



Compensation Report

- Executive Summary •

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

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Idaho Nonprofit Center Compensation & Benefits Survey

Introduction

Since 2010 the Idaho Nonprofit Center has commissioned a wages and benefit survey every two to three years. The Idaho Nonprofit Compensation and Benefits Report was created to help nonprofit organizations throughout the state attract, retain, and fairly compensate their employees. The data collected in the survey represents the practices of participating organizations reporting from June and July of 2018.

Internally, we use this survey to wrap our arms around compensation levels in the nonprofit sector as well as to better understand not only the types of benefits our nonprofits offer their employees but where the challenges may lie.

The survey can be used as an informative tool and an advocacy piece. It is one of the most requested reports we publish and we are thrilled to share this executive summary with you. As a membership benefit, the complete survey and all results are available through your membership login. There you will be able to see in great detail the types of benefits and compensation levels of our sector broken down by region, subsector, and even at the county level.

There are over 6,500 nonprofits in Idaho. We have over 650 members, and roughly 2,500 nonprofits received our emails, and in addition, over 5000 received a postcard. The report includes data from 288 participating nonprofit organizations.

Please see the “How to Use This Report” section before attempting to use the data or interpret results.

Survey response rates by year of published report:

2010	2013	2015	2018
85	71	67	288

We are thrilled with the response rate. Please know that this is a great informational tool but should not be the only source of information you utilize when making decisions about compensation and benefits for your employees. Please refer to the “How to Use This Report” section for additional information.

Survey Methodology

Nonprofit organizations across the state were invited to participate in the survey in the summer of 2018. It was conducted electronically using SurveyMonkey 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 too few 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.

Survey results are broken down by county, 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.

Published Data

The Compensation Report is divided into two main parts: benefits and wages.

Our Executive Summary will illuminate the landscape of the number and type of organizations that responded to our survey and from where.

Additionally, in our executive summary we will share the results of the benefits portion of our survey along with an example of the compensation information you can find in our “Members Only” section.

Please note that to access all the data we collected, including the wages portion of the survey, you must be a member of the Idaho Nonprofit Center.

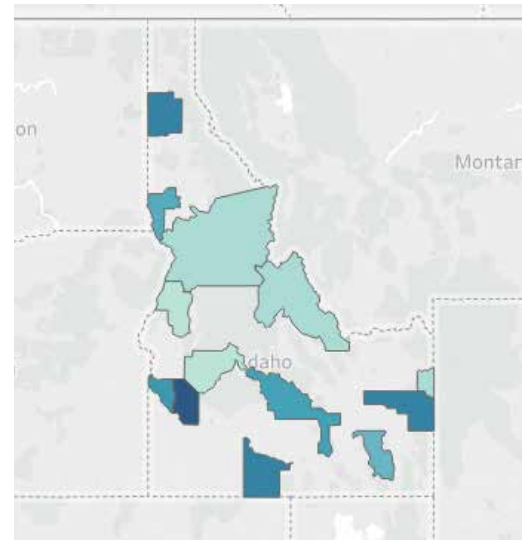
For Members

- Log into your Idaho Nonprofit Center account on idahononprofits.org
- Scroll down to the “Reports” section
- Click “2018 Idaho Nonprofit Compensation and Benefits Report”

Participation

A record 288 organizations responded to the survey in 2018. 157 responses were completed from start to finish. Both complete and incomplete survey responses were included in response counts, when responses were present. Respondents were located across Idaho, with the majority of responses coming from Idaho’s most populated counties.

Over a third of the survey respondents indicated their annual operating expenses to be less than \$500,000. 59 of those are in the \$100,000 - \$499,999 range. This correlates well to the 2016 State of the Sector report which identifies the majority of our nonprofit budgets in the small to medium category.



Location of Headquarters Office

County	Response Count	Response Percentage
Ada	69	40.12%
Bonner	12	6.98%
Bonneville	11	6.40%
Kootenai	11	6.40%
Twin Falls	11	6.40%
Canyon	9	5.23%
Blaine	8	4.65%
Nez Perce	7	4.07%
Bannock	6	3.49%
Latah	4	2.33%
Valley	3	1.74%
Washington	3	1.74%
Custer	2	1.16%
Gooding	2	1.16%
Idaho	2	1.16%
Lemhi	2	1.16%
Teton	2	1.16%
Adams	1	0.58%
Bingham	1	0.58%
Boise	1	0.58%
Fremont	1	0.58%
Gem	1	0.58%
Jerome	1	0.58%
Office not in Idaho	1	0.58%
Power	1	0.58%

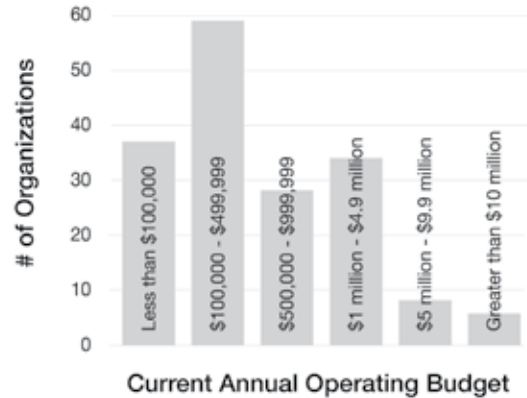
Responses by Region

Region	Response Percent	Response Count
North Central Idaho	14.04%	24
North Idaho	13.45%	23
South Central Idaho	12.87%	22
Southeast Idaho	12.87%	22
Southwest Idaho	46.78%	80

Annual Operating Budget

The largest group of respondents (34.3%) reported operating budgets of between \$100,000 and \$499,000, followed closely by organizations of budgets under \$100,000 (21.51%). Six organizations reported operating budgets greater than 10 million.

Current Annual Operating Budget	Response Count	Response Percentages
Less than \$100,000	37.00	21.51%
\$100,000 - \$499,999	59.00	34.30%
\$500,000 - \$999,999	28.00	16.28%
\$1 million - \$4.9 million	34.00	19.77%
\$5 million - \$9.9 million	8.00	4.65%
Greater than \$10 million	6.00	3.49%



Organizational Focus

The largest subsector (12.2%) reported Human Services as the organizational focus while the second largest subsector (11.05%) reported Arts, Culture and Humanities as the focus.

Primary Focus of Organization	Response Count	Response Percent
Animal related	7	4.07%
Arts, Culture, Humanities	19	11.05%
Civil Rights, Social Action & Advocacy	3	1.74%
Community Improvement, Capacity Building	5	2.91%
Crime & Legal-Related	2	1.16%
Education	18	10.47%
Employment	2	1.16%
Environment	8	4.65%
Food, Agriculture & Nutrition	9	5.23%
Health Care	15	8.72%
Housing & Shelter	9	5.23%
Human Services	21	12.21%
Mental Health & Crisis Intervention	4	2.33%
Mutual & Membership Benefit (Professional/Trade Association/Membership Organization)	8	4.65%
Philanthropy, Volunteerism & Grantmaking Foundations	3	1.74%
Public & Societal Benefit	7	4.07%
Public Safety, Disaster Preparedness & Relief	1	0.58%
Recreation & Sports	2	1.16%
Religion-Related	4	2.33%
Science & Technology	1	0.58%
Unknown, Unclassified	7	4.07%
Veteran Support/Military Related	3	1.74%
Voluntary Health Associations & Medical Disciplines	1	0.58%
Youth Development	13	7.56%

Number of Employees

The largest employer reported a full-time equivalent (FTE) of over 500 employees while 52.6% of survey participants reported 0-4 FTE's.

Number of full-time employees (bin)	Response Percent	Response Count
0-4	52.46%	64
9-May	13.93%	17
14-Oct	8.20%	10
15-19	3.28%	4
20-29	5.74%	7
30-49	5.74%	7
50-99	4.92%	6
100-249	1.64%	2
250-499	4.92%	6
500+	0.82%	1

Positions and Wages

The majority of respondents indicated that their organization employs an Executive Director. Program/division management staff were a distant second, followed closely by finance/bookkeeping positions. More organizations said that they hired contract positions than did not, with bookkeeping/account and IT making up the two most commonly contracted positions. Most respondents reported having a formal compensation policy in place.

Does your organization employ any of the following employees?



Finance Director/CFO was the most highly paid position among all respondents, followed by Executive Director, then by Associate/Deputy Director/COO. Among organizations with larger budgets, Executive Director wages tend to increase relative to other employees.

The large majority of Executive Directors across all organizations were reported as female. However, the proportion of female Executive Directors tends to decrease among respondents as annual operating budget increases. Organizations with annual operating budgets over \$10 million make up the only category in which male Executive Directors are more common than Female Executive Directors.

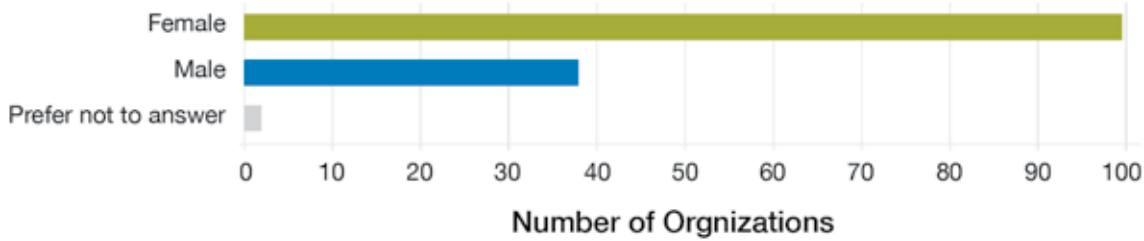
Male executive directors were paid \$38.96 an hour on average, while female executive directors were paid \$32.07. Female executive directors worked 39.2 hours a week on average, while male executive directors worked 43. Healthcare, Religion-Related, and Mental Health & Crisis Intervention were the three nonprofit subsectors that reported the greatest pay disparities between male and female Executive Directors.

Positions and Wages Cont.

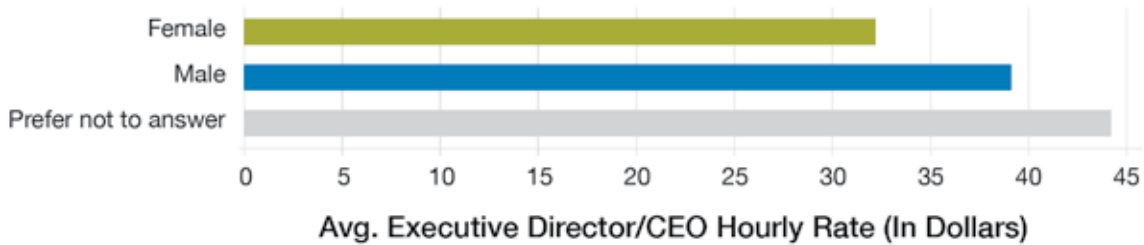
Job Title	Number of Organizations	Frequency
Administrative Assistant	92	53.50%
Associate/Deputy Director/COO	27	15.70%
Bookkeeper	65	37.80%
Development Coordinator	19	11.00%
Development Director	32	18.60%
Development Manager	17	9.90%
Events Coordinator	19	11.00%
Events Director	5	2.90%
Events Manager	7	4.10%
Executive Director	142	82.60%
Finance Director/CFO	36	20.90%
Finance Manager	32	18.60%
Marketing/Communications Coordinator	17	9.90%
Marketing/Communications Director	12	7.00%

Job Title	Number of Organizations	Frequency
Marketing/Communications Manager	8	4.70%
Office Coordinator	25	14.50%
Office Manager	54	31.40%
PR/Communications Coordinator	3	1.70%
PR/Communications Director	6	3.50%
PR/Communications Manager	7	4.10%
Program/Division Coordinator	31	18.00%
Program/Division Director	99	57.60%
Program/Division Manager	49	28.50%
Project Coordinator	37	21.50%
Project Manager	41	23.80%
Volunteer Coordinator	34	19.80%
Volunteer Director	8	4.70%
Volunteer Manager	7	4.10%

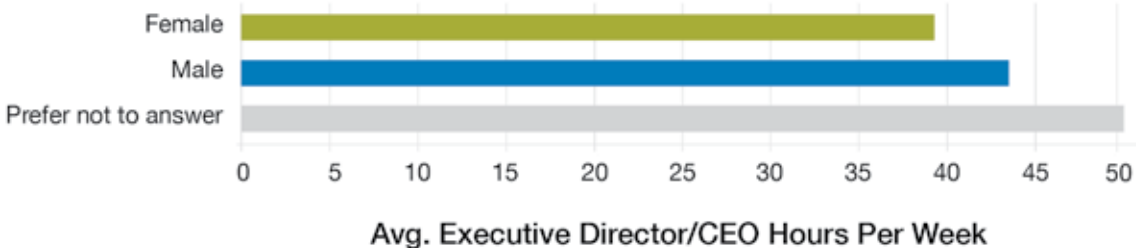
Executive Director Gender



Executive Director Hourly Pay by Gender



Executive Director Hours Worked by Gender



Wages by Region

Region	Avg. Hourly Rate	Percentile (25) of Hourly Rate	Percentile (50) of Hourly Rate	Percentile (75) of Hourly Rate	Region
North Central Idaho	19.99	15	18	23.81	North Central Idaho
North Idaho	22.92	14.25	19.25	28	North Idaho
South Central Idaho	24.58	17.25	21.53	28	South Central Idaho
Southeast Idaho	20.74	15	19.5	23.63	Southeast Idaho
Southwest Idaho	24.75	16.5	21.75	29.96	Southwest Idaho

Wages by Organizational Focus

Organizational Focus	Avg. Hourly Rate	25th Percentile	50th Percentile (Median)	75th Percentile
Animal related	\$23.89	\$15.00	\$20.00	\$28.00
Arts, Culture, Humanities	\$18.46	\$13.25	\$17.00	\$21.75
Civil Rights, Social Action & Advocacy	\$25.78	\$19.88	\$22.75	\$30.13
Community Improvement, Capacity Building	\$22.91	\$17.75	\$22.80	\$24.38
Crime & Legal-Related	\$17.00	\$12.50	\$15.50	\$20.00
Education	\$24.40	\$16.75	\$22.00	\$28.78
Employment	\$20.22	\$14.00	\$17.00	\$21.50
Environment	\$24.71	\$15.63	\$21.50	\$29.25
Food, Agriculture & Nutrition	\$26.16	\$19.94	\$23.13	\$30.88
Health Care	\$26.38	\$17.50	\$22.75	\$31.25
Housing & Shelter	\$27.47	\$18.00	\$23.38	\$31.75
Human Services	\$22.40	\$15.50	\$20.00	\$28.00
Mental Health & Crisis Intervention	\$26.28	\$17.00	\$22.38	\$28.19
Mutual & Membership Benefit (Professional/Trade Association/Membership Organization)	\$19.37	\$13.00	\$18.75	\$25.38
Philanthropy, Volunteerism & Grantmaking Foundations	\$29.57	\$17.00	\$24.00	\$36.50
Public & Societal Benefit	\$21.82	\$14.50	\$18.00	\$26.31
Public Safety, Disaster Preparedness & Relief	\$24.69	\$18.25	\$24.50	\$29.92
Religion-Related	\$24.56	\$16.81	\$18.75	\$25.62
Science & Technology	\$21.56	\$14.00	\$19.88	\$23.02
Unknown, Unclassified	\$23.05	\$13.00	\$16.00	\$30.25
Veteran Support/Military Related	\$25.03	\$22.00	\$24.75	\$29.00
Voluntary Health Associations & Medical Disciplines	\$15.00	\$15.00	\$15.00	\$15.00
Youth Development	\$22.23	\$16.00	\$20.00	\$25.00

Wages by Annual Budget

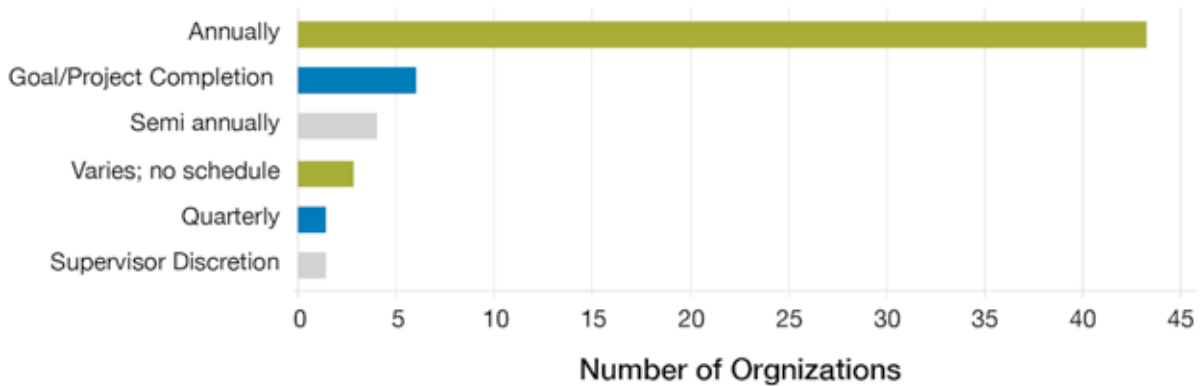
Annual Budget	Count	25th Percentile	50th Percentile (Median)	75th Percentile	Average
Less than \$100,000	0	-	-	-	-
\$100,000 - \$499,999	11	\$16.75	\$18.80	\$23.10	\$19.50
\$500,000 - \$999,999	19	\$17.55	\$22.70	\$25.40	\$22.88
\$1 million - \$4.9 million	40	\$17.45	\$19.20	\$24.00	\$20.66
\$5 million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

Bonuses and Salary Increases

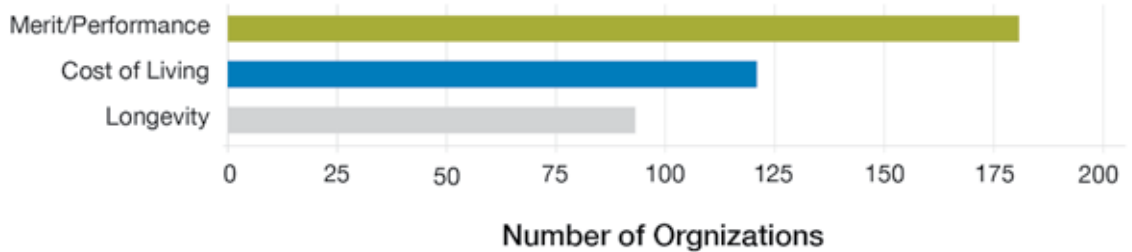
Most organizations did not report having a bonus program. Among organizations that did have a bonus program, individual performance was the primary criteria. The large majority of organizations with a bonus program reported giving bonuses annually.

Merit/performance was reported by the most organizations as being a criteria for awarding salary increases, followed by cost of living. Longevity was the least common criteria for awarding salary increases, but was still reported as a criteria by the majority of organizations.

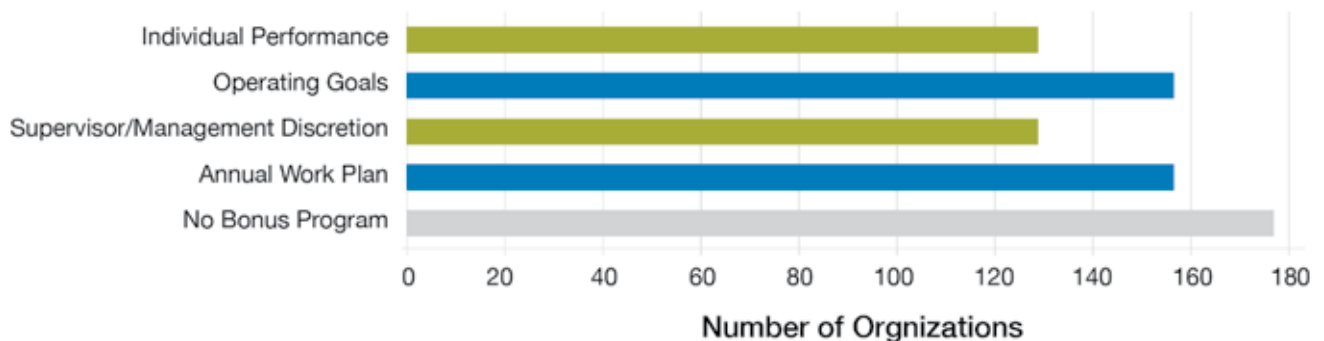
When are Bonuses Given?



Criteria for Awarding Salary Increases



What is your Bonus Program Based on?



Benefits

The majority of respondents reported a 0% cost for benefits as a percentage of total payroll, followed by 10%, then by 15%. Respondent organizations that offered benefits reported paying an average 36.2% of medical insurance premiums, 33.9% of dental premiums, 29.5% of life/disability premiums, and 28.2% of vision premiums.

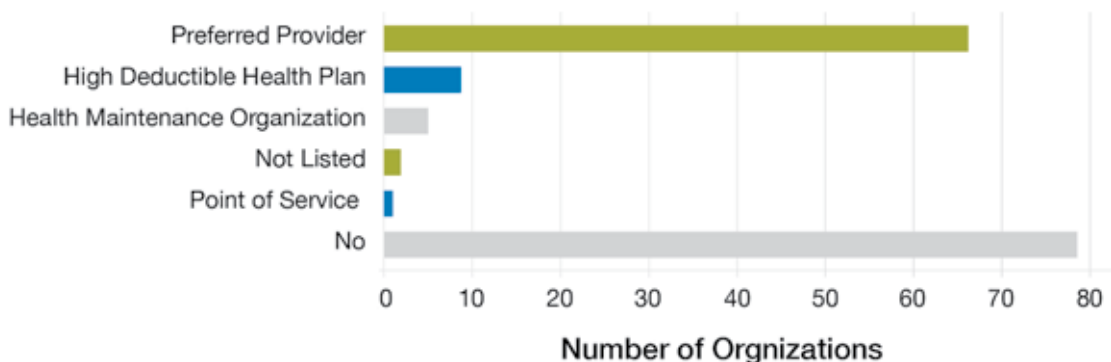
Among organizations that reported offering medical and dental benefits, most offered a Preferred Provider Organization (PPO) plan. The majority of respondents that offered medical benefits did provide employees with the option to opt out of those benefits, but few organizations offered cash in lieu of benefits for those choosing to opt out.

Benefits Offered

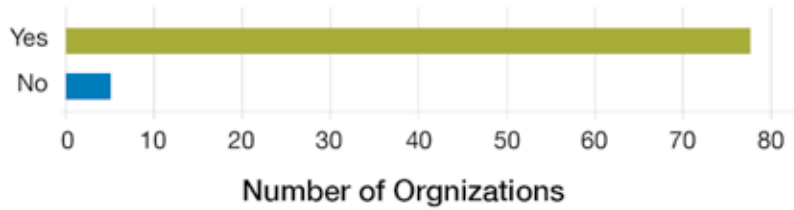
Does your organization offer the following benefits?"

Full-Time Employees	Number answered "YES"	Percentage answered "YES"	Number answered "NO"	Response Count
Medical benefits	84	51.53%	79	163
Dental Benefits	63	38.65%	100	163
Vision Benefits	56	34.36%	107	163
Life Insurance/Disability	44	26.99%	119	163
FT Employee Dependents				
Medical Benefits	16	9.82%	147	163
Dental Benefits	13	7.98%	150	163
Vision Benefits	11	6.75%	152	163
Life Insurance/Disability	1	0.61%	162	163
PT Employee Dependents				
Medical Benefits	9	5.52%	154	163
Dental Benefits	8	4.91%	155	163
Vision Benefits	6	3.68%	157	163
Life Insurance/Disability	0	0.00%	163	163

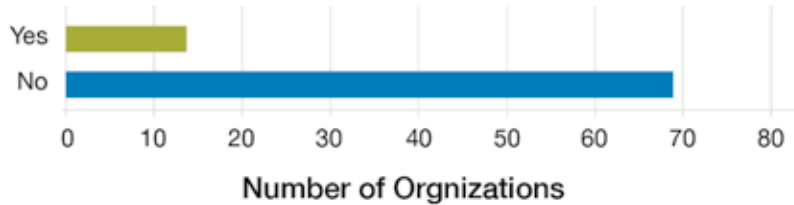
Do you offer medical benefits to your employees?



Do you allow employees to opt out of accessing medical benefits?



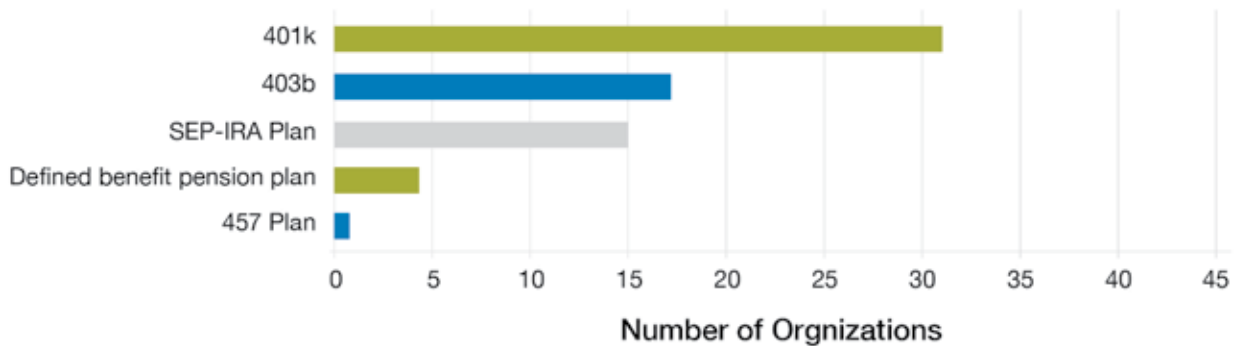
Do you offer cash in lieu of benefits for employees that opt out?



Retirement

The majority of responding organizations did not offer a retirement plan. Those that did offer a retirement plan were most likely to offer a 401k plan. The most common amount of matching funds that organizations reported contributing to employee retirement plans was 3%.

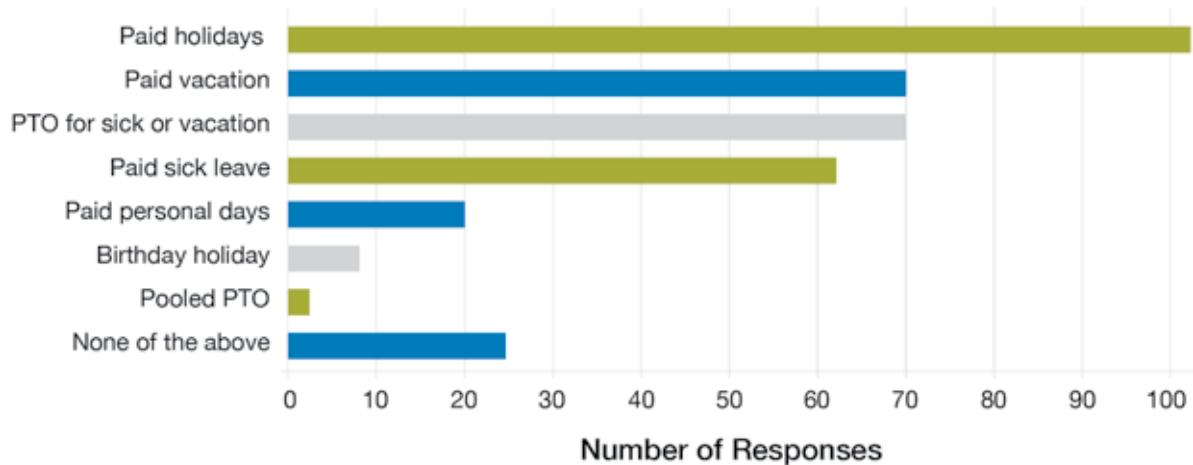
Does your organization offer a retirement plan?



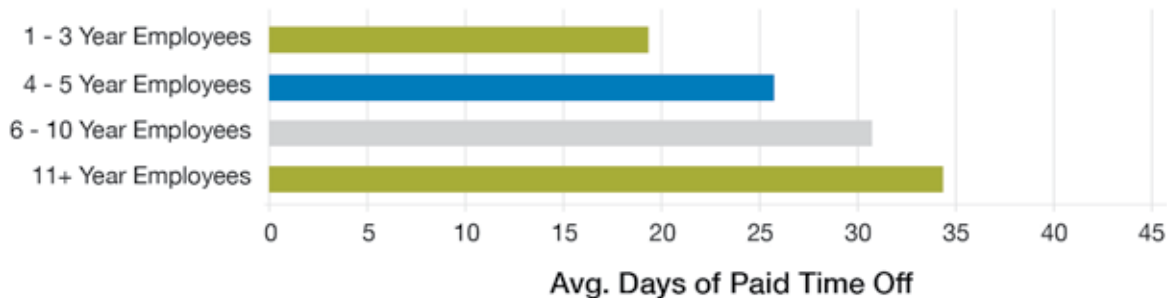
Paid Time Off

The most common form of paid time off (PTO) that organizations reported offering was paid holidays, followed by paid vacation and sick time. The average amount of paid time off for employees with 1-3 years at an organization was 18 days, while the average amount of paid time off for employees with 11 or more years at an organization was 33.7 days.

For what purposes do you provide paid employee time off?



If you offer paid time off, how many days per year do your employees receive?



New Year's Day was the most common holiday that respondents gave paid time off for. The majority of respondents reported giving 10 days of paid vacation time to their employees, and 12 days of sick time. Those organizations that could not offer paid holidays much more commonly reported offering floating holidays than holiday pay. Organizations most commonly allowed employees to carry over 40 hours of PTO/vacation/sick time annually. The second most common response was that employees must use or lose all paid time.

The large majority of organizations did not offer paid parental leave. Those that did were significantly more likely to offer leave for full time employees than part-time or temporary employees.

The large majority of organizations did not offer benefits to part-time employees. Those that did, most commonly reported offering paid vacation.

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 Director

Works closely with the Executive Director and the board of directors to develop a comprehensive fundraising strategy to expand philanthropic support for the organization. Manages all components of the fundraising 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 fundraising.

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.

Events Manager

Plans, organizes, and implements events to build awareness of the organization's mission, programs, and achievements.

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 interrelated 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 Relations/Communications Director

Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements among the public and potential financial supporters. 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.

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What is the state of transportation in Idaho?



What are the risks and benefits of consolidating services with a neighboring city?



How well do our donors understand our programs?



How should our city hire to adapt to growth?



What is the impact of technology in rural schools?

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