

Executive Summary with Median Base Salaries

The *2020 Northeast Florida Nonprofit Compensation and Benefits Survey* was commissioned by the Nonprofit Center of Northeast Florida to illustrate nonprofit compensation and benefits practices in the Northeast Florida region.

Conduct of the Survey

The *FAIRPAY* nonprofit salary and benefits model and software application was utilized. The survey was conducted by Nonprofit Compensation Associates, Inc., based in Oakland, California.

All 501(c)(3) nonprofit organizations with at least one paid employee, operating within the counties of Baker, Clay Duval, Nassau and St. Johns were invited to participate. Northeast Florida nonprofit organizations were sent the survey instrument via email and asked to return the completed survey to an email address that afforded complete confidentiality. Organizations had twelve weeks in which to participate. Participants were asked to provide compensation and benefits data effective as of October 1, 2019.

The *2020 Northeast Florida Nonprofit Compensation and Benefits Survey* provides the results of the data collected. To ensure the confidentiality of all data, a minimum number of responses were required for each statistic. Where appropriate, compensation was reported utilizing the 25th percentile, median (50th percentile), 75th percentile and average. Reporting was also done, where appropriate, according to the organization's location, annual operating expenses, field of service, total number of employees and by the employees' gender. Insurance and retirement benefits are delineated as well as other compensation and employment practices.

Findings

One hundred one (101) eligible nonprofit organizations that employ over 7,000 people completed the survey instrument. Data was compiled on nearly 4,000 individual salaries (the number that met the criteria for reporting purposes) that were categorized into 93 job titles.

The annual operating expenses of participating nonprofits range from under \$100,000 to over \$50,000,000 per year. The median annual operating expenses among participating organizations \$2,189,972. Organizations are divided into five categories based on their annual operating expenses.

Seventy-seven percent of participating nonprofits define a full-time workweek as 40 hours per week; one percent use 38 hours, six percent use 37.5 hours and ten percent use 35 hours. The remaining six percent are predominantly small nonprofits with a less structured policy.

Fifty-five percent of employees at participating organizations work full-time while 45 percent work part-time. The participating organizations experienced annual turnover rates (including both voluntary and involuntary turnover) of 24 percent for full-time employees and 36 percent for part-time employees during the past year.

Sixty-seven percent of the participating organizations' executive directors are female; 33 percent are male.

Benefits: Paid Time Off

Less than half (41 percent) of participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday and sick leave. Fifty-two percent have a PTO (Paid-Time-Off) program instead, giving employees a set number of days off to be taken for any purpose. Another seven percent, mostly small organizations, have a less formal policy.

Forty-nine percent of nonprofits with part-time employees offer paid time off to their part-time staff. More than half of these organizations require that those employees work a minimum work schedule to be eligible, with an average of 24 hours per week required.

Ninety-three percent of participants report having a formal policy regarding paid time off. This includes 84 percent of surveyed organizations that have one vacation schedule for all employees, often giving an increasing number of vacation days the longer an employee remains with the organization, and nine percent with two or more schedules depending on the type of employee. Surveyed nonprofits provide an average of 10.5 paid holidays as well as an average of 8.8 paid sick days per year.

Benefits: Insurance & Retirement

Eighty-two percent of surveyed nonprofits offer some type of medical insurance to full-time employees. The likelihood that an organization offers medical insurance benefits to employees varies by the size of the organization, with smaller organizations much less likely to offer medical insurance than larger organizations. Overall, fifty-two percent of organizations offer a traditional health plan, 27 percent offer a cafeteria plan, four percent pay a stipend directly to employees for the purchase of their own insurance coverage and eighteen percent offer no insurance benefits.

Of the respondents who have part-time employees, 68 percent indicate that only full-time employees are eligible; 29 percent indicate that their part-time employees are eligible for medical insurance coverage, as long as they maintain a minimum number of hours per week (on average, 28 hours per week). The remaining three percent are eligible regardless of work schedule.

Seventy-one percent of surveyed organizations provide some type of retirement benefit to their full-time employees. For these employers, tax-sheltered annuities such as 401(k) and 403(b) plans are by far the most popular type (56 percent of all organizations participating in this study), followed by IRA/SEP-IRA plans (thirteen percent) and other defined contribution plans (four percent). Several organizations offer more than one type of plan.

Eighty-two percent of those with retirement benefits have plans in which both the employer and the employee contribute to retirement. In eight percent, only the employee contributes, and in six percent, only the employer contributes.

Organizations that contribute to employees' retirement plans were asked to describe that contribution. Ninety-two percent indicated that they contribute some percentage of each employee's annual salary, usually the same for all employees. If the percentage increases with an employee's length of service, organizations entered the highest percentage, or cap, of an employee's salary that would be contributed. The range of all percent of salary responses is from one to fifteen percent, with an average response of 4.91 percent.

Compensation

In general, male CEOs/Executive Directors earn higher pay than do females. The median base pay for all CEOs/Executive Directors in the sample is \$115,000 per year; for men, the median base pay for CEOs/Executive Directors is \$130,000 per year; for women, the median base pay for CEOs/Executive Directors is \$104,500 per year. While a majority (67 percent) of all CEO/Executive Directors in the sample are women, there is a relatively larger proportion of men in the CEO/Executive Director positions of the largest organizations, which tend to pay higher wages.

The median base pay for all non-executive employees represented in this survey is \$35,000. Among men in non-executive positions, the median pay is \$28,080. Among women in non-executive positions, the median pay is \$35,360. Of the 93 jobs reported, 46 of them have overall median base pay levels of less than \$40,000.

Many participating nonprofits use more than one method to grant salary increases. Merit/performance was cited by 55 percent, across-the-board increases by 37 percent, cost of living by 30 percent and length of service by seven percent. Eighty-four percent of participating organizations expect to have salary increase budgets in their current fiscal year.

Eighty percent of the participating nonprofits report a performance review interval of one year, nine percent conduct reviews every six months, three percent conduct quarterly reviews, and eight percent have some other schedule or no set interval.

Fifty-one percent of surveyed nonprofits reported that they have a formal policy that allows for incentive pay for their CEO/Executive Directors.

Appendices include a list of survey participants, wage conversion formulas and tables and an alphabetical list of job titles.

Median Annual Base Salaries by Position

Job Category	Job #	Job Title	Med. Salary
Executive	005	Chief Executive Officer/Executive Director	\$115,000
	010	Chief Operating Officer/Associate Director	98,280
	015	Chief Programs Officer	99,134
	025	Chief Development Officer	107,899
	030	Chief Human Resources Officer	96,186
	105	Chief Financial Officer	95,000
Administrative	055	Director, Administration/Operations	59,412
	059	Quality Assurance Specialist	39,998
	065	Office Manager	46,483
	070	Executive Assistant	44,366
	075	Administrative Assistant, Senior Level	40,165
	080	Administrative Assistant, Intermediate Level	32,000
	085	Administrative Assistant, Junior Level	24,186
	090	Receptionist	24,960
	094	Contracts Administrator	43,597
Accounting/Finance	110	Controller	78,750
	115	Accounting Manager	60,938
	120	Accounting Supervisor	50,000
	125	Staff Accountant	45,760
	126	Payroll Specialist	37,500
	130	Accounting Clerk	35,360
Cultural, Artistic, Performing Arts	186	Visitor Services Representative	20,800
Development	205	Director, Development	71,863
	211	Development Manager, Major Gifts	59,000
	212	Development Manager, General	50,000
	215	Grant Proposal Writer, All Types of Funding	51,000
	219	Development Officer	70,629
	220	Special Events Coordinator	41,500
	225	Development Associate/Coordinator	36,067
Education & Recreation	253	Director, Education	64,832
	255	Curriculum Specialist	50,564
	256	Educator or Teacher, Adult Education	36,763
	258	Site Supervisor	36,401
	259	Teacher, K - 12	47,364
	262	Teacher, Pre-School	29,304
	265	Teaching Assistant, K - 12	24,960
	272	Community Educator	38,459
	273	Recreation Program Manager	39,249
	275	After School Instructor	31,200
Employment/Work Training	315	Job Coach	31,866
Food Service	355	Food Service Manager or Supervisor	40,000
	370	Food Service Assistant/Worker	24,960
Gift/Thrift Shop, Warehouse & Food Pantry	455	Gift/Thrift Shop Manager	35,365
	460	Gift/Thrift Shop Retail Sales Clerk	21,580
	465	Warehouse Worker	22,131
Government Affairs, Advocacy, Research	382	Data Manager	49,712
Human Resources	505	Director, Human Resources	71,030
	510	Human Resources Manager	52,165
	515	Human Resources Representative or Specialist	38,002
	520	Human Resources Assistant	32,594
Information Technology	576	Tech Support Specialist	41,247
	580	Data Entry Operator	31,200

Job Category	Job #	Job Title	Med. Salary
Maintenance, Grounds & Purchasing	655	Facilities Manager	60,965
	660	Maintenance Supervisor	40,000
	665	Maintenance Technician or Specialist	29,796
	675	Janitor or Custodian	23,608
	680	Driver	25,823
Medical & Clinical Services	714	Registered Nurse	56,410
	716	Nurse Practitioner	93,600
	720	Licensed Practical/Vocational Nurse	42,640
	722	Medical Assistant, Certified	31,200
	740	Case Manager, Medical	32,020
	752	Receptionist, Medical	29,120
Program Management (other than Social Services/Mental Health)	805	Program Director/Administrator, Other	65,000
	810	Program Manager/Administrator, Other	48,000
	815	Program Coordinator, Other	39,570
	820	Program Assistant, Other	27,040
Social Services & Mental Health	853	Program Director/Administrator, Social Services/Mental Health	65,166
	856	Program Manager/Administrator, Social Services/Mental Health	47,008
	859	Program Coordinator, Social Services/Mental Health	42,835
	862	Program Assistant, Social Services/Mental Health	29,120
	868	Licensed Clinical Social Worker	42,229
	878	Clinician (Pre-License)	37,000
	880	Case Manager	35,651
	882	Counselor, Master's Level	36,005
	883	Counselor	34,757
	885	Family Advocate	32,240
	886	Eligibility Specialist	35,006
	887	Intake Coordinator	29,000
	888	Resource & Referral Counselor	39,000
	889	Senior or Adult Program Assistant	22,360
890	Children or Youth Program Assistant	26,853	
Volunteer, Membership & Marketing	905	Volunteer Director	43,576
	906	Volunteer Coordinator	36,200
	910	Communications Director or Manager	65,518
	915	Public Relations Manager	44,096
	916	Marketing Director	61,610
	917	Marketing Coordinator	41,209
	918	Social Media Coordinator	37,500
	919	Content Marketing Manager	54,000
	920	Graphic Artist	38,158
	925	Membership Director or Manager	47,424
	931	Customer Service Representative	28,312