



2011 Salary Survey

For River & Watershed Conservation Organizations

Conducted and compiled by:
 Katherine Luscher & Laurie Boddiford
River Network
 520 SW 6th Avenue, Suite 1130
 Portland, OR 97204
www.rivernetwork.org

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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. The survey was again conducted in 2003, 2005 and 2007. Results of past surveys can be found using the search function at:

www.rivernetwork.org/resource-library

In the spring of 2011, prompted by numerous requests from our Partnership, 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 geared specifically towards our community.

Questions used in previous year's surveys were revised to reflect feedback from 2007. While a compilation of all responses are provided, River Network recognizes that two variables – available funding and location of the organization – can greatly influence results. As such, responses are also provided based on budget size and region. River Network also acknowledges that those organizations most likely to participate in such a survey are those with the staff who have the time to do so.

The survey, conducted online and directed to River Network's Partner email list, is purely an educational tool. ***Far from scientific, the compilation and analysis of the 2011 Salary Survey is best used for informational purposes***, and ideally as evidence that you deserve increased salary and/or benefits.

GENERAL

The 2011 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. Indicate the number of PAID vacation/personal days (per year) your employees are allowed
5. If you have a "Flex Time Policy," Please indicate the system that best describes it
6. Does your organization have personnel policies?
7. Please provide the approximate annual salary for full-time staff in the following applicable positions.
8. During the past 12 months, have you increased/decreased salaries and/or benefits?
9. How would you best describe your watershed?
10. Your organization's geographic scope of work (e.g., local, state, etc.)
11. What region of the U.S. best describes the location of your organization's office?

Ninety-one (91) River Network Partners 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. 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.

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 wages and benefits it is able to provide. Budgets, simply speaking, are operating plans expressed in financial terms. Budgeting is a systematic way of allocating the financial and human resources necessary to achieve strategic goals. Using budgets, the staff and the board can see problems in the making and develop thoughtful solutions. Budgets, as well as the budgeting process itself, is a critical tool for better programmatic and financial management and can help your organization achieve its mission with fewer unpleasant surprises and financial crises.

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	4.4% (4)
\$50,000 - \$100,000	14.3% (13)
\$100,001 - \$200,000	13.2% (12)
\$200,001 - \$350,000	29.7% (27)
\$350,001 - \$500,000	16.5% (15)
\$500,001 - \$1,000,000	9.8% (9)
Over \$1,000,000	12% (11)

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	5.3% (5)	3-5	5.3% (5)
.5	2.1% (2)	6-10	2.1% (2)
1	17% (16)	11+	17% (16)
1.5	7.4% (7)	Other*	7.4% (7)
2	11.7% (11)		

* Students, part-time staff, contractors, volunteers, etc.

Question 3: If you provide benefits to your employees, please select all which apply.

93% of river conservation organizations surveyed offer their employees some level of benefits – an 9% increase from the 2007 results. A benefits’ package alternative that continues to gain popularity among nonprofits is “Paid Time Off” or PTO.

PTO is a more flexible arrangement that gives the employee a set amount of days off to be used at the employee's discretion. These days can be used for sick time, personal days, vacation or for whatever reason the employee may need – or want - time off. Like vacation and other forms of time off, the amount of days off generally accumulates through years of service and the level of the employee within the organization.

Type of Benefit	Response Percent (Response Total)
No benefits	6.3% (6)
Alternative Care (Chiropractic; Naturopathic, etc.)	2.1% (2)
Cafeteria Plan	6.3% (6)
Dental Coverage	33.7% (32)
Disability (long or short-term)	13.7% (13)
Flexible Hours	65.3% (62)
Health FULL Coverage	43.2% (41)
Health PART Coverage	25.3% (24)
Life Insurance	15.8% (15)
Maternity/Family Leave	23.2% (22)
Paid Holidays	74.7% (71)
Paid Sabbatical	4.2% (4)
Paid Time-Off (PTO)	29.5% (28)
Paid Vacation	67.4% (64)
Professional Development	34.8% (33)
Retirement	28.4% (27)
Sick/Paid Leave	60% (57)
Unpaid Sabbaticals/Unpaid time-off	23.6% (22)
Vision	20% (19)
Other*	23.2% (22)

*Telecommuting/working from home, car mileage, paid parking, short-term disability, etc.

Question 4: 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 two to four weeks; whether the earned days are actually taken was not asked.

The fact that people are not using all of their vacation days is well documented and the statistics are staggering. According to data released in a 2009 vacation study, U.S. adults who only receive an average of 13 vacation days per year typically leave three days unused. When considering that the U.S. Bureau of Labor & Statistics has recorded approximately 153 million employed Americans, this means that each year an average of 459 million vacation days are going unused in the United States.

“Vacations are not a luxury, they’re a necessity,” says John de Graaf, Executive Director of Take Back Your Time, a nonprofit organization that studies issues related to overwork. “Men who take them are 32% less likely to suffer from heart disease than those who don’t. For women, it’s 50%. And women who don’t take vacations are more than twice as likely to suffer from depression. Pass them by at your peril.”

Some organizations do allow employees to carry-over vacation day 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 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
1 st Year	8.80%	2.20%	47.30%	35.70%	6.60%	91
3 rd Year	8.80%	0%	21.30%	58.80%	11.30%	80
5 th Year	9.30%	0%	6.60%	49.30%	34.70%	75

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

A recent report from the Society for Human Resource Management included a glossary of 13 different terms that encompass a form of flex time. 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 overtime 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 pre-determined schedule, it is called ad hoc flex time.

Most river conservation organization 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 predetermine time and can not be “cashed-out” upon termination of employment.

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	69.1% (65)
Match (hour for hour)	13.8% (13)
Restricted (case-by-case basis)	3.1% (2)
No Flex Time Policy	7.4% (7)
Other	7.4% (7)

Question 6: Does your organization have personnel policies?

In 2003, approximately 60.6% of respondent reported to have personnel policies; in 2011, the number has risen 19%; about 80% of organizations surveyed now have personnel policies. An organization's personnel policies can help 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 can be found on River Network’s Partner webpage: www.rivernetwork.org.

Response	Response Percent (Response Total)
Yes	79.8% (71)
No	20.2% (18)
Other	0

Question 7: Please provide the approximate annual salary for full-time staff in the following applicable positions.

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 chose 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 - \$115,000	\$53,428	\$52,000	80
Financial Officer	\$0 - \$70,000	\$33,178	\$36,000	16
Development Director/Lead Fundraiser	\$0 - \$333,370	\$51,018	\$45,000	20
Lead Program Staff	\$0 - \$135,000	\$38,862	\$40,000	69
Program Assistant	\$0 - \$135,000	\$30,374	\$32,000	35
Office Manager	\$0 - \$135,000	\$25,885	\$30,000	41
Database Manager	\$0 - \$29,120	\$22,040	\$25,000	3
Intern	\$0 - \$135,000	\$20,858	\$20,000	11

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

Forty-Five percent (45%) of organizations were able to provide salary increases to staff, an 18% decrease from 2007. At the same time, benefits were decreased.

Change to Benefits	Response Percent (Response Total)	Change to Benefits	Response Percent (Response Total)
Increased Salaries	44.9% (35)	Decreased Benefits	44.9% (35)
Increased Benefits	7.1% (5)	No Change	7.1% (5)
Decreased Salaries	4.6% (3)		

DEMOGRAPHICS

Three 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 9: How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	44.9% (35)	Urban	44.9% (35)
Suburban	7.1% (5)	Mixed	7.1% (5)

Question 10: What region of the U.S. best describes the location of your organization's office?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	22.1% (19)	Southeast	32.6% (28)
Southwest	9.3% (8)	Mid-Atlantic	11.6% (10)
Inter-mountain west	6.9% (6)	Northeast	15.1% (13)
Midwest	10.5% (9)		

Question 11: What is the scope of your work?

Scope	Response Percent (Response Total)
Local	68.1% (60)
State-wide	12.5% (11)
Regional	18.2% (16)
National	1.1% (1)

RESPONSES BY BUDGET
***** Annual budget: \$0 - \$50,000 *****
Response Total: 4

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	75% (3)	2	0% (0)
.5	0% (0)	3-5	0% (0)
1	25% (1)	6-10	0% (0)
1.5	0% (0)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	50% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	0% (0)
Disability (long or short-term)	0% (0)
Flexible Hours	0% (0)
Health FULL Coverage	0% (0)
Health PART Coverage	0% (0)
Life Insurance	0% (0)
Maternity/Family Leave	0% (0)
Paid Holidays	0% (0)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	0% (0)
Paid Vacation	0% (0)
Professional Development	0% (0)
Retirement	0% (0)
Sick/Paid Leave	0% (0)
Unpaid Sabbaticals/Unpaid time-off	0% (0)
Vision	0% (0)
Other*	0% (0)

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
1 st Year	100%	0%	0%	0%	0%	4
3 rd Year	100%	0%	0%	0%	0%	4
5 th Year	100%	0%	0%	0%	0%	4

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	0% (0)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other	100% (1)

5. Does your organization have Personnel Policies?

Yes: 0%

No: 100%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0	\$0	\$0	2
Financial Officer	\$0	\$0	\$0	2
Development Director/Lead Fundraiser	\$0	\$0	\$0	1
Lead Program Staff	\$0	\$0	\$0	1
Program Assistant	\$0	\$0	\$0	1
Office Manager	\$0	\$0	\$0	1
Database Manager	\$0	\$0	\$0	1
Intern	\$0	\$0	\$0	1
Other	\$0	\$0	\$0	1

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

Change to Benefits	Response Percent (Response Total)
Increased Salaries	0% (0)
Increased Benefits	0% (0)
Decreased Salaries	0% (0)
Decreased Benefits	0% (0)
No Change	50% (2)

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	75% (3)	Urban	0% (0)
Suburban	0% (0)	Mixed	0% (0)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	0% (0)	Southeast	25% (1)
Southwest	0% (0)	Mid-Atlantic	25% (1)
Inter-mountain west	0% (0)	Northeast	25% (1)
Midwest	0% (0)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	50% (2)
State	25%(1)
National	0% (0)
Multi	0% (0)

RESPONSES BY BUDGET
***** Annual budget: \$50,001 - \$100,000 *****
Response Total: 12

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	15.4% (2)	2	7.7% (1)
0.5	7.7% (1)	3 - 5	0% (0)
1	53.8% (7)	6 - 10	0% (0)
1.5	7.7% (1)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	3.3% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	4.9% (3)
Disability (long or short-term)	1.6% (1)
Flexible Hours	9.8% (6)
Health FULL Coverage	8.2% (5)
Health PART Coverage	1.6% (1)
Life Insurance	1.6% (1)
Maternity/Family Leave	3.3% (2)
Paid Holidays	13.1% (8)
Paid Sabbatical	3.3% (2)
Paid Time-Off (PTO)	0% (0)
Paid Vacation	13.1% (8)
Professional Development	9.8% (6)
Retirement	3.3% (2)
Sick/Paid Leave	11.5% (7)
Unpaid Sabbaticals/Unpaid time-off	3.3% (2)
Vision	1.6% (1)
Other	6.6% (4)

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
1 st Year	31%	0%	31%	38%	0%	13
3 rd Year	36%	0%	9%	45%	9%	11
5 th Year	42%	0%	8%	16%	30%	12

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	83.3% (10)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other/No	16.6% (2)

5. Does your organization have Personnel Policies?

Yes: 46.2%

No: 54.8%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$7,800 - \$54,080	\$37,106	\$43,000	10
Financial Officer	\$0	\$0	--	1
Development Director/Lead Fundraiser	\$0	\$0	--	1
Lead Program Staff	\$0 - \$42,240	\$23,060	\$35,000	4
Program Assistant	\$0 - \$31,200	\$20,800	\$31,200	3
Office Manager	\$0 - \$4,500	\$2,250	--	2
Database Manager	\$0	\$0	--	1
Intern	\$0	\$0	--	1
Other	\$0 - 62,400	\$41,322	\$31,200	5

7. 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	17.6% (3)	Decreased Benefits	0% (0)
Increased Benefits	7.7% (1)	No Change	30.8% (4)
Decreased Salaries	7.7% (1)		

8. 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	8.3% (1)
Suburban	16.7 (2)	Mixed	50% (6)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent	Region	Response Percent
Northwest	23.1% (3)	Southeast	15.4% (2)
Southwest	7.7% (1)	Mid-Atlantic	30.8% (4)
Inter-mountain west	0% (0)	Northeast	15.4% (2)
Midwest	7.7% (1)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	61.5% (8)
State	15.4% (2)
National	7.7% (1)
Multi	15.4% (2)

RESPONSES BY BUDGET
*****Annual budget: \$100,001 - \$200,000*****
Response Total: 12

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	0% (0)	2	23.1% (3)
0.5	7.7% (1)	3 - 5	23.1% (3)
1	15.4% (2)	6 - 10	0% (0)
1.5	23.1% (3)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	15.4% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	23.1% (3)
Disability (long or short-term)	0% (0)
Flexible Hours	76.9% (10)
Health FULL Coverage	53.8% (7)
Health PART Coverage	7.7% (1)
Life Insurance	0% (0)
Maternity/Family Leave	7.7% (1)
Paid Holidays	61.5% (8)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	15.4% (2)
Paid Vacation	84.6% (11)
Professional Development	38.5% (5)
Retirement	15.4% (2)
Sick/Paid Leave	46.2% (6)
Unpaid Sabbaticals/Unpaid time-off	46.2% (6)
Vision	7.7% (1)
Other	23.1% (3)

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
1 st Year	0%	0%	77%	23%	0%	13
3 rd Year	0%	0%	25%	75%	0%	12
5 th Year	0%	0%	0%	0%	10%	10

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	84.6% (11)
Match (hour for hour)	9.1% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	9.1% (1)

5. Does your organization have Personnel Policies?

Yes: 61.2%
 No: 38.5%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$46,500 - 76,500	\$42,838	\$41,000	13
Financial Officer	\$24,000	\$24,000	--	1
Development Director	\$27,000	\$27,000	--	1
Lead Program Staff	\$25,800 - \$50,000	\$33,460	\$30,000	5
Program Assistant	\$20,800 - \$32,000	\$24,960	\$24,960	3
Office Manager	\$21,000 - \$30,000	\$25,250	\$25,000	4
Database Manager	--	--	--	0
Intern	\$18,720 - \$20,800	\$19,880	\$20,000	4
Other	--	--	--	0

7. 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	30.7% (4)	Decreased Benefits	0% (0)
Increased Benefits	7.7% (1)	No Change	46.2% (6)
Decreased Salaries	0% (0)		

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	46.2% (6)	Urban	23.1% (3)
Suburban	0% (0)	Mixed	30.1% (4)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	15.4% (2)	Southeast	46.2% (6)
Southwest	0% (0)	Mid-Atlantic	15.4% (2)
Inter-mountain west	7.7% (1)	Northeast	0% (0)
Midwest	15.4% (2)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	92.3% (12)
State	0% (0)
National	0% (0)
Multi	7.7% (1)

RESPONSES BY BUDGET
*****Annual budget: \$200,001 - \$350,000*****
Response Total: 29

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	0% (0)	2	13.8% (4)
0.5	0% (0)	3 - 5	55.2% (16)
1	24.1% (7)	6 - 10	0% (0)
1.5	6.8% (2)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	22.2% (6)
Disability (long or short-term)	7.4% (2)
Flexible Hours	66.7% (18)
Health FULL Coverage	37% (10)
Health PART Coverage	29.6 (8)
Life Insurance	25.9% (7)
Maternity/Family Leave	25.9% (7)
Paid Holidays	85.2% (23)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	40.7% (11)
Paid Vacation	66.7% (18)
Professional Development	25.9% (7)
Retirement	22.2% (6)
Sick/Paid Leave	55.6% (15)
Unpaid Sabbaticals/Unpaid time-off	7.4% (2)
Vision	11.1% (3)
Other	25.9% (7)

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
1 st Year	8%	4%	46%	38%	4%	26
3 rd Year	8%	0%	21%	58%	13%	24
5 th Year	9%	0%	9%	48%	35%	23

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	75% (18)
Match (hour for hour)	20.8% (5)
Restricted (case-by-case basis)	0% (0)
Other/No	4.2% (1)

5. Does your organization have Personnel Policies?

Yes: 91.7%
 No: 8.3%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$40,000 - \$76,419	\$54,747	\$55,000	25
Financial Officer	\$0 - 47,320	\$28,680	\$30,000	4
Development Director	\$0 - \$57,500	\$36,000	\$40,000	5
Lead Program Staff	\$40 - \$ 52,000	\$37,510	\$37,500	23
Program Assistant	\$20,800 - \$35,000	\$31,176	\$33,275	10
Office Manager	\$12,000 - \$39,500	\$30,438	\$31,200	11
Database Manager	\$0	\$0	--	1
Intern	\$0 - \$17,680	\$5,893	0	3
Other	\$32,000 - \$55,000	\$41,667	\$38,000	3

7. 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	88.9% (24)	Decreased Benefits	11.1% (3)
Increased Benefits	0% (0)	No Change	48.1% (13)
Decreased Salaries	3.7% (1)		

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	40.1% (11)	Urban	11.1% (3)
Suburban	0% (0)	Mixed	44.4% (12)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	25.9% (7)	Southeast	22.2% (6)
Southwest	0% (0)	Mid-Atlantic	7.4% (2)
Inter-mountain west	14.8% (4)	Northeast	22.2% (6)
Midwest	3.7% (1)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	55.6% (15)
State	11.1% (3)
National	0% (0)
Multi	29.6% (8)

RESPONSES BY BUDGET
*****Annual budget: \$350,001 - \$500,000*****
Response Total: 15

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	0% (0)	2	20% (3)
0.5	0% (0)	3 - 5	53.3% (8)
1	0% (0)	6 - 10	26.7% (4)
1.5	0% (0)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	20% (3)
Dental Coverage	46.7% (7)
Disability (long or short-term)	13.3% (2)
Flexible Hours	60% (9)
Health FULL Coverage	46.7% (7)
Health PART Coverage	40% (6)
Life Insurance	13.3% (2)
Maternity/Family Leave	33.3% (5)
Paid Holidays	80% (12)
Paid Sabbatical	6.7% (1)
Paid Time-Off (PTO)	26.7% (4)
Paid Vacation	60% (9)
Professional Development	33.3% (5)
Retirement	33.3% (5)
Sick/Paid Leave	73.3% (11)
Unpaid Sabbaticals/Unpaid time-off	13.3% (2)
Vision	33.3% (5)
Other	33.3% (5)

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
1 st Year	0%	6%	53%	26%	13%	15
3 rd Year	0%	0%	16%	66%	16%	12
5 th Year	0%	0%	9%	27%	64%	11

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	60% (9)
Match (hour for hour)	26.7% (4)
Restricted (case-by-case basis)	6.7% (1)
Other/No	6.7% (1)

5. Does your organization have Personnel Policies?

Yes: 100%
 No: 0%
 Other: 0%

6. 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 - \$73,500	\$57,094	\$60,000	14
Financial Officer	\$42,000 - \$61,000	\$50,157	\$50,000	4
Development Director	\$26,000 - \$50,000	\$39,300	\$42,500	4
Lead Program Staff	\$30,000 - \$60,000	\$43,490	\$43,000	14
Program Assistant	\$29,960 - \$37,440	\$29,067	\$28,000	6
Office Manager	\$18,000 - \$43,000	\$31,444	\$33,614	11
Database Manager	\$12,000 - \$25,000	\$18,500	--	2
Intern	\$0 - \$37,440	\$37,440	--	1
Other	\$35,477 - \$45,000	\$40,295	\$42,000	5

7. 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	40% (6)	Decreased Benefits	20% (3)
Increased Benefits	6.6% (1)	No Change	33.3% (5)
Decreased Salaries	0% (0)		

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	20% (3)	Urban	6.7% (1)
Suburban	0% (0)	Mixed	73.3% (11)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	20% (3)	Southeast	26.7% (4)
Southwest	20% (3)	Mid-Atlantic	0% (0)
Inter-mountain west	6.7% (1)	Northeast	0% (0)
Midwest	13.3% (2)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	53.3% (8)
State	20% (3)
National	0% (0)
Multi	26.7% (4)

RESPONSES BY BUDGET
*****Annual budget: \$500,001 - \$1,000,000*****
Response Total: 8

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	0% (0)	2	0% (0)
0.5	0% (0)	3 - 5	50% (4)
1	0% (0)	6 - 10	50% (4)
1.5	0% (0)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	12.5% (1)
Cafeteria Plan	0% (0)
Dental Coverage	50% (4)
Disability (long or short-term)	37.5% (3)
Flexible Hours	87.5% (7)
Health FULL Coverage	50% (4)
Health PART Coverage	25% (2)
Life Insurance	12.5% (1)
Maternity/Family Leave	37.5% (3)
Paid Holidays	100% (8)
Paid Sabbatical	12.5% (1)
Paid Time-Off (PTO)	87.5% (7)
Paid Vacation	100% (8)
Professional Development	87.5% (7)
Retirement	62.5% (5)
Sick/Paid Leave	75% (6)
Unpaid Sabbaticals/Unpaid time-off	62.5% (5)
Vision	50% (4)
Other	0% (0)

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
1 st Year	0%	0%	38%	50%	13%	8
3 rd Year	0%	0%	13%	75%	13%	8
5 th Year	0%	0%	0%	75%	25%	8

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	85.7% (6)
Match (hour for hour)	14.3% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

5. Does your organization have Personnel Policies?

Yes: 100%

No: 0%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$43,472 - \$81,200	\$62,194	\$60,000	7
Financial Officer	\$37,440	\$37,440	--	1
Development Director	\$33,370	\$33,370	--	1
Lead Program Staff	\$35,360 - 78,000	\$49,337	\$46,500	7
Program Assistant	\$30,000 - \$52,500	\$37,715	\$33,000	4
Office Manager	\$11,750 - \$32,000	\$23,768	\$25,000	4
Database Manager	--	--	--	0
Intern	\$3,600 - \$35,200	\$18,266	\$16,000	3
Other	\$31,200	\$31,200	--	1

7. 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	7.7% (1)	Decreased Benefits	0% (0)
Increased Benefits	7.7% (1)	No Change	23.1% (3)
Decreased Salaries	0% (0)		

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	25% (2)	Urban	25% (2)
Suburban	0% (0)	Mixed	37.5% (3)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	25% (2)	Southeast	0% (0)
Southwest	37.5% (3)	Mid-Atlantic	12.5% (1)
Inter-mountain west	0% (0)	Northeast	12.5% (1)
Midwest	0% (0)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	87.5% (7)
State	0% (0)
National	0% (0)
Multi	0% (0)

RESPONSES BY BUDGET
*****Annual budget: Over \$1,000,000*****
Response Total: 10

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	0% (0)	2	0% (0)
0.5	0% (0)	3 - 5	20% (2)
1	0% (0)	6 - 10	20% (2)
1.5	0% (0)	11+	60% (6)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	12.5% (1)
Cafeteria Plan	0% (0)
Dental Coverage	50% (4)
Disability (long or short-term)	37.5% (3)
Flexible Hours	100% (8)
Health FULL Coverage	50% (4)
Health PART Coverage	25% (2)
Life Insurance	12.5% (1)
Maternity/Family Leave	37.5% (3)
Paid Holidays	100% (8)
Paid Sabbatical	12.5% (1)
Paid Time-Off (PTO)	75% (6)
Paid Vacation	87.6% (7)
Professional Development	87.6% (7)
Retirement	62.5% (5)
Sick/Paid Leave	87.6% (7)
Unpaid Sabbaticals/Unpaid time-off	75% (6)
Vision	50% (4)
Other	12.5% (1)

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
1 st Year	0%	0%	40%	40%	20%	10
3 rd Year	0%	0%	22%	55%	22%	9
5 th Year	0%	0%	11%	44%	44%	9

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

Type of System	Response Percent (Response Total)
Honor system (Flexible/Informal System)	54.5% (6)
Match (hour for hour)	18.2% (2)
Restricted (case-by-case basis)	9.1% (1)
Other/No	9.1% (1)

5. Does your organization have Personnel Policies?

Yes: 100%
 No: 0%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$36,000 - \$115,000	\$78,898	\$80,000	10
Financial Officer	\$46,200 - \$70,000	\$56,760	\$54,080	3
Development Director	\$45,000 - \$70,000	\$51,577	\$48,000	6
Lead Program Staff	\$50 - \$72,000	\$44,794	\$48,500	14
Program Assistant	\$30,000 - \$43,000	\$34,938	\$35,000	9
Office Manager	\$50 - \$46,200	\$26,000	\$31,200	8
Database Manager	\$29,120	\$29,120	--	1
Intern	\$15,000 - \$25,000	\$20,000	--	2
Other	--	--	--	0

7. 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	54.5% (6)	Decreased Benefits	9.1% (1)
Increased Benefits	0% (0)	No Change	9.1% (1)
Decreased Salaries	9.1% (1)		

8. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	9.1% (1)	Urban	18.2% (2)
Suburban	0% (0)	Mixed	54.5% (6)

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	9.1% (1)	Southeast	18.2% (2)
Southwest	9.1% (1)	Mid-Atlantic	0% (0)
Inter-mountain west	0% (0)	Northeast	27.3% (3)
Midwest	18.2% (2)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	54.6% (6)
State	9.1% (1)
National	0% (0)
Multi	18.2% (2)

RESPONSES BY REGION
*****Northwest | Alaska | Hawaii*****
Response Total: 19

1. What is your organization’s annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	15.8% (3)
\$100,001 - \$200,000	10.5% (2)
\$200,001 - \$350,000	36.9% (7)
\$350,001 - \$500,000	15.8% (4)
\$500,001 - \$1,000,000	10.5% (2)
Over \$1,000,000	5.3% (1)

2. 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	0% (0)	2	5.3% (1)
0.5	5.3% (1)	3 - 5	52.6% (10)
1	21.1% (4)	6 - 10	5.3% (1)
1.5	10.5% (2)	11+	5.3% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	5.3% (1)
Cafeteria Plan	5.3% (1)
Dental Coverage	57.9% (11)
Disability (long or short-term)	5.3% (1)
Flexible Hours	63.2% (12)
Health FULL Coverage	63.2% (12)
Health PART Coverage	10.5% (2)
Life Insurance	10.5% (2)
Maternity/Family Leave	15.8% (3)
Paid Holidays	73.4% (14)
Paid Sabbatical	5.3% (1)
Paid Time-Off (PTO)	36.9% (7)
Paid Vacation	63.2% (12)
Professional Development	47.4% (9)
Retirement	31.6% (6)
Sick/Paid Leave	47.4% (9)
Unpaid Sabbaticals/Unpaid time-off	21.1% (4)
Vision	36.9% (7)
Other	26.3% (5)

4. 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
1 st Year	5%	0%	47%	42%	11%	19
3 rd Year	6%	0%	17%	56%	17%	18
5 th Year	6%	0%	11%	39%	39%	18

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)	78.9% (15)
Match (hour for hour)	10.6% (2)
Restricted (case-by-case basis)	5.3% (1)
Other/No	10.5% (2)

6. Does your organization have Personnel Policies?

Yes: 84%

No: 16%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$15,000 - \$89,000	\$55,662	\$55,640	17
Financial Officer	\$37,440 - \$61,000	\$49,220	--	2
Development Director	\$50,000	\$50,000	--	1
Lead Program Staff	\$15,000 - \$64,000	\$40,069	\$42,240	13
Program Assistant	\$24,960 - \$37,440	\$32,266	\$32,500	6
Office Manager	\$18,000 - \$34,500	\$28,037	\$31,200	6
Database Manager	\$12,000 - \$29,120	\$20,560	--	2
Intern	\$16,000 - \$37,440	\$26,720	--	2
Other	\$31,200 - \$62,400	\$46,200	\$45,000	4

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	89.5% (17)	Decreased Benefits	21.1% (4)
Increased Benefits	5.3% (1)	No Change	36.8% (7)
Decreased Salaries	0% (0)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	52.6% (10)	Urban	10.5% (2)
Suburban	0% (0)	Mixed	42.1% (8)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	78.9% (15)
State	10.5% (2)
National	0% (0)
Multi	15.8% (3)

RESPONSES BY REGION
*****Inter-Mountain West*****
Response Total: 6

1. What is your organization’s annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	0% (0)
\$100,001 - \$200,000	16.6% (1)
\$200,001 - \$350,000	66.6% (4)
\$350,001 - \$500,000	16.6% (1)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	0% (0)

2. 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	0% (0)	2	33.3% (2)
0.5	0% (0)	3 - 5	33.3% (2)
1	16.6% (1)	6 - 10	0% (0)
1.5	16.6% (1)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	50% (3)
Disability (long or short-term)	0% (0)
Flexible Hours	66.6% (4)
Health FULL Coverage	33.3% (2)
Health PART Coverage	16.6% (1)
Life Insurance	16.6% (1)
Maternity/Family Leave	0% (0)
Paid Holidays	83.3% (5)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	33.3% (2)
Paid Vacation	66.6% (4)
Professional Development	33.3% (2)
Retirement	33.3% (2)
Sick/Paid Leave	66.6% (4)
Unpaid Sabbaticals/Unpaid time-off	16.6% (1)
Vision	33.3% (2)
Other	0% (0)

4. 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
1 st Year	16%	16%	33%	33%	0%	6
3 rd Year	16%	0%	16%	50%	16%	6
5 th Year	16%	0%	0%	50%	33%	6

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)	83.3% (5)
Match (hour for hour)	16.6% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 67%
No: 33%
Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$40,000 - \$70,000	\$49,116	\$45,000	6
Financial Officer	--	--	--	0
Development Director	--	--	--	0
Lead Program Staff	\$3,200 - \$4,100	\$36,485	\$36,000	4
Program Assistant	--	--	--	0
Office Manager	\$12,000 - \$40,000	\$26,000	\$26,000	4
Database Manager	--	--	--	0
Intern	--	--	--	0
Other	--	--	--	0

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	50% (3)	Decreased Benefits	0% (0)
Increased Benefits	0% (0)	No Change	50% (3)
Decreased Salaries	0% (0)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	50% (3)	Urban	0% (0)
Suburban	0% (0)	Mixed	50% (3)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	33.3% (2)
State	33.3% (2)
National	0% (0)
Multi	33.3% (2)

RESPONSES BY REGION

Southwest

Response Total: 8

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	12.5% (1)
\$100,001 - \$200,000	0% (0)
\$200,001 - \$350,000	0% (0)
\$350,001 - \$500,000	37.5% (3)
\$500,001 - \$1,000,000	37.5% (3)
Over \$1,000,000	12.5% (1)

2. 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	0% (0)	2	0% (0)
0.5	0% (0)	3 - 5	62.5% (5)
1	12.5% (1)	6 - 10	12.5% (1)
1.5	0% (0)	11+	12.5% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	12.5% (1)
Cafeteria Plan	0% (0)
Dental Coverage	50% (4)
Disability (long or short-term)	25% (2)
Flexible Hours	50% (4)
Health FULL Coverage	62.5% (5)
Health PART Coverage	25% (2)
Life Insurance	12.5% (1)
Maternity/Family Leave	37.5% (3)
Paid Holidays	100% (8)
Paid Sabbatical	25% (2)
Paid Time-Off (PTO)	25% (2)
Paid Vacation	100% (8)
Professional Development	50% (4)
Retirement	50% (4)
Sick/Paid Leave	100% (8)
Unpaid Sabbaticals/Unpaid time-off	50% (4)
Vision	37.5% (3)
Other	25% (2)

4. 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
1 st Year	0%	0%	63%	25%	13%	8
3 rd Year	0%	0%	13%	75%	13%	8
5 th Year	0%	0%	13%	25%	63%	8

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)	75% (6)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	12.5% (1)
Other/No	12.5% (1)

6. Does your organization have Personnel Policies?

Yes: 100%

No: 0%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$17,600 - \$115,000	\$61,000	\$55,000	8
Financial Officer	\$0 - \$70,000	\$37,333	\$42,000	3
Development Director	\$0 - \$70,000	\$35,250	\$30,000	4
Lead Program Staff	\$0 - \$78,000	\$45,032	\$50,000	8
Program Assistant	\$0 - \$52,500	\$30,772	\$35,360	5
Office Manager	\$0 - \$43,000	\$26,715	\$30,000	6
Database Manager	\$0	\$0	--	1
Intern	\$0 - \$35,200	\$17,600	--	2
Other	--	--	--	0

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	0% (0)	Decreased Benefits	25% (2)
Increased Benefits	12.5% (1)	No Change	12.5% (1)
Decreased Salaries	25% (2)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	12.5% (1)	Urban	37.5% (3)
Suburban	0% (0)	Mixed	50% (4)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	62.5% (5)
State	12.5% (1)
National	12.5% (1)
Multi	12.5% (1)

RESPONSES BY REGION

Midwest

Response Total: 8

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	11.1% (1)
\$100,001 - \$200,000	22.2% (2)
\$200,001 - \$350,000	11.1% (1)
\$350,001 - \$500,000	22.2% (2)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	22.2% (2)

2. 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	0% (0)	2	33.3% (3)
0.5	0% (0)	3 - 5	22.2% (2)
1	22.2% (2)	6 - 10	11.1% (1)
1.5	0% (0)	11+	11.1% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	44.4% (4)
Dental Coverage	44.4% (4)
Disability (long or short-term)	22.2% (2)
Flexible Hours	100% (9)
Health FULL Coverage	55.5% (5)
Health PART Coverage	22.2% (2)
Life Insurance	11.1% (1)
Maternity/Family Leave	22.2% (2)
Paid Holidays	100% (9)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	11.1% (1)
Paid Vacation	77.7% (7)
Professional Development	44.4% (4)
Retirement	44.4% (4)
Sick/Paid Leave	66.6% (6)
Unpaid Sabbaticals/Unpaid time-off	33.3% (3)
Vision	33.3% (3)
Other	33.3% (3)

4. 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
1 st Year	0%	11%	55%	33%	0%	9
3 rd Year	0%	0%	22%	77%	0%	9
5 th Year	0%	0%	0%	66%	22%	8

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)	66.6% (6)
Match (hour for hour)	11.1% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	11.1% (1)

6. Does your organization have Personnel Policies?

Yes: 88%
 No: 12%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$41,000 - \$79,019	\$54,981	\$50,000	7
Financial Officer	\$46,200	\$46,200	--	1
Development Director	\$25,000 - \$46,464	\$35,732	--	2
Lead Program Staff	\$36,000 - \$50,000	\$43,973	\$45,000	6
Program Assistant	\$25,000 - \$43,000	\$33,333	\$32,000	3
Office Manager	\$24,000 - \$46,200	\$33,836	\$36,980	5
Database Manager	--	--	--	0
Intern	\$20,800	\$20,800	--	1
Other	\$37,000	\$37,000	--	1

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	44.4% (4)	Decreased Benefits	0% (0)
Increased Benefits	22.2% (2)	No Change	44.4% (4)
Decreased Salaries	0% (0)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	33.3% (3)	Urban	11.1% (1)
Suburban	0%(0)	Mixed	55.5% (5)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	66.6% (6)
State	22.2% (2)
National	0% (0)
Multi	22.2% (2)

RESPONSES BY REGION

Southeast

Response Total: 28

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	9.5% (2)
\$50,000 - \$100,000	9.5% (2)
\$100,001 - \$200,000	28.6% (6)
\$200,001 - \$350,000	33.3% (7)
\$350,001 - \$500,000	28.6% (6)
\$500,001 - \$1,000,000	4.8% (1)
Over \$1,000,000	19% (4)

2. 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	0% (0)	2	4.8% (1)
0.5	0% (0)	3 - 5	33.3% (7)
1	23.9% (5)	6 - 10	19.% (4)
1.5	4.8% (2)	11+	4.8% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	9.5% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	4.8% (1)
Dental Coverage	14.3% (3)
Disability (long or short-term)	19% (4)
Flexible Hours	66.7% (14)
Health FULL Coverage	38.1% (8)
Health PART Coverage	28.6% (6)
Life Insurance	14.3% (3)
Maternity/Family Leave	28.6% (6)
Paid Holidays	66.7% (14)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	28.6% (6)
Paid Vacation	71.4% (15)
Professional Development	19% (4)
Retirement	23.8% (5)
Sick/Paid Leave	57.1% (12)
Unpaid Sabbaticals/Unpaid time-off	23.8% (5)
Vision	9.5% (2)
Other	23.8% (5)

4. 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
1 st Year	10%	0%	14%	14%	5%	17
3 rd Year	5%	0%	14%	52%	10%	17
5 th Year	5%	0%	0%	48%	19%	15

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	57.1% (12)
Match (hour for hour)	23.8% (5)
Restricted (case-by-case basis)	0% (0)
Other/No	9.5% (2)

6. Does your organization have Personnel Policies?

Yes: 81%

No: 19%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0 - \$90,000	\$47,077	\$48,000	19
Financial Officer	\$0 - \$50,000	\$30,265	\$30,000	6
Development Director	\$0 - \$50,000	\$32,803	\$40,000	6
Lead Program Staff	\$0 - \$60,000	\$35,984	\$39,000	15
Program Assistant	\$0 - \$35,000	\$26,196	\$30,000	8
Office Manager	\$0 - \$36,000	\$27,846	\$30,000	9
Database Manager	\$0 - \$25,000	\$12,500	--	2
Intern	\$0 - \$25,000	\$16,453	\$20,000	6
Other	\$0 - \$55,000	\$32,593	\$35,477	5

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	76.2% (16)	Decreased Benefits	4.8% (1)
Increased Benefits	4.8% (1)	No Change	47.6% (10)
Decreased Salaries	0% (0)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	38.1% (8)	Urban	14.3% (3)
Suburban	0% (0)	Mixed	47.6% (10)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	61.9% (13)
State	14.3% (3)
National	0% (0)
Multi	19% (4)

RESPONSES BY REGION

Mid-Atlantic

Response Total: 17

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	20% (2)
\$50,000 - \$100,000	40% (4)
\$100,001 - \$200,000	20% (2)
\$200,001 - \$350,000	30% (3)
\$350,001 - \$500,000	20% (2)
\$500,001 - \$1,000,000	20% (2)
Over \$1,000,000	20% (2)

2. 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	30% (3)	2	10% (1)
0.5	10% (1)	3 - 5	30% (3)
1	10% (1)	6 - 10	0% (0)
1.5	10% (1)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	40% (4)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	10% (1)
Disability (long or short-term)	0% (0)
Flexible Hours	50% (5)
Health FULL Coverage	20% (2)
Health PART Coverage	10% (1)
Life Insurance	0% (0)
Maternity/Family Leave	10% (1)
Paid Holidays	60% (6)
Paid Sabbatical	10% (1)
Paid Time-Off (PTO)	30% (3)
Paid Vacation	50% (5)
Professional Development	30% (3)
Retirement	0% (0)
Sick/Paid Leave	40% (4)
Unpaid Sabbaticals/Unpaid time-off	20% (2)
Vision	0% (0)
Other	40% (4)

4. 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
1 st Year	30%	0%	50%	20%	0%	10
3 rd Year	43%	0%	29%	29%	0%	7
5 th Year	38%	0%	0%	50%	13%	8

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)	80% (8)
Match (hour for hour)	10% (1)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 60%

No: 40%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0 - \$54,080	\$35,651	\$45,000	8
Financial Officer	\$0	\$0	--	1
Development Director	--	--	--	0
Lead Program Staff	\$23,000 - \$52,000	\$35,400	\$35,000	5
Program Assistant	\$31,200	\$31,200	--	2
Office Manager	\$32,000	\$32,000	--	1
Database Manager	--	--	--	0
Intern	--	--	--	0
Other	\$31,200	\$31,200	--	2

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	0% (0)	Decreased Benefits	0% (0)
Increased Benefits	0% (0)	No Change	33.3% (3)
Decreased Salaries	0% (0)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	20% (2)	Urban	0% (0)
Suburban	20% (2)	Mixed	60% (6)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	80% (8)
State	0% (0)
National	0% (0)
Multi	20% (0)

RESPONSES BY REGION

Northeast

Response Total: 13

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	7.7% (1)
\$50,000 - \$100,000	15.4% (2)
\$100,001 - \$200,000	0% (0)
\$200,001 - \$350,000	46.2% (6)
\$350,001 - \$500,000	0% (0)
\$500,001 - \$1,000,000	7.7% (1)
Over \$1,000,000	23.1% (3)

2. 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	7.7% (1)	2	15.4% (2)
0.5	0% (0)	3 - 5	30.8% (4)
1	15.4% (2)	6 - 10	15.4% (2)
1.5	7.7% (1)	11+	7.7% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	15.4% (2)
Disability (long or short-term)	7.7% (1)
Flexible Hours	69.2% (9)
Health FULL Coverage	23.1% (3)
Health PART Coverage	7.7% (1)
Life Insurance	23.1% (3)
Maternity/Family Leave	38.5% (5)
Paid Holidays	69.2% (9)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	46.2% (6)
Paid Vacation	61.5% (8)
Professional Development	38.5% (5)
Retirement	15.4% (2)
Sick/Paid Leave	7.7% (1)
Unpaid Sabbaticals/Unpaid time-off	15.4% (2)
Vision	0% (0)
Other	23.1% (3)

4. 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
1 st Year	9%	0%	55%	36%	0%	11
3 rd Year	13%	0%	38%	50%	0%	8
5 th Year	11%	0%	22%	45%	11%	9

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)	61.5% (8)
Match (hour for hour)	15.4% (2)
Restricted (case-by-case basis)	0% (0)
Other/No	7.7% (1)

6. Does your organization have Personnel Policies?

Yes: 92%

No: 8%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$7,800 - \$80,000	\$57,615	\$60,000	12
Financial Officer	\$0 - \$54,080	\$33,800	\$47,080	3
Development Director	\$0 - \$57,500	\$35,717	\$40,000	4
Lead Program Staff	\$32,500 - \$72,000	\$46,357	\$45,000	10
Program Assistant	\$20,800 - \$37,440	\$31,840	\$33,000	8
Office Manager	\$4,500 - \$39,500	\$24,124	\$26,500	7
Database Manager	\$0	\$0	--	1
Intern	\$0 - \$17,680	\$5,320	\$2,000	4
Other	\$38,000	\$38,000	--	1

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	46.2% (6)	Decreased Benefits	7.7% (1)
Increased Benefits	0% (0)	No Change	23.1% (3)
Decreased Salaries	7.7% (1)		

9. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	30.1% (4)	Urban	23.1% (3)
Suburban	0% (0)	Mixed	46.2% (6)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	76.9% (10)
State	7.7% (1)
National	0% (0)
Multi	15.4% (2)

RESPONSES BY WATERSHED TYPE

Rural

Response Total: 31

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	10.3% (3)
\$50,000 - \$100,000	10.3% (3)
\$100,001 - \$200,000	20.7% (6)
\$200,001 - \$350,000	37.9% (11)
\$350,001 - \$500,000	10.3% (3)
\$500,001 - \$1,000,000	6.9% (2)
Over \$1,000,000	3.5% (1)

2. 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	6.5% (2)	2	9.7% (3)
0.5	3.2% (1)	3 - 5	38.7% (12)
1	25.8% (8)	6 - 10	6.5% (2)
1.5	9.7% (3)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	9.7% (3)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	6.5% (2)
Dental Coverage	16.1% (5)
Disability (long or short-term)	6.5% (2)
Flexible Hours	58.1% (18)
Health FULL Coverage	35.5% (11)
Health PART Coverage	19.4% (6)
Life Insurance	6.5% (2)
Maternity/Family Leave	9.7% (3)
Paid Holidays	61.3% (19)
Paid Sabbatical	6.2% (1)
Paid Time-Off (PTO)	25.8% (8)
Paid Vacation	61.3% (19)
Professional Development	29% (9)
Retirement	22.6% (7)
Sick/Paid Leave	41.9% (13)
Unpaid Sabbaticals/Unpaid time-off	16.1% (5)
Vision	9.7% (3)
Other	22.6% (7)

4. 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
1 st Year	13%	3%	47%	33%	3%	30
3 rd Year	11%	0%	22%	52%	15%	27
5 th Year	12%	0%	12%	54%	23%	26

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)	67.8% (21)
Match (hour for hour)	9.7% (3)
Restricted (case-by-case basis)	12.9% (4)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 80%
No: 20%
Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0 - \$73,500	\$42,180	\$43,000	28
Financial Officer	\$0 - \$61,000	\$29,611	\$24,960	7
Development Director	\$0 - \$40,000	\$20,000	--	2
Lead Program Staff	\$0 - \$64,000	\$35,405	\$37,200	19
Program Assistant	\$0 - \$37,440	\$27,481	\$31,200	9
Office Manager	\$0 - \$35,000	\$25,407	\$26,300	16
Database Manager	\$0 - \$29,120	\$14,560	--	2
Intern	\$0 - \$36,900	\$18,325	\$18,000	4
Other	\$0 - \$55,000	\$27,712	\$30,750	7

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	35.5% (11)	Decreased Benefits	6.5% (2)
Increased Benefits	6.5% (2)	No Change	38.7% (12)
Decreased Salaries	0% (0)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	32.3% (10)	Southeast	25.8% (8)
Southwest	3.2% (1)	Mid-Atlantic	6.5% (2)
Inter-mountain west	9.7% (3)	Northeast	12.9% (4)
Midwest	9.7% (3)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	77.4% (24)
State	3.2% (1)
National	0% (0)
Multi	19.4% (6)

RESPONSES BY WATERSHED TYPE

Suburban

Response Total: 2

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	100% (2)
\$100,001 - \$200,000	0% (0)
\$200,001 - \$350,000	0% (0)
\$350,001 - \$500,000	0% (0)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	0% (0)

2. 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	100% (2)	2	0% (0)
0.5	0% (0)	3 - 5	0% (0)
1	0% (0)	6 - 10	0% (0)
1.5	0% (0)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	100% (2)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	0% (0)
Disability (long or short-term)	0% (0)
Flexible Hours	0% (0)
Health FULL Coverage	0% (0)
Health PART Coverage	0% (0)
Life Insurance	0% (0)
Maternity/Family Leave	0% (0)
Paid Holidays	0% (0)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	0% (0)
Paid Vacation	0% (0)
Professional Development	0% (0)
Retirement	0% (0)
Sick/Paid Leave	0% (0)
Unpaid Sabbaticals/Unpaid time-off	0% (0)
Vision	0% (0)
Other	100% (2)

4. 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
1 st Year	0%	0%	0%	0%	0%	2
3 rd Year	0%	0%	0%	0%	0%	2
5 th Year	0%	0%	0%	0%	0%	2

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)	100% (2)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 0%

No: 100%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$53,300	\$53,300	--	2
Financial Officer	--	--	--	--
Development Director	--	--	--	--
Lead Program Staff	--	--	--	--
Program Assistant	\$30,750	\$30,750	--	2
Office Manager	--	--	--	--
Database Manager	--	--	--	--
Intern	--	--	--	--
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	0% (0)	Decreased Benefits	0% (0)
Increased Benefits	0% (0)	No Change	0% (0)
Decreased Salaries	0% (0)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	0% (0)	Southeast	0% (0)
Southwest	0% (0)	Mid-Atlantic	100% (2)
Inter-mountain west	0% (0)	Northeast	0% (0)
Midwest	0% (0)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	100% (2)
State	0% (0)
National	0% (0)
Multi	0% (0)

RESPONSES BY WATERSHED TYPE

Urban

Response Total: 12

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	8.3% (1)
\$100,001 - \$200,000	25% (3)
\$200,001 - \$350,000	16.7% (2)
\$350,001 - \$500,000	8.3% (1)
\$500,001 - \$1,000,000	16.7% (2)
Over \$1,000,000	16.7% (2)

2. 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	0% (0)	2	8.3% (1)
0.5	0% (0)	3 - 5	41.7% (5)
1	8.3% (1)	6 - 10	8.3% (1)
1.5	25% (3)	11+	8.3% (1)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	8.3% (1)
Cafeteria Plan	0% (0)
Dental Coverage	50% (6)
Disability (long or short-term)	25% (3)
Flexible Hours	91.7% (11)
Health FULL Coverage	66.7% (8)
Health PART Coverage	25% (3)
Life Insurance	33.3% (4)
Maternity/Family Leave	41.7% (5)
Paid Holidays	83.3% (10)
Paid Sabbatical	0% (0)
Paid Time-Off (PTO)	66.7% (8)
Paid Vacation	83.3% (10)
Professional Development	50% (6)
Retirement	41.7% (5)
Sick/Paid Leave	75% (9)
Unpaid Sabbaticals/Unpaid time-off	25% (3)
Vision	33.3% (4)
Other	8.3% (1)

4. 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
1 st Year	0%	0%	42%	58%	0%	12
3 rd Year	0%	0%	17%	75%	0%	11
5 th Year	0%	0%	8%	42%	42%	11

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)	75% (9)
Match (hour for hour)	8.3% (1)
Restricted (case-by-case basis)	8.3% (1)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 75%
No: 25%
Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$36,500 - \$115,000	\$70,684	\$76,419	11
Financial Officer	\$0 - \$70,000	\$35,000	--	2
Development Director	\$0 - \$70,000	\$35,000	--	2
Lead Program Staff	\$33,500 - \$78,000	\$51,262	\$50,000	9
Program Assistant	\$32,000 - \$52,500	\$37,163	\$35,000	7
Office Manager	\$32,000 - \$39,500	\$35,750	--	2
Database Manager	\$0	\$0	--	1
Intern	\$0 - \$35,200	\$19,200	\$20,000	5
Other	\$32,000 - \$45,000	\$39,800	\$42,000	5

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	58.3% (7)	Decreased Benefits	16.7% (2)
Increased Benefits	16.7% (2)	No Change	16.7% (2)
Decreased Salaries	8.3% (1)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	16.7% (2)	Southeast	25% (3)
Southwest	25% (3)	Mid-Atlantic	0% (0)
Inter-mountain west	0% (0)	Northeast	25% (3)
Midwest	8.3% (1)	Other/unsure	0% (0)

10. What is the scope of your organization?

Scope of Work	Response Percent (Response Total)
Local	100% (12)
State	0% (0)
National	0% (0)
Multi	0% (0)

RESPONSES BY WATERSHED TYPE

Mixed

Response Total: 43

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	16.3% (7)
\$100,001 - \$200,000	9.3% (4)
\$200,001 - \$350,000	27.9% (12)
\$350,001 - \$500,000	25.6% (11)
\$500,001 - \$1,000,000	6.9% (3)
Over \$1,000,000	13.9% (6)

2. 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	0	2	7
0.5	1	3 - 5	16
1	7	6 - 10	6
1.5	1	11+	3

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

Type of Benefit	Response Percent (Response Total)
No benefits	2.3% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	9.3% (4)
Cafeteria Plan	9.3% (4)
Dental Coverage	41.9% (18)
Disability (long or short-term)	11.6% (5)
Flexible Hours	67.4% (29)
Health FULL Coverage	37.2% (16)
Health PART Coverage	30.2% (13)
Life Insurance	16.3% (7)
Maternity/Family Leave	30.2% (13)
Paid Holidays	86% (37)
Paid Sabbatical	7% (3)
Paid Time-Off (PTO)	25.6% (11)
Paid Vacation	72.1% (31)
Professional Development	39.5% (17)
Retirement	27.9% (12)
Sick/Paid Leave	69.8% (30)
Unpaid Sabbaticals/Unpaid time-off	30.2% (13)
Vision	25.6% (11)
Other	25.6% (11)

4. 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
1 st Year	5%	2%	58%	24%	10%	41
3 rd Year	6%	0%	21%	65%	9%	34
5 th Year	6%	0%	3%	56%	34%	32

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)	68.3% (28)
Match (hour for hour)	19.5% (8)
Restricted (case-by-case basis)	2.4% (1)
Other/No	14.7% (6)

6. Does your organization have Personnel Policies?

Yes: 18%
No: 12%
Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$47 - \$90,000	\$53,986	\$52,000	36
Financial Officer	\$0 - \$54,080	\$37,478	\$42,000	7
Development Director	\$0 - \$333,370	\$60,602	\$98,222	13
Lead Program Staff	\$0 - \$60,320	\$40,254	\$41,000	35
Program Assistant	\$0 - \$42,500	\$28,372	\$28,000	14
Office Manager	\$0 - \$46,200	\$28,757	\$30,000	20
Database Manager	\$0 - \$25,000	\$12,333	\$12,000	3
Intern	\$0 - \$25,000	\$9,933	\$10,000	6
Other	\$31,200 - \$62,400	\$46,800	--	2

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	39.5% (17)	Decreased Benefits	9.3% (4)
Increased Benefits	2.3% (1)	No Change	27.9% (12)
Decreased Salaries	4.7% (2)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	16.3% (7)	Southeast	23.3% (10)
Southwest	9.3% (4)	Mid-Atlantic	14% (6)
Inter-mountain west	7% (3)	Northeast	14% (6)
Midwest	11.6% (5)	Other/unsure	0% (0)

RESPONSES BY SCOPE

State

Response Total: 11

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	9.1% (1)
\$50,000 - \$100,000	18.2% (2)
\$100,001 - \$200,000	0% (0)
\$200,001 - \$350,000	27.3% (3)
\$350,001 - \$500,000	27.3% (3)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	18.2% (2)

2. 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	0	2	1
0.5	0	3 - 5	5
1	2	6 - 10	1
1.5	0	11+	1

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

Type of Benefit	Response Percent (Response Total)
No benefits	9.1% (1)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	9.1% (1)
Dental Coverage	54.5% (6)
Disability (long or short-term)	18.2% (2)
Flexible Hours	45.5% (5)
Health FULL Coverage	27.3% (3)
Health PART Coverage	36.4% (4)
Life Insurance	18.2% (2)
Maternity/Family Leave	36.4% (4)
Paid Holidays	81.2% (9)
Paid Sabbatical	9.1% (1)
Paid Time-Off (PTO)	9.1% (1)
Paid Vacation	72.3% (8)
Professional Development	36.4% (4)
Retirement	27.3% (3)
Sick/Paid Leave	81.2% (9)
Unpaid Sabbaticals/Unpaid time-off	36.4% (4)
Vision	45.5% (5)
Other	27.3% (3)

4. 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
1 st Year	18%	9%	45%	18%	9%	11
3 rd Year	11%	0%	22%	55%	11%	9
5 th Year	13%	0%	13%	38%	38%	8

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)	36.4% (4)
Match (hour for hour)	9.1% (1)
Restricted (case-by-case basis)	9.1% (1)
Other/No	36.4% (4)

6. Does your organization have Personnel Policies?

Yes: 73%
 No: 27%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0 - \$79,019	\$59,777	\$60,000	8
Financial Officer	\$0 - \$88,200	\$44,100	--	2
Development Director	\$0 - \$50,000	\$30,616	\$46,464	3
Lead Program Staff	\$0 - \$59,000	\$35,337	\$41,000	8
Program Assistant	\$0 - \$32,000	\$24,833	\$32,000	3
Office Manager	\$0 - \$46,200	\$24,033	\$20,000	5
Database Manager	\$0 - \$12,000	\$6,000	--	2
Intern	--	--	--	0
Other	\$0 - \$62,400	\$33,000	\$45,000	4

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	45.5% (5)	Decreased Benefits	18.2% (2)
Increased Benefits	0% (0)	No Change	27.3% (3)
Decreased Salaries	0% (0)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	18.2% (2)	Southeast	27.3% (3)
Southwest	9.1% (1)	Mid-Atlantic	0% (0)
Inter-mountain west	18.2% (2)	Northeast	9.1% (1)
Midwest	18.2% (2)	Other/unsure	0% (0)

10. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	9.1% (1)	Urban	0% (0)
Suburban	0% (0)	Mixed	90.1% (10)

RESPONSES BY SCOPE

Local

Response Total: 60

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	3.3% (2)
\$50,000 - \$100,000	13.3% (8)
\$100,001 - \$200,000	20% (12)
\$200,001 - \$350,000	25% (15)
\$350,001 - \$500,000	13.3% (8)
\$500,001 - \$1,000,000	8.9% (7)
Over \$1,000,000	10% (6)

2. 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	6.7% (4)	2	10% (6)
0.5	3.3% (2)	3 - 5	38.3% (23)
1	18.3% (11)	6 - 10	8.3% (5)
1.5	10% (6)	11+	5% (3)

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

Type of Benefit	Response Percent (Response Total)
No benefits	8.3% (5)
Alternative Care (Chiropractic; Naturopathic, etc.)	3.3% (2)
Cafeteria Plan	8.3% (5)
Dental Coverage	26.7% (16)
Disability (long or short-term)	10% (6)
Flexible Hours	68.3% (41)
Health FULL Coverage	40% (24)
Health PART Coverage	21.7% (13)
Life Insurance	11.7% (7)
Maternity/Family Leave	23.3% (14)
Paid Holidays	66.7% (40)
Paid Sabbatical	1.7% (1)
Paid Time-Off (PTO)	35% (21)
Paid Vacation	63.3% (38)
Professional Development	36.7% (22)
Retirement	30% (18)
Sick/Paid Leave	55% (33)
Unpaid Sabbaticals/Unpaid time-off	25% (15)
Vision	18.3% (11)
Other	16.7% (16)

4. 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
1 st Year	10%	2%	47%	32%	7%	60
3 rd Year	12%	0%	20%	61%	8%	51
5 th Year	13%	0%	8%	54%	25%	48

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)	70% (42)
Match (hour for hour)	15% (9)
Restricted (case-by-case basis)	1.6% (1)
Other/No	5% (3)

6. Does your organization have Personnel Policies?

Yes: 73%
 No: 27%
 Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$0 - \$115,000	\$52,371	\$46,000	60
Financial Officer	\$0 - \$70,000	\$33,178	\$37,000	15
Development Director	\$0 - \$70,000	\$37,380	\$45,000	24
Lead Program Staff	\$0 - \$78,000	\$38,517	\$39,000	60
Program Assistant	\$0 - \$52,500	\$30,301	\$32,000	33
Office Manager	\$0 - \$46,200	\$25,885	\$30,000	41
Database Manager	\$0 - \$28,700	\$10,950	\$8,000	6
Intern	\$0 - \$36,900	\$15,260	\$17,680	15
Other	\$0 - \$62,400	\$34,804	\$37,000	15

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	58.3% (35)	Decreased Benefits	13.3% (8)
Increased Benefits	8.3% (5)	No Change	45% (27)
Decreased Salaries	5% (3)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	31.7% (19)	Southeast	35% (21)
Southwest	13.3% (8)	Mid-Atlantic	16.7% (10)
Inter-mountain west	10% (6)	Northeast	21.7% (13)
Midwest	15% (9)	Other/unsure	0% (0)

10. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	40% (24)	Urban	20% (12)
Suburban	3.3% (2)	Mixed	36.7% (22)

RESPONSES BY SCOPE

Multi

Response Total: 16

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	12.5% (2)
\$100,001 - \$200,000	6.3% (1)
\$200,001 - \$350,000	50% (8)
\$350,001 - \$500,000	25% (4)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	6.3% (1)

2. 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	0% (0)	2	25% (4)
0.5	0% (0)	3 - 5	31.3% (5)
1	12.5% (2)	6 - 10	18.8% (3)
1.5	62.5% (1)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	43.8% (7)
Disability (long or short-term)	12.5% (2)
Flexible Hours	68.8% (11)
Health FULL Coverage	62.5% (10)
Health PART Coverage	25% (4)
Life Insurance	18.8% (3)
Maternity/Family Leave	12.5% (2)
Paid Holidays	93.8% (15)
Paid Sabbatical	6.3% (1)
Paid Time-Off (PTO)	31.3% (5)
Paid Vacation	75% (12)
Professional Development	25% (4)
Retirement	18.8% (3)
Sick/Paid Leave	50% (8)
Unpaid Sabbaticals/Unpaid time-off	6.3% (1)
Vision	12.5% (2)
Other	6.3% (1)

4. 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
1 st Year	0%	0%	60%	40%	0%	15
3 rd Year	0%	0%	23%	62%	15%	13
5 th Year	0%	0%	0%	57%	36%	14

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)	81.3% (13)
Match (hour for hour)	18.9% (3)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 94%
No: 6%
Other: 0%

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 - \$90,000	\$54,641	\$55,000	15
Financial Officer	\$50,000	--	--	1
Development Director	\$33,000 - \$50,000	\$42,000	\$42,500	4
Lead Program Staff	\$23,000 - \$60,000	\$39,108	\$37,500	13
Program Assistant	\$20,800 - \$30,000	\$26,960	\$28,000	5
Office Manager	\$27,000 - \$43,000	\$32,752	\$31,200	10
Database Manager	\$25,000	--	--	1
Intern	\$0 - \$25,000	\$12,500	--	2
Other	--	--	--	0

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	43.8% (7)	Decreased Benefits	12.5% (2)
Increased Benefits	0% (0)	No Change	31.3% (5)
Decreased Salaries	6.3% (1)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	18.8% (3)	Southeast	31.3% (5)
Southwest	6.3% (1)	Mid-Atlantic	12.5% (2)
Inter-mountain west	12.5% (2)	Northeast	12.5% (2)
Midwest	0% (0)	Other/unsure	0% (0)

10. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	37.5% (6)	Urban	0% (0)
Suburban	0% (0)	Mixed	62.5% (10)

RESPONSES BY SCOPE

National

Response Total:

1. What is your organization's annual budget?

Annual Budget	Response Percent (Total Respondents)
\$0 - \$50,000	0% (0)
\$50,000 - \$100,000	100% (1)
\$100,001 - \$200,000	0% (0)
\$200,001 - \$350,000	0% (0)
\$350,001 - \$500,000	0% (0)
\$500,001 - \$1,000,000	0% (0)
Over \$1,000,000	0% (0)

2. 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	0% (0)	2	0% (0)
0.5	0% (0)	3 - 5	0% (0)
1	100% (1)	6 - 10	0% (0)
1.5	0% (0)	11+	0% (0)

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

Type of Benefit	Response Percent (Response Total)
No benefits	0% (0)
Alternative Care (Chiropractic; Naturopathic, etc.)	0% (0)
Cafeteria Plan	0% (0)
Dental Coverage	0% (0)
Disability (long or short-term)	0% (0)
Flexible Hours	0% (0)
Health FULL Coverage	100% (1)
Health PART Coverage	0% (0)
Life Insurance	0% (0)
Maternity/Family Leave	0% (0)
Paid Holidays	100% (1)
Paid Sabbatical	100% (1)
Paid Time-Off (PTO)	0% (0)
Paid Vacation	100% (1)
Professional Development	100% (1)
Retirement	0% (0)
Sick/Paid Leave	100% (1)
Unpaid Sabbaticals/Unpaid time-off	100% (1)
Vision	0% (0)
Other	100% (1)

4. 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
1 st Year	0%	0%	100%	0%	0%	1
3 rd Year	0%	0%	0%	100%	0%	1
5 th Year	0%	0%	0%	0%	100%	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)	100% (1)
Match (hour for hour)	0% (0)
Restricted (case-by-case basis)	0% (0)
Other/No	0% (0)

6. Does your organization have Personnel Policies?

Yes: 100%

No: 0%

Other: 0%

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

Position	Salary Range	Average Salary	Median Salary	Response Total
Executive Director/Coordinator	\$35,200	--	--	1
Financial Officer	\$0	--	--	1
Development Director	\$0	--	--	1
Lead Program Staff	\$0	--	--	1
Program Assistant	\$0	--	--	1
Office Manager	\$0	--	--	1
Database Manager	\$0	--	--	1
Intern	\$0	--	--	1
Other	\$0	--	--	1

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	0% (0)	Decreased Benefits	0% (0)
Increased Benefits	0% (0)	No Change	0% (0)
Decreased Salaries	100% (1)		

9. What region of the U.S. best describes the location of your organization?

Region	Response Percent (Response Total)	Region	Response Percent (Response Total)
Northwest	0% (0)	Southeast	0% (0)
Southwest	100% (1)	Mid-Atlantic	0% (0)
Inter-mountain west	0% (0)	Northeast	0% (0)
Midwest	0% (0)	Other/unsure	0% (0)

10. How would you best describe your watershed?

Type of Watershed	Response Percent (Response Total)	Type of Watershed	Response Percent (Response Total)
Rural	0% (0)	Urban	0% (0)
Suburban	0% (0)	Mixed	100% (1)