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COMMUNITY
FOUNDATION

of Sarasota County

2016

NONPROFIT COMPENSATION & BENEFITS REPORT

Sarasota and Manatee Counties, Florida

POWERED BY SCOPE

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Introduction

The 2016 *Nonprofit Compensation and Benefits Survey* has been administered and analyzed by Sarasota County Openly Plans for Excellence (SCOPE) on behalf of the Community Foundation of Sarasota County. This is the fourth survey of its kind and the first since 2010. Prior surveys were conducted in 2006 and 2008. The 2010 survey was based on data from the 2009 fiscal year with a focus on organizational responses to the recession our community was going through at the time. The 2016 survey is based on data from the 2015 fiscal year with a greater emphasis on present conditions and plans for the current fiscal year.

Where appropriate, we compare and contrast the 2016 survey data with that of the 2010 survey in an attempt to highlight potential changes and trends. We do so with an important disclaimer: variation in the survey results between 2010 and 2016 may be due to the participation of different organizations in the current survey than in the past survey, and changing conditions within organizations that have participated in past surveys.

We hope that the data provided here will prove helpful in the following ways:

- It provides a current assessment of compensation, benefits, and work flexibility arrangements for participating organizations
- It provides an overview of part-time vs. full-time employment ratios
- It allows for an evaluation of industry standards for compensation for a range of positions
- It provides users with insight into salient changes in the above areas during the past six years

Please feel free to contact us with any questions you have.

Roxie Jerde, President & CEO
Community Foundation of Sarasota County

John McCarthy
Sarasota County Openly Plans for Excellence (SCOPE)

Survey Team: Frank Alcock, Susie Bowie, Leah Duncan, Juliana Musheyev, Sandi Stewart

Executive Summary: Highlights

Staffing

- Staffing levels were roughly proportional to operating budgets. The ratio of full-time to part-time staff was approximately 2:1 for each budget bracket with the exception of the \$250K to \$499K bracket – this group averaged more part-time staff than full-time staff.
- 67% reported using contract employees.

Salaries

- 52% of respondents anticipated salary increases in 2016. Only 12% planned to hold salaries at current levels.
- Average Executive Director/ Chief Operation Officer (CEO) salaries for the entire sample increased by 6% between 2010 and 2016. Averages for the smallest (Less than \$250K budget) and largest (over \$10 million budget) organizations actually declined.
- Average salaries for other top management positions increased from 1-10% between 2010 and 2016. Staff salaries appear to have increased by equal or greater amounts in most cases with a few exceptions.

Other Highlights

- Nearly half of respondents reported a regional focus (broader than a single county but narrower than a state, national or international focus).
- 51% of respondents allowed for flexible scheduling, up from 42% in 2010. Another 18% reported that they are considering a flexible scheduling policy.

About Our Respondents

Operating Budget

Less than \$250K—14%	\$250-\$499K—13%
\$500-\$999K—22%	\$1M-\$2.49M—18%
\$2.5M-\$4.9M—10%	\$5M-\$9.9M—11%
Over \$10M—11%	

Mission Focus

Human Services—45%	Education—16%
Arts & Cultural—14%	Health/ Wellness—8%
Civic & Community Improvement—7%	
Environmental/ Scientific- 3%	
Animal Welfare —7%	

31% of respondents reported use of the 2008 NRC Compensation & Benefits Survey as a reference used in determining employee salaries.

Geographic Scope

Sarasota County Only – 17%	Manatee County Only – 9%
Charlotte County Only – 7%	Regional – 47%
Statewide – 5%	National – 9%
International – 7%	

*Percentages may not add up to 100 due to being rounded up or down to the nearest whole number.

Methodology

In 2005-06, the Community Foundation of Sarasota County's Nonprofit Resource Center (NRC) survey team reviewed a variety of compensation and benefits survey instruments from other nonprofit communities and groups, and conducted the first local survey of nonprofit compensation and benefits. The survey was repeated in 2008 and 2010 with different online tools (Survey Monkey in 2010).

The 2016 survey was conducted in similar fashion to the 2010 survey. The survey sample pool was selected from the Community Foundation of Sarasota County's *The Giving Partner* database. Criteria for participation were: 1) a registered 501 (c)(3) nonprofit; 2) providing services in the Sarasota and or Manatee County area; and 3) at least one full-time paid staff member. Based on these criteria, 298 area community nonprofit organizations were asked to participate in the survey. Follow-up phone and e-mail contact was initiated with these organizations to further encourage participation and/or to address questions regarding the survey.

There were 107 participating organizations in the 2016 survey – a 36% response rate. The participating organizations that gave permission to be listed can be found on page 40 of this report.

Confidentiality of the electronic data from each of the participating organizations was protected through highly restricted access protocols. Electronically-generated, aggregate data reports were then analyzed by the survey team. This survey report is based on that data analysis.

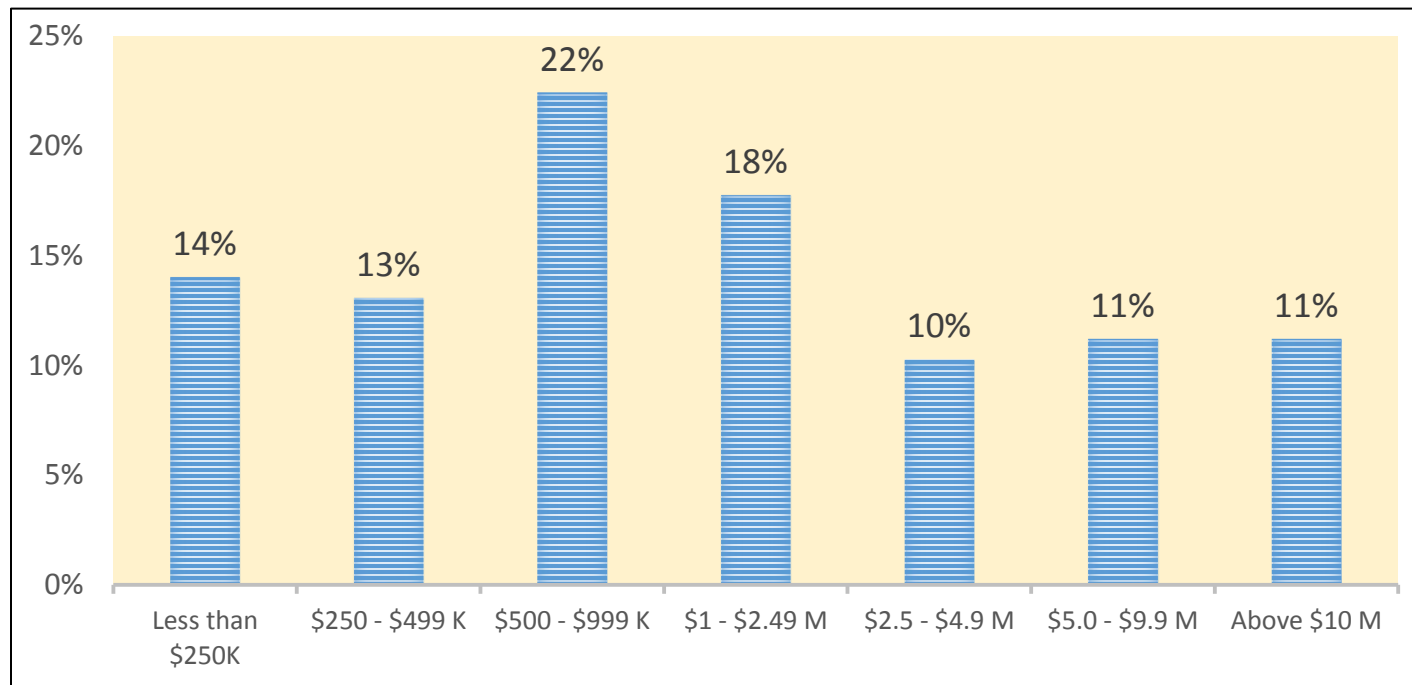
Data was reported when sufficient responses were received. In order to maintain the highest level of confidentiality, at least three responses were required to report data. NOTE: Not every question was answered by each respondent.

The report presents general operating, compensation, and benefits data correlated with operating budget ranges and nonprofit purpose (i.e. human services, animal welfare, etc.). In the compensation levels data, averages, medians, 25th, and 75th percentiles are provided to allow each user the ability to track variations in position salaries. In cases where the respondent sample size was less than 4, data is not shown due to insufficient information. Compensation level data for top executive and functional positions also include box plots to visually demonstrate salary variations. The Executive Summary and comments for selected questions provide some comparative analysis to the 2010 Survey.

General Organizational Information

Survey respondents covered a broad range of annual operating budgets from under \$250K to well over \$10 million. Approximately half the respondents were under the \$1 million threshold with the other half above it. The 2016 sample of respondents was similar to that of 2010, with the only significant difference being a moderate decrease in the number of organizations within the \$250-\$499K budget bracket, and a comparable increase in the number of organizations in the \$500-999K budget bracket.

Respondent Size Distribution: Operating Budget



Budget	Response Percent	Response Count
Less than \$250K	14%	15
\$250 - \$499 K	13%	14
\$500 - \$999 K	22%	24
\$1 - \$2.49 M	18%	19
\$2.5 - \$4.9 M	10%	11
\$5.0 - \$9.9 M	11%	12
Above \$10 M	11%	12

N = Number of respondents

*Percentages may not add up to 100 due to being rounded up or down to the nearest whole number.

General Organizational Information

Staffing levels were roughly proportional to operating budgets. The ratio of full-time to part-time staff was approximately 2:1 for each budget bracket with the exception of the \$250K to \$499K bracket – this group averaged more part-time staff than full-time staff. There was a noticeable decrease in the average full-time staff size in the >\$10 million bracket, but this is most likely the result of a calculation error or outlier organization in the 2010 survey.

Respondent Size Distribution: Staffing

Budget of Organization	N	Average Numbers of Paid Staff	
		Full-time	Part-time
Less than \$250K	15	2	1
\$250 - \$499 K	14	4	10
\$500 - \$999 K	24	5	3
\$1 - \$2.49 M	19	15	9
\$2.5 - \$4.9 M	11	30	20
\$5.0 - \$9.9 M	12	80	36
Above \$10 M	12	101	67
Total	107	28	17

N = Number of respondents

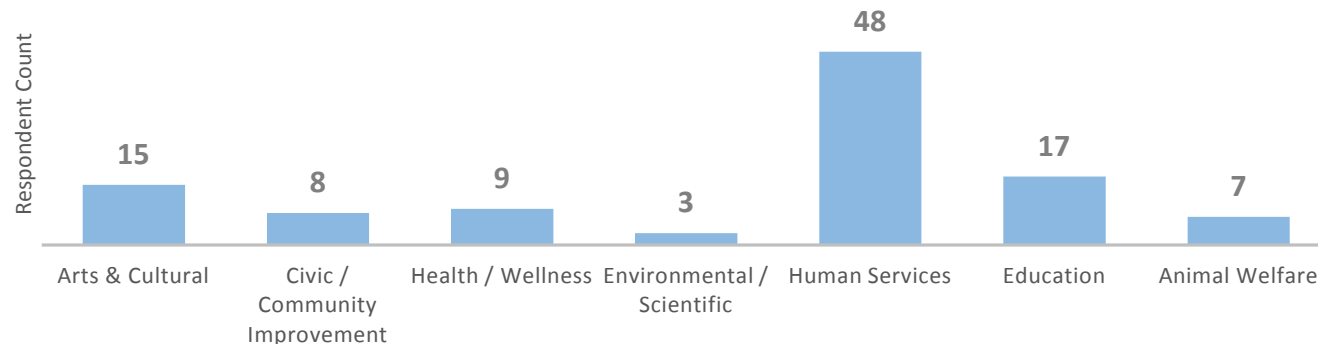
General Organizational Information

Service/purpose distribution and workforce demographics were very similar to the 2010 sample. The geographic distribution was less county-oriented than in the 2010 sample, with a threefold increase in the number of organizations listing a state, national, or international geographic focus.

*Percentages may not add up to 100 due to being rounded up or down to the nearest whole number.

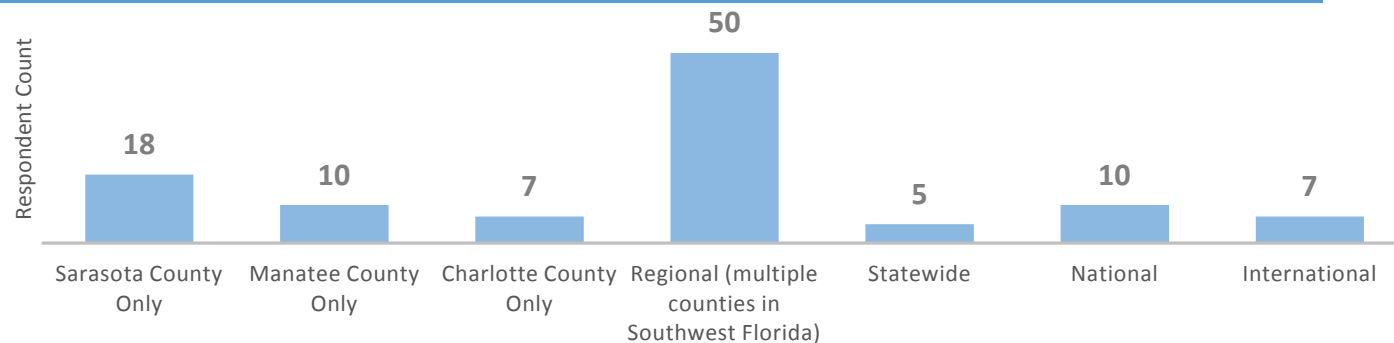
Service/Purpose

- Respondents provide a variety of services, and they identified themselves according to which category best described their services/purpose as follows:
 - Arts & Cultural – **14%**
 - Civic/Community Improvement – **8%**
 - Health and Wellness – **8%**
 - Environmental Scientific – **3%**
 - Human Services - **45%**
 - Education - **16%**
 - Animal Welfare – **7%**



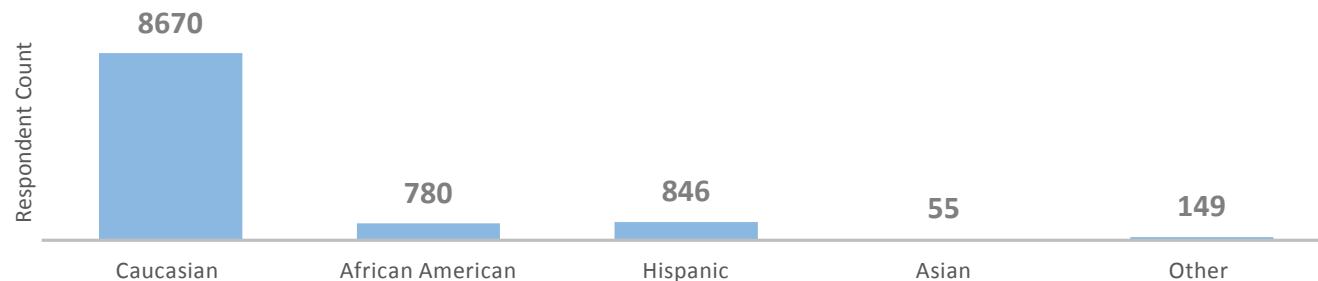
Geographic Scope

- Respondents reported the geographic scope of their services as follows:
 - Arts & Cultural – **14%**
 - Civic/Community Improvement – **8%**
 - Health and Wellness – **8%**
 - Environmental Scientific – **3%**
 - Human Services - **45%**
 - Education - **16%**
 - Animal Welfare – **7%**



Demographics

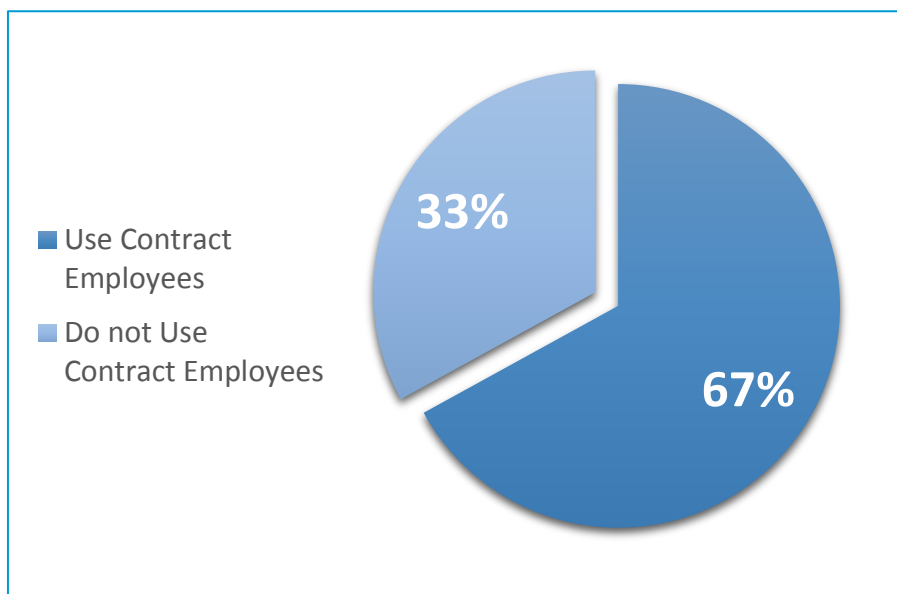
- **77%** of the staff were female (8,295) and **23%** were male (2,405)
- Staff demographics by ethnicity:
 - Caucasian (non-Hispanic) – **83%**
 - Hispanic – **8%**
 - African American – **7%**
 - Asian - **.5%**
 - Other – **1%**



Staffing

The percentage of organizations using contract employees increased from 60% in the 2010 survey to 67% in 2016.

Contract Employees



Types of Contract Positions	Response Percent
HR	8%
Finance	33%
Communications/Marketing/PR	33%
Fund Development	15%
Program Delivery	33%
Other (please specify)	53%

N = 72

**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Compensation Policies and Procedures

Nearly 80% of respondents reported salary increases during the past year ranging from less than 2% to more than 5%. 3-3.9% was the clear modal response.

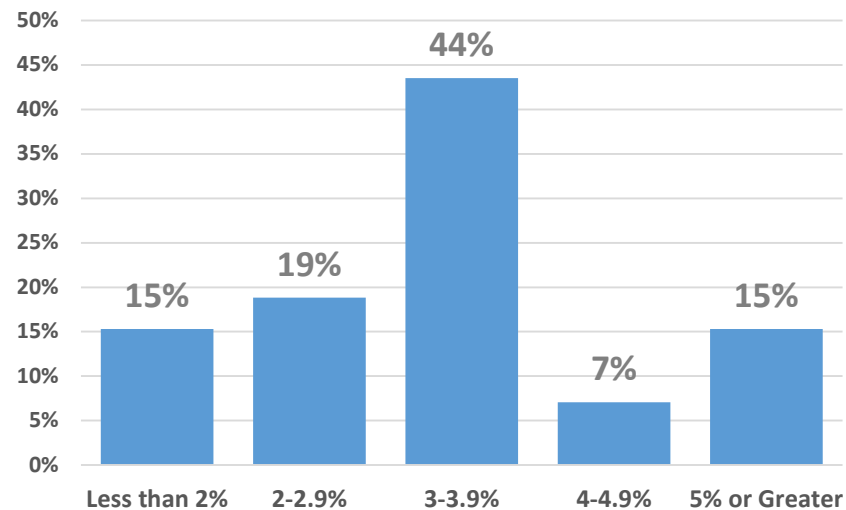
Actions Taken Regarding Salary Changes

- **79%** of respondents increased salaries
- **21%** of respondents held salaries at current levels
- **0%** of respondents decreased salaries

Salary Grades and Ranges

- **67%** of respondents utilized salary grades/ranges for their employees

Average Pool Percentage Increase in Salaries

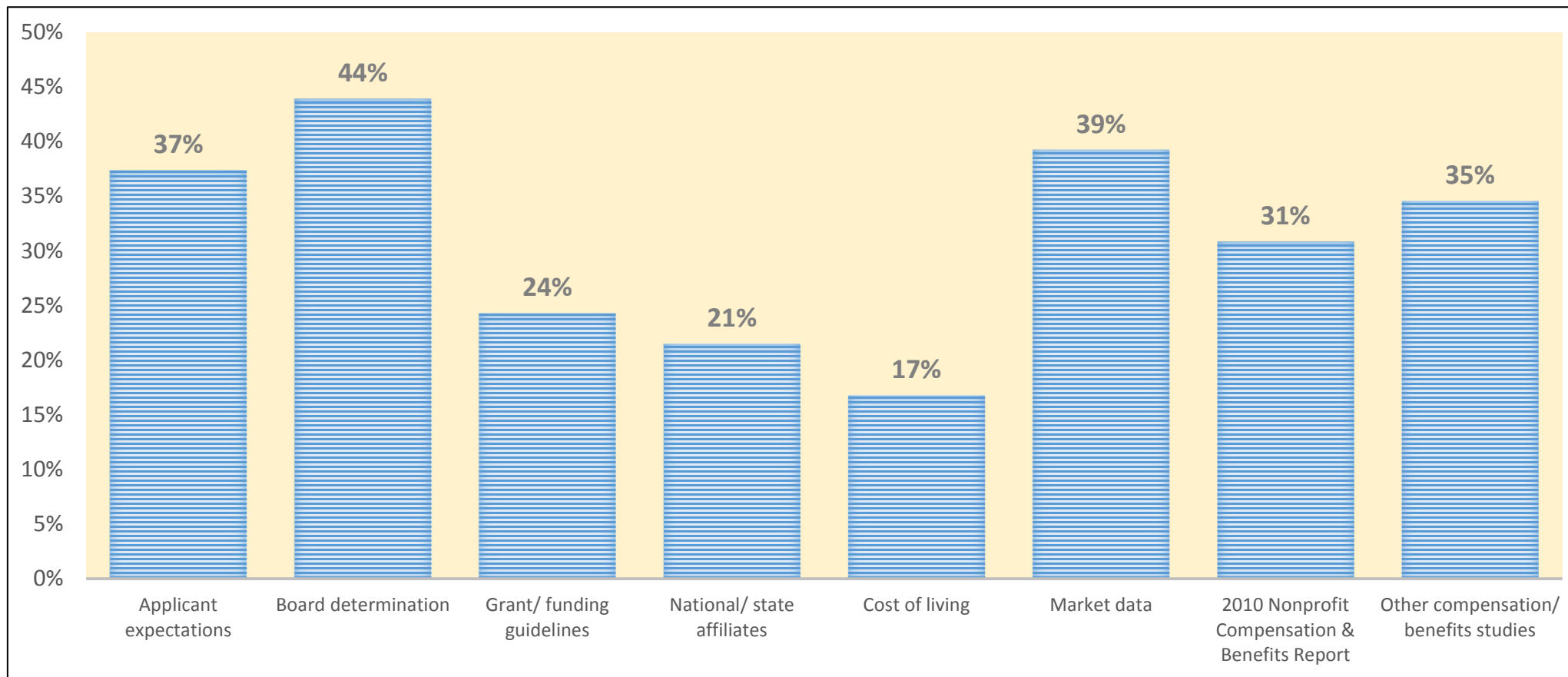


Compensation Change Dates

- **65%** of respondents reported that salary increases for all staff were effective on the same date annually, except for promotions
- **36%** of respondents used the employee's anniversary date to award salary increases

Compensation Policies and Procedures

Reference Sources in Determining Salaries

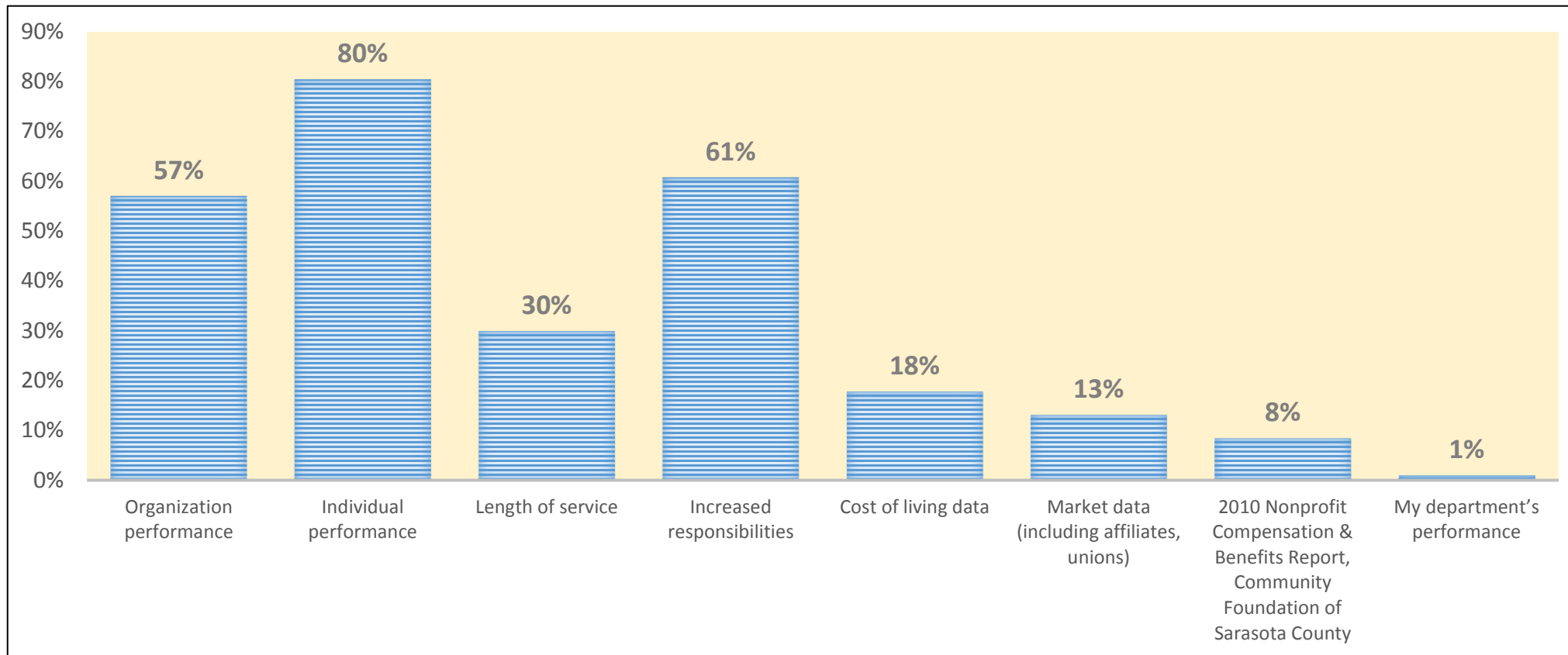


**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Compensation Policies and Procedures

Individual performance, increased responsibilities, and organizational performance are the most commonly cited factors associated with salary increases.

Determinants of Salary Increases

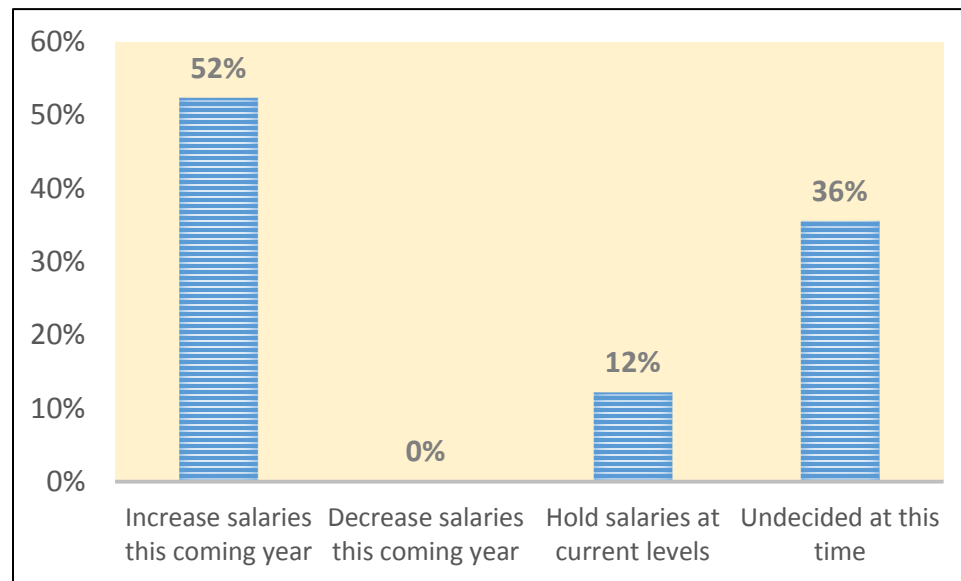


**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Compensation Policies and Procedures

More than half of the respondents reported anticipating salary increases in the coming year and more than a third reported that they are undecided.

Anticipated Salary Changes



Of those 52% anticipating Salary Increases:

Anticipated Salary Increase	Percent
Less than 2%	9%
2-2.9%	21%
3-3.9%	38%
4-4.9%	9%
5% or greater	7%
Not yet determined	16%

**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

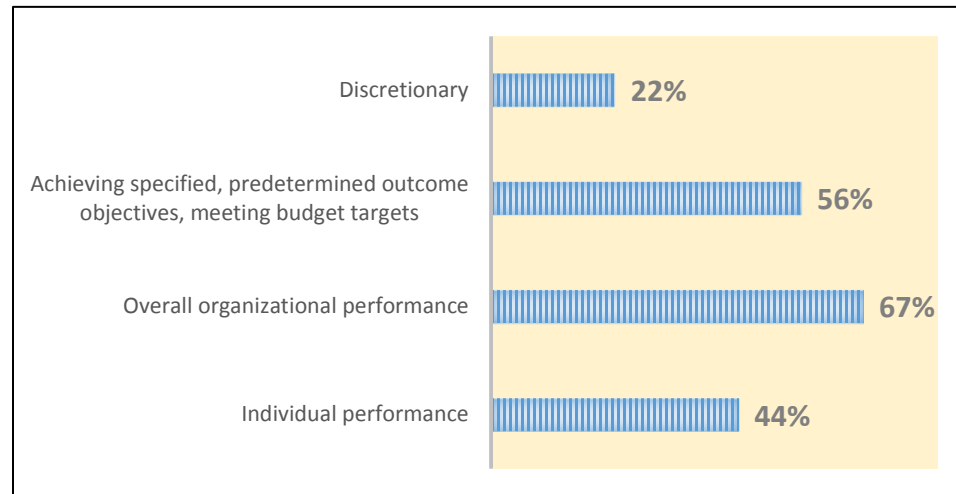
Compensation Policies and Procedures

Incentive and Compensation Program

- **17%** of respondents reported having an incentive (monetary bonus) Compensation program

Program Applies to:	Response percent
CEO	22%
Other management staff	28%
Most all staff, including CEO and top management staff	56%

Factors Determining Incentives/ Bonuses



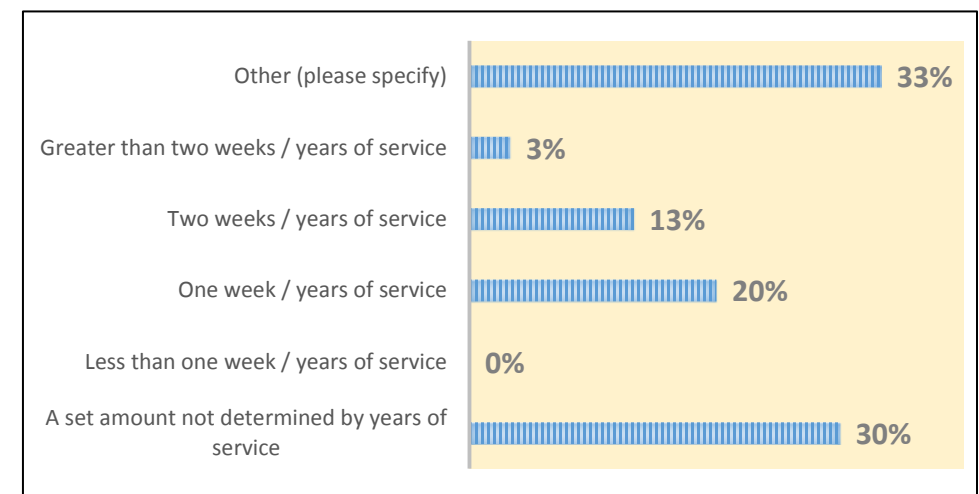
*Respondents selected all choices that applied. Percentages will total more than 100 percent.

Severance Policy

- **28%** of respondents reported providing a severance policy

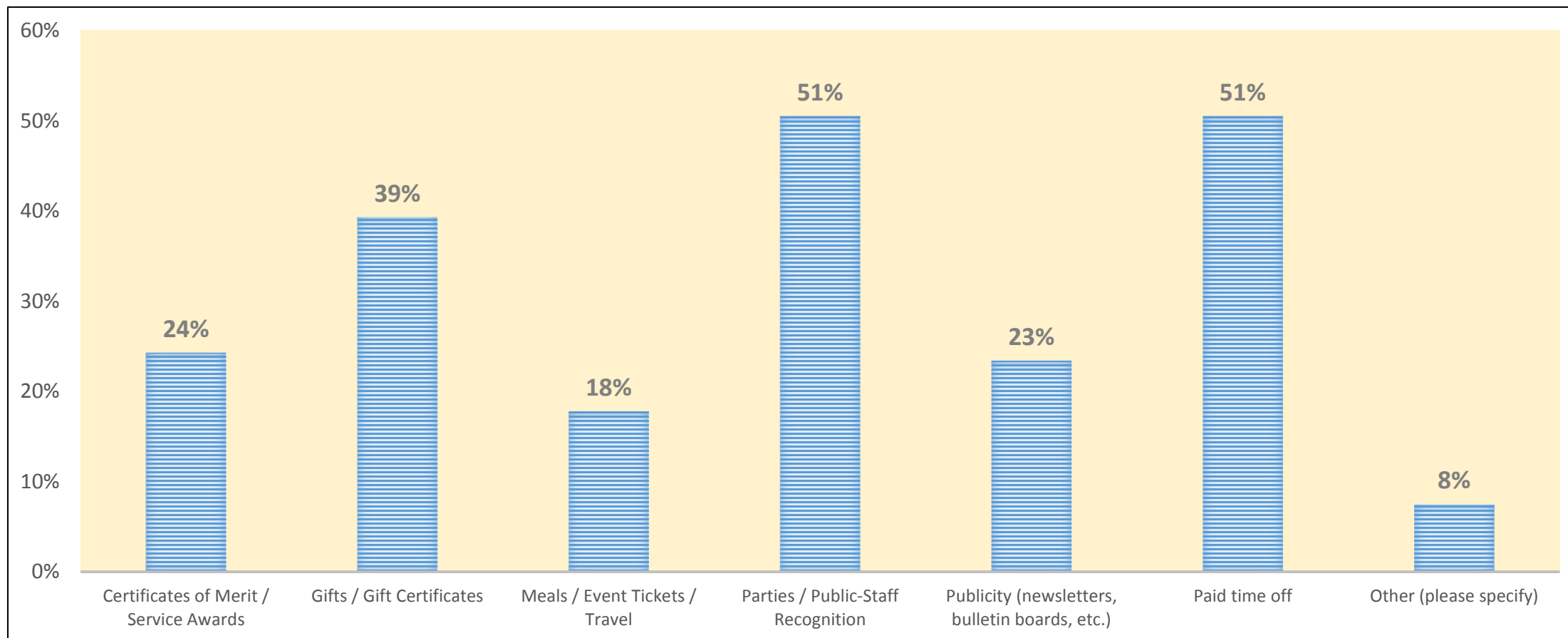
Severance Applies to	Response Percent
CEO	27%
Other top management positions	20%
Most all staff, including CEO and top management staff	67%

Amount of Compensation Provided



Compensation Policies and Procedures

Types of Employee Recognition



**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Employee Benefits

Surveyed organizations were asked a variety of questions regarding their employee benefits; the presence of flexible work options; vacation, sick leave, personal leave benefits; and retirement and health benefits.

Vacation Leave, Sick Leave, and Personal Time Off (if no distinction between vacation, sick, and other personal leave) were surveyed according to whether the employees were top management, other full-time staff, and part-time staff.

- **51%** of respondents reported **flexible scheduling** for employees (compared to 40% in the 2010 survey) and **34%** reported the ability to **work from home** (compared to 36% in 2010).
- The 2016 survey reveals a significant decrease in the amount of personal time off for top management staff and part-time staff compared to the 2010 survey. For full-time staff (other than top management) there is no significant difference.

Type of Paid Time Off	Average Number of Days Provided by Years of Employment			
	1 Year	3 Years	5 Years	10+ Years
Vacation				
Top Management Staff	10	13	16	18
Other Full-Time Staff	10	12	15	18
Part-Time Staff	4	6	7	9
Sick Leave				
Top Management Staff	7	8	8	9
Other Full-Time Staff	8	9	9	9
Part-Time Staff	4	4	4	5
PTO				
Top Management Staff	18	19	22	24
Other Full-Time Staff	15	17	20	22
Part-Time Staff	11	13	15	15

**The averages for each position have varying N values due to different response rates*

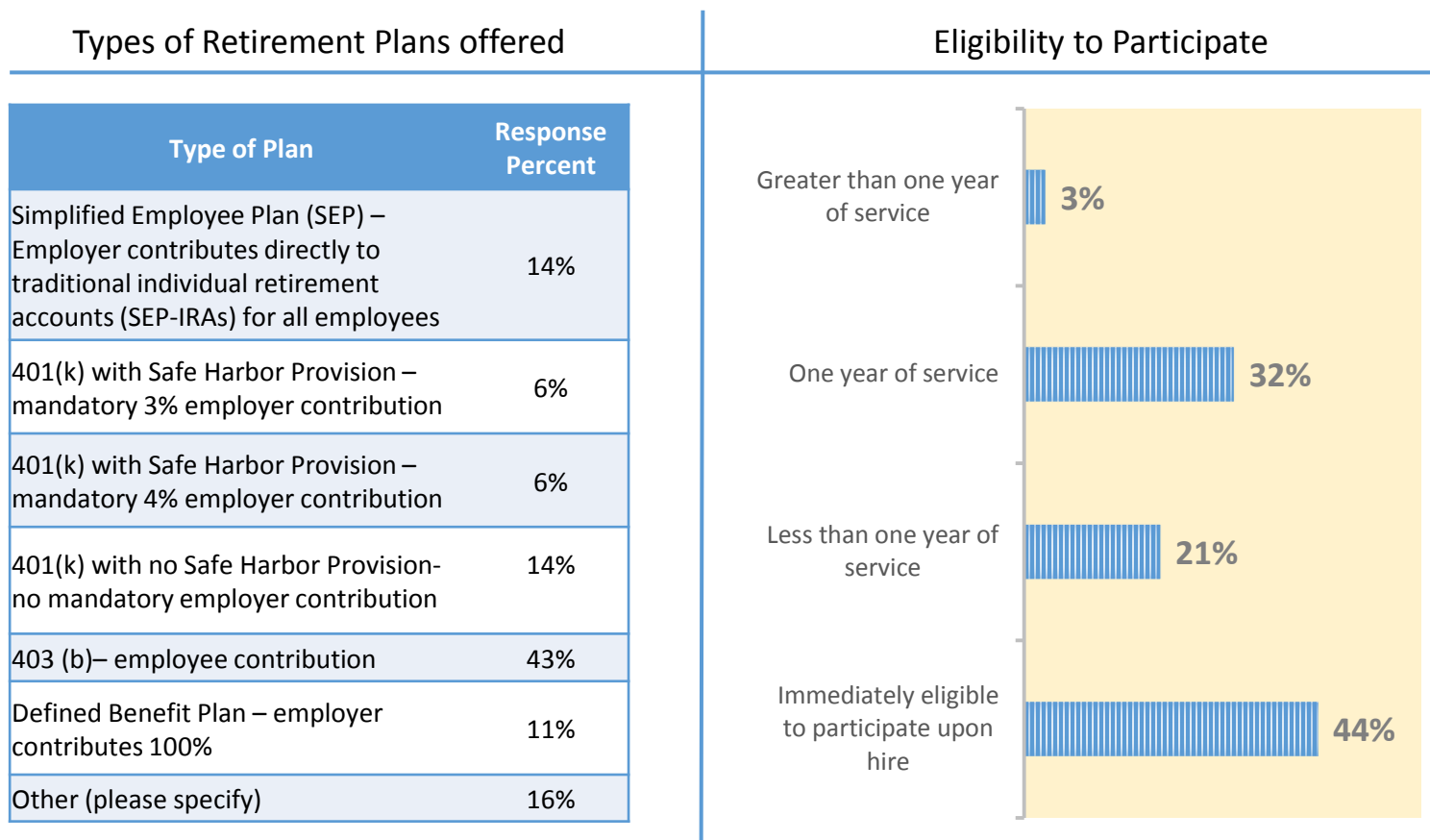
Employee Benefits

Retirement Benefits:

The 2016 survey asked respondents to provide specific information about what type of retirement plans are offered, what length of service is required to be eligible for participation and details about the organization’s financial contribution to the employees’ plan.

59% of respondents reported that their organization **provide employee retirement benefits**. This is identical to the 2010 survey.

A diverse range of benefit plans exist among respondents. Less than half have immediate eligibility upon hire, but over **95% have eligibility at one year of service or less**. More organizations reported less service time required for eligibility than in the 2010 survey.



Employee Benefits

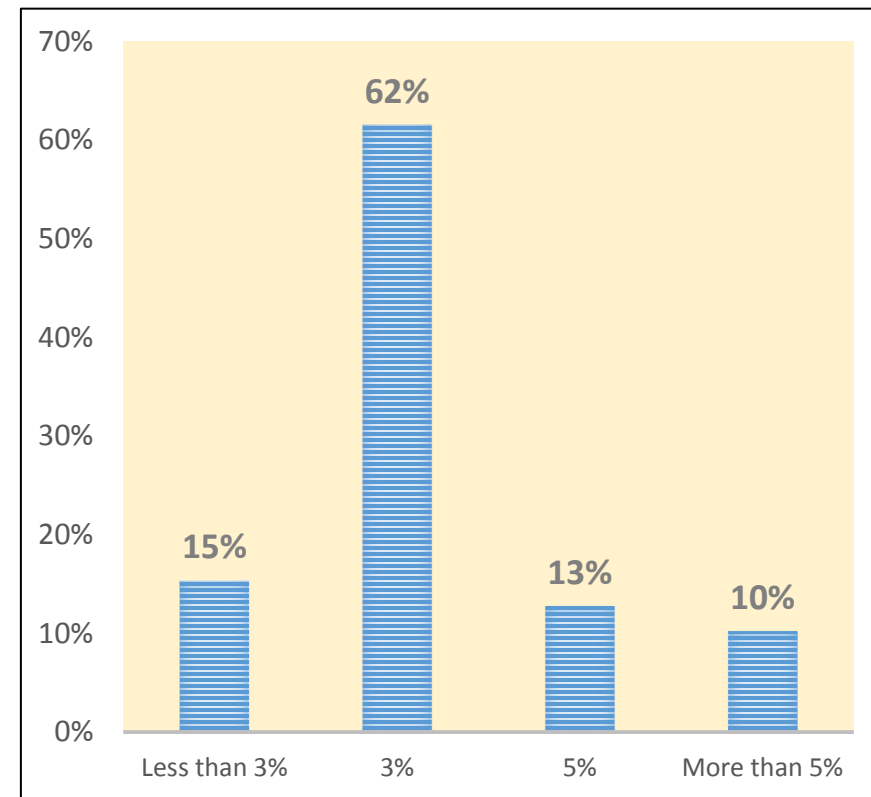
76% of organizations that offer retirement benefits contribute to their employees' retirement plan and more than **60%** do so via matching employee contributions. 3% is the most common match. Length of service required for 100% vesting is less on average than it was in the 2010 survey. The 100% vesting of the organization's contribution is reported as follows:

Length of service required for 100% vested	Response Percent
No length of service is required (100% vested once contribution is made)	40%
Less than 1 year of service	5%
1 year, but less than 3 years	10%
3 years, but less than 5 years	13%
5 years of service or greater	33%

Retirement Benefits

- **62%** of respondents reported matching a percentage of their employee's savings within their retirement plan. 3% is the most common match.

Percentage of the Employee's Savings that is Matched



Employee Benefits

72% of respondents reported the provision of medical/health benefits for their employees. This is down from 81% of respondents in the 2010 survey.

Medical/ Health Plan Increases

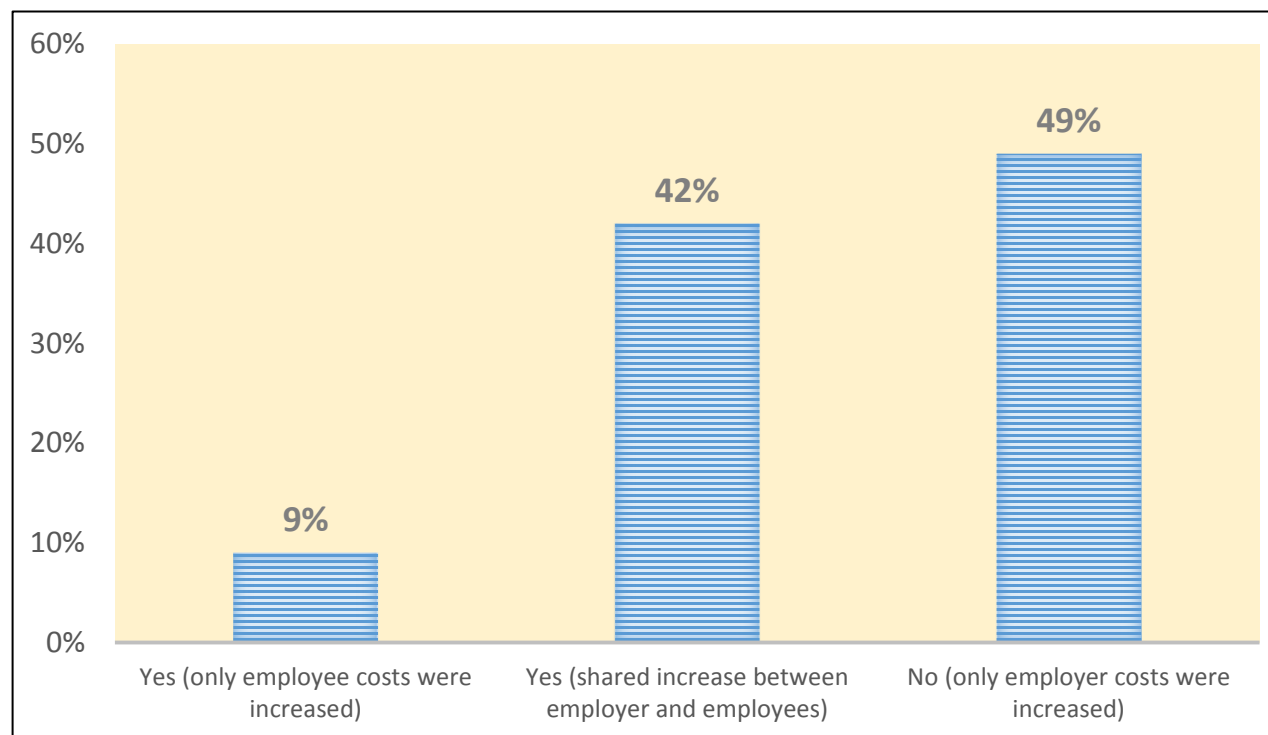
- 34% reported no medical plan rate increase
- 66% of respondents reported the organization did receive an increase in their medical plan rates.

Out of the 66% of respondents that provide medical/health benefits and that reported a rate increases in 2015, roughly half absorbed the increased costs, with most of the others sharing them with their employees.

Reported Rate Increases

Rate Increase	Response Percent
10% or less	75%
11-19%	16%
20% or greater	10%

Was the Increase Passed to Employees?



*Percentages may not up to 100 due to being rounded up or down to the nearest whole number.

Employee Benefits

Of the 72% of respondents that provide medical and health benefits of their employees, we asked what types of benefits they provide. More than half of respondents offer medical/health benefits to part-time employees.

Employee Benefits Provided

Medical/Health Benefits for full-time Employees	Benefits for Full-Time Employees	Benefits for Part-Time Employees
Medical Plan	95%	17%
Dental	62%	14%
Vision	53%	12%
Long-Term Care	9%	3%
Short-Term Disability	42%	5%
Long-Term Disability	40%	4%
Group Life Insurance	55%	8%
We do NOT provide these benefits for our full-time employees	0%	62%
We do NOT provide these benefits for our full-time employees but we do provide an allowance.	5%	0%
Other (please specify)	6%	22%

**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Employee Benefits

Other Employee Benefits

- Respondents report other employee benefits as follows:

Benefit Provided	Response Percent
Child Care (allowance or on-site)	7%
Continuing Education / Tuition Assistance	28%
Employee / Family Discounts	17%
Health / Work-out Facilities or Memberships	7%
Holiday Cash Bonus	30%
Free Parking	37%
Professional Publications	17%
Professional Dues / Memberships	47%
None Apply	19%
Other (Please Specify)	13%

**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Employee Benefits for Domestic Partners:

Respondents were asked if they extended employee benefits to include an employee's domestic partner (domestic partnership defined as an ongoing, intimate relationship between two unrelated adults of the same or opposite gender who are sharing a residence, not otherwise legally married, age 18 or over, emotionally interdependent, and intending to reside together indefinitely).

- 40% of Respondents reported that they extended benefits to an employee's domestic partner.
- 8% indicated that they are considering the provision of such benefits.

Employee Benefits

Most CEOs of responding organizations enjoy a number of additional benefits including educational benefits, car provision allowances and supplemental vacation, insurance and retirement benefits. A smaller percentage of employees in top management positions also enjoy a similar range of benefits.

Executive Benefits and Allowances

Benefits for top management positions	CEO Response Percent	COO Response Percent	CFO Response Percent	Other VP Positions Response Percent
Educational opportunities	94%	26%	30%	30%
Car is provided	92%	0%	0%	17%
Car allowance	77%	15%	15%	31%
Cell phone is provided	100%	32%	32%	29%
Cell phone allowance	81%	34%	34%	41%
Professional dues	91%	28%	30%	39%
Employment Contract / Letter of Agreement	96%	16%	7%	16%
Supplemental vacation (PTO)	93%	24%	21%	31%
Supplementary insurance	100%	25%	8%	33%
Supplementary retirement	100%	33%	22%	22%

**Respondents selected all choices that applied. Percentages will total more than 100 percent.*

Employee Turnover

Executive turnover during 2015 was modest with no significant pattern across organizations of different sizes, missions and budgets. The 2010 results were similar.

Executive Turnover by Operating Budget

Operating Budget	CEO/ Executive Director			COO/ Chief Operating Officer			CFO/ Chief Financial Officer			VP		
	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover
< \$250K	13	1	8%	5	0	-	5	0	-	7	1	-
\$250 K-\$499 K	12	1	8%	5	1	20%	5	0	-	5	0	-
\$500 K - \$999 K	24	2	8%	12	1	8%	12	0	-	11	0	-
\$1 M- \$2.49 M	19	2	11%	12	1	8%	10	0	-	9	0	-
\$2.5 M - \$4.9 M	11	0	-	7	0	-	8	0	-	8	4	50%
\$5.0 M- \$9.9 M	12	1	8%	9	0	-	10	1	10%	10	1	10%
Above \$10 M	10	0	-	5	0	-	10	2	20%	6	4	67%
Total	101	7	7%	55	3	5%	60	3	5%	56	10	18%

N = number of responses

Employee Turnover

Executive Turnover by Service/Purpose

Operating Budget	CEO/ Executive Director			COO/ Chief Operating Officer			CFO/ Chief Financial Officer			VP		
	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover	N	2015 Vacancy	% Turnover
Arts and Culture	14	1	7%	9	0	0%	7	0	0%	6	2	33%
Civic/ Community Improvement	8	0	0%	4	0	0%	3	1	33%	2	1	50%
Health and Wellness	8	0	0%	5	0	0%	6	1	17%	5	1	20%
Environmental/ Scientific	3	0	0%	1	0	0%	2	0	0%	2	1	50%
Human Services	44	3	7%	24	2	8%	27	1	4%	30	5	17%
Education	17	2	12%	11	1	9%	14	0	0%	10	0	0%
Animal Welfare	6	1	17%	1	0	0%	1	0	0%	1	0	0%
Total	101	7	7%	55	3	5%	60	3	5%	56	10	18%

N = number of responses

Employee Turnover

Length of Executive Vacancy

Length of Vacancy	CEO/ Executive Director	COO/ Chief Operating Officer	CFO/ Chief Financial Officer	Other VP Positions
1-2 months	3	1	1	2
3-5 months	1	2	1	3
6 months or more	1	0	1	2
vacant now	2	0	0	3

Salaries: Introduction & Definitions

The following Salary Section provides salary ranges for Organization Management, i.e., Executive/Top Functional Positions (pages 25-30). Persons in these positions have overall (lead) management responsibilities for the organization, its programs/services, and/or major functions. The Tables provide base salary figures by operating budget size range and by purpose/services provided. To demonstrate compensation philosophies the Tables provide salary range data of the sample (N) by 25th percentile, median, average, and 75th percentile with the average number of years in position. Salaries for Mid-Management, Direct Service Providers, and General Support staff positions are presented in the aggregate in two Tables (pages 37-38).

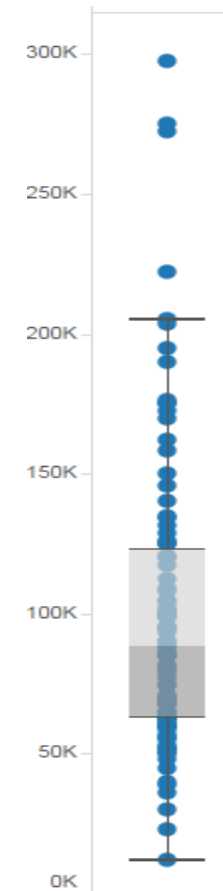
Number of Incumbents	The number of incumbents (N) reported for each position.
Average/ Mean	The sum of all compensation information divided by the number of organizations reporting data.
Median	The value in an array of data that is the 50 th percentile. In other words, half of the values in the sample fall above this number and half fall below it.
25th Percentile	The value of an array of data that falls in the first quarter of the data. Seventy-five percent or three-fourths of the values in the sample are larger than the 25th percentile.
75th Percentile	The value of an array of data that falls in the third quarter of the data. Twenty-five percent or one-fourth of the values in the sample are larger than the 75th percentile.
Years in Position	The number of years incumbents have been in that particular position.
No Response	No response was received for a question.
Insufficient Data	In order to maintain the highest level of confidentiality, at least four responses were required to report data.

Salaries: Executive/ Top Functional Positions

Position Title – Executive Director/Chief Executive Officer (CEO)

Brief Summary of Job Function: Top position within organization. Reports to the governing Board of Directors.

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	99	\$ 63,000	4.4	\$ 88,500 (+5.6%)	7.1	\$ 100,714	7.7	\$ 122,681	14.8
Annual Budget									
Less than \$250K	11	\$ 33,025	7.3	\$ 48,000	5.8	\$ 44,591	6.2	\$ 57,500	5.9
\$250K - \$499K	11	\$ 58,000	6	\$ 62,500	7.2	\$ 74,318	5.8	\$ 82,500	3.5
\$500K - \$999K	24	\$ 59,600	3.6	\$ 66,665	5.2	\$ 72,556	5.7	\$ 88,875	8.8
\$1M-\$2.49M	19	\$ 79,500	7.3	\$ 95,000	6.1	\$ 93,845	6.6	\$ 104,075	6.7
\$2.5M - \$4.9M	11	\$ 90,000	9.8	\$ 125,000	7.3	\$ 118,946	8.1	\$ 139,500	7.8
\$5.0M - \$9.9M	12	\$ 128,438	6.6	\$ 154,821	17	\$ 154,132	13	\$ 179,800	11
Above \$10 M	11	\$ 119,300	8.1	\$ 145,858	20.6	\$ 180,002	11.3	\$ 238,750	3.1
Services Provided									
Arts & Cultural	14	\$ 60,750	6.5	\$ 93,673	13.25	\$ 122,529	10.8	\$ 173,660	11.5
Civic/Community Improvement	8	\$ 72,481	7.9	\$ 89,250	7.3	\$ 102,723	8.4	\$ 120,091	11.1
Health/Wellness	9	\$ 63,000	4.8	\$ 85,000	7.8	\$ 105,674	7	\$ 90,000	8.5
Environmental/Scientific	*3								
Human Services	44	\$ 60,000	4	\$ 86,169	6.7	\$ 88,643	6.8	\$ 106,100	10.3
Education	15	\$ 70,500	9.4	\$ 100,000	7.5	\$ 107,202	9.4	\$ 135,929	12.6
Animal Welfare	6	\$ 60,000	5.1	\$ 76,000	3.2	\$ 76,500	4.5	\$ 94,250	5.2



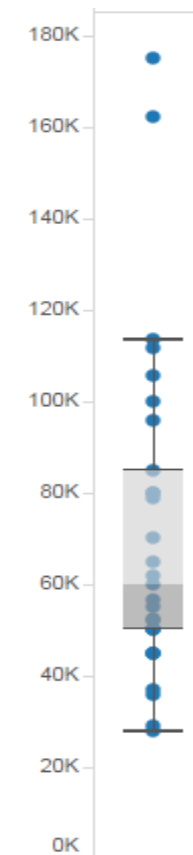
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- NR- No responses

Salaries: Executive/ Top Functional Positions

Position Title – Assistant Executive Director/Managing Director/Artistic Director

Brief Summary of Job Function: Number two position in the organization. Reports to Executive Director. Acts with Executive Director in administration of organizations programs and general operations

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	29	\$ 50,000	4.2	\$ 60,000	5.7	\$ 71,578	6.1	\$ 85,000	9.2
Annual Budget									
Less than 1M	14	\$ 39,099	5.4	\$ 50,000	3.8	\$ 49,725	4.5	\$ 52,375	4.8
\$1M-\$4.9M	7	\$ 57,500	6.1	\$ 62,000	4	\$ 66,845	4.4	\$ 75,000	3.3
Above \$5.0M	8	\$ 83,750	9.8	\$ 108,688	12.1	\$ 113,963	10.6	\$ 125,500	8.4
Services Provided									
Arts & Cultural	9	\$ 56,521	5.5	\$ 78,995	9.4	\$ 81,722	10.1	\$ 111,650	15
Civic/Community Improvement	*1								
Health/Wellness	*2								
Environmental/Scientific	NR								
Human Services	10	\$ 40,349	5.8	\$ 52,500	2.8	\$ 57,986	4.2	\$ 68,000	4.6
Education	6	\$ 46,250	2.8	\$ 57,500	5.2	\$ 64,167	4.3	\$ 76,250	4.7
Animal Welfare	*1								



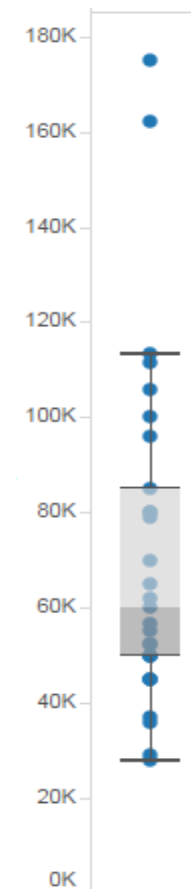
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NR- No responses

Salaries: Executive/ Top Functional Positions

Position Title – Chief Operating Officer COO

Brief Summary of Job Function: Reports to the Executive Director. Responsible for leading and managing services and programs.

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	20	\$ 62,289	6.2	\$ 75,000	8.3	\$ 82,948	8.7	\$ 89,145	12.1
Annual Budget									
Less than 1M	1								
\$1M-\$4.9M	9	\$ 49,000	9.1	\$ 66,000	7.4	\$ 66,024	8.1	\$ 68,000	7.8
Above \$5.0M	10	\$ 80,000	6	\$ 85,263	10	\$ 103,575	10	\$ 134,125	15.1
Services Provided									
Arts & Cultural	*2								
Civic/Community Improvement	*2								
Health/Wellness	*1								
Environmental/Scientific	*1								
Human Services	11	\$ 52,000	3.2	\$ 66,019	5.8	\$ 70,976	15.1	\$ 85,263	15
Education	*3								
Animal Welfare	NR								



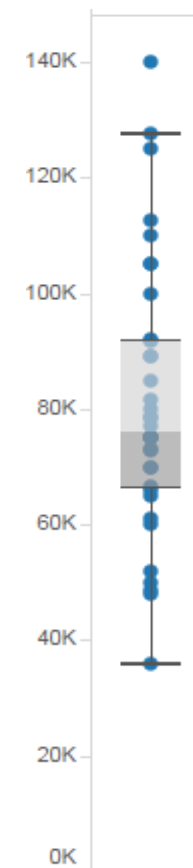
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NR- No responses

Salaries: Executive/ Top Functional Positions

Position Title – CFO/ Vice President Of Finance/Director Of Finance

Brief Summary of Job Function: Reports to the Executive Director, and assumes lead responsibility for the organization’s financial planning and implementation.

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	36	\$ 66,375	6.9	\$ 76,000	7.2	\$ 80,751	7.2	\$ 91,880	7.7
Annual Budget									
Less than 1M	*2								
\$1M-\$4.9M	16	\$ 58,006	5.3	\$ 68,114	7.9	\$ 68,786	7.1	\$ 75,822	7.2
Above \$5.0M	18	\$ 75,500	6.1	\$ 87,000	7.4	\$ 92,804	7.6	\$ 105,005	9.6
Services Provided									
Arts & Cultural	*3								
Civic/Community Improvement	4	\$ 64,476	2	\$ 72,364	2.8	\$ 69,612	3.7	\$ 77,500	7.4
Health/Wellness	*2								
Environmental/Scientific	*1								
Human Services	19	\$ 63,500	4.4	\$ 75,000	8.8	\$ 72,543	7.2	\$ 80,832	7.1
Education	6	\$ 75,000	1.8	\$ 83,598	6.6	\$ 87,944	5.7	\$ 98,034	8.8
Animal Welfare	*1								



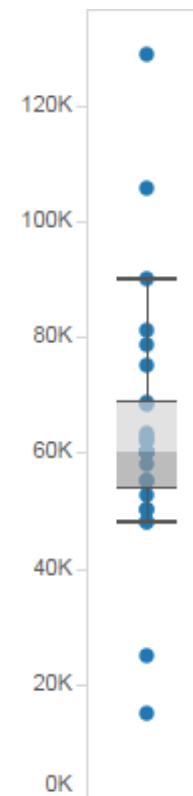
• - Insufficient Data
NR- No responses

Salaries: Executive/ Top Functional Positions

Position Title – Director of Donor Services/ Development Director

Brief Summary of Job Function: In a large organization, this position reports to the VP of Development/Advancement. In a smaller organization, this position would be the top level development professional overseeing the development and execution of the organization’s fund development plan.

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	27	\$ 53,750	2.2	\$ 60,000	2.8	\$ 63,047	2.9	\$ 68,515	3.6
Annual Budget									
Less than 1M	5	\$ 50,000	5.3	\$ 55,000	1.4	\$ 54,500	3.7	\$ 62,500	3.2
\$1M-\$4.9M	12	\$ 53,750	.6	\$ 60,000	1.3	\$ 56,717	1.7	\$ 62,591	4.1
Above \$5.0M	10	\$ 58,500	1.2	\$ 68,400	4.3	\$ 74,917	3.9	\$ 80,446	6
Services Provided									
Arts & Cultural	6	\$ 62,425	1.3	\$ 70,500	2.7	\$ 81,696	2.8	\$ 98,750	4.5
Civic/Community Improvement	*3								
Health/Wellness	*0								
Environmental/Scientific	*2								
Human Services	10	\$ 49,755	1.1	\$ 59,000	.9	\$ 56,377	1.8	\$ 60,000	2.7
Education	4	\$ 50,100	10	\$ 68,400	7.6	\$ 60,450	6.9	\$ 78,750	2.5
Animal Welfare	*2								



- - Insufficient Data
- NR- No responses

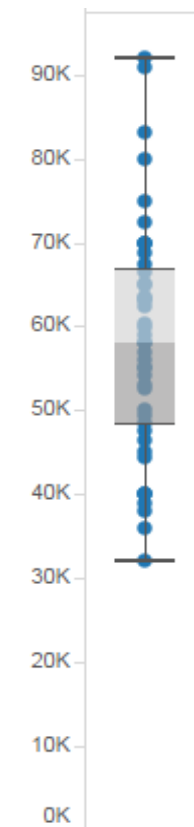
Salaries: Executive/ Top Functional Positions

Position Title – Program / Services Director/ Production Manager

Brief Summary of Job Function: Oversees one or more of the organization’s programs / services or key projects, including program / services planning and implementation, and coordination of programs with other organization activities. and execution of the organization’s fund development plan.

Other titles for this position: Director of Social Work, Counseling Director, Production Manager, Casting Director, Department Manager, Department Coordinator, Branch Office Director, Chapter Director, Project Director, Residential Director

Base Salary Report	N	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
All Incumbents	44	\$ 48,219	3.4	\$ 58,029	8.8	\$ 58,241	7.4	\$ 66,803	8.5
Annual Budget									
Less than \$250K	*2								
\$250K - \$499K	4	\$ 39,000	2.6	\$ 47,040	.7	\$ 48,145	5.9	\$ 56,185	10.3
\$500K - \$999K	6	\$ 41,875	2	\$ 48,750	9.5	\$ 47,917	5.1	\$ 53,750	3.8
\$1M-\$2.49M	10	\$ 47,000	3.9	\$ 57,494	10.8	\$ 56,975	7.5	\$ 67,468	6.6
\$2.5M - \$4.9M	6	\$ 60,538	7	\$ 70,083	9.9	\$ 68,193	7.3	\$ 78,750	5.4
\$5.0M - \$9.9M	8	\$ 57,294	3.8	\$ 61,840	8	\$ 66,936	11.3	\$ 75,125	25.5
Above \$10 M	8	\$ 57,023	5.5	\$ 64,000	9.8	\$ 59,034	7.3	\$ 66,803	4.3
Services Provided									
Arts & Cultural	4	\$ 67,529	12.5	\$ 72,463	3.1	\$ 72,066	16.5	\$ 77,000	47.2
Civic/Community Improvement	5	\$ 40,000	1.6	\$ 56,988	12	\$ 54,731	7.6	\$ 65,165	11.4
Health/Wellness	*3								
Environmental/Scientific	*2								
Human Services	21	\$ 45,000	3.8	\$ 55,000	7.3	\$ 55,542	16.5	\$ 63,460	8.4
Education	7	\$ 52,250	4	\$ 58,000	11.3	\$ 61,257	7.8	\$ 62,921	6.1
Animal Welfare	*2								



• - Insufficient Data
NR- No responses

Salaries: Mid-Management, Direct Service Providers & General Support

Position Name	n	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
Quality Improvement Officer/Chief Compliance Officer	*2								
Accounting Manager/Controller	15	\$ 51,177	4.1	\$ 58,344	9.9	\$ 61,486	5.8	\$ 65,000	2.1
Accountant	21	\$ 40,000	2.9	\$ 44,290	2	\$ 42,995	3.4	\$ 46,612	3.2
Bookkeeper	33	\$ 31,100	8.4	\$ 35,262	3	\$ 33,499	4.9	\$ 38,100	5.8
VP of Human Resources/Director of Human Resources	17	\$ 52,444	5.3	\$ 65,000	4.1	\$ 64,285	7.1	\$ 75,000	9.7
Human Resources Specialist	13	\$ 35,512	1.4	\$ 40,500	15.3	\$ 42,957	9.1	\$ 51,000	9.4
Director of Volunteer Services	28	\$ 31,200	3.1	\$ 36,745	2.2	\$ 38,132	2.3	\$ 45,000	3.1
Office Manager	37	\$ 31,200	4.1	\$ 39,500	7.4	\$ 39,856	6.7	\$ 48,000	12.5
Administrative Assistant	29	\$ 32,270	2.3	\$ 35,325	3.4	\$ 38,446	3.9	\$ 42,388	7.1
Receptionist	32	\$ 24,767	1.5	\$ 28,350	7.6	\$ 27,603	5.5	\$ 31,050	5.3
Director of Information Systems/Chief Information Officer (CIO)	12	\$ 59,375	9.8	\$ 67,500.00	9.7	\$ 69,259	9	\$ 76,109	7
IT Professional	18	\$ 36,104	1.4	\$ 48,000.00	4.7	\$ 45,794	3.7	\$ 56,011	4.3
Vice President of Development/Vice President of Advancement	21	\$ 65,000	2.4	\$ 48,000.00	1.8	\$ 78,126	2.6	\$ 94,686	3.7
Director of Planned Giving/Planned Giving Officer	6	\$ 52,836	4	\$ 56,709.00	17.5	\$ 61,712	8.1	\$ 71,770	2.6
Development Coordinator/Development Assistant	21	\$ 36,504	3.8	\$ 40,706.00	1.6	\$ 40,486	2.6	\$ 45,000	2.8

• - Insufficient Data

NR- No responses

Salaries: Mid-Management, Direct Service Providers & General Support

Position Name	n	25th Percentile	Years in Position	Median	Years in Position	Average	Years in Position	75th Percentile	Years in Position
Vice President of Communications/Marketing/PR	10	\$ 58,457	3.8	\$ 71,000.00	3.3	\$ 70,601	4.3	\$ 86,864	6.2
Director of Communications/Marketing/PR	15	\$ 45,865	1.9	\$ 48,000.00	3	\$ 50,313	3.6	\$ 56,163	6.4
Communications Specialist	20	\$ 36,405	1.4	\$ 43,545.00	2.9	\$ 42,672	2.9	\$ 47,150	4.4
Program/Services Manager									
Program/Services Manager	36	\$ 34,750	6.7	\$ 41,391.00	5.2	\$ 42,467	5.3	\$ 49,940	3.9
Program Delivery Worker	41	\$ 31,000	3.2	\$ 34,000.00	3	\$ 34,972	3.5	\$ 37,000	3.1
Director of Nursing/Nursing Supervisor									
Director of Nursing/Nursing Supervisor	5	\$ 25,000	3.5	\$ 55,994.00	.8	\$ 51,999	7.2	\$ 74,000	14
Registered Nurse	7	\$ 37,037	.9	\$ 54,080.00	6	\$ 47,342	3.3	\$ 56,620	1.5
Licensed Practical Nurse	*3								
Certified Nursing Assistant	*2								
Certified Teacher									
Certified Teacher	12	\$ 38,220	3.1	\$ 43,612.00	8.8	\$ 43,186	6.7	\$ 46,250	5.7
Teaching Assistant	9	\$ 23,899	6.6	\$ 31,000.00	2.5	\$ 29,242	5.6	\$ 36,000	7.6
Educator/Trainer	20	\$ 36,460	2.5	\$ 40,800.00	3.8	\$ 40,565	4.8	\$ 46,372	9.1
Facilities Manager									
Facilities Manager	25	\$ 34,000	3.5	\$ 37,960.00	5.3	\$ 44,296	5.6	\$ 51,979	7.2
Custodian	19	\$ 20,900	4.9	\$ 24,000.00	6.2	\$ 25,505	5.6	\$ 29,185	4.1
Cook	9	\$ 25,000	3	\$ 30,000.00	16	\$ 32,693	8.5	\$ 43,181	6.4

• - Insufficient Data
 NR- No responses

Position Descriptions: Executive/ Top Functional Positions

- **Executive Director/ Chief Executive Officer (CEO)**
 This is the top position in the organization. Usually reports directly to the governing board of directors, and is responsible for overall management of the organization. Assists the Board and key management staff in generating vision, strategies, policies and services/ programs. Interprets the organization's purpose and programs to outside organizations and the public, and directs staff to accomplish board-approved plans. Oversees the financial integrity of the organization.
- **Assistant Executive Director/ Managing Director/Artistic Director**
 Number two position in the organization – reports to the Executive Director. Acts with the Executive Director in administering the organization's programs and general operations. May be responsible for specific, multiple aspects of the organization's operation. Most likely supervises Program / "Major Functions" Directors. Must have clearly defined management role and responsibilities. *Other titles for this position: Executive Vice President, Senior Vice President, Vice President, Deputy Director*
- **Chief Operating Officer (COO)**
 Reports to the Executive Director. Responsible for leading and managing services and programs. Partners with chief financial officer and the directors of human resources, information technology, quality improvement, and corporate communications—while also being responsible for all program planning, organizing and operating. Responsible for developing, implementing, and managing the program aspects of the annual budget in conjunction with the Chief Financial Officer and Executive Director.
- **CFO/ Vice President of Finance/ Director of Finance**
 Reports to the Executive Director, and assumes lead responsibility for the organization's financial planning and implementation. Functions as liaison to Board's Finance Committee and the organization's Independent Auditors. Ensures that financial records, statements and reports are prepared and maintained, and systems and procedures are implemented consistent with accepted accounting rules. Manages business office / accounting staff. *Other titles for this position: Chief Business Manager*
- **Director of Donor Services/ Development Director**
 In a large organization, this position reports to the VP of Development/Advancement. In a smaller organization, this position would be the top level development professional overseeing the development and execution of the organization's fund development plan. Responsible for donor relations and services activities; coordinating content, format, logistics and other details for organization's events; assisting in programs to develop and maintain good relations with potential and current donors.
- **Program / Services Director/ Production Manager**
 Oversees one or more of the organization's programs / services or key projects, including program / services planning and implementation, and coordination of programs with other organization activities. Analyzes community needs to develop new, and enhance current, programs / services. Administers program budgets. May communicate programs / services to the community. *Other titles for this position: Director of Social Work, Counseling Director, Production Manager, Casting Director, Department Manager, Department Coordinator, Branch Office Director, Chapter Director, Project Director, Residential Director*

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

FINANCE

- Quality Improvement Officer/ Chief Compliance Officer**
 Reports to the Executive Director or the Assistant Executive Director. Develops and implements the organization's quality / performance improvement program, prepares reporting for Board, management, and staff regarding the organization's ongoing performance and compliance with licensing and/or accrediting organizations. Usually requires experience in quality improvement programming, and data collection and analysis. *Other titles for this position: Performance Improvement Officer, Director of Quality Improvement*
- Accounting Manager/ Controller**
 Performs advanced / specialized accounting activities, and analyzes and records financial data. Requires a bachelors degree, and may require professional certification (CPA). May supervise other accounting / finance office staff. Reports to Chief Financial Officer. *Other titles for this position: Accounting Director, Finance Manager, Assistant Finance Director*
- Accountant**
 Utilizes accounting and spreadsheet software to accurately maintain general ledger accounts, reconcile bank statements, conduct monthly and year-end closing procedures, and prepare monthly financial statements using generally accepted accounting principals. Assists with the audit preparation of state and federal financial filings.
- Bookkeeper**
 Performs a variety of moderately complex accounting duties that require an understanding of established accounting procedures. Responsibilities may include reconciling accounts, posting to and balancing of general ledgers. Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions. *Other titles for this position: Accounts Payable/Receivable Clerk, Financial Assistant, Accounting Assistant, Billing Specialist.*

HUMAN RESOURCES

- Vice President of Human Resources/Director of Human Resources**
 Develops and organizes human resources policies and activities of the organization including personnel recruitment, selection, and administration; training / development of employees; and compensation and benefits programs. Ensures compliance with applicable legislation and regulations. *Other titles for this position: Employee Relations Administrator, Human Resources Administrator, Personnel Director*
- Human Resources Specialist**
 Under direction and supervision, maintains confidential personnel records, prepares personnel change forms, compiles salary and other personnel data, maintains position description files, answers routine personnel inquiries. *Other titles for this position: Human Resources / Personnel Assistant, Human Resources Coordinator*

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

- **Director of Volunteer Services**

Responsible for recruitment, training, supervision, and placement of the organization's volunteers. Helps determine the organization's volunteer needs. Conducts volunteer orientation and training sessions, monitors volunteer satisfaction, and provides appropriate recognition. Usually requires related experience. *Other titles for this position: Auxiliary Director, Volunteer Coordinator, Volunteer Manager, Outreach Coordinator*

ADMINISTRATIVE

- **Office Manager**

Ensures that support functions and personnel (non-exempt administrative staff & temporaries) are effective, efficient, and responsive to the needs of the organization. Likely supervises other Support Staff, purchase supplies, and act as receptionist. May be involved in hiring, training, evaluating other support staff. *Other titles for this position: Administrative Coordinator, Administrative Supervisor, Box Office Manager, Office Coordinator, Administrative Services Director, Operations Manager, Administrative Services Manager*

- **Administrative Assistant**

Provides professional administrative support to the Executive Director and/or other member(s) of senior management staff. Composes, transcribes, edits, and disseminates reports, memos, and other senior level correspondence, maintains organizational records, and is often a support services resource for the Board of Directors. Exercises some discretion in scheduling meetings, etc. *Other titles for this position: Executive Assistant*

- **Receptionist**

Usually classified as "non-exempt" staff performing a variety of office and other support services. Possesses word processing / computer skills, operates office equipment including personal computers, copiers, fax and postage machines. May greet and direct visitors either in person or on the phone, take messages, answer general inquiries, and retrieve and distribute mail. *Other titles for this position: Administrative Support Specialist*

INFORMATION TECHNOLOGY

- **Director of Information Systems/ Chief Information Officer (CIO)**

Reports to the Executive Director. Develops the overall organizational strategy and plans for its information needs, and develops and acquires information systems. Directs information systems activities, including systems design, programming and procedures, selection and operation / maintenance of computer hardware and software, and manages organization IS staff and/or contractors. Advises management on application of technology to overall organization needs. *Other titles for this position: Vice President of Information Management, Director of Information Technology, MIS Director, MIS Administrator, Manager of Information Systems*

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

- **IT Professional:** Handles network administration, computer programming, data processing, and/or database management activities. May provide technical assistance to other staff. Usually requires degree in computer science or similar qualification. Reports to the Director of Information Systems. Consults and assists PC users with hardware/software. Troubleshoots computing and network problems and performs related support duties as required. Reports to Director of Information Systems or Computer Professional. *Other titles for this position: Computer Specialist, Computer Technician, MIS Support Specialist*

FUNDRAISING AND DEVELOPMENT

- **Vice President of Development, Vice President of Advancement**
Reports to the Executive Director and works with the Board of Directors to develop a comprehensive fundraising strategy to expand support and/or financial resources for the organization. Administers organization's fundraising activities, including donor identification and management, annual and special campaigns, special events, major gifts and planned giving. Usually requires additional professional development training in fundraising, plus fund development experience. In some organizations, these responsibilities are combined with those of the Marketing / Public Relations Director (see following). *Other titles for this position: Chief Development Officer, Vice President of Fund Development*
- **Director of Planned Giving/Planned Giving Officer**
Researches, identifies and stewards planned giving prospects. Has knowledge of estate planning, including wills, trusts and estate and gift tax laws. Reports to VP of Development/Advancement and may oversee support staff.
- **Development Coordinator/ Development Assistant**
Supports the organization's programs / functions in resource development, assisting the organization and implementation of special events, preparing grant proposals, coordination of donor communications, and database management. May report to the Director of Donor Services. *Other titles for this position: Donor Services Assistant, Development Associate, Donor Services Coordinator.*

MARKETING/COMMUNICATIONS/PR

- **Vice President of Communications/Marketing/PR**
Reports to the Executive Director and works with the Board of Directors in the design and implementation of the organization's marketing / communications / public relations plans. Maintains relationships with media, oversees external communications, and production of printed and promotional materials. In some organizations, these responsibilities are combined with those of the VP of Development.

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

- **Director of Communications/Marketing/PR**

In a large organization, this position reports to the VP of Communications/Marketing. In a smaller organization, this position would be the top level communications professional overseeing the development and execution of the organization's communications plan and directing administrative staff in supporting roles for the organizations communications and public relations.

- **Communications Specialist**

Prepares media releases, copy for printed materials; supports all external communications. *Other titles for this position: Marketing Assistant, Communications Coordinator, Public Affairs Specialist, Marketing Associate*

PROGRAM

- **Program / Services Director/ Production Manager**

Oversees one or more of the organization's programs / services or key projects, including program / services planning and implementation, and coordination of programs with other organization activities. Analyzes community needs to develop new, and enhance current, programs / services. Administers program budgets. May communicate programs / services to the community. *Other titles for this position: Director of Social Work, Counseling Director, Production Manager, Casting Director, Department Manager, Department Coordinator, Branch Office Director, Chapter Director, Project Director, Residential Director*

- **Program/ Services Manager (Supervisor)**

One of several managers / supervisors overseeing the efforts of others in the delivery of specific program services to clients / customers. Assists in evaluating direct services staff performance. Reports to the Program / Services Director. *Other titles for this position: Residential Services Manager / Supervisor, Assistant Program Director, Program Coordinator, Social Services Manager, Box Officer Manager, Store or Restaurant Manager, Program Administrator, Program Supervisor*

- **Program Delivery Worker (case worker, social services worker, program coordinator, etc.)**

This position is responsible for delivering programs directly to clients and does not have responsibility of managing other employees. An advanced degree is not required for this position.

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

- Certified Teacher**
 Plans and implements a developmentally appropriate curriculum for the assigned student group. Supervises students in the classroom and/or other settings, develops and maintains teaching resources and educational records, communicates with family and/or guardians, and functions as a member of a care / services team. Requires a minimum of a Bachelor's degree and a Florida Teaching Certificate for assigned grade level(s).
- Teaching Assistant**
 Works under the direction of and supervision of a certified teacher, assists in classroom teaching, management, and documentation. Position requires special training (in-service or outside provided), but does not require a college degree.
- Educator/ Trainer**
 Provides in-service education / training services primarily in a "non-academic" organization or in the community with clients / customers. Prepares outline of instructional program and assembles materials to be presented, and presents instructional / training programs to designated audiences. Usually requires a college degree in related field (but requiring a degree is optional depending on organization's programming requirements. *Other titles for this position: Trainer, In-service Educator, Literacy Specialist*

HEALTHCARE/ WELL-BEING

- Director of Nursing/ Nursing Supervisor (RN)**
 Either independently, or in coordination with a physician, manages / directs and supervises the delivery of healthcare services to the client population. Performs prescribed medical procedures and administers medications, keeps medical records, and may lead a team of organization staff in Infection Control. Supervises other Registered Nurses and/or Licensed Practical Nurses. Florida Registered Nurse license required, plus experience in healthcare services delivery.
- Registered Nurse (RN)**
 Depending on the size of the organization's healthcare program, either works under the supervision of a Director of Nursing / Nursing Supervisor or practices relatively independently as sole healthcare services provider in the delivery of healthcare services to clients / patients. Performs prescribed medical procedures and administers medications, keeps medical records, and coordinates care with others in the organization's direct services providers / teams. May supervise Licensed Practical Nurses. Florida Registered Nurse licensure required *Other titles for this position: Direct Care Nurse (RN)*

Position Descriptions:

Mid-Management, Direct Service Providers & General Support Staff Positions

- **Licensed Practical Nurse (LPN)**

Provides direct client / patient healthcare services under the direction / supervision of a Registered Nurse, including but not limited to prescribed medical procedures and the administration of medications as provided for by Florida law, keeping medical records, and coordinates care with others in the organization's direct services providers / teams. Florida Practical Nurse licensure required. *Other titles for this position: Direct Care Nurse (LPN)*

- **Certified Nursing Assistant (CNA)**

Provides direct client / patient healthcare services under the direction / supervision of either a Registered Nurse and/or Licensed Practical Nurse, documents care in medical records, and often functions as a member of a healthcare services team. Florida "Certification" as a CNA is either required for entry into position or expected to be obtained following initial employment. *Other titles for this position: Nurse's Aide*

RESIDENTIAL SERVICES

- **Facilities Manager**

Reports directly to the Residential Services Manager and coordinates the work activities of workers engaged in keeping building and grounds in clean and orderly condition; maintains utility systems and physical structures of the building(s) and facilities' equipment. *Other titles for this position: Building Manager, Maintenance Supervisor, Property Manager*

- **Custodian**

Keeps building in clean and orderly condition; sweeps and mops floors, empties trash, cleans restrooms and performs related maintenance activities. *Other titles for this position: Housekeeping Aide / Assistant*

- **Cook**

Prepares meals in "day care" or residential settings. May be responsible for ordering supplies, planning menus (under the supervision of a dietitian). Keeps food service area and food preparation utensils clean and orderly. *Other titles for this position: Food Service Worker, Assistant Cook*

Participating Organizations

Agape Flights Inc.
 ALSO for Gay Youth, Inc.
 Alzheimer's Disease And Related Disorders Association, Inc.
 Florida Gulf Coast Chapter
 American Association of Kidney Patients
 Anchor House Inc.
 Animal Rescue Coalition, Inc.
 Art Center Sarasota, Inc.
 Asolo Repertory Theatre
 Boys & Girls Clubs of Manatee County, Inc.
 Bradenton Christian School
 Cat Depot, Inc.
 Centerstone of Florida, Inc.
 Charlotte County Habitat for Humanity
 Charlotte County Healthy Start Coalition, Inc.
 Child Evangelism Fellowship/Manatee/Sarasota
 Children First, Inc.
 Children's Guardian Fund
 Community Youth Development of Sarasota County, Inc.
 Comprehensive Care Center, Inc. dba Community AIDS Network
 Conservation Foundation of the Gulf Coast
 Denise Amber Lee Foundation
 Drug Free Charlotte County
 Early Learning Coalition of Florida's Heartland
 Early Learning Coalition of Sarasota County
 Easter Seals Southwest Florida
 Embracing Our Differences
 Exchange Club Family Partnership Center of Manatee, Inc.
 Family Promise of South Sarasota County
 Family Resources, Inc.
 Florida Studio Theatre, Inc.
 Forty Carrots Family Center
 Girl Scouts of Gulfcoast Florida, Inc.
 Girls Incorporated of Sarasota County
 Glasser Schoenbaum Human Services Center
 Gulf Coast Heritage Association, Inc.

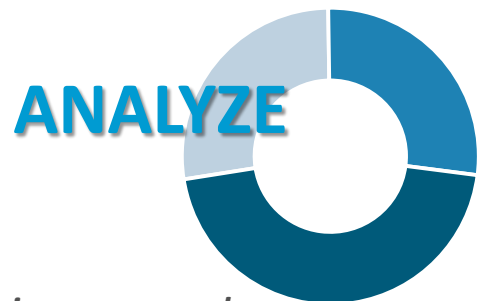
Gulfcoast Legal Services, Inc.
 Habitat for Humanity Sarasota, Inc.
 Healthy Start Coalition of Sarasota County
 Hearing Impaired Persons of Charlotte County, Inc.
 Hermitage Artist Retreat, Inc.
 HOPE Family Services, Inc.
 Humane Society of Manatee County
 Imagine Schools Palmer Ranch
 Insight Counseling Services, Inc.
 Jewish Family & Children's Service of the Suncoast, Inc.
 JoshProvides Epilepsy Assistance Foundation
 Legal Aid of Manasota, Inc.
 Lighthouse of Manasota
 Loveland Center, Inc.
 Manatee Children's Services
 Meals on Wheels of Sarasota, Inc.
 Meals On Wheels Plus Of Manatee, Inc.
 Mental Health Community Center's, Inc.
 More Too Life
 Mote Marine Laboratory, Inc.
 Nate's Honor Animal Rescue
 Nature's Academy, Inc.
 Neuro Challenge Foundation, Inc.
 Operation Second Chance
 Palmetto Charter School
 Project 180 Sarasota, Inc.
 Punta Gorda Isles Civic Association
 Realize Bradenton
 Royal Palm Players, Inc.
 Safe Place and Rape Crisis Center
 Samaritan Counseling Services of the Gulf Coast
 Sarasota County Openly Plans for Excellence
 Sarasota Orchestra
 Sarasota Youth Sailing
 Satchels Last Resort Animal Shelter
 Save Our Seabirds, Inc.
 Selah Freedom

Senior Friendship Centers, Inc.
 SKY Family YMCA
 South Florida Museum and Bishop Planetarium, Inc.
 Southeastern Guide Dogs, Inc.
 St. Francis Animal Rescue of Venice, Inc.
 Suncoast Community Capital
 Suncoast Partnership to End Homelessness
 Suncoast Workforce Board, Inc., dba CareerSource Suncoast
 Suncoast Youth For Christ
 Team Tony Cancer Foundation
 The Circus Arts Conservatory
 The Early Learning Coalition of Manatee County
 The Florida Center for Early Childhood
 The Florida Holocaust Museum
 The Jewish Federation of Sarasota-Manatee
 The John and Mable Ringling Museum of Art
 The New Paradigm Foundation
 The Perlman Music Program/Suncoast, Inc.
 The Players Inc
 The Salvation Army
 Turning Points
 U.S. Masters Swimming, Inc.
 UnidosNow, Inc.
 United way 2-1-1 of Manasota, Inc.
 United Way South Sarasota County
 Venice Art Center
 Virginia B. Andes Volunteer Community Clinic
 Visual Arts Center
 William Monroe Rowlett Academy for the Arts and Communication, Inc.
 WUSF Public Media
 Young Life of Manatee County

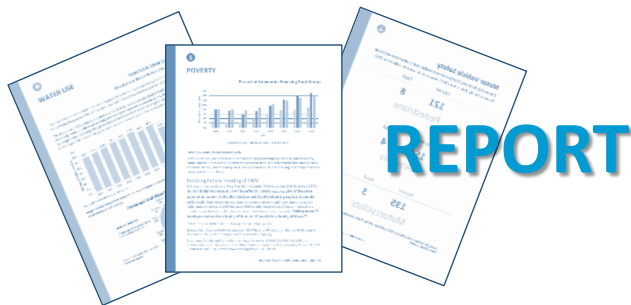
Thank you!

ABOUT SCOPE

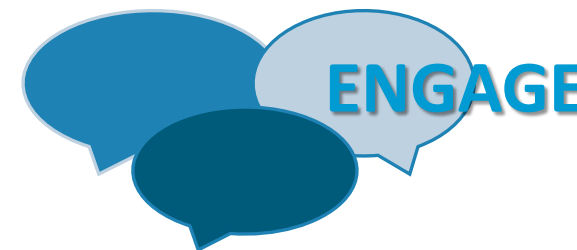
Connecting and inspiring citizens to create a better community



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