

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Annual Revenue: (Under \$499,000)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$223,480	11%	68%
1st Quartile	3	9.20%	\$125,000	52%	\$153,000	41%	\$0	0%	0%	0%	\$42,840	11%	53%
2nd Quartile	4	13.50%	\$93,750	70%	\$204,000	54%	\$0	0%	0%	0%	\$57,120	15%	49%
3rd Quartile	5	19.80%	\$75,000	87%	\$255,000	68%	\$0	0%	0%	0%	\$71,400	19%	44%
4th Quartile	6	23.90%	\$62,500	104%	\$306,000	82%	\$0	0%	0%	0%	\$85,680	23%	34%
Median	5	16.65%	\$84,375	78%	\$229,500	61%	0%	0%	0%	0%	\$64,260	17%	47%

Annual Revenue: (\$500,000 - \$999,999)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	9	14.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	11	19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	13	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%

Annual Revenue: (\$1,000,000 - \$2,499,999)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%

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Operating Unit - Compensation Detail

Annual Revenue: (\$2,500,000 - \$4,999,999)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

Annual Revenue: (\$5,000,000 - \$9,999,999)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Annual Revenue: (\$10,000,000 - \$24,999,999)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%

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Operating Unit - Compensation Detail

Annual Revenue: (\$25,000,000 - \$99,999,999)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	65%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,055,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Annual Revenue: (\$100,000,000 +)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	988	9.20%	\$151,822	46%	\$50,388,000	34%	\$3,023,280	6%	2%	6%	\$14,955,158	10%	98%
2nd Quartile	1,134	13.50%	\$132,275	53%	\$57,834,000	39%	\$4,048,380	7%	3%	7%	\$17,327,066	12%	92%
3rd Quartile	1,423	19.80%	\$105,411	67%	\$72,573,000	48%	\$5,805,840	8%	4%	8%	\$21,946,075	15%	91%
4th Quartile	1,604	23.90%	\$93,516	76%	\$81,804,000	55%	\$7,362,360	9%	5%	9%	\$24,966,581	17%	88%
Median	1,279	16.65%	\$118,843	60%	\$65,203,500	43%	\$4,927,110	8%	3%	8%	\$19,636,571	13%	92%

Annual Revenue: (All Organizations)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

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Operating Unit - Compensation Detail

Org. Focus: (Arts, Culture, & Humanities)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	3	9.20%	\$125,000	52%	\$153,000	41%	\$0	0%	0%	0%	\$42,840	11%	53%
2nd Quartile	4	13.50%	\$93,750	70%	\$204,000	54%	\$0	0%	0%	0%	\$57,120	15%	49%
3rd Quartile	5	19.80%	\$75,000	87%	\$255,000	68%	\$0	0%	0%	0%	\$71,400	19%	44%
4th Quartile	6	23.90%	\$62,500	104%	\$306,000	82%	\$0	0%	0%	0%	\$85,680	23%	34%
Median	5	16.65%	\$84,375	78%	\$229,500	61%	0%	0%	0%	0%	\$64,260	17%	47%

Org. Focus: (Education)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	65%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,055,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Org. Focus: (Environment & Animals)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	9	14.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	11	19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	13	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%

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Operating Unit - Compensation Detail

Org. Focus: (Health)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	988	9.20%	\$151,822	46%	\$50,388,000	34%	\$3,023,280	6%	2%	6%	\$14,955,158	10%	98%
2nd Quartile	1,134	13.50%	\$132,275	53%	\$57,834,000	39%	\$4,048,380	7%	3%	7%	\$17,327,066	12%	92%
3rd Quartile	1,423	19.80%	\$105,411	67%	\$72,573,000	48%	\$5,805,840	8%	4%	8%	\$21,946,075	15%	91%
4th Quartile	1,604	23.90%	\$93,516	76%	\$81,804,000	55%	\$7,362,360	9%	5%	9%	\$24,966,581	17%	88%
Median	1,279	16.65%	\$118,843	60%	\$65,203,500	43%	\$4,927,110	8%	3%	8%	\$19,636,571	13%	92%

Org. Focus: (Human Services)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%

Org. Focus: (International, Foreign Affairs)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Org. Focus: (Public, Society Benefit)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Org. Focus: (Religion, Spiritual Development)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%

Org. Focus: (Mutal/Membership Benefit Org.)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	15	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Org. Focus: (Unknown, Unclassified)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Org. Focus: (All Organizations)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Geographic Region: (United States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Geographic Region: (New England States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%

Geographic Region: (Middle Atlantic States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Geographic Region: (Middle Southeast States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

Geographic Region: (Lower Southeast States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%

Geographic Region: (Great Lake States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of	Employee	Avg. Revenue per	Avg. Total		Avg. Salary		Avg. % of	Avg. Incentive	Avg.		Avg. Benefit	Avg. % of
Survey Results	FTE's	Turnover	FTE	Compensation	Avg. Total	Cost as % of	Avg. Total	Total	Cost as % of	Maximum	Avg. Total	Cost as % of	Total
				as % of Expense	Salary Cost	Expense	Incentive Cost	Employees	Expense	Bonus as % of	Benefit Cost	Expense	Employees
								Eligible		Salary			Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Geographic Region: (Central Plains States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%

Geographic Region: (South Central States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Results													
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

Geographic Region: (Lower Mountain States)					Salary		Incentive / Bonus				Benefits		
	Avg. Number of	Employee	Avg. Revenue per	Avg. Total		Avg. Salary		Avg. % of	Avg. Incentive	Avg.		Avg. Benefit	Avg. % of
Survey Results	FTE's	Turnover	FTE	Compensation	Avg. Total	Cost as % of	Avg. Total	Total	Cost as % of	Maximum	Avg. Total	Cost as % of	Total
				as % of Expense	Salary Cost	Expense	Incentive Cost	Employees	Expense	Bonus as % of	Benefit Cost	Expense	Employees
								Eligible		Salary			Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	9	14.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	11	19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	13	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%

2009 Nonprofit Organizations Salary and Benefits Survey

Operating Unit - Compensation Detail

Geographic Region: (Pacific Northwest States)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	65%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,055,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Geographic Region: (Pacific Southwest States)					Salary		Incentive / Bonus				Benefits		
Survey Results	Avg. Number of FTE's	Employee Turnover	Avg. Revenue per FTE	Avg. Total Compensation as % of Expense	Avg. Total Salary Cost	Avg. Salary Cost as % of Expense	Avg. Total Incentive Cost	Avg. % of Total Employees Eligible	Avg. Incentive Cost as % of Expense	Avg. Maximum Bonus as % of Salary	Avg. Total Benefit Cost	Avg. Benefit Cost as % of Expense	Avg. % of Total Employees Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%