

The Hamlet

Lopez Housing Options (LOHO)

Memorandum

To: LOHO 2024 Board of Directors

From: June Coover, LOHO Board Member and AnneMarie Killen-Gall,
Human Resource Consultant (retired)

CC: Heather Harrison

Date: October 1, 2024

REVISION 1 – May 14, 2025

RE: LOHO DIRECTOR/EXECUTIVE DIRECTOR COMPENSATION REVIEW

This memorandum has been prepared to address the following two items:

1. Strategic Work Plan Task, Objective 2, Task 2

Review pay and benefit levels for similar organizations in the region and determine if the Hamlet's pay and job conditions are competitive.

Note, this memorandum addresses one position as partial fulfillment of this task.

2. Address IRS Form 990 Part VI, Section B, Question 15a

Did the process for determining compensation of the following persons include a review and approval by independent persons,

comparability data, and contemporaneous substantiation of the deliberation and decision?

- a. *The organization’s CEO, Executive Director, or top management official.*

Section B. Policies of the Form 990 are not required by the Internal Revenue Code but are included in the 990 as a best practice for organizations exempt from income tax.

APPROACH

King County completed a salary and benefits survey of nonprofit jobs in King County. The salary data was collected in 2023 from 235 nonprofits and included wage tables for 175 job titles based on 14,000+ salaries. As a component of the survey, a tool was developed that can be used to find salary information for 175 nonprofit jobs. The tool allows you to compare information for multiple jobs. The data is drawn from the King County Nonprofit Wage & Benefits Survey Report (2023) [<https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report>].

The current incumbent’s role was formally revised and approved on September 24, 2024. The role most closely aligned with the job title “Executive Director/Chief Executive Officer” reported in the survey. We used this data from the survey and two survey “cuts”:

1. organizations with approximately \$1,000,000 in annual budget and
2. Field of services of “Older Adult Services” and “Housing/Shelter”

See Attachment 1 for Executive Director Job Description and Attachment 2 for details of the survey results.

ANALYSIS

The analysis focused on Executive Director job for organizations with similar budgets. The Hamlet budget is approximately \$1,020,000, just

within the survey threshold range of \$1,000,000 to \$1,999,999. Therefore, the 10th %ile was used in the analysis. The 50th %ile of two field of service “Housing/Shelter” and “Older Adult Services” as the second cut when determining range of salary (Table 1). These two factors are the best match for targeting a competitive salary for this position.

Table 1. Executive Director Salary Comparison

Survey job title and job description

Executive Director/Chief Executive Officer

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance, communications. Represents organization to government agencies, community and the public.

Cut	10 th %ile	50 th %ile	# Salaries	# Orgs
Annual Budget \$1,000,000 to \$1,999,999	\$82,000		52	51
FOS - Older Adult Services		\$92,000	11	11
FOS - Housing/Shelter		\$133,000	15	15
Average Field of Service (FOS)		\$112,500		

RECOMMENDED SALARY RANGE

The salary range identified below is “anchored” with a midpoint that represents the average of the two data points above (Annual Budget and FOS). From that anchor, the minimum and midpoint represent a 50% salary range spread.

Table 2. Salary Range

Minimum Salary	\$82,000
50 th %ile	\$92,250
Maximum Salary	\$112,500

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Attachment 1

LOHO Executive Director Job Description

Executive Director Job Description

Mission: The Hamlet is a residential community in the heart of Lopez village for people age 55 and older. It provides housing in a diverse, safe environment for Lopezians of varying incomes or their aging family members.

The role of the Hamlet Executive Director (ED) is to work with the Board of Directors and Hamlet House and Hamlet Cottages Managers to provide housing and care for seniors on Lopez.

Pay: 26 hours per week; range of \$45,000-\$60,000/year (needs to be formally looked at)

Benefits:

- Health Insurance
- Simple IRA
- Paid vacation, sick time, and holidays

The duties of this position include:

Board of Directors

- Attend monthly Board meetings and Executive Committee meetings.
- Prepare Board documents and packets and send to Board prior to meetings.
- Prepare and maintain Board notebooks.
- Ensure Board-related documents are maintained and kept up to date.
- Support Governance Committee in recruiting Board and Committee members.
- Assist with coordinating Board trainings.

Investment and Finance*

- Provide input on the annual budgets.
- Manage USDA and Banner Bank debt payments
- Invest Hamlet funds as directed by the Hamlet Board
- Financial oversight, including funds transfers, filing all IRS required reporting and payroll taxes, and completing QuickBooks entries as needed
- Review and submit payroll, review and submit simple IRA, create and mail 1099s, handout/mail W-2s
- Manage and assure filing of 990
- Maintain relations with Banner Bank and USDA

If no Treasurer, also:

- Prepare annual budgets (with Hamlet House and Cottage managers' input)
- Track spending compared to the budget
- Provide key performance indicators to the Board, as requested

*The ED will work closely with the Treasurer. Specific duties may vary based on the particular skills of the Treasurer.

Marketing:

- Research/recommend rental rate for cottages
- Update brochures
- Photograph Cottages/Hamlet House/other events
- Create event invitations
- Publicity/promotion
 - Paid advertising for Hamlet House and Cottages
 - Write newspaper articles

Fundraising

- Coordinate annual fundraising initiatives in conjunction with the Board
- Create three newsletters per year, plus Annual Report (prep and distribution)
- Maintain Hamlet website, as needed
- Engage in donor relations

Grants

- Identify and apply for grants related to the mission of The Hamlet
- Manage grants and complete reports

Management

- Supervise the Cottage and Hamlet House Managers
- Work with and oversee bookkeeper and accountants
- Chair selection committee for new Cottage residents
- Assist with monitoring strategic plan
- Monitor Long-Term Maintenance plan
- Provide support to Hamlet House manager, as able
- Have a general awareness of Hamlet House

Legal

- Complete insurance renewal (Fortiphi/NPIP)
- Complete required Secretary of State reports

- Oversee health insurance (includes submitting required documentation)
- Work to ensure that all LOHO practices are in regulatory and legal compliance

Required Qualifications:

- Strong attention to detail
- Proficient at Excel and Word
- Strong verbal skills
- Pass required criminal background check

Preferred Competencies:

- Experience working with seniors
- Experience with writing grants and fundraising
- Experience with using Quickbooks
- Experience using WordPress

Note: The Executive Director and Hamlet Cottages Manager should know each other's positions well enough the they can provide coverage during the other's vacations and leaves of absences. The Hamlet House Manager should have staff that are able to cover their role during vacation and leave.



Attachment 2

Survey Results



Home » Resources »

501 Compensation Tracker

Salary information for nonprofit employees (King Co. Washington)

Salary information for nonprofit employees in King County, Washington

You can use the search below to find salary information for 175 nonprofit jobs. The tool allows you to compare information for multiple job titles. The data is drawn from the [King County Nonprofit Wage & Benefits Survey Report \(2023\) \[https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report\]](https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report).

[\[https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report\]](https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report) The salary data was collected between February and June 2023 from 235 nonprofits. It includes wage tables for 175 job titles based on 14,000+ salaries. Job titles reported by fewer than five organizations were excluded for statistical reasons. The data shows the compensation for participating organizations, not what ideal compensation and benefits should be. We hope this data and the analysis and further research included in the 2023 King County Nonprofit Wage & Benefits Survey Report will help nonprofits offer competitive compensation, attractive benefits packages, and equitable policies that support the sector's dedicated employees.



We also encourage you to listen to the voices of 1,233 nonprofit employees who participated in the [Putting People First: 2023 King County Nonprofit Employee Engagement Survey Report \[https://www.501commons.org/resources/putting-people-first/2021-king-county-nonprofit-employee-engagement-survey-report\]](https://www.501commons.org/resources/putting-people-first/2021-king-county-nonprofit-employee-engagement-survey-report). In it, you can read about how people feel about compensation, work culture, relationships with supervisors, and other factors that impact employee satisfaction.

This program receives funding from the King County Veterans, Seniors & Human Services Levy.

How to search:

- Click the drop-down menu and choose a job title you are interested in.
- If you want to compare jobs, add more than one job from the list below to see results side by side.
- Job titles for the same job are not consistent across organizations, so **use the job description** to find the job that is the best match, rather than relying on the job title alone. Job descriptions are displayed when you select a job. [Appendix A of the report \[https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report#page=243\]](https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report#page=243) also provides a list of job titles and descriptions.
- If you are doing a more comprehensive review of salaries, go to the [full wage and benefits report \[https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report\]](https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report) for more information on compensation and benefits practices in the sector, an analysis of Executive Director compensation, and complete data for each job title.
- Data is provided as “average by employee” and “average by organization.” We recommend using the “average by employee” in most cases when available because it better reflects the employment market as a whole. For more information about the two statistics, see page 18 in the full wage and benefits report.

Explore the Salary Data

Director, Administration/Operat



Director, Administration/Operations

Average by Org: \$92,457 **10-90th %ile:** \$65,250 – \$120,760

Directs a group of functions for the organization including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service, and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. Jobs that include management of the organization's financial department are reported in job #106 (Director of Finance & Administration).

Executive Director/Chief Execut

**Executive Director/Chief Executive Officer****Average by Org:** \$146,233 **10-90th %ile:** \$75,600–\$251,000

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance, communications. Represents organization to government agencies, community and the public.

Explore the data below or add another job to compare.

Select a Job

Salary Data

Overview

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
Base Salary - All Employees	Director, Administration/ Operations	\$91k	\$92k	\$65k	\$75k	\$88k	\$105k	\$121k	77	53
	Executive Director/Chief Executive Officer	\$145k	\$146k	\$76k	\$95k	\$127k	\$171k	\$251k	229	220

By Annual Budget

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
Less than \$500,000	Director, Administration/ Operations	–	–	–	–	–	–	–	–	–
	Executive Director/Chief Executive Officer	\$82k	\$82k	\$43k	\$57k	\$78k	\$95k	\$127k	27	26
\$500,000 - \$999,999	Director, Administration/ Operations	\$66k	\$66k	–	–	\$64k	–	–	7	7

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
	Executive Director/Chief Executive Officer	\$90k	\$91k	\$70k	\$75k	\$83k	\$102k	\$114k	39	36
\$1,000,000 - \$1,999,999	Director, Administration/Operations	\$82k	\$81k	-	-	\$74k	-	-	11	10
	Executive Director/Chief Executive Officer	\$124k	\$125k	\$82k	\$100k	\$121k	\$138k	\$155k	52	51
\$2,000,000 - \$4,999,999	Director, Administration/Operations	\$89k	\$89k	-	-	\$89k	-	-	10	10
	Executive Director/Chief Executive Officer	\$143k	\$143k	\$102k	\$114k	\$141k	\$158k	\$186k	42	40
\$5,000,000 - \$9,999,999	Director, Administration/Operations	\$99k	\$99k	-	-	\$96k	-	-	6	6
	Executive Director/Chief Executive Officer	\$165k	\$169k	\$111k	\$130k	\$150k	\$197k	\$225k	29	27
\$10,000,000 and more	Director, Administration/Operations	\$97k	\$108k	\$75k	\$80k	\$94k	\$110k	\$125k	41	19
	Executive Director/Chief Executive Officer	\$253k	\$253k	\$176k	\$181k	\$225k	\$317k	\$370k	40	40

By Field of Service

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
Assn/Membrshp/ Support Org/ Philanthropy	Director, Administration/Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$171k	\$171k	-	-	\$151k	-	-	8	8
Child Welfare/Child Care	Director, Administration/Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$158k	\$158k	-	-	\$177k	-	-	5	5
Community/ Economic Development	Director, Administration/Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$113k	\$113k	-	-	\$120k	-	-	7	7
Conservtn/ Envrnmt/Parks/	Director, Administration/Operations	-	-	-	-	-	-	-	-	-

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
Animal Welfare	Executive Director/Chief Executive Officer	\$117k	\$117k	\$48k	\$80k	\$104k	\$163k	\$203k	14	14
Culture/Arts/ Museums/Religious	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$156k	\$156k	\$63k	\$89k	\$125k	\$199k	\$309k	24	24
Disability Services	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$195k	\$195k	-	-	\$146k	-	-	10	10
Education/Schools/ Colleges/Research	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$137k	\$137k	\$77k	\$93k	\$123k	\$168k	\$240k	16	16
Employment Counseling/ Workforce	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	-	-	-	-	-	-	-	-	-
Healthcare	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	-	-	-	-	-	-	-	-	-
Housing/Shelters	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$154k	\$154k	\$95k	\$110k	\$133k	\$177k	\$282k	15	15
Legal Services/ Advocacy/Civil Rights	Director, Administration/ Operations	\$88k	\$88k	-	-	\$78k	-	-	8	7
	Executive Director/Chief Executive Officer	\$129k	\$128k	\$81k	\$96k	\$137k	\$156k	\$176k	21	18
Mental Health/ Counseling/ Behavioral Hlth	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$156k	\$156k	-	-	\$105k	-	-	7	7
Older Adult Services	Director, Administration/ Operations	-	-	-	-	-	-	-	-	-
	Executive Director/Chief Executive Officer	\$137k	\$137k	-	-	\$92k	-	-	11	11

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
Youth/Mentoring	Director, Administration/Operations	–	–	–	–	–	–	–	–	–
	Executive Director/Chief Executive Officer	\$118k	\$125k	\$63k	\$75k	\$92k	\$127k	\$257k	15	13
Social Service, One Major Program	Director, Administration/Operations	–	–	–	–	–	–	–	–	–
	Executive Director/Chief Executive Officer	\$132k	\$136k	\$79k	\$95k	\$118k	\$139k	\$241k	15	14
Social Service, Multiple Programs	Director, Administration/Operations	\$107k	\$107k	\$84k	\$93k	\$101k	\$120k	\$145k	19	15
	Executive Director/Chief Executive Officer	\$142k	\$145k	\$75k	\$95k	\$130k	\$181k	\$223k	53	50

By Number of Employees

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
1 to 5	Director, Administration/Operations	–	–	–	–	–	–	–	–	–
	Executive Director/Chief Executive Officer	\$95k	\$96k	\$54k	\$75k	\$84k	\$108k	\$153k	52	49
6 to 15	Director, Administration/Operations	\$81k	\$81k	\$56k	\$68k	\$74k	\$98k	\$120k	15	14
	Executive Director/Chief Executive Officer	\$124k	\$124k	\$76k	\$91k	\$117k	\$144k	\$172k	72	68
16 to 40	Director, Administration/Operations	\$91k	\$91k	\$62k	\$71k	\$89k	\$104k	\$128k	16	15
	Executive Director/Chief Executive Officer	\$143k	\$143k	\$92k	\$108k	\$130k	\$162k	\$202k	48	47
41 to 100	Director, Administration/Operations	\$88k	\$88k	–	–	\$86k	–	–	6	6
	Executive Director/Chief Executive Officer	\$159k	\$161k	\$101k	\$129k	\$146k	\$197k	\$213k	23	22
More than 100	Director, Administration/Operations	–	\$109k	–	–	–	–	–	38	16
	Executive Director/Chief Executive Officer	\$257k	\$257k	\$168k	\$183k	\$238k	\$334k	\$385k	34	34

By Number of Employees Managed

		Avg Salary	Avg by Org	10th %ile	25th %ile	50th %ile	75th %ile	90th %ile	# Salaries	# Orgs
1 to 3	Director, Administration/Operations	\$86k	\$88k	\$58k	\$74k	\$82k	\$99k	\$121k	24	17
	Executive Director/Chief Executive Officer	\$100k	\$101k	\$54k	\$75k	\$83k	\$124k	\$156k	39	36
4 to 8	Director, Administration/Operations	\$97k	\$99k	\$78k	\$83k	\$92k	\$105k	\$143k	19	15
	Executive Director/Chief Executive Officer	\$148k	\$149k	\$76k	\$96k	\$125k	\$170k	\$285k	63	62
9 to 14	Director, Administration/Operations	\$94k	\$96k	-	-	\$92k	-	-	10	9
	Executive Director/Chief Executive Officer	\$141k	\$141k	\$76k	\$101k	\$132k	\$155k	\$228k	40	40
15 and over	Director, Administration/Operations	\$92k	\$92k	-	-	\$95k	-	-	6	5
	Executive Director/Chief Executive Officer	\$171k	\$173k	\$97k	\$122k	\$155k	\$200k	\$264k	67	65

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