## AMERICANS forthe ARTS

# Local Arts Agency Salary and Benefits Survey Fiscal Year 2001 

A Detailed Report about the Compensation Practices of the Nation's Local Arts Agencies with Paid Staff During Fiscal Year 2001

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April 2003

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## Introduction

Robert L. Lynch, President and CEO, Americans for the Arts
We are all keenly aware that the success of our nation's local arts agencies (LAAs) is dependent upon the skill sets and perspectives brought by the people who operate them. We know that today's job market is highly competitive, often resulting in complex recruitment and retention strategies. There is no question that finding and keeping qualified employees-and cultivating emerging leaders-is a top priority for most LAAs.

This Local Arts Agency Salary and Benefits Survey benchmarks in unprecedented scope and detail the compensation practices of the LAA field. The report will assist LAAs with important tasks such as evaluating staffing and salary levels, setting pay increases, budgeting for compensation costs, and researching new and alternative benefit options.

From my perspective, these results also identify three areas of concern where we want to encourage more discussion. First among these is diversity. The staffs of local arts agencies in general remain largely white ( 87 percent) and female ( 78 percent). While this report deals specifically with staff, we know that we need to pay attention to diversity on our boards, in our audiences, and in our programming as well. In addition to ongoing proactive recruitment of the diverse spectrum of America for staff and volunteer leadership positions, all LAAs should consider developing a diversity policy statement to help inform their thinking and adapt their practices. Americans for the Arts has created and periodically reviews and updates such a policy for our own organization.

Second, at the president/executive director level, depending on budget size, women make anywhere from 11 to 27 percent less than their male counterparts. As boards of LAAs consider salary increases for their current chief executive or engage in setting ranges during searches for new ones, I urge them to consider these statistics and look carefully to ensure that old stereotypes don't inadvertently prevail.

Finally, as we look to attracting the next generation of leaders and retaining the valued staff we currently employ, we must address the long-term needs of workers. Only 54 percent of respondents offer a retirement savings plan to their employees, and only onethird of those offer an employer contribution. It is difficult to imagine that many of our LAA board members would support these practices in their own companies, and hard as it is in tough financial times, we all must work together to find the additional resources that will keep our field strong and our workers away from the revolving door.

Americans for the Arts is working to address the above concerns. Emerging leaders and issues of diversity remain important topics for us, and we expect to increase our efforts in providing you with the examples of successful practices, written materials, speakers, workshops, and peer group networking opportunities, that will help you effect change.


## About This Report

This report of the findings from the Fiscal 2001 Local Arts Agency Salary and Benefits Survey provides detailed information on the compensation practices of 386 local arts agencies with paid staff.

Americans for the Arts defines a local arts agency as a private community organization or local government agency that is involved in one or more of the following: cultural planning, cultural programming, facility management, grantmaking, and/or services to artists and arts organizations. LAAs endeavor to make the arts part of the daily fabric of community living. Each LAA is unique to the community that it serves, and each changes as quickly as its community changes. However, all seek to serve the diverse art forms in their community and make them accessible to every community member.

Table 1: The Survey at a Glance

| Total number of local arts agencies with paid staff (estimated) | 1,200 |
| :--- | ---: |
| Number of local arts agencies with paid staff that returned surveys | 386 |
| Response rate | $32 \%$ |
| Total number of employees for whom data are reported | 1,314 |
| Total number of staff positions for which data are reported | 20 |

The report begins with an executive summary of the findings. The body of the report is divided into four main sections.

Section I: Provides detailed compensation information and demographic characteristics for 20 different LAA staff positions
Section II: Presents information on the employment benefits offered by LAAs. Section III: Describes LAA salary determinants and evaluation practices. Section IV: Documents the characteristics of the responding organizations.

Appendices to the report include a description of the survey methodology, the survey instrument, and a list of the responding organizations. For more information about local arts agencies, a list of additional resources is provided on the inside of the back cover.

## Executive Summary

In October 2001 we mailed surveys to 2,641 local arts agencies. Of the 445 total respondents, 386 have at least one paid staff person and 59 had no paid staff. The findings in this report are based upon the responses from the 386 responding LAAs with paid staff.

## A. Staff Compensation

Generally, while public LAAs (part of the city or county government) have the highest average salaries, private nonprofit LAAs tend to have the highest individual salaries.

Salary is commensurate with the responsibilities of each position. Not surprisingly, the chief staff executive is typically the most highly compensated member of a local arts agency staff. This position (e.g., executive director, president, commissioner) reports to a board of directors or a governing committee and is responsible for the overall funding, strategic planning, and management of the organization. However, we also found several examples of LAAs that are overseen by non-paid, volunteer executives but are operated by paid administrative staff.

Table 2: Average Salaries of Local Arts Agency Staff (2001)

| Staff Position | Full-Time Staff |  |  |  | Part-Time Staff |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Average Salary |  |  | Sample Size | Average Salary | Sample Size |
|  | $\begin{aligned} & \text { ALL } \\ & \text { LAAs } \end{aligned}$ | Public LAAs | Private LAAs |  |  |  |
| Executive Director | \$54,309 | \$68,835 | \$49,744 | 322 | \$17,671 | 49 |
| Public Art Director | \$51,928 | \$54,506 | \$46,771 | 36 | \$22,811 | 7 |
| UAF Campaign Director | n/a | n/a | \$50,477 | 13 | n/a | 0 |
| Assistant Executive Director | \$48,783 | \$64,494 | \$41,065 | 85 | \$15,980 | 17 |
| Director of Development | \$46,079 | \$50,368 | \$45,659 | 56 | \$16,980 | 15 |
| Artistic Director | \$42,949 | \$43,694 | \$42,081 | 26 | \$18,545 | 5 |
| Director of Facilities | \$42,275 | \$57,826 | \$33,695 | 45 | \$17,305 | 6 |
| Director of Finance and Admin. | \$41,556 | \$53,521 | \$38,564 | 85 | \$13,251 | 29 |
| Director of Grants Programs | \$41,257 | \$46,921 | \$37,324 | 61 | \$16,067 | 14 |
| Director of Programs and Services | \$40,924 | \$52,020 | \$34,208 | 61 | \$17,987 | 6 |
| Director of Marketing | \$40,260 | \$51,135 | \$37,061 | 66 | \$17,500 | 18 |
| Director of Sales | \$39,444 | \$54,121 | \$24,768 | 8 | \$11,743 | 5 |
| Gallery Director | \$39,265 | \$54,011 | \$22,061 | 13 | \$13,173 | 7 |
| Curator | \$36,806 | \$39,250 | \$34,361 | 8 | \$24,050 | 1 |
| Director of Technology | \$36,111 | \$47,377 | \$32,356 | 16 | \$17,798 | 5 |
| Volunteer Coordinator | n/a | \$36,100 | n/a | 1 | \$17,206 | 3 |
| Director of Arts Education | \$35,665 | \$48,532 | \$31,692 | 89 | \$16,202 | 42 |
| Membership Director | n/a | n/a | \$27,747 | 23 | \$8,945 | 7 |
| Office Manager | \$26,341 | \$26,830 | \$26,271 | 16 | \$13,651 | 5 |
| Administrative Assistant | \$24,942 | \$34,761 | \$21,506 | 27 | \$13,282 | 16 |

## B. Demographic Characteristics of Staff

In general, LAA staff members are educated, often with a degree in an arts-related field, and have been in their current position for about four years.

- Numerically, white women dominate the field. The vast majority of LAA employees categorize their race/ethnicity as Caucasian American (87 percent). Nearly as many are women (78 percent).
- The field is well educated. Four LAA employees in five ( 82 percent) have a fouryear college degree. One third have a master's degree ( 33 percent). Nearly one half of LAA employees who have at least a four-year college degree report that their degree is arts-related ( 45 percent).


## C. Non-Cash Employment Benefits

In addition to a base salary, the majority of local arts agencies provide benefits to their employees, such as insurance, paid time off, incentives, and retirement savings plans. In nearly all cases, public LAAs are more likely to provide benefits than are private LAAs.

- Two-thirds of LAAs provide health insurance to their employees (68 percent). Public LAAs are much more likely to provide health insurance than are private LAAs (91 percent vs. 62 percent).
- Fifty-four percent of LAAs offer a retirement savings plan to their employees; two-thirds of those that do offer a retirement plan do not match the employee contributions ( 64 percent).
- On average, LAA employees receive 28.4 days off with pay (including vacation days, holidays, sick days, and personal days) during their first year of employment, and accrue ten additional days after five years of employment.


## D. Salary Determinants and Evaluation Methods

Many factors are considered when LAAs are determining starting salaries, evaluating staff performance, and rewarding high performers.
" "Skill and ability level" and "years of experience" are considered most strongly when determining a starting salary for a new employee.

- Nearly all LAAs complete some type of staff performance evaluation process each year (94 percent).
- "Job performance" and "budget" are the most important factors when determining the size of a salary raise. Overall, executive level staff received an average salary increase of 4.5 percent during fiscal 2001, a larger increase than management staff (2.7 percent), administrative staff ( 2.3 percent), and technical staff ( 2.0 percent).


## Section I-Compensation and Demographic Characteristics of Local Arts Agency Staff

This section describes the people who are staffing the nation's local arts agencies. The demographic characteristics of 20 common LAA job positions-from executive director to administrative assistant - are analyzed. The average, median, minimum, and maximum salaries for fiscal 2001 are provided for each position. Additionally, the dollar value of the non-cash benefits is included. All salary and benefit data are analyzed by the following:

- Legal Status (public vs. private)
- Size of Fiscal 2001 Operating Budget
- Population of Service Area
- Geographic Region ${ }^{1}$
- Number of Full-Time Staff
- Length of Tenure in Years
- Gender
- Full-time vs. Part-time

A caveat regarding the analysis of salary data: Sample sizes are small in some instances. Since a small number of cases cannot represent the characteristics of the population, the results should not be taken as general statements about how local arts agencies look and behave. However, the results are suggestive of these characteristics, which help to indicate courses of management action or future research. The average salaries for a position are reported only when there are two or more responses for the position. Similarly, the median salaries for a position are reported only when there are three or more responses. Two asterisks are displayed where there are insufficient data to report statistically valid results for a given variable. All salary data are based upon full-time positions only; part-time salaries are analyzed separately.

[^0]
## EXECUTIVE DIRECTOR

The chief staff executive in the organization. Responsibilities may include overall management of the organization, strategic and fiscal planning, advocating for the organization's mission and goals, overseeing fundraising activities, and reporting to a board of directors or a governing committee. Other titles may include managing director, director, president, chief executive officer, general manager, and commissioner.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 322 | $86.8 \%$ |
| Part-Time Positions | 49 | $13.2 \%$ |
| Total | $\mathbf{3 7 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{3}^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$68,835 | \$65,208 | \$28,500 | \$175,000 | \$15,824 | 77 |
| $\vartheta$ | Private, Nonprofit | \$49,744 | \$41,000 | \$7,500 | \$193,000 | \$5,598 | 245 |
| 4 | All Local Arts Agencies | \$54,309 | \$45,397 | \$7,500 | \$193,000 | \$7,995 | 322 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$44,100 | \$39,550 | \$35,000 | \$63,000 | \$8,729 | 6 |
|  | \$100,000 to \$249,999 | \$48,262 | \$44,438 | \$29,000 | \$97,000 | \$8,786 | 12 |
|  | \$250,000 to \$499,999 | \$43,131 | \$42,500 | \$28,500 | \$57,800 | \$11,068 | 11 |
|  | \$500,000 to \$999,999 | \$66,971 | \$67,400 | \$45,387 | \$111,000 | \$19,382 | 9 |
|  | \$1,000,000 to \$4,999,999 | \$80,860 | \$78,250 | \$49,234 | \$139,659 | \$16,922 | 26 |
|  | \$5,000,000 or More | \$98,231 | \$94,640 | \$65,208 | \$175,000 | \$23,881 | 13 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$37,410 | \$38,500 | \$29,000 | \$43,640 | \$7,813 | 4 |
|  | 30,000 to 99,999 | \$48,194 | \$42,800 | \$29,300 | \$105,000 | \$12,518 | 10 |
|  | 100,000 to 249,999 | \$57,185 | \$52,780 | \$28,500 | \$106,980 | \$13,590 | 24 |
|  | 250,000 to 499,999 | \$74,066 | \$67,585 | \$38,000 | \$110,000 | \$17,611 | 10 |
|  | 500,000 to 999,999 | \$79,861 | \$78,000 | \$46,000 | \$124,000 | \$19,870 | 15 |
|  | 1,000,000 or More | \$96,979 | \$90,500 | \$51,000 | \$175,000 | \$18,951 | 14 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$22,778 | \$20,500 | \$7,500 | \$36,000 | \$1,553 | 22 |
|  | \$100,000 to \$249,999 | \$32,385 | \$32,500 | \$18,000 | \$55,000 | \$2,373 | 81 |
|  | \$250,000 to \$499,999 | \$42,404 | \$38,725 | \$29,000 | \$80,000 | \$5,200 | 50 |
|  | \$500,000 to \$999,999 | \$57,343 | \$53,250 | \$32,952 | \$150,000 | \$7,347 | 42 |
|  | \$1,000,000 to \$4,999,999 | \$84,356 | \$78,000 | \$43,000 | \$193,000 | \$9,741 | 43 |
|  | \$5,000,000 or More | \$129,581 | \$128,635 | \$80,000 | \$175,000 | \$22,513 | 7 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$30,970 | \$29,150 | \$16,000 | \$59,884 | \$2,889 | 32 |
|  | 30,000 to 99,999 | \$35,573 | \$33,436 | \$7,500 | \$83,875 | \$2,793 | 76 |
|  | 100,000 to 249,999 | \$42,015 | \$40,000 | \$20,000 | \$78,676 | \$5,454 | 47 |
|  | 250,000 to 499,999 | \$57,672 | \$55,620 | \$17,000 | \$115,000 | \$5,824 | 29 |
|  | 500,000 to 999,999 | \$72,570 | \$59,500 | \$30,800 | \$175,000 | \$8,425 | 22 |
|  | 1,000,000 or More | \$83,307 | \$78,000 | \$34,500 | \$193,000 | \$11,697 | 39 |

## EXECUTIVE DIRECTOR (coninuei)

| 立 | by Geographic Region | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | New England | \$60,325 | \$44,500 | \$29,665 | \$165,000 | \$8,787 | 12 |
| $\underset{\sim}{1}$ | Middle Atlantic | \$48,539 | \$41,000 | \$16,000 | \$130,000 | \$6,682 | 46 |
| - | South Atlantic | \$53,369 | \$45,406 | \$7,500 | \$175,000 | \$7,179 | 81 |
| - | South Central | \$51,196 | \$46,900 | \$18,000 | \$106,980 | \$7,270 | 40 |
| [-1 | North Central | \$53,290 | \$45,000 | \$13,800 | \$150,000 | \$7,097 | 63 |
|  | Mountain | \$52,640 | \$48,000 | \$15,000 | \$142,733 | \$9,606 | 29 |
|  | Pacific | \$64,242 | \$55,560 | \$26,700 | \$193,000 | \$11,007 | 51 |


| $\underbrace{N}_{n}$ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5 | One | \$33,458 | \$32,000 | \$7,500 | \$85,000 | \$3,974 | 87 |
| [ | Two | \$39,051 | \$35,020 | \$18,000 | \$100,000 | \$5,414 | 65 |
| $<$ | 3-5 | \$53,610 | \$48,767 | \$25,500 | \$150,000 | \$7,696 | 82 |
| $\underset{\sim}{*}$ | 6-10 | \$77,356 | \$70,000 | \$42,858 | \$193,000 | \$10,624 | 43 |
|  | 11 or More | \$95,914 | \$86,000 | \$49,400 | \$175,000 | \$17,413 | 45 |


| 5 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$50,807 | \$42,000 | \$16,000 | \$175,000 | \$7,850 | 79 |
| , | Two to Three Years | \$46,795 | \$40,500 | \$7,500 | \$165,000 | \$5,288 | 66 |
| E | Four to Five Years | \$53,832 | \$50,000 | \$15,000 | \$150,000 | \$6,362 | 45 |
| $E$ | Six to Nine Years | \$61,376 | \$50,000 | \$25,000 | \$150,000 | \$10,833 | 49 |
|  | Ten to 14 Years | \$62,163 | \$53,500 | \$18,000 | \$193,000 | \$9,180 | 37 |
|  | 15 Years or More | \$57,728 | \$52,500 | \$18,000 | \$118,000 | \$9,774 | 46 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$25,836 | \$21,500 | \$7,500 | \$51,101 | \$3,062 | 20 |
|  | \$100,000 to \$249,999 | \$33,288 | \$32,500 | \$18,000 | \$64,000 | \$2,832 | 81 |
|  | \$250,000 to \$499,999 | \$41,665 | \$38,950 | \$28,500 | \$80,000 | \$5,320 | 50 |
|  | \$500,000 to \$999,999 | \$57,128 | \$50,828 | \$32,952 | \$111,000 | \$7,969 | 36 |
|  | \$1,000,000 to \$4,999,999 | \$78,721 | \$75,000 | \$49,500 | \$139,659 | \$11,752 | 41 |
|  | \$5,000,000 or More | \$99,616 | \$86,817 | \$65,208 | \$175,000 | \$19,365 | 12 |
|  | All Women | \$49,066 | \$42,049 | \$7,500 | \$175,000 | \$6,506 | 240 |


| $\underset{E}{Z}$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$31,125 | \$28,500 | \$15,000 | \$63,000 | \$3,162 | 8 |
|  | \$100,000 to \$249,999 | \$42,167 | \$37,500 | \$25,000 | \$97,000 | \$4,869 | 12 |
|  | \$250,000 to \$499,999 | \$46,488 | \$48,122 | \$35,000 | \$59,884 | \$10,521 | 11 |
|  | \$500,000 to \$999,999 | \$63,637 | \$57,000 | \$44,000 | \$150,000 | \$13,076 | 15 |
|  | \$1,000,000 to \$4,999,999 | \$89,361 | \$80,653 | \$43,000 | \$193,000 | \$13,465 | 28 |
|  | \$5,000,000 or More | \$123,584 | \$118,000 | \$95,000 | \$175,000 | \$29,459 | 8 |
|  | All Men | \$69,655 | \$60,000 | \$15,000 | \$193,000 | \$12,388 | 82 |


| $\sum_{\underline{y}}^{\underline{y}}$ | Part-Time Positions Only | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | \$15,884 | \$15,402 | \$6,000 | \$24,267 | \$2,314 | 8 |
| 4 | Private, Nonprofit LAAs | \$18,020 | \$15,570 | \$3,600 | \$56,000 | \$636 | 41 |
| 0 | All Part-Time Positions | \$17,671 | \$15,570 | \$3,600 | \$56,000 | \$910 | 49 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## ASSISTANT EXECUTIVE DIRECTOR

The second-in-command staff executive. This person directly supports the executive director. Responsibilities include administration of multiple aspects of the organization and supervision of program directors. Other titles may include assistant director, deputy director, chief operating officer, executive vice president, senior vice president, senior manager, and deputy commissioner.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 85 | $83.3 \%$ |
| Part-Time Positions | 17 | $16.7 \%$ |
| Total | $\mathbf{1 0 2}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Public/Gov't. Agencies | \$64,494 | \$63,700 | \$36,500 | \$116,000 | \$16,134 | 28 |
| - | Private, Nonprofit | \$41,065 | \$33,000 | \$13,000 | \$110,000 | \$5,590 | 57 |
| 4 | All Local Arts Agencies | \$48,783 | \$44,500 | \$13,000 | \$116,000 | \$9,063 | 85 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | \$36,500 | \$36,500 | \$15,000 | 1 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$40,000 | \$40,000 | \$6,700 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$50,000 | \$50,000 | \$25,000 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$57,470 | \$53,000 | \$37,585 | \$87,578 | \$13,519 | 13 |
|  | \$5,000,000 or More | \$77,686 | \$75,059 | \$54,000 | \$116,000 | \$19,108 | 12 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$36,500 | \$36,500 | \$15,000 | 1 |
|  | 100,000 to 249,999 | \$54,043 | \$53,000 | \$40,000 | \$77,748 | \$16,072 | 7 |
|  | 250,000 to 499,999 | ** | ** | \$52,000 | \$52,000 | \$15,000 | 1 |
|  | 500,000 to 999,999 | \$67,121 | \$67,885 | \$37,585 | \$116,000 | \$17,924 | 10 |
|  | 1,000,000 or More | \$74,204 | \$66,000 | \$54,000 | \$100,900 | \$14,443 | 9 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$19,237 | \$19,110 | \$18,600 | \$20,000 | \$8,704 | 3 |
|  | \$100,000 to \$249,999 | \$21,278 | \$20,000 | \$13,650 | \$31,160 | \$1,885 | 13 |
|  | \$250,000 to \$499,999 | \$27,238 | \$26,125 | \$13,000 | \$37,500 | \$2,704 | 12 |
|  | \$500,000 to \$999,999 | \$42,600 | \$39,000 | \$31,000 | \$80,000 | \$5,706 | 11 |
|  | \$1,000,000 to \$4,999,999 | \$62,925 | \$60,000 | \$41,096 | \$110,000 | \$8,859 | 15 |
|  | \$5,000,000 or More | \$89,022 | \$92,867 | \$65,000 | \$109,200 | \$13,300 | 3 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$23,054 | \$20,000 | \$18,000 | \$37,500 | \$3,878 | 11 |
|  | 30,000 to 99,999 | \$27,151 | \$26,500 | \$13,650 | \$57,750 | \$2,786 | 15 |
|  | 100,000 to 249,999 | \$36,698 | \$34,000 | \$13,000 | \$77,584 | \$4,868 | 8 |
|  | 250,000 to 499,999 | \$42,333 | \$45,000 | \$32,000 | \$50,000 | \$4,614 | 3 |
|  | 500,000 to 999,999 | \$64,302 | \$55,742 | \$23,175 | \$110,000 | \$8,912 | 7 |
|  | 1,000,000 or More | \$62,244 | \$64,000 | \$35,000 | \$92,867 | \$9,153 | 13 |

## ASSISTANT EXECUTIVE DIRECTOR (continuet)

| 츨 | by Geographic Region | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| , | New England | \$77,956 | \$92,867 | \$31,000 | \$110,000 | \$14,858 | 3 |
| $\underset{\sim}{\sim}$ | Middle Atlantic | \$41,319 | \$38,080 | \$15,500 | \$80,000 | \$6,910 | 14 |
| ) | South Atlantic | \$48,396 | \$42,575 | \$13,000 | \$109,200 | \$9,717 | 18 |
| - | South Central | \$51,592 | \$50,000 | \$18,000 | \$93,377 | \$8,538 | 9 |
| [ | North Central | \$36,871 | \$31,500 | \$19,000 | \$82,687 | \$5,019 | 16 |
| J | Mountain | \$45,922 | \$49,500 | \$13,650 | \$72,000 | \$5,818 | 8 |
|  | Pacific | \$61,263 | \$55,151 | \$25,750 | \$116,000 | \$14,731 | 17 |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 0 | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | \$24,169 | \$21,500 | \$13,000 | \$40,000 | \$4,331 | 23 |
| $<$ | 3-5 | \$37,306 | \$36,250 | \$18,600 | \$60,000 | \$7,117 | 20 |
| E | 6-10 | \$56,760 | \$59,071 | \$32,000 | \$80,000 | \$9,397 | 14 |
|  | 11 or More | \$73,211 | \$71,000 | \$41,096 | \$116,000 | \$14,173 | 28 |


|  | by Length of Tenure | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$46,470 | \$40,000 | \$13,650 | \$116,000 | \$8,530 | 34 |
|  | Two to Three Years | \$49,545 | \$48,750 | \$13,000 | \$110,000 | \$8,671 | 20 |
|  | Four to Five Years | \$38,617 | \$36,500 | \$19,000 | \$68,072 | \$7,441 | 6 |
|  | Six to Nine Years | \$62,426 | \$64,191 | \$24,000 | \$100,900 | \$14,708 | 8 |
|  | Ten to 14 Years | \$47,647 | \$43,143 | \$20,000 | \$77,748 | \$7,144 | 10 |
|  | 15 Years or More | \$52,587 | \$53,000 | \$18,000 | \$92,867 | \$10,452 | 7 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | \$23,553 | \$19,555 | \$18,600 | \$36,500 | \$10,278 | 4 |
|  | \$100,000 to \$249,999 | \$21,384 | \$20,400 | \$13,650 | \$31,160 | \$1,876 | 12 |
|  | \$250,000 to \$499,999 | \$27,446 | \$26,125 | \$13,000 | \$40,000 | \$3,217 | 12 |
|  | \$500,000 to \$999,999 | \$40,556 | \$39,000 | \$31,000 | \$60,000 | \$7,023 | 9 |
|  | \$1,000,000 to \$4,999,999 | \$60,503 | \$52,500 | \$37,585 | \$110,000 | \$10,151 | 16 |
|  | \$5,000,000 or More | \$78,854 | \$77,748 | \$54,000 | \$116,000 | \$19,982 | 13 |
|  | All Women | \$46,035 | \$39,500 | \$13,000 | \$116,000 | \$8,903 | 66 |


| $\sum$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$20,000 | \$20,000 | \$2,000 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$37,500 | \$37,500 | \$533 | 1 |
|  | \$500,000 to \$999,999 | \$51,201 | \$40,650 | \$32,952 | \$80,000 | \$8,187 | 3 |
|  | \$1,000,000 to \$4,999,999 | \$60,245 | \$58,875 | \$40,000 | \$87,578 | \$12,185 | 12 |
|  | \$5,000,000 or More | \$87,100 | ** | \$65,000 | \$109,200 | \$4,714 | 2 |
|  | All Men | \$58,328 | \$57,750 | \$20,000 | \$109,200 | \$9,618 | 19 |


| 星 | Part-Time Positions Only | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ¢ | Public LAAs | \$23,184 | ** | \$16,109 | \$30,258 | \$5,940 | 2 |
| E | Private, Nonprofit LAAs | \$15,020 | \$12,000 | \$4,000 | \$45,000 | \$351 | 15 |
| A | All Part-Time Positions | \$15,980 | \$12,000 | \$4,000 | \$45,000 | \$1,009 | 17 |

## ASSISTANT EXECUTIVE DIRECTOR (Continued)



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF FINANCE AND ADMINISTRATION

Manages the organization's financial affairs. Responsibilities include preparation and maintenance of financial records and reports, serving as the liaison to the board finance committee, and coordination and administration of operational functions such as facilities and human resources. Other titles may include vice president of finance and administration, vice president of operations, executive vice president, chief operating officer, business manager, and controller.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 85 | $74.6 \%$ |
| Part-Time Positions | 29 | $25.4 \%$ |
| Total | $\mathbf{1 1 4}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$53,521 | \$52,500 | \$34,000 | \$86,000 | \$12,772 | 17 |
|  | Private, Nonprofit | \$38,564 | \$35,000 | \$4,056 | \$78,065 | \$4,882 | 68 |
| 4 | All Local Arts Agencies | \$41,556 | \$37,778 | \$4,056 | \$86,000 | \$6,385 | 85 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$86,000 | \$86,000 | \$6,785 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | \$39,250 | ** | \$34,000 | \$44,500 | \$10,871 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$50,895 | \$52,500 | \$35,000 | \$70,187 | \$10,779 | 7 |
|  | \$5,000,000 or More | \$55,585 | \$53,746 | \$41,729 | \$74,855 | \$15,308 | 7 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$46,462 | \$48,951 | \$34,000 | \$56,436 | \$11,321 | 3 |
|  | 250,000 to 499,999 | \$73,000 | ** | \$60,000 | \$86,000 | \$17,000 | 2 |
|  | 500,000 to 999,999 | \$50,252 | \$45,865 | \$35,000 | \$74,855 | \$12,984 | 6 |
|  | 1,000,000 or More | \$53,826 | \$52,729 | \$44,500 | \$70,187 | \$12,581 | 6 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | \$19,982 | \$19,982 | \$2,424 | 1 |
|  | \$100,000 to \$249,999 | \$15,645 | \$20,000 | \$4,056 | \$22,880 | \$94 | 3 |
|  | \$250,000 to \$499,999 | \$26,925 | \$27,113 | \$18,600 | \$35,000 | \$2,040 | 12 |
|  | \$500,000 to \$999,999 | \$31,473 | \$31,250 | \$10,610 | \$45,075 | \$4,375 | 14 |
|  | \$1,000,000 to \$4,999,999 | \$43,607 | \$41,420 | \$24,000 | \$71,773 | \$5,655 | 32 |
|  | \$5,000,000 or More | \$66,053 | \$70,500 | \$47,250 | \$78,065 | \$10,432 | 6 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$20,391 | ** | \$19,982 | \$20,800 | \$2,212 | 2 |
|  | 30,000 to 99,999 | \$29,126 | \$28,000 | \$10,610 | \$41,840 | \$4,175 | 10 |
|  | 100,000 to 249,999 | \$34,849 | \$35,000 | \$18,600 | \$54,636 | \$3,974 | 11 |
|  | 250,000 to 499,999 | \$36,145 | \$35,000 | \$4,056 | \$60,000 | \$2,971 | 13 |
|  | 500,000 to 999,999 | \$38,543 | \$35,000 | \$17,500 | \$74,500 | \$4,611 | 13 |
|  | 1,000,000 or More | \$49,266 | \$47,250 | \$24,000 | \$78,065 | \$7,553 | 19 |

## DIRECTOR OF FINANCE AND ADMINISTRATION ${ }_{\text {(continueat }}$

| \# | by Geographic Region | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $E$ | New England | ** | ** | \$30,000 | \$30,000 | \$3,281 | 1 |
| 0 | Middle Atlantic | \$39,080 | \$35,000 | \$20,000 | \$86,000 | \$4,984 | 10 |
| ) | South Atlantic | \$36,948 | \$30,500 | \$4,056 | \$74,500 | \$4,500 | 25 |
| $\bigcirc$ | South Central | \$44,878 | \$49,068 | \$17,500 | \$62,400 | \$7,268 | 11 |
| T | North Central | \$40,772 | \$39,000 | \$24,000 | \$77,000 | \$5,695 | 18 |
| O | Mountain | \$45,093 | \$36,500 | \$30,750 | \$78,065 | \$9,560 | 7 |
|  | Pacific | \$49,580 | \$53,746 | \$18,600 | \$74,855 | \$9,717 | 13 |


| $\underset{\sim}{N}$ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| , | One | ** | ** | ** | ** | ** | 0 |
| E | Two | \$33,375 | \$25,863 | \$4,056 | \$86,000 | \$2,304 | 8 |
| < | 3-5 | \$28,235 | \$28,000 | \$10,610 | \$45,075 | \$3,994 | 20 |
| O | 6-10 | \$41,618 | \$40,000 | \$23,160 | \$60,000 | \$5,691 | 27 |
|  | 11 or More | \$52,562 | \$49,534 | \$28,350 | \$78,065 | \$9,556 | 30 |


|  | by Length of Tenure | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \end{gathered}$ | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$42,166 | \$41,729 | \$10,610 | \$74,855 | \$6,397 | 39 |
|  | Two to Three Years | \$37,120 | \$36,250 | \$4,056 | \$71,773 | \$5,091 | 12 |
|  | Four to Five Years | \$37,764 | \$30,500 | \$17,500 | \$66,500 | \$5,318 | 13 |
|  | Six to Nine Years | \$43,032 | \$39,809 | \$19,982 | \$77,000 | \$8,537 | 10 |
|  | Ten to 14 Years | \$52,754 | \$44,709 | \$25,320 | \$86,000 | \$7,706 | 7 |
|  | 15 Years or More | \$37,950 | \$40,500 | \$20,800 | \$50,000 | \$6,258 | 4 |


| $\frac{7}{2}$ | by FY2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Median <br> Base <br> Salary | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | \$19,982 | \$19,982 | \$2,424 | 1 |
|  | \$100,000 to \$249,999 | \$15,645 | \$20,000 | \$4,056 | \$22,880 | \$94 | 3 |
|  | \$250,000 to \$499,999 | \$26,725 | \$26,226 | \$18,600 | \$35,000 | \$2,019 | 11 |
|  | \$500,000 to \$999,999 | \$31,608 | \$32,000 | \$10,610 | \$45,075 | \$4,866 | 15 |
|  | \$1,000,000 to \$4,999,999 | \$41,342 | \$38,889 | \$24,000 | \$65,354 | \$6,870 | 26 |
|  | \$5,000,000 or More | \$60,786 | \$56,436 | \$48,951 | \$78,065 | \$13,181 | 9 |
|  | All Women | \$37,800 | \$35,000 | \$4,056 | \$78,065 | \$6,079 | 65 |


| $\underset{y}{z}$ | by FY2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$86,000 | \$86,000 | \$6,785 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$29,120 | \$29,120 | \$2,268 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$45,000 | \$45,000 | \$10,000 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$52,060 | \$52,500 | \$34,670 | \$71,773 | \$5,984 | 13 |
|  | \$5,000,000 or More | \$59,584 | \$60,875 | \$41,729 | \$74,855 | \$12,780 | 4 |
|  | All Men | \$53,762 | \$51,250 | \$29,120 | \$86,000 | \$7,430 | 20 |


| $\sum_{i}^{T}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public LAAs | \$16,685 | ** | \$11,530 | \$21,840 | \$2,117 | 2 |
| 2 | Private, Nonprofit LAAs | \$12,996 | \$10,231 | \$2,000 | \$56,000 | \$691 | 27 |
| A | All Part-Time Positions | \$13,251 | \$10,506 | \$2,000 | \$56,000 | \$789 | 29 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF DEVELOPMENT

Administers the organization's fundraising activities. Responsibilities include preparation of grant applications, donor identification and management, coordination of annual campaigns and special events, solicitation of major gifts, and facilitation of planned giving. Other titles may include director of resource development, fund development director, vice president of development, and fundraising manager. (See pages 23-25 for a separate profile of united arts fund campaign directors.)

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 56 | $78.9 \%$ |
| Part-Time Positions | 15 | $21.1 \%$ |
| Total | $\mathbf{7 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{i}^{\infty}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$50,368 | \$52,285 | \$30,000 | \$61,359 | \$14,007 | 5 |
| - | Private, Nonprofit | \$45,659 | \$43,000 | \$21,000 | \$95,000 | \$5,456 | 51 |
| 4 | All Local Arts Agencies | \$46,079 | \$43,750 | \$21,000 | \$95,000 | \$6,220 | 56 |
|  | by Fiscal 2001 Budget | Average Base Salary | Median Base Salary | Minimum Base Salary | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of Benefits | Number of Respondents |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | \$30,000 | \$30,000 | \$4,933 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$54,097 | ** | \$48,194 | \$60,000 | \$12,090 | 2 |
|  | \$5,000,000 or More | \$56,822 | ** | \$52,285 | \$61,359 | \$20,461 | 2 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$45,680 | ** | \$30,000 | \$61,359 | \$12,693 | 2 |
|  | 250,000 to 499,999 | ** | ** | ** | ** | ** | 0 |
|  | 500,000 to 999,999 | ** | ** | \$52,285 | \$52,285 | \$20,469 | 1 |
|  | 1,000,000 or More | \$54,097 | ** | \$48,194 | \$60,000 | \$12,090 | 2 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$29,500 | ** | \$25,000 | \$34,000 | \$1,000 | 2 |
|  | \$250,000 to \$499,999 | \$29,560 | \$28,875 | \$21,000 | \$40,000 | \$3,404 | 5 |
|  | \$500,000 to \$999,999 | \$35,778 | \$33,750 | \$23,000 | \$53,000 | \$4,873 | 14 |
|  | \$1,000,000 to \$4,999,999 | \$51,080 | \$50,000 | \$28,000 | \$95,000 | \$5,763 | 26 |
|  | \$5,000,000 or More | \$73,210 | \$74,700 | \$50,429 | \$93,010 | \$10,294 | 4 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$36,404 | \$33,188 | \$21,000 | \$57,300 | \$4,148 | 6 |
|  | 100,000 to 249,999 | \$32,700 | \$32,600 | \$23,000 | \$43,000 | \$3,877 | 6 |
|  | 250,000 to 499,999 | \$41,038 | \$40,800 | \$30,600 | \$56,000 | \$3,588 | 10 |
|  | 500,000 to 999,999 | \$50,499 | \$43,500 | \$28,000 | \$95,000 | \$4,912 | 9 |
|  | 1,000,000 or More | \$52,456 | \$50,215 | \$25,000 | \$93,010 | \$7,502 | 20 |

## DIRECTOR OF DEVELOPMIENT (Continued)

|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| [ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| I | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | \$30,438 | ** | \$28,875 | \$32,000 | \$1,500 | 2 |
| $<$ | 3-5 | \$34,548 | \$34,000 | \$21,000 | \$50,000 | \$4,339 | 17 |
| $\sim$ | 6-10 | \$47,741 | \$43,000 | \$25,000 | \$95,000 | \$5,353 | 17 |
|  | 11 or More | \$56,033 | \$54,325 | \$30,000 | \$93,010 | \$9,027 | 20 |


|  | by Length of Tenure | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$45,852 | \$44,500 | \$21,000 | \$95,000 | \$5,210 | 36 |
|  | Two to Three Years | \$41,324 | \$39,800 | \$28,000 | \$57,300 | \$7,380 | 12 |
|  | Four to Five Years | \$53,364 | \$55,680 | \$37,095 | \$65,000 | \$8,851 | 4 |
|  | Six to Nine Years | \$55,109 | \$47,125 | \$33,176 | \$93,010 | \$9,191 | 4 |
|  | Ten to 14 Years | ** | ** | ** | ** | ** | 0 |
|  | 15 Years or More | ** | ** | ** | ** | ** | 0 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$29,500 | ** | \$25,000 | \$34,000 | \$1,000 | 2 |
|  | \$250,000 to \$499,999 | \$30,763 | \$31,026 | \$21,000 | \$40,000 | \$4,135 | 4 |
|  | \$500,000 to \$999,999 | \$36,718 | \$32,500 | \$23,000 | \$53,000 | \$4,498 | 11 |
|  | \$1,000,000 to \$4,999,999 | \$53,849 | \$50,750 | \$28,000 | \$95,000 | \$6,850 | 21 |
|  | \$5,000,000 or More | \$58,868 | \$56,822 | \$50,429 | \$71,400 | \$13,179 | 4 |
|  | All Women | \$46,482 | \$47,197 | \$21,000 | \$95,000 | \$6,299 | 42 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$24,750 | \$24,750 | \$480 | 1 |
|  | \$500,000 to \$999,999 | \$31,750 | \$33,500 | \$25,000 | \$35,000 | \$5,920 | 4 |
|  | \$1,000,000 to \$4,999,999 | \$43,636 | \$43,000 | \$34,000 | \$55,650 | \$4,311 | 7 |
|  | \$5,000,000 or More | \$85,505 | ** | \$78,000 | \$93,010 | \$14,691 | 2 |
|  | All Men | \$44,872 | \$40,800 | \$24,750 | \$93,010 | \$5,980 | 14 |


|  | Part-Time Positions Only | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | \$17,500 | ** | \$5,000 | \$30,000 | \$0 | 2 |
| 2 | Private, Nonprofit LAAs | \$16,900 | \$15,704 | \$7,360 | \$25,462 | \$1,635 | 13 |
| A | All Part-Time Positions | \$16,980 | \$15,704 | \$5,000 | \$30,000 | \$1,417 | 15 |

## DIRECTOR OF DEVELOPMENT (coninuei)



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## UNITED ARTS FUND CAMPAIGN DIRECTOR

Manages the day-to-day operations of a united arts fund campaign. Responsibilities may include development and implementation of a strategic campaign plan, as well as maintenance of relationships with existing and potential community donors. Other titles may include arts fund director, campaign manager, campaign coordinator, fund manager, and fund coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 13 | $100.0 \%$ |
| Part-Time Positions | 0 | $0.0 \%$ |
| Total | $\mathbf{1 3}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | n/a | n/a | n/a | n/a | n/a | n/a |
| - | Private, Nonprofit | \$50,477 | \$41,000 | \$29,000 | \$81,500 | \$6,755 | 13 |
| 4 | All Local Arts Agencies | n/a | n/a | n/a | n/a | n/a | n/a |
|  |  |  |  |  |  |  |  |
| PUBLIC LAAs | by Fiscal 2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
|  | Less than \$100,000 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | \$100,000 to \$249,999 | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | \$250,000 to \$499,999 | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | \$500,000 to \$999,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | \$1,000,000 to \$4,999,999 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | \$5,000,000 or More | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ |
|  | 30,000 to 99,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | 100,000 to 249,999 | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | 250,000 to 499,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | 500,000 to 999,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | 1,000,000 or More | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | $\mathrm{n} / \mathrm{a}$ |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | \$35,000 | \$35,000 | \$0 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$44,800 | \$40,000 | \$29,000 | \$72,000 | \$5,747 | 9 |
|  | \$5,000,000 or More | \$72,667 | \$76,500 | \$60,000 | \$81,500 | \$12,030 | 3 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | ** | ** | ** | ** | ** | 0 |
|  | 250,000 to 499,999 | \$34,667 | \$35,000 | \$29,000 | \$40,000 | \$3,267 | 3 |
|  | 500,000 to 999,999 | \$53,250 | \$50,500 | \$40,000 | \$72,000 | \$8,322 | 4 |
|  | 1,000,000 or More | \$56,534 | \$54,443 | \$34,000 | \$81,500 | \$7,455 | 6 |

## UNITED ARTS FUND CAMPAIGN DIRECTOR（Continuei）

| 立 | by Geographic Region | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | New England | ＊＊ | ＊＊ | \＄72，000 | \＄72，000 | \＄14，000 | 1 |
| $\underset{\sim}{1}$ | Middle Atlantic | ＊＊ | ＊＊ | \＄35，000 | \＄35，000 | \＄0 | 1 |
| － | South Atlantic | \＄43，000 | \＄40，000 | \＄29，000 | \＄60，000 | \＄6，429 | 3 |
| － | South Central | \＄38，333 | \＄40，000 | \＄34，000 | \＄41，000 | \＄4，437 | 3 |
| ［－1 | North Central | \＄67，950 | \＄76，500 | \＄45，850 | \＄81，500 | \＄12，378 | 3 |
|  | Mountain | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | Pacific | \＄50，667 | ＊＊ | \＄38，318 | \＄63，036 | \＄2，041 | 2 |


| $\underbrace{[1]}_{n}$ | by Number of Full－Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
| ［ | Two | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
| $\stackrel{4}{4}$ | 3－5 | \＄34，500 | ＊＊ | \＄34，000 | \＄35，000 | \＄1，755 | 2 |
| $\overline{6}$ | 6－10 | \＄45，339 | \＄40，000 | \＄38，318 | \＄63，036 | \＄5，101 | 4 |
|  | 11 or More | \＄57，979 | \＄60，000 | \＄29，000 | \＄81，500 | \＄9，129 | 7 |


|  | by Length of Tenure | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \＄47，470 | \＄40，500 | \＄29，000 | \＄76，500 | \＄5，823 | 6 |
|  | Two to Three Years | \＄48，518 | ＊＊ | \＄34，000 | \＄63，036 | \＄3，675 | 2 |
|  | Four to Five Years | \＄58，925 | ＊＊ | \＄45，850 | \＄72，000 | \＄9，906 | 2 |
|  | Six to Nine Years | ＊＊ | ＊＊ | \＄81，500 | \＄81，500 | \＄15，200 | 1 |
|  | Ten to 14 Years | \＄37，500 | ＊＊ | \＄35，000 | \＄40，000 | \＄5，260 | 2 |
|  | 15 Years or More | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \＄100，000 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄100，000 to \＄249，999 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄250，000 to \＄499，999 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄500，000 to \＄999，999 | ＊＊ | ＊＊ | \＄35，000 | \＄35，000 | \＄0 | 1 |
|  | \＄1，000，000 to \＄4，999，999 | \＄45，336 | \＄40，000 | \＄29，000 | \＄72，000 | \＄5，730 | 7 |
|  | \＄5，000，000 or More | \＄72，668 | \＄76，500 | \＄60，000 | \＄81，500 | \＄12，030 | 3 |
|  | All Women | \＄51，850 | \＄41，000 | \＄29，000 | \＄81，500 | \＄6，928 | 11 |


| $\sum$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \＄100，000 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄100，000 to \＄249，999 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄250，000 to \＄499，999 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄500，000 to \＄999，999 | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | \＄1，000，000 to \＄4，999，999 | \＄42，925 | ＊＊ | \＄40，000 | \＄45，850 | \＄5，807 | 2 |
|  | \＄5，000，000 or More | ＊＊ | ＊＊ | ＊＊ | ＊＊ | ＊＊ | 0 |
|  | All Men | \＄42，925 | ＊＊ | \＄40，000 | \＄45，850 | \＄5，807 | 2 |


| 细 | Part－Time Positions Only | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 官 | Public LAAs | $\mathrm{n} / \mathrm{a}$ | n／a | n／a | n／a | n／a | n／a |
| E | Private，Nonprofit LAAs | n／a | n／a | n／a | n／a | n／a | n／a |
| A | All Part－Time Positions | n／a | n／a | n／a | n／a | n／a | n／a |



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF PROGRAMS AND SERVICES

Implements the programs and services delivered to the community. Responsibilities may include the coordination of exhibitions and arts programs, promotion of events, development of artist exhibits and performances, and delivery of technical assistance to the arts field and to the public. Other titles may include community programs manager, arts programming coordinator, vice president of programs and services, cultural activities specialist, and arts programming development officer.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 61 | $91.0 \%$ |
| Part-Time Positions | 6 | $9.0 \%$ |
| Total | $\mathbf{6 7}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{3}^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$52,020 | \$48,366 | \$29,400 | \$92,000 | \$13,555 | 23 |
| $\vartheta$ | Private, Nonprofit | \$34,208 | \$31,500 | \$10,000 | \$65,405 | \$5,097 | 38 |
| 4 | All Local Arts Agencies | \$40,924 | \$39,500 | \$10,000 | \$92,000 | \$8,286 | 61 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$34,699 | \$34,699 | \$11,312 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$47,000 | \$47,000 | \$12,220 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$45,974 | \$41,630 | \$29,400 | \$75,000 | \$10,938 | 13 |
|  | \$5,000,000 or More | \$64,637 | \$58,817 | \$42,216 | \$92,000 | \$18,255 | 8 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | \$34,699 | \$34,699 | \$11,312 | 1 |
|  | 30,000 to 99,999 | ** | ** | \$75,000 | \$75,000 | \$23,000 | 1 |
|  | 100,000 to 249,999 | \$44,608 | ** | \$42,216 | \$47,000 | \$13,146 | 2 |
|  | 250,000 to 499,999 | \$60,500 | \$60,000 | \$53,500 | \$68,000 | \$9,400 | 3 |
|  | 500,000 to 999,999 | \$51,741 | \$44,998 | \$29,400 | \$92,000 | \$14,839 | 12 |
|  | 1,000,000 or More | \$48,788 | \$46,890 | \$41,000 | \$60,371 | \$11,222 | 4 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$15,900 | \$17,700 | \$10,000 | \$20,000 | \$2,220 | 3 |
|  | \$250,000 to \$499,999 | \$28,405 | \$28,000 | \$20,500 | \$40,000 | \$3,097 | 8 |
|  | \$500,000 to \$999,999 | \$34,089 | \$31,500 | \$24,000 | \$50,000 | \$5,183 | 11 |
|  | \$1,000,000 to \$4,999,999 | \$40,625 | \$39,760 | \$24,000 | \$65,405 | \$6,575 | 16 |
|  | \$5,000,000 or More | * | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | \$20,000 | \$20,000 | \$5,460 | 1 |
|  | 30,000 to 99,999 | \$20,944 | \$22,350 | \$10,000 | \$29,075 | \$1,552 | 4 |
|  | 100,000 to 249,999 | \$29,650 | \$25,850 | \$20,500 | \$45,000 | \$3,964 | 9 |
|  | 250,000 to 499,999 | \$33,797 | \$36,000 | \$28,392 | \$37,000 | \$1,428 | 3 |
|  | 500,000 to 999,999 | \$41,466 | \$40,000 | \$24,000 | \$65,405 | \$6,651 | 5 |
|  | 1,000,000 or More | \$38,786 | \$39,510 | \$26,000 | \$58,000 | \$6,799 | 16 |

## DIRECTOR OF PROGRAMS AND SERVICES (Continuel)

| 를 | by Geographic Region | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Q | New England | \$26,000 | ** | \$24,000 | \$28,000 | \$5,680 | 2 |
| $\square$ | Middle Atlantic | \$30,150 | \$30,000 | \$20,000 | \$42,000 | \$6,390 | 9 |
| - | South Atlantic | \$40,810 | \$41,028 | \$10,000 | \$68,000 | \$7,599 | 20 |
| - | South Central | \$39,191 | \$37,500 | \$24,000 | \$60,371 | \$5,413 | 7 |
| - | North Central | \$33,960 | \$31,750 | \$25,000 | \$50,000 | \$5,779 | 10 |
|  | Mountain | \$44,143 | \$47,000 | \$28,000 | \$53,500 | \$8,798 | 5 |
|  | Pacific | \$65,270 | \$66,132 | \$40,000 | \$92,000 | \$18,115 | 8 |


| N | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | \$24,667 | \$24,000 | \$10,000 | \$40,000 | \$2,333 | 3 |
| 4 | 3-5 | \$32,201 | \$28,392 | \$17,700 | \$65,405 | \$5,689 | 19 |
| $\sim$ | 6-10 | \$36,842 | \$39,287 | \$24,000 | \$44,900 | \$6,767 | 11 |
|  | 11 or More | \$50,189 | \$46,683 | \$26,000 | \$92,000 | \$11,282 | 28 |


|  | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$33,203 | \$31,200 | \$10,000 | \$58,000 | \$5,161 | 16 |
|  | Two to Three Years | \$35,565 | \$31,000 | \$17,700 | \$65,405 | \$6,965 | 21 |
|  | Four to Five Years | \$49,033 | \$43,315 | \$34,699 | \$92,000 | \$11,508 | 12 |
|  | Six to Nine Years | \$50,283 | \$41,000 | \$25,850 | \$84,000 | \$10,939 | 3 |
|  | Ten to 14 Years | \$48,878 | \$39,750 | \$29,767 | \$84,000 | \$10,992 | 6 |
|  | 15 Years or More | \$61,921 | \$57,263 | \$53,500 | \$75,000 | \$13,243 | 3 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$13,850 | ** | \$10,000 | \$17,700 | \$600 | 2 |
|  | \$250,000 to \$499,999 | \$29,105 | \$28,000 | \$20,500 | \$40,000 | \$4,010 | 9 |
|  | \$500,000 to \$999,999 | \$35,165 | \$33,750 | \$24,000 | \$50,000 | \$5,770 | 12 |
|  | \$1,000,000 to \$4,999,999 | \$40,303 | \$40,000 | \$24,000 | \$75,000 | \$9,001 | 21 |
|  | \$5,000,000 or More | \$60,415 | \$48,880 | \$48,366 | \$84,000 | \$18,312 | 3 |
|  | All Women | \$37,005 | \$34,699 | \$10,000 | \$84,000 | \$7,457 | 47 |


| $\underset{y}{Z}$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$20,000 | \$20,000 | \$5,460 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$50,163 | \$51,750 | \$30,000 | \$68,000 | \$7,299 | 8 |
|  | \$5,000,000 or More | \$67,170 | \$60,371 | \$42,216 | \$92,000 | \$18,220 | 5 |
|  | All Men | \$54,083 | \$55,382 | \$20,000 | \$92,000 | \$11,068 | 14 |


| $\sum_{\underline{y}}^{\underline{y}}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | ** | ** | ** | ** | ** | 0 |
| 2 | Private, Nonprofit LAAs | \$17,987 | \$15,990 | \$8,300 | \$30,000 | \$562 | 6 |
| A | All Part-Time Positions | n/a | n/a | n/a | n/a | n/a | n/a |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF MARKETING

Designs and implements the organization's marketing and sales strategies and public relations plan. Responsibilities may include maintenance of relationships with media and oversight of external communications such as printed and promotional materials. Other titles may include public relations director, vice president of marketing, vice president of communications, vice president of public relations, marketing manager, and marketing coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 66 | $78.6 \%$ |
| Part-Time Positions | 18 | $21.4 \%$ |
| Total | $\mathbf{8 4}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$51,135 | \$53,676 | \$24,000 | \$76,000 | \$10,779 | 15 |
|  | Private, Nonprofit | \$37,061 | \$33,000 | \$11,842 | \$101,000 | \$4,285 | 51 |
| , | All Local Arts Agencies | \$40,260 | \$35,000 | \$11,842 | \$101,000 | \$5,684 | 66 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$44,027 | \$32,081 | \$24,000 | \$76,000 | \$7,000 | 3 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | \$24,250 | \$24,250 | \$4,117 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$55,030 | \$52,000 | \$37,500 | \$74,478 | \$11,629 | 7 |
|  | \$5,000,000 or More | \$56,371 | \$54,679 | \$53,676 | \$62,451 | \$12,846 | 4 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$24,000 | \$24,000 | \$4,000 | 1 |
|  | 100,000 to 249,999 | \$43,115 | \$42,879 | \$24,250 | \$62,451 | \$11,666 | 4 |
|  | 250,000 to 499,999 | \$57,625 | \$58,500 | \$37,500 | \$76,000 | \$14,667 | 4 |
|  | 500,000 to 999,999 | \$57,729 | ** | \$55,457 | \$60,000 | \$12,368 | 2 |
|  | 1,000,000 or More | \$56,152 | \$51,950 | \$46,230 | \$74,478 | \$7,876 | 4 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$21,281 | \$19,000 | \$11,842 | \$33,000 | \$0 | 3 |
|  | \$250,000 to \$499,999 | \$30,400 | \$30,000 | \$25,000 | \$35,000 | \$2,588 | 5 |
|  | \$500,000 to \$999,999 | \$28,939 | \$28,715 | \$21,000 | \$38,000 | \$2,771 | 16 |
|  | \$1,000,000 to \$4,999,999 | \$38,625 | \$37,500 | \$27,000 | \$75,000 | \$4,788 | 21 |
|  | \$5,000,000 or More | \$66,684 | \$65,776 | \$40,000 | \$101,000 | \$10,119 | 6 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$27,355 | \$30,000 | \$11,842 | \$37,852 | \$2,116 | 9 |
|  | 100,000 to 249,999 | \$31,175 | \$31,000 | \$21,000 | \$41,200 | \$3,093 | 8 |
|  | 250,000 to 499,999 | \$31,004 | \$33,000 | \$19,000 | \$41,600 | \$2,499 | 7 |
|  | 500,000 to 999,999 | \$41,965 | \$33,600 | \$27,000 | \$75,000 | \$4,733 | 10 |
|  | 1,000,000 or More | \$44,578 | \$38,850 | \$25,000 | \$101,000 | \$6,467 | 17 |

## DIRECTOR OF MARKETING (Continued)

|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| [ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| I | One | ** | ** | ** | ** | ** | 0 |
| E | Two | \$39,974 | \$32,081 | \$11,842 | \$76,000 | \$5,000 | 3 |
| $<$ | 3-5 | \$29,141 | \$29,750 | \$19,000 | \$43,000 | \$2,334 | 18 |
| $\sim$ | 6-10 | \$39,635 | \$35,000 | \$21,000 | \$101,000 | \$5,151 | 21 |
|  | 11 or More | \$49,181 | \$51,000 | \$24,250 | \$75,000 | \$8,719 | 24 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\text { ® }}{\square}$ | Less than Two Years | \$36,703 | \$32,500 | \$11,842 | \$75,000 | \$5,045 | 38 |
| 7 | Two to Three Years | \$44,171 | \$37,926 | \$24,250 | \$101,000 | \$6,428 | 14 |
| [工] | Four to Five Years | \$39,061 | \$30,000 | \$24,000 | \$60,000 | \$5,337 | 7 |
| E | Six to Nine Years | \$58,851 | \$66,052 | \$34,500 | \$76,000 | \$8,837 | 3 |
|  | Ten to 14 Years | \$48,513 | \$48,200 | \$35,200 | \$62,451 | \$8,179 | 4 |
|  | 15 Years or More | ** | ** | ** | ** | ** | 0 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$23,985 | \$24,000 | \$11,842 | \$33,000 | \$2,800 | 5 |
|  | \$250,000 to \$499,999 | \$30,500 | \$31,000 | \$25,000 | \$35,000 | \$3,235 | 4 |
|  | \$500,000 to \$999,999 | \$28,268 | \$26,465 | \$21,000 | \$38,000 | \$2,341 | 16 |
|  | \$1,000,000 to \$4,999,999 | \$43,404 | \$41,200 | \$27,000 | \$75,000 | \$6,372 | 21 |
|  | \$5,000,000 or More | \$61,754 | \$56,729 | \$40,000 | \$101,000 | \$10,039 | 8 |
|  | All Women | \$38,884 | \$33,000 | \$11,842 | \$101,000 | \$5,158 | 54 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$76,000 | \$76,000 | \$5,650 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$30,000 | \$30,000 | \$0 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$35,000 | \$35,000 | \$11,000 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$40,693 | \$37,852 | \$27,500 | \$54,000 | \$6,878 | 7 |
|  | \$5,000,000 or More | \$65,776 | ** | \$65,500 | \$66,052 | \$15,890 | 2 |
|  | All Men | \$46,450 | \$43,926 | \$27,500 | \$76,000 | \$8,266 | 12 |


|  | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | \$29,336 | \$25,000 | \$17,680 | \$56,000 | \$354 | 5 |
| 2 | Private, Nonprofit LAAs | \$12,948 | \$11,484 | \$2,000 | \$24,000 | \$707 | 13 |
| A | All Part-Time Positions | \$17,500 | \$17,684 | \$2,000 | \$56,000 | \$609 | 18 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF GRANTS PROGRAMS

Manages arts grants program. Responsibilities include the direction of grant allocations and disbursement, delivery of technical assistance to applicants, organization of grant panel meetings, and management of the reporting and review process. Other titles may include grants manager and grants coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 61 | $81.3 \%$ |
| Part-Time Positions | 14 | $18.7 \%$ |
| Total | $\mathbf{7 5}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$46,921 | \$45,000 | \$28,000 | \$92,000 | \$10,964 | 25 |
| $\geqslant$ | Private, Nonprofit | \$37,324 | \$34,414 | \$17,640 | \$74,700 | \$5,671 | 36 |
| 4 | All Local Arts Agencies | \$41,257 | \$36,000 | \$17,640 | \$92,000 | \$7,840 | 61 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$32,499 | ** | \$29,997 | \$35,000 | \$9,084 | 2 |
|  | \$250,000 to \$499,999 | ** | ** | \$28,000 | \$28,000 | \$0 | 1 |
|  | \$500,000 to \$999,999 | \$42,890 | ** | \$33,280 | \$52,500 | \$15,089 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$46,295 | \$45,381 | \$33,123 | \$65,000 | \$10,612 | 11 |
|  | \$5,000,000 or More | \$53,888 | \$55,980 | \$30,294 | \$92,000 | \$12,114 | 9 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$29,997 | \$29,997 | \$8,167 | 1 |
|  | 100,000 to 249,999 | \$41,671 | \$34,600 | \$28,000 | \$56,316 | \$6,423 | 5 |
|  | 250,000 to 499,999 | \$44,374 | \$35,000 | \$33,123 | \$65,000 | \$13,667 | 3 |
|  | 500,000 to 999,999 | \$53,554 | \$45,381 | \$30,294 | \$92,000 | \$12,986 | 7 |
|  | 1,000,000 or More | \$47,407 | \$45,700 | \$35,000 | \$60,078 | \$11,324 | 9 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$17,640 | \$17,640 | \$0 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$20,500 | \$20,500 | \$4,000 | 1 |
|  | \$500,000 to \$999,999 | \$28,944 | \$30,000 | \$22,000 | \$35,500 | \$3,783 | 8 |
|  | \$1,000,000 to \$4,999,999 | \$38,262 | \$35,500 | \$29,767 | \$56,700 | \$5,776 | 22 |
|  | \$5,000,000 or More | \$58,050 | \$53,750 | \$50,000 | \$74,700 | \$10,710 | 4 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$17,640 | \$17,640 | \$0 | 1 |
|  | 100,000 to 249,999 | \$24,833 | \$22,000 | \$20,500 | \$32,000 | \$4,500 | 3 |
|  | 250,000 to 499,999 | \$31,525 | \$31,300 | \$30,000 | \$33,900 | \$3,058 | 6 |
|  | 500,000 to 999,999 | \$41,698 | \$40,874 | \$25,000 | \$74,700 | \$5,055 | 12 |
|  | 1,000,000 or More | \$40,142 | \$37,250 | \$29,767 | \$56,700 | \$7,976 | 14 |

## DIRECTOR OF GRANTS PROGRAMS (continued)

| z | by Geographic Region | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | New England | \$46,500 | ** | \$41,500 | \$51,500 | \$9,500 | 2 |
| $\underset{\sim}{2}$ | Middle Atlantic | \$34,619 | \$35,000 | \$20,500 | \$47,000 | \$7,299 | 10 |
| $\bigcirc$ | South Atlantic | \$37,638 | \$34,600 | \$22,000 | \$74,700 | \$6,729 | 15 |
| $\bigcirc$ | South Central | \$35,986 | \$30,000 | \$17,640 | \$56,316 | \$5,734 | 10 |
| 5 | North Central | \$41,331 | \$42,650 | \$25,000 | \$56,000 | \$7,338 | 8 |
| - | Mountain | \$42,518 | \$40,247 | \$33,280 | \$56,160 | \$6,803 | 5 |
|  | Pacific | \$55,438 | \$56,700 | \$32,000 | \$92,000 | \$12,298 | 11 |


| $\underset{N}{\mathbf{N}}$ | by Number of Full-Time Staff | Average Base Salary | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum <br> Base <br> Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5 | One | ** | ** | ** | ** | ** | 0 |
| 析 | Two | \$28,847 | \$29,997 | \$17,640 | \$35,000 | \$4,833 | 5 |
| 4 | 3-5 | \$33,486 | \$32,340 | \$20,500 | \$52,500 | \$6,031 | 12 |
| E | 6-10 | \$42,090 | \$41,799 | \$30,000 | \$65,000 | \$7,739 | 19 |
|  | 11 or More | \$46,836 | \$41,500 | \$29,767 | \$92,000 | \$9,388 | 25 |


| $\stackrel{\text { 告 }}{\substack{a}}$ | by Length of Tenure | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Median Base Salary | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$39,281 | \$34,800 | \$20,500 | \$92,000 | \$7,117 | 28 |
|  | Two to Three Years | \$43,759 | \$40,750 | \$30,294 | \$74,700 | \$8,863 | 14 |
|  | Four to Five Years | \$46,251 | \$46,801 | \$30,000 | \$56,316 | \$8,434 | 8 |
|  | Six to Nine Years | \$37,774 | \$39,600 | \$17,640 | \$55,980 | \$6,151 | 5 |
|  | Ten to 14 Years | \$32,003 | \$29,882 | \$28,000 | \$40,247 | \$4,742 | 4 |
|  | 15 Years or More | \$58,646 | ** | \$52,500 | \$64,791 | \$18,865 | 2 |


| $\frac{7}{2}$ | by FY2001 Budget | Average Base Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$23,819 | ** | \$17,640 | \$29,997 | \$4,084 | 2 |
|  | \$250,000 to \$499,999 | \$24,250 | ** | \$20,500 | \$28,000 | \$2,000 | 2 |
|  | \$500,000 to \$999,999 | \$28,944 | \$30,000 | \$22,000 | \$35,500 | \$3,783 | 8 |
|  | \$1,000,000 to \$4,999,999 | \$40,264 | \$37,250 | \$30,000 | \$65,000 | \$7,297 | 24 |
|  | \$5,000,000 or More | \$53,200 | \$55,980 | \$30,294 | \$74,700 | \$10,978 | 11 |
|  | All Women | \$39,983 | \$35,000 | \$17,640 | \$74,700 | \$7,198 | 47 |


| $\underset{y}{z}$ | by FY2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$35,000 | \$35,000 | \$10,000 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | \$42,890 | ** | \$33,280 | \$52,500 | \$15,089 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$42,742 | \$40,247 | \$29,767 | \$60,078 | \$7,629 | 9 |
|  | \$5,000,000 or More | \$66,000 | ** | \$40,000 | \$92,000 | \$15,550 | 2 |
|  | All Men | \$45,533 | \$40,124 | \$29,767 | \$92,000 | \$9,996 | 14 |


| $\sum_{i}^{4}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public LAAs | \$25,752 | ** | \$12,000 | \$39,504 | \$5,669 | 2 |
| $\frac{2}{2}$ | Private, Nonprofit LAAs | \$14,453 | \$14,200 | \$7,215 | \$30,000 | \$608 | 12 |
| - | All Part-Time Positions | \$16,067 | \$14,200 | \$7,215 | \$39,504 | \$1,331 | 14 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## PUBLIC ART DIRECTOR

Administers public art programs and activities. Responsibilities may include advising artist live/work programs, hosting technical assistance workshops, making presentations to civic groups and government agencies, and preparing ordinances, grant proposals, reports, and other correspondences. Other titles may include public art coordinator and public art manager.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 36 | $83.7 \%$ |
| Part-Time Positions | 7 | $16.3 \%$ |
| Total | $\mathbf{4 3}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$54,506 | \$51,355 | \$31,008 | \$92,000 | \$11,097 | 24 |
|  | Private, Nonprofit | \$46,771 | \$46,750 | \$17,000 | \$72,800 | \$7,127 | 12 |
| , | All Local Arts Agencies | \$51,928 | \$50,000 | \$17,000 | \$92,000 | \$9,773 | 36 |


| 2 | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | \$41,600 | \$41,600 | \$14,144 | 1 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$33,004 | ** | \$31,008 | \$35,000 | \$9,344 | 2 |
|  | \$500,000 to \$999,999 | ** | ** | \$49,920 | \$49,920 | \$0 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$52,758 | \$52,000 | \$38,068 | \$64,900 | \$9,629 | 13 |
|  | \$5,000,000 or More | \$66,393 | \$65,146 | \$50,000 | \$92,000 | \$15,474 | 7 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$42,460 | ** | \$35,000 | \$49,920 | \$4,900 | 2 |
|  | 100,000 to 249,999 | \$43,689 | \$44,876 | \$31,008 | \$55,182 | \$8,236 | 3 |
|  | 250,000 to 499,999 | \$53,422 | \$52,000 | \$42,110 | \$63,000 | \$7,700 | 5 |
|  | 500,000 to 999,999 | \$60,275 | \$64,900 | \$38,068 | \$92,000 | \$15,598 | 9 |
|  | 1,000,000 or More | \$56,513 | \$57,840 | \$50,000 | \$64,646 | \$10,587 | 5 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$23,338 | ** | \$17,000 | \$29,675 | \$2,721 | 2 |
|  | \$500,000 to \$999,999 | \$46,500 | ** | \$43,000 | \$50,000 | \$3,334 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$47,382 | \$43,500 | \$32,000 | \$70,408 | \$8,052 | 5 |
|  | \$5,000,000 or More | \$61,558 | \$61,874 | \$50,000 | \$72,800 | \$11,052 | 3 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$32,000 | \$32,000 | \$6,400 | 1 |
|  | 100,000 to 249,999 | ** | ** | \$50,000 | \$50,000 | \$0 | 1 |
|  | 250,000 to 499,999 | \$30,058 | \$29,675 | \$17,000 | \$43,500 | \$2,619 | 3 |
|  | 500,000 to 999,999 | \$63,900 | ** | \$55,000 | \$72,800 | \$7,534 | 2 |
|  | 1,000,000 or More | \$52,256 | \$50,000 | \$36,000 | \$70,408 | \$11,239 | 5 |

## PUBLIC ART DIRECTOR (Continued)

| z | by Geographic Region | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | New England | ** | ** | \$35,000 | \$35,000 | \$9,800 | 1 |
| $\underset{\sim}{2}$ | Middle Atlantic | \$34,000 | ** | \$32,000 | \$36,000 | \$7,444 | 2 |
| $\bigcirc$ | South Atlantic | \$52,681 | \$51,000 | \$29,675 | \$74,903 | \$8,260 | 8 |
| $\bigcirc$ | South Central | \$46,707 | \$50,000 | \$17,000 | \$64,900 | \$9,417 | 7 |
| 5 | North Central | ** | ** | \$50,000 | \$50,000 | \$5,000 | 1 |
| - | Mountain | \$49,489 | \$50,000 | \$31,008 | \$64,646 | \$9,743 | 7 |
|  | Pacific | \$62,158 | \$60,039 | \$44,876 | \$92,000 | \$12,196 | 10 |


| $\mathbf{N}_{\mathbf{N}}$ | by Number of Full-Time Staff | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| O | One | \$47,173 | \$49,920 | \$41,600 | \$50,000 | \$4,715 | 3 |
| - | Two | ** | ** | \$35,000 | \$35,000 | \$9,800 | 1 |
| 4 | 3-5 | \$40,351 | \$43,000 | \$17,000 | \$64,900 | \$8,120 | 7 |
| ${ }_{0}$ | 6-10 | \$52,951 | \$52,855 | \$38,068 | \$64,646 | \$9,863 | 8 |
|  | 11 or More | \$58,048 | \$60,078 | \$32,000 | \$92,000 | \$11,303 | 17 |


|  | by Length of Tenure | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$51,040 | \$50,000 | \$32,000 | \$74,903 | \$9,893 | 15 |
|  | Two to Three Years | \$50,775 | \$50,000 | \$17,000 | \$92,000 | \$8,367 | 9 |
|  | Four to Five Years | \$51,731 | \$50,000 | \$31,008 | \$64,646 | \$9,774 | 5 |
|  | Six to Nine Years | \$47,861 | \$43,500 | \$29,675 | \$70,408 | \$6,604 | 3 |
|  | Ten to 14 Years | \$62,245 | \$61,874 | \$50,710 | \$74,150 | \$15,654 | 3 |
|  | 15 Years or More | ** | ** | \$57,840 | \$57,840 | \$12,500 | 1 |


| $\begin{aligned} & 7 \\ & 8 \\ & 8 \\ & 8 \end{aligned}$ | by FY2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | \$41,600 | \$41,600 | \$14,144 | 1 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$28,171 | \$30,342 | \$17,000 | \$35,000 | \$6,033 | 4 |
|  | \$500,000 to \$999,999 | \$49,960 | ** | \$49,920 | \$50,000 | \$0 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$51,995 | \$52,000 | \$32,000 | \$70,408 | \$9,007 | 13 |
|  | \$5,000,000 or More | \$64,942 | \$63,510 | \$50,000 | \$92,000 | \$14,147 | 10 |
|  | All Women | \$52,652 | \$50,355 | \$17,000 | \$92,000 | \$9,894 | 30 |


| $\underset{y}{z}$ | by FY2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | \$43,000 | \$43,000 | \$6,668 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$49,366 | \$50,000 | \$36,000 | \$64,646 | \$9,669 | 5 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | \$48,305 | \$46,500 | \$36,000 | \$64,646 | \$9,169 | 6 |


| $\sum_{1}^{E}$ | Part-Time Positions Only | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{F}{F}$ | Public LAAs | \$23,516 | ** | \$15,000 | \$32,032 | \$2,082 | 2 |
| 寿 | Private, Nonprofit LAAs | \$22,530 | \$26,000 | \$10,000 | \$35,000 | \$367 | 5 |
| A | All Part-Time Positions | \$22,811 | \$26,000 | \$10,000 | \$35,000 | \$857 | 7 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF ARTS EDUCATION

Develops and administers arts education programs. Responsibilities may include identification of community outreach opportunities, implementation of arts in education advocacy programs, and the creation of partnerships with local arts organizations, businesses, and schools. Other titles may include vice president of arts education, arts education coordinator, and arts education manager.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 89 | $67.9 \%$ |
| Part-Time Positions | 42 | $32.1 \%$ |
| Total | $\mathbf{1 3 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{i}^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$48,532 | \$47,070 | \$31,000 | \$84,000 | \$10,510 | 21 |
| $\vartheta$ | Private, Nonprofit | \$31,692 | \$30,800 | \$13,650 | \$57,300 | \$3,937 | 68 |
| 4 | All Local Arts Agencies | \$35,665 | \$34,000 | \$13,650 | \$84,000 | \$5,488 | 89 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$41,544 | \$41,544 | \$5,800 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$31,000 | \$31,000 | \$5,784 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$46,267 | \$46,405 | \$34,000 | \$58,165 | \$8,493 | 12 |
|  | \$5,000,000 or More | \$55,919 | \$48,880 | \$37,000 | \$84,000 | \$15,317 | 7 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$41,544 | \$41,544 | \$5,800 | 1 |
|  | 100,000 to 249,999 | \$45,492 | \$44,000 | \$31,000 | \$63,962 | \$9,389 | 5 |
|  | 250,000 to 499,999 | \$49,055 | \$55,000 | \$34,000 | \$58,165 | \$12,000 | 3 |
|  | 500,000 to 999,999 | \$52,248 | \$47,070 | \$35,000 | \$84,000 | \$13,243 | 7 |
|  | 1,000,000 or More | \$47,453 | \$48,880 | \$37,000 | \$55,000 | \$7,854 | 5 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$22,055 | \$21,000 | \$13,650 | \$32,000 | \$192 | 6 |
|  | \$250,000 to \$499,999 | \$26,514 | \$26,750 | \$17,750 | \$37,000 | \$4,310 | 17 |
|  | \$500,000 to \$999,999 | \$29,425 | \$29,500 | \$21,000 | \$40,000 | \$3,440 | 20 |
|  | \$1,000,000 to \$4,999,999 | \$38,613 | \$38,800 | \$24,960 | \$57,300 | \$4,571 | 24 |
|  | \$5,000,000 or More | ** | ** | \$56,782 | \$56,782 | \$14,763 | 1 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | \$20,000 | \$20,000 | \$0 | 1 |
|  | 30,000 to 99,999 | \$26,602 | \$26,750 | \$17,680 | \$36,000 | \$1,678 | 14 |
|  | 100,000 to 249,999 | \$26,692 | \$27,000 | \$13,650 | \$40,000 | \$5,603 | 11 |
|  | 250,000 to 499,999 | \$33,211 | \$32,250 | \$20,800 | \$57,300 | \$3,274 | 18 |
|  | 500,000 to 999,999 | \$33,916 | \$32,500 | \$21,000 | \$55,000 | \$4,408 | 11 |
|  | 1,000,000 or More | \$38,319 | \$39,600 | \$28,000 | \$56,782 | \$5,781 | 13 |

## DIRECTOR OF ARTS EDUCATION (Continual)

| z | by Geographic Region | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | New England | \$38,500 | \$36,000 | \$27,000 | \$55,000 | \$5,410 | 4 |
| 2 | Middle Atlantic | \$31,991 | \$33,500 | \$17,680 | \$52,280 | \$4,862 | 18 |
| - | South Atlantic | \$34,100 | \$34,869 | \$13,650 | \$49,300 | \$6,383 | 17 |
| $\bigcirc$ | South Central | \$32,403 | \$32,500 | \$21,000 | \$47,070 | \$3,929 | 13 |
| Tr | North Central | \$28,870 | \$28,000 | \$17,750 | \$46,000 | \$2,566 | 16 |
| - | Mountain | \$43,150 | \$40,755 | \$24,960 | \$63,962 | \$8,449 | 10 |
|  | Pacific | \$47,976 | \$42,000 | \$22,500 | \$84,000 | \$9,358 | 11 |


| $\underset{N}{\mathbf{N}}$ | by Number of Full-Time Staff | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | One | ** | ** | ** | ** | ** | 0 |
| E | Two | \$24,552 | \$21,500 | \$17,680 | \$41,544 | \$3,856 | 10 |
| H | 3-5 | \$28,796 | \$28,000 | \$13,650 | \$42,000 | \$2,945 | 29 |
| 湤 | 6-10 | \$38,500 | \$35,500 | \$26,500 | \$57,300 | \$5,798 | 24 |
|  | 11 or More | \$44,985 | \$43,000 | \$24,960 | \$84,000 | \$8,665 | 26 |


|  | by Length of Tenure | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{aligned} & \text { Average } \\ & \text { Value of } \\ & \text { Benefits } \\ & \hline \end{aligned}$ | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$33,254 | \$33,825 | \$13,650 | \$58,165 | \$4,569 | 37 |
|  | Two to Three Years | \$33,865 | \$31,071 | \$18,500 | \$57,300 | \$4,786 | 23 |
|  | Four to Five Years | \$34,732 | \$34,236 | \$19,000 | \$55,000 | \$5,206 | 10 |
|  | Six to Nine Years | \$41,311 | \$32,500 | \$27,000 | \$65,615 | \$7,377 | 7 |
|  | Ten to 14 Years | \$40,295 | \$44,500 | \$22,000 | \$56,782 | \$6,266 | 7 |
|  | 15 Years or More | \$49,274 | \$47,070 | \$32,000 | \$84,000 | \$12,345 | 5 |


|  | by FY2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$24,170 | \$23,500 | \$17,680 | \$32,000 | \$0 | 4 |
|  | \$250,000 to \$499,999 | \$27,286 | \$26,750 | \$17,750 | \$41,544 | \$2,338 | 15 |
|  | \$500,000 to \$999,999 | \$28,868 | \$29,000 | \$21,000 | \$35,500 | \$3,663 | 19 |
|  | \$1,000,000 to \$4,999,999 | \$41,146 | \$40,600 | \$26,500 | \$58,165 | \$5,573 | 32 |
|  | \$5,000,000 or More | \$57,306 | \$56,782 | \$37,000 | \$84,000 | \$15,691 | 7 |
|  | All Women | \$36,003 | \$34,000 | \$17,680 | \$84,000 | \$5,102 | 77 |


| $\frac{7}{x}$ | by FY2001 Budget | Average Base Salary | Median Base Salary | Minimum <br> Base <br> Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$17,825 | ** | \$13,650 | \$22,000 | \$577 | 2 |
|  | \$250,000 to \$499,999 | \$27,667 | \$30,000 | \$18,000 | \$35,000 | \$14,667 | 3 |
|  | \$500,000 to \$999,999 | \$35,500 | ** | \$31,000 | \$40,000 | \$2,499 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$41,310 | \$44,000 | \$24,960 | \$52,280 | \$8,325 | 4 |
|  | \$5,000,000 or More | ** | ** | \$47,070 | \$47,070 | \$12,139 | 1 |
|  | All Men | \$33,497 | \$33,000 | \$13,650 | \$52,280 | \$7,966 | 12 |


| $\sum_{E}^{E}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{5}{5}$ | Public LAAs | \$19,226 | \$20,000 | \$12,000 | \$27,130 | \$1,762 | 5 |
| , | Private, Nonprofit LAAs | \$15,794 | \$15,000 | \$300 | \$46,780 | \$912 | 37 |
| A | All Part-Time Positions | \$16,202 | \$15,240 | \$300 | \$46,780 | \$1,013 | 42 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF TECHNOLOGY

Manages the technological assets of the organization. Responsibilities may include oversight of computer networks, maintenance of hardware and software, troubleshooting technical issues, system upgrades and integration, and website development and/or design. Other titles may include vice president of technology, information technology (IT) director, technology coordinator, and technology manager.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 16 | $76.2 \%$ |
| Part-Time Positions | 5 | $23.8 \%$ |
| Total | $\mathbf{2 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{i}^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$47,377 | \$45,644 | \$36,700 | \$61,519 | \$6,884 | 4 |
|  | Private, Nonprofit | \$32,356 | \$30,000 | \$22,000 | \$49,992 | \$5,684 | 12 |
| $<$ | All Local Arts Agencies | \$36,111 | \$31,500 | \$22,000 | \$61,519 | \$5,984 | 16 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$52,000 | \$52,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$45,835 | \$39,287 | \$36,700 | \$61,519 | \$9,179 | 3 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | ** | ** | ** | ** | ** | 0 |
|  | 250,000 to 499,999 | ** | ** | \$52,000 | \$52,000 | \$0 | 1 |
|  | 500,000 to 999,999 | \$37,994 | ** | \$36,700 | \$39,287 | \$9,039 | 2 |
|  | 1,000,000 or More | ** | ** | \$61,519 | \$61,519 | \$9,458 | 1 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$30,000 | \$30,000 | \$12,000 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$22,000 | \$22,000 | \$0 | 1 |
|  | \$500,000 to \$999,999 | \$30,250 | ** | \$29,000 | \$31,500 | \$5,150 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$29,796 | \$29,912 | \$27,000 | \$32,200 | \$3,653 | 6 |
|  | \$5,000,000 or More | \$48,496 | ** | \$47,000 | \$49,992 | \$11,999 | 2 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | \$30,000 | \$30,000 | \$12,000 | 1 |
|  | 30,000 to 99,999 | ** | ** | \$30,000 | \$30,000 | \$6,000 | 1 |
|  | 100,000 to 249,999 | ** | ** | ** | ** | ** | 0 |
|  | 250,000 to 499,999 | \$28,840 | \$31,500 | \$22,000 | \$32,200 | \$2,240 | 5 |
|  | 500,000 to 999,999 | ** | ** | \$29,824 | \$29,824 | \$0 | 1 |
|  | 1,000,000 or More | \$38,561 | \$38,000 | \$28,250 | \$49,992 | \$9,753 | 4 |

## DIRECTOR OF TECHNOLOGY (Continued)

|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| $\underset{\sim}{N}$ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | \$41,000 | ** | \$30,000 | \$52,000 | \$6,000 | 2 |
| $\underset{4}{4}$ | 3-5 | \$27,500 | \$29,000 | \$22,000 | \$31,500 | \$3,433 | 3 |
| $\underset{\sim}{2}$ | 6-10 | \$33,203 | \$31,850 | \$29,824 | \$39,287 | \$3,821 | 4 |
|  | 11 or More | \$40,066 | \$36,700 | \$27,000 | \$61,519 | \$8,309 | 7 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\square}{\square}$ | Less than Two Years | \$30,250 | ** | \$29,000 | \$31,500 | \$5,908 | 2 |
| 7 | Two to Three Years | \$36,292 | \$31,500 | \$22,000 | \$61,519 | \$4,624 | 7 |
| [-1 | Four to Five Years | \$31,512 | \$28,250 | \$27,000 | \$39,287 | \$5,449 | 3 |
| $E$ | Six to Nine Years | \$39,996 | ** | \$30,000 | \$49,992 | \$12,499 | 2 |
|  | Ten to 14 Years | ** | ** | \$52,000 | \$52,000 | \$0 | 1 |
|  | 15 Years or More | ** | ** | \$36,700 | \$36,700 | \$10,221 | 1 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$52,000 | \$52,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$22,000 | \$22,000 | \$0 | 1 |
|  | \$500,000 to \$999,999 | \$30,250 | ** | \$29,000 | \$31,500 | \$5,150 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$33,934 | \$34,100 | \$28,250 | \$39,287 | \$6,827 | 4 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Women | \$33,780 | \$31,500 | \$22,000 | \$52,000 | \$4,701 | 8 |


| $\underset{E}{Z}$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$30,000 | \$30,000 | \$12,000 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$36,109 | \$30,000 | \$27,000 | \$61,519 | \$4,429 | 5 |
|  | \$5,000,000 or More | \$48,496 | ** | \$47,000 | \$49,992 | \$11,999 | 2 |
|  | All Men | \$38,442 | \$31,100 | \$27,000 | \$61,519 | \$7,268 | 8 |


| $\sum_{\text {E }}^{\text {E }}$ | Part-Time Positions Only | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ) | Public LAAs | \$12,681 | ** | \$10,665 | \$14,696 | \$340 | 2 |
| 2 | Private, Nonprofit LAAs | \$21,210 | \$27,000 | \$6,630 | \$30,000 | \$1,333 | 3 |
| A | All Part-Time Positions | \$17,798 | \$14,696 | \$6,630 | \$30,000 | \$936 | 5 |

## DIRECTOR OF TECHNOLOGY (Continued)



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF FACILITIES

Manages the day-to-day operations of cultural facilities. Responsibilities may include management, operation, and oversight of all buildings and facilities owned by the organization. Other titles may include facilities manager and director of facility operations.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 45 | $88.2 \%$ |
| Part-Time Positions | 6 | $11.8 \%$ |
| Total | $\mathbf{5 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{i}^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$57,826 | \$59,438 | \$22,000 | \$104,981 | \$12,610 | 16 |
| $\vartheta$ | Private, Nonprofit | \$33,695 | \$31,000 | \$12,000 | \$77,584 | \$5,214 | 29 |
| 4 | All Local Arts Agencies | \$42,275 | \$36,200 | \$12,000 | \$104,981 | \$7,844 | 45 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$26,300 | \$26,300 | \$7,900 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$22,000 | \$22,000 | \$1,683 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$60,704 | \$59,876 | \$32,400 | \$104,981 | \$11,565 | 9 |
|  | \$5,000,000 or More | \$66,115 | \$63,924 | \$49,024 | \$90,000 | \$17,620 | 5 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$42,641 | \$40,712 | \$22,000 | \$68,628 | \$9,123 | 6 |
|  | 250,000 to 499,999 | ** | ** | \$60,000 | \$60,000 | \$12,000 | 1 |
|  | 500,000 to 999,999 | \$67,500 | \$66,500 | \$47,000 | \$90,000 | \$15,700 | 4 |
|  | 1,000,000 or More | \$67,874 | \$59,876 | \$51,588 | \$104,981 | \$14,446 | 5 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$30,000 | \$30,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | \$22,616 | \$22,439 | \$18,895 | \$26,000 | \$2,922 | 6 |
|  | \$500,000 to \$999,999 | \$26,762 | \$29,536 | \$12,000 | \$32,500 | \$2,976 | 6 |
|  | \$1,000,000 to \$4,999,999 | \$39,365 | \$37,312 | \$24,098 | \$77,584 | \$6,674 | 15 |
|  | \$5,000,000 or More | ** | ** | \$60,415 | \$60,415 | \$15,707 | 1 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$17,439 | ** | \$12,000 | \$22,879 | \$3,589 | 2 |
|  | 30,000 to 99,999 | \$35,294 | \$37,312 | \$20,800 | \$47,769 | \$6,778 | 3 |
|  | 100,000 to 249,999 | \$36,015 | \$29,536 | \$18,895 | \$77,584 | \$5,327 | 6 |
|  | 250,000 to 499,999 | \$33,186 | \$35,000 | \$22,000 | \$45,350 | \$4,545 | 9 |
|  | 500,000 to 999,999 | \$35,000 | ** | \$32,500 | \$37,500 | \$6,000 | 2 |
|  | 1,000,000 or More | \$35,947 | \$30,000 | \$24,098 | \$60,415 | \$5,546 | 7 |

## DIRECTOR OF FACILITIES <br> (Continued)

| 를 | by Geographic Region | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 0 | New England | ** | ** | \$37,500 | \$37,500 | \$7,000 | 1 |
|  | Middle Atlantic | \$32,236 | \$30,500 | \$12,000 | \$47,769 | \$5,044 | 8 |
| $\zeta$ | South Atlantic | \$39,054 | \$32,400 | \$22,000 | \$68,000 | \$7,745 | 9 |
|  | South Central | \$43,675 | \$40,750 | \$22,000 | \$68,628 | \$7,899 | 6 |
| 5 | North Central | \$29,988 | \$28,585 | \$18,895 | \$45,350 | \$4,050 | 8 |
|  | Mountain | \$45,941 | \$49,024 | \$26,000 | \$65,000 | \$9,156 | 7 |
|  | Pacific | \$71,990 | \$68,730 | \$40,500 | \$104,981 | \$15,337 | 6 |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ** | ** | ** | ** | ** | 0 |
| [近 | Two | ** | ** | ** | ** | ** | 0 |
| < | 3-5 | \$23,723 | \$25,122 | \$12,000 | \$31,000 | \$2,975 | 11 |
| $\sim$ | 6-10 | \$46,403 | \$39,000 | \$29,120 | \$104,981 | \$7,321 | 10 |
|  | 11 or More | \$49,058 | \$48,385 | \$22,000 | \$90,000 | \$10,293 | 24 |


|  | by Length of Tenure | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$46,389 | \$33,700 | \$20,800 | \$104,981 | \$8,171 | 14 |
|  | Two to Three Years | \$30,007 | \$29,120 | \$18,895 | \$45,350 | \$4,087 | 9 |
|  | Four to Five Years | \$53,334 | \$59,000 | \$25,043 | \$68,628 | \$11,190 | 5 |
|  | Six to Nine Years | \$42,627 | \$35,926 | \$26,300 | \$77,584 | \$9,097 | 6 |
|  | Ten to 14 Years | \$40,889 | \$47,000 | \$12,000 | \$60,415 | \$9,209 | 7 |
|  | 15 Years or More | \$43,550 | \$36,850 | \$32,500 | \$68,000 | \$6,700 | 4 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$30,000 | \$30,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | \$23,561 | ** | \$22,000 | \$25,122 | \$4,648 | 2 |
|  | \$500,000 to \$999,999 | \$29,484 | \$29,952 | \$26,000 | \$32,500 | \$3,267 | 3 |
|  | \$1,000,000 to \$4,999,999 | \$49,154 | \$47,175 | \$33,072 | \$68,000 | \$7,794 | 10 |
|  | \$5,000,000 or More | \$79,314 | ** | \$68,628 | \$90,000 | \$21,606 | 2 |
|  | All Women | \$45,319 | \$38,350 | \$22,000 | \$90,000 | \$7,792 | 18 |


| $\sum$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$22,975 | \$22,879 | \$18,895 | \$26,300 | \$3,227 | 5 |
|  | \$500,000 to \$999,999 | \$23,530 | \$25,560 | \$12,000 | \$31,000 | \$2,435 | 4 |
|  | \$1,000,000 to \$4,999,999 | \$46,090 | \$37,500 | \$24,098 | \$104,981 | \$9,018 | 14 |
|  | \$5,000,000 or More | \$58,091 | \$59,708 | \$49,024 | \$63,924 | \$15,148 | 4 |
|  | All Men | \$40,245 | \$35,000 | \$12,000 | \$104,981 | \$7,879 | 27 |


| E | Part-Time Positions Only | Average <br> Base <br> Salary | Median <br> Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{6}{6}$ | Public LAAs | ** | ** | \$14,000 | \$14,000 | \$2,000 | 1 |
| E | Private, Nonprofit LAAs | \$17,966 | \$16,000 | \$12,500 | \$30,000 | \$2,400 | 5 |
| A | All Part-Time Positions | \$17,305 | \$15,500 | \$12,500 | \$30,000 | \$2,333 | 6 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## MEMBERSHIP DIRECTOR

Develops and manages membership services. Responsibilities may include implementation of membership renewal campaigns, new member solicitation programs, and response to membership requests. Other titles may include membership coordinator, membership manager, and director of member recruitment.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 23 | $76.7 \%$ |
| Part-Time Positions | 7 | $23.3 \%$ |
| Total | $\mathbf{3 0}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum^{2}$ | by Legal Status | Average <br> Base <br> Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | Public/Gov't. Agencies | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
| - | Private, Nonprofit | \$27,747 | \$28,000 | \$11,700 | \$37,000 | \$3,990 | 23 |
| 4 | All Local Arts Agencies | n/a | n/a | n/a | n/a | n/a | n/a |


| 2 <br> 2 <br>  <br>  <br> 2 <br> 2 <br> 2 | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | \$100,000 to \$249,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | \$250,000 to \$499,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | \$500,000 to \$999,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | \$1,000,000 to \$4,999,999 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | \$5,000,000 or More | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ |
|  | 30,000 to 99,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | 100,000 to 249,999 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ |
|  | 250,000 to 499,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | 500,000 to 999,999 | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | 1,000,000 or More | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | $\mathrm{n} / \mathrm{a}$ |


| SVVT 出LVAIXd | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$21,113 | \$22,375 | \$11,700 | \$28,000 | \$1,038 | 4 |
|  | \$250,000 to \$499,999 | ** | ** | \$18,720 | \$18,720 | \$4,000 | 1 |
|  | \$500,000 to \$999,999 | \$27,917 | \$25,500 | \$23,000 | \$36,000 | \$5,270 | 6 |
|  | \$1,000,000 to \$4,999,999 | \$30,229 | \$30,000 | \$22,000 | \$37,000 | \$3,900 | 11 |
|  | \$5,000,000 or More | ** | ** | \$35,000 | \$35,000 | \$9,100 | 1 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$28,172 | \$29,500 | \$23,500 | \$31,516 | \$3,039 | 3 |
|  | 100,000 to 249,999 | \$24,840 | \$26,000 | \$11,700 | \$32,000 | \$3,043 | 5 |
|  | 250,000 to 499,999 | \$26,118 | \$24,875 | \$18,720 | \$36,000 | \$2,365 | 4 |
|  | 500,000 to 999,999 | ** | ** | \$37,000 | \$37,000 | \$7,000 | 1 |
|  | 1,000,000 or More | \$28,800 | \$27,500 | \$22,000 | \$35,000 | \$5,099 | 10 |


| 立 | by Geographic Region | Average Base Salary | $\begin{gathered} \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | New England | ** | ** | \$28,000 | \$28,000 | \$3,000 | 1 |
| $\underline{L}$ | Middle Atlantic | \$28,536 | \$25,000 | \$19,750 | \$37,000 | \$3,967 | 7 |
| $\zeta$ | South Atlantic | \$25,675 | \$28,000 | \$11,700 | \$35,000 | \$2,553 | 4 |
|  | South Central | \$20,360 | ** | \$18,720 | \$22,000 | \$4,000 | 2 |
| [-1) | North Central | \$28,419 | \$28,250 | \$23,500 | \$34,000 | \$4,549 | 6 |
| $\bigcirc$ | Mountain | \$32,250 | ** | \$29,500 | \$35,000 | \$4,550 | 2 |
|  | Pacific | ** | ** | \$32,000 | \$32,000 | \$6,400 | 1 |


| N | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | ** | ** | \$28,000 | \$28,000 | \$3,000 | 1 |
| < | 3-5 | \$22,528 | \$22,375 | \$11,700 | \$34,000 | \$4,002 | 6 |
| $\underset{\sim}{*}$ | 6-10 | \$28,857 | \$29,500 | \$23,000 | \$36,000 | \$2,423 | 7 |
|  | 11 or More | \$30,335 | \$31,516 | \$22,000 | \$37,000 | \$5,312 | 9 |


| [ | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\sim}{\square}$ | Less than Two Years | \$27,142 | \$26,000 | \$11,700 | \$37,000 | \$3,904 | 17 |
| 7 | Two to Three Years | \$32,000 | \$32,000 | \$30,000 | \$34,000 | \$6,265 | 3 |
| G | Four to Five Years | ** | ** | ** | ** | ** | 0 |
| - | Six to Nine Years | \$26,922 | \$29,500 | \$19,750 | \$31,516 | \$2,206 | 3 |
|  | Ten to 14 Years | ** | ** | ** | ** | ** | 0 |
|  | 15 Years or More | ** | ** | ** | ** | ** | 0 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$21,113 | \$22,375 | \$11,700 | \$28,000 | \$1,038 | 4 |
|  | \$250,000 to \$499,999 | ** | ** | \$18,720 | \$18,720 | \$4,000 | 1 |
|  | \$500,000 to \$999,999 | \$28,900 | \$26,000 | \$23,500 | \$36,000 | \$4,524 | 5 |
|  | \$1,000,000 to \$4,999,999 | \$30,127 | \$30,758 | \$22,000 | \$35,000 | \$3,974 | 8 |
|  | \$5,000,000 or More | ** | ** | \$35,000 | \$35,000 | \$9,100 | 1 |
|  | All Women | \$27,562 | \$28,000 | \$11,700 | \$36,000 | \$3,772 | 19 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | \$23,000 | \$23,000 | \$9,000 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$30,500 | \$29,500 | \$25,000 | \$37,000 | \$3,705 | 3 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | \$28,625 | \$27,250 | \$23,000 | \$37,000 | \$5,029 | 4 |


| $\sum_{\underline{y}}^{\underline{y}}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public LAAs | n/a | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
| 2 | Private, Nonprofit LAAs | \$8,945 | \$10,000 | \$2,400 | \$13,000 | \$989 | 7 |
| A | All Part-Time Positions | n/a | n/a | n/a | n/a | n/a | n/a |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## DIRECTOR OF SALES

Oversees management of retail and ticket sales. Responsibilities may include management of a gallery retail shop or consolidated box office. Other titles may include box office manager, gift shop manager, ticket center manager, booking manager, and sales manager.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 8 | $61.5 \%$ |
| Part-Time Positions | 5 | $38.5 \%$ |
| Total | $\mathbf{1 3}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{k}^{\infty}$ | by Legal Status | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$54,121 | \$53,500 | \$43,956 | \$65,526 | \$13,824 | 4 |
|  | Private, Nonprofit | \$24,768 | \$25,000 | \$20,070 | \$29,000 | \$2,827 | 4 |
|  | All Local Arts Agencies | \$39,444 | \$36,478 | \$20,070 | \$65,526 | \$8,325 | 8 |


|  | by Fiscal 2001 Budget | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$47,978 | ** | \$43,956 | \$52,000 | \$9,715 | 2 |
|  | \$5,000,000 or More | \$60,263 | ** | \$55,000 | \$65,526 | \$17,934 | 2 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$58,763 | ** | \$52,000 | \$65,526 | \$14,921 | 2 |
|  | 250,000 to 499,999 | ** | ** | ** | ** | ** | 0 |
|  | 500,000 to 999,999 | ** | ** | ** | ** | ** | 0 |
|  | 1,000,000 or More | \$49,478 | ** | \$43,956 | \$55,000 | \$12,727 | 2 |


|  | by Fiscal 2001 Budget | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum <br> Base <br> Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$27,000 | \$27,000 | \$2,818 | 1 |
|  | \$500,000 to \$999,999 | \$21,535 | ** | \$20,070 | \$23,000 | \$2,737 | 2 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | \$29,000 | \$29,000 | \$3,015 | 1 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$20,070 | \$20,070 | \$2,823 | 1 |
|  | 100,000 to 249,999 | \$25,000 | ** | \$23,000 | \$27,000 | \$2,735 | 2 |
|  | 250,000 to 499,999 | ** | ** | \$29,000 | \$29,000 | \$3,015 | 1 |
|  | 500,000 to 999,999 | ** | ** | ** | ** | ** | 0 |
|  | 1,000,000 or More | ** | ** | ** | ** | ** | 0 |

## DIRECTOR OF SALES (Continued)

| 를 | by Geographic Region | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | New England | ** | ** | ** | ** | ** | 0 |
|  | Middle Atlantic | ** | ** | \$27,000 | \$27,000 | \$2,818 | 1 |
|  | South Atlantic | \$38,675 | \$43,956 | \$20,070 | \$52,000 | \$7,417 | 3 |
|  | South Central | ** | ** | ** | ** | ** | 0 |
| [-1 | North Central | ** | ** | ** | ** | ** | 0 |
| $\bigcirc$ | Mountain | \$44,263 | ** | \$23,000 | \$65,526 | \$12,247 | 2 |
|  | Pacific | \$42,000 | ** | \$29,000 | \$55,000 | \$8,520 | 2 |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 0 | One | ** | ** | ** | ** | ** | 0 |
| I | Two | ** | ** | ** | ** | ** | 0 |
| 4 | 3-5 | ** | ** | \$27,000 | \$27,000 | \$2,818 | 1 |
| E | 6-10 | \$29,007 | \$26,000 | \$20,070 | \$43,956 | \$4,980 | 4 |
|  | 11 or More | \$57,509 | \$55,000 | \$52,000 | \$65,526 | \$14,622 | 3 |


| $\frac{\underline{4}}{\underline{a}}$ | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | ** | ** | \$23,000 | \$23,000 | \$2,651 | 1 |
|  | Two to Three Years | \$24,535 | ** | \$20,070 | \$29,000 | \$2,919 | 2 |
|  | Four to Five Years | \$35,478 | ** | \$27,000 | \$43,956 | \$7,124 | 2 |
|  | Six to Nine Years | ** | ** | \$65,526 | \$65,526 | \$21,842 | 1 |
|  | Ten to 14 Years | ** | ** | \$52,000 | \$52,000 | \$8,000 | 1 |
|  | 15 Years or More | ** | ** | \$55,000 | \$55,000 | \$14,025 | 1 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$27,000 | \$27,000 | \$2,818 | 1 |
|  | \$500,000 to \$999,999 | \$21,535 | ** | \$20,070 | \$23,000 | \$2,737 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$47,621 | \$47,978 | \$29,000 | \$65,526 | \$11,072 | 4 |
|  | \$5,000,000 or More | ** | ** | \$55,000 | \$55,000 | \$14,025 | 1 |
|  | All Women | \$39,444 | \$36,478 | \$20,070 | \$65,526 | \$8,325 | 8 |


| $\sum$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | \$100,000 to \$249,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | \$250,000 to \$499,999 | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ |
|  | \$500,000 to \$999,999 | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | $\mathrm{n} / \mathrm{a}$ |
|  | \$1,000,000 to \$4,999,999 | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | \$5,000,000 or More | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a |
|  | All Men | n/a | n/a | n/a | n/a | n/a | n/a |


| 退 | Part-Time Positions Only | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | ** | ** | ** | ** | ** | 0 |
| 2 | Private, Nonprofit LAAs | \$11,743 | \$10,575 | \$1,428 | \$25,000 | \$1,255 | 5 |
| A | All Part-Time Positions | n/a | n/a | n/a | n/a | n/a | n/a |



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## ARTISTIC DIRECTOR

Coordinates visual and performing arts events. Responsibilities may include program oversight, program choreography, graphic design, and management of stage operations, equipment, and production staff. Other titles may include performing arts director, music director, production manager, events and performing arts coordinator, and dance arts coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 26 | $83.9 \%$ |
| Part-Time Positions | 5 | $16.1 \%$ |
| Total | $\mathbf{3 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$43,694 | \$42,974 | \$27,000 | \$58,000 | \$7,892 | 14 |
|  | Private, Nonprofit | \$42,081 | \$37,050 | \$25,000 | \$90,351 | \$6,646 | 12 |
| , | All Local Arts Agencies | \$42,949 | \$41,800 | \$25,000 | \$90,351 | \$7,317 | 26 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$27,000 | \$27,000 | \$11,673 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$44,978 | \$43,248 | \$32,590 | \$58,000 | \$7,601 | 13 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$38,760 | \$39,780 | \$27,000 | \$47,772 | \$8,575 | 5 |
|  | 250,000 to 499,999 | \$48,495 | \$46,175 | \$41,600 | \$58,000 | \$6,020 | 5 |
|  | 500,000 to 999,999 | \$55,000 | ** | \$54,000 | \$56,000 | \$10,250 | 2 |
|  | 1,000,000 or More | \$32,718 | ** | \$32,590 | \$32,846 | \$8,507 | 2 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$37,336 | ** | \$29,000 | \$45,671 | \$4,363 | 2 |
|  | \$500,000 to \$999,999 | \$32,025 | \$32,500 | \$25,000 | \$38,100 | \$3,410 | 4 |
|  | \$1,000,000 to \$4,999,999 | \$42,370 | \$42,000 | \$27,000 | \$61,800 | \$6,779 | 5 |
|  | \$5,000,000 or More | ** | ** | \$90,351 | \$90,351 | \$23,491 | 1 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$31,883 | \$32,550 | \$25,000 | \$38,100 | \$3,461 | 3 |
|  | 100,000 to 249,999 | ** | ** | \$61,800 | \$61,800 | \$12,360 | 1 |
|  | 250,000 to 499,999 | \$31,333 | \$29,000 | \$29,000 | \$36,000 | \$4,698 | 3 |
|  | 500,000 to 999,999 | ** | ** | \$45,671 | \$45,671 | \$4,725 | 1 |
|  | 1,000,000 or More | \$51,963 | \$45,250 | \$27,000 | \$90,351 | \$9,548 | 4 |

## ARTISTIC DIRECTOR (Continued)

|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | One | ** | ** | ** | ** | ** | 0 |
| [ | Two | ** | ** | ** | ** | ** | 0 |
| < | 3-5 | \$32,954 | \$29,000 | \$25,000 | \$45,671 | \$4,789 | 5 |
| $\sim$ | 6-10 | \$34,739 | \$34,423 | \$29,000 | \$42,000 | \$6,349 | 6 |
|  | 11 or More | \$49,565 | \$47,772 | \$27,000 | \$90,351 | \$8,547 | 15 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\square}{\square}$ | Less than Two Years | \$34,139 | \$32,718 | \$25,000 | \$42,700 | \$5,067 | 10 |
| 7 | Two to Three Years | \$43,333 | \$36,000 | \$36,000 | \$58,000 | \$7,181 | 3 |
| - | Four to Five Years | \$46,375 | \$51,250 | \$29,000 | \$54,000 | \$8,563 | 4 |
| E | Six to Nine Years | ** | ** | \$61,800 | \$61,800 | \$12,360 | 1 |
|  | Ten to 14 Years | \$50,595 | \$41,514 | \$29,000 | \$90,351 | \$10,873 | 4 |
|  | 15 Years or More | \$48,905 | \$46,974 | \$45,671 | \$56,000 | \$6,981 | 4 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | * | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$27,000 | \$27,000 | \$11,673 | 1 |
|  | \$500,000 to \$999,999 | \$27,000 | ** | \$25,000 | \$29,000 | \$5,398 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$43,282 | \$42,974 | \$32,550 | \$58,000 | \$7,131 | 10 |
|  | \$5,000,000 or More | ** | ** | \$90,351 | \$90,351 | \$23,491 | 1 |
|  | All Women | \$43,155 | \$41,240 | \$25,000 | \$90,351 | \$8,376 | 14 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | \$37,336 | ** | \$29,000 | \$45,671 | \$4,363 | 2 |
|  | \$500,000 to \$999,999 | \$37,050 | ** | \$36,000 | \$38,100 | \$1,422 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$45,468 | \$45,250 | \$27,000 | \$61,800 | \$7,675 | 8 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | \$42,710 | \$41,800 | \$27,000 | \$61,800 | \$6,081 | 12 |


| 细 | Part-Time Positions Only | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $E$ | Public LAAs | ** | ** | ** | ** | ** | 0 |
| $\stackrel{2}{2}$ | Private, Nonprofit LAAs | \$18,545 | \$13,800 | \$6,000 | \$36,000 | \$0 | 5 |
| A | All Part-Time Positions | n/a | n/a | n/a | n/a | n/a | n/a |

## ARTISTIC DIRECTOR (continued)



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## GALLERY DIRECTOR

Manages the day-to-day operations of an art gallery. Responsibilities may include management of the art collection and exhibition spaces, and planning exhibitions and education programs in the visual arts. Other titles may include gallery coordinator, director of visual arts center, museum manager, director of collections, visual arts director, and visual arts specialist.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 13 | $65.0 \%$ |
| Part-Time Positions | 7 | $35.0 \%$ |
| Total | $\mathbf{2 0}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$54,011 | \$53,604 | \$47,902 | \$64,602 | \$14,115 | 7 |
|  | Private, Nonprofit | \$22,061 | \$22,565 | \$12,000 | \$29,500 | \$2,384 | 6 |
|  | All Local Arts Agencies | \$39,265 | \$47,902 | \$12,000 | \$64,602 | \$8,701 | 13 |


|  | by Fiscal 2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | *** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$49,301 | \$50,000 | \$47,902 | \$50,000 | \$11,429 | 3 |
|  | \$5,000,000 or More | \$57,544 | \$55,985 | \$53,604 | \$64,602 | \$16,130 | 4 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$59,103 | ** | \$53,604 | \$64,602 | \$18,544 | 2 |
|  | 250,000 to 499,999 | ** | ** | \$50,000 | \$50,000 | \$10,000 | 1 |
|  | 500,000 to 999,999 | \$53,990 | \$55,985 | \$50,000 | \$55,985 | \$11,811 | 3 |
|  | 1,000,000 or More | ** | ** | \$47,902 | \$47,902 | \$16,287 | 1 |


|  | by Fiscal 2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Maximum <br> Base <br> Salary | $\begin{aligned} & \text { Average } \\ & \text { Value of } \\ & \text { Benefits } \\ & \hline \end{aligned}$ | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$23,500 | ** | \$22,000 | \$25,000 | \$2,350 | 2 |
|  | \$250,000 to \$499,999 | \$24,456 | \$23,130 | \$20,737 | \$29,500 | \$1,383 | 3 |
|  | \$500,000 to \$999,999 | ** | ** | \$12,000 | \$12,000 | \$5,454 | 1 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$12,000 | \$12,000 | \$5,454 | 1 |
|  | 100,000 to 249,999 | \$23,377 | \$23,130 | \$22,000 | \$25,000 | \$1,567 | 3 |
|  | 250,000 to 499,999 | ** | ** | \$29,500 | \$29,500 | \$4,000 | 1 |
|  | 500,000 to 999,999 | ** | ** | \$20,737 | \$20,737 | \$150 | 1 |
|  | 1,000,000 or More | ** | ** | ** | ** | ** | 0 |


| 츨 | by Geographic Region | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Q | New England | ** | ** | ** | ** | ** | 0 |
| ${ }^{2}$ | Middle Atlantic | ** | ** | ** | ** | ** | 0 |
| - | South Atlantic | \$31,800 | \$25,000 | \$12,000 | \$50,000 | \$5,631 | 5 |
| - | South Central | \$41,552 | ** | \$29,500 | \$53,604 | \$9,777 | 2 |
| - | North Central | ** | ** | ** | ** | ** | 0 |
| $\checkmark$ | Mountain | \$56,252 | ** | \$47,902 | \$64,602 | \$18,911 | 2 |
|  | Pacific | \$38,959 | \$39,558 | \$20,737 | \$55,985 | \$6,896 | 4 |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 0 | One | ** | ** | ** | ** | ** | 0 |
| I | Two | \$21,369 | ** | \$20,737 | \$22,000 | \$1,425 | 2 |
| $<$ | 3-5 | \$22,408 | \$24,065 | \$12,000 | \$29,500 | \$2,864 | 4 |
| E | 6-10 | ** | ** | \$47,902 | \$47,902 | \$16,287 | 1 |
|  | 11 or More | \$55,029 | \$54,795 | \$50,000 | \$64,602 | \$13,753 | 6 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\square}{\square}$ | Less than Two Years | \$19,667 | \$22,000 | \$12,000 | \$25,000 | \$3,385 | 3 |
| 7 | Two to Three Years | \$26,315 | ** | \$23,130 | \$29,500 | \$2,000 | 2 |
| - | Four to Five Years | ** | ** | \$47,902 | \$47,902 | \$16,287 | 1 |
| F | Six to Nine Years | \$42,241 | \$50,000 | \$20,737 | \$55,985 | \$7,955 | 3 |
|  | Ten to 14 Years | \$51,802 | ** | \$50,000 | \$53,604 | \$11,777 | 2 |
|  | 15 Years or More | \$60,294 | ** | \$55,985 | \$64,602 | \$17,625 | 2 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$25,000 | \$25,000 | \$2,000 | 1 |
|  | \$250,000 to \$499,999 | \$24,456 | \$23,130 | \$20,737 | \$29,500 | \$1,383 | 3 |
|  | \$500,000 to \$999,999 | ** | ** | \$12,000 | \$12,000 | \$5,454 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$49,301 | \$50,000 | \$47,902 | \$50,000 | \$11,429 | 3 |
|  | \$5,000,000 or More | \$58,064 | \$55,985 | \$53,604 | \$64,602 | \$16,935 | 3 |
|  | All Women | \$39,315 | \$47,902 | \$12,000 | \$64,602 | \$8,790 | 11 |


| $\sum$ | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$22,000 | \$22,000 | \$2,700 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$5,000,000 or More | ** | ** | \$55,985 | \$55,985 | \$13,716 | 2 |
|  | All Men | \$38,993 | ** | \$22,000 | \$55,985 | \$8,208 | 2 |


| $\sum_{\text {E }}^{\text {E }}$ | Part-Time Positions Only | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| , | Public LAAs | ** | ** | \$14,000 | \$14,000 | \$2,000 | 1 |
| 2 | Private, Nonprofit LAAs | \$13,035 | \$13,250 | \$6,000 | \$23,712 | \$815 | 6 |
| A | All Part-Time Positions | \$13,173 | \$13,500 | \$6,000 | \$23,712 | \$984 | 7 |



## Demographic Characteristics




Educational Attainment


Focus of College Degree


Length of Tenure in Years


## CURATOR

Develops, plans, and manages art exhibits. Responsibilities may include selection, promotion, and installation of exhibits, and management of the preservation of permanent collections. Other titles may include curator of collections and exhibitions, and exhibitions director.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 8 | $88.9 \%$ |
| Part-Time Positions | 1 | $11.1 \%$ |
| Total | $\mathbf{9}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum_{-1}^{\infty}$ | by Legal Status | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | $\begin{gathered} \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$39,250 | \$38,500 | \$32,000 | \$48,000 | \$5,122 | 4 |
| $\cdots$ | Private, Nonprofit | \$34,361 | \$31,297 | \$21,850 | \$53,000 | \$4,153 | 4 |
|  | All Local Arts Agencies | \$36,806 | \$33,500 | \$21,850 | \$53,000 | \$4,637 | 8 |


|  | by Fiscal 2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | \$37,000 | ** | \$32,000 | \$42,000 | \$5,443 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$41,500 | ** | \$35,000 | \$48,000 | \$4,800 | 2 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | \$40,667 | \$42,000 | \$32,000 | \$48,000 | \$5,162 | 3 |
|  | 250,000 to 499,999 | ** | ** | ** | ** | ** | 0 |
|  | 500,000 to 999,999 | ** | ** | \$35,000 | \$35,000 | \$5,000 | 1 |
|  | 1,000,000 or More | ** | ** | ** | ** | ** | 0 |


|  | by Fiscal 2001 Budget | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$21,850 | \$21,850 | \$480 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | \$31,000 | \$31,000 | \$4,000 | 1 |
|  | \$1,000,000 to \$4,999,999 | \$42,297 | ** | \$31,594 | \$53,000 | \$6,065 | 2 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | \$28,148 | \$31,000 | \$21,850 | \$31,594 | \$3,705 | 3 |
|  | 100,000 to 249,999 | ** | ** | ** | ** | ** | 0 |
|  | 250,000 to 499,999 | ** | ** | ** | ** | ** | 0 |
|  | 500,000 to 999,999 | ** | ** | ** | ** | ** | 0 |
|  | 1,000,000 or More | ** | ** | \$53,000 | \$53,000 | \$5,495 | 1 |


|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| [ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| I | One | ** | ** | ** | ** | ** | 0 |
| [近 | Two | ** | ** | ** | ** | ** | 0 |
| $<$ | 3-5 | \$31,617 | \$31,000 | \$21,850 | \$42,000 | \$3,160 | 3 |
| $\sim$ | 6-10 | ** | ** | \$48,000 | \$48,000 | \$4,600 | 1 |
|  | 11 or More | \$37,899 | \$33,500 | \$31,594 | \$53,000 | \$5,754 | 4 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\square}{\square}$ | Less than Two Years | \$36,865 | \$31,594 | \$31,000 | \$48,000 | \$5,078 | 3 |
|  | Two to Three Years | \$32,713 | \$33,500 | \$21,850 | \$42,000 | \$4,092 | 4 |
| - | Four to Five Years | ** | ** | \$53,000 | \$53,000 | \$5,495 | 1 |
| E | Six to Nine Years | ** | ** | ** | ** | ** | 0 |
|  | Ten to 14 Years | ** | ** | ** | ** | ** | 0 |
|  | 15 Years or More | ** | ** | ** | ** | ** | 0 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | * | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$21,850 | \$21,850 | \$480 | 1 |
|  | \$500,000 to \$999,999 | \$35,000 | \$32,000 | \$31,000 | \$42,000 | \$4,962 | 3 |
|  | \$1,000,000 to \$4,999,999 | \$41,899 | \$41,500 | \$31,594 | \$53,000 | \$5,433 | 4 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Women | \$36,806 | \$33,500 | \$21,850 | \$53,000 | \$4,637 | 8 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | n/a | n/a | n/a | n/a | n/a | n/a |


| $\begin{aligned} & \text { E } \\ & \sum_{i}^{2} \end{aligned}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| E | Public LAAs | ** | ** | ** | ** | ** | 0 |
| 2 | Private, Nonprofit LAAs | ** | ** | \$24,050 | \$24,050 | \$3,562 | 1 |
| A | All Part-Time Positions | n/a | n/a | n/a | n/a | n/a | n/a |



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## OFFICE MANAGER

The day-to-day manager of the office. Responsibilities may include tracking accounts payable/receivable, coordination of programs and services, maintenance of office databases, purchasing office supplies, and staff allocation. Other titles may include operations coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 16 | $76.2 \%$ |
| Part-Time Positions | 5 | $23.8 \%$ |
| Total | $\mathbf{2 1}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

|  | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Public/Gov't. Agencies | \$26,830 | ** | \$26,000 | \$27,660 | \$8,250 | 2 |
|  | Private, Nonprofit | \$26,271 | \$24,500 | \$17,000 | \$42,500 | \$3,879 | 14 |
| , | All Local Arts Agencies | \$26,341 | \$25,500 | \$17,000 | \$42,500 | \$4,426 | 16 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$26,830 | ** | \$26,000 | \$27,660 | \$8,250 | 2 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | ** | ** | \$27,660 | \$27,660 | \$7,000 | 1 |
|  | 250,000 to 499,999 | ** | ** | ** | ** | ** | 0 |
|  | 500,000 to 999,999 | ** | ** | \$26,000 | \$26,000 | \$9,500 | 1 |
|  | 1,000,000 or More | ** | ** | ** | ** | ** | 0 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$17,000 | \$17,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | \$22,950 | \$21,500 | \$20,800 | \$28,000 | \$2,840 | 4 |
|  | \$500,000 to \$999,999 | \$24,500 | ** | \$23,000 | \$26,000 | \$1,250 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$27,917 | \$25,500 | \$23,000 | \$37,500 | \$4,908 | 6 |
|  | \$5,000,000 or More | ** | ** | \$42,500 | \$42,500 | \$11,000 | 1 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | \$17,000 | \$17,000 | \$0 | 1 |
|  | 30,000 to 99,999 | ** | ** | \$26,000 | \$26,000 | \$2,500 | 1 |
|  | 100,000 to 249,999 | \$23,200 | \$22,000 | \$20,800 | \$28,000 | \$3,590 | 4 |
|  | 250,000 to 499,999 | \$24,000 | \$24,000 | \$22,000 | \$26,000 | \$2,309 | 5 |
|  | 500,000 to 999,999 | ** | ** | \$37,500 | \$37,500 | \$7,000 | 1 |
|  | 1,000,000 or More | \$37,250 | ** | \$32,000 | \$42,500 | \$9,453 | 2 |

## OFFICE MANAGER (Continuci)

|  |
| :--- | :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  |


| [-1 | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| [r | One | ** | ** | ** | ** | ** | 0 |
| E | Two | \$20,000 | ** | \$17,000 | \$23,000 | \$0 | 2 |
| $<$ | 3-5 | \$22,950 | \$21,500 | \$20,800 | \$28,000 | \$2,840 | 4 |
| 0 | 6-10 | \$24,750 | \$25,000 | \$23,000 | \$26,000 | \$3,883 | 4 |
|  | 11 or More | \$31,777 | \$29,830 | \$25,000 | \$42,500 | \$7,320 | 6 |


| [-1 | by Length of Tenure | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\square}{\square}$ | Less than Two Years | \$25,400 | \$26,000 | \$20,800 | \$32,000 | \$3,399 | 7 |
| 7 | Two to Three Years | \$27,125 | \$24,500 | \$22,000 | \$37,500 | \$5,125 | 4 |
| - | Four to Five Years | \$30,167 | \$25,000 | \$23,000 | \$42,500 | \$6,505 | 3 |
| $E$ | Six to Nine Years | ** | ** | ** | ** | ** | 0 |
|  | Ten to 14 Years | ** | ** | \$17,000 | \$17,000 | \$0 | 1 |
|  | 15 Years or More | ** | ** | \$27,660 | \$27,660 | \$7,000 | 1 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$17,000 | \$17,000 | \$0 | 1 |
|  | \$250,000 to \$499,999 | \$22,950 | \$21,500 | \$20,800 | \$28,000 | \$2,840 | 4 |
|  | \$500,000 to \$999,999 | \$24,500 | ** | \$23,000 | \$26,000 | \$1,250 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$26,532 | \$26,000 | \$23,000 | \$32,000 | \$6,884 | 5 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Women | \$24,205 | \$23,500 | \$17,000 | \$32,000 | \$4,023 | 12 |


|  | by FY2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of <br> Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | \$29,500 | \$26,000 | \$25,000 | \$37,500 | \$3,843 | 3 |
|  | \$5,000,000 or More | ** | ** | \$42,500 | \$42,500 | \$11,000 | 1 |
|  | All Men | \$32,750 | \$31,750 | \$25,000 | \$42,500 | \$5,633 | 4 |


| E | Part-Time Positions Only | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\underbrace{6}$ | Public LAAs | ** | ** | \$12,480 | \$12,480 | \$3,494 | 1 |
| E | Private, Nonprofit LAAs | \$13,944 | \$11,638 | \$7,500 | \$25,000 | \$144 | 4 |
| A | All Part-Time Positions | \$13,651 | \$12,480 | \$75,000 | \$25,000 | \$814 | 5 |



## Demographic Characteristics



Educational Attainment


Focus of College Degree


Length of Tenure in Years


## ADMINISTRATIVE ASSISTANT

The administrative liaison for the organization. Responsibilities may include general office duties, answering phones, processing mail, providing secretarial support, and coordinating special projects. Other titles may include secretary, executive assistant, executive aide, office assistant, clerk, and administrative coordinator.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 27 | $62.8 \%$ |
| Part-Time Positions | 16 | $37.2 \%$ |
| Total | $\mathbf{4 3}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum^{4}$ | by Legal Status | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - | Public/Gov't. Agencies | \$34,761 | \$36,635 | \$20,636 | \$49,172 | \$9,960 | 7 |
| $\geqslant$ | Private, Nonprofit | \$21,506 | \$20,320 | \$12,604 | \$37,000 | \$2,213 | 20 |
| 4 | All Local Arts Agencies | \$24,942 | \$21,170 | \$12,604 | \$49,172 | \$4,221 | 27 |


|  | by Fiscal 2001 Budget | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | \$22,000 | \$22,000 | \$4,000 | 1 |
|  | \$250,000 to \$499,999 | ** | ** | \$20,636 | \$20,636 | \$6,190 | 1 |
|  | \$500,000 to \$999,999 | \$42,904 | ** | \$36,635 | \$49,172 | \$17,590 | 2 |
|  | \$1,000,000 to \$4,999,999 | \$38,295 | \$37,884 | \$34,000 | \$43,000 | \$8,116 | 3 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | \$22,000 | \$22,000 | \$4,000 | 1 |
|  | 100,000 to 249,999 | ** | ** | \$20,636 | \$20,636 | \$6,190 | 1 |
|  | 250,000 to 499,999 | \$38,500 | ** | \$34,000 | \$43,000 | \$7,250 | 2 |
|  | 500,000 to 999,999 | ** | ** | ** | ** | ** | 0 |
|  | 1,000,000 or More | \$41,230 | \$37,884 | \$36,635 | \$49,172 | \$15,010 | 3 |


|  | by Fiscal 2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$17,903 | \$17,600 | \$12,604 | \$21,170 | \$540 | 5 |
|  | \$250,000 to \$499,999 | \$21,833 | \$22,500 | \$15,000 | \$28,000 | \$2,650 | 6 |
|  | \$500,000 to \$999,999 | \$20,500 | \$20,000 | \$16,000 | \$27,000 | \$983 | 5 |
|  | \$1,000,000 to \$4,999,999 | \$26,775 | \$25,050 | \$20,000 | \$37,000 | \$5,185 | 4 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | \$21,223 | \$21,170 | \$17,500 | \$25,000 | \$1,999 | 3 |
|  | 30,000 to 99,999 | \$18,949 | \$18,500 | \$12,604 | \$28,000 | \$1,362 | 5 |
|  | 100,000 to 249,999 | \$21,533 | \$20,000 | \$17,600 | \$27,000 | \$0 | 3 |
|  | 250,000 to 499,999 | \$22,700 | \$25,100 | \$17,000 | \$26,000 | \$4,333 | 3 |
|  | 500,000 to 999,999 | \$28,500 | ** | \$20,000 | \$37,000 | \$3,700 | 2 |
|  | 1,000,000 or More | \$20,500 | \$20,500 | \$16,000 | \$25,000 | \$2,762 | 4 |

## ADMINISTRATIVE ASSISTANT (Continued)

| z | by Geographic Region | Average Base Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2 | New England | ** | ** | ** | ** | ** | 0 |
| $\underset{\sim}{8}$ | Middle Atlantic | \$19,250 | ** | \$17,500 | \$21,000 | \$2,363 | 2 |
| V | South Atlantic | \$24,533 | \$21,170 | \$12,604 | \$43,000 | \$4,316 | 9 |
| $\bigcirc$ | South Central | \$21,000 | \$21,000 | \$16,000 | \$26,000 | \$1,924 | 4 |
| [-1 | North Central | \$26,839 | \$25,100 | \$15,000 | \$49,172 | \$5,190 | 9 |
| V | Mountain | ** | ** | \$17,600 | \$17,600 | \$0 | 1 |
|  | Pacific | \$35,500 | ** | \$34,000 | \$37,000 | \$8,000 | 2 |


| $\underset{N}{\mathrm{~N}}$ | by Number of Full-Time Staff | Average Base Salary | Median Base Salary | $\begin{aligned} & \text { Minimum } \\ & \text { Base } \\ & \text { Salary } \end{aligned}$ | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5 | One | ** | ** | ** | ** | ** | 0 |
| 析 | Two | \$19,859 | \$20,000 | \$12,604 | \$27,000 | \$211 | 7 |
|  | 3-5 | \$26,226 | \$22,000 | \$15,000 | \$49,172 | \$5,506 | 13 |
| E | 6-10 | \$27,641 | \$25,100 | \$16,000 | \$37,884 | \$5,845 | 7 |
|  | 11 or More | ** | ** | ** | ** | ** | 0 |


|  | by Length of Tenure | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | \$21,467 | \$20,640 | \$15,000 | \$28,000 | \$2,050 | 11 |
|  | Two to Three Years | \$29,618 | \$37,000 | \$12,604 | \$43,000 | \$4,085 | 5 |
|  | Four to Five Years | \$29,226 | \$29,550 | \$21,170 | \$36,635 | \$7,755 | 4 |
|  | Six to Nine Years | \$26,834 | \$22,000 | \$17,000 | \$49,172 | \$6,232 | 5 |
|  | Ten to 14 Years | ** | ** | \$17,500 | \$17,500 | \$2,625 | 1 |
|  | 15 Years or More | ** | ** | \$20,636 | \$20,636 | \$6,190 | 1 |


|  | by FY2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | \$18,586 | \$19,120 | \$12,604 | \$22,000 | \$1,117 | 6 |
|  | \$250,000 to \$499,999 | \$20,606 | \$20,318 | \$15,000 | \$26,000 | \$3,544 | 6 |
|  | \$500,000 to \$999,999 | \$26,901 | \$21,000 | \$16,000 | \$49,172 | \$5,728 | 7 |
|  | \$1,000,000 to \$4,999,999 | \$31,712 | \$34,000 | \$20,000 | \$43,000 | \$6,441 | 7 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Women | \$24,825 | \$21,085 | \$12,604 | \$49,172 | \$4,352 | 26 |


| $\frac{7}{x}$ | by FY2001 Budget | Average <br> Base <br> Salary | Median Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | \$28,000 | \$28,000 | \$826 | 1 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | n/a | n/a | n/a | n/a | n/a | n/a |


| $\sum_{i=1}^{x}$ | Part-Time Positions Only | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum Base Salary | Maximum Base Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ¢ | Public LAAs | \$13,384 | ** | \$9,768 | \$17,000 | \$2,125 | 2 |
| 先 | Private, Nonprofit LAAs | \$13,267 | \$12,058 | \$6,000 | \$22,000 | \$386 | 14 |
| A | All Part-Time Positions | \$13,282 | \$12,058 | \$6,000 | \$22,000 | \$603 | 16 |

## ADMINISTRATIVE ASSISTANT (Continuad)



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment


Focus of College Degree


Length of Tenure in Years


## VOLUNTEER COORDINATOR

Coordinates the day-to-day operation of a volunteer program. Responsibilities may include volunteer recruitment and retainment, scheduling, and program evaluation. Other titles may include director of volunteer program.

| Reporting Positions | Respondents | Percentage |
| :--- | ---: | ---: |
| Full-Time Positions | 1 | $25.0 \%$ |
| Part-Time Positions | 3 | $75.0 \%$ |
| Total | $\mathbf{4}$ | $100.0 \%$ |

## FISCAL 2001 COMPENSATION

| $\sum^{2}$ | by Legal Status | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum Base Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| I | Public/Gov't. Agencies | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
| $\geqslant$ | Private, Nonprofit | ** | ** | ** | ** | ** | 0 |
| 4 | All Local Arts Agencies | n/a | n/a | n/a | n/a | n/a | n/a |


|  | by Fiscal 2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | ** | ** | ** | ** | ** | 0 |
|  | 30,000 to 99,999 | ** | ** | ** | ** | ** | 0 |
|  | 100,000 to 249,999 | ** | ** | ** | ** | ** | 0 |
|  | 250,000 to 499,999 | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
|  | 500,000 to 999,999 | ** | ** | ** | ** | ** | 0 |
|  | 1,000,000 or More | ** | ** | ** | ** | ** | 0 |


|  | by Fiscal 2001 Budget | Average <br> Base <br> Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a | n/a | n/a |
|  | \$100,000 to \$249,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | \$250,000 to \$499,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | \$500,000 to \$999,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | \$1,000,000 to \$4,999,999 | n/a | n/a | n/a | n/a | n/a | n/a |
|  | \$5,000,000 or More | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a | n/a |
|  | by Population of Service Area |  |  |  |  |  |  |
|  | Less than 30,000 | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | n/a |
|  | 30,000 to 99,999 | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | 100,000 to 249,999 | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a | n/a |
|  | 250,000 to 499,999 | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a |
|  | 500,000 to 999,999 | n/a | $\mathrm{n} / \mathrm{a}$ | n/a | n/a | n/a | n/a |
|  | 1,000,000 or More | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | $\mathrm{n} / \mathrm{a}$ | n/a | $\mathrm{n} / \mathrm{a}$ | n/a |

## VOLUNTEER COORDINATOR (Continued)

| 츷 | by Geographic Region | Average Base Salary | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Minimum <br> Base <br> Salary | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $E$ | New England | ** | ** | ** | ** | ** | 0 |
| $\sim$ | Middle Atlantic | ** | ** | ** | ** | ** | 0 |
| $\bigcirc$ | South Atlantic | ** | ** | ** | ** | ** | 0 |
|  | South Central | ** | ** | ** | ** | ** | 0 |
| T | North Central | ** | ** | ** | ** | ** | 0 |
| - | Mountain | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
|  | Pacific | ** | ** | ** | ** | ** | 0 |


| $\stackrel{y}{N}$ | by Number of Full-Time Staff | Average <br> Base <br> Salary | Median Base Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5 | One | ** | ** | ** | ** | ** | 0 |
|  | Two | ** | ** | ** | ** | ** | 0 |
| 4 | 3-5 | ** | ** | ** | ** | ** | 0 |
| E | 6-10 | ** | ** | ** | ** | ** | 0 |
|  | 11 or More | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |


|  | by Length of Tenure | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{aligned} & \text { Average } \\ & \text { Value of } \\ & \text { Benefits } \\ & \hline \end{aligned}$ | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than Two Years | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
|  | Two to Three Years | ** | ** | ** | ** | ** | 0 |
|  | Four to Five Years | ** | ** | ** | ** | ** | 0 |
|  | Six to Nine Years | ** | ** | ** | ** | ** | 0 |
|  | Ten to 14 Years | ** | ** | ** | ** | ** | 0 |
|  | 15 Years or More | ** | ** | ** | ** | ** | 0 |


|  | by FY2001 Budget | $\begin{gathered} \hline \text { Average } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Median } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Minimum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | $\begin{gathered} \hline \text { Maximum } \\ \text { Base } \\ \text { Salary } \\ \hline \end{gathered}$ | Average <br> Value of <br> Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | \$36,100 | \$36,100 | \$2,000 | 1 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Women | n/a | n/a | n/a | n/a | n/a | n/a |


| $\frac{7}{x}$ | by FY2001 Budget | Average Base Salary | Median <br> Base <br> Salary | Minimum <br> Base <br> Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Less than \$100,000 | ** | ** | ** | ** | ** | 0 |
|  | \$100,000 to \$249,999 | ** | ** | ** | ** | ** | 0 |
|  | \$250,000 to \$499,999 | ** | ** | ** | ** | ** | 0 |
|  | \$500,000 to \$999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$1,000,000 to \$4,999,999 | ** | ** | ** | ** | ** | 0 |
|  | \$5,000,000 or More | ** | ** | ** | ** | ** | 0 |
|  | All Men | n/a | n/a | n/a | n/a | n/a | n/a |


| $\sum_{i}^{T}$ | Part-Time Positions Only | Average Base Salary | Median Base Salary | Minimum Base Salary | Maximum <br> Base <br> Salary | Average Value of Benefits | Number of Respondents |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{5}{5}$ | Public LAAs | ** | ** | \$21,451 | \$21,451 | \$8,150 | 1 |
| , | Private, Nonprofit LAAs | \$15,084 | ** | \$12,480 | \$17,688 | \$600 | 2 |
| A | All Part-Time Positions | \$17,206 | \$17,688 | \$12,480 | \$21,451 | \$3,117 | 3 |



## Demographic Characteristics

Ethnicity


Gender


Educational Attainment



Length of Tenure in Years


## Section II-Local Arts Agency Employment Benefits

This section reports the survey findings with regard to benefits (non-salary compensation) provided by local arts agencies to their paid staff, including insurance, time off with pay, incentive plans, and retirement savings plans.

## A. Insurance

Survey participants were asked whether or not they provide insurance to their employees and/or their dependents. Sixty-eight percent of LAAs with paid staff provide health insurance to their employees. Not surprisingly, organizations with larger budgets are much more likely to provide insurance than are smaller-budgeted organizations. Table $2 a$ below provides the percentages of LAAs that offer insurance to employees.

Table 2a: Percentage of LAAs that Provide Insurance, by Budget Size

| Type of Insurance | Less than $\$ 100,000$ | $\begin{gathered} \$ 100,000 \\ \text { to } \\ \$ 249,999 \end{gathered}$ | $\begin{gathered} \$ 250,000 \\ \text { to } \\ \$ 499,999 \end{gathered}$ | $\begin{gathered} \$ 500,000 \\ \text { to } \\ \$ 999,999 \end{gathered}$ | $\begin{gathered} \$ 1,000,000 \\ \text { to } \\ \$ 4,999,999 \end{gathered}$ | $\begin{gathered} \$ 5,000,000 \\ \text { or More } \end{gathered}$ | $\begin{aligned} & \text { ALL } \\ & \text { LAAs } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Health | 25.0\% | 49.1\% | 80.6\% | 86.0\% | 98.6\% | 100.0\% | 68.4\% |
| Dental | 16.7\% | 28.7\% | 43.3\% | 49.1\% | 80.6\% | 86.4\% | 45.3\% |
| Group Life | 11.7\% | 11.1\% | 32.8\% | 49.1\% | 70.8\% | 77.3\% | 35.5\% |
| Vision | 10.0\% | 13.9\% | 23.9\% | 26.3\% | 56.9\% | 63.6\% | 27.7\% |
| Long-Term Disability | 10.0\% | 9.3\% | 9.0\% | 26.3\% | 51.4\% | 81.8\% | 23.8\% |
| Short-Term Disability | 10.0\% | 7.4\% | 16.4\% | 24.6\% | 51.4\% | 40.9\% | 22.0\% |
| Any Insurance | 25.0\% | 50.9\% | 80.6\% | 86.0\% | 98.6\% | 100.0\% | 68.9\% |

Table $2 b$ stratifies the likelihood of providing health insurance to employees among public and private LAAs. It is not surprising that public LAAs-agencies of city or county government - are much more likely to provide some type of insurance to their employees than are private LAAs ( 91 percent vs. 62 percent, respectively).

Table 2b: Percentage of LAAs that Provide Insurance, by Legal Status

| Type of Insurance | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Health | $61.5 \%$ | $91.1 \%$ | $\mathbf{6 8 . 4 \%}$ |
| Dental | $32.8 \%$ | $86.7 \%$ | $\mathbf{4 5 . 3} \%$ |
| Group Life | $22.6 \%$ | $77.8 \%$ | $\mathbf{3 5 . 5 \%}$ |
| Vision | $16.2 \%$ | $65.6 \%$ | $\mathbf{2 7 . 7 \%}$ |
| Long-Term Disability | $14.2 \%$ | $55.6 \%$ | $\mathbf{2 3 . 8 \%}$ |
| Short-Term Disability | $14.2 \%$ | $47.8 \%$ | $\mathbf{2 2 . 0 \%}$ |
| Any Insurance | $\mathbf{6 2 . 2} \%$ | $\mathbf{9 1 . 1 \%}$ | $\mathbf{6 8 . 9 \%}$ |

Both public and private LAAs that provide health insurance to their employees tend to pay the majority of the premium for individual or single coverage. However, public LAAs tend to pay for nearly three times as much of the insurance premium for family coverage than do private LAAs. Table $2 c$ examines the percentages of health insurance premiums paid by LAAs.

Table 2c: Percentage of Health Insurance Premium Paid by LAAs, by Legal Status

| Type of Health Insurance | Percentage of Premium Paid by LAA |  |  |
| :--- | ---: | ---: | ---: |
|  | Private LAAs | Public LAAs | ALL LAAs |
| Health Maintenance Organization (HMO) | $88.6 \%$ | $90.1 \%$ | $\mathbf{8 9 . 1 \%}$ |
| Individual/Single Coverage | $23.6 \%$ | $61.7 \%$ | $\mathbf{3 8 . 5 \%}$ |
| Family Coverage | $91.1 \%$ | $89.2 \%$ | $\mathbf{9 0 . 4 \%}$ |
| Preferred Provider Organization (PPO) | $20.3 \%$ | $60.0 \%$ | $\mathbf{3 5 . 3 \%}$ |
| Individual/Single Coverage |  |  |  |

Fourteen percent of LAAs that provide health insurance to their employees report that they offer health insurance benefits to same-sex domestic partners. Twice as many do not ( 27 percent). The remaining 59 percent of LAAs report that they do not know the answer because this issue has not been addressed by the organization.

## B. Paid Time Off

The vast majority of LAAs with paid staff provide time off with pay to employees, including vacation days, sick days, and holidays. Table $2 d$ provides the percentages of both public and private LAAs that provide these benefits.

Table 2d: Percentage of LAAs that Provide Time Off With Pay, by Legal Status

| Type of Time Off With Pay | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Vacation | $81.1 \%$ | $92.2 \%$ | $\mathbf{8 3 . 7 \%}$ |
| Holidays | $79.4 \%$ | $92.2 \%$ | $\mathbf{8 2 . 4 \%}$ |
| Sick Days | $74.0 \%$ | $91.1 \%$ | $\mathbf{7 8 . 0 \%}$ |
| Jury Duty Leave | $47.6 \%$ | $81.1 \%$ | $\mathbf{5 5 . 4 \%}$ |
| Bereavement/Funeral Leave | $43.9 \%$ | $74.4 \%$ | $\mathbf{5 1 . 0 \%}$ |
| Military Duty Leave | $13.9 \%$ | $54.4 \%$ | $\mathbf{2 3 . 3 \%}$ |
| Parental Leave | $13.2 \%$ | $40.0 \%$ | $\mathbf{1 9 . 4 \%}$ |
| Any Time Off With Pay | $\mathbf{8 2 . 1 \%}$ | $\mathbf{9 2 . 2 \%}$ | $\mathbf{8 4 . 5 \%}$ |

Overall, LAA employees average 28.4 days off with pay during their first year of employment (including vacation days, holidays, sick days, and personal leave), and accrue approximately two additional weeks after five years of employment. Table $2 e$ provides average time off with pay, based upon their length of tenure with the LAA.

Table 2e: Average Number of Days Off With Pay Received by LAA Staff

| Length of Tenure with LAA | Vacation | Holiday | Sick | Personal | Total Paid Days Off |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Less than 1 Year | 8.0 | 9.1 | 7.8 | 3.5 | $\mathbf{2 8 . 4}$ |
| 1 Year | 10.3 | 9.1 | 7.9 | 3.5 | $\mathbf{3 0 . 8}$ |
| 2 Years | 11.2 | 9.1 | 7.9 | 3.5 | $\mathbf{3 1 . 7}$ |
| 3 Years | 12.5 | 9.1 | 7.9 | 3.6 | $\mathbf{3 3 . 1}$ |
| 4 Years | 13.7 | 9.1 | 8.0 | 3.6 | $\mathbf{3 4 . 4}$ |
| 5 or More Years | 16.6 | 9.1 | 8.3 | 3.8 | $\mathbf{3 7 . 8}$ |

Twenty-three percent of LAAs report that accrual of time off with pay differs for staff positions depending upon rank.

## C. Incentive Benefits

The vast majority of LAAs with paid staff provide their employees with at least one incentive employment benefit ( 79 percent). Fifty percent award compensation ("comp") time in return for overtime hours. Nearly as many provide the option of a flexible schedule ( 45 percent). Not surprisingly, few LAAs offer annual, incentive, or signing bonuses (11 percent, 6 percent, and 1 percent, respectively).

Table 2f: Percentage of LAAs that Provide Incentive Benefits, by Budget Size

| Type of Incentive Benefit | Less than $\$ 100,000$ | $\begin{gathered} \$ 100,000 \\ \text { to } \\ \$ 249,999 \end{gathered}$ | $\begin{gathered} \$ 250,000 \\ \text { to } \\ \$ 499,999 \\ \hline \end{gathered}$ | $\begin{gathered} \$ 500,000 \\ \text { to } \\ \$ 999,999 \end{gathered}$ | $\begin{gathered} \$ 1,000,000 \\ \text { to } \\ \$ 4,999,999 \end{gathered}$ | $\begin{gathered} \$ 5,000,000 \\ \text { or More } \\ \hline \end{gathered}$ | $\begin{aligned} & \text { ALL } \\ & \text { LAAs } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| "Comp" Time | 23.3\% | 46.3\% | 59.7\% | 52.6\% | 55.6\% | 90.9\% | 50.3\% |
| Flexible Scheduling | 18.3\% | 43.5\% | 56.7\% | 52.6\% | 48.6\% | 63.6\% | 45.3\% |
| Professional Dues | 13.3\% | 24.1\% | 29.9\% | 38.6\% | 47.2\% | 68.2\% | 32.4\% |
| Overtime Pay | 3.3\% | 6.5\% | 16.4\% | 22.8\% | 29.2\% | 77.3\% | 18.4\% |
| Transportation Subsidy | 0.0\% | 17.6\% | 10.4\% | 21.1\% | 23.6\% | 59.1\% | 17.6\% |
| College-Level Tuition | 5.0\% | 8.3\% | 10.4\% | 14.0\% | 23.6\% | 54.5\% | 14.5\% |
| Flexible Spending | 5.0\% | 6.5\% | 4.5\% | 14.0\% | 26.4\% | 54.5\% | 13.5\% |
| Annual Cash Bonus | 3.3\% | 11.1\% | 6.0\% | 14.0\% | 11.1\% | 31.8\% | 10.6\% |
| Telecommuting | 3.3\% | 3.7\% | 7.5\% | 3.5\% | 9.7\% | 50.0\% | 8.0\% |
| Longevity Pay | 1.7\% | 2.8\% | 3.0\% | 5.3\% | 16.7\% | 22.7\% | 6.7\% |
| Incentive Cash Bonus | 0.0\% | 3.7\% | 4.5\% | 5.3\% | 9.7\% | 27.3\% | 6.0\% |
| Club Membership | 1.7\% | 5.6\% | 0.0\% | 3.5\% | 2.8\% | 18.2\% | 3.9\% |
| Child Care | 0.0\% | 0.0\% | 1.5\% | 0.0\% | 5.6\% | 18.2\% | 2.3\% |
| Signing/Hiring Bonus | 1.7\% | 0.0\% | 1.5\% | 0.0\% | 0.0\% | 0.0\% | 0.5\% |
| Any Incentive | 40.0\% | 75.9\% | 88.1\% | 91.2\% | 91.7\% | 100.0\% | 79.0\% |

Public LAAs are more likely than private LAAs to offer at least some type of incentive benefit to their employees ( 93 percent vs. 78 percent). Table $2 g$ provides the percentages of public and private LAAs that offer different types of incentive benefits.

Table 2g: Percentage of LAAs that Provide Incentive Benefits, by Legal Status

| Type of Incentive Benefit | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| "Comp" Time | $44.3 \%$ | $70.0 \%$ | $\mathbf{5 0 . 3 \%}$ |
| Flexible Scheduling | $42.2 \%$ | $55.6 \%$ | $\mathbf{4 5 . 3 \%}$ |
| Professional Dues | $28.0 \%$ | $46.7 \%$ | $\mathbf{3 2 . 4 \%}$ |
| Overtime Pay | $9.8 \%$ | $46.7 \%$ | $\mathbf{1 8 . 4 \%}$ |
| Transportation Subsidy | $12.8 \%$ | $33.3 \%$ | $\mathbf{1 7 . 6 \%}$ |
| College-Level Tuition | $4.7 \%$ | $46.7 \%$ | $\mathbf{1 4 . 5 \%}$ |
| Flexible Spending | $7.1 \%$ | $34.4 \%$ | $\mathbf{1 3 . 5 \%}$ |
| Annual Cash Bonus | $10.5 \%$ | $11.1 \%$ | $\mathbf{1 0 . 6 \%}$ |
| Telecommuting | $4.7 \%$ | $18.9 \%$ | $\mathbf{8 . 0 \%}$ |

Table 2g (Continued)

| Type of Incentive Benefit | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Longevity Pay | $0.7 \%$ | $26.7 \%$ | $\mathbf{6 . 7 \%}$ |
| Incentive Cash Bonus | $5.1 \%$ | $8.9 \%$ | $\mathbf{6 . 0 \%}$ |
| Club Membership | $1.7 \%$ | $11.1 \%$ | $\mathbf{3 . 9 \%}$ |
| Child Care | $0.0 \%$ | $10.0 \%$ | $\mathbf{2 . 3 \%}$ |
| Signing/Hiring Bonus | $0.3 \%$ | $1.1 \%$ | $\mathbf{0 . 5 \%}$ |
| Any Incentive | $\mathbf{7 4 . 7 \%}$ | $\mathbf{9 3 . 3 \%}$ | $\mathbf{7 9 . 0 \%}$ |

## D. Retirement Savings Plans

More than half of LAAs with paid staff provide a retirement savings plan for their employees ( 54 percent). In fact, 19 percent of participating LAAs indicated that they provide multiple retirement plan options.

Table 2h: Percentage of LAAs that Provide Retirement Savings Plans, by Budget Size

| Type of Retirement Plan | $\begin{gathered} \text { Less } \\ \text { than } \\ \$ 100,000 \end{gathered}$ | $\begin{gathered} \$ 100,000 \\ \text { to } \\ \$ 249,999 \end{gathered}$ | $\begin{gathered} \$ 250,000 \\ \text { to } \\ \$ 499,999 \\ \hline \end{gathered}$ | $\begin{gathered} \$ 500,000 \\ \text { to } \\ \$ 999,999 \end{gathered}$ | $\begin{gathered} \$ 1,000,000 \\ \text { to } \\ \$ 4,999,999 \end{gathered}$ | $\begin{gathered} \$ 5,000,000 \\ \text { or More } \end{gathered}$ | $\begin{aligned} & \text { ALL } \\ & \text { LAAs } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 403(b) | 3.3\% | 11.1\% | 23.9\% | 35.1\% | 44.4\% | 45.5\% | 23.8\% |
| 401(k) | 5.0\% | 5.6\% | 10.4\% | 10.5\% | 19.4\% | 27.3\% | 10.9\% |
| 457 | 8.3\% | 4.6\% | 9.0\% | 7.0\% | 16.7\% | 36.4\% | 10.4\% |
| PERS | 3.3\% | 0.9\% | 1.5\% | 10.5\% | 6.9\% | 9.1\% | 4.4\% |
| Defined Benefit Plan | 0.0\% | 3.7\% | 4.5\% | 0.0\% | 5.6\% | 18.2\% | 3.9\% |
| IRA | 0.0\% | 2.8\% | 6.0\% | 7.0\% | 4.2\% | 0.0\% | 3.6\% |
| Other Retirement Plan | 3.3\% | 1.9\% | 1.5\% | 7.0\% | 1.4\% | 4.5\% | 2.8\% |
| SEP | 0.0\% | 3.7\% | 0.0\% | 3.5\% | 4.2\% | 0.0\% | 2.3\% |
| Any Plan | 16.7\% | 32.4\% | 53.7\% | 73.7\% | 90.3\% | 100.0\% | 54.4\% |
| No Plan | 83.3\% | 67.6\% | 46.3\% | 26.3\% | 9.7\% | 0.0\% | 45.6\% |

As expected, differences are noted when public and private LAAs are examined separately. The most obvious difference is that twice as many public LAAs offer at least some form of retirement plan ( 88 percent) than do private LAAs (44 percent).

Table 2i: Percentage of LAAs that Provide Retirement Plans, by Legal Status

| Type of Retirement Plan | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| $403(\mathrm{~b})$ | $29.4 \%$ | $7.8 \%$ | $\mathbf{2 3 . 8 \%}$ |
| $401(\mathrm{k})$ | $6.1 \%$ | $26.7 \%$ | $\mathbf{1 0 . 9 \%}$ |
| 457 | $0.3 \%$ | $43.3 \%$ | $\mathbf{1 0 . 4 \%}$ |
| PERS (Public Employee Retirement System) | $0.0 \%$ | $16.7 \%$ | $\mathbf{4 . 4 \%}$ |
| Defined Benefit | $0.0 \%$ | $16.7 \%$ | $\mathbf{3 . 9 \%}$ |
| IRA (Individual Retirement Account) | $4.7 \%$ | $0.0 \%$ | $\mathbf{3 . 6 \%}$ |
| Other Plan | $1.7 \%$ | $6.7 \%$ | $\mathbf{2 . 8 \%}$ |
| SEP (Simplified Employee Pension) | $2.7 \%$ | $1.1 \%$ | $\mathbf{2 . 3 \%}$ |
| Any Plan | $\mathbf{4 4 . 3 \%}$ | $\mathbf{8 7 . 8 \%}$ | $\mathbf{5 4 . 4 \%}$ |
| No Plan | $55.7 \%$ | $12.2 \%$ | $\mathbf{4 5 . 6 \%}$ |

Employers often make matching contributions to 401(k) and 403(b) retirement savings plans; these contributions are usually a percentage of each employee's salary. Overall, LAAs contribute an average of 2.4 percent of each employee's salary to these types of retirement plans each year. However, survey respondents indicate that 64 percent of LAAs do not make matching contributions.

## E. Salaries and Benefits as a Percentage of Total Operating Budget

The average LAA with paid staff spends one third of its total operating budget on payroll and benefits ( 35 percent). A very small portion of the total operating budget is spent on non-salary benefits only (4 percent).

Table 2j: Salaries and Benefits as a Percentage of Total Budget, by Budget Size

| Fiscal 2001 Operating Budget | Both Salaries and Benefits | Benefits Only |
| :--- | ---: | ---: |
| Less than $\$ 100,000$ | $42.8 \%$ | $3.2 \%$ |
| $\$ 100,000$ to $\$ 249,999$ | $37.0 \%$ | $3.0 \%$ |
| $\$ 250,000$ to $\$ 499,999$ | $32.8 \%$ | $3.5 \%$ |
| $\$ 500,000$ to $\$ 999,999$ | $32.7 \%$ | $4.2 \%$ |
| $\$ 1,000,000$ to $\$ 4,999,999$ | $33.9 \%$ | $5.3 \%$ |
| $\$ 5,000,000$ or More | $16.5 \%$ | $3.0 \%$ |
| All LAAs | $\mathbf{3 4 . 7 \%}$ | $\mathbf{3 . 7 \%}$ |

Interestingly, public LAAs spend a larger percentage of their budgets on payroll and benefits than do private LAAs. Table $2 k$ examines these differences.

Table 2k: Salaries and Benefits as a Percentage of Total Budget, by Legal Status

| Legal Status | Payroll and Benefits | Benefits Only |
| :--- | ---: | ---: |
| Private LAAs | $33.5 \%$ | $2.8 \%$ |
| Public LAAs | $39.2 \%$ | $7.0 \%$ |
| All LAAs | $\mathbf{3 4 . 7 \%}$ | $\mathbf{3 . 7 \%}$ |

## Section III—Local Arts Agency Salary Determinants and Evaluation Methods

This section reports the survey findings regarding salary determination, performance measurement, and recent trends in salary increases.

## A. Starting Salary Determinants

Respondents were asked to rate the level of consideration given to seven criteria when determining starting salaries for new employees on a scale of " 1 " to " 5 " (with 1 being "not considered at all" and 5 being "strongly considered"). LAAs report that "skill and ability level" and "years of experience" are the factors given the most consideration when determining the starting salaries of new employees. Table $3 a$ shows the average weight score of each criterion, stratified by total operating budget size.

Table 3a: Factors Considered When Determining Starting Salaries, by Budget Size

$\left.$| Type of Salary <br> Determinant | Less <br> than <br> $\$ 100,000$ | $\$ 100,000$ <br> to <br> $\$ 249,999$ | $\$ 250,000$ <br> to <br> $\$ 499,999$ | $\$ 500,000$ <br> to <br> $\$ 999,999$ | $\$ 1,000,000$ <br> to |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $\$ 4,999,999$ |  |  |  |  |  | | $\$ 5,000,000$ |
| :---: |
| or More |$\quad$| ALL |
| :---: |
| LAAs | \right\rvert\,

Few differences exist between public and private LAAs in regards to starting salary determinants. Most notably, public LAAs give more consideration to the classification of the job that is being filled.

Table 3b: Factors Considered When Determining Starting Salaries, by Legal Status

| Type of Salary Determinant | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Skill and Ability Level | 4.5 | 4.3 | $\mathbf{4 . 5}$ |
| Years of Experience | 3.9 | 4.1 | $\mathbf{4 . 0}$ |
| Education Level | 3.7 | 3.8 | $\mathbf{3 . 7}$ |
| Job Classification | 2.9 | 4.2 | $\mathbf{3 . 2}$ |
| Salary History | 2.8 | 2.9 | $\mathbf{2 . 8}$ |
| Local Salary Ranges | 2.9 | 2.6 | $\mathbf{2 . 8}$ |
| National Salary Ranges | 2.2 | 2.0 | $\mathbf{2 . 1}$ |

While it was not provided as a response category for this question, a number of survey participants specified "budget" as an important starting salary determinant.

## B. Performance Measurement

The vast majority of LAAs with paid staff complete some type of staff performance evaluation each year ( 94 percent). The most common methods of performance evaluation include written evaluations ( 67 percent) and oral evaluations ( 63 percent). Two thirds of participating LAAs report that they complete more than one type of evaluation (65 percent).

Table 3c: Local Arts Agency Performance Evaluation Methods, by Budget Size

| Type of Evaluation | $\begin{gathered} \hline \begin{array}{c} \text { Less } \\ \text { than } \\ \$ 100,000 \end{array} \end{gathered}$ | $\begin{gathered} \$ 100,000 \\ \text { to } \\ \$ 249,999 \end{gathered}$ | $\begin{gathered} \hline \$ 250,000 \\ \text { to } \\ \$ 499,999 \end{gathered}$ | $\begin{gathered} \$ 500,000 \\ \text { to } \\ \$ 999,999 \end{gathered}$ | $\begin{gathered} \$ 1,000,000 \\ \text { to } \\ \$ 4,999,999 \end{gathered}$ | $\begin{gathered} \$ 5,000,000 \\ \text { or More } \end{gathered}$ | $\begin{aligned} & \text { ALL } \\ & \text { LAAs } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Written Evaluation | 40.0\% | 65.7\% | 71.6\% | 68.4\% | 80.6\% | 90.9\% | 67.4\% |
| Oral Evaluation | 60.0\% | 59.3\% | 64.2\% | 63.2\% | 69.4\% | 59.1\% | 62.7\% |
| Work Plan Goals | 30.0\% | 48.1\% | 52.2\% | 59.6\% | 59.7\% | 68.2\% | 51.0\% |
| Financial Targets | 11.7\% | 17.6\% | 23.9\% | 22.8\% | 18.1\% | 22.7\% | 18.9\% |
| Peer Evaluation | 11.7\% | 9.3\% | 9.0\% | 7.0\% | 6.9\% | 9.1\% | 8.8\% |
| Any Evaluation | 85.0\% | 99.1\% | 91.0\% | 93.0\% | 95.8\% | 100.0\% | 94.0\% |

Public LAAs are more likely to utilize written evaluations, while private LAAs are more likely to complete oral evaluations.

Table 3d: Local Arts Agency Performance Evaluation Methods, by Legal Status

| Type of Evaluation | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Written Evaluation | $63.5 \%$ | $77.4 \%$ | $\mathbf{6 7 . 4 \%}$ |
| Oral Evaluation | $65.9 \%$ | $50.5 \%$ | $\mathbf{6 2 . 7 \%}$ |
| Work Plan Goals | $49.3 \%$ | $54.8 \%$ | $\mathbf{5 1 . 6 \%}$ |
| Financial Targets | $22.0 \%$ | $8.6 \%$ | $\mathbf{1 8 . 9 \%}$ |
| Peer Evaluation | $9.1 \%$ | $7.5 \%$ | $\mathbf{8 . 8 \%}$ |
| Any Evaluation | $\mathbf{9 4 . 3 \%}$ | $\mathbf{9 0 . 3 \%}$ | $\mathbf{9 4 . 0 \%}$ |

## C. Rewards for Above Average Performance

Seventy-five percent of LAAs reward staff for above average performance. The most common rewards include increased salaries ( 66 percent) and promotions or increased responsibilities ( 31 percent). One third of participating LAAs report that they provide multiple performance rewards ( 37 percent).

Table 3e: Local Arts Agency Performance Reward Methods, by Budget Size

| Type of Reward | Less <br> than <br> $\$ 100,000$ | $\$ 100,000$ <br> to <br> $\$ 249,999$ | $\$ 250,000$ <br> to <br> $\$ 499,999$ | $\$ 500,000$ <br> to <br> $\$ 999,999$ | $\$ 1,000,000$ <br> to <br> $\$ 4,999,999$ | $\$ 5,000,000$ <br> or More | ALL <br> LAAs |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Salary Raises | $45.0 \%$ | $61.1 \%$ | $71.6 \%$ | $84.2 \%$ | $69.4 \%$ | $77.3 \%$ | $\mathbf{6 6 . 3 \%}$ |
| Promotion | $8.3 \%$ | $27.8 \%$ | $34.3 \%$ | $40.4 \%$ | $37.5 \%$ | $45.5 \%$ | $\mathbf{3 0 . 6 \%}$ |
| Cash Bonuses | $10.0 \%$ | $17.6 \%$ | $17.9 \%$ | $24.6 \%$ | $23.6 \%$ | $36.4 \%$ | $\mathbf{1 9 . 7 \%}$ |
| Increased Vacation | $3.3 \%$ | $6.5 \%$ | $10.4 \%$ | $1.8 \%$ | $6.9 \%$ | $9.1 \%$ | $\mathbf{6 . 2 \%}$ |
| Increased Sick Time | $0.0 \%$ | $0.9 \%$ | $1.5 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $\mathbf{0 . 5 \%}$ |
| Any Reward | $\mathbf{5 1 . 7 \%}$ | $\mathbf{7 1 . 3 \%}$ | $\mathbf{7 9 . 1 \%}$ | $\mathbf{8 7 . 7 \%}$ | $\mathbf{8 1 . 9 \%}$ | $\mathbf{8 6 . 4 \%}$ | $\mathbf{7 4 . 9 \%}$ |

Interestingly, private LAAs are more likely to provide some type of reward for above average performance than are public LAAs (77 percent vs. 67 percent). Specifically, private LAAs are more likely to provide salary increases ( 68 percent) and cash bonuses ( 22 percent) than are public LAAs ( 58 percent and 12 percent, respectively).

Table 3f: Local Arts Agency Performance Reward Methods, by Legal Status

| Type of Reward | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Salary Increases | $68.2 \%$ | $58.1 \%$ | $\mathbf{6 6 . 3} \%$ |
| Promotion | $31.1 \%$ | $28.0 \%$ | $\mathbf{3 0 . 6 \%}$ |
| Cash Bonuses | $22.0 \%$ | $11.8 \%$ | $\mathbf{1 9 . 7} \%$ |
| Increased Vacation | $7.4 \%$ | $2.2 \%$ | $\mathbf{6 . 2 \%}$ |
| Increased Sick Time | $0.7 \%$ | $0.0 \%$ | $\mathbf{0 . 5 \%}$ |
| Any Reward | $\mathbf{7 6 . 7 \%}$ | $\mathbf{6 6 . 7 \%}$ | $\mathbf{7 4 . 9 \%}$ |

## D. Salary Increase Determinants

Respondents were also asked to rate the importance of six criteria when determining salaries increases on a scale of " 1 " to " 5 " (with 1 being "not important at all" and 5 being "very important"). LAAs report that "job performance" and "dollars available in budget" are the most important factors when determining salary increases. Table $3 g$ shows the average weight score of each criterion, stratified by total operating budget size.

Table 3g: Importance of Salary Determinant Factors, by Budget Size

| Type of Determinant | $\begin{array}{c}\text { Less } \\ \text { than } \\ \$ 100,000\end{array}$ | $\begin{array}{c}\$ 100,000 \\ \text { to } \\ \$ 249,999\end{array}$ | $\begin{array}{c}\$ 250,000 \\ \text { to } \\ \$ 499,999\end{array}$ | $\begin{array}{c}\$ 500,000 \\ \text { to }\end{array}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $\$ 999,999$ |  |  |  |  | \(\left.\left.\begin{array}{c}\$ 1,000,000 <br>

to <br>
\$ 4,999,999\end{array} $$
\begin{array}{c}\$ 5,000,000 \\
\text { or More }\end{array}
$$\right] $$
\begin{array}{c}\text { ALL } \\
\text { LAAs }\end{array}
$$\right]\)

Again, noticeable differences exist between public and private LAAs. For example, private LAAs place more importance on the dollars available in the budget than do public LAAs. Public LAAs, on the other hand, place more importance on cost of living adjustments.

Table 3h: Importance of Salary Determinant Factors, by Legal Status

| Type of Determinant | Private LAAs | Public LAAs | ALL LAAs |
| :--- | ---: | ---: | ---: |
| Job Performance | 4.6 | 4.2 | $\mathbf{4 . 5}$ |
| Budget | 4.6 | 3.5 | $\mathbf{4 . 4}$ |
| Tenure | 3.3 | 3.5 | $\mathbf{3 . 3}$ |
| Cost-of-Living | 3.0 | 3.8 | $\mathbf{3 . 2}$ |
| Equity Adjustments | 2.7 | 2.7 | $\mathbf{2 . 7}$ |
| Discretionary | 2.6 | 1.5 | $\mathbf{2 . 4}$ |

## E. Salary Increase Estimates

Table $3 i$ demonstrates that LAAs with larger budgets reward staff members with larger salary increases. Overall, executive level staff received an average increase of 4.5 percent during fiscal 2001.

Table 3i: Average Size of Fiscal 2001 Salary Increase, by Operating Budget

| Fiscal 2001 Operating Budget | Executive <br> Staff | Management <br> Staff | Technical <br> Staff | Administrative <br> Staff |
| :--- | ---: | ---: | ---: | ---: |
| Less than $\$ 100,000$ | $3.1 \%$ | $0.9 \%$ | $0.4 \%$ | $0.7 \%$ |
| $\$ 100,000$ to $\$ 249,999$ | $4.2 \%$ | $1.9 \%$ | $1.2 \%$ | $2.1 \%$ |
| $\$ 250,000$ to $\$ 499,999$ | $5.2 \%$ | $2.8 \%$ | $1.7 \%$ | $2.1 \%$ |
| $\$ 500,000$ to $\$ 999,999$ | $5.5 \%$ | $3.6 \%$ | $3.2 \%$ | $3.16 \%$ |
| $\$ 1,000,000$ to $\$ 4,999,999$ | $4.8 \%$ | $4.0 \%$ | $3.5 \%$ | $3.2 \%$ |
| $\$ 5,000,000$ or More | $4.0 \%$ | $4.2 \%$ | $4.0 \%$ | $3.2 \%$ |
| ALL LAAs | $\mathbf{4 . 5 \%}$ | $\mathbf{2 . 7 \%}$ | $\mathbf{2 . 0 \%}$ | $\mathbf{2 . 3 \%}$ |

Private LAAs gave executive level staff larger salary increases than public LAAs. Interestingly, however, public LAAs awarded larger increases to management, technical, and administrative staff.

Table 3j: Average Size of Fiscal 2001 Salary Increase, by Legal Status

| Legal Status | Executive <br> Staff | Management <br> Staff | Technical <br> Staff | Administrative <br> Staff |
| :--- | ---: | ---: | ---: | ---: |
| Private LAAs | $4.7 \%$ | $2.6 \%$ | $1.8 \%$ | $2.2 \%$ |
| Public LAAs | $3.8 \%$ | $3.0 \%$ | $2.8 \%$ | $2.6 \%$ |
| ALL LAAs | $\mathbf{4 . 5 \%}$ | $\mathbf{2 . 7 \%}$ | $\mathbf{2 . 0 \%}$ | $\mathbf{2 . 3 \%}$ |

## Section IV—Characteristics of the Responding Organizations

Seventy-seven percent of respondents are private nonprofit organizations, while 23 percent are public (agencies of city or county government). These results are consistent with the findings from other Americans for the Arts' research projects-nationally, an estimated 75 percent of all LAAs are private.

Survey participants were asked to report their fiscal 2001 operating budget (including pass-through grantmaking expenditures). As illustrated by Table $4 a$, the responses reflect a fairly even distribution across six operating budget categories.

Table 4a: Survey Respondents, by Fiscal 2001 Operating Budget

| Fiscal 2001 Operating Budget | Total | Percent | Private | Public |
| :--- | ---: | ---: | ---: | ---: |
| Less than $\$ 100,000$ | 60 | $15.5 \%$ | 48 | 12 |
| $\$ 100,000$ to $\$ 249,999$ | 108 | $27.9 \%$ | 95 | 13 |
| $\$ 250,000$ to $\$ 499,999$ | 67 | $17.4 \%$ | 55 | 12 |
| $\$ 500,000$ to $\$ 999,999$ | 57 | $14.8 \%$ | 47 | 10 |
| $\$ 1,000,000$ to $\$ 4,999,999$ | 72 | $18.7 \%$ | 43 | 29 |
| $\$ 5,000,000$ or More | 22 | $5.7 \%$ | 8 | 14 |
| ALL LAAs | $\mathbf{3 8 6}$ | $\mathbf{1 0 0 \%}$ | $\mathbf{2 9 6}$ | $\mathbf{9 0}$ |

Participants were also asked to provide the population of their service areas. As evidenced by the findings in Table $4 b$, the responding organizations represent a wide range of community types, from rural to large urban.

Table 4b: Survey Respondents, by Population of Service Area

| Population of Service Area | Total | Percent | Private | Public |
| :--- | ---: | ---: | ---: | ---: |
| Less than 30,000 | 58 | $15.0 \%$ | 52 | 6 |
| 30,000 to 99,999 | 106 | $27.4 \%$ | 92 | 14 |
| 100,000 to 249,999 | 76 | $19.7 \%$ | 51 | 25 |
| 250,000 to 499,999 | 45 | $11.7 \%$ | 33 | 12 |
| 500,000 to 999,999 | 42 | $10.9 \%$ | 25 | 17 |
| $1,000,000$ or More | 59 | $15.3 \%$ | 43 | 16 |
| ALL LAAs | $\mathbf{3 8 6}$ | $\mathbf{1 0 0 \%}$ | $\mathbf{2 9 6}$ | $\mathbf{9 0}$ |

The total number of paid staff for participating organizations is calculated as the sum of (1) full-time exempt staff, (2) full-time non-exempt staff, (3) part-time staff, (4) contract staff, and (5) paid seasonal staff. Nearly half of all LAAs with paid staff have five or fewer paid staff in their organization ( 47 percent). Table $4 c$ lists the number of paid staff employed by participating organizations, within specific operating budget categories.

Table 4c: Survey Respondents, by Number of Paid Staff and by Budget

| Fiscal 2001 Operating Budget | Total Orgs. | Avg. <br> Staff <br> Size | Total Paid Staff |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | 1-2 | 3-5 | 6-10 | 11 or <br> More |
| Less than \$100,000 | 60 | 2.6 | 43 | 9 | 7 | 1 |
| \$100,000 to \$249,999 | 108 | 5.2 | 36 | 42 | 19 | 11 |
| \$250,000 to \$499,999 | 67 | 9.6 | 5 | 21 | 21 | 20 |
| \$500,000 to \$999,999 | 57 | 14.2 | 8 | 8 | 17 | 24 |
| \$1,000,000 to \$4,999,999 | 72 | 21.6 | 1 | 7 | 14 | 50 |
| \$5,000,000 or More | 22 | 115.9 | 0 | 1 | 3 | 18 |
| ALL LAAs | 386 | 16.3 | 93 | 88 | 81 | 124 |

Table 4d: Number of Paid Staff and Volunteers Employed by Survey Respondents

| Type of Position | Average | Maximum |
| :--- | ---: | ---: |
| Full-time exempt staff | 3.3 | 39 |
| Full-time non-exempt staff | 1.4 | 33 |
| Total full-time staff | $\mathbf{4 . 7}$ | $\mathbf{6 9}$ |
| Part-time staff | 3.6 | 200 |
| Paid seasonal staff | 3.6 | 500 |
| Contract staff | 4.3 | 409 |
| Total paid staff | $\mathbf{1 6 . 2}$ | $\mathbf{9 3 4}$ |
| Board members | 14.1 | 85 |
| Volunteers (excluding board members) | 88.9 | 1,000 |

There is a broad geographic representation of participants, as surveys were received from LAAs in 48 states and the District of Columbia.

Table 6: Geographic Distribution of Survey Respondents

| U.S. Census Bureau Region | Total | Percent |
| :--- | ---: | ---: |
| New England (CT, MA, ME, NH, RI, VT) | 15 | $3.9 \%$ |
| Middle Atlantic (NJ, NY, PA) | 53 | $13.7 \%$ |
| South Atlantic (DC, DE, FL, GA, MD, NC, SC, VA, WV) | 95 | $24.6 \%$ |
| North Central (IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI) | 85 | $22.1 \%$ |
| South Central (AL, AR, KY, LA, MS, OK, TN, TX) | 46 | $11.9 \%$ |
| Mountain (AZ, CO, ID, MT, NM, NV, UT, WY) | 37 | $9.6 \%$ |
| Pacific (AK, CA, HI, OR, WA) | 55 | $14.2 \%$ |
| ALL LAAs | $\mathbf{3 8 6}$ | $\mathbf{1 0 0 \%}$ |

It should be noted that both members and nonmembers of Americans for the Arts were surveyed for this report-ensuring that these findings represent the entire local arts agency field.

## Appendix A-Survey Methodology

On October 22, 2001, Americans for the Arts mailed a survey notification letter to the 2,641 local arts agencies in our LAA database informing them that they would soon receive our Salary and Benefits Survey. The survey document, mailed one week later, requested information about LAA organizational characteristics, staffing, benefits, hiring practices, and evaluation procedures. In addition, the survey requested detailed demographic information about, and exact values of, compensation for existing LAA staff. Postage-paid return envelopes accompanied each survey. Participation in the survey was also solicited through the Americans for the Arts website.

As added incentives to participate in the survey, all LAAs that returned completed surveys received (1) a coupon for a ten percent discount on any single order from the Americans for the Arts bookstore, and (2) a complimentary copy of this final report.

The original deadline for the return of completed surveys was November 30, 2001. However, the U.S. Postal Service in the Washington, D.C. area experienced delays and service disruption due to investigations of anthrax exposure in some postal centers. Incoming and outgoing mail were affected by the delays. As a result, many classes of mail, including the postage-paid Business Reply Mail (BRM) envelopes used by survey respondents, were transported to a facility in Ohio and irradiated to eliminate the risk of anthrax contamination.

On December 10, 2001, Americans for the Arts contacted all non-responding LAAs via e-mail to inform them of the situation and to suggest that they mail or fax a copy of their completed survey. In addition, the deadline to respond was extended to December 21, 2001. Due to the service disruption experienced by the U.S. Postal Service, completed surveys continued to trickle in throughout the spring of 2002. Americans for the Arts received the final survey on May 22, 2002.

A total of 445 surveys were returned-a response rate of 16.8 percent. Of the 445 total respondents, 386 have at least one paid staff person and 59 have volunteer staff only. The findings in this report are based only upon the responses from the 386 responding LAAs with paid staff. While there are more than 4,000 LAAs nationally, past research suggests that 1,200 have paid staff. Therefore, the 386 LAAs represent approximately one third of all LAAs with paid staff ( 32.2 percent).

No analysis was completed to determine if significant differences exist between survey responders and non-responders.

## Appendix B-Survey Instrument

# Americans for the Arts' FY2001 LAA Compensation Survey 

Do you need information to help you determine competitive base salaries for new employees? Do you want to know what benefits are being offered by other arts organizations? If you complete and return this survey, we'll give you a report that answers these questions and more. We'll also give you a coupon for $\mathbf{1 0 \%}$ off any Americans for the Arts' bookstore order!

## WHAT IS THE PURPOSE OF THIS SURVEY?

Americans for the Arts receives hundreds of requests for information about salaries in local arts agencies and other arts service organizations. This survey is designed to help us accurately respond to these requests. As a capacity-building tool this survey will assist you and your peers with evaluating salary and staffing levels, setting pay increases, and comparing your compensation packages to those provided by similar arts organizations.

Americans for the Arts understands that some of the information we are requesting is considered sensitive. We assure that all individual surveys will remain completely confidential and that all results will be reported in the aggregate.

Only organizations that respond to this survey will receive a free copy of the report Nonresponders may purchase the report for $\$ 55$. The final report will be published this winter.

## HOW LONG WILL IT TAKE TO COMPLETE?

The survey should take no more than one hour to complete.

## WHO IS THE BEST PERSON TO FILL IT OUT?

This survey requests sensitive data about staff compensation. We recommend that it be completed by the staff member who typically deals with your organization's finances.

## WHAT ARE THE INSTRUCTIONS FOR FILLING IT OUT?

Before you begin to fill out the survey, please review all of the questions. In most cases you need to simply check a box. When a question requires more than a checkmark, please find the correct answer and print the response in the box provided.

## WHO DO YOU CONTACT WITH QUESTIONS?

Questions should be directed to Benjamin Davidson, Director of Research, Americans for the Arts. He can be reached by phone at 202.371.2830, or by e-mail at CompSurvey@artsusa.org.

## WHERE DO YOU SEND THE COMPLETED SURVEY?

Using the enclosed postage-paid envelope, mail your completed survey by November 30. If you have lost or tossed your envelope, please mail or fax your survey to:

Compensation Survey c/o Research Department Americans for the Arts 1000 Vermont Avenue, N.W., 12th Floor Washington, DC 20005

Respond by November 30 to receive a free copy of the report (a \$55 value) and a 10\% discount on any Americans for the Arts' bookstore order!!
$\square$
Organization Name


Street Address


City


State


Zip Code


Organization's Website Address


Office Phone Number
$\square$

Name of Person Completing Survey
$\square$
Mailing Address
$\square$
Office Fax Number

## BACKGROUND INFORMATION ABOUT YOUR ORGANIZATION

1. Which of the following terms characterize your organization? (Check all that apply)
 Statewide arts advocacy organization Statewide assembly of local arts agencies Other (specify): $\qquad$
2. Which of the following best describes the nature of your organization? (Check only one)
$\square$ Private/Nonprofit 501(c)(3)Public/Government agency
Other (specify): $\qquad$
3. What is the population of the area that your organization serves? (Check only one)


Less than 30,000
30,000 to 99,999 $\square$ 100,000 to 249,999
250,000 to 499,999


500,000 to 999,999
1,000,000 or more
4. What is the size of your organization's total FY2001 operating budget, including pass-through grantmaking expenditures?

5. Pass-through revenues are monies that are received from one source only to be redistributed; most often, pass-through revenues are used for making grants. For example, your organization may receive $\$ 50,000$ in pass-through revenues from your city government. In turn, your organization will review grant applications and, based upon its decisions, redistribute the $\$ 50,000$ in the form of grants to arts organiztations within your community.

Provide your organization's total FY2001 pass-through revenues. $\square$
6. Does your organization have at least one paid staff member, either full-time or part-time, who is employed year-round?

$$
\begin{aligned}
& \square \text { No } \longrightarrow \text { If your organization does not have year-round } \\
& \text { paid employees, you have completed the } \\
& \text { survey. Please return it in the postage-paid } \\
& \text { envelope provided. Thank you for }
\end{aligned}
$$

7. Please indicate the current number of staff employed by your organization, and whether or not staffing levels have changed during the past twelve months. (See definitions below)


## Definitions for Question 7:

How many hours is full-time employment vs. part-time employment? The Federal Fair Labor Standards Act (FLSA) does not define full-time employment or part-time employment. This is a matter generally to be determined by the employer. Typically, full-time salaried staff are required by their employer to work a standard number of weekly hours. Any employee who works fewer hours is considered part-time.
Exempt employees are executives, managers, professional staff, technical staff, officers, directors, owners, and others whose duties and responsibilities allow them to be exempt from overtime pay provisions as provided by the FLSA and any applicable state laws.

Non-exempt employees are employees in certain types of jobs who are, by law, entitled to overtime pay for hours worked in excess of eight (8) hours per day or forty (40) hours per workweek. This means that they are not exempt from (and should therefore receive) overtime pay.
Paid seasonal staff typically include interns and temporary staff that are hired for seasonal events such as festivals and special events.
Contract employees are independent contractors; typically, contract employees include consultants who provide accounting and legal services.

Volunteers are individuals who are not paid for their time/services, and can include "office" volunteers as well as seasonal volunteers who may be solicited to assist with a special event.
9. Which of the following benefits does your organization provide to full-time employees? (Check all that apply)


Health insurance
Dental insurance
Vision plan
Group life insurance
Short-term disability insurance
Long-term disability insurance
Annual cash bonus
Incentive cash bonus
Signing/hiring bonus
Flexible spending accounts
Flexible scheduling
Telecommuting
Transportation subsidy
Health club membership

| "Comp." time |
| :---: |
| Overtime pay |
| Longevity pay |
| Paid vacation days |
| Paid holidays |
| Paid sick days |
| Paid parental leave |
| Bereavement/funeral leave |
| Jury duty leave/pay |
| Military duty leave/pay |
| Child care (on-site or paid benefit) |
| College-level tuition reimbursement |
| Association/professional dues |
| Other (specify): |

Other (specify):
10. If your organization provides health insurance to full-time employees, what percentage of the health insurance premium is paid by your organization, and what percentage is paid by the employee? (Insurance premiums may differ for individuals and families; additionally, your organization may provide multiple types of insurance. Two common types are listed below, along with an "other" category.)


Other health plan (specify):
Individual/single coverage:
Family coverage:

11. If your organization provides health insurance, are health insurance benefits offered for same sex domestic partners? (Check only one)

Yes, insurance is provided under family coverage
Yes, but insurance is provided under separate coverage
No, insurance is not provided for same sex domestic partners
Not sure -- this issue has not been addressed by your organization
12. Please indicate which type(s) of retirement plans are offered to full-time employees of your organization.


401(k)
403(b)
457
Other (specify):
No retirement plan is offered (If no retirement plan is offered, skip to Q. 13.)

12a. What is the maximum employer contribution that your organization will make to employee retirement plans (matching or otherwise)? (This figure is usually a percentage of an employee's salary.)


12b. How many years must pass before employees may make contributions?


12c. How many years must pass before employers may make contributions?


12d. How many years must pass before employer contributions are fully vested?

13. How much will your organization spend on payroll AND benefits during FY2001? (Include salaries, wages, and employee benefits for all staff members.)

14. How much will your organization spend on benefits ONLY during FY2001? Include non-cash benefits for staff only -- exclude salaries and wages.)

15. Indicate how time off with $100 \%$ pay is structured in your organization by writing the number of paid days off per year received by full-time employees in the boxes below. (If your organization uses a Paid Time Off program or has a set number of days to be used each year at the employee's discretion, use the righthand [gray] column only.)

$\square$ If accrual of paid time off is based upon staff position and/or rank, check this box and respond to question 15 based upon the most senior staff member of your organization.

## CASH COMPENSATION POLICIES AND PRACTICES

16. Using a scale of 1 to 5 , where 1 is "not considered at all" and 5 is "strongly considered," rate the level of consideration given to the following criteria when determining starting salaries for new employees.
(Check one box for each of the criteria listed. Numbers may be used more than once.)

17. In your organization, how is employee performance measured? (Check all that apply)
$\square$
$\square$
$\square$
Written evaluation
Oral evaluation
Peer evaluation

$\square$
$\square$
$\square$Achieving specific workplan goals Achieving specific financial targets Other (specify):

Strongly Considered
18. In your organization, how is "above average performance" rewarded? (Check all that apply)


Salary raises
Cash bonuses

| $\square$ |
| :--- |
| $\square$ |
| $\square$ |Increased vacation time Increased sick time

Promotion/increased responsibility Other (specify):
19. Using a scale of 1 to 5 , where 1 is "not important at all" and 5 is "very important," rate the importance of the following factors in determining your organization's staff salary increases. (Check one box for each of the criteria listed. Numbers may be used more than once.)

20. What was the average raise in salary received by employees of your organization during your most recent round of performance reviews? (Rewards often vary depending on staff levels; therefore, respond separately for each of the staff levels listed below.) (If exact figures are not available, use your best estimates.)


## STEP-BY-STEP INSTRUCTIONS -- HOW TO ANSWER QUESTIONS 21-33

A. Review the job description at the top of each page.
B. Determine if your organization currently employs a person whose responsibilities closely match each job description.
C. If your organization does employ that position, answer each of the remaining questions on that page. If your organization does not employ that position, move to the next page and begin again.
D. Some organizations -- particularly smaller ones -- have only one employee who handles the entire operation of the organization. In these cases, use the Executive Director description on page eight.
E. One person at your organization may hold two or more of the positions listed. In these cases, please report information under the position that occupies the greatest percentage of that person's time.
F. More than one person may hold the same position within your organization. In these cases, please report information for each person in that position by making copies of Question 33 (page 20) as necessary. Question 33 provides a blank position description for this scenario, as well as for key positions in your organization that we might have missed.
G. If a position is vacant, write "VACANT" as the position title, identify the position as full- or part-time, and provide the position's expected salary and the dollar value of the position's benefits.
H. When you have filled out the entire survey, mail it to us by November 30 in the postage-paid envelope that we provided. After we receive your completed survey, we will send you a coupon redeemable for a $10 \%$ discount on any order at the Americans for the Arts bookstore (and the report when it is completed).

## 21. EXECUTIVE DIRECTOR

## Job Description:

The chief staff executive in the organization; responsibilities may include overall management of the organization, strategic and fiscal planning, advocating for the organization's mission and goals, overseeing fundraising activities, and reporting to a board of directors or a governing committee.

Other titles for this position include: Director, Managing Director, President, Chief Executive Officer, General Manager, Commissioner.

21A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 21B)

No (Skip to Question 22)

21B. What is this person's title?


21C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$
21D. What is the gender of the person currently employed in this position?
$\square$ Male
$\square$ Female

21E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American
Native American

Caucasian American


Pacific Islander
Other (specify):

21F. How long has he/she held this position?


21G. What is the highest level of education completed by this person? (Check only one)


Less than high school High school degree
2-year college/technical/associates degree

| $\square$ | 4-year college degree |
| :--- | :--- |
| $\square$ | Master's degree |
| $\square$ | Doctoral degree |

21H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?


21I. Does your organization have a staff succession policy or plan for this position? (For example, if your organization's executive director were to depart or become temporarily incapacitated, is there a plan for his/her replacement?)


21J. How is this person compensated? (Check only one)


Annual salaryNot compensated/volunteer (Skip to Question 22)
Hourly wage
Other (specify). $\qquad$
Contract or management fee

21K. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


21L. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 22. ASSISTANT EXECUTIVE DIRECTOR

## Job Description:

The second-in-command staff executive, this person directly supports the Executive Director; responsibilities include administration of multiple aspects of agency operations and supervision of program directors.

Other titles for this position include: Assistant Director, Deputy Director, Chief Operating Officer, Executive Vice President, Senior Vice President, Senior Manager, Deputy Commissioner.

22A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 22B)

22B. What is this person's title?


22C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

22D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

22E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American

Caucasian American
Pacific Islander


22F. How long has he/she held this position?

22G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4-year college degree
High school degree
2-year college/technical/associates degree

Master's degree
Doctoral degree

22H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$

22I. How is this person compensated? (Check only one)


Annual salary
Hourly wage
Contract or management fee
$\square$ Not compensated/volunteer (Skip to Question 23)
Other (specify): $\qquad$

22J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


22K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 23. DIRECTOR OF DEVELOPMENT

Job Description:
Administers organization's fundraising activities; responsibilities may include grantwriting, donor identification and management, annual and special campaigns, special events, major gifts, and planned giving. Scope of responsibility is likely determined by size of organization. (Respond separately for UAF campaign managers using Question 31 on page 18.)

Other titles for this position include: Director of Resource Development, Fund Development Director, Vice President of Development, Fundraising Manager.

23A. Does your organization currently employ someone whose responsibilities closely match this position? $\square$ Yes (Continue with Question 23B) $\square$ No (Skip to Question 24)

23B. What is this person's title?


23C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

23D. What is the gender of the person currently employed in this position?
$\square$
Male $\square$ Female

23E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American
Caucasian American


Hispanic/Latin/Spanish American
Native American
Pacific Islander
Other (specify):

23F. How long has he/she held this position?

$\square$ Months

23G. What is the highest level of education completed by this person? (Check only one)


Less than high school
High school degree
2-year college/technical/associates degree


4-year college degree
Master's degree
Doctoral degree

23H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$

23I. How is this person compensated? (Check only one)


Annual salary
Hourly wage
Contract or management fee

23J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


23K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 24. DIRECTOR OF FINANCE AND ADMINISTRATION

Job Description:
Manages organization's financial affairs; responsibilities include preparation and maintenance of financial records/statement/reports, serving as liaison to Board Finance Committee, coordination and administration of operational functions such as facilities and human resources.

Other titles for this position include: Vice President of Finance, Vice President of Operations, Executive Vice President, Chief Operating Officer, Business Manager, Controller.

24A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 24B) $\square$ No (Skip to Question 25)

24B. What is this person's title? $\square$

24C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

24D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

24E. What is this person's race/ethnicity? (This question is used for demographic purposes only)
$\square$ African American
$\square$ Alaskan Native
$\square$ Asian American
$\square$ Caucasian American


Hispanic/Latin/Spanish American
Native American
Pacific Islander
Caucasian American

24F. How long has he/she held this position?


24G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4-year college degree
High school degree
2-year college/technical/associates degree

24H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$ No

24I. Is this person a certified public accountant (CPA)?

$\square$ No

24J. How is this person compensated? (Check only one)


Annual salaryNot compensated/volunteer (Skip to Question 25)
Hourly wage
Contract or management fee

24K. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


24L. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)

25. DIRECTOR OF MARKETING

Job Description:
Designs and implements the organization's marketing and sales strategies, and public relations plan; responsibilities may include maintenance of relationships with media and oversight of external communications such as printed and promotional materials.

Other titles for this position include: Public Relations Director, Vice President of Marketing/ Communications/Public Relations, Marketing/Communications Manager, Marketing Coordinator.

25A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 25B) $\square$ No (Skip to Question 26)

25B. What is this person's title?


25C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

25D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

25E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American
Native American

Caucasian American
Pacific Islander
Other (specify):

25F. How long has he/she held this position?


25G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4-year college degree
High school degree
2-year college/technical/associates degree

Master's degree
Doctoral degree

25H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$

25I. How is this person compensated? (Check only one)


Annual salary

$\square$ NNot compensated/volunteer (Skip to Question 26)
Hourly wage
Contract or management fee
$\qquad$

25J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


25K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 26. DIRECTOR OF GRANTS PROGRAMS

## Job Description:

Manages arts grants program; responsibilities include direction of grant allocations and disbursement, delivery of technical assistance to applicants, organization of grant panel meetings, and management the reporting and review process.

Other titles for this position include: Grants Manager, Grants Coordinator.

26A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 26B) $\square$
$\square$ No (Skip to Question 27)

26B. What is this person's title?


26C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

26D. What is the gender of the person currently employed in this position?
$\square$ Male
$\square$ Female

26E. What is this person's race/ethnicity? (This question is used for demographic purposes only)
$\square$ African American
$\square$ Alaskan Native
$\square$ Asian American
$\square$ Caucasian American
$\square$ Hispanic/Latin/Spanish American
Alaskan Native

Caucasian American
Native American
Pacific Islander

26F. How long has he/she held this position?

$\# \square$ Months

26G. What is the highest level of education completed by this person? (Check only one)


Less than high school
High school degree
2-year college/technical/associates degree


4-year college degree
Master's degree Doctoral degree

26H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$ Yes $\square$

26I. How is this person compensated? (Check only one)


Annual salary
Hourly wage
Contract or management fee
$\qquad$
Other (specify):


26K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## Job Description:

Administers public art programs; responsibilities include advising artist live/work programs, hosting technical assistance workshops, making presentations to civic groups and government agencies, and preparing ordinances, grant proposals, reports, and correspondence.

Other titles for this position include: Public Art Coordinator, Public Art Manager.

27A. Does your organization currently employ someone whose responsibilities closely match this position? $\square$ Yes (Continue with Question 27B) $\quad \square$ No (Skip to Question 28)

27B. What is this person's title?


27C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

27D. What is the gender of the person currently employed in this position?
$\square$ Male
$\square$ Female

27E. What is this person's race/ethnicity? (This question is used for demographic purposes only)
$\square$ African American
$\square$ Alaskan Native
$\square$ Asian American
$\square$ Caucasian American
$\square$ Hispanic/Latin/Spanish American
Alaskan Native
Native American
Pacific Islander
Caucasian American

27F. How long has he/she held this position?

$\square$ Months

27G. What is the highest level of education completed by this person? (Check only one)


Less than high school
High school degree
2-year college/technical/associates degree


4-year college degree
Master's degree Doctoral degree

27H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$ Yes $\square$

27I. How is this person compensated? (Check only one)


Annual salary
Hourly wage
Contract or management fee
$\qquad$
Other (specify):


27K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 28. DIRECTOR OF ARTS EDUCATION

Job Description:
Develops and administers arts education programs; responsibilities may include creation of partnerships with local arts organizations, businesses, and schools, identification of community outreach opportunities, and implementation of arts in education advocacy programs.

Other titles for this position include: Vice President of Arts in Education, Arts Education Coordinator, Arts Education Manager.

28A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 28B) $\square$ No (Skip to Question 29)

28B. What is this person's title?


28C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

28D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

28E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American

Caucasian American
Pacific Island
Other (specify):

28F. How long has he/she held this position?


28G. What is the highest level of education completed by this person? (Check only one)


Less than high school
High school degree
2-year college/technical/associates degree


4-year college degree
Master's degree
Doctoral degree
$\mathbf{2 8 H}$. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
281. How is this person compensated? (Check only one)


Annual salary
Hourly wage
Contract or management fee
$\square$ Not compensated/volunteer (Skip to Question 29)
Other (specify): $\qquad$

28J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


28K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)

29. DIRECTOR OF TECHNOLOGY

Job Description:
Manages technological assets of organization; responsibilities may include oversight of computer networks, maintenance of hardware and software, troubleshooting technical issues, and system upgrades and integration. May include website development/design.

Other titles for this position include: Vice President of Technology, Information Technology (IT) Director, Technology Coordinator, Technology Manager, IT Coordinator.

29A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 29B) $\square$ No (Skip to Question 30)

29B. What is this person's title?


29C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

29D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

29E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American

Caucasian American
Pacific

29F. How long has he/she held this position?


29G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4-year college degree
High school degree
2-year college/technical/associates degree

Master's degree
Doctoral degree
$\mathbf{2 9 H}$. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$ No
291. How is this person compensated? (Check only one)


Annual salary

$\square$Not compensated/volunteer (Skip to Question 30)
Hourly wage
Contract or management fee
$\qquad$

29J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


29K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)

30. MEMBERSHIP DIRECTOR

## Job Description:

Develops and manages membership services; responsibilities include implementation of membership renewal campaigns, new member solicitation programs, and response to membership requests. May include marketing and communications tasks.

Other titles for this position include: Membership Coordinator, Membership Manager, Director of Member Recruitment.

30A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 30B) $\square$ No (Skip to Question 31)

30B. What is this person's title?


30C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

30D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

30E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American
Native American
Caucasian American
Pacific Islander
Other (specify):

30F. How long has he/she held this position?


30G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4 -year college degree
High school degree
2-year college/technical/associates degree

Master's degree
Doctoral degree
$\mathbf{3 0 H}$. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$ No

30I. How is this person compensated? (Check only one)


Annual salary

$\square$Not compensated/volunteer (Skip to Question 31)
Hourly wage
Contract or management fee
$\qquad$

30J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


30K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 31. UAF CAMPAIGN DIRECTOR

Job Description:
Manages the day-to-day operations of a United Arts Fund campaign; responsibilities include development and implementation of a campaign plan, and maintenance of relationships with potential community donors.

Other titles for this position include: Fund Director, Campaign Manager, Campaign Coordinator, Fund Manager, Fund Coordinator.

31A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 31B) $\square$ No (Skip to Question 32)

31B. What is this person's title?


31C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

31D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

31E. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American


Hispanic/Latin/Spanish American

Caucasian American
Pacific Islander


31G. What is the highest level of education completed by this person? (Check only one)


Less than high school


4-year college degree
High school degree
2-year college/technical/associates degree

Master's degree
Doctoral degree

31H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$

31I. How is this person compensated? (Check only one)


Annual salaryNot compensated/volunteer (Skip to Question 32)
Hourly wage
Contract or management fee
$\qquad$

31J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


31K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)

32. DIRECTOR OF FACILITIES

Job Description:
Manages the day-to-day operations of cultural facilities; responsibilities include management, operation, and oversight of all buildings and facilities owned by organization.

Other titles for this position include: Facilities Manager, Director of Facility Operations.

32A. Does your organization currently employ someone whose responsibilities closely match this position?
$\square$ Yes (Continue with Question 32B) $\square$ No (Skip to Question 33)

32B. What is this person's title? $\square$

32C. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$
Part-time

32D. What is the gender of the person currently employed in this position?
$\square$ Male $\square$
Female

32E. What is this person's race/ethnicity? (This question is used for demographic purposes only)
$\square$ African American
$\square$ Alaskan Native
$\square$ Asian American
$\square$
$\square$
$\square$
$\square$
$\square$
$\square$

Hispanic/Latin/Spanish American
Native American
Pacific Islander
Caucasian American
Other (specify):

32F. How long has he/she held this position?


32G. What is the highest level of education completed by this person? (Check only one)


Less than high school
High school degree
2-year college/technical/associates degree
$\square$ 4-year college degree
$\square$
$\square$
$\square$

32H. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$
$\square$
321. How is this person compensated? (Check only one)


Annual salaryNot compensated/volunteer (Skip to Question 33)
Hourly wage
Other (specify): $\qquad$
Contract or management fee

32J. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)


32K. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)


## 33. WHO DID WE MISS?

Use this section if your organization has a senior staff member who did not fit into any of the categories previously covered. Feel free to copy this page as many times as necessary.

33A. Does your organization employ another staff member you that your peers would like to know about?
$\square$ Yes (Continue with Question 33B) $\square$ No (Skip to Question 34)

33B. What is this person's title? $\square$
33C. Write a quick job description below (use key words to describe this person's responsibilities):
$\square$
33D. Is this person employed by your organization full-time or part-time?
$\square$ Full-time $\square$ Part-time

33E. What is the gender of the person currently employed in this position?
$\square$ Male $\square$ Female

33F. What is this person's race/ethnicity? (This question is used for demographic purposes only)


African American
Alaskan Native
Asian American
Caucasian American

33G. How long has he/she held this position? $\square$

Hispanic/Latin/Spanish American
Native American
Pacific Islander
Other (specify):
$\qquad$

33H. What is the highest level of education completed by this person? (Check only one)
 Less than high school High school degree 2-year college/technical/associates degree


4 -year college degree Master's degree Doctoral degree
331. If this person has a college or advanced degree, is it arts-related (e.g., arts management, arts policy)?
$\square$ Yes $\square$ No

33J. How is this person compensated? (Check only one)


Annual salary
Hourly wageNot compensated/volunteer (Skip to Question 34)

Contract or management fee
33K. What is his/her current annual salary? (Salary is the total income documented on the individual's W-2 statement -- including bonuses -- plus any other cash compensation.)

33L. What is the dollar value of his/her benefits? (Provide the dollar value of the non-cash benefits that you indicated in Question 8, such as health insurance and travel subsidies)

34. YOU ARE DONE!! Thank you for taking the time to complete this survey. Please mail your completed survey in the enclosed postage-paid envelope. The deadline for submission is November 30. You will receive your coupon for a 10\% discount on any purchase from our bookstore in a few weeks (and the report when it is ready)!

## Appendix C—Acknowledgments

We are grateful to the 386 local arts agencies (with paid staff) that responded to our lengthy and detailed survey. Americans for the Arts hopes that the LAAs that chose not to participate in this survey process will find these results valuable enough to warrant participation in future Americans for the Arts' research projects.

| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Kodiak Arts Council | Kodiak | AK |
| Mountain Valley Arts Council | Guntersville | AL |
| The Arts Council | Huntsville | AL |
| Mobile Arts Council | Mobile | AL |
| McCraney-Cottle Arts Council | Tallassee | AL |
| The Arts and Science Center of Southeast Arkansas | Pine Bluff | AR |
| Arkansas River Valley Arts Center | Russellville | AR |
| Glendale Arts Commission | Glendale | AZ |
| West Valley Fine Arts Council | Litchfield Park | AZ |
| City of Mesa Arts and Cultural Division | Mesa | AZ |
| Phoenix Arts Commission | Phoenix | AZ |
| Scottsdale Cultural Council | Scottsdale | AZ |
| City of Tempe Cultural Services | Tempe | AZ |
| Tucson Pima Arts Council | Tucson | AZ |
| Cultural Council of Yuma, Inc. | Yuma | AZ |
| Chula Vista Office of Cultural Affairs | Chula Vista | CA |
| Del Norte Association for Cultural Awareness | Crescent City | CA |
| City of Culver City | Culver City | CA |
| The Ink People Center for the Arts | Eureka | CA |
| Fresno Arts Council | Fresno | CA |
| City of Glendale Arts and Culture Commission | Glendale | CA |
| City of Huntington Beach Cult. Services Division | Huntington Beach | CA |
| City of Laguna Beach Office of Arts and Culture | Laguna Beach | CA |
| Lake County Arts Council | Lakeport | CA |
| Lincoln Arts and Culture Foundation | Lincoln | CA |
| Public Corporation for the Arts | Long Beach | CA |
| Arts Resources and Technical Services, Inc. | Los Angeles | CA |
| City of Los Angeles Cultural Affairs Department | Los Angeles | CA |
| LA County Arts Commission | Los Angeles | CA |
| Performing Tree | Los Angeles | CA |
| Town of Los Gatos | Los Gatos | CA |
| City of Manhattan Beach | Manhattan Beach | CA |
| Arts and Culture Commission of Contra Costa County | Martinez | CA |
| Arts Council of Napa Valley | Napa | CA |
| Oakland Department of Craft and Cultural Arts | Oakland | CA |
| City of Palo Alto Division of Arts and Culture | Palo Alto | CA |
| El Dorado Arts Council | Placerville | CA |
| Plumas County Arts Commission | Quincy | CA |
| Shasta County Arts Council | Redding | CA |
| Calaveras County Arts Council | San Andreas | CA |
| City of San Diego Commission for Arts and Culture | San Diego | CA |
| San Francisco Arts Commission | San Francisco | CA |
| Arts Council of Silicon Valley | San Jose | CA |
| City of San Jose Office of Cultural Affairs | San Jose | CA |
| Falkirk Cultural Center | San Rafael | CA |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Arts Orange County | Santa Ana | CA |
| City of Santa Clarita | Santa Clarita | CA |
| Santa Monica Cultural Affairs Division | Santa Monica | CA |
| Amador County Arts Council | Sutter Creek | CA |
| The Arts Council of Temecula Valley | Temecula | CA |
| City of Torrance Cultural Services Division | Torrance | CA |
| Ventura County Arts Council | Ventura | CA |
| Trinity County Arts Council | Weaverville | CA |
| Yolo County Arts Council | Woodland | CA |
| Arvada Center for the Arts and Humanities | Arvada | CO |
| City of Aurora Cultural Services Division | Aurora | CO |
| City of Boulder Arts Commission | Boulder | CO |
| Summit County Arts Council | Breckenridge | CO |
| Broomfield Council on the Arts and Humanities | Broomfield | CO |
| Fremont Center for the Arts | Canon City | CO |
| ArtReach, Inc. | Denver | CO |
| Scientific \& Cultural Facilities District | Denver | CO |
| Arts Alive Fort Collins | Fort Collins | CO |
| Grand Junction Commission on Arts and Culture | Grand Junction | CO |
| Parker Cultural Commission | Parker | CO |
| Sangre de Cristo Arts and Conference Center | Pueblo | CO |
| Telluride Council for the Arts and Humanities | Telluride | CO |
| Town of Vail Art in Public Places | Vail | CO |
| Cheshire Performing Fine Arts Committee | Cheshire | CT |
| Darien Arts Center | Darien | CT |
| Greater Hartford Arts Council | Hartford | CT |
| City of Middletown Arts and Cultural Activities | Middletown | CT |
| D.C. Commission on the Arts and Humanities | Washington | DC |
| Pinellas County Arts Council | Clearwater | FL |
| Broward County Office of Cultural Affairs | Ft. Lauderdale | FL |
| Pasco Arts Council | Holiday | FL |
| Cultural Council of Greater Jacksonville | Jacksonville | FL |
| Theatreworks, Inc. | Jacksonville | FL |
| Florida Keys Council of the Arts | Key West | FL |
| Lake Wales Arts Council, Inc. | Lake Wales | FL |
| Cultural Development Group | Miami | FL |
| Miami-Dade County Department of Cultural Affairs | Miami | FL |
| United Arts Council of Collier County | Naples | FL |
| Visual Arts Center of Northwest Florida | Panama City | FL |
| Gadsden Arts, Inc. | Quincy | FL |
| Sarasota County Arts Council, Inc. | Sarasota | FL |
| Martin County Council for the Arts | Stuart | FL |
| Arts Council of Hillsborough County | Tampa | FL |
| Tampa Department of Arts and Cultural Affairs | Tampa | FL |
| Cultural Affairs Council | Tavares | FL |
| Brevard Cultural Alliance | Viera | FL |
| Palm Beach County Cultural Council | West Palm Beach | FL |
| United Arts of Central Florida | Winter Park | FL |
| Fulton County Arts Council | Atlanta | GA |
| Independence, Inc. | Atlanta | GA |
| Robert Ferst Center for the Arts at GA Tech | Atlanta | GA |
| Gertrude Herbert Institute of Art | Augusta | GA |
| Etowah Creative Arts Council and Gallery | Cartersville | GA |
| Conyers/Rockdale Council for the Arts | Conyers | GA |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Crisp Area Arts Alliance | Cordele | GA |
| Decatur Arts Alliance | Decatur | GA |
| Gilmer Arts and Heritage Association | Ellijay | GA |
| Macon Arts Alliance | Macon | GA |
| TellTale Theatre | Marietta | GA |
| City of Savannah Department of Cultural Affairs | Savannah | GA |
| Ohoopee Regional Council for the Arts | Vidalia | GA |
| Maui Arts and Cultural Center | Kahuliu | HI |
| The Octagon Center for the Arts | Ames | IA |
| Spencer Area Arts Council | Spencer | IA |
| Boise City Arts Commission | Boise | ID |
| Buhl Arts Council | Buhl | ID |
| Caldwell Fine Arts, Inc. | Caldwell | ID |
| McCall Arts Council | McCall | ID |
| Barrington Area Arts Council | Barrington | IL |
| Arts Bridge | Chicago | IL |
| Near Northwest Arts Council | Chicago | IL |
| Decatur Area Arts Council | Decatur | IL |
| Galesburg Civic Art League | Galesburg | IL |
| Bloomington Area Arts Council | Bloomington | IN |
| Arts United of Greater Fort Wayne, Inc. | Fort Wayne | IN |
| Tippecanoe Arts Federation | Lafayette | IN |
| Plymouth Arts Commission | Plymouth | IN |
| Arts Place, Inc. | Portland | IN |
| Prairie Arts Council | Rensselaer | IN |
| Southern Indiana Center for the Arts | Seymour | IN |
| Arts Council of Dickinson County | Abilene | KS |
| Hays Arts Council | Hays | KS |
| Hutchinson-Reno County Cultural Commission | Hutchinson | KS |
| PAACA/Pittsburgh Arts Council | Pittsburgh | KS |
| Wichita Sedgwick County Arts \& Humanities Council | Wichita | KS |
| Berea Arts Council | Berea | KY |
| Pennroyal Arts Council | Hopkinsville | KY |
| Lexington Art League | Lexington | KY |
| Lexington Arts and Cultural Council | Lexington | KY |
| Artswatch | Louisville | KY |
| Fund for the Arts | Louisville | KY |
| Richmond Arts Council | Richmond | KY |
| Arts Council of Greater Baton Rouge | Baton Rouge | LA |
| Bossier Arts Council | Bossier City | LA |
| Acadiana Arts Council | Lafayette | LA |
| Shreveport Regional Arts Council | Shreveport | LA |
| City of Slidell Dept. of Cultural \& Public Affairs | Slidell | LA |
| New England Foundation for the Arts | Boston | MA |
| StateSource, Inc. | Boston | MA |
| Urban Arts Institute at Mass. College of Art | Boston | MA |
| ArtWorks! at Dover Street | New Bedford | MA |
| Newton Arts Center | Newtonville | MA |
| Berkshire Artisans/Lichtenstein Center for the Art | Pittsfield | MA |
| Somerville Arts Council | Somerville | MA |
| Worcester County Arts Council | Berlin | MD |
| Queen Anne's County Arts Council | Centreville | MD |
| Allegany Arts Council | Cumberland | MD |
| Howard County Arts Council | Ellicott City | MD |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Washington County Arts Council | Hagerstown | MD |
| Prince George's Arts Council | Hyattsville | MD |
| Garrett County Arts Council | Oakland | MD |
| The Maryland Park and Planning Commission | Riverdale | MD |
| Carroll County Arts Council | Westminster | MD |
| L/A Arts | Lewiston | ME |
| PCA Great Performances | Portland | ME |
| Ann Arbor Art Center | Ann Arbor | MI |
| Bay Arts Council | Bay City | MI |
| Cheboygan Area Arts Council | Cheboygan | MI |
| City of Detroit Cultural Affairs Department | Detroit | MI |
| William Bonifas Fine Arts Center | Escanaba | MI |
| Greater Flint Arts Council | Flint | MI |
| Copper Country Community Arts Council | Hancock | MI |
| Holland Area Arts Council | Holland | MI |
| Arts Council of Greater Kalamazoo | Kalamazoo | MI |
| Lowell Area Arts Council | Lowell | MI |
| Art Reach of Mid Michigan | Mt. Pleasant | MI |
| South Haven Art Association | South Haven | MI |
| Duluth Art Institute | Duluth | MN |
| Intermedia Arts Minnesota | Minneapolis | MN |
| United Arts of Central Minnesota | St. Cloud | MN |
| COMPAS, Inc. | St. Paul | MN |
| Forecast Public Artworks | St. Paul | MN |
| Friends of Historic Boonville | Boonville | MO |
| Raintree Arts Council | Clarksville | MO |
| Arts Council of Metropolitan Kansas City | Kansas City | MO |
| City of Kansas City Municipal Art Commission | Kansas City | MO |
| Springfield Area Arts Council | Springfield | MO |
| St. Louis Regional Arts Commission | St. Louis | MO |
| The Center of Contemporary Arts | St. Louis | MO |
| Grundy County Friends of the Arts | Trenton | MO |
| Greenville Arts Council | Greenville | MS |
| Missoula Cultural Council | Missoula | MT |
| Asheville Area Arts Council | Asheville | NC |
| Avery Arts Council, Inc. | Banner Elk | NC |
| Transylvania Arts Council | Brevard | NC |
| Arts and Science Council of Charlotte/Mecklenburg | Charlotte | NC |
| Cultural Education Collaborative | Charlotte | NC |
| Chowan Arts Council | Edenton | NC |
| City Arts, Greensboro Parks and Recreation Dept. | Greensboro | NC |
| Hiddenite Center, Inc. | Hiddenite | NC |
| High Point Area Arts Council | High Point | NC |
| Orange County Arts Commission | Hillsborough | NC |
| Council for the Arts | Jacksonville | NC |
| Ashe County Arts Council | Jefferson | NC |
| Caldwell Arts Council | Lenoir | NC |
| Arts United for Davidson County | Lexington | NC |
| Dare County Arts Council | Manteo | NC |
| McDowell Arts and Crafts Association | Marion | NC |
| City of Raleigh Arts Commission | Raleigh | NC |
| United Arts Council of Raleigh and Wake County | Raleigh | NC |
| Richmond County Arts Council | Rockingham | NC |
| United Arts Council of Rowan | Salisbury | NC |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Arts Council of Moore County | Southern Pines | NC |
| Edgecombe County Cultural Arts Council | Tarboro | NC |
| Haywood County Arts Council | Waynesville | NC |
| Arts Council of Wilson | Wilson | NC |
| The Arts Council of Winston-Salem and Forsyth County | Winston-Salem | NC |
| Minot Area Council of the Arts | Minot | ND |
| Alliance Arts Council | Alliance | NE |
| Carnegie Arts Center | Alliance | NE |
| Lincoln Arts Council | Lincoln | NE |
| West Nebraska Arts Center | Scottsbluff | NE |
| Friends of the Arts | Plymouth | NH |
| Cumberland County Cultural \& Heritage Commission | Bridgeton | NJ |
| Cape May County Division of Culture and Heritage | Cape May | NJ |
| Center for Community Arts | Cape May | NJ |
| Arts Council of the Morris Area | Madison | NJ |
| Perkins Center for the Arts | Moorestown | NJ |
| Middlesex County Cultural and Heritage Commission | New Brunswick | NJ |
| ALJIRA, Inc. | Newark | NJ |
| The Arts Council of Princeton | Princeton | NJ |
| Monmouth County Arts Council | Red Bank | NJ |
| Mercer County Cultural \& Heritage Division | Trenton | NJ |
| Arts Alliance | Albuquerque | NM |
| Bernalillo County Percent for Art Program | Albuquerque | NM |
| City of Albuquerque Public Art Program | Albuquerque | NM |
| Mimbres Region Arts Council | Silver City | NM |
| City of Las Vegas Department of Cultural Affairs | Las Vegas | NV |
| City of Reno Arts and Culture Commission | Reno | NV |
| Sierra Arts | Reno | NV |
| Genesee-Orleans Regional Arts Council | Batavia | NY |
| Adirondack Lakes Center for the Arts | Blue Mountain Lake | NY |
| Bronx Council on the Arts | Bronx | NY |
| Long Island Arts Council at Freeport | Freeport | NY |
| Catskill Art Society | Hurleyville | NY |
| Community Arts Partnership | Ithaca | NY |
| Arts Council for Chautauqua County | Jamestown | NY |
| Mohawk Valley Center for the Arts, Inc. | Little Falls | NY |
| Delaware Valley Arts Alliance | Narrowsburg | NY |
| Art Start, Inc. | New York | NY |
| The Arts Guild of Old Forge, Inc. | Old Forge | NY |
| Upper Catskill Community Council of the Arts | Oneonta | NY |
| Tioga County Council on the Arts | Owego | NY |
| Pelham Arts Center | Pelham | NY |
| Dutchess County Arts Council | Poughkeepsie | NY |
| East End Arts and Humanities Council | Riverhead | NY |
| Columbia County Council on the Arts | Spencertown | NY |
| Central New York Community Arts Council | Utica | NY |
| Sculpture Space, Inc. | Utica | NY |
| Westchester Arts Council | White Plains | NY |
| Dairy Barn Cultural Arts Center | Athens | OH |
| Cultural Center for the Arts | Canton | OH |
| Cincinnati Institute of Fine Arts | Cincinnati | OH |
| City of Cincinnati Dept. of Neighborhood Services | Cincinnati | OH |
| The Community Partnership for Arts and Culture | Cleveland | OH |
| The King Arts Complex | Columbus | OH |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Culture Works | Dayton | OH |
| Montgomery County Arts and Cultural District | Dayton | OH |
| The Arts Partnership of Greater Hancock County | Findlay | OH |
| Southern Hills Arts Council | Jackson | OH |
| City of Kettering Rosewood Art Centre | Kettering | OH |
| Henry County Arts Council | Napoleon | OH |
| Fairmount Fine Arts Center | Novelty | OH |
| Gateway Arts Council | Sidney | OH |
| The Springfield Arts Council, Inc. | Springfield | OH |
| Arts Council Lake Erie West | Toledo | OH |
| City of Upper Arlington Cultural Arts Commission | Upper Arlington | OH |
| Wayne Center for the Arts | Wooster | OH |
| Worthington Arts Council | Worthington | OH |
| Zanesville Art Center | Zanesville | OH |
| Chisholm Trail Arts Council | Duncan | OK |
| Lawton Arts and Humanities Division | Lawton | OK |
| Norman Arts and Humanities Council | Norman | OK |
| Allied Arts Foundation | Oklahoma City | OK |
| Arts Council of Oklahoma City | Oklahoma City | OK |
| Assembly of Community Arts Councils of Oklahoma | Oklahoma City | OK |
| Arts and Humanities Council of Tulsa | Tulsa | OK |
| Corvallis Art Center | Corvallis | OR |
| Arts Council of Southern Oregon | Medford | OR |
| Portland Center for the Performing Arts | Portland | OR |
| Regional Arts and Culture Council | Portland | OR |
| Arts Council of Erie, Inc. | Erie | PA |
| Art Association of Harrisburg | Harrisburg | PA |
| Danzante | Harrisburg | PA |
| Jump Street | Harrisburg | PA |
| Huntingdon County Arts Council | Huntingdon | PA |
| Monyough Riverfront Entertainment/Cultural Council | McKeesPort | PA |
| Meadville Council on the Arts | Meadville | PA |
| Perry County Council of the Arts | Newport | PA |
| Greater Philadelphia Cultural Alliance | Philadelphia | PA |
| Painted Bride Art Center | Philadelphia | PA |
| Allegheny Regional Asset District | Pittsburgh | PA |
| Calliope: The Pittsburgh Folk Music Society | Pittsburgh | PA |
| Pittsburgh Center for the Arts | Pittsburgh | PA |
| South Arts | Pittsburgh | PA |
| Wyomissing Institute of Fine Arts | Reading | PA |
| Sweetwater Center for the Arts | Sewickley | PA |
| Laurel Arts | Somerset | PA |
| Monroe County Arts Council | Stroudsburg | PA |
| The Community Arts Center | Wallingford | PA |
| Chester County Art Association | West Chester | PA |
| Fine Arts Fiesta | Wilkes-Barre | PA |
| Williamsport-Lycoming Arts Council | Williamsport | PA |
| York Arts | York | PA |
| Arts and Cultural Alliance of Newport County | Newport | RI |
| Arts Council of Beaufort County | Beaufort | SC |
| Arts Council of Chester County | Chester | SC |
| Metropolitan Arts Council | Greenville | SC |
| Arts Council of Greenwood County | Greenwood | SC |
| Laurens County Arts Council | Laurens | SC |


| Local Arts Agency | City | State |
| :---: | :---: | :---: |
| Arts Council of Rock Hill and York County | Rock Hill | SC |
| Sumter County Cultural Commission | Sumter | SC |
| Colleton County Arts Council | Walterboro | SC |
| Brookings Arts Council \& Community Center | Brookings | SD |
| Historic Deadwood-Lead Arts Council | Lead | SD |
| Short Grass Arts Council | Pierre | SD |
| Allied Arts of Greater Chattanooga | Chattanooga | TN |
| Jackson Arts Council | Jackson | TN |
| Johnson City Area Arts Council | Johnson City | TN |
| Arts \& Culture Alliance of Greater Knoxville | Knoxville | TN |
| Greater Memphis Arts Council | Memphis | TN |
| UrbanArt Commission | Memphis | TN |
| Metro Nashville Arts Commission | Nashville | TN |
| Arts Council of Oak Ridge | Oak Ridge | TN |
| City of Austin Cultural Affairs Division | Austin | TX |
| Arts Council of Northeast Tarrant County | Bedford | TX |
| City of Dallas Office of Cultural Affairs | Dallas | TX |
| Greater Denton Arts Council | Denton | TX |
| Arts Council of Fort Worth and Tarrant County | Fort Worth | TX |
| Cultural Arts Council of Houston and Harris County | Houston | TX |
| Huntsville Arts Commission | Huntsville | TX |
| Irving Art Center | Irving | TX |
| City of North Richland Hills Cultural Arts Program | North Richland Hills | TX |
| Odessa Council for the Arts and Humanities | Odessa | TX |
| Caprock Cultural Association | Post | TX |
| Cultural Council of Victoria | Victoria | TX |
| Davis Arts and Humanities Council | Layton | UT |
| Capitol Arts Alliance | Logan | UT |
| Murray City Cultural Arts | Murray | UT |
| Ogden City Arts | Ogden | UT |
| Depot Artists Association | Abindgon | VA |
| Virginia Center for the Creative Arts | Amherst | VA |
| Arlington County Cultural Affairs Division | Arlington | VA |
| Danville Area Association for the Arts | Danville | VA |
| United Arts Organization of Greater Washington | Falls Church | VA |
| Lime Kiln Arts, Inc. | Lexington | VA |
| Center for the Arts of Greater Manassas | Manassas | VA |
| Piedmont Arts Association | Martinsville | VA |
| Wintergreen Performing Arts, Inc. | Nellysford | VA |
| Business Consortium for Arts Support | Norfolk | VA |
| Norfolk Commission on the Arts and Humanities | Norfolk | VA |
| Arts Council of the Blue Ridge | Roanoke | VA |
| Virginia Beach Arts and Humanities Commission | Virginia Beach | VA |
| Bainbridge Performing Arts | Bainbridge Island | WA |
| Arts Council of Snohomish County | Everett | WA |
| Kirkland Performance Center | Kirkland | WA |
| Pierce County Arts and Cultural Services | Lakewood | WA |
| Corporate Council for the Arts/ArtsFund | Seattle | WA |
| Seattle Arts Commission | Seattle | WA |
| Spokane Arts Commission | Spokane | WA |
| City of Tacoma Arts Commission | Tacoma | WA |
| Cultural Council of Greater Tacoma | Tacoma | WA |
| Northern Lakes Center for the Arts | Amery | WI |
| Chippewa Valley Cultural Association | Chippewa Falls | WI |


| Local Arts Agency | City | State |
| :--- | :--- | :---: |
| Fond Du Lac Arts Council, Inc. | Fond Du Lac | WI |
| Council for the Performing Arts | Jefferson | WI |
| United Fund for the Arts and Humanities | LaCrosse | WI |
| Dane County Cultural Affairs Commission | Madison | WI |
| Milwaukee Arts Board | Milwaukee | WI |
| United Performing Arts Fund | Milwaukee | WI |
| Oneida Nation Arts Program | Oneida | WI |
| Oshkosh Opera House Foundation | Oshkosh | WI |
| Portage Center for the Arts | Portage | WI |
| Racine Arts Council, Inc. | Racine | WI |
| LuCille Tack Center for the Arts | Spencer | WI |
| Alliance for the Arts, Ltd. | Bluefield | WV |
| Clay Center for the Arts and Sciences | Charleston | WV |
| The Arts Centre | Martinsburg | WV |
| Monongalia Arts Center | Morgantown | WV |
| Central Appalachian Arts and Crafts | Sutton | WV |
| pARTners | Jackson | WY |

This report was compiled and written by Benjamin Davidson, director of research, Americans for the Arts.

## About Americans for the Arts

Americans for the Arts is the nation's leading nonprofit organization for advancing the arts in America. With a 40-year record of service, it is dedicated to representing and serving local communities and creating opportunities for every American to participate in and appreciate all forms of the arts.

Be sure to visit the Americans for the Arts website at www.AmericansForTheArts.org!
For more information about Americans for the Arts or to request details regarding this report, contact Americans for the Arts' national headquarters in Washington DC.

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- Local Arts Agency Facts-Fiscal Year 2000
- United States Urban Arts Federation-Fiscal Year 2001
- United Arts Funds-Fiscal Year 2001


[^0]:    1 New England includes Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. The Middle Atlantic region includes New Jersey, New York, and Pennsylvania. The South Atlantic region includes Delaware, the District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia.
    The South Central region includes Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas. The North Central region includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.
    The Mountain region includes Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.
    The Pacific region includes Alaska, California, Hawaii, Oregon, and Washington.

