

# 2019 TREC Salary Survey

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United States Edition



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## Introduction

Astron Solutions is pleased to present the results of the *2019 TREC Salary Survey*, sponsored by TREC – Training Resources for the Environmental Community, headquartered in Santa Fe, NM. This is the first time that Astron has conducted this survey. The survey results represent salary and benefits data reported by two hundred seventy-seven (277) organizations encompassing two thousand seven hundred sixty-two (2,762) incumbents in thirty-five (35) positions. All compensation data are effective as of July 1, 2019.

We would like to express our thanks to all of the organizations that participated in the survey. In addition, we would like to express our thanks to TREC for sponsoring the study. If you have any questions or suggestions for enhancements to the survey, please contact Jennifer Loftus or Brendan Williams at (800) 520-3889.

## Survey Methodology

Astron consultants and TREC leadership jointly designed the web-based survey questionnaire, focusing on the collection of base salary, bonus data, and benefits data. The website address was distributed to all invited participants. Survey jobs were matched by participants on the basis of job responsibilities, organizational level, and scope information provided in survey job descriptions.

Completed survey questionnaires then were reviewed by Astron analysts for completeness and quality. Astron followed up as needed with participants to verify and clarify ambiguous responses and data anomalies. Astron then conducted statistical analyses regarding participants' pay and benefits practices, both of which are the foundation of this report.

# Survey Participants

Adventure Scientists	Bozeman, MT 59771
Advocates for the West	Boise, ID 83701
Agricultural Stewardship Association	Greenwich, NY 12834
The Alaska Center	Anchorage, AK 99501
Alaska Conservation Foundation	Anchorage, AK 99501
Alaska Wilderness League	Washington, DC 20001
Amargosa Conservancy	Shoshone, CA 92384
American Rivers	Washington, DC 20005
Animal Protection of New Mexico, Inc.	Albuquerque, NM 87192
ANJEC	Mendham, NJ 07945
Archbold Expeditions	Venus, FL 33960
Arizona Center for Nature Conservation	Phoenix, AZ 85042
Asbury Woods	Erie, PA 16506
Association of Nature Center Administrators	Logan, UT 84323
Association of State Wetland Managers	Windham, ME 04038
Au Sable Institute	Mancelona, MI 49659
Audubon Alaska	Anchorage, AK 99501
Audubon New Mexico	Santa Fe, NM 87504
Backcountry Hunters & Anglers	Missoula, MT 59807
Baltimore Woods Nature Center	Marcellus, NY 13018
Battle Creek Outdoor Education Center	Dowling, MI 49050
Beaver Creek Reserve	Fall Creek, WI 54742
Belwin Conservancy	Afton, MN 55001
Berks Nature	Reading, PA 19607
Bitter Root Water Forum	Hamilton, MT 59840
Black Swamp Bird Observatory	Oak Harbor, OH 43449
Blue Ridge Land Conservancy	Roanoke, VA 24011
Breast Cancer Prevention Partners	San Francisco, CA 94109
Brown Family Environmental Center at Kenyon College	Gambier, OH 43022
Bucks County Conservation District	Doylestown, PA 18901
Camp Fire Central Puget Sound (Camp Sealth)	Vashon, WA 98070
Capitol Land Trust	Lacey, WA 98503
Cascade Forest Conservancy	Portland, OR 97215
Cascades Raptor Center	Eugene, OR 97405
Cascadia Wildlands	Eugene, OR 97440
Center for Biological Diversity	Tucson, AZ 85701
Center for Environmental Law & Policy	Seattle, WA 98104
Center for Large Landscape Conservation	Bozeman, MT 59771
Center for Science in Public Participation	Bozeman, MT 59715
City of St. Petersburg	St. Petersburg, FL 33713
Clark Fork Coalition	Missoula, MT 59807
Climate Solutions	Seattle, WA 98101
Coalition for Sonoran Desert Protection	Tucson, AZ 85705
Colorado Fourteeners Initiative	Golden, CO 80401
Colorado Plateau Foundation	Flagstaff, AZ 86001
Colorado West Land Trust	Grand Junction, CO 81501
Columbia Riverkeeper	Hood River, OR 97031
COMPASS Science Communication	Portland, OR 97205
Conejos Clean Water	Antonito, CO 81120
Conservancy of Southwest Florida	Naples, FL 34102
Conservation Alabama	Mobile, AL 36652
The Conservation Alliance	Bend, OR 97709
Conservation Lands Foundation	Durango, CO 81301

## Survey Participants (continued)

Conservation Legacy	Durango, CO 81301
Conservation Northwest	Seattle, WA 98119
Conservation Resource Alliance	Traverse City, MI 49684
Conservation Science Partners	Fort Collins, CO 80524
Conservation Voters for Idaho & CVI Education Fund	Boise, ID 83702
Conservation Voters New Mexico	Santa Fe, NM 87501
Cook Inletkeeper	Homer, AK 99603
Coosa Riverkeeper	Birmingham, AL 35242
Cora Hartshorn Arboretum	Short Hills, NJ 07078
Cornell Cooperative Extension of Tompkins County	Ithaca, NY 14850
Crag Law Center	Portland, OR 97214
Crane Hollow Preserve	Rockbridge, OH 43149
Darien Nature Center	Darien, CT 06820
The Dawes Arboretum	Newark, OH 43056
Deschutes Land Trust	Bend, OR 97703
Deschutes River Conservancy	Bend, OR 97709
Dodge Nature Center	West St. Paul, MN 55118
Dolores River Boating Advocates	Dolores, CO 81321
Douglas-Hart Nature Center	Mattoon, IL 61938
Dunes Learning Center	Chesterton, IN 46304
Dunwoody Nature Center	Dunwoody, GA 30356
Earthworks	Washington, DC 20006
EcoAdapt	Bainbridge Island, WA 98110
Ecology Project International	Missoula, MT 59801
The Ecology School	Saco, ME 04072
Elk Creek Watershed Council	Yoncalla, OR 97499
Endangered Species Coalition	Washington, DC 20035
The Environmental Center	Bend, OR 97703
Environmental Health Strategy Center	Portland, ME 04101
Environmental Law Alliance Worldwide	Eugene, OR 97401
Evergreen Audubon	Conifer, CO 80433
Farmworker Association of Florida	Apopka, FL 32703
FDNE-Camp Timber Trails	Tolland, MA 01034
Five Valleys Land Trust	Missoula, MT 59801
Flint RiverQuarium	Albany, GA 31707
Fontenelle Forest	Bellevue, NE 68005
Forest Preserve District of Will County	Joliet, IL 60433
Forest Stewards Guild	Santa Fe, NM 87505
Freshwater Future	Petoskey, MI 49770
The Freshwater Trust	Portland, OR 97205
Friends of Beaver Creek Reserve	Fall Creek, WI 54742
Friends of Big Morongo Canyon Preserve	Morongo Valley, CA 92256
Friends of Cedar Mesa	Bluff, UT 84512
Friends of CSNM	Ashland, OR 97520
Friends of Nevada Wilderness	Reno, NV 89507
Friends of Sax-Zim Bog	Duluth, MN 55803
Friends of Scotchman Peaks Wilderness	Sandpoint, ID 83864
Friends of the Columbia Gorge	Portland, OR 97204
Friends of the Desert Mountains	Palm Desert, CA 92261
Friends of the Inyo	Bishop, CA 93514
Friends of the San Pedro River, Inc.	Sierra Vista, AZ 85635
Friends of the WNC Nature Center	Asheville, NC 28815
Future West	Bozeman, MT 59771



## Survey Participants (continued)

Gallatin Valley Land Trust	Bozeman, MT 59771
Georgia Conservation Voters	Atlanta, GA 30307
Georgia ForestWatch	Dahlonega, GA 30533
Geos Institute	Ashland, OR 97520
Glen Helen Outdoor Education Center	Yellow Springs, OH 45387
Gorman Heritage Farm	Evendale, OH 45241
Grand Canyon Trust	Flagstaff, AZ 86001
Grand Canyon Wolf Recovery Project	Flagstaff, AZ 86002
Grand Traverse Conservation District	Traverse City, MI 49685
Great Old Broads for Wilderness	Durango, CO 81302
Greater Hells Canyon Council	La Grande, OR 97850
Greater Yellowstone Coalition	Bozeman, MT 59715
Groundswell Conservancy, Inc.	Madison, WI 53703
Gumbo Limbo Nature Center, Inc.	Boca Raton, FL 33432
Hartley Outdoor Education Center	St. Charles, MI 48655
Headwaters Economics	Bozeman, MT 59771
Headwaters Montana	Whitefish, MT 59937
Heart of the Rockies Initiative	Missoula, MT 59801
Heritage Conservancy	Doylestown, PA 18901
High Desert Partnership	Burns, OR 97720
Highlands Center for Natural History	Prescott, AZ 86303
Howard County Conservancy	Woodstock, MD 21163
Humane Animal Rescue	Verona, PA 15147
Huron Clinton Metroparks	Brighton, MI 48114
Huron Pines	Gaylord, MI 49735
Idaho Conservation League	Boise, ID 83702
Idaho Wildlife Federation	Boise, ID 83702
Independence Pass Foundation	Aspen, CO 81612
Indian Creek Nature Center	Cedar Rapids, IA 52403
Inland Northwest Land Conservancy	Spokane, WA 99201
Interfaith Power & Light	Oakland, CA 94612
Interpretive Resources Group	Lauderdale, MN 55113
Jackson Hole Land Trust	Jackson, WY 83001
Kalamazoo Nature Center	Kalamazoo, MI 49009
Kettle Range Conservation Group	Republic, WA 99166
Klamath-Siskiyou Wildlands Center	Ashland, OR 97520
Lemhi Regional Land Trust	Salmon, ID 83467
LightHawk	Fort Collins, CO 80525
Local Motion, Inc.	Burlington, VT 05401
Louisville Nature Center	Louisville, KY 40213
Lummi Island Heritage Trust	Lummi Island, WA 98262
Madison Audubon Society, Inc.	Madison, WI 53703
Marine Discovery Center	Port Orange, FL 32127
McKenzie River Trust	Eugene, OR 97401
Merrohawk Nature School	Newburyport, MA 01950
Missouri Department of Conservation - Gorman Discovery Center	Kansas City, MO 64110
Mobile Baykeeper	Mobile, AL 36602
Monk Botanical Gardens	Wausau, WI 54401
Montana Conservation Voters	Billings, MT 59103
Montana Watershed Coordination Council	Helena, MT 59601
Montana Wilderness Association	Helena, MT 59601
Montana Wildlife Federation	Helena, MT 59624
National Audubon Society, Inc. dba Mitchell Lake Audubon Center	San Antonio, TX 78221

## Survey Participants (continued)

National Wildlife Rehabilitators Association	St. Cloud, MN 56301
Natural Resources Council of Maine	Augusta, ME 04330
Nature At The Confluence, Inc.	South Beloit, IL 61080
The Nature Foundation at Wintergreen	Roseland, VA 22967
NC League of Conservation Voters	Raleigh, NC 27605
NC WARN	Durham, NC 27715
Nevada Conservation League	Las Vegas, NV 89119
New Mexico Environmental Law Center	Santa Fe, NM 87505
New Mexico Wilderness Alliance	Albuquerque, NM 87102
New Mexico Wildlife Federation	Albuquerque, NM 87109
New York City Audubon	New York, NY 10010
New York League of Conservation Voters	New York, NY 10004
Norman Bird Sanctuary	Middletown, RI 02842
North Cascades Institute	Sedro Woolley, WA 98284
Northern Alaska Environmental Center	Fairbanks, AK 99701
Northern Plains Resource Council	Billings, MT 59101
The Ocean Foundation	Washington, DC 20036
ODC Network	Holland, MI 49423
Ogden Nature Center	Ogden, UT 84404
Ohio Ecological Food and Farm Association	Columbus, OH 43214
Okefenokee Swamp Park	Waycross, GA 31503
One Montana	Bozeman, MT 59715
Onondaga Environmental Institute	Syracuse, NY 13214
OPAL Community Land Trust	Eastsound, WA 98245
Opal Creek Ancient Forest Center	Bend, OR 97703
Openlands	Chicago, IL 60602
Oregon Natural Desert Association, Inc.	Bend, OR 97702
Oregon Shores Conservation Coalition	Seal Rock, OR 97376
Oregon Wild	Portland, OR 97217
Outdoor Alliance	Washington, DC 20036
Owl's Hill Nature Sanctuary	Brentwood, TN 37027
Pacific Rivers	Portland, OR 97214
Pacific Water Quality Association	Mission Viejo, CA 92690
Pacific Wolf Coalition	Eugene, OR 97405
Pajarito Environmental Education Center	Los Alamos, NM 87544
Park County Environmental Council	Livingston, MT 59047
Partnership for the Delaware Estuary, Inc.	Wilmington, DE 19801
Partnership Project	Washington, DC 20005
Pennypack Ecological Restoration Trust	Huntingdon Valley, PA 19006
People and Carnivores	Bozeman, MT 59771
Peoria Park District - Forest Park Nature Center	Peoria Heights, IL 61616
Phillips Wharf Environmental Center	Tilghman, MD 21671
Pickering Creek Audubon Center	Easton, MD 21601
Pines and Prairies Land Trust	Bastrop, TX 78602
Pipeline Safety Trust	Bellingham, WA 98225
Pocono Environmental Education Center	Dingmans Ferry, PA 18328
Pocono Heritage Land Trust	East Stroudsburg, PA 18301
Rainforest Action Network	San Francisco, CA 94108
The Raptor Center - University of Minnesota	St. Paul, MN 55108
Reflection Riding Arboretum & Nature Center	Chattanooga, TN 37419
River Bend Nature Center	Racine, WI 53404
Rivers Without Borders	Port Townsend, WA 98368
Riverside Nature Center	Kerrville, TX 78028

## Survey Participants (continued)

Rock River Coalition	Jefferson, WI 53549
Rocky Mountain Elk Foundation	Missoula, MT 59808
Sacajawea Interpretive, Cultural & Educational Center	Salmon, ID 83467
Salmon Valley Stewardship	Salmon, ID 83467
San Diego River	San Diego, CA 92110
Santa Fe Conservation Trust	Santa Fe, NM 87502
SEEDS	Traverse City, MI 49685
Selway Bitterroot Frank Church Foundation	Boise, ID 83701
Shute, Mihaly & Weinberger, LLP	San Francisco, CA 94102
Sierra Nevada Journeys	Reno, NV 89501
Sightline Institute	Seattle, WA 98101
Sitka Conservation Society	Sitka, AK 99835
Skagitonians to Preserve Farmland	Mount Vernon, WA 98273
Sky Island Alliance	Tucson, AZ 85717
Southeast Alaska Conservation Council	Juneau, AK 99801
Southern Maine Conservation Collaborative	Portland, ME 04101
Southern Utah Wilderness Alliance	Moab, UT 84532
Southern Vermont Natural History Museum	West Marlboro, VT 05363
Squam Lakes Natural Science Center	Holderness, NH 03245
Stand.earth	San Francisco, CA 94108
Sugarloaf The North Shore Stewardship Association	Duluth, MN 55804
Tanglewood Nature Center & Museum	Elmira, NY 14903
Teton Raptor Center	Wilson, WY 83014
Texas Campaign for the Environment	Austin, TX 78704
Thorne Nature Experience	Boulder, CO 80303
Tiff Nature Preserve	Buffalo, NY 14203
Tinicum Conservancy	Erwinna, PA 18920
Travis Audubon Society, Inc.	Austin, TX 78705
Trees For Tomorrow	Eagle River, WI 54521
Trinidad Coastal Land Trust	Trinidad, CA 95570
Trout Lake Nature Center	Eustis, FL 32736
Trout Unlimited, Inc.	Bozeman, MT 59715
Trustees for Alaska	Anchorage, AK 99501
Turtle Island Restoration Network	Olema, CA 94950
University of California, Santa Barbara	Goleta, CA 93117
Urban Ecology Center	Milwaukee, WI 53211
Utah Dine Bikeyah	Salt Lake City, UT 84110
Vermont Natural Resources Council	Montpelier, VT 05602
Walking Mountains Science Center	Avon, CO 81620
Washington Environmental Council	Seattle, WA 98101
Washington Wilderness Coalition	Seattle, WA 98103
Watershed Alliance of SW WA	Vancouver, WA 98666
WaterWatch of Oregon	Portland, OR 97204
Welty Environmental Center	Beloit, WI 53511
West Lafayette Parks & Recreation	West Lafayette, IN 47906
Western Environmental Law Center	Eugene, OR 97401
Western Organization of Resource Councils	Billings, MT 59101
Western Resource Advocates	Boulder, CO 80302
Western Slope Conservation Center	Paonia, CO 81428
Whidbey Camano Land Trust	Greenbank, WA 98253
Whitefish Legacy Partners	Whitefish, MT 59937
Wild Ones	Neenah, WI 54956
Wild Utah Project	Salt Lake City, UT 84101

## Survey Participants (continued)

Wildcat Bluff Nature Center	Amarillo, TX 79124
WildEarth Guardians	Santa Fe, NM 87501
Wilderness Awareness School	Duvall, WA 98019
Wilderness Workshop	Carbondale, CO 81623
Winooski Valley Park District	Burlington, VT 05408
Wisconsin Conservation Voters	Madison, WI 53703
WMEAC	Grand Rapids, MI 49506
Woldumar Nature Center	Lansing, MI 48917
Woonasquatucket River Watershed Council	Providence, RI 02909
Working Dogs for Conservation Foundation	Bozeman, MT 59771
World Care	Tucson, AZ 85705
Yaak Valley Forest Council	Troy, MT 59935

## Survey Definitions

Annual compensation figures have been rounded to the nearest dollar. Percentage figures have been rounded to the nearest tenth of a percentage. Average figures have been rounded to the nearest tenth. The following statistical measures are included in the data analysis:

<b>Degree of Match</b>	The percent of organizations reporting that their job's responsibilities are equal to, greater than, or less than the survey job's responsibilities.
<b>Number of Responses</b>	The number of organizations reporting a match for the survey position.
<b>Number of Employees</b>	The number of individual employees matched to the survey position reported by all organizations.
<b>Average (Mean)</b>	The sum of all the rates reported divided by the number of organizations reporting data.
<b>P25 (25<sup>th</sup> Percentile)</b>	The rate within the sample that is higher than 25% of all the rates reported.
<b>P50 (50<sup>th</sup> Percentile)</b>	The rate within the sample that is the middle value of all the rates reported (also known as the median).
<b>P75 (75<sup>th</sup> Percentile)</b>	The rate within the sample that is higher than 75% of all the rates reported.
<b>Actual Average Base Pay</b>	The actual average base pay rate as of July 1, 2019.
<b>Bonus Eligibility</b>	The percentage of respondents in the survey with position incumbents that were eligible to receive a bonus payment in 2018.
<b>Actual Bonus Paid</b>	The actual bonus paid to position incumbents in 2018.
<b>Average Years of Tenure</b>	The average number of years incumbents in the position have been with the organization.
<b>Average Years in the Position</b>	The average number of years incumbents have been in the position.
<b><math>\sigma</math></b>	The standard deviation of the data in the sample. This indicates the amount of variability or "spread" within the sample in question.

## Data Reporting Methodology

Base pay, bonus, and general position information are presented for each individual job for all incumbents in six separate tables. The first table provides an overall statistical analysis for all organizations reporting matches for the job. The second table breaks out the data by organization operating budget. The third table presents data by region. The fourth table presents data by city / state. The fifth table presents data by type of community. Finally, the sixth table presents the data by field of work breakouts.

The survey results for the benefits section are presented for each question in summary format. The summary displays the responses by their average for all respondents. For questions that required a "Yes" or "No" response, the summary displays the percentage of respondents that answered "Yes."

Questions regarding the gender and race / ethnicity were asked for the Chief Executive Officer / President / Executive Director and Chief Operating Officer / Associate Executive Director / Deputy Director positions in order to track demographic trends for executive roles.

## Department of Justice Safe Harbor Guidelines

To ensure the confidentiality of all data and compliance with Department of Justice guidelines, a minimum number of responses is required in order for data statistics to be provided. **Five organizations must report data for a variable in order for percentile and average compensation data to be provided.** \*\*\*\*\* is displayed when there are insufficient response data for a position. It is possible that no data are presented in a given category even though the number of employees is greater than five. This occurs when the incumbents reported represent fewer than five participating organizations. It also may be possible for data to be displayed when it appears as if there are not enough employees (5) in the job. This occurs when at least five organizations report data but one or more organizations do not report any employees currently in the position.

Department of Justice Safe Harbor Guidelines also require that all data presented be a minimum of three months old, and that any survey participant's data do not represent more than 25% of the total sample. The *2019 TREC Salary Survey* is an organization-weighted survey. However, in cases where a survey respondent provided more than 25% of the total number of reported employees in a position, the total number of employees reported for that position has been reduced to avoid dominance of that statistic.

## Using Survey Data in Your Analyses

When comparing survey results to your current compensation levels, be sure to take note of the following:

- Base matches on job content rather than job title.
- Consider reporting relationships and years of experience when matching jobs to survey positions.
- Select positions and appropriate statistics wisely. In general, the average (mean) pay is a slightly higher figure than 50th percentile (median). Fiftieth (50th) percentile pay is the “middle” rate and is selected for use by many compensation professionals since it is less easily influenced by extremes. However, some organizations have a “market leader” compensation philosophy and instead use the 75th percentile.
- Age the data accordingly by increasing the survey data by a factor to bring it to the present. Alternatively, consider comparisons based on your own salaries being effective at the “as-of” date of the survey – July 1, 2019.
- Remember that where the number of participants in a given cut of data is low, use the statistics with caution. Smaller data sets are more easily influenced by extremes.



## Aging Survey Data

Salaries in the market, as well as your own organization, are constantly moving due to merit and promotional increases, newly-hired employees, and termination of employees. In order to determine how your organization's rates of pay compare to the market, it is necessary to look at both sets of data at a specific point in time. This "snapshot" approach is accomplished by aging the survey data to the point in time of the market review.

Survey data can be aged to the current date to compare it to your organization's current rates of pay. In addition, survey data can be aged to a point of time in the future to estimate pay levels for the coming year.

The first step in aging data is to choose the point in time to be used. Once this is decided, the next step is to determine the percent to utilize in approximating competitive wage movement during the period of time in question.

To perform the aging calculation, first take the annual wage movement figure and divide it by 12 to determine the monthly wage movement amount. Next, determine the number of months between the effective date of the survey data and the point in time to which you wish to age the survey data. Multiply these two numbers together to determine the appropriate aging factor. Multiply this aging factor by the survey data to produce aged data.

# Sample Aging Problem

## Step 1: Determine the point in time to be used.

The data in this survey have an effective date of July 1, 2019. I need to know what the projected rate would be on February 1, 2020.

## Step 2: Determine the wage movement percent.

My research shows that wages are moving, on average, 3% per year.

## Step 3: Determine the aging factor.

Between July 1 and February 1 is 7 months.

$3\% \text{ movement} * (7 \text{ months} / 12 \text{ months in a year}) = 1.75\%$

## Step 4: Apply the aging factor.

If the survey indicates that the 50th percentile for a given job on July 1, 2019 is \$50,000, the projected rate on February 1, 2020 is \$50,875. Use \$50,875 to compare to your organization's rate of pay on February 1, 2020.

## Participant Demographics

### 2019 Annual Budget (271 Participants)

Average	\$2,002,362
P25 – 25th Percentile	\$324,024
P50 – 50th Percentile (Median)	\$850,000
P75 – 75th Percentile	\$1,604,338

### Region (277 Participants)

North Central U.S. (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	17.3%
Northeast U.S. (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	14.4%
Northwest U.S. (AK, CA, HI, ID, MT, OR, WA, WY)	39.0%
South Central U.S. (AK, KS, LA, MO, OK, TX)	2.5%
Southeast U.S. (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	10.1%
Southwest U.S. (AZ, CO, NV, NM, UT)	16.6%

### Type of Community (277 Participants)

Urban	45.8%
Suburban	18.8%
Rural	35.4%

### Field of Work (277 Participants)

Consumption and Sustainable Behavior	4.7%
Energy and Climate Action	7.2%
Environmental Health, Environmental Justice	15.9%
Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)	72.2%

## Employee Demographics

### Number of Full-time Employees (276 Participants)

Average	13
P25 – 25th Percentile	3
P50 – 50th Percentile (Median)	8
P75 – 75th Percentile	13

### Number of Part-time Employees (273 Participants)

Average	8
P25 – 25th Percentile	1
P50 – 50th Percentile (Median)	2
P75 – 75th Percentile	5

### Number of Volunteers (266 Participants)

Average	239
P25 – 25th Percentile	10
P50 – 50th Percentile (Median)	41
P75 – 75th Percentile	150

### Breakdown of Total Employee Population by Race / Ethnicity (268 Participants)

Asian (Not Hispanic or Latino)	1.5%
Black or African American (Not Hispanic or Latino)	2.1%
Hispanic or Latino	4.1%
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	0.1%
Two or More Races	2.2%
White (Not Hispanic or Latino)	80.9%
Group Not Listed	1.2%
Prefer Not to Identify	7.9%

### Breakdown of Total Employee Population by Gender (268 Participants)

Female	56.3%
Male	42.0%
Non-Binary	0.8%
Prefer Not to Identify	1.0%

# Benefits Data

	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>1.</b> Offers health insurance	246	199	80.9%
	Total # of Orgs Responding	Average	σ
Average percent of monthly premium paid by the employer	195	86.7%	18.5%
Average percent of monthly premium paid by the employee	195	13.3%	18.5%
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>2.</b> Offers life insurance	248	84	33.9%
<b>3.</b> Offers short-term disability	247	85	34.4%
<b>4.</b> Offers long-term disability	245	92	37.6%
<b>5.</b> Offers retirement (403b, 401k, etc.)	248	187	75.4%
	Total # of Orgs Responding	Average	σ
Organization contribution percentage for all employees (employee contributions not required)	163	2.2%	2.8%
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
There is automatic enrollment for new hires	184	60	32.6%
There is a matching percentage provided	186	136	73.1%
	Total # of Orgs Responding	Average	σ
Matching percentage provided	136	5.9%	13.1%
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>6.</b> Offers paid time off combined (vacation, sick, holiday, etc.)	243	199	81.9%
	Total # of Orgs Responding	Average	σ
PTO days per year (for new hires)	179	19.4	12.6
PTO days per year (for employees with 25 years of service)	174	29.9	18.8
Vacation days per year	39	18.4	14.3
Holidays per year	40	10.8	3.3
Sick days per year	39	13.1	13.0
	Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>7.</b> Organization currently has a sabbatical policy	245	85	34.7%
<b>8.</b> Organization currently have a remote work policy (e.g. telecommuting, working from home)	247	155	62.8%
Organization considers this a benefit	153	82	53.6%
<b>9.</b> There is a policy for flexible schedules	246	193	78.5%

## Benefits Data (continued)

		Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
<b>10.</b>	Organization currently has a family leave policy	245	141	57.6%
		Total # of Orgs Responding	Average	$\sigma$
	Maximum number of weeks paid	133	5.7	6.4
	Compensation rate during paid leave - as a percentage of the employee's current salary	111	82.5%	33.5%
	Maximum number of weeks unpaid	113	10.5	12.1
		Total # of Orgs Responding	# of Orgs Responding Yes	% of Orgs Responding Yes
Eligibility		136		
	Both Parents		130	95.6%
	Fathers		0	0.0%
	Mothers		6	4.4%
Adoption is covered		132	123	93.2%

# Administration Director

Plan, direct, or coordinate the administrative services of an organization, such as records and information management, mail distribution, transportation, facilities planning and maintenance, procurement, food services, human resources, information technology, risk management, and other office support services.

Degree of Match

More	41.6%
Equal	33.7%
Less	24.8%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	101	22	99	96
	Number of Employees	126	30	124	121
	Average	\$59,394	\$1,257	8.2	6.1
	P25	\$42,000	\$500	3.0	2.0
	P50	\$52,000	\$1,000	6.0	5.0
	P75	\$68,000	\$1,438	12.0	8.8
Bonus Eligibility	Eligible	39.6%			
	Not Eligible	60.4%			

# Administration Director (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$100,000</b>	Number of Responses	9	1	9	9
	Number of Employees	9	1	9	9
	Average	\$46,859	*****	10.1	8.9
	P25	\$31,876	*****	5.0	4.0
	P50	\$47,858	*****	10.0	7.0
	P75	\$59,000	*****	10.0	10.0
<b>\$100,000 - \$199,999</b>	Number of Responses	9	1	8	7
	Number of Employees	9	1	8	7
	Average	\$39,829	*****	4.9	3.3
	P25	\$35,000	*****	2.0	1.6
	P50	\$45,000	*****	3.0	2.3
	P75	\$48,000	*****	4.0	4.3
<b>\$200,000 - \$299,999</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$300,000 - \$399,999</b>	Number of Responses	10	2	10	9
	Number of Employees	20	3	20	19
	Average	\$77,932	*****	7.5	4.6
	P25	\$50,375	*****	5.3	4.0
	P50	\$61,000	*****	6.0	5.0
	P75	\$82,625	*****	9.8	6.0
<b>\$400,000 - \$499,999</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$500,000 - \$599,999</b>	Number of Responses	7	1	7	6
	Number of Employees	7	1	7	6
	Average	\$47,475	*****	9.7	7.2
	P25	\$34,000	*****	4.5	2.0
	P50	\$45,760	*****	10.0	4.0
	P75	\$62,500	*****	13.5	12.8
<b>\$600,000 - \$699,999</b>	Number of Responses	11	3	11	11
	Number of Employees	12	4	12	12
	Average	\$57,129	*****	11.9	7.5
	P25	\$46,368	*****	5.5	5.5
	P50	\$52,000	*****	10.0	7.0
	P75	\$64,444	*****	16.0	10.0



# Administration Director (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
\$700,000 - \$799,999	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
\$800,000 - \$899,999	Number of Responses	11	1	11	11
	Number of Employees	12	1	12	12
	Average	\$60,636	*****	5.1	4.4
	P25	\$44,000	*****	2.0	2.0
	P50	\$58,000	*****	3.0	3.0
	P75	\$74,000	*****	9.0	7.8
\$900,000 - \$999,999	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
\$1,000,000 - \$1,499,999	Number of Responses	11	3	11	11
	Number of Employees	15	5	15	15
	Average	\$55,402	*****	8.9	7.4
	P25	\$44,310	*****	4.0	4.0
	P50	\$51,000	*****	8.0	5.0
	P75	\$61,500	*****	13.0	8.5
\$1,500,000 - \$2,999,999	Number of Responses	12	6	11	11
	Number of Employees	12	6	11	11
	Average	\$58,788	\$1,825	5.9	4.4
	P25	\$41,200	\$625	2.0	1.0
	P50	\$48,000	\$1,500	4.0	2.0
	P75	\$63,440	\$2,750	10.5	6.3
\$3,000,000 - \$4,999,999	Number of Responses	3	0	3	3
	Number of Employees	8	0	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
>= \$5,000,000	Number of Responses	7	3	7	7
	Number of Employees	11	7	11	11
	Average	\$96,949	*****	11.2	6.1
	P25	\$83,413	*****	5.3	2.5
	P50	\$97,500	*****	7.0	4.0
	P75	\$111,850	*****	17.5	8.0

# Administration Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	18	3	18	18
	Number of Employees	19	3	19	19
	Average	\$59,570	*****	10.5	7.3
	P25	\$43,500	*****	4.3	4.0
	P50	\$49,100	*****	9.5	6.0
	P75	\$64,250	*****	12.3	9.8
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	19	6	19	19
	Number of Employees	31	9	31	31
	Average	\$68,891	\$725	9.9	7.7
	P25	\$46,678	\$500	7.0	3.0
	P50	\$54,000	\$750	10.0	7.0
	P75	\$82,000	\$1,000	13.0	11.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	24	3	23	21
	Number of Employees	30	3	29	27
	Average	\$56,948	*****	7.1	5.1
	P25	\$43,750	*****	3.0	1.3
	P50	\$58,500	*****	5.0	4.0
	P75	\$70,308	*****	10.0	6.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	10	3	10	10
	Number of Employees	11	3	11	11
	Average	\$59,850	*****	7.1	4.8
	P25	\$39,250	*****	2.3	2.3
	P50	\$52,000	*****	4.0	4.0
	P75	\$74,250	*****	8.0	7.3
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	26	7	25	24
	Number of Employees	31	12	30	29
	Average	\$56,591	\$1,921	6.9	5.4
	P25	\$42,750	\$875	2.3	2.0
	P50	\$48,000	\$1,000	4.0	4.0
	P75	\$68,000	\$3,000	10.0	6.0

# Administration Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	8	2	8	8
	Number of Employees	8	2	8	8
	Average	\$60,664	*****	7.3	5.6
	P25	\$44,143	*****	3.0	2.8
	P50	\$51,429	*****	4.0	3.5
	P75	\$76,226	*****	7.4	5.5
<b>Bozeman, MT</b>	Number of Responses	5	1	5	3
	Number of Employees	5	1	5	3
	Average	\$63,882	*****	6.8	*****
	P25	\$60,000	*****	5.0	*****
	P50	\$65,000	*****	5.0	*****
	P75	\$69,410	*****	10.0	*****
<b>California</b>	Number of Responses	7	0	7	7
	Number of Employees	7	0	7	7
	Average	\$56,703	*****	3.6	3.6
	P25	\$33,732	*****	1.5	1.5
	P50	\$45,760	*****	2.0	2.0
	P75	\$84,600	*****	3.5	3.3
<b>Colorado</b>	Number of Responses	5	2	5	4
	Number of Employees	9	6	9	8
	Average	\$45,907	*****	6.4	*****
	P25	\$42,000	*****	2.0	*****
	P50	\$47,537	*****	7.0	*****
	P75	\$48,000	*****	10.0	*****
<b>Michigan</b>	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$50,640	*****	9.8	5.2
	P25	\$45,000	*****	3.0	3.0
	P50	\$48,200	*****	5.0	5.0
	P75	\$55,000	*****	5.0	5.0
<b>Montana</b>	Number of Responses	9	2	9	7
	Number of Employees	14	2	14	12
	Average	\$62,073	*****	6.8	3.9
	P25	\$55,000	*****	4.0	1.5
	P50	\$61,450	*****	5.0	4.0
	P75	\$69,410	*****	10.0	4.5
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	7	4	7	7
	Number of Employees	9	6	9	9
	Average	\$50,272	*****	8.4	6.7
	P25	\$41,683	*****	5.5	3.5
	P50	\$47,736	*****	8.0	5.0
	P75	\$52,000	*****	11.5	9.0

# Administration Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	45	10	44	42
	Number of Employees	57	15	56	54
	Average	\$60,223	\$1,655	6.9	4.9
	P25	\$42,000	\$563	3.0	2.0
	P50	\$52,000	\$1,125	6.0	4.0
	P75	\$70,000	\$2,750	10.0	7.0
<b>Suburban</b>	Number of Responses	22	5	22	21
	Number of Employees	23	6	23	22
	Average	\$65,478	\$1,160	10.9	8.8
	P25	\$46,148	\$800	3.0	3.0
	P50	\$54,795	\$1,000	10.0	8.0
	P75	\$77,000	\$1,000	17.3	13.0
<b>Rural</b>	Number of Responses	34	7	33	33
	Number of Employees	46	9	45	45
	Average	\$54,361	\$757	8.3	5.9
	P25	\$38,688	\$500	3.3	2.6
	P50	\$50,000	\$500	5.5	4.5
	P75	\$61,863	\$1,000	10.0	7.9

# Administration Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	6	2	6	6
	Number of Employees	15	2	15	15
	Average	\$79,067	*****	8.3	5.2
	P25	\$46,750	*****	3.8	2.5
	P50	\$59,500	*****	8.0	5.0
	P75	\$69,250	*****	11.5	6.8
<b>Energy and Climate Action</b>	Number of Responses	6	3	6	6
	Number of Employees	6	3	6	6
	Average	\$70,167	*****	4.2	4.0
	P25	\$57,500	*****	2.3	2.3
	P50	\$74,000	*****	3.5	3.5
	P75	\$83,750	*****	4.8	4.8
<b>Environmental Health, Environmental Justice</b>	Number of Responses	19	3	19	19
	Number of Employees	20	4	20	20
	Average	\$59,027	*****	9.9	7.8
	P25	\$38,250	*****	4.0	3.5
	P50	\$48,200	*****	8.0	6.0
	P75	\$82,000	*****	13.0	10.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	70	14	68	65
	Number of Employees	85	21	83	80
	Average	\$56,884	\$1,029	8.1	5.9
	P25	\$43,000	\$500	3.0	2.0
	P50	\$50,550	\$900	6.0	5.0
	P75	\$61,088	\$1,188	11.5	8.0

# Administrative Assistant

Perform routine clerical and administrative functions such as drafting correspondence, scheduling appointments and travel, organizing and maintaining paper and electronic files, updating databases, or providing information to callers. Prepares and formats reports, presentations, program materials, and other documents as necessary using the full suite of office productivity software.

Degree of Match	
More	24.7%
Equal	61.2%
Less	14.1%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	85	16	81	79
	Number of Employees	117	30	113	111
	Average	\$35,795	\$907	4.0	3.2
	P25	\$30,000	\$375	1.0	1.0
	P50	\$35,000	\$582	2.0	1.0
Bonus Eligibility	P75	\$40,000	\$1,125	5.0	4.0
	Eligible	35.4%			
	Not Eligible	64.6%			

# Administrative Assistant (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
< \$400,000	Number of Responses	12	0	12	12
	Number of Employees	14	0	14	14
	Average	\$31,611	*****	3.3	3.1
	P25	\$22,610	*****	1.0	1.0
	P50	\$27,500	*****	2.5	2.5
	P75	\$37,063	*****	5.0	5.0
\$400,000 - \$699,999	Number of Responses	11	3	11	10
	Number of Employees	12	3	12	11
	Average	\$29,397	*****	4.6	4.4
	P25	\$26,500	*****	1.5	1.3
	P50	\$30,000	*****	3.0	2.5
	P75	\$32,500	*****	6.0	5.3
\$700,000 - \$999,999	Number of Responses	10	1	9	9
	Number of Employees	11	1	10	10
	Average	\$34,408	*****	5.0	4.5
	P25	\$29,575	*****	1.0	1.0
	P50	\$32,100	*****	1.5	1.0
	P75	\$34,945	*****	4.3	2.0
\$1,000,000 - \$1,499,999	Number of Responses	15	3	14	14
	Number of Employees	19	5	18	18
	Average	\$33,596	*****	3.2	2.5
	P25	\$28,520	*****	1.0	1.0
	P50	\$35,000	*****	2.0	1.0
	P75	\$38,950	*****	3.5	3.3
\$1,500,000 - \$2,999,999	Number of Responses	16	4	15	14
	Number of Employees	21	4	20	19
	Average	\$39,300	*****	4.6	3.5
	P25	\$35,840	*****	1.0	1.0
	P50	\$40,000	*****	1.5	1.0
	P75	\$42,600	*****	5.8	3.0
\$3,000,000 - \$4,999,999	Number of Responses	6	2	5	5
	Number of Employees	7	2	6	6
	Average	\$32,141	*****	4.3	1.4
	P25	\$29,840	*****	0.9	0.6
	P50	\$33,072	*****	3.5	1.0
	P75	\$34,471	*****	7.3	1.8
>= \$5,000,000	Number of Responses	15	3	15	15
	Number of Employees	33	15	33	33
	Average	\$44,680	*****	3.7	2.9
	P25	\$34,920	*****	1.0	1.0
	P50	\$38,000	*****	1.8	1.5
	P75	\$47,500	*****	6.0	4.5

# Administrative Assistant (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	17	3	17	17
	Number of Employees	23	3	23	23
	Average	\$32,377	*****	5.3	4.1
	P25	\$27,040	*****	1.0	1.0
	P50	\$32,000	*****	3.0	2.0
	P75	\$36,576	*****	7.5	4.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	14	4	14	13
	Number of Employees	17	6	17	16
	Average	\$36,672	*****	5.6	4.0
	P25	\$30,250	*****	1.0	1.0
	P50	\$37,600	*****	3.0	1.0
	P75	\$42,200	*****	9.8	4.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	31	4	30	30
	Number of Employees	39	9	38	38
	Average	\$39,758	*****	3.7	3.1
	P25	\$32,100	*****	1.0	1.0
	P50	\$35,750	*****	2.0	2.0
	P75	\$42,800	*****	5.0	3.5
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	3	0	3	2
	Number of Employees	5	0	5	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	9	0	7	7
	Number of Employees	14	0	12	12
	Average	\$30,379	*****	2.9	2.4
	P25	\$24,000	*****	1.0	0.3
	P50	\$33,408	*****	1.0	1.0
	P75	\$36,000	*****	5.0	5.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	11	5	10	10
	Number of Employees	19	12	18	18
	Average	\$35,458	\$1,410	2.1	1.8
	P25	\$33,862	\$800	1.0	1.0
	P50	\$35,000	\$1,000	1.0	1.0
	P75	\$39,350	\$2,000	2.3	2.3



# Administrative Assistant (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	3	2	3	3
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	6	1	6	6
	Number of Employees	11	6	11	11
	Average	\$47,898	*****	3.8	2.3
	P25	\$35,220	*****	1.3	1.3
	P50	\$42,940	*****	2.5	2.5
	P75	\$62,756	*****	3.0	3.0
<b>Colorado</b>	Number of Responses	3	1	3	3
	Number of Employees	11	8	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	6	2	6	6
	Number of Employees	7	2	7	7
	Average	\$30,913	*****	7.0	4.8
	P25	\$29,840	*****	1.8	1.0
	P50	\$32,000	*****	5.0	1.5
	P75	\$34,250	*****	9.0	3.5
<b>Montana</b>	Number of Responses	8	1	8	8
	Number of Employees	9	1	9	9
	Average	\$37,410	*****	5.1	4.0
	P25	\$30,310	*****	1.0	1.0
	P50	\$34,720	*****	2.5	1.0
	P75	\$39,450	*****	5.8	2.8
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	4	2	4	4
	Number of Employees	7	4	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Administrative Assistant (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	9	2	8	8
	Number of Employees	10	2	9	9
	Average	\$40,663	*****	3.2	3.2
	P25	\$33,280	*****	1.0	1.0
	P50	\$35,500	*****	2.0	2.0
<b>Portland, OR</b>	P75	\$42,600	*****	2.0	2.0
	Number of Responses	5	1	4	4
	Number of Employees	6	1	5	5
	Average	\$42,708	*****	*****	*****
	P25	\$35,360	*****	*****	*****
<b>Washington</b>	P50	\$35,500	*****	*****	*****
	P75	\$42,600	*****	*****	*****
	Number of Responses	5	0	5	5
	Number of Employees	6	0	6	6
	Average	\$34,579	*****	3.8	3.6
<b>Washington</b>	P25	\$34,143	*****	2.0	2.0
	P50	\$35,750	*****	5.0	4.0
	P75	\$36,000	*****	5.0	5.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	47	8	43	42
	Number of Employees	69	20	65	64
	Average	\$38,256	\$1,075	3.1	2.4
	P25	\$32,000	\$475	1.0	1.0
	P50	\$35,360	\$775	1.8	1.0
<b>Suburban</b>	P75	\$41,000	\$1,625	3.5	3.0
	Number of Responses	18	3	18	17
	Number of Employees	23	3	23	22
	Average	\$33,972	*****	5.6	4.4
	P25	\$27,629	*****	2.0	1.0
<b>Rural</b>	P50	\$33,520	*****	3.5	2.0
	P75	\$39,475	*****	9.4	5.0
	Number of Responses	20	5	20	20
	Number of Employees	25	7	25	25
	Average	\$31,653	\$543	5.0	4.2
<b>Rural</b>	P25	\$26,530	\$300	1.0	1.0
	P50	\$32,500	\$500	2.0	2.0
	P75	\$35,813	\$663	6.4	6.3

# Administrative Assistant (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	9	1	8	7
	Number of Employees	11	1	10	9
	Average	\$36,721	*****	2.2	2.1
	P25	\$33,408	*****	1.0	1.0
	P50	\$35,200	*****	1.0	1.0
	P75	\$40,000	*****	1.0	2.3
<b>Environmental Health, Environmental Justice</b>	Number of Responses	12	1	12	12
	Number of Employees	14	1	14	14
	Average	\$36,897	*****	3.4	2.3
	P25	\$30,250	*****	1.0	1.0
	P50	\$36,950	*****	1.5	1.5
	P75	\$41,400	*****	3.8	2.6
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	61	14	58	57
	Number of Employees	89	28	86	85
	Average	\$35,556	\$840	4.6	3.7
	P25	\$29,120	\$425	1.0	1.0
	P50	\$34,723	\$582	3.0	2.0
	P75	\$40,000	\$950	6.0	4.1

# Office Manager

May supervise the work of other Administrative Assistants as part of their responsibilities. Performs routine clerical and administrative functions such as drafting correspondence, scheduling appointments and travel, organizing and maintaining paper and electronic files, updating databases, or providing information to callers. Prepares and formats reports, presentations, program materials, and other documents as necessary using the full suite of office productivity software.

Degree of Match	
More	37.1%
Equal	41.4%
Less	21.4%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	69	17	66	65
	Number of Employees	81	19	78	77
	Average	\$42,661	\$1,026	5.8	4.7
	P25	\$33,000	\$500	2.0	1.0
	P50	\$42,024	\$1,000	3.5	2.0
Bonus Eligibility	P75	\$49,920	\$1,500	8.0	6.5
	Eligible	33.8%			
	Not Eligible	66.2%			

# Office Manager (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	12	2	11	11
	Number of Employees	19	3	18	18
	Average	\$37,882	*****	4.3	4.0
	P25	\$31,980	*****	2.0	2.0
	P50	\$33,000	*****	3.5	2.5
	P75	\$40,400	*****	5.8	5.8
<b>\$400,000 - \$699,999</b>	Number of Responses	9	3	8	8
	Number of Employees	9	3	8	8
	Average	\$32,931	*****	5.3	5.3
	P25	\$25,000	*****	1.0	1.0
	P50	\$33,000	*****	4.5	3.0
	P75	\$40,000	*****	6.0	6.0
<b>\$700,000 - \$999,999</b>	Number of Responses	8	2	8	7
	Number of Employees	8	2	8	7
	Average	\$33,532	*****	4.5	3.4
	P25	\$30,250	*****	1.8	0.8
	P50	\$32,120	*****	3.0	2.0
	P75	\$35,710	*****	4.5	3.3
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	11	4	11	11
	Number of Employees	11	4	11	11
	Average	\$45,078	*****	4.2	4.5
	P25	\$39,760	*****	1.0	1.0
	P50	\$43,860	*****	3.0	3.0
	P75	\$47,760	*****	6.5	8.5
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	15	3	14	14
	Number of Employees	16	3	15	15
	Average	\$50,504	*****	6.8	6.1
	P25	\$44,867	*****	2.0	1.8
	P50	\$49,770	*****	4.0	4.0
	P75	\$54,500	*****	8.0	6.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	5	1	5	5
	Number of Employees	7	2	7	7
	Average	\$45,382	*****	4.4	2.2
	P25	\$45,000	*****	2.0	2.0
	P50	\$45,000	*****	4.0	2.0
	P75	\$45,760	*****	6.0	2.0
<b>&gt;= \$5,000,000</b>	Number of Responses	9	2	9	9
	Number of Employees	11	2	11	11
	Average	\$49,343	*****	10.7	5.7
	P25	\$45,760	*****	3.0	1.0
	P50	\$46,847	*****	7.7	3.0
	P75	\$50,000	*****	16.0	7.7

# Office Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	11	2	10	10
	Number of Employees	13	3	12	12
	Average	\$38,414	*****	6.2	4.2
	P25	\$27,675	*****	1.5	1.0
	P50	\$35,000	*****	3.0	1.0
	P75	\$44,465	*****	9.0	3.5
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	9	4	9	9
	Number of Employees	9	4	9	9
	Average	\$38,861	*****	6.1	5.2
	P25	\$31,000	*****	3.0	2.0
	P50	\$35,000	*****	6.0	4.0
	P75	\$47,736	*****	8.0	6.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	28	5	27	27
	Number of Employees	29	5	28	28
	Average	\$45,025	\$1,350	6.2	5.6
	P25	\$40,000	\$1,000	1.9	1.4
	P50	\$44,867	\$1,500	3.5	3.0
	P75	\$49,828	\$2,000	9.0	7.5
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$44,856	*****	6.0	5.2
	P25	\$33,280	*****	5.0	2.0
	P50	\$40,000	*****	6.0	5.0
	P75	\$51,000	*****	8.0	8.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	13	6	12	11
	Number of Employees	22	7	21	20
	Average	\$43,949	\$1,050	5.1	2.9
	P25	\$33,000	\$500	1.0	1.0
	P50	\$45,760	\$750	3.0	2.0
	P75	\$50,000	\$1,450	5.0	3.0

# Office Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	5	2	4	4
	Number of Employees	7	2	6	6
	Average	\$42,763	*****	*****	*****
	P25	\$33,000	*****	*****	*****
	P50	\$45,900	*****	*****	*****
	P75	\$50,000	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	2	1	2	2
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	2	1	2	2
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	8	1	8	8
	Number of Employees	8	1	8	8
	Average	\$43,676	*****	7.6	7.0
	P25	\$35,756	*****	3.8	2.5
	P50	\$40,260	*****	5.5	4.5
	P75	\$48,635	*****	9.3	9.3
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Office Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	7	2	6	6
	Number of Employees	7	2	6	6
	Average	\$42,819	*****	7.5	7.4
	P25	\$36,500	*****	1.8	1.8
	P50	\$44,733	*****	3.0	2.0
	P75	\$47,000	*****	13.0	13.0
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	6	1	6	6
	Number of Employees	7	1	7	7
	Average	\$44,824	*****	3.7	2.5
	P25	\$40,619	*****	2.3	2.0
	P50	\$43,512	*****	3.0	2.5
	P75	\$48,578	*****	3.8	3.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	32	5	31	32
	Number of Employees	42	5	41	42
	Average	\$47,180	\$1,320	6.0	5.3
	P25	\$40,000	\$1,000	2.0	1.0
	P50	\$45,500	\$1,500	4.5	2.5
	P75	\$51,250	\$1,600	9.0	7.8
<b>Suburban</b>	Number of Responses	15	5	14	12
	Number of Employees	15	5	14	12
	Average	\$41,398	\$1,040	6.3	4.3
	P25	\$31,500	\$500	1.0	1.0
	P50	\$45,600	\$700	2.5	2.0
	P75	\$47,868	\$1,000	6.8	5.0
<b>Rural</b>	Number of Responses	22	7	21	21
	Number of Employees	24	9	23	23
	Average	\$36,950	\$807	5.3	4.2
	P25	\$32,559	\$350	2.3	1.1
	P50	\$36,640	\$700	4.0	3.0
	P75	\$43,453	\$1,000	7.5	5.8



# Office Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$48,056	*****	10.0	5.0
	P25	\$40,000	*****	1.5	1.5
	P50	\$45,760	*****	7.0	6.5
	P75	\$50,000	*****	9.0	7.0
<b>Environmental Health, Environmental Justice</b>	Number of Responses	15	5	14	14
	Number of Employees	16	6	15	15
	Average	\$43,676	\$940	6.7	5.9
	P25	\$40,000	\$500	3.0	1.5
	P50	\$45,900	\$500	5.0	4.0
	P75	\$50,250	\$1,000	8.5	7.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	46	12	44	43
	Number of Employees	57	13	55	54
	Average	\$41,020	\$1,063	5.3	4.4
	P25	\$32,283	\$650	1.5	1.0
	P50	\$41,300	\$1,000	3.0	2.0
	P75	\$46,575	\$1,525	7.8	5.8

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst

Represent the organization before congress, executive agencies, local and state/province governments, and coalition groups on assigned legislative and regulatory issues. Monitors relevant legislative and regulatory issues on a daily basis. Conducts background research for the purpose of preparing written material, preparation for meetings, etc. Develops and maintains solid relationships with appropriate congressional, federal regulatory, local and state/province governments, and coalition staffs. Develops and maintains effective working relationships with elected officials and lobbies on behalf of the organization's interests and goals. Develops and maintains a working knowledge of proposed legislation and analyzes its impact on the organization's programs. May provide research and policy analysis support to senior government relations staff. May provide services that influence the outcome of legislative, planning, and policy initiatives at the federal, state, province, county, and municipal levels.

Degree of Match	
More	19.3%
Equal	68.4%
Less	12.3%

All Organizations		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
Survey Data	Number of Responses	57	14	56	56
	Number of Employees	108	17	107	107
	Average	\$64,290	\$1,611	6.8	5.4
	P25	\$50,000	\$500	3.0	3.0
	P50	\$67,000	\$1,000	5.0	4.2
Bonus Eligibility	P75	\$73,500	\$1,375	8.0	7.0
	Eligible	37.0%			
	Not Eligible	63.0%			

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
< \$400,000	Number of Responses	6	2	6	6
	Number of Employees	12	2	12	12
	Average	\$45,354	*****	8.6	7.0
	P25	\$40,400	*****	4.1	4.0
	P50	\$43,300	*****	7.3	6.0
	P75	\$49,800	*****	11.5	11.0
\$400,000 - \$699,999	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
\$700,000 - \$999,999	Number of Responses	7	3	6	6
	Number of Employees	7	3	6	6
	Average	\$63,345	*****	9.6	8.1
	P25	\$52,500	*****	3.5	3.5
	P50	\$65,000	*****	6.0	6.0
\$1,000,000 - \$1,499,999	Number of Responses	9	1	9	9
	Number of Employees	9	1	9	9
	Average	\$60,747	*****	4.6	4.3
	P25	\$51,000	*****	1.0	1.0
	P50	\$67,000	*****	3.0	3.0
\$1,500,000 - \$2,999,999	Number of Responses	15	4	15	15
	Number of Employees	32	6	32	32
	Average	\$68,095	*****	8.2	5.5
	P25	\$56,000	*****	3.0	2.5
	P50	\$68,000	*****	6.0	4.0
\$3,000,000 - \$4,999,999	Number of Responses	8	2	8	8
	Number of Employees	12	3	12	12
	Average	\$70,116	*****	3.8	3.9
	P25	\$59,313	*****	1.9	2.6
	P50	\$70,492	*****	3.0	3.0
>= \$5,000,000	Number of Responses	8	1	8	8
	Number of Employees	32	1	32	32
	Average	\$76,312	*****	7.5	5.0
	P25	\$60,750	*****	4.8	4.2
	P50	\$80,782	*****	5.5	5.0
	P75	\$93,850	*****	8.0	6.3

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	6	1	6	6
	Number of Employees	12	1	12	12
	Average	\$64,602	*****	4.2	4.2
	P25	\$55,000	*****	1.3	1.3
	P50	\$67,307	*****	2.0	2.0
	P75	\$70,904	*****	4.3	4.3
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	30	8	30	30
	Number of Employees	45	10	45	45
	Average	\$65,744	\$2,131	6.7	5.2
	P25	\$50,000	\$450	2.0	2.0
	P50	\$68,563	\$1,000	3.0	3.0
	P75	\$75,055	\$2,375	7.0	6.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	9	2	9	9
	Number of Employees	23	2	23	23
	Average	\$63,507	*****	8.9	7.4
	P25	\$48,343	*****	7.0	6.0
	P50	\$71,626	*****	7.0	7.0
	P75	\$72,100	*****	10.0	8.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	8	3	7	7
	Number of Employees	24	4	23	23
	Average	\$59,629	*****	6.7	4.2
	P25	\$47,840	*****	4.0	4.0
	P50	\$53,625	*****	4.8	4.4
	P75	\$69,116	*****	6.5	5.0

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
Arizona	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Bozeman, MT	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
California	Number of Responses	5	0	5	5
	Number of Employees	6	0	6	6
	Average	\$57,604	*****	2.5	2.5
	P25	\$49,920	*****	1.5	1.5
	P50	\$50,000	*****	2.0	2.0
Colorado	Number of Responses	3	1	3	3
	Number of Employees	18	1	18	18
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
Michigan	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
Montana	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$62,046	*****	5.1	4.0
	P25	\$48,625	*****	2.0	2.0
	P50	\$50,700	*****	3.0	3.0
New England (CT, MA, ME, NH, RI, VT)	Number of Responses	3	1	3	3
	Number of Employees	8	1	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	7	4	7	7
	Number of Employees	9	6	9	9
	Average	\$68,923	*****	11.2	7.9
	P25	\$56,500	*****	4.5	3.0
	P50	\$73,500	*****	6.0	6.0
<b>Portland, OR</b>	P75	\$81,130	*****	17.8	12.8
	Number of Responses	5	3	5	5
	Number of Employees	7	5	7	7
	Average	\$66,692	*****	12.4	7.8
	P25	\$51,000	*****	3.0	3.0
<b>Washington</b>	P50	\$73,500	*****	6.0	3.0
	P75	\$75,260	*****	25.0	15.0
	Number of Responses	4	0	4	4
	Number of Employees	16	0	16	16
	Average	*****	*****	*****	*****
<b>Washington</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	42	10	42	42
	Number of Employees	68	13	68	68
	Average	\$68,108	\$1,585	6.5	5.1
	P25	\$51,100	\$575	2.0	2.3
	P50	\$68,563	\$1,000	4.5	4.0
<b>Suburban</b>	P75	\$75,055	\$1,375	7.0	6.8
	Number of Responses	6	0	5	5
	Number of Employees	26	0	25	25
	Average	\$60,211	*****	9.8	7.2
	P25	\$51,000	*****	5.0	4.4
<b>Rural</b>	P50	\$62,000	*****	6.0	5.0
	P75	\$77,500	*****	16.7	6.5
	Number of Responses	9	4	9	9
	Number of Employees	14	4	14	14
	Average	\$49,194	*****	5.9	5.5
<b>Rural</b>	P25	\$41,600	*****	3.0	3.0
	P50	\$47,000	*****	5.0	5.0
	P75	\$60,000	*****	10.0	8.0

# Government Relations / Lobbyist / Policy Advocate / Policy Analyst (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	10	0	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	14	4	14	14
	Number of Employees	33	6	33	33
	Average	\$66,637	*****	6.6	4.8
	P25	\$62,750	*****	2.5	2.3
	P50	\$69,492	*****	5.5	4.0
	P75	\$72,000	*****	9.6	6.5
<b>Environmental Health, Environmental Justice</b>	Number of Responses	12	1	12	12
	Number of Employees	24	1	24	24
	Average	\$55,870	*****	7.4	5.8
	P25	\$41,200	*****	1.9	1.9
	P50	\$58,500	*****	4.3	4.0
	P75	\$68,281	*****	11.0	9.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	30	9	29	29
	Number of Employees	41	10	40	40
	Average	\$66,225	\$2,172	6.6	5.4
	P25	\$50,250	\$1,000	3.0	3.0
	P50	\$61,500	\$1,000	5.0	5.0
	P75	\$78,815	\$2,000	7.0	6.0

# Grassroots Advocacy / Campaign Manager

Provides strategic grassroots consultation and training to field staff and/or volunteers in order to support and expand the organization's grassroots organizing capacity which includes recruitment, engagement and retention of field staff and/or volunteers. Is involved with national and affiliate volunteer leadership, senior management, government and other nonprofit organizations with which the organization might partner or network.

Degree of Match

More	13.0%
Equal	69.6%
Less	17.4%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	23	3	22	22
	Number of Employees	35	3	34	34
	Average	\$54,898	*****	5.7	4.3
	P25	\$42,299	*****	1.5	1.0
	P50	\$50,000	*****	3.5	2.0
	P75	\$62,108	*****	9.0	6.5
Bonus Eligibility	Eligible	27.3%			
	Not Eligible	72.7%			



# Grassroots Advocacy / Campaign Manager (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	4	1	4	4
	Number of Employees	10	1	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	1	0	0	0
	Number of Employees	1	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	6	1	6	6
	Number of Employees	11	1	11	11
	Average	\$53,450	*****	4.2	3.7
	P25	\$44,249	*****	1.3	1.3
	P50	\$53,250	*****	2.8	2.8
	P75	\$63,375	*****	6.9	4.6
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Grassroots Advocacy / Campaign Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	3	0	3	3
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	8	0	8	8
	Number of Employees	9	0	9	9
	Average	\$53,809	*****	4.1	4.0
	P25	\$40,900	*****	1.8	1.0
	P50	\$49,000	*****	2.0	2.0
	P75	\$60,661	*****	4.0	4.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	2	5	5
	Number of Employees	10	2	10	10
	Average	\$64,280	*****	9.1	8.3
	P25	\$53,500	*****	8.0	5.0
	P50	\$65,000	*****	8.0	8.0
	P75	\$70,000	*****	10.0	10.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	6	1	5	5
	Number of Employees	7	1	6	6
	Average	\$50,603	*****	6.0	1.7
	P25	\$42,120	*****	1.0	1.0
	P50	\$45,840	*****	2.5	1.5
	P75	\$49,500	*****	7.0	2.0

# Grassroots Advocacy / Campaign Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>California</b>	Number of Responses	3	0	2	2
	Number of Employees	3	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Grassroots Advocacy / Campaign Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	15	2	15	15
	Number of Employees	22	2	22	22
	Average	\$59,522	*****	5.6	5.3
	P25	\$49,000	*****	2.0	1.5
	P50	\$55,661	*****	3.5	2.5
	P75	\$65,000	*****	10.0	10.0
<b>Suburban</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	5	1	4	4
	Number of Employees	10	1	9	9
	Average	\$39,896	*****	*****	*****
	P25	\$41,200	*****	*****	*****
	P50	\$41,600	*****	*****	*****
	P75	\$43,680	*****	*****	*****

# Grassroots Advocacy / Campaign Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	6	1	6	6
	Number of Employees	7	1	7	7
	Average	\$75,883	*****	11.8	8.0
	P25	\$65,000	*****	8.5	2.8
	P50	\$72,670	*****	11.5	7.5
	P75	\$86,877	*****	15.3	12.3
<b>Environmental Health, Environmental Justice</b>	Number of Responses	7	1	7	7
	Number of Employees	17	1	17	17
	Average	\$46,688	*****	5.5	5.4
	P25	\$39,800	*****	2.8	2.3
	P50	\$42,998	*****	4.0	4.0
	P75	\$54,608	*****	9.0	9.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	10	1	9	9
	Number of Employees	11	1	10	10
	Average	\$48,054	*****	2.1	1.4
	P25	\$41,820	*****	1.0	1.0
	P50	\$49,000	*****	1.5	1.5
	P75	\$52,625	*****	2.0	2.0

# Marketing Coordinator

Coordinate marketing programs in support of an organization's programs and services. Participate in the development and implementation of marketing activities including advertising creation and placement, market research and analysis, brand management and promotion, and customer identification and segmentation.

Degree of Match

More	16.4%
Equal	64.2%
Less	19.4%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	67	17	66	63
	Number of Employees	74	17	73	70
	Average	\$44,718	\$935	4.3	3.6
	P25	\$38,055	\$500	1.0	1.0
	P50	\$44,950	\$700	2.5	2.0
	P75	\$50,636	\$1,500	5.0	4.0
Bonus Eligibility	Eligible	37.5%			
	Not Eligible	62.5%			

# Marketing Coordinator (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
< \$400,000	Number of Responses	8	1	8	8
	Number of Employees	9	1	9	9
	Average	\$42,570	*****	4.7	4.3
	P25	\$35,280	*****	1.0	1.0
	P50	\$43,525	*****	2.5	1.5
	P75	\$51,454	*****	5.0	4.3
\$400,000 - \$699,999	Number of Responses	7	4	7	5
	Number of Employees	7	4	7	5
	Average	\$37,898	*****	3.3	3.2
	P25	\$31,750	*****	2.0	2.0
	P50	\$36,000	*****	2.0	2.5
	P75	\$46,393	*****	4.0	4.5
\$700,000 - \$999,999	Number of Responses	11	5	11	11
	Number of Employees	11	5	11	11
	Average	\$38,343	\$840	4.7	3.5
	P25	\$35,300	\$400	1.0	1.0
	P50	\$38,480	\$500	2.0	2.0
	P75	\$43,500	\$1,000	4.0	3.5
\$1,000,000 - \$1,499,999	Number of Responses	10	0	10	9
	Number of Employees	10	0	10	9
	Average	\$44,046	*****	2.5	2.4
	P25	\$39,458	*****	1.0	1.0
	P50	\$45,000	*****	1.3	1.5
	P75	\$46,263	*****	2.8	3.0
\$1,500,000 - \$2,999,999	Number of Responses	14	3	13	13
	Number of Employees	15	3	14	14
	Average	\$47,938	*****	3.7	2.9
	P25	\$42,678	*****	2.0	1.0
	P50	\$48,250	*****	2.5	2.0
	P75	\$53,500	*****	4.8	2.8
\$3,000,000 - \$4,999,999	Number of Responses	6	2	6	6
	Number of Employees	7	2	7	7
	Average	\$51,863	*****	9.9	9.8
	P25	\$44,000	*****	4.9	4.6
	P50	\$53,000	*****	9.5	9.0
	P75	\$60,634	*****	13.8	13.8
>= \$5,000,000	Number of Responses	11	2	11	11
	Number of Employees	15	2	15	15
	Average	\$49,613	*****	3.7	2.2
	P25	\$40,250	*****	1.5	1.1
	P50	\$44,950	*****	2.5	2.0
	P75	\$52,500	*****	4.0	3.0

# Marketing Coordinator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	12	3	12	12
	Number of Employees	12	3	12	12
	Average	\$42,547	*****	4.4	4.1
	P25	\$36,704	*****	2.0	2.0
	P50	\$39,750	*****	3.0	2.0
	P75	\$50,000	*****	5.0	4.3
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	13	6	13	12
	Number of Employees	14	6	14	13
	Average	\$43,298	\$800	5.6	4.3
	P25	\$36,000	\$550	2.0	2.0
	P50	\$45,000	\$850	3.0	2.5
	P75	\$50,000	\$1,000	6.0	4.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	23	3	22	22
	Number of Employees	27	3	26	26
	Average	\$47,031	*****	3.1	2.5
	P25	\$42,019	*****	1.0	1.0
	P50	\$45,450	*****	2.0	2.0
	P75	\$52,000	*****	4.3	3.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	2	0	2	1
	Number of Employees	2	0	2	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	9	2	9	8
	Number of Employees	9	2	9	8
	Average	\$37,789	*****	3.3	3.7
	P25	\$28,800	*****	1.0	1.0
	P50	\$40,000	*****	1.0	1.0
	P75	\$45,000	*****	2.0	2.3
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	8	3	8	8
	Number of Employees	10	3	10	10
	Average	\$49,860	*****	6.7	5.0
	P25	\$40,100	*****	3.3	1.2
	P50	\$45,650	*****	4.5	4.0
	P75	\$54,070	*****	7.5	5.0



# Marketing Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
Arizona	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
Bozeman, MT	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
California	Number of Responses	4	0	4	4
	Number of Employees	6	0	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
Colorado	Number of Responses	6	1	6	6
	Number of Employees	8	1	8	8
	Average	\$50,450	*****	5.0	2.7
	P25	\$42,438	*****	1.8	1.1
	P50	\$45,650	*****	4.0	2.6
Michigan	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
Montana	Number of Responses	8	2	8	8
	Number of Employees	9	2	9	9
	Average	\$42,386	*****	3.2	2.6
	P25	\$37,870	*****	1.9	1.4
	P50	\$41,305	*****	2.0	2.0
New England (CT, MA, ME, NH, RI, VT)	Number of Responses	5	1	5	5
	Number of Employees	6	1	6	6
	Average	\$43,258	*****	8.5	6.5
	P25	\$38,189	*****	2.0	2.0
	P50	\$44,600	*****	2.0	2.0
	P75	\$45,000	*****	8.5	8.5

# Marketing Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	5	1	4	4
	Number of Employees	5	1	4	4
	Average	\$51,400	*****	*****	*****
	P25	\$48,500	*****	*****	*****
	P50	\$52,000	*****	*****	*****
	P75	\$54,000	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	31	5	31	30
	Number of Employees	36	5	36	35
	Average	\$49,429	\$1,300	4.0	3.4
	P25	\$43,250	\$400	1.3	1.0
	P50	\$47,000	\$1,500	3.0	2.3
	P75	\$54,500	\$2,000	4.5	3.4
<b>Suburban</b>	Number of Responses	17	6	16	14
	Number of Employees	19	6	18	16
	Average	\$40,207	\$1,000	4.5	3.4
	P25	\$37,000	\$550	1.0	1.0
	P50	\$40,000	\$850	2.0	1.6
	P75	\$46,000	\$1,375	4.0	2.3
<b>Rural</b>	Number of Responses	19	6	19	19
	Number of Employees	19	6	19	19
	Average	\$41,069	\$567	4.6	4.4
	P25	\$35,709	\$500	2.0	2.0
	P50	\$38,480	\$500	4.0	2.0
	P75	\$47,500	\$650	5.0	5.0

# Marketing Coordinator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	4	0	4	4
	Number of Employees	6	0	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	12	2	11	10
	Number of Employees	16	2	15	14
	Average	\$43,946	*****	4.2	3.7
	P25	\$29,700	*****	1.8	1.0
	P50	\$46,225	*****	2.8	2.0
	P75	\$53,250	*****	4.3	3.6
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	49	15	49	47
	Number of Employees	50	15	50	48
	Average	\$44,841	\$1,013	4.6	3.9
	P25	\$38,000	\$500	2.0	1.0
	P50	\$44,500	\$700	3.0	2.0
	P75	\$50,000	\$1,500	5.0	4.5

# Public Relations Director

Plan, direct, or coordinate activities designed to create or maintain a favorable public image or raise issue awareness for an organization's mission, programs, fundraising activities, services, and brand. May be responsible for brand management and promotion. Responsible for managing media events and activities, press and media contacts, public image campaigns, spokesperson training, and the creation of communication materials and public position statements. Often serves as a spokesperson for the organization with the media. May supervise other communication/public relations staff.

Degree of Match	
More	17.9%
Equal	58.9%
Less	23.2%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	56	7	55	55
	Number of Employees	56	7	55	55
	Average	\$66,111	\$970	6.0	4.0
	P25	\$49,862	\$500	2.0	1.5
	P50	\$61,700	\$540	4.8	3.0
	P75	\$77,330	\$1,250	6.3	5.0
Bonus Eligibility	Eligible	33.3%			
	Not Eligible	66.7%			

# Public Relations Director (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	6	0	6	6
	Number of Employees	6	0	6	6
	Average	\$49,733	*****	5.9	5.6
	P25	\$37,500	*****	2.0	2.0
	P50	\$47,500	*****	3.5	2.5
	P75	\$53,750	*****	5.0	4.5
<b>\$400,000 - \$699,999</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$50,265	*****	3.9	3.9
	P25	\$45,344	*****	4.0	4.0
	P50	\$52,500	*****	4.0	4.0
	P75	\$56,000	*****	4.5	4.5
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	11	4	11	11
	Number of Employees	11	4	11	11
	Average	\$55,670	*****	3.1	3.1
	P25	\$48,974	*****	1.5	1.5
	P50	\$54,000	*****	2.0	2.0
	P75	\$59,375	*****	4.0	4.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	15	2	14	14
	Number of Employees	15	2	14	14
	Average	\$66,932	*****	5.6	3.7
	P25	\$58,825	*****	2.5	1.0
	P50	\$65,000	*****	3.0	2.0
	P75	\$75,000	*****	7.0	4.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$87,500	*****	8.4	5.4
	P25	\$70,000	*****	5.0	5.0
	P50	\$89,000	*****	5.0	5.0
	P75	\$98,000	*****	9.0	5.0
<b>&gt;= \$5,000,000</b>	Number of Responses	10	1	10	10
	Number of Employees	10	1	10	10
	Average	\$92,293	*****	10.4	3.9
	P25	\$82,150	*****	5.0	2.0
	P50	\$91,500	*****	8.5	4.3
	P75	\$109,931	*****	14.0	5.0

# Public Relations Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	6	0	6	6
	Number of Employees	6	0	6	6
	Average	\$48,631	*****	4.9	4.3
	P25	\$39,110	*****	3.6	3.6
	P50	\$47,500	*****	4.0	4.0
	P75	\$55,654	*****	4.8	4.8
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$63,708	*****	6.0	6.0
	P25	\$54,250	*****	2.0	2.0
	P50	\$59,375	*****	4.0	4.0
	P75	\$71,438	*****	9.0	9.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	26	2	25	25
	Number of Employees	26	2	25	25
	Average	\$68,398	*****	5.0	3.4
	P25	\$55,000	*****	2.6	1.0
	P50	\$63,074	*****	4.8	3.0
	P75	\$76,080	*****	5.0	4.9
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	8	0	8	8
	Number of Employees	8	0	8	8
	Average	\$66,655	*****	9.8	6.4
	P25	\$47,205	*****	4.3	4.3
	P50	\$62,850	*****	5.0	5.0
	P75	\$88,700	*****	20.0	5.8
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$71,659	*****	5.9	2.2
	P25	\$50,835	*****	1.6	1.4
	P50	\$65,500	*****	3.5	2.0
	P75	\$86,300	*****	5.0	2.8

# Public Relations Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	8	0	8	8
	Number of Employees	8	0	8	8
	Average	\$65,553	*****	6.3	2.2
	P25	\$48,375	*****	3.0	1.0
	P50	\$58,825	*****	5.0	1.3
	P75	\$90,568	*****	8.0	3.3
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Public Relations Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	8	1	7	7
	Number of Employees	8	1	7	7
	Average	\$59,925	*****	4.9	3.8
	P25	\$51,125	*****	1.8	1.0
	P50	\$59,500	*****	4.3	3.0
	P75	\$66,084	*****	6.0	4.1
<b>Portland, OR</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	34	4	34	34
	Number of Employees	34	4	34	34
	Average	\$69,950	*****	5.9	3.9
	P25	\$53,250	*****	2.0	2.0
	P50	\$66,500	*****	4.0	3.0
	P75	\$81,360	*****	8.5	5.0
<b>Suburban</b>	Number of Responses	5	1	4	4
	Number of Employees	5	1	4	4
	Average	\$83,819	*****	*****	*****
	P25	\$80,000	*****	*****	*****
	P50	\$88,600	*****	*****	*****
	P75	\$92,271	*****	*****	*****
<b>Rural</b>	Number of Responses	17	2	17	17
	Number of Employees	17	2	17	17
	Average	\$53,225	*****	5.7	4.7
	P25	\$44,720	*****	3.5	2.0
	P50	\$55,000	*****	5.0	4.0
	P75	\$60,750	*****	5.0	5.0



# Public Relations Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	11	1	11	11
	Number of Employees	11	1	11	11
	Average	\$71,665	*****	6.3	3.0
	P25	\$53,000	*****	1.5	1.5
	P50	\$65,000	*****	3.0	2.0
	P75	\$88,700	*****	7.0	3.5
<b>Environmental Health, Environmental Justice</b>	Number of Responses	16	3	15	15
	Number of Employees	16	3	15	15
	Average	\$64,936	*****	6.0	4.9
	P25	\$51,875	*****	2.0	2.0
	P50	\$56,500	*****	4.0	2.8
	P75	\$77,330	*****	7.0	5.3
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	26	3	26	26
	Number of Employees	26	3	26	26
	Average	\$64,012	*****	6.1	4.0
	P25	\$48,362	*****	4.0	2.0
	P50	\$61,325	*****	5.0	4.0
	P75	\$74,275	*****	6.5	5.0

# Public Relations Manager

Plan, direct, or coordinate the communications/public relations activities for a specific program, division, or region within the organization, or a small organization. Markets and promotes the organization's goals and objectives to develop community support. Develops and oversees execution of public and media relations programs, including writing and distributing press releases and alerts; creating and maintaining media contact lists; cultivating ongoing and special-events coverage; supporting and working collaboratively with communications practitioners on PR/media opportunities; tracking results of PR efforts; and providing media training for organizational representatives. May serve as a spokesperson for official response to media inquiries. Typically does not supervise other staff.

Degree of Match

More	18.2%
Equal	59.1%
Less	22.7%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	44	10	43	43
	Number of Employees	50	10	49	49
	Average	\$51,834	\$1,401	5.0	3.7
	P25	\$43,510	\$1,000	1.0	1.0
	P50	\$51,450	\$1,250	3.0	2.0
	P75	\$60,750	\$1,978	5.5	3.6
Bonus Eligibility	Eligible	40.9%			
	Not Eligible	59.1%			

# Public Relations Manager (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	7	2	7	7
	Number of Employees	7	2	7	7
	Average	\$44,079	*****	6.4	5.1
	P25	\$37,840	*****	1.0	1.0
	P50	\$44,213	*****	7.0	1.0
	P75	\$50,331	*****	10.0	8.5
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$49,041	*****	2.4	1.9
	P25	\$43,850	*****	1.6	1.6
	P50	\$47,364	*****	2.0	2.0
	P75	\$51,097	*****	2.8	2.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	11	3	10	10
	Number of Employees	12	3	11	11
	Average	\$50,208	*****	4.5	3.3
	P25	\$43,610	*****	1.0	1.0
	P50	\$50,880	*****	3.0	3.0
	P75	\$55,507	*****	3.5	3.5
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	8	2	8	8
	Number of Employees	11	2	11	11
	Average	\$60,279	*****	4.9	3.9
	P25	\$52,980	*****	1.8	1.0
	P50	\$58,976	*****	3.5	1.6
	P75	\$68,579	*****	6.3	4.0
<b>&gt;= \$5,000,000</b>	Number of Responses	6	1	6	6
	Number of Employees	8	1	8	8
	Average	\$70,198	*****	6.6	3.1
	P25	\$62,188	*****	3.4	1.3
	P50	\$69,825	*****	3.8	2.0
	P75	\$77,950	*****	7.8	3.1

# Public Relations Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$43,310	*****	7.0	4.6
	P25	\$43,000	*****	1.0	1.0
	P50	\$43,680	*****	2.0	2.0
	P75	\$52,800	*****	7.0	7.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	23	6	22	22
	Number of Employees	26	6	25	25
	Average	\$54,886	\$1,360	3.4	2.7
	P25	\$45,880	\$1,000	1.0	1.0
	P50	\$52,020	\$1,250	2.0	2.0
	P75	\$63,951	\$1,808	4.0	3.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	0	5	5
	Number of Employees	7	0	7	7
	Average	\$51,678	*****	6.8	5.5
	P25	\$32,000	*****	3.5	1.2
	P50	\$53,040	*****	5.0	2.0
	P75	\$68,050	*****	5.0	3.5
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	7	2	7	7
	Number of Employees	8	2	8	8
	Average	\$57,146	*****	7.5	4.8
	P25	\$50,531	*****	2.3	1.3
	P50	\$55,713	*****	4.0	2.0
	P75	\$65,112	*****	12.5	6.5

# Public Relations Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Public Relations Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	4	2	3	3
	Number of Employees	4	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	6	1	6	6
	Number of Employees	9	1	9	9
	Average	\$55,434	*****	3.8	3.3
	P25	\$49,509	*****	1.3	1.0
	P50	\$54,175	*****	2.0	1.5
	P75	\$58,825	*****	3.5	2.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	25	4	25	25
	Number of Employees	30	4	30	30
	Average	\$57,859	*****	5.0	3.8
	P25	\$50,880	*****	2.0	1.0
	P50	\$55,713	*****	3.4	2.0
	P75	\$66,500	*****	5.0	4.0
<b>Suburban</b>	Number of Responses	9	2	8	8
	Number of Employees	10	2	9	9
	Average	\$47,740	*****	5.5	3.4
	P25	\$43,000	*****	1.0	1.0
	P50	\$46,400	*****	2.0	1.5
	P75	\$54,662	*****	7.0	2.0
<b>Rural</b>	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$40,455	*****	4.6	3.7
	P25	\$32,000	*****	1.0	1.0
	P50	\$43,610	*****	2.0	1.5
	P75	\$47,746	*****	4.5	2.8

# Public Relations Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	4	0	4	4
	Number of Employees	8	0	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	10	1	9	9
	Number of Employees	10	1	9	9
	Average	\$51,610	*****	6.6	4.9
	P25	\$44,933	*****	1.1	1.0
	P50	\$47,450	*****	3.0	1.8
	P75	\$59,168	*****	7.8	7.3
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	29	9	29	29
	Number of Employees	30	9	30	30
	Average	\$49,359	\$1,279	4.3	3.7
	P25	\$42,120	\$1,000	1.0	1.0
	P50	\$50,000	\$1,000	3.0	2.0
	P75	\$55,000	\$1,910	5.0	4.0

# Community Organizer

Facilitate the recruitment, organization, and engagement of a broad base of individuals, groups, and organizations in support of a cause, movement, or initiative. May be responsible for developing strategies and action plans, creating informational materials, building relationships with community leaders, public officials, media, business leaders, and consumer groups, coordinating advocacy events, organizing campaigns and coalitions, and training volunteers.

Degree of Match	
More	31.3%
Equal	56.3%
Less	12.5%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	48	7	47	47
	Number of Employees	118	19	117	117
	Average	\$44,253	\$1,186	3.9	3.6
	P25	\$36,861	\$325	1.4	1.0
	P50	\$42,037	\$450	2.8	2.8
	P75	\$50,442	\$1,800	5.0	4.6
Bonus Eligibility	Eligible	25.5%			
	Not Eligible	74.5%			



# Community Organizer (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	7	1	7	7
	Number of Employees	12	1	12	12
	Average	\$38,577	*****	5.5	4.8
	P25	\$29,349	*****	1.8	1.8
	P50	\$36,000	*****	3.0	3.0
	P75	\$46,470	*****	8.0	7.0
<b>\$400,000 - \$699,999</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	7	1	6	6
	Number of Employees	16	3	15	15
	Average	\$48,021	*****	1.8	1.6
	P25	\$41,840	*****	1.3	1.0
	P50	\$45,000	*****	2.0	2.0
	P75	\$51,500	*****	2.0	2.0
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	13	2	13	13
	Number of Employees	38	5	38	38
	Average	\$40,544	*****	2.8	2.2
	P25	\$36,420	*****	1.0	1.0
	P50	\$38,750	*****	2.0	2.0
	P75	\$41,000	*****	4.0	3.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	7	2	7	7
	Number of Employees	17	4	17	17
	Average	\$42,597	*****	4.2	4.2
	P25	\$42,037	*****	2.5	2.5
	P50	\$42,338	*****	3.0	3.0
	P75	\$44,384	*****	4.5	4.5
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	5	1	5	5
	Number of Employees	17	6	17	17
	Average	\$58,231	*****	8.7	8.7
	P25	\$50,382	*****	5.0	5.0
	P50	\$54,200	*****	8.0	8.0
	P75	\$63,900	*****	11.0	11.0
<b>&gt;= \$5,000,000</b>	Number of Responses	6	0	6	6
	Number of Employees	15	0	15	15
	Average	\$47,294	*****	2.7	2.8
	P25	\$40,000	*****	1.3	1.3
	P50	\$45,310	*****	2.0	2.0
	P75	\$52,405	*****	3.5	3.5

# Community Organizer (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	4	0	4	4
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	5	1	5	5
	Number of Employees	9	2	9	9
	Average	\$39,270	*****	2.0	2.0
	P25	\$36,300	*****	1.0	1.0
	P50	\$40,511	*****	1.0	1.0
	P75	\$41,000	*****	3.0	3.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	25	2	24	24
	Number of Employees	55	4	54	54
	Average	\$45,537	*****	3.6	3.6
	P25	\$37,500	*****	1.5	1.3
	P50	\$42,338	*****	2.0	2.0
	P75	\$48,000	*****	4.0	4.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	4	1	4	4
	Number of Employees	17	3	17	17
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	9	3	9	9
	Number of Employees	28	10	28	28
	Average	\$47,520	*****	4.0	3.6
	P25	\$40,000	*****	2.0	2.0
	P50	\$50,620	*****	4.0	3.0
	P75	\$53,088	*****	6.0	5.0

# Community Organizer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	1	0	1	1
	Number of Employees	10	0	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	3	0	3	3
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	6	1	5	5
	Number of Employees	17	3	16	16
	Average	\$47,071	*****	3.7	3.7
	P25	\$38,125	*****	1.3	1.3
	P50	\$42,500	*****	2.0	2.0
	P75	\$53,655	*****	4.3	4.3
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	2	1	2	2
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Community Organizer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	5	1	5	5
	Number of Employees	7	1	7	7
	Average	\$39,415	*****	3.9	3.9
	P25	\$38,000	*****	1.3	1.3
	P50	\$39,000	*****	2.0	2.0
<b>Portland, OR</b>	P75	\$41,850	*****	4.0	4.0
	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>Washington</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
<b>Washington</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	35	5	34	34
	Number of Employees	95	16	94	94
	Average	\$45,895	\$1,590	4.0	3.8
	P25	\$38,875	\$450	1.8	1.0
	P50	\$42,338	\$1,600	2.5	2.5
<b>Suburban</b>	P75	\$50,501	\$2,000	5.0	4.8
	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>Rural</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	12	2	12	12
	Number of Employees	19	3	19	19
	Average	\$39,399	*****	3.9	3.4
<b>Rural</b>	P25	\$30,120	*****	1.2	1.2
	P50	\$36,150	*****	3.5	3.0
	P75	\$45,510	*****	4.3	4.3

# Community Organizer (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	10	2	10	10
	Number of Employees	34	5	34	34
	Average	\$48,927	*****	3.7	3.8
	P25	\$39,063	*****	1.1	1.1
	P50	\$42,809	*****	2.0	2.0
	P75	\$59,925	*****	4.1	4.1
<b>Environmental Health, Environmental Justice</b>	Number of Responses	8	0	8	8
	Number of Employees	24	0	24	24
	Average	\$40,153	*****	5.3	4.3
	P25	\$37,500	*****	1.0	1.0
	P50	\$41,612	*****	3.5	2.5
	P75	\$46,250	*****	7.3	6.3
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	29	4	28	28
	Number of Employees	59	13	58	58
	Average	\$44,091	*****	3.6	3.4
	P25	\$37,008	*****	2.0	2.0
	P50	\$42,338	*****	3.0	3.0
	P75	\$50,620	*****	5.0	4.0

# Environmental Sustainability Educator

Responsible for making people aware of environmental issues, promoting conservation and sustainability. Often charged with enhancing the public's enjoyment of the environment through teaching and interpreting the natural world. Involved in curriculum design; promotes programs to target audiences through flyers, websites, and newsletters; teaches groups and interprets the natural environment for them on-site by leading guided walks and answering visitors' questions or teaches sustainability principles; organizes educational events and activities to raise awareness of environmental issues; trains others in the use of resources and in delivering educational sessions; recruits, supervises, and works with volunteers; acts as a point of contact for teachers responding to requests for information on educational issues; evaluates the effectiveness of programs; and manages budgets for projects and educational programs.

Degree of Match	
More	20.0%
Equal	60.0%
Less	20.0%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	55	12	55	54
	Number of Employees	155	24	155	152
	Average	\$37,224	\$821	4.6	4.0
	P25	\$30,334	\$375	2.5	2.0
	P50	\$35,500	\$700	4.0	3.0
	P75	\$42,638	\$1,050	5.0	5.0
Bonus Eligibility	Eligible	27.8%			
	Not Eligible	72.2%			

# Environmental Sustainability Educator (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	9	2	9	9
	Number of Employees	17	4	17	17
	Average	\$37,577	*****	4.2	3.6
	P25	\$32,000	*****	3.0	2.0
	P50	\$38,000	*****	4.0	3.0
	P75	\$40,000	*****	5.0	5.0
<b>\$400,000 - \$699,999</b>	Number of Responses	12	4	12	11
	Number of Employees	25	11	25	22
	Average	\$37,009	*****	3.5	3.3
	P25	\$28,408	*****	2.8	2.0
	P50	\$34,733	*****	4.0	4.0
	P75	\$43,875	*****	4.3	4.5
<b>\$700,000 - \$999,999</b>	Number of Responses	12	2	12	12
	Number of Employees	25	3	25	25
	Average	\$34,988	*****	3.9	3.5
	P25	\$30,500	*****	1.0	1.0
	P50	\$34,750	*****	4.0	2.0
	P75	\$39,257	*****	4.0	4.0
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	10	1	10	10
	Number of Employees	41	2	41	41
	Average	\$35,720	*****	4.4	3.7
	P25	\$29,750	*****	1.3	2.0
	P50	\$34,000	*****	4.5	3.0
	P75	\$41,900	*****	5.0	4.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	6	2	6	6
	Number of Employees	24	2	24	24
	Average	\$40,233	*****	8.7	7.3
	P25	\$36,250	*****	3.5	3.0
	P50	\$40,700	*****	5.5	4.0
	P75	\$46,350	*****	12.8	8.8
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	1	1	1
	Number of Employees	2	2	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	5	0	5	5
	Number of Employees	21	0	21	21
	Average	\$41,312	*****	4.9	4.8
	P25	\$34,000	*****	4.0	4.0
	P50	\$35,500	*****	5.0	5.0
	P75	\$42,276	*****	5.5	5.2

# Environmental Sustainability Educator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	20	2	20	20
	Number of Employees	56	3	56	56
	Average	\$39,482	*****	5.3	4.5
	P25	\$33,000	*****	2.8	2.8
	P50	\$39,000	*****	4.0	3.0
	P75	\$46,875	*****	6.1	5.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	13	4	13	12
	Number of Employees	45	11	45	42
	Average	\$33,934	*****	5.2	4.6
	P25	\$28,000	*****	3.0	2.0
	P50	\$30,000	*****	4.0	3.0
	P75	\$33,000	*****	5.0	5.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	6	0	6	6
	Number of Employees	20	0	20	20
	Average	\$41,173	*****	3.2	3.2
	P25	\$35,502	*****	1.0	1.0
	P50	\$38,518	*****	2.5	2.5
	P75	\$47,507	*****	4.8	4.8
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	11	4	11	11
	Number of Employees	24	5	24	24
	Average	\$33,186	*****	4.1	3.8
	P25	\$29,750	*****	4.0	3.0
	P50	\$35,000	*****	4.0	4.0
	P75	\$37,733	*****	5.0	5.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	4	2	4	4
	Number of Employees	9	5	9	9
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Environmental Sustainability Educator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
Arizona	Number of Responses	1	1	1	1
	Number of Employees	3	3	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Bozeman, MT	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
California	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Colorado	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Michigan	Number of Responses	4	2	4	4
	Number of Employees	5	3	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Montana	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
New England (CT, MA, ME, NH, RI, VT)	Number of Responses	4	0	4	3
	Number of Employees	21	0	21	18
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Environmental Sustainability Educator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	1	0	1	1
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
P75	*****	*****	*****	*****	
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
P75	*****	*****	*****	*****	
<b>Washington</b>	Number of Responses	4	0	4	4
	Number of Employees	14	0	14	14
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
P75	*****	*****	*****	*****	

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	17	1	17	17
	Number of Employees	57	2	57	57
	Average	\$38,682	*****	4.6	3.9
	P25	\$33,500	*****	3.0	2.0
	P50	\$38,000	*****	4.0	4.0
P75	\$44,200	*****	5.0	5.0	
<b>Suburban</b>	Number of Responses	21	6	21	20
	Number of Employees	51	11	51	48
	Average	\$36,124	\$808	3.7	3.0
	P25	\$30,667	\$325	2.0	2.0
	P50	\$34,000	\$550	4.0	3.0
P75	\$40,000	\$1,075	5.0	4.0	
<b>Rural</b>	Number of Responses	17	5	17	17
	Number of Employees	47	11	47	47
	Average	\$37,125	\$680	5.6	5.5
	P25	\$29,000	\$500	3.0	3.0
	P50	\$36,465	\$700	4.0	4.0
P75	\$42,276	\$1,000	5.0	5.0	

# Environmental Sustainability Educator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	2	0	2	2
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	10	1	10	9
	Number of Employees	28	1	28	25
	Average	\$34,847	*****	3.9	3.8
	P25	\$26,250	*****	3.0	2.0
	P50	\$33,250	*****	4.0	4.0
	P75	\$36,099	*****	4.8	5.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	43	11	43	43
	Number of Employees	120	23	120	120
	Average	\$37,764	\$877	4.6	4.1
	P25	\$31,334	\$450	2.0	2.0
	P50	\$37,008	\$700	4.0	3.0
	P75	\$43,600	\$1,100	5.0	5.0

# Land Easement Steward Specialist / Coordinator

The primary work is to monitor the conditions on the ground of conservation properties, easements, and trails. Monitoring often includes: invasive species, poaching, garbage dumping, road problems, squatting, illegal recreation development, and baseline scientific information. Duties typically include trail clearing, trail improvement (including building steps and erosion control structures), boundary marking, painting of structures, basic carpentry, and vegetation control (brush saw work, clipping, etc.). Often oversees a crew of volunteers. Although not directly responsible for public education, is often expected to interact positively with the public when there is an opportunity. With a crew, can move frequently, although occasionally works at the same site for more than one week.

Degree of Match	
More	23.7%
Equal	65.8%
Less	10.5%

**All Organizations**

Data as of July 1, 2019		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	38	8	38	37
	Number of Employees	64	17	64	63
	Average	\$45,666	\$838	7.8	6.2
	P25	\$36,063	\$450	4.0	3.0
	P50	\$42,750	\$775	6.0	5.0
Bonus Eligibility	P75	\$51,450	\$1,000	11.5	9.8
	Eligible	26.3%			
	Not Eligible	73.7%			

# Land Easement Steward Specialist / Coordinator (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	7	0	7	6
	Number of Employees	7	0	7	6
	Average	\$39,834	*****	6.3	3.7
	P25	\$30,375	*****	4.0	1.0
	P50	\$37,440	*****	6.0	4.0
	P75	\$40,850	*****	8.5	5.5
<b>\$400,000 - \$699,999</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	4	0	4	4
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	9	2	9	9
	Number of Employees	23	4	23	23
	Average	\$41,261	*****	7.1	6.9
	P25	\$35,000	*****	3.0	2.0
	P50	\$39,545	*****	5.0	5.0
	P75	\$46,350	*****	12.0	12.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	10	3	10	10
	Number of Employees	21	10	21	21
	Average	\$50,062	*****	5.8	5.6
	P25	\$41,250	*****	4.0	3.3
	P50	\$46,880	*****	5.5	5.0
	P75	\$57,634	*****	6.0	6.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Easement Steward Specialist / Coordinator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	9	2	9	9
	Number of Employees	15	4	15	15
	Average	\$41,454	*****	6.2	4.8
	P25	\$35,360	*****	3.0	3.0
	P50	\$42,000	*****	5.0	5.0
	P75	\$45,000	*****	6.0	6.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	9	2	9	9
	Number of Employees	10	2	10	10
	Average	\$44,794	*****	11.2	9.9
	P25	\$38,500	*****	9.0	4.0
	P50	\$43,500	*****	12.0	10.0
	P75	\$50,400	*****	14.0	13.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	13	3	13	12
	Number of Employees	25	10	25	24
	Average	\$53,450	*****	7.1	5.0
	P25	\$39,545	*****	4.0	3.0
	P50	\$48,000	*****	5.0	5.0
	P75	\$59,456	*****	6.0	6.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	4	1	4	4
	Number of Employees	10	1	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Easement Steward Specialist / Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>California</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
<b>Colorado</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
<b>Michigan</b>	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	3	2	3	3
<b>Montana</b>	Number of Employees	5	4	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Easement Steward Specialist / Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	1	3	3
	Number of Employees	6	3	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	1	4	3
	Number of Employees	4	1	4	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	13	1	13	13
	Number of Employees	26	3	26	26
	Average	\$48,508	*****	8.2	4.8
	P25	\$37,000	*****	4.0	3.0
	P50	\$44,290	*****	6.0	5.0
	P75	\$54,000	*****	10.0	5.0
<b>Suburban</b>	Number of Responses	9	1	9	9
	Number of Employees	12	1	12	12
	Average	\$42,676	*****	9.9	9.8
	P25	\$37,440	*****	4.0	4.0
	P50	\$40,000	*****	10.0	10.0
	P75	\$48,000	*****	14.0	13.0
<b>Rural</b>	Number of Responses	16	6	16	15
	Number of Employees	26	13	26	25
	Average	\$45,039	\$900	6.3	5.3
	P25	\$34,813	\$563	3.8	2.0
	P50	\$42,985	\$775	5.5	4.5
	P75	\$51,050	\$950	9.3	6.8



# Land Easement Steward Specialist / Coordinator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	34	7	34	33
	Number of Employees	60	16	60	59
	Average	\$44,156	\$929	7.2	5.5
	P25	\$35,537	\$625	3.3	2.3
	P50	\$42,000	\$800	5.0	4.5
	P75	\$49,500	\$1,000	9.8	6.0

# Land Protection Specialist / Coordinator

Serve as the main point-of-contact and project lead with private and public landowners for purposes of identifying and protecting natural areas. Works on both fee title and conservation easement projects. Responsibilities often include fostering relationships with public and private landowners interested in permanent land protection; preparing all baseline documentation for land projects; working with conservancy lawyers to draft, revise, finalize, and record conservation easements and fee title transactions; and serving as conservancy liaison in key partnership with municipalities, ENGOs, and state/provincial and federal agencies. Often works with Executive Director and Stewardship Director to develop landowner outreach communication materials, participates in grant writing for land acquisition opportunities, and manages budgets and writes grants.

Degree of Match	
More	18.2%
Equal	68.2%
Less	13.6%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	22	6	22	22
	Number of Employees	28	7	28	28
	Average	\$53,437	\$1,068	5.3	4.0
	P25	\$45,209	\$725	2.0	2.0
	P50	\$52,500	\$853	3.5	3.0
Bonus Eligibility	P75	\$61,625	\$976	7.4	6.5
	Eligible	45.5%			
	Not Eligible	54.5%			

# Land Protection Specialist / Coordinator (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	8	3	8	8
	Number of Employees	10	3	10	10
	Average	\$56,336	*****	4.7	3.8
	P25	\$48,975	*****	1.4	1.4
	P50	\$56,979	*****	3.0	3.0
	P75	\$62,950	*****	5.8	5.8
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	1	1	1
	Number of Employees	2	2	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	4	1	4	4
	Number of Employees	7	1	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Protection Specialist / Coordinator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	6	2	6	6
	Number of Employees	8	3	8	8
	Average	\$54,942	*****	5.6	5.5
	P25	\$46,235	*****	3.3	3.3
	P50	\$52,470	*****	5.5	5.5
	P75	\$62,500	*****	7.4	7.1
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	11	2	11	11
	Number of Employees	15	2	15	15
	Average	\$54,961	*****	5.1	3.5
	P25	\$45,868	*****	1.3	1.3
	P50	\$58,250	*****	3.0	3.0
	P75	\$61,450	*****	6.3	5.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Protection Specialist / Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>California</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
<b>Colorado</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
<b>Michigan</b>	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	<b>Montana</b>	Number of Responses	2	2	2
Number of Employees		3	3	3	3
Average		*****	*****	*****	*****
P25		*****	*****	*****	*****
P50		*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P75	*****	*****	*****	*****
	Number of Responses	3	0	3	3
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Land Protection Specialist / Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	8	0	8	8
	Number of Employees	13	0	13	13
	Average	\$55,864	*****	5.4	5.4
	P25	\$44,405	*****	2.6	2.6
	P50	\$59,675	*****	5.8	5.6
	P75	\$65,375	*****	7.6	7.6
<b>Suburban</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$52,026	*****	8.2	3.5
	P25	\$41,800	*****	2.0	2.0
	P50	\$58,479	*****	4.0	2.0
	P75	\$61,089	*****	12.8	4.3
<b>Rural</b>	Number of Responses	8	4	8	8
	Number of Employees	9	5	9	9
	Average	\$52,069	*****	3.0	3.0
	P25	\$45,884	*****	1.0	1.0
	P50	\$49,970	*****	2.5	2.5
	P75	\$51,250	*****	4.3	4.3

# Land Protection Specialist / Coordinator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	19	5	19	19
	Number of Employees	25	6	25	25
	Average	\$53,476	\$781	5.5	4.2
	P25	\$45,418	\$700	1.8	1.8
	P50	\$50,000	\$800	3.0	3.0
	P75	\$63,400	\$905	7.5	7.1

# Program Assistant

Responsible for assisting and supporting the planning and execution of the organization's programs. Provides general administrative support as well as customer service to all clients. Duties include correspondence, mailings, filings, inputting data and maintaining computer databases.

Degree of Match

More	25.7%
Equal	60.0%
Less	14.3%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	34	9	34	34
	Number of Employees	115	34	116	116
	Average	\$32,905	\$622	4.0	3.1
	P25	\$27,000	\$150	1.0	1.0
	P50	\$31,200	\$500	2.0	2.0
Bonus Eligibility	P75	\$39,052	\$500	5.0	3.0
	Eligible	37.1%			
	Not Eligible	62.9%			



# Program Assistant (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	5	0	5	5
	Number of Employees	6	0	6	6
	Average	\$36,076	*****	8.2	6.2
	P25	\$22,880	*****	3.0	1.0
	P50	\$40,000	*****	8.0	2.0
	P75	\$45,500	*****	10.0	8.0
<b>\$400,000 - \$699,999</b>	Number of Responses	4	2	4	4
	Number of Employees	31	2	31	31
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	3	1	4	4
	Number of Employees	21	2	23	23
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	3	0	2	2
	Number of Employees	3	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	11	2	11	11
	Number of Employees	18	4	18	18
	Average	\$31,078	*****	3.3	3.3
	P25	\$26,750	*****	1.0	1.0
	P50	\$31,000	*****	1.0	1.0
	P75	\$34,148	*****	2.5	2.5
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	4	2	4	4
	Number of Employees	22	15	22	22
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	4	2	4	4
	Number of Employees	14	11	14	14
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Program Assistant (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	6	3	6	6
	Number of Employees	15	11	15	15
	Average	\$31,637	*****	6.1	5.3
	P25	\$29,590	*****	1.3	1.3
	P50	\$31,100	*****	2.5	2.5
	P75	\$32,175	*****	8.3	4.5
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	7	2	7	7
	Number of Employees	63	14	63	63
	Average	\$29,938	*****	2.4	2.3
	P25	\$24,500	*****	1.0	1.0
	P50	\$29,000	*****	2.0	2.0
	P75	\$34,832	*****	3.5	3.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	12	1	12	12
	Number of Employees	22	2	22	22
	Average	\$33,735	*****	3.0	1.8
	P25	\$29,125	*****	1.0	1.0
	P50	\$31,200	*****	1.5	1.5
	P75	\$40,725	*****	3.5	2.3
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	4	1	5	5
	Number of Employees	5	1	7	7
	Average	*****	*****	6.8	6.8
	P25	*****	*****	1.0	1.0
	P50	*****	*****	5.0	5.0
	P75	*****	*****	8.0	8.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	5	2	4	4
	Number of Employees	10	6	9	9
	Average	\$35,922	*****	*****	*****
	P25	\$32,739	*****	*****	*****
	P50	\$37,300	*****	*****	*****
	P75	\$40,000	*****	*****	*****

# Program Assistant (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	4	3	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	2	0	1	1
	Number of Employees	3	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	5	3	5	5
	Number of Employees	14	11	14	14
	Average	\$31,764	*****	5.3	5.3
	P25	\$29,120	*****	1.0	1.0
	P50	\$31,200	*****	2.0	2.0
	P75	\$32,500	*****	3.0	3.0
<b>Montana</b>	Number of Responses	4	0	4	4
	Number of Employees	10	0	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	3	0	3	3
	Number of Employees	47	0	47	47
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Program Assistant (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	1	3	3
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	13	3	13	13
	Number of Employees	51	17	51	51
	Average	\$32,203	*****	3.0	1.8
	P25	\$27,000	*****	1.0	1.0
	P50	\$31,200	*****	1.0	1.0
	P75	\$39,069	*****	3.5	2.0
<b>Suburban</b>	Number of Responses	8	1	9	9
	Number of Employees	38	3	40	40
	Average	\$34,001	*****	4.8	4.0
	P25	\$25,375	*****	1.0	1.0
	P50	\$33,210	*****	2.5	2.0
	P75	\$40,173	*****	5.0	4.0
<b>Rural</b>	Number of Responses	13	5	12	12
	Number of Employees	26	14	25	25
	Average	\$32,932	\$470	4.4	3.9
	P25	\$29,000	\$300	1.0	1.0
	P50	\$31,200	\$500	2.0	2.0
	P75	\$39,000	\$500	5.0	3.0

# Program Assistant (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	3	0	3	3
	Number of Employees	6	0	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	10	4	10	10
	Number of Employees	59	8	59	59
	Average	\$31,785	*****	3.1	3.0
	P25	\$24,960	*****	1.3	1.3
	P50	\$29,750	*****	2.3	2.3
	P75	\$39,310	*****	4.6	3.9
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	20	5	20	20
	Number of Employees	49	26	50	50
	Average	\$33,842	\$450	4.6	3.6
	P25	\$29,780	\$150	1.0	1.0
	P50	\$31,200	\$500	2.0	2.0
	P75	\$39,017	\$500	5.0	3.0

# Program Coordinator

Responsible for assisting and supporting the planning and execution of the organization's programs or a specific program. Provides general administrative support to these programs. Duties include research, initial data analysis, correspondence, mailings, filings, inputting data and maintaining program databases. Often engaged in program client communication.

Degree of Match

More	36.3%
Equal	51.3%
Less	12.5%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	80	19	79	78
	Number of Employees	212	52	211	210
	Average	\$41,055	\$1,043	4.4	3.5
	P25	\$35,000	\$500	1.5	1.0
	P50	\$38,224	\$800	3.0	2.0
Bonus Eligibility	P75	\$46,344	\$1,250	5.0	4.6
	Eligible	36.3%			
	Not Eligible	63.8%			

# Program Coordinator (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
< \$400,000	Number of Responses	18	2	17	16
	Number of Employees	43	4	42	41
	Average	\$37,353	*****	3.4	2.9
	P25	\$31,763	*****	1.0	1.0
	P50	\$37,374	*****	1.5	1.0
\$400,000 - \$699,999	P75	\$42,813	*****	4.0	3.6
	Number of Responses	9	4	9	9
	Number of Employees	12	7	12	12
	Average	\$38,761	*****	4.8	4.1
	P25	\$35,000	*****	3.0	3.0
\$700,000 - \$999,999	P50	\$35,000	*****	3.0	3.0
	P75	\$42,000	*****	5.0	4.0
	Number of Responses	8	3	8	8
	Number of Employees	14	7	14	14
	Average	\$38,945	*****	3.5	2.9
\$1,000,000 - \$1,499,999	P25	\$31,750	*****	1.8	1.0
	P50	\$37,399	*****	2.5	2.0
	P75	\$46,070	*****	4.6	4.1
	Number of Responses	16	5	16	16
	Number of Employees	36	9	36	36
\$1,500,000 - \$2,999,999	Average	\$38,546	\$932	3.7	3.1
	P25	\$34,375	\$500	1.9	1.0
	P50	\$35,750	\$500	3.5	2.5
	P75	\$42,375	\$1,500	5.0	5.0
	Number of Responses	9	2	9	9
\$3,000,000 - \$4,999,999	Number of Employees	25	4	25	25
	Average	\$43,280	*****	5.4	4.1
	P25	\$38,000	*****	3.0	2.0
	P50	\$41,000	*****	4.0	3.0
	P75	\$46,292	*****	5.0	5.0
>= \$5,000,000	Number of Responses	10	3	10	10
	Number of Employees	54	21	54	54
	Average	\$46,426	*****	5.4	4.6
	P25	\$37,110	*****	2.3	2.0
	P50	\$44,785	*****	3.5	2.5
>= \$5,000,000	P75	\$53,750	*****	5.5	3.8
	Number of Responses	10	0	10	10
	Number of Employees	28	0	28	28
	Average	\$48,109	*****	6.2	3.8
	P25	\$37,800	*****	1.3	1.3
>= \$5,000,000	P50	\$46,272	*****	3.2	2.0
	P75	\$59,200	*****	5.5	3.0

# Program Coordinator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	13	2	13	13
	Number of Employees	53	15	53	53
	Average	\$35,912	*****	4.7	4.0
	P25	\$32,500	*****	3.0	2.0
	P50	\$35,360	*****	4.0	3.0
	P75	\$37,000	*****	6.0	5.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	10	5	10	10
	Number of Employees	23	13	23	23
	Average	\$37,718	\$680	3.9	3.2
	P25	\$32,039	\$350	2.3	2.0
	P50	\$35,000	\$750	3.5	3.0
	P75	\$44,125	\$1,000	5.0	4.8
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	34	7	33	32
	Number of Employees	87	16	86	85
	Average	\$43,438	\$959	4.0	3.2
	P25	\$36,360	\$625	2.0	1.0
	P50	\$41,500	\$1,000	3.0	2.0
	P75	\$50,000	\$1,250	5.0	3.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	7	0	7	7
	Number of Employees	9	0	9	9
	Average	\$40,007	*****	3.1	3.1
	P25	\$30,500	*****	1.3	1.3
	P50	\$35,000	*****	2.0	2.0
	P75	\$48,900	*****	4.5	4.5
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	15	5	15	15
	Number of Employees	39	8	39	39
	Average	\$42,460	\$1,720	6.5	4.5
	P25	\$35,250	\$500	1.0	1.0
	P50	\$36,748	\$2,000	3.0	2.0
	P75	\$46,026	\$2,000	5.5	4.8



# Program Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	3	1	3	3
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	3	0	3	3
	Number of Employees	11	0	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	3	0	3	3
	Number of Employees	11	0	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	7	2	7	7
	Number of Employees	24	4	24	24
	Average	\$43,837	*****	8.8	5.3
	P25	\$36,549	*****	2.8	2.0
	P50	\$38,000	*****	5.0	4.5
	P75	\$46,380	*****	8.0	5.5
<b>Michigan</b>	Number of Responses	4	2	4	4
	Number of Employees	23	15	23	23
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	11	0	11	11
	Number of Employees	37	0	37	37
	Average	\$39,399	*****	4.6	3.0
	P25	\$32,650	*****	2.0	1.0
	P50	\$38,448	*****	3.4	2.0
	P75	\$44,772	*****	5.5	3.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	4	2	4	4
	Number of Employees	7	3	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Program Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	11	5	10	9
	Number of Employees	20	12	19	18
	Average	\$45,875	\$770	4.7	4.3
	P25	\$41,500	\$500	2.5	2.0
	P50	\$45,000	\$750	3.0	3.0
	P75	\$50,000	\$1,000	5.5	5.0
<b>Portland, OR</b>	Number of Responses	3	1	3	3
	Number of Employees	6	2	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	5	1	5	5
	Number of Employees	10	1	10	10
	Average	\$43,132	*****	2.3	1.9
	P25	\$35,750	*****	1.0	1.0
	P50	\$40,170	*****	2.5	1.0
	P75	\$50,000	*****	3.0	2.5

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	37	7	37	37
	Number of Employees	106	20	106	106
	Average	\$43,789	\$1,350	3.7	2.9
	P25	\$35,360	\$500	1.5	1.0
	P50	\$42,000	\$1,000	3.0	2.0
	P75	\$49,543	\$1,750	5.0	3.0
<b>Suburban</b>	Number of Responses	12	3	12	12
	Number of Employees	24	5	24	24
	Average	\$41,130	*****	6.5	4.1
	P25	\$32,375	*****	2.8	1.8
	P50	\$36,500	*****	3.5	3.0
	P75	\$46,070	*****	5.3	4.3
<b>Rural</b>	Number of Responses	31	9	30	29
	Number of Employees	82	27	81	80
	Average	\$37,762	\$735	4.5	4.0
	P25	\$32,600	\$300	1.0	1.0
	P50	\$36,400	\$750	3.0	2.0
	P75	\$40,585	\$1,000	6.5	6.0

# Program Coordinator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	1	3	3
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	7	1	7	7
	Number of Employees	28	1	28	28
	Average	\$53,685	*****	6.8	3.9
	P25	\$46,000	*****	1.8	1.3
	P50	\$58,800	*****	2.0	2.0
	P75	\$60,624	*****	3.0	2.5
<b>Environmental Health, Environmental Justice</b>	Number of Responses	12	1	12	12
	Number of Employees	19	1	19	19
	Average	\$40,093	*****	3.9	3.6
	P25	\$34,000	*****	1.4	1.4
	P50	\$37,338	*****	3.0	2.8
	P75	\$43,500	*****	5.0	4.3
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	58	16	57	56
	Number of Employees	160	48	159	158
	Average	\$40,095	\$948	4.3	3.5
	P25	\$35,000	\$500	1.6	1.0
	P50	\$38,000	\$900	3.0	2.5
	P75	\$45,760	\$1,125	5.8	4.9

# Program Director

Responsible for planning, coordination, and implementation of a comprehensive program to protect natural areas and habitat for rare and endangered plants, animals, and natural communities using a range of protection tools including gift, easement, purchase, lease registry, conservation brokerage, and cooperative projects with federal, state, and local government, conservation organizations, and other partners. Responsible for representing the organization in relationships and negotiations with government agencies and advisory committees.

Degree of Match	
More	31.2%
Equal	56.0%
Less	12.8%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Average Years Organization in the Position	
Survey Data	Number of Responses	109	31	109	108
	Number of Employees	231	76	231	214
	Average	\$65,793	\$2,201	7.6	5.7
	P25	\$54,000	\$500	4.0	3.0
	P50	\$63,972	\$1,000	6.0	4.8
Bonus Eligibility	P75	\$77,000	\$2,075	10.0	6.0
	Eligible	42.6%			
	Not Eligible	57.4%			

# Program Director (continued)

2019 Annual Budget		Actual		Average Years	
Data as of July 1, 2019		Average	Bonus Paid	with the	Average Years
		Base Pay		Organization	in the Position
<b>&lt; \$100,000</b>	Number of Responses	2	0	2	2
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$100,000 - \$199,999</b>	Number of Responses	2	1	2	2
	Number of Employees	7	2	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$200,000 - \$299,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$300,000 - \$399,999</b>	Number of Responses	4	1	4	4
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$499,999</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$500,000 - \$599,999</b>	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$52,407	*****	6.9	6.4
	P25	\$43,125	*****	4.3	3.3
	P50	\$47,500	*****	5.0	5.0
	P75	\$54,466	*****	6.5	5.0
<b>\$600,000 - \$699,999</b>	Number of Responses	13	5	13	13
	Number of Employees	23	9	23	23
	Average	\$52,499	\$960	4.9	4.5
	P25	\$45,000	\$500	3.0	3.0
	P50	\$55,036	\$1,000	5.0	5.0
	P75	\$63,000	\$1,000	6.0	6.0

# Program Director (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>\$700,000 - \$799,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$800,000 - \$899,999</b>	Number of Responses	5	0	5	5
	Number of Employees	6	0	6	6
	Average	\$60,243	*****	7.6	6.0
	P25	\$55,000	*****	5.0	3.0
	P50	\$55,650	*****	8.0	5.0
	P75	\$63,972	*****	10.0	10.0
<b>\$900,000 - \$999,999</b>	Number of Responses	5	2	5	5
	Number of Employees	7	4	7	7
	Average	\$61,276	*****	6.6	4.8
	P25	\$59,000	*****	4.0	3.0
	P50	\$60,000	*****	4.0	4.0
	P75	\$65,781	*****	10.0	4.0
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	16	4	16	16
	Number of Employees	23	6	23	23
	Average	\$56,648	*****	6.8	5.5
	P25	\$51,050	*****	3.8	3.0
	P50	\$57,000	*****	5.5	5.0
	P75	\$62,346	*****	8.6	6.3
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	24	7	24	24
	Number of Employees	38	12	38	38
	Average	\$71,298	\$2,453	9.3	6.2
	P25	\$66,469	\$900	4.8	2.0
	P50	\$71,000	\$1,500	8.5	3.0
	P75	\$77,063	\$4,087	12.0	6.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	12	3	12	12
	Number of Employees	28	4	28	28
	Average	\$80,801	*****	7.9	6.2
	P25	\$60,500	*****	5.0	4.7
	P50	\$77,987	*****	7.0	5.0
	P75	\$100,780	*****	9.0	7.0
<b>&gt;= \$5,000,000</b>	Number of Responses	14	4	14	13
	Number of Employees	75	34	75	58
	Average	\$88,636	*****	10.3	6.5
	P25	\$77,375	*****	6.0	4.0
	P50	\$85,000	*****	8.9	5.0
	P75	\$100,125	*****	11.8	8.0

# Program Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	18	4	18	18
	Number of Employees	38	9	38	38
	Average	\$56,041	*****	6.7	4.9
	P25	\$51,563	*****	3.4	3.0
	P50	\$58,251	*****	6.5	5.0
	P75	\$65,371	*****	8.9	5.8
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	14	8	14	14
	Number of Employees	26	15	26	26
	Average	\$64,138	\$675	7.3	7.2
	P25	\$46,459	\$500	5.0	5.0
	P50	\$52,825	\$650	6.0	5.3
	P75	\$79,375	\$1,000	9.8	9.8
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	48	8	48	48
	Number of Employees	72	13	72	72
	Average	\$68,766	\$1,688	7.4	5.6
	P25	\$58,849	\$813	4.0	2.9
	P50	\$67,535	\$1,250	5.0	4.0
	P75	\$77,063	\$2,238	10.0	5.3
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	9	2	9	9
	Number of Employees	36	3	36	36
	Average	\$73,726	*****	10.0	6.1
	P25	\$55,000	*****	4.0	3.0
	P50	\$77,000	*****	8.5	4.0
	P75	\$96,840	*****	15.0	6.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	20	9	20	19
	Number of Employees	59	36	59	42
	Average	\$65,024	\$4,456	7.8	5.3
	P25	\$54,250	\$500	4.4	2.5
	P50	\$58,809	\$2,000	6.5	5.0
	P75	\$74,418	\$3,000	10.0	5.5

# Program Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	5	3	5	4
	Number of Employees	28	26	28	11
	Average	\$68,757	*****	8.0	*****
	P25	\$57,000	*****	5.0	*****
	P50	\$67,600	*****	8.0	*****
	P75	\$74,224	*****	10.0	*****
<b>Bozeman, MT</b>	Number of Responses	5	0	5	5
	Number of Employees	8	0	8	8
	Average	\$68,618	*****	4.8	2.8
	P25	\$60,000	*****	4.0	2.0
	P50	\$68,000	*****	4.0	3.0
	P75	\$76,089	*****	6.0	4.0
<b>California</b>	Number of Responses	5	0	5	5
	Number of Employees	11	0	11	11
	Average	\$88,102	*****	8.0	6.2
	P25	\$67,512	*****	5.0	4.0
	P50	\$86,000	*****	7.0	5.0
	P75	\$110,000	*****	10.0	6.0
<b>Colorado</b>	Number of Responses	8	3	8	8
	Number of Employees	15	4	15	15
	Average	\$68,938	*****	9.8	6.7
	P25	\$55,750	*****	4.9	4.2
	P50	\$62,418	*****	8.0	5.0
	P75	\$79,250	*****	12.0	8.2
<b>Michigan</b>	Number of Responses	6	3	6	6
	Number of Employees	17	6	17	17
	Average	\$56,365	*****	7.0	4.2
	P25	\$41,580	*****	3.5	2.8
	P50	\$57,000	*****	6.0	5.0
	P75	\$65,063	*****	7.0	5.0
<b>Montana</b>	Number of Responses	14	1	14	14
	Number of Employees	20	2	20	20
	Average	\$66,033	*****	8.7	6.9
	P25	\$57,000	*****	5.0	3.3
	P50	\$67,310	*****	6.5	4.0
	P75	\$75,454	*****	9.6	6.8
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	4	2	4	4
	Number of Employees	7	2	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Program Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	14	4	14	14
	Number of Employees	19	6	19	19
	Average	\$69,028	*****	8.8	6.3
	P25	\$60,000	*****	4.0	3.0
	P50	\$71,277	*****	8.5	4.0
	P75	\$78,188	*****	14.0	10.3
<b>Portland, OR</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$66,691	*****	7.2	6.7
	P25	\$60,000	*****	4.0	4.0
	P50	\$63,500	*****	4.5	4.5
	P75	\$73,938	*****	11.8	10.3
<b>Washington</b>	Number of Responses	6	1	6	6
	Number of Employees	10	1	10	10
	Average	\$72,407	*****	6.3	5.0
	P25	\$66,211	*****	5.0	3.2
	P50	\$70,498	*****	5.0	4.4
	P75	\$80,374	*****	7.3	5.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	60	10	60	59
	Number of Employees	139	37	139	122
	Average	\$70,923	\$4,105	7.4	5.7
	P25	\$56,750	\$500	4.0	2.8
	P50	\$67,776	\$1,250	6.2	4.0
	P75	\$79,088	\$4,250	9.6	6.5
<b>Suburban</b>	Number of Responses	15	5	15	15
	Number of Employees	36	13	36	36
	Average	\$65,010	\$1,560	8.4	5.4
	P25	\$50,158	\$800	4.5	3.0
	P50	\$65,000	\$1,000	7.0	5.0
	P75	\$71,588	\$2,500	8.5	5.5
<b>Rural</b>	Number of Responses	34	16	34	34
	Number of Employees	56	26	56	56
	Average	\$57,086	\$1,212	7.6	5.6
	P25	\$43,563	\$390	4.0	2.3
	P50	\$57,250	\$1,000	5.0	4.8
	P75	\$66,522	\$1,400	10.8	5.0

# Program Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	1	3	3
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	10	0	10	10
	Number of Employees	22	0	22	22
	Average	\$82,533	*****	8.0	4.8
	P25	\$64,920	*****	3.2	2.1
	P50	\$83,500	*****	4.3	3.9
	P75	\$89,000	*****	10.4	5.5
<b>Environmental Health, Environmental Justice</b>	Number of Responses	21	4	21	21
	Number of Employees	42	14	42	42
	Average	\$69,445	*****	7.6	6.6
	P25	\$55,000	*****	3.0	2.0
	P50	\$67,600	*****	5.0	5.0
	P75	\$77,250	*****	10.0	8.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	75	26	75	74
	Number of Employees	163	61	163	146
	Average	\$63,093	\$2,290	7.4	5.5
	P25	\$51,459	\$500	4.0	3.0
	P50	\$63,000	\$1,000	6.0	5.0
	P75	\$73,633	\$2,000	10.0	6.0

# Program Manager

Responsible for developing, managing, and advancing the organization's programs, plans, and methods by region. Provides technical leadership and support to the operating unit, region, or organization. Plans and directs preserve management programs and stewardship. Addresses critical threats to natural systems and individual species, fosters cross-site learning among conservation community, supplies eco-regional planning teams with information for site portfolios, and develops and implements conservation strategies.

Degree of Match	
More	27.0%
Equal	59.5%
Less	13.5%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	74	21	74	73
	Number of Employees	176	48	176	175
	Average	\$55,314	\$1,874	5.8	4.3
	P25	\$44,236	\$500	3.0	2.0
	P50	\$51,125	\$1,000	5.0	3.0
Bonus Eligibility	P75	\$60,875	\$2,150	7.8	5.2
	Eligible	36.5%			
	Not Eligible	63.5%			

# Program Manager (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	10	2	10	10
	Number of Employees	16	2	16	16
	Average	\$45,750	*****	5.1	3.8
	P25	\$38,500	*****	3.0	2.0
	P50	\$43,500	*****	4.0	2.0
<b>\$400,000 - \$699,999</b>	Number of Responses	6	2	6	5
	Number of Employees	7	2	7	6
	Average	\$50,567	*****	5.9	5.1
	P25	\$40,750	*****	2.3	3.0
	P50	\$43,673	*****	5.0	4.0
<b>\$700,000 - \$999,999</b>	Number of Responses	4	1	4	4
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	12	4	12	12
	Number of Employees	19	4	19	19
	Average	\$49,172	*****	7.4	6.3
	P25	\$44,250	*****	4.8	3.8
	P50	\$48,500	*****	5.0	5.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	22	6	22	22
	Number of Employees	53	23	53	53
	Average	\$52,562	\$2,258	5.4	4.4
	P25	\$43,125	\$625	3.0	1.3
	P50	\$50,875	\$1,500	4.0	4.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	7	2	7	7
	Number of Employees	17	4	17	17
	Average	\$63,514	*****	6.0	2.9
	P25	\$52,500	*****	4.5	2.0
	P50	\$61,000	*****	7.0	3.0
<b>&gt;= \$5,000,000</b>	Number of Responses	13	4	13	13
	Number of Employees	59	12	59	59
	Average	\$73,235	*****	5.9	3.9
	P25	\$56,000	*****	2.0	2.0
	P50	\$73,000	*****	6.0	3.0
	P75	\$82,500	*****	7.0	6.6

# Program Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	9	3	9	9
	Number of Employees	23	6	23	23
	Average	\$53,253	*****	6.6	4.9
	P25	\$48,331	*****	4.0	3.0
	P50	\$51,250	*****	7.0	4.0
	P75	\$60,000	*****	9.1	7.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	8	4	8	8
	Number of Employees	11	7	11	11
	Average	\$54,388	*****	8.3	6.4
	P25	\$44,500	*****	6.3	2.8
	P50	\$50,800	*****	8.5	5.5
	P75	\$61,250	*****	12.0	10.5
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	39	9	39	38
	Number of Employees	83	19	83	82
	Average	\$55,270	\$2,306	5.2	4.1
	P25	\$43,350	\$1,000	2.0	2.0
	P50	\$52,864	\$1,500	4.0	3.0
	P75	\$62,750	\$2,150	7.0	5.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	3	0	3	3
	Number of Employees	11	0	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	14	5	14	14
	Number of Employees	47	16	47	47
	Average	\$57,762	\$2,000	5.9	3.9
	P25	\$45,500	\$1,000	3.0	2.0
	P50	\$50,220	\$1,500	5.0	4.5
	P75	\$61,406	\$2,500	6.5	5.0

# Program Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	4	2	4	4
	Number of Employees	15	6	15	15
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	4	1	4	3
	Number of Employees	8	1	8	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	5	0	5	5
	Number of Employees	11	0	11	11
	Average	\$59,550	*****	5.9	3.3
	P25	\$45,000	*****	3.0	2.5
	P50	\$48,000	*****	5.0	3.0
	P75	\$72,750	*****	7.0	3.0
<b>Colorado</b>	Number of Responses	5	1	5	5
	Number of Employees	17	4	17	17
	Average	\$67,470	*****	8.7	4.4
	P25	\$47,000	*****	5.0	4.0
	P50	\$49,562	*****	5.0	5.0
	P75	\$88,000	*****	8.0	5.0
<b>Michigan</b>	Number of Responses	4	3	4	4
	Number of Employees	10	6	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	10	3	10	9
	Number of Employees	26	10	26	25
	Average	\$51,524	*****	4.6	3.5
	P25	\$40,362	*****	1.8	2.0
	P50	\$50,050	*****	4.0	4.0
	P75	\$58,875	*****	7.5	5.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Program Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	10	4	10	10
	Number of Employees	17	7	17	17
	Average	\$54,476	*****	6.5	5.1
	P25	\$46,500	*****	3.1	2.3
	P50	\$53,382	*****	4.5	3.0
	P75	\$63,000	*****	7.8	7.0
<b>Portland, OR</b>	Number of Responses	3	1	3	3
	Number of Employees	9	4	9	9
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	7	1	7	7
	Number of Employees	13	1	13	13
	Average	\$56,956	*****	6.3	6.0
	P25	\$43,971	*****	2.5	2.5
	P50	\$58,333	*****	4.0	4.0
	P75	\$65,817	*****	8.0	7.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	43	9	43	42
	Number of Employees	122	22	122	121
	Average	\$57,486	\$1,400	5.0	3.7
	P25	\$46,221	\$500	2.0	2.0
	P50	\$53,900	\$1,000	5.0	3.0
	P75	\$69,550	\$1,500	7.0	5.0
<b>Suburban</b>	Number of Responses	8	1	8	8
	Number of Employees	18	5	18	18
	Average	\$55,001	*****	6.4	2.8
	P25	\$41,875	*****	2.6	1.3
	P50	\$47,682	*****	3.0	3.0
	P75	\$56,895	*****	7.8	3.0
<b>Rural</b>	Number of Responses	23	11	23	23
	Number of Employees	36	21	36	36
	Average	\$51,362	\$2,204	7.0	6.0
	P25	\$43,600	\$750	4.0	3.0
	P50	\$48,100	\$1,000	6.0	4.0
	P75	\$57,917	\$2,075	10.0	9.0

# Program Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	2	1	2	2
	Number of Employees	5	4	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	10	0	10	10
	Number of Employees	18	0	18	18
	Average	\$65,045	*****	7.9	4.0
	P25	\$52,475	*****	3.1	2.0
	P50	\$56,000	*****	7.0	2.3
	P75	\$72,788	*****	10.0	6.2
<b>Environmental Health, Environmental Justice</b>	Number of Responses	10	2	10	10
	Number of Employees	27	10	27	27
	Average	\$56,668	*****	4.9	4.9
	P25	\$45,009	*****	2.0	1.6
	P50	\$51,682	*****	3.0	3.0
	P75	\$57,715	*****	6.5	6.5
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	52	18	52	51
	Number of Employees	126	34	126	125
	Average	\$53,771	\$1,769	5.6	4.3
	P25	\$42,875	\$500	3.0	2.0
	P50	\$50,220	\$1,000	5.0	4.0
	P75	\$60,625	\$1,875	8.0	5.1



# Chief Executive Officer / President / Executive Director

Senior most staff position in the organization. Responsible for formulating policies while providing strategic direction for an organization within guidelines set up by a board of directors. Plan, direct, or manage income development, advocacy, programs and services, finance, human resources, volunteerism, communications, marketing, information technology, and administration activities at the highest level of management with the help of subordinate executives and staff managers.

Degree of Match	
More	18.2%
Equal	72.2%
Less	9.6%

All Organizations		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
Survey Data	Number of Responses	209	57	209	208
	Number of Employees	211	57	211	210
	Average	\$97,853	\$6,190	12.4	9.4
	P25	\$68,000	\$1,500	5.0	3.0
	P50	\$88,400	\$2,700	12.0	7.0
Bonus Eligibility	P75	\$112,500	\$8,000	17.0	15.0
	Eligible	43.0%			
Gender	Not Eligible	57.0%			
	Female	47.4%			
	Male	52.6%			
	Non-Binary	0.0%			
Race / Ethnicity	Prefer not to Identify	0.0%			
	Asian (Not Hispanic or Latino)				0.0%
	Black or African American (Not Hispanic or Latino)				1.4%
	Hispanic or Latino				1.0%
	Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)				0.0%
	Two or More Races				1.0%
	White (Not Hispanic or Latino)				93.3%
Group not Listed				1.0%	
	Prefer not to Identify				2.4%

# Chief Executive Officer / President / Executive Director (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$100,000</b>	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$95,300	*****	6.2	6.0
	P25	\$75,000	*****	3.0	3.0
	P50	\$88,000	*****	5.0	4.0
	P75	\$112,500	*****	6.0	6.0
<b>\$100,000 - \$199,999</b>	Number of Responses	15	1	15	15
	Number of Employees	15	1	15	15
	Average	\$53,014	*****	6.2	3.6
	P25	\$43,000	*****	3.0	1.0
	P50	\$51,000	*****	4.0	2.0
	P75	\$59,750	*****	8.0	4.5
<b>\$200,000 - \$299,999</b>	Number of Responses	14	3	14	14
	Number of Employees	14	3	14	14
	Average	\$65,403	*****	10.5	9.2
	P25	\$57,525	*****	5.1	5.0
	P50	\$61,620	*****	8.5	5.8
	P75	\$71,499	*****	14.3	11.5
<b>\$300,000 - \$399,999</b>	Number of Responses	16	5	16	16
	Number of Employees	17	5	17	17
	Average	\$68,887	\$3,920	12.8	8.2
	P25	\$59,500	\$500	7.8	4.5
	P50	\$63,247	\$2,000	12.5	7.0
	P75	\$75,250	\$5,000	16.8	12.3
<b>\$400,000 - \$499,999</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$69,136	*****	15.2	9.6
	P25	\$63,000	*****	15.0	4.0
	P50	\$70,000	*****	15.0	4.0
	P75	\$78,000	*****	18.0	15.0
<b>\$500,000 - \$599,999</b>	Number of Responses	12	3	12	12
	Number of Employees	12	3	12	12
	Average	\$73,180	*****	8.9	7.0
	P25	\$64,750	*****	4.5	3.0
	P50	\$70,000	*****	7.5	5.0
	P75	\$79,230	*****	12.0	10.0
<b>\$600,000 - \$699,999</b>	Number of Responses	18	7	18	18
	Number of Employees	18	7	18	18
	Average	\$77,376	\$3,351	8.8	6.3
	P25	\$70,000	\$1,750	3.0	2.3
	P50	\$74,000	\$3,750	6.0	5.0
	P75	\$82,420	\$4,500	15.0	7.8

# Chief Executive Officer / President / Executive Director (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
\$700,000 - \$799,999	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
\$800,000 - \$899,999	Number of Responses	15	5	15	15
	Number of Employees	15	5	15	15
	Average	\$86,376	\$3,200	10.1	7.4
	P25	\$74,261	\$2,000	3.3	1.5
	P50	\$90,000	\$2,000	10.0	6.0
	P75	\$96,953	\$3,000	16.0	13.0
\$900,000 - \$999,999	Number of Responses	9	2	9	9
	Number of Employees	9	2	9	9
	Average	\$79,499	*****	13.2	10.7
	P25	\$75,000	*****	3.0	3.0
	P50	\$80,000	*****	12.0	9.0
	P75	\$82,240	*****	16.0	15.0
\$1,000,000 - \$1,499,999	Number of Responses	32	8	32	31
	Number of Employees	32	8	32	31
	Average	\$95,976	\$4,656	12.0	10.6
	P25	\$76,745	\$975	6.8	5.0
	P50	\$91,250	\$2,425	12.0	7.5
	P75	\$108,324	\$5,250	16.3	15.3
\$1,500,000 - \$2,999,999	Number of Responses	38	10	38	38
	Number of Employees	39	10	39	39
	Average	\$116,738	\$5,680	16.3	12.0
	P25	\$100,500	\$1,625	10.0	5.3
	P50	\$107,946	\$5,000	14.5	10.0
	P75	\$124,750	\$8,599	25.0	19.0
\$3,000,000 - \$4,999,999	Number of Responses	13	4	13	13
	Number of Employees	13	4	13	13
	Average	\$137,561	*****	14.8	12.5
	P25	\$110,000	*****	9.0	2.0
	P50	\$120,550	*****	13.0	9.0
	P75	\$149,000	*****	20.0	20.0
>= \$5,000,000	Number of Responses	17	8	17	17
	Number of Employees	17	8	17	17
	Average	\$190,497	\$15,325	18.3	12.1
	P25	\$150,000	\$8,125	15.0	4.0
	P50	\$170,000	\$10,000	20.0	8.0
	P75	\$230,000	\$20,000	24.0	20.0

# Chief Executive Officer / President / Executive Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	29	7	29	29
	Number of Employees	29	7	29	29
	Average	\$84,219	\$6,287	13.0	10.3
	P25	\$60,000	\$2,750	4.0	3.0
	P50	\$75,000	\$6,208	15.0	8.0
	P75	\$103,272	\$9,900	20.0	15.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	29	12	29	29
	Number of Employees	29	12	29	29
	Average	\$100,339	\$4,125	11.4	8.6
	P25	\$71,000	\$688	5.0	3.0
	P50	\$90,000	\$1,500	12.0	8.0
	P75	\$113,500	\$5,000	16.0	13.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	91	19	91	90
	Number of Employees	93	19	93	92
	Average	\$101,188	\$6,158	12.8	9.7
	P25	\$70,000	\$2,000	6.0	4.0
	P50	\$95,000	\$5,000	12.0	7.0
	P75	\$117,495	\$9,000	16.5	15.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	20	4	20	20
	Number of Employees	20	4	20	20
	Average	\$108,530	*****	11.3	8.5
	P25	\$61,819	*****	2.8	1.8
	P50	\$89,607	*****	9.5	6.0
	P75	\$134,538	*****	20.3	11.3
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	36	15	36	36
	Number of Employees	36	15	36	36
	Average	\$95,997	\$8,920	12.9	9.2
	P25	\$68,310	\$1,500	5.0	3.0
	P50	\$89,500	\$2,500	11.0	5.7
	P75	\$105,659	\$12,500	19.0	15.0

# Chief Executive Officer / President / Executive Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	7	3	7	7
	Number of Employees	7	3	7	7
	Average	\$103,297	*****	19.4	10.7
	P25	\$66,620	*****	13.5	3.0
	P50	\$78,000	*****	18.0	7.0
	P75	\$138,419	*****	25.5	15.5
<b>Bozeman, MT</b>	Number of Responses	7	0	7	7
	Number of Employees	7	0	7	7
	Average	\$113,680	*****	11.4	10.7
	P25	\$84,443	*****	8.0	8.0
	P50	\$108,891	*****	9.0	9.0
	P75	\$144,346	*****	14.0	11.5
<b>California</b>	Number of Responses	11	2	11	11
	Number of Employees	12	2	12	12
	Average	\$118,006	*****	12.1	8.0
	P25	\$72,550	*****	4.5	2.3
	P50	\$118,000	*****	13.0	3.0
	P75	\$165,000	*****	16.5	10.5
<b>Colorado</b>	Number of Responses	13	5	13	13
	Number of Employees	13	5	13	13
	Average	\$109,660	\$9,120	10.9	6.6
	P25	\$87,000	\$2,500	4.0	2.0
	P50	\$100,000	\$10,000	10.0	5.0
	P75	\$142,000	\$15,000	15.0	10.0
<b>Michigan</b>	Number of Responses	6	4	6	6
	Number of Employees	6	4	6	6
	Average	\$106,279	*****	16.7	14.5
	P25	\$89,118	*****	15.0	6.0
	P50	\$106,636	*****	17.5	17.5
	P75	\$113,750	*****	20.0	20.0
<b>Montana</b>	Number of Responses	21	1	21	20
	Number of Employees	21	1	21	20
	Average	\$101,351	*****	12.3	8.3
	P25	\$66,000	*****	5.0	2.0
	P50	\$95,000	*****	9.0	7.0
	P75	\$107,000	*****	15.0	10.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	11	5	11	11
	Number of Employees	11	5	11	11
	Average	\$85,979	\$2,480	11.6	9.2
	P25	\$69,500	\$900	7.0	6.5
	P50	\$85,000	\$1,000	12.0	8.0
	P75	\$97,550	\$5,000	15.0	12.5

# Chief Executive Officer / President / Executive Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	26	10	26	26
	Number of Employees	26	10	26	26
	Average	\$97,279	\$4,285	13.2	10.3
	P25	\$67,625	\$1,125	8.5	4.0
	P50	\$85,000	\$2,500	13.0	7.3
	P75	\$121,750	\$7,250	17.5	15.0
<b>Portland, OR</b>	Number of Responses	8	4	8	8
	Number of Employees	8	4	8	8
	Average	\$113,748	*****	11.4	8.9
	P25	\$69,500	*****	8.5	3.5
	P50	\$84,000	*****	11.5	6.0
	P75	\$134,864	*****	15.3	15.3
<b>Washington</b>	Number of Responses	17	2	17	17
	Number of Employees	18	2	18	18
	Average	\$98,348	*****	16.5	14.2
	P25	\$80,000	*****	10.0	5.5
	P50	\$102,000	*****	15.0	13.0
	P75	\$116,990	*****	25.0	20.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	104	26	104	103
	Number of Employees	106	26	106	105
	Average	\$110,022	\$7,290	12.2	9.2
	P25	\$75,750	\$1,000	5.0	3.0
	P50	\$100,000	\$2,350	11.0	6.0
	P75	\$124,541	\$10,000	17.0	15.0
<b>Suburban</b>	Number of Responses	34	11	34	34
	Number of Employees	34	11	34	34
	Average	\$99,924	\$7,182	12.8	8.4
	P25	\$75,375	\$1,750	4.5	2.3
	P50	\$95,000	\$3,750	12.0	6.0
	P75	\$112,063	\$10,000	15.0	12.0
<b>Rural</b>	Number of Responses	71	20	71	71
	Number of Employees	71	20	71	71
	Average	\$79,036	\$4,213	12.5	10.1
	P25	\$59,251	\$1,875	5.0	3.5
	P50	\$71,000	\$2,750	12.0	9.0
	P75	\$99,170	\$5,000	20.0	15.0

# Chief Executive Officer / President / Executive Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Average Years Organization in the Position	
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	8	4	8	8
	Number of Employees	8	4	8	8
	Average	\$98,380	*****	12.5	9.3
	P25	\$83,563	*****	9.0	4.8
	P50	\$94,000	*****	12.0	8.0
	P75	\$114,375	*****	15.8	11.5
<b>Energy and Climate Action</b>	Number of Responses	21	4	21	20
	Number of Employees	22	4	22	21
	Average	\$117,051	*****	12.1	9.3
	P25	\$90,000	*****	6.0	5.3
	P50	\$102,000	*****	11.0	8.0
	P75	\$142,000	*****	15.0	15.0
<b>Environmental Health, Environmental Justice</b>	Number of Responses	36	5	36	36
	Number of Employees	37	5	37	37
	Average	\$96,834	\$7,342	15.3	11.2
	P25	\$69,750	\$2,500	6.8	5.0
	P50	\$95,495	\$2,500	14.5	7.0
	P75	\$112,065	\$6,208	21.3	17.8
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	144	44	144	144
	Number of Employees	144	44	144	144
	Average	\$95,279	\$5,400	11.7	9.0
	P25	\$64,767	\$1,375	4.0	2.9
	P50	\$82,720	\$2,425	10.0	7.0
	P75	\$110,000	\$5,000	16.0	15.0

# Chief Operating Officer / Associate Executive Director / Deputy Director

Directs and manages the activities of the organization in accordance with policies, goals and objectives established by the CEO/President/Executive Director and the Board of Directors. Ensures the achievement of short- and long-range goals for operations, human resources, financial performance, and growth. Reports to the CEO/President/Executive Director.

Degree of Match	
More	35.8%
Equal	46.3%
Less	17.9%

All Organizations		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
Survey Data	Number of Responses	67	16	67	65
	Number of Employees	73	17	73	71
	Average	\$82,253	\$3,164	8.9	5.4
	P25	\$57,750	\$875	3.0	2.0
	P50	\$73,885	\$1,550	8.0	3.0
Bonus Eligibility	P75	\$94,318	\$2,843	11.5	7.5
	Eligible	40.3%			
	Not Eligible	59.7%			
	Gender				
Gender	Female	68.7%			
	Male	29.9%			
	Non-Binary	0.0%			
	Prefer not to Identify	1.5%			
Race / Ethnicity	Asian (Not Hispanic or Latino)				4.5%
	Black or African American (Not Hispanic or Latino)				1.5%
	Hispanic or Latino				3.0%
	Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)				0.0%
	Two or More Races				0.0%
	White (Not Hispanic or Latino)				85.1%
	Group not Listed				3.0%
Prefer not to Identify				3.0%	



# Chief Operating Officer / Associate Executive Director / Deputy Director (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
< \$400,000	Number of Responses	9	0	9	9
	Number of Employees	9	0	9	9
	Average	\$54,148	*****	6.6	4.6
	P25	\$38,000	*****	3.0	1.0
	P50	\$45,000	*****	3.0	3.0
	P75	\$59,000	*****	10.0	6.0
\$400,000 - \$699,999	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$64,971	*****	7.2	4.0
	P25	\$60,000	*****	5.0	2.0
	P50	\$61,200	*****	8.0	2.0
	P75	\$70,000	*****	10.0	3.0
\$700,000 - \$999,999	Number of Responses	7	1	7	7
	Number of Employees	8	2	8	8
	Average	\$57,579	*****	5.9	2.3
	P25	\$47,826	*****	4.0	1.5
	P50	\$56,540	*****	5.0	2.0
	P75	\$64,750	*****	7.5	3.0
\$1,000,000 - \$1,499,999	Number of Responses	14	4	14	13
	Number of Employees	15	4	15	14
	Average	\$65,911	*****	9.1	5.4
	P25	\$54,154	*****	4.5	3.0
	P50	\$59,500	*****	8.3	4.0
	P75	\$74,875	*****	13.3	6.5
\$1,500,000 - \$2,999,999	Number of Responses	18	6	18	17
	Number of Employees	19	6	19	18
	Average	\$90,675	\$2,633	9.8	6.5
	P25	\$73,091	\$750	4.3	1.3
	P50	\$84,500	\$1,750	9.0	4.5
	P75	\$108,150	\$4,250	11.5	8.8
\$3,000,000 - \$4,999,999	Number of Responses	5	1	5	5
	Number of Employees	6	1	6	6
	Average	\$94,243	*****	9.5	5.7
	P25	\$89,964	*****	6.0	5.5
	P50	\$90,000	*****	8.0	6.0
	P75	\$100,000	*****	10.3	7.0
>= \$5,000,000	Number of Responses	9	2	9	9
	Number of Employees	11	2	11	11
	Average	\$141,064	*****	11.9	7.3
	P25	\$110,000	*****	3.0	2.0
	P50	\$150,000	*****	10.0	7.0
	P75	\$162,000	*****	19.5	10.0

# Chief Operating Officer / Associate Executive Director / Deputy Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	8	5	8	8
	Number of Employees	8	5	8	8
	Average	\$71,042	\$2,474	8.6	6.9
	P25	\$59,750	\$500	3.8	3.0
	P50	\$62,350	\$1,200	8.5	4.5
	P75	\$85,500	\$3,870	12.0	9.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$96,707	*****	11.7	8.7
	P25	\$73,625	*****	6.0	3.3
	P50	\$87,500	*****	11.5	6.5
	P75	\$113,750	*****	17.8	12.8
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	32	3	32	30
	Number of Employees	36	3	36	34
	Average	\$85,745	*****	8.4	4.3
	P25	\$57,260	*****	3.0	1.0
	P50	\$82,579	*****	6.5	3.0
	P75	\$104,250	*****	10.1	5.6
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$70,951	*****	10.0	7.6
	P25	\$38,840	*****	6.0	6.0
	P50	\$50,650	*****	10.0	8.0
	P75	\$68,264	*****	10.0	10.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	15	5	15	15
	Number of Employees	17	6	17	17
	Average	\$80,384	\$1,220	8.1	4.3
	P25	\$56,994	\$500	3.5	1.3
	P50	\$71,000	\$1,000	8.0	2.0
	P75	\$85,713	\$1,600	10.0	7.5

# Chief Operating Officer / Associate Executive Director / Deputy Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$89,558	*****	5.9	4.5
	P25	\$61,000	*****	3.0	2.0
	P50	\$74,360	*****	4.0	3.0
	P75	\$90,000	*****	7.5	4.0
<b>Bozeman, MT</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	5	0	5	5
	Number of Employees	8	0	8	8
	Average	\$102,900	*****	4.2	3.7
	P25	\$57,500	*****	3.0	2.5
	P50	\$100,000	*****	3.0	3.0
	P75	\$150,000	*****	6.0	4.0
<b>Colorado</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	4	4	4	4
	Number of Employees	4	4	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	7	2	7	6
	Number of Employees	7	2	7	6
	Average	\$101,803	*****	11.3	3.7
	P25	\$71,943	*****	7.0	1.0
	P50	\$93,000	*****	9.0	1.0
	P75	\$114,368	*****	14.5	4.5
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Chief Operating Officer / Associate Executive Director / Deputy Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	7	0	7	7
	Number of Employees	7	0	7	7
	Average	\$78,361	*****	9.3	6.4
	P25	\$54,750	*****	3.0	2.0
	P50	\$72,826	*****	5.0	3.0
	P75	\$96,600	*****	11.5	4.5
<b>Portland, OR</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	6	1	6	6
	Number of Employees	7	1	7	7
	Average	\$84,325	*****	11.5	5.3
	P25	\$72,539	*****	10.0	3.5
	P50	\$84,204	*****	10.1	5.3
	P75	\$99,313	*****	10.8	6.6

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	36	5	36	34
	Number of Employees	42	6	42	40
	Average	\$92,545	\$5,020	11.3	6.9
	P25	\$61,890	\$1,000	6.8	2.0
	P50	\$78,713	\$1,600	10.0	5.8
	P75	\$108,650	\$2,000	16.5	9.3
<b>Suburban</b>	Number of Responses	7	3	7	7
	Number of Employees	7	3	7	7
	Average	\$86,605	*****	5.1	3.1
	P25	\$70,000	*****	2.5	1.8
	P50	\$90,000	*****	3.0	2.0
	P75	\$104,368	*****	7.0	3.0
<b>Rural</b>	Number of Responses	24	8	24	24
	Number of Employees	24	8	24	24
	Average	\$65,545	\$2,190	6.3	4.0
	P25	\$47,864	\$1,025	3.0	1.0
	P50	\$61,600	\$1,500	4.5	3.0
	P75	\$81,118	\$2,580	9.3	5.0

# Chief Operating Officer / Associate Executive Director / Deputy Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	10	2	10	9
	Number of Employees	14	3	14	13
	Average	\$95,426	*****	10.5	6.3
	P25	\$63,566	*****	7.5	2.3
	P50	\$87,000	*****	10.0	5.8
	P75	\$121,500	*****	10.2	7.8
<b>Environmental Health, Environmental Justice</b>	Number of Responses	11	3	11	11
	Number of Employees	11	3	11	11
	Average	\$82,244	*****	11.1	8.4
	P25	\$66,350	*****	3.5	3.0
	P50	\$80,000	*****	9.0	4.0
	P75	\$92,500	*****	17.5	11.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	45	11	45	44
	Number of Employees	47	11	47	46
	Average	\$78,517	\$3,704	7.9	4.6
	P25	\$55,488	\$850	3.0	1.0
	P50	\$70,000	\$1,500	7.0	3.0
	P75	\$90,000	\$3,575	10.0	6.0

# Accounting Clerk

Perform a variety of routine and some non-routine clerical/accounting functions in accordance with standard procedures in one or more of the following areas: general accounting, accounts payable, accounts receivable or related financial area. Reconciles bank accounts, posts information and balances general or subsidiary ledgers, processes payments and compiles segments of monthly closings, annual reports, etc. Contacts other departments and/or outside agencies to resolve problems.

Degree of Match	
More	21.2%
Equal	57.6%
Less	21.2%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	33	6	33	32
	Number of Employees	37	10	37	36
	Average	\$43,477	\$900	5.0	4.6
	P25	\$32,240	\$125	2.0	1.9
	P50	\$42,000	\$350	4.0	4.0
	P75	\$52,000	\$1,250	8.0	7.3
Bonus Eligibility	Eligible	28.1%			
	Not Eligible	71.9%			

# Accounting Clerk (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	5	3	5	5
	Number of Employees	5	3	5	5
	Average	\$36,800	*****	4.6	4.6
	P25	\$25,000	*****	3.0	3.0
	P50	\$32,000	*****	4.0	4.0
	P75	\$51,000	*****	4.0	4.0
<b>\$700,000 - \$999,999</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	2	0	2	1
	Number of Employees	2	0	2	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	12	3	12	12
	Number of Employees	16	7	16	16
	Average	\$44,192	*****	5.6	5.3
	P25	\$36,340	*****	1.4	1.4
	P50	\$40,000	*****	4.0	4.0
	P75	\$51,313	*****	9.5	9.5

# Accounting Clerk (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$32,544	*****	5.4	3.9
	P25	\$30,292	*****	2.3	1.3
	P50	\$31,584	*****	5.0	2.5
	P75	\$32,180	*****	9.3	6.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	5	2	5	5
	Number of Employees	6	3	6	6
	Average	\$47,899	*****	4.8	4.8
	P25	\$49,400	*****	4.0	4.0
	P50	\$51,000	*****	4.0	4.0
	P75	\$52,000	*****	4.0	4.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	12	2	12	12
	Number of Employees	15	5	15	15
	Average	\$50,293	*****	5.1	4.4
	P25	\$42,000	*****	1.8	1.8
	P50	\$48,035	*****	3.8	2.8
	P75	\$57,982	*****	6.5	5.8
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	6	1	6	5
	Number of Employees	6	1	6	5
	Average	\$33,360	*****	3.0	3.5
	P25	\$25,540	*****	1.0	1.0
	P50	\$34,080	*****	1.3	1.5
	P75	\$38,000	*****	3.4	4.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Accounting Clerk (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>California</b>	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$56,390	*****	7.0	6.4
	P25	\$48,750	*****	4.0	4.0
	P50	\$59,000	*****	5.0	5.0
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	2	1	2	2
	Number of Employees	5	4	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Accounting Clerk (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	15	3	15	14
	Number of Employees	19	7	19	18
	Average	\$48,832	*****	5.4	5.2
	P25	\$40,759	*****	2.3	2.0
	P50	\$47,320	*****	4.0	4.0
	P75	\$58,322	*****	7.5	7.8
<b>Suburban</b>	Number of Responses	7	1	7	7
	Number of Employees	7	1	7	7
	Average	\$35,553	*****	4.6	3.3
	P25	\$30,584	*****	2.0	1.5
	P50	\$32,000	*****	3.0	2.0
	P75	\$39,852	*****	7.0	3.5
<b>Rural</b>	Number of Responses	11	2	11	11
	Number of Employees	11	2	11	11
	Average	\$41,215	*****	4.6	4.6
	P25	\$29,249	*****	1.5	1.5
	P50	\$42,900	*****	4.0	4.0
	P75	\$52,000	*****	7.0	7.0

# Accounting Clerk (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	7	1	7	7
	Number of Employees	7	1	7	7
	Average	\$40,229	*****	6.0	6.0
	P25	\$24,500	*****	4.0	4.0
	P50	\$42,000	*****	4.0	4.0
	P75	\$54,200	*****	9.0	9.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	23	5	23	22
	Number of Employees	27	9	27	26
	Average	\$43,645	\$1,060	4.9	4.3
	P25	\$34,973	\$200	1.3	1.1
	P50	\$41,704	\$500	4.0	2.5
	P75	\$51,500	\$1,500	8.2	6.3

# Accounting Manager

Manage and performs various accounting activities such as developing, implementing and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. May also oversee the work of accounts payable and/or accounts receivable. Often supervises staff members.

Degree of Match	
More	15.0%
Equal	60.0%
Less	25.0%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	40	12	40	39
	Number of Employees	42	12	42	41
	Average	\$53,828	\$1,583	9.1	5.2
	P25	\$45,482	\$500	3.0	2.0
	P50	\$51,960	\$900	7.0	5.0
	P75	\$63,875	\$2,125	12.6	7.0
Bonus Eligibility	Eligible	40.0%			
	Not Eligible	60.0%			

# Accounting Manager (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	8	2	8	8
	Number of Employees	8	2	8	8
	Average	\$47,524	*****	6.3	4.0
	P25	\$38,700	*****	2.5	1.0
	P50	\$48,100	*****	5.0	3.5
	P75	\$56,168	*****	7.5	6.3
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$60,975	*****	8.5	8.5
	P25	\$49,814	*****	5.5	5.5
	P50	\$55,500	*****	8.5	8.5
	P75	\$73,725	*****	12.3	12.3
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	7	3	7	6
	Number of Employees	7	3	7	6
	Average	\$56,917	*****	11.4	6.8
	P25	\$51,710	*****	3.5	2.8
	P50	\$54,000	*****	6.0	5.0
	P75	\$60,000	*****	14.0	9.5
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	4	2	4	4
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	8	2	8	8
	Number of Employees	9	2	9	9
	Average	\$62,710	*****	11.9	4.5
	P25	\$55,600	*****	7.3	3.3
	P50	\$61,848	*****	11.8	4.5
	P75	\$74,659	*****	14.8	5.5

# Accounting Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	8	1	8	8
	Number of Employees	8	1	8	8
	Average	\$42,010	*****	9.6	7.6
	P25	\$36,630	*****	5.5	4.0
	P50	\$41,465	*****	10.3	6.5
	P75	\$50,787	*****	15.0	10.5
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	7	3	7	7
	Number of Employees	7	3	7	7
	Average	\$55,414	*****	5.9	3.2
	P25	\$46,400	*****	1.0	1.0
	P50	\$49,400	*****	4.0	1.0
	P75	\$68,750	*****	8.0	4.5
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	14	4	14	13
	Number of Employees	15	4	15	14
	Average	\$59,994	*****	11.5	5.7
	P25	\$49,110	*****	5.0	3.0
	P50	\$60,000	*****	9.5	5.0
	P75	\$71,763	*****	13.8	6.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	8	4	8	8
	Number of Employees	9	4	9	9
	Average	\$54,476	*****	9.3	4.4
	P25	\$50,375	*****	5.3	2.0
	P50	\$52,835	*****	7.0	3.0
	P75	\$58,174	*****	9.8	7.0

# Accounting Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	3	2	3	3
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	1	4	3
	Number of Employees	5	1	5	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Accounting Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	5	3	5	5
	Number of Employees	5	3	5	5
	Average	\$58,248	*****	9.8	7.6
	P25	\$47,840	*****	5.0	5.0
	P50	\$60,000	*****	6.0	6.0
	P75	\$63,500	*****	13.0	11.0
<b>Portland, OR</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	21	6	21	20
	Number of Employees	23	6	23	22
	Average	\$57,653	\$1,275	10.3	5.5
	P25	\$47,133	\$500	5.0	2.0
	P50	\$54,670	\$1,250	9.0	5.0
	P75	\$65,457	\$2,000	13.0	9.0
<b>Suburban</b>	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$55,806	*****	9.2	4.3
	P25	\$48,655	*****	2.3	1.0
	P50	\$59,000	*****	5.5	3.5
	P75	\$63,750	*****	14.3	5.0
<b>Rural</b>	Number of Responses	9	2	9	9
	Number of Employees	9	2	9	9
	Average	\$42,703	*****	6.1	5.4
	P25	\$40,000	*****	3.0	2.0
	P50	\$43,929	*****	7.0	4.0
	P75	\$50,000	*****	7.0	7.0



# Accounting Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	8	2	8	7
	Number of Employees	8	2	8	7
	Average	\$55,013	*****	11.5	5.3
	P25	\$47,050	*****	3.5	3.0
	P50	\$52,250	*****	9.0	5.0
	P75	\$63,500	*****	13.3	7.5
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	25	9	25	25
	Number of Employees	27	9	27	27
	Average	\$51,989	\$1,694	7.6	4.9
	P25	\$43,929	\$500	2.0	1.0
	P50	\$51,000	\$1,000	6.0	5.0
	P75	\$60,000	\$2,000	11.5	7.0

# Director of Finance

Manage the activities and personnel for all aspects of banking, cash transaction processing and short-term investment. Responsible for oversight of cash receipting, cash disbursement (inclusive of expense report processing), cash management (inclusive of banking, reconciliation, forecasting, and short-term investment), and note management (both receivables and payables). Oversees the organization's banking relationships, including commercial banking, wires, lockboxes, lines/letters of credit, and relevant treasury policies and procedures.

Degree of Match	
More	41.1%
Equal	46.4%
Less	12.5%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	56	12	56	56
	Number of Employees	56	12	56	56
	Average	\$82,357	\$3,260	9.0	6.1
	P25	\$65,000	\$875	4.8	2.0
	P50	\$78,660	\$2,000	8.0	5.0
	P75	\$91,625	\$3,656	11.0	9.0
Bonus Eligibility	Eligible	41.1%			
	Not Eligible	58.9%			

# Director of Finance (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	6	0	6	6
	Number of Employees	6	0	6	6
	Average	\$60,383	*****	10.5	9.8
	P25	\$54,506	*****	8.3	6.5
	P50	\$55,713	*****	9.0	8.0
	P75	\$65,505	*****	12.8	12.5
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	19	6	19	19
	Number of Employees	19	6	19	19
	Average	\$74,280	\$1,417	6.7	4.7
	P25	\$64,000	\$625	5.0	2.0
	P50	\$74,000	\$1,250	6.0	5.0
	P75	\$83,400	\$1,875	9.5	6.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	9	1	9	9
	Number of Employees	9	1	9	9
	Average	\$88,176	*****	8.1	4.0
	P25	\$70,000	*****	1.0	1.0
	P50	\$84,487	*****	8.0	2.0
	P75	\$95,000	*****	10.5	4.0
<b>&gt;= \$5,000,000</b>	Number of Responses	15	3	15	15
	Number of Employees	15	3	15	15
	Average	\$103,861	*****	12.2	6.9
	P25	\$83,606	*****	6.0	4.0
	P50	\$102,000	*****	10.0	5.0
	P75	\$124,800	*****	13.0	10.0

# Director of Finance (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	7	1	7	7
	Number of Employees	7	1	7	7
	Average	\$80,895	*****	13.3	6.4
	P25	\$66,500	*****	7.5	2.0
	P50	\$71,400	*****	9.0	2.0
	P75	\$86,933	*****	17.5	9.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$75,433	*****	7.8	7.8
	P25	\$61,700	*****	4.5	4.5
	P50	\$81,400	*****	7.5	7.5
	P75	\$84,450	*****	9.8	9.8
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	26	5	26	26
	Number of Employees	26	5	26	26
	Average	\$81,098	\$4,900	6.8	4.8
	P25	\$63,500	\$1,500	4.3	1.0
	P50	\$74,500	\$2,000	6.0	4.5
	P75	\$88,247	\$10,000	9.8	6.8
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$90,907	*****	12.6	7.7
	P25	\$79,532	*****	9.4	4.3
	P50	\$94,300	*****	10.8	7.0
	P75	\$100,250	*****	12.5	10.5
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	11	4	11	11
	Number of Employees	11	4	11	11
	Average	\$85,373	*****	10.2	7.4
	P25	\$76,249	*****	3.5	3.5
	P50	\$83,512	*****	9.0	5.0
	P75	\$88,750	*****	12.5	10.5

# Director of Finance (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$59,800	*****	7.4	6.4
	P25	\$52,000	*****	5.0	4.0
	P50	\$63,000	*****	7.0	7.0
	P75	\$65,000	*****	9.0	8.0
<b>California</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$99,304	*****	14.3	8.6
	P25	\$84,000	*****	10.0	4.1
	P50	\$93,500	*****	11.0	10.0
	P75	\$116,399	*****	14.0	11.0
<b>Michigan</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	11	2	11	11
	Number of Employees	11	2	11	11
	Average	\$71,425	*****	9.3	5.7
	P25	\$58,663	*****	6.0	1.0
	P50	\$65,000	*****	8.0	5.0
	P75	\$71,424	*****	12.5	8.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Director of Finance (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$81,850	*****	5.0	3.8
	P25	\$67,250	*****	2.0	1.5
	P50	\$76,000	*****	5.5	4.0
	P75	\$100,500	*****	6.8	5.8
<b>Portland, OR</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	37	7	37	37
	Number of Employees	37	7	37	37
	Average	\$84,449	\$4,304	7.7	5.4
	P25	\$67,000	\$1,000	4.0	1.0
	P50	\$78,300	\$2,000	8.0	5.0
	P75	\$95,000	\$7,813	10.0	8.0
<b>Suburban</b>	Number of Responses	10	3	10	10
	Number of Employees	10	3	10	10
	Average	\$80,616	*****	12.2	6.7
	P25	\$65,910	*****	3.5	2.0
	P50	\$75,210	*****	10.0	4.1
	P75	\$82,775	*****	19.3	10.0
<b>Rural</b>	Number of Responses	9	2	9	9
	Number of Employees	9	2	9	9
	Average	\$75,687	*****	10.6	8.6
	P25	\$65,000	*****	5.0	5.0
	P50	\$83,741	*****	6.0	6.0
	P75	\$89,500	*****	13.0	13.0

# Director of Finance (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	8	0	8	8
	Number of Employees	8	0	8	8
	Average	\$86,778	*****	9.3	4.9
	P25	\$75,000	*****	4.8	3.8
	P50	\$88,750	*****	6.5	4.6
	P75	\$98,750	*****	9.3	5.8
<b>Environmental Health, Environmental Justice</b>	Number of Responses	11	2	11	11
	Number of Employees	11	2	11	11
	Average	\$84,558	*****	7.9	6.0
	P25	\$66,820	*****	3.0	1.0
	P50	\$78,000	*****	6.0	5.0
	P75	\$83,250	*****	10.0	7.5
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	36	9	36	36
	Number of Employees	36	9	36	36
	Average	\$80,864	\$3,389	9.4	6.5
	P25	\$65,000	\$1,000	5.0	2.0
	P50	\$76,650	\$2,000	9.0	5.0
	P75	\$90,344	\$3,000	12.3	10.3

# Development Associate (Generalist)

Plan, direct, or coordinate a wide variety of activities designed to raise income for a nonprofit organization. This position does not supervise other income development staff or manage a department. May be responsible for special events, direct mail, online giving, annual funds, memberships, foundation and corporate grants, sponsorships, major gifts, or planned giving.

Degree of Match	
More	16.9%
Equal	66.2%
Less	16.9%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	65	11	65	64
	Number of Employees	94	15	94	93
	Average	\$44,511	\$1,480	3.7	3.0
	P25	\$37,400	\$395	1.0	1.0
	P50	\$42,500	\$1,000	2.0	2.0
Bonus Eligibility	P75	\$48,000	\$1,750	4.0	3.0
	Eligible	40.0%			
	Not Eligible	60.0%			



# Development Associate (Generalist) (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$39,000	*****	2.8	1.0
	P25	\$36,000	*****	0.8	0.8
	P50	\$40,000	*****	1.0	1.0
	P75	\$40,000	*****	2.0	1.0
<b>\$400,000 - \$699,999</b>	Number of Responses	5	1	5	4
	Number of Employees	7	1	7	6
	Average	\$38,844	*****	1.7	*****
	P25	\$31,720	*****	1.0	*****
	P50	\$40,000	*****	1.0	*****
	P75	\$40,500	*****	3.0	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$43,182	*****	4.4	4.2
	P25	\$37,400	*****	1.5	1.5
	P50	\$41,704	*****	2.5	2.5
	P75	\$44,304	*****	4.0	4.0
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	11	3	11	11
	Number of Employees	13	4	13	13
	Average	\$40,561	*****	3.5	2.1
	P25	\$36,980	*****	1.0	1.0
	P50	\$41,000	*****	2.0	1.0
	P75	\$43,486	*****	3.5	3.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	15	4	15	15
	Number of Employees	21	6	21	21
	Average	\$44,045	*****	5.0	4.6
	P25	\$38,000	*****	2.0	1.3
	P50	\$43,073	*****	3.0	2.0
	P75	\$47,750	*****	5.5	4.5
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	12	2	12	12
	Number of Employees	14	3	14	14
	Average	\$45,553	*****	4.1	3.4
	P25	\$40,750	*****	1.4	1.4
	P50	\$45,820	*****	3.5	2.5
	P75	\$51,625	*****	5.8	4.6
<b>&gt;= \$5,000,000</b>	Number of Responses	12	1	12	12
	Number of Employees	29	1	29	29
	Average	\$52,886	*****	2.5	2.3
	P25	\$42,651	*****	1.5	1.5
	P50	\$48,750	*****	2.0	2.0
	P75	\$51,375	*****	3.1	2.4

# Development Associate (Generalist)

## (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	8	0	8	8
	Number of Employees	13	0	13	13
	Average	\$40,996	*****	4.3	3.2
	P25	\$36,300	*****	2.8	2.0
	P50	\$42,750	*****	3.7	3.2
	P75	\$44,303	*****	5.0	4.3
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	11	5	11	11
	Number of Employees	14	5	14	14
	Average	\$41,722	\$408	4.1	3.0
	P25	\$39,000	\$150	1.0	1.0
	P50	\$40,000	\$290	2.0	1.5
	P75	\$48,750	\$500	3.0	2.6
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	29	3	29	29
	Number of Employees	40	6	40	40
	Average	\$46,206	*****	4.0	3.2
	P25	\$37,400	*****	1.0	1.0
	P50	\$46,000	*****	2.0	2.0
	P75	\$50,970	*****	5.0	4.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	0
	Number of Employees	1	0	1	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	6	0	6	6
	Number of Employees	7	0	7	7
	Average	\$40,224	*****	2.0	2.0
	P25	\$37,000	*****	1.5	1.5
	P50	\$40,353	*****	1.8	1.8
	P75	\$41,676	*****	2.8	2.8
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	10	3	10	10
	Number of Employees	19	4	19	19
	Average	\$46,801	*****	3.2	3.1
	P25	\$38,000	*****	1.0	1.0
	P50	\$41,352	*****	1.3	1.3
	P75	\$43,825	*****	3.8	3.8

# Development Associate (Generalist) (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	10	1	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	4	0	4	4
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$50,834	*****	2.6	2.6
	P25	\$38,000	*****	0.4	0.4
	P50	\$42,500	*****	2.0	2.0
	P75	\$46,010	*****	3.8	3.8
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	7	0	7	7
	Number of Employees	8	0	8	8
	Average	\$38,775	*****	5.7	3.3
	P25	\$30,940	*****	2.4	1.4
	P50	\$40,000	*****	7.0	2.0
	P75	\$45,287	*****	8.5	4.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	3	1	3	3
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Development Associate (Generalist) (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	8	3	8	8
	Number of Employees	13	6	13	13
	Average	\$51,664	*****	4.8	4.2
	P25	\$39,988	*****	2.0	1.9
	P50	\$46,152	*****	2.8	2.0
	P75	\$59,175	*****	4.3	2.9
<b>Portland, OR</b>	Number of Responses	2	0	2	2
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	7	0	7	7
	Number of Employees	9	0	9	9
	Average	\$48,180	*****	3.5	3.5
	P25	\$43,250	*****	1.0	1.0
	P50	\$46,461	*****	2.0	2.0
	P75	\$51,338	*****	4.5	4.5

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	43	6	43	42
	Number of Employees	67	8	67	66
	Average	\$47,463	\$875	4.0	3.1
	P25	\$40,603	\$238	1.0	1.0
	P50	\$45,300	\$750	2.0	2.0
	P75	\$50,719	\$1,375	4.3	3.2
<b>Suburban</b>	Number of Responses	11	2	11	11
	Number of Employees	14	2	14	14
	Average	\$37,119	*****	4.3	3.6
	P25	\$33,600	*****	2.3	1.8
	P50	\$37,000	*****	3.0	3.0
	P75	\$42,102	*****	6.0	4.5
<b>Rural</b>	Number of Responses	11	3	11	11
	Number of Employees	13	5	13	13
	Average	\$40,368	*****	1.9	1.7
	P25	\$35,928	*****	1.0	1.0
	P50	\$40,000	*****	1.5	1.5
	P75	\$43,000	*****	2.0	2.0

# Development Associate (Generalist) (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	0	3	3
	Number of Employees	6	0	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	9	1	9	9
	Number of Employees	13	3	13	13
	Average	\$43,087	*****	2.4	2.4
	P25	\$36,000	*****	0.6	0.5
	P50	\$40,000	*****	1.0	1.0
	P75	\$46,640	*****	3.0	3.0
<b>Environmental Health, Environmental Justice</b>	Number of Responses	10	0	10	10
	Number of Employees	15	0	15	15
	Average	\$46,725	*****	5.3	5.2
	P25	\$40,213	*****	2.0	1.6
	P50	\$48,000	*****	2.0	2.0
	P75	\$51,735	*****	4.1	4.1
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	43	10	43	42
	Number of Employees	60	12	60	59
	Average	\$44,301	\$1,004	3.5	2.5
	P25	\$37,700	\$343	1.0	1.0
	P50	\$42,000	\$750	2.3	2.0
	P75	\$47,588	\$1,375	4.0	3.0

# Development Director

Responsible for the development, planning, design and implementation of various fundraising programs. Responsible for actively cultivating and soliciting new funding opportunities and development strategies for a broader base of donors. May be responsible for the cultivation, solicitation and acquisition of major gifts. May have responsibility for identifying potential grant opportunities and oversees the proposal preparation. May supervise employees or manage a department.

Degree of Match	
More	27.2%
Equal	59.8%
Less	13.0%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	92	25	92	92
	Number of Employees	95	25	95	95
	Average	\$75,215	\$2,224	6.1	4.6
	P25	\$58,439	\$500	2.0	1.0
	P50	\$67,250	\$1,000	5.0	4.0
Bonus Eligibility	P75	\$80,625	\$2,500	8.0	5.0
	Eligible	41.8%			
	Not Eligible	58.2%			

# Development Director (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	9	3	9	9
	Number of Employees	10	3	10	10
	Average	\$59,823	*****	7.1	2.8
	P25	\$50,667	*****	3.0	1.0
	P50	\$54,000	*****	5.0	2.3
	P75	\$60,000	*****	8.0	4.0
<b>\$400,000 - \$699,999</b>	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$56,833	*****	4.5	4.5
	P25	\$51,250	*****	2.0	2.0
	P50	\$57,000	*****	5.0	5.0
	P75	\$61,250	*****	5.0	5.0
<b>\$700,000 - \$999,999</b>	Number of Responses	12	5	12	12
	Number of Employees	12	5	12	12
	Average	\$59,445	\$1,760	3.9	3.3
	P25	\$54,165	\$1,000	2.0	1.8
	P50	\$60,840	\$2,000	3.0	2.8
	P75	\$64,000	\$2,500	4.5	4.3
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	20	5	20	20
	Number of Employees	20	5	20	20
	Average	\$67,510	\$2,930	7.2	7.0
	P25	\$58,327	\$650	2.0	2.0
	P50	\$65,000	\$1,000	4.0	4.0
	P75	\$72,850	\$2,500	9.0	9.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	22	6	22	22
	Number of Employees	22	6	22	22
	Average	\$73,996	\$2,425	6.3	5.0
	P25	\$65,000	\$850	4.0	3.0
	P50	\$71,574	\$1,250	5.5	4.5
	P75	\$77,250	\$4,275	8.0	5.8
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	8	2	8	8
	Number of Employees	8	2	8	8
	Average	\$77,443	*****	7.8	3.2
	P25	\$64,250	*****	4.0	1.0
	P50	\$72,000	*****	7.5	1.0
	P75	\$84,655	*****	9.5	5.5
<b>&gt;= \$5,000,000</b>	Number of Responses	15	3	15	15
	Number of Employees	17	3	17	17
	Average	\$115,293	*****	5.3	3.4
	P25	\$92,536	*****	2.0	1.3
	P50	\$118,450	*****	4.5	2.0
	P75	\$121,200	*****	7.3	5.0

# Development Director (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	12	3	12	12
	Number of Employees	12	3	12	12
	Average	\$68,403	*****	6.9	4.9
	P25	\$62,000	*****	1.4	1.0
	P50	\$66,242	*****	4.5	3.0
	P75	\$74,375	*****	10.5	5.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	14	5	14	14
	Number of Employees	14	5	14	14
	Average	\$77,792	\$510	7.0	5.8
	P25	\$64,954	\$500	4.0	2.0
	P50	\$70,000	\$500	4.5	4.0
	P75	\$74,875	\$650	9.0	5.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	40	10	40	40
	Number of Employees	40	10	40	40
	Average	\$72,008	\$2,360	6.1	4.8
	P25	\$59,750	\$1,000	3.0	1.8
	P50	\$65,000	\$1,250	5.5	4.0
	P75	\$81,000	\$2,500	8.0	7.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	12	3	12	12
	Number of Employees	14	3	14	14
	Average	\$76,506	*****	4.9	3.2
	P25	\$49,250	*****	1.9	1.0
	P50	\$55,855	*****	3.5	2.5
	P75	\$86,405	*****	5.0	4.6
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	14	4	14	14
	Number of Employees	15	4	15	15
	Average	\$86,533	*****	5.5	3.7
	P25	\$58,250	*****	2.0	1.3
	P50	\$73,120	*****	3.3	2.1
	P75	\$109,838	*****	9.1	4.8



# Development Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	7	1	7	7
	Number of Employees	8	1	8	8
	Average	\$84,527	*****	8.9	5.1
	P25	\$64,620	*****	5.3	2.1
	P50	\$80,000	*****	10.0	4.0
	P75	\$101,225	*****	11.0	7.5
<b>Michigan</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	11	0	11	11
	Number of Employees	11	0	11	11
	Average	\$68,072	*****	6.7	5.5
	P25	\$59,312	*****	3.5	2.0
	P50	\$65,000	*****	5.0	4.0
	P75	\$73,026	*****	7.5	5.0
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$67,015	*****	6.3	6.0
	P25	\$57,485	*****	4.0	2.5
	P50	\$64,969	*****	4.0	4.0
	P75	\$70,475	*****	4.8	4.8

# Development Director (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	12	7	12	12
	Number of Employees	12	7	12	12
	Average	\$69,134	\$2,729	6.0	5.2
	P25	\$54,250	\$1,000	5.0	3.5
	P50	\$65,918	\$1,500	6.5	5.5
	P75	\$78,500	\$2,750	8.0	7.3
<b>Portland, OR</b>	Number of Responses	6	3	6	6
	Number of Employees	6	3	6	6
	Average	\$69,667	*****	6.2	4.7
	P25	\$54,000	*****	5.5	2.8
	P50	\$61,500	*****	7.5	5.0
	P75	\$74,250	*****	8.0	6.5
<b>Washington</b>	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$78,000	*****	7.0	2.7
	P25	\$60,000	*****	1.0	1.0
	P50	\$74,000	*****	8.0	1.0
	P75	\$86,500	*****	10.0	3.0

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	56	11	56	56
	Number of Employees	58	11	58	58
	Average	\$78,928	\$2,345	5.3	4.3
	P25	\$61,920	\$500	2.0	1.0
	P50	\$70,500	\$1,000	4.3	4.0
	P75	\$87,375	\$2,750	8.0	5.3
<b>Suburban</b>	Number of Responses	16	6	16	16
	Number of Employees	16	6	16	16
	Average	\$75,536	\$2,933	5.8	4.4
	P25	\$54,963	\$1,100	2.0	1.8
	P50	\$61,000	\$2,000	3.5	2.5
	P75	\$71,125	\$2,375	6.8	5.0
<b>Rural</b>	Number of Responses	20	8	20	20
	Number of Employees	21	8	21	21
	Average	\$64,562	\$1,525	8.6	5.3
	P25	\$54,750	\$613	4.0	1.4
	P50	\$66,000	\$950	5.5	4.0
	P75	\$72,350	\$1,375	12.8	5.3

# Development Director (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	3	2	3	3
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	13	1	13	13
	Number of Employees	14	1	14	14
	Average	\$86,212	*****	8.9	7.3
	P25	\$65,000	*****	2.5	1.5
	P50	\$75,240	*****	6.5	4.0
	P75	\$105,000	*****	12.0	10.0
<b>Environmental Health, Environmental Justice</b>	Number of Responses	19	3	19	19
	Number of Employees	19	3	19	19
	Average	\$74,837	*****	5.6	4.3
	P25	\$59,000	*****	2.3	1.5
	P50	\$67,500	*****	5.0	4.0
	P75	\$84,000	*****	7.5	6.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	57	19	57	57
	Number of Employees	59	19	59	59
	Average	\$73,213	\$1,889	5.5	4.0
	P25	\$57,000	\$575	2.0	1.0
	P50	\$65,000	\$1,000	4.5	3.0
	P75	\$78,540	\$2,250	8.0	5.0

# Events Manager / Specialist

Plan, create or manage one or more fundraising special events for an organization. Responsibilities may include: designing and developing new events; planning and scheduling; recruiting, training and managing volunteers; securing event venues, media coverage, equipment, entertainment, food, supplies, and security; promoting and marketing; obtaining corporate sponsorships and donated items/services; handling ticket sales; processing cash, credit cards or checks; budgeting; and donor acknowledgements.

Degree of Match	
More	25.0%
Equal	62.5%
Less	12.5%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	24	8	24	23
	Number of Employees	24	8	24	23
	Average	\$51,757	\$906	6.4	4.7
	P25	\$40,075	\$600	2.0	2.0
	P50	\$46,750	\$900	4.0	3.0
	P75	\$65,000	\$1,063	10.0	6.0
Bonus Eligibility	Eligible	54.2%			
	Not Eligible	45.8%			

# Events Manager / Specialist (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	2	0	2	1
	Number of Employees	2	0	2	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	3	2	3	3
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	3	2	3	3
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$59,898	*****	7.5	4.6
	P25	\$55,959	*****	5.5	2.2
	P50	\$61,918	*****	7.8	3.1
	P75	\$70,850	*****	9.6	7.3

# Events Manager / Specialist (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	10	2	10	9
	Number of Employees	10	2	10	9
	Average	\$61,166	*****	5.5	3.7
	P25	\$46,030	*****	2.0	2.0
	P50	\$65,000	*****	2.0	2.0
	P75	\$73,313	*****	8.4	3.5
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	4	3	4	4
	Number of Employees	4	3	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Events Manager / Specialist (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Events Manager / Specialist (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	3	0	3	2
	Number of Employees	3	0	3	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	10	1	10	10
	Number of Employees	10	1	10	10
	Average	\$59,987	*****	5.8	4.7
	P25	\$45,111	*****	2.0	2.0
	P50	\$61,918	*****	2.8	2.8
	P75	\$73,063	*****	8.1	8.1
<b>Suburban</b>	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$43,422	*****	5.9	3.5
	P25	\$33,500	*****	3.0	2.0
	P50	\$40,459	*****	4.5	2.8
	P75	\$47,125	*****	9.3	3.8
<b>Rural</b>	Number of Responses	4	3	4	3
	Number of Employees	4	3	4	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Events Manager / Specialist (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	6	2	6	6
	Number of Employees	6	2	6	6
	Average	\$51,249	*****	5.8	4.8
	P25	\$35,355	*****	2.0	2.0
	P50	\$49,748	*****	2.0	2.0
	P75	\$62,270	*****	5.8	2.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	15	6	15	14
	Number of Employees	15	6	15	14
	Average	\$49,283	\$967	5.7	4.6
	P25	\$42,300	\$725	3.0	2.3
	P50	\$46,000	\$900	4.0	3.8
	P75	\$56,918	\$1,000	9.3	6.5

# Major / Planned Gifts Director / Manager

Identify, cultivate and motivate donors to make major gifts to an organization. May be responsible for collaborating with staff and volunteers to identify giving opportunities for major donors, recruiting, training and supporting volunteers during major gift initiatives, organizing events to involve and cultivate prospects, and tracking and reporting on the progress of all major gift activities.

Degree of Match	
More	21.4%
Equal	75.0%
Less	3.6%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	28	6	28	28
	Number of Employees	37	7	37	37
	Average	\$71,019	\$767	5.2	3.0
	P25	\$57,158	\$388	1.8	1.0
	P50	\$64,929	\$500	3.8	2.0
Bonus Eligibility	P75	\$81,117	\$875	8.5	4.0
	Eligible	42.9%			
	Not Eligible	57.1%			

# Major / Planned Gifts Director / Manager (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	9	2	9	9
	Number of Employees	11	3	11	11
	Average	\$58,975	*****	3.8	2.3
	P25	\$52,500	*****	1.0	1.0
	P50	\$61,425	*****	2.0	1.0
	P75	\$64,000	*****	6.0	2.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	5	1	5	5
	Number of Employees	6	1	6	6
	Average	\$72,050	*****	7.7	4.8
	P25	\$64,260	*****	3.5	1.0
	P50	\$70,000	*****	8.0	3.5
	P75	\$87,000	*****	11.0	4.0
<b>&gt;= \$5,000,000</b>	Number of Responses	9	1	9	9
	Number of Employees	15	1	15	15
	Average	\$90,777	*****	4.9	3.3
	P25	\$77,000	*****	3.0	2.0
	P50	\$81,000	*****	5.0	3.0
	P75	\$99,000	*****	5.0	5.0

# Major / Planned Gifts Director / Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	4	3	4	4
	Number of Employees	5	3	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	15	2	15	15
	Number of Employees	18	3	18	18
	Average	\$63,663	*****	6.1	3.7
	P25	\$52,146	*****	1.5	1.0
	P50	\$61,425	*****	5.0	2.0
	P75	\$77,650	*****	10.5	4.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	4	0	4	4
	Number of Employees	8	0	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	4	1	4	4
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Major / Planned Gifts Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
Arizona	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Bozeman, MT	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
California	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Colorado	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Michigan	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
Montana	Number of Responses	5	0	5	5
	Number of Employees	7	0	7	7
	Average	\$56,194	*****	5.2	3.0
	P25	\$50,210	*****	1.0	1.0
	P50	\$51,792	*****	5.0	3.0
	P75	\$61,500	*****	8.0	4.0
New England (CT, MA, ME, NH, RI, VT)	Number of Responses	2	1	2	2
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Major / Planned Gifts Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	19	3	19	19
	Number of Employees	26	3	26	26
	Average	\$75,391	*****	4.6	3.1
	P25	\$62,750	*****	1.5	1.0
	P50	\$75,000	*****	3.5	2.0
	P75	\$82,233	*****	5.8	4.0
<b>Suburban</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	6	3	6	6
	Number of Employees	7	4	7	7
	Average	\$53,728	*****	5.0	1.3
	P25	\$50,783	*****	1.3	1.0
	P50	\$55,605	*****	2.5	1.0
	P75	\$60,578	*****	9.0	1.8

# Major / Planned Gifts Director / Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	5	0	5	5
	Number of Employees	7	0	7	7
	Average	\$72,076	*****	6.4	3.0
	P25	\$52,000	*****	3.5	1.4
	P50	\$73,300	*****	4.0	3.5
	P75	\$80,300	*****	11.0	4.0
<b>Environmental Health, Environmental Justice</b>	Number of Responses	6	1	6	6
	Number of Employees	7	1	7	7
	Average	\$68,880	*****	4.6	2.9
	P25	\$64,188	*****	1.3	1.0
	P50	\$64,929	*****	2.5	1.5
	P75	\$72,527	*****	8.3	2.8
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	17	5	17	17
	Number of Employees	23	6	23	23
	Average	\$71,462	\$820	5.0	3.0
	P25	\$52,500	\$350	2.0	1.0
	P50	\$64,260	\$500	5.0	2.0
	P75	\$81,466	\$1,000	6.0	4.0

# Membership Director / Manager

Plan, direct, or manage the membership program for an organization. Responsible for developing membership programs, benefits, and offerings, soliciting and attracting new members, retaining members and expanding participation, identifying new benefit offerings and unmet member needs, achieving revenue goals, database management, and member communication and engagement strategies. May supervise other staff members.

Degree of Match	
More	25.0%
Equal	52.8%
Less	22.2%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	36	9	35	35
	Number of Employees	38	9	37	37
	Average	\$52,311	\$1,291	3.4	2.7
	P25	\$41,414	\$300	1.0	1.0
	P50	\$46,618	\$800	3.0	2.0
Bonus Eligibility	P75	\$59,251	\$1,000	5.0	3.0
	Eligible	37.1%			
	Not Eligible	62.9%			



# Membership Director / Manager (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	8	2	8	8
	Number of Employees	8	2	8	8
	Average	\$41,453	*****	2.1	2.1
	P25	\$33,550	*****	1.0	1.0
	P50	\$38,863	*****	1.0	1.0
	P75	\$45,375	*****	2.8	2.8
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	6	1	6	6
	Number of Employees	6	1	6	6
	Average	\$49,194	*****	4.3	3.3
	P25	\$42,164	*****	3.1	1.6
	P50	\$47,000	*****	4.3	2.5
	P75	\$51,125	*****	5.0	4.5
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	9	3	8	8
	Number of Employees	9	3	8	8
	Average	\$48,844	*****	3.9	3.1
	P25	\$42,500	*****	1.0	1.0
	P50	\$46,350	*****	3.0	3.0
	P75	\$52,763	*****	5.5	3.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	7	2	7	7
	Number of Employees	8	2	8	8
	Average	\$75,610	*****	3.9	3.3
	P25	\$54,900	*****	2.5	2.0
	P50	\$60,000	*****	3.0	3.0
	P75	\$100,487	*****	5.0	3.5

# Membership Director / Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	8	2	7	7
	Number of Employees	8	2	7	7
	Average	\$38,566	*****	1.6	1.6
	P25	\$30,825	*****	1.0	1.0
	P50	\$39,363	*****	1.0	1.0
	P75	\$42,125	*****	1.5	1.5
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	3	2	3	3
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	15	4	15	15
	Number of Employees	16	4	16	16
	Average	\$52,798	*****	3.3	2.5
	P25	\$43,873	*****	2.0	1.0
	P50	\$46,500	*****	3.0	2.0
	P75	\$57,500	*****	4.0	3.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$59,940	*****	3.6	2.1
	P25	\$50,000	*****	2.0	2.0
	P50	\$51,500	*****	3.0	2.0
	P75	\$56,800	*****	5.0	2.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	5	1	5	5
	Number of Employees	6	1	6	6
	Average	\$62,901	*****	3.6	3.6
	P25	\$51,500	*****	2.0	2.0
	P50	\$53,000	*****	3.0	3.0
	P75	\$68,862	*****	5.0	5.0

# Membership Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	2	2	2	2
	Number of Employees	2	2	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Membership Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	7	2	7	7
	Number of Employees	7	2	7	7
	Average	\$49,014	*****	3.1	2.1
	P25	\$43,000	*****	2.0	1.0
	P50	\$46,350	*****	3.0	1.0
	P75	\$49,749	*****	4.3	3.0
<b>Portland, OR</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	18	2	18	18
	Number of Employees	20	2	20	20
	Average	\$59,217	*****	3.5	3.0
	P25	\$42,789	*****	1.3	1.0
	P50	\$52,132	*****	3.0	2.0
	P75	\$63,688	*****	4.0	3.0
<b>Suburban</b>	Number of Responses	8	3	7	7
	Number of Employees	8	3	7	7
	Average	\$50,164	*****	3.5	2.4
	P25	\$43,500	*****	1.0	1.0
	P50	\$49,675	*****	3.5	2.0
	P75	\$57,600	*****	6.0	3.0
<b>Rural</b>	Number of Responses	10	4	10	10
	Number of Employees	10	4	10	10
	Average	\$41,598	*****	3.1	2.6
	P25	\$38,750	*****	1.5	1.0
	P50	\$43,123	*****	3.0	3.0
	P75	\$44,750	*****	4.5	3.0

# Membership Director / Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	8	3	8	8
	Number of Employees	9	3	9	9
	Average	\$52,391	*****	3.9	3.7
	P25	\$44,263	*****	1.0	1.0
	P50	\$52,882	*****	2.5	1.8
	P75	\$62,063	*****	4.0	4.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	25	5	24	24
	Number of Employees	26	5	25	25
	Average	\$52,763	\$1,614	2.9	2.3
	P25	\$41,552	\$800	1.0	1.0
	P50	\$46,500	\$969	3.0	2.0
	P75	\$56,800	\$1,000	4.0	3.0

# Volunteer Coordinator

Coordinate operational and administrative activities for an organization's volunteer engagement program. May be responsible for identifying volunteer service opportunities, recruiting and training volunteers, recognizing volunteer contributions, equipping volunteers for leadership roles and new assignments, soliciting volunteer feedback, maintaining volunteer records, and producing communication materials.

Degree of Match	
More	37.9%
Equal	44.8%
Less	17.2%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	29	9	29	28
	Number of Employees	33	10	33	32
	Average	\$35,388	\$1,474	3.1	2.8
	P25	\$30,160	\$1,000	2.0	1.5
	P50	\$34,000	\$1,750	2.0	2.0
	P75	\$41,200	\$2,000	4.0	3.0
Bonus Eligibility	Eligible	41.4%			
	Not Eligible	58.6%			

# Volunteer Coordinator (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	4	1	4	4
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	5	1	5	4
	Number of Employees	5	1	5	4
	Average	\$33,785	*****	2.7	*****
	P25	\$31,000	*****	2.0	*****
	P50	\$33,000	*****	2.5	*****
	P75	\$34,500	*****	3.0	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	4	1	4	4
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$39,160	*****	3.5	3.5
	P25	\$39,500	*****	1.0	1.0
	P50	\$40,000	*****	2.0	2.0
	P75	\$41,200	*****	2.0	2.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	4	1	4	4
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Volunteer Coordinator (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	10	0	10	10
	Number of Employees	10	0	10	10
	Average	\$34,611	*****	2.9	2.7
	P25	\$29,380	*****	2.0	2.0
	P50	\$32,500	*****	3.0	2.5
	P75	\$34,669	*****	4.0	3.8
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$36,834	*****	4.2	3.8
	P25	\$32,000	*****	2.0	2.0
	P50	\$39,500	*****	2.0	2.0
	P75	\$40,000	*****	4.0	2.0
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$34,868	*****	1.8	1.8
	P25	\$30,900	*****	1.0	1.0
	P50	\$34,000	*****	2.0	2.0
	P75	\$34,500	*****	2.5	2.5
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	3	1	3	3
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	6	4	6	5
	Number of Employees	8	5	8	7
	Average	\$39,143	*****	2.9	2.3
	P25	\$34,025	*****	2.0	1.6
	P50	\$39,150	*****	2.5	2.0
	P75	\$43,720	*****	3.0	2.0



# Volunteer Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	2	2	2
	Number of Employees	3	3	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	2	1	2	2
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Volunteer Coordinator (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	5	2	5	5
	Number of Employees	6	2	6	6
	Average	\$37,669	*****	3.1	2.7
	P25	\$34,000	*****	2.0	2.0
	P50	\$37,100	*****	3.0	2.0
	P75	\$44,871	*****	4.0	3.0
<b>Suburban</b>	Number of Responses	11	4	11	10
	Number of Employees	12	5	12	11
	Average	\$36,156	*****	2.2	1.7
	P25	\$31,080	*****	1.8	1.3
	P50	\$34,091	*****	2.0	2.0
	P75	\$41,300	*****	2.5	2.0
<b>Rural</b>	Number of Responses	13	3	13	13
	Number of Employees	15	3	15	15
	Average	\$33,861	*****	3.8	3.7
	P25	\$30,000	*****	2.0	2.0
	P50	\$32,000	*****	3.0	2.5
	P75	\$34,862	*****	4.0	4.0

# Volunteer Coordinator (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	5	1	5	5
	Number of Employees	8	2	8	8
	Average	\$37,386	*****	3.5	3.5
	P25	\$32,000	*****	2.0	2.0
	P50	\$44,560	*****	2.0	2.0
	P75	\$44,941	*****	2.0	2.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	23	8	23	22
	Number of Employees	24	8	24	23
	Average	\$35,010	\$1,346	2.9	2.6
	P25	\$30,080	\$877	1.5	1.0
	P50	\$34,000	\$1,475	2.5	2.0
	P75	\$39,750	\$1,856	3.5	3.0

# Human Resources Director / Manager

Plan, direct, or manage human resources activities of an organization. Position may encompass a broad range of responsibilities including staffing, training and development, compensation, payroll, benefits, performance management, employee policies and procedures, employee assistance, compliance with federal, state and local employment laws, or providing guidance to managers on HR related issues. May supervise other staff.

Degree of Match	
More	38.9%
Equal	50.0%
Less	11.1%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	18	2	18	18
	Number of Employees	18	2	18	18
	Average	\$70,963	*****	6.4	3.1
	P25	\$54,000	*****	2.0	1.0
	P50	\$59,400	*****	4.5	1.8
	P75	\$82,000	*****	8.0	2.8
Bonus Eligibility	Eligible	22.2%			
	Not Eligible	77.8%			

# Human Resources Director / Manager (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	11	1	11	11
	Number of Employees	11	1	11	11
	Average	\$83,094	*****	7.6	3.9
	P25	\$60,630	*****	2.0	1.0
	P50	\$70,000	*****	4.0	2.0
	P75	\$95,269	*****	13.5	2.5

# Human Resources Director / Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	8	1	8	8
	Number of Employees	8	1	8	8
	Average	\$79,375	*****	8.1	3.3
	P25	\$53,125	*****	4.8	1.0
	P50	\$62,000	*****	6.5	1.5
	P75	\$99,375	*****	9.5	2.3
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	5	1	5	5
	Number of Employees	5	1	5	5
	Average	\$69,368	*****	5.1	1.1
	P25	\$60,000	*****	1.5	1.0
	P50	\$65,000	*****	2.0	1.0
	P75	\$70,000	*****	8.0	1.5

# Human Resources Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>California</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	0	4	4
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Human Resources Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	13	2	13	13
	Number of Employees	13	2	13	13
	Average	\$76,003	*****	6.2	2.7
	P25	\$53,500	*****	2.0	1.0
	P50	\$70,000	*****	5.0	1.5
	P75	\$93,039	*****	8.0	2.0
<b>Suburban</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Human Resources Director / Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	12	1	12	12
	Number of Employees	12	1	12	12
	Average	\$74,836	*****	7.5	3.9
	P25	\$53,875	*****	3.5	1.0
	P50	\$63,130	*****	6.5	2.0
	P75	\$87,760	*****	9.5	3.0

# Information Technology Director / Manager

Plan, direct, or manage the information technology activities for an organization. Areas of technical responsibility may include computer hardware, software applications, networks, databases, data processing, computer programming, system security, project management, user system training, and help desk. May be responsible for managing budgets, maintaining systems, planning, system implementation and staffing. May supervise technical staff.

Degree of Match

More	14.3%
Equal	47.6%
Less	38.1%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	21	2	21	21
	Number of Employees	23	3	23	23
	Average	\$65,784	*****	7.4	6.7
	P25	\$54,400	*****	5.0	4.0
	P50	\$62,424	*****	7.0	5.0
	P75	\$79,000	*****	10.0	9.0
Bonus Eligibility	Eligible	28.6%			
	Not Eligible	71.4%			

# Information Technology Director / Manager (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	4	1	4	4
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	4	0	4	4
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	8	1	8	8
	Number of Employees	8	1	8	8
	Average	\$82,889	*****	9.4	7.9
	P25	\$75,416	*****	6.7	4.5
	P50	\$81,703	*****	8.8	6.5
	P75	\$94,845	*****	12.5	10.3

# Information Technology Director / Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	9	1	9	9
	Number of Employees	11	2	11	11
	Average	\$62,219	*****	4.7	4.4
	P25	\$54,700	*****	4.0	4.0
	P50	\$61,200	*****	5.0	5.0
	P75	\$64,000	*****	6.0	5.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	5	0	5	5
	Number of Employees	5	0	5	5
	Average	\$64,938	*****	10.5	8.0
	P25	\$62,424	*****	8.5	4.0
	P50	\$64,665	*****	10.0	5.0
	P75	\$79,000	*****	12.0	10.0
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Information Technology Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>California</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	1	4	4
	Number of Employees	5	2	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Information Technology Director / Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	4	0	4	4
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	14	0	14	14
	Number of Employees	15	0	15	15
	Average	\$63,568	*****	6.5	5.9
	P25	\$54,475	*****	4.3	4.0
	P50	\$61,600	*****	6.5	5.0
	P75	\$65,871	*****	8.0	7.0
<b>Suburban</b>	Number of Responses	4	1	4	4
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	3	1	3	3
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Information Technology Director / Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	7	1	7	7
	Number of Employees	7	1	7	7
	Average	\$57,300	*****	6.3	6.3
	P25	\$53,950	*****	3.0	3.0
	P50	\$61,200	*****	5.0	5.0
	P75	\$66,000	*****	10.0	10.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	12	1	12	12
	Number of Employees	13	2	13	13
	Average	\$67,008	*****	8.5	7.2
	P25	\$54,544	*****	5.8	4.8
	P50	\$63,212	*****	7.5	5.5
	P75	\$80,102	*****	9.4	7.3

# Attorney / Lawyer

Provide legal counsel or guidance to the organization; provides legal services to clients of advocacy or legal aid/legal defense organization; or provides legal services or counsel to individuals or organizations served by the nonprofit's mission. Requires admission to practice law/membership in the state bar.

Degree of Match

More	8.0%
Equal	84.0%
Less	8.0%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	25	11	25	25
	Number of Employees	88	49	88	88
	Average	\$67,077	\$2,500	6.5	5.8
	P25	\$57,266	\$1,250	4.5	3.0
	P50	\$65,000	\$2,000	5.0	5.0
Bonus Eligibility	P75	\$76,500	\$2,750	6.0	6.0
	Eligible	60.0%			
	Not Eligible	40.0%			



# Attorney / Lawyer (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	4	2	4	4
	Number of Employees	10	8	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	3	2	3	3
	Number of Employees	7	4	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	7	3	7	7
	Number of Employees	20	12	20	20
	Average	\$64,709	*****	4.2	3.7
	P25	\$54,415	*****	3.1	2.9
	P50	\$58,066	*****	5.0	3.5
	P75	\$73,034	*****	5.0	5.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	1	1	1
	Number of Employees	6	6	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	7	3	7	7
	Number of Employees	40	19	40	40
	Average	\$76,445	*****	5.0	3.6
	P25	\$69,609	*****	3.0	1.0
	P50	\$76,500	*****	5.0	5.0
	P75	\$82,200	*****	6.0	5.5

# Attorney / Lawyer (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	17	8	17	17
	Number of Employees	55	40	55	55
	Average	\$65,225	\$2,750	6.8	6.3
	P25	\$55,829	\$1,375	5.0	4.5
	P50	\$61,000	\$2,125	5.0	5.0
	P75	\$71,500	\$3,250	6.0	6.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	7	3	7	7
	Number of Employees	32	9	32	32
	Average	\$73,300	*****	6.7	5.3
	P25	\$63,242	*****	2.8	1.0
	P50	\$74,218	*****	6.0	4.5
	P75	\$82,200	*****	11.3	8.8

# Attorney / Lawyer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	19	2	19	19
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	1	1	1
	Number of Employees	14	14	14	14
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Attorney / Lawyer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	8	4	8	8
	Number of Employees	26	17	26	26
	Average	\$58,637	*****	5.6	4.7
	P25	\$52,625	*****	4.4	2.9
	P50	\$56,815	*****	5.0	5.0
	P75	\$65,575	*****	6.0	5.3
<b>Portland, OR</b>	Number of Responses	4	3	4	4
	Number of Employees	12	11	12	12
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	18	9	18	18
	Number of Employees	75	46	75	75
	Average	\$63,918	\$2,667	6.3	6.0
	P25	\$56,188	\$1,500	4.5	3.8
	P50	\$58,275	\$2,000	5.0	5.0
	P75	\$70,792	\$3,000	6.0	5.8
<b>Suburban</b>	Number of Responses	3	1	3	3
	Number of Employees	7	2	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	4	1	4	4
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Attorney / Lawyer (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	2	0	2	2
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	5	2	5	5
	Number of Employees	13	5	13	13
	Average	\$61,589	*****	5.4	5.0
	P25	\$55,829	*****	4.5	3.0
	P50	\$57,266	*****	5.0	4.5
	P75	\$68,000	*****	5.0	5.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	18	9	18	18
	Number of Employees	71	44	71	71
	Average	\$68,246	\$2,583	6.9	6.6
	P25	\$58,017	\$1,000	4.6	4.6
	P50	\$66,150	\$2,000	5.5	5.0
	P75	\$75,930	\$3,000	6.0	6.0

# Senior Attorney / Lawyer

Responsible for a team of attorneys and other legal staff providing expert legal services and assistance in structuring complex, high-risk activities. Provides legal consultation and advisory work on complex legal matters and projects. Reviews organizational documents that have legal significance, offering opinions on modifications that will enhance the organization's position legally. Counsels, assists, and trains staff in various legal matters involving the organization.

## Degree of Match

More	16.7%
Equal	66.7%
Less	16.7%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	18	8	18	18
	Number of Employees	34	13	34	34
	Average	\$99,667	\$3,981	13.0	9.9
	P25	\$77,705	\$1,900	7.0	6.0
	P50	\$92,950	\$2,500	11.5	8.0
	P75	\$113,600	\$4,188	19.8	12.8
Bonus Eligibility	Eligible	61.1%			
	Not Eligible	38.9%			

# Senior Attorney / Lawyer (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	4	3	4	4
	Number of Employees	8	6	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	6	2	6	6
	Number of Employees	8	4	8	8
	Average	\$92,533	*****	14.8	11.2
	P25	\$71,727	*****	9.3	4.5
	P50	\$85,403	*****	17.5	12.0
	P75	\$98,100	*****	19.8	14.3
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	7	2	7	7
	Number of Employees	17	2	17	17
	Average	\$111,297	*****	12.2	9.7
	P25	\$91,000	*****	6.5	6.1
	P50	\$95,000	*****	10.0	7.0
	P75	\$127,113	*****	17.2	11.5

# Senior Attorney / Lawyer (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	10	5	10	10
	Number of Employees	15	10	15	15
	Average	\$100,734	\$5,150	14.4	11.8
	P25	\$76,861	\$2,500	7.6	5.9
	P50	\$92,950	\$2,500	15.0	12.0
	P75	\$113,600	\$9,250	19.8	14.8
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	6	3	6	6
	Number of Employees	17	3	17	17
	Average	\$89,779	*****	11.4	6.2
	P25	\$80,789	*****	6.3	6.0
	P50	\$88,928	*****	8.0	6.6
	P75	\$95,919	*****	18.0	7.0



# Senior Attorney / Lawyer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Senior Attorney / Lawyer (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	6	3	6	6
	Number of Employees	7	4	7	7
	Average	\$91,768	*****	15.3	12.3
	P25	\$80,680	*****	8.8	8.3
	P50	\$92,950	*****	16.5	13.0
	P75	\$98,100	*****	19.8	14.8
<b>Portland, OR</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	14	7	14	14
	Number of Employees	23	12	23	23
	Average	\$103,764	\$4,193	14.0	11.5
	P25	\$78,393	\$1,800	9.1	7.0
	P50	\$92,950	\$2,500	13.5	11.0
	P75	\$119,275	\$5,875	19.8	13.8
<b>Suburban</b>	Number of Responses	3	1	3	3
	Number of Employees	10	1	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Senior Attorney / Lawyer (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	2	0	2	2
	Number of Employees	8	0	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	5	2	5	5
	Number of Employees	9	5	9	9
	Average	\$84,550	*****	12.9	10.3
	P25	\$76,906	*****	7.0	5.5
	P50	\$80,100	*****	9.5	7.0
	P75	\$93,900	*****	19.0	12.0
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	11	6	11	11
	Number of Employees	17	8	17	17
	Average	\$109,549	\$3,350	12.9	10.8
	P25	\$86,428	\$1,700	8.0	7.0
	P50	\$99,500	\$2,250	13.0	10.0
	P75	\$134,800	\$2,500	18.0	13.5

# GIS Analyst

Build and maintain GIS databases. Use GIS software to analyze the spatial and non-spatial information in the databases. Analyze spatial data through mapping software. Design digital maps with geographic data and various other data sets.

Degree of Match	
More	23.1%
Equal	61.5%
Less	15.4%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	13	6	13	13
	Number of Employees	14	7	14	14
	Average	\$49,710	\$1,500	5.3	4.7
	P25	\$41,000	\$625	3.0	1.0
	P50	\$50,000	\$1,500	4.0	3.5
	P75	\$55,000	\$2,375	8.0	7.0
Bonus Eligibility	Eligible	53.8%			
	Not Eligible	46.2%			

# GIS Analyst (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	1	1	1
	Number of Employees	2	2	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	5	2	5	5
	Number of Employees	5	2	5	5
	Average	\$50,110	*****	3.6	3.0
	P25	\$45,000	*****	1.0	1.0
	P50	\$50,000	*****	4.0	1.0
	P75	\$60,000	*****	5.0	5.0

# GIS Analyst (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	5	3	5	5
	Number of Employees	5	3	5	5
	Average	\$53,135	*****	7.2	7.0
	P25	\$50,000	*****	3.0	3.0
	P50	\$54,000	*****	7.0	7.0
	P75	\$60,000	*****	9.0	9.0
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	5	3	5	5
	Number of Employees	6	4	6	6
	Average	\$48,000	*****	4.7	3.9
	P25	\$41,000	*****	3.0	3.0
	P50	\$50,000	*****	3.5	3.5
	P75	\$53,700	*****	8.0	4.0

# GIS Analyst (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# GIS Analyst (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	3	3	3
	Number of Employees	3	3	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	9	4	9	9
	Number of Employees	10	5	10	10
	Average	\$48,745	*****	5.9	5.1
	P25	\$41,000	*****	3.0	3.0
	P50	\$53,700	*****	4.0	3.5
	P75	\$55,000	*****	8.0	7.0
<b>Suburban</b>	Number of Responses	2	2	2	2
	Number of Employees	2	2	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# GIS Analyst (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	11	4	11	11
	Number of Employees	12	5	12	12
	Average	\$49,657	*****	5.4	4.7
	P25	\$41,000	*****	3.0	2.0
	P50	\$53,700	*****	4.0	3.5
	P75	\$57,500	*****	7.5	6.0

# Researcher

Direct or manage the data collection, data analysis, report development, and project evaluation as part of an organization's research function. Responsibilities may include recruiting and screening research participants, designing and conducting surveys, collecting data through interviews and focus groups, performing statistical analysis on data, analyzing and interpreting qualitative and quantitative data, completing literature reviews, and preparing research findings for reports, presentations and publication. Leads the organization's research programs. Provides strategic direction and oversight for the implementation of all research programs including design, implementation, analysis and product development. May oversees the dissemination and publishing of research findings. Investigates grant opportunities, writes and develops grant proposals. Translates research findings into new initiatives.

Degree of Match	
More	9.1%
Equal	63.6%
Less	27.3%

## All Organizations

Data as of July 1, 2019		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	11	1	11	11
	Number of Employees	17	1	17	17
	Average	\$49,208	*****	4.5	4.3
	P25	\$37,000	*****	1.3	1.3
	P50	\$45,000	*****	2.0	2.0
Bonus Eligibility	P75	\$52,707	*****	5.5	5.5
	Eligible	27.3%			
	Not Eligible	72.7%			

# Researcher (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	1	0	1	1
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	5	1	5	5
	Number of Employees	6	1	6	6
	Average	\$43,510	*****	4.9	4.5
	P25	\$35,000	*****	1.0	1.0
	P50	\$45,000	*****	1.5	1.5
	P75	\$50,000	*****	4.0	4.0

# Researcher (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	3	0	3	3
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	4	0	4	4
	Number of Employees	7	0	7	7
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	1	0	1	1
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Researcher (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	1	1	1	1
	Number of Employees	1	1	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Researcher (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	4	0	4	4
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Suburban</b>	Number of Responses	5	1	5	5
	Number of Employees	8	1	8	8
	Average	\$57,948	*****	1.8	1.8
	P25	\$45,000	*****	1.0	1.0
	P50	\$50,000	*****	2.0	2.0
	P75	\$75,742	*****	2.0	2.0
<b>Rural</b>	Number of Responses	2	0	2	2
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Researcher (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	3	1	3	3
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	6	0	6	6
	Number of Employees	8	0	8	8
	Average	\$49,258	*****	5.3	4.9
	P25	\$35,250	*****	1.6	1.6
	P50	\$44,500	*****	2.5	2.5
	P75	\$54,061	*****	6.0	6.0

# Scientist

Perform routine scientific work evaluating, selecting and applying standardized scientific procedures and techniques to assignments with clear, specific objectives. Assignments require investigation of a limited number of variables and few complex features. Limited exercise of judgment is required on details of work and in making preliminary selections and adaptations of alternatives. Collaborates with other scientists and scientific institutions to enhance the organization's practices.

Degree of Match	
More	25.0%
Equal	70.0%
Less	5.0%

## All Organizations

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	20	4	20	20
	Number of Employees	41	11	41	41
	Average	\$50,515	*****	6.3	4.8
	P25	\$40,000	*****	2.8	2.0
	P50	\$46,500	*****	4.0	3.5
	P75	\$60,625	*****	10.0	5.6
Bonus Eligibility	Eligible	30.0%			
	Not Eligible	70.0%			



# Scientist (continued)

2019 Annual Budget

Data as of July 1, 2019

		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>&lt; \$400,000</b>	Number of Responses	3	0	3	3
	Number of Employees	5	0	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	2	1	2	2
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	3	1	3	3
	Number of Employees	3	1	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	2	1	2	2
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	5	0	5	5
	Number of Employees	9	0	9	9
	Average	\$54,760	*****	5.0	4.6
	P25	\$49,000	*****	4.0	3.0
	P50	\$55,000	*****	4.0	4.0
	P75	\$62,500	*****	4.0	4.0
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	3	1	3	3
	Number of Employees	14	8	14	14
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Scientist (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	5	1	5	5
	Number of Employees	8	1	8	8
	Average	\$36,058	*****	5.7	5.6
	P25	\$33,300	*****	1.0	1.0
	P50	\$36,000	*****	4.0	4.0
	P75	\$38,990	*****	5.6	5.0
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	11	2	11	11
	Number of Employees	26	9	26	26
	Average	\$58,318	*****	5.9	4.8
	P25	\$52,000	*****	3.5	2.0
	P50	\$60,000	*****	4.0	4.0
	P75	\$66,500	*****	10.0	7.5
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Scientist (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Arizona</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Bozeman, MT</b>	Number of Responses	4	0	4	4
	Number of Employees	11	0	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>California</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Colorado</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Michigan</b>	Number of Responses	3	1	3	3
	Number of Employees	4	1	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Montana</b>	Number of Responses	4	0	4	4
	Number of Employees	11	0	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Scientist (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	3	2	3	3
	Number of Employees	11	9	11	11
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	1	1	1	1
	Number of Employees	8	8	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	8	1	8	8
	Number of Employees	20	8	20	20
	Average	\$59,749	*****	6.6	5.0
	P25	\$55,000	*****	3.8	2.8
	P50	\$61,250	*****	6.3	4.0
	P75	\$65,625	*****	10.0	6.3
<b>Suburban</b>	Number of Responses	4	1	4	4
	Number of Employees	8	1	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Rural</b>	Number of Responses	8	2	8	8
	Number of Employees	13	2	13	13
	Average	\$43,375	*****	6.3	4.1
	P25	\$39,000	*****	1.0	1.0
	P50	\$40,000	*****	3.0	2.5
	P75	\$46,750	*****	7.3	4.0

# Scientist (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	2	1	2	2
	Number of Employees	2	1	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	3	1	3	3
	Number of Employees	5	1	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	15	2	15	15
	Number of Employees	34	9	34	34
	Average	\$46,786	*****	6.0	4.0
	P25	\$40,000	*****	2.5	2.0
	P50	\$42,000	*****	4.0	3.0
	P75	\$58,500	*****	7.3	4.5

# Senior Scientist / Scientific Program Manager

Determine scientific program priorities and funding levels as well as tracking research progress of funded grants. Assists in planning and managing research and industry grants, program projects, training award programs, and collaborations for the program. Helps in determining program priorities, goals and milestones that serve to drive performance of the portfolio to reach research goals. This position is in part responsible for tracking scientific progress as well as preparing analyses of research requirements and coordinating committees and programs.

Degree of Match	
More	21.7%
Equal	73.9%
Less	4.3%

**All Organizations**

Data as of July 1, 2019

		Actual Average Base Pay	Actual Bonus Paid	Average Years with the Organization	Average Years in the Position
Survey Data	Number of Responses	23	6	23	23
	Number of Employees	38	8	38	38
	Average	\$76,789	\$2,333	10.6	8.9
	P25	\$60,386	\$1,000	4.5	3.5
	P50	\$69,484	\$2,500	9.0	8.0
	P75	\$88,743	\$2,875	15.5	13.5
Bonus Eligibility	Eligible	43.5%			
	Not Eligible	56.5%			

# Senior Scientist / Scientific Program Manager (continued)

2019 Annual Budget		Actual		Average Years	Average Years
Data as of July 1, 2019		Average	Bonus Paid	with the	in the
		Base Pay		Organization	Position
<b>&lt; \$400,000</b>	Number of Responses	2	1	2	2
	Number of Employees	3	2	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$400,000 - \$699,999</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$700,000 - \$999,999</b>	Number of Responses	4	2	4	4
	Number of Employees	4	2	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>\$1,000,000 - \$1,499,999</b>	Number of Responses	5	1	5	5
	Number of Employees	11	1	11	11
	Average	\$60,857	*****	12.8	7.6
	P25	\$60,000	*****	11.0	3.0
	P50	\$60,000	*****	14.0	4.0
	P75	\$68,000	*****	16.0	14.0
<b>\$1,500,000 - \$2,999,999</b>	Number of Responses	6	1	6	6
	Number of Employees	11	2	11	11
	Average	\$91,356	*****	9.8	9.8
	P25	\$84,122	*****	5.8	5.8
	P50	\$88,743	*****	8.5	8.5
	P75	\$98,550	*****	9.8	9.8
<b>\$3,000,000 - \$4,999,999</b>	Number of Responses	2	0	2	2
	Number of Employees	2	0	2	2
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>&gt;= \$5,000,000</b>	Number of Responses	3	1	3	3
	Number of Employees	6	1	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Senior Scientist / Scientific Program Manager (continued)

Region		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>North Central U.S.</b> (IL, IN, IA, MI, MN, NE, ND, OH, SD, WI)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northeast U.S.</b> (CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Northwest U.S.</b> (AK, CA, HI, ID, MT, OR, WA, WY)	Number of Responses	16	4	16	16
	Number of Employees	27	5	27	27
	Average	\$84,731	*****	9.3	8.9
	P25	\$68,188	*****	4.8	4.0
	P50	\$78,500	*****	8.5	6.5
	P75	\$104,050	*****	13.3	13.3
<b>South Central U.S.</b> (AK, KS, LA, MO, OK, TX)	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southeast U.S.</b> (AL, DC, FL, GA, KY, MS, NC, SC, TN, VA, WV)	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Southwest U.S.</b> (AZ, CO, NV, NM, UT)	Number of Responses	3	2	3	3
	Number of Employees	4	3	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****



# Senior Scientist / Scientific Program Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Arizona</b>	Number of Responses	1	0	1	1
	Number of Employees	1	0	1	1
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
<b>Bozeman, MT</b>	P75	*****	*****	*****	*****
	Number of Responses	2	0	2	2
	Number of Employees	8	0	8	8
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>California</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
<b>Colorado</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
<b>Michigan</b>	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	<b>Montana</b>	Number of Responses	1	0	1
Number of Employees		1	0	1	1
Average		*****	*****	*****	*****
P25		*****	*****	*****	*****
P50		*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P75	*****	*****	*****	*****
	Number of Responses	4	0	4	4
	Number of Employees	10	0	10	10
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
	Number of Responses	0	0	0	0
	Number of Employees	0	0	0	0
	Average	*****	*****	*****	*****
<b>New England (CT, MA, ME, NH, RI, VT)</b>	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

# Senior Scientist / Scientific Program Manager (continued)

City / State		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Oregon</b>	Number of Responses	4	3	4	4
	Number of Employees	5	4	5	5
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Portland, OR</b>	Number of Responses	2	2	2	2
	Number of Employees	3	3	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Washington</b>	Number of Responses	2	0	2	2
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****

Type of Community		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Urban</b>	Number of Responses	13	3	13	13
	Number of Employees	15	5	15	15
	Average	\$78,494	*****	8.5	7.9
	P25	\$60,000	*****	3.0	3.0
	P50	\$77,000	*****	8.0	5.0
	P75	\$101,400	*****	11.0	10.0
<b>Suburban</b>	Number of Responses	5	1	5	5
	Number of Employees	14	1	14	14
	Average	\$84,347	*****	12.5	9.6
	P25	\$68,000	*****	5.0	5.0
	P50	\$75,000	*****	13.0	8.0
	P75	\$87,486	*****	19.0	13.0
<b>Rural</b>	Number of Responses	5	2	5	5
	Number of Employees	9	2	9	9
	Average	\$64,797	*****	14.4	10.6
	P25	\$60,000	*****	9.0	4.0
	P50	\$63,500	*****	14.0	9.0
	P75	\$69,484	*****	20.0	14.0

# Senior Scientist / Scientific Program Manager (continued)

Field of Work		Actual Average Base Pay	Bonus Paid	Average Years with the Organization	Average Years in the Position
<b>Data as of July 1, 2019</b>					
<b>Consumption and Sustainable Behavior</b>	Number of Responses	1	0	1	1
	Number of Employees	4	0	4	4
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Energy and Climate Action</b>	Number of Responses	4	2	4	4
	Number of Employees	6	3	6	6
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Environmental Health, Environmental Justice</b>	Number of Responses	3	0	3	3
	Number of Employees	3	0	3	3
	Average	*****	*****	*****	*****
	P25	*****	*****	*****	*****
	P50	*****	*****	*****	*****
	P75	*****	*****	*****	*****
<b>Species and Habitat Conservation (Public Lands, Private Lands, Ecosystems, Watersheds, Wildlife Smart Growth, Land Use, Recreation)</b>	Number of Responses	15	4	15	15
	Number of Employees	25	5	25	25
	Average	\$63,950	*****	10.5	7.8
	P25	\$57,500	*****	3.5	3.0
	P50	\$66,250	*****	8.0	5.0
	P75	\$72,242	*****	17.0	11.0

# Credits

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- Organization and effective culture development training and assistance
- Management templates, tools, and resources
- Salary compensation review and assistance