

2025

 King County

VSHSL Veterans, Seniors, &
Human Services Levy

KING COUNTY NONPROFIT WAGE & BENEFITS SURVEY REPORT

Putting People First

Prepared by 501 Commons



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Acknowledgments

King County Veterans, Seniors, and Human Services Levy (VSHSL)



501 Commons is grateful that the King County Veterans, Seniors, and Human Services Levy (VSHSL) funded the 2025 King County Nonprofit Employment Survey project. Without their support, we would not have been able to solicit input from as many organizations whose contributions are critical to this report. 501 Commons and the King County VSHSL have a shared interest in supporting a thriving nonprofit sector where organizations can recruit, retain, and promote highly talented and engaged people.

The VSHSL connects veterans, servicemembers and their families, seniors (age 55 and older) and their caregivers, as well as resilient communities to programs and services that help them live healthy, productive, and meaningful lives. It helps individuals and families with affordable housing, employment, behavioral health treatment, and more. The VSHSL expands access to critical human services to improve overall health and well-being, create thriving communities, and reduce disparities throughout King County. For more information about the VSHSL, visit kingcounty.gov/VSHSL.

Thank You for Participating!

We appreciate the participation of 224 organizations located in or serving King County.

About 501 Commons

501 Commons is a 501c3 nonprofit organization that amplifies the strengths of nonprofits in the Pacific Northwest and beyond so that ALL people and communities flourish.



People turn to 501 Commons for expert and affordable guidance, hands-on support, learning, and practical solutions that help nonprofits thrive. Our services include:

- **Finance, HR, and Management Consulting** – Helping organizations build strong operations, systems, and practices.
- **Fundraising Advisory Services** – Providing tools, coaching, and strategies to grow development capacity.
- **Leadership Coaching & Executive Advising** – Supporting nonprofit leaders at every stage of their journey.
- **Technology and IT Support** – Including strategic consulting and managed IT services.

- **Training, Professional Development, & Capacity Building** – Tailored learning opportunities for staff, board members, and volunteers.
- **Free Information & Referral Hub** – Access to vetted tools, best practices, and connections to trusted consultants and partners.
- **Washington Gives Fundraising Platform** – Home to statewide giving efforts, including GiveBIG and GivingTuesday, serving more than 1,300 nonprofit organizations annually.

About the Project Team

Nonprofit Compensation Associates, Inc.

Rita Haronian, Principal, co-founded Nonprofit Compensation Associates in 2010. Her experience with compensation and benefits surveys began in 1983, when she worked on one of the first local nonprofit surveys developed by the Management Center in San Francisco. Along with her work on annual California surveys, Rita has worked with local sponsoring organizations around the country to produce surveys for their communities since 2002. Other custom work includes surveys for nonprofits in the fields of sexual assault/ domestic violence prevention, nonprofit housing development, and services for people with vision loss.

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Margaret Grace Henning, Senior Human Resources Consultant, is an HR professional with 20+ years of experience. She has directed HR in organizations ranging from 3–650 employees in size, with a focus on biotech and healthcare, and for the past years at 501 Commons, served nonprofits exclusively. In addition, Margaret is an adjunct faculty member in HR at two local colleges and has served on HR boards for more than half her career.

In addition to her bachelor's degree from Occidental College, Margaret has earned several high-level HR designations: a lifetime SPHR (Senior Human Resources Professional) from the HR Certification Institute, SHRM-SCP (Senior Certified Professional) from the Society of Human Resources, and CCP (Certified Compensation Professional) from World at Work. Born in Nebraska, she has also lived and been an HR Director in California, New Mexico, and Texas.

Jenny Lundqvist, Project Manager, holds a Bachelor of Science in Economics from Lund University in Sweden. At 501 Commons, she served as a project manager for database and research projects and as a manager of internal data systems and processes. She has a background in quantitative and market research. Before entering the nonprofit field, she spent five years as a client-facing project manager in market research with Survey Sampling International.

Tim Takechi is the Communications Manager at 501 Commons, where he is responsible for newsletters, promotional resources, social media, managing the website, and providing assistance on projects such as Putting People First and GiveBIG. He was previously the Marketing and Communications Coordinator for Millionair Club Charity (now called Uplift Northwest). He has a BA in Journalism and Mass Communications and a Theatre minor from Whitworth University. He also serves on the board of directors of Centerstage Theatre in Federal Way, WA.

Danielle Lyda is the HR Program Manager at 501 Commons, where she directs the work of the Human Resources business line, supporting nonprofit organizations across the Pacific Northwest. A respected strategist and trusted thought partner in the sector, Danielle guides both clients and internal teams through a wide range of complex operational and organizational challenges. Known for her thoughtful, solutions-driven approach, she brings clarity and insight into every engagement.

With more than 25 years of professional service delivery, human resource, and organizational development experience, Danielle has served in pivotal roles, including managing partner of a private Professional Employer Organization (PEO), HR director, business owner, and nonprofit advisor. She holds a bachelor's degree from Idaho State University and is currently pursuing her MBA to further expand her leadership and business expertise.

Danielle is deeply committed to community impact. She serves on multiple nonprofit boards and is a founding member of AJL60, a mental health education initiative supporting young adults. She and her husband have four children who live and work internationally, and together they enjoy skiing, water sports, and hiking throughout North America and the European countryside.

Claudia Malone, SPHR, is an HR Consultant and member of 501 Commons' Executive Service Corps. She has a BA in Psychology from the University of Rhode Island and 40+ years of broad generalist experience in human resources. She is passionate about improving how organizations lead their human resources. Her expertise includes employment law, compensation and benefits, training and talent development, recruiting and retention, performance management, and safety. Claudia develops and teaches HR classes for Green River College; develops and facilitates management training for organizations such as the Port of Seattle; and is past chair for KidVantage (formerly Eastside Baby Corner).

LeeAnn Stivers, Former Executive Director at 501 Commons, brought more than 15 years of nonprofit leadership experience rooted in human capital strategy, organizational transformation, and equity-driven systems change. She became Executive Director of 501 Commons in 2025 after serving as a senior leader at Moss Adams, where she advised public and nonprofit clients on workforce and change initiatives. Previously, LeeAnn spent more than a decade in executive leadership at Girl Scouts of Western Washington, where she led organizational and team development, championed compensation reform, and implemented equitable leadership and performance systems.

She offers deep expertise in executive coaching, organizational development, succession planning, and leading complex change initiatives. She is certified in Prosci Change Management and the Leadership Practices Inventory (LPI). LeeAnn holds a bachelor's degree in Human Services with an emphasis in Community Development from Springfield College. She lives in West Seattle with her family and is committed to building inclusive, high-performing teams that help nonprofits thrive.

Statement from King County Department of Community & Human Services Leadership

The King County Department of Community & Human Services (DCHS) oversees the Veterans, Seniors, and Human Services Levy (VSHSL) through its Adult Services Division

At the heart of every community are people committed to service - people who step forward to care for others, offer guidance, and connect communities to resources when hope feels out of reach. Whether helping a veteran transition to civilian life, supporting a senior in building meaningful connections, or ensuring underserved communities can access lifesaving supports, this work is essential to the wellbeing of King County.

For decades, nonprofit providers have carried much of this responsibility. They are often on the frontlines of efforts to reduce disparities and, for many, serve as a critical reminder that someone cares and is always willing to help. Yet far too often, the very people who dedicate their lives to service are not compensated with the wages and benefits they need to thrive. If we are serious about building a community where everyone can flourish, we must also invest in the people who make that vision possible.

The King County Nonprofit Wage & Benefits Survey and the Nonprofit Employee Engagement Survey, funded by the Veterans, Seniors and Human Services Levy (VSHSL), were created to identify and understand challenges the nonprofit sector faces, while also outlining a path forward with recommendations for nonprofits to implement. The surveys reach nonprofits involved a wide range of sectors, including housing, behavioral health, childcare, disability services, education, and more.

Among their findings, the surveys show how high turnover and stagnant wages are impacting the nonprofit workforce: One in three employees reported holding a second job to make ends meet and 60% report spending more than 30% of their income on housing. Beyond numbers, these findings show what non-profit workers are experiencing every day and strengthens our collective call for fair wages, equitable treatment, and sustainable funding.

The survey results presented here equip policymakers, including King County DCHS, with the data needed to drive meaningful change. And at a time when we face federal funding cuts, locally funded sources like DCHS's VSHSL, are critical to ensuring vital services continue. The VSHSL's \$57 million workforce stabilization investment, scheduled to occur between now and 2029, demonstrates how King County Leaders are incorporating community recommendations into policy and budget decisions. While these funds will help stabilize the nonprofit workforce by supporting recruitment, increasing wages, improving benefits, and expanding opportunities for professional development, there is still much work to be done to support our contracted non-profit partners. We accept that responsibility and look forward to partnering with both non-profit and for-profit organizations to continue this progress and build a more sustainable, equitable nonprofit sector.

To every nonprofit employee and organization that participated in this survey: Thank you for your contribution and for the work you do each day. Because of you and your decision to use your voice, King County is better positioned to reduce disparities and drive meaningful change.

Michael Bailey
Director, DCHS Adult Services Division

Executive Summary

The 2025 King County Nonprofit Wage & Benefits Survey offers a vital snapshot of compensation, benefits, and workforce practices across 224 participating nonprofit organizations, representing a wide variety of focus areas. Together, these organizations employ more than 20,000 individuals, with nearly 14,000 salaries categorized into 172 job titles for analysis in this report. The survey is designed to:

- Benchmark pay and benefits for common nonprofit roles
- Identify trends, gaps, and inequities in compensation
- Provide nonprofit leaders with reliable, local data to inform salary and benefits decisions
- Promote fair and competitive compensation to attract and retain talent in the sector

Conducted alongside the King County Nonprofit Employee Engagement Survey, the Wage & Benefits Survey focuses on what nonprofits are currently offering their employees in terms of compensation and benefits. It also provides actionable recommendations to help organizations strengthen these practices and better support a thriving nonprofit workforce.

In contrast, the Employee Engagement Survey explores the experiences, perceptions, and needs of nonprofit employees—offering valuable insights into workplace culture, satisfaction, and areas for improvement. Both reports were made possible through funding from the King County Veterans, Seniors, and Human Services Levy (VSHSL) and were developed in partnership with 501 Commons as part of their *Putting People First* initiative. 501 Commons conducts research and offers training, HR consulting, and tools to help nonprofits establish and implement equitable compensation and human resources practices.

Thanks to the County’s support, organizations also have access to the [501 Compensation Tracker](#) on the 501 Commons website, where they can easily access and compare salaries for free. For example, the tool allows you to view salary ranges side by side for roles such as Program Assistant, Program Coordinator, Program Manager, and Program Director. This data can help you make informed, equitable compensation decisions.

Salary Data

| Overview | | Avg Salary | Avg by Org | 10th %ile | 25th %ile | 50th %ile | 75th %ile | 90th %ile | # Salaries | # Orgs |
|-----------------------------|---------------------------------------------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|------------|--------|
| Base Salary - All Employees | Program Assistant, Social Services/Mental Health | \$47k | \$50k | \$39k | \$42k | \$46k | \$51k | \$59k | 84 | 23 |
| | Program Coordinator, Social Services/Mental Health | \$58k | \$60k | \$47k | \$51k | \$56k | \$63k | \$71k | 375 | 57 |
| | Program Manager/Administrator, Social Services/Mental Health | \$73k | \$71k | \$57k | \$64k | \$72k | \$80k | \$90k | 440 | 58 |
| | Program Director/Administrator, Social Services/Mental Health | \$98k | \$94k | \$77k | \$84k | \$98k | \$108k | \$122k | 181 | 47 |

Note: This report cannot be used to precisely evaluate wage and benefit trends between 2021, 2023, and 2025 because the mix of participating organizations differs in each survey year.

Key Findings

This year's Wage & Benefits Survey results offer both reassurances and challenges. On one hand, many nonprofits continue to provide access to healthcare, retirement benefits, and salary increases, even in a volatile economic climate. On the other hand, turnover rates remain significant, access to benefits is uneven, and many organizations lack the reserves or financial flexibility to fully meet the workforce needs of a high-cost region. Highlights from the 2025 survey include:

- **Turnover & Retention:**
 - Voluntary turnover remains high: 18% for full-time staff and 20% for part-time staff over the past year.
 - 27% of reported turnover was attributed to stress and burnout, 53% to losing staff to higher-paying opportunities.
 - Only 32% of organizations offer structured leadership development programs, creating gaps in succession planning and career growth for staff.
- **Compensation Practices:**
 - 83% of organizations expect to provide salary increases this fiscal year, with a median increase of 3%.
 - Raises are most often tied to cost-of-living adjustments (56%), across-the-board increases (39%), or merit/performance (34%).
 - The survey salary data show an average annualized pay increase of 5.4% since 2023. This figure, however, reflects more than just year-to-year raises, as it also captures changes tied to new hires and the creation of new positions.
- **Benefits:**
 - 85% of organizations offer medical insurance to full-time staff, with a bit more than half extending coverage to part-time staff who meet a minimum number of hours per week (23 hours on average).
 - 74% offer retirement benefits, with most employers contributing an average of 3.93% of the employee's salary.
 - Employers offer an average of 11.6 holidays, 10.6 sick days, and between 13 and 21.3 vacation days, depending on tenure.
- **Workforce Practices:**
 - Most organizations (71%) conduct annual performance reviews.
 - 68% of nonprofits offer remote or hybrid options, but employee demand for flexibility continues to outpace formal policy adoption.

Implications for the Sector

Taken together, these findings highlight both the resilience and the ongoing challenges facing King County's nonprofit sector. Organizations continue to prioritize investment in their people, even as they grapple with declining revenue streams, rising operational costs, and persistent workforce shortages that threaten long-term stability.

While individual giving and community trust remain encouraging bright spots, ongoing instability in government and foundation funding, combined with frequent changes in administrative regulations, continues to leave organizations vulnerable.

Looking ahead, the sector must also prepare for the implementation of the state-mandated retirement plan, scheduled to take effect in 2027. This upcoming change will require nonprofits to reassess and adapt their benefits structures to ensure compliance and promote long-term workforce sustainability.

We believe these challenges extend beyond financial constraints - they are deeply rooted in workforce capacity. Nonprofits cannot meet community needs without retaining and supporting the individuals who deliver essential services. Fortunately, there are strategies organizations can adopt to invest more intentionally in their people, ensuring they have the resources needed to deliver on their missions.

Path Forward

To meet growing community needs amidst limited resources, nonprofits must take strategic action. These recommendations offer a roadmap for strengthening workforce sustainability and organizational resilience:

- **Reassess Strategic Priorities:** Evaluate strategic plans in light of increasing demand for services while revenue, volunteerism, and staffing remain constrained. Focus on what is truly mission-critical and redesign systems to be more efficient and effective with available resources.
- **Address Stress and Burnout Proactively:** Strengthen employee support systems by ensuring reasonable workload distribution, expanding Employee Assistance Programs (EAPs), and offering wellness tools to reduce stress and minimize turnover.
- **Prioritize Flexibility Across Roles:** Maintain or expand hybrid and remote work arrangements. Adapt schedules to reflect the diverse needs and preferences of a multigenerational workforce.
- **Invest in Career Growth and Leadership Development:** Create structured opportunities for skill-building and advancement to retain emerging leaders – especially younger staff seeking clear career pathways.
- **Embed Equity and Transparency in Decision-Making:** Develop a comprehensive compensation philosophy supported by consistently applied pay practices. Share decision-making processes with employees, and ensure that raises, promotions, and offers are equitable and defensible.

We urge policymakers, funders, and nonprofit leaders to collaborate to make these critical investments possible. Key actions include:

- Expanding flexible, multiyear funding to provide organizations with the stability needed for long-term planning and impact.
- Reducing structural barriers to funding, such as delayed reimbursements and burdensome compliance requirements, to free up organizational capacity for innovation and service delivery.

Conclusion

As nonprofits face rising demand and constrained funding, this report provides timely insights into how organizations are supporting and sustaining their workforce. The survey findings reflect current realities and offer guidance for leaders making future workforce decisions.

Our goal is to equip leaders with actionable recommendations as they shape compensation strategies, enhance benefits, and strengthen workforce practices. By aligning these insights with organizational decision-making, nonprofits, funders, and policymakers can take meaningful steps toward greater workforce stability and long-term sector sustainability.

Introduction

Confronting Constraints, Centering Solutions: Strategic Guidance for Nonprofits in 2025

The nonprofit sector is navigating a time of profound change, shaped by a convergence of financial, operational, and workforce pressures that threaten to overwhelm even the most resilient organizations. Reductions in federal funding, declining individual donations, volunteer shortages, rising cost of living, and economic uncertainty collide with an increased urgency to address compensation transparency, pay equity, and employee engagement. These are longstanding priorities that nonprofits have often lacked the resources to fully advance. Survey results show that 53% of participating organizations reported staff leaving for higher-paying jobs elsewhere, and 27% cited burnout. As these challenges become increasingly interconnected, the sector must pivot toward redefining both its internal practices and its external partnerships.

This report offers a holistic response, weaving together themes of **strategic alignment, compensation and equity, and employee engagement** to illuminate a path forward. In the face of financial strain, nonprofits are uniquely positioned to lead with purpose - but that leadership must now be coupled with clarity, consistency, and care. You'll learn about the compounding impacts of wage increases and regulatory thresholds, the vital need for a transparent and trust-building compensation philosophy, and the pressing call to address burnout and disengagement through thoughtful policies and flexible structures. It's vital to address that **37% of employees in the 2025 King County Employee Engagement Survey felt pay practices lacked transparency, and 29% believed they were not paid equitably**, underscoring the urgency of these issues. Finally, we call for bold advocacy to reshape how funders and government partners work with nonprofits, recognizing the full cost of delivering their missions. This survey emphasizes the need for **multi-year, inflation-adjusted contracts** and **full-cost recovery**, signaling sector-wide priorities.

Though the road ahead is complex, this is a moment rich with opportunity. The insights and strategies presented here aim to support nonprofit leaders in designing systems that are more equitable, sustainable, and impactful - because putting people first is not just the right thing to do, it is the only way forward.

Strategic Alignment: What's Mission Critical?

Nonprofits must now return to the basics and ask fundamental questions: What is truly "mission critical?" What programs or initiatives are core to our identity and values? What can be simplified, reimaged, or responsibly let go? Strategic planning – both short and long-term – must be a regular, inclusive process that aligns work with available resources, staff capacity, and community needs. The survey shows difficulties in hiring and retaining, with as many as 37% citing issues even for program-level positions, demonstrating the need for prioritization.

This is not only a financial strategy, but also an organizational design imperative. A "people-first" lens must guide decision-making. Doing more with less is no longer a badge of honor; it is a strategic risk. Organizations must also examine what they can offer employees, volunteers, and prospective job candidates. While your mission remains a strong attractor, it must also be paired with equitable pay, clarity, and tangible benefits. Results show that **53% of organizations had employees leaving due to higher-paying opportunities** and **27% due to burnout**, proving that mission alone is not enough to retain staff.

Compensation, Equity, and the Trust Imperative

This year's data confirms what many leaders have long suspected: Compensation and employee engagement are increasingly intertwined. Today's workforce, especially emerging professionals, places a high value on not only fair compensation but also transparency, equity, and inclusive opportunities for growth across all levels of organizational culture. **37% of employees in the 2025 King County Employee Engagement Survey expressed unfavorable views about pay transparency, and 29% said they were not paid equitably**, highlighting the deep connection between equity and engagement.

Key compensation challenges include, and this survey confirms:

- Rising minimum wages and increases in exempt salary thresholds. Washington's exempt threshold will increase again in 2026, creating additional financial strain.
- Difficulty funding and sustaining living wage models. While most nonprofits support the principle, this survey shows that many frontline roles fall below King County's living wage benchmark of \$64,106 annually, particularly in human services, due to limited revenue and funding that has not kept pace with costs.
- Increasing legal, social, and ethical pressures around pay equity and transparency. 37% of employees in the 2025 King County Employee Engagement Survey were dissatisfied with pay transparency.
- Employees face financial pressures and increased cost of living while organizations navigate tight revenue margins. 53% of organizations cited higher pay elsewhere as a significant reason employees left in the last year, confirming this tension.

Even if widespread salary increases aren't feasible in this climate, transparency can bridge the trust gap. Organizations should clearly define and communicate a [compensation philosophy](#)¹ that outlines:

- **How** pay is determined, adjusted, and benchmarked
- **Why** compensation aligns with the organization's mission, values, and strategic goals
- **What** constitutes total compensation, including how executive pay is structured and governed
- **Which mechanisms are in place** to ensure pay equity across similar roles
- **What transparency looks like**, what will be shared with staff, and how decisions will be communicated

A well-documented and consistently applied compensation structure based on an organization's philosophy and culture builds credibility and trust, retains talent, and reduces costly turnover. [Payscale's 2023 Retention Report](#) indicates that pay transparency *alone* tends to reduce employees' intent to quit by about 30%. Our expertise and the market show us that organizations with more structured and transparent compensation practices reported lower turnover, reinforcing national research and confirming the strong connection between compensation consistency, trust, and retention.

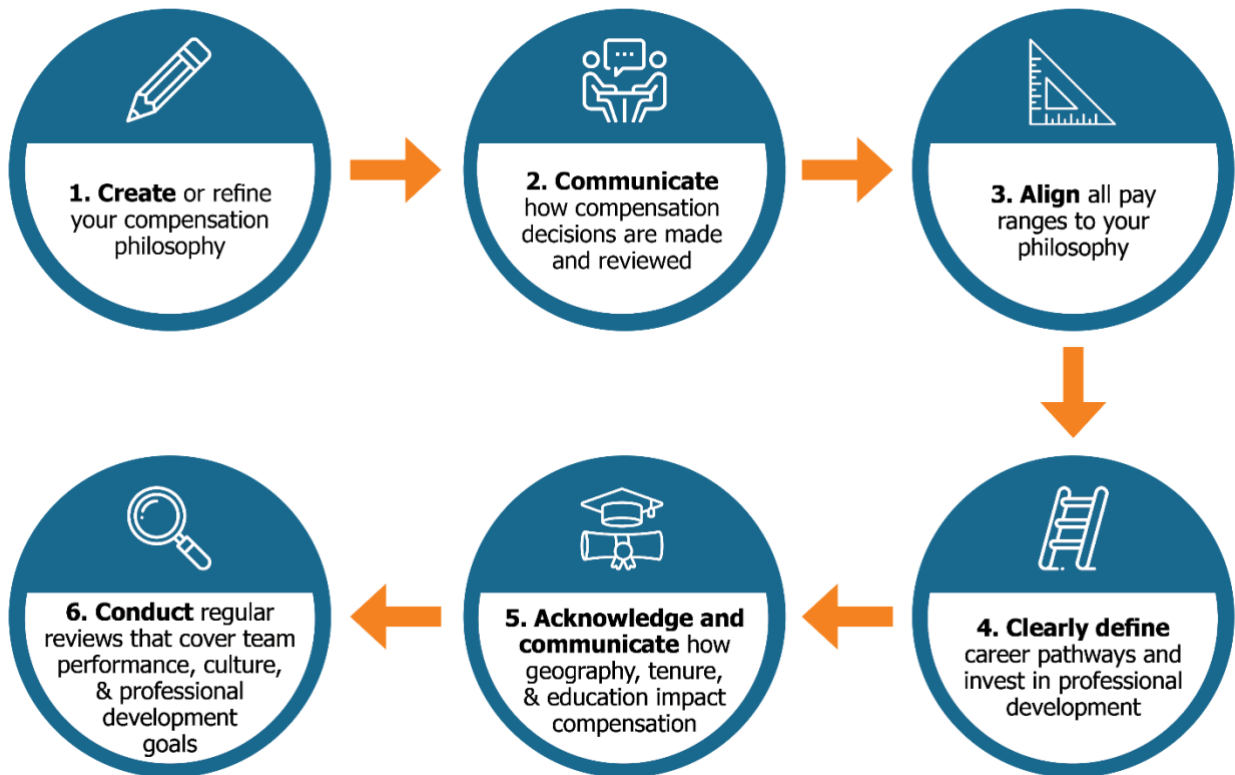
¹ A compensation philosophy differs from a compensation policy. [Wold at Work](#) defines the two as: "Compensation philosophy: A statement of what the organization believes about how people should be paid as well as how that pay should support the business strategy and fit within the organizational culture. A key component is how the organization intends to pay its people relative to its competitors (i.e., the desired market position). Compensation policy: Ensures that a compensation program carries out the compensation strategy while supporting the compensation philosophy."

Organizations should avoid inconsistent or informal pay decisions, such as raises or offers made outside established protocols. All compensation actions should be reviewed by a designated authority with responsibility for upholding equity and ensuring alignment with organizational policy. A centralized, disciplined approach reflects the organization’s values and protects its long-term integrity.

Equity must remain a throughline. A resilient workplace is not just one that survives economic pressures but one that advances equity and ensures all employees have the tools, recognition, and support they need. Survey findings revealed persistent pay disparities across roles, with frontline and care-sector workers, many of whom are women and people of color, earning below the County’s living wage benchmark of **\$64,106 annually**.

Professional development and career opportunities are also critical for long-term engagement. Emerging leaders expect equitable access to mentorship, skill-building, and advancement pathways. 81% of organizations provide training and development opportunities, but only 43% offer career development plans, creating an opportunity gap for talent retention. According to the December 2024 *Harvard Business Review* article “Why Employees Quit,” workers need more than a paycheck; they need purpose, respect, and growth. Nonprofits naturally deliver meaningful work, but they must also enhance transparency and professional development to build a full value proposition.

Key actions:



Replacing staff is costly for an organization, often 6–9 months of salary per employee ([Payscale’s 2023 Retention Report](#)). Strategic investments in compensation clarity, organizational culture, and career advancement reduce turnover and build a stronger organizational foundation.

Employee Engagement and Generational Shifts

What does the data show, and how do we lean into employee engagement while recognizing generational shifts? Analysis of the King County Wage & Benefits and Employee Engagement Survey data, combined with sector-wide workforce research and subject matter expert interpretation, points to several urgent trends shaping the nonprofit workforce:

- **Burnout and disengagement are rising across roles and career stages.** The survey found that 27% of organizations experienced staff departures due to stress and burnout. This aligns with national research highlighting burnout and staffing shortages as persistent challenges for nonprofits ([Nonprofit Quarterly, ZipDo Education Reports 2025](#)).
- **Economic pressures are prompting some mission-aligned professionals to leave the sector for higher-paying opportunities.** 53% of organizations reported employees leaving for jobs with higher pay elsewhere, consistent with broader sector findings on turnover linked to wages ([Workfor nonprofits.org](#)).
- **Teams made up of multiple career stages bring both strengths and tensions.** [Korn Ferry's Workforce 2025](#) survey shows there are strengths in diverse teams as more senior employees share their experience and knowledge with more junior staff. However, it also found significant differences in experiences and values: 37% of millennials say there's a fundamental clash in generational values at work, compared with 27% of baby boomers. [The Conference Board's 2025 Job Satisfaction survey](#) also found a substantial and widening gap in job satisfaction between generations. By intentionally addressing these differences, organizations can strengthen retention and build more cohesive teams.
- **Demand for flexibility and better work-life balance is stronger than ever.** 46% of organizations reported providing above-average PTO, and 28% subsidized transit, which shows how flexibility has become a top retention strategy. Broader workforce research confirms these trends, linking flexibility to both recruitment and engagement ([Forbes, 2024](#)).

To respond effectively, organizations should consider the following strategies:

- Offer hybrid work options and re-evaluate return-to-office mandates. **68% of organizations in the survey currently allow remote work.**
- Strengthen employee support systems, including Employee Assistance Programs (EAP), financial wellness tools, and commuter or dependent care assistance.
- Prepare now for [Washington State's mandatory retirement savings program](#) that takes effect in 2027. **74% of nonprofits that participated in the survey already provide retirement benefits**, but the new state requirement will mandate coverage for all employers.
- Adapt HR policies and leadership practices that reflect intergenerational differences and support employees at all career stages.

By proactively addressing these shifts, nonprofits can improve retention, foster belonging, and attract purpose-driven talent in an increasingly competitive landscape.

The Call for Systems Change

While nonprofits are finding creative ways to stretch their resources, systemic shifts are also needed. Funders, government partners, and institutional donors must recalibrate expectations around overhead, administrative capacity, and the true cost of service delivery.

Nonprofits can lead this shift by:

- Advocating for multi-year, inflation-adjusted funding agreements
- Pushing for simplified, streamlined reporting requirements
- Insisting that grants and contracts include funding for overhead as well as direct project costs
- Sharing data with funders on wage pressures, burnout, and challenges in retaining skilled talent

Funders can lead this shift by:

- Recalibrating expectations around funding structures and recognizing the administrative costs required for sustainability
- Supporting full-cost recovery so organizations can cover wages, benefits, and infrastructure needed to deliver impact
- Simplifying and streamlining reporting requirements to reduce administrative burden
- Championing workforce equity by investing in fair pay, professional development, and organizational capacity
- Using data on wages, turnover, and burnout to inform funding strategies and advocate for policy change

A thriving nonprofit sector depends on cross-sector alignment around workforce sustainability. Sector leaders must speak with a unified voice to counter chronic underinvestment and champion funding models that center equity, impact, and people.

Conclusion: Courage, Clarity, and Community

This is not just a moment of challenge. It is a moment of transformation. The nonprofit sector has always led with heart, innovation, and purpose. Now, we must also lead with strategy, transparency, and courage.

The decisions made today will shape not only the future of our organizations but also the well-being of the communities we serve. By leaning into our core strengths – mission, people, and community – we can reimagine what’s possible and emerge from this moment more resilient, equitable, and impactful than ever before.

At 501 Commons, we are committed to walking alongside nonprofit leaders on this journey. The conversations sparked by this year’s wage and engagement data are just the beginning. We look forward to exploring solutions together - with integrity, humility, and shared purpose.

 Please visit the [501 Commons website](#) to stay updated on all survey-related information and upcoming activities.

Guide to Using the Survey Results

This report summarizes compensation and benefits practices from 224 nonprofit organizations in King County, Washington, based on data collected between February and May 2025. The data reported reflects the *actual* policies and practices of participating organizations. In addition to presenting this descriptive data, the report includes analysis and recommendations, drawing on best practices and subject matter expertise, to help nonprofit leaders consider how their policies and practices can support their goals and values.

Since job titles can vary between organizations, we recommend comparing [job descriptions](#) rather than relying on titles alone. When using this data to inform your organization’s decisions, consider the following:

- Your organization’s compensation philosophy
- How that philosophy supports your mission
- The value each role brings to your organization

Throughout this report, there are two icons that you will see accompanied by helpful text:



Important Fact

Highlights key takeaways you might find helpful



Recommendation

Offers tips to help you interpret or apply the data effectively

Using The Survey Results Responsibly

All nonprofits are different - and so are the roles within them. This survey is intended to be a helpful tool for nonprofit leadership, not a definitive answer for setting salaries or benefits. Use it alongside other resources and your organization’s unique context to make informed decisions.

While this report offers valuable insights, keep in mind the following three points:



It is not a scientific sample of all King County nonprofits. This report reflects data from 224 organizations that chose to participate.



It is not a direct comparison across fields of service. Variations in size, structure, and staffing make cross-sector comparisons imperfect.



Some fields are grouped or excluded due to low response rates.

Methodology Used to Keep Survey Information Confidential

To protect the confidentiality of participating organizations and individuals, minimum response thresholds are required before compensation data is reported. These safeguards ensure that no single salary can be linked to a specific organization or employee. The following rules apply:

- A minimum of five organizations is required to report the median, average by employee, and average by organization for any position or data subset.
- Percentiles (10th, 25th, 75th, and 90th) are shown only when there are at least 12 employee responses.
- If 40% or more of the responses for a position come from a single organization, only the average by organization is displayed.
- If data does not meet these thresholds, cells are left blank.

Positions

The survey collected compensation data on 308 job titles and received enough data to provide reports for 172 titles. Nearly 14,000 individual salaries were used to generate this report. Compensation data for job titles not reported by a minimum of five organizations are not shared to protect employee confidentiality.

For a complete list of all survey jobs with their job descriptions, see [Appendix A](#).

Determining/Comparing Compensation

Matching Jobs

When referencing salary data, it is essential to match the duties and responsibilities of your position to those described in the survey, not just the job title. Titles can vary widely across organizations, and similar titles may reflect significantly different roles, scopes, and levels of responsibility.

Each job title is defined by an accompanying [job description](#). To find compensation data for a specific job in your organization, first match the position to a job description, which can be found at the top of each Compensation by Position page. Jobs are grouped under general classifications or functions. Review several job descriptions within a function to determine the best match for a position in your organization. Try to identify a position where at least 80% of the job responsibilities/requirements are the same or comparable.



We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.

Data Considerations

- Review the data subsets (such as annual expenses or field of service) to locate those most relevant to your organization. Note that pay for senior management positions is often influenced by the size of a nonprofit organization. Larger organizations tend to pay higher salaries for senior management. Pay for lower-level managerial, professional, or support jobs is not as closely related to organizational size. See the full [Participating Organizations](#) section for more information on subsets.

- A primary use of compensation surveys is to identify the prevailing pay level for a specific job. Both the median and average indicate this “central position.”
 - The median is found by arranging the set of values in order and choosing the value in the middle.
 - The average, sometimes called the mean, is the sum of all the individual values divided by the number of values.
- The average is directly affected by each value in the set of numbers, so in that sense, it may be more representative of the data set. However, the average can be skewed by outliers compared with the data set overall. For this reason, the median is sometimes a preferable number to use as the central position.



We recommend using either the median or the average, but in cases where the percentiles reported indicate a wide range of values, the median may be a better indicator of the data set’s central position.

In this survey, there are two distinct calculations for average pay in the Compensation by Position section.

- The “average by employee” is calculated by the sum of all salaries divided by the total number of employee salaries reported.
- The “average by organization” calculation considers each organization in the data sample equally, regardless of the number of employees reported by each of them. This makes it possible to display data for samples in which one organization reports a disproportionate number of employees so that the median and average by employee cannot be reported (see the [Keeping Survey Information Confidential](#) section above for more information).



When considering these two averages, **we recommend using the “average by employee”** in most cases, as it more accurately reflects the broader employment market. However, the “average by organization” calculation is useful in cases where the “average by employee” calculation is unavailable and provides additional context for determining prevailing pay.

When comparing or determining compensation for part-time employees, we recommend dividing the reported annual salary data by 2,080 to get an hourly rate (see Appendix C). For weekly or yearly pay, multiply the hourly rate by the number of hours the part-time employee works.

If part-time and full-time employee benefits differ, consider taking these differences into account when setting part-time pay.



This report reflects salaries in effect on March 1, 2025. Most nonprofits expect to provide salary increases during their current fiscal year, and project a median annual increase of 3.0%. We therefore recommend adding 0.25% or more per month to the compensation data in this survey for each month since March 1, 2025 (this 0.25% per month adjustment equals 3.0% per year). *

* Example of how to adjust salaries: If an organization is looking for data as of September 1, 2025, the salaries in the report would be increased by 1.5% (0.25% each month for six months) to reflect the time that has passed from the survey’s effective date of March 1 to the target date of September 1.

Terminology and Abbreviations

The following terms and abbreviations are used throughout this document:

| Term | Definition |
|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Across-the-board salary increase | A general pay increase, usually of a certain percentage, is given to every eligible employee in an organization. The increase may be linked to the cost of living or other economic indicators; <i>see also cost of living increase.</i> |
| Average salary <ul style="list-style-type: none"> • calculated by employee • calculated by organization | <p>The sum of all salaries or cash compensation is divided by the total number of values in the sample.</p> <ul style="list-style-type: none"> • The “average calculated by employee” uses each job reported, regardless of which organization reported it. A few extremely high or low salaries may strongly influence this average. It can also be influenced by the wage practices of a small number of organizations if they employ large numbers of employees in a particular job. • The “average calculated by organization” considers each organization in the sample equally, regardless of the number of employees reported by each organization. An average salary is calculated for each organization in the sample. Then an average is taken of those values. This makes it possible to report data for samples in which one organization reports a disproportionate number of employees. For more information, see Keeping Survey Information Confidential and Data Considerations sections above. |
| Base salary - all employees | <p>In the <i>Compensation by Position</i> tables, this is the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek.</p> <p>Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix C.</p> |
| Cost of living increase | Periodic, across-the-board increases in base pay, designed to keep employees’ salaries in line with the rising cost of living. |
| Defined benefit plan | A retirement plan in which a retired employee receives a specific amount based on salary history and the years of service, in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both. |
| Defined contribution plan | A retirement plan that specifies the amount of an agency’s contribution but may not have a formula for determining eventual benefits. The agency’s contribution is usually a certain percentage of the worker’s salary. A vesting period - or specific length of employment - may be required. <i>See also Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i> |
| Dependent Care Spending Account (DCSA) | One of the two types of FSAs (Flexible Spending Accounts). Holds pre-tax dollars set aside by employees for their dependent care expenses. No amount may be left in the DCSA by the end of the year, or it will be lost. |

| Term | Definition |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Exempt vs. non-exempt employees (overtime rules in WA State) | <p>Under the federal FLSA (Fair Labor Standards Act), employees are classified as “exempt” or “non-exempt.”</p> <p>The three categories under which an employee may be considered exempt are administrative, executive, and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in performing their duties. An exempt employee is paid a salary and is not compensated for overtime hours worked. Exempt employees must pass a salary basis test and be compensated at a minimum weekly salary.</p> <p>A non-exempt employee is paid for all overtime hours worked. Under federal law, non-exempt employees perform direct service roles and operational functions such as clerical duties, data entry, and facility and grounds maintenance work. However, please note that Washington's minimum salary requirements for exempt employees are higher than the federal minimums.</p> <p>In 2025, Washington employers must pay employees a minimum weekly salary of \$1,499.40, which is equivalent to an annual salary of \$77,968.80, for them to be categorized as exempt from overtime (\$1,332.80 a week and \$69,305.60 a year for smaller employers, with 50 or fewer employees). The minimum salary levels are higher for certain jobs, such as some technology-related occupations. This means that many employees who meet the test for “customarily and regularly exercises discretion and independent judgment in the performance of their duties” are not exempt from overtime in Washington State.</p> <p>You will need to pay overtime to any employee who’s paid less than the state minimum salary. This salary level is scheduled to increase annually for the next several years.</p> |
| Flexible Spending Account (FSA) | A type of <i>Section 125 plan</i> account, an FSA holds pre-tax dollars set aside by employees for their healthcare or dependent care expenses. There are two types of FSAs: <i>Health Care Spending Account (HCSA)</i> and <i>Dependent Care Spending Account (DCSA)</i> . No amount may be left in a Dependent Care FSA by the end of the year, or it will be lost. For Health Care Spending Accounts, up to \$660 may be carried over to the next year if the employee re-enrolls. |
| Flexible benefits plan | Benefit plans that allow employees to choose the benefits they want from a predetermined list. Employers provide each worker with a certain number of credits or dollars to ensure core coverage. Additional benefits may be purchased at an individual employee’s expense. Sometimes called a cafeteria plan. |
| Health Care Spending Account (HCSA) | One of the two types of FSAs (Flexible Spending Accounts). Holds pre-tax dollars set aside by employees for their healthcare expenses. Up to \$660 may be carried over to the next year if the employee re-enrolls. |
| Health Maintenance Organization (HMO) | A comprehensive healthcare financing and delivery organization that provides or arranges for covered healthcare services to a specified group of enrollees, at a fixed periodic payment, through a panel of providers. |

| Term | Definition |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health Reimbursement Arrangement (HRA) | An arrangement in which the employer contributes a certain amount per employee per year for healthcare expenses. This money may be rolled from one year to the next, but it is not portable if an employee leaves their job. |
| Health Savings Account (HSA) | Employees and/or employers make pre-tax contributions that the employee uses for future medical, retirement, or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year, and the account is portable. |
| Incentive or bonus pay | A periodic or one-time financial reward. In some cases, it serves as additional compensation for specific instances of employee achievement, such as meeting/exceeding preset performance goals. Some bonuses are administered organization-wide rather than related to individual performance. |
| Incentive/Bonus Received | In the <i>Compensation by Position</i> tables, this line provides information about incentive/bonus pay received by employees during the previous calendar year - the number of organizations providing these payments, the number of employees who received them, and the percentile and average amounts. |
| Individual Retirement Account (IRA) | A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts. |
| Introductory Period | A period of time beginning when a new employee is hired, during which the employer evaluates whether the employee is meeting the expectations of the job. |
| Median | The data point at which 50% of the sample is lower, and 50% is higher. The median is synonymous with the 50th percentile. For more information, see sections Keeping Survey Information Confidential and Data Considerations above. |
| Number of employees | In the <i>Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample. |
| Number of organizations | In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in a specific position is shown. |
| Paid Time Off (PTO) program | In a Paid Time Off program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days, and sometimes holidays). |
| Paid time off benefits | Employer-paid time off the job; that is, vacation, sick days, and possibly holidays. |
| Percentiles | The 10th percentile is the data point at which 10% of the sample is lower and 90% of the sample is higher. The 25th percentile is the data point at which 25% of the sample is lower and 75% of the sample is higher. The 75th percentile is the data point at which 75% of the sample is lower and 25% of the sample is higher. The 90th percentile is the data point at which 90% of the sample is lower and 10% of the sample is higher. |
| Performance-based or merit increases | Salary increases based on employee merit or performance over a given period of time. |
| Personal days | Days off are taken at the discretion of the employee. It is also called floating holidays. |

| Term | Definition |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Preferred Provider Organization (PPO) | A medical insurance plan in which a network of doctors, hospitals, and laboratories agrees to provide their services for a discounted fee. Costs are higher for services from providers who are not in the network. |
| Premium-only plan | A type of <i>Section 125 plan</i> that allows employees to contribute to their insurance benefits with pre-tax dollars. |
| Section 125 plan | A plan in which certain employee benefits are paid with pre-tax dollars. Section 125 plans include premium-only plans, <i>Flexible Spending Accounts</i> , and cafeteria plans. |
| Tax-sheltered annuity 401(k) | A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Some plans also offer the option to make contributions on a post-tax basis. Following a change in tax regulations in 1997, 401(k) plans can be offered by nonprofit organizations. |
| Tax-sheltered annuity 403(b) | A defined-contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations. |
| Total cash compensation | Calculated by adding base salary and bonus together and dividing by the number of incumbents in the job, regardless of whether they received a bonus. For example, the average base salary for five Executive Directors is \$100,000. Two received bonuses: one was \$5,000, and one was \$1,000. The calculation would be $(5 \times \$100,000) + (\$5,000 + \$1,000)$ divided by 5 = \$101,200 Total Cash Compensation. |

Contact Information for Additional Information

Please contact us with any questions, comments, suggestions, or for help interpreting the data.

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Participating Organizations

224

participating nonprofit organizations



14,000

salaries compiled



70%

are full-time employees



30%

are part-time employees

172

job titles categorized



Two hundred twenty-four nonprofit organizations operating in King County, Washington, participated in the survey. These organizations provided comprehensive information on compensation and benefits for positions common to nonprofits. The tables in this section provide an overview of the survey respondents, including their field of service, annual expenses, and the number of staff they employ.

Organizational Variables and Wage Patterns

Several organizational characteristics shape the wages employees receive. Based on 501 Commons' human resources expertise and analysis of the survey data, a few dynamics are suggested:

- Certain fields of service, such as education, higher learning, and research, generally command higher pay, while others, most notably child welfare and childcare, tend to be associated with lower compensation.
- Leaders in organizations with larger annual operating budgets are typically paid more than their peers in smaller-budget organizations.

Because higher operating budgets are most often tied to larger staff sizes, the same wage pattern is reflected in organizations with more employees: executive and managerial salaries rise in proportion to organizational scale.

- While these are well-documented trends, our analysis also indicates several persistent factors that help explain these patterns: **Service and caregiving roles**, long dominated by women, immigrants, and Black, Indigenous, and People of Color (BIPOC), continue to be systematically undervalued and underpaid.
- **Roles tied to formal academic credentials** are frequently rewarded more highly than those built on experience, practical expertise, or informal training.
- **Sector-specific business models** also influence pay. For example, health care positions command higher wages in part because much of their cost is offset by earned income streams, rather than being dependent on philanthropy or government funding.

Fields of Service

Respondents were asked to select their nonprofit’s field of service. Fields with sufficient responses are presented as individual categories in the compensation data. Fields with fewer responses were not reported individually to protect confidentiality, but were still included in the overall analysis. All data submitted contributed to the results listed below.

| Fields of Service | # of Organizations |
|-------------------------------------------------------------------------|--------------------|
| Association Management, Membership, Support Organizations, Philanthropy | 16 |
| Child Welfare/Child Care | 5 |
| Community/Economic Development | 5 |
| Conservation/Environment/Parks/Animal Welfare | 7 |
| Culture/Arts/Museums | 20 |
| Disability Services | 9 |
| Education/Schools/Colleges/Research | 14 |
| Food/Agriculture/Nutrition | 6 |
| Gender-Based Violence/Domestic Violence/Sexual Assault Services | 12 |
| Healthcare | 5 |
| Housing/Shelters | 10 |
| Immigrant & Refugee Services | 9 |
| Legal Services/Advocacy/Civil Rights | 17 |
| Mental Health/Counseling/Behavioral Health | 6 |
| Older Adult Services | 15 |
| Social Service – One Major Program* | 12 |
| Social Service – Multiple Programs | 46 |
| Youth/Mentoring | 10 |
| Total | 224 |

**Note: Individual Social Service Programs represented include, among others, Employment Counseling/ Workforce Programs, Reentry Services, Veterans Services.*

Annual Expenses

The annual operating expenses of participating nonprofits range from less than \$100,000 to more than \$100,000,000 per year, with a median of \$2,250,000.

On the compensation charts, organizations are divided into six (6) groups based on their annual operating expenses. Compensation data is reported per expense group, if enough data was collected to meet the [reporting threshold](#) for a group. The expense ranges used for the groupings were selected to ensure enough responses in each group to maximize the reported data.

| Annual Expenses Groups | # of Orgs |
|---------------------------|-----------|
| Less than \$500,000 | 29 |
| \$500,000 – \$999,999 | 22 |
| \$1,000,000 – \$1,999,999 | 56 |
| \$2,000,000 – \$4,999,999 | 45 |
| \$5,000,000 – \$9,999,999 | 25 |
| \$10,000,000 and more | 47 |
| Total | 224 |

This table shows the average annual expenses for the participating organizations in each expenses group:

| Annual Expenses Group | Average Annual Expenses |
|----------------------------|-------------------------|
| Less than \$500,000 | \$249,312 |
| \$500,000 – \$999,999 | \$731,620 |
| \$1,000,000 – \$1,999,999 | \$1,457,864 |
| \$2,000,000 – \$4,999,999 | \$3,116,160 |
| \$5,000,000 – \$9,999,999 | \$6,934,662 |
| \$10,000,000 and more | \$38,773,292 |
| Median of all participants | \$2,250,000 |

This table shows the average number of full-time employees for the participating organizations in each expenses group:

| Annual Expenses Groups | Average Number of Full-Time Equivalent Employees |
|-----------------------------|--------------------------------------------------|
| Less than \$500,000 | 2 |
| \$500,000 – \$999,999 | 5 |
| \$1,000,000 – \$1,999,999 | 11 |
| \$2,000,000 – \$4,999,999 | 26 |
| \$5,000,000 – \$9,999,999 | 48 |
| \$10,000,000 and more | 278 |
| Average of all participants | 74 |



If your organization’s expenses are in a particular expenses group but you have an employee count significantly higher or lower than the average shown above, benchmark to both annual expenses and employee size.

Staff Size

On the compensation charts, organizations are divided into five (5) groups based on the number of full-time equivalent employees (FTEs). This table shows the total number of participants from each group.

| Employee Size Groups | # of Organizations |
|-----------------------------------------------|--------------------|
| From 1 to 5 full-time equivalent employees | 49 |
| From 6 to 15 full-time equivalent employees | 64 |
| From 16 to 40 full-time equivalent employees | 44 |
| From 41 to 100 full-time equivalent employees | 29 |
| More than 100 full-time equivalent employees | 38 |
| Total | 224 |

Turnover Rates

We asked respondents for basic information about the number of positions where an existing employee had left and been replaced by a new employee during the previous twelve months. Both voluntary turnover (when an employee decides to leave their job) and involuntary turnover (when an organization terminates employment) are reported. The table below shows the percentage rate of turnover for full-time and part-time positions for both voluntary and involuntary turnover, based on the organization's size. Please note that these numbers do not include newly created positions or discontinued positions (layoffs):

| Employee Size Groups | Full-Time Turnover | | Part-Time Turnover | |
|------------------------------|--------------------|-------------|--------------------|-------------|
| | Voluntary | Involuntary | Voluntary | Involuntary |
| From 1 to 5 FTE employees | 16% | 2% | 11% | 1% |
| From 6 to 15 FTE employees | 12% | 5% | 12% | 3% |
| From 16 to 40 FTE employees | 13% | 5% | 14% | 4% |
| From 41 to 100 FTE employees | 20% | 5% | 20% | 3% |
| More than 100 FTE employees | 18% | 5% | 24% | 4% |
| Overall percentage turnover | 18% | 5% | 20% | 4% |

We asked respondents to identify factors they are aware of as significant reasons why employees had left their jobs during the past year due to voluntary turnover and choose multiple answers when relevant. Other reasons offered as write-in answers included burnout/stress, the mismatch between the employee and the job, a desire for a more flexible work schedule, and a desire for full-time rather than part-time status.

| Factors Relating to Voluntary Turnover | # of Organizations | % of Organizations |
|-----------------------------------------------|--------------------|--------------------|
| A job with higher pay elsewhere | 119 | 53% |
| Personal reasons other than a geographic move | 91 | 41% |
| Geographic move for personal/family reasons | 77 | 34% |
| Career change | 76 | 34% |
| Higher-level job (promotion) elsewhere | 71 | 32% |
| Stress/burnout | 60 | 27% |
| Pursuing higher education | 43 | 19% |
| Dissatisfaction with leadership/management | 39 | 17% |
| Geographic move for affordability reasons | 39 | 17% |
| More comprehensive benefits elsewhere | 32 | 14% |
| Dissatisfaction with organizational culture | 21 | 9% |
| Dissatisfaction with in-person work | 13 | 6% |
| Dissatisfaction with remote work | 3 | 1% |
| Other | 12 | 5% |

We also asked respondents to identify any trends they are aware of regarding the sector(s) where these employees now work and choose multiple answers when relevant.

| Sectors Employees Left For: | # of Organizations | % of Organizations |
|---------------------------------------------------|--------------------|--------------------|
| Nonprofit sector: Community-based and other | 103 | 46% |
| Private sector | 79 | 35% |
| Nonprofit sector: health, education, philanthropy | 66 | 29% |
| Government/public sector | 54 | 24% |

Managerial Responsibility

This survey provides pay data broken down by the number of individuals managed. The categories below include the number of employees both directly *and indirectly* managed. Typically, an employee with managerial responsibility has substantial authority for hiring, firing, and reviewing performance and may carry significant responsibility for financial performance.

| Number of Employees Managed – Groups |
|--------------------------------------|
| 1 to 3 |
| 4 to 8 |
| 9 to 14 |
| 15 and over |

This measure allows for a more precise determination of the value of an organization’s particular jobs relative to similar jobs. Typically, the more managerial responsibility a manager or supervisor holds, the higher the salary.

Using Annual Expenses Data to Evaluate Pay

The size of an organization typically affects pay for management-level staff. The larger the nonprofit, the higher the compensation for leadership and senior managers. This is because of the increased complexity of the organization, the larger number of employees managed, and the overall level of financial responsibility. This table demonstrates this pattern.

| Annual Expenses Groups | Average Base Pay for Executive Director/CEO |
|---------------------------|---------------------------------------------|
| Less than \$500,000 | \$85,434 |
| \$500,000 – \$999,999 | \$108,376 |
| \$1,000,000 – \$1,999,999 | \$125,611 |
| \$2,000,000 – \$4,999,999 | \$160,134 |
| \$5,000,000 – \$9,999,999 | \$180,919 |
| \$10,000,000 and more | \$258,280 |
| Average for all | \$160,444 |

An organization’s financial size does not have the same impact on pay for professional or support staff. Their jobs are more similar, whether they are in a large organization or a small one. Instead, factors such as the organization’s pay philosophy, salary administration program, and funding sources may contribute to how pay levels are established for these jobs.

| Annual Expenses Groups | Average Base Pay for Office Manager |
|---------------------------|-------------------------------------|
| Less than \$500,000 | N/A |
| \$500,000 – \$999,999 | N/A |
| \$1,000,000 – \$1,999,999 | \$63,572 |
| \$2,000,000 – \$4,999,999 | \$70,962 |
| \$5,000,000 – \$9,999,999 | \$72,825 |
| \$10,000,000 and more | \$67,992 |

The Office Manager’s pay is taken from the compensation pages of the report.

The Office Manager’s pay is taken from the compensation pages of the report.

Compensation & Benefits Practices

Compensation

Organizations' pay practices should reflect their mission, vision, and values, and be shaped by market factors, living wages, and compliance. This should be articulated in their compensation philosophy.

Nonprofit salary levels may reflect the organization's size, field of service, and geography. Unless the organization is primarily funded by membership or earned revenue, funding may also play a big role in salary levels.

The nonprofit funding model - relying on a mix of revenue sources such as government contracts, foundation grants, donor contributions, and earned income - often puts pressure on organizations to prioritize program delivery over administrative or staffing investments. Since funding is typically tied to specific outcomes or restricted to direct services, there is limited flexibility to offer competitive wages or expand capacity. This dynamic frequently results in staff - particularly those in direct service roles - absorbing high workloads without corresponding compensation, contributing to sector-wide issues like burnout, turnover, and pay inequity.



“ Funders should adopt practices encouraging nonprofits to include **program administration** and **overhead costs** fully in contract and grant proposals. ”

Funders should adopt practices encouraging nonprofits to include program administration and overhead costs fully in contract and grant proposals. Most nonprofits minimize costs in these areas to the detriment of overall organizational effectiveness, asking administrative staff to work outside their expertise because the organization has limited staff with technology, human resources, database management, or financial expertise. It is important that grant writers and fundraisers know how to make the case for funding administrative and program resources.

There are strong competitive forces at work with executive compensation that can lead to inequity within the organization and employee dissatisfaction. Accounting standards require boards to disclose on their Form 990 if the board of directors has set the executive's salary using comparative data. This step is often taken because boards want to appear professionally compliant even if other jobs are not benchmarked. Boards are often concerned about the retention of the executive and are more aggressive in maintaining competitive salaries for these positions, which may lead to executive pay not being aligned with the organization's compensation philosophy.

If having a multi-state workforce is a part of your organization's recruitment strategy, consider whether you need to vary pay levels based on the labor market and the cost of living where your employees work.

The sector and its funders need to note the changes occurring in the overall labor market and their impact on nonprofits. Maintaining access to highly talented employees committed to a career in the nonprofit sector is essential. It is notable, therefore, that the [Nonprofit Employee Engagement Survey questions](#) that had the most unfavorable responses were related to compensation and pay transparency, benefits, career advancement, and organizational structure and policies:

| Lowest Rated Statement | Overall Unfavorable | Very Unfavorable |
|-------------------------------------------------------------------------------------------------------|---------------------|------------------|
| My organization shares how pay ranges are established and pay rates are set. | 37% | 22% |
| My organization offers opportunities for career advancement. | 31% | 15% |
| I am being paid equitably, relative to similar jobs in our sector. | 29% | 16% |
| My organization's decision-making structure is clear to me. | 27% | 15% |
| My supervisor discusses opportunities with me for career development. | 26% | 15% |
| My organization's health insurance plan meets my needs. | 25% | 15% |
| There is a clear and widely known procedure for employees to report complaints at my workplace. | 24% | 13% |
| My organization's overall benefits package meets my needs. | 24% | 13% |
| I understand my organization's pay practices. | 21% | 11% |
| My organization has adequate facilities, equipment, technology, and data systems to perform our work. | 20% | 8% |

Minimum Wage

Compensation is impacted by the minimum wage laws that establish a base pay level. Unlike the federal minimum wage, Washington State has long provided annual cost-of-living adjustments to its minimum wage. Recent efforts to increase that wage floor have benefited nonprofit employees but have caused some nonprofits economic stress.



Washington State's minimum wage, which is higher than the national minimum wage, is \$16.66 in 2025. The 2026 minimum wage will be announced in September 2025.

Eight jurisdictions in Washington State have implemented higher minimum wages, including unincorporated King County. Learn more about city and state minimum wages at [Washington State L&I – Minimum Wage](#). The 224 respondents were asked whether their compensation practices are affected by increases in the minimum wage made by state or local jurisdictions and, if so, which categories of employees are impacted.

| Impact on Compensation | # of Responses | % of Organizations |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|
| Organization's practices are not affected. | 152 | 68% |
| Compensation is adjusted only for employees at the minimum wage level. | 25 | 11% |
| Compensation is adjusted for most or all employees. | 19 | 8% |
| Compensation is adjusted for employees at the minimum wage level, for some non-exempt employees whose pay was above the minimum wage level, and for some exempt employees. | 18 | 8% |
| Compensation is adjusted for employees at the minimum wage level and for some non-exempt employees whose pay was above the minimum wage level. | 10 | 4% |

Minimum wage advocates have predicted - and [consulting firms](#) and HR professionals have echoed these predictions - that increases in the minimum wage can lead to wage compression, requiring adjustments to the salaries of higher-paid employees. When wage compression occurs, employees in higher pay bands can end up earning only marginally more than those in lower tiers, which over time, can create pay inequities and increased pressure to adjust salaries across multiple levels of the organization. The survey findings support this prediction: 20% of responding organizations reported that recent minimum wage increases led to corresponding pay increases for employees earning above the minimum.

Living Wage

Some nonprofits choose to use the “Living Wage” as their baseline (or minimum) wage. This standard aims to benchmark wages at a level that allows individuals or families enough income to afford housing, childcare, healthcare, transportation, food, and other basic living expenses within a specific geographic community. The wage is set at a level that allows people to spend no more than 30% of their income on housing and maintain a standard of living above the poverty level.

The [Living Wage Calculator](#) was created in 2004 by Dr. Amy K. Glasmeier at Massachusetts Institute of Technology (MIT). The concept dates back to the early days of the labor movement when the American Federation of Labor (AFL), founded in 1886, proposed a general living wage. It’s updated annually in the first quarter of every year. There are calculations based on family size. For example, using King County (Seattle, WA area) tables, the living wage in the first quarter of 2025 for a single person is \$30.82; for two working adults and a child, it is \$30.25 per adult. Corresponding base annual rates are \$64,106 and \$62,920, respectively.



Basic Needs
Budget



+

Taxes

=



Living
Wage

What’s included in a Basic Needs Budget?

Child Care • Food • Housing • Medical • Transportation • Other Necessities

Sources for Living Wage and Cost of Living Data

Survey respondents were asked which data sources they use for reference or consideration when setting pay levels. Some chose more than one.

| Data Sources | # of Organizations | % of Organizations |
|------------------------------------------------------|--------------------|--------------------|
| County/Regional cost of living data | 85 | 38% |
| State cost of living data | 67 | 30% |
| Municipal/city cost of living data | 62 | 28% |
| Consumer Price Index/inflation | 54 | 24% |
| MIT Living Wage Calculator | 27 | 12% |
| Compensation survey data, including online sources | 26 | 12% |
| Economic Policy Institute's Family Budget Calculator | 5 | 2% |
| Other | 10 | 4% |

Survey participants reported on the strategies they use to address the impact of the high cost of living in King County on recruitment and retention. Some chose more than one.

| Strategy | # of Organizations | % of Organizations |
|---------------------------------------------------------|--------------------|--------------------|
| Allow remote work (full-time or part-time) | 153 | 68% |
| Provide higher-than-average paid time off | 104 | 46% |
| Provide transit passes or subsidize transit | 63 | 28% |
| Start or increase contributions to a retirement account | 62 | 28% |
| Provide food at work | 35 | 16% |
| Provide Health Reimbursement Accounts (HRA) | 26 | 12% |
| Provide generous employee benefits * | 22 | 10% |
| Hire staff in lower-cost areas of Washington | 13 | 6% |
| Hire staff out of state | 11 | 5% |
| Provide flexible and/or reduced work schedules * | 11 | 5% |
| Provide childcare or childcare subsidies | 9 | 4% |
| Other | 27 | 12% |

* These options were added based on "Other" write-in responses.

Jobs At or Below the Living Wage

The jobs listed below are lower than or very close to the living wage in King County, as reported by [MIT's Living Wage Calculator](#) for a single person (\$30.82/hour or \$64,106/year). The average by employee (the sum of all individual employee salaries divided by the total number of employees reported) is shown when available. The average by organization considers each organization in the sample equally regardless of the number of employees they have reported in the position.

| Jobs with Base Pay at or Below Living Wage | | # Emp | Avg By Emp (\$) | Avg By Org (\$) |
|----------------------------------------------------|--------------------------------------------------|-------|-----------------|-----------------|
| Administrative | | | | |
| 075 | Administrative Assistant, Senior Level | 78 | 64,385 | 63,005 |
| 080 | Administrative Assistant, Intermediate Level | 120 | 53,489 | 54,889 |
| 085 | Administrative Assistant, Junior Level | 37 | 50,460 | 53,178 |
| 090 | Receptionist | 380 | | 52,840 |
| Accounting/Finance | | | | |
| 130 | Accounting Clerk | 82 | 61,692 | 62,040 |
| Cultural, Artistic, Performing Arts | | | | |
| 185 | Visitor Services Manager | 8 | | 59,902 |
| 186 | Visitor Services Specialist | 45 | 50,659 | 48,702 |
| Education & Recreation | | | | |
| 262 | Teacher, Pre-School | 273 | 57,690 | 59,845 |
| 268 | Teaching Assistant, Pre-School | 151 | 50,693 | 49,672 |
| 271 | Child Care Provider | 35 | | 46,539 |
| 275 | After School Instructor | 147 | 47,833 | 52,028 |
| 276 | Instructional Aide | 22 | | 45,737 |
| 277 | Recreation or Activity Leader, Children or Youth | 78 | | 52,748 |
| 278 | Recreation or Activity Leader, Adults | 19 | | 48,247 |
| 290 | Home Visitor/Early Learning Specialist | 100 | | 58,546 |
| Employment/Work Training | | | | |
| 305 | Job Developer | 80 | | 62,183 |
| 315 | Job Coach | 138 | 52,643 | 59,955 |
| Food Service | | | | |
| 355 | Food Service Manager or Supervisor | 18 | 64,593 | 63,060 |
| 365 | Cook | 72 | 53,871 | 55,183 |
| 370 | Food Service Assistant/Worker | 67 | 45,671 | 45,498 |
| Gift/Thrift Shop, Warehouse & Food Bank | | | | |
| 455 | Gift/Thrift Shop Manager | 10 | | 63,049 |
| 460 | Gift/Thrift Shop Retail Sales Clerk | 29 | | 48,894 |
| 465 | Warehouse Worker | 87 | | 53,959 |
| 485 | Food Bank Assistant/Clerk | 28 | | 59,740 |
| Housing & Community Development | | | | |
| 434 | Shelter Coordinator | 157 | 56,691 | 56,477 |
| 422 | Resident Services Coordinator | 174 | | 64,255 |
| 435 | Assistant Site Administrator | 17 | | 53,318 |

| Jobs with Base Pay at or Below Living Wage | | # Emp | Avg By Emp (\$) | Avg By Org (\$) |
|-------------------------------------------------------------------------------|------------------------------------------------------|--------------|------------------------|------------------------|
| Human Resources | | | | |
| 520 | Human Resources Assistant | 19 | 54,339 | 54,363 |
| Information Technology | | | | |
| 580 | Data Entry Operator | 19 | 54,335 | 55,448 |
| Legal Services & Community Organizing | | | | |
| 620 | Legal Secretary/Assistant | 26 | | 64,230 |
| Medical & Clinical Services | | | | |
| 738 | Community Health Worker | 27 | | 56,455 |
| 744 | Patient Accounts Representative | 17 | | 55,981 |
| 745 | Health Information Coordinator | 27 | 61,143 | 60,270 |
| 750 | Billing Clerk | 41 | 59,355 | 60,981 |
| 752 | Receptionist (Medical) | 90 | | 49,417 |
| Operations | | | | |
| 665 | Maintenance Technician or Specialist | 103 | 67,840 | 61,754 |
| 675 | Janitor or Custodian | 241 | 51,409 | 48,377 |
| 680 | Driver | 63 | 47,914 | 48,389 |
| Program Management, Other than Social Services & Behavioral Health | | | | |
| 815 | Program Coordinator, Other | 382 | 63,717 | 64,629 |
| 820 | Program Assistant, Other | 117 | 53,482 | 55,677 |
| Social Services & Mental Health | | | | |
| 859 | Program Coord, Social Srvcs/Behavioral Hlth | 282 | 64,274 | 64,804 |
| 862 | Program Asst, Social Srvcs/Behavioral Hlth | 147 | | 55,218 |
| 880 | Bachelor's Level Clinician | 738 | 66,240 | 62,307 |
| 885 | Family Advocate | 208 | 59,477 | 62,670 |
| 886 | Eligibility Specialist | 83 | | 59,241 |
| 887 | Intake Coordinator | 133 | 57,640 | 58,431 |
| 888 | Resource & Referral Counselor | 155 | 59,383 | 63,403 |
| 889 | Senior or Adult Program Assistant | 45 | | 52,103 |
| 890 | Children or Youth Program Assistant | 43 | | 52,770 |
| 891 | Personal Attendant/Home Healthcare Worker | 2438 | | 45,415 |
| 895 | Substance Use Disorder Professional Trainee (SUDP/T) | 16 | | 62,548 |
| 896 | Cultural Navigator/Broker, Social Services | 26 | | 57,142 |
| 898 | Peer Specialist | 171 | 62,003 | 57,013 |
| Volunteer, Membership & Marketing | | | | |
| 906 | Volunteer Coordinator | 35 | 59,196 | 59,401 |
| 917 | Marketing Coordinator | 36 | 63,432 | 64,026 |
| 918 | Social Media Coordinator | 18 | 64,009 | 63,936 |
| Total Employees | | 8,255 | | |

Salary Increase Budgets



Eighty-two percent (82%) of organizations report that they expect to increase employees' pay over the next twelve months, while 18% do not expect salary increases. This is a decrease from the 89% of organizations that expected them in 2023. **Overall, the median salary increase budget for 2025–2026 is 3%**, also lower than the 4% organizations reported for 2023 – 2024.

| Salary Increase Budgets for Current Fiscal Year | |
|-----------------------------------------------------|------|
| # of Organizations Responding | 224 |
| # Organizations Responding with 0.0% | 40 |
| # Organizations Responding with an Increased Budget | 184 |
| All Organizations - 25th Percentile | 2.0% |
| All Organizations - Median | 3.0% |
| All Organizations - 75th Percentile | 4.0% |
| Average (Including those reporting 0.00%) | 3.3% |
| Average (Excluding those reporting 0.00%) | 4.1% |



Keep in mind that pay is a moving target. The median salary increase budget for those participating in this survey is 3%. Current data from other sources indicate higher increases in the overall job market – [for example, 3.7% per WTW](#). We recommend adjusting data by a minimum of 3% annually (or 0.25% for each month since March 1, 2025; such an adjustment is equivalent to 3% per year).

Salary Increase Practices

Salary changes often include several approaches, as shown below. When asked what method best describes their salary increase practices, more than half of the respondents identified salary increases based on cost-of-living data.

Note that this question asks organizations about their general policy, so organizations that do not plan to give increases this year may still choose one or more of the methods listed.

| Salary Increase Practice | % of total sample with each policy | % of these that gave increases in the previous 12 months | Average increase given | % expecting to give an increase in the next 12 months | Average increase expected |
|--------------------------|------------------------------------|----------------------------------------------------------|------------------------|-------------------------------------------------------|---------------------------|
| Cost of living | 56% | 73% | 3.74% | 65% | 3.34% |
| Across the board | 39% | 90% | 4.48% | 78% | 4.02% |
| Merit/performance | 34% | 72% | 3.92% | 67% | 3.42% |
| External labor market | 24% | 56% | 5.93% | 44% | 3.96% |
| Internal job equity | 24% | 41% | 7.09% | 22% | 4.00% |
| Length of service | 15% | 58% | 3.94% | 48% | 2.95% |

While these approaches are appropriate, care should be taken to ensure that merit or performance-based pay increases are not influenced by unconscious bias, where decisions about employees are influenced by non-merit factors like age, race, sexual orientation, gender identity, etc.

Salary Trends

While it is not possible to compare and report trends for each position, an overall comparison was conducted using the 94 jobs that had enough responses to calculate an average and included at least 10 positions that were reported in both the 2023 and 2025 surveys. The average annual increase for this group was 5.4%, while the median pay increase was 5.3%.

Based on 501 Commons' HR expertise, these results reflect expected increases in the minimum wage and exempt salary thresholds. In addition, the slightly higher overall rate compared to organizations' reported salary increase budgets likely reflects structural factors such as turnover-related pay adjustments and the addition of new roles.

Incentive Pay or Bonuses

Of the 224 respondents, 33% indicate they provide the Executive Director/CEO with some incentive or bonus opportunity. Incentive or bonus pay is slightly less common for other categories of staff. Note that the question asks about "incentive pay or bonus", so results include things such as year-end bonuses.

| Employee Group – Bonus Eligible | # of Organizations | % of Organizations |
|----------------------------------|--------------------|--------------------|
| Executive Director | 74 | 33% |
| Management Staff | 63 | 28% |
| Professional Staff | 58 | 26% |
| Support and Administrative Staff | 66 | 29% |



Note that the existence of incentive or bonus plans does not necessarily mean employees in those plans were paid bonuses. Actual payments are detailed in [Compensation by Position](#).

Overtime Pay

The Federal labor standard is that overtime pay equal to at least 1.5 times the employee's regular hourly rate must be paid to any employee who is non-exempt and works more than 40 hours in a 7-day workweek.

Washington state's overtime pay standard exceeds the federal standard. In Washington, an employee is considered non-exempt and **must be paid overtime** if they are paid less than the thresholds below, even if they meet all the federal criteria to be considered exempt. However, note that even if the employee is paid above the Washington salary threshold, they must still be [paid on a salaried basis](#) and must meet the duties test to be legally classified as exempt.

2025 thresholds*:

- 50 or fewer employees: \$1,332.80/week (\$69,305.60/year)
- 50+ employees: \$1,499.40/week (\$77,968.80/year)

2026 thresholds (projected):

- 50 or fewer employees: \$1,537.20/week (\$79,934.40/year)
- 50+ employees: \$1,537.20/week (\$79,934.40/year)

* The threshold is a multiplier of the state minimum wage calculation each year.

From 2024 to 2025, the salary thresholds increased by 2% for smaller employers and 15% for larger employers. In 2026, increases are projected to be 15% for smaller employers and 3% for larger. Smaller employers are defined as those with fewer than 51 employees.

To maintain exempt status and avoid overtime obligations, some employers may opt to raise salaries above the new thresholds. While this approach helps ensure compliance, it can contribute to salary compression, where employees in higher pay bands earn only marginally more than those in lower tiers. Over time, this can lead to pay inequities and increased pressure to adjust salaries across multiple levels of the organization.



Learn more about the Washington State overtime rules: [Washington State Labor and Industries – Overtime](#) and [L&I Salary Threshold Implementation Schedule](#).

The National Council of Nonprofits summarized the federal rules: [Breaking down your nonprofit's obligation to pay overtime](#). Note that the State of Washington has salary thresholds that far exceed the current federal salary threshold. Nonprofits need to monitor and comply with both the Washington state level and those of any other states where they have employees working.

Survey respondents were asked whether they had taken or plan to take any of the actions below and to choose multiple answers when relevant.

| Actions Taken or Expected | # of Responses | % of Organizations |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|
| Changed the FLSA status of any jobs from exempt to non-exempt because their pay no longer qualifies for exempt status, paying overtime as needed | 95 | 42% |
| Increased pay so that jobs can continue to be classified as exempt | 61 | 27% |
| Increased monitoring of overtime | 40 | 18% |
| Outsourced job functions | 9 | 4% |
| Laid off employees | 4 | 2% |
| Reduced services | 5 | 2% |
| Other | 4 | 2% |

Among the organizations reporting that they are changing the status of jobs from exempt to non-exempt, the percentage of employees expected to be subject to that change ranges from less than 1% of employees to more than 70% of employees, with a median of 12%.

Jobs reported as being changed from exempt to non-exempt include jobs in the accounting/finance, communications/marketing, development, human resources, IT, project management, and volunteer management departments.


Pay Grades and Ranges

Pay ranges that define the minimum and maximum pay levels for a job help an employer manage pay equity. Ranges allow for some differences in pay – within a published range – based on factors such as credentials, education, length of service, experience, and performance.

Pay grades provide a framework for advancement in a position with steps for increasing experience, responsibility, independence, or supervisory roles. In the nonprofit sector, there are often no defined career ladders to help employees move into higher-paid jobs. Pay grades can provide some advancement steps for employees. However, be aware that many employees do not view upward movement within a pay grade as career advancement.



Sixty percent (60%) of respondents use pay grades and ranges, while 40% do not. Including pay ranges in job postings is now required in Washington State for employers with more than 15 employees. As mentioned above, having clearly defined pay grades and ranges not only supports legal compliance but also strengthens an organization’s ability to attract and retain talent, particularly in a competitive labor market.

 Nonprofits that have not yet implemented structured pay ranges are encouraged to do so. The compensation section in this report can be a helpful tool when setting this up. For organizations that need assistance, outside HR consultants offer project-based help on the topic.

Among organizations that use salary grades and ranges, 63% report adjusting ranges upward in 2024, with a median adjustment of 4.0%. These organizations were asked to describe the adjustments relative to their organization’s range:

| Type of Adjustment in 2024 | # Responses | % of Organizations |
|-----------------------------------------------------------------------------------------------|-------------|--------------------|
| Adjusted the entire structure by the same percentage. | 35 | 42% |
| Adjusted grades with specific jobs based on internal and/or external pay considerations. | 26 | 31% |
| Adjusted grades on the structure’s low end by a larger percentage than those on the high end. | 16 | 19% |
| Used some other criteria for determining the adjustments for grades within the structure. | 5 | 6% |
| Adjusted grades on the structure’s high end by a larger percentage than those on the low end. | 2 | 2% |

Thirty-five percent (35%) have adjusted or plan to adjust their ranges during the 2025 calendar year and report a median expected adjustment of 4.0%. These organizations were asked to describe the expected adjustments relative to their organizations' ranges:

| Expected Adjustment in 2025 | # Responses | % of Organizations |
|---------------------------------------------------------------------------------------------|-------------|--------------------|
| Adjust the entire structure by the same percentage. | 31 | 40% |
| Do not yet know on what basis their structure will be adjusted. | 25 | 32% |
| Adjust grades with specific jobs based on internal and/or external pay considerations. | 15 | 19% |
| Adjust grades on the structure's low end by a larger percentage than those on the high end. | 5 | 6% |
| Use other criteria to determine the grade adjustments within the structure. | 2 | 3% |
| Adjust grades on the structure's high end by a larger percentage than those on the low end. | 0 | 0% |

On-Call Practices

Neither Washington State nor the Department of Labor mandates that employees be paid when they are required to be available for on-call work. However, if the employee is required to remain on call on the employer's premises or so close that they cannot use the time effectively for their own purposes, the employee must receive an agreed-upon wage for that waiting time. Employees must be paid at least the minimum wage when called to work and paid overtime if they work more than 40 hours in a workweek.

Employers can offer incentives or additional pay to encourage employees to be on-call and provide additional compensation when they must work. Forty-five respondents (20% of the 224 respondents) indicate that they have some on-call pay practice.

| On-Call Pay Practices | # of Organizations | % of Organizations |
|---------------------------------------------------|--------------------|--------------------|
| Pay for hours worked (including overtime) | 33 | 74% |
| Pay a flat rate for being on-call | 6 | 13% |
| Provide compensatory time off or flex-time | 4 | 9% |
| Do not pay or provide time off (exempt staff) | 1 | 2% |
| Pay a show-up rate and hourly pay for time worked | 1 | 2% |
| Total Responses | 45 | |

Evening/Night Shift Differentials

Fifty-one nonprofits have one or more employees who work the evening or night shift (23% of the total sample). Most of these organizations (70%) indicate that they do not pay any special rates beyond regular hourly pay and overtime. Among the 30% that do pay a premium are the following practices:

- Paying an additional hourly wage, usually from \$0.50 to \$5.00 per hour, depending on the job
- Paying a salary or shift differential, usually within the range of an additional 7–10%

70%

of organizations indicate they do not pay any special rates beyond regular hourly pay and overtime



Premium for Bilingual Skills

Employers should consider providing additional base pay or a premium payment when employees are required to use their bilingual proficiency regularly or frequently to serve members or clients. Most participating organizations (84%) do not pay a premium for bilingual skills.

16%
pay a
premium for
bilingual skills



84%
do not pay

The practices for compensating bilingual skills vary widely. Among organizations paying a premium for bilingual skills are the following practices:

- Paying an hourly premium, from \$0.50 to \$2.12 per hour, depending on the position, with a median of \$1 per hour
- Paying a percentage of salary, from 2% to 5%, with a median of 3.25%
- Adding some dollar amount to salary, with a median of \$2,000 annually

Job classifications that are subject to additional pay for bilingual skills include many program-related jobs, particularly for direct service providers, as well as some administrative jobs and management-level jobs:

- Case Manager, Client Services staff, Clinical Supervisor, Community Advocate, Eligibility Specialist, Financial Resources Coordinator, Intake Coordinator, Program Coordinator, Program Manager, Social Services Navigator, Social Worker, SUD Counselor, Supportive Living Coordinator, Therapist
- Education Advocate, Education Specialist, Fitness Instructor, Site Coordinator, Student Advocate, Teacher
- Attorney, Paralegal, Legal Assistant
- Nurse
- Event Monitor, Volunteer Coordinator

Wage Compliance

Wage and hour compliance is a significant area of legal and financial risk for employers and remains a high-priority enforcement focus for the Department of Labor (DOL), Washington State Department of Labor and Industries (L&I), and the City of Seattle (which has its own Wage Theft Ordinance).

Unlike harassment or discrimination claims, which typically involve one complainant, wage and hour complaints can expand beyond the original complaint at the discretion of the DOL or L&I. Organizations found to be out of compliance can be ordered to pay for up to three years of back wages. Fines can be doubled for willful noncompliance.

A comprehensive compliance review done right away can help identify and address potential vulnerabilities before they become the subject of litigation or regulatory investigation. For more guidance, organizations can consult the following resources: [Washington State Department of Labor and Industries \(L&I\)](#), [U.S. Department of Labor](#), and [City of Seattle Office of Labor Standards](#) pages, or contact [501 Commons](#) for nonprofit-specific HR consulting and compliance support.

Employment Practices

Time Tracking

Washington State and federal laws require all employers to have non-exempt employees track their time, including mandatory break times. The Fair Labor Standards Act (FLSA) requires that time records show the date and time a worker’s workweek starts, the number of hours worked each day, the total hours worked during the week, and more. This fact sheet from the Department of Labor details the information employers must document and track: [Fact Sheet #21: Recordkeeping Requirements under the Fair Labor Standards Act \(FLSA\)](#). Many online time-tracking tools can make this process much more manageable. 501 Commons’ blog post [Online Time Tracking Tools for Nonprofits](#) offers some suggestions.

In addition to tracking time so you can pay overtime, time tracking is essential to allocate personnel costs, which are generally 50-65% of a nonprofit’s operating budget, to the correct functional category (management and general, program, fundraising) on your audit and Form 900. Not having funding for administrative costs is a significant driver for why nonprofits do not have the resources to pay competitive salaries. Tracking these categories provides the information you need to add an accurate administrative overhead charge to any grants or contract applications you prepare.

Full-Time Workweek

Almost three-fourths of the 224 organizations have a 40-hour full-time workweek.

Organizations with a workweek of 32 hours or less tend to be among the smallest in the survey sample.

| Length of Full-Time Workweek | # of Organizations | % of Organizations |
|------------------------------|--------------------|--------------------|
| 40 hours | 176 | 79% |
| 38 hours | 1 | <1% |
| 37.5 hours | 8 | 4% |
| 36 hours | 4 | 2% |
| 35 hours | 20 | 9% |
| 32 hours | 6 | 3% |
| 30 hours | 6 | 3% |
| Other | 3 | 1% |

Introductory Period

An organization’s introductory period begins when a new employee is hired and ends when the employer evaluates whether the employee is meeting the expectations of the job.

Sixty-three percent (63%) of survey respondents have an introductory period for new employees. This includes 54% with an introductory period of 90 days or less, and 9% with an introductory period of more than 90 days. The remaining 37% do not have an introductory period.

Performance Reviews



Most organizations review staff on an annual basis. Employers can improve employee retention by ensuring that performance management includes discussing the employee’s professional goals ([LinkedIn Learning](#)). Employers should be prepared to provide resources that help employees learn and develop skills that advance their careers. Job shadowing, adding new opportunities to a job description, and paying for training programs can be an affordable way to support employees’ professional goals.

If an employee is expected to complete extensive training to qualify for a new role, and the organization is covering the associated costs, it is advisable to have the employee sign a training agreement. This agreement should outline the conditions under which the organization may recover a portion of the training expenses if the employee voluntarily leaves within a specified timeframe after completing the training. A common approach is to use a sliding scale repayment structure, where the repayment obligation gradually decreases over time—typically phasing out entirely after 9 to 12 months.

Union Contracts

Sixteen organizations (7% of all respondents) have union contracts for one or more positions. The positions are varied and include both professional and non-exempt positions. Examples of the jobs represented by unions in this survey are:

- Administrative Assistant, Front Desk Coordinator, HR Generalist, IT Manager, IT Support Technician, Office Manager, Quality Assurance Specialist, Staff Accountant
- Communications Manager, Development Associate, Outreach Specialist, Volunteer Coordinator
- Attorney, Legal Advocate, Legal Assistant, Paralegal
- Behavioral Health Specialist, Case Manager, Counselor, Crisis Intervention Specialist, Diversion Coordinator, Family Resources Coordinator, Housing Navigator, Information & Referral Specialist, Intake Specialist, Interpreter, Licensed Mental Health Therapist, Peer Specialist, Psychotherapist, Residential Counselor, Shelter Coordinator, Social Worker, Special Educator, SUD Specialist

- Dancer, Dresser, Musician, Production Technician, Singer, Stage Manager, Wardrobe
- Employment Specialist, Vocational Specialist
- Billing Specialist, Dental Assistant, Dental Hygienist, Dietician, Medical Assistant, Medical Records Coordinator, Nurse Practitioner, Nutritionist, Occupational Therapist, Patient Services Specialist, Physical Therapist, Physician, Registered Nurse
- Dispatcher, Inventory Coordinator, Janitor, Maintenance Technician

Management of Human Resources Functions

Survey respondents were asked how their organizations manage human resources functions.

| Responsibility for the organization’s HR functions | # of Organizations | % of Organizations |
|---------------------------------------------------------------------|--------------------|--------------------|
| HR director, manager, specialist, or other designated HR position | 85 | 38% |
| Executive Director/CEO or Co-Executive Director | 71 | 32% |
| Another staff member who also has other duties | 44 | 20% |
| Outsourced to a consultant/Professional Employer Organization (PEO) | 13 | 6% |
| Board member(s) | 6 | 3% |
| Other | 5 | 2% |

The HR-related training or certification of the person(s) responsible is reported as follows (some chose more than one):

| Training/certification of person(s) handling HR | # of Organizations | % of Organizations |
|-------------------------------------------------|--------------------|--------------------|
| College degree | 107 | 47% |
| HR certification through HRCI or SHRM | 68 | 30% |
| Degree with HR management | 57 | 25% |
| Job experience | 17 | 8% |
| Graduate/professional degree | 11 | 5% |
| Nonprofit training course(s) | 7 | 3% |
| No formal HR experience | 3 | 1% |

Job Descriptions and Job Posting Requirements

Seventy-seven percent (77%) of survey respondents report that they have an up-to-date job description for each position at their organization. Seventy-two percent (72%) report that they specify educational requirements in job postings.

Internal Pay Equity Analyses

Washington State’s Equal Pay and Opportunities Act (EPOA) requires that organizations ensure equity between men and women in both pay and career advancement. As of July 1, 2025, the law has been expanded to cover any protected class, not just gender. “Protected class” refers to a person’s gender, age, sex, marital status, sexual orientation, race, creed, color, national origin, citizenship or immigration status, honorably discharged veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability.

The law applies to all organizations (organizations with less than 15 employees are only exempt from the requirement to include wage and benefits information in job postings), but there is no specific requirement to do pay analyses. However, a comprehensive equity review can pinpoint problems so they can be corrected before they become legal issues and help defend an organization should a complaint be filed.

The survey shows that 19% of organizations with fewer than 15 employees have performed a voluntary analysis on one or more of the protected classes. Among the organizations with 15 or more employees, 26% have completed an analysis of one or more of the protected classes, while 72% have not yet completed an analysis.

The following chart reports the percentage of organizations that have performed an analysis of each protected class.

| EPOA Analysis Performed for Class: | % of Organizations, 15 or Fewer Employees | % of Organizations, More Than 15 Employees |
|-------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|
| Gender | 10% | 25% |
| Age | 9% | 19% |
| Sex | 10% | 18% |
| Marital status | 9% | 12% |
| Sexual orientation | 10% | 16% |
| Race | 10% | 24% |
| Creed | 8% | 8% |
| Color | 8% | 10% |
| National origin | 9% | 11% |
| Citizenship or immigration status | 8% | 10% |
| Honorably discharged veteran or military service | 8% | 11% |
| Presence of any sensory, mental, or physical disability | 8% | 10% |
| Use of a trained guide dog/service animal by a person with a disability | 6% | 5% |

Policies to Encourage Employee Retention and Engagement

Survey respondents were asked which of the following programs and policies they use to help with employee retention and increase employee engagement. If their answer was “No” for any of the programs/policies below, they were asked to indicate the primary reason.

| Program/Policy | % Yes | % No – Not a Priority | % No – Lack of resources (money/ time) | % No – Lack of knowledge | % No – Other reason(s) |
|--------------------------------------------------------------------------------------------------------------------------|-------|-----------------------|----------------------------------------|--------------------------|------------------------|
| Flexibility around working from home options | 84% | 9% | 1% | <1% | 5% |
| Regular review of wages and/or benefits in comparison to similar organizations (e.g., using salary surveys) | 81% | 2% | 11% | 3% | 4% |
| Training and development opportunities for employees, including mentorships, coaching | 81% | 2% | 13% | <1% | 3% |
| Flexible work schedules | 80% | 8% | 2% | 1% | 9% |
| Compensation philosophy is communicated to employees | 67% | 7% | 10% | 5% | 10% |
| Policies on how pay ranges (for positions) and pay rates (for individuals) are established are communicated to employees | 62% | 9% | 9% | 5% | 15% |
| Workplace inclusiveness programs | 50% | 6% | 18% | 12% | 15% |
| Employee wellness program (fitness classes, stress management, mental health resources) | 44% | 9% | 36% | 6% | 5% |
| Career development plans for employees | 43% | 5% | 39% | 7% | 7% |
| Employee recognition program | 41% | 16% | 28% | 6% | 9% |
| “Stay” interviews, to understand why employees have stayed | 25% | 8% | 28% | 26% | 14% |

The [2025 King County Employee Engagement Survey Report](#) covers issues of employee retention and engagement from an employee perspective.

Time-Off Practices

The primary methods reported for providing **time-off benefits** to employees are:

- Distinct vacation, sick leave, and holiday benefits: 148 organizations (66%)
- “Paid Time Off” (PTO): 61 organizations (27%)

In addition, 15 respondents (7%) report different time-off policies for their staff, including some with no formal time-off policies or unlimited time-off policies.

Of the respondents that offer **separate paid vacation time and have part-time employees**:

- 79% indicate that their part-time employees are eligible for paid vacation time. These benefits are virtually always prorated according to employees’ work schedules.
- 54% require that part-time employees work a minimum number of hours per week to be eligible. On average, this minimum is 20 hours per week.

- 25% offer paid-time-off benefits to part-time employees, regardless of how many hours they work each week.
- In the remaining 21% of organizations, part-time employees are not eligible for paid vacation time.



Fifty-four percent (54%) of organizations offering **vacation or PTO time off require** that new employees work for a specified amount of time before using that time. The range of time required is from one month to one year, with a median requirement of 90 days. At the remaining 46% of organizations, new employees may use accrued vacation/PTO time off immediately.



Thirty-six percent (36%) of organizations offering **sick time off require** that new employees work for a specified amount of time before using that time. The range of time required is from two weeks to six months, with a median requirement of 90 days. At the remaining 64% of organizations, new employees may use accrued sick time off immediately.



Eighty-three percent (83%) of organizations with formal time-off policies allow **unused vacation or PTO time to be carried over** to the following year. When asked for the maximum number of days that can be carried over, they report a median of 20 days per year. Two percent (2%) of these organizations do not limit the number of days that carry over.



Twenty-eight percent (28%) of organizations with formal time-off policies allow employees to **"donate" unused paid time off** to another employee on medical or extended leave. Note that IRS rules make it advisable to have donated leave go to a leave bank rather than directly to individual employees.

Separate Vacation, Sick Leave, and Holidays - All Employees Receiving the Same Benefit

One hundred forty-three (143) survey respondents (64%) provide the same benefit to both exempt and non-exempt staff AND accrue vacation, holiday, and sick leave separately (the table below reports averages):

| All Staff Years of Service | Vacation Days | Sick Leave | Holiday | Personal Days | Total Days |
|-------------------------------|------------------|---------------|---------|------------------|------------|
| First Year | 13.0 | 10.6 | 11.6 | 1.9 | 37.1 |
| Second Year | 14.0 | | | | 38.1 |
| Third Year | 15.3 | | | | 39.4 |
| Fourth Year | 16.3 | | | | 40.4 |
| Fifth Year | 17.9 | | | | 42.0 |
| Sixth to Ninth Years | 19.4 | | | | 43.5 |
| Tenth Year | 20.9 | | | | 45.0 |
| Eleventh Year + | 21.3 | | | | 45.4 |

Separate Vacation, Sick Leave, and Holidays—Exempt & Non-Exempt Staff Receiving Different Benefits

Five survey respondents (2%) provide different benefits to exempt and non-exempt staff. These respondents also accrue vacation, holiday, and sick leave separately, as detailed in the following tables (reported in averages):

| Exempt Staff Years of Service | Vacation Days | Sick Leave | Holiday | Personal Days | Total Days |
|-------------------------------|---------------|------------|---------|---------------|------------|
| First Year | 17.3 | 9.8 | 9.8 | 1.4 | 40.9 |
| Second Year | 17.7 | | | | 41.3 |
| Third Year | 19.3 | | | | 42.9 |
| Fourth Year | 20.7 | | | | 44.3 |
| Fifth Year | 22.3 | | | | 45.9 |
| Sixth to Ninth Years | 23.3 | | | | 46.9 |
| Tenth Year | 25.7 | | | | 49.3 |
| Eleventh Year + | 26.3 | | | | 49.9 |

| Non-Exempt Staff Years of Service | Vacation Days | Sick Leave | Holiday | Personal Days | Total Days |
|-----------------------------------|---------------|------------|---------|---------------|------------|
| First Year | 10.6 | 9.8 | 9.8 | 1.4 | 31.6 |
| Second Year | 11.0 | | | | 32.0 |
| Third Year | 13.0 | | | | 34.0 |
| Fourth Year | 13.4 | | | | 34.4 |
| Fifth Year | 13.8 | | | | 34.8 |
| Sixth to Ninth Years | 15.0 | | | | 36.0 |
| Tenth Year | 15.6 | | | | 36.6 |
| Eleventh Year + | 15.8 | | | | 36.8 |

Paid Time Off (PTO) Policies - All Employees Receiving the Same Benefit

Fifty-nine survey respondents (26%) provide PTO benefits that combine vacation and sick leave, with all employees receiving the same benefits (the table below reports averages):

| All Staff Years of Service | Paid-Time-Off | Holidays | Total Days |
|----------------------------|---------------|----------|------------|
| First Year | 18.4 | 12.1 | 30.5 |
| Second Year | 19.5 | | 31.6 |
| Third Year | 21.4 | | 33.5 |
| Fourth Year | 22.3 | | 34.4 |
| Fifth Year | 24.0 | | 36.1 |
| Sixth to Ninth Years | 25.2 | | 37.3 |
| Tenth Year | 26.4 | | 38.5 |
| Eleventh Year + | 26.8 | | 38.9 |

Paid Time Off (PTO) Policies—Exempt & Non-Exempt Staff Receiving Different Benefits

Two survey respondents (1%) provide PTO benefits that combine vacation and sick leave, with exempt and non-exempt staff receiving different benefits. This does not provide sufficient data to report details.

Other Paid Time Off/Use of Paid Time Off

Supplemental Benefits

Thirty-one percent (31%) of respondents report that their organizations offer supplemental benefits to Washington’s Paid Family and Medical Leave (PFML). This refers to a payment from an employer to make up the difference between an employee’s regular wage and the benefit amount paid by PFML.

It could be in the form of salary continuation or PTO and is in addition to any paid family or medical leave benefits the employee receives. Among these organizations, 58% take this supplemental time off from an employee’s time off bank, while 42% do not reduce an employee’s time off bank.

Holiday Closures

Thirty-one percent (31%) of respondents report that their organizations close their operations for some or all of the week before the New Year’s holiday. This provides several days off for employees in addition to their regular vacation/PTO and holiday time-off benefits.

Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to executive-level staff and other staff. For miscellaneous benefits provided to the Executive Director/CEO, please see [Additional Benefits Provided to the Executive Director/CEO](#) in Appendix D.

| Benefit | % of Orgs Offering Benefits to: | |
|-----------------------------------------------------------------|---------------------------------|---------------|
| | Executives (other than ED/CEO) | Other Staff * |
| Professional conference attendance | 67% | 58% |
| Professional development classes | 62% | 62% |
| Telecommuting | 55% | 50% |
| Employee Assistance Program (EAP) | 49% | 49% |
| Cell phone expense | 44% | 43% |
| Reimbursement for the cost of a professional license/credential | 39% | 36% |
| Transportation and/or travel | 38% | 38% |
| Professional membership dues | 37% | 27% |
| Professional liability insurance | 27% | 25% |
| Local mass transit subsidy | 26% | 27% |
| Financial planning services | 22% | 22% |
| Sabbatical (paid time off) | 21% | 22% |
| Employee pay advances | 16% | 20% |
| Membership to a health club | 6% | 6% |
| Childcare assistance/subsidy | 5% | 5% |

| Benefit | Executives (other than ED/CEO) |
|-----------------------------------------------------|--------------------------------|
| Additional vacation time | 14% |
| Additional contribution to medical insurance | 8% |
| Additional contribution to retirement plan | 6% |
| Additional contribution to life insurance | 5% |
| Additional contribution to disability insurance | 3% |
| Additional contribution to long-term care insurance | 1% |

** The table is sorted by benefits offered to executives (other than ED/CEO), so in three cases, benefits offered to other staff are not listed in order of the most commonly offered benefit.*

Insurance and Retirement Benefits

Insurance Coverage Offered



Most participating organizations (85%) offer some type of insurance to employees at an average cost to the organization of \$794 per employee per month. Note that this figure includes the cost of medical insurance, dental, vision, life, short-term disability, long-term disability, long-term care, and any other optional types of insurance coverage.

Many respondents offer more than one type of medical insurance and various other insurance benefits, as detailed below. The tables on this page include organizations that offer insurance through flexible benefit plans and traditional insurance plans.

| *Types of Medical Insurance Offered | # of Organizations | % of Organizations |
|--------------------------------------------|--------------------|--------------------|
| Preferred Provider Organization (PPO) | 149 | 67% |
| Health Maintenance Organization (HMO) | 87 | 39% |
| Monthly stipend paid directly to employees | 13 | 6% |
| Do not provide insurance | 34 | 15% |
| Total Organizations Responding | 224 | |

**These numbers include organizations offering flexible benefit plans as well as traditional plans.*

| *Other Types of Insurance Offered | # of Organizations | % of Organizations |
|--------------------------------------------|---------------------------|---------------------------|
| Dental Care Insurance | 173 | 77% |
| Vision Care Insurance | 167 | 75% |
| Life Insurance | 135 | 60% |
| Long-Term Disability Insurance | 120 | 54% |
| Short-Term Disability Insurance | 96 | 43% |
| Voluntary Supplemental Plans | 89 | 40% |
| Long-Term Care Insurance | 87 | 39% |
| Monthly stipend paid directly to employees | 13 | 6% |
| Do not provide other types of insurance | 50 | 22% |
| Total Organizations Responding | 224 | |

**These numbers include organizations offering flexible benefit plans as well as traditional plans.*

Insurance Coverage Waiting Period for New Employees

Survey respondents were asked to specify the waiting period before coverage begins for new employees. Please note that the federal Patient Protection and Affordable Care Act (PPACA) prohibits waiting periods longer than 90 days for group health plans.

| Insurance Waiting Period for New Employees | # of Organizations | % of Organizations |
|---------------------------------------------------|---------------------------|---------------------------|
| No waiting period (coverage begins immediately) | 26 | 15% |
| Up to 30 days | 99 | 56% |
| Up to 60 days | 30 | 17% |
| Up to 90 days | 23 | 13% |
| Total Organizations Responding | 178 | |

Part-Time Employee Medical Insurance Benefits

Of the respondents who have part-time employees:

- Fifty-nine percent (59%) indicate that their part-time employees are eligible for medical insurance coverage as long as they maintain a minimum number of hours per week
 - 49% offer full benefits to qualifying part-time employees, who must work an average of 23 hours per week to be eligible for benefits
 - 10% provide prorated benefits to qualifying part-time employees, who must work an average of 21 hours per week to be eligible for benefits
- 3% indicate that their part-time employees are eligible for medical insurance coverage regardless of their work schedules
 - 2% of respondents provide full benefits to part-time employees regardless of their work schedules
 - 1% provide prorated benefits to part-time employees regardless of their work schedules
- 38% of respondents provide insurance benefits only to full-time employees

Employer Contribution Levels for Traditional Plans

The **Employer Contribution** tables on pages 51 through 56 detail the percentage of healthcare premiums paid by employers that offer traditional plans rather than flexible benefit plans. Results are displayed for the entire sample of organizations reporting each type of insurance (and by insurance market):

- “Small market” refers to employers covering 50 or fewer employees
- “Large market” refers to employers covering 51 or more employees

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan. All respondents offering HMO coverage pay at least half of the premium cost *for the employee*, and 56% pay the entire premium cost *for the employee*.

| HMO—Employee Health Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|----------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 46 | 56% | 28 | 68% | 18 | 44% |
| Pay 90-99% of the premium | 17 | 21% | 5 | 12% | 12 | 29% |
| Pay 80-89% of the premium | 14 | 17% | 5 | 12% | 9 | 22% |
| Pay 70-79% of the premium | 4 | 5% | 2 | 5% | 2 | 5% |
| Pay 60-69% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay 50-59% of the premium | 1 | 1% | 1 | 2% | 0 | 0% |
| Pay from 1-49% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Do not pay any of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Offering HMO | 82 | | 41 | | 41 | |

Thirty-seven percent (37%) of respondents pay at least 50% of the cost of HMO coverage *for the employee’s dependents*.

| HMO—Dependent Health Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|-----------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 4 | 5% | 3 | 7% | 1 | 2% |
| Pay 90-99% of the premium | 1 | 1% | 0 | 0% | 1 | 2% |
| Pay 80-89% of the premium | 5 | 6% | 1 | 2% | 4 | 10% |
| Pay 70-79% of the premium | 4 | 5% | 1 | 2% | 3 | 7% |
| Pay 60-69% of the premium | 4 | 5% | 1 | 2% | 3 | 7% |
| Pay 50-59% of the premium | 12 | 15% | 7 | 17% | 5 | 12% |
| Pay from 1-49% of the premium | 6 | 7% | 2 | 5% | 4 | 10% |
| Do not pay any of the premium | 46 | 56% | 26 | 63% | 20 | 49% |
| Total Offering HMO | 82 | | 41 | | 41 | |

Note that the information in the tables above does not include organizations that offer **HMO** coverage through a flexible benefit plan.

Respondents were asked for a typical or average office visit co-payment for the types of insurance they offer. For HMO plans, reported co-payments ranged from \$10 to \$55, with a median of \$25. Median deductibles reported were \$1,000 for an individual and \$2,250 for family coverage.

Organizations report the following coverage levels for their HMO plans (some report more than one):

| Coverage Level | % of Organizations |
|----------------|--------------------|
| Platinum | 29% |
| Gold | 45% |
| Silver | 32% |
| Bronze | 3% |

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. All respondents offering PPO coverage pay at least half of the premium cost *for the employee*, and 50% pay the entire premium cost *for the employee*.

| PPO—Employee Health Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|-------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 71 | 50% | 55 | 65% | 16 | 28% |
| Pay 90-99% of the premium | 27 | 19% | 12 | 14% | 15 | 26% |
| Pay 80-89% of the premium | 30 | 21% | 10 | 12% | 20 | 34% |
| Pay 70-79% of the premium | 9 | 6% | 5 | 6% | 4 | 7% |
| Pay 60-69% of the premium | 4 | 3% | 1 | 1% | 3 | 5% |
| Pay 50-59% of the premium | 1 | 1% | 1 | 1% | 0 | 0% |
| Pay from 1-49% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Do not pay any of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Offering PPO | 142 | | 84 | | 58 | |

Thirty-three percent (33%) of respondents pay at least 50% of the cost of PPO coverage *for the employee's dependents*.

| PPO—Dependent Health Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|--------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 8 | 6% | 7 | 8% | 1 | 2% |
| Pay 90-99% of the premium | 1 | 1% | 0 | 0% | 1 | 2% |
| Pay 80-89% of the premium | 7 | 5% | 1 | 1% | 6 | 10% |
| Pay 70-79% of the premium | 7 | 5% | 3 | 4% | 4 | 7% |
| Pay 60-69% of the premium | 6 | 4% | 2 | 2% | 4 | 7% |
| Pay 50-59% of the premium | 18 | 13% | 9 | 11% | 9 | 16% |
| Pay from 1-49% of the premium | 10 | 7% | 4 | 5% | 6 | 10% |
| Do not pay any of the premium | 85 | 60% | 58 | 69% | 27 | 47% |
| Total Offering PPO | 142 | | 84 | | 58 | |

Note that the information above does not include organizations that offer PPO coverage through a flexible benefit plan.

Respondents were asked to list a typical or average office visit co-payment for the types of insurance they offer. For PPO plans, reported co-payments ranged from \$5 to \$70, with a median of \$30. Median deductibles reported were \$1,000 for an individual and \$2,000 for family coverage. Organizations report the following coverage levels for their PPO plans (some report more than one).

| Coverage Level | % of Organizations |
|----------------|--------------------|
| Platinum | 24% |
| Gold | 58% |
| Silver | 15% |
| Bronze | 4% |

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Ninety-three percent (93%) of participating organizations that offer dental insurance pay at least half of the premium cost *for the employee*, and 70% pay the entire premium cost *for the employee*.

| Employee Dental Care Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|--------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 116 | 70% | 76 | 74% | 40 | 63% |
| Pay 90-99% of the premium | 7 | 4% | 3 | 3% | 4 | 6% |
| Pay 80-89% of the premium | 12 | 7% | 6 | 6% | 6 | 10% |
| Pay 70-79% of the premium | 9 | 5% | 8 | 8% | 1 | 2% |
| Pay 60-69% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay 50-59% of the premium | 10 | 6% | 4 | 4% | 6 | 10% |
| Pay from 1-49% of the premium | 2 | 1% | 1 | 1% | 1 | 2% |
| Do not pay any of the premium | 10 | 6% | 5 | 5% | 5 | 8% |
| Total Offering Dental | 166 | | 103 | | 63 | |

Thirty percent (30%) of respondents pay at least 50% of the cost of dental care *for the employee's dependents*.

| Dependent Dental Care Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|---------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 13 | 8% | 9 | 9% | 4 | 6% |
| Pay 90-99% of the premium | 1 | 1% | 0 | 0% | 1 | 2% |
| Pay 80-89% of the premium | 7 | 4% | 2 | 2% | 5 | 8% |
| Pay 70-79% of the premium | 5 | 3% | 3 | 3% | 2 | 3% |
| Pay 60-69% of the premium | 2 | 1% | 1 | 1% | 1 | 2% |
| Pay 50-59% of the premium | 21 | 13% | 11 | 11% | 10 | 16% |
| Pay from 1-49% of the premium | 11 | 7% | 3 | 3% | 8 | 13% |
| Do not pay any of the premium | 106 | 64% | 74 | 72% | 32 | 51% |
| Total Offering Dental | 166 | | 103 | | 63 | |

Note that the information in these two tables does not include organizations that offer dental coverage through a flexible benefit plan.

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Eighty-eight percent (88%) of participating organizations that offer vision insurance pay at least half of the premium cost *for the employee*, and 71% pay the entire premium cost *for the employee*.

| Employee Vision Care Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|--------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 113 | 71% | 75 | 77% | 38 | 61% |
| Pay 90-99% of the premium | 8 | 5% | 4 | 4% | 4 | 6% |
| Pay 80-89% of the premium | 6 | 4% | 4 | 4% | 2 | 3% |
| Pay 70-79% of the premium | 6 | 4% | 4 | 4% | 2 | 3% |
| Pay 60-69% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay 50-59% of the premium | 7 | 4% | 3 | 3% | 4 | 6% |
| Pay from 1-49% of the premium | 1 | 1% | 1 | 1% | 0 | 0% |
| Do not pay any of the premium | 19 | 12% | 7 | 7% | 12 | 19% |
| Total Offering Vision | 160 | | 98 | | 62 | |

Twenty-nine percent (29%) of respondents pay at least 50% of the cost of vision care *for the employee's dependents*.

| Dependent Vision Care Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|---------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 18 | 11% | 9 | 9% | 9 | 15% |
| Pay 90-99% of the premium | 1 | 1% | 0 | 0% | 1 | 2% |
| Pay 80-89% of the premium | 2 | 1% | 1 | 1% | 1 | 2% |
| Pay 70-79% of the premium | 3 | 2% | 2 | 2% | 1 | 2% |
| Pay 60-69% of the premium | 3 | 2% | 1 | 1% | 2 | 3% |
| Pay 50-59% of the premium | 19 | 12% | 10 | 10% | 9 | 15% |
| Pay from 1-49% of the premium | 8 | 5% | 3 | 3% | 5 | 8% |
| Do not pay any of the premium | 106 | 66% | 72 | 73% | 34 | 55% |
| Total Offering Vision | 160 | | 98 | | 62 | |

Note that the information in these two tables does not include organizations that offer vision coverage through a flexible benefit plan.

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Seventy-six percent (76%) of respondents who provide **life insurance** for their staff pay the entire premium for their employees.

| Employee Life Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|-------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 100 | 76% | 51 | 69% | 49 | 86% |
| Pay 50-99% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay from 1-49% of the premium | 2 | 2% | 0 | 0% | 2 | 4% |
| Do not pay any of the premium | 29 | 22% | 23 | 31% | 6 | 11% |
| Total Offering Life | 131 | | 74 | | 57 | |

Note that the information in this table does not include organizations that offer life insurance coverage through a flexible benefit plan.

Employer Contribution—Short-Term Disability (Traditional Plans)

Forty-three percent (43%) of respondents who provide **short-term disability** insurance for their staff pay the entire premium for their employees.

| Employee STD Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 40 | 43% | 21 | 38% | 19 | 49% |
| Pay 50-99% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay from 1-49% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Do not pay any of the premium | 54 | 57% | 34 | 62% | 20 | 51% |
| Total Offering STD | 94 | | 55 | | 39 | |

Note that the information in this table does not include organizations that offer short-term disability coverage through a flexible benefit plan

Employer Contribution—Long-Term Disability (Traditional Plans)

Sixty-four percent (64%) of respondents who provide **long-term disability** insurance for their staff pay the entire premium for their employees.

| Employee LTD Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|---------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 76 | 64% | 37 | 56% | 39 | 75% |
| Pay 50-99% of the premium | 0 | 0% | 0 | 0% | 0 | 0% |
| Pay from 1-49% of the premium | 1 | 1% | 0 | 0% | 1 | 2% |
| Do not pay any of the premium | 41 | 35% | 29 | 44% | 12 | 23% |
| Total Offering LTD | 118 | | 66 | | 52 | |

Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Employer Contribution—Long-Term Care (Traditional Plans)

Nineteen percent (19%) of respondents who provide **long-term care** insurance for their staff pay the entire premium for their employees.

| Employee Long-Term Care Employer Contribution | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|--------------------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| Pay 100% of the premium | 16 | 19% | 9 | 9% | 7 | 20% |
| Pay 50-99% of the premium | 0 | 0% | 0 | 5% | 0 | 0% |
| Pay from 1-49% of the premium | 1 | 1% | 0 | 0% | 1 | 3% |
| Do not pay any of the premium | 68 | 80% | 41 | 86% | 27 | 77% |
| Total Offering LTC | 85 | | 50 | | 35 | |

Note that the information in this table does not include organizations that offer long-term care coverage through a flexible benefit plan.

Voluntary Supplemental Plans (Traditional Plans)

Of the organizations that administer traditional group insurance benefits rather than flexible benefits plans or stipends, eighty-eight (88) organizations offer some type of voluntary supplemental plans to employees. This number represents 52% of this sample of organizations. Voluntary supplemental plans are paid for by employees and may include additional life insurance, accidental death and dismemberment insurance, short-term disability insurance, as well as other types of policies.

Flexible Benefits Plans

With **flexible benefits plans**, employers provide a certain dollar allotment per employee, and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment.

Overall, 4% of respondents indicate they offer employees a choice of benefits through a flexible benefits plan. The types of insurance offered as a part of these programs are as follows:

| Type of Insurance Offered | All Organizations | | Small Market Orgs | | Large Market Orgs | |
|-------------------------------------|-------------------|-----------|-------------------|-----------|-------------------|-----------|
| | # of Orgs | % of Orgs | # of Orgs | % of Orgs | # of Orgs | % of Orgs |
| PPO | 7 | 88% | 6 | 86% | 1 | 100% |
| Dental Care | 7 | 88% | 6 | 86% | 1 | 100% |
| Vision Care | 7 | 88% | 6 | 86% | 1 | 100% |
| HMO | 5 | 63% | 4 | 57% | 1 | 100% |
| Life Insurance | 4 | 50% | 4 | 57% | 0 | 0% |
| Short-Term Disability | 2 | 25% | 2 | 29% | 0 | 0% |
| Long-Term Disability | 2 | 25% | 2 | 29% | 0 | 0% |
| Long-Term Care | 2 | 25% | 2 | 29% | 0 | 0% |
| Voluntary Supplemental Plans | 1 | 13% | 1 | 14% | 0 | 0% |
| Total Offering Flex Ben Plan | 8 | | 7 | | 1 | |

Section 125 Plans

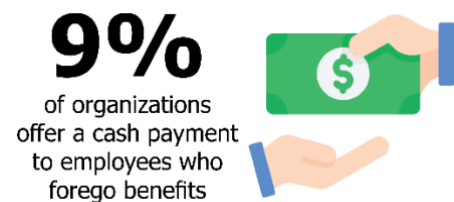
Section 125 plans use pre-tax dollars to pay for employee benefits:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Twenty-one percent (21%) of surveyed organizations administer insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their healthcare (**Health Care Spending Account** or HCSA) or dependent care (**Dependent Care Spending Account** or DCSA). Thirty-six percent (36%) of surveyed organizations offer an HCSA and/or DCSA to employees. These accounts are usually funded by employee contributions. The maximum amount employees may contribute annually to an HCSA account in 2025 is \$3,300.

Other Health Insurance Benefits

Cash in Lieu of Insurance Benefits

Of the organizations that provide insurance benefits, 9% offer a cash payment to employees who are covered under a spouse or partner's policy and choose to forego insurance benefits. The median monthly payment amount is \$305, and the average is \$340.



Special Insurance-Related Accounts

- **HRA (Health Reimbursement Arrangement)**: The employer contributes a certain amount per employee per year for healthcare expenses. This money may roll over from one year to the next, but it may not be portable if an employee leaves their job. An HRA is often used in conjunction with traditional insurance coverage, but in some cases, an HRA replaces traditional coverage and reimburses employees for coverage that they purchase as individuals. Twenty-two organizations (10%) offer an HRA to employees, with a median annual contribution of \$1,000 per employee.
- **HSA (Health Savings Account)**: The employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year, and the accounts are portable. Eighteen organizations (8%) offer an HSA-compatible HMO

policy, with a median annual contribution from the organization of \$1,276 for a single employee and \$1,950 for a family. Twenty-six organizations (12%) offer an HSA-compatible PPO policy, with a median annual organizational contribution of \$1,100 for a single employee and \$1,200 for a family.

Additional Behavioral/Mental Health Benefits

Twenty-five organizations (11%) reported the following benefits related to mental/behavioral health services, in addition to those included in group health insurance and/or EAP benefits:

- Stipends to reimburse for the cost of services
- Employer-paid counseling services
- Access to online therapy services such as Talkspace
- Mental health-related professional development
- Wellness program, including time-off for personal wellness

Information about Low-Cost Health Insurance Options

Twenty-six percent (26%) of respondents provide their employees with information on low-cost health insurance options such as Apple Health and the Washington Health Benefit Exchange, either directly or through their insurance brokers.

Retirement Benefits Offered



Seventy-four percent (74%) of respondents indicate they **offer some retirement benefit** to their employees.

Of the respondents that have **part-time employees**:

- Thirty-eight percent (38%) indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 22 hours per week).
- 44% make benefits available to employees regardless of the hours worked.
- The remaining 18% cover only full-time employees.

In 42% of organizations that **contribute to retirement benefits**, there is a vesting period after which the benefits fully belong to the employee. This period ranges from 3 months to 10 years, with a median of 3 years. The remaining 57% of respondents have no vesting period.

The **types of plans offered** are detailed below:

| Type of Plan Offered * | # of Responses | % of Organizations |
|----------------------------------------|----------------|--------------------|
| Tax-Sheltered Annuity: 401(k), 403(b) | 119 | 53% |
| IRA/SEP-IRA/Simple IRA | 46 | 21% |
| Other Defined Contribution Plan | 7 | 3% |
| Defined Benefit Plan | 1 | <1% |
| Other | 4 | 2% |
| No Retirement Benefit | 59 | 26% |
| *Total Organizations Responding | 224 | |

**Some organizations offer more than one type of plan.*

Retirement Benefits Waiting Period for New Employees

Respondents were asked to specify the waiting period before new employees are eligible to participate in the organization’s retirement plan.

| Retirement Waiting Period for New Employees | # of Organizations* | % of Organizations |
|---------------------------------------------|---------------------|--------------------|
| No waiting period | 82 | 53% |
| Up to one month | 15 | 10% |
| Up to two months | 9 | 6% |
| Up to three months | 21 | 13% |
| Up to six months | 13 | 8% |
| One year | 14 | 9% |
| More than one year | 2 | 1% |
| Total Organizations Responding | 156 | |

** Not everyone that offers retirement benefits answered this question.*

Retirement Benefits—Funding

Among organizations that offer some type of retirement plan, Eighty-two percent (82%) share responsibility for funding with their staff. Thirteen percent (13%) offer plans that are funded solely by the employee.

| Funding of Retirement Plans * | # of Orgs | % of Orgs |
|------------------------------------------------------------------------------|------------|-----------|
| If the employee contributes, the organization contributes (“employer match”) | 81 | 49% |
| Organization contributes/employee may contribute | 55 | 33% |
| Employee contribution only | 21 | 13% |
| Organization contribution only | 5 | 3% |
| Other | 3 | 2% |
| Total Organizations Responding | 165 | |

**If an organization has more than one type of plan, the response is based on the plan with the higher level of contribution from the organization.*

Among organizations with a retirement benefit that employees may contribute to, 58% have a plan that allows employees to make Roth (after-tax) contributions.

Among organizations that offer benefits through a flexible benefits plan, 38% allow employees to allot some portion of their benefit dollars toward an organization-sponsored retirement plan.

Retirement Benefits—Employer Contributions

Of the organizations that contribute to the funding of the retirement benefit, 92% base their contribution on a percentage of the employee’s salary, and 5% use a flat dollar amount.

| Calculation of Contribution * | # of Orgs | % of Orgs | Average Contribution | Range of Contributions |
|---------------------------------------|------------|-----------|----------------------|------------------------|
| % of salary | 133 | 92% | 3.93% | 1–21% |
| Flat dollar amount | 7 | 5% | \$3,385 | \$110–\$12,500 |
| Other | 4 | 3% | | |
| Total Organizations Responding | 144 | | | |

**If an organization has more than one type of plan, the response is based on the plan with the higher level of contribution from the organization.*

Economic and Policy Conditions Shaping the Nonprofit Sector

Impact on Budgets & Demand for Services

This section presents a snapshot of the current financial and service delivery environment facing nonprofits in King County. These local patterns mirror broader national trends and are intended to inform policymakers, funders, and nonprofit coalitions as they consider workforce investment and recovery strategies.

Financial Conditions

Across King County, 62% of nonprofits reported revenue growth over the past two years, while 34% experienced declines. These declines were most concentrated in government grants, contracts, and foundation funding, suggesting volatility in institutional giving.

Meanwhile, donations from individuals and program service revenue were significantly more likely to increase than decrease, pointing to small-dollar giving and earned income as relative bright spots.



Despite revenue trends, organizations continue to face mounting economic pressures. Rising operating costs - including wages, benefits, insurance, and technology - are steadily eroding margins. In Washington state, many nonprofits report increased financial strain due to delayed government reimbursements, inflexible grant structures, and growing compliance demands. These challenges appear to be widespread: [Nonprofit Quarterly, July 2025](#), highlights similar concerns nationally, and data from the [National Council of Nonprofits \(2025\)](#) shows that 70% of nonprofits report funding has not kept pace with wage growth and cost-of-living increases.

Nationally, economic conditions continue to weigh heavily on nonprofit operations. Inflation averaged 3.4% in 2024 ([Bureau of Labor Statistics](#)), still above pre-pandemic norms, raising costs for wages, benefits, and essential goods. Housing affordability remains acute, with the median U.S. rent rising 29% since 2019 ([Harvard Joint Center for Housing Studies, 2024](#)), putting additional strain on nonprofit workers in high-cost regions. In King County, the cost of living continues to outpace nonprofit pay, particularly in frontline and care-sector positions. The Urban Institute's National Survey of Nonprofit Trends and Impacts and its 2024 brief on [Nonprofit Leaders' Top Concerns Entering 2025](#) confirm that nonprofits nationwide are struggling to maintain wage competitiveness as revenue sources remain unstable.

Rising Demand for Services

A full 90% of participating organizations reported increased demand for their services compared with two years ago. More than half saw demand grow by more than 35%, and 16% experienced surges exceeding 70%. These trends were consistent across organization size and subsector. Only 6% reported any decline in demand.

This increasing strain, coupled with flat or declining revenue for many, highlights growing pressure on nonprofit capacity and long-term stability.

| Changes Compared with Two Years Ago | Down more than 70% | Down 35% to 70% | Down 5% to 30% | Around the same | Up 5% to 30% | Up 35% to 70% | Up more than 70% |
|-------------------------------------|--------------------|-----------------|----------------|-----------------|--------------|---------------|------------------|
| Government grants/contracts | 4% | 17% | 24% | 9% | 21% | 17% | 8% |
| Foundation funding | 2% | 15% | 27% | 14% | 24% | 11% | 7% |
| Donations from individuals | 1% | 7% | 26% | 9% | 40% | 13% | 4% |
| Program service revenue | 3% | 7% | 20% | 11% | 40% | 15% | 4% |
| Total revenue | 1% | 9% | 24% | 4% | 45% | 12% | 5% |
| Demand for services | 0% | 3% | 3% | 4% | 37% | 37% | 16% |

Workforce Capacity

The vast majority of organizations are being asked to do more with less. Labor shortages, burnout, and rising employee expectations around compensation are making it harder to retain and recruit staff. Two-thirds of nonprofits (67%) reported difficulty hiring or retaining staff in at least one job family, underscoring how labor shortages go beyond turnover alone. In addition, 15% of organizations reported having a smaller workforce now compared with two years ago. Of those, more than one-quarter (26%) said retaining employees has been difficult, and 15% specifically cited challenges filling open positions.

Subsector Variation

Social service organizations were most likely to report extreme demand increases compared with two years ago, with 64% seeing growth of more than 35%.

Revenue trends were mixed: Nearly half saw increased individual and program revenue, but 38% reported declining foundation support.

Social Services, including Disability Services, Gender-Based Violence/Domestic Violence/Sexual Assault Services, Immigrant and Refugee Services, Older Adult Services, Reentry Services, Veterans Services

| Changes Compared with Two Years Ago | Down more than 70% | Down 35% to 70% | Down 5% to 30% | Around the same | Up 5% to 30% | Up 35% to 70% | Up more than 70% |
|-------------------------------------|--------------------|-----------------|----------------|-----------------|--------------|---------------|------------------|
| Government grants/contracts | 5% | 12% | 19% | 11% | 24% | 16% | 11% |
| Foundation funding | 3% | 15% | 31% | 10% | 24% | 8% | 9% |
| Donations from individuals | 0% | 7% | 19% | 10% | 40% | 19% | 5% |
| Program service revenue | 4% | 5% | 20% | 9% | 42% | 15% | 5% |
| Total revenue | 1% | 8% | 19% | 2% | 45% | 18% | 7% |
| Demand for services | 0% | 2% | 0% | 0% | 34% | 44% | 20% |

Culture and arts nonprofits reported the steepest funding cuts from foundations, but more than half saw total revenue increase, often due to successful individual giving efforts.

Culture, Arts, Museums

| Changes Compared with Two Years Ago | Down more than 70% | Down 35% to 70% | Down 5% to 30% | Around the same | Up 5% to 30% | Up 35% to 70% | Up more than 70% |
|-------------------------------------|--------------------|-----------------|----------------|-----------------|--------------|---------------|------------------|
| Government grants/contracts | 0% | 15% | 23% | 0% | 23% | 31% | 8% |
| Foundation funding | 0% | 0% | 22% | 11% | 45% | 22% | 0% |
| Donations from individuals | 0% | 13% | 27% | 7% | 40% | 13% | 0% |
| Program service revenue | 0% | 7% | 14% | 14% | 36% | 21% | 7% |
| Total revenue | 0% | 6% | 17% | 6% | 53% | 12% | 6% |
| Demand for services | 0% | 0% | 7% | 13% | 40% | 33% | 7% |

Housing and community development organizations reported sharp swings in government support - 31% reported decreases, while another 54% saw increases. Individual giving was up significantly in this group.

Housing/Shelters and Community/Economic Development

| Changes Compared with Two Years Ago | Down more than 70% | Down 35% to 70% | Down 5% to 30% | Around the same | Up 5% to 30% | Up 35% to 70% | Up more than 70% |
|-------------------------------------|--------------------|-----------------|----------------|-----------------|--------------|---------------|------------------|
| Government grants/contracts | 0% | 31% | 15% | 0% | 31% | 23% | 0% |
| Foundation funding | 0% | 0% | 37% | 9% | 18% | 27% | 9% |
| Donations from individuals | 10% | 10% | 10% | 0% | 60% | 0% | 10% |
| Program service revenue | 0% | 10% | 20% | 0% | 60% | 10% | 0% |
| Total revenue | 0% | 17% | 17% | 0% | 67% | 0% | 0% |
| Demand for services | 0% | 8% | 0% | 7% | 8% | 54% | 23% |

National Context

According to the [Nonprofit Finance Fund's 2025 State of the Sector report](#):

- Thirty-six percent (36%) of nonprofits nationwide ended 2024 in deficit, the highest rate in NFF's history
- 52% had fewer than three months of cash on hand
- 58% reported increased demand, but many lacked the staff or funding to respond
- Foundation giving continues to shift into Donor-Advised Funds (DAFs), which now hold more than \$250 billion, yet release less than 10% annually, limiting the resources reaching organizations.

Context Beyond the Survey Data

The survey was conducted between February and May 2025, just as nonprofits were beginning to absorb the effects of major federal policy changes. While respondents were aware of these shifts, the full implications were not yet clear, so they are not directly reflected in the data. Key developments include:

- Executive Order 14151 (Ending DEI Programs) and Executive Order 14173 (Revoking Affirmative Action Requirements for Federal Contractors), both issued in January 2025, with major workforce and compliance implications
- The One Big Beautiful Bill Act (H.R. 1), introduced in May and signed into law on July 4, 2025, created sweeping changes in federal budget, tax, and regulatory structures
- The ongoing wind-down of pandemic-era relief funding, which has reduced flexible resources even as demand for services grows

The [National Council of Nonprofits \(2025\)](#) has cautioned that this combination of federal instability and declining relief funds will remain top of mind for nonprofits as they plan for workforce sustainability.

What This Means

These challenges are being compounded by broader shifts in both the economy and federal policy. Together, these patterns point to a fragile but resilient nonprofit landscape. Rising service demand, staffing challenges, inflationary pressures, and uneven revenue recovery are creating operational risks, particularly for small and mid-sized organizations without adequate reserves or infrastructure.

These challenges are being compounded by broader economic and policy shifts. The expiration of COVID-era relief funding has removed a critical source of flexible support, even as demand for services continues to climb. Federal policy changes under the Trump administration, including Executive Order 14151 (Ending DEI Programs), Executive Order 14173 (Revoking Affirmative Action Requirements for Federal Contractors), and the passage of the One Big Beautiful Bill Act, introduce new uncertainty for contracting, compliance, and federal funding streams. At the same time, national trends such as inflation, housing costs, and the consolidation of government contracts are straining nonprofit budgets and raise concerns about whether public funding is reaching the full range of community organizations.

Taken together, these dynamics underscore the urgency of renewed investment in nonprofit workforce stability, as well as the need for flexible and multiyear funding that enables organizations to adapt to shifting economic conditions and policy environments while meeting evolving community needs.

Remote/Hybrid/In-Person Work

The survey asked to what extent employers expect employees to work remotely for the foreseeable future, choosing which option (remote, hybrid, or in-person) best describes their expected practice for each of four broad groups of employees.

| Employee Groups | % of Organizations | | |
|--------------------------------------------|--------------------|--------|-----------|
| | Remote | Hybrid | In-Person |
| Administration (Executive, Office, HR, IT) | 14% | 70% | 16% |
| Accounting/Finance | 27% | 60% | 13% |
| Development | 17% | 70% | 13% |
| Program Services | 11% | 55% | 34% |

Compensation for At-Home Work Expenses

Those with any employees working remotely and/or with a hybrid arrangement were asked whether their organization compensates these employees for at-home work expenses. If they do, they were asked which kinds of expenses are reimbursed.

| Compensation for At-Home Work Expenses | % of Organizations |
|------------------------------------------------|--------------------|
| Yes | 32% |
| No | 68% |
| <i>Among those who answered Yes:</i> | |
| Internet service | 10% |
| Cell phone | 15% |
| Computer | 18% |
| Home office furniture and other equipment | 17% |
| Monthly stipend to cover work-related expenses | 8% |

Geographic Area for Hiring Employees

Those with remote or hybrid employees were asked about the geographic areas from which their organization hires, selecting all applicable options.

Among organizations that hire from non-local areas, 12% adjust pay based on cost-of-living differences.

| Geographic Areas for Hiring Employees | % of Organizations |
|----------------------------------------|--------------------|
| Local area (within commuting distance) | 94% |
| Outside the local area | 44% |
| Outside of Washington | 15% |

Benefits and Workforce Impacts

Changes to Insurance Benefits

Survey respondents described changes in the overall cost of their insurance benefits per employee during the past year, as well as any projected changes during the next year. In both cases, organizations with cost increases reported a median increase of 10%.

| Changes in Cost of Insurance Benefits | % of Organizations | | |
|-----------------------------------------------------------------------------------------|--------------------|----------------|--------|
| | Increase | About the Same | Reduce |
| During the past year | 57% | 38% | 5% |
| Among organizations with an increase, the median percentage increase reported: 10% | | | |
| Expected during the next year | 58% | 40% | 2% |
| Among organizations expecting an increase, the median percentage increase reported: 10% | | | |



Twenty-five percent (25%) of participating organizations reported that they made changes in insurance plan benefits or network availability to minimize or prevent cost increases during the past year.

Workforce Size

The survey asked how the organization's current workforce size compares with its workforce two years ago.



47% report their workforce is larger



38% report their workforce is the same size

Those who answered that their workforce is now smaller than two years ago were asked about contributing factors to that workforce reduction.



15% report their workforce is smaller

Some chose more than one factor.

| Factors Contributing to Smaller Workforce | % of Organizations |
|-------------------------------------------|--------------------|
| Lack of funding | 82% |
| Programs have changed | 32% |
| Difficulty retaining employees | 26% |
| Difficulty filling open positions | 15% |
| Other | 9% |

Job Categories with Difficulty Hiring or Retaining Employees

Survey respondents identified job categories for which they are having difficulty hiring and/or retaining employees.

| Job Families | % of Organizations |
|----------------------------------------|--------------------|
| Program Delivery | 37% |
| Development/Fundraising | 23% |
| Accounting/Finance | 10% |
| Maintenance/Facilities/Grounds/Drivers | 8% |
| Executive | 7% |
| Information Technology | 7% |
| Administration/General Office | 6% |
| Human Resources | 5% |
| Communications/Marketing | 4% |
| Other | 2% |

Inflation-Adjusted Contracts/Grants

Some funders are working to add adjustments related to inflation to nonprofit contracts and grants when possible. The questions below seek to understand the impact of these adjustments, when applicable.

| Inflation-Related Adjustments to Contracts/Grants | # of Orgs | % of Orgs |
|---------------------------------------------------------------------------|-----------|-----------|
| At least one funder has provided an inflation-related adjustment. | 57 | 25% |
| We have not received an inflation-related adjustment. | 103 | 46% |
| Unsure whether the organization received an inflation-related adjustment. | 64 | 29% |

Organizations that have received at least one such adjustment were asked several follow-up questions, starting with details about how the increase was used. Some organizations reported more than one use.

| Use of Inflation-Related Adjustments to Contracts/Grants | # of Orgs | % of Orgs |
|----------------------------------------------------------|-----------|-----------|
| General operating expenses | 41 | 72% |
| Pay increases | 35 | 61% |
| Employee benefits | 10 | 18% |
| Technology/equipment | 3 | 5% |
| Employee bonuses * | 3 | 1% |
| Other | 1 | <1% |

* These options were added based on "Other" write-in responses.

Organizations were then asked how much of their overall budget is due to these contract/grant increases.

| Percent of Overall Budget Due to Inflation-Related Increases | # of Orgs | % of Orgs |
|---------------------------------------------------------------------|------------------|------------------|
| Less than 2% | 36 | 63% |
| 2% to 5% | 18 | 32% |
| 5% to 10% | 2 | 4% |
| More than 10% | 1 | 2% |

Finally, organizations were asked whether these adjustments created benefits or challenges. Overall positive impacts were cited by thirty-nine percent (39%), allowing them to:

- Pay closer to a living wage
- Maintain facility operations
- Cover increases in actual service costs
- Keep up with market rate wages
- Improve staff retention
- Remain compliant with federal and state laws
- Provide cost-of-living and step adjustments

Negative impacts were reported by twenty-two percent (22%):

- Difficulty equitably paying employees who are not covered by the inflation-related increase
- Pay compression
- The administrative work required to distribute and document the additional money
- Need to pay line staff equitably results in lower pay for executives, with related recruitment and retention difficulty

The remaining thirty-nine (39%) report minimal impacts, whether positive or negative, or a combination of positive and negative impacts.

Conclusion

Based on 501 Commons' human resource expertise and analysis of the survey data, we interpret these findings as a clear call to action. The results show that King County nonprofits are navigating unprecedented demand for services while facing reductions to revenue streams, rising operating costs, and workforce shortages that threaten their long-term stability.

Our perspective is that these pressures are not only financial but deeply tied to workforce capacity. Nonprofits cannot meet community needs without retaining and supporting the people who deliver services. While individual giving and community trust remain bright spots, sustained instability in government and foundation funding, coupled with ongoing administrative regulation changes, is leaving organizations vulnerable.

From our vantage point, ensuring workforce sustainability is not only essential to recovery but also an opportunity to build a stronger, more resilient sector. We encourage policymakers, funders, and nonprofit leaders to work together to:

- Expand flexible and multiyear funding that gives organizations the stability to plan
- Invest in workforce development and retention so staff feel supported and able to thrive
- Reduce structural barriers, such as delayed reimbursements and compliance burdens, to free up organizational capacity for innovation and impact

Coming together as a sector and community is more important than ever. By aligning resources and strategies around these goals, we can move beyond simply weathering challenges toward creating a more sustainable and equitable future for the communities we serve.

Compensation by Position

This section details the compensation (base pay and total compensation) for individual job titles according to several variables, including organizations' annual expenses, field of service, number of employees, and managerial responsibility. See [Determining/Comparing Compensation](#) for more information on how to use this section.

Percentiles: For example, the 10th percentile is the data point at which 10 percent of the sample is lower and 90 percent of the sample is higher.

Median: The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.

Annual Cash Compensation: This section includes base salaries, bonus/incentive pay, and total cash compensation.

Accounting/Finance 106

Director of Finance & Administration

Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

| Salary & Incentives: All Organizations | # of Orgs | # of Empls | Annual Cash Compensation | | | | | Avg by Employee | Avg by Organiztr |
|-----------------------------------------------|-----------|------------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | | |
| Base Salary - All Employees | 37 | 37 | \$90,000 | \$101,298 | \$122,962 | \$145,491 | \$163,289 | \$122,804 | \$122,804 |
| Incentive/Bonus Received | 12 | 12 | 650 | 1,000 | 3,300 | 4,788 | 8,016 | 3,344 | 3,344 |
| Total Cash Compensation (Base + Bonus) | 37 | 37 | 92,560 | 101,298 | 122,962 | 145,491 | 163,689 | 123,838 | 123,888 |

| Annual Expenses | | Annual Base Salary | | | | | | | |
|---------------------------|--------------|--------------------|----|---------|---------|---------|---------|---------|---------|
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.3M | 11 | 11 | | 103,834 | | | 106,874 | 106,874 |
| \$5,000,000 - \$9,999,999 | Med: \$5.9M | 8 | 8 | | 107,826 | | | 118,526 | 118,526 |
| \$10,000,000 and more | Med: \$25.0M | 15 | 15 | 104,748 | 125,000 | 146,776 | 154,461 | 167,917 | 140,927 |

Annual Base Salary: These sections do not include incentive/bonus pay.

Average by Employee/Average by Organization: The sum of all salaries or cash compensation divided by the total number of values in the sample.

- The "average calculated by employee" uses each individual job reported regardless of which organization reported it. It may be strongly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations, if they employ large numbers of employees in a particular job.
- The "average calculated by organization" considers each organization in the sample equally regardless of the number of employees reported by each of them. In effect, an average salary is calculated for each organization in the sample, and then an average is taken of those values.

Compensation by Position

Administrative

| | |
|----------------------------------------------|----|
| Director, Administration/Operations | 75 |
| Regional Manager/Center Manager | 76 |
| Office Manager | 77 |
| Executive Assistant | 78 |
| Administrative Assistant, Senior Level | 79 |
| Administrative Assistant, Intermediate Level | 80 |
| Administrative Assistant, Junior Level | 81 |
| Receptionist | 82 |
| Business Development Manager | 83 |
| Contracts Administrator | 84 |
| Quality Assurance Manager | 85 |
| Quality Assurance Specialist | 86 |

Accounting/Finance

| | |
|--------------------------------------|----|
| Director of Finance & Administration | 87 |
| Controller | 88 |
| Accounting Manager | 89 |
| Accounting Supervisor | 90 |
| Senior Accountant | 91 |
| Staff Accountant | 92 |
| Payroll Specialist | 93 |
| Accounting Clerk | 94 |

Cultural, Artistic, Performing Arts

| | |
|-----------------------------|----|
| Visitor Services Manager | 95 |
| Visitor Services Specialist | 96 |

Development

| | |
|------------------------------------|-----|
| Director, Development | 97 |
| Development Manager, General | 98 |
| Development Manager: Annual Giving | 99 |
| Development Manager: Major Gifts | 100 |
| Grant Writer, All Types of Funding | 101 |
| Development Officer | 102 |
| Special Event Coordinator | 103 |
| Development Associate | 104 |

Education & Recreation

| | |
|---------------------------------------------------------------|-----|
| Director of Early Childhood Programs | 105 |
| Director, Education | 106 |
| Curriculum Specialist | 107 |
| Educator or Teacher, Adult Education | 108 |
| Site Supervisor | 109 |
| Teacher, Pre-School | 110 |
| Teaching Assistant, Pre-School | 111 |
| Special Education Teacher | 112 |
| Child Care Provider | 113 |
| After School Instructor | 114 |
| Instructional Aide | 115 |
| Recreation or Activity Leader, Children or Youth | 116 |
| Recreation or Activity Leader, Adults | 117 |
| Family Engagement, Resource or Service Specialist/Coordinator | 118 |
| Home Visitor/Early Learning Specialist | 119 |

Employment/Work Training

| | |
|----------------------|-----|
| Job Developer | 120 |
| Vocational Counselor | 121 |
| Job Coach | 122 |

| | |
|----------------------------------------------------|-----|
| Executive | |
| Executive Director/Chief Executive Officer | 123 |
| Co-Executive Director | 124 |
| Associate Director/Chief Operating Officer | 125 |
| Chief Programs Officer | 126 |
| Chief Communications Officer | 127 |
| Chief Development Officer | 128 |
| Chief Human Resources Officer | 129 |
| Chief Information Officer | 130 |
| Chief Strategy Officer | 131 |
| Chief Financial Officer | 132 |
| Food Service | |
| Food Service Manager or Supervisor | 133 |
| Registered Dietician | 134 |
| Cook | 135 |
| Food Service Assistant/Worker | 136 |
| Gift/Thrift Shop, Warehouse & Food Bank | |
| Gift/Thrift Shop Manager | 137 |
| Gift/Thrift Shop Retail Sales Clerk | 138 |
| Warehouse Manager | 139 |
| Warehouse Worker | 140 |
| Food Bank Manager | 141 |
| Food Bank Assistant/Clerk | 142 |
| Government Affairs & Research | |
| Director or Manager, Government Affairs | 143 |
| Advocacy Manager | 144 |
| Data Manager | 145 |
| Policy Analyst | 146 |
| Housing/Community Development | |
| Project Developer | 147 |
| Director of Resident/Community Services | 148 |
| Program Manager, Resident/Community Services | 149 |
| Resident Services Coordinator | 150 |
| Property Supervisor | 151 |
| Site Administrator | 152 |
| Shelter Manager | 153 |
| Shelter Supervisor | 154 |
| Occupancy Specialist | 155 |
| Program Manager: Housing | 156 |
| Asset Manager (Financial Analyst) | 157 |
| Shelter Coordinator | 158 |
| Assistant Site Administrator | 159 |
| Human Resources | |
| Director, Human Resources | 160 |
| Human Resources Manager | 161 |
| Human Resources Generalist | 162 |
| HRIS Manager | 163 |
| Benefits Manager | 164 |
| Human Resources Representative or Specialist | 165 |
| Recruiter | 166 |
| Human Resources Assistant | 167 |

| | |
|---------------------------------------------------------------------------|-----|
| Information Technology | |
| Director, Information Technology Services | 168 |
| Information Technology Manager | 169 |
| Systems Administrator | 170 |
| Software Engineer | 171 |
| Database Administrator | 172 |
| Network Technician | 173 |
| Personal Computer Technician | 174 |
| Tech Support Specialist | 175 |
| Data Entry Operator | 176 |
| Web Site Developer | 177 |
| Legal Services & Community Organizing | |
| Director of Legal Services | 178 |
| Managing Attorney | 179 |
| Staff Attorney | 180 |
| Paralegal | 181 |
| Legal Secretary/Assistant | 182 |
| Senior Community Organizer | 183 |
| Community Organizer | 184 |
| Media/Journalism | |
| Digital Editor | 185 |
| Media Producer | 186 |
| Medical & Clinic Services | |
| Director, Medical Services | 187 |
| Clinic Director | 188 |
| Director of Nursing | 189 |
| Registered Nurse | 190 |
| Advanced Registered Nurse Practitioner (ARNP) | 191 |
| Licensed Practical Nurse | 192 |
| Medical Assistant, Certified | 193 |
| Community Health Worker | 194 |
| Case Manager, Medical | 195 |
| Patient Financial Services Manager | 196 |
| Patient Account Representative | 197 |
| Health Information Coordinator | 198 |
| Billing Clerk | 199 |
| Receptionist (Medical) | 200 |
| Physical Therapist | 201 |
| Occupational Therapist | 202 |
| Speech Pathologist | 203 |
| Operations | |
| Facilities Manager | 204 |
| Maintenance Supervisor | 205 |
| Maintenance Technician or Specialist | 206 |
| Janitor or Custodian | 207 |
| Driver | 208 |
| Purchasing Coordinator or Specialist | 209 |
| Program Management, Other than Social Services & Mental Health | |
| Program Director/Administrator, Other | 210 |
| Program Manager/Administrator, Other | 211 |
| Program Coordinator, Other | 212 |
| Program Assistant, Other | 213 |

Social Services & Mental Health

| | |
|------------------------------------------------------------------------------------------|-----|
| Program Director/Administrator, Social Services/Mental Health | 214 |
| Program Manager/Administrator, Social Services/Mental Health | 215 |
| Program Coordinator, Social Services/Mental Health | 216 |
| Program Assistant, Social Services/Mental Health | 217 |
| Substance Use Disorder Clinical Supervisor | 218 |
| Clinical Supervisor | 219 |
| Licensed Clinical Social Worker/Licensed Independent Clinical Social Worker (LCSW/LICSW) | 220 |
| Clinician (Pre-license MFTI/ACSW/LSWAIC) | 221 |
| Master's Level Mental Health Professional (MHP) | 222 |
| Bachelor's Level Clinician | 223 |
| Licensed Mental Health Counselor (LMHC) | 224 |
| Substance Abuse Disorder Professional | 225 |
| Family Advocate | 226 |
| Eligibility Specialist | 227 |
| Intake Coordinator | 228 |
| Resource & Referral Counselor | 229 |
| Senior or Adult Program Assistant | 230 |
| Children or Youth Program Assistant | 231 |
| Personal Attendant/Home Health Care Worker | 232 |
| Substance Use Disorder Professional Trainee (SUDP/T) | 233 |
| Cultural Navigator/Broker, Social Services | 234 |
| Peer Specialist | 235 |

Volunteer, Membership & Marketing

| | |
|------------------------------------|-----|
| Volunteer Director | 236 |
| Volunteer Coordinator | 237 |
| Communications Director or Manager | 238 |
| Public Relations Manager | 239 |
| Content Marketing Manager | 240 |
| Marketing Coordinator | 241 |
| Social Media Coordinator | 242 |
| Graphic Artist | 243 |
| Writer/Editor | 244 |
| Membership Director or Manager | 245 |
| Community Outreach Coordinator | 246 |

Director, Administration/Operations

Directs a group of functions for the organization including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service, and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. Jobs that include management of the organization's financial department are reported in job #106 (Director of Finance & Administration).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 60 | 95 | \$72,215 | \$82,800 | \$93,134 | \$120,640 | \$133,657 | \$100,047 | \$97,396 | |
| Incentive/Bonus Received | 16 | 27 | 500 | 500 | 1,100 | 5,000 | 8,656 | 2,833 | 2,089 | |
| Total Cash Compensation (Base + Bonus) | 60 | 95 | 73,095 | 83,016 | 93,134 | 121,640 | 134,820 | 100,853 | 97,885 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med:\$702.5K | 6 | 6 | | | 68,495 | | | 74,816 | 74,816 |
| \$1,000,000 - \$1,999,999 | Med: \$1.6M | 14 | 14 | 63,609 | 77,726 | 81,744 | 88,800 | 114,448 | 84,811 | 84,811 |
| \$2,000,000 - \$4,999,999 | Med: \$2.8M | 12 | 19 | 74,000 | 92,000 | 95,155 | 108,575 | 125,000 | 99,261 | 98,098 |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$19.0M | 20 | 48 | 82,720 | 87,774 | 108,869 | 128,077 | 136,260 | 108,958 | 113,902 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | 5 | 17 | | | | | | | | 88,005 |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 5 | 6 | | | 96,000 | | | | 103,323 | 97,035 |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 7 | 7 | | | 97,500 | | | | 102,398 | 102,398 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 13 | 59,000 | 78,080 | 93,134 | 107,335 | 138,835 | 95,075 | 95,075 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | 9 | 9 | | | 68,411 | | | | 74,737 | 74,737 |
| 6 to 15 | 13 | 13 | 61,893 | 74,526 | 81,328 | 92,000 | 120,242 | 85,308 | 85,308 | |
| 16 to 40 | 15 | 15 | 73,200 | 87,338 | 97,500 | 110,950 | 141,424 | 101,586 | 101,586 | |
| 41 to 100 | 8 | 15 | | | | | | | | 106,046 |
| More than 100 | 15 | 43 | 82,320 | 87,000 | 107,060 | 125,000 | 139,574 | 107,952 | 112,666 | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 21 | 25 | 73,328 | 84,473 | 97,500 | 118,198 | 135,551 | 101,117 | 100,182 | |
| 4 to 8 | 12 | 15 | 65,258 | 92,817 | 115,003 | 126,058 | 155,514 | 109,431 | 107,878 | |
| 9 to 14 | 5 | 5 | | | 89,765 | | | 92,505 | 92,505 | |
| 15 and over | 8 | 10 | | | 110,100 | | | 112,414 | 105,241 | |

Regional Manager/Center Manager

Manages the day-to-day operations of a regional facility that delivers program services in accordance with organization goals and objectives. Functions include: program development and implementation, staffing, volunteer coordination, community relations, budgeting, record keeping and facility maintenance. May participate in or lead fundraising activities for the region.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 14 | 43 | \$74,928 | \$79,000 | \$87,360 | \$108,675 | \$123,300 | \$93,681 | \$87,301 |
| Incentive/Bonus Received | 5 | 14 | | | | | | | 1,334 |
| Total Cash Compensation (Base + Bonus) | 14 | 43 | 74,928 | 79,000 | 87,458 | 108,675 | 123,300 | 94,021 | 87,679 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.5M | 5 | 8 | | | | | | 89,255 |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$28.5M | 6 | 32 | | | | | | 93,750 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 5 | 31 | | | | | | 96,452 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | 5 | 6 | | | 85,696 | | 87,942 | 82,330 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

The following section is not included on this page due to insufficient responses for each of its data categories
Field of Service

Office Manager

Provides direct supervision of the organization's office services including mail pick up and distribution; records maintenance; copy/print services; reception; office maintenance and cleaning services; communications/telephones; and similar.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 53 | 80 | \$52,539 | \$57,580 | \$65,603 | \$77,480 | \$91,537 | \$68,425 | \$69,475 |
| Incentive/Bonus Received | 13 | 18 | 95 | 525 | 1,000 | 1,892 | 2,449 | 1,273 | 1,254 |
| Total Cash Compensation (Base + Bonus) | 53 | 80 | 52,539 | 57,580 | 65,603 | 78,021 | 91,537 | 68,711 | 69,763 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.4M | 10 | 10 | | | 62,450 | | 63,572 | 63,572 |
| \$2,000,000 - \$4,999,999 | Med: \$3.0M | 15 | 16 | 54,119 | 60,143 | 70,382 | 83,009 | 89,424 | 70,962 |
| \$5,000,000 - \$9,999,999 | Med: \$7.0M | 10 | 10 | | | 69,708 | | 72,825 | 72,825 |
| \$10,000,000 and more | Med: \$26.0M | 17 | 43 | 52,520 | 55,827 | 63,046 | 77,969 | 94,412 | 67,992 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 13 | 19 | 52,707 | 55,973 | 62,878 | 70,298 | 92,518 | 66,241 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | 12 | 12 | 51,324 | 62,100 | 66,606 | 78,804 | 86,222 | 68,358 |
| 16 to 40 | | 14 | 14 | 50,419 | 60,428 | 70,531 | 82,659 | 88,025 | 70,479 |
| 41 to 100 | | 9 | 11 | | | 62,920 | | | 67,569 |
| More than 100 | | 15 | 40 | 52,520 | 55,739 | 64,325 | 78,514 | 95,358 | 68,499 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | 9 | 11 | | | 74,568 | | | 75,796 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Executive Assistant

Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. Responsibilities involve exposure to sensitive information and require considerable use of tact, diplomacy, discretion and judgment. Assumes responsibility for special projects; attends board or similar meetings to take, transcribe and distribute minutes; prepares board packets; maintains databases; researches/analyzes data and develops reports for management decision-making; may follow up on projects assigned to managers by senior executive.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 44 | 59 | \$59,280 | \$67,538 | \$74,435 | \$78,373 | \$86,608 | \$73,746 | \$72,597 |
| Incentive/Bonus Received | 12 | 17 | 300 | 500 | 1,083 | 2,208 | 2,845 | 1,355 | 1,478 |
| Total Cash Compensation (Base + Bonus) | 44 | 59 | 59,280 | 68,000 | 74,435 | 78,589 | 88,666 | 74,137 | 72,958 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.1M | 8 | 9 | | | 70,428 | | | 67,582 | 69,603 |
| \$5,000,000 - \$9,999,999 Med: \$6.2M | 7 | 7 | | | 67,538 | | | 69,019 | 69,019 |
| \$10,000,000 and more Med: \$26.6M | 24 | 38 | 65,998 | 72,487 | 74,974 | 82,100 | 87,738 | 77,825 | 77,167 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 5 | 6 | | | 69,123 | | | 68,449 | 68,096 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 15 | 16 | 55,636 | 70,476 | 74,680 | 77,969 | 102,485 | 76,735 | 75,254 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 5 | 5 | | | 63,500 | | | 62,380 | 62,380 |
| 16 to 40 | 9 | 9 | | | 75,000 | | | 70,904 | 70,904 |
| 41 to 100 | 8 | 9 | | | 67,538 | | | 65,707 | 67,493 |
| More than 100 | 21 | 35 | 68,051 | 73,216 | 77,406 | 82,400 | 89,616 | 78,568 | 78,312 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Administrative Assistant, Senior Level

Provides a variety of administrative and clerical support to managers and/or other staff. Duties may include researching/compiling information; coordinating activities between departments and/or outside services. Maintains data; generates and formats reports and other documents using a full range of computer software skills including spreadsheets, word processing, desktop publishing, database management, presentation software, etc. May assume responsibility for special projects relating to department functions.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 29 | 78 | \$52,824 | \$57,129 | \$64,189 | \$70,424 | \$77,969 | \$64,385 | \$63,005 |
| Incentive/Bonus Received | 9 | 17 | | | | | | | 2,944 |
| Total Cash Compensation (Base + Bonus) | 29 | 78 | 52,911 | 58,517 | 64,719 | 70,447 | 77,969 | 64,973 | 63,917 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.5M | 6 | 7 | | 58,422 | | | 57,029 | 59,214 |
| \$5,000,000 - \$9,999,999 | Med: \$5.5M | 5 | 6 | | 66,820 | | | 68,280 | 69,972 |
| \$10,000,000 and more | Med: \$30.0M | 13 | 59 | 56,160 | 60,616 | 66,040 | 72,096 | 77,969 | 66,456 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 44 | 53,800 | 57,625 | 63,814 | 67,422 | 72,520 | 63,109 | 62,945 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 6 | 6 | | | 60,272 | | | 60,561 | 60,561 |
| 41 to 100 | 6 | 8 | | | 63,700 | | | 59,567 | 62,133 |
| More than 100 | 12 | 58 | 56,056 | 60,462 | 65,906 | 72,199 | 78,025 | 66,429 | 66,774 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Administrative Assistant, Intermediate Level

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; prepares correspondence and develops other routine documents; may make appointments and travel arrangements, coordinates activities relative to department functions.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 41 | 120 | \$45,203 | \$48,429 | \$52,000 | \$57,737 | \$62,610 | \$53,489 | \$54,889 |
| Incentive/Bonus Received | 13 | 29 | 289 | 300 | 1,412 | 2,634 | 2,904 | 1,553 | 1,146 |
| Total Cash Compensation (Base + Bonus) | 41 | 120 | 45,203 | 49,322 | 52,329 | 58,121 | 62,610 | 53,864 | 55,214 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$2.7M | 5 | 10 | | | | | | | 55,135 |
| \$5,000,000 - \$9,999,999 Med: \$7.4M | 5 | 6 | | | 59,426 | | | 58,323 | 57,628 |
| \$10,000,000 and more Med: \$24.9M | 22 | 95 | 46,962 | 49,130 | 52,000 | 56,915 | 62,584 | 53,523 | 55,371 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 53 | 46,888 | 50,146 | 52,000 | 57,565 | 63,390 | 53,857 | 56,161 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | 5 | 5 | | | 56,160 | | | 51,155 | 51,155 |
| 6 to 15 | 5 | 5 | | | 54,080 | | | 54,723 | 54,723 |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 8 | 17 | 43,181 | 43,181 | 51,376 | 59,426 | 63,650 | 51,821 | 54,545 |
| More than 100 | 21 | 91 | 46,846 | 49,400 | 52,000 | 57,600 | 62,949 | 53,890 | 56,207 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Administrative Assistant, Junior Level

Performs routine clerical duties such as answering telephones, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, preparing routine correspondence.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 16 | 37 | \$41,421 | \$44,928 | \$50,835 | \$55,297 | \$60,620 | \$50,460 | \$53,178 | |
| Incentive/Bonus Received | 3 | 11 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 16 | 37 | 41,501 | 44,978 | 50,935 | 55,297 | 60,660 | 50,517 | 53,250 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.0M | 9 | 29 | 41,600 | 44,024 | 49,754 | 54,226 | 61,818 | 49,853 | 53,943 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 21 | | | | | | 54,416 | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Receptionist

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 27 | 380 | | | | | | | | \$52,840 |
| Incentive/Bonus Received | 9 | 142 | | | | | | | | 1,236 |
| Total Cash Compensation (Base + Bonus) | 27 | 380 | | | | | | | | 53,247 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.5M | 5 | 17 | | | | | | | 49,271 |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.0M | 17 | 342 | | | | | | | 54,131 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 10 | 17 | 41,600 | 45,105 | 52,291 | 62,370 | 64,917 | 53,285 | 53,231 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | 5 | 13 | | | | | | | 52,686 |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 16 | 340 | | | | | | | 54,163 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Business Development Manager

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 11 | 12 | \$61,287 | \$77,401 | \$85,510 | \$109,824 | \$118,670 | \$89,097 | \$87,709 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 12 | 64,863 | 78,763 | 85,510 | 109,824 | 120,070 | 90,408 | 89,140 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$23.1M | 6 | 7 | | 93,161 | | | 94,943 | 93,372 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 5 | 6 | | 94,192 | | | 97,593 | 96,239 |
| Youth/Mentoring | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:
 Number of FTEs
 Number of Employees Managed

Contracts Administrator

Oversees organization's contractual agreements related to delivery of program services. Is responsible for maintaining documentation in compliance with the specific requirements of each contract. Monitors contract budgets, expiration dates, reporting dates and documentation. Communicates with organization's program directors/managers and representatives of funding agencies.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 13 | 19 | \$62,150 | \$68,328 | \$82,500 | \$99,653 | \$114,712 | \$83,670 | \$84,009 |
| Incentive/Bonus Received | 3 | 4 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 13 | 19 | 62,150 | 68,328 | 82,500 | 99,653 | 114,712 | 83,825 | 84,159 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$23.8M | 7 | 11 | | 70,907 | | | 85,179 | 87,559 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 6 | 8 | | 97,309 | | | 94,083 | 93,747 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 5 | 8 | | 89,711 | | | 90,431 | 95,790 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Quality Assurance Manager

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 19 | 30 | \$70,146 | \$74,940 | \$88,680 | \$98,548 | \$122,368 | \$91,136 | \$91,588 | |
| Incentive/Bonus Received | 6 | 8 | | | | | | | 836 | |
| Total Cash Compensation (Base + Bonus) | 19 | 30 | 70,166 | 74,940 | 89,180 | 98,548 | 122,368 | 91,327 | 91,844 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.3M | 15 | 26 | 69,869 | 74,880 | 92,977 | 100,584 | 123,271 | 92,375 | 93,857 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 11 | | | 87,360 | | | 95,658 | 96,561 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 12 | 20 | 71,136 | 76,929 | 95,655 | 103,319 | 124,742 | 95,156 | 98,161 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Quality Assurance Specialist

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

| Salary & Incentives: All Organizations | | | Annual Cash Compensation | | | | | | | | |
|----------------------------------------|--|--|--------------------------|-----------|-----------|-----------|--------------------|-----------|-----------|-----------------|------------------|
| | | | # of Orgs | # of Emps | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | | | 14 | 48 | \$56,200 | \$59,561 | \$66,946 | \$84,484 | \$91,847 | \$71,351 | \$69,579 |
| Incentive/Bonus Received | | | 5 | 19 | | | | | | | 1,465 |
| Total Cash Compensation (Base + Bonus) | | | 14 | 48 | 56,200 | 59,696 | 67,196 | 87,794 | 95,742 | 72,253 | 70,102 |
| Annual Expenses | | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | | | |
| \$10,000,000 and more Med: \$28.5M | | | 14 | 48 | 56,200 | 59,561 | 66,946 | 84,484 | 91,847 | 71,351 | 69,579 |
| Number of FTEs | | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | | |
| More than 100 | | | 12 | 45 | 55,320 | 59,406 | 63,648 | 87,074 | 91,863 | 71,156 | 68,920 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Director of Finance & Administration

Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 37 | 37 | \$90,000 | \$101,298 | \$122,962 | \$145,491 | \$163,289 | \$122,804 | \$122,804 |
| Incentive/Bonus Received | 12 | 12 | 650 | 1,000 | 3,300 | 4,788 | 8,016 | 3,344 | 3,344 |
| Total Cash Compensation (Base + Bonus) | 37 | 37 | 92,560 | 101,298 | 122,962 | 145,491 | 163,689 | 123,888 | 123,888 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.3M | 11 | 11 | | | 103,834 | | | 106,874 | 106,874 |
| \$5,000,000 - \$9,999,999 Med: \$5.9M | 8 | 8 | | | 107,826 | | | 118,526 | 118,526 |
| \$10,000,000 and more Med: \$25.0M | 15 | 15 | 104,748 | 125,000 | 146,776 | 154,461 | 167,917 | 140,927 | 140,927 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 5 | 5 | | | 120,870 | | | 117,600 | 117,600 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 13 | 91,080 | 98,571 | 128,104 | 149,659 | 161,477 | 125,743 | 125,743 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 5 | 5 | | | 99,323 | | | 107,865 | 107,865 |
| 16 to 40 | 11 | 11 | | | 111,100 | | | 111,114 | 111,114 |
| 41 to 100 | 9 | 9 | | | 105,000 | | | 120,098 | 120,098 |
| More than 100 | 12 | 12 | 115,289 | 126,250 | 145,491 | 153,344 | 165,642 | 141,774 | 141,774 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 23 | 23 | 89,628 | 103,272 | 120,870 | 146,776 | 163,867 | 122,759 | 122,759 |
| 4 to 8 | 5 | 5 | | | 140,483 | | | 135,966 | 135,966 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Controller

Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 25 | 28 | \$87,706 | \$106,946 | \$121,714 | \$140,954 | \$161,212 | \$125,511 | \$125,153 |
| Incentive/Bonus Received | 9 | 9 | | | 3,100 | | | 5,376 | 5,376 |
| Total Cash Compensation (Base + Bonus) | 25 | 28 | 87,706 | 109,458 | 123,839 | 152,004 | 162,845 | 127,239 | 127,068 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$2.5M | 5 | 5 | | | 109,512 | | | 106,055 | 106,055 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$25.7M | 16 | 19 | 100,523 | 116,025 | 135,850 | 157,586 | 172,122 | 136,323 | 137,791 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 11 | | | 134,000 | | | 129,920 | 133,603 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 5 | | | 100,523 | | | 96,869 | 96,869 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 15 | 17 | 114,190 | 121,848 | 137,917 | 158,353 | 179,706 | 142,243 | 141,543 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 9 | 9 | | | 116,000 | | | 114,914 | 114,914 |
| 4 to 8 | 6 | 7 | | | 135,850 | | | 136,467 | 136,513 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Accounting Manager

Manages and performs various accounting activities including developing, implementing and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. Typically supervises more than three staff members.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 45 | 69 | \$67,725 | \$83,619 | \$96,096 | \$109,076 | \$120,702 | \$95,563 | \$94,762 |
| Incentive/Bonus Received | 14 | 16 | 170 | 500 | 1,000 | 2,125 | 2,725 | 1,248 | 1,331 |
| Total Cash Compensation (Base + Bonus) | 45 | 69 | 67,725 | 84,389 | 96,096 | 109,076 | 121,452 | 95,852 | 95,176 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.4M | 5 | 5 | | | 83,524 | | | 83,142 | 83,142 |
| \$2,000,000 - \$4,999,999 Med: \$3.1M | 14 | 15 | 76,135 | 82,800 | 87,360 | 109,200 | 116,921 | 92,001 | 91,855 |
| \$5,000,000 - \$9,999,999 Med: \$7.9M | 5 | 5 | | | 83,560 | | | 87,140 | 87,140 |
| \$10,000,000 and more Med: \$31.9M | 21 | 44 | 64,317 | 89,029 | 100,000 | 112,632 | 127,317 | 99,146 | 101,281 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 20 | 26 | 80,332 | 87,115 | 98,642 | 115,040 | 128,120 | 101,084 | 98,360 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 9 | 9 | | | 83,678 | | | 84,870 | 84,870 |
| 16 to 40 | 10 | 10 | | | 86,871 | | | 86,509 | 86,509 |
| 41 to 100 | 7 | 8 | | | 92,165 | | | 94,194 | 94,216 |
| More than 100 | 19 | 42 | 63,675 | 89,871 | 100,758 | 115,750 | 127,317 | 100,271 | 103,993 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 13 | 15 | 84,617 | 89,003 | 101,317 | 120,000 | 129,122 | 104,437 | 103,532 |
| 4 to 8 | 6 | 6 | | | 104,440 | | | 108,512 | 108,512 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Accounting Supervisor

Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five hourly accounting staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 11 | 17 | \$65,280 | \$77,236 | \$83,339 | \$92,912 | \$114,695 | \$85,617 | \$83,176 |
| Incentive/Bonus Received | 3 | 5 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 17 | 65,680 | 77,236 | 84,057 | 93,902 | 114,695 | 85,965 | 83,518 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$39.0M | 7 | 13 | 77,728 | 81,567 | 85,280 | 97,692 | 114,704 | 90,806 | 91,418 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 10 | | | 88,501 | | | 93,078 | 93,651 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 7 | 13 | 77,728 | 81,567 | 85,280 | 97,692 | 114,704 | 90,806 | 91,418 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 6 | 9 | | | 83,965 | | | 85,865 | 84,814 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Senior Accountant

Working under only general supervision, performs relatively complex accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 32 | 47 | \$77,601 | \$80,746 | \$87,880 | \$94,994 | \$106,225 | \$89,576 | \$90,540 | |
| Incentive/Bonus Received | 11 | 15 | 160 | 300 | 750 | 2,000 | 2,740 | 1,075 | 1,007 | |
| Total Cash Compensation (Base + Bonus) | 32 | 47 | 78,279 | 80,946 | 88,000 | 95,294 | 106,225 | 89,919 | 90,855 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.2M | 22 | 33 | 78,897 | 82,379 | 87,880 | 94,914 | 113,588 | 90,757 | 91,447 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 19 | 77,813 | 79,040 | 87,880 | 97,000 | 121,285 | 92,047 | 94,518 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | 6 | 8 | | | 86,981 | | | 86,684 | 89,868 | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 21 | 32 | 78,873 | 83,474 | 88,805 | 94,957 | 113,869 | 91,569 | 92,353 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Staff Accountant

Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 55 | 97 | \$61,905 | \$67,586 | \$72,821 | \$78,406 | \$83,452 | \$72,919 | \$72,198 |
| Incentive/Bonus Received | 21 | 34 | 146 | 288 | 1,500 | 2,006 | 2,500 | 1,315 | 1,304 |
| Total Cash Compensation (Base + Bonus) | 55 | 97 | 62,454 | 67,910 | 73,133 | 79,299 | 83,852 | 73,380 | 72,683 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.5M | 5 | 5 | | | 59,259 | | | 66,639 | 66,639 |
| \$2,000,000 - \$4,999,999 Med: \$3.4M | 6 | 11 | | | | | | | 71,246 |
| \$5,000,000 - \$9,999,999 Med: \$7.4M | 9 | 9 | | | 73,403 | | | 74,079 | 74,079 |
| \$10,000,000 and more Med: \$25.4M | 31 | 68 | 65,430 | 69,441 | 73,901 | 78,639 | 83,812 | 74,445 | 73,675 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | 5 | 8 | | | | | | | 66,064 |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 18 | 34 | 66,019 | 68,957 | 72,102 | 77,735 | 80,987 | 73,202 | 71,690 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 6 | 6 | | | 60,830 | | | 61,211 | 61,211 |
| 16 to 40 | 8 | 13 | | | | | | | 77,431 |
| 41 to 100 | 11 | 11 | | | 66,560 | | | 68,234 | 68,234 |
| More than 100 | 28 | 65 | 67,887 | 69,996 | 74,110 | 78,843 | 84,208 | 75,051 | 75,001 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 5 | 5 | | | 63,606 | | | 67,552 | 67,552 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Payroll Specialist

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 24 | 30 | \$56,572 | \$63,999 | \$72,897 | \$80,348 | \$85,000 | \$72,154 | \$72,664 | |
| Incentive/Bonus Received | 10 | 11 | | | 1,800 | | | 1,649 | 1,634 | |
| Total Cash Compensation (Base + Bonus) | 24 | 30 | 56,576 | 65,799 | 73,046 | 80,426 | 85,270 | 72,759 | 73,345 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.1M | 20 | 26 | 56,135 | 63,958 | 74,149 | 81,141 | 85,284 | 72,330 | 72,995 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 17 | 56,143 | 65,821 | 75,650 | 81,911 | 86,553 | 73,829 | 74,124 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 6 | 6 | | | 69,751 | | | 71,660 | 71,660 | |
| More than 100 | 18 | 24 | 56,119 | 63,879 | 74,149 | 82,680 | 85,473 | 72,278 | 72,999 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Accounting Clerk

Processes/posts a variety of accounting transactions such as invoices, payments, and expenses in accordance with department procedures. Maintains accounting files. Checks and verifies accounting data; enters data into computerized accounting system and uses system to research questions and generate reports. Performs related general clerical duties.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 45 | 82 | \$49,410 | \$54,314 | \$62,313 | \$67,616 | \$74,805 | \$61,692 | \$62,040 |
| Incentive/Bonus Received | 11 | 18 | 100 | 250 | 750 | 2,527 | 3,142 | 1,342 | 1,556 |
| Total Cash Compensation (Base + Bonus) | 45 | 82 | 49,440 | 54,720 | 62,834 | 68,263 | 74,805 | 61,987 | 62,419 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.0M | 7 | 7 | | 58,240 | | | 60,759 | 60,759 |
| \$5,000,000 - \$9,999,999 | Med: \$7.2M | 9 | 12 | 45,194 | 55,203 | 59,457 | 66,520 | 72,899 | 59,873 |
| \$10,000,000 and more | Med: \$25.2M | 28 | 62 | 49,410 | 54,231 | 63,190 | 68,177 | 75,935 | 62,290 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | 5 | 9 | | | 56,160 | | 55,229 | 57,020 |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 21 | 42 | 51,586 | 56,498 | 63,190 | 71,352 | 76,336 | 63,155 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | 7 | 8 | | | 62,595 | | 62,642 | 61,666 |
| 41 to 100 | | 13 | 17 | 45,985 | 54,611 | 60,507 | 65,604 | 71,323 | 59,505 |
| More than 100 | | 23 | 55 | 49,088 | 53,747 | 63,190 | 67,662 | 76,336 | 62,215 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Visitor Services Manager

Manages visitor access and services at a museum, gallery, theater or other cultural venue to ensure that visitors have a positive experience. Arranges group tours and event rentals. Oversees venue's master calendar. Coordinates program needs with organization's education and volunteer departments. Supervises visitor services staff and volunteers. May be involved with organization's retail and membership operations.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 8 | | | | | | | | \$59,902 |
| Incentive/Bonus Received | 1 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 8 | | | | | | | | 59,945 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 5 | 8 | | | | | | | | 59,902 |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Number of FTEs
- Number of Employees Managed

Visitor Services Specialist

Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 6 | 45 | \$45,860 | \$45,926 | \$49,036 | \$53,737 | \$60,212 | \$50,659 | \$48,702 |
| Incentive/Bonus Received | 2 | 23 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 45 | 45,990 | 46,252 | 49,036 | 53,737 | 60,275 | 50,787 | 48,771 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Director, Development

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 64 | 68 | \$83,928 | \$94,456 | \$105,024 | \$123,784 | \$132,514 | \$108,344 | \$107,526 |
| Incentive/Bonus Received | 21 | 21 | 340 | 675 | 1,200 | 5,000 | 5,900 | 2,630 | 2,630 |
| Total Cash Compensation (Base + Bonus) | 64 | 68 | 83,928 | 95,647 | 105,136 | 124,530 | 132,514 | 109,157 | 108,389 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.6M | 13 | 13 | 69,888 | 89,125 | 94,275 | 101,484 | 110,500 | 93,676 | 93,676 |
| \$2,000,000 - \$4,999,999 Med: \$3.3M | 18 | 18 | 77,662 | 91,765 | 99,660 | 128,443 | 133,250 | 106,025 | 106,025 |
| \$5,000,000 - \$9,999,999 Med: \$7.0M | 13 | 13 | 87,200 | 107,524 | 112,000 | 123,104 | 128,830 | 112,814 | 112,814 |
| \$10,000,000 and more Med: \$25.7M | 18 | 22 | 91,500 | 102,694 | 118,007 | 131,268 | 148,440 | 118,045 | 117,289 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 6 | 7 | | | 105,000 | | | 110,760 | 111,720 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 6 | 6 | | | 111,082 | | | 106,244 | 106,244 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | 5 | 5 | | | 130,000 | | | 133,000 | 133,000 |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 5 | 5 | | | 97,500 | | | 98,741 | 98,741 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 18 | 21 | 76,636 | 98,660 | 110,000 | 131,248 | 142,966 | 112,449 | 110,036 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 16 | 16 | 77,528 | 93,347 | 96,884 | 108,762 | 116,086 | 98,502 | 98,502 |
| 16 to 40 | 17 | 17 | 79,896 | 88,370 | 110,000 | 121,488 | 134,000 | 105,821 | 105,821 |
| 41 to 100 | 14 | 15 | 79,183 | 98,000 | 112,000 | 123,136 | 130,000 | 110,543 | 110,541 |
| More than 100 | 16 | 19 | 87,975 | 101,000 | 115,000 | 132,636 | 150,000 | 117,931 | 116,592 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 35 | 37 | 87,852 | 95,394 | 104,988 | 119,995 | 130,000 | 107,882 | 107,173 |
| 4 to 8 | 13 | 14 | 104,750 | 108,762 | 120,793 | 131,268 | 140,215 | 120,369 | 118,843 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Development Manager, General

Manages one or more functions within development such as foundation and corporate grants, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. Supervises grant writers and administrative/support staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 46 | 65 | \$66,200 | \$72,428 | \$80,080 | \$91,574 | \$103,378 | \$82,365 | \$78,561 |
| Incentive/Bonus Received | 8 | 10 | | | 875 | | | 1,088 | 954 |
| Total Cash Compensation (Base + Bonus) | 46 | 65 | 66,200 | 72,428 | 80,080 | 91,574 | 103,378 | 82,533 | 78,727 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.5M | 12 | 12 | 63,600 | 69,760 | 71,684 | 83,003 | 88,043 | 74,869 | 74,869 |
| \$2,000,000 - \$4,999,999 Med: \$3.3M | 10 | 12 | 67,840 | 70,007 | 73,805 | 77,256 | 88,275 | 74,773 | 74,475 |
| \$5,000,000 - \$9,999,999 Med: \$7.2M | 5 | 6 | | | 79,000 | | | 79,467 | 79,560 |
| \$10,000,000 and more Med: \$24.9M | 14 | 30 | 74,362 | 80,302 | 91,574 | 101,244 | 106,311 | 91,295 | 87,889 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 5 | 5 | | | 69,347 | | | 67,969 | 67,969 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | 5 | 6 | | | 81,393 | | | 78,422 | 76,614 |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 22 | | | | | | | 80,139 |
| Youth/Mentoring | 5 | 6 | | | 85,884 | | | 84,318 | 83,476 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | 6 | 6 | | | 62,200 | | | 68,899 | 68,899 |
| 6 to 15 | 11 | 11 | | | 72,056 | | | 75,262 | 75,262 |
| 16 to 40 | 11 | 11 | | | 75,000 | | | 75,888 | 75,888 |
| 41 to 100 | 5 | 7 | | | 78,000 | | | 78,946 | 80,638 |
| More than 100 | 13 | 30 | 74,185 | 80,302 | 90,883 | 100,795 | 106,311 | 90,836 | 87,275 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 11 | 12 | 63,350 | 78,000 | 80,228 | 99,463 | 104,875 | 85,313 | 83,817 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Development Manager: Annual Giving

Manages organization's annual giving campaign. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 19 | 25 | \$65,936 | \$70,493 | \$82,000 | \$100,993 | \$127,539 | \$89,557 | \$88,555 | |
| Incentive/Bonus Received | 5 | 6 | | | 650 | | | 2,167 | 2,580 | |
| Total Cash Compensation (Base + Bonus) | 19 | 25 | 65,936 | 70,493 | 83,000 | 101,500 | 127,539 | 90,077 | 89,234 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.0M | 11 | 15 | 66,735 | 70,764 | 94,522 | 123,780 | 134,507 | 97,098 | 94,900 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 11 | | | 94,522 | | | 95,025 | 94,928 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 5 | 6 | | | 84,036 | | | 85,740 | 87,126 | |
| More than 100 | 8 | 12 | 66,647 | 70,357 | 94,363 | 125,551 | 138,161 | 97,977 | 95,396 | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 8 | 9 | | | 94,000 | | | 90,766 | 90,799 | |
| 4 to 8 | | | | | | | | | | |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | | | | | | | | | |

Development Manager: Major Gifts

Manages organization's major gifts program. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 15 | 18 | \$77,340 | \$84,742 | \$98,973 | \$120,400 | \$130,088 | \$100,194 | \$98,332 |
| Incentive/Bonus Received | 3 | 3 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 15 | 18 | 77,340 | 84,750 | 98,973 | 122,000 | 130,878 | 100,747 | 98,995 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$27.5M | 8 | 11 | | 103,000 | | | 103,783 | 101,637 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 7 | 10 | | 104,000 | | | 105,762 | 104,157 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Grant Proposal Writer, All Types of Funding

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | Avg by Employee | Avg by Organiztn |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | | | |
| Base Salary - All Employees | 25 | 28 | \$67,923 | \$71,274 | \$77,985 | \$90,329 | \$101,475 | \$82,136 | \$82,440 | |
| Incentive/Bonus Received | 5 | 7 | | | 100 | | | 614 | 820 | |
| Total Cash Compensation (Base + Bonus) | 25 | 28 | 67,923 | 71,274 | 77,985 | 90,329 | 101,475 | 82,290 | 82,604 | |
| Annual Expenses | Annual Base Salary | | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: \$6.6M | 10 | 12 | 60,243 | 73,100 | 78,416 | 92,789 | 117,360 | 82,974 | 84,085 | |
| \$10,000,000 and more Med: \$26.6M | 10 | 11 | | | 85,987 | | | 84,977 | 85,076 | |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 10 | | | 88,213 | | | 90,833 | 90,833 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | 6 | 6 | | | 72,025 | | | 76,587 | 76,587 | |
| 41 to 100 | 8 | 10 | | | 78,416 | | | 86,548 | 88,831 | |
| More than 100 | 8 | 9 | | | 85,987 | | | 84,405 | 84,458 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Development Officer

Manages one or more fund development functions. Works under general supervision, exercising significant independent judgment. Generally does not have supervisory responsibility for administrative/support staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 20 | 36 | \$63,434 | \$66,501 | \$77,985 | \$88,296 | \$100,143 | \$79,583 | \$76,638 |
| Incentive/Bonus Received | 3 | 4 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 20 | 36 | 63,434 | 67,750 | 77,985 | 88,296 | 100,143 | 79,762 | 76,861 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$24.1M | 10 | 23 | 63,902 | 70,000 | 81,914 | 88,545 | 96,974 | 80,478 | 77,121 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 7 | 16 | | | | | | | 81,321 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 5 | 7 | | | 78,000 | | | 78,886 | 74,928 |
| More than 100 | 7 | 20 | 63,883 | 69,167 | 82,469 | 89,388 | 98,043 | 80,937 | 76,996 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Special Event Coordinator

Develops and coordinates special events to generate funds, attendance, and/or increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budget, locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events to resolve problems, coordinates activities and ensure the event runs smoothly; oversees promotion and marketing of the event. Conducts an appraisal after the event to determine its success, improvements needed the next time the event occurs. Develops and maintains donor and participant databases.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 28 | 29 | \$56,245 | \$58,420 | \$66,586 | \$75,735 | \$80,518 | \$67,646 | \$67,661 |
| Incentive/Bonus Received | 10 | 11 | | | 867 | | | 1,052 | 1,063 |
| Total Cash Compensation (Base + Bonus) | 28 | 29 | 56,826 | 59,048 | 67,648 | 76,235 | 80,518 | 68,045 | 68,041 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.4M | 7 | 8 | | | 65,472 | | | 68,990 | 69,242 |
| \$5,000,000 - \$9,999,999 Med: \$7.0M | 7 | 7 | | | 68,952 | | | 66,958 | 66,958 |
| \$10,000,000 and more Med: \$26.6M | 12 | 12 | 52,490 | 61,163 | 65,742 | 76,588 | 78,175 | 67,182 | 67,182 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 5 | | | 66,586 | | | 68,769 | 68,769 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 5 | 6 | | | 59,272 | | | 61,465 | 60,314 |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 9 | 9 | | | 68,952 | | | 68,792 | 68,792 |
| More than 100 | 9 | 9 | | | 66,586 | | | 67,444 | 67,444 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Development Associate

Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pick up of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 41 | 57 | \$47,270 | \$52,312 | \$57,304 | \$62,945 | \$68,702 | \$58,214 | \$60,515 |
| Incentive/Bonus Received | 9 | 12 | 273 | 500 | 1,000 | 3,003 | 5,950 | 1,796 | 1,578 |
| Total Cash Compensation (Base + Bonus) | 41 | 57 | 47,270 | 52,697 | 57,304 | 63,881 | 69,160 | 58,592 | 60,862 |
| Annual Expenses | | | | | | | | | |
| | | | | | | | | | |
| Annual Base Salary | | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.4M | 6 | 6 | | | 56,732 | | | 58,001 | 58,001 |
| \$2,000,000 - \$4,999,999 Med: \$3.0M | 8 | 8 | | | 57,173 | | | 58,017 | 58,017 |
| \$5,000,000 - \$9,999,999 Med: \$6.4M | 9 | 11 | | | 60,320 | | | 60,601 | 59,518 |
| \$10,000,000 and more Med: \$26.0M | 17 | 31 | 45,760 | 47,840 | 55,671 | 63,052 | 68,888 | 57,324 | 62,997 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | 5 | 17 | | | | | | | 63,254 |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 6 | 7 | | | 56,160 | | | 57,088 | 57,499 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 7 | 7 | | | 66,950 | | | 65,362 | 65,362 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 9 | 10 | | | 60,561 | | | 61,963 | 60,653 |
| 16 to 40 | 9 | 9 | | | 56,500 | | | 56,735 | 56,735 |
| 41 to 100 | 6 | 7 | | | 55,744 | | | 56,798 | 56,731 |
| More than 100 | 15 | 29 | 45,760 | 47,840 | 54,642 | 63,350 | 68,950 | 57,240 | 63,591 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Director of Early Childhood Programs

Oversees early childhood initiatives, ensuring program quality, compliance, and alignment with mission goals.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 11 | 19 | \$70,866 | \$80,000 | \$90,177 | \$110,617 | \$127,376 | \$95,312 | \$95,083 |
| Incentive/Bonus Received | 2 | 3 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 19 | 70,866 | 80,000 | 91,177 | 110,617 | 127,376 | 95,486 | 95,262 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$7.7M | 6 | 8 | | 82,500 | | | 83,437 | 85,819 |
| \$10,000,000 and more | Med: | | | | | | | | |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 7 | 11 | | | 97,220 | | | 97,989 | 97,438 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 7 | 12 | 63,848 | 77,372 | 86,435 | 95,759 | 107,465 | 85,708 | 86,452 |
| More than 100 | | | | | | | | | |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | | | | | | | | |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | 5 | 5 | | | 91,374 | | | 96,368 | 96,368 |

Director, Education

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 17 | 27 | \$70,740 | \$78,250 | \$83,465 | \$110,000 | \$122,993 | \$92,858 | \$93,491 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 17 | 27 | 71,904 | 78,250 | 83,465 | 110,000 | 122,993 | 93,073 | 93,833 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.3M | 5 | 6 | | | 84,447 | | | 83,986 | 84,471 |
| \$5,000,000 - \$9,999,999 Med: \$6.4M | 5 | 11 | | | 81,014 | | | 90,517 | 85,846 |
| \$10,000,000 and more Med: \$26.6M | 6 | 9 | | | 120,420 | | | 105,826 | 113,773 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 5 | 9 | | | 105,884 | | | 93,913 | 86,854 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 7 | | | 83,465 | | | 98,287 | 98,678 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 6 | | | 81,560 | | | 86,819 | 87,871 |
| 41 to 100 | 5 | 11 | | | 86,613 | | | 91,599 | 88,225 |
| More than 100 | 5 | 8 | | | 101,943 | | | 103,743 | 112,029 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | | | | | | | | |
| 4 to 8 | 6 | 8 | | | 110,000 | | | 100,313 | 96,717 |
| 9 to 14 | | | | | | | | | |
| 15 and over | 5 | 10 | | | 82,240 | | | 91,855 | 97,371 |

Curriculum Specialist

Develops instructional material, coordinate educational content, and incorporate current technology into educational programs. Monitor progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|---------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 10 | 13 | \$63,612 | \$65,725 | \$77,969 | \$98,374 | \$103,330 | \$80,925 | \$77,843 |
| Incentive/Bonus Received | 2 | 3 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 13 | 63,612 | 65,725 | 77,969 | 99,575 | 103,569 | 81,240 | 78,053 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$26.3M | 7 | 10 | | | 82,940 | | | 85,209 | 82,643 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 7 | | | 97,760 | | | 88,879 | 85,307 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 7 | 10 | | | 82,940 | | | 85,209 | 82,643 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Educator or Teacher, Adult Education

Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 11 | 44 | | | | | | | | \$67,249 |
| Incentive/Bonus Received | 1 | 5 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 44 | | | | | | | | 67,376 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Site Supervisor

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 15 | 93 | \$61,059 | \$64,896 | \$70,700 | \$77,969 | \$88,993 | \$72,166 | \$70,279 | |
| Incentive/Bonus Received | 4 | 18 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 15 | 93 | 61,059 | 65,003 | 70,700 | 77,969 | 89,233 | 72,445 | 70,705 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$8.1M | 5 | 25 | | | | | | 69,397 | |
| \$10,000,000 and more | Med: \$20.9M | 7 | 54 | 61,464 | 64,549 | 77,969 | 83,507 | 90,452 | 75,770 | 74,551 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 38 | 60,716 | 62,400 | 71,198 | 80,911 | 89,845 | 72,436 | 73,562 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 7 | 27 | | | | | | | 69,028 | |
| More than 100 | 6 | 53 | | | | | | | 73,982 | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 7 | 20 | | | | | | | 67,818 | |
| 4 to 8 | 5 | 19 | | | | | | | 72,289 | |
| 9 to 14 | 5 | 9 | | | 77,626 | | | 77,361 | 76,136 | |
| 15 and over | 5 | 8 | | | 79,717 | | | 77,846 | 79,267 | |

Teacher, Pre-School

Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 15 | 273 | \$48,503 | \$50,251 | \$54,912 | \$64,366 | \$71,286 | \$57,690 | \$59,845 |
| Incentive/Bonus Received | 6 | 29 | | | | | | | 1,286 |
| Total Cash Compensation (Base + Bonus) | 15 | 273 | 48,503 | 50,251 | 55,201 | 64,511 | 71,315 | 57,791 | 60,237 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$20.9M | 9 | 204 | | | | | | | 60,534 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 115 | 48,564 | 58,282 | 66,602 | 71,118 | 72,800 | 64,082 | 62,449 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 7 | 68 | 48,341 | 54,122 | 58,282 | 63,731 | 72,800 | 58,696 | 59,263 |
| More than 100 | 7 | 197 | | | | | | | 61,010 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Teaching Assistant, Pre-School

Under the supervision of a teacher, participates in the direct supervision of children to ensure their health and safety. Provides nurture, care, and guidance to each child. Interacts with the children in the implementation of learning programs and activities. Assists children with physical needs. Supervises children in play areas.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 14 | 151 | \$41,089 | \$47,694 | \$50,567 | \$55,390 | \$57,317 | \$50,693 | \$49,672 | |
| Incentive/Bonus Received | 6 | 25 | | | | | | | 1,494 | |
| Total Cash Compensation (Base + Bonus) | 14 | 151 | 41,217 | 47,694 | 50,567 | 55,434 | 57,785 | 50,960 | 50,062 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$8.1M | 5 | 46 | 39,591 | 41,075 | 46,644 | 51,729 | 52,824 | 46,139 | 47,229 |
| \$10,000,000 and more | Med: \$18.1M | 8 | 104 | 47,237 | 49,525 | 52,354 | 55,557 | 58,604 | 52,675 | 50,649 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 113 | 42,902 | 49,671 | 52,002 | 55,557 | 58,071 | 52,226 | 50,481 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 7 | 56 | 39,961 | 41,252 | 47,840 | 50,622 | 52,624 | 46,853 | 48,060 | |
| More than 100 | 6 | 94 | 47,019 | 49,879 | 52,896 | 55,557 | 58,947 | 52,944 | 50,819 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Special Education Teacher

Develops and implements curricula to meet the academic and other needs of children with cognitive, emotional and/or physical disabilities. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 40 | | | | | | | | \$80,658 |
| Incentive/Bonus Received | 2 | 9 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 40 | | | | | | | | 81,353 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Child Care Provider

Provides a safe, nurturing, welcoming environment for young children; attends to physical needs of children; serves snacks and drinks; plays indoor and/or outdoor games with children; reads to children; supervises children playing. Maintains communications with parents and guardians.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 7 | 35 | | | | | | | | \$46,539 |
| Incentive/Bonus Received | 1 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 35 | | | | | | | | 46,575 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

After School Instructor

Leads academic and enrichment activities for school-age children or youth in an after school program. Plans and facilitates academic skill-building activities, writes lesson plans. Provides homework and academic support for participants. Promotes a safe and supportive classroom environment. Maintains accurate attendance records, participates in staff meetings and trainings.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 10 | 147 | \$43,181 | \$43,680 | \$45,136 | \$50,336 | \$56,926 | \$47,833 | \$52,028 |
| Incentive/Bonus Received | 1 | 27 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 147 | 43,181 | 43,680 | 45,540 | 50,731 | 57,526 | 47,921 | 52,063 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 5 | 60 | | | | | | | 49,005 |
| More than 100 | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of Employees Managed

Instructional Aide

Provides support to teachers and other staff members in an school setting serving special needs students. Assists with implementation of educational programs, classroom behavior management, small group instruction, and recess/lunchtime supervision. May participate in transportation of students.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 22 | | | | | | | | \$45,737 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 22 | | | | | | | | 45,751 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Recreation or Activity Leader, Children or Youth

Develops program content, organizes and leads recreation activities to enhance the social development of clients (children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama, or similar. Teaches and participates in activities, assesses/reports progress toward goals. Does not include Recreation or Activity leaders whose primary function is to work with seniors or adults. Depending upon their specific duties, some of these employees may be reported under Children or Youth Program Assistant (Job #890).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 10 | 78 | | | | | | | | \$52,748 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 78 | | | | | | | | 52,798 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Recreation or Activity Leader, Adults

Develops program content, organizes and leads recreation activities to enhance the social development of adult clients. Activities may include individual or group sports, arts and crafts, music, dance and drama. Teaches and participates in activities, assesses/ reports progress toward goals. Depending upon their specific duties, some of these employees may be reported under Senior or Adult Program Assistant (Job #889).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 19 | | | | | | | | \$48,247 |
| Incentive/Bonus Received | 3 | 13 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 19 | | | | | | | | 48,614 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Family Engagement, Resource or Service Specialist/Coordinator

289

Supports families in engaging with early childhood programs, often bridging the gap between families and services.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 8 | 48 | \$56,190 | \$60,419 | \$62,412 | \$67,994 | \$75,006 | \$64,214 | \$65,298 |
| Incentive/Bonus Received | 2 | 25 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 48 | 57,891 | 60,772 | 63,828 | 68,181 | 77,405 | 65,271 | 65,798 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$31.1M | 6 | 36 | | | | | | 65,930 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of FTEs
- Number of Employees Managed

Home Visitor/Early Learning Specialist

Supports families in their home environments, providing early education services.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 100 | | | | | | | | \$58,546 |
| Incentive/Bonus Received | 2 | 63 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 100 | | | | | | | | 58,960 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 32 | 51,835 | 52,566 | 54,496 | 59,654 | 75,541 | 57,702 | 56,824 | |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Number of FTEs
- Number of Employees Managed

Job Developer

Locates and develops job openings for placement of clients through personal visits to companies, telephone calls and other communication. Develops and maintains effective working relationships with representatives of employment agencies, companies and other sources of employment.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 7 | 80 | | | | | | | \$62,183 |
| Incentive/Bonus Received | 3 | 48 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 80 | | | | | | | 62,731 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Vocational Counselor

Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling. Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 9 | 54 | \$52,000 | \$57,315 | \$63,794 | \$70,003 | \$78,419 | \$64,806 | \$67,180 |
| Incentive/Bonus Received | 3 | 10 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 9 | 54 | 52,000 | 57,315 | 63,894 | 70,028 | 78,419 | 64,941 | 67,799 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$39.0M | 7 | 45 | 57,213 | 60,320 | 65,520 | 70,344 | 80,131 | 66,939 | 68,767 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 33 | 56,613 | 58,727 | 62,733 | 70,323 | 83,797 | 66,290 | 68,774 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 7 | 45 | 57,213 | 60,320 | 65,520 | 70,344 | 80,131 | 66,939 | 68,767 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Job Coach

Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to job, behavior at work, required job skills and work production. Coaches employee/client on-the-job in meeting production and behavioral expectations of employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employer to promote placement of other clients.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 7 | 138 | \$47,842 | \$48,882 | \$50,336 | \$55,120 | \$58,619 | \$52,643 | \$59,955 |
| Incentive/Bonus Received | 3 | 70 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 138 | 47,923 | 49,756 | 51,983 | 55,379 | 60,560 | 53,441 | 60,465 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Executive Director/Chief Executive Officer

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance, communications. Represents organization to government agencies, community and the public.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|---------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 189 | 189 | \$79,040 | \$107,869 | \$143,000 | \$195,500 | \$263,701 | \$160,444 | \$160,444 | |
| Incentive/Bonus Received | 60 | 60 | 320 | 1,438 | 4,900 | 10,000 | 22,908 | 8,702 | 8,702 | |
| Total Cash Compensation (Base + Bonus) | 189 | 189 | 80,000 | 108,000 | 144,567 | 198,000 | 265,098 | 163,206 | 163,206 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: \$247.0K | 21 | 21 | 59,779 | 71,053 | 80,000 | 93,825 | 123,840 | 85,434 | 85,434 |
| \$500,000 - \$999,999 | Med: \$750.0K | 22 | 22 | 72,151 | 81,799 | 97,711 | 126,853 | 166,563 | 108,376 | 108,376 |
| \$1,000,000 - \$1,999,999 | Med: \$1.4M | 44 | 44 | 81,162 | 105,656 | 123,427 | 137,138 | 153,285 | 125,611 | 125,611 |
| \$2,000,000 - \$4,999,999 | Med: \$3.1M | 41 | 41 | 121,464 | 131,734 | 150,000 | 172,747 | 230,164 | 160,134 | 160,134 |
| \$5,000,000 - \$9,999,999 | Med: \$7.0M | 22 | 22 | 139,815 | 153,314 | 172,888 | 203,497 | 220,086 | 180,919 | 180,919 |
| \$10,000,000 and more | Med: \$25.0M | 39 | 39 | 164,419 | 206,000 | 230,734 | 324,988 | 381,821 | 258,280 | 258,280 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | 13 | 13 | 85,044 | 148,714 | 195,000 | 211,400 | 392,168 | 200,051 | 200,051 |
| Child Welfare/Child Care | | 5 | 5 | | | 136,350 | | | 157,926 | 157,926 |
| Community/Economic Development | | 5 | 5 | | | 131,057 | | | 126,413 | 126,413 |
| Conservation/Environment/Parks | | 5 | 5 | | | 150,000 | | | 134,634 | 134,634 |
| Culture/Arts/Museums/Theaters | | 15 | 15 | 62,150 | 75,920 | 127,000 | 209,975 | 359,531 | 162,352 | 162,352 |
| Disability Services | | 8 | 8 | | | 160,259 | | | 199,313 | 199,313 |
| Education/Schools/Colleges/Research | | 13 | 13 | 76,400 | 127,200 | 154,000 | 186,141 | 307,000 | 165,360 | 165,360 |
| Food/Agriculture/Nutrition | | 5 | 5 | | | 140,000 | | | 144,845 | 144,845 |
| Gender-Based Violence/Sexual Assault Svcs | | 9 | 9 | | | 116,794 | | | 131,858 | 131,858 |
| Healthcare | | 5 | 5 | | | 278,262 | | | 260,576 | 260,576 |
| Housing/Shelters | | 8 | 8 | | | 209,500 | | | 201,480 | 201,480 |
| Immigrant & Refugee Services | | 7 | 7 | | | 100,000 | | | 120,320 | 120,320 |
| Legal Services/Advocacy/Civil Rights | | 12 | 12 | 100,538 | 112,502 | 130,885 | 147,626 | 196,903 | 136,075 | 136,075 |
| Mental Health/Counseling/Behavioral Health | | 5 | 5 | | | 209,674 | | | 169,160 | 169,160 |
| Older Adult Services | | 15 | 15 | 69,748 | 83,283 | 107,738 | 130,491 | 210,332 | 116,801 | 116,801 |
| Social Service, One Major Program | | 11 | 11 | | | 147,900 | | | 147,770 | 147,770 |
| Social Service, Multiple Programs | | 39 | 39 | 78,770 | 120,000 | 150,000 | 206,000 | 300,198 | 169,221 | 169,221 |
| Youth/Mentoring | | 9 | 9 | | | 133,000 | | | 147,245 | 147,245 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | 41 | 41 | 63,232 | 76,210 | 93,000 | 124,900 | 170,129 | 106,894 | 106,894 |
| 6 to 15 | | 55 | 55 | 81,056 | 102,800 | 124,762 | 148,646 | 172,204 | 127,629 | 127,629 |
| 16 to 40 | | 38 | 38 | 107,517 | 131,113 | 153,951 | 186,834 | 230,021 | 164,399 | 164,399 |
| 41 to 100 | | 24 | 24 | 136,538 | 151,105 | 167,259 | 192,036 | 214,750 | 172,873 | 172,873 |
| More than 100 | | 31 | 31 | 164,182 | 218,540 | 260,590 | 339,138 | 399,312 | 275,018 | 275,018 |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | | 31 | 31 | 61,901 | 74,000 | 82,472 | 116,625 | 154,200 | 98,053 | 98,053 |
| 4 to 8 | | 41 | 41 | 76,554 | 93,600 | 120,000 | 144,752 | 185,269 | 124,712 | 124,712 |
| 9 to 14 | | 24 | 24 | 91,458 | 107,804 | 127,981 | 148,588 | 187,731 | 135,391 | 135,391 |
| 15 and over | | 93 | 93 | 129,701 | 145,580 | 182,000 | 230,470 | 324,995 | 203,459 | 203,459 |

Co-Executive Director

Shares Executive Director responsibilities (see job #005) with one or more other Co-Executive Director(s). Specific areas of management may include fundraising/development, human resources, strategic planning, programs, finance and/or communications. Represents organization to government agencies, community and the public and is responsible to the organization's Board of Directors.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 12 | 22 | \$81,470 | \$91,853 | \$105,000 | \$137,490 | \$174,444 | \$116,175 | \$120,101 | |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 12 | 22 | 81,470 | 91,853 | 105,000 | 137,490 | 174,444 | 116,180 | 120,109 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.4M | 7 | 14 | 84,900 | 91,853 | 105,000 | 112,795 | 167,343 | 110,640 | 112,278 |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | 5 | 10 | | | 105,000 | | | 103,098 | 105,392 | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | | | | | | | | | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 7 | 10 | | | 107,060 | | | 121,522 | 122,053 | |
| 4 to 8 | 5 | 6 | | | 102,500 | | | 104,493 | 105,392 | |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | | | | | | | | | |

The following section is not included on this page due to insufficient responses for each of its data categories
Field of Service

Associate Director/Chief Operating Officer

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 39 | 44 | \$92,413 | \$114,750 | \$161,077 | \$193,310 | \$237,036 | \$159,929 | \$157,595 |
| Incentive/Bonus Received | 15 | 16 | 170 | 675 | 2,583 | 18,025 | 69,140 | 13,685 | 9,670 |
| Total Cash Compensation (Base + Bonus) | 39 | 44 | 92,413 | 115,650 | 161,321 | 198,560 | 257,745 | 164,906 | 161,314 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.4M | 5 | 5 | | | 90,825 | | | 92,748 | 92,748 |
| \$2,000,000 - \$4,999,999 Med: \$3.5M | 5 | 5 | | | 128,800 | | | 139,655 | 139,655 |
| \$5,000,000 - \$9,999,999 Med: \$6.5M | 10 | 12 | 105,892 | 114,750 | 137,718 | 168,752 | 176,212 | 141,591 | 139,411 |
| \$10,000,000 and more Med: \$25.4M | 17 | 20 | 128,352 | 159,987 | 188,873 | 230,084 | 273,999 | 196,844 | 197,127 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | 5 | 6 | | | 156,499 | | | 173,389 | 156,067 |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 14 | 98,989 | 112,493 | 156,751 | 180,711 | 243,879 | 155,667 | 154,482 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 6 | 6 | | | 110,334 | | | 120,124 | 120,124 |
| 16 to 40 | 8 | 10 | | | 130,479 | | | 135,125 | 130,783 |
| 41 to 100 | 10 | 10 | | | 145,437 | | | 145,539 | 145,539 |
| More than 100 | 14 | 17 | 119,789 | 161,321 | 197,746 | 237,036 | 282,400 | 200,035 | 201,064 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 6 | 6 | | | 95,746 | | | 93,286 | 93,286 |
| 4 to 8 | 9 | 9 | | | 143,480 | | | 155,941 | 155,941 |
| 9 to 14 | 6 | 6 | | | 138,198 | | | 143,516 | 143,516 |
| 15 and over | 12 | 15 | 92,400 | 158,654 | 170,256 | 228,134 | 251,999 | 177,850 | 180,627 |

Chief Programs Officer

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 37 | 51 | \$97,060 | \$125,000 | \$154,066 | \$184,159 | \$215,000 | \$158,908 | \$152,953 |
| Incentive/Bonus Received | 11 | 14 | | | | | | | 6,103 |
| Total Cash Compensation (Base + Bonus) | 37 | 51 | 101,303 | 125,000 | 154,502 | 190,000 | 221,000 | 160,886 | 154,127 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$2.7M | 8 | 10 | | 141,514 | | | 131,732 | 128,167 |
| \$5,000,000 - \$9,999,999 | Med: \$7.4M | 9 | 9 | | 130,000 | | | 128,637 | 128,637 |
| \$10,000,000 and more | Med: \$32.0M | 18 | 30 | 109,935 | 146,319 | 175,025 | 200,517 | 257,223 | 180,361 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 12 | 95,865 | 112,129 | 154,284 | 193,724 | 245,971 | 157,599 | 167,937 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 9 | 11 | | | 140,450 | | | 134,070 | 131,422 |
| 41 to 100 | 9 | 11 | | | 126,000 | | | 124,237 | 128,310 |
| More than 100 | 16 | 26 | 141,850 | 154,393 | 182,080 | 213,696 | 275,593 | 190,028 | 187,467 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 7 | 7 | | | 125,000 | | | 126,345 | 126,345 |
| 4 to 8 | 8 | 8 | | | 140,975 | | | 147,312 | 147,312 |
| 9 to 14 | | | | | | | | | |
| 15 and over | 19 | 20 | 95,874 | 111,632 | 154,533 | 190,764 | 211,398 | 154,924 | 158,032 |

Chief Communications Officer

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 10 | | | \$164,522 | | | | \$170,900 | \$166,226 |
| Incentive/Bonus Received | 4 | 5 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 10 | | | 165,000 | | | | 174,817 | 169,497 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$32.1M | 8 | 10 | | | 164,522 | | | 170,900 | 166,226 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 9 | | | 165,000 | | | 175,111 | 170,972 |

The following sections are not included on this page due to insufficient responses for each of their data categories:
 Field of Service
 Number of Employees Managed

Chief Development Officer

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 26 | 27 | \$117,000 | \$154,000 | \$163,987 | \$190,000 | \$220,607 | \$168,896 | \$168,164 |
| Incentive/Bonus Received | 6 | 6 | | | 2,500 | | | 3,175 | 3,175 |
| Total Cash Compensation (Base + Bonus) | 26 | 27 | 118,600 | 154,000 | 163,987 | 192,448 | 220,607 | 169,601 | 168,897 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: \$7.0M | 5 | 5 | | | 153,538 | | | 137,108 | 137,108 |
| \$10,000,000 and more Med: \$26.0M | 17 | 18 | 129,500 | 161,656 | 172,661 | 209,997 | 250,491 | 182,689 | 182,382 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 7 | 7 | | | 154,502 | | | 163,295 | 163,295 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 7 | 7 | | | 157,300 | | | 158,874 | 158,874 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 14 | 15 | 142,701 | 165,000 | 189,948 | 210,848 | 251,994 | 189,302 | 189,401 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 8 | 8 | | | 142,000 | | | 136,602 | 136,602 |
| 4 to 8 | 10 | 10 | | | 163,500 | | | 173,072 | 173,072 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 18 | 18 | \$108,609 | \$154,329 | \$176,166 | \$187,555 | \$230,030 | \$172,861 | \$172,861 |
| Incentive/Bonus Received | 5 | 5 | | | 2,166 | | | 3,632 | 3,632 |
| Total Cash Compensation (Base + Bonus) | 18 | 18 | 108,609 | 155,953 | 176,666 | 194,866 | 230,030 | 173,870 | 173,870 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$29.1M | 14 | 14 | 151,219 | 168,790 | 181,054 | 197,143 | 250,017 | 187,425 | 187,425 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 5 | | | 173,035 | | | 182,381 | 182,381 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 14 | 14 | 151,219 | 168,790 | 181,054 | 197,143 | 250,017 | 187,425 | 187,425 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | | | | | | | | |
| 4 to 8 | 6 | 6 | | | 182,606 | | | 187,177 | 187,177 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Chief Information Officer

The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|------------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 8 | 8 | | | \$169,358 | | | | \$170,520 | \$170,520 |
| Incentive/Bonus Received | 3 | 3 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 8 | | | 170,441 | | | | 172,430 | 172,430 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$80.0M | 7 | 7 | | | 168,405 | | | 170,441 | 170,441 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 7 | | | 168,405 | | | 170,441 | 170,441 |

The following sections are not included on this page due to insufficient responses for each of their data categories:
 Field of Service
 Number of Employees Managed

Chief Strategy Officer

The organization's top executive with responsibility for developing and implementing the organization's strategic initiatives. This position is found only in relatively large organizations with an executive in this area on the senior management team. Has overall responsibility for all aspects of the organization's strategic planning. Supervises employees who carry out organization's strategic plans. Advises other top executives and the organization's board of directors on issues related to strategy development and execution.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|------------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 8 | 8 | | | \$159,568 | | | | \$157,093 | \$157,093 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 8 | | | 159,568 | | | | 157,718 | 157,718 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Chief Financial Officer

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures; safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 36 | 36 | \$125,995 | \$150,178 | \$172,427 | \$217,789 | \$258,762 | \$183,526 | \$183,526 |
| Incentive/Bonus Received | 11 | 11 | | | 2,166 | | | 3,152 | 3,152 |
| Total Cash Compensation (Base + Bonus) | 36 | 36 | 125,995 | 150,793 | 172,802 | 217,789 | 259,334 | 184,489 | 184,489 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: \$7.2M | 6 | 6 | | | 153,110 | | | 149,950 | 149,950 |
| \$10,000,000 and more Med: \$26.0M | 25 | 25 | 135,476 | 154,875 | 189,613 | 224,088 | 275,480 | 197,592 | 197,592 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 10 | | | 164,927 | | | 169,663 | 169,663 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 5 | | | 156,750 | | | 157,664 | 157,664 |
| 41 to 100 | 7 | 7 | | | 126,000 | | | 135,355 | 135,355 |
| More than 100 | 21 | 21 | 152,112 | 172,427 | 210,000 | 235,620 | 290,960 | 210,424 | 210,424 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 10 | 10 | | | 147,175 | | | 146,118 | 146,118 |
| 4 to 8 | 14 | 14 | 125,991 | 149,145 | 166,176 | 202,790 | 222,313 | 171,341 | 171,341 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Food Service Manager or Supervisor

Supervises food preparation facilities to ensure the preparation and serving of nutritionally balanced meals for clients, staff and others; ensures kitchen activities comply with licensing, sanitation and safety regulations; ensures quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment. Supervises kitchen staff in the safe preparation and serving of food.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 14 | 18 | \$52,000 | \$55,702 | \$62,114 | \$72,581 | \$83,828 | \$64,593 | \$63,060 |
| Incentive/Bonus Received | 4 | 5 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 14 | 18 | 52,000 | 55,702 | 62,114 | 74,731 | 83,828 | 64,902 | 63,422 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Registered Dietician

Assesses nutritional needs of clients and determines an appropriate diet; instructs clients in applying proper nutrition for optimal health and/or to resolve medical problems. May supervise and/or develop menus for clients for use by kitchen staff. Requires state certification as a Registered Dietician.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|----------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 5 | 9 | | | \$84,594 | | | | \$87,252 | \$90,546 |
| Incentive/Bonus Received | 5 | 8 | | | 2,500 | | | | 2,222 | 1,898 |
| Total Cash Compensation (Base + Bonus) | 5 | 9 | | | 87,466 | | | | 89,227 | 92,244 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.0M | 5 | 9 | | | 84,594 | | | 87,252 | 90,546 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 9 | | | 84,594 | | | 87,252 | 90,546 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Cook

Prepares, cooks and serves nutritionally balanced meals for clients and employees of organization, ensuring health and safety standards are met. Plans menus. Maintains inventory of stock and orders more as necessary. Prepares food (e.g., chops, peels, bakes); cooks using deep fryers, grills, ovens and stove tops; hand mixes small items; bakes breads and pastry; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served; may wash dishes.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 24 | 72 | \$44,315 | \$47,715 | \$53,197 | \$59,275 | \$61,360 | \$53,871 | \$55,183 | |
| Incentive/Bonus Received | 10 | 25 | 160 | 300 | 750 | 1,907 | 2,070 | 993 | 893 | |
| Total Cash Compensation (Base + Bonus) | 24 | 72 | 44,683 | 48,023 | 53,679 | 59,556 | 62,251 | 54,216 | 55,531 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$23.5M | 13 | 49 | 44,221 | 48,734 | 53,685 | 58,885 | 61,249 | 53,992 | 56,074 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | 6 | 16 | | | | | | 56,223 | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 11 | 34 | 44,699 | 49,774 | 53,904 | 60,481 | 62,400 | 54,798 | 54,968 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 11 | 48 | 44,117 | 47,715 | 52,702 | 58,885 | 60,993 | 53,470 | 53,855 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Food Service Assistant/Worker

Assists cooks in preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 20 | 67 | \$38,875 | \$42,848 | \$45,510 | \$49,504 | \$52,000 | \$45,671 | \$45,498 |
| Incentive/Bonus Received | 7 | 29 | | | | | | | 1,223 |
| Total Cash Compensation (Base + Bonus) | 20 | 67 | 39,520 | 43,181 | 46,051 | 50,380 | 52,000 | 46,434 | 45,911 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$37.2M | 9 | 42 | 39,832 | 42,848 | 44,429 | 48,100 | 52,094 | 45,619 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 23 | 38,480 | 39,520 | 45,760 | 49,088 | 51,875 | 44,805 | 45,924 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 5 | 8 | | | | | | | 43,003 |
| More than 100 | 9 | 42 | 39,832 | 42,848 | 44,429 | 48,100 | 52,094 | 45,613 | 46,651 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Gift/Thrift Shop Manager

Responsible for managing the gift/thrift shop consistent with the organization's goals and ensuring reasonable profits. In a gift shop, plans and purchases mix of merchandise that will sell profitably. In a thrift shop, evaluates sale patterns to determine customer preferences and locates more, similar items. Receives, checks and shelves inventory; maintains attractive displays of items; ensures the store is maintained in a clean, neat and attractive manner. Supervises retail clerks and volunteers who staff the shop; provides training and guidance to employees and volunteers to ensure high levels of customer service, promotion and sale of products. Maintains financial and other records. Monitors budgets. Promotes store throughout the community.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 10 | | | | | | | | \$63,049 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 10 | | | | | | | | 63,149 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Gift/Thrift Shop Retail Sales Clerk

Checks, shelves and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 29 | | | | | | | | \$48,894 |
| Incentive/Bonus Received | 2 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 29 | | | | | | | | 49,138 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$23.5M | 5 | 23 | | | | | | | 50,023 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of FTEs
- Number of Employees Managed

Warehouse Manager

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that the warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 8 | | | \$80,465 | | | | \$83,611 | \$77,237 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 8 | | | 80,465 | | | | 83,686 | 77,357 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Warehouse Worker

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 87 | | | | | | | | \$53,959 |
| Incentive/Bonus Received | 3 | 20 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 87 | | | | | | | | 54,056 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$23.8M | 5 | 87 | | | | | | | 53,959 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of FTEs
- Number of Employees Managed

Food Bank Manager

Manages a food bank to provide food and other consumer items to those in need. Supervises or performs needs assessment of applicants for food and ensures maintenance of associated records. Develops and maintains contacts in the community to develop sources of foods and other items. Coordinates and participates in fund-raising activities and drives for donations. Recruits, trains, schedules and supervises volunteers and paid staff. Ensures food bank activities comply with applicable health and safety regulations.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 7 | | | \$75,000 | | | | \$73,504 | \$73,612 |
| Incentive/Bonus Received | 3 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 7 | | | 75,500 | | | | 74,019 | 74,128 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Food Bank Assistant/Clerk

Fills client grocery orders. Oversees the work of volunteers including training them in procedures for receiving, storing and maintaining stock and filling orders for food bank clients. Enters data relative to distribution of food and other consumer items to clients into computer. Generates associated reports. Helps with pick up and deliveries of food and supplies. Assists volunteers with food drives. Receives, sorts and stocks food and other supplies onto warehouse shelves. Maintains records of inventory. Ensures warehouse is maintained in a neat and clean manner Ensures food bank activities meet applicable health and safety regulations.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 28 | | | | | | | | \$59,740 |
| Incentive/Bonus Received | 3 | 11 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 28 | | | | | | | | 59,880 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Director or Manager, Government Affairs

Directs government affairs and advocacy activities for the agency. Manages staff involved in advocating for government policies and laws supporting the agency's field(s) of interest. This includes research and analysis of proposed and current legislation, budgets, ballot initiatives and state programs. Directs agency's grassroots activities including building and participating in coalitions. Develops and maintains effective working relationships with state, local and/or federal elected officials and advocates on behalf of the agency's interests and goals.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 17 | 17 | \$90,832 | \$97,155 | \$108,248 | \$127,323 | \$151,170 | \$112,999 | \$112,999 |
| Incentive/Bonus Received | 6 | 6 | | | 1,315 | | | 2,163 | 2,163 |
| Total Cash Compensation (Base + Bonus) | 17 | 17 | 92,312 | 97,280 | 108,500 | 127,800 | 151,370 | 113,763 | 113,763 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.5M | 6 | 6 | | | 109,124 | | | 112,814 | 112,814 |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: | | | | | | | | | |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 5 | 5 | | | 110,000 | | | 118,529 | 118,529 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 7 | 7 | | | 110,000 | | | 117,748 | 117,748 |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | | | | | | | | |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 9 | 9 | | | 108,500 | | | 119,061 | 119,061 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Advocacy Manager

Responsible for developing and implementing the organization's advocacy strategy, maintaining a comprehensive knowledge of public policy and legislation related to key issue areas related to the organization's mission and programs. Translates policy developments into advocacy actions to present and engage to stakeholders. Develops and maintains relationships with community partners to further organization's advocacy goals and efforts.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 15 | 26 | \$72,102 | \$77,834 | \$85,364 | \$95,628 | \$113,302 | \$88,716 | \$85,033 |
| Incentive/Bonus Received | 6 | 15 | | | | | | | 1,486 |
| Total Cash Compensation (Base + Bonus) | 15 | 26 | 72,483 | 78,000 | 86,364 | 95,853 | 113,377 | 89,187 | 85,628 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$39.0M | 5 | 6 | | 81,542 | | | 85,673 | 86,508 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | | 6 | 6 | | 95,707 | | | 95,239 | 95,239 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of its data categories
 Field of Service
 Number of FTEs

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of FTEs

Data Manager

Responsible for managing the organization's research-related database system, reporting and analytics tools and software, document handling applications, and web applications. Facilitates collaboration between non-technical users and technical staff to define the strategy and implementation of projects. Supervises data/research analysts and/or assistants in this area.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 10 | 19 | \$63,814 | \$76,000 | \$81,088 | \$92,700 | \$113,558 | \$84,615 | \$85,372 | |
| Incentive/Bonus Received | 4 | 8 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 19 | 63,814 | 77,626 | 81,207 | 92,700 | 113,558 | 85,541 | 85,972 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.2M | 7 | 16 | 62,142 | 76,407 | 80,714 | 90,171 | 114,342 | 83,109 | 82,255 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 6 | 15 | 61,584 | 76,000 | 80,340 | 84,803 | 102,088 | 81,080 | 77,038 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Policy Analyst

Responsible for advocacy and public policy planning, strategy, and research on behalf of the organization. Requires familiarity with government programs and policies on local, state and/or national levels. Develops the organization's advocacy strategy, facilitates staff and board processes to determine priority issues, monitors relevant legislation and policy developments, provides advice and strategy assistance to organization staff, conducts formal public policy presentations to staff and board of directors, drafts written statements on specific policy issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|---------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 7 | 13 | \$61,984 | \$77,750 | \$83,701 | \$95,973 | \$117,518 | \$86,465 | \$82,706 |
| Incentive/Bonus Received | 3 | 6 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 13 | 62,200 | 78,080 | 85,701 | 97,973 | 117,518 | 87,480 | 83,378 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Project Developer

Performs development tasks associated with the acquisition of land, buildings, construction and/or rehabilitation of housing units and other real estate. Carries out job task with final review by senior level developer or director of real estate development, and/or executive director. Demonstrated ability to communicate clearly and relate to a variety of diverse individuals and groups. Ability to produce financial spreadsheets.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 27 | | | | | | | | \$108,528 |
| Incentive/Bonus Received | 1 | 11 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 27 | | | | | | | | 108,844 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Director of Resident/Community Services

Provides overall management and direction to multiple social service programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|---------------------|----------------|----------------|-----------------|------------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 8 | 26 | \$88,656 | \$96,046 | \$110,952 | \$125,767 | \$148,990 | \$113,112 | \$109,266 | |
| Incentive/Bonus Received | 4 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 26 | 88,656 | 96,234 | 111,494 | 127,391 | 148,996 | 114,057 | 110,024 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$41.3M | 6 | 23 | 88,100 | 96,529 | 110,000 | 128,066 | 148,990 | 113,798 | 109,225 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 25 | 88,471 | 95,564 | 110,000 | 126,533 | 148,990 | 113,076 | 108,590 |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | | | | | | | | | | |
| 4 to 8 | | | | | | | | | | |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | 5 | 11 | | | | | | | 117,412 |

The following section is not included on this page due to insufficient responses for each of its data categories
Field of Service

Program Manager, Resident/Community Services

Provides overall management and supervision to one (or two) social service program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 10 | 19 | \$64,480 | \$72,800 | \$78,187 | \$83,008 | \$94,710 | \$78,455 | \$78,307 | |
| Incentive/Bonus Received | 2 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 19 | 64,480 | 72,800 | 80,077 | 83,008 | 94,710 | 78,901 | 78,662 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$31.0M | 6 | 13 | 64,896 | 70,720 | 80,077 | 83,936 | 98,300 | 79,403 | 80,128 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 14 | 63,440 | 67,860 | 78,083 | 80,815 | 88,859 | 76,460 | 73,616 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 5 | 12 | 65,728 | 73,244 | 80,153 | 84,400 | 98,898 | 80,560 | 83,050 | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 5 | 8 | | | | | | | 81,008 | |
| 4 to 8 | | | | | | | | | | |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | | | | | | | | | |

Resident Services Coordinator

Provides a wide range of support and community services for an assigned group of apartment residents. Orients new residents on services and activities available within the community and on-site. Assists residents in obtaining and coordinating needed service in such areas as employment, transportation, education, and in-home health. Develops and maintains resource guide for use by residents. Organizes and conducts community activities and participates in community groups relevant to resident needs. Handles crisis intervention actions until appropriate emergency agency arrives. Maintains confidential records of all resident transactions.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 12 | 174 | | | | | | | | \$64,255 |
| Incentive/Bonus Received | 5 | 125 | | | | | | | | 1,506 |
| Total Cash Compensation (Base + Bonus) | 12 | 174 | | | | | | | | 64,870 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.0M | 9 | 168 | | | | | | | 62,026 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 5 | 153 | | | | | | | 59,231 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 159 | | | | | | | 63,917 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Property Supervisor

Provides overall management to the general operations of multiple residential and/or commercial facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy. Reports on the status of sites, programs, and residents.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 6 | 23 | | | | | | | \$81,616 |
| Incentive/Bonus Received | 3 | 10 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 23 | | | | | | | 82,305 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Site Administrator

Responsible for day-to-day operations of an assigned apartment complex. Processes apartment lease applications, move-in and move-out actions, and related certifications. Sets-up and maintains the integrity of resident files and application and waiting lists. Collects rents, makes bank deposits, and orients new residents to building, policies, and regulations. Conducts physical site inspections and written reviews. Responds to resident grievances and provides problem resolution assistance.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 30 | | | | | | | | \$66,893 |
| Incentive/Bonus Received | 2 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 30 | | | | | | | | 67,180 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$30.4M | 6 | 28 | | | | | | | 66,601 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 27 | | | | | | | 69,776 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Shelter Manager

Provides overall management to the general operations of the organization's shelter and/or residential facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 11 | | | \$86,790 | | | | \$95,439 | \$85,170 |
| Incentive/Bonus Received | 3 | 5 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 11 | | | 87,290 | | | | 95,712 | 85,462 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Shelter Supervisor

Supervises the day-to-day operations of a shelter or residential facility including food service, cleaning, maintenance, assigning rooms/space, day care and related activities. Ensures safe, secure living conditions for residents and staff. Supervises facility assistants and maintenance staff. May assist in implementing therapeutic program for residents.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 5 | 36 | | | | | | | \$76,532 |
| Incentive/Bonus Received | 3 | 14 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 36 | | | | | | | 77,498 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Occupancy Specialist

Provides information to participants and applicants of housing programs and provides technical staff assistance. May assess eligibility, analyze income and assets, and maintain associated records.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 70 | | | | | | | | \$67,717 |
| Incentive/Bonus Received | | | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 70 | | | | | | | | 67,717 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | | |
| \$10,000,000 and more Med: \$24.7M | 5 | 68 | | | | | | | | 68,444 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 68 | | | | | | | | 68,444 |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Number of FTEs
- Number of Employees Managed

Program Manager: Housing

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 10 | 24 | | | | | | | | \$80,940 |
| Incentive/Bonus Received | 2 | 3 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 24 | | | | | | | | 81,090 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$24.7M | 7 | 20 | | | | | | | 81,828 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 6 | 19 | | | | | | | 81,773 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Asset Manager (Financial Analyst)

Reviews and monitors capital accounts, reserve accounts, and losses to determine capital planning strategies. Performs in-depth analysis of real estate portfolio. Develops strategies for financial restructuring and/or amendment of regulatory agreements as needed. Coordinates with broker on insurance; may also be responsible for organization's overall risk management strategies.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|---------------------|---------------|-----------|-----------------|------------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 7 | 10 | | | \$97,861 | | | | \$102,506 | \$105,880 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 10 | | | 97,861 | | | | 102,781 | 106,130 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$64.4M | 5 | 8 | | | 96,093 | | | 103,401 | 108,661 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 6 | 9 | | | 97,185 | | | 102,947 | 107,104 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Shelter Coordinator

Supports the routine operation of each shelter. Administers resident intake, monitors the facility for safety and order. Orients participants about the shelter program, engages them in shelter activities, and provides information to assist them in accessing services. Helps to maintain a safe, clean, and comfortable environment.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 9 | 157 | \$45,510 | \$47,778 | \$53,777 | \$67,350 | \$70,075 | \$56,691 | \$56,477 |
| Incentive/Bonus Received | 5 | 84 | | | | | | | 863 |
| Total Cash Compensation (Base + Bonus) | 9 | 157 | 46,260 | 48,528 | 53,777 | 67,396 | 70,909 | 57,184 | 56,883 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$68.6M | 5 | 77 | | | | | | 61,320 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 5 | 124 | 45,510 | 45,510 | 54,810 | 67,350 | 70,075 | 58,076 | 60,308 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Assistant Site Administrator

Determines clients' initial and continuing eligibility for housing programs. Interprets and explains rules, documents, policies and services to program applicants. Sets up and maintains comprehensive records.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 17 | | | | | | | | \$53,318 |
| Incentive/Bonus Received | 1 | 8 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 17 | | | | | | | | 53,358 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.3M | 5 | 17 | | | | | | | 53,318 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of FTEs
- Number of Employees Managed

Director, Human Resources

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 37 | 41 | \$88,276 | \$103,790 | \$122,000 | \$134,992 | \$148,592 | \$120,543 | \$119,301 |
| Incentive/Bonus Received | 15 | 15 | 260 | 500 | 1,000 | 2,500 | 8,200 | 2,243 | 2,243 |
| Total Cash Compensation (Base + Bonus) | 37 | 41 | 88,876 | 105,150 | 123,794 | 134,992 | 148,592 | 121,364 | 120,210 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.3M | 5 | 5 | | | 120,702 | | | 114,096 | 114,096 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$25.7M | 26 | 30 | 98,877 | 114,121 | 129,471 | 143,667 | 149,870 | 127,088 | 126,327 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | 5 | 5 | | | 125,400 | | | 126,478 | 126,478 |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 11 | 13 | 91,395 | 108,970 | 130,003 | 143,406 | 149,577 | 124,942 | 121,853 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 6 | 6 | | | 97,190 | | | 102,218 | 102,218 |
| 41 to 100 | 5 | 5 | | | 118,331 | | | 111,002 | 111,002 |
| More than 100 | 24 | 28 | 98,753 | 116,133 | 129,892 | 144,554 | 149,970 | 128,081 | 127,422 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 17 | 17 | 88,693 | 99,187 | 110,403 | 122,465 | 134,796 | 112,307 | 112,307 |
| 4 to 8 | 6 | 7 | | | 134,984 | | | 131,968 | 130,298 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Human Resources Manager

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 32 | 39 | \$76,842 | \$83,557 | \$97,843 | \$102,835 | \$124,843 | \$97,722 | \$96,833 |
| Incentive/Bonus Received | 10 | 13 | 300 | 400 | 1,000 | 2,559 | 5,250 | 1,713 | 2,039 |
| Total Cash Compensation (Base + Bonus) | 32 | 39 | 78,000 | 83,601 | 100,000 | 106,295 | 124,843 | 98,293 | 97,470 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$26.0M | 23 | 30 | 80,100 | 83,590 | 100,018 | 112,420 | 130,064 | 100,228 | 99,753 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 17 | 69,726 | 81,055 | 96,960 | 112,432 | 126,540 | 97,953 | 97,108 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 5 | 5 | | | 91,333 | | | 90,499 | 90,499 |
| More than 100 | 21 | 28 | 79,000 | 92,461 | 100,411 | 112,443 | 130,862 | 101,523 | 101,435 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 13 | 16 | 77,292 | 85,384 | 101,000 | 112,443 | 127,237 | 101,064 | 100,872 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Human Resources Generalist

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position does not generally have a supervisory role over other department employees.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 43 | 64 | \$65,558 | \$71,781 | \$78,110 | \$84,998 | \$99,022 | \$80,258 | \$79,335 | |
| Incentive/Bonus Received | 13 | 19 | 100 | 300 | 750 | 2,500 | 3,000 | 1,369 | 1,379 | |
| Total Cash Compensation (Base + Bonus) | 43 | 64 | 65,816 | 71,829 | 78,845 | 85,613 | 100,453 | 80,664 | 79,718 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.6M | 8 | 11 | | 72,197 | | | 74,506 | 75,569 | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$23.8M | 31 | 49 | 66,560 | 71,885 | 80,000 | 86,608 | 105,085 | 81,644 | 80,338 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 17 | 26 | 61,302 | 67,507 | 75,135 | 83,845 | 101,661 | 76,819 | 76,184 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | 8 | 10 | | | 74,724 | | | 76,183 | 76,555 | |
| 41 to 100 | 11 | 12 | 58,978 | 70,335 | 75,296 | 80,249 | 89,597 | 74,907 | 74,871 | |
| More than 100 | 24 | 42 | 66,760 | 71,781 | 80,954 | 86,848 | 108,694 | 82,757 | 82,307 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

HRIS Manager

Under general supervision, manages the information systems of the organization's human resources department to collect and maintain data internal employment-related data. Responsible for determining needs, communicating with vendors, implementing and maintaining systems, integrating technology into the functions of the HR department, trouble-shooting and training staff to use technology effectively.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 9 | | | \$89,981 | | | | \$84,181 | \$82,476 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 9 | | | 89,981 | | | | 84,570 | 82,976 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.2M | 7 | 9 | | | 89,981 | | | 84,181 | 82,476 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 9 | | | 89,981 | | | 84,181 | 82,476 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Benefits Manager

Under general supervision, develops and administers organization's employee benefits program, including health insurance and retirement plans. Assists in developing an overall benefits philosophy for the organization. Researches, designs and evaluates benefits options. Serve as liaison between organization and various benefits vendors. Manages employee enrollment process.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 7 | 7 | | | \$93,559 | | | | \$93,356 | \$93,356 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 7 | | | 93,559 | | | | 94,178 | 94,178 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.2M | 7 | 7 | | | 93,559 | | | 93,356 | 93,356 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 7 | | | 93,559 | | | 93,356 | 93,356 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Human Resources Representative or Specialist

Under general supervision, performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 21 | 47 | \$56,430 | \$61,547 | \$69,680 | \$78,589 | \$98,696 | \$73,009 | \$68,043 | |
| Incentive/Bonus Received | 8 | 14 | | | | | | | 1,438 | |
| Total Cash Compensation (Base + Bonus) | 21 | 47 | 56,430 | 61,647 | 71,264 | 79,604 | 98,696 | 73,367 | 68,556 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$34.6M | 16 | 42 | 55,806 | 61,520 | 70,377 | 80,447 | 102,440 | 73,706 | 68,318 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 18 | | | | | | | 71,212 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 5 | 7 | | | 60,008 | | | 61,189 | 64,176 | |
| More than 100 | 15 | 39 | 58,760 | 63,860 | 71,264 | 81,786 | 104,686 | 75,243 | 69,291 | |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Recruiter

Works under the general supervision of a Human Resources Director or Manager. Assesses the organization's employment needs, sources & interviews job candidates, checks references, coordinates interviews with hiring managers, makes recommendations, conducts exit interviews, compiles statistics. Requires knowledge of organization's employment practices as well as legal compliance issues.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 17 | 26 | \$64,363 | \$73,154 | \$81,000 | \$90,803 | \$105,765 | \$83,753 | \$79,363 |
| Incentive/Bonus Received | 6 | 9 | | | 100 | | | 1,575 | 2,313 |
| Total Cash Compensation (Base + Bonus) | 17 | 26 | 64,363 | 73,154 | 82,250 | 90,803 | 105,783 | 84,299 | 80,104 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$45.4M | 13 | 22 | 71,381 | 76,778 | 82,400 | 96,602 | 107,176 | 86,612 | 82,849 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 13 | 67,178 | 72,770 | 79,482 | 99,445 | 115,320 | 86,078 | 80,678 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 14 | 23 | 71,469 | 77,015 | 82,400 | 94,203 | 106,823 | 86,229 | 82,489 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Human Resources Assistant

Performs a variety of skilled administrative and clerical duties directly related to human resources activities. These include maintaining employee databases and files; processing status changes; assisting employees to sign up/apply for benefits; screening resumes/application forms; scheduling interviews for others; checking references; compiling data and preparing routine and special reports; providing information to employees on policies and procedures; participating in employee activities; etc. May provide secretarial support to human resources managers and staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 11 | 19 | \$44,782 | \$50,962 | \$53,040 | \$58,136 | \$61,528 | \$54,339 | \$54,363 | |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 19 | 44,782 | 50,962 | 53,040 | 58,136 | 61,528 | 54,355 | 54,390 | |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.3M | 8 | 16 | 48,609 | 51,222 | 54,095 | 59,852 | 61,790 | 54,880 | 55,455 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 15 | 50,365 | 52,000 | 56,189 | 60,736 | 61,877 | 55,553 | 56,979 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Director, Information Technology/Services

Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 30 | 32 | \$104,523 | \$120,026 | \$134,039 | \$148,439 | \$158,112 | \$132,685 | \$132,703 |
| Incentive/Bonus Received | 10 | 11 | | | 1,000 | | | 1,372 | 1,409 |
| Total Cash Compensation (Base + Bonus) | 30 | 32 | 104,523 | 120,076 | 134,289 | 148,972 | 158,112 | 133,157 | 133,143 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.2M | 6 | 6 | | | 121,539 | | | 117,542 | 117,542 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$26.8M | 19 | 21 | 115,960 | 125,540 | 141,003 | 149,175 | 164,038 | 139,255 | 139,975 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 12 | 111,500 | 122,247 | 139,714 | 148,972 | 160,403 | 136,676 | 137,528 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 5 | | | 125,000 | | | 122,553 | 122,553 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 19 | 21 | 115,960 | 128,673 | 141,003 | 149,175 | 164,038 | 139,844 | 140,626 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 9 | 9 | | | 125,000 | | | 131,495 | 131,495 |
| 4 to 8 | 11 | 12 | 111,067 | 129,766 | 141,814 | 153,232 | 163,490 | 140,849 | 141,594 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Information Technology Manager

Provides day-to-day management of information technology functions including computer operations, applications and systems programming and networks. Analyzes the needs of departments and plans, organizes and implements new and/or modified systems to handle those needs; determines costs and budgets for information technology projects and controls costs to approved budgets; identifies training needs among staff and develops/implements training programs to enhance computer skills throughout the organization.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 28 | 35 | \$78,022 | \$82,800 | \$94,253 | \$115,190 | \$129,189 | \$98,495 | \$96,077 |
| Incentive/Bonus Received | 6 | 8 | | | 1,000 | | | 1,882 | 1,953 |
| Total Cash Compensation (Base + Bonus) | 28 | 35 | 78,073 | 82,800 | 94,253 | 116,190 | 131,201 | 98,925 | 96,436 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: \$7.0M | 5 | 5 | | | 90,002 | | | 100,417 | 100,417 |
| \$10,000,000 and more Med: \$25.4M | 19 | 26 | 79,307 | 87,511 | 95,610 | 120,510 | 128,721 | 101,689 | 99,303 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 10 | 14 | 78,999 | 84,450 | 94,737 | 123,371 | 129,896 | 101,945 | 99,015 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 5 | | | 90,002 | | | 93,914 | 93,914 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 16 | 23 | 78,907 | 86,760 | 96,000 | 122,055 | 130,125 | 102,587 | 100,147 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 15 | 15 | 81,562 | 86,953 | 95,220 | 106,870 | 130,789 | 100,125 | 100,125 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Systems Administrator

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 26 | 42 | \$69,783 | \$74,559 | \$90,387 | \$105,862 | \$115,356 | \$90,787 | \$90,257 | |
| Incentive/Bonus Received | 8 | 10 | | | 2,250 | | | 2,568 | 2,741 | |
| Total Cash Compensation (Base + Bonus) | 26 | 42 | 69,783 | 75,603 | 91,002 | 107,510 | 117,986 | 91,398 | 91,100 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.3M | 21 | 34 | 71,937 | 81,729 | 93,195 | 111,334 | 119,735 | 94,800 | 94,118 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 9 | 12 | 56,468 | 74,693 | 96,264 | 108,878 | 121,518 | 91,718 | 90,621 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 19 | 32 | 71,874 | 83,350 | 94,645 | 111,655 | 121,372 | 95,830 | 95,780 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Software Engineer

Develops, codes, tests, debugs, implements and documents software program applications. Uses technical resources such as utility software, development software, and diagnostic software. Performs engineering duties for projects of moderate complexity. Works under limited director, regularly exercising independent judgment.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 8 | 12 | \$93,563 | \$95,654 | \$99,819 | \$112,497 | \$135,505 | \$105,549 | \$107,735 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 12 | 93,563 | 97,273 | 99,819 | 112,497 | 136,260 | 105,856 | 108,197 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$37.2M | 7 | 11 | | | 99,638 | | 105,515 | 107,995 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 7 | 11 | | | 99,638 | | 105,515 | 107,995 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Database Administrator

Develops and maintains computerized databases including base definition, structure, documentation, operations and security. Sets up master files and ensures accuracy and completeness of all data; participates in exchanges of data (e.g. the rig List). Protects integrity of data using proper security controls.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 27 | 44 | \$64,875 | \$73,756 | \$80,743 | \$87,625 | \$101,460 | \$80,997 | \$80,270 |
| Incentive/Bonus Received | 9 | 18 | | | | | | | 1,122 |
| Total Cash Compensation (Base + Bonus) | 27 | 44 | 65,375 | 74,288 | 80,843 | 88,871 | 101,460 | 81,636 | 80,582 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$6.7M | 8 | 8 | | | 82,500 | | 86,556 | 86,556 |
| \$10,000,000 and more | Med: \$26.3M | 13 | 27 | 65,062 | 73,923 | 82,500 | 89,606 | 103,886 | 82,246 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 8 | 12 | 64,750 | 66,893 | 74,548 | 80,560 | 95,448 | 75,848 | 78,395 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 8 | 8 | | | 80,632 | | | 83,358 | 83,358 |
| More than 100 | 11 | 25 | 64,937 | 73,812 | 82,500 | 90,480 | 104,272 | 82,551 | 81,998 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Network Technician

Installs, modifies, tests and maintains the organization's data communication network equipment; Responds to network problems, troubleshoots and performs repairs in a timely manner; maintains associated records detailing downtime, changes, updates and related information.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 7 | | | \$75,629 | | | | \$81,937 | \$85,026 |
| Incentive/Bonus Received | 4 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 7 | | | 78,246 | | | | 83,270 | 86,559 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.0M | 5 | 7 | | | 75,629 | | | 81,937 | 85,026 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 7 | | | 75,629 | | | 81,937 | 85,026 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Personal Computer Technician

Installs, modifies, and maintains the organization's personal computers and related systems. Installs, upgrades and backs-up software and hardware applications. Troubleshoots software and hardware failures and resolves as appropriate; trains users in resolving routine problems, using new software and providing advice and guidance as needed.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 12 | \$55,295 | \$58,240 | \$64,878 | \$73,646 | \$90,736 | \$67,336 | \$66,218 | |
| Incentive/Bonus Received | 3 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 12 | 55,495 | 58,240 | 65,378 | 75,270 | 91,386 | 68,079 | 66,838 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.2M | 5 | 12 | 55,295 | 58,240 | 64,878 | 73,646 | 90,736 | 67,336 | 66,218 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 12 | 55,295 | 58,240 | 64,878 | 73,646 | 90,736 | 67,336 | 66,218 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Tech Support Specialist

Supports staff in use of organization's technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 35 | 67 | \$54,163 | \$59,488 | \$65,978 | \$72,093 | \$80,045 | \$66,958 | \$65,843 |
| Incentive/Bonus Received | 9 | 14 | 150 | 688 | 1,887 | 3,002 | 3,636 | 1,835 | 1,882 |
| Total Cash Compensation (Base + Bonus) | 35 | 67 | 54,163 | 59,488 | 66,019 | 72,093 | 81,676 | 67,341 | 66,327 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$6.0M | 5 | 5 | | 62,421 | | | 62,687 | 62,687 |
| \$10,000,000 and more | Med: \$26.3M | 25 | 55 | 55,671 | 60,507 | 66,082 | 73,598 | 83,020 | 68,068 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 12 | 32 | 54,855 | 61,371 | 66,971 | 73,837 | 89,251 | 68,709 | 67,940 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 6 | | | 63,627 | | | 63,811 | 63,860 |
| 41 to 100 | 6 | 7 | | | 65,978 | | | 65,321 | 64,449 |
| More than 100 | 22 | 52 | 54,927 | 60,195 | 66,051 | 74,029 | 84,483 | 67,917 | 67,459 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Data Entry Operator

Enters data from source documents into computer databases; verifies information and makes changes where necessary; may run routine reports and perform related clerical duties.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|----------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 13 | 19 | \$45,209 | \$47,362 | \$54,080 | \$58,240 | \$68,307 | \$54,335 | \$55,448 | |
| Incentive/Bonus Received | 5 | 6 | | | 500 | | | 794 | 853 | |
| Total Cash Compensation (Base + Bonus) | 13 | 19 | 45,209 | 47,362 | 54,580 | 58,240 | 70,292 | 54,586 | 55,776 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$24.7M | 9 | 15 | 44,764 | 46,363 | 48,797 | 58,240 | 66,260 | 52,784 | 53,357 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 12 | 44,430 | 45,911 | 48,246 | 54,470 | 65,287 | 51,113 | 52,387 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Web Site Developer

Develops and maintains web site content that will motivate, inform and intrigue users so that they regularly access the site and use it for information and decision making. Seeks out users to gather feedback for improvement and enhancements. Maintains technical integrity of web site. Maintains and upgrades hardware and software. Communicates router configuration changes, troubleshoots system errors and bugs. Maintains servers, creates monitoring reports and logs. Monitors site for user accessibility. Establishes back-ups and monitors site security.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|---------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 6 | | | \$90,439 | | | | \$92,636 | \$95,673 |
| Incentive/Bonus Received | | | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 6 | | | 90,439 | | | | 92,636 | 95,673 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Director of Legal Services

Responsible for the development and supervision of the organization's legal services programs. Implements best practices, develops policies and procedures, and oversees evaluation of the services with regular outcomes measurement and analysis. Supervises a team of manager-level attorneys who in turn supervise staff-level attorneys. Coordinates the training needs of all staff ensuring compliance with continuing legal education requirements for attorneys. Establishes and maintains strategic partnerships with other organizations. Represents the organization in the community.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|-----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 7 | | | \$125,000 | | | | \$124,054 | \$124,054 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 7 | | | 125,000 | | | | 124,626 | 124,626 |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | | | | | | | | | | |
| 4 to 8 | 5 | 5 | | | 119,038 | | | | 114,713 | 114,713 |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs

Managing Attorney

Leads a team of staff attorneys in support of organization's mission and goals. Responsible for development and execution of organization's litigation efforts. Represents organization to clients/partner organizations and the community. Supervises and trains staff attorneys and organization's other legal staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 8 | 19 | \$94,334 | \$107,563 | \$123,812 | \$135,200 | \$143,446 | \$119,478 | \$112,394 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 19 | 94,334 | 107,563 | 123,812 | 135,200 | 143,446 | 119,669 | 112,847 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Staff Attorney

Responsible for advocacy, research and litigation in support of organization's policy and advocacy goals. May supervise paralegals, legal secretaries, assistants and interns. Requires admission to practice law/membership in the State Bar Association.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|--------------|--------------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 11 | 151 | | | | | | | | \$92,174 |
| Incentive/Bonus Received | | | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 151 | | | | | | | | 92,174 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$22.7M | 5 | 121 | | | | | | | 99,164 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 7 | 31 | 71,053 | 78,000 | 84,000 | 92,975 | 103,291 | 85,047 | 88,799 | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Number of FTEs
- Number of Employees Managed

Paralegal

Assists attorneys in research activities and preparing routine legal documents. Advises organization on routine legal matters. Prepares documents such as agreements, leases, pleadings related to litigation or non-litigation matters. Incumbent typically has completed paralegal education/training.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 11 | 84 | | | | | | | | \$68,679 |
| Incentive/Bonus Received | 1 | 16 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 84 | | | | | | | | 68,688 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.3M | 5 | 61 | | | | | | | 68,936 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 5 | 7 | | | 73,707 | | | | 68,912 | 69,516 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 5 | 61 | | | | | | | | 68,936 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Legal Secretary/Assistant

Performs all the duties of an Administrative Assistant in a legal environment that requires a working knowledge of legal terminology and formatting of legal documents such as pleadings, court forms, contracts, etc. Requires working knowledge of law library, state and federal regulations, code sections, and related matters.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 26 | | | | | | | | \$64,230 |
| Incentive/Bonus Received | | | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 26 | | | | | | | | 64,230 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 5 | 9 | | | 69,409 | | | | 71,275 | 67,492 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Number of FTEs
- Number of Employees Managed

Senior Community Organizer

Organizes, mobilizes and informs organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business and media leaders. Works under only general supervision, using a high degree of independent judgement. Represents the organization to the public, government agencies, and the media. May be responsible for project budgets, and may supervise junior community organizing staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 6 | | | \$92,266 | | | | \$92,429 | \$93,609 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 6 | | | 92,266 | | | | 94,012 | 95,509 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Community Organizer

Organizes, mobilizes and informs organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business and media leaders.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 13 | 31 | \$52,000 | \$54,080 | \$75,000 | \$83,200 | \$86,920 | \$70,391 | \$70,231 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 13 | 31 | 52,000 | 54,080 | 75,769 | 83,200 | 86,920 | 70,433 | 70,334 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.5M | 5 | 8 | | 73,900 | | | 72,947 | 70,354 |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: | | | | | | | | |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | 6 | 7 | | | 83,200 | | | 83,099 | 82,581 |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | | | | | | | | |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 13 | | | | | | | 76,748 |
| 41 to 100 | | | | | | | | | |
| More than 100 | | | | | | | | | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Digital Editor

Develops the strategy, production, and presentation of content for organization's media publication(s). Participates in the creation and presentation of content, which may encompass print, digital, video, and audio. Produces original content for publication through reporting, as directed by the Editor in Chief. Participates in discussions about the future of the production and dissemination of editorial content for the organization as a whole.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 6 | 9 | | | \$81,600 | | | | \$84,296 | \$81,404 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 9 | | | 81,600 | | | | 84,410 | 81,575 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Media Producer

Creates a wide range of video productions. Responsible for filming, editing, and generally assisting with production management of video products for all departments. Works with the media lab's content management system to ensure effective tracking, and metadata creation to make media assets easily accessible.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 6 | | | \$64,667 | | | | \$67,137 | \$68,159 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 6 | | | 64,667 | | | | 67,220 | 68,259 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Director, Medical Services

Provides leadership and oversight to an organization's medical and health service programs; provides direction, consultation and support to medical practitioners; oversees the quality assurance program; ensures compliance with medical risk management and health care related regulations and policies; develops and implements in-service training programs for clinical programs and services; develops policies and protocols to ensure quality client/patient services and care; may provide direct patient care (e.g. conduct physical examination, determine course of treatment, provide appropriate treatment, document patient files). Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. Requires State of Washington licensure as a Medical Doctor.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|-----------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 15 | \$183,418 | \$227,908 | \$247,261 | \$305,800 | \$342,942 | \$260,124 | \$277,660 | |
| Incentive/Bonus Received | 3 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 15 | 186,198 | 227,908 | 247,595 | 305,800 | 342,942 | 261,387 | 278,955 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$45.4M | 7 | 14 | 181,511 | 225,614 | 244,678 | 287,346 | 346,190 | 256,313 | 272,543 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 14 | 181,511 | 225,614 | 244,678 | 287,346 | 346,190 | 256,313 | 272,543 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Clinic Director

Provides direction and supervision of the day-to-day activities of the clinic's medical programs; manages, implements and monitors the quality assurance programs; develops and implements programs to retain volunteers and clinical staff; implements credentialing, re-credentialing and in-service training programs; assists in long-term and short-term planning.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 9 | 19 | | | | | | | | \$108,432 |
| Incentive/Bonus Received | 3 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 9 | 19 | | | | | | | | 109,470 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$45.4M | 5 | 15 | | | | | | | 113,032 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 15 | | | | | | | 113,032 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Director of Nursing

Manages patient care services; ensures high quality of nursing care and compliance with clinic policies, government regulations and accreditation standards; supervises/utilizes professional, technical and support nursing staff; oversees development and implementation of patient care goals and objectives. Position typically requires a current Washington Registered Nurse's license, and a bachelor's or master's degree in a related discipline.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 8 | 26 | | | | | | | | \$133,596 |
| Incentive/Bonus Received | 2 | 3 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 26 | | | | | | | | 136,569 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$35.7M | 8 | 26 | | | | | | | 133,596 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 6 | 24 | | | | | | | 139,964 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Registered Nurse

Assesses patient's condition; plans and provides professional nursing care to clinic patients; performs medical examinations; evaluates and documents progress; provides health care instruction to patients; may dispense and administer medications; may provide leadership within area of expertise and/or direct supervision to para-professionals and support staff. Position requires a current Washington Registered Nurse's license.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|---------------------|----------------|----------------|-----------------|-----------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 16 | 183 | \$76,565 | \$90,605 | \$97,594 | \$112,445 | \$123,905 | \$100,906 | \$99,959 | |
| Incentive/Bonus Received | 8 | 87 | | | | | | | 2,331 | |
| Total Cash Compensation (Base + Bonus) | 16 | 183 | 76,565 | 91,437 | 98,696 | 113,714 | 124,363 | 102,088 | 100,790 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.2M | 11 | 176 | 76,565 | 91,094 | 97,964 | 112,601 | 123,562 | 101,304 | 100,504 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | 5 | 11 | | | | | | 93,400 | |
| More than 100 | | 10 | 171 | 76,565 | 91,062 | 97,594 | 112,923 | 124,134 | 101,385 | 100,698 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Advanced Registered Nurse Practitioner (ARNP)

A registered nurse prepared at the graduate level as a nurse practitioner, nurse anesthetist, nurse midwife, or clinical nurse specialist, and licensed under chapter 18.79 RCW.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|----------------|--------------------|----------------|----------------|-----------------|------------------|---------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 10 | 101 | \$127,754 | \$131,875 | \$145,766 | \$163,922 | \$185,744 | \$148,801 | \$142,453 | |
| Incentive/Bonus Received | 5 | 32 | | | | | | | 4,130 | |
| Total Cash Compensation (Base + Bonus) | 10 | 101 | 127,754 | 133,718 | 146,752 | 164,065 | 185,744 | 149,728 | 143,413 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$39.0M | 9 | 100 | 127,754 | 131,921 | 145,993 | 163,994 | 185,744 | 149,589 | 150,504 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 8 | 99 | 127,754 | 131,955 | 146,219 | 164,065 | 185,744 | 149,953 | 155,121 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Licensed Practical Nurse

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires licensure by the State of Washington as a Licensed Practical Nurse.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 6 | 32 | \$81,445 | \$85,167 | \$87,360 | \$91,242 | \$95,519 | \$88,783 | \$86,190 | |
| Incentive/Bonus Received | 3 | 19 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 32 | 81,744 | 85,939 | 87,956 | 92,533 | 96,163 | 89,838 | 87,065 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$28.9M | 6 | 32 | 81,445 | 85,167 | 87,360 | 91,242 | 95,519 | 88,783 | 86,190 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 31 | 82,402 | 85,513 | 87,360 | 91,676 | 95,538 | 89,119 | 87,757 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Medical Assistant, Certified

Meets with patient to take history, check and record vital signs; ensures physician or nurse has needed supplies, instruments and equipment; sterilizes/cleans equipment; prepares/sets-up treatment rooms; ensures treatment rooms are maintained in a clean and orderly manner; assists physicians and nurses in providing treatment. Requires technical school certification as a medical assistant or equivalent working experience. Must be certified through an accredited program.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 105 | | | | | | | | \$66,722 |
| Incentive/Bonus Received | 4 | 46 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 105 | | | | | | | | 67,783 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$45.4M | 7 | 104 | | | | | | | 64,814 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 104 | | | | | | | 64,814 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Community Health Worker

Participates in the delivery of health care services to patients; schedules clinic appointments (both patients and health care practitioners); refers and follows up with patients to ensure they received appropriate care; maintains accurate and complete medical records; processes/records test results; coordinates services with other clinic departments; counsels patients in where/how to obtain needed services; may perform crisis intervention. This position typically requires a bachelor's degree (or equivalent) in a health-related field and Community Health Worker certification.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 27 | | | | | | | | \$56,455 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 27 | | | | | | | | 56,528 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$68.6M | 5 | 27 | | | | | | | 56,455 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 27 | | | | | | | 56,455 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Case Manager, Medical

Facilitates and actively participates in the delivery of psycho-social and health-related services for clients of the clinic. Assesses needs of individuals for family planning, health risk education, HIV counseling, pregnancy education, psychological services, medical or dental care, social services, etc; determines eligibility for various services and links/assists clients in obtaining various services within and outside of the clinic. Maintains accurate and complete records; participates in case conferences. Typically, this position requires a bachelor's degree (or equivalent) in social services or health field and Community Health Worker certification.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 9 | 148 | \$59,883 | \$62,743 | \$68,286 | \$77,500 | \$84,500 | \$70,701 | \$68,079 | |
| Incentive/Bonus Received | 2 | 38 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 9 | 148 | 59,883 | 62,779 | 68,286 | 79,666 | 86,138 | 71,262 | 68,634 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.6M | 8 | 147 | 59,883 | 62,774 | 68,286 | 77,500 | 84,500 | 70,803 | 69,626 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 7 | 146 | 59,883 | 62,764 | 68,323 | 77,500 | 84,500 | 70,839 | 70,212 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Patient Financial Services Manager

Responsible for all credit and collections on patient accounts including insurances, government programs, patient payments; provides financial counseling to patients; creates special accounts; supervises Patient Accounts Representatives.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 5 | 9 | | | \$78,000 | | | | \$84,780 | \$84,359 |
| Incentive/Bonus Received | 3 | 4 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 9 | | | 80,166 | | | | 85,817 | 85,392 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.2M | 5 | 9 | | | 78,000 | | | 84,780 | 84,359 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 9 | | | 78,000 | | | 84,780 | 84,359 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Patient Accounts Representative

Interviews and assists patients in making claims for payments for medical services; works with insurance carrier and government agencies to determine available benefits; prepares and submits documents for reimbursement; bills patients and follows up to collect on delinquent accounts; works with patient to determine payment schedules.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 5 | 17 | | | | | | | \$55,981 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 17 | | | | | | | 56,538 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Health Information Coordinator

Compiles, processes, and manages health information records by ensuring patient records remain accurate, complete, current, confidential, and are compliant with federal and state regulations, HIPAA, and organization's policies and procedures.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 27 | \$48,086 | \$49,920 | \$60,736 | \$70,434 | \$76,402 | \$61,143 | \$60,270 | |
| Incentive/Bonus Received | 3 | 15 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 27 | 48,086 | 49,920 | 60,736 | 70,434 | 77,292 | 61,470 | 60,584 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.2M | 5 | 27 | 48,086 | 49,920 | 60,736 | 70,434 | 76,402 | 61,143 | 60,270 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 27 | 48,086 | 49,920 | 60,736 | 70,434 | 76,402 | 61,143 | 60,270 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Billing Clerk

Processes patient-related billing; processes and submits billings for reimbursement; verifies patient charts for accuracy and completeness, signatures and assembly in accordance with reimbursing agency requirements; routes charts for follow-up; performs data entry; prepares statistical and other reports related to billings. The position typically requires prior experience in medical billing.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 9 | 41 | \$51,849 | \$55,453 | \$59,384 | \$64,023 | \$66,717 | \$59,355 | \$60,981 | |
| Incentive/Bonus Received | 3 | 14 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 9 | 41 | 51,849 | 55,687 | 60,587 | 64,081 | 67,488 | 60,167 | 61,637 | |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$42.2M | 8 | 39 | 51,760 | 55,432 | 59,384 | 64,085 | 67,142 | 59,332 | 61,128 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 8 | 39 | 51,760 | 55,432 | 59,384 | 64,085 | 67,142 | 59,332 | 61,128 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Receptionist (Medical)

Receives and registers patients; makes/cancels appointments; provides referrals to other departments or services; helps walk-in patients obtain appropriate appointments or services; facilitates patient flow; assists patients to complete required documents. (Report receptionists working outside of medical services programs in the Receptionist job in the Administrative Positions section, job #090.)

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 5 | 90 | | | | | | | \$49,417 |
| Incentive/Bonus Received | 2 | 17 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 90 | | | | | | | 49,881 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Physical Therapist

Under the direction of a physician, works with clients to overcome disabilities through therapeutic exercise, massage and other methods. Responsibilities include reviewing and evaluating patients' conditions and medical records, performing tests or measurements, developing programs for treatment plans, helping patients attain maximum muscle strength and motor skills as well as accepting and adjusting to the limiting effects of their disabilities.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 6 | 31 | | | | | | | \$100,363 |
| Incentive/Bonus Received | 3 | 11 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 31 | | | | | | | 100,951 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Occupational Therapist

Under the direction of a physician, works with mentally, emotionally and physically disabled clients to gain self-sufficiency. Designs programs that include educational, vocational and rehabilitative activities. Helps clients re-learn daily living routines, designs special equipment to help clients perform tasks, directs activities that help clients perform tasks.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 10 | 58 | | | | | | | | \$91,511 |
| Incentive/Bonus Received | 5 | 33 | | | | | | | | 1,223 |
| Total Cash Compensation (Base + Bonus) | 10 | 58 | | | | | | | | 91,967 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.0M | 7 | 50 | | | | | | | 89,930 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 46 | | | | | | | 91,420 |

The following sections are not included on this page due to insufficient responses for each of their data categories:
 Field of Service
 Number of Employees Managed

Speech Pathologist

Helps children and adults with language and hearing disorders develop the communication skills needed for self-expression, social interaction, academic success, and employment. Diagnoses and treats such disorders as stuttering, delayed or impaired language, and voice and speaking problems. Observes and tests speech, language, hearing, and perception.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 84 | | | | | | | | \$88,448 |
| Incentive/Bonus Received | 3 | 28 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 84 | | | | | | | | 88,979 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.8M | 5 | 69 | | | | | | | 88,168 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of FTEs
- Number of Employees Managed

Facilities Manager

Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 31 | 48 | \$72,675 | \$77,969 | \$85,783 | \$102,795 | \$129,585 | \$92,658 | \$93,674 |
| Incentive/Bonus Received | 10 | 11 | | | 2,063 | | | 2,608 | 2,443 |
| Total Cash Compensation (Base + Bonus) | 31 | 48 | 73,095 | 77,969 | 86,158 | 102,795 | 129,857 | 93,256 | 94,349 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.6M | 9 | 9 | | | 74,696 | | | 77,147 | 77,147 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$26.8M | 19 | 36 | 73,283 | 77,969 | 86,678 | 105,496 | 138,780 | 95,996 | 100,639 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 16 | 71,604 | 82,290 | 102,591 | 115,893 | 154,891 | 105,330 | 100,406 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | 9 | 9 | | | 78,000 | | | 82,191 | 82,191 |
| More than 100 | 17 | 34 | 75,437 | 77,969 | 86,678 | 108,407 | 140,663 | 97,043 | 103,280 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 9 | 9 | | | 86,574 | | | 86,476 | 86,476 |
| 4 to 8 | 7 | 9 | | | 83,000 | | | 91,319 | 95,619 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Maintenance Supervisor

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 22 | 40 | \$49,920 | \$52,000 | \$66,445 | \$77,485 | \$96,445 | \$67,163 | \$68,003 |
| Incentive/Bonus Received | 10 | 15 | | | | | | | 2,139 |
| Total Cash Compensation (Base + Bonus) | 22 | 40 | 49,920 | 52,000 | 66,545 | 77,485 | 96,661 | 67,716 | 68,919 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.2M | 5 | 6 | | | 57,213 | | | 61,464 | 58,721 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$37.2M | 13 | 30 | 48,048 | 50,726 | 68,317 | 84,989 | 99,389 | 68,820 | 73,026 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 16 | 53,456 | 65,640 | 76,658 | 94,739 | 102,131 | 78,655 | 71,937 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 6 | | | 64,996 | | | 64,463 | 62,319 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 12 | 29 | 47,840 | 50,596 | 68,578 | 84,989 | 99,632 | 68,957 | 73,708 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 7 | 10 | | | 76,658 | | | 80,730 | 77,997 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Maintenance Technician or Specialist

Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program, and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g. repair/replace leaking faucets, unplug blockages), light construction (e.g. shelves, door repair, replacing ceiling tiles), routine electrical (e.g. replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g. clean furnace and air conditioning screens, oil motors and moving parts) and similar activities.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 28 | 103 | \$53,788 | \$58,240 | \$62,400 | \$84,094 | \$91,021 | \$67,840 | \$61,754 |
| Incentive/Bonus Received | 6 | 28 | | | | | | | 1,508 |
| Total Cash Compensation (Base + Bonus) | 28 | 103 | 54,709 | 58,240 | 62,500 | 85,758 | 91,090 | 68,433 | 62,016 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$2.7M | 5 | 7 | | | 63,170 | | 64,623 | 64,550 |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$26.0M | 19 | 92 | 53,653 | 58,240 | 62,400 | 85,758 | 91,021 | 68,536 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 12 | 62 | | | | | | 61,821 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 18 | 92 | 53,653 | 58,287 | 63,108 | 85,758 | 91,021 | 68,814 |

The following section is not included on this page due to insufficient responses for each of its data categories
Number of Employees Managed

Janitor or Custodian

Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 26 | 241 | \$41,975 | \$43,181 | \$44,720 | \$67,371 | \$71,469 | \$51,409 | \$48,377 |
| Incentive/Bonus Received | 10 | 120 | | | | | | | 1,146 |
| Total Cash Compensation (Base + Bonus) | 26 | 241 | 41,985 | 43,181 | 45,336 | 67,371 | 71,469 | 51,840 | 48,783 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: \$3.3M | 5 | 10 | | | | | | 48,913 |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$23.5M | 15 | 225 | 42,058 | 43,181 | 44,720 | 69,389 | 71,469 | 51,816 |
| 48,654 | | | | | | | | | |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | | 12 | 85 | | | | | | 49,991 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | 5 | 5 | | | 47,840 | | | 46,334 |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | 5 | 12 | 39,522 | 39,522 | 43,784 | 49,660 | 58,647 | 45,356 |
| More than 100 | | 13 | 220 | 42,058 | 43,181 | 44,627 | 70,075 | 71,469 | 51,886 |
| | | | | | | | | | 48,804 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Driver

Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid Washington driver's license is required.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 12 | 63 | \$38,480 | \$42,370 | \$50,107 | \$51,480 | \$52,762 | \$47,914 | \$48,389 | |
| Incentive/Bonus Received | 3 | 20 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 12 | 63 | 38,480 | 42,370 | 50,207 | 52,000 | 53,487 | 48,261 | 48,718 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$37.3M | 7 | 42 | 43,715 | 49,790 | 50,107 | 51,090 | 52,655 | 49,673 | 47,331 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 6 | 41 | 45,323 | 49,920 | 50,107 | 51,220 | 52,749 | 49,851 | 48,158 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

Field of Service

Number of Employees Managed

Purchasing Coordinator or Specialist

Purchases supplies and materials from vendors. Researches prices and buys items based on best price commensurate with quality and/or volume. Communicates and negotiates with vendors and outside sales representatives regarding rates, vendor discounts, incorrect orders. Maintains invoice files and other related records.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|----------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th %ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 6 | | | \$67,377 | | | | \$68,333 | \$69,545 |
| Incentive/Bonus Received | 2 | 2 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 6 | | | 68,377 | | | | 68,787 | 69,889 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Program Director/Administrator, Other

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or the Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #810 below.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|------------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 56 | 123 | \$80,400 | \$86,520 | \$97,036 | \$110,386 | \$130,375 | \$101,353 | \$100,516 |
| Incentive/Bonus Received | 15 | 19 | 250 | 500 | 2,000 | 3,000 | 5,500 | 2,219 | 1,933 |
| Total Cash Compensation (Base + Bonus) | 56 | 123 | 80,400 | 86,943 | 97,820 | 111,638 | 131,000 | 101,696 | 100,976 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.5M | 14 | 19 | 75,000 | 89,396 | 92,292 | 111,638 | 114,936 | 96,453 | 90,385 |
| \$2,000,000 - \$4,999,999 Med: \$3.0M | 13 | 19 | 78,000 | 84,448 | 92,700 | 112,882 | 129,131 | 100,123 | 99,034 |
| \$5,000,000 - \$9,999,999 Med: \$7.9M | 7 | 9 | | | 97,796 | | | 91,707 | 89,052 |
| \$10,000,000 and more Med: \$31.9M | 19 | 73 | 83,303 | 89,335 | 99,319 | 112,671 | 137,987 | 105,224 | 117,261 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | 5 | 10 | | | | | | | 87,454 |
| Social Service, Multiple Programs | 15 | 37 | 83,795 | 96,167 | 106,246 | 120,952 | 155,268 | 111,267 | 115,100 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 15 | 20 | 70,999 | 82,939 | 90,604 | 111,229 | 114,863 | 94,411 | 88,066 |
| 16 to 40 | 12 | 20 | 82,480 | 85,336 | 92,041 | 111,756 | 124,500 | 98,056 | 97,572 |
| 41 to 100 | 10 | 15 | 74,548 | 81,000 | 97,796 | 105,510 | 109,383 | 93,172 | 89,573 |
| More than 100 | 17 | 66 | | | | | | | 123,327 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 22 | 34 | 75,385 | 85,127 | 95,215 | 111,729 | 118,916 | 98,448 | 93,795 |
| 4 to 8 | 21 | 28 | 80,400 | 84,966 | 95,618 | 106,293 | 142,040 | 100,298 | 99,376 |
| 9 to 14 | 7 | 7 | | | 131,250 | | | 123,945 | 123,945 |
| 15 and over | 8 | 12 | 83,939 | 102,356 | 108,308 | 128,750 | 144,422 | 112,822 | 112,260 |

Program Manager/Administrator, Other

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #805 above.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 86 | 290 | \$65,098 | \$70,502 | \$77,969 | \$84,010 | \$93,018 | \$78,605 | \$77,677 |
| Incentive/Bonus Received | 27 | 68 | 498 | 713 | 1,500 | 3,000 | 4,825 | 2,008 | 1,555 |
| Total Cash Compensation (Base + Bonus) | 86 | 290 | 65,260 | 70,918 | 77,969 | 85,080 | 93,600 | 79,076 | 78,099 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med:\$756.5K | 6 | 7 | | | 64,480 | | | 67,980 | 70,219 |
| \$1,000,000 - \$1,999,999 Med: \$1.4M | 18 | 38 | 64,862 | 67,085 | 72,306 | 75,214 | 93,000 | 74,151 | 73,931 |
| \$2,000,000 - \$4,999,999 Med: \$3.0M | 22 | 62 | 66,031 | 69,594 | 73,446 | 81,422 | 85,574 | 75,034 | 73,560 |
| \$5,000,000 - \$9,999,999 Med: \$7.0M | 13 | 37 | 65,413 | 73,367 | 78,000 | 83,799 | 96,701 | 80,056 | 83,072 |
| \$10,000,000 and more Med: \$26.0M | 25 | 144 | 69,306 | 75,518 | 77,985 | 87,817 | 94,720 | 81,653 | 84,012 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | 7 | 51 | | | | | | | 79,642 |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 9 | 21 | 61,251 | 65,496 | 71,098 | 83,311 | 93,018 | 74,341 | 71,651 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 6 | 18 | 60,457 | 71,427 | 80,019 | 91,582 | 97,500 | 79,960 | 76,074 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | 5 | 7 | | | 80,000 | | | 81,542 | 84,963 |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | 5 | 6 | | | 66,602 | | | 65,621 | 65,899 |
| Social Service, One Major Program | 7 | 21 | 70,420 | 73,067 | 77,397 | 82,436 | 101,172 | 80,604 | 84,644 |
| Social Service, Multiple Programs | 16 | 57 | 67,800 | 74,819 | 83,197 | 88,702 | 94,428 | 84,587 | 82,508 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | 7 | 7 | | | 67,163 | | | 72,032 | 72,032 |
| 6 to 15 | 23 | 49 | 63,618 | 66,830 | 72,300 | 75,820 | 93,000 | 74,030 | 72,535 |
| 16 to 40 | 22 | 67 | 62,320 | 69,306 | 72,076 | 80,808 | 93,552 | 75,320 | 79,429 |
| 41 to 100 | 14 | 43 | 66,419 | 73,177 | 78,000 | 82,035 | 85,938 | 77,560 | 75,878 |
| More than 100 | 20 | 124 | 69,763 | 77,969 | 80,453 | 87,974 | 95,849 | 82,921 | 84,899 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 49 | 96 | 67,740 | 71,199 | 78,000 | 87,474 | 94,507 | 81,197 | 80,929 |
| 4 to 8 | 20 | 37 | 62,000 | 71,567 | 82,275 | 86,736 | 90,603 | 80,008 | 80,606 |
| 9 to 14 | 5 | 10 | | | 83,490 | | | 82,414 | 82,560 |
| 15 and over | | | | | | | | | |

Program Coordinator, Other

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 68 | 382 | \$52,000 | \$55,235 | \$62,400 | \$69,550 | \$77,991 | \$63,717 | \$64,629 |
| Incentive/Bonus Received | 22 | 72 | 500 | 1,000 | 2,000 | 2,166 | 2,209 | 1,610 | 1,384 |
| Total Cash Compensation (Base + Bonus) | 68 | 382 | 52,000 | 55,631 | 62,879 | 70,004 | 79,666 | 64,021 | 65,040 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.3M | 16 | 24 | 57,564 | 60,320 | 63,305 | 68,293 | 73,247 | 64,248 | 63,296 |
| \$2,000,000 - \$4,999,999 Med: \$3.2M | 14 | 59 | | | | | | | 62,323 |
| \$5,000,000 - \$9,999,999 Med: \$7.6M | 10 | 39 | | | | | | | 64,566 |
| \$10,000,000 and more Med: \$24.7M | 21 | 250 | 51,667 | 54,080 | 61,845 | 71,542 | 81,500 | 64,155 | 68,806 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | 5 | 81 | | | | | | | 63,454 |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | 5 | 24 | | | | | | | 62,426 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 17 | 105 | 51,667 | 56,826 | 65,250 | 72,433 | 79,210 | 66,476 | 66,548 |
| Youth/Mentoring | 5 | 11 | | | | | | | 56,420 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | 6 | 8 | | | 59,488 | | | 60,687 | 60,885 |
| 6 to 15 | 17 | 24 | 53,602 | 59,226 | 61,714 | 68,293 | 73,247 | 63,123 | 62,367 |
| 16 to 40 | 15 | 36 | 52,000 | 57,500 | 64,480 | 69,638 | 75,073 | 64,454 | 67,551 |
| 41 to 100 | 15 | 85 | 54,393 | 57,420 | 65,978 | 66,664 | 72,854 | 64,275 | 64,130 |
| More than 100 | 15 | 229 | 51,667 | 53,768 | 59,613 | 71,219 | 81,500 | 63,562 | 66,266 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 13 | 19 | 55,500 | 59,322 | 64,896 | 72,446 | 79,102 | 66,073 | 67,939 |
| 4 to 8 | 7 | 10 | | | 62,400 | | | 66,198 | 64,848 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Program Assistant, Other

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients; and assisting and participating in program events.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 30 | 117 | \$45,760 | \$47,840 | \$52,957 | \$57,350 | \$62,579 | \$53,482 | \$55,677 | |
| Incentive/Bonus Received | 7 | 15 | | | | | | | 1,390 | |
| Total Cash Compensation (Base + Bonus) | 30 | 117 | 45,760 | 47,840 | 52,957 | 57,350 | 63,163 | 53,616 | 56,001 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.3M | 7 | 21 | 39,790 | 47,603 | 49,621 | 58,240 | 67,392 | 52,420 | 53,466 |
| \$2,000,000 - \$4,999,999 | Med: \$3.2M | 9 | 16 | 41,731 | 51,308 | 56,129 | 60,852 | 64,647 | 54,735 | 54,718 |
| \$5,000,000 - \$9,999,999 | Med: \$6.4M | 5 | 15 | 49,504 | 50,000 | 52,000 | 57,500 | 60,768 | 53,646 | 56,029 |
| \$10,000,000 and more | Med: \$37.2M | 7 | 63 | | | | | | | 60,206 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 75 | 45,760 | 45,760 | 52,000 | 56,436 | 64,324 | 52,951 | 57,232 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | 9 | 16 | 38,954 | 44,633 | 49,548 | 56,145 | 66,430 | 51,215 | 53,595 | |
| 16 to 40 | 6 | 22 | 47,840 | 51,938 | 55,380 | 59,492 | 64,311 | 55,593 | 56,965 | |
| 41 to 100 | 6 | 14 | 41,694 | 49,660 | 52,000 | 59,239 | 63,180 | 52,770 | 53,787 | |
| More than 100 | 7 | 63 | | | | | | | 60,206 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Program Director/Administrator, Social Services/Behavioral Health

853

Provides overall management and direction to one or more large social service or behavioral health programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #856 below.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 48 | 152 | \$84,969 | \$96,399 | \$113,585 | \$138,941 | \$149,819 | \$117,392 | \$108,476 |
| Incentive/Bonus Received | 22 | 65 | 260 | 775 | 2,166 | 3,000 | 5,000 | 2,442 | 2,234 |
| Total Cash Compensation (Base + Bonus) | 48 | 152 | 85,684 | 96,399 | 115,444 | 139,316 | 152,116 | 118,437 | 109,405 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.2M | 7 | 8 | | | 91,332 | | | 95,834 | 96,756 |
| \$5,000,000 - \$9,999,999 Med: \$7.3M | 8 | 14 | 77,985 | 82,500 | 102,638 | 113,571 | 124,230 | 99,751 | 101,531 |
| \$10,000,000 and more Med: \$25.2M | 28 | 123 | 91,101 | 102,743 | 120,000 | 143,416 | 151,303 | 122,608 | 117,383 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | 6 | 9 | | | 93,283 | | | 100,307 | 96,985 |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 20 | 71 | 84,200 | 93,596 | 126,923 | 143,861 | 149,011 | 121,167 | 111,213 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 8 | 9 | | | 97,500 | | | 102,595 | 104,247 |
| 41 to 100 | 12 | 25 | 78,000 | 88,687 | 103,452 | 109,297 | 124,096 | 100,468 | 98,515 |
| More than 100 | 24 | 112 | 90,128 | 102,807 | 121,424 | 144,115 | 154,044 | 124,117 | 118,850 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 16 | 25 | 83,180 | 91,062 | 108,343 | 122,064 | 142,455 | 108,324 | 106,842 |
| 4 to 8 | 23 | 38 | 79,704 | 86,112 | 113,585 | 131,269 | 143,895 | 112,667 | 108,134 |
| 9 to 14 | 13 | 15 | 82,188 | 90,000 | 99,292 | 120,527 | 136,006 | 105,407 | 101,724 |
| 15 and over | 20 | 48 | 99,356 | 105,744 | 126,514 | 146,830 | 150,665 | 127,436 | 119,370 |

Program Manager/Administrator, Social Services/Behavioral Health

856

Provides overall management and supervision to one (or two) social service or behavioral health program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #853 above.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|---------------|------------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 68 | 358 | \$64,854 | \$72,785 | \$81,547 | \$97,664 | \$111,446 | \$85,277 | \$80,390 | |
| Incentive/Bonus Received | 25 | 144 | 290 | 500 | 1,000 | 2,100 | 3,000 | 1,536 | 1,651 | |
| Total Cash Compensation (Base + Bonus) | 68 | 358 | 64,948 | 72,785 | 82,482 | 98,982 | 112,802 | 85,895 | 80,921 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: \$834.0K | 5 | 7 | | | 62,408 | | | 63,438 | 64,825 |
| \$1,000,000 - \$1,999,999 | Med: \$1.4M | 12 | 16 | 51,418 | 65,261 | 72,028 | 83,934 | 88,883 | 72,477 | 73,925 |
| \$2,000,000 - \$4,999,999 | Med: \$3.6M | 10 | 38 | | | | | | | 76,627 |
| \$5,000,000 - \$9,999,999 | Med: \$6.9M | 10 | 28 | 62,400 | 67,174 | 80,189 | 89,740 | 99,945 | 80,605 | 83,219 |
| \$10,000,000 and more | Med: \$25.7M | 30 | 268 | 67,600 | 76,596 | 82,538 | 103,094 | 113,498 | 88,102 | 85,894 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | 5 | 38 | | | | | | | 68,781 |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | 5 | 37 | | | | | | | 86,830 |
| Older Adult Services | | 6 | 27 | | | | | | | 76,346 |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 28 | 169 | 66,560 | 75,296 | 84,407 | 107,064 | 115,357 | 89,619 | 82,049 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | 13 | 18 | 51,418 | 55,829 | 66,945 | 72,056 | 87,992 | 66,781 | 68,709 |
| 16 to 40 | | 11 | 42 | 61,200 | 76,875 | 81,950 | 88,500 | 94,416 | 81,276 | 80,322 |
| 41 to 100 | | 17 | 59 | 65,000 | 70,138 | 77,969 | 84,032 | 89,392 | 77,517 | 79,384 |
| More than 100 | | 24 | 236 | 66,544 | 77,969 | 83,495 | 104,749 | 114,387 | 89,367 | 87,114 |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | | 34 | 67 | 62,221 | 67,600 | 77,408 | 86,701 | 102,940 | 78,763 | 79,381 |
| 4 to 8 | | 33 | 108 | 65,922 | 72,031 | 83,197 | 100,476 | 112,136 | 87,365 | 86,968 |
| 9 to 14 | | 15 | 32 | 78,601 | 83,406 | 96,866 | 108,430 | 116,816 | 96,491 | 92,414 |
| 15 and over | | 9 | 19 | 78,250 | 80,077 | 109,866 | 118,219 | 124,218 | 101,245 | 97,458 |

Program Coordinator, Social Services/Behavioral Health

Assumes responsibility for the implementation of a single social services or behavioral health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 54 | 282 | \$52,000 | \$55,978 | \$63,835 | \$72,500 | \$78,707 | \$64,274 | \$64,804 | |
| Incentive/Bonus Received | 21 | 142 | 100 | 200 | 1,000 | 2,117 | 3,675 | 1,321 | 1,943 | |
| Total Cash Compensation (Base + Bonus) | 54 | 282 | 52,050 | 56,160 | 64,060 | 73,084 | 79,968 | 64,939 | 65,503 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.6M | 9 | 13 | 50,966 | 56,680 | 62,400 | 68,266 | 73,605 | 62,189 | 62,359 |
| \$2,000,000 - \$4,999,999 | Med: \$3.0M | 8 | 39 | 45,760 | 49,275 | 60,320 | 78,707 | 78,707 | 62,781 | 61,228 |
| \$5,000,000 - \$9,999,999 | Med: \$7.2M | 6 | 42 | | | | | | | 68,914 |
| \$10,000,000 and more | Med: \$25.0M | 27 | 180 | 52,855 | 56,587 | 64,293 | 70,964 | 77,922 | 64,688 | 66,925 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | 5 | 20 | | | | | | | | 69,704 |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | 5 | 32 | | | | | | | | 62,740 |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 22 | 111 | 46,141 | 53,685 | 58,261 | 68,640 | 77,994 | 61,448 | 65,291 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | 10 | 17 | 49,920 | 54,330 | 59,877 | 65,520 | 69,647 | 59,934 | 59,770 | |
| 16 to 40 | 10 | 48 | 45,760 | 52,104 | 74,124 | 78,707 | 84,050 | 67,718 | 66,251 | |
| 41 to 100 | 9 | 56 | | | | | | | | 63,852 |
| More than 100 | 22 | 157 | 53,564 | 57,533 | 64,293 | 72,077 | 78,500 | 65,070 | 66,953 | |
| Number of Employees Managed | | | | | | | | | | |
| 1 to 3 | 10 | 16 | 50,991 | 57,512 | 61,631 | 76,518 | 88,319 | 66,134 | 65,371 | |
| 4 to 8 | 7 | 15 | | | | | | | | 72,873 |
| 9 to 14 | | | | | | | | | | |
| 15 and over | | | | | | | | | | |

Program Assistant, Social Services/Behavioral Health

862

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, assisting and participating in program events.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 26 | 147 | | | | | | | | \$55,218 |
| Incentive/Bonus Received | 10 | 30 | | | | | | | | 927 |
| Total Cash Compensation (Base + Bonus) | 26 | 147 | | | | | | | | 55,516 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$6.5M | 5 | 12 | 43,701 | 46,078 | 56,727 | 61,296 | 66,577 | 55,210 | 56,431 |
| \$10,000,000 and more | Med: \$23.8M | 15 | 126 | | | | | | | 54,945 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 12 | 35 | 43,680 | 46,675 | 54,870 | 62,400 | 65,807 | 54,160 | 58,614 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | 5 | 7 | | | 58,584 | | | 58,383 | 59,107 |
| 41 to 100 | | 5 | 21 | | | | | | | 56,779 |
| More than 100 | | 11 | 110 | | | | | | | 54,396 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Substance Use Disorder Clinical Supervisor

A certified substance use disorder professional with additional qualifications to supervise substance use disorder counseling services.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|---------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 5 | 14 | \$70,481 | \$74,532 | \$77,511 | \$111,446 | \$113,526 | \$88,700 | \$89,986 |
| Incentive/Bonus Received | 3 | 8 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 14 | 71,564 | 76,000 | 79,677 | 111,446 | 113,589 | 89,768 | 90,825 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Clinical Supervisor

Supervises clinical mental health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|------------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 13 | 104 | \$79,201 | \$84,620 | \$91,510 | \$99,500 | \$110,313 | \$94,439 | \$96,399 |
| Incentive/Bonus Received | 7 | 72 | 500 | 1,238 | 2,166 | 2,779 | 3,741 | 2,125 | 1,735 |
| Total Cash Compensation (Base + Bonus) | 13 | 104 | 81,763 | 86,783 | 92,520 | 101,666 | 112,158 | 95,910 | 97,141 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$26.8M | 9 | 96 | 80,285 | 85,077 | 91,510 | 99,250 | 108,729 | 93,372 | 93,129 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 42 | 82,172 | 89,440 | 93,600 | 103,574 | 109,048 | 95,348 | 88,947 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 9 | 96 | 80,285 | 85,077 | 91,510 | 99,250 | 108,729 | 93,372 | 93,129 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 7 | 30 | | | | | | | 91,342 |
| 4 to 8 | 7 | 43 | | | | | | | 103,683 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Licensed Clinical Social Worker/Licensed Independent Clinical Social Worker 868

An individual licensed under chapter 18.225 RCW to practice clinical social work.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 12 | 82 | \$71,648 | \$77,439 | \$92,319 | \$111,598 | \$123,595 | \$96,206 | \$90,177 | |
| Incentive/Bonus Received | 7 | 32 | | | | | | | 1,876 | |
| Total Cash Compensation (Base + Bonus) | 12 | 82 | 73,248 | 78,645 | 94,819 | 111,598 | 123,595 | 97,392 | 91,076 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$38.6M | 8 | 66 | 71,348 | 75,619 | 87,402 | 109,188 | 118,034 | 91,722 | 88,874 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 13 | | | | | | | 88,329 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 7 | 64 | 71,348 | 75,408 | 86,539 | 109,537 | 118,072 | 91,808 | 88,857 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Clinician (Pre-license MFTI/ACSW/LSWAIC)

878

Responsible for providing therapeutic services to clients individually and in groups including assessing clients' needs, developing and helping clients implement treatment plans, providing crisis intervention, case-management and advocacy for clients. Has completed a Master's degree in psychology or closely related behavioral science field and is registered as an intern (MFTI, ACSW, LSWAIC) with the Washington Board of Behavioral Sciences.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 9 | 59 | | | | | | | | \$72,248 |
| Incentive/Bonus Received | 3 | 5 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 9 | 59 | | | | | | | | 72,748 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.0M | 7 | 57 | | | | | | | 74,515 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 22 | | | | | | | | 68,661 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 6 | 56 | | | | | | | | 74,770 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Master's Level Mental Health Professional (MHP)

An individual with a master's or further advanced degree in counseling or one of the social sciences from an accredited college or university and two years of experience in direct treatment of persons with mental illness or emotional disturbance.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 14 | 180 | \$67,542 | \$70,534 | \$76,710 | \$84,989 | \$94,712 | \$78,363 | \$76,383 | |
| Incentive/Bonus Received | 4 | 73 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 14 | 180 | 68,785 | 72,322 | 76,960 | 85,141 | 95,587 | 79,078 | 76,741 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.4M | 9 | 174 | 67,542 | 70,547 | 76,710 | 85,036 | 94,712 | 78,569 | 79,195 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 7 | 110 | | | | | | 86,481 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | 5 | 5 | | | 61,152 | | 66,435 | 66,435 | |
| More than 100 | | 8 | 173 | 67,542 | 70,575 | 76,710 | 85,083 | 94,712 | 78,715 | 82,430 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Bachelor's Level Clinician

An individual with a bachelor's degree in a behavioral health field, providing services under appropriate supervision.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 30 | 738 | \$54,080 | \$56,160 | \$61,473 | \$79,539 | \$84,406 | \$66,240 | \$62,307 | |
| Incentive/Bonus Received | 12 | 289 | | | | | | | 2,255 | |
| Total Cash Compensation (Base + Bonus) | 30 | 738 | 54,099 | 56,182 | 62,400 | 80,084 | 84,406 | 66,887 | 62,947 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.7M | 5 | 12 | 47,840 | 47,840 | 50,003 | 56,946 | 67,127 | 52,982 | 56,983 |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$31.3M | 14 | 676 | 54,101 | 56,285 | 62,244 | 79,539 | 84,406 | 66,836 | 63,277 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 12 | 535 | | | | | | | | 66,792 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | 5 | 12 | 50,003 | 54,075 | 63,858 | 76,412 | 89,180 | 65,481 | 65,006 | |
| 41 to 100 | 7 | 63 | 52,042 | 56,160 | 59,093 | 62,400 | 66,294 | 59,340 | 60,682 | |
| More than 100 | 13 | 652 | 54,101 | 56,285 | 62,600 | 81,120 | 84,406 | 67,131 | 63,619 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Licensed Mental Health Counselor (LMHC)

An individual licensed under chapter 18.225 RCW to practice mental health counseling.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|------------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 14 | 59 | \$69,347 | \$74,992 | \$79,044 | \$89,128 | \$99,726 | \$82,759 | \$81,990 | |
| Incentive/Bonus Received | 5 | 13 | | | | | | | 692 | |
| Total Cash Compensation (Base + Bonus) | 14 | 59 | 69,347 | 76,492 | 79,720 | 89,128 | 99,826 | 82,842 | 82,237 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$8.2M | 5 | 21 | 62,408 | 67,226 | 73,374 | 93,962 | 99,310 | 78,221 | 74,158 |
| \$10,000,000 and more | Med: \$32.0M | 6 | 34 | | | | | | | 89,611 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 19 | 62,400 | 65,104 | 77,480 | 88,712 | 90,272 | 77,212 | 74,351 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | 5 | 28 | 62,438 | 69,347 | 79,040 | 92,812 | 97,855 | 80,422 | 76,547 | |
| More than 100 | 5 | 26 | | | | | | | 90,469 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Substance Use Disorder Professional

Responsible for providing a safe and supportive environment for organization's clientele in the area of substance abuse. Facilitates treatment groups, conducts intake and provides individual care management in the area of substance abuse. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Requires state certification as a Substance Abuse Disorder Professional.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 10 | 66 | \$65,131 | \$68,588 | \$72,322 | \$81,339 | \$87,931 | \$75,299 | \$73,313 |
| Incentive/Bonus Received | 6 | 21 | | | | | | | 1,594 |
| Total Cash Compensation (Base + Bonus) | 10 | 66 | 65,514 | 70,201 | 72,481 | 81,339 | 87,931 | 75,887 | 74,052 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$38.6M | 8 | 63 | 65,653 | 68,788 | 72,322 | 81,994 | 88,088 | 75,813 | 75,483 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 26 | | | | | | | 76,845 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 8 | 63 | 65,653 | 68,788 | 72,322 | 81,994 | 88,088 | 75,813 | 75,483 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Family Advocate

Promotes effectiveness of program services for clients by acting as liaison between program site and home. Communicates with program staff and family members with respect to goals, concerns and progress. Promotes family involvement through home visits, phone calls or written communication. Maintains program participant files. Provides referrals for community resources as needed.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 26 | 208 | \$49,275 | \$53,087 | \$58,978 | \$63,128 | \$70,040 | \$59,477 | \$62,670 | |
| Incentive/Bonus Received | 9 | 68 | | | | | | | 1,411 | |
| Total Cash Compensation (Base + Bonus) | 26 | 208 | 51,850 | 54,340 | 59,609 | 63,128 | 70,040 | 60,181 | 63,110 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$26.3M | 15 | 160 | 48,232 | 52,421 | 57,970 | 62,691 | 66,824 | 58,537 | 60,893 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 135 | 48,700 | 52,894 | 59,634 | 63,128 | 69,150 | 59,232 | 61,733 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | 5 | 24 | 52,000 | 53,690 | 59,998 | 70,030 | 70,040 | 61,290 | 62,856 | |
| 41 to 100 | 6 | 47 | 55,315 | 59,717 | 62,691 | 67,954 | 77,526 | 64,715 | 66,448 | |
| More than 100 | 12 | 134 | 48,142 | 51,948 | 55,890 | 60,575 | 63,205 | 57,155 | 59,716 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Eligibility Specialist

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/ Shelter section.)

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 14 | 83 | | | | | | | | \$59,241 |
| Incentive/Bonus Received | 5 | 9 | | | | | | | | 994 |
| Total Cash Compensation (Base + Bonus) | 14 | 83 | | | | | | | | 59,582 |
| Annual Expenses | | Annual Base Salary | | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$22.2M | 10 | 77 | | | | | | | 59,804 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | | 10 | 65 | | | | | | | 61,751 |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 8 | 66 | | | | | | | 60,373 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Intake Coordinator

Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses suitability of program for individual client. Explains policies, procedures and fees. Completes intake documentation to register a new case into the program. Interacts with any relevant government agencies. Facilitates the assignment of new case to organization's clinical staff. Maintains clinical forms, revising as necessary.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 28 | 133 | \$49,575 | \$52,801 | \$55,078 | \$60,954 | \$74,239 | \$57,640 | \$58,431 |
| Incentive/Bonus Received | 12 | 70 | 100 | 200 | 500 | 1,500 | 2,020 | 846 | 1,638 |
| Total Cash Compensation (Base + Bonus) | 28 | 133 | 49,659 | 53,208 | 55,120 | 61,495 | 74,319 | 58,085 | 58,972 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: \$7.1M | 5 | 21 | | | | | | | 55,844 |
| \$10,000,000 and more Med: \$25.2M | 16 | 97 | 50,870 | 53,664 | 55,182 | 62,109 | 76,278 | 59,020 | 61,399 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 13 | 77 | 51,126 | 53,664 | 55,432 | 63,232 | 77,376 | 60,036 | 62,472 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 5 | 17 | 50,000 | 51,281 | 54,600 | 63,500 | 71,261 | 57,380 | 57,410 |
| 41 to 100 | 7 | 49 | | | | | | | 57,254 |
| More than 100 | 13 | 64 | 50,295 | 52,260 | 55,182 | 61,506 | 79,321 | 59,202 | 62,300 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Resource & Referral Counselor

Provides resource and referral counseling to clients with respect to social services and educational programs. Develops and maintains relationships with community organizations to provide off-site referrals. Plans and hosts outreach events. Maintains documentation, runs reports related to services. Collaborates with staff in other departments to further organization's goals. May provide technical assistance to service providers.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 30 | 155 | \$52,000 | \$54,101 | \$57,408 | \$62,442 | \$68,702 | \$59,383 | \$63,403 | |
| Incentive/Bonus Received | 9 | 58 | | | | | | | 1,578 | |
| Total Cash Compensation (Base + Bonus) | 30 | 155 | 52,429 | 54,101 | 58,408 | 63,923 | 69,543 | 60,049 | 63,801 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.8M | 6 | 25 | 50,336 | 52,770 | 56,160 | 60,434 | 71,946 | 57,961 | 60,648 |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$25.0M | 17 | 122 | 51,772 | 54,101 | 57,408 | 64,500 | 66,827 | 59,250 | 62,913 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 89 | 50,085 | 53,560 | 56,285 | 60,278 | 67,101 | 57,978 | 63,377 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | 5 | 11 | | | | | | | 66,671 | |
| 16 to 40 | 7 | 21 | 48,672 | 52,770 | 56,098 | 58,292 | 61,984 | 56,265 | 59,550 | |
| 41 to 100 | 6 | 24 | | | | | | | 64,853 | |
| More than 100 | 12 | 99 | 50,232 | 54,695 | 57,408 | 64,688 | 66,186 | 59,128 | 63,564 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Senior or Adult Program Assistant

Provides support services to adults or senior clients in residence or day programs. Duties include any or all of the following: provides training and assistance with personal skills and care such as hygiene, clothing care, mobility, taking medicines, managing money, meal preparation, household maintenance, etc. Assists adults with transportation, making and meeting medical and other appointments, community participation, communication, meals, etc.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 45 | | | | | | | | \$52,103 |
| Incentive/Bonus Received | 2 | 20 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 45 | | | | | | | | 52,205 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Children or Youth Program Assistant

Provides support services to children or youth in residence or day programs. Duties include any or all of the following: provides training and assistance with personal and communication skills. Report jobs exclusively involved with education and/or recreation at job numbers 259-277.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 6 | 43 | | | | | | | \$52,770 |
| Incentive/Bonus Received | 2 | 4 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 43 | | | | | | | 52,978 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Personal Attendant/Home Health Care Worker

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in their homes.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|--------------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|------------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn | |
| Base Salary - All Employees | 6 | 2,438 | | | | | | | | \$45,415 |
| Incentive/Bonus Received | 3 | 241 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 2,438 | | | | | | | | 45,780 |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$22.2M | 5 | 2,436 | | | | | | | 45,396 |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | | 5 | 2,056 | | | | | | | 45,274 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Substance Use Disorder Professional Trainee (SUDP/T)

895

An individual registered under chapter 18.205 RCW, working toward full certification as a substance use disorder professional under supervision.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 5 | 16 | | | | | | | | \$62,548 |
| Incentive/Bonus Received | 1 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 5 | 16 | | | | | | | | 62,888 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Cultural Navigator/Broker, Social Services

Provides warm referrals and helps participants and families navigate systems and community resources. Often has lived experiences that are the focus of the relevant program services and is a member of the cultural/linguistic community being served.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|--------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 8 | 26 | | | | | | | | \$57,142 |
| Incentive/Bonus Received | 2 | 6 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 8 | 26 | | | | | | | | 57,226 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 24 | | | | | | | | 58,787 |
| Youth/Mentoring | | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:
 Annual Expenses
 Number of FTEs
 Number of Employees Managed

Peer Specialist

An individual who has lived experience with mental health or substance use disorders and is trained to support others with similar experiences.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|--------------|------------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|--------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 13 | 171 | \$47,840 | \$50,135 | \$56,285 | \$69,160 | \$81,120 | \$62,003 | \$57,013 | |
| Incentive/Bonus Received | 6 | 110 | | | | | | | 1,376 | |
| Total Cash Compensation (Base + Bonus) | 13 | 171 | 48,090 | 50,220 | 56,535 | 69,475 | 82,842 | 62,429 | 57,413 | |
| Annual Expenses | | | Annual Base Salary | | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | | |
| \$10,000,000 and more | Med: \$39.0M | 11 | 167 | 47,840 | 49,920 | 56,285 | 69,680 | 81,120 | 62,246 | 57,948 |
| Field of Service | | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | | |
| Community/Economic Development | | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | | |
| Disability Services | | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | | |
| Healthcare | | | | | | | | | | |
| Housing/Shelters | | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | | |
| Older Adult Services | | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | | |
| Social Service, Multiple Programs | 7 | 76 | | | | | | | 60,135 | |
| Youth/Mentoring | | | | | | | | | | |
| Number of FTEs | | | | | | | | | | |
| 1 to 5 | | | | | | | | | | |
| 6 to 15 | | | | | | | | | | |
| 16 to 40 | | | | | | | | | | |
| 41 to 100 | | | | | | | | | | |
| More than 100 | 11 | 167 | 47,840 | 49,920 | 56,285 | 69,680 | 81,120 | 62,246 | 57,948 | |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Volunteer Director

Recruits, trains and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service on a regular basis, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 18 | 21 | \$61,322 | \$68,796 | \$76,336 | \$82,875 | \$87,269 | \$76,673 | \$75,766 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 18 | 21 | 61,322 | 68,796 | 76,336 | 82,875 | 87,269 | 76,720 | 75,822 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: | | | | | | | | | |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$37.2M | 11 | 14 | 70,876 | 74,807 | 77,511 | 83,647 | 101,374 | 80,609 | 80,199 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 6 | 9 | | | 76,752 | | | 81,628 | 81,386 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | 9 | 12 | 72,507 | 74,880 | 77,511 | 83,272 | 106,705 | 81,242 | 80,953 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 9 | 10 | | | 75,816 | | | 79,868 | 80,335 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Volunteer Coordinator

Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to program.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|--------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 30 | 35 | \$49,504 | \$52,083 | \$58,552 | \$62,941 | \$69,955 | \$59,196 | \$59,401 |
| Incentive/Bonus Received | 11 | 14 | 150 | 425 | 600 | 1,011 | 1,625 | 749 | 786 |
| Total Cash Compensation (Base + Bonus) | 30 | 35 | 49,504 | 53,000 | 59,052 | 63,983 | 70,480 | 59,496 | 59,689 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.4M | 6 | 6 | | | 57,381 | | | 56,695 | 56,695 |
| \$2,000,000 - \$4,999,999 Med: \$3.5M | 5 | 6 | | | 57,502 | | | 58,094 | 58,250 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$24.7M | 11 | 15 | 50,477 | 56,517 | 58,552 | 68,827 | 72,992 | 61,161 | 62,263 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | 8 | 10 | | | 56,711 | | | 56,033 | 56,198 |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 9 | 11 | | | 60,382 | | | 62,680 | 63,079 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 6 | 6 | | | 54,631 | | | 54,962 | 54,962 |
| 16 to 40 | 6 | 6 | | | 59,551 | | | 59,433 | 59,433 |
| 41 to 100 | 7 | 10 | | | 56,888 | | | 58,588 | 59,323 |
| More than 100 | 8 | 10 | | | 59,467 | | | 62,634 | 63,389 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Communications Director or Manager

Acts as spokesperson for the organization within the community, to government, prospective funders and others. Markets and promotes the organization's goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities, and supervises public relations staff. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|---------------|--------------------|----------------|----------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 54 | 59 | \$72,842 | \$80,273 | \$95,046 | \$111,627 | \$129,894 | \$98,375 | \$97,817 |
| Incentive/Bonus Received | 14 | 15 | 280 | 500 | 1,100 | 2,617 | 5,892 | 2,051 | 2,126 |
| Total Cash Compensation (Base + Bonus) | 54 | 59 | 73,342 | 80,850 | 95,046 | 113,502 | 129,894 | 98,897 | 98,368 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.6M | 8 | 8 | | | 82,998 | | | 82,710 | 82,710 |
| \$2,000,000 - \$4,999,999 Med: \$3.6M | 11 | 12 | 73,489 | 81,013 | 87,220 | 98,795 | 141,000 | 93,816 | 94,461 |
| \$5,000,000 - \$9,999,999 Med: \$6.2M | 11 | 11 | | | 106,981 | | | 102,045 | 102,045 |
| \$10,000,000 and more Med: \$26.0M | 21 | 25 | 76,733 | 92,353 | 103,707 | 123,721 | 146,423 | 107,908 | 107,733 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | 5 | 5 | | | 80,850 | | | 91,248 | 91,248 |
| Culture/Arts/Museums/Theaters | 6 | 8 | | | 96,363 | | | 98,138 | 90,217 |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 5 | 5 | | | 107,322 | | | 112,127 | 112,127 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 14 | 72,301 | 84,827 | 100,021 | 123,078 | 137,633 | 102,349 | 102,349 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 12 | 12 | 58,875 | 75,207 | 85,926 | 106,682 | 141,000 | 91,044 | 91,044 |
| 16 to 40 | 13 | 14 | 76,421 | 80,706 | 90,690 | 101,779 | 124,722 | 93,735 | 94,274 |
| 41 to 100 | 8 | 8 | | | 96,010 | | | 97,741 | 97,741 |
| More than 100 | 18 | 22 | 75,807 | 95,810 | 105,285 | 123,974 | 147,211 | 110,042 | 110,312 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 26 | 28 | 80,792 | 88,797 | 100,021 | 122,443 | 131,442 | 104,374 | 103,026 |
| 4 to 8 | 5 | 5 | | | 124,477 | | | 123,499 | 123,499 |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Public Relations Manager

Plans and produces print and other advertising programs; develops and implements promotional, publicity and marketing programs; represents the organization to the community, government and media to publicize its programs and needs; seeks and develops opportunities to enhance the image of the organization in the community. Develops public relations budget and controls costs to approved budgets.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|----------------|-----------------|------------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organiztn |
| Base Salary - All Employees | 11 | 12 | \$64,220 | \$68,279 | \$79,188 | \$86,206 | \$99,286 | \$78,715 | \$79,498 |
| Incentive/Bonus Received | 3 | 3 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 11 | 12 | 64,220 | 68,279 | 79,188 | 86,206 | 100,892 | 79,004 | 79,813 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: | | | | | | | | |
| \$10,000,000 and more | Med: \$26.3M | 5 | 6 | | 74,730 | | | 78,006 | 79,587 |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | | | | | | | | |
| 41 to 100 | | | | | | | | | |
| More than 100 | | 5 | 6 | | 74,730 | | | 78,006 | 79,587 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Content Marketing Manager

Responsible for sourcing, writing, producing and distributing content for online and/or offline marketing needs. Uses written, multimedia and video storytelling to create innovative and engaging content in support of the organization's marketing goals. Contributes to content marketing initiatives, coordinating with communications and fund development departments to develop materials and presentations. May manage organization's presence on social media platforms.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 29 | 34 | \$68,474 | \$70,491 | \$77,985 | \$86,163 | \$98,500 | \$80,352 | \$78,749 |
| Incentive/Bonus Received | 5 | 5 | | | 500 | | | 1,670 | 1,670 |
| Total Cash Compensation (Base + Bonus) | 29 | 34 | 68,474 | 70,590 | 77,985 | 86,163 | 98,650 | 80,597 | 79,037 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: | | | | | | | | | |
| \$2,000,000 - \$4,999,999 Med: \$3.4M | 7 | 7 | | | 77,000 | | | 77,137 | 77,137 |
| \$5,000,000 - \$9,999,999 Med: \$7.9M | 6 | 7 | | | 85,169 | | | 83,348 | 83,406 |
| \$10,000,000 and more Med: \$25.0M | 13 | 17 | 70,342 | 71,114 | 78,682 | 89,275 | 114,400 | 83,082 | 80,552 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | 5 | 5 | | | 77,000 | | | 81,565 | 81,565 |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 5 | | | 77,969 | | | 75,486 | 75,486 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | 6 | 6 | | | 75,525 | | | 78,177 | 78,177 |
| 41 to 100 | 9 | 10 | | | 77,985 | | | 78,242 | 77,713 |
| More than 100 | 9 | 13 | 70,462 | 74,790 | 84,490 | 95,000 | 114,400 | 86,255 | 84,010 |
| Number of Employees Managed | | | | | | | | | |
| 1 to 3 | 6 | 7 | | | 78,000 | | | 78,929 | 78,251 |
| 4 to 8 | | | | | | | | | |
| 9 to 14 | | | | | | | | | |
| 15 and over | | | | | | | | | |

Marketing Coordinator

Performs a variety of marketing-related tasks under general supervision, including development of advertising materials, direct mail campaigns and events. Prepares proposals, presentations and reports.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|---------------------------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 32 | 36 | \$50,803 | \$56,160 | \$61,651 | \$71,738 | \$75,437 | \$63,432 | \$64,026 |
| Incentive/Bonus Received | 14 | 16 | 170 | 300 | 500 | 1,725 | 3,281 | 1,150 | 1,272 |
| Total Cash Compensation (Base + Bonus) | 32 | 36 | 51,626 | 56,160 | 62,041 | 72,255 | 77,039 | 63,943 | 64,583 |
| Annual Expenses | Annual Base Salary | | | | | | | | |
| Less than \$500,000 Med: | | | | | | | | | |
| \$500,000 - \$999,999 Med: | | | | | | | | | |
| \$1,000,000 - \$1,999,999 Med: \$1.3M | 5 | 5 | | | 60,902 | | | 60,436 | 60,436 |
| \$2,000,000 - \$4,999,999 Med: \$3.5M | 6 | 6 | | | 56,080 | | | 56,888 | 56,888 |
| \$5,000,000 - \$9,999,999 Med: | | | | | | | | | |
| \$10,000,000 and more Med: \$23.8M | 15 | 19 | 48,880 | 59,363 | 63,773 | 73,050 | 77,505 | 64,403 | 65,930 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 5 | 5 | | | 58,989 | | | 60,341 | 60,341 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 5 | 5 | | | 60,902 | | | 62,356 | 62,356 |
| 16 to 40 | 10 | 11 | | | 60,000 | | | 61,787 | 61,500 |
| 41 to 100 | | | | | | | | | |
| More than 100 | 11 | 14 | 47,320 | 58,453 | 62,328 | 70,304 | 80,093 | 63,412 | 65,247 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Social Media Coordinator

Develops and implements a social media strategy for the organization. Researches social media outlets that are conducive to the organization's program and service goals. Oversees blogs, podcasts, and other online communication, including fundraising, marketing and advocacy efforts.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-------------|-----------|--------------------------|---------------|---------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 16 | 18 | \$49,504 | \$56,087 | \$61,611 | \$72,512 | \$80,209 | \$64,009 | \$63,936 |
| Incentive/Bonus Received | 5 | 7 | | | 2,000 | | | 1,756 | 1,659 |
| Total Cash Compensation (Base + Bonus) | 16 | 18 | 49,504 | 56,087 | 63,736 | 74,033 | 82,039 | 64,692 | 64,455 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: | | | | | | | | |
| \$2,000,000 - \$4,999,999 | Med: | | | | | | | | |
| \$5,000,000 - \$9,999,999 | Med: \$6.7M | 8 | 8 | | 62,931 | | | 66,705 | 66,705 |
| \$10,000,000 and more | Med: | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | | | | | | | | | |
| 16 to 40 | | 5 | 5 | | 60,861 | | | 66,241 | 66,241 |
| 41 to 100 | | | | | | | | | |
| More than 100 | | | | | | | | | |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Field of Service
- Number of Employees Managed

Graphic Artist

Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g. drawings, photographs, paintings).

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|---------------|---------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th % ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 10 | 12 | \$50,690 | \$63,012 | \$69,399 | \$75,924 | \$98,946 | \$71,619 | \$68,973 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 10 | 12 | 50,690 | 63,012 | 69,399 | 76,299 | 98,946 | 71,660 | 69,023 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Writer/Editor

Writes and edits internal and external materials, including printed and web materials, speeches, opinion pieces, essays, issue papers, background documents, conference materials, and other publications. For grant writers, please see positions #215 and #216 in Development section. Report positions involved with writing and/or editing for an organization's regular media publications in the Media/Journalism position group.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|---------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 6 | 7 | | | \$71,585 | | | | \$76,636 | \$73,246 |
| Incentive/Bonus Received | | | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 6 | 7 | | | 71,585 | | | | 76,636 | 73,246 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Membership Director or Manager

Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members including newsletter, invitations to events and activities, and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | | |
|-----------------------------------------------|-----------|-----------|--------------------------|-----------|--------------------|-----------|-----------|-----------------|-----------------|----------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn | |
| Base Salary - All Employees | 7 | 15 | | | | | | | | \$79,447 |
| Incentive/Bonus Received | 1 | 1 | | | | | | | | |
| Total Cash Compensation (Base + Bonus) | 7 | 15 | | | | | | | | 79,547 |

The following sections are not included on this page due to insufficient responses for each of their data categories:

- Annual Expenses
- Field of Service
- Number of FTEs
- Number of Employees Managed

Community Outreach Coordinator

Responsible for connecting people in the broader community to the organization's programs. Plans and represents the organization at community events and other communication opportunities. Creates outreach materials for distribution to the organization's target population. Develops and maintains relationships with collaborative partners. May oversee organization's community engagement budget.

| Salary & Incentives: All Organizations | # of Orgs | # of Emps | Annual Cash Compensation | | | | | | |
|-----------------------------------------------|--------------|-----------|--------------------------|---------------|--------------------|---------------|---------------|-----------------|-----------------|
| | | | 10th %ile | 25th %ile | Median (50th% ile) | 75th %ile | 90th %ile | Avg by Employee | Avg by Organztn |
| Base Salary - All Employees | 43 | 77 | \$55,952 | \$60,164 | \$64,563 | \$72,993 | \$81,800 | \$67,103 | \$65,232 |
| Incentive/Bonus Received | 10 | 28 | | | | | | | 1,285 |
| Total Cash Compensation (Base + Bonus) | 43 | 77 | 56,072 | 60,320 | 64,610 | 73,671 | 83,133 | 67,730 | 65,505 |
| Annual Expenses | | | Annual Base Salary | | | | | | |
| Less than \$500,000 | Med: | | | | | | | | |
| \$500,000 - \$999,999 | Med: | | | | | | | | |
| \$1,000,000 - \$1,999,999 | Med: \$1.3M | 9 | 9 | | 60,320 | | | 62,673 | 62,673 |
| \$2,000,000 - \$4,999,999 | Med: \$2.7M | 5 | 7 | | 69,098 | | | 65,569 | 63,997 |
| \$5,000,000 - \$9,999,999 | Med: \$7.0M | 8 | 11 | | 63,440 | | | 65,948 | 65,271 |
| \$10,000,000 and more | Med: \$25.4M | 17 | 46 | | | | | | 69,861 |
| Field of Service | | | | | | | | | |
| Assn/Membership/Support Orgs/Philanthropy | | | | | | | | | |
| Child Welfare/Child Care | | | | | | | | | |
| Community/Economic Development | | | | | | | | | |
| Conservation/Environment/Parks | | | | | | | | | |
| Culture/Arts/Museums/Theaters | | | | | | | | | |
| Disability Services | | | | | | | | | |
| Education/Schools/Colleges/Research | | | | | | | | | |
| Food/Agriculture/Nutrition | | | | | | | | | |
| Gender-Based Violence/Sexual Assault Svcs | | | | | | | | | |
| Healthcare | | | | | | | | | |
| Housing/Shelters | | | | | | | | | |
| Immigrant & Refugee Services | | | | | | | | | |
| Legal Services/Advocacy/Civil Rights | | | | | | | | | |
| Mental Health/Counseling/Behavioral Health | | | | | | | | | |
| Older Adult Services | | | | | | | | | |
| Social Service, One Major Program | | | | | | | | | |
| Social Service, Multiple Programs | 14 | 25 | 53,872 | 61,683 | 67,725 | 80,002 | 94,203 | 70,172 | 68,552 |
| Youth/Mentoring | | | | | | | | | |
| Number of FTEs | | | | | | | | | |
| 1 to 5 | | | | | | | | | |
| 6 to 15 | 11 | 11 | | | 58,760 | | | 60,477 | 60,477 |
| 16 to 40 | 10 | 15 | 55,358 | 57,554 | 69,306 | 72,000 | 74,730 | 66,371 | 65,330 |
| 41 to 100 | 6 | 6 | | | 65,583 | | | 69,959 | 69,959 |
| More than 100 | 14 | 43 | | | | | | | 68,390 |

The following section is not included on this page due to insufficient responses for each of its data categories
 Number of Employees Managed

Appendix A

Survey Jobs with Job Descriptions

Administrative Positions

055 **Director, Administration/Operations**

Directs a group of functions for the organization, including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service, and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. Jobs that include management of the organization's financial department are reported in job #106 (Director of Finance & Administration).

060 **Regional Manager/Center Manager**

Manages the day-to-day operations of a regional facility that delivers programs and services in accordance with the organization's goals and objectives. Functions include program development and implementation, staffing, volunteer coordination, community relations, budgeting, record keeping, and facility maintenance. May participate in or lead fundraising activities for the region.

065 **Office Manager**

Provides direct supervision of the organization's office services, including mail pick up and distribution, records maintenance, copy/print services, reception, office maintenance and cleaning services, communications/telephones, and similar.

070 **Executive Assistant**

Provides a wide variety of skilled administrative and clerical support for the chief executive, directors, or other senior management staff. Responsibilities involve exposure to sensitive information and require considerable use of tact, diplomacy, discretion, and judgment. Assumes responsibility for special projects; attends board or similar meetings to take, transcribe, and distribute minutes; prepares board packets; maintains databases; researches/analyzes data and develops reports for management decision-making; may follow up on projects assigned to managers by senior executive.

075 **Administrative Assistant, Senior Level**

Provides a variety of administrative and clerical support to managers and/or other staff. Duties may include researching/compiling information and coordinating activities between departments and/or outside services. Maintains data, generates and formats reports and other documents using a full range of computer software skills, including spreadsheets, word processing, desktop publishing, database management, presentation software, etc. May assume responsibility for special projects relating to department functions.

080 **Administrative Assistant, Intermediate Level**

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; prepares correspondence and develops other routine documents; may make appointments and travel arrangements, and coordinates activities related to department functions.

085 **Administrative Assistant, Junior Level**

Performs routine clerical duties such as answering telephones, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, and preparing routine correspondence.

090 **Receptionist**
Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in the Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

093 **Business Development Manager**
Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further the organization's growth and impact.

094 **Contracts Administrator**
Oversees organization's contractual agreements related to delivery of program services. Is responsible for maintaining documentation in compliance with the specific requirements of each contract. Monitors contract budgets, expiration dates, reporting dates, and documentation. Communicates with the organization's program directors/managers and representatives of funding agencies.

095 **Quality Assurance Manager**
Designs and implements quality-control program to ensure that the organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department, and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

096 **Quality Assurance Specialist**
Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree to which standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

Accounting/Finance Positions

106 **Director of Finance & Administration**
Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities, and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

110 **Controller**
Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

115 **Accounting Manager**
Manages and performs various accounting activities including developing, implementing, and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. Typically supervises more than three staff members.

120 **Accounting Supervisor**
Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable, or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five hourly accounting staff.

124 **Senior Accountant**
Working under only general supervision, performs relatively complex accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff.

125 **Staff Accountant**
Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports, and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and the organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

126 **Payroll Specialist**
Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

130 **Accounting Clerk**
Processes/posts a variety of accounting transactions such as invoices, payments, and expenses in accordance with department procedures. Maintains accounting files. Checks and verifies accounting data; enters data into the computerized accounting system and uses the system to research questions and generate reports. Performs related general clerical duties.

135 **Cashier**
Receives and accounts for cash, credit card and check payments received for sales of goods, services or similar. Makes change. Counts and balances receipts as scheduled, ensuring accuracy. May assist in providing information to customers or clients.

Animal Care/Control Positions

780 **Veterinarian**
Responsible for providing diagnostic and therapeutic veterinary medical services and surgery. Assists in training and supervising organization staff regarding diagnostic, therapeutic, surgical and animal handling procedures. Licensed veterinarian certification required.

781 **Director of Animal Services**
Responsible for a complex animal services operation, including shelter and clinic services, animal-related law enforcement and advocacy, and emergency preparedness. Is a member of the organization's management team. Provides strategic oversight of programs and services, directly supervises key employees who in turn supervise departments and/or programs. Represents the organization in dealings with government agencies, community organizations and the public.

782 **Veterinary Clinic Manager**
Responsible for overall management and daily preparation of the clinic, including staffing, operations, budgeting, funding, developing reports and policies, and community outreach.

784 **Humane Officer**
Performs duties involving the protection of animals and the enforcement of animal-related codes. Completes reports and maintains documents in accordance with state and local laws. Responds to complaints regarding the mistreatment of animals. Educates the public about humane treatment of animals.

| | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 785 | Senior Registered Veterinary Technician This position refers to a senior-level professionally licensed employee responsible for handling and treating animals that may be injured, wild or vicious. Assists veterinary staff in examining, handling, and treating animals. Assists veterinarians in administering anesthesia and preparing animals for surgery. Maintains veterinarian patient records and supply inventories. Administers first aid treatments and medications to domestic animals as directed by veterinary staff. The senior-level RVT also performs procedures requiring a high level of skill independently. |
| 786 | Registered Veterinary Technician This position refers to professionally licensed employees responsible for handling and treating animals that may be injured, wild or vicious. Assists veterinary staff in examining, handling and treating animals. Assists veterinarians in administering anesthesia and preparing animals for surgery. Maintains veterinarian patient records and supply inventories. Administers first aid treatments and medications to domestic animals as directed by veterinary staff. Employees who are not professionally licensed employees but do similar work are classified under job #788, Veterinary Technician. |
| 788 | Veterinary Technician Responsible for handling animals that may be injured, wild, or vicious. Assists veterinary staff in examining, handling, and treating animals. Assists veterinarians in administering anesthesia and preparing animals for surgery. Maintains veterinarian patient records and supply inventories. Administers first aid treatments and medications to domestic animals as directed by veterinary staff. |
| 789 | Animal Care Manager Responsible for the organization's animal care programs and services. Hires and supervises animal care staff. Oversees the humane handling, housing and socialization of all animals by staff and volunteers. Ensures that all animals receive proper daily care, feeding and medicating; that medical or behavioral conditions are referred for treatment; that documentation of animal care procedures are maintained; and that supplies, food, and equipment are tracked and stocked as needed. |
| 790 | Animal Care Worker Responsible for handling, caring and feeding all animal patients. Identifies problems to be brought to the attention of the veterinary staff. Records daily patient information. Takes animals for walks or provides exercise regimen. Bathes and clips animals. Keeps animal care facilities clean and sanitary. |
| 791 | Animal Adoption Counselor Counsels, educates and screens potential adopters of animals. Assists prospective adopters with the selection of a pet best suited to their circumstances, placing pets into loving, permanent homes that are mutually compatible for the pet and adoptive family. |
| 792 | Animal Adoption Manager Responsible for the organization's animal adoptions programs and services. Hires and supervises animal adoption staff. Ensures that intake and adoption goals are met through adequate staffing, effective training, and excellent customer service. Partners with other organizations such as veterinary hospitals, shelters and rescue organizations. Develops creative marketing campaigns to promote adoption programs that successfully match adopters with animals. Works with outreach staff on community events including mobile adoption opportunities. Participates in the development of department budgets. Compiles and reports adoption-related data. |
| 793 | Animal Intake Manager Manages the intake function of an animal shelter. Manages relationships, schedules, and coordinates appointments with rescue partners and transporters. Gathers background information about each animal and assesses animal suitability for the shelter's program. Introduces new animals into the shelter's existing population. Participates in development of organization's policies to further effectiveness of animal care, intake and adoption programs. |
| 795 | Animal Shelter Manager Responsible for overall management and daily preparation of shelter, including staffing, operations, budgeting, funding, developing reports and policies, and community outreach. |

797 **Animal Behaviorist**
Assesses and works with animals on behavioral issues within a shelter environment. Performs intake assessment of new animals, evaluates animals for possible behavioral needs, makes recommendations with respect to placement for adoption. Designs behavior programs for individual animals to enhance their adoptability and quality of life. Maintains detailed records and documentation of all behavior assessment information. Works with staff and volunteers to further organization's goals related to positive behavior modification.

799 **Humane Educator**
Develops curricula and conducts training programs to teach members of the public how to interact with animals in a compassionate and considerate way. Develops and presents educational programs to a wide variety of community groups with audiences of varying ages and backgrounds on such topics as animal welfare, animal rights, and animal behavior; arranges schedules and space; identifies community needs and participates in development of new education programs. Typically, this position requires a degree (or equivalent) in education, animal science or a related field.

Cultural, Artistic, Performing Arts Positions

154 **Artistic Director**
Responsible for setting the artistic direction and programming of a performing arts or cultural organization. Organizations reporting this position will also have a CEO/Executive Director who has overall responsibility for running the organization's administrative functions. Both the Artistic Director and CEO/Executive Director report to the Board of Directors.

155 **Curator**
Directs, coordinates and may participate in the activities involved in operating a museum, art gallery or zoo. Directs instructional activities, acquisition of new items, special and standing exhibits, safekeeping, research and public service objectives of the organization.

156 **Resident Director**
Responsible for the creative decisions of a performing arts production. Approves design elements including sets, costumes, lighting, sound, and music.

157 **Resident Designer**
Responsible for overall design and coordination of one or more creative elements of a performing arts production, such as costumes, lighting, sound, props, or scenery. Works closely with production team to ensure designs are within team's overall ideas and within the production budget. Some examples of Resident Designers are costume designers, lighting designers, scenic designers, and properties directors.

160 **Production Manager/Coordinator**
Supervises all technical elements of a performing arts production including sets, props, costumes, lighting, sound system and movement.

162 **Stage Manager**
Organizes and coordinates rehearsals and performances, ensures props and equipment are available and maintained, disseminates information to other theater departments. Acts as liaison between theater management, box office, director, and technical personnel.

163 **Costume Shop Manager**
Plans and supervises the operation of a costume shop for a performing arts organization. Supervises purchase, construction, alteration, and storage of costumes. Manages and controls costume budget.

165 **Box Office/Sales Manager**
Supervises sale of individual, group and subscription tickets by staff and/or volunteers. Maintains accurate and complete database of sales and financial records. Coordinates use of charge card services.

166 **Technical Staff**
Participates in the construction and fabrication of one or more creative elements of a performing arts production, such as costumes, lighting, sound, props, or scenery. Works with Resident Designer to implement creative decisions. Responsible for equipment and property related to their field. Some examples of technical staff are wardrobe supervisors, cutters, electricians, carpenters, and set crew.

| | | |
|-----|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 167 | Production Assistant | Provides general support and assistance in all aspects of a performing arts production. Tasks may include general office and administrative work, scheduling meetings, working on sets, assisting with crowd control, delivering messages, and running errands. |
| 168 | Box Office Assistant | Performs clerical and administrative tasks related to box office operations. Processes ticket orders. Handles phone calls, emails and in-person registration for events and programs. Sends confirmation emails and letters. Maintains documentation and runs reports as needed. |
| 180 | Actor | Rehearses and performs in a performing arts production. |
| 181 | Instrumental Musician | Rehearses and performs in a performing arts production either as a soloist or as a member of an ensemble. |
| 185 | Visitor Services Manager | Manages visitor access and services at a museum, gallery, theater or other cultural venue to ensure that visitors have a positive experience. Arranges group tours and event rentals. Oversees venue's master calendar. Coordinates program needs with organization's education and volunteer departments. Supervises visitor services staff and volunteers. May be involved with organization's retail and membership operations. |
| 186 | Visitor Services Specialist | Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships. |
| 190 | Director of Exhibits | Has overall responsibility for development and production of museum exhibits. Supervises exhibit staff and manages museum facility. Collaborates and communicates effectively across organization's departments to support museum projects and financial goals, manages budgets and deadlines for museum projects. Fosters creative partnerships to build strong community relations, participates in resource development efforts. |
| 192 | Exhibit Developer | Responsible for conception and creation of museum exhibits. Uses broad knowledge of exhibit fabrication methods and materials; exhibit prototyping and production skills; experience in researching and writing exhibit content, text and narratives; strong organizational and project management skills with ability to oversee production; computer graphic and mechanical design skills; and communication and presentation skills. Generally requires a college degree in science, engineering, industrial design, or architecture and several years of experience in the design and development of museum exhibits. |
| 194 | Exhibit Designer | Creates museum exhibits using architectural, scenic, interactive, and graphic components. Requires skill in sketching, drawing, drafting, computer-based design and graphics applications; knowledge of exhibit fabrication methods and materials; prototyping; project management/communication skills and the ability to oversee production. Generally requires a degree in design, engineering, industrial design, or architecture and several years of experience in exhibit design. |
| 195 | Exhibit Graphic Designer | Responsible for creating the visual look and feel for exhibits and developing a visual and graphic strategy that successfully communicates the exhibit content to the intended audience. Designs environmental and interpretive printed graphics and user interfaces and graphics for screen. Prepares graphics specifications and production files, manages production process with printers and other graphics vendors. Generally requires a degree in design and advanced skills in computer-based graphics applications. |
| 196 | Exhibit Fabricator | Responsible for fabrication of exhibits; evaluation, redesign, refurbishment, modification and improvement of existing exhibits; and installation and breakdown of traveling exhibitions. May require skills including metal working, machining, woodworking, and plastics techniques, basic drawing, sketching, and CAD skills. Generally requires several years of experience in a professional production workshop. |

197 **Archivist**
Responsible for processing, arranging, and documenting items in a museum collection according to archival processing standards. Updates and maintains procedures and policies; provides reports for use in grant writing and strategic planning. Manages project staff, supervising archival assistants. Participates in public programs and represents the museum in professional organizations.

198 **Exhibit Guide/Docent**
Actively interacts with museum visitors to enhance their enjoyment and learning experiences, and speaks about museum exhibits to groups of visitors. Understands and demonstrates his/her knowledge of the museum's general themes and exhibits. Assists in the opening/closing procedures of the museum.

Development Positions

205 **Director, Development**
Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual, and deferred giving; approaches to individuals, foundations, and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

210 **Development Manager, General**
Manages one or more functions within development, such as foundation and corporate grants, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. Supervises grant writers and administrative/support staff.

211 **Development Manager: Annual Giving**
Manages organization's annual giving campaign. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

212 **Development Manager: Major Gifts**
Manages organization's major gifts program. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

213 **Development Manager: Capital Campaign**
Manages organization's capital campaign program. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

214 **Development Manager: Planned Giving**
Manages organization's planned giving program. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

215 **Grant Proposal Writer, All Types of Funding**
Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

216 **Grant Proposal Writer, Government Funding**
Researches funding opportunities from government sources that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government funds. Develops/maintains effective, long-term working relationships with government agencies to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. May participate in contract administration to ensure spending is in accordance with funding requirements.

217 **Development Officer**
Manages one or more fund development functions. Works under general supervision, exercising significant independent judgment. Generally does not have supervisory responsibility for administrative/support staff.

220 **Special Event Coordinator**
Develops and coordinates special events to generate funds, attendance, increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budget; locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events and coordinates activities to ensure the event runs smoothly; oversees promotion and marketing of the event. Conducts an appraisal after the event to determine its success and any improvements needed the next time the event occurs. Develops and maintains donor and participant databases.

222 **Direct Mail Coordinator**
Responsible for the organization's direct mail efforts, including designing and implementing direct mail strategies for existing and prospective donors. Participates in creation of materials. Maintains direct mail database, provides reports as needed and assesses performance of direct mail campaigns.

225 **Development Associate**
Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pickup of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development staff.

Education & Recreation Positions

250 **School Principal**
Lead educational administrator of a primary and/or secondary school comprised of grades within the range of K-12. Reports to the governing board of the school. Responsible for overall operations, including academic standards, curriculum development, hiring of faculty and staff, extracurricular activities and safety. Ensures that the school complies with all relevant regulations as well as board policies.

252 **Director of Early Childhood Programs**
Oversees early childhood initiatives, ensuring program quality, compliance, and alignment with mission goals.

253 **Director, Education**
Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

254 **Admissions Director**
Responsible for administering school's admissions procedures to maintain the desired level of enrollment. Tracks enrollment changes in order to anticipate and promptly fill vacant slots, manages touring procedures for visiting prospective families. Ensures that all inquiries from prospective and waitlisted families are properly directed and promptly responded to, and that accepted students and their families receive a comprehensive orientation.

255 **Curriculum Specialist**
Develops instructional material, coordinates educational content, and incorporates current technology into educational programs. Monitors the progress of students and teachers to assess the effectiveness of programs. Requires instructional experience and a teacher credential.

256 **Educator or Teacher, Adult Education**
Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

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| 257 | Academic Counselor Provides educational guidance for students in a school setting. Works with students to choose courses and plan schedules, recommending appropriate educational plans for students based on their unique interests and strengths. Advises students and families throughout the school year both academically and socially to ensure students are on track to achieve their educational goals. |
| 258 | Site Supervisor Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations. |
| 259 | Teacher, K – 12 Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K - 12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). |
| 262 | Teacher, Pre-School Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant. |
| 265 | Teaching Assistant, K-12 Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one on one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work. |
| 268 | Teaching Assistant, Pre-School Under the supervision of a teacher, participates in the direct supervision of children to ensure their health and safety. Provides nurture, care, and guidance to each child. Interacts with the children in the implementation of learning programs and activities. Assists children with physical needs. Supervises children in play areas. |
| 269 | Special Education Teacher Develops and implements curricula to meet the academic and other needs of children with cognitive, emotional and/or physical disabilities. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). |
| 270 | Tutor Provides academic instruction to individuals or small groups of students. Meets with students on a regular basis to assist with academic coursework. Requires thorough knowledge of specific subject areas and teaching experience. |
| 271 | Child Care Provider Provides a safe, nurturing, welcoming environment for young children; attends to physical needs of children; serves snacks and drinks; plays indoor and/or outdoor games with children; reads to children; supervises children playing. Maintains communications with parents and guardians. |
| 272 | Community Peer/Educator Works collaboratively with staff and community to design, coordinate and present educational programs on behalf of the organization to school and/or community groups. Presentations may be either at the organization's facilities or elsewhere in the community. May assist with administration of educational program including marketing, fundraising, managing supplies, creating assessments and supervising volunteers. May have lived experience with the educational issues addressed by these programs. |

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| 273 | Recreation Program Manager Responsible for organizing and staffing youth and adult sports leagues and recreational programs, managing the schedule for facilities required, overseeing open recreation and sports programs, and coordinating facility rentals, as well as supervision of facility staff. Develops, promotes, coordinates and implements sports and/or recreation programs, including leagues and clinics. Manages enrollment process and participant communications, participates in development of budgets, coordinates publicity materials and manages the facilities' schedules. Hires, manages and schedules program support staff. Maintains records, compiles and submits reports as required related to program development and participation, employment and payroll, marketing and departmental goals. |
| 274 | Life Guard/Swim Instructor Ensures a safe, secure environment for clients using the organization's swimming pool or other water facilities. Provides continuous observation of clients in the pool to ensure their safety. Provides active supervision and feedback to swimmers when they act in a manner unsafe to self or others. Rescues individuals experiencing difficulty; administers CPR and other first aid treatment as necessary. Teaches water safety and swimming to individuals and groups. Maintains active lifeguard and CPR certification. |
| 275 | After School Instructor Leads academic and enrichment activities for school-age children or youth in an after-school program. Plans and facilitates academic skill-building activities; writes lesson plans. Provides homework and academic support for participants. Promotes a safe and supportive classroom environment. Maintains accurate attendance records, participates in staff meetings and trainings. |
| 276 | Instructional Aide Provides support to teachers and other staff members in a school setting serving special needs students. Assists with implementation of educational programs, classroom behavior management, small group instruction, and recess/lunchtime supervision. May participate in transportation of students. |
| 277 | Recreation or Activity Leader, Children or Youth Develops program content, organizes and leads recreation activities to enhance the social development of clients (children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama, or similar. Teaches and participates in activities, assesses/reports progress toward goals. Does not include Recreation or Activity leaders whose primary function is to work with seniors or adults. Depending upon their specific duties, some of these employees may be reported under Children or Youth Program Assistant (Job #890). |
| 278 | Recreation or Activity Leader, Adults Develops program content, organizes, and leads recreation activities to enhance the social development of adult clients. Activities may include individual or group sports, arts and crafts, music, dance and drama. Teaches and participates in activities, assesses/reports progress toward goals. Depending upon their specific duties, some of these employees may be reported under Senior or Adult Program Assistant (Job #889). |
| 280 | Fitness Instructor Develops physical fitness program content to meet the needs of adults to improve general or specific health and fitness. Conducts classes/instructs individuals and groups in such programs. Provides continuous observation of clients to ensure their health and safety. Participates in keeping records. Promotes participation of current and prospective clients in fitness programs. May determine specific goals for participants and assess/report progress towards goals. |
| 282 | Camp Director Responsible for the coordination, program development, budget management, and execution of camp programs, including the hiring, training, and management of seasonal camp staff. Designs camp programs, coordinating with the organization's other program services as appropriate. Oversees camp program marketing and promotional materials. Completes and maintains all program-related documentation and reports. Maintains compliance with accreditation standards. |

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| 284 | Assistant Camp Director Responsible for assisting in the coordination, program development and execution of the organization's camp programs, including the hiring, training, and management of seasonal camp staff, with direction from the Camp Director. May oversee programming for specific camps. Assists with the development and monitoring of program budgets. Assists with development of marketing and promotional materials. Performs other duties as assigned by the Camp Director. |
| 286 | Transition Teacher Teaches students with disabilities of ages 18-22 in a school transition program. Focuses on teaching skills of daily living and vocational skills that lead to a successful transition into adulthood, including the transition from school to the workforce. This includes supporting students and their families with making the community connections necessary to be eligible and receive adult services upon exit from school-based transition services. |
| 287 | Play & Learn Facilitator Plans, implements and executes regular playgroup experiences for children 0-5 years old and their caregivers at the organization's location and/or in the community. Works collaboratively to develop community partners and secure playgroup space in the community. Recruits and engages caregivers as well as parents to participate in playgroups utilizing the program curriculum. Plans for and guides both caregiver and child learning in each playgroup session. Completes administrative tasks with respect to evaluations, intake forms and sign-in sheets. Works with communications department to develop marketing materials. |
| 288 | Behavioral Specialist/Coordinator In an educational setting, supports children with behavioral or emotional challenges, often collaborating with families and teachers to create individualized plans. |
| 289 | Family Engagement, Resource or Service Specialist/Coordinator Supports families in engaging with early childhood programs, often bridging the gap between families and services. |
| 290 | Home Visitor/Early Learning Specialist Supports families in their home environments, providing early education services. |
| 291 | Child Development Specialist/Coordinator Works with children and families, assessing developmental needs and offering targeted interventions. |
| 292 | Cultural Navigator/Broker, Education In an educational setting, provides warm referrals and helps participants and families navigate educational systems and resources. Often has lived experiences that are the focus of the relevant program services and is a member of the cultural/linguistic community being served. |

Employment/Work Training Positions

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| 305 | Job Developer Locates and develops job openings for placement of clients through personal visits to companies, telephone calls and other communication. Develops and maintains effective working relationships with representatives of employment agencies, companies and other sources of employment. |
| 310 | Vocational Counselor Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling. Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans. |
| 315 | Job Coach Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to the job, behavior at work, required job skills and work production. Coaches employee/client on the job in meeting production and behavioral expectations of the employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employers to promote placement of other clients. |

Environmental/Conservation Positions

320 **Director of Conservation**

Responsible for the overall development and implementation of the organization's conservation goals. Provides leadership on science-based project evaluation, stewardship, land management planning and implementation, public agency fundraising, and the development of relationships with partner organizations. Oversees conservation and restoration projects. Manages project budgets. Participates in the development and implementation of strategic plans. Directs and supervises conservation staff as well as contractors and consultants.

325 **Land Stewardship Manager**

Responsible for the overall management of the organization's land stewardship efforts. Manages professionals, contractors, maintenance crews, volunteers, and others in stewardship projects. Maintains up-to-date and accurate records. Fosters and maintains positive relationships with neighbors and partners of properties. Participates in the prioritization of stewardship projects and the development of grants to fund them.

330 **Land Acquisition Manager**

Develops and implements the organization's land acquisition goals. Negotiates land transaction projects. Works to establish and advance partnerships with the local community, other conservation organizations, and political leaders. Conducts outreach to landowners and initiates land protection projects that are identified as priorities for the organization. Leads the grant writing efforts for land acquisition projects and manages grants that are funded. Coordinates the work of consultants in the land acquisition process.

335 **Restoration Specialist**

Supports the development and implementation of conservation projects. Participates in planning project objectives, identifying issues and risks. Maintains relationships with partners and communities involved. Reports progress while the project is in process. Compiles and analyzes data collected on-site, reports progress to colleagues. Writes reports and articles based on project research.

340 **Tree Technician**

Responsible for tree care and light pruning, inspection and acceptance of trees, delivery of trees to planting sites, and planting of trees, including installation of stakes and ties. Conducts on-going maintenance as required. Provides instruction in support of tree planting at schools, parks, and other public agencies. Requires effective communication skills, Washington driver's license and ability to safely lift 80 pounds.

343 **Field Crew Member**

Responsible for hand piling and thinning of small trees and brush, operating chainsaws, tree flagging, GPS mapping, and other forestry technician duties as needed.

345 **Weatherization/Energy Program Assessor/Inspector**

Performs a variety of duties related to client homes for a home energy assistance program. Determines needs and assesses characteristics of each home, completes forms, writes reports, makes recommendations for repair work, provides information to clients, and performs safety checks. Requires specialized training and certification.

348 **Weatherization/Energy Program Crew Leader**

Supervises a work crew for a home energy assistance program. Establishes daily plans, procedures, and priorities. Trains and assigns work to crew members, and participates in performance evaluations. Tracks supplies, tools and equipment. Prepares production reports. Ensures that installations are performed in compliance with program standards and requirements.

350 **Weatherization/Energy Program Crew Member**

Provides home energy assistance services as a crew member. Participates in the development of daily work plans, assesses field supply and equipment requirements, and maintains tools and equipment. Performs installation of a variety of energy program measures according to program standards. Completes documentation related to installation projects.

352 **Naturalist/Environmental Educator**

Develops curricula and presents educational programs about environmental issues and the natural world to student groups and/or the general public. Leads discussions and group activities; arranges schedules and space; develops educational materials; identifies community/student needs and participates in development of new education programs; may supervise volunteers or others. Typically, this position requires a degree (or equivalent) in environmental science or a related field.

Executive Positions

005 **Executive Director/Chief Executive Officer**

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance, communications. Represents organization to government agencies, community and the public.

006 **Co-Executive Director**

Shares Executive Director responsibilities (see job #005) with one or more other Co-Executive Director(s). Specific areas of management may include fundraising/development, human resources, strategic planning, programs, finance and/or communications. Represents organization to government agencies, community and the public and is responsible to the organization's Board of Directors.

010 **Associate Director/Chief Operating Officer**

Provides direction and day-to-day management of several key functions other than programs, such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for the organization in the absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

015 **Chief Programs Officer**

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

020 **Chief Communications Officer**

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

025 **Chief Development Officer**

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

030 **Chief Human Resources Officer**

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

035 **Chief Information Officer**
The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues.

040 **Chief Strategy Officer**
The organization's top executive is responsible for developing and implementing the organization's strategic initiatives. This position is found only in relatively large organizations with an executive in this area on the senior management team. Has overall responsibility for all aspects of the organization's strategic planning. Supervises employees who carry out the organization's strategic plans. Advises other top executives and the organization's board of directors on issues related to strategy development and execution.

105 **Chief Financial Officer**
Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments, and treasury, in accordance with generally accepted accounting principles and organization/contract policies and procedures; safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Food Service Positions

355 **Food Service Manager or Supervisor**
Supervises food preparation facilities to ensure the preparation and serving of nutritionally balanced meals for clients, staff and others; ensures kitchen activities comply with licensing, sanitation and safety regulations; ensures quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment. Supervises kitchen staff in the safe preparation and serving of food.

360 **Registered Dietician**
Assesses nutritional needs of clients and determines an appropriate diet; instructs clients in applying proper nutrition for optimal health and/or to resolve medical problems. May supervise and/or develop menus for clients for use by kitchen staff. Requires state certification as a Registered Dietitian.

361 **Nutritionist**
Provides nutrition counseling and education to the organization's clients. Screens clients for nutrition risk factors, develops individual nutrition plans, designs educational materials, and maintains relevant documentation. Generally requires a BA in Nutrition Science or a related field.

363 **Nutrition Assistant**
Assists with client screening for nutrition-related risk factors, provides individual and group nutrition counseling and education. Assists clients with appointment scheduling, refers clients to other staff as needed. Participates in outreach activities to target populations and community groups. Performs clerical tasks related to the organization's nutrition-related programs and services.

365 **Cook**
Prepares, cooks and serves nutritionally balanced meals for clients and employees of organization, ensuring health and safety standards are met. Plans menus. Maintains inventory of stock and orders more as necessary. Prepares food (e.g., chops, peels, bakes); cooks using deep fryers, grills, ovens, and stove tops; hand mixes small items; bakes breads and pastries; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served; may wash dishes.

370 **Food Service Assistant/Worker**
Assists cooks in the preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties, including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others.

Foundation/Philanthropy Positions

960 Program Officer

Plans the short-term and long-term development of respective program areas, encourages grant proposals that advance Foundation grantmaking goals. Maintains current, working knowledge in particular field(s), performs assessments of grant/loan proposals, develops funding recommendations, develops program and policy recommendations, monitors grants once awarded, and maintains community outreach.

965 Program Associate

Assists Program Officer by providing administrative and clerical support and works as a team member to meet the foundation's objectives. Processes proposals through the grantmaking cycle, monitors grants, projects and budgets, maintains a working knowledge of assigned program areas. Responds to inquiries or problems from applicants, grantees and the general public. Conduct program-related research and prepares reports for Program Officer.

970 Grants Manager/Administrator

Responsible for tracking grant awards, verifying and tracking due diligence materials, and processing grant distributions.

Gift/Thrift Shop, Warehouse & Food Bank Positions

453 Director of Retail Operations

Leads organization's retail and/or e-commerce operations. Determines and implements sales standards and procedures. Responsible for the selection of inventory, preparation of budgets, compilation, and reporting of sales data. Plans promotions and events. Hires and supervises staff. Collaborates with other departments of the organization, such as IT and communications, to achieve the organization's goals.

455 Gift/Thrift Shop Manager

Responsible for managing the gift/thrift shop consistent with the organization's goals and ensuring reasonable profits. In a gift shop, plans and purchases a mix of merchandise that will sell profitably. In a thrift shop, evaluates sale patterns to determine customer preferences and locate more similar items. Receives, checks, and shelves inventory; maintains attractive displays of items; ensures the store is maintained in a clean, neat, and attractive manner. Supervises retail clerks and volunteers who staff the shop; provides training and guidance to employees and volunteers to ensure high levels of customer service, promotion and sale of products. Maintains financial and other records. Monitors budgets. Promotes store throughout the community.

460 Gift/Thrift Shop Retail Sales Clerk

Checks, shelves, and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

461 Warehouse Operations Director

Provides leadership for all warehouse operations, including planning, development, implementation and evaluation. Responsible for effective supply chain management, direct supervision of warehouse management staff, and vendor and consultant contracts. May oversee warehouse-related IT needs, ensuring data accuracy and security. Maintains safety and regulatory compliance.

462 Warehouse Manager

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers.

465 Warehouse Worker

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed, or other small truck to pick up and deliver items.

480 **Food Bank Manager**
Manages a food bank to provide food and other consumer items to those in need. Supervises or performs needs assessment of applicants for food and ensures maintenance of associated records. Develops and maintains contacts in the community to develop sources of food and other items. Coordinates and participates in fundraising activities and drives for donations. Recruits, trains, schedules, and supervises volunteers and paid staff. Ensures food bank activities comply with applicable health and safety regulations.

485 **Food Bank Assistant/Clerk**
Fills client grocery orders. Oversees the work of volunteers, including training them in procedures for receiving, storing, and maintaining stock and filling orders for food bank clients. Enters data relative to the distribution of food and other consumer items to clients into the computer. Generates associated reports. Helps with pick up and deliveries of food and supplies. Assists volunteers with food drives. Receives, sorts and stocks food and other supplies onto warehouse shelves. Maintains records of inventory. Ensures warehouse is maintained in a neat and clean manner. Ensures food bank activities meet applicable health and safety regulations.

Government Affairs & Research Positions

380 **Director or Manager, Government Affairs**
Directs government affairs and advocacy activities for the agency. Manages staff involved in advocating for government policies and laws supporting the agency's field(s) of interest. This includes research and analysis of proposed and current legislation, budgets, ballot initiatives and state programs. Directs agency's grassroots activities, including building and participating in coalitions. Develops and maintains effective working relationships with state, local and/or federal elected officials and advocates on behalf of the agency's interests and goals.

381 **Advocacy Manager**
Responsible for developing and implementing the organization's advocacy strategy, maintaining a comprehensive knowledge of public policy and legislation related to the organization's mission and programs. Translates policy developments into advocacy actions to present to and engage with stakeholders. Develops and maintains relationships with community partners to further the organization's advocacy goals and efforts.

382 **Data Manager**
Responsible for managing the organization's research-related database system, reporting and analytics tools and software, document handling applications, and web applications. Facilitates collaboration between non-technical users and technical staff to define the strategy and implementation of projects. Supervises data/research analysts and/or assistants in this area.

383 **Lobbyist**
Develops and maintains effective working relationships with state and other elected officials and lobbies on behalf of the agency's interests and goals. Develops and maintains a working knowledge of proposed legislation and analyzes its impact on the agency's programs. Develops and maintains relationships with lobbyists from other community-based organizations to promote common goals. May speak at community events to promote participation in grassroots activities. Participates in grassroots lobbying events and provides leadership to volunteer participants.

384 **Policy Analyst**
Responsible for advocacy and public policy planning, strategy, and research on behalf of the organization. Requires familiarity with government programs and policies on local, state and/or national levels. Develops the organization's advocacy strategy, facilitates staff and board processes to determine priority issues, monitors relevant legislation and policy developments, provides advice and strategy assistance to organization staff, conducts formal public policy presentations to staff and board of directors, drafts written statements on specific policy issues.

385 **Staff Scientist**
Designs, performs, analyzes, and documents scientific projects that further the organization's mission and goals. May involve regular travel to execute projects in the field. Requires a Master's degree in a scientific discipline closely related to the focus of an organization's research, as well as some prior work experience.

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| 386 | Senior Scientist Directs and guides scientific projects in support of the organization’s mission and goals. Responsible for the development and execution of the organization’s scientific projects. Represents the organization to clients/partner organizations and the community, responsible for obtaining funds/grants. Supervises and trains staff scientists. Requires a Ph.D. in a scientific discipline closely related to the focus of the organization’s research. |
| 387 | Research Analyst: Social Sciences Participates in planning research projects in a social science discipline, including drafting all/part of grant applications, determining the most appropriate research methods, gathering and analyzing data, and preparing/publishing the final report. Recruits participants for research and evaluation projects. Determines methods for interviewing techniques and the protocols to be observed. Interviews and/or trains others to interview participants. Manages compilation of data, including the establishment and maintenance of databases, compiling and cleaning quantitative and qualitative data, and storage of completed surveys. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics. |
| 388 | Research Analyst: Technology Participates in planning research projects in technology, including drafting all/part of grant applications, determining the most appropriate research methods, gathering and analyzing data, and preparing/publishing the final report. Manages compilation of data, including establishing and maintaining databases, compiling and cleaning quantitative and qualitative data. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics. |
| 389 | Scientific Data Analyst Processes, integrates, and interprets scientific data to support the organization’s mission & goals. Generates products derived from data which may include statistics, graphs, maps, or software applications. Determines data standards and protocols to promote data integrity. Manages compilation of data including establishing and maintaining databases, compiling and cleaning data. May work closely with Scientists to ensure the integrity of scientific interpretation. Work usually occurs under limited supervision. Requires a Bachelor’s degree, and typically includes subject matter expertise in a specific data science area. |
| 390 | Research Assistant Assists in the recruitment of participants for research projects. May interview participants in accordance with protocols. Cleans and enters qualitative and quantitative data into the database. Maintains and updates information in the database. Assists with analyses of data (e.g., runs frequency reports and cross-tabulations on data) and report preparation. Maintains resource and information libraries. |
| 391 | Science Analyst Makes scientific contributions to and supports projects, tasks, and processes in support of the organization’s mission & goals. Participates in some combination of field work, data management, scientific research, scientific meetings and planning, project management and/or project tracking. Work usually occurs under direct supervision. Requires a Bachelor’s degree. |
| 393 | Librarian Responsible for the design and administration of library services and policies. Plans, organizes and develops collections and resources, including books, multimedia, serials and archival materials. Provides reference advice and assistance to library users. Serves as a liaison to organization staff. |
| 396 | Library Assistant Under general supervision, assists with library services and resources. Helps to manage collections, process and monitor serials, locate library material for patrons, check books in and out, re-shelve returned materials, and answer basic reference questions. |

Housing/Community Development Positions

410 **Director of Real Estate Development**

Provides overall management and direction to one or more real estate development programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating the program with others in the organization.

411 **Project Developer**

Performs development tasks associated with the acquisition of land, buildings, construction and/or rehabilitation of housing units and other real estate. Carries out job tasks with final review by senior-level developer or director of real estate development, and/or executive director. Demonstrated ability to communicate clearly and relate to a variety of diverse individuals and groups. Ability to produce financial spreadsheets.

412 **Construction Manager**

Serves as the in-house expert on rehabilitation projects during the construction phase of projects under development. Under the supervision of the Director of Property Management and/or the Director of Real Estate Development, the Construction Manager oversees the project development, design, bidding, contract document development, and construction phases of both capital improvement and construction rehabilitation projects. The Construction Manager will work with outside contractors and vendors from time to time. In addition, he or she will communicate with regulatory agencies and lender representatives in conjunction with property management staff regarding building improvements.

420 **Director of Resident/Community Services**

Provides overall management and direction to multiple social service programs, including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating programs with others in the organization.

421 **Program Manager, Resident/Community Services**

Provides overall management and supervision to one (or two) social service program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating program with others in the organization.

422 **Resident Services Coordinator**

Provides a wide range of support and community services for an assigned group of apartment residents. Orients new residents on services and activities available within the community and on-site. Assists residents in obtaining and coordinating needed services in such areas as employment, transportation, education, and in-home health. Develops and maintains a resource guide for use by residents. Organizes and conducts community activities and participates in community groups relevant to residents' needs. Handles crisis intervention actions until the appropriate emergency agency arrives. Maintains confidential records of all resident transactions.

423 **Director of Property Management**

Provides overall management and direction to residential and commercial property operations, including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating the program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer and directly or indirectly manages a minimum of ten staff. Develops and implements short and long-range plans to take advantage of business opportunities and to ensure maintenance of property values. Directs efforts to ensure compliance with lenders and investors. Directs programs to develop and train site staff and supervisors.

424 **Property Supervisor**

Provides overall management to the general operations of multiple residential and/or commercial facilities, including staffing, daily operations, budgeting, funding, developing policies, and community outreach. Manages construction and/or renovations during design, construction, completion, and occupancy. Reports on the status of sites, programs, and residents.

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| 425 | Site Administrator Responsible for the day-to-day operations of an assigned apartment complex. Processes apartment lease applications, move-in and move-out actions, and related certifications. Sets-up and maintains the integrity of resident files, applications, and waiting lists. Collects rent, makes bank deposits, and orients new residents to the building, policies, and regulations. Conducts physical site inspections and written reviews. Responds to resident grievances and provides problem resolution assistance. |
| 426 | Shelter Manager Provides overall management to the general operations of the organization's shelter and/or residential facilities, including staffing, daily operations, budgeting, funding, developing policies, and community outreach. Manages construction and/or renovations during design, construction, completion, and occupancy. |
| 427 | Shelter Supervisor Supervises the day-to-day operations of a shelter or residential facility, including food service, cleaning, maintenance, assigning rooms/space, day care, and related activities. Ensures safe, secure living conditions for residents and staff. Supervises facility assistants and maintenance staff. May assist in implementing a therapeutic program for residents. |
| 428 | Occupancy Specialist Provides information to participants and applicants of housing programs and provides technical staff assistance. May assess eligibility, analyze income and assets, and maintain associated records. |
| 429 | Desk Clerk Provides security at a residential property. May also assist with other tasks, such as office work or cleaning, as assigned. Answers the telephone and greets residents and guests. Ensures doors are closed and locked. Contacts appropriate personnel during an emergency. Documents incidents that occur at the site in logbook. |
| 430 | Program Manager: Housing Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating the program with others in the organization. |
| 431 | Program Manager: Economic Development Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating the program with others in the organization. |
| 432 | Asset Manager (Compliance & Monitoring) Ensures that each property developed has legal document summaries, with the financial responsibilities of each partnership and project loan summarized, as well as rent restrictions. Monitors compliance with governing documents and works with appropriate staff to make sure that compliance is maintained. Establishes tickler system for reporting. |
| 433 | Asset Manager (Financial Analyst) Reviews and monitors capital accounts, reserve accounts, and losses to determine capital planning strategies. Performs in-depth analysis of real estate portfolio. Develops strategies for financial restructuring and/or amendment of regulatory agreements as needed. Coordinates with broker on insurance; may also be responsible for the organization's overall risk management strategies. |
| 434 | Shelter Coordinator Supports the routine operation of each shelter. Administers resident intake, monitors the facility for safety and order. Orients participants about the shelter program, engages them in shelter activities, and provides information to assist them in accessing services. Helps to maintain a safe, clean, and comfortable environment. |
| 435 | Assistant Site Administrator Determines clients' initial and continuing eligibility for housing programs. Interprets and explains rules, documents, policies, and services to program applicants. Sets up and maintains comprehensive records. |

438 Loan Officer

A credit professional who participates in the organization's community development lending effort. Primary responsibilities are to source and underwrite loan requests and provide technical assistance to clients. Initiates and develops relationships with borrowers, builds and manages a base of referral sources and strategic partnerships to advance the organization's mission and impact.

Human Resources Positions

505 Director, Human Resources

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

510 Human Resources Manager

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

512 Human Resources Generalist

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position does not generally have a supervisory role over other department employees.

513 HRIS Manager

Under general supervision, manages the information systems of the organization's human resources department to collect and maintain internal employment-related data. Responsible for determining needs, communicating with vendors, implementing and maintaining systems, integrating technology into the functions of the HR department, troubleshooting, and training staff to use technology effectively.

514 Benefits Manager

Under general supervision, develops and administers the organization's employee benefits program, including health insurance and retirement plans. Assists in developing an overall benefits philosophy for the organization. Researches, designs, and evaluates benefits options. Serve as liaison between the organization and various benefits vendors. Manages employee enrollment process.

515 Human Resources Representative or Specialist

Under general supervision, performs a wide variety of professional-level human resources functions, including recruiting, interviewing, and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

516 **Recruiter**
Works under the general supervision of a Human Resources Director or Manager. Assesses the organization's employment needs, sources & interviews job candidates, checks references, coordinates interviews with hiring managers, makes recommendations, conducts exit interviews, and compiles statistics. Requires knowledge of the organization's employment practices as well as legal compliance issues.

520 **Human Resources Assistant**
Performs a variety of skilled administrative and clerical duties directly related to human resources activities. These include maintaining employee databases and files; processing status changes; assisting employees to sign up/apply for benefits; screening resumes/application forms; scheduling interviews for others; checking references; compiling data and preparing routine and special reports; providing information to employees on policies and procedures; participating in employee activities; etc. May provide secretarial support to human resources managers and staff.

Information Technology Positions

555 **Director, Information Technology/Services**
Determines organization needs for information management and manages the development and implementation of systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, website development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on the purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

560 **Information Technology Manager**
Provides day-to-day management of information technology functions including computer operations, applications and systems programming and networks. Analyzes the needs of departments and plans, organizes, and implements new and/or modified systems to handle those needs; determines costs and budgets for information technology projects and controls costs to approved budgets; identifies training needs among staff and develops/implements training programs to enhance computer skills throughout the organization.

562 **Systems Administrator**
Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

563 **Software Engineer**
Develops, codes, tests, debugs, implements and documents software program applications. Uses technical resources such as utility software, development software, and diagnostic software. Performs engineering duties for projects of moderate complexity. Works under limited direction, regularly exercising independent judgment.

565 **Database Administrator**
Develops and maintains computerized databases including definition, structure, documentation, operations and security. Sets up master files and ensures accuracy and completeness of all data; participates in exchanges of data (e.g., the "Big List"). Protects integrity of data using proper security controls.

570 **Network Technician**
Installs, modifies, tests and maintains the organization's data communication network equipment; Responds to network problems, troubleshoots and performs repairs in a timely manner; maintains associated records detailing downtime, changes, updates, and related information.

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| 575 | <p>Personal Computer Technician</p> <p>Installs, modifies, and maintains the organization’s personal computers and related systems. Installs, upgrades and backs-up software and hardware applications. Troubleshoots software and hardware failures and resolves as appropriate; trains users in resolving routine problems, using new software, and providing advice and guidance as needed.</p> |
| 576 | <p>Tech Support Specialist</p> <p>Supports staff in use of the organization’s technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.</p> |
| 580 | <p>Data Entry Operator</p> <p>Enters data from source documents into computer databases; verifies information and makes changes where necessary; may run routine reports and perform related clerical duties.</p> |
| 585 | <p>Web Site Developer</p> <p>Develops and maintains web site content that will motivate, inform and intrigue users so that they regularly access the site and use it for information and decision making. Seeks out users to gather feedback for improvement and enhancements. Maintains technical integrity of web website. Maintains and upgrades hardware and software. Communicates router configuration changes, troubleshoots system errors and bugs. Maintains servers, creates monitoring reports and logs. Monitors site for user accessibility. Establishes back-ups and monitors site security.</p> |

Legal Services & Community Organizing Positions

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| 598 | <p>Director of Legal Services</p> <p>Responsible for the development and supervision of the organization's legal services programs. Implements best practices, develops policies and procedures, and oversees evaluation of the services with regular outcomes measurement and analysis. Supervises a team of manager-level attorneys who in turn, supervise staff-level attorneys. Coordinates the training needs of all staff, ensuring compliance with continuing legal education requirements for attorneys. Establishes and maintains strategic partnerships with other organizations. Represents the organization in the community.</p> |
| 600 | <p>Managing Attorney</p> <p>Leads a team of staff attorneys in support of the organization's mission and goals. Responsible for the development and execution of the organization's litigation efforts. Represents the organization to clients/partner organizations and the community. Supervises and trains staff attorneys and the organization's other legal staff.</p> |
| 602 | <p>Staff Attorney</p> <p>Responsible for advocacy, research and litigation in support of the organization’s policy and advocacy goals. May supervise paralegals, legal secretaries, assistants and interns. Requires admission to practice law/membership in the State Bar Association.</p> |
| 605 | <p>Attorney, Legal Aid/Advocacy</p> <p>Provides a wide variety of legal services to clients of an advocacy or legal aid–type organization. Represents clients in court and other venues as necessary. Requires admission to practice law/membership in the State Bar Association.</p> |
| 610 | <p>Attorney, Corporate</p> <p>Provides legal counsel to the organization on assigned projects or cases. Advises on cases involving the organization and may represent it in court. Draws up contracts involving leases, licenses, purchases, sales, real estate, insurance, employment and other issues. Examines legal data to determine advisability of defending or prosecuting lawsuits. Requires admission to practice law/membership in the State Bar Association.</p> |
| 615 | <p>Paralegal</p> <p>Assists attorneys in research activities and preparing routine legal documents. Advises the organization on routine legal matters. Prepares documents such as agreements, leases, and pleadings related to litigation or non-litigation matters. An incumbent typically has completed paralegal education/training.</p> |

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| 620 | <p>Legal Secretary/Assistant</p> <p>Performs all the duties of an Administrative Assistant in a legal environment that require a working knowledge of legal terminology and formatting of legal documents such as pleadings, court forms, contracts, etc. Requires working knowledge of law library, state and federal regulations, code sections, and related matters.</p> |
| 624 | <p>Senior Community Organizer</p> <p>Organizes, mobilizes and informs the organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business and media leaders. Works under only general supervision, using a high degree of independent judgment. Represents the organization to the public, government agencies, and the media. May be responsible for project budgets and may supervise junior community organizing staff.</p> |
| 625 | <p>Community Organizer</p> <p>Organizes, mobilizes and informs the organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business, and media leaders.</p> |
| 630 | <p>Campaign Director</p> <p>Provides overall management and direction to one or more large issue-based campaigns including managing staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating the program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or the Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Smaller programs are reported in job #632.</p> |
| 632 | <p>Campaign Manager</p> <p>Provides overall management and supervision to one or two issue-based campaigns including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating the program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Larger programs are reported in job #630.</p> |
| 635 | <p>Campaign Coordinator</p> <p>Assumes responsibility for the implementation of a single issue-based campaign ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.</p> |
| 638 | <p>Campaign Assistant</p> <p>Performs a variety of skilled administrative and clerical duties directly related to issue-based campaign management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, and assisting and participating in program events.</p> |

Media/Journalism Positions

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| 642 | <p>Editor in Chief</p> <p>Has primary responsibility for the development and production of the organization's media publications, including the maintenance and efficient functioning of the production systems. Responsible for the conceptualization of content, development of editorial calendar, development of story ideas, preparing stories for publication, obtaining graphic content, supervising copy editing, and proofreading.</p> |
| 645 | <p>Digital Editor</p> <p>Develops the strategy, production, and presentation of content for the organization's media publication(s). Participates in the creation and presentation of content, which may encompass print, digital, video, and audio. Produces original content for publication through reporting, as directed by the Editor in Chief. Participates in discussions about the future of the production and dissemination of editorial content for the organization as a whole.</p> |
| 650 | <p>Media Producer</p> <p>Creates a wide range of video productions. Responsible for filming, editing, and generally assisting with production management of video products for all departments. Works with the media lab's content management system to ensure effective tracking, and metadata creation to make media assets easily accessible.</p> |

Medical & Clinic Services Positions

702 **Director, Medical Services**

Provides leadership and oversight to an organization's medical and health service programs; provides direction, consultation and support to medical practitioners; oversees quality assurance programs; ensures compliance with medical risk management and healthcare-related regulations and policies; develops and implements in-service training for clinical programs/services; develops policies/protocols to ensure quality client/patient services and care; may provide direct patient care (e.g. conduct physical examination, determine course of treatment, provide treatment, document patient files). Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that contribute to its overall success. Requires State of Washington licensure as a Medical Doctor.

704 **Clinic Director**

Provides direction and supervision of the day-to-day activities of the clinic's medical programs; manages, implements, and monitors the quality assurance programs; develops and implements programs to retain volunteers and clinical staff; implements credentialing, re-credentialing, and in-service training programs; assists in long-term and short-term planning.

706 **Physician, Family/General Practice**

Provides primary care to clinic outpatients including physical examinations, making diagnoses, determining course of treatment, providing/supervising appropriate treatment, prescribing medications, and documenting patient files. Participates in and supports quality assurance programs; supervises patient care professionals, technicians and other staff. Requires licensure by the State of Washington as a Medical Doctor. Note: Report physicians with specialty practices in internal medicine, obstetrics & gynecology, pediatrics, or other specialty in job codes 707, 708, 709 and 710 (below).

707 **Physician, Internal Medicine**

See job #706 above for description.

708 **Physician, Obstetrics & Gynecology**

See job #706 above for description.

709 **Physician, Pediatrics**

See job #706 above for description.

710 **Physician, Other Specialty**

See job #706 above for description.

712 **Director of Nursing**

Manages patient care services; ensures high quality of nursing care and compliance with clinic policies, government regulations, and accreditation standards; supervises/utilizes professional, technical, and support nursing staff; oversees development and implementation of patient care goals and objectives. Position typically requires a current Washington Registered Nurse's license and a bachelor's or master's degree in a related discipline.

714 **Registered Nurse**

Assesses patient's condition; plans and provides professional nursing care to clinic patients; performs medical examinations; evaluates and documents progress; provides healthcare instruction to patients; may dispense and administer medications; may provide leadership within area of expertise and/or direct supervision to para-professionals and support staff. Position requires a current Washington Registered Nurse's license.

716 **Advanced Registered Nurse Practitioner (ARNP)**

A registered nurse prepared at the graduate level as a nurse practitioner, nurse anesthetist, nurse midwife, or clinical nurse specialist, and licensed under chapter 18.79 RCW.

718 **Physician Assistant**

Under the direct supervision of a physician with a Physician's Assistant Supervisory license, provides primary care to clinic patients including taking histories and performing routine physicals, diagnosing and treating common illnesses and injuries. Position requires Washington licensure as a Physician's Assistant.

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| 720 | Licensed Practical Nurse Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physicians' instructions; administers medications; draws blood; provides healthcare instruction to patients. Requires licensure by the State of Washington as a Licensed Practical Nurse. |
| 721 | Certified Nursing Assistant (CNA) An individual certified under chapter 18.88A RCW to provide basic nursing care under the direction of an RN or LPN. |
| 722 | Medical Assistant, Certified Meets with patients to take history, check and record vital signs; ensures physician or nurse has needed supplies, instruments and equipment; sterilizes/cleans equipment; prepares/sets up treatment rooms; ensures treatment rooms are maintained in a clean and orderly manner; assists physicians and nurses in providing treatment. Requires technical school certification as a medical assistant or equivalent working experience. Must be certified through an accredited program. |
| 723 | Medical Assistant, Non-Certified Meets with patient to take history, check and record vital signs; ensures physician or nurse has needed supplies, instruments, and equipment; sterilizes/cleans equipment; prepares/sets up treatment rooms; ensures treatment rooms are maintained in a clean and orderly manner; assists physicians and nurses in providing treatment. |
| 724 | Health Educator Develops curricula and conducts training programs in response to the healthcare needs of the general community in such topics as substance abuse, HIV/AIDS, violence prevention, and pregnancy/family planning; leads discussions and group activities; arranges schedules and space; develops or orders educational materials; identifies community needs and participates in development of new education programs; may supervise volunteers or others. Typically, this position requires a degree (or equivalent) in health education, psychology, social work, education, or a related field. |
| 726 | Dental Director Provides leadership and oversight to an organization's dental program(s); provides supervision and leadership to hygienists, students and volunteers; develops clinic policies and protocols to ensure quality patient services and care; oversees and ensures compliance with risk management policies, grants, and regulating agencies. Provides direct patient care within the scope of general dentistry including endodontia and exodontia. Requires licensure as a doctor of dentistry. |
| 728 | Dentist Provides direct patient care within the scope of general dentistry including endodontia and exodontia; provides supervision and leadership to hygienists, students and volunteers. Requires licensure as a doctor of dentistry. |
| 729 | Registered Dental Hygienist Performs a variety of skilled dental health procedures, which may include patient screening and education, taking of x-rays, teeth cleaning, application of sealants, and making impressions of teeth for evaluation. Requires state licensing as a Registered Dental Hygienist. |
| 730 | Registered Dental Assistant Assists dentists in dental procedures, post-operative procedures, patient education and record-keeping; prepares dental trays; takes and mounts x-rays; cleans/sterilizes instruments and work areas ensuring compliance with OSHA and CDC guidelines; explains post-operative care and hygiene methods to patients. Must have Washington RDA credential. |
| 731 | Dental Assistant Assists dentists in dental procedures, post-operative procedures, patient education and record-keeping; performs other related tasks as required. This position does not require Washington RDA credential. |

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| 732 | Laboratory Technician/Technologist Performs a wide variety of laboratory testing, including urinalysis, pregnancy testing, spun hematocrits, gram stains, wet mount, mono-spot, strep tests, and tuberculin skin tests; performs phlebotomy; reads and reports results for use by clinicians; maintains laboratory equipment and solutions; ensures activities comply with standard protocols and standards for prevention of disease transmission. Requires a Washington license as Clinical Laboratory Technologist or Scientist. |
| 733 | Laboratory Assistant Responsible for the processing, storage, labeling, release to distribution, and disposal of laboratory specimens such as blood or urine. May also assist in testing laboratory specimens under the supervision of a licensed technician or technologist. |
| 734 | Phlebotomist Performs venipuncture and related duties; draws blood, ensuring compliance with health and safety regulations and protocols; and maintains associated records accurately and completely. Position requires phlebotomy certification. |
| 736 | Radiology Technician Sets up and performs all diagnostic medical imaging procedures for clinic patients; processes and reviews results for clarity and forwards to clinicians for diagnosis and treatment; assists with patient registration, maintains associated records. Requires State licensure as a radiology technician. |
| 738 | Community Health Worker Participates in the delivery of healthcare services to patients; schedules clinic appointments (both patients and healthcare practitioners); refers and follows up with patients to ensure they received appropriate care; maintains accurate and complete medical records; processes/records test results; coordinates services with other clinic departments; counsels patients in where/how to obtain needed services; may perform crisis intervention. This position typically requires a bachelor's degree (or equivalent) in a health-related field and Community Health Worker certification. |
| 740 | Case Manager, Medical Facilitates and actively participates in the delivery of psycho-social and health-related services for clients of the clinic. Assesses needs of individuals for family planning, health risk education, HIV counseling, pregnancy education, psychological services, medical or dental care, social services, etc.; determines eligibility for various services and links/assists clients in obtaining various services within and outside of the clinic. Maintains accurate and complete records; participates in case conferences. Typically, this position requires a bachelor's degree (or equivalent) in social services or health field and Community Health Worker certification. |
| 742 | Patient Financial Services Manager Responsible for all credit and collections on patient accounts including insurances, government programs, and patient payments; provides financial counseling to patients; creates special accounts; supervises Patient Accounts Representatives. |
| 744 | Patient Accounts Representative Interviews and assists patients in making claims for payments for medical services; works with insurance carriers and government agencies to determine available benefits; prepares and submits documents for reimbursement; bills patients and follows up to collect on delinquent accounts; works with patients to determine payment schedules. |
| 745 | Health Information Coordinator Compiles, processes, and manages health information records by ensuring patient records remain accurate, complete, current, confidential, and are compliant with federal and state regulations, HIPAA, and the organization's policies and procedures. |
| 748 | Medical Records Clerk Maintains accurate and complete medical records files on patients; sets up files in accordance with standard procedures; files all documents related to a client; pulls and prepares files for daily clinic sessions; responds to requests for medical records in accordance with clinic protocols/procedures. |

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| 750 | <p>Billing Clerk</p> <p>Responsible for processing patient-related billing and submitting claims for reimbursement. Reviews and verifies patient charts for accuracy, completeness, required signatures, and proper assembly in accordance with reimbursing agency guidelines. Routes charts for follow-up as needed. Performs data entry and prepares statistical and other reports related to billing activities. This position typically requires prior experience in medical billing.</p> |
| 752 | <p>Receptionist (Medical)</p> <p>Receives and registers patients; makes/cancels appointments; provides referrals to other departments or services; helps walk-in patients obtain appropriate appointments or services; facilitates patient flow; assists patients to complete required documents. (Report receptionists working outside of medical services programs in the Receptionist job in the Administrative Positions section, job #090.)</p> |
| 761 | <p>Physical Therapist</p> <p>Under the direction of a physician, works with clients to overcome disabilities through therapeutic exercise, massage and other methods. Responsibilities include reviewing and evaluating patients' conditions and medical records, performing tests or measurements, developing programs for treatment plans, helping patients attain maximum muscle strength and motor skills, as well as accepting and adjusting to the limiting effects of their disabilities.</p> |
| 762 | <p>Occupational Therapist</p> <p>Under the direction of a physician, works with mentally, emotionally and physically disabled clients to gain self-sufficiency. Designs programs that include educational, vocational and rehabilitative activities. Helps clients re-learn daily living routines, designs special equipment to help clients perform tasks, directs activities that help clients perform tasks.</p> |
| 763 | <p>Speech Pathologist</p> <p>Helps children and adults with language and hearing disorders develop the communication skills needed for self-expression, social interaction, academic success, and employment. Diagnoses and treats such disorders as stuttering, delayed or impaired language, and voice and speaking problems. Observes and tests speech, language, hearing, and perception.</p> |
| 764 | <p>Physical Rehabilitation Assistant</p> <p>Under the supervision of an Occupational Therapist, Physical Therapist or Registered Nurse, provides therapeutic exercise services for clients. Assists, encourages and directs clients using exercise program established by therapists. Maintains treatment areas and equipment, performs related clerical duties, assists as requested with other supportive services.</p> |
| 765 | <p>Certified Massage Therapist</p> <p>Performs therapeutic massage for clients based on individual needs. Requires knowledge in assessing and administering massage therapy for the organization's client population.</p> |

Operations Positions

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| 655 | <p>Facilities Manager</p> <p>Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.</p> |
| 660 | <p>Maintenance Supervisor</p> <p>Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.</p> |

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| 665 | Maintenance Technician or Specialist | Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program, and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g. repair/replace leaking faucets, unplug blockages), light construction (e.g. shelves, door repair, replacing ceiling tiles), routine electrical (e.g. replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g. clean furnace and air conditioning screens, oil motors and moving parts) and similar activities. |
| 670 | Gardener | Maintains planted areas or gardens in an attractive, neat manner. Selects and plants appropriate annuals and perennials, shrubs and trees. Tends gardens and grounds with an emphasis on land conservation and care of plant life. Weeds, prunes, trims trees, maintains sprinkler system; controls pests. May maintain parking lots, driveways and other areas. |
| 675 | Janitor or Custodian | Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries. |
| 679 | Transit Driver | Operates buses (up to 30 passengers) to transport clients and the general public to assigned destinations. Performs general clean-up and routine maintenance. May assist passengers entering or exiting the vehicle as necessary. Depending on the vehicle driven, a valid Washington Class B or Class C driver's license with a passenger endorsement is required. |
| 680 | Driver | Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid Washington driver's license is required. |
| 683 | Security Manager | Develops and implements security policies, procedures and programs. Responsible for staffing and training security guards or monitors and directing their activities. Develops system for visitor control and employee property and identification. |
| 685 | Security Guard or Officer | Patrols organization's premises to control access to those having legitimate business with the organization. Investigates unusual or suspicious situations. Maintains visitor and other records. Enforces organization policies and procedures during and after normal working hours. Escorts staff and clients to vehicles after hours. Assists in emergencies. May operate fire equipment and radios. May administer CPR and first aid. May act as reception and provide identification cards. |
| 688 | Purchasing Manager | Plans, directs & coordinates procurement of materials, components, supplies and services based on optimal timing, quality & price. Supervises Purchasing Coordinator or Specialist and/or clerical staff. |
| 690 | Purchasing Coordinator or Specialist | Purchases supplies and materials from vendors. Researches prices and buys items based on best price commensurate with quality and/or volume. Communicates and negotiates with vendors and outside sales representatives regarding rates, vendor discounts, and incorrect orders. Maintains invoice files and other related records. |
| 691 | Inventory Coordinator | Assists in the recordkeeping of materials received and delivered by the organization. Responsible for accurate inventory levels through the processing of orders and invoices, and physical inventory counts. Supports weekly, monthly and quarterly reporting on distribution and inventory records for various programs and relevant agencies. Makes recommendations for improved efficiency and accuracy. |

Program Management Positions, Other than Social Services/Mental Health

805 Program Director/Administrator, Other

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or the Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #810 below.

810 Program Manager/Administrator, Other

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #805 above.

815 Program Coordinator, Other

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

820 Program Assistant, Other

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, and assisting and participating in program events.

Social Services & Mental Health Positions

853 Program Director/Administrator, Social Services/Mental Health

Provides overall management and direction to one or more large social service or mental health programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, and coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #856 below.

856 Program Manager/Administrator, Social Services/Mental Health

Provides overall management and supervision to one (or two) social service or mental health program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #853 above.

859 Program Coordinator, Social Services/Mental Health

Assumes responsibility for the implementation of a single social services or mental health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

862 Program Assistant, Social Services/Mental Health

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, assisting, and participating in program events.

865 Psychiatrist

Provides primary psychiatric assessment and care to clients of the organization, including comprehensive examinations, making diagnoses, determining course of treatment, providing/supervising appropriate treatment, prescribing medications, and documenting patient files. Provides consultation and supervision to psychiatric/social service professionals, technicians, and other staff. Requires licensure by the State of Washington as a Medical Doctor and board certification in psychiatry.

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| 866 | Substance Use Disorder Clinical Supervisor A certified substance use disorder professional with additional qualifications to supervise substance use disorder counseling services. |
| 867 | Clinical Supervisor Supervises clinical mental health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed. |
| 868 | Licensed Clinical Social Worker/Licensed Independent Clinical Social Worker (LCSW/LICSW) An individual licensed under chapter 18.225 RCW to practice clinical social work. |
| 871 | Psychiatric Social Worker Provides counseling to clients with a variety of psychological and psychosocial problems; performs intake assessments, determines clinical needs, and provides information and referral services as appropriate. Maintains accurate and complete client records. Requires Washington State licensure as a Psychiatric Social Worker. |
| 874 | Psychologist Provides professional, clinical psychological services such as assessments, biofeedback therapies, group and individual therapy, crisis intervention, consulting and educational workshops and programs. Provides consultation to other counseling and technical staff. Requires a Ph.D. in clinical psychology and valid Washington license in psychology. |
| 875 | Chaplain/Clergy Provides pastoral care and ministers to the spiritual needs of individuals, including the sick, bereaved, and troubled. Organizes and leads regular and special religious services, provides and supervises religious education, leads individuals in prayer, and administers sacraments. |
| 876 | Behavior Analyst Uses principles of applied behavior analysis to address the behavioral needs of the organization's clients. This includes developing and implementing individual behavioral support plans to build the skills of clients and their family members. Works with program staff to develop and monitor evidence-based individual treatment plans for clients. Conducts functional assessments of challenging behaviors. Collects data and maintains comprehensive records on client progress. Serves as a trainer for behavioral safety training throughout the organization. May make home visits to clients as well as work on the premises of the organization. Requires a Master's degree and BCBA (Board Certified Behavior Analyst) credential. |
| 877 | Licensed Marriage and Family Therapist (LMFT) An individual licensed under chapter 18.225 RCW to practice marriage and family therapy. |
| 878 | Clinician (Pre-license MFTI/ACSW/LSWAIC) Responsible for providing therapeutic services to clients individually and in groups, including assessing clients' needs, developing and helping clients implement treatment plans, providing crisis intervention, case management, and advocacy for clients. Has completed a Master's degree in psychology or a closely related behavioral science field and is registered as an intern (MFTI, ACSW, LSWAIC) with the Washington Board of Behavioral Sciences. |
| 879 | Master's Level Mental Health Professional (MHP) An individual with a master's or further advanced degree in counseling or one of the social sciences from an accredited college or university, and two years of experience in direct treatment of persons with mental illness or emotional disturbance. |
| 880 | Bachelor's Level Clinician An individual with a bachelor's degree in a behavioral health field, providing services under appropriate supervision. |
| 881 | Licensed Mental Health Counselor (LMHC) An individual licensed under chapter 18.225 RCW to practice mental health counseling. |

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| 884 | Substance Abuse Disorder Professional Responsible for providing a safe and supportive environment for the organization's clientele in the area of substance abuse. Facilitates treatment groups, conducts intake, and provides individual care management in the area of substance abuse. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Requires state certification as a Substance Abuse Disorder Professional. |
| 885 | Family Advocate Promotes the effectiveness of program services for clients by acting as a liaison between program sites and the home. Communicates with program staff and family members with respect to goals, concerns, and progress. Promotes family involvement through home visits, phone calls, or written communication. Maintains program participant files. Provides referrals for community resources as needed. |
| 886 | Eligibility Specialist Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients in completing application forms for government and other social services and submits them for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/Shelter section.) |
| 887 | Intake Coordinator Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses the suitability of the program for individual clients. Explains policies, procedures, and fees. Completes intake documentation to register new cases into the program. Interacts with any relevant government agencies. Facilitates the assignment of new cases to the organization's clinical staff. Maintains clinical forms, revising as necessary. |
| 888 | Resource & Referral Counselor Provides resource and referral counseling to clients with respect to social services and educational programs. Develops and maintains relationships with community organizations to provide off-site referrals. Plans and hosts outreach events. Maintains documentation, runs reports related to services. Collaborates with staff in other departments to further the organization's goals. May provide technical assistance to service providers. |
| 889 | Senior or Adult Program Assistant Provides support services to adults or senior clients in residence or day programs. Duties include any or all of the following: provides training and assistance with personal skills and care such as hygiene, clothing care, mobility, taking medicines, managing money, meal preparation, household maintenance, etc. Assists adults with transportation, making and meeting medical and other appointments, community participation, communication, meals, etc. |
| 890 | Children or Youth Program Assistant Provides support services to children or youth in residence or day programs. Duties include any or all of the following: provides training and assistance with personal and communication skills. Report jobs exclusively involved with education and/or recreation at job numbers 259-277. |
| 891 | Personal Attendant/Home Health Care Worker Provides personal assistance (i.e., cooking, shopping, housekeeping) and care (i.e., bathing, grooming, feeding, dressing) to elderly and people with disabilities in their homes. |
| 892 | Direct Care Counselor Provides personal assistance (i.e., cooking, shopping, housekeeping) and care (i.e., bathing, grooming, feeding, dressing) to elderly and people with disabilities in a residential program or group home. |
| 893 | Rehabilitation Specialist Provides direct, in-home services to seriously emotionally disturbed clients and their families. Rehabilitative services are provided one-to-one or in a group, in accordance with a treatment plan. Services are designed to enhance the client's positive development, impulse control, skills, and competency development. Provides family members with therapeutic techniques to manage the client's behavior through family education and resource linkages in the community. Requires an associate's degree or higher and several years of related experience. |

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| 894 | Behavioral Health Technician (Mental Health Technician, Therapy Aide) Provides direct care services to individuals with behavioral health conditions under supervision. |
| 895 | Substance Use Disorder Professional Trainee (SUDP/T) An individual registered under chapter 18.205 RCW, working toward full certification as a substance use disorder professional under supervision. |
| 896 | Cultural Navigator/Broker, Social Services Provides warm referrals and helps participants and families navigate systems and community resources. Often has lived experiences that are the focus of the relevant program services and is a member of the cultural/linguistic community being served. |
| 897 | Parent Partner Promotes the effectiveness of program services for clients by acting as a liaison between program site and home. Communicates with program staff and family members with respect to goals, concerns, and progress. Promotes family involvement through home visits, phone calls, or written communication. Maintains program participant files. Provides referrals for community resources as needed. Has lived experience with behavioral health, intellectual disabilities, and/or developmental disabilities that are the focus of the relevant program services. |
| 898 | Peer Specialist An individual who has lived experience with mental health or substance use disorders and is trained to support others with similar experiences. |

Volunteer, Membership & Marketing

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| 905 | Volunteer Director Recruits, trains, and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service regularly, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities. |
| 906 | Volunteer Coordinator Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to the program. |
| 910 | Communications Director or Manager Acts as spokesperson for the organization within the community, to the government, prospective funders, and others. Markets and promotes the organization's goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities and supervises public relations staff. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020). |
| 915 | Public Relations Manager Plans and produces print and other advertising programs; develops and implements promotional, publicity, and marketing programs; represents the organization to the community, government, and media to publicize its programs and needs; seeks and develops opportunities to enhance the image of the organization in the community. Develops public relations budget and controls costs to approved budgets. |
| 916 | Content Marketing Manager Responsible for sourcing, writing, producing, and distributing content for online and/or offline marketing needs. Uses written, multimedia, and video storytelling to create innovative and engaging content in support of the organization's marketing goals. Contributes to content marketing initiatives, coordinating with communications and fund development departments to develop materials and presentations. May manage the organization's presence on social media platforms. |
| 917 | Marketing Coordinator Performs a variety of marketing-related tasks under general supervision, including the development of advertising materials, direct mail campaigns, and events. Prepares proposals, presentations, and reports. |

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| 918 | Social Media Coordinator Develops and implements a social media strategy for the organization. Researches social media outlets that are conducive to the organization's program and service goals. Oversees blogs, podcasts, and other online communication, including fundraising, marketing, and advocacy efforts. |
| 920 | Graphic Artist Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials, including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g., drawings, photographs, paintings). |
| 921 | Writer/Editor Writes and edits internal and external materials, including printed and web materials, speeches, opinion pieces, essays, issue papers, background documents, conference materials, and other publications. For grant writers, please see positions #215 and #216 in the Development section. Report positions involved with writing and/or editing for an organization's regular media publications in the Media/Journalism position group. |
| 925 | Membership Director or Manager Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members, including newsletter, invitations to events and activities, and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership. |
| 930 | Membership Assistant Performs a variety of skilled administrative and clerical duties directly related to membership activities. These include maintaining databases, preparing routine correspondence, developing/sending mass mailings, assisting and participating in special events for members, and developing effective working relationships with members to nurture their connection to the organization. |
| 931 | Customer Service Representative Following guidelines and procedures, performs office support duties which involve providing information to the public, receiving payments, addressing customer questions, and preparing and maintaining records. |
| 935 | Community Outreach Coordinator Responsible for connecting people in the broader community to the organization's programs. Plans and represents the organization at community events and other communication opportunities. Creates outreach materials for distribution to the organization's target population. Develops and maintains relationships with collaborative partners. May oversee the organization's community engagement budget. |

Appendix B

Survey Jobs Reported in Alphabetical Order

| Survey Job Title | Job Category | Page |
|-----------------------------------------------|---------------------------------------|------|
| Accounting Clerk | Accounting/Finance | 94 |
| Accounting Manager | Accounting/Finance | 89 |
| Accounting Supervisor | Accounting/Finance | 90 |
| Administrative Assistant, Intermediate Level | Administrative | 80 |
| Administrative Assistant, Junior Level | Administrative | 81 |
| Administrative Assistant, Senior Level | Administrative | 79 |
| Advanced Registered Nurse Practitioner (ARNP) | Medical & Clinical Services | 191 |
| Advocacy Manager | Government Affairs & Research | 144 |
| After School Instructor | Education & Recreation | 114 |
| Asset Manager (Financial Analyst) | Housing/Community Development | 157 |
| Assistant Site Administrator | Housing/Community Development | 159 |
| Associate Director/Chief Operating Officer | Executive | 125 |
| Bachelor's Level Clinician | Social Services & Behavioral Health | 223 |
| Benefits Manager | Human Resources | 164 |
| Billing Clerk | Medical & Clinical Services | 199 |
| Business Development Manager | Administrative | 83 |
| Case Manager, Medical | Medical & Clinical Services | 195 |
| Chief Communications Officer | Executive | 127 |
| Chief Development Officer | Executive | 128 |
| Chief Financial Officer | Executive | 132 |
| Chief Human Resources Officer | Executive | 129 |
| Chief Information Officer | Executive | 130 |
| Chief Programs Officer | Executive | 126 |
| Chief Strategy Officer | Executive | 131 |
| Child Care Provider | Education & Recreation | 113 |
| Children or Youth Program Assistant | Social Services & Behavioral Health | 231 |
| Clinic Director | Medical & Clinical Services | 188 |
| Clinical Supervisor | Social Services & Behavioral Health | 219 |
| Clinician (Pre-license MFTI/ACSW/LSWAIC) | Social Services & Behavioral Health | 221 |
| Co-Executive Director | Executive | 124 |
| Communications Director or Manager | Volunteer, Membership & Marketing | 238 |
| Community Health Worker | Medical & Clinical Services | 194 |
| Community Organizer | Legal Services & Community Organizing | 184 |
| Community Outreach Coordinator | Volunteer, Membership & Marketing | 246 |
| Content Marketing Manager | Volunteer, Membership & Marketing | 240 |
| Contracts Administrator | Administrative | 84 |
| Controller | Accounting/Finance | 88 |
| Cook | Food Service | 135 |
| Cultural Navigator/Broker, Social Services | Social Services & Behavioral Health | 234 |
| Curriculum Specialist | Education & Recreation | 107 |
| Data Entry Operator | Information Technology | 176 |
| Data Manager | Government Affairs & Research | 145 |
| Database Administrator | Information Technology | 172 |
| Development Associate | Development | 104 |
| Development Manager, General | Development | 98 |

| Survey Job Title | Job Category | Page |
|---------------------------------------------------|-----------------------------------------|------|
| Development Manager: Annual Giving | Development | 99 |
| Development Manager: Major Gifts | Development | 100 |
| Development Officer | Development | 102 |
| Digital Editor | Media/Journalism | 185 |
| Director of Early Childhood Programs | Education & Recreation | 105 |
| Director of Finance & Administration | Accounting/Finance | 87 |
| Director of Legal Services | Legal Services & Community Organizing | 178 |
| Director of Nursing | Medical & Clinical Services | 189 |
| Director of Resident/Community Services | Housing/Community Development | 148 |
| Director or Manager, Government Affairs | Government Affairs & Research | 143 |
| Director, Administration/Operations | Administrative | 75 |
| Director, Development | Development | 97 |
| Director, Education | Education & Recreation | 106 |
| Director, Human Resources | Human Resources | 160 |
| Director, Information Technology/Services | Information Technology | 168 |
| Director, Medical Services | Medical & Clinical Services | 187 |
| Driver | Operations | 208 |
| Educator or Teacher, Adult Education | Education & Recreation | 108 |
| Eligibility Specialist | Social Services & Behavioral Health | 227 |
| Executive Assistant | Administrative | 78 |
| Executive Director/Chief Executive Officer | Executive | 123 |
| Facilities Manager | Operations | 204 |
| Family Advocate | Social Services & Behavioral Health | 226 |
| Family Engagement, Resource or Service Spec/Coord | Education & Recreation | 118 |
| Food Bank Assistant/Clerk | Gift/Thrift Shop, Warehouse & Food Bank | 142 |
| Food Bank Manager | Gift/Thrift Shop, Warehouse & Food Bank | 141 |
| Food Service Assistant/Worker | Food Service | 136 |
| Food Service Manager or Supervisor | Food Service | 133 |
| Gift/Thrift Shop Manager | Gift/Thrift Shop, Warehouse & Food Bank | 137 |
| Gift/Thrift Shop Retail Sales Clerk | Gift/Thrift Shop, Warehouse & Food Bank | 138 |
| Grant Proposal Writer, All Types of Funding | Development | 101 |
| Graphic Artist | Volunteer, Membership & Marketing | 243 |
| Health Information Coordinator | Medical & Clinical Services | 198 |
| Home Visitor/Early Learning Specialist | Education & Recreation | 119 |
| HRIS Manager | Human Resources | 163 |
| Human Resources Assistant | Human Resources | 167 |
| Human Resources Generalist | Human Resources | 162 |
| Human Resources Manager | Human Resources | 161 |
| Human Resources Representative or Specialist | Human Resources | 165 |
| Information Technology Manager | Information Technology | 169 |
| Instructional Aide | Education & Recreation | 115 |
| Intake Coordinator | Social Services & Behavioral Health | 228 |
| Janitor or Custodian | Operations | 207 |
| Job Coach | Employment/Work Training | 122 |
| Job Developer | Employment/Work Training | 120 |
| Legal Secretary/Assistant | Legal Services & Community Organizing | 182 |
| LCSW/LICSW | Social Services & Behavioral Health | 220 |
| Licensed Mental Health Counselor (LMHC) | Social Services & Behavioral Health | 224 |
| Licensed Practical Nurse | Medical & Clinical Services | 192 |
| Maintenance Supervisor | Operations | 205 |
| Maintenance Technician or Specialist | Operations | 206 |

| Survey Job Title | Job Category | Page |
|------------------------------------------------------|----------------------------------------------------|------|
| Managing Attorney | Legal Services & Community Organizing | 179 |
| Marketing Coordinator | Volunteer, Membership & Marketing | 241 |
| Master's Level Mental Health Professional (MHP) | Social Services & Behavioral Health | 222 |
| Media Producer | Media/Journalism | 186 |
| Medical Assistant, Certified | Medical & Clinical Services | 193 |
| Membership Director or Manager | Volunteer, Membership & Marketing | 245 |
| Network Technician | Information Technology | 173 |
| Occupancy Specialist | Housing/Community Development | 155 |
| Occupational Therapist | Medical & Clinical Services | 202 |
| Office Manager | Administrative | 77 |
| Paralegal | Legal Services & Community Organizing | 181 |
| Patient Accounts Representative | Medical & Clinical Services | 197 |
| Patient Financial Services Manager | Medical & Clinical Services | 196 |
| Payroll Specialist | Accounting/Finance | 93 |
| Peer Specialist | Social Services & Behavioral Health | 235 |
| Personal Attendant/Home Health Care Worker | Social Services & Behavioral Health | 232 |
| Personal Computer Technician | Information Technology | 174 |
| Physical Therapist | Medical & Clinical Services | 201 |
| Policy Analyst | Government Affairs & Research | 146 |
| Program Assistant, Other | Program Mgmt, Other than Soc Srv & Behavioral Hlth | 213 |
| Program Assistant, Social Srvcs /Behavioral Health | Social Services & Behavioral Health | 217 |
| Program Coordinator, Other | Program Mgmt, Other than Soc Srv & Behavioral Hlth | 212 |
| Program Coordinator, Social Srvcs /Behavioral Hlth | Social Services & Behavioral Health | 216 |
| Program Dir/Adminstr, Other | Program Mgmt, Other than Soc Srv & Behavioral Hlth | 210 |
| Program Dir/ Adminstr, Social Srvcs/Behavioral Hlth | Social Services & Behavioral Health | 214 |
| Program Mgr, Resident/Community Services | Housing/Community Development | 149 |
| Program Mgr: Housing | Housing/Community Development | 156 |
| Program Mgr/ Adminstr, Other | Program Mgmt, Other than Soc Srv & Behavioral Hlth | 211 |
| Program Mgr/ Adminstr, Social Srvcs /Behavioral Hlth | Social Services & Behavioral Health | 215 |
| Project Developer | Housing/Community Development | 147 |
| Property Supervisor | Housing/Community Development | 151 |
| Public Relations Manager | Volunteer, Membership & Marketing | 239 |
| Purchasing Coordinator or Specialist | Operations | 209 |
| Quality Assurance Manager | Administrative | 85 |
| Quality Assurance Specialist | Administrative | 86 |
| Receptionist | Administrative | 82 |
| Receptionist (Medical) | Medical & Clinical Services | 200 |
| Recreation or Activity Leader, Adults | Education & Recreation | 117 |
| Recreation or Activity Leader, Children or Youth | Education & Recreation | 116 |
| Recruiter | Human Resources | 166 |
| Regional Manager/Center Manager | Administrative | 76 |
| Registered Dietician | Food Service | 134 |
| Registered Nurse | Medical & Clinical Services | 190 |
| Resident Services Coordinator | Housing/Community Development | 150 |
| Resource & Referral Counselor | Social Services & Behavioral Health | 229 |
| Senior Accountant | Accounting/Finance | 91 |
| Senior Community Organizer | Legal Services & Community Organizing | 183 |
| Senior or Adult Program Assistant | Social Services & Behavioral Health | 230 |
| Shelter Coordinator | Housing/Community Development | 158 |
| Shelter Manager | Housing/Community Development | 153 |
| Shelter Supervisor | Housing/Community Development | 154 |
| Site Administrator | Housing/Community Development | 152 |
| Site Supervisor | Education & Recreation | 109 |

| Survey Job Title | Job Category | Page |
|----------------------------------------------|-----------------------------------------|------|
| Social Media Coordinator | Volunteer, Membership & Marketing | 242 |
| Software Engineer | Information Technology | 171 |
| Special Education Teacher | Education & Recreation | 112 |
| Special Event Coordinator | Development | 103 |
| Speech Pathologist | Medical & Clinical Services | 203 |
| Staff Accountant | Accounting/Finance | 92 |
| Staff Attorney | Legal Services & Community Organizing | 180 |
| Substance Use Disorder Clinical Supervisor | Social Services & Behavioral Health | 218 |
| Substance Use Disorder Professional | Social Services & Behavioral Health | 225 |
| Substance Use Disorder Prof Trainee (SUDP/T) | Social Services & Behavioral Health | 233 |
| Systems Administrator | Information Technology | 170 |
| Teacher, Pre-School | Education & Recreation | 110 |
| Teaching Assistant, Pre-School | Education & Recreation | 111 |
| Tech Support Specialist | Information Technology | 175 |
| Visitor Services Manager | Cultural, Artistic, Performing Arts | 95 |
| Visitor Services Specialist | Cultural, Artistic, Performing Arts | 96 |
| Vocational Counselor | Employment/Work Training | 121 |
| Volunteer Coordinator | Volunteer, Membership & Marketing | 237 |
| Volunteer Director | Volunteer, Membership & Marketing | 236 |
| Warehouse Manager | Gift/Thrift Shop, Warehouse & Food Bank | 139 |
| Warehouse Worker | Gift/Thrift Shop, Warehouse & Food Bank | 140 |
| Web Site Developer | Information Technology | 177 |
| Writer/Editor | Volunteer, Membership & Marketing | 244 |

Appendix C

Wage Conversion Formulas and Tables

These tables are based on the following:

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|-----------------------------|------------------------------|------------------------------|
| 8 hours in a workday | 52 weeks in a year | 21.67 days in a month |
| 40 hours in a week | 4.33 weeks in a month | 2,080 hours in a year |

| Hourly | Monthly | Annual |
|----------|----------|-----------|
| \$ 17.50 | \$ 3,033 | \$ 36,400 |
| \$ 17.75 | \$ 3,077 | \$ 36,920 |
| \$ 18.00 | \$ 3,120 | \$ 37,440 |
| \$ 18.25 | \$ 3,163 | \$ 37,960 |
| \$ 18.50 | \$ 3,207 | \$ 38,480 |
| \$ 18.75 | \$ 3,250 | \$ 39,000 |
| \$ 19.00 | \$ 3,293 | \$ 39,520 |
| \$ 19.25 | \$ 3,337 | \$ 40,040 |
| \$ 19.50 | \$ 3,380 | \$ 40,560 |
| \$ 19.75 | \$ 3,423 | \$ 41,080 |
| \$ 20.00 | \$ 3,467 | \$ 41,600 |
| \$ 20.25 | \$ 3,510 | \$ 42,120 |
| \$ 20.50 | \$ 3,553 | \$ 42,640 |
| \$ 20.75 | \$ 3,597 | \$ 43,160 |
| \$ 21.00 | \$ 3,640 | \$ 43,680 |
| \$ 21.25 | \$ 3,683 | \$ 44,200 |
| \$ 21.50 | \$ 3,727 | \$ 44,720 |
| \$ 21.75 | \$ 3,770 | \$ 45,240 |
| \$ 22.00 | \$ 3,813 | \$ 45,760 |
| \$ 22.25 | \$ 3,857 | \$ 46,280 |
| \$ 22.50 | \$ 3,900 | \$ 46,800 |
| \$ 22.75 | \$ 3,943 | \$ 47,320 |
| \$ 23.00 | \$ 3,987 | \$ 47,840 |
| \$ 23.25 | \$ 4,030 | \$ 48,360 |
| \$ 23.50 | \$ 4,073 | \$ 48,880 |
| \$ 23.75 | \$ 4,117 | \$ 49,400 |
| \$ 24.00 | \$ 4,160 | \$ 49,920 |
| \$ 24.25 | \$ 4,203 | \$ 50,440 |
| \$ 24.50 | \$ 4,247 | \$ 50,960 |
| \$ 24.75 | \$ 4,290 | \$ 51,480 |
| \$ 25.00 | \$ 4,333 | \$ 52,000 |
| \$ 25.25 | \$ 4,377 | \$ 52,520 |
| \$ 25.50 | \$ 4,420 | \$ 53,040 |
| \$ 25.75 | \$ 4,463 | \$ 53,560 |
| \$ 26.00 | \$ 4,507 | \$ 54,080 |
| \$ 26.25 | \$ 4,550 | \$ 54,600 |
| \$ 26.50 | \$ 4,593 | \$ 55,120 |
| \$ 26.75 | \$ 4,637 | \$ 55,640 |
| \$ 27.00 | \$ 4,680 | \$ 56,160 |
| \$ 27.25 | \$ 4,723 | \$ 56,680 |
| \$ 27.50 | \$ 4,767 | \$ 57,200 |
| \$ 27.75 | \$ 4,810 | \$ 57,720 |
| \$ 28.00 | \$ 4,853 | \$ 58,240 |
| \$ 28.25 | \$ 4,897 | \$ 58,760 |
| \$ 28.50 | \$ 4,940 | \$ 59,280 |
| \$ 28.75 | \$ 4,983 | \$ 59,800 |
| \$ 29.00 | \$ 5,027 | \$ 60,320 |
| \$ 29.25 | \$ 5,070 | \$ 60,840 |

| Hourly | Monthly | Annual |
|----------|----------|-----------|
| \$ 29.50 | \$ 5,113 | \$ 61,360 |
| \$ 29.75 | \$ 5,157 | \$ 61,880 |
| \$ 30.00 | \$ 5,200 | \$ 62,400 |
| \$ 30.25 | \$ 5,243 | \$ 62,920 |
| \$ 30.50 | \$ 5,287 | \$ 63,440 |
| \$ 30.75 | \$ 5,330 | \$ 63,960 |
| \$ 31.00 | \$ 5,373 | \$ 64,480 |
| \$ 31.25 | \$ 5,417 | \$ 65,000 |
| \$ 31.50 | \$ 5,460 | \$ 65,520 |
| \$ 31.75 | \$ 5,503 | \$ 66,040 |
| \$ 32.00 | \$ 5,547 | \$ 66,560 |
| \$ 32.25 | \$ 5,590 | \$ 67,080 |
| \$ 32.50 | \$ 5,633 | \$ 67,600 |
| \$ 32.75 | \$ 5,677 | \$ 68,120 |
| \$ 33.00 | \$ 5,720 | \$ 68,640 |
| \$ 33.25 | \$ 5,763 | \$ 69,160 |
| \$ 33.50 | \$ 5,807 | \$ 69,680 |
| \$ 33.75 | \$ 5,850 | \$ 70,200 |
| \$ 34.00 | \$ 5,893 | \$ 70,720 |
| \$ 34.25 | \$ 5,937 | \$ 71,240 |
| \$ 34.50 | \$ 5,980 | \$ 71,760 |
| \$ 34.75 | \$ 6,023 | \$ 72,280 |
| \$ 35.00 | \$ 6,067 | \$ 72,800 |
| \$ 35.25 | \$ 6,110 | \$ 73,320 |
| \$ 35.50 | \$ 6,153 | \$ 73,840 |
| \$ 35.75 | \$ 6,197 | \$ 74,360 |
| \$ 36.00 | \$ 6,240 | \$ 74,880 |
| \$ 36.25 | \$ 6,283 | \$ 75,400 |
| \$ 36.50 | \$ 6,327 | \$ 75,920 |
| \$ 36.75 | \$ 6,370 | \$ 76,440 |
| \$ 37.00 | \$ 6,413 | \$ 76,960 |
| \$ 37.25 | \$ 6,457 | \$ 77,480 |
| \$ 37.50 | \$ 6,500 | \$ 78,000 |
| \$ 37.75 | \$ 6,543 | \$ 78,520 |
| \$ 38.00 | \$ 6,587 | \$ 79,040 |
| \$ 38.25 | \$ 6,630 | \$ 79,560 |
| \$ 38.50 | \$ 6,673 | \$ 80,080 |
| \$ 38.75 | \$ 6,717 | \$ 80,600 |
| \$ 39.00 | \$ 6,760 | \$ 81,120 |
| \$ 39.25 | \$ 6,803 | \$ 81,640 |
| \$ 39.50 | \$ 6,847 | \$ 82,160 |
| \$ 39.75 | \$ 6,890 | \$ 82,680 |
| \$ 40.00 | \$ 6,933 | \$ 83,200 |
| \$ 40.25 | \$ 6,977 | \$ 83,720 |
| \$ 40.50 | \$ 7,020 | \$ 84,240 |
| \$ 40.75 | \$ 7,063 | \$ 84,760 |
| \$ 41.00 | \$ 7,107 | \$ 85,280 |
| \$ 41.25 | \$ 7,150 | \$ 85,800 |

| | Hourly | Monthly | Annual |
|----|--------|----------|------------|
| \$ | 41.50 | \$ 7,193 | \$ 86,320 |
| \$ | 41.75 | \$ 7,237 | \$ 86,840 |
| \$ | 42.00 | \$ 7,280 | \$ 87,360 |
| \$ | 42.25 | \$ 7,323 | \$ 87,880 |
| \$ | 42.50 | \$ 7,367 | \$ 88,400 |
| \$ | 42.75 | \$ 7,410 | \$ 88,920 |
| \$ | 43.00 | \$ 7,453 | \$ 89,440 |
| \$ | 43.25 | \$ 7,497 | \$ 89,960 |
| \$ | 43.50 | \$ 7,540 | \$ 90,480 |
| \$ | 43.75 | \$ 7,583 | \$ 91,000 |
| \$ | 44.00 | \$ 7,627 | \$ 91,520 |
| \$ | 44.25 | \$ 7,670 | \$ 92,040 |
| \$ | 44.50 | \$ 7,713 | \$ 92,560 |
| \$ | 44.75 | \$ 7,757 | \$ 93,080 |
| \$ | 45.00 | \$ 7,800 | \$ 93,600 |
| \$ | 45.25 | \$ 7,843 | \$ 94,120 |
| \$ | 45.50 | \$ 7,887 | \$ 94,640 |
| \$ | 45.75 | \$ 7,930 | \$ 95,160 |
| \$ | 46.00 | \$ 7,973 | \$ 95,680 |
| \$ | 46.25 | \$ 8,017 | \$ 96,200 |
| \$ | 46.50 | \$ 8,060 | \$ 96,720 |
| \$ | 46.75 | \$ 8,103 | \$ 97,240 |
| \$ | 47.00 | \$ 8,147 | \$ 97,760 |
| \$ | 47.25 | \$ 8,190 | \$ 98,280 |
| \$ | 47.50 | \$ 8,233 | \$ 98,800 |
| \$ | 47.75 | \$ 8,277 | \$ 99,320 |
| \$ | 48.00 | \$ 8,320 | \$ 99,840 |
| \$ | 48.25 | \$ 8,363 | \$ 100,360 |
| \$ | 48.50 | \$ 8,407 | \$ 100,880 |
| \$ | 48.75 | \$ 8,450 | \$ 101,400 |
| \$ | 49.00 | \$ 8,493 | \$ 101,920 |
| \$ | 49.25 | \$ 8,537 | \$ 102,440 |
| \$ | 49.50 | \$ 8,580 | \$ 102,960 |
| \$ | 49.75 | \$ 8,623 | \$ 103,480 |
| \$ | 50.00 | \$ 8,667 | \$ 104,000 |
| \$ | 50.25 | \$ 8,710 | \$ 104,520 |
| \$ | 50.50 | \$ 8,753 | \$ 105,040 |
| \$ | 50.75 | \$ 8,797 | \$ 105,560 |
| \$ | 51.00 | \$ 8,840 | \$ 106,080 |
| \$ | 51.25 | \$ 8,883 | \$ 106,600 |
| \$ | 51.50 | \$ 8,927 | \$ 107,120 |
| \$ | 51.75 | \$ 8,970 | \$ 107,640 |
| \$ | 52.00 | \$ 9,013 | \$ 108,160 |
| \$ | 52.25 | \$ 9,057 | \$ 108,680 |
| \$ | 52.50 | \$ 9,100 | \$ 109,200 |
| \$ | 52.75 | \$ 9,143 | \$ 109,720 |
| \$ | 53.00 | \$ 9,187 | \$ 110,240 |
| \$ | 53.25 | \$ 9,230 | \$ 110,760 |
| \$ | 53.50 | \$ 9,273 | \$ 111,280 |
| \$ | 53.75 | \$ 9,317 | \$ 111,800 |
| \$ | 54.00 | \$ 9,360 | \$ 112,320 |
| \$ | 54.25 | \$ 9,403 | \$ 112,840 |
| \$ | 54.50 | \$ 9,447 | \$ 113,360 |
| \$ | 54.75 | \$ 9,490 | \$ 113,880 |
| \$ | 55.00 | \$ 9,533 | \$ 114,400 |
| \$ | 55.25 | \$ 9,577 | \$ 114,920 |
| \$ | 55.50 | \$ 9,620 | \$ 115,440 |
| \$ | 55.75 | \$ 9,663 | \$ 115,960 |

| | Hourly | Monthly | Annual |
|----|--------|-----------|------------|
| \$ | 56.00 | \$ 9,707 | \$ 116,480 |
| \$ | 56.25 | \$ 9,750 | \$ 117,000 |
| \$ | 56.50 | \$ 9,793 | \$ 117,520 |
| \$ | 56.75 | \$ 9,837 | \$ 118,040 |
| \$ | 57.00 | \$ 9,880 | \$ 118,560 |
| \$ | 57.25 | \$ 9,923 | \$ 119,080 |
| \$ | 57.50 | \$ 9,967 | \$ 119,600 |
| \$ | 57.75 | \$ 10,010 | \$ 120,120 |
| \$ | 58.00 | \$ 10,053 | \$ 120,640 |
| \$ | 58.25 | \$ 10,097 | \$ 121,160 |
| \$ | 58.50 | \$ 10,140 | \$ 121,680 |
| \$ | 58.75 | \$ 10,183 | \$ 122,200 |
| \$ | 59.00 | \$ 10,227 | \$ 122,720 |
| \$ | 59.25 | \$ 10,270 | \$ 123,240 |
| \$ | 59.50 | \$ 10,313 | \$ 123,760 |
| \$ | 59.75 | \$ 10,357 | \$ 124,280 |
| \$ | 60.00 | \$ 10,400 | \$ 124,800 |
| \$ | 60.25 | \$ 10,443 | \$ 125,320 |
| \$ | 60.50 | \$ 10,487 | \$ 125,840 |
| \$ | 60.75 | \$ 10,530 | \$ 126,360 |
| \$ | 61.00 | \$ 10,573 | \$ 126,880 |
| \$ | 61.25 | \$ 10,617 | \$ 127,400 |
| \$ | 61.50 | \$ 10,660 | \$ 127,920 |
| \$ | 61.75 | \$ 10,703 | \$ 128,440 |
| \$ | 62.00 | \$ 10,747 | \$ 128,960 |
| \$ | 62.25 | \$ 10,790 | \$ 129,480 |
| \$ | 62.50 | \$ 10,833 | \$ 130,000 |
| \$ | 62.75 | \$ 10,877 | \$ 130,520 |
| \$ | 63.00 | \$ 10,920 | \$ 131,040 |
| \$ | 63.25 | \$ 10,963 | \$ 131,560 |
| \$ | 63.50 | \$ 11,007 | \$ 132,080 |
| \$ | 63.75 | \$ 11,050 | \$ 132,600 |
| \$ | 64.00 | \$ 11,093 | \$ 133,120 |
| \$ | 64.25 | \$ 11,137 | \$ 133,640 |
| \$ | 64.50 | \$ 11,180 | \$ 134,160 |
| \$ | 64.75 | \$ 11,223 | \$ 134,680 |
| \$ | 65.00 | \$ 11,267 | \$ 135,200 |
| \$ | 65.25 | \$ 11,310 | \$ 135,720 |
| \$ | 65.50 | \$ 11,353 | \$ 136,240 |
| \$ | 65.75 | \$ 11,397 | \$ 136,760 |
| \$ | 66.00 | \$ 11,440 | \$ 137,280 |
| \$ | 66.25 | \$ 11,483 | \$ 137,800 |
| \$ | 66.50 | \$ 11,527 | \$ 138,320 |
| \$ | 66.75 | \$ 11,570 | \$ 138,840 |
| \$ | 67.00 | \$ 11,613 | \$ 139,360 |
| \$ | 67.25 | \$ 11,657 | \$ 139,880 |
| \$ | 67.50 | \$ 11,700 | \$ 140,400 |
| \$ | 67.75 | \$ 11,743 | \$ 140,920 |
| \$ | 68.00 | \$ 11,787 | \$ 141,440 |
| \$ | 68.25 | \$ 11,830 | \$ 141,960 |
| \$ | 68.50 | \$ 11,873 | \$ 142,480 |
| \$ | 68.75 | \$ 11,917 | \$ 143,000 |
| \$ | 69.00 | \$ 11,960 | \$ 143,520 |
| \$ | 69.25 | \$ 12,003 | \$ 144,040 |
| \$ | 69.50 | \$ 12,047 | \$ 144,560 |
| \$ | 69.75 | \$ 12,090 | \$ 145,080 |
| \$ | 70.00 | \$ 12,133 | \$ 145,600 |
| \$ | 70.25 | \$ 12,177 | \$ 146,120 |

| Hourly | Monthly | Annual |
|----------|-----------|------------|
| \$ 70.50 | \$ 12,220 | \$ 146,640 |
| \$ 70.75 | \$ 12,263 | \$ 147,160 |
| \$ 71.00 | \$ 12,307 | \$ 147,680 |
| \$ 71.25 | \$ 12,350 | \$ 148,200 |
| \$ 71.50 | \$ 12,393 | \$ 148,720 |
| \$ 71.75 | \$ 12,437 | \$ 149,240 |
| \$ 72.00 | \$ 12,480 | \$ 149,760 |
| \$ 72.25 | \$ 12,523 | \$ 150,280 |
| \$ 72.50 | \$ 12,567 | \$ 150,800 |
| \$ 72.75 | \$ 12,610 | \$ 151,320 |
| \$ 73.00 | \$ 12,653 | \$ 151,840 |
| \$ 73.25 | \$ 12,697 | \$ 152,360 |
| \$ 73.50 | \$ 12,740 | \$ 152,880 |
| \$ 73.75 | \$ 12,783 | \$ 153,400 |
| \$ 74.00 | \$ 12,827 | \$ 153,920 |
| \$ 74.25 | \$ 12,870 | \$ 154,440 |
| \$ 74.50 | \$ 12,913 | \$ 154,960 |
| \$ 74.75 | \$ 12,957 | \$ 155,480 |
| \$ 75.00 | \$ 13,000 | \$ 156,000 |
| \$ 75.25 | \$ 13,043 | \$ 156,520 |
| \$ 75.50 | \$ 13,087 | \$ 157,040 |
| \$ 75.75 | \$ 13,130 | \$ 157,560 |
| \$ 76.00 | \$ 13,173 | \$ 158,080 |
| \$ 76.25 | \$ 13,217 | \$ 158,600 |
| \$ 76.50 | \$ 13,260 | \$ 159,120 |
| \$ 76.75 | \$ 13,303 | \$ 159,640 |
| \$ 77.00 | \$ 13,347 | \$ 160,160 |
| \$ 77.25 | \$ 13,390 | \$ 160,680 |
| \$ 77.50 | \$ 13,433 | \$ 161,200 |
| \$ 77.75 | \$ 13,477 | \$ 161,720 |
| \$ 78.00 | \$ 13,520 | \$ 162,240 |
| \$ 78.25 | \$ 13,563 | \$ 162,760 |
| \$ 78.50 | \$ 13,607 | \$ 163,280 |
| \$ 78.75 | \$ 13,650 | \$ 163,800 |
| \$ 79.00 | \$ 13,693 | \$ 164,320 |
| \$ 79.25 | \$ 13,737 | \$ 164,840 |
| \$ 79.50 | \$ 13,780 | \$ 165,360 |
| \$ 79.75 | \$ 13,823 | \$ 165,880 |
| \$ 80.00 | \$ 13,867 | \$ 166,400 |
| \$ 80.50 | \$ 13,953 | \$ 167,440 |
| \$ 81.00 | \$ 14,040 | \$ 168,480 |
| \$ 81.50 | \$ 14,127 | \$ 169,520 |
| \$ 82.00 | \$ 14,213 | \$ 170,560 |
| \$ 82.50 | \$ 14,300 | \$ 171,600 |
| \$ 83.00 | \$ 14,387 | \$ 172,640 |
| \$ 83.50 | \$ 14,473 | \$ 173,680 |
| \$ 84.00 | \$ 14,560 | \$ 174,720 |
| \$ 84.50 | \$ 14,647 | \$ 175,760 |
| \$ 85.00 | \$ 14,733 | \$ 176,800 |
| \$ 85.50 | \$ 14,820 | \$ 177,840 |
| \$ 86.00 | \$ 14,907 | \$ 178,880 |
| \$ 86.50 | \$ 14,993 | \$ 179,920 |
| \$ 87.00 | \$ 15,080 | \$ 180,960 |
| \$ 87.50 | \$ 15,167 | \$ 182,000 |
| \$ 88.00 | \$ 15,253 | \$ 183,040 |
| \$ 88.50 | \$ 15,340 | \$ 184,080 |
| \$ 89.00 | \$ 15,427 | \$ 185,120 |

| Hourly | Monthly | Annual |
|-----------|-----------|------------|
| \$ 89.50 | \$ 15,513 | \$ 186,160 |
| \$ 90.00 | \$ 15,600 | \$ 187,200 |
| \$ 90.50 | \$ 15,687 | \$ 188,240 |
| \$ 91.00 | \$ 15,773 | \$ 189,280 |
| \$ 91.50 | \$ 15,860 | \$ 190,320 |
| \$ 92.00 | \$ 15,947 | \$ 191,360 |
| \$ 92.50 | \$ 16,033 | \$ 192,400 |
| \$ 93.00 | \$ 16,120 | \$ 193,440 |
| \$ 93.50 | \$ 16,207 | \$ 194,480 |
| \$ 94.00 | \$ 16,293 | \$ 195,520 |
| \$ 94.50 | \$ 16,380 | \$ 196,560 |
| \$ 95.00 | \$ 16,467 | \$ 197,600 |
| \$ 95.50 | \$ 16,553 | \$ 198,640 |
| \$ 96.00 | \$ 16,640 | \$ 199,680 |
| \$ 96.50 | \$ 16,727 | \$ 200,720 |
| \$ 97.00 | \$ 16,813 | \$ 201,760 |
| \$ 97.50 | \$ 16,900 | \$ 202,800 |
| \$ 98.00 | \$ 16,987 | \$ 203,840 |
| \$ 98.50 | \$ 17,073 | \$ 204,880 |
| \$ 99.00 | \$ 17,160 | \$ 205,920 |
| \$ 99.50 | \$ 17,247 | \$ 206,960 |
| \$ 100.00 | \$ 17,333 | \$ 208,000 |
| \$ 101.00 | \$ 17,507 | \$ 210,080 |
| \$ 102.00 | \$ 17,680 | \$ 212,160 |
| \$ 103.00 | \$ 17,853 | \$ 214,240 |
| \$ 104.00 | \$ 18,027 | \$ 216,320 |
| \$ 105.00 | \$ 18,200 | \$ 218,400 |
| \$ 106.00 | \$ 18,373 | \$ 220,480 |
| \$ 107.00 | \$ 18,547 | \$ 222,560 |
| \$ 108.00 | \$ 18,720 | \$ 224,640 |
| \$ 109.00 | \$ 18,893 | \$ 226,720 |
| \$ 110.00 | \$ 19,067 | \$ 228,800 |
| \$ 111.00 | \$ 19,240 | \$ 230,880 |
| \$ 112.00 | \$ 19,413 | \$ 232,960 |
| \$ 113.00 | \$ 19,587 | \$ 235,040 |
| \$ 114.00 | \$ 19,760 | \$ 237,120 |
| \$ 115.00 | \$ 19,933 | \$ 239,200 |
| \$ 116.00 | \$ 20,107 | \$ 241,280 |
| \$ 117.00 | \$ 20,280 | \$ 243,360 |
| \$ 118.00 | \$ 20,453 | \$ 245,440 |
| \$ 119.00 | \$ 20,627 | \$ 247,520 |
| \$ 120.00 | \$ 20,800 | \$ 249,600 |
| \$ 121.00 | \$ 20,973 | \$ 251,680 |
| \$ 122.00 | \$ 21,147 | \$ 253,760 |
| \$ 123.00 | \$ 21,320 | \$ 255,840 |
| \$ 124.00 | \$ 21,493 | \$ 257,920 |
| \$ 125.00 | \$ 21,667 | \$ 260,000 |
| \$ 126.00 | \$ 21,840 | \$ 262,080 |
| \$ 127.00 | \$ 22,013 | \$ 264,160 |
| \$ 128.00 | \$ 22,187 | \$ 266,240 |
| \$ 129.00 | \$ 22,360 | \$ 268,320 |
| \$ 130.00 | \$ 22,533 | \$ 270,400 |
| \$ 131.00 | \$ 22,707 | \$ 272,480 |
| \$ 132.00 | \$ 22,880 | \$ 274,560 |
| \$ 133.00 | \$ 23,053 | \$ 276,640 |
| \$ 134.00 | \$ 23,227 | \$ 278,720 |
| \$ 135.00 | \$ 23,400 | \$ 280,800 |

Appendix D

Executive Director/CEO Profile

This appendix examines employment practices specific to the executive role, including employment contracts, ED/CEO search, compensation, and special benefits available to executives. This section is especially important to help nonprofit boards in King County ensure their compliance with IRS standards related to executive compensation.

The job titles we have the most information about are the executive positions reported by every participating organization. These include the position titles executive director, CEO, managing director, head of school, or other senior position titles in the organization. Because the reporting is most robust in this area, we can do a much deeper analysis and see how demographics influence compensation for these roles.

Compliance with IRS Standard for Executive Pay

Every nonprofit board of directors is responsible for ensuring that their organization is paying the organization's executive "reasonable and not excessive" salary and benefits. The Internal Revenue Service (IRS) lays out a three-step process for the board to use.

1. An independent body that excludes the executive completes a "comparability review." This can be done by the executive committee, a special compensation committee, or another subgroup/task force of the board.
2. The independent body should review comparable salary and benefits data. This generally means published surveys such as this one that provide information from nonprofit employers with a similar mission, budget size, and geographic region.
3. The board should document its process, confirm the independence of those involved, and document the full board's decision to approve the executive director's compensation in the minutes of a legal meeting. The documentation should address how the board took the comparable data the committee gathered into consideration when it made the compensation decision.

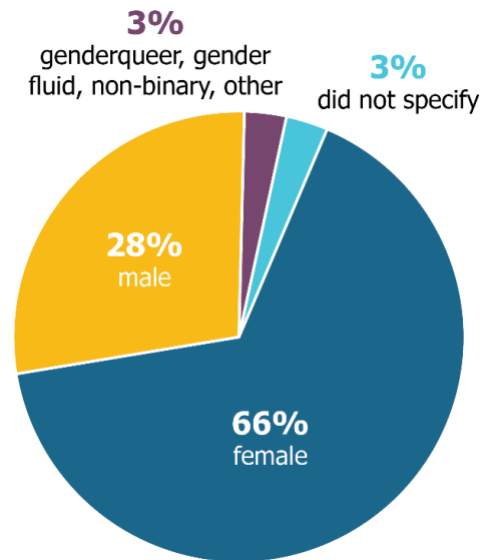


This three-step process is referred to as the "[rebuttable presumption](#)." Nonprofits filing IRS Form 990 must describe the process they use to approve executive compensation as part of the nonprofit's responses on the annual return, [IRS Form 990](#), Section VI, Part B, line 15. Following the process reduces the risk of penalties.

Demographic Analysis

Gender

With respect to the gender identity of the participating organizations' executive directors or CEOs, 66% are female, 28% are male, 3% identify as genderqueer, gender fluid, non-binary, or other, and 3% did not specify. In addition to the information in the chart to the right, 1% of executive directors/CEOs identify as transgender. A total of 189 organizations responded.



Gender and Compensation

On average, male executive directors/CEOs earn 23% more than female executive directors/CEOs. The average pay for all executive directors/CEOs in the sample is \$160,444 per year. For men, the average executive director/CEO pay is \$187,162 per year; for women, the average executive director/CEO pay is \$152,675 per year. There is insufficient data to include genderqueer/gender fluid/non-binary/other executives in this comparison.

Difference in pay may be related to the fact that while more than half of executive directors/CEOs are female...



...males are more heavily represented at larger organizations

The difference in pay appears to be related to the fact that, while more than half of the executive directors/CEOs in the sample are female, the **male executive directors/CEOs are more heavily represented at the largest organizations in the sample**, which pay significantly more than smaller organizations. This pattern, however, is not as strong as in the 2023 edition of this survey.

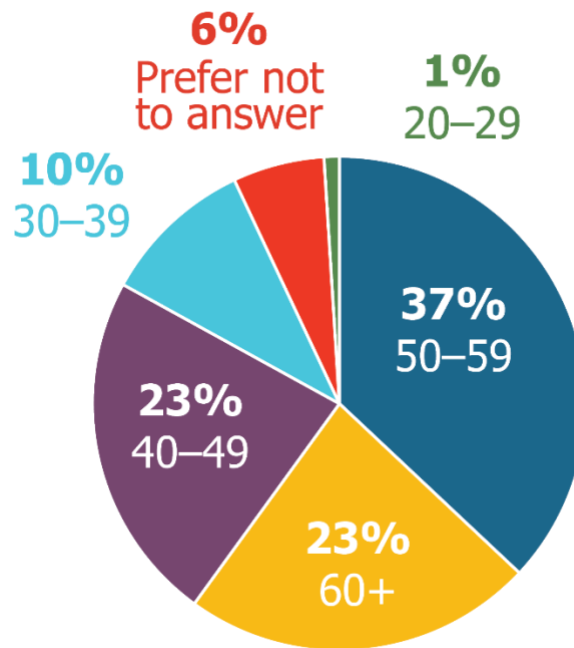
Within groups of similarly sized organizations, the pay differential between men and women is not predictable or necessarily significant, with women sometimes earning more than men. The issue of the disproportionate representation of men and women at small and large organizations remains.

| Organization's Annual Expenses | % Male | Average Salary, Males | % Female | Average Salary, Females | Female Pay as % of Male Pay |
|--------------------------------|------------|-----------------------|------------|-------------------------|-----------------------------|
| Less than \$500,000 | 0% | Insufficient data | 100% | Insufficient data | N/A |
| \$500,000 – \$999,999 | 24% | \$106,495 | 76% | \$110,737 | 104% |
| \$1,000,000 – \$1,999,999 | 29% | \$116,788 | 71% | \$116,788 | 100% |
| \$2,000,000 – \$4,999,999 | 37% | \$180,104 | 63% | \$148,613 | 83% |
| \$5,000,000 – \$9,999,999 | 30% | \$183,015 | 70% | \$179,009 | 98% |
| \$10,000,000 and more | 39% | \$274,374 | 61% | \$251,865 | 92% |
| All Responses | 29% | \$187,162 | 71% | \$152,675 | 82% |

These results do not necessarily mean that nonprofits are paying female executives less than male executives for similar positions, but women are underrepresented in larger organizations.

Age

Executive directors/CEOs in this sample are grouped by age as follows:



Organizations responding: 189

Race/Ethnicity

Executive directors/CEOs in this sample are grouped by race/ethnicity, as reported in the chart below. Some chose more than one race/ethnicity.

| Race/Ethnicity | # of Incumbents | % of Total |
|----------------------------------|-----------------|------------|
| White | 107 | 57% |
| Black/African American | 31 | 16% |
| Asian/Asian American | 23 | 12% |
| Hispanic/Latino | 11 | 6% |
| American Indian/Alaska Native | 8 | 4% |
| Middle Eastern/North African | 3 | 2% |
| Native Hawaiian/Pacific Islander | 2 | 1% |
| Prefer not to answer | 6 | 3% |
| Unknown | 7 | 4% |
| # Employees Reported | 189 | |

Race/Ethnicity and Compensation

Analyzing race/ethnicity and executive compensation yields some complex findings. In this sample, Black/Indigenous/People of Color (BIPOC) executive directors/CEOs were slightly more strongly represented at larger organizations, which tend to pay higher executive-level salaries compared with smaller organizations.

BIPOC executives earned an average of 12% more than white executives. However, as the table below shows, the results are variable.

| Organization's Annual Expenses | % White | Average Salary, White | % BIPOC | Average Salary, BIPOC | BIPOC Pay as % of White Pay |
|--------------------------------|------------|-----------------------|------------|-----------------------|-----------------------------|
| Less than \$500,000 | 65% | \$76,790 | 35% | \$95,864 | 125% |
| \$500,000 – \$999,999 | 48% | \$104,080 | 52% | \$114,861 | 110% |
| \$1,000,000 – \$1,999,999 | 60% | \$129,450 | 40% | \$124,203 | 96% |
| \$2,000,000 – \$4,999,999 | 60% | \$151,431 | 40% | \$173,197 | 114% |
| \$5,000,000 – \$9,999,999 | 57% | \$187,223 | 43% | \$171,838 | 92% |
| \$10,000,000 and more | 50% | \$241,634 | 50% | \$274,165 | 113% |
| All Responses | 57% | \$151,346 | 43% | \$169,740 | 112% |

Please note: A small number of participating organizations chose not to specify their executive director/CEO's race. Salaries paid by those organizations are not reflected in the table above.

Education and Compensation

Sixty-one percent (61%) of the executive directors/CEOs in the survey hold Master's Degrees or Doctorates. In the latest data for 2023, only [16% of the population](#) over 25 in Washington State had a Master's or Doctorate Degree. As indicated, salaries generally increase with the level of education.

| Level of Education | # of Incumbents | Average Salary |
|--------------------------------|-----------------|-------------------|
| High School | 2 | Insufficient data |
| Some College | 12 | \$135,109 |
| Bachelor's Degree | 49 | \$144,829 |
| Some Graduate-Level Coursework | 8 | \$161,260 |
| Master's Degree | 100 | \$165,426 |
| Doctorate | 11 | \$165,339 |

Time in Position and Compensation

This table illustrates the average salaries of executive directors/CEOs in relation to how long they have been in their current position. On average, individuals in these organizations' executive director/CEO positions have been in their jobs for 7.1 years.

| Years in Current Job | # of Executives | Average Salary |
|----------------------------|-----------------|----------------|
| Less than one year | 10 | \$129,442 |
| 1.0 to 1.9 years | 23 | \$170,383 |
| 2.0 to 2.9 years | 22 | \$164,027 |
| 3.0 to 4.9 years | 30 | \$148,844 |
| 5.0 to 6.9 years | 33 | \$172,832 |
| 7.0 to 9.9 years | 24 | \$192,006 |
| 10.0 years and over | 47 | \$143,088 |
| # Organizations Responding | 189 | \$160,444 |

There is not as clear a correlation in pay for executive directors/CEOs based upon time on the job as there is based on other factors (for example, annual expenses, number of employees, education).

Succession Planning

Succession plans help the organization maintain stability through inevitable times of transition in the executive position. Ideally, organizations should have both an emergency succession plan and a planned departure plan.

- An emergency succession plan is used when the executive is suddenly unable to serve on a short-term basis or permanently, or when the executive resigns without notice or is terminated.
- A planned departure succession plan is used when the executive resigns or retires with notice.
- Less than one-third of survey respondents have an emergency or non-emergency succession plan:
 - Twenty-four percent (24%) of surveyed organizations have a completed and updated emergency succession plan for the executive director/CEO position.
 - Twenty-four percent (24%) of surveyed organizations have a formal, non-emergency transition plan for the executive director/CEO position.

Setting Compensation for the Executive Director/CEO

Ninety-six percent (96%) of participating organizations confirmed that their Board of Directors formally approved the current compensation of the executive director/CEO. Organizations used various methods to determine reasonable compensation for the executive director/CEO.

| Methods Used to Determine Compensation* | # of Organizations | % of Organizations |
|---------------------------------------------------------------|--------------------|--------------------|
| Published survey data | 102 | 54% |
| Informal survey of similar organizations performed internally | 97 | 51% |
| Form 990s of similar organizations | 55 | 29% |
| Outside consultant | 46 | 24% |
| Other | 13 | 7% |
| # Organizations Responding | 189 | |

**Some organizations use more than one method.*

Thirty-three percent (33%) of surveyed nonprofits reported that they have a formal policy allowing incentive pay for their executive directors/CEOs.

Executive Director/CEO Search

Organizations whose current executive director/CEO has been in that position for five years or less were asked how the organization located this individual as a candidate to fill the position at the time of hire.

| Search Method | # of Organizations | % of Organizations |
|---------------------------------------------------------------|--------------------|--------------------|
| Word of mouth | 7 | 7% |
| Online job posting | 14 | 14% |
| Executive search firm | 30 | 31% |
| Internal promotion | 26 | 27% |
| Current or former board member or founder of the organization | 19 | 20% |
| Other | 1 | 1% |
| # Organizations Responding | 97 | |

Employment Contract

Few executive directors/CEOs in the survey (only 16%) have an employment contract.

16%

of executive directors/CEOs have an employment contract



Additional Benefits Provided to the Executive Director/CEO

The following benefits were reported for the executive director/CEO position. Some of these benefits were available to the executive because they were provided to all employees. See the section on [Miscellaneous Employee Benefits](#) for information about benefits given to other employees.

| Benefit | % of Orgs Offering Benefit to Exec |
|-----------------------------------------------------------------|------------------------------------|
| Professional conference attendance | 68% |
| Professional development classes | 61% |
| Telecommuting | 56% |
| Employee Assistance Program (EAP) | 50% |
| Cell phone expense | 45% |
| Transportation and/or travel | 41% |
| Professional membership dues | 37% |
| Reimbursement for the cost of a professional license/credential | 34% |
| Professional liability insurance | 33% |
| Sabbatical (paid time off) | 26% |
| Local mass transit subsidy | 24% |
| Financial planning services | 23% |
| Employee pay advances | 15% |
| Membership to a health club | 7% |
| Child care assistance/subsidy | 5% |
| Additional vacation time | 23% |
| Additional contribution to retirement plan | 7% |
| Additional contribution to medical insurance | 7% |
| Additional contribution to life insurance | 6% |
| Additional contribution to disability insurance | 3% |
| Additional contribution to long-term care insurance | 2% |



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