

APPL COOPERATING ASSOCIATION WAGE SURVEY REPORT: March 2009

Additional analysis available: If anyone would like an analysis of executive director wages using a different revenue spread than shown in this report, simply email me with the revenue range you would like analyzed.

BACKGROUND

Fifty-five (77%) of national park cooperating association APPL members participated in this survey.

SUMMARY

1. Wages were also compared to the previous 2005 survey. This indicates an increase in executive director wages.
2. Wages for executive director and business manager are shown as a range based on organization revenue.
3. Two associations indicated they do not have an executive director, only a business manager. For comparison purposes, this wage was used as if this person was the executive director.
4. Formulas are provided as a reference in determining executive director and business manager pay based solely on revenue. Do not take these as scientific formulas as there are many other factors which might be used in determining an executive director's such as complexity of programs, whether the organization also acts as a friends group, staff and volunteer size, length of service, and area cost of living.
5. Associations were asked to include bonus in executive director wage.
6. Executive directors and business managers of smaller associations receive a higher percentage of the association's revenue. The percentage declines as association revenue increases.
7. For bookstore staff wages only "clerk" type positions were analyzed. Wages do not take into account factors such as area cost of living (which may be a significant factor in pay rates).
8. Employee benefits: Some associations did not answer the benefits portion of the survey and it is difficult to determine if this means they do not have those benefits or simply skipped this question. The survey also did not try to distinguish seasonal vs. year-round staff. Due to the complexity of analyzing benefits as they relate to revenue and the desire to get the wage survey report completed, benefits analysis will follow later.

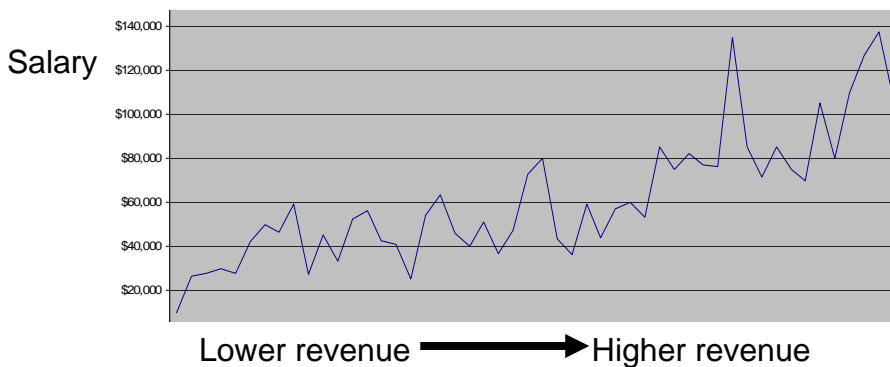
EXECUTIVE DIRECTOR WORK HOURS

ON AVERAGE, HOW MANY HOURS PER WEEK DOES EXECUTIVE DIRECTOR WORK

20 to 39 hours per week	7.3%
40 hours per week	16.4%
41 to 45 hours per week	30.9%
46 to 50 hours per week	23.6%
51 to 60 hours per week	20.0%
61 to 70 hours per week	1.8%

EXECUTIVE DIRECTOR PAY

Although revenue is clearly a factor in salary, there are instances in which an executive directors' pay falls outside the average. In the case of smaller associations, in most cases, longer service means higher salary. However, this is not as apparent for medium (over \$1 million revenue) and larger associations.



Formula: If you are looking for a formula as another tool, in the charts below, use the “Formula” percentage shown multiplied by the association’s revenue. Keep in mind that there are many other factors that determine salary. For example, if your revenue is \$400,000 the formula is 12.5713%, using this method, the executive director wage would be $400,000 \times 12.5713\% = \$50,285$. This is a very non-scientific formula and becomes inaccurate at the upper and lower end of each revenue range.

The last column shows the formula from the 2005 wage survey. With the exception of the \$500,000 to \$999,999 revenue range, executive director wages as a percentage of revenue have increased.

Executive Director wage vs. revenue:

Revenue	Wage Range	Average Wage	Formula (2009)	Formula 2005
Under \$500,000	\$10,000 to \$63,232	\$40,203	12.5713%	11.87%
\$500,000 to \$999,000	\$36,000 to \$80,000	\$52,275	6.9675%	7.87%
\$1 million to \$1,999,999	\$53,045 to \$85,000	\$69,896	5.0123%	4.58%
\$2 million to \$2,999,999	\$71,400 to \$135,000	\$87,915	3.3409%	2.92%
\$3 million to \$4,999,999	\$70,000 to \$110,000	\$91,250	2.3845%	1.78%
Over \$5 million	\$106,457 to \$137,500	\$121,830	1.6997%	N.A.

Executive Director pay from previous wage survey performed in 2005:

Revenue	High	Low	Average
Under \$500,000	\$53,841	\$17,500	\$33,130
\$500,000 – \$999,999	\$80,000	\$40,000	\$53,725
\$1,000,000 – 1,999,999	\$85,000	\$48,000	\$63,397
\$2,000,000 – 2,999,999	\$90,150	\$52,500	\$75,181
Over \$3,000,000	\$135,000	\$65,000	\$96,308

In the first Executive Director chart above the information becomes less accurate, especially for the formulas, when an association falls very close to the upper or lower point of the revenue range. To provide another prospective, the next chart provides the data using a smaller revenue range.

Revenue	Wage Range	Average Wage	Formula
Under \$250,000	\$10,000 to 59,280	\$ 34,653	20.27%
\$250,000 to \$499,000	\$25,000 to 63,232	\$ 45,247	11.87%
\$500,00 to \$750,000	\$36,600 to 72,655	\$ 51,906	8.42%
\$750,000 to \$999,000	\$36,000 to 80,000	\$ 52,569	6.13%
\$1 million to \$1,499,999	\$53,045 to 85,000	\$ 66,009	5.46%
1,500,000 to 1,999,999	\$77,230 to 82,000	\$ 79,615	4.29%
2,000,000 to 2,749,999	\$76,000 to 135,000	\$ 98,697	4.18%
2,750,000 to 349,999	\$71,400 to 105,000	\$ 81,280	2.70%
3,500,000 to 5,999,999	\$80,000 to 137,500	\$113,625	2.23%
Over \$6,000,000	\$106,457 to 127,000	\$116620	1.48%

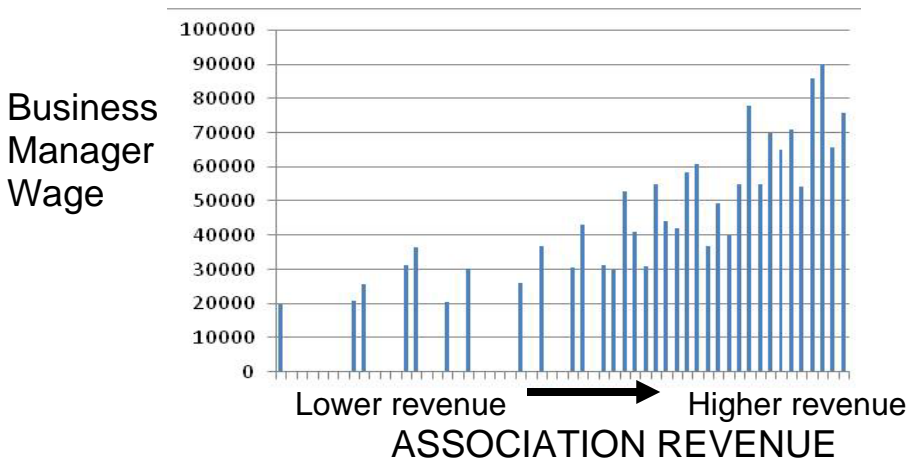
In the \$2 million to 2,749,000 revenue range category above there is one wage that is significantly different from the average for this range. This was the only instance in this survey where this occurs. Below is an analysis leaving out that one wage but expanding the revenue range to ensure sufficient data for comparison

1,700,000 to 2,499,999	\$76,000 to 85,093	\$80,801	3.81%
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Additional analysis available: If anyone would like an analysis of executive director wages using a different revenue spread such as the line above, simply email me with the revenue range you would like analyzed and I will email you the results.

BUSINESS MANAGER PAY

Half of cooperating associations with revenue under \$1 million do not have a business manager or the business manager serves the function of an executive director. The chart below shows relationship of wage to revenue.



Formula: If you are looking for a formula as another tool, in chart below, use the percentage shown multiplied by the association's revenue. Keep in mind that there may be other factors that determine salary. This unscientific formula only relates to the data provided in this survey. For example, if your revenue is \$400,000 and the formula is 9.7481%, using this method, the business manager wage would be \$38,992.

Business manager wage vs. revenue:

Revenue	Wage Range	Average Wage	Formula
Under \$500,000	\$19,760 to \$36,500	\$26,426	9.7841%
\$500,000 to \$999,000	\$26,000 to \$43,435	\$34,215	4.5198%
\$1 million to \$1,999,999	\$30,000 to \$55,000	\$40,808	2.9263%
\$2 million to \$2,999,999	\$37,000 to \$60,869	\$47,978	1.8232%
\$3 million to \$4,999,999	\$55,000 to \$78,000	\$64,500	1.6855%
Over \$5 million	\$54,347 to \$90,330	\$72,697	1.0065%

BOOKSTORE STAFF PAY

The starting pay for clerks and the highest rate paid for a clerk were analyzed.

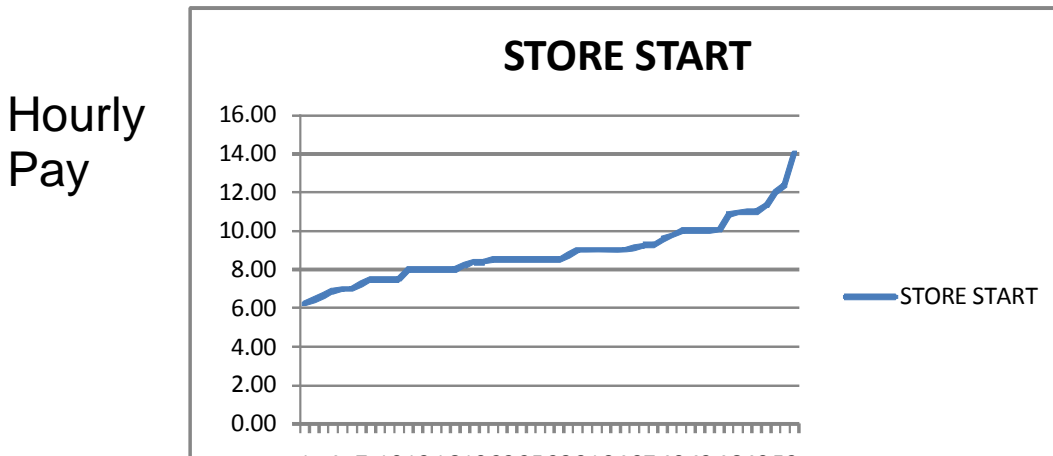
Hourly wages ranged from a starting pay of \$6.25/hour to \$14/hour with the maximum paid for this position ranging from \$6.25/hour to \$22/hour. All associations with a high maximum range also have a higher than average starting pay. Rate of pay does not necessarily relate to association revenue. Some of the largest associations have lower pay rates while some smaller associations have higher than average bookstore staff pay.

The average bookstore staff starting wage for all associations is \$8.90/hour. The average maximum pay for bookstore staff is \$11.88/hour. Some small associations have no bookstore staff or only use volunteers.

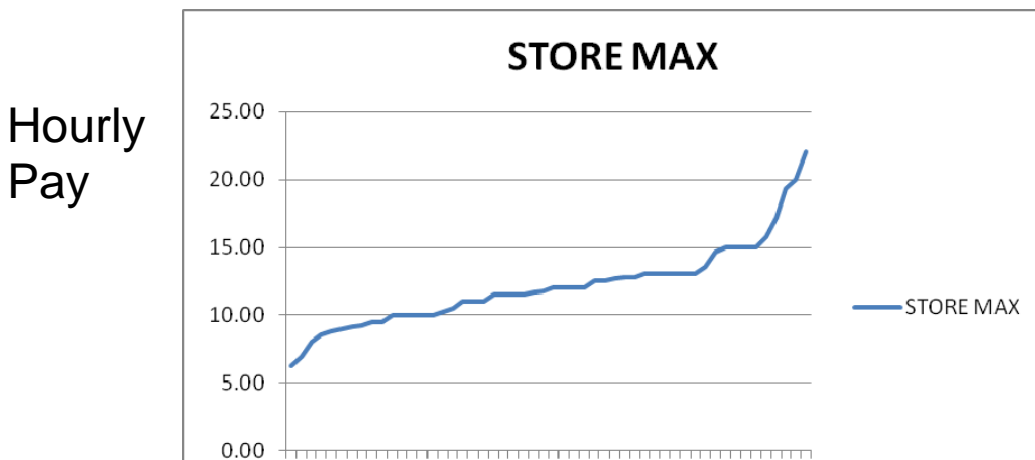
There are a few wages that are well below or well above the average wage. Factoring those out had minimal affect on the average, with the average starting wage at \$8.76 average maximum wage at \$11.81.

Although it appears a few associations have a much higher pay rate for bookstore clerks, as explained later, some association pay scales match those of NPS.

Starting pay for bookstore clerks



Maximum clerk pay



COMMENTS FROM ASSOCIATIONS

1. One small association noted that store clerks are all volunteers
2. One association indicated all positions except executive director are paid based on local government wage scale ranging from GS-1 through GS-5
3. One larger association indicated all staff is paid on government wage scale. Sales staff are GS-4 to GS-5; executive director is GS-12
4. Some smaller associations, with a small staff, noted that the executive director also performs the work of a business manager, operations manager, development director, IT manager, etc.
5. One association indicated they have an executive director and an associate executive director. The associate's salary is 71% of the ED. This association also has a business manager.
6. One smaller association indicated the executive director declined health insurance and receives that cost added to salary