

2006 SALARY & BENEFITS SURVEY

of Western Environmental Groups



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Introduction

Between June and November 2005, TREC conducted its second salary survey of conservation organizations throughout the North American west. TREC is proud to be the only capacity building organization providing such important information designed exclusively for the special needs of environmental groups. In all, 126 different organizations with a range of budgets completed our comprehensive questionnaire. Among the key findings from our analysis are the following:

Lay-offs: Compared to findings from our 2004 survey, today's conservation groups exhibit increased financial resilience. For example, in our 2004 report, we found that 35 percent of those surveyed laid-off employees at some point in the previous year. Only 17.4 percent report lay-offs due to budget cuts in the present report.

Salary trends: The last two years have brought increases in median salaries for key organizational leaders including Executive Directors and Program Directors; however, salaries for Development Directors have remained flat. Interestingly, these results mirror those in the *Nonprofit Times* (NPT) 2005 salary survey (<http://www.nptimes.com/Feb05/sr1.html>). Specifically, the NPT found that salaries for Executive Directors and Program Directors rose slightly from 2004 while Development Director wages fell by .3 percent. TREC is troubled by these results and we urge Executive Directors and Boards of Directors to find effective ways to “fundsqueeze” that do not involve cutting fundraising budgets.

Fringe benefits: Organizations in our survey continue to struggle with the costs of fringe benefits. In our 2004 report, nearly 15 percent of responding groups indicated that they had decreased their employees' benefits-package. That number has grown to just over 20 percent in the current survey. Our data also reveal consistent reductions in the number of organizations covering the full costs of medical and dental insurance.

Budget size: This year's report shows consistent variation in employee salaries by organization budget and these results are very similar to those from 2004. Again, Executive Directors, Program Managers, and Development Directors of smaller organizations consistently make \$10,000 to \$15,000 less than their colleagues working in larger organizations. Similarly, employees who work for environmental groups with budgets under \$500,000 remain vulnerable. Employees in smaller organizations have more limited access to health-care benefits, retirement plans, sabbaticals and family leave.

Gender: This year's survey again shows differences in salaries by gender for key leadership positions. For example, the median salary for male Executive Directors was \$56,775 compared to \$46,750 for women. Women serving as Program Directors and Development Directors also earn less than men. Our results are very similar to those in the *Nonprofit Times* survey. According to the NPT, male executive directors were paid an average of \$108,555 per year in 2004 while women holding the same position received \$77,086.

Personnel reviews: Our survey reveals a gap between the frequency of staff reviews and those conducted of Executive Directors. Specifically, while 87.4 percent of staff are reviewed annually, only 75.8 of Executive Directors are. We urge

Boards of Directors to ensure that everyone working in their organizations is reviewed annually.

Professional development: This year's salary asked respondents to describe their professional development policies. A large majority of groups (86.8 percent) support their employees by allotting funds for continuing education. However, the amount varies with a high of \$725 for small organizations (budgets below \$250,000) to \$300 for those with budgets between \$500,000 to \$1,000,000.

Our purpose in producing this report is to provide those working in the environmental field with wage and benefit information they can use to gauge their salaries and benefits policies. Our stakeholders have consistently told us that they used the 2004 results to help compare their salaries to those of other similarly situated organizations and a number used the survey results to adjust their salaries.

We know everyone in the conservation sector is doing the best they can in these challenging economic times. However, we urge our constituents to think critically about their salary and benefit policies. "Only by establishing and following a long-range plan for salary and benefit enhancement will conservation groups be able to secure and retain the highest quality employees" explains TREC's Executive Director, Dyan Oldenburg.

We thank Wilburforce Foundation for their generous support of TREC and projects such as this. Our thanks also go to our Webmaster, Cheri Ryan, for creating the online survey and California Environmental Associates for inspiration in formatting our report. Finally, we are indebted to Ian McAllister, Toni Ruth, Steve Zack, Erin Shanahan, and Pam Miller for the beautiful photography that is included on TREC's website (www.trecnw.org).

Table Information/Canadian Conversion

Unless otherwise noted, all figures presented in the tables are percents which have been rounded to the nearest tenth. All Canadian wage data is presented in US dollars. Canadian wages were converted at a rate of \$1.00 CDN to \$.87 US.

Contact Information

We strongly encourage your comments and questions about the Salary Survey. If you wish to speak with the author, please contact, William Vesneski, TREC's Director of Evaluation and Planning. He can be reached at: (503) 957-3785 or by email at bill@trec.org.

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Sample Description

TABLE 1. LOCATION OF RESPONDENTS

LOCATION	NUMBER	PERCENT
Washington	20	15.9
Oregon	18	14.3
Montana	17	13.5
Alaska	12	9.5
British Columbia	10	7.9
Arizona	7	5.6
Alberta	5	4.0
Colorado	5	4.0
Idaho	5	4.0
New Mexico	5	4.0
Utah	4	3.2
Nevada	4	3.2
California	3	2.4
Others (including national organizations)	11	8.5
TOTAL	126	100

Responding organizations were categorized based upon the state or province they are located. The region with the greatest number of respondents was the Pacific Northwest. The number of organizations within each region is presented below. Please note, multi-state/provincial organizations are not included in this table.

TABLE 2. REGIONAL BREAKDOWN OF RESPONDENTS

REGION	STATES/PROVINCES	NUMBER	PERCENT
Northwest (NW)	WA, OR, AK	50	43.5
Canada	BC, AB, YT	15	13.0
West	MT, ID, WY	25	21.7
Southwest (SW)	AZ, CO, NV, NM, UT	25	21.7
TOTAL	-	115	100

Along with regional classifications, all organizations were categorized according to budget size. The results of this classification are presented in the table below. Please note, unlike the regional classifications, this table includes multi-state/provincial groups.

TABLE 3. BUDGET SIZE OF RESPONDENTS

BUDGET	NUMBER	PERCENT
Under \$250,000	26	20.6
\$250,001 to \$500,000	30	23.8
\$500,001 to \$1,000,000	40	31.7
More than \$1,000,000	30	23.8
TOTAL	126	100

Responding Organizations

- Advocates for the West
- AkPIRG
- Alaska Center for the Environment
- Alaska Conservation Alliance
- Alberta Wilderness Association
- American Wildlands
- Amigos Bravos
- Arizona League of Conservation Voters
- Arizona Open Land Trust
- Arizona Wilderness Coalition
- Audubon Alaska
- Audubon Washington
- BC Spaces for Nature
- Bicycle Transportation Alliance
- California Wilderness Coalition
- Cascade Resources Advocacy Group
- Castle-Crown Wilderness Coalition
- Center for Alaskan Coastal Studies
- Center for Biological Diversity
- Center for Science in Public Participation
- Clark Fork Coalition
- Climate Solutions
- Coalition for a Livable Future
- Coalition for Sonoran Desert Protection
- CommEn Space
- Conservation Northwest
- Cook Inlet Keeper
- Conservation Voters of New Mexico
- Deschutes Basin Land Trust
- Dogwood Initiative
- Earthjustice
- EARTHWORKS
- Forest Service Employees for Environmental Ethics
- Food Alliance
- Forest Guardians
- ForestEthics
- Friends of Skagit County
- Friends of the Columbia Gorge
- Gifford Pinchot Task Force
- Grand Canyon Wildlands Council
- Great Basin Mine Watch
- Greater Yellowstone Coalition
- Greenpeace Canada
- Grist
- Gwich'in Steering Committee
- Hells Canyon Preservation Council
- Idaho Conservation League
- Inland Northwest Land Trust
- Institute for Environmental Research and Education
- Incline Village General Improvement District
- Land Trust Alliance of BC
- Montana Environmental Information Center
- Miistakis Institute
- Montana Conservation Voters
- Montana Land Reliance
- Montana Wilderness Association
- National Forest Protection Alliance
- National Parks Conservation Association
- Nevada Conservation League
- Nevada Wilderness Project
- New Mexico Wilderness Alliance
- North Cascades Institute
- Northern Alaska Environmental Center
- Northern Environmental Action Team
- OPAL Community Land Trust
- Oregon League of Conservation Voters

Responding Organizations Continued

- Oregon Natural Desert Association (ONDA)
- Oregon Natural Resources Council
- Pacific Rivers Council
- Palouse-Clearwater Environmental Institute
- Planning and Conservation League
- Pipeline Safety Trust
- Predator Conservation Alliance
- Prince William Sound Science Center
- Puget Soundkeeper Alliance
- QQS Projects Society
- Raincoast Conservation
- Recycling Council of British Columbia
- reSource
- Round River Conservation Studies
- Sky Island Alliance
- Solace International
- Sonoran Institute
- Southeast Alaska Conservation Council
- Southern Oregon Land Conservancy
- Southern Utah Wilderness Alliance
- Southwest Environmental Center
- Sustainable Northwest
- Swan Ecosystem Center
- Taxpayers for Common Sense
- Teton Regional Land Trust
- The Friends of Banff National Park
- The Lands Council
- The Wilderness Society
- The Wildlands Project
- The Land Conservancy of British Columbia
- Transboundary Watershed Alliance
- TREC
- Trout Unlimited
- Trustees for Alaska
- Umpqua Watersheds
- Utah Wilderness Coalition
- Valley Advocates for Responsible Development
- Vashon-Maury Island Land Trust
- Volunteers for Outdoor Colorado
- Washington Toxics Coalition
- Washington Wilderness Coalition
- WEAVE/Washington Conservation Voters
- West Coast Environmental Law
- Western Colorado Congress
- Western Environmental Law Center
- Western Mining Action Project
- Western Resource Advocates
- Wildlands CPR
- Wildlands Project
- Wildlife Conservation Society
- Wildsight
- WSERC
- Yaak Valley Forest Council
- Yellowstone to Yukon Conservation Initiative

Benefits Analysis by Region

TABLE 4. PERCENT OF ORGANIZATIONS WITH HEALTH BENEFITS

BENEFIT	LEVEL OF COVERAGE	2006	2004	NW	CANADA	SW	WEST
MEDICAL	Employer covers 100% of cost	60.0	62.3	66.0	20.0	68.0	62.5
	Employer covers less than 100% of cost	27.2	21.3	22.0	26.7	24.0	37.5
	Benefit offered but cost not covered	4.8	N/A	8.0	6.7	4.0	--
	Benefit not offered	8.0	N/A	4.0	46.7	4.0	--
DENTAL	Employer covers 100% of cost	40.3	42.5	51.0	33.3	40.0	29.2
	Employer covers less than 100% of cost	20.2	16.8	12.2	20.0	8.0	37.5
	Benefit offered but cost not covered	17.7	N/A	20.4	6.7	24.0	12.5
	Benefit not offered	21.8	N/A	16.3	40.0	28.0	20.8
VISION	Employer covers 100% of cost	26.6	29.2	34.7	26.7	16.0	20.8
	Employer covers less than 100% of cost	20.2	16.8	20.4	13.3	12.0	25.0
	Benefit offered but cost not covered	25.0	N/A	20.4	13.3	44.0	20.8
	Benefit not offered	28.2	N/A	24.5	46.7	28.0	33.3
LONG-TERM DISABILITY	Employer covers 100% of cost	23.1	26.8	21.3	13.3	25.0	29.2
	Employer covers less than 100% of cost	9.9	5.4	10.6	6.7	12.5	--
	Benefit offered but cost not covered	29.8	N/A	27.7	20.0	33.3	33.3
	Benefit not offered	37.2	N/A	40.4	60.0	29.2	37.5
SHORT-TERM DISABILITY	Employer covers 100% of cost	17.9	16.5	14.3	6.7	25.0	25.0
	Employer covers less than 100% of cost	7.3	5.5	6.1	--	16.7	--
	Benefit offered but cost not covered	29.3	N/A	36.7	20.0	20.8	33.3
	Benefit not offered	45.5	N/A	42.9	73.3	37.5	41.7
LIFE INSURANCE	Employer covers 100% of cost	20.7	29.9	23.4	33.3	12.0	17.4
	Employer covers less than 100% of cost	10.7	4.7	6.4	6.7	16.0	4.3
	Benefit offered but cost not covered	28.1	N/A	27.7	13.3	36.0	34.8
	Benefit not offered	40.5	N/A	42.6	46.7	36.0	43.5

TABLE 5. ORGANIZATIONS PROVIDING RETIREMENT BENEFITS (PERCENT)

BENEFIT TYPE/EMPLOYER CONTRIBUTION	ALL	NW	CANADA	SW	WEST
No retirement benefit offered	33.1	26.4	73.3	50.0	24.0
403(b) or 401(k)	43.8	50.9	--	45.8	40.0
SIMPLE or SEP <i>(Savings Incentive Match Plans for Employees/Simplified Employee Pension)</i>	16.9	18.9	--	4.2	36.0
RRSP <i>(Registered Retirement Savings Plan)</i>	4.6	--	26.7	--	--
Other type of benefit	1.5	3.8	--	--	--

TABLE 6. CHANGES TO OVERALL BENEFITS PACKAGE (PERCENT)

TYPE OF CHANGE	2006	2004	NW	CANADA	SW	WEST
No change in benefits	62.9	63.1	71.8	60.0	62.4	42.1
Decrease in benefits	20.2	14.8	15.4	20.0	31.3	26.3
Increase in benefits	16.9	22.1	12.8	20.0	6.3	31.6

TABLE 7. PAY INCREASES (PERCENT)

TYPE OF PAY INCREASE	ALL	NW	CANADA	SW	WEST
Merit raise	58.4	64.0	33.3	72.0	58.3
COLA	56.8	54.0	53.3	44.0	79.2
Performance bonus	24.0	18.0	20.0	28.0	41.7
Non-performance bonus	7.2	2.0	13.3	8.0	4.2

TABLE 8. FIRST AND FIFTH YEAR TIME OFF (MEDIAN NUMBER OF DAYS)

YEAR	TYPE OF TIME OFF	ALL	NW	CANADA	SW	WEST
FIRST YEAR	Vacation	14	15	10	13	15
	Sick	12	12	10	10	12
	Holiday	10	10	10	9.5	10
FIFTH YEAR	Vacation	20	15	20	20	20
	Sick	12	17	10	12	12
	Holiday	10	14	10	10	10

TABLE 9. SABBATICAL AND FAMILY LEAVE POLICIES

POLICY	PERCENT OFFERING/LENGTH	2006	2004	NW	CANADA	SW	WEST
SABBATICAL	Percent offering sabbatical	32.8	29.7	29.2	35.7	48.0	26.1
	Number taken (median)	2.0	N/A	2.0	1.5	5.0	1.5
FAMILY LEAVE	Percent offering family leave	79.0	78.0	78.7	71.4	84.0	72.7
	Number taken (median)	2.0	N/A	1.0	1.0	1.5	3.0

TABLE 10. OPERATING DOCUMENTS (PERCENT)

DOCUMENT	ALL	NW	CANADA	SW	WEST
Strategic plan	85.2	89.6	71.4	88.0	82.6
Job descriptions	81.1	87.5	78.6	68.0	82.6
Work plans	78.5	78.7	78.6	80.0	73.9

TABLE 11. ANNUAL REVIEWS (PERCENT)

DOCUMENT	ALL	NW	CANADA	SW	WEST
Staff	87.4	89.1	71.4	84.0	90.9
Executive Director	75.8	78.7	64.3	68.0	82.6

TABLE 12. PROFESSIONAL DEVELOPMENT FUNDING (PERCENT)

DOCUMENT	ALL	NW	CANADA	SW	WEST
Professional development is funded	86.8	89.6	85.7	72.0	95.7
Median amount per employee	\$400	\$300	\$500	\$450	\$600

TABLE 13. LAY-OFFS DUE TO BUDGET CUTS

REGION	PERCENT OF LAY-OFFS (2006)	PERCENT OF LAY-OFFS (2004)
All	17.4	35.9
West	30.4	31.6
Canada	21.4	41.7
NW	10.6	32.7
SW	4.0	43.8

Benefits Analysis by Organization Budget

TABLE 14. PERCENT OF ORGANIZATIONS WITH HEALTH BENEFITS

BENEFIT	LEVEL OF COVERAGE	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
MEDICAL	Employer covers 100% of cost	60.0	46.2	60.0	67.5	62.1
	Employer covers less than 100% of cost	27.2	23.1	26.7	27.5	31.0
	Benefit offered but no cost covered	4.8	15.4	6.7	--	--
	Benefit not offered	8.0	15.4	6.7	5.0	6.9
DENTAL	Employer covers 100% of cost	40.3	20.0	20.0	62.5	48.3
	Employer covers less than 100% of cost	20.2	8.0	10.	20.0	41.4
	Benefit offered but no cost covered	17.7	32.0	26.7	10.0	6.9
	Benefit not offered	21.8	40.0	43.3	7.5	3.4
VISION	Employer covers 100% of cost	26.6	20.0	13.3	30.0	41.4
	Employer covers less than 100% of cost	20.2	8.0	16.7	25.0	27.6
	Benefit offered but no cost covered	25.0	36.0	26.7	20.0	20.7
	Benefit not offered	28.2	36.0	43.3	25.0	10.3
LONG-TERM DISABILITY	Employer covers 100% of cost	23.1	8.0	3.4	18.4	62.1
	Employer covers less than 100% of cost	9.9	12.0	6.9	7.9	13.8
	Benefit offered but no cost covered	29.8	32.0	44.8	28.9	13.8
	Benefit not offered	37.2	48.0	44.8	44.7	10.3
SHORT-TERM DISABILITY	Employer covers 100% of cost	17.9	16.0	6.7	20.5	27.6
	Employer covers less than 100% of cost	7.3	12.0	--	30.8	10.3
	Benefit offered but no cost covered	29.3	24.0	40.0	7.7	20.7
	Benefit not offered	45.5	48.0	53.3	41.0	41.4
LIFE INSURANCE	Employer covers 100% of cost	20.7	8.0	10.3	26.3	34.5
	Employer covers less than 100% of cost	10.7	8.0	6.9	13.2	13.8
	Benefit offered but no cost covered	28.1	32.0	37.9	28.9	13.8
	Benefit not offered	40.5	52.0	44.8	31.6	37.9

TABLE 15. ORGANIZATIONS PROVIDING RETIREMENT BENEFITS (PERCENT)

BENEFIT TYPE/EMPLOYER CONTRIBUTION	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
No retirement benefit offered	33.1	68.0	43.3	23.8	9.1
403(b) or 401(k)	43.8	24.0	33.3	45.2	66.7
SIMPLE or SEP <i>(Savings Incentive Match Plans for Employees- Simplified Employee Pension)</i>	16.9	8.0	16.7	21.4	18.2
RRSP <i>(Registered Retirement Savings Plan)</i>	4.6	--	6.7	4.8	6.1
Other	1.5	--	--	4.8	--

TABLE 16. ORGANIZATIONS CHANGING OVERALL BENEFIT PLANS (PERCENT)

TYPE OF CHANGE	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
No changes to benefits	62.9	69.2	55.6	61.3	66.7
Decrease in benefits	20.2	7.7	33.3	25.8	11.1
Increase in benefits	16.9	23.1	11.1	12.9	22.2

TABLE 17. PAY INCREASES (PERCENT)

TYPE OF PAY INCREASE	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
Merit raise	58.4	42.3	56.7	67.5	62.1
COLA	56.8	57.7	46.7	62.5	58.6
Performance bonus	24.0	23.1	16.7	30.0	24.1
Non-performance bonus	7.2	3.8	6.7	5.0	13.8

TABLE 18. FIRST AND FIFTH YEAR TIME-OFF (MEDIAN NUMBER OF DAYS)

YEAR	TYPE OF TIME OFF	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
FIRST YEAR	Vacation	14	14.5	12.5	13.0	15.0
	Sick	12	10.0	12.0	12.0	12.0
	Holiday	10	9.5	10.0	10.0	10.0
FIFTH YEAR	Vacation	20	20.0	12.5	20.0	20.0
	Sick	12	10.0	12.0	12.0	12.0
	Holiday	10	10.0	10.0	10.0	10.0

TABLE 19. SABBATICAL AND FAMILY LEAVE POLICIES

POLICY	PERCENT OFFERING/LENGTH	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
SABBATICAL	Percent offering sabbatical	32.8	12.5	42.9	28.2	42.9
	Number taken	2.0	2.5	2.0	1.0	2.0
FAMILY LEAVE	Percent offering family leave	79.0	54.2	74.1	87.2	92.3
	Number taken	2.0	1.0	1.0	2.0	4.0

TABLE 20. PERSONNEL POLICIES (PERCENT)

POLICY	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
Strategic plan	85.2	75.0	89.3	92.3	78.6
Job descriptions	81.1	83.3	78.6	79.5	85.7
Work plans	78.5	58.3	74.1	89.7	82.1

TABLE 21. ANNUAL REVIEWS (PERCENT)

DOCUMENT	ALL	UNDER \$250K	\$250K TO \$499K	\$500K TO \$1M	OVER \$1M
Staff	87.4	78.3	82.1	89.2	96.4
Executive Director	75.8	62.5	59.3	86.8	89.3

TABLE 22. PROFESSIONAL DEVELOPMENT FUNDING (PERCENT)

DOCUMENT	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	OVER \$1M
Professional development is funded	86.8	91.7	82.1	84.2	89.3
Median amount per employee	\$400	\$725	\$400	\$300	\$338

TABLE 23. LAY-OFFS DUE TO BUDGET CUTS

REGION	PERCENT LAYING OFF EMPLOYEES
All	17.4
Under \$250K	13.0
\$250K to \$500K	10.7
\$500K to \$1M	12.8
More than \$1M	28.6

Overall Wage Analysis

POSITION	NO. REPORTED	MEDIAN SALARY	HIGH SALARY	LOW SALARY
ADMINISTRATIVE ASSISTANT	39	24,960	36,000	13,500
ADVOCATE/ACTIVIST/ORGANIZER	38	29,060	45,000	13,865
ASSOCIATE DIRECTOR	16	46,250	84,000	21,000
ATTORNEY	42	44,892	75,000	25,000
BOOKKEEPER	7	36,192	52,000	13,000
CAMPAIGN DIRECTOR	9	45,000	68,000	29,000
COMMUNICATIONS DIRECTOR	21	40,300	55,000	30,000
COMMUNICATIONS ASSISTANT/COORDINATOR	11	37,000	46,072	25,000
CONSERVATION DIRECTOR	22	44,500	82,400	20,500
CONSERVATION ASSISTANT/COORDINATOR	10	28,518	37,500	15,000
DEVELOPMENT ASSISTANT/COORDINATOR	14	28,622	42,000	14,000
DEVELOPMENT DIRECTOR	49	40,000	80,000	21,250
EDUCATION DIRECTOR/SPECIALIST	13	31,320	40,000	21,000
EXECUTIVE ASSISTANT	4	36,336	57,907	24,720
EXECUTIVE DIRECTOR	100	54,644	118,000	21,000
FIELD DIRECTOR	36	36,596	60,000	26,000
FINANCE DIRECTOR/ACCOUNTANT	18	40,770	55,697	24,000
GIS SPECIALIST	19	37,500	47,000	15,000
IT MANAGER/SPECIALIST	11	36,000	48,000	31,000
LEGISLATIVE DIRECTOR	5	40,000	55,000	26,000
MEMBERSHIP COORDINATOR	21	29,000	40,000	16,000
OFFICE MANAGER	28	29,750	38,000	16,380
OPERATIONS/ADMINISTRATIVE DIRECTOR	29	41,000	72,000	23,125
OUTREACH COORDINATOR/DIRECTOR	39	30,000	48,000	15,000
POLICY ANALYST/ASSOCIATE	17	42,000	78,000	20,000
PROGRAM ASSISTANT/COORDINATOR	42	28,250	43,500	14,455
PROGRAM DIRECTOR	101	47,769	77,500	19,140
PUBLICATIONS DIRECTOR/MANAGER	12	36,680	45,000	15,000
SCIENTIST	38	42,000	101,000	15,660
WILDLIFE/WILDERNESS COORDINATOR	6	29,000	41,760	26,000

Wage Analysis by Gender

POSITION	NO. MEN	MEDIAN SALARY MEN	NO. WOMEN	MEDIAN SALARY WOMEN
ADMINISTRATIVE ASSISTANT	7	24,960	30	24,720
ADVOCATE/ACTIVIST/ORGANIZER	24	29,060	12	28,437
ASSOCIATE DIRECTOR	6	52,500	10	46,250
ATTORNEY	23	43,050	19	46,980
BOOKKEEPER	--	--	7	36,192
CAMPAIGN DIRECTOR	3	30,000	5	45,000
COMMUNICATIONS DIRECTOR	9	38,268	12	40,558
COMMUNICATIONS ASSISTANT/COORDINATOR	4	32,500	7	38,000
CONSERVATION DIRECTOR	17	46,566	5	35,460
CONSERVATION ASSISTANT/COORDINATOR	3	27,836	7	29,200
DEVELOPMENT ASSISTANT/COORDINATOR	14	28,622	--	--
DEVELOPMENT DIRECTOR	14	41,344	34	39,905
EDUCATION DIRECTOR/SPECIALIST	5	34,000	8	29,970
EXECUTIVE ASSISTANT	1	28,048	3	44,625
EXECUTIVE DIRECTOR	62	56,775	34	46,750
FIELD DIRECTOR	18	36,096	17	38,001
FINANCE DIRECTOR/ACCOUNTANT	4	46,750	14	40,770
GIS SPECIALIST	15	38,000	4	37,251
IT MANAGER/SPECIALIST	9	37,000	2	35,169
LEGISLATIVE DIRECTOR	2	35,485	2	33,000
MEMBERSHIP COORDINATOR	4	31,500	17	27,421
OFFICE MANAGER	4	25,000	24	30,000
OPERATIONS/ADMINISTRATIVE DIRECTOR	8	38,144	21	41,000
OUTREACH COORDINATOR/DIRECTOR	13	30,000	24	30,551
POLICY ANALYST/ASSOCIATE	11	45,750	6	37,500
PROGRAM ASSISTANT/COORDINATOR	13	29,640	29	27,040
PROGRAM DIRECTOR	55	44,000	43	41,600
PUBLICATIONS DIRECTOR/MANAGER	2	39,204	9	38,000
SCIENTIST	24	42,000	14	40,500
WILDLIFE/WILDERNESS COORDINATOR	2	34,880	4	28,500

Wage Analysis by Region

The table lists the job title and, in parenthesis, the number of times people holding that job appeared in the survey sample.

ADMINISTRATIVE ASSISTANT (33)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	26,000	26,691	20,800	21,720
Maximum	33,904	29,635	29,120	36,000
Minimum	20,000	22,620	13,500	14,300
ADVOCATE/ACTIVIST/ORGANIZER (35)				
Median salary	29,120	--	28,190	27,500
Maximum	36,000	--	37,000	35,000
Minimum	18,750	--	26,000	13,865
ASSOCIATE DIRECTOR (13)				
Median salary	49,500	52,460	33,500	76,041
Maximum	63,000	63,300	35,000	84,000
Minimum	34,471	41,620	29,000	69,999
ATTORNEY (37)				
Median salary	41,000	48,822	40,250	56,000
Maximum	65,100	57,237	62,164	75,000
Minimum	25,000	44,785	30,000	40,000
BOOKKEEPER (6)				
Median salary	34,088	36,192	52,000	--
Maximum	42,300	36,192	52,000	--
Minimum	13,000	36,192	52,000	--
CAMPAIGN DIRECTOR (3)				
Median salary	45,000	--	29,000	45,000
Maximum	45,000	--	29,000	45,000
Minimum	45,000	--	29,000	45,000
COMMUNICATIONS DIRECTOR (17)				
Median salary	40,300	46,116	34,000	41,000
Maximum	52,200	54,200	34,000	50,000
Minimum	30,000	38,032	34,000	35,000

COMMUNICATION ASSISTANT/COORDINATOR (8)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	36,000	--	38,000	31,000
Maximum	46,072	--	38,000	37,000
Minimum	33,000	--	38,000	25,000
CONSERVATION DIRECTOR (21)				
Median salary	45,783	42,456	32,500	40,043
Maximum	55,196	48,720	65,000	82,400
Minimum	20,500	36,192	30,000	33,640
CONSERVATION ASSISTANT/COORDINATOR (9)				
Median Salary	24,981	30,260	27,000	33,750
Maximum	32,898	31,320	27,000	37,500
Minimum	15,000	29,200	27,000	30,000
DEVELOPMENT ASSISTANT/COORDINATOR (14)				
Median salary	29,744	42,000	32,000	24,960
Maximum	42,000	42,000	40,000	41,200
Minimum	14,000	42,000	24,000	14,560
DEVELOPMENT DIRECTOR (46)				
Median salary	41,700	36,192	34,000	40,000
Maximum	72,000	43,740	50,000	80,000
Minimum	28,000	32,572	21,250	30,000
EDUCATION DIRECTOR/SPECIALIST (13)				
Median salary	31,780	23,524	--	28,943
Maximum	40,000	23,524	--	35,006
Minimum	21,000	23,524	--	22,880
EXECUTIVE ASSISTANT (4)				
Median salary	24,720	42,978	--	44,625
Maximum	24,720	57,907	--	44,625
Minimum	24,720	28,048	--	44,625

EXECUTIVE DIRECTOR (94)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	55,000	55,419	45,760	54,960
Maximum	111,000	95,000	90,000	115,000
Minimum	21,000	36,192	30,000	29,000
FIELD DIRECTOR (33)				
Median salary	36,000	37,096	34,000	31,583
Maximum	43,000	47,850	60,000	37,000
Minimum	35,500	34,800	26,000	27,996
FINANCE DIRECTOR/ACCOUNTANT (16)				
Median salary	42,750	45,846	30,500	40,000
Maximum	55,000	55,500	30,500	55,697
Minimum	24,000	36,192	30,500	32,700
GIS SPECIALIST (17)				
Median salary	38,000	46,162	39,500	37,003
Maximum	44,000	46,162	47,000	41,600
Minimum	15,000	46,162	32,000	31,200
IT MANAGER/SPECIALIST (4)				
Median salary	39,000	35,287	41,000	31,000
Maximum	42,000	35,575	41,000	31,000
Minimum	32,960	35,051	41,000	31,000
LEGISLATIVE DIRECTOR (5)				
Median salary	40,000	--	35,485	--
Maximum	55,000	--	43,470	--
Minimum	26,000	--	27,500	--
MEMBERSHIP COORDINATOR (19)				
Median salary	27,230	--	30,840	35,000
Maximum	40,000	--	35,360	37,440
Minimum	16,000	--	26,000	22,880

OFFICE MANAGER (27)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	27,040	35,100	32,000	29,500
Maximum	35,000	35,739	35,000	38,000
Minimum	16,380	19,140	27,693	20,000
OPERATIONS/ADMINISTRATION DIRECTOR (25)				
Median salary	42,644	31,006	39,441	35,000
Maximum	70,000	41,620	41,600	72,000
Minimum	28,400	25,230	32,000	23,125
OUTREACH DIRECTOR/COORDINATOR (33)				
Median salary	31,500	30,102	28,000	31,023
Maximum	40,000	30,102	31,000	48,000
Minimum	15,000	30,102	21,000	20,000
POLICY ANALYST/ASSOCIATE (15)				
Median salary	41,600	--	56,000	43,875
Maximum	65,450	--	45,500	55,000
Minimum	20,000	--	35,000	40,000
PROGRAM ASSISTANT/COORDINATOR (34)				
Median salary	29,060	36,192	28,750	27,040
Maximum	34,000	38,001	30,500	43,500
Minimum	14,455	25,334	24,000	27,040
PROGRAM DIRECTOR (83)				
Median salary	40,554	41,760	34,000	48,162
Maximum	58,760	50,180	55,000	77,500
Minimum	24,000	19,140	27,780	29,000

PUBLICATIONS DIRECTOR/MANAGER (12)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	32,813	42,000	39,720	41,600
Maximum	43,048	101,000	41,440	45,000
Minimum	15,000	29,000	38,000	26,200
SCIENTIST (23)				
Median salary	60,000	18,270	36,720	46,500
Maximum	100,000	20,880	57,000	52,000
Minimum	35,000	15,660	33,000	32,600
WILDLIFE/WILDERNESS COORDINATOR (6)				
Median salary	27,000	39,150	28,500	--
Maximum	28,000	41,760	30,000	--
Minimum	26,000	36,540	27,000	--

Wage Analysis by Organization Budget

The table lists the job title and, in parenthesis, the number of times people holding that job appeared in the survey sample.

ADMINISTRATIVE ASSISTANT (36)	UNDER \$250K	\$250K TO 500K	\$500K TO \$1M	OVER \$1M
Median salary	23,920	25,000	24,960	24,960
Maximum	26,239	35,360	33,904	36,000
Minimum	20,800	20,000	13,500	20,800
ADVOCATE/ACTIVIST/ORGANIZER (38)				
Median salary	29,996	20,800	30,000	27,937
Maximum	30,000	27,040	37,000	45,000
Minimum	29,993	20,800	18,750	13,865
ASSOCIATE DIRECTOR (16)				
Median salary	--	27,250	46,250	63,999
Maximum	--	33,500	63,300	84,000
Minimum	--	21,000	34,471	29,000
ATTORNEY (38)				
Median salary	33,500	39,000	49,150	46,980
Maximum	40,000	51,000	65,100	70,000
Minimum	28,500	32,000	25,000	30,000
BOOKKEEPER (6)				
Median salary	--	33,176	39,246	35,000
Maximum	--	33,176	52,000	35,000
Minimum	--	33,176	13,000	35,000
CAMPAIGN DIRECTOR (8)				
Median salary	30,000	--	37,000	54,000
Maximum	30,000	--	45,000	68,000
Minimum	30,000	--	29,000	35,000
COMMUNICATIONS DIRECTOR (18)				
Median salary	--	41,000	38,032	40,816
Maximum	--	41,000	54,200	55,000
Minimum	--	41,000	30,000	34,000

COMMUNICATION ASSISTANT/COORDINATOR (9)	UNDER \$250K	\$250K TO 500K	\$500K TO \$1M	OVER \$1M
Median salary	35,500	--	41,036	34,011
Maximum	38,000	--	46,072	37,400
Minimum	33,000	--	36,000	25,000
CONSERVATION DIRECTOR (21)				
Median salary	32,000	43,400	51,000	47,643
Maximum	36,192	45,000	55,000	82,400
Minimum	20,500	30,000	32,500	47,643
CONSERVATION ASSISTANT/COORDINATOR (10)				
Median Salary	15,000	--	29,200	28,918
Maximum	15,000	--	31,320	37,500
Minimum	15,000	--	22,126	18,000
DEVELOPMENT ASSISTANT/COORDINATOR (14)				
Median salary	24,960	27,280	27,500	29,872
Maximum	24,960	40,000	34,500	42,000
Minimum	24,960	14,560	24,000	14,000
DEVELOPMENT DIRECTOR (49)				
Median salary	--	31,131	41,000	40,000
Maximum	--	37,000	57,680	80,000
Minimum	--	28,000	21,250	32,572
EDUCATION DIRECTOR/SPECIALIST (13)				
Median salary	--	29,970	24,262	34,000
Maximum	--	31,320	36,000	40,000
Minimum	--	28,620	21,000	30,100

EXECUTIVE ASSISTANT (4)	UNDER \$250K	\$250K TO 500K	\$500K TO \$1M	OVER \$1M
Median salary	--	57,907	26,384	44,625
Maximum	--	57,907	28,048	44,625
Minimum	--	57,907	24,720	44,625
EXECUTIVE DIRECTOR (100)				
Median salary	36,801	45,760	59,311	72,190
Maximum	55,000	90,000	95,000	118,000
Minimum	21,000	34,000	34,000	43,430
FIELD DIRECTOR (32)				
Median salary	44,500	40,953	36,000	36,192
Maximum	60,000	47,850	42,000	55,000
Minimum	29,000	26,000	27,996	31,583
FINANCE DIRECTOR/ACCOUNTANT (17)				
Median salary	--	--	41,500	44,000
Maximum	--	--	55,500	55,697
Minimum	--	--	24,000	30,500
GIS SPECIALIST (18)				
Median salary	--	38,000	35,000	39,500
Maximum	--	46,162	41,600	47,000
Minimum	--	35,360	15,000	39,500
IT MANAGER/SPECIALIST (10)				
Median salary	--	--	34,005	41,000
Maximum	--	--	37,000	48,000
Minimum	--	--	31,000	35,287
LEGISLATIVE DIRECTOR (5)				
Median salary	--	--	40,000	35,485
Maximum	--	--	55,000	43,470
Minimum	--	--	26,000	27,500

MEMBERSHIP COORDINATOR (21)	UNDER \$250K	\$250K TO 500K	\$500K TO \$1M	OVER \$1M
Median salary	25,000	27,040	34,000	28,550
Maximum	25,000	30,600	40,000	34,000
Minimum	25,000	16,000	20,800	26,000
OFFICE MANAGER (28)				
Median salary	25,500	28,520	29,500	30,877
Maximum	30,000	34,000	38,000	37,000
Minimum	21,000	19,140	20,000	16,380
OPERATIONS/ADMINISTRATION DIRECTOR (29)				
Median salary	31,640	31,600	41,288	41,310
Maximum	33,280	41,600	63,300	72,000
Minimum	30,000	23,125	28,400	25,230
OUTREACH DIRECTOR/COORDINATOR (35)				
Median salary	15,000	24,500	32,000	35,000
Maximum	15,000	38,000	40,000	48,000
Minimum	15,000	18,304	16,000	22,584
POLICY ANALYST/ASSOCIATE (16)				
Median salary	41,600	--	41,350	56,000
Maximum	41,600	--	78,000	58,000
Minimum	41,600	--	20,000	45,750
PROGRAM ASSISTANT/COORDINATOR (34)				
Median salary	26,520	29,820	30,000	29,000
Maximum	38,001	41,600	35,000	43,500
Minimum	24,960	15,400	25,000	14,455
PROGRAM DIRECTOR (88)				
Median salary	28,390	35,000	40,000	47,250
Maximum	41,600	52,000	58,760	77,500
Minimum	25,000	28,000	24,000	19,140

PUBLICATIONS DIRECTOR/MANAGER (12)	UNDER \$250K	\$250K TO 500K	\$500K TO \$1M	OVER \$1M
Median salary	35,360	41,600	30,906	39,720
Maximum	35,360	41,600	43,048	45,000
Minimum	35,360	41,600	15,000	26,200
SCIENTIST (37)				
Median salary	--	40,220	50,650	42,000
Maximum	--	52,000	72,500	101,000
Minimum	--	32,600	38,000	15,660
WILDLIFE/WILDERNESS COORDINATOR (6)				
Median salary	--	27,000	28,500	39,150
Maximum	--	26,000	30,000	41,760
Minimum	--	28,000	27,000	36,540