

# GUIDESTAR® Compensation Report

11<sup>TH</sup> Edition – September 2011



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## FOREWORD

GuideStar's mission is to revolutionize philanthropy and nonprofit practice by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving. At its Web site, [www.guidestar.org](http://www.guidestar.org), users access information on more than 1,800,000 United States nonprofit organizations.

The *2011 GuideStar Nonprofit Compensation Report* reviews key employee compensation practices at approximately 88,000 charitable nonprofit organizations. It relies exclusively upon data derived from the GuideStar database of digitized IRS Form 990 information.

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Welcome to the *2011 GuideStar Nonprofit Compensation Report*. This year's report, the 11th in our annual series, is derived from information on more than 131,473 individual positions at more than 87,000 tax-exempt organizations. The executive summary presents findings based not only on this report but also on data for previous years.

The *GuideStar Nonprofit Compensation Report* remains the only large-scale analysis of its kind based entirely on data reported to the IRS. It also continues to be the most comprehensive nonprofit compensation study available.

Accurate, complete, and authoritative information on the nonprofit sector is more important than ever. The Pension Protection Act of 2006 increased the penalties for excessive benefit transactions, including overpayment of nonprofit executives. Meanwhile, Congress, donors, and the media continue to scrutinize nonprofit salaries.

Nonprofits must demonstrate to oversight agencies, grantmakers of all types (government, corporations, and private foundations), and individual donors that the salaries and benefits they offer are justified. They must document their compensation practices and be prepared to help their supporters understand why these practices are appropriate. The *GuideStar Nonprofit Compensation Report* is a valuable tool for achieving these goals.

This volume was conceived, designed, and compiled by Chuck McLean, GuideStar's vice president for research. We welcome your comments and suggestions. Please e-mail your thoughts to [cmclean@guidestar.org](mailto:cmclean@guidestar.org).

Thank you for acquiring the *2011 GuideStar Nonprofit Compensation Report*. We look forward to hearing your comments as we plan for the 2012 edition.

Robert G. Ottenhoff  
President and CEO  
September 6, 2011

# Compensation by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>\$250 thousand or less</b>							
CEO/Executive Director	5,655	\$46,826	\$22,516	\$30,481	\$41,800	\$55,522	\$72,184
Top Administrative Position	247	\$50,268	\$18,983	\$24,163	\$30,750	\$41,855	\$56,550
Top Business Position	21	\$37,293	\$18,000	\$24,180	\$27,000	\$33,360	\$40,000
Top Development Position	34	\$43,294	\$21,830	\$27,043	\$43,410	\$60,356	\$65,061
Top Education Position	21	\$46,328	\$19,500	\$24,700	\$37,200	\$72,597	\$81,234
Top Facilities Position	8	\$30,490			\$31,805		
Top Finance Position	167	\$38,445	\$17,396	\$21,478	\$30,000	\$42,091	\$59,400
Top Operations Position	39	\$41,055	\$22,500	\$26,792	\$32,057	\$44,508	\$60,950
Top Program Position	148	\$37,843	\$19,971	\$25,990	\$35,000	\$44,104	\$55,048
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	13,250	\$58,203	\$29,921	\$40,000	\$53,000	\$69,478	\$90,544
Top Administrative Position	623	\$42,496	\$22,711	\$29,040	\$38,500	\$50,818	\$65,000
Top Business Position	58	\$43,411	\$20,281	\$25,368	\$32,869	\$50,335	\$79,834
Top Development Position	91	\$56,403	\$26,594	\$32,260	\$44,429	\$63,293	\$116,502
Top Education Position	58	\$60,051	\$29,118	\$36,781	\$53,091	\$72,110	\$109,604
Top Facilities Position	13	\$29,322		\$18,038	\$32,200	\$35,169	
Top Finance Position	532	\$41,785	\$19,058	\$25,105	\$35,480	\$48,925	\$68,940
Top Legal Position	17	\$75,035		\$50,023	\$60,000	\$92,048	
Top Marketing Position	14	\$46,257		\$25,010	\$35,600	\$49,490	
Top Operations Position	176	\$47,798	\$24,181	\$32,499	\$44,932	\$56,788	\$69,730
Top Program Position	315	\$45,957	\$24,261	\$32,767	\$42,178	\$55,326	\$70,605
Top Public Relations/Communications	9	\$48,751			\$35,766		
Top Technology Position	8	\$54,949			\$47,492		
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	14,248	\$75,519	\$38,397	\$51,000	\$67,291	\$88,696	\$120,000
Top Administrative Position	716	\$59,170	\$28,187	\$37,841	\$52,500	\$70,314	\$93,605
Top Business Position	168	\$73,535	\$32,731	\$42,032	\$58,774	\$95,931	\$126,227

# Compensation by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>\$250 thousand or less</b>							
CEO/Executive Director	5,655	\$46,826	\$22,516	\$30,481	\$41,800	\$55,522	\$72,184
Top Administrative Position	247	\$50,268	\$18,983	\$24,163	\$30,750	\$41,855	\$56,550
Top Business Position	21	\$37,293	\$18,000	\$24,180	\$27,000	\$33,360	\$40,000
Top Development Position	34	\$43,294	\$21,830	\$27,043	\$43,410	\$60,356	\$65,061
Top Education Position	21	\$46,328	\$19,500	\$24,700	\$37,200	\$72,597	\$81,234
Top Facilities Position	8	\$30,490			\$31,805		
Top Finance Position	167	\$38,445	\$17,396	\$21,478	\$30,000	\$42,091	\$59,400
Top Operations Position	39	\$41,055	\$22,500	\$26,792	\$32,057	\$44,508	\$60,950
Top Program Position	148	\$37,843	\$19,971	\$25,990	\$35,000	\$44,104	\$55,048
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	13,250	\$58,203	\$29,921	\$40,000	\$53,000	\$69,478	\$90,544
Top Administrative Position	623	\$42,496	\$22,711	\$29,040	\$38,500	\$50,818	\$65,000
Top Business Position	58	\$43,411	\$20,281	\$25,368	\$32,869	\$50,335	\$79,834
Top Development Position	91	\$56,403	\$26,594	\$32,260	\$44,429	\$63,293	\$116,502
Top Education Position	58	\$60,051	\$29,118	\$36,781	\$53,091	\$72,110	\$109,604
Top Facilities Position	13	\$29,322		\$18,038	\$32,200	\$35,169	
Top Finance Position	532	\$41,785	\$19,058	\$25,105	\$35,480	\$48,925	\$68,940
Top Legal Position	17	\$75,035		\$50,023	\$60,000	\$92,048	
Top Marketing Position	14	\$46,257		\$25,010	\$35,600	\$49,490	
Top Operations Position	176	\$47,798	\$24,181	\$32,499	\$44,932	\$56,788	\$69,730
Top Program Position	315	\$45,957	\$24,261	\$32,767	\$42,178	\$55,326	\$70,605
Top Public Relations/Communications	9	\$48,751			\$35,766		
Top Technology Position	8	\$54,949			\$47,492		
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	14,248	\$75,519	\$38,397	\$51,000	\$67,291	\$88,696	\$120,000
Top Administrative Position	716	\$59,170	\$28,187	\$37,841	\$52,500	\$70,314	\$93,605
Top Business Position	168	\$73,535	\$32,731	\$42,032	\$58,774	\$95,931	\$126,227

# Compensation Data by Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>\$250 thousand or less</b>								
CEO/Executive Director								
	F	2,882	\$42,951	\$22,811	\$30,166	\$40,075	\$52,000	\$65,099
	M	1,642	\$54,735	\$22,279	\$31,200	\$45,534	\$63,751	\$83,298
Top Administrative Position								
	F	148	\$34,410	\$19,255	\$25,000	\$30,728	\$41,540	\$54,167
	M	54	\$108,012	\$20,000	\$24,145	\$34,546	\$47,371	\$76,054
Top Business Position								
	F	16	\$39,072		\$20,438	\$26,476	\$33,498	
Top Development Position								
	F	20	\$38,571	\$21,208	\$26,987	\$32,111	\$46,457	\$60,048
	M	11	\$52,658		\$43,768	\$60,630	\$62,760	
Top Education Position								
	F	9	\$35,219			\$36,613		
	M	5	\$71,880			\$73,183		
Top Facilities Position								
	M	6	\$29,717			\$30,300		
Top Finance Position								
	F	82	\$40,050	\$16,748	\$22,527	\$29,936	\$41,358	\$58,630
	M	53	\$35,683	\$18,364	\$21,840	\$32,592	\$45,400	\$54,375
Top Operations Position								
	F	16	\$30,066		\$23,704	\$28,643	\$32,143	
	M	9	\$43,797			\$43,098		
Top Program Position								
	F	96	\$34,891	\$19,438	\$25,990	\$34,750	\$42,581	\$49,915
	M	21	\$44,215	\$26,544	\$29,495	\$38,967	\$55,625	\$67,307

## Compensation by NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>501(c) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees</b>							
<b>\$500 thousand or less</b>							
CEO/Executive Director	36	\$60,582	\$26,593	\$35,017	\$50,790	\$77,680	\$104,070
Top Administrative Position	5	\$40,051			\$38,021		
Top Finance Position	5	\$31,746			\$38,250		
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	43	\$99,549	\$29,883	\$57,728	\$86,835	\$149,495	\$180,144
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	363	\$147,289	\$62,691	\$86,795	\$120,142	\$181,628	\$259,063
Top Administrative Position	44	\$96,372	\$55,184	\$69,526	\$89,347	\$111,618	\$142,833
Top Finance Position	54	\$98,342	\$36,006	\$55,331	\$88,914	\$128,240	\$181,905
Top Operations Position	17	\$160,570		\$112,573	\$138,003	\$206,831	
Top Public Relations/Communications Positi	6	\$142,384			\$154,005		
<b>Greater than \$5 million</b>							
CEO/Executive Director	210	\$429,092	\$118,347	\$158,287	\$259,321	\$464,809	\$869,666
Top Administrative Position	41	\$235,582	\$119,285	\$143,324	\$222,389	\$294,590	\$378,848
Top Business Position	25	\$235,087	\$98,718	\$142,090	\$213,128	\$319,505	\$364,623
Top Development Position	12	\$183,846		\$136,169	\$169,664	\$217,651	
Top Finance Position	136	\$231,771	\$76,640	\$121,110	\$167,706	\$266,341	\$413,967
Top Human Resources Position	20	\$202,318	\$110,672	\$122,993	\$162,402	\$215,856	\$286,712
Top Legal Position	28	\$247,553	\$128,946	\$155,304	\$216,145	\$259,422	\$347,203
Top Marketing Position	27	\$284,653	\$122,750	\$167,892	\$265,391	\$347,077	\$539,348
Top Operations Position	59	\$316,836	\$124,981	\$149,643	\$209,492	\$326,714	\$564,970
Top Program Position	10	\$162,856		\$119,152	\$129,853	\$180,922	
Top Public Relations/Communications Positi	11	\$185,669		\$123,234	\$140,170	\$169,623	
Top Technology Position	37	\$292,947	\$120,506	\$155,820	\$189,885	\$282,786	\$427,195

## Compensation by NTEE Major Group, Budget Size and Gender

Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>501(c) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees</b>							
<b>\$500 thousand or less</b>							
CEO/Executive Director							
F	11	\$49,727		\$35,642	\$46,350	\$68,483	
M	19	\$67,165		\$36,128	\$52,966	\$90,573	
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director							
F	10	\$107,594		\$70,042	\$99,073	\$128,252	
M	26	\$98,655	\$21,519	\$53,351	\$86,850	\$149,715	\$170,696
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director							
F	72	\$132,818	\$55,776	\$83,504	\$109,833	\$150,552	\$229,968
M	237	\$149,391	\$68,731	\$91,000	\$124,971	\$188,731	\$257,177
Top Administrative Position							
F	12	\$81,518		\$55,888	\$85,755	\$93,711	
M	23	\$96,031	\$64,244	\$70,523	\$89,591	\$110,458	\$141,006
Top Finance Position							
F	17	\$92,473		\$63,763	\$80,886	\$113,448	
M	25	\$110,625	\$36,326	\$45,027	\$106,500	\$166,160	\$185,967
Top Operations Position							
F	7	\$126,979			\$123,045		
M	8	\$193,758			\$185,582		
<b>Greater than \$5 million</b>							
CEO/Executive Director							
F	39	\$337,310	\$74,860	\$133,874	\$259,526	\$413,510	\$598,033
M	155	\$465,547	\$125,851	\$168,315	\$275,870	\$489,408	\$958,210
Top Administrative Position							
F	9	\$205,506			\$151,396		



# Compensation by NTEE Centile Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>Animal Related: Alliance/Advocacy Organizations</b>							
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	11	\$49,006		\$28,021	\$46,061	\$59,814	
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	9	\$85,681			\$72,000		
<b>Between \$1 million and \$2.5 million</b>							
CEO/Executive Director	8	\$117,888			\$101,369		
<b>Animal Related: Animal Protection and Welfare</b>							
<b>\$250 thousand or less</b>							
CEO/Executive Director	39	\$31,225	\$19,053	\$23,386	\$28,800	\$36,832	\$45,006
Top Finance Position	5	\$40,183			\$36,145		
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	147	\$41,510	\$24,720	\$32,299	\$40,000	\$48,493	\$56,626
Top Administrative Position	6	\$36,693			\$32,386		
Top Finance Position	10	\$35,215		\$25,812	\$32,310	\$39,907	
Top Operations Position	7	\$37,208			\$41,030		

# Compensation by State and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>Alabama</b>							
<b>\$250 thousand or less</b>							
CEO/Executive Director	68	\$47,201	\$23,701	\$31,834	\$42,000	\$54,454	\$69,136
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	178	\$60,783	\$27,299	\$38,783	\$50,118	\$65,528	\$94,395
Top Administrative Position	5	\$35,512			\$30,769		
Top Finance Position	6	\$33,245			\$29,039		
Top Program Position	7	\$33,070			\$27,000		
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	143	\$72,281	\$35,038	\$44,915	\$62,369	\$80,712	\$119,247
Top Administrative Position	5	\$46,367			\$43,045		
Top Finance Position	10	\$49,651		\$27,689	\$41,532	\$71,805	
Top Program Position	6	\$49,424			\$48,107		
<b>Between \$1 million and \$2.5 million</b>							
CEO/Executive Director	179	\$89,754	\$43,778	\$60,000	\$78,651	\$109,710	\$145,187
Top Administrative Position	9	\$76,889			\$75,000		
Top Finance Position	26	\$49,822	\$30,104	\$32,012	\$45,620	\$58,391	\$73,314
Top Operations Position	6	\$67,831			\$59,933		
<b>Between \$2.5 million and \$5 million</b>							
CEO/Executive Director	90	\$126,201	\$69,494	\$85,347	\$106,833	\$133,660	\$202,806
Top Administrative Position	9	\$94,085			\$88,427		
Top Finance Position	22	\$65,397	\$42,355	\$52,701	\$63,852	\$68,575	\$84,424
Top Operations Position	10	\$61,194		\$57,762	\$59,792	\$69,043	
<b>Between \$5 million and \$10 million</b>							
CEO/Executive Director	78	\$151,304	\$80,265	\$100,208	\$131,717	\$175,322	\$232,391
Top Administrative Position	9	\$140,923			\$151,328		
Top Finance Position	26	\$94,753	\$49,937	\$71,101	\$81,137	\$106,293	\$153,742
Top Operations Position	10	\$130,875		\$84,359	\$96,856	\$166,691	

# Compensation by MSA, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>Abilene, TX</b>							
<b>Human Services</b>							
<b>\$500 thousand or less</b>							
CEO/Executive Director	5	\$44,382			\$50,050		
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	6	\$68,760			\$63,657		
<b>Akron, OH</b>							
<b>501(c) (6) - Business Leagues, Chambers of Commerce, Real Estate Boards, Etc.</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	6	\$141,807			\$122,870		
<b>Arts, Culture and Humanities</b>							
<b>\$500 thousand or less</b>							
CEO/Executive Director	5	\$40,049			\$29,604		
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	5	\$294,216			\$195,384		
<b>Education</b>							
<b>\$500 thousand or less</b>							
CEO/Executive Director	6	\$56,201			\$53,821		
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	5	\$82,011			\$78,022		
<b>Greater than \$5 million</b>							
CEO/Executive Director	6	\$193,261			\$186,260		
Top Finance Position	5	\$127,079			\$108,419		
<b>Health - General and Rehabilitative</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	5	\$568,027			\$160,253		

# Incumbent Compensation Increases by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>\$250 thousand or less</b>							
CEO/Executive Director	2,108	2.2%	-8.7%	-1.2%	2.0%	6.7%	14.1%
Top Administrative Position	63	1.6%	-10.3%	0.0%	2.0%	6.2%	14.7%
Top Business Position	5	6.7%			2.3%		
Top Development Position	6	1.4%			1.3%		
Top Education Position	8	8.6%			8.0%		
Top Finance Position	56	1.6%	-7.4%	-0.6%	0.3%	4.7%	9.8%
Top Operations Position	14	3.9%		0.4%	5.2%	12.8%	
Top Program Position	45	1.7%	-10.7%	-0.1%	1.9%	8.1%	12.2%
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	4,896	2.1%	-9.1%	-1.8%	1.9%	6.8%	13.5%
Top Administrative Position	125	0.0%	-14.5%	-3.1%	0.8%	3.9%	11.0%
Top Business Position	21	1.6%	-8.5%	-2.8%	2.1%	6.5%	8.9%
Top Development Position	24	-0.8%	-12.3%	-6.8%	0.0%	5.0%	9.4%
Top Education Position	18	1.3%		-0.7%	2.0%	4.3%	
Top Finance Position	163	1.4%	-9.2%	-0.9%	0.8%	5.5%	11.8%
Top Operations Position	54	4.4%	-6.7%	0.0%	2.9%	10.7%	17.1%
Top Program Position	84	1.7%	-5.6%	-2.9%	1.9%	5.9%	12.4%
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	5,413	2.0%	-8.9%	-2.2%	1.8%	6.6%	13.2%
Top Administrative Position	172	1.5%	-13.6%	-3.1%	1.3%	7.0%	15.9%
Top Business Position	43	1.5%	-12.5%	-0.7%	3.3%	7.7%	11.2%
Top Development Position	39	1.8%	-7.9%	0.0%	2.9%	5.2%	13.2%
Top Education Position	24	1.2%	-9.2%	-2.0%	2.4%	6.2%	10.6%
Top Facilities Position	5	3.1%			2.3%		
Top Finance Position	202	1.7%	-11.5%	-2.3%	1.7%	7.6%	13.4%
Top Marketing Position	9	-6.6%			-0.9%		
Top Operations Position	72	1.8%	-10.0%	-1.4%	2.7%	7.3%	12.7%

# Incumbent Compensation Increases by State and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>Alabama</b>							
<b>\$250 thousand or less</b>							
CEO/Executive Director	28	2.0%	-3.4%	0.0%	0.4%	4.5%	8.3%
<b>Between \$250 thousand and \$500 thousand</b>							
CEO/Executive Director	68	2.6%	-7.5%	0.0%	2.5%	5.1%	10.9%
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	50	3.2%	-5.1%	-1.1%	2.1%	7.2%	13.9%
<b>Between \$1 million and \$2.5 million</b>							
CEO/Executive Director	58	1.5%	-7.1%	-2.8%	0.1%	5.5%	10.4%
Top Finance Position	10	6.5%		2.0%	10.7%	13.7%	
<b>Between \$2.5 million and \$5 million</b>							
CEO/Executive Director	28	0.4%	-8.9%	-4.3%	0.3%	4.6%	7.2%
<b>Between \$5 million and \$10 million</b>							
CEO/Executive Director	32	0.3%	-6.7%	-3.7%	-1.3%	5.0%	6.4%
Top Finance Position	6	-0.9%			0.1%		
<b>Between \$10 million and \$25 million</b>							
CEO/Executive Director	15	-0.5%		-3.5%	0.4%	3.0%	
Top Administrative Position	7	-2.1%			0.0%		
<b>Between \$25 million and \$50 million</b>							
CEO/Executive Director	6	1.9%			1.5%		
Top Finance Position	5	5.5%			1.4%		
<b>Greater than \$50 million</b>							
CEO/Executive Director	5	-1.9%			-2.5%		
Top Finance Position	7	0.1%			0.0%		

# Incumbent Compensation Increases by MSA, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
<b>Albany-Schenectady-Troy, NY</b>							
<b>Education</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	10	4.9%		-2.0%	6.8%	14.4%	
<b>Greater than \$5 million</b>							
CEO/Executive Director	7	-0.2%			0.2%		
Top Finance Position	7	0.0%			1.7%		
<b>Human Services</b>							
<b>Between \$500 thousand and \$1 million</b>							
CEO/Executive Director	5	-0.7%			-1.5%		
<b>Albuquerque, NM</b>							
<b>Arts, Culture and Humanities</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	6	-3.3%			1.0%		
<b>Education</b>							
<b>Greater than \$5 million</b>							
CEO/Executive Director	6	2.6%			0.7%		
<b>Human Services</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	11	0.6%		-2.8%	-1.8%	4.5%	
<b>Allentown-Bethlehem-Easton, PA</b>							
<b>Arts, Culture and Humanities</b>							
<b>Between \$1 million and \$5 million</b>							
CEO/Executive Director	6	-1.0%			1.1%		