

Community School for Creative Education
Compensation Market Analysis and Salary Range, March, 2023
Position: Director of Finance and Operations

Market Compensation Survey Used: 2022 Fair Pay for Northern California Non-Profits

Position Match: Director, Finance and Administration (matched to job description provided by CSCE)

Position Description and Market Data: See Attachment A

Geographic Location: Central Bay Area, Counties: Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara

Job Family: Accounting and Finance

Field of Service: Education/Schools/Colleges/Research

Effective date of market data: January 1, 2022

Selected Variable	Number of Organizations	Number of Incumbents	Average Base Salary
By Geographic Location	119	121	\$118,424
By Field of Service	15	15	\$111,168
Average			\$114,796

Recommendation:

Aging of data (this is the process of projecting actual rates of pay by the increase in wages for the time period selected)

Average actual 12-month wage increases in Bay Area in 2022: 4.4% (See attachment B)

- Age market data by 18 months (to 7/1/23 – date requested by client): 6.7%
- \$114,796 aged by 6.7%: **\$122,487**

Salary Range Assumptions:

- Midpoint of range is aged market data
- Salary range Minimum to Maximum is 40% spread
- Numbers are rounded to nearest \$5K

Salary Range effective 7/1/23:

Minimum: \$100K

Midpoint: \$120K

Maximum: \$145K

Recommended Salary Adjustment

Incumbent hired 8/2/21 as Business Operations Manager - \$90K

3/22 incumbent promoted into Interim Director, Finance and Operations - \$110K

7/22 incumbent placed in Director, Finance and Operations - \$120K

Considerations:

- Work performance of incumbent
- Salary increase history since hire
- Incumbent base salary is midpoint in the salary range
- Qualifications of incumbent
- Labor market conditions
- Actual wages are increasing between 4-5% per annum in the Bay Area

Recommendation: Recommended salary increase effective 7/1/23: 4-6% (based on above considerations)

Director of Finance & Administration

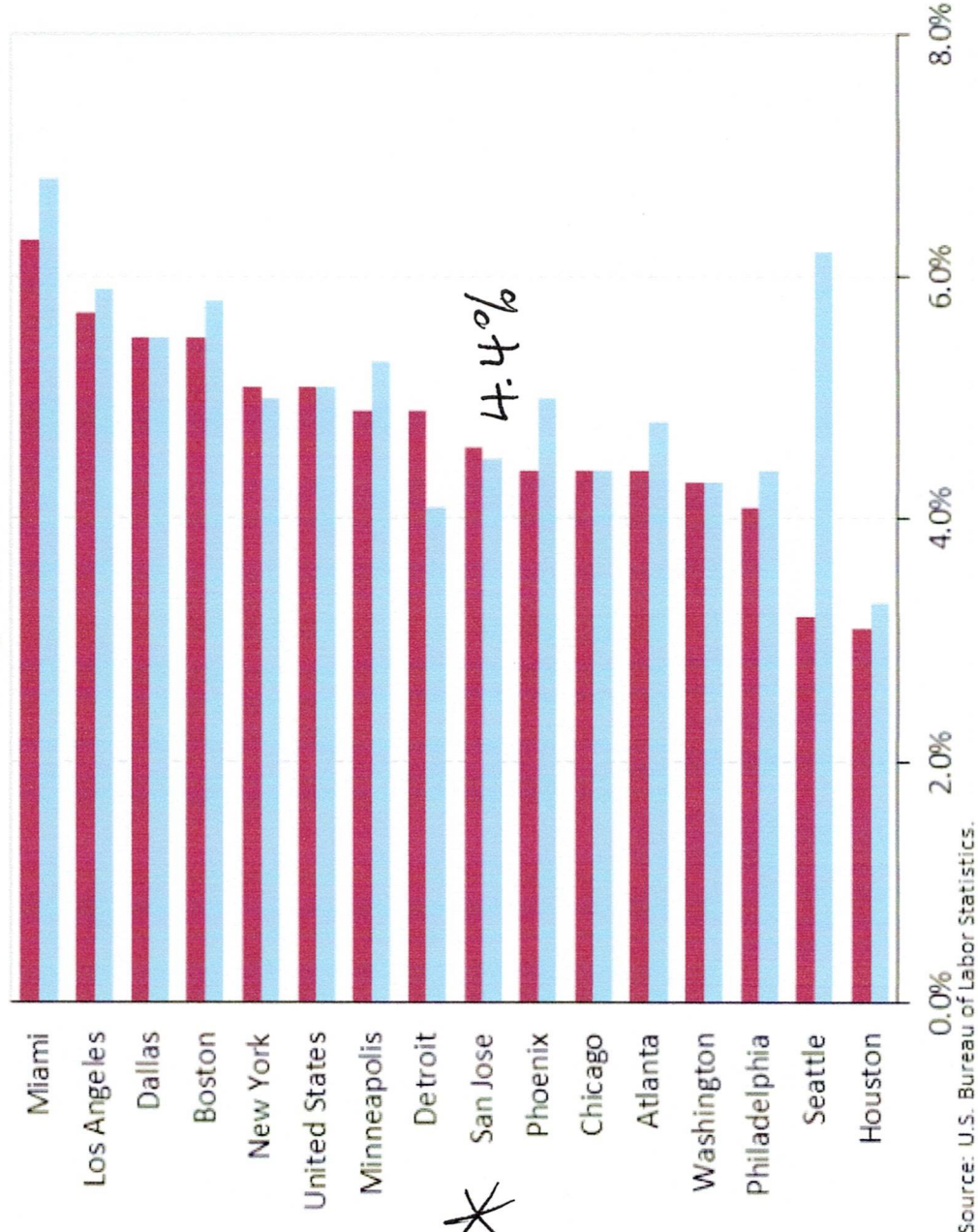
ATTACHMENT BA

106

Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

Salary & Incentives: All Organizations	# of Orgs	# of Emps	Annual Cash Compensation						
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Organztn
Base Salary - All Employees	175	177	\$75,480	\$87,180	\$110,000	\$130,000	\$150,090	\$112,057	\$111,339
# Eligible for Incentive/Bonus	81	82							
Actual Bonus Paid	53	54	275	938	2,069	9,376	13,861	5,641	5,557
Total Cash Compensation (Base + Bonus)	175	177	75,480	88,922	110,390	131,570	152,384	113,778	113,022
Annual Expenses	Annual Base Salary								
to \$499,999 Avg:									
\$500,000 - 999,999 Avg: \$799.0K	10	10			79,672			83,945	83,945
\$1,000,000 - 2,499,999 Avg: \$1.8M	42	42	70,630	80,875	90,756	105,363	126,256	93,694	93,694
\$2,500,000 - 4,999,999 Avg: \$3.4M	54	54	71,192	85,441	95,889	124,678	131,785	101,637	101,637
\$5,000,000 - 8,999,999 Avg: \$6.9M	23	23	94,013	103,000	122,635	135,512	166,080	123,807	123,807
\$9,000,000 - 14,999,999 Avg: \$10.6M	18	18	98,333	117,838	126,799	139,487	145,200	126,288	126,288
\$15,000,000 and over Avg: \$40.9M	28	30	102,952	121,789	146,059	172,076	201,720	148,344	146,451
Geographic Location									
Central Bay Area (six counties)	119	121	82,100	91,531	116,500	135,256	159,000	118,424	117,476
Alameda/Contra Costa	53	55	81,250	90,000	114,000	127,522	154,624	114,861	112,597
Marin	10	10			137,413			126,747	126,747
San Francisco	35	35	85,296	101,000	125,000	147,118	186,391	127,351	127,351
San Mateo/Santa Clara	21	21	81,440	86,840	103,000	124,900	138,362	108,916	108,916
Central Coast	12	12	63,125	78,128	97,775	122,070	163,504	103,471	103,471
Central Valley	5	5			72,384			84,000	84,000
Napa/Solano/Sonoma	15	15	69,328	85,758	115,000	128,000	146,403	107,429	107,429
North Coast	5	5			80,829			84,384	84,384
Sacramento Region	13	13	71,944	83,199	95,000	126,193	139,884	101,569	101,569
Sierra Nevada/North State	6	6			76,250			81,550	81,550
Field of Service									
Animal Welfare									
Assn Mgmt/Membership/Support Orgs									
Child Welfare/Child Care	7	7			110,323			109,610	109,610
Community/Economic Development	11	11			122,500			112,553	112,553
Conservation/Environment/Parks	28	28	65,485	77,171	95,614	124,440	145,505	100,069	100,069
Culture/Arts/Museums/Theater	6	6			100,131			112,334	112,334
Education/Schools/Colleges/Research	15	15	84,535	100,000	110,240	125,000	136,000	111,168	111,168
Employment/Workforce Programs									
Family Counseling/Behavioral Health Svcs	8	8			90,699			98,971	98,971
Foundation/Philanthropy/Fundraising	8	8			98,300			118,220	118,220
Health/Medical Clinics									
Housing/Shelters	12	14	92,500	124,893	131,000	163,123	216,821	143,461	138,230
Legal Services/Advocacy/Civil Rights	8	8			111,460			111,741	111,741
Religious/Churches	7	7			107,120			119,472	119,472
Substance Abuse Treatment/Prevention									
Youth/Recreation									
Social Service - One Major Program	8	8			84,760			90,439	90,439
Social Service - Multiple Programs	39	39	72,100	82,000	114,000	131,331	150,000	111,681	111,681
Number of FTEs									
1 to 5	5	5			97,603			96,863	96,863
6 to 15	51	51	66,199	77,459	87,000	106,450	127,394	92,116	92,116
16 to 40	65	65	81,120	90,000	101,000	125,000	135,920	107,346	107,346
41 to 100	29	29	74,984	112,809	125,000	143,771	174,000	126,109	126,109
More than 100	25	27	113,582	125,000	140,754	164,800	206,576	148,783	146,697
Number of Employees Managed									
1 to 3	96	96	75,892	86,414	113,541	130,000	150,000	112,422	112,422
4 to 8	22	22	82,982	90,061	115,499	132,902	150,294	114,992	114,992
9 to 14									
15 and over									

Chart 3. Twelve-month percent changes in total compensation and wages and salaries for private industry workers by area, not seasonally adjusted, December 2022



* INCLUDES BAY AREA