Passion Won’t Pay the Bills
Community Foundation of the Gunnison Valley
April 5th, 2022

Presenters:  David Clayton, Community Foundation of the Gunnison Valley
            Holly Conn, Mountain Roots Food Project
            Mike Horn, Crested Butte Mountain Heritage Museum
Non-Profit Statistics (statewide)

From a 2018 Colorado Nonprofit Association study:

Total Nonprofit Employment: 167,663 (8% of private employment)
Total Nonprofits: 25,020 (registered with IRS)
Total Nonprofit Revenue: $29,574,600,000 ($29+ Billion)
Total Nonprofit Expenses: $28,634,800,000
Total Nonprofit Assets: $58,184,500,000

Numbers seem vary high as this survey includes sectors of the nonprofit community such as hospitals and other health care services plus private educational entities, such as universities.
Non-Profit Statistics (Gunnison County)

From a 2018-19 CFGV study:

<table>
<thead>
<tr>
<th>Total Employment:</th>
<th>891 (10% of private wage &amp; salary employment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Nonprofits:</td>
<td>100+</td>
</tr>
</tbody>
</table>

A majority of nonprofit jobs are considered seasonal or contractual in nature and of the respondents. Example, organizations with seasonal activities are heavily in this category. For “salaried”, fulltime employees the survey reported 116.
How do we recruit and retain GREAT employees?

First, let’s look at what makes differentiates For Profit and Non-Profit organizations.

Differences between For Profit and Non-Profit organizations:

- **For Profit Companies:**
  - Works to grow the organization to maximize investment return to the owners
  - The organization is transaction oriented with the customer being the entity paying for service and receiving the service
  - While customer service is a key attribute, sales and profit are the end goal
  - Valued employees are those that enrichen the bottom line while serving the customer efficiently and effectively

- **Non-Profit Companies:**
  - Works to grow the organization to maximize the level and scope of services to the greatest degree
  - Organization can still be transaction oriented but may be service oriented with services not having a direct customer
  - There are two “customers” – one are donors that fund the organization and the other are the recipients of the service.
  - Customer service and support are key
  - Valued employees are those that enrichen the lives of the recipients of the service or the donors funding the organization
How do we recruit and retain GREAT employees?

Now, let’s look at what makes an employee a great fit for our organizations.

What drives employees?

- Physical (Food, Clothing, Housing, Healthcare)
- Price (higher wages and benefits)
- Place (community, recreation, cultural, environment, education, many others)
- Purpose (job accomplishment, feeling of doing good)
- Prestige (recognition, working at valued organization)

For Profit organizations want employees that want to maximize Price and Prestige, while Non-Profit organizations look to find employees that value Place, Purpose and Prestige.
Why we need to Compensate Correctly

Non-profits compete with For Profits and other Non-Profits for quality employees.

People need to be valued and feel honored. We need to understand that value and honor are both monetary and non-monetary needs. However, any employee needs to receive compensation that allows them to live in the “community” without having to make sever sacrifices.

Hiring, training and retaining employees can be costly but having high turnover or not being able to get quality employees can cost much more in money, time and effectiveness.
What is Driving the Pressure on Employee Compensation?

For several decades, inflation has been under control (ranging from 1.5-3.0% per year)

While housing is never cheap in a resort community, we are facing a severe shortage of availability and an extreme increase in property values.

One source for Gunnison County property values shows

- Overall Housing = 25.1% increase (YoY)
- 1 Bedroom = 8.0% increase (YoY)
- 2 Bedroom = 62.5% increase (YoY)
- 3 Bedroom = 2.5% increase (YoY)
- 4 Bedroom = 237.8% increase (YoY)
- 5 Bedroom = 50.0% increase (YoY)
Inflation is Back

CPI change - Year over Year - 1915-2021

1915-2021 average: 3.26%

2001-2020 average: 2.04%
Erosion of Buying Power

How Long does it take for inflation to double the cost of goods:

<table>
<thead>
<tr>
<th>Inflation Rate</th>
<th>Years</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>2%</td>
<td>35 years</td>
<td>(2001-2020 average % rate)</td>
</tr>
<tr>
<td>5%</td>
<td>14 years</td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>10 years</td>
<td>(Current CPI % rate)</td>
</tr>
<tr>
<td>10%</td>
<td>7 years</td>
<td>(Current PPI % rate)</td>
</tr>
<tr>
<td>13%</td>
<td>6 years</td>
<td>(1979-80 Stagflation Peak)</td>
</tr>
</tbody>
</table>
How do we Develop Compensation Plan?

Let’s look at 3 organizations that have done or are working to get and keep salaries of employees competitive within our communities so that they can attract and keep highly qualified and motivated people.

- Mountain Roots Food Project
- Crested Butte Mountain Heritage Museum
- Community Foundation of the Gunnison Valley
Passion Doesn’t Pay the Bills
Mountain Roots acknowledges, with respect, that the land on which we live, work, and play is the traditional and ancestral homelands of the Ute Mountain Ute tribal nations, the original stewards of this land.
The Future of Food Is...
The Future of Food Is...

**EMPOWERING** rural Colorado communities to take an active role in:

- Sustainable Local Food System
- Production
- Processing
- Waste Recovery
- Consumption
- Access
- Distribution

---

EMPOWERING
rural Colorado communities
to take an active role in:
The Future of Food Is...

**EMPOWERING**

_rural Colorado communities to take an active role in:

- Building food resources
- Restoring the environment
- Increasing health equity
- Reducing disparities
- Renewing connection to the land
- Prioritizing health of the individual, our communities, & our planet

**Economically Viable**

**Socially Responsible**

**Environmentally Regenerative**

**health**
Board Of Directors
JOHN MEYER, President
BRIAN PUGH, Treasurer
DANA ZOBS, Secretary
CASSIE PENCE, Events Chair
PEGGY SCHRAMMEL, Fundraising Chair
KIM ALLEN
LYNN FROTESCHER
+TRILBY CARRIKER, Finance Committee

Administration
HOLLY CONN, Executive Director
RACHEL BRANHAM, Development Director
ELLIE-PENFIELD CYR, Development &
Marketing Associate (VISTA)*

Consulting
EMILY SMITH, Pinnacle Books
MARGAUX HELVEY, Fundraising

Farm to School
LILY BRIGGS, Program Director
TRISHA LANGENFELD
THEA BERGEN*
ELIZA FOLI*
EMILY GOBEL*
EMA MUSLIC*

Agriculture
LEXI HUGHES, Program Director, Jan-June

Coldharbour Farm Crew:
JENNIFER DEWS, Farm Manager*
GAVIN SCHMUCKLER*
JONAS HANDT*
EMILY OGDEN*
SARAH LESLIE*
MALINA GAMBOCARO*

Glacier Farm Crew:
KARA WILLIARD, Farm Manager*
EMILY TYSINGER
RACHEL DICKSON
JENNA KELMSER
JACOB KRECKMAN
KAYLA HANSON

Food Security
KAELYN SCHULTZ, Program Leader (VISTA)*
HANNAH RYCKMAN*
TYLER BLANKSTEIN*
IZZY ROSENSTEIN*
EMELY BEIRA, MEM Graduate Student

Local Food Distribution
Molly Mazel, CSA and LFPP Planning Grant

Healthy Futures AmeriCorps
LYNDIE KENLON, Program Director
LINDSAY DURANT, Program Assistant

Value Added Products & Farmers Markets
TYLER BLANKSTEIN*
NICK JORENBY

Total Team
40
7+1 Board of Directors
16 AmeriCorps Members
12 Paid Positions

2021

$750K

Making it Happen

People
THEN 2010-2014
Org Budget $3,250 -- $32,000
Seasonal Operations
All Volunteer
4 Plot Managers w/ stipends $500 each
Scarcity / shoestring mindset, reactive
NOW 2022
Org Budget $1.5M
Year Round Operations
6 Leadership (Salaried) positions
4 Employees at hourly rates $16-$19
15-17 AmeriCorps Members
Abundance / value-based / asset / investment mindset, proactive
<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Costs</th>
<th>Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$0</td>
<td>64%</td>
</tr>
<tr>
<td>2015</td>
<td>$200,000</td>
<td>58%</td>
</tr>
<tr>
<td>2016</td>
<td>$400,000</td>
<td>46%</td>
</tr>
<tr>
<td>2017</td>
<td>$600,000</td>
<td>54%</td>
</tr>
<tr>
<td>2018</td>
<td>$800,000</td>
<td>64%</td>
</tr>
<tr>
<td>2019</td>
<td>$1,000,000</td>
<td>45%</td>
</tr>
<tr>
<td>2020</td>
<td>$1,200,000</td>
<td>38%</td>
</tr>
<tr>
<td>2021</td>
<td>$1,400,000</td>
<td>45%</td>
</tr>
<tr>
<td>2022</td>
<td>$1,600,000</td>
<td>60%</td>
</tr>
</tbody>
</table>
People Receiving Stipends

Interns

Technically work for someone else

Part Time, Seasonal

Part Time, Year Round

Volunteers

MEM Fellows

Contractors (1099)

Full Time, Seasonal

Full Time, Year Round

Work / Trade

“Working Board”

NCCC Work Crews

AmeriCorps Members

Salaried Program Director

Service Learning

Consultants
## 2017 Staffing

### Actual Plan

<table>
<thead>
<tr>
<th>Name</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holly Conn (ED)</td>
<td>23400</td>
<td>28000</td>
</tr>
<tr>
<td>Jenny Whitacre (Farm to School/EE Coordinator)</td>
<td>10,096.00</td>
<td>12,016.00</td>
</tr>
<tr>
<td>Sierra Fairfield-Smith (CBCS Garden Manager + EE)</td>
<td>7,462</td>
<td>8,050.00</td>
</tr>
<tr>
<td>Sasha Legere (GCS Garden Manager + EE)</td>
<td>5,502</td>
<td>6,762.00</td>
</tr>
<tr>
<td>Natalie Berkman (Giving Garden + Summer Experiences GCS)</td>
<td>2,590</td>
<td>2,590</td>
</tr>
<tr>
<td>Mel Yemma (Elk Avenue Garden + Garden team leader)</td>
<td>5,096</td>
<td>5,096</td>
</tr>
<tr>
<td>Danielle Petruzelli (VISTA March 1 - March 1)</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Urban Ag Intern</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>CB EE Intern</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Food Systems Intern</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Luisa Naughton, Kids Cook</td>
<td>2,160</td>
<td>2,160</td>
</tr>
</tbody>
</table>

**Total Actual Plan Budget:** $67,806.00 - $76,174.00

### 2017 Budget Summary

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>Cost</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Budget</strong></td>
<td>$121,000</td>
<td></td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>$79,860</td>
<td></td>
</tr>
<tr>
<td><strong>Direct Costs</strong></td>
<td>$39,930</td>
<td></td>
</tr>
</tbody>
</table>

#### Scenario C

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIMARY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ED - Holly</td>
<td>$24,120</td>
<td>$55,740</td>
</tr>
<tr>
<td>10 months, 30h</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events &amp; Development</td>
<td>15,000</td>
<td>$40,740</td>
</tr>
<tr>
<td>.5 FTE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F2S Program Manager</td>
<td>15,000</td>
<td>$25,740</td>
</tr>
<tr>
<td>.5 FTE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Garden Coordinator</td>
<td>11,700</td>
<td>$14,040</td>
</tr>
<tr>
<td>.5FTE, seasonal May - Oct</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VISTA (runs farm and CSA)</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaving this</td>
<td>$6,040</td>
<td></td>
</tr>
<tr>
<td>for everything else</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*And we still need to pay:
- school garden and EE staff
- 2 camp counselors
- kids cook instructors
- 2-3 interns

*Not enough for paid staff*
FROM THIS:
• Inconsistency & uncertainty
• High turnover / burnout
• Scarcity / shoestring mindset
• Extract value
• Reactive

TO THIS:
• Attract & retain good people
• Improve Performance, Engagement, & Satisfaction
• Train Future Leaders
• Create Career tracks
• Abundance mindset
• Add Value
• Proactive
1. More Boots on the Ground
2. Elevate Leaders

- Volunteer Stipend Hourly
- Hourly Part Time, Seasonal Full Time, Seasonal Full Time, Year Round Salary
- AMERICORPS Partial Term Y1 Full Term Y2 Staff Position
Mountain Roots finds fertile ground with national service

<table>
<thead>
<tr>
<th>LIVING ALLOWANCE</th>
<th>EDUCATION AWARD</th>
<th>TOTAL</th>
<th>Org cost: $10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>$16,000</td>
<td>$6,495</td>
<td>$22,495 ($13.23/hr)</td>
<td></td>
</tr>
</tbody>
</table>

11 months, full time, 1700 hours

The national service program coordinated by Gunnison’s Mountain Roots Food Project culture and food justice movements did not provide a clear path to increasing the number of jobs for communities of color across the U.S., including in the Colorado River basin. The goal of the Mountain Roots program is to create a sustainable food system that provides equal access to food for all communities. The program works with local organizations to provide food security and healthy eating opportunities for people in need. The program also seeks to train and employ young people from diverse backgrounds in the food industry, helping to create a more inclusive workforce.

Several of the members hired for the growing season have already secured full-time positions at other organizations. But at least three members of the program are ready to move on to the next phase of their careers.

One of the members is taking a position at a new organization in the area, where she plans to work on a project that focuses on developing a food hub in the region. Another member is heading back to school to pursue a career in the food industry, while the third member is preparing to start a new venture of their own. The program has provided them with the skills and experience needed to succeed in a variety of roles.

Mountain Roots is proud to have helped these members find their next steps and wishes them all the best in their future endeavors. The program will continue to support them as they make their way forward and strive to make a positive impact on their communities.
Exemptions from the COMPS Order: All listed in Rule 2; key exemptions listed below.

- Executives/supervisors, decision-making administrative employees, and professionals (Rule 2.2.1-3) paid the exempt salary:

<table>
<thead>
<tr>
<th>Salary through 6/20</th>
<th>7/20-12/20</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>Each Year After 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal to at least minimum wage for all hours</td>
<td>$35,568</td>
<td>$40,500</td>
<td>$45,000</td>
<td>$50,000</td>
<td>$55,000</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

- 20% owners, or at a nonprofit the highest-paid/highest-ranked employee, if actively engaged in management (2.2.5).
- Highly technical computer-related employees (defined in 2.2.10), if paid at least $27.63 per hour.
- Various in-residence workers, including property managers, range workers, and camp/outdoor education field staff (2.2.7).
- Various, but not all, types of salespersons (2.2.4, 2.4.1, 2.4.2) and transportation workers (2.2.6).
- Certain medical transportation and hospital/nursing home employees have modified overtime rules (2.4.4, 2.4.5).
- Downhill ski/snowboard employees, including on-mountain food but not lodging, are exempt for 40 hour overtime (2.4.3).
- Agriculture jobs are exempt from overtime and meal periods, and have more flexibility as to rest periods (2.3.5).

Deductions, Credits, & Changes From Wages:
- Subject to limits in C.R.S. 8-4-150 and below.
- The credit for all or a portion of the overtime minimum wage is $5.55 per hour if the claim is made, rounded down to the nearest dollar;
- The overtime wage applies to all weeks and each subsequent weeks, whether paid hourly or on either an hourly basis, commission, production, or any other basis.
- The minimum wage for 2022 is $20.20, and for 2021 is $19.70. The federal minimum wage is $12.20.
- The federal minimum wage (July 2021) is $13.00 (in Naples as of 1/2/2022) may also apply, if work is covered by multiple minimum wage provisions, take the rate with the highest wage or standard applies.
- The overtime rate increases by 20% for employees in the following occupations, as well as for employees in the following occupations:

  | 32% | 2020 |
  | 35% | 2021 |

$85

Exemptions from the COMPS Order: All listed in Rule 2; key exemptions listed below.

- Executive, administrative, professional, and technical employees (2.2.1-3).

Compliance & Anti-Misclassification Rights:
- The Division of Labor Standards and Workplace Relations web site at colorado.gov/dls has more information about these topics.
### Salaries

**Executive**
- **Executive Director, CEO, President**
  - Provides overall management, planning and leadership of the organization. Reports directly to the board of directors.

<table>
<thead>
<tr>
<th>Overall</th>
<th>25th %ile</th>
<th>50th %ile</th>
<th>75th %ile</th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director, CEO, President</td>
<td>$85,920</td>
<td>$112,552</td>
<td>$157,279</td>
<td>$126,277</td>
</tr>
</tbody>
</table>

**By Region**
- **Denver Metro**
  - $60,574
- **El Paso**
  - $60,349
- **Larimer & Weld**
  - $60,353
- **Rural Town**
  - $68,934

**Focus of Service**
- **Animal Related**
- **Arts/Culture**
- **Civic Improvement/Philanthropy**
- **Education**
- **Environmentalist**
- **Health/Mental Health**
- **Human Services**
- **Legal/Advocacy/Civil Rights**
- **Other**
- **Youth Development**

**By Organization Budget**
- Less than $250,000
- $250,000 - $499,999
- $500,000 - $999,999
- $1,000,000 - $1,999,999
- $2,000,000 - $4,999,999
- $5,000,000 - $9,999,999
- $10,000,000 - $19,999,999

### Fundraising & Development

**Development Director**
- Works with management to develop and implement fundraising activities within any or all of the following areas: annual giving, special events, major gifts and fundraising events.
- May manage (directly or indirectly) staff members of the development department.

<table>
<thead>
<tr>
<th>Overall</th>
<th>25th %ile</th>
<th>50th %ile</th>
<th>75th %ile</th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Director</td>
<td>$66,590</td>
<td>$76,239</td>
<td>$95,056</td>
<td>$76,567</td>
</tr>
</tbody>
</table>

**Programs, General**

**Program Director**
- Manages one or more mission-related programs and program staff. Oversees all program related tasks and strategies. Evaluates the performance of programs and services. Develops and manages program budget. Supervises program staff.

<table>
<thead>
<tr>
<th>Overall</th>
<th>25th %ile</th>
<th>50th %ile</th>
<th>75th %ile</th>
<th>Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director</td>
<td>$66,238</td>
<td>$90,000</td>
<td>$94,392</td>
<td>$82,472</td>
</tr>
</tbody>
</table>

**By Region**
- **Denver Metro**
  - $66,238
- **El Paso**
  - $94,392
- **Larimer & Weld**
  - $54,250
- **Resort Town**
  - $57,563
- **Rural Communities**
  - $56,580

**By Focus of Service**
- **Arts/Culture**
  - $96,813
- **Civic Improvement/Philanthropy**
  - $86,400
- **Education**
  - $57,575

- **Annual increases**
  - ✔️ Insurance
  - ✔️ Retirement
  - ✔️ Leave time
  - ✔️ Bonus/incentive

- **Mountain Roots**

Given the information, the document appears to outline various salary ranges and roles within an organization, including executive positions, specific regions, and focus areas. It also highlights annual increases and other benefits such as insurance and retirement options.
<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2016</th>
<th>2018</th>
<th>2020</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$7,660</td>
<td>$26,720</td>
<td>$39,000</td>
<td>$54,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10,000</td>
<td>$10,600</td>
<td>$10,600</td>
<td>$10,600</td>
</tr>
<tr>
<td><strong>Leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 hrs wk x 44 wks</td>
<td>16-18 hrs/ wk x</td>
<td>“Contracted program manager”</td>
<td>Employee, 0.75FTE</td>
<td>Program Director</td>
</tr>
<tr>
<td></td>
<td>$14</td>
<td>$15/hr</td>
<td>$15,000</td>
<td>$28,000</td>
<td>$45,000 salary</td>
</tr>
<tr>
<td><strong>Support Staff 1</strong></td>
<td>Plot Manager 1</td>
<td>CBCS Garden + Env Ed, Seasonal</td>
<td>CBCS Garden + Env Ed, Seasonal</td>
<td>½ as AC</td>
<td>2 FT AmeriCorps</td>
</tr>
<tr>
<td></td>
<td>$750 stipend</td>
<td>$7,462</td>
<td>$9,500</td>
<td>$1,040</td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Support Staff 2</strong></td>
<td>Plot Manager 2</td>
<td>GCS garden + Env Ed, Seasonal</td>
<td>GCS garden + Env Ed, Seasonal</td>
<td>2 FT AC</td>
<td>2 Summer AmeriCorps</td>
</tr>
<tr>
<td></td>
<td>$750 stipend</td>
<td>$5,502</td>
<td>$9,500</td>
<td>2 QT AC</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Interns</strong></td>
<td>1 @</td>
<td>2 @</td>
<td>1 @</td>
<td>1 @</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,500</td>
<td>$1,500 each</td>
<td>$1,500</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td><strong>Kids Cook Instructor</strong></td>
<td>1 @</td>
<td>$14/hr (by the class)</td>
<td>$1,500</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td><strong>Personnel Support Costs</strong></td>
<td>Uniforms $300</td>
<td>Gas $250</td>
<td>Prof. Dev. $350</td>
<td>Housing $14,400</td>
<td>Uniforms $400</td>
</tr>
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Investing in Leadership

• People not positions v. positions not people
• Start with the WHY
• “Rising Stars” ... grow with you
• Invest in Relationships – productivity increases with camaraderie
• Sequence: Elevate Key Positions First
• Mix it up – Lead w/ strengths - Aces in their places
• Add Value w/ Professional Development – formal, informal
• Expect them to add value, too, and deliver excellence
• Find out what is meaningful to them
• Go to bat for the staff, involve them in difficult either/or decisions
• Link staffing plan to strategic plan
Funding Staff Positions

At first...
- Consider contracts vs. employee
- Consider AmeriCorps and Fellowships
- Consider sharing employees to provide FT work

Then...
- Expand earned income models
- Include program staff in grant budgets, well in advance of hiring or growing the position
- Put staff in charge of their budgets and grant writing
- Hire “low” with a transparent trajectory, then work toward this together (long game)
- Raise $ the year before (or more)
- Money isn’t the only compensation. Creative benefits & perks - flex time, trust, food, yoga passes, birthday cakes. Certifications.
- Creative bonuses – gift cards, “points”
- Recover Indirect Costs in larger grants
- Build indirect costs into direct costs
Challenges, Logistics, Considerations

- Bookkeeping and bank fees
- Labor Laws, COMPS act, timesheets, sick leave rules, etc.
- Unemployment (UEI)
- Benefits: Health Insurance, HSAs, Retirement
- Training & Onboarding, organizational culture
- Managing expectations after raising the bar – annual increases, equity
- Career growth might mean outgrowing you
- More desks, more computers, more coffee, granola bars
“I find immense gratification in these... opportunities to meet people whose intentions and heart are in the right place. There is no complaining or resistance to the hard work, but a willingness to jump in and help achieve something that would otherwise be a huge lift for just a couple people. I [am] feeling accomplished, inspired, and happy to be a part of the Gunnison Valley community.

- Kara Williard, MEM Graduate Fellow Glacier Farm Manager

Results
Happy people doing meaningful work
Work life balance / lower stress
Feel valued
Increased camaderie, peer support, morale, motivation
Increased engagement, investment

= more productive
= higher quality service
= seek positive challenges
= growth mindset
= creative problem solving
= loyalty
= attract more talent

“I enjoyed doing something different every day and getting to help kids relate to and experience nature.”

- Eliza Foli, Farm to School Summer Educator