

# **Human Services Coalition 2015 Salary and Benefits Survey**

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



**The Human Services Coalition of Tompkins County, Inc.**  
171 East Martin Luther King Jr./State Street, #133  
Ithaca, NY 14850  
TEL: (607) 273-8686  
[www.hsctc.org](http://www.hsctc.org)

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# 2015 Human Services Coalition of Tompkins County Salary and Benefits Survey

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

The Human Services Coalition of Tompkins County is pleased to present the 2015 Salary & Benefits Survey Report. In this ninth 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 2015 Human Services Coalition of Tompkins County Salary and Benefits Survey is the ninth in a series of surveys administered by the HSC. Previous surveys were undertaken in 1989, 1995, 1997, 1999-2000, 2003, 2006, 2009 and 2011. 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**

This report is intended 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 95 local nonprofit agencies. All non-profit agencies in the county (excluding county departments and educational institutions) with paid staff were included in the sample. 66 of the agencies responded with information regarding salary and benefits giving a response rate of 69.5%. 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 title. 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 minimum experience required for the position, and the minimum education level required for the position.

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. The equalization was 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 tables and charts on page 4. As agencies grow and their budgets change, they may move into a different size category between survey years. This movement can also account for salary differences between 2011 and 2015.

### 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 "typicalness." 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. Tables are included for each position that lists the Minimum Education required for the position and Minimum Experience required for each position. Also included for each position is a graph showing the percent of employees that receive salaries within a certain range. The ranges vary depending upon the position, and include both full and part-time employees.

### **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 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 2015 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 temporary and contract employees is also reported.

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

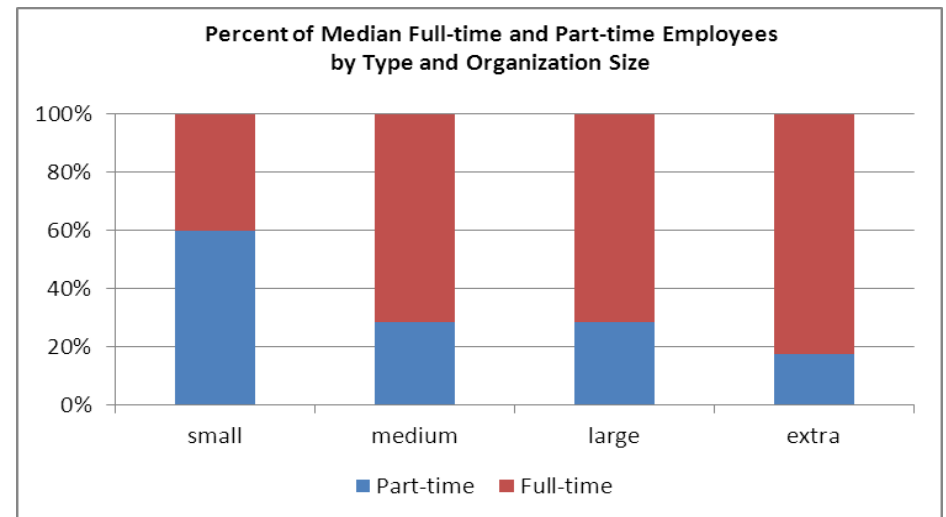
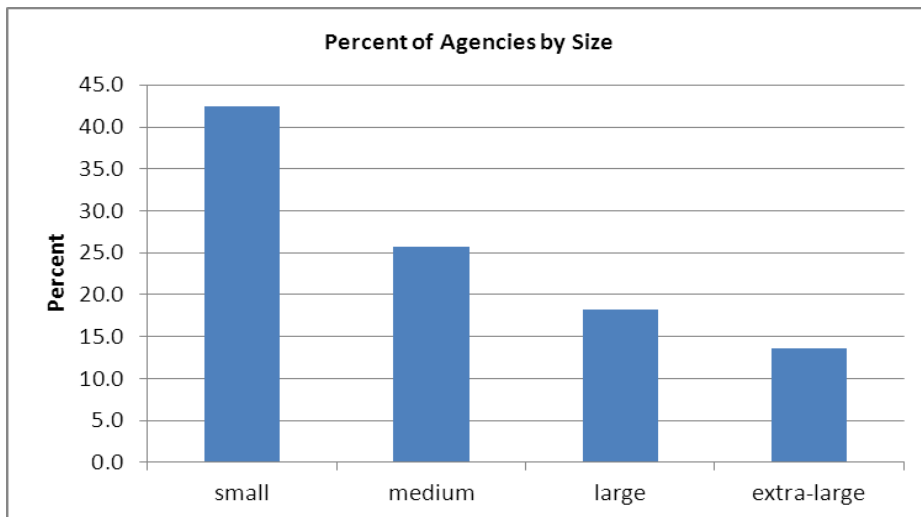
Agencies also reported information on health insurance plans, coverage levels, and costs for individual as well as family coverage were reported where applicable and when available.

### **Other Benefits**

Agencies were also 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	66		28		17		12		9	
Annual Budget	\$771,406	\$2,469,492	\$286,498	\$269,820	\$852,288	\$883,434	\$2,462,185	\$2,558,290	\$7,428,000	\$12,190,408
Minimum	\$68,133		\$68,133		\$515,140		\$1,550,000		\$6,217,792	
Maximum	\$33,000,000		\$500,000		\$1,326,774		\$4,500,000		\$33,000,000	
Payroll	\$39,3584	\$157,5206	\$169,630	\$185,449	\$524,000	\$562,964	\$1,801,030	\$1,888,472	\$5,300,000	\$7,393,216
Benefits as Percent of Payroll (non-govt reg.)	11.0%	15.2%	9.0%	12.0%	13.0%	19.8%	10.7%	11.3%	19.0%	21.8%
# of FT Employees	6	30.2	2.0	2.7	10.0	9.2	35.0	32.3	113	146.7
Min. # FT Emp.	0		0		2		6		48	
Max. # FT Emp.	520		16		18		60		520	
<b>Work Week (hrs/wk)</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
35 or less	28	43%	8	30%	10	59%	7	58%	3	33%
36-37.5	2	3%	1	4%	0	0%	1	8%	0	0%
37.6-40	35	54%	18	67%	7	41%	4	33%	6	66%



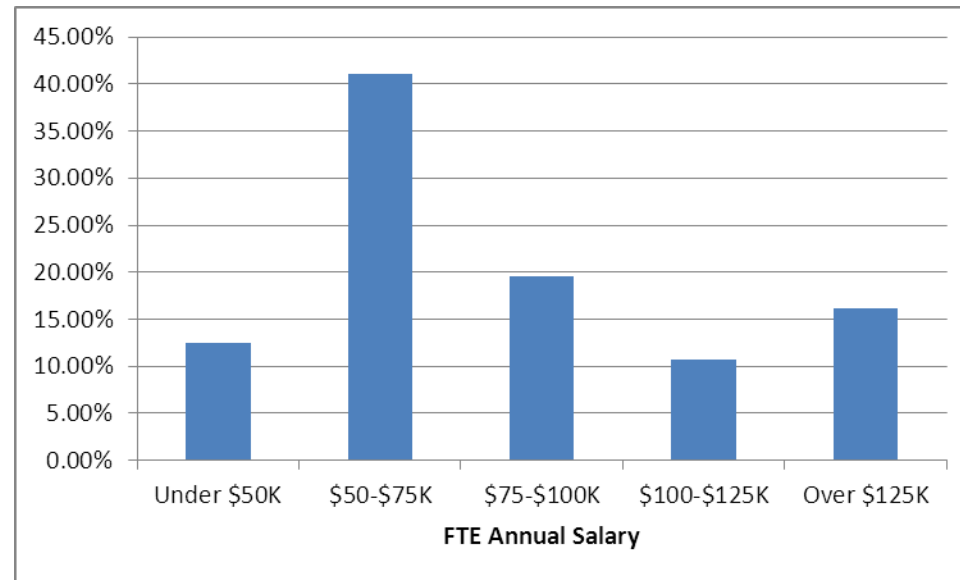
## Executive Director/President/CEO

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	54	18	16	12	8
# Part-Time	8	7	1	0	0
Mean Salary	\$82,019	\$56,782	\$77,897	\$98,692	\$141,539
Median Salary	\$74,690	\$54,000	\$74,971	\$96,000	\$133,156
Minimum	\$35,714	\$35,714	\$45,280	\$60,756	\$83,000
Maximum	\$211,718	\$85,602	\$148,571	\$130,285	\$211,718
2011 Mean	\$71,012				
2011 Median	\$61,714				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	39%
BS/BA	41%
AS	7%
HS	0%
OTHER	9%
NONE OF ABOVE	5%

<b>Minimum Experience Required</b>	
0	7%
1-4	23%
5-9	51%
10-14	16%
15+	2%



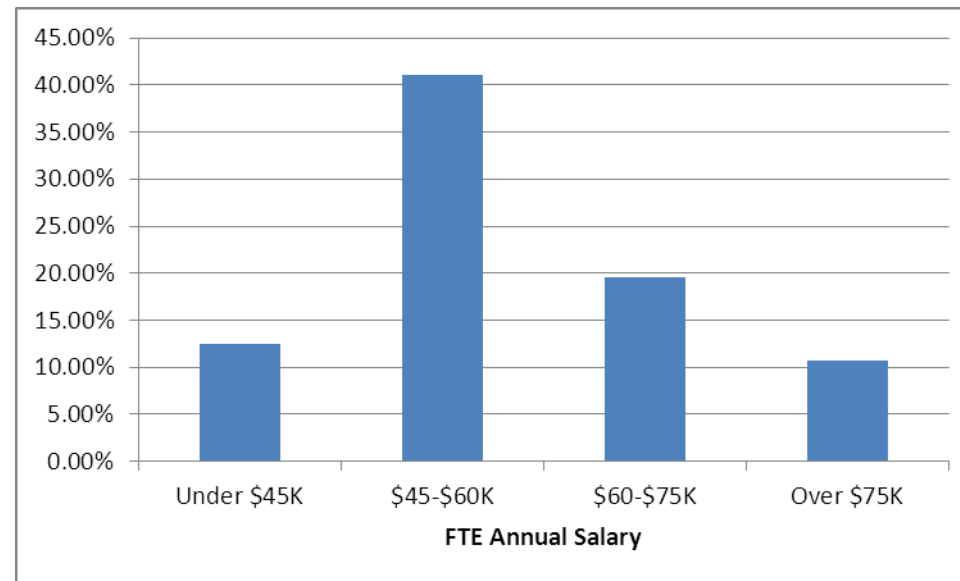
## Associate Director/Assistant Director/Vice President

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	21	3	11	1	6
# Part-Time	1	1	0	0	0
Mean Salary	\$63,349	\$51,008	\$58,321	NR	\$94,347
Median Salary	\$59,110	\$52,587	\$52,815	NR	\$97,143
Minimum	\$38,857	\$38,857	\$39,000	NR	\$67,506
Maximum	\$118,393	\$60,000	\$88,571	NR	\$118,393
2011 Mean	\$64,890				
2011 Median	\$61,575				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	22%
BS/BA	44%
AS	6%
HS	11%
OTHER	11%
NONE OF ABOVE	6%

<b>Minimum Experience Required</b>	
0	0%
1-4	25%
5-9	75%
10-14	0
15+	0





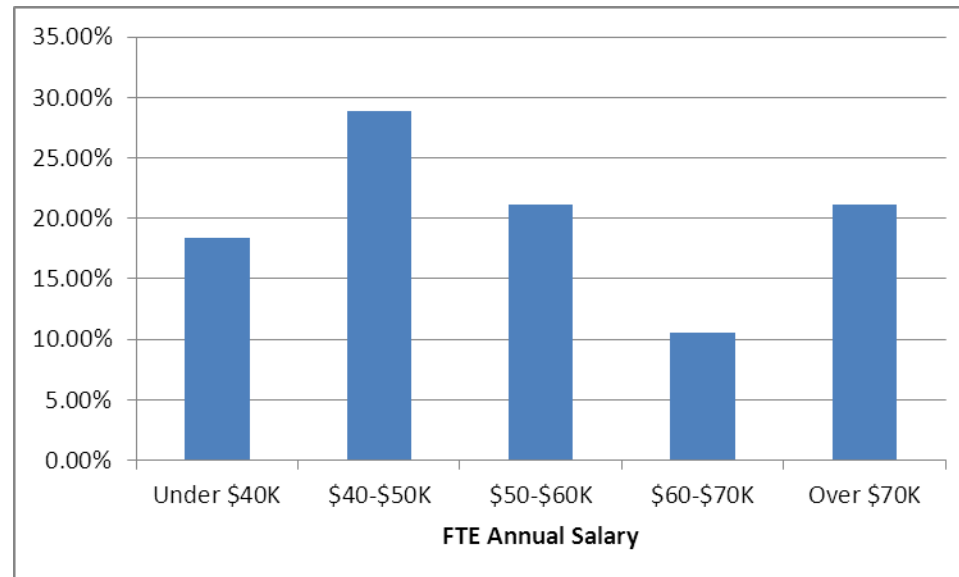
## Unit/Program Director

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	122	16	28	32	46
# Part-Time	16	3	3	10	0
Mean Salary	\$54,800	\$41,530	\$46,235	\$67,970	\$69,490
Median Salary	\$51,072	\$42,222	\$45,714	\$67,429	\$70,933
Minimum	\$29,862	\$29,862	\$33,714	\$43,701	\$55,523
Maximum	\$104,457	\$50,000	\$66,560	\$104,457	\$90,666
2011 Mean	\$48,146				
2011 Median	\$45,000				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	18%
BS/BA	46%
AS	9%
HS	9%
OTHER	15%
NONE OF ABOVE	5%

<b>Minimum Experience Required</b>	
0	0%
1-4	53%
5-9	40%
10-14	6%
15+	0%



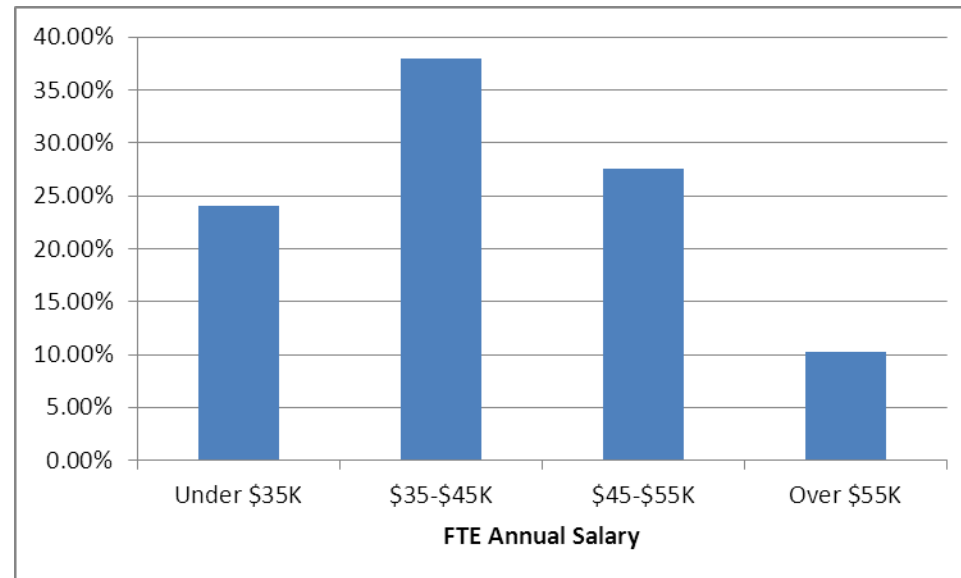
## Program/Project Coordinator

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	95	13	17	21	44
# Part-Time	26	14	6	6	0
Mean Salary	\$41,542	\$34,872	\$38,127	\$53,900	\$46,916
Median Salary	\$41,714	\$37,142	\$37,429	\$54,000	\$46,282
Minimum	\$14,570	\$14,570	\$32,889	\$42,923	\$40,293
Maximum	\$64,808	\$50,285	\$46,929	\$64,808	\$57,142
2011 Mean	\$33,731				
2011 Median	\$35,227				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	5%
BS/BA	41%
AS	26%
HS	17%
OTHER	5%
NONE OF ABOVE	5%

<b>Minimum Experience Required</b>	
0	0%
1-4	81%
5-9	19%
10-14	0%
15+	0%



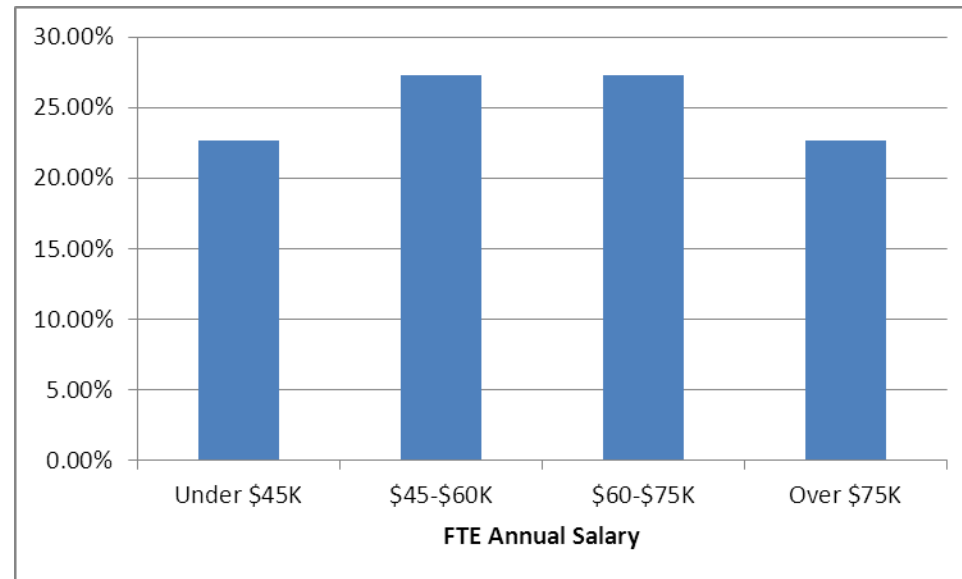
## Finance Director/Business Manager

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	22	0	4	11	7
# Part-Time	4	2	2	0	0
Mean Salary	\$65,994	NR	\$51,985	\$66,844	\$83,834
Median Salary	\$61,667	NR	\$50,448	\$72,000	\$75,750
Minimum	\$35,360	NR	\$40,000	\$40,115	\$54,857
Maximum	\$153,333	NR	\$64,000	\$98,413	\$153,333
2011 Mean	\$62,011				
2011 Median	\$59,000				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	9%
BS/BA	61%
AS	26%
HS	0%
OTHER	4%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	0%
1-4	37%
5-9	53%
10-14	11%
15+	0%



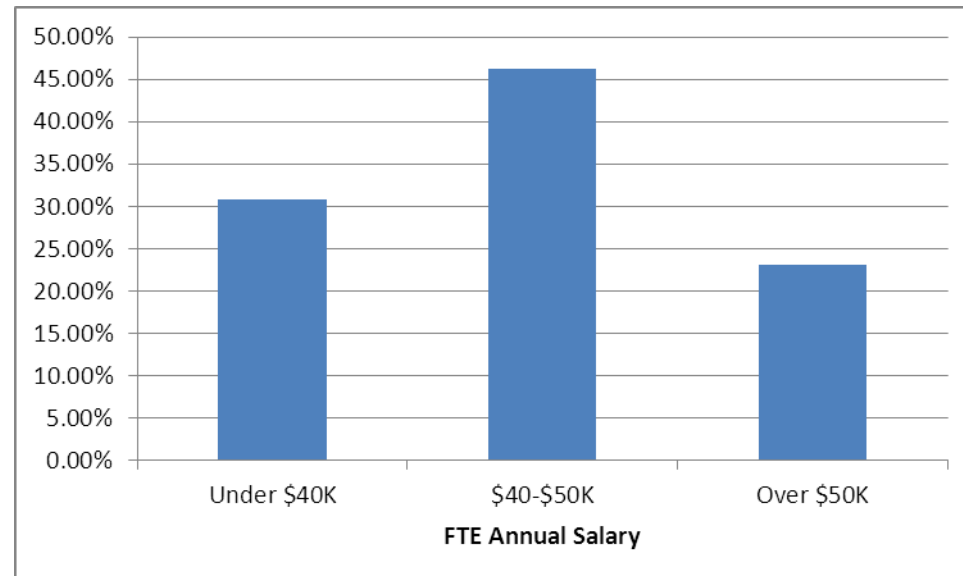
## Office Manager

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	1	3	6	9
# Part-Time	6	3	2	1	0
Mean Salary	\$45,413	NR	\$41,096	\$50,990	\$49,908
Median Salary	\$45,142	NR	\$45,142	\$46,924	\$46,640
Minimum	\$27,000	NR	\$27,000	\$43,428	\$39,466
Maximum	\$66,685	NR	\$58,171	\$66,685	\$63,620
2011 Mean	\$35,074				
2011 Median	\$30,857				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	23%
AS	39%
HS	31%
OTHER	0%
NONE OF ABOVE	15%

<b>Minimum Experience Required</b>	
0	0%
1-4	83%
5-9	17%
10-14	0%
15+	0%



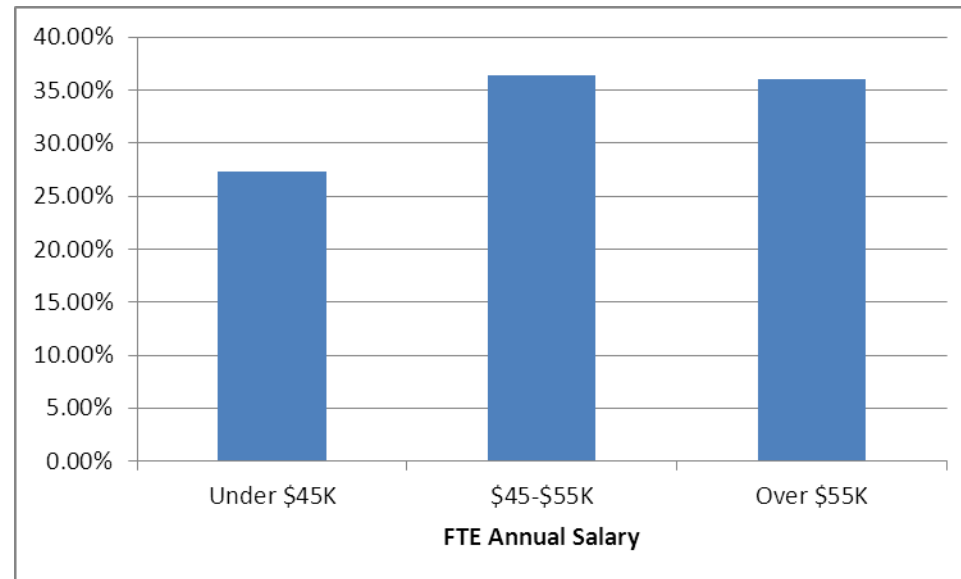
## Development Director

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	2	4	4
# Part-Time	2	1	1	0	0
Mean Salary	\$55,353	NR	\$42,809	\$59,783	\$66,250
Median Salary	\$53,000	NR	\$43,428	\$57,777	\$71,466
Minimum	\$40,000	NR	\$40,000	\$53,000	\$53,000
Maximum	\$74,285	NR	\$45,000	\$68,571	\$74,285
2011 Mean	\$52,696				
2011 Median	\$53,114				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	67%
AS	25%
HS	0%
OTHER	8%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	0%
1-4	60%
5-9	30%
10-14	10%
15+	0%



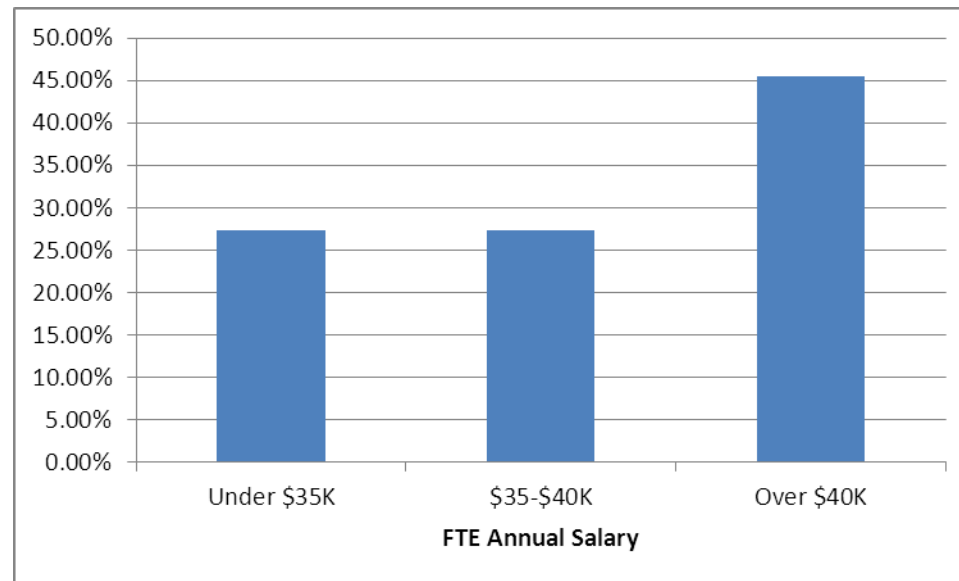
## Development Coordinator/Associate/Assistant

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	9	2	0	5	2
# Part-Time	7	2	1	3	1
Mean Salary	\$38,417	\$35,178	NR	\$41,019	\$40,700
Median Salary	\$38,400	\$34,313	NR	\$40,571	\$40,700
Minimum	\$25,000	\$25,000	NR	\$32,933	\$38,400
Maximum	\$50,000	\$47,085	NR	\$50,000	\$43,000
2011 Mean	\$32,955				
2011 Median	\$40,000				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	58%
AS	25%
HS	8%
OTHER	8%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	11%
1-4	78%
5-9	11%
10-14	0%
15+	0%



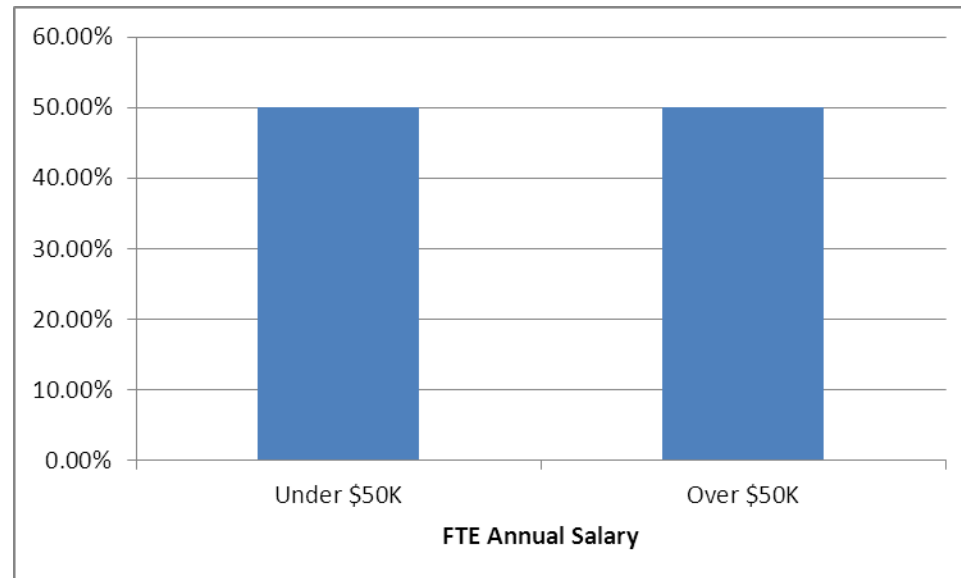
# Therapist

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)

	All	Small	Medium	Large	Extra Large
# Full-Time	99	0	0	33	66
# Part-Time	30	1	0	9	20
Mean Salary	\$73,858	NR	NR	NR	NR
Median Salary	\$54,827	NR	NR	NR	NR
Minimum	\$46,857	NR	NR	NR	NR
Maximum	\$119,890	NR	NR	NR	NR
2011 Mean	-				
2011 Median	-				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	100%
BS/BA	0%
AS	0%
HS	0%
OTHER	0%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	40%
1-4	60%
5-9	0%
10-14	0%
15+	0%



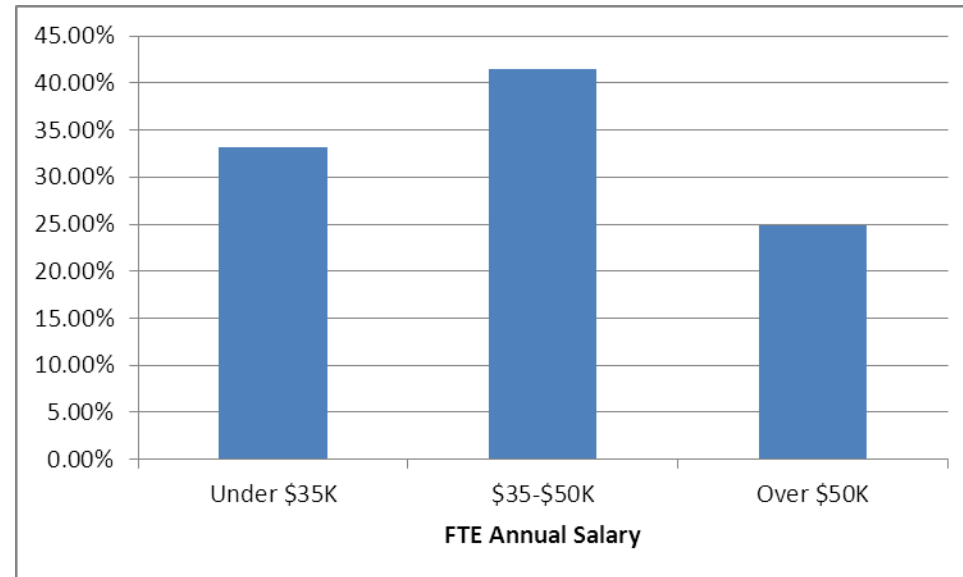
## Social Worker/Counselor

Involves direct social work assistance to families, individuals or community organizations. Ascertains nature, extent, and root cause of problem by interview or other available means. Assistance may take the form of information and referral, group work, informal counseling, advocacy, consultation, and education. Requires an advanced degree or supervised experience and professional affiliation in the field.

	All	Small	Medium	Large	Extra Large
# Full-Time	97	5	10	27	55
# Part-Time	19	5	6	4	4
Mean Salary	\$45,519	\$41,249	NR	\$49,642	\$47,377
Median Salary	\$42,238	\$33,500	NR	\$40,600	\$46,274
Minimum	\$31,579	\$31,579	NR	\$34,914	\$33,664
Maximum	\$82,457	\$58,666	NR	\$82,457	\$65,517
2011 Mean	\$47,382				
2011 Median	\$51,563				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	19%
BS/BA	31%
AS	19%
HS	0%
OTHER	31%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	20%
1-4	80%
5-9	0%
10-14	0%
15+	0%





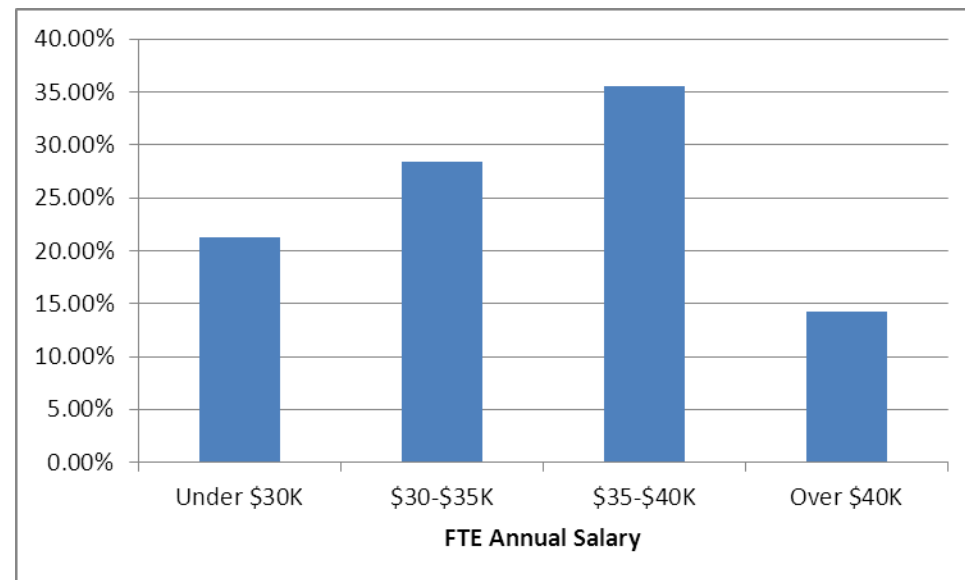
## Outreach Worker/Caseworker

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	143	4	13	1	125
# Part-Time	13	5	1	0	7
Mean Salary	\$34,730	\$32,024	\$33,252	NR	\$36,273
Median Salary	\$34,366	\$31,579	\$33,392	NR	\$37,705
Minimum	\$24,595	\$28,996	\$32,000	NR	\$24,595
Maximum	\$43,428	\$37,142	\$34,366	NR	\$42,876
2011 Mean	\$31,246				
2011 Median	\$30,509				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	23%
AS	14%
HS	41%
OTHER	14%
NONE OF ABOVE	9%

<b>Minimum Experience Required</b>	
0	20%
1-4	75%
5-9	5%
10-14	0%
15+	0%



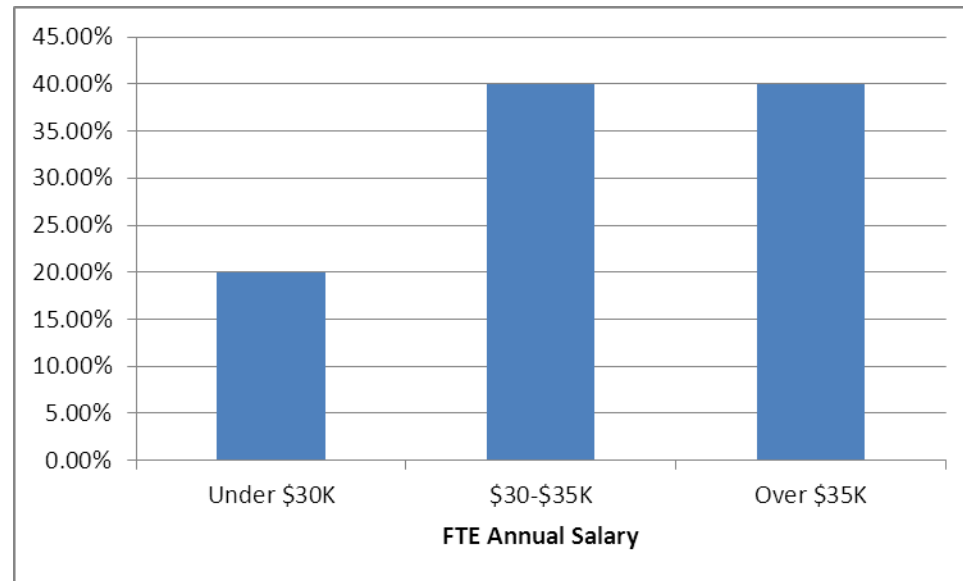
## Youth Services/Child Care Worker

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	26	0	9	5	12
# Part-Time	6	0	6	0	0
Mean Salary	\$39,902	NR	\$28,234	\$37,214	NR
Median Salary	\$33,612	NR	\$28,234	\$37,214	NR
Minimum	\$25,136	NR	\$25,136	\$35,428	NR
Maximum	\$39,000	NR	\$31,330	\$39,000	NR
2011 Mean	-				
2011 Median	-				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	23%
AS	14%
HS	41%
OTHER	14%
NONE OF ABOVE	9%

<b>Minimum Experience Required</b>	
0	20%
1-4	75%
5-9	5%
10-14	0%
15+	0%



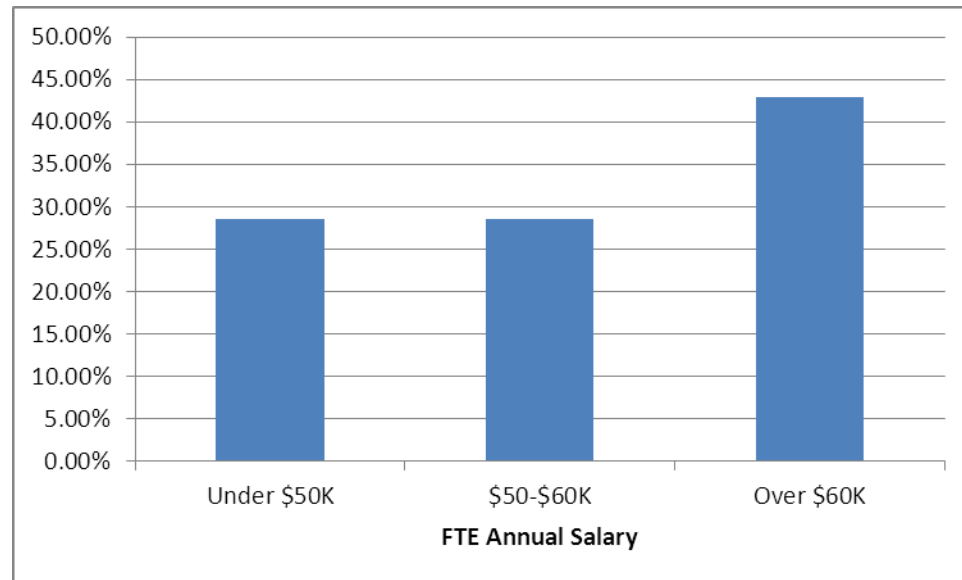
# Nurse

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	81	0	1	23	57
# Part-Time	8	0	0	8	0
Mean Salary	\$65,344	0	NR	\$62,431	\$67,528
Median Salary	\$56,000	-	NR	\$60,552	\$55,893
Minimum	\$41,142	-	NR	\$49,742	\$41,142
Maximum	\$117,185	-	NR	\$77,000	\$117,185
2011 Mean	\$44,085				
2011 Median	\$47,920				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	30%
AS	50%
HS	0%
OTHER	20%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	17%
1-4	83%
5-9	0%
10-14	0%
15+	0%



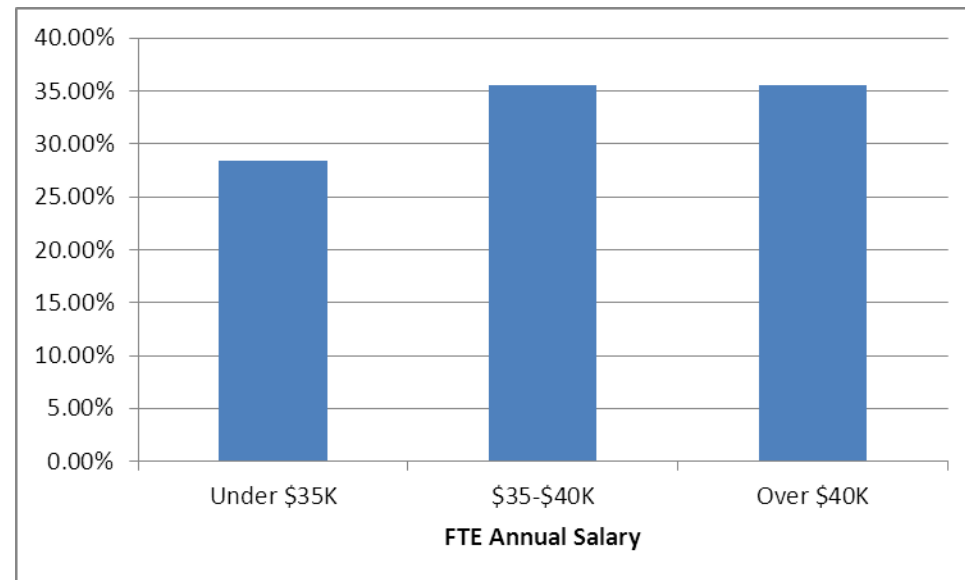
## Teacher/Educator

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	79	1	6	20	52
# Part-Time	51	12	1	19	19
Mean Salary	\$36,648	\$36,649	NR	NR	NR
Median Salary	\$37,432	\$38,064	NR	NR	NR
Minimum	\$20,000	\$20,000	NR	NR	NR
Maximum	\$46,563	\$45,484	NR	NR	NR
2011 Mean	\$33,071				
2011 Median	\$31,518				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	50%
AS	25%
HS	15%
OTHER	5%
NONE OF ABOVE	5%

<b>Minimum Experience Required</b>	
0	8%
1-4	69%
5-9	23%
10-14	0%
15+	0%



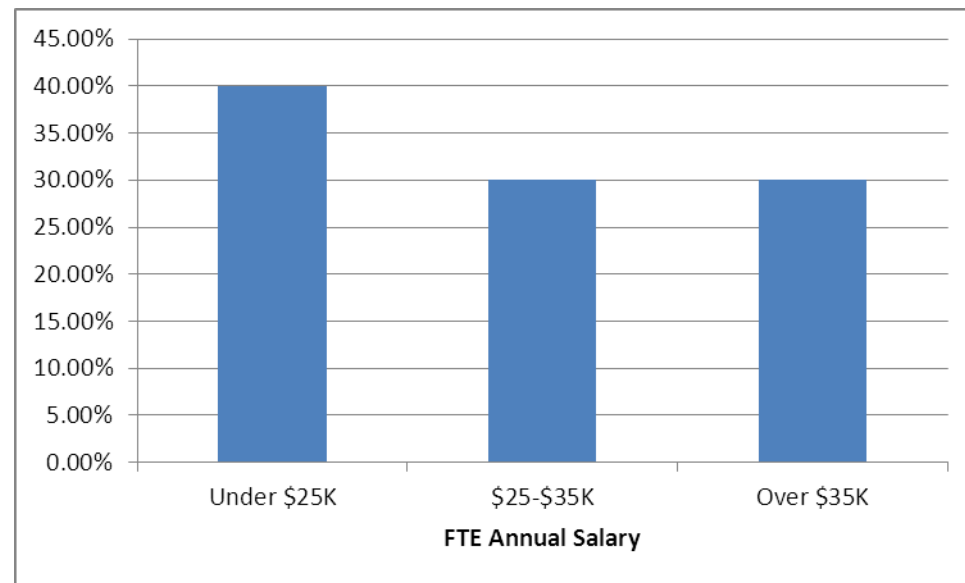
## Aide

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	529		7	0	63	459
# Part-Time	151		1	6	117	27
Mean Salary	\$30,280		NR	NR	NR	\$36,025
Median Salary	\$27,187		NR	NR	NR	\$35,525
Minimum	\$19,343		NR	NR	NR	\$25,802
Maximum	\$53,696		NR	NR	NR	\$53,696
2011 Mean	\$25,974					
2011 Median	\$24,845					

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	0%
AS	13%
HS	63%
OTHER	0%
NONE OF ABOVE	25%

<b>Minimum Experience Required</b>	
0	46%
1-4	54%
5-9	0%
10-14	0%
15+	0%



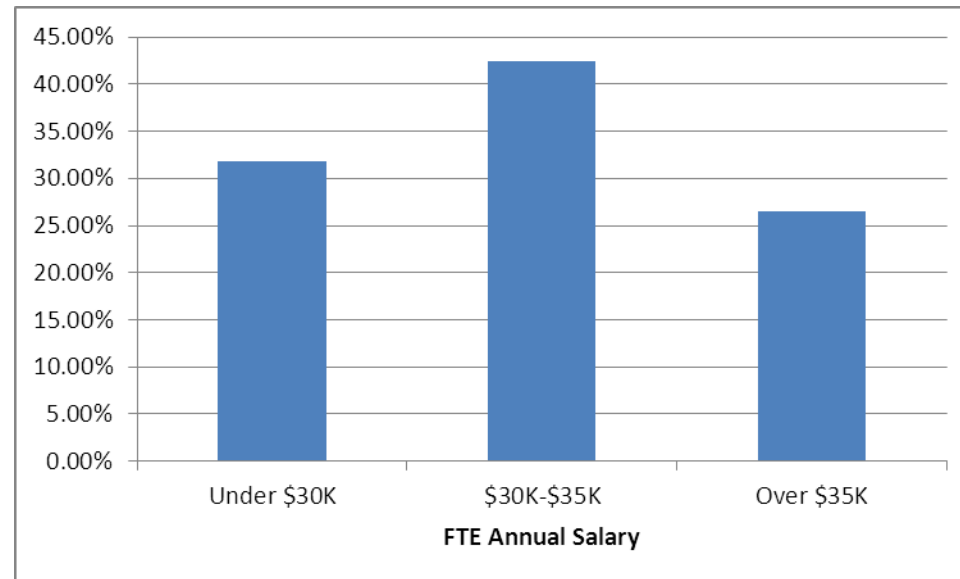
## Secretary/Receptionist

Takes and transcribes shorthand dictation, often of a technical and/or confidential nature. Composes and types routine letters and memoranda not requiring supervisors 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	45	0	2	19	24
# Part-Time	11	2	2	3	4
Mean Salary	\$32,803	NR	\$30,577	\$34,376	\$34,149
Median Salary	\$30,933	NR	\$29,819	\$30,895	\$34,482
Minimum	\$26,423	NR	\$27,857	\$28,571	\$26,423
Maximum	\$42,976	NR	\$34,814	\$42,976	\$41,017
2011 Mean	\$29,610				
2011 Median	\$28,536				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	0%
AS	17%
HS	75%
OTHER	8%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	10%
1-4	90%
5-9	0%
10-14	0%
15+	0%



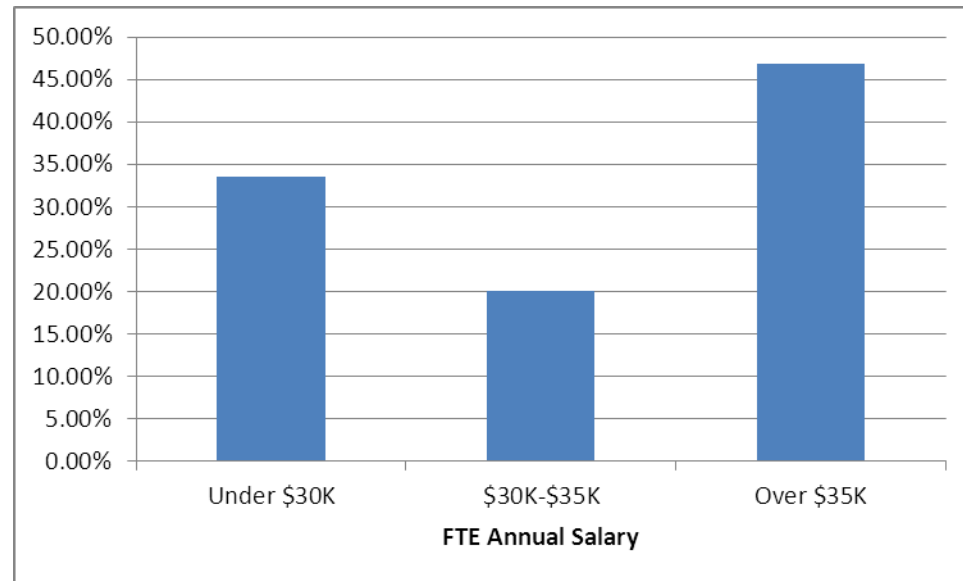
## Administrative Assistant/Executive Assistant

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	16	0	5	5	6
# Part-Time	4	3	1	0	0
Mean Salary	\$34,877	\$28,121	\$33,031	\$37,017	\$40,647
Median Salary	\$34,019	\$28,225	\$32,832	\$39,714	\$40,856
Minimum	\$26,082	\$26,666	\$29,120	\$26,082	\$34,019
Maximum	\$46,857	\$29,473	\$36,981	\$45,257	\$46,857
2011 Mean	\$35,239				
2011 Median	\$34,199				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	13%
AS	47%
HS	40%
OTHER	0%
NONE OF ABOVE	0%

<b>Minimum Experience Required</b>	
0	7%
1-4	86%
5-9	7%
10-14	0%
15+	0%



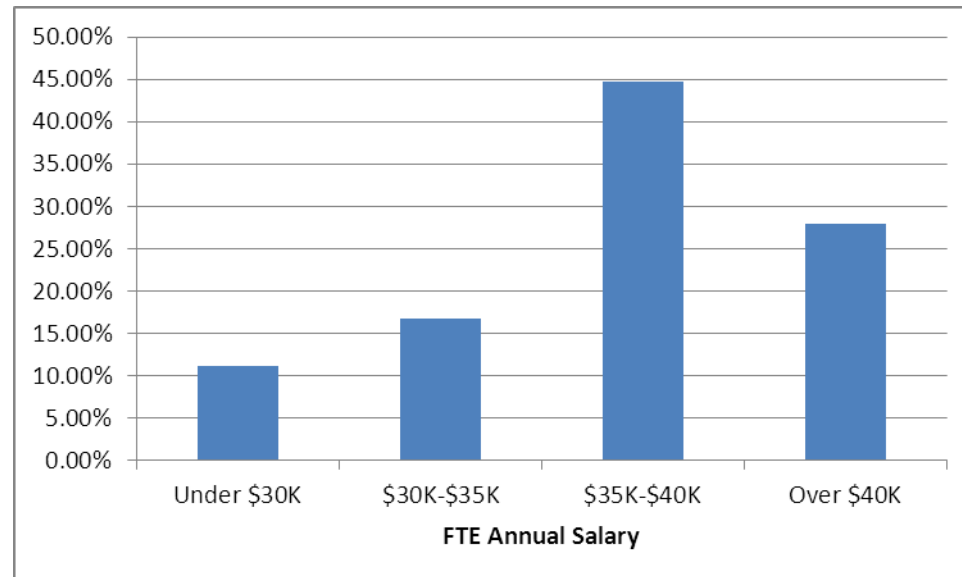
# Bookkeeper

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	17	1	2	3	11
# Part-Time	8	5	0	3	0
Mean Salary	\$36,304	\$29,153	NR	\$39,290	\$38,421
Median Salary	\$36,002	\$31,857	NR	\$37,440	\$37,333
Minimum	\$14,568	\$14,568	NR	\$35,725	\$34,133
Maximum	\$51,432	\$35,360	NR	\$44,705	\$48,000
2011 Mean	\$37,808				
2011 Median	\$37,333				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	19%
AS	43%
HS	19%
OTHER	10%
NONE OF ABOVE	10%

<b>Minimum Experience Required</b>	
0	18%
1-4	47%
5-9	35%
10-14	0%
15+	0%





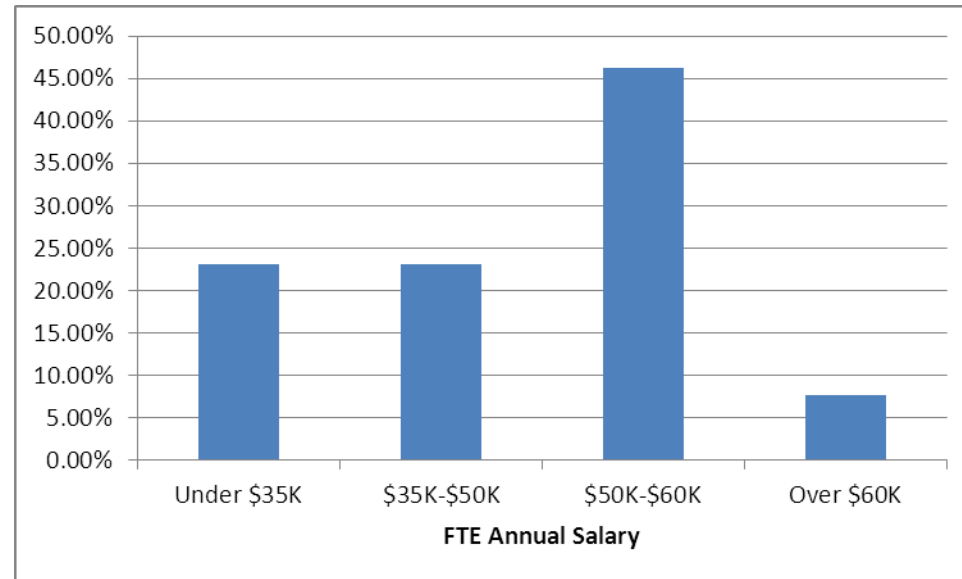
## Facilities/Maintenance Manager/Supervisor/Coordinator

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	12	2	1	3	6
# Part-Time	2	0	0	2	0
Mean Salary	\$50,308	NR	NR	\$47,648	\$63,477
Median Salary	\$51,428	NR	NR	\$51,428	\$56,000
Minimum	\$19,459	NR	NR	\$33,733	\$48,000
Maximum	\$101,750	NR	NR	\$56,918	\$101,750
2011 Mean	\$40,147				
2011 Median	\$36,733				

<b>Minimum Education Required</b>	
PhD	0%
MS/MA	0%
BS/BA	9%
AS	18%
HS	36%
OTHER	18%
NONE OF ABOVE	18%

<b>Minimum Experience Required</b>	
0	0%
1-4	67%
5-9	22%
10-14	11%
15+	0%



## Salary Increases

### Why am I getting that raise?

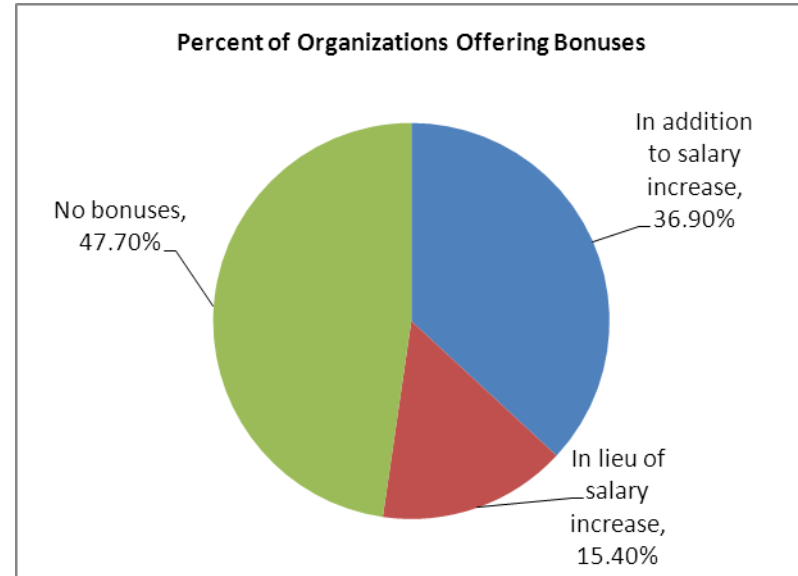
	% responding as a factor in salary increase decision
Across the Board	53.0%
COLA	47.0%
Merit/Performance	50.0%
Length of Service	30.3%
Other	33.3%

### Other Reasons for salary increases:

- Additional duties
- Aligning with federal minimum wage
- Availability of funding
- Living wage aligning

### Ranking of Factors

40% of respondents indicated Cost of Living increases were the primary factor in determining salary increases and 33% of respondents ranked Across the Board as the primary factor.



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%	.6%	3.0%	2.1%	3.0%	3.2%	-	-
2004	3.0%	2.8%	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%

## Paid Leave

Exempt employees receive on average 37 days off after one year of service (includes vacation, holiday, sick, personal, and family leave days). Non-exempt employees receive on average 36 days off after one year of service. The average number of hours employees must work per week to be eligible for paid leave is 23. Employees must work an average of 84 days before they become eligible for paid leave. 77.6% of organizations pro-rate paid leave for part-time employees.

Exempt	All		Small		Medium		Large		Extra Large	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Holidays	10	9.7	10	9.5	10	9.9	10.5	10.6	9	8.9
<i>Vacation days accrued after</i>										
1 year	10.0	11.6	10	10.1	10	11.1	12	12.4	15.0	15.0
3 years	15.0	14.6	15	13.8	14.0	13.3	17	15.3	17.0	17.7
5 years	16.9	16.8	15	15.5	15.0	16.3	19.5	17	20	20.6
10 years	20.0	18.8	18.5	17.2	20.0	19.4	20.5	18.2	21	22.3
20 years	20	19.6	20	17.2	20	20.8	21.0	18.4	24	24
Max vacation days	20.0	23.6	16	22.2	27.0	20.7	29.0	27.0	25	27.4
Sick days	12.0	12.5	10	18.4	10	8.1	12	10.4	9	8.5
Max sick days	30.0	84.6	30	47.2	25.0	96.0	29.0	27.0	52	142
Personal leave days	3.0	4.4	3	3.2	4.0	6.5	3.0	4.4	3	3
Family leave days	0	3.8	0	6.7	0	0	0	5.0	1.5	2.67
Other paid days	2	5.4	1.5	5.2	0	3.1	2.0	5.8	6.0	8.1

Non-Exempt	All		Small		Medium		Large		Extra Large	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Holidays	10	9.3	9	8.9	10	9.9	10	9.6	9	8.9
<i>Vacation days accrued after</i>										
1 year	10.0	10.7	10.0	9.7	10	11.1	10	10.9	10.0	11.7
3 years	15.0	13.6	15	13.4	14	13.3	15	13.4	15.0	14.7
5 years	15.0	16.0	17.5	15.3	15	16.3	18.5	15.5	15	17.9
10 years	20.0	18.3	20	17.3	20	19.4	20	16.7	20	20.1
20 years	20.0	19.1	10	17.1	20	20.8	20	16.9	21	22.9
Max vacation days	20.0	23.1	17.0	22.8	27.0	20.7	26	25.2	25	24.8
Sick days	11.0	12.0	10	19.5	10	8.1	12	9.3	6	7.8
Max sick days	25.0	82.6	25	45.8	25.0	96.0	24.0	74.9	47.5	137
Personal leave days	3.0	4.6	3	3.6	4.0	6.5	3.0	4.2	3	3
Family leave days	0	4.6	0	7.8	0	0	0.0	5.0	1.5	2.67
Other paid days	2.0	5.4	3	5.6	0	3.1	2.0	5.8	6.0	7.4

## Staffing

		All	Small	Medium	Large	Extra Large
<b>Staff Size Past 2 Years (Percentage of Organizations Reporting)</b>						
Increased	18.5%	46.4%	58.8%	81.8%	44.4%	
Decreased	55.4%	17.9%	23.5%	0.0%	33.3%	
Stayed the same	26.2%	35.7%	17.6%	18.2%	22.2%	
<b>Laying Off Employees (Percentage of Organizations Reporting)</b>						
Laid off employees in past year due to financial difficulties	6.3%	7.4%	0.0%	0.0%	22.2%	
Provide a severance package for laid off employees	13.6%	12.5%	12.5%	18.2%	11.1%	
Percentage of organizations which conduct exit interviews with employees	65.2%	53.6%	64.7%	75.0%	88.9%	
<b>Recruiting</b>						
Percent of organizations having difficulty recruiting employees	28.8%	10.7%	23.5%	58.3%	55.6%	
For senior management positions	4.5%	3.6%	0.0%	16.7%	0.0%	
For program management positions	6.1%	3.6%	5.9%	8.3%	11.1%	
For program staff positions	27.3%	14.3%	17.6%	58.3%	44.4%	
For administrative staff positions	7.6%	7.1%	5.9%	8.3%	11.1%	
<b>Senior Staff</b>						
Organizations anticipating senior staff turnover in the next 3 years	52.3%	42.9%	52.9%	58.3%	66.7%	
Median number of senior staff turnover	1	1	2	1	1	
<b>Employees Paid Through "Soft Money" (Grants)</b>						
Total number of FTEs funded through soft money	265	25	45	27	168	
Median percent of FTEs funded through soft money in an agency	0	0.0%	5.2%	0%	14.9%	
Mean percent of FTEs funded through soft money in an agency	26.3%	29.3%	26.6%	14.3%	34.7%	
<i>Percent of agencies with:</i>						
0% FTEs funded with soft money	51.8%	53.8%	46.2%	54.5%	50%	
1-25% FTEs funded with soft money	12.6%	3.8%	23.1%	27.3%	0%	
26-50% FTEs funded with soft money	10.8%	15.2%	0.0%	9.1%	16.7%	
51-75% FTEs funded with soft money	9.0%	7.6%	15.4%	0.0%	0%	
76% or more FTEs funded with soft money	16.2%	15.4%	15.4%	9.1%	33.4%	

	All	Small	Medium	Large	Extra Large
<b>Employee Turnover</b>					
Median percentage of employee turnover in last year	15%	20%	11%	10%	17%
<b>Reason for Turnover (Percentage of Organizations Reporting – Agencies Could Select More Than One Response)</b>					
Low wages/desire for higher paying job	24.2%	28.6%	11.8%	25.0%	33.3%
Limited/no opportunity for advancement	15.2%	14.3%	5.9%	16.7%	33.3%
Insufficient benefits	7.6%	14.3%	0.0%	8.3%	0.0%
Desire for more challenging job	13.6%	7.1%	23.5%	16.7%	11.1%
Retirement eligibility	16.7%	3.6%	11.8%	41.7%	33.3%
Unsatisfactory working relationships	19.7%	25.0%	23.5%	16.7%	0.0%
Dissatisfaction with industry/job	15.2%	10.7%	0.0%	33.3%	33.3%
Pursuing education	19.7%	7.1%	17.6%	25.0%	55.6%
Leaving area	30.3%	7.1%	23.5%	50.0%	88.9%
Other	39.4%	50.0%	41.2%	25.0%	22.2%
<i>Other reasons include:</i>					
<ul style="list-style-type: none"> <li>• Changing career path</li> <li>• Employee burnout</li> </ul>	<ul style="list-style-type: none"> <li>• More hours needed</li> <li>• Program/funding changes</li> <li>• Family needs</li> </ul>				
<b>Temporary Employees/Contract Workers</b>					
Percentage of organizations with temporary employees	31.8%	81.5%	29.4%	50.0%	55.6%
Median number of temporary employees in organization	2	2	1.0	1.5	3.5
Percentage of organizations utilizing independent contractors	84.8%	85.7%	88.2%	75.0%	88.9%
<i>Percentage contracting for:</i>					
Information technology/computer	39.4%	35.7%	35.3%	66.7%	22.2%
Maintenance	24.2%	21.4%	23.5%	16.7%	44.4%
Grants/Special projects	21.2%	17.9%	35.3%	8.3%	22.2%
Human Resources	3.0%	3.6%	0.0%	8.3%	0.0%
Bookkeeping/accounting	33.3%	50.0%	41.2%	8.3%	0.0%
Other	40.9%	28.6%	35.3%	50.0%	77.8%
<i>Other responses include:</i>					
<ul style="list-style-type: none"> <li>• Medical services</li> <li>• Program related</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaning</li> <li>• Payroll</li> <li>• Dining</li> </ul>				
Median number of volunteers hours past year	1,000	1,360	725	450	479
Mean number of volunteer hours past year	3,115	2,234	3,056	1,510	9,913
<b>Staff Investment</b>					
Median amount spent on staff development	\$1,930	\$525	\$3,200	\$6,000	\$40,000
Mean amount spent on staff development	\$9,294	\$1,357	\$4,777	\$13,372	\$44,469

## Health Benefits

On average employees must work 25 hours per week in order to be eligible for health insurance benefits. Half of organizations provide full benefits to their part-time employees while one-third prorate the benefits according to the employees work schedule.

	All Agencies (2015)	All Agencies (2011)	Small (2015)	Medium (2015)	Large (2015)	Extra Large (2015)
<b>Overall Characteristics</b>						
Percent of organizations with a group health insurance plan	83.3%	93.0%	60.7%	100%	100%	100%
Percent of organizations not providing group health insurance, but reimburse part of cost	18.2%	-	18.2%	-	-	-
<b>Individual Coverage</b>						
Median percent of cost covered by the organization	89.0%	85.0%	75%	100%	82.5%	85%
Median annual deductible	\$500	\$500	\$600	\$500	\$500	\$1,000
Median co-pay	\$22.50	\$20	\$25	\$20	\$20	\$20
<b>Family Coverage</b>						
Median percent of cost covered by the organization	35%	31.0%	0%	32%	50%	66%
Median annual deductible	\$1,000	\$500	\$0	\$1,000	\$1,000	\$2,000
Median co-pay	\$20	\$20	\$15	\$20	\$20	\$20
<b>Other Program Coverage</b>						
Percent of organizations offering dental coverage	16.7%	15.8%	7.1%	17.6%	25.0%	11.1%
Percent of organizations offering eye care coverage	37.9%	35.1%	14.3%	58.8%	50.0%	55.6%
Percent of organizations offering drug/alcohol/mental illness coverage	66.7%	64.9%	32.1%	88.2%	91.7%	100%
Percent of health plans covering prescription medication	75.8%	87.7%	46.4%	94.1%	100%	100%

<i>Prescription Medication Employee Co-payment</i>	<i>Percent of Organizations</i>
0	5%
\$5	10%
\$10	7.5%
\$15	2.5%
\$20	2.5%
\$25	5.0%
\$35	5.0%
\$5/30/70	2.5%
\$5/10/20	2.5%
\$5/15/25	2.5%
\$5/25/45	2.5%

<i>Prescription Medication Employee Co-payment</i>	<i>Percent of Organizations</i>
\$5/10/50	2.5%
\$5/25/50	7.5%
\$5/35/70	17.5%
\$5/50	5.0%
\$10/25/40	2.5%
\$10/25/45	2.5%
\$10/25/50	5.0%
\$10/30/50	5.0%
\$10/30/60	2.5%
\$15/50	2.5%

## Health Insurance Cost Increases

Median Percent Health Insurance Cost Increases In:	<i>All Agencies</i>
2003	13.5%
2004	14.0%
2005	14.0%
2006	10.0%
2007	11.1%
2009	12.0%
2010	12.0%
2013	11%
2014	12%

### Percent of Organizations Who Used Strategy to Deal with Cost Increases

Continued paying/absorbed cost	53%
Increased employee premium contribution	33.3%
Increased employee co-pay	19.7%
Higher deductible	24.2%
Switched plans	25.8%
Reduced benefits	7.6%
Health Savings Account	10.6%
Other	12.1%
<ul style="list-style-type: none"> <li>• Eliminated family coverage</li> <li>• Health reimbursement account</li> <li>• Increased cafeteria plan contribution</li> <li>• Offer more than 1 plan</li> <li>• High deductible plan</li> </ul>	

## Other Benefits

	All Agencies (2015)	All Agencies (2011)	Small (2015)	Medium (2015)	Large (2015)	Extra Large (2015)
<b>Other Insurance</b>						
Percentage of organizations providing short-term disability insurance (more coverage than NYS requires)	24.2%	12.3%	12.5%	11.8%	50%	55.6%
Median percent of cost organization pays	100%	100.0%	100%	50%	75%	100%
Percentage of organizations providing long-term disability insurance	31.8%	31.6%	16.0%	29.4%	50%	66.7%
Median percent of cost organization pays	100%	100.0%	100%	100%	100%	57.5%
<b>Cafeteria Benefits Plan/Flexible Spending</b>						
Percent of organizations that offer Cafeteria/Flexible Spending Plans	18.2%	42.1%	11.5%	25%	16.7%	33.3%
<b>Benefits Included in Cafeteria Plan</b>						
Mean dollar organization contribution/employee	\$4,302	\$1,707	\$3,097	\$7,901	\$5,364	\$0
Median dollar organization contribution/employee	\$4,737	\$0	\$2,000	\$6,550	\$5,364	\$0
<b>Life Insurance</b>						
Percent of organizations offering Group Life Insurance Plan	36.4%	38.6%	15.4%	17.6%	67.7%	100%
Median percent of cost organization pays	100%	100.0%	100%	100%	100%	100%
<b>Retirement Benefits</b>						
Percent of organizations offering Retirement Benefits	59.1%	57.9%	50%	47.1%	75%	100%



## Retirement Benefit Formulas

- 0.03
- 1:1 up to 3%
- 10% of gross salary paid quarterly
- 100% match up to 3% employee deferred & 50% match on the next 2% employee deferred comp.
- 15% of each gross pay roll amount after employee works for two years in his her position.
- 2% after one year employer matches up to 4%
- 2% minimum after two years plus 3% match
- 2% of Gross Salary.
- 2% of qualified employee's salary goes to retirement fund, and additional 1% is given to the employee to contribute or spend.
- 3% after one year of service + matching up to an additional 3%
- 3% for full-time employees - simple IRA
- 3% match after 1 year of service
- 3% matching
- 3% of employee contribution
- 3% salary
- 35 hours per week plus = 5% 27.25 hours per week = 3.75% part time = 0
- 4% of wages excluding overtime
- 401k program company provides 10% of employee's wages after 2 full years of service
- 5 percent of their salary
- 5% of salary
- 5% of salary earned after 3 yrs
- 6% of gross compensation for the third year of employment
- 7% of gross salary contributed by employer.
- A percentage of yearly salary, the percentage is decided on by the board every year
- After 2 yrs employment, agency contributes \$0.25 per dollar up to a maximum of \$500 per year
- Certain percentage established annually by the Board goes into a SEP. We are currently evaluating our employee benefits program and have revised our personnel manual for calendar year 2016.
- employee choice as part of the cafeteria benefit plan 403B
- Employees can choose to apply the flexible benefit toward retirement which is 3528 per year. There is no additional contribution or matching at this time.
- Employer match employee contribution up to 3% of annual wage
- match 3%
- match employee contributions up to 3%
- Match up to 2.5% of salary.
- Match up to 3% of salary
- SEP IRA just created for 2015; 3% of salary contributed each year; not guaranteed to continue from year to year; budget dependent

	All Agencies (2015)	All Agencies (2011)	Small (2015)	Medium (2015)	Large (2015)	Extra Large (2015)
<b>Other Benefits Offered (Percent of Organizations Offering)</b>						
Accidental Death & Dismemberment Insurance	24.2%	21.1%	10.7%	11.8%	33.3%	77.8%
Business Travel Accident Insurance	7.6%	1.8%	3.6%	11.8%	8.3%	11.1%
Parking	30.3%	38.5%	28.6%	35.3%	33.3%	22.2%
Child Care	10.6%	7%	3.6%	17.6%	8.3%	22.2%
Education/Staff Development	71.2%	57.9%	67.9%	70.6%	66.7%	88.9%
Employee Assistance Program	39.4%	36.8%	10.7%	47.1%	50.0%	100%
Flexible Work Week	45.5%	50.9%	42.9%	47.1%	41.7%	55.6%
401 (K) Deferred Compensation	24.2%	24.6%	17.9%	11.8%	25.0%	66.7%
Tax Deferred Annuity	12.1%	19.3%	3.6%	11.8%	16.7%	33.3%
Legal Services Program	3.0%	0.0%	0.0%	0%	0%	22.2%
Mileage	71.2%	77.2%	64.3%	70.6%	83.3%	77.8%
Wellness Program	18.2%	12.3%	7.1%	11.8%	16.7%	66.7%
Other	24.2%	24.6%	21.4%	29.4%	16.7%	33.3%
<ul style="list-style-type: none"> <li>• <i>Direct deposit</i></li> <li>• <i>Meals</i></li> <li>• <i>Flexible spending account</i></li> <li>• <i>Health supplement</i></li> </ul>						

When asked to choose the top 3 benefits their organization would most like to offer their employees from a list of benefits respondents chose:

- Retirement/pension – 40.9%
- Better/more health insurance – 33.3%
- Dental Insurance – 24.2%

Other ways organizations compensate their staff:

- Health supplement
- Four day work week
- Bonus program
- Memberships to community organizations
- Theater tickets
- Staff luncheons/meals
- Discounts to events
- Cell phone plan discounts
- Employee recognition program
- New hire referral program
- Sign on bonus
- Holiday dinner
- Flexibility in scheduling
- Massages
- Yoga class
- Auto insurance reimbursement
- Thank you gifts/annual gifts
- Comp time



United Way  
of Tompkins County