



2019 Biennial Compensation and Benefits Survey

EXECUTIVE SUMMARY

Information Submitted on or before May 7, 2020

INTRODUCTION AND INSIGHTS

Organizations in the field of animal welfare employ a unique workforce with distinctive expertise in leadership, organizational governance, animal protection, animal cruelty investigation, behavior rehabilitation, veterinary care, adoption, fundraising, advocacy, human resources, finance, community education and collaboration. Although compensation and benefits surveys exist for many industries, no salary study is compatible with the knowledge and skills needed for mastery of animal welfare. For that reason, The Association for Animal Welfare Advancement (**The Association**) leadership were compelled to begin collecting data in 2003 (based on FY 2002 data).

Since 2003, animal welfare services have evolved: adoption is no longer the main activity at animal care facilities as the numbers of homeless dogs and cats have declined in many regions; community needs have altered; collaborations and mergers have increased; and, animal focused legislation has fluctuated. In response, animal care facilities models continue to adapt to community and animal needs. Consequently **The Association** volunteer leadership continually reviews the compensation and benefits survey adding or altering job descriptions and accessing needs for additional decision making data. For instance, the effect on salary of those achieving Certified Animal Welfare Administrator (CAWA) status; or, being a male/female in the same role are now studied.

In 2019 the first “digital” survey was launched, based on FY 2018 data, allowing participants to instantly compare their data with other regions and budget size over a variety of key performance indicators. The analysis information is free to all participants who met initial guidelines; and to other participants for a small fee. Employers can pinpoint areas of concern, topics for celebration, and share information with senior management and the board of directors for adjustments in strategic direction. Benchmarking graphics are prepopulated with aggregate results for key performance indicators.

At of the writing of this Executive Summary (ES), May 8, 2020, 224 organizations participated in the survey; 192 organizations responded with at least 50% of the data. Demographic information on the respondents is included in “*Data Collection and Definition.*”

The Association leadership plans to continue to field this Compensation and Benefits Survey every two years. Although access to the survey is never closed, all information currently is for Fiscal Year 2018. The date of the next digital survey may be delayed due to the pandemic; however, the critical work will continue.

It’s not too late to participate in this survey. Although you’ve missed out on free access to the reports, if you participate, you can still obtain the detailed salary data at <https://theaawa.org/page/salariesplash>.

DATA COLLECTION, DEFINITIONS, AND USER GUIDE

Numeric results are presented in quartiles, values that divide a list of numbers into quarters:

- 25th percentile/first quartile: *25% of the data fall below this percentile*
- 50th percentile/2nd quartile/median: *50% of answers are lower and 50% are higher*
- 75th percentile/third quartile: *75% of the data fall below this percentile*

Pie Charts display the proportions of a whole for a series of data points. Comparison data is displayed as an average pie; average is the sum divided by the count.

Real Time Reporting

Although this ES is based on data collected as of May 7, 2020, the reports in the online survey are real-time, meaning that the data can change each time the report is run as organizations enter/update their data, and new organizations participate during the data collection phase. An "Insufficient Data" message indicates there is currently not enough data to populate a comparison.

Use filters to provide **Targeted Survey Results** to benchmark your data with similar animal welfare organizations (e.g. compare your data with similar budget sizes or regional information). Log onto or download the users' guide at https://aawa.dbconfig.com/cache/secure/AAWA_UsersGuide.pdf.

DEMOGRAPHICS

Respondents' geographic location are as follows:

- 20% US Pacific
- 17% US Midwest
- 14% US Northeast
- 11% US Mid-Atlantic
- 11% US Southeast
- 10% US Mountain West
- 6% US Southwest
- 5% US Great Plains
- 4% US South Central
- 1% - Canadian Eastern
- 1% - Other (International)
- 0% - Canadian Western
- 0% - Canadian Northern

Respondents' organizational structure are as follows:

41% from Nonprofit Animal Welfare Organization WITHOUT animal control contract(s)
39% from Nonprofit Animal Welfare Organization WITH animal control contract(s)
11% from Government Animal Control Agency
5% Other
4% from Nonprofit Animal Welfare Organization WITHOUT shelter facility
0% For Profit Animal Services Agency

Respondents' organizational annual budgets are reflected as follows:

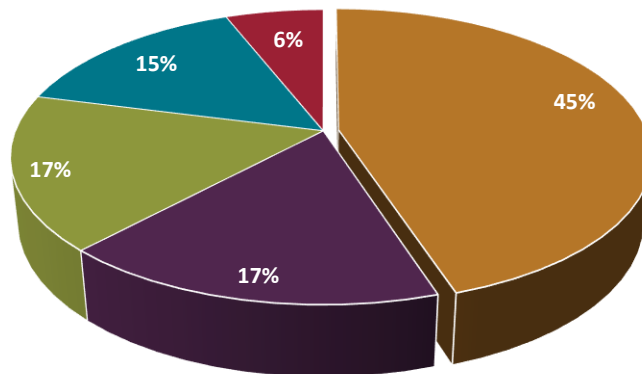
- 25th percentile: \$1,156,000
 - 50th percentile: \$2,629,733
 - 75th percentile: \$6,057,074
-

NOTABLE FINDINGS AND KEY PERFORMANCE INDICATORS

- In Executive Director/Chief Executive Officer positions, comparing females versus males in all regions and budget size, males were paid 6% less than females
 - Mean average hourly salary \$43.35 for males; \$46.12 for females
 - Male high hourly average salary \$90.59; low \$19.23
 - Female high hourly salary \$101.92; low \$16.50
- 81% of animal welfare organizations offer a dental plan; 92% offer health insurance plans

Workforce	25 th Percentile	Median	75 th Percentile
Full Time Employees (FTE)	14	31	67
Part Time Employees	3	8	19
Volunteers	160	404	857
Annual Volunteer Hours	6,135	23,330	56,210

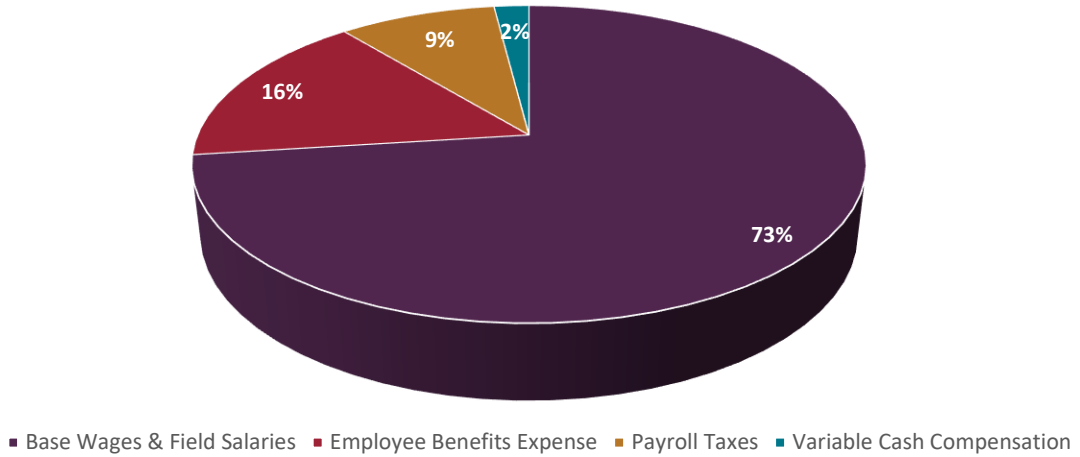
Headcount per Department



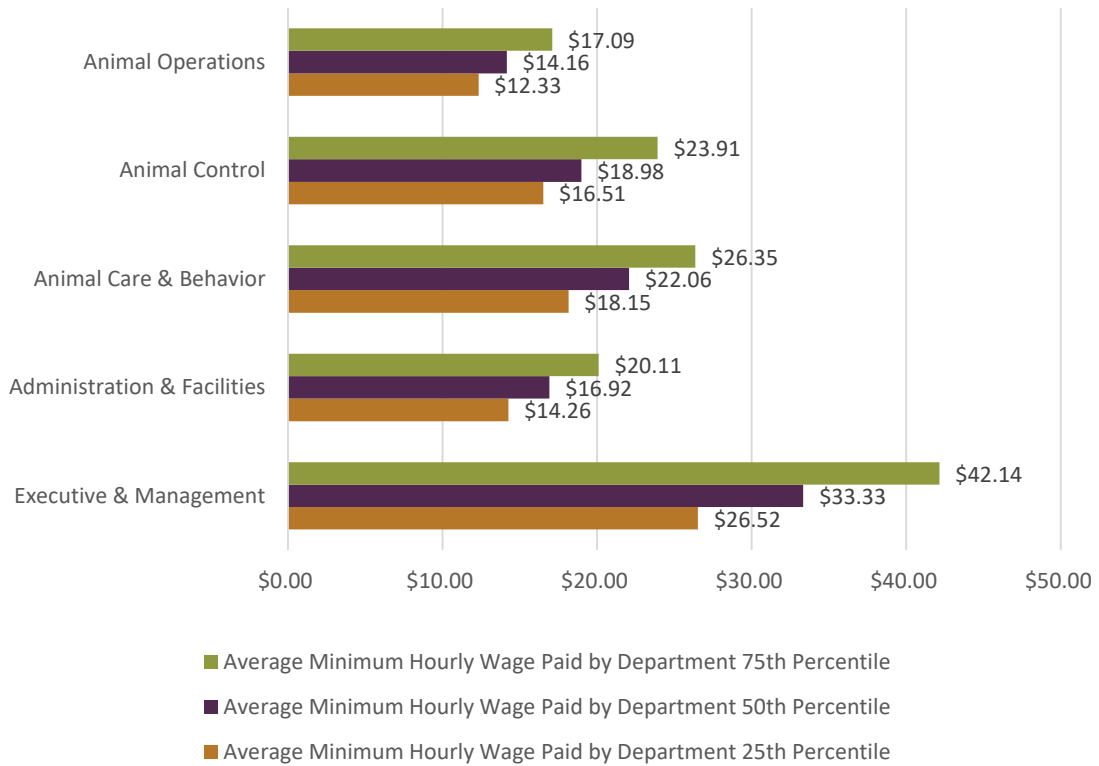
■ Animal Care & Behavior ■ Animal Control ■ Animal Operations ■ Administration and Facilities ■ Executive & Management

Budget Line Item Comparison	25 th Percentile	Median	75 th Percentile
Budget per FTE	\$58,737	\$71,172	\$87,796
Revenue per FTE (Employee Productivity Rate)	\$58,643	\$75,201	\$94,891
Total Expenses per FTE	\$60,886	\$72,859	\$87,209
Benefits Expense per FTE	\$1,333	\$3,040	\$5,788
Full-Time Employee Turnover Rate	19.2%	38.1%	60.0%
Percentage of Workforce Cost (workforce cost compared to all costs)	55.3%	61.2%	66.9%
Total Revenue per Organization	\$1,147,978	\$2,706,663	\$5,955,408
Total Expenses per Organization	\$1,239,942	\$2,637,878	\$6,049,889
Employee Benefit Expense	\$33,910	\$140,826	\$361,405
Base Wages & Fixes Salaries	\$619,463	\$1,489,598	\$3,152,872

Payroll/Personnel Expense Breakdown



Average Minimum Hourly Wage Paid by Department



PARTICIPANT ORGANIZATIONS

Adopt-A-Dog Inc.
Aggieland Humane Society
Allen County SPCA
Anderson Animal Shelter
Anderson County PAWS
Anicura
Animal Assistance Foundation
Animal Defense League of Texas
Animal Friends of the Valleys
Animal House Rescue & Grooming
Animal Humane New Mexico
Animal Humane Society (AHS), The
Animal Protectors of Allegheny Valley
Animal Rescue Foundation (ARF)
Animal Rescue League of Berks
Animal Rescue League of Boston
Animal Shelter Assistance Program (ASAP)
Animal Welfare League of Alexandria
Animal Welfare League of Arlington
Animal Welfare Society
Arizona Animal Welfare League & SPCA
Arizona Humane Society
ARL - Iowa
Asheville Humane Society
ASPCA
Atlanta Humane Society
Auburn Valley Humane Society
Austin Humane Society
Austin Pets Alive!
Benton-Franklin Humane Society
Berkeley Humane
Bideawee Inc.
Black Dog Animal Rescue Inc.
Brevard Humane Society
California Animal Welfare Association
Calvert Co Animal Control and Animal Shelter
Cat Adoption Team
Cat Care Community
Cat Depot Inc.
Central California SPCA
Central Missouri Humane Society
Central Vermont Humane Society
Centre County PAWS
Champaign County Humane Society
Charles County Animal Control Services
Charleston Animal Society
Charlotte-Mecklenburg Police Department
Charlottesville-Albemarle SPCA
Cherryland Humane Society
Chesapeake Humane Society
Circle of Friends Humane Society
Citizens for Animal Protection
City of Bloomington Animal Care & Control
City of Elk Grove Animal Services
Cleveland Animal Protective League (Cleveland APL)
Cleveland County Animal Services
Cocheco Valley Humane Society
Colorado Horse Rescue
Columbus Humane
Community Humane Shelter of Steuben County
Connecticut Humane Society
County of Los Angeles Dept. of Animal Care and Control
Dakin Humane Society
Davis County Animal Care & Control
Delaware Humane Association
Denver Animal Protection
Dogs Playing for Life
Dubuque Regional Humane Society
Dumb Friends League
East Bay SPCA
FACE Foundation
Faithful Friends Animal Society
Fayetteville Animal Protection Society
Feral Cat Coalition of Oregon
Flagler Humane Society

Flathead County Animal Shelter
Florida Keys SPCA
Foothills Animal Shelter
Fort Collins Cat Rescue & Spay/Neuter Clinic
Fort Wayne Animal Care & Control
Franklin County Humane Society
Fredericksburg SPCA
Friends for Animals of Metro Detroit
Friends of the City of Cleveland Kennel
Galveston Island Humane Society, The
Geauga Humane Society Rescue Village
Good Mews Animal Foundation
Greenhill Humane Society
Greenville County Animal Care
Greenville Humane Society
H.O.P.E. for Animals Inc.
Halifax Humane Society
Happy Tails Rescue
Happy Trails Farm Animal Sanctuary
Harbor Humane Society
Heart of the Valley
Heidi's Village
Helen Woodward Animal Center
Heritage Humane Society
Homeward Animal Shelter
Homeward Pet Adoption Center
Houston SPCA
Humane Animal Rescue - Northside Animal Resource Center
Humane Animal Rescue League
Humane AWS So of Waukesha County Inc.
Humane Ohio
Humane Rescue Alliance
Humane Society for Southwest Washington, The
Humane Society London & Middlesex
Humane Society Naples
Humane Society of Boulder Valley
Humane Society of Central Oregon
Humane Society of Charlotte
Humane Society of Chittenden County
Humane Society of Cowlitz County
Humane Society of Elkhart County
Humane Society of Harford County
Humane Society of Huron Valley, The
Humane Society of Northeast Georgia
Humane Society of San Bernardino Valley, The
Humane Society of Sedona
Humane Society of Sonoma County
Humane Society of Southern Arizona Inc., The
Humane Society of Summit County
Humane Society of Tampa Bay
Humane Society of the Pikes Peak Region
Humane Society of the Tennessee Valley
Humane Society of the Treasure Coast, The
Humane Society of Utah
Humane Society of Yuma, The
Humane Society Silicon Valley
Idaho Humane Society
Kansas Humane Society
Kentucky Humane Society, The
Larimer Humane Society
Lexington Humane Society
Licking County Humane Society
Lollypop Farm, The HS of Greater Rochester
Longmont Humane Society
Loudoun County Animal Services
Louisiana SPCA
Lucas County Canine Care & Control
Maclean-Cameron Animal Adoption Center
Marin Humane
Martinsville Henry County SPCA
Mary S. Roberts Pet Adoption Center
Maryland SPCA Inc.
Maui Humane Society
Michiana Humane Society & SPCA Inc.
Michigan Humane Society
Montgomery Co – Bd of County Commissioners

Nassau Humane Society
Nevada Humane Society
New Hampshire SPCA
Northeast Animal Shelter
Northwest Spay & Neuter Center
NYCACC
Oklahoma Humane Society
Operation PETS, The Spay/Neuter Clinic of WNY
Oregon Humane Society
Osceola County Animal Control
Ottawa Humane Society
Panhandle Humane Society
Pasadena Humane Society & SPCA
Paws Humane Society
Peggy Adams Animal Rescue League
Peninsula Humane Society & SPCA
Peoria County Animal Protection Services
Pet Alliance of Greater Orlando
Pet Community Center
Pet Helpers, Inc.
Pet Network Humane Society
Pets Alive
Pinellas County Animal Services
Placer SPCA
Potter League for Animals
Prairie Paws Animal Shelter
Purrfect Pals Cat Sanctuary & Adoption Centers
Quincy Humane Society, The
Regina Humane Society
Ridgefield Operation for Animal Rescue (ROAR)
Rutherford County Paws
Sacramento SPCA
Salt Lake County Animal Services
San Antonio Humane Society
San Diego Humane Society
Santa Barbara County Animal Services
Save-A-Pet Animal Rescue
Saving Grace Inc.
Seattle Animal Shelter
Seattle Area Feline Rescue
Seattle Humane
Shelby Humane Society
South Suburban Humane Society
Southern Oregon Humane Society
SPCA for Monterey County, The
SPCA of Fredericksburg Virginia
SPCA of Texas
SPCA of Wake County
SPCA Serving Erie County
SPCA Tampa Bay
Summit County Animal Control
Suncoast Humane Society, The
Tabby's Place
TAILS Humane Society
Talbot Humane
The Animal Foundation
The Animal Haven
The Anti-Cruelty Society
The Haven
The Humane Society of the United States
Toledo Area Humane Society
Toronto Humane Society
Tree House Humane Society
Tri-City Animal Shelter
Tri-County Humane Society
Tulsa SPCA
Ulster County SPCA
Washington County Animal Services
Wayside Waifs Inc.
Willamette Humane Society
Wisconsin Humane Society
Yankee Golden Retriever Rescue
Yavapai Humane Society
York County SPCA
Young-Williams Animal Center