



COMPENSATION RESOURCES



2021 Compensation Study
Executive & Finance Committee Meeting
December 7, 2021

Agenda

- CR Overview
- Purpose of study
- Study methodology
 - Executive
 - Staff
- Findings
- Questions and answers
- Appendices:
 - A: Peer groups
 - B: Published survey list
 - C: Included positions
 - D. Glossary

About Us

Compensation Resources

- National consulting firm with integrated research, business and consulting expertise
- Extensive experience working across all industries within the privately-held, publicly-traded and not-for-profit sectors
- Serving emerging and midsize companies, as well as Fortune 500 companies
- Commitment to responsiveness, collaboration and plan effectiveness



Purpose

- Conduct competitive market study of executive and staff positions
 - Update to 2018 Study
- Determine market range of compensation
 - Base Salary
 - Total Cash Compensation (TCC): Base salary and bonus
 - Total Compensation Package (TCP): Base salary, bonus, deferred compensation, and non-taxable benefits
- Update salary structure to 7/1/2022
 - Ensure continued alignment with competitive marketplace
 - Consider organizational and position changes since 2018 Study
- Identify any adjustments that may be needed

Executive Study Methodology

- Combination of peer and published survey data
- Reviewed peer group from 2018 Study (Appendix A)
 - Peer Group A – Early Learning Coalitions
 - 8 organizations
 - Located in FL
 - Revenues 1/2x to 2x the revenue of ELC (\$124 Million)
 - No changes from 2018
 - Peer Group B – Other Child Services Organizations/Government Funded Organizations
 - 17 organizations
 - Child services organizations located in FL, NC, SC, and GA
 - Government funded/support a service located in FL
 - Revenues 1/2x to 2x the revenue of ELC (\$124 Million)
 - 3 peers from 2018 eliminated and 11 new peers added

Executive Study Methodology

- Multiple published surveys utilized
- All peer and published survey data geographically adjusted to Fort Lauderdale, FL
- Central tendency calculated
 - Eliminates any extreme data points
- Market data aged to 7/1/2022
- Peer and published survey data weighted:

Data Source	Weighting
Peer Group A (ELCs)	3x
Peer Group B (Other Child Service Organizations/Government Funded Organizations)	2x
Not-For-Profit Published Surveys	1x

Staff Methodology

- Conducted market study of 25 benchmark positions
 - Utilized multiple published surveys
- Considered various demographic factors:
 - Job content matched to published survey job summaries
 - Industry
 - Revenue
 - Location
- All published survey data geographically adjusted to Fort Lauderdale, FL

Salary Structure Methodology

- Conducted research on structure movement
 - 2021 Salary structure adjusted 2.2% to 7/1/2022
- Examined market findings in light of updated salary structure
 - Reviewed grade assignments of benchmarked positions
- Conducted Position-in-Range (PIR) and Band of all positions
- Determined costs to adjust base salaries to 30th percentile

Findings

- Represents value of position within competitive market
 - What ELC would need to provide to recruit/hire
 - Recognition of Federal HHS Salary Cap

CEO Findings

- Market range between 25th to 75th percentile
 - Actual pay levels within the 25th to 75th percentile would be considered "within market"

Component	Actual	25th %ile MC	Market Average MC	75th %ile MC	Relative Position	Actual Percentile
Base Salary	\$171,364	\$184,100	\$226,500	\$276,700	-6.9% Below	19.0%
Total Cash Compensation	\$181,364	\$203,200	\$266,000	\$332,600	-10.7% Below	18.1%
Total Compensation Package	\$205,355	\$218,400	\$290,300	\$367,900	-6.0% Below	21.3%

2022 Salary Structure

Grade	Low		Middle Band			High	Range	Mid to Mid Percentage
	Minimum	25th Percentile	30th Percentile	Midpoint	70th Percentile	Maximum		
50	\$161,550	\$191,841	\$197,899	\$222,132	\$246,364	\$282,713	0.75	0.18
49	\$137,490	\$163,269	\$168,425	\$189,048	\$209,672	\$240,607	0.75	0.18
48	\$123,763	\$142,328	\$146,041	\$160,892	\$175,744	\$198,021	0.60	0.18
47	\$105,330	\$121,130	\$124,290	\$136,929	\$149,569	\$168,529	0.60	0.15
46	\$93,388	\$106,228	\$108,796	\$119,069	\$129,342	\$144,751	0.55	0.15
45	\$81,207	\$92,372	\$94,606	\$103,538	\$112,471	\$125,870	0.55	0.15
44	\$70,614	\$80,324	\$82,266	\$90,033	\$97,801	\$109,452	0.55	0.15
43	\$62,632	\$70,461	\$72,027	\$78,290	\$84,553	\$93,948	0.50	0.13
42	\$55,673	\$62,632	\$64,024	\$69,591	\$75,158	\$83,509	0.50	0.13
41	\$50,497	\$56,178	\$57,314	\$61,859	\$66,403	\$73,220	0.45	0.10
40	\$45,906	\$51,071	\$52,104	\$56,235	\$60,367	\$66,564	0.45	0.10
39	\$41,733	\$46,428	\$47,367	\$51,123	\$54,879	\$60,513	0.45	0.10
38	\$37,939	\$42,207	\$43,061	\$46,475	\$49,890	\$55,012	0.45	0.10
37	\$34,490	\$38,370	\$39,146	\$42,250	\$45,354	\$50,011	0.45	0.10
36	\$31,355	\$34,882	\$35,587	\$38,409	\$41,231	\$45,464	0.45	0.10
35	\$28,504	\$31,711	\$32,994	\$34,918	\$37,483	\$41,331	0.45	

Salary Structure Findings

- Market findings confirm 2022 salary structure is aligned with marketplace
- Select positions recommended for 1 grade increase, to better align with external market
 - Need to balance with internal hierarchy

Salary Structure Findings

- Band distribution within the 2022 salary structure

Band	Number	Percent
Below	0	0.0%
Low	102	62.2%
Middle	60	36.6%
High	2	1.2%
Above	0	0.0%
Total	164	100.0%
Average PIR		29.6%
Total Bring to 30th Cost		\$126,773
Total Bring to 30th Cost- Excluding CEO		\$100,238

Questions & Answers



Appendix A: Peer Groups (Executive Study)

Peer Group A (Early Learning Coalitions)

Organization	Location	FY Ending	Revenue
Early Learning Coalition of Duval Inc.	Jacksonville, FL	6/30/2020	\$70,547,972
Early Learning Coalition of Miami Dade Monroe Inc	Coral Gables, FL	6/30/2020	\$206,335,393
Early Learning Coalition of Palm Beach County Inc.	Boynton Beach, FL	6/30/2020	\$127,668,509
Early Learning Coalition of Pinellas County Inc.	Clearwater, FL	6/30/2020	\$59,577,536
Hillsborough County School Readiness Coalition Inc.	Tampa, FL	6/30/2020	\$98,959,370
Orange County School Readiness Coalition Inc.	Orlando, FL	6/30/2020	\$85,544,289
Redlands Christian Migrant Association Inc.	Immokalee, FL	6/30/2020	\$78,400,640
The Early Learning Coalition of Southwest Florida Inc.	Fort Myers, FL	6/30/2020	\$49,406,696

Peer Group B (Child Service Organizations/Government Funded Organizations)

Organization	Location	FY Ending	Revenue
Broward Behavioral Health Coalition Inc.	Lauderhill, FL	6/30/2020	\$68,446,698
Broward Regional Health Planning Council	Hollywood, FL	6/30/2020	\$71,202,122
Central Florida Behavioral Health Network Inc.	Tampa, FL	6/30/2020	\$210,820,066
Central Florida Cares Health System Inc.	Orlando, FL	6/30/2020	\$80,755,264
ChildNet Inc.	Fort Lauderdale, FL	6/30/2020	\$131,931,898
Children's Home Society of Florida	Orlando, FL	6/30/2020	\$103,473,059
Community Coordinated Care for Children Inc.	Orlando, FL	12/31/2019	\$109,518,194
Embrace Families Community Based Care Inc.	Orlando, FL	6/30/2020	\$80,958,401
Episcopal Children's Services Inc.	Jacksonville, FL	6/30/2020	\$70,567,154
Family Support Services of North Florida Inc.	Jacksonville, FL	6/30/2020	\$62,875,085
Lutheran Services Florida Inc.	Tampa, FL	6/30/2020	\$248,542,813
NWF Health Network (formerly Big Bend Community Based Care Inc.)	Tallahassee, FL	6/30/2019	\$110,000,704
Southeast Florida Behavioral Health Network Inc.	Jupiter, FL	6/30/2020	\$69,700,843
Thriving Mind South Florida (Contracting as South Florida Behavioral Health Network Inc.)	Miami, FL	6/30/2020	\$103,764,180
YMCA of Greater Charlotte	Charlotte, NC	12/31/2019	\$100,116,573
YMCA of Metropolitan Atlanta	Atlanta, GA	12/31/2019	\$112,068,232
YMCA of the Triangle Area Inc.	Raleigh, NC	9/30/2020	\$73,439,927

Note: New peers noted in bold.

Appendix B: Published Survey Listing

Survey Title	Publisher	Effective Date
CompAnalyst	Salary.com Subscription Service	2021
Executive Salary Assessor	Economic Research Institute (ERI)	2021
Compensation Data Not-for-Profit National (April)	CompData	2021
General Industry Benchmark Suite	Willis Towers Watson	2021
Nonprofit Organizations Salary & Benefits Report	The NonProfit Times	2020-21
Not-for-Profit Compensation Survey	Total Compensation Solutions (TCS)	2020
Salary Assessor	Economic Research Institute (ERI)	2021
World at Work	Salary Budget Survey	2021-22

Appendix C: Included Positions (Staff Study)

- Communications Manager
- Customer Service Manager
- Data Analyst II
- Executive Administrative Assistant
- Family Services Manager
- Financial Analyst
- Human Resources Manager
- Payroll Specialist
- Provider Relations Specialist
- Quality and Education Coaching Specialist
- Senior Director of Education & Quality Initiatives
- Senior Director of Provider Reimbursement
- System Administrator
- Controller
- Customer Service Specialist
- Director of Community Engagement
- Family Engagement Specialist
- Family Services Specialist
- HR Specialist
- Office Coordinator
- Provider Reimbursement Specialist
- Purchasing & Procurement Specialist
- Quality and Education Manager
- Senior Director of Family Serv & Prov Rel
- Senior Supervisor Family Services

Appendix D: Glossary

- **Base Salary:** The fixed component of the compensation package that tends to be relatively constant by position and hierarchy across the organization's industry. Base Salary is the value that the organization attributes to a position. Base Salary is typically determined by competitive levels within the relevant labor market, and may vary within a set range. It is a major component of the Total Compensation Package in the not-for-profit industry and is typically used as the basis for calculating bonus amounts and benefits.
- **Bonus/Incentive:** Bonuses and/or incentives make up a variable element of the Total Compensation Package. Annual bonuses/incentives are typically awarded based on the employee's contributions, in conjunction with the organization's financial and operational performance.
- **Market Consensus (MC):** The best estimate of the value of the position within the competitive marketplace that takes into account published surveys and peer data (where applicable), matched by job content, organizational profile, and geography. The Market Consensus is calculated based on an examination of both not-for-profit and for-profit compensation data (to the extent that sufficient data is available), which recognizes the realities of the marketplace and is consistent with Intermediate Sanctions.
- **Position-in-Range (PIR):** Indicates the extent to which an incumbent's salary actually penetrates within the salary range. Therefore, the "within grade" range is shown as 0% to 100%. A negative PIR (e.g., -5.2%) indicates that an incumbent's salary is below the range minimum, while a PIR above 100% indicates that the incumbent's salary is above range maximum
- **Salary Structure Band:** Subsections of the salary structure, defined as follows:

Band	Definition
Below	Incumbent's salary falls below the minimum of the grade (less than 0%).
Low	Incumbent's salary falls in approximately the first third or low band (PIR of 0%-29.9%) of the salary range. Typically represents new incumbents or those with lower experience levels.
Middle	Incumbent's salary falls in the middle portion of the salary range (PIR of 30%-69.9%). Typically represents the competitive market for the position.
High	Incumbent's salary falls in the upper third of the salary range (PIR of 70%-100%). May include long-service incumbents or those with high experience levels.
Above	Incumbent's salary is above the grade maximum (exceeds 100%). Typical arrangements call for salary freezing until the range is adjusted upward.



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