Human Service Provider
Compensation & Benefits Study

Conducted September 2023 – November 2023

United Way of Greater Rochester and the Finger Lakes
Market Research
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Thank you to all those who took the time to share community data points and allow United Way to conduct this comprehensive study. We are pleased to provide this updated report as a service to help support, strengthen, and inform our community's incredible nonprofit sector. The study was last conducted in 2021 and remains available online at UnitedWayROCFLX.org/reports. These reports are designed to serve as a resource for human service organizations to benchmark current compensation trends and inform related decisions. We trust it helps you attract and retain talented and motivated employees to achieve your mission and improve our community.

METHODOLOGY

Custom-designed MS Excel templates were emailed to nonprofit organizations of all sizes requesting the following data:
1) Organization name and contact
2) Organization size
3) Salary rate ranges for 35 selected, common human service job descriptions
4) Salary minimums and maximums for those 35 jobs
5) Exempt or non-exempt status of jobs
6) Scheduled weekly work hours for jobs
7) Number of employees in position
8) Healthcare benefits offered
9) Paid time off – holidays, vacation days, sick days, personal time off (PTO) – or – combination of total paid time off
10) Shift differential pay
11) Bilingual differential pay
12) Average calculated fringe rate
13) Retirement plan benefits and matching contributions
14) Incentive bonuses for new staff referral
15) Signing bonuses for special positions
16) Retention bonuses
17) COVID response and plan
18) Observed holidays

Completed survey templates were received from 39 participating organizations, representing over 9,000 employees.

Summary statistics are presented for each of the 36 job descriptions, plus subsets by agency size where the sample was sufficient to make the data meaningful. A minimum of three (3) responses was required for any subset to protect confidentiality of information. In instances where an organization supplied both salary and hourly data for positions, both rates are included and reported in the appropriate subsets.

Two caveats regarding the information in this survey:
- Data for some positions remains, at best, minimal and should be viewed with discretion as those positions may not be representative of overall pay practices.

- While this survey is a tool for determining how an agency's pay structure relates to others in a given category, the study should not be used as an absolute compensation standard. Care should be exercised in utilizing survey data and specific results should be examined in the context of overall survey findings and the general economic climate prevailing at the time of the study.

DEFINITIONS

The following definition are used on the summary statistical pages:

 # orgs are the total number of organizations reporting data for a specific position or subset

 # emps are the number of employees for which data was reported for a specific position

Rates reported are hourly rates with rates per hour computed to the nearest cent.

Mean is the average rate paid for the position.

Average rate ranges
Min is the average of the hourly minimum rates reported for the position.
Max is the average of the hourly maximum rates reported for the position.

Actual rate ranges
Min is the absolute lowest hourly minimum rate reported for the position.
Max is the absolute highest hourly maximum rate reported for the position.

% Exempt Organizations is the percentage of organizations regarding the position to be exempt as defined under the Fair Labor Standards Act

% Exempt Employees is the percentage of total employees reported exempt in the position as defined under the Fair Labor Standards Act

Average scheduled hours are the average hours per week reported for the position.

Fringe benefit rate is the cost of employee benefits divided by wages paid.

Personal time off (PTO) is shown for some organizations as incremental to holiday, vacation, and sick days and in others as a composite of all time off.

CONTRIBUTING ORGANIZATIONS

Thank you to the following organizations for contributing valuable information to this study:

AutismUp
Boys & Girls Clubs of Rochester, Inc
Breast Cancer Coalition
CASA of Rochester/Monroe County
Center for Dispute Settlement
Chances and Changes, Inc.
Charles Settlement House
Community Place of Greater Rochester, Inc
DePaul
Family Promise of Greater Rochester
Finger Lakes Community Action
Flower City Habitat for Humanity, Inc. DBA Greater Rochester Habitat for Humanity
Foodlink, Inc.
Goodwill of the Finger Lakes
Hillside Family of Agencies
Hope Center of LeRoy
Hope Initiatives CDC, Inc.
Jewish Family Services
Joseph Avenue Arts and Culture Alliance
Lifespan
Literacy Volunteers of Wayne County, Inc.
Mary Cariola Center
Medical Motor Service of Rochester
Palmyra Community Center, Inc.
Rochester Presbyterian Home, Inc.
RochesterWorks, Inc.
Southeast Area Coalition
The Arc of Monroe
The Center for Youth Services
The Legal Aid Society of Rochester, NY
The Strong
Trillium Health
United Way of Greater Rochester & the Finger Lakes
Victim Resource Center of the Finger Lakes
Wayne Pre-Trial Services, Inc.
Willow Domestic Violence Center
YMCA of Greater Rochester
YWCA of Rochester & Monroe County

POSITIONS SURVEYED

The following thirty-six (36) positions were reported and analyzed:

1. Executive Director/President/CEO
2. Assistant Deputy/Associate Executive Director
3. Director of Development
4. Human Resources Director
5. Office Manager
6. Volunteer Coordinator
7. Marketing / Communications / PR Coordinator
8. Events Coordinator
9. IT Director / Coordinator
10. Executive Secretary/Executive Assistant
11. Administrative Assistant / Administrative Secretary
12. Secretary / Clerk
13. Receptionist
14. Custodian/Housekeeper
15. Finance Director (CFO)
16. Assistant Finance Director / Controller
17. Accountant
18. Bookkeeper/Junior Accountant
19. Billing / Financial Clerk
20. Program Director (Youth)
21. Program Director (Clinical)
22. Program Director (Planning and Evaluation)
23. Registered Nurse (RN)
24. Licensed Practical Nurse (LPN)
25. Counselor (Clinical / Therapeutical)
26. Case Manager
27. Social Worker (MSW)
28. Director of Diversity, Equity and Inclusion (DEI)
29. Director of Quality Improvement (DQI)
30. Attorney
31. Legal Assistant
32. Program Manager
33. Clinical Supervisor
34. Vocational Counselor
35. Supervisor of Residential Services
36. Grants Manager

POSITION 1: Executive Director/President

Typically reports to the Board of Directors. Responsible for the direction, planning, and management of all agency functions. Coordinates agency programs with other Federal, State, or local programs if appropriate. Enforces policy and guidelines for administration of the agency. Develops, with the Board of Directors, strategic objectives, and operational plans for current and future programs/services.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	35	35	$159,733	$53,525	$392,000
SIZE					
< 25 employees	14	14	$79,486	$53,525	$127,000
25-100 employees	9	9	$154,436	$87,000	$288,750
> 100 employees	12	12	$243,953	$113,707	$392,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	15	15	87.07	65.26	91.87	38.46	153.85
SIZE							
< 25 employees	6	6	45.80	38.45	44.34	38.46	48.57
25-100 employees	6	6	88.21	72.22	107.82	69.00	148.08
> 100 employees	5	5	120.32	91.83	135.34	94.00	`53.85

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.2

POSITION 2: Assistant Deputy/Associate Executive Director

Typically reports to Executive Director, President, and/or CEO. Assists in the overall administration of the agency. Staffs committees of the Board, coordinates annual funding requests, supervises program directors, plans and develops new programs. Acts as liaison to planning/regulatory agencies, maintains interagency relationships and oversees public relations, agency planning and service evaluation efforts.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	8	8	$133,913	$46,334	$280,000
SIZE					
< 25 employees	3	3	$63,778	$46,334	$80,000
25-100 employees	-	-	-	-	-
> 100 employees	5	5	$186,515	$101,600	$280,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	-	-	-	-	-	-	-
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	-	-	-	-	-	-	-

% Exempt Organizations =	87%
% Exempt Employees =	87%
Average scheduled hours =	39.7

POSITION 3: Director of Development

Typically reports to Executive Director, President, and/or CEO. Responsible for developing and administering a plan to generate new and additional funding for the agency. Prepares and submits grant applications, organizes special events, coordinates solicitations and appeals, researches and implements tax-advantaged giving programs, endowment funds, memorial gift programs, gift-in-kind donations, etc.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	19	19	$105,109	$62,587	$178,285
SIZE					
< 25 employees	3	3	$62,944	$62,587	$63,300
25-100 employees	5	5	$93,141	$70,000	$130,000
> 100 employees	10	10	$119,526	$72,100	$178,285

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	10	10	45.20	42.42	55.08	22.00	66.67
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	3	3	46.65	57.73	73.11	36.06	92.34
> 100 employees	5	5	51.70	42.96	60.58	48.08	73.60

% Exempt Organizations =	84%
% Exempt Employees =	84%
Average scheduled hours =	39.2

POSITION 4: Human Resources Director

Typically, reports to Executive Director, President, and/or CEO. Administers all agency personnel functions. Recommends and enforces policies and procedures necessary for sound human resource management. Responsible for recruitment benefits administration, employee counseling, assisting management in handling employee relations issues, etc. Conducts research, formulates, recommends, implements, administers and audits compensation program. Conducts new hire orientation.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	20	20	$100,153	$58,661	$153,375
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	7	7	$79,454	$65,000	$105,469
> 100 employees	13	13	$109,706	$58,661	$153,375

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	10	10	50.86	41.37	58.19	31.25	70.67
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	5	5	39.78	36.30	51.76	31.25	54.09
> 100 employees	5	5	60.10	47.70	64.62	40.75	70.67

% Exempt Organizations =	95%
% Exempt Employees =	80%
Average scheduled hours =	37.9

POSITION 5: Office Manager

Typically reports to a senior level agency administrator. Coordinates and directs the business services functions of the agency including clerical activities and purchasing. Develops systems and procedures for efficient office operations; coordinates scheduling of facilities and equipment. Supports clerical staff during peak periods, helps schedule and prioritize assignments, special projects, special events, etc.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	6	6	$64,322	$57,500	$83,429
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	3	3	$66,028	$57,532	$83,429

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	6	6	36.72	27.53	40.78	24.00	44.16
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	3	3	37.72	28.71	40.78	27.97	44.16

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	38.3

POSITION 6: Volunteer Coordinator

Typically reports to a senior leader or department administrator. Responsible for recruiting, interviewing, placing, monitoring, and training volunteers. Acts as liaison between volunteers, referral sources and agency clients or staff. Monitors all ongoing volunteer-client relationships.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
TOTAL					
All respondents	2	2	$43,144	$31,287	$55,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	1	1	-	-	-

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	7	8	25.14	21.92	26.25	20.00	28.00
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	3	3	25.71	20.49	24.50	19.25	26.50
> 100 employees	2	3	-	-	-	-	-

% Exempt Organizations =	22%
% Exempt Employees =	20%
Average scheduled hours =	36.4

POSITION 7: Public Relations/Communications Coordinator

Typically reports to a senior leader or department administrator. Develops and administers public relations program for the agency. Cultivates and maintains relationships with the media; composes articles, new releases, press kits, speeches, and the like. Acts as liaison to any external advertising agencies used by the agency. May plan and coordinate special events and community outreach programs.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	10	10	$80,992	$37,273	$164,000
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	4	4	$73,336	$56,650	$92,692
> 100 employees	4	4	$104,825	$70,007	$164,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	7	7	33.81	25.94	39.32	25.13	40.51
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	4	4	27.86	24.65	36.82	26.51	51.90

% Exempt Organizations =	79%
% Exempt Employees =	79%
Average scheduled hours =	38.7

POSITION 8: Events Coordinator

Develops, plans, and coordinates special events and community outreach programs.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	7	7	$56,311	$45,500	$62,400
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	4	4	$56,792	$45,000	$62,400

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	7	7	25.46	24.31	34.01	16.00	30.00
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	3	3	26.96	26.27	34.00	26.00	28.40
> 100 employees	3	3	25.93	25.52	38.69	23.33	30.00

% Exempt Organizations =	64%
% Exempt Employees =	64%
Average scheduled hours =	34.1

POSITION 9: IT Director / Coordinator

Oversees technology operations and evaluates them according to established goals. Devises and establishes IT policies and systems to support the implementation of organizational strategies. Analyzes the business requirements of all departments to determine their technology needs. Supports day-to-day IT functionality.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	14	14	$98,520	$60,960	$155,871
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	4	4	$97,873	$75,000	$113,925
> 100 employees	10	10	$98,778	$60,960	$155,871

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	7	7	52.52	37.60	55.07	46.63	58.42
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	5	5	51.91	44.18	65.66	46.63	58.42

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	38.7

POSITION 10: Executive Secretary / Executive Assistant

Typically reports to Executive Director, President, and/or CEO, and/or Assistant/Deputy/Associate Executive Director. Takes and transcribes dictation. Answers and screens incoming phone calls. Drafts letters, memos, reports and other documents. Responsible for establishing and maintaining necessary files, taking care to protect proprietary information. Makes travel arrangements, manages executives' calendar, etc. May be responsible for taking and transcribing minutes of agency and/or Board meetings. Performs other duties as designated by Executive Director or Assistant.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	8	14	$66,484	$55,376	$79,567
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	2	3	-	-	-
> 100 employees	6	11	$69,307	$57,711	$79,567

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	10	14	28.62	24.38	33.57	21.45	40.00
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	3	20.63	16.68	23.26	17.50	24.00
> 100 employees	7	11	29.85	24.58	35.37	21.45	40.00

% Exempt Organizations =	50%
% Exempt Employees =	68%
Average scheduled hours =	38.9

POSITION 11: Administrative Assistant / Administrative Secretary

Typically reports to department administrator. Performs general administrative duties including calendar maintenance, screening calls, making travel arrangements, minute taking and transcription, filing and typing, etc.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	1	1	-	-	-
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	1	1	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	15	55	19.77	18.00	22.51	15.00	26.65
SIZE							
< 25 employees	4	4	17.75	17.50	18.50	15.00	20.00
25-100 employees	3	6	22.81	20.36	29.02	21.79	25.38
> 100 employees	9	45	20.02	17.61	22.75	15.91	26.65

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	33.8

POSITION 12: Secretary / Clerk

Typically, an entry level position reporting to Office Manager or department administrator. Transcribes dictated materials, types letters, memos, and reports, prepares other printed materials and documents, maintains files related to position.

Organizations reporting by hourly rate

| | # orgs | # emps | Mean ($) | Average Rate Range | | Actual Rate Range | |
				Min	Max	Min	Max
All respondents	6	13	18.82	16.92	22.34	15.00	26.20
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	2	7	-	-	-	-	-
> 100 employees	2	4	-	-	-	-	-

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	30.8

POSITION 13: Receptionist

Greets and directs visitors, prepares guest identification, if necessary, notifies staff of visitors, etc. Maintains necessary sign-in logs. May be responsible for screening and directing incoming telephone calls and/or mail.

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	16	35	15.63	15.71	20.41	15.00	23.49
SIZE							
< 25 employees	2	3	-	-	-	-	-
25-100 employees	4	8	19.35	15.19	20.95	15.00	23.49
> 100 employees	10	24	17.95	16.31	21.41	15.15	20.00

% Exempt Organizations =	6%
% Exempt Employees =	3%
Average scheduled hours =	33.3

POSITION 14: Custodian / Housekeeper

Keeps the physical environment clean and free of hazards. Arranges for trash collection and pick-up and disposal of recyclable materials. Performs general cleaning functions such as vacuuming, dusting, surface cleaning, etc.

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	13	119	15.83	15.22	17.54	8.50	19.75
SIZE							
< 25 employees	4	4	12.57	12.93	14.48	8.50	16.00
25-100 employees	2	3	-	-	-	-	-
> 100 employees	7	112	17.21	16.49	19.43	15.45	19.75

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	30.2

POSITION 15: Finance Director / CFO

Typically reports to Executive Director/President/CEO. Responsible for all financial functions of the agency including relationships with funding sources, external auditors, financial institutions, etc. Oversees any staff responsible for accounting, accounts payable, purchasing, payroll preparation, and so on. Manages agency funds to maximize return on investment, minimize costs and generally assure the financial integrity of the agency.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	25	25	$141,975	$70,000	$325,000
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	9	9	$107,067	$70,000	$178,608
> 100 employees	14	14	$168,156	$74,271	$325,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	13	13	64.55	53.60	78.85	28.85	93.33
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	5	5	55.05	52.87	75.37	42.07	91.59
> 100 employees	6	6	74.54	63.82	92.70	74.54	93.33

% Exempt Organizations =	84%
% Exempt Employees =	84%
Average scheduled hours =	36.4

POSITION 16: Assistant Finance Director / Controller

Typically reports to Finance Director or CFO. Manages all aspects of the agency's financial operations including record maintenance, payroll preparation, financial components of employee benefit programs, etc. Invests agency funds and monitors performance. Reviews or prepares financial statements and prepares required legal report filings. Assists in the preparation of the annual agency budget. Supervises staff working in financial capacities.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	12	15	$98,606	$62,000	$161,434
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	4	5	$85,709	$65,000	$100,500
> 100 employees	8	10	$105,055	$62,000	$161,434

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	7	10	40.24	34.89	47.58	33.33	66.66
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	3	4	42.16	33.87	45.47	33.33	53.85
> 100 employees	4	6	44.77	35.91	49.68	43.18	66.66

% Exempt Organizations =	92%
% Exempt Employees =	94%
Average scheduled hours =	38.7

POSITION 17: Accountant

Typically reports to Assistant Finance Director or Controller. Responsible for accounts payable, cash disbursements, general ledger maintenance, cash receipts, and deposits. Assists in budget preparation, financial reporting, and other accounting functions. May be responsible for payroll preparation and maintenance of payroll tax forms.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	10	18	$61,848	$53,990	$73,380
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	4	4	$56,999	$53,990	$59,255
> 100 employees	5	13	$67,097	$62,400	$73,380

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	16	23	27.61	24.16	33.90	18.00	36.15
SIZE							
< 25 employees	3	3	28.39	25.00	34.67	25.00	41.00
25-100 employees	5	6	26.24	23.28	32.23	18.00	28.97
> 100 employees	8	14	28.27	24.30	34.52	24.00	36.15

% Exempt Organizations =	50%
% Exempt Employees =	64%
Average scheduled hours =	34.0

POSITION 18: Bookkeeper / Junior Accountant

Responsible for the accurate and current posting of all general financial transactions of the agency. Maintains ledger for the posting of credits and debits as well as cash and journal entries. Maintains control records for credit check-ups, monthly statements, etc. Assures that expenses are properly allocated to corresponding grants or funds from other sources.

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	7	22.74	21.84	26.20	19.00	27.81
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	4	5	24.07	23.01	27.05	21.05	27.81

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	33.8

POSITION 19: Billing / Financial Clerk

Performs a variety of functions required to administer financial systems and other departmental processes. Checks, verifies and classifies data to maintain financial records. Verifies accuracy of vendor invoices and initiates payment of same. Generates bills and invoices and tracks receivable. May perform collection activities on overdue accounts. Resolves problems associated with billings, invoice payments, expense allocations and the like. Prepares financial reports.

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	14	28	21.98	19.80	26.22	20.00	28.94
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	4	7	21.28	20.31	24.70	20.51	24.60
> 100 employees	9	20	21.95	18.96	26.94	20.00	28.94

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	36.7

POSITION 20: Program Director – Youth

Manages and/or administrates agency program(s) aimed at youngsters and young adults such as youth work experience programs. Sets program objectives, monitors outcomes, and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance programs visibility and effectiveness. Selects and supervises program staff, trains, orients, and evaluates performance.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	6	6	$76,128	$32,260	$148,288
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	2	2	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	3	20	23.86	21.80	27.71	13.20	45.28
SIZE							
< 25 employees	1	14	-	-	-	-	-
25-100 employees	1	2		-	-		-
> 100 employees	1	4	-	-	-	-	-

% Exempt Organizations =	64%
% Exempt Employees =	65%
Average scheduled hours =	37.3

POSITION 21: Program Director – Clinical

Manages and/or administrates agency program(s) aimed at persons requiring therapeutic treatment to aid recovery. Sets program objectives, monitors outcomes, and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance program visibility and effectiveness. Selects and supervises program staff, trains, orients, and evaluates performance.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	7	18	$71,555	$53,341	$111,048
SIZE					
< 25 employees	2	7	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	4	10	$76,917	$58,032	$111,048

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	3	9	31.81	29.87	37.70	27.90	40.87
SIZE							
< 25 employees	1	6	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	2	3	-	-	-	-	-

% Exempt Organizations =	90%
% Exempt Employees =	95%
Average scheduled hours =	37.5

POSITION 22: Program Director – Planning and Evaluation

Plans, develops, and administers processes for evaluating agency effectiveness (i.e., quality assurance). Prepares reports on agency performance, identifies deficiencies, and recommends corrective actions. Develops plans to enhance agency effectiveness and client satisfaction, including recommendations for new programs and/or services.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	6	6	$77,493	$50,300	$113,917
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	3	3	$80,247	$73,652	$85,280
> 100 employees	1	1	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	4	15	36.44	33.83	44.80	27.48	49.18
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	2	13	-	-	-	-	-

% Exempt Organizations =	86%
% Exempt Employees =	40%
Average scheduled hours =	37.5

POSITION 23: Registered Nurse (RN)

Directs activities of aides and other nursing staff. Administers medication and renders professional nursing services to patients. May take referrals and evaluate for admission. Prepares nursing schedules, assures that adequate supplies are available for patient care, maintains charts and records as required by regulation, and acts as liaison to family members as necessary.

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	5	38	34.85	29.73	41.09	29.80	49.95
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	4	37	34.29	29.20	41.02	29.80	49.95

% Exempt Organizations =	20%
% Exempt Employees =	18%
Average scheduled hours =	30.7

POSITION 24: Licensed Practical Nurse (LPN)

Responsible for administering treatment and other professional nursing services to patients. Responds to emergency medical situations, provides clinical support to physicians and other nursing staff, assures patient comfort, maintains necessary charts and records, etc.

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	5	37	26.07	21.99	31.16	21.40	35.22
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	5	37	26.07	21.99	31.16	21.40	35.22

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	39.4

POSITION 25: Counselor (Clinical / Therapeutic)

Typically reports to Program Director. (Alcoholism counselors typically hold CAC designation.) Conducts client assessments through development of history and identification of needs in order to establish initial treatment goals. Helps client establish treatment plan, implement plan, and monitor progress through regular review. Performs clinical record-keeping tasks. Meets with client for group therapy and with individual clients for therapy, case management and crisis intervention. Acts as liaison to other therapy and health providers, physicians, etc. Contacts appropriate social agencies to aid in implementation of treatment plan to arrange aftercare services.

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	3	47	25.54	22.77	25.52	20.76	31.99
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	1	1	-	-	-	-	-

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	38.3

POSITION 26: Case Manager

Typically reports to department head or program manager. Responsible for direct, intensive casework support including assessment for intake, client file and client base development and maintenance. Counsels and makes referrals to related community resources in areas such as childcare, housing, health, budgeting, career/vocational counseling, etc. Monitors referral services and client progress.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range	
				Min	Max
All respondents	5	9	$58,007	$52,000	$66,963
SIZE					
< 25 employees	3	4	$55,363	$52,000	$58,726
25-100 employees	-	-	-	-	-
> 100 employees	2	5	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	15	85	20.98	19.88	23.86	15.00	30.91
SIZE							
< 25 employees	5	13	17.79	19.14	21.15	15.00	19.76
25-100 employees	4	41	20.04	18.50	21.13	15.00	23.98
> 100 employees	6	31	24.29	21.43	27.94	17.00	30.91

% Exempt Organizations =	24%
% Exempt Employees =	8%
Average scheduled hours =	34.7

POSITION 27: Social Worker (MSW)

Provides counseling, emergency assistance and crisis intervention to client/patients. Makes clients/patients aware of community resources and services. Assists clients or patients in maintaining effective relationships with family and assuring that a supportive home environment exists, if appropriate to the situation. Acts as liaison to medical providers to enhance patient/client treatment. Maintains necessary records and files.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	6	98	$61,805	$53,420	$85,000
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	1	8	-	-	-
> 100 employees	3	90	$58,492	$53,420	$62,730

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	5	16	30.43	25.44	33.09	19.57	33.32
SIZE							
< 25 employees	2	3	-	-	-	-	-
25-100 employees	1	8	-	-	-	-	-
> 100 employees	2	5	-	-	-	-	-

% Exempt Organizations =	50%
% Exempt Employees =	76%
Average scheduled hours =	34.7

POSITION 28: Director of Equity and Inclusion (DEI)

Leads the development and implementation of proactive diversity, equity and inclusion initiatives supporting strategic plans. Coordinates and leads the development of a vision and effective strategy that champions the importance and value of a diverse and inclusive work environment. Builds a welcoming and inclusive culture. Assesses potential barriers and develops strategies focused on recruiting and retaining a diverse workforce. Designs training initiatives on cultural competency, gender differences, disability, sexual harassment, and other topics designed to increase awareness and support of equity and inclusion values and maintaining compliance with applicable laws. Oversees compliance with Affirmative Action, Equal Employment Opportunity, the Americans with Disabilities Act, and other applicable requirements. ⌑

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	4	4	$93,535	$72,105	$108,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	3	3	$95,035	$72,105	$108,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	5	29	46.20	39.42	52.95	22.15	55.38
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	5	28	46.20	38.76	48.85	22.15	55.38

% Exempt Organizations =	50%
% Exempt Employees =	72%
Average scheduled hours =	34.7

POSITION 29: Director of Quality Improvement

Coordinates quality management efforts including development, implementation, education, data collection, and analysis. Helps to plan, design, implement, and maintain a comprehensive continuous quality improvement program including utilization management and risk management.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	5	5	$88,270	$64,480	$119,504
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	4	4	$94,218	$74,886	$119,504

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	2	2	-	-	-	-	-
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	2	2	-	-	-	-	-

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	39.6

POSITION 30: Attorney

Provides legal advice to the organization, prepares solutions, reports, guidelines, and participates in major legal actions. Works closely with departments to foresee and protect the organization against legal risks. Recommends to senior management how to respond to legal issues or proposed changes in laws and regulations. ⬚

Insufficient data for this position

POSITION 31: Legal Assistant

Assists legal staff in a wide variety of functions including research of specific laws, legal articles, and regulations, drafting of legal documents and correspondence such as white papers and contracts, filing briefs, and legal documents, and writing reports. ⬚

Insufficient data for this position

POSITION 32: Program Manager

Provides coordination for programming, supervision of staff, and delivery of services. Maintains confidentiality and ethical standards. Provides ongoing evaluation and development of program activities to assure quality and effectiveness of services. Coordinates staff assignment, recruits, supervises staff, performance evaluation, delegation of authority, in-service training, and communication within the program. Provides a comprehensive range of on-site counseling support, self-help initiatives, life skills/recreational activities and social supports. Communicates with appropriate agency staff and partner agencies to assure ongoing and effective referrals into program.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	14	55	$64,065	$42,300	$82,543
SIZE					
< 25 employees	6	7	$58,034	$42,300	$68,182
25-100 employees	3	6	$60,357	$55,328	$70,364
> 100 employees	5	42	$73,527	$65,013	$82,543

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	17	57	25.96	24.71	30.12	19.00	36.06
SIZE							
< 25 employees	8	18	23.82	22.69	27.56	19.00	35.26
25-100 employees	3	16	25.05	24.32	28.31	19.00	28.40
> 100 employees	6	23	28.92	28.18	35.30	20.90	36.06

% Exempt Organizations =	52%
% Exempt Employees =	43%
Average scheduled hours =	36.8

POSITION 33: Clinical Supervisor

Oversees the clinical supervision for assigned department clinical staff. Monitors and evaluates all clinical services provided by the department according to the agency's quality standards. As requested, develops, implements, and reviews clinical policies and procedures for the department. Attends training as requested and available on best practices, issues pertinent to agency clients, and other relevant clinical topics. Disseminates training information as appropriate to program staff. Provides administrative coverage for Program Director in his or her absence. Maintains a clinical caseload according to department need.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	4	24	$82,988	$57,595	$110,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	3	23	$80,615	$57,595	$110,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	4	4	37.28	35.36	45.55	20.00	56.41
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	2	2	-	-	-	-	-

% Exempt Organizations =	80%
% Exempt Employees =	96%
Average scheduled hours =	35.0

POSITION 34: Vocational Counselor

Recruits, coordinates, and provides assessments, case management for clients to move toward placement in work experience, training, education, and employment within their home communities. Performs intake and comprehensive educational/vocational assessment. Develops and monitors the client Individualized Vocational Rehabilitation Plan. Develops and implements a curriculum to train clients in employability skills. Develops job experience or job shadow opportunities for residents. Functions as a member of the Treatment Team.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean ($)	Annual Salary Range Min	Max
All respondents	3	3	$74,190	$60,281	$94,643
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	3	3	$74,190	$60,281	$94,643

Organizations reporting by hourly rate

	# orgs	# emps	Mean ($)	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	5	45	29.07	25.37	33.80	19.50	45.50
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	15	-	-	-	-	-
> 100 employees	4	30	29.88	26.21	35.12	19.50	45.50

% Exempt Organizations =	50%
% Exempt Employees =	7%
Average scheduled hours =	39.2

POSITION 35: Supervisor of Residential Services

The supervisor overseas the day-to-day operations. The supervisor provides management coverage in the absence of the residence managers and provides consultation to the residence manager through assessment of house operations needs and staff development. Supervises the Residence Management Staff. Assists and counsel managers in dealing with shelter and client crises. Provides assistance and coverage for residence management staff. Monitors facility operations. Oversees the accuracy of residential client files and documentation. Assists in the departmental revenue billing process. Performs administrative duties.

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	3	5	$67,041	$57,000	$74,624
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	6	51	$61,636	$50,724	$73,000

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	6	54	29.44	28.59	33.07	20.90	38.27
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	5	53	27.68	26.18	31.78	20.90	33.41

% Exempt Organizations =	43%
% Exempt Employees =	9%
Average scheduled hours =	39.2

POSITION 36: Grants Manager

Research funding opportunities, prepares, submits, and manages grant proposals and reports that support agency goals and meets funder guidelines and criteria. Serves as the primary grant writer, manages funder relationships, engages in compliance reporting, and supports special project initiatives. Identifies support agencies, tracks results, and analyzes financial data. ⌷

Organizations reporting by annual salary

($)	# orgs	# emps	Salary Mean	Annual Salary Range Min	Max
All respondents	7	7	$77,326	$52,000	$113,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	3	3	$68,693	$58,710	$84,370
> 100 employees	4	4	$83,801	$52,000	$113,000

Organizations reporting by hourly rate

($)	# orgs	# emps	Mean	Average Rate Range Min	Max	Actual Rate Range Min	Max
All respondents	9	9	36.27	29.24	39.19	25.24	57.95
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	5	5	37.30	28.69	35.98	26.00	46.21
> 100 employees	3	3	41.06	34.57	49.26	25.24	57.95

% Exempt Organizations =	67%
% Exempt Employees =	67%
Average scheduled hours =	36.2

BENEFITS: Health Insurance

Organizations provided Health Care information for:

        1 - Whether or not a portion of health care coverage was provided

        2 – Average percentage of coverage

		Health Care Coverage		Range of Health Care Paid		
	# orgs	Yes	No	Min	Average	Max
All respondents	38	84%	16%	0%	66%	100%
SIZE						
< 25 employees	25	60%	40%	0%	66%	100%
25-100 employees	9	100%	0%	40%	68%	83%
> 100 employees	14	100%	4%	5%	65%	93%

Notes:

1) In many instances, health care coverage is based on type of plan selected and the percentage of contribution is adjusted.
2) Several organizations reported paying a flat rate per month toward health care and dental, ranging from $450 to $634 per month, considerably higher than previous years.
3) In some cases, dental and health care is provided for single plan, but covers only a portion of family plans.

BENEFITS: Holidays, Vacations, Sick Days, Personal Time Off

Organizations provided personal time off (PTO) information for:

        1 - Holidays

        2 – Vacations

        3 – Sick days

        4 – Other PTO

        5 – or the sum total of all types of PTO

Organizations reporting by separate types of PTO

Average Holidays Paid					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	30	12	12	12	12
SIZE					
< 25 employees	12	12	12	12	12
25-100 employees	8	13	13	13	13
> 100 employees	10	11	11	11	11

Average Paid Vacation Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	22	16	21	23	26
SIZE					
< 25 employees	10	13	20	22	26
25-100 employees	8	18	21	23	23
> 100 employees	4	16	22	28	35

Average Paid Sick Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	21	9	9	9	9
SIZE					
< 25 employees	9	6	6	6	6
25-100 employees	8	9	9	9	9
> 100 employees	4	11	11	11	11

Average Paid Additional Personal Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	12	2	3	3	3
SIZE					
< 25 employees	5	2	2	2	2
25-100 employees	4	3	3	3	3
> 100 employees	3	3	4	4	4

Organizations reporting by composite PTO

Average Composite PTO Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	10	26	31	33	34
SIZE					
< 25 employees	2	34	40	43	46
25-100 employees	2	37	39	42	42
> 100 employees	6	19	25	27	29

Notes:
1) In one example, PTO is based on weekly hours worked and length of employment.
2) Some PTO days change at the 15-year employment anniversary.
3) Some models vary by using increments other than 5-years.

BENEFITS: Holidays Observed

The percentage of organizations observing the following holidays:

Average Percentage Holidays Observed				
Holiday	All organizations	< 25 employees	25 – 1000 employees	> 100 employees
New Year's Day	92%	93%	89%	94%
Martin Luther King Jr. Day	79%	67%	89%	88%
President's Day	39%	40%	44%	31%
Good Friday	34%	40%	56%	19%
Memorial Day	92%	93%	89%	94%
Juneteenth	68%	60%	78%	75%
Independence Day	92%	93%	89%	94%
Labor Day	89%	87%	89%	94%
Rosh Hashanah	3%	0%	11%	0%
Yom Kippur	3%	0%	11%	0%
Columbus Day	50%	53%	56%	50%
Election Day	8%	13%	11%	0%
Veterans Day	24%	27%	22%	19%
Thanksgiving	89%	87%	89%	88%
Day after Thanksgiving	71%	60%	78%	81%
Chanukah	3%	7%	0%	0%
Christmas Eve Day	50%	47%	67%	50%
Christmas Day	84%	93%	89%	75%
New Year's Eve Day	34%	53%	22%	31%
Birthday	11%	13%	11%	6%
Volunteer Day	8%	0%	11%	13%
Floating/personal holiday	29%	33%	0%	50%
Any additional days	16%	13%	22%	13%

Notes:
- In one case, program managers are offered the flexibility to adjust their schedule around holidays according to what the needs of their programs are and what works for their life.
- Some organizations report holidays vary each year.
- Notable increase in observing Veterans Day and Juneteenth
- Other variations are reported based on what day of the week holidays fall, specifically July 4th and Christmas.

BENEFITS: Shift Differential

Organizations provided shift differential where information for:
        1 - Whether or not shift differential was paid
        2 - Actual differential in rate/hour, if applicable

	Shift Differential			Range of Shift Differential (%)		
	# orgs	Yes	No	Min	Average	Max
All respondents	36	17%	83%	10.0%	11.5%	13%

Notes:
1) In one case, shift differential was a flat $1/hour.
2) Shift differentials may vary depending on type and time of shift.

BENEFITS: Bilingual Differential

Organizations provided shift differential where information for:
>   1 - Whether bilingual (more than two languages) differential was paid
>   2 - Actual differential in rate/hour, if applicable

	Shift Differential			Range of Bilingual Differential (%)		
	# orgs	Yes	No	Min	Average	Max
All respondents	36	19%	81%	2%	3.5%	5%

Notes:
1) In other cases, shift differential was a flat $0.50/hour or $1/hour.
2) Other organizations reported annual increases from $1,000 to $1,500.
3) In one case, Bilingual differential is included in bonus.

BENEFITS: Fringe Benefit Rates

Overall fringe benefit rates were provided by organizations where known. 🔲

Range of Fringe Benefit Rates			
	# orgs	Min	Average Max
All respondents	28	0%	23%	50%
SIZE				
< 25 employees	10	0%	19%	41%
25-100 employees	8	19%	25%	35%
> 100 employees	10	4%	25%	50%

Notes:
1) Fringe rates shown for 28 organizations reporting.

BENEFITS: Retirement Plans

Organizations provided retirement plan information for:

        1 - Whether or not retirement plans are offered

        2 - Whether or not matching plans are offered

        3 - Matching contribution plan percentages, where applicable

		Retirement Plan Offered	Matching Plan Offered	Range of Matching Plans		
				Min	Average	Max
All respondents	37	84%	16%	0%	4%	50%
SIZE						
< 25 employees	14	57%	43%	0%	4%	8%
25-100 employees	9	100%	0%	3%	5%	50%
> 100 employees	4	100%	0%	0%	4%	12%

Notes:

1) Retirement plan data shown for 37 organizations reporting.
2) Matching plans shown for 27 organizations reporting.
3) Three (3) organizations report retirement plans with 0% match.
4) Several special plans noted:
   - ROTH IRA investing is an option.
   - Agency offers retirement plan match of 50% of staff's contribution up to 4% max of annual salary.
   - 403b retirement contribution is 5% of salary, after one year of service; plus, additional match of up to 3%, depending on amount of employee contribution.
   - 5% match after 1 year of service, 2% nonelective employer contribution after 1 year of service
   - .5% match on up to approximately 6% (some years there is a slight increase in match)
   - Money Purchase plan contribution offered after one year of service.
   - 3% Safe Harbor Employer Contribution
   - 4% safe harbor non-elective contribution and a 4% matching contribution
   - Retirement plan is not a match. The 12% is given regardless of if employee contributes
   - Profit share on our 403B and do not match.

BENEFITS: Hybrid Work Accommodations

Organizational responses/adjustments to COVID were reported for:

1 – Current workplace status

2 – Planned workplace model going forward

Current workplace status as of August 2023

Current Workplace Status			
Entirely office	# orgs	Working Remote	Hybrid in
All respondents	36	6%	61%	33%
SIZE			
< 25 employees	14	7%	43%	50%
25-100 employees	9	0%	89%	11%
> 100 employees	13	8%	62%	31%

Plans to offer any form of optional hybrid/remote work models going forward

Optional Hybrid Models Going Forward			
No	# orgs	Definitely	Not sure
All respondents	31	58%	19%	23%
SIZE			
< 25 employees	12	42%	33%	25%
25-100 employees	8	88%	12%	0%
> 100 employees	11	55%	9%	36%

Other comments regarding COVID response:

1) Currently staff work in the office Monday - Thursday and remote on Friday. On a case-by-case basis, staff are able to request work remotely from an offsite location for extended periods of time.

2) For the most part, all employees chose to be back in the office though they have the flexibility to work remotely when mildly ill or when they need to balance family obligations or want to work without office distractions. Each employee usually opts to do this 1-3 times per month. With illness it is typically longer.

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BENEFITS: Referral, Signing, and Retention Bonuses

Organizations provided information for:

> 1 – Incentive bonuses for referring new staff
> 2 – Average amount of referral bonus
> 3 – Signing bonuses for special positions
> 4 – Average amount of signing bonus
> 5 – Retention bonuses
> 4 – Average amount of retention bonus

Incentive bonuses for referring new staff

Incentive Bonuses for Referring New Staff				
	# orgs	Yes	No	Average
All respondents	37	30%	70%	$290
SIZE				
< 25 employees	14	7%	93%	$100
25-100 employees	9	22%	78%	$125
> 100 employees	14	64%	36%	$364

Signing bonuses for special positions

Signing Bonuses for Special Positions				
	# orgs	Yes	No	Average
All respondents	35	23%	77%	$1,425
SIZE				
< 25 employees	14	7%	93%	$1,350
25-100 employees	9	22%	78%	$1,600
> 100 employees	12	42%	58%	$1,333

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Retention bonuses

Retention Bonuses			
	# orgs	Yes	No
Average			
All respondents	37	24%	76%	$1,188
SIZE			
< 25 employees	14	7%	93%	$1,350
25-100 employees	9	33%	67%	$758
> 100 employees	14	43%	57%	$1,750