

2008 SALARY & BENEFITS SURVEY

of Western Environmental Groups



Training Resources for the Environmental Community
600 Agua Fria Street
Santa Fe, New Mexico 87501
www.trec.org



Table of Contents

INTRODUCTION	1
SAMPLE DESCRIPTION	4
Location of Respondents	4
Budget Size of Respondents	5
Regional Breakdown of Respondents	5
Race of Employees	5
BENEFITS ANALYSIS	6
Retirement Benefits by Organization Budget	7
Contributions to Retirement	8
Changes to Overall Benefits Package	9
LEAVE POLICIES	9
First and Fifth Year Time Off	9
Sabbatical and Family Leave Policies	9
SALARY AND STAFFING CHANGES BY BUDGET	10
Pay Increases by Organization Budget	10
Staff Additions/Eliminations	11
OPERATIONS	12
Professional Development and Flex Time	12
Operating Documents	12
Annual Reviews	12
Work From Home Policies	13
Satisfaction with Work From Home Policies	13
OVERALL WAGE ANALYSIS	14
WAGE ANALYSIS BY GENDER	16
WAGE ANALYSIS BY ORGANIZATION BUDGET	18
WAGE ANALYSIS BY REGION	24

Introduction

Over the summer of 2008, TREC conducted its third salary survey of environmental organizations throughout the North American west that work to protect wild lands and wildlife. TREC remains the only nonprofit organization that compiles and disseminates this important information. In all, 169 different organizations – with a range of budgets – completed at least some part of our comprehensive questionnaire.

Everyone in the conservation sector is doing the best they can in these challenging economic times. Nevertheless, we urge our constituents to think critically about their salary and benefit policies. “Our staff are the key to all of our work – our successes would not be possible without them. So only by establishing and following a long range plan for salary and benefit enhancement will conservation groups be able to secure and retain the highest quality employees now and into the future” explains TREC’s Executive Director, Dyan Oldenburg. Among the key findings from our 2008 analysis are the following:

ECONOMIC CRISIS AND ORGANIZATIONAL GROWTH: Everyone working in the nonprofit sector is very conscious of the present turmoil in the economy. Our analysis indicates that throughout 2008 large numbers of environmental groups, regardless of their budget and location, added employees and expanded their payrolls. However, the prospects for a growing conservation sector in 2009 are far dimmer with much smaller percentages of groups planning to expand their staff (Table 11). In addition, over the last four years we have found that surveyed organizations struggle with the costs of fringe benefits. For instance, in 2004 we found that 14 percent of survey respondents decreased their employee benefit packages; in 2006 that number grew to 20 percent. This concerning trend continues with 26% of this year’s survey respondents reporting that they have decreased their employee benefit packages between 2007 and 2009 (Table 7). TREC fully believes that now, especially with a shaky economy, is not the time to take benefits away from our very hard working staff members.

FRINGE BENEFITS: For the first time, we inquired as to the availability of domestic partner benefits – overall, 49% of organizations provide this benefit with greater frequency among groups whose annual budgets exceed \$1M. Our results also indicate that only 68% of responding organizations underwrite 75% or more of the costs of medical insurance. Not surprisingly, smaller groups (those whose budgets are less than \$500K) contribute a smaller percentage to medical insurance. In general, medical insurance is the predominant health benefit offered by those surveyed, with markedly fewer numbers of groups rounding out their benefit packages with dental, vision, disability, and life insurance. Finally, 30% of responding groups do not provide their employees with retirement benefits. We were surprised to find that this percentage remains relatively static across organization size and are concerned that the lack of available benefits may force employees to leave their jobs – and the work they care deeply about – in search of better benefits packages elsewhere.

SALARY TRENDS: All three of our salary and benefits surveys have shown increases over time in median salaries for key organizational leaders including Executive Directors and Program Directors. It is notable, however, that Development Director wages have consistently lagged behind those of other organizational leaders. Specifically, in the current report, median salaries for Development Directors are lower than Executive, Program, Communication, and Program Directors. TREC strongly believes that in this very challenging fundraising climate the solution to financial sustainability is not to cut or squeeze Development Directors’ salaries. This year’s report also shows consistent variation

in employee salaries by organization budget and these results are very similar to those from 2004 and 2006. Again, Executive Directors, Program Managers, and Development Directors of smaller organizations consistently make \$5,000 to \$10,000 less than their colleagues working in larger organizations. Similarly, employees who work for environmental groups with budgets under \$500,000 remain vulnerable. Just as we described in earlier reports, employees in smaller organizations have more limited access to health-care benefits, retirement plans, sabbaticals, and family leave.

GENDER AND RACE: Although the lack of diversity in the environmental sector has been widely discussed, nevertheless we were surprised to see how significant an issue this remains among our constituents. Of the 135 organizations who provided us salary data, a total of 6% of their employees (55 of 1082) are people of color (Table 4). Today, only 68% of the US population is white and by 2050 that number is projected to dip to 46%. Just as important, the number of people of color in the six states most heavily represented in our survey (WA, OR, MT, AK, ID, AZ) is 39% – still significantly greater than the number in our survey results. In reflecting on this trend, Dyan Oldenburg responds: “We must ask how relevant the conservation movement will be in the future if it continues to look so different from the American populace. And, of course, this issue is much more complex than simply ‘diversifying’ our movement – it requires us to continue making our issues relevant to *all* people throughout the country and working hard to *articulate* that relevance to our stakeholders and constituents.”

Just as race remains an issue in the conservation movement, so does gender. It is notable that while a significant majority of staff members represented in the survey are women (59% compared to 41% men), a very large number of organizational leadership positions are filled by men. Specifically, of the 126 Executive Directors in our sample, 63% are men. Women, on the other hand, are overwhelmingly found in support positions such as Administrative Assistants, Office Managers, and Membership Coordinators. It is also noteworthy that the one critical leadership position in which women predominate – Development Directors at 74% - is also the leadership position where wages lag.

OPERATIONS: By very large margins, organizations in our sample provide flex time for full-time staff, they support professional development, and – to a lesser degree – they possess strategic plans and job descriptions (Tables 12 and 13). We found a continuing gap between the frequency of staff reviews and those conducted of Executive Directors (Table 14). More specifically, while 85 percent of staff are reviewed annually, only 79% of Executive Directors are. We urge Boards of Directors to ensure that everyone working in their organization is reviewed annually. Finally, less than 40% of our respondents have consistent sabbatical policies for long-term employees (Table 9). Where they do exist, the average leave period is approximately 2 ½ months.

ACKNOWLEDGMENTS: We thank Wilburforce Foundation for their generous support of TREC and projects such as this. Our thanks also go to our Webmaster, Cheri Ryan, for creating the online survey and to Ellen Roth for managing the data collection process.

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

NARRATIVE COMMENTS: At various points, the salary survey asked for narrative responses. These responses are listed throughout the report with only minor editing. And, on occasion, the same response was provided by more than one organization. When this occurred the number of organizations providing that response is noted in brackets.

Our purpose in producing this report is to provide those working in the environmental sector with information that they can use to gauge their salaries and benefits policies. Our stakeholders have consistently told us that they have used previous results to help compare their policies to those of other similarly situated organizations and, where needed, to adjust their compensation packages. Please let us know what we can do to improve upon this report.

We strongly encourage your comments and questions. TREC is available for individual consultation in helping to identify salaries and benefits (including collecting customized salary data for your organization). If you have questions about the report, please contact William Vesneski, Director of Evaluation and Research, at TREC. He can be reached at: (503) 957-3785 or by email at bill@trec.org.

Sample Description

As Table 1 below indicates, responding organizations come from a wide variety of states and provinces in the west with the greatest number from the Pacific Northwest region. It is important to note that the totals listed in Table 1 refer to organizations which provided benefits data.

TABLE 1. LOCATION OF RESPONDENTS

LOCATION	NUMBER	PERCENT
Washington	21	12%
Oregon	20	12%
Montana	18	11%
Alaska	18	11%
British Columbia	14	8%
Idaho	10	6%
Arizona	6	4%
California	6	4%
Colorado	5	3%
Nevada	5	3%
Utah	5	3%
Wyoming	5	3%
New Mexico	4	2%
Alberta	3	2%
Yukon Territory	2	1%
Northwest Territories	1	1%
National organizations	13	8%
International organizations	2	1%
Others (IA, ME, MA, NJ, NY, NC, PA, CT, VA)	11	5%
TOTAL	169	100%

All organizations were categorized according to budget size (regardless of location). The results of this classification are presented in the table below.

TABLE 2. BUDGET SIZE OF RESPONDENTS

BUDGET	NUMBER	PERCENT
Under \$500,000	57	36%
\$500,001 to \$1M	42	26%
\$1M to \$2M	24	15%
Over \$2M	37	23%
TOTAL	160	100%

Responding organizations were also categorized based upon the state or province they are located. The region with the greatest number of respondents was the Pacific Northwest. The number of organizations within each region is presented below. Please note, multi-state/provincial organizations are not included in this table. In addition, because only a limited number of organizations from California and other states responded, they are not included in the regional analysis.

TABLE 3. REGIONAL BREAKDOWN OF RESPONDENTS

REGION	STATES/PROVINCES	NUMBER	PERCENT
Northwest (NW)	AK, OR, WA	59	43%
Canada	AB, BC, YT, NWT	20	15%
West	ID, MT, WY	33	24%
Southwest (SW)	AZ, CO, NV, NM, UT	25	18%
TOTAL	-	137	100%

The sample represents 1157 individuals working in 135 organizations – 472 of these individuals are men (41%) and 676 are women (59%).

TABLE 4. RACE OF EMPLOYEES

RACE	NUMBER	PERCENT
White/Caucasian	1027	94%
Latino/a	19	2%
African American	10	1%
Asian American	13	1%
Native American	6	1%
Other	7	1%
TOTAL	1082	100%

Benefits Analysis

BENEFIT	LEVEL OF COVERAGE	ALL		< \$500K		\$500 - \$1M		\$1M - \$2M		OVER \$2M	
		NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
MEDICAL INSURANCE	Employer covers 75-100% of cost	106	68%	30	55%	31	77%	20	87%	23	67%
	Employer covers less than 75% of cost	20	13%	4	7%	5	13%	2	9%	7	21%
	Benefit offered/no contribution	21	13%	6	11%	3	7%	--	--	3	9%
	Benefit not offered	9	6%	15	27%	1	3%	1	4%	1	3%
DENTAL INSURANCE	Employer covers 75-100% of cost	69	45%	11	21%	21	52%	16	70%	19	56%
	Employer covers less than 75% of cost	24	15%	5	9%	7	17%	4	17%	6	17%
	Benefit offered/no contribution	31	20%	21	40%	4	10%	1	4%	5	15%
	Benefit not offered	31	20%	16	30%	8	20%	2	9%	4	12%
VISION INSURANCE	Employer covers 75-100% of cost	47	30%	9	17%	15	50%	10	43%	13	38%
	Employer covers less than 75% of cost	17	11%	3	6%	5	17%	3	13%	4	12%
	Benefit offered/no contribution	47	30%	23	43%	10	33%	5	22%	8	24%
	Benefit not offered	43	28%	18	34%	--	--	5	22%	9	26%
LONG-TERM DISABILITY	Employer covers 75-100% of cost	47	31%	5	9%	10	28%	10	44%	21	62%
	Employer covers less than 75% of cost	10	7%	4	7%	2	6%	1	4%	2	6%
	Benefit offered/no contribution	54	36%	24	44%	13	36%	8	35%	7	21%
	Benefit not offered	40	26%	21	39%	11	31%	4	17%	4	12%
SHORT-TERM DISABILITY	Employer covers 75-100% of cost	32	21%	3	6%	7	19%	5	22%	16	47%
	Employer covers less than 75% of cost	9	6%	3	6%	2	6%	--	--	3	9%
	Benefit offered/no contribution	52	34%	26	48%	13	36%	8	35%	9	26%
	Benefit not offered	58	38%	22	41%	14	39%	10	43%	6	18%
LIFE INSURANCE	Employer covers 75-100% of cost	51	34%	4	7%	10	27%	11	50%	23	68%
	Employer covers less than 75% of cost	6	4%	3	6%	2	5%	--	--	1	3%
	Benefit offered/no contribution	49	32%	23	43%	14	38%	6	27%	4	12%
	Benefit not offered	46	30%	24	44%	11	30%	5	23%	6	18%
DOMESTIC PARTNERS	Employer covers domestic partners.	78	49%	11	19%	21	50%	15	63%	24	67%

OTHER HEALTH CARE BENEFITS:

- We cover the government medical plan of \$45 monthly.
- We provide cost of insurance equal to or less expensive than group plan.
- We pay up to 50% of out-of-pocket max plus insurance.
- 85% of actual costs of alternate insurance.
- We are considering setting up reimbursement plan for those that opt out of Group Insurance Plan.
- We provide \$250 per month or \$3000 annually for insurance.
- High deductible health insurance, PLUS employer contribution to HSA account is equal to full deductible (\$2500/5000).
- We pay 80% of their health insurance premium.
- We cover direct cost of insurance.
- We have no standard plan, but pay up to \$300 a month of medical expenses for staff. We will go to a more standard system before year's end.
- Benefit can be used towards anything deemed as positive for an employee's health - insurance, glasses, dental work, yoga glasses, gym membership, running shoes.
- Reimburse 100% medical insurance premium.
- We pay 100% of their cost to be on another plan.
- We also have Health and Daycare FSA's.
- We pay for the first half of the deductible (total \$500 per staff person). That \$500 can be used towards the deductible or towards dental, vision or naturopathic care that isn't covered by our insurance.
- We pay up to \$375/month for reimbursement of health insurance premiums.
- \$1000.00 is deposited into retirement account after 6 months of employment and then a deposit of \$100/month for fulltime workers.

Table 5 details the retirement benefits available to employees. The most common benefit is a 403(b) or 401(k) policy.

TABLE 5. RETIREMENT BENEFITS BY ORGANIZATION BUDGET*

BENEFIT TYPE	ALL (N=169)		UNDER \$500K (N=57)		\$500 TO \$1M (N=42)		\$1M TO \$2M (N=24)		OVER \$2M (N=37)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
No retirement benefit offered	51	30%	18	32%	12	29%	6	25%	13	35%
403(b) or 401(k)	66	39%	19	33%	17	41%	9	38%	17	46%
SIMPLE or SEP <i>(Savings Incentive Match Plans for Employees or Simplified Employee Pension)</i>	39	23%	13	23%	12	29%	5	21%	8	22%
RRSP	7	4%	1	2%	1	2%	2	8%	--	--

*Percentages do not add to 100 because respondents were able to select multiple answers.

OTHER RETIREMENT BENEFITS:

- 401(a) [2 organizations].
- Cash Balance Pension Plan.
- Money Purchase Pension Plan.
- Pension [2 organizations].
- Profit Sharing Plan [2 organizations].

TABLE 6. CONTRIBUTIONS TO RETIREMENT

CONTRIBUTION TYPES	ALL		UNDER \$500K		\$500 TO \$1M		\$1M TO \$2M		OVER \$2M	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Employee and Organization Contribute	89	73%	30	77%	22	71%	13	93%	19	59%
Employee Contribution Only	14	11%	4	10%	4	13%	--		4	13%
No Retirement	20	16%	5	13%	5	16%	1	7%	9	28%
TOTAL	123	100%	39	100%	31	100%	14	100%	32	100%
Average Employer Contribution	5.1%		5.6%		4.0%		5.0%		5.5%	

ADDITIONAL COMMENTS DESCRIBING CONTRIBUTIONS TO RETIREMENT:

- Match 3% on employees' contribution [3 organizations].
- Match up to 6% of employee contribution [2 organizations].
- Matching up to 5% of employee's salary [2 organizations].
- \$6,000 annually is divided between medical insurance and SEP IRA.
- 15% salary to SEP; employee only contribution to optional 403(b).
- 3 % contribution plus up to 2 % match.
- 3% plus an additional 3% match for a total of up to 6%.
- 3% base, then can an additional 4% match.
- 3% matching contribution.
- 3% safe harbor (whether or not employee contributes) and up to 5% match.
- Employer contributions begin after 2 years.
- 5% percent and we will match two percent of an employee's contribution.
- None to 403B, up to 5% of salary per year for SEP.
- Up to another 3 % of employee's individual contribution.
- Sliding scale from 5% to 8% due to longevity.
- Up to 3% depending on the employee's contribution.
- Will also match in 403(b) up to an additional 4%.
- Year 1 = 2.5%; Year 2 = 2.5%; Year 3 = 3.0%; Year 4 = 3.0%.

Our data indicate that more than one-quarter of organizations reduced their benefits packages between 2007 and 2008 and very few increased these packages.

TABLE 7. CHANGES TO OVERALL BENEFITS PACKAGE

TYPE OF CHANGE IN LAST YEAR...	ALL		UNDER \$500K		\$500 TO \$1M		\$1M TO \$2M		OVER \$2M	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
No change in benefits	102	69%	32	64%	27	73%	16	84%	21	60%
Decrease in benefits	39	26%	15	30%	8	22%	3	16%	12	34%
Increase in benefits	8	5%	3	6%	2	5%	--	--	2	6%
TOTAL	149	100%	50	100%	37	100%	19	100%	35	100%

Leave Policies

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

YEAR	TYPE OF TIME OFF	ALL (N=169)	UNDER \$500K (N=58)	\$500 TO \$1M (N=42)	\$1M TO \$2M (N=24)	OVER \$2M (N=36)
FIRST YEAR	Vacation	12	10	10	13	13
	Sick	10	8	10	10	10
	Holiday	9	9	9	10	9
FIFTH YEAR	Vacation	20	20	19	20	20
	Sick	10	8	10	10	10
	Holiday	9	9	9	10	9

TABLE 9. SABBATICAL AND FAMILY LEAVE POLICIES

POLICY	MEASURE	ALL (N=155)		UNDER \$500K (N=52)		\$500 TO \$1M (N=40)		\$1M TO \$2M (N=24)		OVER \$2M (N=33)	
		NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
SABBATICAL	Percent offering sabbatical	61	39%	13	25%	20	50%	8	33%	18	55%
	<i>Average Number Months Off</i>	<i>2.6 months</i>		<i>2.9 months</i>		<i>2.6 months</i>		<i>3.3 months</i>		<i>2.5 months</i>	
FAMILY LEAVE	Percent offering family leave	111	72%	27	52%	33	83%	17	71%	29	88%
	<i>Average Number Weeks Off</i>	<i>13.9 weeks</i>		<i>12.0 weeks</i>		<i>15.1 weeks</i>		<i>12.4 weeks</i>		<i>15.1 weeks</i>	

Salary and Staffing Changes by Budget

A large number of organizations provide their employees regular merit raises with just over one-half providing regular Cost of Living Allowance (COLA) adjustments. The comments following Table 10 indicate the COLA increases are generally tied to changes in the Consumer Price Index (CPI) or are set at between two and four percent.

TABLE 10. PAY INCREASES BY ORGANIZATION BUDGET*

TYPE OF PAY INCREASE	ALL (N=169)		UNDER \$500K (N=57)		\$500 TO \$1M (N=42)		\$1M TO \$2M (N=24)		OVER \$2M (N=37)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Merit raise	109	65%	39	68%	24	57%	15	63%	24	65%
COLA	88	52%	28	49%	20	48%	12	50%	23	62%
Performance bonus	38	23%	12	21%	9	21%	8	33%	7	19%
Non-performance bonus	11	7%	3	5%	3	7%	1	4%	3	8%

*Percentages do not add to 100 because respondents were able to select multiple answers.

IF YOUR ORGANIZATION PROVIDES COST OF LIVING ALLOWANCE (COLA) INCREASES, HOW DO YOU CALCULATE THE INCREASE?

- Consumer Price Index (CPI) [9 organizations].
- 3% [7 organizations].
- Federal standards [4 organizations].
- State average/standard [2 organizations].
- Anchorage CPI [2 organizations].
- Department of Labor [2 organizations].
- Inflation rate [2 organizations].
- 5% [2 organizations].
- 4% [2 organizations].
- 3 to 4% [2 organizations].
- 2 to 4 % [2 organizations].
- 2 % [2 organizations].
- 3.4%.
- Up to 4%.
- Based on a widely-used scale.
- Based on COLA rates published by government.
- Based on provincial COLA announcements.

- Board determines.
- By watching economic indicators.
- COLA Calculate.
- Government stats for region.
- http://www.inflationdata.com/Inflation/Inflation_Rate/HistoricalInflation.aspx
- Inflation rate, including food and energy.
- It is triggered and capped at 3%.
- County numbers.
- Minimally.
- National adjusted for region.
- National COLA.
- On NYNJ CPI.
- Portland index.
- Regional index.
- We give just a flat amount; it is dependent on the overall budget.
- We use the Oregon state official consumer price index.
- We use Wyoming census stats.

TABLE 11. STAFF ADDITIONS/ELIMINATIONS*

ADDITION OR ELIMINATION	ALL (N=157)		UNDER \$500K (N=53)		\$500 TO \$1M (N=41)		\$1M TO \$2M (N=24)		OVER \$2M (N=32)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Added positions in 2008.	115	73%	30	57%	31	76%	21	88%	27	84%
Eliminated positions in 2008.	92	56%	11	21%	15	37%	3	13%	7	22%
Will add positions in 2009.	39	25%	28	53%	27	66%	16	67%	16	50%
Will eliminate positions in 2009.	12	8%	7	13%	3	7%	--	--	1	3%

**Percentages do not add to 100 because respondents were able to select multiple answers.*

Operations

Respondents report that they provide full-time staff with flex time and professional development funding. They also routinely have strategic plans and job descriptions. In addition, a large number of groups have work-from-home policies which generally lead to satisfactory productivity.

TABLE 12. PROFESSIONAL DEVELOPMENT AND FLEX TIME

POLICY	ALL (N=156)		UNDER \$500K (N=54)		\$500 TO \$1M (N=41)		\$1M TO \$2M (N=24)		OVER \$2M (N=31)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Flex time for full time staff.	154	99%	54	100%	41	100%	24	100%	29	94%
Professional development is funded.	145	93%	47	87%	40	98%	22	92%	29	94%
Average professional development funds per employee:	\$660		\$685		\$711		\$550		\$585	

TABLE 13. OPERATING DOCUMENTS

THE ORGANIZATION POSSESSES...	ALL (N=157)		UNDER \$500K (N=54)		\$500 TO \$1M (N=41)		\$1M TO \$2M (N=24)		OVER \$2M (N=31)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Strategic plan	138	88%	44	81%	37	90%	20	83%	30	97%
Job descriptions	125	80%	39	72%	32	78%	21	88%	26	84%
Work plans	109	69%	36	67%	29	71%	15	63%	24	77%

TABLE 14. ANNUAL REVIEWS

REGULAR REVIEWS ARE CONDUCTED OF...	ALL (N=155)		UNDER \$500K (N=51)		\$500 TO \$1M (N=41)		\$1M TO \$2M (N=24)		OVER \$2M (N=32)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Staff	132	85%	45	88%	33	80%	20	83%	28	88%
Executive Director	123	79%	38	75%	33	80%	20	83%	26	81%

TABLE 15. WORK FROM HOME POLICIES

POLICY	NUMBER	PERCENT
Not an option	13	9%
One day per week	17	11%
One to three days per month	13	9%
Two or more days per week	30	20%
Other	79	51%
TOTAL	152	100%

TABLE 16. SATISFACTION WITH WORK FROM HOME POLICY

SATISFACTION LEVEL	NUMBER	PERCENT
Very successful - much more work is accomplished well than working in the office.	22	17%
Successful - somewhat more work is accomplished well than working in the office.	27	22%
About the same amount of work is accomplished well as when working in the office.	72	56%
Unsuccessful somewhat less work is accomplished well than working in the office	3	2%
Very Unsuccessful - far less work is accomplished well than working in the office	4	3%
TOTAL	128	100%

Overall Wage Analysis

POSITION	NUMBER	MEDIAN SALARY	HIGH SALARY	LOW SALARY
Administrative Assistant	35	31,000	47,113	15,461
Associate Director	31	60,000	115,506	15,000
Attorney	59	54,795	105,069	25,000
Bookkeeper	16	34,903	54,080	26,000
Campaign Director	35	42,000	75,000	28,500
Climate Director	5	50,000	70,000	43,000
Communications Director	35	50,400	75,000	35,360
Communications Assistant/Coordinator	11	35,360	42,000	24,400
Conservation Director	49	50,000	84,000	35,000
Conservation Assistant/Coordinator	15	35,000	65,000	20,800
Development Director	79	48,000	140,500	20,000
Development Assistant/Coordinator	19	36,000	58,000	24,960
Education Director/Specialist	11	42,000	70,000	28,449
Executive Assistant	16	40,800	77,765	26,000
Executive Director	126	65,000	140,000	16,000
Events Coordinator	9	35,000	64,999	13,900
Field Director	6	43,499	50,130	34,999
Field Associate/Coordinator	13	32,000	40,000	26,000
Finance Director/Accountant	51	52,000	105,500	27,870
GIS Specialist	18	41,936	56,000	35,000
Grants Manager/Coordinator	4	42,096	52,000	31,000
Graphic Designer	3	39,520	58,947	37,875
IT Manager/Specialist	10	43,681	85,600	32,178
Lands Director/Coordinator/Steward	42	42,237	78,000	24,960
Legislative Director	3	57,000	73,500	55,000
Major Gifts Director	6	60,000	90,000	41,000
Membership Coordinator	39	33,737	56,000	15,500
Office Manager	42	35,000	61,000	17,050
Online/Website Manager	8	41,342	65,000	30,000
Operations/Administrative Director	31	46,500	82,000	18,000
Organizer	14	37,720	42,640	25,000

POSITION	NUMBER	MEDIAN SALARY	HIGH SALARY	LOW SALARY
Outreach Coordinator/Director	40	35,500	50,000	20,399
Policy Analyst/Advisor/Director	34	47,500	81,072	23,500
Program/Project Assistant/Coordinator	49	33,079	49,999	20,000
Program/Project Director	112	51,750	90,405	24,960
Publications Editor/Writer	8	38,905	67,583	18,000
Regional Director	16	58,224	75,000	31,150
Research Director	9	52,915	65,007	41,600
Restoration Director/Coordinator	6	36,000	40,841	24,000
Scientist	28	51,500	89,250	30,900
Trails Coordinator	5	39,000	43,500	30,500
Water Director	3	37,000	42,203	30,000

Wage Analysis by Gender

POSITION	NO. MEN	MEDIAN SALARY MEN	NO. WOMEN	MEDIAN SALARY WOMEN
Administrative Assistant	1	31,000	33	31,200
Associate Director	17	66,700	14	44,945
Attorney	35	55,000	25	54,590
Bookkeeper	3	35,000	13	34,806
Campaign Director	14	41,000	20	42,000
Climate Director	1	50,000	4	54,100
Communications Director	10	54,219	25	50,000
Communications Assistant/Coordinator	8	36,399	3	35,360
Conservation Director	32	51,750	17	47,250
Conservation Assistant/Coordinator	8	34,500	7	35,000
Development Director	20	44,500	58	49,246
Development Assistant/Coordinator	3	34,650	16	36,834
Education Director/Specialist	5	47,000	6	36,500
Executive Assistant	2	44,800	13	40,000
Executive Director	80	68,237	46	56,399
Events Coordinator	--	--	9	35,000
Field Director	4	43,499	2	43,315
Field Associate/Coordinator	7	32,000	6	33,700
Finance Director/Accountant	18	53,100	32	50,076
GIS Specialist	6	45,250	12	37,742
Grants Manager	1	49,192	3	35,000
IT Manager/Specialist	7	45,133	3	35,000
Lands Director/Coordinator/Steward	26	44,500	16	37,700
Major Gifts Director	2	67,726	4	60,000
Membership Coordinator	4	33,868	35	33,601
Office Manager	8	37,500	33	32,500
Online/Website Manager	3	40,685	4	43,500
Operations/Administrative Director	6	45,000	25	46,740
Organizer	6	36,725	8	37,720
Outreach Coordinator/Director	15	38,500	24	35,000

POSITION	NO. MEN	MEDIAN SALARY MEN	NO. WOMEN	MEDIAN SALARY WOMEN
Policy Analyst/Advisor/Director	15	47,000	19	48,000
Program/Project Director	54	50,700	58	52,500
Program/Project Assistant/Coordinator	11	35,604	37	32,500
Publications Editor/Writer	8	38,905	12	59,639
Regional Director	8	59,687	8	54,349
Research Director	4	57,917	5	50,500
Restoration Director/Coordinator	4	33,500	2	38,000
Scientist	12	59,639	16	49,352
Trails Coordinator	4	37,860	1	39,000

Wage Analysis by Organization Budget

The table lists job title and the number of times people holding that job appeared in the survey sample (in parentheses). To assist organizations, there are five budget categories in the wage analysis compared to four categories in the preceding benefits analysis.

ADMINISTRATIVE ASSISTANT	< \$500K	\$500K TO	\$1M TO \$2M	\$2M TO 5M	\$5M+
Median salary	27,040 (7)	32,500 (10)	27,040 (5)	35,568 (7)	30,000 (6)
Maximum	43,680	41,600	31,000	47,113	41,750
Minimum	22,880	22,216	22,880	15,461	24,000
ASSOCIATE DIRECTOR					
Median salary	41,225 (6)	50,869 (8)	58,000 (5)	68,350 (8)	95,298 (4)
Maximum	42,000	73,365	80,000	105,000	115,506
Minimum	15,000	38,000	38,800	40,000	70,000
ATTORNEY					
Median salary	43,000 (3)	44,205 (15)	48,000 (5)	59,963 (29)	70,999 (7)
Maximum	52,000	73,500	80,000	105,069	73,000
Minimum	25,000	30,000	43,560	38,950	49,999
BOOKKEEPER					
Median salary	29,120 (1)	36,400 (4)	35,600 (4)	34,903 (6)	47,699 (1)
Maximum	--	54,080	41,600	50,000	--
Minimum	--	29,120	31,200	26,000	--
CAMPAIGN DIRECTOR					
Median salary	46,665 (4)	38,400 (12)	40,003 (8)	51,250 (11)	--
Maximum	54,912	47,000	52,000	75,000	--
Minimum	33,144	32,000	33,120	28,500	--
CLIMATE DIRECTOR					
Median salary	--	45,000 (1)	50,000 (1)	63,200 (3)	--
Maximum	--	--	--	70,000	--
Minimum	--	--	--	43,000	--
COMMUNICATIONS DIRECTOR					
Median salary	43,000 (5)	40,497 (4)	48,000 (9)	55,687 (10)	53,439 (7)
Maximum	52,000	44,563	57,876	65,000	75,000
Minimum	35,360	38,450	37,440	37,080	40,000

COMMUNICATION ASSISTANT/COORDINATOR	< \$500K	\$500K TO	\$1M TO \$2M	\$2M TO 5M	\$5M+
Median salary	35,360 (3)	39,000 (3)	38,000 (1)	24,400(1)	34,999 (3)
Maximum	40,000	42,000	--	---	37,800
Minimum	33,280	26,000	--	--	33,000
CONSERVATION DIRECTOR					
Median salary	40,000 (8)	47,000 (17)	60,329 (9)	53,500 (11)	78,990 (4)
Maximum	52,000	64,461	68,000	84,000	84,000
Minimum	35,000	37,440	42,000	39,000	70,000
CONSERVATION ASSISTANT/COORDINATOR					
Median Salary	35,000 (3)	42,000 (4)	35,000 (5)	34,000 (1)	44,750 (2)
Maximum	65,000	31,000	39,481	--	47,500
Minimum	26,000	20,800	24,649	--	42,000
DEVELOPMENT ASSISTANT/COORDINATOR					
Median salary	38,000 (1)	43,925 (4)	34,500 (4)	36,475 (6)	40,038 (4)
Maximum	--	58,000	37,668	53,000	53,000
Minimum	--	28,080	24,960	30,934	30,000
DEVELOPMENT DIRECTOR					
Median salary	38,500 (16)	43,000 (18)	57,600 (14)	56,000 (17)	79,000 (14)
Maximum	50,000	75,000	101,000	105,00	140,500
Minimum	20,000	35,000	34,375	44,000	36,000
EDUCATION DIRECTOR/SPECIALIST					
Median salary	47,000 (2)	49,300 (3)	41,880 (4)	30,064 (2)	--
Maximum	52,000	70,000	47,000	31,680	--
Minimum	42,000	35,000	30,000	28,449	--
EVENTS COORDINATOR					
Median salary	29,000 (2)	32,440 (4)	--	36,000 (1)	49,999 (2)
Maximum	32,000	43,000	--	--	64,999
Minimum	29,000	13,900	--	--	35,000
EXECUTIVE ASSISTANT					
Median salary	27,000 (1)	33,800 (2)	31,200 (2)	40,000 (5)	48,332 (6)
Maximum	--	41,600	--	58,000	77,765
Minimum	--	26,000	--	31,200	35,020

EXECUTIVE DIRECTOR	< \$500K	\$500K TO	\$1M TO \$2M	\$2M TO 5M	\$5M+
Median salary	48,000 (47)	65,000 (39)	83,500 (24)	105,500 (12)	87,280 (4)
Maximum	80,000	112,045	140,000	130,000	125,000
Minimum	16,000	40,000	54,395	78,735	39,520
FIELD DIRECTOR					
Median salary	--	--	--	--	43,499 (6)
Maximum	--	--	--	--	50,130
Minimum	--	--	--	--	34,999
FIELD ASSOCIATE/COORDINATOR					
Median salary	32,500 (4)	32,000 (5)	--	--	35,450(4)
Maximum	40,000	32,000	--	--	35,500
Minimum	26,000	28,080	--	--	31,800
FINANCE DIRECTOR/ACCOUNTANT					
Median salary	35,360 (4)	44,574 (9)	50,400 (13)	59,900 (13)	73,750 (12)
Maximum	41,329	62,400	86,819	87,000	105,500
Minimum	31,200	30,000	27,870	32,500	33,400
GIS SPECIALIST					
Median salary	37,400 (1)	37,936 (2)	55,000 (3)	43,000 (7)	45,000 (5)
Maximum	--	40,872	56,000	46,000	50,700
Minimum	--	35,000	35,000	35,000	36,000
GRANTS MANAGER					
Median salary	--	--	--	49,192 (3)	31,000 (1)
Maximum	--	--	--	52,000	--
Minimum	--	--	--	35,000	--
GRAPHIC DESIGNER					
Median salary	--	--	--	49,233 (2)	37,875 (1)
Maximum	--	--	--	58,947	--
Minimum	--	--	--	39,520	--
IT MANAGER/SPECIALIST					
Median salary	35,000 (1)	43,589 (2)	--	45,133 (3)	50,115 (4)
Maximum	--	55,000	--	56,000	85,600
Minimum	--	32,178	--	42,000	35,000

LANDS PROTECTION COORDINATOR/LAND STE-	< \$500K	\$500K TO	\$1M TO 2M	\$2M TO 5M	\$5M+
Median salary	35,854 (6)	41,844 (8)	46,654 (8)	47,200(10)	41,500 (9)
Maximum	45,000	78,000	68,897	70,000	65,500
Minimum	32,000	31,200	32,000	39,000	27,000
LEGISLATIVE DIRECTOR					
Median salary	57,000 (1)	--	55,000 (1)	73,500 (1)	--
Maximum	--	--	--	--	--
Minimum	--	--	--	--	--
MAJOR GIFTS DIRECTOR					
Median salary	--	--	45,453 (1)	50,500 (2)	90,000 (3)
Maximum	--	--	--	60,000	90,000
Minimum	--	--	--	41,000	60,000
MEMBERSHIP COORDINATOR					
Median salary	32,000 (7)	29,996(10)	35,000 (9)	43,500 (6)	47,250 (7)
Maximum	49,500	36,500	56,000	45,260	54,080
Minimum	15,500	24,960	25,000	30,000	15,600
OFFICE MANAGER					
Median salary	27,997 (8)	32,500 (11)	40,150 (10)	35,171 (10)	46,150 (2)
Maximum	52,000	51,243	61,000	51,000	42,075
Minimum	17,050	26,000	18,720	30,000	38,000
MEMBERSHIP COORDINATOR					
Median salary	32,000 (7)	29,996 (10)	35,000 (9)	43,500 (6)	47,250 (7)
Maximum	49,500	36,500	56,000	45,260	54,080
Minimum	15,500	24,960	25,000	30,000	15,600
OFFICE MANAGER					
Median salary	27,997 (8)	32,500 (11)	40,150 (10)	35,171 (10)	46,150 (2)
Maximum	52,000	51,243	61,000	51,000	42,075
Minimum	17,050	26,000	18,720	30,000	38,000
ONLINE/WEBSITE MANAGER					
Median salary	--	--	34,320 (1)	42,000 (5)	51,000 (2)
Maximum	--	--	--	50,000	65,000
Minimum	--	--	--	30,000	37,000

OPERATIONS/ADMINISTRATION DIRECTOR	< \$500K	\$500K TO	\$1M TO 2M	\$2M TO 5M	\$5M+
Median salary	40,050 (4)	32,000 (9)	50,000 (11)	58,750 (4)	78,000 (3)
Maximum	73,000	50,960	75,000	82,000	80,000
Minimum	35,000	18,000	32,000	46,740	46,500
ORGANIZER					
Median salary	30,000 (3)	37,440 (7)	38,000 (3)	40,000 (1)	
Maximum	41,600	42,640	42,000	--	
Minimum	30,000	25,000	35,000	--	
OUTREACH DIRECTOR/COORDINATOR					
Median salary	33,280 (9)	37,000 (15)	49,067 (6)	40,000 (5)	45,000 (5)
Maximum	37,440	50,000	32,779	45,000	49,625
Minimum	22,800	24,960	20,399	35,000	37,440
POLICY ANALYST/ASSOCIATE					
Median salary	36,000 (1)	41,000 (13)	46,000 (10)	48,675 (8)	55,000 (2)
Maximum	--	69,212	81,072	80,000	--
Minimum	--	23,500	27,040	35,800	--
PROGRAM ASSISTANT/COORDINATOR					
Median salary	31,000 (7)	32,500 (17)	32,000 (11)	40,000 (1)	39,999 (13)
Maximum	41,600	40,000	42,723	--	49,999
Minimum	24,960	20,000	26,000	--	31,000
PROGRAM DIRECTOR					
Median salary	39,270 (13)	45,500 (22)	45,650 (30)	62,000 (21)	58,500 (26)
Maximum	59,000	74,048	75,000	87,000	90,405
Minimum	34,000	34,000	29,500	45,500	38,110
PUBLICATIONS DIRECTOR/MANAGER					
Median salary	25,500 (2)	38,905 (2)	--	39,500 (2)	67,583 (2)
Maximum	33,000	40,560	--	48,500	55,537
Minimum	18,000	37,250	--	30,500	43,491
REGIONAL DIRECTOR					
Median salary	39,750 (2)	41,575 (2)	58,224 (4)	56,000 (3)	66,000 (5)
Maximum	47,500	52,000	68,000	60,000	75,000
Minimum	32,000	31,150	45,750	51,250	60,375

RESEARCH DIRECTOR	< \$500K	\$500K TO 1M	\$1M TO 2M	\$2M TO 5M	\$5M+
Median salary	--	45,000 (3)	56,457 (4)	65,007 (1)	50,500 (1)
Maximum	--	54,496	62,920	--	--
Minimum	--	41,600	50,000	--	--
RESTORATION DIRECTOR/COORDINATOR					
Median salary	34,500 (2)	35,000(3)	40,841 (1)	33,500(2)	42,203 (1)
Maximum	37,000	39,000	--	37,000	--
Minimum	32,000	24,000	--	30,000	--
SCIENTIST					
Median salary	37,440 (3)	44,402 (8)	65,770 (2)	53,315 (12)	88,000 (3)
Maximum	40,000	64,148	66,540	86,500	89,250
Minimum	30,900	38,000	65,000	38,396	70,000
TRAILS COORDINATOR					
Median salary	37,680 (2)	--	37,000 (2)	--	39,000 (1)
Maximum	40,000	--	43,500	--	--
Minimum	35,360	--	30,500	--	--

Wage Analysis by Region

The table lists the job title and, in parenthesis, the number of times people holding that job appeared in the survey sample. Salary data were provided by 135 organizations. It is important to note that the regional analysis does not include organizations that work nationally or internationally, and it does not include organizations from states with limited data (Iowa, Maine, Massachusetts, New Jersey, New York, North Carolina, Pennsylvania, Connecticut, and Virginia). Organizations from these states are included in all other analyses.

ADMINISTRATIVE ASSISTANT	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	27,040 (13)	37,606 (5)	27,000 (5)	39,000 (4)
Maximum	41,600	43,680	37,440	47,113
Minimum	21,216	15,461	22,880	29,120
ASSOCIATE DIRECTOR				
Median salary	41,800 (8)	55,000 (1)	62,750 (6)	57,295 (10)
Maximum	73,000	--	80,000	99,750
Minimum	15,000	--	28,200	38,212
ATTORNEY				
Median salary	43,000 (14)	65,000 (11)	52,000 (1)	54,459 (15)
Maximum	73,500	105,069	--	89,000
Minimum	25,000	38,950	--	32,000
BOOKKEEPER				
Median salary	33,003 (6)	35,360 (2)	35,360 (2)	39,560 (2)
Maximum	54,080	41,600	39,520	50,000
Minimum	31,200	29,120	31,200	29,120
CAMPAIGN DIRECTOR				
Median salary	34,872 (9)	44,803 (5)	33,120 (6)	40,000 (7)
Maximum	52,000	54,912	41,000	51,000
Minimum	32,000	33,144	28,500	38,000
CLIMATE DIRECTOR				
Median salary	45,000 (1)	--	43,000 (1)	--
Maximum	--	--	--	--
Minimum	--	--	--	--

COMMUNICATIONS DIRECTOR	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	47,500 (11)	55,227 (2)	41,995 (3)	43,781 (6)
Maximum	57,876	56,375	55,000	70,000
Minimum	36,523	54,080	35,360	37,080
COMMUNICATION ASSISTANT/COORDINATOR				
Median salary	38,000 (3)	40,000 (1)	28,840 (2)	--
Maximum	42,000	--	33,280	--
Minimum	26,000	--	24,400	--
CONSERVATION DIRECTOR				
Median salary	46,000 (20)	56,630 (2)	45,133 (10)	55,000 (5)
Maximum	68,000	67,500	82,000	66,000
Minimum	35,000	45,760	37,500	35,000
CONSERVATION ASSISTANT/COORDINATOR				
Median Salary	33,399 (6)	65,000 (1)	35,000 (2)	30,000 (3)
Maximum	42,000	--	35,000	32,000
Minimum	20,800	--	35,000	26,000
DEVELOPMENT ASSISTANT/COORDINATOR				
Median salary	32,874 (4)	32,000 (3)	46,000 (2)	36,000 (4)
Maximum	53,851	38,950	58,000	53,000
Minimum	24,960	30,934	34,000	33,000
DEVELOPMENT DIRECTOR				
Median salary	44,290 (27)	53,962 (3)	42,4000 (12)	42,500 (10)
Maximum	101,000	57,200	67,000	85,000
Minimum	28,000	33,144	30,883	20,000
EDUCATION DIRECTOR/SPECIALIST				
Median salary	35,000 (7)	45,760 (3)	38,000 (1)	--
Maximum	70,000	52,000	--	--
Minimum	28,449	42,000	--	--
EVENTS COORDINATOR				
Median salary	26,000 (3)	--	34,000 (4)	--
Maximum	42,000	--	43,000	--
Minimum	26,000	--	13,900	--

EXECUTIVE ASSISTANT	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	31,200 (4)	--	31,200 (1)	35,020 (3)
Maximum	41,600	--	--	47,343
Minimum	26,000	--	--	27,000
EXECUTIVE DIRECTOR				
Median salary	68,716 (50)	65,000 (12)	58,000 (26)	55,132 (20)
Maximum	112,045	115,000	108,004	130,000
Minimum	39,000	40,000	31,200	26,400
FIELD DIRECTOR				
Median salary	--	--	--	36,500 (1)
Maximum	--	--	--	--
Minimum	--	--	--	--
FIELD ASSOCIATE/COORDINATOR				
Median salary	32,000 (4)	--	40,000 (1)	27,040 (4)
Maximum	32,000	--	--	39,000
Minimum	32,000	--	--	26,000
FINANCE DIRECTOR/ACCOUNTANT				
Median salary	48,233 (19)	47,525 (2)	45,687 (6)	80,000 (3)
Maximum	70,000	52,000	70,000	86,819
Minimum	27,870	43,050	30,000	33,280
GIS SPECIALIST				
Median salary	43,000 (3)	36,000 (2)	37,936 (2)	38,084 (3)
Maximum	55,000	36,000	40,872	56,000
Minimum	35,000	36,000	35,000	37,400
GRANTS MANAGER				
Median salary	50,596 (2)	--	35,000 (1)	--
Maximum	52,000	--	--	--
Minimum	49,192	--	--	--
IT MANAGER/SPECIALIST				
Median salary	35,000 (3)	--	--	42,230 (1)
Maximum	45,133	--	--	--
Minimum	32,178	--	--	--

LANDS PROTECTION COORDINATOR/LAND STE-	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	36,132 (6)	39,000 (2)	50,000 (13)	32,000 (1)
Maximum	58,500	41,600	78,000	--
Minimum	32,000	36,400	31,200	--
LEGISLATIVE DIRECTOR				
Median salary	57,000 (1)	--	--	--
Maximum	--	--	--	--
Minimum	--	--	--	--
MAJOR GIFTS DIRECTOR				
Median salary	--	60,000 (1)	45,453 (1)	--
Maximum	--	--	--	--
Minimum	--	--	--	--
MEMBERSHIP COORDINATOR				
Median salary	31,200 (13)	--	33,025 (8)	33,193 (5)
Maximum	56,000	--	44,000	49,500
Minimum	15,500	--	25,000	29,993
ONLINE/WEBSITE MANAGER				
Median salary	34,320 (1)	--	40,685 (1)	--
Maximum	--	--	--	--
Minimum	--	--	--	--
OFFICE MANAGER				
Median salary	34,750 (18)	42,260 (3)	28,422 (6)	35,000 (5)
Maximum	61,000	50,544	40,000	52,000
Minimum	17,050	40,000	18,720	26,000
OPERATIONS/ADMINISTRATION DIRECTOR				
Median salary	44,000 (9)	45,000 (7)	68,897 (3)	39,302 (6)
Maximum	80,000	73,000	82,000	55,120
Minimum	18,000	29,250	48,360	28,122
ORGANIZER				
Median salary	38,225 (8)	--	39,520 (2)	30,000 (3)
Maximum	42,640	--	41,600	35,000
Minimum	25,000	--	37,440	30,000

OUTREACH DIRECTOR/COORDINATOR	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	35,000 (15)	34,600 (5)	33,990 (7)	29,120 (4)
Maximum	46,500	49,067	45,000	38,480
Minimum	20,399	31,200	24,960	22,880
POLICY ANALYST/ASSOCIATE				
Median salary	44,500 (20)	--	--	50,000 (3)
Maximum	81,072	--	--	80,000
Minimum	23,500	--	--	39,099
PROGRAM ASSISTANT/COORDINATOR				
Median salary	33,079 (13)	31,200 (1)	30,000 (13)	34,000 (8)
Maximum	45,000	--	40,000	41,600
Minimum	24,960	--	20,800	30,000
PROGRAM DIRECTOR				
Median salary	49,315 (23)	41,600 (3)	42,100 (20)	50,000 (39)
Maximum	74,048	52,000	63,000	85,500
Minimum	37,500	39,397	24,960	34,000
PUBLICATIONS DIRECTOR/MANAGER				
Median salary	25,500 (2)	40,560 (1)	37,250 (1)	43,491 (1)
Maximum	33,000	--	--	--
Minimum	18,000	--	--	--
REGIONAL DIRECTOR				
Median salary	--	--	47,500 (3)	31,575 (2)
Maximum	--	--	57,448	32,000
Minimum	--	--	45,750	31,150
RESEARCH DIRECTOR				
Median salary	58,708 (4)	--	50,000 (3)	--
Maximum	65,007	--	60,000	--
Minimum	45,000	--	41,600	--
RESTORATION DIRECTOR/COORDINATOR				
Median salary	34,500 (2)	--	--	37,920 (2)
Maximum	37,000	--	--	40,841
Minimum	32,000	--	--	35,000

SCIENTIST	NORTHWEST	CANADA	WEST	SOUTHWEST
Median salary	55,130 (7)	55,350 (5)	71,250 (2)	39,520 (7)
Maximum	81,603	86,500	77,500	53,040
Minimum	38,396	43,000	65,000	30,900
TRAILS COORDINATOR				
Median salary	40,000 (3)	--	35,360 (1)	--
Maximum	43,500	--	--	--
Minimum	40,000	--	--	--