2020

State of the Winnebago and Boone County Nonprofit Sector

Compiled by

The Northern Illinois Center for Nonprofit Excellence (NICNE)

The Northern Illinois Center for Nonprofit Excellence (NICNE) was founded in August of 2004 by Pam Clark Reidenbach to build the management capacity of nonprofit organizations in northern Illinois. Originally a program of Rockford University, NICNE became an independent 501(c)(3) and affiliated with Northern Illinois University in July, 2018. NICNE is located on the Rockford campus. NICNE's main focus continues to be on serving nonprofit organizations in the northern Illinois region. **Our mission is to promote and grow innovation, excellence and social impact**.

In FY19, NICNE served 2,140 individuals from 269 nonprofits across 17 counties through various programs that include: 1) Certificate in Nonprofit Management – Five 4-week courses in Leadership and Governance, Marketing and Promotions, Fund Development, Financial Management, and Human Resources. Completion of all five earns a certificate from NICNE at NIU; 2) Volunteerism best practices hosts monthly conversations for volunteer coordinators to share cutting-edge information specific to recruitment, retention and recognition of volunteers; 3) technical assistance and consultation provides resources and customized, on-site services; 4) special workshops/trainings (i.e. advocacy, sustainability, state of the nonprofit sector).

The growing and most impactful work led by NICNE is around social innovation and change. Through cross-sector collaboration we aim to solve social problems using creative approaches that address root causes and confront system barriers. Initiatives currently led by NICNE are: 1) Youth Mental Health System of Care – gathering data, families and professionals in the mental health field to plan for a person-centered, seamless system of care for children needing mental health services; 2) The Rockford Area Case Management Initiative – a community-wide system change approach to delivering strength-based, outcome-focused support services that help participants achieve specific, self-defined outcomes leading to self-sufficiency; and 3) Collective Impact Community of Practice – bringing together Collective Impact trained facilitators to discuss best practices and opportunities to gather diverse stakeholders around a critical social issue to solve vexing problems together as a community. These NICNE programs and services are building the leadership and governance capacity of nonprofit organizations, improving nonprofit efficiency and effectiveness, enhancing nonprofit sustainability, and co-creating solutions to our community's most significant social issues.

NICNE STAFF

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NICNE, a 501(c)(3) organization, is a program of Northern Illinois University,
Division of Outreach, Engagement and Regional Development

Introduction, Acknowledgements and Highlights

Nonprofits embody the best spirit of our community. They play a vital role in building a healthy community providing critical services that contribute to economic stability and mobility. They help hundreds of people every day by educating our children, caring for the sick and dying, providing shelter for the homeless, building job skills for the unemployed, and more.

Nonprofits are crucial to the health of our community. They give shape to our boldest dreams, highest ideals, and noblest causes. As promoters of democracy, champions of the common good, advocates of social justice and equity, incubators of innovation, laboratories of leadership, responders in times of crisis, stimulators of the economy, protectors of the environment, teachers, and healers, nonprofits turn our morals and highest expectations into action. They are the soul of our community.

Nonprofits are also an economic engine. Based on the Bureau of Labor Statistics data, nonprofit employment has continued its striking record of growth, expanding by 2% between 2016 and 2017, compared to 1.5% growth in for-profit employment. The nonprofit workforce also edged out the workforce in all fields of manufacturing again in 2017, maintaining its position as the third largest workforce of all U.S. industries, behind only retail trade and food accommodation industries. The IRS reports 1,122 nonprofits in Winnebago County, 849 filing Form 990 or 990-EZ with the IRS. Total assets at $4.5 billion and revenue at $2.3 billion. According to Johns Hopkins Center for Civil Society Studies, Rockford's share of nonprofit private employment is 13.2% compared to the national average of 10.2%.

The Northern Illinois Center for Nonprofit Excellence for the past few years has conducted a salary and benefits survey gathering and summarizing compensation and benefits information to ensure competitive wages and benefits. This year, NICNE responded to the desire of local nonprofits leaders to collect additional information and data specific to the state of the sector in Winnebago and Boone Counties to further professionalize the sector and provide evidence of its social and economic impact.

NICNE's data was collected from 71 nonprofit professionals in Winnebago and Boone County utilizing a web-based questionnaire. Recipients received an e-mail invitation linked to a secure site to complete the anonymous questionnaire. Results were complied by NICNE.

A few highlights include:

♦ 1,500 full-time employees and 2,500 part time spending $82.3 million on salaries. All of these employees pay state income taxes on earnings, sales taxes on purchases, and frequent local businesses contributing significantly to the local economy;

♦ 83% of nonprofit employees reside in Winnebago County;

♦ 65% of nonprofit leaders are women;

♦ 84% of executives have a bachelor's degree or higher and 48% a master's degree or higher, suggesting that nonprofits may be drawing an educated workforce in our community;

♦ 7,567 volunteers are utilized each year;

♦ More than $43.7 million generated in grant income and spent in our community last year; and

♦ More than $39.3 million invested in the community last year alone through the purchase of local goods and services.

We are deeply grateful to the nonprofit partners who contributed a significant amount of time and effort to inform NICNE's study. This project would not be possible without your participation. Thank you!

We encourage you to utilize the information contained in this report to inform donors, customers, participants and volunteers. NICNE will do our part to share the information with the community as we uphold the value of the nonprofit sector as an indicator of overall community health.

Pamela J. Clark Reidenbach
Executive Director

Billie Callahan
Associate Director

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The Nonprofit Sector: A National Snapshot

Size of the Sector

In the year 2000, there were 1.26 million nonprofits registered with the IRS. 688,600 (54%) of these were registered as 501(c)(3) organizations. By 2015, approximately 1.56 million nonprofits were registered with the IRS, and approximately 1.09 million (69.8%) of these were 501(c)(3) organizations. The number of 501(c)(3) organizations increased by more than 90% increase across a fifteen year period.[1]

As of FY17, there were 1,646,650 tax exempt organizations registered and recognized by section 501(c) of the Internal Revenue Code.[2]

> **More than 1.6 million tax exempt organizations registered and recognized by the IRS in the United States**

Registered 501(c)(3) Nonprofits and Private Foundations[3]

by Subsector

Subsector	Total
Arts, Culture, Humanities	119,763
Education (excluding higher education)	184,114
Higher Education	6,717
Environment and Animals	63,774
Healthcare and Mental Health (excluding hospitals)	92,145
Hospitals	6,423
Human Services	**353,909**
International	22,689
NTEE=T (re-grantors such as community foundations, DAFs, and federated campaigns)	35,659
Other Public/Societal Benefit and Community Improvement	94,794
Research: Science, Technology, Social Science	10,931
Religion Related, Spiritual Development	298,227
All Others	9,505
Private Foundations	126,676

This chart condenses nonprofit organizations into 13 broad categories of nonprofit "subsectors," however the total of religious or spiritual development organizations are higher than depicted as houses of worship are not required to register with the IRS and the actual number is larger than listed here.

The Nonprofit Sector: A National Snapshot

Economic Impact of the Sector

In 2015, the nonprofit sector contributed $985.4 billion to the U.S. economy, composing **5.5% of the country's GDP.** 501(c)(3) public charities accounted for just over 75% of revenue and expenses for the nonprofit sector as a whole and just under two-thirds of the nonprofit sector's total assets ($3.67 trillion).[4]

Employment in the Sector

Nonprofits are the third largest employment sector in the nation, employing more than 12.3 million employees, or a little over 10% of the workforce, and paying nearly 10% of total wages. Nonprofit employment has continued **record growth**, expanding by 2% between 2016 and 2017, compared to 1.5% growth in for-profit employment.

The national average nonprofit share of private employment in 2017 was 10.2%. 88% of nonprofit employment is located in metropolitan areas, compared to 87% for For-Profit employment.[5]

Employment by Sector[6]

Retail Trade	15,914,911
Accommodations & Food Services	13,701,645
Nonprofit Sector	**12,488,563**
Manufacturing	12,456,203
Construction	7,098,128
Finance & Insurance	5,943,525

The Nonprofit Sector: A National Snapshot

Charitable Giving

In 2018, total private giving from individuals, foundations and businesses totaled $427.71 billion. This is an increase of 0.7% from 2017, but an overall decrease of 1.7% after adjusting for inflation.[7] According to Giving USA, total charitable giving rose for the fourth consecutive year in 2017, making 2017 the largest single year for private charitable giving, even after adjusting for inflation. Despite the slight overall decrease from 2017 to 2018, Americans continue to support charitable institutions.[8] An estimated 25.1% of US adults volunteered in 2017, contributing an estimated 8.8 billion hours. This is a 1.6% increase from 2016. The value of these hours is approximately $195.0 billion.[9]

2017 private charitable contributions reached $410.02 billion, an increase for the fourth consecutive year. Since 2007, private giving has increased 11.5%, adjusting for inflation. Congregations and religious organizations received 30.9% of private charitable contributions, a slight decrease from prior years. Education organizations received the second highest share, holding steady from 2012 at 14.3%. Human services organizations received the third-highest proportion, 12.1%, which is a slight decline from 2012.[10]

Financial Health of the Nonprofit Sector[11]

According to GuideStar's January 2018 *The Financial Health of the US Nonprofit Sector* report:

- 7-8% of nonprofits are technically insolvent with liabilities exceeding assets, roughly a $40-50 billion funding gap
- 30% face potential liquidity issues with minimal cash reserves and/or short-term assets less than short-term liabilities
- 30% have lost money over the last three years
- Approximately 50% have less than one month of operating reserves

Scale does not always translate into financial stability; Larger nonprofits are often reliant upon government funding or service fees and are not necessarily financially healthier than smaller nonprofits. 7% of very large nonprofits are technically insolvent, and those 7% account for approximately 80% of the $40-$50 billion funding gap.

Improving the financial health of the sector will require partnerships and coordination between funders, regulatory bodies, and policy-makers, and strategic decision making on the part of nonprofit organizations.

Winnebago County At A Glance

Winnebago County is one of 102 counties in the state of Illinois, and is the 7th largest county by population. Winnebago County covers approximately 513 square miles and has a population of 284,081.[12]

Gender
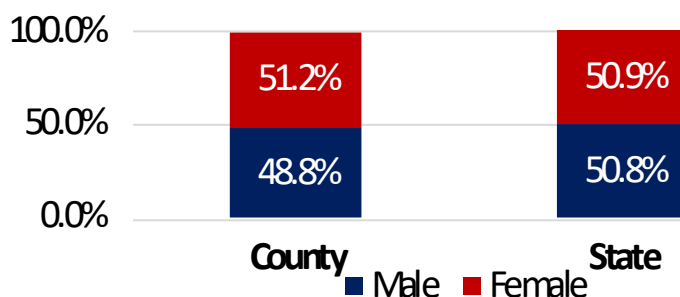
*United States Gender Distribution: 50.8% Female, 49.2% Male

Adult Education in Winnebago County[13]

State of Illinois: 88.6% HS Diploma or higher, 32.2% Bachelor's or higher
United States: 87.3% HS Diploma or higher, 29.8% Bachelor's or higher
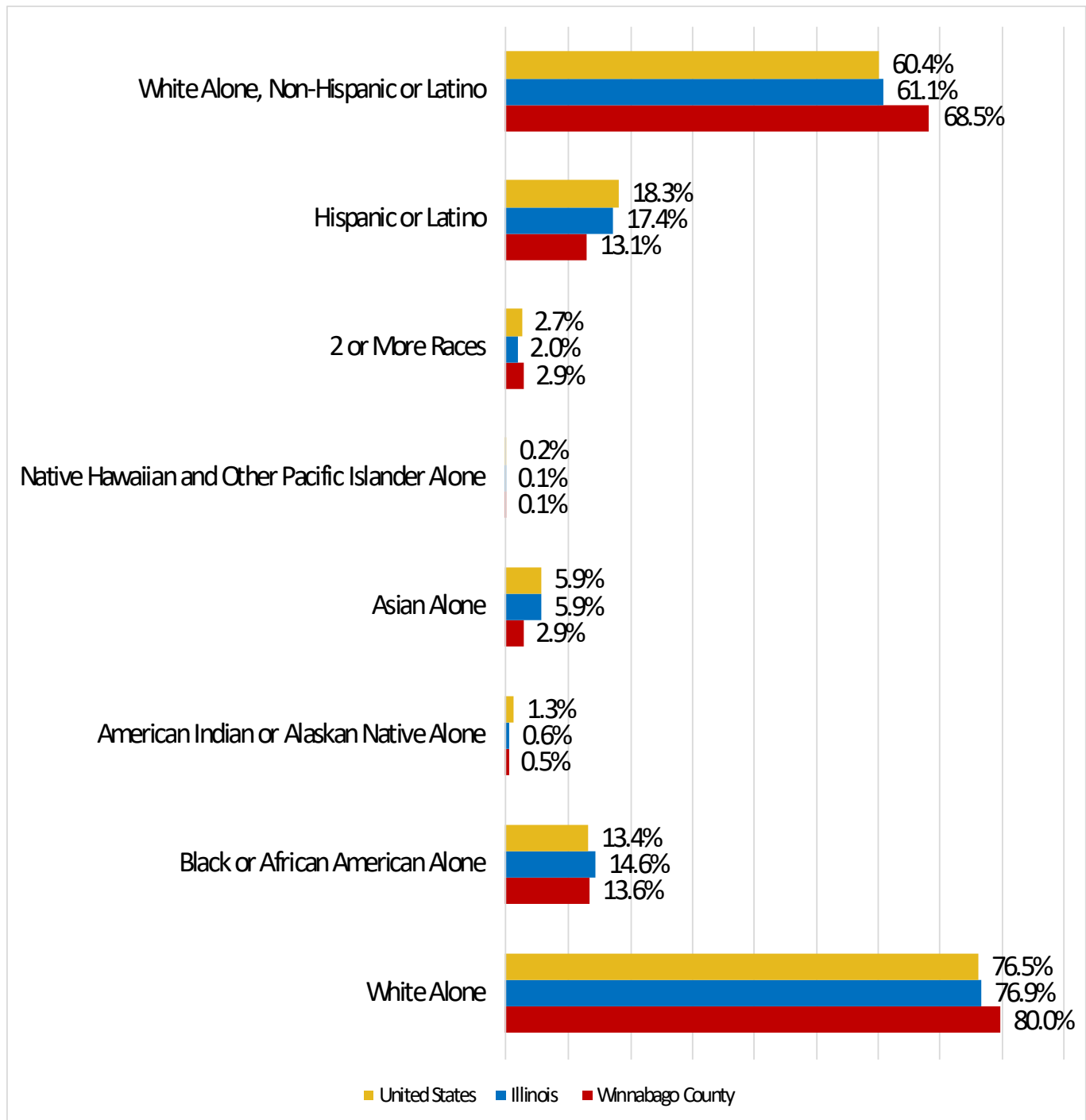Rockford: 83.4% HS Diploma or higher, 21.4% have a Bachelor's or higher
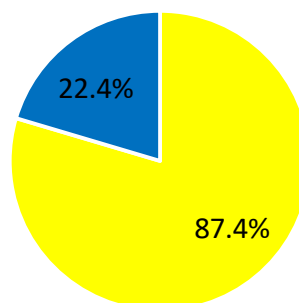
■ HS Graduate or Higher, % of persons age 25+ 2013-2017

■ Bachelor's Degree or Higher, % persons age 25+, 2013-2017

Winnebago County At A Glance

Racial Distribution

Winnebago County is predominately white, but is more diverse than surrounding counties. As of July 1, 2018 the largest city in Winnebago County, Rockford, has a population of 146,526, or 51.5% of the county's total population. Rockford residents are 67.0% White, 21% Black or African American, and 18.4% Hispanic or Latino.[14]

Race/Ethnicity	United States	Illinois	Winnabago County
White Alone, Non-Hispanic or Latino	60.4%	61.1%	68.5%
Hispanic or Latino	18.3%	17.4%	13.1%
2 or More Races	2.7%	2.0%	2.9%
Native Hawaiian and Other Pacific Islander Alone	0.2%	0.1%	0.1%
Asian Alone	5.9%	5.9%	2.9%
American Indian or Alaskan Native Alone	1.3%	0.6%	0.5%
Black or African American Alone	13.4%	14.6%	13.6%
White Alone	76.5%	76.9%	80.0%

Winnebago County At A Glance

Distribution by Age

Winnebago County has a slightly higher than average distribution of children under the age of 18. The county has a slightly higher than average distribution of adults ages 65 and over.[15]
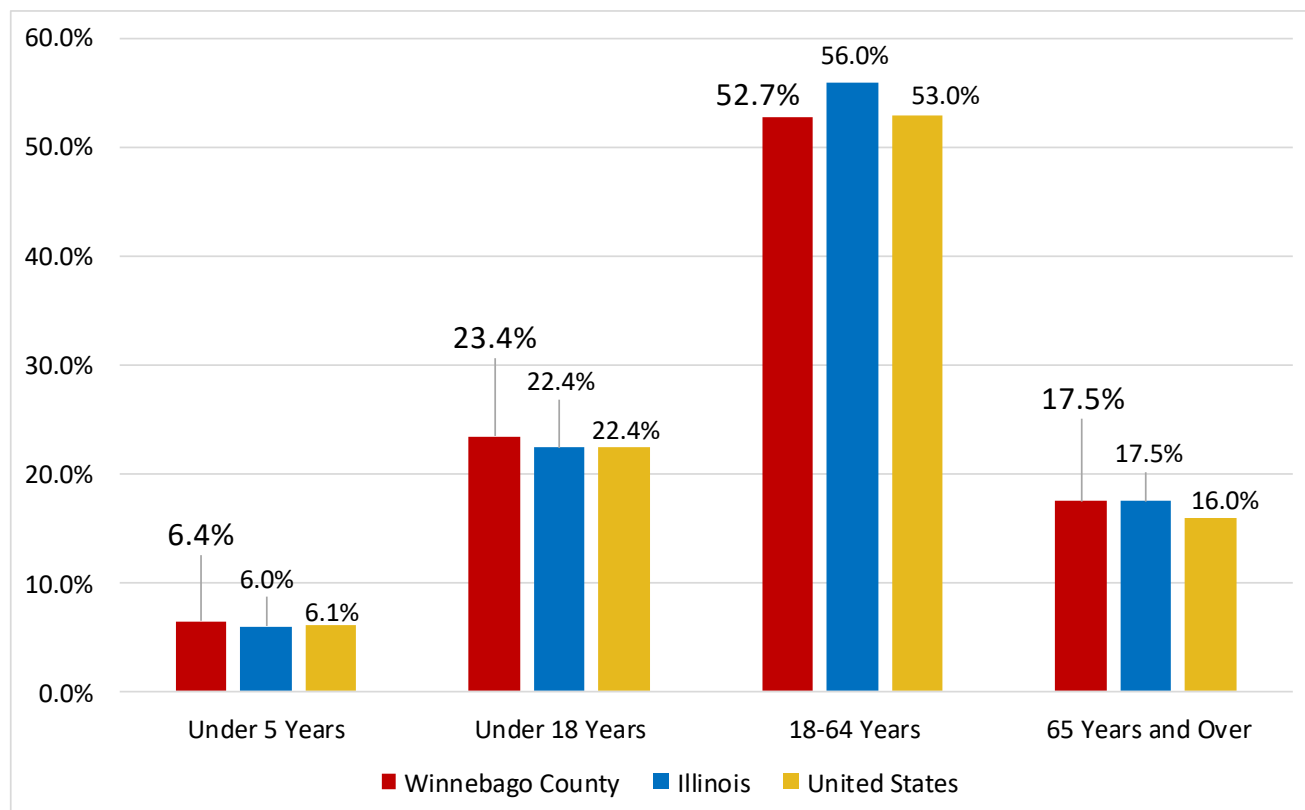
Employment At A Glance[16]

According to the IRS, Winnebago County has 6442 total employers, or 2% of total employers in Illinois. In 2016, there were 118,132 people in the workforce in Winnebago county.

64.6% of people in Winnebago County ages 16 and over were employed, compared to the state average of 65.2%, and the national average of 63%.

60.4% of women over the age of 16 in Winnebago County were employed, compared to the state average of 60.4%, and national average of 58.2%.
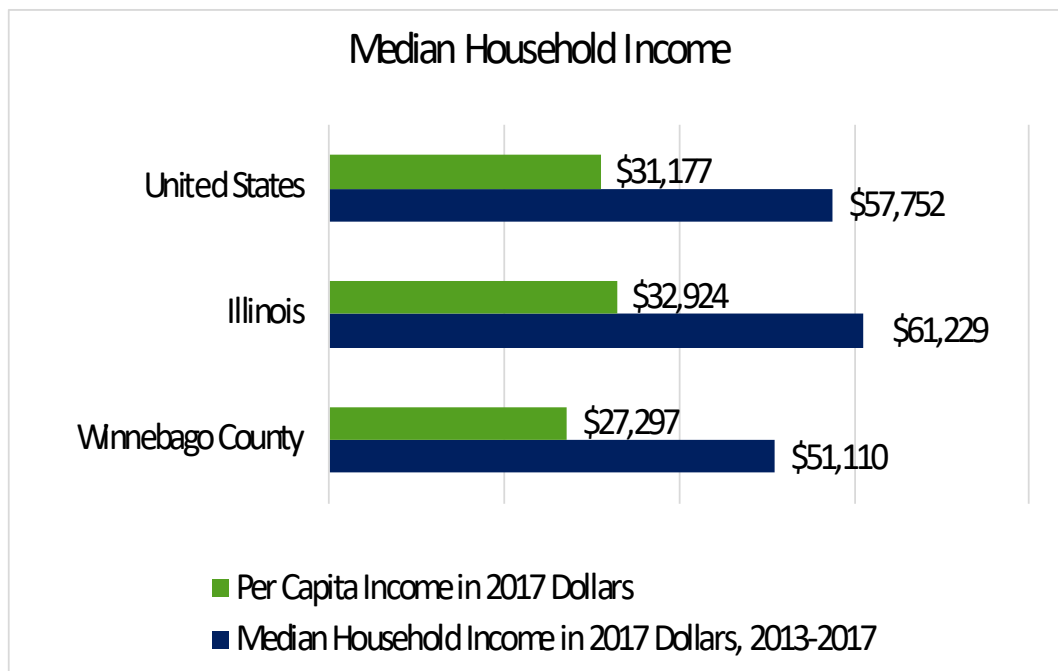
Winnebago County At A Glance

Income

Per Capita Income for Winnebago County is 12.5% below the national average, and 17.1% below the state average. Median Household Income in the county is 11.6% below the national average, and 16.6% below the state average.[17]

Rockford Income

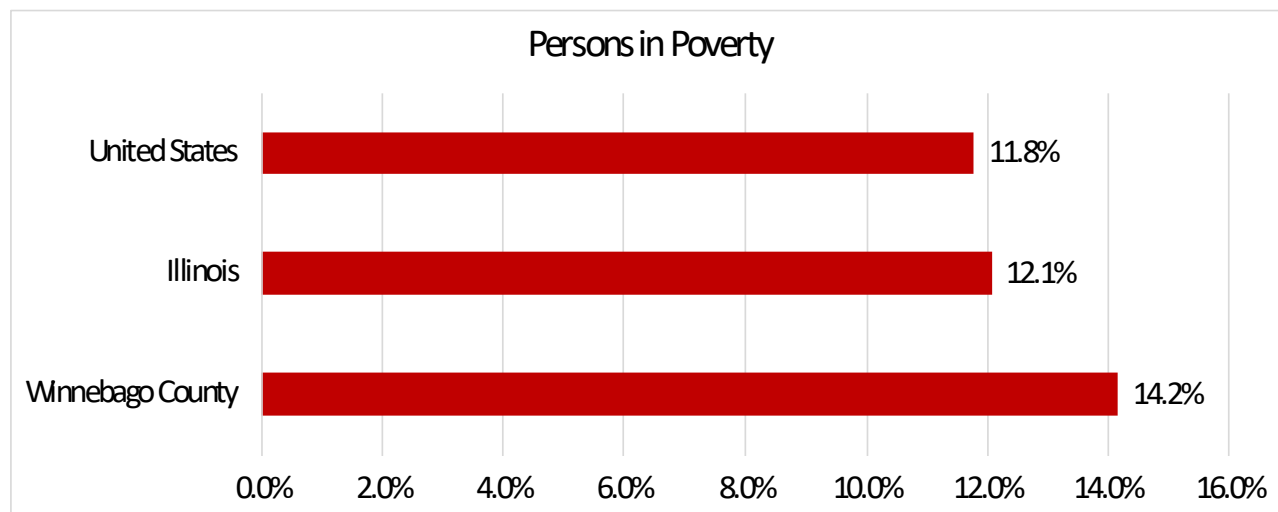Per Capita income in the largest city in the county, Rockford, is $23,297. This is 15% below the county average, and 25% below the national average.[18]

Median Household Income is $41,991. This is 18% below the county average, and 27% below the national average.[19]

Median Household Income

United States	$31,177 (Per Capita); $57,752 (Median Household)
Illinois	$32,924 (Per Capita); $61,229 (Median Household)
Winnebago County	$27,297 (Per Capita); $51,110 (Median Household)

■ Per Capita Income in 2017 Dollars
■ Median Household Income in 2017 Dollars, 2013-2017

Poverty Rate

The poverty rate in Winnebago County is 14.2%. This is 2.4% above the national average, and 17% above the state average. The poverty rate in the largest city in the county, Rockford, is 22.2%, well above the state and national averages.[20]

Persons in Poverty

United States	11.8%
Illinois	12.1%
Winnebago County	14.2%

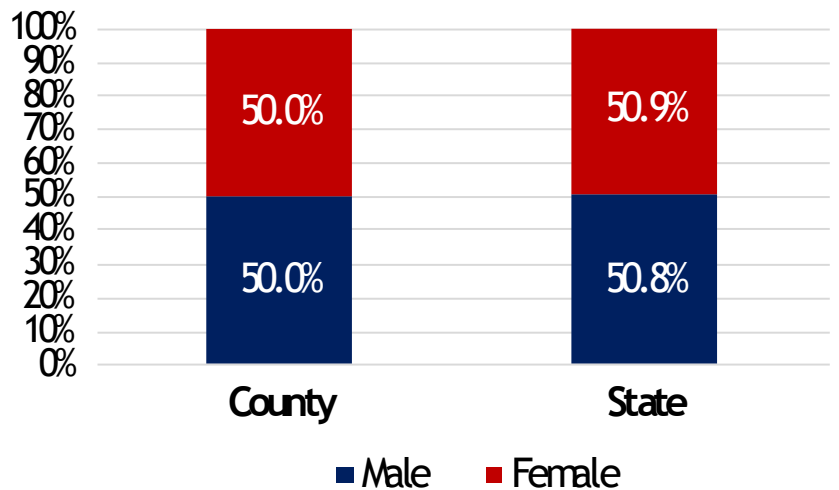(X-axis: 0.0%, 2.0%, 4.0%, 6.0%, 8.0%, 10.0%, 12.0%, 14.0%, 16.0%)

Boone County At A Glance
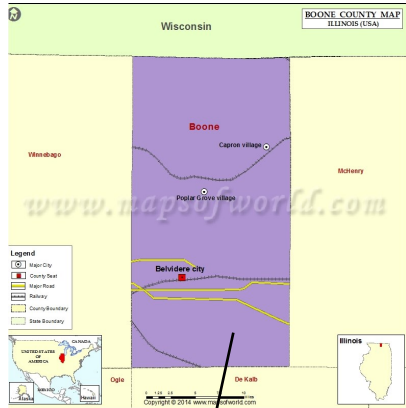
Boone County is one of 102 counties in the state of Illinois, and is the 26th largest county by population. Boone County covers approximately 281 square miles and has a population of 53,577.[21]

Gender[21]

*United States by Gender: 50.8% Female, 49.2% Male

Adult Education in Boone County
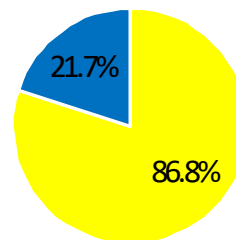
- HS Graduate or Higher, % of persons age 25+ 2013-2017
- Bachelor's Degree or Higher, % persons age 25+, 2013-2017

*State of Illinois: 88.6% HS Diploma or higher, 32.2% Bachelor's degree or higher.
*United States: 87.3% HS Diploma or higher, 29.8% Bachelor's degree or higher.[22]

In Belvidere, the largest community in Boone county, 83.6% of residents have a HS diploma or higher, and 14.9% have a Bachelor's degree or higher.

Boone County At A Glance

Racial Distribution

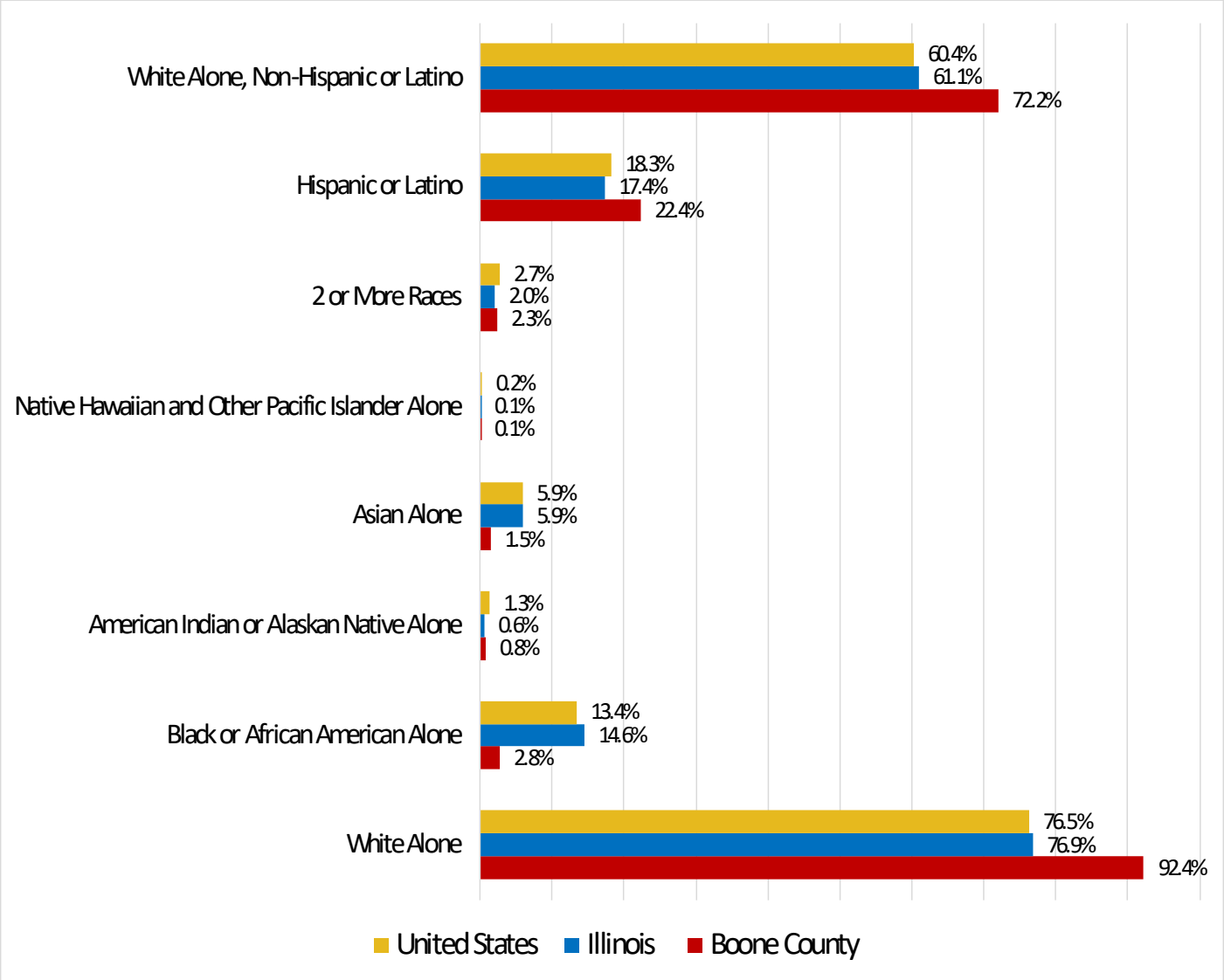Boone County is predominately white, but has a higher Hispanic population than surrounding counties. Belvidere, the largest community in Boone County, has a population of 25,194. 65.5% of Boone county residents are White, while 29.6% are Hispanic or Latino, and 2.3% are Black or African American.[23]

Chart showing racial distribution by category for United States, Illinois, and Boone County:

Category	United States	Illinois	Boone County
White Alone, Non-Hispanic or Latino	60.4%	61.1%	72.2%
Hispanic or Latino	18.3%	17.4%	22.4%
2 or More Races	2.7%	2.0%	2.3%
Native Hawaiian and Other Pacific Islander Alone	0.2%	0.1%	0.1%
Asian Alone	5.9%	5.9%	1.5%
American Indian or Alaskan Native Alone	1.3%	0.6%	0.8%
Black or African American Alone	13.4%	14.6%	2.8%
White Alone	76.5%	76.9%	92.4%

Boone County At A Glance

Distribution by Age

Boone County has a slightly lower than average distribution of children under the age of 5, and a slightly higher than average distribution of children under the age of 18. [24]
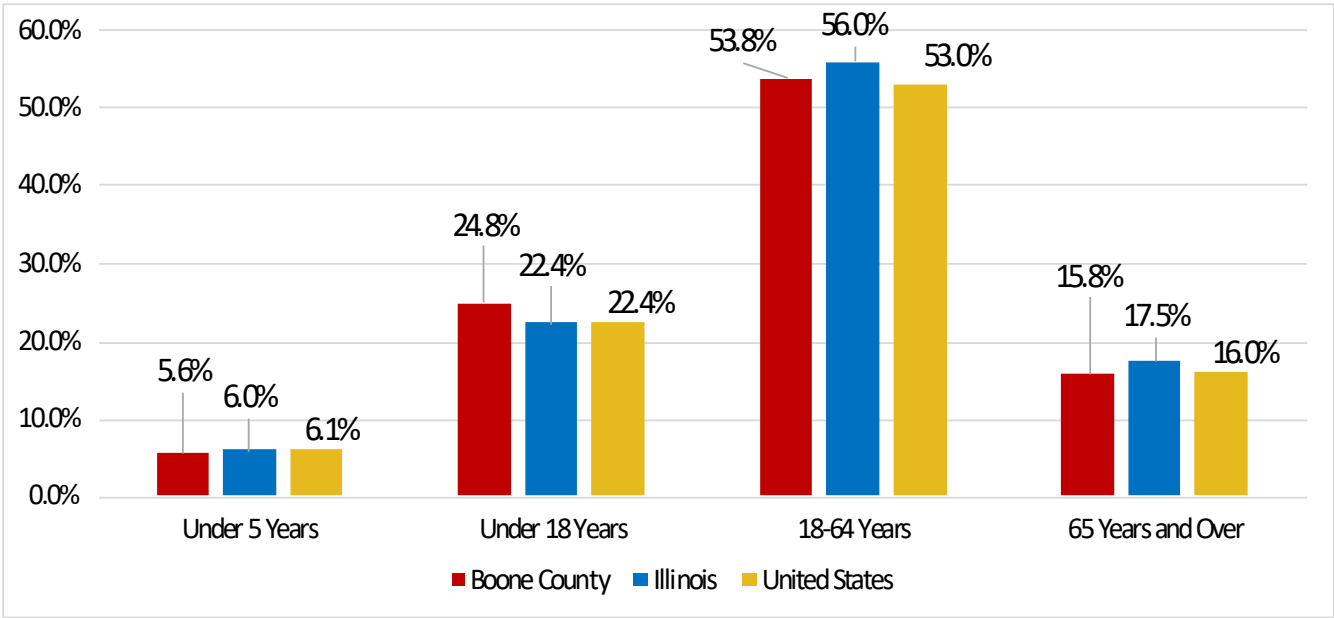
Employment At A Glance[25]

According to the IRS, Boone County has 848 total employers. In 2016, there were 15,589 people in the workforce.
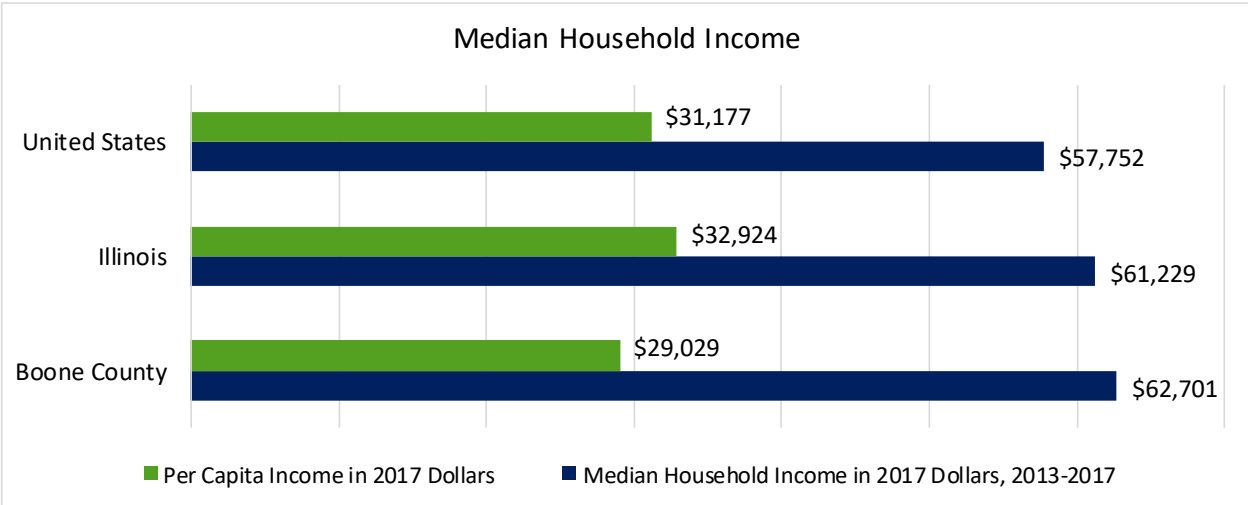
66.1% of people in Boone County ages 16 and over were employed, compared to the state average of 65.2%, and the national average of 63%.

58.7% of women over the age of 16 in Boone County were employed, compared to the state average of 60.4%, and national average of 58.2%.

Boone County At A Glance

Income

Per Capita Income for Boone County is 7% below the national average, and 11.9% below the state average. Median Household Income in the county is 8.5% above the national average, and 2.4% above the state average.[26]
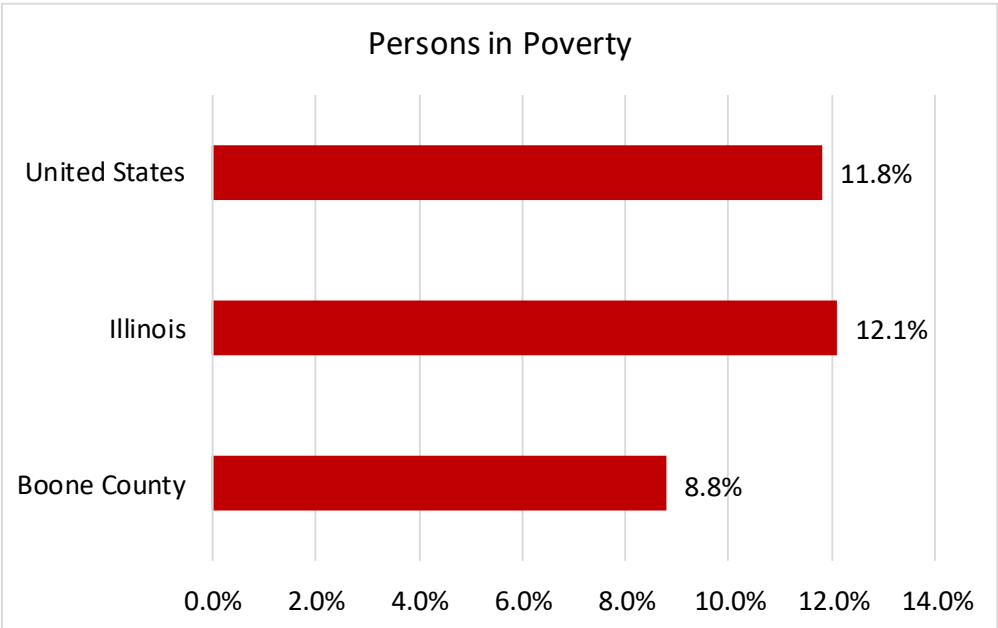
Median Household Income

- United States: $31,177 (Per Capita Income in 2017 Dollars); $57,752 (Median Household Income in 2017 Dollars, 2013-2017)
- Illinois: $32,924 (Per Capita Income in 2017 Dollars); $61,229 (Median Household Income in 2017 Dollars, 2013-2017)
- Boone County: $29,029 (Per Capita Income in 2017 Dollars); $62,701 (Median Household Income in 2017 Dollars, 2013-2017)

■ Per Capita Income in 2017 Dollars   ■ Median Household Income in 2017 Dollars, 2013-2017

Poverty

The poverty rate in Boone County is 8.8%, 25.5% below the national average, and 27.3% below the state average.[27]

In Belvidere, the largest community in Boone County, Per Capita Income is $21,496.

Median Household Income is $51,021.

15.6% of residents in Belvidere live at or below the poverty line.[28]

Persons in Poverty

- United States: 11.8%
- Illinois: 12.1%
- Boone County: 8.8%

0.0% 2.0% 4.0% 6.0% 8.0% 10.0% 12.0% 14.0%

Nonprofit Sector in Illinois

2016:[29]

Note: Numbers on this page refer to section 501(c)(3) charitable nonprofit organizations other than private foundations, unless expressly stated otherwise. These numbers may differ from other reports because they may include information about tax-exempt organizations other than 501(c)(3) organizations, or it may cover a different time period than other available reports.

Nonprofit Organizations Registered with the IRS	48,685
Nonprofit organizations filing IRS form 990 and 990-EZ	15,708
501(c)(3) public charities	41,852
501(c)(3) organizations filing financial information on form 990	14,411
Private foundations	5,476
Total Nonprofit Revenue FY16	$86,624,800,000
Total Nonprofit Assets FY16	$177,624,800,000
Total Nonprofit Expenses FY16	$177,725,000,000
Total Contributions to Nonprofits	$17,890,800,000

Number of nonprofits in Winnebago and surrounding counties:

Winnebago	1122
Boone	145
DeKalb	542
Ogle	269

Nonprofit Sector in Winnebago & Boone Counties

Winnebago is one of 32 counties in the state where social impact organizations have assets exceeding $100M.[30]

	Winnebago[31]	**Boone**[32]
All registered Nonprofit Organizations	1,122	145
Total number of nonprofits filing Form 990 or 990EZ	849	113
Total number of 501(c)(3) organizations registered	781	103
Total number of 501(c)(3) private foundations	7	1
Total assets for all nonprofit organizations	$4,545,340,998	$34,803,673
Total assets for all 501(c)(3) organizations	$4,095,109,681	$25,446,362
Total revenue for all nonprofit organizations	$2,355,210,669	$22,397,296
Total revenue for all 501(c)(3) organizations	$2,176,191,513	$14,064,150

Respondent Demographics: Winnebago & Boone Counties

Winnebago and Boone counties are home to a variety of community-based nonprofit organizations. A cross-section of these organizations responded to the survey conducted by NICNE in 2019. All questions were optional, and some questions allowed multiple responses. The following data selections are shared from this survey.

Year Established

n=66

Year	Count
Unsure	2
2006-2019	9
1996-2005	7
1986-1995	5
1976-1985	19
1951-1975	13
1926-1950	9
1900-1925	2

(x-axis: 0, 5, 10, 15, 20)
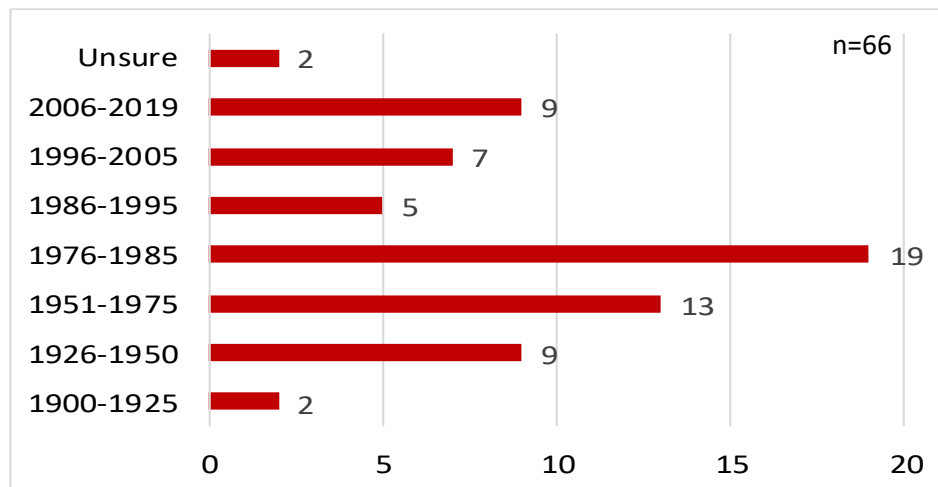
Service Sector

n=70

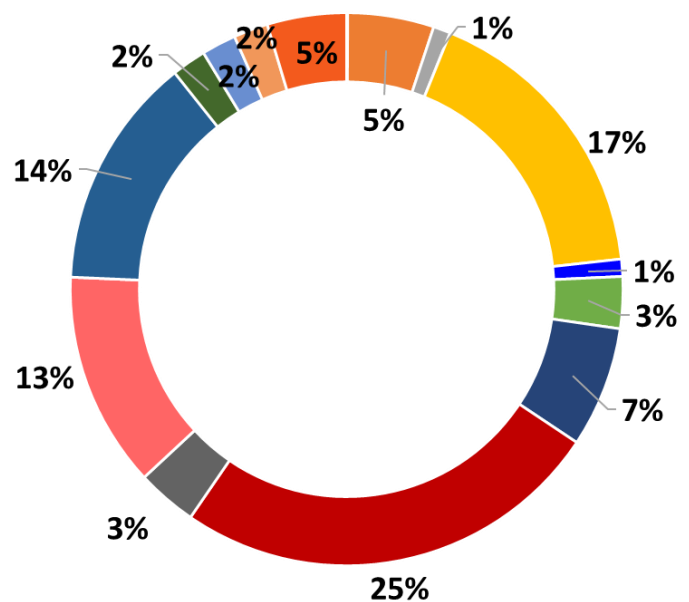responses = 152

Largest Representation:

Human Services: 25%

Education: 17%

Societal Benefit: 14%

Public: 13%

Health: 7%

Arts, Culture and Humanities: 5%

Legend:
- Affordable Housing
- Arts, Culture & Humanities
- Civil Legal Aid
- Education
- Employment/Job Training
- Environment & Animals
- Health
- Human Services
- Mutual/Member Benefit
- Public
- Societal Benefit
- International, Foreign Affairs
- Recreational
- Economic & Community Benefit
- Religious

Chart values: 2%, 2%, 2%, 5%, 1%, 5%, 17%, 1%, 3%, 7%, 25%, 3%, 13%, 14%

Respondent Demographics: Winnebago & Boone Counties

Service Locations

The majority of respondents, 75.5%, provide services in Winnebago County. Of the remaining respondents, 16% provide services in the Rockford Metro Area. The remaining work regionally or internationally.

Service Locations

n=49

| Location	Value
Cherry Valley	1
Loves Park	2
Poplar Grove	1
Rockford	37
International	1
Winnebago and Boone Counties	1
Winnebago County	2
Belvidere	2
Durand	2
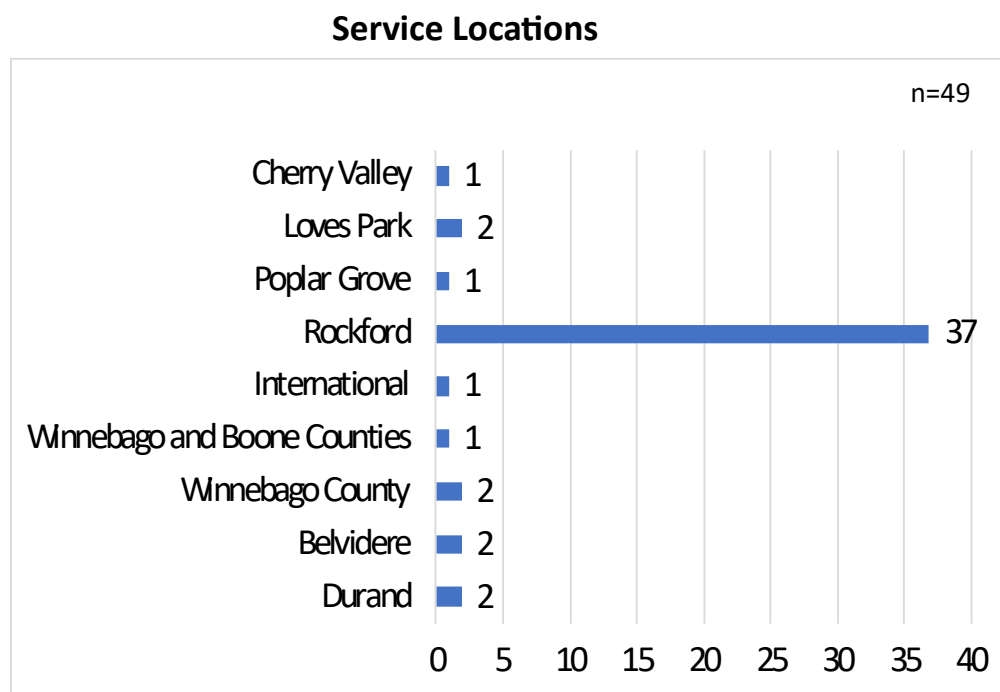
Multi-Site Providers

45% of respondents provided services from multiple locations or offices, and 26.5% provide mobile services. Mobile services are generally provided in a specific area, such as specific neighborhoods or specific income brackets. 6% of respondents provide mobile services across the city, and 6% across the region.
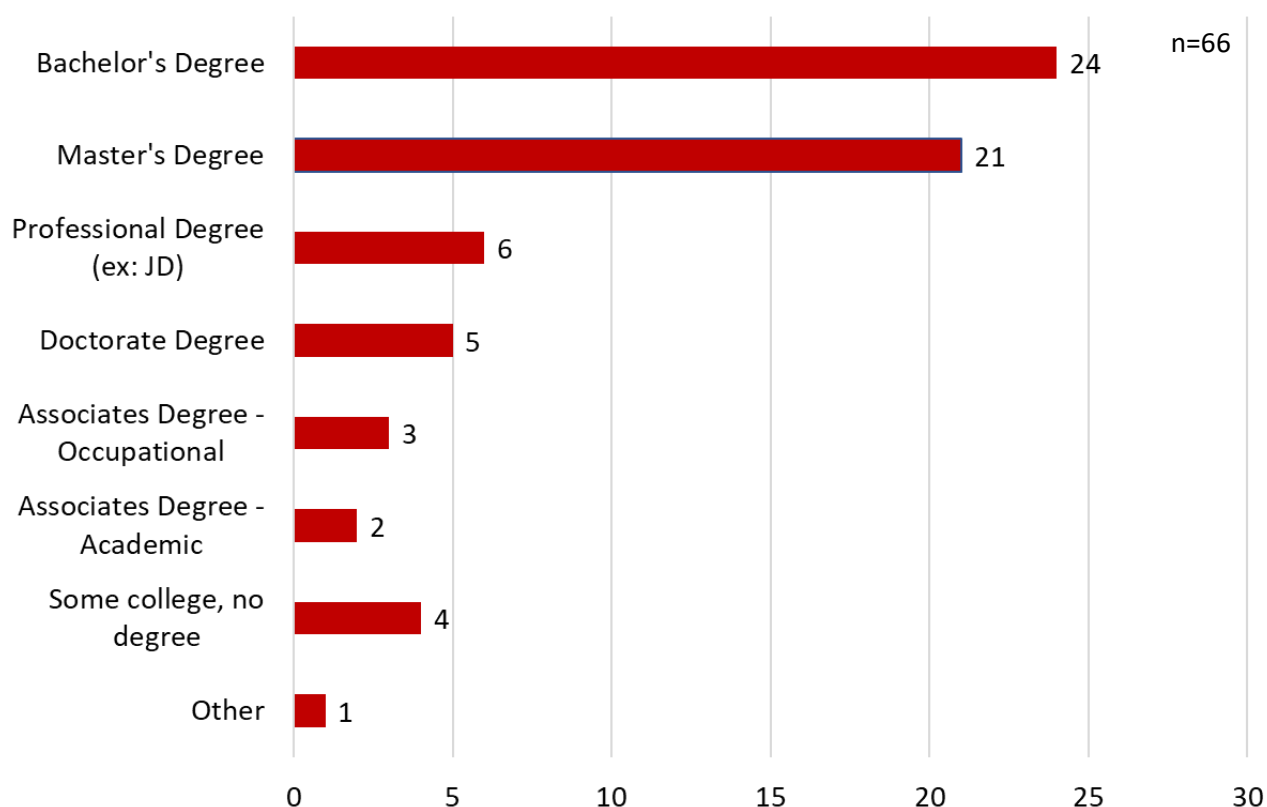
Leadership

Gender

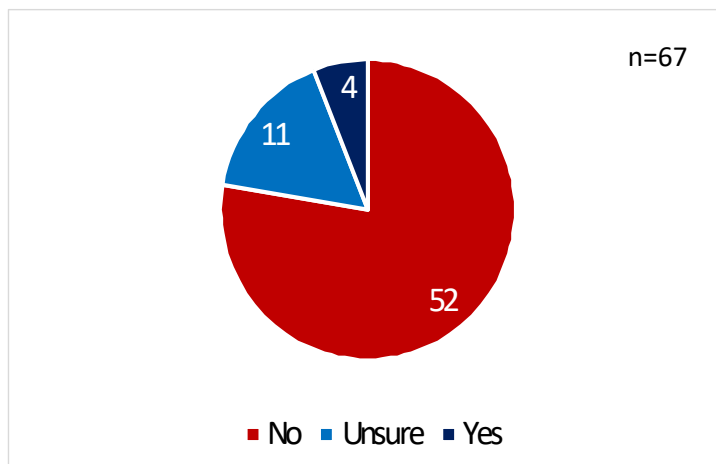Of the organizations responding, 65.2% of Executive Directors or CEO's are female, and 34.8% are male.

n=66

23

43

■ Female ■ Male
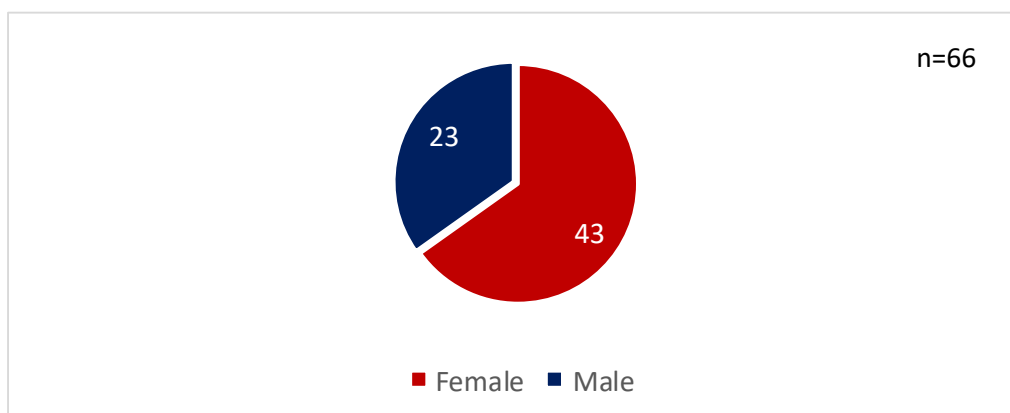
Education

Of the organizations responding, 36% of Executives hold a Bachelor's degree, and 48% hold a Master's degree or higher.

n=66

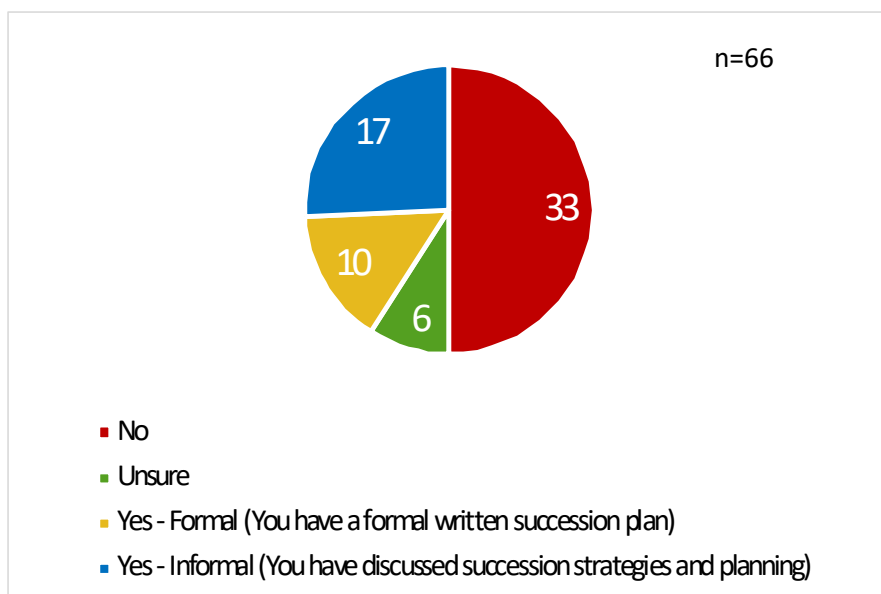|	
Bachelor's Degree	24
Master's Degree	21
Professional Degree (ex: JD)	6
Doctorate Degree	5
Associates Degree - Occupational	3
Associates Degree - Academic	2
Some college, no degree	4
Other	1

0   5   10   15   20   25   30

Leadership

Retirement

16.7% of organizations reporting state that the Executive Director/CEO of their organization plans to retire in the next two to three years.

n=67

4

11

52

■ No ■ Unsure ■ Yes
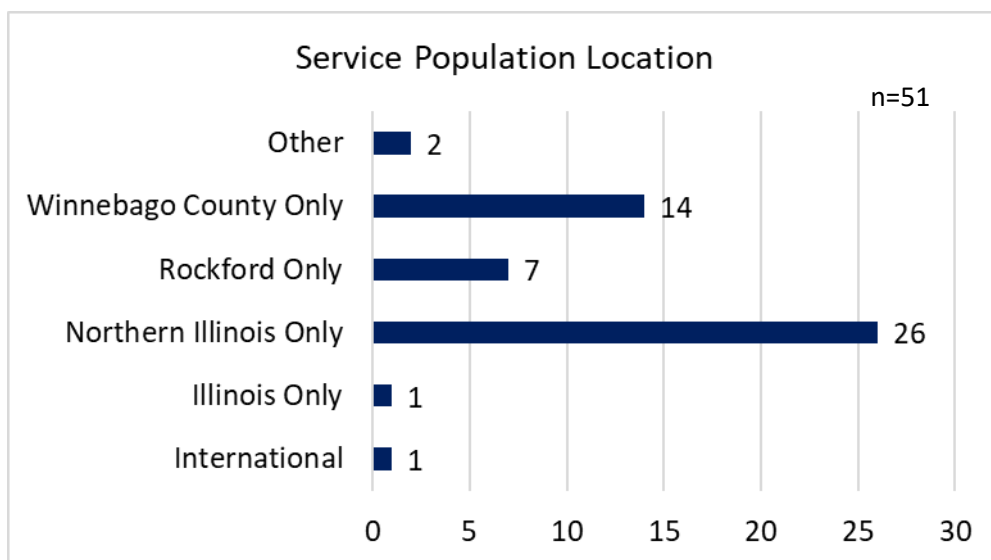
Succession Planning

Half of organizations responding have a succession plan for their Executive Director/ CEO. 15% of organizations have a formal written succession plan, and 26% of organizations responding indicated that their organization has an informal succession plan.

n=66

17

33

10

6

■ No

■ Unsure

■ Yes - Formal (You have a formal written succession plan)

■ Yes - Informal (You have discussed succession strategies and planning)
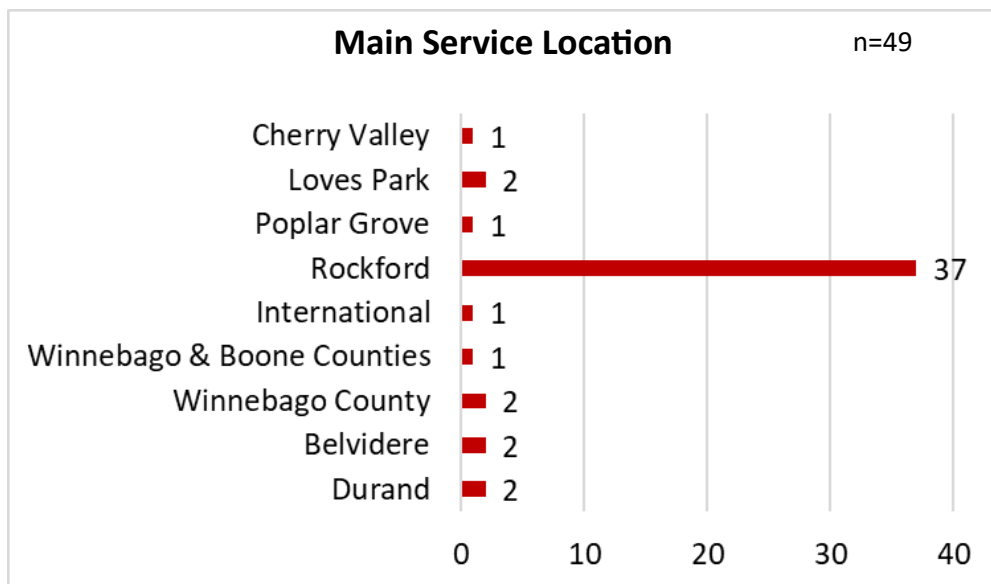
Participants and Programs

Service Population & Participant Locations

A slight majority of organizations in the survey, 50.9%, serve participants in Northern Illinois only. 27.4% serve participants in Winnebago County only, and 13.7% serve participants in Rockford only.

Service Population Location

n=51

| Location	Count
Other	2
Winnebago County Only	14
Rockford Only	7
Northern Illinois Only	26
Illinois Only	1
International	1

Main Service Location

37 of 49 respondents, 69.3%, have their main office or service location in Rockford. The remaining 30.7% of respondents are spread across Winnebago and Boone counties.

Main Service Location

n=49

| Location	Count
Cherry Valley	1
Loves Park	2
Poplar Grove	1
Rockford	37
International	1
Winnebago & Boone Counties	1
Winnebago County	2
Belvidere	2
Durand	2

Participants and Programs

Multisite Locations

43% of responding organizations reported multiple service sites, from as few as two, to as many as ten or more.
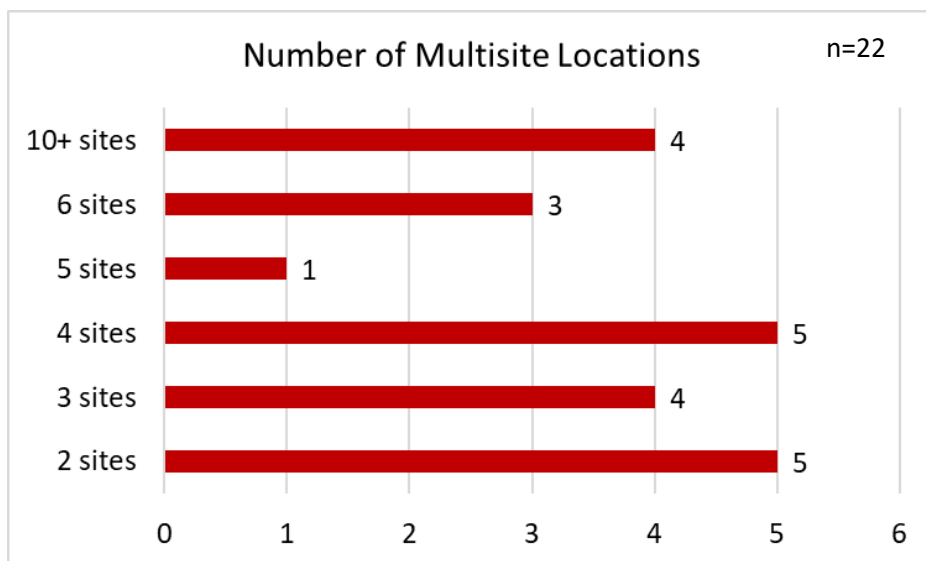

Mobile Services

25.4% of responding organizations provide mobile services. The majority of mobile service providers focus on a specific population, such as a specific neighborhood, or by level of income. 23% provide mobile services throughout Rockford.
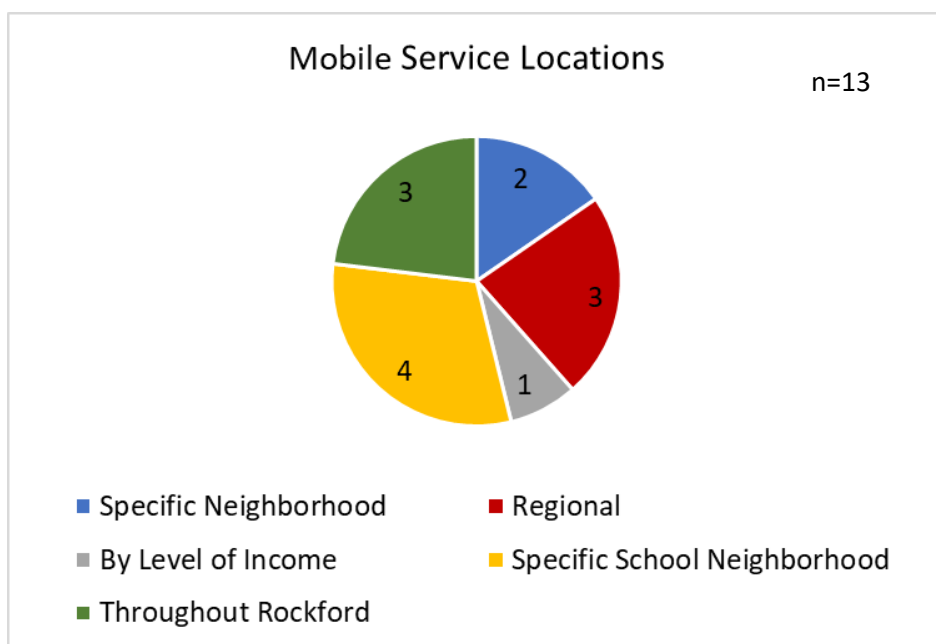
Participants and Programs

Population Served

Providers were able to select more than one population served, and all 51 responding providers indicated that they serve more than one population. Human Services were the greatest segment of service providers responding.
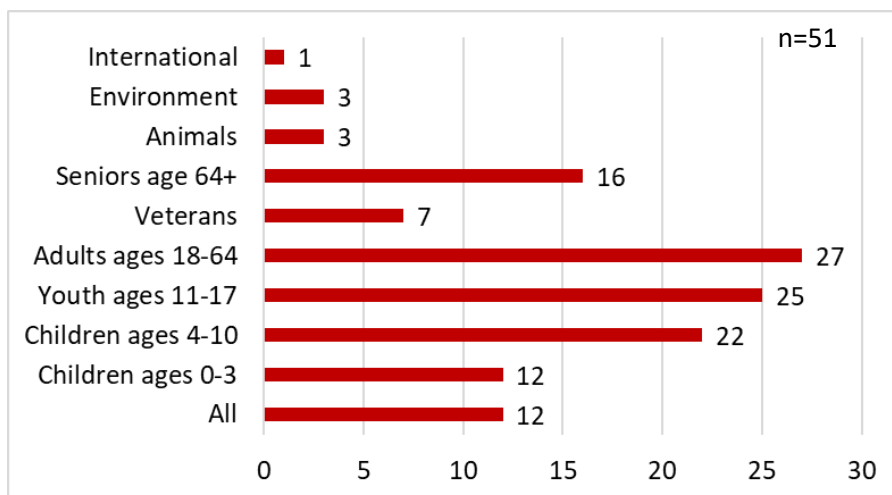
Meeting Current Service Capacity & Changing Demand for Services

Most responding organizations indicated that they were able to innovate to meet the needs of their service population; 23.5% rated themselves as average in this regard, 50.9% rated themselves at above average, and 21.5% rated themselves as far above average.

67% of organizations responding indicated that they experienced an increase in demand for services during FY18, and 82% anticipate an increased demand for programs and services in the coming year. 27% indicated that demand for services held steady, while 6% experienced a reduction in demand.
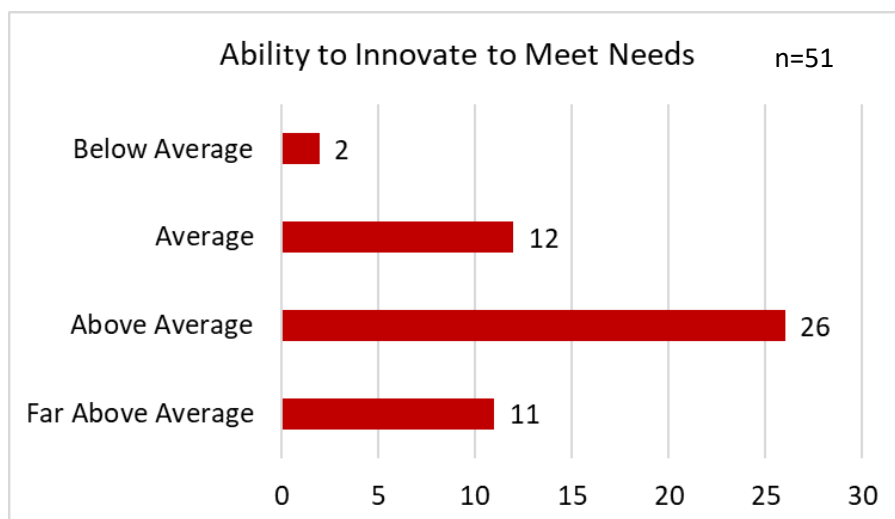
Participants and Programs

Anticipated Demand For Services

Over the next three years, 18% respondents anticipate no change in demand for programs and services across the next three years.

Participant Involvement: Program and Service Development

76.4% of respondents engage current or past program participants when revising or planning new programs. Of the 23.6% who do not, some have indicated that they have recognized the value in doing so and are incorporating engagement strategies into future planning endeavors. Two respondents indicated that their participant population is represented on their Board of Directors.

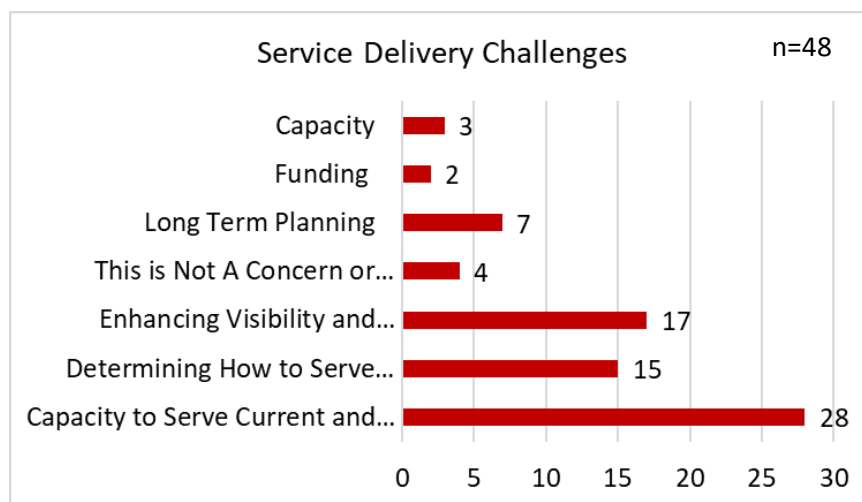### Planning for Program Development   n=51

No • Yes
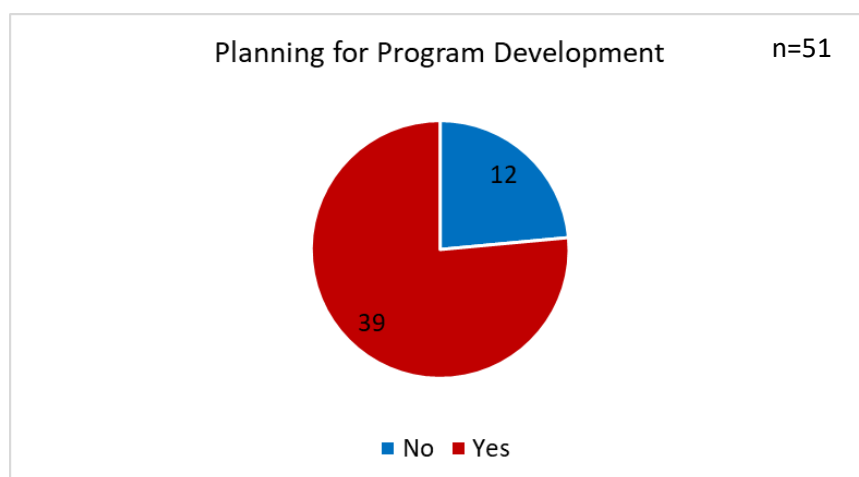
Service Delivery Challenges

57% of organizations indicated that Capacity to Serve Current and New Clients is a challenge.

34.6% indicated that Enhancing Visibility and Reputation is a challenge.

31.2% indicated that Determining How to Serve Increasingly Diverse Clients is a challenge.

14.5% indicated Long Term Planning is a challenge.

Service Delivery Challenges   n=48

| Category	Value
Capacity	3
Funding	2
Long Term Planning	7
This is Not A Concern or...	4
Enhancing Visibility and...	17
Determining How to Serve...	15
Capacity to Serve Current and...	28

Participants and Programs

Human Services Organizations: Prevention and Intervention Services

Of respondents providing human services, 53.5% provide both prevention and intervention services. 17.8% provide only prevention services, and 17.8% provide only intervention services.
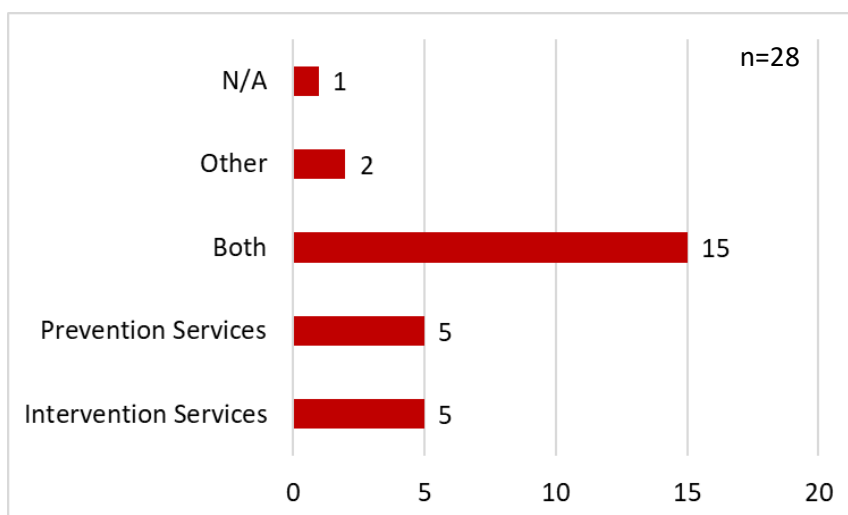
## Program Evaluation: Frequency of Evaluation

Nearly all respondents evaluate their programs regularly. 36.7% of organizations perform annual program evaluations, 26.5% perform quarterly program evaluations, and 20.4% evaluate after each program is completed. A small percentage performed evaluations at other intervals i.e. based on funder requirements and grant cycles.
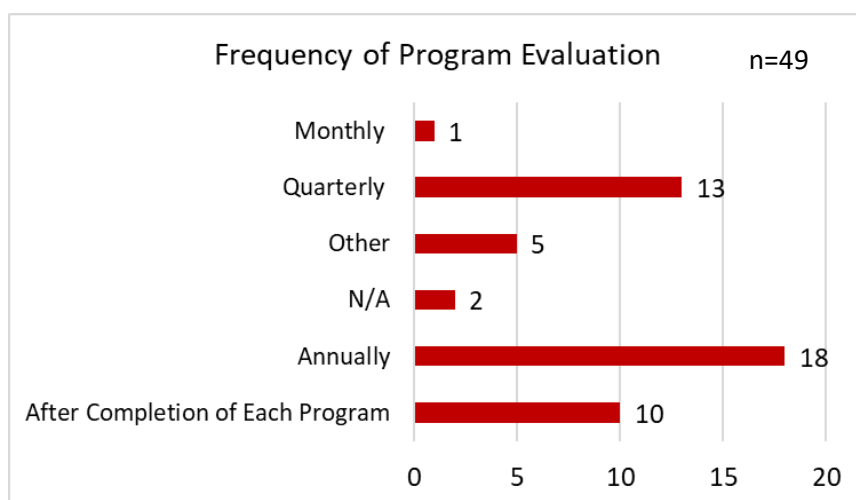
Participants and Programs

Program Evaluation: Outcomes Tracked

Most common outcomes tracked when measuring program performance were Programmatic Milestones (62%), Short-Term Client Satisfaction (34%), Long-Term Impact on The Community (32%), and Supporting Data From Outside Sources (24%).
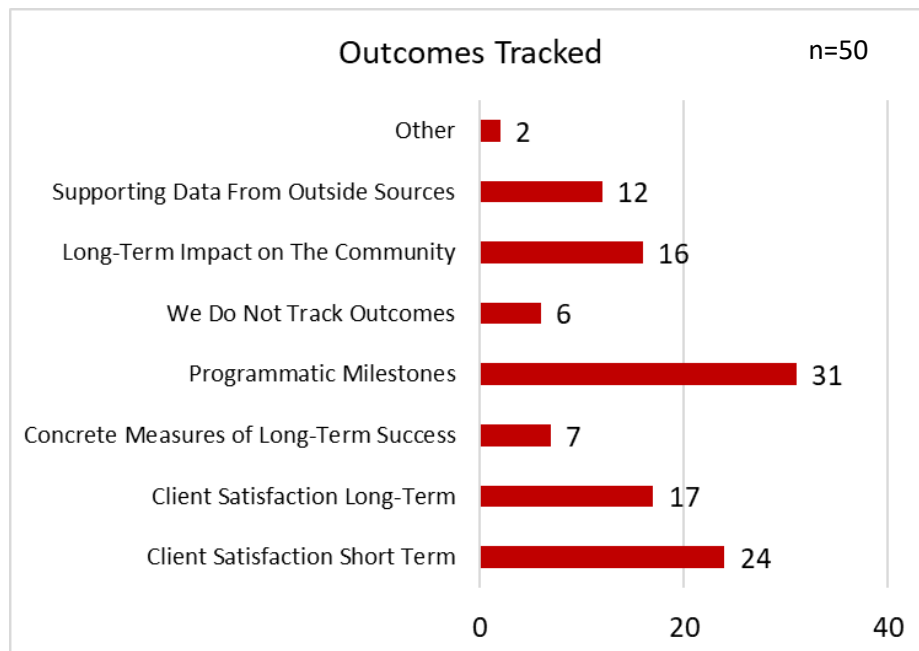
Greatest Challenges

Forty-four organizations shared their greatest challenges. While it would not be possible to share every detailed response, we can identify overarching themes affecting multiple organizations in our area. Common themes:

Funding: Funding was the most mentioned challenge. Responses ranged from needing increased funds to meet an increased demand for services, finding funding streams to cover overhead, time spent fundraising and the need to develop new fundraising activities, an aging donor base, maintaining consistent donations, increased competition for funding, diminished funding from long-term funders including the state of Illinois, and insufficient revenue to meet needs, maintain capacity, or maintain facilities.

Employment: Finding and retaining qualified employees, capacity to train new employees, and difficulty securing funds to hire additional employees.

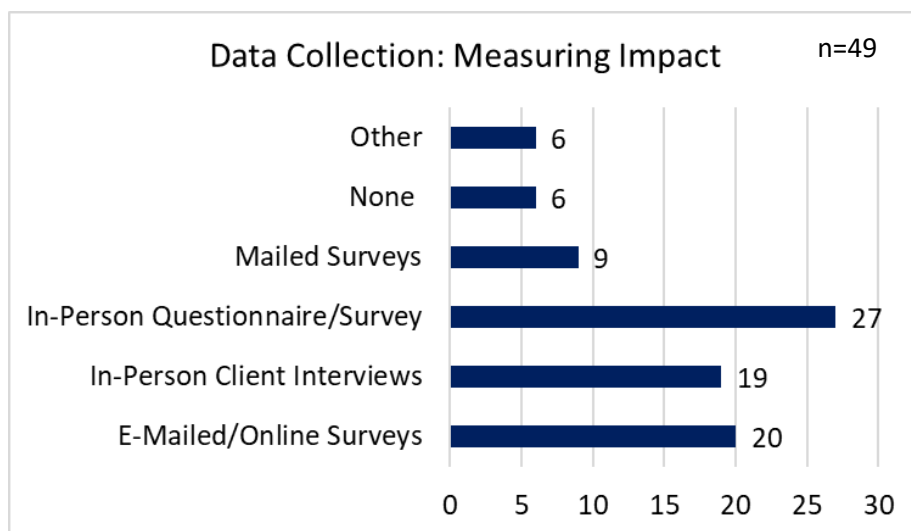**Physical Capacity:** Some organizations have outgrown or are outgrowing their space, leaving them unable to meet needs of program participants, while others have surplus space going unused. Still others struggle with space that does not meet their program needs.

Other responses included: difficulty marketing programs and services, preparing for economic changes, and growing and strengthening a volunteer base.

Participants and Programs

Program Evaluation: Methods of Evaluation

Respondent organizations measure program impact through a variety of data collection methods, and many utilize more than one collection mechanism. Face-to-face interaction was most commonly used. 55% use in-person questionnaires or surveys, 40.8% use e-mailed or online surveys, and 38.7% use in-person client interviews.

Data Collection: Measuring Impact   n=49

Method	Value
Other	6
None	6
Mailed Surveys	9
In-Person Questionnaire/Survey	27
In-Person Client Interviews	19
E-Mailed/Online Surveys	20

Program Evaluation: Outputs Tracked

Organizations were asked what type of outputs were tracked when completing program evaluation. Respondents were able to choose more than one mechanism. 90% of organizations tracked the number of people served, 82% tracked the number of activities or programs offered, and 60% tracked the demographics of people served.

Outputs Tracked   n=50

Output	Value
Other	3
Demographics of People Served	30
Number of Clients Served	45
Number of Activities/Programs Offered	41
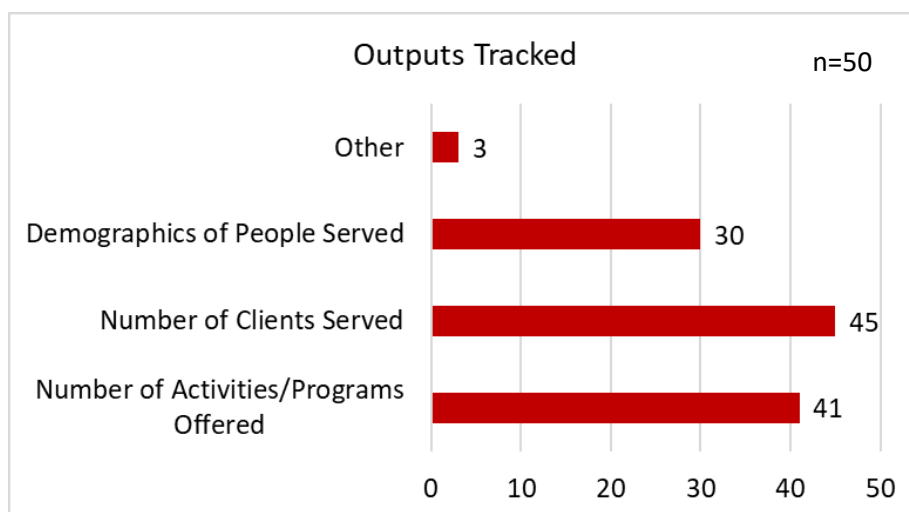
Volunteerism

There are more than **64 million** nonprofit board members and volunteers nationally. [33]

An estimated 25.1% of US adults, or 6% of the population, volunteered in 2017. That is 64.4 million people contributing an estimated 8.8 billion hours in volunteered time, equal to 5.2 million FTE's. The average volunteer gave 137 hours in time across the year. With an assigned hourly wage of $22.13 per hour, the value of these hours is approximately $195.0 billion. [34]
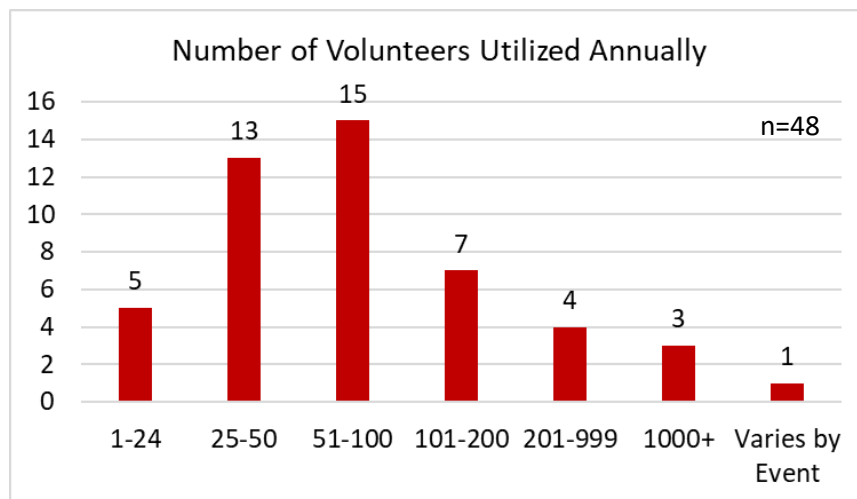
Local Use of Volunteers

A majority of respondent organizations (85.4%) utilize volunteers to deliver or enhance their programs and services.
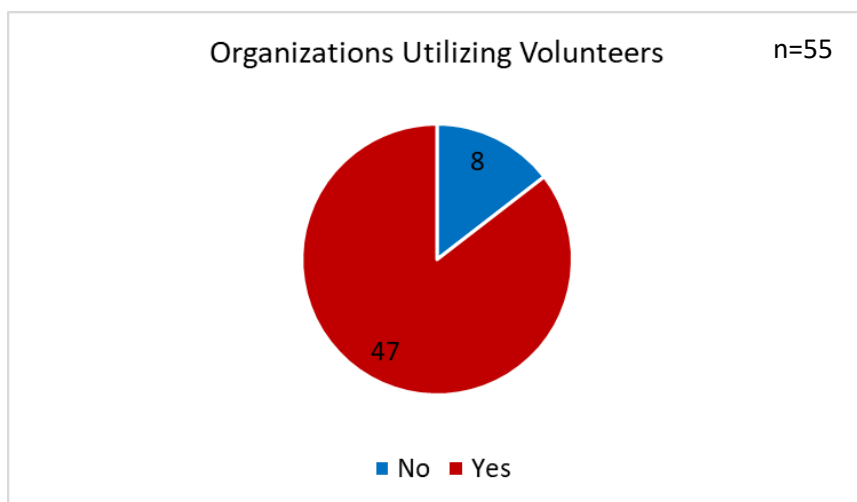
Volunteer Recruitment

48 respondent organizations have a combined total of more than **7567 individual volunteers.**

Volunteerism

Volunteer Recruitment

On average, organizations utilized five separate channels to recruit volunteers. The most common platforms used to recruit potential volunteers include word of mouth (88%), social media (81%), and individual organization websites (43%).

Volunteer Recruitment Methods (n=43)

Method	Count
Your Organization's Website	32
Email Campaigns	16
Local Newspaper/Publications	9
Recruitment Events and Presentations	22
Printed Materials	22
Other	2
Word of Mouth	38
Social Media	35
A Volunteer Website	19
An Online Job Board	7

Challenges Finding or Keeping Volunteers (Q27) narrative opportunity

Nearly one-third (28.5%) of the 35 organizations responding to this question indicated that they did not experience any difficulties finding or keeping volunteers. 71.5% of organizations reported a variety of issues which are listed below:

|	
No issues	10
Finding young people with time	4
An aging volunteer base	4
Candidates inability to pass background checks	2
Finding or recruiting volunteers in general	6
Burnout/overreliance on a core group of volunteers	2
A seeming lack value in the common good; self-centric in Interests when seeking volunteer opportunities	2
Limited schedule or limited weekend availability	2
Low volunteer engagement	2
Episodic roles are easy to fill, long term roles are difficult	1
Low volunteer retention	4
Training barriers (time/regulations/require specific skills)	4
Poor perception of service neighborhood, seen as "unsafe"	1
Rules and regulations limit the pool of potential volunteers	3
Limited marketing options available in a small community	1

Boards and Governance

Board of Directors

A majority of organizations surveyed, 31%, have 13 to 19 members on their board of directors.

Board Fundraising

Of 66 responding organizations, 39.3% indicated that their board performs adequately or better. 36% of boards perform poor or worse, and 10% stated that fundraising is either not a current primary focus or is not applicable.

Number of Board Members   n=67
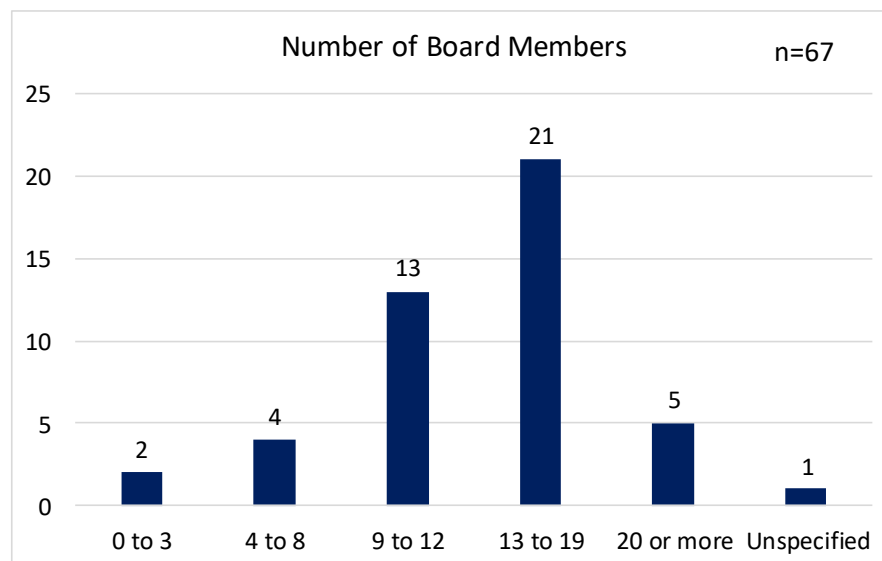
Board Engagement

Of 66 organizations responding, more than one-third indicated that the overall level of engagement from their board was average, while one-third said above average. 15% said far above average, and 15% said below average.
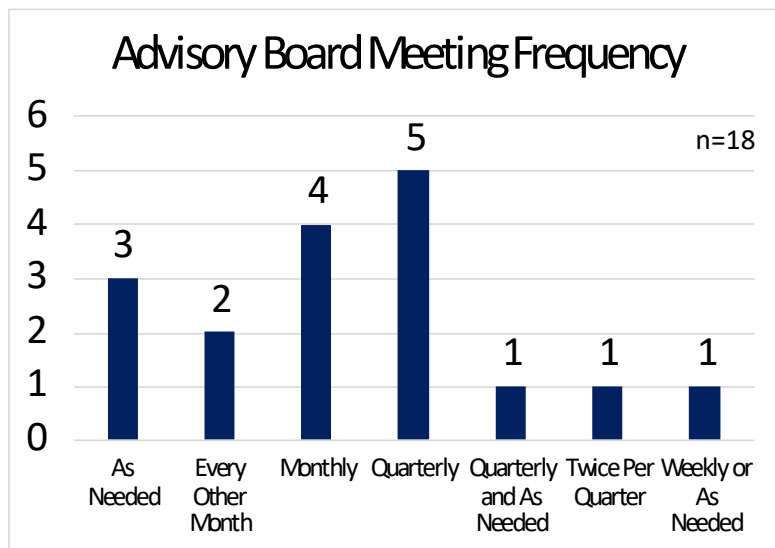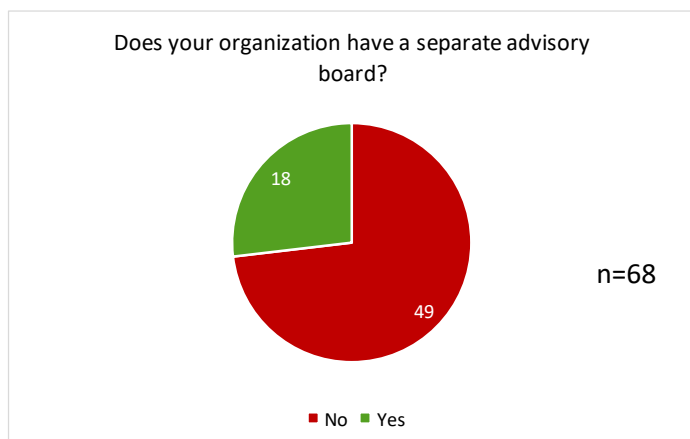
Board Meetings

The majority of organizations surveyed, 61%, meet at least monthly, while 18% of boards meet every other month.

Board Meeting Frequency   n=67
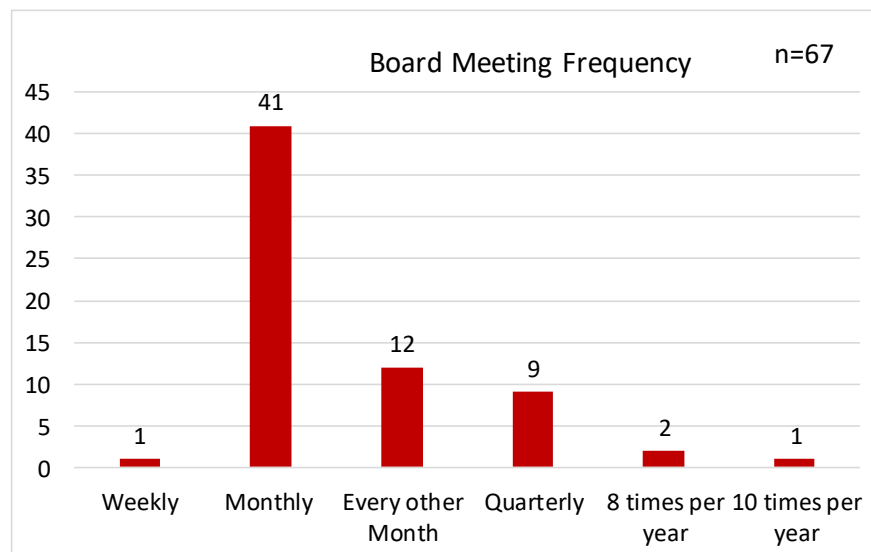
Boards and Governance

Advisory Board

Only 28% of organizations responding indicated that they have a separate advisory board. Of those with advisory boards, 22% meet monthly, 27% meet quarterly, and 27% meet as needed.

Does your organization have a separate advisory board?

n=68

No: 49
Yes: 18

Advisory Board Meeting Frequency

n=18

| As Needed	Every Other Month	Monthly	Quarterly	Quarterly and As Needed	Twice Per Quarter	Weekly or As Needed
3	2	4	5	1	1	1

Strategic Planning

77.6% of responding organizations have a strategic plan. 94% of these organizations are currently implementing them.

Does your organization have a strategic plan?

No: 15
Yes: 52

n=67

If your organization has a strategic plan, is it currently being implemented?

No: 3
Yes: 47

n=50

Human Resources

Total Number of Employees

52 respondent organizations report a total of more than 4600 Full-Time and Part-Time employees. Nearly half of respondents (48%) reported employing between one and ten employees. 25% of respondents employ between 11 and 50 employees. The Nonprofit share of employment in Rockford is 13.2% (2017), compared to the national average of 10.2%[35]
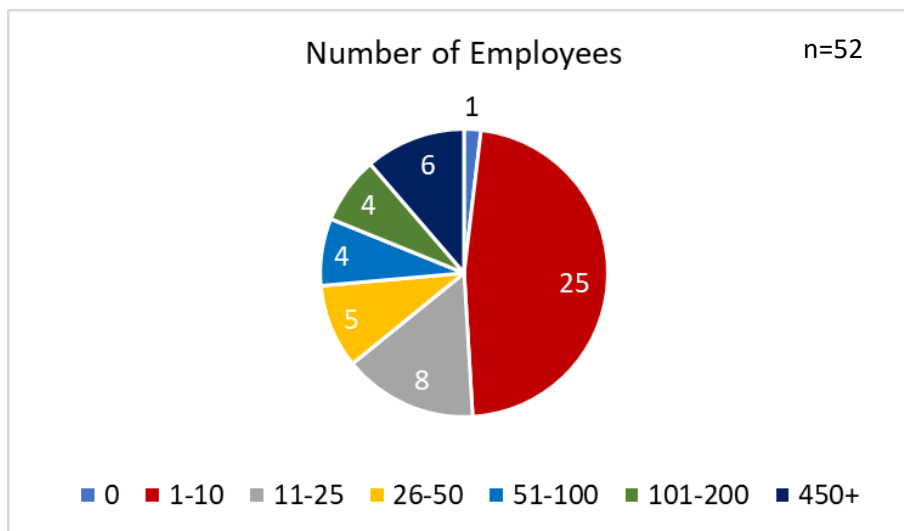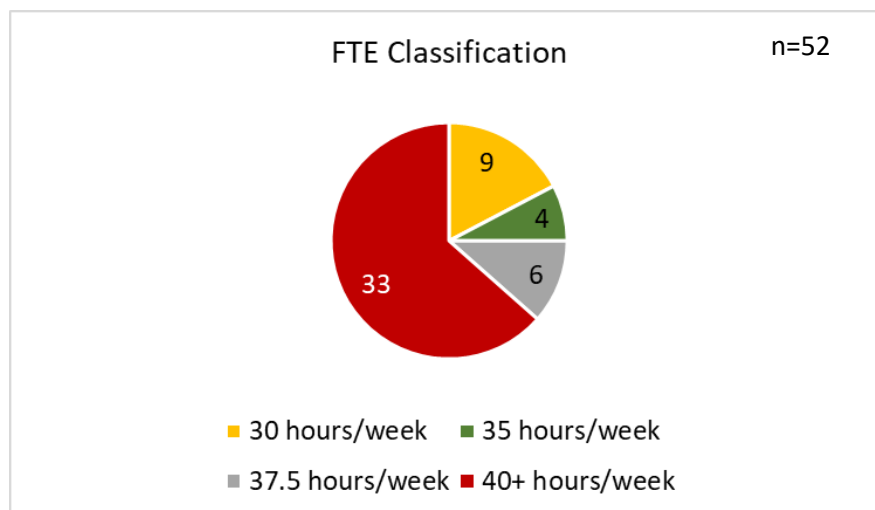

Types of Employees

On average, organizations provide at least three types of employment. 85% of organizations offer Full-Time employment opportunities, and 81% provide Part-Time employment opportunities. 24.5% offer paid internship opportunities. 64% of organizations utilize volunteers, and 53% offer unpaid internships.

Human Resources

Full Time Employment Criteria

Organizations define "Full Time" in a variety of ways, for a number of reasons. 63.4% of organizations qualify Full-Time as 40 or more hours worked per week. 11.5% qualify Full-Time employment as working 37.5 hours weekly, 17% qualify Full-Time employment as working 30 hours per week, and 8% qualify Full-Time as working 35 hours per week.

Number of Full-Time Employees

52 organizations reported a total of Full-Time 1,500 employees. When this number is compared to the total number of employees reported (4,608), Full-Time employment represents 32.6% of total reported employees. The majority of reporting organizations (65.3%) employ 10 or less Full-Time employees.
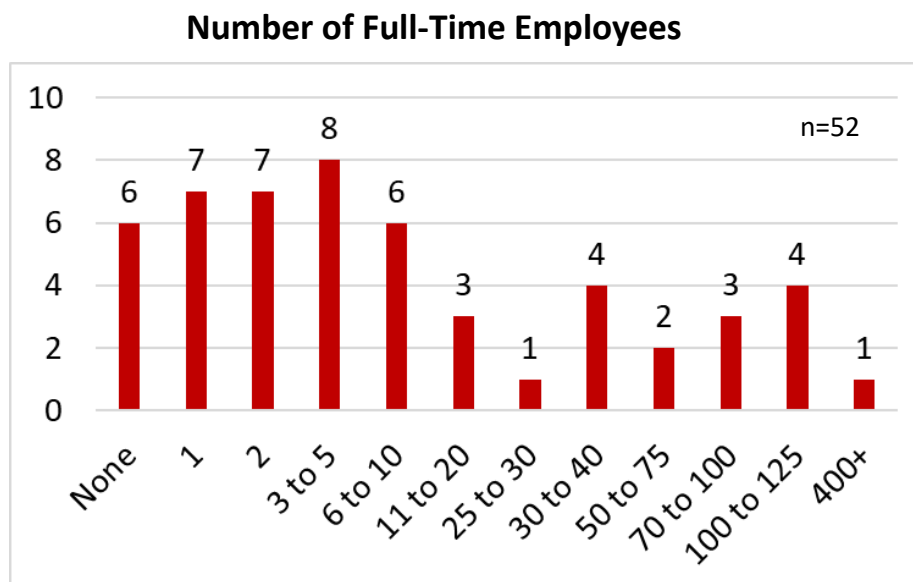
Human Resources

Part Time Employment

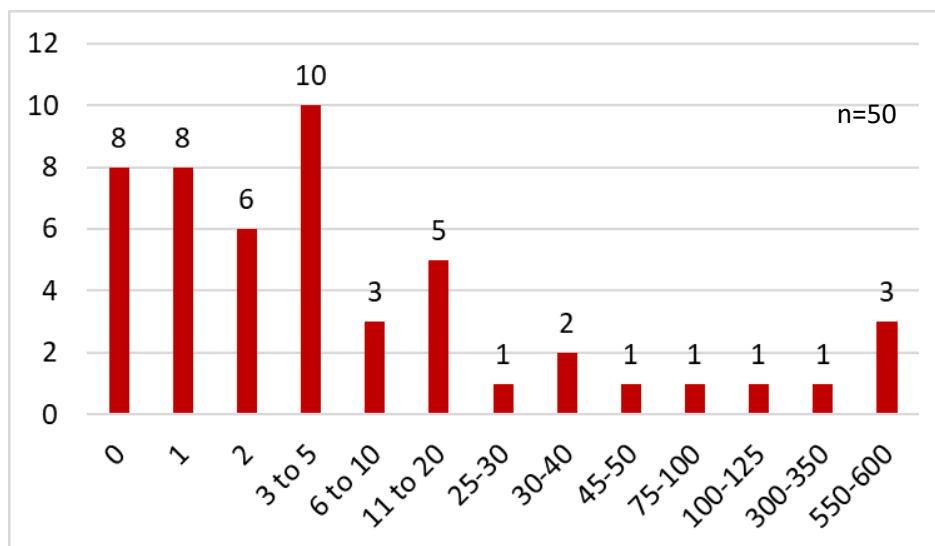50 organizations reported a total of 2,500 Part-Time employees, with the majority of organizations (70%) employing 10 or less Part-Time employees.

Annual Performance Reviews

84.6% of the 52 reporting organizations perform annual performance reviews of their employees.

Employee Residence

The majority of area nonprofits (57%) report that 90%-100% of their employees reside in Winnebago County. 14.2% report 80% to 85% of employees reside in the county. 28% of organizations report 20% to 75% of employees reside in the county. The overall **average percentage of employees residing in Winnebago County is 83%.**

Other counties of residency include: **Boone (17)**, Rock (10), Stephenson (10), Ogle (9), DeKalb (7), and McHenry (6). Eleven organizations have employees who live in other nearby counties or states.
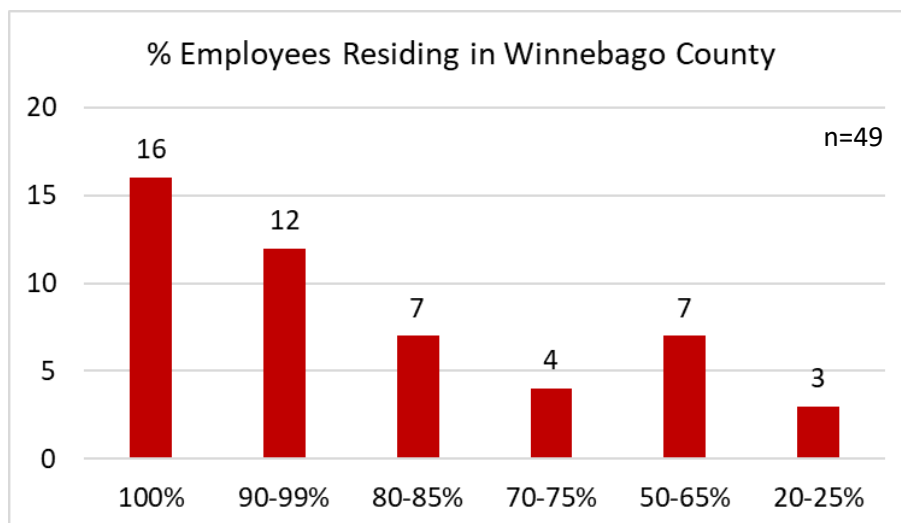
Human Resources

Salaries as Percentage of Operating Budget

For 48.8% of reporting organizations, salaries comprised 50% to 75% of their operating budget. For 31.1% of organizations, salaries comprised 25% to 50% of their operating budget.

Biggest HR Challenges

The greatest HR challenge listed by organizations is offering competitive salaries, as identified by 64.7% of organizations r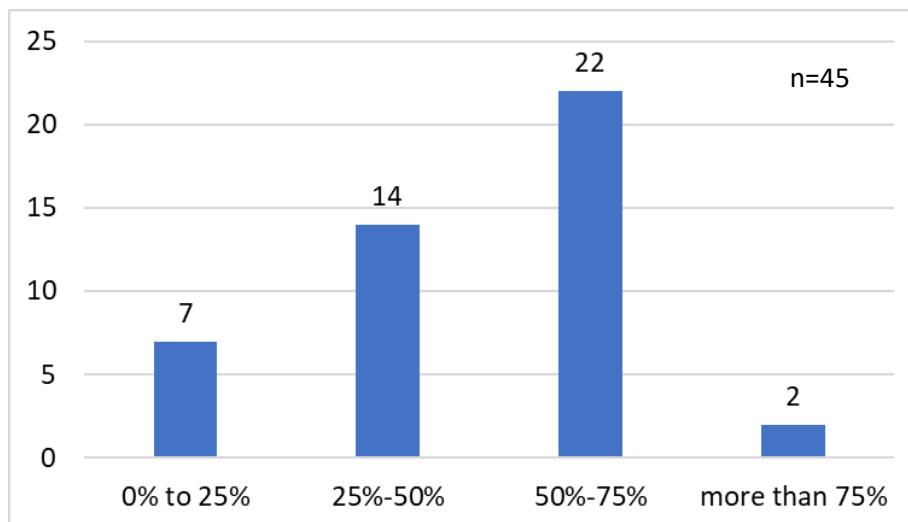esponding. Locating, identifying and hiring qualified staff was the second greatest challenge for 39% of respondents, followed closely by staff retention, as identified by 33.3% of respondents. 21.5% of organizations reported difficulty in achieving gender, age, or ethnic and cultural diversity in their employee base. 13.7% have no HR challenges at this time.

Biggest HR Challenges

|	
Achieving gender, age and ethnic or cultural diversity	11
Hiring qualified staff	20
Locating or identifying qualified staff	20
Providing benefits	19
Offering competitive salaries	33
Retaining staff	17
Other (funding for staff or staff relocation)	2
No challenges at this time	7 n=51

National Employee Benefits Information

Health Insurance Costs have surpassed $20K per year, a record high. Rising premiums have pushed some employers to drop coverage. Workers' average contribution for a family plan is now $6K, which does not include co-payments, deductibles, or other forms of cost-sharing once they need care. Fewer Americans under 65 had employer coverage in 2017 than in 1999, despite the fact that the US employed 17M more people in 2017 than in 1999. The working poor have been harder-hit; in firms where more than 35% of employees earn less than $25K per year, workers have to contribute more than $7K for a family health plan. This survey is based on response from more than two thousand randomly selected employers with at least three workers. [36]

Deductibles are rising faster than premiums; for a single person, the average deductible in 2019 was $1,396, up from $533 in 2009. A typical household with employer coverage spends about $800 per year in out-of-pocket costs not including premium according to research from the Commonwealth Fund. At the high end, those costs can top $5K out-of-pocket per year. Almost 40% of Americans cannot afford an unexpected $400 expense without borrowing or selling an asset according to a Federal Reserve survey from May 2019. Healthcare costs are growing faster than wages. [37]

Employer Health Insurance Premiums Exceed $20,000
Average premium for family plan in 2019
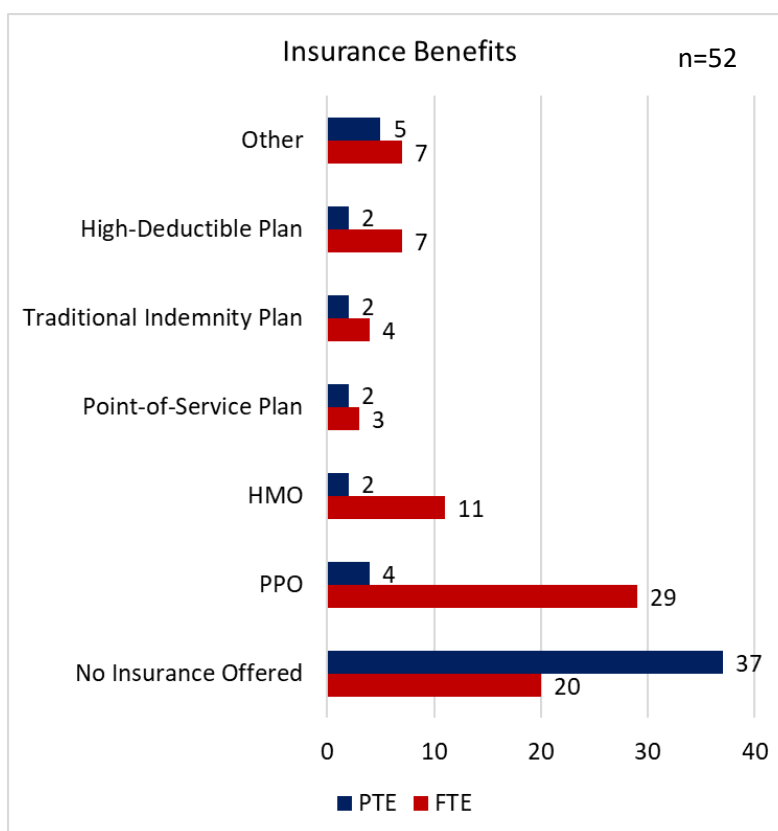■ Worker Contribution ■ Employer Contribution
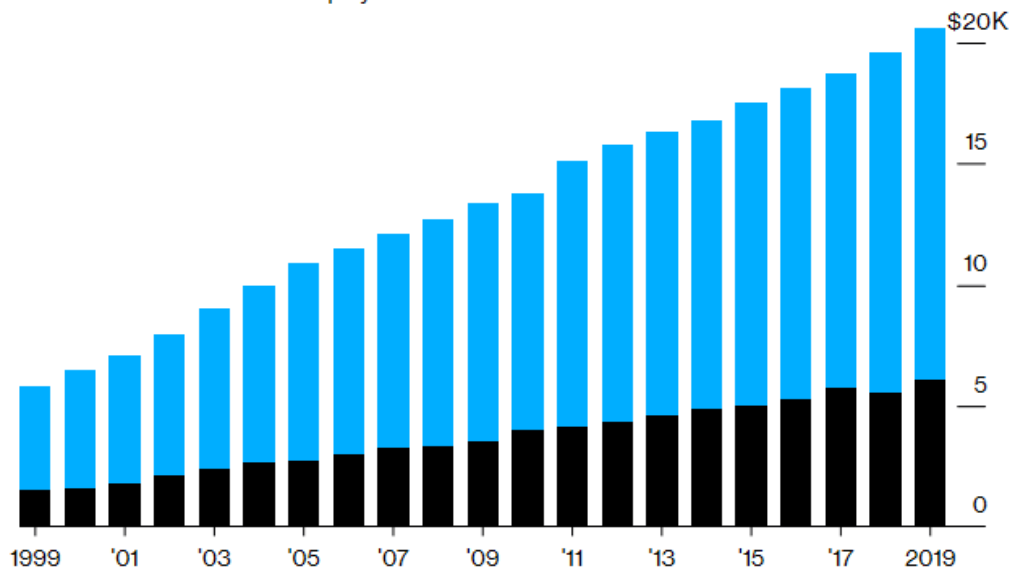
Source: Kaiser Family Foundation Employer Health Benefits Survey

Employee Benefits

Insurance Benefits: Full-Time and Part-Time Employees

For Full-Time employees, a majority of organizations indicated that they provide a variety of insurance plans, with the most common type of plan offered being a PPO health plan (55.7%). For Part-Time employees, insurance is not often offered; Only 29% of Part-Time employees have the option to enroll in an employee-sponsored healthcare plan. 38.4% of Full-Time employees do not have the option to enroll in an employee-sponsored healthcare plan.

Insurance Benefits n=52

Category	PTE	FTE
Other	5	7
High-Deductible Plan	2	7
Traditional Indemnity Plan	2	4
Point-of-Service Plan	2	3
HMO	2	11
PPO	4	29
No Insurance Offered	37	20

■ PTE ■ FTE

Health Insurance Costs

The average Employer Cost for healthcare benefits is reported at $12,594, with the most frequent Employer cost hovering around $10,500. For employees, the average cost for health insurance premiums is reported at $5,347, or approximately $445 per month. The most frequently reported cost is approximately $1,200 per year for minimum coverage. Total overall reported costs average $13,159 per year for Employer plus Employee costs.

Employer Average Cost	$12,594	Employee Average Cost	$5,437	Total Average	$13,159
Employer Median Cost	$9,983	Employee Median Cost	$2,280	Total Median	$11,833
Employer Mode Cost	$10,500	Employee Mode Cost	$1,200	Total Mode	$13,000

n=52

Employee Benefits

Change in Overall Costs of Health Insurance

71.4% of respondents reported increasing health care costs during the past year. 20% of respondents reported stable costs, while 8.5% of respondents reported decreasing costs, although the reason for these decreases were not reported.
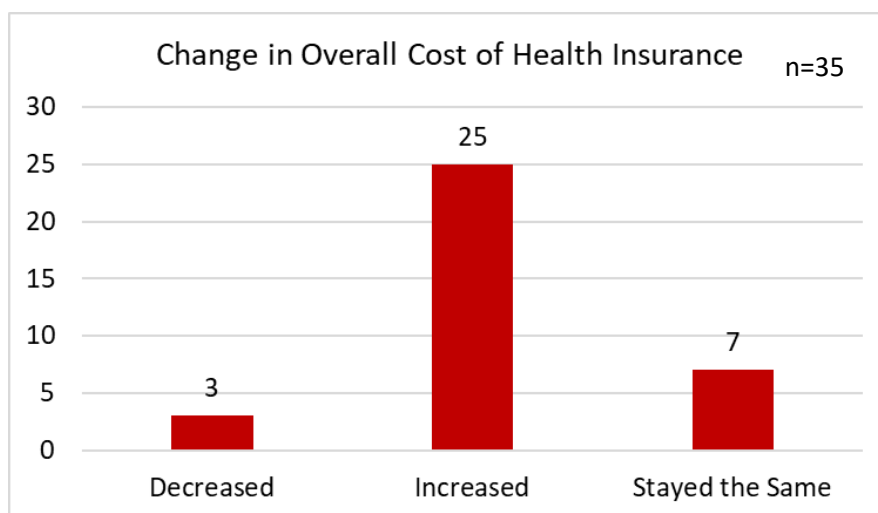
For employers reporting an increase in costs, it was a fairly even split between either passing cost increases along to employees, or absorbing cost increases. 52% were able to refrain from passing cost increases on to employees, while 48% of employers could not.
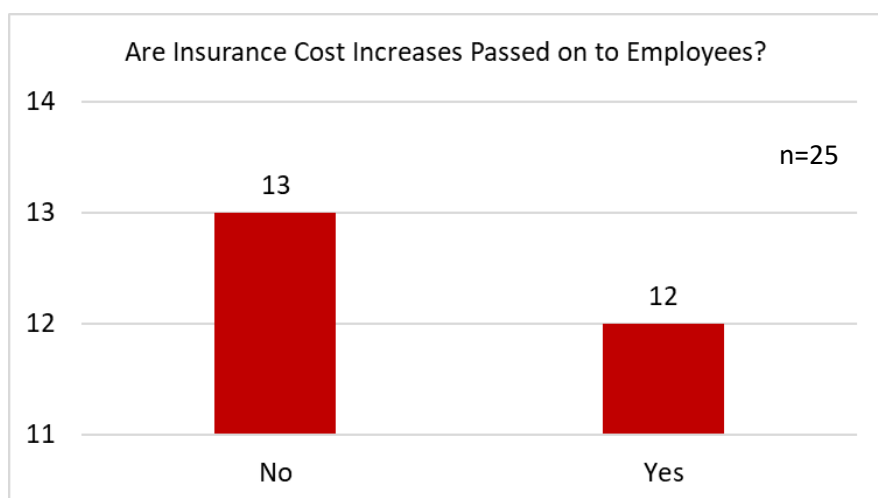
Employee Benefits

Percentage of Healthcare Costs Paid by Employer

For employers paying a portion of healthcare premiums for employee health plans, 42.5% of respondents report paying between 75% and 99% of those costs. The most common percentage of costs covered was 80%. 6% of responding organizations pay healthcare premium costs for Part-Time employees.
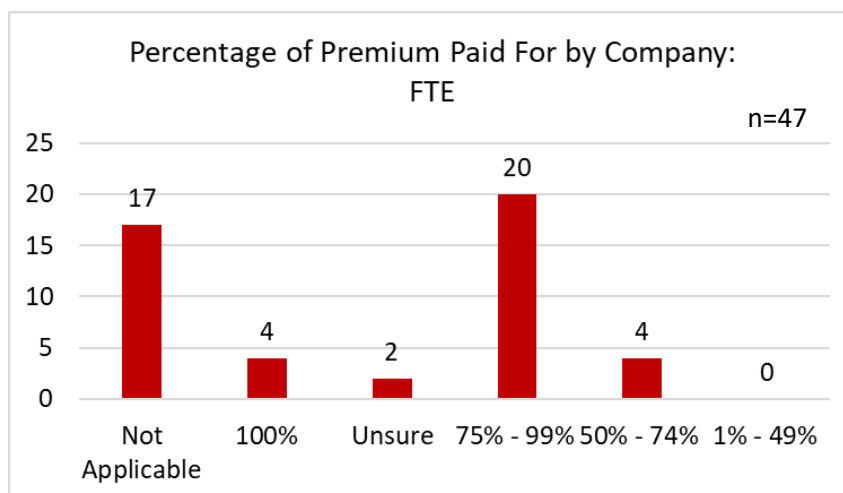
Importance of Health Benefits for Recruitment and Retention

41.1% of responding organizations regard health benefits as critically important for recruiting new talent and retaining employees. 35% rate this benefit as somewhat important, and 21.5% rate it as either neutral or not at all important.
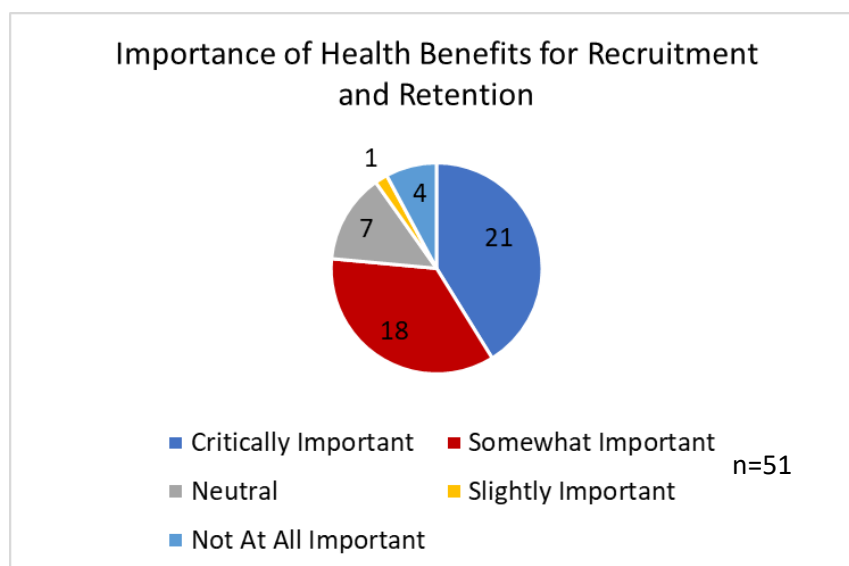
Employee Benefits

Typical Benefits Offered

The following typical benefits were the most commonly offered to Full-Time and Part-Time employees: paid holidays, paid vacation, paid sick days, life insurance, and professional development (internal or external opportunities).

For Part-Time Employees, there was less variety in the type of typical benefits offered, but professional development opportunities (internal or external), paid holidays, and paid time off were offered most frequently.

Other benefits reported for both Full-Time and Part-Time employees include: vision or dental benefits, flexible scheduling, mileage reimbursement, retirement or 403 (b) plan, staff play day, and child tuition for programs.

Typical Benefits

n=45

Benefit	PTE	FTE
Other	9	6
Professional Development (internal…)	19	27
Paid Time Off (PTO)	8	23
Tuition Reimbursement	1	11
Wellness Program	4	10
Employee Assistance Program (EAP)	5	11
Short-Term Disability	4	18
Paid Sick Days	5	36
Long-Term Disability	0	11
Paid Vacation	7	38
Life Insurance	6	29
Paid Holidays	11	45

■ PTE   ■ FTE
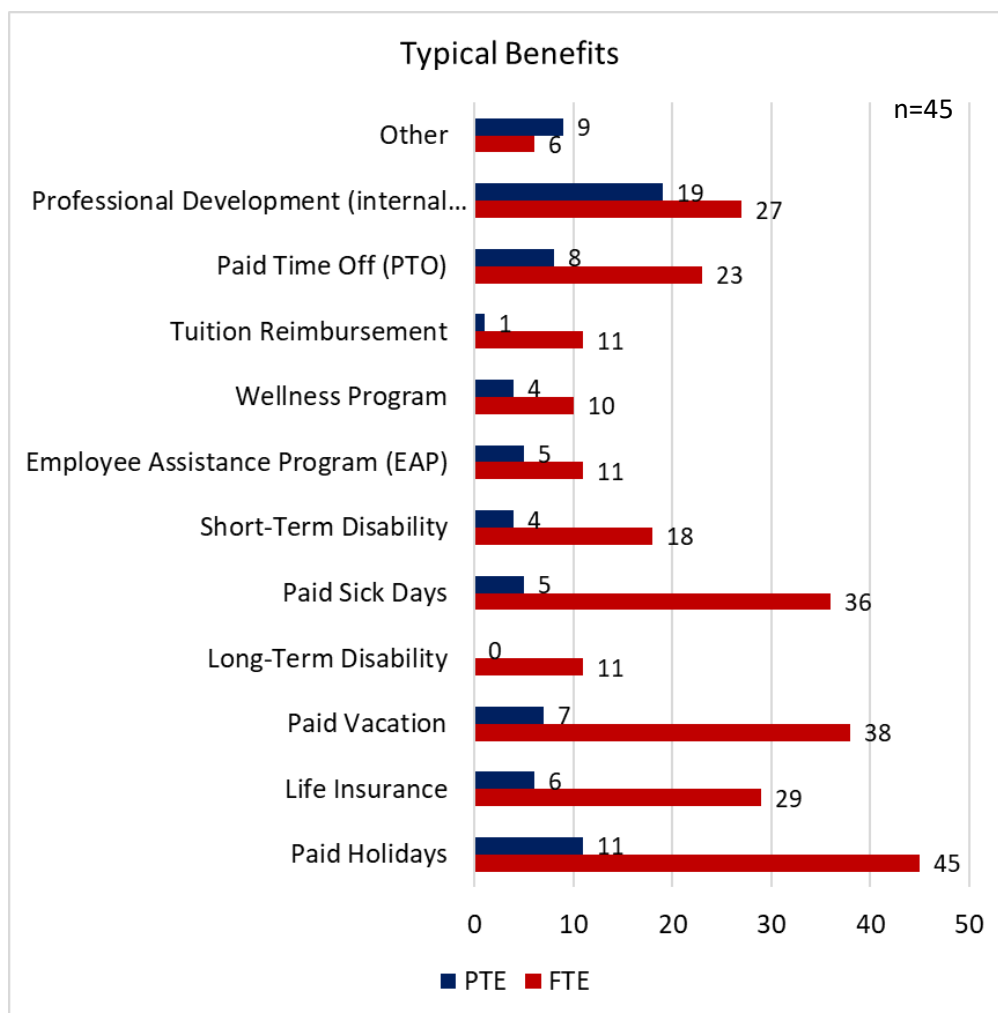
Employee Benefits

Paid Holidays: Working One Year or Less

For employees working one year or less, 90% of Full-Time employees were allotted paid holidays. The majority of Full-Time employees were allotted 9 to 11 paid holidays, followed closely by 12 or more paid holidays. 57.9% of Part-Time employees working one year or less were offered no paid holidays.

Number of Paid Holidays: Employed 1 Year or Less   n=60

Category	PTE	FTE
Other	2	1
1-5	2	6
6-8	4	13
9-11	3	18
12+	5	16
No paid holidays	22	6
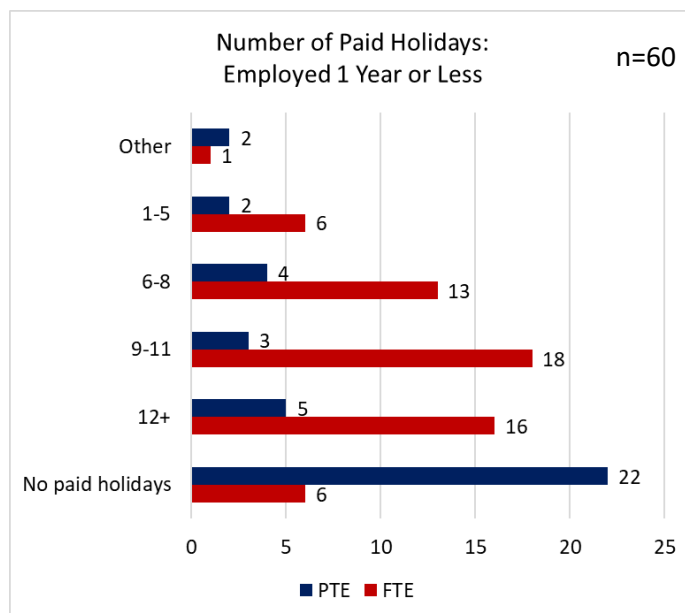
Paid Holidays: Working One Year or Longer

For Full-Time employees working one year or more, 34% received 9 to 11 holidays. 30% received 12 or more holidays, and 18.8% received 6 to 8 paid holidays. 58.8% of Part-Time employees received no paid holidays, and 20.6% received 12 or more paid holidays.

Number of Paid Holidays: Employed One Year or More   n=60

Category	PTE	FTE
Other	2	2
1-5 days = 3	3	3
6-8 days = 10	1	10
9-11 days = 18	1	18
12 or more days = 16	7	16
No paid holidays = 3	20	3
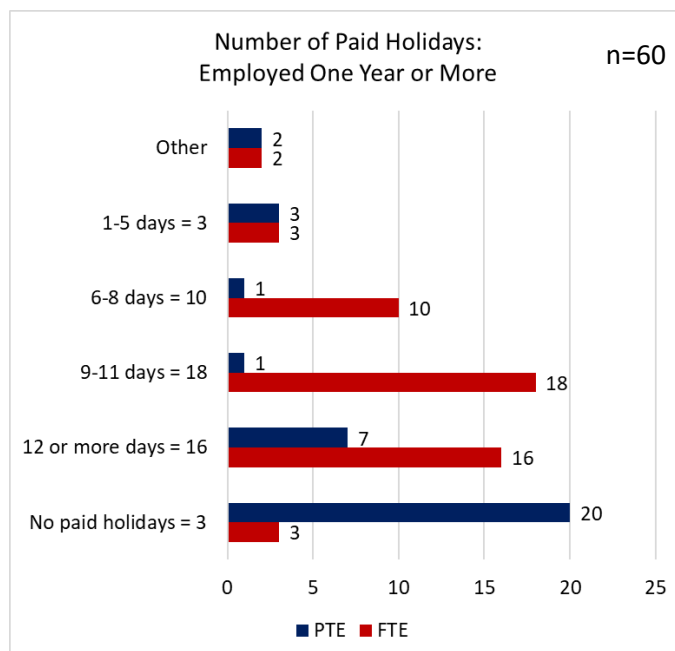
Employee Benefits

Atypical Benefits Offered

The most common Atypical Benefits for Full-Time employees include flex time, telecommuting options, and cell phone discounts or reimbursements. The most common Atypical Benefits offered for Part-Time employees include flex time and telecommuting options. 33.3% of employers offered no Atypical Benefits for Full Time employees, and 42.2% offered no Atypical Benefits for Part-Time employees.

Other Atypical Benefits reported in the Other response category include: facility usage, internet service, on-site clinic, store discounts, and paid birthdays off.

Atypical Benefits (n=45)

Category	PTE	FTE
Other	7	
Paid Paternity Leave	1	6
Paid Maternity Leave	1	10
Onsite Childcare	4	6
Childcare Referrals	0	1
Job Sharing	1	2
Sabbaticals	0	
Gradual Retirement	0	
Free or Low Priced Meals	1	2
Cell/Smart Phone…	4	17
Commuter Benefits		2
Onsite Fitness Centers	4	6
Compressed Workweek	5	4
Financial Planning Assistance	3	5
Legal Assistance Programs		2
Telecommuting	9	21
Flextime	15	22
None Offered	19	13

Employee Benefits

Hiring Forecast

54% of respondents indicated that they do not anticipate a change in their number of employees in the coming year. 34% anticipate an increase in their number of employees.
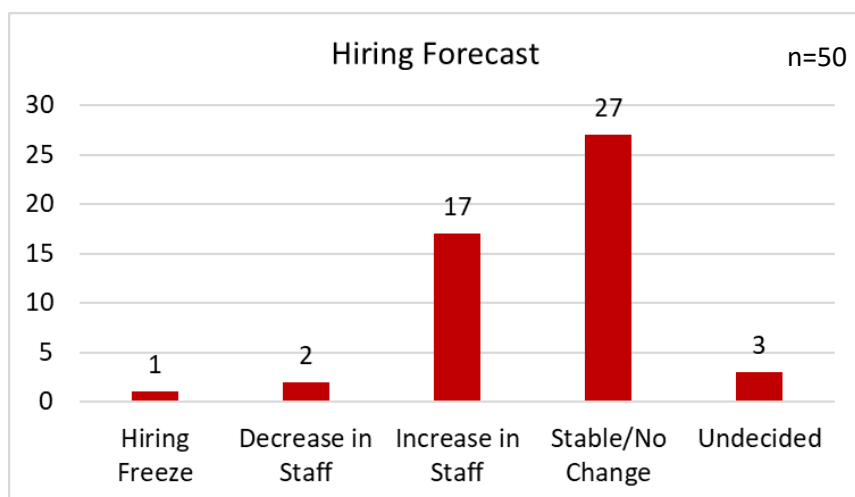
Open Positions

65.8% of organizations reported that they plan to hire Program Staff in the coming year. 26.3% plan to hire Administrative Support Staff, and 21% plan to hire Fund or Resource Development Staff. Other positions to be hired include retail staff, recruitment staff, maintenance or groundskeeping staff, and AmeriCorps Service Members.

Employee Benefits

Challenges With Staff Retention

58% of respondents indicated that they do not have challenges with staff retention.

Of the 41% of organizations reporting challenges, top reasons include inability to pay competitively (84.2%), external competition (42%), and inability to advance top performing staff (31.5%). Other reasons reported include challenging work environment and competition with college schedules.
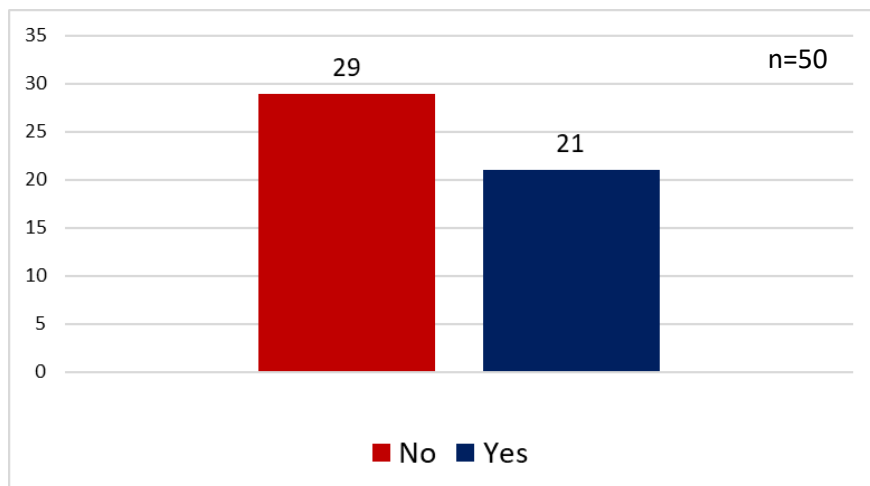
Average Tenure for Management

34.7% of respondents indicate that the average managerial level employee stays with their organization for 10 years or longer. 28.5% of organizations reported an average of 4 to 6 years, and 18.4% reported an average of 7 to 9 years.

41
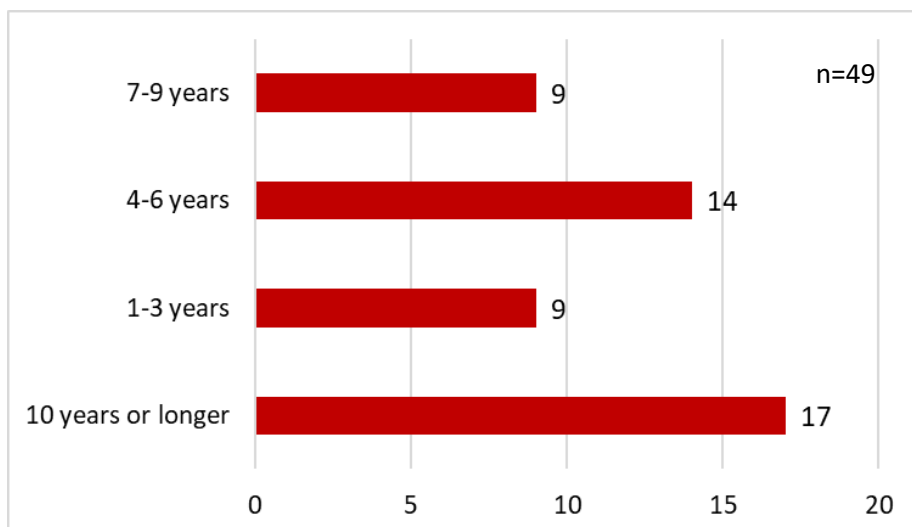
Greatest Strengths

50 organizations shared their greatest strengths. While it is not possible to report every response, some of the most common reported strengths include staff, volunteers, board members, mission, creativity and flexibility, innovation, operations, and community. Here are some of the highlights quoted below.

Staff

Many organizations listed staff as a greatest strength. Praises included "long-term staff and leadership, dedication, dedication to mission and participants, caring, committed and flexible staff members, staff retention," and more.

Volunteers

Organizations find strength in their volunteer base, citing "amazing, devoted volunteers giving time, energy, and enthusiasm to their cause, adaptability, a highly skilled volunteer base, creative volunteers, strong connections between volunteers, staff, and the public, and a large volunteer base."

Board of Directors

Boards were reported to be "dedicated, creative, collaborative, ethical, fiscally responsible, innovative, efficient and effective."

Creativity

Creativity was reported in the form of "forming collaborative partnerships, forming relationships with participants and the community, connecting people to mission, unique program offerings, having high impact with a small budget, recognizing the needs of people served, flexibility to meet the needs of an ever-changing community, agility to respond to needs quickly, and the ability to create and implement new modes of service delivery."

Community

Responses included "loyal donors, the ability to recruit highly-talented local leadership, strong relationships, passion for mission, a long-standing history in the community, great connections with the public and strong community support."
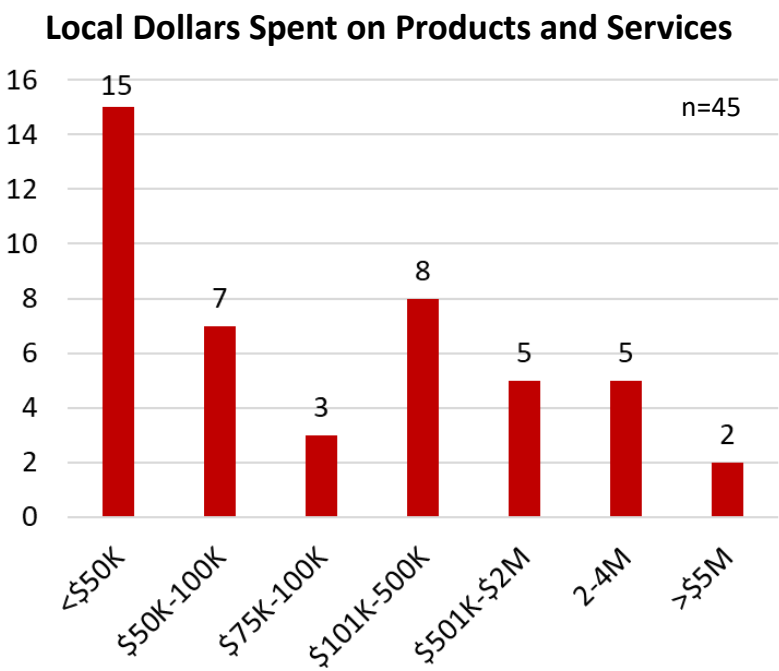
Economic Impact

Local Dollars Spent on Products and Services

For the 46 organizations reporting, a cumulative amount of **$39.3+ Million** was spent in the Winnebago and Boone county region during the past year.

In addition to monies spent directly, organizations paid out **$82.3+ Million in salaries** to more than 4,600 Full-Time and Part-Time employees. These employees pay state income tax on earnings, sales tax on purchases, and frequent local businesses contributing greatly to the local economy.

More than 7,567 volunteers were utilized by reporting organizations in the past year, valued at $25.43 per hour. According to the Bureau of Labor and Statistics, the average volunteer spent 52 hours per year volunteering. Based on those averages, reporting organizations likely accumulated more than 393,000 volunteer hours across the past year, a value of $10 Million.

Lastly reporting organizations generated $43.7 Million in grant income predominately from outside grants. These funds were then invested in our community.

Local Dollars Spent on Products and Services

n=45

Category	Value
<$50K	15
$50K-100K	7
$75K-100K	3
$101K-500K	8
$501K-$2M	5
2-4M	5
>$5M	2

Finance and Funding

Operating Budget Size

57.6% of organizations responding report an operating budget of less than $1M. 33% of organizations with a budget of $1M or less reported a budget of $100K to $250K (19% of the total group reporting). 30% of organizations with a budget of $1M or less report a budget in the $250K to $500K range (17.3% of the total group reporting).

42% of organizations report an annual operating budget of $1M or more, and 13.4% of organizations report an annual operating budget of greater than $10M.
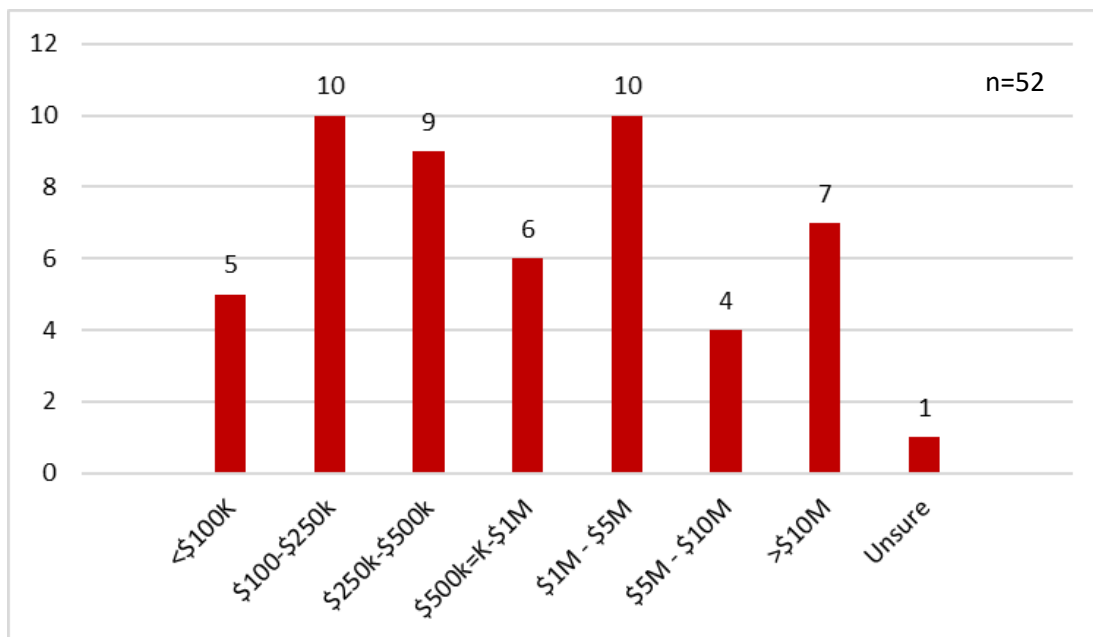
Finance and Funding

Sources of Income

70% of respondents reported a variety of diverse income streams. 86.1% of organizations engaged in fundraising events, and 70.2% engaged in a membership drive. Program service revenue was an income stream for 48.9% of reporting organizations.

29.7% of organizations utilized a single income stream for the majority of their budget. 6% of organizations relied on an Annual Appeal for 90% to 100% of their operating budget, 4% relied on program revenue for 85% or more of their operating budget, 8.5% relied on government grants for 80% or more of their budget, and 8.5% relied on other categories for more than 70% of their budget.
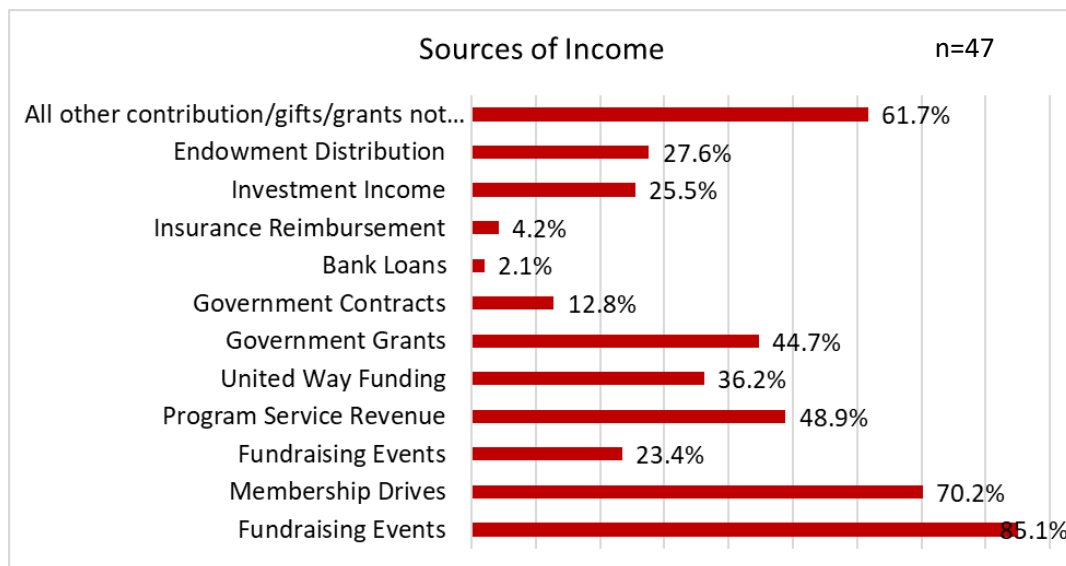

Sources of Income — n=47

Category	Percentage
All other contribution/gifts/grants not…	61.7%
Endowment Distribution	27.6%
Investment Income	25.5%
Insurance Reimbursement	4.2%
Bank Loans	2.1%
Government Contracts	12.8%
Government Grants	44.7%
United Way Funding	36.2%
Program Service Revenue	48.9%
Fundraising Events	23.4%
Membership Drives	70.2%
Fundraising Events	85.1%

Grant Revenue

Only 8.5% of organizations did not include grants in their operating budget. 38% of organizations brought in $100K or less in grant income, 23% brought in $100K to $750K in grant income, and 23% brought in $1M or more in grant income.

Grant income across all reporting organizations totals more than $43.7M in 2018.

n=47

$0	<$100K	$100K-$500K	$501K-750K	$1M-$5M	>$5M
4	18	7	4	8	3
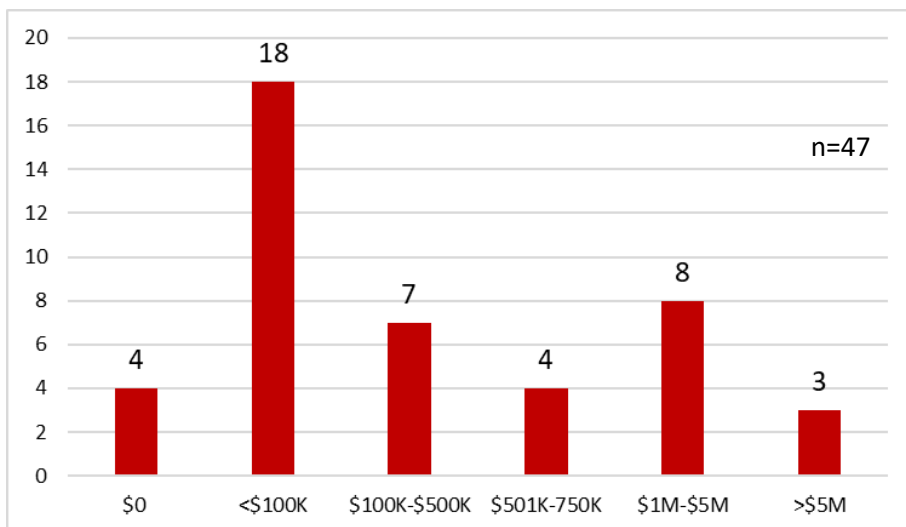
Finance and Funding

Greatest Financial Challenges

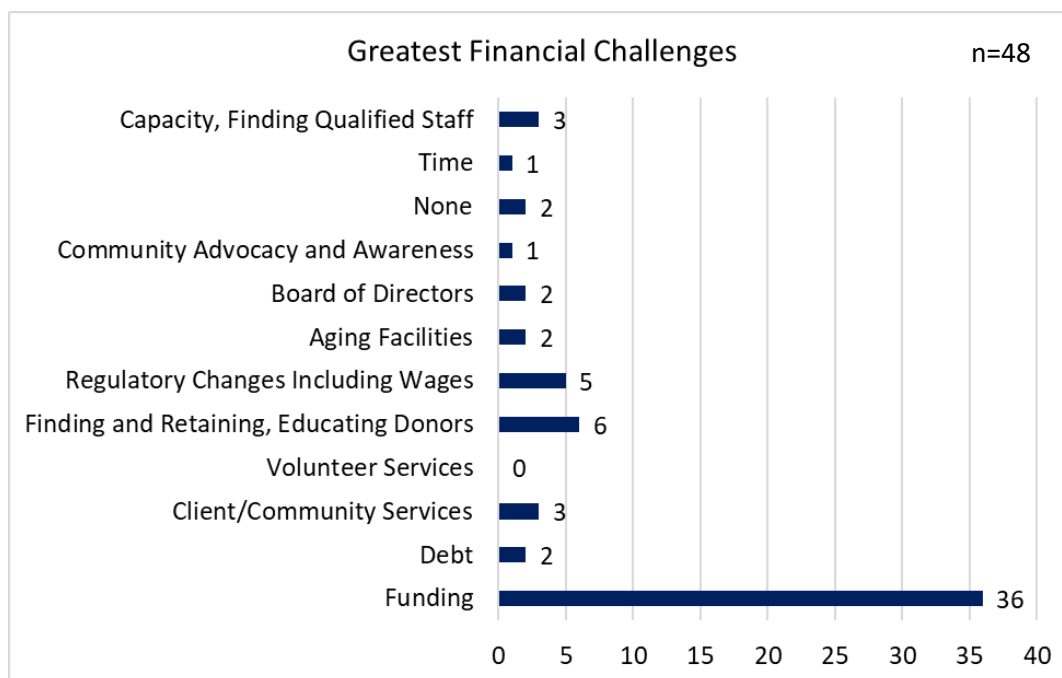Funding remains the greatest financial challenge for 75% of respondent organizations. 4% of respondents indicated that they had no financial concerns at this time.

Greatest Financial Challenges — n=48

- Capacity, Finding Qualified Staff: 3
- Time: 1
- None: 2
- Community Advocacy and Awareness: 1
- Board of Directors: 2
- Aging Facilities: 2
- Regulatory Changes Including Wages: 5
- Finding and Retaining, Educating Donors: 6
- Volunteer Services: 0
- Client/Community Services: 3
- Debt: 2
- Funding: 36

Anticipated Financial Outlook

Despite funding challenges, 59% of organizations stated that their financial outlook is anticipated to remain stable, 37% of organizations anticipate their financial outlook to improve, and only 4% anticipate their financial outlook will worsen.

Anticipated Financial Outlook — n=51

- Expected to improve: 19
- Expected to stay the same: 30
- Expected to worsen: 2
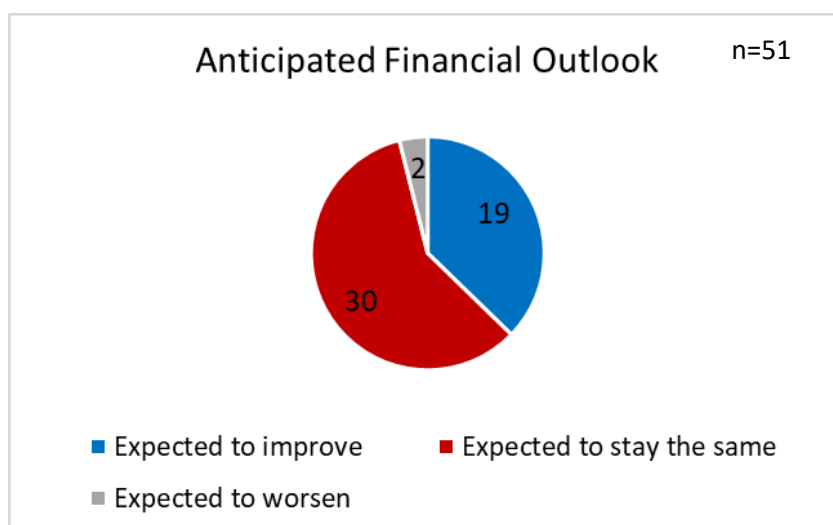
Employee Compensation

The following section contains salary information as reported by local nonprofit organizations in NICNE's Salary & Benefits Survey, as well as a comparison to national salary data from The Nonprofit Times' *2019 Nonprofit Organizations Salary & Benefits Report*.

Salary Increases

82.7% of respondent organizations offer salary increases to employees. (n=52). 69.7% offer salary increases annually. 33% offer salary increases of 2%, while 38% offer salary increases of 3%. Less than 10% of organizations offered salary increases of 4%-5%, while the remaining respondents either had no formal schedule (4%), a variable rate (9.5%), or a rate and frequency dependent upon the current budget (5%).
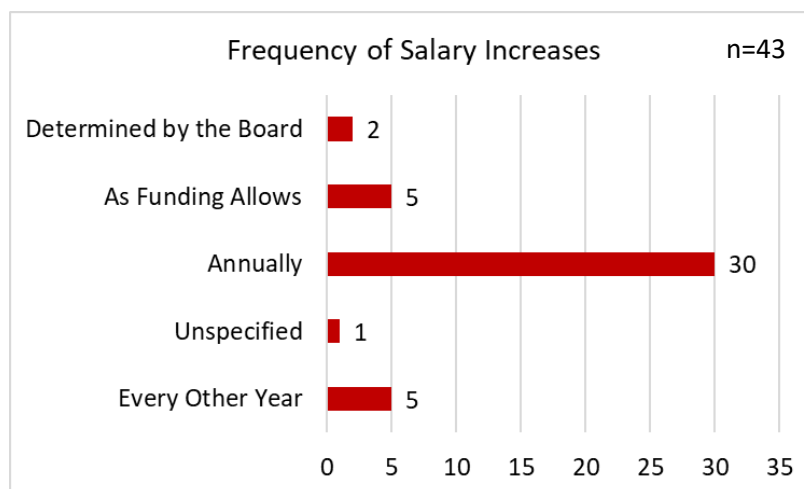
Dollars Spent on Salaries

The total amount of dollars spent on salaries across 46 reporting organizations is $82.3 Million, with an average salary total of $1,829,254. 73.9% of organizations report salary totals of less than $1 Million; the average total for those organizations was $223,108.
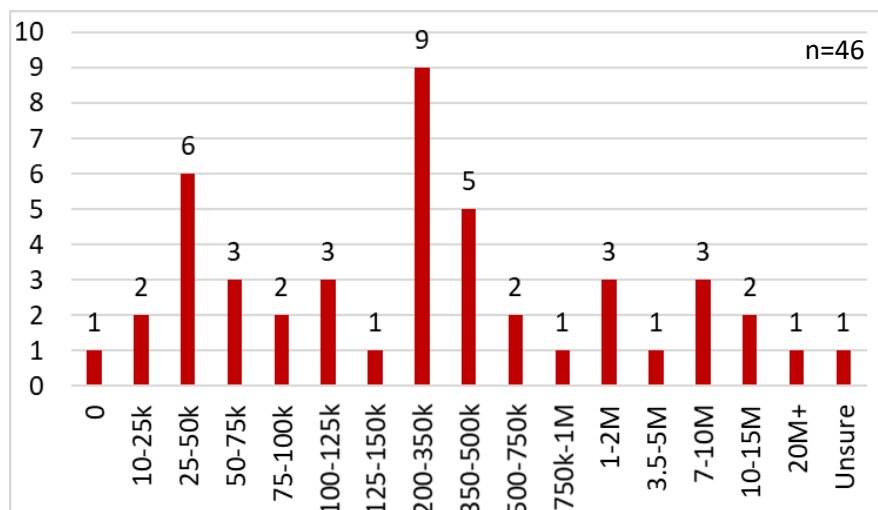
Employee Compensation

Salaries

The following table includes salary information for various nonprofit positions in Winnebago and Boone counties.

Minimum, maximum, average and median values are shown for survey respondents and for similar data from national results. National data is derived from The NonProfit Times.[38]

Rockford Metro Area (Winnebago and Boone Counties)

United States

*Indicates information unavailable

Rockford Metro Area data is drawn from survey responses.

National data is drawn from *The NonProfit Times 2019 Nonprofit Organizations Salary & Benefits Report*

POSITION	MIN	MAX	AVG	MED
Accountant	31,230	83,200	53,082	53,040
	15,080	66,100	38,684	36,928
Administrative Assistant	19,989	39,000	28,454	27,560
	15,080	78,000	36,356	35,000
Bookkeeper	28,080	50,398	29,016	34,008
	15,080	55,000	37,898	38,347
Case Manager - Entry Level	27,040	39,520	32,365	31,470
	21,840	47,500	34,222	34,000
Case Manager - Mid-Level	29,120	31,200	30,097	29,994
	24,400	63,025	38,388	37,500
Case Manager - Senior Level	35,360	35,360	35,360	35,360
	15,080	65,000	44,651	46,743
Case Supervisor	37,440	52,000	44,720	44,720
	35,580	73,800	46,703	39,140
CEO / Executive Director	28,933	158,683	79,539	72,800
	18,000	626,300	129,535	111,546
Certified Nursing Assistant (CNA)	*	*	*	*
	28,520	35,500	31,002	30,000
CFO / Director of Finance	47,840	106,808	70,262	58,677
	16,000	306,634	115,728	100,000
Communications Manager / Development Associate	31,200	54,080	34,237	37,476
	32,000	110,205	56,676	52,500
Chief Operating Officer (COO)	*	*	*	*
	46,000	350,200	46,000	98,250
Counselor / Therapist - Entry Level	36,539	72,800	48,094	41,454
	24,960	46,000	32,614	31,500
Counselor / Therapist - Mid-Level	*	*	*	*
	19,259	65,000	38,340	37,450
Counselor / Therapist - Senior Level	*	*	*	*
	26,500	62,700	42,482	42,000
Custodian	18,720	31,200	22,880	20,800
	15,080	44,012	27,106	26,700
Data Entry / Data Specialist	29,120	31,200	30,160	30,160
	20,800	58,300	35,230	32,136
Director of Casework Services / Clinical Supervisor	37,440	37,440	37,440	37,440
	*	*	*	*
Director of Development	43,992	104,998	75,608	77,303
	27,000	175,000	76,876	92,550
Director of Marketing	49,920	74,006	63,523	66,144
	16,000	131,600	64,955	64,000
Driver	22,880	24,960	23,920	22,880
	15,080	39,500	27,287	27,500
Executive Assistant	*	*	*	*
	18,000	100,000	48,936	45,003
Facilities Manager	21,070	62,400	44,304	50,003
	15,080	130,295	56,162	53,333
Food Service Staff	24,814	27,040	25,563	24,814
	16,575	33,000	22,255	22,140
Food Service Supervisor	33,280	41,600	37,440	37,440
	26,000	62,000	38,190	36,100
Grant Writer	32,240	166,400	67,704	67,607
	44,000	115,553	58,033	50,000
Human Resources Director	51,501	88,254	67,475	66,997
	45,000	149,229	76,667	71,200

Employee Compensation

Salaries

The following table includes continued salary information for various nonprofit positions in Winnebago and Boone counties.

Minimum, maximum, average and median values are shown for survey respondents and for similar data from national results. National data is derived from The NonProfit Times.[39]

Rockford Metro Area (Winnebago and Boone Counties)

United States

POSITION	MIN	MAX	AVG	MED
Information Technology (IT) Director / IT Manager	22,000	22,000	22,000	2,200
	40,000	161,900	84,243	80,170
Licensed Practical Nurse (LPN)	41,600	41,600	41,600	41,600
	43,000	175,000	106,439	118,925
Maintenance	*	*	*	*
	25,237	92,500	46,838	43,600
Occupational Therapist	41,600	41,600	41,600	41,600
	52,522	79,000	59,595	53,452
Program Coordinator	20,800	55,557	41,683	40,040
	17,000	104,000	44,179	42,202
Program Director	25,001	87,360	51,293	48,651
	25,000	131,700	63,962	60,834
Program Staff	32,011	60,320	33,280	33,280
	*	*	*	*
Receptionist	19,240	29,952	24,565	24,960
	15,080	53,300	29,073	28,000
Recreation Leader/ Activity Worker / Recreational Therapist	19,760	29,120	23,566	22,880
	21,267	50,600	35,566	35,600
Registered Nurse	52,000	52,000	52,000	52,000
	17,000	85,000	53,017	53,352
Rehabilitation / Employment Counselor	32,021	32,021	32,021	32,021
	*	*	*	*
Sales Associate	18,720	20,800	19,760	19,760
	15,080	35,000	26,040	26,150
Special Education Teacher	32,448	37,440	33,904	32,864
	*	*	*	*
Supervisor	31,200	50,960	45,906	47,674
	*	*	*	*
Teacher, K-12	32,448	32,448	32,448	32,448
	35,000	55,000	42,301	40,417
Teacher, Pre-K	29,120	33,280	31,824	32,448
	35,000	55,000	42,301	40,417
Volunteer Coordinator	24,960	43,680	32,573	29,994
	15,800	70,000	38,509	37,400
Office Manager	*	*	*	*
	15,800	92,006	43,745	41,500
Legal Counsellor / Attorney / Lawyer	*	*	*	*
	37,500	180,000	74,966	65,000

*Indicates information unavailable

Rockford Metro Area data is drawn from survey responses.

National data is drawn from *The NonProfit Times 2019 Nonprofit Organizations Salary & Benefits Report*

Endnotes

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34   Ibid

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