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### SALARIES BY TITLE

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<td>Associate</td>
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For more information about this survey and other findings, visit [PEERYFOUNDATION.ORG/SALARYBENCHMARKING](http://PEERYFOUNDATION.ORG/SALARYBENCHMARKING) CONTINUED
BENEFITS: 
EMPLOYEE RECOGNITION

Employee recognition is common in the private sector, but it is a practice that has made its way into the nonprofit world. Recognition can come in many forms: in-kind gifts, financial bonuses tied to results or time spent at the organization, or non-monetary bonuses are just a few examples.

Do you provide employee recognition in the form of bonuses?

Of the 70 organizations that responded, 53% of those organizations do provide some form of employee recognition (42 organizations), whereas the remaining 35% do not (28 organizations). Nine organizations (11% of the sample) chose not to respond.

When we examined this in further detail, it appears that only organizations with larger budgets ($501K and above) are able to provide this benefit. Organizations with budgets of $500K or below seem unable to support any type of employee recognition.

Percentage of organizations that provide employee recognition by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>63%</td>
<td>17%</td>
<td>20%</td>
<td>41</td>
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<tr>
<td>$1M - $2M</td>
<td>50%</td>
<td>45%</td>
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</table>

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING
Upon further analysis, we noticed a few different forms of employee recognition were common in our survey sample. Most of the organizations (67%) that provided employee recognition did it through performance bonuses, evaluated at different intervals throughout the year and either as a percentage of the employee's salary or a fixed amount. The second most popular form was a non-financial reward, like a gift card or recognition in an annual report (19%). Third was an annual bonus that was evaluated solely at the end of the year, generally tied to cost of living increases. And finally, one organization provided a bonus for employees based on how well the organization did that year.

For the organizations that responded with narrative, here are some of the details that they offered up:
- We give out annual employee of the year awards that are paired with either a $500 or $1000 bonus. We also have a quarterly performance bonus program where managers award their star performers for the quarter with a bonus of $250-$500.
- We operate under a merit pay and evaluation process, but from time to time offer gifts/bonuses for achieving substantial goals outside of this process. It is handled on a case-by-case basis.
- Small denomination gift cards: 1, 3, 5, 10, 15, 20-year awards. Spot awards given by supervisor.
- We regularly increase salaries each year, combining COLA and increases towards a known salary target. If a teammate is performing, they’ll make progress towards salary goals each year.

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, the survey asks respondents which employee groups are eligible for ‘incentive pay’ or bonuses. The following percentage of organizations sampled provide bonuses for the associated employee groups:
- Executive Directors: 33%
- Management staff: 29%
- Professional staff: 24%
- Support and administrative staff: 25%

If you plan to implement a financial bonus structure at your organization, read this Guidestar report on how to avoid IRS sanctions when structuring your policy:
A benefit like flexible working hours can serve many purposes for employees – it can be a way to avoid commuting, to spend more time at home with family, or can allow a parent to share childcare duties with a spouse. Flexible working hours can mean anything from shifted work hours (e.g., 10am-6pm), telecommuting a certain number of days per week, or fixed shut downs after chaotic organizational schedules.

Do you provide flexible work hours?

Of the 71 organizations that responded, 84% of those organizations provide flexible work hours (66 organizations), whereas the remaining 6% do not (five organizations). Eight organizations (10% of the sample) chose not to respond.

When we examined this in further detail, it appears that organizations of any budget size are able to provide flexible work hours, especially those with smaller budgets.
Because flexible work policies vary widely across the organizations in our sample, we decided to provide more qualitative information. For the organizations that responded with narrative, here are some of the details that they offered up:

- All of the above. Any day of the year, we offer a flexible schedule. It is not a clock-in, clock-out culture; people work when it works for them and their department/program needs. We take two agency-wide breaks per year. We shut down between Christmas to New Years Day, as well as a few days to a week around Fourth of July. Many employees choose to work from home from time to time. We also offer flexible work schedules for new moms and dads as they transition back into the work place.
- Flex Fridays: employees can opt to work remotely on Fridays after setting project goals with manager.
- Everybody works from home or rents a desk at a co-work space (like Impact Hubs). Everybody makes their own hours but we schedule daily huddles to stay coordinated.
- Employees can come to work within a two-hour window in the morning. We do not have mandatory shut-down periods. We work many extra evenings in the summer and offer comp time as an offset. Employees can work from home on special projects.
- Program staff work until 8 pm at least one night a week. On these days, they come in at noon. We shift to 10 to 6 for all staff during the summer as we close the office at 6. Sometimes people work from home.
- People can work the hours they want as long as they are working during the times where it is essential that they are in the office, and as long as their schedule does not make it too difficult for intra-staff meetings.
- We have no punch clocks. We hold all team members accountable to the deliverables that are tied to each of our roles. We give each team member the autonomy to determine what hours they work to achieve the ambitious deliverables of their role. In the US office, Fridays are work from home days. Coming into the office Monday-Thursday is preferred to foster collaboration via co-location.
Health insurance is often one of the first benefits that employers put in place to protect their employees. The coverage varies by employer, but can range from a partial cost-share to 100% coverage for the employee and the employee’s dependents.

Do you provide health insurance?

Of the 72 organizations that responded, 85% of those organizations do provide health insurance (67 organizations), whereas the remaining 6% do not (five organizations). Seven organizations (9% of the sample) chose not to respond.

When we examined this in further detail, it appears that almost all organizations prioritize the provision of health insurance for their employees. It appears that once organizations have a budget of under $1M, it is slightly more likely that they cannot pay for health insurance; the smaller the organization’s budget, the higher the likelihood that they do not provide insurance. But the majority of organizations, all the way to budgets of $101K - $250K, are able to provide this benefit to their employees.

Percentage of organizations that provide health insurance by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>83%</td>
<td>2%</td>
<td>15%</td>
<td>41</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td>95%</td>
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<tr>
<td>$101K - $250K</td>
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<tr>
<td>Below $100K</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>
Upon further analysis, we saw that 28 organizations (35% of the total sample) provided some form of health insurance for dependents—ranging from a dollar amount stipend to full coverage for at least one or two dependents.

Dependent coverage by budget

For the organizations that responded with narrative, here are some of the details that they offered up:
- For our two most popular plans, we cover 95% of the cost for employee only coverage, 80% for employee +1 dependent, and 78% for 2+ dependents.
- We cover all employees who work 30 hours or more a week. We offer two HMO plan options. We cover 90% of cost for individuals and 50% cost for dependents.
- The organization pays up to $475 of all medical premiums for employees and $575 with dependents.
- Percent coverage varies by employee. We offer medical, dental, vision, LTD, and a $500 Wellness program.
- Pay 85% for employee, spouse and dependents
- 80/20 cost share for employees; 40/60 for dependents.
- 100% of monthly cost is paid by employer for employees working 30+ hours a week. Pro-rated health coverage is offered for part-time staff. Employee pays cost of dependents through payroll deduction.
- All employees are fully covered (no out-of-pocket premium costs) for health, medical and dental benefits.

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, the survey asks about the availability of health insurance for employees. The results show that 93% of the organizations that participated in their survey provide some medical insurance to full-time employees. Of the 600 organizations that responded, here is the breakdown of health insurance provision with some organizations offering more than one type of plan:
- 78% provide HMO plans
- 7% provide EPO plans
- 47% provide PPO plans
- 7% provide POS plans
- 3% provide a monthly stipend paid directly to employees

For other types of insurance offered, the breakdown is as follows:
- 86% provide dental care insurance
- 79% provide vision care insurance
- 72% provide life insurance
- 60% provide long-term disability insurance
Sick days are another benefit provided to employees, generally as complementary to vacation (or paid time off) days. Some organizations will combine the two categories and designate all as paid time off (PTO), whereas others will keep them separate for various reasons.

Do you provide paid sick days?

Of the 72 organizations that responded, 85% of those organizations do provide paid sick days (67 organizations), whereas the remaining 6% do not (five organizations). Seven organizations (9% of the sample) chose not to respond.

When we examined this in further detail, it appears that almost all organizations prioritize the provision of paid sick days for their employees, no matter their budget size. The majority of organizations, from budgets of $100K all the way to over $2M are able to provide this benefit to their employees.
Upon further analysis, the average number of paid sick days for most of the organizations in our sample was 8.4 days, with number of days ranging from three days per year at the lowest and 20 days per year at the highest. We also saw that 16% of the organizations who provide paid sick days (11 organizations) specified that they combine their vacation and sick days under all-embracing ‘paid time off,’ and 9% of the organizations (6 organizations) provide unlimited sick days.

For the organizations that responded with narrative, here are some of the details that they offered up:

- Pursuant to the Healthy Workplaces, Healthy Families Act, the agency provides paid sick leave to employees at the rate of one (1) hour for every 21.667 hours worked, up to a total maximum accrual of twelve (12) days or 96 hours.
- Employees accrue up to 1 day per month - no cap on accrual, but the employee does not get payment for unused sick time upon departure.
- Full-time employees get 4 hours of sick leave per bi-monthly pay period. Sick leave may be accumulated from year to year up to a limit of 160 hours earned but not taken. Employees will not be paid for unused sick leave. Employees reporting 3 or more consecutive days of sick leave must submit a note from their doctor upon return. When sick, he or she must notify their supervisor and their office early on each day of absence (unless other arrangements have been made). Sick leave may be used only for a staff member’s illness or medical appointments, or for attending to the health of a family member. An employee who does not have a sick leave balance large enough to cover their illness may utilize up to 16 hours of sick leave beyond their accrued balance. Any employee using sick leave in advance of accrual must present a note from their doctor upon their return. An employee with an existing sick leave deficit must use accrued vacation or personal time rather than sick leave.
- For part-time employees per sick time law, we grant 24 hours per year. For full-time employees they earn 8 hours of sick time per month capped at 240 hours.
- Flexible, people take sick time as needed.

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, the average number of paid sick days provided by survey respondents is 10.5 days, slightly higher than the average in our survey respondents.

NEXT STEPS

You can read the Healthy Workplaces, Healthy Families Act of 2014 to ensure your organization is in compliance with California State law: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201320140AB1522
Do you provide paid vacation?

Of the 72 organizations that responded, 89% of those organizations do provide paid vacation days (70 organizations), whereas the remaining 3% do not (two organizations). Seven organizations (9% of the sample) chose not to respond.

When we examined this in further detail, it appears that almost all organizations prioritize the provision of paid vacation for their employees, no matter their budget size. The majority of organizations, from budgets of $100K all the way to over $2M are able to provide this benefit to their employees.

Vacation days are a critical retention tool for nonprofits, as it doesn’t require a financial contribution and can often act as a perk for employees; flexible vacation schedules or long periods of time off can be important benefits to provide to employees.
Upon further analysis, the average number of vacation days for most of the organizations in our sample was 15 days, with the possibility of more depending on how long the employee works at the organization.

For the organizations that responded with narrative, here are some of the details that they offered up:

- For 0-4 years of service employees receive 15 PTO days accrued a year. For four years or more of service, there are 20 PTO days accrued a year.
- Employees working 0-5 years receive 3 weeks paid vacation per year. Employees working 6 years or more receive 4 weeks paid vacation per year.
- Employees can take unlimited vacation days so long as they get their work done and meet deadlines. Vacations extending over 5 consecutive days must be authorized in advance.
- All employees receive 10 paid vacation or sick days. We have also added a few more days when the school is closed to coordinate with family schedules and vacation needs.
- 10 days for three years of service, 15 days for three to eight years of service, and 20 days per year for eight or more years of service.
- 24 paid vacation days a year (not including federal holidays). It doesn't increase with length of tenure.
- 14 days per year but with the understanding that vacation is to be taken during school holidays/vacations.

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, the survey asks about the number of vacation days given to employees based on the number of years of service. The results are as follows:

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<th>YEARS OF SERVICE</th>
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<td>First year</td>
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</tr>
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<td>Third year</td>
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<td>Tenth year</td>
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</tr>
<tr>
<td>Eleventh+ year</td>
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</tbody>
</table>

To prompt your thinking on PTO and vacation days for your organization, read this TriNet blog post on what to consider when creating your PTO policy:


For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING
Bay Area Nonprofits Salary Benchmarking 2017 Survey

BENEFITS: PROFESSIONAL DEVELOPMENT

Professional development opportunities come in a variety of formats, but is most frequently in the form of financial support to attend conferences or courses, trainings, or receive personalized coaching. Professional development support is a critical retention tool for nonprofits who are often constrained in the base salary they can provide; these opportunities can act as a perk in retaining top talent that is always eager to learn.

Do you provide professional development?

Of the 71 organizations that responded, 88% of those organizations do provide professional development support (69 organizations), whereas the remaining 3% do not (two organizations). Seven organizations (9% of the sample) chose not to respond.

When we examined this in further detail, it appears that almost all organizations prioritize the provision of professional development opportunities for their employees, no matter their budget size. The majority of organizations, from budgets of $100K all the way to over $2M are able to provide this benefit to their employees.

Percentage of organizations that provide professional development by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>83%</td>
<td>3%</td>
<td>14%</td>
<td>41</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td>95%</td>
<td>0%</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>$501K - $1M</td>
<td>92%</td>
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</tbody>
</table>

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING
Upon further analysis, the average amount of money spent on professional development per employee per year was $925, with dollar amounts ranging from $100 to $2,000 per year. We also saw that 39% of the organizations who provide professional development support (27 organizations) specified that they have a line item in their budget but did not disclose the amount per employee, and 22% (15 organizations) have no specific policy and thus, no cap on professional development spending for employees.

For the organizations that responded with narrative, here are some of the details that they offered up:

• Professional development is a separate line item in our budget. We do not have a set budget per employee. In general, most employees attend 1-2 external trainings per year. We offer internally hosted trainings throughout the year. We recently established a new Educational Reimbursement Policy which is for full-time employees that have worked with us for at least 6 months. This is for job related trainings, workshops, or college courses that the employee wishes to take. The employee pays upfront, and upon completion (with a passing grade, if applicable) we will reimburse. Direct care staff can receive up to $500 per year, Supervisors and above can receive up to $1,000 per year, and if an employee is enrolled in a Master's program, they are eligible to receive up to $1,500.

• Yes, these are budgeted in each department. Must be job related and worked out with supervisor.

• Teams get budgets for conferences, events, and workshops. Team leads work with their team members to allocate these budgets. Professional development has been a line item in the past, but we found it went unused!

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, 81% of the organizations surveyed provide professional development classes to executives, and 76% provide that same benefit to all other staff. In addition to classes, 81% of the organizations surveyed provide conference attendance support to executives, and 70% provide the same benefit to other staff.

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING

Next Steps

To learn more about professional development policies, you can read this Nonprofit Quarterly article on the average spent per employee (https://nonprofitquarterly.org/2013/07/16/professional-development-no-luxury-expenditure-for-nonprofits/), or this Bridgespan article on '52 Free Development Opportunities for Nonprofit Staff' here (https://www.bridgespan.org/insights/library/leadership-development/52-free-development-opportunities)
Retirement assistance most commonly comes in the form of an employer contributing money to an account that is only accessible at a certain age for the employee. This helps the employee save for their retirement, and can receive inputs from both the employer and the employee during their tenure at an organization. The percentage that is contributed varies, but can range from a direct match to the employee’s contributions or could be capped at a specific percentage.

Do you provide retirement support?

Of the 72 organizations that responded, 70% of those organizations do provide some form of retirement support (55 organizations), whereas the remaining 21% do not (17 organizations). Seven organizations (9% of the sample) chose not to respond.

When we examined this in further detail, it appears that larger organizations prioritize retirement support for their employees. It appears that once organizations have a budget of under $500K, it is more likely that they cannot pay for retirement support; the smaller the organization’s budget, the higher the likelihood that they do not provide retirement support.

Percentage of organizations that provide retirement support by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>71%</td>
<td>7%</td>
<td>22%</td>
<td>41</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td>70%</td>
<td>25%</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>$501K - $1M</td>
<td>33%</td>
<td>25%</td>
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<td>12</td>
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</tr>
<tr>
<td>Below $100K</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>
Upon further analysis, we saw that 39 organizations provided some form of a match to an employee’s retirement account. The range of match percentages vary from .5% percent up to 4% to a dollar-for-dollar match up to 6%. We also saw that there was significant variation in the type of retirement account that an employer provides. The breakdown of different accounts is below:

**Type of retirement account**

- **403B**: 48%
- **401K**: 38%
- **IRA**: 13%
- **403B AND 401K**: 2%

It is clear that 403B accounts are the most popular for organizations in our sample (48%), with 401Ks trailing behind (38% of all respondents). Simple IRAs are not as popular, and one organization offers both a 403B and 401K option for employees.

In the *Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report*, the survey asks about the availability of retirement benefits for employees. The results show that 79% of the organizations that participated in their survey provide some retirement benefit to their employees. Of the 600 organizations that responded, here is the breakdown of retirement benefit provision (totaling more than 100% because some organizations offer more than one type of plan):

- 69% provide a tax-sheltered annuity (401K or 403B)
- 14% provide some other defined contribution plan
- 11% provide an IRA or SEP-IRA
- 2% provide some other defined benefit plan
- 1% provide some other plan not categorized here
- 21% do not provide retirement benefits

When it comes to the levels of contribution, organizations responded as follows:

- 19% provide an employee-only contribution plan
- 4% provide an organization-only contribution plan
- 28% provide an organization contributes/employee may contribute plan
- 48% provide an employer match plan (if employee contributes, organization contributes)
- 2% provide some other plan

Of the organizations that contribute to the funding of a retirement account, it turns out that 92% base their contribution on a percentage of the employee’s salary (with the average cap being 4.53%) and 7% use a flat dollar amount (averaging $2,087).

**NEXT STEPS**

To learn more about which retirement plan might be best for your nonprofit, you can read this Nonprofit Quarterly on the factors that should influence your decision here:

https://nonprofitquarterly.org/2004/12/21/retirement-programs-for-nonprofits-which-one-is-right-for-your-organization/
Sabbaticals are essential to retaining employees over many years, as they give executives and program employees alike the chance to recharge for a period that doesn’t deduct from their vacation. Nonprofits often offer sabbaticals after a certain number of years that an employee has served at the organization.

When we examined this in further detail, it appears that organizations with larger budgets are more able and willing to provide this benefit. That said, the majority of organizations, despite budget size, do not provide sabbaticals.
Upon further analysis, we saw that the average duration of sabbatical leave was 7.5 weeks (with a range from 2 weeks to 24 weeks). And this was provided to employees after an average of 6.2 years of service at the organization (with a range from 3 years of service to 10).

For the organizations that responded with narrative, here are some of the details that they offered up:

- Sabbaticals are offered to employees with 7+ years of service. Sabbatical leave is up to 8 weeks.
- 3-4 month sabbatical after 10 years of tenure. First 2 months full pay. Months 3 and 4 no pay.
- We currently offer an unpaid leave of absence of up to 6 months after 3 years working. We’re considering adding a shorter, paid sabbatical option.
- Sabbaticals are offered as a paid, two-week leave for any employees who complete their fifth year of service to the organization.
- Eligibility to apply for sabbatical: Must be a regular employee at the time of application for sabbatical. Must have been employed for five continuous years in order to qualify. Employees who are eligible to apply for sabbatical leave are in no way guaranteed to receive approval for leave. Approvals remain at the discretion of the Executive Director. The amount of sabbatical leave approved for any one employee is not to exceed 2.5 months. Employees may use up to four weeks accrued vacation to extend. Weekends and holidays that fall during a Sabbatical Leave are counted towards the sabbatical leave. Employees who are approved are required to take the entirety of the available leave at one time. However, if a disability or other protected condition interrupts leave, the employee is entitled to take leave, as required by law, and resume the sabbatical at a later time. Upon completion of three years of continuous employment following sabbatical, employees qualify and may apply for an additional sabbatical leave.

In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, only 10% of the organizations surveyed provide sabbaticals.

If you aren’t yet convinced about the importance of providing sabbatical leave at your organization, read this SSIR article about the benefits of extended leave to avoid burnout in your employees:

https://ssir.org/articles/entry/combatting_burnout_in_nonprofit_leaders
Salary premiums are often offered to incoming employees who have additional skills beyond what the job description requires. These ‘premiums’ are offered as additional compensation on top of a base salary.

Do you provide salary premiums?

Of the 72 organizations that responded, 39% of those organizations do provide salary premiums (31 organizations), whereas the remaining 52% do not (41 organizations).

When we examined this in further detail, it appears that only larger organizations are afforded the ability to provide salary premiums. In our data, organizations with a budget under $500K do not generally have the ability to provide salary premiums for additional skills; we saw this when only 25% of organizations with a budget under $500K could provide salary premiums and none of the organizations with a budget under $250K were able to.

Percentage of organizations that provide salary bumps by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>44%</td>
<td>41%</td>
<td>15%</td>
<td>41</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td>40%</td>
<td>55%</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>$501K - $1M</td>
<td>33%</td>
<td>67%</td>
<td>0%</td>
<td>12</td>
</tr>
<tr>
<td>$251K - $500K</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>4</td>
</tr>
<tr>
<td>$101K - $250K</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>2</td>
</tr>
<tr>
<td>Below $100K</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0</td>
</tr>
</tbody>
</table>

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING.
Upon further analysis, we asked the organizations that do provide salary premiums to share ‘why?’ The most common reason is for additional experience than is required by the job, but it appears that organizations also pay more for an additional, unanticipated skill set. Additional languages or a higher educational level do not seem to significantly merit a salary bump.

Why do you provide salary premiums?

- **More Experience**: 63%
- **Additional Skill Set**: 50%
- **Other**: 34%
- **Higher Education Level**: 28%
- **More Languages**: 22%

For the organizations that responded with ‘other,’ here are some of their clarifying responses to explain why they provide salary premiums:

- “If we want to increase the likelihood that they, as our first choice candidate, accept the position”
- “There is a rate increase for staff with a license and / or bilingual or bicultural skills”

The *Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report* only asks about premiums for bilingual skills. But the results show that 86% of the organizations that participated (representing 498 organizations) in their survey do not pay a premium for things like bilingual skills. The remaining 14% (representing 84 organizations) do incentivize incoming employees for bilingual skills. They note that the practices for additional compensation vary widely, but the following practices were common:

- Paying an hourly premium (ranging from $.25 to $6.60 / hour, depending on the position) with a median of $1 / hour
- Paying a percentage of salary (from 2% to 10%) with a median of 5%
- Adding some dollar amount to salary, with a median of $250 / month

To learn more about salary premiums related to bilingual skills, you can read the California State’s Pay Differential guide:

http://www.rehab.cahwnet.gov/Personnel/Bilingual-Pay-Diff.html
Bay Area Nonprofits Salary Benchmarking 2017 Survey

BENEFITS: TRAVEL SUPPORT

Travel support can be a critical benefit to nonprofit employees who often commute or need to be mobile for their roles. The most common form of travel support is mileage reimbursement for commuters, whereas other organizations will go so far as to pay for things like parking, tolls, and additional transportation.

Do you provide travel support?

Of the 71 organizations that responded, 75% of those organizations provide flexible work hours (59 organizations), whereas the remaining 15% do not (12 organizations). Eight organizations (10% of the sample) chose not to respond.

When we examined this in further detail, it appears that organizations with larger budgets are more likely to provide travel support. As budget size decreases, so does the possibility of an organization providing any financial support related to travel.

Percentage of organizations that provide travel support by budget size

<table>
<thead>
<tr>
<th>BUDGET SIZE</th>
<th>YES</th>
<th>NO</th>
<th>NO RESPONSE</th>
<th>NUMBER OF ORGS IN RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2M+</td>
<td>76%</td>
<td>7%</td>
<td>17%</td>
<td>41</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td>80%</td>
<td>15%</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>$501K - $1M</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
<td>12</td>
</tr>
<tr>
<td>$251K - $500K</td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>4</td>
</tr>
<tr>
<td>$101K - $250K</td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
<td>2</td>
</tr>
<tr>
<td>Below $100K</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>
In the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, the following percentage of organizations have the associated benefits:

- 42% of organizations provide transportation coverage for executives, and 11% provide coverage for all other staff
- 12% of organizations provide a local mass transit subsidy for executives and other staff alike
- 1% of organizations provide some support for car leasing for executives and other staff alike

Because travel support policies vary widely across the organizations in our sample, we decided to provide more qualitative information. For the organizations that responded with narrative, here are some of the details that they offered up:

- We reimburse employees for mileage between work sites. We also offer a transit and parking flex spending account.
- Reimburse for mileage, parking, tolls for any work-related travel.
- Employees are reimbursed for mileage for business related travel. Also full-time employees are eligible to participate in the WageWorks commuter benefits program to pay in advance for mass transit with pre-tax dollars.
- $75 per month for commuter benefits (Clipper Direct).
- Full reimbursement for all work-related travel (not daily commuting costs though).
- $100 per month for commute expenses, via FSA credit card, and employees can contribute pre-tax to this account if they have greater expenses.
- Mileage is reimbursed at the federal rate. Tolls, parking, Uber fees for local travel are also covered—any cost associated with having to commute during the workday (i.e. from meeting to meeting) is reimbursed. All cross-country travel costs are covered for cross-country trips, including transit to/from the airport, the flight, and food along the way.
- Up to $300 for conferences.
- Full reimbursement for all work-related travel (including mileage and tolls). In addition, $100/employee/month stipend for use of public transportation to commute.

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING

NEXT STEPS

To encourage your thinking on travel support and expense reimbursement generally for your nonprofit, read this Mission Box blog:

To better understand how salaries were determined, we decided to split our data by specific departments (e.g., Programs, Operations, Finance) so that we could see how organizations paid employees by role within that department. There were 84 data points that fell into the Development / Fundraising department.

We divided up the data and categorized it by salary bracket (e.g. More than $200K), and then tried to understand how many organizations paid within that bracket for a particular role. From there, we broke it down to see how big the budget was of the organization that was paying that much.

NOTE: For the ‘More than $200K’ category, there was only one salary that met that criteria in the Development department, and that was paid to an Executive. The organization paying this salary classified itself as having a budget of more than $2M. Additionally, in the ‘$151K - $200K’ salary category, there were six salaries in the Development department, all of which were paid to Executives, and all of the organizations had budgets over $2M.

$101K - $150K
27 salaries of the 84 fell into this range.
SALARIES BY DEPARTMENT: DEVELOPMENT / FUNDRAISING

BY ORG BUDGET

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>OVER $2M</th>
<th>$1M - 2M</th>
<th>$501K - $1M</th>
<th>$251K - $500K</th>
<th>$101K - $250K</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>DIRECTOR</td>
<td>8</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM MANAGER</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASSOCIATE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>ADMINISTRATOR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

$76K - $100K
24 salaries of the 84 fell into this range.

$61K - $75K
11 salaries of the 84 fell into this range.

$46K - $60K
9 salaries of the 84 fell into this range.

$31K - $45K
6 salaries of the 84 fell into this range.

For more information about this survey and other findings, visit PEERYFOUNDATION.ORG/SALARYBENCHMARKING
To better understand how salaries were determined, we decided to split our data by specific departments (e.g., Programs, Operations, Finance) so that we could see how organizations paid employees by title within that department. We divided up the data and categorized it by salary bracket and budget of the organization. There were 245 data points that fell into the Programs department.

\[ \text{Bay Area Nonprofits Salary Benchmarking 2017 Survey} \]

\[ \text{SALARIES BY DEPARTMENT: PROGRAMS} \]

To better understand how salaries were determined, we decided to split our data by specific departments (e.g., Programs, Operations, Finance) so that we could see how organizations paid employees by title within that department. We divided up the data and categorized it by salary bracket and budget of the organization. There were 245 data points that fell into the Programs department.

\[ \text{NOTE: For the ‘over $200K’ category, there was only one salary that met that criteria in this department, and that was paid to an Executive. The organization paying this salary classified themselves as having a budget of over $2M.} \]

\[ \text{BY ORG BUDGET} \]

\[ \text{OVER $2M} \quad \text{ $1M - 2M} \quad \text{ $501K - $1M} \quad \text{ $251K - $500K} \quad \text{ $101K - $250K} \]

\[ \begin{array}{ccccc}
\text{EXECUTIVE} & 8 & & & \\
\text{DIRECTOR} & 4 & & & \\
\text{PROGRAM MANAGER} & & & & \\
\text{ASSOCIATE} & & & & \\
\text{ADMINISTRATOR} & & & & \\
\end{array} \]

\[ \begin{array}{ccccc}
\text{OVER $2M} & 13 & 16 & & \\
\text{$1M - 2M} & & & & \\
\text{$501K - $1M} & & & & \\
\text{$251K - $500K} & & & & \\
\text{$101K - $250K} & & & & \\
\end{array} \]

\[ \text{BY ORG BUDGET} \]

\[ \begin{array}{cccc}
\text{EXECUTIVE} & 19 & 29 & \\
\text{DIRECTOR} & & & \\
\text{PROGRAM MANAGER} & 16 & 16 & \\
\text{ASSOCIATE} & & & \\
\text{ADMINISTRATOR} & & & \\
\end{array} \]

\[ \text{NOTE: For the ‘over $200K’ category, there was only one salary that met that criteria in this department, and that was paid to an Executive. The organization paying this salary classified themselves as having a budget of over $2M.} \]

\[ \text{EXECUTIVE} \quad \text{DIRECTOR} \quad \text{PROGRAM MANAGER} \quad \text{ASSOCIATE} \quad \text{ADMINISTRATOR} \]

\[ \text{BY ORG BUDGET} \]

\[ \text{OVER $2M} \quad \text{ $1M - 2M} \quad \text{ $501K - $1M} \quad \text{ $251K - $500K} \quad \text{ $101K - $250K} \]

\[ \begin{array}{ccccc}
\text{EXECUTIVE} & 8 & & & \\
\text{DIRECTOR} & 4 & & & \\
\text{PROGRAM MANAGER} & & & & \\
\text{ASSOCIATE} & & & & \\
\text{ADMINISTRATOR} & & & & \\
\end{array} \]

\[ \begin{array}{ccccc}
\text{OVER $2M} & 13 & 16 & & \\
\text{$1M - 2M} & & & & \\
\text{$501K - $1M} & & & & \\
\text{$251K - $500K} & & & & \\
\text{$101K - $250K} & & & & \\
\end{array} \]

\[ \text{EXECUTIVE} \quad \text{DIRECTOR} \quad \text{PROGRAM MANAGER} \quad \text{ASSOCIATE} \quad \text{ADMINISTRATOR} \]

\[ \text{BY ORG BUDGET} \]

\[ \text{OVER $2M} \quad \text{ $1M - 2M} \quad \text{ $501K - $1M} \quad \text{ $251K - $500K} \quad \text{ $101K - $250K} \]

\[ \begin{array}{ccccc}
\text{EXECUTIVE} & 8 & & & \\
\text{DIRECTOR} & 4 & & & \\
\text{PROGRAM MANAGER} & & & & \\
\text{ASSOCIATE} & & & & \\
\text{ADMINISTRATOR} & & & & \\
\end{array} \]

\[ \begin{array}{ccccc}
\text{OVER $2M} & 13 & 16 & & \\
\text{$1M - 2M} & & & & \\
\text{$501K - $1M} & & & & \\
\text{$251K - $500K} & & & & \\
\text{$101K - $250K} & & & & \\
\end{array} \]
$76K - $100K
50 salaries of the 245 fell into this range.

$61K - $75K
48 salaries of the 245 fell into this range.

$46K - $60K
74 salaries of the 245 fell into this range.

$31K - $45K
16 salaries of the 245 fell into this range.

Below $30K
9 salaries of the 245 fell into this range.
For the sake of this survey, we categorized the most junior-level employees as Administrators - those who do not have any management oversight and executive on administrative tasks for a given department. This level usually reports to their associated mid-level counterpart (e.g., a Program Director).

We had 25 responses for Administrator salaries. Of those 25 positions, only one of the salaries was above $100K, and we saw the largest concentration between $46K - $60K (28% of the respondents fell into that range). We saw that most Administrators made between $31K - $75K, with the second-most popular ranges being $31K - $45K (20% of the sample) and $61K - $75K (another 20%).

We then decided to split the title of Administrator and compare it by department. 32% of the Administrators fell into the ‘Administration’ department, 24% fell into the ‘Operations department, and 16% fell into the ‘Finance & Accounting’ category. We saw the following trends in these two departments (as illustrated on the next page). We did not analyze the ‘Finance & Accounting’ category due to too few data points:
For Administrators in the ‘Administration’ department (likely general admin support), we saw that the salary brackets were distributed evenly from below $30K to $61K - $75K and 75% of this sample falls below $60K.

For Administrators in the ‘Operations’ department, we saw that the most popular salary bracket was $46K - $60K and 34% in this sample make between $61K and $100K.

If we analyze Administrator-level salaries from the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, we see the following average salaries:

- Office Manager: $54,032
- Human Resources Assistant: $44,478
- Program Assistant: $40,797

We would recommend this Council on Nonprofits guide on nonprofit compensation:
https://www.councilofnonprofits.org/tools-resources/compensation-nonprofit-employees
For the sake of this survey, we categorized junior-level employees as Associates - those that likely do not have any management oversight other than Administrators and execute on many programmatic needs. This level usually reports to their associated mid- and senior-level counterparts (e.g., a Program Associate who might report to the Program Director who then reports to the COO).

We had 59 responses for Associate salaries. Of those 59 positions, none of the salaries were above $100K, and we saw the largest concentration between $46K - $60K (42% of the respondents fell into that range). We saw that most Associates made between $31K - $60K, with the second-most popular range being $31K - $45K (25% of the sample).

We then decided to split the title of Associate and compare it by department. 56% of the Associates fell into the ‘Programs’ department, 19% fell into the ‘Development / Fundraising’ department, and 5% fell into the ‘Operations’ category. We saw the following trends in these two departments (as illustrated on the next page). We did not analyze the ‘Operations’ category due to too few data points):
SALARIES BY TITLE: ASSOCIATE | Bay Area Nonprofits Salary Benchmarking 2017 Survey

For Associates in the ‘Programs’ department, we saw that the most popular salary bracket was $46K - $60K and 69% in this sample make below $60K.

For Associates in the ‘Development / Fundraising’ department, we saw that the most popular salary bracket was $31K - $45K and 27% in this sample make above $61K, whereas another 72% make below $60K.

If we analyze Associate-level salaries from the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, we see the following average salaries:

- Grant Writer: $67,962
- Development Associate: $48,345
- Human Resources Generalist: $66,198
- Program Coordinator: $52,651
- Program Associate: $60,018

FOOD FOR THOUGHT

We would recommend this Council on Nonprofits guide on nonprofit compensation:

https://www.councilofnonprofits.org/tools-resources/compensation-nonprofit-employees
For the sake of this survey, we categorized the second-highest level of management as ‘Directors to better understand the salaries within an organization. This group would include titles such as Program Director, Development Director, or Finance Director. This level usually reports to their associated senior-level counterpart (like a Development Director reporting to a Chief Development Officer).

Director Salaries

We had 154 responses related to Directors-level salaries. None of the salaries were above $200K, and we saw the largest concentration between $61K - $150K (84% of the respondents fell in that range). We saw that most directors made between $76K - $100K (41%), with the second-most popular range being $101K - $150K (28% of the sample).

We then decided to split the Director title up and compare it by department. The top three most common departments that were chosen for this category were: Programs (likely the Director of the organization’s primary program) which accounted for 48% of this category; Development / Fundraising, which accounted for 19%; and Operations, which accounted for 7%. We saw the following trends in these three departments (as illustrated on the next page):
For Directors in the ‘Program’ department, we saw that the most popular salary bracket was $76K - $100K and 44% in this sample make below $100K.

For Directors in the ‘Development’ or ‘Fundraising’ department, we saw that the most popular salary bracket was $76K - $100K and none in this sample make below $60K or over $150K.

For Directors in the ‘Operations’ department, we saw that 30% in this sample make $101K - $150K whereas another 30% make $46K - $60K.

According to the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, average salaries for Director-level roles are:
- Director of Programs: $90,066
- Development Director: $103,068
- Director of Education: $86,394
- Director of Human Resources: $104,848

We would recommend this Council on Nonprofits guide on nonprofit compensation:
https://www.councilofnonprofits.org/tools-resources/compensation-nonprofit-employees
For the sake of this survey, we categorized the top level of management as ‘Executive or Senior Leadership’ to better understand the highest salaries within an organization. This grouping includes the CEO / Executive Director, Chief Operations Officer (COO), Chief Financial Officer (CFO), Chief Development Officer (CDO), and Chief People or Talent Officer.

Because we asked each organization for their top 10 salaries, we had 177 responses related to Executives / Senior Leadership. Only 10% of our sample made above $200K, and 20% made between $151K - $200K. We saw that most senior leadership made between $101K - $150K (47%), with frequency in the following salary brackets dropping from there.

We then decided to split the title of ‘Executive / Senior Leadership’ and compare it by department. 28% of the Executives were in the ‘Administration’ department, likely accounting for the CEO’s salary. 21% of the Executives were categorized as ‘Programs’, and 16% fell under ‘Development / Fundraising.’ We saw the following trends in these top three departments (as illustrated on the next page):
According to the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, we saw similar trends in executive-level average salaries:

- Chief Executive Officer: $168,410
- Chief Operations Officer: $139,222
- Chief Programs Officer: $127,531
- Chief Development Officer: $169,356
- Chief Communications Officer: $142,438
- Chief of Talent: $157,562
- Chief Financial Officer: $144,238

**FOOD FOR THOUGHT**

This Council on Nonprofits guide to determining executive compensation provides concrete recommendations for having a conversation with your board and determining appropriate salary amounts for senior-level positions:

www.councilofnonprofits.org/tools-resources/executive-compensation
For the sake of this survey, we categorized the middle-level management as Program Managers - those with minimal management oversight other than Associates and Administrators but who do have programmatic oversight. This level usually reports to their associated senior-level counterparts (like a Program Director who might then report to the COO).

Program Manager Salaries

We had 133 responses for Program Manager salaries. Of those 134 positions, none of the salaries were above $150K, and we saw the largest concentration between $46K - $60K (48% of the respondents fell into that range). We saw that most Program Managers made between $46K - $100K, with the second-most popular range being $61K - $75K (27% of the sample).

We then decided to split the title of Program Manager and compare it by department. 47% of the Program Managers fell into the ‘Programs’ department, 11% fell into the ‘Development / Fundraising’ department, and 5% fell into the ‘Other’ category. We saw the following trends in these two departments (as illustrated on the next page). We did not analyze the ‘Other’ category due to too few data points:
For Program Managers in the ‘Programs’ department, we saw that the most popular salary bracket was $46K - $60K and 80% in this sample make below $75K.

For Program Managers in the ‘Development / Fundraising’ department, we saw that the most popular salary bracket was $46K - $60K and 20% in this sample make $76K - $100K, whereas another 60% make below $75K.

If we analyze Manager-level salaries from the Fair Pay for Northern California Nonprofits 2017 Compensation & Benefits Survey Report, we see the following average salaries:
- Business Development Manager: $89,169
- Accounting Manager: $84,926
- Development Manager: $71,915
- Program Officer: $104,326
- Human Resources Manager: $76,063
- Program Manager: $67,269

**FOOD FOR THOUGHT**

We would recommend this Council on Nonprofits guide on nonprofit compensation:
https://www.councilofnonprofits.org/tools-resources/compensation-nonprofit-employees