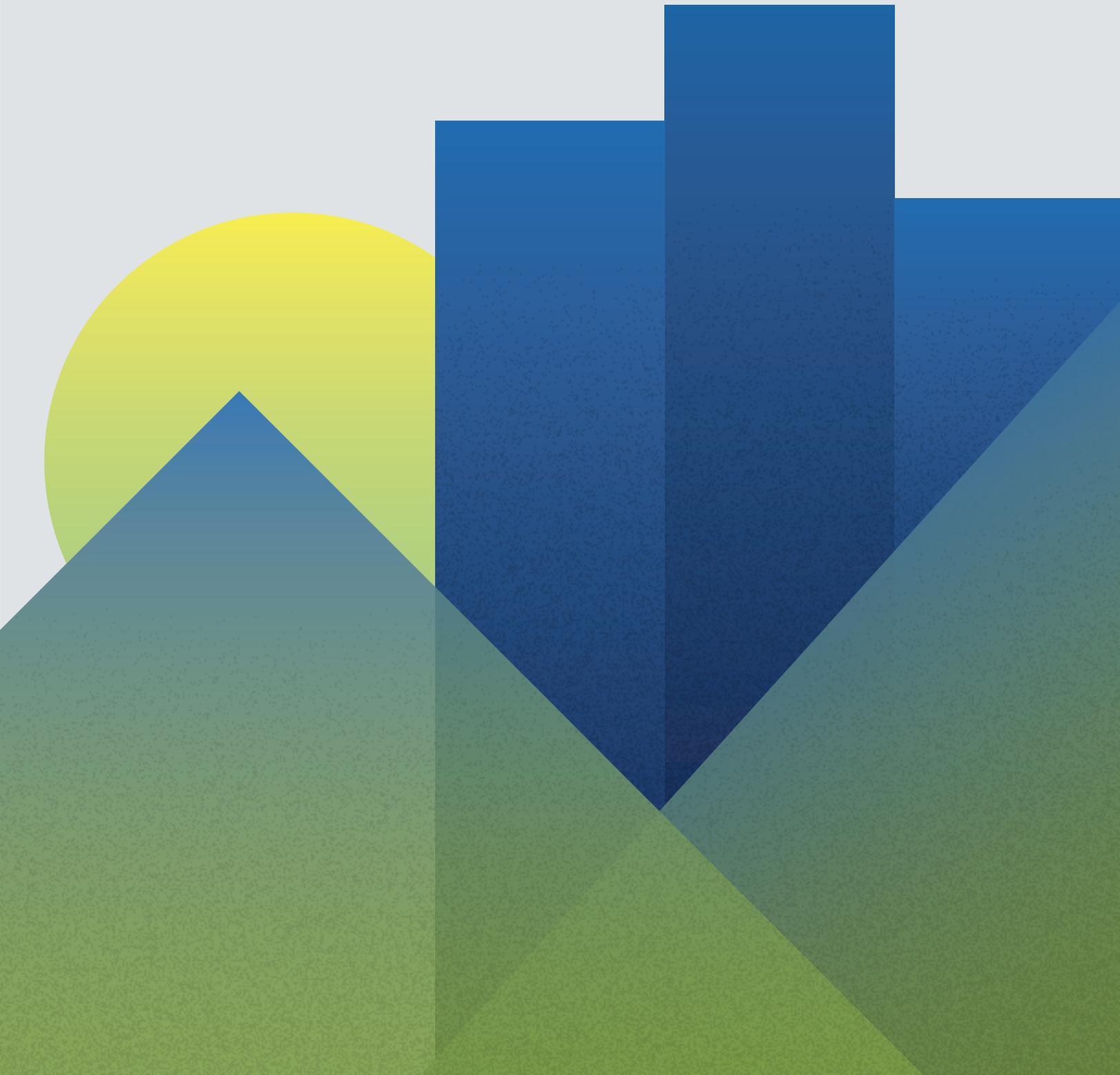




Colorado
NONPROFIT
Association

**2020 COLORADO NONPROFIT
SALARY + BENEFITS SURVEY**



The 2020 Colorado Nonprofit Salary and Benefits Survey is based on data submitted by 125 participating organizations reporting on nearly 80 positions. We are grateful to those who shared their data, allowing all of us to reflect on the current salary and benefits environment for nonprofits in Colorado.

Colorado Nonprofit Association fielded the survey in January 2020, and as the original deadline in mid-March approached, so did an unprecedented crisis that impacted nonprofits and the communities they serve across the state. The COVID-19 crisis demonstrated the critical and significant impact of nonprofits on their communities and the local economy.

This crisis is a reminder of the invaluable contributions of the nearly 190,000 Coloradans directly employed by nonprofits within the state. In many cases, organizations that were already stretched to do more with less depended on their teams to address growing urgent needs. Whether providing front line services, being impacted by public health-driven closures, or feeling the overall strain on our communities, nonprofits are struggling. Nonprofit leaders have the challenge and opportunity to provide fair, equitable employment and compensation practices while rebuilding our communities for a better tomorrow. The 2020 Nonprofit Salary & Benefits Survey is a testament to the attention given to supporting our greatest asset – our people – who dedicate their careers to supporting communities.

The survey was open from January through mid-May to accommodate the shifting priorities of nonprofits as they navigated operations during this period. Data is reflective of benefits and salaries prior to COVID-19 to remain consistent.

The **Benefits** section details insurance, leave time, and other benefits offered by Colorado nonprofits. In this section, you will also find information on general compensation topics – salary increases and bonuses/incentive pay – as well as data on how organizations use internships.

The **Salaries** section provides compensation data for nearly 80 different positions found in nonprofit organizations. When available, the report shows salary data as low, medium, and high range figures (25th, 50th, and 75th percentiles), in addition to averages. We also analyzed data by budget, geographic region, and focus of service. This report also includes data on the minimum level of experience and education required for each position.

THANK YOU TO OUR PARTNERS

Colorado Nonprofit Association thanks its community partners for promoting and encouraging participation in the 2020 Colorado Nonprofit Salary & Benefits Survey to their networks and nonprofit communities.

Community Impact Council
Community Foundation of Southern Colorado
Community Foundation of Southwest Colorado
United Way of Weld County
Yampa Valley Community Foundation

SPECIAL RECOGNITION

Kipp Koren, Data Analysis Volunteer

HOW TO USE THIS SURVEY

STATISTICS

For each position, you will see an average salary, as well as salaries at the 25th, 50th, and 75th percentiles.

- 25th percentile: The point at which 25% of the responses are below and 75% are above.
- 50th percentile: The point at which 50% of the responses are below and 50% are above. This figure is the same as the median.
- 75th percentile: The point at which 75% of the responses are below, and 25% are above.

An average can be more heavily affected by a few very high or very low values within a data set. The median or 50th percentile is often a more accurate figure to use than the average because it's a more reliable representation of the middle of a data set.

Use the 25th and 75th percentile figures when you want to set a salary at a figure other than the median, such as:

- When setting and negotiating salaries for employees with above-average qualifications, consider the 75th percentile figure. Conversely, you may use the 25th percentile to set salaries for employees who are new to a role or who have less than the typical level of qualifications.
- When creating predefined salary ranges (low, starting salary to high or maximum salary) for positions.

WHY ARE SOME SALARY FIGURES BLANK?

The report shows only the average when there are three or four responses for a specific salary level. The report shows both the average and the 50th percentile when there are at least five responses. The report shows the 25th and 75th percentile salaries when there are six or more responses. Some salary data sections, such as compensation for a position by budget size, geographic region, or focus of service, have been omitted because insufficient data exist to report compensation for at least two categories.

MATCHING JOB ROLES & TITLES

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

For positions that are specific to your agency's work or mission:

1. Look in the mission-specific sections of this publication (Healthcare, Mental Health, Food & Housing, etc.)
2. If you can't find a specific position in a mission-specific section, check the Programs category to see if these generic program-related positions are an appropriate match.
3. Unfortunately, some nonprofits have positions that aren't comparable to anything in this publication. (Examples may include Animal Behaviorist, Wardrobe/Costume Designer, or Athletics Coach.) If there is a position missing that you'd like to see in the next survey, please visit ColoradoNonprofits.org to let us know.

HOW TO USE THIS SURVEY

COMBINING SALARIES FROM MULTIPLE POSITIONS

For a position at your agency that includes job responsibilities from two or more positions in this publication, there are several ways you can set a salary (or salary range) for one position by using salary data from multiple positions in this report:

1. Does one role require more experience or more specialized qualifications than the other(s)? To recruit and retain highly qualified employees, you may decide to use salary data from just the highest-paying position in this publication, even if the position at your organization includes other duties as well.
2. When looking to combine salaries from two or more positions, the simplest solution is to calculate the average of those salaries from this publication.
3. Calculate a weighted salary for a position that consists of multiple roles in unequal parts.

CALCULATING A WEIGHTED SALARY

You can determine parameters for setting weighted salaries based on your organization's needs or goals (e.g. based on job duties, weighted by region, and job duties to be competitive with other regions). Let's calculate an appropriate salary for a Volunteer Coordinator position. Their title is Volunteer Coordinator, but their actual job responsibilities involve 50% as a Volunteer Coordinator, 25% as a Program Assistant, and 25% as a Grant Writer based on the job descriptions in this publication.

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

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

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

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

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

$\$36,050 \times 0.5 = 18,025$	$\$32,068 \times 0.25 = 8,017$	$\$46,000 \times 0.25 = 11,500$
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Step 5: Add the weighted salaries together to return the overall weighted salary.

\$18,025	+ \$8,017	+ \$11,500
= \$37,542 Weighted Salary		

DATA COLLECTION

The Association collected salary data via an online survey instrument from January through mid-May 2020. The Association sent requests for participation via email to nonprofit members and other contacts of the Association. We asked participating nonprofits after March 16, 2020 to submit data based on operations from March 1, 2020 to remain consistent with previously collected data (as nonprofits may have changed benefits and salaries in response to COVID-19). As an incentive, survey participants may receive a 50 percent discount on the purchase of this publication.

To encourage participation, we chose to deviate from:

- Required responses: in this survey instrument, there are no questions that require a response. If a respondent was unsure about a question, the survey instrument allowed that question to be skipped, rather than forcing the respondent to choose between entering a potentially meaningless answer or abandoning the survey altogether.
- Required formats: this survey instrument generally did not require open-ended responses to be in a specific format (such as a number). We used multiple-choice checkboxes or drop-down menus for questions in which all valid responses needed to belong to a predefined group, such as an organization's focus of service or a specific job title.

DATA VALIDITY

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

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

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

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

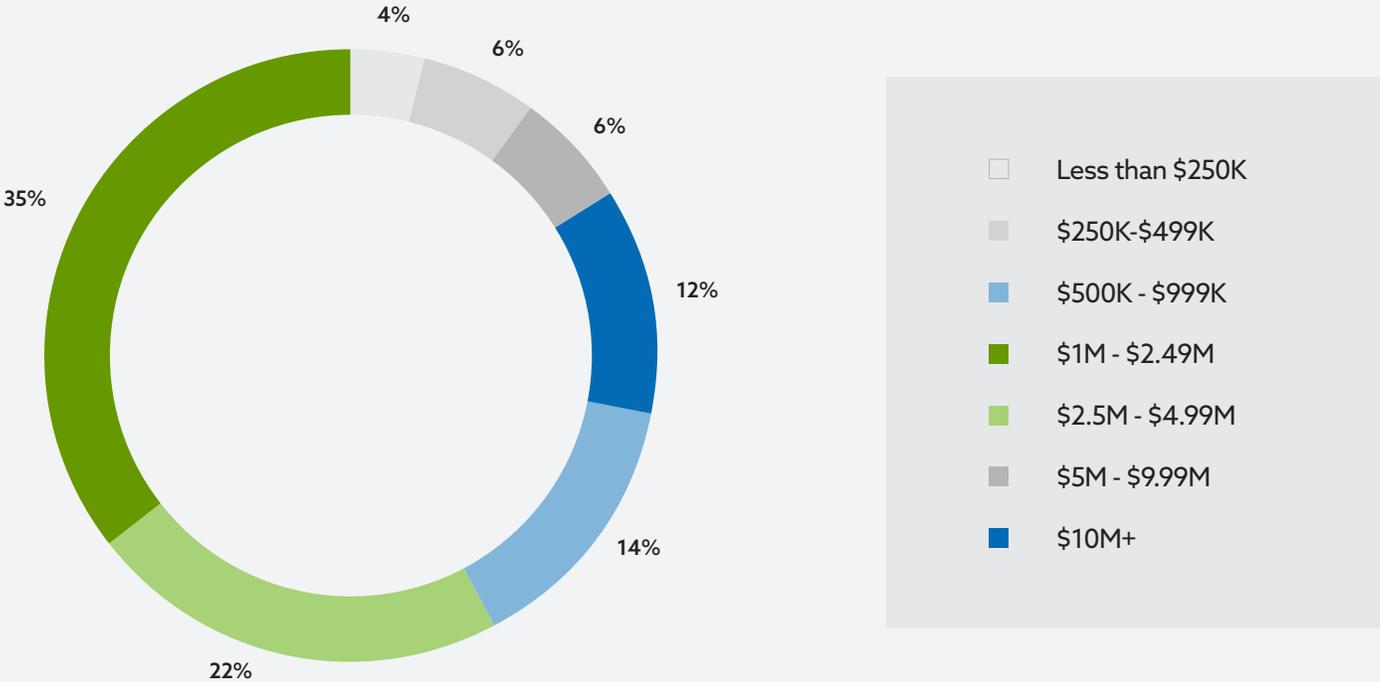
CONFIDENTIALITY

Survey responses are entirely confidential. Colorado Nonprofit Association maintains a secure online collection instrument, performs data analysis, and prepares the final report. The Association never shares individual responses outside the Association. Survey responses are shared only in aggregate, according to the analysis guidelines described in this publication. We do not ask for identifying information from organizations completing the survey.

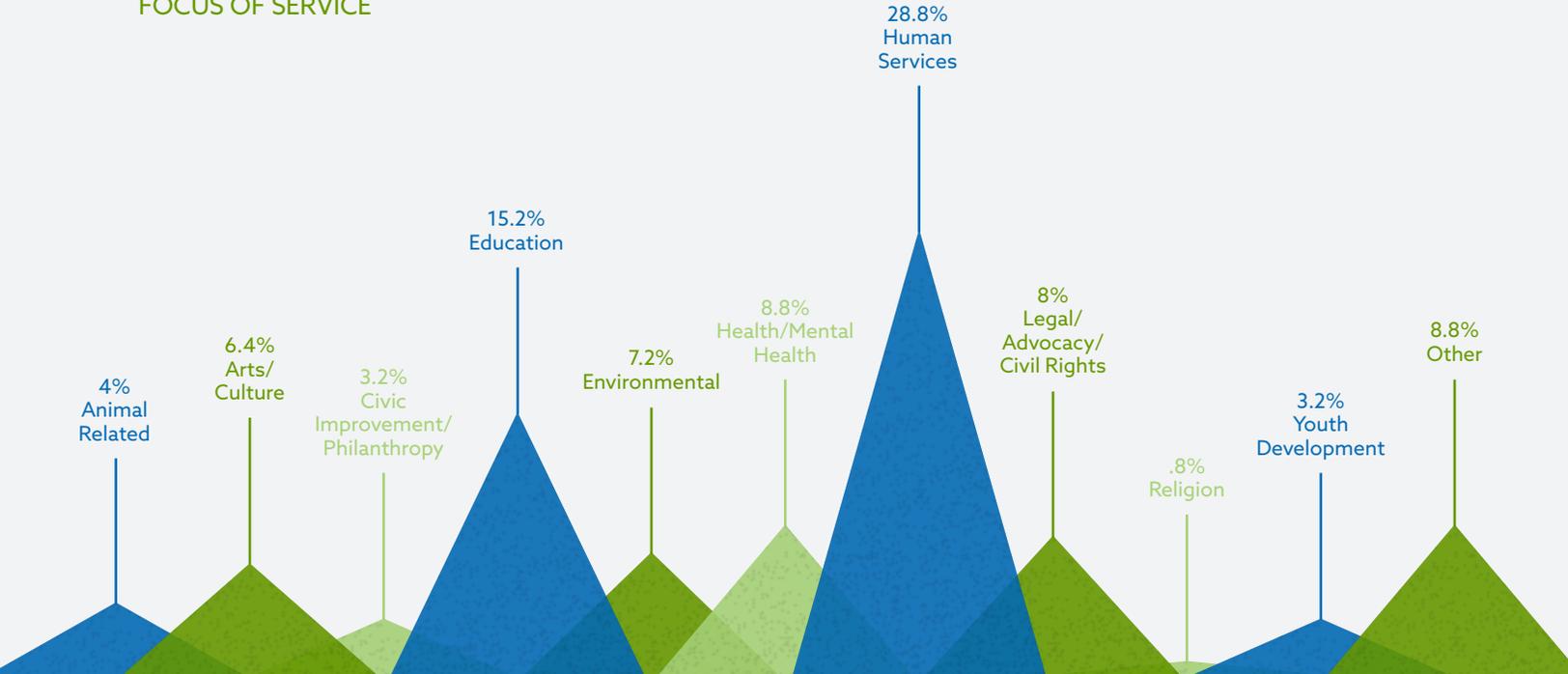
PARTICIPANTS

This year's survey is based on responses from **125 participating organizations**, nearly all of which (98%) are 501(c)(3) nonprofit organizations. The majority of participating organizations have budgets of \$1 million or more.

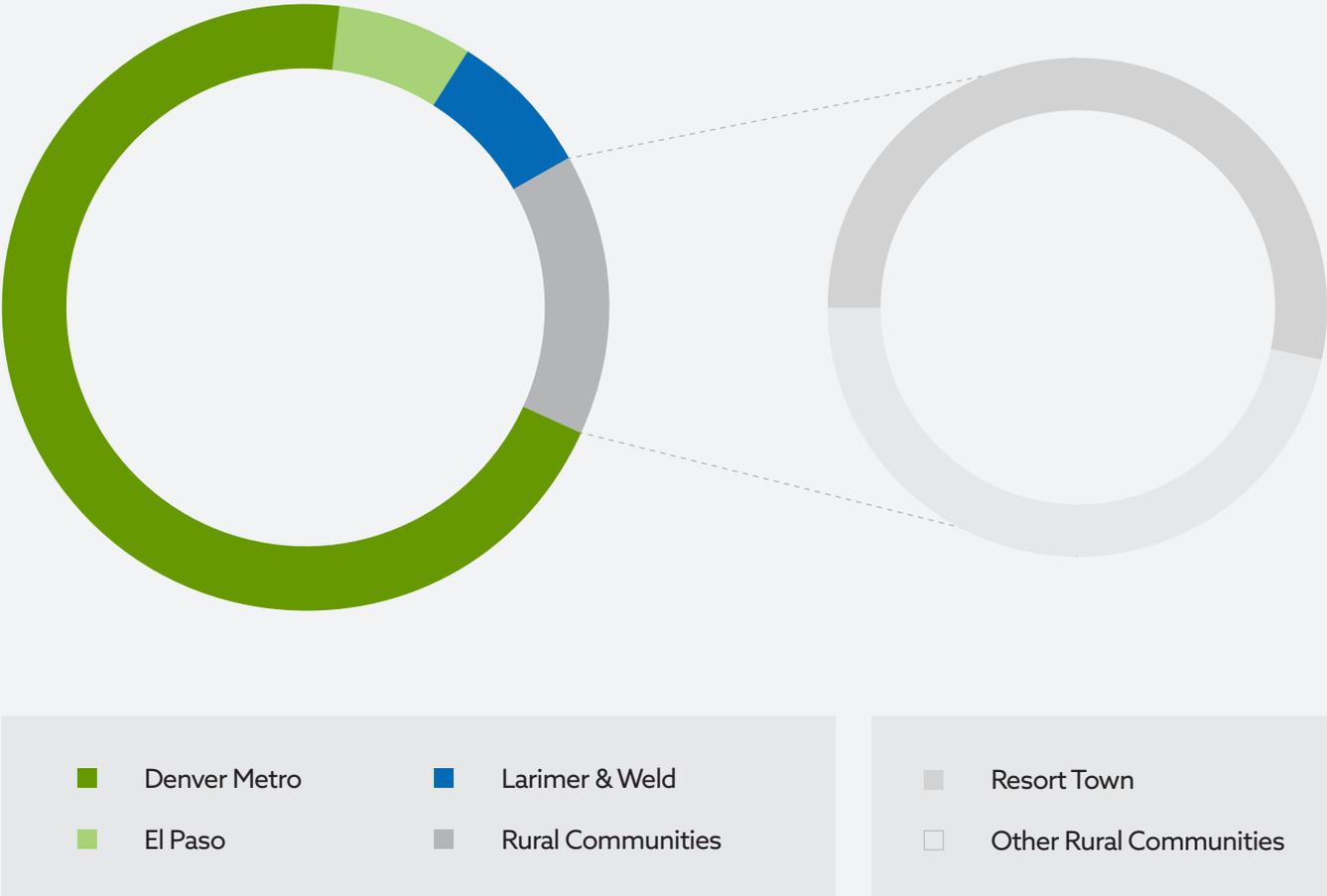
BUDGET SIZE



FOCUS OF SERVICE



COUNTIES & GEOGRAPHIC REGIONS



Salary data is presented by region when available. Resort Towns includes data from participants self-identifying as located in a Resort Town. Rural Communities includes data from Resort Towns as well as other rural communities. The Denver Metro region consists of the seven counties – Arapahoe, Adams, Broomfield, Boulder, Denver, Jefferson, and Douglas.

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