



# How can the Comparative Market Analysis (CMA) help you make decisions?

Below are examples from real CMAs. What questions do they bring up for you?  
Structure your compensation and benefits packages based on current, local data.

SURVEY JOB CODES & TITLES	Reported Salary*	Results* By:				
		Budget Size: \$15,000,000 and over	Geographic Location: Santa Barbara	Field of Service: Social Service, Multiple Programs	# of Employees: 200 and over	
005. Executive Director/Chief Executive Officer	\$82,098	AVERAGE \$227,167	\$139,681	\$140,738	\$206,070	
		% DIFF. VS. SALARY -63.9%	-41.2%	-41.7%	-60.2%	

**?** This CEO makes half of what other CEOs make. This is a recipe for high turnover. What happens when the head of the organization leaves for a better paying position?

SURVEY JOB CODES & TITLES	Reported Salary*	Results* By:				
		Budget Size: \$1,000,000 - 2,499,999	Geographic Location: Los Angeles	Field of Service: Youth/Recreation	# of Employees: 10 to 24	
205. Chief Development Officer/Chief Advancement Officer	\$39,998	AVERAGE \$78,887	\$98,702	\$72,980	\$91,364	
		% DIFF. VS. SALARY -49.3%	-59.5%	-45.2%	-56.2%	

**?** Your Development Director carries a lot of intitutional knowledge and relationships with them. Would would happen if s/he left for a higher salary? Would your donors stay?

SURVEY JOB CODES & TITLES	Reported Salary*	Results* By:				
		Budget Size: \$1,000,000 - 2,499,999	Geographic Location: Los Angeles	Field of Service: Health, Clinics, Hospitals	# of Employees: 10 to 24	
110. Controller	\$208,000	AVERAGE \$79,861	\$96,467	\$96,977	\$83,383	
		% DIFF. VS. SALARY 160.5%	115.6%	114.5%	149.5%	

**?** This Controller makes more than double market rate. What happens if the IRS notices?