

NONPROFIT SALARY SURVEY RESULTS



 **Strategic
Nonprofit
Alliance
Partnership**
Working Together To Build
Stronger Communities





January 5, 2009

Dear Nonprofit Agency:

Thank you to all of those who participated in the 2008 Nonprofit Salary Survey.

In an effort to help you acquire a better understanding of the nonprofits in Volusia and Flagler counties, Strategic Nonprofit Alliance Partnership (SNAP) has compiled the following information. Given that this was the second year the survey was conducted, SNAP is pleased with the participation. The primary objective of the survey was to obtain first-hand information from you in regards to compensation, health care benefits and organizational concerns. A copy of the survey results will also be posted to the new SNAP website: www.snapnonprofit.org.

If you have any questions feel free to contact Kelly Mancinik at kellym@jmco.com or (386) 257-4100.

Sincerely,

A handwritten signature in cursive script that reads 'James Halleran'.

James Halleran, CPA

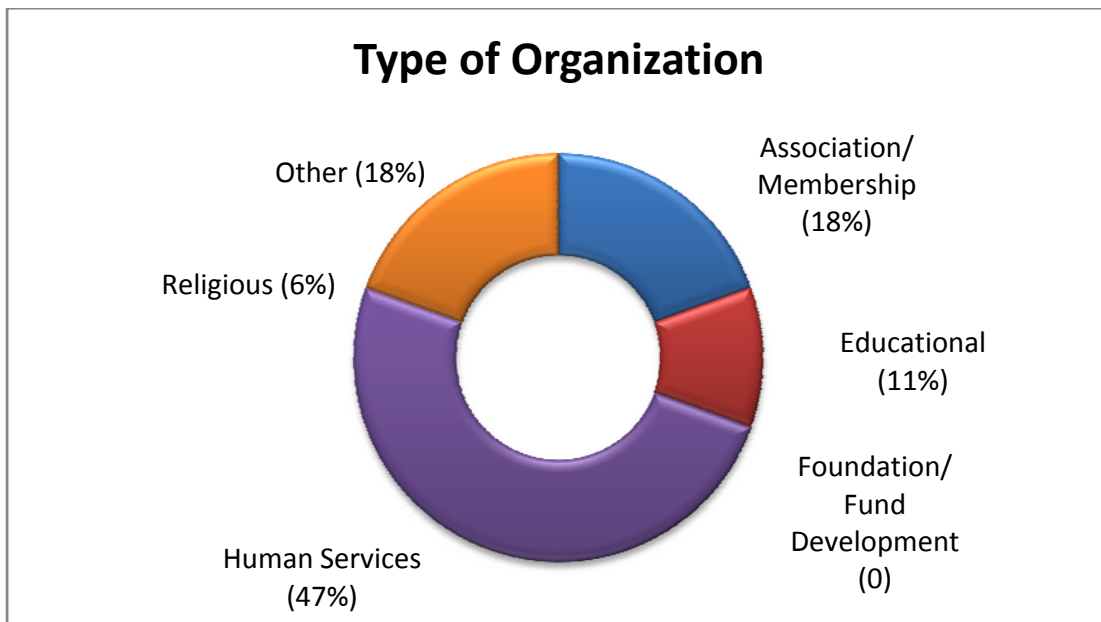
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Respondent Demographics

Of the 201 surveys mailed to nonprofit and community-based organizations throughout Volusia and Flagler counties, 19% responded. Of that percentage 82% requested the results of the survey be sent to their organization.

Organizations were asked to describe their organization using the following categories:

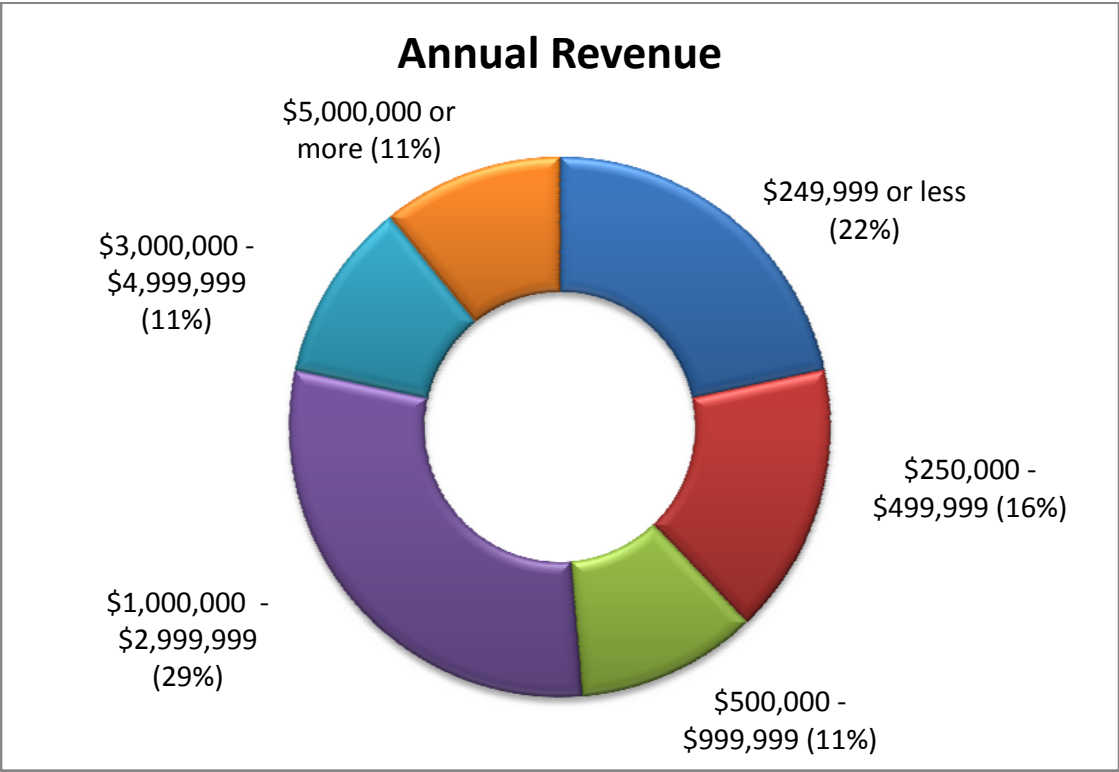
- Association/Membership
- Educational
- Foundation/Fund Development
- Human Services
- Religious
- Other



Those who indicated “Other” noted cultural arts, social service, case management, and community development as descriptions. “Cultural arts” held the largest majority (43%) in the “Other” category.

Full-time Employment. Approximately 14% of the organizations that responded were comprised of volunteers only. Although the number of full-time employees ranged between one and 1177, the median was eight. Slightly less than 65% of organizations employed less than 25 full-time individuals. Only one organization employed more than 500 full-time individuals.

Part-time Employment. Although organizations employed between one and 120 part-time employees, the number that appeared the most frequently was two (median = three). The overall majority of organizations (84%) employed less than ten part-time employees. The largest number of part-time individuals employed was 120.



A little less than a third (29%) of organizations relayed that their annual revenues were between \$1 million and \$3 million. Slightly less than half (49%) of the organizations' annual revenues total less than \$1 million.

Demographic Comparison By Revenue

Average Hours Per Week

Following are tables, relaying the average number of hours worked per week by individuals within the organization. Also included are the highest (High) and lowest (Low) responses provided. Slightly more than half (51%) of respondents provided information for this section. For comparison purposes, information is organized according to whether the organization’s annual revenues are greater than or less than \$1 million.

Annual Revenue	Executive Director	Assistant Director	Development Director	Program Manager	HR Manager	Finance Manager
< \$1 million	37	30	41	38	27	28
High/Low	60/24	40/10	43/40	41/31	40/13	40/13
> \$1 million	42	40	38	40	35	37
High/Low	60/34	45/35	40/30	50/34	50/10	50/20

Annual Revenue	Office Manager	Service Staff (Masters Degree/Licensed)	Service Staff (Bachelors)	Service Staff (Non-degreed)	Service Staff
< \$1 million	28	40	39	33	25
High/Low	22/7	40/40	40/35	40/20	40/7
> \$1 million	38	35	39	39	36
High/Low	45/30	40/4	40/32	40/35	40/25

The positions identified as “Other” for organizations whose annual revenues total less than \$1 million included a Bookkeeper (avg. four hours), Office Assistant (avg. 65 hours), and a Manager (avg. 36 hours). Organizations whose revenues totaled more than \$1 million identified several additional positions within their organizations. These included office staff (avg. 40 hours), maintenance (avg. 35 hours), Program Director (avg. 45 hours), Quality Assurance (avg. 40 hours), IT Director (avg. 35 hours) and a Facility Manager (avg. 18 hours).

Average Hourly Rate

Respondents were also asked to include the hourly rate for each of the positions, as well. Also included are the highest (High) and lowest (Low) responses provided. Again, slightly more than half of respondents (51%) provided information for this section. For comparison purposes this information is also organized according to whether the organization’s annual revenues are greater than or less than \$1 million.

Annual Revenue	Executive Director	Assistant Director	Development Director	Program Manager	HR Manager	Finance Manager
< \$1 million	\$25	\$31	\$18	\$20	\$21	\$19
High/Low	\$45/\$9*	\$31/\$31*	\$15/\$24	\$31/\$40	\$24/\$18	\$29/\$10*
> \$1 million	\$47	\$34	\$27	\$21	\$24	\$28
High/Low	\$96/\$22	\$67/\$21	\$43/\$18	\$32/\$13	\$47/\$12	\$50/\$19

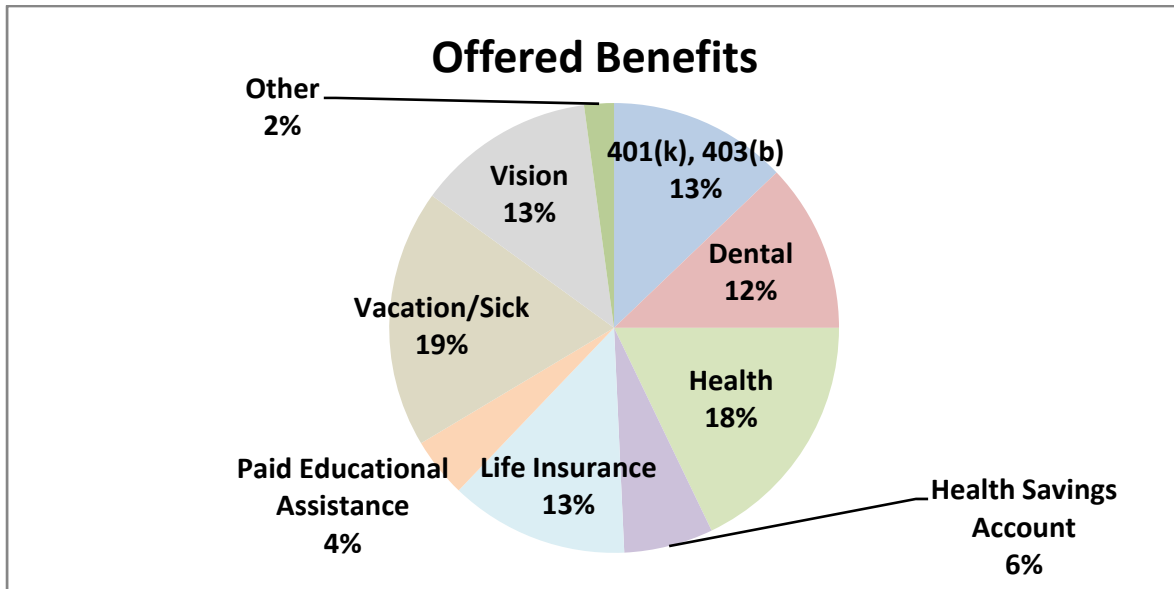
Annual Revenue	Office Manager	Service Staff (Masters Degree/Licensed)	Service Staff (Bachelors)	Service Staff (Non-degreed)	Service Staff
< \$1 million	\$14	\$14	\$13	\$11	\$10
High/Low	\$22/\$7	\$15/\$13	\$14/\$10	\$13/\$10	\$11/\$9
> \$1 million	\$18	\$19	\$16	\$10	\$10
High/Low	\$27/\$13	\$26/\$15	\$23/\$12	\$15/\$8	\$14/\$8

Listed as “Other” positions for organizations who reported revenues of less than \$1 million were a Bookkeeper (avg. \$60), Office Assistant (avg. \$11) and a Manager (avg. \$23). For the organizations who reported revenues greater than \$1 million, “other” positions were: office staff (avg. \$14), maintenance (avg.\$11), Program Director (avg. \$14), Quality Assurance (avg. \$19) and an IT Director (avg. \$17). The hourly rate for the Facility Manager position (noted on the previous page) was not supplied.

* Respondents indicated this position was held by a volunteer, so the lowest hourly wage, reported as zero (\$0), was not factored in to the average. As such, the average hourly wage for an Executive Director was determined based on 75% of respondents; for an Assistant Director the percentage response was 50%; and 83% for the Finance Manager.

Benefits Summary

Almost two-thirds of respondents (62%) provide some type of benefit to their employees. The most selected were vacation/sick and health insurance.



One respondent indicated, in addition to offering a 401(k)/403(b) plan, dental benefits, health benefits, life insurance, vacation/sick, and vision, that they also offer their employees disability and a simple IRA employer contribution account.

Respondents were asked to provide additional information, relaying the amount of time (vacation/sick/personal time off), awarded annually to individuals within their organization. Approximately 94% of respondents choose to supply this information. The following tables* relay (a) the average number of hours awarded and (b) the highest (High) and lowest (Low) figures supplied, according to position within the organization.

Annual Revenue	Executive Director	Assistant Director	Development Director	Program Manager	HR Manager	Finance Manager
Average	161	149	152	156	120	118
High/Low	360/0	360/0	248/0	288/0	240/0	264/0

Annual Revenue	Office Manager	Service Staff (Masters Degree/Licensed)	Service Staff (Bachelors)	Service Staff (Non-degred)	Service Staff
Average	110	119	126	88	90
High/Low	360/0	288/0	288/0	288/0	288/0

*Note: Because there was not a large disparity between the information relayed from organizations with varying revenues the information was not organized according to this demographic characteristic.

Some of the organizations who responded supplied information in addition to what was requested. The following exhibits represent one organization's response. In an effort to provide the most accurate information available, each exhibit represents the organization's response as precisely as it was provided. In order to retain anonymity amongst respondents any information which could identify a particular organization was omitted.

Exhibit 1 - All full-time staff receive one week vacation, one week sick, plus ten holidays the first year.

- Two to four years: two weeks vacation, two weeks sick, ten holidays.
- Five to nine years: three weeks vacation, two weeks sick, ten holidays.
- Ten to 14 years: four weeks vacation, two weeks sick, ten holidays.
- 15 to 20 years: Five weeks vacation, two weeks sick, ten holidays.

Exhibit 2 - Executive Director, Development Director, Program Manager, Office Manager, Service Staff (Masters Degree/Licensed), Service Staff (Bachelors) and Service Staff (Non-degreed) received the same PTO:

- first year (after 90 days) – a half day per month.
- second and third year – one day off per month.
- fourth and fifth years – one-and-a-half days per month.
- after five years – two days per month.
- after seven years – two-and-a-half days per month.

Exhibit 3 - Based on hire date and years of service: Executive Director – 200 hours; Assistant Director/Vice President of Operations – between 120 to 160 hours.

Exhibit 4 - All employees accrue PTO at the same rate:

- First six months – 3.5 hours per pay period.
- Six months to one year – 7 hours per pay period.
- One to five years – 8 years per pay period.
- After five years – 11.67 hours per pay period.

Exhibit 5 - Annual leave hours are based on years of service:

- between zero to two years – 3.5 per pay period.
- between three to five years – 4.5 per pay period.
- six to nine years – 5.5 hours per pay period.
- ten or more years – 7.0 per pay period. All employees receive 3.5 hours of sick [time] per pay period.

Benefit	Executive Director	Executive Assistant	IT Director	Finance Manager	Fiscal Staff Assistant	Program Manager
Sick Hours	91	91	91	91	91	91
Annual Leave Hours	91	143	143	182	117	143

Current Issues

Almost every organization (95%) relayed the top three issues their organization is currently facing. The table below represent the respondent's issues in the order they were given. Respondents are listed in no particular order. They are labeled "A" through "O" or "A" through "Q", respectively, for organizational purposes only. The term "N/R" indicated "No Response."

Of the organization's whose revenues total less than \$1 million the most popular response was funding. Of the organization's whose revenues are greater than \$1 million the most popular response was also funding. This response appeared more often within this demographic.

Less Than \$1 Million

Respondent	Issue One	Issue Two	Issues 3
A	Funding	Increased Costs	Staff morale
B	Qualified staff	Staff turnover	Benefit package
C	Competitive salaries	Benefit package	Facilities cost
D	Financial	Staff turnover	State regulations
E	Economy	Decreased donors	Staying competitive
F	Funding	Donor numbers	Facilities cost
G	Quality part-time staff	Lack of donations	Economy
H	Collecting A/R	Funding	Funding
I	Manage care – Medicaid	Staff turnover	Qualified staff
J	Funding	Increasing demand for services	Board development
K	Benefit package	Budget cuts	Economy
L	Funding	Expansion	Facilities cost
M	Funding	Benefit package	Economy – gas prices
N	Funding	N/R	N/R
O	Financial	Attracting donors	Maintenance

Greater Than \$1 Million

Respondent	Issue One	Issue Two	Issues 3
A	Business environment	Growth	Revenue
B	Donor retention	Costs	N/R
C	Funding	Attracting new donors	Funding
D	Funding	Qualified personnel	Productivity
E	Funding	Awareness	Qualified personnel
F	Funding	Fiscal responsibility	Funding
G	Funding	Location	N/R
H	Money	N/R	N/R
I	Funding	Infrastructure development	Growth
J	Donor retention	Costs	N/R
K	Benefit package	Budget cuts	Economy
L	Funding	Staff development	Planned giving
M	Funding	N/R	N/R
N	Revenue growth	HR matters	Training
O	Funding	Costs	Community support
P	Funding	Funding	Funding
Q	Cost of living allowance	Benefit package	Benefit package



2008 Nonprofit Salary Survey Questionnaire

Please complete each section and return in the postage paid envelope by October 1, 2008.

1. Best way to describe your organization (please only check one):

- Association/Membership
- Educational
- Foundation/Fund Development
- Human Services
- Religious
- Other (please specify) _____

2. Annual Revenue (please circle one)

- \$249,999 or less
- \$250,000 – \$499,999
- \$500,000 – \$999,999
- \$1,000,000 – \$2,999,999
- \$3,000,000 – \$4,999,999
- \$5,000,000 or more

3. Number of full-time employees: _____

Number of part-time employees: _____

4. Please indicate the **approximate number of hours per week** and the **hourly rate** for each applicable position.

	Hours per week	Hourly Rate
Executive Director/ President/CEO		
Assistant Director/ Vice President		
Development Director		
Program Manager		
Human Resources Manager		
Finance Manager		
Office Manager		
Service Staff (Masters Degree/Licensed)		
Service Staff (Bachelor Degree)		
Service Staff (Non-degreed Professional)		
Service Staff		
Other (please specify) _____		

5. Indicate the **amount of time** (vacation/sick/PTO) **awarded each year** for the applicable positions in question No. 4.:

	Number of Hours per year
Executive Director/ President/CEO	
Assistant Director/ Vice President	
Development Director	
Program Manager	
Human Resources Manager	
Finance Manager	
Office Manager	
Service Staff (Masters Degree/Licensed)	
Service Staff (Bachelor Degree)	
Service Staff (Non-degreed Professional)	
Service Staff	
Other (please specify) _____	

6. What type of benefits do you offer your employees? (please circle all that apply)

- 401(k)
- Dental
- Health
- Health Savings Account
- Life Insurance
- Paid Educational Assistance
- Vacation/Sick Time
- Vision
- Other (please specify) _____

7. What are the top three issues your organization is facing?

All salary information will remain confidential.

An electronic version of the results will be available once responses have been received and compiled. If you would like to receive a copy, please provide your contact information below:

Name: _____ Title: _____

Organization: _____ Email Address: _____