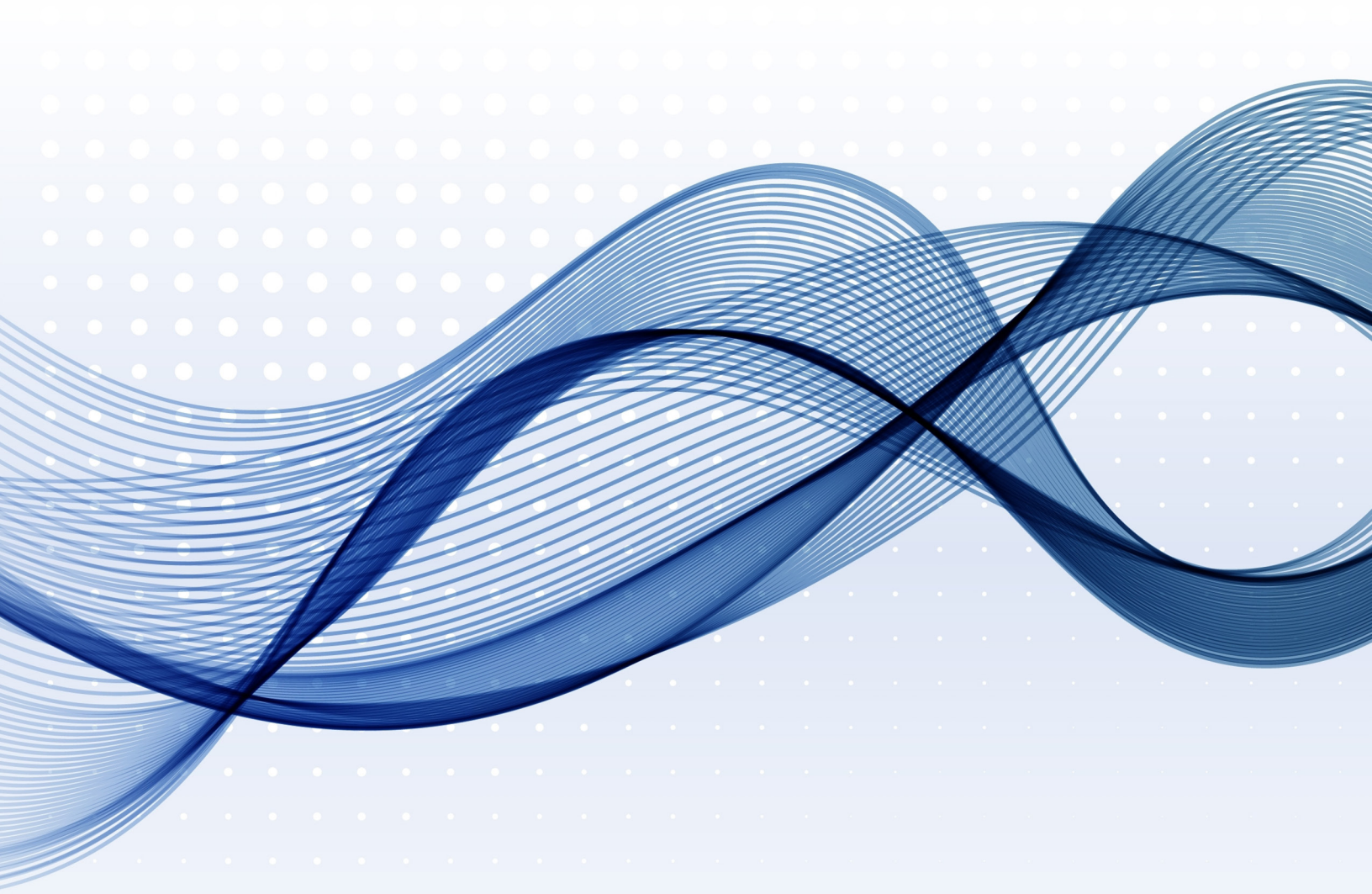
Not For Profit Compensation Survey
2019 / 2020



TCS Total Compensation Solutions

www.total-comp.com

2019 / 2020 NOT-FOR-PROFIT COMPENSATION SURVEY

Data Effective: June 1, 2019
Data Published: February 2020

Number of Companies: 842
Number of Survey Positions: 79
Number of Employees Reported: 7,273

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Introduction

Welcome to the 17th edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*. In 2003, we launched this survey because we saw a need for a comprehensive review of not-for-profit staff compensation. Accordingly, this study reviews total cash compensation (base salary plus annual bonus) as well as: salary increases, benefits practices, retirement practices, paid time off and bonus practices. We collect this data to capture a total rewards picture for the not-for-profit sector. This survey has become a valuable resource for evaluating compensation in the competitive market for not-for-profit organizations of all sizes and it is also being used by some of largest compensation consulting firms in the US.

The *2019/2020 Not-for-Profit Compensation Survey* gathers and reports compensation data on 79 positions found in 842 not-for-profit organizations. The participants in this survey over the last decade have been consistently reporting average annual increases of three percent across all employee levels. We also see a third of the participants reporting paying bonuses which is still the minority practice in the not-for-profit sector.

At this moment, the unemployment rate is 3.6% which, in theory, indicates a tight job market and should put pressure on wages to rise. Given this current market, the risk of losing valuable employees to better opportunities is higher that it has been in a long time. Therefore, it is imperative that organizations have an awareness of the competitive external market to help retain high performing employees and attract qualified job candidates.

TCS believes that this report will be a helpful tool in achieving participants' and subscribers' compensation objectives and monitoring best practices for this industry sector. Accordingly, we are pleased to provide your copy of the ***2019/2020 Not-for-Profit Compensation Report.***

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Introduction - continued

TCS looks at three primary areas that are relevant to successful management of not-for-profit pay programs. They are the following:

- Organization Structure
- Cash Compensation levels and
- Personnel Policies and Practices.

There are also significant differences in pay practices dependent upon three other factors:

- Geographic location
- Organization type and
- Operating budget.

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these topics and factors have an impact on compensation plans among not-for-profits. By completing this research and a study of the factors impacting compensation, TCS can help not-for-profit organizations explain and justify their compensation policies and practices.

This survey is conducted using rigid standards and methods developed by TCS in conjunction with survey participants. This year, we sent the input document to past and prospective participants and we promoted the survey via follow-up emails through December. We also gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; answering questions arising from the initial screening process; preparing micro- and macro-reports that allow survey analysts to review single organization data for comprehensive response, and match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

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Introduction - continued

This survey report is divided into five sections as described below:

Section I	Executive Summary	Provides an introduction of the survey and its overall objective to present an alternative source of data for not-for-profits, our methodology, participant demographics and key findings.
Section II	Organization Structure	Presents typical organization charts for large and small not-for-profit organizations.
Section III	Compensation Analysis	Reports compensation data effective as of June 1, 2019 for 79 survey positions based on national, regional, industry and operating budget size groupings.
Section IV	Personnel Policies & Practices	Provides information on personnel policies and practices including salary administration, benefits, bonus/incentive plans, vacation policy, and compensation and governance practices for the Board of Trustees/Directors.
Section V	Reference	Defines and explains terms used in this report and provides technical notes on survey use.

TCS is pleased to present this report on compensation and personnel policies and practices to the not-for-profit industry sector. We appreciate the work of all of those organizations that provided data, feedback, interest and support. We believe that this survey provides a timely and accurate assessment of pay practices among not-for-profit organizations.

If you have any questions on this report or would like to provide additional feedback on this survey, or would like to discuss our compensation consulting services, please call our offices at (914) 730-7300 or email your questions to Tom Bailey tbailey@total-comp.com or Paul Gavejian pgavejian@total-comp.com

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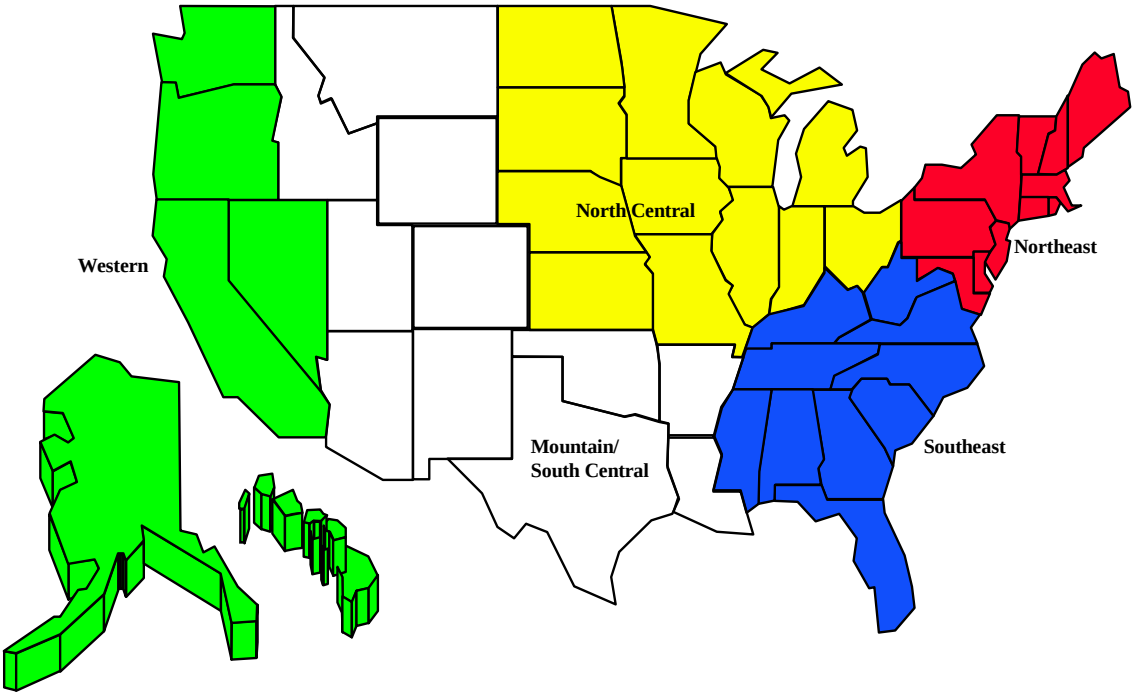
Participant Demographics

Geographic Breakdown of Survey Participants



Region	Number	Percentage
Northeast	189	22.4%
Southeast	127	15.1%
North Central	198	23.5%
Mountain/South Central	131	15.6%
Western	197	23.4%
Total	**842**	**100.0%**

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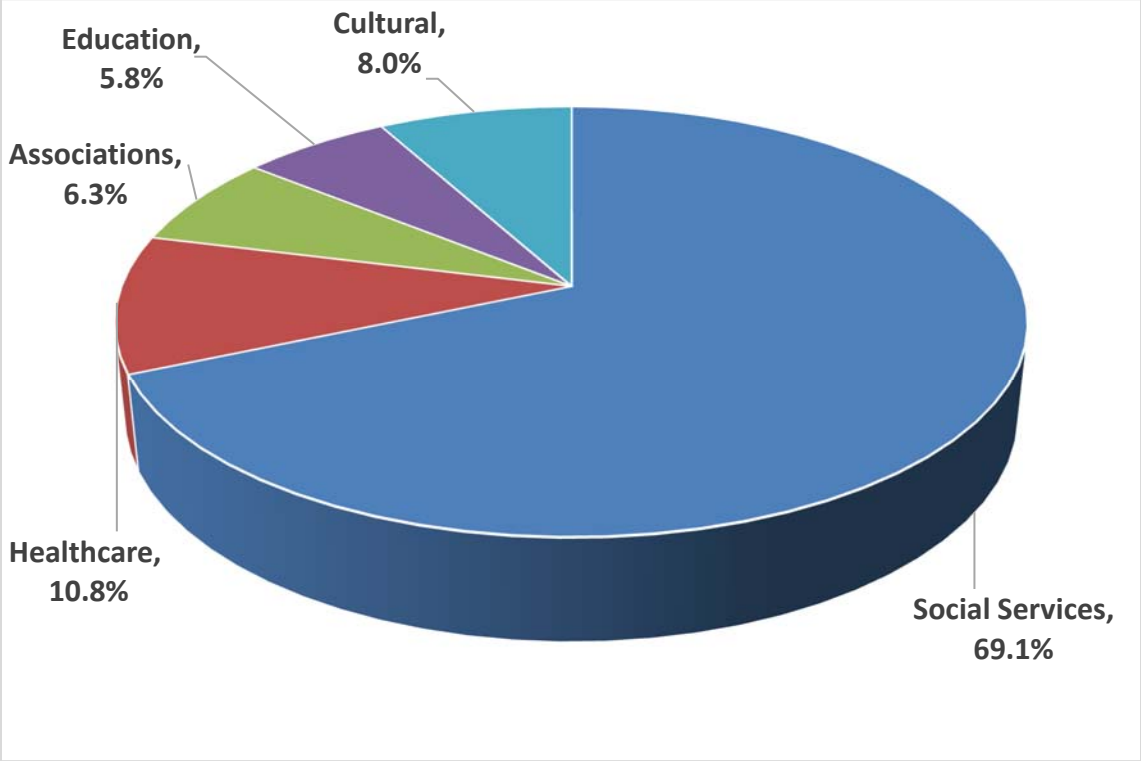
Participant Demographics - continued

Industry Breakdown of Survey Participants



Industry	Number	Percent
Social Services	582	69.1%
Health	91	10.8%
Association	53	6.3%
Education	49	5.8%
Cultural	67	8.0%
Total	**842**	**100.0%**

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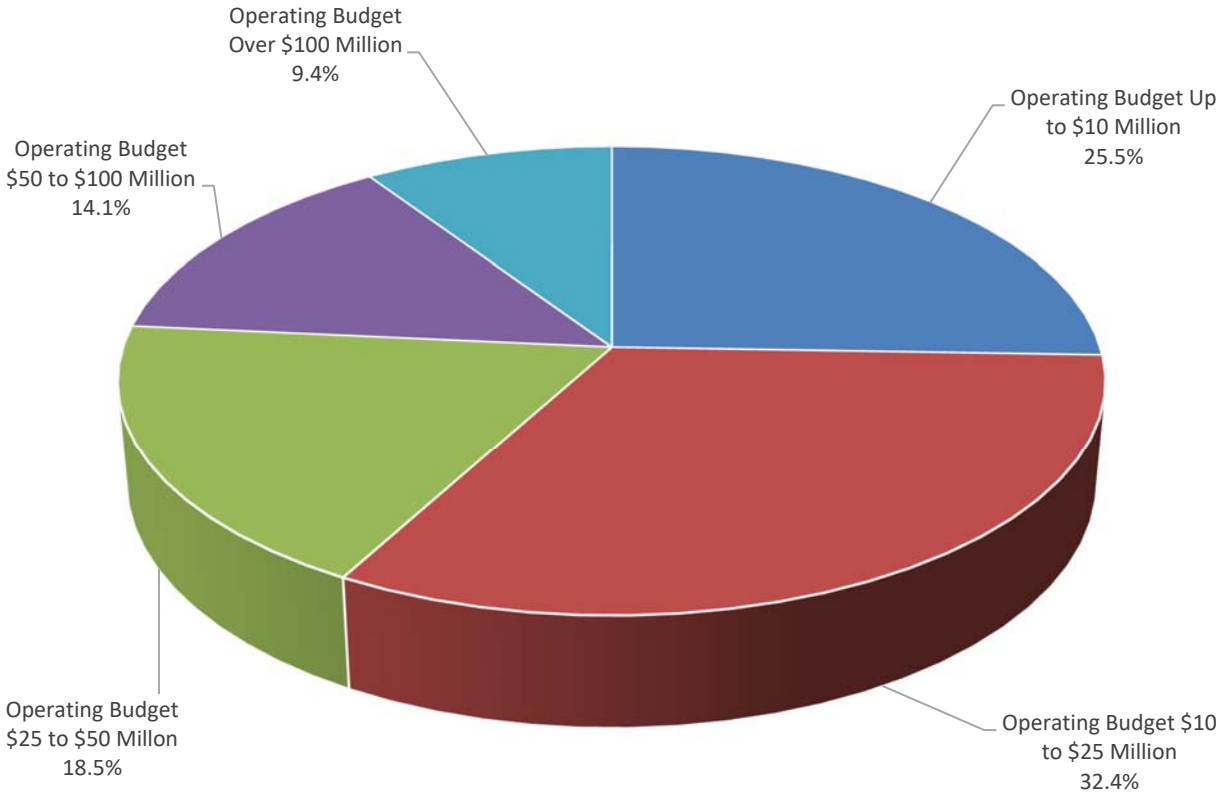
Participant Demographics – continued

Size Breakdown of Survey Participants



Size	Number	Percent
Operating Budget up to $10 Million	215	25.5%
Operating Budget $10 Million to $25 Million	273	32.4%
Operating Budget $25 Million to $50 Million	156	18.5%
Operating Budget $50 to $100 Million	119	14.1%
Operating Budget Over $100 Million	79	9.4%
Total	**842**	**100.0%**

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0090 Top Development Executive

Responsible for the not-for-profit organization's fund raising activities including both targeted and large-scale charity contributions. Oversees the success of these events and develops enhanced procedures for improving the visibility of these events and the contribution level. Performs ongoing review of potential events and selects charitable events based upon potential for maximizing charitable contributions. This position typically reports to the Chief Executive Officer of the organization..

Finance and Operating Statistics	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Operating Budget ($000,000's)	174	176	58.7	58.6	13.1	28.8	64.4
All Companies - National	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	174	176	170.7	170.6	125.7	156.8	195.7
Annual Bonus Paid ($000's)	50	51	26.2	26.2	6.6	13.8	34.9
Total Compensation - All ($000's)	174	176	178.3	178.1	129.7	159.1	206.7
Total Compensation - Bonus Paying Only ($000's)	50	51	217.5	217.5	157.7	196.6	255.1
Northeast	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Operating Budget ($000,000's)	47	49	76.0	76.5	15.6	38.4	80.0
Annual Base Salary ($000's)	47	49	188.4	188.7	133.4	177.5	231.6
Annual Bonus Paid ($000's)	16	17	32.7	33.0	8.3	26.3	57.0
Total Compensation - All ($000's)	47	49	199.8	199.9	137.8	185.5	257.7
Southeast	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Operating Budget ($000,000's)	18	18	41.8	41.8	12.6	26.7	52.9
Annual Base Salary ($000's)	18	18	158.1	158.1	109.5	152.6	182.1
Annual Bonus Paid ($000's)	4	4	20.9	20.9	13.0	20.5	28.3
Total Compensation - All ($000's)	18	18	162.7	162.7	109.5	152.6	182.1
North Central	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Operating Budget ($000,000's)	49	49	40.6	40.6	10.8	25.0	48.1
Annual Base Salary ($000's)	49	49	150.2	150.2	122.0	144.4	170.9
Annual Bonus Paid ($000's)	13	13	16.5	16.5	4.3	7.0	11.5
Total Compensation - All ($000's)	49	49	154.6	154.6	126.7	146.6	175.1
Mountain/South Central	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Operating Budget ($000,000's)	28	28	33.8	33.8	14.2	21.5	43.9
Annual Base Salary ($000's)	28	28	160.4	160.4	128.3	161.7	185.9
Annual Bonus Paid ($000's)	9	9	25.5	25.5	7.7	18.0	39.3
Total Compensation - All ($000's)	28	28	168.6	168.6	130.2	165.6	191.0
Western	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Operating Budget ($000,000's)	32	32	90.9	90.9	18.1	39.6	82.8
Annual Base Salary ($000's)	32	32	191.0	191.0	139.7	168.0	212.0
Annual Bonus Paid ($000's)	8	8	31.7	31.7	4.5	20.5	34.6
Total Compensation - All ($000's)	32	32	199.0	199.0	144.8	174.8	213.3

Survey Match Quality Information (all companies)

# of Co's Indicating Stronger Than: 9
# of Co's Indicating Equal to: 163
# of Co's Indicating Less than: 2

# of EEs Stronger Than: 9
# of EEs Equal to: 165
# of EEs Less than: 2

Data Effective: June 1, 2019

Survey Degree Level (all companies)

# of EEs Indicating BA/BS: 35
# of EEs Indicating MA/MBA: 19
# of EEs Indicating PhD: --
# of EEs Indicating MD: 1
# of EEs Indicating Law: 1

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0090 Top Development Executive

Social Services	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	106	106	164.7	164.7	122.3	154.2	191.8
Annual Bonus Paid ($000's)	34	34	25.6	25.6	7.0	12.0	34.9
Total Compensation - All ($000's)	106	106	172.9	172.9	128.3	156.8	202.7

Healthcare	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	16	17	199.2	199.9	134.7	163.5	230.5
Annual Bonus Paid ($000's)	5	6	50.2	54.7	27.5	34.0	53.3
Total Compensation - All ($000's)	16	17	216.9	217.0	134.7	163.5	242.5

Associations	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	8	8	141.9	141.9	97.9	149.5	158.5
Annual Bonus Paid ($000's)	3	3	22.0	22.0	--	7.0	--
Total Compensation - All ($000's)	8	8	150.2	150.2	100.2	153.0	172.5

Education	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	16	16	144.5	144.5	123.7	141.1	172.0
Annual Bonus Paid ($000's)	2	2	--	--	--	--	--
Total Compensation - All ($000's)	16	16	144.8	144.8	124.0	141.1	172.0

Cultural	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	28	29	198.2	198.9	164.3	182.3	215.9
Annual Bonus Paid ($000's)	6	6	15.8	15.8	5.4	14.5	19.1
Total Compensation - All ($000's)	28	29	201.5	202.3	164.3	183.3	217.8

Operating Budget Up to $10 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	28	28	117.1	117.1	87.6	103.3	128.5
Annual Bonus Paid ($000's)	5	5	55.0	55.0	7.0	60.0	78.9
Total Compensation - All ($000's)	28	28	127.0	127.0	88.9	110.2	148.4

Operating Budget $10 to $25 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	54	55	149.0	148.5	122.3	149.5	176.0
Annual Bonus Paid ($000's)	13	13	12.8	12.8	6.0	7.7	15.0
Total Compensation - All ($000's)	54	55	152.0	151.5	123.7	150.8	177.2

Operating Budget $25 to $50 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	39	39	178.7	178.7	149.2	176.0	202.5
Annual Bonus Paid ($000's)	14	14	10.9	10.9	4.1	8.5	12.4
Total Compensation - All ($000's)	39	39	182.6	182.6	149.2	176.0	204.3

Operating Budget $50 to $100 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	30	30	189.1	189.1	140.7	163.9	217.8
Annual Bonus Paid ($000's)	9	9	39.2	39.2	25.0	34.5	60.5
Total Compensation - All ($000's)	30	30	200.8	200.8	152.9	168.6	228.9

Operating Budget Over $100 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	23	24	247.0	249.5	156.2	251.6	316.1
Annual Bonus Paid ($000's)	9	10	39.0	40.3	24.4	27.5	40.0
Total Compensation - All ($000's)	23	24	263.2	265.3	156.2	251.6	354.3

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Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

- Board Compensation
- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

With client interaction, we gather and report information on compensation, personnel practices and benefits and we apply the most effective, market-driven solution to each organization's unique set of circumstances.

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