



Human Services Coalition

2022

Salary and Benefits Survey

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

HSC is a United Way Agency



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of Tompkins County
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by Human Services Coalition of Tompkins County

A Comprehensive Study and Analysis of Compensation Within Tompkins County Not-for-profit Organizations

INTRODUCTION

The Human Services Coalition of Tompkins County is pleased to present the 2022 Salary & Benefits Survey Report. In this eleventh 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 2022 Human Services Coalition of Tompkins County Salary and Benefits Survey is the eleventh in a series of surveys administered by HSC. Previous surveys were undertaken in 1989, 1995, 1997, 2000, 2003, 2006, 2009, 2011, 2015 and 2018. 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 many 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 emailed to 155 local not-for-profit agencies. All non-profit agencies in the county (not including county departments, educational institutions and religious organizations) with paid staff were included in the sample. 77 of the agencies responded with information regarding salary and benefits giving a response rate of 49%. It is important to note that not all agencies have responded in all years (in 2015, surveys were sent to 95 agencies with 66 completions, a response rate of 70%, and in 2018, surveys were sent to 118 agencies with 67 completions, a response rate of 57%.) Not all responding agencies provided data for all questions in the survey. As always, comparisons between years should be looked at critically.

Agencies reported salary information for 18 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 hourly rate available for the position, and the average current hourly rate.

The first portion of the survey introduced questions regarding Covid-19 Impact; Diversity, Equity and Inclusion (DEI), and Hiring Practice questions. The second portion of the survey included questions on benefits including paid time off, health insurance, retirement, life insurance and other benefits. The third portion asked about the job category details.

This year, HSC adjusted the pay rate questions to capture the hourly pay rate (or equivalent for salaried employees), rather than full-year totals. This allows for improved comparisons across agencies with different standard Workweeks, see FTE "Equalizer" below. We changed from a salary based question to an hourly based question to give a more meaningful hourly pay indicator, which we then could use for calculation of salary. This allows us to do the equalized salary calculation based on the # of hours an agency has in their standard work week. We asked respondents to round-up to the nearest dollar, for easier comparison. This gives our data a variable of $\mp .99$ cents. For a 40-hour work week .99 cents provides a maximum differential of approximately $\mp \$39.60$ per week, $\mp \$2060$ per year for a salary.

FTE "Equalizer"

It is important to know the approximate hourly rate for a position, instead of only the yearly salary, since agencies/positions differ in the number of hours worked each week. For this survey we asked for the hourly rate rounded up to the nearest dollar. The hourly rates, low and high, are shown in the tables, and were used to calculate weekly salaries based on each agency's response to the "How many hours in a full-time work week?" question. We also included in the table "equalized" weekly salaries, based on a 40-hour work week base, using the hourly rates. These weekly salaries can be used to calculate the yearly salary by taking the weekly salary and multiplying by 52 weeks per year.

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 these 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

For the 2022 Survey, where there was no data reported by the organizations this is indicated by the abbreviation ND (no data). In previous years, when positions were reported in only one or two agencies, salary information had 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 the arithmetic average of a group of numbers. The mean and median each have advantages and disadvantages in describing data sets. The mean depends on actual values in a data set, but the median is

dependent only on relative position of the values. For a given set of data, these measures of center may be close or may be 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/hourly rate information is presented across 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 previous 2018 & 2015 HSC Salary and Benefits Surveys.

Part-Time Employees

Part-time Employees are included in the survey data. The Part-time employee salaries have been completed in their own tables. In previous surveys, the part-time positions were converted to Full-Time Equivalent salaries and were included in all mean and median salary reports. For this 2022 Survey, they are reported separately.

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 covered by the FLSA.

Disability

Disability protection is 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 is also reported.

Staffing

Several questions were asked in the 2018 and 2022 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 provided information on health insurance plans, and coverage levels. Costs for individual as well as family coverage are 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 2022

2022	All		Small Budget (\$0 – 500,000)		Medium Budget (\$500,001 - 1.5M)		Large Budget (\$1.5M - 5M)		Extra Large Budget (\$5M – Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	55		22		8		18		7	
Annual Budget	\$1,095,433	\$1,996,014	\$262,516	\$272,649	\$1,008,675	\$1,076,574	\$2,166,239	\$2,458,313	\$6,581,325	\$8,154,046
Minimum	\$20,000		\$20,000		\$727,000		\$1,527,052		\$5,000,001	
Maximum	\$17,512,420		\$471,385		\$1,478,569		\$4,335,122		\$17,512,420	
Payroll	\$478,000	\$881,003	\$131,319	\$160,999	\$478,000	\$530,744	\$1,179,551	\$1,314,447	\$2,822,624	\$2,687,701
Benefits (non-govt reg.)	\$45,284	\$117,658	\$10,900	\$13,705	\$73,380	\$79,383	\$195,367	\$189,701	\$292,679	\$333,726
# of FT Employees	8	17	2	2	8	9	20	23	50	50
Min. # FT Emp.	0		0		4		5		5	
Max. # FT Emp.	115		6		15		46		115	
Work Week (hrs/wk)	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
35 or less	34	63.0%	10	50.0%	7	87.5%	13	68.4%	5	62.5%
36-37.5	9	16.7%	4	20.0%	1	12.5%	3	15.8%	1	12.5%
37.6-40	11	20.4%	6	30.0%	0	0.0%	3	15.8%	2	25.0%

Key Statistics 2021

2021	All		Small Budget (\$0 – 500,000)		Medium Budget (\$500,001 - 1.5M)		Large Budget (\$1.5M - 5M)		Extra Large Budget (\$5M – Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	55		22		11		15		7	
Annual Budget	\$1,268,129	\$2,105,042	\$257,349	\$260,754	\$929,500	\$1,076,761	\$2,064,105	\$2,484,540	\$6,820,850	\$8,177,096
Minimum	\$88,826		\$88,826		\$666,648		\$1,503,250		\$5,000,001	
Maximum	\$18,309,335		\$425,333		\$1,487,209		\$4,559,845		\$18,309,335	
Payroll	\$468,174	\$888,989	\$118,500	\$139,043	\$470,000	\$585,954	\$1,068,352	\$1,313,080	\$2,913,083	\$2,706,260
Benefits (non-govt reg.)	\$55,100	\$122,292	\$8,431	\$11,664	\$62,913	\$86,402	\$163,647	\$191,723	\$264,123	\$377,595
Work Week (hrs/wk)	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
35 or less	34	63.0%	10	50.0%	10	90.9%	10	66.7%	4	50.0%
36-37.5	9	16.7%	4	20.0%	1	9.1%	2	13.3%	2	25.0%
37.6-40	11	20.4%	6	30.0%	0	0.0%	3	20.0%	2	25.0%

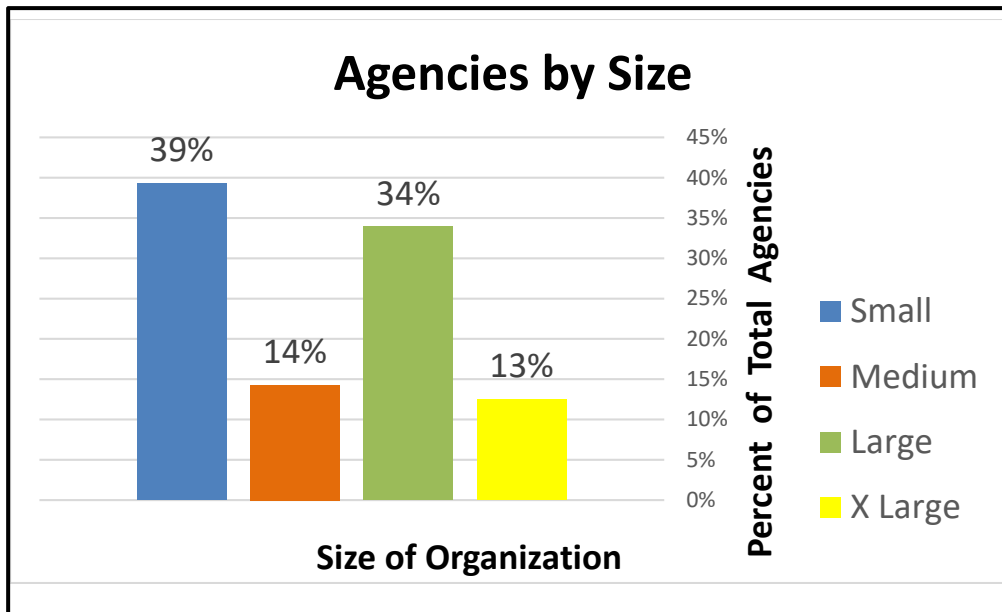
Key Statistics 2020

2020	All		Small Budget (\$0 – 500,000)		Medium Budget (\$500,001 - 1.5M)		Large Budget (\$1.5M - 5M)		Extra Large Budget (\$5M – Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	55		21		14		15		5	
Annual Budget	\$1,136,132	\$1,955,821	\$230,096	\$246,285	\$1,023,024	\$1,024,803	\$2,400,000	\$2,673,084	\$7,312,762	\$8,720,917
Minimum	\$84,457		\$84,457		\$525,000		\$1,522,774		\$6,000,000	
Maximum	\$14,517,522		\$410,394		\$1,489,968		\$4,714,993		\$14,517,522	
Payroll	\$399,599	\$866,914	\$114,506	\$126,809	\$645,575	\$582,701	\$1,159,725	\$1,530,514	\$3,130,000	\$2,575,488
Benefits (non-govt reg.)	\$51,189	\$124,289	\$9,609	\$12,345	\$73,331	\$78,912	\$156,000	\$205,941	\$430,302	\$467,479
Work Week (hrs/wk)	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
35 or less	34	63.0%	10	52.6%	11	40.7%	10	66.7%	3	50.0%
36-37.5	9	16.7%	3	15.8%	3	11.1%	2	13.3%	1	16.7%
37.6-40	11	20.4%	6	31.6%	13	48.1%	3	20.0%	2	33.3%

This table is from the previous 2018 Salary and Benefits Survey

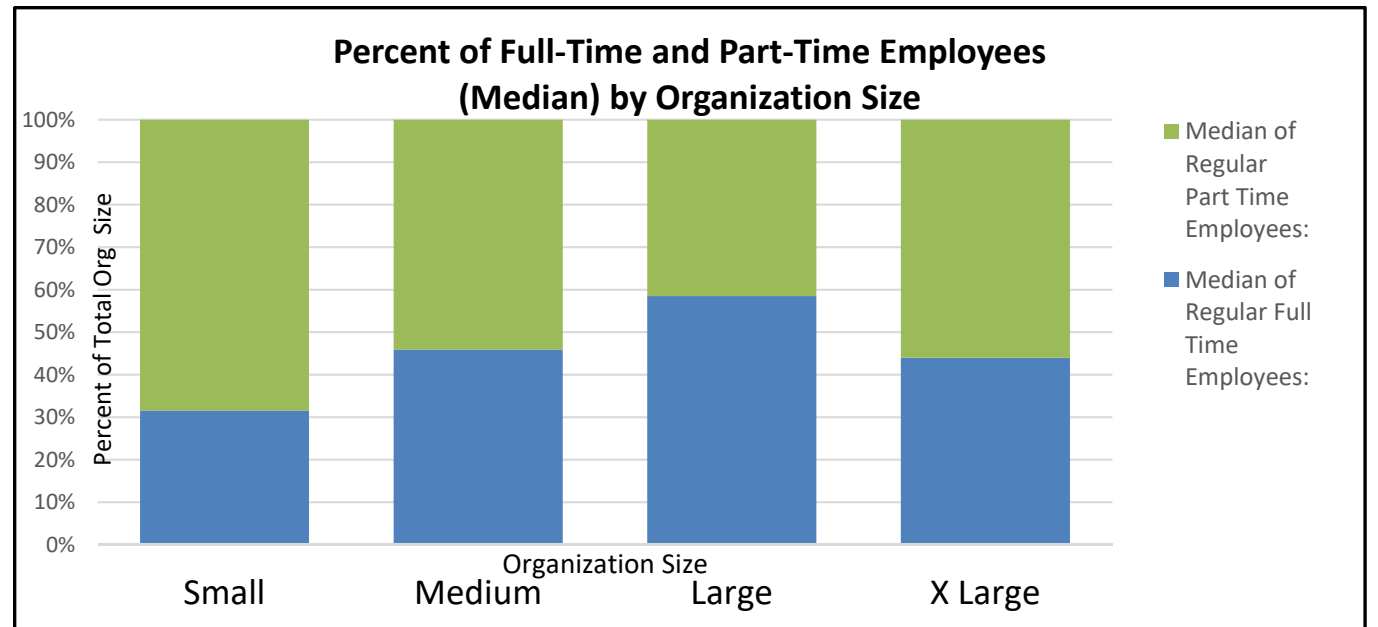
2018	All		Small (\$0 – 500,000)		Medium (\$500,001-1.5M)		Large (\$1.5M-5M)		Extra Large (\$5M – Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	67		29		18		12		8	
Annual Budget	\$750,718	\$2,347,703	\$234,704	\$230,230	\$964,000	\$942,681	\$2,291,698	\$2,540,328	\$7,368,449	\$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	
Work Week (hrs/wk)	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
35 or less	26	40.0%	9	33.3%	11	61.1%	4	33.3%	2	25.0%
36-37.5	8	12.3%	2	7.4%	2	11.1%	2	16.7%	2	25.0%
37.6-40	31	47.7%	16	59.3%	5	27.8%	6	50.0%	4	50.0%

2022 Salary Information



Agency Size by Budget

Small	Medium	Large	Extra Large
(\$0 – 500,000)	(\$500,001 - 1.5M)	(\$1.5M - 5M)	(\$5M – Higher)



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.

FULL-TIME Executive Director/ President/CEO					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	49	17	8	17	7
Mean Salary	\$96,244	\$62,394	\$96,216	\$102,449	\$174,612
Median Salary	\$81,120	\$60,320	\$80,080	\$100,880	\$165,360
Minimum Salary	\$43,680	\$43,680	\$63,700	\$63,700	\$72,800
Maximum Salary	\$260,260	\$89,856	\$160,160	\$149,760	\$260,260
MIN Workweek Hours	32	32	35	35	35
MAX Workweek Hours	50	50	50	50	40
Hourly Minimum	\$23	\$23	\$25	\$35	\$40
Hourly Maximum	\$143	\$54	\$88	\$72	\$143
MIN HRLY Rate at 40 HRS/WK	\$920	\$920	\$1,000	\$1,400	\$1,600
MAX HRLY Rate at 40 HRS/WK	\$5,720	\$2,160	\$3,520	\$2,880	\$5,720
2018 Mean Salary	\$80,108	\$55,872	\$80,070	\$96,132	\$159,906
2018 Median Salary	\$69,429	\$54,857	\$74,082	\$97,895	\$138,333
2015 Mean Salary	\$82,019	\$56,782	\$77,897	\$98,692	\$141,539
2015 Median Salary	\$74,690	\$54,000	\$74,971	\$96,000	\$133,156

PART-TIME Executive Director/ President/CEO					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	4	3	ND	ND	1
Mean Salary	\$75,777	\$32,777	ND	ND	\$204,776
Median Salary	\$42,510	\$19,500	ND	ND	\$204,776
Minimum Salary	\$13,312	\$13,312	ND	ND	\$204,776
Maximum Salary	\$204,776	\$65,520	ND	ND	\$204,776
MIN Workweek Hours	15	15	ND	ND	22
MAX Workweek Hours	35	35	ND	ND	22
Hourly Minimum	\$16	\$16	ND	ND	\$179
Hourly Maximum	\$179	\$36	ND	ND	\$179
MIN HRLY Rate at 40 HRS/WK	\$640	\$640	ND	ND	\$7,160
MAX HRLY Rate at 40 HRS/WK	\$7,160	\$1,440	ND	ND	\$7,160

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.

FULL-TIME Associate/Assistant Director/VP					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	18	1	6	10	1
Mean Salary	\$75,866	\$46,800	\$61,100	\$78,765	\$139,360
Median Salary	\$76,440	\$46,800	\$59,280	\$78,000	\$139,360
Minimum Salary	\$39,520	\$41,600	\$39,520	\$50,960	\$139,360
Maximum Salary	\$139,360	\$52,000	\$91,000	\$109,200	\$139,360
MIN Workweek Hours	35	40	35	35	40
MAX Workweek Hours	40	40	40	40	40
Hourly Minimum	\$19	\$20	\$19	\$27	\$67
Hourly Maximum	\$67	\$25	\$50	\$56	\$67
MIN HRLY Rate at 40 HRS/WK	\$760	\$800	\$760	\$1,080	\$2,680
MAX HRLY Rate at 40 HRS/WK	\$2,680	\$1,000	\$2,000	\$2,240	\$2,680
2018 Mean Salary	\$70,613	NR	\$65,673	\$74,050	\$88,082
2018 Median Salary	\$69,308	NR	\$69,895	\$69,861	\$85,333
2015 Mean Salary	\$63,349	\$51,008	\$58,321	NR	\$94,347
2015 Median Salary	\$59,110	\$52,587	\$52,815	NR	\$97,143

PART-TIME Associate/Assistant Director/VP					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	2	1	ND	1	ND
Mean Salary	\$57,720	\$29,900	ND	\$85,540	ND
Median Salary	\$57,720	\$29,900	ND	\$85,540	ND
Minimum Salary	\$29,900	\$29,900	ND	\$85,540	ND
Maximum Salary	\$85,540	\$29,900	ND	\$85,540	ND
MIN Workweek Hours	25	25	ND	35	ND
MAX Workweek Hours	35	25	ND	35	ND
Hourly Minimum	\$23	\$23	ND	\$47	ND
Hourly Maximum	\$47	\$23	ND	\$47	ND
MIN HRLY Rate at 40 HRS/WK	\$920	\$920	ND	\$1,880	ND
MAX HRLY Rate at 40 HRS/WK	\$1,880	\$920	ND	\$1,880	ND

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.)

FULL-TIME Unit/Program Director					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	65	4	7	40	14
Mean Salary	\$60,621	\$48,484	\$48,390	\$62,865	\$90,047
Median Salary	\$54,496	\$47,216	\$48,880	\$57,720	\$89,310
Minimum Salary	\$34,632	\$41,860	\$34,632	\$36,608	\$60,320
Maximum Salary	\$120,640	\$56,420	\$62,400	\$108,576	\$120,640
MIN Workweek Hours	32	32	35	32	35
MAX Workweek Hours	40	38	40	40	40
Hourly Minimum	\$18	\$22	\$18	\$22	\$29
Hourly Maximum	\$58	\$33	\$30	\$58	\$58
MIN HRLY Rate at 40 HRS/WK	\$720	\$880	\$720	\$880	\$1,160
MAX HRLY Rate at 40 HRS/WK	\$2,320	\$1,320	\$1,200	\$2,320	\$2,320
2018 Mean Salary	\$53,590	\$43,999	\$49,687	\$57,737	\$70,020
2018 Median Salary	\$48,154	\$44,628	\$49,222	\$45,166	\$72,000
2015 Mean Salary	\$54,800	\$41,530	\$46,235	\$67,970	\$69,490
2015 Median Salary	\$51,072	\$42,222	\$45,714	\$67,429	\$70,933

PART-TIME Unit/Program Director					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	2	ND	ND	ND	2
Mean Salary	\$95,472	ND	ND	ND	\$95,472
Median Salary	\$95,472	ND	ND	ND	\$95,472
Minimum Salary	\$94,848	ND	ND	ND	\$94,848
Maximum Salary	\$96,096	ND	ND	ND	\$96,096
MIN Workweek Hours	24	ND	ND	ND	24
MAX Workweek Hours	24	ND	ND	ND	24
Hourly Minimum	\$76	ND	ND	ND	\$76
Hourly Maximum	\$77	ND	ND	ND	\$77
MIN HRLY Rate at 40 HRS/WK	\$3,040	ND	ND	ND	\$3,040
MAX HRLY Rate at 40 HRS/WK	\$3,080	ND	ND	ND	\$3,080

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.

FULL-TIME Program/Project Coordinator					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	108	14	12	50	32
Mean Salary	\$50,067	\$42,195	\$42,766	\$53,835	\$70,590
Median Salary	\$45,786	\$41,964	\$40,040	\$50,960	\$63,440
Minimum Salary	\$30,940	\$32,760	\$30,940	\$30,940	\$41,860
Maximum Salary	\$123,760	\$52,000	\$56,160	\$85,280	\$123,760
MIN Workweek Hours	32	32	35	35	35
MAX Workweek Hours	40	40	40	40	40
Hourly Minimum	\$17	\$18	\$17	\$17	\$23
Hourly Maximum	\$68	\$27	\$27	\$41	\$68
MIN HRLY Rate at 40 HRS/WK	\$680	\$720	\$680	\$680	\$920
MAX HRLY Rate at 40 HRS/WK	\$2,720	\$1,080	\$1,080	\$1,640	\$2,720
2018 Mean Salary	\$43,041	\$39,252	\$38,686	\$47,331	\$52,664
2018 Median Salary	\$41,211	\$37,467	\$38,442	\$47,979	\$48,400
2015 Mean Salary	\$41,542	\$34,872	\$38,127	\$53,900	\$46,916
2015 Median Salary	\$41,714	\$37,142	\$37,429	\$54,000	\$46,282

PART-TIME Program/Project Coordinator					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	19	9	ND	5	5
Mean Salary	\$24,220	\$17,067	ND	\$25,740	\$46,213
Median Salary	\$20,800	\$18,200	ND	\$20,280	\$44,447
Minimum Salary	\$5,304	\$5,304	ND	\$18,720	\$29,658
Maximum Salary	\$66,300	\$27,300	ND	\$62,400	\$66,300
MIN Workweek Hours	6	6	ND	20	15
MAX Workweek Hours	27.5	25	ND	25	27.5
Hourly Minimum	\$15	\$15	ND	\$18	\$21
Hourly Maximum	\$85	\$28	ND	\$60	\$85
MIN HRLY Rate at 40 HRS/WK	\$600	\$600	ND	\$720	\$830
MAX HRLY Rate at 40 HRS/WK	\$3,400	\$1,120	ND	\$2,400	\$3,400

Chief Financial Officer/Finance Director/Business Manager

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

FULL-TIME Chief Financial Officer/Finance Director/Business Manager					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	19	ND	2	12	5
Mean Salary	\$79,163	ND	\$54,860	\$73,320	\$102,908
Median Salary	\$70,720	ND	\$54,600	\$69,680	\$96,460
Minimum Salary	\$45,760	ND	\$54,080	\$45,760	\$81,120
Maximum Salary	\$139,360	ND	\$56,160	\$112,320	\$139,360
MIN Workweek Hours	35	ND	35	35	35
MAX Workweek Hours	40	ND	40	40	40
Hourly Minimum	\$22	ND	\$26	\$22	\$39
Hourly Maximum	\$67	ND	\$30	\$60	\$67
MIN HRLY Rate at 40 HRS/WK	\$880	ND	\$1,040	\$880	\$1,560
MAX HRLY Rate at 40 HRS/WK	\$2,680	ND	\$1,200	\$2,400	\$2,680
2018 Mean Salary	\$69,166	NR	\$58,761	\$68,569	\$86,158
2018 Median Salary	\$64,000	NR	\$52,981	\$59,847	\$86,667
2015 Mean Salary	\$65,994	NR	\$51,985	\$66,844	\$83,834
2015 Median Salary	\$61,667	NR	\$50,448	\$72,000	\$75,750

PART-TIME Chief Financial Officer/Finance Director/Business Manager					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	1	ND	ND	1	ND
Mean Salary	\$85,540	ND	ND	\$85,540	ND
Median Salary	\$85,540	ND	ND	\$85,540	ND
Minimum Salary	\$85,540	ND	ND	\$85,540	ND
Maximum Salary	\$85,540	ND	ND	\$85,540	ND
MIN Workweek Hours	35	ND	ND	35	ND
MAX Workweek Hours	35	ND	ND	35	ND
Hourly Minimum	\$47	ND	ND	\$47	ND
Hourly Maximum	\$47	ND	ND	\$47	ND
MIN HRLY Rate at 40 HRS/WK	\$1,880	ND	ND	\$1,880	ND
MAX HRLY Rate at 40 HRS/WK	\$1,880	ND	ND	\$1,880	ND

Accounting Manager/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.

FULL-TIME Accounting Manager/Bookkeeper					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	20	3	ND	13	4
Mean Salary	\$50,880	\$39,329	ND	\$48,682	\$68,293
Median Salary	\$45,448	\$38,220	ND	\$44,850	\$60,320
Minimum Salary	\$29,640	\$34,320	ND	\$29,640	\$52,000
Maximum Salary	\$89,440	\$45,448	ND	\$68,640	\$89,440
MIN Workweek Hours	30	30	ND	30	40
MAX Workweek Hours	40	38	ND	40	40
Hourly Minimum	\$19	\$21	ND	\$19	\$25
Hourly Maximum	\$43	\$23	ND	\$35	\$43
MIN HRLY Rate at 40 HRS/WK	\$760	\$840	ND	\$760	\$1,000
MAX HRLY Rate at 40 HRS/WK	\$1,720	\$920	ND	\$1,400	\$1,720
2018 Mean Salary	\$47,169	\$44,938	NR	\$43,868	\$54,125
2018 Median Salary	\$45,433	\$37,440	NR	\$42,500	\$56,333
2015 Mean Salary	\$36,304	\$29,153	NR	\$39,290	\$38,421
2015 Median Salary	\$36,002	\$31,857	NR	\$37,440	\$37,333

PART-TIME Accounting Manager/Bookkeeper					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	8	2	2	3	1
Mean Salary	\$17,165	\$11,310	\$10,238	\$26,589	\$14,456
Median Salary	\$15,600	\$10,920	\$9,815	\$26,208	\$14,456
Minimum Salary	\$5,720	\$6,240	\$5,720	\$20,800	\$14,456
Maximum Salary	\$32,760	\$17,160	\$15,600	\$32,760	\$14,456
MIN Workweek Hours	4	4	5	8	10
MAX Workweek Hours	30	15	13	30	10
Hourly Minimum	\$19	\$20	\$19	\$21	\$28
Hourly Maximum	\$50	\$30	\$28	\$50	\$28
MIN HRLY Rate at 40 HRS/WK	\$760	\$800	\$760	\$840	\$1,112
MAX HRLY Rate at 40 HRS/WK	\$2,000	\$1,200	\$1,120	\$2,000	\$1,112

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.

FULL-TIME Office Manager					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	17	2	3	9	3
Mean Salary	\$42,264	\$33,852	\$44,573	\$43,375	\$42,770
Median Salary	\$41,600	\$33,852	\$44,720	\$41,600	\$42,770
Minimum Salary	\$32,760	\$32,760	\$36,504	\$32,760	\$32,760
Maximum Salary	\$53,352	\$34,944	\$49,140	\$53,352	\$52,780
MIN Workweek Hours	32	32	35	35	35
MAX Workweek Hours	40	35	40	40	35
Hourly Minimum	\$18	\$18	\$18	\$18	\$18
Hourly Maximum	\$29	\$21	\$27	\$28	\$29
MIN HRLY Rate at 40 HRS/WK	\$720	\$720	\$720	\$720	\$720
MAX HRLY Rate at 40 HRS/WK	\$1,160	\$840	\$1,080	\$1,120	\$1,160
2018 Mean Salary	\$40,207	\$34,226	\$40,367	\$42,500	\$52,476
2018 Median Salary	\$36,000	\$33,442	\$34,032	\$46,857	\$58,000
2015 Mean Salary	\$45,413	NR	\$41,096	\$50,990	\$49,908
2015 Median Salary	\$45,142	NR	\$45,142	\$46,924	\$46,640

PART-TIME Office Manager					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	4	1	2	1	ND
Mean Salary	\$26,507	\$10,400	\$32,864	\$29,900	ND
Median Salary	\$20,150	\$10,400	\$32,864	\$29,900	ND
Minimum Salary	\$7,488	\$10,400	\$7,488	\$29,900	ND
Maximum Salary	\$58,240	\$10,400	\$58,240	\$29,900	ND
MIN Workweek Hours	6	10	6	25	ND
MAX Workweek Hours	35	10	35	25	ND
Hourly Minimum	\$20	\$20	\$24	\$23	ND
Hourly Maximum	\$32	\$20	\$32	\$23	ND
MIN HRLY Rate at 40 HRS/WK	\$800	\$800	\$960	\$920	ND
MAX HRLY Rate at 40 HRS/WK	\$1,280	\$800	\$1,280	\$920	ND

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.

FULL-TIME Development Director/Marketing					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	9	ND	1	7	ND
Mean Salary	\$63,479	ND	\$56,160	\$64,525	ND
Median Salary	\$64,012	ND	\$56,160	\$70,720	ND
Minimum Salary	\$41,860	ND	\$56,160	\$41,860	ND
Maximum Salary	\$80,080	ND	\$56,160	\$80,080	ND
MIN Workweek Hours	35	ND	40	35	ND
MAX Workweek Hours	40	ND	40	40	ND
Hourly Minimum	\$22	ND	\$27	\$22	ND
Hourly Maximum	\$44	ND	\$27	\$44	ND
MIN HRLY Rate at 40 HRS/WK	\$880	ND	\$1,080	\$880	ND
MAX HRLY Rate at 40 HRS/WK	\$1,760	ND	\$1,080	\$1,760	ND
2018 Mean Salary	\$58,604	NR	NR	\$54,995	\$73,689
2018 Median Salary	\$58,933	NR	NR	\$57,867	\$69,638
2015 Mean Salary	\$55,353	NR	\$42,809	\$59,783	\$66,250
2015 Median Salary	\$53,000	NR	\$43,428	\$57,777	\$71,466

PART-TIME Development Director/Marketing					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	1	1	ND	ND	ND
Mean Salary	\$23,400	\$23,400	ND	ND	ND
Median Salary	\$23,400	\$23,400	ND	ND	ND
Minimum Salary	\$23,400	\$23,400	ND	ND	ND
Maximum Salary	\$23,400	\$23,400	ND	ND	ND
MIN Workweek Hours	15	15	ND	ND	ND
MAX Workweek Hours	15	15	ND	ND	ND
Hourly Minimum	\$30	\$30	ND	ND	ND
Hourly Maximum	\$30	\$30	ND	ND	ND
MIN HRLY Rate at 40 HRS/WK	\$1,200	\$1,200	ND	ND	ND
MAX HRLY Rate at 40 HRS/WK	\$1,200	\$1,200	ND	ND	ND

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.

FULL-TIME Development Coordinator/Associate/Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	5	ND	3	2	ND
Mean Salary	\$43,011	ND	\$41,054	\$48,880	ND
Median Salary	\$41,184	ND	\$41,184	\$48,880	ND
Minimum Salary	\$36,556	ND	\$36,556	\$39,520	ND
Maximum Salary	\$58,240	ND	\$43,680	\$58,240	ND
MIN Workweek Hours	35	ND	35	40	ND
MAX Workweek Hours	40	ND	40	40	ND
Hourly Minimum	\$19	ND	\$19	\$19	ND
Hourly Maximum	\$28	ND	\$22	\$28	ND
MIN HRLY Rate at 40 HRS/WK	\$760	ND	\$760	\$760	ND
MAX HRLY Rate at 40 HRS/WK	\$1,120	ND	\$880	\$1,120	ND
2018 Mean Salary	\$39,204	\$38,870	\$34,969	NR	\$43,885
2018 Median Salary	\$38,407	\$38,000	\$36,450	NR	\$44,434
2015 Mean Salary	\$38,417	\$35,178	NR	\$41,019	\$40,700
2015 Median Salary	\$38,400	\$34,313	NR	\$40,571	\$40,700

PART-TIME Development Coordinator/Associate/Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	4	1	ND	3	ND
Mean Salary	\$21,164	\$10,400	ND	\$24,752	ND
Median Salary	\$20,280	\$10,400	ND	\$20,800	ND
Minimum Salary	\$10,400	\$10,400	ND	\$19,760	ND
Maximum Salary	\$33,696	\$10,400	ND	\$33,696	ND
MIN Workweek Hours	10	10	ND	20	ND
MAX Workweek Hours	22	10	ND	22	ND
Hourly Minimum	\$19	\$20	ND	\$19	ND
Hourly Maximum	\$30	\$20	ND	\$30	ND
MIN HRLY Rate at 40 HRS/WK	\$760	\$800	ND	\$760	ND
MAX HRLY Rate at 40 HRS/WK	\$1,200	\$800	ND	\$1,200	ND

Therapist/Counselor

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)

FULL-TIME Therapist/Counselor					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	24	ND	ND	8	16
Mean Salary	\$50,137	ND	ND	\$50,310	\$49,790
Median Salary	\$52,780	ND	ND	\$49,140	\$53,430
Minimum Salary	\$36,400	ND	ND	\$36,400	\$38,220
Maximum Salary	\$66,560	ND	ND	\$66,560	\$54,080
MIN Workweek Hours	35	ND	ND	35	35
MAX Workweek Hours	40	ND	ND	40	40
Hourly Minimum	\$20	ND	ND	\$20	\$21
Hourly Maximum	\$32	ND	ND	\$32	\$29
MIN HRLY Rate at 40 HRS/WK	\$800	ND	ND	\$800	\$840
MAX HRLY Rate at 40 HRS/WK	\$1,280	ND	ND	\$1,280	\$1,160
2018 Mean Salary	\$53,976	NR	NR	\$52,017	NR
2018 Median Salary	\$50,000	NR	NR	\$45,714	NR
2015 Mean Salary	\$73,858	NR	NR	NR	NR
2015 Median Salary	\$54,827	NR	NR	NR	NR

PART-TIME Therapist/Counselor					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	ND	ND	ND	ND	ND
Mean Salary	ND	ND	ND	ND	ND
Median Salary	ND	ND	ND	ND	ND
Minimum Salary	ND	ND	ND	ND	ND
Maximum Salary	ND	ND	ND	ND	ND
MIN Workweek Hours	ND	ND	ND	ND	ND
MAX Workweek Hours	ND	ND	ND	ND	ND
Hourly Minimum	ND	ND	ND	ND	ND
Hourly Maximum	ND	ND	ND	ND	ND
MIN HRLY Rate at 40 HRS/WK	ND	ND	ND	ND	ND
MAX HRLY Rate at 40 HRS/WK	ND	ND	ND	ND	ND

Outreach Worker/Caseworker

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

FULL-TIME Outreach Worker/Caseworker					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	64	4	5	29	26
Mean Salary	\$38,615	\$38,393	\$37,466	\$38,857	\$39,052
Median Salary	\$36,478	\$34,580	\$36,478	\$38,220	\$38,792
Minimum Salary	\$30,940	\$33,280	\$34,580	\$30,940	\$30,940
Maximum Salary	\$54,600	\$47,320	\$42,328	\$54,600	\$47,840
MIN Workweek Hours	32	32	35	35	35
MAX Workweek Hours	40	35	37	37.5	40
Hourly Minimum	\$17	\$19	\$19	\$17	\$17
Hourly Maximum	\$28	\$26	\$22	\$28	\$23
MIN HRLY Rate at 40 HRS/WK	\$680	\$760	\$760	\$680	\$680
MAX HRLY Rate at 40 HRS/WK	\$1,120	\$1,040	\$880	\$1,120	\$920
2018 Mean Salary	\$36,549	\$32,940	\$37,816	NR	\$36,982
2018 Median Salary	\$36,144	\$31,429	\$36,698	NR	\$38,543
2015 Mean Salary	\$34,730	\$32,024	\$33,252	NR	\$36,273
2015 Median Salary	\$34,366	\$31,579	\$33,392	NR	\$37,705

PART-TIME Outreach Worker/Caseworker					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	16	1	3	11	1
Mean Salary	\$21,896	\$23,920	\$18,200	\$23,773	\$17,940
Median Salary	\$20,800	\$23,920	\$18,200	\$23,504	\$17,940
Minimum Salary	\$16,380	\$23,920	\$16,380	\$20,748	\$17,940
Maximum Salary	\$27,040	\$23,920	\$20,020	\$27,040	\$17,940
MIN Workweek Hours	15	23	17.5	20	15
MAX Workweek Hours	23	23	18	21	15
Hourly Minimum	\$18	\$20	\$18	\$19	\$23
Hourly Maximum	\$26	\$20	\$22	\$26	\$23
MIN HRLY Rate at 40 HRS/WK	720	\$800	\$720	\$760	\$920
MAX HRLY Rate at 40 HRS/WK	\$1,040	\$800	\$880	\$1,040	\$920

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.

FULL-TIME Youth Services Worker/Child Care Worker					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	5	ND	5	ND	ND
Mean Salary	\$28,210	ND	\$28,210	ND	ND
Median Salary	\$28,210	ND	\$28,210	ND	ND
Minimum Salary	\$27,300	ND	\$27,300	ND	ND
Maximum Salary	\$29,120	ND	\$29,120	ND	ND
MIN Workweek Hours	35	ND	35	ND	ND
MAX Workweek Hours	35	ND	35	ND	ND
Hourly Minimum	\$15	ND	\$15	ND	ND
Hourly Maximum	\$16	ND	\$16	ND	ND
MIN HRLY Rate at 40 HRS/WK	\$600	ND	\$600	ND	ND
MAX HRLY Rate at 40 HRS/WK	\$640	ND	\$640	ND	ND
2018 Mean Salary	\$33,487	NR	\$35,695	NR	NR
2018 Median Salary	\$34,949	NR	\$36,991	NR	NR
2015 Mean Salary	\$39,902	NR	\$28,234	\$37,214	NR
2015 Median Salary	\$33,612	NR	\$28,234	\$37,214	NR

PART-TIME Youth Services Worker/Child Care Worker					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	35	3	2	30	ND
Mean Salary	\$19,068	\$17,056	\$25,480	\$17,875	ND
Median Salary	\$20,150	\$17,056	\$25,480	\$18,330	ND
Minimum Salary	\$13,312	\$13,312	\$24,752	\$14,040	ND
Maximum Salary	\$26,208	\$20,800	\$26,208	\$20,800	ND
MIN Workweek Hours	15	16	28	15	ND
MAX Workweek Hours	28	20	28	25	ND
Hourly Minimum	\$15	\$16	\$17	\$15	ND
Hourly Maximum	\$22	\$20	\$18	\$22	ND
MIN HRLY Rate at 40 HRS/WK	600	\$640	\$680	\$600	ND
MAX HRLY Rate at 40 HRS/WK	\$880	\$800	\$720	\$880	ND

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.

FULL-TIME Nurse					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	10	ND	ND	ND	10
Mean Salary	\$53,105	ND	ND	ND	\$53,105
Median Salary	\$56,160	ND	ND	ND	\$56,160
Minimum Salary	\$38,220	ND	ND	ND	\$38,220
Maximum Salary	\$61,880	ND	ND	ND	\$61,880
MIN Workweek Hours	35	ND	ND	ND	35
MAX Workweek Hours	40	ND	ND	ND	40
Hourly Minimum	\$21	ND	ND	ND	\$21
Hourly Maximum	\$34	ND	ND	ND	\$34
MIN HRLY Rate at 40 HRS/WK	\$840	ND	ND	ND	\$840
MAX HRLY Rate at 40 HRS/WK	\$1,360	ND	ND	ND	\$1,360
2018 Mean Salary	\$58,164	NR	NR	NR	\$53,878
2018 Median Salary	\$52,498	NR	NR	NR	\$52,498
2015 Mean Salary	\$65,344	NR	NR	\$62,431	\$67,528
2015 Median Salary	\$56,000	NR	NR	\$60,552	\$55,893

PART-TIME Nurse					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	3	ND	ND	1	3
Mean Salary	\$30,437	ND	ND	\$45,602	\$22,854
Median Salary	\$29,328	ND	ND	\$45,602	\$22,542
Minimum Salary	\$16,380	ND	ND	\$45,602	\$16,380
Maximum Salary	\$45,602	ND	ND	\$45,602	\$29,952
MIN Workweek Hours	15	ND	ND	27	15
MAX Workweek Hours	27	ND	ND	27	24
Hourly Minimum	\$21	ND	ND	\$32	\$21
Hourly Maximum	\$32	ND	ND	\$32	\$24
MIN HRLY Rate at 40 HRS/WK	840	ND	ND	\$1,299	\$840
MAX HRLY Rate at 40 HRS/WK	\$1,299	ND	ND	\$1,299	\$960

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.

FULL-TIME Teacher/Educator					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	102	ND	4	62	36
Mean Salary	\$42,734	ND	\$36,400	\$47,366	\$36,556
Median Salary	\$41,860	ND	\$36,400	\$42,665	\$34,996
Minimum Salary	\$30,940	ND	\$30,940	\$30,940	\$33,592
Maximum Salary	\$92,872	ND	\$41,860	\$92,872	\$43,472
MIN Workweek Hours	35	ND	35	35	35
MAX Workweek Hours	40	ND	35	40	38
Hourly Minimum	\$17	ND	\$17	\$17	\$17
Hourly Maximum	\$47	ND	\$23	\$47	\$22
MIN HRLY Rate at 40 HRS/WK	\$680	ND	\$680	\$680	\$680
MAX HRLY Rate at 40 HRS/WK	\$1,880	ND	\$920	\$1,880	\$880
2018 Mean Salary	\$46,365	\$33,319	NR	NR	\$44,116
2018 Median Salary	\$37,859	\$34,114	NR	NR	\$40,907
2015 Mean Salary	\$36,648	\$36,649	NR	NR	NR
2015 Median Salary	\$37,432	\$38,064	NR	NR	NR

PART-TIME Teacher/Educator					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	19	6	ND	13	ND
Mean Salary	\$21,767	\$19,465	ND	\$25,220	ND
Median Salary	\$17,680	\$17,680	ND	\$25,220	ND
Minimum Salary	\$13,000	\$15,600	ND	\$13,000	ND
Maximum Salary	\$37,440	\$24,960	ND	\$37,440	ND
MIN Workweek Hours	10	18	ND	10	ND
MAX Workweek Hours	30	30	ND	20	ND
Hourly Minimum	\$15	\$15	ND	\$25	ND
Hourly Maximum	\$36	\$20	ND	\$36	ND
MIN HRLY Rate at 40 HRS/WK	600	\$600	ND	\$1,000	ND
MAX HRLY Rate at 40 HRS/WK	\$1,440	\$800	ND	\$1,440	ND

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, Teacher's Aide, etc.). Usually requires only entry level education or related experience.

FULL-TIME Aide					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	87	ND	ND	8	79
Mean Salary	\$32,923	ND	ND	\$34,147	\$32,006
Median Salary	\$33,020	ND	ND	\$33,280	\$30,420
Minimum Salary	\$27,040	ND	ND	\$29,120	\$27,040
Maximum Salary	\$41,600	ND	ND	\$38,220	\$41,600
MIN Workweek Hours	35	ND	ND	35	35
MAX Workweek Hours	40	ND	ND	40	40
Hourly Minimum	\$13	ND	ND	\$16	\$13
Hourly Maximum	\$21	ND	ND	\$21	\$20
MIN HRLY Rate at 40 HRS/WK	\$520	ND	ND	\$640	\$520
MAX HRLY Rate at 40 HRS/WK	\$840	ND	ND	\$840	\$800
2018 Mean Salary	\$29,200	\$24,423	NR	\$30,490	\$29,231
2018 Median Salary	\$29,250	\$24,001	NR	\$31,429	\$28,600
2015 Mean Salary	\$30,280	NR	NR	NR	\$36,025
2015 Median Salary	\$27,187	NR	NR	NR	\$35,525

PART-TIME Aide					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	189	2	3	3	181
Mean Salary	\$15,422	\$9,464	\$12,090	\$18,590	\$16,406
Median Salary	\$16,770	\$9,464	\$12,090	\$19,110	\$17,550
Minimum Salary	\$9,464	\$9,464	\$11,700	\$16,640	\$11,700
Maximum Salary	\$21,216	\$9,464	\$12,480	\$19,500	\$21,216
MIN Workweek Hours	13	13	15	20	15
MAX Workweek Hours	25	13	15	25	25
Hourly Minimum	\$13	\$14	\$15	\$15	\$13
Hourly Maximum	\$18	\$14	\$16	\$18	\$17
MIN HRLY Rate at 40 HRS/WK	520	\$560	\$600	\$600	\$520
MAX HRLY Rate at 40 HRS/WK	\$720	\$560	\$640	\$720	\$680

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.

FULL-TIME Administrative Assistant/Executive Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	12	ND	3	6	3
Mean Salary	\$45,144	ND	\$35,620	\$40,790	\$67,730
Median Salary	\$38,480	ND	\$34,658	\$35,568	\$62,270
Minimum Salary	\$30,940	ND	\$32,760	\$30,940	\$49,920
Maximum Salary	\$96,460	ND	\$40,404	\$52,650	\$96,460
MIN Workweek Hours	35	ND	35	35	35
MAX Workweek Hours	40	ND	37	40	40
Hourly Minimum	\$17	ND	\$18	\$17	\$24
Hourly Maximum	\$53	ND	\$21	\$27	\$53
MIN HRLY Rate at 40 HRS/WK	\$680	ND	\$720	\$680	\$960
MAX HRLY Rate at 40 HRS/WK	\$2,120	ND	\$840	\$1,080	\$2,120
2018 Mean Salary	\$43,207	NR	\$39,678	\$39,989	\$47,948
2018 Median Salary	\$38,252	NR	\$35,429	\$38,252	\$42,000
2015 Mean Salary	\$34,877	\$28,121	\$33,031	\$37,017	\$40,647
2015 Median Salary	\$34,019	\$28,225	\$32,832	\$39,714	\$40,856

PART-TIME Administrative Assistant/Executive Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	3	ND	ND	2	1
Mean Salary	\$18,135	ND	ND	\$13,163	\$28,080
Median Salary	\$15,925	ND	ND	\$12,935	\$28,080
Minimum Salary	\$10,400	ND	ND	\$10,400	\$28,080
Maximum Salary	\$28,080	ND	ND	\$16,380	\$28,080
MIN Workweek Hours	10	ND	ND	10	10
MAX Workweek Hours	18	ND	ND	18	10
Hourly Minimum	\$17	ND	ND	\$17	\$54
Hourly Maximum	\$54	ND	ND	\$20	\$54
MIN HRLY Rate at 40 HRS/WK	680	ND	ND	\$680	\$2,160
MAX HRLY Rate at 40 HRS/WK	\$2,160	ND	ND	\$800	\$2,160

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.

FULL-TIME Secretary/Receptionist					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	10	1	ND	4	5
Mean Salary	\$32,469	\$29,952	ND	\$34,385	\$31,811
Median Salary	\$33,280	\$29,952	ND	\$33,930	\$33,176
Minimum Salary	\$26,624	\$26,624	ND	\$33,280	\$27,300
Maximum Salary	\$36,400	\$33,280	ND	\$36,400	\$33,592
MIN Workweek Hours	32	32	ND	35	35
MAX Workweek Hours	40	32	ND	40	38
Hourly Minimum	\$15	\$16	ND	\$16	\$15
Hourly Maximum	\$20	\$20	ND	\$20	\$18
MIN HRLY Rate at 40 HRS/WK	\$600	\$640	ND	\$640	\$600
MAX HRLY Rate at 40 HRS/WK	\$800	\$800	ND	\$800	\$720
2018 Mean Salary	\$34,012	NR	\$36,517	\$33,600	\$32,377
2018 Median Salary	\$32,822	NR	\$33,518	\$34,819	\$32,016
2015 Mean Salary	\$32,803	NR	\$30,577	\$34,376	\$34,149
2015 Median Salary	\$30,933	NR	\$29,819	\$30,895	\$34,482

PART-TIME Secretary/Receptionist					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	16	9	ND	4	3
Mean Salary	\$22,103	\$11,024	ND	\$21,652	\$39,624
Median Salary	\$19,656	\$10,296	ND	\$21,528	\$40,248
Minimum Salary	\$6,240	\$6,240	ND	\$16,640	\$18,720
Maximum Salary	\$59,280	\$16,640	ND	\$29,120	\$59,280
MIN Workweek Hours	8	8	ND	20	24
MAX Workweek Hours	30	20	ND	28	30
Hourly Minimum	\$15	\$15	ND	\$16	\$15
Hourly Maximum	\$38	\$17	ND	\$20	\$38
MIN HRLY Rate at 40 HRS/WK	600	\$600	ND	\$640	\$600
MAX HRLY Rate at 40 HRS/WK	\$1,520	\$680	ND	\$800	\$1,520

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.

FULL-TIME Facilities/Maintenance Manager/Supervisor/Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Full-Time	17	ND	3	5	9
Mean Salary	\$47,424	ND	\$46,280	\$52,364	\$41,600
Median Salary	\$47,840	ND	\$45,760	\$55,224	\$36,920
Minimum Salary	\$35,360	ND	\$39,520	\$39,520	\$35,360
Maximum Salary	\$60,320	ND	\$54,080	\$60,320	\$54,080
MIN Workweek Hours	35	ND	40	36	35
MAX Workweek Hours	40	ND	40	40	40
Hourly Minimum	\$17	ND	\$19	\$19	\$17
Hourly Maximum	\$29	ND	\$26	\$29	\$26
MIN HRLY Rate at 40 HRS/WK	\$680	ND	\$760	\$760	\$680
MAX HRLY Rate at 40 HRS/WK	\$1,160	ND	\$1,040	\$1,160	\$1,040
2018 Mean Salary	\$46,093	NR	\$38,243	\$45,298	\$53,430
2018 Median Salary	\$44,737	NR	\$34,571	\$44,991	\$56,084
2015 Mean Salary	\$50,308	NR	NR	\$47,648	\$63,477
2015 Median Salary	\$51,428	NR	NR	\$51,428	\$56,000

PART-TIME Facilities/Maintenance Manager/Supervisor/Assistant					
2022	ALL	Small Budget (\$0 – 500,000)	Medium Budget (\$500,001 - 1.5M)	Large Budget (\$1.5M - 5M)	Extra Large Budget (\$5M – Higher)
#Part-Time	7	1	ND	4	2
Mean Salary	\$13,663	\$6,006	ND	\$16,640	\$13,026
Median Salary	\$10,010	\$6,006	ND	\$11,700	\$13,026
Minimum Salary	\$4,836	\$5,824	ND	\$8,320	\$4,836
Maximum Salary	\$33,800	\$6,188	ND	\$33,800	\$21,216
MIN Workweek Hours	3	7	ND	5	3
MAX Workweek Hours	25	7	ND	25	24
Hourly Minimum	\$15	\$16	ND	\$15	\$17
Hourly Maximum	\$32	\$17	ND	\$32	\$31
MIN HRLY Rate at 40 HRS/WK	600	\$640	ND	\$600	\$680
MAX HRLY Rate at 40 HRS/WK	\$1,280	\$680	ND	\$1,280	\$1,240

Other Reported Positions

NEW POSITION CATEGORY	What is the average number of hours per week for employees who work in this position?	FULL-TIME Additional Position of Employees in this position	FULL-TIME				PART-TIME Additional Position of Employees in this position	PART-TIME			
			Standard work week hours	Lowest Hourly Rate	Highest Hourly Rate	Average Hourly Rate		Standard Part-time work week hours	Part-time Lowest Hourly Rate	Part-time Highest Hourly Rate	Part-time Average Hourly Rate
Creative Fabricator/Light Construction	40	3	40	24	32	28					
Data Analyst	40	1	40	20	20	20					
Data Analyst	38	1	37.5	28	28	28					
Driver	8						8	20	17	17	17
Driver	51	15	50	14	26	17	8	26	16.8	19	17
Food Service Worker	3	1	35	22	22	22	2	27	18	18	18
Food Service Worker	40	1	40	24	24	24	1	25	19	19	19
Food Service Worker	33	1	40	22	24						
Food Service Worker	33						1	25		15	
Food Service Worker	40	6	40	17	19	18					
Grants Manager	40	1	40	26	26	26					
Grants Manager	25						1	25	18	18	18
Healthcare Assistant	23	3	40	17	17	17	6	20	15	21	18
Healthcare Assistant							2	30	16	16	16
Healthcare Assistant		2	40	17	17	17	6	20	15	17	16
Housekeeper/Cleaning Staff	40	3	40	16	16	16					
IT Unit/Program Director/Manager	35	1	35	37	37	37					
Lawyer -Attorney	35	1	35	37	37	37					
Lawyer -Paralegal	20						1	20	20	20	20
Retail Staff	30	1	38	16	17	17	6	20	16	17	17
Retail Staff	26	26	35	15	16	16	29	20	15	16	16
Retail Staff	40						1	10	16	17	16
Supervisor/Team Leader/Manager	35	2	35	19	21	20					
Supervisor/Team Leader/Manager	35	1	35	25	25	25					

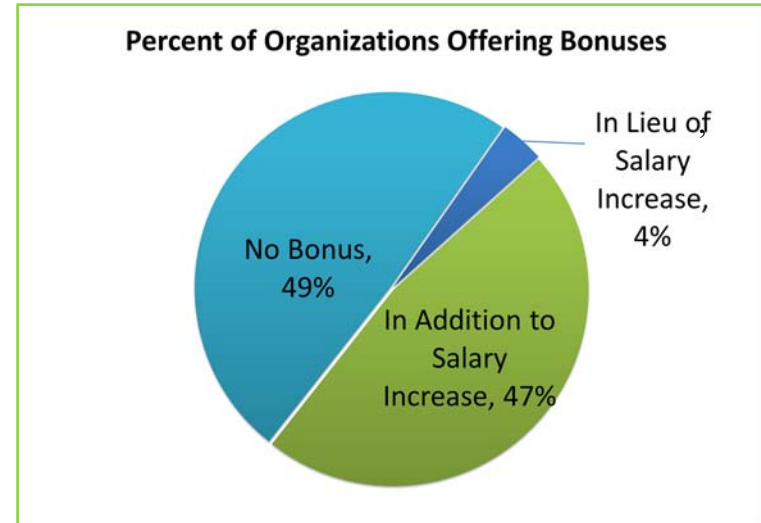
Salary Increases

Why am I getting that raise?

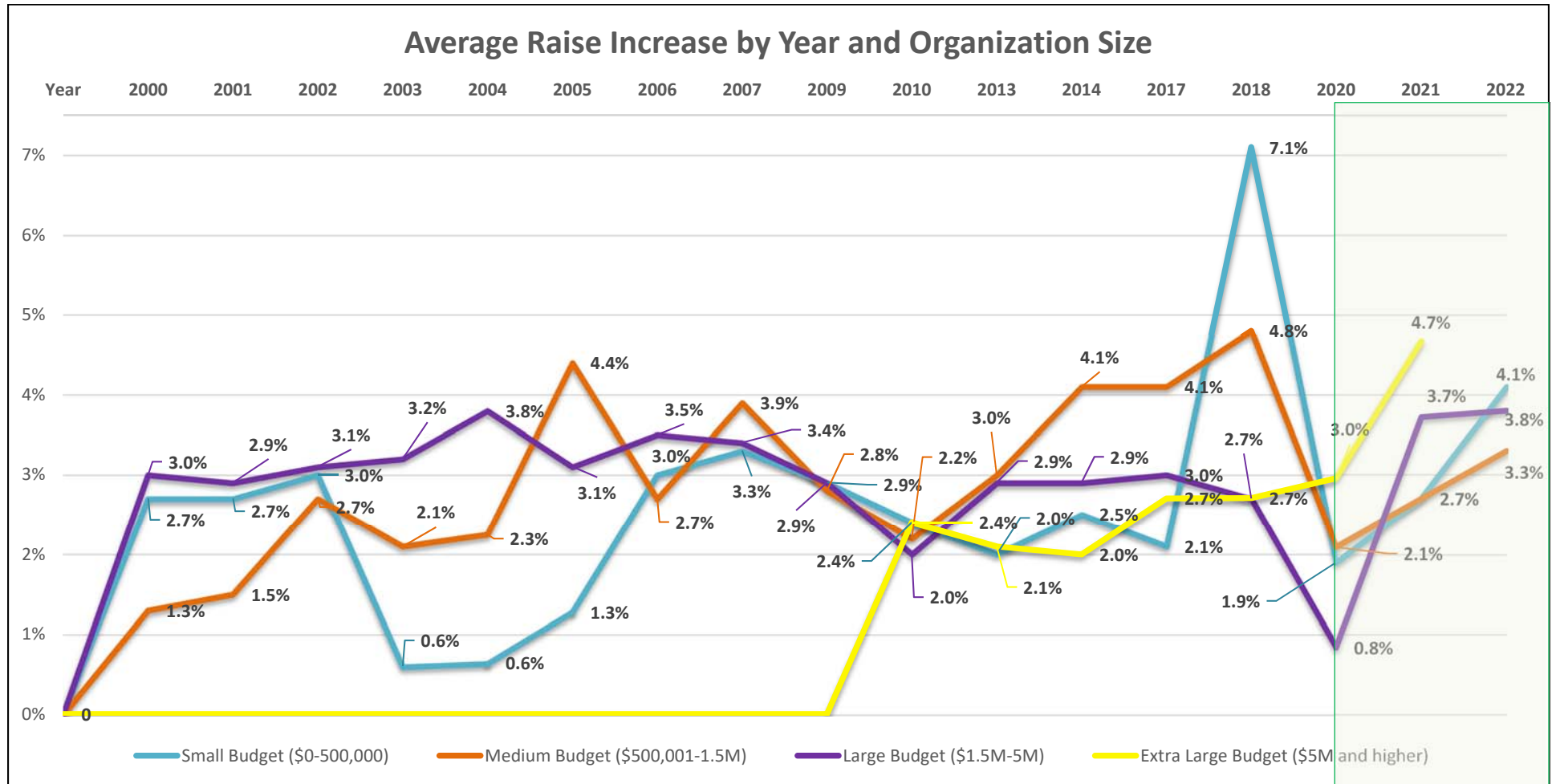
% responding as a factor in salary increase decision	2022	2018
Across the Board	42.9%	47.8%
COLA	62.3%	44.8%
Merit/Performance	48.1%	52.2%
Length of Service	31.2%	23.9%
Other	22.1%	35.8%
Yearly Review	42.9%	NA

Other Reasons for salary increases:

- Additional duties
- 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%
2020	2.0%	1.7%	2.0%	1.9%	2.5%	2.1%	2.3%	0.7%	2.9%	2.4%
2021	3.0%	3.0%	3.0%	2.7%	3.0%	2.7%	3.0%	3.6%	2.0%	2.7%
2022	3.0%	3.9%	3.3%	4.1%	3.1%	3.3%	3.0%	4.3%	3.5%	3.7%



January 2020
start of
COVID-19
pandemic
through 2022.

Paid Leave

In 2022, the average number of hours employees must work per week to be eligible for paid leave is **23**. Employees must work an average of **70** days before they become eligible for paid leave. **54.2%** of organizations pro-rate paid leave for part-time employees. **47.5%** of organizations accrue PTO/vacation time monthly while **42.4%** accrue time by pay period.

	ALL		SMALL (\$0 – 500,000)		MEDIUM (\$500,001 - 1.5M)		LARGE (\$1.5M - 5M)		X LARGE (\$5M – Higher)	
Exempt	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>
Holidays	12.00	11.41	12.00	10.72	13.00	12.57	11.00	11.65	12.00	11.43
Vacation days accrued after										
1 year	10.00	12.58	10.00	9.52	11.00	19.13	14.00	13.47	15.00	12.14
3 years	15.00	14.34	12.00	11.05	15.00	21.63	15.00	15.59	15.00	12.86
5 years	15.00	17.47	13.00	12.38	17.50	28.63	19.00	18.94	20.00	16.43
10 years	20.00	20.38	15.00	14.29	20.00	36.13	20.00	21.82	20.00	17.14
20 years	20.00	21.58	16.00	15.00	20.00	37.63	22.00	23.41	20.00	18.57
Max vacation days	20.00	26.13	10.00	11.24	22.50	36.88	25.00	31.12	10.00	46.43
Sick days	12.00	9.93	10.00	9.08	6.00	7.63	12.00	11.67	12.00	10.60
Max sick days	23.00	52.31	12.00	17.09	10.00	34.14	28.50	56.71	100.00	203.33
Personal leave days	5.00	7.22	7.50	8.00	3.50	6.83	5.00	7.55	3.00	4.80
Other paid days	10.00	11.50	10.00	9.88	10.00	10.60	10.00	11.56	20.00	20.00
Average total after 1 year service (holiday, vacation, sick, personal, Other & family)										
	49.00	52.64	49.50	47.20	43.50	56.75	52.00	55.89	62.00	58.97
Non-Exempt	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>	<i>Median</i>	<i>Mean</i>
Holidays	12.00	11.34	12.00	10.73	13.50	11.83	11.50	11.69	12.00	11.43
Vacation days accrued after										
1 year	10.00	12.87	8.50	7.35	10.00	15.25	14.00	18.82	15.00	11.43
3 years	12.00	12.44	10.00	8.50	12.00	17.00	15.00	15.06	15.00	12.14
5 years	15.00	15.40	10.00	9.50	15.00	23.63	19.00	18.35	20.00	15.71
10 years	20.00	18.19	12.50	11.50	19.00	30.50	20.00	21.00	20.00	16.43
20 years	20.00	19.13	12.50	12.00	19.00	31.38	20.00	22.29	20.00	17.86
Max vacation days	24.00	33.08	10.00	14.25	25.00	45.00	26.00	33.06	30.00	64.00
Sick days	12.00	10.37	12.00	10.45	6.00	7.29	12.00	11.67	12.00	10.60
Max sick days	24.00	54.88	16.00	17.80	14.50	38.17	28.50	56.71	100.00	203.33
Personal leave days	4.00	6.55	5.00	8.00	3.00	4.00	5.00	7.25	3.00	4.80
Other paid days	10.00	11.55	10.00	11.00	10.00	8.25	10.00	11.56	20.00	20.00
Average total after 1 year service (holiday, vacation, sick, personal, Other & family)										
	48.00	52.67	47.50	47.54	42.50	46.62	52.50	60.98	62.00	58.26

Staffing**Percentages based on Number of Organizations Reporting**

2022 Percentages of Organizations Reporting		All	Small (\$0 – 500,000)	Medium (\$500,001 - 1.5M)	Large (\$1.5M - 5M)	X Large (\$5M – Higher)
Staff Size Past 3 Years						
Increased		43.6%	14.5%	5.5%	21.8%	1.8%
Decreased		23.6%	9.1%	1.8%	7.3%	5.5%
Stayed the same		32.7%	14.5%	7.3%	3.6%	7.3%
Laying Off Employees						
Laid off Employees in past year due to financial difficulties		18.2%	5.5%	1.8%	7.3%	3.6%
Provide a severance package for laid off employees		14.5%	3.6%	3.6%	3.6%	3.6%
Recruiting						
Percent of organizations having difficulty recruiting employees		18.2%	5.5%	1.8%	7.3%	3.6%
For senior management positions		14.5%	3.6%	3.6%	3.6%	3.6%
For program management positions		18.2%	5.5%	1.8%	7.3%	3.6%
For program staff positions		14.5%	3.6%	3.6%	3.6%	3.6%
For administrative staff positions		18.2%	5.5%	1.8%	7.3%	3.6%
Senior Staff						
Organizations anticipating senior staff turnover in the next 2 years		41.8%	10.9%	5.5%	18.2%	7.3%
Median number of senior staff turnover		1	1	1	1.25	1.5
Employee Turnover						
Median percentage of employee turnover in last year		7.3%	1.8%	7.3%	10.0%	47.3%
Reason for Turnover						
Limit wages/desire for higher paying job		41.8%	16.4%	1.8%	14.5%	9.1%
Limited/no opportunity for advancement		16.4%	5.5%	1.8%	1.8%	7.3%
Insufficient benefits		16.4%	10.9%	1.8%	3.6%	0.0%
Desire for more challenging job		12.7%	1.8%	1.8%	7.3%	1.8%
Retirement eligibility		36.4%	7.3%	5.5%	14.5%	9.1%
Unsatisfactory working relationships		16.4%	1.8%	1.8%	10.9%	1.8%
Dissatisfaction with industry/job		23.6%	7.3%	3.6%	10.9%	1.8%
Pursuing education		27.3%	7.3%	1.8%	10.9%	7.3%
Leaving area		52.7%	14.5%	7.3%	23.6%	7.3%
Due to COVID-19		36.4%	3.6%	5.5%	16.4%	10.9%
Due to inflation		7.3%	0.0%	0.0%	0.0%	7.3%
Other						
Career change		Seasonal/student staff				
Death		Secondary trauma				
Poor performance		Work-life balance				
Contract Workers						
Percentage of organizations utilizing independent contractors		76.4%	34.5%	14.5%	20.0%	7.3%
Percentage contracting for:						
Information technology/computer		32.7%	9.1%	7.3%	12.7%	3.6%
Maintenance		32.7%	7.3%	3.6%	14.5%	7.3%
Grants/Special projects		25.5%	14.5%	1.8%	7.3%	1.8%
Human Resources		3.6%	0.0%	1.8%	1.8%	0.0%
Bookkeeping/accounting		32.7%	16.4%	12.7%	3.6%	0.0%
Other		47.3%	7.3%	9.1%	18.2%	12.7%
Cleaning		Snow Removal				
Fundraising		Teachers/Trainers				
Marketing/PR		Therapists				
Performers/Designers/Technicians		Tradespeople				
Median number of volunteers hours 2021		300	500	25	575	45
Mean number of volunteer hours 2021		1,451	1263	829	2540	114
Staff Investment						
Median amount spent on staff development (Reported August 2022)		\$2,000	\$350	\$2,750	\$8,650	\$6,500
Mean amount spent on staff development (Reported August 2022)		\$6,138	\$3,538	\$4,325	\$9,701	\$6,964
Median amount spent on staff development 2021		\$983	\$250	\$1,750	\$3,557	\$5,000
Mean amount spent on staff development 2021		\$6,940	\$3,114	\$3,915	\$6,841	\$22,128
Median amount spent on staff development 2020		\$1,000	\$200	\$1,500	\$2,000	\$7,000
Mean amount spent on staff development 2020		\$5,128	\$1,512	\$2,845	\$3,988	\$21,514

Benefits

Percentages based on Number of Organizations Reporting

2022 Percentages based on Number of Organizations Reporting	All	Small (\$0 – 500,000)	Medium (\$500,001 - 1.5M)	Large (\$1.5M - 5M)	X Large (\$5M – Higher)
Health Insurance Overall Characteristics					
Percent of organizations with a group health insurance plan	78.2%	20.0%	10.9%	32.7%	14.5%
Median hours required to access health insurance	30	30	31	26	29
Percent of orgs that pro-rate health insurance benefits for part-time emps.	27.3%	5.5%	1.8%	12.7%	7.3%
Standard/Co-Pay Health Insurance Plan					
Percent of organizations providing	61.8%	12.7%	10.9%	30.9%	7.3%
Median percent of individual premium covered	81.8%	83.6%	100.0%	70.0%	82.0%
Median percent of family premium covered	50.0%	66.8%	57.5%	40.9%	70.0%
Median co-pay	\$25	\$28	\$25	\$25	\$30
Hybrid Health Insurance Plan					
Percent of organizations providing	32.7%	5.5%	1.8%	18.2%	7.3%
Median percent of individual premium covered	80.0%	75.0%	100.0%	86.0%	82.0%
Median percent of family premium covered	45.0%	30.0%	35.0%	41.8%	70.0%
Median in-network deductible for individual	\$2,000	\$1,200	\$600	\$2,550	\$1,800
Median in-network deductible for family	\$3,200	\$2,300	\$1,200	\$5,100	\$2,600
Median co-pay	\$30	\$33	\$25	\$30	\$40
High Deductible Plan					
Percent of organizations providing	47.3%	10.9%	0.0%	21.8%	14.5%
Median percent of individual premium covered	97.0%	80.0%	ND	100.0%	84.0%
Median percent of family premium covered	50.0%	35.0%	ND	50.0%	70.0%
Median in-network deductible for individual	\$3,400	\$5,500	ND	\$6,000	\$2,250
Median in-network deductible for family	\$5,800	\$7,200	ND	\$12,500	\$4,500
Median co-pay	\$10	\$33	ND	\$0	\$10
Percent of organizations contributing to HSA					
Median HSA contribution	\$1,018	\$0	ND	\$1,018	\$1,500
Cafeteria Benefits Plan/Flexible Spending					
Percent of organizations that offer Cafeteria/Flexible Spending Plans	29.1%	5.5%	1.8%	18.2%	3.6%
Percent of orgs offering Cafeteria Plans that pro-rate benefits for part-time	12.7%	3.6%	0.0%	9.1%	0.0%
Dental Coverage					
Percent of organizations contributing to premium for Full-time employees	96.4%	10.9%	10.9%	27.3%	47.3%
Median percent of premium contributed for Full-Time	62.5%	1.0%	100.0%	25.0%	80.0%
Percent of organizations offering to Part-time employees	29.1%	1.8%	3.6%	20.0%	3.6%
Vision Coverage					
Percent of organizations contributing to premium for Full-time employees	81.8%	9.1%	5.5%	18.2%	45.5%
Median percent of premium contributed	2.0%	ND	90.0%	58.0%	0.0%
Percent of organizations offering to Part-time employees	20.0%	0.0%	0.0%	16.4%	3.6%
Short-Term Disability Coverage					
Percent of organizations contributing to premium for Full-time employees	78.2%	9.1%	5.5%	18.2%	45.5%
Median percent of premium contributed	58.0%	ND	90.0%	58.0%	0.0%
Percent of organizations offering to Part-time employees	14.5%	0.0%	0.0%	12.7%	1.8%
Long-Term Disability Coverage					
Percent of organizations contributing to premium for Full-time employees	74.5%	9.1%	5.5%	16.4%	43.6%
Median percent of premium contributed	73.0%	0.0%	90.0%	83.0%	25.0%
Percent of organizations offering to Part-time employees	12.7%	0.0%	0.0%	10.9%	1.8%
Life Insurance Coverage					
Percent of organizations contributing to premium for Full-time employees	83.6%	12.7%	5.5%	18.2%	47.3%
Median percent of premium contributed	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of organizations offering to Part-time employees	20.0%	1.8%	0.0%	14.5%	3.6%

Benefits

Percentages based on Number of Organizations Reporting

2022 Percentages based on Number of Organizations Reporting	All	Small (\$0 – 500,000)	Medium (\$500,001 - 1.5M)	Large (\$1.5M - 5M)	X Large (\$5M – Higher)
Retirement Plan					
Percent of organizations offering to full-time employees	67.3%	12.7%	10.9%	30.9%	12.7%
Percent of organizations offering to part-time employees	40.0%	9.1%	1.8%	21.8%	7.3%
Additional Benefits					
Accidental Death & Dismemberment Insurance	14.5%	0.0%	0.0%	9.1%	5.5%
Business Travel Accident Insurance	3.6%	0.0%	0.0%	1.8%	1.8%
Parking	40.0%	12.7%	9.1%	12.7%	5.5%
Child Care ~ Combined	12.7%	0.0%	3.6%	9.1%	0.0%
~ Child Care Reimbursement	7.3%	0.0%	1.8%	5.5%	0.0%
~ Child Care On-Site	5.5%	0.0%	1.8%	3.6%	0.0%
Education/Staff Development	45.5%	10.9%	9.1%	20.0%	5.5%
Employee Assistance Program	30.9%	3.6%	1.8%	18.2%	7.3%
Flexible Work Week	52.7%	18.2%	7.3%	23.6%	3.6%
Legal Services Program	1.8%	0.0%	0.0%	1.8%	0.0%
Mileage	56.4%	21.8%	9.1%	16.4%	9.1%
Wellness Program	21.8%	3.6%	5.5%	7.3%	5.5%

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%
2020	6.0%
2021	5.5%
2022	7.2%

Percent of Organizations Who Used Strategy to Deal with Cost Increases	All Agencies
Continued paying/absorbed cost	49.2%
Increased employee premium contribution	22.0%
Increased employee co-pay	3.4%
Higher deductible	10.2%
Switched plans	8.5%
Reduced benefits	0.0%
Health Savings Account	10.2%
Other	13.6%
<ul style="list-style-type: none"> • Took advantage of NYS expanded Medicaid coverage due to pandemic. Resumed with previous plan January 2022. • Increased flexible benefits to help offset insurance costs. • Offered various plans (5 orgs). • Increased Cafeteria Plan agency contribution. 	

Health Insurance Plan Details

Standard Plan			
Rx Co-Pay	Number of Agencies	PCP Co-Pay	Number of Agencies
0	17	0	1
Up to \$10	2	15	8
\$20 to \$30	1	20	2
5/35/70	8	25	8
5/45/90	2	30	6
10/25/50	1	40	3
10/30/60	4	50	3
10/35/70	4	100%	1
10/45/90	5		
15/35/50	1		
15 0-50%	1		
20/30	1		
25/50	1		
30/45	1		
100%	4		

HYBRID			
Rx Co-Pay	Number of Agencies	PCP Co-Pay	Number of Agencies
0	1	0	3
5/35/70	3	20	1
5/45/90 After Deductible	2	25	1
10/30/50	1	30	6
10/35/70	2	40	2
10/40%/50%	1	50	3
10/45/90	4	100%	0
15/75/50	1	Depends on Type of Service	1
20/30	1		
30/45	1		
100%	1		

High Deductible Plan			
Rx Co-Pay	Number of Agencies	PCP Co-Pay	Number of Agencies
0	2	0	10
20/30	1	20	3
30/45	1	25	1
5/35/70	5	30	1
5/45/90	3	35	1
10/35/70	1	40	1
10/45/90	1	50	2
10%/40%/50%	1	100% subject to deductible	1
100% subject to deductible	2	100%	1
100%	1		

Cafeteria Plan Benefit Details (Provided by responding agencies)

- Pay \$6,775 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 a 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.
- \$1,000 HRA contribution for employees on employer insurance. Employee-funded FSA available.
- \$550 per month to cover costs of health insurance. Any unused amount is paid to employee as taxable cafeteria benefits.
- 11,000 subscriber, 16,000 family plan.
- Allocation of funds to spend on healthcare, dental, vision plans on a portal at open enrollment.
- BCBS simply blue FSA.
- Currently \$480/mo. equal to benefit paid for insurance coverage for employees who elect the coverage. A variety of tax-advantaged benefits available.
- Each employee working over 35 hours/week earns \$3.39/hr towards health benefits. They can utilize funds to purchase health insurance through FRP, reimburse child or elder care costs, or submit for reimbursement for medical costs. They may also take this as cash if they prefer to buy health insurance elsewhere or remain uninsured. Last year we increased our cafe plan by 7% to ensure 35 hour employees could still purchase the bronze level insurance at no individual cost.
- Health Insurance premium deducted pre-tax.
- Health insurance, dental insurance, annuity, medical reimbursement, dependent care reimbursement, cash, PFL, vacation, sick, personal, parking, flexible scheduling, professional development, tuition reimbursement, EAP.
- Life, Long Term Disability, Dental.
- Medical, Dental, Vision, 403(B) retirement, FSA's (parking, dependent care, etc.)
- We have a flexible benefit plan of \$4207 per year for full time employees to use for health insurance, dependent care, retirement, flexible savings account, medical reimbursement which are all tax free. If they choose to take it as cash it is considered taxable income.

Retirement Plan Details (Provided by responding agencies)

- 2% of gross wages, not as a match.
- 3% EE 3% ER 4%EE 3.5% ER 5%EE 4% ER
- 3% employer match
- 3% match after one year of service
- 3% of wages
- 4%
- 5 percent each year once fully invested after 5 years
- 5% matching only
- 5% non-match employer contribution after 1 year of service (minimum of 750 hours over the year)
- 5% of gross
- 10% of salary contributed by employer quarterly.
- 25% of employee contribution up to \$2,000 annually, If employee works 10+ weekly hours.
- 50% of the first 5%
- A % of employee salary is determined each year based on the budget-the board votes each March.
- Employee contribution only.
- Employees 21 years or older who have completed at least 12 months of service and work at least 1,000 hours per year are eligible for employer contributions. Employees may contribute any amount (no age/service restrictions), subject to IRS limitations. Agency contributes up to 3% employer match beginning the month after 1 year of service.
- Employees can choose to use their flexible benefits to contribute to their retirement fund.
- Match 2.5% of Gross for participating employees; years 1-5. Match 5.0% of Gross for participating employees; 5 years or greater

Retirement Plan Details (Provided by responding agencies) contd.

- 403b and Roth IRA employee funded. 401k, agency funded at 5% of salary (accrual begins at 18 months, 36 months to vested)
- Our 401K is 100% contribution by the agency for equal to 6% of gross base salary after one year of service. Our 403b is employee-elected only and does not have any matching by the agency.
- Percent based on Employee Contribution.
- Pre tax deduction no employer match.
- Self-select, self-enroll.
- SEP IRA - Organization contributes 4% of employee's gross salary. Payments made quarterly.
- SIMPLE - monthly.
- SIMPLE IRA - effective after 1 year of hire; we contribute 2% or match 3% of employee contribution.
- We are in a mandated New York State teacher retirement plan.
- We don't contribute to the 403B. We have a separate SEP employees are enrolled in after 3 years that we put 6% of pay in.

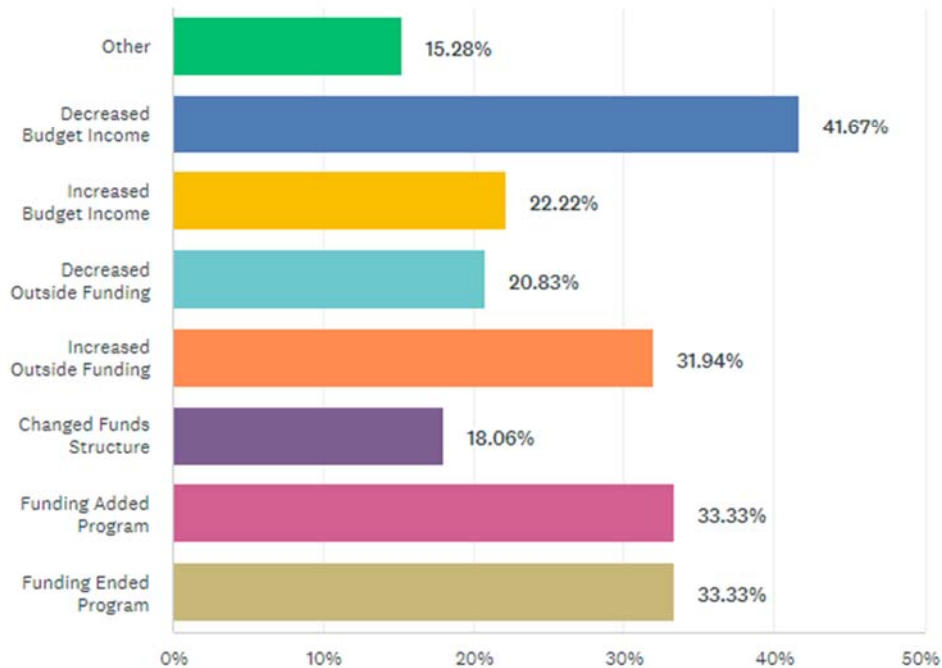
Additional Benefits Details (Provided by responding agencies)

- Aflac at employee choice and cost. We also offer cell phone stipend/phones on our plan for employees required to use phones for their work.
- AFLAC income replacement insurance. Employee has a choice of coverage. Organization pays \$25 per month per employee.
- AFLAC plans are available at employee choice and cost.
- Child Care Reimbursement is through the Dependent Care category of the Cafeteria Plan.
- Employee discounts.
- Home Office Expense Reimbursement Account Health Care Reimbursement Account.
- Mileage reimbursement is only for employees whose positions require them to drive "on the clock," this does not include commute to the job.
- New York State Retirement, AFLAC.
- QSEHRA (health reimbursement for premiums and expenses) up to \$400 per month per employee.
- Snacks in the office.
- This organization contributes \$750/month toward eligible employees' medical/dental/vision expenses. Hybrid remote schedules are currently an option with this organization as well.
- Tuition remission for Full Time Teachers.
- We offer Colonial benefits that the employees pay for 100%. There are a wide variety... additional life, hospital, cancer, etc.

COVID-19 Impacts

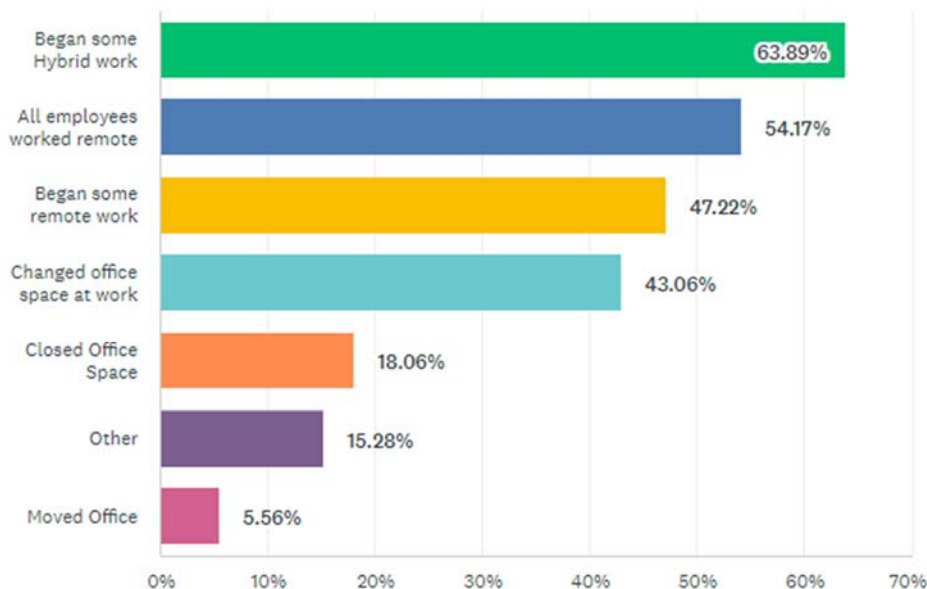
For the Organization - Has there been a Budget Change due to Covid-19?

Answered: 72 Skipped: 6

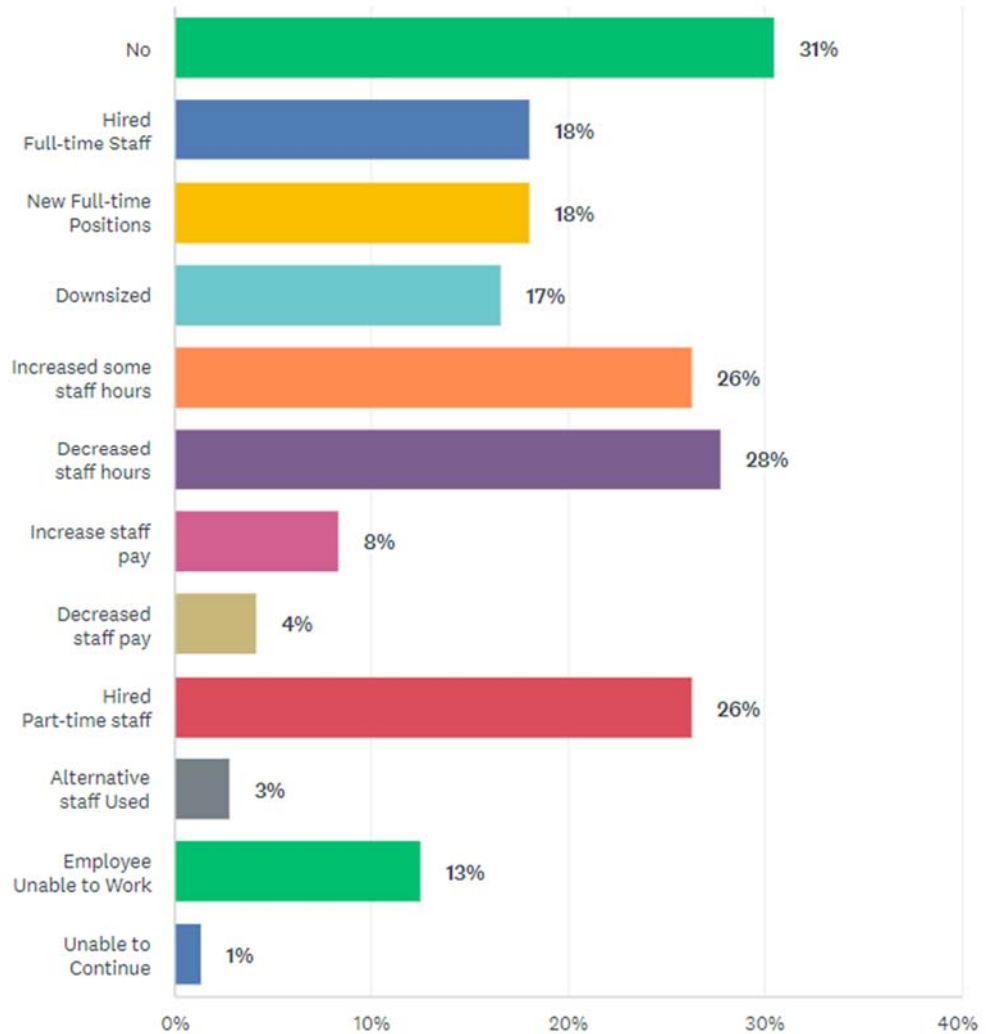


Has there been a Work-Place Impact due to Covid-19?
A change in employee work location?

Answered: 72 Skipped: 6

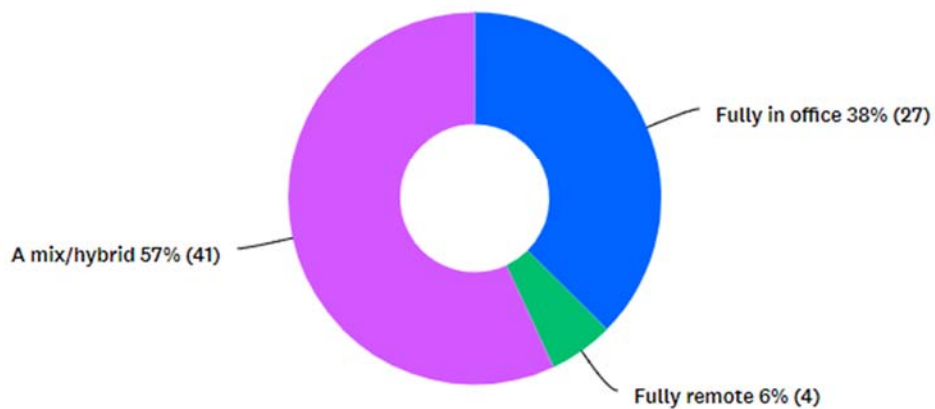


Has there been a Work-Force Impact due to COVID-19? A change in your staff?



Is your organization operating with its employees:

Answered: August – September 2022



Diversity Equity and Inclusion

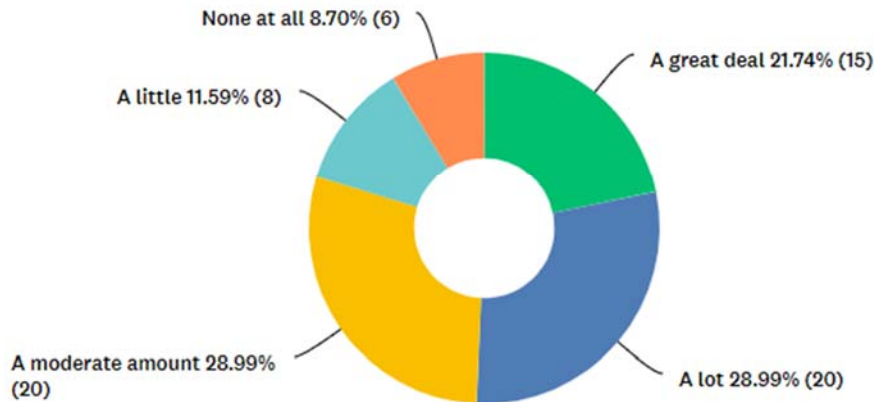
Has your organization conducted organization-wide DEI training ?

Answered: 69 Skipped: 9



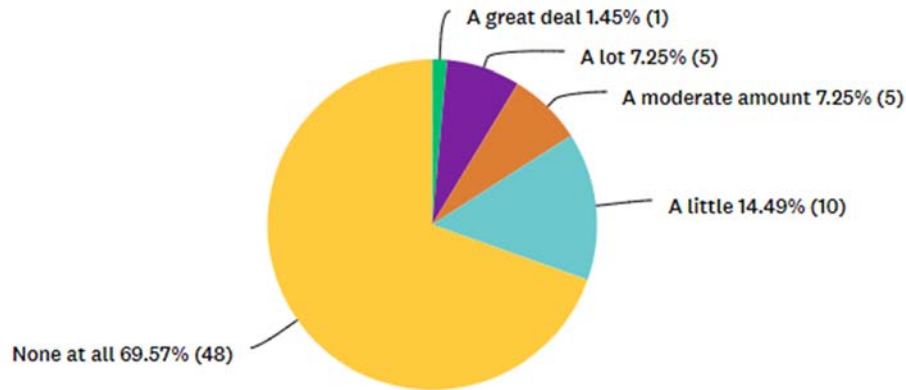
DEI and Recruitment - Has the organization rewritten job descriptions to: Delineate must-have and nice-to-have qualifications, and remove gender-coded language, so you don't inadvertently screen out candidates from underrepresented groups.

Answered: 69 Skipped: 9



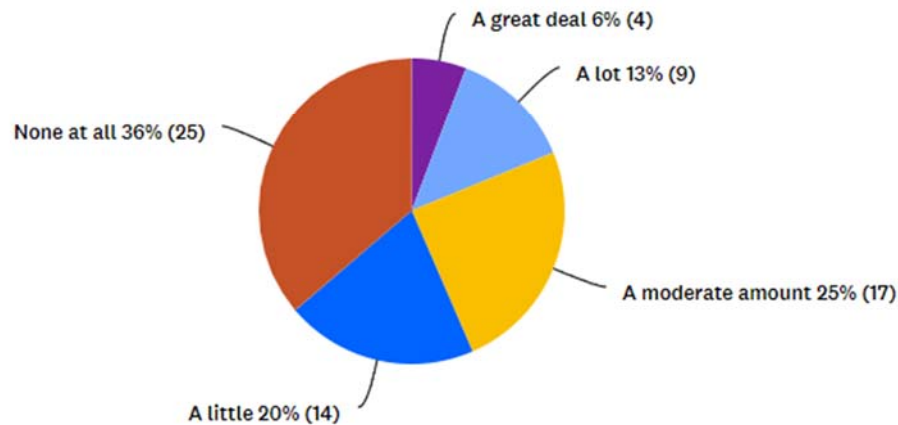
Has the organization done Blind Resume reviews: Removing names, schools, addresses, and any other identifying or irrelevant information from resumes so they don't factor into the decision-making process ?

Answered: 69 Skipped: 9



Many traditional employee benefits are exclusive by nature. Has your organization reviewed employee benefits for DEI impact?

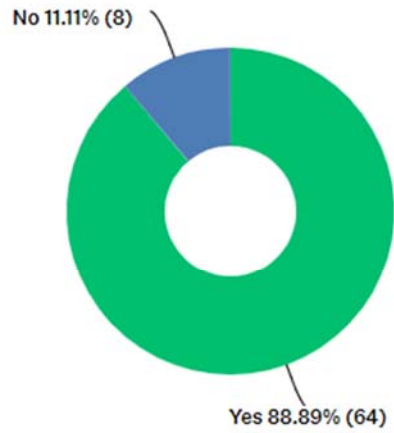
Answered: 69 Skipped: 9



Hiring Practices

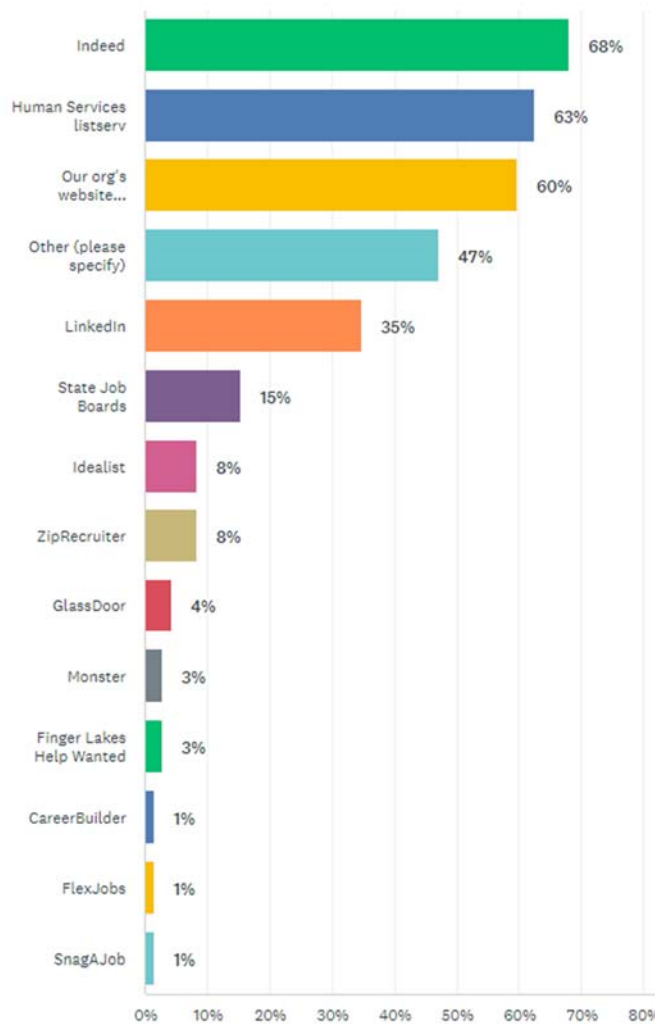
Do you use online sources to recruit?

Answered: 72 Skipped: 6



If yes, which sources:

Answered: 72 Skipped: 6

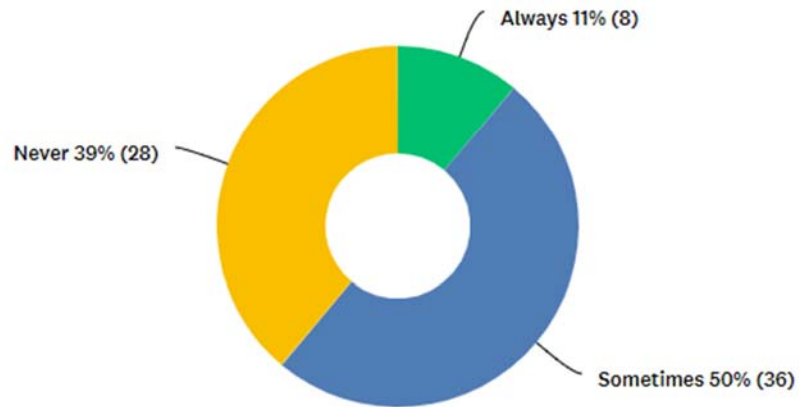


Other:

Chamber of Commerce	1
Cornell List-serves	1
Craigslist	10
Diversity Consortium	1
Facebook	5
Handshake	5
Industry Associations	1
Industry Job Boards	2
Industry List-serves	1
Industry websites	4
Pink-Jobs.com	1
PreserveNet	1
Regional Websites	1
SmartRecruiters	1
United Way Jobs Platform	1
University Career Services	1
VeteranJobListings.org	1

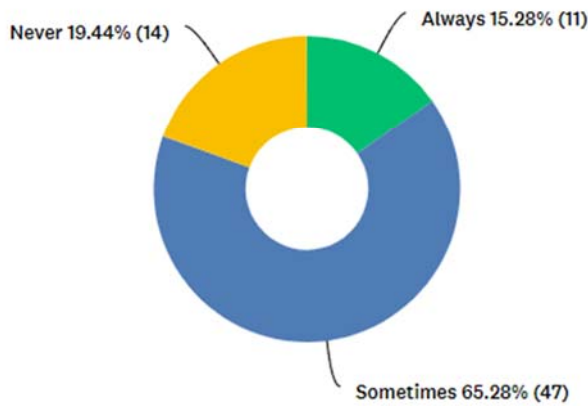
Did you pay to use these sources online?

Answered: 72 Skipped: 6



Did you use offline sources to recruit?

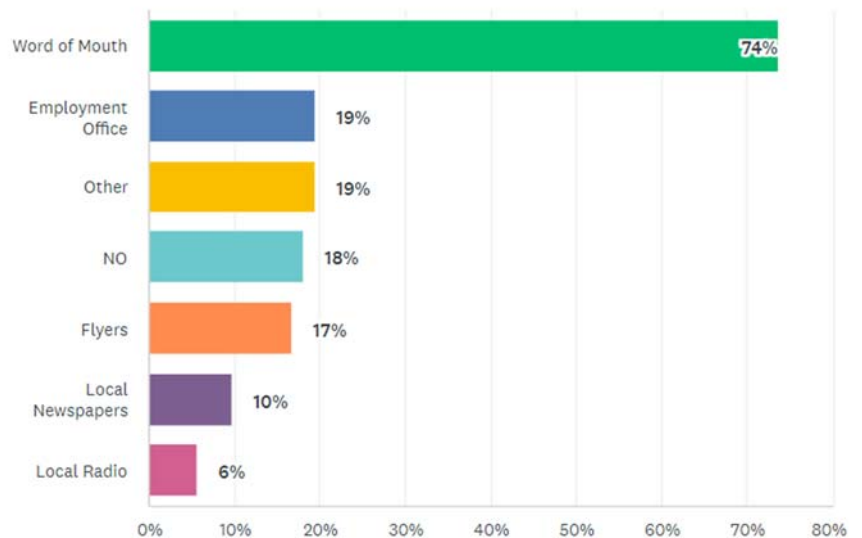
Answered: 72 Skipped: 6



If yes, which sources:

Other:

Career Fairs	6
Org Newsletter	2
DOL	1
DSS	1
Email outreach	3
Community Partners	1
Professional Networks	1



Staffing**Percentages Overall by Size of Organization**

2022		All	Small (\$0 – 500,000)	Medium (\$500,001 - 1.5M)	Large (\$1.5M - 5M)	X Large (\$5M – Higher)
Percentages Overall by Size of Organization						
Staff Size Past 3 Years						
Increased		43.6%	36.4%	37.5%	66.7%	14.3%
Decreased		23.6%	22.7%	12.5%	22.2%	42.9%
Stayed the same		32.7%	36.4%	50.0%	11.1%	57.1%
Laying Off Employees						
Laid off Employees in past year due to financial difficulties		18.2%	13.6%	12.5%	22.2%	28.6%
Provide a severance package for laid off employees		14.5%	9.1%	25.0%	11.1%	28.6%
Recruiting						
Percent of organizations having difficulty recruiting employees		61.8%	45.5%	62.5%	72.2%	85.7%
For senior management positions		10.9%	4.5%	25.0%	16.7%	0.0%
For program management positions		21.8%	18.2%	12.5%	27.8%	28.6%
For program staff positions		50.9%	31.8%	37.5%	66.7%	85.7%
For administrative staff positions		14.5%	0.0%	0.0%	0.0%	0.0%
Senior Staff						
Organizations anticipating senior staff turnover in the next 2 years		41.8%	27.3%	37.5%	55.6%	57.1%
Median number of senior staff turnover		1	1	1	1.25	1.5
Employee Turnover						
Median percentage of employee turnover in last year		4.0%	1.0%	4.0%	5.5%	26%
Reason for Turnover						
Limit wages/desire for higher paying job		41.8%	40.9%	12.5%	44.4%	71.4%
Limited/no opportunity for advancement		16.4%	13.6%	12.5%	5.6%	57.1%
Insufficient benefits		16.4%	27.3%	12.5%	11.1%	0.0%
Desire for more challenging job		12.7%	4.5%	12.5%	22.2%	14.3%
Retirement eligibility		36.4%	18.2%	37.5%	44.4%	71.4%
Unsatisfactory working relationships		16.4%	4.5%	12.5%	33.3%	14.3%
Dissatisfaction with industry/job		23.6%	18.2%	25.0%	33.3%	14.3%
Pursuing education		27.3%	18.2%	12.5%	33.3%	57.1%
Leaving area		52.7%	36.4%	50.0%	72.2%	57.1%
Due to COVID-19		36.4%	9.1%	37.5%	50.0%	85.7%
Due to inflation		57.1%	0.0%	0.0%	0.0%	57.1%
Other						
<i>Career change</i>		<i>Seasonal/student staff</i>				
<i>Death</i>		<i>Secondary trauma</i>				
<i>Poor performance</i>		<i>Work-life balance</i>				
Contract Workers						
Percentage of organizations utilizing independent contractors		76.36%	86.4%	100.0%	61.1%	57.1%
Percentage contracting for:						
Information technology/computer		32.73%	22.7%	50.0%	38.9%	28.6%
Maintenance		32.73%	18.2%	25.0%	44.4%	57.1%
Grants/Special projects		25.45%	36.4%	12.5%	22.2%	14.3%
Human Resources		3.64%	0.0%	12.5%	5.6%	0.0%
Bookkeeping/accounting		32.73%	40.9%	87.5%	11.1%	0.0%
Other		47.27%	18.2%	62.5%	55.6%	100.0%
<i>Cleaning</i>		<i>Snow Removal</i>				
<i>Fundraising</i>		<i>Teachers/Trainers</i>				
<i>Marketing/PR</i>		<i>Therapists</i>				
<i>Performers/Designers/Technicians</i>		<i>Tradespeople</i>				
Median number of volunteers hours 2021		300	500	25	575	45
Mean number of volunteer hours 2021		1,451	1263	829	2540	114
Staff Investment						
Median amount spent on staff development (Reported August 2022)		\$2,000	\$350	\$2,750	\$8,650	\$6,500
Mean amount spent on staff development (Reported August 2022)		\$6,138	\$3,538	\$4,325	\$9,701	\$6,964
Median amount spent on staff development 2021		\$983	\$250	\$1,750	\$3,557	\$5,000
Mean amount spent on staff development 2021		\$6,940	\$3,114	\$3,915	\$6,841	\$22,128
Median amount spent on staff development 2020		\$1,000	\$200	\$1,500	\$2,000	\$7,000
Mean amount spent on staff development 2020		\$5,128	\$1,512	\$2,845	\$3,988	\$21,514

Benefits

Percentages Overall by Size of Organization

2022 Percentages Overall by Size of Organization	All	Small (\$0 – 500,000)	Medium (\$500,001 - 1.5M)	Large (\$1.5M - 5M)	X Large (\$5M – Higher)
Health Insurance Overall Characteristics					
Percent of organizations with a group health insurance plan	78.2%	50.0%	75.0%	100%	100%
Median hours required to access health insurance	30.0%	30.0%	31.0%	25.5%	29.0%
Percent of organizations that pro-rate health insurance benefits for part-time employees	27.3%	13.6%	12.5%	38.9%	57.1%
Standard/Co-Pay Health Insurance Plan					
Percent of organizations providing	61.8%	31.8%	75.0%	94.4%	57.1%
Median percent of individual premium covered	81.8%	83.6%	100.0%	70.0%	82.0%
Median percent of family premium covered	50.0%	66.8%	57.5%	40.9%	70.0%
Median co-pay	25.0%	27.5%	25.0%	25.0%	30.0%
Hybrid Health Insurance Plan					
Percent of organizations providing	32.7%	13.6%	12.5%	55.6%	57.1%
Median percent of individual premium covered	80.0%	75.0%	100%	86.0%	82.0%
Median percent of family premium covered	45.0%	30.0%	35.0%	41.8%	70.0%
Median in-network deductible for individual	\$2,000	\$1,200	\$600	\$2,550	\$1,800
Median in-network deductible for family	\$3,200	\$2,300	\$1,200	\$5,100	\$2,600
Median co-pay	\$30	\$33	\$25	\$30	\$40
High Deductible Plan					
Percent of organizations providing	47.3%	27.3%	0%	66.7%	100%
Median percent of individual premium covered	97.0%	80.0%	ND	100%	84.0%
Median percent of family premium covered	50.0%	35.0%	ND	50.0%	70.0%
Median in-network deductible for individual	\$3,400	\$5,500	ND	\$6,000	\$2,250
Median in-network deductible for family	\$5,800	\$7,200	ND	\$12,500	\$4,500
Median co-pay	\$10	\$33	ND	\$0	\$10
Percent of organizations contributing to HSA					
Median HSA contribution	\$1,018	\$0	ND	\$1,018	\$1,500
Cafeteria Benefits Plan/Flexible Spending					
Percent of organizations that offer Cafeteria/Flexible Spending Plans	29.1%	13.6%	12.5%	55.6%	28.6%
Percent of organizations offering Cafeteria Plans that pro-rate benefits for part-time employees	12.7%	9.1%	0.0%	27.8%	0.0%
Dental Coverage					
Percent of organizations contributing to premium for Full-time employees	96.4%	27.3%	75.0%	83.3%	100%
Median percent of premium contributed for Full-Time	62.5%	1.0%	100%	25.0%	80.0%
Percent of organizations offering to Part-time employees	29.1%	4.5%	25.0%	61.1%	28.6%
Vision Coverage					
Percent of organizations contributing to premium for Full-time employees	81.8%	22.7%	37.5%	55.6%	100%
Median percent of premium contributed	2.0%	ND	90.0%	58.0%	0.0%
Percent of organizations offering to Part-time employees	20.0%	0%	0%	50.0%	28.6%
Short-Term Disability Coverage					
Percent of organizations contributing to premium for Full-time employees	78.2%	22.7%	37.5%	55.6%	100%
Median percent of premium contributed	58.0%	ND	90.0%	58.0%	0.0%
Percent of organizations offering to Part-time employees	14.5%	0%	0%	38.9%	14.3%
Long-Term Disability Coverage					
Percent of organizations contributing to premium for Full-time employees	74.5%	22.7%	37.5%	50.0%	100%
Median percent of premium contributed	73.0%	0%	90.0%	83.0%	25.0%
Percent of organizations offering to Part-time employees	12.7%	0%	0%	33.3%	14.3%
Life Insurance Coverage					
Percent of organizations contributing to premium for Full-time employees	83.6%	31.8%	37.5%	55.6%	100%
Median percent of premium contributed	100%	100%	100%	100%	100%
Percent of organizations offering to Part-time employees	20.0%	4.5%	0%	44.4%	28.6%

Benefits
Percentages Overall by Size of Organization

2022 Percentages Overall by Size of Organization	All Agencies	Small	Medium	Large	Extra Large
Retirement Plan					
Percent of organizations offering to full-time employees	67.3%	31.8%	75.0%	94.4%	100%
Percent of organizations offering to part-time employees	40.0%	22.7%	12.5%	66.7%	57.1%
Additional Benefits (Percent of organizations providing)					
Accidental Death & Dismemberment Insurance	14.5%	0%	0%	27.8%	42.9%
Business Travel Accident Insurance	3.6%	0%	0%	5.6%	14.3%
Parking	40.0%	31.8%	62.5%	38.9%	42.9%
Child Care ~ Combined	12.7%	0.0%	25.0%	27.8%	0.0%
~ Child Care Reimbursement	7.3%	0%	12.5%	16.7%	0%
~ Child Care On-Site	5.5%	0%	12.5%	11.1%	0%
Education/Staff Development	45.5%	27.3%	62.5%	61.1%	42.9%
Employee Assistance Program	30.9%	9.1%	12.5%	55.6%	57.1%
Flexible Work Week	52.7%	45.5%	50%	72.2%	28.6%
Legal Services Program	1.8%	0%	0%	5.6%	0%
Mileage	56.4%	54.5%	62.5%	50.0%	71.4%
Wellness Program	21.8%	9.1%	37.5%	22.2%	42.9%

