

*PNP*

PROFESSIONALS *for* NONPROFITS

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# New York City Area

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# SALARY SURVEY REPORT

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# 2013 - 2014



# Survey Findings & Key Themes

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## Key Findings

For the third year in a row, PNP's annual Salary Survey Report of nonprofits in the NYC area reflects a sector acting cautiously, slowly coming out of economic hardships.

Some organizations will never be the same. Yet many nonprofits continue to demonstrate optimism as they rebuild, with confidence, their prospects for renewal and are moving ahead strategically to identify and develop new growth opportunities.

Organizations are placing an emphasis on expanding programs and services, developing new revenue sources, and improving both efficiency and effectiveness of operations and staff performance.

The critically important issue for nonprofits, large and small, continues to be talent management - hiring and training staff and retaining the talent needed to build capacity and move forward.

We found that nonprofits are planning for growth, but that, as the economy improves, staff turnover is an issue of concern.

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## About this Report

For the 15th consecutive year, we are pleased to present PNP's report on salaries in the NYC nonprofit sector. This year's report for 2013 shows salary ranges for 35 positions, by size of organization.

While acknowledging that not all organizations have all listed positions on staff, and not all nonprofits describe each position in the same way, we believe our 35 documented positions represent the core of nonprofit staffing across the board.

The information in this report is intended to be a tool for nonprofit decision-makers and leaders who are seeking to compete effectively in the marketplace for talent.

Knowing the salaries paid by similar organizations in the sector for the same or similar positions is essential when hiring and retaining staff.

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## Methodology

Over 800 nonprofits responded to our survey -- from Arts & Culture, Education, Environment, Faith-based, Foundations, Healthcare, Human & Social Services, and International organizations in the greater New York City Area (including Long Island, Westchester County, and Northern New Jersey).

This year for the first time we published a separate NY Associations Salary Survey Report (available on our website), because Associations 501C(6) typically have a number of staff positions that differentiate them from 501C(3) nonprofits.

After answers to our survey were tabulated, salary extremes were removed and the median salary was noted. We then extended out from that median salary to include 25% of salaries below and 25% above, creating a 50 percentile spread.

## How to Use this Report

If an organization is paying below the salary range listed for a position, or similar position, it means that 50% of nonprofit organizations are paying a higher salary for that position. If the salary an organization is paying for a position is within a salary range, then it is paying what 50% of the sector is paying for that similar or same position.

We remind you that paying less for talent than other organizations in the sector makes your organization less competitive in the marketplace for top talent, and puts your organization at risk of not being able to retain its best people.

The ranges reported are for salaries only, and do not include benefits.

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## About Professionals for NonProfits

Professionals for NonProfits (PNP) is the only full service staffing firm exclusively for the nonprofit sector.

Since 1996, PNP has served as a trusted partner to a wide range of nonprofits -- helping to hire top talent to support their missions.

We understand and appreciate the unique staffing needs and challenges of the sector, and offer a single source of staffing solutions for every individual organization.

Whatever your staffing need is, PNP can provide you with an array of services from which to choose:

### Temporary Services:

- Hourly Temps
- Long Term Temps
- Temp to Hire
- Interim Executives
- Consultants & Advisors

### Permanent Services:

- Direct Hire Search
- Executive Search
- Retainer Search

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## Results

*PNP's success in recruiting the best candidates with the right "fit" for organizations is the reason we enjoy an 80% referral rate from satisfied clients.*

*Casting an exceptionally wide net over the nonprofit and for-profit sectors, PNP gives you access to hidden candidates who will, often, not be found by you in the marketplace.*

*Direct Hire placements are made on a contingency fee basis - you pay a fee only after you hire.*

# Staff & Salary Changes in 2013

## Understanding Our Changing Marketplace

This survey reflects evidence of growth and of the development of growth strategies among NYC area nonprofits in 2013. Slightly less than half of the respondents report adding staff, as slightly more than a third kept the number of staff constant.

Most nonprofits, in all categories, did give staff salary raises in 2013, although the great majority of raises were cost-of-living increases between 1-3%.

Some nonprofits increased benefits to their staff in structuring staff compensation in 2013, but a very large percentage made no changes to staff benefits.

NYC nonprofits, in all budget categories, indicated that staff and leadership development matters were important in 2013, and would continue to be a high priority in 2014. Of particular significance are the issues of:

- Raising performance levels and increasing productivity of staff, while improving efficiency and effectiveness of operations
- Managing changes in leadership and developing succession plans
- Hiring, training, and then retaining good staff

Staff turnover in the sector appears to have been fairly significant in 2013, with 16% reporting unusually high turnover.

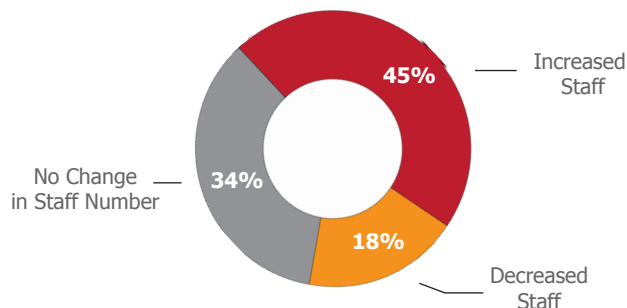
Not surprisingly, this survey confirms that finding and keeping a strong, committed, energized, and competitively paid staff is essential for growth.

We also learned that entry-level vacancies were increasingly filled by candidates from outside the nonprofit sector.

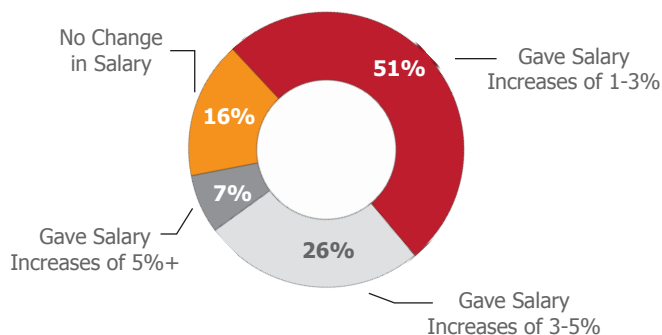
*Using the tool of Top Grading, PNP helps you hire the top 10% of performers in the marketplace.*

*PNP offers Executive Search for C-level positions on a contingency fee basis or as a retainer search - customized service to fit your needs.*

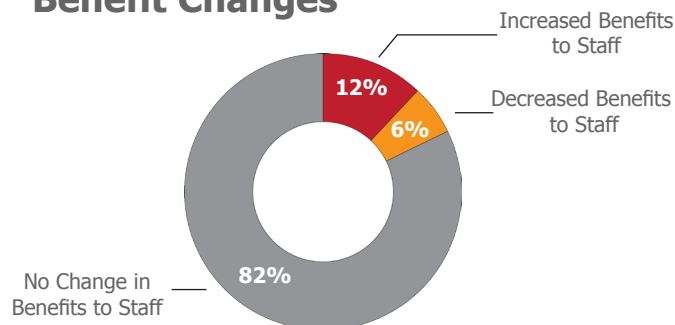
## Staff Changes



## Salary Changes



## Benefit Changes



*We believe in the power of nonprofits to make a difference,  
and we provide the staff to help make that difference.*

Find more information at [www.nonprofitstaffing.com](http://www.nonprofitstaffing.com), or call one of our five offices:

**New York**  
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**New Jersey**  
973.799.8555

**Philadelphia**  
215.665.5666

**Maryland**  
443.759.3209

**Washington DC**  
202.719.9600

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# Organizational Issues in 2013

## Managing Growth & Change

NYC area nonprofits acted cautiously in 2013, but change and managing change were significant concerns for the sector.

Organizational issues clustered around the themes of planning and development -- development of programs and services, both new and renewed; strategic development of structure and governance, including board development; and development of revenues.

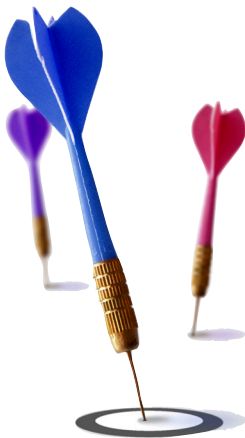
Approximately half of the nonprofits reported that they expanded programs and services and more than a third found new opportunities for growth.

Working through changes in structure and operations, while simultaneously challenging and engaging the Board, was an important issue for nonprofits in 2013.

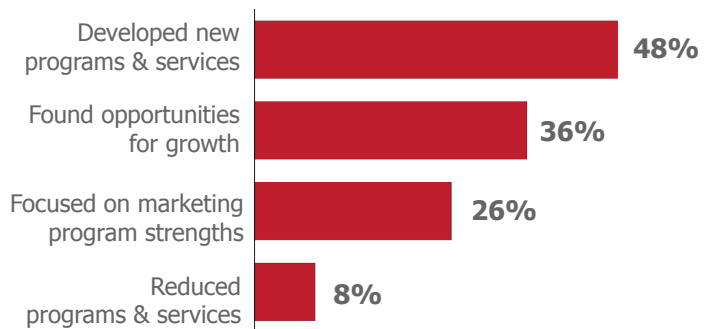
Survey respondents reflect a clear and compelling need for their organizations to increase revenues going into 2014. Focusing on more competitive marketing and communications strategies is cited by more than one in three NYC nonprofits as critical to development.

Very few nonprofit organizations report that they did not experience significant changes in 2013, and nonprofits expect the pace of change to accelerate in 2014.

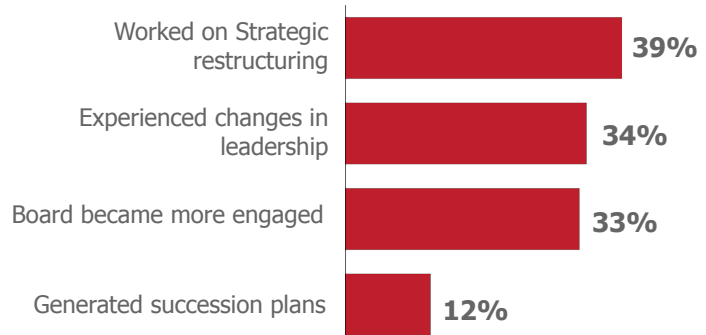
*PNP's interim and consulting professionals can offer your nonprofit organization special expertise and leadership for a chosen period of time.*



## Programs & Services

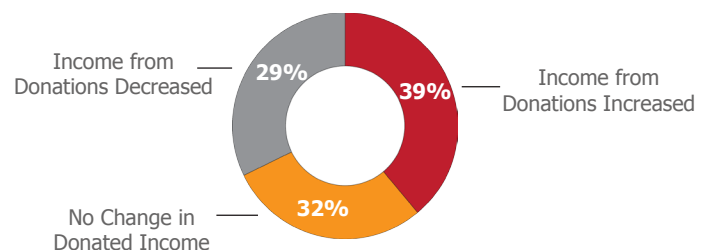


## Structure & Leadership

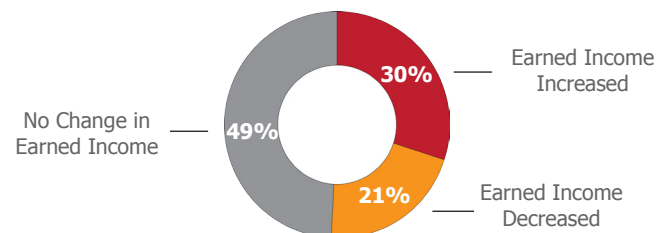


## Revenues & Funding

### Donations



### Earned Income



# 2013 NYC Area Nonprofit Salary Ranges

## POSITIONS

## BUDGET SIZES & SALARIES

<b>Management &amp; Administration</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
CEO/President	110-150K	130-190K	180-230K	220-290K	280-330K
Vice President	NA	NA	160-190K	190-240K	230-290K
Executive Director	100-130K	110-150K	150-180K	180-230K	230-280K
Chief Operating Officer	NA	100-130K	120-160K	160-200K	190-250K
VP/Director of Human Resources	NA	90-100K	100-130K	110-140K	130-160K
Benefits Manager	NA	NA	NA	70-80K	75-90K
Office Manager	NA	50-60K	55-65K	60-80K	70-90K
Facilities Manager	NA	40-50K	50-60K	55-80K	80-100K
Executive Assistant	40-50K	50-60K	60-70K	65-80K	70-90K
Administrative Assistant	30-40K	35-45K	40-50K	50-60K	50-65K
<b>Finance</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
CFO/VP of Finance	NA	95-130K	110-150K	140-190K	180-240K
Business Manager/Director of Finance	70-80K	80-100K	100-130K	120-180K	170-220K
Controller	70-80K	75-95K	90-110K	100-140K	120-150K
Staff Accountant	65-75K	70-80K	70-80K	80-90K	80-100K
Bookkeeper	45-55K	50-65K	60-70K	60-75K	70-80K
<b>Fundraising</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
VP/Chief Development Officer	NA	120-140K	130-150K	150-180K	180-220K
Director of Development	75-90K	90-120K	100-130K	130-160K	160-180K
Director of Major Gifts	75-80K	80-100K	100-120K	120-150K	150-170K
Director of Foundation/Corporate Relations	NA	75-90K	80-100K	90-120K	110-140K
Director of Special Events	NA	70-80K	80-90K	90-100K	90-110K
Director of Advocacy/Government Relations	NA	NA	80-90K	80-95K	90-100K
Grants Writer	NA	60-70K	70-80K	70-80K	80-90K
Development Associate	40-50K	50-60K	60-70K	60-75K	70-80K
<b>Marketing &amp; Communications</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
VP Marketing/Communications	NA	85-100K	100-120K	110-140K	140-160K
Director of Marketing/Communications	60-70K	70-80K	80-90K	90-100K	100-120K
Marketing/Communications Associate	NA	50-60K	60-70K	60-75K	65-85K
Social Media Professional	NA	40-50K	50-60K	60-70K	70-80K
<b>Programs &amp; Education</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
VP Programs & Educations	NA	90-100K	95-110K	100-130K	125-160K
Director Programs & Education	55-70K	60-80K	70-90K	80-110K	100-120K
Programs/Education Associate	40-60K	50-65K	60-70K	70-80K	75-90K
Programs/Education Assistant	35-45K	40-55K	50-60K	50-65K	60-70K
<b>IT &amp; Database Management</b>	<b>under \$5M</b>	<b>\$5.1 - 10M</b>	<b>\$10.1 - 20M</b>	<b>\$20.1 - 50M</b>	<b>over \$50M</b>
VP/Director of IT	NA	80-90K	90-110K	100-130K	130-150K
Network Administrator	NA	65-75K	70-80K	75-90K	80-100K
Database Manager	50-60K	60-70K	70-80K	80-90K	80-90K
System Administrator	50-60K	60-70K	70-80K	80-90K	80-90K

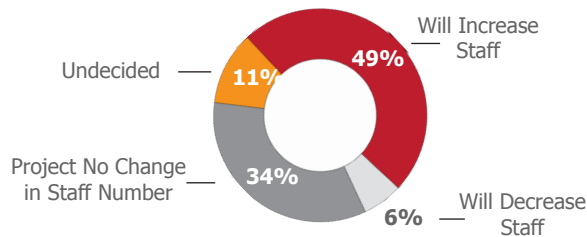


# Key Staff Issues in 2014

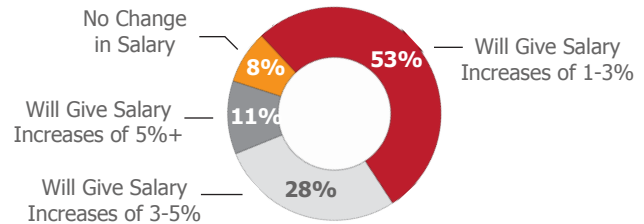
## It's all about staff!

Almost half of our respondents noted that they will add staff in 2014, particularly in key areas. Salary increases are projected by nearly all nonprofits for 2014, and a significant number are planning more than cost-of-living increases, particularly in critical positions that are essential for growth.

### Staff Changes in 2014



### Salary Changes in 2014



## Most Important Staff Issues in 2014

Our survey respondents indicate that, in planning and striving for building capacity in the year ahead, the most important challenge faced by nonprofits is "talent management," including the issues below.

As the economy continues to improve, more jobs will become available in both the for-profit and nonprofit sectors, and opportunities for mobility will increase, adding pressure on recruitment and retention, particularly highlighting the importance of offering competitive salaries and benefits, opportunities for promotion and advancement, and both measuring and rewarding high levels of performance.



# Organizational Strategies for 2014

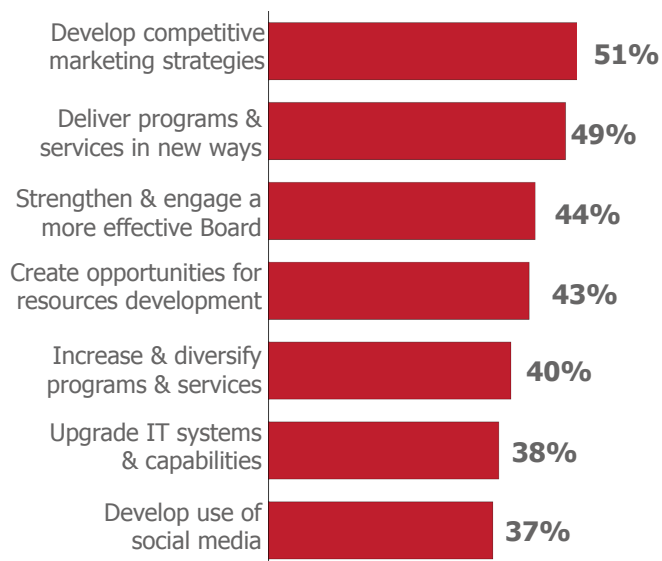
The challenge of increased competition for revenues is driving attention to the development of new ways to deliver programs and services and to market them with higher visibility.

In addition, increased competition for funding is prompting an increased focus on internal challenges of both leadership, efficiency, and effectiveness of operations and systems.

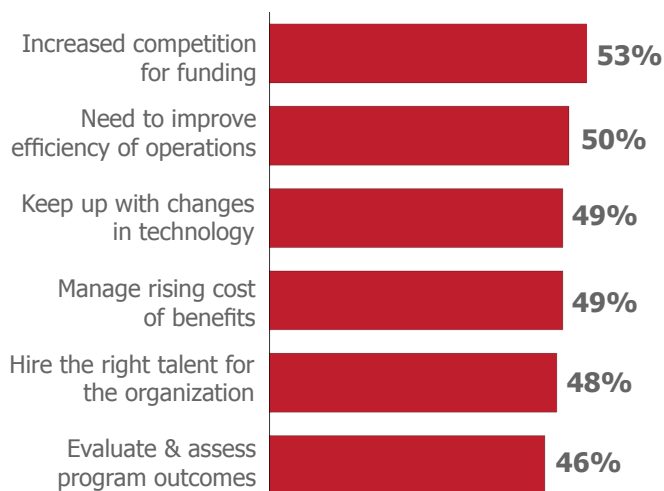
The survey results throughout reflect a stronger-than-ever recognition that nonprofits must manage their human resources with the same foresight and best practices as for-profit companies.

Practicing good management, developing efficient systems, retaining exceptional talent, and providing quality service are all essential components of growing a successful nonprofit organization.

## Strategic Priorities for 2014



## Principal Challenges in 2014



## Action Steps Planned in 2014



*PNP's Candidate Assessment Tool (CAT) is a unique method for assessing all candidates based on skill sets and behavioral markers.*

## The Outlook for Nonprofits in 2014

Responses to the survey both reflect and point to on-going issues and challenges for nonprofit organizations in 2014, and beyond. Strategies for growth raise many questions.

- Can organizational change be managed so that it does not adversely affect loyal staff and core constituencies?
- With disparity in pay from the for-profit sector, can nonprofits attract the best and brightest talented professionals?
- Does the governance structure of an organization support innovation and risk-taking?
- Can nonprofits truly move toward performance-based measurements and compensation?

PNP looks forward to 2014 and continuing to partner with nonprofits in offering reports that highlight critical issues for the sector in the years to come.