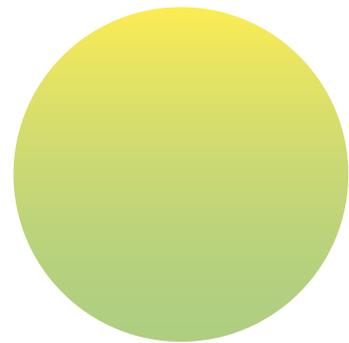




Colorado
NONPROFIT
Association

**2021 COLORADO NONPROFIT
SALARY + BENEFITS SURVEY**



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

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

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

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

ACKNOWLEDGEMENTS

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

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

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HOW TO USE THIS SURVEY

SALARY DATA

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

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

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

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

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

WHY ARE SOME SALARY FIGURES A DIFFERENT COLOR OR BLANK?

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

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

See Salary Data Overview for more information.

MATCHING JOB ROLES & TITLES

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

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

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

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

HOW TO USE THIS SURVEY

CALCULATING A SALARY FOR A POSITION WITH MULTIPLE JOB FUNCTIONS

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

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

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

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

CALCULATING A WEIGHTED SALARY

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

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

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

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

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

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

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

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

DATA COLLECTION

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

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

DATA VALIDITY

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

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

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

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

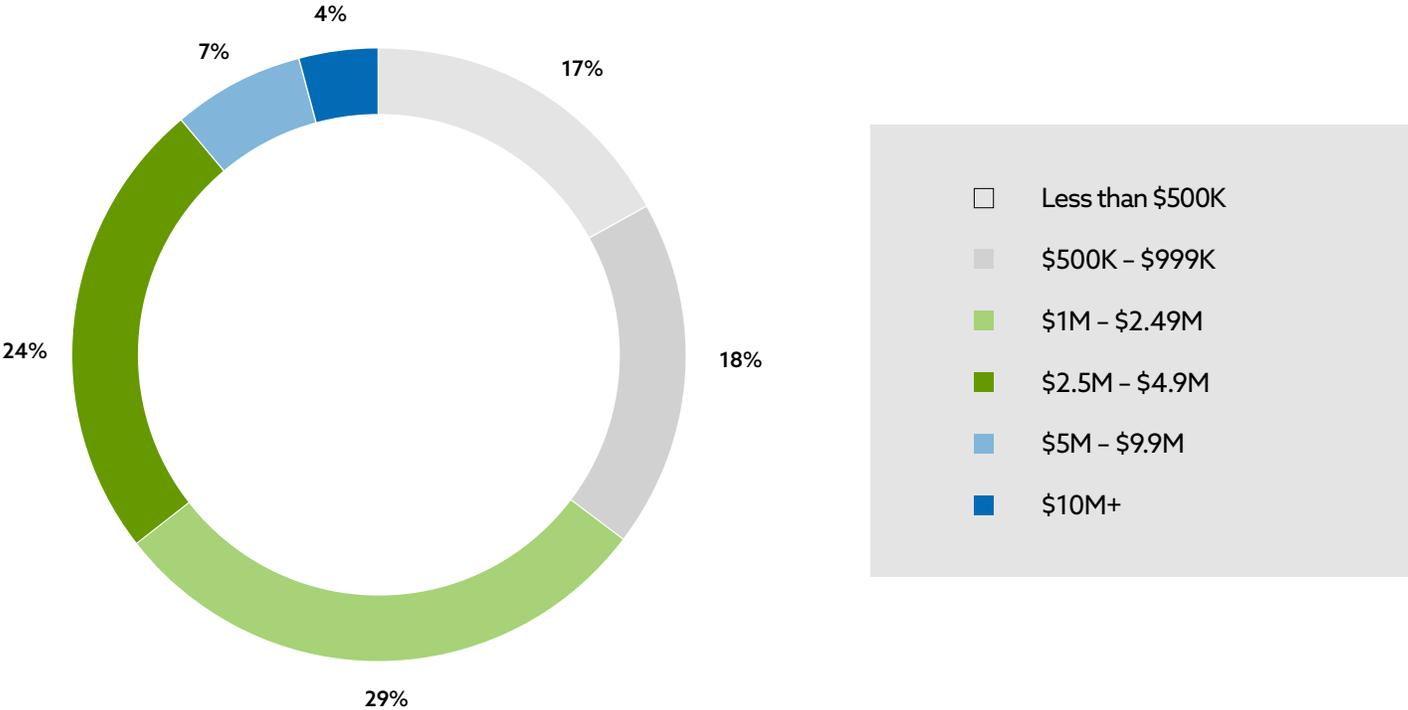
CONFIDENTIALITY

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

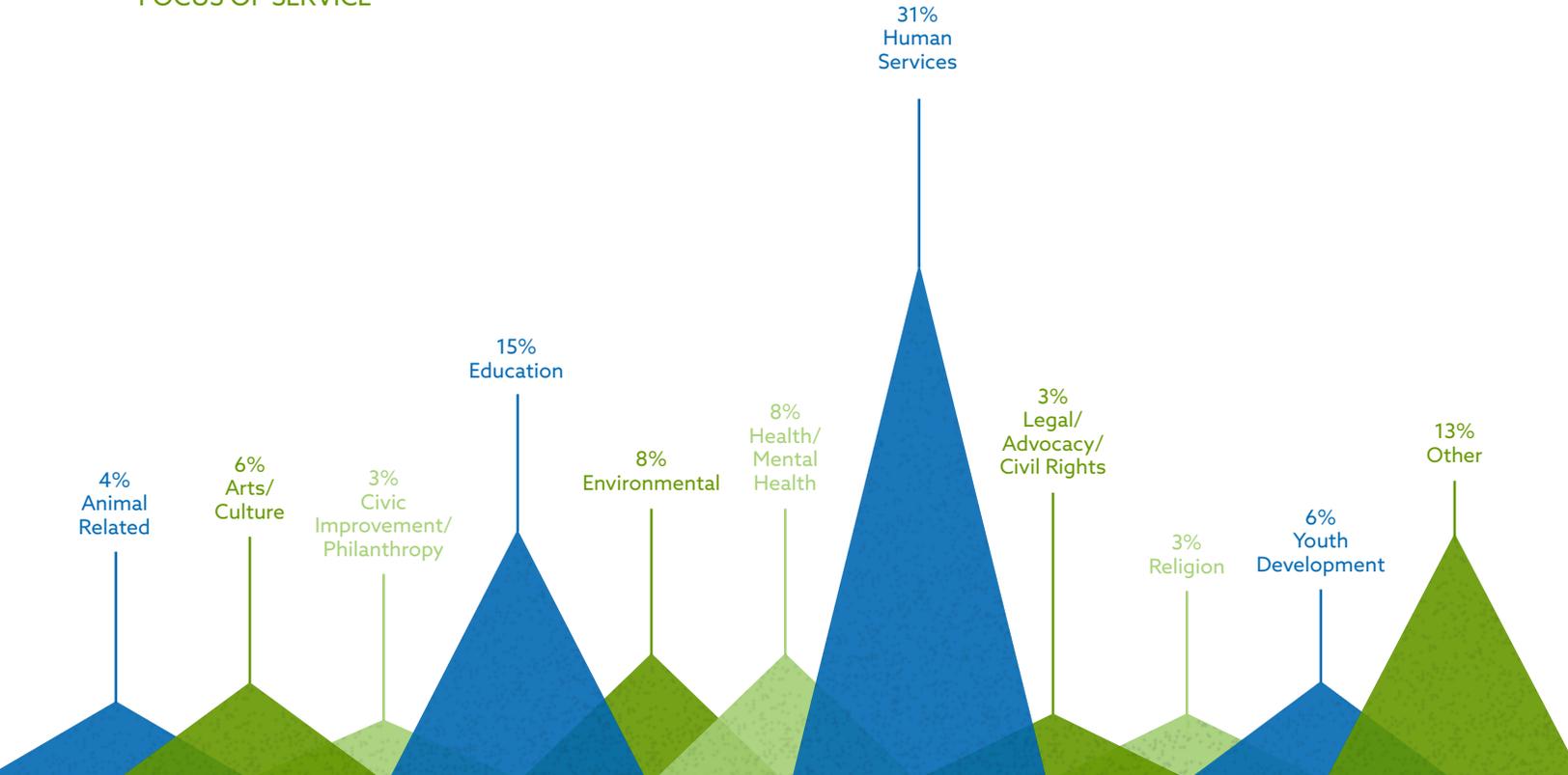
SURVEY PARTICIPANTS

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

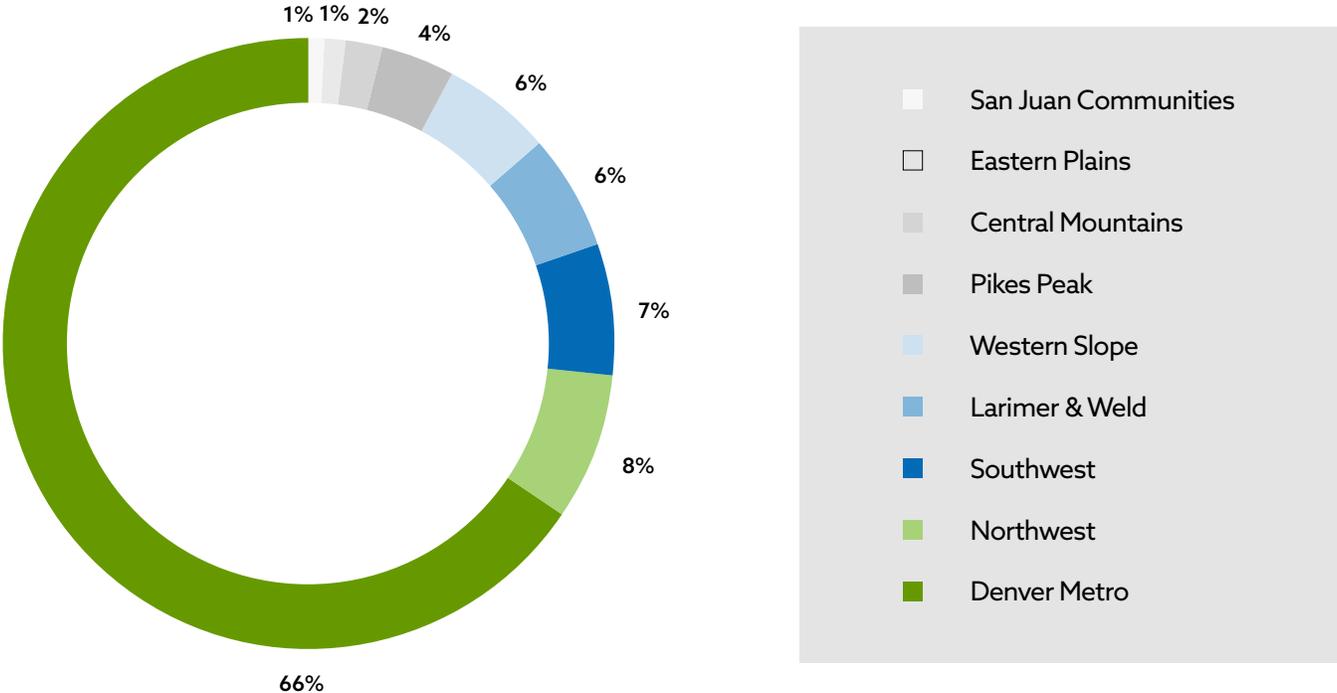
BUDGET SIZE



FOCUS OF SERVICE



GEOGRAPHIC REPRESENTATION



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

REGIONS

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