



Compensation Summary Report

APRIL 2024

As your organization evolves, it makes sense to create a meaningful compensation program that supports the strategy of Carmel Christkindlmarkt and attracts and retains the talent it needs to be successful. You need a program that is based on relevant and current market data, as well as provides a framework for making confident and competitive compensation decisions. NFP appreciates the opportunity to partner with you; this report summarizes the data collected and analysis conducted as part of our engagement with Carmel Christkindlmarkt.

Survey Data

We utilized the following survey sources to provide benchmark salary data:

- CompAnalyst Market Database
- Compdata Surveys
- Economic Research Institute (ERI) Salary Assessor
- Bluewater/Nonprofit Times
- Charitable Advisors

We selected survey data that most closely met the following criteria, when available:

- Industry: All Industries (weighted 0%); Non-profit; Arts, Culture and Humanities
- Geography: Indianapolis, IN; Indiana
- Revenue: \$4.7M
- Operating Budget: \$2.5M
- Employee Size: Less than 100

We weighted the surveys and cuts of data based on how close the available data categories in each survey (industry, geography, size) matched Carmel Christkindlmarkt's talent pool and strategy. Compensation analysis always and appropriately includes both science (raw market data) and art, which enables the application of adjustments and weightings to ensure relevancy within your own unique organization. We aged the data to a common effective date of May 1, 2024.

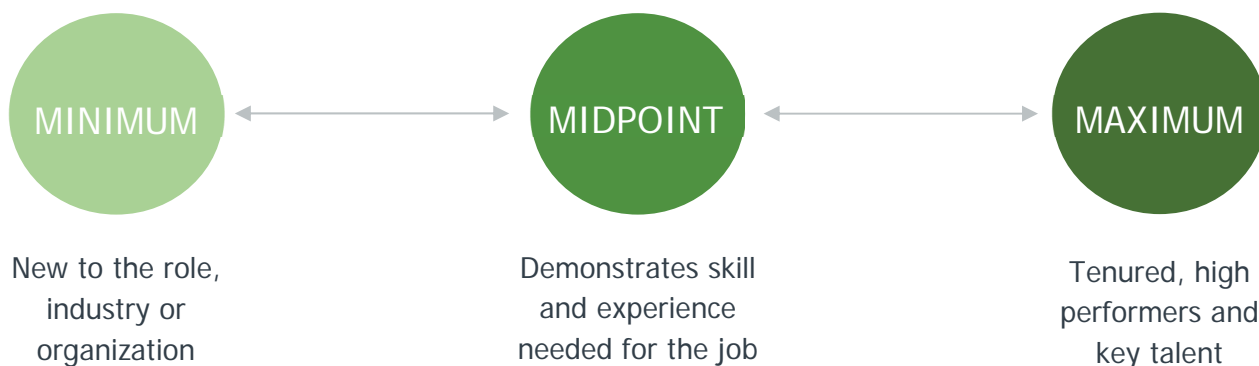
We discussed the descriptions and expectations of each position and other organizational information relevant to this evaluation. We benchmarked each position based on the core functions and required experience of each job.

Compensation Philosophy

Carmel Christkindlmarkt's compensation philosophy is still developing and will be well informed from this project. It is important the philosophy supports Carmel Christkindlmarkt's talent strategy to attract and reward high-performing employees that can deliver on the outcomes expected of the organization and its mission.

Range of Pay

When evaluating the “market” for pay, it is important to consider the implicit meaning behind the full range of pay reflected in the benchmark data:



- The **midpoint** represents a competitive rate of pay for someone that is fully functional and consistently demonstrating the skills and experience needed to be successful in the job; it can take someone less than a year (file clerk) to many years (executive) to develop the internally and externally relevant skills needed to be successful in the role.
- The **minimum** reflects the salary associated with someone that is new to the role and still developing the skills and experience needed to be successful in the role. This may include talent that is new to the organization or industry and does not have relevant or easily translated experience from previous jobs, or recently promoted employees.
- The **maximum** represents employees that are experts in their role and are paid at the top of the market. This may include highly tenured employees, high performers, and key talent with critical skills or deeply relevant experience in the organization.

With your compensation philosophy in mind, determining the appropriate place within the range for an individual should consider these factors when finalizing compensation decisions.

Benchmark Summary

As part of this engagement, we benchmarked 6 positions within the organization. We created benchmark reports for each position utilizing published survey sources; each report included 25th, 50th and 75th percentile data for both base and total cash compensation (TCC which is base plus any short-term/annual cash incentives) compensation. We partnered closely with the VP of Internal Operations and the President & CEO to review all data and make revisions as needed based on feedback and additional insights into the positions.

The market summary data from the surveys is included in Appendix A. Benchmark summary information for each position is included in Appendix B.

Pay Structure

A pay structure was created for Carmel Christkindlmarkt using the market 50th percentile data as an anchor point for the benchmark positions included in this report. The width of the ranges supports the current organization size and structure and provides a meaningful opportunity for positions to grow financially within their current role. The pay structure for the evaluated positions is included in Appendix C.

Recommendations & Analysis of Current Pay

When determining individual compensation within the range of data in the market data summary table, it is important to consider the Range of Pay section of this report and evaluate the experience and ability of the individual to deliver on the expectations of each role; based on the survey data the full base compensation ranges for varying levels of experience and impact are:

Executive Position (Base Compensation)	2024 Current Base	2024 Recommended Base	Increase \$/%
Director of Sponsorship	\$82,000	\$82,000	No Change
VP of Operations	\$80,000	\$111,300	\$31,300/ 39.13%
VP of Internal Operations	\$80,000	\$111,300	\$31,300/ 39.13%
VP of Communications	\$90,000	\$125,000	\$35,000/ 38.89%
VP of Cultural Programs	\$80,000	\$111,300	\$31,300/ 39.13%
President & CEO	\$128,750	\$226,100	\$97,350/ 75.61%
Total Cost:	\$226,250		

When considering executive compensation, it is important to instill a philosophy of rewarding performance that directly contributes to the achievement of organizational goals and fulfillment of the mission. Incentive compensation, especially for the Chief Executive Officer role is one way to implement performance-based compensation. Typically, this type of compensation is tied to measurable performance metrics that reflect both individual contributions and goals achievement and the overall financial success of the organization. Based on the benchmark data findings for the Chief Executive Officer position, an average bonus target for this role would range from 32% to 54% beyond base compensation. Bonus opportunities within the non-profit industry as well as an organization in the stages of growth and expansion, may find an advantage in incrementally raising the target bonus opportunity for executive roles over multiple years. A starting point to consider would be a target bonus opportunity for the Chief Executive Officer position of 10% to 15%, if performance and organizational metrics are met, with continued review and adjustment in the years that follow.

Executive compensation practices and pay received should be subject to regular review and adjustment. Programs should be reviewed regularly to ensure they remain fair, competitive, and aligned with goals and values. Adjustments may need to be made, as necessary, based on changes in market conditions, organizational performance, or other relevant factors, always with the goal of supporting the mission and advancing the interests of the organization. NFP analyzes, once annually, the market trends related to compensation budgeting and shares these results and recommendations with past and current clients in a Plan Ahead – Compensation Strategies webinar every September. Below are the projected salary budget increase numbers from the September 2023 presentation.

	Actual 2023		Projected 2024	
	Mean	Median	Mean	Median
General Increase	2.0%	1.1%	1.8%	1.0%
Merit Increase	3.7%	4.0%	3.6%	3.5%
Other Increase	1.0%	0.8%	0.9%	0.8%
Total Increase	4.4%	4.0%	4.1%	4.0%

Source: World at Work 2023-2024 Salary Increase Budget Survey

- General increase, Merit and Other Increases do not add to the Total Increase because not every organization provides all three types of increases.
- General increase represents an overall increase amount given to all employees, regardless of performance or place within the market.
- The amounts are generally consistent across employee types (nonexempt, exempt).

Final Observations

As you evaluate the data and prioritize next steps while you continue to build and grow the business, we recommend the following areas of focus:

- Revisit your compensation philosophy in the context of other rewards programs and the overall employment proposition provided by Carmel Christkindlmarkt; make a commitment to define where you want to target compared to the market.
- Identify which executives are furthest away from the anticipated place in range for someone with commensurate experience and level of contributions and in the context of Carmel Christkindlmarkt compensation and rewards philosophy; commit to a phased approach to narrow the gap.
- Continue to craft your employment story so prospective and current employees understand the full value of the unique culture and professional opportunities you provide beyond the paycheck.

As organizations evolve, it is prudent to periodically evaluate the compensation program to ensure it is consistent with the compensation philosophy and aligned with the market range based on the experience, performance, and contributions of each incumbent. We are confident the analysis included in this report provides you with the information you need to ensure compensation is competitive and evaluate if it is consistent with your executive talent strategy.

Appendix A

Market Data Summary

Presented by market base 50th from lowest to highest.

Title	Base 25th	Base 50th	Base 75th
Director of Sponsorship	\$79,078	\$88,075	\$102,660
VP of Operations	\$93,346	\$113,621	\$134,000
VP of Cultural Programs	\$102,083	\$115,620	\$133,403
VP of Communications	\$112,754	\$133,894	\$155,551
VP of Internal Operations	\$120,752	\$140,386	\$166,636
President & CEO	\$183,177	\$234,678	\$304,433

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

Presented by market total cash compensation (TCC) 50th from lowest to highest.

Title	TCC 25th	TCC 50th	TCC 75th
Director of Sponsorship	\$80,991	\$88,257	\$102,279
VP of Operations	\$99,816	\$123,375	\$147,024
VP of Internal Operations	\$131,528	\$154,726	\$186,458
VP of Communications	\$137,132	\$163,796	\$193,861
VP of Cultural Programs	\$158,170	\$180,369	\$206,232
President & CEO	\$241,850	\$332,331	\$469,388

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions

Appendix B

Benchmark Data Summary

Christkindmarkt Compensation Analysis 2024

Position Information								
Job Title:	President & CEO							
Job Description:	The CEO & Market Master of the Carmel Christkindmarkt oversees all of the Market operations and team members, management team, vendors, contractors and more. The CEO explores new ideas to expand the market year over year, as well as oversees the execution of all market activities during the open season. Additionally, the CEO maintains relationships with sponsors, donors and partners, participates in community outreach, serves as the face of the market to the media and more. The CEO reports to the Carmel Christkindmarkt Board of Directors and works closely with the leadership of the City of Carmel. 5+ years of experience. Fluent in German and English.							
Effective Date:	5/1/2024							
Notes:	Bluewater has been weighted lower overall due to the limitation in scope. 15% premium to total Market Data Summary to account for bilingual, international travels and networking requirements.							
						Market Data Summary - Weighted Averages		
						Avg. 25th Base:	\$183,117	
						Avg. 50th Base:	\$234,678	
						Avg. 75th Base:	\$304,433	
						Avg. 25th TCC:	\$241,850	
						Avg. 50th TCC:	\$332,331	
						Avg. 75th TCC:	\$469,388	

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Chief Executive Officer							
Job Description:	Responsible for the short and long-term profitability and growth of the company. Organizes leadership and staff to meet strategic goals. Ensures appropriate governance and controls. Identifies and delivers value to stakeholders. May require an advanced degree or equivalent. Typically reports to a board of directors. M07-Executive / Officer : Top level or C level management. Responsible for the development of functional or business unit strategy for the entire organization. Defines corporate vision and strategy establishes company direction and focus. Executes multiple high impact initiatives to achieve overall corporate goals.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$5M (Revenue), Indiana	0.00%	\$174,400	\$230,700	\$297,600	\$241,000	\$372,600	\$579,200	
All Industries, 50-100 FTEs, Indiana	0.00%	\$256,200	\$338,800	\$417,000	\$353,900	\$547,100	\$850,600	
Arts & Culture, <\$5M (Revenue), Indiana	12.50%	\$139,400	\$184,300	\$237,800	\$192,500	\$297,700	\$462,800	
Arts & Culture, 50-100 FTEs, Indiana	12.50%	\$204,700	\$270,700	\$349,200	\$282,800	\$437,200	\$679,600	
Non-profit, <\$5M (Revenue), Indiana	12.50%	\$139,700	\$184,800	\$238,400	\$193,000	\$298,500	\$464,000	
Non-profit, 50-100 FTEs, Indiana	12.50%	\$205,200	\$271,400	\$350,100	\$283,500	\$438,300	\$681,400	
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$174,200	\$230,400	\$297,200	\$240,600	\$372,000	\$578,400	
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$255,800	\$338,300	\$436,400	\$353,400	\$546,300	\$849,300	
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	12.50%	\$139,200	\$184,100	\$237,400	\$192,300	\$297,300	\$462,200	
Arts & Culture, 50-100 FTEs, Indianapolis, IN	12.50%	\$204,400	\$270,300	\$348,700	\$282,300	\$436,500	\$678,700	
Non-profit, <\$5M (Revenue), Indianapolis, IN	12.50%	\$139,500	\$184,500	\$238,100	\$192,800	\$298,000	\$463,300	
Non-profit, 50-100 FTEs, Indianapolis, IN	12.50%	\$204,900	\$271,000	\$349,600	\$283,100	\$437,700	\$680,400	
Overall	22.50%	\$172,125	\$227,638	\$293,663	\$237,788	\$367,650	\$571,550	

Survey Information								
Survey:	Compdata Surveys							
Job Title:	Chief Executive Officer + Executive Director (blend)							
Job Description:	Principal organization leader, who plans, develops, and establishes policies and objectives of organization in accordance with board directives and corporation charter. Develops business objectives and policies to coordinate functions between divisions and departments. Directs formulation of financial programs to provide funding for operations. May preside over Board of Directors. Master's degree preferred with extensive experience in management. Manages institution through administration of staff in all areas including development, programming, operations and public affairs. Maintains communication with advisory board and other community resources. Selects appropriate methods and techniques for resolving problems. Recommends or initiates personnel actions and administers company policies for the institution. Master's degree with extensive experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$20M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
Non-profit, All Sizes, Indiana	50.00%	\$248,848	\$304,051	\$362,867	\$248,848	\$311,531	\$396,752	
Non-profit, \$1M-\$5M (Op. Budget), Indiana	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
All Industries, <\$20M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, All Sizes, Indianapolis, IN	50.00%	\$265,689	\$316,059	\$362,206	\$265,689	\$316,059	\$408,963	
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Overall	22.50%	\$257,268	\$310,055	\$362,537	\$257,268	\$313,795	\$402,858	

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Chief Executive Officer							
Job Description:	Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporation charter. Responsible for the profitability of the entire organization. Holds position of the top executive and principal organization leader in the organization. This position is distinguished from others in that it is the top ranking executive and, in most cases, is the highest paid executive in the organization. Confers with organization officials to plan business objectives, to develop organizational policies to coordinate functions and operations between divisions and departments, and to establish responsibilities and procedures for attaining objectives. Reviews activity reports and financial statements to determine progress and status in attaining objectives and revises objectives and plans in accordance with current conditions. Directs and coordinates formulation of financial programs to provide funding for or continuing operations to maximize returns on investments, and to increase productivity.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$169,667	\$235,482	\$321,479	\$208,350	\$288,901	\$394,372	
All Industries, <100 FTEs, Indiana	0.00%	\$257,723	\$357,265	\$487,835	\$342,164	\$474,434	\$648,119	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$97,528	\$135,710	\$186,359	\$109,690	\$152,945	\$209,266	
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$190,839	\$264,688	\$361,321	\$232,196	\$321,906	\$439,460	
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$95,673	\$133,117	\$182,885	\$109,099	\$152,114	\$208,148	
Non-profit, 100 FTEs, Indiana	12.50%	\$184,836	\$256,397	\$350,007	\$230,892	\$320,101	\$436,993	
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$175,545	\$242,036	\$328,421	\$214,708	\$295,725	\$401,166	
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$264,470	\$364,105	\$493,864	\$349,103	\$480,498	\$651,517	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$102,438	\$141,096	\$192,465	\$114,971	\$158,537	\$215,633	
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$197,001	\$271,420	\$368,229	\$238,770	\$328,781	\$445,971	
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$100,507	\$138,512	\$188,947	\$114,368	\$157,693	\$214,504	
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$190,923	\$263,085	\$356,937	\$237,456	\$326,975	\$443,523	
Overall	22.50%	\$144,968	\$200,503	\$273,394	\$173,430	\$239,882	\$326,687	

Survey Information								
Survey:	Charitable Advisors							
Job Title:	Executive Director/President/CEO							
Job Description:	Advises, makes recommendations to and assists in formulating policies for the Board of Directors. Implements Board policies and directives. Oversees all agency's daily activities. May represent the agency to the public. Reports to the Board of Directors.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Nonprofit Organizations, \$1M-\$3M (Op. Budget), Central Indiana	50.00%	\$96,748	\$110,272	\$135,239	--	--	--	
Arts, Culture, and Humanities, All Sizes, USA	50.00%	\$85,747	\$116,815	\$203,270	--	--	--	
Overall	22.50%	\$91,247	\$113,544	\$169,255	--	--	--	

Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	Chief Executive Officer/President/Executive Director							
Job Description:	Senior most staff position in the organization. Responsible for formulating policies while providing strategic direction for an organization within guidelines set up by a board of directors. Plan, direct, or manage income development, advocacy, programs and services, finance, human resources, volunteerism, communications, marketing, information technology, and administration activities at the highest level of management with the help of subordinate executives and staff managers.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Non-profit Organizations, \$2.5M-\$5M (Op. Budget), USA	33.33%	\$117,679	\$152,161	\$194,012	\$123,720	\$156,831	\$194,012	
Arts, Culture, and Humanities, All Sizes, USA	33.33%	\$81,472	\$105,070	\$161,546	\$81,472	\$105,070	\$161,587	
Non-profit Organizations, All Sizes, North Central Region	33.34%	\$86,525	\$115,577	\$168,958	\$87,576	\$115,682	\$173,458	
Overall	10.00%	\$95,224	\$124,269	\$174,838	\$97,588	\$125,860	\$178,352	

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) - excludes benefits, long-term incentives, retirement plan contributions



Christkindlmarkt Compensation Analysis 2024

Position Information				
Job Title:	VP of Internal Operations			
Job Description:	The CEO & Market Master of the Carmel Christkindlmarkt oversees all of the Market operations and team members, management team, vendors, contractors and more. The CEO explores new ideas to expand the market year over year, as well as oversees the execution of all market activities during the open season. Additionally, the CEO maintains relationships with sponsors, donors and partners, participates in community outreach, serves as the face of the market to the media and more. The CEO reports to the Carmel Christkindlmarkt Board of Directors and works closely with the leadership of the City of Carmel. 5+ years of experience. Fluent in German and English.			
Effective Date:	5/1/2024		Market Data Summary - Weighted Averages	
Notes:	CompAnalyst has been weighted lower due to the limitation of the available match compared to other survey sources. Bluewater has been weighted lower overall due to the limitation in scope.		Avg. 25th Base:	\$120,752
			Avg. 50th Base:	\$140,386
			Avg. 75th Base:	\$166,636
			Avg. 25th TCC:	\$131,528
			Avg. 50th TCC:	\$154,726
			Avg. 75th TCC:	\$186,458

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Top Administrative Executive							
Job Description:	Leads operations and plans all aspects of an organization's staff and service functions. Establishes the infrastructure and capacity to provide internal services to the organization. Oversees multiple functions that typically include administrative/office, financial operations, facility maintenance/space planning, security, hospitality services, equipment and supply procurement, vendor management, and others. Develops the capital and operating budgets for each function. Designs processes and policies that support efficient service delivery and meet the organization's changing needs. Sets overall performance goals and standards of service. Utilizes data analytics to measure activity and drive continuous improvement. Requires a bachelor's degree. Typically reports to chief executive officer (ceo) or chief operating officer (coo).							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, <\$5M (Revenue), Indiana	0.00%	\$163,900	\$191,000	\$220,500		\$198,500	\$245,300	\$324,900
All Industries, 50-100 FTEs, Indiana	0.00%	\$199,400	\$232,400	\$268,300		\$241,500	\$298,500	\$395,400
Arts & Culture, <\$5M (Revenue), Indiana	12.50%	\$153,400	\$178,800	\$206,400		\$185,800	\$229,700	\$304,100
Arts & Culture, 50-100 FTEs, Indiana	12.50%	\$186,600	\$217,500	\$251,100		\$226,100	\$279,500	\$370,100
Non-profit, <\$5M (Revenue), Indiana	12.50%	\$155,200	\$180,900	\$208,800		\$188,000	\$232,400	\$307,700
Non-profit, 50-100 FTEs, Indiana	12.50%	\$188,900	\$220,100	\$254,100		\$228,700	\$282,800	\$374,500
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$163,700	\$190,800	\$220,200		\$198,300	\$245,100	\$324,600
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$199,200	\$232,100	\$268,000		\$241,200	\$298,200	\$394,900
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	12.50%	\$153,200	\$178,600	\$206,200		\$185,600	\$229,400	\$303,800
Arts & Culture, 50-100 FTEs, Indianapolis, IN	12.50%	\$186,400	\$217,300	\$250,900		\$225,800	\$279,100	\$369,700
Non-profit, <\$5M (Revenue), Indianapolis, IN	12.50%	\$155,000	\$180,700	\$208,600		\$187,800	\$232,100	\$307,400
Non-profit, 50-100 FTEs, Indianapolis, IN	12.50%	\$188,600	\$219,900	\$253,800		\$228,500	\$282,400	\$374,100
Overall	10.00%	\$170,913	\$199,225	\$229,988		\$207,038	\$255,925	\$338,925

Survey Information								
Survey:	Compdata Surveys							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
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	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
Overall	0.00%	--	--	--		--	--	--

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Vice President Administration							
Job Description:	Oversees the management of human resources and accounting operations, including receivables, payables, and payroll, hiring, onboarding, compensation, benefits, and training. Confirms adequate insurance coverage for assets and employees and that the organization is in compliance with laws, regulations, and company policies. Establishes new policies and procedures to ensure efficiency in operations. Evaluates employee performances and the effectiveness of current business practices. Develops budgets and financial plans and manages tracking methods for revenue and expenses. Ensures departments have the proper training in place to meet the needs of the operation and maintain high levels of customer service and quality. Coordinates events such as conferences or conventions. Prepares reports on operational activities such as financial reports aimed at optimizing the business to senior management. Ensures technology systems, hardware, software, and platforms meet accepted IT standards.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$136,586	\$152,195	\$171,978		\$159,212	\$176,889	\$199,679
All Industries, 100 FTEs, Indiana	0.00%	\$163,490	\$181,604	\$204,984		\$196,865	\$218,522	\$246,576
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$126,864	\$135,223	\$147,664		\$138,960	\$148,957	\$162,905
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$144,343	\$154,800	\$169,433		\$164,202	\$176,600	\$193,900
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$126,366	\$134,556	\$146,814		\$138,243	\$148,073	\$161,827
Non-profit, 100 FTEs, Indiana	12.50%	\$143,539	\$153,828	\$168,253		\$163,104	\$175,290	\$192,335
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$142,058	\$157,790	\$177,907		\$164,947	\$182,856	\$205,964
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$169,292	\$187,634	\$211,327		\$203,117	\$224,958	\$253,280
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$132,357	\$140,639	\$153,215		\$144,426	\$154,500	\$168,698
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$149,847	\$160,436	\$175,324		\$170,015	\$182,562	\$200,118
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$131,858	\$139,975	\$152,352		\$143,711	\$153,601	\$167,603
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$149,034	\$159,449	\$174,127		\$168,900	\$181,234	\$198,534
Overall	45.00%	\$138,026	\$147,363	\$160,898		\$153,945	\$165,102	\$180,740

Survey Information								
Survey:	Charitable Advisors							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%	--	--	--		--	--	--
	0.00%	--	--	--		--	--	--
Overall	0.00%	--	--	--		--	--	--

Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	Executive Vice President							
Job Description:	Directs and coordinates a broad range of activities and functions to ensure effective operations and the achievement of institutional objectives in accordance with policies. Generally, will direct multiple administrative functions such as human resources, purchasing, finance, or alternatively directs multiple operational functions. Typically reports to the CEO/President/Executive Director or Chief Operating Officer.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Non-profit Organizations, \$2.5M-\$5M (Op. Budget), USA	50.00%	\$93,775	\$134,070	\$177,306		\$93,775	\$134,070	\$177,306
Arts, Culture, and Humanities, All Sizes, USA	0.00%	--	--	--		--	--	--
Non-profit Organizations, All Sizes, North Central Region	50.00%	\$90,886	\$106,598	\$139,284		\$90,886	\$109,653	\$139,284
Overall	45.00%	\$92,331	\$120,334	\$158,295		\$92,331	\$121,862	\$158,295

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Christkindlmarkt Compensation Analysis 2024

Position Information		
Job Title:	VP Communications	
Job Description:	The CEO & Market Master of the Carmel Christkindlmarkt oversees all of the Market operations and team members, management team, vendors, contractors and more. The CEO explores new ideas to expand the market year over year, as well as oversees the execution of all market activities during the open season. Additionally, the CEO maintains relationships with sponsors, donors and partners, participates in community outreach, serves as the face of the market to the media and more. The CEO reports to the Carmel Christkindlmarkt Board of Directors and works closely with the leadership of the City of Carmel. 5+ years of experience. Fluent in German and English.	
Effective Date:	5/1/2024	
Notes:	15% premium applied to manager level matches to account for the level of the role and 10% to director level matches to account for the level of the role (Vice President). Bluewater has been weighted lower overall due to the limitation in scope.	
	Market Data Summary - Weighted Averages	
	Avg. 25th Base:	\$112,754
	Avg. 50th Base:	\$133,894
	Avg. 75th Base:	\$155,551
	Avg. 25th TCC:	\$137,132
	Avg. 50th TCC:	\$163,796
	Avg. 75th TCC:	\$193,861

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Vice President of Marketing and Communications							
Job Description:	Leads the overall marketing communications strategic planning and program development encompassing advertising, branding, product promotion, and regulatory matters. Designs and develops consistent themes, messaging and branding throughout all communication touch points. Builds cross-functional relationships with organizational stakeholders to understand products, customers, and industry and develop a focused communication program. Oversees efficient processes for the regulatory review and approval of communication materials. Explores and adopts new channels, methods, and platforms to optimize marketing communications. Develops budgets and internal and external resources for communication program delivery. Requires a bachelor's degree in marketing, advertising or equivalent. Typically reports to top management.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$5M (Revenue), Indiana	0.00%	\$165,800	\$191,600	\$223,300	\$187,100	\$231,000	\$286,300	
All Industries, 50-100 FTEs, Indiana	0.00%	\$197,500	\$216,800	\$252,500	\$211,700	\$261,200	\$323,800	
Arts & Culture, <\$5M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
Arts & Culture, 50-100 FTEs, Indiana	25.00%	\$174,600	\$201,800	\$235,100	\$197,100	\$243,300	\$301,500	
Non-profit, <\$5M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
Non-profit, 50-100 FTEs, Indiana	25.00%	\$176,300	\$203,800	\$237,400	\$199,000	\$245,600	\$304,500	
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$165,500	\$191,300	\$222,800	\$186,800	\$230,500	\$285,700	
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$187,200	\$216,300	\$252,000	\$211,300	\$260,700	\$323,200	
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Arts & Culture, 50-100 FTEs, Indianapolis, IN	26.00%	\$174,300	\$201,400	\$234,700	\$196,700	\$242,800	\$300,900	
Non-profit, <\$5M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, 50-100 FTEs, Indianapolis, IN	25.00%	\$176,000	\$203,400	\$237,000	\$198,700	\$245,200	\$303,900	
Overall	22.50%	\$175,300	\$202,600	\$236,050	\$197,875	\$244,225	\$302,700	

Survey Information								
Survey:	Compdata Surveys							
Job Title:	Marketing Manager							
Job Description:	Oversees the operations of the marketing department. Manages and supports the development of communication for product and service information. Designs and implements marketing plans and product promotions. Guides marketing research projects. Monitors effectiveness of marketing and promotions programs and assists in developing market strategic plans to improve market penetration. Manages staff involved in marketing activities. Bachelor's degree required and five years experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$20M (Revenue), Indiana	0.00%	\$87,883	\$102,979	\$119,245	\$80,897	\$91,582	\$109,593	
All Industries, <100 FTEs, Indiana	0.00%	\$91,511	\$104,734	\$115,383	\$82,220	\$94,024	\$107,863	
Non-profit, All Sizes, Indiana	33.34%	\$88,819	\$117,840	\$126,149	\$78,048	\$105,014	\$110,102	
Non-profit, \$1M-\$5M (Op. Budget), Indiana	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indiana	33.33%	\$86,830	\$94,904	\$108,830	\$78,557	\$82,525	\$94,634	
All Industries, <\$20M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Indianapolis, IN	0.00%	\$102,862	\$107,074	\$119,830	\$105,436	\$109,532	\$124,042	
Non-profit, All Sizes, Indianapolis, IN	33.33%	\$83,319	\$108,830	\$126,383	\$83,319	\$108,830	\$126,383	
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Overall	22.50%	\$86,323	\$107,192	\$120,454	\$79,974	\$98,790	\$110,373	

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Brand Marketing Director							
Job Description:	Directs and coordinates all brand marketing activities that shape the marketing strategy of a business or product. Assures there is a consistent brand message across all consumer touch points including web, product, packaging, retail, and events. Coordinates marketing and public relations programs that will drive awareness, acquisition, retention, and demand for a product or company. Oversees product launches from beginning to end. Heads public relations programs, including press releases, media tours, and events. Defines and establishes social media strategy, and assures that marketing efforts improve user engagement. Researches and analyzes target audience perception. Works on a cross-functional team, providing actionable insights on product and consumer requirements to influence product decisions. Career level 2.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$140,862	\$154,017	\$170,702	\$164,608	\$179,984	\$199,486	
All Industries, 100 FTEs, Indiana	0.00%	\$140,862	\$154,017	\$170,702	\$164,608	\$179,984	\$199,486	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$136,005	\$147,626	\$163,188	\$141,849	\$153,942	\$170,129	
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$136,005	\$147,626	\$163,188	\$141,849	\$153,942	\$170,129	
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$134,541	\$146,010	\$161,355	\$141,189	\$153,198	\$169,260	
Non-profit, 100 FTEs, Indiana	12.50%	\$134,541	\$146,010	\$161,355	\$141,189	\$153,198	\$169,260	
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$144,800	\$158,048	\$174,944	\$169,201	\$184,687	\$204,434	
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$144,800	\$158,048	\$174,944	\$169,201	\$184,687	\$204,434	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$119,886	\$129,947	\$143,189	\$146,295	\$158,434	\$174,730	
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$140,278	\$151,946	\$167,615	\$146,295	\$158,434	\$174,730	
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$138,780	\$150,299	\$165,746	\$145,628	\$157,687	\$173,853	
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$138,780	\$150,299	\$165,746	\$145,628	\$157,687	\$173,853	
Overall	22.50%	\$134,852	\$146,220	\$161,423	\$143,740	\$155,815	\$171,993	

Survey Information								
Survey:	Charitable Advisors							
Job Title:	VP/Director of Marketing							
Job Description:	Directs and coordinates all marketing activities, including market research, product development, sales promotion, advertising and market development.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Nonprofit Organizations, \$1M-\$3M (Op. Budget), Central Indiana	50.00%	\$54,510	\$61,378	\$73,636	--	--	--	
Arts, Culture, and Humanities, All Sizes, Central Indiana	50.00%	\$60,597	\$93,715	\$112,508	--	--	--	
Overall	22.50%	\$57,554	\$77,547	\$93,072	--	--	--	

Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	Chief Marketing Officer							
Job Description:	Senior most position responsible for marketing, public relations, and communications. Work closely with organizational leaders to define an integrated marketing and communication strategy, promote and position the brand of the organization in the marketplace, and strengthen marketing and communications infrastructure in support of the organization's programs, mission and objectives. May serve as a key spokesperson for official response to media inquiries. Typically reports to the CEO/President/Executive Director or Chief Operating Officer.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Non-profit Organizations, \$2.5M-\$5M (Op. Budget), USA	50.00%	\$90,077	\$129,026	\$157,605	\$90,077	\$129,026	\$162,859	
Arts, Culture, and Humanities, All Sizes, USA	0.00%	--	--	--	--	--	--	
Non-profit Organizations, All Sizes, North Central Region	50.00%	\$121,882	\$147,834	\$203,921	\$123,027	\$153,913	\$203,974	
Overall	10.00%	\$105,979	\$138,430	\$180,763	\$106,552	\$141,470	\$183,416	

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) -- excludes benefits, long-term incentives, retirement plan contributions



TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)
TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Brand Activation Manager							
Job Description:	Implement and manage brand program launches, special events and brand initiatives. Ensures the delivery of effective launch materials and coordinates logistics with cross-functional teams. Tracks metrics and completes analysis of results to measure ROI of programs. Requires a bachelor's degree. Typically reports to a Manager or Head of a Unit/Department. M01-Entry Manager (Sr. Supervisor): Supervises a group of primarily para-professional level staffs. May also be a level above a supervisor within high volume administrative/ production environments. Makes day-to-day decisions within or for a group/small department. Has some authority for personnel actions. Typically requires 3-5 years experience in the related area as an individual contributor. Thorough knowledge of functional area and department processes.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$5M (Revenue), Indiana	0.00%	\$94,645	\$105,915	\$118,450	\$100,280	\$113,275	\$128,225	
All Industries, 50-100 FTEs, Indiana	0.00%	\$97,175	\$108,790	\$121,670	\$103,040	\$116,380	\$131,675	
Arts & Culture, <\$5M (Revenue), Indiana	12.50%	\$85,905	\$96,140	\$107,525	\$91,080	\$102,810	\$116,380	
Arts & Culture, 50-100 FTEs, Indiana	12.50%	\$88,205	\$98,785	\$110,400	\$93,495	\$105,685	\$119,600	
Non-profit, <\$5M (Revenue), Indiana	12.50%	\$88,090	\$98,555	\$110,170	\$93,380	\$105,455	\$119,370	
Non-profit, 50-100 FTEs, Indiana	12.50%	\$90,505	\$101,315	\$113,160	\$95,910	\$108,330	\$122,590	
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$94,415	\$105,685	\$118,105	\$100,050	\$113,045	\$127,995	
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$96,945	\$108,560	\$121,325	\$102,810	\$116,150	\$131,445	
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	12.50%	\$85,675	\$95,910	\$107,180	\$90,850	\$102,580	\$116,150	
Arts & Culture, 50-100 FTEs, Indianapolis, IN	12.50%	\$87,975	\$98,555	\$110,170	\$93,265	\$105,340	\$119,255	
Non-profit, <\$5M (Revenue), Indianapolis, IN	12.50%	\$87,860	\$98,325	\$109,940	\$93,150	\$105,225	\$119,025	
Non-profit, 50-100 FTEs, Indianapolis, IN	12.50%	\$90,275	\$101,085	\$112,930	\$95,680	\$108,100	\$122,360	
Overall	16.50%	\$88,061	\$98,584	\$110,184	\$93,351	\$105,441	\$119,341	
Survey Information								
Survey:	Compdata Surveys							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
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	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	
Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Experiential Marketing Manager							
Job Description:	Develops marketing strategies that immerse customers in the experience of a product. Focuses on building the consumer's emotional connection to the company and its products. Elicits and improves customer engagement and brand loyalty through the creation of unique, personalized, and positive experiences. Collects customer analytics and translates customer insight into engaging marketing events and campaigns. Utilizes social media to enhance the vision and recognition of a brand. Analyzes post-marketing metrics to measure the effectiveness of marketing efforts. Manages campaign budgets, development of experiential marketing programs, and production of both in-person and digital events.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$99,631	\$109,638	\$122,462	\$115,767	\$127,397	\$142,294	
All Industries, 100 FTEs, Indiana	0.00%	\$99,631	\$109,638	\$122,462	\$115,767	\$127,397	\$142,294	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$88,766	\$96,831	\$107,519	\$101,936	\$111,322	\$123,710	
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$88,766	\$96,831	\$107,519	\$101,936	\$111,322	\$123,710	
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$88,452	\$96,460	\$107,083	\$101,536	\$110,855	\$123,167	
Non-profit, 100 FTEs, Indiana	12.50%	\$88,452	\$96,460	\$107,083	\$101,536	\$110,855	\$123,167	
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$103,247	\$113,459	\$126,505	\$119,969	\$131,837	\$146,992	
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$103,247	\$113,459	\$126,505	\$119,969	\$131,837	\$146,992	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$92,089	\$100,371	\$111,307	\$105,751	\$115,390	\$128,067	
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$92,089	\$100,371	\$111,307	\$105,751	\$115,390	\$128,067	
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$91,764	\$99,989	\$110,862	\$105,339	\$114,910	\$127,514	
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$91,764	\$99,989	\$110,862	\$105,339	\$114,910	\$127,514	
Overall	16.50%	\$90,268	\$98,413	\$109,193	\$103,640	\$113,119	\$125,615	
Survey Information								
Survey:	Charitable Advisors							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	
Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Vice President - Non-Profit Programs							
Job Description:		Provides leadership, direction, and resources to implement non-profit programs and develop the teams that support the organization's mission, vision, and goals. Ensures that programs operate efficiently and pursues opportunities to expand and develop new programs. Utilizes data-driven analysis and forecasting to measure and evaluate the performance of programs, assesses needs, and ensures that program objectives are achieved. Creates and executes a strategic development plan to help the organization meet its operational and fundraising goals. Responsible for the success of special events, community outreach initiatives, and fundraising activities. Acts as a spokesperson and represents the programs at events. May oversee the grant process. Requires a bachelor's degree. Typically reports to top management.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
All Industries, <\$5M (Revenue), Indiana	0.00%	\$127,700	\$159,100	\$193,600	\$129,300	\$160,700	\$198,000		
All Industries, 50-100 FTEs, Indiana	0.00%	\$135,300	\$168,700	\$205,200	\$137,000	\$170,300	\$209,800		
Arts & Culture, <\$5M (Revenue), Indiana	12.50%	\$125,700	\$156,700	\$190,600	\$127,300	\$158,200	\$195,000		
Arts & Culture, 50-100 FTEs, Indiana	12.50%	\$133,200	\$166,100	\$202,000	\$135,000	\$167,700	\$206,600		
Non-profit, <\$5M (Revenue), Indiana	12.50%	\$127,800	\$159,200	\$193,700	\$129,400	\$160,800	\$198,100		
Non-profit, 50-100 FTEs, Indiana	12.50%	\$135,400	\$168,800	\$205,300	\$137,200	\$170,500	\$210,000		
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$127,400	\$158,800	\$193,200	\$129,000	\$160,400	\$197,600		
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$135,000	\$168,300	\$204,700	\$136,800	\$170,200	\$209,400		
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	12.50%	\$125,500	\$156,400	\$190,200	\$127,100	\$157,900	\$194,600		
Arts & Culture, 50-100 FTEs, Indianapolis, IN	12.50%	\$133,000	\$165,700	\$201,600	\$134,700	\$167,400	\$206,200		
Non-profit, <\$5M (Revenue), Indianapolis, IN	12.50%	\$127,500	\$158,900	\$193,300	\$129,100	\$160,500	\$197,700		
Non-profit, 50-100 FTEs, Indianapolis, IN	12.50%	\$135,100	\$168,400	\$204,900	\$136,900	\$170,100	\$209,600		
Overall	7.50%	\$130,400	\$162,525	\$197,700	\$132,088	\$164,138	\$202,225		

Survey Information									
Survey:		Compdata Surveys							
Job Title:		Program Director							
Job Description:		Directs the development, implementation, and growth of an organization's programs. Oversees program operations including budgets, personnel management, and development, and quality management. Identifies goals and assures the effectiveness of programs. Bachelor's degree required and ten years experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
All Industries, <\$20M (Revenue), Indiana	0.00%	\$98,501	\$123,350	\$155,251	\$98,501	\$123,350	\$156,259		
All Industries, <100 FTEs, Indiana	0.00%	\$99,844	\$116,746	\$148,200	\$99,844	\$116,746	\$156,259		
Non-profit, All Sizes, Indiana	0.00%	--	--	--	--	--	--		
Non-profit, \$1M-\$5M (Op. Budget), Indiana	0.00%	--	--	--	--	--	--		
Non-profit, <100 FTEs, Indiana	0.00%	--	--	--	--	--	--		
All Industries, <\$20M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--		
All Industries, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--		
Non-profit, All Sizes, Indianapolis, IN	50.00%	\$94,136	\$146,409	\$150,662	\$94,136	\$146,409	\$152,677		
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%	--	--	--	--	--	--		
Non-profit, <100 FTEs, Indianapolis, IN	50.00%	\$94,807	\$102,083	\$130,402	\$94,807	\$102,083	\$138,685		
Overall	7.50%	\$94,472	\$124,246	\$140,532	\$94,472	\$124,246	\$145,681		

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Program Director							
Job Description:		Plans the delivery of the overall program and its activities. Implements long-term goals and objectives to achieve the successful outcome of the program. Confirms that the program operates within the policies and procedures of the organization. Coordinates the delivery of services among the different program activities to increase the effectiveness and efficiency. Identifies the risks associated with the program activities and manages the risks. Develops new initiatives to support the strategic direction of the organization. Develops an annual budget and operating plan to support the program. Ensures that program activities comply with all relevant legislation and professional standards. Writes reports on the program for management. Monitors and approves all budgeted program expenditures. Monitors the program activities on a regular basis and conducts an annual evaluation according to the program evaluation framework. Reports evaluation findings to the Executive Director.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$113,894	\$145,010	\$159,348	\$140,899	\$152,596	\$167,685		
All Industries, <100 FTEs, Indiana	0.00%	\$113,894	\$145,010	\$159,348	\$140,899	\$152,596	\$167,685		
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$116,953	\$126,144	\$138,091	\$122,680	\$132,358	\$144,921		
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$116,953	\$126,144	\$138,091	\$122,680	\$132,358	\$144,921		
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$116,454	\$125,590	\$137,471	\$122,143	\$131,764	\$144,258		
Non-profit, 100 FTEs, Indiana	12.50%	\$116,454	\$125,590	\$137,471	\$122,143	\$131,764	\$144,258		
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$137,272	\$148,412	\$162,867	\$144,454	\$156,178	\$171,389		
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$137,272	\$148,412	\$162,867	\$144,454	\$156,178	\$171,389		
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$120,244	\$129,454	\$141,483	\$126,133	\$135,830	\$148,482		
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$120,244	\$129,454	\$141,483	\$126,133	\$135,830	\$148,482		
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$119,743	\$128,898	\$140,862	\$125,593	\$135,233	\$147,817		
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$119,743	\$128,898	\$140,862	\$125,593	\$135,233	\$147,817		
Overall	7.50%	\$118,348	\$127,521	\$139,477	\$124,137	\$133,796	\$146,370		

Survey Information									
Survey:		Charitable Advisors							
Job Title:		VP of Programs							
Job Description:		Directs various activities of a specific geographical area or division of the agency. May manage staff, programs and/or facilities and work with volunteers and local community leaders. May fundraise on a limited basis.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Nonprofit Organizations, \$1M-\$3M (Op. Budget), Central Indiana	50.00%	\$65,523	\$73,457	\$87,851	--	--	--		
Arts, Culture, and Humanities, All Sizes, Central Indiana	50.00%	\$67,359	\$75,942	\$129,621	--	--	--		
Overall	7.50%	\$66,441	\$74,699	\$108,736	--	--	--		

Survey Information									
Survey:		Bluewater/ Nonprofit Times							
Job Title:		Program Director/Manager							
Job Description:		Plan, direct, or manage the activities of one or more programs for an organization. May be responsible for developing new programs and services, overseeing program implementation, training staff and volunteers establishing and managing partnerships with public and private organizations, measuring and monitoring program success, building organizational capacity to deliver programs, reporting on program outcomes, fundraising, and budgeting. May supervise staff.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Non-profit Organizations, \$2.5M-\$5M (Op. Budget), USA	33.33%	\$74,462	\$84,582	\$86,001	\$75,066	\$85,750	\$107,660		
Arts, Culture, and Humanities, All Sizes, USA	33.33%	\$60,645	\$73,707	\$86,001	\$60,645	\$75,217	\$86,536		
Non-profit Organizations, All Sizes, North Central Region	33.34%	\$60,415	\$76,969	\$96,665	\$60,415	\$77,332	\$78,237		
Overall	3.00%	\$65,174	\$78,419	\$89,557	\$65,375	\$79,433	\$90,843		

Christkindlmarkt Compensation Analysis 2024

Position Information																
Job Title:	VP of Operations															
Job Description:	The CEO & Market Master of the Carmel Christkindlmarkt oversees all of the Market operations and team members, management team, vendors, contractors and more. The CEO explores new ideas to expand the market year over year, as well as oversees the execution of all market activities during the open season. Additionally, the CEO maintains relationships with sponsors, donors and partners, participates in community outreach, serves as the face of the market to the media and more. The CEO reports to the Carmel Christkindlmarkt Board of Directors and works closely with the leadership of the City of Carmel. 5+ years of experience. Fluent in German and English.															
Effective Date:	5/1/2024															
Notes:	Blended Position: Representing 33% Operations, 33% Vendor Management, and 34% Exhibition and Display Management. A 15% premium has been applied to all manager level matches and a 10% premium to director level matches to account for the level of the role (Vice President). Bluewater has been weighted lower overall due to the limitation in scope.	<table><tr><th colspan="2">Market Data Summary - Weighted Averages</th></tr><tr><td>Avg. 25th Base:</td><td>\$93,346</td></tr><tr><td>Avg. 50th Base:</td><td>\$113,621</td></tr><tr><td>Avg. 75th Base:</td><td>\$134,000</td></tr><tr><td>Avg. 25th TCC:</td><td>\$99,816</td></tr><tr><td>Avg. 50th TCC:</td><td>\$123,375</td></tr><tr><td>Avg. 75th TCC:</td><td>\$147,024</td></tr></table>	Market Data Summary - Weighted Averages		Avg. 25th Base:	\$93,346	Avg. 50th Base:	\$113,621	Avg. 75th Base:	\$134,000	Avg. 25th TCC:	\$99,816	Avg. 50th TCC:	\$123,375	Avg. 75th TCC:	\$147,024
Market Data Summary - Weighted Averages																
Avg. 25th Base:	\$93,346															
Avg. 50th Base:	\$113,621															
Avg. 75th Base:	\$134,000															
Avg. 25th TCC:	\$99,816															
Avg. 50th TCC:	\$123,375															
Avg. 75th TCC:	\$147,024															

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Trade Show and Exhibition Director							
Job Description:	Develops and directs the overall strategic planning, budget, and execution of trade shows and exhibitions. Collaborates with stakeholders, sales, and marketing to develop the business objectives, concepts, deliverables, and timelines of a show. Devises innovative solutions to enhance the impact of an event. Ensures detailed planning and execution of show and evaluates show outcomes based on established metrics for quality and attendance. Typically requires a bachelor's degree. Typically reports to top management.M04-Director / Sr. Director : Manages a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Typically requires 5+ years of managerial experience. Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$5M (Revenue), Indiana	25.00%	\$170,720	\$188,100	\$215,490	\$190,190	\$220,220	\$260,590	
All Industries, 50-100 FTEs, Indiana	25.00%	\$174,680	\$192,500	\$220,550	\$194,590	\$225,280	\$266,640	
Arts & Culture, <\$5M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
Arts & Culture, 50-100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
Non-profit, <\$5M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
Non-profit, 50-100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
All Industries, <\$5M (Revenue), Indianapolis, IN	25.00%	\$170,610	\$187,880	\$215,270	\$189,970	\$219,890	\$240,370	
All Industries, 50-100 FTEs, Indianapolis, IN	25.00%	\$174,570	\$192,280	\$220,220	\$194,370	\$225,060	\$266,310	
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Arts & Culture, 50-100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, <\$5M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, 50-100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Overall	0.00%	\$172,645	\$190,190	\$217,883	\$192,280	\$222,613	\$263,478	

Survey Information								
Survey:	Compdata Surveys							
Job Title:	Operations Director							
Job Description:	Directs the center's operations, logistics, facilities, customer service, and technical support. Manages operation processes to include value added services, planning and development, customer service, facility security, and supervision of staff. Bachelor's degree required and seven years experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$20M (Revenue), Indiana	0.00%	\$125,477	\$142,155	\$174,056	\$126,485	\$150,214	\$179,989	
All Industries, <100 FTEs, Indiana	0.00%	\$131,857	\$156,818	\$192,861	\$135,103	\$176,295	\$222,971	
Non-profit, All Sizes, Indiana	0.00%	\$130,738	\$138,461	\$161,408	\$130,738	\$138,461	\$161,408	
Non-profit, \$1M-\$5M (Op. Budget), Indiana	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indiana	33.34%	\$110,926	\$129,171	\$141,260	\$111,486	\$130,290	\$148,312	
All Industries, <\$20M (Revenue), Indianapolis, IN	33.33%	\$118,090	\$181,892	\$204,502	\$118,090	\$181,892	\$204,502	
All Industries, <100 FTEs, Indianapolis, IN	33.33%	\$125,813	\$165,437	\$199,241	\$133,201	\$180,324	\$216,591	
Non-profit, All Sizes, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Overall	16.50%	\$118,275	\$158,830	\$181,664	\$120,924	\$164,165	\$189,797	

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	VP Commercial Operations							
Job Description:	Develops and progresses strategic plans to achieve sales and revenue goals. Champions and directs the commercial operations team, ensuring adequate staffing. Analyzes market trends and competitive landscapes to identify growth opportunities. Builds and maintains relationships with high priority customers and partners. Evaluates and optimizes business processes and commercial operations to increase efficiency and profitability. Serves as the subject matter expert on commercial operations, including sales, marketing, and business development. May collaborate with cross-functional teams to develop and launch new products and services. May develop and implement pricing strategies to maximize revenue and market shares. May lead contract negotiations with customers and vendors. May coordinate with sales and marketing teams to develop promotional programs and drive commercial operations.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$75,496	\$104,838	\$142,925	\$89,580	\$123,882	\$169,308	
All Industries, 100 FTEs, Indiana	0.00%	\$105,613	\$146,056	\$199,002	\$131,801	\$182,564	\$248,077	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$58,146	\$77,770	\$104,242	\$68,340	\$92,249	\$123,540	
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$91,481	\$123,797	\$166,902	\$111,995	\$152,280	\$205,000	
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$58,007	\$77,493	\$103,802	\$68,132	\$91,878	\$122,981	
Non-profit, 100 FTEs, Indiana	12.50%	\$91,119	\$123,232	\$166,058	\$111,508	\$151,518	\$203,916	
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$79,202	\$109,995	\$148,414	\$94,128	\$129,317	\$175,198	
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$110,805	\$151,554	\$205,279	\$137,290	\$188,607	\$254,791	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$60,558	\$81,658	\$109,394	\$71,541	\$96,941	\$129,022	
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$96,124	\$129,231	\$172,756	\$117,339	\$157,877	\$211,344	
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$60,408	\$81,363	\$108,941	\$71,317	\$96,553	\$128,460	
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$95,744	\$128,665	\$171,899	\$116,843	\$157,103	\$210,247	
Overall	16.50%	\$76,448	\$102,901	\$137,999	\$92,127	\$124,550	\$166,814	

Survey Information								
Survey:	Charitable Advisors							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	

Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) -- excludes benefits, long-term incentives, retirement plan contributions

Christkindmarkt Compensation Analysis 2024

Position Information		
Job Title:	Director of Sponsorship	
Job Description:	The CEO & Market Master of the Carmel Christkindmarkt oversees all of the Market operations and team members, management team, vendors, contractors and more. The CEO explores new ideas to expand the market year over year, as well as oversees the execution of all market activities during the open season. Additionally, the CEO maintains relationships with sponsors, donors and partners, participates in community outreach, serves as the face of the market to the media and more. The CEO reports to the Carmel Christkindmarkt Board of Directors and works closely with the leadership of the City of Carmel. 5+ years of experience. Fluent in German and English.	
Effective Date:	5/1/2024	
Notes:	Blended Position: 70% Sponsorship & Fundraising, and 30% Events Management. 10% premium applied to all Manager level matches to account for the level of the role (Director).	
		Market Data Summary - Weighted Averages
		Avg. 25th Base: \$79,078
		Avg. 50th Base: \$88,075
		Avg. 75th Base: \$102,660
		Avg. 25th TCC: \$80,991
		Avg. 50th TCC: \$88,257
		Avg. 75th TCC: \$102,279

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Development and Fundraising Manager							
Job Description:	Manages an organization's fundraising strategies, campaigns, capital development initiatives, and operations to support the overall organizational development and revenue objectives. Implements donor stewardship programs to identify, develop, retain, and nurture a portfolio of individual and institutional donors. Works to develop potential corporate or governmental partnerships and grant funding opportunities. Creates collaborative coordination between staff and internal stakeholders to plan events and communications to increase donor engagement. Uses technology to manage and monitor donor information and produce data-driven measurement and reporting of the progress of fundraising goals. Requires a bachelor's degree. Typically reports to a director.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$5M (Revenue), Indiana	0.00%	\$97,790	\$113,080	\$128,810	\$98,450	\$114,620	\$131,670	
All Industries, 50-100 FTEs, Indiana	0.00%	\$102,520	\$118,470	\$135,080	\$103,180	\$120,230	\$138,050	
Arts & Culture, <\$5M (Revenue), Indiana	12.50%	\$94,490	\$109,340	\$124,630	\$95,150	\$110,880	\$127,270	
Arts & Culture, 50-100 FTEs, Indiana	12.50%	\$99,110	\$114,620	\$130,680	\$99,770	\$116,270	\$133,430	
Non-profit, <\$5M (Revenue), Indiana	12.50%	\$96,800	\$111,870	\$127,400	\$97,460	\$113,410	\$130,240	
Non-profit, 50-100 FTEs, Indiana	12.50%	\$101,420	\$117,370	\$133,760	\$102,190	\$118,910	\$136,620	
All Industries, <\$5M (Revenue), Indianapolis, IN	0.00%	\$97,570	\$112,750	\$128,590	\$98,230	\$114,400	\$131,340	
All Industries, 50-100 FTEs, Indianapolis, IN	0.00%	\$102,300	\$118,250	\$134,860	\$102,960	\$119,900	\$137,720	
Arts & Culture, <\$5M (Revenue), Indianapolis, IN	12.50%	\$94,270	\$109,010	\$124,300	\$94,930	\$110,550	\$126,940	
Arts & Culture, 50-100 FTEs, Indianapolis, IN	12.50%	\$98,890	\$114,400	\$130,350	\$99,550	\$115,940	\$133,210	
Non-profit, <\$5M (Revenue), Indianapolis, IN	12.50%	\$96,580	\$111,650	\$127,270	\$97,240	\$113,190	\$130,020	
Non-profit, 50-100 FTEs, Indianapolis, IN	12.50%	\$101,200	\$117,040	\$133,430	\$101,970	\$118,690	\$136,290	
Overall	20.00%	\$97,845	\$113,163	\$129,003	\$98,533	\$114,730	\$131,753	

Survey Information								
Survey:	Compdata Surveys							
Job Title:	Fundraising Manager							
Job Description:	Develops, plans, designs, and implements various fundraising programs. Cultivates and solicits new funding opportunities and development strategies in order to solicit a broader base of donors. Ensures the attainment of major gifts as needed. Identifies potential grant opportunities and supervises the proposal preparation. Bachelor's degree required and three years experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, <\$20M (Revenue), Indiana	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
Non-profit, All Sizes, Indiana	0.00%	--	--	--	--	--	--	
Non-profit, \$1M-\$5M (Op. Budget), Indiana	100.00%	\$63,466	\$64,697	\$78,913	\$63,466	\$64,697	\$78,913	
Non-profit, <100 FTEs, Indiana	0.00%	--	--	--	--	--	--	
All Industries, <\$20M (Revenue), Indianapolis, IN	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, All Sizes, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%	--	--	--	--	--	--	
Non-profit, <100 FTEs, Indianapolis, IN	0.00%	--	--	--	--	--	--	
Overall	10.00%	\$63,466	\$64,697	\$78,913	\$63,466	\$64,697	\$78,913	

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	Sponsorship Manager							
Job Description:	Maintains relationships with sponsors and develops relationships with new sponsors. Develops initiatives to recruit new sponsors and relationships with granting agencies. Documents sponsorship package and grant applications to fund programs, activities, and events. Updates a database of progress timelines and contract values for sponsorship activities. Heads meetings and pitches for sponsorships and grants to answer questions from sponsors and report sponsorship budgets. Maintains all processes, schedules, and communications. Ensures that application packages are completed and updated by deadlines. Provides required invoices and paperwork. Career level 3.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, \$4.7M (Revenue), Indiana	0.00%	\$79,123	\$86,563	\$96,240	\$80,689	\$88,277	\$98,145	
All Industries, 100 FTEs, Indiana	0.00%	\$79,123	\$86,563	\$96,240	\$80,689	\$88,277	\$98,145	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%	\$71,987	\$77,838	\$85,786	\$73,269	\$79,237	\$87,339	
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%	\$71,987	\$77,838	\$85,786	\$73,269	\$79,237	\$87,339	
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%	\$71,782	\$77,587	\$85,484	\$73,055	\$78,978	\$87,028	
Non-profit, 100 FTEs, Indiana	12.50%	\$71,782	\$77,587	\$85,484	\$73,055	\$78,978	\$87,028	
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%	\$81,931	\$89,546	\$99,382	\$91,319	\$101,350	\$110,266	
All Industries, 100 FTEs, Indianapolis, IN	0.00%	\$74,483	\$81,405	\$90,347	\$83,553	\$91,319	\$101,350	
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$74,551	\$80,606	\$88,751	\$75,879	\$82,056	\$90,358	
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%	\$74,551	\$80,606	\$88,751	\$75,879	\$82,056	\$90,358	
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%	\$74,339	\$80,348	\$88,443	\$75,658	\$81,788	\$90,041	
Non-profit, 100 FTEs, Indianapolis, IN	12.50%	\$74,339	\$80,348	\$88,443	\$75,658	\$81,788	\$90,041	
Overall	20.00%	\$73,165	\$79,095	\$87,116	\$74,465	\$80,515	\$88,691	

Survey Information								
Survey:	Charitable Advisors							
Job Title:	VP/Director of Development							
Job Description:	Directs and coordinates some or all of the agency's fundraising programs. Identifies and cultivates funding sources for operating and capital funds. Supervises development staff. Confers with Board Members and/or Executive Director/CEO about fundraising efforts.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Nonprofit Organizations, \$1M-\$3M (Op. Budget), Central Indiana	50.00%	\$67,620	\$77,050	\$88,426	--	--	--	
Arts, Culture, and Humanities, All Sizes, Central Indiana	50.00%	\$75,162	\$97,024	\$141,641	--	--	--	
Overall	10.00%	\$71,391	\$87,037	\$115,033	--	--	--	

Survey Information								
Survey:	Bluewater/ Nonprofit Times							
Job Title:	Development Director							
Job Description:	Responsible for the development, planning, design, and implementation of various fundraising programs. Responsible for actively cultivating and soliciting new funding opportunities and development strategies for a broader base of donors. May be responsible for the cultivation, solicitation, and acquisition of major gifts. May have responsibility for identifying potential grant opportunities and oversees the proposal preparation. May supervise employees or manage a department.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Non-profit Organizations, \$2.5M-\$5M (Op. Budget), USA	33.33%	\$71,579	\$95,614	\$118,335	\$71,579	\$95,614	\$120,305	
Arts, Culture, and Humanities, All Sizes, USA	33.33%	\$66,451	\$80,484	\$100,158	\$66,451	\$80,484	\$100,158	
Non-profit Organizations, All Sizes, North Central Region	33.34%	\$72,236	\$84,056	\$100,867	\$72,236	\$85,107	\$101,866	
Overall	10.00%	\$70,089	\$86,718	\$106,453	\$70,089	\$87,068	\$107,443	

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Compdata Surveys							
Job Title:		Special Events Director							
Job Description:		Directs the planning and logistics of organization meetings and special events which may include trade shows and promotional events. Oversees facility selection, menu planning, transportation arrangements, and audio/visual equipment. Maintains the organization's activities budget. Bachelor's degree required and seven years experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, <\$20M (Revenue), Indiana	0.00%								
All Industries, <100 FTEs, Indiana	0.00%								
Non-profit, All Sizes, Indiana	100.00%		\$98,908	\$100,028	\$119,056		\$99,926	\$100,740	\$119,056
Non-profit, \$1M-\$5M (Op. Budget), Indiana	0.00%								
Non-profit, <100 FTEs, Indiana	0.00%								
All Industries, <\$20M (Revenue), Indianapolis, IN	0.00%								
All Industries, <100 FTEs, Indianapolis, IN	0.00%								
Non-profit, All Sizes, Indianapolis, IN	0.00%								
Non-profit, \$1M-\$5M (Op. Budget), Indianapolis, IN	0.00%								
Non-profit, <100 FTEs, Indianapolis, IN	0.00%								
Overall	10.00%		\$98,908	\$100,028	\$119,056		\$99,926	\$100,740	\$119,056

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Events Director							
Job Description:		Develops, implements and evaluates the organization wide strategy of special event planning and continuously makes adjustments to increase the quality of events. Assigns managers and coordinators to plan and execute specific events and supervises the progress to ensure events are executed according to organizational plan. Schedules events in coordination with the organization's event calendar and annual event budget. Oversees the negotiation of terms and fees with facilities, vendors, speakers, entertainers in accordance with organizational budget, policies and procedures. Leads the planning and execution of larger scale events and delegates tasks to appropriate team members. Career level 2.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, \$4.7M (Revenue), Indiana	0.00%		\$78,458	\$86,347	\$96,478		\$81,935	\$90,175	\$100,754
All Industries, 100 FTEs, Indiana	0.00%		\$78,458	\$86,347	\$96,478		\$81,935	\$90,175	\$100,754
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indiana	12.50%		\$70,558	\$76,842	\$85,243		\$73,387	\$79,954	\$88,720
Arts, Culture, and Humanities, 100 FTEs, Indiana	12.50%		\$70,558	\$76,842	\$85,243		\$73,387	\$79,954	\$88,720
Non-profit, \$2.5M (Op. Budget), Indiana	12.50%		\$73,301	\$79,850	\$88,597		\$73,301	\$79,850	\$88,597
Non-profit, 100 FTEs, Indiana	12.50%		\$73,301	\$79,850	\$88,597		\$73,301	\$79,850	\$88,597
All Industries, \$4.7M (Revenue), Indianapolis, IN	0.00%		\$81,112	\$89,157	\$99,459		\$84,707	\$93,108	\$103,867
All Industries, 100 FTEs, Indianapolis, IN	0.00%		\$81,112	\$89,157	\$99,459		\$84,707	\$93,108	\$103,867
Arts, Culture, and Humanities, \$2.5M (Op. Budget), Indianapolis, IN	12.50%		\$73,014	\$79,461	\$88,044		\$75,942	\$82,679	\$91,635
Arts, Culture, and Humanities, 100 FTEs, Indianapolis, IN	12.50%		\$73,014	\$79,461	\$88,044		\$75,942	\$82,679	\$91,635
Non-profit, \$2.5M (Op. Budget), Indianapolis, IN	12.50%		\$72,932	\$79,363	\$87,927		\$75,853	\$82,572	\$91,509
Non-profit, 100 FTEs, Indianapolis, IN	12.50%		\$72,932	\$79,363	\$87,927		\$75,853	\$82,572	\$91,509
Overall	20.00%		\$72,451	\$78,879	\$87,453		\$74,621	\$81,264	\$90,115

Survey Information									
Survey:		Charitable Advisors							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Bluewater/ Nonprofit Times							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Appendix C

Salary Structure

Executive Pay Structure (effective 05/01/2024)						
Grade	Positions	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
Executive D	President and Chief Executive Officer	\$173,900	\$226,100	\$278,200	60%	--
Executive C		\$133,800	\$173,900	\$214,100	60%	30.0%
Executive B	Vice President of Communications Vice President of Internal Operations	\$109,100	\$139,100	\$169,100	55%	25.0%
Executive A	Vice President of Cultural Programs Vice President of Operations	\$89,000	\$111,300	\$133,500	50%	25.0%
2	Director of Sponsorship	\$71,200	\$89,000	\$106,800	50%	25.0%

Appendix D

Individual Gap Analysis

Christkindlmarkt Gap Analysis (effective 05/01/2024)															Recommended Plan		
Title	Base Salary	Grade	Min	Mid	Max	Below Min?	\$ Below Min	Below Mid?	\$ Below Mid	Above Max?	CompaRatio (Base/Mid)	Range Penetration	Increase \$	New Salary	New CompaRatio		
Director of Sponsorship	\$82,000	2	\$71,200	\$89,000	\$106,800	NO	--	YES	\$7,000	NO	92%	30%	\$0	\$82,000	92%		
VP of Operations	\$80,000	Executive A	\$89,000	\$111,300	\$133,500	YES	\$9,000	YES	\$31,300	NO	72%	-20%	\$31,300	\$111,300	100%		
VP of Internal Operations	\$80,000	Executive A	\$89,000	\$111,300	\$133,500	YES	\$9,000	YES	\$31,300	NO	72%	-20%	\$31,300	\$111,300	100%		
VP of Communications	\$90,000	Executive B	\$109,100	\$139,100	\$169,100	YES	\$19,100	YES	\$49,100	NO	65%	-32%	\$35,000	\$125,000	90%		
VP of Cultural Programs	\$80,000	Executive B	\$109,100	\$139,100	\$169,100	YES	\$29,100	YES	\$59,100	NO	58%	-49%	\$31,300	\$111,300	80%		
President & CEO	\$128,750	Executive D	\$173,900	\$226,100	\$278,200	YES	\$45,150	YES	\$97,350	NO	57%	-43%	\$97,350	\$226,100	100%		
													\$226,250		94%		

Totals

6	Yes	5				6				0		
FTEs	%	83%				100%				0%		
	\$		\$111,350				\$275,150					
	Avg.		\$22,270				\$45,858				66%	-22%