

## NONPROFIT SALARIES and STAFFING TRENDS

*For Greater New York City  
Area NonProfits*

[www.pnpstaffinggroup.com](http://www.pnpstaffinggroup.com)

NEW YORK  
212.546.9091

PHILADELPHIA  
267.360.2194

WASHINGTON DC  
202.719.9600



## NONPROFIT AND ASSOCIATION SALARIES & TRENDS 2020

### *Overview, Issues, and Challenges for Greater New York City Area*

#### OVERVIEW

The nonprofits we surveyed, from New York City to Washington, DC, are generally optimistic about their prospects for 2020. That confidence is supported by active and forward-looking strategic planning by the organizations participating in the PNP survey.

Conducted in October 2019, more than 1,200 nonprofits responded to PNP's annual survey of nonprofit salaries and staffing trends.

This Report provides details on current salary ranges for 45 nonprofit professional positions in organizations with 5 different budget-sizes in the greater New York City area.

With an underlying confidence about the year ahead, we found that nonprofits are planning to add staff, not only to replace and fill vacancies, but to grow.

In 2020, nonprofits plan to raise salaries, try new and innovative ways to increase revenues, develop sound fiscal strategies, and set sight-raising goals for growth.

All of these expectations reflect the fundamental strengths, resilience, and perseverance in this increasingly important sector of the American economy. Despite changing economic and political times, a highly competitive marketplace for talent, and a number of challenging issues facing the sector, nonprofits are looking to the future with optimism and a strong sense of purpose and determination.

#### ISSUES

There are many issues of concern as nonprofits head into 2020 including concerns regarding race and gender equity for leadership opportunities and low salaries for staff below executive level.

Nonprofit leadership currently does not represent the racial/ethnic diversity of the United States. Persons of color are under-represented on Boards and in executive leadership. Over the last 15 years, the percentage of people of color in the executive director/CEO role has remained under 20%, even as the country becomes more diverse.\*

Although over 50% of nonprofit managers are women, far fewer are in top senior-level leadership positions, particularly in certain nonprofit sectors. Compensation for women executives continues to lag behind male executives.

The issue of low salaries for program and support positions is starting to be addressed by nonprofit organizations as the goal of providing "livable wages" to all nonprofit employees is being promoted.

These issues are being aggressively tackled by organizations themselves with help from foundations, Boards, and support groups. We expect that 2020 will be a year of continued constructive change, development, and transformation for the nonprofit sector.

*\*As reported by The Building Movement Project, Race to Lead: Confronting the Nonprofit Racial Leadership Gap.*

#### KEY CHALLENGES

##### Key Challenge #1: Attracting Top Talent

As generation shifts continue to take effect, attracting top talent to the sector in the years ahead is critical. Salaries for seasoned professionals will continue to increase as the competition grows for experienced staff, especially in fundraising and finance.

Keeping up with compensation in the marketplace is crucial to attracting new talent. The ability to promote one's organization's mission and brand is essential as well.

##### Key Challenge #2: Knowing How to Hire Well

Learning how to hire well continues to be a significant issue for many nonprofits. Organizations that endure vacancies for months generally lack the process and management capabilities to manage hiring the right staff or building the right team. The cost of long vacancies and poor hires is substantial for an organization and can also result in the loss of revenues, inability to serve the community, and a decrease in the capacity for growth.

##### Key Challenge #3: The Hard Truth of Fundraising

Fundraisers today are harder to find in a very competitive marketplace due to unrealistic demands by organizations, lack of Board and senior management support, and compensation that has not grown substantially over the last decade. *51% of fundraisers note that they will leave their current nonprofit within 2 years and 30% say they plan to leave fundraising altogether\** over the next few years.

##### Key Challenge #4: Succession Planning

Succession planning will become more important than ever as dramatic changes in the sector continue over the next few years. As Baby Boomers leave the sector, leadership and management must pass from one generation to another. This transition is critical for the sustainability of any organization and must be done smoothly and well. This requires planning.

Strategies for new leadership will be more critical than ever as marketplace changes will heighten the need for new approaches to fundraising; the need for IT development in organizations will be crucial to growth and capacity building; and the need for ways to recruit and retain talent will become more pressing.

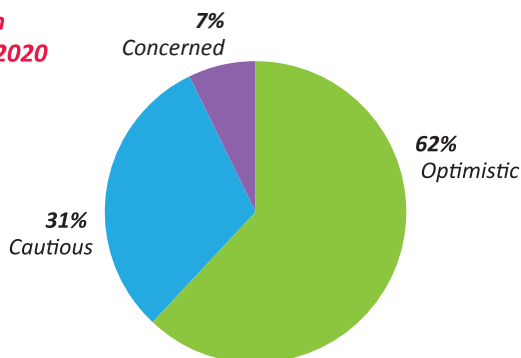
*\*Chronicle of Philanthropy, August 2019*

## KEY FINDINGS IN NYC AREA NONPROFITS

### Key Finding #1: Outlook

Respondents noted the following when asked this question: *How would you describe your nonprofit organization's outlook in 2020?*

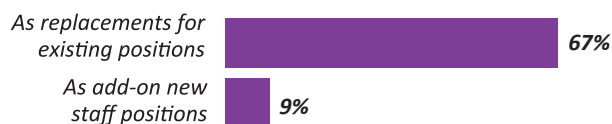
#### Organization Outlook for 2020



### Key Finding #2: Hiring

76% of nonprofits reported that they hired staff in 2019, and 77% confirmed that they plan to hire staff in 2020 as well. In 2019, however, more of those new hires were hired to fill existing positions and to replace staff, whereas in 2020 organizations are planning to hire more add-on staff for new positions.

#### In 2019, 76% of Organizations hired staff



#### In 2020, 77% of Organizations plan to hire staff



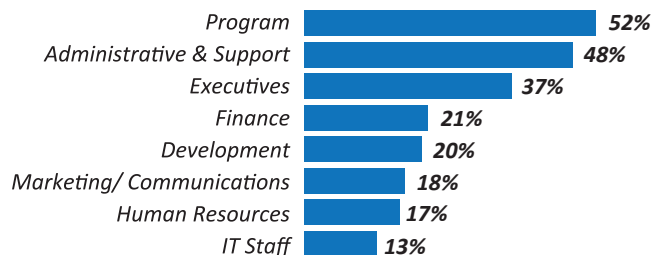
### Key Finding #3: Salary Increases

80% of nonprofits plan on giving their staff at least cost of living raises in 2020; 15% report that they will raise salaries across the board in 2020, but are uncertain of the size of the increase, which may be higher than a cost of living increase; only 5% note that they will keep salaries flat.

### Key Finding #4: Who Will Get Salary Increases

After years of providing the highest compensation increases to senior management and executives, nonprofits are addressing the need to increase salaries for program and support staff below the management level.

#### Percent of nonprofits that are planning more substantial salary increases in the following staff categories



### Key Finding #5: Merit Salary Increases

55% of nonprofit organizations plan to give merit/performance-based salary increases in 2020 – up from 44% in 2019 and 38% in 2018. The concept of merit salary increases continues to grow in importance as organizations embrace rewarding staff for good work as a productive management tool. 31% surveyed note that they occasionally give salary raises on performance criteria, but are undecided about 2020 at this time. Only 14% say it is not their organization's policy to do so.

### Key Finding #6: Concern About Revenue

PNP found that a significant number of nonprofits surveyed expressed concerns about decreased revenues from fundraising in 2019 and reported a variety of strategic action steps planned for the year ahead. Although salaries for experienced fundraisers are very competitive, most organizations did not note that they were aggressively raising fundraising salaries in 2020, although 24% of respondents plan to add fundraising staff to their teams.

#### Organizations plan to deal with fundraising concerns in 2020 in the following ways



## 2020 TALENT MANAGEMENT TRENDS & PRIORITIES

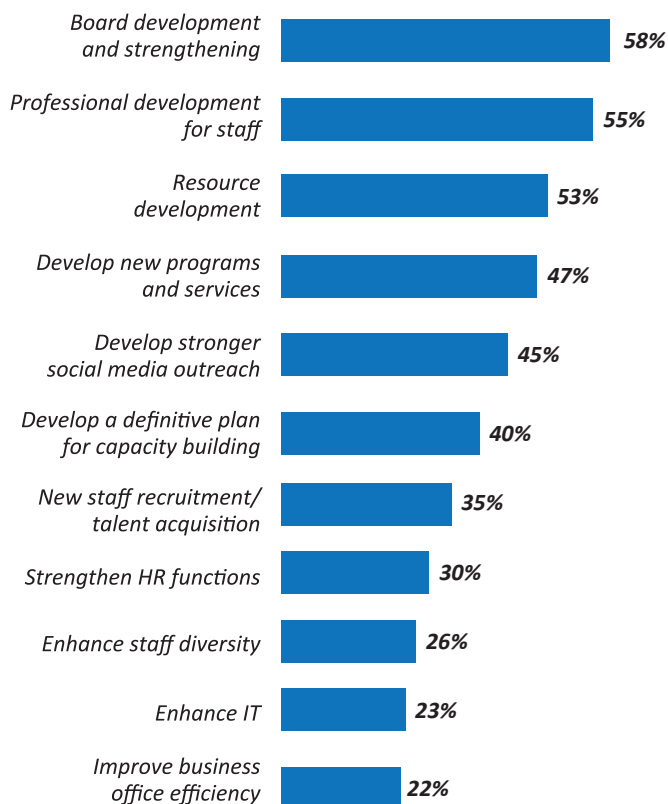
### TRENDS

- Effective talent management is universally recognized in the nonprofit sector as both a necessity and a priority in planning for 2020.
- To retain talent, opportunities for training and professional growth continue to be on top of the list of requirements for staff to remain at an organization.
- 70% of New York City area nonprofits plan to allow staff to work remotely, at least some of the time. The number of organizations offering this benefit has risen steadily in recent years.
- Our survey reflects overall agreement that offering competitive compensation is critical, particularly when the demand for talent exceeds supply. All agreed that losing an experienced professional over salary is not a smart move.
- 64% of organizations report that they have in place, or plan to have in place in 2020, transparent and published guidelines and criteria for salary structures and salary increases.
- While 17 states, including New York and New Jersey, have enacted salary history bans, 78% of New York City area nonprofits reported to PNP that these measures have not adversely affected how they discuss salary offers or handle compensation matters with candidates.
- More than ever, nonprofits understand the value of clear, written and published job descriptions for all positions. 70% of nonprofits surveyed have written job descriptions in place for all staff positions. 28% report that they are in the process of revising and updating job descriptions for all positions. 2% say they only do written job descriptions on an as-needed basis.

### PRIORITIES

The optimistic outlook that most nonprofits expressed in our annual survey is reflected in and underscored by their planning priorities. The top six priorities listed by nonprofits all focus on development of the organization's sustainability and capacity to grow.

#### Nonprofit organizational priorities for 2020



### HAVE NONPROFIT SALARIES REALLY BEEN GOING UP?

PNP's survey results indicate that nonprofits clearly recognize the importance of paying competitive salaries in a competitive marketplace for talent, where the demand for experienced, productive, reliable skills is exceeding the supply.

PNP has been publishing annual survey reports on nonprofit salaries and staffing trends for 18 years. Doing this report for 2020 has encouraged us to look back over our findings for the past decade in particular. We are now assembling a significant overview of how nonprofit salaries have changed.

To see how nonprofit salaries have changed over the last 10 years, and the prospects for salary changes in the future, look for PNP's special report on **Have Nonprofit Salaries Gone Up?** This report will present an overview of the last 10 years of nonprofit salaries — where they have grown, and by how much; and where they have not. As always, we will look at all the key staff positions in different organizational budget-size categories.

**Watch your email and our website for the publication of this important resource in early February 2020.**

## NEW YORK CITY AREA SALARY RANGES

POSITIONS	BUDGET SIZES AND 2019 SALARIES				
	under \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M - 50M	over \$50M
<b>Senior Management</b>					
CEO/President	190-200K	210-250K	250-270K	280-360K	375-430K
Executive Director	150-160K	160-190K	200-240K	240-275K	280-330K
Chief Operating Officer	120-130K	140-160K	160-180K	190-210K	220-260K
Chief of Staff	N/A	130-140K	140-160K	160-180K	170-190K
<b>Finance</b>					
CFO/VP Finance	130-140K	150-170K	175-200K	210-230K	240-290K
Director of Finance	90-100K	110-130K	120-140K	150-180K	180-200K
Controller	80-90K	90-100K	100-120K	110-130K	140-160K
Staff Accountant	60-70K	70-80K	70-80K	75-90K	80-100K
Bookkeeper	45-55K	45-60K	50-65K	60-70K	60-80K
<b>Fundraising &amp; Resource Development</b>					
Chief Development Officer / VP Dev	125-140K	140-170K	180-200K	210-230K	240-290K
Director of Development	90-100K	110-120K	120-150K	140-190K	185-210K
Director of Major Gifts	80-90K	90-100K	100-120K	120-150K	160-175K
Director of Foundation / Corporate Relations	80-90K	80-90K	100-110K	110-120K	125-150K
Director of Special Events	60-70K	70-80K	75-90K	80-95K	90-100K
Grants Writer	60-70K	60-75K	70-80K	70-80K	75-90K
Development Associate	50-60K	60-70K	60-70K	60-75K	70-80K
Development Assistant	40-50K	40-50K	40-50K	45-55K	50-60K
<b>Marketing &amp; Communications</b>					
CMO/VP Marketing /Communications	90-100K	110-140K	130-150K	160-180K	190-220K
Director Marketing/Communications	80-90K	90-100K	100-115K	120-130K	120-140K
Director of Advocacy/Gov Relations	N/A	100-120K	110-125K	120-130K	130-150K
Marketing Manager	60-70K	60-70K	70-80K	70-80K	80-95K
Social Media Professional	50-60K	50-60K	55-70K	60-75K	70-80K
Marketing Associate	40-50K	50-60K	60-70K	60-70K	65-75K
<b>Programs</b>					
Chief Programs Officer/VP Program	110-120K	130-150K	155-175K	170-200K	210-250K
Director of Programs	80-90K	80-95K	100-120K	120-140K	130-150K
Program Associate	50-60K	50-60K	55-70K	60-75K	70-80K
Program Assistant	40-50K	40-50K	40-50K	45-55K	50-60K
<b>Human Resources/Talent Management</b>					
Chief Talent Management Officer/VP	90-100K	110-125K	120-130K	130-155K	160-190K
Director of HR / Talent Management	80-90K	90-110K	110-120K	115-130K	130-150K
HR Manager	65-75K	70-80K	70-80K	75-90K	85-100K
Benefits Manager	60-70K	60-70K	65-75K	70-80K	80-90K
HR Associate	40-50K	45-55K	50-60K	50-60K	55-70K
<b>Membership &amp; Meetings</b>					
VP/Director of Membership	N/A	100-115K	120-140K	130-140K	140-160K
Membership Manager	60-70K	60-70K	70-80K	80-90K	85-100K
VP/Director of Meetings	N/A	80-90K	90-110K	100-125K	130-145K
Meeting Planner	50-60K	50-60K	60-70K	60-70K	70-80K
<b>IT &amp; Database Management</b>					
CTO / CIO / VP	90-120K	110-130K	130-160K	150-175K	180-210K
Director of IT	75-85K	90-115K	110-135K	130-160K	160-190K
Network Administrator	60-70K	70-80K	80-90K	80-90K	90-120K
Database Manager	60-70K	60-75K	70-80K	80-90K	85-100K
Website Manager	45-55K	60-70K	65-75K	70-80K	80-90K
<b>Administration &amp; Support</b>					
Executive Assistant	50-60K	50-60K	60-70K	70-80K	75-85K
Administrative Assistant	40-45K	40-50K	40-50K	45-55K	50-65K
Office Manager	50-55K	50-60K	55-65K	60-70K	60-70K
Receptionist	35-40K	40-50K	40-50K	40-50K	45-55K



## NEW YORK CITY AREA SALARIES & STAFFING TRENDS 2020 REPORT

### HOW TO USE THIS REPORT

This report provides you with most of the key positions critical to the management of a nonprofit organization and with information needed to be able to effectively recruit and retain talented staff in today's competitive marketplace. In addition, it gives you some key markers for planning for 2020.

Salary ranges for 45 positions are given for five different budget sized organizations.

Median salary ranges are noted for each position – to serve as a guideline, rather than a precise predictor, for decision-makers.

If your nonprofit is paying below the salary range listed for a position, in your staff-size category, it means that many organizations in your area are paying a higher salary for a position than you are, putting you at the competitive risk of not being able to recruit and retain the staff you want and need.

To the extent that you can, it is definitely better and more advantageous to lean toward the high side of the salary range when making an offer to talent you wish to hire.

*Through turbulent economic and political times, dealing with issues of structure and governance, resources development, program development and board development, those nonprofits that build an exceptionally capable staff, will be the leaders in the sector in 2020.*

### ABOUT US

**PNP Staffing Group was founded in 1996, as Professionals for NonProfits, to provide staffing services to the nonprofit, association, and social good sector exclusively.**

If you believe as we do that —

- Hiring the best talent is a priority
- Having the right team determines your organization's effectiveness in delivering its mission
- Building an organization requires great staff to work with
- At times, you may need help to find the talent you need in the marketplace

Then, PNP Staffing Group is your staffing firm.

**PNP is a full-service staffing firm offering:**

- **Executive Search**
- **Direct Hire Search**
- **Interim Professionals**
- **Hourly & Long Term Temps**
- **Temp-To-Hire**
- **Consultants**
- **HR Outsourcing**
- **Payrolling Services**

Providing local expertise with a national reach, PNP offers a track record of success and an 80% referral rate from clients.

For more information, visit [www.pnpstaffinggroup.com](http://www.pnpstaffinggroup.com) for free resource material, including reports, newsletters, articles, and executive papers. You can also find all our annual salary reports as well.

Please call us at 212-546-9091 (NYC headquarters office) when you need any staffing services or simply want to discuss your options and staffing strategies.

PNP is a Certified Woman-Owned Business Enterprise.

*PNP believes in the power of nonprofits to make a difference in people's lives, and provides the staff to help make that difference.*