



2005 Salary Survey

For River & Watershed Conservation Organizations

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BACKGROUND

In October 2001, River Network conducted its first salary survey of its Partner organizations. The online survey sought to provide the river and watershed conservation community with some generalities related to common personnel practices, including salaries, benefits and vacation. The survey was again conducted in 2003. Results of the both surveys can be found using the search function at:

<http://www.rivernetwork.org/library/>

In October of 2005, River Network again sought input from its Partners regarding existing salaries and benefits.

Using a format similar to previous years, questions were revised to reflect feedback from the prior surveys. While a compilation of all responses are provided, River Network recognizes that two variables - size of the organizational budget and location of the organization - greatly influence results. As such, responses are also provided based on budget size and region.

The survey, conducted online using SurveyMonkey.com and directed to River Network's Partner email list, is purely an educational tool. **Far from scientific, the compilation and analysis of the 2005 Salary Survey is best used for informational purposes.**

GENERAL

The 2005 survey consisted of 10 questions:

1. What is your organization's annual budget?
2. How many FTEs (full-time equivalent) staff do you employ?
3. If you provide benefits to your employees, please select all which apply.
4. Please indicate how many paid vacation/personal days per year your employees are allowed.
5. Do you have a flex-time policy? If yes, please describe.
6. Does your organization have personnel policies?

7. Please provide the approximate annual salary for full-time staff in the following applicable positions.
8. During the past 12 months, have you increased/decreased salaries and/or benefits?
9. How would you best describe your watershed?
10. What region of the U.S. best describes the location of your organization's office?

108 respondents representing approximately 16% of River Network's Partnership participated in the voluntary survey. Respondents participating in the survey remained anonymous.

Some of the "open-ended" questions – especially those related to benefits – are prone to subjectivity and difficult to analyze. However, the responses do provide a useful list of commonly offered benefits. For purposes of space and legibility, responses to open-ended questions were edited and, when appropriate, consolidated.

Additionally, salaries provided as hourly and part-time, were, when possible, converted to full-time rates. Canadian dollar amounts were converted to U.S. dollars based on the Bank of Canada's "nominal rates". Occasionally, if a response could not be converted to a full-time rate (e.g., Database Manager Salary = \$2,000), it was omitted from the analysis.

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OVERVIEW

Question 1: What is your organization's annual budget?

Common sense dictates that the amount of an organization's budget often will determine the salary they can offer their staff. Budgets simply speaking are operating plans expressed in financial terms. Budgeting is a systematic way of allocating the financial and human resources necessary to achieve your strategic goals. Using budgets, the staff and the board can see problems in the making and develop thoughtful solutions. Budgets, as well as the budgeting process itself, is a critical tool for better programmatic and financial management and can help your organization achieve its mission with fewer unpleasant surprises and financial crises.

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	7.5% (8)
\$50,000 - \$100,000	14% (15)
\$100,0001 - \$200,000	23.4% (25)
\$200,001 - \$350,000	17.8% (19)
\$350,001 - \$500,000	8.4% (9)
\$500,001 - \$1,000,000	15.9% (17)
Over \$1,000,000	12.1% (13)

Question 2: How many FTEs (full-time equivalent) staff do you employ?

Employment figures generally are expressed as full-time equivalent employment, a computed statistic representing the number of full-time employees that could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees. This statistic is calculated by dividing the "part-time hours paid" by the standard number of hours for full-time employees in the particular organization and then adding the resulting quotient to the number of full-time employees. The figure is meant to provide a means by which to analyze salaries of comparable positions.

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	2.8% (3)	3-5	27.8% (31)
0.5	4.6% (6)	6-10	15.7% (17)
1	13.9% (15)	11+	9.3% (10)
1.5	10.2% (12)	Other*	5.6% (6)
2	10.2% (12)		

* students, part-time staff, contractors, volunteers, etc.

Question 3: If you provide benefits to your employees, please select all which apply.

84% of river conservation organizations offer their employees some level of benefits – an 8% increase from the 2003 results. A benefits' package alternative that seems to be gaining popularity among nonprofits is "Paid Time Off" or PTO.

PTO is a more flexible arrangement that gives the employee a set amount of days off to be used at the employee's discretion. These days can be used for sick time, personal days, vacations, or for whatever

reason the employee may need – or want - time off. Like vacation and other forms of time off, the amount of days off generally accumulates through years of service and the level of the employee within the organization.

Type of Benefit	Response Percent (Response Total)
No benefits	16% (17)
Alternative Care (Chiropractic; Naturopathic, etc.)	7.5% (8)
Cafeteria Plan	12.3% (13)
Dental Coverage	27.4% (29)
Disability (long or short-term)	19.8% (21)
Health coverage	61.3% (65)
Life Insurance	18.9% (20)
Maternity/Family leave	28.3% (30)
Mileage Reimbursements	68.9% (73)
Paid Holidays	75.5% (80)
Paid Sabbatical	8.5% (9)
Paid Vacation	78.3% (83)
Retirement	31.1% (33)
Sick/paid leave	68.9% (73)
Vision	18.9% (20)

Other benefits offered include:

- unpaid sabbaticals;
- flexible hours;
- incentives for commuting with alternative (bike, foot, bus, etc.) transportation;
- funeral leave;
- professional development and
- celebrations.

Question 4: Please indicate how many paid vacation/personal days per year your employees are allowed

The majority of river conservationists who earn vacation days, are given two to four weeks; whether the earned days are actually taken was not asked. American workers will fail to use more than 421 million vacation days in 2005, according to a survey conducted by Harris Interactive for online travel agent, Expedia. Many workers believe that their workload prohibits time away from the office, yet studies show that “refreshed” workers tend to be more productive and are more satisfied with their jobs.

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	10%	10%	44%	30%	5%	99
3rd Year	10%	2%	23%	43%	17%	90
5th Year	10%	1%	10%	31%	45%	91

Question 5: Do you have a flex-time policy? If yes, please describe.

In a 2003 survey conducted by PROFITguide.com, more than 613 men and women were given a list of four job perks including autonomy in making decisions, increased collaboration with others and variety in work projects; the top answer, with one-third (33%) of the votes, was "More flexibility in schedule."

Flex time should not be confused with compensatory – or “comp” time. According to IRS rules, **compensatory time** is only allowed for government employees. For non-government entities employees fall into two categories, exempt, or non-exempt. Exempt employees are considered "professional" and are compensated with an annual salary and work at least 2080 hours if full time, but are required to "complete the necessary work" even above 40 hours a week. Non-exempt employees are paid hourly and federal law requires that any over time be paid at time and a half. Banking hours, or comp time is strictly illegal.

Flex time is simply any work schedule that allows staff to work hours other than a standard 8-hour, 9-5 day for a 40 hour work week and is frequently used by nonprofits when frequent evening and weekend work is necessary. The most common flex arrangements are the 4-tens, also called a 4-40 schedule, and the lunch time flex when the employee decides to shorten or lengthen the meal periods taken, but there are many others. When it is possible for an organization to allow flex time to be worked without a fixed or pre-determined schedule, it is called ad hoc flex time.

Most river conservation organization have some established system – whether formal or informal – to accommodate the varied work schedules of their employee(s). A common requirement is that the flexed time must be taken within the existing or subsequent pay period. Flex hours also often expire after a predetermine time and can not be “cashed-out” upon termination of employment.

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	69% (69)
Match (hour for hour)	14% (14)
Restricted (case-by-case basis)	7% (7)
Other/No	18% (18)

Question 6: Does your organization have personnel policies?

In 2003, approximately 60.6% of respondent reported to have personnel policies; in 2005, the number rose nearly 13 percent to 74.5%. An organization's personnel policies can help to avoid future conflict and confusion by defining what the organization expects from its employees, and what the employees can expect from the organization. The policies are generally completed and approved within the first year of hiring staff. Sample policies can be found on River Network’s Partner webpage: www.rivernetwork.org/partners.

Response	Response Percent (Response Total)
Yes	74.5% (79)
No	22.6% (24)
Other	2.8% (3)

Question 7: Please provide the approximate annual salary for full-time staff in the following applicable positions.

Few, if any, river conservationists become involved in the work for the money. Many make a deliberate decision to work in a field where values and morals need not be compromised; they chose quality of life over quantity of pay. The benefits of working in a nonprofit often outweigh the drawbacks for many employees.

But that said, if one can’t make a living, he or she is often forced to leave the movement in search of a higher paying job. Providing a livable salary should be a priority for all nonprofit boards.

It is difficult to compare salaries without comparing job descriptions, tenure and budgets; unfortunately, such a comparison is beyond the scope of this survey. The results do, however, provide a snapshot of salaries for the 7 positions most frequently employed by river conservation groups. While some groups operate primarily with volunteers or contract employees, many do hire and maintain part or full time staff.

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$4,000 - \$175,000	53,075	48,000	100
Financial Officer	\$20,000 - \$90,000	49,060	50,000	21
Development Director/Lead Fundraiser	\$15,600 - \$90,000	47,507	42,500	38
Lead Program Staff	\$4,000 - \$87,500	40,052	38750	72
Program Assistant	\$18,000 - \$60,000	31,952	32000	40
Office Manager	\$18,000 - \$54,000	31,339	30500	42
Database Manager	\$20,000-\$42,000	34,511	31,500	18

Question 8: During the past 12 months, have you increased/decreased salaries and/or benefits?

Despite difficult economic times, 66% of organizations were able to provide salary increases to staff. Most raises provided for a cost-of-living increase (usually 3%) . Additionally, some organization provided year end bonuses, increased vacation time, and to address the skyrocketing premiums, increased contributions to health care coverage. Decreases to salary and benefits – though rare – included the elimination of the cafeteria plan and salary adjustments to meet the annual budget.

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	66% (69)	Decreased Benefits	3.8% (4)
Increased Benefits	17.3% (18)	No Change	30.8% (32)
Decreased Salaries	1.9% (2)		

DEMOGRAPHICS

Two questions were included in the survey to provide some basic information regarding the respondent’s demographics.

Question 9: How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	42.6% (46)	Urban	13% (14)
Suburban	9.3% (10)	Mixed	35.2% (38)

Question 10. What region of the U.S. best describes the location of your organization’s office?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	14.8% (16)	Southeast	15.7% (17)
Southwest	11.1% (12)	Mid-Atlantic	8.3% (9)
Inter-mountain west	8.3% (9)	Northeast	14.8% (16)
Midwest	22.2% (24)	Other/unsure	4.6% (5)

RESPONSES BY BUDGET
*****Annual budget: \$0 - \$50,000*****
Response Total: 8

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	25% (2)	2	0% (0)
0.5	37.5% (3)	3-5	0% (0)
1	12.5% (1)	6-10	0% (0)
1.5	0% (0)	11+	0% (0)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	66.7% (4)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	0% (0)
Disability (long or short-term)	0% (0)
Health Coverage	0% (0)
Life Insurance	0% (0)
Maternity/Family Leave	0% (0)
Mileage Reimbursement	16.7% (1)
Paid Holidays	16.7% (1)
Paid Sabbatical	0% (0)
Paid Vacation	16.7% (1)
Retirement	0% (0)
Sick/Paid Leave	16.7% (1)
Vision	0% (0)
Other	33.3% (2)

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	67%	0%	0%	33%	0%	3
3rd Year	50%	0%	0%	50%	0%	2
5th Year	50%	0%	0%	50%	0%	2

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	75% (3)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other	0% (0)

5. Does your organization have Personnel Policies?

Yes: 33.3%

No: 66.7%

Other: 0%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$16,000 - \$20,000	\$18,000	--	2
Financial Officer	--	--	--	0
Development Director/Lead Fundraiser	--	--	--	0
Lead Program Staff	\$36,000	--	--	1
Program Assistant	--	--	--	0
Office Manager	--	--	--	0
Database Manager	\$29,000	--	--	1

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)
Increased Salaries	40% (2)
Increased Benefits	0% (0)
Decreased Salaries	0% (0)
Decreased Benefits	0% (0)
No Change	40% (2)

Description of Changes

- Projects Coordinator: \$.50/hour raise
- Established salary for first time

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	75% (6)	Urban	9.5% (0)
Suburban	14.3% (0)	Mixed	25% (2)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	12.5% (1)	Southeast	12.5% (1)
Southwest	0% (0)	Mid-Atlantic	0% (0)
Inter-mountain west	0% (0)	Northeast	25% (2)
Midwest	50% (4)	Other/unsure	0% (0)

RESPONSES BY BUDGET
*****Annual budget: \$50,001 - \$100,000*****
Response Total: 15

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	6.7% (1)	2	20% (3)
0.5	13.3% (2)	3-5	0% (0)
1	46.7% (7)	6-10	0% (0)
1.5	6.7% (1)	11+	0% (0)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	46.7% (7)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	0% (0)
Disability (long or short-term)	6.7% (1)
Health Coverage	26.7% (4)
Life Insurance	13.3% (2)
Maternity/Family Leave	0% (0)
Mileage Reimbursement	40% (6)
Paid Holidays	53.3% (8)
Paid Sabbatical	0% (0)
Paid Vacation	53.3% (8)
Retirement	6.7% (1)
Sick/Paid Leave	33.3% (5)
Vision	0% (0)
Other	13.3% (2)

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	36%	0%	29%	21%	14%	14
3rd Year	36%	0%	14%	21%	29%	14
5th Year	36%	0%	7%	14%	43%	14

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System Match (hour for hour)	84.6% (11)
Match (hour for hour)	7.7% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

5. Does your organization have Personnel Policies?

Yes: 33.3%

No: 66.7%

Other: 0%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$12,500 - \$70,000	\$34,066	\$33,000	15
Financial Officer	--	--	--	0
Development Director/Lead Fundraiser	--	--	--	0
Lead Program Staff	\$10,140 - \$30,000	\$21,635	\$23,000	4
Program Assistant	--	--	--	0
Office Manager	\$25,000	--	--	1
Database Manager	--	--	--	0

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	28.6% (4)	Decreased Benefits	0% (0)
Increased Benefits	0% (0)	No Change	64.3% (9)
Decreased Salaries	7.1% (1)		

Description of Changes

- No mileage is paid; increased costs of travel are directly deductible from gross salary
- "Paid" staff had been subsidizing their rate; in this fiscal year, they were paid at an hourly rate closer to a market salary

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	66.7% (10)	Urban	13.3% (2)
Suburban	0% (0)	Mixed	20% (3)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent	Region	Response Percent
Northwest	6.7% (1)	Southeast	20% (3)
Southwest	13.3% (2)	Mid-Atlantic	13.3% (2)
Inter-mountain west	0% (0)	Northeast	13.3% (2)
Midwest	20% (3)	Other/unsure	13.3% (2)

RESPONSES BY BUDGET
*****Annual budget: \$100,001 - \$200,000*****
Response Total: 25

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	20% (5)
0.5	0% (0)	3-5	20% (5)
1	16% (4)	6-10	0% (0)
1.5	36% (9)	11+	0% (0)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	20% (5)
Alternative Care (Chiropractic; Naturopathic, etc.)	4% (1)
Cafeteria Plan	0% (0)
Dental Coverage	16% (4)
Disability (long or short-term)	8% (2)
Health Coverage	56% (14)
Life Insurance	8% (2)
Maternity/Family Leave	20% (5)
Mileage Reimbursement	68% (17)
Paid Holidays	72% (18)
Paid Sabbatical	0% (0)
Paid Vacation	76% (19)
Retirement	20% (5)
Sick/Paid Leave	68% (17)
Vision	12% (3)
Other	28% (7)

“Other” benefits included:

- Health coverage is for employees only; family members are co-pay
- Retirement is a 3% contribution to a simple IRA plan
- Monthly contribution toward health care
- Unpaid sabbatical option; investigating a paid sabbatical at 6 years of service
- \$3,500 for Executive Director’s health insurance
- Flexible hours
- Funeral leave (3 days for immediate family member)

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	8%	21%	46%	25%	0%	24
3rd Year	9%	9%	32%	45%	5%	22
5th Year	10%	5%	24%	24%	38%	21

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	80% (20)
Match (hour for hour)	16% (4)
Restricted (case-by-case basis)	0% (0)
Other/No	12% (3)

5. Does your organization have Personnel Policies?

Yes: 76%

No: 24%

Other: 0%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$29,000 - \$72,000	\$44,022	\$40,000	22
Financial Officer	--	--	--	0
Development Director	\$30,000-\$35,000	\$33,000	\$33,500	4
Lead Program Staff	\$23,000 - \$42,000	\$32,164	\$32,000	11
Program Assistant	\$23,000 - \$35,000	\$27,660	\$26,500	7
Office Manager	\$18,000 - \$20,000	\$19,333	\$20,000	3
Database Manager	\$37440	--	--	1

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	68% (17)	Decreased Benefits	4% (1)
Increased Benefits	12% (3)	No Change	32% (8)
Decreased Salaries	4% (1)		

Description of Changes

- One employee received a raise; health insurance benefits were reduced due to the rising cost
- Slight increase in salary; added portion of health insurance cost
- Annual salary increases occur each January
- Raise and bonus provided in 2004 increase from 3 to 4 weeks vacation in 2004
- Staff each received a merit based raise ranging from 3 to 10%
- New executive director earns less than previous executive director who had worked for organization for 5 years; new outreach coordinator is now part-time at an hourly rate that is equivalent to the previous coordinator's full-time salary
- 1-3% annual raise in salary
- Salary increase of 4% following an 18 month period with no increase; 2% prior to that
- 5% increase for executive director

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	36% (9)	Urban	20% (5)
Suburban	4% (1)	Mixed	40% (10)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	16% (4)	Southeast	16% (4)
Southwest	8% (2)	Mid-Atlantic	8% (2)
Inter-mountain west	8% (2)	Northeast	16% (4)
Midwest	24% (6)	Other/unsure	4% (1)

RESPONSES BY BUDGET
*****Annual budget: \$200,001 - \$350,000*****
Response Total: 19

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	15.8% (2)
0.5	0% (0)	3-5	73.7% (14)
1	5.3% (1)	6-10	5.3% (1)
1.5	0% (0)	11+	0% (0)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	5.3% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	5.3% (1)
Cafeteria Plan	26.3% (5)
Dental Coverage	21.1% (4)
Disability (long or short-term)	10.5% (2)
Health Coverage	73.7% (14)
Life Insurance	21.1% (4)
Maternity/Family Leave	31.6% (6)
Mileage Reimbursement	68.4% (13)
Paid Holidays	84.2% (16)
Paid Sabbatical	10.5% (2)
Paid Vacation	89.5% (17)
Retirement	52.6% (10)
Sick/Paid Leave	89.5% (17)
Vision	10.5% (2)
Other	21.1% (4)

“Other” benefits included:

- Live Near Your Work Grant (\$1000) for eligible employees who buy in Baltimore City
- One hour off with pay for voting; also pay for a bus ticket if the employee rides more than 2 days/week
- The Ecobucks program: a small reward system for getting to work by foot, bike, or bus; employees get \$1/day they commute with one of these modes; carpooling or riding motorized scooter - ½ credit
- 3% IRA match

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	6%	6%	61%	28%	0%	18
3rd Year	7%	0%	14%	71%	7%	14
5th Year	7%	0%	13%	47%	33%	15

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	55.6% (10)
Match (hour for hour)	16.7% (3)
Restricted (case-by-case basis)	11.1% (2)
Other/No	22.2% (4)

5. Does your organization have Personnel Policies?

Yes: 84.2%

No: 15.8%

Other: 0%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$32,000 - \$65,000	\$48,382	\$45,000	19
Financial Officer	\$35,000 - \$50,000	\$42,500	\$42,500	2
Development Director	\$28,000 - \$40,000	\$34,166	\$35,000	6
Lead Program Staff	\$24,000 - \$56,000	\$39,264	\$38,250	18
Program Assistant	\$19,760 - \$33,000	\$27,876	\$28,500	6
Office Manager	\$26,000 - \$31,500	\$28,722	\$28,000	9
Database Manager	\$35,000	--	--	1

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	73.7% (14)	Decreased Benefits	0% (0)
Increased Benefits	26.3% (5)	No Change	26.3% (5)
Decreased Salaries	0% (0)		

Description of Changes

- \$2,000 raise for executive director
- Year-end bonuses
- One staff member received \$1/hr raise
- Annual 3% increase
- Salaries are increased yearly at 7%; included a 407 program, but the organization does not contribute
- Executive director's salary was secured
- Outreach/Development Coordinator was moved from contract status to full time; benefits were added with the moved to regular employee status

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	36.8% (7)	Urban	5.3% (1)
Suburban	10.5% (2)	Mixed	47.4% (9)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	15.8% (3)	Southeast	26.3% (5)
Southwest	5.3% (1)	Mid-Atlantic	5.3% (1)
Inter-mountain west	5.3% (1)	Northeast	15.8% (3)
Midwest	26.3% (5)	Other/unsure	0% (0)

RESPONSES BY BUDGET
*****Annual budget: \$350,001 - \$500,000*****
Response Total: 9

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	0% (0)
0.5	0% (0)	3-5	55.6% (5)
1	11.1% (1)	6-10	22.2% (10)
1.5	11.1% (1)	11+	0% (0)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	11.1% (1)
Cafeteria Plan	22.2% (2)
Dental Coverage	44.4% (4)
Disability (long or short-term)	22.2% (2)
Health Coverage	78.8% (7)
Life Insurance	21.1% (4)
Maternity/Family Leave	44.4% (4)
Mileage Reimbursement	100% (9)
Paid Holidays	77.8% (7)
Paid Sabbatical	22.2% (2)
Paid Vacation	88.9% (8)
Retirement	44.4% (4)
Sick/Paid Leave	88.9% (8)
Vision	22.2% (2)
Other	33.3% (3)

“Other” benefits included:

- We pay part of health, vision and dental; we offer access to group disability, cancer insurance, long term care insurance, and retirement but do not contribute. Cafeteria for medical, insurance, and child care is valuable benefit
- Personal time off (combination of vacation and sick leave)
- Holiday, vacation & sick "leave" are all combined into a PTO benefit

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	0%	0%	38%	25%	38%	8
3rd Year	0%	0%	25%	12%	62%	8
5th Year	0%	0%	0%	44%	56%	9

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	55.6% (5)
Match (hour for hour)	33.3% (3)
Restricted (case-by-case basis)	0% (0)
Other/No	22.2% (2)

5. Does your organization have Personnel Policies?

Yes: 88.9%

No: 0%

Other: 11.1%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$32,500 - \$72,850	\$49,972	\$50,000	9
Financial Officer	\$42,000 - \$42,500	\$42,250	--	2
Development Director	\$35,000 - \$50,000	\$41,400	\$42,500	5
Lead Program Staff	\$34,000 - \$53,000	\$42,227	\$41,250	8
Program Assistant	\$29,425 - \$33,000	\$31,106	\$31,000	4
Office Manager	\$24,000 - \$35,000	\$32,250	\$33,000	4
Database Manager	\$31,000	--	--	1

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	77.8% (7)	Decreased Benefits	0% (0)
Increased Benefits	33.3% (3)	No Change	22.2% (2)
Decreased Salaries	0% (0)		

Description of Changes

- Salary increases of approximately 3%
- Staff received a cost-of-living raise of 2.5%; changed to a paid time off (PTO) system to combine holidays, vacation & sick leave -- all employees receive PTO regardless of their FTE status.

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	44.4% (4)	Urban	0% (0)
Suburban	0% (0)	Mixed	55.6% (5)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	11.1% (1)	Southeast	22.2% (2)
Southwest	0% (0)	Mid-Atlantic	0% (0)
Inter-mountain west	22.2% (2)	Northeast	11.1% (1)
Midwest	22.2% (2)	Other/unsure	11.1% (1)

RESPONSES BY BUDGET
*****Annual budget: \$500,001 - \$1,000,000*****
Response Total: 17

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	0% (0)
0.5	0% (0)	3-5	35.3% (6)
1	0% (0)	6-10	47.1% (8)
1.5	0% (0)	11+	17.6% (3)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	17.6% (3)
Cafeteria Plan	17.6% (3)
Dental Coverage	52.9% (9)
Disability (long or short-term)	41.2% (7)
Health Coverage	76.5% (13)
Life Insurance	23.5% (4)
Maternity/Family Leave	52.9% (9)
Mileage Reimbursement	76.5% (13)
Paid Holidays	94.1% (16)
Paid Sabbatical	11.8% (2)
Paid Vacation	94.1% (16)
Retirement	47.1% (8)
Sick/Paid Leave	70.6% (12)
Vision	41.2% (7)
Other	11.8% (2)

“Other” benefits included:

- \$400 Professional Development Allowance
- Cash reimbursement up to a set amount for health, dental, vision

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	0%	18%	29%	53%	0%	17
3rd Year	0%	0%	25%	56%	19%	16
5th Year	0%	0%	0%	44%	56%	16

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	64.7% (11)
Match (hour for hour)	5.9% (1)
Restricted (case-by-case basis)	29.4% (5)
Other/No	23.5% (4)

5. Does your organization have Personnel Policies?

Yes: 94.1% (16)

No: 0% (0)

Other: 5.9% (1)

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$33,000 - \$83,000	\$58,343	\$54,725	16
Financial Officer	\$20,000 - \$54,000	\$39,540	\$43,700	5
Development Director	\$36,000 - \$60,000	\$46,272	\$46,840	8
Lead Program Staff	\$20,000 - \$65,000	\$41,312	\$40,000	15
Program Assistant	\$20,000 - \$38,000	\$31,260	\$31,000	10
Office Manager	\$20,000 - \$54,000	\$35,293	\$35,000	9
Database Manager	\$20,000 - \$25,000	\$22,500	--	2

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	76.5% (13)	Decreased Benefits	5.9% (1)
Increased Benefits	29.4% (5)	No Change	17.6% (3)
Decreased Salaries	0% (0)		

Description of Changes

- Cost of living and merit increases
- Salary increase (4%); added long-term disability
- No raises for 3 years and none predicted for another 3 years

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	35.3% (6)	Urban	5.9% (1)
Suburban	23.5% (4)	Mixed	35.3% (6)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	17.6% (3)	Southeast	5.9% (1)
Southwest	29.4% (5)	Mid-Atlantic	5.9% (1)
Inter-mountain west	11.8% (2)	Northeast	5.9% (1)
Midwest	17.6% (3)	Other/unsure	5.9% (1)

RESPONSES BY BUDGET
*****Annual budget: Over \$1,000,000*****
Response Total: 13

1. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	0% (0)
0.5	0% (0)	3-5	0% (0)
1	0% (0)	6-10	46.2% (6)
1.5	0% (0)	11+	53.8% (7)

2. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	7.7% (1)
Cafeteria Plan	23.1% (3)
Dental Coverage	53.8% (7)
Disability (long or short-term)	53.8% (7)
Health Coverage	92.3% (12)
Life Insurance	46.2% (6)
Maternity/Family Leave	38.5% (5)
Mileage Reimbursement	92.3% (12)
Paid Holidays	92.3% (12)
Paid Sabbatical	23.1% (3)
Paid Vacation	92.3% (12)
Retirement	30.8% (4)
Sick/Paid Leave	84.6% (11)
Vision	38.5% (5)
Other	23.1% (3)

“Other” benefits included:

- Only our 2 full-time people get vacation: 2 weeks, plus holidays
- Vision is included in general health coverage (in NJ there is a state mandated short-term disability plan required by law)

3. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	0%	0%	69%	31%	0%	13
3rd Year	0%	0%	25%	67%	8%	12
5th Year	0%	0%	0%	42%	58%	12

4. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	61.5% (8)
Match (hour for hour)	15.4% (2)
Restricted (case-by-case basis)	0% (0)
Other/No	23.1% (3)

5. Does your organization have Personnel Policies?

Yes: 84.6%

No: 7.7%

Other: 7.7%

6. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$48,000 - \$175,000	\$97,346	\$90,000	13
Financial Officer	\$30,000 - \$90,000	\$55,818	\$55,000	11
Development Director	\$15,600 - \$90,000	\$58,969	\$62,000	13
Lead Program Staff	\$35,000 - \$87,500	\$57,700	\$53,000	12
Program Assistant	\$25,000 - \$60,000	\$37,946	\$38,000	12
Office Manager	\$20,000 - \$42,000	\$34,866	\$36,000	12
Database Manager	\$25,000 - \$42,000	\$33,038	\$32,000	9

7. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	84.6% (11)	Decreased Benefits	15.4% (2)
Increased Benefits	15.4% (12)	No Change	7.7% (1)
Decreased Salaries	0% (0)		

Description of Changes

- 3% average salary increase; switched to PTO
- Slight increase in pay for some staff
- Salaries only 2% increase in 2005; in order to afford benefits, we decreased coverage to keep within budget
- Eliminated cafeteria plan
- Benefits changed - higher employer contribution to benefit reimbursement but deductible raised \$1,500

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	23.1% (3)	Urban	30.8% (4)
Suburban	23.1% (3)	Mixed	23.1% (3)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	15.4% (2)	Southeast	7.7% (1)
Southwest	7.7% (1)	Mid-Atlantic	23.1% (3)
Inter-mountain west	15.4% (2)	Northeast	23.1% (3)
Midwest	7.7% (1)	Other/unsure	0% (0)

RESPONSES BY REGION
*****Northwest | Alaska*****
Response Total: 16

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	6.7% (1)
\$50,000 - \$100,000	6.7% (1)
\$100,001 - \$200,000	27.6% (4)
\$200,001 - \$350,000	20% (3)
\$350,001 - \$500,000	6.7% (1)
\$500,001 - \$1,000,000	20% (3)
Over \$1,000,000	13.3% (2)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	12.5% (2)
0.5	6.2% (1)	3-5	37.5% (6)
1	12.5% (2)	6-10	18.8% (3)
1.5	0% (0)	11+	6.2% (1)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	6.2% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	25% (4)
Cafeteria Plan	18.8% (3)
Dental Coverage	25% (4)
Disability (long or short-term)	18.8% (3)
Health Coverage	56.2% (9)
Life Insurance	6.2% (1)
Maternity/Family Leave	25% (4)
Mileage Reimbursement	68.8% (11)
Paid Holidays	81.2% (13)
Paid Sabbatical	12.5% (2)
Paid Vacation	81.2% (13)
Retirement	25% (4)
Sick/Paid Leave	62.5% (10)
Vision	31.2% (5)
Other	18.8% (3)

“Other” benefits included:

- Only our 2 full-time staff get vacation: 2 weeks, plus holidays
- Monthly contribution toward health care
- Cash reimbursement up to a set amount for health, dental, vision

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	7%	7%	33%	47%	7%	15
3rd Year	7%	0%	20%	53%	20%	15
5th Year	7%	0%	14%	14%	64%	14

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	64.3% (9)
Match (hour for hour)	7.1% (1)
Restricted (case-by-case basis)	7.1% (1)
Other/No	21.4% (3)

6. Does your organization have Personnel Policies?

Yes: 87.5%

No: 12.5%

Other: 0%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$30,000 - \$70,000	\$47,642	\$49,000	14
Financial Officer	\$30,000 - \$55,000	\$41,250	\$40,000	4
Development Director	\$30,000 - \$50,000	\$38,333	\$37,500	6
Lead Program Staff	\$24,000 - \$56,000	\$38,561	\$36,000	13
Program Assistant	\$23,000 - \$32,000	\$28,137	\$30,000	7
Office Manager	\$20,000 - \$34,500	\$28,500	\$30,000	7
Database Manager	\$25,000 - \$30,000	\$27,666	\$28,000	3

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	62.5% (10)	Decreased Benefits	6.2% (1)
Increased Benefits	25% (4)	No Change	37.5% (6)
Decreased Salaries	0% (0)		

Description of Changes

- One employee received a raise; health insurance benefits reduced due to the rising cost
- Slight increase in pay for some staff
- Annual salary increases occur each January
- One staff member received \$1/hour raise
- Benefits changed - higher employer contribution to benefit reimbursement but deductible raised \$1500.

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	56.2% (9)	Urban	12.5% (2)
Suburban	12.5% (2)	Mixed	18.8% (3)

RESPONSES BY REGION
*****Inter-Mountain West*****
Response Total: 9

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	0% (0)
\$100,0001 - \$200,000	22.2% (2)
\$200,001 - \$350,000	11.1% (1)
\$350,001 - \$500,000	22.2% (2)
\$500,001 - \$1,000,000	22.2% (2)
Over \$1,000,000	22.2% (2)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	0% (0)
0.5	0% (0)	3-5	33.3% (3)
1	11.1% (1)	6-10	11.1% (1)
1.5	11.1% (1)	11+	33.3% (3)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	11.1% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	11.1% (1)
Cafeteria Plan	22.2% (2)
Dental Coverage	56.6% (5)
Disability (long or short-term)	11.1% (1)
Health Coverage	88.9% (8)
Life Insurance	22.2% (1)
Maternity/Family Leave	44.4% (8)
Mileage Reimbursement	88.9% (8)
Paid Holidays	77.8% (7)
Paid Sabbatical	22.2% (2)
Paid Vacation	77.8% (7)
Retirement	33.3% (3)
Sick/Paid Leave	66.7% (6)
Vision	33.3% (3)
Other	22.2% (2)

“Other” benefits included:

- Currently have unpaid sabbatical option; investigating a paid sabbatical at 6 years of service
- Personal time off

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	11%	0%	44%	22%	22%	9
3rd Year	12%	0%	0%	50%	38%	8
5th Year	12%	0%	0%	12%	75%	8

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	77.8% (7)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other/No	22.2% (2)

6. Does your organization have Personnel Policies?

Yes: 77.8%

No: 22.2%

Other: 0%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$34,000 - \$150,000	\$65,231	\$48,500	8
Financial Officer	\$42,000 - \$55,000	\$49,000	\$50,000	3
Development Director	\$35,000 - \$65,000	\$49,000	\$48,000	4
Lead Program Staff	\$27,000 - \$65,000	\$43,924	\$40,000	6
Program Assistant	\$29,425 - \$40,000	\$33,606	\$32,500	4
Office Manager	\$24,000 - \$30,000	\$28,000	\$30,000	3
Database Manager	\$20,000 - \$35,000	\$27,500	--	2

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	77.8% (7)	Decreased Benefits	22.2% (2)
Increased Benefits	33.3% (3)	No Change	11.1% (1)
Decreased Salaries	0% (0)		

Description of Changes

- 3% average increase salaries; switched to PTO to make benefits package better
- Staff each received a 3-10% merit based raise
- Eliminated cafeteria plan

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	88.9% (8)	Urban	0% (0)
Suburban	0% (2)	Mixed	11.1% (1)

RESPONSES BY REGION
*****Southwest*****
Response Total: 12

1. What is your organization’s annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	16.7% (2)
\$100,0001 - \$200,000	16.7% (2)
\$200,001 - \$350,000	8.3% (1)
\$350,001 - \$500,000	0% (0)
\$500,001 - \$\$1,000,000	41.7% (5)
Over \$1,000,000	8.3% (1)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	0% (0)
0.5	0% (0)	3-5	8.3% (1)
1	25% (3)	6-10	41.7% (5)
1.5	8.3% (1)	11+	8.3% (1)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	25% (3)
Alternative Care (Chiropractic; Naturopathic, etc.)	16.7% (2)
Cafeteria Plan	16.7% (2)
Dental Coverage	58.3% (7)
Disability (long or short-term)	33.3% (4)
Health Coverage	75% (9)
Life Insurance	25% (3)
Maternity/Family Leave	50% (6)
Mileage Reimbursement	66.7% (8)
Paid Holidays	66.7% (8)
Paid Sabbatical	8.3% (1)
Paid Vacation	66.7% (8)
Retirement	41.7% (5)
Sick/Paid Leave	58.3% (7)
Vision	33.3% (4)
Other	8.3% (1)

“Other” benefits included:

- \$400 Professional Development Allowance

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	10%	20%	40%	30%	0%	10
3rd Year	10%	10%	10%	60%	10%	10
5th Year	11%	0%	0%	22%	67%	9

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	66.7% (8)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	16.7% (2)
Other/No	33.3% (4)

6. Does your organization have Personnel Policies?

Yes: 75%

No: 25%

Other: 0%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$12,500 - \$115,000	\$64,041	\$59,000	12
Financial Officer	\$65,000	--	--	1
Development Director	\$35,000 - \$77,000	\$50,240	\$43,600	7
Lead Program Staff	\$30,000 - \$56,000	\$42,067	\$41,000	9
Program Assistant	\$19,760 - \$35,000	\$31,170	\$33,500	8
Office Manager	\$28,000 - \$45,000	\$35,573	\$35,000	6
Database Manager	\$35,000	--	--	1

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	66.7% (8)	Decreased Benefits	0% (0)
Increased Benefits	16.7% (2)	No Change	33.3% (4)
Decreased Salaries	0% (0)		

Description of Changes

- Cost of living and merit increases
- merit increases
- COLA or annual 3% increase

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	25% (3)	Urban	33.3% (4)
Suburban	8.3% (1)	Mixed	33.3% (4)

RESPONSES BY REGION

Midwest

Response Total: 24

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	16.7% (4)
\$50,000 - \$100,000	12.5% (3)
\$100,0001 - \$200,000	25% (6)
\$200,001 - \$350,000	20.8% (5)
\$350,001 - \$500,000	8.3% (2)
\$500,001 - \$\$1,000,000	12.5% (3)
Over \$1,000,000	4.2% (1)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	4.2% (1)	2	4.2% (1)
0.5	8.3% (2)	3-5	37.5% (9)
1	25% (6)	6-10	8.3% (2)
1.5	4.2% (1)	11+	0% (0)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	21.7% (5)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	17.4% (4)
Dental Coverage	17.4% (4)
Disability (long or short-term)	21.7% (5)
Health Coverage	47.8% (11)
Life Insurance	26.1% (6)
Maternity/Family Leave	34.8% (8)
Mileage Reimbursement	60.9% (14)
Paid Holidays	73.9% (17)
Paid Sabbatical	0% (0)
Paid Vacation	73.9% (17)
Retirement	52.2% (12)
Sick/Paid Leave	69.6% (16)
Vision	8.7% (2)

Other	26.1% (6)
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“Other” benefits included:

- Retirement is a 3% contribution to a simple IRA plan
- As determined by the university contract for student employees.
- Flexible hours
- Funeral leave (3 days for immediate family member)
- The Ecobucks program: a small reward system for getting to work by foot, bike, or bus; employees get \$1/day they commute with one of these modes; carpooling or riding motorized scooter - ½ credit
- 3% IRA match

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	20%	10%	55%	15%	0%	20
3rd Year	18%	0%	35%	41%	6%	17
5th Year	16%	0%	5%	58%	21%	19

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	71.4% (15)
Match (hour for hour)	19% (4)
Restricted (case-by-case basis)	9.5% (2)
Other/No	19% (4)

6. Does your organization have Personnel Policies?

Yes: 72.7%

No: 22.7%

Other: 4.5%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$4,000 - \$80,000	\$46,887	\$45,000	21
Financial Officer	\$35,000 - \$54,000	\$44,233	\$43,700	3
Development Director	\$28,000 - \$65,000	\$42,700	\$36,500	5
Lead Program Staff	\$26,000 - \$54,000	\$36,142	\$34,500	14
Program Assistant	\$25,000 - \$38,000	\$30,000	\$28,500	4
Office Manager	\$20,000 - \$54,000	\$32,171	\$28,000	7
Database Manager	\$29,120	--	--	1

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	45.5% (10)	Decreased Benefits	0% (0)
Increased Benefits	18.2% (4)	No Change	45.5% (10)
Decreased Salaries	4.5% (1)		

Description of Changes

- No mileage is paid; increased costs of travel are directly deductible from gross salary
- Salary increase (4%); added long-term disability
- Projects Coordinator: \$.5/hour raise
- Raise, bonus and increase from 3 to 4 weeks vacation
- No raises for 3 years and none predicted for another 3 years
- 1-3% annual raise in salary
- Salary increase of 4% following an 18 month period with no increase; 2% prior to that
- Executive Director's salary was secured (previously had been largely volunteer position).
- Outreach/Development Coordinator was moved from contract status to full time; benefits were added with the moved to regular employee status
- Established salary for first time

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	45.8% (11)	Urban	12.5% (3)
Suburban	8.3% (2)	Mixed	33.3% (8)

RESPONSES BY REGION

Southeast

Response Total: 17

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	5.9% (1)
\$50,000 - \$100,000	17.6% (3)
\$100,0001 - \$200,000	23.5% (4)
\$200,001 - \$350,000	29.4% (5)
\$350,001 - \$500,000	11.8% (2)
\$500,001 - \$\$1,000,000	5.9% (1)
Over \$1,000,000	5.9% (1)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	5.9% (1)	2	29.4% (5)
0.5	5.9% (1)	3-5	29.4% (5)
1	5.9% (1)	6-10	17.6% (3)
1.5	0% (0)	11+	5.9% (1)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	18.8% (3)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	6.2% (1)
Dental Coverage	18.8% (3)
Disability (long or short-term)	12.5% (2)
Health Coverage	50% (8)
Life Insurance	12.5% (2)
Maternity/Family Leave	12.5% (2)
Mileage Reimbursement	68.8% (11)
Paid Holidays	75% (12)
Paid Sabbatical	12.5% (2)
Paid Vacation	81.2% (13)
Retirement	18.8% (3)
Sick/Paid Leave	75% (12)
Vision	18.8% (3)
Other	18.8% (3)

“Other” benefits included:

- We pay part of health, vision and dental; we offer access to group disability, cancer insurance, long term care insurance, and retirement but do not contribute. Cafeteria for medical, insurance, and child care is valuable benefit
- \$3,500 for health insurance for our full time executive director
- One hour off with pay for voting; we also pay for a bus ticket if the employee rides more than 2 days/week

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	6%	6%	50%	38%	0%	16
3rd Year	7%	0%	27%	53%	13%	15
5th Year	6%	0%	6%	62%	25%	16

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	60% (9)
Match (hour for hour)	33.3% (5)
Restricted (case-by-case basis)	0% (0)
Other/No	20% (3)

6. Does your organization have Personnel Policies?

Yes: 82.4%

No: 17.6%

Other: 0%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$15,600 - \$85,000	\$42,797	\$41,250	16
Financial Officer	\$42,500 - \$51,000	\$26,750	--	2
Development Director	\$30,000 - \$62,000	\$40,857	\$37,000	7
Lead Program Staff	\$10,140 - \$54,000	\$38,314	\$40,000	10
Program Assistant	\$28,000-\$43,000	\$32,166	\$30,000	6

Office Manager	\$18,000-\$35,000	\$26,071	\$27,000	7
Database Manager	\$31,000	--	--	1

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	81.2% (13)	Decreased Benefits	0% (0)
Increased Benefits	12.5% (2)	No Change	18.8% (3)
Decreased Salaries	0% (0)		

Description of Changes

- Salary increases of approximately 3%
- Year end bonuses
- Salaries are increased yearly at 7%; included a 407 program, but the organization does not contribute

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	35.3% (6)	Urban	5.9% (1)
Suburban	5.9% (1)	Mixed	52.9% (9)

RESPONSES BY REGION
*****Mid-Atlantic*****
Response Total: 9

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	22.2% (2)
\$100,0001 - \$200,000	22.2% (2)
\$200,001 - \$350,000	11.1% (1)
\$350,001 - \$500,000	0% (0)
\$500,001 - \$\$1,000,000	11.1% (1)
Over \$1,000,000	33.3% (3)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	11.1% (1)	2	0% (0)
0.5	0% (0)	3-5	22.2% (2)
1	0% (0)	6-10	11.1% (1)
1.5	22.2% (2)	11+	22.2% (2)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	22.2% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	11.1% (1)
Disability (long or short-term)	22.2% (2)
Health Coverage	77.8% (7)
Life Insurance	33.3% (3)
Maternity/Family Leave	11.1% (1)
Mileage Reimbursement	77.8% (7)
Paid Holidays	66.7% (6)
Paid Sabbatical	11.1% (1)
Paid Vacation	77.8% (7)
Retirement	22.2% (2)
Sick/Paid Leave	55.6% (5)
Vision	22.2% (2)
Other	44.4% (4)

“Other” benefits included:

- 403b
- Vision included in general health coverage
- Health coverage is for employees only; family members are co-pay
- Live Near Your Work Grant (\$1000) for eligible employees who buy in Baltimore City
- Note several of these benefits are offered but the costs are reimbursed by employees using the benefit (i.e. vision and dental coverage)

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	12%	25%	38%	25%	0%	8
3rd Year	12%	0%	50%	38%	0%	8
5th Year	12%	0%	25%	25%	38%	8

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	88.9% (8)
Match (hour for hour)	11.1% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 55.6%
 No: 33.3%
 Other: 11.1%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$29,000 - \$103,000	\$61,388	\$50,000	9
Financial Officer	\$39,500 - \$65,000	\$52,666	\$53,500	3
Development Director	\$15,600 - \$75,000	\$60,866	\$62,000	3
Lead Program Staff	\$23,000 - \$65,000	\$45,066	\$44,750	5
Program Assistant	\$20,000 - \$40,000	\$31,072	\$32,500	5
Office Manager	\$28,000 -	\$37,100	\$39,200	4

	\$42,000			
Database Manager	\$25,000 - \$42,000	\$30,783	\$25,350	3

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	62.5% (5)	Decreased Benefits	12.5% (1)
Increased Benefits	12.5% (1)	No Change	37.5% (3)
Decreased Salaries	0% (0)		

Description of Changes

- Added 403b plan; COLA increase.
- Slight increase in salary; added portion of health insurance cost
- Salaries only 2% increase in 2005; in order to afford benefits, we decreased coverage to keep within budget.
- "Paid" staff had been subsidizing their rate previously and in this fiscal year were paid at an hourly rate closer to a market salary

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	33.3% (3)	Urban	22.2% (2)
Suburban	22.2% (2)	Mixed	22.2% (2)

RESPONSES BY REGION
*****Northeast*****
Response Total: 16

1. What is your organization’s annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	12.5% (2)
\$50,000 - \$100,000	12.5% (2)
\$100,0001 - \$200,000	25% (4)
\$200,001 - \$350,000	18.8% (3)
\$350,001 - \$500,000	6.2% (1)
\$500,001 - \$1,000,000	6.2% (1)
Over \$1,000,000	18.8% (3)

2. How many full-time/part-time staff do you employ?

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	0% (0)	2	12.5% (2)
0.5	6.2% (1)	3-5	18.8% (3)
1	6.2% (1)	6-10	12.5% (2)
1.5	25% (4)	11+	12.5% (2)

3. If you provide benefits to your employees, please select all which apply:

Type of Benefit	Response Percent (Response Total)
No benefits	6.2% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	6.2% (1)
Cafeteria Plan	6.2% (1)
Dental Coverage	25% (4)
Disability (long or short-term)	25% (4)
Health Coverage	62.5% (10)
Life Insurance	12.5% (2)
Maternity/Family Leave	25% (4)
Mileage Reimbursement	68.8% (11)
Paid Holidays	81.2% (13)
Paid Sabbatical	6.2% (1)
Paid Vacation	87.5% (14)
Retirement	18.8% (3)
Sick/Paid Leave	87.5% (14)
Vision	6.2% (1)
Other	18.8% (3)

“Other” benefits included:

- 25% of staff health insurance, partly due to the fact that the Section 125 plan requires at least that much participation by the employer
- Celebrations
- Coordinator receives no benefits (works ~ 24 hrs/week)

4. Please indicate how many paid vacation/personal days per year your employees are allowed:

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	6%	12%	44%	31%	6%	16
3rd Year	8%	8%	25%	33%	25%	12
5th Year	8%	8%	23%	23%	38%	13

5. Do you have a flex/comp-time policy? If yes, please describe:

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	66.7% (10)
Match (hour for hour)	13.3% (2)
Restricted (case-by-case basis)	6.7% (1)
Other/No	13.3% (2)

6. Does your organization have Personnel Policies?

Yes: 68.8%

No: 31.2%

Other: 0%

7. Please provide the approximate annual salary for the following applicable positions:

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$20,000 - \$175,000	\$61,776	\$45,000	15
Financial Officer	\$50,000 - \$90,000	\$66,666	\$60,000	3
Development Director	\$45,000 - \$90,000	\$65,600	\$53,000	5
Lead Program Staff	\$20,400 - \$87,500	\$54,190	\$52,500	10
Program Assistant	\$33,000 - \$60,000	\$42,200	\$40,000	5
Office Manager	\$35,000 - \$40,000	\$37,400	\$37,000	5
Database Manager	\$32,000 - \$40,000	\$37,360	\$38,720	4

8. During the past 12 months, have you increased/decreased salaries and/or benefits?

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	87.5% (14)	Decreased Benefits	0% (0)
Increased Benefits	6.2% (1)	No Change	12.5% (2)
Decreased Salaries	6.2% (1)		

Description of Changes

- \$2,000 raise for executive director
- New executive director earns less than previous executive director who had worked for organization for 5 years; new outreach coordinator is now part-time at an hourly rate that is equivalent to the previous coordinator's full-time salary
- 5% increase for executive director

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	31.2% (5)	Urban	12.5% (2)
Suburban	12.5% (2)	Mixed	43.8% (7)