



**NonprofitCenter**  
of Northeast Florida

# **2023 Nonprofit Center of Northeast Florida Compensation and Benefits Report**

**Connect.  
Strengthen.  
Advocate.**



**NonprofitCenter**  
of Northeast Florida

June 21, 2023

# Nonprofit Center of Northeast Florida

The Nonprofit Center **connects, strengthens** and **advocates** for a strong nonprofit community.

- 350+ Nonprofit Members
- Monthly E-News
- Advocacy & Lobbying
- Connection to Grants
- Consulting & Coaching
- Peer Convening Groups
- Workshops & Trainings
- Job Posting
- Online Learning Lab & Toolkits
- Board Bank
- Local Research
- And More!

[nonprofitctr.org](http://nonprofitctr.org)



# Today's Agenda

- **Why** a compensation and benefits report?
- **What** are the key findings?
- **How** can organizations use the data?
- **What** are the next steps for the sector?



# Why a Compensation & Benefits Report

- It's useful business tool – Regularly repeated, locally focused and ultra-specific.
- It's a timely snapshot – Post-pandemic, tight labor market, high inflation.
- It's a measuring stick – helping make sense of our past and improve our future.



# Commitment to Diversity, Equity & Inclusion

We believe that diversity, equity, and inclusion (DEI) make us a better and stronger organization; our organization's values are furthered and expanded upon by our commitment to putting equity at the center of our work.

We are on a journey to advance racial equity by being an inclusive leader in the nonprofit sector, acting with intention, and engaging and supporting diverse individuals.

We are dedicated to leveraging our reputation and resources to create a more equitable sector that not only understands the importance of DEI in our work, but also leads the way as catalysts for change.



**"There is ample proof that employers create real value for their institutions when they invest significantly in their employees."**

---

— Rusty Stahl, CEO  
Fund the People



2  
0  
2  
3

# INSPIRE

## NONPROFIT WORKS

**September 14, 2023**

**4800 Deerwood Campus Pkwy  
Jacksonville, FL 32246**

Tickets on sale now at  
[nonprofitctr.org/nonprofit-works-inspire](https://nonprofitctr.org/nonprofit-works-inspire)



**NonprofitCenter**  
of Northeast Florida

# Thank you to the Report Sponsors!



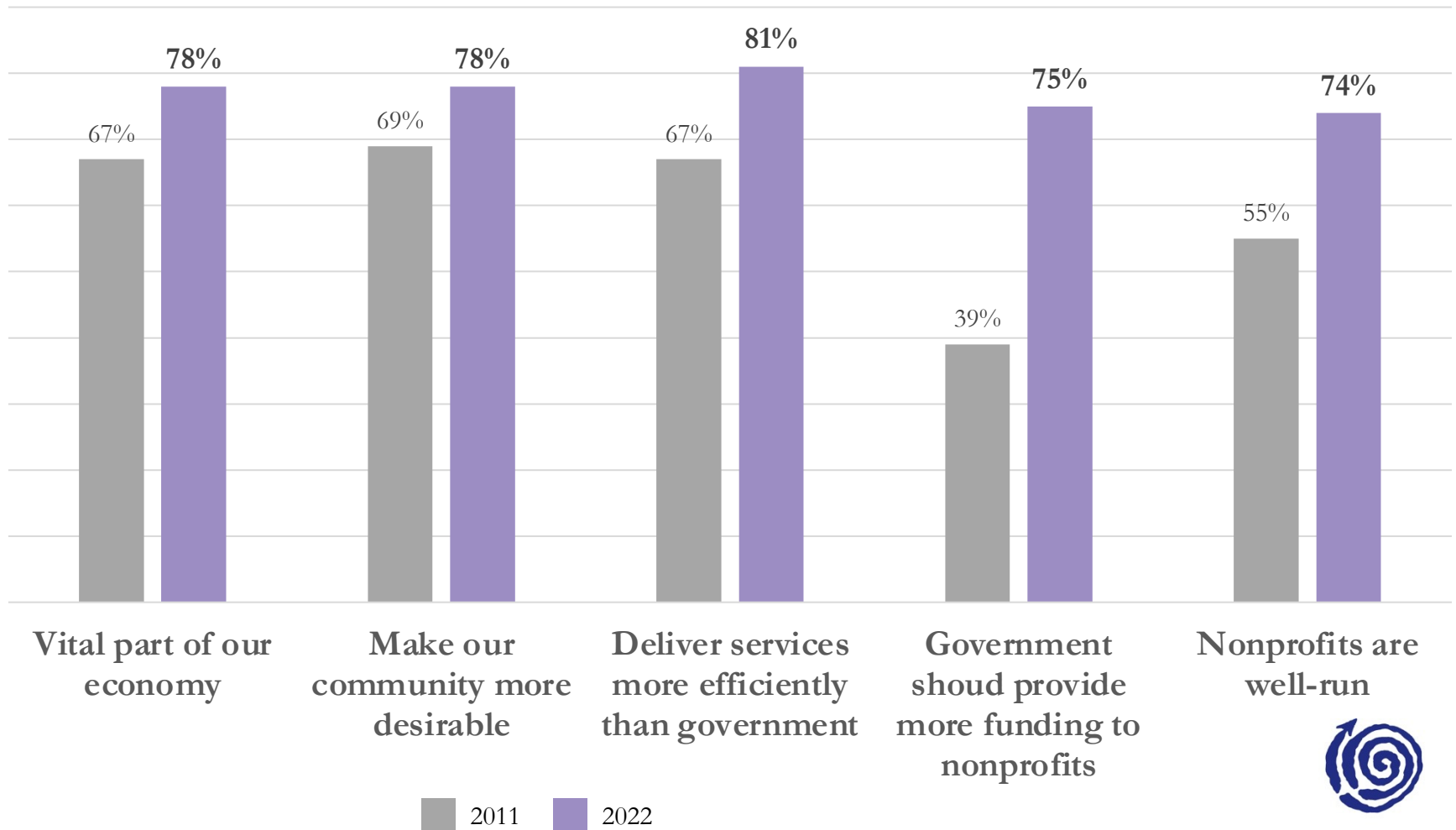
THE COMMUNITY  
FOUNDATION  
FOR NORTHEAST FLORIDA

*Giving Back. Giving Forward.*





# The Opportunity: Positive Perceptions



# 2023 Nonprofit Center of Northeast Florida Compensation and Benefits Report

---

Crucial Data for the Nonprofit  
Sector and a Vibrant, Inclusive  
Community



**NonprofitCenter**  
of Northeast Florida

# Why a Compensation & Benefits Report: For Organizations

- **Recruitment and retention:** Leverage a values-driven, meaningful, and equitable to compete in the marketplace for the best talent
- **Easy benchmarking:** Answer common questions about policies, practices, and positions and market comparisons
- **Organizational effectiveness:** Ensure data-driven decision-making around talent management and policies
- **Diversity, equity, and inclusion:** Increase equitable compensation practices and enhance organizational diversity, equity, and inclusion initiatives
- **Investment case making:** Useful data to strengthen the case for investment in talent
- **Compliance:** Ensure adherence to regulations



# Why a Compensation & Benefits Report: For the Sector

- Most nonprofits spend the majority of their budget on personnel — i.e., the change-makers themselves
- Establish a broad understanding of important talent management practices and opportunities for action
- Focus on diversity, equity, and inclusion makes nonprofits and the community a place where everyone can thrive
- Provide answers to important questions about management employment practices, such as wage gaps, overtime practices, benefits, and equity



# Big Changes from Previous Years

## Compensation and Churn

- Median non-executive and front-line worker **salary increases** — but not enough to keep pace with inflation
- Increase in current and projected **turnover**

## Demographic and Policy Trends

- **Marginal change** for the better in:
  - Board and executive diversity
  - Policies around non-discrimination and family leave
  - Wage gaps

## Added Questions

- Diversity, equity, and inclusion **initiative staging and future plans**
- Forecast for **staffing levels and competition for talent**



# About the Report

## WHO

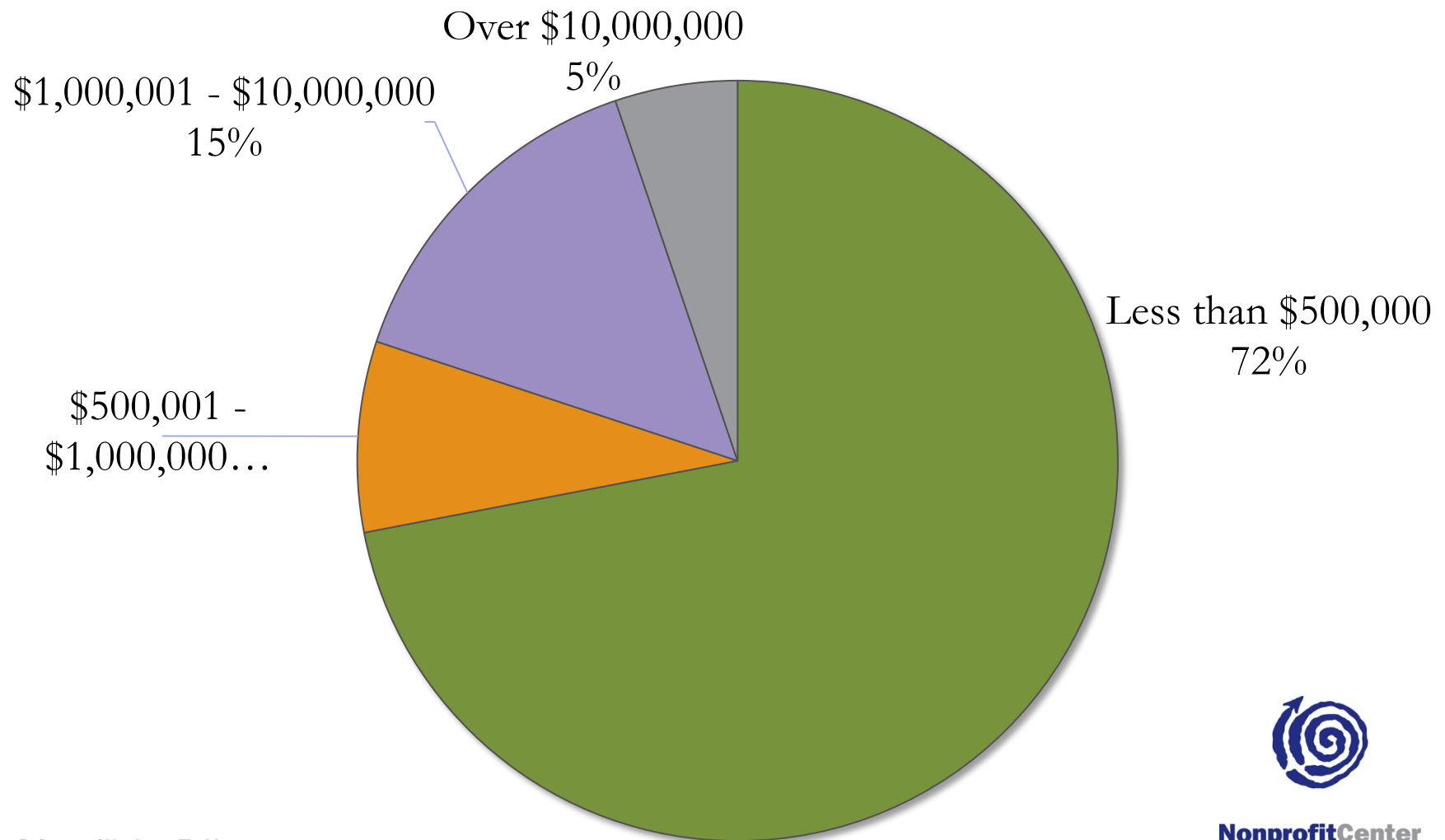
- 86 Northeast Florida nonprofit organizations
- 6,000+ employees represented
- \$2,000,000 - Median revenue of participating organizations

## WHAT

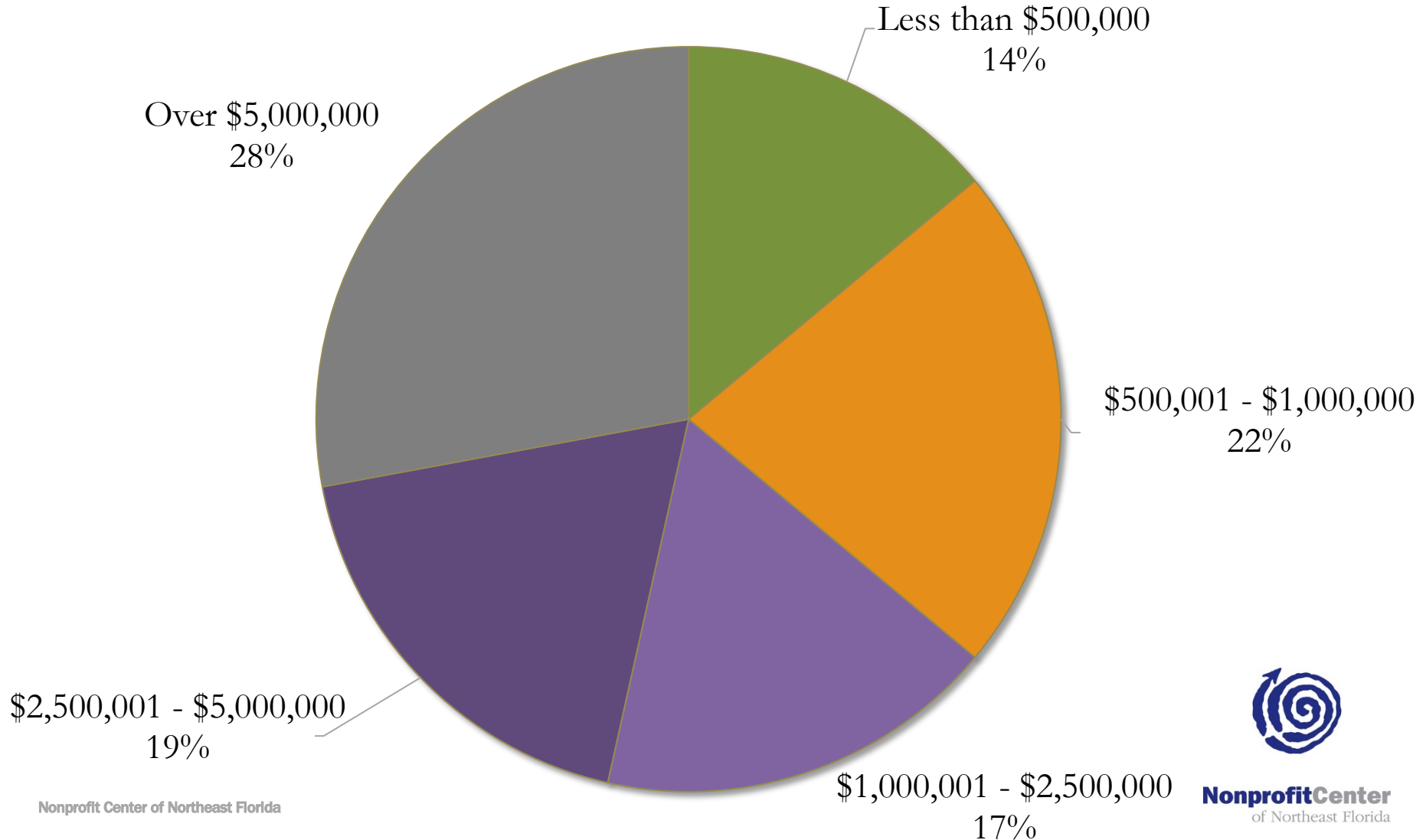
- 106 different job titles
- Benefits, compensation, and demographics
- Policies and practices
- Past and future trends
- Represent *actual* practices, not an ideal



## Context: Sector Overall by Budget Size



# Context: Survey Participants by Budget Size





# Survey Participants by Field

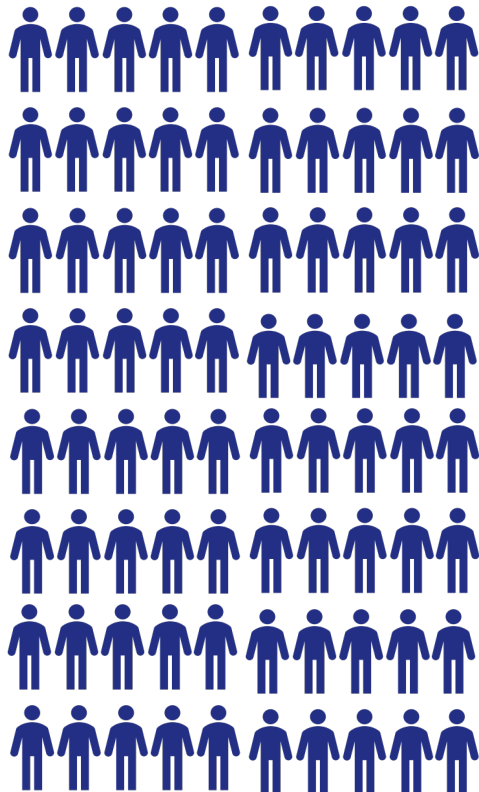
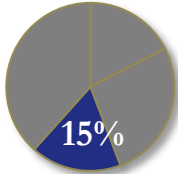
Participation by Field of Service	
Field of Service	# of Organizations
Arts & Culture	7
Education	12
Health	9
Human Services	38
Community Services	14
Environment & Animal Welfare	6
<b>Total</b>	<b>86</b>



# Survey Participants: Staff Size

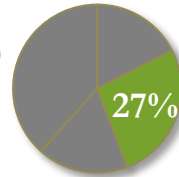
76+

FTEs



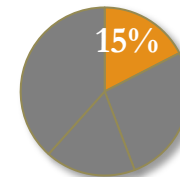
26-75

FTEs



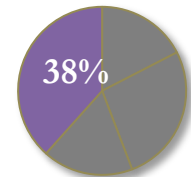
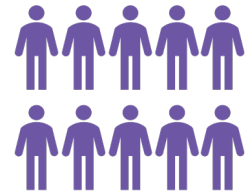
11-25

FTEs



1-10

FTEs



# Survey Participants Staff Size by Budget

Annual Expenses	Average Number of Full-Time Equivalent Employees (FTEs)
To \$500,000	2
\$500,001-\$1,000,000	6
\$1,000,001-\$2,500,000	19
\$2,500,001-\$5,000,000	39
Over \$5,000,000	139



# Trends and Pandemic Impacts

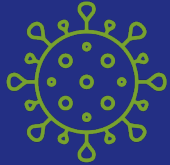
---

A Look at Pain Points and Priorities  
for Nonprofit Organizations



**NonprofitCenter**  
of Northeast Florida

# Key Findings: COVID-19 Impact



**Pandemic recovery: 53% report they are currently only slightly or not at all affected.**

→ What does this phase of recovery look like for the remainder?



**More than half of organizations are using remote or hybrid work in most job categories.**

→ What are the lessons learned and best practices?



# Trends in Remote, Hybrid, and In Person Work

Employee Groups	% of Organizations		
	Remote	Hybrid	In-Person
Corporate administration (Exec, Office, HR, IT)	7%	43%	50%
Accounting/Finance	11%	45%	44%
Development	1%	56%	43%
Program Services	2%	39%	59%



# Leadership Teams

---

Implications for the Communities  
We Serve



**NonprofitCenter**  
of Northeast Florida

# Key Findings: Leadership Teams

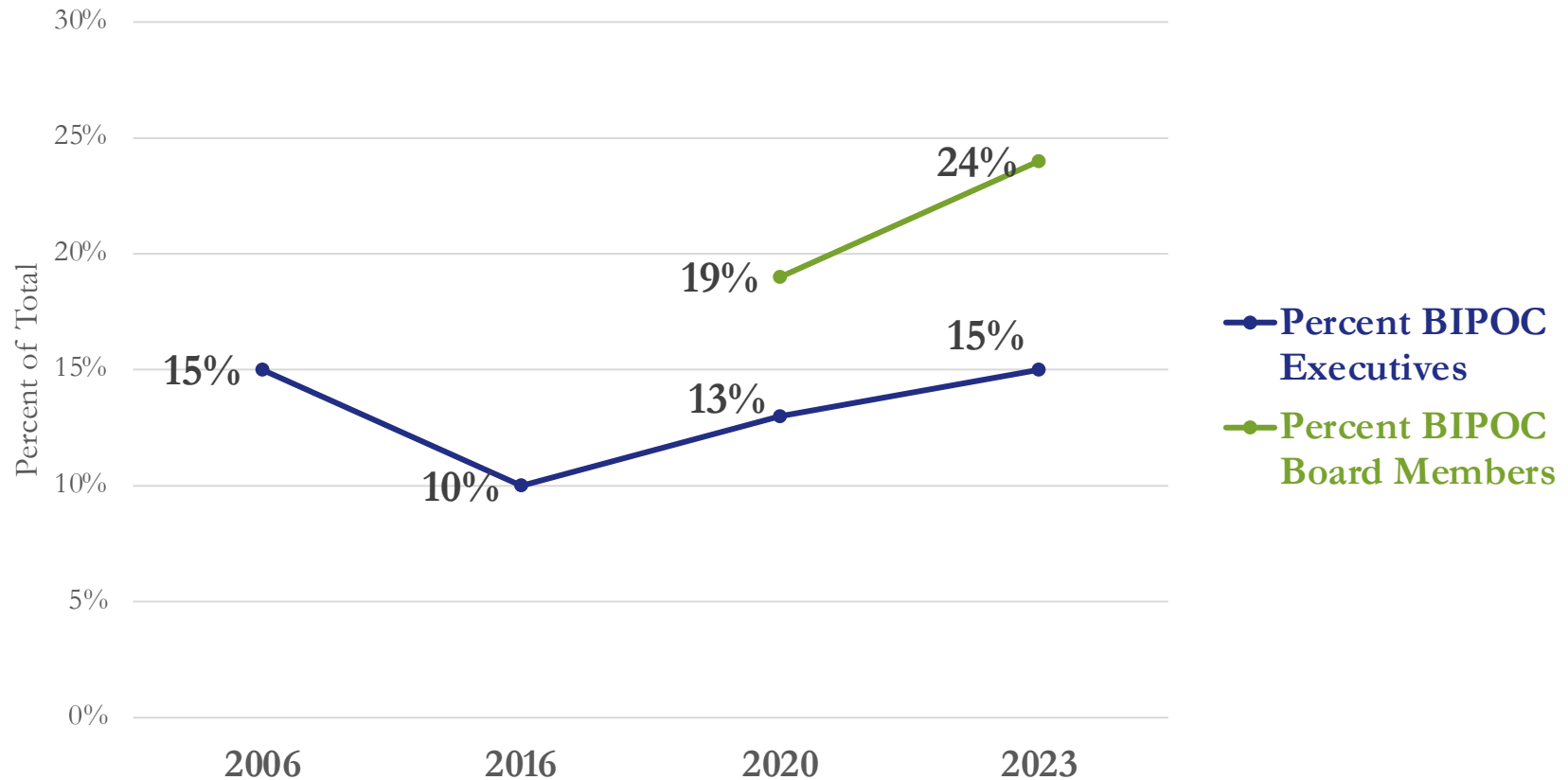


Sector leadership is overwhelmingly White: 85% of CEOs, 76% of board members. Change over the years is marginal.





# Racial Diversity on Leadership Teams



# Race/Ethnicity of Leadership Teams, 2023

Race/Ethnicity	% of CEO/Executive Directors	% of Board Members
African-American/Black	12%	17%
Asian-American	1%	3%
Caucasian/White	85%	76%
Hispanic/Latinx	1%	3%

*Less than 1% or no responses recorded for Native American/Alaska Native, Native Hawaiian/Pacific Islander, or other race reported.*



# Race/Ethnicity of All Staff

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	35%	24%	14%	21%	29%	38%
Part-Time	30%	22%	19%	35%	36%	30%
Asian American: Full-Time	2%	0%	3%	3%	2%	2%
Part-Time	3%	3%	13%	8%	2%	2%
Caucasian/White: Full-Time	49%	67%	69%	68%	58%	45%
Part-Time	54%	69%	63%	47%	48%	54%
Latinx/Hispanic: Full-Time	10%	5%	5%	4%	8%	11%
Part-Time	10%	6%	6%	10%	10%	10%
Native American/Alaska Native: Full-Time	<1%	0%	0%	0%	0%	<1%
Part-Time	<1%	0%	0%	0%	0%	<1%
Native Hawaiian/Pacific Islander: Full-Time	<1%	0%	2%	0%	1%	<1%
Part-Time	<1%	0%	0%	0%	1%	<1%
Two or more of the above: Full-Time	3%	5%	6%	3%	2%	3%
Part-Time	3%	0%	0%	0%	3%	3%
Decline to state/Other: Full-Time	1%	0%	2%	<1%	1%	1%
Part-Time	<1%	0%	0%	0%	1%	<1%



# Key Findings: Leadership Teams



Sector leadership is overwhelmingly White: 85% of CEOs, 76% of board members.



Sector staff are 81% female; 70% of CEOs are female. Yet just over half of board members are male. And male CEOs earn more than female CEOs.

## What is the impact on communities we serve?



# Gender Differences: CEOs and Boards

## CEO Salaries by Gender and Budget Size

Organization's Annual Expenses	% Male	Median Salary, Males	% Female	Median Salary, Females
To \$500,000	37%	insufficient data	63%	\$56,700
\$500,001 - \$1,000,000	21%	insufficient data	79%	\$90,000
\$1,000,001 - \$2,500,000	33%	\$127,500	67%	\$121,800
\$2,500,001 - \$5,000,000	25%	\$106,494	75%	\$132,400
Over \$5,000,000	37%	\$181,414	63%	\$172,000
<b>All Responses</b>	<b>30%</b>	<b>\$140,000</b>	<b>70%</b>	<b>\$121,888</b>

## Board of Directors Members by Gender

Gender	# of Board Members	% of All Board Members
Male	627	52%
Female	587	48%
Another gender identity	1	<1%



# Key Findings: Leadership Teams



The average CEO is 55 years old and has been in their role for 7.9 years. Overall, 32% of nonprofits expect a transition in the position in the next 3 years.



55% have a completed and updated emergency succession plan in place for their CEO position. 51% have a completed and updated non-emergency succession plan. This is up from 20% in 2006 and 40% in 2016.



17% are expecting a transition *and* do not have a non-emergency succession plan.



# Equity: Policies and Practices

---

The Landscape of Current and  
Planned Equity Work



**NonprofitCenter**  
of Northeast Florida

# Key Findings: Practices and Benefits



**91% of organizations have a non-discrimination policy.** 81% have non-discrimination policies that include gender identity and expression, and 91% have a policy that covers sexual orientation.



**81% offer some type of insurance coverage,** at an average cost to these organizations of \$687 per employee per month (up from \$580 in 2020).



**31% offer paid parental leave.** This is up slightly from 2016.





# Key Findings: Diversity, Equity, Inclusion



Nearly three-quarters of organizations are in some stage of work around diversity, equity, and inclusion.

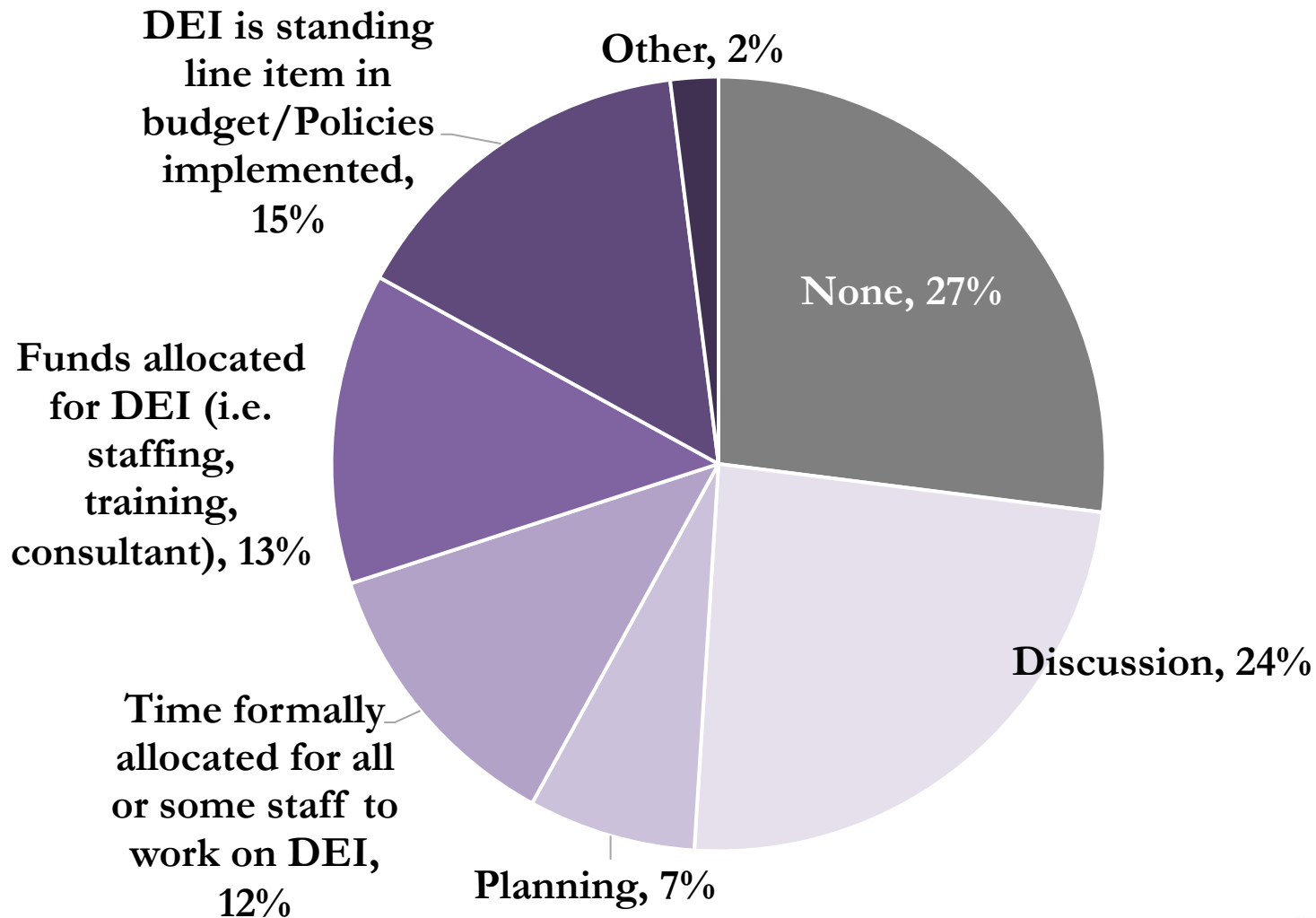
→ How can we gather organizations to share learnings and collectively move to greater action?



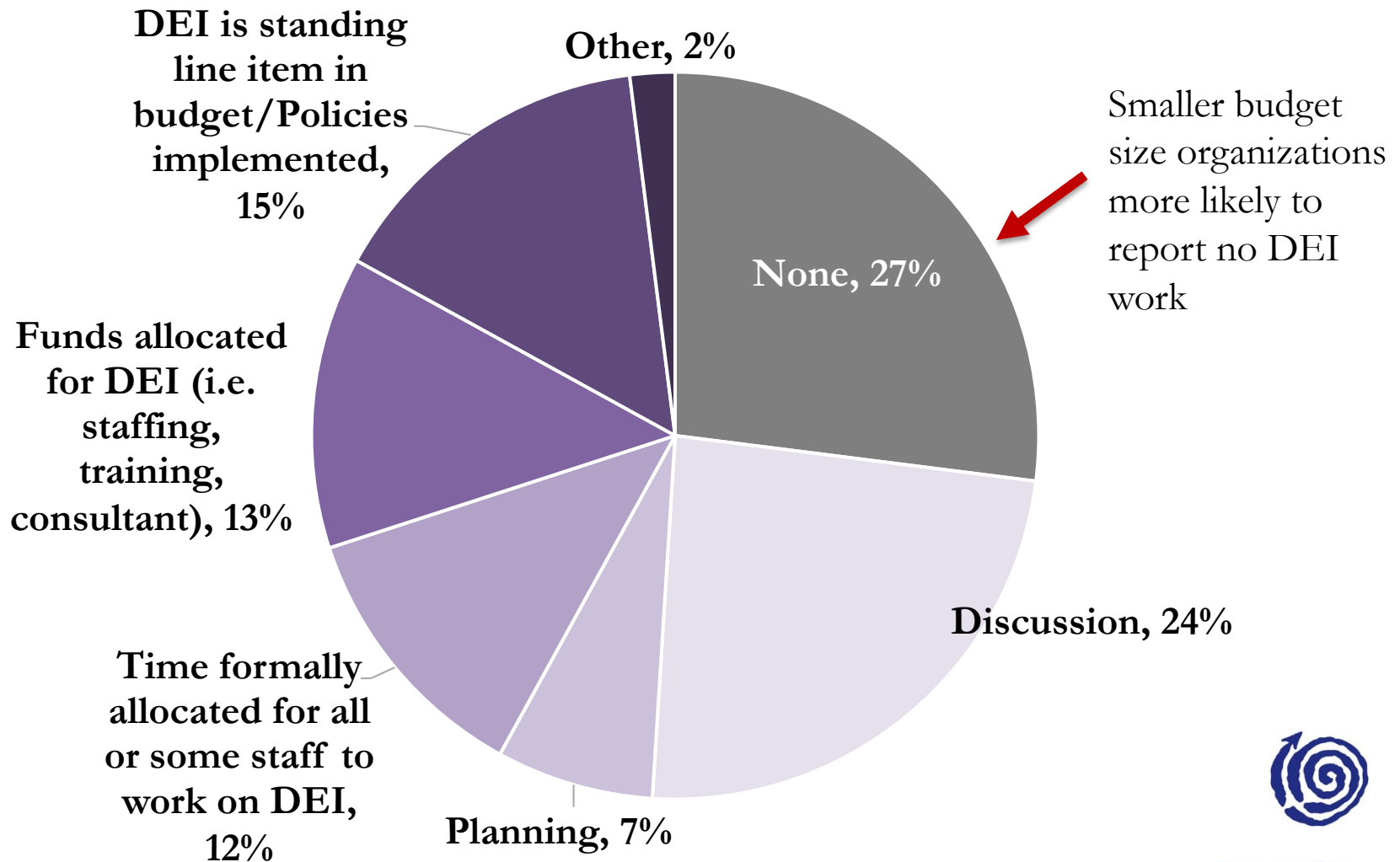
**DEI training continues.** 70 percent of organizations working on DEI are planning to offer staff training, and more than half are working with a consultant on their plan.



# Deeper Dive: Nonprofit DEI Initiative Staging



# Deeper Dive: Nonprofit DEI Initiative Staging



# Deeper Dive: Nonprofit DEI Work

Reason why organization has not engaged in DEI work	% of Organizations
We are a BIPOC-led or other minority-centered organization and DEI issues are “baked into” our entire operating strategy	22%
Not a priority at this time	39%
Concern about state and other regulations	17%
Other	22%

	% of Organizations	
	Yes	No
Between 2019 – 2023, has your organization worked with or will you work with a consultant or firm to help support your DEI work?	51%	49%
Does your organization plan to provide DEI-related training for the staff in 2023?	70%	30%
Does your organization plan to provide DEI-related training for the board in 2023?	41%	59%



# Key Findings: Economic Realities

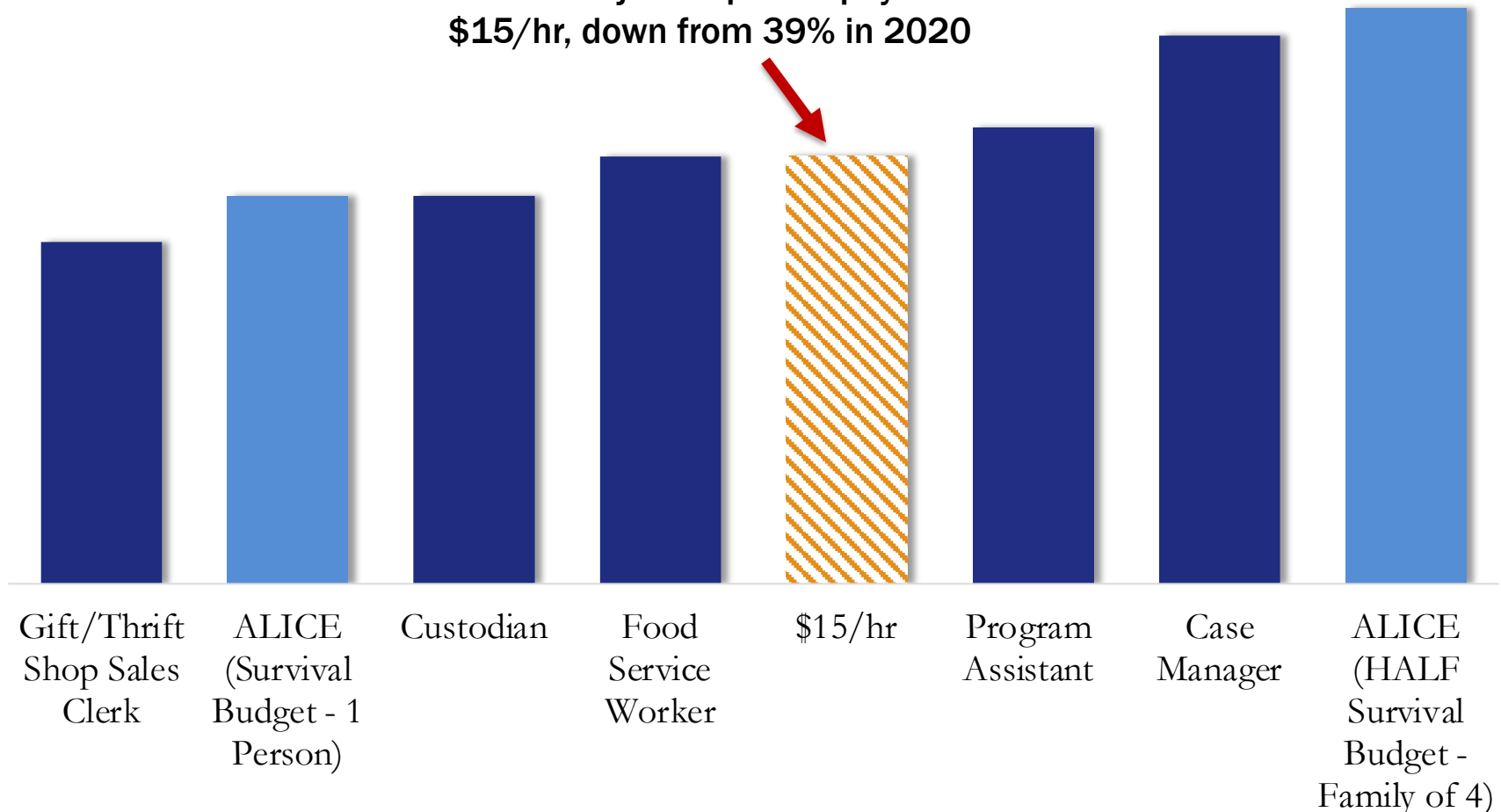


Median base pay for all non-executive employees in the survey is \$40,000. This is comparable with the region as a whole but has not kept pace with inflation.



# 2023 Essential Nonprofit Worker Median Salaries Compared to ALICE Wages

21% of all jobs reported pay less than \$15/hr, down from 39% in 2020



# Key Findings: Economic Realities



**Median base pay for all non-executive employees in the survey is \$40,000.** This is comparable with the region as a whole but has not kept pace with inflation.



**Tight labor market continues.** Virtually all (96%) of organizations anticipate growing their staff or staying at level staffing, but more than half are having trouble hiring or retaining employees in program delivery.

4 in 5 expect increased competition for talent in the upcoming year.



# Next Steps: Your Organization's Checklist

- If you participated in the survey: Expect to receive the full report PDF today. A \$300 value!
- If you did not participate: Download the Executive Summary from our website. To get the full report, you can purchase the report online (\$300 for non-members, \$150 for members).
- Use member resources: Register for an upcoming training to put the data to use in your organization. Use the Believe in the Good collateral in your recruiting! And don't forget the Job Board and Board Bank to access new talent.
- Schedule a presentation for your board – contact us for more information!





# Next Steps: What the NPC Is Doing

- Helping nonprofits stay competitive in the marketplace
  - Resources and research
  - Public awareness collateral
- Upcoming training and events
  - Succession Planning
  - Organizational Leadership
  - Volunteer and Staff Management
  - Nonprofit Works: Inspire
- Nonprofit Center DEI initiative



2  
0  
2  
3

# INSPIRE

## NONPROFIT WORKS

**September 14, 2023**

**4800 Deerwood Campus Pkwy  
Jacksonville, FL 32246**

Tickets on sale now at  
[nonprofitctr.org/nonprofit-works-inspire](https://nonprofitctr.org/nonprofit-works-inspire)



**NonprofitCenter**  
of Northeast Florida

# Table Talk: Activating the Data

- At your table, discuss the following questions:
  - What resonated with you? What surprised you?
  - What are the future implications of this information for your organization? For the sector?
  - Given most are expecting increased competition, what are you doing to recruit and retain employees?
- Be prepared to share out:
  - ONE thing your table had in common
  - Any ideas for individual, organizational, or collective action moving into the future



# Table Talk Report Out: Commonalities

- Commonalities and themes:
  - Need to educate ourselves and employees, develop a growth mindset
  - Continuing to grapple with COVID impact and the complexities of return to office
  - Surprise and concern about diversity in board and executives
  - Challenges with recruitment and retention
  - For some roles, there's no opportunity for remote or hybrid work
  - There are many small budget size organizations
  - Issues with staff burnout, especially those who work directly with vulnerable individuals and families
  - Balancing hybrid work
  - There is huge value in using a PEO (professional employer organization)
  - Working at a nonprofit is not and should not be considered a vow of poverty!
  - Need for advocacy with government and other contracts not keeping pace with inflation



# Table Talk Report Out: Ideas and Successes

- Benchmarking benefits and communicating about it to improve recruitment and retention
- Preparing total compensation reports and sharing with employees to better communicate value and help them see the full picture
- Working on wellness initiatives to help with burnout
- Creating equity in bonus, compensation, PTO and other policies
- Sabbaticals and PTO – use your executive role to provide them where possible
- Socializing this data with boards, funders, and governments
- Offer benefits! It might take some time but it can be done
- Providing education benefits and student loan assistance
- Some finding success using more part time workers, others finding success using more full time workers – do what works for you
- Deliver information in small bites
- Bonus structures and incentives based on meeting goals
- Suggestion box – but make sure you take the suggestions to hear!
- Be aware of the SECURE Act
- Use the Gallup survey or other climate survey to improve retention



# Upcoming Events

- **Essentials Series: Making Smart Marketing Choices** – Thursday, June 22, 9-10:30 a.m.
- **Eleanor Ashby Beaches Series: Ensuring Employee and Volunteer Success** – Thursday, June 29, 9 a.m.-noon
- **Preparing for Leadership Transition** – July 11, 9 a.m.-4 p.m.
- **Small and Strong Convening**– July 12, 11:30 a.m.-12:30 p.m.
- **Essentials Series: Volunteer Management** – July 13, 9-10:30 a.m.

For more information visit [nonprofitctr.org](http://nonprofitctr.org)



# For More Information

**For more information about the report, contact:**

Deirdre Conner, Vice President

Nonprofit Center of Northeast Florida

dconner@NonprofitCtr.org

904-425-8758

To learn more and download the executive summary, visit

<https://nonprofitctr.org/research-resources/research/>

