

2020 Northeast Florida Nonprofit Compensation and Benefits Report



NonprofitCenter
of Northeast Florida

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JPMORGAN CHASE & CO.

2020 Northeast Florida Nonprofit Compensation and Benefits Survey

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This survey has been produced by Nonprofit Compensation Associates using FAIRPAY, a nonprofit salary and benefits model and software. Based on more than 35 years of experience in conducting nonprofit salary and benefits surveys, this stand-alone application, in conjunction with a specially formatted questionnaire, allows nonprofit organizations and associations to publish a survey with accurate and detailed data for their local community or constituency.

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About the Nonprofit Center of Northeast Florida

The Nonprofit Center connects, strengthens, and advocates for a strong nonprofit community. We believe that a vibrant, inclusive Northeast Florida is strengthened by — and supportive of — a healthy, high-impact nonprofit sector. A vital support system for our local nonprofits, we provide services, programs, research and resources to our members while advocating for the Northeast Florida nonprofit sector locally and at the state level. We provide local government, civic and business leaders, and the media insights and information to promote smart decision making and public support for local nonprofits.

A true community initiative, the Nonprofit Center of Northeast Florida opened its doors in 2002 with crucial commitments from local philanthropists and the support of the nonprofit community. We serve all 501(c)3 organizations located in Northeast Florida, with special benefits and resources available to our more than 300 nonprofit members. The Nonprofit Center strengthens nonprofit organizations so they can better deliver on their missions. We commit to building a thriving sector, promoting collaboration and leveraging community assets to make Northeast Florida a wonderful place for all to live and work.

Learn more or join at NonprofitCtr.org.

Sponsor of the Report and Acknowledgements

The 2020 Northeast Florida Nonprofit Compensation and Benefits Study was made possible through the generous support of JPMorgan Chase & Co.

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The Nonprofit Center would also like to thank the following for their assistance with this report:

The Nonprofit Center Board of Directors, for their leadership and commitment to the nonprofit sector.

All of the CEOs, human resources staff, financial officers, and many more individuals from the responding nonprofit organizations who took the time to complete the survey. Your participation made this the valuable study that it is today, and your contributions will live on in helping to strengthen the sector.

And, most importantly, to our members and all the nonprofit organizations that work tirelessly to create a vibrant, inclusive northeast Florida.

Preface

This report provides you with the results of the *2020 Northeast Florida Nonprofit Compensation and Benefits Survey*.

Purpose of this Report

The purpose of this report is to illustrate nonprofit compensation and benefits practices within the Northeast Florida region. A primary and critical goal of nonprofit organizations is to attract, recruit and retain well-qualified professional and support staff, who can implement effective and impactful programs and services in our community. Competitive compensation, attractive benefits packages and equitable policies support this goal. One of the challenges to achieving this goal is finding accurate and comprehensive data on salaries and benefits in the nonprofit field. This report provides you with the information needed to evaluate your own compensation and benefits practices.

This report is divided into the following sections:

I. Guide to Using the Report

Offers information on how to compare your own practices to the survey data including matching jobs, definitions of terms used and how to calculate pay movement.

II. Executive Summary with Median Base Salaries

Provides highlights of the full report.

III. Participant Overview

Provides detail on the participants including type of organization, annual expenses, location and number of employees.

IV. Compensation and Benefits Practices

Includes data on vacation, holiday, sick leave and other time off policies as well as insurance premium and retirement program practices. Also included are data on salary budgets, salary increases, bonus practices, overtime and shift differential policies, miscellaneous employee benefits, and additional information about employees in four key executive-level positions.

V. Compensation by Position

Details the compensation (base pay and total compensation) for each position in the report according to several variables, including the organization's location, annual operating expenses, field of service, total number of employees and employees' gender.

Appendices

Appendix A: Survey Participants

Appendix B: Wage Conversion Formulas and Tables

Appendix C: Alphabetical List of Job Titles

I. Guide to Using the Report

When using the data in this report, we suggest you consider the following:

- The survey reports the compensation and benefits practices in effect on October 1, 2019, as reported by 101 nonprofit organizations in Northeast Florida.
- The survey findings represent actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- When developing compensation or benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.

Matching Jobs

When seeking information for a particular job, it is important to carefully match your job's duties and responsibilities with that of the survey positions:

- Each job title is defined by an accompanying job description. Individual organizations may use the same job title to designate very different jobs.

TIP: We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.

- To find compensation data for a specific job in your organization, first match the position to a job description that is found at the top of each *Compensation by Position* page. Jobs are grouped under general classifications or functions. Review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job at your organization, at least 80 percent of the job responsibilities and requirements should be the same or comparable.
- There are positions for which you might expect to find only one person from a single organization, but if multiple employees' responsibilities and requirements match the job description, then more than one employee from a single organization will be included in the sample for that position.

Determining/Comparing Compensation

- Review all the data subsets (such as organization’s annual expenses or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organization size typically has less effect on lower-level supervisory, professional or support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization’s annual expenses are \$2.3 million, it may be appropriate to compare third quartile salary data in the annual expenses group from \$1 to \$2.5 million because your annual expenses size is closer to the high end of the range. If you are planning substantial growth in the immediate future and the annual expenses next year are expected to be over \$2.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- This report reflects salaries in effect October 1, 2019. Salary increase budgets in the current fiscal year and projections of salary increases for the next twelve months (see page 19) were entered before the COVID-19 outbreak of early 2020 and may be subject to re-consideration by many organizations as they respond to changing economic conditions. Under more typical circumstances, we would recommend that you add approximately 0.25% per month to the compensation data reported in this survey for each month that has passed since October 1, 2019. This is equivalent to an adjustment of approximately 3.0% per year, the median overall salary increase budget cited. However, as of the publication of this report in the spring of 2020, many organizations may decrease or delay planned pay increases, making it difficult to anticipate overall changes in pay rates further in the near future.

Terminology and Abbreviations

The following terms and abbreviations are used in the *Compensation by Position* tables and throughout this document:

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to cost of living or other economic indicators; <i>see also Cost of Living Increase.</i>
Actual bonus paid	Not all employees who are eligible for bonuses actually receive them. The data in this row of the <i>Compensation by Position</i> tables detail the numbers of employees receiving bonuses and, where there are sufficient data, information on the amounts paid.
Average salary	The sum of all salaries or cash compensation divided by the number of incumbents. Average salary figures may be unduly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular category. Median salaries are less influenced by extremes.
Base salary—All Employees	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. <u>Part-time salaries have been annualized based on a 40-hour workweek.</u> Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix B of this report.

Cafeteria plan	Benefit plans that allow employees to choose the benefits they want from a predetermined list. Employers provide a certain number of credits or dollars to each worker to ensure core coverage, and additional benefits may be purchased at an individual employee's expense.
Cost of living increase	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	A retirement plan in which a retired employee receives a specific amount based on salary history and years of service, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
Defined contribution plan	A retirement plan that specifies the amount of an agency's contribution, but may not have a formula for determining eventual benefits. The agency's contribution is usually a certain percentage of the worker's salary, and a vesting period—specific length of employment—may be required. <i>See also Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
Dependent Care Spending Account (DCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their dependent care expenses. Any amount left in the DCSA at the end of the plan year will be lost.
Eligible for incentive/bonus	The data in this row of the <i>Compensation by Position</i> tables indicate the organizations that provide opportunity for an employee to receive a bonus, regardless of whether one is awarded. These may include formal plans based upon achievement of pre-determined goals or be discretionary with leadership and/or board approval.
Exclusive Provider Organization (EPO)	A medical insurance plan in which a network of doctors, hospitals and laboratories agrees to provide their services for a discounted fee. Services from providers who are not in the network are not covered.
Exempt vs. Non-Exempt employees	Employees are classified as "exempt" or "non-exempt" in reference to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. Please note that this minimum weekly salary may increase in the future based on new federal regulations. A non-exempt employee is paid for all overtime hours worked. Non-exempt employees generally perform operational functions such as routine clerical duties, maintenance work and checking and inspecting equipment.
Flexible Spending Account (FSA)	A type of Section 125 plan, an FSA holds pre-tax dollars set aside by employees for their health care or dependent care expenses. Any amount left in the FSA at the end of the plan year will be lost. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA).
Full-time equivalent (FTE)	Either one full-time position (as defined by an organization's policy regarding the hours required for a full-time workweek), or two or more part-time positions that, when taken together, make up the work schedule of one full-time position.

Health Care Spending Account (HCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their health care expenses. Any amount left in the HCSA at the end of the plan year will be lost.
Health Maintenance Organization (HMO)	A comprehensive health care financing and delivery organization that provides or arranges for provision of covered health care services to a specified group of enrollees, at a fixed periodic payment, through a panel of providers.
Health Reimbursement Arrangement (HRA)	An arrangement in which the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job.
Health Savings Account (HSA)	Employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative or when a worker meets or exceeds preset performance goals.
Individual Retirement Account (IRA)	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In the <i>Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample.
Number of organizations	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in a specific position.
Paid-Time-Off (PTO) program	In a Paid-Time-Off program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days and holidays).
Paid time off benefits	Employer-paid time off the job; that is, vacation, sick days and holidays.
Per diem compensation	A daily allowance paid to employees on work-related travel to cover expenses such as food and/or lodging.
Percentiles	<ul style="list-style-type: none"> • The 25th percentile is the data point below which 25 percent of the sample falls. • The 75th percentile is the data point below which 75 percent of the sample falls; conversely, the level above which the top 25 percent of the sample falls.
Performance-based or merit increases	Salary increases based on employee merit or performance over a given period of time.
Personal days	Days off taken at the discretion of the employee. Also called floating holidays.
Point of Service (POS)	A medical insurance plan that encourages use of network providers, but permits insured individuals to choose providers outside the plan at the time service is rendered.

Preferred Provider Organization (PPO)	A medical insurance plan in which a network of doctors, hospitals and laboratories agrees to provide their services for a discounted fee. Costs are higher for services from providers who are not in the network.
Section 125 plan	A plan in which certain employee benefits are paid with pre-tax dollars. Section 125 plans include premium-only plans, Flexible Spending Accounts and cafeteria plans.
Tax-sheltered annuity 401(k)	A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, 401(k) plans can now be offered by nonprofit organizations.
Tax-sheltered annuity 403(b)	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
Total cash compensation	Calculated by adding base salary and bonus together and dividing by the total number of incumbents in the job, regardless of whether they received a bonus. For example, <ul style="list-style-type: none"> • Average base salary for 5 employees in a position is \$50,000 • Two received bonuses: one was \$5,000 and one was \$1,000 • $(5 \times \\$50,000) + (\\$5,000 + \\$1,000)/5 = \\$51,200$ (Total Cash Compensation)

Positions

We received enough data to print reports for 93 survey jobs. Nearly 4,000 individual salaries were used to generate this report.

Job titles that were not reported by a minimum of five organizations have been omitted from the survey due to insufficient data.

Data Required for Reporting

To ensure the confidentiality of all data, a minimum number of responses is required for each statistic. A minimum of five organizations is required to report compensation in any data subset. The average and median are reported when this threshold is met. The 25th and 75th percentiles are also reported for samples of at least twelve incumbents (employees). When there are fewer than five organizations responding for any particular line of data, the entire line is left blank.

Comments and Questions

Please contact Deirdre Conner at the Nonprofit Center of Northeast Florida with any comments or questions about this report.

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II. 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

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III. Participant Overview

Effective Date

We asked the participants to provide salary data effective as of October 1, 2019.

Participants

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 in the survey by submitting their information into the survey database.

One hundred one (101) nonprofit organizations in Northeast Florida participated in the survey. These organizations provided comprehensive information on compensation and benefits for positions common to nonprofits. A list of the participants is included in Appendix A. The tables in this section provide you with an overview of the participants—their fields of service, their annual operating expenses and the number of staff they employ.

Fields of Service

The 101 organizations represent ten separate self-reported fields of service. Fields of service represented by at least five organizations appear in the *Compensation by Position* pages as separate data categories.

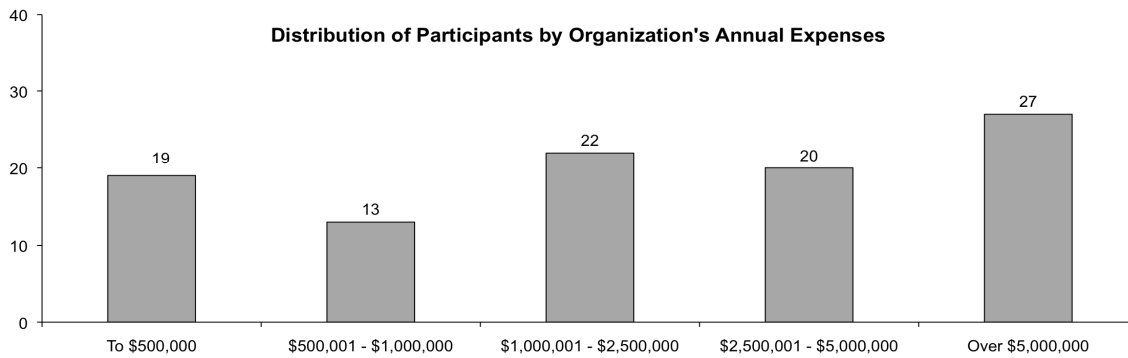
Participation by Field of Service	
Field of Service	# of Orgs
Arts & Culture	7
Education	14
Professional Affiliations	2
Health, General	8
Health Institutions	3
Human Services	47
Housing & Community Development	5
Public Support & Benefit	10
Environment & Animal Welfare	4
Religion	1
Total	101

Annual Expenses of Organization

Annual expenses size groups have been established where natural breaks occurred in the data and to ensure a sufficient number of responses in each to provide valid information.

Annual Expenses Groups	# of Orgs
To \$500,000	19
\$500,001 - \$1,000,000	13
\$1,000,001 - \$2,500,000	22
\$2,500,001 - \$5,000,000	20
Over \$5,000,000	27
Total	101

The following chart illustrates the distribution of participants by annual expenses:



This table shows the participants' average and median annual expenses across each of the annual expenses groups:

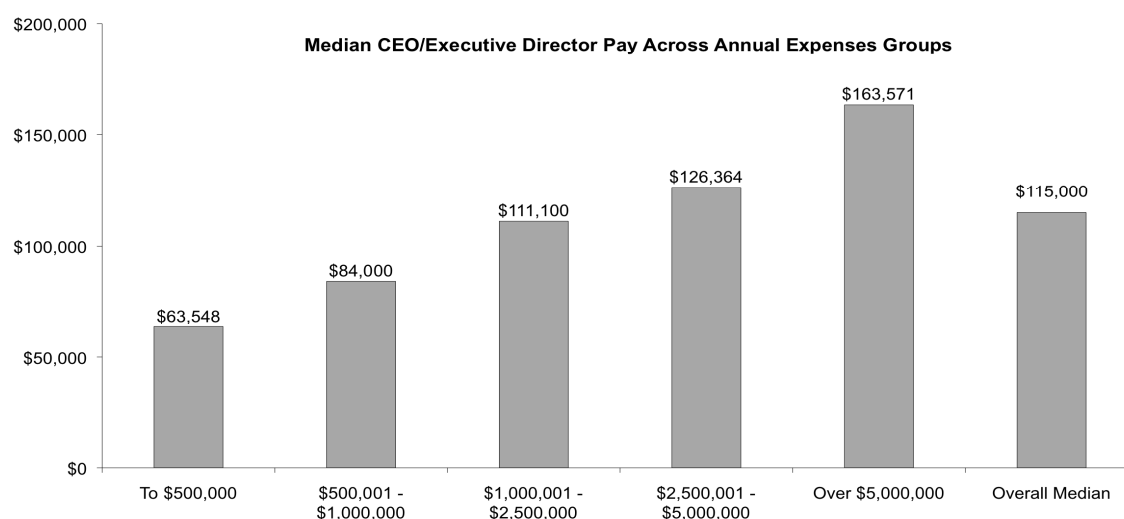
Annual Expenses Groups	Average Annual Expenses	Median Annual Expenses:
To \$500,000	\$292,756	\$300,000
\$500,001 - \$1,000,000	\$878,267	\$853,271
\$1,000,001 - \$2,500,000	\$1,703,210	\$1,619,375
\$2,500,001 - \$5,000,000	\$3,614,425	\$3,631,244
Over \$5,000,000	\$11,981,340	\$8,235,897
All Organizations	\$4,457,774	\$2,189,972

Using Annual Expenses Data to Evaluate Pay

The size of an organization typically affects pay for management-level staff because of the increased complexity of the organization itself, number of employees supervised and overall financial responsibility: the larger the nonprofit, the higher the compensation for a senior manager. The following table demonstrates this pattern.

Annual Expenses Groups	Median Base Pay for CEO/Executive Director
To \$500,000	\$63,548
\$500,001 - \$1,000,000	\$84,000
\$1,000,001 - \$2,500,000	\$111,100
\$2,500,001 - \$5,000,000	\$126,364
Over \$5,000,000	\$163,571
Median for all	\$115,000

The following chart illustrates median CEO/Executive Director pay across annual expenses groups:



An organization's annual expenses does not have quite the same impact on pay for professional or support staff, as their jobs are similar whether they are in a large organization or a small one. Instead, the pay philosophy of the organization, its formal salary administration program and sources of funding may determine the pay levels of these jobs.

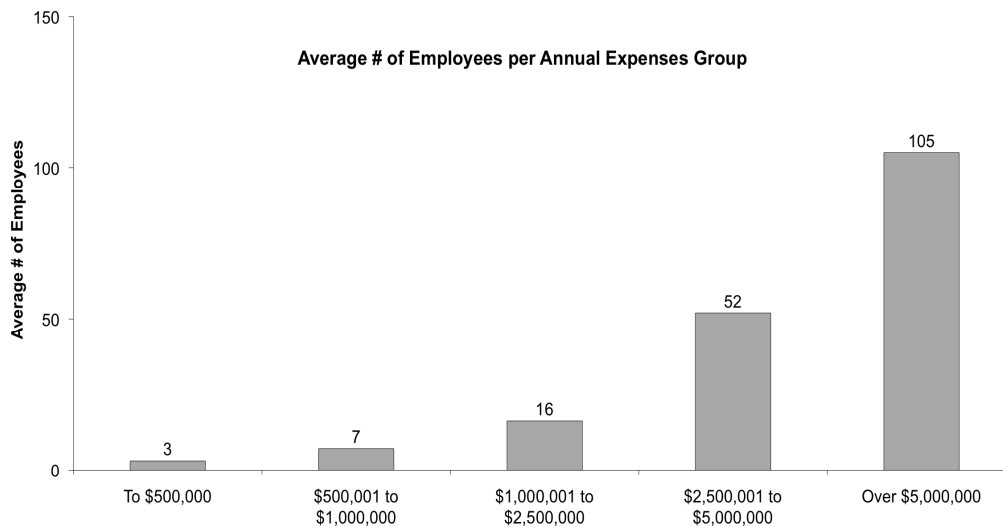
TIP: We recommend you utilize the annual expenses groupings to determine the pay level of a senior manager, and use other criteria such as field of service or the data for all organizations when analyzing pay for support and professional positions.

Staff Size

The average number of employees in each size group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it. Fifty-five percent of employees at participating organizations work full-time while 45 percent work part-time.

Annual Expenses Groups	Average Number of Full-Time Equivalent Employees (FTEs)
To \$500,000	3
\$500,001 - \$1,000,000	7
\$1,000,001 - \$2,500,000	16
\$2,500,001 - \$5,000,000	52
Over \$5,000,000	105

The following chart illustrates the average number of FTEs per annual expenses group:

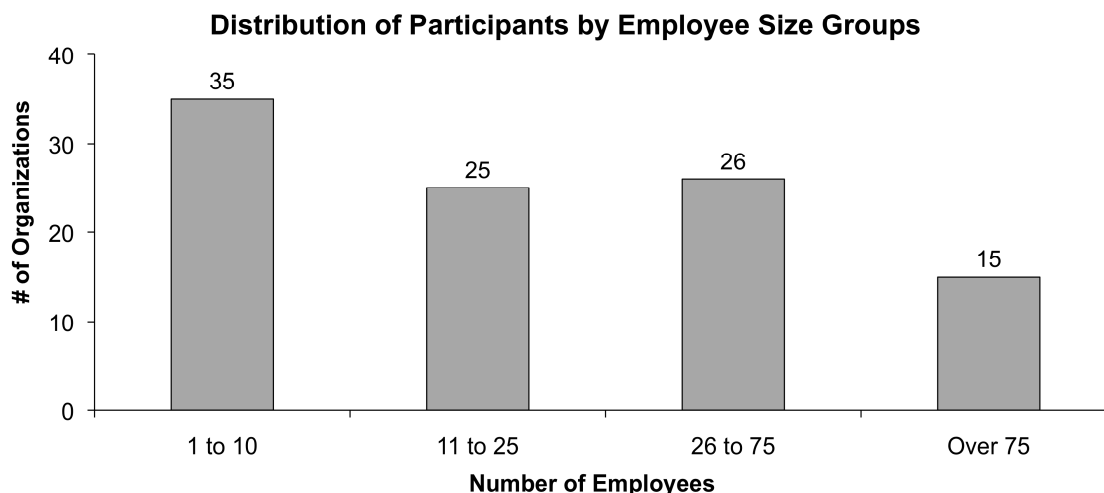


Data are also calculated on employee size groupings.

TIP: If your organization has particularly low annual expenses relative to the number of employees, or vice versa, then compare your data based on both annual expenses and employee size groups.

Employee Size Groups	# of Organizations
1 to 10 FTEs	35
11 to 25 FTEs	25
26 to 75 FTEs	26
Over 75 FTEs	15
Total	101

The following chart illustrates the distribution of participants by number of employees:



Staff Demographics by Gender

Overall, 78 percent of full-time employees at participating organizations are women, and 72 percent of part-time employees are women. The chart below shows the distribution of employees by gender identity at organizations in the survey's annual expenses groups.

Gender of Employee	All Orgs	Up to \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$5M	Over \$5M
Male: Full-Time	22%	22%	15%	19%	21%	24%
Part-Time	28%	25%	7%	21%	19%	30%
Female: Full-Time	78%	78%	85%	81%	79%	76%
Part-Time	72%	75%	93%	79%	81%	70%

Please note: A small number of employees (0.2% overall) were described as having a gender identity other than male or female.

Staff Demographics by Race/Ethnicity

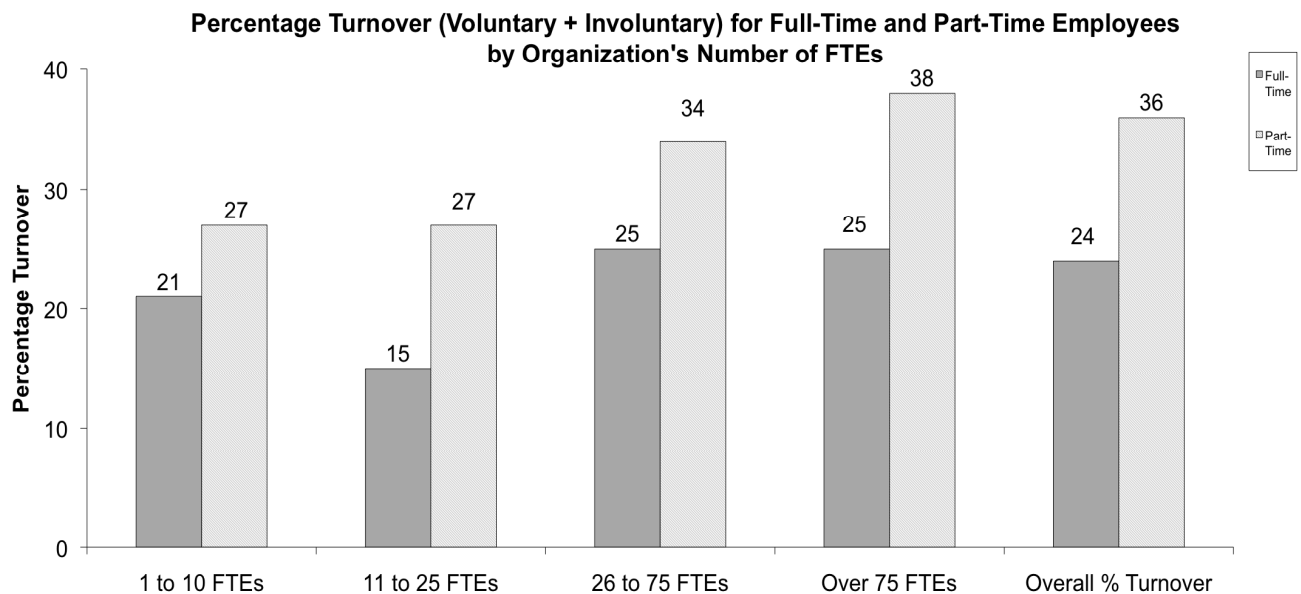
The chart below shows the distribution of employees by race/ethnicity identity at organizations in the survey's annual expenses groups.

Race/Ethnicity of Employee	All Orgs	Up to \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$5M	Over \$5M
African American/Black: Full-Time	34%	8%	32%	17%	35%	36%
Part-Time	35%	30%	45%	23%	53%	35%
Asian American: Full-Time	2%	3%	1%	4%	1%	2%
Part-Time	2%	2%	3%	3%	0%	2%
Caucasian/White: Full-Time	57%	80%	64%	71%	56%	55%
Part-Time	53%	64%	50%	66%	42%	53%
Latinx/Hispanic: Full-Time	5%	7%	4%	8%	4%	5%
Part-Time	6%	4%	3%	7%	3%	6%
Native American/Alaska Native: Full-Time	<1%	0%	0%	0%	<1%	<1%
Part-Time	<1%	0%	0%	0%	0%	<1%
Native Hawaiian/Pacific Islander: Full-Time	<1%	0%	0%	<1%	0%	<1%
Part-Time	<1%	0%	0%	1%	0%	<1%
Two or more of the above: Full-Time	1%	2%	0%	<1%	1%	1%
Part-Time	3%	0%	0%	1%	1%	4%
Decline to state/Other: Full-Time	1%	0%	0%	0%	1%	1%
Part-Time	<1%	0%	0%	0%	0%	<1%

Turnover Rates

We asked respondents for basic information about the number of positions in which an existing employee had left and been replaced by a new employee. The table and chart below show the percentage rate of turnover for full-time and part-time positions, based on the size of the organization:

Employee Size Groups	Full-Time Turnover		Part-Time Turnover	
	Voluntary	Involuntary	Voluntary	Involuntary
From 1 to 10 FTEs	19%	2%	22%	5%
From 11 to 25 FTEs	12%	3%	23%	4%
From 26 to 75 FTEs	20%	5%	30%	4%
Over 75 FTEs	21%	4%	34%	4%
Overall Percentage Turnover	20%	4%	32%	4%



Use of Volunteers

The great majority (90% overall) of organizations in this sample rely on volunteers to help carry out their missions and programs, regardless of organizational size.

Annual Expenses Groups	Percent of Organizations Using Volunteers	Median Number of Volunteers During 2019	Median Total Number of Volunteer Hours Used During 2019
To \$500,000	95%	140	3,000
\$500,001 - \$1,000,000	92%	100	1,847
\$1,000,001 - \$2,500,000	86%	200	4,723
\$2,500,001 - \$5,000,000	90%	81	6,000
Over \$5,000,000	89%	425	4,755

IV. Compensation and Benefits Practices

Compensation Practices

Salary Increase Budgets

Eighty-five organizations (84% of respondents) report salary increase budgets in their current fiscal year.

The average salary increase budget for the current fiscal year is 2.63 percent, as detailed in the following table:

Survey Sample	# of Organizations	Salary Increase Budget			
		25 th percentile	Median	75 th percentile	Average
All participating organizations	101	2.00%	3.00%	3.00%	2.63%
Organizations reporting salary increase budgets	85	2.00%	3.00%	3.00%	3.12%

Salary Increase Practices

When asked what method best describes their salary increase practices, more than half (55 percent) of participants in this survey report that they award salary increases based on merit or performance. Some organizations report more than one answer, as shown below. Note the varying sample sizes:

Salary Increase Practice	% of Total Sample *	% of these that gave increase in previous 12 months	Average increase given	% of these that expect to give increase in next 12 months	Average increase expected
Merit/Performance	55%	89%	3.51%	77%	3.10%
Across the board	37%	76%	3.61%	68%	3.54%
Cost of living	30%	83%	2.44%	70%	2.23%
Length of service	7%	86%	3.75%	71%	3.86%
External labor market considerations	10%	100%	3.62%	70%	4.49%
Internal job equity considerations	13%	77%	2.58%	62%	3.06%

**Some organizations report more than one practice.*

Note: Many organizations reporting any of the practices listed above do not necessarily give salary increases based on that criteria during a particular period of time. For example, although the majority of organizations consider merit/performance with respect to pay increases, eighty-nine percent of those organizations gave increases based on merit/performance during the past 12 months, and seventy-seven percent expect to give such increases during the next 12 months.

Salary Grades and Ranges

Fewer than half of respondents (43 percent) indicate that they use salary grades or ranges in their organization.

Grades & Ranges	# of Organizations	% of Orgs
Use grades or ranges	43	43%
Do not use grades or ranges	58	57%
# Organizations Responding	101	

Among organizations that use salary grades and ranges, 37% report that they adjusted ranges upward during the past twelve months, with a median adjustment of 3.0%. Thirty-three percent (33%) plan to adjust their ranges during the next twelve months and report a median expected adjustment of 3.0%.

Among organizations that use salary ranges, 27% publish ranges with job announcements. Among organizations that do not currently use salary ranges, 31% plan to start using them in the near future.

Incentive Pay or Bonuses

Of the 101 respondents, 51 percent indicate that they provide the CEO/Executive Director with some type of incentive or bonus opportunity. Significantly fewer organizations offer some incentive bonus opportunities to other categories of employees.

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
CEO/Executive Director	52	51%
Senior Staff	38	38%
Program Management Staff	39	39%
Support and Administrative Staff	33	33%

Note that the existence of incentive or bonus plans does not necessarily mean employees in those plans were paid bonuses. Actual payments are detailed in the *Compensation by Position* pages.

On-Call Practices

Thirty-two respondents (32 percent of the 101 participants) indicate that they have some type of on-call pay practice.

On-Call Pay Practices	# of Organizations	% of Orgs
Pay for hours worked (including overtime)	10	10%
Pay a flat rate for being on call	5	5%
Provide compensatory time off or flex-time	6	6%
Do not pay or provide time off (exempt staff)	5	5%
Pay a show-up rate and hourly pay for time worked	3	3%
Other	3	3%
Total Responses	32	32%

Per Diem Compensation for Work-Related Travel

Per diem compensation refers to a daily allowance paid to employees on work-related travel to cover expenses such as food and/or lodging. Forty-four of the organizations in the survey sample (44 percent) pay a standard per diem rate to employees on work-related travel. Reported rates range from \$20 to \$100, with a median of \$50.

Extensive Overtime by Exempt Staff

When dealing with overtime by exempt staff, 22 percent of organizations surveyed report that they have no formal policy. Another 35 percent provide compensatory time off to compensate staff. (Note, the Wage and Hour laws do not mandate overtime pay for exempt staff.) Thirty-eight percent of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	22	22%
Provide compensatory time off	35	35%
Pay straight time	1	1%
Pay overtime rates	5	5%
Do not compensate for extensive overtime	38	38%
# Organizations Responding	101	

Evening/Night Shift Differentials

Of the 32 nonprofits that indicate they have an evening or night shift, the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Fifteen percent of those organizations that have an evening or night shift indicate that an additional shift differential is paid for this work, most often \$0.50 to \$1.00 per hour.

Premium for Bilingual Skills

Only one organization in the survey sample (1%) reports paying a premium for bilingual skills, resulting in insufficient data to report details for this topic.

Employment Practices

Full-Time Workweek

Around three-fourths of organizations (77 percent) report a full-time workweek of 40 hours. Organizations reporting “Other” are predominantly small nonprofits without a formal policy.

Full-Time Workweek	# of Organizations	% of Orgs
40 hours	78	77%
38 hours	1	1%
37.5 hours	6	6%
35 hours	10	10%
Other	6	6%
# Organizations responding	101	

Introductory Period

The 87 organizations with an introductory period report an average of 2.9 months. Of those organizations that report an introductory period, 36 percent indicate that employees are eligible for paid time off benefits and 44 percent indicate that employees are eligible for insurance benefits during the introductory period.

Length of Introductory Period	# of Organizations	% of Orgs
None	14	14%
One month/30 days	4	4%
Two months/60 days	6	6%
Three months/90 days	74	73%
Six months /180 days	3	3%
# Organizations responding	101	

Performance Reviews

A clear majority of organizations (80 percent) review staff on an annual basis.

Performance Review Period	# of Responses	% of Orgs
Annually	81	80%
Every six months	9	9%
Quarterly	3	3%
No set schedule or some other schedule	8	8%
Total responses	101	

Union Contracts

Only two organizations in the survey sample (2%) have any employees covered by a union contract, resulting in insufficient data to report details for this topic.

Responsibility for Human Resources Function

Survey participants were asked to identify the job title of the employee who oversees the Human Resources functions at their organizations.

Characteristics Covered by Policy	# of Responses	% of Orgs
Chief Executive Officer/Executive Director	33	33%
Chief Operating Officer/Associate Directors	5	5%
Administrative/Operations Director or Manager	7	7%
Business Manager/Administrator	3	3%
Chief Financial Officer	11	11%
Finance Director or Manager	3	3%
Chief Human Resources Officer/Vice President of Human Resources	10	10%
Human Resources Director or Manager	18	18%
Human Resources Generalist or Representative	3	3%
Outside consultant or agency	2	2%
Board member(s)	2	2%
Other	4	4%
Total responses	101	

Nondiscrimination Policy

Ninety-seven organizations (96% of participating organizations) have a nondiscrimination policy. The policies of these organizations cover the following characteristics and activities:

Characteristics Covered by Policy	# of Responses	% of All Orgs
Race	95	94%
Color	88	87%
Religion (Creed)	93	92%
Gender	92	91%
Gender identity or expression	72	71%
Age	92	91%
National origin (ancestry)	87	86%
Disability	88	87%
Marital status	80	79%
Sexual orientation	82	81%
Military status	78	77%

Activities Covered by Policy	# of Responses	% of All Orgs
Employment (hiring, firing, compensation, etc.)	95	94%
Selection of volunteers and vendors	63	62%
Provision of services to clients/constituents	72	71%

Miscellaneous Employee Benefits

Organizations were asked whether the following perquisites and benefits are provided to managerial-level staff and other staff. For information about benefits provided to specific executive-level positions, see the profile sections for CEO/Executive Director, COO/Associate Director, CFO and CDO/Development Director positions.

Benefit	% of Organizations Offering Benefit to:	
	Managerial Staff	Other Staff
Financial planning services	12%	12%
Reimbursement for cost of professional license/credentials	36%	31%
Tuition or tuition reimbursement	22%	20%
Professional conference attendance	75%	69%
Professional development classes	70%	71%
Transportation and/or travel	58%	60%
Car leasing	3%	3%
Car ownership	1%	1%
Cellular phone/handheld device monthly fee	37%	30%
Personal technology purchase or lease	4%	2%
Cost of home internet provider	2%	0%
Personal liability insurance	4%	3%
Membership in health club	7%	8%
Membership in fraternal club	0%	1%
Professional membership dues	36%	26%
Service on external volunteer boards/committees	24%	18%
Sabbatical (paid time off)	20%	18%
Employee Assistance Program (EAP)	37%	39%
Telecommuting/remote working	40%	32%
Housing/housing allowance	0%	1%
Benefit	Managerial Staff	
Additional vacation time	5%	
Additional contribution to medical insurance	11%	
Additional contribution to life insurance	10%	
Additional contribution to disability insurance	9%	
Additional contribution to long-term care insurance	4%	
Additional contribution to retirement plan	14%	

Time Off Practices

The primary methods used for providing time off benefits to employees are:

- Separate vacation, sick leave and holiday benefits: 41 organizations (41 percent)
- Paid-time-off (PTO): 53 organizations (52 percent)

In addition, seven respondents (seven percent) report different time off policies for their staff, including no formal time off policies.

Of the respondents who have part-time employees, 49 percent indicate that their part-time employees are eligible for paid time off benefits. These benefits are virtually always pro-rated according to employees’ work schedules. Thirty-two percent require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 24 hours per week. Another 17 percent offer paid time off benefits to part-time employees regardless of the number of hours they work each week. The remaining 51 percent of organizations do not offer paid time off benefits to part-time employees.

Seventy-three percent of organizations with formal time off policies allow unused vacation or PTO time to be carried over to the following year. When asked for the maximum number of days that can be carried over, they report a median of 10 days per year.

Twenty-eight percent of respondents report that their organizations close their operations around the end-of-year holidays, providing time off for employees in addition to their regular vacation/PTO and holiday time-off benefits. When asked for the number of additional time off, they report a median of 5 days.

Separate Vacation, Sick Leave and Holidays—All Employees Receiving the Same Benefits

The survey results show that 37 survey participants (37 percent) provide the same benefit to both exempt and non-exempt staff, and employees accrue vacation, holiday and sick leave separately:

All Staff Years of Service	Average Vacation Days	Average Sick Leave	Average Holidays	Average Personal Days	Average Total Days
First Year	9.6	8.7	10.2	1.5	30.0
Second Year	11.0	8.7	10.2	1.5	31.4
Third Year	11.9	8.7	10.2	1.5	32.3
Fourth Year	13.4	8.7	10.2	1.5	33.8
Fifth Year	15.4	8.7	10.2	1.5	35.8
Sixth to Ninth Years	16.8	8.7	10.2	1.5	37.2
Tenth Year	18.8	8.7	10.2	1.5	39.2
Eleventh Year +	19.9	8.7	10.2	1.5	40.3

Separate Vacation, Sick Leave and Holidays—Exempt and Non-Exempt Staff Receiving Different Benefits

The survey results show that four survey participants (four percent) provide different benefits to exempt and non-exempt staff, and employees accrue vacation, holiday and sick leave separately, as detailed in the following two tables:

Exempt Staff Years of Service	Average Vacation Days	Average Sick Leave	Average Holidays	Average Personal Days	Average Total Days
First Year	11.0	9.0	9.3	0.0	29.3
Second Year	11.3	9.0	9.3	0.0	29.6
Third Year	11.7	9.0	9.3	0.0	30.0
Fourth Year	13.7	9.0	9.3	0.0	32.0
Fifth Year	14.0	9.0	9.3	0.0	32.3
Sixth to Ninth Years	16.0	9.0	9.3	0.0	34.3
Tenth Year	17.7	9.0	9.3	0.0	36.0
Eleventh Year +	17.7	9.0	9.3	0.0	36.0

Non-Exempt Staff Years of Service	Average Vacation Days	Average Sick Leave	Average Holidays	Average Personal Days	Average Total Days
First Year	6.7	9.0	9.3	0.0	25.0
Second Year	7.0	9.0	9.3	0.0	25.3
Third Year	7.0	9.0	9.3	0.0	25.3
Fourth Year	9.0	9.0	9.3	0.0	27.3
Fifth Year	9.0	9.0	9.3	0.0	27.3
Sixth to Ninth Years	10.7	9.0	9.3	0.0	29.0
Tenth Year	12.3	9.0	9.3	0.0	30.6
Eleventh Year +	12.3	9.0	9.3	0.0	30.6

Paid-Time-Off (PTO) Policies—Exempt and Non-Exempt Staff Receiving the Same Benefits

Forty-eight survey respondents (48 percent) provide PTO benefits that combine vacation and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Average Paid-Time-Off	Average Holidays	Average Total Days
First Year	15.2	11.0	26.2
Second Year	16.6	11.0	27.6
Third Year	17.6	11.0	28.6
Fourth Year	18.6	11.0	29.6
Fifth Year	20.9	11.0	31.9
Sixth to Ninth Years	22.2	11.0	33.2
Tenth Year	23.7	11.0	34.7
Eleventh Year +	25.4	11.0	36.4

Paid-Time-Off (PTO) Policies—Exempt and Non-Exempt Staff Receiving Different Benefits

Five survey respondents (five percent) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, with exempt and non-exempt staff receiving different benefits, as detailed in the following two tables:

Exempt Staff Years of Service	Average Paid-Time-Off	Average Holidays	Average Total Days
First Year	21.6	10.0	31.6
Second Year	21.6	10.0	31.6
Third Year	21.6	10.0	31.6
Fourth Year	22.6	10.0	32.6
Fifth Year	25.4	10.0	35.4
Sixth to Ninth Years	26.4	10.0	36.4
Tenth Year	27.0	10.0	37.0
Eleventh Year +	28.4	10.0	38.4

Non-Exempt Staff Years of Service	Average Paid-Time-Off	Average Holidays	Average Total Days
First Year	17.8	10.0	27.8
Second Year	17.8	10.0	27.8
Third Year	17.8	10.0	27.8
Fourth Year	18.8	10.0	28.8
Fifth Year	21.4	10.0	31.4
Sixth to Ninth Years	22.4	10.0	32.4
Tenth Year	23.0	10.0	33.0
Eleventh Year +	24.6	10.0	34.6

Other Paid Time Off Policies

Organizations are most likely to provide other paid time off for bereavement and jury duty. Around one-third provide paid time off for childbirth/adoption (primary caregiver), military service, and family illness. Fewer organizations provide paid time off for childbirth/adoption (secondary caregiver), job-related education and volunteer service.

Type of Paid Time Off	# of Organizations	% of Organizations
Bereavement	80	79%
Jury service	78	77%
Childbirth/adoption primary caregiver	36	36%
Military service	32	32%
Family illness	30	30%
Childbirth/adoption secondary caregiver	21	21%
Job-related education	17	17%
Volunteer service	13	13%

Insurance and Retirement Benefits

Insurance Coverage Offered

Most survey participants (82 percent) offer some type of insurance coverage, at an average cost to these organizations of \$580 per employee per month. Fifty-two percent of organizations offer a traditional health plan and 27 percent offer a cafeteria plan, in which employees may choose from a variety of types of insurance coverage up to a certain dollar amount. Another four percent pay a stipend directly to employees for the purchase of their own insurance coverage, with an average monthly stipend reported of \$325. Eighteen percent offer no insurance benefits.

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.

Annual Expenses Groups	% of Organizations with medical coverage	% of Organizations with stipend	% of Organizations not contributing
To \$500,000	11%	11%	79%
\$500,001 - \$1,000,000	85%	8%	8%
\$1,000,001 - \$2,500,000	86%	5%	9%
\$2,500,001 - \$5,000,000	100%	0%	0%
Over \$5,000,000	100%	0%	0%
All Organizations	78%	4%	18%

Many respondents offer more than one type of medical insurance and a variety of other insurance benefits, as detailed below. Note that these tables include organizations that offer insurance through a cafeteria plan, as well as through a traditional insurance plan. Organizations paying a stipend for employees to purchase their own insurance are counted in each type of medical insurance offered (HMO, EPO, POS and PPO).

Types of Medical Insurance Offered	# of Organizations	% of Organizations
Health Maintenance Organization (HMO)	69	68%
Exclusive Provider Network (EPO)	6	6%
Point of Service Plan (POS)	7	7%
Preferred Provider Organization (PPO)	55	54%
Do not provide medical insurance	18	18%
Other Types of Insurance Offered	# of Organizations	% of Organizations
Dental Care Insurance	76	75%
Vision Care Insurance	70	69%
Life Insurance	70	69%
Long-Term Disability Insurance	61	60%
Short-Term Disability Insurance	58	57%
Long-Term Care Insurance	39	39%
Voluntary Supplemental Plan	57	56%
Do not provide other types of insurance	21	21%
Total Organizations Responding	101	

TIP: The *Employer Contribution* tables on pages 31 - 36 detail the percentage of health care premiums paid by employers who offer traditional plans rather than cafeteria plans. Use these tables as a guide to health care costs if you offer your employees a designated set of group health care benefits.

The *Cafeteria Plans* table on page 30 provides information about the types of insurance offered by organizations that provide health care coverage through a cafeteria plan, as well as information about the average cost to the employer per employee. Use this table as a guide to health care costs and options if you offer your employees health care coverage through a cafeteria plan.

Eligibility

Waiting Period for New Employees

Survey participants were asked to specify the waiting period before coverage begins for new employees. Please note that the federal Patient Protection and Affordable Care Act (PPACA) prohibits waiting periods longer than 90 days for group health plans.

Waiting Period for New Employees	# of Orgs	% of Orgs
No waiting period (coverage begins immediately)	11	14%
Up to 30 days	21	27%
Up to 60 days	20	25%
Up to 90 days	27	34%
Total Organizations Responding	79	

Coverage for Part-Time Employees

The following chart summarizes responses regarding medical benefits for part-time employees:

Medical Insurance Coverage for Part-Time Employees	# of Orgs	% of Orgs	Avg Work Schedule Required
Only full-time employees are covered	54	68%	n.a.
Part-time employees working minimum schedule are covered and receive full benefits	21	27%	28 hours/week
Part-time employees working minimum schedule are covered and receive pro-rated benefits	2	3%	25 hours/week
Part-time employees are covered and receive pro-rated benefits regardless of work schedule	2	3%	n.a.
Total Organizations Responding	79		

Coverage for Domestic Partners

Of organizations that administer insurance coverage for their employees, 55 percent offer medical insurance to domestic partners of employees. Of those, 14 percent pay all or some of the premium for domestic partners, while 41 percent do not pay any of the premium. The remaining 45 percent do not offer any medical coverage to domestic partners. Among those that do offer coverage to domestic partners, five percent make these benefits available only to opposite-sex couples, two percent make these benefits available only to same-sex couples, and 93 percent make these benefits available to both opposite-sex and same-sex couples.

Cash In Lieu of Insurance Benefits

Of the organizations that provide insurance benefits, nine percent offer a cash payment to employees who are covered under a spouse or partner's policy and choose to forego insurance benefits. The median monthly payment amount is \$225.

Section 125 Plans (Cafeteria Plans)

Section 125 plans use pre-tax dollars to pay for employee benefits. The most comprehensive type of Section 125 plans reported in this survey is the **cafeteria plan**, in which employers provide a certain dollar allotment per employee and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment. Overall, 27 percent of participants indicate that they offer employees a choice of benefits through a cafeteria plan, as detailed below:

Type of Insurance Offered	# of Organizations	% of Organizations
Health Maintenance Organization (HMO)	23	85%
Exclusive Provider Organization (EPO)	0	0%
Point of Service Plan (POS)	2	7%
Preferred Provider Organization (PPO)	22	81%
Dental Care Insurance	25	93%
Vision Care Insurance	22	81%
Life Insurance	22	81%
Long-Term Disability Insurance	18	67%
Short-Term Disability Insurance	17	63%
Long-Term Care Insurance	3	11%
Voluntary supplemental plans	18	67%
Retirement plan, any type	19	70%
Other	2	7%
Total Offering a Cafeteria Plan*	27	

**Some organizations offer more than one type of medical insurance through a cafeteria plan.*

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Fifty-two organizations (51 percent of the total sample) administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care or dependent care expenses. The two types of FSA are the **Health Care Spending Account (HCSA)** and the **Dependent Care Spending Account (DCSA)**. Twenty-eight surveyed organizations (28 percent of the total sample) offer an HCSA and/or DCSA to employees. These accounts are usually funded exclusively by employee contributions.

Other Insurance-Related Programs – HRAs & HSAs

Apart from the Section 125 plans, participants were asked about two other insurance-related programs:

HRA (Health Reimbursement Arrangement), in which the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Two organizations (two percent of the total sample) offer an HRA to its employees.

HSA (Health Savings Account), in which the employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable. Seventeen organizations (17 percent of the total sample) offer HSA-compatible HMO policies, and fourteen organizations (14 percent of the total sample) offer HSA-compatible PPO policies.

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan (see page 4 for definition). Results show that 100 percent of respondents who offer HMO coverage pay at least 50 percent of the cost *for the employee*, and 26 percent pay the entire cost *for the employee*. Note that the information in these tables does not include organizations that offer **HMO** coverage through a cafeteria plan.

HMO—Employee Health Insurance Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	11	26%
Pay 90 to 99% of premium	4	10%
Pay 80 to 89% of premium	14	33%
Pay 70 to 79% of premium	8	19%
Pay 60 to 69% of premium	3	7%
Pay 50 to 59% of premium	2	5%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
Total Offering HMO	42	

Sixty-seven percent of respondents do not contribute to the cost of HMO coverage for the employee’s dependents.

HMO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	2	5%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	3	7%
Pay 70 to 79% of premium	2	5%
Pay 60 to 69% of premium	2	5%
Pay 50 to 59% of premium	2	5%
Pay from 1 to 49% of premium	3	7%
Do not pay any of the premium	28	67%
Total Offering HMO	42	

We asked respondents to list a typical or average office co-payment for the types of insurance they offer. For HMO plans, co-payments ranged from \$10 to \$50, with a median co-payment of \$30. Median deductibles reported were \$2,500 for an individual and \$6,000 for family coverage.

Employer Contribution—EPO Insurance (Traditional Plans)

Two organizations offer insurance benefits through an **Exclusive Provider Organization (EPO)** plan (see page 3 for definition), an insufficient amount of data to report in this document.

Employer Contribution—POS Insurance (Traditional Plans)

One organization offers insurance benefits through a **Point of Service (POS)** plan (see page 4 for definition), an insufficient amount of data to report in this document.

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider Organization (PPO)** plan (see page 5 for definition). Results show that 100 percent of respondents who offer PPO coverage pay at least 50 percent of the cost *for the employee*, and 21 percent pay the entire cost *for the employee*. Note that the information in these tables does not include organizations that offer **PPO** coverage through a cafeteria plan.

PPO—Employee Health Insurance Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	6	21%
Pay 90 to 99% of premium	5	17%
Pay 80 to 89% of premium	6	21%
Pay 70 to 79% of premium	8	28%
Pay 60 to 69% of premium	3	10%
Pay 50 to 59% of premium	1	3%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
Total Offering PPO	29	

Sixty-two percent of respondents do not contribute to the cost of PPO coverage for the employee’s dependents.

PPO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	1	3%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	3	10%
Pay 70 to 79% of premium	2	7%
Pay 60 to 69% of premium	1	3%
Pay 50 to 59% of premium	2	7%
Pay from 1 to 49% of premium	2	7%
Do not pay any of the premium	18	62%
Total Offering PPO	29	

We asked respondents to list a typical or average office co-payment for the types of insurance they offer. For PPO plans, co-payments ranged from \$15 to \$50, with a median co-payment of \$25. Median deductibles reported were \$1,500 for an individual and \$3,000 for family coverage.

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Forty-five percent of survey participants that offer dental insurance pay at least 50 percent of the premiums *for the employee*, and 22 percent pay the entire cost *for the employee*. Note that the information in these tables does not include organizations that offer dental coverage through a cafeteria plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	11	22%
Pay 90 to 99% of premium	2	4%
Pay 80 to 89% of premium	1	4%
Pay 70 to 79% of premium	6	12%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	2	4%
Pay from 1 to 49% of premium	2	4%
Do not pay any of the premium	26	51%
Total Offering Dental Care	51	

Seventy-eight percent of respondents do not contribute to the cost of dental coverage for the employee’s dependents.

Dependent Dental Care Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	3	6%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	0	0%
Pay 70 to 79% of premium	1	2%
Pay 60 to 69% of premium	1	2%
Pay 50 to 59% of premium	3	6%
Pay from 1 to 49% of premium	3	6%
Do not pay any of the premium	40	78%
Total Offering Dental Care	51	

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Twenty-one percent of survey participants that offer vision insurance pay at least 50 percent of the premiums *for the employee*, and 15 percent pay the entire cost *for the employee*. Note that the information in these tables does not include vision coverage offered through a cafeteria plan.

Employee Vision Care Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	7	15%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	0	0%
Pay 70 to 79% of premium	1	2%
Pay 60 to 69% of premium	1	2%
Pay 50 to 59% of premium	1	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	38	79%
Total Offering Vision Care	48	

Ninety-four percent of respondents do not contribute to the cost of vision care for the employee’s dependents.

Dependent Vision Care Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	0	0%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	0	0%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	2	4%
Pay 50 to 59% of premium	1	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	45	94%
Total Offering Vision Care	48	

Employer Contribution—Life Insurance (Traditional Plans)

Seventy-three percent of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a cafeteria plan.

Employee Life Insurance Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	35	73%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay any of the premium	13	27%
Total Offering Life Insurance	48	

Employer Contribution—Long-Term Disability (LTD) (Traditional Plans)

Forty-nine percent of respondents that provide **long-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a cafeteria plan.

Employee Long-Term Disability Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	21	49%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay any of the premium	22	51%
Total Offering Long-Term Disability	43	

Employer Contribution—Short-Term Disability (STD) (Traditional Plans)

Thirty-nine percent of respondents that provide **short-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a cafeteria plan.

Employee Short-Term Disability Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	16	39%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay any of the premium	25	61%
Total Offering Short-Term Disability	41	

Employer Contribution—Long-Term Care (Traditional Plans)

Six percent of respondents that provide **long-term care** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a cafeteria plan.

Employee Long-Term Care Employer Contribution	# of Organizations	% of Organizations
Pay 100% of premium	2	6%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay any of the premium	34	94%
Total Offering Long Term Care	36	

Voluntary Supplemental Plans (Traditional Plans)

Of the organizations that administer traditional group insurance benefits rather than flexible benefits plans or stipends, 39 organizations offer some type of voluntary supplemental plans to employees. This number represents 75% of this sample of organizations. Voluntary supplemental plans are paid for by employees, and may include additional life insurance, accidental death and dismemberment insurance, short-term disability insurance, as well as other types of policies.

Retirement Benefits

Seventy-one percent of survey participants indicate they offer some type of retirement benefit to their employees. The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	57	56%
Other Defined Contribution Plan	4	4%
IRA/SEP-IRA	13	13%
Defined Benefit Plan	1	1%
Other	3	3%
Do not offer retirement benefits	29	29%
Total Organizations Responding*	101	

**Several organizations offer more than one type of program.*

Of the respondents who have part-time employees, 57 percent indicate that their part-time employees are eligible for retirement benefits. Thirty-six percent require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 24 hours per week. Another 21 percent offer retirement benefits to part-time employees regardless of the number of hours they work each week. The remaining 43 percent of organizations do not offer retirement benefits to part-time employees.

Survey participants were asked to specify the waiting period before new employees may join the retirement plan.

Waiting Period for New Employees	# of Organizations	% of Organizations
No waiting period	22	31%
Up to 1 month	6	8%
Up to 2 months	3	4%
Up to 3 months	17	24%
Up to 6 months	4	6%
Up to one year	16	22%
Up to two years	2	3%
Up to three years	2	3%
	72	

Among organizations that offer benefits through a cafeteria plan, 70 percent allow employees to allot some portion of their benefit dollars toward an organization-sponsored retirement plan.

Retirement Benefits—Funding

A large majority (82 percent) of the organizations offering a retirement plan or plans share responsibility for funding with their staff. Eight percent of plans are funded solely by the employee.

Funding of Retirement Plans	# of Responses	% of Orgs
Employee contribution only	6	8%
Organization contribution only	4	6%
Organization contributes/employee may contribute	17	24%
If employee contributes, organization contributes	42	58%
Other	3	4%
Total Organizations Responding	72	

Retirement Benefits—Contributions

Of the organizations who contribute to the funding of the retirement benefit, 92 percent indicate that the cap on their contribution takes the form of a percentage of the employee’s salary; five percent determine their contribution in some other way.

Type of Cap on Contribution	# of Responses	% of Orgs	Average Cap
% of salary	61	92%	4.91%
Other	5	8%	
*Total Organizations Responding	66		

**If organization has more than one type of plan, response is based on plan with higher level of contribution from the organization.*

Retirement Benefits—Vesting

In sixty-three percent of organizations that contribute to retirement benefits, there is a vesting period after which the benefits fully belong to the employee. This period ranges from one year year to ten years, with an average of four years and median of five years. The remaining 37% of respondents have no vesting period.

Retirement Benefits—457 Plans

Eight percent of surveyed organizations offer a 457 plan to relatively highly compensated employees such as executives, directors and managers. These are deferred compensation retirement plans to which both employers and employees may contribute pre-tax dollars.

Projected Retirement among Current Employees

Surveyed organizations were asked to project how many of their full-time employees were likely to retire within the next five years and also within the next ten years. Overall, participants anticipate that 5% of the entire sample’s current full-time workforce is likely to retire within the next five years. Ten percent of the entire full-time workforce is expected to retire within the next ten years.

Chief Executive Officer/Executive Director Profile

To provide the broadest possible perspective for Chief Executive Officer/Executive Director positions, the following information was gathered. Compensation for the position broken down by the organization’s annual expenses, location, field of service, number of employees, and gender of employee is shown on page 54.

	Median Annual Base Salary
2020 Northeast Florida Nonprofit Compensation and Benefits Survey	\$115,000

Employment Contract

Thirty-four percent of the CEOs/Executive Directors in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
CEO/Executive Director has contract	32	34%
CEO/Executive Director does not have contract	63	66%
Total Responses	95	

Succession Planning

Fifty organizations (53 percent of the sample) have a completed and updated *emergency* succession plan in place for their CEO/Executive Director position.

Forty-six organizations (48 percent of the sample) have a completed and updated *non-emergency* succession plan in place for their CEO/Executive Director position. In 17 of these organizations (18 percent of the entire sample), the CEO/Executive Director is expected to retire or resign within the next three years.

Another 11 organizations (12 percent of the entire sample) expect a transition in the CEO/Executive Director position within the next three years but do not have a non-emergency succession plan.

Gender and Compensation

Two-thirds (67 percent) of the CEOs/Executive Directors in the sample are female. Overall, the median pay for male CEOs/Executive Directors in the survey sample is 24 percent more than the median pay for female CEOs/Executive Directors. Male CEO/Executive Directors are the most heavily represented at the largest organizations in the sample.

Organization’s Annual Expenses	% Male	Median Salary, Males	% Female	Median Salary, Females
To \$500,000	43%	\$62,500	57%	\$64,048
\$500,001 - \$1,000,000	15%	insufficient data	85%	\$95,000
\$1,000,001 - \$2,500,000	27%	\$119,500	73%	\$103,500
\$2,500,001 - \$5,000,000	20%	insufficient data	80%	\$126,364
Over \$5,000,000	50%	\$196,000	50%	\$135,000
All Responses	33%	\$130,000	67%	\$104,500

Education and Compensation

Sixty percent of the CEOs/Executive Directors in the survey hold a master’s degree or doctorate. Pay levels generally rise with higher levels of education.

Level of Education	# of Incumbents	Median Salary
High School	0	n.a.
Some College/Associate’s Degree	3	insufficient data
Bachelor’s Degree	35	\$107,000
Master’s Degree	44	\$115,324
Doctorate	13	\$135,000
Total Responses	95	\$115,000

Time in Position and Compensation

The table below illustrates the median salaries of CEOs/Executive Directors in terms of how long they have been in their current position. On average, individuals in this position have been in their jobs for 8.4 years. There is generally not as clear a correlation in pay based upon time in the job as there is based on other factors.

Years in Current Job	# of Incumbents	Median Salary
Less than 2 years	10	\$132,500
2.0 to 4.9 years	26	\$100,388
5.0 to 9.9 years	29	\$119,000
10.0 years and over	30	\$110,498
Average of 8.4 years	95	\$115,000

CEO/Executive Director Search

Organizations whose CEO/Executive Director has been in that position for five years or less were asked how the organization located this individual as a candidate to fill the position at the time of hire.

Search Method	# of Organizations	% of Organizations
Word of mouth	7	15%
Online job site	6	13%
Executive search firm or consultant	9	20%
Promotion from within organization	17	37%
Current/former board member or founder of organization	4	9%
Other	3	7%
Total Responses	46	

Ethnicity

CEOs/Executive Directors in this sample represent the following ethnicities:

Ethnicity	# of Incumbents	% of Total
African-American/Black	9	9%
Asian-American	1	1%
Caucasian/White	83	87%
Latinx/Hispanic	1	1%
Native American/Alaska Native	0	0%
Native Hawaiian/Pacific Islander	0	0%
Mixed Race/Other	1	1%
Total responses	95	

Age

On average, individuals in this position are 56 years old. CEOs/Executive Directors in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	6	6%
36 - 45	9	9%
46 -55	26	27%
56 - 65	41	43%
Over 65	13	14%
Average of 56 years old	95	

Additional Perquisites and Benefits

The following perquisites and benefits were reported for the CEO/Executive Director position.

Benefit	% of Organizations Offering Benefit to CEO/Executive Director
Financial planning services	12%
Reimbursement for cost of professional license/credentials	35%
Tuition or tuition reimbursement	19%
Professional conference attendance	88%
Professional development classes	78%
Transportation and/or travel	75%
Car leasing	7%
Car ownership	5%
Cellular phone/handheld device monthly fee	45%
Personal technology purchase or lease	4%
Cost of home internet provider	0%
Personal liability insurance	7%
Membership in health club	8%
Membership in fraternal club	3%
Professional membership dues	52%
Service on external volunteer boards/committees	40%
Sabbatical (paid time off)	21%
Employee Assistance Program (EAP)	41%
Telecommuting/remote working	47%
Housing/housing allowance	3%
Additional vacation time	23%
Additional contribution to medical insurance	15%
Additional contribution to life insurance	15%
Additional contribution to disability insurance	12%
Additional contribution to long-term care insurance	5%
Additional contribution to retirement plan	20%

Chief Operating Officer/Associate Director Profile

To provide the broadest possible perspective for Chief Operating Officer/Associate Director positions, the following information was gathered. Compensation for the position broken down by the organization’s annual expenses, location, field of service, number of employees, and gender of employee is shown on page 55.

	Median Annual Base Salary
2020 Northeast Florida Nonprofit Compensation and Benefits Survey	\$98,280

Employment Contract

Seven percent of the chief operating officers in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
COO/Associate Director has contract	2	7%
COO/Associate Director does not have contract	27	93%
Total Responses	29	

Gender and Compensation

Around three-quarters (76 percent) of the COOs/Associate Directors in this sample are women. Overall, the median salary for men in this position is two percent higher than the median salary for women. Male and female COOs/Associate Directors are relatively equally represented organizations of different sizes.

Organization’s Annual Expenses	% Male	Median Salary, Males	% Female	Median Salary, Females
To \$500,000	n.a.	n.a.	n.a.	n.a.
\$500,001 - \$1,000,000	100%	insufficient data	0%	n.a.
\$1,000,001 - \$2,500,000	0%	n.a.	100%	\$69,000
\$2,500,001 - \$5,000,000	22%	insufficient data	78%	\$88,000
Over \$5,000,000	29%	\$111,375	71%	\$101,983
All Responses	24%	\$103,000	76%	\$96,827

Education and Compensation

Fifty-two percent of the COOs/Associate Directors in the survey hold a master’s degree or doctorate.

Level of Education	# of Incumbents	Median Salary
High School	2	insufficient data
Some College/Associate’s Degree	0	n.a.
Bachelor’s Degree	12	\$100,140
Master’s Degree	13	\$98,000
Doctorate	2	insufficient data
Total Responses	29	\$98,280

Time in Position and Compensation

The table below illustrates the median salaries of COOs/Associate Directors in terms of how long they have been in their current position. On average, individuals in this position have been in their jobs for 7.8 years. There is generally not as clear a correlation in pay based upon time in the job as there is based on other factors.

Years in Current Job	# of Incumbents	Median Salary
Less than two years	7	\$102,000
2.0 to 4.9 years	7	\$91,790
5.0 to 9.9 years	6	\$100,568
10.0 years and over	9	\$98,479
Average of 7.8 years	29	\$98,280

Ethnicity

COOs/Associate Directors in this sample represent the following ethnicities:

Ethnicity	# of Incumbents	% of Total
African-American/Black	4	14%
Asian-American	2	7%
Caucasian/White	21	72%
Latinx/Hispanic	2	7%
Native American/Alaska Native	0	0%
Native Hawaiian/Pacific Islander	0	0%
Two or more of the above	0	3%
Total responses	29	

Age

On average, individuals in this position are 51 years old. COOs/Associate Directors in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	2	7%
36 - 45	7	24%
46 -55	11	38%
56 - 65	7	24%
Over 65	2	7%
Average of 51 years old	29	

Additional Perquisites and Benefits

The following perquisites and benefits were reported for the COO/Associate Director position.

Benefit	% of Organizations Offering Benefit to COO/Associate Director
Financial planning services	7%
Reimbursement for cost of professional license/credentials	41%
Tuition or tuition reimbursement	24%
Professional conference attendance	86%
Professional development classes	76%
Transportation and/or travel	72%
Car leasing	7%
Car ownership	3%
Cellular phone/handheld device monthly fee	55%
Personal technology purchase or lease	10%
Cost of home internet provider	0%
Personal liability insurance	10%
Membership in health club	7%
Membership in fraternal club	0%
Professional membership dues	41%
Service on external volunteer boards/committees	38%
Sabbatical (paid time off)	10%
Employee Assistance Program (EAP)	59%
Telecommuting/remote working	48%
Housing/housing allowance	0%
Additional vacation time	17%
Additional contribution to medical insurance	7%
Additional contribution to life insurance	14%
Additional contribution to disability insurance	14%
Additional contribution to long-term care insurance	7%
Additional contribution to retirement plan	7%

Chief Financial Officer Profile

To provide the broadest possible perspective for Chief Financial Officer positions, the following information was gathered. Compensation for the position broken down by the organization’s annual expenses, location, field of service, number of employees, and gender of employee is shown on page 59.

	Median Annual Base Salary
2020 Northeast Florida Nonprofit Compensation and Benefits Survey	\$95,000

Employment Contract

None of the chief financial officers in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
CFO has contract	0	0%
CFO does not have contract	27	100%
Total Responses	27	

Gender and Compensation

More than half of the CFOs in the sample (58 percent) are female. Overall, the median pay for men in this position is five percent less than the median pay for women. Male CFOs are most heavily represented at the largest organizations in the sample.

Organization’s Annual Expenses	% Male	Median Salary, Males	% Female	Median Salary, Females
To \$500,000	0%	n.a.	0%	n.a.
\$500,001 - \$1,000,000	0%	n.a.	100%	insufficient data
\$1,000,001 - \$2,500,000	0%	n.a.	100%	insufficient data
\$2,500,001 - \$5,000,000	38%	insufficient data	63%	\$81,988
Over \$5,000,000	53%	\$98,500	47%	\$104,719
All Responses	42%	\$90,162	58%	\$95,000

Education and Compensation

Thirty-seven percent of the CFOs in the survey hold a master's degree. Pay levels generally rise with higher levels of education.

Level of Education	# of Incumbents	Median Salary
High School	0	n.a.
Some College/Associate's Degree	1	insufficient data
Bachelor's Degree	16	\$95,187
Master's Degree	10	\$99,275
Doctorate	0	n.a.
Total Responses	27	\$95,000

Time in Position and Compensation

The table below illustrates the median salaries of CFOs in terms of how long they have been in their current position. On average, individuals in this position have been in their jobs for 7.9 years. There is generally not as clear a correlation in pay based upon time in the job as there is based on other factors.

Years in Current Job	# of Incumbents	Median Salary
Less than two years	4	insufficient data
2.0 to 4.9 years	10	\$94,831
5.0 to 9.9 years	5	\$103,816
10.0 years and over	8	\$92,690
Average of 7.9 years	27	\$95,000

Ethnicity

CFOs in this sample represent the following ethnicities:

Ethnicity	# of Incumbents	% of Total
African-American/Black	5	19%
Asian-American	4	15%
Caucasian/White	17	63%
Latinx/Hispanic	0	0%
Native American/Alaska Native	0	0%
Native Hawaiian/Pacific Islander	0	0%
Two or more of the above	1	4%
Total responses	27	

Age

On average, individuals in this position are 52 years old. CFOs in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	1	4%
36 - 45	7	26%
46 -55	9	33%
56 - 65	8	30%
Over 65	2	7%
Average of 52 years old	27	

Additional Perquisites and Benefits

The following perquisites and benefits were reported for the CFO position.

Benefit	% of Organizations Offering Benefit to CFO
Financial planning services	11%
Reimbursement for cost of professional license/credentials	56%
Tuition or tuition reimbursement	37%
Professional conference attendance	89%
Professional development classes	78%
Transportation and/or travel	81%
Car leasing	7%
Car ownership	4%
Cellular phone/handheld device monthly fee	48%
Personal technology purchase or lease	4%
Cost of home internet provider	0%
Personal liability insurance	4%
Membership in health club	15%
Membership in fraternal club	0%
Professional membership dues	63%
Service on external volunteer boards/committees	37%
Sabbatical (paid time off)	19%
Employee Assistance Program (EAP)	63%
Telecommuting/remote working	48%
Housing/housing allowance	0%
Additional vacation time	19%
Additional contribution to medical insurance	4%
Additional contribution to life insurance	19%
Additional contribution to disability insurance	15%
Additional contribution to long-term care insurance	4%
Additional contribution to retirement plan	11%

Chief Development Officer/Development Director Profile

To provide the broadest possible perspective for the top development employee at participating organizations, the following information was gathered. Data refers to employees in either the Chief Development Officer or the Development Director position. In a few cases when an organization reported an employee in each of these two positions, the higher-level Chief Development Officer employee is included here. Compensation for these positions broken down by the organization’s annual expenses, location, field of service, number of employees, and gender of employee is shown on page 57 for the Chief Development Officer position and on page 76 for the Development Director position.

	Median Annual Base Salary
2020 Northeast Florida Nonprofit Compensation and Benefits Survey	\$80,000

Employment Contract

Two of the CDOs/Development Directors in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
Development director has contract	2	4%
Development director does not have contract	43	96%
Total Responses	45	

Gender and Compensation

Almost three-fourths (73 percent) of CDOs/Development Directors in the survey are female. Overall, pay for male CDOs/Development Directors in the survey sample is fourteen percent less than for female CDOs/Development Directors.

Organization’s Annual Expenses	% Male	Median Salary, Males	% Female	Median Salary, Females
To \$500,000	0%	n.a.	100%	insufficient data
\$500,001 - \$1,000,000	33%	insufficient data	67%	insufficient data
\$1,000,001 - \$2,500,000	10%	insufficient data	90%	\$75,000
\$2,500,001 - \$5,000,000	58%	\$72,215	42%	\$70,000
Over \$5,000,000	17%	insufficient data	83%	\$92,700
All Responses	27%	\$70,500	73%	\$82,285

Education and Compensation

Twenty-seven percent of the CDOs/Development Directors in the survey hold a master’s degree. There is no clear correlation between level of education and pay in this sample.

Level of Education	# of Incumbents	Median Salary
High School	0	insufficient data
Some College/Associate’s Degree	4	insufficient data
Bachelor’s Degree	29	\$73,440
Master’s Degree	12	\$95,241
Doctorate	0	n.a.
Total Responses	45	\$80,000

Time in Position and Compensation

The table below illustrates the median salaries of CDOs/Development Directors in terms of how long they have been in their current position. On average, individuals in this position have been in their jobs for 2.8 years. There is generally not as clear a correlation in pay based upon time in the job as there is based on other factors.

Years in Current Job	# of Incumbents	Median Salary
Less than two years	21	\$75,000
2.0 to 4.9 years	18	\$77,911
5.0 to 9.9 years	3	insufficient data
10.0 years and over	3	insufficient data
Average of 2.8 years	45	\$80,000

Ethnicity

CDO/Development directors in this sample represent the following ethnicities:

Ethnicity	# of Incumbents	% of Total
African-American/Black	2	4%
Asian-American	0	0%
Caucasian/White	41	91%
Latinx/Hispanic	1	2%
Native American/Alaska Native	0	0%
Native Hawaiian/Pacific Islander	1	2%
Two or more of the above	0	0%
Total responses	45	

Age

On average, individuals in this position are 46 years old. CDOs/Development Directors in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	10	22%
36 - 45	15	33%
46 -55	9	20%
56 - 65	8	18%
Over 65	3	7%
Average of 46 years old	45	

Additional Perquisites and Benefits

The following perquisites and benefits were reported for the CDO/Development Director position.

Benefit	% of Organizations Offering Benefit to Development Director
Financial planning services	11%
Reimbursement for cost of professional license/credentials	40%
Tuition or tuition reimbursement	24%
Professional conference attendance	82%
Professional development classes	76%
Transportation and/or travel	71%
Car leasing	7%
Car ownership	2%
Cellular phone/handheld device monthly fee	40%
Personal technology purchase or lease	2%
Cost of home internet provider	2%
Personal liability insurance	2%
Membership in health club	7%
Membership in fraternal club	2%
Professional membership dues	53%
Service on external volunteer boards/committees	33%
Sabbatical (paid time off)	22%
Employee Assistance Program (EAP)	47%
Telecommuting/remote working	49%
Housing/housing allowance	0%
Additional vacation time	11%
Additional contribution to medical insurance	4%
Additional contribution to life insurance	13%
Additional contribution to disability insurance	11%
Additional contribution to long-term care insurance	4%
Additional contribution to retirement plan	9%

Board of Directors Profile

Survey participants were asked about the composition of their boards of directors. The information below summarizes the composition of voting members with respect to gender, ethnicity and age.

Gender	# of Board Members	% of All Board Members
Male	844	54%
Female	727	46%
Other gender identity/Non-binary	1	<1%

Ethnicity	# of Board Members	% of All Board Members
African-American/Black	221	14%
Asian-American	25	2%
Caucasian/White	1,292	81%
Hispanic/Latino	29	2%
Native American/Alaska Native	1	<1%
Native Hawaiian/Pacific Islander	2	<1%
Two or more of the above	4	<1%
Other	12	1%

Age	# of Board Members	% of All Board Members
Under 40 years old	300	21%
40 years and older	1150	79%

Survey participants were also asked whether or not there is a term limit for service on their board of directors. Among organizations with a term limit, the maximum term ranges from two to twelve years, with a median of six years.

Term Limit for Board Service	# of Organizations	% of Organizations
Yes	74	73%
No	27	27%

V. Compensation by Position

This section details the compensation (base pay and total compensation) for individual job titles according to several variables, including type of organization, annual expenses, location and number of employees.

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/ development, human resources, strategic planning, programs, finance and communications. Represents organization to government agencies, community and the public.

Other sample job titles: Managing Director, President

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	95	95	\$84,000	\$115,000	\$145,000	\$123,207
# Eligible for Incentive/Bonus	54	54				
Actual Bonus Paid	34	34	2,634	7,500	13,125	9,726
Total Cash Compensation (Base + Bonus)	95	95	85,010	119,000	150,000	126,688
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median: \$340.7K	14	14	56,000	63,548	81,000	67,687
\$500,001 - \$1,000,000 Median: \$853.3K	13	13	72,920	84,000	111,998	90,767
\$1,000,001 - \$2,500,000 Median: \$1.6M	22	22	90,002	111,100	132,179	112,196
\$2,500,001 - \$5,000,000 Median: \$3.6M	20	20	96,500	126,364	148,000	129,139
over \$5,000,000 Median: \$8.3M	26	26	131,071	163,571	222,338	174,076
Organization's County Location						
Duval	78	78	92,850	120,160	152,750	129,596
Baker/Clay/Nassau/St. Johns	17	17	70,003	85,010	113,824	93,890
Organization's Field of Service						
Arts & Culture	7	7		120,320		146,059
Education	14	14	65,000	95,500	136,688	98,196
Health, General	7	7		100,000		105,912
Human Services	43	43	90,000	115,000	150,000	121,242
Housing & Community Development	5	5		128,245		134,941
Public Support & Benefit	9	9		125,000		155,480
Organization's Number of FTEs						
1 to 10	30	30	62,071	81,392	95,475	82,405
11 to 25	25	25	94,895	115,648	147,000	129,928
26 to 75	25	25	100,003	131,428	192,600	144,401
over 75	15	15	128,544	145,000	174,990	158,285
Gender of Employee						
Male	31	31	85,010	130,000	187,000	137,051
Female	64	64	84,000	104,500	135,000	116,501

Chief Operating Officer/Associate Director

010

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of CEO/Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

Other sample job titles: Assistant Director, Deputy Director, Executive Vice President

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	29	29	\$77,280	\$98,280	\$111,375	\$100,393
# Eligible for Incentive/Bonus	16	16				
Actual Bonus Paid	8	8		2,430		5,260
Total Cash Compensation (Base + Bonus)	29	29	77,330	99,122	111,375	101,844
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.8M	5	5		69,000		75,643
\$2,500,001 - \$5,000,000 Median: \$4.2M	9	9		88,000		89,549
over \$5,000,000 Median: \$7.6M	14	14	94,946	108,463	125,938	116,017
Organization's County Location						
Duval	26	26	74,363	98,140	111,307	99,720
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	15	15	70,013	98,000	112,538	102,307
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	7	7		72,450		82,774
26 to 75	13	13	77,500	95,654	101,000	92,252
over 75	8	8		111,889		128,713
Gender of Employee						
Male	7	7		103,000		101,576
Female	22	22	74,363	96,827	107,398	100,017

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

Other sample job titles: Director of Residential and Homeless Programs, Director of Services, Vice President of Programs & Services

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	15	18	\$78,831	\$99,134	\$114,406	\$97,814
# Eligible for Incentive/Bonus	7	9				
Actual Bonus Paid	4	6				
Total Cash Compensation (Base + Bonus)	15	18	78,831	99,601	116,656	98,534
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$2.3M	5	5		98,262		90,452
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$18.8M	6	9		110,000		109,043
Organization's County Location						
Duval	14	17	77,661	100,006	115,513	98,843
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	11		86,497		89,760
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	7	7		98,262		102,331
26 to 75						
over 75	6	9		100,006		96,821
Gender of Employee						
Male	6	6		95,000		99,770
Female	10	11		98,262		94,131

Chief Development Officer

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

Other sample job titles: Chief Philanthropy Officer, Vice President of Development

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	17	17	\$83,486	\$107,899	\$135,647	\$109,109
# Eligible for Incentive/Bonus	6	6				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	17	17	83,486	107,899	135,647	109,579
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$7.4M	11	11		113,570		118,934
Organization's County Location						
Duval	16	16	82,729	108,950	140,967	109,817
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	9		110,000		110,469
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	9	9		107,899		111,860
over 75	5	5		110,000		106,277
Gender of Employee						
Male						
Female	13	13	88,850	107,899	146,582	113,725

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

Other sample job titles: Chief Talent Officer, Vice President of Human Resources

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	8		\$96,186		\$94,630
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	8	8		96,186		94,847
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.2M	7	7		98,280		96,376
Organization's County Location						
Duval	7	7		98,280		98,506
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	5		100,006		98,390
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	6		99,143		99,242
over 75						
Gender of Employee						
Male						
Female	5	5		98,280		96,106

Chief Financial Officer

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures; safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Fiscal Services, Finance Director, Treasurer, Vice President of Finance

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	27	27	\$82,000	\$95,000	\$110,000	\$101,947
# Eligible for Incentive/Bonus	15	15				
Actual Bonus Paid	8	8		2,298		2,423
Total Cash Compensation (Base + Bonus)	27	27	82,188	98,092	110,000	102,665
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.7M	8	8		84,225		97,019
over \$5,000,000 Median: \$9.1M	16	16	93,130	101,996	123,290	108,347
Organization's County Location						
Duval	24	24	82,006	98,500	116,121	104,059
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	20	20	81,696	91,334	108,454	98,298
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	5	5		92,873		106,918
26 to 75	12	12	79,414	87,181	102,706	98,596
over 75	10	10		101,658		103,484
Gender of Employee						
Male	11	11		90,162		101,964
Female	15	15	81,988	95,000	110,000	100,399

Directs a group of functions for the organization including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Assistant Director, Chief Administrative Officer, Chief of Staff

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	22	29	\$52,395	\$59,412	\$90,001	\$67,001
# Eligible for Incentive/Bonus	14	14				
Actual Bonus Paid	8	8		3,059		3,281
Total Cash Compensation (Base + Bonus)	22	29	52,843	59,412	90,001	67,906
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median: \$850.7K	5	5		55,498		54,020
\$1,000,001 - \$2,500,000 Median: \$1.5M	7	7		52,790		64,980
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$10.1M	8	15	54,246	69,701	100,000	73,714
Organization's County Location						
Duval	19	23	52,936	60,000	90,002	69,861
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	13	20	54,435	67,351	91,501	71,820
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	7	7		55,000		53,555
11 to 25	5	5		80,350		70,014
26 to 75						
over 75	7	14	51,365	67,351	100,000	72,479
Gender of Employee						
Male						
Female	15	16	45,750	54,217	63,750	57,187

Quality Assurance Specialist

059

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

Other sample job titles: Quality Control Analyst, Utilization Review Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	9		\$39,998		\$41,620
# Eligible for Incentive/Bonus	4	4				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	7	9		40,167		41,896
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.6M	5	7		39,000		39,448
Organization's County Location						
Duval	6	8		39,499		40,123
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	9		39,998		41,620
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	5		39,000		40,776
over 75						
Gender of Employee						
Male						
Female						

Provides direct supervision of the organization's office services including mail pick up and distribution; records maintenance; copy/print services; reception; office maintenance and cleaning services; communications/telephones; and similar.

Other sample job titles: Administrative Services Manager, Business Manager, Office Administrator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	22	22	\$39,625	\$46,483	\$54,372	\$47,220
# Eligible for Incentive/Bonus	9	9				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	22	22	39,675	46,483	54,522	47,379
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.4M	7	7		47,000		48,170
over \$5,000,000 Median:						
Organization's County Location						
Duval	19	19	40,560	47,000	55,000	48,150
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	8		48,500		48,793
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	7	7		40,560		43,084
11 to 25	7	7		45,207		46,191
26 to 75	6	6		51,500		50,415
over 75						
Gender of Employee						
Male						
Female	18	18	38,495	43,604	53,141	45,468

Executive Assistant

070

Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. Responsibilities involve exposure to sensitive information and require considerable use of tact, diplomacy, discretion and judgment. Assumes responsibility for special projects; attends board or similar meetings to take, transcribe and distribute minutes; prepares board packets; maintains databases; researches/analyzes data and develops reports for management decision-making; may follow up on projects assigned to managers by senior executive.

Other sample job titles: Administrative Secretary, Assistant to the Director, Executive Secretary

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	33	37	\$35,464	\$44,366	\$47,071	\$43,009
# Eligible for Incentive/Bonus	18	21				
Actual Bonus Paid	9	12	400	950	1,875	1,370
Total Cash Compensation (Base + Bonus)	33	37	35,784	44,660	47,071	43,453
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.7M	6	6		34,251		36,912
\$2,500,001 - \$5,000,000 Median: \$3.6M	10	10		44,080		43,434
over \$5,000,000 Median: \$9.1M	14	18	40,279	45,500	47,586	45,877
Organization's County Location						
Duval	29	32	35,896	44,678	47,102	43,197
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	16	20	38,126	44,309	47,383	43,949
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	9	9		45,000		42,673
26 to 75	15	15	35,000	43,160	46,760	40,680
over 75	6	10		45,391		48,735
Gender of Employee						
Male						
Female	29	33	35,464	44,366	47,300	43,331

Provides a variety of administrative and clerical support to managers and/or other staff. Duties may include researching/compiling information; coordinating activities between departments and/or outside services. Maintains data; generates and formats reports and other documents using a full range of computer software skills including spreadsheets, word processing, desktop publishing, database management, presentation software, etc. May assume responsibility for special projects relating to department functions.

Other sample job titles: Administrative Coordinator, Senior Secretary

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	11		\$40,165		\$38,728
# Eligible for Incentive/Bonus	4	6				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	9	11		40,165		38,755
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.3M	7	9		40,165		38,624
Organization's County Location						
Duval	7	9		40,373		40,067
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	7		36,400		37,586
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	7	8		38,387		38,135

Administrative Assistant, Intermediate Level

080

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist; sets up and maintains files of information; uses computer skills to enter and maintain data; prepares correspondence and develops other routine documents; may make appointments and travel arrangements, coordinates activities relative to department functions.

Other sample job titles: Administrative Specialist, Program Assistant, Secretary

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	23	44	\$28,470	\$32,000	\$35,270	\$32,930
# Eligible for Incentive/Bonus	10	15				
Actual Bonus Paid	7	11		300		562
Total Cash Compensation (Base + Bonus)	23	44	28,485	32,365	35,308	33,071
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.7M	5	10		32,152		34,266
over \$5,000,000 Median: \$8.6M	11	27	27,581	31,577	34,174	31,925
Organization's County Location						
Duval	19	34	30,025	32,425	36,819	33,564
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	16	32	28,018	31,441	33,883	32,138
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	8	17	30,157	33,010	38,251	34,033
over 75	8	20	27,581	30,680	32,396	31,303
Gender of Employee						
Male						
Female	19	37	28,000	31,577	34,996	32,655

Performs routine clerical duties such as answering telephone, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, preparing routine correspondence.

Other sample job titles: Clerical Assistant, Clerk/Typist, General Office Assistant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	17	38	\$22,686	\$24,186	\$27,040	\$24,961
# Eligible for Incentive/Bonus	7	10				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	17	38	22,686	24,186	27,165	24,997
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$9.6M	9	28	22,332	24,030	26,749	24,504
Organization's County Location						
Duval	14	35	22,750	24,502	27,040	25,273
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	14	34	22,441	23,941	27,009	24,679
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	7	16	22,141	23,489	27,232	24,761
over 75	6	17	22,880	24,274	27,019	24,874
Gender of Employee						
Male						
Female	14	28	22,783	24,030	26,193	24,778

Receptionist

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow and referring patients to other resources.

Other sample job titles: Lobby Receptionist, Receptionist/Tour Guide, Switchboard Operator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	28	59	\$23,400	\$24,960	\$27,350	\$26,123
# Eligible for Incentive/Bonus	14	25				
Actual Bonus Paid	9	13	200	286	955	564
Total Cash Compensation (Base + Bonus)	28	59	23,538	24,960	27,851	26,247
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.8M	5	6		25,480		25,203
\$2,500,001 - \$5,000,000 Median: \$3.8M	6	9		23,400		27,058
over \$5,000,000 Median: \$9.6M	16	43	24,071	24,960	27,851	26,107
Organization's County Location						
Duval	19	47	23,920	24,960	27,040	25,994
Baker/Clay/Nassau/St. Johns	9	12	23,010	24,648	30,971	26,627
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	22	52	23,354	24,960	27,648	26,139
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	11	34	24,960	24,960	29,224	26,657
over 75	11	18	21,736	24,440	28,387	25,544
Gender of Employee						
Male						
Female	24	34	23,036	25,137	28,272	26,315

Oversees organization's contractual agreements related to delivery of program services. Is responsible for maintaining documentation in compliance with the specific requirements of each contract. Monitors contract budgets, expiration dates, reporting dates and documentation. Communicates with organization's program directors/managers and representatives of funding agencies.

Other sample job titles: Contracts Coordinator, Contracts Compliance Specialist, Contracts Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	9		\$43,597		\$46,855
# Eligible for Incentive/Bonus	5	8				
Actual Bonus Paid	2	5				
Total Cash Compensation (Base + Bonus)	6	9		44,497		47,321
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	9		43,597		46,855
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	8		46,436		47,426

Controller

110

Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

Other sample job titles: Finance Officer, Fiscal Director

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	10		\$78,750		\$79,864
# Eligible for Incentive/Bonus	5	5				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	10	10		78,750		80,123
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.8M	6	6		83,775		86,645
Organization's County Location						
Duval	9	9		80,000		80,168
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	6		77,194		74,736

Manages and performs various accounting activities including developing, implementing and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. Typically supervises more than three staff members.

Other sample job titles: Budget Manager, Chief Accountant, Director of Accounting

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	19	22	\$59,705	\$60,938	\$67,153	\$63,891
# Eligible for Incentive/Bonus	6	7				
Actual Bonus Paid	5	6		984		1,140
Total Cash Compensation (Base + Bonus)	19	22	60,236	61,786	67,153	64,202
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.8M	5	5		61,200		60,485
\$2,500,001 - \$5,000,000 Median: \$3.5M	6	8		60,247		65,473
over \$5,000,000 Median: \$12.3M	8	9		60,875		64,377
Organization's County Location						
Duval	15	18	59,705	60,938	69,352	64,327
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	12	13	60,247	60,875	64,780	63,164
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	5	7		66,560		68,721
26 to 75	7	7		60,486		64,518
over 75	5	6		60,695		59,878
Gender of Employee						
Male	6	6		60,213		60,095
Female	11	14	59,756	60,938	69,352	64,289

Accounting Supervisor

120

Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five hourly accounting staff.

Other sample job titles: Accounts Payable/Receivable Supervisor, Billing Supervisor, Payroll Supervisor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	7		\$50,000		\$48,240
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	7		50,000		48,333
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	6		48,151		47,656

Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

Other sample job titles: Financial Analyst, Accounting Officer, Grants/Contracts Analyst, Bookkeeper

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	26	35	\$41,200	\$45,760	\$49,005	\$45,296
# Eligible for Incentive/Bonus	15	16				
Actual Bonus Paid	7	7		700		969
Total Cash Compensation (Base + Bonus)	26	35	41,205	46,350	49,005	45,490
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.6M	7	7		43,680		45,702
over \$5,000,000 Median: \$7.3M	16	24	40,623	46,055	49,691	45,133
Organization's County Location						
Duval	24	33	41,200	45,760	48,964	45,071
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	17	25	41,200	45,594	48,964	44,636
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	14	18	41,204	45,677	49,172	45,492
over 75	9	13	39,365	46,350	50,168	44,942
Gender of Employee						
Male	5	7		46,350		46,564
Female	19	23	41,517	46,000	49,005	45,595

Payroll Specialist

126

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

Other sample job titles: Payroll Administrator, Payroll Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	11		\$37,500		\$39,693
# Eligible for Incentive/Bonus	5	8				
Actual Bonus Paid	2	5				
Total Cash Compensation (Base + Bonus)	8	11		37,512		40,109
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$14.0M	5	8		37,659		39,681
Organization's County Location						
Duval	6	9		37,500		39,430
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	9		36,712		40,058
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	5	8		37,659		40,932
Gender of Employee						
Male						
Female	8	10		38,053		39,992

Processes/posts a variety of accounting transactions such as invoices, payments and expenses in accordance with department procedures. Maintains accounting files. Checks and verifies accounting data; enters data into computerized accounting system and uses system to research questions and generate reports. Performs related general clerical duties.

Other sample job titles: Accounting Assistant, Billing Clerk, Bookkeeping Assistant, Finance Assistant, Payroll Clerk

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	30	44	\$31,200	\$35,360	\$40,175	\$35,006
# Eligible for Incentive/Bonus	11	15				
Actual Bonus Paid	7	9		276		575
Total Cash Compensation (Base + Bonus)	30	44	31,200	35,360	40,175	35,123
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.5M	6	8		33,592		33,610
over \$5,000,000 Median: \$8.4M	18	29	33,199	35,755	39,791	35,904
Organization's County Location						
Duval	20	30	32,136	36,036	41,179	36,086
Baker/Clay/Nassau/St. Johns	10	14	29,490	33,199	36,660	32,691
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	23	36	31,928	35,360	40,129	35,066
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	5	5		32,760		34,598
26 to 75	11	16	25,983	35,558	40,363	34,245
over 75	11	19	33,997	35,360	40,560	36,456
Gender of Employee						
Male						
Female	24	36	31,928	35,360	40,670	35,675

Visitor Services Representative

Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships.

Other sample job titles: Guest Services Specialist, Visitor Services Associate

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	122	\$20,327	\$20,800	\$22,880	\$22,215
# Eligible for Incentive/Bonus	1	6				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	5	122	20,327	20,800	22,880	22,215
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

Other sample job titles: Director of Corporate Sponsorship, Director of Resource Development

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	32	34	\$63,045	\$71,863	\$85,096	\$73,129
# Eligible for Incentive/Bonus	16	16				
Actual Bonus Paid	11	11		1,539		2,099
Total Cash Compensation (Base + Bonus)	32	34	63,752	73,245	85,445	73,808
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.7M	8	8		72,475		72,317
\$2,500,001 - \$5,000,000 Median: \$4.2M	8	8		70,000		72,277
over \$5,000,000 Median: \$8.4M	12	14	70,228	84,865	86,567	80,497
Organization's County Location						
Duval	28	30	68,700	72,828	85,096	73,823
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	17	19	56,650	70,304	85,010	69,960
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	5	5		60,175		64,337
11 to 25	9	9		73,440		72,488
26 to 75	12	14	68,126	71,260	85,842	74,545
over 75	6	6		79,411		78,113
Gender of Employee						
Male	9	10		69,750		73,270
Female	24	24	67,225	73,626	84,938	73,071

Development Manager, Major Gifts

211

Manages organization's major gifts program. Responsible for overall strategy and execution, long-range planning, donor relations, data management and supervision of administrative/support staff.

Other sample job titles: Director of Donor Relations, Major Gifts Officer

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	6		\$59,000		\$60,597
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	6	6		59,000		60,597
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.3M	5	5		58,000		58,456
Organization's County Location						
Duval	5	5		58,000		60,716
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Manages one or more functions within development such as foundation and corporate grants, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. Supervises grant writers and administrative/support staff.

Other sample job titles: Associate Director of Development, Donor Relations Manager, Resource Development Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	12	12	\$44,908	\$50,000	\$57,065	\$51,027
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	12	12	44,908	50,050	57,065	51,035
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$7.9M	6	6		50,923		52,291
Organization's County Location						
Duval	11	11		50,000		50,749
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	7		54,080		53,258
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	6		52,040		51,322
over 75						
Gender of Employee						
Male						
Female	8	8		50,000		50,464

Grant Proposal Writer, All Types of Funding

215

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

Other sample job titles: Grants & Contracts Writer, Assistant Development Manager, Foundations Coordinator, Grants Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	11	11		\$51,000		\$52,269
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	11	11		51,000		52,269
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.3M	7	7		51,000		50,230
Organization's County Location						
Duval	10	10		49,503		51,996
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	8		53,716		53,551
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	6		51,719		53,466
over 75						
Gender of Employee						
Male						
Female	6	6		54,998		57,377

Manages one or more fund development functions. Works under general supervision, exercising significant independent judgment. Generally does not have supervisory responsibility for administrative/support staff.

Other sample job titles: Donor Relations Officer, Gifts Officer

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	10		\$70,629		\$70,506
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	6	10		70,629		70,506
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	10		70,629		70,506
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Special Events Coordinator

220

Develops and coordinates special events to generate funds, attendance, and/or increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budgets, locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events to resolve problems, coordinates activities and ensures the events run smoothly; oversees promotion and marketing of the events. Conducts appraisals after the events to determine their success and improvements needed the next time the events occur. Develops and maintains donor and participant databases.

Other sample job titles: Event Planner, Manager of Special Events

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	15	17	\$34,133	\$41,500	\$52,353	\$43,148
# Eligible for Incentive/Bonus	7	9				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	15	17	34,354	41,606	52,353	43,286
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$10.1M	8	8		47,995		49,105
Organization's County Location						
Duval	13	15	35,000	42,765	53,706	44,417
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	6		41,736		42,367
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	7		41,500		42,901
over 75	5	5		42,765		45,387
Gender of Employee						
Male						
Female	13	15	33,987	40,706	51,000	42,302

Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pick up of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development managers and staff.

Other sample job titles: Annual Fund Assistant, Campaign Associate, Development Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	28	35	\$31,200	\$36,067	\$38,230	\$35,242
# Eligible for Incentive/Bonus	9	10				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	28	35	31,200	36,067	38,230	35,297
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.7M	10	13	30,600	33,000	40,216	34,935
\$2,500,001 - \$5,000,000 Median: \$3.9M	5	6		33,100		32,641
over \$5,000,000 Median: \$8.3M	13	16	34,299	36,565	38,358	36,466
Organization's County Location						
Duval	25	30	31,200	36,244	38,273	35,309
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	12	15	34,070	37,440	38,400	37,025
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	8	10		37,363		37,252
26 to 75	9	10		36,099		34,196
over 75	7	10		37,440		36,354
Gender of Employee						
Male						
Female	24	28	31,200	35,399	37,860	34,599

Director, Education

253

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of the organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to their overall success.

Other sample job titles: Director of Community Education, Training Director, Vice President of Educational Services

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	10		\$64,832		\$62,245
# Eligible for Incentive/Bonus	6	7				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	9	10		64,832		62,635
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	8	9		67,263		63,383
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	9		67,263		63,959

Develops instructional material, coordinates educational content, and incorporates current technology into educational programs. Monitors progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential.

Other sample job titles: Curriculum Developer, Education Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	10		\$50,564		\$48,787
# Eligible for Incentive/Bonus	4	8				
Actual Bonus Paid	3	7				
Total Cash Compensation (Base + Bonus)	5	10		51,214		49,497
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	10		50,564		48,787
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	8		50,564		48,353

Educator or Teacher, Adult Education

256

Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

Other sample job titles: Adult Education Specialist, Classroom Trainer, Family Educator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	24	\$27,560	\$36,763	\$37,440	\$35,581
# Eligible for Incentive/Bonus	1	3				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	5	24	27,560	36,763	37,440	35,581
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	24	27,560	36,763	37,440	35,581
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

Other sample job titles: Educational Manger, Site Administrator, Site Director

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	29	\$33,924	\$36,401	\$41,000	\$38,133
# Eligible for Incentive/Bonus	3	7				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	5	29	33,924	36,401	41,041	38,280
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	29	33,924	36,401	41,000	38,133
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Teacher, K - 12

259

Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K - 12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

Other sample job titles: Classroom Teacher, Homeroom Teacher, Instructor, Lead Teacher

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	144	\$39,520	\$47,364	\$52,000	\$46,093
# Eligible for Incentive/Bonus	3	8				
Actual Bonus Paid	1	5				
Total Cash Compensation (Base + Bonus)	7	144	39,520	47,364	52,000	46,106
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	144	39,520	47,364	52,000	46,093
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	17	33,224	36,900	41,600	37,808

Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant.

Other sample job titles: Child Development Specialist, Early Childhood Teacher

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	28	\$25,480	\$29,304	\$32,056	\$30,244
# Eligible for Incentive/Bonus	2	20				
Actual Bonus Paid	1	4				
Total Cash Compensation (Base + Bonus)	5	28	25,593	29,304	32,056	30,259
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	28	25,480	29,304	32,056	30,244
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Teaching Assistant, K – 12

265

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one on one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work.

Other sample job titles: Teacher's Aide, Education Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	43	\$24,960	\$24,960	\$27,789	\$26,875
# Eligible for Incentive/Bonus	2	12				
Actual Bonus Paid	2	7				
Total Cash Compensation (Base + Bonus)	6	43	24,960	24,960	27,789	26,898
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	43	24,960	24,960	27,789	26,875
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Works collaboratively with staff to design, coordinate and present educational programs on behalf on the organization to school and/or community groups. Presentations may be either at organization's facilities or elsewhere in the community. May assist with administration of educational program including marketing, fundraising, managing supplies, creating assessments and supervising volunteers.

Other sample job titles: Community Literacy Specialist, Educational Advisor, Parent Educator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	15	\$37,003	\$38,459	\$43,680	\$41,134
# Eligible for Incentive/Bonus	3	5				
Actual Bonus Paid	2	3				
Total Cash Compensation (Base + Bonus)	7	15	37,003	39,259	44,380	41,254
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	13	37,222	38,459	44,335	41,320
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	13	37,222	38,459	44,216	41,542
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Recreation Program Manager

273

Responsible for organizing and staffing youth and adult sports leagues and recreational programs, managing the schedule for facilities required, overseeing open recreation and sports programs, and coordinating facility rentals, as well as supervision of facility staff. Develops, promotes, coordinates and implements sports and/or recreation programs, including leagues and clinics. Manages enrollment process and participant communications, participates in development of budgets, coordinates publicity materials and manages the facilities' schedules. Hires, manages and schedules program support staff. Maintains records, compiles and submits reports as required related to program development and participation, employment and payroll, marketing and departmental goals.

Other sample job titles: Athletic Director, Recreation Supervisor, Sports Programs Manager, Youth Programs Director

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	22	\$35,428	\$39,249	\$52,930	\$43,474
# Eligible for Incentive/Bonus	4	6				
Actual Bonus Paid	4	6				
Total Cash Compensation (Base + Bonus)	6	22	35,942	39,249	53,005	43,822
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	22	35,428	39,249	52,930	43,474
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Leads academic and enrichment activities for school-age children or youth in an after school program. Plans and facilitates academic skill-building activities writes lesson plans. Provides homework and academic support for participants. Promotes a safe and supportive classroom environment. Maintains accurate attendance records, participates in staff meetings and trainings.

Other sample job titles: Enrichment Specialist, Youth Development Instructor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	279	\$22,880	\$31,200	\$49,920	\$36,189
# Eligible for Incentive/Bonus	3	19				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	8	279	22,880	31,200	49,920	36,189
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	8	279	22,880	31,200	49,920	36,189
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education	5	260	24,836	33,280	49,920	36,997
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	5	65	20,800	24,960	42,720	30,808
Female	8	214	24,960	37,440	49,920	37,824

Job Coach

Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to job, behavior at work, required job skills and work production. Coaches employee/client on-the-job in meeting production and behavioral expectations of employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employer to promote placement of other clients. Note: Employer may be a sheltered workshop or other company in the community.

Other sample job titles: Career Aide, Career Services Coordinator, Employment Consultant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	25	\$30,850	\$31,866	\$37,107	\$33,515
# Eligible for Incentive/Bonus	5	17				
Actual Bonus Paid	3	8				
Total Cash Compensation (Base + Bonus)	9	25	30,900	31,866	37,107	33,619
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.7M	5	15	30,500	31,200	38,615	34,145
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	20	30,125	31,367	37,500	32,891
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	18	29,770	35,360	36,814	33,543
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	14	30,375	31,221	35,527	32,707

Supervises food preparation facilities to ensure the preparation and serving of nutritionally balanced meals for clients, staff and others; ensures kitchen activities comply with licensing, sanitation and safety regulations; ensures quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment. Supervises kitchen staff in the safe preparation and serving of food.

Other sample job titles: Dietary Supervisor, Nutrition Site Manager, Café Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	7		\$40,000		\$40,773
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	6	7		40,100		40,787
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	6		40,582		40,961
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	5	5		40,000		43,225
Female						

Food Service Assistant/Worker

370

Assists cooks in preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others.

Other sample job titles: Assistant Cook, Kitchen Assistant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	9		\$24,960		\$24,301
# Eligible for Incentive/Bonus	2	4				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	5	9		24,960		24,307
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Responsible for managing the gift/thrift shop consistent with the organization's goals and ensuring reasonable profits. In a gift shop, plans and purchases mix of merchandise that will sell profitably. In a thrift shop, evaluates sales patterns to determine customer preferences and locates more, similar items. Receives, checks and shelves inventory; maintains attractive displays of items; ensures the store is maintained in a clean, neat and attractive manner. Supervises retail clerks and volunteers who staff the shop; provides training and guidance to employees and volunteers to ensure high levels of customer service, promotion and sale of products. Maintains financial and other records. Monitors budgets. Promotes store throughout the community.

Other sample job titles: Bookstore Manager, Retail Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	12	\$31,993	\$35,365	\$48,475	\$39,646
# Eligible for Incentive/Bonus	3	5				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	12	31,993	35,365	48,475	39,646
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	8		46,734		44,190
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	9		36,050		38,906
over 75						
Gender of Employee						
Male						
Female						

Gift/Thrift Shop Retail Sales Clerk

460

Checks, shelves and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

Other sample job titles: Sales Associate, Store Assistant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	56	\$19,542	\$21,580	\$25,148	\$24,032
# Eligible for Incentive/Bonus	3	15				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	10	56	19,542	21,580	25,148	24,032
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	24	19,292	20,800	24,700	24,261
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	41	18,720	21,424	25,085	23,010
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	39	18,200	20,800	23,920	22,975
over 75						
Gender of Employee						
Male	7	10		25,896		28,278
Female	10	46	19,448	21,112	24,960	23,109

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items.

Other sample job titles: Material Handler, Shipping Assistant, Warehouse Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	147	\$20,280	\$22,131	\$27,581	\$23,380
# Eligible for Incentive/Bonus	3	11				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	10	147	20,280	22,131	27,581	23,380
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	17	20,800	20,800	22,662	21,796
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	134	17,638	22,131	27,581	23,587
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	8	103	20,800	22,131	27,581	23,619
Female						

Data Manager

382

Responsible for managing the organization's research-related database system, reporting and analytics tools and software, document handling applications, and web applications. Facilitates collaboration between non-technical users and technical staff to define the strategy and implementation of projects. Supervises data/research analysts and/or assistants in this area.

Other sample job titles: Data Analyst, Information Assessor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	7		\$49,712		\$51,045
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	6	7		49,712		51,073
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	5		49,712		51,904
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	7		49,712		51,045

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

Other sample job titles: Corporate Officer for Human Resources, Director of Personnel

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	8		\$71,030		\$74,668
# Eligible for Incentive/Bonus	4	4				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	8	8		71,030		75,105
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$14.0M	7	7		72,059		76,049
Organization's County Location						
Duval	8	8		71,030		74,668
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	5	5		70,000		72,123
Gender of Employee						
Male						
Female	7	7		72,059		75,549

Human Resources Manager

510

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

Other sample job titles: Employee Relations Manager, Manager of Employment Services

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	12	12	\$46,969	\$52,165	\$66,125	\$55,484
# Eligible for Incentive/Bonus	6	6				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	12	12	46,969	52,165	66,125	55,675
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$4.0M	5	5		49,920		49,632
over \$5,000,000 Median: \$10.5M	5	5		66,500		65,396
Organization's County Location						
Duval	9	9		54,409		54,784
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	8		52,165		55,995
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	5		49,920		53,086
over 75	5	5		66,500		61,941
Gender of Employee						
Male						
Female	9	9		49,920		55,396

Performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

Other sample job titles: Benefits Analyst, Human Resources Recruiter, Workers Comp Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	7		\$38,002		\$38,409
# Eligible for Incentive/Bonus	6	6				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	7	7		38,413		39,149
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$17.0M	6	6		38,990		38,644
Organization's County Location						
Duval	6	6		38,990		38,644
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	6		37,501		38,148
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	5	5		39,978		39,259
Gender of Employee						
Male						
Female	5	5		39,978		39,259

Human Resources Assistant

520

Performs a variety of skilled administrative and clerical duties directly related to human resources activities. These include maintaining employee databases and files; processing status changes; assisting employees to sign up/apply for benefits; screening resumes/application forms; scheduling interviews for others; checking references; compiling data and preparing routine and special reports; providing information to employees on policies and procedures; participating in employee activities; etc. May provide secretarial support to human resources managers and staff.

Other sample job titles: Employee Benefits Coordinator, Human Resources Generalist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	12	\$27,000	\$32,594	\$34,278	\$31,840
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	10	12	27,000	32,594	34,278	31,840
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$13.6M	6	8		33,239		32,479
Organization's County Location						
Duval	8	10		33,239		32,592
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	11		33,197		32,007
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	6		31,679		33,167
over 75						
Gender of Employee						
Male						
Female	7	7		33,197		33,657

Supports staff in use of organization’s technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.

Other sample job titles: Help Desk Coordinator, IT Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	6		\$41,247		\$40,954
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	5	6		41,293		41,088
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$20.0M	5	6		41,247		40,954
Organization's County Location						
Duval	5	6		41,247		40,954
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	6		41,247		40,954
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Data Entry Operator

Enters data from source documents into computer databases; verifies information and makes changes where necessary; may run routine reports and perform related clerical duties.

Other sample job titles: Computer Operator, Data Entry Clerk, Data Processor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	28	\$31,200	\$31,200	\$31,200	\$32,074
# Eligible for Incentive/Bonus	4	8				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	6	28	31,200	31,200	31,200	32,118
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	27	31,200	31,200	31,200	32,107

Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.

Other sample job titles: Chief of Maintenance & Security, Director of Physical Plant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	11		\$60,965		\$62,290
# Eligible for Incentive/Bonus	5	5				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	10	11		60,965		62,881
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.9M	7	8		67,708		70,649
Organization's County Location						
Duval	9	10		62,226		62,423
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	7		66,656		66,155
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	9	9		60,965		58,831
Female						

Maintenance Supervisor

660

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

Other sample job titles: Assistant Facilities Manager, Building Supervisor, Maintenance Foreman

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	13	\$36,983	\$40,000	\$45,584	\$41,202
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	9	13	36,983	40,000	45,584	41,239
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$9.6M	5	9		40,000		42,431
Organization's County Location						
Duval	7	11		38,709		40,562
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	8	12	36,754	39,355	45,398	40,888
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	5		40,800		40,780
over 75						
Gender of Employee						
Male	6	6		40,855		40,513
Female						

Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g. repair/replace leaking faucets, unplug blockages), light construction (e.g. shelves, door repair, replacing ceiling tiles), routine electrical (e.g. replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g. clean furnace and air conditioning screens, oil motors and moving parts) and similar activities.

Other sample job titles: Maintenance Mechanic, Structural Trades Worker

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	21	58	\$25,444	\$29,796	\$32,503	\$29,588
# Eligible for Incentive/Bonus	6	23				
Actual Bonus Paid	2	6				
Total Cash Compensation (Base + Bonus)	21	58	25,594	29,896	32,503	29,611
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.9M	7	16	26,916	31,200	34,375	30,922
over \$5,000,000 Median: \$8.4M	12	40	24,118	29,245	32,136	28,870
Organization's County Location						
Duval	14	46	25,241	29,245	31,824	29,170
Baker/Clay/Nassau/St. Johns	7	12	26,260	31,855	36,140	31,189
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	12	38	24,679	29,120	31,928	28,865
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	8	20	26,504	31,200	33,585	30,614
over 75	9	34	23,759	29,120	31,824	28,337
Gender of Employee						
Male	17	40	25,501	29,245	34,055	29,672
Female	5	6		30,451		30,006

Janitor or Custodian

675

Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries.

Other sample job titles: Facilities Assistant, Housekeeper, Utility Worker

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	14	157	\$20,800	\$23,608	\$24,960	\$23,429
# Eligible for Incentive/Bonus	4	16				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	14	157	20,800	23,608	24,960	23,433
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.5M	9	150	20,800	23,608	24,960	23,476
Organization's County Location						
Duval	11	26	20,800	20,800	24,986	23,121
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	148	20,800	23,608	24,274	23,344
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	6	9		22,880		23,268
over 75	6	144	20,800	23,608	24,108	23,281
Gender of Employee						
Male	9	101	20,800	23,608	24,274	23,504
Female	7	53	20,800	23,608	24,960	23,042

Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid Florida driver’s license is required.

Other sample job titles: Courier, Van Driver

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	12	28	\$20,176	\$25,823	\$28,080	\$25,055
# Eligible for Incentive/Bonus	5	14				
Actual Bonus Paid	3	6				
Total Cash Compensation (Base + Bonus)	12	28	20,176	25,916	28,080	25,152
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$9.6M	5	13	26,998	27,040	31,200	27,702
Organization's County Location						
Duval	11	23	22,880	26,998	29,000	26,251
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	10	23	19,760	26,998	28,080	24,816
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	8	15	19,760	23,920	28,080	24,448
Female	6	10		26,998		25,664

Registered Nurse

714

Assesses patient's condition; plans and provides professional nursing care to clinic patients; performs medical examinations; evaluates and documents progress; provides health care instruction to patients; may dispense and administer medications; may provide leadership within area of expertise and/or direct supervision to para-professionals and support staff. Position requires a current Florida Registered Nurse's license.

Other sample job titles: Acute Care Nurse, Charge Nurse, Health Center Nurse

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	22	\$51,995	\$56,410	\$62,285	\$56,916
# Eligible for Incentive/Bonus	3	8				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	10	22	51,995	56,410	62,285	56,922
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.6M	5	11		58,386		57,440
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	16	52,390	59,436	65,343	58,251
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	21	51,990	56,160	61,266	56,388
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	5	11		52,000		53,415
Gender of Employee						
Male						
Female	10	21	51,990	56,659	62,525	57,150

Provides primary care to clinic patients including taking histories; performing physical examinations; conducting laboratory tests; prescribing medications; diagnosing and determining/providing appropriate treatment for common illnesses and injuries. Performs duties independently within the scope and limitations of licensure. Position requires a master's degree in nursing and advanced education in the primary care of patients.

Other sample job titles: Certified Nurse Midwife, Clinician

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	12	\$87,344	\$93,600	\$114,546	\$109,334
# Eligible for Incentive/Bonus	3	7				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	6	12	87,344	93,600	114,546	109,334
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	8		98,218		118,457
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	10		91,801		91,771

Licensed Practical/Vocational Nurse

720

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires licensure by the State of Florida as a Licensed Practical Nurse or Licensed Vocational Nurse.

Other sample job titles: Licensed Practical Nurse

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	12	\$41,600	\$42,640	\$45,760	\$43,484
# Eligible for Incentive/Bonus	4	11				
Actual Bonus Paid	2	7				
Total Cash Compensation (Base + Bonus)	5	12	41,675	42,740	45,760	43,601
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	12	41,600	42,640	45,760	43,484

Meets with patient to take history, check and record vital signs; ensures physician or nurse has needed supplies, instruments and equipment; sterilizes/cleans equipment; prepares/sets-up treatment rooms; ensures treatment rooms are maintained in a clean and orderly manner; assists physicians and nurses in providing treatment. Requires technical school certification as a medical assistant or equivalent working experience. Must be certified through an accredited program.

Other sample job titles: Certified Nursing Assistant, Health Center Assistant, Nurse Tech

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	21	\$28,600	\$31,200	\$35,880	\$32,358
# Eligible for Incentive/Bonus	3	11				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	21	28,600	31,200	35,880	32,358
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	11		29,120		29,730
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	7	20	28,340	30,864	34,310	32,103

Case Manager, Medical

740

Facilitates and actively participates in the delivery of psycho-social and health-related services for clients of the clinic. Assesses needs of individuals for family planning, health risk education, HIV counseling, pregnancy education, psychological services, medical or dental care, social services, etc; determines eligibility for various services and links/ assists clients in obtaining various services within and outside of the clinic. Maintains accurate and complete records; participates in case conferences. Typically, this position requires a bachelor's degree (or equivalent) in social services or health field and Community Health Worker certification.

Other sample job titles: Care Manager, Rehabilitation Case Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	27	\$30,902	\$32,020	\$35,568	\$33,735
# Eligible for Incentive/Bonus	2	21				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	5	27	30,902	32,020	35,568	33,768
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	23	30,902	31,997	35,568	33,139

Receives and registers patients; makes/cancels appointments; provides referrals to other departments or services; helps walk-in patients obtain appropriate appointments or services; facilitates patient flow; assists patients to complete required documents. (Report receptionists working outside of medical services programs in the Receptionist job in the Administrative Positions section, job #090.)

Other sample job titles: Customer Service Representative, Registrar, Scheduler

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	21	\$20,800	\$29,120	\$30,160	\$26,827
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	21	20,800	29,120	30,160	26,851
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	19	20,800	29,120	30,160	26,704

Program Director/Administrator, Other

805

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or the Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #810 below.

Other sample job titles: Director of Consulting, Environmental Programs Director, Training Director, Youth Services Director

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	23	45	\$58,768	\$65,000	\$79,261	\$67,923
# Eligible for Incentive/Bonus	12	29				
Actual Bonus Paid	6	11		2,500		2,609
Total Cash Compensation (Base + Bonus)	23	45	60,000	65,100	79,261	68,561
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.8M	7	14	60,750	67,180	80,000	68,502
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.6M	8	18	60,734	67,864	81,606	71,412
Organization's County Location						
Duval	22	44	58,151	64,000	79,629	67,762
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	17	56,825	62,200	72,500	63,766
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	5	6		65,992		66,529
11 to 25	9	19	57,000	62,213	80,000	67,318
26 to 75						
over 75	5	14	60,513	65,414	79,181	67,414
Gender of Employee						
Male	6	8		74,000		70,299
Female	20	35	60,000	65,000	78,525	68,189

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #805 above.

Other sample job titles: Community Outreach Manager, Head of Collections, Land Use Program Director, Recreation Program Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	28	57	\$41,100	\$48,000	\$52,000	\$48,101
# Eligible for Incentive/Bonus	14	30				
Actual Bonus Paid	9	13	200	200	1,353	966
Total Cash Compensation (Base + Bonus)	28	57	41,245	48,654	52,008	48,321
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.7M	8	16	46,070	50,000	51,875	49,816
\$2,500,001 - \$5,000,000 Median: \$4.2M	7	19	40,186	45,000	57,000	47,556
over \$5,000,000 Median: \$6.9M	7	14	46,858	50,144	53,000	51,032
Organization's County Location						
Duval	24	51	41,000	47,000	52,000	47,631
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education	5	17	41,100	49,920	52,090	48,742
Health, General						
Human Services	12	23	40,186	48,654	52,000	47,576
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	7	9		41,000		41,381
11 to 25	10	25	42,750	48,880	51,750	48,397
26 to 75	5	10		49,931		50,180
over 75	6	13	44,395	49,920	52,583	50,583
Gender of Employee						
Male	10	12	40,890	47,500	52,750	49,219
Female	25	45	41,100	48,654	52,000	47,803

Program Coordinator, Other

815

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Business Resource Coordinator, Educational Program Specialist, Gallery Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	31	80	\$35,000	\$39,570	\$43,709	\$39,721
# Eligible for Incentive/Bonus	13	42				
Actual Bonus Paid	7	15	150	200	409	435
Total Cash Compensation (Base + Bonus)	31	80	35,000	39,807	43,736	39,803
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.8M	7	25	35,163	40,000	43,621	39,368
\$2,500,001 - \$5,000,000 Median: \$3.5M	8	17	30,000	31,700	37,851	33,747
over \$5,000,000 Median: \$7.9M	12	32	37,007	43,000	46,955	43,060
Organization's County Location						
Duval	27	67	35,000	40,000	44,336	40,090
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	18	45	33,000	36,788	40,618	37,395
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25	11	30	34,434	40,500	43,763	39,672
26 to 75	9	12	32,125	36,475	39,560	37,999
over 75	8	33	34,660	41,200	44,868	39,990
Gender of Employee						
Male	7	7		36,270		38,340
Female	27	72	34,864	40,000	43,736	39,898

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients; and assisting and participating in program events.

Other sample job titles: Client Services Assistant, Reference Assistant, Training Assistant, Visitor Services Aide

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	15	60	\$23,920	\$27,040	\$31,200	\$28,206
# Eligible for Incentive/Bonus	6	15				
Actual Bonus Paid	4	11				
Total Cash Compensation (Base + Bonus)	15	60	24,045	27,040	31,200	28,259
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	13	53	23,920	28,080	31,200	28,419
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	13	57	23,920	27,040	30,730	27,715
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	5	20	24,960	27,040	38,452	30,437
Gender of Employee						
Male						
Female	13	54	24,388	28,080	31,200	28,704

Program Director/Administrator, Social Services/Mental Health

853

Provides overall management and direction to one or more large social service or mental health programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer or Chief Programs Officer and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #856 below.

Other sample job titles: Day Treatment Services Director, Director of Children's Services, Disabilities Program Administrator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	16	39	\$59,964	\$65,166	\$73,620	\$69,507
# Eligible for Incentive/Bonus	9	20				
Actual Bonus Paid	4	15				
Total Cash Compensation (Base + Bonus)	16	39	59,964	65,166	74,820	70,062
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$3.4M	5	6		67,213		74,507
over \$5,000,000 Median: \$14.0M	9	31	59,964	63,050	73,620	68,586
Organization's County Location						
Duval	15	38	59,838	65,083	72,833	68,963
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	12	35	59,459	65,166	73,620	68,720
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	7	9		69,259		72,597
over 75	7	28	59,303	63,027	76,250	68,565
Gender of Employee						
Male						
Female	12	25	59,723	68,640	79,407	70,715

856 Program Manager/Administrator, Social Services/Mental Health

Provides overall management and supervision to one (or two) social service or mental health program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #853 above.

Other sample job titles: Adoption Program Supervisor, Case Management Director, Family Services Supervisor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	31	135	\$40,269	\$47,008	\$54,592	\$48,048
# Eligible for Incentive/Bonus	15	56				
Actual Bonus Paid	9	44	934	1,200	1,384	1,300
Total Cash Compensation (Base + Bonus)	31	135	40,400	48,110	54,995	48,472
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median: \$1.6M	6	6		57,419		52,379
\$2,500,001 - \$5,000,000 Median: \$3.6M	7	15	45,000	46,862	51,150	48,243
over \$5,000,000 Median: \$10.1M	10	106	40,202	47,507	54,546	48,060
Organization's County Location						
Duval	26	117	40,135	48,006	54,763	48,231
Baker/Clay/Nassau/St. Johns	5	18	40,641	45,000	52,375	46,861
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	21	117	40,000	46,713	54,209	47,584
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	8	8		48,000		47,557
11 to 25	7	8		54,154		50,654
26 to 75	9	29	45,755	50,842	55,000	51,161
over 75	7	90	38,985	44,995	53,030	46,858
Gender of Employee						
Male	13	26	44,998	50,929	55,125	51,312
Female	25	67	44,990	50,923	56,975	50,924

Program Coordinator, Social Services/Mental Health

859

Assumes responsibility for the implementation of a single social services or mental health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Assistant Director of Health Services, Infant/Child Development Specialist, Prevention Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	24	79	\$36,414	\$42,835	\$47,067	\$41,588
# Eligible for Incentive/Bonus	8	24				
Actual Bonus Paid	4	13				
Total Cash Compensation (Base + Bonus)	24	79	36,500	42,835	47,067	41,699
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$9.6M	13	61	36,885	44,075	47,726	43,198
Organization's County Location						
Duval	22	75	36,500	42,994	47,341	41,858
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	18	58	36,690	43,546	47,520	42,353
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10	6	7		37,627		37,632
11 to 25						
26 to 75	8	28	35,520	42,038	46,182	41,252
over 75	8	40	37,208	44,231	47,783	43,197
Gender of Employee						
Male	9	12	34,970	42,630	46,913	40,175
Female	17	51	37,020	43,680	47,840	42,810

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, assisting and participating in program events.

Other sample job titles: Adult Day Service Staff, Family Services Assistant, Resource Assistant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	13	62	\$27,040	\$29,120	\$30,950	\$28,904
# Eligible for Incentive/Bonus	4	15				
Actual Bonus Paid	3	4				
Total Cash Compensation (Base + Bonus)	13	62	27,040	29,120	30,950	28,948
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$14.0M	7	54	27,040	28,080	29,840	28,546
Organization's County Location						
Duval	12	61	27,040	29,120	31,034	29,002
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	12	61	27,040	29,120	31,034	28,886
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75	6	53	27,040	28,080	29,973	28,626
Gender of Employee						
Male						
Female	8	18	27,960	28,008	30,810	28,762

Licensed Clinical Social Worker

868

Evaluates needs of clients and develops treatment plan in coordination with others; implements counseling and mental health services in accordance with treatment plans; provides individual, marital, group and family psychotherapy; provides drug and/or alcohol counseling services; may develop and implement specialized therapy programs; maintains accurate and complete client records. Requires Florida State licensure (LCSW).

Other sample job titles: Clinician, Group Leader, Social Service Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	44	\$40,000	\$42,229	\$50,345	\$44,330
# Eligible for Incentive/Bonus	3	19				
Actual Bonus Paid	1	7				
Total Cash Compensation (Base + Bonus)	9	44	40,182	42,636	50,345	44,490
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	29	41,213	43,260	52,000	45,630
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	9	44	40,000	42,229	50,345	44,330
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	38	40,000	42,013	46,903	43,740

Responsible for providing therapeutic services to clients individually and in groups including assessing clients' needs, developing and helping clients implement treatment plans, providing crisis intervention, case-management and advocacy for clients. Has completed a Master's degree in psychology or closely related behavioral science field and is registered as an intern with the state licensing board.

Other sample job titles: Intern Clinician, Pre-License Therapist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	128	\$35,002	\$37,000	\$38,136	\$37,801
# Eligible for Incentive/Bonus	4	27				
Actual Bonus Paid	1	12				
Total Cash Compensation (Base + Bonus)	8	128	35,002	37,000	38,150	37,886
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	91	36,000	37,100	38,150	38,311
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	127	35,000	37,000	38,118	37,528
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	116	35,000	37,000	38,136	37,772

Case Manager

880

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. Senior-level positions requiring a MSW are reported in job #879. (Case Managers working in a medical setting are reported in job #740 in the Medical & Clinic Services section.)

Other sample job titles: Community Outreach Worker, Family Advocate, Social Worker

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	23	377	\$33,010	\$35,651	\$38,224	\$35,836
# Eligible for Incentive/Bonus	10	140				
Actual Bonus Paid	7	99	620	900	1,142	930
Total Cash Compensation (Base + Bonus)	23	377	33,010	35,951	39,051	36,080
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$4.0M	5	32	30,914	35,180	39,390	35,996
over \$5,000,000 Median: \$8.1M	12	329	33,010	35,714	38,108	35,744
Organization's County Location						
Duval	20	351	33,010	36,005	38,480	36,022
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	19	311	33,280	35,838	38,002	35,906
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	10	111	30,000	34,424	38,000	34,250
over 75	7	250	34,008	36,111	38,308	36,439
Gender of Employee						
Male	14	53	34,295	37,835	41,883	38,247
Female	21	295	33,000	35,360	38,002	35,521

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records, as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Requires a Master's degree. Positions not requiring a Master's degree should be reported in job #883.

Other sample job titles: Lead Counselor, Senior Family Counselor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	6	20	\$35,006	\$36,005	\$38,106	\$38,205
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	6	20	35,006	36,005	38,106	38,205
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	18	35,001	36,005	38,106	37,901
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	19	35,006	36,005	38,106	37,427
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	17	35,006	36,005	39,052	38,653

Counselor

883

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records, as needed. Provides crisis intervention and/or conflict resolution to individuals and groups.

Other sample job titles: Behavior Specialist, Crisis Line Counselor, Substance Abuse Counselor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	62	\$29,901	\$34,757	\$38,000	\$35,367
# Eligible for Incentive/Bonus	6	35				
Actual Bonus Paid	4	10				
Total Cash Compensation (Base + Bonus)	9	62	29,901	34,757	38,000	35,490
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	36	34,695	36,982	41,184	39,068
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	60	29,703	34,601	37,981	34,545
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	9	60	29,703	34,726	38,000	35,353

Promotes effectiveness of program services for clients by acting as liaison between program site and home. Communicates with program staff and family members with respect to goals, concerns and progress. Promotes family involvement through home visits, phone calls or written communication to promote family involvement. Maintains program participant files. Provides referrals for community resources as needed.

Other sample job titles: Family Partner, Family Service Worker, Family Support Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	45	\$25,314	\$32,240	\$39,000	\$32,503
# Eligible for Incentive/Bonus	3	24				
Actual Bonus Paid	1	8				
Total Cash Compensation (Base + Bonus)	7	45	25,314	32,240	39,000	32,648
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	31	24,960	25,730	39,499	32,037
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	45	25,314	32,240	39,000	32,503
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	39	25,314	32,240	39,000	32,951

Eligibility Specialist

886

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/Shelter section.)

Other sample job titles: Intake Specialist, Service Evaluator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	62	\$32,240	\$35,006	\$38,724	\$36,009
# Eligible for Incentive/Bonus	3	49				
Actual Bonus Paid	2	20				
Total Cash Compensation (Base + Bonus)	7	62	32,240	35,162	38,724	36,137
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$7.6M	5	45	32,240	36,078	39,478	36,883
Organization's County Location						
Duval	6	61	32,240	35,006	38,802	36,041
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	29	32,764	35,006	39,988	36,534
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	7	57	32,240	34,798	38,501	35,771

Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses suitability of program for individual client. Explains policies, procedures and fees. Completes intake documentation to register a new case into the program. Interacts with any relevant government agencies. Facilitates the assignment of new case to organization's clinical staff. Maintains clinical forms, revising as necessary.

Other sample job titles: Admissions Coordinator, Family Services Worker, Intake Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	28	\$23,230	\$29,000	\$32,668	\$29,213
# Eligible for Incentive/Bonus	3	15				
Actual Bonus Paid	3	15				
Total Cash Compensation (Base + Bonus)	8	28	25,088	29,026	32,668	30,097
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$14.1M	6	24	22,880	28,653	32,668	28,613
Organization's County Location						
Duval	6	23	22,880	28,500	34,885	28,825
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	22	22,880	27,852	35,046	29,189
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	7	16	29,030	31,435	37,384	32,951

Resource & Referral Counselor

888

Provides resource and referral counseling to clients with respect to social services programs. Develops and maintains relationships with community organizations to provide off-site referrals. Plans and hosts outreach events. Maintains documentation, runs reports related to services. Collaborates with staff in other departments to further organization's goals. May provide technical assistance to service providers.

Other sample job titles: Community Liaison, Information & Referral Coordinator, Resource Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	13	\$29,248	\$39,000	\$44,130	\$38,850
# Eligible for Incentive/Bonus	5	5				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	9	13	29,248	39,000	44,130	38,924
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	11		35,349		38,484
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	5		39,229		36,417
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	7	11		35,349		37,790

Provides support services to adults or senior clients in residence or day programs. Duties include any or all of the following: provides training and assistance with personal skills and care such as hygiene, clothing care, mobility, taking medicines, managing money, meal preparation, household maintenance, etc. Assists adults with transportation, making and meeting medical and other appointments, community participation, communication, meals, etc.

Other sample job titles: Health Aide, Life Skills Trainer, Therapeutic Support Staff

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	146	\$21,710	\$22,360	\$24,960	\$23,108
# Eligible for Incentive/Bonus	1	3				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	146	21,710	22,360	24,960	23,108
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$7.6M	5	135	21,840	22,360	24,960	23,398
Organization's County Location						
Duval	5	119	20,800	22,360	23,962	22,728
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	7	146	21,710	22,360	24,960	23,108
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	56	20,800	23,629	26,666	23,769

Children or Youth Program Assistant

890

Provides support services to children or youth in residence or day programs. Duties include any or all of the following: provides training and assistance with personal and communication skills. Report jobs exclusively involved with education and/or recreation at job numbers 259 – 277.

Other sample job titles: Children's Services Aide, Youth Mentor

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	80	\$24,965	\$26,853	\$29,120	\$27,673
# Eligible for Incentive/Bonus	2	7				
Actual Bonus Paid	2	7				
Total Cash Compensation (Base + Bonus)	5	80	24,965	26,853	29,120	27,748
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	5	80	24,965	26,853	29,120	27,673
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	5	50	25,163	26,759	29,120	27,599

Recruits, trains and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service on a regular basis, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities.

Other sample job titles: Community Outreach Director, Volunteer Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	9	9		\$43,576		\$45,859
# Eligible for Incentive/Bonus	6	6				
Actual Bonus Paid	5	5		435		752
Total Cash Compensation (Base + Bonus)	9	9		44,371		46,277
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	7		47,000		47,201
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	5		49,442		48,920
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	8		42,953		45,412

Volunteer Coordinator

906

Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to program.

Other sample job titles: Community Outreach Coordinator, Partnership Development Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	15	30	\$31,200	\$36,200	\$41,990	\$36,071
# Eligible for Incentive/Bonus	7	7				
Actual Bonus Paid	5	5		900		1,143
Total Cash Compensation (Base + Bonus)	15	30	31,200	36,827	41,990	36,261
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.1M	5	20	31,200	38,023	44,429	37,789
Organization's County Location						
Duval	12	27	31,200	37,253	42,848	37,042
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	10	10		34,747		34,337
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	7	22	31,200	37,368	42,994	36,544
over 75						
Gender of Employee						
Male						
Female	14	29	31,200	36,400	42,276	36,311

Acts as the spokesperson for the organization within the community, to government, prospective funders and others. Markets and promotes the organization’s goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities, and supervises public relations staff.

Other sample job titles: Community Relations Director, Public Information Officer

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	8		\$65,518		\$67,656
# Eligible for Incentive/Bonus	4	4				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	8		65,518		67,681
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	7	8		65,518		67,656
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	7		66,950		70,707

Public Relations Manager

915

Plans and produces print and other advertising programs; develops and implements promotional, publicity and marketing programs; represents the organization to the community, government and media to publicize its programs and needs; seeks and develops opportunities to enhance the image of the organization in the community. Develops public relations budget and controls costs to approved budgets.

Other sample job titles: Communications Specialist, Community Relations Coordinator, Marketing Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	5	5		\$44,096		\$45,826
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	5	5		44,096		45,826
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval						
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Responsible for planning, implementing and managing the organization's marketing strategy. Promotes organization's programs and services. Directs marketing campaigns and develops tools to assess their effectiveness. Supervises marketing staff.

Other sample job titles: Audience Development Manager, Director of Program Marketing

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	10	10		\$61,610		\$62,188
# Eligible for Incentive/Bonus	6	6				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	10	10		61,892		62,443
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$14.0M	5	5		75,000		72,929
Organization's County Location						
Duval	9	9		65,998		64,318
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	8		61,610		61,348

Marketing Coordinator

917

Performs a variety of marketing-related tasks under general supervision, including development of advertising materials, direct mail campaigns and events. Prepares proposals, presentations and reports.

Other sample job titles: Communications Specialist, Marketing Assistant

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	14	14	\$39,124	\$41,209	\$45,561	\$40,778
# Eligible for Incentive/Bonus	5	5				
Actual Bonus Paid	4	4				
Total Cash Compensation (Base + Bonus)	14	14	39,124	41,500	45,561	40,952
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median: \$4.3M	6	6		38,249		35,156
over \$5,000,000 Median: \$6.9M	5	5		44,737		45,271
Organization's County Location						
Duval	11	11		41,018		40,932
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	6		39,999		38,216
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	7	7		39,998		38,020
over 75						
Gender of Employee						
Male						
Female	13	13	38,249	41,018	46,017	40,474

Develops and implements a social media strategy for the organization. Researches social media outlets that are conducive to the organization’s program and service goals. Oversees blogs, podcasts, and other online communication, including fundraising, marketing and advocacy.

Other sample job titles: Emerging Media Specialist, Online Communications Coordinator

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	11	11		\$37,500		\$38,488
# Eligible for Incentive/Bonus	7	7				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	11	11		37,500		38,597
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.5M	5	5		39,146		42,003
Organization's County Location						
Duval	10	10		38,323		39,237
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	6	6		41,569		40,566
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75	5	5		36,420		38,615
over 75						
Gender of Employee						
Male						
Female	10	10		38,323		39,237

Content Marketing Manager

919

Responsible for sourcing, writing, producing and distributing content for online and/or offline marketing needs. Uses written, multimedia and video storytelling to create innovative and engaging content in support of the organization's marketing goals. Contributes to content marketing initiatives, coordinating with communications and fund development departments to develop materials and presentations. May manage organization's presence on social media platforms.

Other sample job titles: Digital Communications Manager, Multimedia Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	9		\$54,000		\$53,901
# Eligible for Incentive/Bonus	3	4				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	9		54,000		53,901
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median:						
Organization's County Location						
Duval	6	7		54,000		52,573
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	6	8		53,988		53,889

Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g. drawings, photographs, paintings).

Other sample job titles: Art Director, Senior Designer, Publications Specialist

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	8		\$38,158		\$38,951
# Eligible for Incentive/Bonus	4	5				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	8		38,408		39,013
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.9M	5	6		41,782		41,601
Organization's County Location						
Duval	6	7		38,563		40,086
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male	5	5		38,563		40,785
Female						

Membership Director or Manager

925

Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members including newsletter, invitations to events and activities and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership.

Other sample job titles: Customer Service Director, Member Services Manager

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	7	15	\$40,000	\$47,424	\$51,000	\$48,870
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	7	15	42,600	47,424	52,000	49,350
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$6.9M	5	13	42,859	47,424	53,642	50,150
Organization's County Location						
Duval	6	14	39,275	47,424	52,321	49,217
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services						
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female						

Following guidelines and procedures, performs office support duties which involve providing information to the public, receiving payments, addressing customer questions, preparing and maintaining records.

Other sample job titles: Customer Specialist, Member Services Representative, Subscriber Services Representative

Salary and Incentives: All Organizations	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Base Salary - All Employees	8	32	\$25,735	\$28,312	\$32,095	\$28,796
# Eligible for Incentive/Bonus	5	19				
Actual Bonus Paid	4	13				
Total Cash Compensation (Base + Bonus)	8	32	25,799	28,546	32,095	28,911
Organization's Annual Expenses	Annual Base Salary					
to \$500,000 Median:						
\$500,001 - \$1,000,000 Median:						
\$1,000,001 - \$2,500,000 Median:						
\$2,500,001 - \$5,000,000 Median:						
over \$5,000,000 Median: \$8.2M	5	19	28,080	28,600	32,490	30,440
Organization's County Location						
Duval	7	31	25,605	28,312	31,970	28,562
Baker/Clay/Nassau/St. Johns						
Organization's Field of Service						
Arts & Culture						
Education						
Health, General						
Human Services	5	19	28,080	28,312	30,534	29,351
Housing & Community Development						
Public Support & Benefit						
Organization's Number of FTEs						
1 to 10						
11 to 25						
26 to 75						
over 75						
Gender of Employee						
Male						
Female	8	30	25,548	28,312	32,214	28,762

APPENDICES

Appendix A: Survey Participants

	Organization	City
1.	2nd Mile Ministries	Jacksonville
2.	Ability Housing, Inc.	Jacksonville
3.	Agape Community Health Center	Jacksonville
4.	Amelia Island Museum of History	Fernandina Beach
5.	Angels for Allison	Jacksonville
6.	Angelwood	Jacksonville
7.	The Arc Jacksonville	Jacksonville
8.	Barnabas Center, Inc.	Fernandina Beach
9.	BASCA, Inc.	Orange Park
10.	Beaches Council on Aging Dial-a-Ride	Jacksonville Beach
11.	Beaches Emergency Assistance Ministry	Jacksonville Beach
12.	Betty Griffin Center	St. Augustine
13.	Big Brothers Big Sisters of Northeast Florida	Jacksonville
14.	Boys and Girls Clubs of Northeast Florida	Jacksonville
15.	Cathedral Arts Project	Jacksonville
16.	Catholic Charities Bureau of Jacksonville	Jacksonville
17.	Challenge Enterprises of North Florida, Inc.	Green Cove Springs
18.	Changing Homelessness, Inc.	Jacksonville
19.	City Rescue Mission Inc	Jacksonville
20.	City Year Jacksonville	Jacksonville
21.	Clay Behavioral Health Center	Orange Park
22.	Communities In Schools of Jacksonville, Inc.	Jacksonville
23.	The Community Foundation for Northeast Florida, Inc.	Jacksonville
24.	Community Health Outreach	Jacksonville
25.	Community Hospice & Palliative Care Foundation	Jacksonville
26.	Cummer Museum of Art & Gardens	Jacksonville
27.	Daniel Kids	Jacksonville
28.	Delores Barr Weaver Policy Center	Jacksonville
29.	DLC Nurse & Learn	Jacksonville
30.	Downtown Vision, Inc.	Jacksonville
31.	Early Learning Coalition of Duval	Jacksonville
32.	ElderSource	Jacksonville
33.	Family Foundations of Northeast Florida, Inc.	Jacksonville
34.	Family Promise of Jacksonville	Jacksonville
35.	Family Support Services of North Florida	Jacksonville
36.	First Coast Women's Services, Inc.	Jacksonville
37.	Five STAR Veterans Center	Jacksonville
38.	Florida Nonprofit Alliance	Jacksonville

	Organization	City
39.	Florida Theatre	Jacksonville
40.	Girl Scouts of Gateway Council	Jacksonville
41.	Girls Inc. of Jacksonville	Jacksonville
42.	Greenwood School, Inc.	Jacksonville
43.	Habitat for Humanity of Jacksonville, Inc.	Jacksonville
44.	Hart Felt Ministries, Inc.	Jacksonville
45.	Health Planning Council of Northeast Florida	Jacksonville
46.	Hubbard House	Jacksonville
47.	The ILRC of Northeast Florida	Jacksonville
48.	INK! (Investing in Kids)	St. Augustine
49.	Jacksonville Area Legal Aid, Inc.	Jacksonville
50.	Jacksonville Area Sexual Minority Youth Network, Inc.	Jacksonville
51.	Jacksonville Humane Society	Jacksonville
52.	Jacksonville Public Education Fund	Jacksonville
53.	Jacksonville Speech & Hearing Center	Jacksonville
54.	Jacksonville Zoo and Gardens	Jacksonville
55.	Jewish Community Alliance	Jacksonville
56.	Jewish Family & Community Services, Inc.	Jacksonville
57.	K9s for Warriors, Inc.	Ponte Vedra
58.	L'Arche Jacksonville, Inc.	Jacksonville
59.	Leadership Jacksonville, Inc.	Jacksonville
60.	Learn to Read, Inc.	Jacksonville
61.	MaliVai Washington Kids Foundation, Inc.	Jacksonville
62.	Mercy Support Services, Inc.	Orange Park
63.	Micah's Place, Inc.	Fernandina Beach
64.	Mission House, Inc.	Jacksonville Beach
65.	Museum of Science & History	Jacksonville
66.	NAMI Jacksonville Florida, Inc.	Jacksonville
67.	Nassau County Council on Aging	Fernandina Beach
68.	New Heights of Northeast Florida	Jacksonville
69.	Nonprofit Center of Northeast Florida	Jacksonville
70.	North Florida Land Trust	Jacksonville
71.	North Florida School of Special Education	Jacksonville
72.	Northeast Florida Community Action Agency, Inc.	Jacksonville
73.	Northeast Florida Healthy Start Coalition	Jacksonville
74.	Northeast Florida Young Life	Jacksonville
75.	OneJax, an Institute of the University of North Florida	Jacksonville
76.	Operation New Hope	Jacksonville
77.	Pine Castle	Jacksonville
78.	The Playgarden	Jacksonville Beach
79.	Presbyterian Social Ministries	Jacksonville

	Organization	City
80.	Sanctuary on 8th Street	Jacksonville
81.	Seamark Ranch Inc.	Jacksonville
82.	St. Johns Housing Partnership, Inc.	Saint Augustine
83.	St. Johns Riverkeeper	Jacksonville
84.	Starting Point Behavioral Healthcare	Yulee
85.	Sulzbacher	Jacksonville
86.	tag! Children's Museum	St. Augustine
87.	Tom Coughlin Jay Fund	Jacksonville
88.	United Way of Northeast Florida	Jacksonville
89.	United Way of St. Johns County	St. Augustine
90.	Vision Is Priceless Council, Inc.	Jacksonville
91.	Visit Jacksonville	Jacksonville
92.	Volunteers in Medicine Jacksonville, Inc.	Jacksonville
93.	Waste Not Want Not, Inc.	Orange Park
94.	The Way Free Medical Clinic, Inc.	Green Cove Springs
95.	We Care Jacksonville	Jacksonville
96.	WJCT Inc.	Jacksonville
97.	Women's Center of Jacksonville	Jacksonville
98.	World Affairs Council of Jacksonville	Jacksonville
99.	The YMCA of Florida's First Coast	Jacksonville
100.	Yoga 4 Change	Fleming Island
101.	Youth Crisis Center	Jacksonville

Appendix B: Wage Conversion Formulas and Tables

These tables are based on the following:

8 hours in a workday 40 hours in a week	52 weeks in a year 4.33 weeks in a month	21.67 days in a month 2080 hours in a year
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Hourly	Monthly	Annual
\$ 8.46	\$ 1,466	\$ 17,597
\$ 8.50	\$ 1,473	\$ 17,680
\$ 8.75	\$ 1,517	\$ 18,200
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680
\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120

Hourly	Monthly	Annual
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800
\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600

Hourly	Monthly	Annual
\$ 32.75	\$ 5,677	\$ 68,120
\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440
\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240

Hourly	Monthly	Annual
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.25	\$ 8,710	\$ 104,520
\$ 50.50	\$ 8,753	\$ 105,040
\$ 50.75	\$ 8,797	\$ 105,560
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.25	\$ 8,883	\$ 106,600
\$ 51.50	\$ 8,927	\$ 107,120
\$ 51.75	\$ 8,970	\$ 107,640
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.25	\$ 9,057	\$ 108,680
\$ 52.50	\$ 9,100	\$ 109,200
\$ 52.75	\$ 9,143	\$ 109,720
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.25	\$ 9,230	\$ 110,760
\$ 53.50	\$ 9,273	\$ 111,280
\$ 53.75	\$ 9,317	\$ 111,800
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.25	\$ 9,403	\$ 112,840
\$ 54.50	\$ 9,447	\$ 113,360
\$ 54.75	\$ 9,490	\$ 113,880
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.25	\$ 9,577	\$ 114,920
\$ 55.50	\$ 9,620	\$ 115,440
\$ 55.75	\$ 9,663	\$ 115,960
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.25	\$ 9,750	\$ 117,000
\$ 56.50	\$ 9,793	\$ 117,520
\$ 56.75	\$ 9,837	\$ 118,040
\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.25	\$ 9,923	\$ 119,080
\$ 57.50	\$ 9,967	\$ 119,600
\$ 57.75	\$ 10,010	\$ 120,120
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.25	\$ 10,097	\$ 121,160
\$ 58.50	\$ 10,140	\$ 121,680
\$ 58.75	\$ 10,183	\$ 122,200
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.25	\$ 10,270	\$ 123,240
\$ 59.50	\$ 10,313	\$ 123,760
\$ 59.75	\$ 10,357	\$ 124,280
\$ 60.00	\$ 10,400	\$ 124,800
\$ 60.25	\$ 10,443	\$ 125,320
\$ 60.50	\$ 10,487	\$ 125,840
\$ 60.75	\$ 10,530	\$ 126,360
\$ 61.00	\$ 10,573	\$ 126,880

Appendix B: Wage Conversion Formulas and Tables

Hourly	Monthly	Annual
\$ 61.25	\$ 10,617	\$ 127,400
\$ 61.50	\$ 10,660	\$ 127,920
\$ 61.75	\$ 10,703	\$ 128,440
\$ 62.00	\$ 10,747	\$ 128,960
\$ 62.25	\$ 10,790	\$ 129,480
\$ 62.50	\$ 10,833	\$ 130,000
\$ 62.75	\$ 10,877	\$ 130,520
\$ 63.00	\$ 10,920	\$ 131,040
\$ 63.25	\$ 10,963	\$ 131,560
\$ 63.50	\$ 11,007	\$ 132,080
\$ 63.75	\$ 11,050	\$ 132,600
\$ 64.00	\$ 11,093	\$ 133,120
\$ 64.25	\$ 11,137	\$ 133,640
\$ 64.50	\$ 11,180	\$ 134,160
\$ 64.75	\$ 11,223	\$ 134,680
\$ 65.00	\$ 11,267	\$ 135,200
\$ 65.25	\$ 11,310	\$ 135,720
\$ 65.50	\$ 11,353	\$ 136,240
\$ 65.75	\$ 11,397	\$ 136,760
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.25	\$ 11,483	\$ 137,800
\$ 66.50	\$ 11,527	\$ 138,320
\$ 66.75	\$ 11,570	\$ 138,840
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.25	\$ 11,657	\$ 139,880
\$ 67.50	\$ 11,700	\$ 140,400
\$ 67.75	\$ 11,743	\$ 140,920
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.25	\$ 11,830	\$ 141,960
\$ 68.50	\$ 11,873	\$ 142,480
\$ 68.75	\$ 11,917	\$ 143,000
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.25	\$ 12,003	\$ 144,040
\$ 69.50	\$ 12,047	\$ 144,560
\$ 69.75	\$ 12,090	\$ 145,080
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.25	\$ 12,177	\$ 146,120
\$ 70.50	\$ 12,220	\$ 146,640
\$ 70.75	\$ 12,263	\$ 147,160
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440
\$ 74.50	\$ 12,913	\$ 154,960
\$ 74.75	\$ 12,957	\$ 155,480
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.25	\$ 13,043	\$ 156,520
\$ 75.50	\$ 13,087	\$ 157,040

Hourly	Monthly	Annual
\$ 75.75	\$ 13,130	\$ 157,560
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.25	\$ 13,217	\$ 158,600
\$ 76.50	\$ 13,260	\$ 159,120
\$ 76.75	\$ 13,303	\$ 159,640
\$ 77.00	\$ 13,347	\$ 160,160
\$ 77.25	\$ 13,390	\$ 160,680
\$ 77.50	\$ 13,433	\$ 161,200
\$ 77.75	\$ 13,477	\$ 161,720
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.25	\$ 13,563	\$ 162,760
\$ 78.50	\$ 13,607	\$ 163,280
\$ 78.75	\$ 13,650	\$ 163,800
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.25	\$ 13,737	\$ 164,840
\$ 79.50	\$ 13,780	\$ 165,360
\$ 79.75	\$ 13,823	\$ 165,880
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.25	\$ 13,910	\$ 166,920
\$ 80.50	\$ 13,953	\$ 167,440
\$ 80.75	\$ 13,997	\$ 167,960
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.25	\$ 14,083	\$ 169,000
\$ 81.50	\$ 14,127	\$ 169,520
\$ 81.75	\$ 14,170	\$ 170,040
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.25	\$ 14,257	\$ 171,080
\$ 82.50	\$ 14,300	\$ 171,600
\$ 82.75	\$ 14,343	\$ 172,120
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.25	\$ 14,430	\$ 173,160
\$ 83.50	\$ 14,473	\$ 173,680
\$ 83.75	\$ 14,517	\$ 174,200
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.25	\$ 14,603	\$ 175,240
\$ 84.50	\$ 14,647	\$ 175,760
\$ 84.75	\$ 14,690	\$ 176,280
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.25	\$ 14,777	\$ 177,320
\$ 85.50	\$ 14,820	\$ 177,840
\$ 85.75	\$ 14,863	\$ 178,360
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.25	\$ 14,950	\$ 179,400
\$ 86.50	\$ 14,993	\$ 179,920
\$ 86.75	\$ 15,037	\$ 180,440
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.25	\$ 15,123	\$ 181,480
\$ 87.50	\$ 15,167	\$ 182,000
\$ 87.75	\$ 15,210	\$ 182,520
\$ 88.00	\$ 15,253	\$ 183,040
\$ 88.25	\$ 15,297	\$ 183,560
\$ 88.50	\$ 15,340	\$ 184,080
\$ 88.75	\$ 15,383	\$ 184,600
\$ 89.00	\$ 15,427	\$ 185,120
\$ 89.25	\$ 15,470	\$ 185,640
\$ 89.50	\$ 15,513	\$ 186,160
\$ 89.75	\$ 15,557	\$ 186,680
\$ 90.00	\$ 15,600	\$ 187,200

Appendix C: Alphabetical List of Job Titles

Job Title	Job Code	Page #
Accounting Clerk	130	74
Accounting Manager	115	70
Accounting Supervisor	120	71
Administrative Assistant, Intermediate Level	80	65
Administrative Assistant, Junior Level	85	66
Administrative Assistant, Senior Level	75	64
After School Instructor	275	92
Case Manager	880	127
Case Manager, Medical	740	115
Chief Development Officer	25	57
Chief Executive Officer/Executive Director	5	54
Chief Financial Officer	105	59
Chief Human Resources Officer	30	58
Chief Operating Officer/Associate Director	10	55
Chief Programs Officer	15	56
Children or Youth Program Assistant	890	135
Clinician (Pre-License)	878	126
Communications Director or Manager	910	138
Community Educator	272	90
Content Marketing Manager	919	143
Contracts Administrator	94	68
Controller	110	69
Counselor	883	129
Counselor, Master's Level	882	128
Curriculum Specialist	255	84
Customer Service Representative	931	146
Data Entry Operator	580	105
Data Manager	382	99
Development Associate/Coordinator	225	82
Development Manager, General	212	78
Development Manager, Major Gifts	211	77
Development Officer	219	80
Director, Administration/Operations	55	60
Director, Development	205	76
Director, Education	253	83
Director, Human Resources	505	100
Driver	680	110
Educator or Teacher, Adult Education	256	85
Eligibility Specialist	886	131
Executive Assistant	70	63
Facilities Manager	655	106
Family Advocate	885	130
Food Service Assistant/Worker	370	95
Food Service Manager or Supervisor	355	94
Gift/Thrift Shop Manager	455	96

Job Title	Job Code	Page #
Gift/Thrift Shop Retail Sales Clerk	460	97
Grant Proposal Writer, All Types of Funding	215	79
Graphic Artist	920	144
Human Resources Assistant	520	103
Human Resources Manager	510	101
Human Resources Representative or Specialist	515	102
Intake Coordinator	887	132
Janitor or Custodian	675	109
Job Coach	315	93
Licensed Clinical Social Worker	868	125
Licensed Practical/Vocational Nurse	720	113
Maintenance Supervisor	660	107
Maintenance Technician or Specialist	665	108
Marketing Coordinator	917	141
Marketing Director	916	140
Medical Assistant, Certified	722	114
Membership Director or Manager	925	145
Nurse Practitioner	716	112
Office Manager	65	62
Payroll Specialist	126	73
Program Assistant, Other	820	120
Program Assistant, Social Services/Mental Health	862	124
Program Coordinator, Other	815	119
Program Coordinator, Social Services/Mental Health	859	123
Program Director/Administrator, Other	805	117
Program Director/Administrator, Social Services/Mental Health	853	121
Program Manager/Administrator, Other	810	118
Program Manager/Administrator, Social Services/Mental Health	856	122
Public Relations Manager	915	139
Quality Assurance Specialist	59	61
Receptionist	90	67
Receptionist, Medical	752	116
Recreation Program Manager	273	91
Registered Nurse	714	111
Resource & Referral Counselor	888	133
Senior or Adult Program Assistant	889	134
Site Supervisor	258	86
Social Media Coordinator	918	142
Special Events Coordinator	220	81
Staff Accountant	125	72
Teacher, K - 12	259	87
Teacher, Pre-School	262	88
Teaching Assistant, K - 12	265	89
Tech Support Specialist	576	104
Visitor Services Representative	186	75
Volunteer Coordinator	906	137
Volunteer Director	905	136
Warehouse Worker	465	98