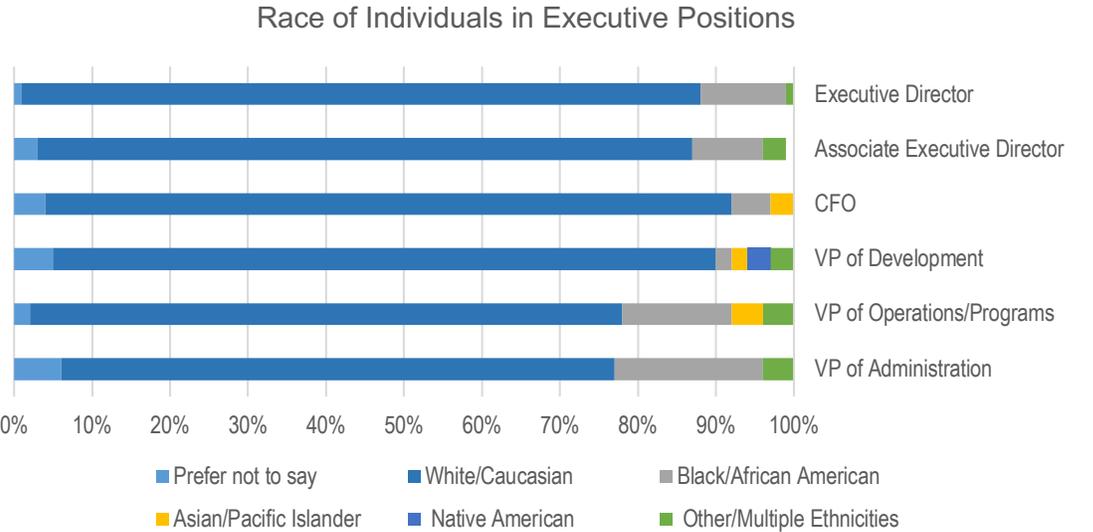


Figure 10: Race of Individuals in Executive Positions

| | Prefer not to say | White/Caucasian | Black/African American | Asian/Pacific Islander | Native American | Other/Multiple Ethnicities |
|-------------------------------------|-------------------|-----------------|------------------------|------------------------|-----------------|----------------------------|
| VP of Administration | 6% | 71% | 19% | 0% | 0% | 4% |
| VP of Operations/Programs | 2% | 76% | 14% | 4% | 0% | 4% |
| VP of Development | 5% | 85% | 2% | 2% | 3% | 3% |
| CFO | 4% | 88% | 5% | 3% | 0% | 0% |
| Associate Executive Director | 3% | 84% | 9% | 0% | 0% | 3% |
| Executive Director | 1% | 87% | 11% | 0% | 0% | 1% |

Table 1

As we look across the top executive leadership roles for salary information, it’s important to remember that the nonprofit sector encompasses a wide range of organization types, budget sizes, and staffing structures. See Table 1 for salary summaries of executive roles and Appendix A for a breakdown of each of those roles.

Not all organizations completed the demographic information of their executive leadership positions, so the sample size is smaller for these details. However, we can glean a snapshot of the sector from this group. Women hold the majority of executive level positions, which follows the national trend. The numbers are reflective of the 2020 survey, with the exception of VP of Administration, with the most growth of women held roles, increasing from 72% in 2020 to 80% in 2022.

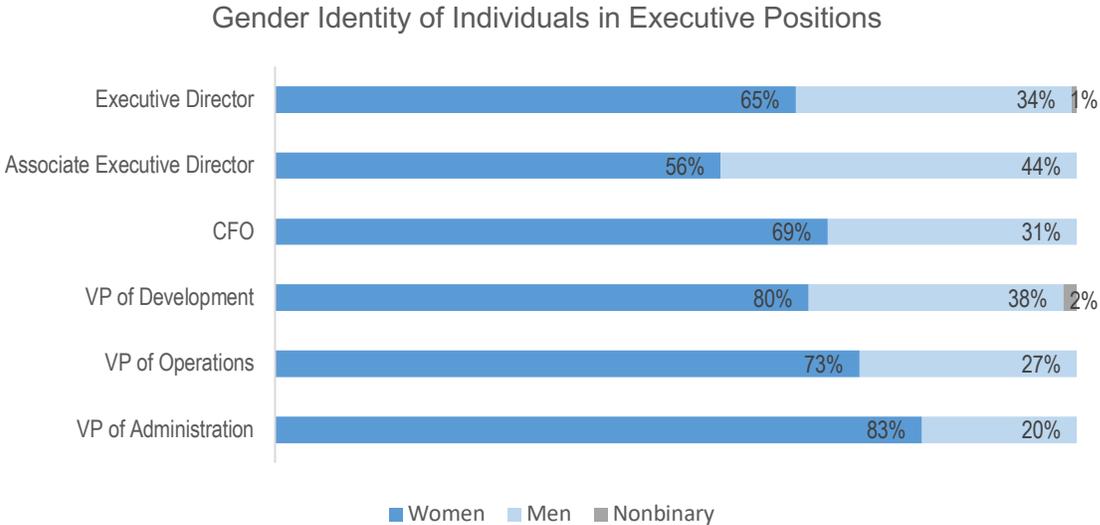


Figure 11: Demographics of Executive Positions

Despite holding the majority of the executive level positions, on average, women have lower incomes than men in all leadership positions. This is consistent with reporting from 2020, with the exception of the Vice President of Operations/Programs, which reported a higher average salary in that year’s sample. This year also included the option to submit data for additional leadership positions, which regardless of different functions, these leadership positions follow the same trend of higher salaries for men.

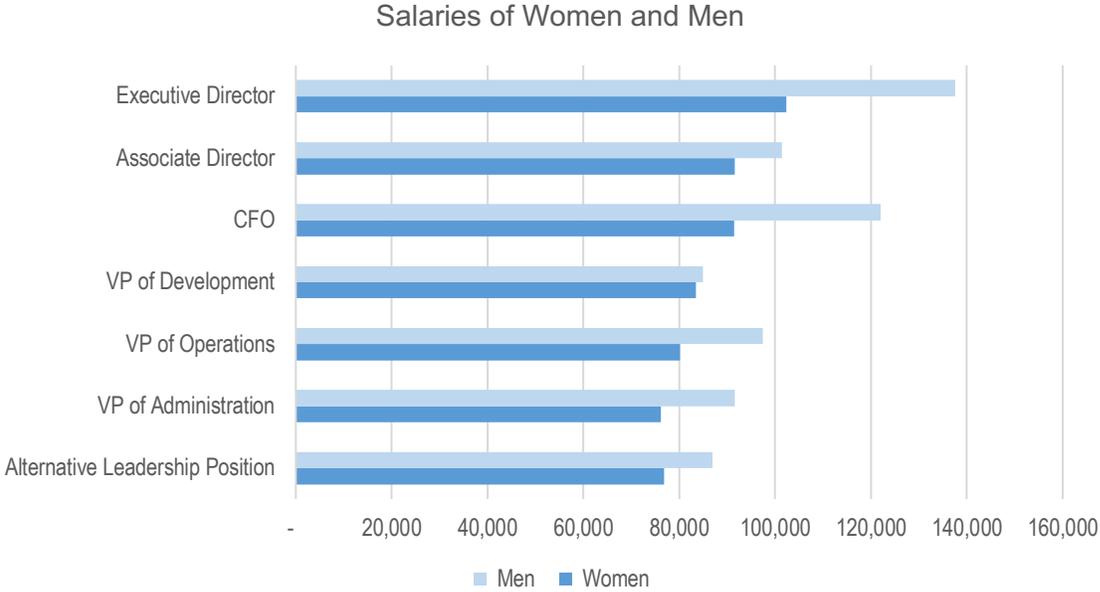


Figure 12: Average Salaries of Women and Men

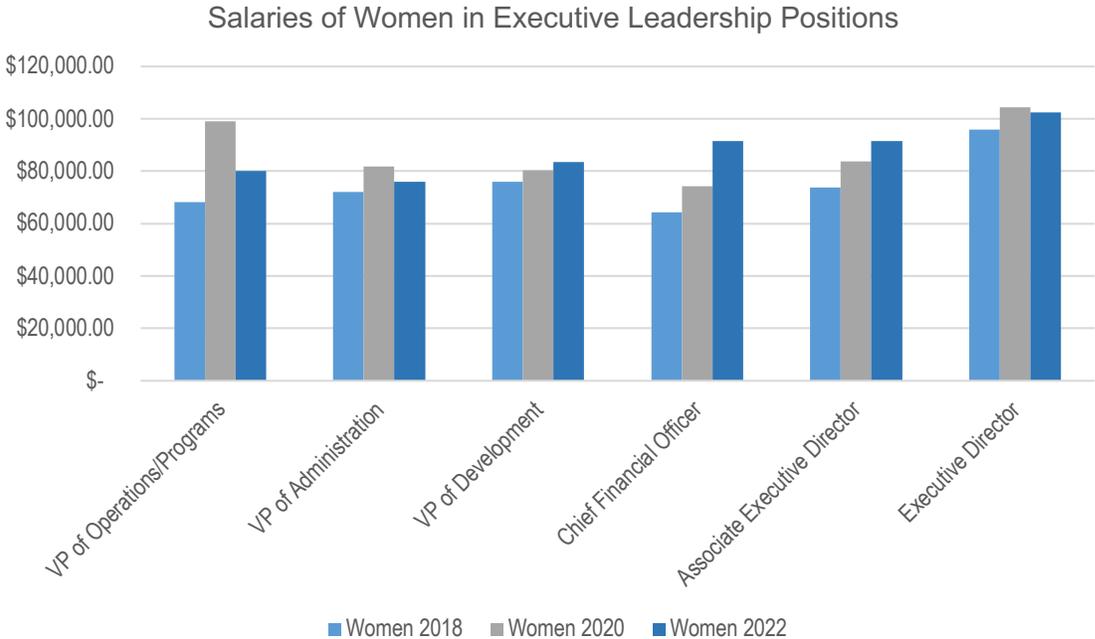


Figure 13: Salary Trends of Women in Exec Leadership Positions

When comparing to salaries of women in 2020, there is a decline in half of the positions. Tenure in a position is the largest factor. The position of Vice President of Operations/Programs experienced the largest decline on average at -23%. The Executive Director position for women dipped slightly with a loss of 2%. The CFO position increased the most since 2020 at an 18% increase.

Utilizing the table below, salary statistics for the top executive leadership positions are reported across organizational budget size, with the number of reporting organizations in each. The most reported education requirement across the majority of positions and budget categories was a Master’s degree.

Actual average salary is presented as the average (mean) and median (midpoint) of all reported salaries. The number of organizations reporting actual salary information is to the left. The number of organizations reporting a salary range is represented as the number of cases.

The most reported (mode) educational requirement is the level of education required for the position, as reported by organizations. Education levels are categorized as:

- H – High School
- A – Some College/Technical Training
- B – 4-Year College Degree
- M – Master’s Degree or Equivalent
- D – PhD/MD/JD

Blank cells indicate there were not enough responses for statistical analysis. Most participating organizations completed salary information for the top executive leadership positions. Complete data is included in Appendix B.

| | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|--|-------------------------|--------------------------|---------------|------------|-----------------|-----------------|---------------------------------------|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| <i>Complete organizations; all categories.</i> | | | | | | | |
| Executive Director/President | | | | | | | |
| Under \$500,000 | 34 | 62,119 | 65,812 | 30 | 1,200 | 95,000 | M |
| \$500,000 - 999,999 | 33 | 96,029 | 90,000 | 29 | 63,788 | 250,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 100,870 | 108,207 | 37 | 0 | 181,782 | M |
| \$2,500,000 - 4,999,999 | 30 | 126,797 | 125,000 | 28 | 70,000 | 210,000 | M |
| \$5,000,000 - 9,999,999 | 15 | 179,307 | 165,000 | 13 | 125,000 | 251,000 | M |
| \$10,000,000 and Above | 21 | 222,682 | 224,000 | 13 | 15,000 | 307,366 | M |
| Associate Executive Director | | | | | | | |
| Under \$500,000 | 34 | 68,000 | 68,000 | 2 | 68,000 | 68,000 | |
| \$500,000 - 999,999 | 33 | 92,500 | 92,500 | 2 | 60,000 | 125,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 74,930 | 82,000 | 7 | 0 | 120,000 | |
| \$2,500,000 - 4,999,999 | 30 | 94,901 | 101,705 | 6 | 60,000 | 104,000 | |
| \$5,000,000 - 9,999,999 | 15 | 108,333 | 100,000 | 3 | 90,000 | 135,000 | M |
| \$10,000,000 and Above | 21 | 166,278 | 142,000 | 3 | 120,000 | 236,835 | D |
| Chief Financial Officer | | | | | | | |
| Under \$500,000 | 34 | 58,000 | 58,000 | 1 | 58,000 | 58,000 | |
| \$500,000 - 999,999 | 33 | 66,471 | 66,950 | 3 | 62,463 | 70,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 72,000 | 71,000 | 9 | 55,000 | 94,000 | M |
| \$2,500,000 - 4,999,999 | 30 | 81,893 | 80,500 | 9 | 68,000 | 106,745 | |
| \$5,000,000 - 9,999,999 | 15 | 108,735 | 110,125 | 11 | 90,000 | 127,000 | M |
| \$10,000,000 and Above | 21 | 143,367 | 135,500 | 12 | 87,000 | 200,995 | M |
| Vice President Director of Development | | | | | | | |
| Under \$500,000 | 34 | 40,000 | 40,000 | 1 | 40,000 | 40,000 | |
| \$500,000 - 999,999 | 33 | 62,059 | 65,000 | 4 | 53,178 | 68,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 69,698 | 67,500 | 20 | 45,000 | 110,000 | |
| \$2,500,000 - 4,999,999 | 30 | 71,609 | 74,000 | 16 | 55,000 | 102,800 | |
| \$5,000,000 - 9,999,999 | 15 | 104,972 | 105,000 | 10 | 82,000 | 124,750 | M |
| \$10,000,000 and Above | 21 | 122,109 | 124,000 | 10 | 87,800 | 178,000 | |

| Vice President Director of Administration | | | | | | | |
|---|----|---------|---------|----|--------|---------|-----|
| Under \$500,000 | 34 | | | | | | |
| \$500,000 - 999,999 | 33 | 48,214 | 48,214 | 2 | 37,500 | 58,929 | H |
| \$1,000,000 - 2,499,999 | 47 | 56,844 | 55,833 | 6 | 32,000 | 82,400 | H |
| \$2,500,000 - 4,999,999 | 30 | 75,630 | 75,000 | 7 | 57,521 | 95,000 | H,M |
| \$5,000,000 - 9,999,999 | 15 | 67,525 | 83,300 | 4 | 85,000 | 95,000 | M |
| \$10,000,000 and Above | 21 | 125,700 | 130,000 | 5 | 80,000 | 152,000 | |
| Vice President Director of Operations/ Programs | | | | | | | |
| Under \$500,000 | 34 | 53,333 | 50,000 | 3 | 45,000 | 65,000 | M |
| \$500,000 - 999,999 | 33 | 65,452 | 66,950 | 11 | 48,589 | 77,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 66,501 | 65,000 | 18 | 44,000 | 101,125 | H,M |
| \$2,500,000 - 4,999,999 | 30 | 82,095 | 82,500 | 17 | 50,000 | 108,500 | M |
| \$5,000,000 - 9,999,999 | 15 | 91,243 | 101,000 | 10 | 14,500 | 125,000 | M |
| \$10,000,000 and Above | 21 | 147,627 | 145,000 | 10 | 95,000 | 216,998 | H,M |

Table 2

Limitations and Opportunities

Since 2004, the Midwest Center has conducted the Greater Kansas City Nonprofit Organizations and Associations Salary and Benefits Surveys and reported the results to those who participated, as well as publicly. MCNL has seen decreases in participation periodically. Notably, the 2020 Salary Survey experienced a decrease in participation. Feedback indicated employers were overwhelmed with other operational tasks during that year, did not have access to the information needed to complete, or were experiencing such changes in their organizations they did not have reliable information at that time to report. This year, we received the lowest participation since 2004 across both the Salary and Benefit Surveys by approximately 25 organizations. Each year we consider feedback provided to adapt the survey and resulting documents to what is needed in the nonprofit community. This year, the survey was revised to streamline the process for inputting individual role salary data across the many roles we report on, as often this aspect of the data is where we see the most incomplete information. The survey is made available for several weeks to months depending, as we aim to accumulate enough data to reliably report on. A drawback of this is that the data is from several months prior by the time it is reported. Depending on the use of the survey and results, this could be a limitation. However, shortening the duration of the data collection would yield far fewer results rendering it insufficient as well. As the Midwest Center looks to the future, the Salary and Benefit Surveys will remain in tact as long as there is participation, but an objective of widening the tools available to collect this data ongoing will be initiated. As is noted by research available, comprehensive, timely, and openly accessible views of sector data is difficult to obtain. One approach is to create ongoing streams of information through online tools and survey panels. When asked if

participants in this survey would be interested in joining a panel ongoing to gain relevant insights regarding the Kansas City nonprofit community, 60 percent expressed interest.

Appendix A: Salary and Wage Report Guide

Salary & Wage Data: How to Interpret

Appendix B contains salary and wage tables for executive level leadership roles, which include the salary, salary range, and educational requirement for each position by annual budget, type of organization, and number of employees. The annual budget and number of employees indicate the size of an organization. The type of organization, based on classifications from the National Taxonomy of Exempt Entities, reflects the mission of an organization.

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

Sample Salary & Wage Table

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

Appendix B: Detailed Tables of Executive Level Roles

| Executive Director/President (1 of 3 Descriptions) | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|---|----------------------------|--------------------------|------------------|---------------|--------------------|--------------------|---|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 114,123 | 100,000 | 150 | 80,394 | 183,147 | M |
| Annual Budget | | | | | | | |
| Under \$500,000 | 34 | 62,119 | 65,812 | 30 | 1,200 | 95,000 | M |
| \$500,000 - 999,999 | 33 | 96,029 | 90,000 | 29 | 63,788 | 250,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 100,870 | 108,207 | 37 | 0.00 | 181,782 | M |
| \$2,500,000 - 4,999,999 | 30 | 126,797 | 125,000 | 28 | 70,000 | 210,000 | M |
| \$5,000,000 - 9,999,999 | 15 | 179,307 | 165,000 | 13 | 125,000 | 251,000 | M |
| \$10,000,000 and Above | 21 | 222,682 | 224,000 | 13 | 15,000 | 307,366 | M |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | 13 | 144,600 | 127,500 | 10 | 68,000 | 300,000 | M |
| Civil Rights & Social Action | - | - | - | - | - | - | - |
| Community Development/Housing | 5 | 82,197 | 77,500 | 4 | 63,788 | 110,000 | H |
| Developmental Disabilities | 7 | 114,666 | 116,500 | 6 | 58,500 | 160,000 | M |
| Economic Development | | | | | | | |
| Education: Early Childhood Education | 7 | 84,269 | 80,000 | 7 | 15,600 | 149,100 | M |
| Education: K-12 | 8 | 103,714 | 91,000 | 7 | 85,000 | 160,000 | M |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | 4 | 119,700 | 137,000 | 3 | 85,000 | 137,100 | |
| Health and Rehabilitation | 4 | 129,750 | 112,500 | 4 | 70,000 | 224,000 | M |
| Human Services/Multipurpose | 41 | 119,616 | 110,000 | 30 | 20,000 | 300,000 | M |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | 20 | 129,897 | 121,000 | 17 | 62,000 | 251,000 | M |
| Mental Health & Crisis Intervention | 7 | 132,071 | 125,000 | 7 | 70,000 | 275,000 | M |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | 4 | 105,536 | 81,000 | 4 | 145 | 260,000 | M |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | 14 | 81,736 | 84,200 | 11 | 1,200 | 160,000 | M |
| Other: | 31 | 100,559 | 79,278 | 26 | 0 | 307,366 | M |
| Number of Employees | | | | | | | |
| 0 | 2 | 72,000 | 72,000 | 1 | 72,000 | 72,000 | M |
| 1 to 5 | 66 | 83,737 | 87,430 | 60 | 25,318 | 141,832 | M |
| 6 to 10 | 32 | 97,202 | 106,500 | 26 | 59,260 | 149,152 | M |
| 11 to 20 | 23 | 103,812 | 105,690 | 20 | 79,988 | 161,428 | M |
| 21 to 30 | 14 | 113,321 | 125,833 | 11 | 117,815 | 147,500 | M |
| 31 to 50 | 15 | 158,250 | 155,800 | 13 | 146,900 | 169,600 | M |
| 51 to 75 | 5 | 72,456 | 107,284 | 3 | 120,761 | 120,761 | M |
| 76 to 100 | 4 | 96,666 | 130,000 | 2 | 145,000 | 145,000 | M |
| 101 to 200 | 15 | 124,307 | 140,000 | 9 | 179,555 | 179,555 | M |
| 201 to 300 | 6 | 194,037 | 206,505 | 5 | 241,626 | 243,467 | M |
| 301 and Over | | | | | | | |

| Associate Executive Director | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|--|-------------------------|--------------------------|---------------|------------|-----------------|-----------------|---------------------------------------|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 96,031 | 99,050 | 23 | 84,330 | 116,897 | M |
| Budget Size | | | | | | | |
| Under \$500,000 | 34 | 68,000 | 68,000 | 2 | 68,000 | 68,000 | |
| \$500,000 - 999,999 | 33 | 92,500 | 92,500 | 2 | 60,000 | 125,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 74,930 | 82,000 | 7 | 0 | 120,000 | |
| \$2,500,000 - 4,999,999 | 30 | 94,901 | 101,705 | 6 | 60,000 | 104,000 | |
| \$5,000,000 - 9,999,999 | 15 | 108,333 | 100,000 | 3 | 90,000 | 135,000 | M |
| \$10,000,000 and Above | 21 | 166,278 | 142,000 | 3 | 120,000 | 236,835 | D |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | - | - | - | - | - | - | - |
| Civil Rights & Social Action | 2 | 76,500 | 76,500 | 2 | 68,000 | 85,000 | M |
| Community Development/Housing | - | - | - | - | - | - | - |
| Developmental Disabilities | 7 | 91,000 | 91,000 | 2 | 82,000 | 100,000 | H |
| Economic Development | - | - | - | - | - | - | - |
| Education: Early Childhood Education | - | - | - | - | - | - | - |
| Education: K-12 | - | - | - | - | - | - | - |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | - | - | - | - | - | - | - |
| Health and Rehabilitation | - | - | - | - | - | - | - |
| Human Services/Multipurpose | - | - | - | - | - | - | - |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | 20 | 101,832 | 101,832 | 2 | 100,255 | 103,410 | |
| Mental Health & Crisis Intervention | - | - | - | - | - | - | - |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | 4 | 73,878 | 73,878 | 2 | 66,000 | 81,756 | M |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | 14 | 78,500 | 60,000 | 3 | 55,500 | 120,000 | |
| Other: | 31 | 90,500 | 110,000 | 4 | 0 | 142,000 | |
| Number of Employees | | | | | | | |
| 0 | 2 | | | | | | |
| 1 to 5 | 66 | 37,651 | 27,752 | 6 | 63,300 | 75,300 | M |
| 6 to 10 | 32 | 58,180 | 70,878 | 5 | 73,033 | 81,084 | M |
| 11 to 20 | 23 | 59,131 | 83,500 | 5 | 46,125 | 46,137 | M |
| 21 to 30 | 14 | 65,019 | 100,000 | 1 | 125,000 | 12,500 | |
| 31 to 50 | 15 | 75,016 | 90,000 | 2 | 22,500 | 22,500 | M |
| 51 to 75 | 5 | | | | | | |
| 76 to 100 | 4 | | | | | | |
| 101 to 200 | 15 | 91,441 | 100,000 | 3 | 35,141 | 35,141 | D |
| 201 to 300 | 6 | 142,000 | 142,000 | 1 | 28,400 | 28,400 | |
| 301 and Over | | | | | | | |

| Chief Financial Officer | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|--|-------------------------|--------------------------|---------------|------------|-----------------|-----------------|---------------------------------------|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 100,489 | 90,550 | 45 | 83,168 | 115,252 | M |
| Budget Size | | | | | | | |
| Under \$500,000 | 34 | 58,000 | 58,000 | 1 | 58,000 | 58,000 | |
| \$500,000 - 999,999 | 33 | 66,471 | 66,950 | 3 | 62,463 | 70,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 72,000 | 71,000 | 9 | 55,000 | 94,000 | M |
| \$2,500,000 - 4,999,999 | 30 | 81,893 | 80,500 | 9 | 68,000 | 106,745 | |
| \$5,000,000 - 9,999,999 | 15 | 108,735 | 110,125 | 11 | 90,000 | 127,000 | M |
| \$10,000,000 and Above | 21 | 143,367 | 135,500 | 12 | 87,000 | 200,995 | M |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | 13 | 95,250 | 104,000 | 4 | 55,000 | 118,000 | - |
| Civil Rights & Social Action | - | - | - | - | - | - | - |
| Community Development/Housing | - | - | - | - | - | - | - |
| Developmental Disabilities | 7 | 87,000 | 87,000 | 2 | 64,000 | 110,000 | |
| Economic Development | | | | | | | |
| Education: Early Childhood Education | 7 | 80,500 | 80,500 | 2 | 70,000 | 91,000 | M |
| Education: K-12 | - | - | - | - | - | - | - |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | - | - | - | - | - | - | - |
| Health and Rehabilitation | - | - | - | - | - | - | - |
| Human Services/Multipurpose | 41 | 102,937 | 94,000 | 13 | 65,000 | 190,000 | M |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | - | - | - | - | - | - | - |
| Mental Health & Crisis Intervention | 7 | 107,333 | 117,000 | 3 | 58,000 | 147,000 | M |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | - | - | - | - | - | - | - |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | - | - | - | - | - | - | - |
| Other: | 31 | 109,012 | 94,000 | 10 | 60,000 | 200,995 | M |
| Number of Employees | | | | | | | |
| 0 | 2 | | | | | | |
| 1 to 5 | 66 | 30,117 | 29,002 | 3 | 58,000 | 90,000 | |
| 6 to 10 | 32 | 44,362 | 60,000 | 6 | 55,000 | 70,000 | M |
| 11 to 20 | 23 | 52,405 | 68,000 | 10 | 60,000 | 94,000 | |
| 21 to 30 | 14 | 66,743 | 81,000 | 5 | 72,000 | 82,400 | M |
| 31 to 50 | 15 | 64,943 | 95,500 | 6 | 91,000 | 120,000 | |
| 51 to 75 | 5 | 90,000 | 90,000 | 1 | 90,000 | 90,000 | M |
| 76 to 100 | 4 | 69,062 | 90,100 | 2 | 90,100 | 117,000 | M |
| 101 to 200 | 15 | 69,257 | 87,000 | 8 | 87,000 | 181,706 | |
| 201 to 300 | 6 | 118,704 | 157,000 | 4 | 124,000 | 196,703 | |
| 301 and Over | | | | | | | |

| Vice President Director of Development | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|--|-------------------------|--------------------------|---------------|------------|-----------------|-----------------|---------------------------------------|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 84,452 | 82,000 | 61 | 71,080 | 100,573 | M |
| Budget Size | | | | | | | |
| Under \$500,000 | 34 | 40,000 | 40,000 | 1 | 40,000 | 40,000 | |
| \$500,000 - 999,999 | 33 | 62,059 | 65,000 | 4 | 53,178 | 68,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 69,698 | 67,500 | 20 | 45,000 | 110,000 | |
| \$2,500,000 - 4,999,999 | 30 | 71,609 | 74,000 | 16 | 55,000 | 102,800 | |
| \$5,000,000 - 9,999,999 | 15 | 104,972 | 105,000 | 10 | 82,000 | 124,750 | M |
| \$10,000,000 and Above | 21 | 122,109 | 124,000 | 10 | 87,800 | 178,000 | |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | 13 | 91,583 | 87,500 | 6 | 60,000 | 132,500 | |
| Civil Rights & Social Action | - | - | - | - | - | - | - |
| Community Development/Housing | - | - | - | - | - | - | - |
| Developmental Disabilities | 7 | 86,666 | 85,000 | 3 | 80,000 | 95,000 | |
| Economic Development | | | | | | | |
| Education: Early Childhood Education | 7 | 67,847 | 68,000 | 5 | 50,000 | 85,000 | M |
| Education: K-12 | - | - | - | - | - | - | - |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | - | - | - | - | - | - | - |
| Health and Rehabilitation | - | - | - | - | - | - | - |
| Human Services/Multipurpose | 41 | 83,356 | 80,000 | 17 | 40,000 | 124,750 | M |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | - | - | - | - | - | - | - |
| Mental Health & Crisis Intervention | 7 | 90,320 | 91,000 | 5 | 65,000 | 105,000 | |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | - | - | - | - | - | - | - |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | 14 | 57,625 | 57,500 | 5 | 55,000 | 110,000 | M |
| Other: | 31 | 98,356 | 90,000 | 8 | 45,000 | 178,000 | H |
| Number of Employees | | | | | | | |
| 0 | 2 | | | | | | |
| 1 to 5 | 66 | 29,211 | 22,750 | 7 | 42,169 | 57,044 | H |
| 6 to 10 | 32 | 46,640 | 55,000 | 12 | 55,715 | 71,315 | M |
| 11 to 20 | 23 | 49,263 | 65,000 | 9 | 70,500 | 80,600 | |
| 21 to 30 | 14 | 45,739 | 73,000 | 6 | 83,833 | 83,833 | |
| 31 to 50 | 15 | 54,606 | 52,293 | 12 | 88,984 | 93,034 | M |
| 51 to 75 | 5 | 55,339 | 82,000 | 2 | 82,972 | 82,972 | |
| 76 to 100 | 4 | 105,000 | 105,000 | 1 | 105,000 | 105,000 | |
| 101 to 200 | 15 | 54,076 | 85,000 | 9 | 101,998 | 101,998 | M |
| 201 to 300 | 6 | 90,205 | 124,000 | 3 | 150,166 | 150,166 | |
| 301 and Over | | | | | | | |

| Vice President Director of Administration | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|---|-------------------------|--------------------------|---------------|------------|-----------------|-----------------|---------------------------------------|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 78,692 | 77,000 | 24 | 72,835 | 94,774 | H |
| Budget Size | | | | | | | |
| Under \$500,000 | 34 | | | | | | |
| \$500,000 - 999,999 | 33 | 48,214 | 48,214 | 2 | 37,500 | 58,929 | H |
| \$1,000,000 - 2,499,999 | 47 | 56,844 | 55,833 | 6 | 32,000 | 82,400 | H |
| \$2,500,000 - 4,999,999 | 30 | 75,630 | 75,000 | 7 | 57,521 | 95,000 | H,M |
| \$5,000,000 - 9,999,999 | 15 | 67,525 | 83,300 | 4 | 85,000 | 95,000 | M |
| \$10,000,000 and Above | 21 | 125,700 | 130,000 | 5 | 80,000 | 152,000 | |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | 13 | 90,750 | 90,750 | 2 | 65,000 | 116,500 | |
| Civil Rights & Social Action | - | - | - | - | - | - | - |
| Community Development/Housing | 5 | - | - | - | - | - | - |
| Developmental Disabilities | - | - | - | - | - | - | - |
| Economic Development | | | | | | | |
| Education: Early Childhood Education | 7 | 75,000 | 75,000 | 2 | 60,000 | 90,000 | H |
| Education: K-12 | - | - | - | - | - | - | - |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | - | - | - | - | - | - | - |
| Health and Rehabilitation | - | - | - | - | - | - | - |
| Human Services/Multipurpose | 41 | 85,982 | 77,500 | 5 | 58,929 | 130,000 | H,M |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | 20 | 50,000 | 50,000 | 1 | 50,000 | 50,000 | |
| Mental Health & Crisis Intervention | 7 | 88,700 | 88,700 | 2 | 82,400 | 95,000 | H,M |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | - | - | - | - | - | - | - |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | 14 | 55,833 | 55,833 | 2 | 51,667 | 60,000 | H |
| Other: | 31 | 40,166 | 32,000 | 3 | 85,000 | 80,000 | H,M |
| Number of Employees | | | | | | | |
| 0 | 2 | | | | | | |
| 1 to 5 | 66 | 35,686 | 37,500 | 4 | 45,464 | 54,464 | |
| 6 to 10 | 32 | 35,337 | 51,667 | 3 | 58,889 | 58,889 | |
| 11 to 20 | 23 | | | | | | |
| 21 to 30 | 14 | 39,995 | 57,521 | 3 | 66,640 | 66,640 | |
| 31 to 50 | 15 | 41,482 | 85,000 | 7 | 77,000 | 77,000 | |
| 51 to 75 | 5 | | | | | | |
| 76 to 100 | 4 | 92,600 | 92,600 | 1 | 92,600 | 92,600 | |
| 101 to 200 | 15 | 63,635 | 80,000 | 5 | 114,400 | 114,000 | |
| 201 to 300 | 6 | 130,000 | 130,000 | 1 | 130,000 | 130,000 | |
| 301 and Over | | | | | | | |

| Vice President Director of Operations/ Programs | Number of Organizations | Annual Cash Compensation | | | | | Most Reported Educational Requirement |
|--|----------------------------|--------------------------|------------------|---------------|--------------------|--------------------|---|
| | | Actual | | Range | | | |
| | | Average Salary | Median Salary | # of Cases | Average Minimum | Average Maximum | |
| All Organizations | 180 | 84,829 | 75,750 | 69 | 69,230 | 104,989 | M |
| Budget Size | | | | | | | |
| Under \$500,000 | 34 | 53,333 | 50,000 | 3 | 45,000 | 65,000 | M |
| \$500,000 - 999,999 | 33 | 65,452 | 66,950 | 11 | 48,589 | 77,000 | M |
| \$1,000,000 - 2,499,999 | 47 | 66,501 | 65,000 | 18 | 44,000 | 101,125 | H,M |
| \$2,500,000 - 4,999,999 | 30 | 82,095 | 82,500 | 17 | 50,000 | 108,500 | M |
| \$5,000,000 - 9,999,999 | 15 | 91,243 | 101,000 | 10 | 14,500 | 125,000 | M |
| \$10,000,000 and Above | 21 | 147,627 | 145,000 | 10 | 95,000 | 216,998 | H,M |
| Type of Organization | | | | | | | |
| Aging & Senior Care | - | - | - | - | - | - | - |
| Alcohol & Substance Abuse | - | - | - | - | - | - | - |
| Animal & Animal Welfare | - | - | - | - | - | - | - |
| Arts and Culture | 13 | 91,833 | 78,000 | 3 | 65,000 | 132,500 | |
| Civil Rights & Social Action | - | - | - | - | - | - | - |
| Community Development/Housing | 5 | 58,294 | 58,294 | 2 | 48,589 | 68,000 | |
| Developmental Disabilities | 7 | 77,500 | 77,500 | 2 | 60,000 | 95,000 | M |
| Economic Development | | | | | | | |
| Education: Early Childhood Education | 7 | 74,156 | 70,000 | 5 | 50,000 | 108,500 | M |
| Education: K-12 | 8 | 77,750 | 76,000 | 4 | 74,000 | 85,000 | M |
| Education: Colleges & Universities | - | - | - | - | - | - | - |
| Environment/Conservation | - | - | - | - | - | - | - |
| Foundations/Philanthropic Grant Making | 4 | 86,800 | 86,800 | 2 | 86,600 | 87,000 | |
| Health and Rehabilitation | 4 | 125,853 | 125,853 | 2 | 70,000 | 181,706 | M |
| Human Services/Multipurpose | 41 | 98,791 | 93,000 | 16 | 70,000 | 150,000 | M |
| Jobs, Employment & Training | - | - | - | - | - | - | - |
| Legal Services | - | - | - | - | - | - | - |
| Membership/Trade Association | 20 | 53,987 | 52,500 | 5 | 44,000 | 66,950 | H |
| Mental Health & Crisis Intervention | 7 | 91,531 | 98,062 | 4 | 60,000 | 110,000 | M |
| Public Safety & Disaster Relief | - | - | - | - | - | - | - |
| Public Benefit & Social Action | - | - | - | - | - | - | - |
| Recreation, Leisure, & Sports | - | - | - | - | - | - | - |
| Rehabilitation & Physical Disabilities | - | - | - | - | - | - | - |
| Religion & Spirituality | 4 | 69,517 | 69,517 | 2 | 64,035 | 75,000 | M |
| Volunteerism & Philanthropy | - | - | - | - | - | - | - |
| Youth Development | 14 | 60,978 | 64,890 | 6 | 45,000 | 75,000 | M |
| Other: | 31 | 95,547 | 66,950 | 10 | 46,000 | 216,998 | H,M |
| Number of Employees | | | | | | | |
| 0 | 2 | | | | | | |
| 1 to 5 | 66 | 45,971 | 49,294 | 12 | 50,250 | 65,000 | M |
| 6 to 10 | 32 | 51,874 | 65,000 | 14 | 60,778 | 77,200 | M |
| 11 to 20 | 23 | 45,554 | 60,000 | 8 | 69,021 | 69,755 | H,M |
| 21 to 30 | 14 | 52,915 | 70,000 | 9 | 80,367 | 92,875 | M |
| 31 to 50 | 15 | 48,301 | 50,000 | 11 | 75,875 | 91,653 | M |
| 51 to 75 | 5 | 65,824 | 78,400 | 4 | 98,700 | 98,700 | M |
| 76 to 100 | 4 | 63,007 | 78,936 | 2 | 94,468 | 94,468 | M |
| 101 to 200 | 15 | 70,825 | 95,000 | 7 | 131,386 | 131,386 | |
| 201 to 300 | 6 | 104,162 | 128,722 | 4 | 135,815 | 159,814 | |
| 301 and Over | | | | | | | |

Appendix C: Detailed Additional Role Information

The table below provides salary information by role for those outside of the 6 reported executive leadership roles. Historically, these roles have been broken down individually by organizational type and budget type, but often with many missing entries or limited entries based on the volume of data. The tables below provide a summary of this information. Where you find dashed data is where there were either incomplete or insufficient data to provide an anonymous and representative figure for each category. Within a given organizational category, the median number of responding organizations is 3 and the average number of responding organizations is 6. A threshold of 4 responding organizations has been used previously, and so for many organization categories and more role types, there have been many blank entries. With aim to provide a statistically sound sample for basis of salary comparison, we have broken these down by roles only to provide the larger range and a relative median for each role. The organization category types may adhere to different salary ranges, but typically this is associated with an organization’s budget size. We provide a budget category breakdown by role following the detailed salary list below. Dashed data may also indicate data has been removed in the cases of too few data in order to protect the anonymity of the individuals in these roles.

Key:

Number of Organizations=The number of organizations that claim to have at least one person in this role.

Number of Positions=The number of full-time equivalent positions reported for a given role rounded to the nearest whole number.

Average Salary, Median Salary, Minimum and Maximum=The salary figures across all organization categories for that position.

Educational Requirement

- N=None
- SC=Some college/technical school
- B=Bachelors/Undergraduate degree
- M=Master’s degree
- PhD=Doctorate degree

**Where two education requirements are listed, the requirements were approximately equal. The one listed first indicates a marginally higher score for the number of organizations requiring this level of education.*

***Not all organizations claiming to hold positions reported salary information for those positions.*

Position Salary Summary and Educational Requirements

| Position | Num. Organizations | Num. Positions | Avg. Salary | Median Salary | Minimum | Maximum | Most Reported Educational Requirement |
|-----------------------------|--------------------|----------------|-------------|---------------|---------|---------|---------------------------------------|
| Admin Manager | 55 | 93 | 46,543 | 48,000 | 600 | 73,000 | B |
| Exec Asst | 41 | 49 | 52,099 | 50,000 | 24,000 | 75,000 | SC |
| Clerk | 25 | 40 | 31,866 | 34,000 | 18,000 | 45,500 | HS |
| Secretary Admin Asst | 48 | 67 | 33,790 | 35,500 | 19,000 | 65,339 | HS |
| Accountant | 55 | 53 | 51,968 | 54,000 | 22,500 | 73,500 | B |
| Controller | 41 | 26 | 67,410 | 67,750 | 33,000 | 109,993 | B |
| Accounting Clerk Bookkeeper | 50 | 70 | 38,362 | 41,600 | 19,000 | 72,800 | SC |
| Director Manager Comm PR | 80 | 63 | 61,568 | 58,000 | 25,000 | 121,500 | B |
| Major Gifts Planned Giving | 36 | 31 | 69,511 | 61,526 | 40,000 | 141,900 | B |
| Special Events Manager | 48 | 46 | 52,325 | 52,500 | 12,000 | 80,000 | B |
| Development Specialist | 57 | 54 | 45,916 | 45,000 | 86,000 | 186,000 | B |
| Grant Proposal Manager | 30 | 39 | 95,451 | 60,000 | 25,000 | 100,006 | B |
| Grant Proposal Writer | 30 | 16 | 45,275 | 50,000 | 3,000 | 66,641 | B |
| Director Manager Volunteers | 39 | 29 | 47,309 | 47,632 | 25,000 | 70,910 | B |
| Meeting Planner | 14 | 11 | 58,000 | 55,000 | 34,500 | 104,281 | B |
| Chapter Relations Admin | 8 | 6 | 26,693 | 50,150 | - | - | B |
| Membership Project Manager | 11 | 9 | 53,915 | 55,300 | 35,500 | 77,027 | B |
| Director VP Human Resources | 31 | 22 | 95,673 | 90,000 | 50,000 | 187,000 | B |
| HR Professional | 33 | 30 | 61,258 | 60,000 | 43,600 | 87,000 | B |
| Director VP Info Systems | 22 | 14 | 91,140 | 82,024 | 56,000 | 152,470 | B |
| Computer Programmer | 6 | 7 | 67,558 | 59,150 | 42,000 | 109,934 | SC/B |
| Webmaster | 21 | 13 | 46,917 | 50,500 | 43,000 | 82,000 | SC/B |
| Computer Network Admin | 14 | 25 | 60,870 | 62,000 | 40,000 | 75,000 | SC/B |
| Computer Operator Support | 22 | 20 | 52,373 | 51,000 | 38,000 | 83,000 | SC/B |
| Database Specialist | 25 | 35 | 49,520 | 48,000 | 30,000 | 94,000 | SC/B |
| Program Manager | 96 | 229 | 64,934 | 55,000 | 32,600 | 66,609 | B |
| Artistic Director | 12 | 7 | 67,623 | 60,770 | 55,000 | 135,000 | B |
| Social Worker I | 35 | 147 | 40,268 | 42,000 | 35,000 | 58,500 | B |
| Social Worker II | 23 | 83 | 46,734 | 46,000 | 36,050 | 56,656 | B/M |
| Social Worker III | 15 | 43 | 45,872 | 45,672 | 19,000 | 64,384 | M/B |
| Social Worker IV | 21 | 54 | 50,068 | 53,747 | 40,000 | 70,000 | M |
| Program Specialist | 16 | 25 | 42,050 | 40,500 | 31,200 | 64,800 | SC/B |
| Outreach Worker | 31 | 74 | 42,181 | 41,117 | 18,000 | 64,800 | B |
| Registered Nurse | 11 | 45 | 63,384 | 70,651 | 52,000 | 80,000 | B/SC |
| Licensed Practical Nurse | 5 | 31 | 42,846 | 49,909 | 17,100 | 54,468 | SC/B |
| Aide | 5 | - | - | - | - | - | HS/SC |
| Certified Aide | 6 | 21 | 33,881 | 39,051 | 15,200 | 42,224 | SC/HS |
| Day Care Worker | 9 | 117 | 23,345 | 35,000 | 21,400 | 43,600 | HS |
| Teacher | 19 | 158 | 35,074 | 40,000 | 12,000 | 60,000 | B/M |
| Teacher Aide | 8 | 58 | - | - | - | - | HS/SC |
| Facilities Manager | 34 | 30 | 65,082 | 61,092 | 36,000 | 100,000 | SC/HS |
| Cook | 12 | 21 | 36,023 | 36,920 | 26,520 | 42,848 | HS |
| Custodian | 26 | 42 | 24,991 | 24,000 | 16,000 | 56,200 | HS |
| Driver | 18 | 12 | 33,414 | 35,310 | 21,500 | 55,000 | HS |

Position Summary by Organizational Budget Category

| | | Organization's Annual Budget | | | | | | |
|--|---------------------|------------------------------|-------------|-----------------------|---------------------------|---------------------------|---------------------------|------------------------|
| Position | | | < \$500,000 | \$500,000 - \$999,999 | \$1,000,000 - \$2,499,999 | \$2,500,000 - \$4,999,999 | \$5,000,000 - \$9,999,999 | \$10,000,000 and Above |
| Administrative Manager | Full Time Positions | 91 | 5 | 6 | 8 | 7 | 5 | 60 |
| | Average | 46,546 | 29,950 | 43,458 | 51,333 | 51,571 | 51,625 | 56,312 |
| | Median | 48,000 | 34,550 | 45,000 | 55,000 | 50,000 | 50,750 | 56,312 |
| Exec Assistant | Full Time Positions | 45.5 | - | 3 | 1.5 | 3 | 8 | 29 |
| | Average | 51,793 | - | 48,333 | 41,549 | 41,833 | 51,119 | 61,412 |
| | Median | 50,000 | - | 45,000 | 45,000 | 42,000 | 50,975 | 62,500 |
| Secretary / Administrative Assistant | Full Time Positions | 40 | - | - | - | 5 | 10 | 24 |
| | Average | 33,564 | - | - | - | 34,470 | 35,750 | 42,205 |
| | Median | 35,657 | - | - | - | 35,250 | 41,500 | 49,260 |
| Clerk | Full Time Positions | 50.5 | - | 3 | 7.5 | 4.5 | 13 | 22.5 |
| | Average | 31,866 | - | - | 16,550 | 36,083 | 35,243 | 29,556 |
| | Median | 34,000 | - | - | 16,550 | 39,500 | 33,000 | 35,000 |
| Accountant | Full Time Positions | 39 | - | 4 | 11 | 5 | 9 | 10 |
| | Average | 51,657 | - | 47,650 | 45,001 | 45,200 | 58,927 | 55,534 |
| | Median | 53,722 | - | 50,000 | 45,000 | 43,000 | 62,050 | 53,950 |
| Controller | Full Time Positions | 26 | - | - | 6 | 6 | 3 | 9 |
| | Average | 68,767 | - | - | 56,000 | 64,697 | 62,667 | 87,685 |
| | Median | 70,650 | - | - | 55,000 | 74,000 | 63,000 | 85,000 |
| Accounting Clerk | Full Time Positions | 38 | - | 5 | 10 | 7 | 7 | 8 |
| | Average | 38,054 | - | 38,500 | 30,675 | 35,980 | 45,483 | 41,859 |
| | Median | 40,800 | - | 42,000 | 36,000 | 39,500 | 45,650 | 49,232 |
| Director/Mgr of Communication s/Marketing/Public Relations | Full Time Positions | 59 | 3 | 8 | 16 | 12 | 11 | 9 |
| | Average | 60,363 | 47,667 | 48,022 | 47,527 | 57,013 | 72,306 | 86,456 |

| | | | | | | | | |
|---|--------------------------------|--------|--------|--------|--------|--------|--------|---------|
| | Median | 58,000 | 45,000 | 50,000 | 52,000 | 60,000 | 70,000 | 87,000 |
| Major Gifts / Planned Giving Manager | Full Time Positions | 27 | - | - | 5 | 4 | 9 | 7 |
| | Average | 68,401 | - | - | 68,862 | 63,882 | 60,467 | 83,255 |
| | Median | 60,200 | - | - | 55,000 | 65,763 | 53,000 | 79,000 |
| Special Events Manager / Coordinator | Full Time Positions | 36 | - | - | 5 | 12 | 10 | 7 |
| | Average | 51,656 | - | - | 50,688 | 48,430 | 52,674 | 63,345 |
| | Median | 52,250 | - | - | 51,250 | 47,840 | 53,500 | 63,750 |
| Development Specialist / Associate | Full Time Positions | 44 | 4 | 4 | 11 | 9 | 9 | 7 |
| | Average | 45,665 | 33,388 | 39,150 | 47,864 | 46,944 | 44,001 | 53,443 |
| | Median | 45,000 | 37,475 | 42,800 | 48,000 | 48,000 | 45,000 | 47,735 |
| Grant Proposal Manager Manages | Full Time Positions | 23 | - | - | 4 | 4 | 6 | 7 |
| | Average | 97,924 | - | - | 43,750 | 60,535 | 63,233 | 196,672 |
| | Median | 60,000 | - | - | 47,500 | 60,000 | 63,700 | 63,700 |
| Grant Proposal Writer | Full Time Positions | 18 | - | - | 4 | 4 | 6 | 3 |
| | Average | 45,411 | - | - | 21,850 | 51,250 | 51,442 | 61,594 |
| | Median | 51,500 | - | - | 17,200 | 50,000 | 53,000 | 62,000 |
| Director / Manager of Volunteers | Full Time Positions | 30 | - | 7 | 7 | 3 | 6 | 6 |
| | Average | 47,464 | - | 41,998 | 43,005 | 48,333 | 53,242 | 51,147 |
| | Median | 47,816 | - | 42,020 | 43,750 | 45,000 | 51,000 | 50,286 |
| Meeting Planner | Full Time Positions | 10 | - | - | 5 | - | - | - |
| | Average | 56,101 | - | - | 52,520 | - | - | - |
| | Median | 55,000 | - | - | 55,300 | - | - | - |
| Chapter Relations Administrator | Position | 6 | - | - | 5 | - | - | - |

| | | | | | | | | |
|--|----------------------------|--------|-----|--------|--------|--------|--------|---------|
| | Average | 48,600 | - | - | 40,120 | - | - | - |
| | Median | 50,150 | - | - | 45,000 | - | - | - |
| Membership Project Manager | Full Time Positions | 9 | - | - | - | - | - | - |
| | Average | 53,915 | - | - | - | - | - | - |
| | Median | 55,300 | - | - | - | - | - | - |
| Director / Vice President of Human Resources | Full Time Positions | 22 | - | - | - | 3 | 8 | 10 |
| | Average | 97,339 | - | - | - | 78,500 | 84,002 | 116,396 |
| | Median | 90,858 | - | - | - | 80,000 | 86,500 | 119,500 |
| Human Resources Professional | Full Time Positions | 19 | - | - | 3 | 3 | 3 | 9 |
| | Average | 62,880 | - | - | 51,953 | 65,667 | 53,000 | 68,108 |
| | Median | 61,850 | - | - | 55,000 | 71,000 | 53,000 | 65,500 |
| Director / Vice President of Management Information | Full Time Positions | 13 | - | - | - | - | 4 | 6 |
| | Average | 93,263 | - | - | - | - | 78,250 | 112,570 |
| | Median | 83,000 | - | - | - | - | 76,500 | 110,950 |
| Computer Programmer | Full Time Positions | 3 | - | - | - | - | - | - |
| | Average | 76,078 | - | - | - | - | - | - |
| | Median | 73,300 | - | - | - | - | - | - |
| Webmaster | Full Time Positions | 12 | - | - | 3 | - | 4 | 3 |
| | Average | 47,262 | - | - | 41,000 | - | 37,853 | 77,850 |
| | Median | 51,000 | 600 | 50,000 | 48,000 | 77,027 | 51,000 | 77,850 |
| Computer Network (LAN/WAN) Administrator | Full Time Positions | 10 | - | - | - | - | - | 8 |
| | Average | 60,871 | - | - | - | - | - | 66,120 |
| | Median | 62,000 | - | - | - | - | - | 62,000 |
| Computer Operator / Technology / Computer Support | Full Time Positions | 15 | - | - | - | - | 4 | 7 |

| | | | | | | | | |
|--------------------------------------|----------------------------|--------|--------|--------|--------|--------|--------|--------|
| | Average | 53,142 | - | - | - | - | 64,867 | 52,197 |
| | Median | 51,000 | - | - | - | - | 70,000 | 51,000 |
| Database Specialist | Full Time Positions | 18 | - | - | 5 | 3 | 7 | 3 |
| | Average | 50,261 | - | - | 47,800 | 53,500 | 46,670 | 59,500 |
| | Median | 48,000 | - | - | 48,000 | 53,000 | 50,000 | 44,700 |
| Program Manager | Full Time Positions | 73 | 6 | 15 | 14 | 21 | 9 | 8 |
| | Average | 65,198 | 48,660 | 49,891 | 98,582 | 60,023 | 62,842 | 60,131 |
| | Median | 55,000 | 48,000 | 50,000 | 50,750 | 60,000 | 60,874 | 53,250 |
| Artistic Director | Full Time Positions | 6 | - | - | - | - | - | - |
| | Average | 68,493 | - | - | - | - | - | - |
| | Median | 60,000 | - | - | - | - | - | - |
| Social Worker I - Case Worker | Full Time Positions | 26 | - | 3 | 6 | 9 | 5 | 3 |
| | Average | 40,342 | - | 40,787 | 46,803 | 43,830 | 42,011 | 13,730 |
| | Median | 42,000 | - | 42,000 | 47,779 | 43,000 | 42,000 | 21 |
| | | | | | | | | |
| Social Worker II | Full Time Positions | 16 | - | - | 4 | 4 | 4 | - |
| | Average | 46,934 | - | - | 46,674 | 46,136 | 48,001 | - |
| | Median | 47,000 | - | - | 47,475 | 44,671 | 48,001 | - |
| Social Worker III | Full Time Positions | 9 | - | - | - | 5 | -- | - |
| | Average | 45,818 | - | - | - | 46,800 | - | - |
| | Median | 44,980 | - | - | - | 44,000 | - | - |
| Social Worker IV | Full Time Positions | 13 | - | - | - | 5 | 3 | - |
| | Average | 50,353 | - | - | - | 52,944 | 55,631 | - |
| | Median | 54,000 | - | - | - | 54,000 | 57,222 | - |

| | | | | | | | | |
|---------------------------------------|----------------------------|--------|---|---|--------|--------|--------|--------|
| Program Specialist / Case Aide | Full Time Positions | 10 | - | - | 4 | - | 3 | - |
| | Average | 42,596 | - | - | 40,150 | - | 39,853 | - |
| | Median | 40,750 | - | - | 39,750 | - | 41,000 | - |
| Outreach Worker | Full Time Positions | 23 | - | - | 7 | 5 | 4 | 3 |
| | Average | 42,153 | - | - | 39,762 | 47,034 | 45,059 | 40,928 |
| | Median | 40,500 | - | - | 40,000 | 40,000 | 44,868 | 39,000 |
| Registered Nurse | Full Time Positions | 10 | - | - | - | - | - | 6 |
| | Average | 63,384 | - | - | - | - | - | 68,866 |
| | Median | 70,652 | - | - | - | - | - | 71,599 |
| Licensed Practical Nurse | Full Time Positions | 4 | - | - | - | - | - | 3 |
| | Average | 42,847 | - | - | - | - | - | 51,429 |
| | Median | 49,909 | - | - | - | - | - | 52,660 |
| Aide | Full Time Positions | 3 | - | - | - | - | - | - |
| | Average | 19,305 | - | - | - | - | - | - |
| | Median | 19,305 | - | - | - | - | - | - |
| Certified Aide | Full Time Positions | 5 | - | - | - | - | - | 3 |
| | Average | 33,882 | - | - | - | - | - | 40,109 |
| | Median | 39,052 | - | - | - | - | - | 40,103 |
| Day Care Worker | Full Time Positions | 9 | - | - | - | 3 | - | 3 |
| | Average | 23,345 | - | - | - | 25,516 | - | 21,672 |
| | Median | 28,528 | - | - | - | 35,000 | - | 21,400 |
| Teacher | Full Time Positions | 14 | - | - | 3 | 7 | - | - |
| | Average | 35,075 | - | - | 45,444 | 31,699 | - | - |
| | Median | 39,750 | - | - | 45,000 | 39,500 | - | - |

| | | | | | | | | |
|---------------------------------------|----------------------------|--------|---|--------|--------|--------|--------|--------|
| Teacher Aide | Full Time Positions | 5 | - | - | - | - | - | - |
| | Average | 19,200 | - | - | - | - | - | - |
| | Median | 18,300 | - | - | - | - | - | - |
| Facilities Manager | Full Time Positions | 25 | - | 3 | 4 | 3 | 4 | 11 |
| | Average | 65,279 | - | 59,615 | 48,250 | 63,000 | 72,875 | 70,874 |
| | Median | 62,000 | - | 65,000 | 50,500 | 53,000 | 70,750 | 73,324 |
| Cook | Full Time Positions | 11 | - | - | - | 5 | - | 3 |
| | Average | 36,024 | - | - | - | 33,224 | - | 36,973 |
| | Median | 36,920 | - | - | - | 33,000 | - | 36,920 |
| Custodian / Maintenance Worker | Full Time Positions | 16 | - | - | - | 4 | 3 | 7 |
| | Average | 24,562 | - | - | - | 20,125 | 49,865 | 23,266 |
| | Median | 22,500 | - | - | - | 19,750 | 54,600 | 29,900 |
| Driver | Full Time Positions | 11 | - | - | - | - | - | 3 |
| | Average | 33,247 | - | - | - | - | - | 25,192 |
| | Median | 35,360 | - | - | - | - | - | 35,360 |

The table below provides the average salary for a position by organizational category. The threshold for averaging and reporting this year was data from at least 3 organizations. Categories that do not have certain positions, those with fewer than 3 positions across reporting organizations, or fewer positions with data provided were greyed out. Organizational categories as a whole that did not have sufficient data to report across any of the positions were eliminated entirely.

| | Alcohol & Substance Abuse | Animal & Animal Welfare | Arts & Culture | Developmental Disabilities | Education: Colleges & Universities | Education: Early Childhood | Education: K-12 | Foundations/Philanthropic Grant Making | Health & Rehabilitation | Human Services/Multi-purpose | Membership/Trade Association | Mental Health & Crisis Intervention | Religion & Spirituality |
|-----------------------------|---------------------------|-------------------------|----------------|----------------------------|------------------------------------|----------------------------|-----------------|--|-------------------------|------------------------------|------------------------------|-------------------------------------|-------------------------|
| Admin Manager | | | | | 68,500 | | | | | 53,500 | | | |
| Exec Asst | | | | | 68,000 | | | | | 50,800 | | | |
| Clerk | 37,508 | | | | | | | | 37,562 | 24,819 | 40,500 | | |
| Secretary Admin Asst | | | | | | | | | | 34,840 | 39,996 | | |
| Accountant | | | | | 54,000 | | | | | 54,465 | | | |
| Controller | | | 72,666 | | | | | | | 75,395 | | | |
| Accounting Clerk Bookkeeper | | | | | | | | | | 31,583 | | | |
| Director Manager Comm PR | | | | | 74,000 | | | | | 62,120 | 54,000 | | |
| Major Gifts Planned Giving | | | 50,666 | | | | | | | 71,003 | | | |
| Special Events Manager | | | 47,500 | | | | | | | 50,011 | | | |
| Development Specialist | | | 40,800 | | | | | | | 49,168 | | | |
| Grant Proposal Manager | | | | | 70,000 | | | | | | | 54,680 | |
| Grant Proposal Writer | | | | | | | | | | 46,732 | | | |
| Director Manager Volunteers | | | | | | | 50,000 | | | 46,172 | | | |
| Meeting Planner | | | | | | | | | | | 51,600 | | |
| Chapter Relations Admin | | | | | | | | | | | 67,200 | | |

| | | | | | | | | | | | | |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Membership Project Manager | | | | | | | | | | 55,525 | | |
| Director VP Human Resources | | | | | | | | | 88,216 | | 94,000 | |
| HR Professional | | | | 87,000 | | | | | 59,807 | | | 46,206 |
| Director VP Info Systems | | | | | | | | | 92,000 | | | |
| Computer Programmer | | | | | | | | | | | | |
| Webmaster | | | | | | | | | | 62,342 | | |
| Computer Network Admin | | | | 62,000 | | | | | 55,160 | | | |
| Computer Operator Support | | | | | | | | | 56,725 | | | |
| Database Specialist | | | | 73,500 | | | 48,000 | | 43,067 | | | |
| Program Manager | 58,023 | | 49,330 | 46,200 | 76,500 | 55,850 | 64,000 | 61,450 | | 58,504 | | 65,000 |
| Artistic Director | | | 91,812 | | | | | | | | | |
| Social Worker I | 41,432 | | | | | 43,500 | | | | 40,684 | | 26,426 |
| Social Worker II | | 46,172 | | | | | | | | 47,337 | | 45,248 |
| Social Worker III | 42,490 | | | | | | | | | 50,091 | | 50,000 |
| Social Worker IV | 48,145 | | | | | | | | | 57,117 | | 55,737 |
| Program Specialist | 35,454 | | | | | | | | | 39,568 | | 40,699 |
| Outreach Worker | 51,370 | | | | 45,000 | | | | | 41,989 | | 34,250 |

| | | | | | | | | | | | | | |
|--------------------------|--|--------|--------|--|--------|--------|--------|--|--------|--------|--|--------|--------|
| Registered Nurse | | | | | 74,000 | | | | 64,000 | 65,666 | | 70,666 | |
| Licensed Practical Nurse | | | | | | | | | 54,468 | | | 47,158 | |
| Aide | | | | | | | | | 38,592 | | | | |
| Certified Aide | | | | | | | | | 42,224 | 38,000 | | | |
| Day Care Worker | | | | | 43,600 | 21,191 | | | | 20,586 | | | |
| Teacher | | 32,800 | 40,666 | | | 41,278 | 52,000 | | | 22,538 | | 44,000 | |
| Teacher Aide | | 28,600 | | | 39,000 | | | | | | | | |
| Facilities Manager | | | | | 80,800 | | | | | 58,707 | | | |
| Cook | | | | | | 32,500 | | | | 37,395 | | | |
| Custodian | | 29,900 | | | 38,000 | | | | | 25,065 | | | 33,850 |
| Driver | | | | | | | | | | 34,600 | | | |

Appendix D: Participating Organizations

After the Harvest
Aligned
Alphapointe
American Civil Liberties Union Foundation of Kansas
American Historical Truck Society
American Holistic Nurses Association
American Jazz Museum
American Medical Society for Sports Medicine
American Public Square at Jewell
American Truck Historical Society
Arts Council of Johnson County
Avenue of Life
Baptist-Trinity Lutheran Legacy Foundation
Birdsall House
BoysGrow
Brain Injury Association of Kansas and Greater Kansas City
C You In The Major Leagues
Cair Paravel Latin School
Camp Encourage
Camp Fire Heartland
Cass County Community Living
Center of Grace
Chief People Officer
Child Abuse Prevention Association
Child Protection Center
Children's Advocacy Center of Douglas County
Children's Center for the Visually Impaired
Children's Services Fund of Jackson County
CHWC, Inc.
City Union Mission
Clay County Clothes Closet
Community Assistance Council
Cornerstone of Topeka,. Inc.

Covenant Network of Presbyterians
Cross-Lines Community Outreach
Cultivate Kansas City
DBIA-MAR
Determination, Incorporated
Douglas County CASA, Inc.
Drumm Farm Center for Children, Inc
El Centro, Inc.
Elevate Metro KC
Families Together, Inc.
FIRE Foundation
First Call Alcohol/Drug Prevention & Recovery
First Judicial District CASA Association
Folly Theater
FosterAdopt Connect
Friends of JCDS, inc
Friends of JCDS, Inc.
FRONT PORCH ALLIANCE - Kansas City
GateWay of Hope Ministries
Gift of Life
Gilda's Club KC
Goodwill of Western Missouri and Eastern Kansas
Grant Professionals Association
Grant Professionals Association
Greater KC LINC
Growing Futures Early Education
HappyBottoms
Harvesters - The Community Food Network
Head for the Cure Foundation
HealthEd Connect
Heart to Heart International
Heartland Center for Jobs and Freedom
Heartland Regional Alcohol & Drug Assessment Center
(HRADAC)
Hope House, Inc.
HPC
International Association of Operative Millers
International Association of Plastics Distribution
International Relations Council
Jackson County CASA (Court Appointed Special Advocates)
JDRF

Jewish Family Services of Greater KC
Job One
Johnson County Christmas Bureau
Kansas Advocates for Better Care
Kansas Chapter, American Academy of Pediatrics
Kansas City Hospice & Palliative Care
Kansas City Jazz Orchestra
Kansas City Metropolitan Bar Association
Kansas City Regional Association of Realtors
Kansas City Repertory Theatre
Kansas city Southwest Clinical Society
Kansas City Teacher Residency
Kansas Coalition Against Sexual and Domestic Violence
Kansas Pharmacists Association
Kansas Statewide Homeless Coalition
Kansas University Medical Center
KC CARE Health Center
KC Common Good
Keeler Women's Center
Labor-Management Council of Greater Kansas City
Lead to Read KC
Learning Club
Life Unlimited, Inc.
Literacy KC
Lyric Opera of Kansas City
Mainstream Coalition
Mattie Rhodes Center
Mesner Puppet Theater
Metropolitan Energy Center
Mid America Assistance Coalition, Inc.
Mid-Coast Radio Project, Inc
Midwest Section PGA
MINDDRIVE, iNC
MOCSA
Mt. Carmel Redevelopment Corp.
Myasthenia Gravis Association
NAIA
NAMI Kansas
Nerman Museum of Contemporary Art
Nonprofit Connect
Northeast Community Center

Northeast Community Center
Northland Early Education Center
NourishKC
Nurture KC
Oral Health Kansas, Inc.
Organization
Outreach International
PCs for People Kansas City LLC
Phoenix Family
Platte County Senior Fund
Reach Out and Read Kansas City
Reconciliation Services
River of Refuge
Ronald McDonald House Charities of Kansas City
Rosedale Development Association
Shawnee Mission Education Foundation
Society for Scholarly Publishing
Society of Teachers of Family Medicine
Southeast Enterprises
Special Olympics Kansas
St Andrew's Episcopal Church
St. Mary's Home for Mothers, Inc.
St. Michael's Veterans Center
Starlight Theatre
Start at Zero
STW Charities Inc.
Sunflower House, Inc
Support Kansas City
The Battle Within, Inc.
The Children's Place, Inc.
The Family Conservancy
The HALO Foundation
The Hope Center
The Kansas City Boys Choir
The Kansas City Zoo
The National WWI Museum and Memorial
The Nelson-Atkins Museum of Art
The Principle Foundation
The Villages Inc
The Voter Network
The White Theatre at The Jewish Community Ctr

The Whole Person
TNC Community
Tri-County Mental Health Services, Inc.
Trinity In-Home Care
UMKC Center for Neighborhoods
United Community Services of Johnson County
United Soccer Coaches Association
Urban ranger corps
Veterans of Foreign Wars
Waldo Area Business Association
Westwood Ensemble
Wildwood Outdoor Education Center
Wyandotte Pregnancy Clinic
YMCA of Greater Kansas City
Youth Volunteer Corps

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