



2020 NONPROFIT COMPENSATION SURVEY REPORT



COMMUNITY
FOUNDATION
OF JACKSON HOLE

The 2020 Nonprofit Compensation Survey was conducted by The Consulting Statistician on behalf of the Community Foundation of Jackson Hole. Questions and comments should be directed to Annie Riddell at the Community Foundation of Jackson Hole:
307-690-5284 or ariddell@cfjacksonhole.org.

May 2020

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2020 NONPROFIT COMPENSATION SURVEY

I. Introduction

For over 30 years, the Community Foundation of Jackson Hole (cfjacksonhole.org) has leveraged local philanthropy to make nonprofits more effective and our community stronger. The Foundation manages over 200 philanthropic funds, helps donors leave a lasting legacy, and produces Old Bill's Fun Run, which has raised over \$173 million for local nonprofits since 1997.

Additionally, the Community Foundation distributes grants to local organizations through its Competitive Grants and Youth Philanthropy programs, hosts professional development workshops and community conversations, and provides other resources for nonprofits and the community, including the following report.

Since 1998, the Foundation has conducted a biennial survey to compile data about compensation for nonprofit professionals in our community. This year, 90 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 survey was conducted by The Consulting Statistician on behalf of the Foundation. The Foundation would like to thank Karen Taves, Principal Consultant at William E. Wecker Associates, Inc. and Laurentius Marais, Executive Vice President of Compass Lexecon, for their insights and support of this project.

II. Methodology

We conducted the 2020 Nonprofit Compensation Survey in January-February 2020 via the SurveyMonkey cloud-based online survey platform. All nonprofit subscribers to the Foundation's Nonprofit List Serve¹ were invited to participate. We estimate that there are 211 nonprofits in the area, including 134 with paid staff.²

Table 1: Biennial Compensation Survey Participation

	2010	2012	2014	2016	2018	2020
Number of Organizations Queried	-	128	134	206	207*	211*
Respondents with Paid Staff	75	80	75	73	110	90

*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 2020 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 halfway 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.

¹ www.cfjacksonhole.org/participate/nonprofit-list-serve.

² Based on participation in the 2019 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 Categories³

<i>Category</i>	Annual Revenue	Number of Responses	Percentage of Responses
<i>A</i>	\$0-\$49,999	21	23%
<i>B</i>	\$50,000-\$99,999	7	8%
<i>C</i>	\$100,000-\$299,999	16	18%
<i>D</i>	\$300,000-\$499,999	14	16%
<i>E</i>	\$500,000-\$999,999	15	17%
<i>F</i>	\$1,000,000-\$2,999,999	10	11%
<i>G</i>	\$3,000,000+	7	8%

³ Survey Question 5.

A. 2020 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^{4,5} for Full-Time Year-Round Employees^{6,7}

<i>Full-Time Employees</i>	Responses	Mean	Low	Q25	Median	Q75	High
Executive Director/President/Chief Executive Officer	61	\$95,328	\$5,000	\$65,000	\$85,000	\$110,000	\$325,000
Financial Director/Chief Financial Officer	11	\$100,455	\$5,000	\$72,500	\$95,000	\$110,000	\$225,000
Accountant/Bookkeeper	2	\$65,000	\$55,000		\$55,000		\$75,000
Administrator/Chief Operating Officer	10	\$77,000	\$5,000	\$55,000	\$65,000	\$80,000	\$170,000
Program Director	53	\$66,226	\$45,000	\$45,000	\$65,000	\$75,000	\$130,000
Marketing Director	13	\$52,692	\$5,000	\$37,500	\$55,000	\$65,000	\$75,000
Development Director	14	\$83,214	\$45,000	\$65,000	\$75,000	\$95,000	\$130,000
Support Staff (programs, assistants, office manager, secretary, etc.)	11	\$45,909	\$35,000	\$42,500	\$45,000	\$47,500	\$55,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	12	\$60,833	\$25,000	\$35,000	\$55,000	\$75,000	\$110,000
Volunteer Coordinator	4	\$42,500	\$35,000		\$45,000		\$45,000
Other	6	\$100,000	\$55,000	\$60,000	\$85,000	\$112,500	\$170,000

⁴ 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.

⁵ 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.

⁶ 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).

⁷ Survey Questions 21, 23–25, 27–29, 31–33, 35–37, 39–41, and 43.

Table 4: Annualized Compensation⁸ for Part-Time Year-Round Employees^{9,10,11}

<i>Part-Time Employees</i>	Responses	Mean	Low	Q25	Median	Q75	High
Executive Director/President/Chief Executive Officer	12	\$23,333	\$5,000	\$5,000	\$15,000	\$25,000	\$65,000
Financial Director/Chief Financial Officer							
Accountant/Bookkeeper	3	\$35,000	\$5,000		\$5,000		\$95,000
Administrator/Chief Operating Officer	2	\$35,000	\$15,000		\$15,000		\$55,000
Program Director	7	\$40,714	\$15,000	\$30,000	\$40,000	\$47,500	\$55,000
Marketing Director	4	\$27,500	\$5,000		\$15,000		\$45,000
Development Director	4	\$20,000	\$5,000		\$5,000		\$35,000
Support Staff (programs, assistants, office manager, secretary, etc.)	3	\$35,000	\$5,000		\$25,000		\$55,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	2	\$50,000	\$45,000		\$45,000		\$55,000
Volunteer Coordinator	1	\$5,000	\$5,000		\$5,000		\$5,000
Other	3	\$18,333	\$5,000		\$10,000		\$35,000

⁸ See footnotes 3 and 4.

⁹ See footnote 6.

¹⁰ 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.

¹¹ Survey Questions 21, 23–25, 27–29, 31–33, 35–37, 39–41, and 43.

B. 2020 Compared to Prior Years

Previous salary surveys defined job categories differently from the 2018 and 2020 surveys and defined compensation less comprehensively than “annualized compensation” as defined in the 2018 and 2020 surveys. 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 earlier surveys.

Table 5: Annualized Compensation for 2018 Compared to Mean Salaries in Prior Years^{12,13}

	Mean Salary/Compensation						% Change from			
	2012	2014	2016	2018	2020		2012	2014	2016	2018
<i>Full-Time Employees</i>										
Executive Director/President/Chief Executive Officer	\$75,352	\$86,597	\$94,027	\$107,436	\$95,328		27%	10%	1%	-11%
Financial Director/Chief Financial Officer	\$62,286	\$81,379	\$103,925	\$119,000	\$100,455		61%	23%	-3%	-16%
Accountant/Bookkeeper	\$45,283	\$50,934	\$50,265	\$80,000	\$65,000		44%	28%	29%	-19%
Marketing Director	\$49,000	\$54,495	\$68,454	\$66,667	\$52,692		8%	-3%	-23%	-21%
Development Director	\$58,091	\$80,646	\$87,792	\$82,250	\$83,214		43%	3%	-5%	1%
Additional Support Staff	\$43,634	\$45,657	\$54,856	\$68,301	\$69,065		58%	51%	26%	1%
<i>Part-Time Employees</i>										
Executive Director/President/Chief Executive Officer	\$50,747	\$61,007	\$79,514	\$32,000	\$23,333		-54%	-62%	-71%	-27%
Accountant/Bookkeeper	\$38,375	\$47,813	\$52,400	\$40,000	\$35,000		-9%	-27%	-33%	-13%
Marketing Director	\$32,000	\$60,000	\$53,133	\$35,000	\$27,500		-14%	-54%	-48%	-21%
Development Director		\$52,500	\$62,287	\$35,000	\$20,000			-62%	-68%	-43%
Additional Support Staff	\$61,872	\$53,134		\$27,708	\$34,444		-44%	-35%		24%

¹² See footnote 10.

¹³ Survey Questions 21, 23–25, 27–29, 31–33, 35–37, 39–41, and 43.

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)¹⁴

<i>Type of Employee Position</i>	<i>Number of Employee Positions</i>	A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Full-Time Year-Round	1	2	3	9	3				17
	2			4	5	4			13
	3-5			2	4	7	1	1	15
	6-9					4	3		7
	10-19						6	1	7
	20-49							3	3
	50-99							1	1
	100+							1	1
	Total	2	3	15	12	15	10	7	64
Part-Time Year-Round	1	8	2	6	3	4	5	1	29
	2		1	4	2	1		1	9
	3-5	1	1		3	3	1	1	10
	6-9					1			1
	10-19						3	1	4
	20-49							1	1
	50-99								0
	100+								0
	Total	9	4	10	8	9	9	5	54
Full-Time Seasonal	1	1			1	2			4
	2			1	3	2			6
	3-5					1	1	2	4
	6-9	1							1
	10-19					1	1	1	3
	20-49								0
	50-99						1		1
	100+								0
	Total	2	0	1	4	6	3	3	19
Part-Time Seasonal	1	1	1	5	2	1	3		13
	2		1	1	1	2	1		6
	3-5	2		1		2	1		6
	6-9			1	1	1			3
	10-19	1				2		1	4
	20-49				1	2			3
	50-99		1						1
	100+								0
	Total	4	3	8	5	10	5	1	36

¹⁴ Survey Question 6.

**Table 7: Reported Numbers of Volunteer Positions
within Volunteer-Type Categories (Groups of Rows)
and Budget-Size Categories (Columns)¹⁵**

<i>Type of Volunteer Positions</i>	<i>Number of Volunteer Positions</i>	A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Full-Time Year-Round	1	2	1	1	1				5
	2	1							1
	3-5	1	1		1				3
	6-9	1		1					2
	10-19								0
	20-49			1					1
	50-99								0
	100+								0
	<i>Total</i>	5	2	3	2	0	0	0	12
Part-Time Year-Round	1						1		1
	2	2	1					1	4
	3-5	6	2		2				10
	6-9	1				1			2
	10-19	3	1	1	1	1			7
	20-49	1		2		3			6
	50-99			1			1		2
	100+					1			1
	<i>Total</i>	13	4	4	3	6	2	1	33
Full-Time Seasonal	1			1					1
	2			1	1		2		4
	3-5	1							1
	6-9								0
	10-19								0
	20-49								0
	50-99								0
	100+								0
	<i>Total</i>	1	0	2	1	0	2	0	6
Part-Time Seasonal	1	3		3	1				7
	2	2			2			1	5
	3-5	1	1	1		2			5
	6-9	2		1	2			1	6
	10-19	1	1		1	3			6
	20-49			1	1	2			4
	50-99	1	1			1			3
	100+							1	1
	<i>Total</i>	10	3	6	7	8	0	3	37

¹⁵ Survey Question 7.

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

Table 8: Reported Numbers of Volunteers, Volunteer Hours, and Volunteer Training within Budget-Size Categories¹⁶

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Number of Volunteers	<i>Respondents*</i>	20	7	16	12	14	10	6	85
	<i>Mean</i>	15	17	26	35	53	81	88	39
	<i>Low</i>	1	0	0	0	1	0	0	0
	<i>Q25 (if n ≥ 5)</i>	5.0	1.5	2.0	5.0	16.5	0.5	0.0	5
	<i>Median</i>	8	11	8	9	30	4	8	13
	<i>Q75 (if n ≥ 5)</i>	14	19	30	45	68	100	81	44
	<i>High</i>	75	55	130	155	200	400	361	400
Number of Volunteer Hours	<i>Respondents*</i>	18	6	14	10	10	8	5	71
	<i>Mean</i>	334	617	902	882	3,122	655	1,946	1,089
	<i>Low</i>	1	0	0	0	200	0	0	0
	<i>Q25 (if n ≥ 5)</i>	1.0	0.5	22.5	75.0	500.0	0.0	0.0	29
	<i>Median</i>	100	50	200	400	688	50	59	383
	<i>Q75 (if n ≥ 5)</i>	400	325	1,094	1,200	3,000	1,000	2,654	1,047
	<i>High</i>	1,500	3,000	4,392	3,000	10,832	2,100	6,111	10,832
Provide Volunteer Training	<i>Yes</i>	7	2	8	6	10	5	3	41
	<i>No</i>	14	5	8	8	5	5	2	47
	<i>Don't Know</i>	0	0	0	0	0	0	2	2
	<i>Total</i>	21	7	16	14	15	10	7	90

*Number of survey respondents providing a numerical response value.

¹⁶ Survey Questions 8-10.

C. Annualized Compensation by Position and Budget-Size Category

Table 9: Annualized Compensation¹⁷ by Position within Budget-Size Categories^{18,19}

<i>Position</i>		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Executive Director / President / Chief Executive Officer	<i>Respondents*</i>	14	7	16	12	15	10	7	81
	<i>Mean</i>	10,714	17,857	60,625	70,417	95,333	169,500	134,286	75,988
	<i>Low</i>	5,000	5,000	5,000	35,000	65,000	85,000	95,000	5,000
	<i>Q25 (if n ≥ 5)</i>	5,000	5,000	45,000	65,000	75,000	110,000	95,000	27,500
	<i>Median (if n ≥ 5)</i>	5,000	5,000	55,000	65,000	85,000	130,000	130,000	65,000
	<i>Q75 (if n ≥ 5)</i>	15,000	27,500	65,000	75,000	95,000	180,000	140,000	95,000
	<i>High</i>	45,000	45,000	110,000	110,000	225,000	325,000	190,000	325,000
Financial Director / Chief Financial Officer	<i>Respondents*</i>	1				1	4	5	11
	<i>Mean</i>	5,000				65,000	128,750	104,000	100,455
	<i>Low</i>						85,000	75,000	5,000
	<i>Q25 (if n ≥ 5)</i>							80,000	72,500
	<i>Median (if n ≥ 5)</i>							102,500	95,000
	<i>Q75 (if n ≥ 5)</i>							110,000	110,000
	<i>High</i>						225,000	130,000	225,000
Accountant / Bookkeeper	<i>Respondents*</i>		1	2			2		5
	<i>Mean</i>		5,000	50,000			65,000		47,000
	<i>Low</i>			5,000			55,000		5,000
	<i>Q25 (if n ≥ 5)</i>								5,000
	<i>Median (if n ≥ 5)</i>								30,000
	<i>Q75 (if n ≥ 5)</i>								70,000
	<i>High</i>			95,000			75,000		95,000
Administrator / Chief Operating Officer	<i>Respondents*</i>	2			2	2	5	1	12
	<i>Mean</i>	10,000			60,000	55,000	92,000	130,000	70,000
	<i>Low</i>	5,000			55,000	55,000	55,000		5,000
	<i>Q25 (if n ≥ 5)</i>						60,000		55,000
	<i>Median (if n ≥ 5)</i>						75,000		55,000
	<i>Q75 (if n ≥ 5)</i>						82,500		75,000
	<i>High</i>	15,000			65,000	55,000	170,000		170,000
Program Director	<i>Respondents*</i>	2		4	8	21	15	12	62
	<i>Mean</i>	25,000		42,500	52,500	56,429	75,667	81,250	63,468
	<i>Low</i>	15,000		35,000	45,000	45,000	45,000	55,000	15,000
	<i>Q25 (if n ≥ 5)</i>				45,000	45,000	55,000	65,000	45,000
	<i>Median (if n ≥ 5)</i>				45,000	55,000	85,000	75,000	55,000
	<i>Q75 (if n ≥ 5)</i>				55,000	65,000	85,000	85,000	75,000
	<i>High</i>	35,000		45,000	65,000	75,000	95,000	130,000	130,000

¹⁷ See footnotes 3 and 4.

¹⁸ Survey Questions 21, 23–25, 27–29, 31–33, 35–37, 39–41, and 43.

¹⁹ Includes full-time, part-time, year-round, seasonal, and unknown work patterns.

Table 9 (continued)

<i>Position</i>		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Marketing Director	<i>Respondents*</i>	1		3	2	6	3	2	17
	<i>Mean</i>	5,000		18,333	45,000	53,333	68,333	60,000	46,765
	<i>Low</i>			5,000	45,000	35,000	55,000	55,000	5,000
	<i>Q25 (if n ≥ 5)</i>					40,000			35,000
	<i>Median (if n ≥ 5)</i>					55,000			50,000
	<i>Q75 (if n ≥ 5)</i>					60,000			62,500
	<i>High</i>			35,000	45,000	65,000	75,000	65,000	75,000
Development Director	<i>Respondents*</i>		2		1	6	5	4	18
	<i>Mean</i>		5,000		65,000	61,667	90,000	87,500	69,167
	<i>Low</i>		5,000			35,000	65,000	45,000	5,000
	<i>Q25 (if n ≥ 5)</i>					35,000	67,500		40,000
	<i>Median (if n ≥ 5)</i>					65,000	80,000		65,000
	<i>Q75 (if n ≥ 5)</i>					70,000	92,500		90,000
	<i>High</i>		5,000			95,000	130,000	110,000	130,000
Support Staff (programs, assistants, office manager, secretary, etc.)	<i>Respondents*</i>			3	4	11	1		19
	<i>Mean</i>			40,000	35,000	45,909	55,000		43,158
	<i>Low</i>			5,000	5,000	35,000			5,000
	<i>Q25 (if n ≥ 5)</i>					42,500			35,000
	<i>Median (if n ≥ 5)</i>					45,000			45,000
	<i>Q75 (if n ≥ 5)</i>					47,500			47,500
	<i>High</i>			110,000	45,000	55,000			110,000
Specialized Staff (teacher, clinical, scientific, counselor, etc.)	<i>Respondents*</i>	4	1	2	6	6	4	2	25
	<i>Mean</i>	5,000	25,000	40,000	45,000	50,000	67,500	110,000	47,400
	<i>Low</i>	5,000		35,000	35,000	35,000	55,000	110,000	5,000
	<i>Q25 (if n ≥ 5)</i>				40,000	40,000			35,000
	<i>Median (if n ≥ 5)</i>				45,000	55,000			45,000
	<i>Q75 (if n ≥ 5)</i>				45,000	55,000			55,000
	<i>High</i>	5,000		45,000	55,000	55,000	75,000	110,000	110,000
Volunteer Coordinator	<i>Respondents*</i>	4		1		2	1		8
	<i>Mean</i>	5,000		45,000		40,000	45,000		23,750
	<i>Low</i>	5,000				35,000			5,000
	<i>Q25 (if n ≥ 5)</i>								5,000
	<i>Median (if n ≥ 5)</i>								5,000
	<i>Q75 (if n ≥ 5)</i>								45,000
	<i>High</i>	5,000				45,000			45,000
Other	<i>Respondents*</i>	4	5		1	0	2	4	16
	<i>Mean</i>	7,500	5,000		35,000		90,000	105,000	43,125
	<i>Low</i>	5,000	5,000				85,000	55,000	5,000
	<i>Q25 (if n ≥ 5)</i>		5,000						5,000
	<i>Median (if n ≥ 5)</i>		5,000						5,000
	<i>Q75 (if n ≥ 5)</i>		5,000						65,000
	<i>High</i>	15,000	5,000				95,000	170,000	170,000

* 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^{20,21}

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Total Respondents		21	7	16	14	15	10	7	90
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	6	3	21	19	60	51	37	197
	<i>Year-Round Part-Time</i>	13	6	6	15	5			45
	<i>Seasonal Full-Time</i>	5		1	4	5	1		16
	<i>Seasonal Part-Time</i>	7		2	1				10
	<i>Don't Know</i>	7	7	1		2			17
	<i>Total</i>	38	16	31	39	72	52	37	285
Health Insurance (% Paid by Employer)	<i>0%</i>	22	9	16	25	20	19	12	123
	<i>≤ 50%</i>	1		3	10	4			18
	<i>> 50%</i>			3	4	17	6	19	49
	<i>100%</i>			8		31	26	6	71
	<i>Don't Know</i>	1					1		2
	<i>Total</i>	24	9	30	39	72	52	37	263
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	22	9	26	34	49	34	19	193
	<i>≤ 50%</i>	1		3	5				9
	<i>> 50%</i>					17	6	12	35
	<i>100%</i>			1		6	12		19
	<i>Don't Know</i>	1						6	7
	<i>Total</i>	24	9	30	39	72	52	37	263
Dental Insurance (% Paid by Employer)	<i>0%</i>	23	9	27	36	33	1	6	135
	<i>≤ 50%</i>			1					1
	<i>> 50%</i>				3	12	13	14	42
	<i>100%</i>			2		22	37	11	72
	<i>Don't Know</i>	1				5	1	6	13
	<i>Total</i>	24	9	30	39	72	52	37	263
Vision Insurance (% Paid by Employer)	<i>0%</i>	23	9	27	39	50	19	17	184
	<i>≤ 50%</i>			1					1
	<i>> 50%</i>					11		14	25
	<i>100%</i>			2		6	32		40
	<i>Don't Know</i>	1				5	1	6	13
	<i>Total</i>	24	9	30	39	72	52	37	263
Prescription Insurance (% Paid by Employer)	<i>0%</i>	22	9	27	39	24	14	10	145
	<i>≤ 50%</i>			1		4			5
	<i>> 50%</i>			1		17	6	21	45
	<i>100%</i>			1		6	28		35
	<i>Don't Know</i>	1				21	4	6	32
	<i>Total</i>	23	9	30	39	72	52	37	262

²⁰ See footnote 6.

²¹ Survey Questions 21, 25, 29, 33, 37, 41, and 44-52.

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	<i>Yes</i>			7		38	34	21	100
	<i>No</i>	19	14	23	39	32	18	16	161
	<i>Don't Know</i>	1							1
	<i>Total</i>	20	14	30	39	70	52	37	262
Provide Retirement Plan Matching Employee Contribution	<i>Yes</i>			9	2	43	36	18	108
	<i>No</i>	19	14	21	37	27	16	19	153
	<i>Don't Know</i>	1							1
	<i>Total</i>	20	14	30	39	70	52	37	262
Provide Pension Plan	<i>Yes</i>			1		2	6	6	15
	<i>No</i>	19	14	29	39	64	46	31	242
	<i>Don't Know</i>	1				4			5
	<i>Total</i>	20	14	30	39	70	52	37	262
Provide Performance Bonuses	<i>Yes</i>	8		11	14	33	32	17	115
	<i>No</i>	11	14	19	25	37	20	20	146
	<i>Don't Know</i>	1							1
	<i>Total</i>	20	14	30	39	70	52	37	262
Allow Flexible Work Schedule	<i>Yes</i>	10	6	26	20	55	41	33	191
	<i>No</i>	9	8	4	19	15	11	4	70
	<i>Don't Know</i>	1							1
	<i>Total</i>	20	14	30	39	70	52	37	262
Provide Housing Assistance	<i>Yes</i>			2	2	12	4		20
	<i>No</i>	20	14	28	37	58	48	37	242
	<i>Don't Know</i>								0
	<i>Total</i>	20	14	30	39	70	52	37	262
Provide Ski Pass	<i>Yes</i>			1		6	4		11
	<i>No</i>	18	14	29	38	64	44	36	243
	<i>Don't Know</i>	1							1
	<i>Total</i>	19	14	30	38	70	48	36	255
Paid Holidays (number of days)	<i>Respondents*</i>	19	10	30	39	70	52	37	257
	<i>Mean</i>	0	0	6	7	9	10	13	8
	<i>Low</i>	0	0	0	0	0	8	9	0
	<i>Q25 (if n ≥5)</i>	0.0	0.0	2.0	3.0	6.0	9.0	10.0	4
	<i>Median</i>	0.0	0.0	5.0	6.0	10.0	10.0	10.0	9
	<i>Q75 (if n ≥5)</i>	0.0	0.0	7.5	10.0	10.0	10.0	10.0	10
	<i>High</i>	4	3	17	20	20	14	29	29
Paid Time Off (number of days)	<i>Respondents*</i>	18	10	30	39	70	46	37	250
	<i>Mean</i>	0	0	12	10	18	19	22	15
	<i>Low</i>	0	0	0	0	0	7	1	0
	<i>Q25 (if n ≥5)</i>	0.0	0.0	0.0	0.0	10.0	15.0	15.0	2
	<i>Median</i>	0.0	0.0	15.0	8.5	20.0	20.0	20.0	15
	<i>Q75 (if n ≥5)</i>	0.0	0.0	20.0	20.0	25.0	22.0	30.0	22
	<i>High</i>	0	0	41+	21	37	32	41+	41+

*Number of survey respondents providing a numerical response value.

Table 11: Benefits for Year-Round *Full-Time* Employees^{22,23}

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Total Respondents		21	7	16	14	15	10	7	90
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	6	3	21	19	60	51	37	197
	<i>Year-Round Part-Time</i>	13	6	6	15	5			45
	<i>Seasonal Full-Time</i>	5		1	4	5	1		16
	<i>Seasonal Part-Time</i>	7		2	1				10
	<i>Don't Know</i>	7	7	1		2			17
	<i>Total</i>	38	16	31	39	72	52	37	285
Health Insurance (% Paid by Employer)	<i>0%</i>	2	3	9	14	17	19	12	76
	<i>≤ 50%</i>			3	2	4			9
	<i>> 50%</i>			3	3	9	6	19	40
	<i>100%</i>			6		30	25	6	67
	<i>Don't Know</i>						1		1
	<i>Total</i>	2	3	21	19	60	51	37	193
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	2	3	17	14	44	33	19	132
	<i>≤ 50%</i>			3	5				8
	<i>> 50%</i>					10	6	12	28
	<i>100%</i>			1		6	12		19
	<i>Don't Know</i>							6	6
	<i>Total</i>	2	3	21	19	60	51	37	193
Dental Insurance (% Paid by Employer)	<i>0%</i>	2	3	18	16	27	1	6	73
	<i>≤ 50%</i>			1					1
	<i>> 50%</i>				3	10	13	14	40
	<i>100%</i>			2		19	36	11	68
	<i>Don't Know</i>					4	1	6	11
	<i>Total</i>	2	3	21	19	60	51	37	193
Vision Insurance (% Paid by Employer)	<i>0%</i>	2	3	18	19	43	19	17	121
	<i>≤ 50%</i>			1					1
	<i>> 50%</i>					7		14	21
	<i>100%</i>			2		6	31		39
	<i>Don't Know</i>					4	1	6	11
	<i>Total</i>	2	3	21	19	60	51	37	193
Prescription Insurance (% Paid by Employer)	<i>0%</i>	2	3	18	19	22	14	10	88
	<i>≤ 50%</i>			1		4			5
	<i>> 50%</i>			1		11	6	21	39
	<i>100%</i>			1		5	28		34
	<i>Don't Know</i>					18	3	6	27
	<i>Total</i>	2	3	21	19	60	51	37	193

²² See footnote 6.

²³ Survey Questions 21, 25, 29, 33, 37, 41, and 44-52.

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			5		31	34	21	91
	No	2	3	16	19	29	17	16	102
	Don't Know								0
	Total	2	3	21	19	60	51	37	193
Provide Retirement Plan Matching Employee Contribution	Yes			7	2	37	36	18	100
	No	2	3	14	17	23	15	19	93
	Don't Know								0
	Total	2	3	21	19	60	51	37	193
Provide Pension Plan	Yes			1		2	5	6	14
	No	2	3	20	19	54	46	31	175
	Don't Know					4			4
	Total	2	3	21	19	60	51	37	193
Provide Performance Bonuses	Yes			6	7	32	31	17	93
	No	2	3	15	12	28	20	20	100
	Don't Know								0
	Total	2	3	21	19	60	51	37	193
Allow Flexible Work Schedule	Yes		2	21	11	49	40	33	156
	No	2	1		8	11	11	4	37
	Don't Know								0
	Total	2	3	21	19	60	51	37	193
Provide Housing Assistance	Yes			1	2	8	4		15
	No	2	3	20	17	52	47	37	178
	Don't Know								0
	Total	2	3	21	19	60	51	37	193
Provide Ski Pass	Yes			1		6	4		11
	No	1	3	20	19	54	43	36	176
	Don't Know	1							1
	Total	2	3	21	19	60	47	36	188
Paid Holidays (number of days)	Respondents*	2	3	21	19	60	51	37	193
	Mean	0	1	7	8	8	10	13	9
	Low	0	0	0	0	0	8	9	0
	Q25 (if n ≥5)			4.3	4.8	6.0	8.8	10.0	7
	Median	0.0	0.0	7.0	8.5	10.0	10.0	10.0	10
	Q75 (if n ≥5)			10.0	10.0	10.0	10.0	10.0	10
	High	0	3	17	20	20	14	29	29
Paid Time Off (number of days)	Respondents*	2	3	21	19	60	41+	37	142
	Mean	0	0	16	14	19	19	22	18
	Low	0	0	0	0	0	7	1	0
	Q25 (if n ≥5)			10.0	7.0	11.0	15.0	15.0	15
	Median	0.0	0.0	15.0	15.0	20.0	20.0	20.0	20
	Q75 (if n ≥5)			20.0	20.0	25.0	22.0	30.0	24
	High	0	0	41+	21	37	32	41+	41+

Table 12: Benefits for Year-Round *Part-Time* Employees^{24,25}

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Total Respondents		21	7	16	14	15	10	7	90
Total Reported Employees in Top Six Paid Positions	<i>Year-Round Full-Time</i>	6	3	21	19	60	51	37	197
	<i>Year-Round Part-Time</i>	13	6	6	15	5			45
	<i>Seasonal Full-Time</i>	5		1	4	5	1		16
	<i>Seasonal Part-Time</i>	7		2	1				10
	<i>Don't Know</i>	7	7	1		2			17
	<i>Total</i>	38	16	31	39	72	52	37	285
Health Insurance (% Paid by Employer)	<i>0%</i>	9	4	5	10	2			30
	<i>≤ 50%</i>	1			4				5
	<i>> 50%</i>				1	2			3
	<i>100%</i>			1		1			2
	<i>Don't Know</i>								0
	<i>Total</i>	10	4	6	15	5	0	0	40
High Deductible / HSA Eligible Plan (% Paid by Employer)	<i>0%</i>	9	4	6	15	5			39
	<i>≤ 50%</i>	1							1
	<i>> 50%</i>								0
	<i>100%</i>								0
	<i>Don't Know</i>								0
	<i>Total</i>	10	4	6	15	5	0	0	40
Dental Insurance (% Paid by Employer)	<i>0%</i>	10	4	6	15	2			37
	<i>≤ 50%</i>								0
	<i>> 50%</i>								0
	<i>100%</i>					3			3
	<i>Don't Know</i>								0
	<i>Total</i>	10	4	6	15	5	0	0	40
Vision Insurance (% Paid by Employer)	<i>0%</i>	10	4	6	15	3			38
	<i>≤ 50%</i>								0
	<i>> 50%</i>					2			2
	<i>100%</i>								0
	<i>Don't Know</i>								0
	<i>Total</i>	10	4	6	15	5	0	0	40
Prescription Insurance (% Paid by Employer)	<i>0%</i>	9	4	6	15	2			36
	<i>≤ 50%</i>								0
	<i>> 50%</i>					2			2
	<i>100%</i>					1			1
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39

²⁴ See footnote 6.

²⁵ Survey Questions 21, 25, 29, 33, 37, 41, and 44-52.

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	<i>Yes</i>			1		3			4
	<i>No</i>	9	4	5	15	2			35
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Provide Retirement Plan Matching Employee Contribution	<i>Yes</i>			1		1			2
	<i>No</i>	9	4	5	15	4			37
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Provide Pension Plan	<i>Yes</i>								0
	<i>No</i>	9	4	6	15	5			39
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Provide Performance Bonuses	<i>Yes</i>	2		4	6				12
	<i>No</i>	7	4	2	9	5			27
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Allow Flexible Work Schedule	<i>Yes</i>	2	4	3	8	5			22
	<i>No</i>	7		3	7				17
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Provide Housing Assistance	<i>Yes</i>								0
	<i>No</i>	9	4	6	15	5			39
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Provide Ski Pass	<i>Yes</i>								0
	<i>No</i>	9	4	6	15	5			39
	<i>Don't Know</i>								0
	<i>Total</i>	9	4	6	15	5	0	0	39
Paid Holidays (number of days)	<i>Respondents*</i>	8	5	6	15	5			39
	<i>Mean</i>	1	0	1	6	8			4
	<i>Low</i>	0	0	0	0	0			0
	<i>Q25 (if n ≥5)</i>	0.0	0.0	0.0	3.0	2.3			0
	<i>Median</i>	0.0	0.0	0.0	6.0	9.5			0
	<i>Q75 (if n ≥5)</i>	0.0	0.0	1.0	7.0	10.0			6
	<i>High</i>	4	0	5	20	10			20
Paid Time Off (number of days)	<i>Respondents*</i>	7	5	6	15	5			38
	<i>Mean</i>	0	0	3	7	20			6
	<i>Low</i>	0	0	0	0	0			0
	<i>Q25 (if n ≥5)</i>	0.0	0.0	0.0	0.0	5.5			0
	<i>Median</i>	0.0	0.0	0.0	0.0	24.0			0
	<i>Q75 (if n ≥5)</i>	0.0	0.0	0.0	13.0	26.0			9
	<i>High</i>	0	0	20	20	26			26

*Number of survey respondents providing a numerical response value.

Table 13: Family/Maternity/Paternity Benefits within Budget-Size Categories²⁶

		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	2	9	3	3	18
	<i>No</i>	14	6	14	10	6	7	4	61
	<i>Don't Know</i>	2		1					3
	<i>Total</i>	16	6	16	12	15	10	7	82
Weeks of Paid Family /Maternity /Paternity Leave Offered	<i>Respondents*</i>	0	0	1	2	8	2	3	16
	<i>Mean</i>			12	7	7	3	8	7
	<i>Low</i>				4	2	2	6	2
	<i>Q25 (if n ≥5)</i>					6			4
	<i>Median (if n ≥5)</i>					6			6
	<i>Q75 (if n ≥5)</i>					8			10
	<i>High</i>				10	12	4	12	12

*Number of survey respondents providing a numerical response value.

²⁶ Survey Questions 53-54.

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 Officer²⁷

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Executive Director / President / Chief Executive Officer Positions	<i>Full-Time Yearly</i>	3	2	14	10	15	10	7	61
	<i>Part-Time Yearly</i>	7	3	1	2				13
	<i>Full-Time Seasonal</i>	2							2
	<i>Part-Time Seasonal</i>	3							3
	<i>Don't Know</i>	5	2	1					8
	<i>Total</i>	20	7	16	12	15	10	7	87
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>	3	2	14	10	15	10	7	61
	<i>Mean</i>	\$5,000	\$40,000	\$67,143	\$71,500	\$95,333	\$169,500	\$134,286	\$95,328
	<i>Low</i>	\$5,000	\$35,000	\$45,000	\$35,000	\$65,000	\$85,000	\$95,000	\$5,000
	<i>Q25 (if n ≥5)</i>			\$50,000	\$65,000	\$75,000	\$110,000	\$95,000	\$65,000
	<i>Median (if n ≥5)</i>			\$65,000	\$65,000	\$85,000	\$130,000	\$130,000	\$85,000
	<i>Q75 (if n ≥5)</i>			\$70,000	\$75,000	\$95,000	\$180,000	\$140,000	\$110,000
	<i>High</i>	\$5,000	\$45,000	\$110,000	\$110,000	\$225,000	\$325,000	\$190,000	\$325,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>	6	3	1	2				12
	<i>Mean</i>	\$15,000	\$11,667	\$25,000	\$65,000				\$23,333
	<i>Low</i>	\$5,000	\$5,000		\$65,000				\$5,000
	<i>Q25 (if n ≥5)</i>	\$5,000							\$5,000
	<i>Median (if n ≥5)</i>	\$5,000							\$15,000
	<i>Q75 (if n ≥5)</i>	\$15,000							\$25,000
	<i>High</i>	\$45,000	\$25,000		\$65,000				\$65,000
Highest Degree Held	<i>High school graduate or less</i>	1							1
	<i>Some college</i>	3							3
	<i>Four-year college degree</i>	7	2	6	9	7	4	5	40
	<i>Postgraduate degree</i>	6	5	9	3	8	6	2	39
	<i>Don't Know</i>	3		1					4
	<i>Total</i>	20	7	16	12	15	10	7	87

²⁷ Survey Questions 21-23 and 44-52.

Table 14 (continued)

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total
Health Insurance (% Paid by Employer)	0%	10	6	6	9	5	3	3	42
	≤ 50%	1		3	2	1			7
	> 50%			1	1	3	1	3	9
	100%			5		6	5	1	17
	Don't Know	1					1		2
	Total	12	6	15	12	15	10	7	77
High Deductible / HSA Eligible Plan (% Paid by Employer)	0%	10	6	11	10	11	7	4	59
	≤ 50%	1		3	2				6
	> 50%					3	1	2	6
	100%			1		1	2		4
	Don't Know	1						1	2
	Total	12	6	15	12	15	10	7	77
Dental Insurance (% Paid by Employer)	0%	11	6	12	11	8		2	50
	≤ 50%			1					1
	> 50%				1	2	2	2	7
	100%			2		4	7	2	15
	Don't Know	1				1	1	1	4
	Total	12	6	15	12	15	10	7	77
Vision Insurance (% Paid by Employer)	0%	11	6	12	12	11	3	4	59
	≤ 50%			1					1
	> 50%					2		2	4
	100%			2		1	6		9
	Don't Know	1				1	1	1	4
	Total	12	6	15	12	15	10	7	77
Prescription Insurance (% Paid by Employer)	0%	10	6	12	12	6	3	3	52
	≤ 50%			1		1			2
	> 50%			1		3	1	3	8
	100%			1		1	5		7
	Don't Know	1				4	1	1	7
	Total	11	6	15	12	15	10	7	76

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	<i>Yes</i>			4		8	5	4	21
	<i>No</i>	10	5	11	12	7	5	3	53
	<i>Don't Know</i>	1							1
	<i>Total</i>	11	5	15	12	15	10	7	75
Provide Retirement Plan Matching Employee Contribution	<i>Yes</i>			4	1	9	6	3	23
	<i>No</i>	10	5	11	11	6	4	4	51
	<i>Don't Know</i>	1							1
	<i>Total</i>	11	5	15	12	15	10	7	75
Provide Pension Plan	<i>Yes</i>			1		1	2	1	5
	<i>No</i>	10	5	14	12	13	8	6	68
	<i>Don't Know</i>	1				1			2
	<i>Total</i>	11	5	15	12	15	10	7	75
Provide Performance Bonuses	<i>Yes</i>	3		4	5	8	6	4	30
	<i>No</i>	7	5	11	7	7	4	3	44
	<i>Don't Know</i>	1							1
	<i>Total</i>	11	5	15	12	15	10	7	75
Allow Flexible Work Schedule	<i>Yes</i>	4	3	14	7	12	9	6	55
	<i>No</i>	6	2	1	5	3	1	1	19
	<i>Don't Know</i>	1							1
	<i>Total</i>	11	5	15	12	15	10	7	75
Provide Housing Assistance	<i>Yes</i>			1	1	2	2		6
	<i>No</i>	11	5	14	11	13	8	7	69
	<i>Don't Know</i>								0
	<i>Total</i>	11	5	15	12	15	10	7	75
Provide Ski Pass	<i>Yes</i>			1		2	1		4
	<i>No</i>	10	5	14	12	13	9	7	70
	<i>Don't Know</i>	1							1
	<i>Total</i>	11	5	15	12	15	10	7	75
Paid Holidays (number of days)	<i>Respondents*</i>	10	6	15	12	15	10	7	75
	<i>Mean</i>	0	1	8	8	9	10	13	7
	<i>Low</i>	0	0	0	0	0	8	9	0
	<i>Q25 (if n ≥ 5)</i>	0.0	0.0	4.8	4.0	6.0	8.5	9.8	0
	<i>Median</i>	0.0	0.0	7.0	7.0	9.5	10.0	10.0	8
	<i>Q75 (if n ≥ 5)</i>	0.0	0.0	10.0	10.0	10.0	10.0	10.0	10
	<i>High</i>	4	3	17	20	20	14	29	29
Paid Time Off (number of days)	<i>Respondents*</i>	9	6	15	12	15	9	7	73
	<i>Mean</i>	0	0	16	13	21	20	23	14
	<i>Low</i>	0	0	0	0	0	7	1	0
	<i>Q25 (if n ≥ 5)</i>	0.0	0.0	9.5	7.0	17.0	15.0	12.0	0
	<i>Median</i>	0.0	0.0	15.0	15.0	22.0	20.0	20.0	15
	<i>Q75 (if n ≥ 5)</i>	0.0	0.0	20.0	20.0	25.0	22.0	30.0	21
	<i>High</i>	0	0	41+	21	37	32	41+	41+

*Number of survey respondents providing a numerical response value.

Table 15: Characteristics of the Executive Director/President/Chief Executive Officer²⁸

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Succession Plan in Place	<i>Yes</i>	6	3	5	2	6	5	1	28
	<i>No</i>	11	2	10	9	7	5	5	49
	<i>Don't Know</i>	4	2	1	1	2		1	11
	<i>Total</i>	21	7	16	12	15	10	7	88
Years in Job	<i>Respondents*</i>	19	7	15	12	15	10	7	85
	<i>Mean</i>	6	8	4	4	6	7	8	6
	<i>Low</i>	1	1	1	1	1	1	1	1
	<i>Q25 (if n ≥5)</i>	2.0	1.8	1.0	1.0	2.8	2.0	1.0	2
	<i>Median</i>	4.5	4.0	2.0	3.0	6.0	4.0	4.0	4
	<i>Q75 (if n ≥5)</i>	6.3	8.8	3.3	4.0	7.3	13.0	10.0	7
	<i>High</i>	20+	20+	20+	10	13	16	20+	20+
Years Prior Experience	<i>Respondents*</i>	19	6	15	12	15	10	6	83
	<i>Mean</i>	8	12	7	10	13	17	14	11
	<i>Low</i>	1	2	1	1	2	4	1	1
	<i>Q25 (if n ≥5)</i>	1.0	4.0	1.0	3.0	5.8	11.0	4.5	3
	<i>Median</i>	4.5	10.0	3.0	6.0	11.0	15.0	10.0	9
	<i>Q75 (if n ≥5)</i>	11.0	15.0	7.3	15.0	15.0	20+	21.0	17
	<i>High</i>	20+	20+	20+	20+	20+	20+	20+	20+
Age Range	<i>Under 39</i>	3	1	10	4	4			22
	<i>40-49 years old</i>	4	2	4	4	5		3	22
	<i>50-59 years old</i>	5	2		1	5	5	2	20
	<i>60 and over</i>	7	2	1	3	1	5	2	21
	<i>Don't Know</i>	2		1					3
	<i>Total</i>	21	7	16	12	15	10	7	88
Owns Home	<i>Yes</i>	13	6	8	8	13	9	5	62
	<i>No</i>	6		7	4	2	1	1	21
	<i>Don't Know</i>	2		1					3
	<i>Total</i>	21	6	16	12	15	10	6	86
Home Location	<i>Teton County, WY</i>	17	7	12	10	12	9	4	71
	<i>Teton County, ID</i>	2		2	1	2	1	1	9
	<i>Elsewhere</i>	0	0	1	1	1	0	2	5
	<i>Don't Know</i>	2		1					3
	<i>Total</i>	21	7	16	12	15	10	7	88

*Number of survey respondents providing a numerical response value.

²⁸ Survey Questions 15–20.

Table 16: Financial Director/Chief Financial Officer²⁹

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Financial Director / Chief Financial Officer Positions	<i>Full-Time Yearly</i>	1				1	4	5	11
	<i>Part-Time Yearly</i>								
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>	1				1	4	5	11
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>	1				1	4	5	11
	<i>Mean</i>	\$5,000				\$65,000	\$128,750	\$104,000	\$100,455
	<i>Low</i>						\$85,000	\$75,000	\$5,000
	<i>Q25 (if n ≥5)</i>							\$80,000	\$72,500
	<i>Median (if n ≥5)</i>							\$102,500	\$95,000
	<i>Q75 (if n ≥5)</i>							\$110,000	\$110,000
	<i>High</i>						\$225,000	\$130,000	\$225,000
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>	1							1
	<i>Some college</i>								
	<i>Four-year college degree</i>					1	2	5	8
	<i>Postgraduate degree</i>						2		2
	<i>Don't Know</i>								
	<i>Total</i>	1				1	4	5	11

²⁹ Survey Questions 24-43.

Table 17: Accountant/Bookkeeper³⁰

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Accountant / Bookkeeper Positions	<i>Full-Time Yearly</i>						2		2
	<i>Part-Time Yearly</i>		1	2					3
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>								
	<i>Don't Know</i>								
	<i>Total</i>		1	2			2		5
Year-Round Full-Time Annualized Compensation		<i>Respondents*</i>					2		2
	<i>Mean</i>						\$65,000		\$65,000
	<i>Low</i>						\$55,000		\$55,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>						\$75,000		\$75,000
Year-Round Part-Time Annualized Compensation		<i>Respondents*</i>	1	2					3
	<i>Mean</i>		\$5,000	\$50,000					\$35,000
	<i>Low</i>			\$5,000					\$5,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>			\$95,000					\$95,000
Highest Degree Held		<i>High school graduate or less</i>							
	<i>Some college</i>						2		2
	<i>Four-year college degree</i>		1	1					2
	<i>Postgraduate degree</i>								
	<i>Don't Know</i>			1					1
	<i>Total</i>		1	2			2		5

³⁰ Survey Questions 24-43.

Table 18: Administrator/Chief Operating Officer³¹

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Administrator / Chief Operating Officer Positions	<i>Full-Time Yearly</i>	1			1	2	5	1	10
	<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			2	2	5	1	12
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>	1			1	2	5	1	10
	<i>Mean</i>	\$5,000			\$65,000	\$55,000	\$92,000	\$130,000	\$77,000
	<i>Low</i>					\$55,000	\$55,000		\$5,000
	<i>Q25 (if n ≥5)</i>						\$60,000		\$55,000
	<i>Median (if n ≥5)</i>						\$75,000		\$65,000
	<i>Q75 (if n ≥5)</i>						\$82,500		\$80,000
	<i>High</i>					\$55,000	\$170,000		\$170,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>	1			1				2
	<i>Mean</i>	\$15,000			\$55,000				\$35,000
	<i>Low</i>								\$15,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>								\$55,000
Highest Degree Held	<i>High school graduate or less</i>	1					1		2
	<i>Some college</i>								
	<i>Four-year college degree</i>				1	1	4		6
	<i>Postgraduate degree</i>	1			1	1		1	4
	<i>Don't Know</i>								
	<i>Total</i>	2			2	2	5	1	12

³¹ Survey Questions 24-43.

Table 19: Program Director³²

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Program Director Positions	Full-Time Yearly			3	5	19	14	12	53
	Part-Time Yearly	2		1	3	1			7
	Full-Time Seasonal					1	1		2
	Part-Time Seasonal								
	Don't Know								
	Total	2		4	8	21	15	12	62
Year-Round Full-Time Annualized Compensation	Respondents*			3	5	19	14	12	53
	Mean			\$45,000	\$55,000	\$56,579	\$75,000	\$81,250	\$66,226
	Low			\$45,000	\$45,000	\$45,000	\$45,000	\$55,000	\$45,000
	Q25 (if n ≥5)				\$45,000	\$45,000	\$55,000	\$65,000	\$45,000
	Median (if n ≥5)				\$50,000	\$55,000	\$85,000	\$75,000	\$65,000
	Q75 (if n ≥5)				\$62,500	\$65,000	\$85,000	\$85,000	\$75,000
	High			\$45,000	\$65,000	\$75,000	\$95,000	\$130,000	\$130,000
Year-Round Part-Time Annualized Compensation	Respondents*	2		1	3	1			7
	Mean	\$25,000		\$35,000	\$48,333	\$55,000			\$40,714
	Low	\$15,000			\$45,000				\$15,000
	Q25 (if n ≥5)								\$30,000
	Median (if n ≥5)								\$40,000
	Q75 (if n ≥5)								\$47,500
	High	\$35,000			\$55,000				\$55,000
Highest Degree Held	High school graduate or less						1		1
	Some college						1		1
	Four-year college degree	2		4	5	12	10	6	39
	Postgraduate degree				3	9	3	3	18
	Don't Know							3	3
	Total	2		4	8	21	15	12	62

³² Survey Questions 24-43.

Table 20: Marketing Director³³

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Marketing Director Positions	Full-Time Yearly	1		1	1	5	3	2	13
	Part-Time Yearly			2	2	1			5
	Full-Time Seasonal								
	Part-Time Seasonal								
	Don't Know								
	Total	1		3	3	6	3	2	18
Year-Round Full-Time Annualized Compensation	Respondents*	1		1	1	5	3	2	13
	Mean	\$5,000		\$35,000	\$45,000	\$55,000	\$68,333	\$60,000	\$52,692
	Low					\$35,000	\$55,000	\$55,000	\$5,000
	Q25 (if n ≥5)					\$40,000			\$37,500
	Median (if n ≥5)					\$55,000			\$55,000
	Q75 (if n ≥5)					\$62,500			\$65,000
	High					\$65,000	\$75,000	\$65,000	\$75,000
Year-Round Part-Time Annualized Compensation	Respondents*			2	1	1			4
	Mean			\$10,000	\$45,000	\$45,000			\$27,500
	Low			\$5,000					\$5,000
	Q25 (if n ≥5)								
	Median (if n ≥5)								
	Q75 (if n ≥5)								
	High			\$15,000					\$45,000
Highest Degree Held	High school graduate or less	1							1
	Some college				1				1
	Four-year college degree			3	2	6	2	1	14
	Postgraduate degree						1		1
	Don't Know							1	1
	Total	1		3	3	6	3	2	18

³³ Survey Questions 24-43.

Table 21: Development Director³⁴

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Development Director Positions	Full-Time Yearly				1	4	5	4	14
	Part-Time Yearly		2			2			4
	Full-Time Seasonal								
	Part-Time Seasonal								
	Don't Know								
	Total		2		1	6	5	4	18
Year-Round Full-Time Annualized Compensation	Respondents*				1	4	5	4	14
	Mean				\$65,000	\$75,000	\$90,000	\$87,500	\$83,214
	Low					\$65,000	\$65,000	\$45,000	\$45,000
	Q25 (if n ≥5)						\$67,500		\$65,000
	Median (if n ≥5)						\$80,000		\$75,000
	Q75 (if n ≥5)						\$92,500		\$95,000
	High					\$95,000	\$130,000	\$110,000	\$130,000
Year-Round Part-Time Annualized Compensation	Respondents*		2			2			4
	Mean		\$5,000			\$35,000			\$20,000
	Low		\$5,000			\$35,000			\$5,000
	Q25 (if n ≥5)								
	Median (if n ≥5)								
	Q75 (if n ≥5)								
	High		\$5,000			\$35,000			\$35,000
Highest Degree Held	High school graduate or less								
	Some college								
	Four-year college degree		2			6	4		12
	Postgraduate degree				1		1	2	4
	Don't Know							2	2
	Total		2		1	6	5	4	18

³⁴ Survey Questions 24-43.

Table 22: Support Staff³⁵

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Support Staff (programs, assistants, office manager, secretary, etc.) Positions	Full-Time Yearly					10	1		11
	Part-Time Yearly				4	1			5
	Full-Time Seasonal			1	1				2
	Part-Time Seasonal			2	1				3
	Don't Know								
	Total			3	6	11	1		21
Year-Round Full-Time Annualized Compensation	Respondents*					10	1		11
	Mean					\$45,000	\$55,000		\$45,909
	Low					\$35,000			\$35,000
	Q25 (if n ≥5)					\$40,000			\$42,500
	Median (if n ≥5)					\$45,000			\$45,000
	Q75 (if n ≥5)					\$45,000			\$47,500
	High					\$55,000			\$55,000
Year-Round Part-Time Annualized Compensation	Respondents*				2	1			3
	Mean				\$25,000	\$55,000			\$35,000
	Low				\$5,000				\$5,000
	Q25 (if n ≥5)								
	Median (if n ≥5)								
	Q75 (if n ≥5)								
	High				\$45,000				\$55,000
Highest Degree Held	High school graduate or less								
	Some college				1				1
	Four-year college degree			3	5	8			16
	Postgraduate degree					2	1		3
	Don't Know					1			1
	Total			3	6	11	1		21

³⁵ Survey Questions 24-43.

Table 23: Specialized Staff³⁶

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Specialized Staff (teacher, clinical, scientific, counselor, etc.) Positions	<i>Full-Time Yearly</i>		1	2	1	2	4	2	12
	<i>Part-Time Yearly</i>				2				2
	<i>Full-Time Seasonal</i>	3			3	4			10
	<i>Part-Time Seasonal</i>	1							1
	<i>Don't Know</i>								
	<i>Total</i>	4	1	2	6	6	4	2	25
Year-Round Full-Time Annualized Compensation	<i>Respondents*</i>		1	2	1	2	4	2	12
	<i>Mean</i>		\$25,000	\$40,000	\$35,000	\$50,000	\$67,500	\$110,000	\$60,833
	<i>Low</i>			\$35,000		\$45,000	\$55,000	\$110,000	\$25,000
	<i>Q25 (if n ≥5)</i>								\$35,000
	<i>Median (if n ≥5)</i>								\$55,000
	<i>Q75 (if n ≥5)</i>								\$75,000
	<i>High</i>			\$45,000		\$55,000	\$75,000	\$110,000	\$110,000
Year-Round Part-Time Annualized Compensation	<i>Respondents*</i>				2				2
	<i>Mean</i>				\$50,000				\$50,000
	<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
Highest Degree Held	<i>High school graduate or less</i>				1	1			2
	<i>Some college</i>	2					1		3
	<i>Four-year college degree</i>	2			5	2	1	1	11
	<i>Postgraduate degree</i>			1		3	2	1	7
	<i>Don't Know</i>		1	1					2
	<i>Total</i>	4	1	2	6	6	4	2	25

³⁶ Survey Questions 24-43.

Table 24: Volunteer Coordinator³⁷

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Volunteer Coordinator Positions	<i>Full-Time Yearly</i>			1		2	1		4
	<i>Part-Time Yearly</i>	1							1
	<i>Full-Time Seasonal</i>								
	<i>Part-Time Seasonal</i>	3							3
	<i>Don't Know</i>								
	<i>Total</i>	4		1		2	1		8
Year-Round Full-Time Annualized Compensation									
	<i>Respondents*</i>			1		2	1		4
	<i>Mean</i>			\$45,000		\$40,000	\$45,000		\$42,500
	<i>Low</i>					\$35,000			\$35,000
	<i>Q25 (if n ≥5)</i>								
	<i>Median (if n ≥5)</i>								
	<i>Q75 (if n ≥5)</i>								
	<i>High</i>					\$45,000			\$45,000
Year-Round Part-Time Annualized Compensation									
	<i>Respondents*</i>	1							1
	<i>Mean</i>	\$5,000							\$5,000
	<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>	3		1		2	1		7
	<i>Postgraduate degree</i>								
	<i>Don't Know</i>								
	<i>Total</i>	4		1		2	1		8

³⁷ Survey Questions 24-43.

Table 25: Other Staff³⁸

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Total / Overall
Total Respondents		21	7	16	14	15	10	7	90
Paid Other Staff Positions	Full-Time Yearly						2	4	6
	Part-Time Yearly	2			1				3
	Full-Time Seasonal								
	Part-Time Seasonal								
	Don't Know	2	5			2			9
	Total	4	5		1	2	2	4	18
Year-Round Full-Time Annualized Compensation	Respondents*						2	4	6
	Mean						\$90,000	\$105,000	\$100,000
	Low						\$85,000	\$55,000	\$55,000
	Q25 (if n ≥5)								\$60,000
	Median (if n ≥5)								\$85,000
	Q75 (if n ≥5)								\$112,500
	High						\$95,000	\$170,000	\$170,000
Year-Round Part-Time Annualized Compensation	Respondents*	2			1				3
	Mean	\$10,000			\$35,000				\$18,333
	Low	\$5,000							\$5,000
	Q25 (if n ≥5)								
	Median (if n ≥5)								
	Q75 (if n ≥5)								
	High	\$15,000							\$35,000
Highest Degree Held	High school graduate or less								
	Some college						1		1
	Four-year college degree	1			1		1	1	4
	Postgraduate degree	1						1	2
	Don't Know	2	5			2		2	11
	Total	4	5		1	2	2	4	18

³⁸ Survey Questions 24-43.

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 Categories³⁹

		A: <\$50k	B: \$50k	C: \$100k	D: \$300K	E: \$500k	F: \$1m	G: \$3m+	Overall
Total Respondents		21	7	16	12	15	10	7	88
Number of Board Members	<i>Respondents*</i>	21	7	16	12	15	10	7	88
	<i>Mean</i>	5	8	7	9	12	14	14	9
	<i>Low</i>	1	5	3	3	6	8	8	1
	<i>Q25 (if n ≥5)</i>	3.0	5.0	5.0	7.0	8.8	8.0	8.0	5
	<i>Median (if n ≥5)</i>	5.0	6.5	6.0	9.0	12.0	9.0	13.0	8
	<i>Q75 (if n ≥5)</i>	6.0	9.0	7.0	10.0	12.0	20.0	16.0	11
	<i>High</i>	8	12	13	13	21+	21+	21+	21+
Board Member Term Limits	<i>Yes</i>	5	5	15	9	14	10	7	65
	<i>No</i>	13	2	1	3				19
	<i>Don't Know</i>	3				1			4
	<i>Total</i>	21	7	16	12	15	10	7	88
Board Member Term Limits (# of years)	<i>Respondents*</i>	5	5	15	9	14	10	7	65
	<i>Mean</i>	2	3	4	3	4	4	3	3
	<i>Low</i>	1	2	2	2	2	2	2	1
	<i>Q25 (if n ≥5)</i>	1.0	2.3	3.0	2.3	3.0	3.0	2.8	3
	<i>Median (if n ≥5)</i>	1.5	3.0	3.0	3.0	3.0	3.0	3.0	3
	<i>Q75 (if n ≥5)</i>	2.8	3.0	6.0	3.0	3.0	4.0	3.0	3
	<i>High</i>	3	4	8	6	9	6	3	9
Board Members Number of Consecutive Terms	<i>Respondents*</i>	4	3	13	8	14	9	5	56
	<i>Mean</i>	2	2	2	3	2	3	3	2
	<i>Low</i>	1	2	1	2	1	2	2	1
	<i>Q25 (if n ≥5)</i>			2.0	2.0	2.0	2.0	2.0	2
	<i>Median (if n ≥5)</i>			2.0	2.0	2.0	2.0	2.0	2
	<i>Q75 (if n ≥5)</i>			2.0	3.0	3.0	3.0	2.8	3
	<i>High</i>	2	2	3	4	3	4	4	4
Board Member Training	<i>Yes</i>	5	2	7	5	13	7	5	44
	<i>No</i>	13	5	9	7	1	3	1	39
	<i>Don't Know</i>	3				1		1	5
	<i>Total</i>	21	7	16	12	15	10	7	88

*Number of survey respondents providing a numerical response value.

³⁹ Survey Questions 11–14.

Appendix A:
Survey Questionnaire



Introduction

We are administering a biennial compensation survey of local nonprofits on behalf of the Community Foundations of Jackson Hole and Teton Valley.

While your organization's name is required in order to facilitate distribution of the final report, your answers will be combined with those of all other respondents from your area to create a broad statistical overview of nonprofit employment and compensation in Jackson Hole and Teton Valley. Your individual responses will not be linked to your organization. (Note: Jackson Hole and Teton Valley data will be aggregated and reported separately. Both reports will be shared with all participating organizations.)

We estimate this survey will require 30 minutes. You may stop and subsequently resume the survey, but it must be from the same computer. In order to answer the following questions, you will need to be knowledgeable about your organization's budget, staff compensation and benefits. The survey is most commonly completed by Executive Directors, Chief Financial Officers or staff members in equivalent positions. If you believe that someone else in your organization is better able to answer budget and compensation-related questions, please ask that person to complete the survey.

This spring, your organization will receive our reports on nonprofit employment and compensation based on the survey data that we collect. Additionally, as a token of appreciation for your input, your organization will receive a \$20 credit at your choice of Persephone Bakery, Picnic, Yeti's Post or Rise Coffeehouse upon completing the survey. Be sure to print the survey submission confirmation page in order to redeem your credit.

Please answer the following questions concerning your nonprofit organization's most recent fiscal year as accurately as possible. Submission deadline: Thursday, February 6th at 5pm. Thank you for your participation!

**Sincerely,
The Consulting Statistician**



* 1. Please indicate where your organization is based:

- ☐ Teton County, Wyoming
- ☐ Teton County, Idaho or Alta, Wyoming



The following information is requested in order to facilitate report distribution. Your responses will be kept strictly confidential.

* 2. Please provide the full name of your organization (no acronyms, please):

* 3. Please provide your email address: (please ensure no typos)

Section 1: General Information

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

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

* 5. 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 +

* 6. 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"/>

* 7. 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"/>

* 8. 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.]

* 9. 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.]

* 10. 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

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

* 12. 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

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

* 14. 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.

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

* 16. 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?

* 17. 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 | |

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

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

* 19. 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 | |

* 20. 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.

* 21. 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 | |

* 22. 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 | |

* 23. 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 all other respondents from your area for the sole purpose of creating a broad statistical overview of employment and compensation for the nonprofit sector in Jackson Hole and Teton Valley, 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

* 24. 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/Manager |
| <input type="checkbox"/> Financial Director/Chief Financial Officer | <input type="checkbox"/> Development Director/Manager |
| <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/Manager | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Other (please specify) | |

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

- ☐ Full-time year-round ☐ Part-time seasonal
- ☐ Part-time year-round ☐ Don't know
- ☐ Full-time seasonal

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

- ☐ High school graduate or less ☐ Postgraduate degree
- ☐ Some college ☐ Don't know
- ☐ Four-year college degree

* 27. 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

* 28. 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/Manager |
| <input type="checkbox"/> Financial Director/Chief Financial Officer | <input type="checkbox"/> Development Director/Manager |
| <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/Manager | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Other (please specify) | |

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

- ☐ Full-time year-round ☐ Part-time seasonal
- ☐ Part-time year-round ☐ Don't know
- ☐ Full-time seasonal

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

- ☐ High school graduate or less ☐ Postgraduate degree
- ☐ Some college ☐ Don't know
- ☐ Four-year college degree

* 31. 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

* 32. 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/Manager |
| <input type="checkbox"/> Financial Director/Chief Financial Officer | <input type="checkbox"/> Development Director/Manager |
| <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/Manager | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Other (please specify) | |

Section 4.3: Senior Employee Number 3

* 33. 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 | |

* 34. 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 | |

* 35. 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

* 36. 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/Manager |
| <input type="checkbox"/> Financial Director/Chief Financial Officer | <input type="checkbox"/> Development Director/Manager |
| <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/Manager | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Other (please specify) | |

Section 4.4: Senior Employee Number 4

* 37. 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 | |

* 38. 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 | |

* 39. 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

* 40. 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/Manager |
| <input type="checkbox"/> Financial Director/Chief Financial Officer | <input type="checkbox"/> Development Director/Manager |
| <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/Manager | <input type="checkbox"/> Volunteer Coordinator |
| <input type="checkbox"/> Other (please specify) | |



Section 4.5: Senior Employee Number 5

* 41. 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 | |

* 42. 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 | |

* 43. 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

* 44. 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

* 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
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

* 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

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

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



Section 5: Senior Paid Employee Benefits

* 48. Which paid benefits did each Senior Paid Employee previously identified 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

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

Exec. Director and EMP1-EMP5

Paid Holidays [Number of paid days]	<input type="text"/>
Paid Time Off (other than holidays) [Number of paid days]	<input type="text"/>



Section 5: Senior Paid Employee Benefits

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

Retirement plan matching employee contribution

Pension Plan

Performance Bonuses

Flexible Schedule

Housing Assistance

Ski Pass



* 51. 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"/>

* 52. 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"/>



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

☐ Yes

☐ Don't know

☐ No



* 54. 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.