



Fair Pay Guidelines | FY23 Budget Guiding Principles

FY23 Cover Letter: Substantive Year-Year-Over Changes

We shifted our methodology to use the Economic Policy Institute's Family Budget Calculator (rather than MIT's Living Wage Calculator) as our benchmark for living wages. Per this new benchmark:

- The starting salary for entry-level, full-time staff will now be no less than \$50,500 - up from \$47,500.
- The minimum wage for hourly staff will now be no less than \$24, up from \$18.

Additionally, we applied this living wage minimum to artist fees, raising base fees to no less than a \$24/hr equivalent within our best and reasonable approximation.

After raising the base rates, we then analyzed the spread of compensation from role to role, working towards an equitable pay scale and spread. For Off Broadway productions where some workers receive contributions towards union health and pension benefits and others do not, we used Total Compensation, including contributions to health and pension when applicable, to analyze the equitability of the pay scale.

These rates apply to all artists working for us in our development and launch programs, however, there is a smaller group of artists who are presented by us, rather than hired by us, in our discovery programs. These artists will now receive 100% of the name-your-price box office ticket sales for the show we present, up from 50% of a \$15/ticket box office.

The average CPI-W (Consumer Price Index for Urban Wage Earners and Clerical Workers) was up 9.6% in July 2022. In an attempt to keep pace with this increased cost of living, we've increased salaries of full-time team members who have worked with us for more than one year by at least 4%.

The overall year-over-year financial impact of these strides towards our commitment to Fair Pay in FY23 is approximately \$500,000.



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Guiding Principles

The **Fair Pay Initiative** was launched in 2016 with significant investment in immediate raises from our industry's widely accepted wage floors, and a promise to continually evaluate our compensation structure for artists and staff to strive towards a living wage so they feel financially secure and free to do their best, most innovative work.

With thanks to [On Our Team's Pay Equity Standards](#):

We affirm that we believe:

- Pay equity is vital to a thriving, equitable, diverse, accessible, and inclusive art sector.
- Arts organizations and theater companies benefit greatly from enacting and living out equitable pay policies within their organization.
- Pay equity creates an environment where arts workers can create their best work.
- Pay equity creates better working conditions and positively impacts worker safety.
- Pay equity means equitable pay within the entire organization and includes labor support equity.

Transparency

We:

- are transparent in pay and compensation of all workers, including sharing all pay information with the board of directors and all workers within the organization.
- Post clear rates or ranges of pay on all job listings.
- Have clear and transparent guidelines to pay and compensation for all members of our workforce.
- Are transparent with our Fair Pay Guidelines, including listing it publicly on our website.
- Are transparent with our annual budget and share the annual budget both publicly and with the full staff.

Accountability

We:

- Center pay equity along with diversity, access, inclusion, other forms of equity, our mission, and other core values within discussions of strategic planning, season planning, budgeting, and hiring.
- Have a holistic view of pay equity that encompasses wages, hours worked, and benefits packages.
- Maintain an hourly-rate (or hourly-rate equivalent) pay range that is no greater than x5 for all workers within the organization.



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Working Conditions & Pay Practices

We:

- Have no unpaid internships.
- Pay workers on time.
- Pay all workers, including workers who are not W-2 employees, a pay rate that adheres to no less than minimum wage guidelines in our area.
- Schedule work within a 40 hour work week to the greatest extent possible.
- Have mutually consensual work hour boundaries.
- Provide funds up front for any and all supplies needed within the production or supplies budget.

Methodology:

We use the Economic Policy Institutes' Family Budget Calculator as our benchmark for living wages.

We recognize that the work of the Fair Pay Initiative is both not enough, and never done. We do all we can each year, and are never able to do all that we wish. Our commitment is to consistently prioritize individual compensation, pushing against a non-profit culture that makes more possible with less, on the backs of passionate and dedicated artists and administrators; to interrogate our practices and pay fairer wages every year; and to implement these values equitably and transparently throughout our organization.



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Full Time Permanent Staff

Ars Nova uses a transparent **level salary system** to designate a range of compensation based on tiered levels of responsibility and authority. **The intention of the system is to ensure employees can feel confident that their pay is equitable across like-positions in responsibility and authority, and within the context of the organization at large.**

Ars Nova’s entry-level salary begins at \$50,500. Compensation packages increase from this floor following the transparent level salary system. New-hires typically begin at the bottom range of the level they are entering, and within each level there can be gradients in title and pay (i.e., an employee can receive a promotion and/or raise within any level, and there may be variations in titles and salaries within any level). While providing ranges and benchmarks, the leveling system leaves room for variations within levels based on longevity of service, experience, performance, etc., and is not meant to limit flexibility or mobility.

Ars Nova’s Salary Leveling System is structured as follows:

LEVEL <i>(levels do not directly correlate to titles)</i>	FY23 Salary Range	FY23 Total Compensation Range	Notes
Level One <i>(Executive Leadership)</i>	\$115,000 - \$150,000	\$124,000 - \$159,000	Exempt from overtime
Level Two <i>(Director, Non-Exec Leadership, etc.)</i>	\$80,000—\$114,999	\$89,500 - \$124,000	Exempt from overtime
Level Three <i>(Manager, Associate Director, etc.)</i>	\$58,500—\$79,999	\$67,500 - \$89,500	Exempt from overtime
Level Four <i>(Assistant, Associate, Coordinator, etc)</i>	\$50,500 - \$58,499	\$59,500 - \$67,500	Eligible for 1.5x overtime

Additional Benefits:

- Health and Dental Insurance Contributions:
 - *Ars Nova covers 100% of group Dental employee premiums*
 - *Ars Nova covers 100% of group Health Insurance employee premiums for one decent plan within our Network and Employees can choose from up to 60 plans from 3 providers (Oxford, HealthFirst and Emblem), paying any additional premiums on a pre-tax basis.*



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- Annual personal Financial/ Estate Planning;
- 403B Retirement Savings Plan;
- Transitchek program for MTA, LIRR, MTN, NJT and approved rideshare commuter benefits;
- Pre-tax Flexible Spending Accounts;
- Employee Assistance Program offering confidential and free counseling, legal support, work-life solutions, financial advice, and more;
- Short Term Disability Insurance;
- Paid Family Leave;
- Workers Compensation Insurance;
- Ongoing Professional Development & Training;
- Complimentary and discounted tickets and drinks at Ars Nova;
- Open/Unlimited Paid Time Off, per the Open Paid Time Off policy;
- Home office supplies & expense reimbursement.

Open Paid Time Off

Ars Nova has an open Paid Time Off program for all Full Time Permanent employees. Ars Nova does not limit paid time off, but rather encourages team members to take the time they need for self-care to do the best they can at their job, and maintain a healthy work life balance. We require team members to take at least ten paid days off each calendar year, in addition to observing our full office closures.

We also accommodate flexible schedules allowing teams and team members to collaborate to create schedules (including compressed work weeks, flexible start/end days, remote work, etc.) to best meet their personal and professional goals.

Additionally, the full office is closed multiple times each year including:

- Summer Break (typically 1-2 week office closure around fiscal year start)
- Summer Fridays (full or half days typically after ANT Fest)
- Winter Break (typically 1.5-2 week office closure around the end of the calendar year)
- Most Federal Holidays

Together, the full office is typically closed 25-40 days per year.

Combined, full time employees typically receive at least 35-50 days, or 8-10 weeks, paid time off annually. And, at Ars Nova, we *do not work* during our paid time off. (It should go without saying, but, we all know: it does not.)

Emerging Leaders Group

Ars Nova recognizes that the most prevalent way to get a foot in the door in the arts sector is to accept unpaid or poorly paid internships; that this limits this opportunity to individuals with means



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to support themselves while working unpaid; and that generations of systemic racism have resulted in vast wealth inequalities, so those who can afford to intern unpaid most often identify as White.

The Emerging Leaders Group is a paid, full-time training program for aspiring arts administrators from cultural backgrounds historically underrepresented in the arts. This year, three fellows will receive \$18/hr for 30 hours of training a week for 40-week terms. This hourly wage is designed to ensure that fellows receive no less than minimum wage for their labor while they are in training. Additionally, fellows receive paid holidays and sick days, mentorship from staff, networking opportunities, and weekly seminars with industry professionals, with the goal to fully prepare them for an entry-level job at the end of their ten-month session.

Part Time Staff

Ars Nova's minimum hourly compensation for part-time team members is \$24/hr.

Part Time Recurring Staff

Roles: Part Time Recurring members of our team include roles that are hourly or shift-based and regularly recur, including our House/Lounge Managers, Finance Coordinator, Bookkeepers, Development Assistant, Custodial Support, Rentals Coordinator, and more. Part Time Recurring Team members can belong to different "categories" of employees, including administrative, technical, front of house, facilities, etc. Not all categories participate in all elements of our operations (in example: administrative members may participate in recurring administrative meetings/groups, while technical/FOH may not, etc.)

Rates: Hourly rates range from \$24-26/hr. There are shift minimums for on-site work as well as sales commissions of 1-5% when/if applicable. All training hours are paid.

Part Time Temporary/Overhire Staff

Roles: Part Time Overhire members of our team include roles that are needed on a project-by-project basis and include Ushers, Box Office Managers, Production Assistants, Crew Heads, Carpenters, Electricians, AV Engineers, Drivers, Covid Safety Representatives and more. Part Time Temporary/Overhire Team members can belong to different "categories" of employees, including administrative, technical, front of house, facilities, etc. Not all categories participate in all elements of our operations (in example: administrative members may participate in recurring administrative meetings/groups, while technical/FOH may not, etc.)

Rates: Hourly rates range from \$24-34/hr, with shift minimums for on-site work. Hourly rate levels are set annually and are consistent by role (per venue, if applicable). Meaning, any person hired in a specific role within the same year (and venue, if applicable) will be paid the same hourly rate.



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Additional Benefits for all Part Time Staff

- Paid Safe & Sick Time Off
- Paid Family Leave
- Canceled Shift Pay
- Workers Compensation Insurance
- Ongoing Training
- Employee Assistance Program offering confidential and free counseling, legal support, work-life solutions, financial advice, and more;

Artist Salaries & Fees

Ars Nova is committed to paying above union minimum and/or industry standard for not-for-profit theaters of our size, across the board. We pay a \$24/hr equivalent for work that is typically un- (or under) compensated in our industry and/or is not covered by a union minimum.

Many of our artists are multi-hyphenates or label-defying, and we are committed to paying an artist for every hat they wear (i.e., if you are a writer and the music director on the same project, you will be paid for both of those roles).

Off-Broadway Production Artists

We:

- pay writers/creators for their time in workshops/rehearsal/performances, not just for their time writing;
- contribute to child care costs for working parents who are core creators on our World Premiere Productions;
- pay all artists on a "most favored nations"¹ basis, ensuring equity of engagement with us for all artists season-by-season;
- increase total generative artist pay incrementally for each additional creator in a generative team; and
- pay above-union-minimum rates at an approximately \$24/hr equivalent rate.

Roles: Fee-based roles include Authors, Lead Creative Team members, and Supporting Creative Team members. Salary-based roles include Performers, Stage Managers, Health & Wellbeing Coordinators and Run Crew.

Rates: Authors receive a \$5000 advance against 6% royalties as well as a \$6000 rehearsal fee, for a total minimum payment of \$11,000. Members of the creative team receive per-project fees

¹ Most Favored Nation clauses (MFNs) are agreements in which an employer/producer agrees to treat a particular employee/artist no worse (or better) than all other employee/artists of that type/category. When Ars Nova uses the term, we commit to upholding both the spirit and the letter of the clause, and do not find "workarounds" to undermine its intent.



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ranging from \$1500-14,400 as well as pension and health contributions to their union funds if applicable. Performers, Stage Managers and Run Crew receive weekly salaries of \$960—\$1190/week, as well as contributions to their union pension and health funds, if applicable.

Ars Nova is a member of the Off Broadway League and works with members of Actors' Equity Association, United Scenic Artists 829, and Stage Directors and Choreographers Society, utilizing the collectively bargained Off Broadway Agreement, or ANTC Agreement, as applicable.

Resident Artists & New Work Development

Roles: Resident Artists include Commissioned Artists, Playwrights-in-Residence, Companies-in-Residence, Play Group members, Makers Lab members, Vision Residents, CAMPers, and New York Community Trust Van Lier Fellows. These Residents are often supported by additional artists including performers, directors, and stage managers as they develop their new work.

New work development includes Play Group Out Loud Readings; workshops and readings of work created by our Makers Lab artists; and the many developmental steps undertaken with our commissioned artists to support the creation of new projects being developed towards world premiere productions.

Rates: Resident Artist fees in FY22 range from \$696—\$12,500 and are equitable across programs (i.e., all Play Group members receive the same compensation). All FY23 commissions are \$12,500, and all commissions are most-favored-nations per season. All supporting artists are paid no less than the \$24/hr living wage equivalent for their contributions.

Presenting Fees

In addition to developing and producing new work, Ars Nova regularly presents the work of artists through our Discovery programs, including One Night Stands, Showgasm, and ANT Fest. In these instances, Ars Nova does not form an employer-employee/contractor relationship. Ars Nova passes 100% of the name-your-price box office ticket sales to the artists being presented at Ars Nova, with a minimum guarantee of \$250 per performance.

Fundraising Honorariums

Ars Nova relies on contributions of all types of resources to operate, including financial, intellectual and time. A major component of our funding strategy is benefit events, which accounts for a large amount of contributions, both of time and money. These events do not follow all our fair pay guidelines, although we do offer honorariums for members of the team participating in the entertainment component of these events, ranging from \$100—\$2500. We also commit to paying an honorarium for any artists helping us with a grant application in which they have no direct financial gain.