

PNP PROFESSIONALS *for* NONPROFITS
NY ANNUAL SALARY SURVEY REPORT



2012 Salaries & 2013 Trends of NYC Area Nonprofits

ISSUE 14

PNP's annual Salary Survey Report of nonprofits in the greater New York City Area reveals two different directions taken by organizations coming out of the recovery and preparing for the future.

Two-thirds of the nonprofits surveyed acted cautiously – neither growing nor cutting – in what they experienced as a still uncertain economy heading into 2013. These organizations maintained and sustained what they had.

One-third of nonprofits reported undertaking bold action steps in 2012, as they focused, not only on recovery, but on re-invention and renewal. These organizations are actively adding programs and services, moving forward with strategic planning and restructuring, and preparing to seize opportunities for growth in 2013.

Organizations with budgets under \$15 million led the pack by taking steps to grow in 2012. Those are the organizations we will be hearing about in the years ahead!

HIGHLIGHTS OF 2012

In Hiring:

- 60%** of organizations did not increase or decrease number of staff
- 37%** added staff reflecting growing confidence
- 3%** decreased staff for one of two reasons
 - continued struggles with the economy
 - strategic changes to increase organizational efficiency

In Salaries:

- 61%** gave no salary increases in 2012
- 39%** gave salary increases to staff
 - 24% cost of living increases
 - 15% higher than cost of living increases

In Strategies:

- 63%** reported belt tightening measures in 2012 due to reduced funding and ongoing concerns about the economy
- 33%** noted strategic restructuring and expansion of programs and services, finding opportunities for growth in 2012

For those organizations that increased staff in 2012, their priorities were in the following areas:

- 54%** increased staff in programs, adding back programs and services reduced over the last few years
- 39%** increased staff in fundraising, reflecting increased competition for support
- 35%** increased staff in marketing noting the new importance of visibility, branding and new social media opportunities

PROJECTIONS FOR 2013

In Hiring:

- 62%** of organizations do not plan to hire significant numbers of new staff
- 37%** of organizations plan to add staff in key growth areas
- 1%** will continue to decrease staff due to continuing uncertainty about economic stability

In Salaries:

- 47%** plan to keep salaries flat
- 30%** project cost of living salary increases
- 23%** project higher than cost of living increases

In Strategies:

- 59%** will focus on rewarding staff performance and give merit incentives
- 49%** plan action steps to enhance productivity and efficiency
- 31%** are adding restructuring changes to their plans

In Priorities:

- 42%** plan continued increases in fundraising staff and new strategies to broaden revenue sources
- 39%** plan continued growth in development and delivery of programs and services
- 34%** plan increases in marketing to support both programs and fundraising

Forward-looking nonprofit organizations in the greater NYC area are investing in growth strategies by recruiting top talent, focusing on effective delivery of core programs, heightening branding and marketing strategies, and developing strategic ways to fundraise and reach donors in a competitive environment.

When respondents noted their personal feelings about 2013, 76% checked optimistic, 15% were uncertain, and only 9% were not hopeful. Only 3% of nonprofit employees were uncertain about *keeping their jobs*, and less than 2% were considering *leaving for a job in the for-profit sector*.

2012 NYC AREA NONPROFIT SALARY RANGES

	Operating Budget:	Under \$3M	\$3.1-8M	\$8.1-15M	\$15.1-30M	\$30.1-50M	\$50.1M +
MANAGEMENT & ADMINISTRATION							
CEO/President		NA	150 – 180K	180 – 210K	210 – 240K	240 – 280K	275 – 310K
Vice President		NA	120 – 170K	160 – 190K	190 – 220K	200 – 250K	225 – 280K
Executive Director		90 - 120	100 – 140K	140 – 160K	160 – 200K	180 – 230K	220 – 260K
Chief Operating Officer		NA	100 – 120K	120 – 140K	140 – 160K	160 – 180K	180 – 230K
VP/Director of Human Resources		NA	80 – 90K	90 – 110K	100 – 120K	110 – 130K	120 – 150K
Benefits Manager		NA	NA	NA	60 – 70K	70 – 80K	75 – 90K
Office Manager		NA	40 – 60K	50 – 60K	60 – 70K	60 – 70K	70 – 80K
Executive Assistant		NA	40 – 50K	50 – 60K	60 – 70K	60 – 70K	70 – 80K
Administrative Assistant		35 – 40K	35 – 40K	40 – 45K	40 – 50K	40 – 50K	50 – 60K
FINANCE							
CFO/VP of Finance		NA	90 – 120K	120 – 140K	140 – 175K	160 – 180K	180 – 240K
Director of Finance		NA	80 – 100K	100 – 120K	120 – 150K	150 – 170K	160 – 180K
Controller		70 – 80K	80 – 90K	90 – 100K	100 – 110K	110 – 120K	120 – 140K
Business Manager		60 – 70K	70 – 80K	80 – 90K	80 – 90K	90 – 100K	90 – 100K
Facilities Manager		NA	NA	NA	80 – 90K	85 – 100K	90 – 110K
Staff Accountant		60 – 70K	60 – 70K	70 – 80K	70 – 80K	80 – 90K	80 – 90K
Bookkeeper		40 – 50K	40 – 50K	50 – 60K	50 – 60K	55 – 70K	60 – 75K
FUNDRAISING							
VP/Chief Development Officer		NA	110 – 130K	120 – 140K	140 – 160K	160 – 180K	180 – 210K
Director of Development		70 – 80K	80 – 100K	100 – 130K	120 – 140K	140 – 160K	160 – 180K
Director of Major Gifts		NA	80 – 90K	90 – 110K	100 – 120K	120 – 140K	140 – 160K
Director of Foundation/Corporate Relations		NA	70 – 80K	80 – 90K	90 – 100K	100 – 110K	110 – 120K
Director of Membership		NA	NA	70 – 80K	80 – 90K	80 – 90K	90 – 100K
Director of Special Events		NA	70 – 80K	70 – 80K	75 – 90K	90 – 100K	100 – 110K
Director of Advocacy/Government Relations		NA	NA	70 – 80K	80 – 90K	80 – 90K	90 – 100K
Grants Writer		NA	60 – 70K	60 – 70K	60 – 75K	70 – 80K	80 – 90K
Development Associate		40 – 50K	50 – 60K	50 – 60K	60 – 70K	60 – 70K	60 – 70K
MARKETING & COMMUNICATIONS							
VP of Marketing/Communications		NA	80 – 100K	90 – 110K	100 – 120K	120 – 140K	140 – 160K
Director of Marketing/Communications		NA	60-70K	70 – 80K	80 – 90K	90 – 100K	100 – 120K
Marketing/Communications Associate		NA	50 – 60K	60 – 70K	60 – 70K	60 – 75K	70 – 90K
Social Media Professional		NA	NA	50 – 60K	50 – 60K	50 – 60K	60 – 70K
PROGRAMS & EDUCATION							
VP of Programs/Education		NA	80 – 90K	90 – 100K	110 – 120K	120 – 140K	130 – 160K
Director of Programs/Education		50 – 60K	60 – 70K	70 – 80K	80 – 90K	90 – 100K	100 – 120K
Program/Education Associate		40 – 50K	50 – 60K	60 – 70K	60 – 70K	70 – 80K	70 – 80K
Program/Education Assistant		35 – 40K	40 – 50K	50 – 60K	50 – 60K	50 – 60K	60 – 70K
IT & DATABASE MANAGEMENT							
VP/Director of IT		NA	NA	80 - 90K	90 - 100K	100 - 120K	110 - 140K
Network Administrator		NA	60 – 70K	70 – 80K	70 – 80K	75 – 85K	80 – 90K
Database Manager		NA	NA	50 – 60K	60 – 70K	60 – 70K	70 – 80K



POSITION QUALIFICATIONS & REQUIREMENTS

Management & Administration

CEO/President: 15+ yrs nonprofit executive experience with demonstrated success in management, finance, & strategic fundraising. Strong communication & leadership skills. Reports to Board. Advanced degree required.

Executive Director: 10+ yrs nonprofit experience with track record in staff management, developing & implementing budget goals & fundraising strategies, strong program oversight, communication & leadership skills. Reports to Board. Advanced degree required.

COO: 10+ yrs experience in nonprofit management, fiscal planning & budgeting, human resources, developing and defining program, solid communications skills. Advanced degree preferred.

VP/Director Human Resources: 5+ yrs human resources management experience, compensation & benefits, local, state, federal employment laws, developing policies & procedures, background in recruitment & staff retention. BA in HR Management.

Benefits Manager: 2+ years human resources experience dealing with employee benefits, union negotiations, providing benefit insight on plans during employee orientation, assisting with issues relating to benefit claims and providers.

Office Manager: 5+ yrs experience managing office operations, computer network, phone system, office equipment, purchasing, mail & related admin functions.

Executive Assistant: 5+ yrs experience assisting executive management staff, computer software expertise, project management, excellent written, interpersonal skills, maintains schedules, meeting planning & Board minutes.

Administrative Assistant: 3+ yrs experience in administrative clerical duties including phone, mail, correspondence, supplies & purchasing. Computer skills required.

Finance

CFO/VP of Finance: 15+ yrs financial planning & budgeting, audits, fiscal controls & reporting, oversee investments & manage cash, strategic advisor to Board. Reports to CEO. CPA, Finance, or Business degree required.

Director of Finance: 10+ yrs experience in establishing & implementing fiscal policies, systems & controls, cost accounting, statistical data, manage cash & audits. Nonprofit database & fund accounting experience preferred. Finance or Business degree required.

Controller: 7+ yrs experience in driving annual budget process, cost accounting, manage general ledger & monthly reports, contracts, manage cash & banking relationships, capital expenditures. Nonprofit database & fund accounting experience preferred.

Business Manager: 3+ years experience in creating annual budgets, oversee general ledger, monthly finance reports, monitor grants and contracts, expense reports. Nonprofit database and fund accounting experience. BA in Accounting or Finance.

Facilities Manager: 5+ years of managing and overseeing the operations of the fire, safety, H.V.A.C. security systems, housekeeping of the property, as well as the maintenance and repairs of all systems. May supervise the Building Superintendent, Maintenance Staff and all outside consultants and contractors.

Staff Accountant: 3+ yrs experience posting invoices, accounts payable, cash & invoice reconciliation, expense reports, monthly closings, vendor 1099's, monitor grants accounting.

Bookkeeper: 3+ yrs recording credits & debits, cash disbursements & cash receipts, prepare check requests, post accounts payable, pays bills, prepare & make deposits, manage bank accounts, inventory logs & related files. Accounting classes required.

Fundraising

VP/Chief Development Officer: 10+ yrs fundraising experience & proven track record in stewardship, solicitation, Board development, strategic planning, donor relations, marketing & communications, leadership skills required.

Director/Development: 7+ yrs demonstrated track record in developing & executing strategies for annual fundraising campaigns, support from individuals, corporations, foundations, government; major gifts program & special events. Database expertise required.

Director/Major Gifts: 7+ yrs in developing multi-year giving opportunities, conduct prospect research, presentations, solicitation experience, develop proposals, organize events, evaluate current donors for increased philanthropy. Database expertise required.

Director/Fdn & Corporate Relations: 5+ yrs solicitation & research experience, identify prospects, cultivate corporate & foundation support, prepare proposals.

Director/Membership: 5+ years of experience developing strategic sales plans, building partnerships with appropriate organizations and individuals, ability to increase sales revenue and attendance, research new markets and clients, coordinate direct marketing programs and materials for lead generation, trade shows, and web campaigns.

Director/Special Events: 5+ yrs overseeing all aspects of special events calendar for donor recognition & fund raising cultivation, manage vendors, budgets, volunteers, solicit corporate sponsorships, ticket/journal support, coordinate PR, correspondence & follow-up.

Director/Advocacy & Government Relations: 5+ years of experience on all issues related to advocacy, legislative initiatives, and policy. Coordinate all city, state, federal lobbying activities, manage outside consultants, serve as primary point of contact for legislators and officials, coordinate communications with elected officials and administrative offices, develop policy analyses, position statements, and fact sheets. Excellent writing and people skills.

Grants Writer: 3+ yrs preparing proposals for corporate, foundation & government sources, research prospective grant makers, prepare grant proposals including budgets, maintain grants calendar. Excellent written skills required.

Development Associate: 3+ yrs experience overseeing correspondence, acknowledgment letters, document & enter pledges in database, manage solicitation lists & invitations, research foundations, businesses & individuals.

Marketing & Communications

VP of Marketing/Communications: 10+ yrs strategic planning in marketing, communications, branding, overlap experience in development, exposure to social media, manage staff & media contacts, excellent written/presentation skills required.

Director of Marketing/Communications: 5+ yrs experience creating content for marketing deliverables on website, brochures, videos, social media, oversee direction of layout, design & production.

Marketing/Communications Associate: 3+ yrs responding to outside media inquiries, assist with advertising, track media placements, follow-up.

Social Media: Experience using social media tools, internet research skills, excellent writing ability in producing material to reach audiences.

Programs & Education

VP of Programs/Education: 10+ yrs management experience in programs & services development & delivery, setting goals & standards, developing operations plan & budgets. Manage staff.

Director of Programs/Education: 5+ yrs experience implementing plans & proposals for core & expanded programs, liaise with funding agencies, interpret public policy issues & trends. Manage staff.

Programs/Education Associate: 3+ yrs creating reports on program delivery, effectiveness, write proposals, prepare all statistical summaries, oversee scheduling & monitor budgets.

IT & Database Management

VP/Director of IT: 10+ yrs experience managing technical systems, developing long & short term strategies for organizational IT development use, evaluate & research emerging technologies, develop budget for technical needs, create training opportunities. Manage staff.

Network Administrator: 5+ yrs experience providing systems, desktop & helpdesk staff support, maintain database functions, oversee website & web-based applications, develop & implement standardized desktop hardware & software, oversee training & security.

Database Manager: 3+ yrs hands-on experience maintaining an accurate, centralized database run reports & provide analyses & trends, train all users.



KEY FINDINGS & IMPLICATIONS FOR 2013

PNP's Survey asked a number of questions about projections and plans for 2013. Highlights from the wide range of responses show a sector moving ahead with greater confidence than during the past three years. Organizations are recognizing the need for strategic change. While one-third of nonprofits recorded actual investment in growth in 2012, two-thirds also reported organizational commitments in 2013 to active development of programs, stronger marketing efforts, greater efficiency and effectiveness, and higher performance standards.

When asked what action steps are most needed in 2013, respondents said:

Diversify fundraising strategies & develop new income streams	74%
Develop more competitive marketing strategies	68%
Improve efficiency & effectiveness of systems and processes	61%
Develop new ways to deliver programs & services	58%
Invest in upgrading technology capability	48%
Raise performance levels and measuring results	47%

When asked to rank external issues that will impact their organization in 2013, respondents said:

Increased competition for revenues & support	68%
Availability of Board members who are actively engaged	60%
Competition for top talent	55%
Uncertainty about the economy	53%
Keeping up with changes in technology	51%
Rising cost of benefits	49%

When asked which internal issues will be most important for management in 2013, respondents said:

Focusing on evaluation & assessment of program results	88%
Increasing training and staff development for top performance	80%
Enhancing capacity to communicate in new ways to generate support	72%
Improving overall efficiency of operations	59%
Strengthening and engaging Board	57%
Strengthening leadership and succession planning	56%

Nonprofit leaders recognize that there are strong connections between focused delivery of programs and services, successful fundraising and marketing, and high levels of performance. The importance and need for staff training, once again, topped the list of important issues. Strengthening Board leadership and finding new ways to develop support is another continuing critical issue.

We believe that the sector is on its way to a more vigorous year in 2013 and those organizations that are bold will implement strategic changes by focusing on programs, improving productivity and efficiency, building high performance teams and measuring results, and stepping up to stronger marketing/branding efforts, to become the leaders in the sector. **Are you one of these organizations?**

Information Technology

NYC area nonprofits recognize the need for greater organizational efficiency. To achieve greater productivity, IT management is a must!

PNP's dedicated IT desk offers options to fit any budget –

- Shared IT professionals who work for several nonprofits at a time
- Project based IT specialists
- Part time IT professionals for smaller organizations
- Full time IT professionals who specialize in the nonprofit sector

Managing your IT needs is the way to become more efficient and productive.

To learn more, contact Tony Verdon at 212.546.9091, or tverdon@nonprofitstaffing.com.

PROFESSIONALS for NONPROFITS (PNP)

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Temp Services:

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- Interim Executives
- Consultants
- Temp2Hire

Direct Hire Services:

- Contingency searches with one year guarantees
- Executive searches
 - Mid-Level Management searches
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For experienced assistance in planning for growth and effecting change, PNP has partnered with NexGen Advisors, specialists in business transformation, to offer **Nonprofit Business Solutions (NBS)**, a unique, low cost, user-friendly diagnostic tool specially designed for nonprofits.

This Organizational Health Check-up Includes:

- An Assessment Survey
- An individually customized Diagnostic Report
- A Review with an NBS Advisor
- Follow-up advisory assistance

To learn more, contact Carla Zilka at 212.546.9091, or czilka@nonprofitstaffing.com.

