



2010 IDAHO NONPROFIT COMPENSATION & BENEFITS REPORT

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Thanks to the Montana Nonprofit Association for generously allowing us to use their position descriptions.

Thanks, especially, to the many Idaho nonprofit organizations that completed the survey.

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INTRODUCTION

The Idaho Nonprofit Compensation and Benefits Report was created to help nonprofit organizations throughout the state attract, retain and fairly compensate their employees, and comply with new 990 documentation requirements. The data collected in the survey represents the practices of participating organizations reporting from October and November of 2009.

The report includes data from 85 participating nonprofit organizations, for 16 positions covering approximately 530 employees. The intent of this report is to assist nonprofit organizations in developing reasonable compensation and benefit packages. We plan to survey nonprofit organizations every two years and publish updated reports. We are pleased with the initial response to this survey and anticipate increased participation in the future.

Please review the *Survey Methodology* and the section on *How to Use This Report* carefully before attempting to use the data or interpret the results.

Survey Methodology

Nonprofit organizations across the state were invited to participate in the survey in the fall of 2009. It was conducted electronically using Survey Monkey as the online instrument. In an effort to maintain confidentiality, data is not reported when less than three employees are reported for a particular cut of the data. There are several situations where one or two organizations represent most or all of the data points. As such, individuals using the survey report should be careful not to read too much into the data when the sample base is very small. Going forward, job descriptions will be reviewed where the sample size is less than desirable to insure that benchmark positions included in the survey reflect typical staffing models of Idaho nonprofit organizations likely to participate in the survey.

Composite survey results are reported for all 16 positions. In addition, survey results are broken down by region, organizational focus and operating budget. It is in these breakdowns where the sample size, at times, is small and organizations should be cautious about how much is read into the data.

How to Use This Report

The purpose of the report is to provide information about the compensation and benefit practices of a significant number of nonprofit organizations. The report does not recommend any particular level of pay and benefits but rather is intended to provide nonprofit organizations with a tool to assist them in designing their respective pay and benefit policies and practices. The report should be used as a resource along with good judgment in terms of what an organization is able to do within budget parameters.

The report is divided into three sections followed by an appendix.

Section I: Summary and Findings

This section provides a general abbreviated view of the survey participants and a summary of responses to the survey.

Section II: Pay

The pay section provides salary data sorted by the region of the state, organizational focus and operating budget level. This section reflects pay levels by the 25th percentile, 50th percentile (or median), 75th percentile and average for each job title described in the survey.

25th percentile – The point at which 25% of the responses are below and 75 % are above.

50th percentile - The point at which 50% of the responses are below and 50 % are above.

75th percentile - The point at which 75% of the responses are below and 25 % are above.

Salary data was collected and is reported in hourly rates throughout most of the survey. A summary of annual salaries by position is also included. To calculate the annual salary, we used a maximum of 40 hours per work week. To convert an hourly wage to an annual wage, multiply the hourly rate by the number of hours worked during the course of the year. To calculate the annual salary of a full time employee, for example, multiply the hourly rate by 2,080 (40 hours per week times 52 weeks in a year).

Section III: Benefits

This section provides information on the benefits offered by the 85 organizations participating in the survey.

Appendix:

The job descriptions used to gather pay data are provided in the appendix. The value of the survey depends significantly on the job matches. It is important to read and understand the job descriptions when using the survey. A good match is when the duties and responsibilities are similar and the knowledge, skills and abilities required to perform those duties are the same. Also, size of an organization can have a significant impact on pay. It is typical for the market place to pay the Executive Director of a large organization with an operating budget of over \$10 million with 500 employees significantly more than the Executive Director of an organization with an operating budget under \$100,000 and less than 5 employees. While the titles may be the same, the magnitude of the jobs may be fairly different and pay level will typically reflect that difference.

Reviewing Report Data

The following steps are recommended:

1. Find a comparable position based on job content using the job descriptions in the appendix. Rather than relying on job title, it is important to review the job descriptions to find the position that most closely matches the position of which you want pay data.
2. Find the title for that position in the pay section and review the data points. The pay section provides data by regions of the state, organizational focus and operating budget.

Pay data is provided using quartiles (25th, 50th, and 75th percentiles) and averages. Quartiles allow evaluation of your organization's current salary structure and will help establish salary ranges reflective of the market for organizations similar to yours.

The Internal Revenue Service recommends that nonprofits determine compensation for key employees and officers (CEO, Executive Director, other top management officials, etc.) by utilizing a process that includes review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision. While the information provided here may be a useful tool for comparability data, nonprofit leaders should critically review the data to decide if the reported pay and benefit levels are appropriate to attract and retain quality employees.

Interpreting the data

- While this report provides helpful information concerning market practice, the data should not be regarded as recommendations in setting pay rates. Each organization should make its own determination in establishing pay ranges and levels in relation to the market.
- Small samples can be misleading; the smaller the number of responses, the less likely the numbers can be assumed to be reflective of the market.
- Respondents were not required to answer all questions, and therefore the totals are often less than the 85 completed surveys.
- Pay rates are reported as hourly rates in most cases in order to better reflect full and part-time positions.
- Organizations that had more than one employee in the same position were asked to report all employees to better reflect the total market.
- Organizations were asked to report their contact information which included location. Location information was grouped as follows:

Eastern Idaho	North Central Idaho	Northern Idaho	South Central Idaho	Southwest Idaho
Blackfoot	Lewiston	Coeur d'Alene	Hailey	Boise
Driggs	Orofino	Moscow	Ketchum	Caldwell
Idaho Falls	Stites	Post Falls	Twin Falls	Garden City
Pocatello		Sandpoint		Meridian
Swan Valley				Nampa

-
- Organizations were asked to identify or report the primary focus of their organization from the following categories:

- Animal-related
- Arts, Culture, Humanities
- Community Improvement, Capacity Building
- Civil Rights, Social Action & Advocacy
- Educational
- Environmental, Beautification
- Health
- Housing, Shelter
- Human Services
- International, Foreign Affairs
- Mental Health & Crisis Intervention
- Philanthropy, Grant-making Foundations
- Recreation & Sports
- Religion, Spiritual Development
- Youth Development
- Public & Societal Benefit
- Other

None of the organizations reported *International, Foreign Affairs* as the primary focus. Several of the organizations reporting *Other* could have possibly been consolidated into one of the subsector categories listed, however we chose to reflect the data as reported.

SUMMARY & FINDINGS

Survey Participants

Eighty-five nonprofit organizations participated in the 2009 Idaho Nonprofit Compensation and Benefits Survey.

Location of Headquarters Office

Location by City

City	Response Percent	Response Count
Boise	52.9%	45
Coeur d'Alene	5.9%	5
Sandpoint	4.7%	4
Garden City	3.5%	3
Twin Falls	3.5%	3
Hailey	3.5%	3
Nampa	2.4%	2
Meridian	2.4%	2
Caldwell	2.4%	2
Moscow	2.4%	2
Lewiston	2.4%	2
Pocatello	2.4%	2
Driggs	2.4%	2
Blackfoot	2.4%	2
Ketchum	1.2%	1
Post Falls	1.2%	1
Orofino	1.2%	1
Stites	1.2%	1
Swan Valley	1.2%	1
Idaho Falls	1.2%	1

Location by Region

Region	Response Percent	Response Count
Southwest Idaho	63.5%	54
Northern Idaho	14.1%	12
Eastern Idaho	9.4%	8
South Central Idaho	8.2%	7
North Central Idaho	4.7%	4

Organizational Focus

The largest subsector (20%) reported Human Services as the organizational focus while the second largest subsector (16.5%) reported Education as the focus.

Organizational Focus	Response Percent	Response Count
Human Services	20.0%	17
Educational	16.5%	14
Youth Development	8.2%	7
Housing, Shelter	7.1%	6
Arts, Culture, Humanities	5.9%	5
Health	5.9%	5
Public & Societal Benefit	5.9%	5
Community Improvement, Capacity Building	4.7%	4
Environmental, Beautification	4.7%	4
Mental Health & Crisis Intervention	3.5%	3
Recreation & Sports	3.5%	3
Civil Rights, Social Action & Advocacy	2.4%	2
Animal-related	1.2%	1
Philanthropy, Grant-making Foundations	1.2%	1
Religion, Spiritual Development	1.2%	1
International, Foreign Affairs	0.0%	0
Other	8.2%	7

Annual Operating Budget

The largest group of respondents (31.8%) reported operating budgets of between \$100,000 and \$499,000, followed closely by organizations of budgets between \$1-5 million (29.4%). Five organizations reported operating budgets greater than \$10 million.

Budget	Response Percent	Response Count
Less than \$100,000	17.6%	15
\$100,000 - \$499,999	31.8%	27
\$500,000 - \$999,999	14.1%	12
\$1 million - \$4.9 million	29.4%	25
\$5 million - \$9.9 million	1.2%	1
Greater than \$10 million	5.9%	5

Number of Employees

The largest employer reported a full-time equivalent (FTE) equaling 487 employees while most survey participants reported 10 or fewer FTEs.

Number of Employees	Response Percent	Response Count
251 to 500	2.4%	2
101 to 250	3.5%	3
51 to 100	7.1%	6
31 to 50	5.9%	5
21 to 30	5.9%	5
16 to 20	4.7%	4
11 to 15	8.2%	7
6 to 10	14.1%	12
0 to 5	48.2%	41

Note: Several survey participants reported full-time and or part-time employees but not FTE. In those few situations full-time employees were counted as one FTE and part-time employees were counted as .5 FTE's.

Staff Positions by Frequency

Position	Organizations reporting this job	Frequency	Total Employees reported for this job
Executive Director	63	75.3%	63
Administrative Assistant	39	45.9%	94
Program/Division Director	37	43.5%	80
Project Manager/Program Coordinator	37	43.5%	100
Finance Manager/Bookkeeper	31	36.5%	31
Development Coordinator	24	28.2%	24
Finance Director	22	25.9%	22
Associate/Deputy Director/COO	20	23.5%	20
Office Manager	20	23.5%	20
Development Director	20	23.5%	44
Volunteer Manager	16	18.8%	16
Public Relations/Communications Director	12	14.1%	12
Marketing Coordinator/Events Manager	10	11.8%	10
Human Resources Manager	10	11.8%	10
Membership Manager	4	4.7%	4
Public Policy/Director Lobbyist	3	3.5%	3

PAY

Hourly Rate

Position	Organizations Responding	Positions Reported	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Executive Director	63	63	\$22.06	\$30.00	\$41.24	\$32.83
Associate/Deputy Director/COO	20	20	\$22.75	\$28.43	\$38.64	\$31.09
Finance Director	20	20	\$24.53	\$28.02	\$31.82	\$29.84
Finance Manager/Bookkeeper	31	31	\$14.85	\$18.75	\$20.79	\$19.04
Office Manager	19	19	\$13.83	\$16.00	\$17.09	\$16.59
Administrative Assistant	39	93	\$10.40	\$12.00	\$14.80	\$12.63
Program/Division Director	37	80	\$17.65	\$21.40	\$24.03	\$21.32
Project Manager/Program Coordinator	37	100	\$13.90	\$16.40	\$19.33	\$16.55
Development Director	20	20	\$20.52	\$24.04	\$29.50	\$24.99
Development Coordinator	18	24	\$16.45	\$18.85	\$23.25	\$19.42
Public Policy Director/Lobbyist	3	3	\$16.11	\$16.82	\$20.91	\$19.07
Public Relations/Communications Director	12	12	\$15.23	\$18.92	\$23.49	\$20.30
Marketing Coordinator/Events Manager	10	10	\$15.26	\$16.75	\$18.48	\$17.27
Membership Manager	4	4	\$12.34	\$13.42	\$14.51	\$13.43
Volunteer Manager	16	16	\$14.15	\$15.40	\$20.17	\$16.43
Human Resources Manager	10	10	\$19.45	\$23.93	\$25.89	\$24.45

Annual Earnings

Position	Organizations Responding	Positions Reported	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Executive Director	63	63	\$44,668	\$62,400	\$85,779	\$67,491
Associate/Deputy Director/COO	20	20	\$47,320	\$59,124	\$80,382	\$63,457
Finance Director	20	20	\$43,680	\$58,271	\$66,175	\$58,951
Finance Manager/Bookkeeper	31	31	\$20,150	\$33,280	\$42,640	\$32,657
Office Manager	19	19	\$19,230	\$24,981	\$35,058	\$28,810
Administrative Assistant	39	93	\$11,700	\$21,632	\$27,872	\$20,525
Program/Division Director	37	80	\$35,880	\$43,306	\$49,920	\$43,549
Project Manager/Program Coordinator	37	100	\$23,790	\$32,136	\$37,440	\$30,412
Development Director	20	20	\$39,918	\$46,374	\$55,562	\$47,565
Development Coordinator	18	24	\$26,520	\$36,400	\$46,280	\$35,088
Public Policy Director/Lobbyist	3	3	\$33,509	\$34,986	\$43,493	\$39,673
Public Relations/Communications Director	12	12	\$29,983	\$35,763	\$48,864	\$40,304
Marketing Coordinator/Events Manager	10	10	\$27,061	\$34,840	\$38,444	\$31,883
Membership Manager	4	4	\$20,964	\$26,273	\$30,181	\$24,872
Volunteer Manager	16	16	\$24,882	\$30,597	\$41,948	\$31,975
Human Resources Manager	10	10	\$38,704	\$45,874	\$53,846	\$45,098

Executive Director

Provides overall management, planning and leadership of the organization. Reports directly to the board of directors. Works with the board and committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fund raising.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	5	\$20.00	\$28.82	\$40.85	\$30.38
North Central Idaho	3	\$22.45	\$22.95	\$28.98	\$26.63
Northern Idaho	7	\$20.00	\$23.27	\$25.44	\$24.73
South Central Idaho	6	\$32.00	\$39.59	\$47.80	\$40.05
Southwest Idaho	42	\$24.25	\$32.12	\$41.32	\$33.88

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	14	\$24.90	\$31.25	\$35.75	\$30.84
Educational	10	\$24.31	\$31.25	\$45.92	\$38.28
Youth Development	5	\$27.40	\$36.06	\$41.30	\$35.17
Housing, Shelter	4	\$22.44	\$27.88	\$34.35	\$28.91
Arts, Culture, Humanities	4	\$17.88	\$30.66	\$41.77	\$28.96
Health	5	\$25.63	\$26.00	\$27.50	\$31.88
Public & Societal Benefit	3	\$36.83	\$46.00	\$49.93	\$42.50
Community Improvement	3	\$24.41	\$28.82	\$35.91	\$30.61
Environmental Beautification	3	\$30.53	\$40.85	\$46.69	\$37.86
Mental Health & Crisis Intervention	1	-	-	-	-
Recreation & Sports	2	-	-	-	-
Civil Rights, Social Action	2	-	-	-	-
Animal-related	1	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	5	\$21.00	\$21.95	\$25.63	\$23.72
\$100,000 - \$499,999	22	\$19.42	\$20.60	\$25.18	\$22.13
\$500,000 - \$999,999	11	\$27.58	\$32.50	\$39.43	\$33.06
\$1 million - \$4.9 million	1	-	-	-	-
\$5 million - \$9.9 million	20	\$35.65	\$42.16	\$46.28	\$41.12
Greater than \$10 million	14	\$45.61	\$49.04	\$52.52	\$50.46

Associate/Deputy Director/COO

Manages a range of internal organizational operations depending on the size of the organization, including one or more of the following areas: human resources, financial systems and budgeting, board communications, information systems, and support staff. Reports to the Executive Director/CEO and acts on behalf of the organization in the director's absence. Supervises at least one other employee.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	3	\$14.25	\$16.5	\$19.75	\$17.17
South Central Idaho	2	-	-	-	-
Southwest Idaho	15	\$24.00	\$30.64	\$39.57	\$33.33

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	6	\$18.13	\$23.00	\$24.50	\$21.79
Educational	2	-	-	-	-
Youth Development	2	-	-	-	-
Housing, Shelter	1	-	-	-	-
Arts, Culture, Humanities	2	-	-	-	-
Health	1	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	1	-	-	-	-
Mental Health & Crisis Intervention	1	-	-	-	-
Recreation & Sports	1	-	-	-	-
Civil Rights, Social Action	1	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	5	\$14.50	\$16.50	\$22.00	\$20.23
\$500,000 - \$999,999	0	-	-	-	-
\$1 million - \$4.9 million	10	\$23.50	\$26.60	\$30.19	\$27.37
\$5 million - \$9.9 million	1	-	-	-	-
Greater than \$10 million	4	\$41.23	\$47.07	\$53.16	\$47.32

Program/Division Director

Manages a set of inter-related programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains, and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the program or division budget.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	3	\$24.50	\$25.00	\$27.60	\$26.40
North Central Idaho	8	\$22.13	\$23.30	\$26.93	\$24.04
Northern Idaho	4	\$17.00	\$19.75	\$21.70	\$18.95
South Central Idaho	8	\$16.73	\$25.05	\$31.43	\$24.15
Southwest Idaho	57	\$17.30	\$20.40	\$23.30	\$20.44

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	24	\$18.45	\$21.50	\$23.55	\$21.31
Educational	6	\$26.23	\$28.20	\$30.63	\$27.95
Youth Development	11	\$17.40	\$19.20	\$21.40	\$19.15
Housing, Shelter	6	\$15.08	\$17.10	\$19.13	\$16.57
Arts, Culture, Humanities	1	-	-	-	-
Health	3	\$15.95	\$22.70	\$22.85	\$18.30
Public & Societal Benefit	7	\$15.85	\$18.00	\$23.00	\$19.09
Community Improvement	1	-	-	-	-
Environmental Beautification	7	\$21.40	\$24.90	\$25.50	\$24.43
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	2	-	-	-	-
Civil Rights, Social Action	6	\$15.25	\$17.05	\$18.85	\$17.92
Animal-related	1	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	11	\$16.75	\$18.80	\$23.10	\$19.50
\$500,000 - \$999,999	19	\$17.55	\$22.70	\$25.40	\$22.88
\$1 million - \$4.9 million	40	\$17.45	\$19.20	\$24.00	\$20.66
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	10	\$21.70	\$23.30	\$25.40	\$22.99

Project Manager/Program Coordinator

Organizes and coordinates one program or one or more projects undertaken by the organization as the only staff person assigned to manage the program/projects. Develops activities and related timelines to meet established goals. Tracks program/project expenses to ensure they do not exceed budgets. Evaluates program/project results and prepares related reports.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	7	\$20.10	\$20.10	\$20.85	\$20.87
North Central Idaho	7	\$16.05	\$16.30	\$17.75	\$17.13
Northern Idaho	6	\$9.00	\$12.75	\$17.63	\$13.58
South Central Idaho	18	\$14.00	\$16.50	\$21.00	\$17.92
Southwest Idaho	62	\$13.75	\$15.95	\$18.00	\$15.89

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	41	\$13.00	\$15.50	\$17.30	\$15.50
Educational	5	\$16.60	\$19.80	\$21.00	\$18.08
Youth Development	11	\$12.50	\$13.90	\$14.40	\$13.90
Housing, Shelter	3	\$18.15	\$20.00	\$20.25	\$18.93
Arts, Culture, Humanities	3	\$9.00	\$9.00	\$9.00	\$9.00
Health	2	-	-	-	-
Public & Societal Benefit	5	\$14.00	\$14.00	\$18.00	\$14.90
Community Improvement	6	\$20.10	\$20.10	\$20.10	\$20.75
Environmental Beautification	7	\$18.00	\$19.80	\$20.80	\$19.76
Mental Health & Crisis Intervention	1	-	-	-	-
Recreation & Sports	3	\$21.50	\$22.00	\$22.50	\$22.00
Civil Rights, Social Action	6	\$17.10	\$17.10	\$17.10	\$17.35
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	3	\$15.25	\$18.00	\$19.00	\$16.83
\$100,000 - \$499,999	18	\$10.63	\$15.80	\$17.63	\$14.60
\$500,000 - \$999,999	28	\$14.00	\$16.65	\$20.10	\$17.76
\$1 million - \$4.9 million	44	\$13.48	\$16.80	\$18.13	\$16.27
\$5 million - \$9.9 million	1	-	-	-	-
Greater than \$10 million	6	\$15.93	\$16.80	\$17.98	\$17.27

Finance Director/CFO

Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs their implementation. Manages all financial and accounting activities. Performs financial planning as part of the management team. Manages business and accounting staff.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	2	-	-	-	-
North Central Idaho	1	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	2	-	-	-	-
Southwest Idaho	15	\$23.00	\$28.03	\$31.34	\$30.25

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	3	\$24.50	\$28.00	\$29.63	\$26.75
Educational	3	\$25.71	\$31.42	\$52.20	\$41.46
Youth Development	2	-	-	-	-
Housing, Shelter	1	-	-	-	-
Arts, Culture, Humanities	3	\$20.75	\$27.00	\$27.52	\$23.18
Health	1	-	-	-	-
Public & Societal Benefit	2	-	-	-	-
Community Improvement	11	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	1	-	-	-	-
Civil Rights, Social Action	1	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	1	-	-	-	-
\$100,000 - \$499,999	3	\$17.25	\$20.00	\$25.63	\$21.92
\$500,000 - \$999,999	3	\$24.36	\$24.71	\$28.86	\$27.24
\$1 million - \$4.9 million	9	\$25.00	\$27.00	\$29.33	\$25.89
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	5	\$33.32	\$37.72	\$44.30	\$43.26

Finance Manager/Bookkeeper

Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	1	-	-	-	-
North Central Idaho	1	-	-	-	-
Northern Idaho	3	\$10.32	\$12.1	\$14.47	\$12.49
South Central Idaho	3	\$22.50	\$25	\$27.62	\$25.10
Southwest Idaho	23	\$15.07	\$18.75	\$20.79	\$19.37

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	7	\$15.25	\$16.83	\$18.65	\$16.82
Educational	5	\$14.42	\$16.00	\$19.81	\$17.67
Youth Development	4	\$14.36	\$17.19	\$21.25	\$18.42
Housing, Shelter	3	\$10.05	\$11.60	\$22.30	\$17.70
Arts, Culture, Humanities	2	-	-	-	-
Health	1	-	-	-	-
Public & Societal Benefit	3	\$16.13	\$17.55	\$24.37	\$21.14
Community Improvement	1	-	-	-	-
Environmental Beautification	2	-	-	-	-
Mental Health & Crisis Intervention	1	-	-	-	-
Recreation & Sports	1	-	-	-	-
Civil Rights, Social Action	1	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	1	-	-	-	-
\$100,000 - \$499,999	7	\$13.80	\$16.00	\$19.38	\$15.90
\$500,000 - \$999,999	5	\$14.70	\$19.23	\$19.81	\$17.07
\$1 million - \$4.9 million	13	\$15.00	\$17.30	\$20.58	\$18.12
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	4	\$29.00	\$29.93	\$30.51	\$29.59

Development Director

Works closely with the Executive Director and the board of directors to develop a comprehensive fund raising strategy to expand philanthropic support for the organization. Manages all components of the fund raising plan including (but not limited to): annual giving, planned giving, corporate and foundation grants, major individual and corporate gifts, and special fund raising events. Manages (either directly or indirectly) all staff members of the development department.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	1	-	-	-	-
Southwest Idaho	19	\$20.35	\$24.04	\$29.67	\$25.04

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	4	\$20.50	\$22.30	\$24.28	\$22.48
Educational	2	-	-	-	-
Youth Development	3	\$19.97	\$20.70	\$26.22	\$23.89
Housing, Shelter	4	\$18.20	\$22.85	\$28.50	\$23.85
Arts, Culture, Humanities	1	-	-	-	-
Health	1	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	1	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	1	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	4	\$19.00	\$22.32	\$27.47	\$24.16
\$500,000 - \$999,999	3	\$19.47	\$19.70	\$20.85	\$20.31
\$1 million - \$4.9 million	11	\$22.30	\$26.00	\$29.67	\$26.05
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	2	-	-	-	-

Development Coordinator

Assists with the organization's fundraising efforts to expand support for the organization. Works to execute the organization's fundraising plan which may involve annual giving, planned giving, corporate and foundation grants, individual and corporate gifts, and special fundraising events.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	6	\$13.50	\$16.60	\$18.20	\$15.90
South Central Idaho	3	\$16.95	\$21.90	\$23.95	\$19.97
Southwest Idaho	15	\$17.40	\$20.00	\$24.50	\$20.72

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	6	\$15.75	\$17.40	\$18.15	\$16.73
Educational	7	\$23.50	\$25.40	\$25.95	\$24.21
Youth Development	2	-	-	-	-
Housing, Shelter	0	-	-	-	-
Arts, Culture, Humanities	3	\$15.90	\$16.80	\$18.40	\$17.27
Health	1	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	2	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	1	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	2	-	-	-	-
\$500,000 - \$999,999	2	-	-	-	-
\$1 million - \$4.9 million	13	\$16.80	\$18.00	\$21.90	\$18.58
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	7	\$20.95	\$24.00	\$25.65	\$23.20

Public Policy Director/Lobbyist

Coordinates the organization's public policy and lobbying activities, in coordination with the Executive Director and/or board of directors. Researches and develops policy positions. Develops and implements grassroots and/or direct lobbying strategies. Develops relationships with policy-makers, media and activists.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	0	-	-	-	-
Southwest Idaho	3	\$16.11	\$16.82	\$20.91	\$19.07

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	0	-	-	-	-
Educational	1	-	-	-	-
Youth Development	0	-	-	-	-
Housing, Shelter	0	-	-	-	-
Arts, Culture, Humanities	0	-	-	-	-
Health	0	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	1	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	1	-	-	-	-
\$500,000 - \$999,999	0	-	-	-	-
\$1 million - \$4.9 million	1	-	-	-	-
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	1	-	-	-	-

Public Relations/Communications Director

Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates all media relations, special community events, and external publications. Represents the organization at public events.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	1	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	1	-	-	-	-
Southwest Idaho	10	\$16.11	\$18.92	\$23.86	\$20.86

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	3	\$13.80	\$14.40	\$19.22	\$17.21
Educational	2	-	-	-	-
Youth Development	1	-	-	-	-
Housing, Shelter	1	-	-	-	-
Arts, Culture, Humanities	1	-	-	-	-
Health	0	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	1	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	1	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	1	-	-	-	-
\$500,000 - \$999,999	1	-	-	-	-
\$1 million - \$4.9 million	9	\$14.42	\$18.00	\$23.31	\$19.39
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	1	-	-	-	-

Marketing Coordinator/Events Manager

Develops and coordinates activities related to increasing the organization's visibility to the public and potential financial supporters. Plans, organizes, and implements events to build awareness of the organization's mission, programs, and achievements.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	2	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	0	-	-	-	-
Southwest Idaho	10	\$14.50	\$16.70	\$18.22	\$16.68

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	2	-	-	-	-
Educational	1	-	-	-	-
Youth Development	1	-	-	-	-
Housing, Shelter	0	-	-	-	-
Arts, Culture, Humanities	2	-	-	-	-
Health	1	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	1	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	1	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	1	-	-	-	-
\$500,000 - \$999,999	2	-	-	-	-
\$1 million - \$4.9 million	6	\$16.63	\$17.34	\$18.50	\$18.15
\$5 million - \$9.9 million	1	-	-	-	-
Greater than \$10 million	0	-	-	-	-

Membership Manager

Organizes and maintains all membership records. Coordinates member events and enrolls new members.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	1	-	-	-	-
North Central Idaho	0	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	0	-	-	-	-
Southwest Idaho	3	\$12.06	\$12.62	\$14.00	\$13.17

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	0	-	-	-	-
Educational	0	-	-	-	-
Youth Development	1	-	-	-	-
Housing, Shelter	0	-	-	-	-
Arts, Culture, Humanities	1	-	-	-	-
Health	0	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	1	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	1	-	-	-	-
\$500,000 - \$999,999	1	-	-	-	-
\$1 million - \$4.9 million	2	-	-	-	-
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	0	-	-	-	-

Volunteer Manager

Directs, organizes, and manages the organization's volunteer programs. Manages staff and/or volunteers to fulfill the organization's needs. Interviews, screens, and places volunteers in appropriate programs and activities. Develops volunteer training and procedure manuals. May conduct volunteer orientation and training sessions. Works with community groups to provide information concerning the organization's activities and to recruit potential volunteers.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	1	-	-	-	-
Northern Idaho	1	-	-	-	-
South Central Idaho	1	-	-	-	-
Southwest Idaho	13	\$14.42	\$12.62	\$20.67	\$16.71

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	5	\$14.00	\$15.00	\$16.14	\$15.63
Educational	1	-	-	-	-
Youth Development	1	-	-	-	-
Housing, Shelter	2	-	-	-	-
Arts, Culture, Humanities	0	-	-	-	-
Health	2	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	1	-	-	-	-
Civil Rights, Social Action	1	-	-	-	-
Animal-related	1	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	3	\$12.00	\$14.00	\$14.21	\$12.81
\$500,000 - \$999,999	3	\$12.90	\$14.20	\$14.60	\$13.60
\$1 million - \$4.9 million	10	\$15.89	\$19.62	\$20.92	\$18.36
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	0	-	-	-	-

Human Resources Manager

Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resource policies and procedures and ensures compliance with applicable legislation and regulations.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	0	-	-	-	-
North Central Idaho	1	-	-	-	-
Northern Idaho	0	-	-	-	-
South Central Idaho	1	-	-	-	-
Southwest Idaho	8	\$19.25	\$21.50	\$25.03	\$23.11

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	3	\$17.74	\$19.23	\$22.62	\$20.49
Educational	1	-	-	-	-
Youth Development	1	-	-	-	-
Housing, Shelter	1	-	-	-	-
Arts, Culture, Humanities	1	-	-	-	-
Health	1	-	-	-	-
Public & Societal Benefit	1	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	0	-	-	-	-
Recreation & Sports	0	-	-	-	-
Civil Rights, Social Action	0	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	1	-	-	-	-
\$500,000 - \$999,999	1	-	-	-	-
\$1 million - \$4.9 million	3	\$19.62	\$20.00	\$21.50	\$20.74
\$5 million - \$9.9 million	0	-	-	-	-
Greater than \$10 million	5	\$25.55	\$26.00	\$33.65	\$28.24

Office Manager

Supervises, hires, trains and evaluates clerical support staff. Ensures that support functions are effective efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	3	\$14.83	\$16.00	\$16.42	\$15.49
North Central Idaho	1	-	-	-	-
Northern Idaho	2	-	-	-	-
South Central Idaho	3	\$15.25	\$18.50	\$24.88	\$20.59
Southwest Idaho	11	\$14.41	\$16.00	\$17.09	\$15.48

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	3	\$14.75	\$18.50	\$19.25	\$16.50
Educational	1	-	-	-	-
Youth Development	3	\$12.01	\$12.01	\$21.63	\$18.42
Housing, Shelter	0	-	-	-	-
Arts, Culture, Humanities	1	-	-	-	-
Health	2	-	-	-	-
Public & Societal Benefit	2	-	-	-	-
Community Improvement	0	-	-	-	-
Environmental Beautification	0	-	-	-	-
Mental Health & Crisis Intervention	2	-	-	-	-
Recreation & Sports	1	-	-	-	-
Civil Rights, Social Action	2	-	-	-	-
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	1	-	-	-	-
\$100,000 - \$499,999	5	\$11.32	\$16.00	\$16.00	\$14.06
\$500,000 - \$999,999	5	\$14.70	\$19.23	\$19.81	\$17.07
\$1 million - \$4.9 million	4	\$13.32	\$14.23	\$16.11	\$15.12
\$5 million - \$9.9 million	1	-	-	-	-
Greater than \$10 million	3	\$21.28	\$25.73	\$28.49	\$24.60

Administrative Assistant

Assists other positions including those related to senior administration, fund development, marketing, communications, public policy, etc.

Wages by Region

Region	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Eastern Idaho	3	\$12.65	\$13.80	\$17.50	\$14.65
North Central Idaho	5	\$10.90	\$10.90	\$10.90	\$11.72
Northern Idaho	4	\$9.38	\$10.00	\$12.30	\$11.68
South Central Idaho	17	\$10.00	\$16.00	\$17.30	\$14.63
Southwest Idaho	65	\$10.60	\$12.00	\$13.90	\$12.36

Wages by Organizational Focus

Focus	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Human Services	25	\$8.50	\$10.00	\$10.90	\$10.26
Educational	11	\$12.40	\$13.40	\$13.90	\$13.89
Youth Development	9	\$10.40	\$11.20	\$12.50	\$11.81
Housing, Shelter	1	-	-	-	-
Arts, Culture, Humanities	10	\$12.00	\$12.00	\$12.00	\$12.06
Health	6	\$11.38	\$14.40	\$16.45	\$14.57
Public & Societal Benefit	5	\$8.00	\$15.40	\$16.00	\$12.73
Community Improvement	3	\$12.65	\$13.80	\$15.65	\$14.27
Environmental Beautification	4	\$11.90	\$12.40	\$14.10	\$13.60
Mental Health & Crisis Intervention	2	-	-	-	-
Recreation & Sports	4	\$15.75	\$17.00	\$18.50	\$17.25
Civil Rights, Social Action	5	\$14.80	\$14.90	\$15.90	\$14.82
Animal-related	0	-	-	-	-

Wages by Annual Budget

Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	1	-	-	-	-
\$100,000 - \$499,999	21	\$11.50	\$12.00	\$12.50	\$12.37
\$500,000 - \$999,999	17	\$9.60	\$10.00	\$11.50	\$11.75
\$1 million - \$4.9 million	37	\$10.00	\$12.80	\$15.90	\$13.07
\$5 million - \$9.9 million	1	-	-	-	-
Greater than \$10 million	18	\$10.90	\$13.20	\$15.00	\$13.57

BENEFITS

Medical & Dental Benefits

Responses to the question “Does your organization offer the following benefits?”

	Number answered yes	Percent answered yes	Number answered no	Response Count
Full-time Employees				
Medical benefits	45	80.4%	11	56
Dental benefits	34	60.7%	22	56
Vision benefits	28	50.0%	28	56
Life insurance	25	44.6%	31	56
Part-time Employees				
Medical benefits	12	21.4%	44	56
Dental benefits	10	17.9%	46	56
Vision benefits	10	18.2%	45	55
Life insurance	8	14.5%	47	55
FT Employee Dependents				
Medical benefits	24	42.9%	32	56
Dental benefits	23	41.1%	33	56
Vision benefits	21	38.2%	34	55
Life insurance	11	20.0%	44	55
PT Employee Dependents				
Medical benefits	7	12.5%	49	56
Dental benefits	8	14.3%	48	56
Vision benefits	8	14.5%	47	55
Life insurance	4	7.3%	51	55

Responses to the question “What is your organization's cost for total employee benefits as a percent of total payroll?” were as follows: 49 organizations answered with a percentage, seven organizations responded with zero and 27 organizations did not respond. Of the 49 organizations that responded with a percentage of one or greater, we saw the following breakdown:

The average cost of benefits as a percent of payroll was 19.10%

The median cost of benefits as a percent of payroll was 15%

The 25th percentile was 10% while the 75th percentile was 26% of payroll.

Employer Premiums

Forty-four employers reported paying a portion of the health premiums, while 29 employers reported paying a portion of the dental premiums for employees. The chart below indicates that there is a significant drop-off when it comes to paying a portion of the premiums for dependents of employees and part-time employees.

Percent of Premium Paid by the Employer

Percent Employer Paid	Full-time Employees	Dependents of Full-time Employees	Part-time Employees	Dependents of Part-time Employees
	Number	Number	Number	Number
Health Insurance				
100%	24	4	0	0
75% to 99%	12	2	4	1
50% to 74%	6	2	3	2
20% to 49%	2	1	1	0
Dental Insurance				
100%	21	4	0	0
75% to 99%	5	1	3	3
50% to 74%	2	1	3	0
20% to 49%	1	0	2	0

Retirement Benefits

Thirty-seven organizations offer some type of retirement plan to employees.

Retirement Plans Offered

403B	18
Simple IRA	11
401K	5
PERSI	3
Total	37

Thirty-three employers offer some type of match with the retirement plan. Employer contribution amounts and/or matching amounts ranged from 2% to 10%. The most prevalent was a 3% match.

Paid Time-Off Benefits

Forty-eight organizations reported offering paid holidays to employees, the most prevalent being 10 paid holidays a year.

Number of Paid Holidays offered by the Organization

Paid Holidays	Number of responses
22	1
20	1
14	1
13	1
12	5
11	8
10	12
9	4
8	7
7	4
6	2
5	2

Note: Those organizations offering more than 12 paid holidays may be including other types of paid leave.

APPENDIX

Position Descriptions

Administrative Assistant

Assists other positions including those related to senior administration, fund development, marketing, communications, public policy, etc.

Associate/Deputy Director/COO

Manages a range of internal organizational operations depending on the size of the organization, including one or more of the following areas: human resources, financial systems and budgeting, board communications, information systems, and support staff. Reports to the Executive Director/CEO and acts on behalf of the organization in the director's absence. Supervises at least one other employee.

Development Coordinator

Assists with the organization's fundraising efforts to expand support for the organization. Works to execute the organization's fundraising plan which may involve annual giving, planned giving, corporate and foundation grants, individual and corporate gifts, and special fundraising events.

Development Director

Works closely with the Executive Director and the board of directors to develop a comprehensive fund raising strategy to expand philanthropic support for the organization. Manages all components of the fund raising plan including (but not limited to): annual giving, planned giving, corporate and foundation grants, major individual and corporate gifts, and special fund raising events. Manages (either directly or indirectly) all staff members of the development department.

Executive Director/CEO

Provides overall management, planning and leadership of the organization. Reports directly to the board of directors. Works with the board and committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fund raising.

Finance Director/CFO

Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs their implementation. Manages all financial and accounting activities. Performs financial planning as part of the management team. Manages business and accounting staff.

Finance Manager/Bookkeeper

Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions.

Human Resources Manager

Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resource policies and procedures and ensures compliance with applicable legislation and regulations.

Marketing Coordinator/Events Manager

Develops and coordinates activities related to increasing the organization's visibility to the public and potential financial supporters. Plans, organizes, and implements events to build awareness of the organization's mission, programs, and achievements.

Membership Manager

Organizes and maintains all membership records. Coordinates member events and enrolls new members.

Office Manager

Supervises, hires, trains and evaluates clerical support staff. Ensures that support functions are effective efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed.

Program/Division Director

Manages a set of inter-related programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains, and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the program or division budget.

Project Manager/Program Coordinator

Organizes and coordinates one program or one or more projects undertaken by the organization as the only staff person assigned to manage the program/projects. Develops activities and related timelines to meet established goals. Tracks program/project expenses to ensure they do not exceed budgets. Evaluates program/project results and prepares related reports.

Public Policy Director/Lobbyist

Coordinates the organization's public policy and lobbying activities, in coordination with the Executive Director and/or board of directors. Researches and develops policy positions. Develops and implements grassroots and/or direct lobbying strategies. Develops relationships with policy-makers, media and activists.

Public Relations/Communications Director

Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates all media relations, special community events, and external publications. Represents the organization at public events

Volunteer Manager

Directs, organizes, and manages the organization's volunteer programs. Manages staff and/or volunteers to fulfill the organization's needs. Interviews, screens, and places volunteers in appropriate programs and activities. Develops volunteer training and procedure manuals. May conduct volunteer orientation and training sessions. Works with community groups to provide information concerning the organization's activities and to recruit potential volunteers.