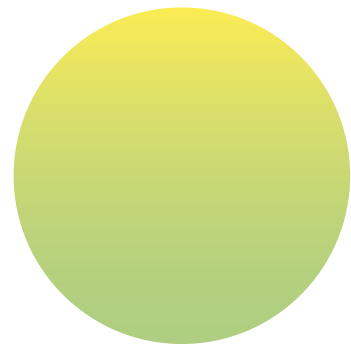




Colorado  
**NONPROFIT**  
Association

**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**



*The 2021 Colorado Nonprofit Salary and Benefits Survey* is based on data submitted by 156 participating organizations reporting on nearly 80 positions. Colorado Nonprofit Association is grateful to those who shared their data, allowing all of us to reflect on the current salary and benefits environment for nonprofits in Colorado.

The past year has shed light on the power and pitfalls of the nonprofit workforce. Nonprofit employees undertook herculean efforts to support their communities through crisis, while they themselves navigated incredible personal stress caused by the pandemics of COVID-19 and racism. In order for the nonprofit sector to sustain the talent required to do this incredibly challenging and meaningful work, the nonprofit workforce must be compensated equitably, offered benefits and policies that support employees as whole people rather than simply workers, and understand the systemic barriers that impact our colleagues.

The Association recognizes those nonprofit leaders who gave bonuses to staff for the first time to help offset the increased workload and emotional impacts, granted salary raises despite possible budget constraints, and supported staff in ways outside of traditional benefits.

As the Association publishes another salary survey, we encourage nonprofits to continue to think critically about HR practices, question required qualifications, interrogate wage gaps, and revisit the policies and procedures that directly impact our greatest asset — our people.

## ACKNOWLEDGEMENTS

Melanie Tsuchida, Manager of Strategic Learning with Colorado Nonprofit Association, authored this report, including data collection and analysis. The Association is grateful to the 156 nonprofit leaders who participated in the survey.

The Association also recognizes the community partners who promoted and encouraged participation in their networks and nonprofit communities, with special recognition to Community Foundation of Southwest Colorado, Yampa Valley Community Foundation, and Community Foundation of Gunnison Valley for their continued partnership in the success of this publication.

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# HOW TO USE THIS SURVEY

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## SALARY DATA

For each position, you will find average salary, 25th, 50th, and 75th percentiles. Nonprofits should set compensation at the 50th percentile or median figure, and conduct annual compensation reviews to ensure staff are adequately paid for their contributions. When appropriate, nonprofits should look towards compensating specific employees or all staff at the 75th percentile.

**50th percentile:** This figure is the same as the median, and a more accurate figure to use when setting salaries. The point at which 50% of the responses are below and 50% are above. This figure is shown when there are five or more responding organizations.

**25th percentile:** A figure used when wanting to set salaries below the median, and can be used as the starting salary range for positions. The point at which 25% of the responses are below and 75% are above. This figure is shown when there are six or more responding organizations.

**75th percentile:** A figure used when wanting to set salaries above the median, and can be used as the maximum salary range for positions. The point at which 75% of the responses are below, and 25% are above. This figure is shown when there are six or more responding organizations.

**Average:** The average of all responses. An average can be more heavily affected by a few very high or very low values within a data set. Average is shown when there are three or more responding organizations.

## WHY ARE SOME SALARY FIGURES A DIFFERENT COLOR OR BLANK?

To fill the gaps of 2021 salary data, we've calculated salaries based on 2018 data by using a 3% raise over three years (2018 to 2021). 2018 calculated salary figures are indicated in gray, and 2021 data is indicated in blue.

Salary data points are left blank when we did not sample enough organizations within that category in both 2018 and 2021, or we did not have consistent, matching data from 2018 to be able to fill the gaps in missing 2021 data.

See Salary Data Overview for more information.

## MATCHING JOB ROLES & TITLES

Nonprofits have an incredible variety of staff roles, positions, and job responsibilities. This publication intentionally uses a simplified set of broadly-defined job roles and titles. The survey asks participants to choose from a list of predefined positions and identify the ones that most closely match positions at their organizations. To use this publication effectively, you should do the same.

For positions that are specific to your agency's work or mission, look in the mission-specific sections of this publication (Mental Health, Food Service, Legal etc.)

If you can't find a specific position in a mission-specific section, check the Programs category to see if these generic program-related positions are an appropriate match.

Unfortunately, some nonprofits have positions that aren't comparable to anything in this publication (examples may include Animal Behaviorist, Wardrobe/Costume Designer, or Athletics Coach). If we're missing a position you'd like to see in the next survey, please visit [ColoradoNonprofits.org](https://coloradononprofits.org) to let us know.

# HOW TO USE THIS SURVEY

## CALCULATING A SALARY FOR A POSITION WITH MULTIPLE JOB FUNCTIONS

For a position at your organization that includes job functions from two or more positions, there are several ways you can set a salary (or salary range) in this report:

**Use the Weighted Salary:** The most accurate way to determine a salary with multiple job functions is to calculate a weighted salary – see below for instructions on how to do so.

**Use the Highest Paying Position:** Does one role require more experience or more specialized qualifications than the other(s)? To recruit and retain highly qualified employees, you may decide to use salary data from just the highest-paying position in this publication, even if the position at your organization includes other duties as well.

**Use the Average:** When looking to combine salaries from two or more positions, the simplest solution is to calculate the average of those salaries from this publication.

## CALCULATING A WEIGHTED SALARY

You can determine parameters for setting weighted salaries based on your organization's needs or goals (e.g. time allocated for different job duties, value of organization demographics like budget and region). Let's calculate an appropriate salary for a Volunteer Coordinator position. Their title is Volunteer Coordinator, but their actual job responsibilities involve 50% as a Volunteer Coordinator, 25% as a Program Assistant, and 25% as a Grantwriter based on the job descriptions in this publication.

**Step 1:** Determine the weights given for the different categories. For this example, we are using allocated time to a job duty/role to determine weights. You can use as many weights as you need, but the combined weights must equal 100%.

	Volunteer Coordinator	Program Assistant	Grantwriter
% of Their Time	50%	25%	25%

**Step 2:** Change the percentages into decimals by dividing each weight by 100.

Weight (decimal)	$50\% = 50/100 = 0.5$	$25\% = 25/100 = 0.25$	$25\% = 25/100 = 0.25$
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**Step 3:** Determine which salary value you will use (i.e. 50th percentile, average, etc.).

Salary Data	\$36,050	\$32,068	\$46,000
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**Step 4:** Multiply each set of salaries by their weights (in decimal format).

$\$36,050 \times 0.5 = 18,025$	$\$32,068 \times 0.25 = 8,017$	$\$46,000 \times 0.25 = 11,500$
--------------------------------	--------------------------------	---------------------------------

**Step 5:** Add the weighted salaries from together to return the overall weighted salary.

\$18,025	+ \$8,017	+ \$11,500
= <b>\$37,542 Weighted Salary</b>		

## DATA COLLECTION

These results are based on 156 responding organizations, reporting on nearly 80 positions total.

The Association collected salary data via an online survey instrument from April 1, 2021 through May 12, 2021. The Association sent requests for participation via email to nonprofit organizations, including past participants, past purchasers, and community partners. Partnering community organizations also sent the survey to their local, nonprofit networks. As an incentive, survey participants received a 50% discount on the purchase of this publication.

## DATA VALIDITY

The Association edited some of the original responses at its discretion. Some examples of these edits include:

- Converting text responses to numeric formats so that calculations and analyses could be performed, such as changing "1.2 million" to "1,200,000," or converting "immediately [months]" to "0 [months]."
- Ensuring consistency for responses in the form of percentages. For questions such as, "What percent of insurance premiums does the organization pay?" some responses are entered as "50[%" while others are "0.50[%]." Where the intended response is evident in the context of the question, we edited responses to ensure a consistent scale.
- Correcting outliers in cases where the response is obvious, such as when a respondent entered an hourly pay rate into the field for annual salary or vice versa.

Outlier responses were identified and examined on a question-by-question basis. Generally, we presumed outlier data valid and used in the analysis, but some exceptions to this practice include:

- Outlier data which were invalid but the intended response was evident; We edited these responses and used the correct value in the analysis. (See examples of data edits, above.)
- Outlier data which were invalid and the intended responses was not obvious, such as salaries below the legally mandated minimum wage, or salaries so improbably high that the most likely explanation was an additional digit had been accidentally entered. We discarded these data points.

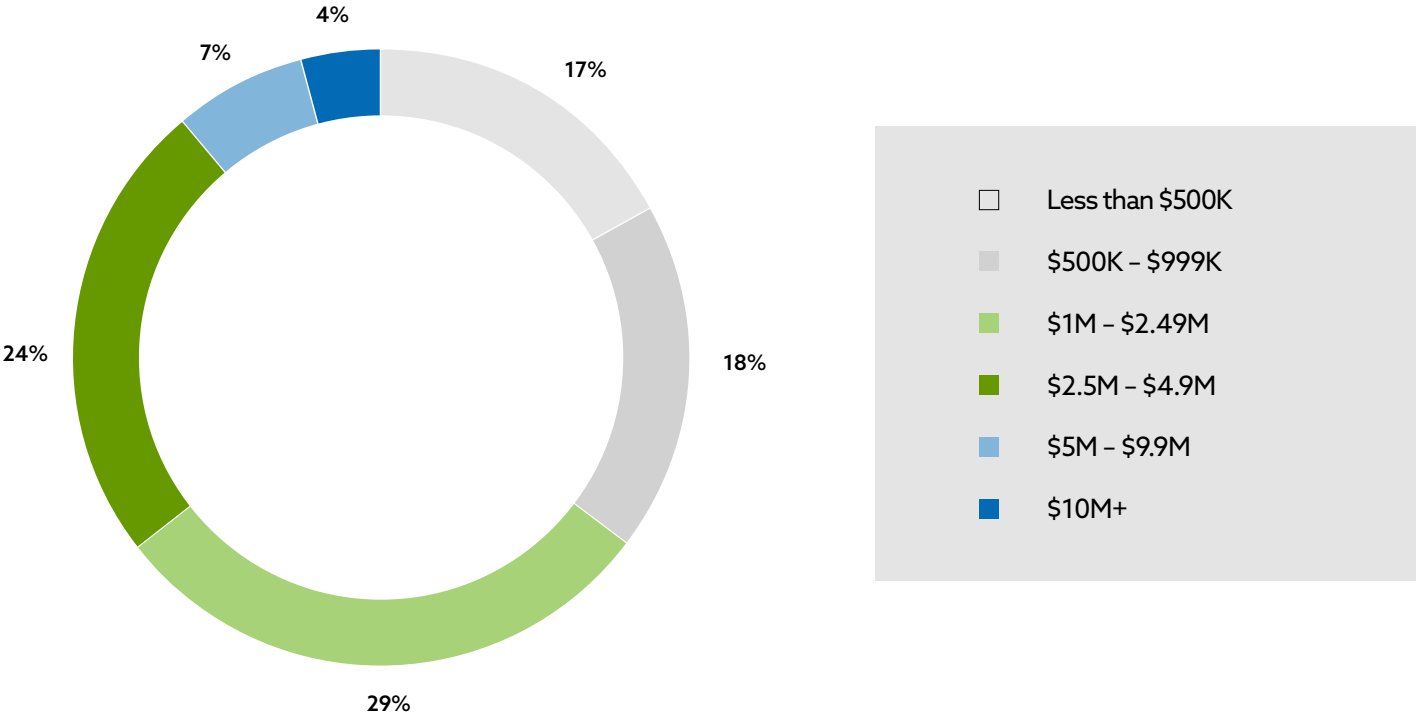
## CONFIDENTIALITY

Survey responses are entirely confidential. Colorado Nonprofit Association maintains a secure online collection instrument, performs data analysis, and prepares the final report. The Association never shares individual responses outside the Association. Survey responses are shared only in aggregate, according to the analysis guidelines described in this publication.

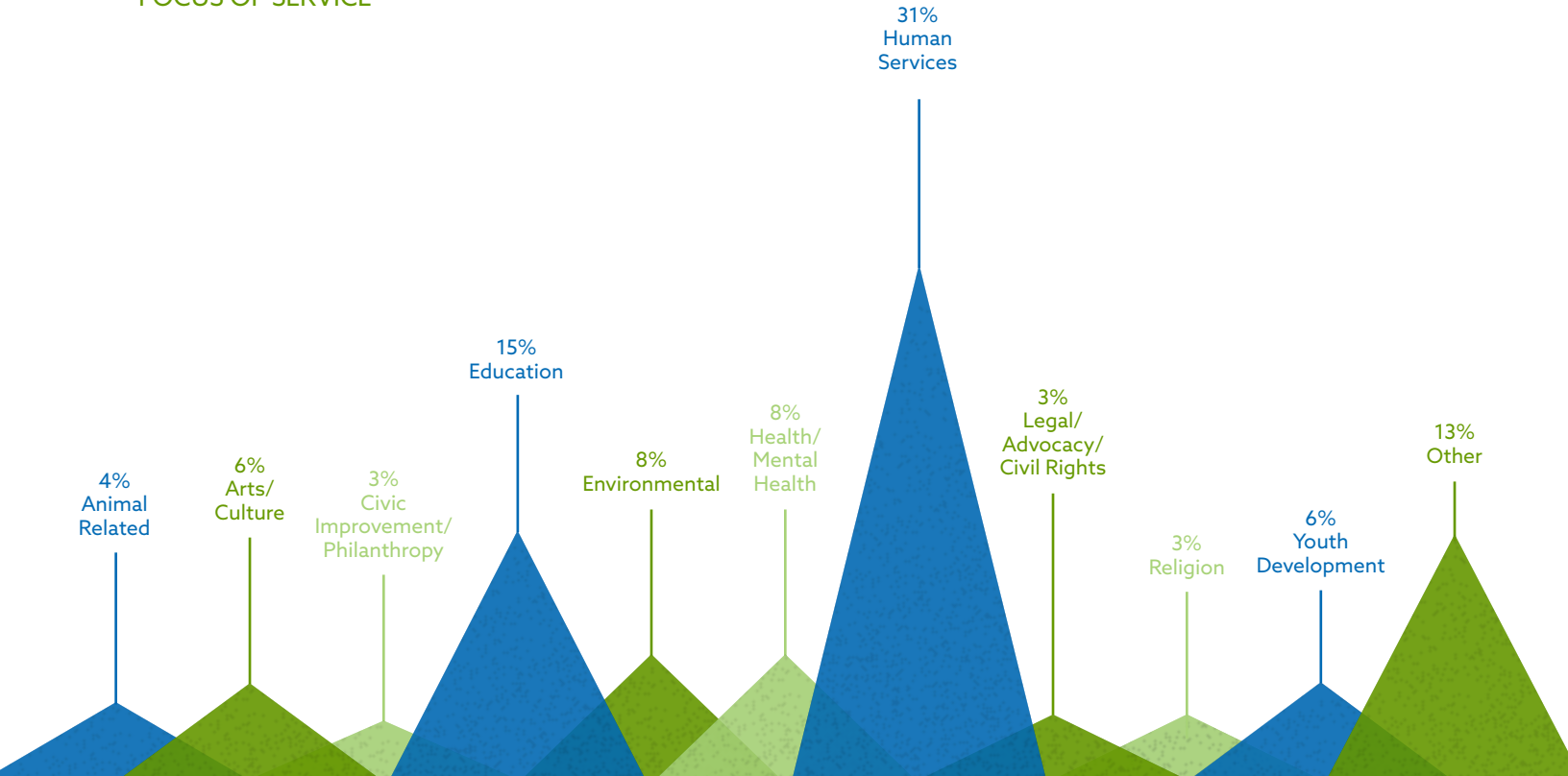
# SURVEY PARTICIPANTS

A total of 156 nonprofit organizations participated in the survey, nearly all of which (97%) were 501(c)(3) organizations.

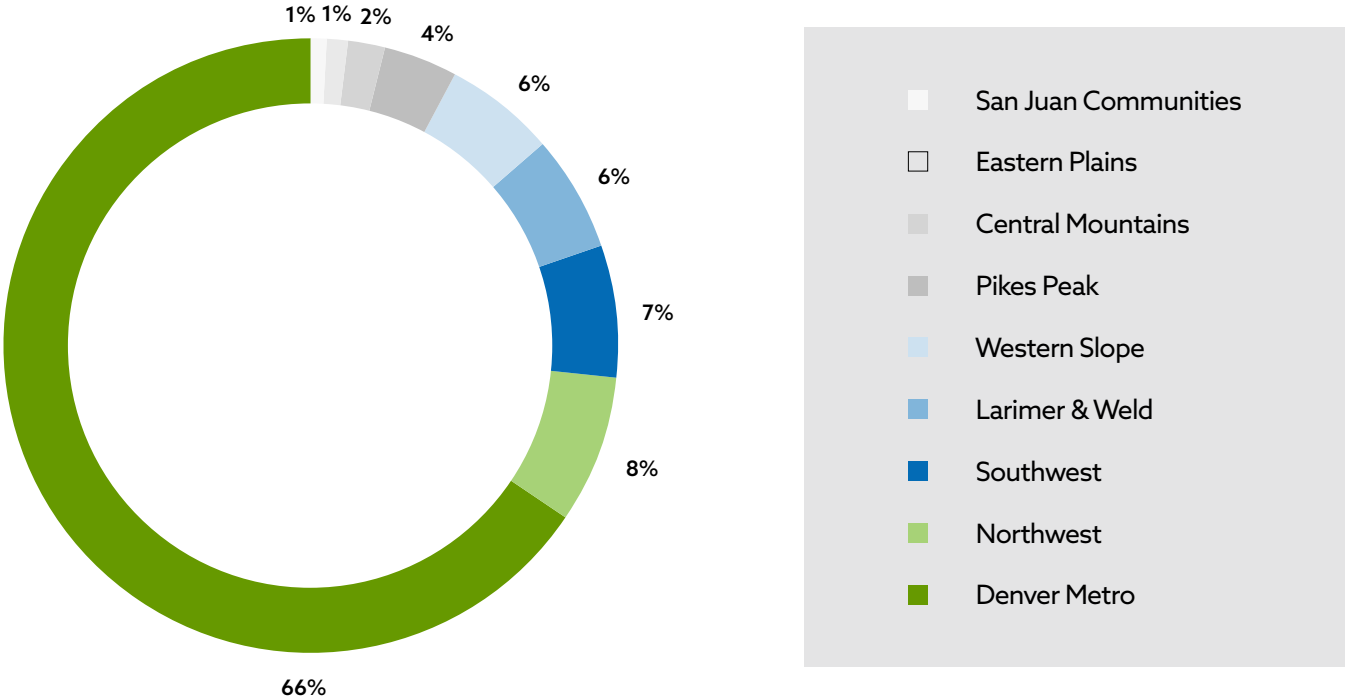
## BUDGET SIZE



## FOCUS OF SERVICE



GEOGRAPHIC REPRESENTATION



Of all respondents, 15% self-identified as being in a resort town. The majority of those identifying in a resort town are located in Routt and La Plata counties.

REGIONS

- |  |   |   |   |   |
|--|---|---|---|---|
| <p><b>Central Mountains</b></p> <ul style="list-style-type: none"> <li>Chaffee</li> <li>Clear Creek</li> <li>Custer</li> <li>Fremont</li> <li>Gilpin</li> <li>Lake Park</li> <li>Summit</li> </ul> | <p><b>Eastern Plains</b></p> <ul style="list-style-type: none"> <li>Baca</li> <li>Bent</li> <li>Crowley</li> <li>Huerfano</li> <li>Kiowa</li> <li>Las Animas</li> <li>Otero</li> <li>Pueblo</li> <li>Prowers</li> <li>Cheyenne</li> <li>Elbert</li> <li>Kit Carson</li> <li>Lincoln</li> <li>Logan</li> <li>Morgan</li> <li>Phillips</li> <li>Sedgwick</li> </ul> | <p>Washington</p> <p>Yuma</p> <p><b>Larimer &amp; Weld</b></p> <ul style="list-style-type: none"> <li>Larimer</li> <li>Weld</li> </ul> <p><b>Northwest</b></p> <ul style="list-style-type: none"> <li>Grand</li> <li>Jackson</li> <li>Moffat</li> <li>Rio Blanco</li> <li>Routt</li> </ul> <p><b>Pikes Peak</b></p> <ul style="list-style-type: none"> <li>El Paso</li> <li>Teller</li> </ul> | <p><b>San Juan</b></p> <ul style="list-style-type: none"> <li>Gunnison</li> <li>Hinsdale</li> <li>Montrose</li> <li>Ouray</li> <li>San Miguel</li> </ul> <p><b>San Luis Valley</b></p> <ul style="list-style-type: none"> <li>Alamosa</li> <li>Conejos</li> <li>Costilla</li> <li>Mineral</li> <li>Rio Grande</li> <li>Saguache</li> </ul> <p><b>Southwest</b></p> <ul style="list-style-type: none"> <li>Archuleta</li> <li>Dolores</li> </ul> | <p>La Plata</p> <p>Montezuma</p> <p>San Juan</p> <p><b>Western Slope</b></p> <ul style="list-style-type: none"> <li>Delta</li> <li>Eagle</li> <li>Garfield</li> <li>Mesa</li> <li>Pitkin</li> </ul> |
|--|---|---|---|---|





**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

INSURANCE BENEFITS

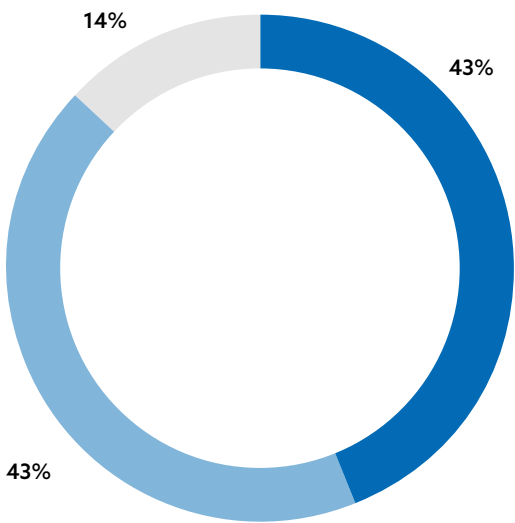
# INSURANCE BENEFITS

## HEALTH INSURANCE

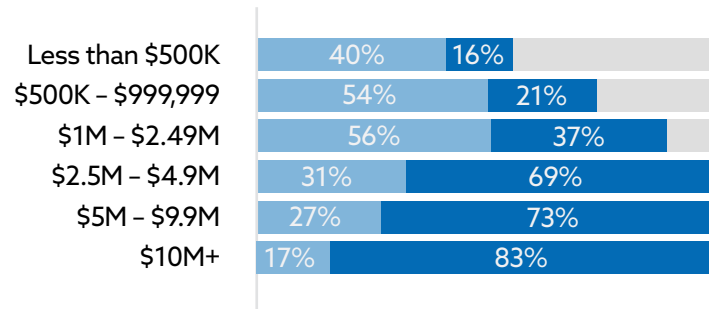
The majority of nonprofits (86%) offer a health insurance plan to full-time employees, with about half of those offering two or more plans. Nearly all organizations with budgets of \$1 million or more offer one or more employee health plans, while 66% of organizations with budget of less than \$1 million offer a health insurance plan.

Several smaller organizations that do not offer a plan provide a stipend to pay for their own health care or membership to a clinic. Stipends range from \$150 - \$200 a month.

## DOES YOUR ORGANIZATION OFFER A HEALTH INSURANCE PLAN FOR FULL-TIME EMPLOYEES?



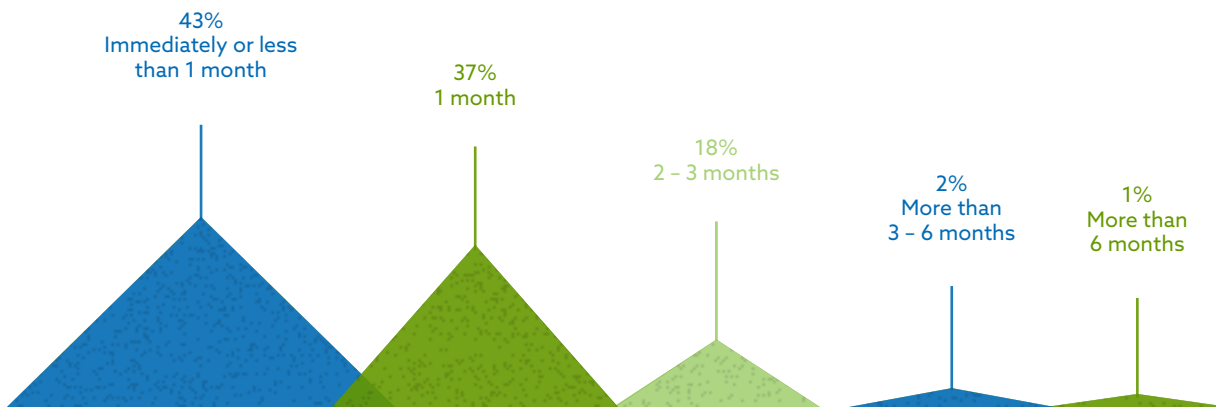
## BY ORGANIZATION BUDGET



- Yes, we offer two (2) or more plans for employees to choose from
- Yes, we have a single health insurance plan available to all employees
- No

Of employers offering health insurance, 43% offer insurance to employees immediately or within one month of working. More than one-third (37%) offer insurance to employees after working for one month, and 18% offer insurance after two-three months of working.

## HOW MANY MONTHS DOES AN EMPLOYEE WORK BEFORE QUALIFYING FOR HEALTH INSURANCE?

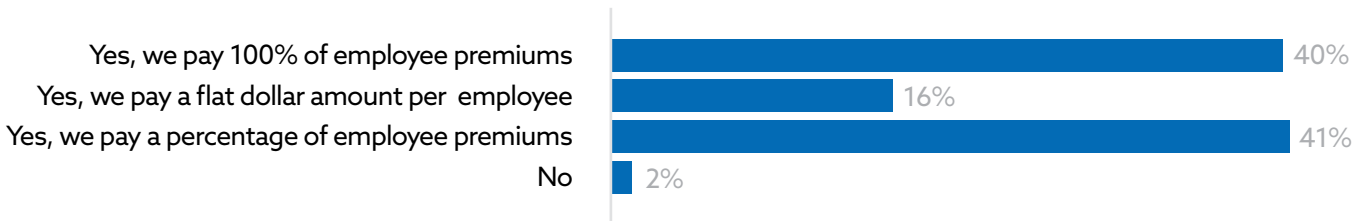


# INSURANCE BENEFITS

## HEALTH INSURANCE PREMIUMS

For those offering a health insurance plan for employees, most employers (97%) pay for employee's health insurance premiums in some form, while only 2% offer no contribution toward premiums.

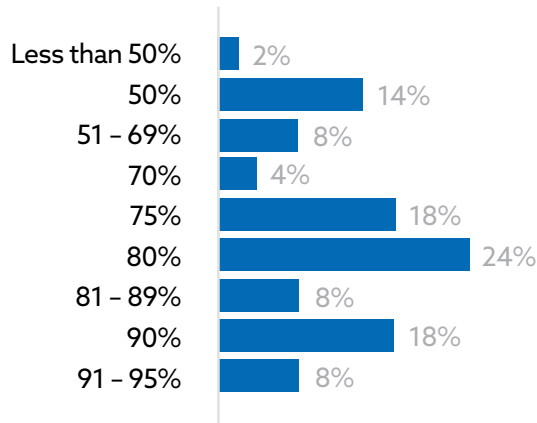
### DOES YOUR ORGANIZATION PAY (OR REIMBURSE) FOR HEALTH INSURANCE PREMIUMS?



40% of employers pay 100% of employee health insurance premiums, 58% pay between 80% and 95%, and 44% pay between 50% and 79%.

### PERCENTAGE OF PREMIUM PAID

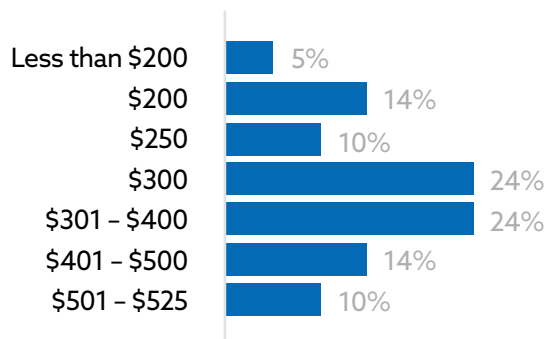
% of employers contributing the following percentage of health insurance premiums:



Among the 16% of employers who pay a flat dollar amount, the median payment is \$300 per employee per month.

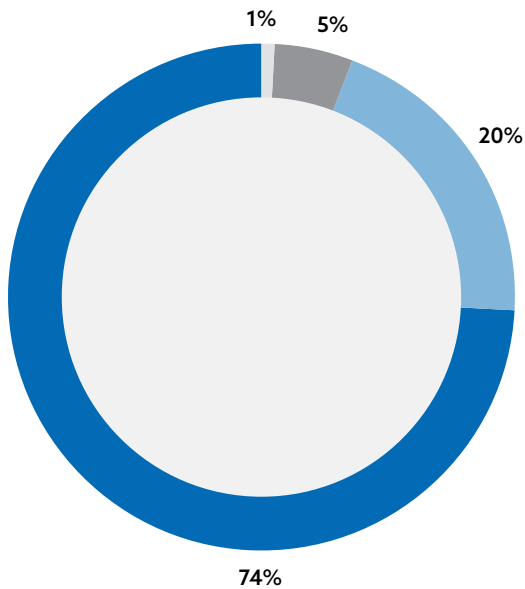
### FLAT DOLLAR AMOUNT PAID

% of employers contributing the following flat dollar amount to health insurance premiums per employee per month:



## HEALTH INSURANCE PREMIUMS FOR DEPENDENTS

Most employers (74%) provide no payment or reimbursement for dependents' health insurance premiums. Employers that do pay a percentage of dependents' premiums account for 26%. For those who pay a percentage, the median percentage is 50%.



## DOES YOUR ORGANIZATION PAY (OR REIMBURSE) HEALTH INSURANCE PREMIUMS FOR DEPENDENTS?

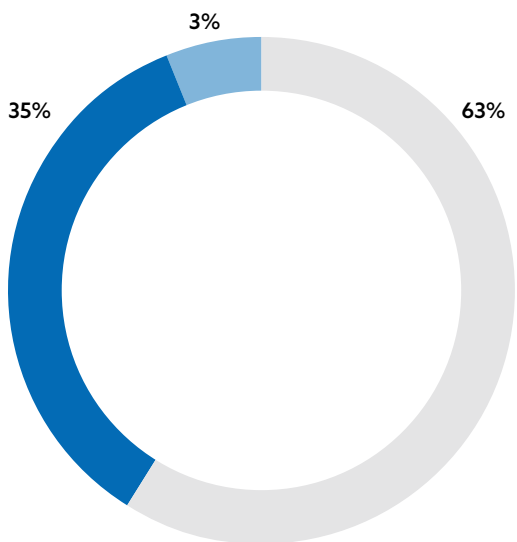
- Yes, we pay 100% of premiums for dependents
- Yes, we pay a percentage of premiums for dependents
- No, but we provide a stipend to purchase health insurance
- No

## FLEXIBLE SPENDING ARRANGEMENTS (FSAS)

Health Flexible Spending Arrangements (FSA) allow employees to pay for health insurance deductibles and copays, prescriptions, and specific other medical expenses using pre-tax dollars. Employees may elect to voluntarily contribute to an FSA by deducting from their pay. Optionally, the employer may also choose to contribute.

Dependent Care FSAs allow employees to pay for child care expenses using pre-tax dollars within an FSA structure.

The majority (63%) of employers do not offer an FSA, cafeteria, or Section 125 plan. However, when looking at employers with budgets of \$1 million or more, 86% offer an FSA, cafeteria, or Section 125 plan. Of those offering FSAs, the majority offer with an employee contribution only (and no employer contribution).



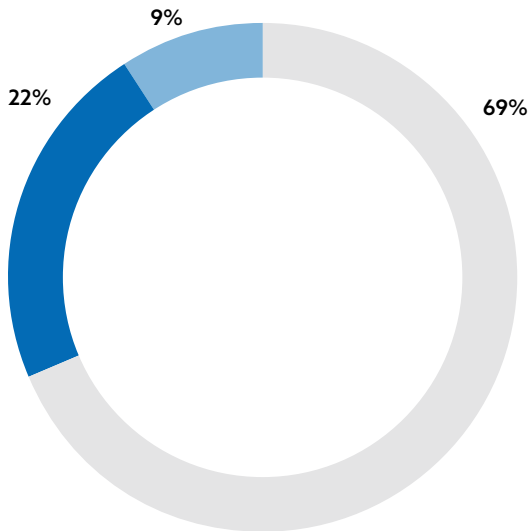
### DOES YOUR ORGANIZATION OFFER A FLEXIBLE SPENDING ARRANGEMENT (FSA)/CAFETERIA/SECTION 125 PLAN?

- Yes, with employee contribution only
- Yes, with employer contribution
- No

## HEALTH SAVINGS ACCOUNTS (HSAS)

Health Savings Accounts (HSA) are another option for paying medical expenses with tax-free dollars. An HSA is only used in combination with a high-deductible health plan.

31% of employers offer an HSA, with 30% of employers providing a contribution. Of employers who contribute, the majority (75%) provide \$1,000 - 2,500 per employee per year.

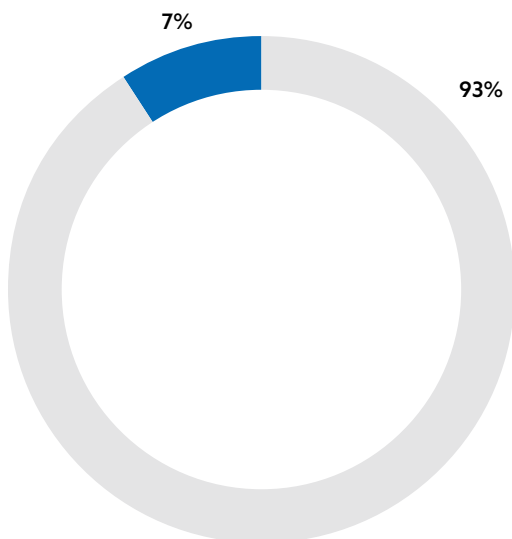


### DOES YOUR ORGANIZATION OFFER A FLEXIBLE SPENDING ARRANGEMENT (FSA)/CAFETERIA/SECTION 125 PLAN?

- Yes, with employee contribution only
- Yes, with employer contribution
- No

## HEALTH REIMBURSEMENT ACCOUNTS (HRAS)

Health Reimbursement Arrangements (HRA) are a 100% employer-funded benefit that reimburses employees for eligible medical expenses. Only 7% of employers offer an HRA.



### DOES YOUR ORGANIZATION OFFER A HEALTH REIMBURSEMENT ACCOUNT (HRA)?

- Yes, employer contributes
- No

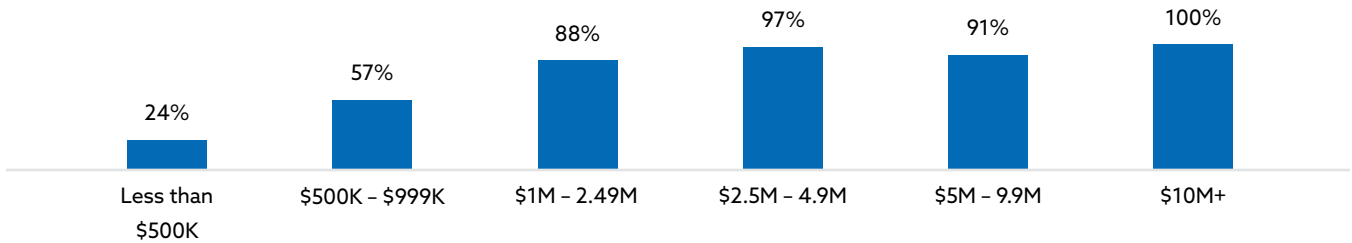
# INSURANCE BENEFITS

## DENTAL INSURANCE

Three-fourths (74%) of employers offer a dental insurance plan, with dental insurance plans more commonly offered at larger organizations.

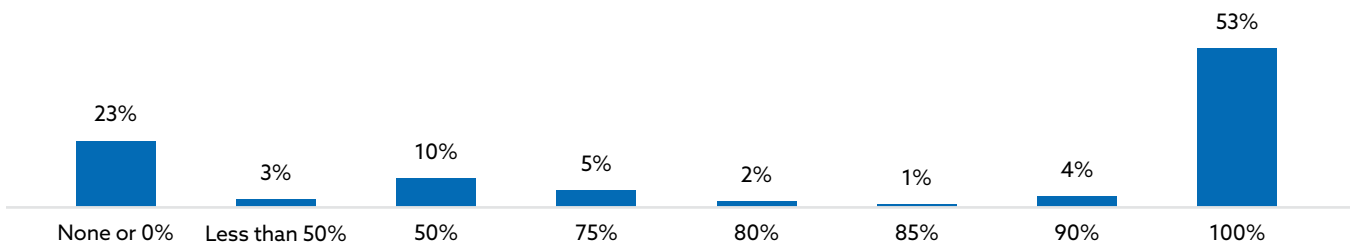
### DOES YOUR ORGANIZATION OFFER A DENTAL INSURANCE PLAN? BY BUDGET

% of employers with the following budgets that offer dental insurance:

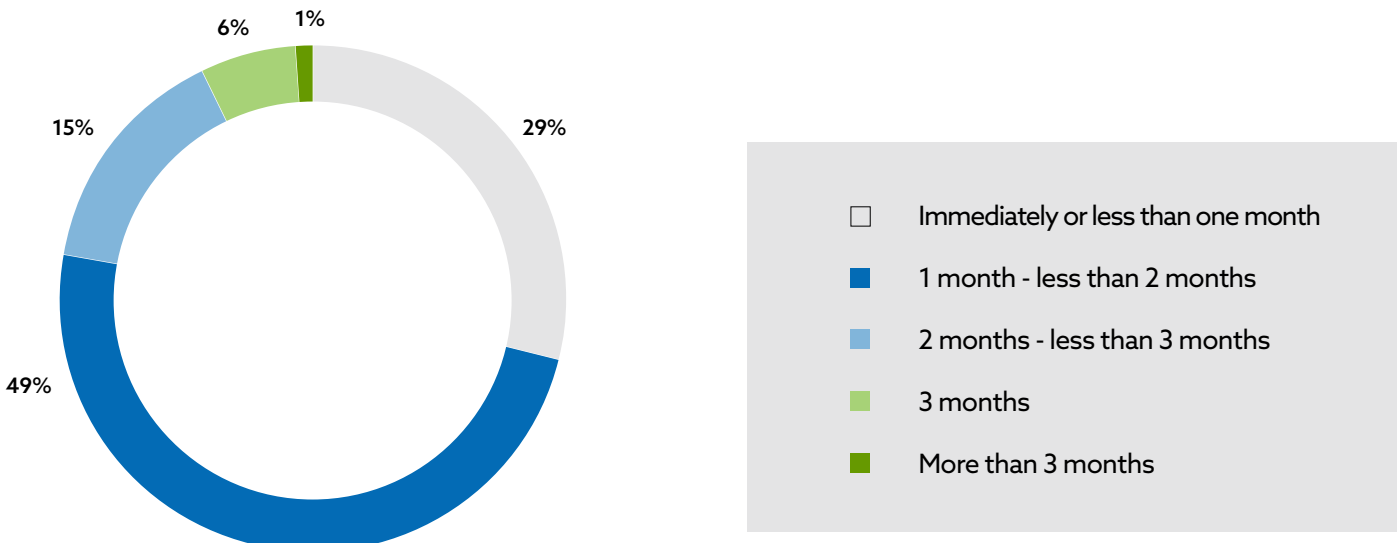


Among employers with dental insurance plans, 23% pay no portion of the premium, and another 53% pay the full premium. The majority (77%) of employers do not pay any portion of premiums for dependents, and only 8% pay 100%.

### PERCENTAGE OF DENTAL INSURANCE PREMIUM PAID BY EMPLOYER



### HOW MANY MONTHS DOES AN EMPLOYEE WORK BEFORE QUALIFYING FOR DENTAL INSURANCE?



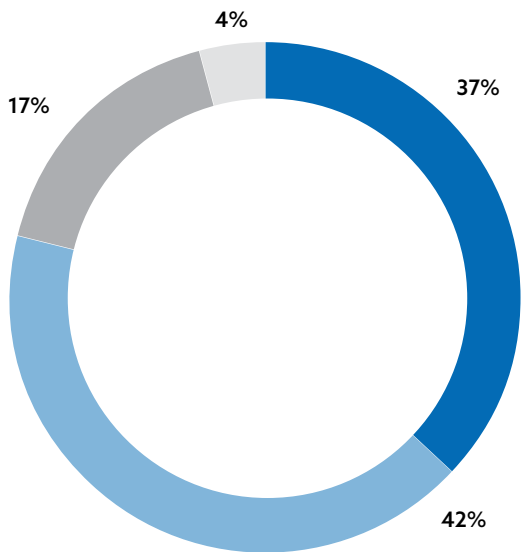
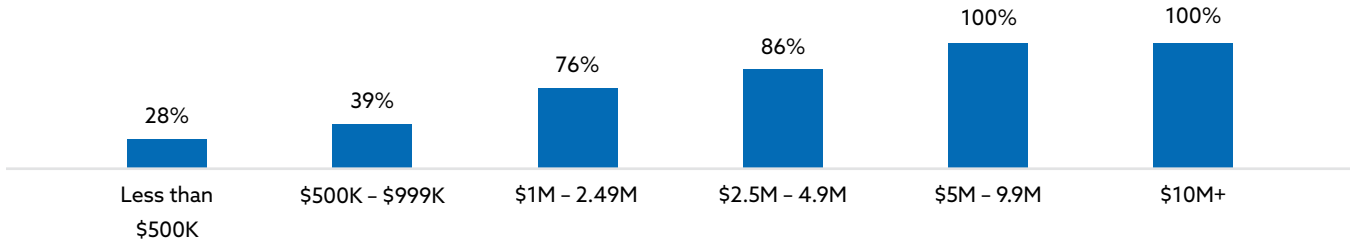
# INSURANCE BENEFITS

## VISION INSURANCE

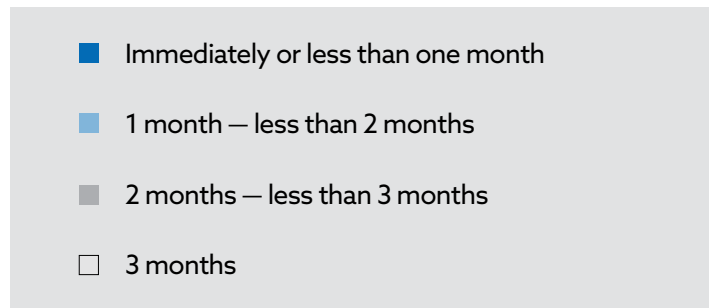
Two-thirds (66%) of employers offer a vision insurance plan, with vision insurance plans more commonly offered at larger organizations.

### DOES YOUR ORGANIZATION OFFER A VISION INSURANCE PLAN? BY BUDGET

% of employers with the following budgets that offer vision insurance:

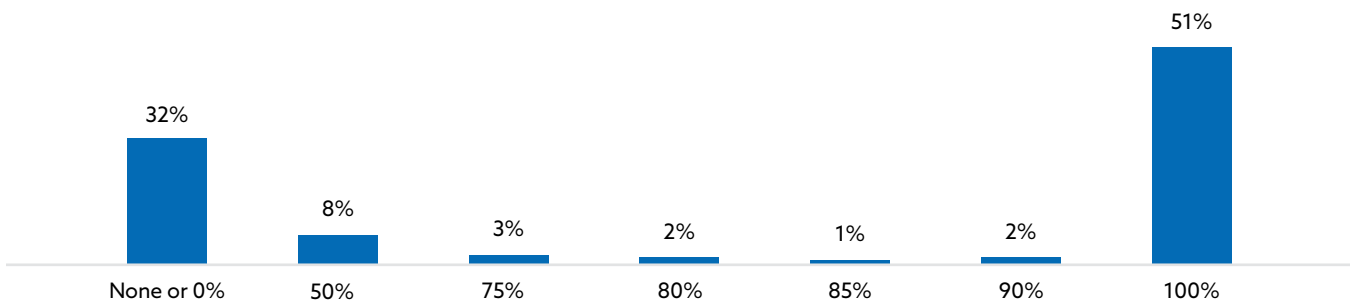


### HOW MANY MONTHS DOES AN EMPLOYEE WORK BEFORE QUALIFYING FOR VISION INSURANCE?



Among employers with vision insurance plans, 32% pay no portion of the premium for employees, and another 51% pay the full premium. 8% of employers pay 50% of premiums. The majority (78%) of employers do not pay any portion of premiums for dependents, and 10% pay 100% of premiums for dependents.

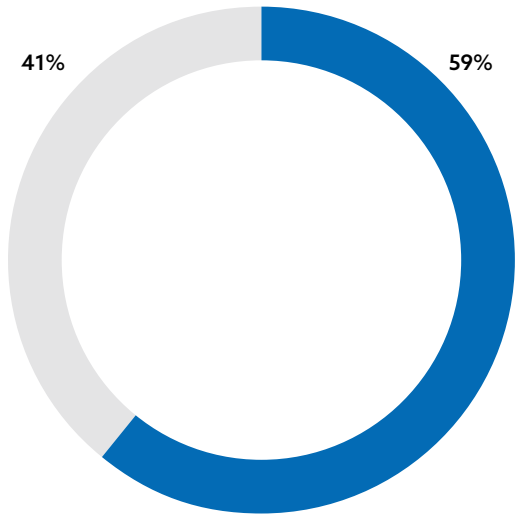
### PERCENTAGE OF VISION INSURANCE PREMIUM PAID BY EMPLOYER





## LIFE & DISABILITY INSURANCE

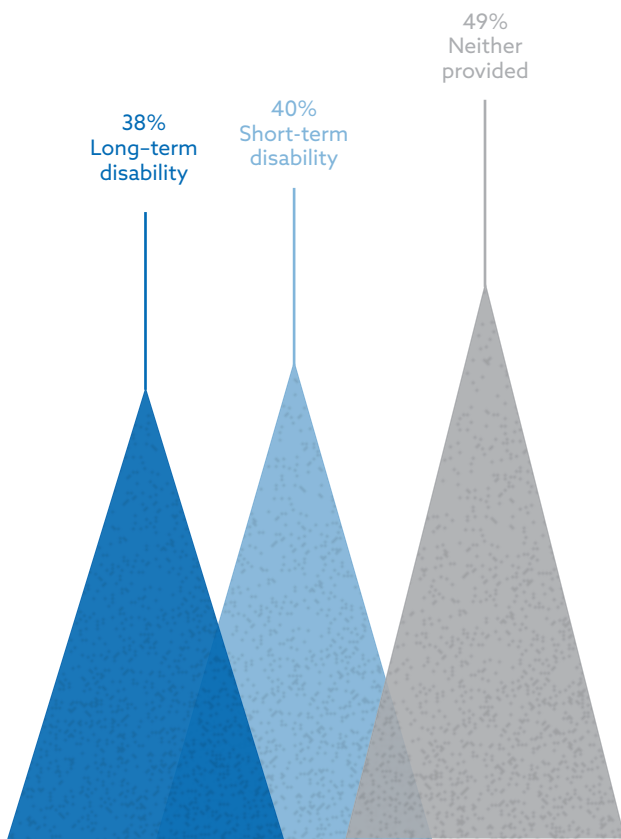
**Group Life Insurance:** 59% of organizations offer group life insurance with the majority (84%) paying 100% of the premium, and 13% that do not pay for any portion of the premium.



### DOES YOUR ORGANIZATION OFFER GROUP LIFE INSURANCE?

- Yes
- No

**Disability Insurance:** Nearly half of employers (49%) do not offer disability insurance. Those that do offer disability insurance, the majority pay 100% of the premiums, with 84% of employers paying 100% for long-term disability, and 73% of employers paying 100% for short-term disability.



### DOES YOUR ORGANIZATION PROVIDE DISABILITY INSURANCE?

% of employers offering the following disability insurance

*The total in the figure adds up to more than 100% because some organizations offer both short and long-term disability insurance.*



**2021 COLORADO NONPROFIT  
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RETIREMENT PLANS

## RETIREMENT PLAN COMPARISONS

403(b) plans and 401(k) plans are similar options in many ways. Two primary differences are that nonprofit employers are the only entity that can offer 403(b) plans and that they typically have lower administrative costs for the employer.

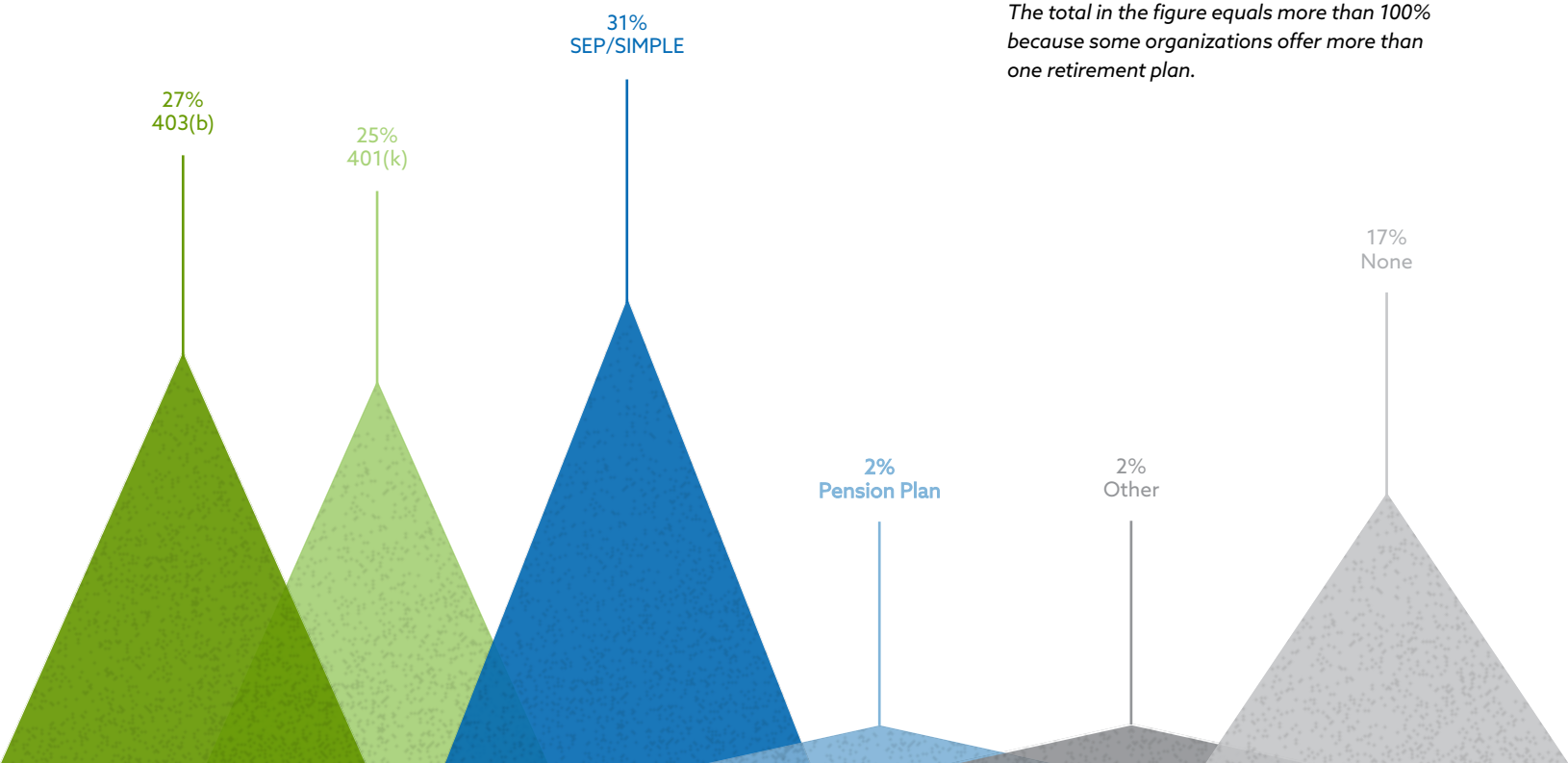
SEP (Simplified Employee Pension) and SIMPLE (Savings Incentive Match Plan for Employees) are two structures for funding Individual Retirement Account (IRA) plans for employees. IRS regulations set forth specific contribution limits, reporting requirements, and other rules for each of these retirement plan options. Compared with 401(k) and 403(b) plans, SEP and SIMPLE plans may be simpler and more affordable options for small employers, but some of their contribution rules and limits are more restrictive than the 401(k) or 403(b) options.

## RETIREMENT PLANS OFFERED

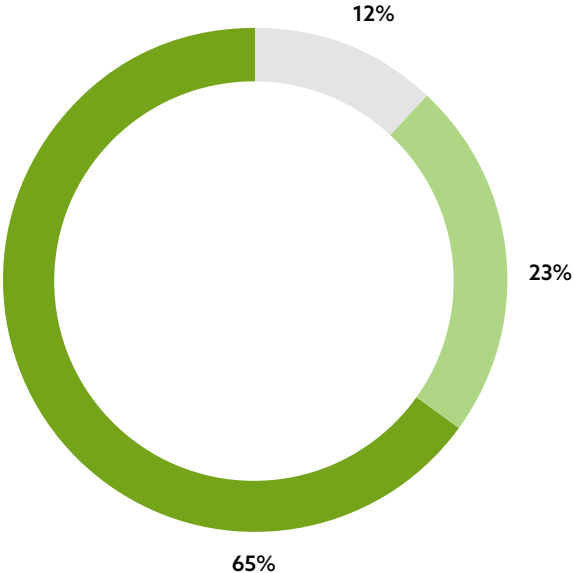
The majority (83%) of employers reported offering at least one retirement plan option. Retirement plans are more commonly offered at larger organizations. Of employers offering one or more retirement plan options, the most common type of retirement plan offered is a SEP/SIMPLE plan, followed by 403(b) plans.

## WHAT TYPE(S) OF RETIREMENT PLAN OPTIONS DOES YOUR ORGANIZATION OFFER?

% of employers offering the following plans:



The majority (88%) contribute to employee retirement plans, with 65% of those matching up to a certain limit.



### HOW ARE RETIREMENT PLANS FUNDED?

- Organization contributes a percentage of employee salary regardless if employee contributes or not
- Organizations matches employee contributions up to a certain limit
- No employer contribution, 100% employee funded

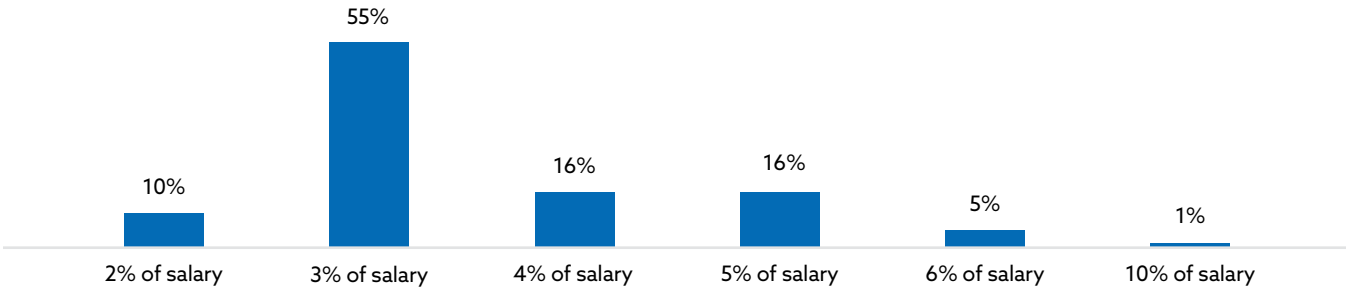
Of employers contributing regardless if the employee contributes, the most common percentage of employee salary contributed is 2%, and the median is 2.5%.

Of employers that match employee contributions, the most common structure is a dollar-for-dollar (100%) match up to 3% of the employee’s salary. Several employers matching dollar-for-dollar up to 3% also offer an additional 2% of salary at a 50% (.50c to dollar) match.

Only 4% of employers increase contributions with employee tenure.

### LIMIT ON PERCENTAGE OF EMPLOYEE SALARY MATCHED BY ORGANIZATION

% of employers limiting contributions to:

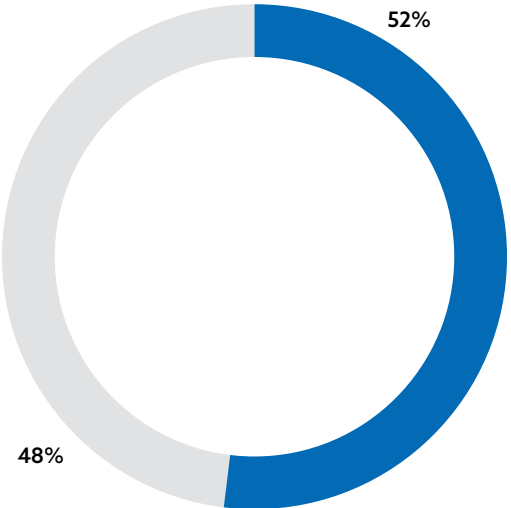




**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

LEAVE TIME

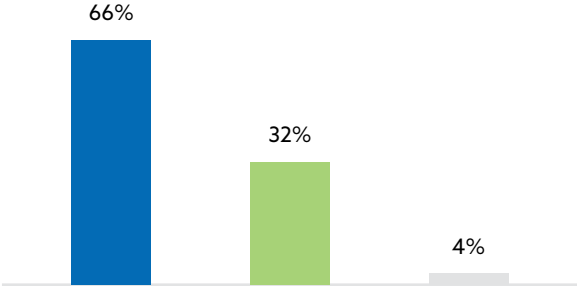
Leave time is separated into two sections, combined paid time off (PTO) and vacation and health time.



DO YOU SEPARATE HEALTH AND VACATION TIME OR AWARD COMBINED PAID TIME OFF?

- Combined paid time off
- Separate health and vacation time

One third of employers (66%) pay employees for unused vacation time or combined PTO, while only 4% pay at year end.



DO EMPLOYEES RECEIVE CASH FOR UNUSED VACATION TIME OR COMBINED PTO?

- Yes, at retirement or resignation
- Yes, at year end
- No/Never

Total in this figure equals more than 100% because some organizations pay for vacation time or combined PTO at year end and at retirement or resignation.

Note: according to the Colorado Department of Labor and Employment, "Colorado wage law provides that vacation pay, earned in accordance with the terms of any agreement, is classified as wages or compensation. If an employer provides paid vacation for an employee, the employer shall pay upon separation from employment all vacation pay earned and determinable in accordance with the terms of any agreement between the employer and the employee."

## COMBINED PTO

Of employers offering combined PTO, 56% have a policy capping the amount of time off that employees can accrue at any time, and 60% percent of employers limit the amount of PTO that employees can carry over from one year into the next. (Please note that these two policies are similar but not necessarily related. An employer may choose to establish one, both, or neither of these limits.)

Several organizations offer unlimited PTO and therefore do not have caps on the amount of PTO.



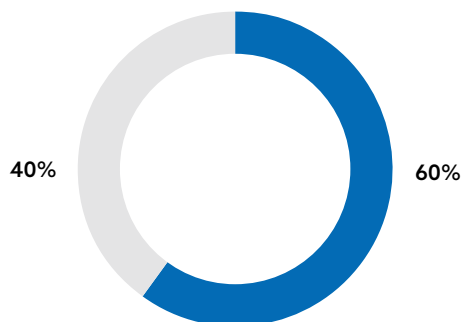
IS THERE A CAP ON THE AMOUNT OF COMBINED PTO THAT CAN BE CARRIED AT ANY TIME?

- Yes
- No

**Limit on PTO that can be carried at any time:**

Median: 170 hours

Most common: 240 hours



IS THERE A CAP ON THE AMOUNT OF COMBINED PTO THAT CAN BE CARRIED OVER AT YEAR-END?

- Yes
- No

**Limit on PTO that can be carried at year-end:**

Median: 62 hours

Most common: 40 hours

The majority award combined PTO based on tenure, however, 18% of employers award the same amount regardless of tenure.

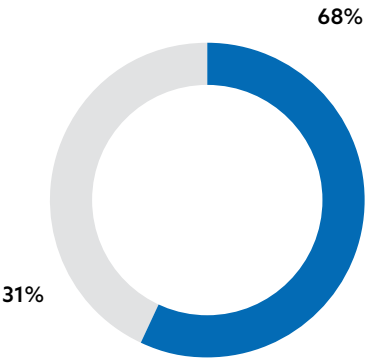
## COMBINED PTO RECEIVED BY YEARS OF EMPLOYMENT

Median value:

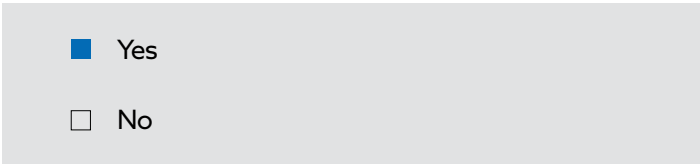


VACATION TIME

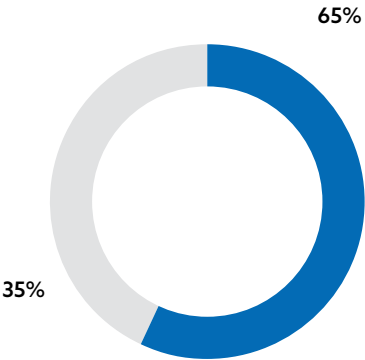
Of organizations that separate vacation and health time, 68% limit the amount of vacation hours that can be carried at any time, and 65% limit the amount of vacation hours that can be carried over at year-end. (Please note that these two policies are similar but not necessarily related. An employer may choose to establish one, both, or neither of these limits.)



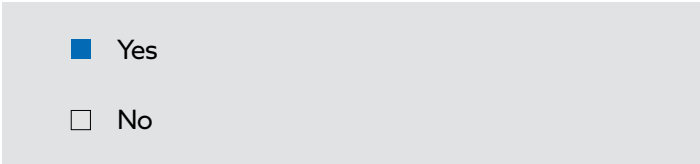
IS THERE A CAP ON THE AMOUNT OF VACATION HOURS THAT CAN BE CARRIED AT ANY TIME?



**Limit on vacation hours that can be carried at any time:**  
Median: 160 hours  
Most common: 160 hours



IS THERE A CAP ON THE AMOUNT OF VACATION HOURS THAT CAN BE CARRIED AT YEAR-END?



**Limit on vacation hours that can be carried at year-end:**  
Median: 120 hours  
Most common: 40 hours

VACATION HOURS RECEIVED BY YEARS OF EMPLOYMENT

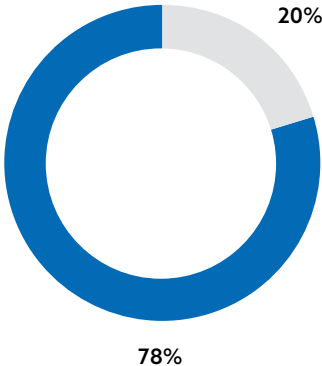
Median value:



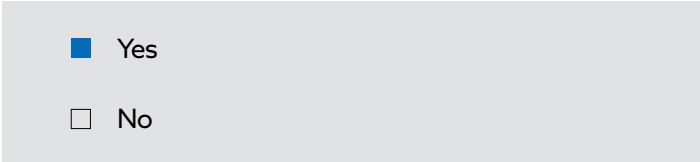


HEALTH TIME

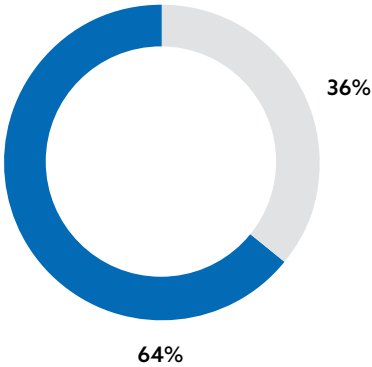
For those separating health time, 78% limit the number of health hours that can be carried at any time, and 64% limit the number of health hours that can be carried over at year-end. (Please note that these two policies are similar but not necessarily related. An employer may choose to establish one, both, or neither of these limits.)



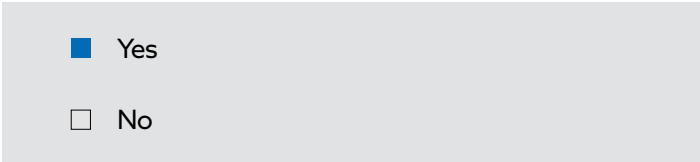
IS THERE A CAP ON THE AMOUNT OF HEALTH HOURS THAT CAN BE CARRIED AT ANY TIME?



**Limit on health hours that can be carried at any time:**  
Median: 96 hours  
Most common: 48 hours, followed by 80 hours



IS THERE A CAP ON THE AMOUNT OF HEALTH HOURS THAT CAN BE CARRIED AT YEAR-END?

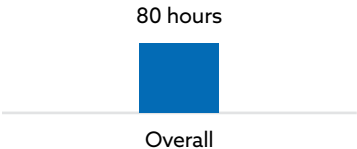


**Limit on health hours that can be carried at any time:**  
Median: 80 hours  
Most common: 48 hours

Health hours do not increase with tenure, the median number of hours are 80 hours per year.

HEALTH HOURS RECEIVED

Median value:



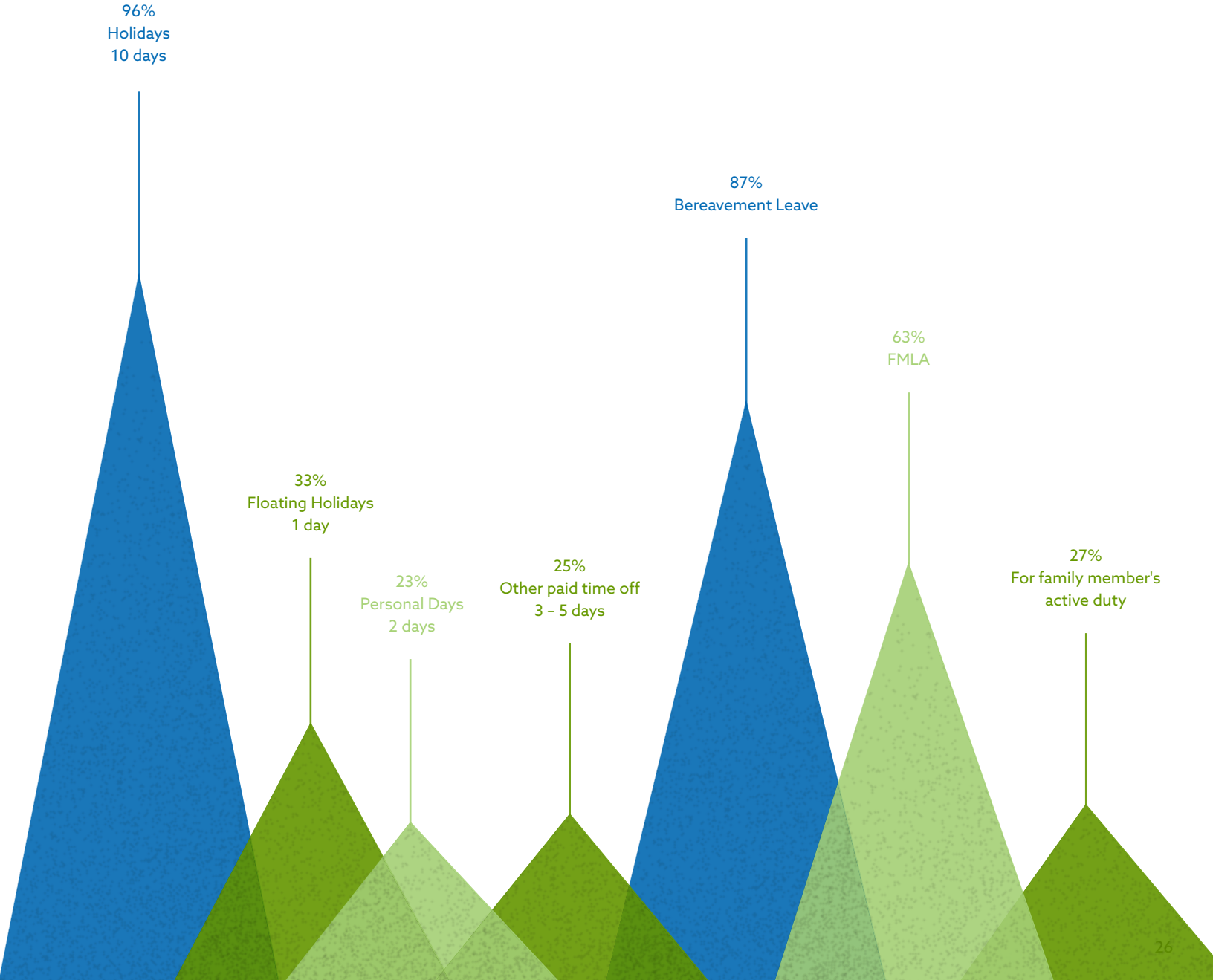
OTHER PAID TIME OFF

In addition to paid leave time, employers offer various paid time off for holidays, bereavement leave, FMLA among others. Other paid leave includes jury duty, voting, domestic abuse or violence leave, educational leave, and volunteering.

Again, several organizations offer unlimited PTO and may not define paid holidays in the traditional way of those with limited hours.

OTHER PAID TIME OFF OFFERED

% of employers offering the following:



## PARENTAL & FAMILY LEAVE

All questions in this section deal with paid and unpaid family and parental leave expressly defined as such, separate from or in addition to existing health, vacation, disability and other leave time policies.

## FAMILY LEAVE

From the United States Department of Labor:

The Family and Medical Leave Act (FMLA) provides certain employees with up to 12 weeks of unpaid, job protected leave per year. It also requires that their group health benefits be maintained during the leave. FMLA applies to all public agencies, all public and private elementary and secondary schools, and companies with 50 or more employees. These employers must provide an eligible employee with up to 12 weeks of unpaid leave each year for any of the following reasons:

- for the birth and care of the newborn child of an employee;
- for placement with the employee of a child for adoption or foster care;
- to care for an immediate family member (spouse, child, or parent) with a serious health condition; or
- to take medical leave when the employee is unable to work because of a serious health condition.

Several nonprofits in our survey have less than 50 employees and are therefore exempt from FMLA requirements. Of those organizations covered by FMLA, some use the FMLA requirements themselves as the organization's policy concerning family, parental, and long-term medical leave. In contrast, others have additional policies providing paid and/or unpaid leave beyond federal requirements.

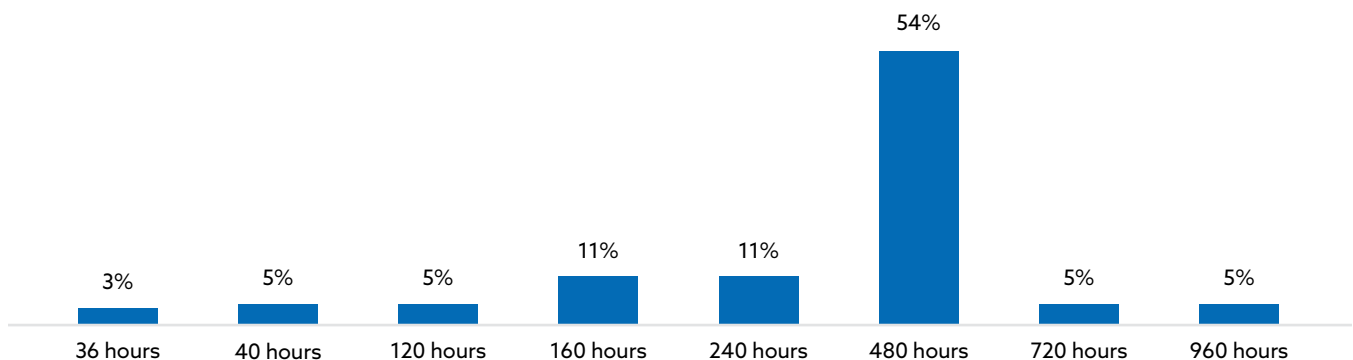
Less than half (40%) of employers have a family leave policy.

Half of employers (54%) offer 480 hours or 12 weeks (also the minimum amount under FMLA) off allotted for family leave. 12 weeks is also the median amount of time off allotted.

Again, several employers offer unlimited PTO and offer a minimum amount of paid time off for family leave (and parental leave in the next section with an opportunity to negotiate more time off.)

## TIME OFF ALLOTTED FOR FAMILY LEAVE

% of employers offering the following hours off for family leave:



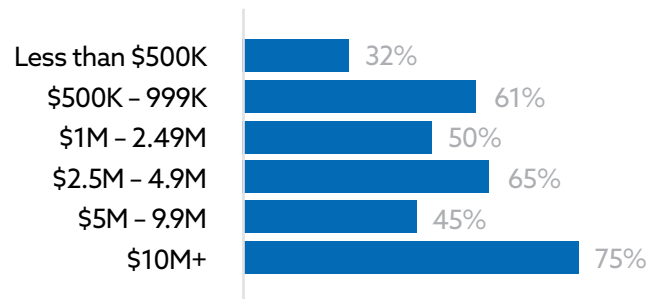
## PARENTAL LEAVE

This section addresses parental leave. This year, to be more inclusive, instead of asking about maternity, paternity, and parental leave policies separately, we asked questions regarding parental leave policies that may address all parents in a household or only the parent that is giving birth.

Overall, half of employers (53%) have a parental leave policy. Please note that as described in the Family Leave section, it's common for employers covered by FMLA to comply with federal leave requirements instead of maintaining their own separate policies.

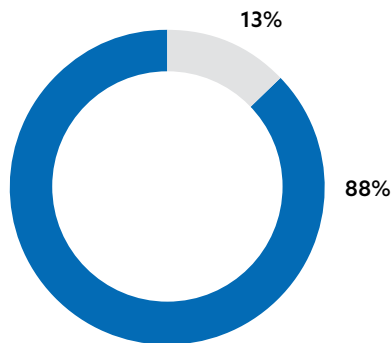
### DOES YOUR ORGANIZATION HAVE A PARENTAL LEAVE POLICY?

% of employers within the following budgets who have a parental leave policy:



The majority (88%) of employers' parental leave policies apply to all parents in the household, and 13% of employers' policies cover only the parent that is giving birth.

The median amount of paid time off given for parental leave is 3.5 weeks, with the most common amount of paid time off at 2 weeks. The median and most common amount of unpaid time off is 12 weeks.

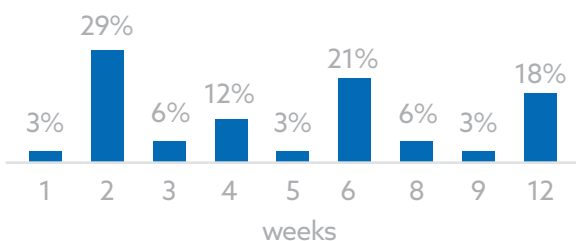


### WHO IS ELIGIBLE TO USE THE PARENTAL LEAVE POLICY?

- All parents in the household
- Only the parent that is giving birth

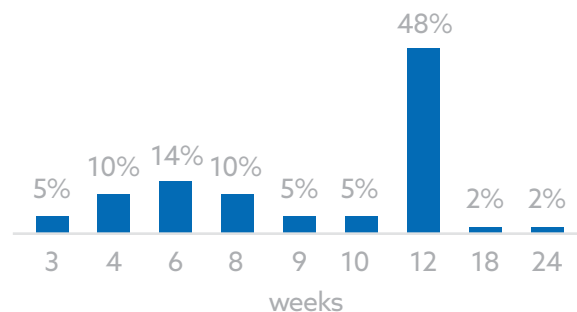
### AMOUNT OF PAID TIME OFF

% of employers allotting the following weeks for paid time off for parental leave:



### AMOUNT OF UNPAID TIME OFF

% of employers allotting the following weeks for unpaid time off for parental leave:





**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

OTHER BENEFITS

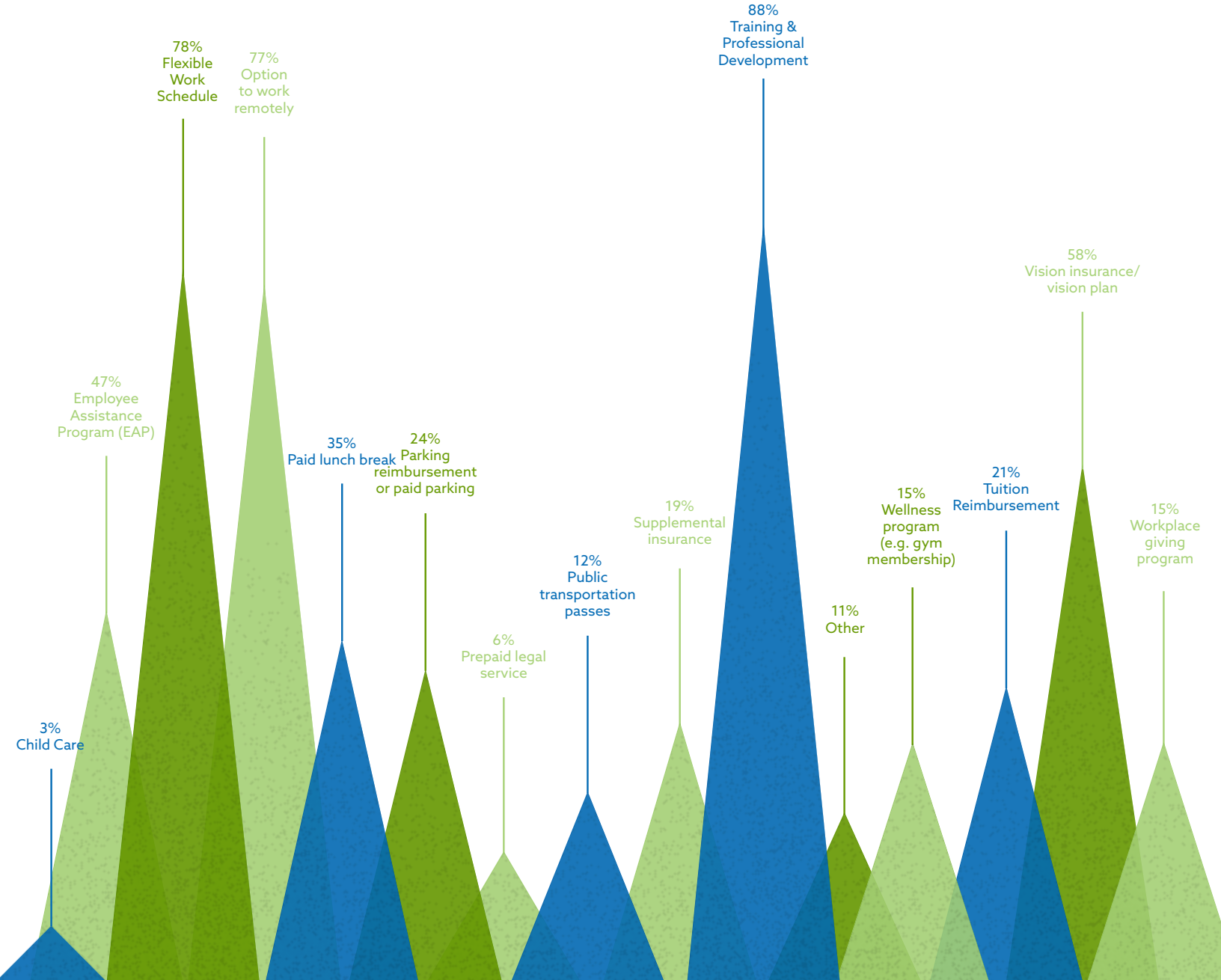
# OTHER BENEFITS

The majority of organizations offer additional benefits for employees.

The 11% offering "other" benefits include discounted ski passes, bring your pet to work, pet insurance, donation match program, cell phone stipends, and bring your infant to work.

## OTHER BENEFITS PROVIDED

% of employers offering the following benefits:





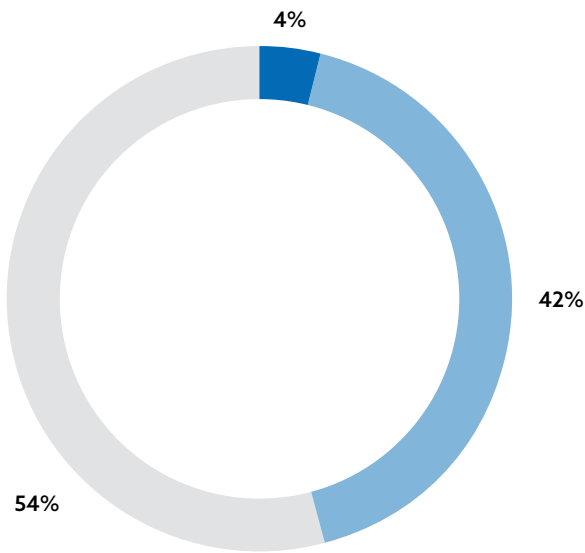
**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

PART-TIME EMPLOYEE BENEFITS

# PART-TIME EMPLOYEE BENEFITS

## DO PART-TIME EMPLOYEES QUALIFY FOR:

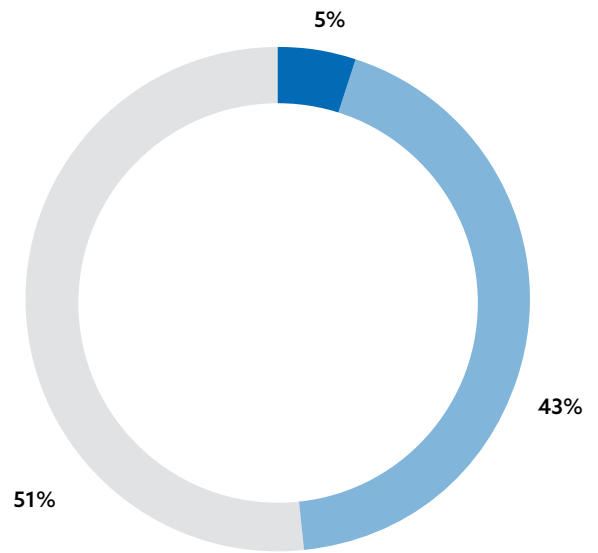
### HEALTH INSURANCE



#### Minimum hours per week to qualify for health insurance:

Median: 29 hours  
Most common: 30 hours

### DENTAL INSURANCE



#### Minimum hours per week to qualify for dental insurance:

Median: 30 hours  
Most common: 30 hours

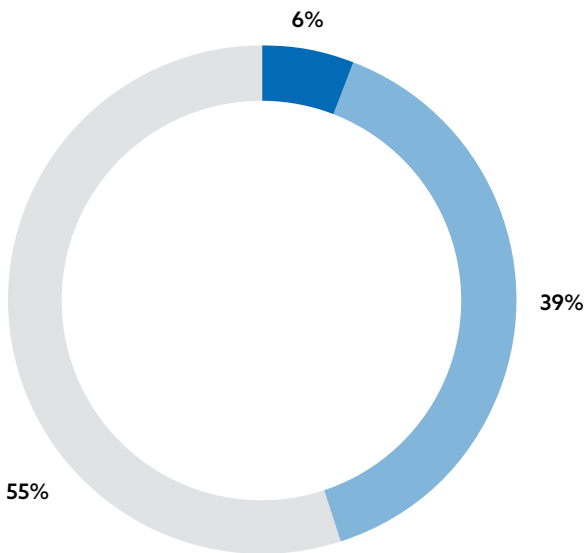
- Yes, full benefit is available to all employees regardless number of hours worked
- Yes, if employee works a minimum number of hours per week
- No, benefit is only available to full-time employees



# PART-TIME EMPLOYEE BENEFITS

## DO PART-TIME EMPLOYEES QUALIFY FOR:

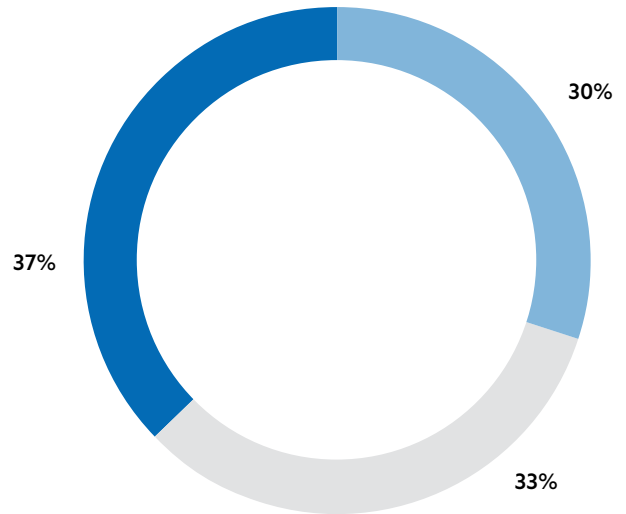
### OTHER INSURANCE



#### Minimum hours per week to qualify for other insurance:

Median: 24.5 hours  
Most common: 30 hours

### RETIREMENT/SAVINGS PLAN



#### Minimum hours per week to qualify for other insurance:

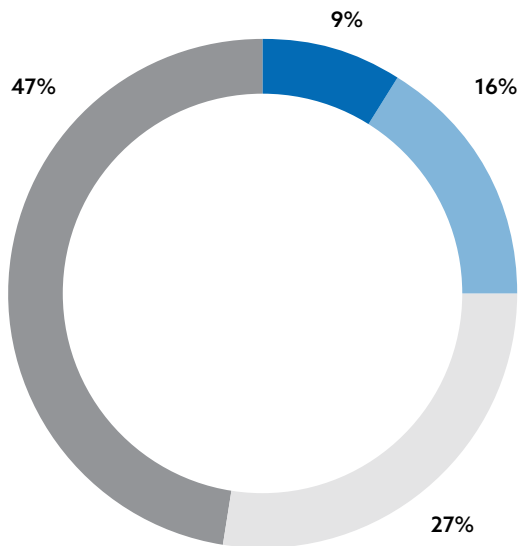
Median: 20 hours  
Most common: 20 hours

- Yes, full benefit is available to all employees regardless number of hours worked
- Yes, if employee works a minimum number of hours per week
- No, benefit is only available to full-time employees

# PART-TIME EMPLOYEE BENEFITS

## DO PART-TIME EMPLOYEES QUALIFY FOR:

### PAID TIME OFF



- Yes, full benefit is available to all employees regardless number of hours worked
- Yes, benefit is prorated (offered partially based on hours worked)
- Yes, if employee works a minimum number of hours per week
- No, benefit is only available to full-time employees

### Minimum hours per week to qualify for paid time off:

Median: 24 hours

Most common: 24 hours



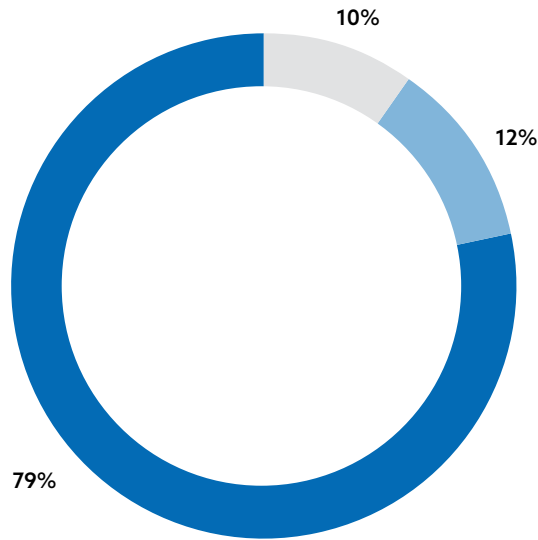
**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

SALARY INCREASES

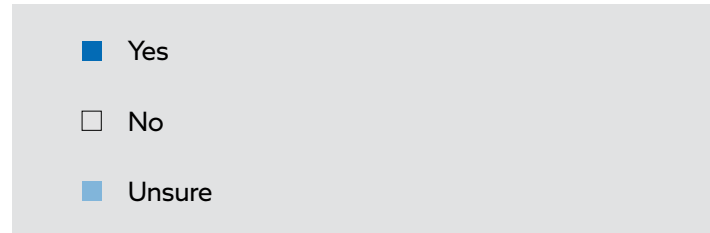
# SALARY INCREASES

## SALARY INCREASES

79% of employers expect to grant, or have already granted, salary increases in 2021, with the median and most common typical salary increase at 3% of employee salary.



### DOES YOUR ORGANIZATION EXPECT TO GRANT OR HAS IT GRANTED SALARY INCREASES IN 2021?

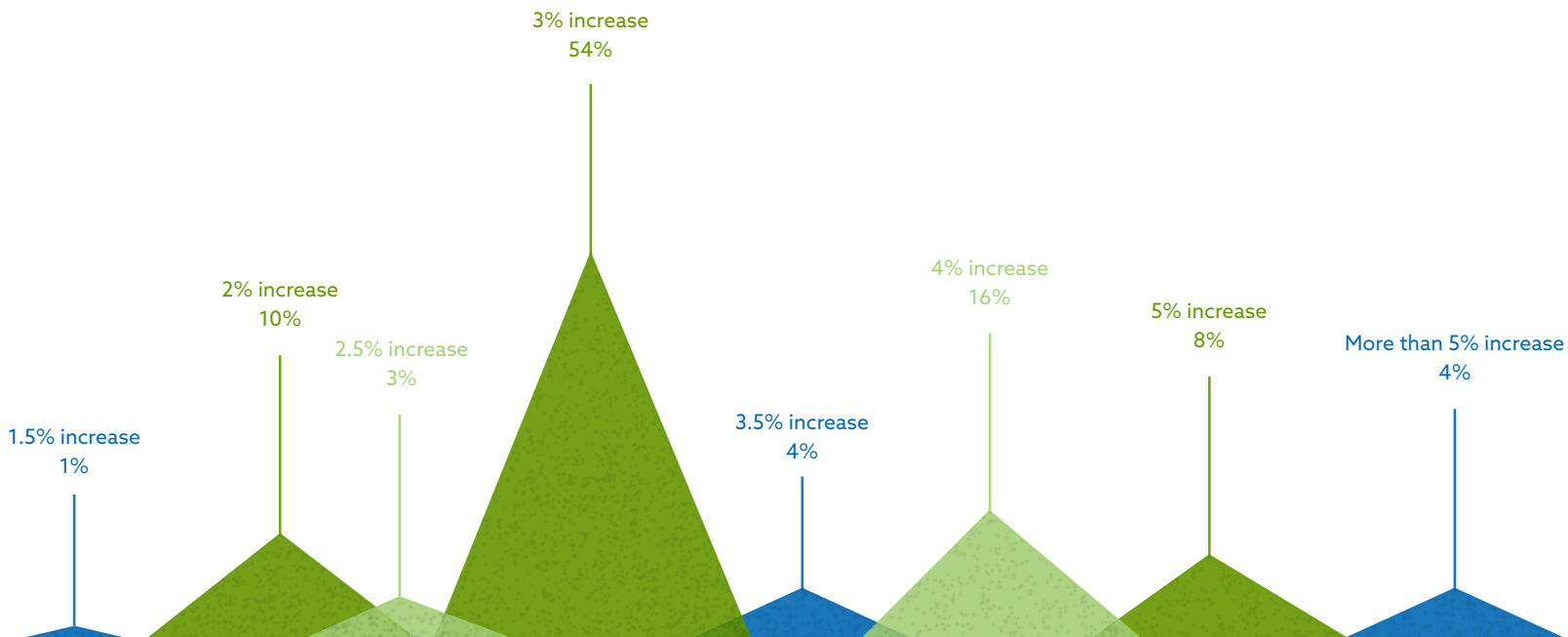


Salary increases are generally granted on the basis of merit increase/performance-based increase with the percentage varying based on individual performance (68% of employers), cost of living increase (67% of employers), and adjustments to meet market salaries or wages (63% of employers).

Employers should also consider reviewing which employees have received salary increases in the past and current salaries as compared to market wages by demographics and identities to ensure equitable compensation practices.

## TYPICAL SALARY INCREASE PER YEAR

% of employers granting a typical salary increase of:





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SALARY + BENEFITS SURVEY**

BONUSES AND INCENTIVE PAY

# BONUSES & INCENTIVE PAY

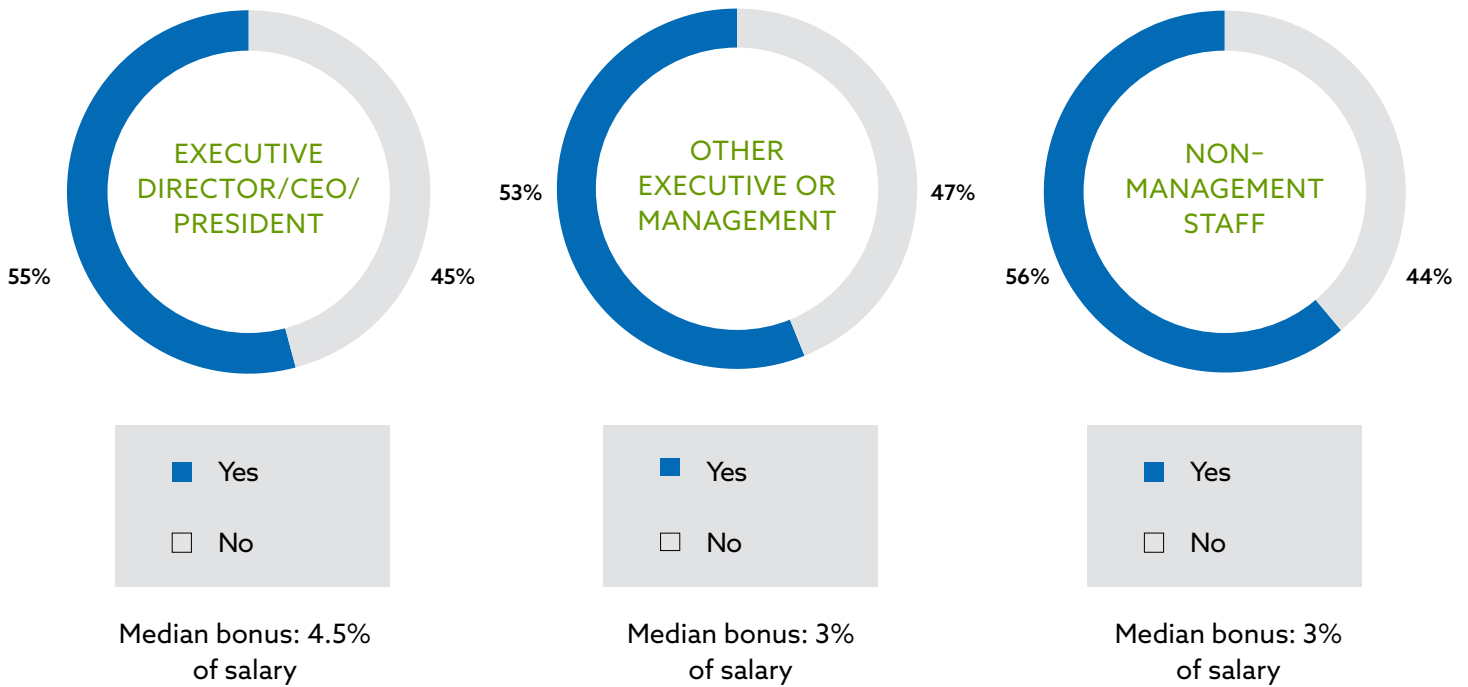
## BONUSES & INCENTIVE PAY

Half (54%) of employers provide bonuses to employees based on merit, while 45% provide bonuses for other reasons. The most common other reasons employers provide bonuses are if the organization has met or exceeded financial goals and a flat dollar amount is awarded to all employees, as well as bonuses decided at the discretion of the board or the executive director.

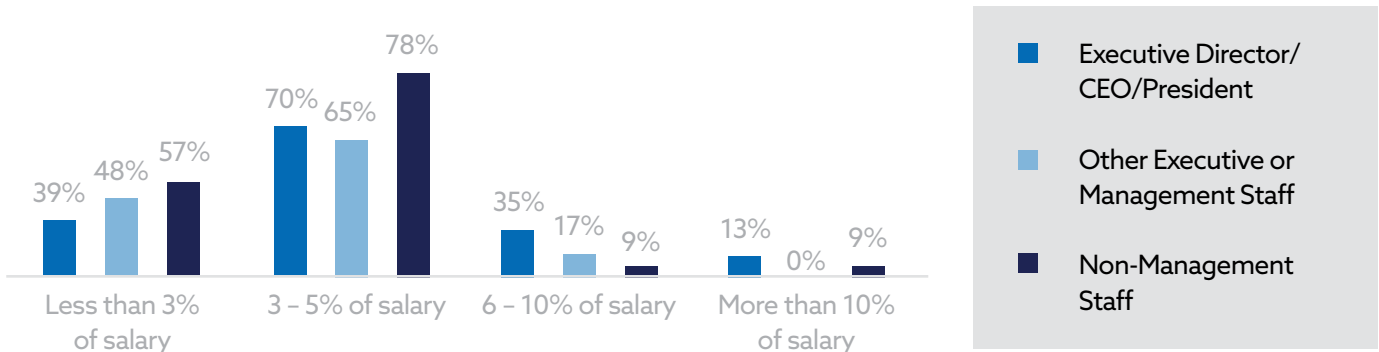
Several organizations provided bonuses to employees as recognition for their efforts and work during COVID-19.

Majority of employers provide bonuses of 3% or less of employee salary.

## DO YOU PROVIDE BONUSES OR OTHER VARIABLE/INCENTIVE PAY FOR THE BELOW EMPLOYEES?



## TYPICAL BONUS/VARIABLE PAY FOR EMPLOYEES AS A PERCENTAGE OF SALARY



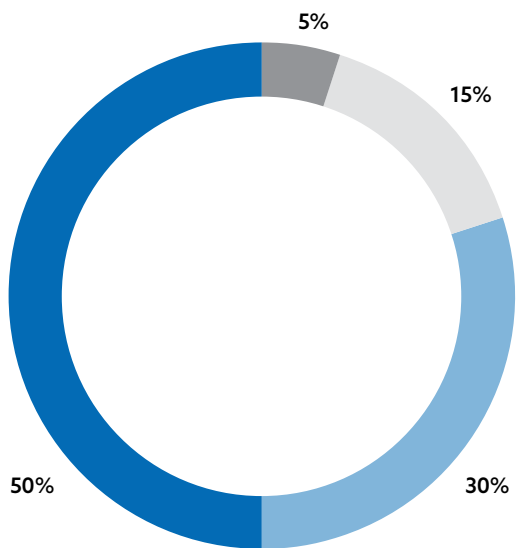


**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

INTERNSHIPS

## INTERNSHIPS

65% of employers reported having interns. Of those, nearly half (45%) compensate interns, and another 5% stated compensation varies. Although nonprofits can offer unpaid internships, compensation should be considered in order to provide equitable opportunities.



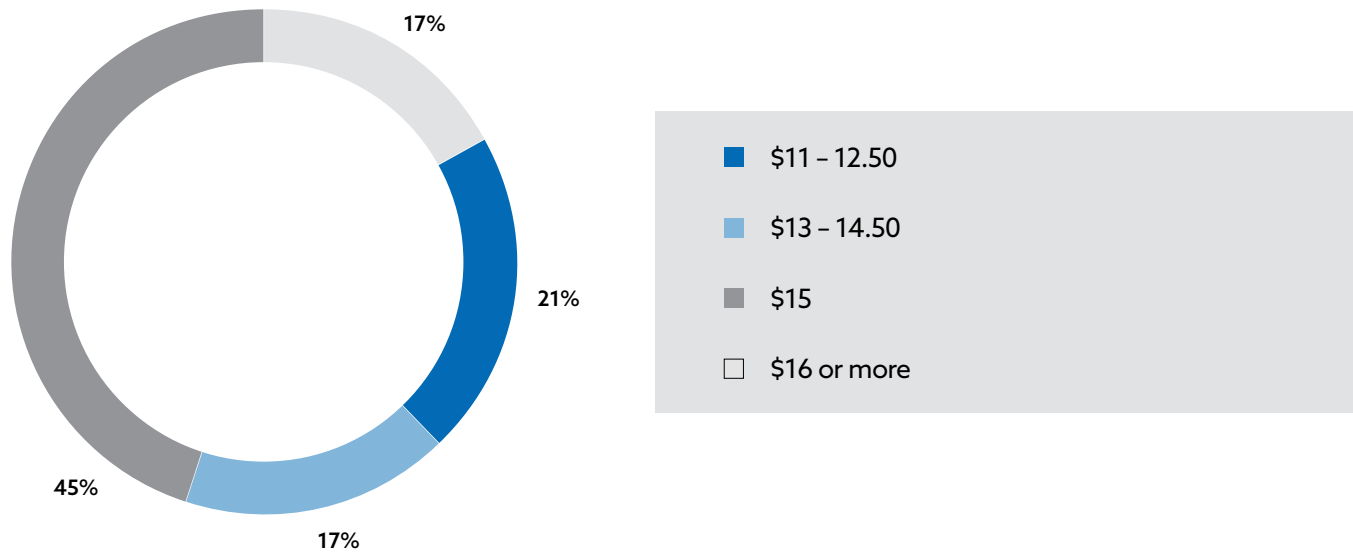
### HOW ARE INTERNS TYPICALLY COMPENSATED?

- Interns are not compensated
- Hourly
- Other
- Stipend

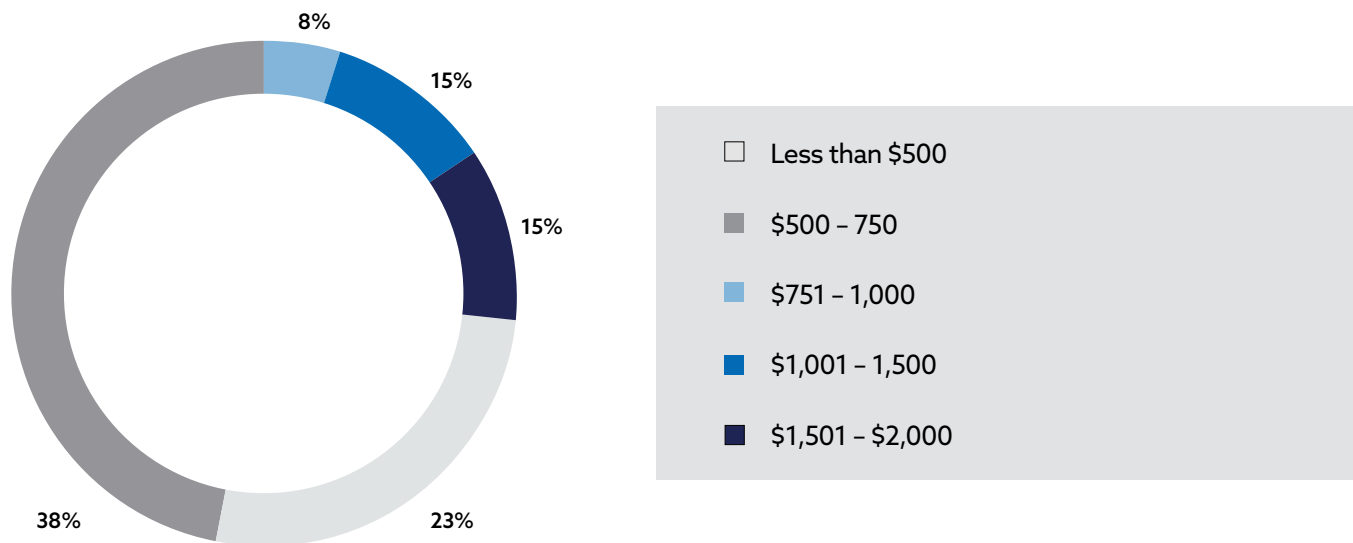
Of those offering compensation for interns, 30% pay hourly and 15% pay a stipend. The most common and median hourly pay is \$15, and the most common stipend per month is \$500 - 750, with \$733 as the median stipend.



## HOURLY PAY



## MONTHLY STIPEND AMOUNT



The majority (75%) allow students to earn class credit for internships, and 25% do not. The most common length of a typical internship is 3 months, followed by 9 months.



**2021 COLORADO NONPROFIT  
SALARY + BENEFITS SURVEY**

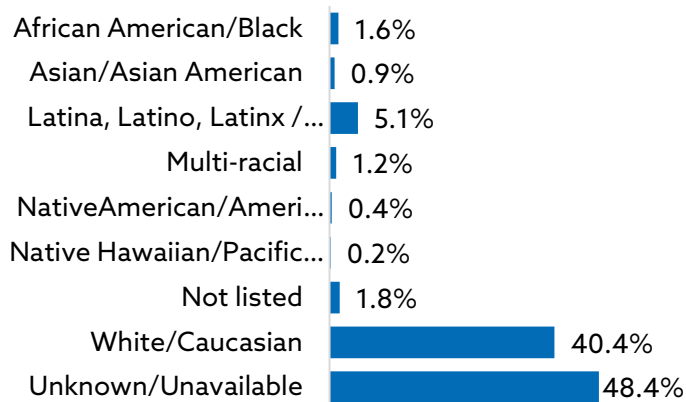
SALARIES

# SALARIES

This section looks at salaries by race and gender and provides employers information that can be used to work towards closing racial and gender wage gaps.

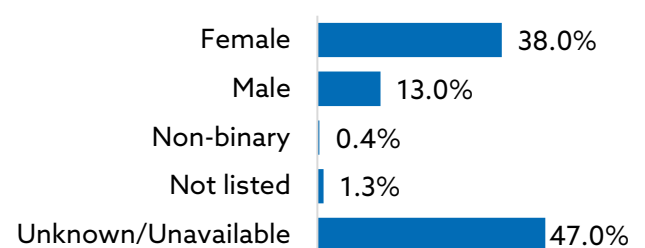
## RACE

% of employees who identify as...



## GENDER

% of employees who identify as...



## EXECUTIVE DIRECTOR SALARIES BY GENDER

For every one dollar that a male executive director makes, a female executive director makes .82c.

Overall Executive Director		25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	Diff. (by Avg.)
Female (n=113)		\$80,500	\$101,362	\$124,600	\$111,152	-\$21,075
Male (n=40)		\$97,000	\$123,500	\$152,500	\$132,227	\$0
By Years of Experience in the Nonprofit Sector						
6-10 years	Female	\$70,000	\$82,500	\$100,250	\$88,502	-\$45,035
	Male	\$82,750	\$135,750	\$144,750	\$133,538	\$0
11-20 years	Female	\$80,875	\$96,939	\$128,686	\$118,083	-\$1,229
	Male	\$87,965	\$100,000	\$145,521	\$119,313	\$0
More than 20 years	Female	\$102,181	\$116,025	\$131,713	\$122,731	-\$13,823
	Male	\$107,449	\$123,500	\$143,300	\$136,554	\$0
By Level of Education of Current Executive Director						
Bachelor's Degree	Female	\$76,080	\$96,000	\$128,500	\$112,115	+\$6,945
	Male	\$87,000	\$100,000	\$120,000	\$105,170	\$0
Master's Degree	Female	\$80,750	\$100,661	\$123,686	\$109,615	-\$34,848
	Male	\$109,265	\$136,500	\$161,400	\$144,463	\$0

# SALARIES

## EXECUTIVE DIRECTOR SALARIES BY RACE

Overall Executive Director		25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	Diff. (by Avg.)
Black, Indigenous, People of Color (n=13)		\$75,000	\$116,025	\$140,000	\$116,937	-\$2,233
White, Caucasian (n=136)		\$84,853	\$108,125	\$137,386	\$119,170	\$0
By Years of Experience in the Nonprofit Sector						
6-10 years	Black, Indigenous, People of Color				\$65,000	-\$39,217
	White, Caucasian	\$73,170	\$87,000	\$120,500	\$104,217	\$0
More than 20 years	Black, Indigenous, People of Color				\$128,290	+\$470
	White, Caucasian	\$102,250	\$120,000	\$134,750	\$127,820	\$0
By Level of Education of Current Executive Director						
Master's Degree	Black, Indigenous, People of Color	\$70,000	\$106,562	\$140,000	\$112,746	-\$7,589
	White, Caucasian	\$86,872	\$107,100	\$138,271	\$120,335	\$0

## ALL SALARIES EXCLUDING EXECUTIVE DIRECTOR

By Race	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	Diff. (by Avg.)
African American/Black (n=37)	\$42,848	\$53,809	\$70,000	\$59,331	-\$3,744
Asian/Asian American (n=21)	\$50,000	\$52,395	\$69,000	\$57,838	-\$5,237
Latina, Latino. Latinx/Hispanic (n=117)	\$40,000	\$46,900	\$58,178	\$55,496	-\$7,579
Multi-racial (n=30)	\$40,498	\$49,995	\$64,763	\$53,965	-\$9,109
Native American/American Indian/Alaska Native (n=9)	\$32,240	\$39,000	\$46,058	\$42,678	-\$20,397
Native Hawaiian/Pacific Islander (n=5)		\$46,130		\$49,646	-\$13,428
Not listed (n=42)	\$42,005	\$48,606	\$56,588	\$53,487	-\$9,588
White/Caucasian (n=859)	\$43,728	\$55,000	\$73,000	\$63,075	\$0

By Gender					
Female (n=832)	\$43,247	\$53,134	\$70,728	\$61,087	-\$1,828
Male (n=274)	\$42,000	\$54,965	\$73,750	\$62,914	\$0
Non-binary (n=9)	\$35,360	\$37,250	\$52,000	\$43,250	-\$19,665
Not listed (n=30)	\$41,361	\$47,740	\$54,898	\$51,944	-\$10,970

# SALARIES

## SALARY DATA OVERVIEW

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What you'll find in this year's survey:

Salary data collected from 2021 found in **BLUE**.

Estimated salary data calculated from 2018 in **GRAY**.

We did not sample enough organizations from several demographics (region, mission area, budget size) as we have pre-pandemic, therefore, we are unable to provide salary figures from 2021 for some specific positions and sections. However, to fill these gaps and help you determine salaries, we've calculated missing salary figures by using 2018 data (from the 2018 survey) and the typical 3% salary increase per year.

We calculated this data by using the 2018 salary figure as a base amount, and a 3% increase, the typical salary increase consistent with past salary data, over 3 years.

$$2021 \text{ calculated salary} = 2018 \text{ salary data } (1+.03)^3$$

Some job titles and regions were changed from 2018 to 2021 and therefore we did not calculate from 2018 data to ensure consistency. You may also find that several *calculated* 25<sup>th</sup> and 75<sup>th</sup> percentiles are not consistent with data collected in 2021 (e.g. the *calculated* 25<sup>th</sup> percentile is higher than the 2021 50<sup>th</sup> percentile). This is due to the amount of data and/or significant changes in salaries reported in 2021 compared to 2018.

When reviewing salary data, use 2021 figures first, then, consider the *estimated* salary figure from 2018 to fill any gaps in data.

# SALARIES

## EXECUTIVE DIRECTOR, CEO, PRESIDENT

Provides overall management, planning and leadership of the organization. Reports directly to the board of directors.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 %ile	Avg.
Overall	\$84,110	\$108,125	\$137,375	\$118,357
<b>By Budget</b>				
Less than \$250,000	\$52,861	\$59,000	\$62,500	\$64,294
\$250,000-499,999	\$68,550	\$74,670	\$86,799	\$83,953
\$500,000-999,999	\$75,000	\$84,413	\$96,193	\$88,552
\$1M-2.49M	\$96,000	\$107,100	\$116,025	\$108,088
\$2.5M-4.9M	\$123,381	\$142,000	\$177,800	\$153,745
\$5M-9.9M	\$124,800	\$131,000	\$144,750	\$142,177
\$10M +	\$203,219	\$228,000	\$245,237	\$232,295
<b>By Mission Area</b>				
Animal related	\$75,617	\$102,000	\$133,859	\$107,567
Arts/Culture	\$60,000	\$70,000	\$81,000	\$75,489
Civic Improvement/Philanthropy	\$86,898	\$108,000	\$183,250	\$121,280
Education	\$77,005	\$98,500	\$135,750	\$107,082
Environmental	\$78,750	\$101,681	\$116,250	\$109,157
Health/Mental Health	\$102,000	\$121,829	\$140,943	\$134,359
Human Services	\$84,413	\$109,477	\$135,000	\$118,773
Legal/Advocacy/Civil Rights	\$68,512	\$109,000	\$146,432	\$125,219
Other	\$111,503	\$150,021	\$191,750	\$157,766
Religion	\$78,130	\$109,228	\$128,395	\$113,467
Youth Development	\$92,000	\$97,000	\$117,166	\$101,060
<b>By Region</b>				
Central Mountains	\$61,009	\$80,710	\$124,571	\$91,471
Denver Metro	\$96,000	\$115,000	\$145,392	\$128,990
Eastern Plains	\$31,845	\$56,206	\$154,827	\$80,959
Larimer & Weld	\$78,000	\$92,610	\$102,000	\$96,605
Northwest	\$63,400	\$69,000	\$86,610	\$81,627
Pikes Peak	\$89,457	\$125,000	\$150,500	\$125,350
Resort Town	\$65,000	\$73,000	\$86,700	\$81,471
San Juan Communities	\$65,564	\$76,491	\$81,955	\$79,244
San Luis Valley Communities	\$62,832	\$67,531	\$80,753	\$70,940
Southwest	\$60,125	\$71,000	\$78,625	\$81,435
Western Slope	\$85,000	\$102,000	\$122,000	\$132,669

## SALARIES

By Who Determines Compensation				
Board Chair	\$123,838	\$157,500	\$177,487	\$167,401
Board Committee (e.g. executive committee or finance committee)	\$94,625	\$109,633	\$136,375	\$118,271
Entire Board	\$80,000	\$96,000	\$121,829	\$109,381
Other				\$125,500
By Years of Experience at Current Organization				
None or 0 years	\$62,660	\$109,200	\$145,000	\$110,931
Less than 2 years	\$80,000	\$94,000	\$125,000	\$112,103
2-5 years	\$79,250	\$100,000	\$133,000	\$111,649
6-10 years	\$78,750	\$95,212	\$125,000	\$109,638
11-20 years	\$95,698	\$109,133	\$141,957	\$117,050
More than 20 years	\$116,025	\$122,000	\$172,500	\$145,591
By Years of Experience in Other Industries (For-Profit & Private Sectors)				
None or 0 years	\$77,750	\$109,000	\$162,500	\$124,664
Less than 2 years	\$79,781	\$95,965	\$115,048	\$98,035
2-5 years	\$77,910	\$99,439	\$136,036	\$111,412
6-10 years	\$83,200	\$98,500	\$126,000	\$109,943
11-20 years	\$78,850	\$92,966	\$116,690	\$101,406
More than 20 years	\$100,000	\$121,829	\$164,320	\$136,044
By Years of Experience in the Nonprofit Sector				
None or 0 years		\$109,000		\$118,852
Less than 2 years	-	-	-	-
2-5 years	\$59,068	\$84,510	\$126,750	\$96,903
6-10 years	\$71,000	\$85,000	\$120,000	\$102,362
11-20 years	\$81,000	\$100,000	\$140,943	\$119,958
More than 20 years	\$102,750	\$120,000	\$137,149	\$129,009
By Education Level of Current ED				
Some College				\$103,090
Bachelor's Degree	\$76,830	\$104,500	\$132,750	\$114,394
Master's Degree	\$84,853	\$106,281	\$137,375	\$118,613
Ph.D., M.D., J.D.	\$90,260	\$116,025	\$131,212	\$120,070

Minimum Years of Experience Required									
0 years		1-2 years		3-5 years		6-10 years		10+ years	
5%		8%		37%		35%		15%	
Minimum Education Required									
Not considered	High school or equivalent	Some college	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.			
12%	2%	2%	1%	62%	20%	1%			

# SALARIES

## ASSOCIATE DIRECTOR, ASSISTANT DIRECTOR, EXECUTIVE VP

Manages one or more departments or areas, such as human resources, financial systems, or information systems. Assists the executive director in management functions and may act in the director's absence.

Supervises at least one other employee.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$74,263	\$90,000	\$145,000	\$105,724	
<b>By Budget</b>					
Less than \$500,000	\$43,432	\$48,517	\$64,198	\$78,435	
\$500,000-999,999	\$63,378	\$65,564	\$81,955	\$68,545	
\$1M-2.49M	\$77,934	\$82,000	\$85,500	\$84,267	
\$2.5M-4.9M	\$94,965	\$132,700	\$145,000	\$124,162	
\$5M-9.9M	\$121,358	\$158,445	\$199,940	\$160,208	
\$10M +	\$90,399	\$111,980	\$127,125	\$110,086	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	-	-	\$86,516	
Civic Improvement/Philanthropy	-	\$178,114	-	\$186,108	
Education	\$88,763	\$113,125	\$137,750	\$117,080	
Environmental	\$38,751	\$62,449	\$85,509	\$62,236	
Health/Mental Health	\$87,418	\$90,399	\$112,669	\$133,500	
Human Services	\$74,264	\$80,634	\$89,250	\$92,605	
Legal/Advocacy/Civil Rights	\$59,253	\$85,779	\$112,005	\$84,077	
Other	\$83,047	\$117,053	\$126,210	\$107,808	
Religion	-	-	-	\$64,908	
Youth Development	\$70,066	\$79,395	\$84,204	\$77,888	
<b>By Region</b>					
Central Mountains	-	-	-	\$65,547	
Denver Metro	\$80,066	\$110,055	\$145,000	\$111,746	
Eastern Plains	-	-	-	-	
Larimer & Weld	\$76,344	\$84,069	\$87,418	\$82,047	
Northwest	-	\$62,595	-	\$63,931	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	\$83,900	
San Juan Communities	-	-	-	\$45,151	
San Luis Valley Communities	-	-	-	\$61,848	
Southwest	-	-	-	\$120,733	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Requirement</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
8%	8%	38%	33%	13%	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
13%	4%	-	57%	26%	-



# SALARIES

## CHIEF OPERATING OFFICER, VP OF OPERATIONS

Responsible for all fiscal, human resources and operational functions. Supervises at least one other employee.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$83,000	\$102,000	\$127,370	\$108,252
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	\$50,812	\$81,526	\$102,941	\$78,319
\$1M-2.49M	\$73,450	\$82,325	\$92,747	\$81,060
\$2.5M-4.9M	\$86,250	\$104,544	\$128,685	\$108,488
\$5M-9.9M	\$102,716	\$123,806	\$177,213	\$97,333
\$10M +	\$120,473	\$127,822	\$146,578	\$156,404
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	\$76,491	-	\$101,629
Civic Improvement/Philanthropy	\$98,345	\$147,163	\$194,874	\$146,794
Education	\$121,244	\$127,549	\$153,850	\$91,133
Environmental	\$77,214	\$82,501	\$97,799	\$85,838
Health/Mental Health	\$79,769	\$93,603	\$110,035	\$105,281
Human Services	\$83,500	\$103,500	\$130,000	\$109,664
Legal/Advocacy/Civil Rights	\$97,977	\$120,473	\$173,539	\$130,663
Other	\$89,370	\$122,140	\$136,591	\$151,347
Religion	-	-	-	-
Youth Development	-	-	-	\$82,304
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$80,350	\$103,500	\$126,055	\$107,735
Eastern Plains	-	-	-	\$107,818
Larimer & Weld	\$78,376	\$86,818	\$120,746	\$87,134
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	\$99,575

Minimum Year of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	52%	32%	16%	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
8%	8%	-	68%	16%	-

# SALARIES

## EXECUTIVE ASSISTANT, EXECUTIVE SECRETARY

Provides administrative support to a member of the senior management staff. Produces reports, memos, and other senior level correspondence. Coordinates meetings and maintains calendars. Establishes and maintains filing systems.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$44,269	\$52,354	\$55,000	\$50,798	
<b>By Budget</b>					
Less than \$500,000	-	\$38,245	-	\$36,468	
\$500,000-999,999	-	-	-	\$39,207	
\$1M-2.49M	\$51,631	\$60,100	\$62,516	\$46,592	
\$2.5M-4.9M	\$44,000	\$52,000	\$54,106	\$49,310	
\$5M-9.9M	\$42,264	\$47,889	\$65,209	\$54,370	
\$10M +	\$49,122	\$55,000	\$59,007	\$51,398	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	-	-	-	
Civic Improvement/Philanthropy	\$49,113	\$57,368	\$69,373	\$59,664	
Education	\$51,358	\$54,636	\$56,835	\$53,060	
Environmental	-	-	-	-	
Health/Mental Health	\$47,111	\$59,663	\$66,164	\$45,801	
Human Services	\$49,329	\$51,500	\$52,804	\$50,277	
Legal/Advocacy/Civil Rights	-	\$52,451	-	\$52,269	
Other	\$45,182	\$55,000	\$62,516	\$58,821	
Religion	-	-	-	\$50,274	
Youth Development	-	\$51,358	-	\$48,226	
<b>Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$50,817	\$52,900	\$55,000	\$53,632	
Eastern Plains	-	-	-	\$40,471	
Larimer & Weld	-	-	-	\$36,548	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	28%	67%	6%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
32%	16%	32%	21%	-	-

# SALARIES

## ADMINISTRATIVE ASSISTANT

Performs administrative support for the organization or for a department. Responsibilities may include filing and record keeping, preparing materials for board and committee meetings, handling routine correspondence, and other duties as assigned.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$34,611	\$37,128	\$41,800	\$38,191
<b>By Budget</b>				
Less than \$500,000	\$31,820	\$39,520	\$40,912	\$38,896
\$500,000-999,999	\$29,547	\$37,220	\$40,431	\$36,420
\$1M-2.49M	\$37,128	\$41,000	\$45,760	\$41,235
\$2.5M-4.9M	\$37,688	\$39,500	\$42,625	\$40,042
\$5M-9.9M	\$31,201	\$34,611	\$41,531	\$36,223
\$10M +	\$34,207	\$40,431	\$46,441	\$34,778
<b>By Mission Area</b>				
Animal related	-	-	-	\$31,820
Arts/Culture	-	-	-	\$30,684
Civic Improvement/Philanthropy	\$46,131	\$65,564	\$65,564	\$57,846
Education	\$35,651	\$40,431	\$41,524	\$46,533
Environmental	\$30,684	\$37,707	\$40,518	\$37,468
Health/Mental Health	\$35,139	\$43,116	\$53,892	\$36,410
Human Services	\$31,949	\$37,125	\$39,750	\$37,406
Legal/Advocacy/Civil Rights	\$36,060	\$39,338	\$50,047	\$41,705
Other	\$31,143	\$39,707	\$46,031	\$38,871
Religion	-	-	-	\$33,956
Youth Development	\$39,535	\$34,840	\$46,200	\$35,341
<b>Region</b>				
Central Mountains	\$29,343	\$38,639	\$39,775	\$35,409
Denver Metro	\$34,611	\$36,700	\$42,619	\$38,808
Eastern Plains	\$31,991	\$41,866	\$45,713	\$39,455
Larimer & Weld	\$30,684	\$45,457	\$56,822	\$44,321
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	\$38,932
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	\$36,366	-	\$39,182
Western Slope	\$30,400	\$34,093	\$43,628	\$33,932

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
13%	63%	24%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
11%	57%	9%	24%	-	-

# SALARIES

## OFFICE MANAGER

Supervises, hires, trains, and evaluates clerical support staff. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a business manager. May also perform clerical functions as needed.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$40,270	\$44,000	\$49,715	\$46,607	
<b>By Budget</b>					
Less than \$500,000	\$37,306	\$42,048	\$49,012	\$45,099	
\$500,000-999,999	\$32,957	\$39,579	\$46,105	\$45,000	
\$1M-2.49M	\$37,976	\$41,558	\$47,055	\$45,425	
\$2.5M-4.9M	\$43,404	\$47,000	\$56,000	\$52,258	
\$5M-9.9M	\$36,576	\$45,457	\$52,178	\$44,786	
\$10M +	\$32,229	\$39,775	\$48,618	\$41,464	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	\$41,524	-	\$38,537	
Civic Improvement/Philanthropy	-	\$42,048	-	\$42,815	
Education	\$45,845	\$45,760	\$49,854	\$46,354	
Environmental	\$39,010	\$53,740	\$56,866	\$49,098	
Health/Mental Health	\$32,082	\$36,980	\$41,139	\$55,496	
Human Services	\$35,713	\$38,480	\$40,020	\$38,814	
Legal/Advocacy/Civil Rights	\$43,900	\$54,072	\$63,542	\$53,791	
Other	\$39,447	\$43,562	\$55,778	\$56,950	
Religion	-	-	-	-	
Youth Development	\$37,503	\$43,590	\$46,725	\$42,606	
<b>By Region</b>					
Central Mountains	\$45,359	\$50,812	\$55,057	\$50,058	
Denver Metro	\$40,500	\$44,500	\$47,108	\$46,522	
Eastern Plains	\$31,934	\$35,639	\$39,548	\$35,151	
Larimer & Weld	\$36,563	\$39,665	\$51,522	\$42,583	
Northwest	\$32,957	\$40,081	\$46,310	\$41,203	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	\$59,340	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	\$38,988	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
4%	41%	48%	7%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
26%	22%	19%	33%	-	-

# SALARIES

## RECEPTIONIST

Receives telephone calls and assists visitors. Performs typing and other clerical work as assigned. Retrieves and distributes incoming and outgoing mail.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$27,040	\$30,014	\$39,141	\$32,261	
<b>By Budget</b>					
Less than \$500,000	-	-	\$32,214	\$27,000	
\$500,000-999,999		\$27,274	\$30,684	\$27,086	
\$1M-2.49M	-	-	\$32,775	\$28,136	
\$2.5M-4.9M	\$27,274	\$29,547	\$34,184	\$34,700	
\$5M-9.9M		\$32,957	\$36,877	\$30,788	
\$10M +	\$31,934	\$41,232	\$42,890	\$30,515	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	\$32,775	\$32,775	\$35,212	\$33,587	
Civic Improvement/Philanthropy	-	\$49,173	-	\$45,184	
Education	\$38,170	\$44,673	\$50,409	\$44,417	
Environmental	-	-	-	-	
Health/Mental Health		\$27,865	\$31,934	\$37,076	
Human Services	\$27,040	\$27,040	\$34,388	\$30,510	
Legal/Advocacy/Civil Rights	\$41,232	\$42,061	\$42,890	\$42,061	
Other	-	-	-	-	
Religion	-	\$27,274	-	\$30,366	
Youth Development	-	-	-	-	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$32,775	\$36,093	\$42,890	\$36,382	
Eastern Plains	-	\$28,513	\$31,934	\$28,576	
Larimer & Weld	-	-	-	\$27,274	
Northwest	-	-	-	\$30,684	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
36%	57%	7%	-	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	100%	-	-	-	-

# SALARIES

## CHIEF FINANCE OFFICER

Responsible for comprehensive financial management, budgeting, forecasting, and reporting systems. Provides direction and leadership for long- and short-term strategic, financial plans and objectives. Manages finance staff. Reports directly to the ED/CEO/President.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$93,850	\$110,000	\$127,060	\$112,213	
<b>By Budget</b>					
\$1M-2.49M	-	-	-	\$111,388	
\$2.5M-4.9M	\$91,000	\$103,000	\$110,000	\$101,561	
\$5M-9.9M	-	-	-	\$116,250	
\$10M +	-	-	-	\$163,592	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	-	-	-	
Civic Improvement/Philanthropy	-	-	-	-	
Education	-	-	-	-	
Environmental	-	-	-	-	
Health/Mental Health	-	-	-	\$110,476	
Human Services	\$78,014	\$97,850	\$127,965	\$107,891	
Legal/Advocacy/Civil Rights	-	-	-	-	
Other	-	-	-	\$121,313	
Religion	-	-	-	-	
Youth Development	-	-	-	-	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$95,155	\$110,000	\$127,060	\$113,675	
Eastern Plains	-	-	-	-	
Larimer & Weld	-	-	-	-	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	41%	47%	12%	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
6%	-	-	83%	11%	-

# SALARIES

## FINANCE DIRECTOR, CONTROLLER

Provides direction for financial functions. Develops financial procedures and directs their implementation. Performs financial planning as part of the management team. Manages business and accounting staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$67,713	\$81,746	\$96,240	\$96,941	
<b>By Budget</b>					
Less than \$500,000	-	-	-	-	
\$500,000-999,999	-	-	-	\$70,130	
\$1M-2.49M	\$54,165	\$65,500	\$79,500	\$67,681	
\$2.5M-4.9M	\$70,000	\$73,500	\$101,100	\$127,954	
\$5M-9.9M	\$84,595	\$86,910	\$92,705	\$88,322	
\$10M +	\$83,600	\$98,634	\$104,468	\$99,112	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	-	-	-	
Civic Improvement/Philanthropy	-	-	-	-	
Education	-	-	-	\$77,538	
Environmental	-	-	-	-	
Health/Mental Health	-	-	-	\$87,100	
Human Services	\$58,080	\$72,557	\$93,335	\$110,837	
Legal/Advocacy/Civil Rights	-	-	-	-	
Other	\$83,600	\$94,500	\$110,000	\$99,266	
Religion	-	-	-	-	
Youth Development	-	-	-	-	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$74,000	\$84,460	\$98,925	\$112,334	
Eastern Plains	-	-	-	-	
Larimer & Weld	-	-	-	\$68,887	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	\$72,519	
Resort Town	-	-	-	\$72,840	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	\$67,639	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	8%	53%	30%	10%	
<b>Minimum Level of Education Required</b>					
Not considered	High school or Associate's degree equivalent or trade school		Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
8%	3%	5%	76%	8%	-

# SALARIES

## ACCOUNTANT

Maintains general ledger accounts, reconciles bank statements, conducts monthly and year-end closing procedures, and prepares monthly financial statements. Assists with the audit and preparation of state and federal financial filings.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$54,080	\$60,000	\$66,560	\$60,741	
<b>By Budget</b>					
\$500,000-999,999	-	-	-	\$63,378	
\$1M-2.49M	\$55,888	\$72,120	\$83,528	\$68,365	
\$2.5M-4.9M	\$58,863	\$62,757	\$65,000	\$60,386	
\$5M-9.9M	\$52,009	\$60,000	\$63,280	\$58,835	
\$10M +	\$53,544	\$63,651	\$73,213	\$65,553	
<b>By Mission Area</b>					
Animal related	-	-	-	\$71,027	
Arts/Culture	\$54,443	\$60,259	\$63,378	\$59,360	
Civic Improvement/Philanthropy	\$63,839	\$93,558	\$108,740	\$88,712	
Education	\$50,648	\$56,822	\$72,120	\$58,659	
Environmental	-	\$66,656	-	\$68,842	
Health/Mental Health	\$45,348	\$65,573	\$81,230	\$58,007	
Human Services	\$54,080	\$60,000	\$63,240	\$58,585	
Legal/Advocacy/Civil Rights	\$63,651	\$68,192	\$77,600	\$69,814	
Other	\$60,303	\$65,000	\$70,640	\$64,239	
Religion	-	-	-	-	
Youth Development	-	-	-	\$89,187	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$56,675	\$60,607	\$67,655	\$61,370	
Eastern Plains	-	-	-	-	
Larimer & Weld	-	\$57,915	-	\$56,006	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	18%	68%	14%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or Associate's degree equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
9%	-	-	91%	-	-



# SALARIES

## ACCOUNTING CLERK

Processes accounts payable, accounts receivable, and/or payroll and maintains associated records. Corresponds with vendors and customers. Assists in preparing financial statements and reports.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$39,000	\$44,971	\$47,610	\$43,530
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	\$48,080	-	\$44,933
\$1M-2.49M	\$38,480	\$43,670	\$47,393	\$43,024
\$2.5M-4.9M	\$44,649	\$46,436	\$49,185	\$46,899
\$5M-9.9M	\$40,150	\$45,457	\$48,998	\$41,313
\$10M +	\$34,173	\$41,662	\$46,848	\$40,522
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	\$53,530
Education	\$38,639	\$43,185	\$46,889	\$43,895
Environmental	-	-	-	\$48,080
Health/Mental Health	\$32,570	\$35,480	\$46,696	\$43,951
Human Services	\$37,440	\$43,680	\$47,246	\$42,583
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$40,568	\$42,196	\$46,441	\$43,267
Religion	-	-	-	-
Youth Development	-	-	-	\$46,987
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$39,520	\$43,680	\$47,528	\$43,998
Eastern Plains	\$30,672	\$33,070	\$35,309	\$34,229
Larimer & Weld	-	\$38,639	-	\$39,601
Northwest	-	-	-	-
Pikes Peak	-	-	-	\$43,138
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
5%	38%	52%	5%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	43%	14%	29%	-	-

# SALARIES

## BOOKKEEPER

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

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$39,936	\$43,836	\$52,889	\$47,338
<b>By Budget</b>				
Less than \$500,000	\$40,628	\$48,299	\$62,504	\$60,667
\$500,000-999,999	\$37,457	\$47,730	\$54,636	\$50,247
\$1M-2.49M	\$38,605	\$43,185	\$60,231	\$40,088
\$2.5M-4.9M	\$38,519	\$42,398	\$58,208	\$43,840
\$5M-9.9M	-	-	-	\$48,867
\$10M +	\$46,032	\$50,985	\$53,890	\$50,302
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	\$79,551	-	\$68,113
Civic Improvement/Philanthropy	-	-	-	-
Education	\$44,321	\$51,140	\$60,231	\$52,049
Environmental	-	-	-	\$53,462
Health/Mental Health	\$40,245	\$43,699	\$55,183	\$46,335
Human Services	\$40,989	\$42,120	\$53,890	\$44,251
Legal/Advocacy/Civil Rights	\$41,742	\$45,457	\$55,269	\$47,896
Other	-	-	-	\$71,027
Religion	-	-	-	\$42,230
Youth Development	-	-	-	\$37,468
<b>By Region</b>				
Central Mountains	-	-	-	\$45,348
Denver Metro	\$46,664	\$51,593	\$55,296	\$52,323
Eastern Plains	-	-	-	-
Larimer & Weld	-	\$39,338	-	\$44,073
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	\$60,231
San Luis Valley Communities	-	-	-	\$48,299
Southwest	-	\$47,730	-	\$58,337
Western Slope	\$36,934	\$45,457	\$59,663	\$39,533

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	38%	62%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
31%	15%	23%	31%	-	-

# SALARIES

## OPERATIONS MANAGER / BUSINESS MANAGER

Oversees operations including purchasing, insurance, and billing. Ensures that the organization meets budget targets. Complies with required filings by local, state, and federal agencies for agency licensure and management.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$50,275	\$60,750	\$68,266	\$60,457	
<b>By Budget</b>					
Less than \$500,000	\$45,001	\$52,276	\$58,461	\$66,907	
\$500,000-999,999	\$50,380	\$56,160	\$60,208	\$55,255	
\$1M-2.49M	\$51,100	\$60,000	\$62,500	\$56,625	
\$2.5M-4.9M	\$47,840	\$64,375	\$69,500	\$60,186	
\$5M-9.9M	-	\$81,955	-	\$74,173	
\$10M +	\$77,424	\$77,424	\$80,204	\$79,278	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	\$38,437	\$44,255	\$51,821	\$45,374	
Civic Improvement/Philanthropy	-	\$68,842	-	\$74,186	
Education	\$55,685	\$71,494	\$77,424	\$65,284	
Environmental	\$50,511	\$55,896	\$81,435	\$53,867	
Health/Mental Health	\$59,095	\$71,709	\$116,386	\$87,395	
Human Services	\$53,433	\$64,022	\$68,089	\$60,460	
Legal/Advocacy/Civil Rights	-	\$52,276	-	\$56,518	
Other	-	-	-	\$67,627	
Religion	-	-	-	-	
Youth Development	-	\$58,844	-	\$68,734	
<b>By Region</b>					
Central Mountains	-	\$46,987	-	\$49,260	
Denver Metro	\$55,063	\$62,500	\$68,928	\$62,671	
Eastern Plains	-	-	-	-	
Larimer & Weld	\$44,802	\$50,117	\$56,071	\$50,372	
Northwest	-	-	-	\$56,333	
Pikes Peak	-	-	-	\$60,787	
Resort Town	-	\$49,260	-	\$53,452	
San Juan Communities	-	\$52,276	-	\$50,571	
San Luis Valley Communities	-	-	-	-	
Southwest	\$44,737	\$52,322	\$83,867	\$60,308	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	27%	63%	7%	3%	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	7%	7%	72%	-	-

# SALARIES

## VICE PRESIDENT OF COMMUNICATIONS

Oversees all strategic communications and public relations programs. Provides direction and leadership to communications strategies, plans, and objectives. Develops relationships with media. Supervises communications staff. Reports directly to the ED/CEO/President.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$86,938	\$99,001	\$114,500	\$102,045
By Budget				
\$10M +	-	-	-	\$113,035
By Mission Area				
Human Services	-	-	-	\$99,083
By Region				
Denver Metro	\$91,000	\$105,252	\$119,000	\$105,194

Minimum Years of Experience Required				
0 years	1-2 years	3-5 years	6-10 years	10+ years
-	14%	43%	14%	29%

Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	-	-	71%	14%	-

## MARKETING & COMMUNICATIONS

# SALARIES

### COMMUNICATIONS DIRECTOR

Designs, develops, and implements communications plans and strategies. Manages and coordinates the organization's brand, media relations, external communications. May also supervise communications staff and manage the organization's web site.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$54,197	\$72,000	\$79,915	\$70,422
<b>By Budget</b>				
Less than \$500,000	\$32,104	\$42,277	\$51,040	\$42,766
\$500,000-999,999	\$41,526	\$48,185	\$69,388	\$52,687
\$1M-2.49M	\$51,270	\$57,697	\$65,744	\$58,864
\$2.5M-4.9M	\$67,269	\$73,688	\$79,188	\$71,936
\$5M-9.9M	\$68,022	\$76,491	\$92,376	\$74,608
\$10M +	\$69,560	\$79,769	\$91,612	\$82,495
<b>By Mission Area</b>				
Animal related	-	-	-	\$59,007
Arts/Culture	\$38,901	\$60,100	\$66,875	\$57,450
Civic Improvement/Philanthropy	\$58,734	\$76,313	\$102,932	\$77,572
Education	\$66,608	\$78,876	\$92,294	\$68,340
Environmental	\$46,253	\$69,853	\$83,271	\$65,780
Health/Mental Health	\$53,605	\$71,574	\$101,374	\$82,627
Human Services	\$54,933	\$67,330	\$79,246	\$67,198
Legal/Advocacy/Civil Rights	\$60,435	\$75,398	\$81,019	\$70,215
Other	\$60,335	\$71,332	\$101,402	\$97,425
Religion	-	\$68,295	-	\$61,133
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$62,659	\$75,000	\$82,580	\$74,010
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	\$42,775
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	\$63,050
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	4%	74%	22%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
4%	-	-	96%	-	-

## MARKETING & COMMUNICATIONS

# SALARIES

### COMMUNICATIONS COORDINATOR/MARKETING ASSOCIATE

Responsible for implementing communications and marketing activities as defined by management staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	\$42,340	\$47,400	\$52,000	\$48,069
<b>By Budget</b>				
Less than \$500,000	\$38,639	\$45,457	\$55,076	\$47,194
\$500,000-999,999	\$41,777	\$44,571	\$47,500	\$44,732
\$1M-2.49M	\$42,130	\$44,130	\$49,018	\$45,709
\$2.5M-4.9M	\$43,170	\$48,336	\$51,938	\$48,187
\$5M-9.9M	\$34,604	\$44,935	\$54,057	\$53,133
\$10M +	\$43,844	\$44,802	\$58,526	\$56,101
<b>By Mission Area</b>				
Animal related	-	-	-	\$36,987
Arts/Culture	\$37,817	\$47,526	\$60,096	\$44,893
Civic Improvement/Philanthropy	\$46,139	\$53,331	\$68,529	\$56,534
Education	\$44,802	\$48,080	\$58,548	\$48,343
Environmental	\$41,039	\$50,000	\$51,000	\$46,297
Health/Mental Health	\$49,036	\$57,902	\$74,794	\$47,984
Human Services	\$42,500	\$45,760	\$52,000	\$49,299
Legal/Advocacy/Civil Rights	\$33,437	\$45,895	\$55,729	\$44,846
Other	\$41,920	\$48,652	\$48,224	\$51,125
Religion	-	-	-	\$48,760
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	\$52,206
Denver Metro	\$42,924	\$48,000	\$53,000	\$48,877
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	\$67,312
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

#### Minimum Years of Experience Required

0 years	1-2 years	3-5 years	6-10 years	10+ years
10%	50%	38%	3%	-

#### Minimum Level of Education Required

Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
10%	15%	10%	65%	-	-

## MARKETING & COMMUNICATIONS

# SALARIES

### ART DIRECTOR, GRAPHIC DESIGNER

Supervises creative design and the development of communications materials. May direct the work of others.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$51,000	\$51,380	\$65,000	\$56,552
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$5M-9.9M	\$42,398	\$49,173	\$55,140	\$48,850
\$1M-2.49M	-	\$34,093	-	\$40,562
\$2.5M-4.9M	\$41,524	\$47,902	\$54,702	\$61,653
\$500,000-999,999	-	-	-	-
\$10M +	\$41,434	\$47,821	\$57,915	\$54,320
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	\$80,895
Education	-	-	-	\$54,219
Environmental	-	-	-	-
Health/Mental Health	-	-	-	-
Human Services	\$33,525	\$42,002	\$46,867	\$59,000
Legal/Advocacy/Civil Rights	\$40,431	\$41,524	\$52,451	\$45,457
Other	-	\$51,753	-	\$51,311
Religion	-	\$45,457	-	\$43,563
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$51,000	\$51,380	\$65,000	\$56,552
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

#### Minimum Years of Experience Required

0 years	1-2 years	3-5 years	6-10 years	10+ years
-	50%	38%	13%	-

#### Minimum Level of Education Required

Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
13%	13%	13%	63%	-	-

## FUNDRAISING & DEVELOPMENT

# SALARIES

### VICE PRESIDENT OF DEVELOPMENT

Oversees fundraising strategy for the organization. Provides direction and leadership to all fundraising components including but not limited to annual giving, grantwriting, major gifts and events. Manages (directly or indirectly) all staff members of the development department. Reports directly to the ED/CEO/President.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$87,513	\$99,500	\$134,469	\$109,387	
<b>By Budget</b>					
Less than \$500,000	-	-	-	-	
\$500,000-999,999	-	-	-	-	
\$1M-2.49M	\$90,125	\$106,541	\$130,996	\$119,050	
\$2.5M-4.9M	\$79,123	\$93,275	\$109,557	\$99,923	
\$5M-9.9M	\$87,418	\$98,345	\$116,621	\$126,368	
\$10M +	\$104,656	\$121,402	\$129,447	\$123,827	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	-	-	-	-	
Civic Improvement/Philanthropy	-	-	-	\$119,353	
Education	\$93,812	\$113,207	\$161,177	\$123,615	
Environmental	-	-	-	-	
Health/Mental Health	-	-	-	-	
Human Services	\$81,000	\$87,550	\$100,000	\$100,443	
Legal/Advocacy/Civil Rights	-	-	-	\$102,102	
Other	\$97,908	\$101,077	\$143,093	\$127,581	
Religion	-	-	-	\$95,614	
Youth Development	-	\$103,809	-	\$109,291	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$87,550	\$100,000	\$135,959	\$112,473	
Eastern Plains	-	-	-	-	
Larimer & Weld	-	-	-	\$79,236	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	50%	50%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	-	-	79%	-	7%



# SALARIES

## DEVELOPMENT DIRECTOR

Works with management to develop and implement fundraising activities within any or all of the following areas: annual giving, grantwriting, major gifts and fundraising events. May manage (directly or indirectly) staff members of the development department.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$62,720	\$73,823	\$90,000	\$75,019
<b>By Budget</b>				
Less than \$500,000	\$38,027	\$62,549	\$74,696	\$59,244
\$500,000-999,999	\$55,794	\$61,589	\$66,076	\$60,935
\$1M-2.49M	\$56,680	\$65,000	\$73,912	\$66,618
\$2.5M-4.9M	\$71,000	\$83,200	\$96,000	\$83,473
\$5M-9.9M	\$77,783	\$84,686	\$97,555	\$87,864
\$10M +	\$71,027	\$88,784	\$103,809	\$93,024
<b>By Mission Area</b>				
Animal related	\$52,973	\$62,832	\$90,532	\$68,779
Arts/Culture	\$54,090	\$67,197	\$85,506	\$70,862
Civic Improvement/Philanthropy	\$77,495	\$95,185	\$105,493	\$92,232
Education	\$65,564	\$83,069	\$103,809	\$65,929
Environmental	\$60,550	\$68,218	\$74,846	\$72,885
Health/Mental Health	\$69,235	\$87,965	\$106,101	\$73,884
Human Services	\$63,650	\$74,646	\$85,000	\$73,712
Legal/Advocacy/Civil Rights	\$51,249	\$62,832	\$74,169	\$62,733
Other	\$65,564	\$80,206	\$98,345	\$86,444
Religion	-	-	-	-
Youth Development	\$59,007	\$71,027	\$71,027	\$69,388
<b>By Region</b>				
Central Mountains	\$55,183	\$71,027	\$72,120	\$65,127
Denver Metro	\$66,826	\$76,485	\$90,000	\$77,711
Eastern Plains	-	-	-	-
Larimer & Weld	\$36,606	\$53,202	\$82,938	\$58,458
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	\$66,374
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	\$65,012
Western Slope	\$55,543	\$63,368	\$81,955	\$67,090

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
4%	6%	60%	25%	4%	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
6%	2%	2%	88%	2%	-

## FUNDRAISING & DEVELOPMENT

# SALARIES

### DEVELOPMENT OFFICER

Manages a specific fundraising component, such as annual giving, grantwriting or major gifts. Develops and executes fundraising plan for the assigned fundraising component. May supervise staff assigned to the relevant fundraising component.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$51,346	\$58,462	\$73,250	\$62,837
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$44,889
\$500,000-999,999	-	-	-	\$46,627
\$1M-2.49M	\$50,648	\$65,564	\$68,800	\$74,679
\$2.5M-4.9M	\$56,822	\$55,358	\$64,846	\$56,416
\$5M-9.9M	\$54,755	\$56,603	\$80,701	\$65,503
\$10M +	\$59,144	\$71,027	\$78,676	\$68,948
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	\$71,027
Civic Improvement/Philanthropy	\$54,801	\$65,564	\$66,029	\$61,825
Education	\$53,499	\$65,728	\$78,676	\$58,708
Environmental	-	-	-	\$59,362
Health/Mental Health	\$49,173	\$56,603	\$93,975	\$69,887
Human Services	\$51,003	\$57,408	\$63,939	\$62,636
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	-
Religion	-	-	-	-
Youth Development	\$57,692	\$60,633	\$60,633	\$58,672
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$51,346	\$58,462	\$73,250	\$62,837
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	20%	80%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	100%	-	-

## FUNDRAISING & DEVELOPMENT

# SALARIES

### DEVELOPMENT ASSOCIATE

Records, processes, and acknowledges gifts. Responds to donor inquiries. Maintains donor database. (Note: May assist in coordinating special events, but this is not the primary function of this position.)

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$39,640	\$45,000	\$54,313	\$46,235	
<b>By Budget</b>					
Less than \$500,000	-	\$45,457	-	\$45,253	
\$500,000-999,999	\$34,093	\$41,582	\$49,147	\$43,373	
\$1M-2.49M	\$38,654	\$43,840	\$49,738	\$44,303	
\$2.5M-4.9M	\$38,922	\$49,423	\$55,750	\$47,341	
\$5M-9.9M	\$41,513	\$42,048	\$52,911	\$46,179	
\$10M +	\$45,895	\$51,856	\$56,549	\$51,900	
<b>By Mission Area</b>					
Animal related	-	-	-	\$30,002	
Arts/Culture	\$30,837	\$42,922	\$55,654	\$43,138	
Civic Improvement/Philanthropy	-	-	-	\$49,533	
Education	\$45,348	\$52,000	\$56,765	\$51,056	
Environmental	\$37,464	\$47,333	\$48,821	\$44,539	
Health/Mental Health	-	\$39,338	-	\$44,147	
Human Services	\$39,760	\$45,000	\$52,500	\$46,221	
Legal/Advocacy/Civil Rights	-	-	-	\$46,441	
Other	\$41,545	\$43,894	\$44,676	\$46,240	
Religion	-	-	-	\$47,974	
Youth Development	\$44,212	\$52,276	\$52,276	\$49,588	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$40,000	\$45,000	\$52,250	\$45,702	
Eastern Plains	-	-	-	-	
Larimer & Weld	\$32,644	\$37,635	\$46,850	\$48,227	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	-	-	-	-	
Western Slope	-	\$46,594	-	\$47,075	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
5%	59%	30%	5%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
16%	11%	5%	65%	3%	-

# SALARIES

## DIRECTOR OF MAJOR GIFTS

Works with the development team to identify, cultivate and provide stewardship for major donors to the organization. May be called on to complete proposals, contracts, memorandums of agreement, bequests and other planned giving vehicles.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$62,588	\$79,625	\$91,250	\$77,715
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	-	-	-
\$1M-2.49M	-	-	-	\$71,574
\$2.5M-4.9M	-	-	-	\$65,355
\$5M-9.9M	-	-	-	\$79,867
\$10M +	\$80,289	\$89,330	\$89,417	\$85,952
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	\$54,636
Civic Improvement/Philanthropy	-	-	-	-
Education	-	-	-	\$79,223
Environmental	-	-	-	-
Health/Mental Health	-	-	-	-
Human Services	-	\$89,330	-	\$89,330
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	\$85,616
Religion	-	-	-	-
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$74,813	\$89,625	\$93,750	\$86,716
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	63%	38%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	14%	86%	-	-

# SALARIES

## DONOR RELATIONS MANAGER

Responsible for majority of aspects pertaining to current and prospective donors, including identifying, cultivating, soliciting, and stewardship. May supervise staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$44,990	\$55,000	\$61,000	\$54,129
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	-	-	\$59,333
\$1M-2.49M	\$39,997	\$56,310	\$61,958	\$53,069
\$2.5M-4.9M	\$43,745	\$52,000	\$61,000	\$52,578
\$5M-9.9M	\$43,764	\$66,110	\$80,589	\$63,487
\$10M +	\$57,111	\$61,193	\$61,193	\$59,560
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	\$54,636	\$58,898	\$82,020	\$57,061
Environmental	-	-	-	-
Health/Mental Health	-	\$69,556	-	\$64,141
Human Services	\$42,077	\$50,048	\$62,859	\$52,292
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$50,812	\$56,275	\$57,256	\$54,352
Religion	-	-	-	-
Youth Development	\$52,451	\$61,193	\$61,193	\$57,696
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$44,990	\$55,000	\$61,000	\$53,630
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	37%	58%	5%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
5%	21%	16%	58%	-	-

# SALARIES

## GRANTWRITER

Writes grant proposals to obtain funding support from foundation and corporate funders. Researches potential funders and makes contacts with foundation staff. Produces status reports on grant writing activity.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$52,000	\$58,926	\$66,500	\$59,411
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$48,321
\$500,000-999,999	\$35,684	\$38,792	\$48,080	\$41,264
\$1M-2.49M	\$49,380	\$52,000	\$58,461	\$54,191
\$2.5M-4.9M	\$56,384	\$60,000	\$66,874	\$60,121
\$5M-9.9M	-	\$62,000	-	\$66,144
\$10M +	\$45,983	\$60,100	\$62,832	\$55,546
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	\$54,844	\$60,100	\$65,017	\$59,940
Environmental	-	\$52,276	-	\$50,397
Health/Mental Health	-	-	-	\$46,496
Human Services	\$49,794	\$54,080	\$60,000	\$56,976
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	\$65,680
Religion	-	-	-	-
Youth Development	-	-	-	\$61,193
<b>By Region</b>				
Central Mountains	-	\$55,729	-	\$62,028
Denver Metro	\$54,080	\$60,000	\$67,454	\$61,054
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	\$50,320
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	35%	60%	5%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
10%	5%	-	86%	-	-

## SPECIAL EVENTS MANAGER

Plans, organizes, and implements special events. May supervise event staff.

# SALARIES

## SPECIAL EVENTS MANAGER

Plans, organizes, and implements special events. May supervise event staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$43,385	\$53,780	\$59,171	\$53,353
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	\$36,054	\$41,512	\$48,153	\$41,906
\$1M-2.49M	\$53,407	\$57,242	\$59,491	\$53,965
\$2.5M-4.9M	\$39,965	\$52,000	\$56,741	\$50,896
\$5M-9.9M	\$46,635	\$54,463	\$56,887	\$52,723
\$10M +	-	-	-	-
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	\$36,333	\$46,441	\$53,830	\$45,535
Civic Improvement/Philanthropy	-	-	-	-
Education	\$41,785	\$54,636	\$59,991	\$53,360
Environmental	-	-	-	-
Health/Mental Health	-	-	-	\$67,141
Human Services	\$42,500	\$53,560	\$59,067	\$52,727
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	\$57,662	-	\$56,654
Religion	-	-	-	-
Youth Development	-	-	-	\$47,765
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$49,112	\$54,040	\$61,062	\$56,195
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
8%	31%	62%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
8%	-	15%	77%	-	-

# SALARIES

## EVENTS COORDINATOR

Non-supervisory. Coordinates one or more events. Responsible for implementing logistics and event planning defined by management staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	<b>\$39,936</b>	<b>\$41,319</b>	<b>\$46,100</b>	<b>\$44,969</b>
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$42,616
\$500,000-999,999	-	-	-	\$34,235
\$1M-2.49M	\$37,602	\$41,305	\$45,832	\$42,386
\$2.5M-4.9M	\$37,153	\$41,926	\$52,789	\$44,933
\$5M-9.9M	-	-	-	-
\$10M +	-	\$43,707	-	\$43,821
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	\$36,410	-	\$41,713
Education	\$41,305	\$43,707	\$52,451	\$45,804
Environmental	-	-	-	-
Health/Mental Health	-	-	-	-
Human Services	\$37,005	\$41,957	\$44,902	\$50,766
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	-
Religion	-	-	-	-
Youth Development	-	-	-	\$38,519
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$40,352	\$41,933	\$47,400	\$46,392
Eastern Plains	-	-	-	-
Larimer & Weld	-	\$37,957	-	\$38,067
Northwest	-	-	-	\$34,683
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	67%	33%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	50%	50%	-	-



# SALARIES

## HUMAN RESOURCES DIRECTOR

Responsible for the management, administration, coordination and evaluation of human resources functions. Implements recruitment, engagement and retention strategies. Develops human resources policies and procedures and ensures compliance with applicable employment laws.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$62,400	\$68,150	\$82,226	\$73,025
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	-	-	-
\$1M-2.49M	-	\$68,186	-	\$84,049
\$2.5M-4.9M	\$52,520	\$59,190	\$72,325	\$63,872
\$5M-9.9M	\$68,150	\$71,441	\$78,318	\$74,597
\$10M +	\$79,109	\$90,000	\$117,068	\$88,220
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	\$95,291
Education	\$78,950	\$81,955	\$89,943	\$85,842
Environmental	-	-	-	-
Health/Mental Health	\$82,380	\$87,691	\$158,308	\$113,813
Human Services	\$63,325	\$70,650	\$78,977	\$71,924
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$75,658	\$78,021	\$97,355	\$85,900
Religion	-	-	-	-
Youth Development	-	-	-	\$83,662
<b>By Region</b>				
Central Mountains	-	-	-	\$71,289
Denver Metro	\$62,300	\$70,000	\$86,001	\$73,966
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	\$92,172
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	10%	50%	25%	15%	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
15%	10%	5%	65%	5%	-

# SALARIES

## HUMAN RESOURCES ASSISTANT

Assists in administering all human resources functions. Reports to the human resources director or manager.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$36,993	\$40,000	\$44,000	\$39,757
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	-	-	-
\$1M-2.49M	-	-	-	\$39,784
\$2.5M-4.9M	\$36,307	\$41,600	\$45,785	\$43,045
\$5M-9.9M	-	-	-	-
\$10M +	\$37,457	\$61,049	\$65,188	\$53,151
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	\$43,609
Civic Improvement/Philanthropy	-	-	-	-
Education	-	\$65,188	-	\$55,043
Environmental	-	-	-	-
Health/Mental Health	\$34,661	\$39,338	\$59,117	\$46,760
Human Services	\$38,245	\$61,049	\$61,049	\$37,127
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	-
Religion	-	-	-	-
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$43,736	\$61,049	\$65,188	\$42,320
Eastern Plains	-	\$34,661	-	\$33,623
Larimer & Weld	-	-	-	\$40,987
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
10%	60%	30%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
10%	40%	20%	30%	-	-

# SALARIES

## DIRECTOR OF VOLUNTEER SERVICES

Provides direction and leadership of volunteer services. May hire and supervise volunteer department staff and managers. Develops annual volunteer department budget and reviews financial progress of the department.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$50,438	\$56,475	\$64,050	\$56,978
<b>By Budget</b>				
Less than \$500,000	-	\$41,524	-	\$42,638
\$1M-2.49M	-	-	-	\$41,891
\$2.5M-4.9M	\$53,221	\$55,456	\$66,678	\$59,211
\$10M +	\$57,847	\$65,564	\$71,232	\$62,988
<b>By Mission Area</b>				
Education	-	-	-	\$57,061
Human Services	\$47,745	\$51,750	\$64,730	\$55,373
Legal/Advocacy/Civil Rights	\$52,101	\$65,564	\$71,232	\$62,446
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$50,438	\$56,475	\$64,050	\$56,978

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	20%	40%	40%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	40%	-	60%	-	-

# SALARIES

## VOLUNTEER MANAGER

Manages one or more volunteer programs. Responsible for recruitment, retention, recognition, and evaluation strategies. May be responsible for screening, placing, and training volunteers. May supervise volunteer program staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$43,750	\$45,728	\$48,125	\$45,435
<b>By Budget</b>				
\$1M-2.49M	-	-	-	\$44,007
\$2.5M-4.9M	-	-	-	\$46,588
<b>By Mission Area</b>				
Human Services	-	\$46,925	-	\$46,413
<b>By Region</b>				
Denver Metro	\$45,053	\$46,350	\$48,750	\$46,279

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	29%	71%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	100%	-	-

# SALARIES

## VOLUNTEER COORDINATOR

Coordinates one or more volunteer programs. Interviews, screens, and places volunteers in appropriate programs and activities. Prepares volunteer materials and documents. Conducts volunteer orientation and training sessions.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$36,400	\$37,145	\$40,000	\$39,363
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$38,358
\$500,000-999,999	\$29,831	\$38,762	\$118,561	\$87,780
\$1M-2.49M	\$35,350	\$37,419	\$39,610	\$38,893
\$2.5M-4.9M	\$37,706	\$39,954	\$45,325	\$37,738
\$5M-9.9M	-	\$40,912	-	\$41,821
\$10M +	\$38,292	\$42,890	\$44,818	\$42,156
<b>By Mission Area</b>				
Animal related	-	-	-	\$195,122
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	-	\$38,792	-	\$39,864
Environmental	-	\$36,366	-	\$40,154
Health/Mental Health	\$38,838	\$41,469	\$43,163	\$41,156
Human Services	\$36,959	\$37,145	\$40,986	\$39,995
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	\$42,616	-	\$43,485
Religion	-	-	-	\$40,912
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$36,400	\$37,145	\$38,438	\$38,204
Eastern Plains	-	-	-	-
Larimer & Weld	\$34,421	\$36,606	\$40,501	\$37,290
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	\$44,171

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	83%	17%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	36%	18%	45%	-	-

# SALARIES

## VICE PRESIDENT OF PROGRAMS

Oversees all mission-related programs. Provides direction and leadership to program development and strategies, including implementation and evaluation. Oversees overall program budget, goals and objectives. Supervises program staff. Reports directly to the ED/CEO/President.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$77,375	\$101,703	\$113,805	\$97,611
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	-	-	-
\$1M-2.49M	-	-	-	\$86,031
\$2.5M-4.9M	\$85,250	\$103,000	\$116,338	\$100,882
\$5M-9.9M	-	-	-	-
\$10M +	-	-	-	-
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	-	-	-	\$114,333
Environmental	-	-	-	-
Health/Mental Health	-	-	-	-
Human Services	\$72,500	\$84,500	\$98,110	\$87,960
Legal/Advocacy/Civil Rights	-	-	-	-
Other	-	-	-	-
Religion	-	-	-	-
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$74,938	\$93,203	\$112,665	\$95,713
Eastern Plains	-	-	-	-
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	17%	50%	8%	25%	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
17%	-	-	75%	-	8%

# SALARIES

## PROGRAM DIRECTOR

Manages one or more mission-related programs and program staff. Oversees all program related tasks and strategies. Evaluates the performance of programs and services. Develops and manages program budget. Supervises program staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$58,721	\$70,800	\$85,287	\$73,352
<b>By Budget</b>				
Less than \$500,000	\$42,425	\$47,400	\$55,183	\$54,079
\$500,000-999,999	\$54,000	\$61,868	\$65,000	\$63,410
\$1M-2.49M	\$52,565	\$61,402	\$70,200	\$65,660
\$2.5M-4.9M	\$56,860	\$77,000	\$91,300	\$75,593
\$5M-9.9M	\$70,800	\$72,000	\$81,868	\$77,351
\$10M +	\$60,328	\$70,060	\$89,604	\$109,038
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	\$51,140	\$61,903	\$79,769	\$65,771
Civic Improvement/Philanthropy	\$65,236	\$75,289	\$99,118	\$84,024
Education	\$60,500	\$65,291	\$80,000	\$70,259
Environmental	\$52,206	\$65,000	\$71,400	\$64,438
Health/Mental Health	\$60,360	\$73,918	\$90,260	\$75,778
Human Services	\$51,000	\$68,713	\$82,327	\$66,365
Legal/Advocacy/Civil Rights	\$53,981	\$74,032	\$84,924	\$71,251
Other	\$72,186	\$97,500	\$128,000	\$98,188
Religion	\$60,810	\$67,749	\$77,738	\$67,857
Youth Development	\$41,984	\$59,596	\$64,701	\$56,593
<b>By Region</b>				
Central Mountains	\$51,872	\$58,405	\$58,419	\$56,063
Denver Metro	\$65,000	\$76,938	\$89,250	\$80,520
Eastern Plains	\$68,524	\$70,490	\$83,988	\$71,428
Larimer & Weld	\$56,822	\$60,500	\$77,037	\$61,950
Northwest	-	-	-	\$52,468
Pikes Peak	-	-	-	\$64,767
Resort Town	\$54,063	\$61,200	\$63,420	\$58,482
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	\$54,636
Southwest	\$46,605	\$60,100	\$74,721	\$46,147
Western Slope	\$58,106	\$50,985	\$69,220	\$53,201

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	11%	57%	31%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
3%	4%	3%	75%	15%	-

# SALARIES

## PROGRAM MANAGER

Manages one of the organization’s programs and its staff. Ensures that the program meets objectives. Evaluates program performance and reports program activities. Controls program expenditures in accordance with the program budget.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$48,000	\$52,000	\$56,650	\$53,414
<b>By Budget</b>				
Less than \$500,000	\$45,250	\$55,154	\$58,827	\$52,306
\$500,000-999,999	\$44,000	\$50,000	\$52,000	\$49,953
\$1M-2.49M	\$46,055	\$50,000	\$52,530	\$51,211
\$2.5M-4.9M	\$48,000	\$54,642	\$58,500	\$55,648
\$5M-9.9M	\$52,081	\$55,976	\$59,241	\$57,032
\$10M +	\$50,532	\$56,965	\$70,035	\$61,236
<b>By Mission Area</b>				
Animal related	-	\$51,905	-	\$51,979
Arts/Culture	\$42,275	\$54,636	\$59,007	\$51,750
Civic Improvement/Philanthropy	\$58,128	\$67,931	\$107,796	\$78,621
Education	\$45,876	\$50,000	\$59,797	\$54,058
Environmental	\$43,500	\$50,000	\$52,530	\$48,724
Health/Mental Health	\$54,000	\$60,263	\$70,000	\$64,008
Human Services	\$48,000	\$50,000	\$56,025	\$52,570
Legal/Advocacy/Civil Rights	\$50,730	\$51,577	\$65,564	\$56,964
Other	\$50,000	\$54,965	\$59,797	\$56,316
Religion	\$43,185	\$49,828	\$59,813	\$51,218
Youth Development	\$48,000	\$49,920	\$51,449	\$49,625
<b>By Region</b>				
Central Mountains	\$35,548	\$38,245	\$61,668	\$45,879
Denver Metro	\$48,000	\$52,530	\$59,000	\$54,125
Eastern Plains	\$51,905	\$54,358	\$57,472	\$54,517
Larimer & Weld	\$42,582	\$48,626	\$56,002	\$52,718
Northwest	\$37,502	\$52,000	\$56,254	\$54,396
Pikes Peak	\$43,500	\$45,000	\$50,000	\$46,864
Resort Town	\$46,544	\$49,960	\$52,000	\$50,677
San Juan Communities	\$37,863	\$39,775	\$50,484	\$41,719
San Luis Valley Communities	-	-	-	-
Southwest	\$47,276	\$47,276	\$48,698	\$48,680
Western Slope	\$45,895	\$48,268	\$54,636	\$50,331

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
3%	37%	54%	6%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
10%	11%	2%	75%	2%	-



# SALARIES

## PROGRAM COORDINATOR

Coordinates one program. Ensures that the program meets objectives. Tracks program expenses in accordance with the program budget. Evaluates program results and prepares reports for program management. Note: This is a non-supervisory position.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$35,000	\$41,247	\$45,000	\$41,246
<b>By Budget</b>				
Less than \$500,000	\$36,136	\$42,536	\$43,709	\$46,605
\$500,000-999,999	\$35,000	\$40,000	\$43,043	\$40,014
\$1M-2.49M	\$34,577	\$40,810	\$44,121	\$39,846
\$2.5M-4.9M	\$33,000	\$38,272	\$43,000	\$39,265
\$5M-9.9M	\$39,338	\$48,585	\$45,893	\$50,263
\$10M +	\$36,060	\$41,503	\$50,890	\$52,616
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	\$49,173	\$49,588	\$50,003	\$49,588
Civic Improvement/Philanthropy	\$54,636	\$103,809	\$103,809	\$83,336
Education	\$38,321	\$42,474	\$42,755	\$40,744
Environmental	\$26,000	\$36,282	\$41,653	\$35,096
Health/Mental Health	\$39,130	\$41,912	\$54,375	\$47,139
Human Services	\$35,000	\$43,500	\$44,121	\$42,038
Legal/Advocacy/Civil Rights	\$36,366	\$43,709	\$45,895	\$43,630
Other	\$29,120	\$29,120	\$42,324	\$36,828
Religion	\$38,119	\$41,047	\$44,116	\$40,873
Youth Development	\$36,060	\$42,222	\$40,912	\$40,285
<b>By Region</b>				
Central Mountains	\$34,093	\$38,245	\$40,431	\$35,922
Denver Metro	\$37,570	\$43,000	\$49,000	\$43,084
Eastern Plains	-	\$44,412	-	\$41,919
Larimer & Weld	\$36,366	\$39,771	\$43,709	\$39,721
Northwest	\$40,518	\$43,753	\$49,173	\$44,350
Pikes Peak	-	-	-	-
Resort Town	\$39,830	\$42,360	\$45,000	\$45,164
San Juan Communities	-	-	-	-
San Luis Valley Communities	\$41,524	\$43,491	\$45,457	\$43,149
Southwest	\$38,245	\$43,709	\$44,321	\$41,759
Western Slope	\$45,844	\$29,120	\$60,100	\$34,879

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
30%	48%	22%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
13%	32%	6%	49%	-	-

# SALARIES

## PROGRAM ASSISTANT

Assists program staff with the administration of one or more of the organization’s programs. May participate in direct client/participant contact and community outreach. Note: This is a non-supervisory position.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$31,200	\$41,600	\$51,000	\$41,608
<b>By Budget</b>				
Less than \$500,000	\$29,547	\$31,820	\$34,093	\$32,464
\$500,000-999,999	-	-	\$26,138	\$38,909
\$1M-2.49M	\$32,630	\$35,360	\$38,758	\$36,295
\$2.5M-4.9M	\$39,952	\$45,000	\$52,525	\$44,819
\$5M-9.9M	\$29,547	\$36,457	\$36,519	\$41,132
\$10M +	\$34,093	\$34,093	\$76,491	\$45,188
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	\$34,486	\$37,153	\$39,066	\$36,852
Civic Improvement/Philanthropy	\$36,579	\$43,604	\$76,491	\$54,746
Education	\$27,274	\$35,360	\$40,912	\$34,418
Environmental	\$32,957	\$34,093	\$36,224	\$35,306
Health/Mental Health	\$31,722	\$40,397	\$68,768	\$46,823
Human Services	\$31,200	\$31,720	\$45,000	\$36,506
Legal/Advocacy/Civil Rights	\$36,060	\$36,060	\$50,003	\$40,628
Other	\$28,957	\$52,150	\$37,502	\$47,652
Religion	-	-	-	-
Youth Development	\$31,820	\$34,093	\$37,915	\$33,796
<b>By Region</b>				
Central Mountains	\$36,457	\$36,457	\$46,276	\$39,815
Denver Metro	\$33,604	\$45,000	\$52,180	\$42,573
Eastern Plains	-	-	-	-
Larimer & Weld	-	\$29,775	\$34,957	\$30,370
Northwest	-	-	-	\$27,274
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	\$31,820	\$31,820	\$31,820	\$31,394
San Luis Valley Communities	-	-	-	-
Southwest	\$34,093	\$34,093	\$34,093	\$34,093
Western Slope	-	-	\$31,536	\$28,010

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
45%	39%	16%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
20%	32%	13%	35%	-	-

# SALARIES

## IT DIRECTOR

Organizes and controls all data processing activities, including systems analysis, programming, and computer operations. Prepares and administers IT budget and develops long-range systems plans.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	<b>\$82,000</b>	<b>\$91,800</b>	<b>\$94,759</b>	<b>\$86,737</b>
<b>By Budget</b>				
\$2.5M-4.9M	-	-	-	\$75,398
\$5M-9.9M	-	-	-	\$77,644
\$10M +	\$79,769	\$86,489	\$108,631	\$95,675
<b>By Mission Area</b>				
Civic Improvement/Philanthropy	-	-	-	\$158,595
Education	\$73,868	\$78,676	\$93,989	\$82,878
Health/Mental Health	-	\$174,562	-	\$168,027
Human Services	\$72,900	\$94,759	\$101,352	\$89,891
Legal/Advocacy/Civil Rights	-	\$77,037	-	\$82,319
Other	-	\$86,489	-	\$97,265
<b>By Region</b>				
Denver Metro	\$80,065	\$91,800	\$94,067	\$85,581

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	63%	38%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	13%	75%	13%	-

# SALARIES

## COMPUTER SYSTEMS MANAGER

Manages one or more aspects of the organization’s computer systems, including Internet communications, networks, and databases. May purchase and maintain computer hardware and/or install and configure software. Assists and trains system users.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$62,400	\$70,720	\$76,240	\$67,811
<b>By Budget</b>				
\$2.5M-4.9M	\$50,866	\$71,683	\$87,418	\$69,989
\$5M-9.9M	\$56,549	\$73,737	\$81,124	\$70,470
\$10M +	\$60,571	\$69,079	\$90,512	\$74,565
<b>By Mission Area</b>				
Animal related	-	-	-	\$69,497
Civic Improvement/Philanthropy	-	-	-	\$92,859
Education	-	-	-	\$82,443
Health/Mental Health	\$53,986	\$63,810	\$87,418	\$75,757
Human Services	-	-	-	\$74,818
Other	-	-	-	\$77,796
<b>By Region</b>				
Denver Metro	\$72,851	\$84,850	\$93,606	\$69,931
Eastern Plains	-	\$59,491	-	\$59,096
Larimer & Weld	-	-	-	\$52,560

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	20%	40%	40%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	20%	80%	-	-

# SALARIES

## PROGRAMMER/DEVELOPER

Designs, codes and tests web applications, software and/or database solutions. Typically reports to computer systems manager or marketing director.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$54,636	\$57,368	\$76,670	\$81,683
By Budget				
\$5M-9.9M	\$54,636	\$54,636	\$60,100	\$57,902
By Mission Area				
Civic Improvement/Philanthropy	-	-	-	\$90,653
Human Services	-	-	-	\$81,683
Religion	\$54,636	\$54,636	\$54,636	\$54,636
By Region				
Denver Metro	\$54,636	\$57,368	\$76,670	\$81,683

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	100%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	100%	-	-

# SALARIES

## DATABASE ADMINISTRATOR

Manages and maintains database system(s). May perform some database development/programming. May provide some user support.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$45,240	\$56,643	\$60,252	\$54,246
<b>By Budget</b>				
\$1M-2.49M	\$41,087	\$56,822	\$80,384	\$59,952
\$2.5M-4.9M	\$39,032	\$49,173	\$51,803	\$50,872
\$10M +	\$50,716	\$60,168	\$70,604	\$60,744
<b>By Mission Area</b>				
Education	\$49,610	\$57,559	\$62,777	\$56,467
Health/Mental Health	-	-	-	\$59,862
Human Services	\$45,403	\$53,765	\$74,986	\$57,810
Legal/Advocacy/Civil Rights	-	-	-	\$47,534
Other	-	-	-	\$66,110
<b>By Region</b>				
Denver Metro	\$45,240	\$56,643	\$60,252	\$54,246

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	50%	50%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	33%	17%	50%	-	-

# SALARIES

## TECHNICAL SUPPORT

Provides technical support to staff and/or clients. Diagnoses and resolves problems, repairs and replaces computer equipment as needed, and performs upgrades of computer systems and software.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$30,160	\$43,500	\$51,075	\$45,711
<b>By Budget</b>				
\$2.5M-4.9M	-	-	-	\$50,178
\$5M-9.9M	\$35,789	\$49,242	\$62,328	\$44,640
\$10M +	\$48,759	\$52,178	\$55,659	\$38,216
<b>By Mission Area</b>				
Education	\$45,623	\$52,410	\$54,959	\$50,178
Health/Mental Health	\$38,315	\$44,276	\$57,368	\$46,219
Human Services	\$30,160	\$41,600	\$50,502	\$40,377
Legal/Advocacy/Civil Rights	\$45,430	\$55,893	\$56,002	\$51,752
Other	-	\$56,275	-	\$51,594
Youth Development	-	-	-	\$52,451
<b>By Region</b>				
Denver Metro	\$43,500	\$47,320	\$53,183	\$53,585
Eastern Plains	\$35,713	\$40,025	\$46,196	\$40,645

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
36%	55%	9%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	55%	36%	9%	-	-

# SALARIES

## DIRECTOR OF EVALUATION

Responsible for organization’s overall evaluation strategy. Develops and implements evaluation plans.

Identifies appropriate evaluation tools and manages their use. May manage evaluation department staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$73,213	\$82,400	\$130,062	\$75,504
<b>By Budget</b>				
\$2.5M-4.9M	-	\$80,014	-	\$71,580
\$5M-9.9M	-	\$74,305	-	\$71,974
\$10M +	-	\$130,062	-	\$118,506
<b>By Mission Area</b>				
Education	-	-	-	\$109,273
Human Services	-	-	-	\$83,553
Other	-	\$74,305	-	\$73,294
Youth Development	-	\$73,213	-	\$90,341
<b>By Region</b>				
Denver Metro	\$71,847	\$78,034	\$131,148	\$81,733

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	60%	40%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	20%	20%	20%	40%



# SALARIES

## RESEARCHER

Designs and conducts research projects. Responsible for the selection or development of data collection tools and research methodology. Oversees data management and analysis. Produces studies and/or reports. Manages research team(s).

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$61,466	\$51,500	\$74,879	\$56,964
<b>By Budget</b>				
\$2.5M-4.9M	-	\$51,500	-	\$56,964
\$10M +	\$71,027	\$71,027	\$71,027	\$68,665
<b>By Mission Area</b>				
Education	\$71,027	\$71,027	\$71,027	\$70,200
Health/Mental Health	-	-	-	\$82,527
<b>By Region</b>				
Denver Metro	\$65,564	\$71,027	\$76,163	\$65,050

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
38%	38%	25%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	38%	13%	50%

## DATA ANALYST

Performs data analysis activities using statistical packages and database tools. Ensure that the data used, and analyses performed, are consistent with goals of the research/evaluation program.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$42,690	\$50,678	\$60,349	\$49,763
<b>By Budget</b>				
\$5M-9.9M	-	-	-	\$58,088
\$10M +	-	\$73,213	-	\$71,568
<b>By Mission Area</b>				
Human Services	-	\$84,647	-	\$54,785
Other	-	-	-	\$54,918
<b>By Region</b>				
Denver Metro	\$48,539	\$52,395	\$83,640	\$54,590

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
17%	50%	33%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
17%	17%	17%	50%	-	-

# SALARIES

## DIRECTOR OF EDUCATION

Manages the organization’s educational department. Supervises, hires, trains and evaluates staff.

Responsible for department budgeting, curriculum development, and parent/teacher communications.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.	
Overall	\$56,500	\$74,875	\$84,500	\$69,606	
<b>By Budget</b>					
Less than \$500,000	\$38,967	\$43,709	\$68,186	\$50,831	
\$500,000-999,999	\$40,431	\$54,046	\$64,449	\$52,975	
\$1M-2.49M	\$40,961	\$61,466	\$71,027	\$54,750	
\$2.5M-4.9M	\$71,623	\$88,511	\$90,696	\$82,962	
\$5M-9.9M	\$54,330	\$72,961	\$94,703	\$74,503	
\$10M +	\$92,198	\$94,792	\$94,792	\$89,385	
<b>By Mission Area</b>					
Animal related	-	-	-	-	
Arts/Culture	\$36,781	\$40,961	\$62,285	\$49,093	
Civic Improvement/Philanthropy	-	-	-	-	
Education	\$62,285	\$92,882	\$94,792	\$80,857	
Environmental	-	-	-	-	
Health/Mental Health	-	-	-	-	
Human Services	\$49,173	\$61,674	\$72,168	\$62,932	
Legal/Advocacy/Civil Rights	-	-	-	-	
Other	-	-	-	-	
Religion	-	-	-	-	
Youth Development	\$69,388	\$90,696	\$99,985	\$85,888	
<b>By Region</b>					
Central Mountains	-	-	-	-	
Denver Metro	\$68,875	\$78,728	\$84,500	\$74,362	
Eastern Plains	-	-	-	-	
Larimer & Weld	-	-	-	\$35,918	
Northwest	-	-	-	-	
Pikes Peak	-	-	-	-	
Resort Town	-	-	-	-	
San Juan Communities	-	-	-	-	
San Luis Valley Communities	-	-	-	-	
Southwest	\$46,922	\$67,749	\$79,551	\$64,139	
Western Slope	-	-	-	-	
<b>Minimum Years of Experience Required</b>					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	9%	36%	55%	-	
<b>Minimum Level of Education Required</b>					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
8%	-	8%	25%	58%	-

# SALARIES

## ECE/DAY CARE TEACHER

Develops and leads activities for children in a preschool, day care center, or other child development facility.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$44,044	\$46,000	\$46,000	\$43,719
<b>By Budget</b>				
Less than \$500,000	\$29,081	\$31,820	\$32,301	\$30,706
\$500,000-999,999	\$30,684	\$30,684	\$30,684	\$30,684
\$1M-2.49M	\$36,366	\$36,366	\$43,185	\$38,639
\$5M-9.9M	\$29,206	\$32,104	\$36,008	\$45,460
\$10M +	\$37,761	\$39,452	\$46,696	\$40,919
<b>By Mission Area</b>				
Education	\$33,985	\$36,457	\$43,116	\$40,543
Human Services	\$29,093	\$29,547	\$34,661	\$31,100
<b>By Region</b>				
Central Mountains	\$29,093	\$29,093	\$29,093	\$29,093
Denver Metro	\$34,661	\$36,457	\$36,457	\$44,283
Larimer & Weld	\$26,138	\$28,229	\$32,195	\$28,854
Northwest	\$36,366	\$36,366	\$43,185	\$38,639
San Juan Communities	\$31,820	\$31,820	\$31,820	\$31,820
Southwest	\$29,547	\$29,547	\$30,684	\$30,187

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	100%	-	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	17%	83%	-	-

# SALARIES

## TEACHER/TRAINER/EDUCATOR

Plans and implements a developmentally appropriate curriculum and provides a safe and healthy learning environment. Supervises students in the classroom or training facility.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	<b>\$38,096</b>	<b>\$46,000</b>	<b>\$49,920</b>	<b>\$48,098</b>
<b>By Budget</b>				
Less than \$500,000	\$34,093	\$45,457	\$46,367	\$46,243
\$500,000-999,999	\$31,820	\$32,782	\$47,730	\$37,093
\$1M-2.49M	\$34,093	\$41,600	\$125,008	\$43,088
\$2.5M-4.9M	\$43,000	\$46,000	\$65,000	\$54,797
\$5M-9.9M	\$31,820	\$31,820	\$33,875	\$42,635
\$10M +	\$35,230	\$44,310	\$53,390	\$44,310
<b>By Mission Area</b>				
Animal related	\$33,875	\$33,875	\$33,875	\$33,875
Arts/Culture	\$31,820	\$35,230	\$75,528	\$49,271
Civic Improvement/Philanthropy	\$68,186	\$125,008	\$125,008	\$106,067
Education	\$32,782	\$47,730	\$53,390	\$51,498
Environmental	-	\$32,782	-	\$32,782
Human Services	\$38,096	\$43,000	\$46,000	\$42,975
Other	-	-	-	\$76,967
Youth Development	\$34,093	\$54,636	\$54,636	\$47,789
<b>By Region</b>				
Central Mountains	-	-	-	\$45,457
Denver Metro	\$38,096	\$46,122	\$49,920	\$47,968
San Juan Communities	\$34,093	\$34,093	\$34,093	\$34,093
Southwest	\$32,061	\$38,245	\$45,457	\$39,280

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
13%	42%	38%	6%	1%	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
5%	-	30%	64%	1%	-

# SALARIES

## TEACHER AIDE

Assists the teacher in all aspects of operating a classroom. Helps provide a safe and healthy learning environment, plans activities, and develops and carries out classroom programs and routines.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$27,997	\$27,997	\$32,427	\$30,991
<b>By Budget</b>				
Less than \$500,000	\$27,274	\$27,274	\$27,274	\$27,274
\$500,000-999,999	\$28,411	\$28,411	\$28,411	\$28,411
\$1M-2.49M	-	-	\$31,252	\$33,072
\$2.5M-4.9M	\$28,956	\$28,956	\$28,956	\$28,956
\$5M-9.9M	-	\$29,616	\$29,616	\$27,370
\$10M +	\$27,297	\$28,161	\$32,184	\$30,406
<b>By Mission Area</b>				
Education	\$27,593	\$29,616	\$32,184	\$30,466
Human Services	-	\$28,956	\$30,104	\$34,674
<b>By Region</b>				
Denver Metro	-	\$29,616	\$33,622	\$29,487
Northwest	-	-	-	\$34,093
San Juan Communities	\$27,274	\$27,274	\$27,274	\$27,274
Southwest	\$28,411	\$28,411	\$28,411	\$28,411

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
26%	57%	17%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	80%	3%	18%	-	-

# SALARIES

## COMMUNITY EDUCATOR

Coordinates school and/or community outreach and education. Develops education programs and/or events. May provide one-on-one consultation with community members.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	-	\$36,400	\$55,729	\$38,935
<b>By Budget</b>				
Less than \$500,000	\$27,318	\$27,318	\$27,318	\$27,318
\$500,000-999,999	-	\$41,730	-	\$42,904
\$1M-2.49M	-	-	\$40,431	\$43,083
\$10M +	\$77,174	\$77,174	\$77,174	\$72,679
<b>By Mission Area</b>				
Arts/Culture	-	\$52,451	-	\$50,486
Education	\$27,318	\$63,173	\$77,174	\$38,594
Human Services	-	-	\$40,431	\$32,039
<b>By Region</b>				
Denver Metro	-	\$41,730	\$77,174	\$37,263
Southwest	\$40,431	\$40,431	\$40,431	\$40,431

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
70%	25%	5%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
70%	-	10%	20%	-	-

# SALARIES

**LAWYER**

Provides consultation and direction on legal matters and/or conducts legal research.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$77,037	\$77,037	\$95,177	\$81,875
<b>By Budget</b>				
\$2.5M-4.9M	\$78,676	\$78,676	\$94,521	\$89,239
\$10M +	\$77,037	\$85,244	\$95,177	\$85,819
<b>By Mission Area</b>				
Legal/Advocacy/Civil Rights	\$77,037	\$85,244	\$95,177	\$83,338
<b>By Region</b>				
Denver Metro	\$77,037	\$85,244	\$95,177	\$81,875

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
25%	-	75%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	13%	13%	75%

# SALARIES

## LEGAL ADVOCATE, COURT ADVOCATE

Provides education and advocacy to victims regarding safety planning, restraining orders, court proceedings, etc. Assists victims with civil and criminal hearings. Acts as a liaison between victim advocacy agencies and the criminal justice system.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$35,957	\$35,957	\$42,548	\$41,201
<b>By Budget</b>				
Less than \$500,000	\$27,274	\$27,274	\$40,912	\$32,388
\$1M-2.49M	-	-	-	\$36,366
\$2.5M-4.9M	\$100,787	\$120,200	\$120,200	\$107,258
\$500,000-999,999	\$36,147	\$36,716	\$36,716	\$37,496
<b>By Mission Area</b>				
Human Services	\$36,366	\$37,593	\$41,474	\$38,597
Legal/Advocacy/Civil Rights	\$27,274	\$36,716	\$39,863	\$34,942
Youth Development	\$120,200	\$120,200	\$120,200	\$120,200
<b>By Region</b>				
Denver Metro	\$36,383	\$36,716	\$120,200	\$41,201
San Juan Communities	\$27,274	\$27,274	\$40,912	\$32,388

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	90%	10%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
50%	-	-	50%	-	-



# SALARIES

**PUBLIC POLICY DIRECTOR, GOVERNMENT RELATIONS MANAGER, LOBBYIST**

Directs public policy and public information initiatives. Analyzes governmental affairs and public policy issues. Communicates with members of legislative bodies and other elected and appointed officials.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$85,510	\$87,550	\$99,750	\$92,581
<b>By Budget</b>				
\$1M-2.49M	\$55,729	\$78,676	\$81,955	\$72,463
\$2.5M-4.9M	\$70,754	\$87,550	\$103,019	\$91,614
<b>By Mission Area</b>				
Education	-	\$102,716	-	\$96,799
Environmental	-	\$83,584	-	\$85,613
Health/Mental Health	\$60,100	\$78,676	\$136,071	\$94,204
Legal/Advocacy/Civil Rights	\$67,612	\$77,310	\$106,213	\$82,464
Other	-	-	-	\$80,318
<b>By Region</b>				
Denver Metro	\$85,510	\$87,550	\$99,750	\$92,581

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	29%	71%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	-	-	71%	14%	-

# SALARIES

## POLICY ADVOCATE

Organizes and implements public education and outreach to support the organization's positions on public policies. Prepares and/or distributes communications such as fact sheets, news releases, and reports.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$51,905	\$51,905	\$62,285	\$66,330
<b>By Budget</b>				
\$1M-2.49M	\$47,730	\$51,905	\$61,466	\$54,554
\$2.5M-4.9M	\$57,915	\$57,915	\$57,915	\$66,330
<b>By Mission Area</b>				
Health/Mental Health	-	-	-	\$87,055
Human Services	\$60,100	\$60,100	\$60,100	\$60,100
Legal/Advocacy/Civil Rights	\$47,730	\$52,451	\$57,915	\$55,542
<b>By Region</b>				
Denver Metro	\$57,915	\$60,100	\$69,388	\$66,330

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	-	88%	13%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
63%	-	-	38%	-	-

# SALARIES

## COMMUNITY ORGANIZER

Manages actions to promote community involvement in the organization's activities and issues. Helps develop strategies to address community issues. Attends and organizes community events.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$39,010	\$39,010	\$53,660	\$51,500
<b>By Budget</b>				
\$500,000-999,999	-	\$44,802	-	\$55,365
\$1M-2.49M	\$41,524	\$48,080	\$54,636	\$48,080
\$2.5M-4.9M	\$39,010	\$39,010	\$45,485	\$52,385
\$10M +	-	-	-	\$52,683
<b>By Mission Area</b>				
Education	-	\$52,683	-	\$50,420
Human Services	\$38,338	\$49,446	\$54,636	\$47,474
Legal/Advocacy/Civil Rights	\$39,010	\$39,010	\$44,802	\$42,938
<b>By Region</b>				
Denver Metro	\$39,010	\$41,524	\$52,683	\$52,385

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
46%	38%	15%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
46%	38%	15%	-	-	-

# SALARIES

## REGISTERED NURSE (RN)

Provides nursing care to clients. Administers prescribed medications. Maintains records of client care, condition, reaction and progress.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$58,240	\$58,240	\$64,693	\$63,258
<b>By Budget</b>				
\$5M-9.9M	-	-	-	\$61,438
\$10M +	\$61,399	\$69,403	\$69,403	\$65,892
<b>By Mission Area</b>				
Education	-	-	-	\$53,668
Health/Mental Health	\$69,403	\$69,403	\$69,403	\$68,176
Human Services	-	-	-	\$57,998
<b>By Region</b>				
Denver Metro	-	-	-	\$69,255

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	57%	29%	14%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	86%	14%	-

# SALARIES

## CASE SUPERVISOR

Manages the activities of the organization’s social services staff and coordinates client counseling.

Supervises, hires, trains and evaluates staff. Assigns caseloads and other duties.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$43,709	\$43,709	\$54,500	\$52,400
<b>By Budget</b>				
\$1M-2.49M	\$43,709	\$43,709	\$44,402	\$43,940
\$2.5M-4.9M	-	-	-	\$52,400
\$5M-9.9M	-	-	-	\$62,810
<b>By Mission Area</b>				
Health/Mental Health	\$43,709	\$43,709	\$44,402	\$43,940
Human Services	\$42,376	\$49,717	\$67,875	\$52,400
<b>By Region</b>				
Denver Metro	\$43,709	\$46,165	\$54,500	\$49,354

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	80%	20%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	80%	20%	-

# SALARIES

## COUNSELOR (E.G. TREATMENT COUNSELOR, VOCATIONAL COUNSELOR)

Provides personal, educational, or vocational development services to individuals or groups. Works with clients to identify and resolve issues including personal and/or emotional problems, substance abuse, family issues, etc.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$41,600	\$45,760	\$48,248	\$45,688
<b>By Budget</b>				
Less than \$500,000	\$43,709	\$47,730	\$47,730	\$47,342
\$500,000-999,999	\$35,230	\$39,885	\$48,867	\$41,615
\$1M-2.49M	\$38,245	\$41,524	\$43,709	\$42,043
\$2.5M-4.9M	\$27,318	\$27,318	\$30,137	\$40,043
\$5M-9.9M	\$40,503	\$40,503	\$40,503	\$40,503
\$10M +	\$45,020	\$46,987	\$51,450	\$48,161
<b>By Mission Area</b>				
Education	\$42,447	\$42,447	\$43,709	\$42,791
Health/Mental Health	\$42,118	\$45,104	\$50,823	\$47,882
Human Services	\$38,245	\$45,000	\$44,802	\$43,559
<b>By Region</b>				
Denver Metro	\$38,245	\$42,447	\$45,294	\$47,042
Eastern Plains	\$44,903	\$46,241	\$52,952	\$48,284
Larimer & Weld	\$27,318	\$27,318	\$42,048	\$32,504
Southwest	\$40,503	\$40,503	\$40,503	\$40,503
Western Slope	\$47,730	\$47,730	\$47,730	\$47,225

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
14%	81%	5%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	48%	52%	-

# SALARIES

## DIRECT SERVICES ADVOCATE

Provides direct support to clients in need of crisis intervention. Advocates on behalf of the client and mediates to resolve conflicts. Refers clients to other community resources when needed.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	<b>\$37,268</b>	<b>\$37,440</b>	<b>\$38,511</b>	<b>\$38,363</b>
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$68,186
\$500,000-999,999	\$36,060	\$36,213	\$36,366	\$37,262
\$1M-2.49M	\$36,366	\$36,366	\$39,775	\$38,745
\$2.5M-4.9M	-	-	-	\$37,389
\$10M +	\$50,784	\$53,034	\$59,652	\$54,623
<b>By Mission Area</b>				
Education	-	-	-	\$68,186
Health/Mental Health	\$50,784	\$53,034	\$59,652	\$54,623
Human Services	\$37,440	\$37,440	\$38,480	\$38,450
<b>By Region</b>				
Denver Metro	\$37,250	\$40,560	\$45,032	\$40,789
Eastern Plains	\$50,784	\$53,034	\$59,652	\$54,623
Southwest	-	-	-	\$68,186
Western Slope	\$36,366	\$36,366	\$43,709	\$38,464

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
56%	39%	5%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
10%	3%	10%	78%	-	-

# SALARIES

## LICENSED CLINICAL SOCIAL WORKER

Provides counseling to clients to address educational, social, behavioral, medical, or other issues. Refers clients to other community resources when needed.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
<b>Overall</b>	\$49,173	\$56,904	\$53,379	\$89,052
<b>By Budget</b>				
Less than \$500,000	-	\$54,481	-	\$56,174
\$500,000-999,999	\$49,719	\$49,719	\$49,719	\$49,719
\$1M-2.49M	\$54,636	\$56,822	\$61,851	\$59,183
\$2.5M-4.9M	\$49,173	\$49,173	\$50,648	\$49,664
<b>By Mission Area</b>				
Education	-	\$56,822	-	\$56,822
Health/Mental Health	\$49,173	\$49,719	\$51,140	\$50,905
Human Services	\$49,173	\$49,173	\$60,642	\$104,231
<b>By Region</b>				
Denver Metro	\$49,173	\$51,140	\$54,598	\$54,951
Larimer & Weld	\$49,173	\$49,173	\$49,719	\$50,210
San Luis Valley Communities	-	\$56,822	-	\$56,822

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
14%	21%	64%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	-	100%	-



# SALARIES

## NAVIGATOR/PEER NAVIGATOR

Provides support, information and referrals to clients. Performs routine case management activities. May assist case management staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$33,779	\$36,000	\$38,667	\$37,996
<b>By Budget</b>				
\$2.5M-4.9M	\$35,315	\$37,946	\$46,024	\$38,459
\$5M-9.9M	\$39,503	\$39,503	\$39,503	\$39,503
<b>By Mission Area</b>				
Education	\$39,503	\$39,503	\$39,503	\$39,503
Health/Mental Health	-	-	\$37,775	\$28,045
Human Services	\$33,779	\$36,000	\$38,667	\$37,996
<b>By Region</b>				
Denver Metro	\$33,779	\$36,140	\$40,144	\$38,246

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
17%	50%	33%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	17%	50%	33%	-	-

## OUTREACH COORDINATOR, OUTREACH DIRECTOR

Monitors, evaluates and develops outreach services to clients in need of assistance. Supervises outreach staff and volunteers. Provides counseling and support for clients as needed.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$39,338	\$39,338	\$41,302	\$49,886
<b>By Budget</b>				
Less than \$500,000	-	\$39,338	-	\$39,338
\$2.5M-4.9M	-	-	-	\$44,600
<b>By Mission Area</b>				
Human Services	-	\$39,338	-	\$47,358
<b>By Region</b>				
Denver Metro	\$39,338	\$39,338	\$41,302	\$47,358

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	20%	60%	20%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	20%	-	40%	40%	-

# SALARIES

## SOCIAL WORKER/CASE MANAGER

Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Refers clients to other community resources when needed.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$37,076	\$39,000	\$46,328	\$40,921
<b>By Budget</b>				
Less than \$500,000	\$38,245	\$49,173	\$49,173	\$44,802
\$500,000-999,999	-	-	-	\$43,720
\$1M-2.49M	\$37,440	\$47,000	\$50,000	\$44,002
\$2.5M-4.9M	\$39,000	\$39,000	\$40,924	\$40,747
\$5M-9.9M	\$39,338	\$39,393	\$51,503	\$44,153
\$10M +	\$39,434	\$44,276	\$45,344	\$44,212
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	\$50,003	\$62,594	\$62,594	\$58,997
Environmental	-	-	-	-
Health/Mental Health	\$38,245	\$39,002	\$45,037	\$43,573
Human Services	\$37,076	\$39,000	\$44,757	\$40,942
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$51,503	\$52,731	\$52,731	\$52,362
Religion	-	-	-	-
Youth Development	-	\$49,173	-	\$49,173
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$39,000	\$39,500	\$46,246	\$42,915
Eastern Plains	\$38,912	\$39,593	\$44,435	\$40,406
Larimer & Weld	\$38,245	\$48,610	\$57,845	\$45,304
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	\$49,173	-	\$49,173
San Luis Valley Communities	-	-	-	\$50,003
Southwest	-	-	-	-
Western Slope	-	-	-	\$34,922

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	90%	10%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
4%	23%	8%	61%	4%	-

# SALARIES

## VICTIM ADVOCATE

Provides safety, structure, crisis intervention, advocacy, and counseling for victims.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	-	\$41,000	-	\$39,792
By Mission Area				
Human Services	-	-	-	\$38,509

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
24%	71%	5%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
14%	10%	5%	71%	-	-

# SALARIES

## SHELTER DIRECTOR, HOUSE MANAGER

Manages daily operations and service delivery for shelter program. Supervises, hires, trains and evaluates shelter staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$47,410	\$47,410	\$73,213	\$56,373
By Budget				
\$10M +	\$65,177	\$73,213	\$73,213	\$67,856
By Mission Area				
Human Services	\$53,172	\$73,213	\$73,213	\$56,373
By Region				
Denver Metro	\$56,822	\$73,213	\$73,213	\$60,640

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	50%	25%	25%	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	-	-	100%	-	-

# SALARIES

## BUILDINGS AND GROUNDS SUPERVISOR

Supervises the maintenance, restoration, renovation, and upkeep of all of the organization’s buildings, mechanical systems, and grounds. This may include one large site or multiple sites. Supervises one or more maintenance employees.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$33,280	\$44,450	\$54,114	\$45,372
<b>By Budget</b>				
\$1M-2.49M	-	-	-	\$45,450
\$2.5M-4.9M	-	\$48,500	-	\$48,214
\$5M-9.9M	\$48,558	\$52,451	\$61,885	\$55,416
\$10M +	\$62,054	\$69,004	\$74,305	\$67,260
<b>By Mission Area</b>				
Arts/Culture	-	-	-	\$66,061
Education	-	-	-	\$62,205
Human Services	\$33,280	\$42,225	\$52,700	\$44,421
Other	-	\$74,305	-	\$70,922
<b>By Region</b>				
Denver Metro	\$46,200	\$54,100	\$60,147	\$52,065

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	38%	63%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
13%	81%	-	6%	-	-

# SALARIES

## JANITOR/CUSTODIAN

Maintains the organization’s facility. May perform repairs and other upkeep functions to maintain the organization’s physical facility. May also assist with moving furniture and equipment.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$25,626	\$31,200	\$37,666	\$31,973
<b>By Budget</b>				
\$1M-2.49M	-	\$31,200	\$38,923	\$31,585
\$2.5M-4.9M	-	-	-	\$33,491
\$500,000-999,999	-	-	\$29,059	\$27,063
\$5M-9.9M	\$28,934	\$30,377	\$35,911	\$31,741
\$10M +	\$28,320	\$39,207	\$48,080	\$37,417
<b>By Mission Area</b>				
Education	-	\$28,320	-	\$32,517
Health/Mental Health	-	\$28,593	\$30,917	\$28,340
Human Services	\$25,626	\$37,440	\$37,666	\$32,149
Other	-	-	\$48,080	\$32,120
Religion	\$29,547	\$37,275	\$38,912	\$34,839
<b>By Region</b>				
Central Mountains	-	-	-	\$28,934
Denver Metro	\$37,666	\$37,666	\$37,666	\$36,977
Eastern Plains	-	-	\$27,524	-
Western Slope	-	\$25,626	-	\$26,903

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
90%	10%	-	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
28%	72%	-	-	-	-

# SALARIES

## PROPERTY/SITE MANAGER

Performs on-site custodianship of a single property, including personal and building security. Coordinates activities of custodians and building maintenance staff.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$37,440	\$60,000	\$60,000	\$50,712
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$47,730
\$500,000-999,999	\$26,269	\$35,957	\$50,717	\$37,648
\$1M-2.49M	-	\$57,958	-	\$50,814
\$2.5M-4.9M	\$40,273	\$47,276	\$56,729	\$50,932
\$5M-9.9M	-	-	-	\$57,921
\$10M +	\$48,080	\$48,080	\$59,100	\$53,494
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	-
Civic Improvement/Philanthropy	-	-	-	-
Education	-	\$41,498	-	\$44,014
Environmental	-	-	-	-
Health/Mental Health	\$28,957	\$50,975	\$59,904	\$46,612
Human Services	\$45,219	\$37,440	\$60,016	\$39,347
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$48,080	\$48,080	\$48,080	\$59,008
Religion	-	\$54,636	-	\$48,493
Youth Development	-	-	-	-
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$53,045	\$60,000	\$60,000	\$55,272
Eastern Plains	-	-	-	\$49,708
Larimer & Weld	-	-	-	-
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	-	-	-	\$45,760

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
17%	42%	42%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
33%	8%	21%	38%	-	-

# SALARIES

## REPAIR TECHNICIAN

Performs repair and maintenance functions related to buildings, facilities, small machines, and equipment.  
Performs secondary repairs and maintenance work.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$36,800	\$41,600	\$42,632	\$41,301
<b>By Budget</b>				
Less than \$500,000	-	-	-	-
\$500,000-999,999	-	\$40,912	-	\$39,093
\$1M-2.49M	\$47,997	\$49,173	\$49,173	\$48,071
\$2.5M-4.9M	\$36,388	\$37,571	\$40,389	\$38,225
\$5M-9.9M	\$27,274	\$31,689	\$49,958	\$48,460
\$10M +	\$32,957	\$38,298	\$50,185	\$40,442
<b>By Mission Area</b>				
Animal related	-	-	-	-
Arts/Culture	-	-	-	\$31,689
Civic Improvement/Philanthropy	-	-	-	-
Education	\$33,332	\$37,116	\$49,958	\$40,739
Environmental	-	-	-	-
Health/Mental Health	\$36,388	\$38,593	\$43,185	\$39,473
Human Services	\$43,275	\$49,173	\$49,173	\$39,883
Legal/Advocacy/Civil Rights	-	-	-	-
Other	\$32,957	\$32,957	\$32,957	\$40,832
Religion	\$39,207	\$43,866	\$49,934	\$44,336
Youth Development	-	\$51,358	-	\$51,358
<b>By Region</b>				
Central Mountains	-	-	-	-
Denver Metro	\$40,082	\$42,632	\$44,609	\$43,447
Eastern Plains	-	\$38,593	-	\$39,056
Larimer & Weld	-	\$36,388	-	\$37,782
Northwest	-	-	-	-
Pikes Peak	-	-	-	-
Resort Town	-	-	-	-
San Juan Communities	-	-	-	-
San Luis Valley Communities	-	-	-	-
Southwest	-	-	-	-
Western Slope	\$32,957	\$32,957	\$32,957	\$32,957

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	75%	25%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
25%	38%	25%	13%	-	-



# SALARIES

## COOK, HEAD COOK

Oversees food preparation, supplies and equipment, packaging, storage and/or reporting. Supervises prep cook and volunteer staff. Plans menus in absence of a food services director.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$31,200	\$33,322	\$42,163	\$37,278
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$32,410
\$500,000-999,999	\$31,252	\$34,093	\$43,185	\$36,593
\$2.5M-4.9M	\$37,019	\$39,669	\$50,166	\$43,112
\$5M-9.9M	\$30,547	\$31,252	\$31,820	\$38,948
\$10M +	-	-	-	\$47,949
<b>By Mission Area</b>				
Education	\$31,252	\$31,252	\$31,252	\$32,389
Human Services	\$31,200	\$35,443	\$42,000	\$37,799
Religion	-	\$34,093	-	\$39,081
<b>By Region</b>				
Central Mountains	\$30,547	\$30,547	\$32,714	\$31,992
Denver Metro	\$38,063	\$42,325	\$50,250	\$43,355
Southwest	-	\$31,820	\$31,820	\$29,689

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	79%	21%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
7%	71%	14%	7%	-	-

# SALARIES

## FOOD SERVICE DIRECTOR/KITCHEN SUPERVISOR

Directs and supervises food preparation and service. Hires and supervises kitchen staff, schedules staff, prepares menus, orders food and supplies, oversees cooking and cleaning.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$35,360	\$40,000	\$53,082	\$45,076
<b>By Budget</b>				
\$1M-2.49M	-	-	-	\$38,250
\$2.5M-4.9M	-	\$50,156	-	\$47,020
\$500,000-999,999	\$28,892	\$38,639	\$57,368	\$42,232
\$5M-9.9M	-	\$46,987	-	\$51,140
\$10M +	-	-	-	\$55,910
<b>By Mission Area</b>				
Health/Mental Health	-	\$38,639	-	\$39,312
Human Services	\$35,360	\$40,000	\$50,000	\$43,835
Religion	-	-	-	\$55,114
<b>By Region</b>				
Denver Metro	\$42,500	\$50,000	\$60,221	\$51,249
Larimer & Weld	-	-	-	\$39,649
Western Slope	-	-	-	\$31,820

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	75%	25%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
8%	58%	25%	8%	-	-

# SALARIES

## PREP COOK, FOOD SERVICE WORKER

Works directly under head cook. Assists in food preparation, cleaning, washing dishes.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	-	\$36,122	\$28,411	\$33,619
<b>By Budget</b>				
Less than \$500,000	-	-	-	\$34,093
\$500,000-999,999	\$27,274	\$28,411	\$28,411	\$27,622
\$2.5M-4.9M	\$26,138	\$29,547	\$34,866	\$30,184
<b>By Mission Area</b>				
Health/Mental Health	-	\$27,274	-	\$27,274
Human Services	-	-	\$30,542	\$34,355
Religion	\$28,411	\$28,411	\$28,411	\$28,411
<b>By Region</b>				
Denver Metro	-	-	\$31,820	\$34,355
Western Slope	-	-	\$27,274	-

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
59%	41%	-	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
65%	35%	-	-	-	-

# SALARIES

## VETERINARIAN ASSISTANT

Provides surgical preparation and post-procedure care as directed by staff and/or doctor. Maintains accurate records and reports. Performs minor procedures.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$26,564	\$26,564	\$35,798	\$32,596
<b>By Budget</b>				
\$500,000-999,999	-	-	-	\$37,502
\$2.5M-4.9M	\$26,280	\$28,297	\$30,485	\$28,354
<b>By Mission Area</b>				
Animal related	\$26,564	\$30,286	\$35,798	\$32,596
<b>By Region</b>				
Denver Metro	-	-	-	\$34,531
Larimer & Weld	\$26,280	\$28,297	\$30,485	\$28,354

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
25%	50%	25%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	25%	75%	-	-	-

# SALARIES

## STORE MANAGER

Responsible for the daily management and overall operations of store. Supervises, recruits and trains employees and volunteers. Coordinates donations, merchandising and sales. May coordinate marketing efforts. Manages inventory and pricing.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$46,124	\$46,124	\$60,153	\$44,230
<b>By Budget</b>				
\$500,000-999,999	-	-	-	\$27,482
\$1M-2.49M	-	-	-	\$44,255
\$2.5M-4.9M	\$50,692	\$61,490	\$68,842	\$59,369
\$10M +	\$51,722	\$52,571	\$52,571	\$52,005
<b>By Mission Area</b>				
Arts/Culture	-	-	-	\$44,802
Education	-	\$58,526	-	\$63,225
Human Services	\$31,831	\$47,446	\$62,285	\$48,102
Other	\$52,571	\$52,571	\$52,571	\$52,571
<b>By Region</b>				
Central Mountains	-	\$62,285	-	\$65,199
Denver Metro	\$47,763	\$52,571	\$54,060	\$44,230

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
-	33%	67%	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
-	67%	33%	-	-	-

# SALARIES

## DRIVER

Drives and maintains vehicles in proper and safe working condition. May attend to passengers' needs.

	25 <sup>th</sup> %ile	50 <sup>th</sup> %ile	75 <sup>th</sup> %ile	Avg.
Overall	\$25,626	\$27,040	\$30,160	\$29,464
<b>By Budget</b>				
Less than \$500,000	-	\$43,185	-	\$43,942
\$1M-2.49M	-	\$34,093	-	\$31,820
\$2.5M-4.9M	-	\$27,002	\$34,661	\$28,753
\$5M-9.9M	\$31,366	\$34,093	\$34,093	\$31,877
\$10M +	\$28,638	\$33,048	\$34,320	\$33,253
<b>By Mission Area</b>				
Education	\$28,638	\$28,638	\$28,638	\$28,638
Human Services	\$25,626	\$27,040	\$30,160	\$29,464
Other	\$33,048	\$33,048	\$42,048	\$36,679
<b>By Region</b>				
Denver Metro	\$33,048	\$34,093	\$35,230	\$36,847
Southwest	\$34,093	\$34,093	\$34,093	\$34,093
Western Slope	-	\$43,185	-	\$43,942

Minimum Years of Experience Required					
0 years	1-2 years	3-5 years	6-10 years	10+ years	
23%	78%	-	-	-	
Minimum Level of Education Required					
Not considered	High school or equivalent	Associate's degree or trade school	Bachelor's degree	Master's degree	Ph.D., M.D., J.D.
3%	98%	-	-	-	-



Colorado  
**NONPROFIT**  
Association



## 2021 COLORADO NONPROFIT TALENT DEVELOPMENT & CULTURE REPORT

*a supplemental report of the 2021 Colorado  
Nonprofit Salary & Benefits Survey*





## INTRODUCTION

As more attention is paid to those doing the work and the people behind missions, titles, and roles, nonprofits can ask questions about their own practices that move from basic human resources to supporting and uplifting talent and people. The mindset shift in the sector and practice, where “people operations,” “talent management,” and “people and development,” are being used more commonly, allows nonprofits to pause and reflect on how their organization is supporting their people.

This report provides a look into the practices of nonprofits to better identify and address common issues within the workforce, including turnover and retention, talent development, and more.

## KEY FINDINGS

Findings are based on responses to an optional section of the 2021 Salary & Benefits Survey.

- 30% of organizations are at a stage of working on changing systems internally and externally that address systemic racism and inequities, and 29% are working to build a workplace culture that values all people’s experiences, backgrounds, and cultures.
- However, two-thirds of organizations have zero BIPOC representation within executive leadership. Nearly all (91%) of organizations have a team outside of executive leadership that is majority white.
- 71% of organizations had an employee voluntarily resign from their organization between March 2020 and April 2021, with the most common reason being career advancement. Yet, only 25% have action plans for staff to pursue career goals, and only 17% have specific pathways for staff to move into leadership positions.
- Also of note, 12% resigned for reasons related to COVID, including health concerns, childcare, and school aged children at home.
- 36% of organizations have succession plans, an increase from 2018. However, the majority of plans are only for executive directors/CEOs/presidents.
- 70% of organizations have conducted a compensation review within the past year. However, gender and racial pay inequities for executive directors and staff are still rife within the nonprofit sector.



**2021 COLORADO NONPROFIT  
TALENT DEVELOPMENT &  
CULTURE REPORT**

CONSIDERATIONS FOR NONPROFITS

## CONSIDERATIONS

By investing in our workforce, we are supporting an organization's capacity to achieve its mission. Nonprofit decision-makers can demonstrate a commitment to retaining and developing talent within their organization by taking action as a result of these findings. These considerations can be implemented on an organization-wide scale, within only one department, or by a single supervisor.

**Evaluate your organization's efforts to pursue values of Diversity, Equity and Inclusion.** Consider whether your practices are working as intended, and what opportunities exist for changes or improvements.

**Determine what career advancement opportunities you can provide for employees and specific pathways for staff to move into leadership positions.** In addition, if you don't have a succession plan for positions critical to your mission beyond your executive director, consider which positions may need a succession plan.

**For those who only provide a professional development budget, think beyond simply offering professional development opportunities.** Hold check-ins or annual reviews for employees to determine how to create a position and environment that allows them to thrive, whether through mentorships, coaching, or setting plans for them to pursue and leverage their goals, interests, and skills.

**Conduct a thorough compensation review that not only looks at individual employees' salaries related to the market, but also the organization's approach to salaries and adjustments.** Consider employees' starting salaries, raises, or bonuses by gender, race, ability, and position. Examine how increases based on percentages may be creating larger gaps and consider approaches that benefit all employees more equitably.

As employee needs, experiences, and interests change - both personally and professionally - nonprofits have an opportunity to consider how employee support and talent development also change. Reviewing salaries and benefits is a critical role for nonprofits. However, digging deeper into workplace cultures, talent development, and practices can help organizations address turnover rates, fill opportunity gaps, and plan for key positions' successions. Committing to our workforce directly impacts nonprofits' ability to serve their communities, continue providing essential services, and build an organization that thrives.



**2021 COLORADO NONPROFIT  
TALENT DEVELOPMENT &  
CULTURE REPORT**

FINDINGS

## DIVERSITY, EQUITY, AND INCLUSION WITHIN ORGANIZATIONS

Consistent with other reports that highlight the lack of diversity in executive leadership and boards, two-thirds (66%) of responding employers have an executive leadership team that has zero Black, Indigenous, People of Color (BIPOC) representation. When reviewing the diversity of staff other than executive leadership, the majority of organizations (91%) have teams that are majority white.

Ninety percent of organizations are taking some level of effort to address diversity, equity or inclusion within their organization. 90% when compared to 2018 and 2020 when 43% and 56%, respectively, reported having a diversity and inclusion strategy, it is clear that DEI efforts have increased within the sector.

Thirty percent of respondents stated they are working on changing systems internally and externally that address racism and inequities, and another 29% stated they are working to build a workplace culture that values all people's experiences, backgrounds, and cultures. Of those stating they are working on changing systems internally and externally, 34% (15 respondents) have at least some BIPOC representation within their executive leadership team.

However, how organizations interpret what "changing systems" and "valuing experiences" mean, as well as the extent of implementing these efforts, varies. Organizations have varying definitions, commitment levels, and investment to address DEI efforts. Therefore, one organization's activities may look different than another organization's activities that state they are at a similar stage in their journey.

Although the majority of organizations are working on diversity, equity, and inclusion efforts, the lack of diversity within organizations, as well as the existence of pay inequities, demonstrate the ongoing work needed to build an equitable sector.

### WHICH STATEMENT BEST REFLECTS YOUR ORGANIZATION? *n=118*

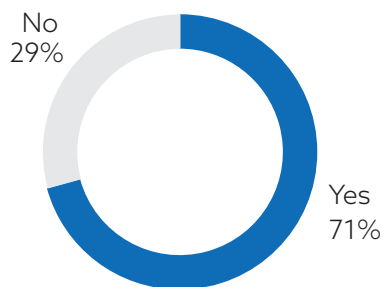


## RETAINING & DEVELOPING TALENT

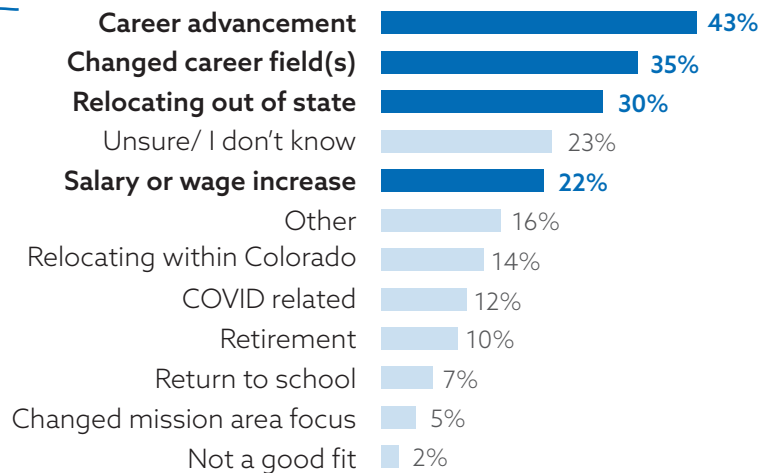
Diversity, equity, and inclusion efforts should be embedded within all efforts and practices of an organization, including how organizations retain and develop talent.

Seventy-one percent of nonprofits reported one or more employees voluntarily left or resigned, slightly more organizations than reported in 2020. The top reasons employees voluntarily leave have not changed from 2020 to 2021, with career advancement, salary or wage increases, and relocations remaining in the top five. However, this year, 12% of organizations experienced employees leaving due to COVID related reasons, including health concerns, childcare or school-aged children at home.

### DID YOU HAVE ANY STAFF VOLUNTARILY LEAVE/RESIGN FROM YOUR ORGANIZATION WITHIN THE PAST 12 MONTHS? *n=123*

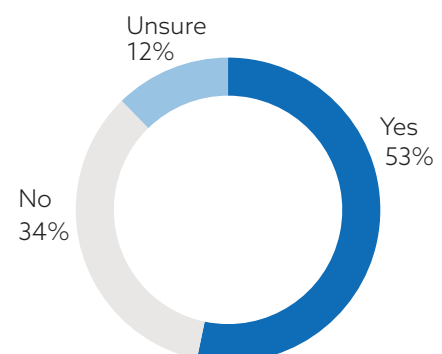


### REASONS FOR LEAVING/RESIGNING: *n=86*



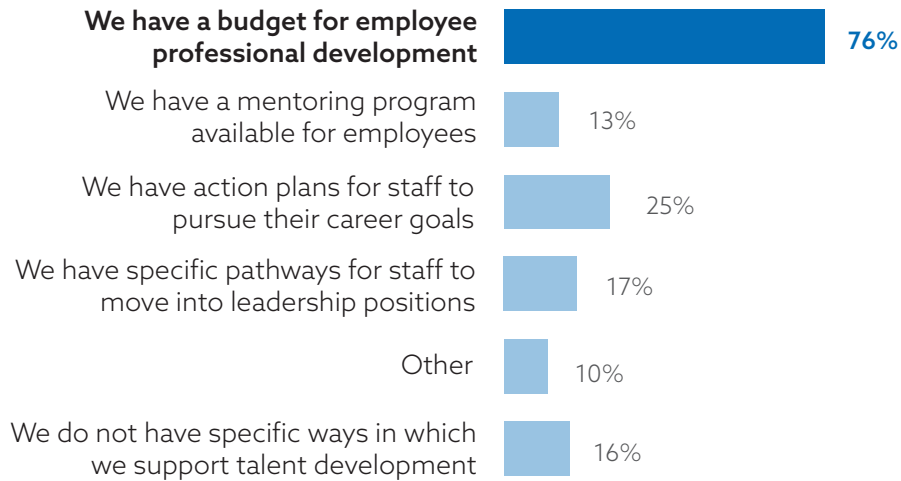
Although career advancement is the most common reason employees left or resigned, only 53% have an overall strategy to develop talent. In addition, only 25% have action plans for staff to pursue career goals, and 17% have specific pathways for staff to move into leadership positions.

### DOES YOUR ORGANIZATION HAVE AN OVERALL STRATEGY TO DEVELOP TALENT WITHIN YOUR ORGANIZATION? *n=122*



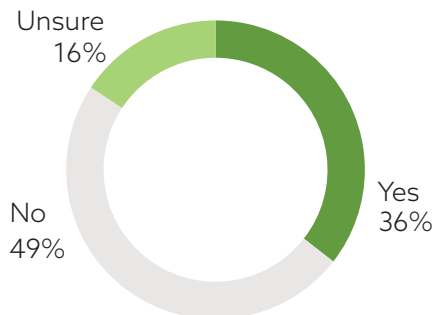
The most common way organizations support talent is through professional development budgets.

IN WHAT WAYS DOES YOUR ORGANIZATION SUPPORT TALENT DEVELOPMENT? *n=116*

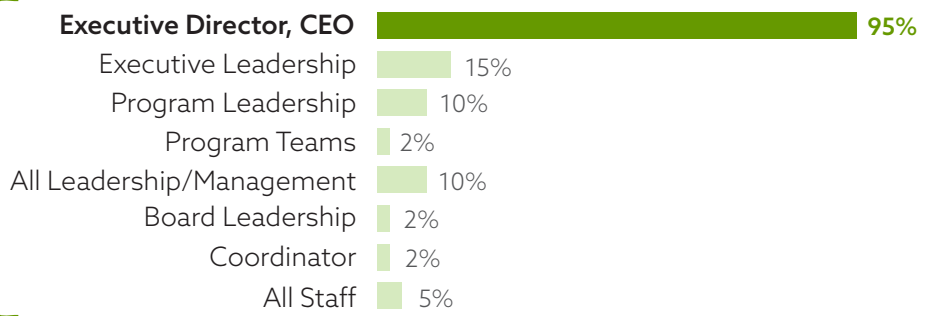


In relation to specific pathways for staff to move into leadership positions, 36% of organizations have succession plans (an increase of 11% of organizations compared to 2018). For those with succession plans, the majority (95%) have plans for executive directors, yet only 15% of organizations have plans for executive leadership as well, and even fewer have succession plans for all leadership or management positions.

DOES YOUR ORGANIZATION HAVE A SUCCESSION PLAN(S)? *n=121*



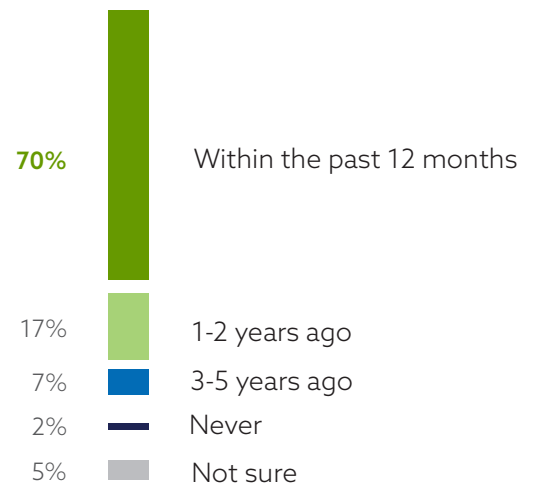
FOR WHAT POSITIONS DOES YOUR ORGANIZATION HAVE A SUCCESSION PLAN? *n=41*



## COMPENSATION REVIEWS

Seventy percent of organizations conducted compensation reviews within the past 12 months, and 17% in the past one to two years. Only 2% have never conducted compensation reviews. It's also important to note that some organizations may have hired their first employee too recently to conduct a compensation review.

WHEN WAS THE LAST TIME YOUR ORGANIZATION CONDUCTED A COMPENSATION REVIEW? *n=122*

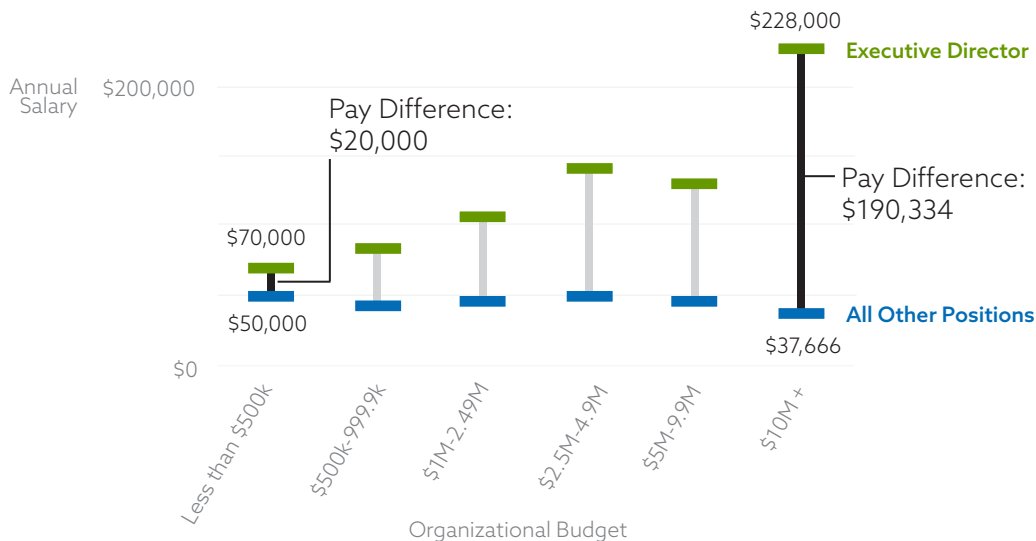


## SALARY & WAGE GAPS

Based on salary data from the 2021 report, there is a notable difference between the salary for executive directors and the median salary of all other staff, as well as existing gender and racial pay inequities within the nonprofit sector that need to be addressed by the sector as a whole.

The wage gap between the median salary of an executive director and all other positions (combined) increases with the organization's budget. Organizations with budgets of less than \$500,000 have a wage difference of \$20,000 (a 33% difference), while, organizations with budgets of \$10 million or more have a wage difference of \$190,000 (a 143% difference).

PAY DIFFERENCE BETWEEN EXECUTIVE DIRECTORS AND ALL OTHER POSITIONS BY ORGANIZATIONAL BUDGET  
*median salaries*

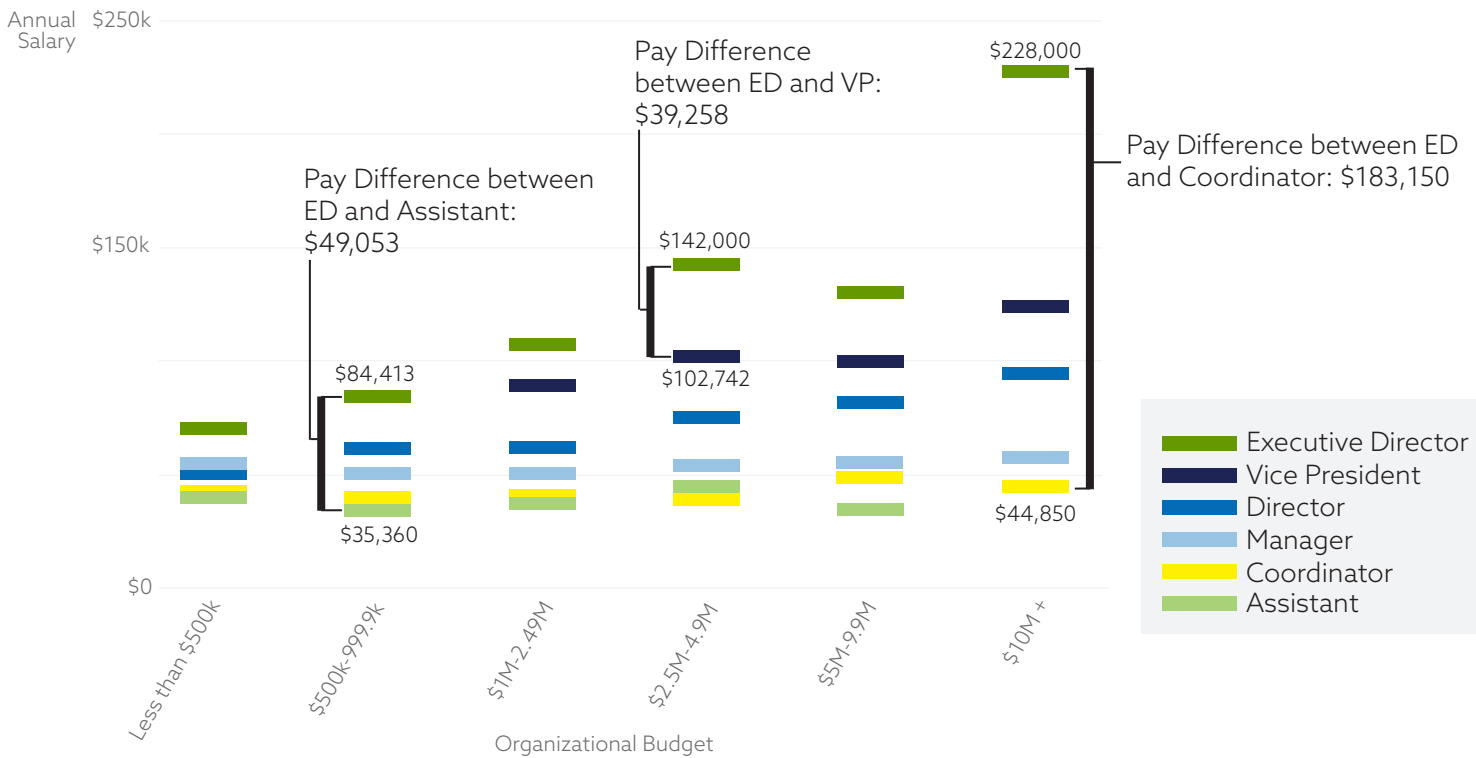




Based on 2021 salary data, positions in manager, coordinator, and assistant levels tend to remain relatively consistent regardless of the organization's size, whereas directors, vice presidents and ED median salary increases with the organization's size. This dynamic benefits people who have the opportunity or privilege to move into leadership positions, while limiting salary increases for those who do not have access to development opportunities.

### PAY DIFFERENCE BETWEEN POSITION LEVELS BY ORGANIZATIONAL BUDGET SIZE

median salaries

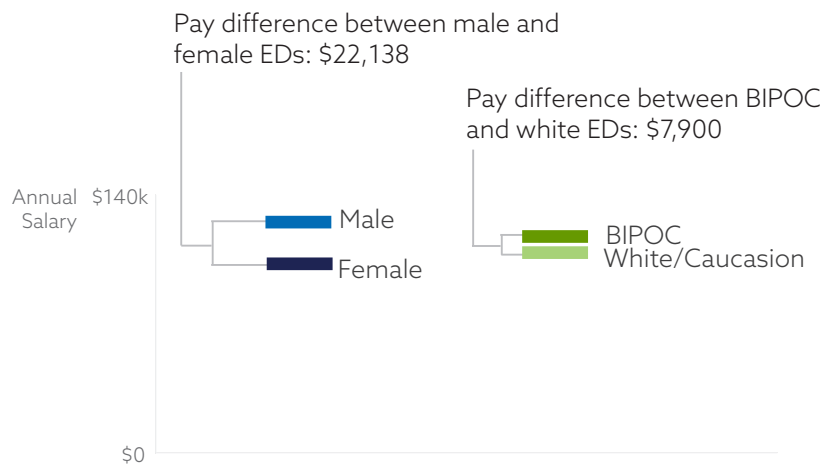


Gender wage gaps continue to be pervasive in the nonprofit sector, with female executive directors making 82 cents, down from 85.7 cents as reported in 2018, for every dollar earned by male executive directors.

The median salary for executive directors of color is \$116,025, compared to the median salary for white executive directors at \$108,125 (a 7% difference). However, when comparing based on level of education, the median salary for executive directors of color with a Master's Degree is \$95,488 compared to \$107,100 for white executive directors with the same level of education.

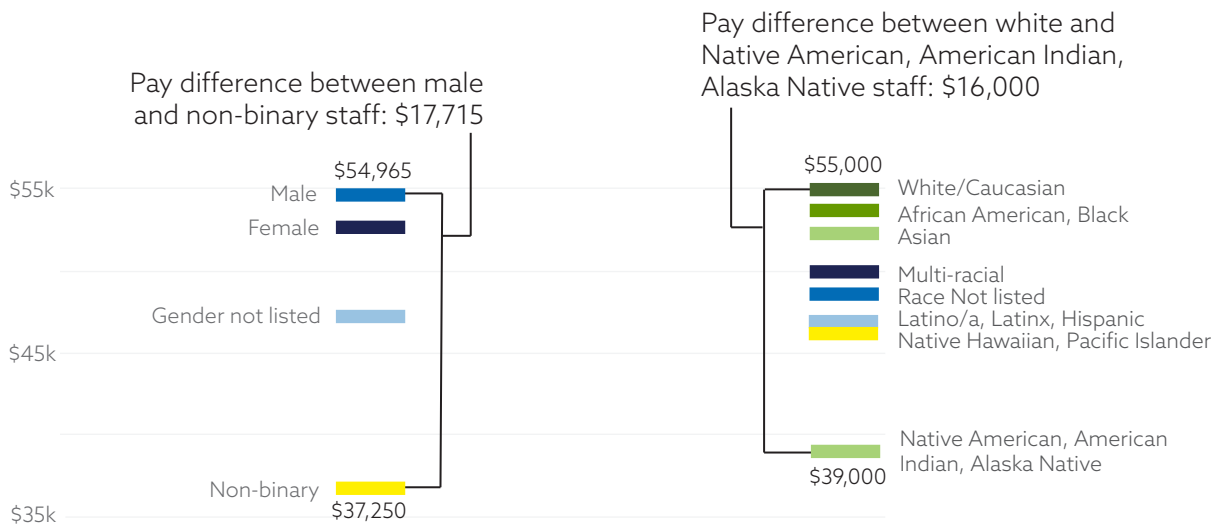
### EXECUTIVE DIRECTOR SALARIES BY GENDER & RACE

median salaries



For all other positions, the median salary of those identifying as non-binary is \$17,715 less than those identifying as men, which is 68 cents per every dollar. For those identifying as Native American, American Indian, Alaska Native, the median salary is \$16,000 less than those identifying as white, which is 71 cents per every dollar.

ALL OTHER SALARIES BY GENDER & RACE (excluding Executive Director Salaries)  
median salaries



Please note that the person completing the Salary Survey reported race and gender for salaries and positions. Organizations' collection methods for reporting on race and gender may differ - whether self-identified by the individual to their organization, or assumed identities reported by the organization.

View more details on salaries by gender and race in the [2021 Colorado Nonprofit Salary & Benefits Survey](#).

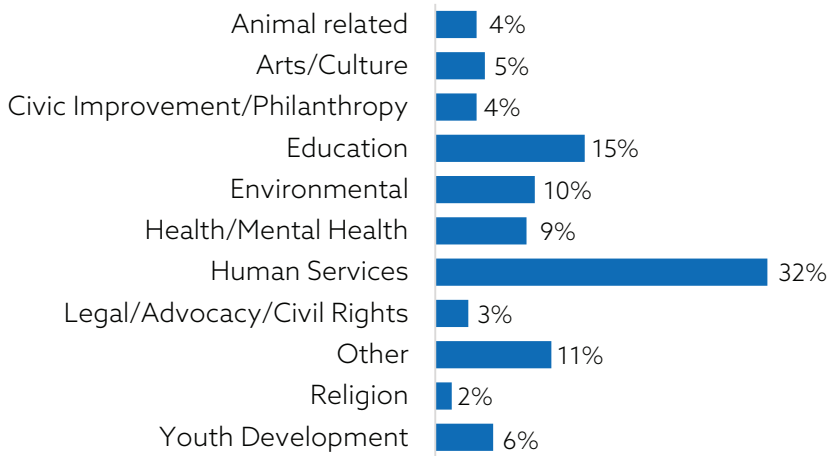


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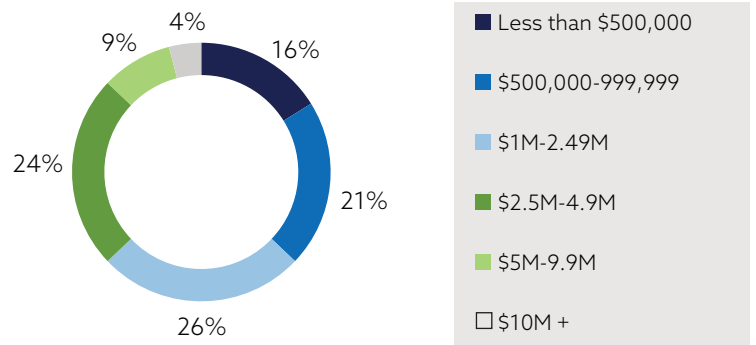
PARTICIPANTS

2021 Colorado Nonprofit Salary & Benefits Survey participants had the option to complete an additional section with questions included in this report. Participants were given the option to answer as many or few questions in this section. 124 people participated in this section.

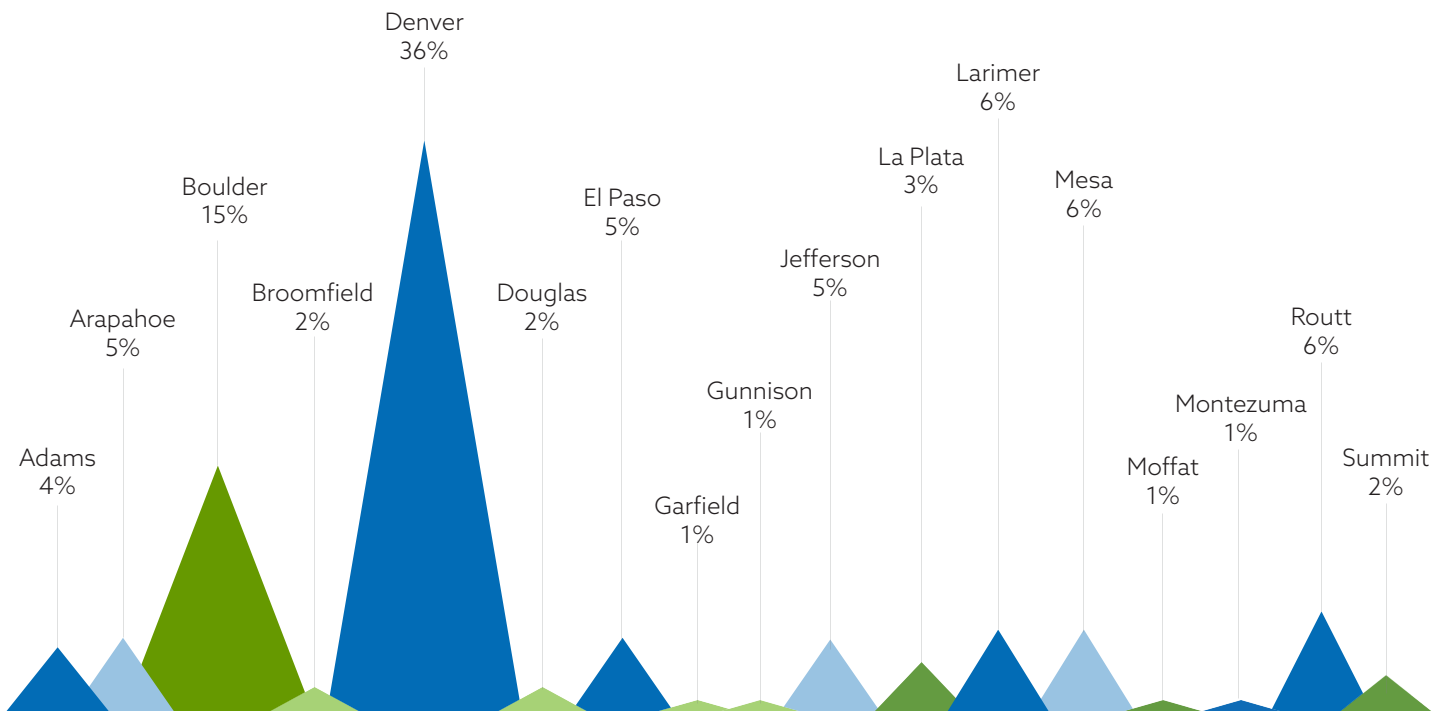
### FOCUS OF SERVICE



### ORGANIZATIONAL BUDGET



### COUNTIES REPRESENTED





Colorado  
**NONPROFIT**  
Association