SALARY INFORMATION SURVEY REPORT

JUNE
2018

fairchance
every child deserves a fair chance to succeed

CONTENTS

Introduction

The mission of Fair Chance is to strengthen the sustainability and performance of community-based nonprofits to achieve life-changing results for children and youth living in poverty. For sixteen years, Fair Chance has been a trusted provider of organizational capacity building services to small nonprofits in Washington DC. Our core programs - Pathways, Praxis, and Impact Academy - engage leaders in learning and implementing best practices resulting in increased revenue, improved outcomes, and more young people enrolled. Since our founding in 2002, Fair Chance has supported more than 110 DC nonprofits, reaching more than 80,000 children and youth.

In 2017, Fair Chance was approached by an alumni nonprofit seeking information on comparative salaries for nonprofits in the DC area. Current research around this topic focuses primarily on organizations with budgets of two million dollars or more, often including larger entities such as universities and hospitals. While beneficial, this information is not particularly relevant to small, community-based nonprofits. Fair Chance typically works with organizations with budgets between $100,000 to $1.5 million. This study was created to fill the gap in available data and to provide benchmark data for our alumni and partner organizations.

Survey Design

The Fair Chance research team created an online survey designed to gather information about nonprofit staff salaries that could inform budgeting and hiring decisions. The survey was designed to prioritize two elements - ease of completion and privacy. It was distributed directly to participants through email. To maintain confidentiality, only one question requiring personally identifiable information was included and was optional. There were a total of twenty-eight questions, three asking general information partner organization and twenty-five requesting information on the organization's staff. Data collected included: organization's budget size, number of youth served, total number of staff and the part- or full-time status, annual pay, education level, years of prior relevant experience and years of experience in their current position based on 25 possible positions. To protect the privacy of the network and increase ease of completion, the research team decided to use salary ranges instead of exact numbers.

Data was analyzed in aggregate by budget size and by individual positions. In general, please note that salaries were analyzed using a median because of the difficulty in averaging a range and also because of the disparity between the lowest and highest ranges in some positions.

Limitations

There are a few limitations to note about the design of this study. First, the relatively small sample size limited the scope of our analysis. There were a number of positions that only had one organization with a staff member in the role, and therefore, no conclusions or comparisons could be made about these positions. Additionally, creating a survey that included ranges instead of exact numbers led to a lack of precision in analysis. The final limitation of note is that our survey did not ask participants to indicate the "type" of organization. Due to this, we are not able to assess whether the salary ranges aligned with specific types of nonprofit.

Observations and Implications

Our analysis of the data generated the following observations and implications:

<u>Executive Directors</u>
The wide range of salaries for Executive Directors made it difficult to state any findings definitively. Some observations were:
- There was a slight trend for salary increases as organization budget size increased.

- Length of time as Executive Director was not a strong predictor of salary; while 50% of the Executive Directors had been in their position for at least 8 years, the range of salaries varied widely (from $55K- $145K).
- Executive Directors who reported a greater number of years of previous experience tended to have been at their current organization for less time and had higher salaries.

Based on this information, a potential implication is that it may be very difficult for boards to replace long-term Executive Directors who leave at the same salary level. (see page 6 for an average range for your budget size).

Director-level Positions
Even with a limited sample of Director-level positions to review (32 total responses for 4 positions), there were some meaningful observations:

- In 4 of 6 organizations with a Deputy Director, this position was the only other "Director" level position other than the Executive Director. Organizations with budgets over $1 million did not report having full-time Deputy Directors.
- Program Directors were typically seen in organizations with 3 or more paid staff members, regardless of budget.
- Finance/Operations Directors and Managers were only present in organizations that had 7 or more paid staff members.
- 50% of organizations with Finance/Operations Director or Manager positions also had a Development Director.
- All organizations with a full time Development Director had organizational budgets of $800,000 or more.
- All organizations with a Development Director also had a Program Director.

Based on this information, it seems that organizations grow their leadership teams by bringing on a Deputy Director first, eventually

phasing the Deputy Director role into a Program Director and Finance/Operations Director, and finally bringing on a Development Director.

General/Overall
- There were no positions reported with "data" or "evaluation" in the title.
- A majority of positions reported having a bachelor's degree or higher for educational background, regardless of position and/or department.

These observations and Fair Chance's knowledge and experience suggests the following implications:

- Organizations surveyed do not have dedicated evaluation staff, but rely on Deputy Directors or program staff to provide this critical function.
- The education level data suggests the existence of an unwritten rule that a college education is required to be successful at any level in a nonprofit, limiting the pool of candidates. With a bachelor's degree as a requirement, organizations could be excluding potential candidates, including members of the community served, regardless of education level.

Future Questions
The data, in many cases, generated more questions than answers. Questions Fair Chance would like to address through future study include:

- Is there a typical staffing structure for nonprofits by budget size?
- Are there differences in staffing structures and salary levels by program type?
- What are the tipping points for when more staff, especially a leadership position, is brought on?
- If there were standardized in-person or online training programs for entry-level nonprofit positions, would more people, even members of the community, qualify for employment in the sector?

Overview of Report

The report begins with an overview of survey results and findings. This includes two position breakdown reports that demonstrate the median salary for each position and the likelihood an organization will have a position based on the organization's annual budget. Budgets for this section were divided into three categories - <250K - $500K, $500K - $1M, and $1M+.

Following the overview, there is a breakdown of each position, indicating salary ranges, number of organizations with a particular position and any additional observations. For this portion of the report, similar positions with only a difference in title (i.e., Finance Director and Finance Manager), were combined for the analysis.

Survey Responses

Twenty-three Fair Chance alumni organizations responded to this survey. The median budget range was $500,000 - $549,999, with an average number of children served per year of 500. When compared to our 2017-18 Alumni Survey, we found the respondents of this survey to be a representative sample of our total alumni partner population. The median budget on our Alumni Survey was $561,830.76, and the average number of children served was 576.

From the 23 organizations, we received information on 111 positions. The total number of responses for each position title is broken down by full/part-time in the table to the right.

Through the position level analysis, we observed continuity in education level across all positions. Of the 104 responses that were provided, only 5.8% (6 responses) reported their educational level below a Bachelor's degree. Due to this, education level is often omitted from the position-level findings since it was not a determining factor in salary level.

Total Number of Responses by Position

Position	Total	Full Time	Part Time
Executive Director	23	23	
Deputy Director	6	4	2
Finance/Operations Director	6	4	2
Finance Manager	2	1	1
Finance Coordinator	0		
Accountant	1		1
Operations Manger	2	2	
Office Manager	3	2	1
Administrative Coordinator	4	2	2
IT Manager	1		1
Staff Attorney	2	2	
Other administrative staff	1	1	
Program Director	12	9	3
Program Manager	12	10	2
Program Coordinator	7	3	4
Program Associate	7	4	3
Program Instructor	6	3	3
Volunteer Coordinator	1	1	
Other program staff	4	2	2
Development Director	5	4	1
Development Manager	1	1	
Development Coordinator	1		1
Communications Manager	2		2
Communications Coordinator	2	2	
Other Development	3	1	2

Most Common Positions

- Executive Director
- Program Manager
- Program Director
- Program Coordinator
- Program Associate

Least Common Positions

- Finance Coordinator
- Development Coordinator
- Volunteer Coordinator
- Staff Attorney
- IT Manager
- Accountant

POSITION BREAKDOWN REPORT

MEDIAN SALARY RANGE BY BUDGET

Position	<$100K - $499K 11 organizations*	$500K - $999K 7 organizations*	$1M+ 5 organizations*
Administration			
Executive Director	$75,001 - $80,000	$90,001 - $95,000	$95,001 - $100,000
Part-Time	–	–	–
Deputy Director	$65,001 - $70,000	$55,001 - $60,000	–
Part-Time	–	$70,001 - $75,000	$40,001 - $45,000
Finance/Operations Director	–	$50,000 - $55,000	$90,001 - $95,000
Part-Time	$30,000 or less	–	$30,000 or less
Finance Manager	–	–	$50,000 - $55,000
Part-Time	$30,000 or less	–	–
Accountant	–	–	–
Part-Time	–	$30,000 or less	–
Operations Manager	$40,000 - $45,000	–	–
Part-Time	–	–	–
Office Manager	–	$40,000 - $45,000	$55,000 - $60,000
Part-Time	$30,000 or less	–	–
Administrative Coordinator/Assistant	$35,000 - $40,000	$35,000 - $40,000	
Part-Time	–	$30,000 or less	$30,000 or less
IT Manager/Coordinator	–	–	–
Part-Time	$30,000 or less	–	–
Staff Attorney	$50,000 - $55,000	–	–
Part-Time	–	–	–
Program			
Program Director	$60,001 - $65,000	$65,000 - $70,000	$60,000 - $65,000
Part-Time	$30,000 or less	–	$40,001 - $45,000
Program Manager	$40,000 - $45,000	$45,000 - $50,000	$60,000 - $65,000
Part-Time	$30,000 or less	–	$35,001 - $40,000
Program Coordinator	–	$40,000 - $45,000	$40,000 - $45,000
Part-Time	$30,000 or less	–	$45,000 - $50,000
Program Associate/Assistant	–	$35,000 - $40,000	$40,000 - $45,000
Part-Time	$30,000 or less	$30,000 or less	–
Program Instructor	$35,001 - $40,000	$40,000 - $45,000	–
Part-Time	$30,000 or less	$30,000 or less	$30,000 or less
Volunteer Coordinator/Assistant	–	–	$35,000 - $40,000
Part-Time	–	–	–
Other – Manager Level	–	–	–
Part-Time	–	–	$35,001 - $40,000
Other – Coordinator Level	$35,000 - $40,000	$45,000 - $50,000	–
Part-Time	–	–	–
Development			
Development Director	–	$55,001 - $60,000	$65,001 - $70,000
Part-Time	$10,000 - $15,000	–	–
Development Manager	–	–	$60,000 - $65,000
Part-Time	–	–	–
Development Coordinator/Associate	–	–	–
Part-Time	$15,000 - $20,000	–	–
Communications Manager	–	–	–
Part-Time	$10,000 - $15,000	–	–
Communications Coordinator/Associate	–	$40,000 - $45,000	$35,000 - $40,000
Part-Time	–	–	–
Other – Grant Writer	–	–	–
Part-Time	$15,000 - $20,000	$20,000 - $25,000	–

The ranges are the median ranges of the responses for each position. If required, the top values of the range were averaged to identify the median range.

*While this is the total number of organizations for each budget range, not all organization had each position with a listed range.

POSITION BREAKDOWN REPORT
LIKELIHOOD OF POSITION BY BUDGET

Position	<$100K - $499K 11 organizations	$500K - $999K 7 organizations	$1M+ 5 organizations
Administration			
Executive Director	100% FT - 11	100% FT - 7	100% FT - 5
Deputy Director	27% FT - 3	28% PT - 1, FT - 1	20% PT - 1
Finance/Operations Director	9% FT - 1	43% FT – 3	40% FT - 2
Finance Manager	9% FT - 1	-	20% FT - 1
Accountant	-	14% PT - 1	-
Operations Manager	18% FT - 2	-	-
Office Manager	9% PT - 1	14% FT - 1	20% FT - 1
Administrative Coordinator/Assistant	9% FT - 1	28% FT - 1, PT - 1	20% PT - 1
IT Manager/Coordinator	9% PT - 1	-	-
Staff Attorney	9% FT - 1	-	-
Program			
Program Director	36% FT – 2, PT - 2	43% FT - 3	100% FT – 4, PT - 1
Program Manager	45% FT – 4, PT - 1	57% FT - 4	60% FT – 2, PT - 1
Program Coordinator	18% PT - 2	28% FT - 2	60% FT – 1, PT - 2
Program Associate/Assistant	18% PT - 2	57% FT – 3, PT - 1	20% FT - 1
Program Instructor	27% FT – 2, PT - 1	28% FT - 1, PT - 1	20% PT - 1
Volunteer Coordinator/Assistant	-	-	20% FT - 1
Other – Manager Level	-	-	20% PT - 1
Other – Coordinator Level	9% FT - 1	28% FT – 1, PT - 1	-
Development			
Development Director	18% FT – 1, PT - 1	28% FT - 2	40% FT - 2
Development Manager	-	-	20% FT - 1
Development Coordinator/Associate	9% PT - 1	-	-
Communications Manager	18% PT - 2	14% FT - 1	-
Communications Coordinator/Associate	-	-	20% FT - 1
Other – Grant Writer	9% PT - 1	28% FT – 1, PT - 1	-

- Percentages are of the total number for organizations in that range with the position.
- FT = number of full-time employees in the position
- PT = number of part-time employees in the position

# ADMINISTRATIVE POSITIONS

EXECUTIVE DIRECTOR

Salary Range: $55,000 - $145,000

- Organizational Budget of <$100K - $499K: $55,000 - $100,000
- Organizational Budget of $500K - $999K: $65,000 - $130,000
- Organizational Budget of $1M+:
- $70,000 - $145,000

Organizations with this position: 23 of 23

Position Observations:

- These are all full-time positions
- 50% of respondents identified the Executive Director as being in the position for at least 8 years
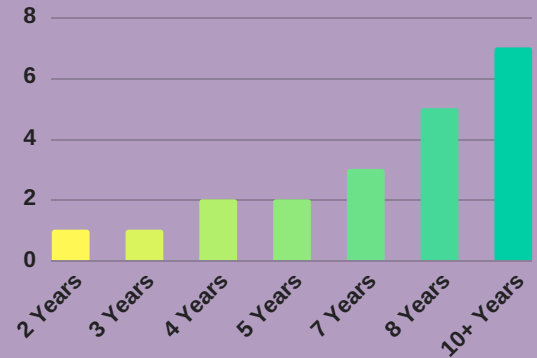
Distribution of reported years in this position for Executive Director positions

Distribution of Reported Annual Salaries for Executive Director Positions
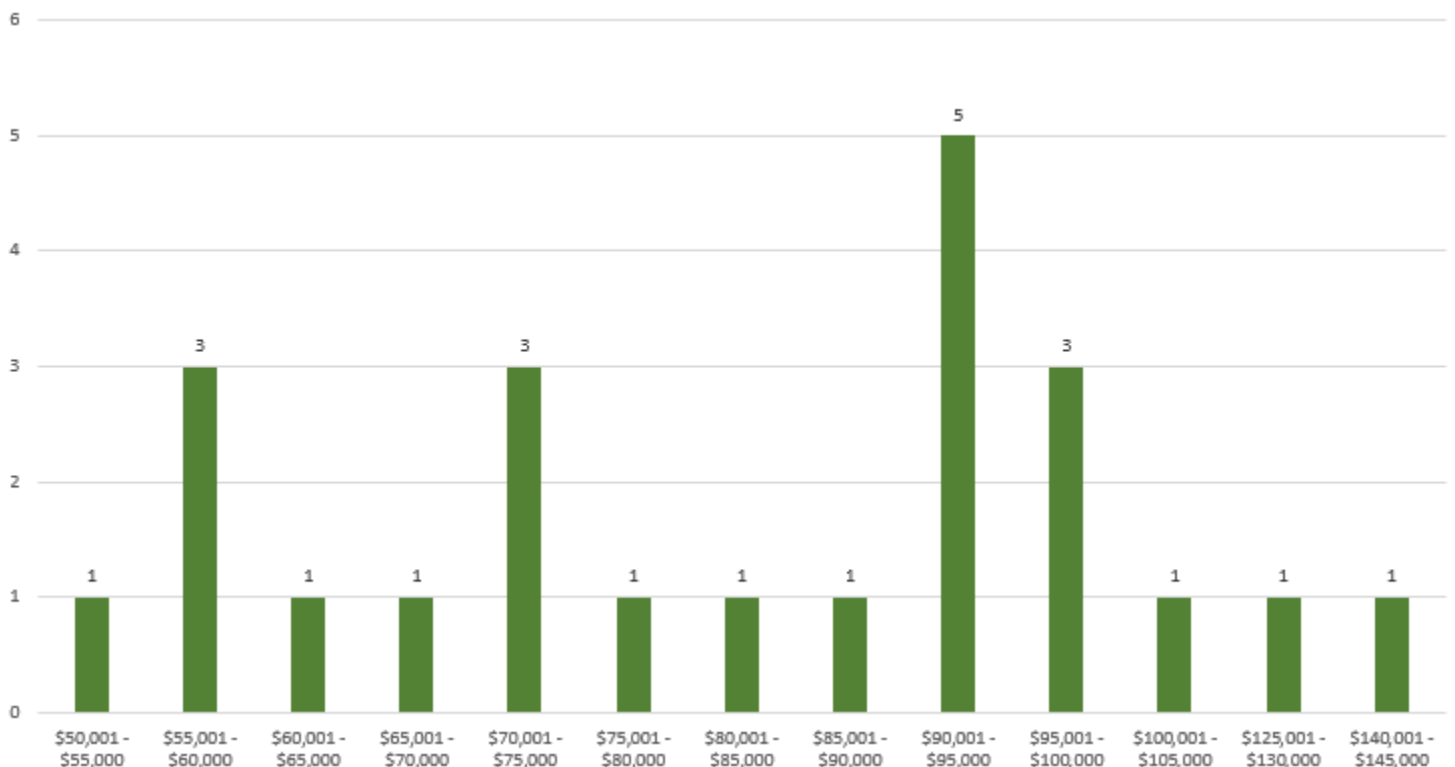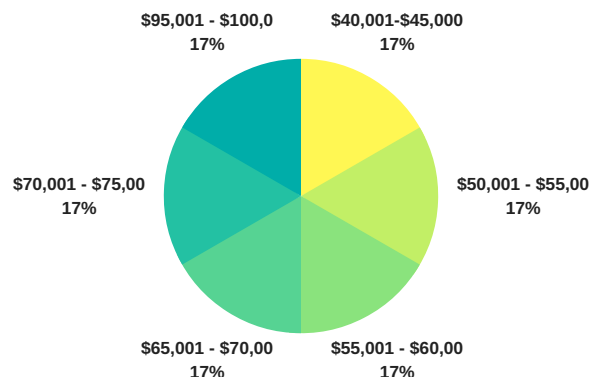
DEPUTY DIRECTOR

Salary Range: $40,000 - $95,000
- Part-Time: $40,000 - $75,000
- Full-Time: $50,000 - $95,000

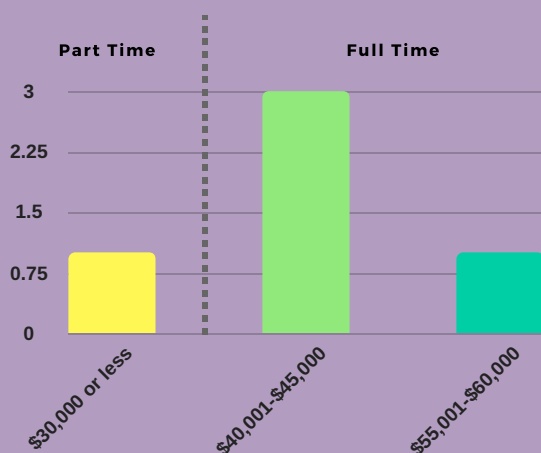**Organizations with this position:** 6 of 23

Position Observations:

- In 4 of 6 organizations, the Deputy Director is the only other "Director" level position other than the Executive Director

$95,001 - $100,0
17%

$40,001-$45,000
17%

$70,001 - $75,00
17%

$50,001 - $55,00
17%

$65,001 - $70,00
17%

$55,001 - $60,00
17%

Distribution of reported annual salaries
for Deputy Director positions

OFFICE MANAGERS AND OPERATIONS MANAGERS

Part Time   **Full Time**

3
2.25
1.5
0.75
0

$30,000 or less $40,001-$45,000 $55,001-$60,000

Distribution of reported annual salaries
for Operations/Office Manager positions

Salary Range: $30,000 or Less - $60,000
- Part-Time: $30,000 or Less
- Full-Time: $40,000 - $60,000

Organizations with this position: 5 of 23

Position Observations:

- 4 of 5 of organizations with this position serve 1,000 or more youth
- 3 of 4 organizations with a full-time Office or Operations Manager have two other director-level positions in addition to an Executive Director
- One distinguishing characteristic between these positions is that Office Managers have more previous experience than Operations Managers (3 years average vs. 1.5 years average)
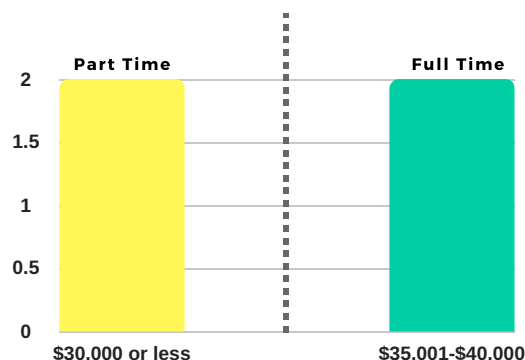
ADMINISTRATIVE COORDINATOR

Salary Range: $30,000 or Less - $40,000
- Part-Time: $30,000 or Less
- Full-Time: $35,000 - $40,000

Organizations with this position: 4 of 23

Position Observations:

- 3 of 4 individuals in this position report a Bachelor's degree as their highest level of education, the fourth did not report this
- 3 of 4 organizations with this position have a budget of $750,000 or higher

Part Time   **Full Time**

2
1.5
1
0.5
0

$30,000 or less $35,001-$40,000

Distribution of reported annual salaries
for Administrative Coordinator positions

FINANCE DIRECTOR AND MANAGER LEVEL POSITIONS

Salary Range: $30,000 or Less - $95,000
- Part-Time: $30,000 or Less
- Full-Time: $40,000 - $95,000

Organizations with this position: 8 of 23
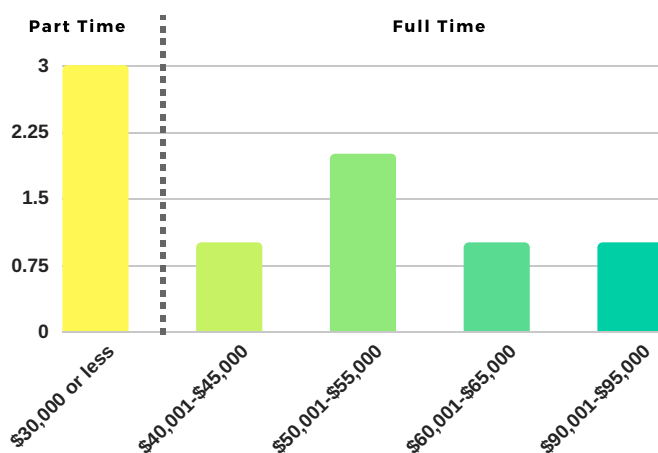
Distribution of reported annual salaries
for Mid-Upper Level Finance positions

Position Observations:
- Finance/Operations Directors and Managers are only present in organizations that have 7 or more paid staff members
- The presence of this position does not appear to be related to an organization's budget size; however, the part-time positions tend to be present in organizations that have a lower budget than those with full-time positions
- The most distinguishing factor between directors and managers is years of previous relevant experience. Directors typically have 10+ years while Managers typically have between 5 and 10
- 50% of organizations with these positions also have a Development Director

OTHER ADMINISTRATIVE STAFF

Accountants:
- Salary Range:
  - Part-Time: $30,000 or Less
- Organizations with this position: 1 of 23

Staff Attorney:
- Salary Range:
  - Full-Time: $50,000 - $55,000
- Organizations with this position: 1 of 23

IT Managers:
- Salary Range:
  - Other: $30,000 or Less
- Organizations with this position: 1 of 23
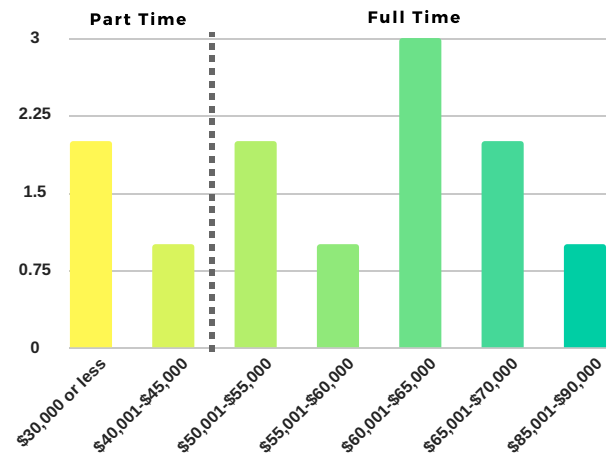
PROGRAM POSITIONS

PROGRAM DIRECTOR

Salary Range: $30,000 or Less - $90,000

- Part-Time: $30,000 or Less - $45,000
- Full-Time: $50,000 - $90,000

Organizations with this position: 12 of 23

Position Observations:

- Program directors are typically brought into an organization when there are three or more paid staff members
- Budget does not seem to influence the presence of the position, but those that are part-time work for an organization with a smaller budget than those that are full-time

Distribution of reported annual salaries
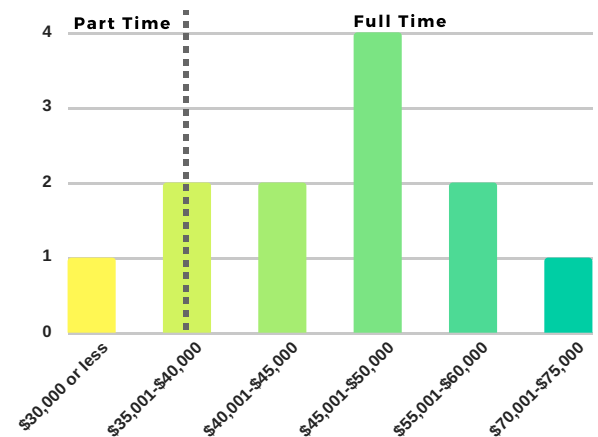for Program Director positions

PROGRAM MANAGER

Salary Range: $30,000 or Less - $75,000

- Part-Time: $30,000 or Less - $40,000
- Full-Time: $35,000 - $75,000

Organizations with this position: 12 of 23

Position Observations:

- Program Managers are typically brought into an organization when there are three or more paid staff members
- Budget does not seem to influence the presence of the position, but those that are part-time work for an organization with smaller budgets than those that are full-time
- Individuals in this position have the largest range of educational backgrounds, from certifications to Master's degrees. This does not influence salary

Distribution of reported annual salaries
for Program Manager positions

PROGRAM DIRECTOR/PROGRAM MANAGER COMPARISONS

- 18 of 23 organizations have either a Program Director or a Program Manager
  - 6 organizations have both of these positions
  - They are either both full-time or both part-time when an organization has both positions
- In general, Program Directors have been in their current position longer than Program Managers (2.6 years vs. 1.5 years)
- Program Managers are paid $5,000 - $10,000 less than Program Directors
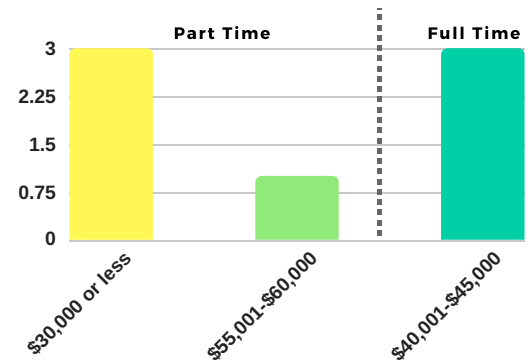- Program Directors often have higher levels of education than Program Managers

**SALARY SURVEY
REPORT**

PROGRAM COORDINATOR

Salary Range: $30,000 or Less - $60,000
- Part-Time: $30,000 or Less - $60,000
- Full-Time: $40,000 - $45,000

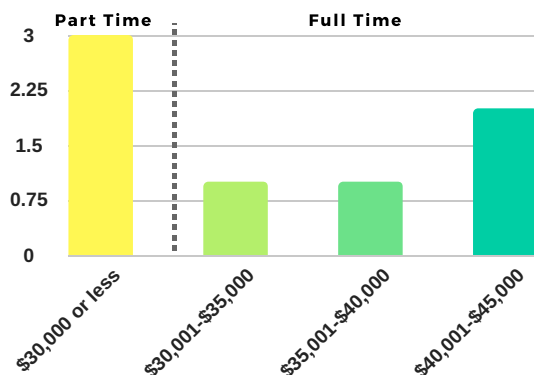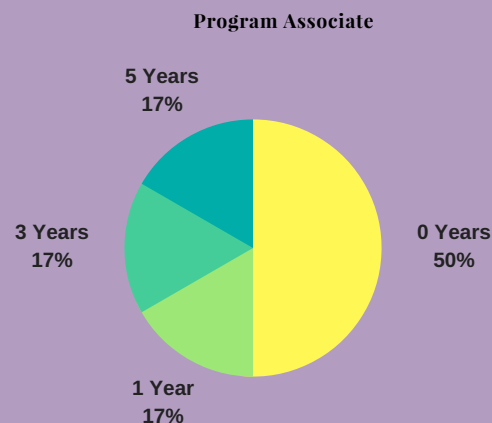**Organizations with this position:** 7 of 23

Distribution of reported annual salaries
for Program Coordinator positions

PROGRAM COORDINATOR/PROGRAM ASSOCIATE OBSERVATIONS & COMPARISONS

- Program Coordinator positions have on average 1 year more of previous relevant experience than Program Associates
- Both positions are only found in organizations with at least five paid staff members
- Both of these positions are in organizations that always have either a Program Manager or Program Director; they are never the only Program staff
- Only 3 organizations have both a Program Coordinator and a Program Associate
- 3 of 7 Program Coordinators are full-time, and 4 of 7 Program Associates are full-time

Comparison of Reported Previous Relevant Experience

Program Coordinator

- 5 Years 20%
- 3 Years 40%
- 4 Years 40%

Program Associate

- 5 Years 17%
- 0 Years 50%
- 3 Years 17%
- 1 Year 17%

PROGRAM ASSOCIATE

Salary Range: $30,000 or Less - $45,000
- Part-Time: $30,000 or Less
- Full-Time: $30,000 - $45,000

Organizations with this position: 7 of 23

Distribution of reported annual salaries
for Program Associate positions
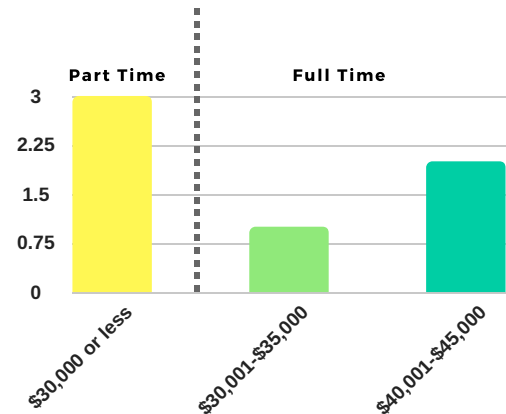
PROGRAM INSTRUCTOR

Salary Range: $30,000 or Less - $45,000

- Part-Time: $30,000 or Less
- Full-Time: $30,000 - $45,000

Organizations with this position: 6 of 23

Position Observations:

- Only organizations with 7 or more paid staff members have this position
- This position is found in mid-sized organizations ($350,000 - $1M)
- 4 of 6 organizations have multiple program instructors, ranging from 2 people to 22 people in this position

Distribution of reported annual salaries
for Program Instructor positions

OTHER PROGRAM STAFF

Volunteer Coordinators:
- **Salary Range:**
  - Full-Time: $35,000 - $40,000
- **Organizations with this position:** 1 of 23

Enrollment Specialists:
- **Salary Range:**
  - Full-Time: $35,000 - $40,000
- **Organizations with this position:** 1 of 23

Warehouse Manager:
- **Salary Range:**
  - Part-Time: $35,000 - $40,000
- **Organizations with this position:** 1 of 23

Tutors:
- **Salary Range:**
  - Part-Time: $30,000 or Less
- **Organizations with this position:** 1 of 23
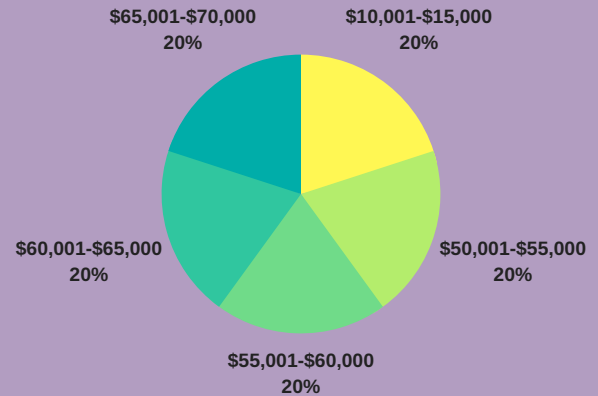
DEVELOPMENT POSITIONS

DEVELOPMENT DIRECTOR

Salary Range: $10,000 - $70,000
- Part-Time: $10,000 - $15,000
- Full-Time: $55,000 - $70,000

Organizations with this position: 5 of 23

Position Observations:

- All individuals in this position have bachelor degrees as their highest reported level of education
- All organizations with a Full-Time Development Director have organizational budgets of $800K+
- 4 of 5 organizations with a Development Director also have other part or full-time development staff
- All organizations with this position also have a Program Director

$65,001-$70,000 **$10,001-$15,000**
20% **20%**

$60,001-$65,000 **$50,001-$55,000**
20% **20%**

$55,001-$60,000
20%

Distribution of reported annual salaries
for Development Director positions

OTHER DEVELOPMENT STAFF POSITIONS

Development Manager:
- Salary Range:
  - Full-Time: $60,000 - $65,000
- **Organizations with this position:** 1 of 23

Communications Managers:
- **Salary Range:**
  - Part-Time: $1 - $15,000
- **Organizations with this position:** 2of 23

Development Coordinator:
- Salary Range:
- Part-Time: $15,000 - $20,000
- **Organizations with this position:** 1 of 23

Grant Writer:
- Salary Range:
- Part-Time: $15,000 - $25,000
- **Organizations with this position:** 2 of 23

Communications Coordinator:
- Salary Range:
  - Full-Time: $35,000 - $45,000
- **Organizations with this position:** 2 of 23