



THE COMMUNITY FOUNDATION OF JACKSON HOLE

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# 2018 NONPROFIT SALARY SURVEY

  
COMMUNITY FOUNDATION  
OF JACKSON HOLE



The 2018 Nonprofit Survey was conducted by The Consulting Statistician on behalf of the Community Foundation of Jackson Hole. Questions and comments should be directed to the Community Foundation of Jackson Hole: 307-739-1026 or [info@cfjacksonhole.org](mailto:info@cfjacksonhole.org).

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# 2018 NONPROFIT SURVEY

## I. Introduction

For nearly 30 years, the Community Foundation of Jackson Hole has been making giving smarter, nonprofits more effective, and our community stronger. The Foundation manages 240 philanthropic funds, helping donors leave a lasting legacy, and produces Old Bill's Fun Run, which has raised over \$159 million for local nonprofits since 1997.

Additionally, we distribute grants to local organizations through our Competitive Grants and Youth Philanthropy programs, host professional development workshops and community conversations, and provide other resources for nonprofits and the community, including the following salary survey.

Since 1998, the Foundation has conducted a biennial nonprofit salary survey to compile data about compensation for nonprofit professionals in our community. This year, 110 nonprofits in Teton County, Wyoming responded to the survey. The following document reports the aggregate results of questions asked about employees' salaries and benefits. To ensure anonymity and enhance data integrity and analysis, this year's survey was conducted by an outside statistician on behalf of the Foundation. We would like to specifically thank Laurentius Marais, Vice President of William E. Wecker Associates, Inc. and Karen Taves, Principal Consultant at William E. Wecker Associates, Inc., for their insights and support of this project.

## II. Methodology

We conducted the 2018 Nonprofit Survey in October–November 2018 via the SurveyMonkey cloud-based online survey platform. All nonprofit subscribers to the Foundation’s Nonprofit List Serve<sup>1</sup> were invited to participate. We estimate that there are 207 nonprofits in the area, including 133 with paid staff.<sup>2</sup>

**Table 1: Biennial Compensation Survey Participation**

	2010	2012	2014	2016	2018
Number of Organizations Queried	-	128	134	206	207*
Respondents with Paid Staff	75	80	75	73	110

\*Estimated

Respondents were asked detailed questions about matters including compensation, education, and benefits for the Executive Director/President/Chief Executive Officer and the next *five* highest-paid staff (or fewer for nonprofits with fewer than six paid employees). Our 2018 survey questionnaire is attached to this report as Appendix A.

Several of the tables in this report include the *Mean*, *Low*, first quartile (“*Q25*”), *Median*, third quartile (“*Q75*”), and *High* values of the responses to selected survey questions.

The *Mean*, also known as the *average*, is the *sum* of all included responses divided by the *number* of responses included in the sum. The mean is a familiar way of summarizing a set of responses but is sometimes not typical of the included response data because of the distorting effect of a cluster of unusually high or low values.

The *Median* is obtained by sorting all included responses from high to low and then picking the *middle* value from the sorted list. The median is guaranteed to be typical of the response data in the sense that it is less than approximately half of the responses and greater than approximately half of the responses. The first and third quartiles (*Q25* and *Q75*) are calculated similarly, by going one quarter of the way instead of half way into the sorted list of responses. Quartile values of small groups of responses are interpolated (when there are at least 5 responses).

*Low* is the smallest value reported by any respondent, and *High* is the largest value.

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<sup>1</sup> [www.cfjacksonhole.org/participate/nonprofit-list-serve/](http://www.cfjacksonhole.org/participate/nonprofit-list-serve/)

<sup>2</sup> Based on participation in the 2017 Old Bill’s Fun Run.

### III. Summary

To facilitate peer-to-peer comparisons, we grouped responses into the following operating-budget categories.

**Table 2: Annual Operating Budget Size Categories**  
(Survey Question 2)

<i>Category</i>	<i>Annual Revenue</i>	<i>Number of Responses</i>	<i>Percentage of Responses</i>
<i>A</i>	\$0-\$49,999	10	9%
<i>B</i>	\$50,000-\$99,999	8	7%
<i>C</i>	\$100,000-\$299,999	21	19%
<i>D</i>	\$300,000-\$499,999	11	10%
<i>E</i>	\$500,000-\$999,999	19	17%
<i>F</i>	\$1,000,000-\$2,999,999	25	23%
<i>G</i>	\$3,000,000+	16	15%

## A. 2018 Compensation by Position for the Six Highest-Paid Employees

Respondents were asked detailed questions about the Executive Director/President/Chief Executive Officer and the next *five* highest-paid staff.

**Table 3: Annualized Compensation<sup>3,4</sup> for Full-Time Employees<sup>5</sup>**  
(Survey Questions 18, 20–22, 24–26, 28–30, 32–34, 36–38, and 40)

<i>Full-Time Employees</i>	Responses	Mean	Low	Q25	Median	Q75	High
Executive Director/President/Chief Executive Officer	78	\$107,436	\$5,000	\$65,000	\$85,000	\$130,000	\$325,000
Financial Director/Chief Financial Officer	15	\$119,000	\$45,000	\$65,000	\$90,000	\$115,000	\$325,000
Accountant/Bookkeeper	5	\$80,000	\$65,000	\$65,000	\$70,000	\$82,500	\$110,000
Administrator/Chief Operating Officer	14	\$87,500	\$35,000	\$45,000	\$65,000	\$130,000	\$170,000
Program Director	63	\$63,095	\$25,000	\$45,000	\$65,000	\$75,000	\$130,000
Marketing Director	12	\$66,667	\$45,000	\$55,000	\$65,000	\$75,000	\$85,000
Development Director	20	\$82,250	\$45,000	\$65,000	\$75,000	\$85,000	\$130,000
Support Staff (programs, assistants, office manager, secretary, etc.)	18	\$50,556	\$25,000	\$45,000	\$55,000	\$55,000	\$65,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	30	\$56,000	\$15,000	\$40,000	\$55,000	\$65,000	\$170,000
Volunteer Coordinator	3	\$48,333	\$45,000		\$45,000		\$55,000
Other	10	\$73,000	\$45,000	\$55,000	\$75,000	\$85,000	\$95,000

<sup>3</sup> The Survey defines “compensation” as all forms of taxable money-equivalent emolument from the organization—including, but not limited to, base salary as well as any bonuses, incentive payments, housing allowances, or vehicle allowances, but NOT including reimbursements for expenses incurred on behalf of the organization.

<sup>4</sup> The Survey defines “annualized compensation” as what a part-time or part-year employee’s annual compensation would have been if they had in fact worked full-time for the full year. For employees who did work full-time for the full year, this is simply their actual annual compensation. For employees who did not work full-time for the full year, this is their compensation for the time they did work, scaled up to what it would have been if they had worked full-time at the same periodic (i.e., hourly, daily, or monthly) rate.

<sup>5</sup> Respondents were asked detailed questions about matters including compensation, education, work pattern, and benefits for the Executive Director/President/Chief Executive Officer and the next *five* highest-paid staff (or fewer for nonprofits with fewer than six paid employees).



**Table 4: Annualized Compensation<sup>6</sup> for Part-Time Employees<sup>7,8</sup>**  
(Survey Questions 18, 20–22, 24–26, 28–30, 32–34, 36–38, and 40)

<i>Part-Time Employees</i>	Responses	Mean	Low	Q25	Median	Q75	High
Executive Director/President/Chief Executive Officer	20	\$32,000	\$5,000	\$5,000	\$35,000	\$45,000	\$75,000
Financial Director/Chief Financial Officer							
Accountant/Bookkeeper	2	\$40,000	\$5,000		\$5,000		\$75,000
Administrator/Chief Operating Officer	2	\$20,000	\$5,000		\$5,000		\$35,000
Program Director	7	\$25,000	\$5,000	\$12,500	\$20,000	\$27,500	\$55,000
Marketing Director	6	\$35,000	\$25,000	\$25,000	\$25,000	\$35,000	\$65,000
Development Director	4	\$35,000	\$15,000		\$25,000		\$65,000
Support Staff (programs, assistants, office manager, secretary, etc.)	12	\$22,500	\$5,000	\$5,000	\$15,000	\$25,000	\$75,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	3	\$60,000	\$25,000		\$25,000		\$130,000
Volunteer Coordinator							
Other							

<sup>6</sup> See footnotes 3 and 4.

<sup>7</sup> See footnote 5.

<sup>8</sup> The low reported values of some part-time employees' "annualized compensation" suggest that some respondents reported actual part-time compensation rather than fully annualized compensation. Nevertheless, for purposes of the summary tables in this report, we accepted such responses at face value rather than attempt to second-guess the survey responses.

## B. 2018 Compared to Prior Years

Previous salary surveys defined job categories differently from the 2018 survey and defined compensation less comprehensively than “annualized compensation” as defined in the 2018 survey. Accordingly, the “mean” compensation values summarized in Table 5 below represent only those positions that correspond more or less directly to positions included in prior surveys, and may not be directly comparable to values from previous surveys.

**Table 5: Annualized Compensation for 2018 Compared to Mean Salaries in Prior Years<sup>9</sup>**  
(Survey Questions 18, 20–22, 24–26, 28–30, 32–34, 36–38, and 40)

	Mean Salary/Compensation				% Change from		
	2012	2014	2016	2018	2012	2014	2016
<i>Full-Time Employees</i>							
Executive Director/President/Chief Executive Officer	\$75,352	\$86,597	\$94,027	\$107,436	43%	24%	14%
Financial Director/Chief Financial Officer	\$62,286	\$81,379	\$103,925	\$119,000	91%	46%	15%
Accountant/Bookkeeper	\$45,283	\$50,934	\$50,265	\$80,000	77%	57%	59%
Marketing Director	\$49,000	\$54,495	\$68,454	\$66,667	36%	22%	-3%
Development Director	\$58,091	\$80,646	\$87,792	\$82,250	42%	2%	-6%
Additional Support Staff	\$43,634	\$45,657	\$54,856	\$68,301	57%	50%	25%
<i>Part-Time Employees</i>							
Executive Director/President/Chief Executive Officer	\$50,747	\$61,007	\$79,514	\$32,000	-37%	-48%	-60%
Accountant/Bookkeeper	\$38,375	\$47,813	\$52,400	\$40,000	4%	-16%	-24%
Marketing Director	\$32,000	\$60,000	\$53,133	\$35,000	9%	-42%	-34%
Development Director		\$52,500	\$62,287	\$35,000		-33%	-44%
Additional Support Staff	\$61,872	\$53,134		\$27,708	-55%	-48%	

<sup>9</sup> See footnote 8.

## IV. Staff Composition, Compensation, and Benefits

### A. Number of Staff

**Table 6: Reported Numbers of Paid Employee Positions within Employee-Type Categories (Groups of Rows) and Budget-Size Categories (Columns)**  
(Survey Question 3)

<i>Type of Employee Position</i>	<i>Number of Employee Positions</i>	<b>A: &lt;\$50k</b>	<b>B: \$50k</b>	<b>C: \$100k</b>	<b>D: \$300K</b>	<b>E: \$500k</b>	<b>F: \$1m</b>	<b>G: \$3m+</b>	<b>Total</b>
Full-Time Year-Round	1	2	2	4	3			1	12
	2		1	8	2	2			13
	3-5			2	5	9	1	1	18
	6-9					8	9	3	20
	10-19						14	1	15
	20-49						1	6	7
	50-99							1	1
	100+							3	3
	<i>Don't know</i>								0
	<i>Total</i>	2	3	14	10	19	25	16	89
Part-Time Year-Round	1	3	2	8	3	3	5	1	25
	2		2	1	2	1	4	1	11
	3-5	1		4	3	5	3	2	18
	6-9				1		1	2	4
	10-19						2	2	4
	20-49							1	1
	50-99								0
	100+							2	2
	<i>Don't know</i>							1	1
	<i>Total</i>	4	4	13	9	9	15	12	66
Full-Time Seasonal	1			2			3		5
	2				4	1	1	1	7
	3-5					3	4	2	9
	6-9					1	1		2
	10-19				1		2	4	7
	20-49								0
	50-99							1	1
	100+						1		1
	<i>Don't know</i>								0
	<i>Total</i>	0	0	2	5	5	12	8	32
Part-Time Seasonal	1			2	2	2	5		11
	2	2	1	1	1	3	3	1	12
	3-5			2	1	5	2	1	11
	6-9			2		1		3	6
	10-19				1	1			2
	20-49				1		1	1	3
	50-99						1		1
	100+								0
	<i>Don't know</i>							1	1
	<i>Total</i>	2	1	7	6	12	12	7	47

**Table 7: Reported Numbers of Volunteer Positions  
within Volunteer-Type Categories (Groups of Rows)  
and Budget-Size Categories (Columns)  
(Survey Question 4)**

<i>Type of Volunteer Positions</i>	<i>Number of Volunteer Positions</i>	<b>A: &lt;\$50k</b>	<b>B: \$50k</b>	<b>C: \$100k</b>	<b>D: \$300K</b>	<b>E: \$500k</b>	<b>F: \$1m</b>	<b>G: \$3m+</b>	<b>Total</b>
Full-Time Year-Round	1	3	1			1	1		6
	2				1	1		1	3
	3-5	1							1
	6-9								0
	10-19		1					1	2
	20-49					1			1
	50-99			1					1
	100+								0
	<i>Don't know</i>							1	1
	<b>Total</b>	4	2	1	1	3	1	3	15
Part-Time Year-Round	1	1	1	2					4
	2	2		1					3
	3-5	1		3	4	2	1	1	12
	6-9		2			2	1	1	6
	10-19	3		1	1	1		2	8
	20-49	1		1		1		3	6
	50-99			1			1		2
	100+			1		1			2
	<i>Don't know</i>							1	1
	<b>Total</b>	8	3	10	5	7	3	8	44
Full-Time Seasonal	1						2		2
	2			1		1		1	3
	3-5	1	2					1	4
	6-9								0
	10-19							1	1
	20-49			1					1
	50-99								0
	100+								0
	<i>Don't know</i>	1						1	2
	<b>Total</b>	2	2	2	0	1	2	4	13
Part-Time Seasonal	1		1	1		1	1		4
	2	2			1	2	2	1	8
	3-5	4		3	3	2	2	1	15
	6-9			1					1
	10-19		1	3	2		1	1	8
	20-49			1	2	3	1	2	9
	50-99					1			1
	100+					1	1	1	3
	<i>Don't know</i>	1						1	2
	<b>Total</b>	7	2	9	8	10	8	7	51



## B. Number of Volunteers, Volunteer Hours, and Volunteer Training

**Table 8: Reported Numbers of Volunteers, Volunteer Hours, and Volunteer Training within Budget-Size Categories**  
(Survey Questions 5-7)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Number of Volunteers	<i>Respondennts*</i>	10	8	21	11	17	24	14	105
	<i>Mean</i>	16	13	25	51	123	98	40	61
	<i>Low</i>	0	1	0	0	1	0	0	0
	<i>Q25 (if n ≥ 5)</i>	4.0	4.0	4.3	4.0	9.5	0.0	0.5	3.3
	<i>Median</i>	10.0	12.0	8.0	14.5	47.5	12.0	20.0	13.0
	<i>Q75 (if n ≥ 5)</i>	23.0	20.0	18.0	42.5	78.8	60.0	57.5	50.0
	<i>High</i>	50	25	200	320	1,200	700	125	1,200
Number of Volunteer Hours	<i>Respondennts*</i>	9	8	18	9	14	20	12	90
	<i>Mean</i>	353	267	377	556	1,788	1,465	1,352	974
	<i>Low</i>	0	1	0	0	1	0	0	0
	<i>Q25 (if n ≥ 5)</i>	1.0	30.0	30.0	1.0	17.5	0.0	0.0	1.0
	<i>Median</i>	5.5	200.0	100.0	125.0	300.0	40.0	1.0	100.0
	<i>Q75 (if n ≥ 5)</i>	228.8	300.0	455.0	787.5	2,256.5	500.0	1,000.0	805.0
	<i>High</i>	1,500	1,000	2,500	2,000	7,769	10,000	7,800	10,000
Provide Volunteer Training	<i>Yes</i>	2	2	8	6	12	9	10	49
	<i>No</i>	8	5	13	3	5	16	5	55
	<i>Don't Know</i>	0	1	0	2	2	0	1	6
	<i>Total</i>	10	8	21	11	19	25	16	110

\*Number of survey respondents providing a numerical response value.

## C. Annualized Compensation by Position and Budget-Size Category

**Table 9: Annualized Compensation<sup>10</sup> by Position within Budget-Size Categories**  
(Survey Questions 18, 20–22, 24–26, 28–30, 32–34, 36–38, and 40)

<i>Position</i>		<b>A: &lt;\$50k</b>	<b>B: \$50k</b>	<b>C: \$100k</b>	<b>D: \$300K</b>	<b>E: \$500k</b>	<b>F: \$1m</b>	<b>G: \$3m+</b>	<b>Overall</b>
Executive Director / President / Chief Executive Officer	<i>Respondents*</i>	6	7	21	11	16	22	15	98
	<i>Mean</i>	10,000	37,857	45,000	69,091	105,625	138,864	149,667	92,041
	<i>Low</i>	5,000	5,000	5,000	35,000	65,000	55,000	95,000	5,000
	<i>Q25 (if n ≥ 5)</i>	5,000	20,000	37,500	45,000	75,000	75,000	110,000	45,000
	<i>Median (if n ≥ 5)</i>	5,000	40,000	45,000	65,000	85,000	95,000	140,000	75,000
	<i>Q75 (if n ≥ 5)</i>	5,000	47,500	55,000	77,500	85,000	170,000	175,000	110,000
	<i>High</i>	35,000	55,000	65,000	130,000	275,000	325,000	225,000	325,000
Financial Director / Chief Financial Officer	<i>Respondents*</i>					1	9	5	15
	<i>Mean</i>					65,000	110,556	145,000	119,000
	<i>Low</i>						45,000	65,000	45,000
	<i>Q25 (if n ≥ 5)</i>						62,500	72,500	65,000
	<i>Median (if n ≥ 5)</i>						85,000	102,500	90,000
	<i>Q75 (if n ≥ 5)</i>						95,000	125,000	115,000
	<i>High</i>						225,000	325,000	325,000
Accountant / Bookkeeper	<i>Respondents*</i>			1		1	5		7
	<i>Mean</i>			5,000		75,000	80,000		68,571
	<i>Low</i>						65,000		5,000
	<i>Q25 (if n ≥ 5)</i>						65,000		50,000
	<i>Median (if n ≥ 5)</i>						70,000		70,000
	<i>Q75 (if n ≥ 5)</i>						82,500		77,500
	<i>High</i>						110,000		110,000
Administrator / Chief Operating Officer	<i>Respondents*</i>			2	3	3	6	2	16
	<i>Mean</i>			20,000	41,667	55,000	112,500	130,000	79,063
	<i>Low</i>			5,000	35,000	45,000	55,000	130,000	5,000
	<i>Q25 (if n ≥ 5)</i>						65,000		45,000
	<i>Median (if n ≥ 5)</i>						75,000		55,000
	<i>Q75 (if n ≥ 5)</i>						150,000		130,000
	<i>High</i>			35,000	45,000	65,000	170,000	130,000	170,000
Program Director	<i>Respondents*</i>	2	1	6	8	20	23	12	72
	<i>Mean</i>	10,000	35,000	40,000	46,250	55,500	67,826	77,917	59,306
	<i>Low</i>	5,000		25,000	25,000	15,000	35,000	55,000	5,000
	<i>Q25 (if n ≥ 5)</i>			30,000	25,000	45,000	55,000	65,000	45,000
	<i>Median (if n ≥ 5)</i>			35,000	35,000	55,000	65,000	75,000	65,000
	<i>Q75 (if n ≥ 5)</i>			45,000	55,000	65,000	75,000	85,000	75,000
	<i>High</i>	15,000		55,000	85,000	75,000	130,000	110,000	130,000

<sup>10</sup> See footnotes 3 and 4.

Table 9 (continued)

<i>Position</i>		<b>A: &lt;\$50k</b>	<b>B: \$50k</b>	<b>C: \$100k</b>	<b>D: \$300K</b>	<b>E: \$500k</b>	<b>F: \$1m</b>	<b>G: \$3m+</b>	<b>Overall</b>
Marketing Director	<i>Respondents*</i>		1	3	1	3	7	3	18
	<i>Mean</i>		25,000	31,667	25,000	58,333	70,714	65,000	56,111
	<i>Low</i>			25,000		55,000	55,000	45,000	25,000
	<i>Q25 (if n ≥5)</i>						62,500		35,000
	<i>Median (if n ≥5)</i>						70,000		55,000
	<i>Q75 (if n ≥5)</i>						75,000		70,000
	<i>High</i>			35,000		65,000	85,000	85,000	85,000
Development Director	<i>Respondents*</i>			2	1	8	10	3	24
	<i>Mean</i>			25,000	25,000	72,500	84,000	96,667	74,375
	<i>Low</i>			15,000		65,000	45,000	75,000	15,000
	<i>Q25 (if n ≥5)</i>					65,000	65,000		65,000
	<i>Median (if n ≥5)</i>					65,000	75,000		75,000
	<i>Q75 (if n ≥5)</i>					75,000	85,000		85,000
	<i>High</i>			35,000		85,000	130,000	130,000	130,000
Support Staff (programs, assistants, office manager, secretary, etc.)	<i>Respondents*</i>	2	1	9	8	8	8	2	38
	<i>Mean</i>	5,000	35,000	18,333	28,750	40,000	56,250	65,000	35,263
	<i>Low</i>	5,000		5,000	15,000	5,000	45,000	65,000	5,000
	<i>Q25 (if n ≥5)</i>			5,000	15,000	35,000	55,000		15,000
	<i>Median (if n ≥5)</i>			10,000	25,000	45,000	55,000		35,000
	<i>Q75 (if n ≥5)</i>			22,500	35,000	45,000	55,000		55,000
	<i>High</i>	5,000		55,000	55,000	55,000	75,000	65,000	75,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	<i>Respondents*</i>			6	4	7	13	5	35
	<i>Mean</i>			23,333	22,500	45,000	61,154	106,000	53,429
	<i>Low</i>			5,000	15,000	35,000	45,000	55,000	5,000
	<i>Q25 (if n ≥5)</i>			5,000		35,000	55,000	57,500	35,000
	<i>Median (if n ≥5)</i>			25,000		45,000	65,000	87,500	50,000
	<i>Q75 (if n ≥5)</i>			30,000		45,000	65,000	125,000	65,000
	<i>High</i>			45,000	35,000	65,000	75,000	170,000	170,000
Volunteer Coordinator	<i>Respondents*</i>					3			3
	<i>Mean</i>					48,333			48,333
	<i>Low</i>					45,000			45,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>					55,000			55,000
Other	<i>Respondents*</i>			1	2	1	6		10
	<i>Mean</i>			45,000	60,000	75,000	81,667		73,000
	<i>Low</i>				55,000		55,000		45,000
	<i>Q25 (if n ≥5)</i>						65,000		55,000
	<i>Median (if n ≥5)</i>						85,000		75,000
	<i>Q75 (if n ≥5)</i>						90,000		85,000
	<i>High</i>				65,000		95,000		95,000

\* Number of survey responses reporting a numerical compensation amount for the corresponding position.

## D. Benefits by Employee Type and Budget-Size Category

**Table 10: Benefits for Paid Employees<sup>11</sup>**  
(Survey Questions 18, 22, 26, 30, 34, 38, and 41-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	2	4	21	25	64	110	53	279
	<i>Year-Round Part-Time</i>	10	6	24	11	4	1	1	57
	<i>Seasonal Full-Time</i>			2	1	4			7
	<i>Seasonal Part-Time</i>			4	1	1			6
	<i>Don't Know</i>	1	1			1			3
	<i>Total</i>	13	11	51	38	74	111	54	352
Health Insurance (% Paid by Employer)	<i>0%</i>	6	8	41	25	14	12	12	118
	<i>≤ 50%</i>			3	6	18	6	8	41
	<i>&gt; 50%</i>			3	3	9	28	22	65
	<i>100%</i>		2	2	1	29	57	4	95
	<i>Don't Know</i>	1			3	3	4		11
	<i>Total</i>	7	10	49	38	73	107	46	330
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	6	8	45	30	45	65	24	223
	<i>≤ 50%</i>		1		4	10	6		21
	<i>&gt; 50%</i>			3				16	19
	<i>100%</i>					6	14	6	26
	<i>Don't Know</i>	1			4	12	10		27
	<i>Total</i>	7	9	48	38	73	95	46	316
Dental Insurance (% Paid by Employer)	<i>0%</i>	6	9	45	28	35	12	12	147
	<i>≤ 50%</i>			1	6		9		16
	<i>&gt; 50%</i>			3	3	9	20	16	51
	<i>100%</i>		1			26	61	18	106
	<i>Don't Know</i>	1			1	3	5		10
	<i>Total</i>	7	10	49	38	73	107	46	330
Vision Insurance (% Paid by Employer)	<i>0%</i>	6	8	45	37	52	30	30	208
	<i>≤ 50%</i>			1			6		7
	<i>&gt; 50%</i>			3		5	12	16	36
	<i>100%</i>		2			13	55		70
	<i>Don't Know</i>	1			1	3	5		10
	<i>Total</i>	7	10	49	38	73	108	46	331
Prescription Insurance (% Paid by Employer)	<i>0%</i>	6	8	45	37	37	25	24	182
	<i>≤ 50%</i>			1		4	10		15
	<i>&gt; 50%</i>			3		10	26	16	55
	<i>100%</i>		2			15	30		47
	<i>Don't Know</i>	1			1	7	16	6	31
	<i>Total</i>	7	10	49	38	73	107	46	330

<sup>11</sup> See footnote 5.



Table 10 (continued)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Provide 403(b)/401(k) Retirement Plan	Yes		1	3		39	53	22	118
	No	4	9	48	37	29	48	24	199
	Don't Know	1			1				2
	Total	5	10	51	38	68	101	46	319
Provide Retirement Plan Matching Employee Contribution	Yes		1	8		48	69	24	150
	No	4	9	43	37	20	32	22	167
	Don't Know	1			1				2
	Total	5	10	51	38	68	101	46	319
Provide Pension Plan	Yes		1			14	16	9	40
	No	4	9	51	37	50	79	37	267
	Don't Know	1			1	4	7		13
	Total	5	10	51	38	68	102	46	320
Provide Performance Bonuses	Yes		2	10	3	28	62	19	124
	No	4	8	41	34	40	38	27	192
	Don't Know	1			1		1		3
	Total	5	10	51	38	68	101	46	319
Allow Flexible Work Schedule	Yes	1	7	40	20	51	70	24	213
	No	2	3	11	18	17	31	22	104
	Don't Know	2							2
	Total	5	10	51	38	68	101	46	319
Provide Housing Assistance	Yes		2	2	5	4	7	1	21
	No	4	8	49	33	64	94	39	291
	Don't Know	1						6	7
	Total	5	10	51	38	68	101	46	319
Provide Ski Pass	Yes		1	3	2	10	14		30
	No	4	9	48	34	58	87	46	286
	Don't Know	1			2				3
	Total	5	10	51	38	68	101	46	319
Paid Holidays (number of days)	Respondents*	4	8	49	37	69	107	46	320
	Mean	0	8	6	5	8	11	9	8
	Low	0	0	0	0	0	5	0	0
	Q25 (if n ≥5)		0.0	0.0	0.0	5.0	9.0	7.0	5.0
	Median	0.0	0.0	7.0	4.5	10.0	10.0	9.0	10.0
	Q75 (if n ≥5)		20.0	10.0	10.0	10.0	11.0	10.0	10.0
	High	0	21	22	10	15	30	13	30
Paid Time Off (number of days)	Respondents*	4	7	49	34	69	107	46	316
	Mean	0	0	10	8	19	20	18	16
	Low	0	0	0	0	8	3	0	0
	Q25 (if n ≥5)		0.0	0.3	0.0	10.0	14.0	9.0	10.0
	Median	0.0	0.0	10.0	2.0	15.0	20.0	20.0	15.0
	Q75 (if n ≥5)		0.0	15.0	15.0	25.0	25.0	25.0	22.0
	High	0	3	41+	28	40	41+	34	41+

\*Number of survey respondents providing a numerical response value.

**Table 11: Benefits for Year-Round *Full-Time* Employees<sup>12</sup>**  
(Survey Questions 18, 22, 26, 30, 34, 38, and 41-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	2	4	21	25	64	110	53	279
	<i>Year-Round Part-Time</i>	10	6	24	11	4	1	1	57
	<i>Seasonal Full-Time</i>			2	1	4			7
	<i>Seasonal Part-Time</i>			4	1	1			6
	<i>Don't Know</i>	1	1			1			3
	<i>Total</i>	13	11	51	38	74	111	54	352
Health Insurance (% Paid by Employer)	<i>0%</i>	2	2	15	15	12	12	12	70
	<i>≤ 50%</i>			1	5	17	6	8	37
	<i>&gt; 50%</i>			3	2	7	28	22	62
	<i>100%</i>		2	2	1	27	56	4	92
	<i>Don't Know</i>				2	1	4		7
	<i>Total</i>	2	4	21	25	64	106	46	268
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	2	2	19	18	42	65	24	172
	<i>≤ 50%</i>		1		4	8	6		19
	<i>&gt; 50%</i>			2				16	18
	<i>100%</i>					6	14	6	26
	<i>Don't Know</i>				3	8	9		20
	<i>Total</i>	2	3	21	25	64	94	46	255
Dental Insurance (% Paid by Employer)	<i>0%</i>	2	3	19	17	33	12	12	98
	<i>≤ 50%</i>				5		9		14
	<i>&gt; 50%</i>			2	2	7	20	16	47
	<i>100%</i>		1			23	60	18	102
	<i>Don't Know</i>				1	1	5		7
	<i>Total</i>	2	4	21	25	64	106	46	268
Vision Insurance (% Paid by Employer)	<i>0%</i>	2	2	19	24	48	30	30	155
	<i>≤ 50%</i>						6		6
	<i>&gt; 50%</i>			2		4	12	16	34
	<i>100%</i>		2			11	54		67
	<i>Don't Know</i>				1	1	5		7
	<i>Total</i>	2	4	21	25	64	107	46	269
Prescription Insurance (% Paid by Employer)	<i>0%</i>	2	2	19	24	33	25	24	129
	<i>≤ 50%</i>					4	10		14
	<i>&gt; 50%</i>			2		8	26	16	52
	<i>100%</i>		2			15	30		47
	<i>Don't Know</i>				1	4	15	6	26
	<i>Total</i>	2	4	21	25	64	106	46	268

<sup>12</sup> See footnote 5.

Table 11 (continued)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Provide 403(b)/401(k) Retirement Plan	Yes		1	2		35	53	22	113
	No	1	3	19	24	25	47	24	143
	Don't Know				1				1
	Total	1	4	21	25	60	100	46	257
Provide Retirement Plan Matching Employee Contribution	Yes		1	5		45	69	24	144
	No	1	3	16	24	15	31	22	112
	Don't Know				1				1
	Total	1	4	21	25	60	100	46	257
Provide Pension Plan	Yes		1			13	15	9	38
	No	1	3	21	24	43	79	37	208
	Don't Know				1	4	7		12
	Total	1	4	21	25	60	101	46	258
Provide Performance Bonuses	Yes		2	4	3	26	62	19	116
	No	1	2	17	21	34	37	27	139
	Don't Know				1		1		2
	Total	1	4	21	25	60	100	46	257
Allow Flexible Work Schedule	Yes		4	16	9	44	70	24	167
	No			5	16	16	30	22	89
	Don't Know	1							1
	Total	1	4	21	25	60	100	46	257
Provide Housing Assistance	Yes		1		5	4	6	1	17
	No	1	3	21	20	56	94	39	234
	Don't Know							6	6
	Total	1	4	21	25	60	100	46	257
Provide Ski Pass	Yes		1	2	1	9	14		27
	No	1	3	19	24	51	86	46	230
	Don't Know								0
	Total	1	4	21	25	60	100	46	257
Paid Holidays (number of days)	Respondents*	1	2	19	24	60	106	46	258
	Mean	0	11	9	6	9	11	9	9
	Low	0	0	0	0	0	5	0	0
	Q25 (if n ≥5)			4.8	0.0	6.0	9.0	7.0	7.0
	Median	0.0	0.0	8.0	8.0	10.0	10.0	9.0	10.0
	Q75 (if n ≥5)			10.0	10.0	10.0	11.0	10.0	10.0
	High	0	21	22	10	15	30	13	30
Paid Time Off (number of days)	Respondents*	1	2	19	22	60	106	46	256
	Mean	0	2	15	8	19	20	18	18
	Low	0	0	0	0	8	3	0	0
	Q25 (if n ≥5)			10.0	0.0	10.0	14.0	9.0	12.0
	Median	0.0	0.0	15.0	10.0	15.0	20.0	20.0	15.0
	Q75 (if n ≥5)			15.0	15.0	25.0	25.0	25.0	25.0
	High	0	3	41+	28	40	41+	34	41+

\*Number of survey respondents providing a numerical response value.

**Table 12: Benefits for Year-Round *Part-Time* Employees<sup>13</sup>**  
(Survey Questions 18, 22, 26, 30, 34, 38, and 41-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	2	4	21	25	64	110	53	279
	<i>Year-Round Part-Time</i>	10	6	24	11	4	1	1	57
	<i>Seasonal Full-Time</i>			2	1	4			7
	<i>Seasonal Part-Time</i>			4	1	1			6
	<i>Don't Know</i>	1	1			1			3
	<i>Total</i>	13	11	51	38	74	111	54	352
Health Insurance (% Paid by Employer)	<i>0%</i>	4	6	21	8	2			41
	<i>≤ 50%</i>			2	1	1			4
	<i>&gt; 50%</i>				1	1			2
	<i>100%</i>						1		1
	<i>Don't Know</i>				1				1
	<i>Total</i>	4	6	23	11	4	1	0	49
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	4	6	21	10	1			42
	<i>≤ 50%</i>					2			2
	<i>&gt; 50%</i>			1					1
	<i>100%</i>								0
	<i>Don't Know</i>				1	1	1		3
	<i>Total</i>	4	6	22	11	4	1	0	48
Dental Insurance (% Paid by Employer)	<i>0%</i>	4	6	21	9	2			42
	<i>≤ 50%</i>			1	1				2
	<i>&gt; 50%</i>			1	1	1			3
	<i>100%</i>					1	1		2
	<i>Don't Know</i>								0
	<i>Total</i>	4	6	23	11	4	1	0	49
Vision Insurance (% Paid by Employer)	<i>0%</i>	4	6	21	11	2			44
	<i>≤ 50%</i>			1					1
	<i>&gt; 50%</i>			1					1
	<i>100%</i>					2	1		3
	<i>Don't Know</i>								0
	<i>Total</i>	4	6	23	11	4	1	0	49
Prescription Insurance (% Paid by Employer)	<i>0%</i>	4	6	21	11	2			44
	<i>≤ 50%</i>			1					1
	<i>&gt; 50%</i>			1		1			2
	<i>100%</i>								0
	<i>Don't Know</i>					1	1		2
	<i>Total</i>	4	6	23	11	4	1	0	49

<sup>13</sup> See footnote 5.



Table 12 (continued)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Provide 403(b)/401(k) Retirement Plan	Yes			1		2			3
	No	3	6	23	11	2	1		46
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Provide Retirement Plan Matching Employee Contribution	Yes			2		1			3
	No	3	6	22	11	3	1		46
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Provide Pension Plan	Yes					1	1		2
	No	3	6	24	11	3			47
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Provide Performance Bonuses	Yes			6					6
	No	3	6	18	11	4	1		43
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Allow Flexible Work Schedule	Yes	1	3	18	9	3			34
	No	2	3	6	2	1	1		15
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Provide Housing Assistance	Yes		1				1		2
	No	3	5	24	11	4			47
	Don't Know								0
	Total	3	6	24	11	4	1	0	49
Provide Ski Pass	Yes			1	1	1			3
	No	3	6	23	9	3	1		45
	Don't Know				1				1
	Total	3	6	24	11	4	1	0	49
Paid Holidays (number of days)	Respondents*	3	6	24	11	4	1	0	49
	Mean	0	7	5	4	5	10		5
	Low	0	0	0	0	0	10		0
	Q25 (if n ≥5)		0.0	0.0	0.0				0.0
	Median	0.0	0.0	0.0	4.0	4.0	10.0		2.0
	Q75 (if n ≥5)		10.0	10.0	5.5				7.8
	High	0	20	22	10	10	10		22
Paid Time Off (number of days)	Respondents*	3	5	24	10	4	1	0	47
	Mean	0	0	6	9	17	12		7
	Low	0	0	0	0	10	12		0
	Q25 (if n ≥5)		0.0	0.0	0.0				0.0
	Median	0.0	0.0	4.0	2.0	15.0	12.0		2.0
	Q75 (if n ≥5)		0.0	10.0	20.0				13.0
	High	0	0	21	20	28	12		28

\*Number of survey respondents providing a numerical response value.

**Table 13: Family/Maternity/Paternity Benefits within Budget-Size Categories**  
(Survey Questions 50-51)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Number of Respondents Offering Paid Family / Maternity / Paternity Leave	<i>Yes</i>	1	1	2	1	6	3	2	16
	<i>No</i>	3	7	19	9	7	15	6	66
	<i>Don't Know</i>	1			1	3	2	2	9
	<i>Total</i>	5	8	21	11	16	20	10	91
Days of Paid Family / Maternity / Paternity Leave Offered	<i>Respondents*</i>		1	1	1	5	2	1	11
	<i>Mean</i>		6	12	8	7	8	12	8
	<i>Low</i>					4	4		4
	<i>Q25 (if n ≥ 5)</i>					4.5			5.5
	<i>Median (if n ≥ 5)</i>					6.0			7.0
	<i>Q75 (if n ≥ 5)</i>					7.5			12.0
	<i>High</i>					12	12		12

\*Number of survey respondents providing a numerical response value.

## V. Compensation and Benefits by Position

Data were collected from each respondent for the Executive Director/President/Chief Executive Officer as well as other highest-paid employees (up to a total of six).

**Table 14: Executive Director/President/Chief Executive Officer**  
(Survey Questions 18–20 and 41–49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Executive Director / President / Chief Executive Officer Positions</b>	<i>Full-Time Yearly</i>	2	3	12	9	17	24	16	83
	<i>Part-Time Yearly</i>	6	4	9	2				21
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>	1	1						2
	<i>Total</i>	9	8	21	11	17	24	16	106
<b>Year-Round Full-Time Annualized Compensation</b>	<i>Respondents*</i>	1	3	12	9	16	22	15	78
	<i>Mean</i>	\$5,000	\$41,667	\$51,667	\$71,111	\$105,625	\$138,864	\$149,667	\$107,436
	<i>Low</i>		\$25,000	\$25,000	\$35,000	\$65,000	\$55,000	\$95,000	\$5,000
	<i>Q25 (if n ≥ 5)</i>			\$45,000	\$47,500	\$75,000	\$75,000	\$110,000	\$65,000
	<i>Median (if n ≥ 5)</i>			\$55,000	\$65,000	\$85,000	\$95,000	\$140,000	\$85,000
	<i>Q75 (if n ≥ 5)</i>			\$55,000	\$82,500	\$85,000	\$170,000	\$175,000	\$130,000
	<i>High</i>		\$55,000	\$65,000	\$130,000	\$275,000	\$325,000	\$225,000	\$325,000
<b>Year-Round Part-Time Annualized Compensation</b>	<i>Respondents*</i>	5	4	9	2				20
	<i>Mean</i>	\$11,000	\$35,000	\$36,111	\$60,000				\$32,000
	<i>Low</i>	\$5,000	\$5,000	\$5,000	\$45,000				\$5,000
	<i>Q25 (if n ≥ 5)</i>	\$5,000		\$20,000					\$5,000
	<i>Median (if n ≥ 5)</i>	\$5,000		\$40,000					\$35,000
	<i>Q75 (if n ≥ 5)</i>	\$5,000		\$45,000					\$45,000
	<i>High</i>	\$35,000	\$55,000	\$55,000	\$75,000				\$75,000
<b>Highest Degree Held</b>	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>	5	6	11	6	9	9	6	52
	<i>Postgraduate degree</i>	3	1	10	5	7	14	9	49
	<i>Don't Know</i>	1	1			1	1		4
	<i>Total</i>	9	8	21	11	17	24	15	105

Table 14 (continued)

		A: ≤\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Health Insurance (% Paid by Employer)	0%	5	5	16	7	4	2	3	42
	≤ 50%			2	1	4	1	2	10
	> 50%			1	1	2	5	4	13
	100%		2	2	1	6	11	1	23
	Don't Know	1			1	1	1		4
	Total	6	7	21	11	17	20	10	92
High Deductible / HSA Eligible Plan (% Paid by Employer)	0%	5	5	19	8	10	12	6	65
	≤ 50%		1		1	3	1		6
	> 50%			1				3	4
	100%					1	3	1	5
	Don't Know	1			2	3	2		8
	Total	6	6	20	11	17	18	10	88
Dental Insurance (% Paid by Employer)	0%	5	6	19	8	9	2	4	53
	≤ 50%			1	1		1		3
	> 50%			1	1	2	4	3	11
	100%		1			5	11	3	20
	Don't Know	1			1	1	2		5
	Total	6	7	21	11	17	20	10	92
Vision Insurance (% Paid by Employer)	0%	5	5	19	10	12	6	7	64
	≤ 50%			1			1		2
	> 50%			1		1	2	3	7
	100%		2			3	10		15
	Don't Know	1			1	1	2		5
	Total	6	7	21	11	17	21	10	93
Prescription Insurance (% Paid by Employer)	0%	5	5	19	10	9	5	6	59
	≤ 50%			1		1	2		4
	> 50%			1		2	5	3	11
	100%		2			3	5		10
	Don't Know	1			1	2	3	1	8
	Total	6	7	21	11	17	20	10	92

Table 14 (continued)

		A: ≤\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Provide 403(b)/401(k) Retirement Plan	Yes		1	1		8	10	4	24
	No	3	6	20	10	8	9	6	62
	Don't Know	1			1				2
	Total	4	7	21	11	16	19	10	88
Provide Retirement Plan Matching Employee Contribution	Yes		1	3		10	12	4	30
	No	3	6	18	10	6	7	6	56
	Don't Know	1			1				2
	Total	4	7	21	11	16	19	10	88
Provide Pension Plan	Yes		1			4	3	2	10
	No	3	6	21	10	11	15	8	74
	Don't Know	1			1	1	2		5
	Total	4	7	21	11	16	20	10	89
Provide Performance Bonuses	Yes		1	6	2	6	12	5	32
	No	3	6	15	8	10	7	5	54
	Don't Know	1			1				2
	Total	4	7	21	11	16	19	10	88
Allow Flexible Work Schedule	Yes	1	5	16	7	12	15	6	62
	No	1	2	5	4	4	4	4	24
	Don't Know	2							2
	Total	4	7	21	11	16	19	10	88
Provide Housing Assistance	Yes		1		2	1	1	1	6
	No	3	6	21	9	15	18	8	80
	Don't Know	1						1	2
	Total	4	7	21	11	16	19	10	88
Provide Ski Pass	Yes		1	1		3	3		8
	No	3	6	20	11	13	16	10	79
	Don't Know	1							1
	Total	4	7	21	11	16	19	10	88
Paid Holidays (number of days)	Respondents*	3	6	20	10	16	20	10	85
	Mean	0	7	6	6	8	11	8	8
	Low	0	0	0	0	0	5	0	0
	Q25 (if n ≥ 5)		0.0	0.0	0.0	5.0	9.0	6.0	4.0
	Median	0.0	0.0	5.0	7.0	10.0	10.0	9.0	9.0
	Q75 (if n ≥ 5)		10.0	10.0	9.0	10.0	11.0	10.0	10.0
Paid Time Off (number of days)	High	0	21	22	10	15	30	13	30
	Respondents*	3	5	20	9	16	20	10	83
	Mean	0	1	11	11	20	23	18	15
	Low	0	0	0	0	8	3	0	0
	Q25 (if n ≥ 5)		0.0	0.0	0.0	15.0	15.0	1.5	3.0
	Median	0.0	0.0	10.0	6.0	18.0	23.0	20.0	15.0
	Q75 (if n ≥ 5)		0.0	15.0	19.0	25.0	25.0	27.0	25.0
	High	0	3	41+	28	35	41+	34	41+

**Table 15: Characteristics of the Executive Director/President/Chief Executive Officer**  
(Survey Questions 12–17)

		<b>A: &lt;\$50k</b>	<b>B: \$50k</b>	<b>C: \$100k</b>	<b>D: \$300K</b>	<b>E: \$500k</b>	<b>F: \$1m</b>	<b>G: \$3m+</b>	<b>Total / Overall</b>
Succession Plan in Place	<i>Yes</i>	1	1	4	2	5	11	4	28
	<i>No</i>	6	7	14	7	9	11	5	59
	<i>Don't Know</i>	2		3	2	3	2	7	19
	<i>Total</i>	9	8	21	11	17	24	16	106
Years in Job	<i>Respondents*</i>	8	7	20	11	16	20+	16	78
	<i>Mean</i>	7	6	6	4	5	7	7	6
	<i>Low</i>	1	1	1	1	1	1	1	1
	<i>Q25 (if n ≥5)</i>	3.0	1.0	1.0	1.0	3.0	2.0	3.0	2.0
	<i>Median</i>	5.0	3.0	3.0	3.0	4.0	5.0	5.0	4.0
	<i>Q75 (if n ≥5)</i>	8.0	8.0	5.0	4.3	6.0	13.0	6.0	8.0
	<i>High</i>	16	15	20+	15	12	15	20+	20+
Years Prior Experience	<i>Respondents*</i>	9	6	20	11	16	20+	16	78
	<i>Mean</i>	14	11	9	10	11	12	14	11
	<i>Low</i>	1	1	1	1	1	1	1	1
	<i>Q25 (if n ≥5)</i>	1.5	1.0	2.0	3.8	4.0	4.0	3.0	3.0
	<i>Median</i>	12.0	7.0	5.0	8.0	9.0	13.0	14.0	10.0
	<i>Q75 (if n ≥5)</i>	20+	17.0	15.0	11.0	13.0	18.0	18.0	18.0
	<i>High</i>	20+	20+	20+	20+	20+	20+	20+	20+
Age Range	<i>Under 39</i>		3	11	2	5	5	2	28
	<i>40-49 years old</i>	2	1	2	4	7	5	3	24
	<i>50-59 years old</i>	1		3	3	3	8	5	23
	<i>60 and over</i>	5	3	4	2	1	6	6	27
	<i>Don't Know</i>	1	1	1		1			4
	<i>Total</i>	9	8	21	11	17	24	16	106
Owns Home	<i>Yes</i>	7	5	15	9	13	23	15	87
	<i>No</i>	1	3	5	2	2	1	1	15
	<i>Don't Know</i>		1	1		1			3
	<i>Total</i>	8	9	21	11	16	24	16	105
Home Location	<i>Teton County, WY</i>	6	4	16	7	12	21	12	78
	<i>Teton County, ID</i>	2	2	3	2	3	1	1	14
	<i>Elsewhere</i>	1	1	1	2	1	2	3	11
	<i>Don't Know</i>		1	1		1			3
	<i>Total</i>	9	8	21	11	17	24	16	106

\*Number of survey respondents providing a numerical response value.

**Table 16: Financial Director/Chief Financial Officer**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Financial Director / Chief Financial Officer Positions</b>	<i>Full-Time Yearly</i>					1	9	5	15
	<i>Part-Time Yearly</i>								
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>					1	9	5	15
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>					1	9	5	15
	<i>Mean</i>					\$65,000	\$110,556	\$145,000	\$119,000
	<i>Low</i>						\$45,000	\$65,000	\$45,000
	<i>Q25 (if n ≥5)</i>						\$62,500	\$72,500	\$65,000
	<i>Median (if n ≥5)</i>						\$85,000	\$102,500	\$90,000
	<i>Q75 (if n ≥5)</i>						\$95,000	\$125,000	\$115,000
	<i>High</i>						\$225,000	\$325,000	\$325,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>								
	<i>Mean</i>								
	<i>Low</i>								
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>						1		1
	<i>Four-year college degree</i>					1	2	2	5
	<i>Postgraduate degree</i>						6	3	9
	<i>Don't Know</i>								
	<i>Total</i>					1	9	5	15



**Table 17: Accountant/Bookkeeper  
(Survey Questions 21-49)**

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Accountant / Bookkeeper Positions</b>	<i>Full-Time Yearly</i>						5		5
	<i>Part-Time Yearly</i>			1		1			2
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>			1		1	5		7
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>						5		5
	<i>Mean</i>						\$80,000		\$80,000
	<i>Low</i>						\$65,000		\$65,000
	<i>Q25 (if n ≥5)</i>						\$65,000		\$65,000
	<i>Median (if n ≥5)</i>						\$70,000		\$70,000
	<i>Q75 (if n ≥5)</i>						\$82,500		\$82,500
	<i>High</i>						\$110,000		\$110,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>			1		1			2
	<i>Mean</i>			\$5,000		\$75,000			\$40,000
	<i>Low</i>								\$5,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								\$75,000
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>						2		2
	<i>Four-year college degree</i>					1	3		4
	<i>Postgraduate degree</i>								
	<i>Don't Know</i>			1					1
	<i>Total</i>			1		1	5		7

**Table 18: Administrator/Chief Operating Officer**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Administrator / Chief Operating Officer Positions</b>	<i>Full-Time Yearly</i>			1	2	3	6	4	16
	<i>Part-Time Yearly</i>			1	1				2
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>			2	3	3	6	4	18
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>			1	2	3	6	2	14
	<i>Mean</i>			\$35,000	\$45,000	\$55,000	\$112,500	\$130,000	\$87,500
	<i>Low</i>				\$45,000	\$45,000	\$55,000	\$130,000	\$35,000
	<i>Q25 (if n ≥5)</i>						\$65,000		\$45,000
	<i>Median (if n ≥5)</i>						\$75,000		\$65,000
	<i>Q75 (if n ≥5)</i>						\$150,000		\$130,000
	<i>High</i>				\$45,000	\$65,000	\$170,000	\$130,000	\$170,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>			1	1				2
	<i>Mean</i>			\$5,000	\$35,000				\$20,000
	<i>Low</i>								\$5,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								\$35,000
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>			1		3	6		10
	<i>Postgraduate degree</i>			1	2			4	7
	<i>Don't Know</i>								
	<i>Total</i>			2	2	3	6	4	17

**Table 19: Program Director  
(Survey Questions 21-49)**

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Program Director Positions</b>	<i>Full-Time Yearly</i>		1	4	5	18	23	12	63
	<i>Part-Time Yearly</i>	2		2	2	1			7
	<i>Full-Time Seasonal</i>				1	1			2
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>	2	1	6	8	20	23	12	72
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>		1	4	5	18	23	12	63
	<i>Mean</i>		\$35,000	\$45,000	\$45,000	\$57,778	\$67,826	\$77,917	\$63,095
	<i>Low</i>			\$35,000	\$25,000	\$35,000	\$35,000	\$55,000	\$25,000
	<i>Q25 (if n ≥5)</i>				\$25,000	\$45,000	\$55,000	\$65,000	\$45,000
	<i>Median (if n ≥5)</i>				\$30,000	\$55,000	\$65,000	\$75,000	\$65,000
	<i>Q75 (if n ≥5)</i>				\$50,000	\$65,000	\$75,000	\$85,000	\$75,000
	<i>High</i>			\$55,000	\$85,000	\$75,000	\$130,000	\$110,000	\$130,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>	2		2	2	1			7
	<i>Mean</i>	\$10,000		\$30,000	\$40,000	\$15,000			\$25,000
	<i>Low</i>	\$5,000		\$25,000	\$25,000				\$5,000
	<i>Q25 (if n ≥5)</i>								\$12,500
	<i>Median (if n ≥5)</i>								\$20,000
	<i>Q75 (if n ≥5)</i>								\$27,500
	<i>High</i>	\$15,000		\$35,000	\$55,000				\$55,000
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>				1				1
	<i>Four-year college degree</i>	1	1	4	5	14	8	6	39
	<i>Postgraduate degree</i>	1		2	2	6	14	5	30
	<i>Don't Know</i>							1	1
	<i>Total</i>	2	1	6	8	20	22	12	71

**Table 20: Marketing Director  
(Survey Questions 21-49)**

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Marketing Director Positions</b>	<i>Full-Time Yearly</i>					2	7	3	12
	<i>Part-Time Yearly</i>		1	3	1	1			6
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>		1	3	1	3	7	3	18
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>					2	7	3	12
	<i>Mean</i>					\$55,000	\$70,714	\$65,000	\$66,667
	<i>Low</i>					\$55,000	\$55,000	\$45,000	\$45,000
	<i>Q25 (if n ≥5)</i>						\$62,500		\$55,000
	<i>Median (if n ≥5)</i>						\$70,000		\$65,000
	<i>Q75 (if n ≥5)</i>						\$75,000		\$75,000
	<i>High</i>					\$55,000	\$85,000	\$85,000	\$85,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>		1	3	1	1			6
	<i>Mean</i>		\$25,000	\$31,667	\$25,000	\$65,000			\$35,000
	<i>Low</i>			\$25,000					\$25,000
	<i>Q25 (if n ≥5)</i>								\$25,000
	<i>Median (if n ≥5)</i>								\$25,000
	<i>Q75 (if n ≥5)</i>								\$35,000
	<i>High</i>			\$35,000					\$65,000
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>		1	3	1	3	5	3	16
	<i>Postgraduate degree</i>						2		2
	<i>Don't Know</i>								
	<i>Total</i>		1	3	1	3	7	3	18

**Table 21: Development Director  
(Survey Questions 21-49)**

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Development Director Positions</b>	<i>Full-Time Yearly</i>					7	10	3	20
	<i>Part-Time Yearly</i>			2	1	1			4
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>			2	1	8	10	3	24
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>					7	10	3	20
	<i>Mean</i>					\$73,571	\$84,000	\$96,667	\$82,250
	<i>Low</i>					\$65,000	\$45,000	\$75,000	\$45,000
	<i>Q25 (if n ≥5)</i>					\$65,000	\$65,000		\$65,000
	<i>Median (if n ≥5)</i>					\$70,000	\$75,000		\$75,000
	<i>Q75 (if n ≥5)</i>					\$77,500	\$85,000		\$85,000
	<i>High</i>					\$85,000	\$130,000	\$130,000	\$130,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>			2	1	1			4
	<i>Mean</i>			\$25,000	\$25,000	\$65,000			\$35,000
	<i>Low</i>			\$15,000					\$15,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>			\$35,000					\$65,000
Highest Degree Held	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>					7	9		16
	<i>Postgraduate degree</i>			2	1	1	1	3	8
	<i>Don't Know</i>								
	<i>Total</i>			2	1	8	10	3	24

**Table 22: Support Staff**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Support Staff</b> (programs, assistants, office manager, secretary, etc.) Positions	<i>Full-Time Yearly</i>			1	3	5	7	2	18
	<i>Part-Time Yearly</i>	2	1	4	4		1		12
	<i>Full-Time Seasonal</i>			2	2	2			4
	<i>Part-Time Seasonal</i>			2	1	1			4
	<i>Don't Know</i>					1			1
	<i>Total</i>	2	1	9	8	9	8	2	39
<b>Year-Round Full-Time Annualized Compensation</b>									
	<i>Respondents*</i>			1	3	5	7	2	18
	<i>Mean</i>			\$55,000	\$41,667	\$45,000	\$53,571	\$65,000	\$50,556
	<i>Low</i>				\$25,000	\$35,000	\$45,000	\$65,000	\$25,000
	<i>Q25 (if n ≥5)</i>					\$37,500	\$52,500		\$45,000
	<i>Median (if n ≥5)</i>					\$45,000	\$55,000		\$55,000
	<i>Q75 (if n ≥5)</i>					\$45,000	\$55,000		\$55,000
	<i>High</i>				\$55,000	\$55,000	\$55,000	\$65,000	\$65,000
<b>Year-Round Part-Time Annualized Compensation</b>									
	<i>Respondents*</i>	2	1	4	4		1		12
	<i>Mean</i>	\$5,000	\$35,000	\$15,000	\$22,500		\$75,000		\$22,500
	<i>Low</i>	\$5,000		\$5,000	\$15,000				\$5,000
	<i>Q25 (if n ≥5)</i>								\$5,000
	<i>Median (if n ≥5)</i>								\$15,000
	<i>Q75 (if n ≥5)</i>								\$25,000
	<i>High</i>	\$5,000		\$25,000	\$35,000				\$75,000
<b>Highest Degree Held</b>									
	<i>High school graduate or less</i>								
	<i>Some college</i>			3					3
	<i>Four-year college degree</i>		1	5	7	2	6	2	23
	<i>Postgraduate degree</i>	2		1		4	1		8
	<i>Don't Know</i>					3			3
	<i>Total</i>	2	1	9	7	9	7	2	37

**Table 23: Specialized Staff**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Specialized Staff</b> (teacher, clinical, scientific, counselor, etc.) Positions	<i>Full-Time Yearly</i>			2	4	7	13	7	33
	<i>Part-Time Yearly</i>			2				1	3
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>			2					2
	<i>Don't Know</i>								
	<i>Total</i>			6	4	7	13	8	38
<b>Year-Round Full-Time Annualized Compensation</b>									
	<i>Respondents*</i>			2	4	7	13	4	30
	<i>Mean</i>			\$40,000	\$22,500	\$45,000	\$61,154	\$100,000	\$56,000
	<i>Low</i>			\$35,000	\$15,000	\$35,000	\$45,000	\$55,000	\$15,000
	<i>Q25 (if n ≥5)</i>					\$35,000	\$55,000		\$40,000
	<i>Median (if n ≥5)</i>					\$45,000	\$65,000		\$55,000
	<i>Q75 (if n ≥5)</i>					\$45,000	\$65,000		\$65,000
	<i>High</i>			\$45,000	\$35,000	\$65,000	\$75,000	\$170,000	\$170,000
<b>Year-Round Part-Time Annualized Compensation</b>									
	<i>Respondents*</i>			2				1	3
	<i>Mean</i>			\$25,000				\$130,000	\$60,000
	<i>Low</i>			\$25,000					\$25,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>			\$25,000					\$130,000
<b>Highest Degree Held</b>									
	<i>High school graduate or less</i>								
	<i>Some college</i>				1				1
	<i>Four-year college degree</i>			3		2	6	1	12
	<i>Postgraduate degree</i>			3	1	5	7	6	22
	<i>Don't Know</i>							1	1
	<i>Total</i>			6	2	7	13	8	36



**Table 24: Volunteer Coordinator**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Volunteer Coordinator Positions</b>	<i>Full-Time Yearly</i>					3			3
	<i>Part-Time Yearly</i>								
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>					3			3
<b>Year-Round Full-Time Annualized Compensation</b>									
	<i>Respondents*</i>					3			3
	<i>Mean</i>					\$48,333			\$48,333
	<i>Low</i>					\$45,000			\$45,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>					\$55,000			\$55,000
<b>Year-Round Part-Time Annualized Compensation</b>									
	<i>Respondents*</i>								
	<i>Mean</i>								
	<i>Low</i>								
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								
<b>Highest Degree Held</b>									
	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>					1			1
	<i>Postgraduate degree</i>					1			1
	<i>Don't Know</i>								
	<i>Total</i>					2			2

**Table 25: Other Staff**  
(Survey Questions 21-49)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
<b>Total Respondents</b>		10	8	21	11	19	25	16	110
<b>Paid Other Staff Positions</b>	<i>Full-Time Yearly</i>			1	2	1	6	1	11
	<i>Part-Time Yearly</i>								
	<i>Full-Time Seasonal</i>					1			1
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>			1	2	2	6	1	12
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>			1	2	1	6		10
	<i>Mean</i>			\$45,000	\$60,000	\$75,000	\$81,667		\$73,000
	<i>Low</i>				\$55,000		\$55,000		\$45,000
	<i>Q25 (if n ≥5)</i>						\$65,000		\$55,000
	<i>Median (if n ≥5)</i>						\$85,000		\$75,000
	<i>Q75 (if n ≥5)</i>						\$90,000		\$85,000
	<i>High</i>				\$65,000		\$95,000		\$95,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>								
	<i>Mean</i>								
	<i>Low</i>								
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								
<b>Highest Degree Held</b>	<i>High school graduate or less</i>								
	<i>Some college</i>								
	<i>Four-year college degree</i>					1	4		5
	<i>Postgraduate degree</i>			1	2	1	2	1	7
	<i>Don't Know</i>								
	<i>Total</i>			1	2	2	6	1	12

## VI. Governance

Participating nonprofits were asked about the composition of their boards, the training board members receive, and the terms of board members' service.

**Table 26: Board Characteristics within Budget-Size Categories**  
(Survey Questions 8–11)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Total Respondents		10	8	21	11	17	24	16	107
Number of Board Members	<i>Respondents*</i>	9	8	21	11	17	24	16	106
	<i>Mean</i>	5	6	7	10	12	14	15	11
	<i>Low</i>	3	2	3	4	6	5	5	2
	<i>Q25 (if n ≥ 5)</i>	3.0	3.0	5.0	7.0	7.5	8.0	7.0	6.0
	<i>Median (if n ≥ 5)</i>	4.5	5.0	6.0	9.5	12.0	11.0	13.0	9.0
	<i>Q75 (if n ≥ 5)</i>	6.0	7.0	7.8	11.0	13.0	20.0	20.0	13.0
	<i>High</i>	10	10	14	14	21+	21+	21+	21+
Board Member Term Limits	<i>Yes</i>	6	4	14	11	15	23	14	87
	<i>No</i>	3	4	5		1	1	2	16
	<i>Don't Know</i>	1		2		1			4
	<i>Total</i>	10	8	21	11	17	24	16	107
Board Member Term Limits (# of years)	<i>Respondents*</i>	6	4	14	11	15	23	14	87
	<i>Mean</i>	3	3	3	3	5	4	3	4
	<i>Low</i>	1	2	2	2	3	2	2	1
	<i>Q25 (if n ≥ 5)</i>	1.5		3.0	2.0	3.0	3.0	3.0	3.0
	<i>Median (if n ≥ 5)</i>	3.0		3.0	3.0	3.5	3.0	3.0	3.0
	<i>Q75 (if n ≥ 5)</i>	3.0		3.5	3.0	8.3	4.0	3.0	4.0
	<i>High</i>	5	3	6	4	9	8	6	9
Board Members Number of Consecutive Terms	<i>Respondents*</i>	5	3	10	9	15	17	14	73
	<i>Mean</i>	2	2	4	2	3	2	2	3
	<i>Low</i>	1	2	2	2	2	1	2	1
	<i>Q25 (if n ≥ 5)</i>	1.3		2.0	2.0	2.0	2.0	2.0	2.0
	<i>Median (if n ≥ 5)</i>	2.0		2.0	2.0	2.0	2.0	2.0	2.0
	<i>Q75 (if n ≥ 5)</i>	2.8		2.0	3.0	3.0	3.0	2.0	3.0
	<i>High</i>	3	3	19	3	4	4	3	19
Board Member Training	<i>Yes</i>	4	3	4	3	12	18	9	53
	<i>No</i>	5	5	15	7	4	4	2	42
	<i>Don't Know</i>	1		2	1	1	2	5	12
	<i>Total</i>	10	8	21	11	17	24	16	107

\*Number of survey respondents providing a numerical response value.

**Appendix A:**  
**Survey Questionnaire**

## Introduction

We are conducting a biennial survey of local nonprofit organizations on behalf of the Community Foundation of Jackson Hole. The channel through which we are administering this survey will NOT identify you or your organization in the data provided to us. Your answers will be combined with those of more than 100 other respondents for the sole purpose of creating a broad statistical overview of employment and compensation for the nonprofit sector in Jackson Hole, NOT to find out about you personally or about your organization in particular.

We estimate this will take no more than 30 minutes of your time. As a token of appreciation for your input you will receive a \$20 voucher from the Fine Dining Group upon completing the survey. In addition, you and your organization will receive access to our full report on nonprofit employment and compensation based on the survey data we collect.

In order to answer the following questions you will need to be knowledgeable about your organization's budget and staff compensation. If you believe that someone else in your organization is better able to answer such questions, please ask that person to complete the survey; thank you!

Please answer the following questions concerning your nonprofit organization's most recent fiscal year as accurately as possible.

## Section 1: General Information

\* 1. Which of the following best describes your position at your nonprofit organization? [Select one answer.]

- ☐ Executive Director/Chief Executive Officer/President
 ☐ Marketing Director  
☐ Financial Director/Chief Financial Officer
 ☐ Development Director  
☐ Administrator/Chief Operating Officer
 ☐ Support Staff (programs, assistants, office manager, secretary, etc.)  
☐ Bookkeeper/Accountant
 ☐ Specialized Staff (teacher, clinical, scientific, counselor, etc.)  
☐ Program Director
 ☐ Volunteer Coordinator  
☐ Other (please specify)

\* 2. What was your organization's most recent annual operating budget?

- ☐ Less than \$50,000
 ☐ \$700,000–\$799,999  
☐ \$50,000–\$99,999
 ☐ \$800,000–\$899,999  
☐ \$100,000–\$149,999
 ☐ \$900,000–\$999,999  
☐ \$150,000–\$199,999
 ☐ \$1,000,000–\$1,249,999  
☐ \$200,000–\$249,999
 ☐ \$1,250,000–\$1,499,999  
☐ \$250,000–\$299,999
 ☐ \$1,500,000–\$1,749,999  
☐ \$300,000–\$349,999
 ☐ \$1,750,000–\$1,999,999  
☐ \$350,000–\$399,999
 ☐ \$2,000,000–\$2,249,999  
☐ \$400,000–\$449,999
 ☐ \$2,250,000–\$2,499,999  
☐ \$450,000–\$499,999
 ☐ \$2,500,000–\$2,749,999  
☐ \$500,000–\$599,999
 ☐ \$2,750,000–\$2,999,999  
☐ \$600,000–\$699,999
 ☐ \$3,000,000 +

\* 3. During the most recent fiscal year, how many jobs in your organization were **paid positions**, regularly performed by employees or independent contractors? (In case of turnover during the year, please count the number of positions, not the number of individuals filling those positions.)

[Please provide an answer for each category in the following table.]

	Full-time	Part-time
Year-round	<input type="text"/>	<input type="text"/>
Seasonal, temporary, or other short-term	<input type="text"/>	<input type="text"/>

\* 4. During the most recent fiscal year, how many jobs in your organization were **volunteer positions**? (In case of turnover during the year, please count the number of positions, not the number of individuals filling those positions.)

[Please provide an answer for each category in the following table.]

	Full-time	Part-time
Year-round	<input type="text"/>	<input type="text"/>
Seasonal, temporary, or other short-term	<input type="text"/>	<input type="text"/>

\* 5. During the most recent fiscal year, approximately how many individual volunteers (i.e., the number of individuals, not the number of positions they filled) worked in your organization? [Enter -1 if you do not know.]

\* 6. During the most recent fiscal year, approximately how many hours of work were performed by volunteers in your organization? [Enter -1 if you do not know.]

\* 7. During the most recent fiscal year, did your organization provide a formal training and orientation program for new volunteers?

☐ Yes

☐ Don't know

☐ No



Section 2: Board

\* 8. During the most recent fiscal year, what was the size of your organization's board?

\* 9. During the most recent fiscal year, did your organization provide a formal training and orientation program for new board members?

☐ Yes

☐ Don't know

☐ No

\* 10. What (if any) term limit applies to members of your board (years)?

\* 11. What (if any) limit applies to the number of consecutive terms a board member may serve (number of terms)?

Section 3: Executive Director

**The following questions concern your current executive director, whether or not that person was also your executive director during the most recent fiscal year.**

\* 12. How many years has your executive director served in that position in your organization?

\* 13. How many years of experience does your executive director have in total as an executive director or in a comparable or more senior executive position?

\* 14. Where does your executive director live?

- |  |                                      |
|--|--------------------------------------|
| <input type="radio"/> Teton County, Wyoming    | <input type="radio"/> Somewhere Else |
| <input type="radio"/> Teton County, Idaho      | <input type="radio"/> Don't Know     |
| <input type="radio"/> Sublette County, Wyoming |                                      |

\* 15. Does your executive director own the home they live in?

- |                           |                                  |
|---------------------------|----------------------------------|
| <input type="radio"/> Yes | <input type="radio"/> Don't know |
| <input type="radio"/> No  |                                  |

\* 16. How old is your executive director today?

- |                                   |                                   |
|-----------------------------------|-----------------------------------|
| <input type="radio"/> 39 or under | <input type="radio"/> 60 or older |
| <input type="radio"/> 40–49       | <input type="radio"/> Don't know  |
| <input type="radio"/> 50–59       |                                   |

\* 17. Does your organization have a succession plan for the position of executive director?

- |                           |                                  |
|---------------------------|----------------------------------|
| <input type="radio"/> Yes | <input type="radio"/> Don't know |
| <input type="radio"/> No  |                                  |

Please think about the annualized taxable compensation in the most recent fiscal year for the executive director.

By “taxable compensation” we mean all forms of taxable money-equivalent emolument from the organization—including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but excluding nontaxable benefits and reimbursements for expenses incurred on behalf of the organization.

By “annualized taxable compensation” we mean what a part-time or part-year employee's annual taxable compensation would have been if they had in fact worked full-time for the full year. For employees who did work full-time for the full year, this is simply their actual annual taxable compensation. For employees who did not work full-time for the full year, this is their taxable compensation for the time they did work, scaled up to what it would have been if they had worked full-time at the same periodic (i.e., hourly, daily, or monthly) rate.

\* 18. What was your executive director's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 19. What is your executive director's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 20. What was your executive director's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

#### Section 4: Senior Employee Compensation

The next few questions are about the monetary compensation in the most recent fiscal year of the highest paid, senior or professionally certified employees, other than the executive director, in your organization, such as—but not necessarily limited to—senior management, bookkeepers/accountants, and lawyers.

(Reminder: The data provided to us from this survey will NOT identify you or your organization. Your answers will be combined with those of more than 100 other respondents for the sole purpose of creating a broad statistical overview of employment and compensation for the nonprofit sector in Jackson Hole, NOT to find out about you personally or about your organization in particular.)

Please think about the annualized taxable compensation in the most recent fiscal year of the highest paid regular employees in your organization.

By “taxable compensation” we mean all forms of taxable money-equivalent emolument from the organization—including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but excluding nontaxable benefits and reimbursements for expenses incurred on behalf of the organization.

By “annualized taxable compensation” we mean what a part-time or part-year employee's annual taxable compensation would have been if they had in fact worked full-time for the full year. For employees who did work full-time for the full year, this is simply their actual annual taxable compensation. For employees who did not work full-time for the full year, this is their taxable compensation for the time they did work, scaled up to what it would have been if they had worked full-time at the same periodic (i.e., hourly, daily, or monthly) rate.

Please identify (in your own mind, or on your own scratch pad) who in your organization are the highest paid employees (up to five)—other than the executive director—in terms of annualized compensation in the most recent fiscal year.

In the rest of this section we refer to the five highest paid employees other than the executive director as EMP1, EMP2, ..., and EMP5.

Section 4.1: Senior Employee Number 1

\* 21. which of the following best describes the primary job function of EMP1?

[Select one answer.]

- |   |  |
|---|--|
| <input type="checkbox"/> Not applicable -- no such paid employee EMP1 | <input type="checkbox"/> Marketing Director  |
| <input type="checkbox"/> Financial Director/Chief Financial Officer   | <input type="checkbox"/> Development Director  |
| <input type="checkbox"/> Administrator/Chief Operating Officer        | <input type="checkbox"/> Support Staff (programs, assistants, office manager, secretary, etc.) |
| <input type="checkbox"/> Bookkeeper/Accountant                        | <input type="checkbox"/> Specialized Staff (teacher, clinical, scientific, counselor, etc.)    |
| <input type="checkbox"/> Program Director                             | <input type="checkbox"/> Volunteer Coordinator   |
| <input type="checkbox"/> Other (please specify)                       |  |

\* 22. What was EMP1's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 23. What is EMP1's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 24. What was EMP1's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

Section 4.2: Senior Employee Number 2

\* 25. which of the following best describes the primary job function of EMP2?

[Select one answer.]

- |   |  |
|---|--|
| <input type="checkbox"/> Not applicable -- no such paid employee EMP2 | <input type="checkbox"/> Marketing Director  |
| <input type="checkbox"/> Financial Director/Chief Financial Officer   | <input type="checkbox"/> Development Director  |
| <input type="checkbox"/> Administrator/Chief Operating Officer        | <input type="checkbox"/> Support Staff (programs, assistants, office manager, secretary, etc.) |
| <input type="checkbox"/> Bookkeeper/Accountant                        | <input type="checkbox"/> Specialized Staff (teacher, clinical, scientific, counselor, etc.)    |
| <input type="checkbox"/> Program Director                             | <input type="checkbox"/> Volunteer Coordinator   |
| <input type="checkbox"/> Other (please specify)                       |  |



\* 26. What was EMP2's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 27. What is EMP2's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 28. What was EMP2's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

Section 4.3: Senior Employee Number 3

\* 29. which of the following best describes the primary job function of EMP3?

[Select one answer.]

- |   |  |
|---|--|
| <input type="checkbox"/> Not applicable -- no such paid employee EMP3 | <input type="checkbox"/> Marketing Director  |
| <input type="checkbox"/> Financial Director/Chief Financial Officer   | <input type="checkbox"/> Development Director  |
| <input type="checkbox"/> Administrator/Chief Operating Officer        | <input type="checkbox"/> Support Staff (programs, assistants, office manager, secretary, etc.) |
| <input type="checkbox"/> Bookkeeper/Accountant                        | <input type="checkbox"/> Specialized Staff (teacher, clinical, scientific, counselor, etc.)    |
| <input type="checkbox"/> Program Director                             | <input type="checkbox"/> Volunteer Coordinator   |
| <input type="checkbox"/> Other (please specify)                       |  |

Section 4.3: Senior Employee Number 3

\* 30. What was EMP3's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 31. What is EMP3's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 32. What was EMP3's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

Section 4.4: Senior Employee Number 4

\* 33. which of the following best describes the primary job function of EMP4?

[Select one answer.]

- |   |  |
|---|--|
| <input type="checkbox"/> Not applicable -- no such paid employee EMP4 | <input type="checkbox"/> Marketing Director  |
| <input type="checkbox"/> Financial Director/Chief Financial Officer   | <input type="checkbox"/> Development Director  |
| <input type="checkbox"/> Administrator/Chief Operating Officer        | <input type="checkbox"/> Support Staff (programs, assistants, office manager, secretary, etc.) |
| <input type="checkbox"/> Bookkeeper/Accountant                        | <input type="checkbox"/> Specialized Staff (teacher, clinical, scientific, counselor, etc.)    |
| <input type="checkbox"/> Program Director                             | <input type="checkbox"/> Volunteer Coordinator   |
| <input type="checkbox"/> Other (please specify)                       |  |

Section 4.4: Senior Employee Number 4

\* 34. What was EMP4's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 35. What is EMP4's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 36. What was EMP4's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

Section 4.5: Senior Employee Number 5

\* 37. which of the following best describes the primary job function of EMP5?

[Select one answer.]

- |   |  |
|---|--|
| <input type="checkbox"/> Not applicable -- no such paid employee EMP5 | <input type="checkbox"/> Marketing Director  |
| <input type="checkbox"/> Financial Director/Chief Financial Officer   | <input type="checkbox"/> Development Director  |
| <input type="checkbox"/> Administrator/Chief Operating Officer        | <input type="checkbox"/> Support Staff (programs, assistants, office manager, secretary, etc.) |
| <input type="checkbox"/> Bookkeeper/Accountant                        | <input type="checkbox"/> Specialized Staff (teacher, clinical, scientific, counselor, etc.)    |
| <input type="checkbox"/> Program Director                             | <input type="checkbox"/> Volunteer Coordinator   |
| <input type="checkbox"/> Other (please specify)                       |  |

Section 4.5: Senior Employee Number 5

\* 38. What was EMP5's work pattern in the most recent fiscal year?

- |  |  |
|--|--|
| <input type="radio"/> Full-time year-round | <input type="radio"/> Part-time seasonal |
| <input type="radio"/> Part-time year-round | <input type="radio"/> Don't know         |
| <input type="radio"/> Full-time seasonal   |  |

\* 39. What is EMP5's highest level of formal education?

- |  |   |
|--|---|
| <input type="radio"/> High school graduate or less | <input type="radio"/> Postgraduate degree |
| <input type="radio"/> Some college                 | <input type="radio"/> Don't know          |
| <input type="radio"/> Four-year college degree     |   |

\* 40. What was EMP5's approximate annualized taxable compensation in the most recent fiscal year (including, but not limited to, base salary, bonuses, incentive payments, housing allowances, and vehicle allowances, but *excluding* nontaxable benefits and reimbursements for expenses incurred on behalf of the organization)?

Section 5: Senior Paid Employee Benefits

\* 41. In the most recent fiscal year, was the cost of the following benefits as a percentage of taxable compensation approximately the same for the Executive Director as for EMP1-EMP5?

Traditional Medical/Health Insurance

High Deductible/HSA eligible Plan Medical Health Insurance

Dental Insurance

Vision Insurance

Prescription Insurance



## Section 5: Senior Paid Employee Benefits

\* 42. What paid benefits did each Senior Paid Employee identified above receive from your organization in the most recent fiscal year?

[Each pulldown provides a "No such employee" option. A horizontal scroll bar is below the last row.]

	Exec. Director	EMP1	EMP2	EMP3	EMP4	EMP5
Traditional Medical/Health Insurance [% paid by Employer]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
High Deductible/HSA Eligible Plan Medical Health Insurance [% paid by Employer]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Dental Insurance [% paid by Employer]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Vision Insurance [% paid by Employer]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Prescription Insurance [% paid by Employer]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

## Section 5: Senior Paid Employee Benefits

\* 43. What paid benefits did the Senior Paid Employees identified above receive from your organization in the most recent fiscal year?

Exec. Director and EMP1-EMP5

Traditional  
Medical/Health Insurance  
[% paid by Employer]

High Deductible/HSA  
Eligible Plan Medical  
Health Insurance  
[% paid by Employer]

Dental Insurance  
[% paid by Employer]

Vision Insurance  
[% paid by Employer]

Prescription Insurance  
[% paid by Employer]

Section 5: Senior Paid Employee Benefits

\* 44. In the most recent fiscal year, were number of paid holidays and paid days off the same for the Executive Director and for EMP1-EMP5?

## Section 5: Senior Paid Employee Benefits

\* 45. What paid benefits did each Senior Paid Employee identified above receive from your organization in the most recent fiscal year?  
[Each pulldown provides a "No such employee" option. A horizontal scroll bar is below the last row.]

	Exec. Director	EMP1	EMP2	EMP3	EMP4	EMP5
Paid Holidays [Number of paid days]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paid Time Off (other than holidays) [Number of paid days]	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

## Section 5: Senior Paid Employee Benefits

\* 46. What paid benefits did the Senior Paid Employees identified above receive from your organization in the most recent fiscal year?

Exec. Director and EMP1-EMP5

Paid Holidays

[Number of paid days]

Paid Time Off (other than  
holidays)

[Number of paid days]

Section 5: Senior Paid Employee Benefits

\* 47. In the most recent fiscal year, were benefits provided the same for the Executive Director and for EMP1-EMP5 for the following benefits?

Retirement plan matching employee contribution

Pension Plan

Performance Bonuses

Flexible Schedule

Housing Assistance

Ski Pass

\* 48. What paid benefits did each Senior Paid Employee identified above receive from your organization in the most recent fiscal year?  
[Each pulldown provides a "No such employee" option. A horizontal scroll bar is below the last row.]

	Exec. Director	EMP1	EMP2	EMP3	EMP4	EMP5
403(b) or 401(k) Retirement Plan	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Retirement plan matching employee contribution	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Pension Plan	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Performance Bonuses	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Flexible Schedule	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Housing Assistance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Ski Pass	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

\* 49. What paid benefits did the Senior Paid Employees identified above receive from your organization in the most recent fiscal year?

Exec. Director and EMP1-EMP5

403(b) or 401(k) Retirement Plan	<input type="text"/>
Retirement plan matching employee contribution	<input type="text"/>
Pension Plan	<input type="text"/>
Performance Bonuses	<input type="text"/>
Flexible Schedule	<input type="text"/>
Housing Assistance	<input type="text"/>
Ski Pass	<input type="text"/>



\* 50. Did your organization offer paid family/maternity/paternity leave in the most recent fiscal year?

☐ Yes

☐ Don't know

☐ No

\* 51. How much paid family/maternity/paternity leave does your organization offer?

Please click **PREV** to review any questions and answers or click **DONE** to finalize the survey.