



# Human Services Coalition

# 2018

## Salary and Benefits Survey

*A Comprehensive Study and Analysis of Compensation  
Within Tompkins County Not-For-Profit Organizations*

*HSC is a United Way Agency*



United Way  
of Tompkins County

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**2018  
Human Services Coalition  
of Tompkins County  
Salary and Benefits Survey**

**A Comprehensive Study and Analysis of Compensation Within  
Tompkins County Nonprofit Organizations**

**Introduction**

The Human Services Coalition of Tompkins County is pleased to present the 2018 Salary & Benefits Survey Report. In this tenth report, we provide a profile of salary levels and benefits provided for various positions in health and human services agencies in the county.

**History**

The 2018 Human Services Coalition of Tompkins County Salary and Benefits Survey is the tenth in a series of surveys administered by the HSC. Previous surveys were undertaken in 1989, 1995, 1997, 1999-2000, 2003, 2006, 2009, 2011 and 2015. The surveys have been modified over time, and will continue to change in order to reflect the changing needs of area agencies.

**Using the information**

The intent of this report is to provide information to help organizations create and maintain an effective compensation system. It is important to note that there is no “right” or “wrong” salary, but the salary information can help agencies to design a compensation system that is in line with organizational objectives and is competitive in the market.

**Positions**

A salary and benefits survey is not intended to provide compensation data for every position in every organization, but to provide information on select benchmark positions common to most organizations. These benchmark positions allow an organization to make judgments as to the value of each position in relation to the benchmark positions and create a comprehensive compensation system.

## **Methodology**

Surveys were mailed to 113 local nonprofit agencies. All non-profit agencies in the county (excluding county departments, educational institutions and religious organizations) with paid staff were included in the sample. 67 of the agencies responded with information regarding salary and benefits giving a response rate of 58%. It is important to note that not all agencies have responded in all years. As always, comparisons between years should be looked at critically.

Agencies reported salary information for 19 job categories, based on common job responsibilities and job titles. The survey asked that agencies report salary information for only these job categories and not try to "fit" all their positions in the categories. Descriptions of each category are included in the salary report. Agencies also were asked to report the number of people holding the position, whether the position was full-time or part-time, the minimum and maximum salary available for the position, the average current salary.

The second portion of the survey included questions on benefits including paid time off, health insurance, retirement, life insurance and other benefits.

### **FTE "Equalizer"**

Agencies differ in the number of hours worked each week and as a result, we have "equalized" all salaries to a 40 hour work week based on each agency's response to "How many hours in a full-time work week?"

### **Categorization**

To provide a more accurate picture of the salary and benefit levels at area agencies, respondents were divided into four categories based upon their annual budgets: Small, Medium, Large and Extra Large. Detailed information on each of the categories is included in the Key Statistics table and charts on page 4. As agencies grow and their budgets change, they may move into a different size category between survey years.

### **Confidentiality**

When positions were reported in only one or two agencies, salary information has been omitted to preserve confidentiality, indicated by the abbreviation NR (not reported).

### **Mean vs. Median**

There are several ways to mathematically determine central tendency. *Mean* and *median* are two types of "averages" or measures of central tendency. The median is a measure of the "middle" in a set of numbers placed in order from lowest to highest. The mean (a number which "evens out" or balances a set of data) is merely the arithmetic average of a group of numbers. The mean and median each have advantages and disadvantages when used to describe data sets. The mean depends on the actual values in a data set, but the median is dependent only on the relative position of the values. For a given set of data, these measures of center may be very close or may be quite different, depending on how the data are distributed, and either of the measures of center may or may not provide a good measure of "typical-ness." Therefore, it is important for users to look at **all** information provided: the mean, median, minimum and maximum values.

## **Report Details**

Salary information is presented for all agencies as well as by agency size. The position name is included on each sheet, followed by a description of the duties. These are the same descriptions included in the survey. The table that follows includes the number of Full-Time Employees, number of Part-Time Employees, Mean and Median Salaries, the Minimum and Maximum Salaries reported, as well as the Mean and Median Salaries for that position as reported on the 2015 HSC Salary and Benefits Surveys.

### **Part-Time Employees**

Part-time Employees were included in the survey data. The Part-time employee salaries have been converted to Full-Time Equivalent salaries and are included in all mean and median salary reports.

### **Paid/Unpaid Leave**

Agencies were asked to report their policies regarding paid leave. Data has been reported separately for exempt and non-exempt employees. Exempt employees are all executive, administrative and professional positions not covered by the minimum wage and overtime provisions of the Fair Labor Standards Act. Non-exempt employees are all those employees who are covered by the FLSA.

### **Disability**

Disability protection was reported by noting the percentage of agencies that offered more than the New York State required amount of short-term disability insurance, as well as the percentage of agencies that offer any long-term disability coverage. The percentage of cost paid by the agency was also reported.

### **Staffing**

Several questions were asked in the 2018 survey to address staffing issues including whether staff size had changed, whether agencies had laid off employees, and if the agency had difficulty recruiting for a variety of position types. The incidence and causes of employee turnover and the use of contract employees is also reported.

### **Health Insurance, Life Insurance and Retirement**

Agencies also reported information on health insurance plans, and coverage levels. Costs for individual as well as family coverage were reported where applicable and when available.

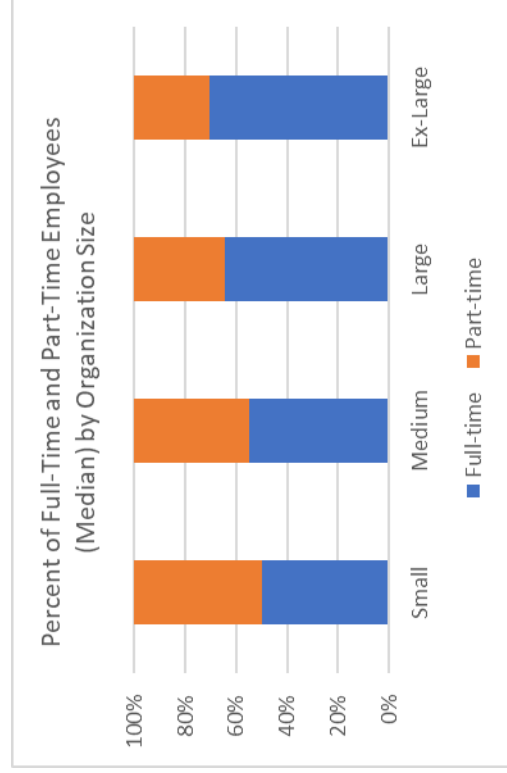
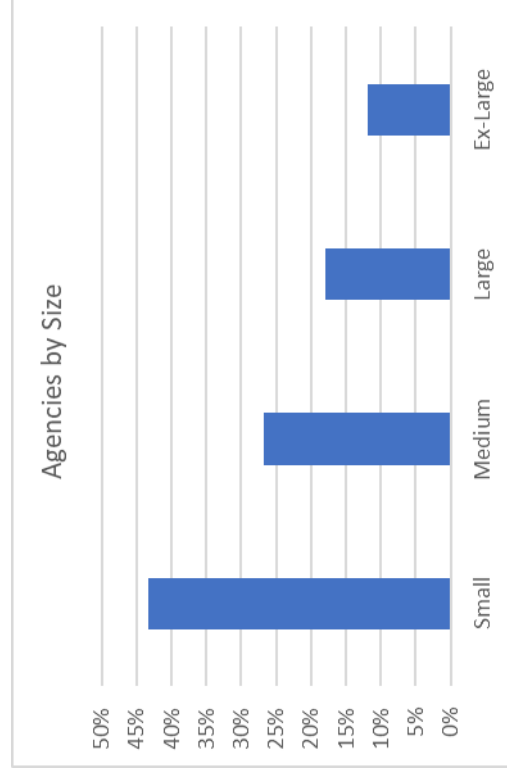
### **Other Benefits**

Agencies were asked about other benefits they provide to their employees including life insurance and retirement.

# Key Statistics

	All		Small (\$0 – 500,000)		Medium (\$500,001-1.5M)		Large (\$1.5M-5M)		Extra Large (\$5M – Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	67		29		18		12		8	
Annual Budget	\$750,718	\$2,347,703	\$234,704	\$230,230	\$964,000	\$942,681	\$2,291,698	\$2,540,328	\$7,368,449	\$12,895,905
Minimum	\$35,000		\$35,000		\$510,105		\$1,617,714		\$5,860,000	
Maximum	\$40,248,000		\$475,151		\$1,497,158		\$4,500,000		\$40,248,000	
Payroll	\$385,580	\$1,286,625	\$113,747	\$126,886	\$419,827	\$493,923	\$1,155,697	\$1,446,897	\$3,700,000	\$7,033,848
Benefits (non- govt reg.)	\$37,577	\$330,502	\$7,700	\$13,089	\$68,500	\$84,567	\$1,960,040	\$283,269	\$171,755	\$2,105,329
# of FT Employees	7	26	2	2.1	8	9.7	19	22.7	82	154
Min. # FT Emp.	0		0		1		7		8	
Max. # FT Emp.	530		8		20		49		530	

	Small		Medium		Large		Extra Large	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Work Week (hrs/wk)	26	40.0%	11	61.1%	4	33.3%	2	25.0%
35 or less	8	12.3%	2	11.1%	2	16.7%	2	25.0%
36-37.5	31	47.7%	5	27.8%	6	50.0%	4	50.0%
37.6-40								



## Executive Director/President/CEO

Responsible for overall operation, management, and finances of an independent organization. Reports to and is accountable to a board of directors or governing body. Complex, non-routine tasks. Responsible for supervision of agency staff. Top paid position in the organization.

	All	Small	Medium	Large	Extra Large
# Full-Time	59	20	18	13	8
# Part-Time	9	7	1	1	0
Mean Salary	\$80,108	\$55,872	\$80,070	\$96,132	\$159,906
Median Salary	\$69,429	\$54,857	\$74,082	\$97,895	\$138,333
Minimum	\$25,000	\$25,000	\$45,000	\$61,750	\$99,000
Maximum	\$323,197	\$97,143	\$154,286	\$135,642	\$323,197
2015 Mean	\$82,019	\$56,782	\$77,897	\$98,692	\$141,539
2015 Median	\$74,690	\$54,000	\$74,971	\$96,000	\$133,156

## Associate Director/Assistant Director/Vice President

Responsible for administrative functions which support the overall management of the agency. Works under general supervision of Executive Director. Participates in total agency planning and governance.

	All	Small	Medium	Large	Extra Large
# Full-Time	32	2	10	7	13
# Part-Time	0	0	0	0	0
Mean Salary	\$70,613	NR	\$65,673	\$74,050	\$88,082
Median Salary	\$69,308	NR	\$69,895	\$69,861	\$85,333
Minimum	\$36,050	NR	\$36,050	\$52,500	\$68,722
Maximum	\$111,077	NR	\$102,857	\$111,077	\$110,191
2015 Mean	\$63,349	\$51,008	\$58,321	NR	\$94,347
2015 Median	\$59,110	\$52,587	\$52,815	NR	\$97,143

## Unit/Program Director

Responsible for daily operation of a staff-led program of the organization, including planning, developing, and coordinating the activities of the program and its departments with other agency programs, and supervising all paid and volunteer staff working in this program. Acts in an advisory role with influence over policy and resource utilization. (i.e. HR Director, Marketing Director, specific program Directors, etc.)

	All	Small	Medium	Large	Extra Large
# Full-Time	101	10	24	23	44
# Part-Time	10	7	3	0	0
Mean Salary	\$53,590	\$43,999	\$49,687	\$57,737	\$70,020
Median Salary	\$48,154	\$44,628	\$49,222	\$45,166	\$72,000
Minimum	\$33,120	\$33,120	\$34,089	\$33,847	\$49,341
Maximum	\$100,161	\$55,120	\$65,754	\$88,371	\$100,161
2015 Mean	\$54,800	\$41,530	\$46,235	\$67,970	\$69,490
2015 Median	\$51,072	\$42,222	\$45,714	\$67,429	\$70,933

## Program/Project Coordinator

Responsible for the specific tasks or projects within the organization. Supervised by the Executive Director or designee. Works independently in the coordination and execution of all related projects and activities. May include recruitment and development of volunteers. May also include direct service as well as administrative duties.

	All	Small	Medium	Large	Extra Large
# Full-Time	72	7	15	20	30
# Part-Time	21	7	10	0	4
Mean Salary	\$43,041	\$39,252	\$38,686	\$47,331	\$52,664
Median Salary	\$41,211	\$37,467	\$38,442	\$47,979	\$48,400
Minimum	\$25,536	\$33,120	\$25,536	\$30,000	\$39,939
Maximum	\$79,545	\$45,970	\$53,714	\$61,207	\$79,545
2015 Mean	\$41,542	\$34,872	\$38,127	\$53,900	\$46,916
2015 Median	\$41,714	\$37,142	\$37,429	\$54,000	\$46,282



## Finance Director/Business Manager

Responsible for developing financial policies and procedures and directing their implementation. Supervises the financial and accounting activities of the organization.

	All	Small	Medium	Large	Extra Large
# Full-Time	24	0	7	9	8
# Part-Time	5	2	2	1	0
Mean Salary	\$69,166	NR	\$58,761	\$68,569	\$86,158
Median Salary	\$64,000	NR	\$52,981	\$59,847	\$86,667
Minimum	\$43,705	NR	\$45,000	\$43,705	\$64,000
Maximum	\$118,857	NR	\$80,000	\$111,111	\$118,857
2015 Mean	\$65,994	NR	\$51,985	\$66,844	\$83,834
2015 Median	\$61,667	NR	\$50,448	\$72,000	\$75,750

## Office Manager

Responsible for supervising clerical staff and directing the clerical operations of the agency. Works under the general review of the Executive Director or designee. Organizes and expedites flow of work through supervisor's office, often dealing with issues of a technical or confidential nature.

	All	Small	Medium	Large	Extra Large
# Full-Time	19	4	5	7	3
# Part-Time	9	6	1	2	0
Mean Salary	\$40,207	\$34,226	\$40,367	\$42,500	\$52,476
Median Salary	\$36,000	\$33,442	\$34,032	\$46,857	\$58,000
Minimum	\$28,000	\$30,000	\$30,720	\$28,000	\$40,000
Maximum	\$68,571	\$40,223	\$68,571	\$50,667	\$59,429
2015 Mean	\$45,413	NR	\$41,096	\$50,990	\$49,908
2015 Median	\$45,142	NR	\$45,142	\$46,924	\$46,640

## Development Director

Primarily responsible for the management and administration of fundraising programs which may include solicitation of contributions, enrollment of members, grant proposal writing, and the management of direct mail, special events, and deferred giving. May also supervise or have responsibility for public relations or marketing for the organization. Supervises fundraising staff, including grant writers and support personnel.

	All	Small	Medium	Large	Extra Large
# Full-Time	11	1	0	5	5
# Part-Time	2	0	1	1	0
Mean Salary	\$58,604	NR	NR	\$54,995	\$73,689
Median Salary	\$58,933	NR	NR	\$57,867	\$69,638
Minimum	\$30,160	NR	NR	\$30,160	\$60,000
Maximum	\$91,428	NR	NR	\$77,500	\$91,428
2015 Mean	\$55,353	NR	\$42,809	\$59,783	\$66,250
2015 Median	\$53,000	NR	\$43,428	\$57,777	\$71,466

## Development Coordinator/Associate/Assistant

May include a secretarial function as well as tasks related to planning, organizing, and executing special events, preparing grant proposals, and coordinating fund-raising events. Generates, maintains and reports on donation records.

	All	Small	Medium	Large	Extra Large
# Full-Time	6	1	2	0	3
# Part-Time	10	6	1	0	3
Mean Salary	\$39,204	\$38,870	\$34,969	-	\$43,885
Median Salary	\$38,407	\$38,000	\$36,450	-	\$44,434
Minimum	\$30,973	\$30,973	\$31,642	-	\$42,500
Maximum	\$48,505	\$48,505	\$36,814	-	\$44,720
2015 Mean	\$38,417	\$35,178	NR	\$41,019	\$40,700
2015 Median	\$38,400	\$34,313	NR	\$40,571	\$40,700

## Therapist

Provides treatment and rehabilitation of persons with physical or mental disabilities or disorders. Plans and administers prescribed therapeutic treatment programs for patients to improve or restore function, relieve pain, and prevent disabilities. Licensing is required. Requires an advanced degree. (Ex. Physical therapist, Occupational Therapist, Clinical Therapist, Psychologist, Social Worker)

	All	Small	Medium	Large	Extra Large
# Full-Time	27	0	1	23	3
# Part-Time	14	2	0	12	0
Mean Salary	\$53,976	NR	NR	\$52,017	NR
Median Salary	\$50,000	NR	NR	\$45,714	NR
Minimum	\$34,226	NR	NR	\$39,800	NR
Maximum	\$70,536	NR	NR	\$70,536	NR
2015 Mean	\$73,858	NR	NR	NR	NR
2015 Median	\$54,827	NR	NR	NR	NR

## Outreach Worker/Caseworker

Renders routine direct casework assistance to clients within agency policies or programs. Usually requires only entry level education or related experience.

	All	Small	Medium	Large	Extra Large
# Full-Time	91	3	26	2	60
# Part-Time	18	9	9	0	0
Mean Salary	\$36,549	\$32,940	\$37,816	NR	\$36,982
Median Salary	\$36,144	\$31,429	\$36,698	NR	\$38,543
Minimum	\$25,659	\$31,427	\$32,000	NR	\$25,659
Maximum	\$48,589	\$35,965	\$48,589	NR	\$46,000
2015 Mean	\$34,730	\$32,024	\$33,252	NR	\$36,273
2015 Median	\$34,366	\$31,579	\$33,392	NR	\$37,705

## Youth Services/Child Care Worker

Organizes and supervises educational, social and/or recreational activities for youth within a program or center. Reports to Program Director or designee. Requires no formal training or experience.

	All	Small	Medium	Large	Extra Large
# Full-Time	49	0	22	1	26
# Part-Time	73	0	13	48	12
Mean Salary	\$33,487	-	\$35,695	NR	NR
Median Salary	\$34,949	-	\$36,991	NR	NR
Minimum	\$25,481	-	\$29,083	NR	NR
Maximum	\$39,714	-	\$39,714	NR	NR
2015 Mean	\$39,902	NR	\$28,234	\$37,214	NR
2015 Median	\$33,612	NR	\$28,234	\$37,214	NR

## Nurse

Works with physician to provide general medical care and treatment to assigned patients. Performs physical examinations and preventive health measures within prescribed guidelines. Licensing or registration is required.

	All	Small	Medium	Large	Extra Large
# Full-Time	35	0	0	18	17
# Part-Time	9	0	0	4	5
Mean Salary	\$58,164	-	-	NR	\$53,878
Median Salary	\$52,498	-	-	NR	\$52,498
Minimum	\$45,135	-	-	NR	\$45,135
Maximum	\$77,760	-	-	NR	\$64,000
2015 Mean	\$65,344	-	NR	\$62,431	\$67,528
2015 Median	\$56,000	-	NR	\$60,552	\$55,893

## Teacher/Educator

Plans and conducts an appropriate education program for students including necessary individualized educational plans and classroom activities designed to reach goals. May present educational programs to community groups including students, professionals, or the general public.

	All	Small	Medium	Large	Extra Large
# Full-Time	118	2	9	54	53
# Part-Time	37	10	4	23	0
Mean Salary	\$46,365	\$33,319	NR	NR	\$44,116
Median Salary	\$37,859	\$34,114	NR	NR	\$40,907
Minimum	\$22,800	\$22,800	NR	NR	\$37,440
Maximum	\$124,457	\$42,248	NR	NR	\$54,000
2015 Mean	\$36,648	\$36,649	NR	NR	NR
2015 Median	\$37,432	\$38,064	NR	NR	NR

## Aide

Responsible for providing service to a client by performing specific duties under the direction of a trained service professional (e.g. Home Health Aide, Teachers Aide, etc.). Usually requires only entry level education or related experience.

	All	Small	Medium	Large	Extra Large
# Full-Time	123	85	8	11	19
# Part-Time	203	110	17	24	52
Mean Salary	\$29,200	\$24,423	NR	\$30,490	\$29,231
Median Salary	\$29,250	\$24,001	NR	\$31,429	\$28,600
Minimum	\$17,600	\$17,600	NR	\$28,043	\$27,896
Maximum	\$39,520	\$31,667	NR	\$32,000	\$31,200
2015 Mean	\$30,280	NR	NR	NR	\$36,025
2015 Median	\$27,187	NR	NR	NR	\$35,525

## Secretary/Receptionist

Takes and transcribes shorthand dictation, often of a technical and/or confidential nature. Composes and types routine letters and memoranda not requiring supervisor's attention. Acts as receptionist, screening calls, letters and/or visitors, answering routine questions, and furnishing information when possible to save supervisor's time. Follows office procedures.

	All	Small	Medium	Large	Extra Large
# Full-Time	20	1	3	9	7
# Part-Time	11	0	2	8	1
Mean Salary	\$34,012	NR	\$36,517	\$33,600	\$32,377
Median Salary	\$32,822	NR	\$33,518	\$34,819	\$32,016
Minimum	\$28,475	NR	\$32,365	\$29,714	\$28,475
Maximum	\$46,667	NR	\$46,667	\$36,267	\$37,000
2015 Mean	\$32,803	NR	\$30,577	\$34,376	\$34,149
2015 Median	\$30,933	NR	\$29,819	\$30,895	\$34,482

## Administrative Assistant/Executive Assistant

Assists the Executive Director in the preparation of board and committee meetings, including scheduling, agendas, and related materials. Prepares minutes and summaries of meetings. Performs highly responsible and confidential clerical and secretarial work responding to needs of the Executive Director. Implements office procedures. Answers questions independently. Serves as reference for policies and procedures. Independently compiles materials for meetings.

	All	Small	Medium	Large	Extra Large
# Full-Time	10	1	3	1	5
# Part-Time	3	0	0	2	1
Mean Salary	\$43,207	NR	\$39,678	\$39,989	\$47,948
Median Salary	\$38,252	NR	\$35,429	\$38,252	\$42,000
Minimum	\$33,280	NR	\$33,321	\$36,000	\$33,280
Maximum	\$89,415	NR	\$50,286	\$45,714	\$89,415
2015 Mean	\$34,877	\$28,121	\$33,031	\$37,017	\$40,647
2015 Median	\$34,019	\$28,225	\$32,832	\$39,714	\$40,856

## Bookkeeper

Posts and balances subsidiary ledger such as accounts payable or receivable. Examines and codes invoices or vouchers for proper accounting distribution. Assists in preparing, adjusting, and closing journal entries. Prepares complex budget or income and expenditure reports where the consequences of error may be significant.

	All	Small	Medium	Large	Extra Large
# Full-Time	14	2	0	6	6
# Part-Time	7	4	1	2	0
Mean Salary	\$47,169	\$44,938	NR	\$43,868	\$54,125
Median Salary	\$45,433	\$37,440	NR	\$42,500	\$56,333
Minimum	\$32,136	\$35,110	NR	\$32,136	\$39,300
Maximum	\$65,714	\$60,000	NR	\$55,556	\$65,714
2015 Mean	\$36,304	\$29,153	NR	\$39,290	\$38,421
2015 Median	\$36,002	\$31,857	NR	\$37,440	\$37,333

## Facilities/Maintenance Manager/Supervisor/Coordinator

Responsible for managing the maintenance of equipment, machinery, buildings, and other organization facilities. Oversees and manages daily facility maintenance. May supervise custodial or maintenance staff.

	All	Small	Medium	Large	Extra Large
# Full-Time	13	0	2	4	7
# Part-Time	6	0	3	2	1
Mean Salary	\$46,093	NR	\$38,243	\$45,298	\$53,430
Median Salary	\$44,737	NR	\$34,571	\$44,991	\$56,084
Minimum	\$31,200	NR	\$31,200	\$38,000	\$36,267
Maximum	\$68,547	NR	\$48,256	\$52,000	\$68,547
2015 Mean	\$50,308	NR	NR	\$47,648	\$63,477
2015 Median	\$51,428	NR	NR	\$51,428	\$56,000

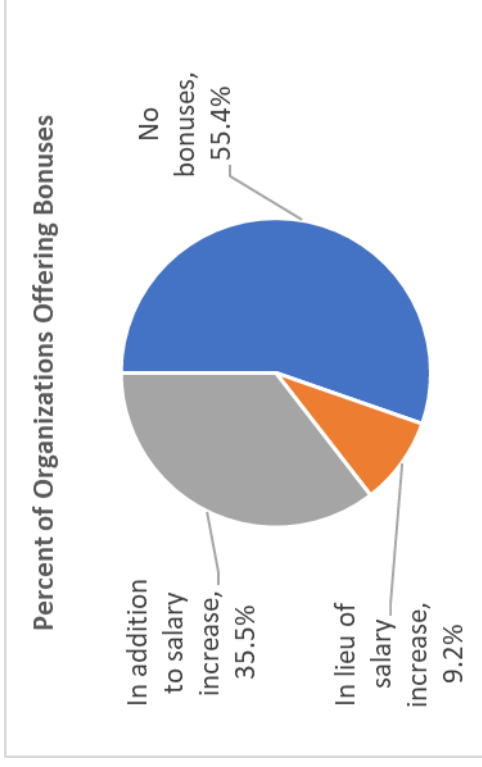
## Salary Increases

### Why am I getting that raise?

	% responding as a factor in salary increase decision
Across the Board	47.8%
COLA	44.8%
Merit/Performance	52.2%
Length of Service	23.9%
Other	35.8%

### Other Reasons for salary increases:

- Additional duties
- Minimum wage alignment
- Availability of funding
- Living wage alignment
- Equity
- Market adjustments
- Union contract
- Regulations



Year	All Agencies		Small (\$0-500,000)		Medium (\$500,001-1.5M)		Large (\$1.5M-5M)		Extra Large (\$5M and higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
2000	3.0%	2.6%	3.0%	2.7%	1.0%	1.3%	3.0%	3.0%	-	-
2001	3.0%	2.6%	3.0%	2.7%	1.8%	1.5%	3.0%	2.9%	-	-
2002	3.0%	3.1%	3.0%	3.0%	2.8%	2.7%	3.0%	3.1%	-	-
2003	3.0%	2.7%	0%	0.6%	3.0%	2.1%	3.0%	3.2%	-	-
2004	3.0%	2.8%	0%	0.64%	3.0%	2.25%	3.0%	3.8%	-	-
2005	3.0%	3.1%	0%	1.28%	3.0%	4.4%	3.0%	3.1%	-	-
2006	3.0%	3.1%	3%	3%	3.0%	2.7%	3.0%	3.5%	-	-
2007	3.0%	3.5%	3.3%	3.3%	3.0%	3.9%	3.0%	3.4%	-	-
2009	3.0%	2.8%	3.0%	2.9%	3.0%	2.8%	3.0%	2.9%	-	-
2010	2.5%	2.2%	3.0%	2.4%	2.8%	2.2%	2.0%	2.0%	-	-
2013	3.0%	2.5%	2.5%	2.0%	3.0%	3.0%	3.0%	2.9%	2.5%	2.4%
2014	3.0%	2.9%	2.5%	2.5%	3.0%	4.1%	3.0%	2.9%	2.0%	2.1%
2017	2.0%	2.8%	2.0%	2.1%	3.0%	4.1%	2.5%	3.0%	2.0%	2.0%
2018	3.0%	5.1%	3.0%	7.1%	3.0%	4.8%	2.6%	2.7%	2.5%	2.7%



## Paid Leave

The average number of hours employees must work per week to be eligible for paid leave is 22. Employees must work an average of 92 days before they become eligible for paid leave. 72.2% of organizations pro-rate paid leave for part-time employees. 52.3% of organizations accrue PTO/vacation time monthly while 47.7% accrue time by pay period.

Exempt	All		Small		Medium		Large		Extra Large	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Holidays	10.0	10.46	10.0	10.1	10.0	10.3	10.0	10.5	11.5	12.0
<i>Vacation days accrued after</i>										
1 year	10.0	9.8	10.0	7.8	10.0	10.1	13.0	13.6	5.0	9.3
3 years	13.5	12.1	11.0	9.7	14.5	13.6	15.0	15.3	10.0	10.9
5 years	15.0	15.0	15.0	12.4	15.0	17.1	17.0	18.0	15.0	13.1
10 years	20.0	17.2	20.0	13.9	20.0	20.3	20.0	20.2	17.4	14.5
20 years	20.0	18.5	20.0	14.2	20.0	23.5	20.0	20.3	20.0	15.8
Max vacation days	15.0	20.6	20.0	20.2	17.5	27.7	15.0	14.7	15.0	16.4
Sick days	10.0	7.7	5.0	5.9	10.0	8.7	12.0	8.8	10.0	8.4
Max sick days	13.0	46.7	11.0	18.4	17.5	36.3	22.0	58.4	51.5	111.1
Personal leave days	3.0	3.3	3.0	3.5	4.0	4.3	2.5	2.3	2.0	2.0
Family leave days	0.0	5.6	0.0	2.8	0.0	13.1	0.0	0.0	0.0	0.8
Other paid days	3.5	5.2	4.0	5.5	0.0	3.2	4.0	3.8	4.0	7.7
<i>Average total after 1 year service (holiday, sick, personal, family &amp; vacation)</i>										
	35.5	34.4	33.5	33.2	36.5	38.8	33.0	31.7	36.0	35.7
<b>Non-Exempt</b>										
Holidays	10.0	10.5	10.0	9.8	10.0	10.1	10.0	10.4	12.0	13.5
<i>Vacation days accrued after</i>										
1 year	10.0	10.0	10.0	7.7	10.0	10.3	13.0	12.9	10.0	10.7
3 years	13.0	12.2	10.0	9.4	13.0	13.3	15.0	14.5	12.5	12.8
5 years	15.0	14.9	14.0	11.8	15.0	16.6	15.0	17.0	15.5	15.1
10 years	20.0	17.2	18.5	13.1	20.0	20.1	20.0	19.2	20.0	17.0
20 years	20.0	18.5	18.5	13.4	20.0	23.2	20.0	19.3	20.0	18.3
Max vacation days	20.0	22.3	20.0	20.7	17.5	37.1	15.5	14.7	20.0	19.3
Sick days	10.0	8.2	5.0	6.2	10.0	8.7	12.0	8.8	12.0	11.0
Max sick days	20.0	50.7	12.0	20.0	17.5	40.2	22.0	58.4	75.0	122.4
Personal leave days	3.0	2.9	3.0	2.1	4.0	4.0	3.0	2.8	2.0	2.3
Family leave days	0.0	5.5	0.0	2.7	0.0	13.1	0.0	0.0	0.0	0.8
Other paid days	2.0	4.9	0.0	3.9	0.0	4.1	4.0	3.2	10.0	9.1
<i>Average total after 1 year service (holiday, sick, personal, family &amp; vacation)</i>										
	36.0	34.3	32.0	29.5	36.5	36.4	33.0	30.0	49.0	52.0

## Staffing

	All	Small	Medium	Large	Extra Large
<b>Staff Size Past 2 Years (Percentage of Organizations Reporting)</b>					
Increased	43.9%	31.1%	58.8%	58.3%	37.5%
Decreased	16.7%	17.2%	11.8%	16.7%	25.0%
Stayed the same	39.4%	51.7%	29.4%	25.0%	37.5%
<b>Laying Off Employees (Percentage of Organizations Reporting)</b>					
Laid off employees in past year due to financial difficulties	4.5%	6.9%	0.0%	0.0%	12.5%
Provide a severance package for laid off employees	9.8%	3.8%	11.8%	8.3%	33.3%
<b>Recruiting</b>					
Percent of organizations having difficulty recruiting employees	51.5%	35.7%	55.6%	58.3%	87.5%
For senior management positions	9.0%	6.9%	0.0%	16.7%	25.0%
For program management positions	16.4%	10.3%	27.8%	8.3%	25.0%
For program staff positions	38.8%	17.2%	38.9%	58.3%	87.5%
For administrative staff positions	11.9%	10.3%	11.1%	16.7%	12.5%
<b>Senior Staff</b>					
Organizations anticipating senior staff turnover in the next 3 years	29.9%	24.1%	38.9%	41.7%	12.5%
Median number of senior staff turnover	1.0	1.0	1.0	1.0	2.0
<b>Employee Turnover</b>					
Median percentage of employee turnover in last year	12.5%	0.0%	9.0%	20.0%	18.0%
<b>Reason for Turnover</b>					
Low wages/desire for higher paying job	26.9%	24.1%	16.7%	33.3%	50.4%
Limited/no opportunity for advancement	13.4%	13.8%	5.6%	16.7%	25.0%
Insufficient benefits	7.5%	13.8%	5.6%	0.0%	0.0%
Desire for more challenging job	9.0%	10.3%	11.1%	8.3%	0.0%
Retirement eligibility	16.4%	6.9%	22.2%	25.0%	25.0%
Unsatisfactory working relationships	9.0%	10.3%	5.6%	8.3%	12.5%
Dissatisfaction with industry/job	16.4%	3.4%	16.7%	41.7%	25.0%
Pursuing education	22.4%	10.3%	11.1%	58.3%	37.5%
Leaving area	26.9%	13.8%	11.1%	66.7%	50.0%
Other					
<i>Career change</i>					
<i>Death</i>					
<i>Poor performance</i>					
<i>Seasonal/student staff</i>					
<i>Secondary trauma</i>					
<i>Work-life balance</i>					
<b>Contract Workers</b>					
Percentage of organizations utilizing independent contractors	83.6%	86.2%	88.9%	83.3%	62.5%
<i>Percentage contracting for:</i>					
Information technology/computer	32.8%	31.0%	27.8%	41.7%	37.5%
Maintenance	35.8%	27.6%	38.9%	50.0%	37.5%
Grants/Special projects	23.9%	20.7%	22.2%	33.3%	25.0%
Human Resources	6.0%	6.9%	5.6%	0.0%	12.5%
Bookkeeping/accounting	38.8%	51.7%	50.0%	16.7%	0.0%
Other					
<i>Cleaning</i>					
<i>Fundraising</i>					
<i>Marketing/PR</i>					
<i>Performers/Designers/Technicians</i>					
<i>Snow Removal</i>					
<i>Teachers/Trainers</i>					
<i>Therapists</i>					
<i>Tradespeople</i>					
Median number of volunteers hours past year	647.0	1,000.0	400.0	457.5	110.0
Mean number of volunteer hours past year	2,227.0	2,114.0	1,134.9	2,179.3	4,834.0
<b>Staff Investment</b>					
Median amount spent on staff development	\$1,500	\$400	\$2,100	\$5,531	\$32,500
Mean amount spent on staff development	\$7,496	\$607	\$4,264	\$8,489	\$36,529

## Benefits

<b>All Agencies</b>		<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Extra Large</b>
<b>Overall Characteristics</b>					
Percent of organizations with a group health insurance plan	71.6%	44.8%	83.3%	100.0%	100.0%
Median hours required to access health insurance	30	26.5	30	35	20
Percent of organization that pro-rate health insurance benefits for part-time employees	34.0%	46.2%	37.5%	20.0%	25.0%
<b>Standard/Co-Pay Health Insurance Plan</b>					
Percent of organizations providing	69.4%	84.6%	68.8%	66.7%	50.0%
Median percent of individual premium covered	85.0%	95.0%	85.0%	86.5%	80.0%
Median percent of family premium covered	21.5%	0.5%	18.0%	21.7%	57.0%
Median co-pay	\$25	\$25	\$25	\$25	\$30
<b>Hybrid Health Insurance Plan</b>					
Percent of organizations providing	34.0%	30.8%	43.8%	30.0%	25.0%
Median percent of individual premium covered	83.0%	100.0%	82.5%	71.3%	83.5%
Median percent of family premium covered	29.5%	17.0%	13.5%	27.5%	54.0%
Median in-network deductible for individual	\$1,000	\$1,000	\$1,625	\$1,375	\$1,800
Median in-network deductible for family	\$2,500	\$2,000	\$1,500	\$2,750	\$4,100
Median co-pay	\$25	\$27.50	\$25	\$27.50	\$30
<b>High Deductible Plan</b>					
Percent of organizations providing	55.1%	53.8%	50.0%	50.0%	75.0%
Median percent of individual premium covered	90.0%	100.0%	77.5%	95.0%	94.5%
Median percent of family premium covered	39.7%	31.0%	50.0%	21.7%	57.0%
Median in-network deductible for individual	\$2,600	\$5,000	\$5,500	\$2,500	\$2,000
Median in-network deductible for family	\$6,600	\$10,000	\$11,500	\$5,000	\$4,600
Median co-pay	\$15	\$20	\$15	\$0	\$17.50
Percent of organizations contributing to HSA	34.6%	50.0%	22.2%	20.0%	50.0%
Median HSA contribution	\$2,000	N/A	\$1,230	\$1,100	\$2,400
<b>Cafeteria Benefits Plan/Flexible Spending</b>					
Percent of organizations that offer Cafeteria/Flexible Spending Plans	22.4%	6.9%	27.8%	41.7%	37.5%
Percent of organizations offering Cafeteria Plans that pro-rate benefits for part-time employees	38.9%	66.7%	66.7%	0.0%	25.0%
<b>Dental Coverage</b>					
Percent of organizations contributing to premium for full-time employees	35.8%	10.3%	50.0%	41.7%	87.5%
Median percent of premium contributed	79.0%	75.0%	85.0%	90.0%	78.0%
Percent of organizations offering to part-time employees	23.0%	7.7%	31.2%	27.3%	50.0%
<b>Vision Coverage</b>					
Percent of organizations contributing to premium for full-time employees	14.9%	0.0%	22.2%	16.7%	50.0%
Median percent of premium contributed	72.5%	-- 0.0%?	82.5%	75.0%	62.5%
Percent of organizations offering to part-time employees	18.3%	3.8%	25.0%	18.2%	57.1%
<b>Short-Term Disability Coverage</b>					
Percent of organizations contributing to premium for full-time employees	20.9%	3.4%	16.7%	41.7%	62.5%
Median percent of premium contributed	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of organizations offering to part-time employees	20.3%	0.0%	18.8%	36.4%	83.3%
<b>Long-Term Disability Coverage</b>					
Percent of organizations contributing to premium for full-time employees	13.4%	3.4%	5.6%	33.3%	37.5%
Median percent of premium contributed	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of organizations offering to part-time employees	10.3%	0.0%	13.3%	18.2%	28.6%
<b>Life Insurance Coverage</b>					
Percent of organizations contributing to premium for full-time employees	20.9%	3.4%	16.7%	25.0%	87.5%
Median percent of premium contributed	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of organizations offering to part-time employees	13.1%	3.8%	12.5%	18.2%	37.5%

	All Agencies	Small	Medium	Large	Extra Large
<b>Retirement Plan</b>					
Percent of organizations offering to full-time employees	64.2%	41.4%	72.2%	83.3%	100.0%
Percent of organizations offering to part-time employees	42.4%	27.6%	38.9%	54.5%	87.5%
<b>Additional Benefits (Percent of organizations providing)</b>					
Accidental Death & Dismemberment Insurance	17.9%	3.4%	11.1%	16.7%	87.5%
Business Travel Accident Insurance	1.5%	0.0%	0.0%	0.0%	12.5%
Parking	38.8%	27.6%	55.6%	50.0%	25.0%
Child Care	7.5%	0.0%	11.1%	16.7%	12.5%
Education/Staff Development	73.1%	69.0%	72.2%	66.7%	100.0%
Employee Assistance Program	35.8%	10.3%	27.8%	75.0%	87.5%
Flexible Work Week	61.2%	58.6%	72.2%	50.0%	62.5%
Legal Services Program	1.5%	0.0%	0.0%	0.0%	12.5%
Mileage	73.1%	62.1%	77.8%	75.0%	100.0%
Wellness Program	11.9%	0.0%	16.7%	16.7%	37.5%

**Median Percent Health Insurance Cost Increases In: All Agencies**

2003	13.5%
2004	14.0%
2005	14.0%
2006	10.0%
2007	11.1%
2009	12.0%
2010	12.0%
2013	11.0%
2014	12.0%
2017	11.0%
2018	6.5%

**Percent of Organizations Who Used Strategy to Deal with Cost Increases All Agencies**

Continued paying/absorbed cost	47.8%
Increased employee premium contribution	29.9%
Increased employee co-pay	4.5%
Higher deductible	11.9%
Switched plans	14.9%
Reduced benefits	3.0%
Health Savings Account	6.0%
Other	
Offering several plans with varying coverage for employees to choose from (3 organizations) switched from full coverage of single premium for 20+hr/wk staff to zero coverage (turned that expense directly into staff pay), still provide enrollment via organization. Tax credits for individuals made this a better deal for almost all staff.	

**Health Insurance Plan Details**

<b>Standard Plan</b>				
<b>Rx Co-Pay</b>	<b>Number of Agencies</b>		<b>PCP Co-Pay</b>	<b>Number of Agencies</b>
0	2		0	3
5	2		15	9
20	1		20	2
5/10/20	1		25	12
5/25/50	2		30	4
5/30/50	4		40	3
5/30/70	1			
5/30/70 or 5/25/50	1			
5/35/70	3			
5/45/90	4			
5/45/90 or 5/35/70	1			
10/20/50	1			
10/25/50	1			
10/30/50	1			
10/30/60	1			
10/35/70	1			
10/40	1			
15/30/45	1			
15/50/50%	1			
<b>Hybrid Plan</b>				
<b>Rx Co-Pay</b>	<b>Number of Agencies</b>		<b>PCP Co-Pay</b>	<b>Number of Agencies</b>
5	2		0	1
5/30/70	1		25	5
5/35/70	2		30	3
5/45/90	4		40	1
10/20/40	1			
10/35/70	2			
<b>High Deductible Plan</b>				
<b>Rx Co-Pay</b>	<b>Number of Agencies</b>		<b>PCP Co-Pay</b>	<b>Number of Agencies</b>
0	2		0	7
5	1		15	3
20	1		20	2
5/35/70	7		25	2
5/35/90	1		50	2
5/45/90	3			
10/30/50	1			
10/35/70	1			
10%/40%/50%	1			

## Cafeteria Plan Benefit Details

- Various AFLAC plans
- Flexible Spending for medical and dependent care.
- We offer all of our staff one lunch that we prepare.
- In 2018, we paid \$6,600 per employee towards individual health, dental or dependent care benefits (this is prorated for part time employees and for employees starting after the 1st of the year). A variety of health insurance plans are available. Any premium costs in excess of the agency's contribution are covered by the employee. If you choose not to be covered by the agency's health insurance, you may use this amount as reimbursement account to pay for insurance premiums, medical expenses (not covered by another insurance carrier) for yourself or a family member, or for childcare expenses. Your choice is made upon employment and stays in force until the end of the calendar year unless a major life event (example: marriage) changes your situation.
- Any employee can put up to Federal limit prior to taxes.
- health, dental, HSA, FSA
- Our entire benefit package includes health, life, long-term disability, flexible spending account, and 403-B. not all are part of the cafeteria plan. We offer all employees CRC contributions to a 403-B.
- Traditional Flexible Spending Account - using pretax dollars for unreimbursed medical/dental/optical expenses
- Health Care FSA, Dependent Care FSA, Dental, Vision and QTB
- \$6,600 per 40 hours
- Includes health insurance, dental insurance, 403b annuity, dependent care reimbursement, medical reimbursement, cash option
- Health Premium Pre-Tax
- This amount can be used for dependent care, health insurance, retirement, medical reimbursement or taken as taxable income.

## Retirement Plan Details

- No contribution to the 401K. We just facilitate the payments for them. We are part of the NYS Retirement System. Those contributions vary by tier and earned income.
- After one year of employment, working 1000 hours, up to 5% match
- We don't directly contribute
- After three years of employment, an annual contribution of a minimum of 5% of the employee's salary will be made to the employee's established retirement account. Retirement begins accruing at 18 months but you are not vested until you have completed 3 years of employment at the Advocacy Center. Self funded 403(b) and Roth plans are available.
- SEP 6% of gross wages if over 21 and worked 3 of the last 5 years
- Ad hoc based on year-end budget
- 3% of salary contributed
- 7% employer contribution into SEP IRA, no match required
- 3% of salary
- Match up to 3%
- Employee paid contributions only.
- 4% of salary
- Match up to 4% of annual salary
- Agency matches 3%
- Matching at 50% for the first 5% (2.5% max match) YE profit sharing of 5%
- 3% of salary
- After 2 years from hire date agency matches \$0.50 for each \$1.00 the employee contributes, up to maximum of \$1000 per calendar year.
- Match - EE contribution of 6% to receive max ER contribution of 3.5%
- It is New York State and depends on the tier
- 403 b they pay we offer a 5 percent pay from employee after 1000 hours for two yrs and we give 7 percent for a total of 12 percent on their salary
- 3% after 1 year of service, plus 3% match of employee contribution after 1 year of service
- New York State
- 3% of employee's annual salary IF they contribute to the retirement plan
- Fixed benefit pension program. Employee contributes 3% of salary for 10 years, and then draws a fixed percentage of salary based on years of service and age of retirement,
- Matches employee contributions up to 3% of gross annual pay
- SIMPLE, 2% regardless of employee contribution
- % of salary voted on by Board of Directors, % fluctuates.
- 2%
- Match up to 2.5% of employee contribution
- After completing 1 year of employment, Lifelong contributes 3% into a retirement plan.

- Up to 3% match
- No contribution by the agency for the 403b plan
- 3
- Match 3% after 2 years or 1,000 hours worked
- 3% match
- 3% of gross for those who contribute, 2% to those who do not
- No agency contribution
- Matching contribution based on employment classification and length of service
- 5% of salary
- We do not contribute
- SEP IRA at 3% of salary after one year
- 5% matching 401k
- 3% of salary (matched)

#### **Additional Benefits Details**

- 3 hours of PTO per month for employees volunteering in the community (e.g. serving on a nonprofit board) during work hours.
- 3-5 weeks PTO
- Accidental Death and Dismemberment is available through both AFLAC and NYS Retirement.
- Auto insurance reimbursement for business insurance,
- Child-friendly workplace
- Financial health supplement to wages
- Optional insurances with Aflac Monthly chair massages for all staff and contract employees
- We offer low cost team building/employee appreciation activities like celebrating b'days, occasional celebratory lunches, snacks at staff meetings, for a job well-done.
- Wellness looks like: support for active transportation in many ways, including Lime/TCAT use as much as the employee wants, as well as a Carshare membership. Also flexible work week (both scheduling and # hr/wk), flexible holidays, significant paid time off accrual rate (24 d/yr to start, 34 d/y after 2 years). ("days per year" are prorated according to 1/5 of employee's hr/wk) Also culture of support for commitments outside work "work/life balance" (coupled with shared commitment to work duties). We have 8 staff total working 5.5 - 40 hr/wk (40, 35, 32, 30, 25, 20, 20, 5.5), mostly based on staff preference, not primarily on job duties (some on that).
- Wellness/retirement benefit of \$1000 per year for full-time, to be used as employee wishes for health and/or retirement purposes