

# OPERATIONS / ADMINISTRATION / HUMAN RESOURCES

Staff members who report that their primary role or responsibility most closely matches the **Operations / Administration / Human Resources** category are typically involved in the day-to-day administration of the organization including the management of policies and personnel. The responsibilities of these positions can include oversight of human resources and allocation of staff, management of facilities, maintenance of office systems, and purchasing office supplies. **Titles** can include vice president of operations; director of operations and administration; business manager; officer manager; human resources manager; office coordinator; administrative coordinator; and executive assistant.

## ↓ FULL-TIME PAID POSITIONS ONLY ↓

| ALL LOCAL ARTS AGENCIES     | ALL LOCAL ARTS AGENCIES              | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|-----------------------------|--------------------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|                             | <b>All Full-Time Positions</b>       | <b>\$50,674</b>        | <b>\$41,500</b>       | <b>\$17,000</b>        | <b>\$185,187</b>       | <b>66</b>                |
|                             | <i>For comparison purposes only:</i> |                        |                       |                        |                        |                          |
|                             | 2013 Findings                        | \$37,973               | \$34,000              | \$18,720               | \$74,000               | 35                       |
|                             | 2001 Findings                        | \$26,341               | \$25,500              | \$17,000               | \$42,500               | 16                       |
|                             | <b>Employment Level:</b>             |                        |                       |                        |                        |                          |
|                             | Executive staff                      | \$130,062              | \$125,000             | \$80,000               | \$185,187              | 3                        |
|                             | Management staff                     | \$59,579               | \$59,750              | \$30,250               | \$95,000               | 22                       |
|                             | Program staff                        | \$41,152               | \$36,000              | \$26,000               | \$72,000               | 9                        |
|                             | Administrative staff                 | \$39,787               | \$37,283              | \$17,000               | \$78,000               | 32                       |
| PUBLIC/GOVERNMENT LAAs ONLY | ALL LOCAL ARTS AGENCIES              | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|                             | <b>All Full-Time Positions</b>       | <b>\$61,239</b>        | <b>\$52,000</b>       | <b>\$27,300</b>        | <b>\$125,000</b>       | <b>19</b>                |
|                             | Executive staff                      | **                     | \$125,000             | **                     | **                     | 1                        |
|                             | Management staff                     | \$79,833               | \$80,750              | \$52,000               | \$95,000               | 6                        |
|                             | Program staff                        | \$32,000               | **                    | \$28,000               | \$36,000               | 2                        |
|                             | Administrative staff                 | \$49,554               | \$47,700              | \$27,300               | \$78,000               | 10                       |
|                             | PRIVATE/NONPROFIT LAAs ONLY          | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|                             | <b>All Full-Time Positions</b>       | <b>\$46,403</b>        | <b>\$38,000</b>       | <b>\$17,000</b>        | <b>\$185,187</b>       | <b>47</b>                |
|                             | Executive staff                      | \$132,594              | **                    | \$80,000               | \$185,187              | 2                        |
|                             | Management staff                     | \$51,983               | \$45,500              | \$30,250               | \$88,000               | 16                       |
|                             | Program staff                        | \$43,767               | \$40,000              | \$26,000               | \$72,000               | 7                        |
|                             | Administrative staff                 | \$35,348               | \$33,506              | \$17,000               | \$62,363               | 22                       |

## ↓ PART-TIME PAID POSITIONS ONLY ↓

| ALL LOCAL ARTS AGENCIES | ALL LOCAL ARTS AGENCIES              | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|-------------------------|--------------------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|                         | <b>All Part-Time Positions</b>       | <b>\$24,234</b>        | <b>\$18,000</b>       | <b>\$1,077</b>         | <b>\$78,000</b>        | <b>13</b>                |
|                         | <i>For comparison purposes only:</i> |                        |                       |                        |                        |                          |
|                         | 2013 Findings                        | \$12,860               | \$13,000              | \$4,160                | \$20,800               | 11                       |
|                         | 2001 Findings                        | \$13,651               | \$12,480              | \$35,000               | \$25,000               | 5                        |
|                         | <b>Employment Level:</b>             |                        |                       |                        |                        |                          |
|                         | Executive staff                      | **                     | \$10,800              | **                     | **                     | 1                        |
|                         | Management staff                     | \$51,000               | \$45,000              | \$30,000               | \$78,000               | 3                        |
|                         | Program staff                        | **                     | **                    | **                     | **                     | 0                        |
|                         | Administrative staff                 | \$16,804               | \$17,000              | \$1,077                | \$32,000               | 9                        |
| ALL LOCAL ARTS AGENCIES | <b>Legal Status</b>                  |                        |                       |                        |                        |                          |
|                         | Public/Government LAAs Only          | \$37,350               | \$30,300              | \$10,800               | \$78,000               | 4                        |
|                         | Private/Nonprofit LAAs Only          | \$18,404               | \$18,000              | \$1,077                | \$32,000               | 9                        |

Some sample sizes are small and should be used with caution.

Source: 2018 Local Arts Agency Salary Survey (data collected during September-October 2018)

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2018 Local Arts Agency Salary Report  
**OPERATIONS / ADMINISTRATION / HUMAN RESOURCES** *(continued)*

↓ **FULL-TIME PAID POSITIONS at PUBLIC/GOVERNMENT LAAs ONLY** ↓

| Population of Service Area              | AVERAGE            | MEDIAN             | MINIMUM            | MAXIMUM            | Number of          |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | 2018 Salary        | 2018 Salary        | 2018 Salary        | 2018 Salary        | Respondents        |
| <b>Fewer than 30,000 (all)</b>          | **                 | \$27,300           | **                 | **                 | 1                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$27,300           | **                 | **                 | 1                  |
| <b>30,000 to 99,999 (all)</b>           | \$37,561           | \$37,000           | \$28,000           | \$47,684           | 3                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | \$37,561           | \$37,000           | \$28,000           | \$47,684           | 3                  |
| <b>100,000 to 249,999 (all)</b>         | \$66,905           | \$47,715           | \$28,000           | \$125,000          | 3                  |
| Executive staff                         | **                 | \$125,000          | **                 | **                 | 1                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | \$28,000           | **                 | **                 | 1                  |
| Administrative staff                    | **                 | \$47,715           | **                 | **                 | 1                  |
| <b>250,000 to 499,999 (all)</b>         | **                 | \$48,800           | **                 | **                 | 1                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$48,800           | **                 | **                 | 1                  |
| <b>500,000 to 999,999 (all)</b>         | \$76,015           | \$75,500           | \$73,045           | \$79,500           | 3                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | \$77,500           | **                 | \$75,500           | \$79,500           | 2                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$73,045           | **                 | **                 | 1                  |
| <b>1,000,000 or more (all)</b>          | \$68,250           | \$70,000           | \$36,000           | \$95,000           | 8                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | \$81,000           | \$88,500           | \$52,000           | \$95,000           | 4                  |
| Program staff                           | **                 | \$36,000           | **                 | **                 | 1                  |
| Administrative staff                    | \$62,000           | \$62,000           | \$46,000           | \$78,000           | 3                  |
| <b>Operating Budget</b>                 | <b>AVERAGE</b>     | <b>MEDIAN</b>      | <b>MINIMUM</b>     | <b>MAXIMUM</b>     | <b>Number of</b>   |
|   | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>Respondents</b> |
| <b>Less than \$100,000 (all)</b>        | **                 | \$125,000          | **                 | **                 | 1                  |
| Executive staff                         | **                 | \$0                | **                 | **                 | 1                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | **                 | **                 | **                 | 0                  |
| <b>\$100,000 to \$249,999 (all)</b>     | **                 | \$73,045           | **                 | **                 | 1                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$73,045           | **                 | **                 | 1                  |
| <b>\$250,000 to \$499,999 (all)</b>     | **                 | \$37,000           | **                 | **                 | 1                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$37,000           | **                 | **                 | 1                  |
| <b>\$500,000 to \$999,999 (all)</b>     | **                 | \$27,300           | **                 | **                 | 1                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | \$27,300           | **                 | **                 | 1                  |
| <b>\$1,000,000 to \$4,999,999 (all)</b> | \$50,520           | \$48,258           | \$28,000           | \$79,500           | 10                 |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | \$69,000           | \$75,500           | \$52,000           | \$79,500           | 3                  |
| Program staff                           | \$32,000           | **                 | \$28,000           | \$36,000           | 2                  |
| Administrative staff                    | \$46,840           | \$47,715           | \$28,000           | \$62,000           | 5                  |
| <b>\$5,000,000 to \$9,999,999 (all)</b> | **                 | **                 | **                 | **                 | 0                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | **                 | **                 | **                 | **                 | 0                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | **                 | **                 | **                 | **                 | 0                  |
| <b>\$10,000,000 or more (all)</b>       | \$79,200           | \$82,000           | \$46,000           | \$95,000           | 5                  |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                  |
| Management staff                        | \$90,667           | \$95,000           | \$82,000           | \$95,000           | 3                  |
| Program staff                           | **                 | **                 | **                 | **                 | 0                  |
| Administrative staff                    | \$62,000           | **                 | \$46,000           | \$78,000           | 2                  |

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2018 Local Arts Agency Salary Report  
OPERATIONS / ADMINISTRATION / HUMAN RESOURCES (continued)

↓ FULL-TIME PAID POSITIONS at PRIVATE/NONPROFIT LAAs ONLY ↓

| Population of Service Area              | AVERAGE            | MEDIAN             | MINIMUM            | MAXIMUM            | Number of Respondents |
|---|--------------------|--------------------|--------------------|--------------------|-----------------------|
|   | 2018 Salary        | 2018 Salary        | 2018 Salary        | 2018 Salary        |                       |
| <b>Fewer than 30,000 (all)</b>          | <b>\$49,000</b>    | <b>**</b>          | <b>\$36,000</b>    | <b>\$62,000</b>    | <b>2</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$49,000           | **                 | \$36,000           | \$62,000           | 2                     |
| Program staff                           | **                 | **                 | **                 | **                 | 0                     |
| Administrative staff                    | **                 | **                 | **                 | **                 | 0                     |
| <b>30,000 to 99,999 (all)</b>           | <b>\$40,907</b>    | <b>\$34,000</b>    | <b>\$17,000</b>    | <b>\$80,000</b>    | <b>9</b>              |
| Executive staff                         | **                 | \$80,000           | **                 | **                 | 1                     |
| Management staff                        | \$35,750           | **                 | \$34,000           | \$37,500           | 2                     |
| Program staff                           | \$51,000           | **                 | \$30,000           | \$72,000           | 2                     |
| Administrative staff                    | \$28,667           | \$26,333           | \$17,000           | \$45,000           | 4                     |
| <b>100,000 to 249,999 (all)</b>         | <b>\$42,923</b>    | <b>\$39,000</b>    | <b>\$26,000</b>    | <b>\$88,000</b>    | <b>12</b>             |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$57,125           | \$51,250           | \$38,000           | \$88,000           | 4                     |
| Program staff                           | \$33,000           | **                 | \$26,000           | \$40,000           | 2                     |
| Administrative staff                    | \$36,763           | \$34,789           | \$29,000           | \$50,000           | 6                     |
| <b>250,000 to 499,999 (all)</b>         | <b>\$38,827</b>    | <b>\$40,000</b>    | <b>\$30,000</b>    | <b>\$55,000</b>    | <b>7</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$38,750           | \$40,000           | \$30,250           | \$46,000           | 3                     |
| Program staff                           | **                 | **                 | **                 | **                 | 0                     |
| Administrative staff                    | \$38,886           | \$35,271           | \$30,000           | \$55,000           | 4                     |
| <b>500,000 to 999,999 (all)</b>         | <b>\$47,977</b>    | <b>\$43,000</b>    | <b>\$23,000</b>    | <b>\$75,000</b>    | <b>7</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$58,493           | \$65,000           | \$35,479           | \$75,000           | 3                     |
| Program staff                           | **                 | \$32,000           | **                 | **                 | 1                     |
| Administrative staff                    | \$42,788           | \$43,000           | \$23,000           | \$62,363           | 3                     |
| <b>1,000,000 or more (all)</b>          | <b>\$59,206</b>    | <b>\$43,000</b>    | <b>\$21,000</b>    | <b>\$185,187</b>   | <b>10</b>             |
| Executive staff                         | **                 | \$185,187          | **                 | **                 | 1                     |
| Management staff                        | \$71,000           | **                 | \$67,000           | \$75,000           | 2                     |
| Program staff                           | \$53,185           | **                 | \$48,000           | \$58,370           | 2                     |
| Administrative staff                    | \$31,700           | \$35,000           | \$21,000           | \$38,000           | 5                     |
| <b>Operating Budget</b>                 | <b>AVERAGE</b>     | <b>MEDIAN</b>      | <b>MINIMUM</b>     | <b>MAXIMUM</b>     | <b>Number of</b>      |
|   | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>2018 Salary</b> | <b>Respondents</b>    |
| <b>Less than \$100,000 (all)</b>        | <b>**</b>          | <b>**</b>          | <b>**</b>          | <b>**</b>          | <b>0</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | **                 | **                 | **                 | **                 | 0                     |
| Program staff                           | **                 | **                 | **                 | **                 | 0                     |
| Administrative staff                    | **                 | **                 | **                 | **                 | 0                     |
| <b>\$100,000 to \$249,999 (all)</b>     | <b>\$31,783</b>    | <b>**</b>          | <b>\$26,000</b>    | <b>\$37,566</b>    | <b>2</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | **                 | **                 | **                 | **                 | 0                     |
| Program staff                           | **                 | \$26,000           | **                 | **                 | 1                     |
| Administrative staff                    | **                 | \$37,566           | **                 | **                 | 1                     |
| <b>\$250,000 to \$499,999 (all)</b>     | <b>\$30,600</b>    | <b>\$30,000</b>    | <b>\$24,500</b>    | <b>\$37,500</b>    | <b>5</b>              |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | **                 | \$37,500           | **                 | **                 | 1                     |
| Program staff                           | **                 | \$32,000           | **                 | **                 | 1                     |
| Administrative staff                    | \$27,833           | \$29,000           | \$24,500           | \$30,000           | 3                     |
| <b>\$500,000 to \$999,999 (all)</b>     | <b>\$34,639</b>    | <b>\$34,000</b>    | <b>\$17,000</b>    | <b>\$62,000</b>    | <b>11</b>             |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$42,496           | \$36,000           | \$34,000           | \$62,000           | 5                     |
| Program staff                           | **                 | \$30,000           | **                 | **                 | 1                     |
| Administrative staff                    | \$27,711           | \$30,542           | \$17,000           | \$38,000           | 5                     |
| <b>\$1,000,000 to \$4,999,999 (all)</b> | <b>\$48,440</b>    | <b>\$40,000</b>    | <b>\$23,000</b>    | <b>\$80,000</b>    | <b>12</b>             |
| Executive staff                         | **                 | \$0                | **                 | **                 | 1                     |
| Management staff                        | \$52,625           | \$48,750           | \$30,250           | \$75,000           | 6                     |
| Program staff                           | **                 | \$40,000           | **                 | **                 | 1                     |
| Administrative staff                    | \$36,382           | \$30,083           | \$23,000           | \$62,363           | 4                     |
| <b>\$5,000,000 to \$9,999,999 (all)</b> | <b>\$43,550</b>    | <b>\$42,500</b>    | <b>\$27,500</b>    | <b>\$67,000</b>    | <b>10</b>             |
| Executive staff                         | **                 | **                 | **                 | **                 | 0                     |
| Management staff                        | \$56,500           | **                 | \$46,000           | \$67,000           | 2                     |
| Program staff                           | **                 | \$48,000           | **                 | **                 | 1                     |
| Administrative staff                    | \$39,214           | \$40,000           | \$27,500           | \$50,000           | 7                     |
| <b>\$10,000,000 or more (all)</b>       | <b>\$80,937</b>    | <b>\$65,000</b>    | <b>\$43,000</b>    | <b>\$185,187</b>   | <b>7</b>              |
| Executive staff                         | **                 | \$0                | **                 | **                 | 1                     |
| Management staff                        | \$76,500           | **                 | \$65,000           | \$88,000           | 2                     |
| Program staff                           | \$65,185           | **                 | \$58,370           | \$72,000           | 2                     |
| Administrative staff                    | \$49,000           | **                 | \$43,000           | \$55,000           | 2                     |

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2018 Local Arts Agency Salary Report  
**OPERATIONS / ADMINISTRATION / HUMAN RESOURCES** *(continued)*

↓ ALL FULL-TIME PAID POSITIONS ↓

| GEOGRAPHY | Geographic Location | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|-----------|---------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|           | New England         | **                     | \$37,566              | **                     | **                     | 1                        |
|           | Middle Atlantic     | \$52,650               | \$40,000              | \$30,250               | \$80,000               | 5                        |
|           | South Atlantic      | \$48,784               | \$37,500              | \$21,000               | \$185,187              | 19                       |
|           | East South Central  | \$51,000               | \$50,000              | \$27,500               | \$75,500               | 3                        |
|           | East North Central  | \$45,539               | \$33,000              | \$24,500               | \$95,000               | 10                       |
|           | West South Central  | \$43,348               | \$42,500              | \$29,000               | \$82,000               | 10                       |
|           | West North Central  | \$35,000               | \$37,000              | \$28,000               | \$40,000               | 3                        |
|           | Mountain            | \$73,281               | \$62,000              | \$47,684               | \$125,000              | 6                        |
|           | Pacific             | \$58,913               | \$72,000              | \$17,000               | \$95,000               | 9                        |

| REGION | Type of Service Area           | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|--------|--------------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|        | Single city or town            | \$52,081               | \$47,700              | \$17,000               | \$125,000              | 32                       |
|        | Multiple cities                | \$50,500               | \$40,000              | \$32,000               | \$79,500               | 3                        |
|        | Single county                  | \$52,627               | \$48,750              | \$24,500               | \$95,000               | 16                       |
|        | Multiple counties (and larger) | \$45,623               | \$35,479              | \$23,000               | \$185,187              | 15                       |

| DENSITY | Population Density | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|---------|--------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|         | Rural              | \$35,376               | \$31,083              | \$23,000               | \$73,045               | 8                        |
|         | Suburban           | \$43,204               | \$36,006              | \$28,000               | \$79,500               | 6                        |
|         | Urban              | \$53,889               | \$46,000              | \$17,000               | \$185,187              | 52                       |

| STAFF SIZE | Number of Paid Staff    | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|            | One employee            | **                     | **                    | **                     | **                     | 0                        |
|            | Two employees           | \$49,636               | \$49,750              | \$26,000               | \$73,045               | 4                        |
|            | Three to five employees | \$34,223               | \$32,000              | \$23,000               | \$47,715               | 11                       |
|            | Six to nine employees   | \$43,651               | \$35,000              | \$17,000               | \$95,000               | 10                       |
|            | 10 to 19 employees      | \$47,167               | \$45,500              | \$27,500               | \$80,000               | 18                       |
|            | 20 employees or more    | \$62,924               | \$58,370              | \$29,000               | \$185,187              | 21                       |

| TENURE | Number of Years in Position | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|--------|-----------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|        | Fewer than two years        | \$42,093               | \$38,000              | \$17,000               | \$79,500               | 31                       |
|        | Two to four years           | \$51,542               | \$42,500              | \$26,000               | \$125,000              | 22                       |
|        | Five to nine years          | \$55,954               | \$57,000              | \$32,011               | \$75,000               | 6                        |
|        | 10 to 19 years              | \$60,951               | \$73,045              | \$28,166               | \$95,000               | 5                        |
|        | 20 years or more            | \$132,594              | **                    | \$80,000               | \$185,187              | 2                        |

| GENDER | Gender Identity    | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|--------|--------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|        | Female (cisgender) | \$48,294               | \$40,000              | \$17,000               | \$185,187              | 56                       |
|        | Male (cisgender)   | \$64,000               | \$59,250              | \$28,000               | \$125,000              | 10                       |

| EDUCATION | Educational Attainment             | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|-----------|------------------------------------|------------------------|-----------------------|------------------------|------------------------|--------------------------|
|           | High school degree (or less)       | \$47,501               | \$46,000              | \$17,000               | \$75,000               | 11                       |
|           | 2-year college degree (Associate)  | \$41,216               | \$37,500              | \$26,000               | \$65,000               | 7                        |
|           | 4-year college degree (Bachelor's) | \$48,223               | \$40,000              | \$21,000               | \$185,187              | 34                       |
|           | Master's degree                    | \$63,847               | \$56,182              | \$29,000               | \$125,000              | 14                       |
|           | Doctoral or other terminal degree  | **                     | **                    | **                     | **                     | 0                        |
|           | Type of Degree Attained            | AVERAGE<br>2018 Salary | MEDIAN<br>2018 Salary | MINIMUM<br>2018 Salary | MAXIMUM<br>2018 Salary | Number of<br>Respondents |
|           | Arts management or administration  | **                     | \$40,000              | **                     | **                     | 1                        |
|           | Other arts-related degree          | \$49,456               | \$45,000              | \$24,500               | \$95,000               | 21                       |
|           | Non-arts degree                    | \$52,830               | \$40,000              | \$21,000               | \$185,187              | 33                       |

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↓ EMPLOYMENT BENEFITS RECEIVED BY THE RESPONDENTS ↓

| PAY ADJUSTMENTS | Full-Time, Paid Respondents who received a pay adjustment during the past 12 months | PERCENTAGE Who Received Pay Increase | AVERAGE Most Recent Pay Increase | MINIMUM Most Recent Pay Increase | MAXIMUM Most Recent Pay Increase | Number of Respondents |
|-----------------|---|--------------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------|
|                 | Received ANY increase   | 57.6%                                | 6.16%                            | 0.0%                             | 45.0%                            | 38                    |
|                 | Cost of living adjustment   | 18.2%                                | 2.79%                            | 1.0%                             | 5.5%                             | 12                    |
|                 | Promotion/new responsibilities  | 15.2%                                | 13.99%                           | 1.0%                             | 45.0%                            | 10                    |
|                 | Performance (not promotion)   | 22.7%                                | 3.70%                            | 2.0%                             | 7.7%                             | 15                    |
|                 | Length of service/tenure  | 0.0%                                 | **                               | **                               | **                               | 0                     |
|                 | Government pay scale  | 1.5%                                 | 5.00%                            | **                               | **                               | 1                     |
|                 | Pay remained the same   | 40.9%                                |                                  |                                  |                                  | 27                    |
|                 | Received ANY decrease   | 1.5%                                 |                                  |                                  |                                  | 1                     |
|                 | Budget cuts   | 0.0%                                 |                                  |                                  |                                  | 0                     |
|                 | Change in title or responsibilities   | 1.5%                                 |                                  |                                  |                                  | 1                     |

| EMPLOYMENT BENEFITS | Type of Benefits Offered (paid respondents only)                | LAA Budget Less than \$250,000<br>N = 10 | LAA Budget \$250,000 to \$999,999<br>N = 22 | LAA Budget \$1,000,000 or More<br>N = 47 | All Respondents<br>N = 79 |
|---------------------|---|--|---|--|---------------------------|
|                     | Performance review and evaluation (past 12 months)              | 10.0%                                    | 50.0%                                       | 70.2%                                    | 57.0%                     |
|                     | Medical insurance   | 20.0%                                    | 50.0%                                       | 87.2%                                    | 68.4%                     |
|                     | Dental insurance  | 20.0%                                    | 45.5%                                       | 83.0%                                    | 64.6%                     |
|                     | Vision insurance  | 10.0%                                    | 22.7%                                       | 70.2%                                    | 49.4%                     |
|                     | Life insurance  | 10.0%                                    | 40.9%                                       | 68.1%                                    | 53.2%                     |
|                     | Disability insurance  | 10.0%                                    | 31.8%                                       | 51.1%                                    | 40.5%                     |
|                     | Cash bonus  | 0.0%                                     | 18.2%                                       | 8.5%                                     | 10.1%                     |
|                     | Retirement savings account                                      | 10.0%                                    | 45.5%                                       | 76.6%                                    | 59.5%                     |
|                     | Pre-tax flexible spending account                               | 10.0%                                    | 18.2%                                       | 55.3%                                    | 39.2%                     |
|                     | Paid time off (e.g., paid vacation, sick, and/or personal days) | 30.0%                                    | 90.9%                                       | 93.6%                                    | 84.8%                     |
|                     | Average number of days accrued in 2018                          | 127.3                                    | 21.7  | 23.0                                     | 27.3                      |
|                     | Paid parental leave   | 0.0%                                     | 13.6%                                       | 34.0%                                    | 24.1%                     |
|                     | Flexible scheduling   | 20.0%                                    | 36.4%                                       | 53.2%                                    | 44.3%                     |
|                     | Telecommuting / working remotely                                | 20.0%                                    | 22.7%                                       | 23.4%                                    | 22.8%                     |
|                     | Tuition reimbursement   | 10.0%                                    | 4.5%  | 17.0%                                    | 12.7%                     |
|                     | Professional development (e.g., conferences, workshops)         | 30.0%                                    | 50.0%                                       | 63.8%                                    | 55.7%                     |
|                     | Association/professional dues                                   | 10.0%                                    | 13.6%                                       | 23.4%                                    | 19.0%                     |
|                     | Health club membership/discount                                 | 0.0%                                     | 9.1%  | 25.5%                                    | 17.7%                     |
|                     | Free/discounted tickets for cultural activities                 | 10.0%                                    | 27.3%                                       | 44.7%                                    | 35.4%                     |
|                     | None of the above   | 40.0%                                    | 4.5%  | 2.1%                                     | 7.6%                      |

| JOB SATISFACTION | Level of Satisfaction (paid respondents only)  | Very Satisfied | Somewhat Satisfied | Neutral                       | Somewhat Dissatisfied          | Very Dissatisfied |
|------------------|--|----------------|--------------------|-------------------------------|--------------------------------|-------------------|
|                  | How satisfied are you with your total cash compensation at your local arts agency?   | 20.3%          | 39.2%              | 12.7%                         | 22.8%                          | 5.1%              |
|                  | How satisfied are you with your employment benefits package (e.g., health insurance, paid time off, etc.) at your local arts agency? | 38.0%          | 30.4%              | 15.2%                         | 12.7%                          | 3.8%              |
|                  | Level of Agreement (paid respondents only)   | Strongly Agree | Somewhat Agree     | Neutral                       | Somewhat Disagree              | Strongly Disagree |
|                  | I have a clear path for job advancement.   | 6.3%           | 25.3%              | 34.2%                         | 17.7%                          | 16.5%             |
|                  | My job requirements are well defined.  | 26.6%          | 40.5%              | 20.3%                         | 6.3%                           | 6.3%              |
|                  | I am proud to work for my local arts agency.   | 70.9%          | 20.3%              | 3.8%                          | 2.5%                           | 2.5%              |
|                  | I feel fulfilled performing my work at my local arts agency.   | 27.8%          | 46.8%              | 10.1%                         | 11.4%                          | 3.8%              |
|                  | I can see how my work affects and/or impacts my community.   | 53.2%          | 38.0%              | 3.8%                          | 3.8%                           | 1.3%              |
|                  | Likelihood of Remaining Employed in Arts Industry (paid respondents only)  | Yes            | No                 | I have no idea, but I hope so | I have no idea, but I hope not |                   |
|                  | Do you anticipate that you will still be working in the arts industry five years from today?   | 44.3%          | 17.7%              | 35.4%                         | 2.5%                           |                   |

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↓ **DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS** ↓

|                                    |  |                                      |                                      |                                       |                                       |
|------------------------------------|--|--------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| <b>DEMOGRAPHIC CHARACTERISTICS</b> | <b>Gender Identity</b>   | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 79</b> |
|                                    | Female (cisgender/identify with gender assigned at birth)                          | 84.8%                                | 92.3%                                | **                                    | 86.1%                                 |
|                                    | Male (cisgender)   | 15.2%                                | 7.7%                                 | **                                    | 13.9%                                 |
|                                    | Transgender  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Non-binary/third gender/gender fluid   | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | I prefer to self identify  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | <b>Race/Ethnicity</b><br><i>(respondents were allowed to check all that apply)</i> | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 79</b> |
|                                    | African-American or Black  | 12.1%                                | 15.4%                                | **                                    | 12.7%                                 |
|                                    | American Indian or Alaska Native or Indigenous or First Nations                    | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Arab or Middle Eastern   | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Asian or Asian American  | 0.0%                                 | 15.4%                                | **                                    | 2.5%                                  |
|                                    | Hispanic or Latina/Latino/Latinx   | 9.1%                                 | 0.0%                                 | **                                    | 7.6%                                  |
|                                    | Native Hawaiian or Pacific Islander  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | White or Caucasian or European American  | 80.3%                                | 92.3%                                | **                                    | 82.3%                                 |
|                                    | I prefer to self identify  | 0.0%                                 | 7.7%                                 | **                                    | 1.3%                                  |
|                                    | <i>White or Caucasian or European American only</i>                                | <i>78.8%</i>                         | <i>76.9%</i>                         | <i>**</i>                             | <i>78.5%</i>                          |
|                                    | <i>All People of Color</i>   | <i>21.2%</i>                         | <i>23.1%</i>                         | <i>**</i>                             | <i>21.5%</i>                          |
|                                    | <b>Age</b>   | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 79</b> |
|                                    | 18 to 24   | 6.1%                                 | 7.7%                                 | **                                    | 6.3%                                  |
|                                    | 25 to 34   | 27.3%                                | 23.1%                                | **                                    | 26.6%                                 |
|                                    | 35 to 44   | 18.2%                                | 23.1%                                | **                                    | 19.0%                                 |
|                                    | 45 to 54   | 24.2%                                | 15.4%                                | **                                    | 22.8%                                 |
|                                    | 55 to 64   | 22.7%                                | 7.7%                                 | **                                    | 20.3%                                 |
|                                    | 65 to 74   | 1.5%                                 | 23.1%                                | **                                    | 5.1%                                  |
|                                    | 75 or older  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | <b>Sexual Orientation</b>  | <b>Full-Time<br/>Paid<br/>N = 65</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 78</b> |
|                                    | Heterosexual or straight   | 86.2%                                | 92.3%                                | **                                    | 87.2%                                 |
|                                    | Gay or lesbian   | 4.6%                                 | 0.0%                                 | **                                    | 3.8%                                  |
|                                    | Bisexual   | 4.6%                                 | 7.7%                                 | **                                    | 5.1%                                  |
|                                    | Asexual  | 1.5%                                 | 0.0%                                 | **                                    | 1.3%                                  |
|                                    | Pansexual  | 1.5%                                 | 0.0%                                 | **                                    | 1.3%                                  |
|                                    | Queer  | 1.5%                                 | 0.0%                                 | **                                    | 1.3%                                  |
|                                    | Questioning  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Same sex attracted   | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | I prefer to self identify  | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | <b>Educational Attainment</b>  | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 79</b> |
|                                    | High school or less  | 16.7%                                | 15.4%                                | **                                    | 16.5%                                 |
|                                    | Associate degree (junior college) or vocational degree/license                     | 10.6%                                | 15.4%                                | **                                    | 11.4%                                 |
|                                    | Bachelor's degree  | 51.5%                                | 38.5%                                | **                                    | 49.4%                                 |
|                                    | Master's degree  | 21.2%                                | 23.1%                                | **                                    | 21.5%                                 |
|                                    | Doctoral or other terminal degree  | 0.0%                                 | 7.7%                                 | **                                    | 1.3%                                  |
|                                    | <b>Type of Degree Attained</b>   | <b>Full-Time<br/>Paid<br/>N = 55</b> | <b>Part-Time<br/>Paid<br/>N = 11</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 66</b> |
|                                    | Arts management or administration  | 1.8%                                 | 18.2%                                | **                                    | 4.5%                                  |
|                                    | Other arts-related degree  | 38.2%                                | 27.3%                                | **                                    | 36.4%                                 |
|                                    | Non-arts degree  | 60.0%                                | 54.5%                                | **                                    | 59.1%                                 |

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↓ **DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS** ↓

| <b>DEMOGRAPHIC CHARACTERISTICS</b> | <b>Disability</b>                                   | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 79</b> |
|------------------------------------|---|--------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
|                                    | Yes, I identify as a person with a disability       | 7.6%                                 | 0.0%                                 | **                                    | 6.3%                                  |
|                                    | Visible/noticeable to others                        | 1.5%                                 | 0.0%                                 | **                                    | 1.3%                                  |
|                                    | Not visible/not noticeable to others                | 6.1%                                 | 0.0%                                 | **                                    | 5.1%                                  |
|                                    | No, I do not identify as a person with a disability | 92.4%                                | 100.0%                               | **                                    | 93.7%                                 |
|                                    | <b>Military Service</b>                             | <b>Full-Time<br/>Paid<br/>N = 66</b> | <b>Part-Time<br/>Paid<br/>N = 12</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 78</b> |
|                                    | Active Service                                      | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Veteran   | 1.5%                                 | 0.0%                                 | **                                    | 1.3%                                  |
|                                    | None  | 98.5%                                | 100.0%                               | **                                    | 98.7%                                 |
|                                    | <b>Voter Registration</b>                           | <b>Full-Time<br/>Paid<br/>N = 65</b> | <b>Part-Time<br/>Paid<br/>N = 13</b> | <b>Unpaid<br/>Volunteer<br/>N = 0</b> | <b>All<br/>Respondents<br/>N = 78</b> |
|                                    | Democrat  | 49.2%                                | 61.5%                                | **                                    | 51.3%                                 |
|                                    | Republican  | 13.8%                                | 15.4%                                | **                                    | 14.1%                                 |
|                                    | Libertarian   | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Green   | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |
|                                    | Unaffiliated with a party, but registered           | 27.7%                                | 23.1%                                | **                                    | 26.9%                                 |
|                                    | I am not registered to vote                         | 6.2%                                 | 0.0%                                 | **                                    | 5.1%                                  |
|                                    | I am unable to register to vote                     | 3.1%                                 | 0.0%                                 | **                                    | 2.6%                                  |
|                                    | I prefer to self-identify                           | 0.0%                                 | 0.0%                                 | **                                    | 0.0%                                  |

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