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Maricopa and Pima County Organizations

2013 report

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Contents

Executive Summary	1
Key Findings	1
Research Methods and Participant Organizations	2
Paid Days Off	4
Plans Offering Days Off by Type	4
Plans Offering Days Off as PTO (Paid Time Off)	7
Health Care Coverage	8
Health Care Plan Premiums	10
Annual Deductibles and Prescription Drug Coverage	10
Cost Containment Measures	11
Additional Benefits	12
Retirement Plans	14
Defined Contribution Plans	15
Defined Benefit (Pension) Plans	17
The Impact of Retirement Plans on Employee Recruitment and Retention	18
Chief Executive Officers	19
CEO Years of Experience	20
Male/Female Differences in CEO Representation	20
CEO Ethnicity and Age	22
Additional Benefits Received by CEOs	23
Minimum Education Required	23
Additional Findings	23
Job Positions	24
Executives	
Chief Executive Officer	25
Chief Operating Officer	26
Chief Financial Officer	27
Chief Development Officer	28
Financial Management	
Finance Director / Controller – Full-time by Salary	29
Accounting or Business Manager – Full-time by Salary	30
Accountant – Full-time by Salary	31
Bookkeeper	
Full-time by Salary	32
Full-time by Wage	33
Part-time by Wage	34

Fundraising and Fund Development

Director of Development – Full-time by Salary	35
Development Manager – Full-time by Salary	36
Development Professional – Full-time by Salary	37
Grant Writer – Full-time by Salary	38
Special Events Coordinator	
Full-time by Salary	39
Full-time by Wage.....	40

Public Relations, Marketing and Communications

Public Relations / Marketing Manager – Full-time by Salary	41
Public Relations / Marketing Professional – Full-time by Salary	42
Communications Professional – Full-time by Salary	43
Graphic Designer – Full-time by Salary	44

Human Resources

Human Resources Director – Full-time by Salary	45
Human Resources Professional	
Full-time by Salary	46
Full-time by Wage.....	47

Information Technology

Director of Information Technology – Full-time by Salary	48
Information Technology Professional	
Full-time by Salary	49
Full-time by Wage.....	50
Data Entry Specialist	
Full-time by Salary	51
Full-time by Wage.....	52

Program Management

Director of Program Services – Full-time by Salary	53
Program Manager / Director – Full-time by Salary	54
Program Coordinator	
Full-time by Salary	55
Full-time by Wage.....	56
Part-time by Wage.....	57
Program Assistant	
Full-time by Salary	58
Full-time by Wage.....	59
Part-time by Wage.....	60

Legal and Public Policy

Public Policy Director – Full-time by Salary	61
Community Outreach – Full-time by Salary	62
Staff Attorney – Full-time by Salary	63

Facilities and Properties

Facilities or Property Manager – Full-time by Salary	64
Maintenance Supervisor	
Full-time by Salary	65
Full-time by Wage	66
Maintenance, Facilities or Property Worker	
Full-time by Wage	67
Part-time by Wage	68
Janitor / Custodian – Full-time by Wage	69
Head Cook	
Full-time by Salary	70
Full-time by Wage	71
Assistant Cook – Full-time by Wage	72
Safety Guard – Full-time by Wage	73
Driver	
Full-time by Wage	74
Part-time by Wage	75

Volunteer Management

Director of Volunteers – Full-time by Salary	76
Volunteer Coordinator	
Full-time by Salary	77
Full-time by Wage	78
Part-time by Wage	79

Administrative Support Services

Executive Assistant	
Full-time by Salary	80
Full-time by Wage	81
Administrative Assistant	
Full-time by Salary	82
Full-time by Wage	83
Part-time by Wage	84
Receptionist	
Full-time by Wage	85
Part-time by Wage	86

Health and Medical Services

Clinical / Nursing Director – Full-time by Salary	87
Clinician – Full-time by Salary	88
Registered Nurse	
Full-time by Salary	89
Full-time by Wage.....	90
Part-time by Wage.....	91
Licensed Practical Nurse – Full-time by Wage	92
Nurse Practitioner – Full-time by Salary.....	93

Human Services

Caseworker (MSW or Master's Level)	
Full-time by Salary	94
Full-time by Wage.....	95
Caseworker (Bachelor's Level)	
Full-time by Salary	96
Full-time by Wage.....	97
Case Aide – Full-time by Wage.....	98
Direct Service/Support Worker	
Full-time by Wage.....	99
Part-time by Wage.....	100
Intake Specialist	
Full-time by Salary	101
Full-time by Wage.....	102

Training and Education

Director of Education – Full-time by Salary	103
Training Generalist– Full-time by Salary.....	104
Instructor – Full-time by Salary	105
Day Care Teacher	
Full-time by Wage.....	106
Part-time by Wage.....	107

Additional Salary and Wage Information..... 108

Appendix A: Participating Organizations.....110

Appendix B: Job Descriptions..... 112

Appendix C: Methodology Notes..... 115

Tables

Table 1. Average Number of Holidays, Sick Days, and Personal Days Provided to Staff by Organization Budget Category	5
Table 2. Average Paid Vacation Days Provided to Staff by Organization Budget Category and Employee Length of Service	5
Table 3. Carry-Over of Sick Days in Plans that Offer Paid Days Off by Type	6
Table 4. Carry-Over of Vacation Days in Plans that Offer Paid Days Off by Type	6
Table 5. Types of Days Off That Employees Are Allowed to Cash Out	6
Table 6. Average PTO Days Provided to Full-time Staff by Organization Budget Category and Employee Length of Service	7
Table 7. Accrual Allowed in PTO Plans	7
Table 8. Types of Health Care Plans Offered to Employees	9
Table 9. Average Percentage of Premium Paid by the Organization for Each Health Care Plan	10
Table 10. Average Annual Deductible.	10
Table 11. Prescription Drug Coverage	11
Table 12. Measures Taken by Nonprofits to Contain Health Care Plan Costs	11
Table 13. Percentage of Organizations Offering Additional Benefits by Budget Category	12
Table 14. Percentage of Organizations That Offer Each Retirement Plan by Budget Category	14
Table 15. Defined Contribution Plans: Average Organization Contribution to Each Type, as a Percentage of an Employee Salary .	16
Table 16. Defined Contribution Plans: Vesting Schedules	16
Table 17. Defined Contribution Plans: Required Vesting Periods	16
Table 18. Defined Contribution Plans: Investment Vehicles	17
Table 19. Defined Benefit (Pension) Plans: Vesting Schedules	17
Table 20. Defined Benefit (Pension) Plans: Required Vesting Periods.	18
Table 21. Defined Benefit (Pension Plans): How Retirement Benefits Are Calculated	18
Table 22. Perceived Influence of Organization Retirement Plan on Employee Recruitment and Retention.	18
Table 23. CEO Salary by Budget Category.	19
Table 24. CEO Additional Benefits by Organization Budget Category	23

Figures

Figure 1. Participant Organizations by Budget Category.	2
Figure 2. Participant Organizations by Number of Employed Staff	3
Figure 3. Participant Organizations by Type	3
Figure 4. Percentage of Organizations Requiring Each Employment Length for Paid Days Off	4
Figure 5. Percentage of Organizations That Offer Health Care Coverage by Budget Category	8
Figure 6. Eligibility Requirements for Health Care Coverage	9
Figure 7. Percentage of Organizations That Contribute to the Cost of Additional Insurance Plans	13
Figure 8. Percentage of Organizations That Offer and Contribute to a Retirement Plan by Budget Category.	14
Figure 9. Percentage of Organizations Requiring Each Length of Employment for Eligibility in the Defined Contribution Retirement Plan .	15
Figure 10. Median CEO Salary by Organization Budget Category.	19
Figure 11. CEO Male/Female Representation by Organization Budget Category	20
Figure 12. Median Salaries of Male and Female CEOs by Organization Budget Category	21
Figure 13. CEOs by Ethnicity	22
Figure 14. CEOs by Age Range	22

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nonprofit compensation & benefits

Maricopa and Pima County Organizations

2013 report

Executive Summary

Welcome to the 2013 Nonprofit Compensation and Benefits Report, the fifth report in the ASU Lodestar Center's compensation research series. This report aims to help nonprofits with vitally important hiring and human resource decisions by providing accurate, specific comparison data. It includes what nonprofits in Maricopa and Pima Counties are paying their staff across a variety of positions, as well as their range of benefits practices, including health care plans, paid days off, and retirement.

Please note that organizations that took part in this study are not precisely representative of nonprofits in Maricopa and Pima Counties, due to the sampling method, described on page 115. For this reason, we don't include direct comparisons to data from our past reports. However, much of the information presented is broken down by organization budget categories, as well as by organization type, allowing for specific comparison and reference.

Key Findings

- A nonprofit CEO's salary is directly related to the budget size of the organization he or she leads. In organizations with annual expenditures under \$500,000, median CEO pay is \$55,000; in organizations with budgets over \$10 million, the median CEO salary rises to \$164,000. [page 19]
- Female CEOs earn salaries equivalent to their male counterparts in similarly-sized organizations. However, 72 percent of nonprofits with annual expenditures higher than \$10 million have a male CEO, while 72 percent of organizations with expenditures lower than \$500,000 have a female CEO. This disproportionate representation drives a large overall median pay gap between male (\$110,000) and female (\$85,000) CEOs. [page 21]
- CEOs of participating organizations have an average of 18 years of experience in the nonprofit sector. For each additional year of experience, a CEO earns, on average, an additional \$1,659. [page 20]
- While most organizations still provide paid days off by type (vacation, sick, personal, etc.), PTO plans, which pool all types of days, are increasingly common: 38 percent of the organizations that offer paid days off have a PTO plan. [pages 4-7] PTO plans generally offer fewer overall days, but allow employees to take all days for any reason.
- Three in four responding organizations provide a health-care plan to employees and pay between 80 and 90 percent of the premium, on average, for full-time employees (depending on the type of plan). Much less of the premium is covered for spouses/domestic partners and family. [pages 8-11]
- Forty-three percent of organizations have increased the deductibles of their health care plan(s) as a strategy to contain rising health-care insurance costs. [page 11]
- Retirement plans continue to be a benefit that is commonly provided by larger nonprofit organizations. Eighty percent of organizations in the largest budget category (over \$10 million) provide and contribute to employee retirement plans, compared with 10 percent of those in the lowest budget category (under \$500,000). [pages 14-18]
- Three-quarters of the organizations that provide a retirement plan indicated that it helps recruit and/or retain employees. [page 18]

Research Methods and Participant Organizations

The 2013 Nonprofit Compensation and Benefits Report focuses on Arizona nonprofit organizations that meet the following criteria:

- are based in Maricopa County or Pima County
- hold IRS-defined 501(c)3 status
- employ at least one full-time paid staff member
- are **not** hospitals, private grantmaking foundations, or higher education institutions.

In the fall of 2012, the ASU Lodestar Center for Philanthropy & Nonprofit Innovation invited eligible nonprofit organizations to participate in our online data collection survey. We reached out to organizations in a number of ways. Initially, we compiled a list of organizations from the NCCS (National Center for Charitable Statistics) core data file of Arizona nonprofits, and filtered it by the eligibility criteria. Our final list contained 1,031 Maricopa County nonprofits and 346 Pima County nonprofits.* We directly contacted most of the organizations on this list through e-mails to CEOs, HR Directors, and, when those were not available, generic organization e-mail addresses.

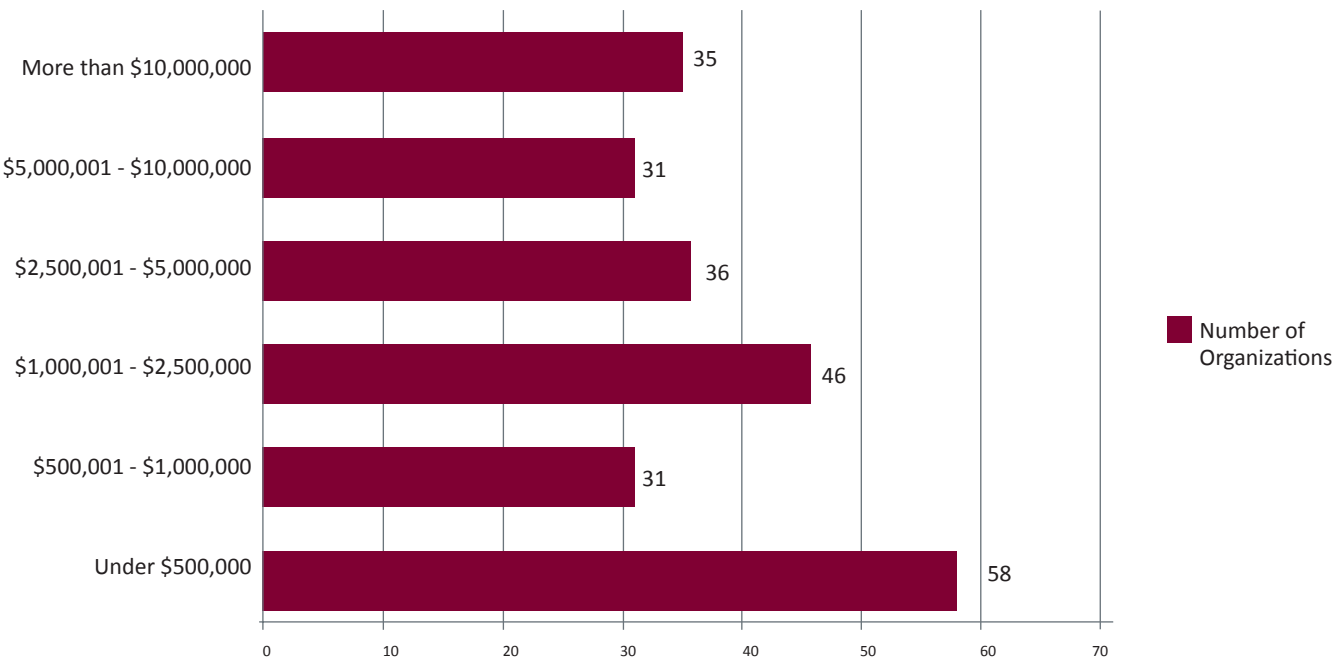
We also promoted the survey through several additional outlets, including the Lodestar Center Nonprofit News (LCNN), ASU Lodestar Center social media channels, and community events. In addition, several local partners helped promote the survey directly to their stakeholders and members.

A total of 237 organizations completed the survey, a 25 percent return rate from our list of eligible organizations. A total of 171 Maricopa-based and 66 Pima-based nonprofit organizations participated.

Figure 1 depicts the breakdown of the organizations by budget category (defined as expenditures for their most recent fiscal year). Figure 2 reflects the number of employed staff. A majority (63 percent) of organizations had annual expenditures of at least \$1 million. The median number of employed staff is 20; half of participating organizations have more than 20 paid employees. The median number of full-time, part-time, and contract staff is 20, 13, and 3, respectively.

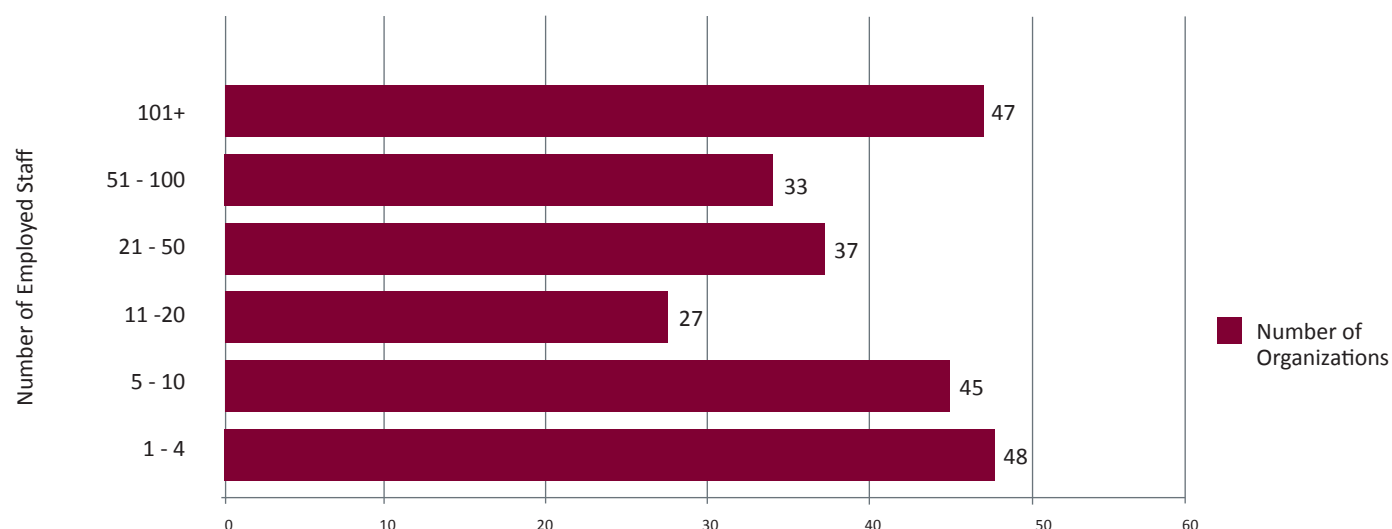
*For more information on methodology and limitations, please see page 115.

Figure 1. Participant Organizations by Budget Category*



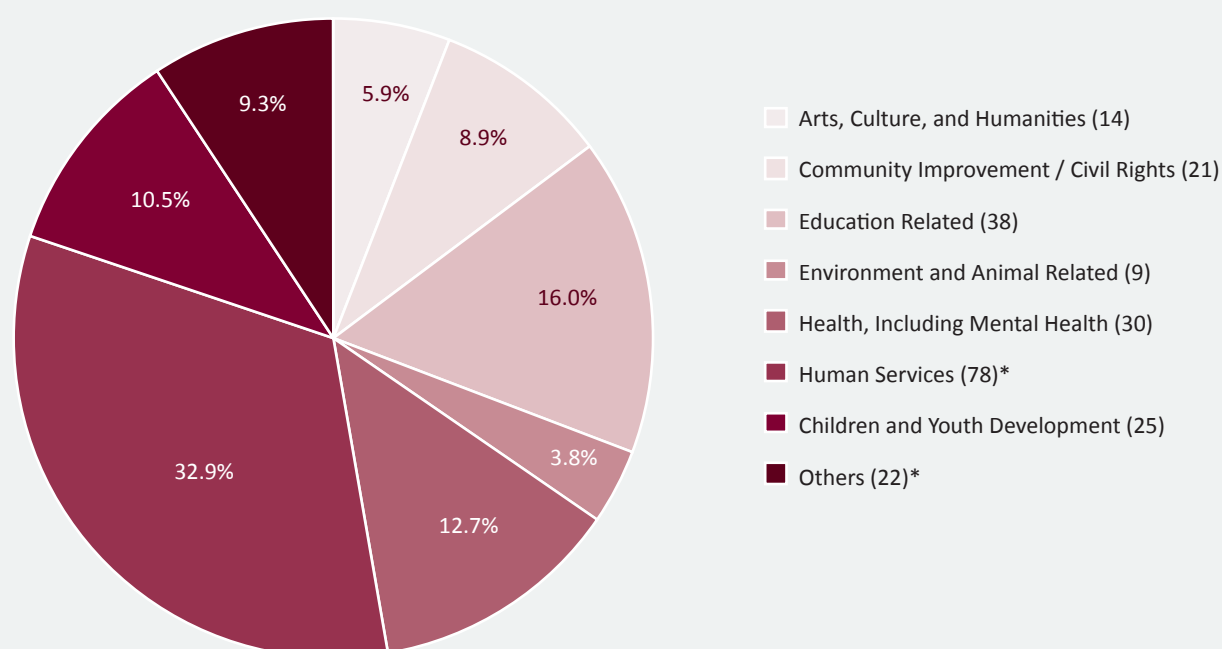
*Annual expenditures for the most recent fiscal year.

Figure 2. Participant Organizations by Number of Employed Staff



Participant organizations were asked to choose an organization type that best corresponded with their primary mission. Figure 3 depicts the breakdown of participant organizations by mission type. Approximately one-third of participant organizations are human services organizations.

Figure 3. Participant Organizations by Type

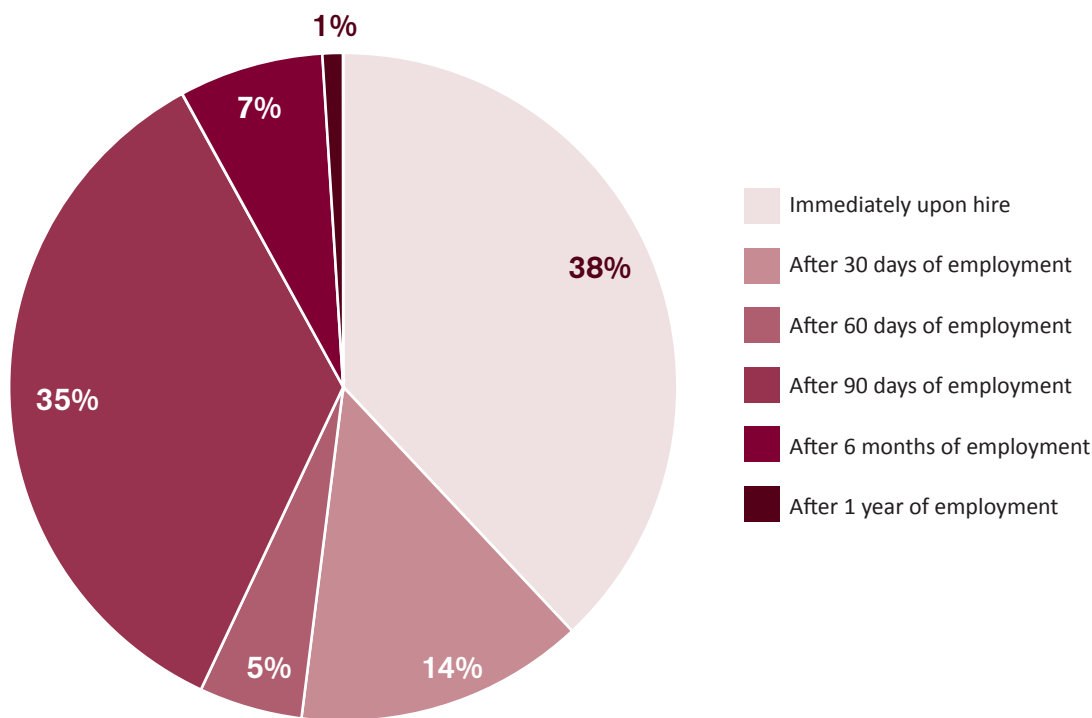


*Note: Human services includes Housing and Shelter and Employment organizations. "Others" includes Food, Agriculture and Nutrition, Crime and Legal-related, Disaster Relief, International Affairs, Philanthropy and Grantmaking, Societal and Mutual-benefit, Social Science, Science and Technology, and Religion-related.

Paid Days Off

Ninety-five percent of participant organizations provide paid days off to all or some employees. Organizations that do not offer paid days off are small, either by annual expenditures or number of employed staff. All of the organizations that offer paid days off provide them to full-time employees, and half (50 percent) of the organizations that have part-time employees provide the benefit to their part-time staff. Figure 4 depicts the various lengths of service required to receive paid days off and the percentage of organizations that require each. Many organizations (62 percent) require some length of employment before providing paid days off, and 38 percent of organizations provide paid days off to new employees immediately.

Figure 4. Percentage of Organizations Requiring Each Employment Length for Paid Days Off



Organizations were asked if they offered paid days off by type (separately for holidays, vacation, sick, etc.) or as a total number of days off that employees could use for any reason (often referred to as a PTO plan). Fifty-nine percent (132 of 224 organizations) provide specific days off by type, and thirty-eight percent (86 of 224) provide a PTO plan.

Plans Offering Days Off by Type

Table 1 shows the average number of holidays, sick days, and personal days provided to full-time staff by organization budget size. The number of holiday, sick, and personal days combined ranges from 20-22 across all organization budget categories. These numbers do not vary significantly by employee tenure; employees are usually not awarded more of these types of days the longer they work for an organization. However, as noted in Figure 4, many organizations require employees to be on the job for a specified period of time before any paid days off are provided.

Table 1. Average Number of Holidays, Sick Days, and Personal Days* Provided to Full-time Staff by Organization Budget Category

	Number of Organizations	Holidays	Sick Days	Personal/ Other* Days	Total
More than \$10,000,000	18	10	9	2	21
\$5,000,001 - \$10,000,000	14	9	11	2	22
\$2,500,001 - \$5,000,000	16	10	8	4	22
\$1,000,001 - \$2,500,000	33	10	9	3	22
\$500,001 - \$1,000,000	23	9	8	3	20
Under \$500,000	26	9	8	3	20
All Organizations	130	10	9	3	21

*Personal days also include "Other" days that employees can take each year, such as birthdays and floating holidays.

Table 1 reports days that employees can take each year, and does not include paid days off that are offered in limited specific circumstances, such as jury duty, bereavement, and separately paid maternity/paternity days (not counted as sick or vacation). Bereavement leave is provided by 63 percent of the organizations that offer paid days off by type, and when offered, the median number of days provided is three. Maternity or paternity days off that are not covered under sick, vacation, or short-term disability are uncommon. Jury duty was written in by several organizations, although due to it not being specifically listed on the survey, the exact percentage of responding organizations that offer paid jury duty leave is unknown.

Employee tenure significantly affects the total number of vacation days awarded, as shown in Table 2. Employees with five to ten years of service receive an average of 16 vacation days per year, while employees with 10 or more years of service receive an average of 19 days per year.

Table 2. Average Paid Vacation Days Provided to Full-time Staff by Organization Budget and Employee Length of Service

	Number of Organizations*	Years of Employment				
		< 1 year	1-2 years	3-4 years	5-10 years	10+ years
More than \$10,000,000	16	10	13	14	18	21
\$5,000,001 - \$10,000,000	14	11	12	15	18	21
\$2,500,001 - \$5,000,000	15	10	11	14	17	21
\$1,000,001 - \$2,500,000	33	9	12	14	17	19
\$500,001 - \$1,000,000	22	8	10	13	16	18
Under \$500,000	25	7	10	12	14	15
All Organizations	125	9	11	13	16	19

*Based on the organizations that offer paid days off by type.

Most of the organizations that offer paid days off by type allow employees to carry over sick and/or vacation days into the following year(s). Seventy percent allow employees to carry over sick days; 71 percent allow carry-over of vacation days. As seen in Tables 3 and 4, some organizations allow employees to accrue an unlimited number of days, while others allow a maximum number of days. The median maximum number of accrued sick days is 2 days; for vacation days the median maximum is 20.

Table 3. Carry-Over of Sick Days in Plans That Offer Paid Days Off by Type

	Number of Organizations	Percentage of Organizations
Yes, employees are allowed to carry over sick days, up to a maximum number of days	68	52%
Yes, employees are allowed to carry over sick days, with no maximum number of days	27	21%
No carry-over, it is "use it or lose it"	36	27%

Table 4. Carry-Over of Vacation Days in Plans That Offer Paid Days Off by Type

	Number of Organizations	Percentage of Organizations
Yes, employees are allowed to carry over all or some vacation days	93	71%
No, it is "use it or lose it"	38	29%

The survey asked if employees were allowed to cash-out paid days off, and while the majority of organizations did not provide a cash-out option, 46 percent of organizations allowed employees to cash-out some or all paid days off at resignation and/or retirement. Table 5 shows the types of paid days off and the percentage of organizations that allowed cashing-out for each.

Table 5. Types of Days Off That Employees Are Allowed to Cash Out

	Number of Organizations*	Percentage of Organizations
Vacation only	44	81%
Vacation and personal days	5	9%
Vacation and sick days	3	6%
Vacation, sick and personal days	2	4%

*Based on the organizations that offer paid days off by type and allow for cashing-out.

Plans Offering Days Off as PTO (Paid Time Off)

Thirty-eight percent (86 of 224) of the organizations that offer paid days off utilize a PTO model, which offers a total number of days each employee can use for any reason. Most of them (86 percent, 74 of 86 organizations) offer paid holidays in addition to their PTO plan, i.e. holidays are not deducted from employees' PTO banks. The average number of paid holidays offered in these cases is nine. Twelve organizations include holidays in their PTO plan, which means paid holidays are deducted from an employee's PTO bank. Table 6 shows the average PTO days off provided to full-time staff by organization budget size.

Table 6. Average PTO Days Provided to Full-time Staff by Organization Budget Category and Employee Length of Service

	Number of Organizations*	Years of Employment				
		Less than 1 year	1 to 2 years	3 to 4 years	5 to 10 years	10+ years
More than \$10,000,000	16	13	18	20	25	28
\$5,000,001 - \$10,000,000	14	14	16	20	23	25
\$2,500,001 - \$5,000,000	15	16	20	24	28	30
\$1,000,001 - \$2,500,000	10	12	16	18	21	23
\$500,001 - \$1,000,000	7	12	15	17	22	23
Under \$500,000	12	10	14	17	20	21
All Organizations	74	13	17	20	24	26

*Based on the number of organizations that offer PTO and offer paid holidays in addition to PTO days.

In the vast majority of cases (84 percent, 72 of 86), the number of paid days off for full-time non-exempt employees is the same as it is for exempt employees. Only 14 out of 86 organizations reported fewer paid days off for full-time non-exempt employees (and in most cases it was a small difference), but due to the low number of organizations with this practice, averages cannot be reported reliably.

Most organizations (77 percent, 66 of 86) with PTO plans allow employees to accrue or carry over PTO days, although most have a maximum number of accrued days allowed, the median of which is 20 days. Approximately one-quarter of the organizations have a "use it or lose it" policy. Regarding cashing-out PTO days, 60 percent (52 of 86) of the organizations allow employees to cash out PTO days at resignation and/or retirement.

Table 7. Accrual Allowed in PTO Plans

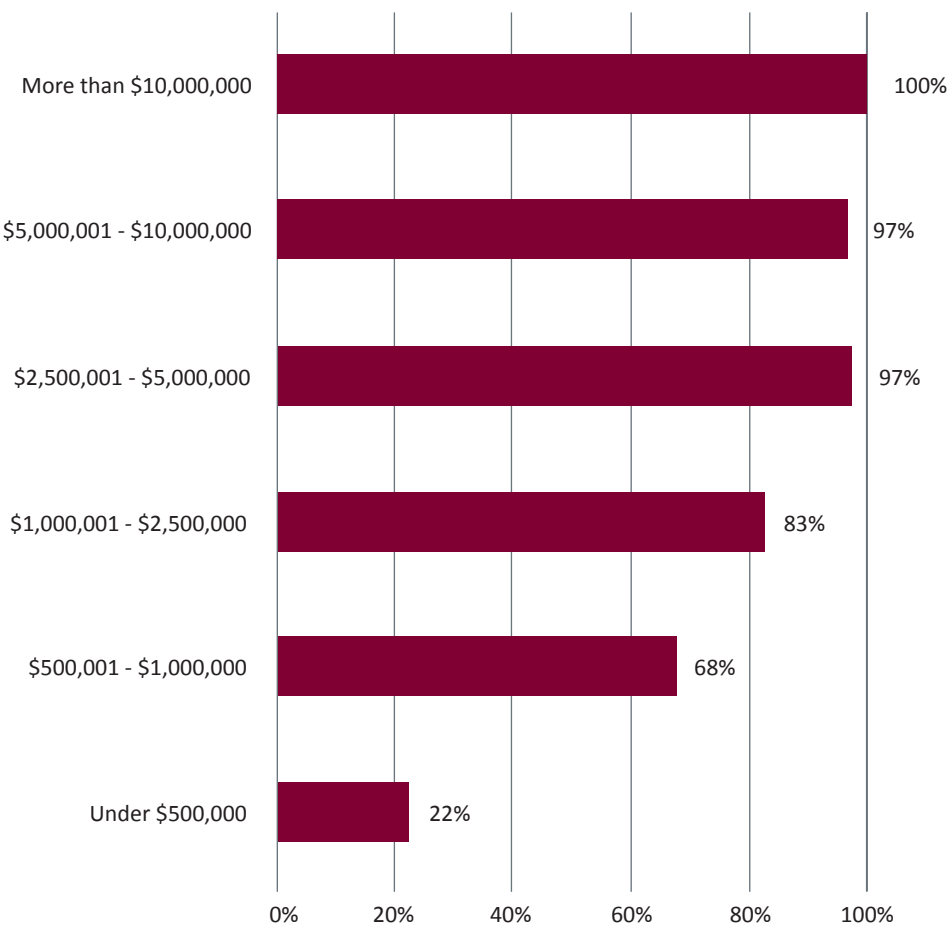
	Number of Organizations	Percentage of Organizations
Employees can accrue PTO days up to a maximum number of days	59	69%
Employees can accrue PTO days with no maximum number of days	7	8%
No accrual allowed	20	23%

Health Care Coverage

Nearly three in four responding organizations (73 percent) provide a health care plan to employees. Many nonprofits offer health care coverage only to full-time employees; 83 percent of organizations that have both full- and part-time employees offer coverage only to full-time employees; 17 percent offer it to all employees. Sixty-four percent of organizations that provide a health care plan also make it available to employees' domestic partners.

As shown in Figure 5, larger organizations are more likely to offer health care coverage. All organizations with annual expenditures of \$10 million or more provide this benefit, and of the 27 percent of responding organizations that don't provide health care coverage, all but two have annual expenditures below \$1 million.

Figure 5. Percentage of Organizations That Offer Health Care Coverage by Budget Category



As shown in Figure 6, 57 percent of organizations provide health care coverage either immediately or within one month of employment, making it the most common eligibility practice. This is followed by 36 percent of organizations that provide it after three months of employment, and three percent that provide it after two months of employment.

Figure 6. Eligibility Requirements for Health Care Coverage

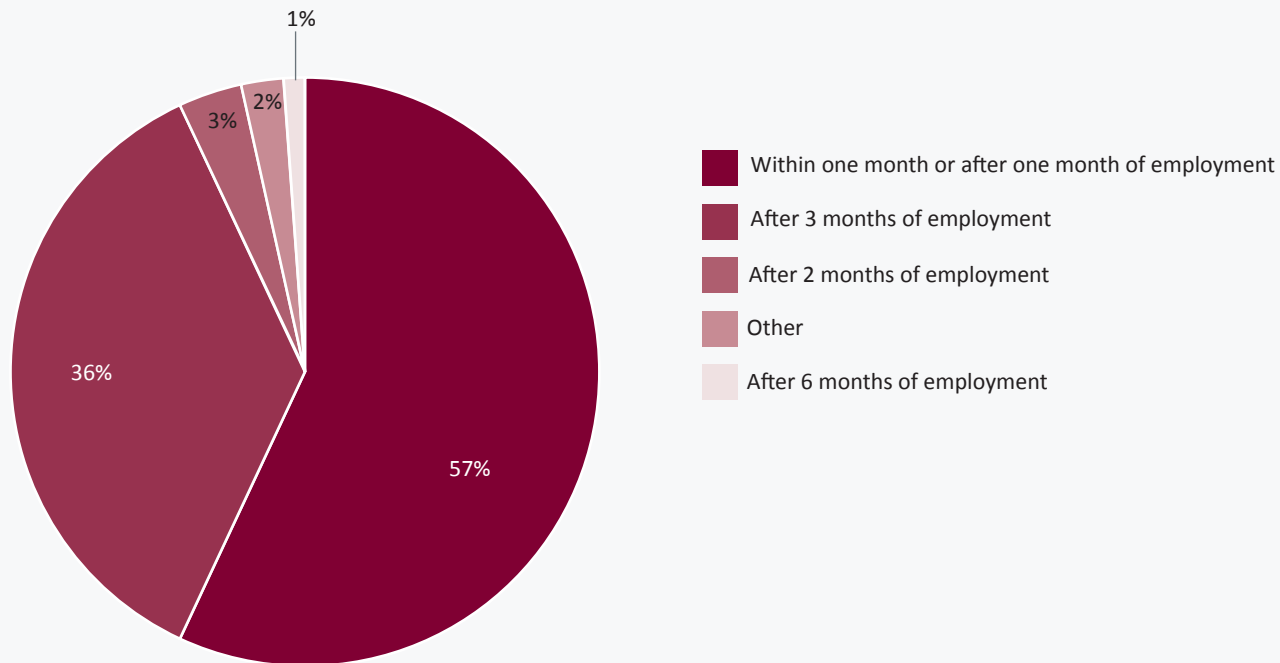


Table 8 lists the types of health care plans offered. The majority of organizations (70 percent) offer one health care plan, 29 percent offer two types of plans, and four organizations offer three types of plans. The most common health insurance plan is the PPO, which is offered by 80 percent of responding organizations, followed by the HMO, which is offered by 25 percent of organizations.

Table 8. Types of Health Care Plans Offered to Employees

	Number of Organizations Offering	Percentage of Organizations Offering
PPO (Preferred Provider Organization)	85	49%
HMO (Health Maintenance Organization)	17	10%
POS (Point of Service Plan)	13	8%
HDHP (High Deductible Health Plan)	3	2%
Traditional Indemnity/Fee for Service	1	1%
PPO and HDHP	25	15%
HMO and PPO	21	12%
POS and HDHP	1	1%
PPO and POS	2	1%
HMO, PPO and POS	1	1%
HMO, PPO and HDHP	3	2%
Total	172	100 %*

*Numbers do not add up to 100 due to rounding.

A small number of organizations (5) provide a set amount of funds to employees' health accounts (FSA, HRA, or HSA) in lieu of providing health insurance. Many organizations also offer these accounts in addition to insurance plans, the exact number of which was not captured by the survey.

Health Care Plan Premiums

Table 9 shows the average percentage of the premium paid by the organization for each type of health care plan.

Table 9. Average Percentage of Premium Paid by the Organization for Each Health Care Plan

	Full-time Exempt				Full-time Non-Exempt				Part-time			
	Number of Organizations	Employee Only	Employee Plus One	Family	Number of Organizations	Employee Only	Employee Plus One	Family	Number of Organizations	Employee Only	Employee Plus One	Family
HMO (Health Maintenance Organization)	42	83 %	38 %	34 %	36	80 %	35 %	32 %	7	49 %	23 %	21 %
PPO (Preferred Provider Organization)	136	83 %	38 %	35 %	120	81 %	39 %	35 %	18	72 %	25 %	23 %
POS (Point of Service Plan)	16	90 %	42 %	37 %	15	86 %	48 %	42 %	4	91 %	53 %	51 %
HDHP (High Deductible Health Plan)	32	87 %	45 %	36 %	31	85 %	46 %	38 %	7	88 %	38 %	26 %

Note: Traditional Indemnity / Fee for Service is not included in this table because it is only offered by one responding organization.

Annual Deductibles and Prescription Drug Coverage

The majority of the organizations (93 percent) provide a health care plan that includes an annual deductible, a specified amount the employee must pay for medical expenses before the plan begins to cover costs. The average deductible for each type of health care plan is shown in Table 10. Table 11 shows prescription drug coverage for each plan; most organizations' plans include prescription drug coverage.

Table 10. Average Annual Deductible

	Average Annual Deductible			
	Number of Organizations	Employee Only	Employee Plus One	Family
HMO (Health Maintenance Organization)	32	\$1,745	\$2,488	\$2,702
PPO (Preferred Provider Organization)	131	\$1,804	\$3,316	\$3,607
POS (Point of Service Plan)	17	\$1,397	\$2,559	\$2,871
HDHP (High Deductible Health Plan)	32	\$2,775	\$5,097	\$5,390

Note: Traditional Indemnity / Fee for Service is not included in this table because it is only offered by one responding organization.

Table 11. Prescription Drug Coverage

Prescription Drug Coverage	Percentage of Organizations
HMO (Health Maintenance Organization)	100%
PPO (Preferred Provider Organization)	98%
POS (Point of Service Plan)	94%
HDHP (High Deductible Health Plan)	94%

Note: Traditional Indemnity / Fee for Service is not included in this table because it is only offered by one responding organization.

Cost Containment Measures

The cost of providing health care coverage to employees continues to rise. Responding organizations saw their health insurance premiums increase by an average of 8.7 percent at their last renewal. While a few organizations' premiums declined (4 percent), or held steady (20 percent), for three-quarters of organizations, the premium increased. Table 12 shows the different measures that organizations have taken in the last two years to contain health care plan costs. Many (43%, 74 of 172) have chosen to increase the deductible, change health insurance providers (35%, 60 of 172), or increase the premium paid by the employee (27%, 46 of 172) to contain the increasing costs of providing health care coverage. Percentages do not add up to 100 because some organizations have taken more than one cost-containment measure.

Table 12. Measures Taken by Nonprofits to Contain Health Care Plan Costs

Cost Containment Measure	Percentage of Organizations
Increased deductibles	43%
Changed health insurance providers	35%
Increased the percentage of premiums paid by employees	27%
Increased co-payments	22%
Reduced coverage options	9%
Had no changes or just started offering the plan	7%
Other*	6%
Offered a financial incentive to opt-out of health plan coverage.	6%
Changed the type of health plan provided and/or added a health savings account	3%

*"Other" responses include self-insuring, wellness incentives, negotiating with insurance company, and purchasing a GAP insurance plan.

Additional Benefits

Organizations provide a wide range of additional insurance plans and fringe benefits to employees. Organizations with larger budgets are generally more likely to offer these perks. As Table 13 shows, the most common additional insurance benefit is a dental plan, provided by 67 percent of responding organizations. Virtually all organizations (97 percent) with a budget size above \$10 million provide a dental plan. Life insurance is the second most common additional benefit, offered by 59 percent of organizations.

Table 13 also shows the percentage of organizations that offer tuition reimbursement, a flex-time provision, and other benefits. Larger organizations are much more likely to offer tuition reimbursement, but flex-time is provided by many organizations (51 percent) across all budget categories. “Other benefits” includes items not specified in the survey that were written in, including on-site childcare, pet insurance, wellness and employee assistance programs, accident insurance, and animal adoption. These were much more likely to be offered by organizations in larger budget categories.

In most organizations, additional insurance plans and benefits are offered only to full-time employees. Thirty percent of the organizations offer them to part-time employees (of those that employ part-time staff).

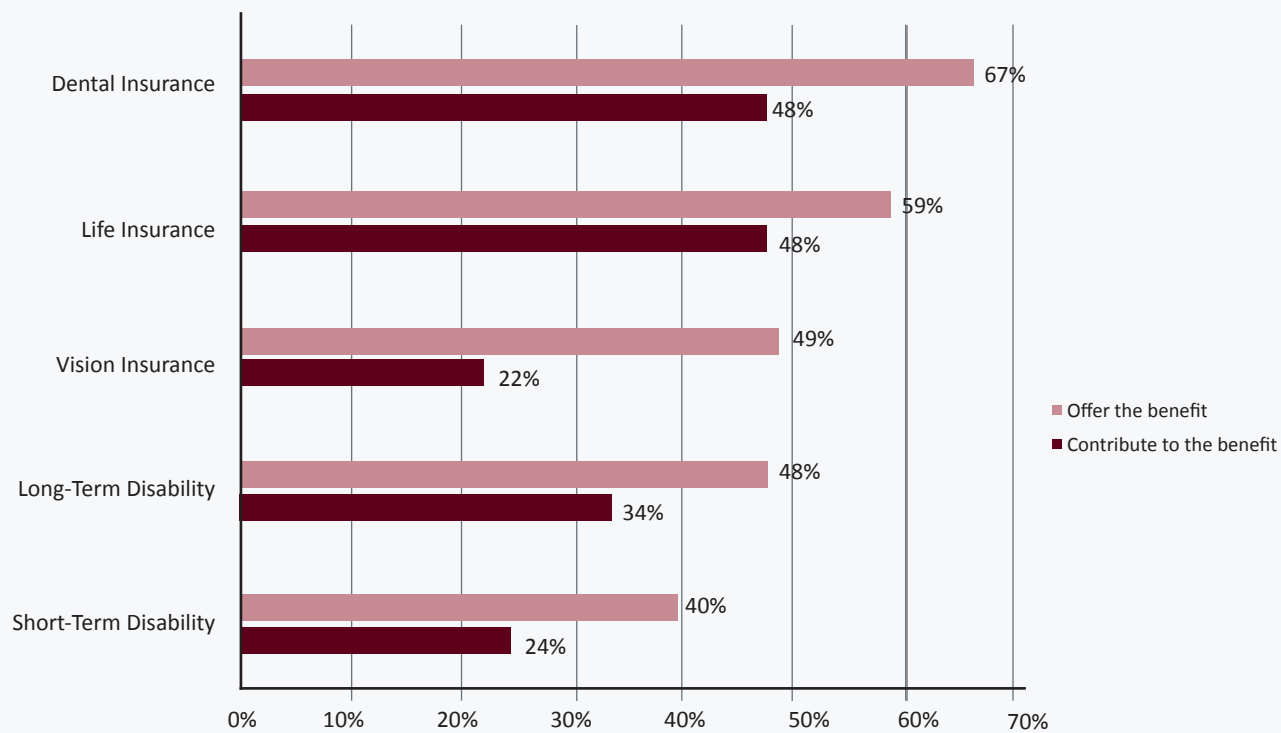
Table 13. Percentage of Organizations Offering Additional Benefits by Budget Category

	Number of Organizations	Dental Insurance	Life Insurance	Vision Insurance	LTD	STD	Tuition	Flex-time Provision	Other Benefits*
More than \$10,000,000	35	97%	97%	77%	89%	63%	54%	40%	11%
\$5,000,001 - \$10,000,000	31	90%	90%	65%	71%	65%	35%	58%	19%
\$2,500,001 - \$5,000,000	36	92%	67%	69%	56%	50%	11%	42%	3%
\$1,000,001 - \$2,500,000	46	78%	78%	57%	63%	50%	26%	63%	4%
\$500,001 - \$1,000,000	31	58%	42%	45%	26%	23%	3%	48%	0%
Under \$500,000	58	16%	9%	7%	5%	7%	5%	50%	2%
All Organizations	237	67%	59%	49%	48%	40%	21%	51%	6%

*“Other benefits” includes wellness programs, pet insurance, on-site childcare, animal adoption, accident insurance and employee assistance programs.

Not all organizations that offer additional insurance plans contribute to the plans' costs. In many cases, a plan is offered and administered by an organization, but the employee is responsible for the full premium. In other cases, the organization pays some of the cost, either as a flat amount or percent of the premium, and the employee pays the remainder. Figure 7 shows the percentage of organizations that offer and contribute toward the cost for each benefit. Organizations are most likely to contribute to the costs of dental plans and life insurance, and are least likely to contribute toward the cost of vision plans. Part-time employees are more likely to be required to pay the full premium or cost for all of these benefits.

Figure 7. Percentage of Organizations That Contribute to the Cost of Additional Insurance Plans*



*Percentage of all responding organizations

When organizations choose to offer *and* fund additional benefits, they usually pay for 100 percent of the premium(s). For life insurance, long-term disability (LTD) and short-term disability (STD) plans, only 27 percent of organizations (on average) choose to pay for some, but not all, of the premium. For dental plans, organizations that contribute to the cost cover an average of 84 percent of the total. For vision plans, the average paid is 82 percent of the total cost. Several organizations indicated that they cover 100 percent of the cost up to a certain limit, or that they cover the total cost for the basic plan.

Eighteen percent (42 of 237) of organizations offer tuition reimbursement. Of those, 29 percent (12 of 42) pay a percentage of tuition – an amount that varies from 50 to 100 percent – with a median of 85 percent. The remaining organizations offering tuition reimbursement provide the employee with a flat dollar amount reimbursement toward tuition costs. This reimbursement varies from \$150 to \$5000; with a median of \$1000.

Retirement Plans

Three in five responding organizations offer a retirement plan or retirement savings vehicle (144 organizations; 61 percent). Of those, 75 percent make financial contributions to their plan for employees, leaving a quarter that administer a plan or vehicle but do not contribute to it. As seen in Figure 8, larger organizations are more likely to offer and contribute to retirement plans.

Figure 8. Percentage of Organizations That Offer and Contribute to a Retirement Plan by Budget Category

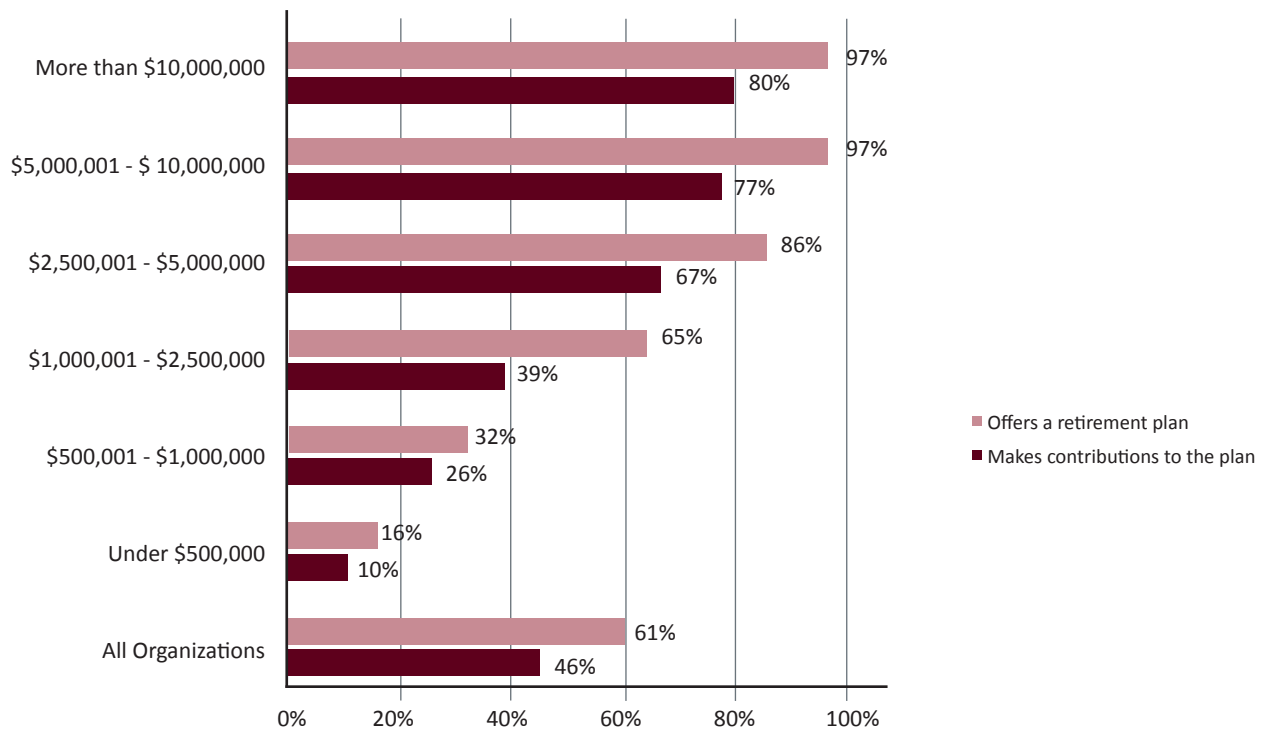


Table 14 shows the various types of retirement plans and the percentage of organizations that offer each. The most commonly offered plan is the 403(b), provided by 45 percent of responding organizations. The 401(k), a similar type of plan, is offered by 40 percent of organizations. Although most organizations offer one retirement plan, eight percent (11) of the organizations offer two or more types of plans.

Table 14. Percentage of Organizations That Offer Each Retirement Plan by Budget Category*

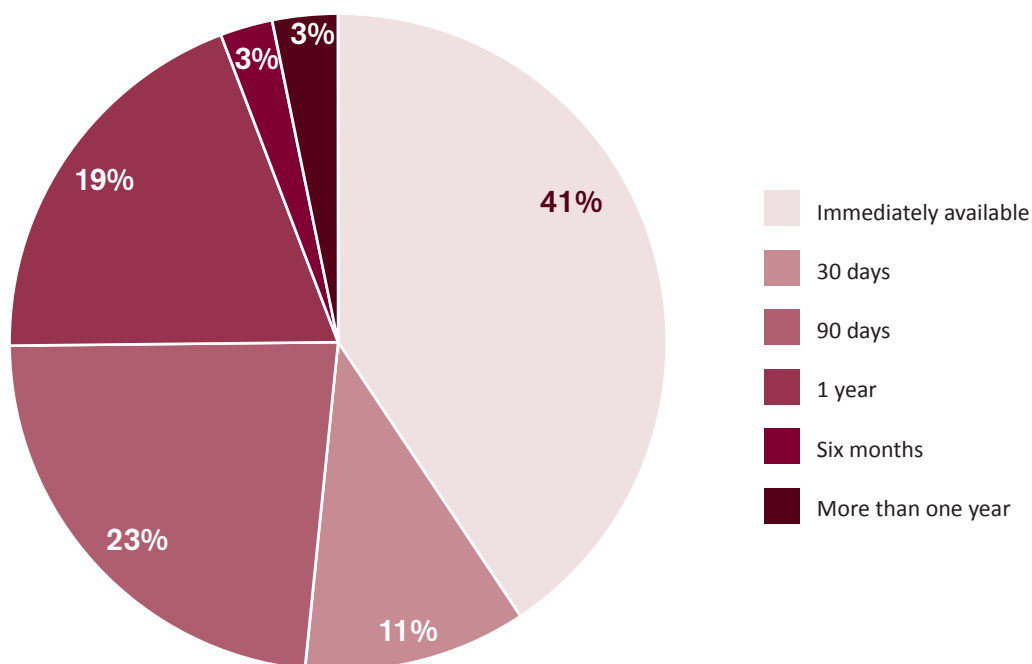
	Number of Organizations	Defined Benefit / Pension Plan	403(b)	401(k)	SIMPLE IRA	SEP (Simplified Employee Pension) IRA	401a/ Money Purchase Plan	457
More than \$10,000,000	34	21%	47%	59%	0%	3%	0%	12%
\$5,000,001 - \$10,000,000	30	13%	43%	53%	3%	0%	7%	3%
\$2,500,001 - \$5,000,000	31	6%	45%	29%	23%	3%	0%	0%
\$1,000,001 - \$2,500,000	30	33%	47%	30%	13%	10%	0%	0%
\$500,001 - \$1,000,000	10	10%	30%	30%	30%	10%	0%	0%
Under \$500,000	9	0%	56%	11%	33%	0%	0%	0%
All Organizations	144	17%	45%	40%	13%	4%	1%	3%

*Percentage of the 144 organizations that offer a retirement plan; percentages do not add up to 100 because some organizations offer two or more plans/vehicles. Only two organizations responded that they offer a 401a/Money Purchase plan Note: For definitions of each type of plan, see "Methodology and Notes." [page 115]

Defined Contribution Plans

Defined contribution plans, which include the 403(b), 401(k), Simple IRA, SEP, 401(a) and 457, are the most common retirement plans offered. Figure 9 shows the various lengths of employment required for eligibility in defined contribution plans and the percentage of organizations requiring each. Over half of the organizations (52 percent) either do not have a requirement or require 30 days. Ninety-days of service was also common (required by 23 percent of organizations).

Figure 9. Percentage of Organizations Requiring Each Length of Employment for Eligibility in the Defined Contribution Retirement Plan*



*Based on the organizations that offer defined contribution retirement plans. Three responses were of different lengths and were re-coded to the closest choice.

Organizations often fund defined contribution plans by contributing a percentage of each employee's salary to his or her account. Employees are frequently required to contribute to their own retirement accounts before receiving the "matching" organization contribution, up to a specified maximum percentage of salary. Half of the organizations that contribute to defined contribution plans (72) require this employee contribution. Table 15 shows the average organization contribution to each type of defined contribution plan.

Eight of the organizations (out of 144 that offer a plan) contribute a fixed dollar amount to a plan, rather than a percentage of employee salary. Of those, four contribute a flat amount to a 457 plan, an additional retirement plan offered to select employees (often only the CEO). Average fixed dollar amounts are not reported due to the low number of organizations utilizing this method.

Table 15. Defined Contribution Plans: Average Organization Contribution to Each Type, as a Percentage of Employee Salary

	Number of Organizations*	Average Percentage Contributed
401(k)	48	5.4%
403(b)	38	4.7%
SIMPLE IRA	17	3.0%
SEP	6	8.4%

*Based on the number of organizations that contribute a percentage of employee salary. When organizations require an employee contribution to receive the organization's contribution, the maximum possible contribution is reported. Note: Too few organizations reported 401a and 457 plans to generate valid information.

A *vesting period* is the specified length of time an employee must work before becoming fully entitled to the employer contributions made to his or her retirement account. When an employee is "fully vested," he or she will not lose the employer contributions upon leaving the organization. Table 16 shows the various types of vesting schedules and the number of organizations that utilize each. Half of the organizations do not have a required vesting period, i.e., employees have immediate, full ownership of employer contributions. Cliff vesting, used by 23 percent of organizations, means the employee is fully vested after a required number of years of service (or plan participation). Graded vesting, which gives an employee gradual, increasing ownership over time, is used by 27 percent of organizations.

Table 17 shows the various lengths of service required for an employee to be 100 percent "fully vested," i.e., the employee owns 100 percent of employer contributions in his/her account.

Table 16. Defined Contribution Plans: Vesting Schedules

	Number of Organizations	Percentage of Organizations*
Immediate (no required vesting period)	75	50%
Cliff Vesting	34	23%
Graded Vesting	41	27%

*Percentage of organizations that offer a defined contribution retirement plan.

Table 17. Defined Contribution Plans: Required Vesting Periods*

	Number of Organizations	Percentage of Organizations*
None (Immediate Vesting)	73	49%
100% after 1 year	6	4%
100% after 2 years	5	3%
100% after 3 years	16	11%
100% after 4 years	4	3%
100% after 5 years	35	23%
100% after 6 years	6	4%
100% after 7 years	2	1%
Other	3	2%
Total	150	100%

*Percentage of organizations that offer a defined contribution retirement plan.

About half (49 percent) of the organizations with defined contribution plans have retirement account assets invested in mutual funds. Only four percent have funds invested in annuities, however, a large percentage of respondents were unsure of the particular investment vehicle. Table 18 shows various investment vehicles and the percentage of organizations investing funds in each. The vast majority (82 percent) of plans had a Roth provision.

Table 18. Defined Contribution Plans: Investment Vehicles

Investment Vehicles	Number of Organizations	Percentage of Organizations*
Mutual Fund(s)	44	49%
Variable Annuity	2	2%
Equity-Indexed Annuity	2	2%
Unsure	41	46%

*Based on the percentage of organizations that offer 403(b), SIMPLE IRA, SEP or 401(a) defined contribution plans.

Defined Benefit (Pension) Plans

Twenty-two of the organizations that offer a retirement plan (15 percent) have a defined benefit plan, also known as a pension plan. Most of these organizations (20) have an active plan and new employees continue to enroll. Two organizations reported that their plan has been terminated for new employees, but it is still operating for previously enrolled employees. Half of the organizations offering a defined benefit plan (11 organizations) provide it to all their employees, including part-time employees. The most common eligibility requirement for plan participation is one year of employment; required by 41 percent (9) of organizations. The second most common service requirement is 90 days; required by 27 percent (6) of organizations.

Many of the organizations that have a defined benefit plan (55 percent; 12 organizations) require employees to contribute to the plan, usually as a percentage of salary. The average amount required is five percent of the employee's salary.

Vesting periods are common in defined benefit plans. Table 19 shows the various types of vesting schedules and the number of organizations that utilize each. The majority (68 percent) utilize a cliff or graded vesting schedule. Table 20 shows the various lengths of service required to be fully vested in the retirement plan; five years of service is required by half of the organizations that offer a defined benefit plan.

Table 19. Defined Benefit (Pension) Plans: Vesting Schedules

	Number of Organizations	Percentage of Organizations*
Immediate (No required vesting period)	7	32%
Cliff Vesting	10	45%
Graded Vesting	5	23%

*Based on the percentage of organizations that offer a defined benefit/pension plan.

Table 20. Defined Benefit (Pension) Plans: Required Vesting Periods

	Number of Organizations	Percentage of Organizations*
None (Immediate vesting)	7	32%
2 years	1	5%
3 years	1	5%
4 years	1	5%
5 years	11	50%
6 years	1	5%

*Based on the percentage of organizations that offer a defined benefit/pension plan.

For most organizations (64 percent), retirement benefits in their defined benefit plan are calculated through a formula that considers both years of service and salary, but as shown in Table 21, sometimes other calculation methods are used. The majority of organizations (59 percent, 13 organizations) indicated that their plan was a “cash balance plan,” meaning it defines the promised benefit in terms of a stated balance. Most organizations (59 percent) offer more than one option for payment of retirement benefits, often as a single life or survivor annuity, with several (68 percent) providing an option for a lump-sum payment.

Table 21. Defined Benefit (Pension) Plans: How Retirement Benefits Are Calculated

	Number of Organizations*	Percentage of Organizations
A formula that considers years of service	1	5%
A formula that considers average salary (for career or specific years)	2	9%
A formula that considers both years of service and salary	14	64%
As an individual account balance	5	23%

* Based on the number of organizations that offer a defined benefit/pension plan.

The Impact of Retirement Plans on Employee Recruitment and Retention

The staff member completing the survey was asked if he or she felt that the organization’s retirement plan helped recruit new employees and/or retain existing employees. The majority of organization representatives perceived the retirement plan as having *some* impact on recruitment and retention (63 percent), with a few feeling that their retirement plan has a *major* impact on recruitment and retention (8 and 13 percent, respectively). Roughly a quarter of organization representatives felt that the organization’s retirement plan had no impact on recruitment (28 percent) and/or retention (24 percent).

Table 22. Perceived Influence of Organization Retirement Plan Employee Recruitment and Retention

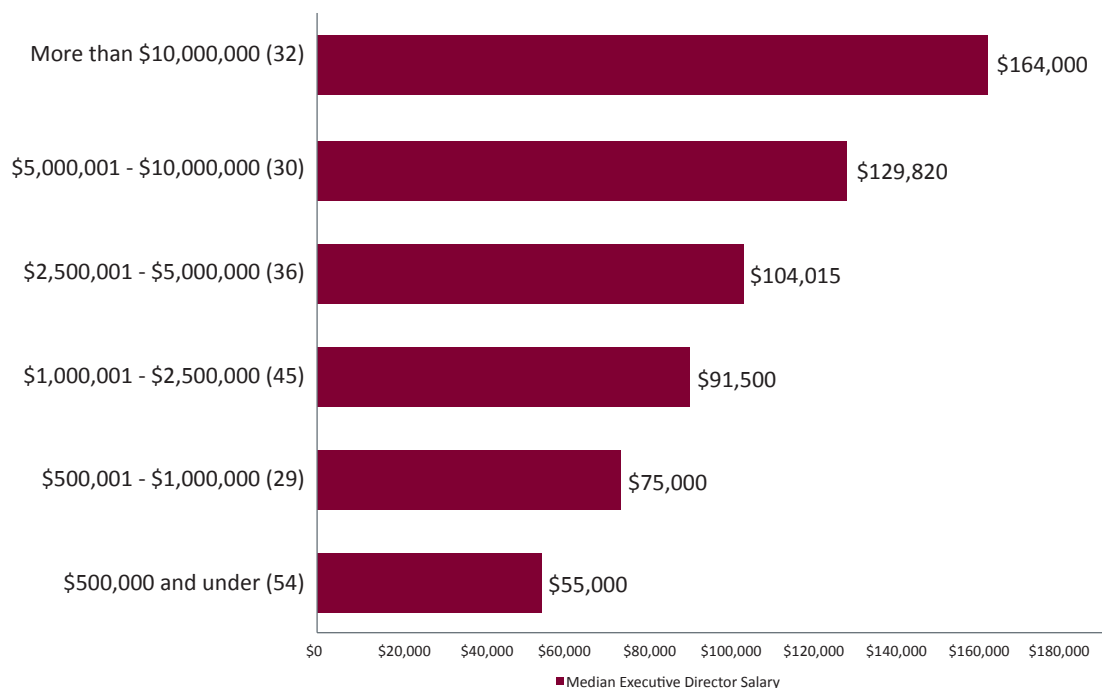
	Major Impact	Some Impact	No Impact
Helps recruit employees	8%	63%	29%
Helps retain employees	13%	63%	24%

Chief Executive Officers

The survey included several additional questions about the chief executive officer (CEO), identified as the organization's top executive and usually titled CEO or executive director. Of the 237 responding organizations, 231 reported having a full-time CEO and 226 of those reported the CEO's annual salary.

As expected, CEOs are paid higher salaries in organizations with higher annual expenditures (organization budget). In a statistical regression model, organization budget size and CEO years of experience are the only significant predictors of CEO salary. Figure 10 depicts increasing levels of median CEO compensation across organization budget category. Table 23 provides more detail on the median, average, and median base (starting) salaries of CEOs across organization budget size.

Figure 10. Median CEO Salary by Organization Budget Category



Note: The number of reported CEOs within each budget category is in parentheses.

Table 23. CEO Salary by Budget Category

	Median Salary	Average Salary*	75% Earn More Than	25% Earn More Than	Median Base Salary
More than \$10,000,000 (32)	\$164,000	\$183,619	\$140,458	\$205,528	\$122,500
\$5,000,001 - \$10,000,000 (30)	\$129,820	\$137,850	\$100,829	\$161,250	\$103,000
\$2,500,001 - \$5,000,000 (36)	\$104,015	\$107,888	\$90,308	\$128,000	\$90,000
\$1,000,001 - \$2,500,000 (45)	\$91,500	\$97,276	\$80,000	\$118,781	\$80,000
\$500,001 - \$1,000,000 (29)	\$75,000	\$76,844	\$66,500	\$90,000	\$60,000
Under \$500,000 (54)	\$55,000	\$57,706	\$47,250	\$67,000	\$50,000

*Average Salary is the 5% trimmed mean, which minimizes the influence of extreme values. Note: The number of reported CEOs within each budget category is in parentheses.

CEO Years of Experience

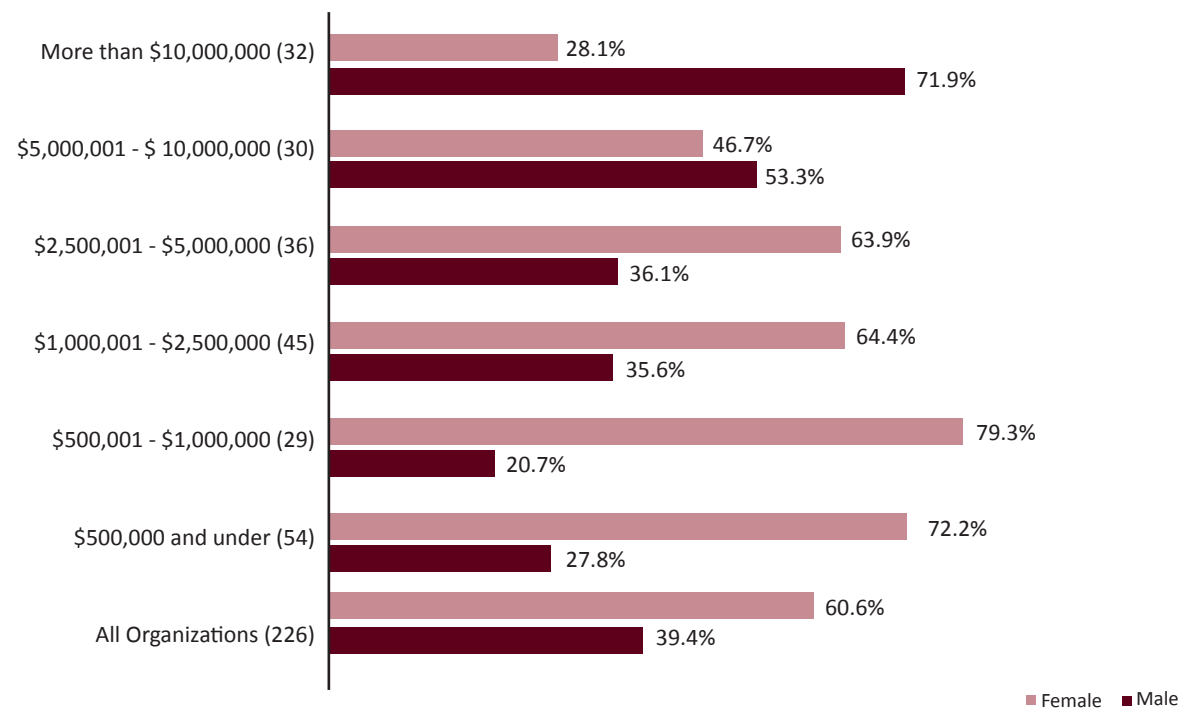
CEOs of responding organizations reported an average 18 years' experience in the nonprofit sector. CEOs have been in their current positions an average of nearly eight years. Over two-thirds of CEOs were recruited from outside their organizations (69 percent), the other 31 percent were promoted from within their organization. Most CEOs (81 percent) were working in the nonprofit sector prior to taking on their current CEO position, and 19 percent were recruited from outside of the nonprofit sector.

As mentioned, CEO years of experience is the second variable (besides organization budget category) that significantly predicts CEO pay. More experienced CEOs are paid more, even in organizations of similar budget sizes. CEOs are paid an average \$1,659 for each additional year of experience beyond the average 18 years.

Male/Female Differences in CEO Representation

Sixty-one percent of reporting organizations are headed by female CEOs (137 organizations), compared with 39 percent headed by male CEOs (89 organizations). Figure 11 shows the percentage of male and female CEOs across organization budget size. Very large organizations (above \$10 million) are significantly more likely to have a male CEO; 72 percent are led by men. Organizations in the \$5 to \$10 million budget range have a roughly equal number of male and female CEOs, and organizations with budgets under \$5 million are significantly more likely to have a female CEO, with 70 percent being led by women.

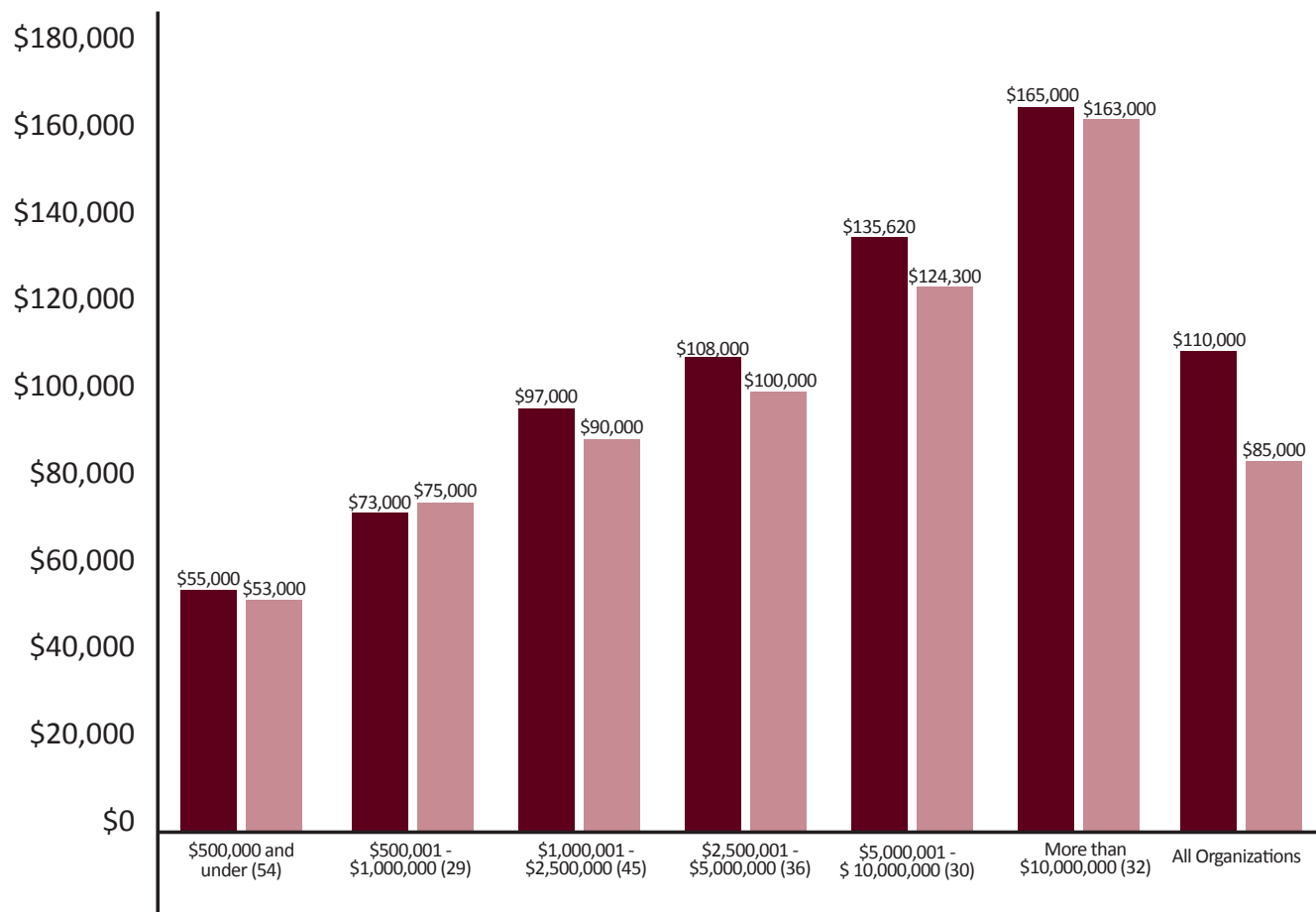
Figure 11. CEO Male/Female Representation by Organization Budget Category*



*Based on the 226 organizations that reported the gender of the CEO and his/her salary. Note: The number of reported CEOs within each budget category is in parentheses.

Figure 12 shows the median salaries of male and female CEOs across organization budget category. Within organizations of similar budget sizes, there is not a statistically significant difference between female and male executive CEO salaries. However, the overall median salary for male CEOs is \$110,000, compared to \$85,000 for female CEOs, a difference driven entirely by the disproportionate number of male CEOs in the largest organizations (more than \$10 million). CEO pay rises directly with organization size, and the average budget size of a nonprofit lead by a female CEO is \$4 million, compared with \$11 million for one led by a male CEO.

Figure 12. Median Salaries of Male and Female CEOs by Organization Budget Category*

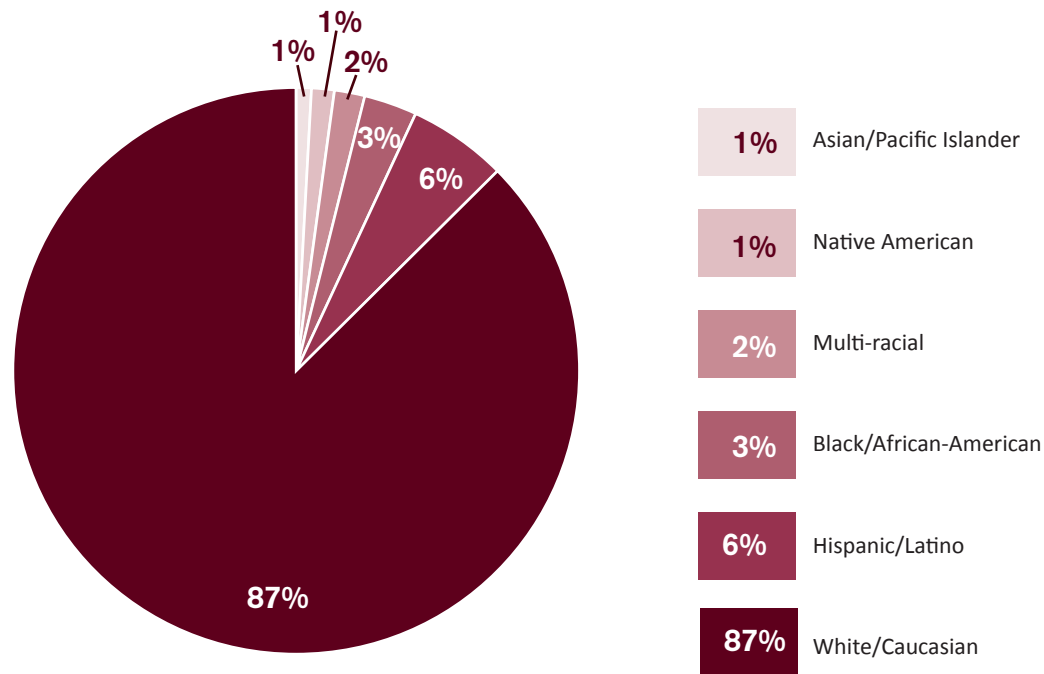


*Based on the 226 organizations that reported the gender of the CEO and his/her salary.

CEO Ethnicity and Age

As shown in Figure 13, 87 percent of CEOs of responding organizations are White/Caucasian. Hispanic/Latino(a) CEOs lead six percent of the responding organizations, African-Americans represent three percent, multi-racial individuals account for two percent, and Asian/Pacific Islander and Native Americans represent one percent of the reported CEOs.

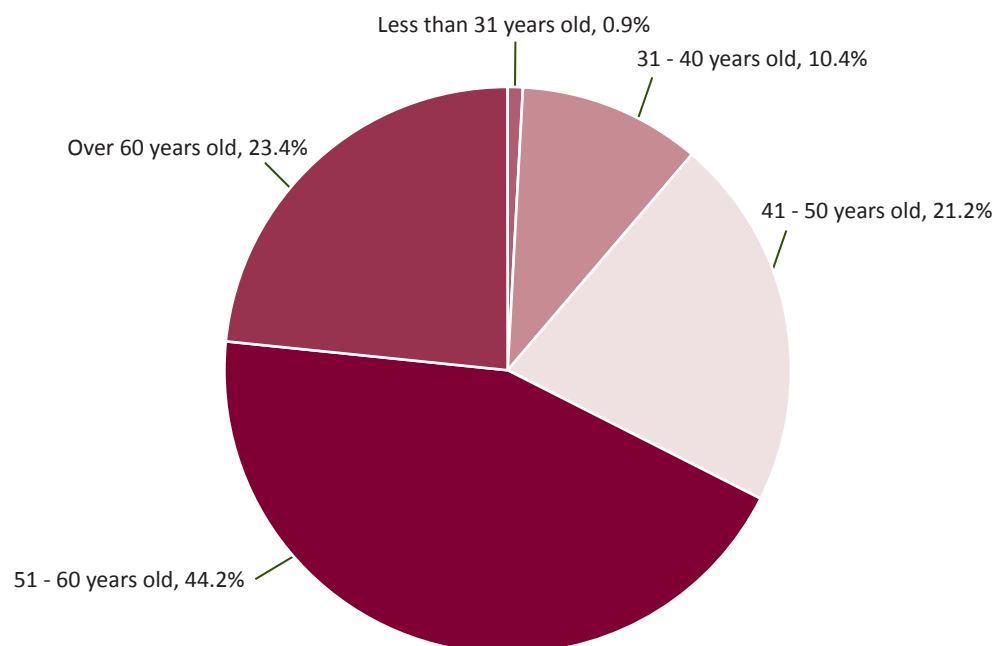
Figure 13. CEOs by Ethnicity*



*Based on the 231 organizations that reported a CEO.

Figure 14 shows the distribution of CEOs by age. Forty-four percent of CEOs were between 51 and 60 years of age, with the over 60 year-old category having the next highest level (23 percent) of respondents. Less than one percent of CEOs are younger than 31.

Figure 14. CEOs by Age Range*



*Based on the 231 organizations that reported a CEO.

Additional Benefits Received by CEOs

Larger organizations provide the most additional benefits to their CEOs. The most common extra benefit granted to CEOs is a cell phone; 55 percent of all reported CEOs received this benefit. Memberships in professional associations (26 percent of organizations provided) and additional days off (22 percent of organizations provided) are other common additional CEO benefits.

Table 24. CEO Additional Benefits by Organization Budget Category*

	Vehicle	Additional Car Allowance (Excluding Usual Mileage Reimbursement)	Additional Days Off	Membership(s) in Professional Association(s)	Additional Computer or Laptop	Cell Phone	Additional Insurance	Additional/Supplemental Life Insurance or Paid Premium	Club or Gym Membership	Deferred Compensation
More than \$10,000,000 (33)	18%	27%	21%	33%	42%	85%	9%	39%	3%	30%
\$5,000,001 - \$10,000,000 (30)	13%	27%	10%	27%	23%	77%	10%	17%	0%	7%
\$2,500,001 - \$5,000,000 (36)	3%	11%	11%	25%	19%	64%	11%	11%	0%	3%
\$1,000,001 - \$2,500,000 (46)	11%	11%	33%	28%	17%	50%	28%	24%	2%	4%
\$500,001 - \$1,000,000 (31)	6%	0%	32%	29%	10%	48%	35%	19%	3%	3%
Under \$500,000 (55)	7%	7%	22%	20%	2%	27%	11%	5%	0%	0%
All Organizations (231)	10%	13%	22%	26%	17%	55%	17%	18%	1%	7%

*Based on the 231 organizations that indicated that have an CEO in their organization. Note: The number of reported CEOs within each budget category is in parentheses.

Minimum Education Required

Most of the responding organizations (64 percent) require their CEO to have least a bachelor's degree, while 35 percent of the organizations require at least a master's degree. Very few organizations (4) reported that their minimum education requirement for a CEO is some college or a high-school diploma.

Additional Findings

Page 25 provides more details on CEO salary, including breakdowns of CEO compensation by county (Maricopa and Pima) and organization type (arts, education, etc.). CEO pay by organization type should be cautiously interpreted, because statistically, CEO pay does not vary by organization type when budget size is controlled. Nonprofits with similarly-sized annual budgets, regardless of type, pay their CEOs similarly. Thus, differences in CEO salary by type may reflect the average budget size of the organizations within the sample rather than a true difference in CEO pay by organization type.

Job Positions

Classifications

All job positions are classified according to position type, so that regardless of variations in job title, positions are compared with others similar in responsibility and activity. Survey respondents were asked to provide information for all paid job positions in their organization. Respondents selected from a list of 58 position types within 14 job groups. Position types included job titles with short descriptions of job responsibility and activity. These titles and descriptions appear at the top of each page in the second half of the report, where positions and salaries are reported. Please refer to Appendix B for the entire list of job positions and their descriptions.

Positions are reported as either salary or wage and classified as full-time or part-time. Part-time job compensation data are not combined with full-time compensation data for any job, due to the difference between full and part-time pay. Salary compensation data is not converted into wage compensation data, or vice versa, for any job due to the difference between salaries and wages. A full page is used for any job position for which at least 10 reports are available. The title of each page indicates whether the report describes salary or wage, and is reporting a full-time or part-time position. A few positions were grouped into one classification in order to reach at least 10 reports and be included in one page; only positions with similar job responsibilities and similar salary/wage data were grouped together. Where there were less than 10 but at least 3 reports of a particular position, the results are summarized in one page titled *Additional Salary and Wage Information*. More detail of the methodology used to report job positions is described in Appendix C.

Summary Statistics and Measures

Each job position is reported on a separate page, beginning on page 25. For each position, salary information is reported by county, organization budget, organization type, and in total. As in previous sections of this report, the term “budget” refers to annual expenditures.

Due to the low representation of some organization sizes or types, occasionally there are insufficient data to generate valid salary/wage figures on job positions by organization size or type. These cases are marked with an asterisk.

The following summary statistics are reported for each job position:

Salary Average. Two different measures of average are reported: the mean and the median. The mean is calculated by adding the dollar amount of all the responses (salaries) and dividing the sum by the number of responses. For example, if there are 10 responses for a particular position, the 10 reported salaries are totaled, and the sum is divided by 10. The mean is referred to as the “average” within the job reports.

Salary Median. The median is the midpoint at which half the reported salaries are higher and half are lower. The median is an important measure of average in salary studies because, unlike the mean, it is not distorted by a few unusually low or high salaries.

For each job position, two different median figures are reported. “Median Salary” is based on the current salary, and the “Median Base Salary” is the median reported entry-level salary for the position.

Quartiles. To illustrate the spread of salaries across organizations, the interquartile range is reported, which is listed as *25% Earn Less Than* and *75% Earn More Than*. These figures show the salary amounts at which the top and bottom quarter of salary-earners fall in each position breakout.

Executives

Chief Executive Officer (full-time by salary)

Description: Serves as the top-paid administrator and executive officer of the organization. Responsible to the board of directors for the organization's overall operation and management. Represents the organization in the community. **Alternate Titles:** Executive Director, President and CEO, Director, President.

Most Common Education Requirement: Bachelor's Degree 63% - 145 responses
Second Most Common Education Requirement: Master's Degree 33% - 75 responses
Average Years of Experience Required: 6.5

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	230	\$92,500	\$105,140	\$67,500	\$128,294	\$80,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	164	\$91,366	\$108,067	\$68,463	\$136,200	\$80,000
By Organization Budget:						
Under \$500,000	40	\$55,000	\$58,475	\$45,000	\$73,750	\$49,000
\$500,001 - \$1,000,000	22	\$78,300	\$81,327	\$69,390	\$97,113	\$67,500
\$1,000,001 - \$2,500,000	36	\$90,000	\$96,644	\$79,861	\$113,750	\$79,641
\$2,500,001 - \$5,000,000	24	\$103,500	\$112,731	\$84,000	\$140,813	\$87,041
\$5,000,001 - \$10,000,000	20	\$152,450	\$154,924	\$116,648	\$181,783	\$110,500
More than \$10,000,000	22	\$165,058	\$195,983	\$146,000	\$222,875	\$127,500
By Organization Type:						
Arts, culture, and humanities	10	\$61,590	\$113,838	\$53,750	\$167,649	\$57,500
Children and Youth development	19	\$80,000	\$96,964	\$72,000	\$136,600	\$70,000
Community improvement / Civil rights	16	\$83,000	\$84,932	\$60,313	\$95,974	\$69,000
Education related	25	\$100,315	\$127,447	\$67,500	\$155,000	\$85,000
Environment and animal related	9	\$75,000	\$100,644	\$55,900	\$131,000	\$65,000
Health, including mental health	20	\$97,253	\$110,380	\$80,085	\$152,500	\$82,500
Human services	56	\$98,300	\$110,488	\$75,000	\$139,500	\$84,000
Others	9	\$91,500	\$99,615	\$60,500	\$128,719	\$80,000
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	66	\$95,183	\$97,867	\$61,500	\$122,750	\$80,000
By Organization Budget:						
Under \$500,000	16	\$54,023	\$56,128	\$50,000	\$60,000	\$50,000
\$500,001 - \$1,000,000	8	\$70,500	\$65,701	\$52,475	\$74,250	\$50,000
\$1,000,001 - \$2,500,000	10	\$100,000	\$104,114	\$78,750	\$131,857	\$82,500
\$2,500,001 - \$5,000,000	13	\$105,000	\$109,773	\$98,494	\$124,000	\$100,000
\$5,000,001 - \$10,000,000	10	\$105,500	\$109,318	\$91,805	\$120,250	\$92,500
More than \$10,000,000	9	\$159,500	\$163,799	\$125,000	\$178,681	\$100,000
By Organization Type:						
Arts, culture, and humanities	3	\$100,000	\$99,675	\$80,000	-	\$85,000
Children and Youth development	7	\$75,000	\$85,820	\$52,000	\$128,750	\$65,000
Community improvement / Civil rights	7	\$81,600	\$98,229	\$62,000	\$145,000	\$65,000
Education related	13	\$70,000	\$79,689	\$50,000	\$110,000	\$60,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	8	\$96,683	\$116,594	\$58,472	\$149,624	\$87,500
Human services	26	\$104,515	\$103,698	\$69,500	\$125,000	\$86,610
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Executives

Chief Operating Officer (full-time by salary)

Description: Reporting to the CEO, the Chief Operating Officer oversees all or a significant aspect of administration such as finance, human resources, office administration, and information systems. Supervises departments and/or other paid staff. **Alternate Titles:** Associate Director, Vice President, Chief Administrative Officer, Director of Operations, Deputy Chief Officer.

Most Common Education Requirement: Bachelor's degree 71% - 48 responses
Second Most Common Education Requirement: Master's degree 22% - 15 responses
Average Years of Experience Required: 6.2
Percentage of Respondents that Supervise Others: 96%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	68	\$74,940	\$86,391	\$60,250	\$105,212	\$63,500
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	52	\$75,628	\$89,155	\$60,000	\$106,046	\$65,333
By Organization Budget:						
Under \$500,000	4	\$44,500	\$44,300	\$32,375	\$56,025	\$35,000
\$500,001 - \$1,000,000	4	\$56,500	\$57,695	\$52,835	\$63,750	\$50,000
\$1,000,001 - \$2,500,000	19	\$72,000	\$75,924	\$56,500	\$90,000	\$55,720
\$2,500,001 - \$5,000,000	6	\$72,440	\$69,480	\$61,500	\$75,000	\$69,333
\$5,000,001 - \$10,000,000	7	\$106,300	\$112,165	\$92,000	\$135,000	\$85,000
More than \$10,000,000	12	\$128,000	\$131,960	\$100,711	\$154,592	\$92,493
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	3	\$105,283	\$98,428	\$40,000	-	\$85,000
Children and youth development	7	\$75,000	\$88,051	\$59,700	\$134,356	\$60,000
Community improvement / civil rights	7	\$60,000	\$56,974	\$45,000	\$70,000	\$50,000
Education related	8	\$90,166	\$97,167	\$75,250	\$120,000	\$79,840
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	3	\$90,000	\$97,143	\$51,062	-	\$54,750
Human services	20	\$77,628	\$94,076	\$63,976	\$105,975	\$70,000
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	16	\$69,000	\$77,407	\$61,750	\$87,612	\$60,731
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$59,965	\$58,322	\$51,000	-	\$45,000
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	4	\$68,115	\$69,307	\$62,307	\$77,500	\$63,231
\$5,000,001 - \$10,000,000	5	\$85,000	\$83,396	\$66,748	\$99,242	\$72,301
More than \$10,000,000	3	\$109,200	\$105,433	\$72,100	-	\$85,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3	\$64,000	\$60,410	\$51,000	-	\$45,000
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$109,200	\$110,894	\$88,483	-	\$85,000
Human services	9	\$68,000	\$68,289	\$60,483	\$76,050	\$56,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Executives

Chief Financial Officer (full-time by salary)

Description: Reporting to the CEO, the Chief Financial Officer is responsible for the direction, supervision, and managerial oversight of all financial operations including treasury, accounting, budgeting, reporting and forecasting, financial systems, internal controls, audit activities, and payroll. **Alternate Titles:** Director of Finance, Vice President of Finance.

Most Common Education Requirement: Bachelor's degree 79% - 55 responses
Second Most Common Education Requirement: Some college 20% - 14 responses
Average Years of Experience Required: 6.5
Percentage of Respondents that Supervise Others: 97%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	70	\$85,000	\$92,893	\$71,305	\$103,523	\$69,333
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	47	\$86,100	\$98,525	\$75,500	\$112,000	\$75,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	7	\$63,000	\$62,714	\$51,000	\$70,000	\$53,750
\$2,500,001 - \$5,000,000	9	\$84,000	\$79,458	\$71,500	\$85,683	\$68,666
\$5,000,001 - \$10,000,000	13	\$86,520	\$96,085	\$80,200	\$110,995	\$80,000
More than \$10,000,000	17	\$115,000	\$125,263	\$94,500	\$149,500	\$88,902
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	6	\$75,250	\$75,198	\$67,500	\$82,173	\$60,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	5	\$135,000	\$141,800	\$86,000	\$201,000	\$100,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	7	\$109,990	\$107,611	\$77,284	\$148,000	\$63,700
Human services	23	\$85,000	\$93,366	\$78,000	\$105,000	\$75,750
Others	3	\$104,040	\$106,933	\$91,759	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	23	\$77,000	\$81,382	\$65,000	\$92,954	\$65,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	6	\$65,550	\$67,659	\$61,600	\$75,041	\$55,000
\$5,000,001 - \$10,000,000	6	\$74,996	\$73,495	\$66,336	\$78,383	\$63,023
More than \$10,000,000	9	\$93,150	\$103,096	\$86,607	\$100,275	\$75,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	3	\$97,200	\$119,628	\$73,684	-	\$85,000
Human services	13	\$85,000	\$82,511	\$71,975	\$93,052	\$70,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Executives

Chief Development Officer (full-time by salary)

Description: Reporting to the CEO, the Chief Development Officer leads staff and volunteers to institutionalize philanthropy and fund development within the organization. Plans, coordinates, and assures implementation of strategies to develop donors and contributions to support the organization. Maintains accountability and compliance standards for donors and funding sources. Note: Development Director is a different position and is listed under Fundraising and Fund Development. **Alternate Titles:** Vice President of Development.

Most Common Education Requirement: Bachelor's degree 84% - 47 responses
Second Most Common Education Requirement: Master's degree 13% - 7 responses
Average Years of Experience Required: 6.8
Percentage of Respondents that Supervise Others: 91%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	54	\$87,250	\$94,809	\$70,000	\$111,425	\$70,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	43	\$91,000	\$98,058	\$72,000	\$120,000	\$74,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	10	\$71,000	\$72,810	\$63,450	\$85,424	\$63,645
\$2,500,001 - \$5,000,000	7	\$80,000	\$91,353	\$75,000	\$110,000	\$66,398
\$5,000,001 - \$10,000,000	12	\$100,073	\$101,892	\$80,970	\$123,750	\$75,000
More than \$10,000,000	11	\$120,000	\$134,658	\$95,000	\$175,000	\$96,500
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	7	\$75,900	\$80,982	\$64,000	\$100,395	\$67,000
Community improvement / civil rights	4	\$79,125	\$71,813	\$45,000	\$91,313	\$66,833
Education related	7	\$125,000	\$128,014	\$80,000	\$165,000	\$125,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	18	\$93,473	\$99,976	\$77,813	\$104,750	\$75,000
Others	3	\$120,000	\$105,240	\$70,720	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$80,000	\$82,109	\$62,200	\$100,000	\$70,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	3	\$115,700	\$111,667	\$89,500	-	\$70,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	6	\$84,750	\$91,333	\$68,250	\$119,225	\$70,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Financial Management

Finance Director/Controller (full-time by salary) ‡

Description: Responsible for financial management, accounting, budget and cost controls, internal controls, and financial reporting. Develops and implements financial procedures. Analyzes and interprets financial data and makes recommendations to the organization's leadership. Supervises business and accounting staff. **Alternate Titles:** Finance Director, Finance Manager, Director of Finance, Controller.

Most Common Education Requirement: Bachelor's degree 90% - 43 responses
Second Most Common Education Requirement: Master's degree 4% - 2 responses
Average Years of Experience Required: 5.8
Percentage of Respondents that Supervise Others: 85%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	48	\$70,000	\$68,467	\$55,300	\$79,301	\$53,250
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	33	\$75,000	\$73,135	\$64,900	\$80,779	\$56,243
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$55,000	\$60,000	\$50,000	-	\$50,000
\$2,500,001 - \$5,000,000	5	\$64,800	\$63,382	\$51,250	\$74,804	\$50,000
\$5,000,001 - \$10,000,000	8	\$79,649	\$77,204	\$67,450	\$86,091	\$67,500
More than \$10,000,000	16	\$77,100	\$78,708	\$70,000	\$80,890	\$58,122
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	4	\$74,900	\$74,250	\$71,200	\$76,650	\$53,000
Community improvement / civil rights	1*	-	-	-	-	-
Education related	4	\$84,900	\$83,800	\$57,450	\$109,050	\$60,250
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	6	\$75,000	\$73,290	\$63,783	\$81,431	\$60,000
Human services	12	\$70,276	\$68,722	\$57,575	\$76,563	\$53,750
Others	4	\$64,784	\$62,542	\$42,200	\$80,642	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	15	\$58,000	\$58,196	\$50,000	\$64,000	\$50,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$61,000	\$59,728	\$54,750	\$64,071	\$60,000
\$5,000,001 - \$10,000,000	4	\$55,450	\$54,725	\$51,250	\$57,475	\$50,000
More than \$10,000,000	3	\$75,000	\$67,833	\$50,000	-	\$55,000
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5	\$58,000	\$60,088	\$50,900	\$70,321	\$51,584
Human services	7	\$55,000	\$55,929	\$50,000	\$61,000	\$50,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by salary.

Financial Management

Accounting or Business Manager (full-time by salary) ‡

Description: Oversees one or more business or financial operations such as purchasing, insurance, or billing. Ensures that the organization meets budget targets for operational income and expenses. May supervise accounting, billing, or other financial personnel. **Alternate Titles:** Operations Manager, Finance Manager.

Most Common Education Requirement: Bachelor's degree 72% - 34 responses
Second Most Common Education Requirement: Master's Degree 10% - 5 responses
Average Years of Experience Required: 4.9
Percentage of Respondents that Supervise Others: 68%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	46	\$52,500	\$51,702	\$42,000	\$60,536	\$43,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	34	\$53,973	\$53,038	\$41,500	\$65,000	\$45,000
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	6	\$38,750	\$38,583	\$30,000	\$44,500	\$31,250
\$1,000,001 - \$2,500,000	3	\$37,800	\$41,233	\$30,900	-	\$37,800
\$2,500,001 - \$5,000,000	6	\$52,500	\$51,008	\$47,000	\$54,785	\$36,490
\$5,000,001 - \$10,000,000	7	\$55,000	\$58,612	\$52,500	\$65,000	\$50,000
More than \$10,000,000	11	\$65,033	\$65,251	\$56,950	\$72,000	\$50,300
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	3	\$53,046	\$47,651	\$30,900	-	\$38,480
Community improvement / civil rights	1*	-	-	-	-	-
Education related	8	\$54,950	\$61,675	\$52,500	\$73,500	\$50,000
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	5	\$50,000	\$51,382	\$44,939	\$58,517	\$42,000
Human services	11	\$56,000	\$52,203	\$38,000	\$60,000	\$45,287
Others	3	\$55,000	\$50,000	\$30,000	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	12	\$50,000	\$47,915	\$42,018	\$58,225	\$40,000
By Organization Budget:						
Under \$500,000	3**	\$47,000	\$40,000	\$23,000	-	\$35,000
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	3	\$51,242	\$51,381	\$50,000	-	\$40,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	4	\$46,037	\$41,993	\$27,768	\$52,175	\$40,260
Others	2*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage.

Financial Management

Accountant (full-time by salary) ‡

Description: Utilizes accounting and spreadsheet software to maintain the organization's financial records. Prepares and maintains accounting records and budget data using accounting principles. Examines, analyzes and interprets accounting records for the purpose of giving advice or preparing statements for use by management. **Alternate Titles:** Accounting Manager, Financial Analyst, Staff Accountant, Senior Accountant.

Most Common Education Requirement: Bachelor's degree 73% - 35 responses
Second Most Common Education Requirement: Some college 21% - 10 responses
Average Years of Experience Required: 3.7
Percentage of Respondents that Supervise Others: 17%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	48	\$44,132	\$44,766	\$40,557	\$49,378	\$38,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	36	\$45,000	\$45,375	\$41,536	\$49,897	\$40,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	4	\$45,000	\$49,782	\$42,750	\$61,597	\$43,000
\$2,500,001 - \$5,000,000	6	\$42,216	\$42,123	\$39,895	\$44,636	\$39,000
\$5,000,001 - \$10,000,000	8	\$37,813	\$40,228	\$35,625	\$46,750	\$34,000
More than \$10,000,000	18	\$47,000	\$47,767	\$42,000	\$52,835	\$41,587
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	6	\$42,632	\$42,944	\$41,600	\$45,000	\$35,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	3	\$51,000	\$50,000	\$46,000	-	\$44,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	6	\$48,794	\$47,156	\$34,913	\$56,773	\$41,680
Human services	14	\$42,500	\$44,680	\$37,869	\$48,500	\$37,773
Others	4**	\$48,213	\$47,909	\$43,243	\$52,273	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	12	\$42,000	\$42,938	\$37,659	\$45,431	\$37,576
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	6	\$38,599	\$37,759	\$33,280	\$41,099	\$33,120
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	5	\$45,000	\$47,675	\$43,500	\$53,188	\$38,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	6	\$41,239	\$40,509	\$35,860	\$45,144	\$34,500
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage.

Financial Management

Bookkeeper (full-time by salary)[‡]

Description: Responsible for part of the organization's business transactions and records maintenance. Posts, verifies, and reconciles accounts payable, accounts receivable, expenses, payroll, and/or other ledger accounts. **Alternate Titles:** Store Clerk, Accounting Clerk, Accounting Assistant, Payroll Administrator, Records Manager.

Most Common Education Requirement: Bachelor's degree 47% - 18 responses
Second Most Common Education Requirement: High school 29% - 11 responses
Average Years of Experience Required: 3.3
Percentage of Respondents that Supervise Others: 16%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	38	\$40,000	\$40,728	\$34,383	\$45,169	\$34,891
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	28	\$40,000	\$41,517	\$37,455	\$45,506	\$35,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	4	\$41,005	\$40,009	\$31,143	\$47,878	\$34,891
\$2,500,001 - \$5,000,000	3	\$40,000	\$45,147	\$37,440	-	\$40,000
\$5,000,001 - \$10,000,000	6	\$44,929	\$46,266	\$40,000	\$50,805	\$35,000
More than \$10,000,000	14	\$39,000	\$38,672	\$33,883	\$45,000	\$31,796
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	5**	\$36,000	\$37,400	\$31,000	\$44,500	\$30,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	8**	\$44,750	\$44,825	\$40,400	\$45,000	\$35,000
Human services	10	\$40,000	\$42,531	\$37,860	\$47,805	\$38,470
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	10	\$34,545	\$38,519	\$32,470	\$44,276	\$28,184
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	6**	\$33,000	\$36,248	\$31,586	\$40,021	\$26,020
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	6**	\$33,000	\$35,779	\$31,586	\$39,318	\$26,020
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next pages for employees paid by wage.

Financial Management

Bookkeeper (full-time by hourly wage)[‡]

Description: Responsible for part of the organization's business transactions and records maintenance. Posts, verifies, and reconciles accounts payable, accounts receivable, expenses, payroll, and/or other ledger accounts. **Alternate Titles:** Store Clerk, Accounting Clerk, Accounting Assistant, Payroll Administrator, Records Manager.

Most Common Education Requirement: Some college 46% - 25 responses
Second Most Common Education Requirement: High school 27% - 15 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 4%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	55	\$16	\$17	\$15	\$19	\$14
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	27	\$17	\$17	\$15	\$19	\$14
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$19	\$17	\$12	-	\$15
\$5,000,001 - \$10,000,000	11	\$18	\$17	\$17	\$19	\$14
More than \$10,000,000	13	\$15	\$16	\$15	\$19	\$14
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	7	\$16	\$16	\$15	\$18	\$13
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	4**	\$19	\$19	\$19	\$20	\$15
Human services	12	\$15	\$16	\$15	\$18	\$14
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	28	\$16	\$16	\$15	\$18	\$13
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	8	\$16	\$16	\$15	\$17	\$13
\$5,000,001 - \$10,000,000	7**	\$16	\$16	\$14	\$16	\$13
More than \$10,000,000	11	\$16	\$17	\$16	\$19	\$13
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	5**	\$16	\$18	\$16	\$20	\$12
Human services	17	\$16	\$16	\$15	\$17	\$13
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and next page for part-time employees paid by wage.

Financial Management

Bookkeeper (part-time by hourly wage)[‡]

Description: Responsible for part of the organization's business transactions and records maintenance. Posts, verifies, and reconciles accounts payable, accounts receivable, expenses, payroll, and/or other ledger accounts. **Alternate Titles:** Store Clerk, Accounting Clerk, Accounting Assistant, Payroll Administrator, Records Manager.

Most Common Education Requirement: Bachelor's degree 39% - 13 responses
Second Most Common Education Requirement: Some college 30% - 10 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 6%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	33	\$17	\$18	\$14	\$20	\$15
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	24	\$17	\$19	\$15	\$20	\$15
By Organization Budget:						
Under \$500,000	6	\$22	\$20	\$13	\$25	\$14
\$500,001 - \$1,000,000	4	\$17	\$25	\$15	\$42	\$16
\$1,000,001 - \$2,500,000	7	\$17	\$18	\$15	\$20	\$15
\$2,500,001 - \$5,000,000	3	\$16	\$16	\$15	-	\$15
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	4	\$16	\$15	\$12	\$18	\$11
By Organization Type:						
Arts, culture, and humanities	3	\$25	\$25	\$20	-	\$25
Children and youth development	3	\$16	\$17	\$15	-	\$15
Community improvement / civil rights	0	-	-	-	-	-
Education related	4	\$17	\$17	\$12	\$23	\$11
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	9	\$17	\$17	\$15	\$19	\$15
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$16	\$16	\$12	\$18	\$15
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	4	\$15	\$14	\$11	\$18	\$13
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	4	\$15	\$15	\$11	\$18	\$13
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

‡ See previous pages for full-time employees paid by salary or wage.

Fundraising and Fund Development

Director of Development (full-time by salary)

Description: Responsible for all fundraising programs and goals within the organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing and planned giving. **Alternate Titles:** Development Director, Community Development Manager, Director of Fund Development.

Most Common Education Requirement: Bachelor's degree 86% - 50 responses

Second Most Common Education Requirement: Master's degree 9% - 5 responses

Average Years of Experience Required: 5.4

Percentage of Respondents that Supervise Others: 79%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	57	\$65,500	\$66,663	\$56,050	\$75,450	\$55,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	37	\$66,126	\$68,803	\$56,443	\$83,623	\$55,000
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	6	\$59,300	\$61,637	\$51,877	\$73,286	\$55,000
\$2,500,001 - \$5,000,000	9	\$60,000	\$56,792	\$48,500	\$65,563	\$53,000
\$5,000,001 - \$10,000,000	9	\$70,000	\$69,602	\$61,000	\$76,765	\$55,000
More than \$10,000,000	11	\$88,000	\$85,840	\$83,000	\$95,000	\$74,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	7	\$75,900	\$71,934	\$52,000	\$86,500	\$54,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	6**	\$86,500	\$79,850	\$55,825	\$96,250	\$80,000
Environment and animal related	3	\$83,000	\$78,833	\$62,500	-	\$65,000
Health, including mental health	7	\$60,000	\$61,875	\$52,000	\$66,126	\$50,000
Human services	7	\$65,500	\$59,912	\$46,099	\$72,000	\$57,500
Others	3	\$65,000	\$64,748	\$45,000	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	20	\$61,400	\$62,703	\$54,281	\$71,608	\$55,420
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	4	\$53,279	\$56,014	\$45,139	\$69,625	\$51,779
\$2,500,001 - \$5,000,000	7	\$59,500	\$61,463	\$56,000	\$68,240	\$53,590
\$5,000,001 - \$10,000,000	3	\$61,800	\$65,169	\$53,708	-	\$55,000
More than \$10,000,000	3	\$75,000	\$78,019	\$68,931	-	\$68,440
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	4	\$60,500	\$58,500	\$48,750	\$66,250	\$56,500
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	11	\$59,500	\$63,056	\$53,708	\$68,931	\$55,000
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Fundraising and Fund Development

Development Manager (full-time by salary)

Description: Administers and supervises one or more fundraising programs and goals within an organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing, and planned giving. Has supervisory responsibilities within the department. **Alternate Titles:** Community Development Manager, Annual Fund Director, Development Manager.

Most Common Education Requirement: Bachelor's degree 88% - 45 responses
Second Most Common Education Requirement: Some college 8% - 4 responses
Average Years of Experience Required: 4.1
Percentage of Respondents that Supervise Others: 55%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	51	\$50,000	\$52,547	\$44,290	\$60,008	\$40,900
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	33	\$50,774	\$54,233	\$46,000	\$60,604	\$45,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$50,000	\$44,333	\$30,000	-	\$30,000
\$1,000,001 - \$2,500,000	3	\$55,000	\$56,667	\$45,000	-	\$45,000
\$2,500,001 - \$5,000,000	3	\$50,774	\$56,591	\$49,000	-	\$45,000
\$5,000,001 - \$10,000,000	8	\$53,600	\$52,865	\$43,869	\$60,902	\$43,300
More than \$10,000,000	16	\$51,700	\$55,875	\$47,000	\$62,700	\$44,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	7	\$49,000	\$48,785	\$43,492	\$53,000	\$38,000
Community improvement / civil rights	1*	-	-	-	-	-
Education related	5**	\$71,000	\$63,600	\$50,000	\$73,500	\$60,000
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	13	\$50,000	\$54,276	\$48,600	\$61,800	\$43,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	18	\$44,645	\$49,457	\$40,375	\$56,414	\$36,576
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$44,290	\$46,142	\$41,210	\$52,000	\$37,152
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	7**	\$46,000	\$52,963	\$40,500	\$64,000	\$35,000
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	4**	\$42,750	\$42,625	\$39,375	\$45,750	\$35,000
Education related	3	\$40,000	\$47,885	\$40,000	-	\$40,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	3	\$49,920	\$57,080	\$35,000	-	\$40,000
Human services	4**	\$43,645	\$48,428	\$42,565	\$59,073	\$38,000
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Fundraising and Fund Development

Development Professional (full-time by salary) ‡

Description: Reporting to a manager, assists with the implementation of one or more fundraising programs and goals within an organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing and/or planned giving. **Alternate Titles:** Development Associate, Development Coordinator, Development Officer.

Most Common Education Requirement: Bachelor's degree 63% - 27 responses
Second Most Common Education Requirement: Some college 26% - 11 responses
Average Years of Experience Required: 3.0
Percentage of Respondents that Supervise Others: 23%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	43	\$40,000	\$40,349	\$34,599	\$45,000	\$35,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	27	\$40,591	\$40,853	\$36,000	\$45,000	\$37,710
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	10	\$40,000	\$41,095	\$36,500	\$45,000	\$36,500
\$5,000,001 - \$10,000,000	10	\$36,495	\$37,462	\$32,630	\$42,300	\$33,000
More than \$10,000,000	6	\$46,647	\$46,243	\$42,324	\$49,433	\$39,520
By Organization Type:						
Arts, culture, and humanities	3	\$32,600	\$32,413	\$32,000	-	\$32,000
Children and youth development	6	\$40,000	\$39,757	\$35,650	\$43,202	\$39,520
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	10	\$41,296	\$41,278	\$36,997	\$44,250	\$32,500
Others	3	\$45,000	\$43,227	\$33,949	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	16	\$37,500	\$39,500	\$33,000	\$46,013	\$32,000
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$42,000	\$44,000	\$40,000	-	\$38,000
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	4**	\$34,500	\$36,750	\$33,250	\$42,500	\$32,000
More than \$10,000,000	6**	\$40,000	\$40,225	\$30,750	\$50,588	\$33,500
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	3	\$32,000	\$31,333	\$27,000	-	\$27,000
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	7	\$45,000	\$41,714	\$34,000	\$50,000	\$32,000
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage.

Fundraising and Fund Development

Grant Writer (full-time by salary) ‡

Description: Researches funding sources and writes proposals to a variety of prospective funding organizations. Works under general supervision and typically reports to the development manager or development director. **Alternate Titles:** Grants Manager.

Most Common Education Requirement: Bachelor's degree 74% - 26 responses
Second Most Common Education Requirement: Some college 23% - 8 responses
Average Years of Experience Required: 4.1
Percentage of Respondents that Supervise Others: 9%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	35	\$48,204	\$49,367	\$41,650	\$58,000	\$40,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	27	\$53,040	\$51,962	\$43,000	\$60,770	\$40,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	6	\$47,052	\$51,087	\$41,238	\$63,078	\$42,500
\$5,000,001 - \$10,000,000	8	\$60,428	\$59,029	\$56,279	\$63,997	\$40,000
More than \$10,000,000	11	\$53,000	\$49,929	\$40,000	\$57,750	\$45,000
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	6	\$59,303	\$54,082	\$42,424	\$62,491	\$40,000
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	5**	\$40,000	\$46,200	\$34,000	\$61,500	\$32,000
Human services	13	\$53,000	\$52,917	\$45,602	\$58,213	\$46,800
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	8	\$42,373	\$40,611	\$36,147	\$44,588	\$35,540
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	4	\$39,294	\$40,647	\$36,147	\$46,500	\$31,340
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	6	\$43,049	\$42,850	\$40,500	\$45,750	\$39,200
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by salary and wage.

Fundraising and Fund Development

Special Events Coordinator (full-time by salary) ‡

Description: Responsible for planning, organizing, and implementing special and fundraising events. May have other general fundraising duties in addition to event coordination. **Alternate Titles:** *Events Manager, Director of Special Events.*

Most Common Education Requirement: Bachelor's degree 53% - 17 responses
Second Most Common Education Requirement: Some college 41% - 13 responses
Average Years of Experience Required: 3.2
Percentage of Respondents that Supervise Others: 22%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	32	\$39,500	\$38,967	\$32,750	\$43,398	\$34,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	21	\$40,000	\$39,174	\$32,000	\$44,500	\$36,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$38,000	\$37,833	\$32,000	-	\$36,000
\$2,500,001 - \$5,000,000	3	\$42,000	\$46,333	\$37,000	-	\$37,500
\$5,000,001 - \$10,000,000	6	\$41,650	\$37,625	\$26,493	\$44,721	\$36,500
More than \$10,000,000	6	\$37,500	\$39,900	\$31,500	\$48,599	\$31,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	5	\$43,500	\$43,639	\$37,150	\$50,199	\$36,000
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$31,100	\$33,363	\$25,078	\$43,912	\$28,000
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	4	\$40,500	\$43,250	\$33,000	\$56,250	\$38,000
Human services	6	\$39,000	\$38,000	\$35,250	\$41,250	\$34,750
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$39,000	\$38,572	\$35,000	\$43,000	\$33,000
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	4	\$35,500	\$37,250	\$35,000	\$41,250	\$33,000
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4	\$38,000	\$38,500	\$35,250	\$42,250	\$34,000
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Fundraising and Fund Development

Special Events Coordinator (full-time by wage) ‡

Description: Responsible for planning, organizing, and implementing special and fundraising events. May have other general fundraising duties in addition to event coordination. **Alternate Titles:** *Events Manager, Director of Special Events.*

Most Common Education Requirement: Bachelor's degree 46% - 5 responses
Second Most Common Education Requirement: Some college 27% - 3 responses
Average Years of Experience Required: 2.2
Percentage of Respondents that Supervise Others: 18%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	11	\$16	\$17	\$15	\$18	\$14
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5	\$16	\$16	\$15	\$18	\$15
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	6	\$15	\$17	\$14	\$19	\$14
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	3**	\$16	\$19	\$15	-	\$14
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4**	\$16	\$18	\$14	\$24	\$14
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Public Relations, Marketing and Communications

Public Relations / Marketing Manager (full-time by salary)

Description: Plans, develops, and leads the implementation of the organization's marketing, communications, and/or public relations activities. Responsible for the representation of a positive organizational image to the general public, clients, shareholders and the community. Promotes awareness of organization through communication with media, organizations, and local businesses. **Alternate Titles:** Marketing Director, Marketing Manager, Marketing and Communications Director, Public Relations Manager, Communications, Vice-President of Marketing and Communications.

Most Common Education Requirement: Bachelor's degree 82% - 46 responses

Second Most Common Education Requirement: Master's degree 13% - 7 responses

Average Years of Experience Required: 5.6

Percentage of Respondents that Supervise Others: 66%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	56	\$54,186	\$61,708	\$45,000	\$74,930	\$45,300

MARICOPA COUNTY

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	43	\$54,600	\$63,997	\$47,000	\$83,803	\$47,526

By Organization Budget:

Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$37,200	\$39,400	\$36,000	-	\$35,000
\$1,000,001 - \$2,500,000	6	\$65,500	\$57,287	\$35,259	\$71,283	\$53,500
\$2,500,001 - \$5,000,000	6	\$49,542	\$56,268	\$40,000	\$76,989	\$42,500
\$5,000,001 - \$10,000,000	10	\$53,725	\$60,922	\$51,688	\$72,675	\$48,460
More than \$10,000,000	18	\$75,492	\$74,619	\$52,902	\$91,250	\$67,750

By Organization Type:	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	8	\$53,040	\$55,935	\$40,850	\$67,650	\$45,000
Community improvement / civil rights	3	\$36,000	\$45,559	\$35,678	-	\$35,000
Education related	6**	\$89,000	\$83,300	\$62,725	\$100,225	\$75,250
Environment and animal related	3	\$57,200	\$57,378	\$46,350	-	\$47,526
Health, including mental health	1*	-	-	-	-	-
Human services	16	\$54,186	\$63,329	\$48,852	\$73,800	\$47,800
Others	4	\$66,902	\$64,532	\$40,400	\$86,295	-

PIMA COUNTY

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	13	\$48,873	\$54,135	\$40,000	\$67,500	\$38,500

By Organization Budget:

Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$70,000	\$61,821	\$40,464	-	\$55,000
\$5,000,001 - \$10,000,000	4	\$44,437	\$47,468	\$37,000	\$60,968	\$37,780
More than \$10,000,000	3	\$54,918	\$74,973	\$50,000	-	\$45,000

By Organization Type:	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	3	\$40,000	\$37,500	\$22,500	-	\$35,000
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4	\$44,669	\$45,064	\$37,116	\$53,407	\$37,250
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Public Relations, Marketing and Communications

Public Relations / Marketing Professional (full-time by salary) ‡

Description: Under the leadership of a marketing or communications manager, implements one or more aspects of the organization's marketing and public relations activities. Assists in providing a positive organizational image to the general public, clients, stakeholders and the community. **Alternate Titles:** Communications Coordinator, Marketing Coordinator, Public Relations Assistant, Community Relations Manager, Marketing Assistant.

Most Common Education Requirement: Bachelor's degree 79% - 15 responses
Second Most Common Education Requirement: High school diploma 11% - 2 responses
Average Years of Experience Required: 3.8
Percentage of Respondents that Supervise Others: 11%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	19	\$45,000	\$44,273	\$38,000	\$50,000	\$38,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	16	\$46,500	\$44,792	\$38,000	\$50,000	\$38,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	4**	\$45,500	\$44,500	\$39,750	\$48,250	\$36,500
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	5	\$50,000	\$44,431	\$31,002	\$55,075	\$40,000
More than \$10,000,000	5	\$47,700	\$46,305	\$38,700	\$53,213	\$40,000
By Organization Type:						
Arts, culture, and humanities	3	\$45,000	\$48,667	\$44,000	-	\$40,000
Children and youth development	3	\$38,000	\$40,568	\$36,004	-	\$32,000
Community improvement / civil rights	0	-	-	-	-	-
Education related	6	\$48,000	\$47,192	\$44,000	\$50,788	\$41,500
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	3	\$43,500	\$41,500	\$36,000	\$0	\$40,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage

Public Relations, Marketing and Communications

Communications Professional (full-time by salary) ‡

Description: Develops, coordinates, and maintains the organization's printed or online materials, such as web sites, newsletter, brochures and reports. May also help with strategy and activities related to media relations, donor communications, and digital/social media presence. Works under the supervision of a manager.

Alternate Titles: Communications Specialist, Public Relations and Marketing Specialist, Communications Coordinator, Online Communications Manager.

Most Common Education Requirement: Bachelor's degree 84% - 27 responses

Second Most Common Education Requirement: Some college 13% - 4 responses

Average Years of Experience Required: 3.1

Percentage of Respondents that Supervise Others: 22%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	32	\$38,000	\$39,655	\$35,000	\$44,000	\$32,979
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	28	\$39,999	\$40,753	\$35,000	\$44,750	\$36,680
By Organization Budget:						
Under \$500,000	3	\$39,000	\$38,467	\$36,400	-	\$39,000
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	6	\$37,500	\$39,917	\$33,785	\$48,500	\$36,600
\$2,500,001 - \$5,000,000	3	\$37,000	\$44,000	\$35,000	-	\$32,000
\$5,000,001 - \$10,000,000	6	\$32,500	\$34,166	\$29,000	\$40,999	\$31,000
More than \$10,000,000	10	\$43,500	\$44,920	\$38,750	\$52,750	\$38,000
By Organization Type:						
Arts, culture, and humanities	3	\$35,000	\$34,773	\$34,320	-	\$30,000
Children and youth development	3	\$39,000	\$39,333	\$35,000	-	\$39,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	4**	\$40,000	\$37,250	\$29,500	\$42,250	\$38,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	3	\$39,998	\$38,333	\$35,000	-	\$35,360
Human services	11	\$41,200	\$42,691	\$35,000	\$52,000	\$38,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	4	\$33,954	\$31,967	\$26,947	\$35,000	\$30,050
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage

Public Relations, Marketing and Communications

Graphic Designer (full-time by salary)

Description: Oversees the artistic and graphic design of print and/or media materials. Plans and creates visual pieces to communicate the organization's mission, activities, and accomplishments. **Alternate Titles:** Art Director, Graphic Artist.

Most Common Education Requirement: Bachelor's degree 79% - 11 responses
Second Most Common Education Requirement: Some college 21% - 3 responses
Average Years of Experience Required: 3.4
Percentage of Respondents that Supervise Others: 29%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	14	\$40,400	\$40,808	\$31,175	\$48,500	\$35,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	14	\$40,400	\$40,808	\$31,175	\$48,500	\$35,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	6	\$36,784	\$35,711	\$28,325	\$41,600	\$31,100
More than \$10,000,000	8	\$45,950	\$44,630	\$33,956	\$53,750	\$38,959
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	4	\$42,400	\$40,200	\$31,200	\$47,000	\$35,000
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	4**	\$32,784	\$34,542	\$29,525	\$41,317	\$25,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	0	\$0	\$0	\$0	\$0	\$0
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Human Resources

Human Resources Director (full-time by salary) ‡

Description: Manages the organization's human resource services, including benefits, classification and evaluation, wage and salary administration, discipline, employee and labor relations, legal compliance, operations, performance appraisals, recruiting, training, and safety. **Alternate Titles:** Human Resources Manager, Vice President of Human Resources.

Most Common Education Requirement: Bachelor's degree 75% - 41 responses
Second Most Common Education Requirement: Some college 15% - 8 responses
Average Years of Experience Required: 5.5
Percentage of Respondents that Supervise Others: 85%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	54	\$66,998	\$68,811	\$54,978	\$78,900	\$56,245
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	36	\$70,459	\$72,423	\$60,050	\$81,000	\$60,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$58,133	\$57,711	\$38,000	-	\$40,000
\$5,000,001 - \$10,000,000	13	\$67,000	\$64,301	\$51,133	\$73,659	\$53,800
More than \$10,000,000	20	\$73,000	\$79,908	\$62,186	\$94,431	\$65,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	4	\$53,800	\$53,549	\$41,425	\$65,421	\$39,000
Community improvement / civil rights	0	-	-	-	-	-
Education related	4	\$82,875	\$90,938	\$67,313	\$122,625	\$75,000
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	7	\$76,400	\$75,846	\$65,000	\$78,000	\$63,700
Human services	15	\$70,000	\$69,567	\$55,366	\$77,000	\$56,245
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	18	\$58,325	\$61,589	\$48,940	\$71,400	\$49,415
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$56,625	\$52,563	\$44,771	\$58,325	\$42,000
\$5,000,001 - \$10,000,000	6	\$62,649	\$61,443	\$48,441	\$71,400	\$55,000
More than \$10,000,000	6	\$72,500	\$74,020	\$51,255	\$93,375	\$54,433
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	4	\$55,460	\$66,046	\$45,302	\$97,375	\$47,500
Human services	8	\$63,149	\$65,875	\$53,775	\$79,250	\$56,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by salary.

Human Resources

Human Resources Professional (full-time by salary) ‡

Description: Administers human resource functions under the direction of a manager. Functions may include benefits, classification and evaluation, wage and salary administration, discipline, employee and labor relations, legal compliance, operations, performance appraisals, recruiting, training, and safety. **Alternate Titles:** Human Resources Assistant, Human Resources Coordinator, Human Resources Specialist.

Most Common Education Requirement: Bachelor's degree 53% - 19 responses
Second Most Common Education Requirement: Some college 22% - 8 responses
Average Years of Experience Required: 3.1
Percentage of Respondents that Supervise Others: 17%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	36	\$44,350	\$44,291	\$40,000	\$49,625	\$35,870
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	28	\$44,850	\$44,591	\$40,037	\$49,625	\$35,870
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	7	\$44,000	\$41,550	\$35,825	\$47,320	\$40,000
More than \$10,000,000	18	\$47,166	\$46,633	\$43,000	\$52,000	\$35,870
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	6**	\$46,600	\$46,291	\$38,560	\$52,950	\$31,200
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	5**	\$44,000	\$43,640	\$37,935	\$49,166	\$35,870
Human services	11	\$48,000	\$46,303	\$41,200	\$52,000	\$40,000
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	8	\$40,280	\$43,242	\$35,875	\$50,455	\$34,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	5	\$45,000	\$48,175	\$40,000	\$57,937	\$38,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$40,560	\$46,220	\$34,500	-	\$30,000
Human services	4	\$42,500	\$41,818	\$32,500	\$50,455	\$34,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Human Resources

Human Resources Professional (full-time by wage)[‡]

Description: Administers human resource functions under the direction of a manager. Functions may include benefits, classification and evaluation, wage and salary administration, discipline, employee and labor relations, legal compliance, operations, performance appraisals, recruiting, training, and safety **Alternate Titles:** Human Resources Assistant, Human Resources Coordinator, Human Resources Specialist.

Most Common Education Requirement: Some college 58% - 7 responses
Second Most Common Education Requirement: High school diploma 25% - 3 responses
Average Years of Experience Required: 2.7
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	12	\$16	\$16	\$14	\$18	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$17	\$16	\$15	\$18	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	7**	\$16	\$16	\$14	\$18	\$11
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	4**	\$18	\$17	\$16	\$18	\$12
Human services	4**	\$15	\$15	\$14	\$18	\$11
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	3	\$16	\$16	\$14	\$0	\$13
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3	\$16	\$16	\$14	-	\$13
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Information Technology

Director of Information Technology (full-time by salary)

Description: Manages and conducts activities related to the operations and maintenance of computer hardware and software. Responsible for planning regarding technology and systems, considering developments in information system technology, and anticipating organizational modifications. Establishes long-term needs for information systems, and plans strategy for developing systems and acquisition of hardware and software. **Alternate Titles:** Director of Technology, Director of Information Systems, Information Technology Manager.

Most Common Education Requirement: Bachelor's degree 83% - 34 responses
Second Most Common Education Requirement: Some college 10% - 4 responses
Average Years of Experience Required: 6.0
Percentage of Respondents that Supervise Others: 85%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	40	\$76,079	\$77,134	\$64,250	\$84,750	\$60,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	30	\$76,220	\$76,343	\$63,173	\$84,250	\$60,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$63,525	\$70,508	\$51,000	-	\$57,000
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	11	\$65,000	\$66,031	\$53,695	\$78,412	\$60,000
More than \$10,000,000	14	\$80,975	\$88,245	\$77,244	\$92,500	\$71,750
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	5	\$84,000	\$81,560	\$56,400	\$105,500	\$70,500
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	6**	\$80,171	\$80,482	\$71,402	\$88,750	\$68,500
Human services	11	\$68,975	\$76,431	\$65,000	\$80,000	\$60,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	10	\$75,074	\$79,509	\$66,213	\$91,250	\$57,600
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	6	\$78,509	\$86,328	\$66,213	\$112,500	\$64,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3**	\$110,000	\$102,997	\$78,990	-	\$75,600
Human services	6	\$68,475	\$67,995	\$60,500	\$75,263	\$54,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Information Technology

Information Technology Professional (full-time by salary)[‡]

Description: Supports computer users within the organization by trouble-shooting and helping others use computers and software. May offer assistance in identifying and planning technology needs and acquisitions for the organization. May supervise other staff. **Alternate Titles:** Computer Services Manager, Database Specialist, Network Administrator, Project Manager.

Most Common Education Requirement: Bachelor's degree 72% - 28 responses

Second Most Common Education Requirement: Some college 21% - 8 responses

Average Years of Experience Required: 3.6

Percentage of Respondents that Supervise Others: 36%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	39	\$45,000	\$47,398	\$39,900	\$52,762	\$39,675
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	28	\$46,400	\$48,110	\$40,050	\$55,525	\$38,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$42,000	\$39,762	\$34,285	-	\$37,000
\$5,000,001 - \$10,000,000	10	\$37,975	\$37,258	\$29,906	\$43,500	\$30,000
More than \$10,000,000	14	\$55,050	\$58,144	\$48,150	\$68,010	\$42,446
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	7	\$43,000	\$46,898	\$39,900	\$54,100	\$31,200
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	14	\$46,090	\$46,057	\$31,969	\$54,925	\$37,887
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$43,000	\$45,584	\$38,000	\$52,000	\$40,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$40,000	\$41,455	\$37,000	\$46,638	\$35,000
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	4**	\$48,500	\$46,941	\$39,750	\$52,572	\$45,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	4**	\$42,559	\$47,347	\$38,530	\$60,952	\$45,000
Human services	3	\$43,000	\$45,254	\$40,000	-	\$40,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Information Technology

Information Technology Professional (full-time by wage) ‡

Description: Supports computer users within the organization by trouble-shooting and helping others use computers and software. May offer assistance in identifying and planning technology needs and acquisitions for the organization. May supervise other staff. **Alternate Titles:** Computer Services Manager, Database Specialist, Network Administrator, Project Manager.

Most Common Education Requirement: Bachelor's degree 53% - 10 responses
Second Most Common Education Requirement: High school diploma 37% - 7 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 5%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	19	\$18	\$19	\$15	\$24	\$16
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	10	\$18	\$19	\$16	\$21	\$16
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	8	\$18	\$20	\$17	\$23	\$16
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	4**	\$18	\$18	\$15	\$22	\$15
Human services	5	\$18	\$19	\$16	\$22	\$16
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$19	\$20	\$15	\$25	\$16
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	5	\$19	\$19	\$15	\$22	\$16
More than \$10,000,000	4**	\$21	\$21	\$15	\$28	\$22
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	7	\$17	\$19	\$15	\$26	\$19
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Information Technology

Data Entry Specialist (full-time by salary) ‡

Description: Responsible for keypunching accounting, program, or research information. **Alternate Titles:** Data Entry Clerk, Accountant Clerk, Data Processor.

Most Common Education Requirement: Some college 53% - 9 responses
Second Most Common Education Requirement: High school diploma 35% - 6 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	17	\$33,000	\$34,424	\$30,500	\$37,250	\$30,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	14	\$35,700	\$35,872	\$31,000	\$37,514	\$30,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	13	\$36,400	\$36,650	\$31,500	\$37,528	\$30,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	5	\$32,000	\$33,000	\$30,500	\$36,000	\$30,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	6**	\$36,700	\$37,983	\$32,500	\$41,375	\$32,000
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	3	\$28,000	\$27,667	\$22,000	\$0	\$22,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$28,000	\$27,667	\$22,000	-	\$22,000
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3	\$28,000	\$27,667	\$22,000	-	\$22,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Information Technology

Data Entry Specialist (full-time by wage) ‡

Description: Responsible for keypunching accounting, program, or research information. **Alternate Titles:** Data Entry Clerk, Accountant Clerk, Data Processor.

Most Common Education Requirement: High school diploma 64% - 23 responses
Second Most Common Education Requirement: Some college 25% - 9 responses
Average Years of Experience Required: 2.3
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	36	\$14	\$15	\$13	\$16	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	19	\$14	\$15	\$13	\$17	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$16	\$16	\$14	-	\$12
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	4	\$18	\$17	\$12	\$20	\$15
More than \$10,000,000	9	\$14	\$14	\$13	\$15	\$12
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	4	\$16	\$16	\$14	\$19	\$14
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	8	\$14	\$14	\$12	\$15	\$12
Human services	6	\$14	\$14	\$11	\$18	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	17	\$15	\$15	\$13	\$15	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	8	\$14	\$15	\$12	\$15	\$11
More than \$10,000,000	5**	\$15	\$15	\$14	\$16	\$12
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5**	\$14	\$14	\$12	\$15	\$11
Human services	9	\$15	\$14	\$13	\$16	\$12
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and page titled "Additional Salary and Wage Information" for part-time employees.

Program Management

Director of Program Services (full-time by salary) ‡

Description: Responsible for all programs related to the organization's mission and either directly or indirectly manages all program staff and volunteers. Analyzes community needs to develop new programs and enhance current programs. Directs selection and training of staff. Assigns work and evaluates performance of staff members. Assists staff through individual and group meetings to analyze specific programs and outcomes, understand program development, and increase use of individual skills. Interprets the organization's programs and services to the community. Develops and manages the organization's total program budget. **Alternate**

Titles: Program Director, Director of Programs, Vice-President of Programs, Director of Services.

Most Common Education Requirement: Bachelor's degree 60% - 74 responses

Second Most Common Education Requirement: Master's degree 38% - 47 responses

Average Years of Experience Required: 5.2

Percentage of Respondents that Supervise Others: 98%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	123	\$63,345	\$66,221	\$52,000	\$78,000	\$50,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	86	\$64,900	\$68,398	\$53,106	\$81,028	\$51,500
By Organization Budget:						
Under \$500,000	5	\$40,000	\$41,300	\$37,500	\$45,750	\$38,000
\$500,001 - \$1,000,000	4	\$58,000	\$66,488	\$53,750	\$87,713	\$50,000
\$1,000,001 - \$2,500,000	23	\$55,000	\$53,019	\$45,000	\$60,000	\$45,392
\$2,500,001 - \$5,000,000	10	\$56,563	\$56,843	\$47,750	\$64,956	\$50,000
\$5,000,001 - \$10,000,000	15	\$78,795	\$75,419	\$63,481	\$84,011	\$63,481
More than \$10,000,000	29	\$80,000	\$85,886	\$68,750	\$91,600	\$65,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	19	\$58,600	\$60,441	\$45,000	\$78,100	\$50,000
Community improvement / civil rights	5	\$53,912	\$54,053	\$47,244	\$60,933	\$45,392
Education related	10	\$69,000	\$78,238	\$62,611	\$90,000	\$64,241
Environment and animal related	5	\$45,000	\$57,184	\$40,000	\$80,460	\$40,000
Health, including mental health	16	\$79,898	\$83,162	\$61,250	\$94,155	\$62,400
Human services	27	\$65,000	\$68,503	\$58,000	\$80,000	\$52,500
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	37	\$59,038	\$61,160	\$48,201	\$72,403	\$48,830
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$45,000	\$48,206	\$40,580	-	\$38,000
\$1,000,001 - \$2,500,000	4**	\$45,500	\$46,500	\$40,750	\$53,250	\$40,000
\$2,500,001 - \$5,000,000	10	\$55,568	\$60,144	\$53,288	\$72,750	\$49,500
\$5,000,001 - \$10,000,000	9	\$62,176	\$58,622	\$49,579	\$65,450	\$48,360
More than \$10,000,000	9	\$75,000	\$82,586	\$70,967	\$91,820	\$70,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	3	\$56,135	\$52,918	\$43,580	-	\$42,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	3	\$45,000	\$41,000	\$30,000	-	\$40,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	25	\$63,345	\$62,725	\$52,250	\$72,770	\$49,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by salary.

Program Management

Program Manager / Director (full-time by salary)

Description: Manages one or more of the organization's programs, including staff working with the specific program(s). Ensures that the program's activities meet the specified objectives/outcomes. Plans and develops methods and procedures for implementing the program. Directs and coordinates all activities related to the specific program. Evaluates program performance and reports program activities to a director. Controls program expenditures in accordance with the program budget. **Alternate Titles:** Assistant Program Director, Artistic Director, Curator, Membership Director.

Most Common Education Requirement: Bachelor's degree 59% - 164 responses
Second Most Common Education Requirement: Master's degree 23% - 63 responses
Average Years of Experience Required: 3.9
Percentage of Respondents that Supervise Others: 90%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	278	\$46,750	\$49,508	\$40,000	\$56,475	\$40,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	190	\$48,128	\$50,579	\$40,000	\$59,174	\$40,000
By Organization Budget:						
Under \$500,000	13	\$36,000	\$34,651	\$30,500	\$39,760	\$35,000
\$500,001 - \$1,000,000	14	\$39,000	\$39,393	\$34,000	\$46,875	\$37,000
\$1,000,001 - \$2,500,000	30	\$45,500	\$47,917	\$39,441	\$58,314	\$38,500
\$2,500,001 - \$5,000,000	23	\$48,256	\$48,638	\$40,500	\$53,075	\$40,000
\$5,000,001 - \$10,000,000	58	\$54,648	\$56,734	\$45,000	\$64,918	\$40,000
More than \$10,000,000	52	\$52,358	\$53,103	\$43,950	\$62,534	\$41,800
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	4	\$33,450	\$31,725	\$21,750	\$39,975	\$30,000
Children and youth development	43	\$45,000	\$44,968	\$41,000	\$48,500	\$38,000
Community improvement / civil rights	14	\$46,500	\$45,083	\$38,920	\$50,250	\$36,000
Education related	16	\$50,070	\$54,089	\$46,000	\$64,734	\$41,000
Environment and animal related	6	\$41,296	\$40,753	\$31,375	\$49,570	\$41,263
Health, including mental health	25	\$53,068	\$51,079	\$40,500	\$57,348	\$41,600
Human services	80	\$56,007	\$55,581	\$42,000	\$65,487	\$40,000
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	88	\$45,000	\$47,194	\$38,360	\$52,855	\$36,564
By Organization Budget:						
Under \$500,000	4**	\$31,500	\$33,250	\$30,000	\$38,250	\$28,000
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	10	\$45,508	\$43,852	\$31,750	\$50,125	\$34,000
\$2,500,001 - \$5,000,000	25	\$42,000	\$44,145	\$37,689	\$51,000	\$36,000
\$5,000,001 - \$10,000,000	16	\$43,500	\$46,151	\$35,983	\$51,725	\$35,000
More than \$10,000,000	31	\$50,000	\$53,773	\$44,588	\$63,319	\$40,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	10	\$37,931	\$39,899	\$33,310	\$43,099	\$30,670
Community improvement / civil rights	9	\$50,000	\$46,790	\$36,000	\$56,044	\$43,141
Education related	6**	\$44,750	\$42,753	\$37,750	\$46,761	\$40,000
Environment and animal related	4	\$51,150	\$52,050	\$49,175	\$55,825	\$45,400
Health, including mental health	8**	\$65,250	\$64,246	\$54,845	\$73,750	\$50,000
Human services	50	\$44,860	\$46,445	\$38,423	\$50,218	\$36,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Program Management

Program Coordinator (full-time by salary) ‡

Description: Under the direction of a program director or manager, has responsibility for a specific program or program area within the organization. Responsibilities include planning, developing, and coordinating programs. **Alternate Titles:** *Program Specialist.*

Most Common Education Requirement: Bachelor's degree 52% - 86 responses
Second Most Common Education Requirement: High school diploma 23% - 38 responses
Average Years of Experience Required: 3.0
Percentage of Respondents that Supervise Others: 62%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	167	\$37,988	\$38,140	\$32,700	\$42,745	\$31,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	117	\$38,000	\$37,870	\$32,340	\$42,623	\$31,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	5	\$32,000	\$33,400	\$26,500	\$41,000	\$28,000
\$1,000,001 - \$2,500,000	25	\$35,000	\$34,595	\$30,996	\$39,283	\$31,000
\$2,500,001 - \$5,000,000	6	\$42,527	\$41,930	\$38,044	\$46,250	\$35,525
\$5,000,001 - \$10,000,000	32	\$39,055	\$39,443	\$31,625	\$45,000	\$30,000
More than \$10,000,000	47	\$39,000	\$38,534	\$34,250	\$43,000	\$32,000
By Organization Type:						
Arts, culture, and humanities	6**	\$28,778	\$31,666	\$24,951	\$42,250	\$24,500
Children and youth development	24	\$34,724	\$34,902	\$30,225	\$38,750	\$26,500
Community improvement / civil rights	8**	\$38,242	\$37,840	\$32,884	\$41,500	\$30,520
Education related	12	\$39,504	\$41,476	\$36,538	\$46,005	\$34,782
Environment and animal related	3	\$34,070	\$36,523	\$32,500	-	\$32,500
Health, including mental health	18	\$35,774	\$35,886	\$29,750	\$40,756	\$35,000
Human services	44	\$41,223	\$40,320	\$35,000	\$45,626	\$32,000
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	50	\$37,058	\$38,771	\$32,934	\$44,250	\$32,240
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	5**	\$26,500	\$28,200	\$25,750	\$31,500	\$25,000
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	13	\$34,750	\$36,937	\$32,926	\$42,600	\$32,263
\$5,000,001 - \$10,000,000	7**	\$41,206	\$46,543	\$32,000	\$62,244	\$40,000
More than \$10,000,000	23	\$39,083	\$40,050	\$35,000	\$45,000	\$32,240
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	7	\$27,000	\$30,015	\$26,000	\$34,679	\$25,000
Community improvement / civil rights	4**	\$37,500	\$37,500	\$31,250	\$43,750	\$30,000
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	11	\$48,000	\$49,253	\$41,206	\$52,644	\$38,368
Human services	26	\$37,239	\$37,411	\$33,728	\$41,166	\$32,240
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next pages for employees paid by wage.

Program Management

Program Coordinator (full-time by wage)[‡]

Description: Under the direction of a program director or manager, has responsibility for a specific program or program area within the organization. Responsibilities include planning, developing, and coordinating programs. **Alternate Titles:** *Program Specialist*.

Most Common Education Requirement: High school diploma 63% - 10 responses
Second Most Common Education Requirement: Some college 31% - 5 responses
Average Years of Experience Required: 1.5
Percentage of Respondents that Supervise Others: 19%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	16	\$14	\$15	\$13	\$16	\$13
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	10	\$14	\$14	\$13	\$15	\$13
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	6**	\$13	\$13	\$13	\$15	\$13
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	5**	\$15	\$14	\$13	\$15	\$13
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	4**	\$13	\$13	\$12	\$14	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	6**	\$15	\$16	\$13	\$18	\$14
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$16	\$16	\$14	-	\$14
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	3	\$16	\$16	\$14	-	\$14
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and next page for part-time employees paid by wage.

Program Management

Program Coordinator (part-time by wage)[‡]

Description: Under the direction of a program director or manager, has responsibility for a specific program or program area within the organization. Responsibilities include planning, developing, and coordinating programs. **Alternate Titles:** *Program Specialist.*

Most Common Education Requirement: Bachelor's degree 53% - 10 responses
Second Most Common Education Requirement: Some college 32% - 6 responses
Average Years of Experience Required: 2.6
Percentage of Respondents that Supervise Others: 53%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	19	\$15	\$16	\$12	\$17	\$13
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$15	\$17	\$10	\$22	\$15
By Organization Budget:						
Under \$500,000	7	\$15	\$18	\$11	\$24	\$15
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4	\$13	\$14	\$10	\$19	\$13
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	10	\$15	\$14	\$13	\$16	\$11
By Organization Budget:						
Under \$500,000	3	\$14	\$14	\$13	-	\$14
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	5**	\$14	\$13	\$12	\$15	\$10
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	5**	\$14	\$14	\$12	\$15	\$10
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4**	\$15	\$14	\$12	\$16	\$13
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous pages for full-time employees paid by salary or wage.

Program Management

Program Assistant (full-time by salary) ‡

Description: Works for a specific program or program area under the direction of a program coordinator or director. Generally has less responsibility for program direction and outcomes than a program coordinator. **Alternate Titles:** Program Staff, Assistant Program Coordinator, Youth Worker, Program Specialist.

Most Common Education Requirement: High school diploma 45% - 22 responses
Second Most Common Education Requirement: Bachelor's degree 41% - 20 responses
Average Years of Experience Required: 2.0
Percentage of Respondents that Supervise Others: 31%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	49	\$32,579	\$32,888	\$29,750	\$35,300	\$27,810
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	39	\$32,500	\$32,985	\$29,500	\$36,000	\$27,810
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3**	\$30,040	\$30,688	\$29,024	-	\$22,813
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	22	\$31,000	\$31,945	\$26,875	\$35,000	\$28,000
More than \$10,000,000	10**	\$36,450	\$35,936	\$33,513	\$38,271	\$27,805
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3**	\$26,500	\$29,833	\$26,000	-	\$25,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	30	\$34,000	\$33,888	\$30,975	\$36,225	\$27,810
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	10**	\$32,789	\$32,508	\$29,784	\$35,000	\$29,500
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	6**	\$32,789	\$33,014	\$30,804	\$35,008	\$31,000
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	4**	\$32,500	\$31,750	\$27,750	\$35,000	\$27,500
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	5	\$32,999	\$33,790	\$31,970	\$36,005	\$31,000
Community improvement / civil rights	2*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3**	\$30,000	\$31,378	\$29,134	-	\$28,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Program Management

Program Assistant (full-time by wage)†

Description: Works for a specific program or program area under the direction of a program coordinator or director. Generally has less responsibility for program direction and outcomes than a program coordinator. **Alternate Titles:** Program Staff, Assistant Program Coordinator, Youth Worker, Program Specialist.

Most Common Education Requirement: High school diploma 63% - 22 responses
Second Most Common Education Requirement: Some college 34% - 12 responses
Average Years of Experience Required: 1.7
Percentage of Respondents that Supervise Others: 9%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	35	\$13	\$14	\$12	\$15	\$11
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	17	\$14	\$14	\$12	\$16	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$16	\$16	\$15	-	\$14
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3**	\$13	\$14	\$12	-	\$12
\$5,000,001 - \$10,000,000	3**	\$11	\$12	\$11	-	\$9
More than \$10,000,000	7	\$14	\$14	\$12	\$16	\$12
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	14	\$13	\$14	\$12	\$16	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	18	\$13	\$13	\$11	\$14	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	8**	\$13	\$12	\$11	\$13	\$11
\$5,000,001 - \$10,000,000	3	\$13	\$13	\$11	-	\$12
More than \$10,000,000	5**	\$12	\$13	\$11	\$16	\$11
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	18	\$13	\$13	\$11	\$14	\$11
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for part-time employees paid by wage

Program Management

Program Assistant (part-time by wage) ‡

Description: Works for a specific program or program area under the direction of a program coordinator or director. Generally has less responsibility for program direction and outcomes than a program coordinator. **Alternate Titles:** Program Staff, Assistant Program Coordinator, Youth Worker, Program Specialist.

Most Common Education Requirement: High school diploma 76% - 16 responses
Second Most Common Education Requirement: Some college 14% - 3 responses
Average Years of Experience Required: 1.0
Percentage of Respondents that Supervise Others: 10%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	21	\$12	\$12	\$10	\$14	\$10
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	14	\$11	\$12	\$9	\$15	\$10
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	6**	\$9	\$9	\$8	\$11	\$8
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	6**	\$9	\$9	\$8	\$11	\$8
Community improvement / civil rights	2*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	3	\$15	\$15	\$14	-	\$14
Human services	0	-	-	-	-	-
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	7**	\$12	\$12	\$12	\$13	\$10
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$12	\$12	\$12	\$13	\$10
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	4**	\$12	\$12	\$12	\$13	\$10
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous pages for part-time employees paid by salary or wage.

Legal and Public Policy

Public Policy Director (full-time by salary)

Description: Sets legislative priorities for the organization. Contacts and confers with members of the legislature and other elected and appointed officials to persuade them to support public policies consistent with the organization's priorities. Analyzes proposed legislation to determine the possible impact on the organization and/or its constituencies. **Alternate Titles:** *Government Relations Manager, Advocacy Director, Senior Lobbyist*

Most Common Education Requirement: Bachelor's degree 91% - 10 responses
Second Most Common Education Requirement: Master's degree 9% - 1 responses
Average Years of Experience Required: 5.3
Percentage of Respondents that Supervise Others: 36%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	11	\$63,200	\$73,393	\$47,200	\$95,000	\$40,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$63,200	\$73,393	\$47,200	\$95,000	\$40,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	8**	\$58,325	\$57,038	\$44,275	\$72,050	\$40,000
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	7**	\$56,650	\$54,471	\$43,300	\$63,200	\$40,000
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	0	\$0	\$0	\$0	\$0	\$0
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Legal and Public Policy

Community Outreach (full-time by salary)

Description: Under the direction of a program director or supervisor, provides research, analysis, and/or activities that contribute to policy development and public communications that support the interests of the organization and its stakeholders. Develops relationships with elected officials and staff. Assists with preparing and distributing communications about the organization's issue and policy positions and activities.

Most Common Education Requirement: Bachelor's degree 40% - 4 responses
Second Most Common Education Requirement: Some college 40% - 4 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	10	\$32,340	\$32,139	\$29,875	\$34,405	\$29,120
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	4**	\$33,271	\$32,965	\$30,545	\$35,079	\$27,520
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	4**	\$33,271	\$32,965	\$30,545	\$35,079	\$27,520
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	4**	\$33,271	\$32,965	\$30,545	\$35,079	\$27,520
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	6**	\$32,000	\$31,589	\$29,250	\$33,383	\$29,120
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	4	\$30,500	\$30,500	\$28,750	\$32,250	\$29,120
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	5**	\$31,500	\$31,306	\$29,000	\$33,516	\$29,120
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Legal and Public Policy

Staff Attorney (full-time by salary)

Description: Investigates legal issues and formulates views about potential legal problems or the impact of recent legislation. Provides legal opinions or suggestions to management and furnishes written results of problem investigation. **Alternate Titles:** Attorney, Staff Bar Counsel, Senior Bar Counsel, Litigation Director.

Most Common Education Requirement: Juris Doctorate 88% - 14 responses
Second Most Common Education Requirement: Bachelor's degree 13% - 2 responses
Average Years of Experience Required: 2.9
Percentage of Respondents that Supervise Others: 50%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	16	\$59,115	\$74,174	\$45,250	\$83,676	\$44,681
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$73,139	\$87,031	\$52,849	\$91,700	\$44,681
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	5**	\$67,510	\$64,628	\$48,879	\$78,936	\$44,681
More than \$10,000,000	3	\$135,000	\$150,567	\$91,700	-	\$96,190
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	7**	\$67,510	\$63,663	\$44,910	\$80,500	\$44,681
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	5	\$46,273	\$45,888	\$35,545	\$56,039	\$31,380
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$46,273	\$45,888	\$35,545	\$56,039	\$31,380
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	5**	\$46,273	\$45,888	\$35,545	\$56,039	\$31,380
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Facilities and Properties

Facilities or Property Manager (full-time by salary) ‡

Description: Responsible for the care and upkeep of facilities. Provides work direction and supervision for workers or contractors involved in maintenance and repair work of facilities. Utilizes knowledge of mechanical, electrical, carpentry or plumbing skills in performing or delegating such assignments. **Alternate Titles:** Director of Facilities, Facilities Manager, Facilities Operations Manager, Property Manager.

Most Common Education Requirement: Bachelor's degree 41% - 22 responses
Second Most Common Education Requirement: High school diploma 33% - 18 responses
Average Years of Experience Required: 4.5
Percentage of Respondents that Supervise Others: 96%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	54	\$54,000	\$56,061	\$44,900	\$65,150	\$42,500
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	38	\$56,378	\$58,771	\$49,860	\$67,490	\$45,441
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$65,000	\$62,700	\$54,500	\$69,750	\$60,000
\$5,000,001 - \$10,000,000	13	\$50,000	\$53,662	\$43,270	\$66,054	\$41,940
More than \$10,000,000	18	\$62,500	\$62,631	\$52,745	\$67,615	\$45,441
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	5	\$62,108	\$55,482	\$42,400	\$65,250	\$46,920
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$58,350	\$57,160	\$44,705	\$68,425	\$48,550
Environment and animal related	3**	\$67,486	\$77,295	\$50,000	-	\$47,526
Health, including mental health	6**	\$66,750	\$66,342	\$62,778	\$70,292	\$50,800
Human services	14	\$53,600	\$54,623	\$48,032	\$64,250	\$42,207
Others	4**	\$47,500	\$48,232	\$45,000	\$52,195	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	16	\$45,611	\$49,624	\$37,000	\$57,675	\$40,500
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	7	\$44,000	\$44,666	\$40,000	\$49,000	\$35,000
\$5,000,001 - \$10,000,000	3	\$51,870	\$51,443	\$45,760	-	\$45,400
More than \$10,000,000	4	\$70,500	\$64,750	\$41,500	\$82,250	\$58,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	3	\$36,000	\$40,000	\$35,000	-	\$35,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	3	\$51,870	\$56,623	\$35,000	-	\$50,000
Human services	6	\$45,611	\$52,904	\$43,300	\$65,750	\$42,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage.

Facilities and Properties

Maintenance Supervisor (full-time by salary) ‡

Description: Provides work direction and supervision for workers or contractors involved in maintenance and repair work of facilities and equipment. Utilizes knowledge in mechanical, electrical, carpentry and plumbing skills to be able to execute or delegate such activities. **Alternate Titles:** *Maintenance Manager, Operations Manager.*

Most Common Education Requirement: High school diploma 62% - 16 responses
Second Most Common Education Requirement: Some college 35% - 9 responses
Average Years of Experience Required: 4.2
Percentage of Respondents that Supervise Others: 88%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	26	\$38,661	\$39,390	\$34,000	\$44,658	\$34,250
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	21	\$39,104	\$40,533	\$34,000	\$46,329	\$34,250
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$44,180	\$44,340	\$35,500	\$53,340	\$32,500
\$5,000,001 - \$10,000,000	4	\$37,800	\$36,430	\$31,020	\$40,470	\$35,000
More than \$10,000,000	12**	\$38,552	\$40,010	\$34,000	\$44,658	\$34,125
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	11**	\$41,000	\$41,752	\$34,000	\$49,629	\$34,250
Others	2*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	5	\$38,000	\$34,588	\$27,000	\$40,471	\$32,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3	\$38,442	\$37,647	\$32,000	-	\$35,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Facilities and Properties

Maintenance Supervisor (full-time by hourly wage)

Description: Provides work direction and supervision for workers or contractors involved in maintenance and repair work of facilities and equipment. Utilizes knowledge in mechanical, electrical, carpentry and plumbing skills to be able to execute or delegate such activities. **Alternate Titles:** *Maintenance Manager, Operations Manager.*

Most Common Education Requirement: Some college 46% - 5 responses
Second Most Common Education Requirement: High school diploma 46% - 5 responses
Average Years of Experience Required: 2.6
Percentage of Respondents that Supervise Others: 36%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	11	\$15	\$17	\$14	\$20	\$14
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	10	\$16	\$17	\$14	\$21	\$14
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$18	\$18	\$15	\$21	\$15
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3**	\$20	\$19	\$16	-	\$15
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$13	\$17	\$10	-	\$11
Human services	4	\$15	\$16	\$14	\$18	\$14
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	1	\$15	\$15	\$15	\$15	\$14
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Facilities and Properties

Maintenance, Facilities or Property Worker (full-time by hourly wage) ‡

Description: Under the direction of a supervisor, utilizes knowledge of fundamental mechanical, electrical, carpentry, and plumbing skills in performing maintenance assignments. Operates common hand or power tools. **Alternate Titles:** Maintenance Technician, Property Technician.

Most Common Education Requirement: High school diploma 76% - 66 responses
Average Years of Experience Required: 2.4
Percentage of Respondents that Supervise Others: 2%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	87	\$14	\$15	\$12	\$17	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	61	\$15	\$15	\$13	\$17	\$12
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$13	\$13	\$11	-	\$12
\$2,500,001 - \$5,000,000	6	\$15	\$14	\$13	\$16	\$13
\$5,000,001 - \$10,000,000	17	\$15	\$15	\$14	\$17	\$12
More than \$10,000,000	31	\$15	\$15	\$12	\$18	\$12
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	6**	\$16	\$16	\$14	\$19	\$14
Children and youth development	9	\$14	\$14	\$11	\$17	\$12
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$16	\$16	\$15	\$16	\$15
Environment and animal related	7**	\$15	\$15	\$11	\$19	\$14
Health, including mental health	14	\$17	\$17	\$14	\$20	\$12
Human services	20	\$13	\$14	\$12	\$15	\$11
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	26	\$14	\$14	\$12	\$16	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	10	\$14	\$13	\$11	\$16	\$10
\$5,000,001 - \$10,000,000	7	\$14	\$15	\$11	\$20	\$10
More than \$10,000,000	7	\$15	\$15	\$12	\$18	\$12
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	5**	\$13	\$13	\$12	\$15	\$10
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	8	\$15	\$15	\$12	\$18	\$12
Human services	11	\$12	\$13	\$11	\$15	\$10
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for part-time employees paid by wage.

Facilities and Properties

Maintenance, Facilities or Property Worker (part-time by hourly wage)

Description: Under the direction of a supervisor, utilizes knowledge of fundamental mechanical, electrical, carpentry, and plumbing skills in performing maintenance assignments. Operates common hand or power tools. **Alternate Titles:** Maintenance Technician, Property Technician.

Most Common Education Requirement: High school diploma 40% - 4 responses
Average Years of Experience Required: 1.0
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	10	\$11	\$10	\$9	\$12	\$8
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	7**	\$9	\$10	\$8	\$12	\$8
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	5**	\$9	\$9	\$8	\$11	\$8
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	5**	\$9	\$9	\$8	\$11	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	3	\$12	\$12	\$11	\$0	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Facilities and Properties

Janitor / Custodian (full-time by hourly wage) ‡

Description: Responsible for housekeeping services in a facility, including cleaning and maintenance. Assists with setup of facilities for meetings and events.
Alternate Titles: Housekeeper.

Most Common Education Requirement: High school diploma 81% - 29 responses
Average Years of Experience Required: 0.9
Percentage of Respondents that Supervise Others: 8%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	36	\$11	\$11	\$10	\$11	\$9
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	22	\$10	\$11	\$10	\$12	\$9
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	4**	\$11	\$11	\$10	\$13	\$10
More than \$10,000,000	17	\$10	\$11	\$9	\$12	\$8
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	3	\$10	\$11	\$10	-	\$10
Environment and animal related	7**	\$11	\$11	\$10	\$12	\$9
Health, including mental health	4**	\$10	\$11	\$9	\$14	\$8
Human services	7**	\$11	\$11	\$9	\$12	\$8
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	14	\$11	\$10	\$10	\$11	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3**	\$11	\$11	\$11	-	\$11
\$5,000,001 - \$10,000,000	5**	\$11	\$11	\$10	\$12	\$10
More than \$10,000,000	5**	\$10	\$10	\$9	\$11	\$8
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$11	\$10	\$10	\$11	\$10
Environment and animal related	5**	\$11	\$11	\$10	\$12	\$10
Health, including mental health	0	-	-	-	-	-
Human services	5**	\$10	\$10	\$9	\$11	\$8
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Facilities and Properties

Head Cook (full-time by salary) ‡

Description: Plans, prepares and serves meals. May have supervisory responsibility for other cooks or assistants. Responsible for menu planning, ordering of supplies and food, and maintenance of cafeteria records. **Alternate Titles:** Head Chef, Lead Cook, Kitchen Manager.

Most Common Education Requirement: High school diploma 56% - 10 responses
Second Most Common Education Requirement: Some college 33% - 6 responses
Average Years of Experience Required: 3.6
Percentage of Respondents that Supervise Others: 72%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	18	\$38,099	\$38,135	\$31,200	\$44,676	\$30,600
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	17	\$38,197	\$38,543	\$31,350	\$44,784	\$31,200
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$31,500	\$36,404	\$28,260	\$47,000	\$30,000
\$5,000,001 - \$10,000,000	6	\$38,099	\$39,126	\$32,760	\$43,520	\$32,640
More than \$10,000,000	6**	\$41,479	\$39,742	\$33,374	\$45,500	\$25,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	11	\$38,000	\$37,619	\$31,200	\$45,000	\$30,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	1	\$31,200	\$31,200	\$31,200	\$31,200	\$23,660
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Facilities and Properties

Head Cook (full-time by wage)

Description: Plans, prepares and serves meals. May have supervisory responsibility for other cooks or assistants. Responsible for menu planning, ordering of supplies and food, and maintenance of cafeteria records. **Alternate Titles:** Head Chef, Lead Cook, Kitchen Manager.

Most Common Education Requirement: Bachelor's degree 92% - 12 responses
Second Most Common Education Requirement: Some college 8% - 1 response
Average Years of Experience Required: 2.5
Percentage of Respondents that Supervise Others: 38%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	13	\$12	\$13	\$11	\$16	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$12	\$14	\$12	\$16	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	5	\$12	\$12	\$11	\$12	\$10
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	3	\$17	\$18	\$16	-	\$16
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$17	\$16	\$12	-	\$16
Human services	5	\$12	\$13	\$12	\$14	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	4**	\$11	\$12	\$9	\$15	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	3**	\$10	\$11	\$9	-	\$9
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Facilities and Properties

Assistant Cook (full-time by hourly wage)[‡]

Description: Under the direction of a supervising cook, performs food preparation tasks and cooks meals. Plans and provides cold or hot food items. *Alternate Titles:* Kitchen Assistant, Cook, Food Service Worker, Kitchen Aide

Most Common Education Requirement: High school diploma 100% - 31 responses
Average Years of Experience Required: 1.8
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	31	\$12	\$12	\$11	\$13	\$10
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	28	\$12	\$12	\$11	\$13	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	3**	\$10	\$10	\$9	-	\$8
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	9	\$13	\$13	\$12	\$14	\$10
More than \$10,000,000	14	\$12	\$12	\$11	\$13	\$10
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	3**	\$12	\$12	\$11	-	\$11
Health, including mental health	12	\$12	\$13	\$12	\$14	\$10
Human services	13	\$12	\$12	\$11	\$13	\$10
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	3**	\$10	\$10	\$9	\$0	\$9
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Facilities and Properties

Safety Guard (full-time by hourly wage)[‡]

Description: Watches and patrols property to defend against damage, theft or harm caused by intruders. Walks or drives around premises to insure building or gate security. May be stationed at an entrance and perform entry identification checks. **Alternate Titles:** Security Officer, Security Guard, Security Staff, Security Manager, Ranger.

Most Common Education Requirement: High school diploma 100% - 20 responses
Average Years of Experience Required: 1.4
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	20	\$12	\$13	\$11	\$14	\$10
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	15	\$12	\$13	\$11	\$14	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	8	\$14	\$14	\$13	\$17	\$12
\$5,000,001 - \$10,000,000	4**	\$11	\$11	\$11	\$12	\$10
More than \$10,000,000	3**	\$12	\$12	\$11	-	\$10
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	4**	\$11	\$11	\$11	\$12	\$10
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	3**	\$12	\$12	\$11	-	\$10
Health, including mental health	1*	-	-	-	-	-
Human services	5**	\$14	\$15	\$13	\$17	\$10
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5**	\$12	\$12	\$11	\$13	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	5**	\$12	\$12	\$11	\$13	\$11
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	5**	\$12	\$12	\$11	\$13	\$11
Health, including mental health	0	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Facilities and Properties

Driver (full-time by hourly wage) ‡

Description: Drives a vehicle, often a mid-to-large size, high capacity vehicle designed to pick up and/or deliver cargo or transport passengers. Records travel and vehicle maintenance information in logs. May prepare driving reports. **Alternate Titles:** Van Driver, Truck Driver, Route Driver.

Most Common Education Requirement: High school diploma 93% - 40 responses
Second Most Common Education Requirement: Experience 5% - 2 responses
Average Years of Experience Required: 1.2
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	43	\$12	\$12	\$11	\$13	\$10
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	30	\$12	\$13	\$12	\$14	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$13	\$13	\$10	\$17	\$13
\$5,000,001 - \$10,000,000	5**	\$12	\$13	\$12	\$14	\$10
More than \$10,000,000	19	\$13	\$12	\$11	\$14	\$10
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	9**	\$12	\$12	\$10	\$13	\$10
Human services	19	\$13	\$13	\$12	\$14	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	13	\$11	\$10	\$10	\$11	\$9
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	4**	\$11	\$11	\$10	\$11	\$10
More than \$10,000,000	8**	\$11	\$10	\$10	\$11	\$9
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3**	\$11	\$11	\$11	-	\$9
Human services	10**	\$10	\$10	\$10	\$12	\$9
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage.

Facilities and Properties

Driver (part-time by hourly wage)[‡]

Description: Drives a vehicle, often a mid-to-large size, high capacity vehicle designed to pick up and/or deliver cargo or transport passengers. Records travel and vehicle maintenance information in logs. May prepare driving reports. **Alternate Titles:** *Van Driver, Truck Driver, Route Driver.*

Most Common Education Requirement: High school diploma 100% - 10 responses
Average Years of Experience Required: 1.4
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	10	\$11	\$11	\$10	\$12	\$11

MARICOPA COUNTY

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	6	\$11	\$11	\$9	\$12	\$10

By Organization Budget:

Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-

By Organization Type:	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	4	\$10	\$10	\$9	\$11	\$3
Others	0	-	-	-	-	-

PIMA COUNTY

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	4**	\$11	\$11	\$10	\$12	\$11

By Organization Budget:

Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	3**	\$12	\$11	-	-	\$11

By Organization Type:	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3**	\$12	\$11	\$11	-	\$11
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for full-time employees paid by wage

Volunteer Management

Director of Volunteers (full-time by salary)

Description: Responsible for creating, implementing and managing the organization's volunteer program, including planning, marketing, recruitment, screening, placement, supervision, and recognition. Maintains records and reports on the volunteer program. This individual typically supervises other paid staff. **Alternate Titles:** Volunteer Manager, Director of Volunteer Services.

Most Common Education Requirement: Bachelor's degree 63% - 12 responses
Second Most Common Education Requirement: Master's degree 11% - 2 responses
Average Years of Experience Required: 4.6
Percentage of Respondents that Supervise Others: 95%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	19	\$46,371	\$49,881	\$40,000	\$58,000	\$40,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	15	\$47,770	\$51,458	\$40,000	\$58,000	\$41,355
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$42,500	\$57,247	\$38,241	-	\$40,000
More than \$10,000,000	8	\$53,248	\$52,580	\$46,721	\$57,250	\$45,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	6	\$53,248	\$52,378	\$47,078	\$56,250	\$45,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	4	\$40,000	\$43,967	\$32,230	\$59,672	\$38,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Volunteer Management

Volunteer Coordinator (full-time by salary) ‡

Description: Responsible for assisting in the creating, implementing, and managing the organization's volunteer program including planning, marketing, recruitment, screening, placement, supervision, and motivation. Helps to maintain records and reports on the volunteer program. This individual does not typically supervise paid staff. **Alternate Titles:** *Volunteer Manager, Volunteer and Outreach Coordinator.*

Most Common Education Requirement: Some college 46% - 16 responses
Second Most Common Education Requirement: Bachelor's degree 40% - 14 responses
Average Years of Experience Required: 2.9
Percentage of Respondents that Supervise Others: 31%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	35	\$36,050	\$37,298	\$32,000	\$41,650	\$32,500
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	26	\$36,309	\$37,587	\$32,750	\$41,655	\$33,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	3	\$33,000	\$34,333	\$32,000	-	\$31,600
\$2,500,001 - \$5,000,000	4	\$37,825	\$39,413	\$32,500	\$47,913	\$37,000
\$5,000,001 - \$10,000,000	8	\$36,025	\$35,717	\$31,682	\$39,163	\$32,500
More than \$10,000,000	8	\$40,500	\$41,046	\$36,142	\$46,500	\$33,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	5**	\$41,669	\$41,934	\$35,500	\$48,500	\$33,000
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	3	\$30,800	\$32,456	\$30,000	-	\$30,800
Health, including mental health	1*	-	-	-	-	-
Human services	12	\$36,500	\$36,486	\$32,500	\$39,413	\$32,750
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	9	\$34,000	\$36,465	\$32,000	\$41,266	\$31,717
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$43,700	\$42,051	\$37,782	-	\$29,360
\$5,000,001 - \$10,000,000	3	\$32,000	\$32,667	\$32,000	-	\$32,000
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	3	\$34,000	\$36,890	\$32,000	-	\$30,000
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	5	\$37,782	\$37,263	\$33,000	\$41,266	\$32,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next pages for employees paid by wage.

Volunteer Management

Volunteer Coordinator (full-time by wage)[‡]

Description: Responsible for assisting in the creating, implementing, and managing the organization's volunteer program including planning, marketing, recruitment, screening, placement, supervision, and motivation. Helps to maintain records and reports on the volunteer program. This individual does not typically supervise paid staff. **Alternate Titles:** *Volunteer Manager, Volunteer and Outreach Coordinator.*

Most Common Education Requirement: High school diploma 58% - 7 responses
Second Most Common Education Requirement: Bachelor's degree 33% - 4 responses
Average Years of Experience Required: 3.1
Percentage of Respondents that Supervise Others: 25%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	12	\$16	\$16	\$13	\$18	\$13
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$16	\$16	\$14	\$19	\$13
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$17	\$17	\$16	-	\$16
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$18	\$19	\$16	-	\$13
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	3	\$13	\$13	\$12	-	\$12
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	8	\$17	\$17	\$15	\$19	\$13
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	3	\$15	\$14	\$12	\$0	\$14
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

‡ See previous page for employees paid by salary and next page for part-time employees paid by wage.

Volunteer Management

Volunteer Coordinator (part-time by wage) ‡

Description: Responsible for assisting in the creating, implementing, and managing the organization's volunteer program including planning, marketing, recruitment, screening, placement, supervision, and motivation. Helps to maintain records and reports on the volunteer program. This individual does not typically supervise paid staff. **Alternate Titles:** *Volunteer Manager, Volunteer and Outreach Coordinator.*

Most Common Education Requirement: High school diploma 59% - 10 responses
Second Most Common Education Requirement: Bachelor's degree 24% - 4 responses
Average Years of Experience Required: 1.5
Percentage of Respondents that Supervise Others: 53%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	15	\$12	\$14	\$10	\$18	\$10
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	12	\$12	\$14	\$10	\$18	\$11
By Organization Budget:						
Under \$500,000	5	\$10	\$10	\$10	\$11	\$10
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	4**	\$18	\$17	\$14	\$20	\$14
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	4**	\$18	\$18	\$13	\$22	\$14
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	3	\$12	\$11	\$9	\$0	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for Accountant employees paid by wage

Administrative Support Services

Executive Assistant (full-time by salary) ‡

Description: Provides administrative and clerical support for the chief executive or other senior executives. Maintains confidential and/or sensitive information and databases. Attends board or similar meetings, transcribes and distributes minutes. Prepares reports for management. **Alternate Titles:** Assistant of the Executive Office.

Most Common Education Requirement: Bachelor's degree 43% - 29 responses
Second Most Common Education Requirement: Some college 43% - 29 responses
Average Years of Experience Required: 4.0
Percentage of Respondents that Supervise Others: 25%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	68	\$44,000	\$44,859	\$40,000	\$50,000	\$35,750
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	49	\$45,000	\$46,485	\$40,475	\$52,500	\$39,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	6	\$43,718	\$46,073	\$39,750	\$55,000	\$40,000
\$2,500,001 - \$5,000,000	8	\$44,250	\$46,083	\$40,629	\$45,150	\$40,000
\$5,000,001 - \$10,000,000	12	\$41,948	\$42,432	\$36,175	\$49,018	\$34,900
More than \$10,000,000	21	\$50,000	\$49,764	\$43,720	\$55,000	\$40,000
By Organization Type:						
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	9	\$46,070	\$44,721	\$40,759	\$50,000	\$34,050
Community improvement / civil rights	2*	-	-	-	-	-
Education related	8**	\$54,450	\$52,356	\$50,500	\$55,000	\$45,000
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	7	\$38,000	\$42,769	\$33,134	\$45,000	\$32,000
Human services	16	\$44,500	\$46,521	\$41,921	\$51,000	\$40,000
Others	4**	\$39,751	\$39,486	\$36,126	\$42,580	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	19	\$40,000	\$40,666	\$36,540	\$44,500	\$33,000
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	4	\$34,270	\$36,785	\$31,492	\$44,592	\$32,750
\$5,000,001 - \$10,000,000	4	\$44,850	\$44,925	\$44,000	\$45,925	\$39,000
More than \$10,000,000	8**	\$40,000	\$41,638	\$39,475	\$43,950	\$31,000
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	3	\$40,000	\$41,333	\$40,000	-	\$35,000
Education related	0	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	6**	\$40,000	\$40,017	\$37,975	\$42,850	\$31,000
Human services	5	\$44,000	\$42,173	\$33,931	\$49,500	\$35,500
Others	1*	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next pages for employees paid by wage

Administrative Support Services

Executive Assistant (full-time by wage) ‡

Description: Provides administrative and clerical support for the chief executive or other senior executives. Maintains confidential and/or sensitive information and databases. Attends board or similar meetings, transcribes and distributes minutes. Prepares reports for management. **Alternate Titles:** Assistant of the Executive Office.

Most Common Education Requirement: Some college 43% - 9 responses
Second Most Common Education Requirement: High school diploma 43% - 9 responses
Average Years of Experience Required: 3.5
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	21	\$18	\$18	\$15	\$21	\$15
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	13	\$20	\$19	\$17	\$22	\$16
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	6	\$19	\$18	\$16	\$21	\$15
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$17	\$18	\$16	-	\$17
More than \$10,000,000	3**	\$21	\$22	\$18	-	\$15
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	2*	-	-	-	-	-
Education related	3	\$20	\$18	\$11	-	\$19
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	5	\$18	\$20	\$17	\$24	\$15
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	8	\$15	\$16	\$15	\$18	\$15
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$16	\$16	\$15	-	\$14
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	4**	\$17	\$18	\$15	\$21	\$15
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	6	\$16	\$17	\$15	\$19	\$15
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Administrative Support Services

Administrative Assistant (full-time by salary) ‡

Description: Performs administrative support for the organization as a whole or for a department of the organization. Assists with various administrative tasks, such as budget preparation and control, filing and recordkeeping, preparation of materials and minutes for board and committee meetings, and other special projects as assigned. Handles routine correspondence and other requests for information. Compiles, stores, retrieves, and reports organizational and program data as needed. May coordinate bulk mailings.

Most Common Education Requirement: High school diploma 66% - 29 responses

Second Most Common Education Requirement: Some college 27% - 12 responses

Average Years of Experience Required: 2.2

Percentage of Respondents that Supervise Others: 14%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	44	\$33,750	\$33,407	\$28,650	\$37,016	\$28,571
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	35	\$34,000	\$33,974	\$30,000	\$37,000	\$28,571
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	3	\$30,000	\$31,667	\$27,000	-	\$25,000
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5	\$32,000	\$30,648	\$26,480	\$34,140	\$30,000
\$5,000,001 - \$10,000,000	8	\$37,912	\$35,506	\$29,044	\$39,981	\$26,500
More than \$10,000,000	16	\$34,000	\$34,312	\$32,001	\$36,000	\$29,286
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	3**	\$27,810	\$28,703	\$27,400	-	\$23,920
Community improvement / civil rights	2*	-	-	-	-	-
Education related	9**	\$35,000	\$37,111	\$34,000	\$39,000	\$32,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	13	\$32,000	\$33,514	\$28,196	\$38,462	\$26,500
Others	6**	\$33,250	\$32,698	\$30,615	\$34,728	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	9	\$32,972	\$31,204	\$22,662	\$37,511	\$20,602
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$32,972	\$32,468	\$25,673	\$39,011	\$18,476
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	4**	\$31,197	\$30,335	\$23,798	\$36,009	\$18,476
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	4	\$37,250	\$34,026	\$24,577	\$40,250	\$32,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See following pages for administrative assistant positions paid by hourly wage

Administrative Support Services

Administrative Assistant (full-time by hourly wage) ‡

Description: Performs administrative support for the organization as a whole or for a department of the organization. Assists with various administrative tasks, such as budget preparation and control, filing and recordkeeping, preparation of materials and minutes for board and committee meetings, and other special projects as assigned. Handles routine correspondence and other requests for information. Compiles, stores, retrieves, and reports organizational and program data as needed. May coordinate bulk mailings.

Most Common Education Requirement: High school diploma 80% - 87 responses
Second Most Common Education Requirement: Some college 14% - 15 responses
Average Years of Experience Required: 2.2
Percentage of Respondents that Supervise Others: 3%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	109	\$14	\$14	\$13	\$16	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	63	\$15	\$15	\$13	\$16	\$12
By Organization Budget:						
Under \$500,000	3	\$14	\$15	\$14	-	\$14
\$500,001 - \$1,000,000	5	\$15	\$14	\$14	\$15	\$13
\$1,000,001 - \$2,500,000	6	\$15	\$15	\$13	\$16	\$13
\$2,500,001 - \$5,000,000	6	\$15	\$15	\$12	\$18	\$12
\$5,000,001 - \$10,000,000	10	\$14	\$14	\$13	\$16	\$12
More than \$10,000,000	33	\$15	\$15	\$13	\$17	\$12
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	6**	\$15	\$15	\$14	\$17	\$12
Community improvement / civil rights	2*	-	-	-	-	-
Education related	4	\$18	\$18	\$13	\$24	\$15
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	15	\$14	\$14	\$13	\$15	\$12
Human services	35	\$15	\$15	\$13	\$16	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	46	\$13	\$13	\$12	\$15	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	10	\$12	\$13	\$10	\$15	\$9
\$5,000,001 - \$10,000,000	13	\$12	\$13	\$11	\$15	\$10
More than \$10,000,000	20	\$14	\$14	\$13	\$16	\$12
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	3	\$12	\$12	\$10	-	\$10
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	12	\$14	\$14	\$12	\$15	\$12
Human services	27	\$13	\$13	\$12	\$15	\$11
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for administrative assistant part-time positions paid by hourly wage

Administrative Support Services

Administrative Assistant (part-time by hourly wage) ‡

Description: Performs administrative support for the organization as a whole or for a department of the organization. Assists with various administrative tasks, such as budget preparation and control, filing and recordkeeping, preparation of materials and minutes for board and committee meetings, and other special projects as assigned. Handles routine correspondence and other requests for information. Compiles, stores, retrieves, and reports organizational and program data as needed. May coordinate bulk mailings.

Most Common Education Requirement: High school diploma 63% - 19 responses
Second Most Common Education Requirement: Some college 23% - 7 responses
Average Years of Experience Required: 1.8
Percentage of Respondents that Supervise Others: 7%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	30	\$12	\$13	\$11	\$15	\$11
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	19	\$13	\$14	\$11	\$16	\$12
By Organization Budget:						
Under \$500,000	6	\$11	\$11	\$10	\$13	\$10
\$500,001 - \$1,000,000	5**	\$18	\$17	\$13	\$20	\$15
\$1,000,001 - \$2,500,000	6	\$14	\$14	\$12	\$15	\$11
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	2*	-	-	-	-	-
Children and youth development	3	\$10	\$13	\$10	-	\$10
Community improvement / civil rights	1*	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	8	\$15	\$15	\$11	\$19	\$14
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	11	\$12	\$12	\$10	\$13	\$10
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$11	\$12	\$10	\$13	\$10
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	3	\$12	\$11	\$9	-	\$10
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$12	\$13	\$12	-	\$12
Human services	3	\$11	\$11	\$10	-	\$10
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous pages for full-time administrative assistant positions employees paid by salary.

Administrative Support Services

Receptionist (full-time by hourly wage) ‡

Description: Responsible for receiving and routing phone calls, which may include multiple lines. Provides greeting and general information to callers and visitors. May also perform routine clerical duties as needed.

Most Common Education Requirement: High school diploma 94% - 78 responses
Second Most Common Education Requirement: Some college 4% - 3 responses
Average Years of Experience Required: 1.3
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	83	\$12	\$12	\$11	\$14	\$11
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	56	\$13	\$13	\$11	\$14	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	4**	\$13	\$13	\$11	\$15	\$12
\$1,000,001 - \$2,500,000	5	\$10	\$11	\$10	\$11	\$10
\$2,500,001 - \$5,000,000	6	\$13	\$13	\$12	\$14	\$12
\$5,000,001 - \$10,000,000	11	\$11	\$12	\$11	\$13	\$10
More than \$10,000,000	30	\$13	\$13	\$12	\$14	\$11
By Organization Type:						
Arts, culture, and humanities	1*	-	-	-	-	-
Children and youth development	10	\$12	\$12	\$11	\$13	\$10
Community improvement / civil rights	0	-	-	-	-	-
Education related	4	\$12	\$13	\$10	\$17	\$11
Environment and animal related	7	\$11	\$12	\$11	\$13	\$11
Health, including mental health	10**	\$14	\$13	\$13	\$14	\$12
Human services	24	\$13	\$13	\$12	\$14	\$11
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	27	\$12	\$12	\$11	\$14	\$10
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	10	\$11	\$11	\$10	\$12	\$10
\$5,000,001 - \$10,000,000	9**	\$12	\$13	\$11	\$14	\$10
More than \$10,000,000	8	\$13	\$13	\$12	\$15	\$11
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	13	\$13	\$13	\$12	\$15	\$10
Human services	13	\$11	\$11	\$10	\$13	\$11
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for part-time employees paid by wage.

Administrative Support Services

Receptionist (part-time by hourly wage) ‡

Description: Responsible for receiving and routing phone calls, which may include multiple lines. Provides greeting and general information to callers and visitors. May also perform routine clerical duties as needed.

Most Common Education Requirement: High school diploma 64% - 9 responses
Average Years of Experience Required: 0.9
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	14	\$10	\$11	\$9	\$12	\$9
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	9	\$10	\$11	\$9	\$12	\$9
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	4**	\$10	\$10	\$9	\$12	\$9
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	1*	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	5	\$10	\$10	\$9	\$12	\$9
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5	\$10	\$11	\$9	\$13	\$10
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for full-time employees paid by wage.

Health and Medical Services

Clinical / Nursing Director (full-time by salary)

Description: Plans, organizes staff, and directs patient care on a daily operational basis. Maintains adequate supply levels for all patient care areas. Supervises nurses and assistants, advises medical staff and administrators in matters related to nursing services. **Alternate Titles:** Clinical Director, Nursing Director

Most Common Education Requirement: Master's degree 85% - 22 responses
Second Most Common Education Requirement: Bachelor's degree 12% - 3 responses
Average Years of Experience Required: 4.3
Percentage of Respondents that Supervise Others: 100%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	26	\$69,500	\$67,543	\$56,500	\$78,500	\$55,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	19	\$70,000	\$69,673	\$60,008	\$80,000	\$63,000
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$75,000	\$73,576	\$65,728	-	\$70,000
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	12	\$70,000	\$72,554	\$63,523	\$82,507	\$63,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	13	\$78,000	\$71,937	\$61,000	\$84,556	\$57,791
Human services	5**	\$69,000	\$68,420	\$64,050	\$72,500	\$68,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	7	\$57,000	\$61,763	\$52,000	\$71,536	\$55,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$71,536	\$67,114	\$52,000	-	\$60,000
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	4**	\$71,268	\$69,335	\$60,500	\$76,238	\$57,500
Human services	3	\$52,000	\$51,667	\$51,000	-	\$45,500
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Health and Medical Services

Clinician (full-time by salary)

Description: Provides primary medical care. Usually requires advanced degrees and board certification, license and insurance. **Alternate Titles:** *Practitioner, Physician Assistant, Dentist.*

Most Common Education Requirement: Master's degree 95% - 19 responses
Second Most Common Education Requirement: Bachelor's degree 5% - 1 responses
Average Years of Experience Required: 3.7
Percentage of Respondents that Supervise Others: 15%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	19	\$42,700	\$42,811	\$38,500	\$48,000	\$35,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	15	\$42,000	\$41,580	\$38,000	\$45,000	\$34,500
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3	\$41,600	\$41,433	\$38,500	-	\$35,000
More than \$10,000,000	11	\$42,000	\$42,673	\$38,000	\$48,000	\$34,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3	\$42,000	\$40,133	\$35,700	-	\$31,200
Community improvement / civil rights	0	-	-	-	-	-
Education related	1*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	7**	\$41,600	\$41,186	\$38,000	\$44,200	\$34,500
Human services	4**	\$47,500	\$46,250	\$41,250	\$50,000	\$42,500
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	4**	\$47,834	\$47,427	\$44,447	\$50,000	\$43,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3**	\$45,668	\$46,569	\$44,040	-	\$43,000
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	4**	\$47,834	\$47,427	\$44,447	\$50,000	\$43,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

Health and Medical Services

Registered Nurse (full-time by salary) ‡

Description: Licensure clearly identifies the Registered Nurse. Administer medications under the supervision of doctors and keep records of symptoms and progress. Educates patients and the public about various medical conditions, and provides advice and emotional support. **Alternate Titles:** RN, Certified Nurse-Midwives, Certified Registered Nurse Anesthetists.

Most Common Education Requirement: Bachelor's degree 100% - 14 responses
Average Years of Experience Required: 2.9
Percentage of Respondents that Supervise Others: 21%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	14	\$66,492	\$61,814	\$53,750	\$69,168	\$48,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$68,000	\$64,253	\$55,000	\$70,751	\$68,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	9	\$68,054	\$63,756	\$52,500	\$71,655	\$68,000
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5	\$65,083	\$60,777	\$49,000	\$70,400	\$48,000
Human services	6**	\$68,347	\$67,151	\$64,675	\$71,203	\$68,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	3**	\$58,489	\$52,868	\$40,834	\$0	\$47,760
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	3**	\$58,489	\$52,868	\$40,834	-	\$47,760
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	3**	\$58,489	\$52,868	\$40,834	-	\$47,760
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next pages for employees paid by wage.

Health and Medical Services

Registered Nurse (full-time by hourly wage) ‡

Description: Licensure clearly identifies the Registered Nurse. Administer medications under the supervision of doctors and keep records of symptoms and progress. Educates patients and the public about various medical conditions, and provides advice and emotional support. **Alternate Titles:** RN, Certified Nurse-Midwives, Certified Registered Nurse Anesthetists.

Most Common Education Requirement: Bachelor's degree 80% - 8 responses
Second Most Common Education Requirement: High school diploma 20% - 2 responses
Average Years of Experience Required: 1.6
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	10	\$30	\$29	\$27	\$33	\$26
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5**	\$30	\$30	\$24	\$35	\$26
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	4**	\$32	\$32	\$29	\$36	\$26
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	4**	\$32	\$32	\$29	\$36	\$26
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5**	\$30	\$29	\$27	\$32	\$26
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	5**	\$30	\$29	\$27	\$32	\$26
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5**	\$30	\$29	\$27	\$32	\$26
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary and next page for part-time employees paid by wage.

Health and Medical Services

Registered Nurse (part-time by hourly wage) ‡

Description: Licensure clearly identifies the Registered Nurse. Administer medications under the supervision of doctors and keep records of symptoms and progress. Educates patients and the public about various medical conditions, and provides advice and emotional support. **Alternate Titles:** RN, Certified Nurse-Midwives, Certified Registered Nurse Anesthetists.

Most Common Education Requirement: Bachelor's degree 92% - 12 responses
Second Most Common Education Requirement: High school diploma 8% - 1 responses
Average Years of Experience Required: 1.7
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	13	\$26	\$27	\$23	\$32	\$24
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	2	\$24	\$24	\$19	\$0	\$22
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	11	\$26	\$28	\$24	\$33	\$24
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	6**	\$24	\$23	\$21	\$26	\$24
\$5,000,001 - \$10,000,000	5**	\$33	\$32	\$30	\$34	\$25
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	9**	\$30	\$29	\$25	\$33	\$25
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous pages for full-time employees paid by salary or wage.

Health and Medical Services

Licensed Practical Nurse (full-time by hourly wage)[‡]

Description: Licensure clearly identifies the Licensed Practical Nurse. Performs routine nursing duties, makes appointments, maintains patient records, and performs basic clerical duties. **Alternate Titles:** LPN, Licensed Vocational Nurse.

Most Common Education Requirement: Bachelor's degree 54% - 7 responses
Second Most Common Education Requirement: Some college 39% - 5 responses
Average Years of Experience Required: 1.9
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	12	\$20	\$20	\$18	\$22	\$18
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	8**	\$22	\$21	\$19	\$23	\$19
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	1*	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	7**	\$22	\$22	\$20	\$23	\$19
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	7**	\$22	\$21	\$19	\$23	\$19
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	4**	\$18	\$18	\$18	\$19	\$17
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	2*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage

Health and Medical Services

Nurse Practitioner (full-time by salary) ‡

Description: An advanced practice registered nurse (APRN) who has completed graduate-level education (either a Master of nursing or Doctor of Nursing Practice degree). Nurse practitioners treat both physical and mental conditions through comprehensive history taking, physical exams, and ordering and interpreting diagnostic tests. NPs can diagnose a wide range of acute and chronic diseases (within their scope of practice) and provide appropriate treatment for patients, including prescribing medications. **Alternate Titles:** *Advanced Practice Registered Nurse.*

Most Common Education Requirement: PhD 46% - 6 responses
Second Most Common Education Requirement: Master's degree 31% - 4 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 31%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	13	\$130,480	\$123,246	\$82,821	\$154,897	\$140,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	8	\$127,740	\$123,883	\$83,071	\$155,750	\$105,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	5**	\$155,000	\$143,257	\$119,442	\$161,200	\$140,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3**	\$156,000	\$159,133	\$155,000	-	\$140,000
Human services	5	\$113,884	\$102,733	\$72,150	\$127,740	\$100,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	5**	\$142,812	\$122,227	\$82,821	\$151,341	\$140,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$142,812	\$122,227	\$82,821	\$151,341	\$140,000
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5**	\$142,812	\$122,227	\$82,821	\$151,341	\$140,000
Human services	0	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage.

Human Services

Caseworker (Master's level) [‡] (full-time by salary)

Description: Responsible for the delivery of counseling and/or case management for clients. Counseling includes individual, group, and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs. **Alternate Titles:** Counselor, Clinician, Therapist, Case Manager, Senior Case Manager, Care Coordinator, Social Worker.

Most Common Education Requirement: Master's degree 95% - 75 responses
Second Most Common Education Requirement: Bachelor's degree 5% - 4 responses
Average Years of Experience Required: 2.0
Percentage of Respondents that Supervise Others: 13%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	79	\$40,000	\$40,649	\$36,500	\$45,000	\$36,800
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	48	\$40,029	\$40,641	\$37,063	\$44,384	\$36,900
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	5	\$40,000	\$37,565	\$32,414	\$41,500	\$30,000
\$2,500,001 - \$5,000,000	6**	\$46,755	\$45,518	\$38,750	\$50,950	\$39,759
\$5,000,001 - \$10,000,000	13	\$40,560	\$39,943	\$36,250	\$44,256	\$37,000
More than \$10,000,000	23	\$39,520	\$40,068	\$37,057	\$42,500	\$36,005
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	23	\$40,000	\$40,203	\$37,080	\$42,297	\$37,500
Human services	24	\$41,280	\$41,428	\$36,145	\$45,508	\$35,900
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	31	\$40,000	\$40,661	\$36,125	\$45,000	\$36,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	12	\$38,250	\$39,795	\$35,098	\$44,250	\$37,000
\$5,000,001 - \$10,000,000	5**	\$41,000	\$42,400	\$37,000	\$48,500	\$36,000
More than \$10,000,000	13	\$40,000	\$41,611	\$38,000	\$45,989	\$37,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	9**	\$41,233	\$43,334	\$37,063	\$50,326	\$36,000
Human services	22	\$39,524	\$39,567	\$35,643	\$42,982	\$37,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for employees paid by wage

Human Services

Caseworker (Master's level) [‡] (full-time by wage) [‡]

Description: Responsible for the delivery of counseling and/or case management for clients. Counseling includes individual, group, and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs. **Alternate Titles:** Counselor, Clinician, Therapist, Case Manager, Senior Case Manager, Care Coordinator, Social Worker.

Most Common Education Requirement: Master's degree 91% - 20 responses
Second Most Common Education Requirement: Some college 9% - 2 responses
Average Years of Experience Required: 2.3
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	22	\$18	\$19	\$17	\$20	\$16
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	14	\$18	\$18	\$17	\$19	\$15
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	13	\$18	\$18	\$17	\$19	\$15
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	13	\$18	\$18	\$17	\$19	\$15
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	8**	\$19	\$21	\$17	\$24	\$18
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3**	\$17	\$17	\$16	-	\$15
\$5,000,001 - \$10,000,000	5**	\$23	\$23	\$19	\$27	\$18
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5**	\$23	\$23	\$19	\$27	\$18
Human services	3**	\$17	\$17	\$16	-	\$15
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for employees paid by salary

Human Services

Caseworker (Bachelor's Level) [‡] (full-time by salary)

Description: Provides counseling and/or case management for clients. Counseling includes individual, group and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs. **Alternate Titles:** Case Manager, Counselor, Clinician, Family Specialist, Prevention Specialist, Social Worker.

Most Common Education Requirement: Bachelor's degree 82% - 68 responses
Second Most Common Education Requirement: Some college 17% - 14 responses
Average Years of Experience Required: 2.6
Percentage of Respondents that Supervise Others: 5%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	83	\$34,000	\$34,402	\$31,000	\$37,163	\$30,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	55	\$34,200	\$34,883	\$31,000	\$38,600	\$30,050
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	8**	\$36,000	\$33,180	\$27,013	\$39,940	\$35,000
\$2,500,001 - \$5,000,000	12	\$34,500	\$36,894	\$31,175	\$42,588	\$30,700
\$5,000,001 - \$10,000,000	21	\$34,000	\$34,464	\$31,079	\$38,000	\$29,120
More than \$10,000,000	14	\$34,900	\$34,761	\$31,750	\$37,522	\$28,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	5**	\$30,050	\$31,170	\$27,600	\$35,300	\$23,920
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	15	\$34,320	\$35,318	\$31,824	\$39,015	\$32,000
Human services	33	\$34,000	\$34,617	\$31,000	\$37,500	\$30,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	28	\$33,120	\$33,456	\$30,225	\$35,270	\$30,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	4**	\$32,950	\$33,225	\$30,225	\$36,500	\$30,000
\$2,500,001 - \$5,000,000	11	\$34,000	\$35,647	\$33,240	\$37,320	\$32,240
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	11	\$30,000	\$30,329	\$28,080	\$32,500	\$28,080
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	25	\$33,000	\$33,182	\$30,000	\$35,180	\$30,000
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

[‡] See next page for employees paid by wage

Human Services

Caseworker (Bachelor's Level) [‡] (full-time by wage) [‡]

Description: Provides counseling and/or case management for clients. Counseling includes individual, group and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs. **Alternate Titles:** Case Manager, Counselor, Clinician, Family Specialist, Prevention Specialist, Social Worker.

Most Common Education Requirement: Bachelor's degree 78% - 50 responses
Second Most Common Education Requirement: Some college 14% - 9 responses
Average Years of Experience Required: 1.7
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	64	\$15	\$15	\$14	\$17	\$13
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	36	\$16	\$16	\$14	\$17	\$13
By Organization Budget:						
Under \$500,000	4**	\$12	\$12	\$12	\$13	\$10
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3**	\$16	\$16	\$15	-	\$13
More than \$10,000,000	25	\$16	\$16	\$15	\$18	\$13
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	5**	\$16	\$16	\$14	\$17	\$13
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$12	\$12	\$12	\$13	\$10
Environment and animal related	0	-	-	-	-	-
Health, including mental health	9	\$16	\$16	\$15	\$17	\$13
Human services	18**	\$16	\$16	\$14	\$18	\$13
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	28	\$15	\$15	\$14	\$16	\$13
By Organization Budget:						
Under \$500,000	4**	\$13	\$14	\$13	\$15	\$13
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$17	\$16	\$13	\$17	\$13
\$5,000,001 - \$10,000,000	13	\$15	\$15	\$15	\$16	\$14
More than \$10,000,000	7**	\$15	\$16	\$15	\$17	\$13
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	5**	\$15	\$15	\$15	\$16	\$13
Human services	23	\$15	\$15	\$14	\$17	\$14
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

[‡] See previous page for employees paid by salary

Human Services

Case Aide (full-time by hourly wage) ‡

Description: Under the direction of a supervisor, provides case management assistance, which may include providing referrals, resources and coordinating services. **Alternate Titles:** Client Advocate, Medical Assistant.

Most Common Education Requirement: High school diploma 64% - 16 responses
Second Most Common Education Requirement: Some college 36% - 9 responses
Average Years of Experience Required: 1.6
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	25	\$14	\$13	\$12	\$15	\$12
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	13	\$14	\$14	\$12	\$15	\$12
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	11	\$14	\$14	\$13	\$15	\$12
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	8	\$13	\$13	\$12	\$15	\$12
Human services	5**	\$14	\$14	\$12	\$17	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	12	\$14	\$13	\$11	\$15	\$13
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	6**	\$11	\$11	\$10	\$13	\$9
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	5**	\$15	\$15	\$15	\$16	\$14
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	11	\$14	\$13	\$11	\$15	\$14
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for part-time employees paid by wage

Human Services

Direct Service/Support Worker (full-time by hourly wage) ‡

Description: Responsible for the provision of direct health, behavioral, caregiving, or related support services to clients within the scope of the organization's programs and services. **Alternate Titles:** Behavioral Coach, Direct Support Professional, Advocate, Specialist, Direct Service Worker, Clinician, Caregiver.

Most Common Education Requirement: High school diploma 78% - 77 responses
Second Most Common Education Requirement: Some college 14% - 14 responses
Average Years of Experience Required: 1.4
Percentage of Respondents that Supervise Others: 2%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	99	\$12	\$13	\$11	\$15	\$11
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	70	\$12	\$13	\$11	\$15	\$11
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	8**	\$13	\$13	\$11	\$15	\$10
\$2,500,001 - \$5,000,000	7**	\$12	\$11	\$11	\$12	\$11
\$5,000,001 - \$10,000,000	23	\$14	\$13	\$12	\$15	\$11
More than \$10,000,000	29	\$12	\$13	\$11	\$15	\$11
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3**	\$12	\$11	\$10	-	\$10
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	30	\$13	\$13	\$12	\$15	\$11
Human services	35	\$12	\$13	\$11	\$15	\$11
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	29	\$13	\$13	\$12	\$14	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	5**	\$16	\$16	\$14	\$17	\$13
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	10**	\$13	\$13	\$12	\$14	\$10
\$5,000,001 - \$10,000,000	7**	\$12	\$12	\$12	\$12	\$11
More than \$10,000,000	7**	\$11	\$12	\$10	\$14	\$10
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3	\$16	\$15	\$13	-	\$13
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	7**	\$12	\$12	\$12	\$13	\$11
Human services	19	\$13	\$13	\$11	\$15	\$10
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for part-time employees paid by wage

Human Services

Direct Service/Support Worker (part-time by hourly wage) ‡

Description: Responsible for the provision of direct health, behavioral, caregiving, or related support services to clients within the scope of the organization's programs and services. **Alternate Titles:** Behavioral Coach, Direct Support Professional, Advocate, Specialist, Direct Service Worker, Clinician, Caregiver.

Most Common Education Requirement: High school diploma 89% - 33 responses
Average Years of Experience Required: 0.3
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	37	\$10	\$10	\$9	\$11	\$9
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	20	\$11	\$11	\$10	\$13	\$10
By Organization Budget:						
Under \$500,000	4**	\$9	\$9	\$9	\$10	\$9
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	3**	\$9	\$9	\$9	-	\$9
More than \$10,000,000	11**	\$12	\$12	\$11	\$13	\$10
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	4**	\$9	\$9	\$9	\$10	\$9
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	14**	\$11	\$11	\$10	\$13	\$10
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	17	\$9	\$10	\$9	\$11	\$8
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	4**	\$9	\$9	\$8	\$10	\$8
\$5,000,001 - \$10,000,000	8**	\$11	\$11	\$10	\$11	\$10
More than \$10,000,000	5**	\$9	\$9	\$8	\$9	\$8
By Organization Type:						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	4**	\$9	\$9	\$8	\$10	\$8
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	4**	\$11	\$11	\$11	\$11	\$10
Human services	9**	\$9	\$9	\$8	\$11	\$8
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for full-time employees paid by wage

Human Services

Intake Specialist (full-time by salary) ‡

Description: Coordinates the referral and intake process for clients. Acts as a resource to clients, outside agencies, and staff. Documents the conditions and concerns of clients. **Alternate Titles:** Intake Coordinator, Administration Specialist, Health Coordinator.

Most Common Education Requirement: Bachelor's degree 71% - 12 responses
Second Most Common Education Requirement: High school diploma 12% - 2 responses
Average Years of Experience Required: 2.8
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	17	\$32,100	\$34,079	\$31,000	\$37,200	\$31,200
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	10	\$33,550	\$35,035	\$30,250	\$41,288	\$35,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	5	\$32,100	\$34,640	\$29,500	\$41,050	\$30,000
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3**	\$44,700	\$44,700	\$37,400	-	\$37,000
Human services	7	\$31,000	\$30,893	\$28,000	\$35,000	\$30,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	7**	\$32,000	\$32,714	\$31,000	\$34,000	\$31,200
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	6**	\$32,500	\$32,833	\$30,750	\$34,750	\$31,200
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	6**	\$32,000	\$32,000	\$30,750	\$33,250	\$31,200
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See next page for full-time employees paid by wage.

Human Services

Intake Specialist (full-time by wage) ‡

Description: Coordinates the referral and intake process for clients. Acts as a resource to clients, outside agencies, and staff. Documents the conditions and concerns of clients. **Alternate Titles:** Intake Coordinator, Administration Specialist, Health Coordinator.

Most Common Education Requirement: High school diploma 50% - 16 responses
Second Most Common Education Requirement: Bachelor's degree 38% - 12 responses
Average Years of Experience Required: 0.9
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	32	\$15	\$15	\$13	\$17	\$13
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	26	\$15	\$16	\$13	\$18	\$13
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	6**	\$19	\$19	\$16	\$22	\$14
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	2*	-	-	-	-	-
More than \$10,000,000	16	\$14	\$15	\$13	\$17	\$12
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3**	\$16	\$16	\$15	-	\$13
Community improvement / civil rights	5**	\$20	\$19	\$15	\$23	\$14
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	10**	\$15	\$15	\$13	\$17	\$13
Human services	8**	\$14	\$14	\$13	\$14	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	6	\$14	\$14	\$13	\$15	\$14
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$13	\$13	\$12	-	\$12
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	3**	\$15	\$15	\$15	-	\$15
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	5	\$15	\$14	\$13	\$15	\$14
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for full-time employees paid by salary.

Training and Education

Director of Education (full-time by salary)

Description: Responsible for the training and education activities of the organization. Includes the supervision of staff, planning and evaluation workshops and trainings, and management of both day-to-day details and long-term goals. **Alternate Titles:** Director of Training, Education Services Manager, Training Coordinator.

Most Common Education Requirement: Bachelor's degree 53% - 10 responses
Second Most Common Education Requirement: Master's degree 37% - 7 responses
Average Years of Experience Required: 5.7
Percentage of Respondents that Supervise Others: 79%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	19	\$63,234	\$66,709	\$44,554	\$75,000	\$51,000
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	14	\$63,617	\$71,349	\$44,889	\$82,263	\$51,950
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	3	\$63,234	\$60,745	\$55,000	-	\$51,000
\$5,000,001 - \$10,000,000	4	\$44,937	\$50,265	\$41,139	\$64,720	\$38,680
More than \$10,000,000	5	\$89,000	\$105,717	\$77,509	\$142,284	\$80,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	4	\$72,000	\$90,000	\$47,500	\$150,500	\$65,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$75,000	\$66,524	\$44,554	-	\$65,000
Human services	5	\$45,320	\$52,501	\$41,000	\$67,593	\$42,000
Others	1*	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	5	\$46,000	\$53,720	\$37,550	\$73,750	\$37,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	1*	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	1*	-	-	-	-	-
Health, including mental health	1*	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

Training and Education

Training Generalist (full-time by salary) ‡

Description: Delivers training and education programs and may participate in the planning and evaluation of the training and education program. Includes positions which develop training and education materials. **Alternate Titles:** Educator, Adult Training Specialist, Program Trainer, Staff Instructor, Training Specialist, Training Manager.

Most Common Education Requirement: Bachelor's degree 83% - 25 responses
Second Most Common Education Requirement: Master's degree 10% - 3 responses
Average Years of Experience Required: 4.0
Percentage of Respondents that Supervise Others: 37%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	30	\$36,398	\$38,128	\$31,883	\$44,129	\$31,500
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	16	\$38,476	\$39,483	\$32,147	\$44,388	\$35,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	7	\$38,000	\$37,107	\$32,136	\$44,000	\$31,000
\$2,500,001 - \$5,000,000	2*	-	-	-	-	-
\$5,000,001 - \$10,000,000	3**	\$32,000	\$34,133	\$28,000	-	\$28,000
More than \$10,000,000	4	\$48,508	\$49,004	\$41,129	\$57,375	\$42,500
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	1*	-	-	-	-	-
Community improvement / civil rights	4**	\$32,158	\$32,687	\$29,066	\$36,837	\$27,547
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	7	\$38,562	\$38,580	\$32,000	\$44,000	\$35,000
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	14	\$34,250	\$36,581	\$31,125	\$44,800	\$29,186
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	1*	-	-	-	-	-
\$1,000,001 - \$2,500,000	5**	\$31,500	\$32,200	\$26,250	\$38,500	\$25,000
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	3**	\$31,533	\$32,776	\$30,000	-	\$28,371
More than \$10,000,000	5**	\$48,700	\$43,560	\$34,500	\$50,050	\$42,400
By Organization Type:						
Arts, culture, and humanities	4	\$32,500	\$33,375	\$26,625	\$41,000	\$25,000
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	2*	-	-	-	-	-
Health, including mental health	4**	\$48,900	\$45,450	\$36,925	\$50,525	\$42,400
Human services	2*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for other employees paid by salary or wage.

Training and Education

Instructor (full-time by salary) ‡

Description: Responsible for the planning and implementation for all classroom operations, including teaching lessons, developing academic plans and maintaining a classroom environment conducive to the social, emotional and cognitive development of children. Develops and implements appropriate activities for the children and may also be responsible for communication with parents. **Alternate Titles:** Teacher, Preschool Teacher, Classroom Instructor.

Most Common Education Requirement: Bachelor's degree 64% - 32 responses
Second Most Common Education Requirement: Some college 32% - 16 responses
Average Years of Experience Required: 1.7
Percentage of Respondents that Supervise Others: 52%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
ALL RESPONDENTS	50	\$35,000	\$36,598	\$31,150	\$40,390	\$31,200
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	39	\$35,800	\$37,341	\$31,500	\$42,511	\$31,400
By Organization Budget:						
Under \$500,000	1*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	13	\$32,500	\$33,044	\$28,080	\$37,700	\$29,500
\$2,500,001 - \$5,000,000	7	\$36,000	\$39,359	\$31,000	\$45,000	\$32,640
\$5,000,001 - \$10,000,000	12	\$36,069	\$38,536	\$34,462	\$43,750	\$31,400
More than \$10,000,000	6**	\$37,750	\$39,883	\$34,450	\$47,750	\$33,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	9	\$35,400	\$35,521	\$30,500	\$40,006	\$29,500
Community improvement / civil rights	0	-	-	-	-	-
Education related	15	\$35,000	\$36,351	\$28,000	\$45,000	\$28,000
Environment and animal related	0	-	-	-	-	-
Health, including mental health	3	\$45,000	\$46,167	\$37,500	-	\$36,000
Human services	12	\$35,669	\$37,736	\$33,620	\$39,500	\$31,400
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
All Reported Employees	11	\$33,950	\$33,964	\$29,500	\$36,000	\$30,000
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	2*	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$36,000	\$37,990	\$32,575	\$44,400	\$31,200
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	4**	\$28,250	\$29,125	\$25,875	\$33,250	\$25,000
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	2*	-	-	-	-	-
Human services	9	\$33,950	\$34,050	\$28,250	\$38,000	\$31,200
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See page titled "Additional Salary and Wage Information" for employees paid by wage.

Training and Education

Day Care Teacher (full-time by hourly wage) ‡

Description: Under the direction of a teacher or supervisor, provides supervision of children in a classroom or day care setting. Helps provide a safe and educational environment that supports children's development. Helps plan and implement activities and lessons. **Alternate Titles:** Teacher's Aide, Teaching Assistant, Assistant Teacher.

Most Common Education Requirement: High school degree 75% - 21 responses
Second Most Common Education Requirement: Some college 25% - 7 responses
Average Years of Experience Required: 1.6
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	27	\$12	\$12	\$10	\$14	\$11
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	22	\$12	\$12	\$10	\$14	\$11
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	1*	-	-	-	-	-
\$2,500,001 - \$5,000,000	6**	\$11	\$11	\$10	\$12	\$11
\$5,000,001 - \$10,000,000	12	\$13	\$13	\$12	\$15	\$12
More than \$10,000,000	3**	\$9	\$10	\$9	-	\$10
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	3**	\$9	\$10	\$9	-	\$10
Community improvement / civil rights	0	-	-	-	-	-
Education related	3	\$10	\$11	\$9	-	\$9
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	16	\$13	\$13	\$11	\$14	\$12
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	5**	\$10	\$11	\$10	\$14	\$9
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	5**	\$10	\$11	\$10	\$14	\$9
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	0	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	5**	\$10	\$11	\$10	\$14	\$9
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See following page for part-time employees paid by wage.

Training and Education

Day Care Teacher (part-time by hourly wage) ‡

Description: Under the direction of a teacher or supervisor, provides supervision of children in a classroom or day care setting. Helps provide a safe and educational environment that supports children's development. Helps plan and implement activities and lessons. **Alternate Titles:** Teacher's Aide, Teaching Assistant, Assistant Teacher.

Most Common Education Requirement: High school degree 75% - 21 responses
Second Most Common Education Requirement: Some college 25% - 7 responses
Average Years of Experience Required: 1.1
Percentage of Respondents that Supervise Others: 0%

	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
ALL RESPONDENTS	18	\$11	\$11	\$10	\$12	\$9
MARICOPA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	17**	\$11	\$11	\$10	\$12	\$9
By Organization Budget:						
Under \$500,000	2*	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	2*	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	3**	\$13	\$13	\$11	-	\$9
More than \$10,000,000	10**	\$10	\$10	\$10	\$11	\$9
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	2*	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	2*	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	13**	\$11	\$11	\$10	\$11	\$9
Others	0	-	-	-	-	-
PIMA COUNTY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Wage
All Reported Employees	1	\$9	\$9	\$9	\$9	\$8
By Organization Budget:						
Under \$500,000	0	-	-	-	-	-
\$500,001 - \$1,000,000	0	-	-	-	-	-
\$1,000,001 - \$2,500,000	0	-	-	-	-	-
\$2,500,001 - \$5,000,000	0	-	-	-	-	-
\$5,000,001 - \$10,000,000	0	-	-	-	-	-
More than \$10,000,000	1*	-	-	-	-	-
By Organization Type:						
Arts, culture, and humanities	0	-	-	-	-	-
Children and youth development	0	-	-	-	-	-
Community improvement / civil rights	0	-	-	-	-	-
Education related	0	-	-	-	-	-
Environment and animal related	0	-	-	-	-	-
Health, including mental health	0	-	-	-	-	-
Human services	1*	-	-	-	-	-
Others	0	-	-	-	-	-

*Insufficient number of reported employees (fewer than three) to generate valid information.

**50% or more of employees reported are from one or two organizations.

‡ See previous page for full-time employees paid by wage.

Additional Salary and Wage Information

Part-time Employees

This page contains positions for which the number of reported cases did not reach ten, the minimum to report on a full page, but for which there were at least three cases reported.

ANNUAL SALARY						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Salary
PART-TIME EMPLOYEES						
Financial Management						
Finance Director or Controller	4	\$45,000	\$44,831	\$28,500	\$60,994	\$38,500
Fundraising and Fund Development						
Grants Writer	5	\$27,000	\$27,800	\$23,000	\$33,000	\$25,000
Human Resources						
Human Resources Director	4	\$31,830	\$32,828	\$28,244	\$38,409	\$35,000
Program Management						
Director of Program Services	6**	\$24,000	\$30,402	\$14,241	\$55,000	\$28,138
Program Coordinator	5**	\$22,600	\$23,763	\$15,400	\$32,708	\$17,500
Volunteer Management						
Volunteer Coordinator	4	\$22,500	\$24,500	\$20,000	\$31,000	\$22,500
HOURLY WAGE						
	Number of Responses (n)	Median	Mean	75% Earn More Than	25% Earn More Than	Median Base Hourly Wage
PART-TIME EMPLOYEES						
Financial Management						
Accountant	8	\$35.00	\$37.31	\$26.25	\$50.00	\$26.50
Accounting or Business Manager	6	\$28.21	\$30.74	\$19.13	\$38.64	\$25.70
Facilities and Properties Management						
Facilities or Property Manager	8	\$12.50	\$12.69	\$10.00	\$15.00	\$9.50
Janitor	7	\$9.25	\$10.11	\$8.75	\$12.50	\$9.00
Assistant Cook	6	\$10.56	\$10.62	\$9.82	\$11.50	\$10.00
Safety Guard	4**	\$10.00	\$10.01	\$9.66	\$10.38	\$9.50
Administrative Support Services						
Executive Assistant	6	\$13.95	\$13.98	\$11.75	\$16.25	\$12.50
Information Technology Management						
IT Professional	6	\$14.00	\$23.46	\$10.38	\$32.43	\$13.25
Data Entry Specialist	9	\$10.50	\$11.44	\$10.00	\$13.25	\$10.00
Health and Medical Services						
Licensed Practical Nurse	5	\$21.70	\$20.46	\$17.56	\$22.76	\$18.00
Nursing Assistant	4**	\$10.16	\$10.32	\$9.50	\$11.31	\$9.50
Nurse Practitioner	5**	\$65.00	\$65.09	\$61.90	\$68.32	\$58.00
Human Services						
Case Aide	8**	\$14.50	\$14.14	\$12.25	\$15.77	\$11.00
Training and Education						
Instructor	8	\$13.00	\$12.99	\$10.46	\$15.00	\$9.90
Training Generalist	5	\$17.50	\$18.92	\$15.25	\$23.30	\$17.50
Public Relations, Marketing and Communication						
Marketing Professional	6	\$19.09	\$22.03	\$13.48	\$27.50	\$17.00
Communications Professional	4	\$14.99	\$17.21	\$14.13	\$22.50	\$14.40
Fundraising and Fund Development						
Development Professional	3**	\$15.38	\$17.45	\$14.97	-	\$15.00
Grants Writer	7	\$16.50	\$20.36	\$15.00	\$26.00	\$16.00
Special Events Coordinator	9	\$20.00	\$20.32	\$15.00	\$24.44	\$16.70
Human Resources						
Human Resources Professional	5	\$17.80	\$16.80	\$14.50	\$18.61	\$15.00
Legal and Public Policy						
Staff Attorney	4**	\$9.28	\$9.64	\$7.74	\$11.90	\$7.60

**50% or more of employees reported are from one or two organizations.

Additional Salary and Wage Information

Full-time Employees

This page contains positions for which the number of reported cases did not reach ten, the minimum to report on a full page, but for which there were at least three cases reported.

HOURLY WAGE						
	Number of Responses (n)	Median	Mean	75% Earn more Than	25% Earn More Than	Median Base Hourly Wage
FULL-TIME EMPLOYEES						
Financial Management						
Accountant	7	\$18.61	\$18.52	\$15.50	\$20.76	\$15.00
Training and Education						
Instructor	5	\$16.42	\$16.53	\$16.09	\$17.02	\$15.90
Training Generalist	4**	\$15.38	\$16.02	\$14.57	\$18.11	\$13.00
Public Relations, Marketing and Communication						
Marketing Professional	6	\$16.51	\$16.75	\$12.75	\$20.62	\$13.50
Communications Professional	6	\$18.15	\$16.92	\$13.75	\$19.06	\$15.00
Fundraising and Fund Development						
Development Professional	8	\$16.16	\$16.15	\$14.63	\$17.71	\$12.30
Health and Medical Services						
Nursing Assistant	5	\$12.98	\$13.38	\$12.54	\$14.43	\$11.50

**50% or more of employees reported are from one or two organizations.

Appendix A: Participating Organizations

Thanks to the 237 nonprofits that provided their organization's information for the study.*

1Mission

1n10

100 Club of Arizona

A Stepping Stone Foundation

AASK – Aid To Adoption of Special Kids

ACLU of Arizona Foundation

Actors Theatre of Phoenix

Alliance of Arizona Nonprofits

Altered Tails

Alzheimer's Association-Desert Southwest Chapter

American Red Cross

Area Agency on Aging, Region One

Arizona Aerospace Foundation

Arizona Association of Community Health Centers

Arizona Blind & Deaf Children's Foundation

Arizona Call-A-Teen Youth Resources

Arizona Charter Schools Association

Arizona Coalition Against Domestic Violence

Arizona Community Action Association

Arizona Educational Foundation

Arizona Elks Major Projects

Arizona Family Health Partnership

Arizona Foundation for Women

Arizona Grantmakers Forum

Arizona Humane Society

Arizona National Livestock Show

Arizona Public Health Association

Arizona Scholarship Fund

Arizona Science Center

Arizona Zoological Society

Arizona-Sonora Desert Museum

Arizona's Children Association

Assistance League of Phoenix

Association for Supportive Child Care

ASU Foundation for A New American University

AZ Foundation for Legal Services & Education

AZ Women's Education & Employment

Back to School Clothing Drive

BAG IT

Be A Leader Foundation

Beads of Courage

Ben's Bells Project

Big Brothers Big Sisters of Central Arizona

Big Brothers Big Sisters of Tucson

Blueprint Education

Boy Scouts of America, Catalina Council

Boys & Girls Clubs Metro Phoenix

Boys & Girls Clubs of Greater Scottsdale

Boys & Girls Clubs of the East Valley

Boys & Girls Clubs of Tucson

Casa de los Ninos

Catholic Charities Community Services

Catholic Community Foundation

Catholic Foundation for the Diocese of Tucson

Chandler Christian Community Center

CHEEERS

Chicanos Por La Causa

Child & Family Resources

Child Crisis Center

Children's Action Alliance

Children's Museum of Phoenix

Chrysalis

Circle the City

Communities In Schools Arizona

Community Foundation for Southern Arizona

Community Home Repair Projects of Arizona

Community Legal Services

Community Partnership of Southern Arizona

Compass Behavioral Health Care

Concilio Latino de Salud

Covenant Home School Resource Center

Crisis Nursery

CYT Phoenix

Deer Valley Education Foundation

Desert Foothills Land Trust

Desert Foothills Library

Desert Senita Community Health Center

Diaper Bank of Southern Arizona

Diocese of Phoenix

Dress for Success Phoenix

Duet – Partners In Health & Aging

Educational Enrichment Foundation

Emerge! Center Against Domestic Abuse

Epi-Hab Phoenix

Epilepsy Foundation of Arizona

Esperanca

Esperanza En Escalante

Expect More Arizona

Experience Matters

Florence Crittenton Services of Arizona

Foothills Community Foundation

Foundation for Blind Children

Fox Tucson Theatre Foundation

Franciscan Renewal Center

Frank Lloyd Wright Foundation

Free Arts for Abused Children of Arizona

Friendly House Inc

Friends of the Pima County Public Library

Gabriel's Angels

Girl Scouts of Southern Arizona

Girl Scouts-Arizona Cactus Pine

Greater Phoenix Youth at Risk

Habitat for Humanity Central Arizona, Peoria

Habitat for Humanity Tucson

Higher Octave Healing

Homeward Bound AZ

House of Refuge

ICAN

ICM Food & Clothing Bank, formerly Interfaith Cooperative Ministries

Imagine Greater Tucson

Independence Plus

Interfaith Community Services

Intermountain Centers for Human Development

International Foundation for Education & Self-Help

International School of Arizona

Jewish Family & Children's Services of Southern Arizona

Jewish Tuition Organization

Junior Golf Association of Arizona

Keep Phoenix Beautiful

Keogh Health Connection

Leadership West Inc, Avondale

Lifewell Behavioral Wellness

Literacy Connects

Lodestar Day Resource Center

Lura Turner Homes

Lutheran Social Services of the Southwest

Make Way for Books
 McDowell Sonoran Conservancy
 Mobile Meals of Tucson
 Musical Instrument Museum
 Native American Connections
 Neighborhood Ministries
 Neighbors Who Care, Sun Lakes
 New Global Citizens
 Nobody's Perfect
 notMYkid
 Old Pueblo Community Services
 One Step Beyond, Peoria
 Open Compliance & Ethics Group
 Our Family Services
 P.O.P.S.I.C.L.E. Center
 Parent Aid Child Abuse Prevention Center
 Packages from Home
 Pat Tillman Foundation
 Phoenix Art Museum
 Phoenix Center Arts Association
 Phoenix Children's Chorus
 Phoenix Day
 Phoenix Indian Center
 Phoenix Rescue Mission
 Phoenix Shanti Group
 Pima Community College Foundation
 Pima Council on Aging
 Pima Prevention Partnership
 Power Paws Assistance Dogs
 Primavera Foundation
 Raising Special Kids
 Reid Park Zoological Society
 Ronald McDonald House Charities of Southern Arizona
 Rosson House – Heritage Square Foundation and Guild
 San Xavier Allottee Association
 Save the Family
 Scottsdale Leadership
 Southern Arizona AIDS Foundation
 Southern Arizona Legal Aid
 Southern AZ Association for the Visually Impaired
 Southwest Autism Research and Resource Center
 St Mary's Food Bank
 Stardust Non-Profit Building Supplies
 STEP: Student Expedition Program
 TCH – The Centers for Habilitation
 Teen Lifeline
 Tempe Community Action Agency
 Tempe Community Council
 The ALS Association Arizona Chapter
 The Beer for Brains Foundation
 The Children's Center for Neurodevelopmental Studies
 The Foundation for Public Education
 The Partnership for a Drug-Free America
 Therapeutic Riding of Tucson (TROT)
 Touchstone Behavioral Health
 Treasures 4 Teachers
 Tu Nidito
 Tucson Botanical Gardens
 Tucson Festival of Books
 Tucson OASIS
 Tucson Police Foundation
 Tucson Symphony Orchestra
 UMOM New Day Center
 United Cerebral Palsy of Southern Arizona
 United Food Bank
 Valley Leadership
 Valley of the Sun United Way

Valley Permaculture Alliance
 VALLEYLIFE
 Villa Montessori
 VIVEPERU
 Wallace Gardens
 Women's Foundation of Southern Arizona
 World Hunger Ecumenical Arizona Task Force
 WorldatWork
 YMCA of Southern Arizona
 Youth Development Institute
 Youth On Their Own
 YWCA Maricopa County

*206 provided permission to publish their names.

Appendix B: Job Descriptions

Job Position	Job Description	Alternate Titles
Executives		
Chief Executive Officer	This position serves as the top-paid administrator and executive officer of the organization. The CEO is responsible to the board of directors for the organization's overall operation and management. It represents the organization in the community.	Executive Director, President and CEO, Director, President.
Chief Operating Officer	Reporting to the CEO, the Chief Operating Officer oversees all or a significant aspect of administration such as finance, human resources, office administration, and information systems. Supervises departments and/or other paid staff.	Associate Director, Vice President, Chief Administrative Officer, Director of Operations, Deputy Chief Officer.
Chief Financial Officer	Reporting to the CEO, the Chief Financial Officer is responsible for the direction, supervision, and managerial oversight of all financial operations including treasury, accounting, budgeting, reporting and forecasting, financial systems internal controls, audit activities, and payroll.	Director of Finance, Vice President of Finance.
Chief Development Officer	Reporting to the CEO, the Chief Development Officer leads staff and volunteers to institutionalize philanthropy and fund development within the organization. Plans, coordinates and assures implementation of strategies to develop donors and contributions to support the organization. Assures development and maintenance of appropriate systems to fund development including but not limited to volunteer and donor management, research and cultivation, gift processing and recognition. Maintains accountability and compliance standards for donors and funding sources. Note: Development Director is a different position and is listed under Fundraising and Fund Development.	Vice President of Development.
Financial Management		
Finance Director/Controller	Responsible for financial management, accounting, budget and cost controls, internal controls, and financial reporting. Develops and implements financial procedures. Analyzes and interprets financial data and makes recommendations to the organization's leadership. Supervises business and accounting staff.	Finance Director, Finance Manager, Director of Finance, Controller.
Accounting or Business Manager	Oversees one or more business or financial operations such as purchasing, insurance, or billing. Ensures that the organization meets budget targets for operational income and expenses. May supervise accounting, billing, or other financial personnel.	Operations Manager, Finance Manager.
Accountant	Utilizes accounting and spreadsheet software to maintain the organization's financial records. Prepares and maintains accounting records and budget data using accounting principles. Examines, analyzes and interprets accounting records for the purpose of giving advice or preparing statements for use by management.	Accounting Manager, Financial Analyst, Staff Accountant, Senior Accountant.
Bookkeeper	Responsible for part of the organization's business transactions and records maintenance. Posts, verifies, and reconciles accounts payable, accounts receivable, expenses, payroll, and/or other ledger accounts.	Store Clerk, Accounting Clerk, Clerk, Accounting Assistant, Payroll Administrator, Records Manager.
Fundraising and Fund Development		
Director of Development	Responsible for all fundraising programs and goals within the organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing, and planned giving.	Development Director, Community Development Manager, Director of Fund Development.
Development Manager	Administers and supervises one or more fundraising programs and goals within an organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing, and planned giving. Has supervisory responsibilities within the department.	Community Development Manager, Annual Fund Director, Development Manager.
Development Professional	Reporting to a development manager and does not have supervisory responsibilities. Assists with the implementation of one or more fundraising programs and goals within an organization, such as annual giving, corporate fundraising, direct mail, special events, proposal writing, and/or planned giving.	Development Associate, Development Coordinator, Development Officer.
Grant Writer	Researches funding sources and writes proposals to a variety of prospective funding organization. Works under general supervision and typically reports to the development manager or development director.	Grants Manager.
Special Events Coordinator	Responsible for planning, organizing, and implementing special and fundraising events. May have other general fundraising duties in addition to event coordination.	Events Manager, Director of Special Events.
Public Relations, Marketing and Communications		
Public Relations / Marketing Manager	Plans, develops, and leads the implementation of the organization's marketing, communications, and/or public relations activities. Responsible for the representation of a positive organizational image to the general public, clients, shareholders and the community. Promotes awareness of organization through communication with media, organizations, and local businesses.	Marketing Director, Marketing Manager, Marketing and Communications Director, Public Relations Manager, Communications, Vice-President of Marketing and Communications.
Public Relations / Marketing Professional	Under the leadership of a marketing or communications manager, implements one or more aspects of the organization's marketing and public relations activities. Assists in providing a positive organizational image to the general public, clients, stakeholders and the community.	Communications Coordinator, Marketing Coordinator, Public Relations Assistant, Community Relations Manager, Marketing Assistant.
Communications Professional	Develops, coordinates, and maintains the organization's printed or online materials, such as web sites, newsletters, brochures and reports. May also help with strategy and activities related to media relations, donor communications, and digital/social media presence. Works under the supervision of a manager.	Communications Specialist, Public Relations and Marketing Specialist, Communications Coordinator, Online Communications Manager.
Graphic Designer	Oversees the artistic and graphic design of print and/or media materials. Plans, and creates visual pieces to communicate the organization's mission, activities and accomplishments.	Art Director, Graphic Artist.

Job Position	Job Description	Alternate Titles
Human Resources		
Human Resources Director	Manages the organization's human resource services, including benefits, classification and evaluation, wage and salary administration, discipline, employee and labor relations, legal compliance, operations, performance appraisals, recruiting, training and safety.	Human Resources Director, Human Resources Manager, Human Resources Generalist, Vice-President of Human Resources.
Human Resources Professional	Administers human resource functions under the direction of a manager. Functions may include benefits, classification and evaluation, wage and salary administration, discipline, employee and labor relations, legal compliance, operations, performance appraisals, recruiting, training and safety.	Human Resources Assistant, Human Resources Coordinator, Human Resources Specialist.
Information Technology		
Director of Information Technology	Manages and conducts activities related to the operations and maintenance of computer hardware and software. Responsible for planning regarding technology and systems, considering developments in information systems technology, and anticipating organizational modifications. Establishes long-term needs for information systems, and plans strategy for developing systems and acquisition of hardware and software.	Director of Technology, Director of Information Systems, Information Technology Manager.
Information Technology Professional	Supports computer users within the organization by trouble-shooting and helping others use computers and software. May offer assistance in identifying and planning technology needs and acquisition for the organization. May supervise other staff.	Computer Services Manager, Database Specialist, Network Administrator, Project Manager.
Data Entry Specialist	Responsible for keypunching accounting, program, or research information.	Data Entry Clerk, Account Clerk, Data Processor.
Program Management		
Director of Program Services	Responsible for all programs related to the organization's mission and either directly or indirectly manages all program staff and volunteers. Analyzes community needs to develop new programs and enhance current programs. Directs selection and training of staff. Assigns work and evaluates performance of staff members. Assists staff through individual and group meetings to analyze specific programs and outcomes, understand program development, and increase use of individual skills. Interprets the organization's programs and services to the community. Develops and manages the organization's total program budget.	Program Director, Director of Programs, Vice-President of Programs, Director of Services.
Program Manager/Director	Manages one or more of the organization's programs, including staff working with the specific program(s). Ensures that the program's activities meet the specified objectives/outcomes. Plans and develops methods and procedures for implementing the program. Directs and coordinates all activities related to the specific program. Evaluates program performance and reports program activities to a director. Controls program expenditures in accordance with the program budget.	Assistant Program Director, Artistic Director, Curator, Membership Director.
Program Coordinator	Under the direction of a program director or manager, has responsibility for a specific program or program area within the organization. Responsibilities include planning, developing, and coordinating programs.	Program Specialist, Program Coordinator, Program Manager.
Program Assistant	Works for a specific program or program area under the direction of a program coordinator or director. Generally has less responsibility for program direction and outcomes than a program coordinator.	Program Staff, Assistant Program Coordinator, Youth Worker, Program Specialist.
Legal and Public Policy		
Public Policy Director	Sets legislative priorities for the organization. Contacts and confers with members of the legislature and other elected and appointed officials to persuade them to support public policies consistent with the organization's priorities. Analyzes proposed legislation to determine the possible impact on the organization and/or its constituencies.	Government Relations Manager, Advocacy Director, Senior Lobbyist.
Community Outreach	Working under the direction of a policy supervisor, provides research, analysis, and/or activities that contribute to policy development and public communications that support the interests of the organization and its stakeholders. Develops relationships with elected officials and staff. Assists with preparing and distributing communications (including fact sheets, press releases, and reports) about the organization's issue and policy positions and activities.	Policy Advocate/Analyst, Community Organizer.
Staff Attorney	Investigates legal issues and formulates views about potential legal problems or the impact of recent legislation. Provides legal opinions or suggestions to management and furnishes written results of problem investigation.	Attorney, Staff Bar Counsel, Senior Bar Counsel, Litigation Director.
Facilities and Properties		
Facilities or Property Manager	Responsible for the care and upkeep of facilities. Provides work direction and supervision for workers or contractors involved in maintenance and repair work of facilities. Utilizes knowledge of mechanical, electrical, carpentry or plumbing skills in performing or delegating such assignments.	Director of Facilities, Facilities Manager, Facilities Operations Manager, Property Manager.
Maintenance Supervisor	Provides work direction and supervision for workers or contractors involved in maintenance and repair work of facilities and equipment. Utilizes knowledge in mechanical, electrical, carpentry and plumbing skills to be able to execute or delegate such activities.	Maintenance Supervisor Maintenance Manager, Operations Manager.
Maintenance, Facilities or Property Worker	Under the direction of a supervisor, utilizes knowledge of fundamental mechanical, electrical, carpentry, and plumbing skills in performing maintenance assignments. Operates common hand or power tools.	Maintenance Worker, Maintenance Technician, Property Technician.
Janitor / Custodian	Responsible for housekeeping services in a facility, including cleaning and maintenance. Assists with setup of facilities for meetings and events.	Housekeeper.
Head Cook	Plans, prepares and serves meals. May have supervisory responsibility for other cooks or assistants. Responsible for menu planning, ordering of supplies and food, and maintenance of cafeteria records.	Head Cook, Head Chef, Lead Cook, Kitchen Manager.
Assistant Cook	Under the direction of a supervising cook, performs food preparation tasks and cooks meals. Plans and provides cold or hot food items.	Assistant Cook, Cook, Food Service Worker, Kitchen Aide.
Safety Guard	Watches and patrols property to defend against damage, theft or harm caused by intruders. Walks or drives around premises to insure building or gate security. May be stationed at an entrance and perform entry identification checks.	Security Officer, Security Guard, Security Staff, Security Manager, Ranger.
Driver	Drives a vehicle, often a mid-to-large size, high capacity vehicle designed to pick up and/or deliver cargo or transport passengers. Records travel and vehicle maintenance information in logs. May prepare driving reports.	Van Driver, Truck Driver, Route Driver.

Job Position	Job Description	Alternate Titles
Volunteer Management		
Director of Volunteers	Responsible for creating, implementing, and managing the organization's volunteer program including planning, marketing, recruitment, screening, placement, supervision, motivation, and recognition. Maintains records and reports on the volunteer program. This individual typically supervises other paid staff.	Director of Volunteers, Volunteer Manager, Director of Volunteer Services.
Volunteer Coordinator	Responsible for assisting in the creating, implementing, and managing the organization's volunteer program including planning, marketing, recruitment, screening, placement, supervision, and motivation. Helps to maintain records and reports on the volunteer program. This individual typically does not supervise paid staff.	Volunteer Manager, Volunteer and Outreach Coordinator.
Administrative Support Services		
Executive Assistant	Provides administrative and clerical support for the chief executive or other senior executives. Maintains confidential and/or sensitive information and databases. Attends board or similar meetings; transcribes and distributes minutes. Prepares reports for management.	Assistant of the Executive Office.
Administrative Assistant	Performs administrative support for the organization as a whole or for a department of the organization. Assists with various administrative tasks, such as budget preparation and control, filing and recordkeeping, preparation of materials and minutes for board and committee meetings, and other special projects as assigned. Handles routine correspondence and other requests for information. Compiles, stores, retrieves, and reports organizational and program data as needed. May coordinate bulk mailings.	
Receptionist	Responsible for receiving and routing phone calls, which may include multiple lines. Provides greeting and general information to callers and visitors. May also perform routine clerical duties as needed.	
Health and Medical Services		
Clinical / Nursing Director	Plans, organizes staff and directs patient care on a daily operational basis. Maintains adequate supply levels for all patient care areas. Supervises nurses and assistants, advises medical staff and administrators in matters related to nursing services.	Clinical Supervisor, Medical Director, Patient Services Director.
Clinician	Provides primary medical care. Usually requires advanced degrees and board certification, license, and insurance.	Practitioner, Physician Assistant, Dentist.
Registered Nurse	Licensure clearly identifies the Registered Nurse. Administer medications under the supervision of doctors and keep records of symptoms and progress. Educates patients and the public about various medical conditions, and provides advice and emotional support.	RN, Certified Nurse- Midwives, Certified Registered Nurse Anesthetists.
Licensed Practical Nurse	Licensure clearly identifies the Licensed Practical Nurse. Performs routine nursing duties, makes appointments, maintains patient records, and performs basic clerical duties.	LPN, Licensed Vocational Nurse.
Nurse Practitioner	An advanced practice registered nurse (APRN) who has completed graduate-level education (either a Master of nursing or Doctor of Nursing Practice degree). Nurse practitioners treat both physical and mental conditions through comprehensive history taking, physical exams, and ordering and interpreting diagnostic tests. NPs can diagnose a wide range of acute and chronic diseases (within their scope of practice) and provide appropriate treatment for patients, including prescribing medications.	Advanced Practice Registered Nurse.
Nursing Assistant	Certified attendant who provides a wide range of patient care duties, including basic caretaking, determination of patient needs, food service, transportation, and cleaning.	Health Aide, Certified Nursing Assistant, Medical Assistant.
Human Services		
Caseworker (MSW or Master's Level)	Responsible for the delivery of counseling and/or case management for clients. Counseling includes individual, group, and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs.	Counselor, Clinician, Therapist, Case Manager, Senior Case Manager, Care Coordinator, Social Worker.
Caseworker (Bachelor's Level)	Provides counseling and/or case management for clients. Counseling includes individual, group, and family counseling. Case management includes providing referrals, resources, and coordinating services. May also include crisis intervention and development of strategies to address client needs.	Case Manager, Counselor, Clinician, Family Specialist, Prevention Specialist, Social Worker.
Case Aide	Under the direction of a supervisor, provides case management assistance, which may include providing referrals, resources, and coordinating services.	Case Worker, Case Aide, Client Advocate, Medical Assistant.
Direct Service/Support Worker	Responsible for the provision of direct health, behavioral, caregiving, or related support services to clients within the scope of the organization's programs and services.	Behavioral Coach, Direct Support Professional, Advocate, Specialist, Direct Service Worker, Clinician, Caregiver.
Intake Specialist	Coordinates the referral and intake process for clients. Acts as a resource to clients, outside agencies, and staff. Documents the conditions and concerns of clients.	Intake Coordinator, Admissions Specialist, Health Coordinator.
Training and Education		
Director of Education	Responsible for the training and education activities of the organization. Includes the supervision of staff, planning and evaluation of workshops and trainings, and management of both day-to-day details and long-term goals.	Director of Education, Director of Training, Education Services Manager, Training Coordinator.
Training Generalist	Delivers training and education programs and may participate in the planning and evaluation of the training and education program. Includes positions which develop training and education materials.	Educator, Adult Training Specialist, Program Trainer, Staff Instructor, Training Specialist, Training Manager.
Instructor	Responsible for the planning and implementation of all classroom operations, including teaching lessons, developing academic plans and maintaining a classroom environment conducive to the social, emotional and cognitive development of children. Develops and implements appropriate activities for the children and may also be responsible for communication with parents.	Teacher, Instructor, Preschool Teacher.
Day Care Teacher	Under the direction of a teacher or supervisor, provides supervision of children in a classroom or day care setting. Helps provide a safe and educational environment that supports children's development. Helps plan and implements activities and lessons.	Teacher's Aide, Teaching Assistant, Assistant Teacher.

Appendix C: Methodology Notes

Sampling Method and Participant Organizations

We compiled our list of eligible organizations from the National Center for Charitable Statistics core data file, circa 2010, which contains information from IRS 990 returns filed by nonprofits organizations in 2010 (or in some cases, 2009). After the list was filtered by the eligibility criteria, 1,031 Maricopa County nonprofits and 346 Pima county nonprofits remained on the list. Since this data file is based on IRS 990 returns, some organizations are not included or under-represented, including most organizations with less than \$50,000 in annual revenue (which often do not have a full-time paid staff), organizations formed after 2010, and most religious congregations.

We attempted to directly contact all organizations on the final list and invite them to participate in the survey; however, because form 990 does not contain e-mail addresses, there were organizations on the list we were not able to obtain e-mails for, and were not able to contact. We also advertised the survey through other media outlets. Due to this convenience sampling method, there are limitations to the generalizability of the findings to the general population of nonprofit organizations.

Chief Executive Officer

From the 237 responding organizations, 231 said that they have a CEO, 228 of which have a full-time CEO and 3 have a part-time CEO. The part-time CEOs are not included in this report. Multiple Linear Regression was used to identify the variables that predict a CEO's annual salary. The annual salary variable had to be transformed using logarithmic transformation in order to reduce the effect of outliers. The actual expenses amount, sourced from the National Center for Charitable Statistics, was used for this analysis. Using Spearman correlation we found that the CEO's annual salary is highly correlated with the organization's budget category ($p=0.000$), the CEO's years in the position ($p=0.002$), gender ($p=0.000$), and ethnicity ($p=0.023$). It was identified that the organization's budget category is the single most important predictor of the CEO salary, but it is also highly correlated with most other explanatory variables. The final regression model predicts 36 percent ($R^2=0.360$) of the variability in the CEO's annual salary and includes only budget category and years serving as CEO as significant predictors ($p<0.05$).

Salaries and Wages

Organizations collectively reported the salary or wage of a total of 3,628 employees. The report includes wage positions separate from salary positions due to the significant differences in compensation between wage and salary. Part-time positions are reported separately from full-time positions. When enough information is available, at least 10 responses, for any particular combination of salary/wage and full-time/part-time position, a complete page is used for that position. All positions with less than 10 but at least 3 responses are combined in one single page named Additional Salary and Wage Information. Only 83 out of 3,628 positions (2 percent) had to be discarded due to low number of responses in that group/category (less than 10 positions reported).

Due to a low number of responses, the following positions were combined:

Clinical Director and Director of Nursing were combined into one single position named Clinical/Nursing Director.

Community Organizer and Policy Advocate/Analyst were combined into one single position named Community Outreach.

A new position, Nurse Practitioner, which was not initially requested in the survey, was created as several organizations reported a significant difference in salary for positions that had this title.



The mission of the ASU Lodestar Center is to build the capacity of the social sector by enhancing the effectiveness of those who lead, manage, and support nonprofit organizations.

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