

2026 Nonprofit Compensation & Operations Survey

Summary Report for the Orcas Island Nonprofit Community September 2026

About This Report

This report presents aggregate findings from the 2026 OICF Nonprofit Compensation & Operations Survey. It is intended to help nonprofits and taxing districts serving Orcas Island benchmark compensation, benefits, and staffing practices against local peers.

Confidentiality: All figures in this report are aggregated across multiple organizations. No individual organization, respondent name, job title, or verbatim comment is identified or quoted. Underlying individual survey responses are held by OICF and are not published or shared. A list of participating organizations that submitted complete responses is provided at the end of this report for reference.

The survey was open to all types of nonprofit organizations and taxing districts serving Orcas Island, with more than 100 organizations invited to complete it. It was conducted in July-August 2026 and asked about organizational profile, budget, staffing, compensation structures, benefits, and workforce retention.

Additional regional survey data is provided in this document following the summary of the OICF survey.

Response Overview

Total survey responses received	43
Fully completed responses	26
Partial responses (answered some questions)	17

Because the survey allowed partial completion and some questions were marked “not applicable” by respondents, the number of responses (N) varies by question and is reported alongside each statistic below.

How to Read the Tables

- **N:** the number of organizations that answered that particular question. This varies by question since the survey allowed partial completion and “not applicable” answers.
- **Median:** the middle value when responses are ordered low to high — typically a better “typical organization” benchmark than an average, since a few very large or very small organizations can skew an average.
- **Middle 50% (interquartile range):** the range in which the middle half of responding organizations fall — useful as a realistic target range.
- **Full Range:** the lowest and highest reported values, included for context. Because this is a small community, a few clearly erroneous entries (e.g., an hourly wage entered in the thousands) were excluded from calculations; a small number of open-ended “formula-based” or “prorated” answers that couldn't be converted to a single number were also excluded and are noted where relevant.

Values for questions with very few (fewer than 5) responding organizations are noted as small-sample and should be interpreted with additional caution.

1. Respondent Profile

Service Area

Response	Count	% of respondents
Based on Orcas Island, primarily serving Orcas Island	19	70%
Based on Orcas Island, serving Orcas Island and other areas	4	15%
Based elsewhere, serving Orcas Island and other areas	4	15%
N (organizations answering this question)	27	—

Tax-Exempt / Organizational Status

Response	Count	% of respondents
501(c)(3)	21	75%
Public taxing district	3	11%
Fiscally sponsored by a 501(c)(3)	2	7%
501(c)(6)	1	4%
Other	1	4%
N (organizations answering this question)	28	—

Mission Focus Area

Response	Count	% of respondents
Arts & Culture	4	15%
Other	4	15%
Early Childhood Development	3	11%
Education	3	11%
Social Services	3	11%
Youth Activities	3	11%
Health Care	2	7%
Animal Welfare	1	4%
Economic Development	1	4%
Environment	1	4%
Housing	1	4%
Sports & Recreation	1	4%
N (organizations answering this question)	27	—

Organization Size by Annual Operating Budget

Annual Budget (Revenue)	Count	% of respondents
Under \$250,000	8	31%
\$250,000 – \$1,000,000	9	35%
Over \$1,000,000	9	35%
N (organizations answering this question)	26	—

This three-tier budget grouping is used later in this report (Section 3) to give size-appropriate compensation benchmarks.

2. Organizational Scale & Staffing

Budget

Metric	N	Median	Middle 50%	Full Range
Annual Revenue	26	\$516,588	\$161,500 – \$1,476,052	\$5,000 – \$14,800,000
Annual Expenses	26	\$563,289	\$212,500 – \$1,475,938	\$5,000 – \$14,650,000

Headcount & Workforce Composition

Metric	N	Median	Middle 50%	Full Range
Total headcount (excl. volunteers)	27	6.0	2.5 – 11.5	0 – 50
Total FTEs	27	3.8	1.0 – 6.5	0 – 60
Regular full-time employees	26	2.5	1.0 – 5.0	0 – 9
Regular part-time employees	24	2.5	0.0 – 6.25	0 – 16
Temporary / seasonal employees	18	0.5	0.0 – 4.75	0 – 95
Independent contractors / consultants	27	1.0	0.5 – 2.5	0 – 36

The wide range for temporary/seasonal staffing reflects a mix of small organizations with none and a handful of camp- or event-based organizations with large seasonal crews.

Governance & Volunteers

Metric	N	Median	Middle 50%	Full Range
Board of directors size	27	6.0	5.0 – 10.0	3 – 16
Active volunteers (beyond board), annual	26	20.0	8.5 – 35.0	0 – 200

Staff FTEs by Function

Among organizations that reported having staff in each function (N varies by role — many small organizations have no dedicated staff in some categories):

Function (FTE)	N	Median	Middle 50%	Full Range
Executive / CEO	23	1.00	1.00 – 1.00	0 – 2.0
Program staff	20	1.95	0.62 – 3.25	0 – 7.0
Administrative	19	1.00	0.44 – 1.62	0 – 3.0
Facilities / Maintenance	16	0.75	0.19 – 1.19	0 – 22.0
Development / Fundraising	14	0.30	0.00 – 1.00	0 – 2.0
Marketing / Communications	14	0.28	0.03 – 1.00	0 – 2.0
Finance	13	0.25	0.00 – 0.75	0 – 2.4
Human Resources	10	0.00	0.00 – 0.56	0 – 2.0
Other roles	9	1.00	0.00 – 2.00	0 – 5.0

3. Compensation Benchmarks

Figures below reflect annual base salary or hourly wage as reported by organizations that currently have a paid person in the role. Organizations without a paid Executive Director or without hourly non-exempt staff are excluded from the relevant row.

Base Pay

Metric	N	Median	Middle 50%	Full Range
Executive Director / CEO annual salary	20	\$105,000	\$90,000 – \$125,890	\$14,400 – \$182,000
Mid-level management annual salary	12	\$77,000	\$60,750 – \$85,250	\$40,000 – \$136,000
Average hourly wage, non-exempt staff	20	\$29.91	\$26.86 – \$35.72	\$25.00 – \$70.00
Hourly wage floor (lowest-paid non-exempt role)	18	\$24.50	\$22.00 – \$31.88	\$20.00 – \$42.00

Executive Director salary reflects a mix of full-time and part-time/stipend positions, which widens the range; the \$250K–\$1M and Over \$1M budget tiers below give a more size-comparable benchmark.

Executive Director Salary & Staffing FTE by Organization Size

Annual Budget Tier	Orgs in Tier	N Reporting Salary	Median ED Salary	Median Total FTE
Under \$250K	8	2	Sample too small to report	0.0
\$250K – \$1M	9	8	\$92,500	4.3
Over \$1M	9	9	\$120,000	8.0

Most organizations with an annual budget under \$250,000 do not have a paid, salaried Executive Director; too few (2) reported a figure to publish a reliable benchmark.

Recent Pay Adjustments

Metric	N	Median	Middle 50%	Full Range
Cost-of-living adjustment, past 12 months	25	2.8%	0.0% – 3.5%	0% – 12%
Merit increase, past 12 months	23	~0%	0.0% – 3.0%	0% – 10%

Bonus compensation: among the 18 organizations that answered this question, the large majority distributed no bonus compensation in the past 12 months (median \$0). A small number of organizations reported bonus pools, up to \$10,000 total for the year.

4. Benefits

Health Benefits Offered

Health Benefit Type (select all that apply)	Count	% of respondents
None	14	50%
Group health insurance	12	43%
Health Savings Account (HSA)	2	7%
Flexible Spending Account (FSA)	2	7%
QSEHRA	2	7%

Employer Premium Contribution, Group Health Insurance

Metric	N	Median	Middle 50%	Full Range
% of premium covered – full-time employees	12	100%	95% – 100%	0% – 100%
% of premium covered – part-time employees	11	50%	0% – 75%	0% – 100%

Small sample — based only on the organizations that offer group health insurance.

HSA / FSA / QSEHRA Contribution (% of IRS maximum)

Metric	N	Median	Middle 50%	Full Range
Full-time employees	5	44%	17% – 100%	0% – 100%
Part-time employees	4	31%	13% – 46%	0% – 50%

Too few responses for a reliable benchmark — treat as a rough estimate only.

Ancillary Insurance

Ancillary Benefit (select all that apply)	Count	% of respondents
None	16	59%
Dental insurance	10	37%
Vision insurance	8	30%
Life insurance	6	22%
Short-term disability	3	11%

Retirement Plans

Response	Count	% of respondents
None	12	44%
SIMPLE IRA	9	33%
403(b)	3	11%
Other	3	11%

Employee Housing

Response	Count	% of respondents
Provides employee housing or housing allowance	3 of 25	12%
Does not provide employee housing or housing allowance	22 of 25	88%
Housing is a significant challenge for employees (Yes)	8 of 24	33%
Housing is not a significant challenge for employees (No)	16 of 24	67%

5. Workplace Practices & Paid Time Off

Vacation, Holidays, Wellness – Full-Time Employees

Category (Full-Time)	N	Median	Middle 50%	Full Range
Personal / vacation days	18	12.5	7.75 – 15.75	0 – 21
Federal / other holidays	16	8.0	6.0 – 12.0	0 – 16
Wellness / sick days	16	6.1	5.0 – 12.0	0 – 20

Vacation, Holidays, Wellness – Part-Time Employees

Category (Part-Time)	N	Median	Middle 50%	Full Range
Personal / vacation days	16	1.5	0.0 – 8.5	0 – 15
Federal / other holidays	13	7.0	0.0 – 12.0	0 – 16
Wellness / sick days	12	3.5	0.0 – 5.5	0 – 20

A number of organizations (roughly 2–4 per category) pro-rate part-time paid time off based on hours worked rather than a flat day count; those responses are reflected narratively here rather than as a day figure.

Work Arrangement

Response	Count	% of respondents
Hybrid	13	50%
100% Onsite	12	46%
100% Remote	1	4%

Performance Reviews

Response	Count	% of respondents
Annual review process	15	60%
As needed	6	24%
Not applicable	4	16%

Professional Development & Policy Infrastructure

Response	Count	% of respondents
Budgets for ongoing staff training / professional development	19 of 25	76%
Has an employee policy manual / handbook	17 of 24	71%

6. Staffing Dynamics & Outlook

Hiring – Past & Planned 12 Months

Metric	N	Median	Middle 50%	Full Range
New full-time hires, past 12 months	22	0	0 – 0.75	0 – 4
New part-time hires, past 12 months	20	0	0 – 1.25	0 – 2
Planned full-time hires, next 12 months	21	0	0 – 0	0 – 2
Planned part-time hires, next 12 months	18	0	0 – 1	0 – 5

Most Orcas Island nonprofits reported flat headcount plans; a minority are actively growing staff.

Staff Departures

N = 23 organizations answered this question.

Reported staff departure rate over the past 12 months: median 0%, middle 50% of organizations between 0% and 4.5%, with a small number of organizations reporting substantially higher turnover (up to 33%).

Primary Reasons for Voluntary Departures

Among the 14 organizations that reported a departure in the past 12 months:

Reason (select all that apply)	Count	% of respondents
Other reason	6	43%
Family or caregiving responsibilities	3	21%
Relocation (not cost-of-living related)	2	14%
Career change to a different field	2	14%
Retirement	2	14%
Compensation or benefits dissatisfaction	1	7%
Burnout or workload	1	7%
Housing / cost-of-living affordability	0	0%
Lack of advancement opportunities	0	0%
Return to school	0	0%

Hardest-to-Recruit Positions

About half of responding organizations indicated no current recruiting difficulty or that the question did not apply (e.g., all-volunteer organizations). Among those reporting a challenge, recurring themes — without naming specific organizations or roles verbatim — included:

- Education and teaching positions
- Skilled trades, facilities, and maintenance roles
- Finance and accounting positions
- General administrative and volunteer-coordination capacity

A Note on Data & Confidentiality

This survey reflects a small, close-knit nonprofit community. To protect respondent confidentiality, this report presents only aggregate statistics (medians, interquartile ranges, and overall counts) across multiple organizations and results are not broken out in groupings small enough to reasonably identify a single organization.

A handful of individual data points that were clearly data-entry errors (e.g., an hourly wage entered as a five-figure number, or a negative headcount change) were excluded from the calculations above so they would not distort the benchmarks.

Questions about this report or the underlying survey can be directed to OICF at info@oicf.us.

Participating Organizations

Thank you to the following organizations that participated in the survey:

Canoe Island French Camp	Orcas Island Library District
Early Childhood Education Initiative	Orcas Island Park and Recreation District
Four Winds Camp	Orcas Island Sexual Health Alliance
Friends of the Olga Store Building	Orcas Montessori School
OIHS Culture and Travel Club	Orcas Senior Center
OPAL Community Land Trust	ORS-Exchange
Orcas Animal Protection Society	Recovery in Community
Orcas Center	Salish Wildlife Rescue
Orcas Community Resource Center	Salmonberry School
Orcas Island Chamber Music Festival	San Juan EDC
Orcas Island Chamber of Commerce	San Juan Islands PREPARE dba Orcas Prepares
Orcas Island Children's House	San Juan Islands Shuttle System (Island Rides)
Orcas Island Community Foundation	The Funhouse Commons
Orcas Island Health Care District	Turn Point Lighthouse Preservation Society
Orcas Island Historical Museums	United Way of San Juan County

Regional Data for Manager & Director Positions

The OICF survey did not collect specific salary information for finance, marketing/communications, development or programs/operations manager or director positions. However, a summary of data from available regional sources is included below for reference.

Positions reviewed: Finance Manager/Director; Marketing/Communications Manager/Director; Development Manager/Director; Program/Operations Manager/Director

Geographic focus: Western Washington, with emphasis on Seattle/King County and supplemental data from Tacoma/Pierce County and Bainbridge Island

Data period: 2024–2026

The most comprehensive regional dataset is the 2025 King County Nonprofit Wage & Benefits Survey, conducted by 501 Commons. It collected compensation information from 224 nonprofit organizations, representing nearly 14,000 employees across 172 job titles, with data collected February–May 2025.

These should be treated as market-reference ranges rather than recommended salaries. Actual compensation should be adjusted for organization size, budget, number of direct reports, revenue/fundraising responsibility, specialized expertise, benefits, hybrid/remote expectations, and geographic location.

The survey also specifically advises organizations to match jobs based on actual job responsibilities rather than title, which is particularly important for organizations below \$2M. Compensation for a combined role should reflect the breadth, complexity and level of responsibility of the combined job.

Position	Budget < \$500K	Budget \$500K–2M
Finance Manager	\$65K–85K	\$75K–100K
Finance Director	\$75K–100K	\$90K–120K
Marketing/Communications Manager	\$60K–80K	\$70K–95K
Marketing/Communications Director	\$70K–90K	\$80K–105K
Development Manager	\$60K–80K	\$70K–95K
Development Director	\$70K–95K	\$85K–110K
Program/Operations Manager	\$60K–80K	\$70K–95K
Program/Operations Director	\$70K–95K	\$85K–110K

Sources

1. **501 Commons, 2025 King County Nonprofit Wage & Benefits Survey** — the principal regional compensation benchmark, based on 224 nonprofit organizations and nearly 14,000 employees.
2. **501 Commons, Communications Director/Manager compensation data**, 2025.
3. **501 Commons, Director of Development compensation data**, 2025.
4. **ProPublica Nonprofit Explorer / Form 990 data** for Seattle-area nonprofit organizations, including Seattle Arts & Lectures, Casa Inc., Friends of the Children–Seattle, Emergency Support Shelter, University District Service League and Seattle Opera.