

***THE NONPROFIT TIMES***  
The Leading Business Publication For Nonprofit Management

# 2009 | Nonprofit Organizations Compensation & Benefits Survey



Providing Compensation and Benefit Reports for the Nonprofit Sector

Nationwide Compensation and Benefits Report

Reports provided by  
**BLUEWATER**  
NONPROFIT SOLUTIONS

# 2009 Nonprofit Organizations Nationwide Compensation and Benefits Report

We would like to thank our 2009 steering committee for their support and assistance in developing this survey.

American Heart Association  
Boys and Girls Clubs of America  
Community Health Charities of America  
Habitat for Humanity International  
Juvenile Diabetes Research Foundation International

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To learn how you can create your own customized survey or to participate in the 2010 Nonprofit Organizations Compensation and Benefits Survey, please send an email to us at [info@bwnps.com](mailto:info@bwnps.com).

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# Introduction

## Developing the Survey

The 2009 Nonprofit Organizations Compensation and Benefits Survey was designed to address the unique compensation and benefit practices of nonprofit organizations. Prior to developing the survey, extensive research was completed to ensure the survey reports would address the needs of the nonprofit sector. A steering committee comprised of human resource professionals from leading nonprofit organizations provided guidance and direction throughout the survey development process. The 2009 Nonprofit Organizations Compensation and Benefits Survey uses a state-of-the-art online questionnaire to collect total cash compensation data on 324 nonprofit specific positions from entry level to the executive office. Detailed benefits information covering plan costs, participation rates and eligibility are collected for medical, dental, vision, life, disability, and retirement plans. More than 35 general benefit offerings from employee leave to telecommuting are covered as well. An executive benefits section provides additional information regarding executive perks and employment agreements.

## Data Effective Date

Survey participants were asked to provide data effective as of October 1<sup>st</sup>, 2008.

## Data Sources

Participation in the survey was open to all U.S. based nonprofit organizations. All Data within the 2009 Nonprofit Organizations Compensation and Benefits Survey was obtained directly from nonprofit organizations. As a condition to participating in the survey, each participant was asked to verify that they were an employee that had been authorized by their organization to provide the information requested in the survey. Additionally, they acknowledged that they would provide accurate survey information regarding the organization. No third party data was used in this report.

## Data Confidentiality

The data within this report is presented in aggregate to protect the confidentiality of those organizations that participated in the 2009 Nonprofit Organizations Salary and Benefits Survey. In the case where organization specific data could possibly be identified, the results have not been published or the presentation of the data has been changed to protect the identity of the organization.

## Survey Participant Custom Reports

Organizations that participated in the 2009 Nonprofit Organizations Salary and Benefit Survey had the option to purchase a detailed survey report customized for their organization. Each report includes the organization's specific data to allow for quick and easy comparisons with relevant organizations. All other data used within the report for comparison purposes is presented in aggregate to protect the confidentiality of those organizations that participated in Survey.



## Survey Data Collection

Data for the 2009 Nonprofit Organizations Compensation and Benefits Survey was collected through an online questionnaire on the Bluewater Nonprofit Organizations Surveys website. The survey completion process ran from November 24, 2008 through February 2009. Prior to completing the questionnaire, participants were asked to register and verify they were authorized by their organizations to complete the survey. Participation in the survey was promoted through a variety of channels.

## Survey Participation

The NonProfit Times invited its subscribers to participate in the survey through a series of vehicles including email communications, advertisements on its website and print and electronic advertisements in its magazines, newsletters and publications. Bluewater Nonprofit Solutions promoted participation in the survey through emails to its customers and by advertising on its website.

## Survey Completion

### Organizational Data

Survey participants were asked to provide information about their nonprofit organization to make it possible for the survey results to be displayed by operating budget size, number of full time employees, geographic region and organizational focus (National Taxonomy of Exempt Organizations classification). This data is used extensively throughout the report.

### Position Matching and Entering Compensation Data

Prior to completing the compensation section of the questionnaire, participants were asked to match the organization's positions to benchmark jobs found in one of 30 job families. Job families are used to group relevant jobs together by functional area of responsibility (e.g. all income development jobs). The survey questionnaire makes use of benchmark jobs during the position matching process to accommodate for the many differences between the size, focus, and programs offered by nonprofit organizations. Because of these differences, similar job titles used across multiple organizations are likely to have differing levels of responsibility and scope associated with them. The use of benchmark jobs helps level the playing field by asking survey participants to match their organization's positions to a predefined list of positions using job descriptions, not job titles.

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

Organizations that completed the survey by the deadline were provided a complimentary summary report of the survey results.

## Data Quality Control

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

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

### Position Data Titles Removed For Insufficient Data

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

### Survey Responses Not Displayed

Survey responses are displayed as a hyphen (-) in cases where the data is considered invalid or an insufficient number of organizations provided a response to the survey questions. In the case where a zero is displayed, this data should be considered valid and the response accurate.

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

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

## Overview of Survey Participants

### Characteristics of Participating Organizations

This section provides information about the 550 nonprofit organizations that completed the 2009 Nonprofit Organizations Compensation and Benefits Survey. These organizations provided detailed information on benefit practices and compensation data on 324 different nonprofit positions. The tables in this section provide an overview of the participants based upon where they are located, their operating budget size, field of services and the number of full time staff they employ.

Number of Full Time Employees	Number of Organizations
1-10	266
11-25	98
26-50	67
51-100	49
101-200	31
201 or more	39

Operating Budget	Number of Organizations
Less than \$499,999	137
\$500,000 - \$999,999	85
\$1,000,000 - \$2,499,999	121
\$2,500,000 - \$4,999,999	70
\$5,000,000 - \$9,999,999	53
\$10,000,000 - \$24,999,999	35
\$25,000,000 - \$49,999,999	19
\$50,000,000 or more	30

Organization Focus	Number of Organizations
Arts, Culture, and Humanities	47
Education	37
Environment and Animals	29
Health	75
Human Services	234
International, Foreign Affairs	4
Public, Societal Benefit	84
Religion Related	19
Mutual/Membership Benefit	11
Unknown, Unclassified	10

Geographic Region	Number of Organizations
Northeast U.S.	112
Southeast U.S.	119
North Central U.S.	110
South Central U.S.	58
Northwest U.S.	82
Southwest U.S.	69

## Survey Participants

"I Have a Dream" Foundation - Los Angeles  
 15 Place, Loaves and Fish Community Ministries  
 3 Rivers Wet Weather Inc  
 A Friend's House  
 A2LA  
 Ability Housing of Northeast Florida  
 Abuse & Rape Crisis Center  
 AchieveMpls  
 Adaptive Sports Center, Inc  
 Adolescent's Attitude Above Average  
 Agora Partnerships  
 AHM Youth & Family Services, Inc.  
 AIDS Arms Inc.  
 AIDS Project Quad Cities  
 Alabama Coalition Against Domestic Violence  
 Alabama Head Injury Foundation  
 Alaska Junior Theater  
 Alliance for Lupus Research  
 Alliance for Telecommunications Industry Solutions  
 Alliance Francaise de Denver  
 Almost Home, Inc.  
 Alpha Omicron Pi Foundation  
 ALSAC - St. Jude Children's Research Hospital  
 AltaMed Health Services Corporation  
 Alternative Homes for Youth, Inc  
 Alternatives to Violence, Inc  
 Alzheimer's Association, S E WI Chapter  
 Alzheimer's Services of the Capital Area  
 American Academy of Pediatrics  
 American Charities For Reasonable Fundraising Regulation  
 American College of Rheumatology  
 American Diabetes Association  
 American Indian College Fund  
 American Lung Association  
 American Majority Inc.  
 American Red Cross Chippewa Valley Chapter  
 American Red Cross Gaston County Chapter  
 American Red Cross Mountain Valley Chapter  
 American Red Cross of Alaska

American Red Cross Southeast Louisiana  
 American School Health Association  
 American Syringomyelia Alliance Project  
 America's Junior Miss  
 Anawim Housing  
 And Justice For All  
 Antioch University  
 Appalachia Service Project, Inc.  
 Arise Ministries  
 Arizona Aerospace Foundation  
 Arsht Center for the Performing Arts  
 Arts & Scraps  
 Associated Industries of Florida  
 At Home in Greenwich  
 Atlanta Children's Shelter  
 Atlanta Young Singers of Callanwolde  
 Austin Child Guidance Center  
 Avadhuta Foundation  
 Avondale House  
 Bailey House, Inc.  
 Barbershop Harmony Society  
 Barney Neighborhood House  
 Barrel of Monkeys Productions  
 Basic Needs Inc. of South Washington County  
 Bay Area Food Bank  
 Best Friends of Neenah-Menasha  
 Bible League  
 Big Brothers Big Sisters of Central California  
 Big Brothers Big Sisters of Puget Sound  
 Big Brothers Big Sisters of SELA  
 Birmingham Pledge Foundation  
 Bladder Cancer Advocacy Network  
 Boston Community Capital Inc.  
 Boston Latin School Association  
 Boys & Girls Clubs of Benton & Franklin Counties  
 Boys & Girls Clubs of Metro Denver  
 Breathe California, Golden Gate Public Health Partnership  
 Brooklyn Academy of Music  
 Broome County Arts Council, Inc.

Building A Generation  
 Business Professionals of America  
 C.K. Blandin Foundation  
 Camp Git-Along  
 CARE  
 Career Transition For Dancers  
 Caring Connection  
 Catholic Foundation for the Diocese of Tucson  
 Cat's Cradle of the Shenandoah Valley  
 Cedarcrest Center for Children with Disabilities  
 Center for Children  
 Center for Independent Living of Broward  
 Center for Nonprofit Excellence  
 Center for People With Disabilities  
 Center for SCREEN-TIME Awareness  
 Center for the Visually Impaired  
 Central Pennsylvania Food Bank  
 Centre County Youth Service Bureau  
 Chamber Music Northwest  
 Chamber of Schenectady County  
 CHARG Resource Center  
 Chicago Sunday Evening Club  
 Child and Family Services of NH  
 Child Saving Institute  
 Children International  
 Children's Trust Foundation  
 Chinatown Community Children's Center  
 CJE SeniorLife  
 ClearView Center Inc  
 Clinton County Women's Center  
 Coalition For Kids, Inc.  
 College Houses, Inc.  
 Colonial Williamsburg Foundation  
 Colorado Alliance for Environmental Education (CAEE)  
 Colorado Cattlemen's Agricultural Land Trust  
 Colorado Dragon Boat Festival  
 Colorado Nonprofit Association  
 Colorado Renewable Energy Society  
 Columbus Speech & Hearing Center

Communities In Schools of Atlanta  
 Community Food Bank, Inc.  
 Community Foundation of South Alabama  
 Community Foundation of Wabash County  
 Community Harvest Food Bank  
 Community Health Charities of America  
 Community Housing Initiatives, Inc.  
 Community Legal Services  
 Community Services Agency of Mountain View and Los Altos  
 Community Support Programs, Inc.  
 Congress for the New Urbanism  
 Connemara Conservancy Foundation  
 Cornerstones of Care  
 Coulee Catholic Schools  
 Council of Michigan Foundations  
 Council of Social Concern  
 Council On Accreditation  
 Council on Aging of Elkhart County, Inc.  
 Covenant House International  
 Covenant to Care for Children, Inc.  
 Crawford House, Inc.  
 Crisis Nursery  
 Crosspoint, Inc.  
 Crossroads Rhode Island  
 Crossroads Urban Center  
 Daily Living Centers  
 DakotAbilities  
 Dakotas UM Foundation  
 DataCenter  
 Davenport University  
 Dearborn YMCA  
 Denver Public Schools Foundation  
 Developmental Services Center  
 di Rosa Preserve  
 Direct Relief International  
 disAbility Resource Center  
 Disabled American Veterans  
 DLC Nurse & Learn, Inc.  
 Donaldsonville Area Association for Retarded Citizens  
 Dynamic Dimensions, Inc.

Eagle Valley Alliance for Sustainability  
 Earle Baum Center of the Blind  
 East Central Opportunities, Inc.  
 Easter Seals, Inc.  
 Edsel & Eleanor Ford House  
 Education for Parish Service  
 Educational Council for Hope & Opportunity, Inc.  
 EduGuide  
 Emerge! Center Against Domestic Abuse  
 Emmaus Homes  
 EngenderHealth  
 Environmental and Energy Study Institute  
 Environmental Law Institute  
 Epilepsy Foundation of Arizona  
 Epilepsy Foundation of Texas  
 EQUI-KIDS Therapeutic Riding Program  
 Executive Service Corps Affiliate Network  
 Executive Service Corps of Chicago  
 Fairfax Library Foundation  
 Family Care Network, Inc.  
 Family Connection  
 Family Service of Burlington County  
 Family Services Center of Coffee County  
 Family Support Organization of Bergen County  
 Family Tree, Inc.  
 Far East Broadcasting Company  
 Fieldstone Farm TRC  
 Fine Line Creative Arts Center  
 Firstlink, Inc  
 Florence Immigrant & Refugee Rights Project  
 FOCUS of Charlottesville-Albemarle  
 Fontenelle Nature Association  
 Food Bank of Alaska  
 Food for Others  
 Food for the Hungry  
 Foothills Equestrian Nature Center, Inc.  
 Foundation for Foster Children  
 Frank Lloyd Wright Preservation Trust  
 Freedom Service Dogs, Inc.  
 Fresno Police Chief's Foundation

Friends of Guadalupe River Park & Gardens  
 Friends of Scotchman Peaks Wilderness  
 Friends of the Children's Justice Center of Maui  
 Friends of the Family, Inc  
 Fruit & Flower Day Care  
 Funding Partners  
 FutureHeights  
 Gateway Center of Monterey County, Inc.  
 Gateway Technical College Foundation  
 GENEVA Camp & Retreat Center  
 Girl Scouts of Gulfcoast Florida  
 Girl Scouts of River Bluffs Council  
 Girls in the Game  
 Girls on the Run Denver  
 Golden Gate Regional Center  
 Grand County Rural Health Network  
 Grand Junction Symphony  
 Grand Rapids Public Library Foundation  
 Greater Austin Performing Arts Center, Inc.  
 Greater Milwaukee Foundation  
 Greater New Orleans Foundation  
 Greater Philadelphia Urban Affairs Coalition  
 Green Isle Children's Ranch  
 Ground Zero, Inc  
 GroundWork group  
 Guild for the Blind  
 Habitat for Humanity Central Arizona  
 Habitat for Humanity Greater Fox Cities Area  
 Habitat for Humanity Greater Muncie, Indiana  
 Habitat for Humanity International  
 Habitat for Humanity of Benton County  
 Habitat for Humanity of Champaign County, Inc.  
 Habitat for Humanity of Greater Lowell  
 Habitat for Humanity of Southeastern cT  
 Habitat for Humanity of Talbot and Dorchester Counties  
 Hand-In-Paw, Inc.  
 Harbor Health Services, Inc.  
 Harlem RBI  
 Harmony Education Center  
 Harold W. McMillen Center for Health Education

Hartford Courant Foundation  
HAVEN  
HAWC Inc.  
Haystack Mountain School of Crafts  
HazingPrevention.Org  
Health Care of Southeastern Massachusetts Inc.  
Helping Hand Rehabilitation Center  
Helping Our Women  
HFH Goldsboro-Wayne  
High Desert Museum  
Holland Hospital Foundation  
Hollywood Entertainment Museum  
Home Builders Foundation of Metropolitan Portland  
Home Development Resouces, Inc.  
Home Solutions Institute  
Homework Hotline  
HOPE Center of Edmond  
Hope Gospel Mission  
Hope Haven Children's Clinic and Family Center  
Horizons Hampton Roads  
Hospital Hospitality House of Nashville  
Housing Families Inc.  
Houston Computer Museum  
Human Life Alliance  
Huntingdon House  
iCAST  
Idaho Conservation League  
Idaho Dance Theatre  
Idaho Women's Network  
Indian River Land Trust  
Indiana University Foundation  
Indianapolis Neighborhood Resource Center (INRC)  
Intercultural Communication Institute  
Interfaith Ministries for Greater Houston  
International Children's Heart Foundation  
International Fellowship of Christians & Jews, Inc  
International Physicians for the Prevention of Nuclear War  
International Student Conferences  
Jacksonville Urban League  
James Randi Educational Foundation

Jeff Davis Communities Against Domestic Abuse  
Jewish National Fund  
John C. Campbell Folk School  
Joseph E. Enright Foundation  
JR Coleman Outreach Services Inc.  
Junior Achievement of Maine, Inc  
Juvenile Diabetes Research Foundation, Int'l  
KenCrest Services  
Kendrick Fincher Memorial Foundation  
Kids In Distress  
Kohl Children's Museum of Greater Chicago Inc.  
Lake Avenue Community Foundation  
Lakeland Regional Medical Center Foundation  
Land of Lakes Choirboys  
Lawrence Hall Youth Services  
Learn to Read, Inc.  
Legal Aid Society of San Mateo County  
Legal Services of North Dakota  
Libertae, Inc.  
Lifetrack Resources  
LightHawk  
Linda Creed Breast Cancer Foundation  
Literacy Volunteers of Tucson  
Long Island Housing Services Inc  
Louisiana CASA Association  
Love Heals Inc.  
Loveland Racing Club  
Low Birth Weight Development Center  
Lower Cape Fear Hospice & Life Care Center  
Lupus Foundation of America, North Texas Chapter  
Lutheran Chaplaincy Service  
Lutheran Metropolitan Ministry  
Lutheran Settlement House  
Lyric Opera of Chicago  
Massachusetts Museum of Contemporary Art  
Matthew 25 AIDS Services, Inc.  
MBL Group  
MD Coalition for Inclusive Education  
Memphis Child Advocacy Center  
Memphis Zoo

Mercy Health Services, Inc  
Methodist Health Foundation  
Metro Chicago Information Center  
Metro Council St. Vincent de Paul Society  
Metrocrest Medical Foundation  
Metropolitan Family Service  
Mid America Nutrition Program  
Mid-America Arts Alliance  
Middlesex County College Foundation  
Mid-Ohio Foodbank  
Minnesota Teen Challenge  
Mirror Inc.  
Missionary TECH Team  
Mobilize.org  
Mohonk Preserve  
Monroe County United Ministries, Inc  
Montgomery County Youth Services  
Morgan County Early Childhood Council  
Mount Angel Abbey  
Mujeres Latinas en Accion  
Municipal Homes Inc  
Murch HSA  
Museum of Discovery & Science  
NAMI Colorado  
National Audubon Society  
National Children's Alliance  
National Council of Jewish Women, Essex County  
National Federation of Community Broadcasters  
National Ground Water Association  
National Health Care for the Homeless Council  
National Kidney Foundation  
National Law Center on Homelessness & Poverty  
National Multicultural Western Heritage Museum  
National Multiple Sclerosis Society, Greater Delaware Valley Chapter  
National Multiple Sclerosis Society, Indiana Chapter  
National Multiple Sclerosis Society, Wisconsin Chapter  
National Professional Science Master's Association  
Natural Resources Defense Council  
Navigator  
Navneet

Needham Historical Society  
Neighbor to Neighbor, Inc.  
Neighborhood Centers Inc.  
NeighborWorks Anchorage  
Nemadji Community Resource Center  
New Hampshire Association for the Blind  
New Hampshire Legal Assistance  
New Hampshire Soccer Association  
New Jersey Association on Correction  
New Land Samaritan Inns, Inc.  
Nonprofit Coordinating Committee of New York  
Nonprofit Enterprise Center  
Nonprofit Management Center of the Permian Basin  
Nonprofit Resource Center of Sacramento  
Nonprofit Resource Center of Texas  
North Country Children's Clinic  
North Florida Land Trust, Inc.  
North Light Community Center  
Northwest Area Foundation  
Northwest Parks Foundation  
Northwestern University Settlement Association  
Ohio State Bar Foundation  
Old Colony Y  
Old Pueblo Community Services  
On MY Way, Inc.  
Operation Kindness  
Oregon Food Bank  
Pacific Hills School  
Palm Beach Community College Foundation  
Palo Alto Medical Foundation  
Pearl S. Buck International  
Peer Assistance Services  
People Reaching Out, Inc.  
Please Touch Museum  
PolicyLink  
Polycystic Kidney Disease Foundation  
Poudre Valley Health System Foundation  
Preservation of Egyptian Theatre, Inc.  
Professional Recyclers of Pennsylvania  
Progressive Agriculture Foundation

Project GRAD Los Angeles  
Project Pericles  
Promise House, Inc.  
Public Health Foundation  
Puerto Rican Family Institute Inc.  
Pui Tak Center  
Raphael House of San Francisco  
Rebuilding Together Tulsa  
Red Eye Collaboration  
Research Foundation of CUNY  
Residence XII  
Riverside Educational Center  
Rocketown  
Rocky Mountain Cancer Centers Foundation  
Ronald McDonald House Charities of Alabama  
Ronald McDonald House Charities of Idaho  
Rose Foundation for Communities and the Environment  
SABRA Sanctuary, Inc.  
Sacramento Association of Realtors  
Sacramento Opera Company  
SafeHaven of Tarrant County  
Safehouse Progressive Alliance for Nonviolence  
San Antonio Education Partnership  
San Francisco Museum of Modern Art  
Sawtooth Botanical Garden  
Second Harvest Food Bank of Northeast Tennessee  
Second Harvest Food Bank of Southwest Virginia  
ServeWyoming  
Services to Enhance Potential  
Shelter Resources, Inc.  
Siloam  
Sisters of the Holy Cross, Inc.  
SME Education Foundation  
Society for American Baseball Research  
Society for Maintenance and Reliability Professional  
Society for Women's Health Research  
Solutions at Work  
South Florida Asthma Consortium  
Southeastern Family Violence Center  
Southern Good Faith Fund/Southern Bancorp

Southern Poverty Law Center  
SouthLight, Inc.  
Southwest Florida Community Foundation, Inc.  
Southwestern Pennsylvania Human Services, Inc  
Special Olympics Wyoming  
Sponsors for Educational Opportunity  
Spotlighters Theatre  
Spring Institute for Intercultural Learning  
SST Productions  
St. Anne's Home, Inc.  
St. Francis Foundation  
St. Vincent Pallotti Center for Apostolic Development  
Stonington Community Center  
STRIDES  
Suffolk Community Council, Inc.  
Sundance Institute  
Sunday Breakfast Rescue Mission  
Susan G. Komen for the Cure, OR & SW WA Affiliate  
Sustainable Conservation  
Technical Assistance for Community Services  
Tel Hai Camp & Retreat  
Temporary Emergency Service  
Ten Chimneys Foundation  
Tennessee FFA Foundation  
Tennessee PTA  
Texas Baptist Missions Foundation  
The Center for Whitley County Youth  
The Children's Dental Center of Greater Los Angeles  
The Clinic  
The Counseling and Education Center  
The Empty Stocking Fund, Inc.  
The Field Museum  
The First Tee of Idaho  
The Gift of Swimming  
The Heuga Center for Multiple Sclerosis  
The Mentoring Network, Inc.  
The National Action Council for Minorities In Engineering  
The Nature Conservancy  
The Nonprofit Center  
The Oklahoma Center for Community and Justice

The Opportunity Network  
The Oregon Community Foundation  
The Outdoor Foundation  
The Salvation Army - Syracuse Area Services  
The Salvation Army - Wauwatosa  
The Valerie Fund  
The Vegetarian Resource Group  
The Volunteer Center of Greensboro, Inc.  
Therapy Partners, Inc.  
Third Sector New England  
Tigers Go  
Timothy and Bernadette Marquez Foundation  
Timothy Smith Network  
Touro Law Center  
Town of Littleton Cares, Inc. - Meals on Wheels  
Training, Inc.  
Transitions Mental Health Association  
Triangle Education Foundation  
Trillium Family Services  
Trinity Missions  
Turning Point Center  
Twin Rivers Center for the Arts  
United Cerebral Palsy of Mobile  
United Community & Family Services  
United Way - Heart of Florida  
United Way - Heartland  
United Way - Mile High  
United Way - Triangle Morrisville  
United Way -Metro Louisville  
United Way of Chittenden County  
United Way of Greater Houston  
United Way of Madison County  
United Way of Mesa  
United Way of North Central Florida  
United Way of Pasco county  
United Way of Pierce County  
United Way of Salt Lake  
United Way of Southwest Wyoming  
United Way of the Quad Cities Area  
United Way of Ventuta County

Unity House of Troy, Inc  
University St. Thomas  
Urban Ecology Center  
Utica Zoological Society, Inc.  
Valencia Community College Foundation  
Valley Points Family YMCA  
Vermont Public Interest Research Group  
VISIONS/Services for the Blind and Visually Impaired  
VisionServe Alliance  
Visiting Homemaker Home Health Aide Service of Bergen County  
Volunteer Legal Services Hawaii  
Volunteers of America of Wisconsin  
Volunteers of America Texas  
Voyager Youth Program  
Weehawken Creative Arts  
Weller Health Education Center  
West Point Association of Graduates  
WFH - All Saints Foundation  
Willapa Behavioral Halth  
Windham Child Care Association  
Window To The World Communications  
WINGS Foundation, Inc.  
Wiregrass Museum of Art, Inc.  
Wisconsin Historical Foundation  
Wisdom Publications  
WITF, Inc.  
Wolf Haven International  
Women's Foundation of Southern Arizona  
Woods Charitable Fund, Inc.  
World Neighbors  
YMCA of Central Kentucky  
YMCA of Michiana  
Youthville



# Compensation Section

SAMPLE

# Administrative/General Office Job Family

## Detailed Analysis

Administration Director; Administrative Assistant, Intermediate Level; Administrative Assistant, Junior Level; Administrative Assistant, Senior Level; Corporate Insurance Manager; Data Entry Operator; Data Entry Supervisor; Executive Assistant; File Clerk; Mail Clerk; Meetings and Events Manager; Meetings and Events Planner; Office Manager; Receptionist

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of TOTAL CASH COMP	% of ORGs Paying	% of EMPs RCVNG
											\$0 to \$499,999	49	1
\$500,000 to \$999,999	55	1	5.3	\$32,864	7.07%	1.93%	4.06%	5.35%	7.60%	56.57%	0.59%	38.18%	93.75%
\$1,000,000 to \$2,499,999	73	2	5.4	\$35,229	4.49%	0.87%	2.55%	3.98%	5.65%	14.07%	0.17%	17.81%	88.33%
\$2,500,000 to \$4,999,999	44	5	5.1	\$33,749	4.51%	0.67%	1.85%	3.14%	5.42%	23.95%	0.32%	20.45%	61.15%
\$5,000,000 to \$9,999,999	25	5	6.0	\$39,729	2.75%	0.59%	1.08%	2.38%	3.39%	10.15%	0.64%	32.00%	81.58%
\$10,000,000 to \$24,999,999	17	8	6.0	\$36,603	2.53%	0.40%	0.95%	1.68%	3.12%	14.15%	0.84%	29.41%	89.50%
\$25,000,000 to \$49,999,999	3	27	6.7	\$29,509	2.25%	-	-	-	-	-	0.00%	0.00%	0.00%
\$50,000,000 or More	4	42	6.4	\$32,933	1.87%	0.76%	1.19%	1.63%	2.31%	3.45%	0.00%	0.00%	0.00%
All Organizations	270	4	5.2	\$33,858	6.35%	0.40%	2.55%	4.34%	8.04%	56.57%	0.47%	25.93%	86.45%

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Organization Focus	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of TOTAL CASH COMP	% of ORGs Paying	% of EMPs RCVNG
											Arts, Culture, and Humanities	15	2
Education	14	2	5.7	\$38,203	4.77%	0.40%	2.40%	4.14%	7.25%	9.72%	0.55%	28.57%	91.67%
Environment and Animals	14	1	2.2	\$32,262	5.29%	1.20%	2.52%	3.56%	5.70%	18.10%	0.38%	14.29%	91.67%
Health	39	5	5.3	\$35,969	5.99%	0.81%	3.02%	4.33%	8.55%	14.07%	0.46%	30.77%	82.29%
Human Services	123	4	5.0	\$32,199	5.60%	0.45%	2.28%	4.18%	6.55%	46.67%	0.35%	25.20%	88.20%
International, Foreign Affairs	1	4	5.5	\$34,148	1.33%	-	-	-	-	-	0.00%	0.00%	0.00%
Public, Societal Benefit	42	4	5.4	\$34,942	6.70%	0.70%	2.31%	4.36%	8.20%	50.27%	0.40%	23.81%	94.29%
Religion Related	12	5	12.2	\$38,165	16.62%	2.78%	7.70%	10.77%	12.50%	56.57%	2.27%	33.33%	70.00%
Mutual, Membership Benefit	5	3	2.8	\$41,581	4.98%	1.94%	3.88%	5.13%	5.75%	8.22%	0.32%	20.00%	66.67%
Unknown, Unclassified	5	2	4.5	\$36,904	4.53%	0.64%	3.14%	5.06%	5.96%	7.84%	1.07%	60.00%	100.00%
All Organizations	270	4	5.2	\$33,858	6.35%	0.40%	2.55%	4.34%	8.04%	56.57%	0.47%	25.93%	86.45%

# Administrative/General Office Job Family

## Detailed Analysis

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of TOTAL CASH COMP	% of ORGs Paying	% of EMPs RCVNG
					Northeast U.S.	50	6	6.4	\$36,847	5.25%	0.45%	2.63%	3.65%
Southeast U.S.	57	3	5.3	\$30,690	5.95%	1.07%	2.87%	4.56%	8.07%	20.44%	0.51%	33.33%	83.84%
North Central U.S.	50	4	5.4	\$32,511	6.85%	0.59%	2.48%	4.35%	9.04%	56.57%	0.28%	18.00%	83.33%
South Central U.S.	30	5	6.2	\$32,475	6.43%	1.30%	2.55%	5.51%	8.38%	21.79%	0.19%	13.33%	87.50%
Northwest U.S.	41	2	3.4	\$37,419	6.72%	0.64%	2.46%	4.34%	6.59%	46.67%	0.30%	24.39%	83.81%
Southwest U.S.	42	2	4.6	\$33,718	7.23%	0.40%	2.32%	4.39%	6.56%	52.44%	0.89%	35.71%	95.00%
All Organizations	270	4	5.2	\$33,858	6.35%	0.40%	2.55%	4.34%	8.04%	56.57%	0.47%	25.93%	86.45%

# Administrative Assistant, Intermediate Level -- Position Code: 2001

## Detailed Analysis

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist; sets up and maintains files of information; uses computer skills to enter and maintain data; prepare correspondence and develop other routine documents; may make appointments and travel arrangements, coordinate activities relative to department functions.

Scope				Base Salary						Bonus				Total Cash Compensation					
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
\$500,000 to \$999,999	11	1	3.2	\$27,046	\$20,000	\$22,150	\$27,300	\$31,280	\$37,000	45.45%	80.00%	5.30%	2.38%	\$27,329	\$20,000	\$22,800	\$27,300	\$31,606	\$37,000
\$1,000,000 to \$2,499,999	20	1	4.8	\$30,975	\$19,000	\$26,750	\$30,000	\$32,950	\$53,400	5.00%	0.00%	0.00%	0.00%	\$30,975	\$19,000	\$26,750	\$30,000	\$32,950	\$53,400
\$2,500,000 to \$4,999,999	20	2	4.2	\$32,608	\$23,300	\$28,200	\$33,640	\$36,000	\$49,885	15.00%	55.56%	10.00%	2.02%	\$32,683	\$23,300	\$28,375	\$33,640	\$36,200	\$49,885
\$5,000,000 to \$9,999,999	15	3	3.3	\$31,180	\$23,000	\$28,800	\$32,400	\$33,800	\$37,000	6.67%	100.00%	0.00%	0.16%	\$31,183	\$23,000	\$28,800	\$32,400	\$33,800	\$37,000
\$10,000,000 to \$24,999,999	14	4	4.9	\$29,039	\$23,200	\$26,112	\$28,100	\$32,350	\$35,000	21.43%	83.33%	3.00%	2.43%	\$29,178	\$23,200	\$26,112	\$28,100	\$32,725	\$35,700
\$25,000,000 to \$49,999,999	9	12	4.3	\$29,843	\$20,000	\$27,889	\$28,700	\$31,300	\$40,000	0.00%	0.00%	0.00%	0.00%	\$29,843	\$20,000	\$27,889	\$28,700	\$31,300	\$40,000
\$50,000,000 or More	23	15	5.2	\$35,782	\$20,400	\$32,751	\$33,500	\$39,250	\$55,000	8.70%	69.69%	20.00%	2.76%	\$35,840	\$20,400	\$32,751	\$33,500	\$39,250	\$55,000
All Organizations	124	5	4.2	\$30,993	\$12,000	\$26,300	\$31,510	\$35,000	\$55,000	15.32%	71.37%	20.00%	1.72%	\$31,060	\$12,000	\$26,475	\$31,535	\$35,000	\$55,000

Scope				Base Salary						Bonus				Total Cash Compensation					
Organization Focus	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Education	5	4	3.7	\$35,560	\$28,500	\$31,300	\$35,000	\$38,000	\$45,000	0.00%	0.00%	0.00%	0.00%	\$35,560	\$28,500	\$31,300	\$35,000	\$38,000	\$45,000
Environment and Animals	3	10	5.2	\$35,400	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$35,400	-	-	-	-	-
Health	21	8	4.8	\$31,866	\$27,039	\$28,200	\$32,400	\$34,000	\$43,600	19.05%	83.55%	4.00%	2.33%	\$31,980	\$27,039	\$28,200	\$32,400	\$34,200	\$43,600
Human Services	51	4	4.5	\$30,205	\$18,900	\$24,574	\$29,200	\$33,240	\$55,000	19.61%	72.18%	20.00%	1.83%	\$30,292	\$19,000	\$24,574	\$29,200	\$33,294	\$55,000
International, Foreign Affairs	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public, Societal Benefit	22	6	3.6	\$30,427	\$18,000	\$26,038	\$33,050	\$35,000	\$38,500	18.18%	75.00%	4.00%	1.26%	\$30,496	\$18,000	\$26,562	\$33,100	\$35,136	\$38,500
Religion Related	8	4	4.5	\$31,026	\$20,200	\$30,744	\$31,976	\$32,845	\$37,000	0.00%	0.00%	0.00%	0.00%	\$31,026	\$20,200	\$30,744	\$31,976	\$32,845	\$37,000
Mutual, Membership Benefit	2	2	1.8	\$34,442	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$34,442	-	-	-	-	-
Unknown, Unclassified	1	1	10.0	\$26,000	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	\$26,000	-	-	-	-	-
All Organizations	124	5	4.2	\$30,993	\$12,000	\$26,300	\$31,510	\$35,000	\$55,000	15.32%	71.37%	20.00%	1.72%	\$31,060	\$12,000	\$26,475	\$31,535	\$35,000	\$55,000

## Administrative Assistant, Intermediate Level -- Position Code: 2001

### Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	32	8	4.9	\$33,018	\$20,000	\$27,972	\$32,750	\$35,045	\$52,000	15.63%	57.88%	20.00%	2.57%	\$33,116	\$20,000	\$27,972	\$33,140	\$35,085	\$52,000
Southeast U.S.	28	6	4.0	\$30,545	\$19,000	\$24,824	\$32,622	\$35,325	\$45,000	17.86%	93.33%	5.30%	2.57%	\$30,663	\$19,000	\$24,824	\$32,622	\$35,325	\$45,000
North Central U.S.	26	3	3.4	\$32,216	\$20,200	\$27,250	\$30,650	\$33,304	\$55,000	3.85%	0.00%	10.00%	0.00%	\$32,216	\$20,200	\$27,250	\$30,650	\$33,304	\$55,000
South Central U.S.	20	5	5.1	\$26,972	\$12,000	\$22,000	\$25,692	\$32,772	\$38,000	15.00%	100.00%	4.00%	1.41%	\$27,022	\$12,000	\$22,075	\$26,042	\$32,772	\$38,000
Northwest U.S.	13	3	3.4	\$31,929	\$27,039	\$30,560	\$31,900	\$34,000	\$37,000	15.38%	50.00%	1.00%	0.16%	\$31,936	\$27,039	\$30,560	\$31,900	\$34,000	\$37,000
Southwest U.S.	5	1	4.5	\$27,834	\$18,720	\$24,648	\$27,400	\$33,400	\$35,000	60.00%	66.67%	2.00%	0.79%	\$27,994	\$18,720	\$24,648	\$27,500	\$33,400	\$35,700
All Organizations	124	5	4.2	\$30,993	\$12,000	\$26,300	\$31,510	\$35,000	\$55,000	15.32%	71.37%	20.00%	1.72%	\$31,060	\$12,000	\$26,475	\$31,535	\$35,000	\$55,000

# Employee Benefits Section

SAMPLE

# Flexible Spending Accounts

## Detailed Analysis

Scope			Maximum Employee Flexible Spending Account Contributions											
Operating Budget	# of ORGs	% of ORGs Offering	Healthcare						Dependant Care					
			AVG	MIN	25th PCTL	Median	75th PCTL	MAX	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
\$0 to \$499,999	134	9.70%	\$4,185	\$500	\$2,000	\$4,200	\$5,000	\$10,000	\$4,625	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000
\$500,000 to \$999,999	85	17.65%	\$3,218	\$300	\$1,937	\$3,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
\$1,000,000 to \$2,499,999	121	41.32%	\$3,469	\$500	\$2,000	\$3,000	\$5,000	\$15,000	\$3,957	\$500	\$2,500	\$5,000	\$5,000	\$5,000
\$2,500,000 to \$4,999,999	70	60.00%	\$2,776	\$500	\$2,000	\$2,500	\$3,125	\$5,000	\$4,432	\$1,000	\$5,000	\$5,000	\$5,000	\$5,000
\$5,000,000 to \$9,999,999	51	76.47%	\$3,288	\$125	\$2,200	\$3,000	\$5,000	\$10,000	\$4,497	\$416	\$5,000	\$5,000	\$5,000	\$5,000
\$10,000,000 to \$24,999,999	38	78.95%	\$4,341	\$1,000	\$2,500	\$4,000	\$5,000	\$15,000	\$4,839	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000
\$25,000,000 to \$49,999,999	19	63.16%	\$3,917	\$2,500	\$3,000	\$4,000	\$5,000	\$5,000	\$4,400	\$1,500	\$5,000	\$5,000	\$5,000	\$5,000
\$50,000,000 or More	31	87.10%	\$4,635	\$2,500	\$3,500	\$5,000	\$5,000	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
All Organizations	549	41.53%	\$3,619	\$125	\$2,400	\$3,000	\$5,000	\$15,000	\$4,523	\$416	\$5,000	\$5,000	\$5,000	\$5,000

Scope			Maximum Employee Flexible Spending Account Contributions											
Organization Focus	# of ORGs	% of ORGs Offering	Healthcare						Dependant Care					
			AVG	MIN	25th PCTL	Median	75th PCTL	MAX	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Arts, Culture, and Humanities	45	31.11%	\$3,962	\$1,000	\$2,500	\$3,000	\$5,000	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Education	37	43.24%	\$3,581	\$500	\$2,000	\$3,000	\$4,250	\$15,000	\$3,900	\$1,000	\$2,450	\$5,000	\$5,000	\$5,000
Environment and Animals	29	31.03%	\$3,017	\$1,500	\$2,000	\$2,500	\$3,000	\$6,000	\$4,300	\$1,500	\$5,000	\$5,000	\$5,000	\$5,000
Health	74	50.00%	\$3,975	\$800	\$2,475	\$3,250	\$5,000	\$10,000	\$4,345	\$1,000	\$5,000	\$5,000	\$5,000	\$5,000
Human Services	237	38.82%	\$3,391	\$125	\$2,000	\$3,000	\$5,000	\$15,000	\$4,570	\$416	\$5,000	\$5,000	\$5,000	\$5,000
International, Foreign Affairs	4	50.00%	\$3,750	\$2,500	\$3,125	\$3,750	\$4,375	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Public, Societal Benefit	83	46.99%	\$3,681	\$500	\$2,575	\$3,000	\$5,000	\$10,000	\$4,532	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000
Religion Related	19	52.63%	\$3,800	\$2,000	\$2,750	\$3,800	\$5,000	\$5,000	\$4,389	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000
Mutual, Membership Benefit	11	54.55%	\$4,083	\$2,000	\$3,125	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Unknown, Unclassified	10	30.00%	\$4,133	\$2,400	\$3,700	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
All Organizations	549	41.53%	\$3,619	\$125	\$2,400	\$3,000	\$5,000	\$15,000	\$4,523	\$416	\$5,000	\$5,000	\$5,000	\$5,000

## Flexible Spending Accounts

### Detailed Analysis

Scope			Maximum Employee Flexible Spending Account Contributions											
Geographic Region	# of ORGs	% of ORGs Offering	Healthcare						Dependant Care					
			AVG	MIN	25th PCTL	Median	75th PCTL	MAX	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	112	45.54%	\$3,681	\$250	\$2,000	\$3,000	\$5,000	\$15,000	\$4,425	\$1,500	\$5,000	\$5,000	\$5,000	\$5,000
Southeast U.S.	118	33.90%	\$3,951	\$300	\$2,500	\$3,500	\$5,000	\$15,000	\$4,480	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000
North Central U.S.	110	51.82%	\$3,477	\$500	\$2,000	\$3,000	\$5,000	\$10,000	\$4,600	\$500	\$5,000	\$5,000	\$5,000	\$5,000
South Central U.S.	59	33.90%	\$3,586	\$125	\$2,750	\$3,600	\$5,000	\$6,000	\$4,694	\$416	\$5,000	\$5,000	\$5,000	\$5,000
Northwest U.S.	81	43.21%	\$3,259	\$900	\$2,300	\$2,800	\$5,000	\$8,000	\$4,499	\$1,000	\$5,000	\$5,000	\$5,000	\$5,000
Southwest U.S.	69	36.23%	\$3,780	\$1,000	\$3,000	\$4,800	\$5,000	\$5,000	\$4,518	\$1,500	\$5,000	\$5,000	\$5,000	\$5,000
All Organizations	549	41.53%	\$3,619	\$125	\$2,400	\$3,000	\$5,000	\$15,000	\$4,523	\$416	\$5,000	\$5,000	\$5,000	\$5,000