



SALARY & BENEFITS REPORT

Cleveland
Neighborhood
Progress



Contents

Summary 3

Budget 4

Workforce 5

Turnover..... 6

Hiring 7

Executive Profile..... 8-9

Salaries 10-13

Benefits 14-17

Board Operations 18-19

Cleveland's CDC Workforce: 2025 Survey Findings

The Workforce Behind Cleveland's Neighborhoods

Cleveland's Community Development Corporations (CDCs) carry significant responsibilities, from housing and real estate to resident engagement, small business support, fundraising, and neighborhood partnerships. Delivering on that work depends on skilled staff with the expertise and relationships to do it well.

Finding and keeping those people has become harder. Compensation matters, but so do benefits, flexibility, professional growth, workload, and whether employees can see a sustainable future in the work. CDCs are also competing for specialized talent in real estate, finance, fundraising, engagement, and operations that is in demand well beyond the nonprofit sector.

That challenge is magnified by the size of most CDCs. When a position stays vacant for several months, the work does not go away. It is delayed, scaled back, or absorbed by an already small team.

CNP uses this information to shape its own investments. Through the Advancement and Resilience Initiative, organizational assessments, workforce data, technical assistance, and feedback from CDC leaders help identify where additional capacity is needed. What CNP learned in the first year led to a stronger focus in Years 2 and 3 on operations, staffing, and attracting and retaining talent. CNP invested \$1.93 million in these strategies in Year 2 and \$1.86 million in Year 3.

The Salary & Benefits Survey is one part of that learning. It gives CDC leaders and boards useful benchmarks while helping CNP, funders, and partners understand where the network is under pressure and where additional support may be needed.

Executive Summary

Thirteen Cleveland CDCs responded to the 2025 survey. The median operating budget was \$1.2 million, down 15% from 2022, and salaries and benefits account for an average of 52% of organizational budgets. The median CDC employs seven full-time staff, and nearly three-quarters of respondents have ten or fewer.

Hiring and retention remain difficult. Fifty-five percent of responding CDCs experienced turnover in 2025, and 44% reported reductions in staff. Budget-related layoffs and employees leaving for better pay or benefits were among the most common reasons. More than half of respondents said vacancies typically remain open for three to eight months.

Salaries have moved upward. Average salaries increased for 67% of the positions tracked since 2022. Executive Director salaries rose from an average of \$91,864 in 2022 to \$122,045 in 2025, with increases in several other specialized roles. The network is also experiencing significant leadership change: 91% of responding Executive Directors have been in their current position for five years or less, compared with 54% in 2022. No respondent reported more than ten years in the role.

Benefits remain an important part of recruitment and retention. All responding CDCs offer health, dental, and vision coverage; 91% offer flexible scheduling and 82% provide some work from home flexibility. Retirement contributions, family leave, professional development, wellness benefits, and other supports vary more widely.

Cleveland's CDCs are being asked to perform increasingly complex work with small teams and limited resources. Compensation is only part of the equation. Staffing levels, benefits, professional development, leadership pipelines, organizational systems, and workload all shape whether organizations can attract talented people and support them in staying and growing in the work. Neighborhood development is hard work, and it depends on strong organizations built by people who are valued, supported, and able to stay and grow in the work.

Budget

↓15%

Decrease in
Median Operating Budget
From 2022 to 2025

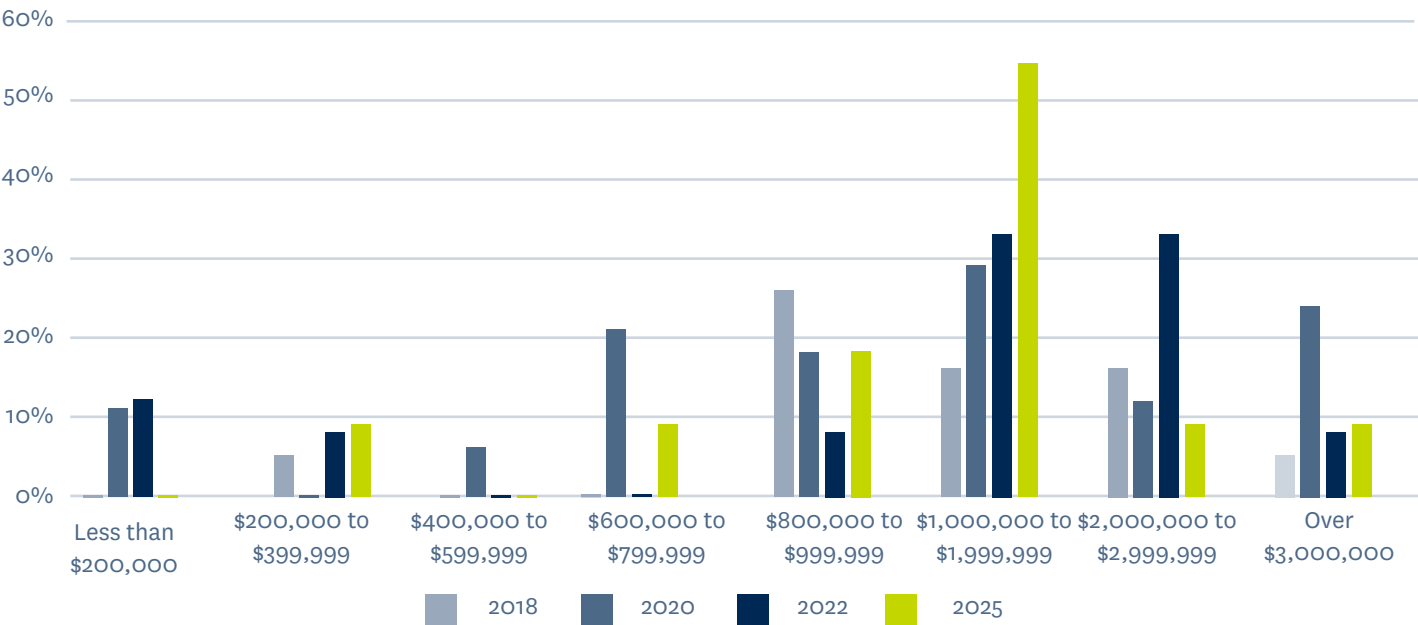
Overview

This year, the network had less variance in budget among the CDCs: 55% of respondents reported having a budget between \$1-2 million. However, the network still experienced a wide range of budgets, from \$200,000 to \$10,000,000.

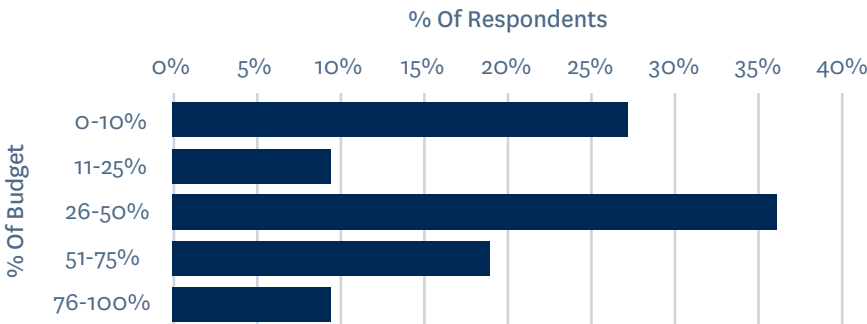
Median Operating Budget in 2025:

\$1,200,000

CDCs Operating Budget



Percentage of Operating Budget Derived from CDBG funding



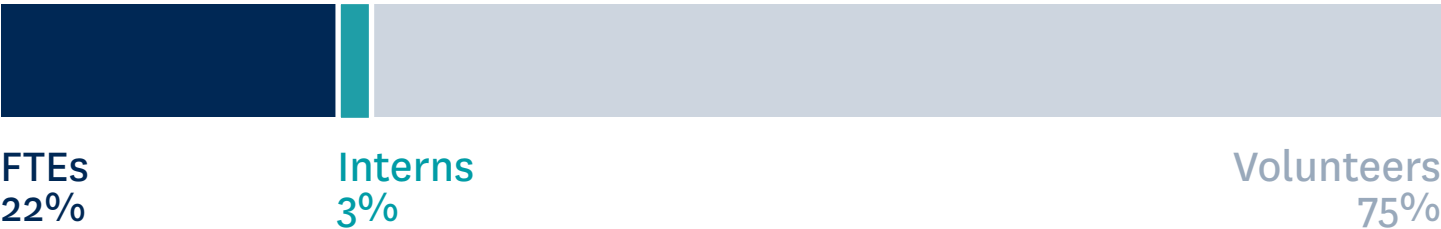
52%

Average percent of budget allocated to salary and benefits

Workforce

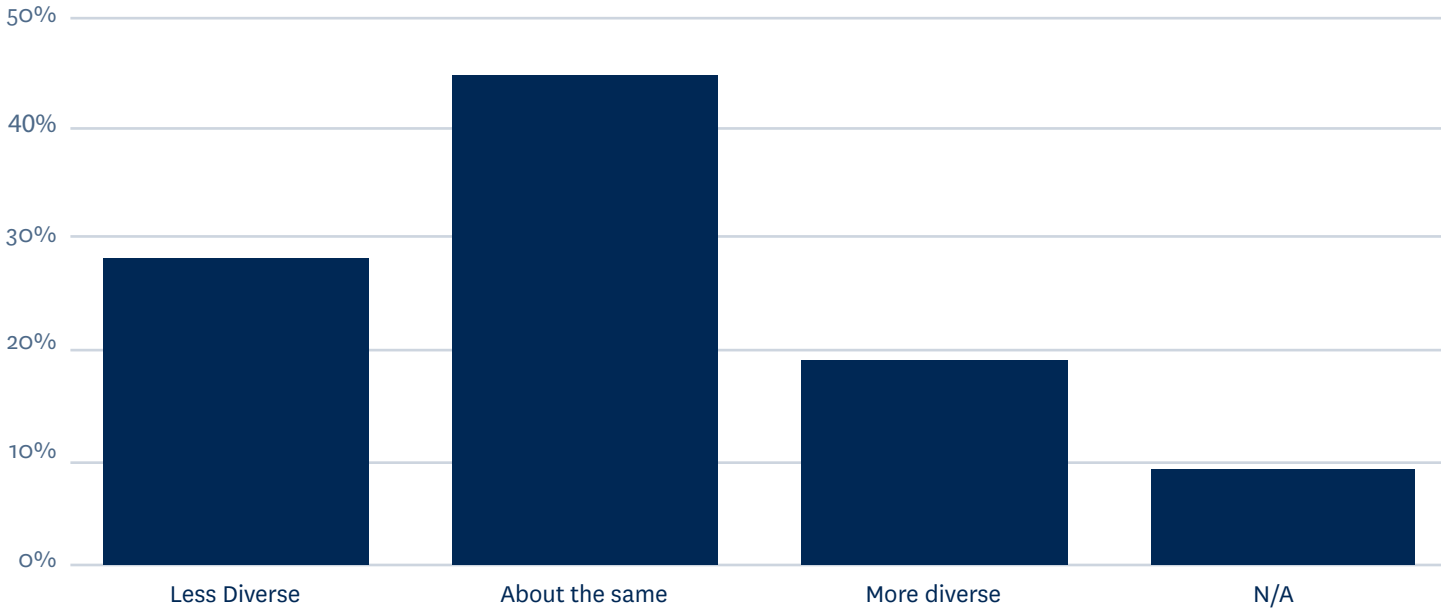
CDCs in our network vary greatly in size. Full-time employees (FTE) range from 1 to 50, and the volunteer force ranges from 0 to 300. As a result, this page uses medians rather than averages.

Workforce Makeup



Staff Diversity Compared to Population Served

Due to the small staff size of many CDCs, just one staffing change can drastically change the diversity of their organization. This caused 9% of respondents to choose ‘N/A’, but this phenomenon affects more than just 9% of the network. As a result, this data acts as a snapshot of a network that is continually changing.

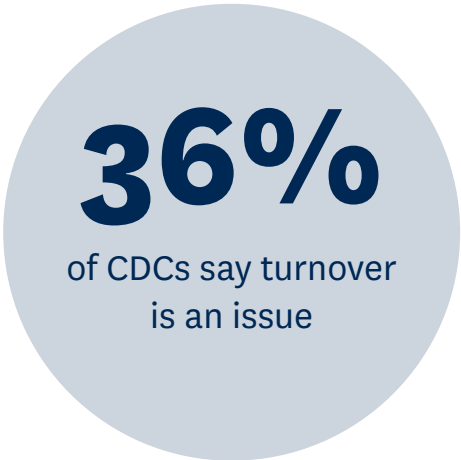


Turnover

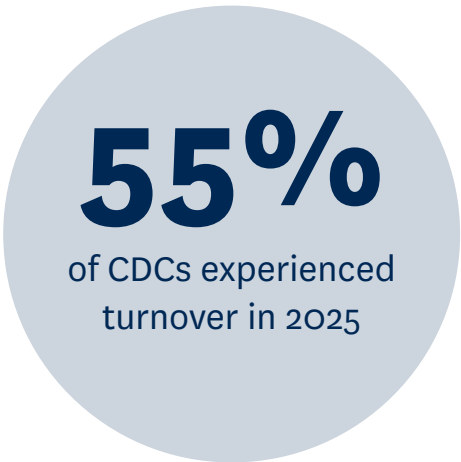
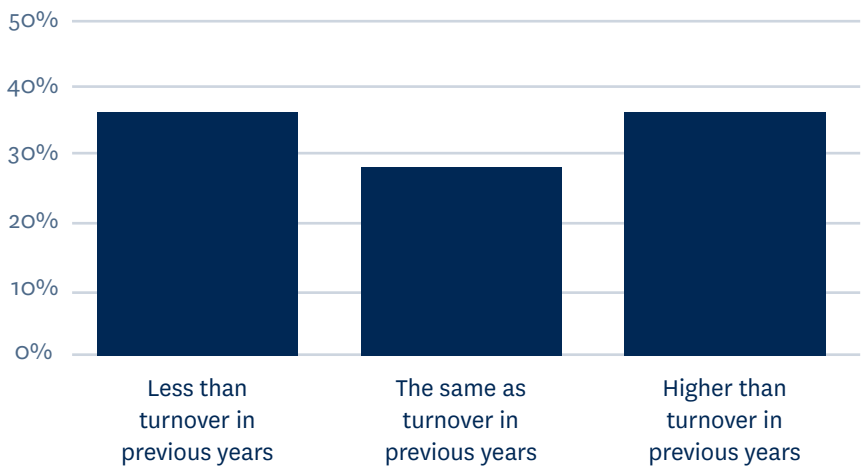
Overview

Staffing reductions were a significant issue for respondents, with 44% reporting a reduction in staff. These reductions appear to be closely tied to funding and budget pressures, including budget-related layoffs and decisions not to fill vacant positions.

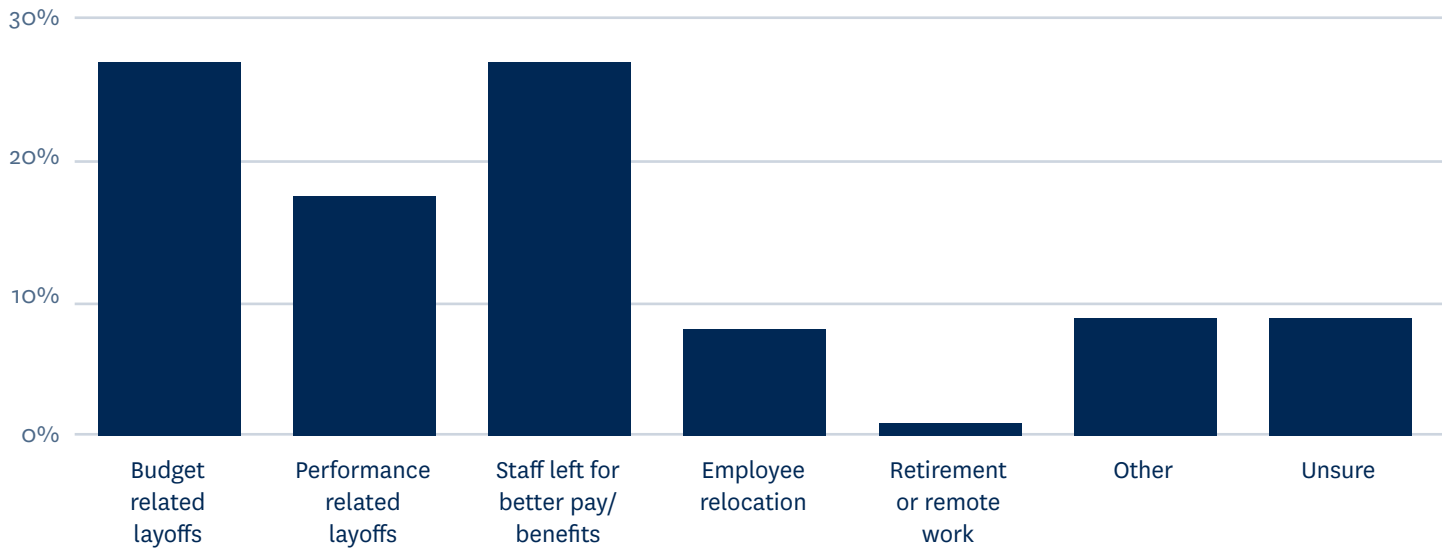
Compensation also continues to affect staff retention. More than half of respondents identified either budget-related layoffs or employees leaving for better pay and benefits as a primary reason for turnover.



Amount of Turnover



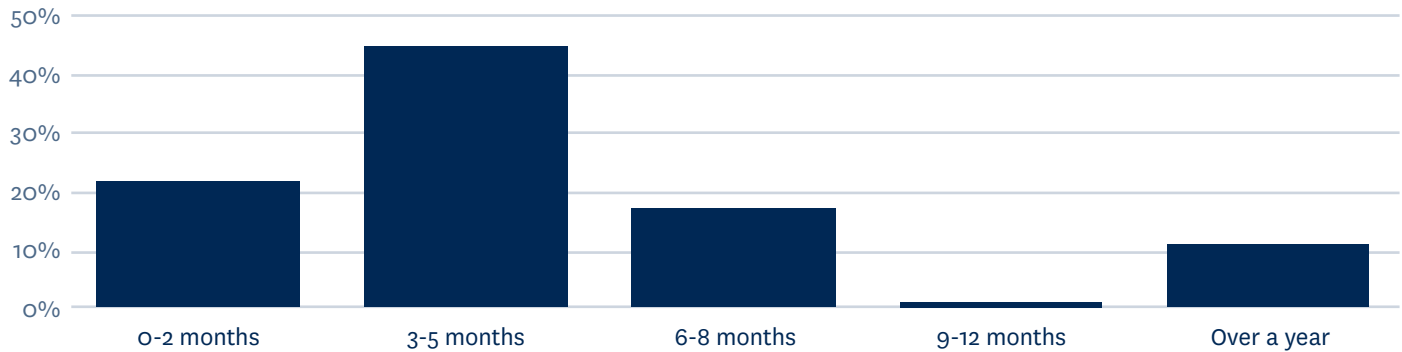
Primary Reason for Turnover



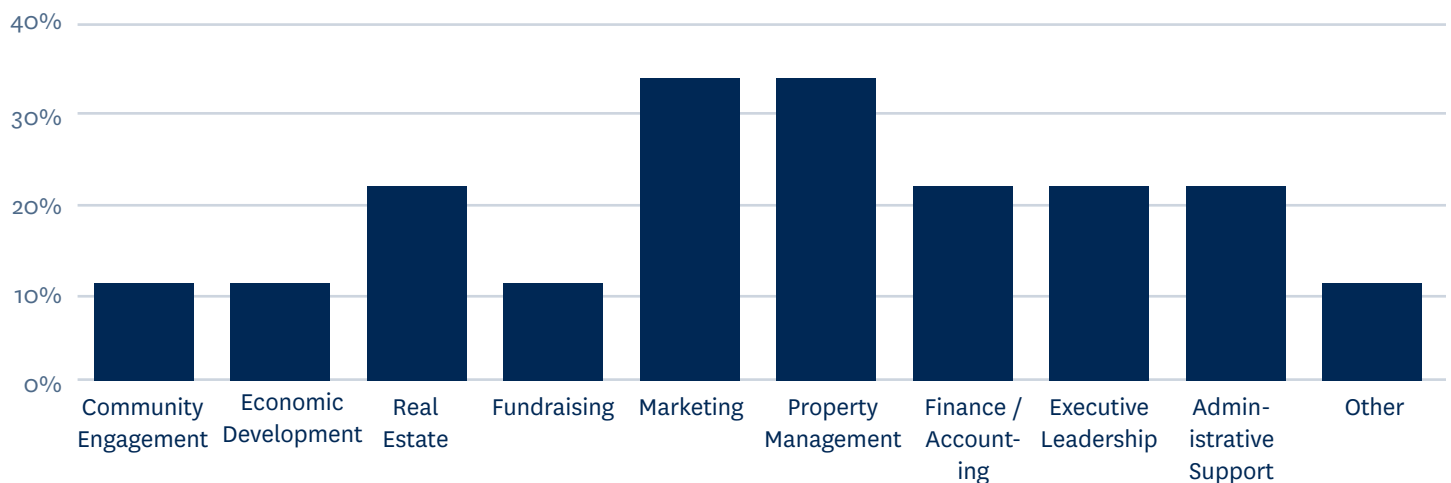
Hiring

Average Position Vacancy Length

A majority (54%) of respondents report an average vacancy length of 3-8 months.

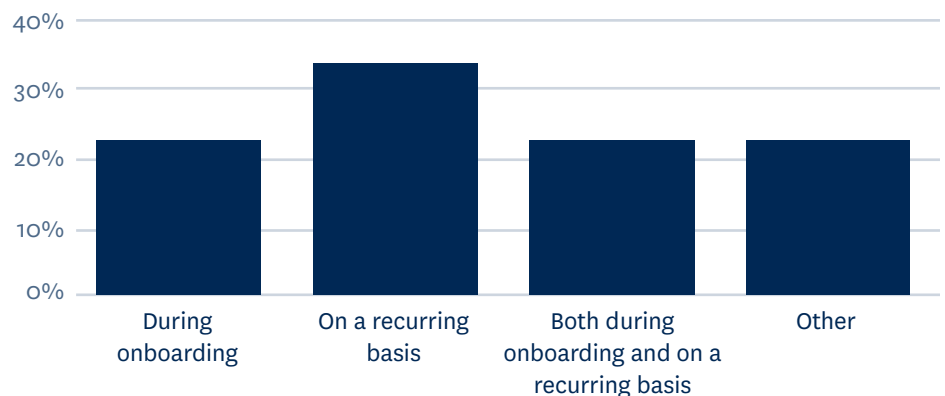


Hardest Positions to Recruit



Racism, Equity, and Inclusion Training Frequency

Some respondents mentioned that this can vary based on when workshops are offered, and the cost of those workshops.

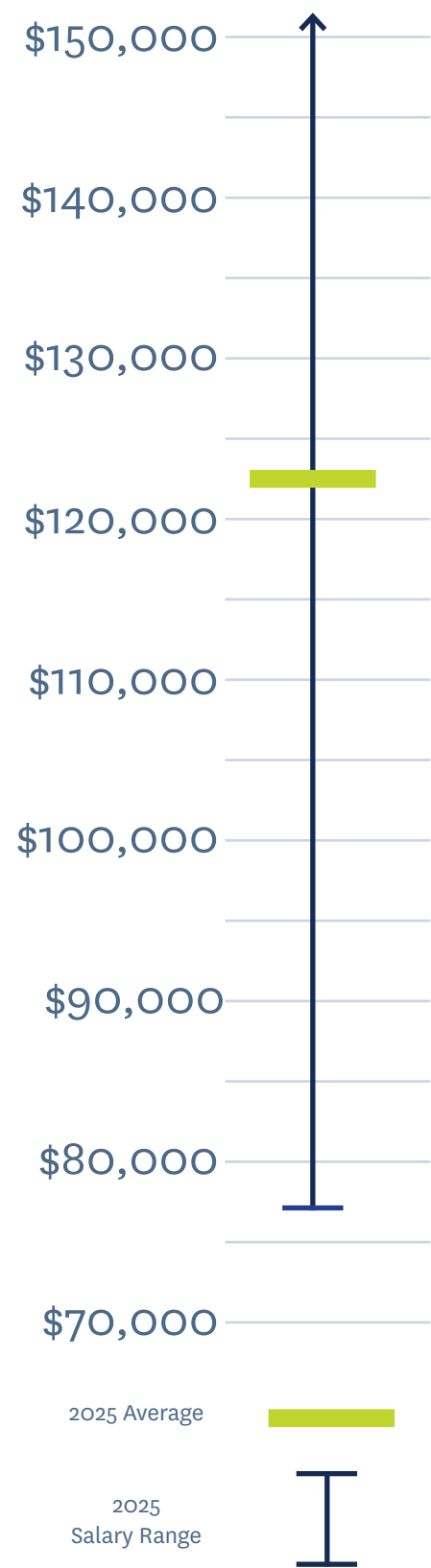


73%

of CDCs require training on racism, equity, and inclusion

Executive Profile

Salary:

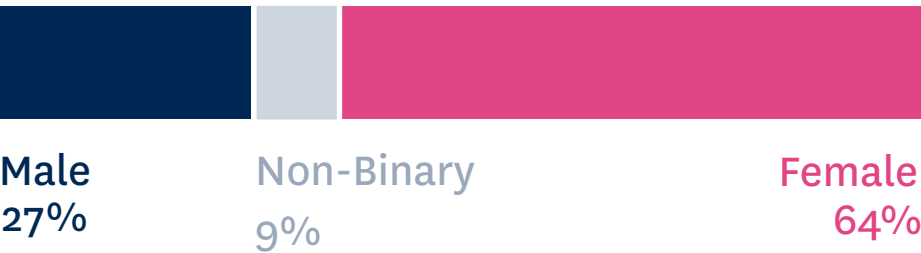


Overview

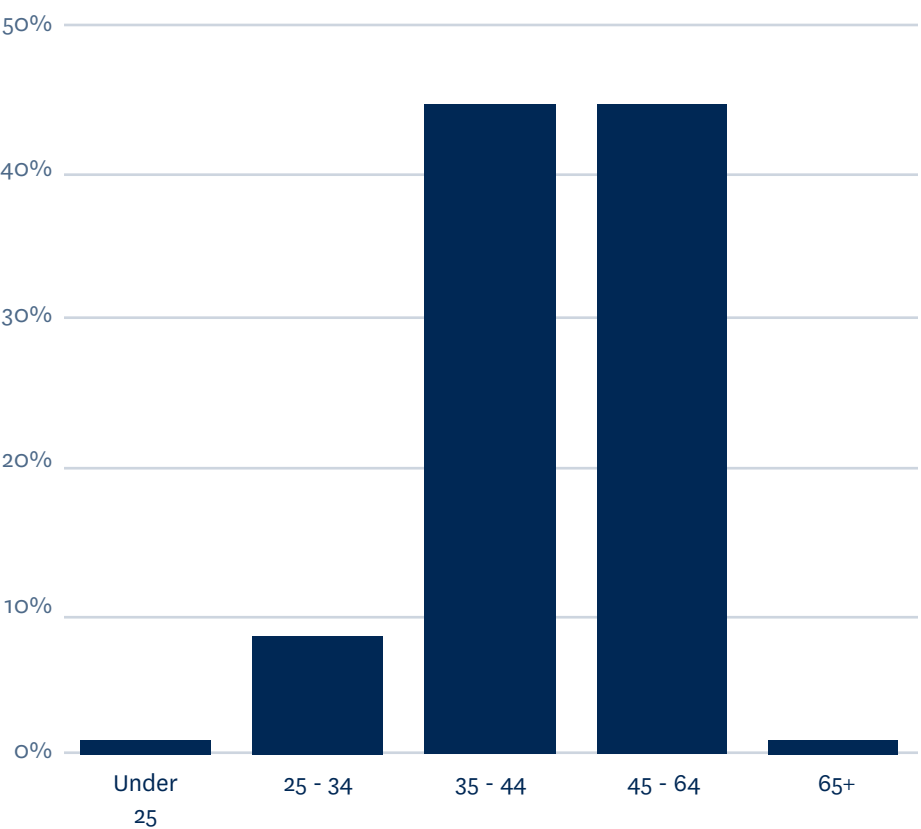
There has been a noticeable shift in Executive Director tenure since the last Salary & Benefits Survey. In 2022, 54% of directors had been in their role for less than five years. By 2025, that number had jumped to 91%. Additionally, no directors who responded to the survey have been in their current role for more than 10 years, compared with 27% in 2022.

It is important to note that this is the first year this survey has tracked the demographics (gender, age, and race) of Executive Directors. It reveals that the network is predominantly women-led and white.

Gender

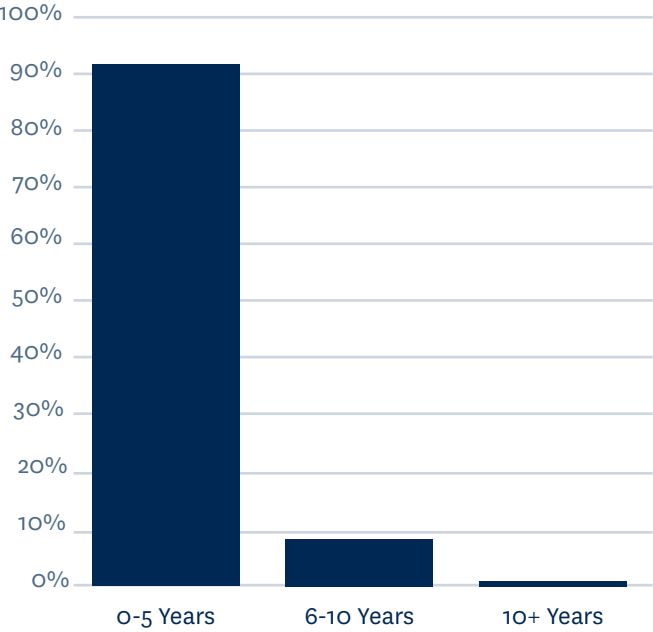


Age

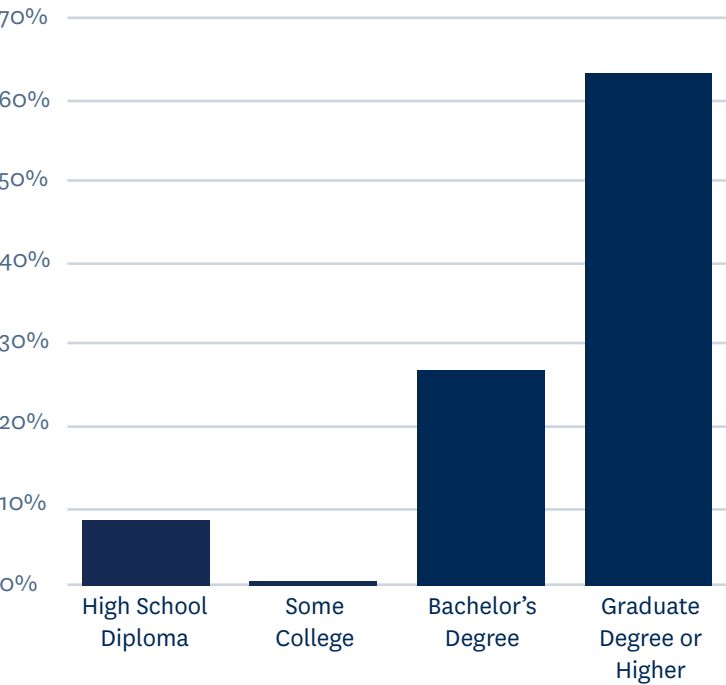


Executive Profile

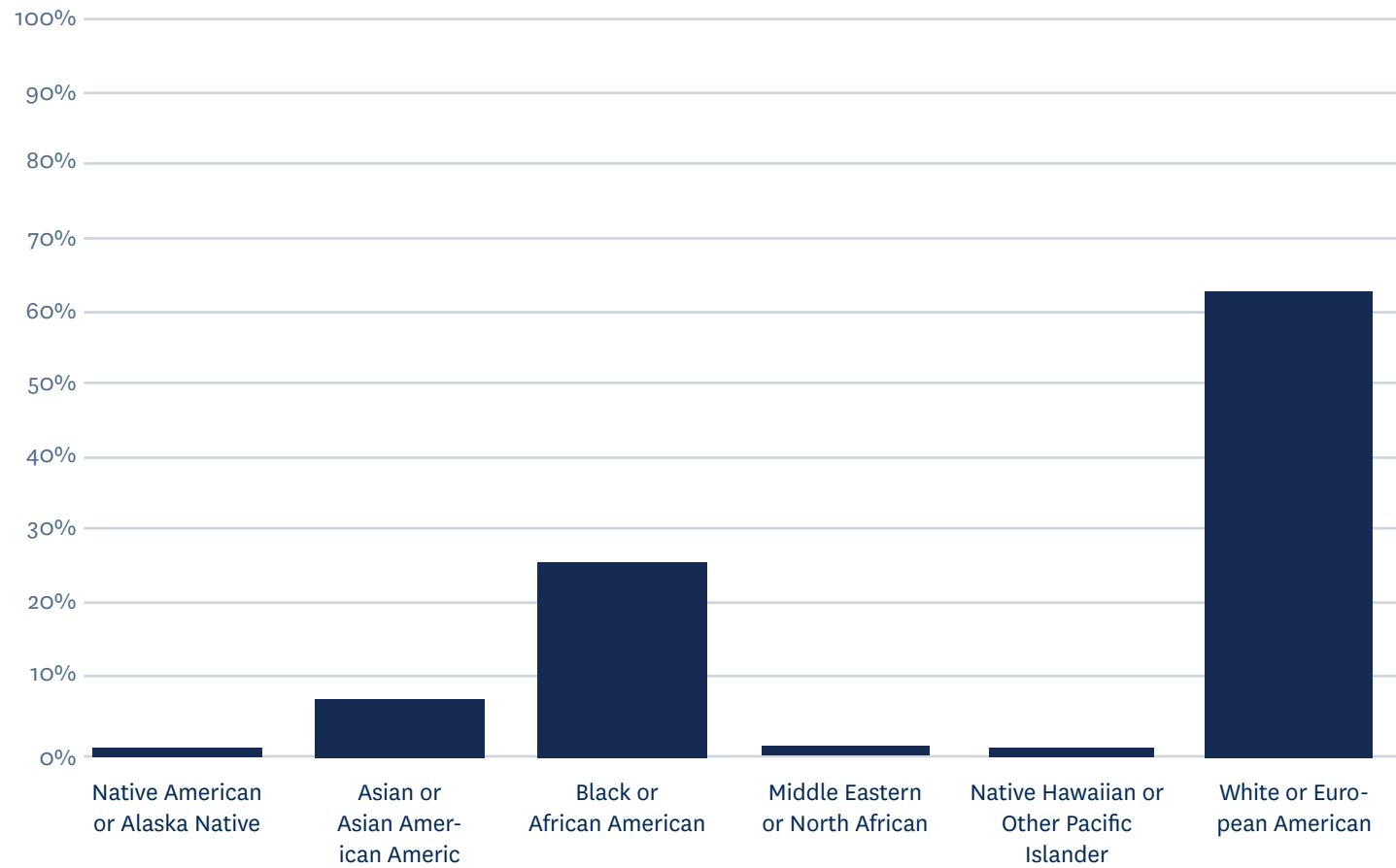
Tenure



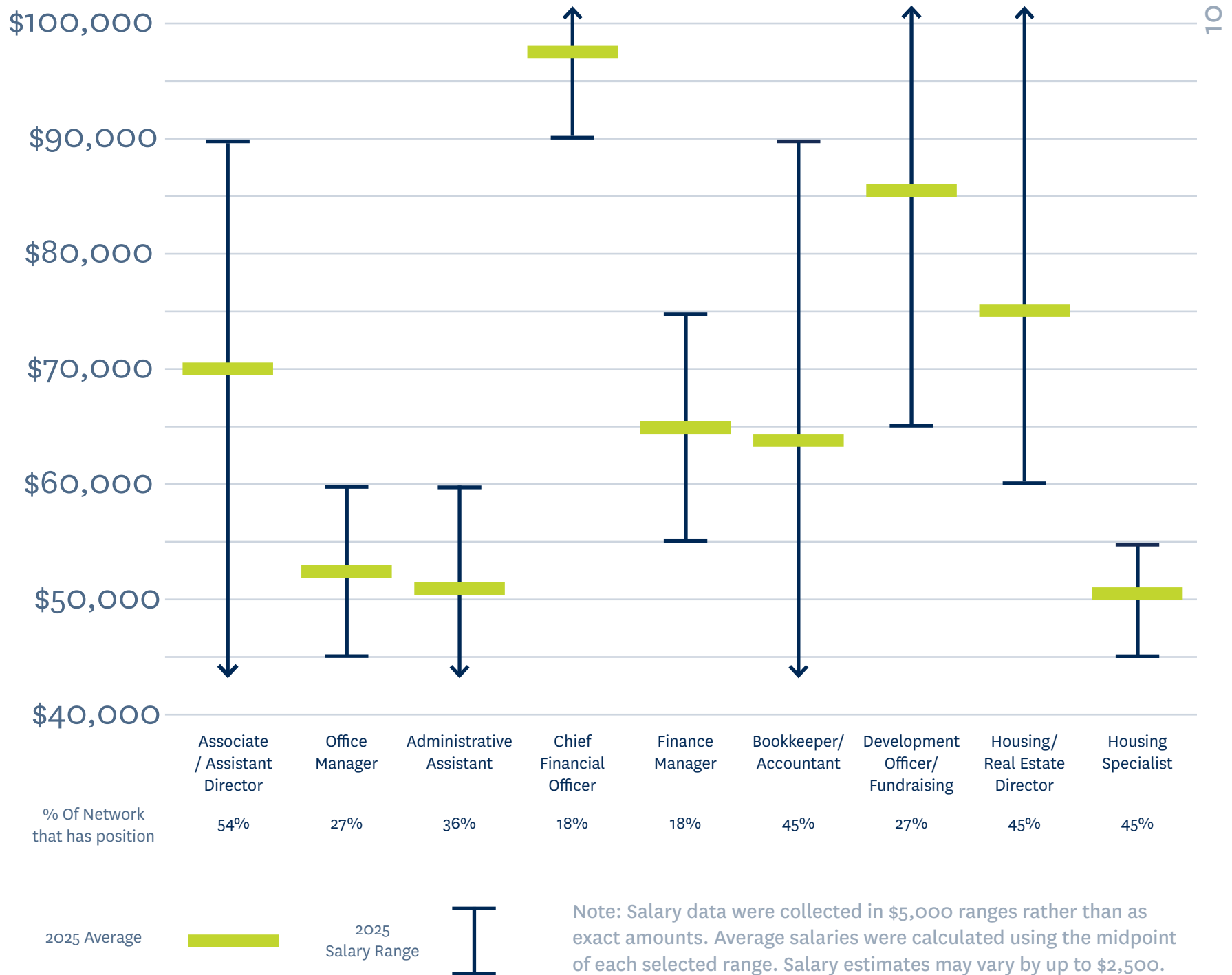
Education Level



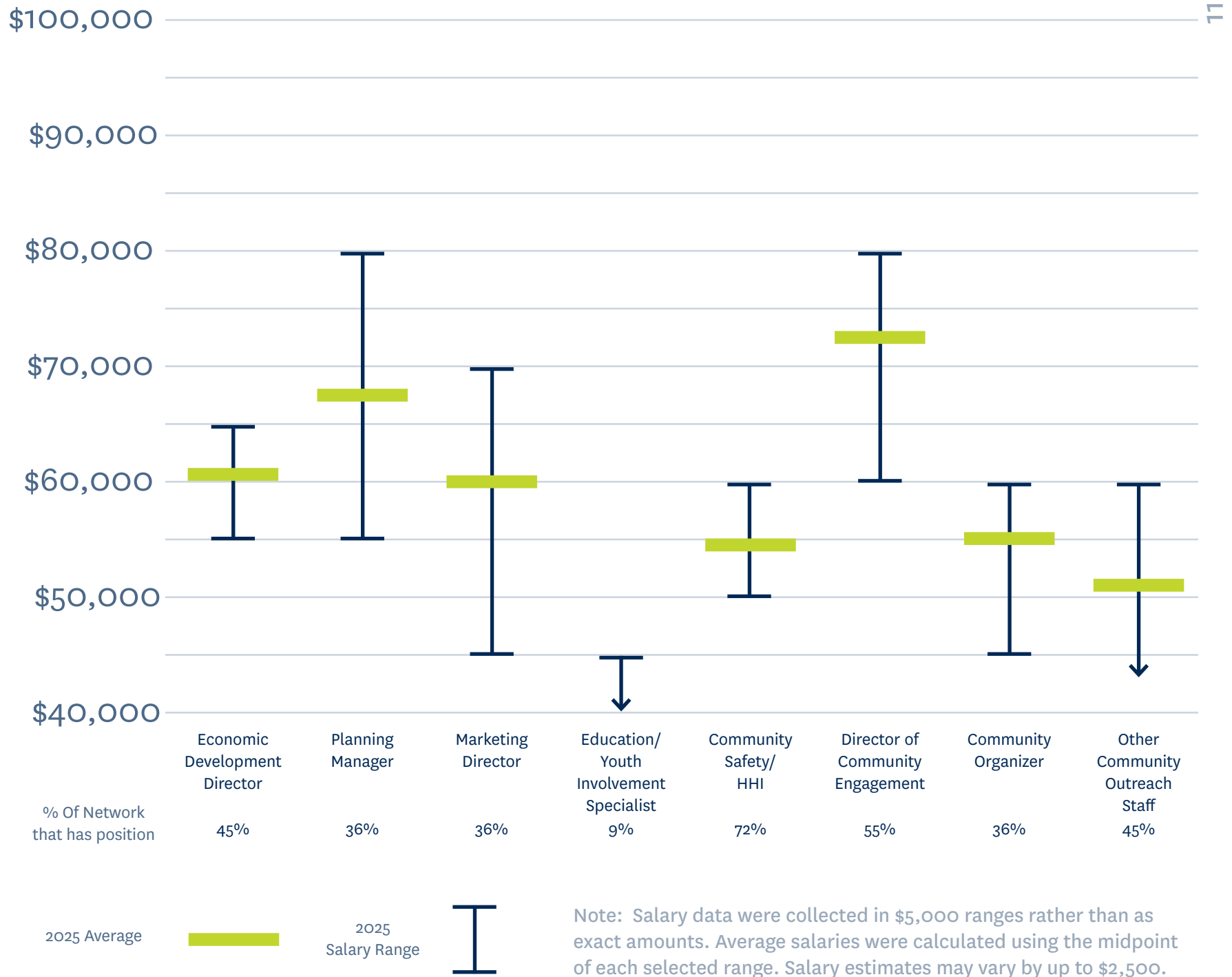
Race



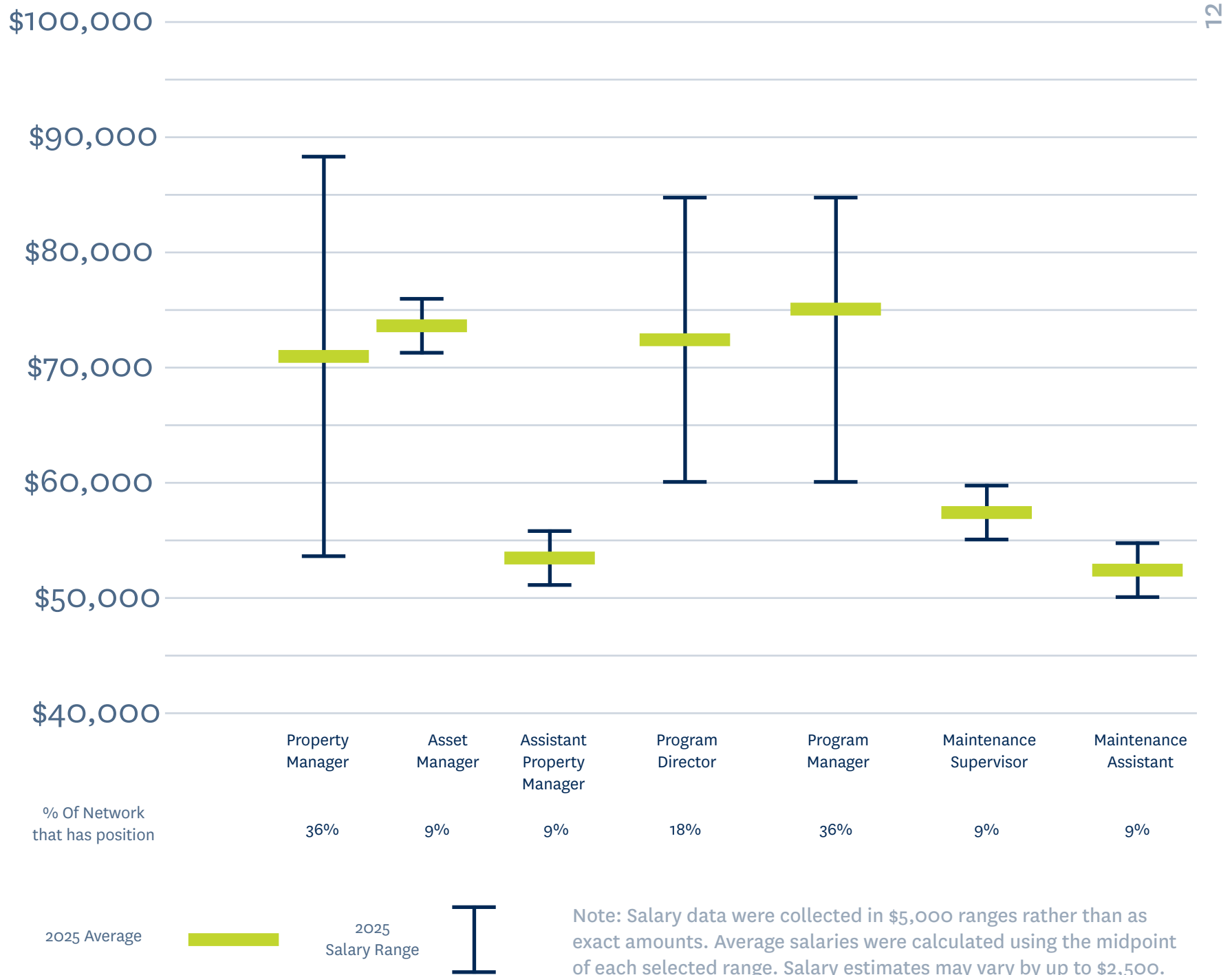
Salaries



Salaries



Salaries



Salaries

Average salaries across the network over time. See previous page for note about collection methods.

Position	2015	2018	2020	2022	2025
Executive Director	\$83,000	\$83,000	\$88,676	\$91,864	\$122,045
Assistant / Associate Director	\$65,000	\$77,500	\$71,500	\$80,000	\$70,000
Assistant Director	-	-	\$67,500	\$65,625	\$82,500
Office Manager	\$34,000	\$44,250	\$35,438	\$44,000	\$52,250
Administrative Assistant / Receptionist	\$26,000	\$31,250	\$17,750	\$38,125	\$51,250
Chief Financial Officer	\$77,000	\$88,750	\$96,667	\$72,500	\$97,500
Finance Manager	-	-	\$62,500	\$72,500	\$65,000
Bookkeeper / Accountant	\$35,000	\$42,500	\$42,500	\$42,500	\$64,500
Development Officer / Fundraising	\$43,000	\$43,750	\$52,500	\$47,000	\$85,833
Housing / Real Estate Director	\$44,167	\$51,500	\$50,750	\$52,500	\$75,500
Housing Specialist	\$34,000	\$39,500	\$44,167	\$46,167	\$50,500
Economic Development Director	\$55,000	\$56,250	\$59,000	\$58,500	\$61,250
Planning Manager	\$43,000	\$74,750	\$71,071	\$72,000	\$67,500
Property Manager	-	-	\$52,500	\$65,000	\$72,500
Asset Manager	-	-	\$70,000	\$55,000	\$72,500
Assistant Property Manager	-	-	\$42,500	\$52,500	\$52,500
Director of Community Engagement	\$39,000	\$43,750	\$54,375	\$56,417	\$72,500
Community Organizer	-	-	\$41,667	\$42,500	\$55,000
Other Community Outreach Staff	\$32,000	\$37,000	\$37,500	-	\$50,833
Marketing Director	\$41,000	\$47,500	\$46,429	\$57,500	\$60,000
Education / Youth Involvement Specialist	\$41,000	\$47,500	\$46,429	\$57,500	Under \$45,000
Community Safety / HHI	-	-	\$41,240	\$52,500	\$54,375
Program Director	\$49,000	\$51,250	\$52,800	\$55,000	\$72,500
Program Manager	\$40,000	\$38,250	\$50,000	\$54,167	\$52,500
Maintenance Supervisor	-	-	\$57,500	\$52,500	\$62,500

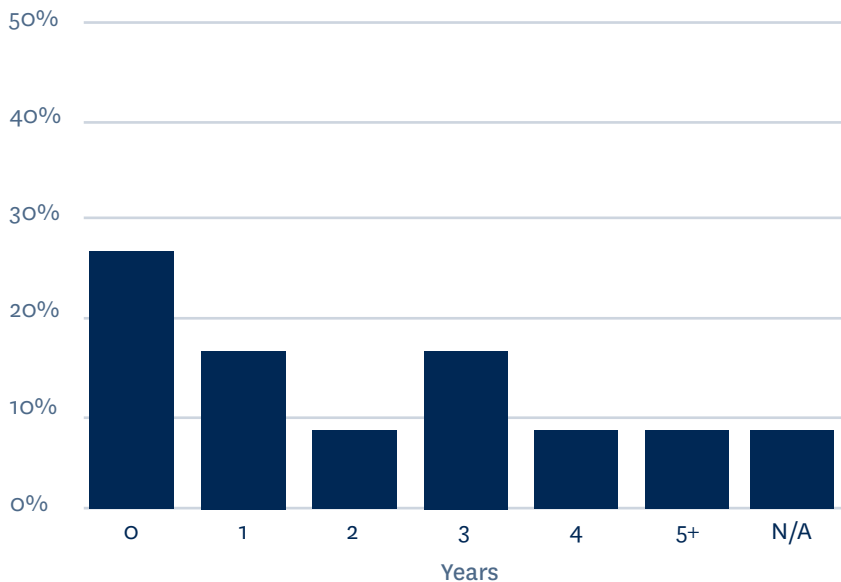
Benefits

Average percentage of CDCs that offer a given benefit over time.

Benefit	2015	2018	2020	2022	2025
Health Insurance	100%	95%	100%	100%	100%
Prescription Drug Coverage	90%	94%	94%	92%	89%
Offers Employees a Choice of Plans	20%	28%	19%	25%	33%
Cash Option Instead of Coverage	10%	5%	13%	8%	22%
Vision Plan	40%	53%	88%	100%	100%
Dental Plan	70%	84%	94%	92%	100%
Life Insurance	60%	71%	65%	67%	78%
Long-Term Disability	30%	56%	47%	42%	44%
Retirement Plan	100%	95%	94%	92%	89%
CDC Matches Employee Contribution	100%	95%	94%	92%	45%
CDC Pays Without Employee Contribution	-	17%	19%	27%	9%
Employee Pays in Without CDC Contribution	-	6%	6%	0%	0%
403(b) Plan	40%	67%	50%	45%	18%
401(k) Plan	40%	22%	31%	18%	27%
Retirement Plan Also for Part-time Staff	20%	11%	25%	0%	9%
CDC Offers Funding for Staff Development	-	-	88%	100%	89%
Transportation Subsidy	-	-	24%	8%	25%
Domestic Partner Benefit Policy	-	-	35%	25%	11%
Wellness Program	-	-	18%	17%	22%

Benefits

Minimum service required to earn 3+ weeks of vacation time



On average, employees begin accruing **2.3 weeks** of vacation time at hire

Vacation carry-over limits

Carry-over limits between CDCs had many slight variations and few exact matches. Below are basic policies that were reported.

- Use it or lose it
- 5 days
- 8 days
- 10 days that may get carried over
- 25 days

Sick/Personal Days

On average, respondents offered **5.8 sick days** and **3.8 personal days** a year. However, respondents offered on average **11.1 days of combined sick and personal time off**. This is explained by the wide variation in offerings. For example, some organizations offered only personal days, and some offered only sick days. Only 18% of respondents offer mental health days.

91%

of CDCs have a vacation carryover limit

82%

of CDCs offer sick time

82%

of CDCs offer medical leave of absence

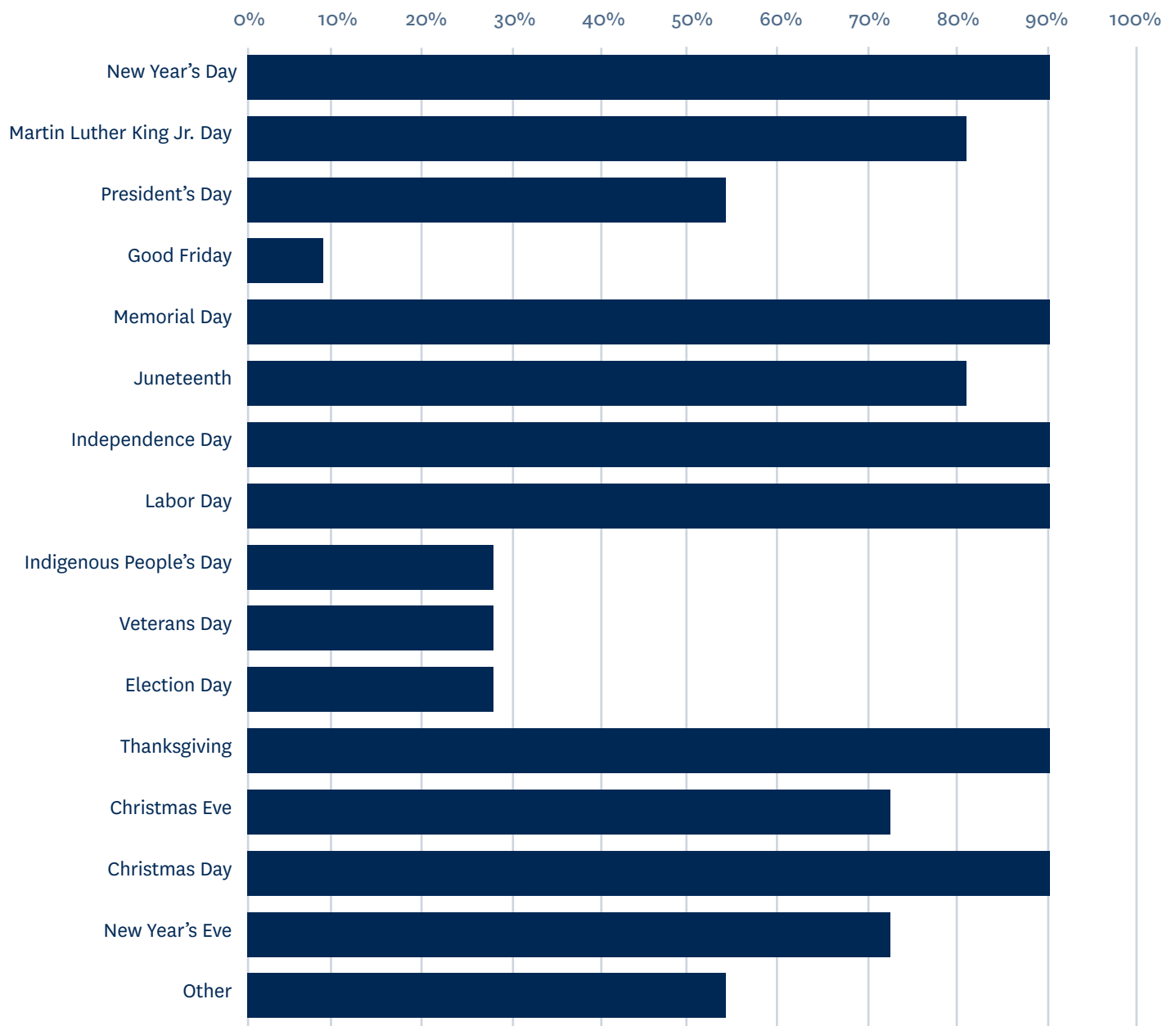
Benefits

Maternity / Paternity Leave

Of all respondents, **73% offer maternity leave** of absence and **64% offer paternity leave**. Some cited the Family and Medical Leave Act (FMLA), which requires covered employers to provide eligible employees with up to 12 weeks of unpaid, job-protected leave per year. This applies to maternity leave and paternity leave (including in the case of adoption), medical leave, and more. Both paid maternity and paternity leave policies ranged from **five days paid leave to three months paid leave**. Eighty-two percent of respondents said their maternity/paternity leave applied to adoptions/fostering.

Holidays

On average, respondents offered 10.1 holidays per year to full-time employees. 'Other' responses included the day after Thanksgiving, the week between Christmas and New Years, and the week of the 4th of July.



Benefits

Cash Payout

Cash payout policies allow employees to receive payment for unused vacation, sick, or personal time at departure. Policies across the network include:

- Only vacation time is eligible
- Up to four weeks of vacation time are eligible
- Vacation, holiday, and personal time are eligible
- A tiered structure based on tenure

Flex Time

Flex time allows employees to adjust their daily work hours rather than adhering strictly to a 9am to 5pm schedule. Multiple CDCs allow employees to shift their hours in order to attend meetings in the evenings or on weekends. Others offered compensatory time to account for these meetings. A small number of respondents reported that flex time needed to be approved ahead of time.

Work From Home (WFH)

Respondents reported offering anywhere from 1 to 3 WFH days per week, averaging 1.8. Some organizations had designated in-office workdays every week, while others allowed flexible use of WFH days based on an employee's schedule. One organization only offered WFH on a case-by-case basis in order to account for instances where in-person work could be hindered, such as appointments or childcare.

45%

of CDCs provide cash payout options at departure

91%

of CDCs offer flex time

82%

of CDCs offer WFH flexibility

Board Operations

Overview

The average CDC board has a maximum of 18 seats, with board members serving an average term of 2.9 years. Twenty-seven percent of respondents reported having no board term limits.

Board Governance

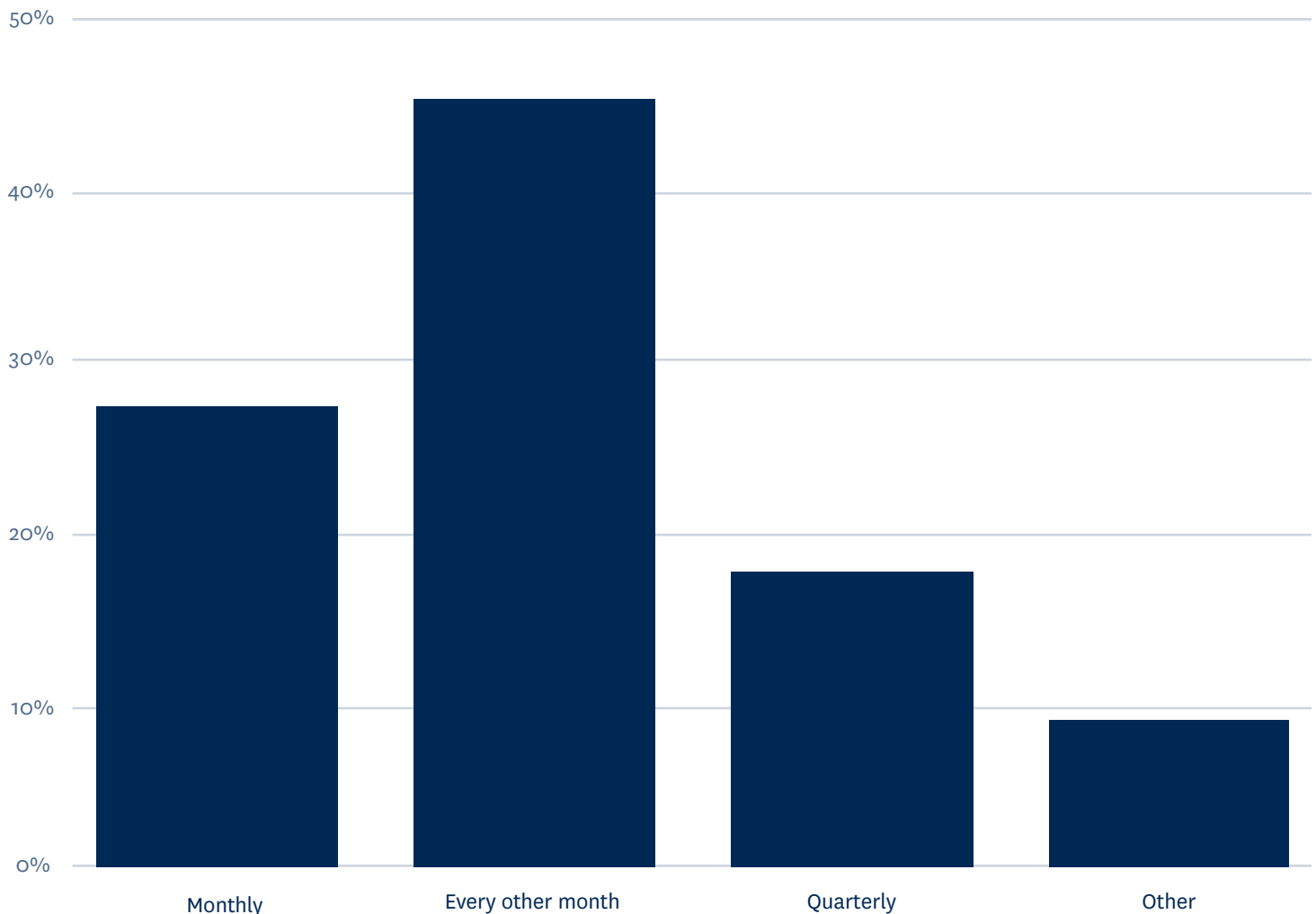
Based on CDC bylaws and codes of regulations, 62% of respondents use a Board-Governed model, 19% use Open Membership, 13% use a Hybrid model, and 6% use Neighborhood Membership.

82%

Average percent of board seats filled

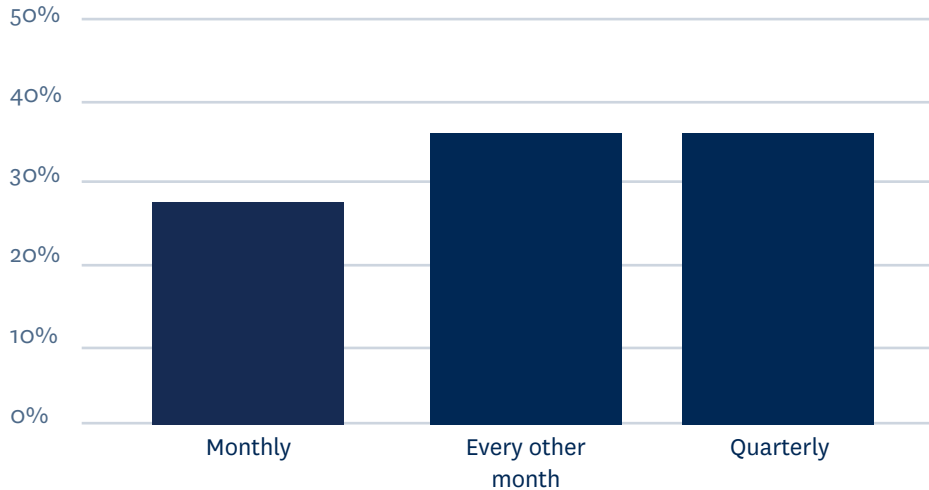
Frequency of Board Meetings

Most CDCs reported that their entire board of directors meets every other month. One respondent reported ten meetings and one board/staff event a year.



Board Operations

Frequency of Committee Meetings



100%

of CDCs have
executive, finance,
and governance
committees

Committee Types

Which types of committees do CDC boards have in place?

