

# Under \$15 Million Category 2D - Survey / Research

EXECUTIVE DIRECTOR / CEO					
	Average Base Salary	Range	# of Organizations Reporting	Average Years of Experience	Incentive Compensation Plan (% YES)
Under 25 employees	\$63,174	\$34,000 - \$120,000	26	18	20%
25-100 employees	\$107,203	\$31,000 - \$290,000	31	18	15%
Over 100 employees	\$138,786	\$67,584 - \$281,122	21	26	40%

\* Data excludes one individual who does not take a salary.

EFO					
	Average Base Salary	Range	# of Organizations Reporting	Average Years of Experience	Incentive Compensation Plan (% YES)
Under 25 employees	\$65,050	\$40,000 - \$125,000	12	12	8%
25-100 employees	\$73,781	\$44,720 - \$185,000	26	12	8%
Over 100 employees	\$89,842	\$54,870 - \$140,010	20	20	67%

\* Data excludes one individual who does not take a salary.

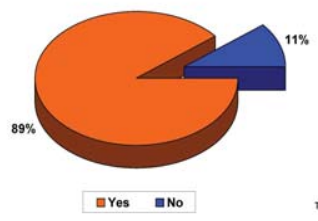
EOO					
	Average Base Salary	Range	# of Organizations Reporting	Average Years of Experience	Incentive Compensation Plan (% YES)
Under 25 employees	\$60,450	\$37,500 - \$102,000	5	17	0%
25-100 employees	\$74,648	\$24,000 - \$106,000	12	20	17%
Over 100 employees	\$95,806	\$45,341 - \$202,268	11	20	33%

\* Data excludes one individual who does not take a salary.

To the left is compensation information for top executives at non-profit organizations in the Greater Cincinnati / Northern Kentucky area in 2007 broken down into the three categories of the survey:

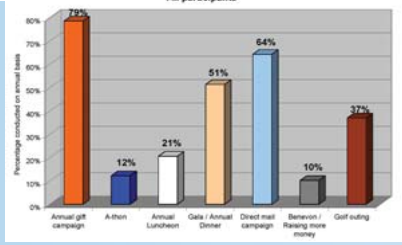
- ~ Under 25 employees
- ~ 25-100 employees
- ~ Over 100 employees

### ORGANIZATIONS WITH A CURRENT STRATEGIC PLAN All participants



Examples of data reported in the 2007 Not-For-Profit Survey.

### TYPES OF FUNDRAISING ACTIVITIES All participants



2007 Not-For-Profit Survey  
Please complete the 2007 Greater Cincinnati / Northern Kentucky Survey of Not-For-Profit Organizations online at [www.barnesdennig.com/ncfp/survey/download.htm](http://www.barnesdennig.com/ncfp/survey/download.htm). You completed survey on 03/13/2007 10:43:03 AM. Your responses are confidential and secure in the electronic environment. All information received will be held in strict confidence and security. Individual firms will not be disclosed. The deadline to be included in this year's report is June 22, 2007.

Barnes Dennig clients are eligible to receive a customized copy of the report, including the raw data (anonymous). The customized reports will be available in September 2007. Please attach your BUSINESS CARD or complete the following if you're a client and would like to receive one:

Name of individual completing the study \_\_\_\_\_ Organization \_\_\_\_\_  
Phone \_\_\_\_\_ Email address \_\_\_\_\_

**ABOUT THE ORGANIZATION**

1. What is the age of your organization?  
 1-5 years old  
 6-10 years old  
 11-15 years old  
 16-20 years old  
 20-40 years old  
 50+ years old

2. What sector best describes your organization?  
 Social or human services  
 Health care  
 Financial organization  
 Foundation  
 Religious  
 Trade or professional association  
 Educational institution  
 Arts & Culture  
 Other

3. What is the total number of full-time equivalent (FTE) employees at your organization?  
 Less than 10  
 11-24  
 25-50  
 51-100  
 101-200  
 More than 200

4. In 2007, we anticipate the number of staff within the organization to:  
 Decrease  
 Remain the same

5. Do you see your organization's revenue \_\_\_\_\_ in 2007?  
 Increasing  
 Decreasing  
 Remaining the same

6. During 2006, the numbers of people served by your organization:  
 Decreased by \_\_\_\_\_ %  
 Increased by \_\_\_\_\_ %  
 Remained the same

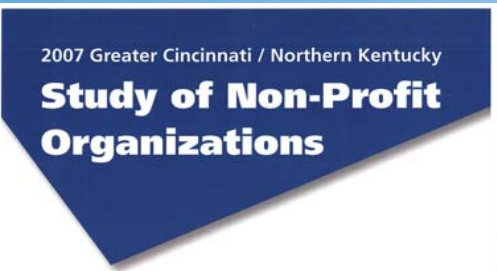
7. During 2006, the demand for your organization's services overall has:  
 Decreased  
 Increased  
 Remained the same

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88 non-profit organizations completed the survey; extending a response rate of 26%. The graphic above is the first page of the survey form. All participants were given a customized copy of the survey results - which included all raw data (anonymous). Additionally, all participants were invited to the August 15 event when the findings were revealed and discussed at length.

Below is a copy of the general report. Only participating organizations received a customized report, including raw data - with their organization highlighted. Over 200 general reports were distributed to the marketplace.

Please feel free to take out of folder.



**BUSINESS COURIER**  
Friday, August 17, 2007

### Survey helps nonprofits see how they stack up

Barnes Dennig, Horan Associates leads effort  
Business Courier of Cincinnati - by LACIA MAYER SENIOR Staff Reporter

Somewhere in the Tri-State, a nonprofit agency with fewer than 25 employees is paying its CEO \$250,000 while another with a staff of more than 100 is paying its chief executive around \$67,000.

That dramatic range in compensation is just one of the findings of a recent survey of 88 nonprofit organizations conducted by **Barnes Dennig and Horan Associates / Horan Securities Inc.**

The firms conducted the survey to provide their nonprofit clients with benchmark data on salaries and benefits and information on best practices among organizations in the region. They presented the results Aug. 13 at Xavier University's Cintas Center.

For his part, **United Way of Greater Cincinnati** CEO Robert Reilly said he wasn't surprised by the range in salaries among the chief executives of local nonprofits. "That pay doesn't just take into account the number of employees of a nonprofit, he said. Boards also consider the organization's assets, mission and role in the community when determining the top executive's compensation, he said.

"I would caution any board or anybody evaluating the information not to base decisions on employment size alone," Reilly said.

Even so, leaders of local nonprofits are hungry for the data.

"That will be extremely helpful to us just to benchmark ourselves against other nonprofits," said John Young, CEO of the **Freestore-Foodbank**. "We are also competing against other enterprises that are for-profit."

"And now, some of the young people just out of college are saying to me, 'Man, I love your mission, but I've got \$60,000 or \$95,000 in debt with college loans and I have an offer down the street at Enterprise A, where they're offering me \$40,000, and you're offering me \$20,000.' I'm honest with them. I tell them, 'You can't afford to work this mission.'"

Young said he's begun thinking about trying to supplement his agency's work with more volunteer hours, especially if he can recruit more recent interns. Then any cost savings the agency realizes could be used to beef up the compensation of paid staff, he said.

and expand it based on the resources the firms receive. For example, senior agencies are interested in how best to attract young professionals to serve on their boards, he said.

Horan Associates President Terry Horan said fund-raising might be one area to explore in more detail, too.

"Organizations are kind of looking for what are the best ways to raise money," Horan said. "My guess is that area is ripe for expansion."

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Our local business journal, *Cincinnati Business Courier*, picked up news of the Non-Profit Survey. The story ran two days after the seminar on the findings; helping to increase awareness, expand reach and build credibility of the survey.

Melissa Brogan

From: Melissa Brogan  
To: Chris Perrino  
Cc:  
Subject: New Study of Local Non-Profits Launched - Jan 01  
Attachments:

If you are having trouble viewing this email, click on this link.

**BARNES DENNIG**  
Accounting • Tax • Business Insight

2007 Greater Cincinnati/Northern Kentucky Study of Non-Profit Organizations  
Click on the following link to participate: [www.barnesdennig.com/ncfp/survey/download.htm](http://www.barnesdennig.com/ncfp/survey/download.htm)  
Conducted by Barnes Dennig and Horan Associates, Horan Securities, Inc.

We would like to invite your organization to participate in the 2007 Greater Cincinnati / Northern Kentucky Study of Non-Profit Organizations, conducted by Barnes Dennig and Horan Associates, Horan Securities, Inc.

In response to requests from non-profit executives, we are gathering compensation, benefit and benchmarking data from bi-state non-profit organizations for the report. All information will be kept strictly confidential. Participants will remain anonymous and the (FIRE) general report simply overviews the summarized findings. Our survey will be conducted on a biennial schedule (odd numbered years), so be sure to participate this year, so you don't have to wait until 2009.

The information collected in our study can help you evaluate whether your organization is competitive with other local non-profits with respect to compensation structures, benefit offerings and important benchmarks, such as development, board governance, technology, and audit oversight.

Please complete and return the survey by June 22, 2007. Your participation ensures a complimentary copy of the general report, the opportunity to sit down with our experts to discuss the results, and an opportunity to participate in a roundtable discussion in August on the findings. Barnes Dennig and Horan clients are also eligible to receive a customized copy of the report, including raw data (anonymous).

If you have questions about the study, please contact Melissa Brogan at (513) 241-4313 or [mbrogan@barnesdennig.com](mailto:mbrogan@barnesdennig.com). We thank you in advance for your participation, and look forward to sharing valuable information that ultimately supports successful programs within your organization.

Thank you,  
Melissa Brogan

Click on the following link to participate: [www.barnesdennig.com/ncfp/survey/download.htm](http://www.barnesdennig.com/ncfp/survey/download.htm)  
Visit [www.barnesdennig.com](http://www.barnesdennig.com) to learn more!

A series of emails (five - stretching over a six-week period) were sent out to garner interest and participation. The emails included all the benefits of participating and encouraged attending the August 15 event where the results were unveiled.