

SA2020

Compensation Strategy

Our compensation philosophy reflects our commitment to attract and retain a healthy, dedicated and informed team that works together to drive progress toward a shared Community Vision for San Antonio. We're transparent about compensation because we know it increases our trust, engagement, and commitment to each other and to the organization. Guiding principles for this strategy include:

- We are transparent about compensation.
- We respect knowledge and expertise across the hierarchy of our organization.
- We recognize and grow the leadership of all team members.
- We regularly give and receive feedback on performance.
- We ensure our compensation strategy assures the health and sustainability of the organization.
- We believe compensation is an opportunity to advance equity.
- We believe competitive compensation packages include salaries and benefits.

Compensation

Compensation for full-time salaried employees falls into three pay grades with a minimum, midpoint, and maximum salary.

Pay Grades*	Minimum	Midpoint	Maximum
Executive (Grade 1) <ul style="list-style-type: none">• President & CEO	\$95,467	\$109,787	\$124,107
Directors (Grade 2) <ul style="list-style-type: none">• Director of Community Impact• Director of Operations	\$74,328	\$89,193	\$104,059
Managers (Grade 3) <ul style="list-style-type: none">• Brand Manager• Content Manager	\$55,498	\$69,373	\$83,247

Notes on Salary Ranges:

- For Grade 1: SA2020 uses the average of the median and 75th percentile of base salary as the midpoint, with a salary range spread of 30%.
- For Grade 2: SA2020 uses a 30% salary range overlap from Grade 1 as the maximum target for employee base pay, with a range spread of 40%.
- For Grade 3: SA2020 uses a 30% salary range overlap from Grade 2 as the maximum target for employee base pay, with a range spread of 50%. In order to promote and compensate for growth within the organization, the salary range spread is widest for managers, followed by directors.

SA2020

In order to identify competitive base pay, we research full-time salaried positions in San Antonio's nonprofit industry using comparable job titles, responsibilities and organizational budgets. If "number of employees" is an available criterion, we use that too. In 2020, we used the *Nonprofit Times Nonprofit Salary Report* and a PayScale report provided by Employer Flexible, our outsourced HR partner.

SA2020 offers new team members hired to the organization a starting salary within the minimum to the midpoint salary range. SA2020 reserves the upper half of the salary range in every pay grade for annual compensation increases due to professional development, annual performance-based increases, and cost of living adjustments.

We determine new team member's salary based on their percentage fulfillment of preferred qualifications in their job description. Let's say a new team member meets 25% of the preferred qualifications. They're offered 25% of the difference between the minimum and midpoint for their pay grade. A new team member who meets no preferred qualifications receives the minimum salary for their pay grade. A new team member who meets all preferred qualifications receives the midpoint for that pay grade.

Benefits

SA2020 benefits support our health and wellness, professional development, and community engagement, including: 100% employer-paid premium for health, dental and vision insurance, a 401(k) retirement plan, paid holidays, paid time off (including a personal floating holiday for your birthday!), paid volunteer time, flexible scheduling, phone/Internet stipend, and an annual professional development fund. The employee handbook shares more information about each.

360 Annual Evaluations

In December of every year, we do a 360 evaluation where we share feedback with one another on practicing core values, advancing organizational goals, and fulfilling responsibilities. This process informs quarterly professional development goals, and annual, performance-based pay increases.

Adjustments

SA2020 evaluates position titles and job descriptions (including required and preferred qualifications) annually in order to ensure realistic responsibilities and competitive compensation. As team members gain preferred qualifications, their compensation will adjust annually within their salary range to reflect their growth.