

# 2015 PENNSYLVANIA NONPROFIT SALARY AND BENEFIT REPORT

 **SNEAK PREVIEW** 

BROUGHT TO YOU BY:



# INTRODUCTION

The Pennsylvania Association of Nonprofit Organizations (PANO) along with our seven partners, are excited to give you a sneak peek into the full Salary and Benefit Survey—to be released on June 1, 2015. This preview starts the list of positions to be included in the report, an overview of organizational size, types and regions, an analysis of the Chief Executive Officer/Executive Director position and benefits (which also provides a sample of what to expect for all positions), the methodology used for data collection and analysis, and report limitations. We welcome any feedback and questions you may have.

## POSITION OVERVIEW

The report will include data from the following **146** positions representing over **6,400** employees:

### EXECUTIVE



- Chief Executive Officer/Executive Director
- Chief Operating Officer/Associate Director
- Regional Director

### ADMINISTRATIVE



- Administrative Assistant, Intermediate
- Administrative Assistant, Junior
- Administrative Assistant, Senior
- Director, Administration
- Executive Assistant
- Office Manager
- Receptionist
- Regional/Center Manager

### ACCOUNTING/FINANCE



- Accounting Clerk
- Accounting Manager
- Accounting Supervisor
- Bookkeeper/Staff Accountant
- Chief Financial Officer
- Controller
- Payroll Specialist
- Senior Accountant

### HUMAN RESOURCES



- Benefits Manager
- Director, Human Resources
- Human Resources Assistant
- Human Resources Manager
- Human Resources Representative/Specialist

### VOLUNTEER MANAGEMENT



- Volunteer Coordinator
- Volunteer Director

### MAINTENANCE AND GROUND



- Driver
- Facilities Manager
- Gardner
- Janitor or Custodian
- Maintenance Supervisor
- Maintenance Technician/Specialist
- Security Guard/Officer

### INFORMATION/TECHNOLOGY



- Database Administrator
- Data Entry Operator
- Director, Information Technology Services
- Information Technology Manager
- Network Technician
- Personal Computer Technician
- Tech Support Specialist
- Website Developer

### DEVELOPMENT



- Chief Development Officer
- Development Associate
- Development Manager, General
- Development Manager, Annual Giving
- Director, Development
- Grant Writer
- Special Events Coordinator
- Vice President, Business Development

### COMMUNICATIONS/MARKETING



- Communications Director/Manager
- Customer/Member Service Representative
- Graphic Artist
- Public Relations Manager
- Marketing Coordinator
- Membership Assistant
- Membership Director/Manager
- Social Media Coordinator

## PHILANTHROPY



- Grants Manager/Administrator

## CULTURAL, ARTISTIC, PERFORMING ARTS



- Artistic Director
- Costume Shop Manager
- Curator
- Gallery Coordinator
- Museum Technician
- Theater Production Manager

## EDUCATION & RECREATION POSITIONS



- Child Care Assistant
- Coach/Instructor (Multiple Sports)
- Community Educator
- Director, Education
- Educator or Teacher, Adult Education
- Fitness Center Manager Teacher, K-12
- Lifeguard
- Program/Group Assistant
- Recreation or Activity Leader, Children or Youth
- Recreation or Activity Leader, Adults
- Site Supervisor
- Special Education Teacher, K-12
- Teacher, Preschool
- Teaching Assistant, K-12
- Teaching Assistant, Preschool

## EMPLOYMENT/WORK TRAINING



- Job Coach
- Job Developer
- Vocational Counselor

## FOOD SERVICE



- Cook
- Food Service Assistant/Worker
- Food Service Manager/Supervisor
- Nutritionist/Dietician

## GIFT/THRIFT SHOP, WAREHOUSE & FOOD BANK



- Gift/Thrift Shop Manager
- Gift/Thrift Shop Retail Sales Clerk
- Food Bank/Pantry Assistant Clerk

## GOVERNMENT AFFAIRS, ADVOCACY & LEGAL



- Director/Manager, Government Affairs
- Government Relations Specialist
- Staff Attorney

## HOUSING/COMMUNITY DEVELOPMENT



- Director, Resident or Community Services
- Program Manager, Resident/Community Services
- Resident Services Coordinator
- Shelter Manager

## MEDICAL/CLINICAL SERVICES



- Billing Clerk
- Certified Nurse Practitioner
- Clinic Director
- Dental Director
- Dentist
- Dental Assistant
- Director, Nursing
- Health Educator
- Home Health Aide
- Licensed Practical Nurse
- Life Skills Worker
- Registered Nurse
- Medical Assistant
- Medical Records Clerk
- Medical Services Director
- Occupational Therapist
- Physical Therapist
- Receptionist
- Speech Pathologist

## PROGRAM MANAGEMENT



- Program Assistant
- Program Coordinator
- Program Director
- Program Manager

## SOCIAL SERVICES & MENTAL HEALTH



- Case Manager, Senior Level
- Case Manager
- Chaplain
- Children or Youth Program Assistant
- Counselor, Masters Level
- Counselor
- Eligibility Specialist
- Family Advocate
- Licensed Clinical Social worker
- Program Director/Administrator, Social Services & Mental Health
- Program Manager, Social Services and Mental Health
- Program Coordinator, Social Services and Mental Health
- Program Assistant, Social Services and Mental Health
- Psychiatrist
- Psychologist
- Senior or Adult Program Assistant
- Therapeutic Counselor, MFCC, MFT
- Translator or Interpreter

## LIBRARY SERVICES



- Children's Librarian
- Head of Patron Services
- Librarian
- Library Assistant
- Stacks and Circulation Manager
- Reference Librarian
- Research Librarian

# PARTICIPANT OVERVIEW

This section provides you with an overview of all participants—by location and region served. Additional analyses compared the following by budget size: geography type, primary field of service and primary source of funding.

## REGIONS

Each county has been included in one of six (6) regions—also used by Pennsylvania’s Department of Environmental Protection.

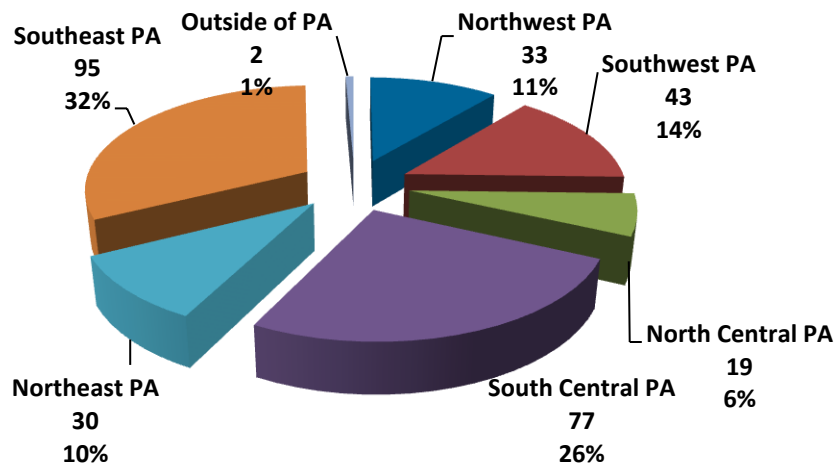


## LOCATION

N = 298

Data from organizations are included in the regions where they are headquartered. Of participating organizations, two (2) are headquartered outside of Pennsylvania, but employ people in Pennsylvania. One serves the Southeast Region so data is included in the Southeast Regional data. Data from the second agency is included only in overall data analysis.

Figure 1: Location of Participating Organizations



## REGION SERVED

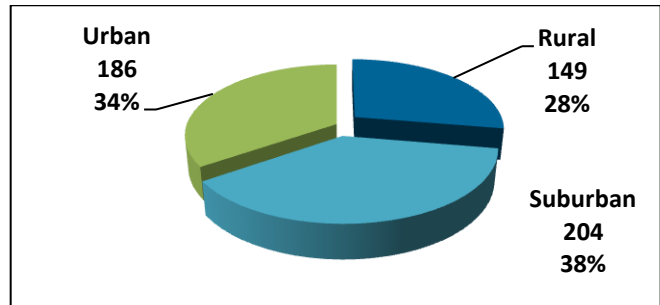
N = 343

Survey participants collectively serve Pennsylvania residents in all 67 counties of the Commonwealth. Of participating organizations, 15% (53) serve all 67 counties and an additional 62 organizations serve counties in more than one region.

Table 1: Participants by Region Served

Regions	% and # of Organizations
Northwest PA	10% (34)
Southwest PA	11% (39)
North Central PA	10% (36)
South Central PA	20% (68)
Northeast PA	13% (45)
Southeast PA	20% (68)
All 67 Counties	15% (53)

Figure 2: Participants by Geography



## STAFF SIZE

N = 337

More organizations (e.g. 37%) reported having 1-5 employees than organizations reporting no employees or organizations reporting more than 5 employees. Organizations reported the following number of full-time employees:

- 22 (7%) organizations reported that they had **0 full-time** employees
- 123 (37%) organizations reported that they had **1-5 full-time** employees
- 85 (25%) organizations reported that they had **6-20 full-time** employees
- 41 (12%) organizations reported that they had **21-50 full-time** employees
- 19 (5%) organizations reported that they had **51-100 full-time** employees
- 30 (9%) organizations reported that they had **101-300 full-time** employees
- 7 (2%) organizations reported that they had **301-500 full-time** employees
- 10 (3%) organizations reported that they had **over 500 full-time** employees

## OVERALL BUDGET SIZE

N = 339

Table 2: Participants by Size of Operational Budget

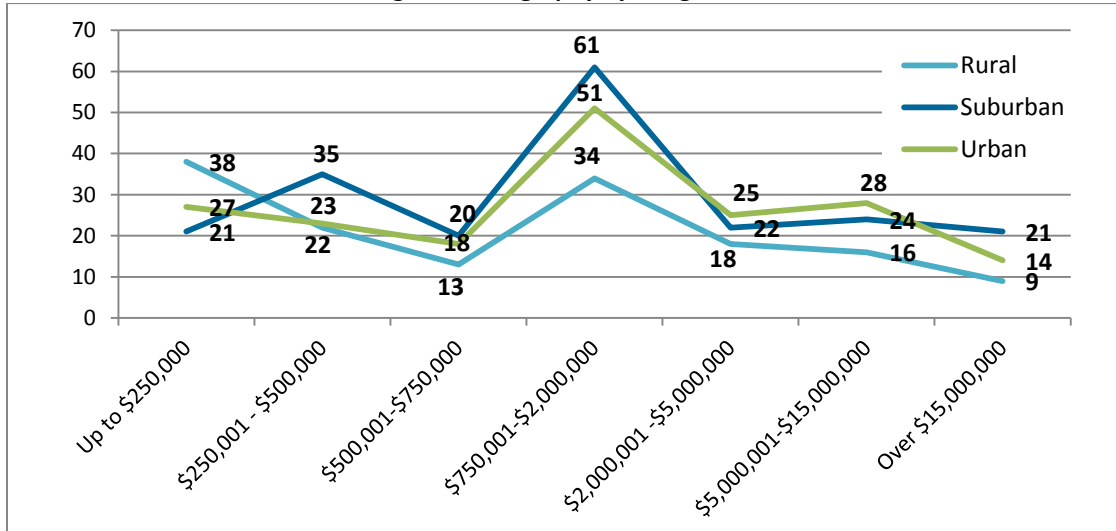
Budget Groups	% and # of Organizations
Up to \$250,000	18% (60)
\$250,001 - \$500,000	16% (54)
\$500,001-\$750,000	9% (29)
\$750,001-\$2,000,000	27% (90)
\$2,000,001 - \$5,000,000	11% (38)
\$5,000,001-\$15,000,000	12% (41)
Over \$15,000,000	8% (27)

### GEOGRAPHY TYPE BY BUDGET SIZE

N = 339

Organizational budgets broken out by geographical type can be seen in Figure 3 below. The majority (43%) have budgets that fall between \$750,000 and \$2,000,000. Rural areas tend to have more small organizations; suburban areas tend to have slightly more mid-size organizations and also more of the largest (e.g. over \$15 M) organizations. Urban areas tend to have more organizations between \$5M and \$15 M than either rural or suburban areas.

Figure 3: Geography by Budget Size



**Table 3: Primary Source of Funding by Budget Size**

N = 493

Primary Field of Service	Up to \$250 K	\$250,001-\$500,000	\$500,001-\$750,000	\$750,001-\$2M	\$2 M- \$5 M	\$5 M- \$15 M	Over \$15 M	TOTALS
Advocacy/Public Affairs	4	2	1	12	4	2	0	25 (5%)
Aging	0	3	0	2	0	7	0	12 (2%)
Animal Welfare	1	0	1	1	0	0	0	3 (1%)
Association/Support Organization	5	5	1	1	2	4	1	19 (4%)
Basic Material Need	0	2	3	9	0	0	1	15 (3%)
Child Care & Child Welfare	1	2	1	8	5	6	4	27 (5%)
Counseling/Behavioral and Mental Health	3	3	2	8	4	11	13	44 (9%)
Community Development	0	1	0	1	1	0	0	3 (1%)
Culture/Arts	8	7	2	10	3	2	0	32 (6%)
Domestic and Sexual Violence	0	1	1	2	3	5	1	13 (3%)
Intellectual/Developmental Disabilities	0	0	2	5	1	4	5	17 (3%)
Education and Research Services	18	12	4	19	7	6	4	70 (14%)
Employment and Economic Opportunity	0	0	0	2	4	4	1	11 (2%)
Environment/Conservation/Preservation	4	2	3	2	1	0	0	12 (3%)
Family Support and Preservation	2	0	1	5	0	3	2	13 (8%)
Foundation/Grant Support/Philanthropy	1	2	1	3	1	0	0	8 (2%)
Health and Health Education	5	4	0	10	3	6	7	35 (7%)
Housing/Shelter	1	3	3	7	6	5	2	27 (5%)
Human/Social Services	0	2	3	0	2	0	2	9 (2%)
International Aid	0	0	1	1	1	0	0	3 (1%)
Legal	3	0	1	2	1	1	0	8 (2%)
Library	11	8	5	12	1	1	1	39 (8%)
Military and Veteran	0	1	0	0	0	0	1	2 (0.4%)
Offender Reentry and Interaction	0	0	1	1	1	0	1	4 (1%)
Religious	1	2	2	1	1	3	0	10 (2%)
Social Support/Recreation	2	1	0	6	1	1	1	12 (2%)
Youth	1	3	2	6	1	4	0	17 (3%)
Other*	1	1	0	0	0	1	0	3 (1%)
<b>TOTALS</b>	<b>72 (15%)</b>	<b>67 (14%)</b>	<b>41 (8%)</b>	<b>136 (28%)</b>	<b>54 (11%)</b>	<b>76 (15%)</b>	<b>47 (10%)</b>	

\*Other includes: Community leadership program, tourism, retail thrift store operations

## PRIMARY SOURCE OF FUNDING

N = 339

More organizations (e.g. 48%) reported government funding as their primary source of funding than any other funding source. The second highest reported funding source was contributions from individuals. More small to mid-size organizations appear to depend on contributions from individuals when compared to larger organizations. Though social enterprise has been a much discussed way of increasing revenue in recent years only eight (8) participants reported revenue from sales as a primary source of funding.

**Table 4: Primary Source of Funding by Budget Size**

Primary Source of Funding	Up to \$250 K	\$250,001-\$500,000	\$500,001-\$750,000	\$750,001-\$2 M	\$2M-\$5M	\$5 M- \$15 M	Over \$15 M	TOTALS
Contributions from Individuals	18	12	7	16	5	5	1	<b>64</b> (19%)
Contributions from Foundations/Trusts	8	8	3	9	5	2	1	<b>36</b> (11%)
United Way	2	0	0	0	0	0	0	<b>2</b> (1%)
Government	21	23	12	47	16	21	22	<b>162</b> (48%)
Membership Dues	1	3	0	1	2	0	0	<b>7</b> (2%)
Program Service Fees	7	5	6	12	7	9	3	<b>49</b> (14%)
Revenue from Sales	1	0	1	2	1	3	0	<b>8</b> (2%)
Investment Income	1	2	0	1	2	1	0	<b>7</b> (2%)
Other	1	1	0	2	0	0	0	<b>4</b> (1%)
<b>TOTALS</b>	<b>60</b> (18%)	<b>54</b> (16%)	<b>29</b> (9%)	<b>90</b> (27%)	<b>38</b> (11%)	<b>41</b> (12%)	<b>27</b> (8%)	<b>339</b>

Primary funding sources do not appear to differ greatly for organizations located in urban, suburban or urban areas.

**Table 5: Primary Source of Funding by Geography Type**

N =539

Primary Source of Funding	Rural	Urban	Suburban
Contributions from Individuals	23%	21%	22%
Foundations/Trusts	6%	8%	15%
United Way	1%	0%	0%
Government	43%	45%	37%
Membership Dues	4%	3%	4%
Program Service Fees	17%	17%	17%
Revenue from Sales	1%	2%	2%
Investment Income	2%	1%	3%
Other	1%	1%	1%



# EXECUTIVE DIRECTOR ANALYSIS



## Executive Director/Chief Executive Officer

### Short Job Description:

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

*\*Other similar job titles:* President, Head of the School, Managing Director, Administrator

	# Orgs	# of Employees	Average	Range	10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
<b>Base Salary: All Positions</b>	<b>279</b>	<b>279</b>	<b>89,531</b>	<b>532,000</b>	<b>40,000</b>	<b>53,680</b>	<b>75,000</b>	<b>112,000</b>	<b>155,768</b>
<b>By Budget Size</b>									
• Up to \$250,000	45	45	37,720	56,000	22,000	26,400	39,000	46,000	52,000
• \$250,001-500,000	49	49	57,747	65,600	40,000	46,000	54,000	70,000	82,600
• \$500,001-\$750,000	27	27	68,930	81,000	53,710	57,000	65,000	71,000	98,243
• \$750,001-\$2M	80	80	79,934	32,900	55,016	63,700	77,500	93,600	111,384
• \$2M-5M	35	35	108,788	35,656	66,315	85,500	110,000	142,500	165,000
• \$5M-\$15M	37	37	135,401	236,000	81,700	95,036	125,000	159,850	192,780
• Over \$15 M	25	25	179,761	550,000	121,000	132,949	170,000	202,000	237,235
<b>By # of Employees</b>									
• 1-5 Employees	110	110	62,030	274,000	35,000	44,990	55,000	75,000	92,163
• 6-20 Employees	75	75	83,085	135,144	52,500	62,000	76,000	98,000	120,000
• 21-50 Employees	37	37	115,325	162,482	66,315	75,000	98,000	146,389	165,000
• 51-100 Employees	16	16	118,935	128,968	72,800	92,000	110,000	126,600	166,500
• 101-300 Employees	27	27	137,822	168,000	83,000	104,988	127,400	174,600	200,000
• 301-500 Employees	6	6	168,498	116,601	120,634	145,000	157,920	190,000	190,000
• Over 500 Employees	8	8	223,282	425,000	125,000	132,949	150,000	234,523	235,000
<b>By Level of Education</b>									
• High School Diploma	5	5	45,200	32,000	N/A	N/A	40,000	N/A	N/A
• Certification	3	3	49,500	N/A	N/A	N/A	N/A	N/A	N/A
• Associates Degree	8	5	45,200	32,000	N/A	N/A	40,000	N/A	N/A
• Bachelors Degree	56	56	74,307	146,500	25,000	53,000	72,100	95,000	117,000
• Masters Degree	180	180	95,803	532,000	40,560	54,000	79,325	120,000	173,644
• Doctorate	20	20	101,455	153,600	46,000	67,800	94,000	125,000	150,000
<b>By Sex of Employee</b>									
• Male	76	76	110,886	215,235	48,000	70,740	102,000	149,389	173,644
• Female	196	196	80,814	532,000	38,500	52,000	68,250	93,844	125,000
<b>By Race/Ethnicity</b>									
• Hispanic/Latino	3	3	83,548	N/A	N/A	N/A	N/A	N/A	N/A
• White, Non-Hispanic	263	263	88,518	532,000	39,000	53,000	75,000	111,384	155,000
<b>By # of Years in Position</b>									
• 1-5 Years	130	130	81,344	532,000	40,000	52,500	75,000	117,000	158,000
• 6-10 Years	52	52	87,172	215,605	36,000	59,600	75,667	100,000	145,000
• 11-20 Years	57	57	86,591	272,000	40,248	53,710	75,000	94,653	142,000
• Over 20 Years	34	34	82,815	175,600	35,000	53,400	68,000	105,000	148,000
<b>By Region</b>									
• Northwest	35	35	77,109	213,370	32,000	44,000	66,315	100,600	145,000
• Southwest	38	38	74,955	168,000	35,000	46,300	67,999	95,000	145,000
• North Central	32	32	76,045	173,000	26,000	47,000	72,800	87,500	125,000
• South Central	75	75	94,261	212,500	44,000	60,000	87,500	117,000	157,920
• Northeast	38	38	99,151	216,523	39,000	62,704	85,000	132,949	183,726
• Southeast	82	82	108,735	530,000	55,000	70,000	90,000	125,000	192,780
<b>By Field of Service</b>									
<i>Median Only (50<sup>th</sup> Percentile)</i>	Advocacy/Public Affairs (15)		<b>Median</b>	Culture/Arts (29)		<b>Median</b>	International Aid (2)		<b>Median</b>
	Aging (10)		90,000	Education Services (57)		63,000	Legal (7)		N/A
	Animal Welfare (3)		95,000	Employment/Economic (8)		72,000	Religious (7)		94,000
	Association/Support Org (16)		100,000	Environ/Cons/Presrvtion (7)		94,000	Social Supp/Recreation (11)		84,345
	Basic Material Needs (8)		75,000	Family Supp & Presrvtion (11)		70,430	Youth (15)		95,000
	Child Care/Child Welfare (19)		63,700	Health/Health Education (10)		81,700			82,446
	Counseling/BH/MH (38)		81,700	Housing/Shelter (21)		100,000			
			117,000			81,700			

# EXECUTIVE DIRECTOR BENEFITS

**N = 865**

The survey asked about additional benefits specific to the Executive Director. 20% (66) noted that they did not provide any of the following additional benefits. The following table describes the frequency with which the following benefits are provided, with participants checking all that applied.

<b>Benefit Types</b>	<b>% and # of Organizations</b>
<b>Travel/Conference</b>	<b>25% (215)</b>
<b>Lap Top Computer</b>	<b>16% (136)</b>
<b>Cell Phone</b>	<b>14% (118)</b>
<b>Parking</b>	<b>13% (112)</b>
<b>Educational Reimbursement</b>	<b>7% (60)</b>
<b>Car or Car Allowance</b>	<b>6% (49)</b>
<b>IPad/Tablet</b>	<b>5% (42)</b>
<b>Association/Club Memberships</b>	<b>3% (27)</b>
<b>Additional Contribution to Retirement</b>	<b>3% (26)</b>
<b>Wellness/Fitness Programs</b>	<b>3% (25)</b>
<b>Additional Contribution to Life Insurance</b>	<b>2% (18)</b>
<b>Additional Contribution to Health Insurance</b>	<b>2% (21)</b>
<b>Mileage</b>	<b>1% (8)</b>
<b>Housing/Housing Allowance</b>	<b>1% (6)</b>
<b>Additional Paid Vacation</b>	<b>0.2% (2)</b>

# METHODOLOGY

Borrowing data points from the 2012 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations produced by the Bayer Center at Robert Morris University and the 2008 South Central Nonprofit Salary and Benefit Survey produced by the Nonprofit Resource Network of Millersville University, PANO created this 2015 Salary and Benefit Survey in partnership with the seven organizations recognized at the beginning of this report. These partners provided input on the survey itself, which used Survey Monkey as its platform.

The survey was launched across the state by PANO and its promotional partners on January 28, 2015. The deadline for data collection was extended from March 6, 2015 to March 27, 2015, when the survey was officially closed. During the final week, PANO staff made follow-up, reminder phone calls to organizations who had partially completed the survey. Of the 451 organizations that registered to participate, 343 organizations provided enough data to be included in this report.

Though no direct compensation was given for taking the survey, participants can purchase the survey at a significantly discounted price. Because the survey was promoted by multiple organizations, a response rate for this survey could not be calculated.

The responses to the surveys are being analyzed with simple calculations such as frequency, average, range, and percentile. Each position uses cross tabulations to look at position by agency budget, number of employees, level of education, sex, race, number of years in position, region, and field of service. This report does not include data for positions where fewer than three employers provided information. For categories where data was provided for only three (3) or four (4) employees, only the average and the range are included in the report. For categories where data was provided for five (5) employees, the average, range and median (50th Percentile) are included in the report.

## SURVEY LIMITATIONS

The target population for this survey included nonprofit organizations in the databases for PANO and its seven partner organizations on this survey, generating a convenience sample of voluntary respondents. Readers should assume that the results can be generalized only to organizations included in the survey—and to organizations similar to the participants. They should be seen as only as a guide to making salary and benefit decisions. A list of participating organizations who did not wish to remain anonymous will be included in the final report. Finally, as a first time endeavor, the way some data was collected created some limitations. For example, the survey asked employers to report their number of employees by employee group (e.g. 1 to 5 employees, 6 to 20 employees) rather than an actual total number of employees. Thus, true turnover rate will not be included in the final report.