

INSPIRE INVEST ENRICH



COMMUNITY FOUNDATION
OF JACKSON HOLE

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SALARY SURVEY 2012

Community Foundation of Jackson Hole 2012 Nonprofit Salary Report Executive Summary

Respondents

- One hundred twenty-eight nonprofit organizations in Teton County, Wyoming were invited to participate in the 2012 nonprofit salary survey. Eighty organizations completed the survey for a 63% response rate, including salary data for 341 full-time and 294 part-time positions, for a total of 635 paid staff and independent contractors. Organizations also reported 639 seasonal workers.
- These organizations utilize nearly 4,100 community volunteers a year. Thirty-nine percent of responding organizations offer a formal volunteer training and orientation program, 62% are seeking to expand their volunteer program.
- In 2010, the salary survey was sent to 111 nonprofit organizations in Teton County, Wyoming; and received 75 responses, including salary data for 360 full-time and 140 part-time positions. The 2007 salary survey received 70 responses, including salary data for 247 paid staff and 83 contract positions, a total of 330 positions.
- Of the 80 responding organizations in 2012, 25% are health and human service agencies; 20% focus on educational programs; 21% work on conservation/environmental issues; 10% are related to the arts; 8% are civic, 7% focus on recreation and 5% focus on each animals and religion.
- The largest response was from 21 organizations with annual operating budgets between \$100,000 and \$299,999. The second largest response was from 20 organizations with budgets over \$1 million.
- Fifty-three participating organizations pay for dedicated office space.

Salaries (see tables for detailed information)

- The mean full-time salary of nonprofit workers in Teton County decreased an average of 3% from 2010. Full-time Chief Operating Officer salaries decreased an average of 6% while the mean salary of full-time marketing directors dropped 12%.
- Salaries vary greatly by budget size and number of hours worked per week. The overall mean salary for CEO/Executive Director was \$63,181 when all salaries were calculated at 40 hours/week. However, the mean salary for full-time salaried CEOs was \$75,455.
- The mean nonprofit Executive Director salary was down 2% from 2010. The mean salary for full-time salaried CEOs was up less than 1% and part-time CEO earnings were down 18%. Part-time hourly CEOs saw an 8% increase in their hourly rate from \$25.67 in 2010 to \$27.14 in 2012.
- Annual salaries are shown in the report where the majority of the responses reflect a full-time salaried position. Responses provided for part-time salary or hourly employees were calculated for 40 hours a week in these instances.
- Where an hourly wage is shown, the majority of responses reflect an hourly position.

Issues Specific to CEO/Executive Directors

- Teton County nonprofit CEO/Executive Directors at organizations with a budget over \$1 million receive the highest pay at \$103,308. This represents a 1.5% increase from the average salary of \$101,750 in 2010 for CEOs at organizations with a budget over \$1M.
- Fifty-four percent (54%) of CEOs hold a bachelor's degree and 38% hold a Masters or PhD.
- Fifty-four percent (54%) of Executive Directors are under 50 years old, while 27% are 50-59 years old, and 19% CEOs are over 60 years old.

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- Seventy-one percent (71%) of nonprofit Executive Directors are women.
- Three CEOs reported their relocation expenses were paid when they moved for their current position. Eighty-two percent (82%) own their home, and 5% receive a housing allowance.
- Executive Directors had been in their position an average of eight years, and had 11 years prior experience.
- Twenty-four percent (24%) of responding CEOs have a succession plan in place for their position.
- Of the 10% highest paid CEOs, all are receiving an annual salary over \$100,000, all have been in their position more than five years, and all but one had ten or more years prior experience.

Benefits

- Nearly three quarters of the responding nonprofit organizations offer some health insurance:
 - 49% of organizations offer a traditional medical plan;
 - 24% of organizations offer a high deductible medical plan;
 - 50% of organizations offer dental coverage;
 - 42% of organizations offer prescription coverage; and
 - 23% of organizations offer vision coverage.
- 82% of organizations offer paid vacation;
 - 67% also offer sick days;
 - 52% allow staff members to take unpaid leave;
 - 35% of organizations provide maternity/paternity leave;
 - 65% report employees have “flexible schedules.”
- Less than half, 42%, offer a retirement plan or 403(b), up 4% from 2009.
- Some other benefits organizations offer: 53% have employee education and professional development opportunities; 8% offer housing assistance; and 6% have a staff ski pass or discount.

Local Context

- The Town of Jackson and Teton County show salary ranges by position for municipal department heads and County agency directors are the same as they were in 2010, \$68,000-\$98,000, while the average nonprofit Executive Director salary has fallen nearly \$1,400 to \$63,131. In addition, the pay band including municipal associate planner and Public Health Nurse average \$52,830, 6% higher than nonprofit specialized staff at \$49,852.
- The starting salary for teachers at Teton County School District #1 is \$54,528 for a 38-week contract, or a \$74,620 annualized salary. On average, base pay for local teachers is 50% more than the \$49,852 mean salary of nonprofit specialized staff.
- Professional Directors employed by the Teton County School District #1 earn a \$71,792 base salary and additional increments for responsibility and years of experience. This starting pay is 12% higher than the average nonprofit Executive Director salary of \$63,131.
- The Wyoming Department of Employment’s Quarterly Census of Employment and Wages¹ shows the average wage in Teton County by sector for the second quarter, 2011:
 - “Professional and Technical Services” earn \$61,776 when calculated annually
 - “Administrative & Support Services” earn \$38,064 when calculated annually
 - “Social Assistance” employees earn \$26,676 when calculated annually
 - “Membership Associations & Organizations” earn \$39,884 when calculated annually

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State of Wyoming

- The Wyoming Wage Survey² prepared in September 2011 reports the following:
 - Statewide median salary for “Management Occupations” is \$74,961
 - Statewide median salary for “Chief Executives” is \$130,584
 - Statewide median salary for “Community & Social Service” occupations is \$41,780
 - Statewide median salary for “Social & Community Service Managers” is \$49,091
- According to the 2010 Census Data³, the statewide median income in Wyoming was \$53,802, while the median income in Teton County was \$70,271.

National Nonprofit Context

- According to the NonProfit Times 2011 Nonprofit Organizations Salary Report⁴, salaries for many nonprofit employees were down from previous years. Average Executive Director/CEO average salaries have dropped 28% nationally, and 16% in the Northwest⁵ since 2009. Average salaries for Executive Directors in Jackson Hole have stayed more or less stable since 2010, with an increase of less than 1%.
- The same study showed that from 2010 to 2011, the number of full-time employees dropped nearly 20% nationally, with bonuses also down. The average total cost of compensation to organizations rose just 3%.
- The NonProfit Times found that the average base salary for a nonprofit Executive Director/CEO in the United States in 2011 was \$110,599, while the average Northwestern⁴ CEO earned \$106,823; compared to \$63,131 in Teton County, Wyoming.
- Nationally, 39% of nonprofit organizations paid their Executive Directors an average 5% bonus, bringing national CEO total cash compensation to \$113,440 and \$109,012 in the Northwest.
- On average, the NonProfit Times found CEOs of organizations with budgets between \$500,000-\$999,999 earned \$76,484 base salary, compared to \$72,275 in Jackson Hole. The study also reports the average salary of nonprofit CEOs with budgets under \$500,000 is \$55,329, compared to \$50,875 in Teton County. And nationally, CEOs with budgets between \$1M and \$2.49M earn \$98,839 base salary while nonprofit CEOs with budgets over \$1M in Jackson Hole earn \$103,008 on average.
- The NonProfit Times 2011 Nonprofit Organizations Salary Report also includes data for the following positions:
 - Nationally, the average base salary for Chief Operating Officers was \$106,048, down 12% from \$121,164 in 2009. In Jackson Hole, the average salary for nonprofit Chief Operating Officers in 2012 was \$53,243, down slightly from \$53,688 in 2010.
 - National mean salary for Chief Financial Officers was \$98,583, down nearly 13% from \$112,818 in 2009. In Jackson Hole, the average salary for nonprofit Chief Financial Officers in 2012 was \$51,943, down 3% from the 2010 average salary of \$53,385.
 - National mean salary for Bookkeepers was \$35,792 or \$17.20/hour. In Jackson Hole, most Bookkeepers are contracted part-time at an average hourly rate of \$36.50/hour.
 - National mean salary for Program Directors was \$61,784, an increase of nearly \$3,000 over the 2009 average of \$58,899; while Program Directors at organizations with budgets between \$500,000-\$999,999 earned \$45,478 on average. In Jackson Hole, the average salary for a Program Director has decreased over \$5,000 since 2010 to \$48,684; while Program Directors at organizations with budgets between \$500,000-\$999,999 earn \$43,742, approximately \$3,000 less than in 2010.
 - National mean salary for Marketing Directors was \$65,500; and Marketing Directors at organizations in the Northwest earned \$63,767 on average. In Jackson Hole, the average salary for Marketing Directors is \$41,882.

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- Both nationally & locally, the average salary for Development Directors increased by about one percent. National mean salary for Development Directors was \$63,727, with 26% also receiving an average 4% bonus. In Jackson Hole, the average salary for Development Directors is \$55,678.
- The median income in Teton County Wyoming in 2010 was \$70,271, approximately one third higher than the median income in the United States of \$51,914.

¹The Wyoming Quarterly Census of Employment & Wages is online at doe.state.wy.us/lmi/11Q2_QCEW/11q2t92.htm

²The Wyoming Wage Survey is available online, doe.state.wy.us/LMI/EDS2011SeptECI/TOC001.htm

³2010 Census Data for Teton County, Wyoming is available online, quickfacts.census.gov/qfd/states/56/56039.html

⁴The NonProfit Times Salary Report is available for purchase online, shop.nptimes.com/2011-nonprofit-salary-report.aspx

⁵Northwestern states in the NonProfit Times salary report are defined as: AK, CA, HI, ID, MT, OR, WA, WY.

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Group F

Annual operating budget over \$1 million

Total number of organizations: 20

- Eighteen organizations employ an Executive Director, average salary: \$103,308.
- All employ a significant number of staff: Average 14 full-time and ten part-time employees.

Group E

Annual operating budget \$500,000-\$999,999

Total number of organizations: 12

- Ten employ an Executive Director, average salary: \$72,275.
- All employ staff: Average six full-time and eight part-time employees.

Group D

Annual operating budget \$300,000-\$499,999

Total number of organizations: 11

- Nine employ an Executive Director, average salary: \$64,443.
- All employ staff: Average three full-time and three part-time employees.

Group C

Annual operating budget \$100,000-\$299,999

Total number of organizations: 21

- Seventeen employ an Executive Director, average salary: \$53,096.
- All employ staff: Average one full-time and two part-time employees.

Group B

Annual operating budget \$50,000-\$99,999

Total number of organizations: 7

- Five employ an Executive Director, average salary: \$43,296.
- All employ staff: Average one full-time and one part-time employee.

Group A

Annual operating budget \$0-\$49,999

Total number of organizations: 8

- Three employ a part-time Executive Director, average hourly rate is \$20.50/hour.
- No organization has full-time staff; four employ an average of one part-time staff.

Community Foundation of Jackson Hole

2012 Nonprofit Salary Report

Table I: Mean Salary Overall and by Budget Size

	Mean Salary Overall	Group A 0-\$49,999	Group B \$50,000 - \$99,999	Group C \$100,000- \$299,999	Group D \$300,000- \$499,999	Group E \$500,000- \$999,999	Group F \$1M+
Executive Director/CEO 61 responses	\$63,181	<i>(\$20.50/hour)</i> \$42,667	\$43,296	\$53,096	\$64,443	\$72,275	\$103,308
Administrator/COO 14 responses	\$53,243	N/A	N/A	\$41,106	\$36,850	\$52,000	\$83,014
Professional Financial/CFO 10 responses	\$51,943	N/A	N/A	N/A	N/A	\$41,600	\$62,286
Bookkeeper 34 responses	<i>(\$36.50/hour)</i> \$75,939	N/A	<i>(\$35/hour)</i> \$72,800	<i>(\$43/hour)</i> \$89,440	<i>(\$49/hour)</i> \$101,920	<i>(\$30/hour)</i> \$62,400	\$53,135
Program Director 40 responses	\$48,684	<i>(\$29/hour)</i> \$60,320	\$43,467	\$37,864	\$51,580	\$43,742	\$55,128
Marketing Director 15 responses	\$41,882	N/A	<i>(\$20/hour)</i> \$41,600	<i>(\$20/hour)</i> \$41,600	\$34,000	\$35,000	\$57,212
Development Director 13 responses	\$55,678	N/A	N/A	N/A	<i>(\$26/hour)</i> \$54,080	\$52,800	\$60,153
Support Staff 46 responses	\$34,615	N/A	<i>\$17/hour</i> \$35,360	\$33,294	\$34,393	\$34,493	\$35,533
Specialized Staff 32 responses	\$49,852	<i>(\$20/hour)</i> \$41,600	N/A	<i>\$39/hour</i> \$81,120	\$41,923	\$37,721	\$46,896
Volunteer Coordinator 9 responses	\$31,720	N/A	N/A	\$34,320	\$33,000	\$29,560	\$30,000

Note: all salaries calculated at 40 hours/week. The mean hourly rate is shown where the majority of positions are paid hourly.

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Table 2: Salaries by Type

Full-time Salary Employees					
	Responses	Mean	Median	High	Low
Executive Director/CEO	41	\$75,455	\$70,000	\$182,000	\$24,000
Administrator/COO	10	\$65,188	\$57,000	\$124,000	\$38,500
Professional Financial/CFO	9	\$62,286	\$63,973	\$82,000	\$41,600
Bookkeeper	6	\$45,283	\$43,750	\$60,000	\$35,000
Development Director	11	\$58,091	\$52,500	\$80,000	\$38,500
Marketing Director	9	\$49,000	\$47,000	\$85,000	\$32,000
Specialized Staff	15	\$43,634	\$45,000	\$66,000	\$33,000
Part-time Salary Employees (when calculated at 40 hrs/wk)					
	Responses	Mean	Median	High	Low
Executive Director/CEO	10	\$50,747	\$58,572	\$70,750	\$20,000
Administrator/COO	2	\$34,267	\$34,267	\$35,200	\$33,333
Professional Financial/CFO	0	N/A	N/A	N/A	N/A
Bookkeeper	3	\$38,375	\$45,000	\$46,125	\$24,000
Development Director	0	N/A	N/A	N/A	N/A
Marketing Director	1	\$32,000	\$32,000	\$32,000	\$32,000
Specialized Staff	3	\$61,872	\$80,000	\$89,615	\$16,000
Full-time Hourly Employees					
	Responses	Mean \$/hr	Median	High	Low
Executive Director/CEO	3	\$24.33	\$25.00	\$25.00	\$23.00
Administrator/COO	1	\$42.83	\$42.83	\$42.83	\$42.83
Professional Financial/CFO	0	N/A	N/A	N/A	N/A
Bookkeeper	0	N/A	N/A	N/A	N/A
Development Director	0	N/A	N/A	N/A	N/A
Marketing Director	0	N/A	N/A	N/A	N/A
Specialized Staff	0	N/A	N/A	N/A	N/A
Part-time Hourly Employees					
	Responses	Mean \$/hr	Median	High	Low
Executive Director/CEO	7	\$27.14	\$25.00	\$45.00	\$17.95
Administrator/COO	1	\$20.00	\$20.00	\$20.00	\$20.00
Professional Financial/CFO	1	\$20.00	\$20.00	\$20.00	\$20.00
Bookkeeper	25	\$36.17	\$35.00	\$75.00	\$15.00
Development Director	2	\$24.08	\$24.08	\$26.00	\$22.15
Marketing Director	5	\$22.90	\$25.00	\$30.52	\$14.00
Specialized Staff	14	\$33.74	\$21.00	\$50.00	\$11.00

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2012 Nonprofit Salary Report
Table 3: Salaries by Type 2012 v. 2010

Full-time Salary Employees: 2012						% Change Mean Salary '10-'12	Full-time Salary Employees: 2010					
	Responses	Mean	Median	High	Low			Response	Mean	Median	High	Low
CEO	41	\$75,455	\$70,000	\$182,000	\$24,000	0.50%	CEO	44	\$74,939	\$66,625	\$175,000	\$24,000
COO	10	\$65,188	\$57,000	\$124,000	\$38,500	-6%	COO	8	\$69,625	\$77,500	\$100,000	\$20,000
CFO	9	\$62,286	\$63,973	\$82,000	\$41,600	1%	CFO	7	\$61,532	\$66,723	\$70,000	\$45,000
Bookkeeper	6	\$45,283	\$43,750	\$60,000	\$35,000	4%	Bookkeeper	7	\$43,757	\$41,000	\$63,200	\$35,500
Development	11	\$58,091	\$52,500	\$80,000	\$38,500	-8%	Development	9	\$63,071	\$61,200	\$90,938	\$45,000
Marketing	9	\$49,000	\$47,000	\$85,000	\$32,000	-12%	Marketing	6	\$55,583	\$49,000	\$80,000	\$42,500
Specialized	15	\$43,634	\$45,000	\$66,000	\$33,000	-3%	Specialized	14	\$44,891	\$47,400	\$55,000	\$33,290
Mean % change in mean FT salaries 2010 - 2012:						-3%						
Part-time Salary Employees (when calculated at 40 hrs/wk)						% Change Mean Salary '10-'12	Part-time Salary Employees (when calculated at 40 hrs/wk)					
	Responses	Mean	Median	High	Low			Response	Mean	Median	High	Low
CEO	10	\$50,747	\$58,572	\$70,750	\$20,000	-18%	CEO	7	\$61,627	\$58,240	\$76,800	\$36,000
COO	2	\$34,267	\$34,267	\$35,200	\$33,333	8%	COO	2	\$31,600	\$31,600	\$41,600	\$21,600
CFO	0	N/A	N/A	N/A	N/A		CFO	1	\$90,625	\$90,625	\$90,625	\$90,625
Bookkeeper	3	\$38,375	\$45,000	\$46,125	\$24,000	-23%	Bookkeeper	4	\$49,551	\$47,435	\$60,000	\$43,333
Development	0	N/A	N/A	N/A	N/A		Development	0	N/A	N/A	N/A	N/A
Marketing	1	\$32,000	\$32,000	\$32,000	\$32,000	-9%	Marketing	2	\$35,000	\$35,000	\$40,000	\$30,000
Specialized	3	\$61,872	\$80,000	\$89,615	\$16,000	48%	Specialized	3	\$41,710	\$40,000	\$48,880	\$36,250
Mean % change in mean PT salaries 2010-2012:						1%						
Part-time Hourly Employees						% Change Mean Salary '10-'12	Part-time Hourly Employees					
	Responses	Mean \$/hr	Median	High	Low			Response	Mean \$/hr	Median	High	Low
CEO	7	\$27.14	\$25.00	\$45.00	\$17.95	8%	CEO	3	\$25.67	\$27.00	\$28.00	\$22.00
COO	1	\$20.00	\$20.00	\$20.00	\$20.00	6%	COO	4	\$18.78	\$18.05	\$23.00	\$17.10
CFO	1	\$20.00	\$20.00	\$20.00	\$20.00	0%	CFO	1	\$20.00	\$20.00	\$20.00	\$20.00
Bookkeeper	25	\$36.17	\$35.00	\$75.00	\$15.00	4%	Bookkeeper	20	\$34.63	\$35.00	\$75.00	\$12.50
Development	2	\$24.08	\$24.08	\$26.00	\$22.15	20%	Development	1	\$20.00	\$20.00	\$20.00	\$20.00
Marketing	5	\$22.90	\$25.00	\$30.52	\$14.00	-2%	Marketing	4	\$23.25	\$22.50	\$28.00	\$20.00
Specialized	14	\$33.74	\$21.00	\$50.00	\$11.00	28%	Specialized	11	\$26.40	\$22.00	\$75.00	\$12.00
Mean % change in mean PT hourly rates 2010-2012:						9%						

Note: there was too little data reported for full time hourly employees to include here.

Community Foundation of Jackson Hole
2012 Nonprofit Salary Report
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Group F

Annual operating budget over \$1 million

Total number of organizations: 20

Number of Employees: Group F (budget over \$1 million)

Mean Full Time Staff: 19 Organizations with no FT Staff: 0 Range: 4 - 47

Mean Part Time Staff: 9 Organizations with no PT Staff: 6 Range: 0 - 59

Mean Seasonal Staff: 32 Organizations with no Seasonal Staff: 7

Mean Volunteers: 132 Organizations with no volunteers: 5

Fifteen organizations offer a formal Board training & orientation program; six organizations offer a formal volunteer training program; 11 seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group F (budget over \$1 million)

Annual Salary Mean: \$103,308 Range: \$70,000-\$149,500

Years in Job Mean: 13 Range: 0 - 32

Years Prior Experience Mean: 10 Range: 0 - 30

Degree Held 7 BA, 9 MA, 1 DMin

Position unfilled: 2 cases Position FT: 15 cases Position PT: 0 cases

Administrator/Chief Operating Officer: Group F (budget over \$1 million)

Annual Salary Mean: \$83,014 Range: \$40,000-124,000

Degree Held 3 BA, 3 MA, 1 Professional Certificate

Position unfilled: 14 cases Position FT: 6 cases Position PT: 0 cases

Professional Financial/CFO: Group F (budget over \$1 million)

Annual Salary Mean: \$62,286 Range: \$41,600-\$82,000

Degree Held 1 HS, 7 BA, 2 MA, 1 Professional Certificate

Position unfilled: 11 cases Position FT: 8 cases Position PT: 1 case

Bookkeeper: Group F (budget over \$1 million)

Salary Mean: \$53,135 Range: \$31,200-\$104,000

Degree Held 4 HS, 7 BA, 2 MA, 1 CPA, 1 Professional Certificate

Position unfilled: 7 cases Position FT: 5 cases Position PT: 8 cases

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Program Director: Group F (budget over \$1 million)

Salary Mean: \$55,128 Range: \$40,000-\$72,000

Degree Held 10 BA, 8 MA (*more than one answer selected in 4 cases*)

Position unfilled: 6 cases Position FT: 14 cases Position PT: 0 cases

Number of people described: Mean: 2.5 Range: 1 – 5

Marketing Director: Group F (budget over \$1 million)

Salary Mean: \$57,212 Range: \$42,000-\$85,000

Degree Held 4 BA, 2 MA

Position unfilled: 14 cases Position FT: 6 cases Position PT: 0 cases

Development Director: Group F (budget over \$1 million)

Salary Mean: \$60,153 Range: \$46,072-\$85,000

Degree Held 3 BA, 3 MA, 1 PhD

Position unfilled: 13 cases Position FT: 6 cases Position PT: 1 case

Support Staff: Group F (budget over \$1 million)

Salary Mean: \$35,533 Range: \$24,960-\$50,000

Degree Held 6 HS, 1 AA, 9 BA, 3 MA, 1 PhD, 1 Professional Certificate
(*more than one answer selected in 4 cases*)

Position unfilled: 6 cases Position FT: 12 cases Position PT: 2 cases

Number of people described: Mean: 3.4 Range: 1 – 5

Specialized Staff: Group F (budget over \$1 million)

Salary Mean: \$46,896 Range: \$33,000-\$104,000

Degree Held 5 HS, 9 BA, 6 MA, 1 PhD, 5 Professional Certificates
(*more than one answer selected in 7 cases*)

Position unfilled: 7 cases Position FT: 11 cases Position PT: 2 cases

Number of people described: Mean: 4.2 Range: 2 - 5

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Volunteer Coordinator: Group F (budget over \$1 million)

Salary Mean: \$30,000 Range: \$20,000-\$40,000

Degree Held 2 BA

Position unfilled: 18 cases Position FT: 1 cases Position PT: 1 cases

Other: Group F (budget over \$1 million)

Salary Mean: \$38,835 Range: \$30,054-\$46,450
 (One contract rate \$125/hour)

Degree Held 1 HS, 2 BA, 1 MA, 1 RN, 1 MD

Position unfilled: 16 cases Position FT: 3 cases Position PT: 1 cases

Number of people described: Mean: 2.8 Range: 1 - 5

Group F BENEFITS:

Health Insurance: Fifteen organizations offer a traditional medical plan, five offer a high deductible medical plan; 10 organizations pay 100% of the premium, 9 pay between 51-99%, and one pays between 1-50%. 18 organizations offer dental insurance; 7 offer vision coverage; and 14 offer prescription coverage.

Vacation: All 20 organizations offer paid vacation.

Professional Development: 14 organizations offer employee education/professional development.

Housing Assistance: 2 organizations offer housing assistance.

Retirement: 14 organizations offer a 403(b) or 401(k) retirement account.

Other: 9 organizations indicated "other" benefits such as AFLAC, cafeteria plans, FSAs, employer contributions to HSAs, meals, wellness program and life insurance.

Group F BUDGET:

Percentage of budget salary

Mean: 45% Range: 17 – 69%

Percentage of budget benefits

Mean: 10% Range: 1 – 28%

Percentage of budget Programs

Mean: 67% Range: 7 – 95%

Percentage of budget Administrative

Mean: 14% Range: 3 – 45%

Percentage of budget Fundraising

Mean: 5.6% Range: 0 – 15%

15 organizations pay for dedicated office space.

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Group E

Annual operating budget \$500,000 - \$999,999

Total number of organizations: 12

Number of Employees: Group E (budget \$500,000-\$999,999)

Mean Full Time Staff: 6	Organizations with no FT Staff: 0	Range: 2-11
Mean Part Time Staff: 8	Organizations with no PT Staff: 2	Range: 0 - 65
Mean Seasonal Staff: 4	Organizations with no Seasonal Staff: 4	
Mean Volunteers: 42	Organizations with no volunteers: 3	

Two organizations offer a formal Board training & orientation program; five organizations offer a formal volunteer training program; seven seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group E (budget \$500,000-\$999,999)

Annual Salary	Mean: \$72,275	Range: \$38,400-\$182,000
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Years in Job	Mean: 8	Range: 1 – 16
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Years Prior Experience	Mean: 9	Range: 0 – 25
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Degree Held	4 BA, 5 MA, 1 J.D.
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Position unfilled: 2 cases	Position FT: 9 cases	Position PT: 1 case
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Administrator/Chief Operating Officer: Group E (budget \$500,000-\$999,999)

Annual Salary	Mean: \$52,000	Range: \$42,000-\$64,000
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Degree Held	2 BA, 1 MA
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Position unfilled: 9 cases	Position FT: 3 cases	Position PT: 0 cases
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Professional Financial/CFO: Group E (budget \$500,000-\$999,999)

Salary	\$41,600
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Degree Held	BA
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Position unfilled: 11 cases	Position FT: 1 case	Position PT: 0 cases
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Bookkeeper: Group E (budget \$500,000-\$999,999)

Hourly Rate	Mean: \$30/hour	Range: \$18.85-\$45
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Degree Held	1 HS, 5 BA, 1 CPA
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Position unfilled: 5 cases	Position FT: 1 case	Position PT: 6 cases
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Program Director: Group E (budget \$500,000-\$999,999)

Annual salary Mean: \$43,742 Range: \$35,000-\$54,000

Degree Held 1 HS, 6 BA, 2 MA, 1 Professional Certificate

Position unfilled: 3 cases Position FT: 8 cases Position PT: 1 case

Number of people described: Mean: 1.6 Range: 1-4

Marketing Director: Group E (budget \$500,000-\$999,999)

Salary Mean: \$35,000 Range: \$32,000-\$38,000

Degree Held 2 BA

Position unfilled: 10 cases Position FT: 2 cases Position PT: 0 cases

Development Director: Group E (budget \$500,000-\$999,999)

Salary Mean: \$52,800 Range: \$38,500 – \$66,000

Degree Held 2 BA, 3 MA

Position unfilled: 7 cases Position FT: 5 cases Position PT: 0 cases

Support Staff: Group E (budget \$500,000-\$999,999)

Salary Mean: \$34,493 Range: \$27,040-\$44,000

Degree Held 1 HS, 7 BA, 2 MA, 1 Professional Certificate
(more than one answer selected in 3 cases)

Position unfilled: 5 cases Position FT: 5 cases Position PT: 2 cases

Number of people described: Mean: 1.8 Range: 1 – 5

Specialized Staff: Group E (budget \$500,000-\$999,999)

Salary Mean: \$37,721 Range: \$29,827-\$45,000

Degree Held 2 HS, 5 BA, 2 MA, 1 PhD, 1 Professional Certificate
(more than one answer selected in 4 cases)

Position unfilled: 6 cases Position FT: 5 cases Position PT: 1 case

Number of people described: Mean: 3 Range: 1 – 5

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Volunteer Coordinator: Group E (budget \$500,000-\$999,999)

Salary Mean: \$29,560 Range: \$29,120-\$30,000

Degree Held 2 BA

Position unfilled: 10 cases Position FT: 1 case Position PT: 1 case

Other: Group E (budget \$500,000-\$999,999)

Salary Mean: \$53,500 Range: \$32,000-\$80,000

Degree Held 3 BA, 1 MA

Position unfilled: 8 cases Position FT: 4 cases Position PT: 0 cases

Group E BENEFITS:

Health Insurance: Five organizations offer a traditional medical plan, six offer a high deductible medical plan; 3 organizations pay 100% of the premium, 5 pay between 51-99%, 2 pay between 1-50% and 2 don't pay any percentage of the premium. Eight organizations offer dental insurance; 3 offer vision coverage; and 6 offer prescription coverage.

Vacation: 11 organizations offer paid vacation.

Professional Development: 9 organizations offer employee education/professional development.

Housing Assistance: No organizations offer housing assistance.

Retirement: 5 organizations offer a 403(b) or 401(k) retirement account.

Other: 6 organizations indicated "other" benefits such as onsite housing, meals, AFLAC and a health insurance reimbursement program.

Group E BUDGET:

Percentage of budget salary

Mean: 49% Range: 21 - 68%

Percentage of budget benefits

Mean: 6.4% Range: 0 – 12%

Percentage of budget Programs

Mean: 70% Range: 7 - 89%

Percentage of budget Administrative

Mean: 20% Range: 7 - 88%

Percentage of budget Fundraising

Mean: 10% Range: 1 - 20%

Nine organizations pay for dedicated office space.

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Group D

Annual operating budget \$300,000 - \$499,999

Total number of organizations: 11

Number of Employees: Group D (budget \$300,000-\$499,999)

Mean Full Time Staff: 3 Organizations with no FT Staff: 1 Range: 0 – 6

Mean Part Time Staff: 3 Organizations with no PT Staff: 0 Range: 1 – 7

Mean Seasonal Staff: 3 Organizations with no Seasonal Staff: 7

Mean Volunteers: 58 Organizations with no volunteers: 2

Three organizations offer a formal Board training & orientation program; 5 organizations offer a formal volunteer training program; 7 seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group D (budget \$300,000-\$499,999)

Annual Salary Mean: \$64,443 Range: \$39,000-\$77,250

Years in Job Mean: 7 Range: 3 - 12

Years Prior Experience Mean: 8 Range: 2 – 20

Degree Held 1 HS, 4 BA, 4 MA

Position unfilled: 2 cases Position FT: 8 cases Position PT: 1 case

Administrator/Chief Operating Officer: Group D (budget \$300,000-\$499,999)

Annual Salary Mean: \$36,850 Range: \$35,200-\$38,500

Degree Held 1 MA, 1 Professional Certificate

Position unfilled: 9 cases Position FT: 1 case Position PT: 1 case

Professional Financial/CFO: Group D (budget \$300,000-\$499,999)

Position unfilled: 11 cases

Bookkeeper: Group D (budget \$300,000-\$499,999)

Hourly Rate Mean: \$49/hour Range: \$32 - \$75

Degree Held 3 BA, 1 MA, 1 Professional Certificate

Position unfilled: 7 cases Position FT: 0 cases Position PT: 4 cases

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Program Director: Group D (budget \$300,000-\$499,999)

Salary Mean: \$51,580 Range: \$28,000 - \$75,000

Degree Held 1 HS, 5 BA, 5 MA, 1 JD
(more than one answer selected in 2 cases)

Position unfilled: 3 cases Position FT: 5 cases Position PT: 3 cases

Number of people described: Mean: 1.6 Range: 1 – 3

Marketing Director: Group D (budget \$300,000-\$499,999)

Salary \$34,000

Degree Held 1 MA

Position unfilled: 10 cases Position FT: 1 case Position PT: 0 cases

Development Director: Group D (budget \$300,000-\$499,999)

Hourly Rate \$26/hour

Degree Held 1 BA

Position unfilled: 10 cases Position FT: 0 cases Position PT: 1 case

Support Staff: Group D (budget \$300,000-\$499,999)

Salary Mean: \$34,393 Range: \$29,333-\$44,256

Degree Held 1 HS, 7 BA, 1 MA
(more than one answer selected in 1 case)

Position unfilled: 3 cases Position FT: 1 case Position PT: 7 cases

Number of people described: Mean: 1.4 Range: 1 – 3

Specialized Staff: Group D (budget \$300,000-\$499,999)

Salary Mean: \$41,923 Range: \$35,360-\$55,056

One contract rate \$135/hour *not included in mean salary calculation*

Degree Held 1 HS, 4 BA, 1 MA, 1 PhD
(more than one answer selected in 1 case)

Position unfilled: 4 cases Position FT: 2 cases Position PT: 5 cases

Number of people described: Mean: 2.6 Range: 1 - 5

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Volunteer Coordinator: Group D (budget \$300,000-\$499,999)

Salary \$33,000

Degree Held BA

Position unfilled: 10 cases Position FT: 1 case

Other: Group D (budget \$300,000-\$499,999)

Position unfilled: 10 cases

(1 organization reported salary information. Incomplete data.)

Group D BENEFITS:

Health Insurance: 4 organizations offer a traditional medical plan, 1 offers a high deductible medical plan; 4 organizations pay 100% of the premium, 1 pays between 51-99% and 2 don't pay any percentage of the premium. Three organizations offer dental insurance; 1 offers vision; and 3 offer prescription coverage.

Vacation: 10 organizations offer paid vacation.

Professional Development: 5 organizations offer employee education/professional development.

Housing Assistance: No organizations offer housing assistance.

Retirement: 4 organizations offer a 403(b), 401(k) or simple retirement account.

Other: 3 organizations indicated "other" benefits such as a cafeteria plan and health insurance stipends to help employees pay for their own health insurance.

Group D BUDGET:

Percentage of budget salary

Mean: 46% Range: 15 – 74%

Percentage of budget benefits

Mean: 2.3% Range: 0 – 10%

Percentage of budget Programs

Mean: 83% Range: 50 – 95%

Percentage of budget Administrative

Mean: 10% Range: 1 – 25%

Percentage of budget Fundraising

Mean: 6.9% Range: 2 – 25%

All (11) organizations pay for dedicated office space.

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Group C

Annual operating budget \$100,000 - \$299,999

Total number of organizations: 21

Number of Employees: Group C (budget \$100,000-\$299,999)

Mean Full Time Staff: 1 Organizations with no FT Staff: 7 Range: 0 - 3

Mean Part Time Staff: 2 Organizations with no PT Staff: 5 Range: 0 - 10

Mean Seasonal Staff: 1 Organizations with no Seasonal Staff: 13

Mean Volunteers: 29 Organizations with no volunteers: 2

Eight organizations offer a formal Board training & orientation program; ten organizations offer a formal volunteer training program; 12 seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group C (budget \$100,000-\$299,999)

Annual Salary Mean: \$53,096 Range: \$30,000-\$93,600

Years in Job Mean: 5 Range: 1 – 16

Years Prior Experience Mean: 7 Range: 1 – 25

Degree Held 1 HS, 12 BA, 5 MA, 1 Professional Certificate

Position unfilled: 2 cases Position FT: 9 cases Position PT: 9 cases
Position contract: 1 case

Administrator/Chief Operating Officer: Group C (budget \$100,000-\$299,999)

Annual Salary Mean: \$41,106 Range: \$33,333-\$48,384

Degree Held 3 BA, 1 Professional Certificate

Position unfilled: 17 cases Position FT: 1 case Position PT: 2 cases

Professional Financial/CFO: Group C (budget \$100,000-\$299,999)

Position unfilled: 21 cases

Bookkeeper: Group C (budget \$100,000-\$299,999)

Hourly Rate Mean: \$43/hour Range: \$25-\$50

Degree Held 2 BA, 1 MA, 3 Professional Certificates (2 *unsure*)

Position unfilled: 13 cases Position FT: 0 cases Position PT: 8 cases

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Program Director: Group C (budget \$100,000-\$299,999)

Salary Mean: \$37,864 Range: \$21,600-\$48,000

Degree Held 1 HS, 4 BA, 2 MA, 1 Professional Certificate
(more than one answer selected in 1 case)

Position unfilled: 14 cases Position FT: 4 cases Position PT: 3 cases

Number of people described: Mean: 1 Range: 1-2

Marketing Director: Group C (budget \$100,000-\$299,999)

Hourly Rate Mean: \$20/hour Range: \$14-\$25

Degree Held 2 BA, 1 MA, 1 Professional Certificate

Position unfilled: 17 cases Position FT: 0 cases Position PT: 4 cases

Development Director: Group C (budget \$100,000-\$299,999)

Position unfilled: 21 cases

Support Staff: Group C (budget \$100,000-\$299,999)

Salary Mean: \$33,294 Range: \$28,000-40,560
6 organizations provided salary information

Degree Held 5 HS, 3 BA, 1 MA
(more than one answer selected in 1 case)

Position unfilled: 13 cases Position FT: 2 cases Position PT: 5 cases

Number of people described: Mean: 1.9 Range: 1 – 5

Specialized Staff: Group C (budget \$100,000-\$299,999)

Hourly Rate Mean: \$39/hour Range: \$25-\$50

Degree Held 3 BA, 2 MA, 2 PhD, 2 Professional Certificates
(more than one answer selected in 1 case)

Position unfilled: 13 cases Position FT: 1 case Position PT: 7 cases

Number of people described: Mean: 1.5 Range: 1 – 5

Volunteer Coordinator: Group C (budget \$100,000-\$299,999)

Salary Mean: \$34,320 Range: \$31,200-\$36,400

Degree Held 1 HS, 2 MA

Position unfilled: 17 cases Position FT: 1 case Position PT: 2 cases

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Group B

Annual operating budget \$50,000 - \$99,999

Total number of organizations: 7

Number of Employees: Group B (budget \$50,000-\$99,999)

Mean Full Time Staff: 1 Organizations with no FT Staff: 4 Range: 0-2

Mean Part Time Staff: 1 Organizations with no PT Staff: 1

Mean Seasonal Staff: 1 Organizations with no Seasonal Staff: 5

Mean Volunteers: 21 Organizations with no volunteers: 0

One organization offers a formal Board training & orientation program; two organizations offer a formal volunteer training program; five seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group B (budget \$50,000 - \$99,999)

Annual Salary Mean: \$43,296 Range: \$24,000-\$60,480

Years in Job Mean: 8 Range: 2 - 21

Years Prior Experience Mean: 11 Range: 2 - 25

Degree Held 3 BA, 1 MA, 1 PhD

Position unfilled: 2 cases Position FT: 2 cases Position PT: 3 cases

Administrator/Chief Operating Officer: Group B (budget \$50,000 - \$99,999)

Position unfilled: 7 cases

Professional Financial/CFO: Group B (budget \$50,000 - \$99,999)

Position unfilled: 7 cases

Bookkeeper: Group B (budget \$50,000 - \$99,999)

Hourly Rate Mean: \$35/hour Range: \$20-\$45

Degree Held 2 BA, 2 unknown

Position unfilled: 3 cases Position FT: 0 cases Position PT: 4 cases

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Program Director: Group B (budget \$50,000 - \$99,999)

Salary Mean: \$43,467 Range: \$24,960-\$68,000

Degree Held 2 BA, 1 MA

Position unfilled: 4 cases Position FT: 1 case Position PT: 2 cases

Marketing Director: Group B (budget \$50,000 - \$99,999)

Hourly Rate \$20/hour

Degree Held 1 MA

Position unfilled: 6 cases Position FT: 0 cases Position PT: 1 case

Development Director: Group B (budget \$50,000 - \$99,999)

Position unfilled: 7 cases

Support Staff: Group B (budget \$50,000 - \$99,999)

Hourly Rate Mean: \$17/hour Range: \$11-\$20

Degree Held 1 HS, 2 MA

Position unfilled: 4 cases Position FT: 0 cases Position PT: 3 cases

Specialized Staff: Group B (budget \$50,000 - \$99,999)

Position unfilled: 7 cases

Volunteer Coordinator: Group B (budget \$50,000 - \$99,999)

Position unfilled: 6 cases

(1 organization reported salary information. Incomplete data.)

Other: Group B (budget \$50,000 - \$99,999)

Position unfilled: 6 cases

(1 organization reported salary information. Incomplete data.)

Group B BENEFITS:

Health Insurance: One organization offers a traditional medical plan & pays less than 50% of the employee premium; one organization offers dental, vision and prescription coverage.

Vacation: One organization offers paid vacation.

Professional Development: One organization offers employee education/professional development.

Housing Assistance: No organizations offer housing assistance.

Retirement: One organization offers a 403(b) or 401(k) retirement account.

Other: One organization indicated "other" benefits but did not specify what they are.

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Group B BUDGET:

Percentage of budget salary

Mean: 37% Range: 25 – 65%

Percentage of budget benefits

Mean: 4.4% Range: 0 – 30%

Percentage of budget Programs

Mean: 70% Range: 33 – 84%

Percentage of budget Administrative

Mean: 15% Range: 5 – 33%

Percentage of budget Fundraising

Mean: 14% Range: 6 – 33%

Four organizations pay for dedicated office space.

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Group A

Annual operating budget \$0-\$49,999

Total number of organizations: 8

Number of Employees: Group A (budget \$0-\$49,999)

Mean Full Time Staff: 0 Organizations with no FT Staff: 8

Mean Part Time Staff: 1 Organizations with no PT Staff: 4

Mean Seasonal Staff: 1 Organizations with no Seasonal Staff: 7

Mean Volunteers: 7 Organizations with no volunteers: 1

One organization offers a formal Board training & orientation program; two organizations offer a formal volunteer training program; six seek to expand volunteer programs.

Executive Director/Chief Executive Officer: Group A (budget \$0-\$49,999)

Hourly Rate Mean: \$20.50/hour Range: \$10 - \$29

Three organizations provided salary information

Years in Job Mean: 6 Range: 1 - 9

Years Prior Experience Mean: 9 Range: 0-25

Degree Held: 4 BA

Position unfilled: 4 cases Position FT: 0 cases Position PT: 4 cases

Program Director: Group A (budget \$0-\$49,999)

Hourly Rate Mean: \$29/hour Range: \$19.23 - \$39

Two organizations provided salary information

Degree Held 3 BA

Position unfilled: 5 cases Position FT: 0 cases Position PT: 3 cases

Specialized Staff: Group A (budget \$0-\$49,999)

Hourly Rate: \$20/hour

Degree Held: 1 BA

Position unfilled: 6 cases Position FT: 0 cases Position PT: 1 case

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Group A BENEFITS:

Health Insurance: One organization offers a high deductible medical plan & pays less than 50% of the employee premium; no organizations offer dental, vision or prescription coverage.

Vacation: 0 organizations offer paid vacation.

Professional Development: 0 organizations offer employee education/professional development.

Housing Assistance: 0 organizations offer housing assistance.

Retirement: 0 organizations offer a 403(b) or 401(k) retirement account.

Group A BUDGET:

Percentage of budget salary

Mean: 26% Range: 0 – 73%

Percentage of budget benefits

Mean: 1.6% Range: 0 – 13%

Percentage of budget Programs

Mean: 82% Range: 40 – 100%

Percentage of budget Administrative

Mean: 13% Range: 0 – 60%

Percentage of budget Fundraising

Mean: 6.7% Range: 0 – 25%

One organization pays for dedicated office space.