2013 Salary Survey

For River & Watershed Conservation Organizations

Conducted and compiled by:
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BACKGROUND

In October 2001, River Network conducted the first salary survey of its Partner organizations. The online survey sought to provide the river and watershed conservation community with some generalities related to common personnel practices, including salaries, benefits and vacation. Since that original survey, we have collected similar data every two years. Results of past surveys can be found using the search function at:

www.rivernetwork.org/resource-library

During the summer of 2013, River Network again sought input from river conservation organizations regarding existing salaries and benefits. While there are numerous salary surveys available, this one is the only one of which we are aware that is geared specifically towards our community.

Questions used in previous years' surveys were revised to reflect feedback from 2013. While a compilation of all responses are provided, we've also provided results based on budget size. River Network acknowledges that those organizations most likely to participate in such a survey are those with the staff who have the time to do so, which leads us to the disclaimer below.

The survey, conducted online and directed to river and watershed conservation organizations, is purely an educational tool. ***Far from scientific, the compilation and analysis of the 2013 Salary Survey is best used for informational purposes,*** and ideally as some objective proof that you deserve an increase in your salary and/or benefits. It's not perfect, but then again, the perfect is the enemy of the good.

SYNOPSIS

The 2013 survey consisted of 11 questions:

1. What is your organization's annual budget?
2. How many FTEs (full-time equivalent) staff do you employ?
3. Which, if any, benefits to you provide; please select all which apply.
4. What percentage does your organization contribute to retirement?
5. Indicate the number of paid vacation/personal days (per year) your employees are allowed.
6. If you have a "Flex Time Policy," please indicate the system that best describes it.

7. Does your organization have personnel policies?
8. Please provide the approximate annual salary for full-time staff in the following applicable positions.
9. During the past 12 months, have you increased/decreased salaries and/or benefits?
10. How would you best describe your watershed?
11. Your organization's geographic scope of work (e.g., local, state, etc.)

120 organizations participated in the voluntary survey. Because of the sensitive nature of the data, respondents participating in the survey remained anonymous.

Some of the "open-ended" questions – especially those related to benefits – are prone to subjectivity and difficult to analyze. However, the responses do provide a useful list of the types of benefits that can be offered by organizations with similar-sized budgets. For purposes of space and legibility, responses to open-ended questions were edited and, when appropriate, consolidated.

Additionally, salaries provided as hourly and part-time, were, when possible, converted to full-time rates. Occasionally, if a response could not be converted to a full-time rate (e.g., Database Manager Salary = $2,000), it was omitted from the analysis.

ORGANIZATION PROFILE

Based solely on the data from this survey, the average watershed conservation organization can be described as having:

- A budget of $100,000 – $200,000.
- 3-5 employees.
- Paid holidays, vacation and sick days; mileage reimbursements, flexible hours and health coverage (full or partial). It would be hard to find an organization offering alternative care or a paid sabbatical.
- No employer-based contribution to a retirement plan.
- 5 – 20 paid vacation days for most employees. Once the 10-year mark is reached, employees begin earning 11 – 20+ days.
- A flex-time policy based on the honor system.
- Written personnel policies.
- An Executive Director who is paid about $59,000.
- Increased salaries over the past year.

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OVERVIEW

Question 1: What is your organization's annual budget?
Not surprisingly, the size and stability of an organization's budget is often directly linked to the wages and benefits it is able to provide. Budgets, as well as the budgeting process itself, are a critical tool for better programmatic and financial management and can help your organization achieve its mission with fewer unpleasant surprises and financial crises. As we all know, budgets are the organization's best attempt at predictions and not actual dollars; they are living documents and should be revisited – at least quarterly – throughout your fiscal year.

Annual Budget	Response Percent (Total Respondents)
$0 - $50,000	9% (11)
$50,001 - $100,000	12% (14)
$100,001 - $200,000	21% (25)
$200,001 - $350,000	19% (23)
$350,001 - $500,000	14% (17)
$500,001 - $1,000,000	15% (18)
Over $1,000,000	10% (12)

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Question 2: How many FTEs (full-time equivalent) staff do you employ?
Employment figures generally are expressed as full-time equivalent employment, a computed statistic representing the number of full-time employees that could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees. This statistic is calculated by dividing the ''part-time hours paid'' by the standard number of hours for full-time employees in the particular organization and then adding the resulting quotient to the number of full-time employees. The figure is meant to provide a means by which to analyze salaries of comparable positions. The standard number of hours for a full-time employee is 2,080 per year.

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	5% (6)	3-5	31% (37)
.5	4% (5)	6-10	18% (21)
1	13% (15)	11+	8% (9)
1.5	8% (9)	Other*	2% (2)
2	13% (16)		

* Students; quasi-governmental; part-time staff, contractors, volunteers, etc.

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Question 3: If you provide benefits to your employees, please select all which apply.
83% of river conservation organizations surveyed offer their employees some level of benefits – a 10% decrease from the 2011 results. The benefit reporting the highest increase from 2 years ago is 'professional development' –possibly attributed to its relatively low cost/high return rate (and it offers more skilled, engaged and empowered staff). Contributions to retirement saw a 7% increase, and unpaid sabbaticals and vision a 10% and 5% decrease respectively; most other benefits remained about the same.

Type of Benefit	Response Percent (Response Total)
No benefits	17% (20)
Alternative Care (Chiropractic; Naturopathic, etc.)	3% (3)
Cafeteria Plan	8% (10)
Dental Coverage	28% (33)
Disability (long or short-term)	16% (9)
Flexible Hours	68% (82)
Health Coverage	62% (74)
Life Insurance	16% (19)
Maternity/Family Leave	34% (41)
Mileage Reimbursements	69% (83)
Paid Holidays	73% (87)
Paid Sabbatical	3% (3)
Paid Time-Off (PTO)	24% (29)
Paid Vacation	70% (84)
Professional Development	49% (59)
Retirement	35% (42)
Sick/Paid Leave	60% (72)
Unpaid Sabbaticals/Unpaid time-off	13% (15)
Vision	15% (10)
Other*	See below

Monthly health insurance stipend (e.g., $125 - $400/month; 15% of salary; etc.); Health Savings account that we contribute to monthly to offset high deductible of health plan; bus passes and/or bike repairs for employees who use alternative transportation; Reimbursements toward individual health insurance policies.

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Question 4: What percentage does your organization contribute to retirement?
When you ask employees at nonprofit organizations about job satisfaction, more often than not they will give you a positive response; for these mission-oriented workers, purpose is paramount. When asked about their plans for retirement, however, nonprofit employees express insecurity and uncertainty about the future. In addition, nonprofit sector and organization leaders can do more to address worker uncertainty about adequate savings by offering retirement planning information, education, and advice for their employees. (Huffington Post, 2013).

% Contributed	Response Percent (Total)	% Contributed	Response Percent (Total)
0%	61% (73)	6%	.8% (1)
1%	.8% (1)	7%	--
2%	5% (6)	8%	3% (3)
3%	17% (20)	9%	.8% (1)
4%	--	10+%	2% (2)
5%	6% (7)	Other*	4% (5)

* Match up to $1500; Flat annual allocation of $3,000 split among the year's eligible full-time employees based on percentage of salary; Contributes a certain percentage after you've been there for 3+ years; 50% of the employees contribution, up to 2% of their salary (per month)

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Question 5: Please indicate how many paid vacation/personal days per year your employees are allowed.

The majority of river conservationists who earn vacation days are given one to four weeks; whether the earned days are actually taken was not asked.

The United States is the only developed country in the world without a single legally required paid vacation day or holiday. By law, every country in the European Union has at least four work weeks of paid vacation (*www.forbes.com*). But, we don't seem to mind. In fact, about 57% of working Americans had unused vacation time at the end of 2011, and most of them left an average of 11 days on the table - or nearly 70 percent of their allotted time off, according to a study performed by Harris Interactive for JetBlue.

Allowing workers to take time off can put stress on the rest of the team, but so can all work and no play. Consider the following:

- **It doesn't help anyone to have employees burning the midnight oil without a break**. Organizations wind up with employee burnout. 37% of all working dads said they would consider the option of taking a new job with less pay if it offered a better work-life balance.
- **It's just plain healthy to take vacations.** Employees are allowed to unplug, unwind and de-stress. In a study of 13,000 middle-aged men at risk for heart disease, those who skipped vacations for five (5) consecutive years were found to be 30 percent more likely to suffer heart attacks than those who took at least one week off each year.
- **Vacations will facilitate higher energy levels, creativity and a fresh perspective.** Taking time off can be very positive for the employee, their co-workers and the clients that they interact with.
- **All of the benefits of taking time off can improve the bottom line for the company**. Employees come back energized and engaged, improving productivity. (TLNT.com)

Some organizations do allow employees to carry over vacation days to the next year – but be aware of the financial liability this creates. If you allow carry over, you may want to limit the number of days/hours an employee can cash out at the end of their tenure; this not only financially protects your organization, it also encourages the use of vacation days.

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	14%	7%	42%	31%	5%	113
3rd Year	14%	2%	22%	48%	15%	96
5th Year	15%	--	10%	48%	27%	89
7th Year	16%	--	8%	42%	34%	83
10+ Year	16%	--	5%	33%	46%	80

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Question 6: Do you have a flex-time policy? If yes, please describe.
While most employees think of flex-time in terms of a compressed work week (four, 10-hour days instead of five, 8-hour days) or telecommuting, there are additional approaches that include regular adjustment of work schedule, job sharing, and moving toward a results-oriented environment where

outputs are more valued than seat time. Even instituting a leave policy that does not distinguish between personal, sick, and vacation leave is considered flex-time.

As your organization considers creating or expanding flex-time options, it is critical to understand the different types of flex-time and determine which options fit the unique work characteristics of the firm.

The key to drafting a successful flex-time policy is to ensure it is enforceable. There must be a clear understanding between the employer and employee of the details and expectation for the staff member's work schedule. Also, companies must be careful to stay within federal and state regulations (source: Catherine Banich, *Womenetics,* 2011)

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

Flex-time is simply any work schedule that allows staff to work hours other than a standard 8-hour, 9-5 day for a 40 hour work week and is frequently used by nonprofits when frequent evening and weekend work is necessary. When it is possible for an organization to allow flex-time to be worked without a fixed or predetermined schedule, it is called ad hoc flex-time.

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	62% (71)
Match (hour for hour)	15% (17)
No Flex Time Policy	17% (19)
Restricted (case-by-case)	4% (5)
Other	3% (3)
No Response	4% (5)

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Question 7: Does your organization have personnel policies?
In 2003, approximately 60.6% of respondents reported to have personnel policies; after a decade, the number has risen about 18% to 78% (down 2% from 2011). An organization's personnel policies can help it to avoid future conflict and confusion by defining what the organization expects from its employees, and what the employees can expect from the organization. The policies are generally completed and

approved within the first year of hiring staff. Sample policies are available, just contact River Network at (kluscher@rivernetwork.org).

Response	Response Percent (Response Total)
Yes	78% (94)
No	18% (22)
Other	.8% (1)

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Question 8: Please provide the approximate annual salary for full-time staff in the following positions.
In *Ready to Lead? Next Generation Leaders Speak Out,* nearly 6,000 nonprofit employees around the country report rising burnout rates (3 out of 4 executive directors plan to leave their jobs in the next five years) and increasing frustration with their careers (69 percent of respondents said they were underpaid). For many, jobs in for-profit businesses, with fatter paychecks and more comfortable lifestyles, are beckoning. (source: U.S. News)

Few, if any, river conservationists become involved in the work for the money. Many make a deliberate decision to work in a field where values and morals need not be compromised; they choose quality of life over quantity of pay. The benefits of working in a nonprofit often outweigh the drawbacks for many employees. But that said, if one can't make a living, he or she is often forced to leave the movement in search of a higher paying job. Providing a livable salary should be a priority for all nonprofit boards.

It is difficult to compare salaries without comparing job descriptions, tenure and budgets; unfortunately, such a comparison is beyond the scope of this survey. The results do, however, provide a snapshot of salaries for 8 positions frequently employed by river conservation groups. While some groups operate primarily with volunteers or contract employees, many do hire and maintain part- or full-time staff.

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$0 - $120,000	$59,091	$55,000	103
Financial Officer	$0 - $120,000	$44,927	$49,000	24
Development Director/Lead Fundraiser	$0 - $85,000	$48,023	$47,250	35
Lead Program Staff	$0 - $110,000	$45,566	$43,000	78
Program Assistant	$0 - $60,000	$31,832	$32,750	51
Office Manager	$0 - $54,000	$30,815	$32,000	43
Database Manager	$0 - $50,000	$28,659	$27,150	14
Intern	$0 - $47,440	$7,061	$1,500	24

Other positions included: Monitoring Coordinator: $35,360 | Development Manager: $46,957 | Education Coordinator: $29,000; Watershed Ecologist | $43,000; Watershed planner: $48,000 | Lab Tech: $35,000; Office/Fiscal Assistant: $22,957 | Restoration Crew Member: $32,870 | Volunteer Coordinator: $30000 | Deputy Director: $45,000

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Question 9: During the past 12 months, have you increased/decreased salaries and/or benefits?
Sixty-three percent (63%) of organizations were able to provide salary increases to staff, an 18% increase from 2011.

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	63% (75)	Decreased Salaries	3% (3)
Increased Benefits	13% (15)	Decreased Benefits	8% (9)
Increased FTEs	25% (30)	Decreased FTEs	3.3% (4)
No Change	23% (28)		

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DEMOGRAPHICS

Two questions were included in the survey to provide some basic information regarding the respondent's demographics. Though subjective, they do provide some general background information.

Question 10: How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)
Rural	30% (35)
Suburban	3% (3)
Urban	13% (15)
Mixed	54% (64)
No Answer	3% (3)

Question 11: What is the scope of your work?

Scope	Response Percent (Response Total)
Local	63% (75)
State-wide	17% (20)
Regional/Multi-State	16% (19)
National/International	5% (6)

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RESPONSES BY BUDGET
* Annual budget: $0 - $50,000 *
Response Total: 11

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	36% (4)	2	--
.5	36% (4)	3-5	--
1	27% (3)	6-10	--
1.5	--	11+	--

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

Type of Benefit	Response Percent (Response Total)
No benefits	73% (8)
Alternative Care (Chiropractic; Naturopathic, etc.)	--
Cafeteria Plan	--
Dental Coverage	--
Disability (long or short-term)	--
Flexible Hours	18% (2)
Health Coverage	--
Life Insurance	--
Maternity/Family Leave	--
Mileage Reimbursements	18% (2)
Paid Holidays	9% (1)
Paid Sabbatical	--
Paid Time-Off (PTO)	9% (1)
Paid Vacation	9% (1)
Professional Development	18% (2)
Retirement	--
Sick/Paid Leave	--
Unpaid Sabbaticals/Unpaid time-off	--
Vision	--
Other*	--

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	82%	--	--	9%	9%	11
3rd Year	86%	--	--	--	9%	7
5th Year	86%	--	--	--	9%	7
7th Year	86%	--	--	--	9%	7
10+ Year	86%	--	--	--	9%	7

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4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	91% (10)	6%	--
1%	--	7%	--
2%	--	8%	--
3%	--	9%	--
4%	--	10+%	--
5%	--	Other*	9% (1)

No answer

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	--
Match (hour for hour)	9% (1)
No Flex Time Policy	56% (6)
Restricted (case-by-case)	9% (1)
Other	--
No Response	27% (3)

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6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	9% (1)
No	73% (8)
Other	27% (3)

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$10,000 - $35,000	$25,956	$32,870	3
Financial Officer	--	--	--	--
Development Director/Lead Fundraiser	--	--		
Lead Program Staff	$38,000	--	--	1
Program Assistant	$20,000	--	--	1
Office Manager	--	--	--	--
Database Manager	--	--	--	--
Intern	--	--	--	--
Other	--	--	--	--

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	9% (1)	Decreased Salaries	--
Increased Benefits	9% (1)	Decreased Benefits	--
Increased FTEs	--	Decreased FTEs	--
No Change	73% (8)		

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9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	36% (4)	Urban	27% (3)
Suburban	--	Mixed	36% (4)

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10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	91% (10)
State	--
Multi-State/Regional	9% (1)
National/International	--

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	7% (1)	2	7% (1)
0.5	7% (1)	3 - 5	14% (2)
1	43% (6)	6 - 10	--
1.5	14% (2)	11+	--

1 = works for government

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

Type of Benefit	Response Percent (Response Total)
No benefits	21% (3)
Alternative Care (Chiropractic; Naturopathic, etc.)	--
Cafeteria Plan	--
Dental Coverage	7% (1)
Disability (long or short-term)	--
Flexible Hours	57% (8)
Health Coverage	36% (5)
Life Insurance	--
Maternity/Family Leave	14% (2)
Mileage Reimbursement	50% (7)
Paid Holidays	57% (8)
Paid Sabbatical	-
Paid Time-Off (PTO)	7% (1)
Paid Vacation	36% (5)
Professional Development	29% (4)
Retirement	29% (4)
Sick/Paid Leave	36% (5)
Unpaid Sabbaticals/Unpaid time-off	-
Vision	-
Other*	14% (2)

* Healthcare and retirement stipend (15% of salary); $200/month health stipend

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	31%	23%	8%	38%	--	13
3rd Year	33%	--	--	--	--	12
5th Year	40%	--	20%	30%	10%	10
7th Year	40%	--	--	50%	10%	10
10+ Year	40%	--	--	20%	40%	10

Note averages based on responses for a particular option; not total for survey

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4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	64% (9)	6%	--
1%	--	7%	--
2%	--	8%	--
3%	7% (1)	9%	7% (1)
4%	--	10+%	14% (2)
5%	7% (1)	Other*	--

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	43% (6)
Match (hour for hour)	29% (4)
No Flex-Time Policy	29% (4)
Restricted (case-by-case)	--
Other	--
No Response	--

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6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	64% (9)
No	36% (5)
Other	--

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$20,000 - $120,000	$48,000	$40,500	10
Financial Officer	$60,000	--	--	1
Development Director/Lead Fundraiser	--	--	--	--
Lead Program Staff	$12,000 - $60,000	$34,174	$32,000	6
Program Assistant	$12,000 - $60,000	$33,739	$29,218	3
Office Manager	$25,044 - $40,000	$33,681	$36,000	3
Database Manager	$50,000	--	--	1
Intern	$6,720 - $20,000	$13,360	--	2
Other	--	--	--	--

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	43% (6)	Decreased Salaries	7% (1)
Increased Benefits	7% (1)	Decreased Benefits	7% (1)
Increased FTEs	--	Decreased FTEs	--
No Change	50% (7)		

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9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	43% (6)	Urban	14% (2)
Suburban	7% (1)	Mixed	36% (5)

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10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	79% (11)
State	14% (2)
Multi-State/Regional	--
National/International	7% (1)

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	8% (2*)	2	28% (7)
0.5	--	3 - 5	20% (5)
1	20% (5)	6 - 10	--
1.5	24% (6)	11+	--

*Contractors

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

Type of Benefit	Response Percent (Response Total)
No benefits	12% (3)
Alternative Care (Chiropractic; Naturopathic, etc.)	4% (1)
Cafeteria Plan	4% (1)
Dental Coverage	20% (5)
Disability (long or short-term)	12% (3)
Flexible Hours	56% (14)
Health Coverage	52% (13)
Life Insurance	8% (2)
Maternity/Family Leave	16% (4)
Mileage Reimbursement	56% (14)
Paid Holidays	60% (15)
Paid Sabbatical	--
Paid Time-Off (PTO)	16% (4)
Paid Vacation	76% (19)
Professional Development	44% (11)
Retirement	16% (4)
Sick/Paid Leave	40% (10)
Unpaid Sabbaticals/Unpaid time-off	4% (1)
Vision	4% (1)
Other	--

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	14%	5%	62%	19%	--	21
3rd Year	17%	--	50%	33%	--	18
5th Year	18%	--	24%	53%	6%	17
7th Year	18%	--	24%	28%	18%	17
10+ Year	19%	--	13%	38%	31%	16

✦ ✦ ✦ ✦ ✦ ✦

4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	84% (21)	6%	
1%	4% (1)	7%	
2%		8%	
3%	4% (1)	9%	
4%		10+%	
5%	4% (1)	Other*	4% (1)

✦ ✦ ✦ ✦ ✦ ✦

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	64% (16)
Match (hour for hour)	8% (2)
Restricted (case-by-case basis)	
Other/No	28% (7)

✦ ✦ ✦ ✦ ✦ ✦

6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	64% (16)
No	28% (7)
Other	4% (1)

✦ ✦ ✦ ✦ ✦ ✦

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$30,000 - $96,774	$51,443	$49,000	19
Financial Officer	$12,000 - $50,000	$31,000	--	2
Development Director	--	--	--	--
Lead Program Staff	$20,000 - $40,000	$31,300	$30,000	10
Program Assistant	$17,680 - $35,360	$25,868	$20,000	9
Office Manager	$12,450 - $23,550	$23,550	$27,000	3
Database Manager	--	--	--	--
Intern	$2,500	--	--	--
Other	--	--	--	--

✦ ✦ ✦ ✦ ✦ ✦

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	52% (13)	Decreased Salaries	--
Increased Benefits	12% (3)	Decreased Benefits	8% (2)
Increased FTEs	4% (1)	Decreased FTEs	--
No Change	24% (6)		

✦ ✦ ✦ ✦ ✦ ✦

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	36% (9)	Urban	12% (3)
Suburban	--	Mixed	52% (13)

✦ ✦ ✦ ✦ ✦ ✦

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	67% (16)
State	17% (4)
Multi-State/Regional	17% (4)
National/International	--

✦ ✦ ✦ ✦ ✦ ✦

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	--	2	(8)
0.5	--	3 - 5	(13)
1	(1)	6 - 10	--
1.5	(1)	11+	--

✦ ✦ ✦ ✦ ✦ ✦

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

Type of Benefit	Response Percent (Response Total)
No benefits	17% (4)
Alternative Care (Chiropractic; Naturopathic, etc.)	--
Cafeteria Plan	4% (1)
Dental Coverage	13% (3)
Disability (long or short-term)	4% (1)
Flexible Hours	91% (21)
Health Coverage	57% (13)
Life Insurance	13% (3)
Maternity/Family Leave	35% (8)
Mileage Reimbursement	83% (19)
Paid Holidays	87% (20)
Paid Sabbatical	4% (1)
Paid Time-Off (PTO)	22% (5)
Paid Vacation	87% (20)
Professional Development	48% (11)
Retirement	26% (6)
Sick/Paid Leave	78% (18)
Unpaid Sabbaticals/Unpaid time-off	22% (5)
Vision	13% (3)
Other	22% (5)

* A monthly benefit stipend to full time employees; health insurance stipends (e.g., $125 - $400); performance bonus

✦ ✦ ✦ ✦ ✦ ✦

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	--	13% (3)	48% (11)	30% (7)	9% (2)	23
3rd Year	--	--	26% (5)	47% (9)	26% (5)	19
5th Year	--	--	13% (2)	47% (7)	40% (6)	15
7th Year	--	--	17% (2)	42% (5)	42% (5)	12
10+ Year	--	--	8% (1)	50% (6)	42% (5)	12

✦ ✦ ✦ ✦ ✦ ✦

4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	65% (15)	6%	--
1%	--	7%	--
2%	4% (1)	8%	4% (1)
3%	26% (6)	9%	--
4%	--	10+%	--
5%	--	Other*	--

✦ ✦ ✦ ✦ ✦ ✦

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	78% (18)
Match (hour for hour)	9% (2)
Restricted (case-by-case basis)	--
Other/No	13% (3)

* hourly employees are paid overtime.

✦ ✦ ✦ ✦ ✦ ✦

6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	91% (21)
No	9% (2)
Other	--

✦ ✦ ✦ ✦ ✦ ✦

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$38,000 -$80,000	$55,058	$53,588	22
Financial Officer	$36,000	--	--	1
Development Director	$20,870 - $52,500	$40,246	$45,000	5
Lead Program Staff	$28,000 - $49,275	$39,238	$40,000	15
Program Assistant	$20,870 - $43,000	$32,311	$34,000	6
Office Manager	$24,960 - $45,914	$33,483	$34,000	10
Database Manager	$28,704	--	--	1
Intern	$1,500 - $6,000	$3,750	--	2
Other	--	--	--	--

✦ ✦ ✦ ✦ ✦ ✦

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	61% (14)	Decreased Salaries	9% (2)
Increased Benefits	13% (3)	Decreased Benefits	9% (2)
Increased FTEs	30% (7)	Decreased FTEs	13% (3)
No Change	22% (5)		

✦ ✦ ✦ ✦ ✦ ✦

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	35% (8)	Urban	9% (2)
Suburban	4% (1)	Mixed	52% (12)

✦ ✦ ✦ ✦ ✦ ✦

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	52% (12)
State	26% (6)
Multi-State/Regional	22% (5)
National/International	--

✦ ✦ ✦ ✦ ✦ ✦

RESPONSES BY BUDGET
* Annual budget: $350,001 - $500,000 *
Response Total: 17

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	--	2	--
0.5	--	3 - 5	71% (12)
1	--	6 - 10	29% (5)
1.5	--	11+	--

✦ ✦ ✦ ✦ ✦ ✦

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

Type of Benefit	Response Percent (Response Total)
No benefits	--
Alternative Care (Chiropractic; Naturopathic, etc.)	6% (1)
Cafeteria Plan	18% (3)
Dental Coverage	35% (6)
Disability (long or short-term)	24% (4)
Flexible Hours	82% (14)
Health Coverage	82% (14)
Life Insurance	18% (3)
Maternity/Family Leave	41% (7)
Mileage Reimbursement	88% (15)
Paid Holidays	100% (17)
Paid Sabbatical	--
Paid Time-Off (PTO)	18% (3)
Paid Vacation	94% (16)
Professional Development	47% (8)
Retirement	47% (8)
Sick/Paid Leave	100% (17)
Unpaid Sabbaticals/Unpaid time-off	6% (1)
Vision	29% (5)
Other	18% (3)*

* Reimbursements toward individual health insurance policies; Health Savings account that we contribute to monthly to offset high deductible of health plan; Liberal vacation plan.

✦ ✦ ✦ ✦ ✦ ✦

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	--	6%	69%	19%	6%	16
3rd Year	--	--	21%	79%	--	14
5th Year	--	--	7%	71%	21%	14
7th Year	--	--	8%	58%	33%	12
10+ Year	--	--	8%	42%	50%	12

✦ ✦ ✦ ✦ ✦ ✦

4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	41% (7)	6%	
1%		7%	
2%		8%	6% (1)
3%	35% (6)	9%	
4%		10+%	
5%	12% (2)	Other	6% (1)

✦ ✦ ✦ ✦ ✦ ✦

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	65% (11)
Match (hour for hour)	24% (4)
Restricted (case-by-case basis)	6% (1)
Other/No	6% (1)

✦ ✦ ✦ ✦ ✦ ✦

6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	100% (17)
No	--
Other	--

✦ ✦ ✦ ✦ ✦ ✦

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$30,000 -$104,000	$63,842	$62,300	17
Financial Officer	$5,000 - $60,000	$38,530	$44,561	4
Development Director	$32,675 - $50,000	$42,061	$42,250	8
Lead Program Staff	$31,000 - $70,000	$47,612	$46,913	16
Program Assistant	$29,120 - $36,000	$33,225	$33,000	9
Office Manager	$22,000 - $49,000	$32,912	$31,800	10
Database Manager	$27,000	--	--	1
Intern	$4,640 - $30,000	$16,547	$15,000	3
Other*	see below			

* Assistant Director - $27,950 | Education Director - $33,000 - $42,000 | Office/Fiscal Manager - $22,957 | Restoration Crew Member - $32,870

✦ ✦ ✦ ✦ ✦ ✦

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	63% (75)	Decreased Salaries	3% (3)
Increased Benefits	13% (15)	Decreased Benefits	8% (9)
Increased FTEs	25% (30)	Decreased FTEs	3.3% (4)
No Change	23% (28)		

✦ ✦ ✦ ✦ ✦ ✦

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	27% (4)	Urban	13% (2)
Suburban	--	Mixed	60% (9)

✦ ✦ ✦ ✦ ✦ ✦

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	65% (11)
State	12% (2)
Multi-State/Regional	12% (2)
National/International	12% (2)

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	--	2	--
0.5	--	3 - 5	28% (5)
1	--	6 - 10	72% (13)
1.5	--	11+	--

✦ ✦ ✦ ✦ ✦ ✦

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

Type of Benefit	Response Percent (Response Total)
No benefits	--
Alternative Care (Chiropractic; Naturopathic, etc.)	6% (1)
Cafeteria Plan	22% (4)
Dental Coverage	61% (11)
Disability (long or short-term)	22% (4)
Flexible Hours	89% (16)
Health Coverage	100% (18)
Life Insurance	22% (4)
Maternity/Family Leave	61% (11)
Mileage Reimbursement	78% (14)
Paid Holidays	83% (15)
Paid Sabbatical	6% (1)
Paid Time-Off (PTO)	67% (12)
Paid Vacation	72% (13)
Professional Development	72% (13)
Retirement	56% (10)
Sick/Paid Leave	67% (12)
Unpaid Sabbaticals/Unpaid time-off	33% (6)
Vision	33% (6)
Other*	6% (1)

Alternative Transportation Benefit (e.g., bus passes/bike repairs)

✦ ✦ ✦ ✦ ✦ ✦

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year	--	--	44%	50%	6%	18
3rd Year	--	--	20%	60%	20%	15
5th Year	--	--	--	67%	33%	15
7th Year	--	--	--	50%	50%	14
10+ Year	--	--	--	43%	57%	14

✦ ✦ ✦ ✦ ✦ ✦

4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total)	% Contributed	Response Percent (Response Total)
0%	72% (13)	6%	
1%		7%	
2%	11% (2)	8%	
3%	6% (1)	9%	
4%		10+%	
5%	11% (2)	Other*	

✦ ✦ ✦ ✦ ✦ ✦

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System	72% (13)
Match (hour for hour)	22% (4)
Restricted (case-by-case basis)	6% (1)
Other/No	--

✦ ✦ ✦ ✦ ✦ ✦

6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	100% (18)
No	--
Other	--

✦ ✦ ✦ ✦ ✦ ✦

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$38,000 - $105,000	$71,632	$76,450	16
Financial Officer	$12,000 - $51,819	$40,955	$50,000	4
Development Director	$34,000 - $85,000	$56,939	$50,500	9
Lead Program Staff	$33,000 - $75,000	$53,937	$54,850	18
Program Assistant	$20,800 - $52,000	$34,737	$34,500	14
Office Manager	$20,000 - $45,600	$32,914	$35,000	9
Database Manager	$27,100 - $46,936	$37,018	-	2
Intern	$37,440	--	--	1
Other	See Below			

* Watershed Ecologist - $43,000 | Watershed Planner - $48,000 | Deputy Director - $45,000 | Policy Director - $47,000 |Development Manager - $46,957| Watershed Restoration Coordinator - $38,000 | Volunteer Coordinator - $30,000

✦ ✦ ✦ ✦ ✦ ✦

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	89% (16)	**Decreased Salaries**	11% (2)
Increased Benefits	22% (4)	**Decreased Benefits**	11% (2)
Increased FTEs	44% (8)	**Decreased FTEs**	--
No Change	--		

✦ ✦ ✦ ✦ ✦ ✦

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	6% (1)	**Urban**	17% (3)
Suburban	--	**Mixed**	78% (14)

✦ ✦ ✦ ✦ ✦ ✦

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	56% (10)
State	22% (4)
Multi-State/Regional	22% (4)
National/International	--

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

Number of Staff	Response Percent (Response Total)	Number of Staff	Response Percent (Response Total)
0	--	2	--
0.5	--	3 - 5	--
1	--	6 - 10	25% (3)
1.5	--	11+	75% (9)

✦ ✦ ✦ ✦ ✦ ✦

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

Type of Benefit	Response Percent (Response Total)
No benefits	--
Alternative Care (Chiropractic; Naturopathic, etc.)	--
Cafeteria Plan	8% (1)
Dental Coverage	58% (7)
Disability (long or short-term)	58% (7)
Flexible Hours	58% (7)
Health Coverage	92% (11)
Life Insurance	58% (7)
Maternity/Family Leave	75% (9)
Mileage Reimbursement	100% (12)
Paid Holidays	92% (11)
Paid Sabbatical	8% (1)
Paid Time-Off (PTO)	42% (5)
Paid Vacation	83% (10)
Professional Development	83% (10)
Retirement	83% (10)
Sick/Paid Leave	83% (10)
Unpaid Sabbaticals/Unpaid time-off	17% (2)
Vision	25% (3)
Other	--

✦ ✦ ✦ ✦ ✦ ✦

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

Length of Employment	0 days	<5 days	5-10 days	11-20 days	20+ days	Response Total
1st Year			33%	50%	17%	12
3rd Year			10%	45%	45%	11
5th Year				36%	64%	11
7th Year				36%	64%	11
10+ Year				20%	80%	10

✦ ✦ ✦ ✦ ✦ ✦

4. What percentage does your organization contribute to retirement?

% Contributed	Response Percent (Response Total	% Contributed	Response Percent (Response Total
0%	17% (2)	6%	8% (1)
1%	--	7%	--
2%	17% (2)	8%	8% (1)
3%	33% (4)	9%	--
4%	8% (1)	10+%	--
5%	--	Other*	8% (1)

Match up to $1,500

✦ ✦ ✦ ✦ ✦ ✦

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	50% (6)
Match (hour for hour)	8% (1)
Restricted (case-by-case basis)	17% (2)
Other*/No	25% (3)

Employees can flex hours from one week to the next during the same two-week pay period. Up to 12 hours can be carried into the next pay period; No explicit policy, but we are virtual, so folks have a lot of flexibility in how/when they do their work—taking time after a lot of travel, etc. needs to be discussed with a supervisor.

✦ ✦ ✦ ✦ ✦ ✦

6. Does your organization have personnel policies?

Response	Response Percent (Response Total)
Yes	100% (12)
No	--
Other	--

✦ ✦ ✦ ✦ ✦ ✦

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	$62,000 - $115,000	$95,392	$100,000	11
Financial Officer	$38,213 - $120,000	$66,923	$60,000	9
Development Director	$40,000 - $85,000	$63,444	$64,000	9
Lead Program Staff	$42,000 - $110,000	$67,688	$61,000	10
Program Assistant	$35,000 - $54,000	$41,459	$39,000	7
Office Manager	$29,218 - $54,000	$38,635	$32,960	5
Database Manager	$22,281 - $45,000	$36,916	$40,000	6
Intern	$2,000 - $26,609	$12,869	$10,000	3
Other*	See Below			

* Technical Lead Staff - $65,000

✦ ✦ ✦ ✦ ✦ ✦

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

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	63% (75)	Decreased Salaries	3% (3)
Increased Benefits	13% (15)	Decreased Benefits	8% (9)
Increased FTEs	25% (30)	Decreased FTEs	3.3% (4)
No Change	23% (28)		

✦ ✦ ✦ ✦ ✦ ✦

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	25% (3)	Urban	--
Suburban	8% (1)	Mixed	67% (8)

✦ ✦ ✦ ✦ ✦ ✦

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	45% (5)
State	9% (1)
Multi-State/Regional	27% (3)
National/International	22% (2)

✦ ✦ ✦ ✦ ✦ ✦