

2025

CT NONPROFIT COMPENSATION AND BENEFITS



REPORT

ABOUT THE SURVEY REPORT

The CT Community Nonprofit Alliance (The Alliance) is the statewide association of community nonprofits in Connecticut. Our mission is to advance excellence in community-based nonprofits through advocacy and capacity building. We share the passion and purpose behind each and every organization's mission and channel that purpose into a powerful, collective voice. We lead from a position of strength, representing nonprofits while presenting a united front before the Connecticut state legislature, state agencies, the public and the media. We advance strategies and public policies that make it possible for nonprofits to thrive.

Recognizing that access to reliable compensation data is essential for sustaining nonprofit missions and retaining strong teams, we commissioned this independent survey and report. Our goal is to equip nonprofit leaders with critical data to help align pay with organizational values and promote fair and consistent compensation practices.

This report:

- Is specifically designed for Connecticut nonprofits and remains the only comprehensive, up-to-date resource of its kind in the state.
- Covers roles that are commonly found in the CT nonprofit workforce but are often missing from regional or national compensation studies.
- Provides detailed pay and benefits data from nonprofits of all sizes and service areas throughout the state.



CT Community Nonprofit Alliance
35 Cold Spring Road, Suite 522, Rocky Hill, CT 06067
860-525-5080 | <https://ctnonprofitalliance.org/>

Copyright © 2025 by CT Community Nonprofit Alliance. All rights reserved.
No portion of this survey may be reproduced in any form without written permission from the publishers.

ACKNOWLEDGEMENTS

We appreciate the many individuals who dedicated their time and effort to developing and publishing this report. This project would not have been possible without the support of our community foundation partners, whose sponsorship and outreach efforts helped ensure broad participation from nonprofits across Connecticut.

Thanks to their generosity, we are able to offer this report at no cost to all CT nonprofits, providing even the smallest organizations with essential compensation and benefits data to help guide their pay structures and decision-making.

We also extend our gratitude to the nonprofit staff represented in this survey who remain steadfast in their mission, showing up every day to support their communities. To all the passionate and hardworking nonprofit professionals—thank you!



The UNH Survey Center is an independent, non-partisan academic survey research organization and division of the UNH College of Liberal Arts. The Survey Center conducts telephone, mail, web, and intercept surveys, as well as focus groups and other qualitative research for university researchers, government agencies, public non-profit organizations, private businesses and media clients. Our senior staff have over 50 years experience in designing and conducting custom research on a broad range of political, social, health care, and other public policy issues.



TABLE OF CONTENTS

Executive Summary	1
Key Findings	1
Organizational Demographics	3
Organizational Finances	5
Employees	9
Board Members	12
Executive Directors	13
C-Level Executives	21
Health Insurance	23
Retirement Benefits	29
Paid Time Off	32
Other Benefits	38
Wages & Salaries	43
Group 100 - Administration and Management	43
Group 200 - Senior Management	48
Group 300 - Professional Services	53
Group 400 - Financial Management	58
Group 500 - Administrative Support Services	63
Group 600 - Direct Services	68
Group 700 - Facilities Management	73
All Job Types	78
Appendix A: Detailed Tabular Results	80
Appendix B: Job Descriptions	330

Executive Summary

The University of New Hampshire Survey Center conducted a survey for the Connecticut Community Nonprofit Alliance to better understand the workplaces of nonprofit organizations in Connecticut. The survey nearly entirely replicates a 2021 survey conducted by the UNH Survey Center on behalf of the Connecticut Community Nonprofit Alliance and comparisons to the results of the previous iteration may be found throughout this report. Links to the survey were distributed by the Connecticut Community Nonprofit Alliance and one hundred sixty-two (162) organizations completed the survey between October 28, 2024 and January 21, 2025.

The following figures display the survey results, Appendix A contains detailed tabular results, and Appendix B contains detailed descriptions of the job titles included in this report. Due to rounding, percentages may not sum to 100%.

Key Findings

Organizational Demographics

Responding Connecticut nonprofit organizations most frequently report supporting children or youth, mental health, housing or homelessness, and developmental or intellectual disabilities. More than half have an office in Hartford County and just over a quarter have an office in New Haven County. Just over half of responding organizations were founded before 1980.

Organizational Finances

Responding Connecticut nonprofit organizations have a median annual budget of nearly \$4.4 million, up from a median of about \$2.25 million in 2021. Similarly, median spending on salaries and wages has nearly doubled from \$1.1 million 2021 to \$2.1 million in 2025. Organizations derive a plurality of their revenue from state governments, with large proportions also coming from the federal government, foundation and individual contributions, and non-governmental fees for services.

Employees

The average responding Connecticut nonprofit organization has 151 employees, up from 99 in 2021, while the median organization has 50 employees. The bulk of these employees are full-time permanent workers, with nearly all the rest being part-time permanent workers and very few seasonal full or part-time employees reported. The average responding organization has 186 volunteers, up from 107 in 2021. However, the median organization has only 10 volunteers and more than a third have none at all. Three in ten organizations contract rather than hire for at least one position and just over half expect their organization's staffing needs to increase over the next twelve months.

Board Members

The average responding Connecticut nonprofit organization has about fourteen Board Members, unchanged since 2021; organizations with higher budgets tend to have more Board Members.

Executive Directors

Nearly all responding Connecticut nonprofit organizations have an Executive Director or CEO; nearly two-thirds of Executive Directors and CEOs are female and more than three-quarters identify as White or European American. The average Executive Director or CEO has been with their current organization for about fourteen years in any role and in their current role for eight years; a majority did not have experience as an Executive Director or CEO prior to joining their current organization. These results closely mirror responses provided in 2021.

The average Executive Director or CEO earns \$88.23 per hour, or \$183,491 in full-time annual salary, up from \$70.10 (\$145,738) in 2021. Female Executive Directors and CEOs make about 25% less than their male counterparts overall. The gap in pay between male and female Executive Directors and CEOs is particularly pronounced among organizations with higher budgets. Executive Directors and CEOs working for organizations with larger budgets, those with more experience and education, those with offices located in Fairfield or New Haven County, and those whose organizations support adult behavioral health and health care tend to earn more in wages.

C-Level Executives

Nearly three-quarters of responding Connecticut nonprofit organizations have at least one paid C-level executive not including their CEO. The average organization has two such individuals, with organizations with larger budgets tending to have more than organizations with smaller budgets. Seven in ten such executives are females and more than three-quarters identify as White or European American.

Health Insurance

Most responding Connecticut nonprofit organizations offer group health and dental insurance for their employees and their dependents, in addition to life insurance and disability insurance for their employees. During their last renewal period, nine in ten say that their health insurance rates increased and more than half say they had to increase their own contribution while four in ten increased their employees' contribution. Nearly a quarter offer health insurance benefits to part-time employees, with the average organization requiring twenty-six hours of work weekly to qualify.

Retirement Benefits

One in six responding Connecticut nonprofit organizations offer a defined benefit retirement plan, while most offer a defined contribution retirement plan such as a 403(b), 457, or 401(k). The vast majority of organizations with a budget of \$1 million or more offer a defined retirement plan but only just over half of organizations with a budget below \$1 million do so. Among organizations which contribute to a defined contribution retirement plan, three-quarters contribute a percentage of the employee's contribution or deferral, with an average match rate of 63%, while one in six contribute a percentage of the employee's salary regardless of whether the employee contributes.

Paid Time Off

Two-thirds of responding Connecticut nonprofit organizations offer separate days for holidays, vacation days, and sick days to their employees, while just under a quarter combine vacation and sick days but keep holidays separate. Nearly two-thirds of organizations have a waiting period for new employees to be eligible for paid time off, with an average waiting period of fifteen weeks for vacation and just under ten weeks for sick days.

Organizations which have separate holidays, vacation days, and sick days on average offer about thirteen vacation days to start and a maximum of twenty-seven, nine sick days to start and a maximum of eighteen, and eleven holidays to start and as a maximum. Responding organizations offer slightly more vacation and sick days at maximum than responding organizations reported offering in 2021. Three-quarters offer paid time off to part-time employees, with the average organization requiring sixteen hours of work weekly to qualify.

Other Benefits

Six in ten responding Connecticut nonprofit organizations pay unemployment insurance through state unemployment taxes while four in ten self-insure by reimbursing state unemployment trust funds. Organizations have an average fringe rate of 19%, unchanged since 2021; organizations with larger budgets tend to have higher fringe rates than those with smaller budgets. Only one in twelve organizations are currently operating under a collective bargaining agreement.

Other benefits commonly offered by organizations include an Employee Assistance Plan (EAP), remote work, unpaid family medical leave, tuition reimbursement or professional development, and employer contributions to employees' health savings accounts for employees. Responding organizations are more likely than in 2021 to say that they offer an Employee Assistance Plan and tuition reimbursement or professional development. Few organizations offer child or elder care assistance, sabbaticals, or paid time off for volunteering. Nine in ten responding organizations reimburse mileage and the vast majority do so at the federal rate.

Wages & Salaries

The most common positions among responding Connecticut nonprofit organizations are Executive Directors or CEOs, Program Managers, Administrative Assistants, Program or Division Directors, Deputy Directors, Associate Directors, or Chief Operating Officers, and Chief Financial Officers; more than 40% of organizations have at least one of these types of employees. Very few have one or more Personal Care Assistant, Psychologist, Records Manager, or Physician.

The most highly compensated positions on average are Psychiatrists, Medical Directors, Physicians, Psychologists, Executive Directors or CEOs, General Counsels, and Advance Practice Registered Nurses, each of which on average are paid more than \$80 per hour, or about \$166,320 in full-time annual salary. Visitor Services Specialists, Food Service Assistants or Workers, and Warehouse Workers are the least compensated types of employees, each earning less than \$19 per hour. Unsurprisingly, organizations with larger budgets tend to employ a greater number of people in a larger number of job types.

Overall, organizations report paying \$42.11 per hour (unweighted by number of employees in each position) to the types of employees listed in the survey, up from \$36.69 per hour in 2021, representing a nearly 15% increase. The largest increases (excluding positions with fewer than five records) in hourly salary since 2021 are for Chief Information Officers, Warehouse Managers, and Curators, all of which saw increases of more than 50% mean salary since 2021.

Organizational Demographics

One hundred sixty-two (162) Connecticut nonprofit organizations responded to the 2025 iteration of the survey. Six in ten (59%) of these nonprofit organizations have a physical office in Hartford County, 27% have an office in New Haven County, 20% have an office in Fairfield County, and 19% have an office in New London County. Ten percent or less of organizations have a physical office in Litchfield (10%), Middlesex (9%), Windham (7%), or Tolland (5%) counties.

Many of the organization's administrative headquarters are located in the middle of the state near Hartford and in the southern parts of Fairfield and New Haven counties.

Figure 1: In which of the following counties does your organization have a physical office? (Select all that apply)

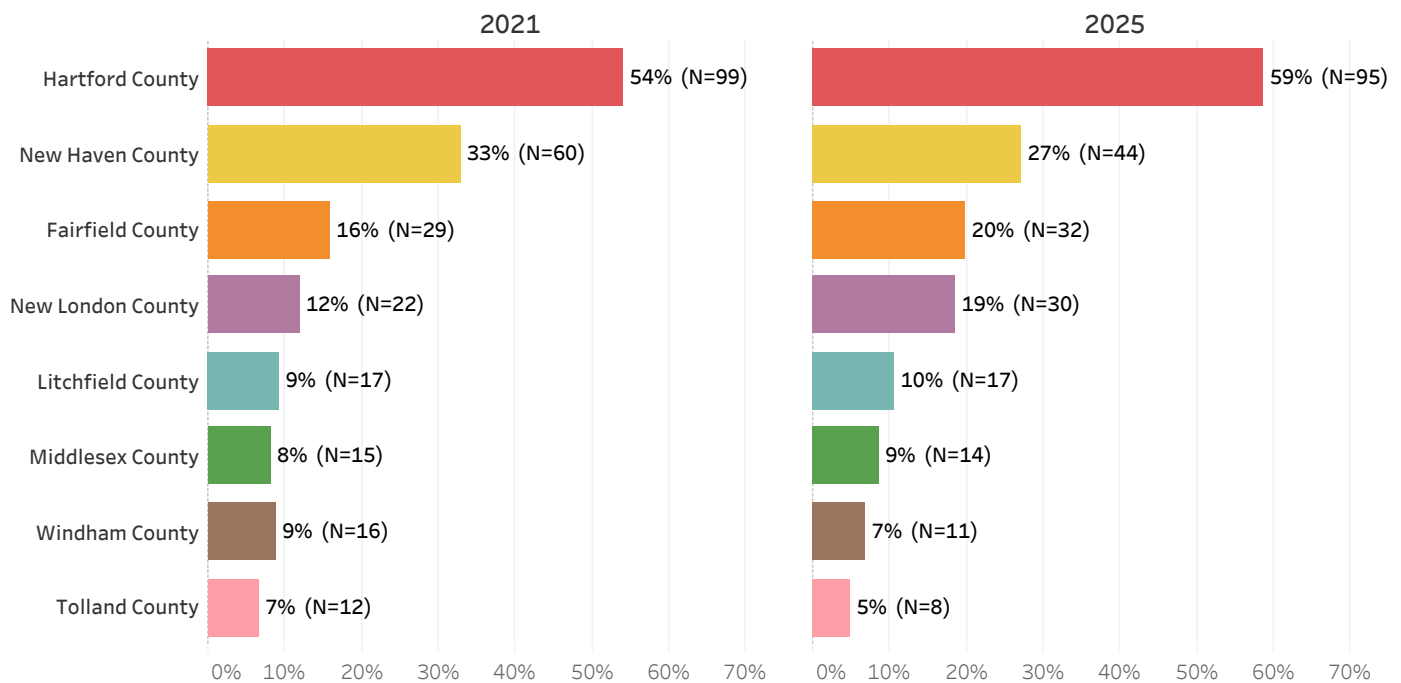
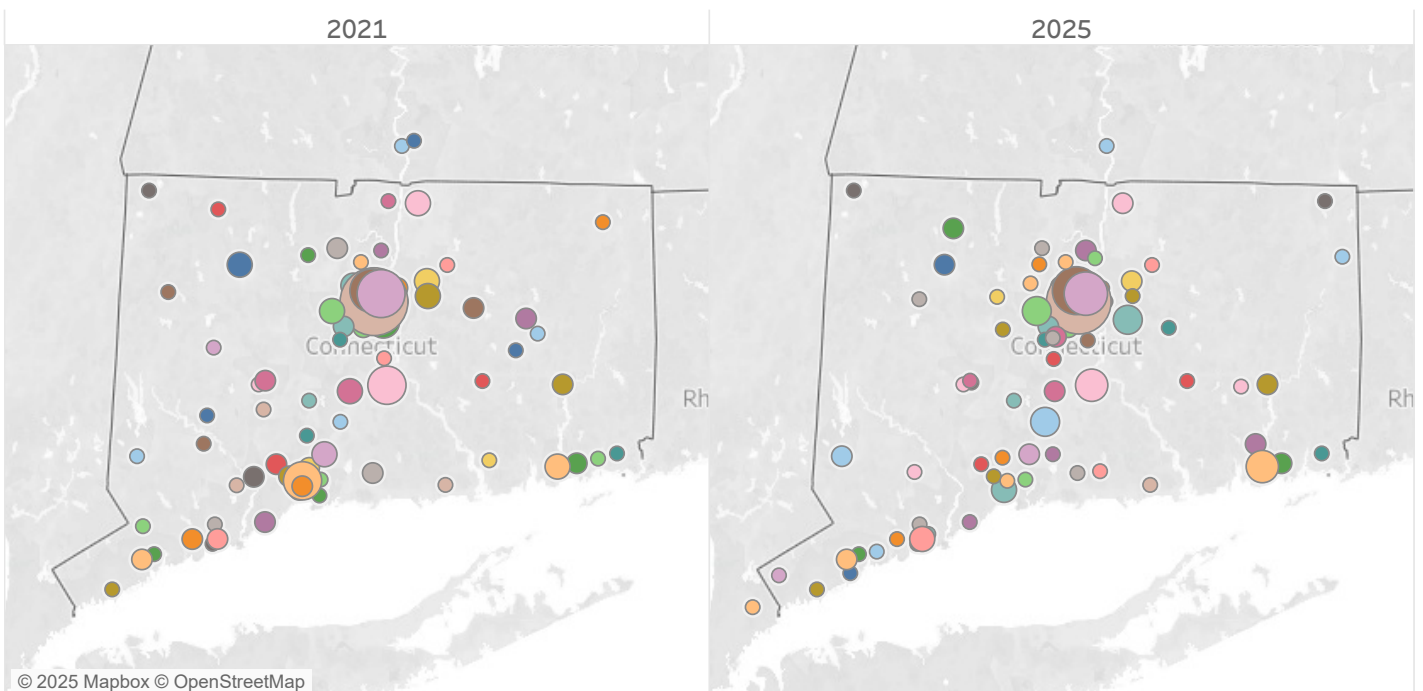
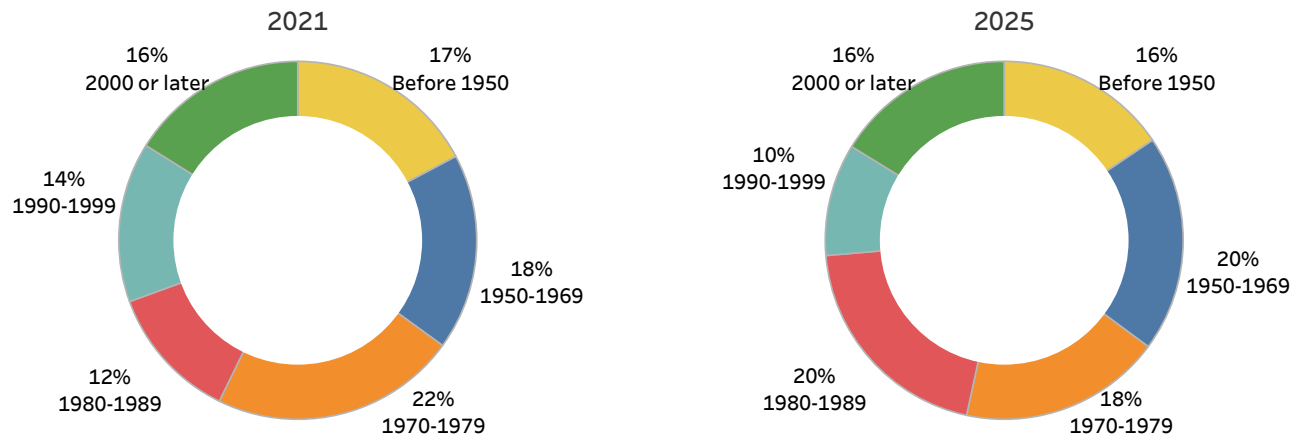


Figure 2: Zipcode of Organization's Administrative Headquarters



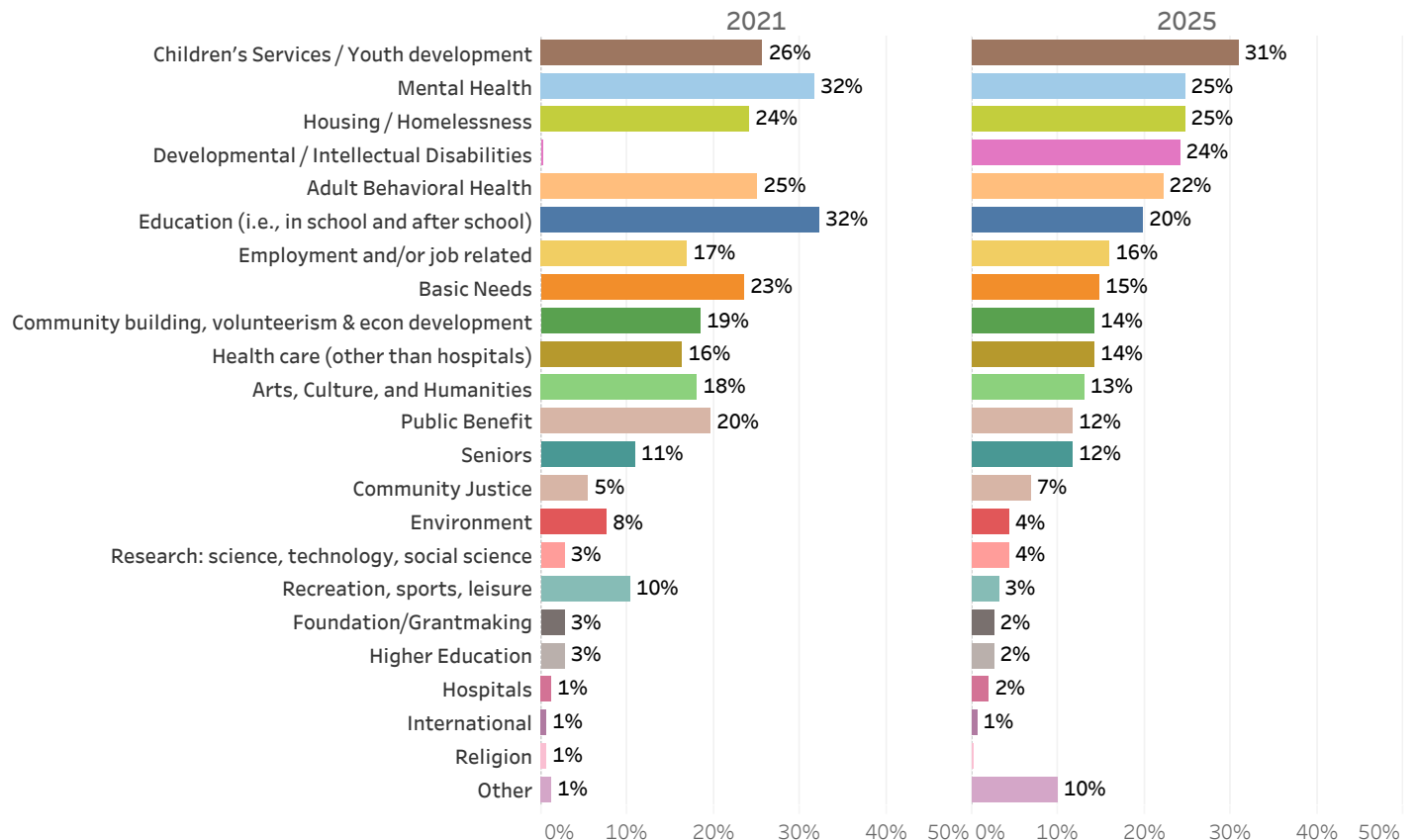
Sixteen percent of responding Connecticut nonprofit organizations were founded before 1950, 20% were founded between 1950 and 1969, 18% were founded between 1970 and 1979, 20% were founded between 1980 and 1989, 10% were founded between 1990 and 1999, and 16% were founded in 2000 or later.

Figure 3: In what year was your organization founded/started?



Thirty-one percent of responding Connecticut nonprofit organizations support children's services or youth development, about a quarter each support mental health (25%), housing or homelessness (25%), or developmental or intellectual disabilities (24%), while slightly fewer support adult behavioral health (22%) or education (20%). Less than 20% support employment and/or job-related needs (16%), basic needs (15%), community building, volunteerism & economic development (14%), health care (14%), arts, culture, and humanities (13%), public benefit (12%), or seniors (12%). Less than 10% support community justice (7%), the environment (4%), research (4%), recreation, sports, or leisure (3%), foundation or grantmaking (2%), higher education (2%), hospitals (2%), or international areas (1%).

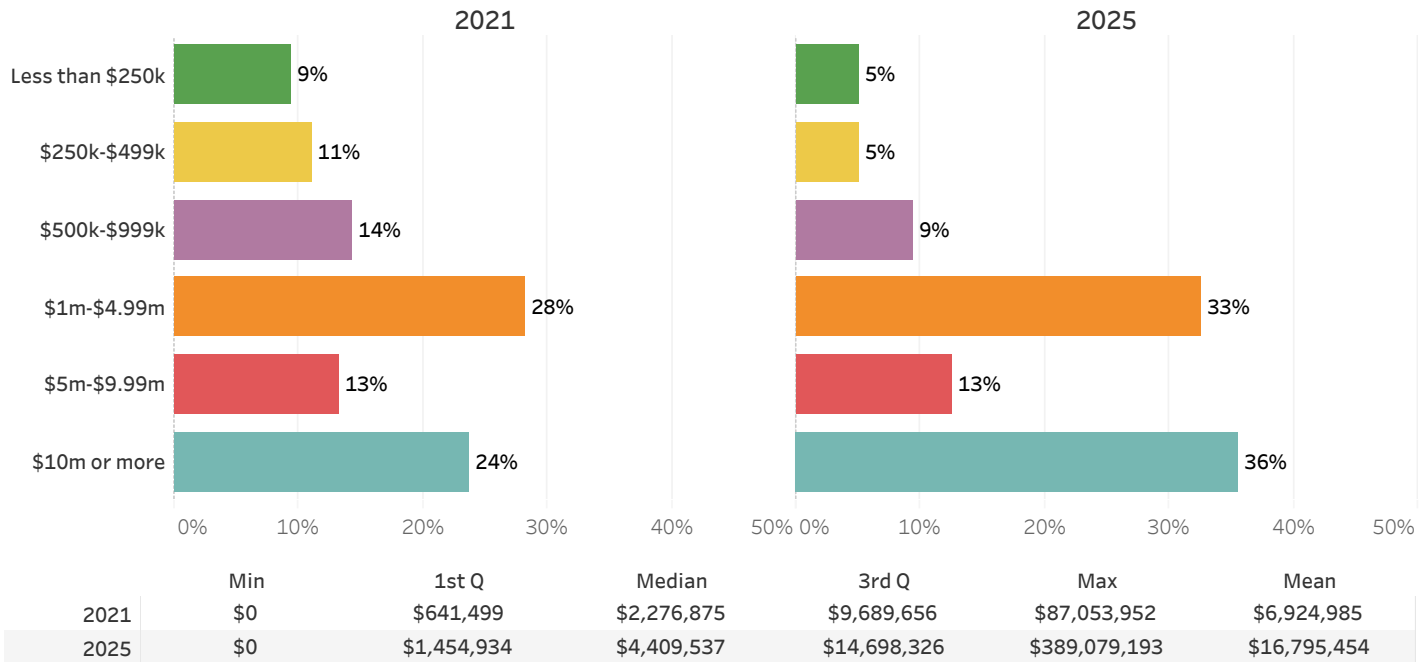
Figure 4: Which of the following service sectors does your organization's mission support? (Select all that apply)



Organizational Finances

Five percent of responding Connecticut nonprofit organizations have total budgeted operating expenses of less than \$250,000, 5% have operating expenses between \$250,000 and \$499,999, and 9% have operating expenses between \$500,000 and \$999,999. One-third (33%) of responding organizations have total budgeted operating expenses between \$1 million and \$4.99 million, 13% have operating expenses between \$5 million and \$9.99 million, and 36% have operating expenses of \$10 million or more. Responding organizations have median total budgeted operating expenses of \$4,409,537, nearly double the median operating expenses among organizations which responded to the survey in 2021 (\$2,276,875).

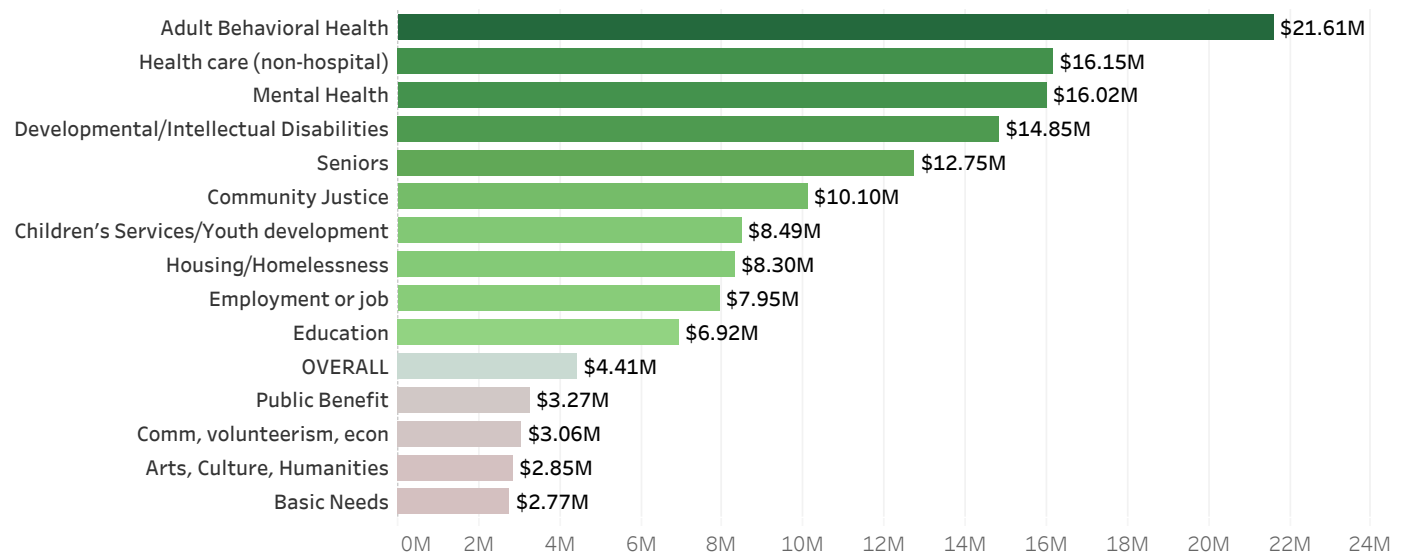
Figure 5a: Below, please enter the total budgeted operating expenses for your organization for the fiscal year you are reporting on.



Organizations which support adult behavioral health, health care (non-hospital), mental health, developmental or intellectual disabilities, and seniors tend to have larger budgets while those which support basic needs, arts, culture, and humanities, community, volunteerism, and economic development, or public benefit tend to have smaller budgets.

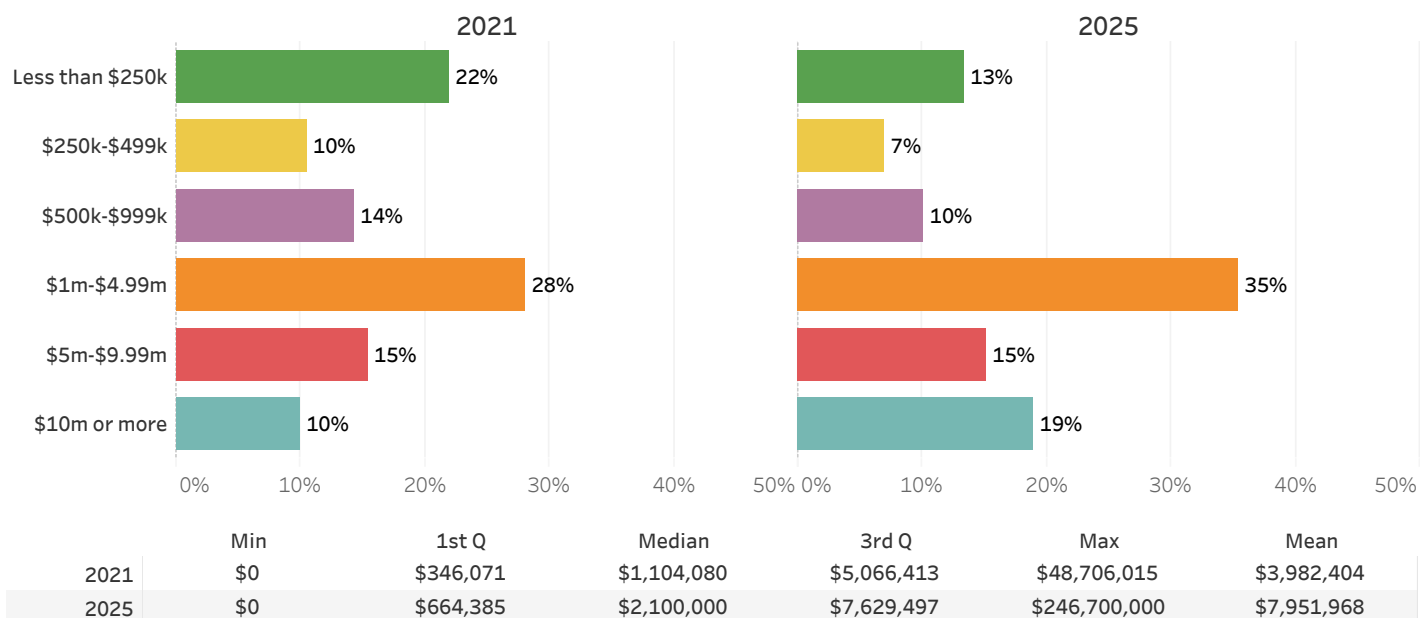
Figure 5b: Total budgeted operating expenses - By Areas Supported by Organization

Median



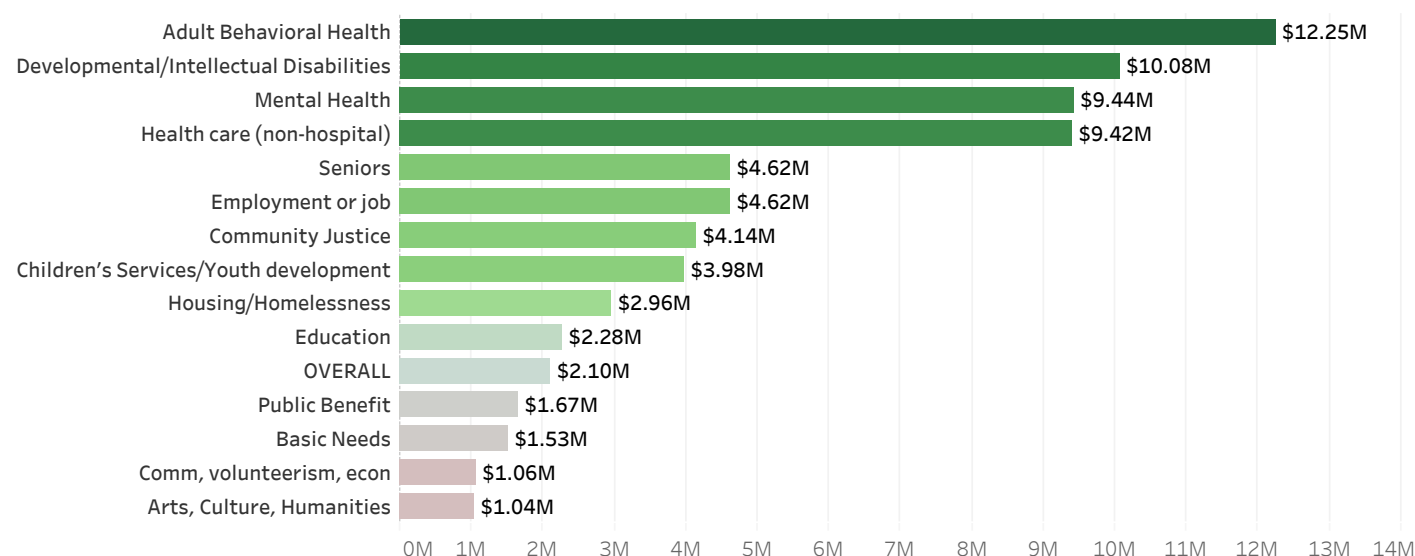
Thirteen percent of responding Connecticut nonprofit organizations have budgeted salaries and wages totaling less than \$250,000, 7% have total salaries/wages between \$250,000 and \$499,999, and 10% have total salaries/wages between \$500,000 and \$999,999. More than one-third (35%) of responding organizations have total salaries/wages between \$1 million and \$4.99 million, 15% have total salaries/wages between \$5 million and \$9.99 million, and 19% have total salaries/wages of \$10 million or more. Responding organizations have median total salaries/wages of \$2,100,000, nearly double the median total salaries/wages among organizations which responded to the survey in 2021 (\$1,104,080).

Figure 6a: Below, please enter the total budgeted salaries/wages for your organization for the fiscal year you are reporting on.



Organizations which support adult behavioral health, developmental or intellectual disabilities, mental health, and health care (non-hospital), tend to spend more on salaries and wages while those which support arts, culture, and humanities and community, volunteerism, and economic development tend to spend less on salaries and wages.

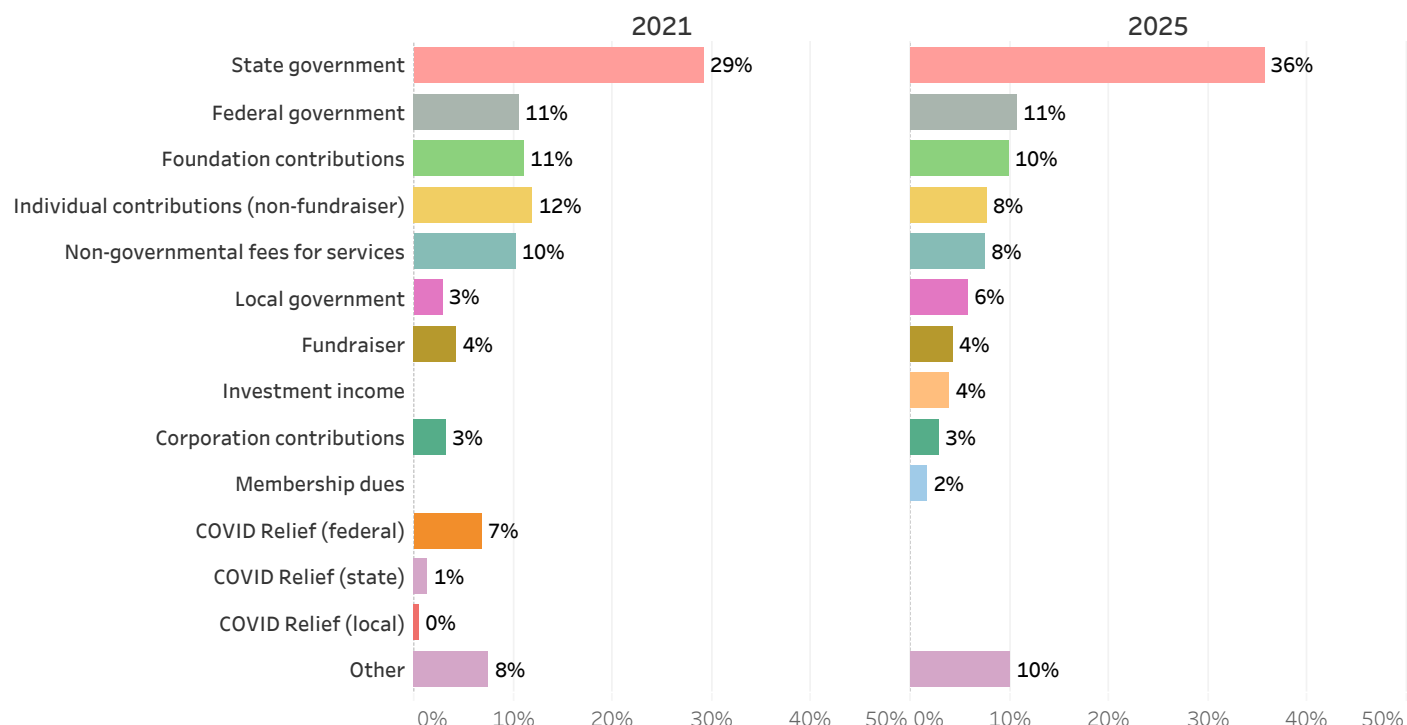
Figure 6b: Below, please enter the total budgeted salaries/wages for your organization for the fiscal year you are reporting on. - By Areas Supported by Organization



On average, responding Connecticut nonprofit organizations say that 36% of their revenue during their most recent fiscal year came from the state government, 11% came from the federal government, 10% came from foundation contributions, 8% came from individual contributions, 8% came from non-governmental fees for services, and 6% came from local governments. Less than 5% of the organizations' revenues on average came from fundraisers (4%), investment income (4%), corporate contributions (3%), or membership dues (2%), while 10% of revenue came from other sources.

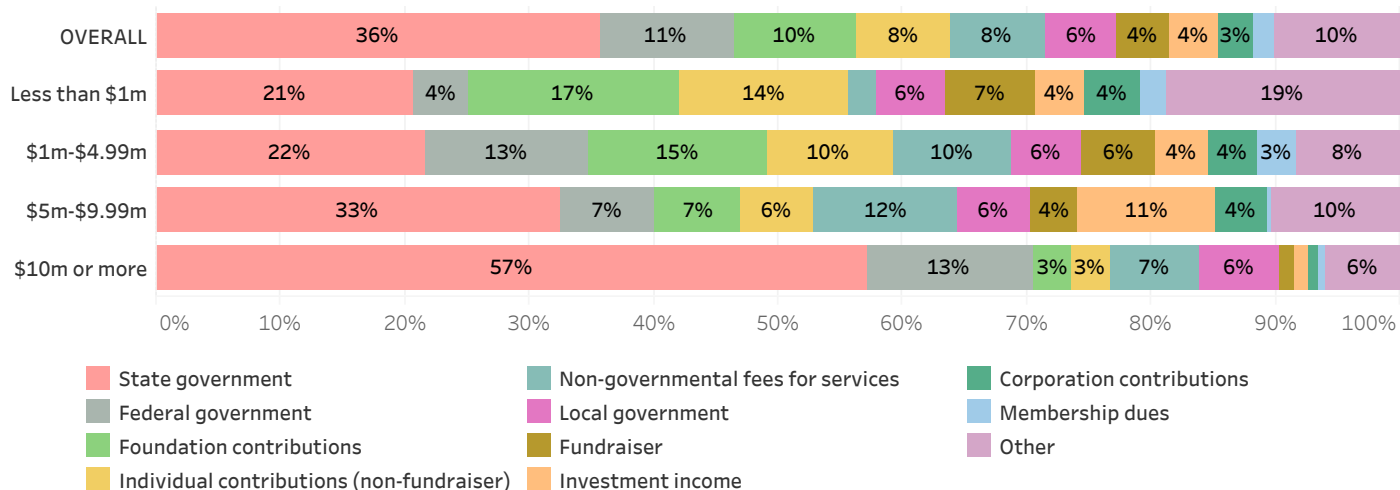
A greater proportion of responding organizations' income comes from state and local governments than among responding organizations in 2021, while a slightly lower proportion than in 2021 comes from individual contributions.

Figure 7a: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources?



Organizations with the largest budgets tend to derive more of their revenue from the federal government, while those with smaller budgets tend to derive more of the revenue from foundation and individual contributions along with other miscellaneous sources of revenue.

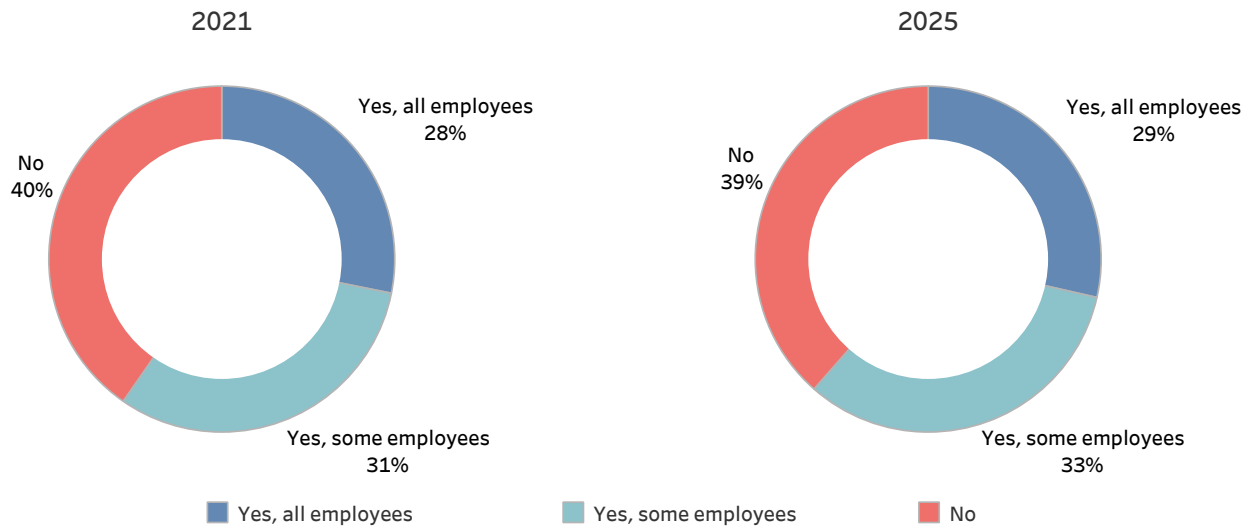
Figure 7b: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? - By Total Operating Expenses



In their most recent fiscal year, 29% of responding Connecticut nonprofit organizations offered bonuses to all employees, 33% offered bonuses to some employees, and 39% did not offer bonuses to any employees. Responses to this question closely resemble responses in 2021.

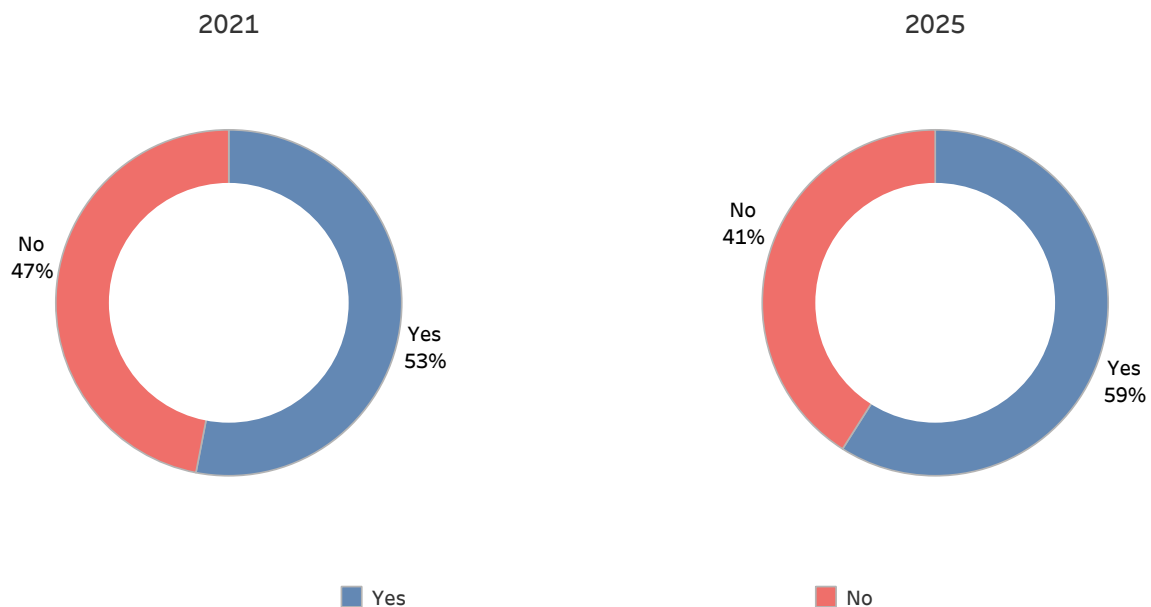
Organizations with budgets of \$5 million or more and those which support recreation, sports, and leisure are most likely to report having offered bonuses to all or some employees, while those with a budget between \$250k and \$499k and those which support higher education or public benefit are least likely to have done so.

Figure 8: In the fiscal year you are reporting on, did you offer bonuses to any employees?



Prior to the most recent fiscal year, 59% of responding Connecticut nonprofit organizations offered bonuses to some employees while 41% had not. Of those which offered bonuses in their most recent fiscal year, 90% had previously offered bonuses to all or some employees while 10% had not.

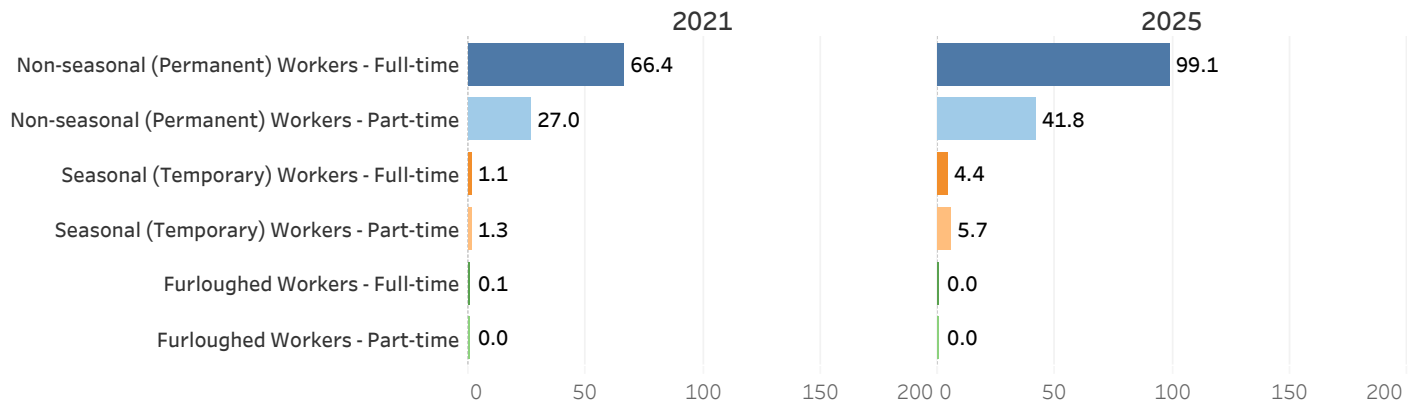
Figure 9: Prior to the fiscal year you are reporting on, did you offer bonuses to any employees?



Employees

The average responding Connecticut nonprofit organization has 99 permanent full-time salaried employees, 42 part-time salaried employees, as well as 4 seasonal full-time and 6 seasonal part-time workers. No organizations report having furloughed full-time or part-time workers.

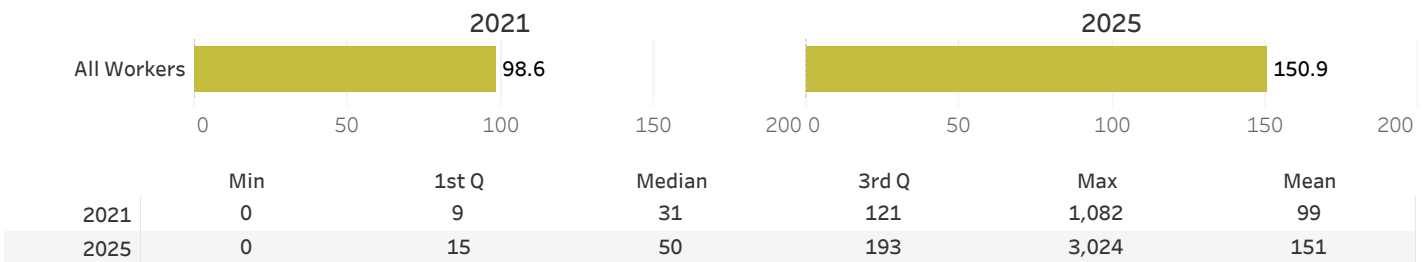
Figure 10a: As of July 1, 2021, please indicate how many paid individuals you had in each of the following categories.



The average organization has 151 salaried employees in total, up from a mean of 99 salaried employees among organizations which responded in 2021. The median organization has 50 salaried employees, up from 31 in 2021.

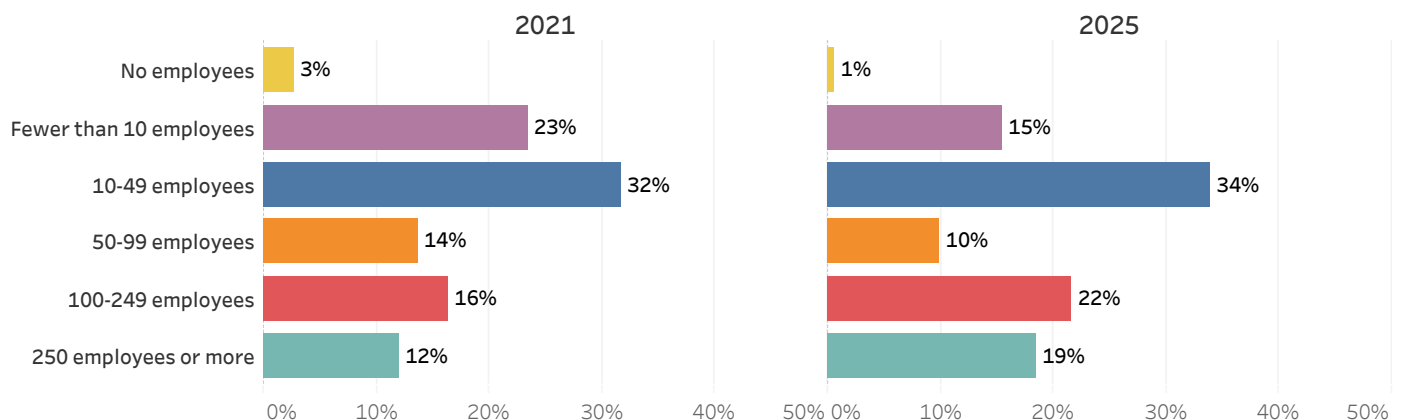
Organizations which support adult behavioral health, mental health, and recreation, sports, and leisure tend to have a greater number of employees while those which support arts, culture, and humanities, the environment, and higher education tend to have fewer employees.

Figure 10b: Mean number of salaried employees



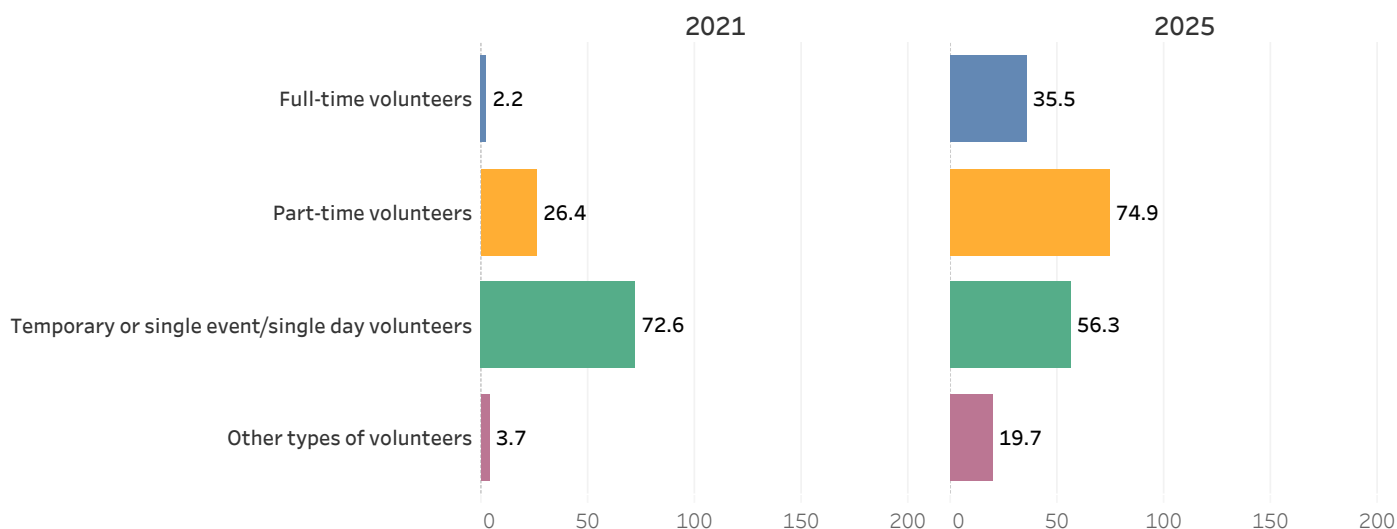
One percent of responding Connecticut nonprofit organizations say they have no employees, 15% have fewer than 10 employees, 34% have 10-49 employees, 10% have 50-99 employees, 22% have 100-249 employees, and 19% have 250 employees or more.

Figure 10c: Mean number of salaried employees (grouped)



The average responding Connecticut nonprofit organization has 36 full-time volunteers, 75 part-time volunteers, 56 temporary or single event/single day volunteers, and 20 other types of volunteers.

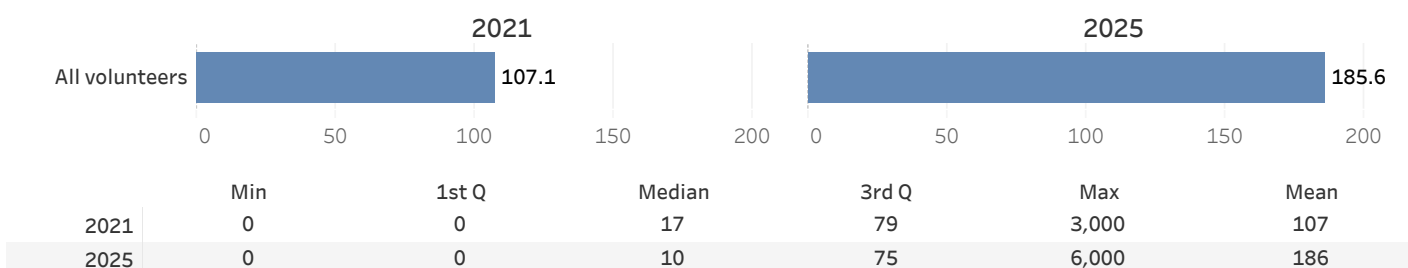
Figure 11a: How many volunteers (excluding Board members) does your organization utilize annually?



The average organization has 186 volunteers in total, up from a mean of 108 volunteers among organizations which responded in 2021. The median organization has 10 salaried employees, down from 17 in 2021.

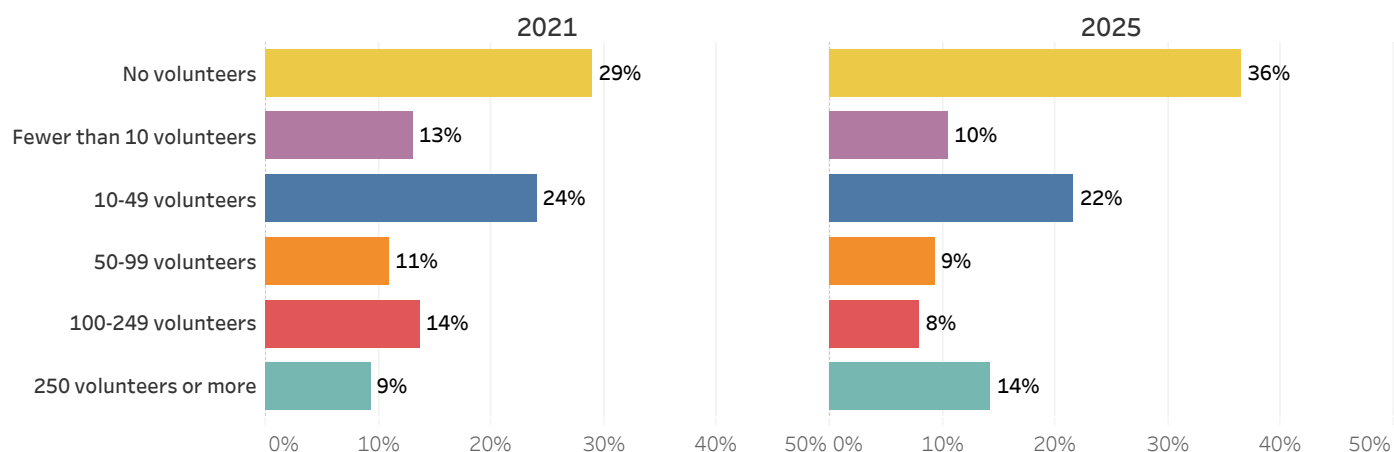
Organizations which support community, volunteerism, and economic development tend to have a greater number of volunteers while those which support adult behavioral health and higher education tend to have fewer volunteers.

Figure 11b: Mean number of volunteers



Thirty-six percent of responding Connecticut nonprofit organizations say they have no volunteer employees, 10% have fewer than 10 volunteer employees, 22% have 10-49 volunteer employees, 9% have 50-99 volunteer employees, 8% have 100-249 volunteer employees, and 14% have 250 volunteer employees or more.

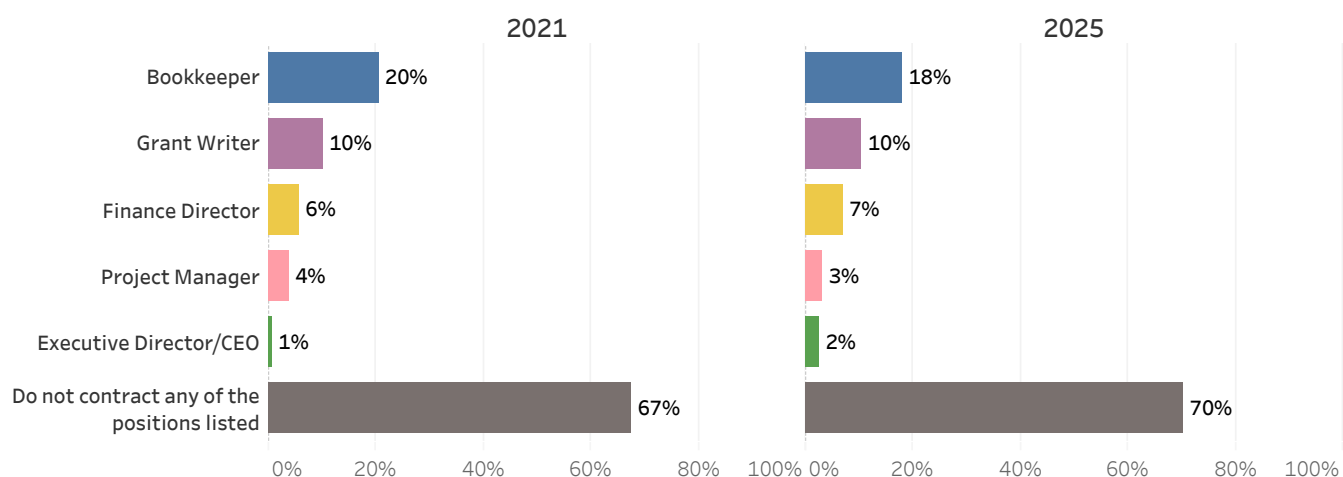
Figure 11c: Mean number of volunteers (grouped)



Eighteen percent of responding Connecticut nonprofit organizations say they contract rather than hire bookkeepers, 10% contract grant writers, 7% contract finance directors, 3% contract project managers, and 2% contract their Executive Director or CEO. Seven in ten (70%) responding organizations say they do not contract any of these positions. Responses to this question closely resemble those provided in 2021.

Organizations with large numbers of employees, those with higher budgets, and those which support health care (non-hospital) and adult behavioral health are more likely to contract at least one of these positions. Those with smaller numbers of employees, smaller budgets, and those which support community building, volunteerism & economic development or arts, culture, and humanities are less likely to contract at least one of these positions.

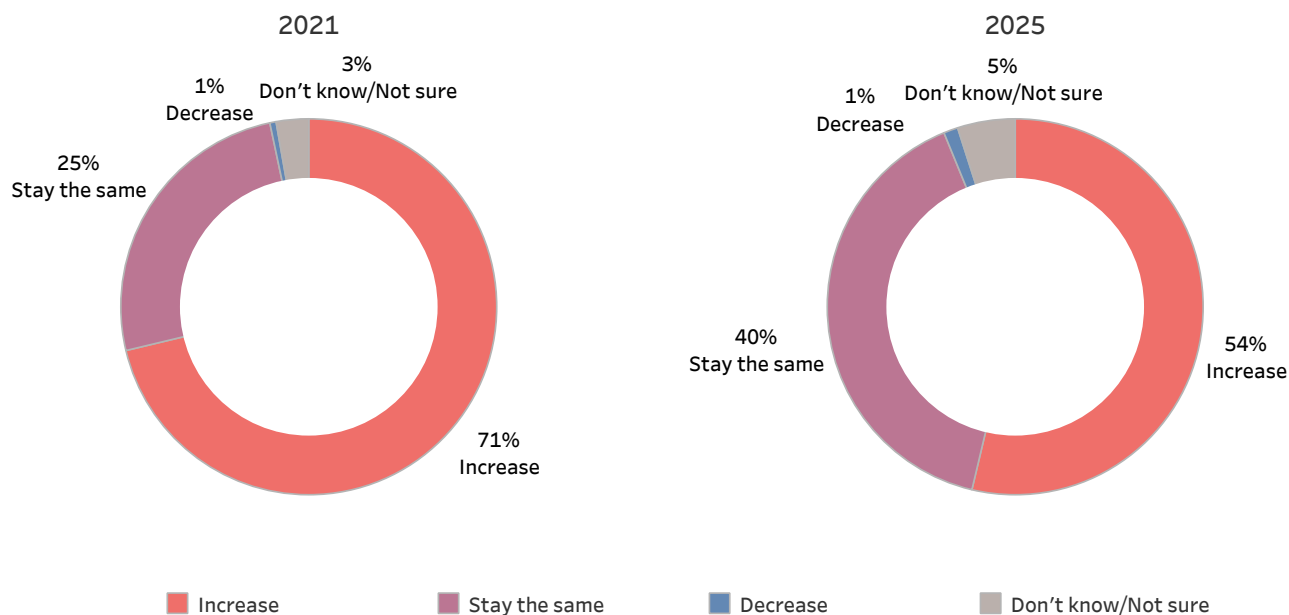
Figure 12: Does your organization contract (rather than hire) any of the following positions? (Select all that apply)



Just over half (54%) of responding Connecticut nonprofit organizations expect their staffing needs to increase over the next 12 months, 40% expect their needs to stay the same, 1% expect their staffing needs to decrease, and 5% don't know.

Organizations with large numbers of employees, those with higher budgets, and those which support adult behavioral health or employment or job-related needs are particularly likely to say that their staffing needs increased over the past 12 months, while those with fewer employees and those which support arts, culture, and humanities or basic needs are less likely to say that their staffing needs have increased.

Figure 13: Do you expect your staffing needs to increase, decrease, or stay the same over the next 12 months?

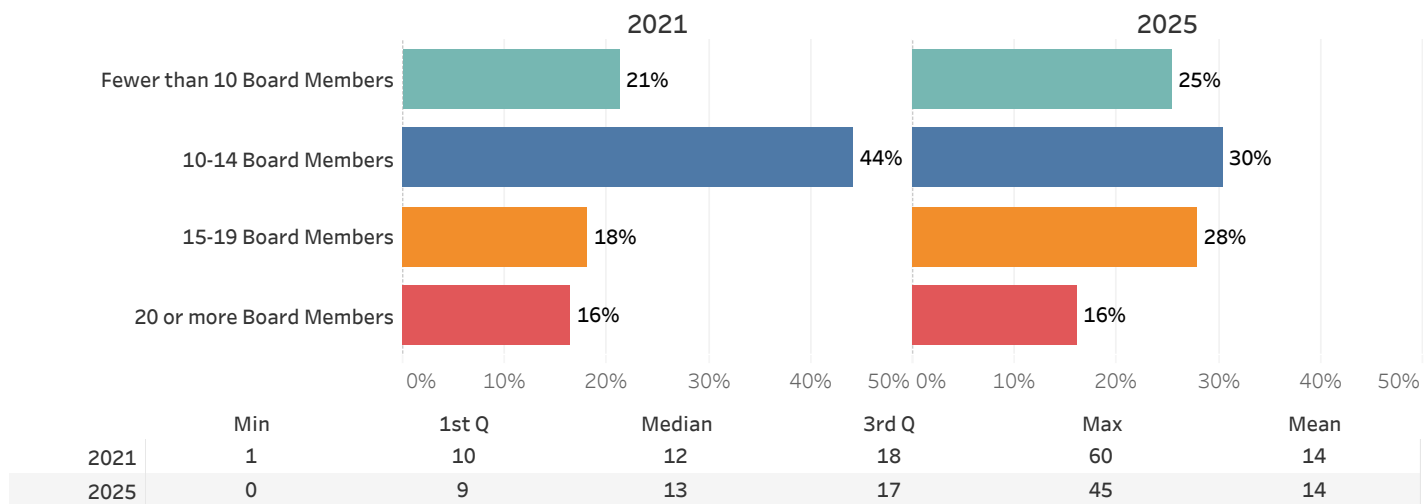


Board Members

A quarter (25%) of responding Connecticut nonprofit organizations say they have fewer than 10 Board Members, 30% have 10-14 Board Members, 28% have 15-19 Board Members, and 16% have 20 or more Board Members. Respondents to this survey in 2021 were more likely to say that their organizations has 10-14 Board Members. The median number of Board Members among responding organizations is 13, up very slightly from 12 in 2021.

Organizations with the highest budgets and those which support arts, culture, and humanities or recreation, sports, and leisure tend to have a greater number of Board Members while those with very few employees and those which support higher education tend to have fewer Board Members.

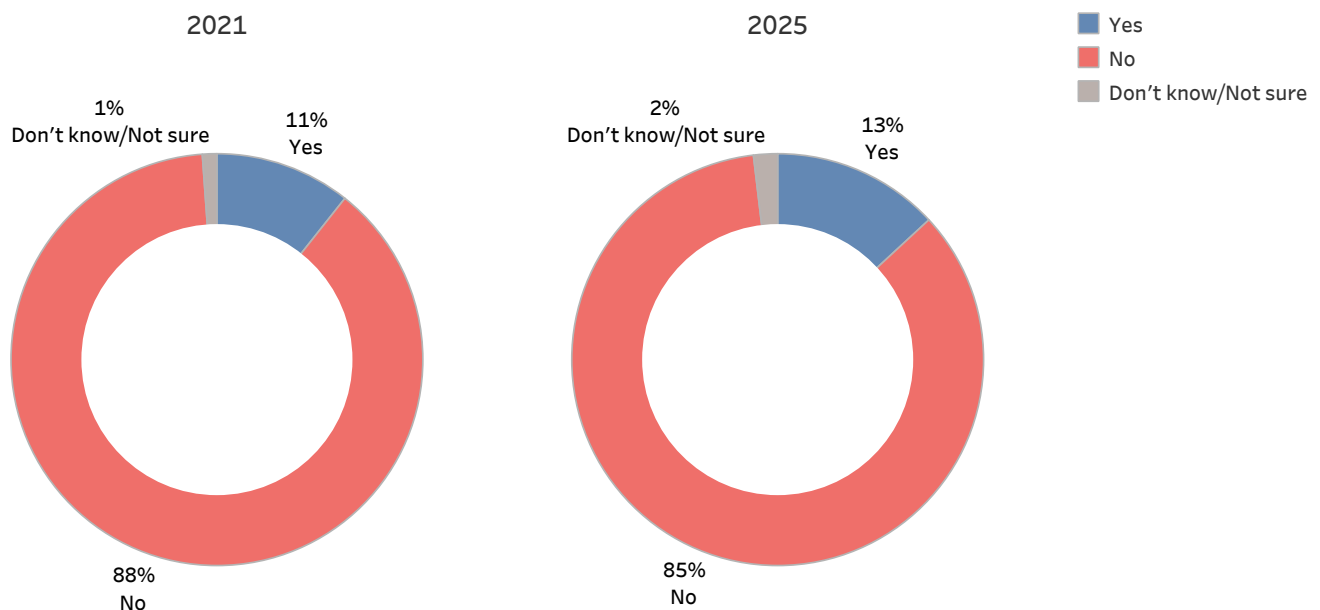
Figure 14a: How many seated Board Members do you have?



Thirteen percent of responding Connecticut nonprofit organizations say they have Board Members who are also compensated as staff members while 85% have no compensated Board Members.

Organizations which support employment or job needs or education are more likely to have Board Members who are also compensated as staff members.

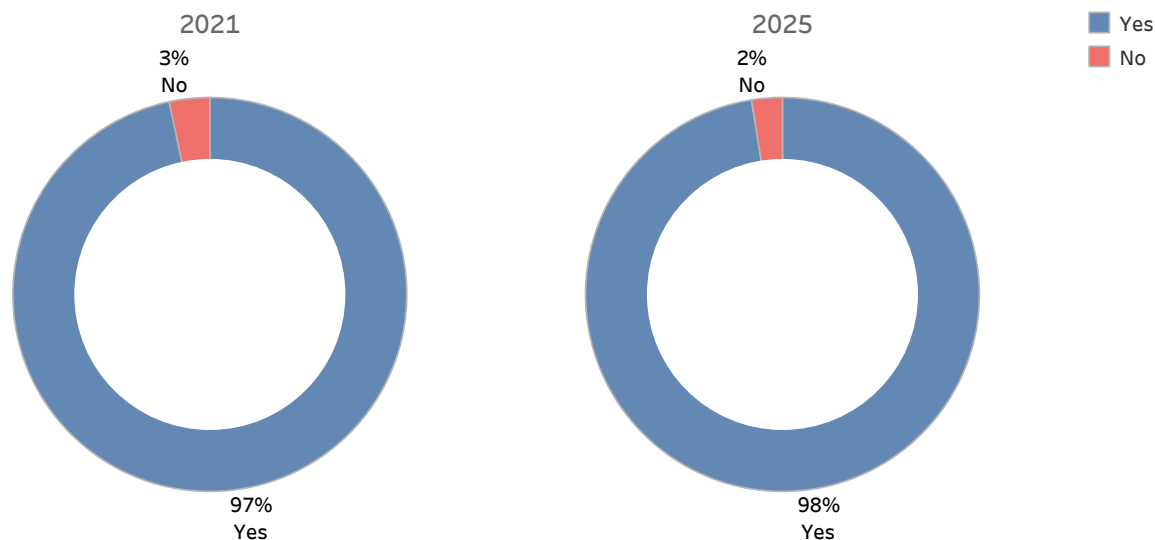
Figure 15: Do you have any Board Members who are also compensated as staff members?



Executive Directors

Nearly all (98%) responding Connecticut nonprofit organizations say they have a paid Executive Director or CEO while 2% do not. In 2021, 97% of responding organizations reported having a paid Executive Director or CEO.

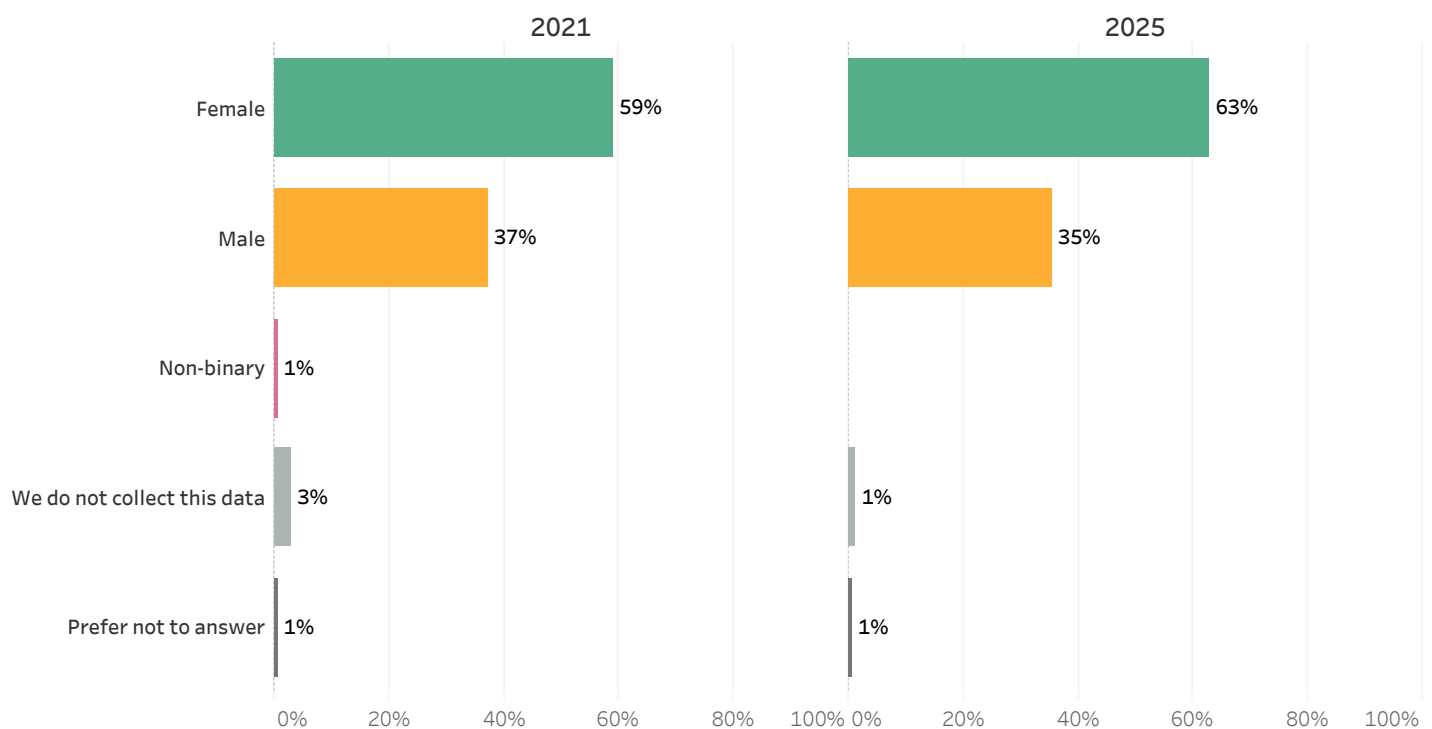
Figure 16: Does your organization have a paid Executive Director or CEO?



Among responding organizations which they have an Executive Director or CEO (N=156), 63% say their Executive Director or CEO is female, 35% say they are male, 1% say they do not collect this data, and 1% prefer not to answer. In 2021, 59% of responding organizations with an Executive Director or CEO said that person was female while 37% said that person was male.

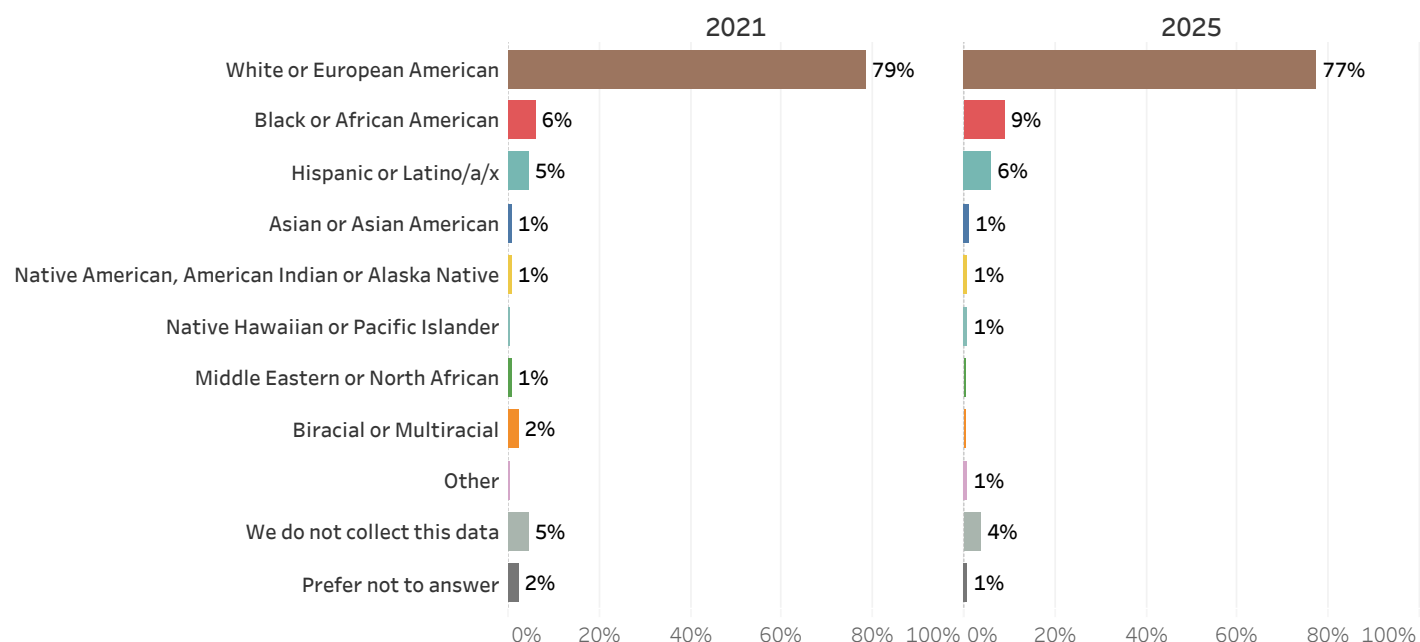
Organizations with fewer than 10 employees or 50-99 employees, those with budgets between \$500k and \$999k, and those which support higher education, public benefit, or community building, volunteerism, and economic development are more likely than others to have a female Executive Director or CEO. Those with 100-249 employees, those with a budget between \$5m and \$9.99m, and those which support the arts, culture, and humanities are more likely to have a male Executive Director or CEO.

Figure 17: Which of the following best describes the gender of your Executive Director or CEO?



Among responding organizations which have an Executive Director or CEO, 77% say their Executive Director's racial identity or ethnicity is best described as White or European American, while 9% say it is Black or African American, 6% say it is Hispanic or Latino/a/x, and 1% each say their racial identity or ethnicity is best described as Asian or Asian American, Native American, American Indian, or Alaska Native, or Native Hawaiian or Pacific Islander. One percent say their Executive Director's identity is best described in another way, 4% do not collect this data, and 1% prefer not to answer. Responses to this question closely resemble those provided in the 2021 iteration of this survey.

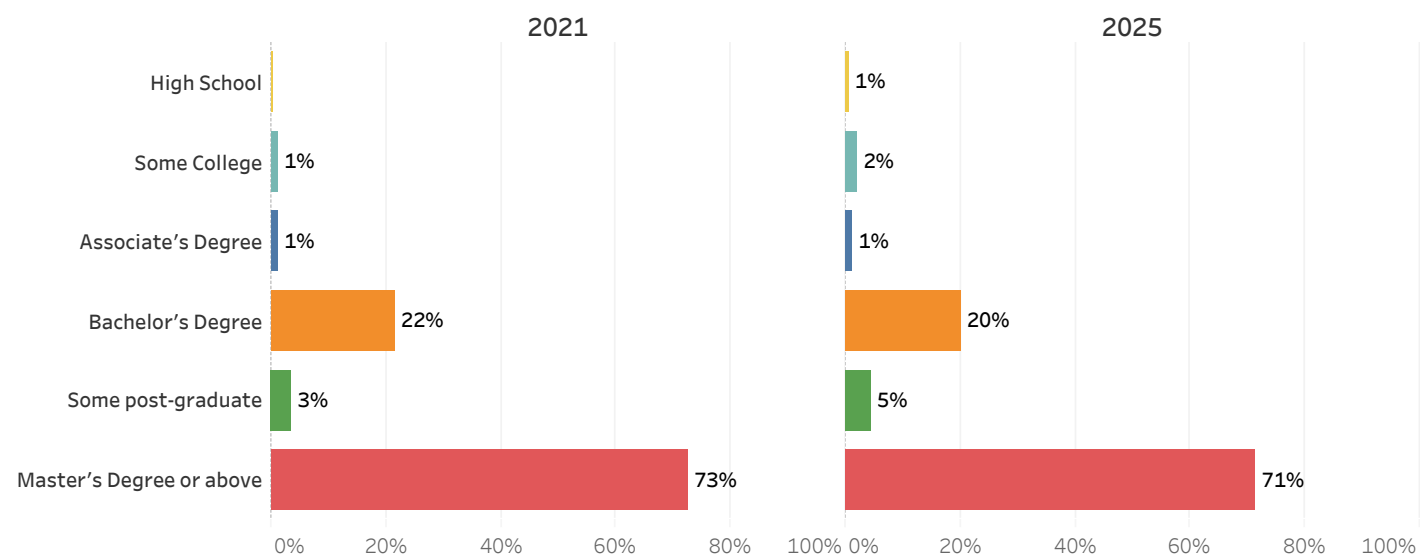
Figure 18: Which of the following best describes the racial identity and/or ethnicity of your current Executive Director or CEO?



Among responding organizations which have an Executive Director or CEO, 1% say their Executive Director or CEO has a high school education, 2% have some college education, 1% have an Associate's degree, 20% have a Bachelor's degree, 5% have some post-graduate education, and 71% have a Master's degree or more education. Responses to the 2021 iteration of this survey were broadly similar.

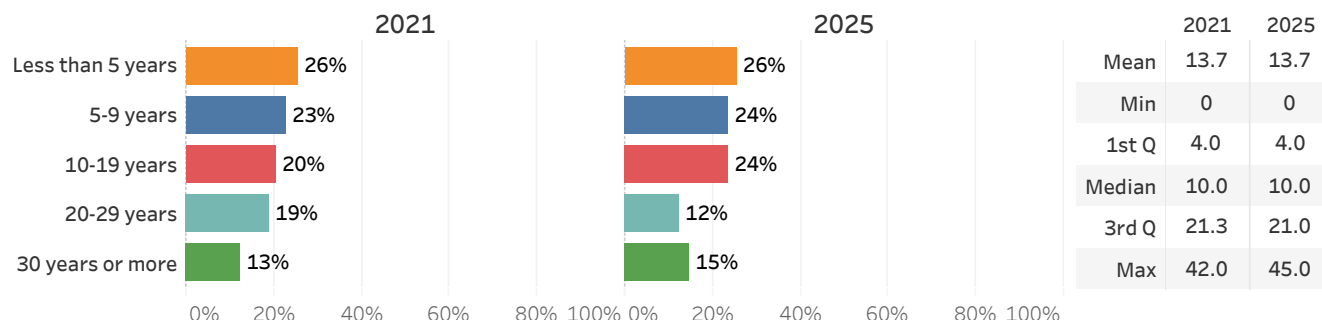
Organizations with the largest budgets and those with greater numbers of employees are more likely to have an Executive Director or CEO who has a Master's degree or more education. Organizations which support the environment or recreation, sports, and leisure are less likely to have an Executive Director or CEO with a Master's degree or more education.

Figure 19: What is the highest level of education of your Executive Director or CEO?



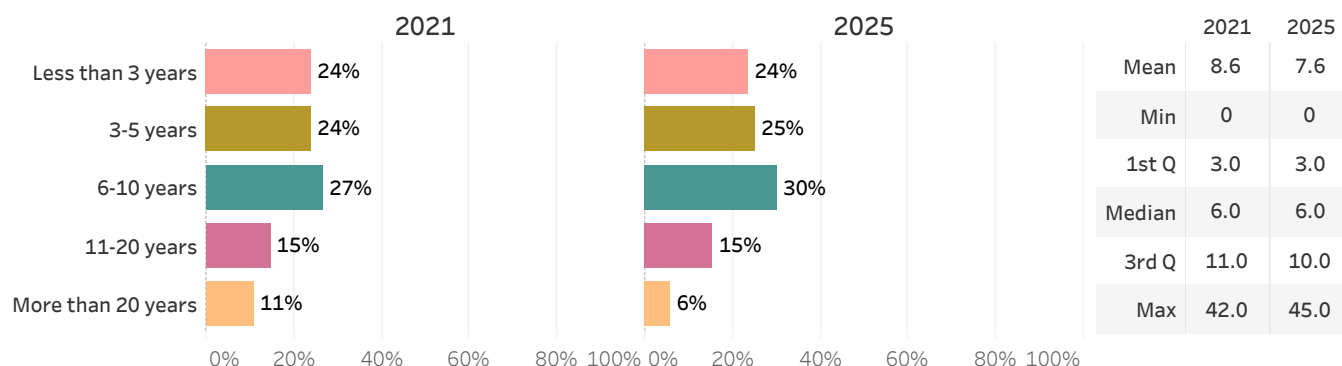
A quarter (26%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations have been with their current organization in some role for less than five years, 24% have been there for 5-9 years, 24% have been there for 10-19 years, 12% have been there for 20-29 years, and 15% have been there for 30 years or more. The average Executive Director or CEO has been there for nearly 14 years while the median Executive Director or CEO has been there for 10 years, both unchanged since 2021.

Figure 20: How many years has your Executive Director or CEO been with your organization (in any role)?



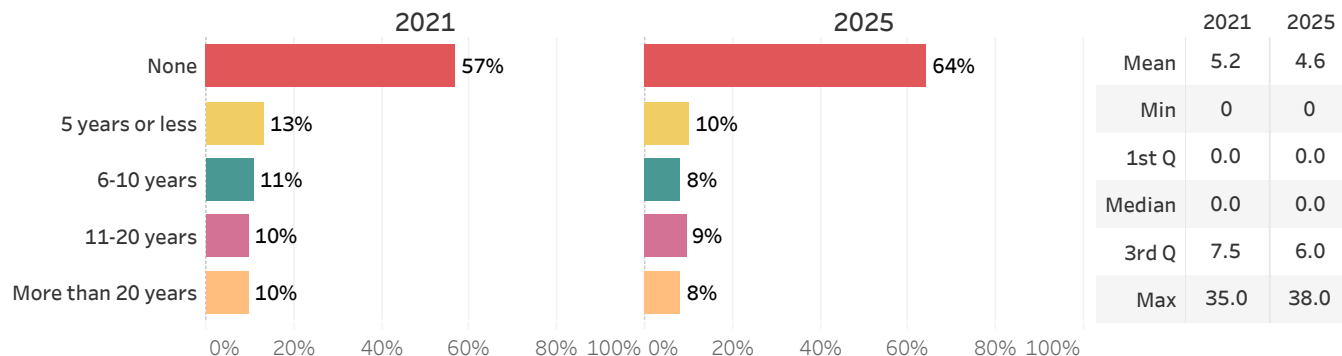
A quarter (24%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations have been with their current organization in their current role as Executive Director or CEO for less than three years, 25% have had that role for 3-5 years, 30% have had that role for 6-10 years, 15% have had that role for 11-20 years, and 6% have had that role for more than 20 years. The average Executive Director or CEO has been in that role for 7.6 years, down from 8.6 in 2021, while the median Executive Director or CEO has had that role for 6 years, unchanged since 2021.

Figure 21: How many years has your Executive Director or CEO been with your organization as the Executive Director/CEO?



Nearly two-thirds (64%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations had no prior experience as an Executive Director or CEO. Ten percent had been in that role for 5 years or less before joining their current organization, 8% had had that role for 6-10 years, 9% had had that role for 11-20 years, and 8% had had that role for more than 20 years. The average Executive Director or CEO has 4.6 years of experience as an Executive Director or CEO prior to joining their current organizations, down from 5.2 in 2021.

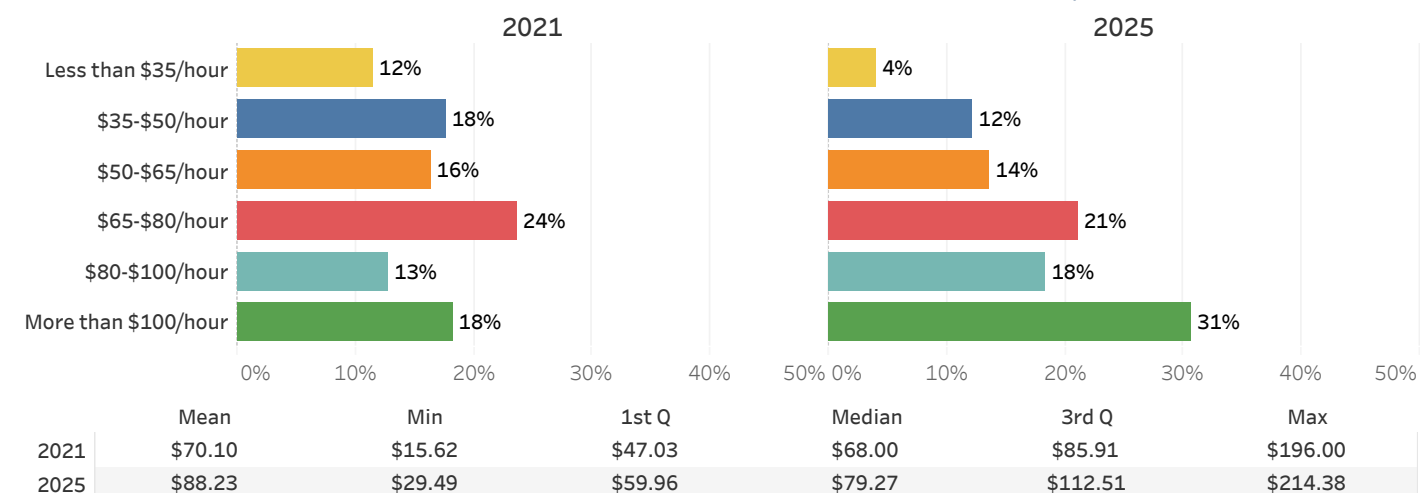
Figure 22: How many years of Executive Director/CEO experience did your current Executive Director/CEO have prior to joining your organization?



The vast majority (90%) of responding Connecticut nonprofit organizations have one Executive Director or CEO at their organization, while 1% each have two employees, four employees, six employees, or eight employees in that position, while 7% do not have an Executive Director or CEO.

Only 4% of responding Connecticut nonprofit organizations pay their Executive Director or CEO less than \$35 per hour, 12% pay between \$35-\$50/hour, 14% pay \$50-\$65/hour, 21% pay \$65-\$80/hour, 18% pay \$80-\$100/hour, and 31% pay more than \$100/hour. Overall, the mean hourly wage among Executive Directors and CEOs of responding Connecticut nonprofit organizations is \$88.23 per hour, up from \$70.10 in 2021, while the median Executive Director or CEO earns \$79.27 per hour, up from \$68.00 in 2021.

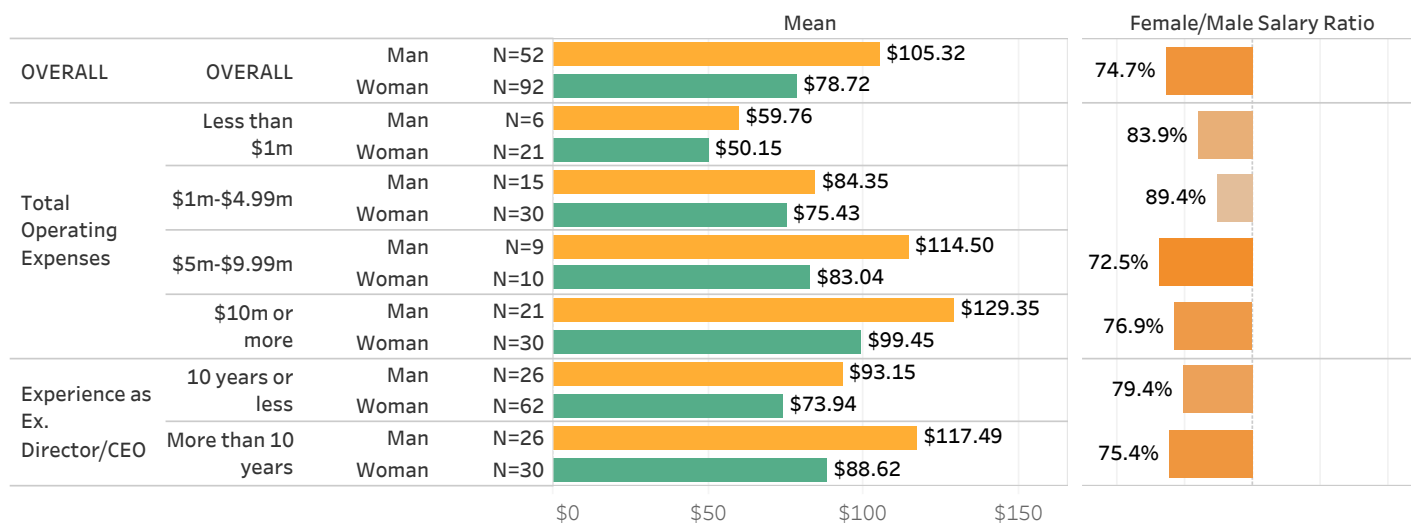
Figure 23a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer



Female Executive Directors and CEOs earn an average hourly wage of \$78.72 per hour, while their male counterparts earn \$105.32 per hour, resulting in an overall female/male salary ratio of 74.7%. The disparity between female and male salaries is less pronounced among organizations with budgets below \$5 million. The salary ratio between female and male Executive Directors and CEOs is similar among organizations with an ED/CEO who has 10 years of experience or less (79.4%) and among organizations with an ED/CEO who has more than 10 years of experience (75.5%).

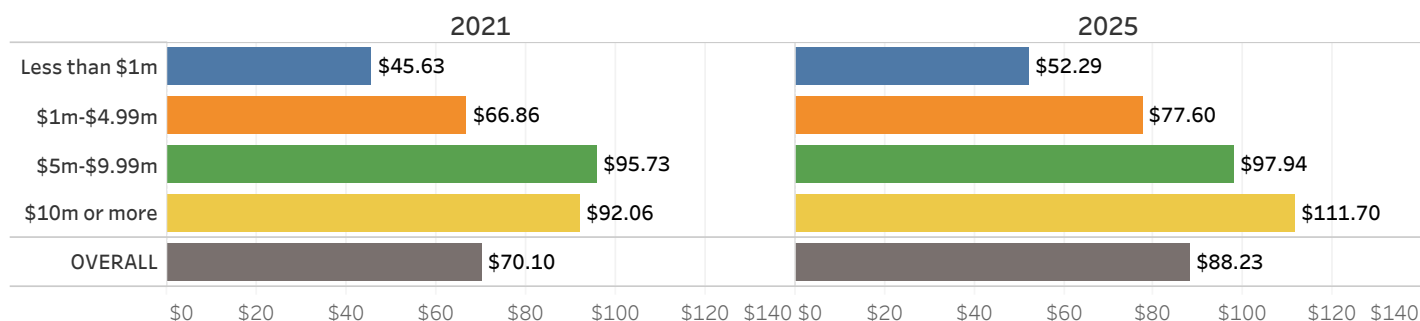
The difference in pay between female and ED/CEOs at responding organizations has grown since 2021, when respondents reported that female ED/CEOs made 83% of the salary of their male counterparts.

Figure 23b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - 2025 - By Gender



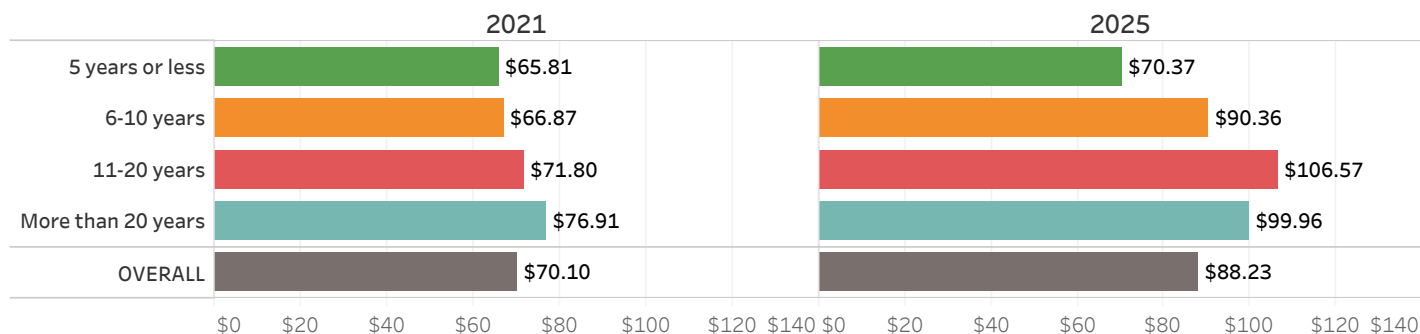
Executive Directors and CEOs at organizations with operating budgets of less than \$1 million earn an average hourly wage of \$52.29 per hour, those at organizations with budgets of \$1m-\$4.99m earn an average \$77.60 per hour, those at organizations with budgets of \$5m-\$9.99m earn an average of \$97.94, and those at organizations with budgets of \$10m or more earn an average of \$111.70 per hour. The average hourly wage for ED/CEOs has increased markedly since 2021 among organizations with a budget of \$10 million or more but has remained largely unchanged among organizations with a budget between \$5m and \$9.99m.

Figure 23c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - Mean by Organizational Operating Budget



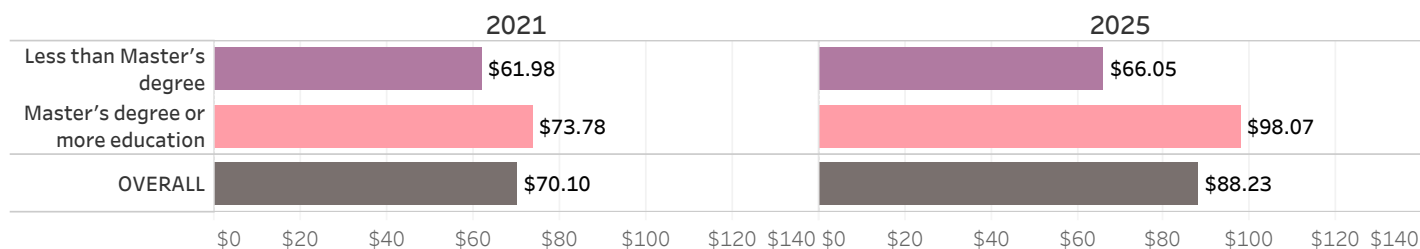
Executive Directors and CEOs with 5 years or less total experience as an Executive Director or CEO earn an average of \$70.37 per hour, those with 6-10 years experience earn an average of \$90.36, those with 11-20 years experience earn an average of \$106.57, and those with more than 20 years of experience earn an average of \$99.96 per hour. The average hourly wage for ED/CEOs has increased only slightly since 2021 among ED/CEOs with 5 years or less of experience, while the average salary among ED/CEOs with 11-20 years has increased substantially in that time.

Figure 23d: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - Mean by Executive Director/CEO Experience



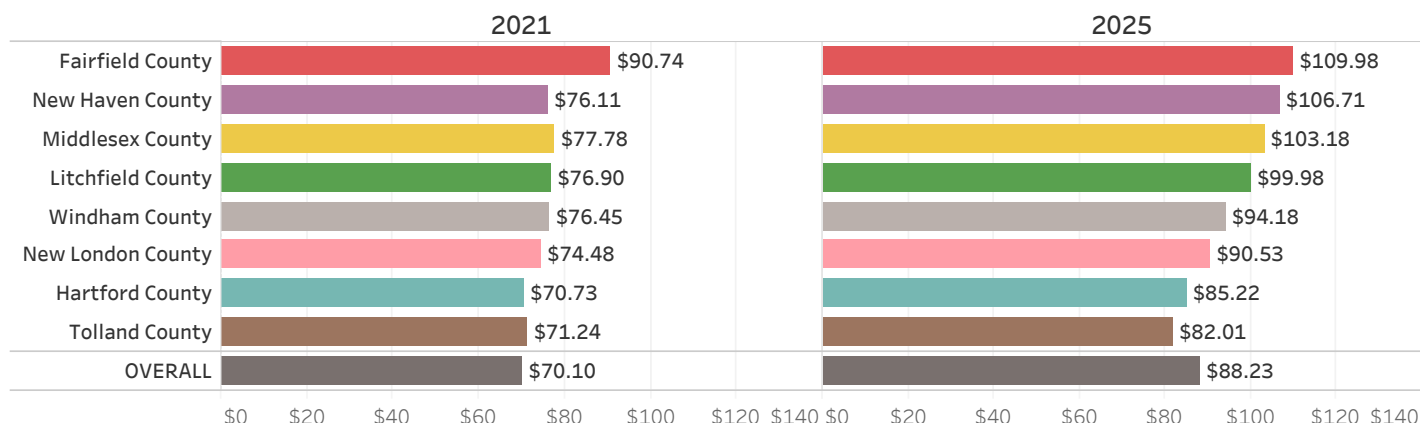
Executive Directors and CEOs without a Master's degree earn an average of \$66.05 per hour while those with a Master's degree or more education earn an average of \$98.07 per hour. The average hourly wage for ED/CEOs has increased only slightly since 2021 among ED/CEOs with less than a Master's degree, while it has increased substantially in that time among those with a Master's degree or more education.

Figure 23e: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - Mean by Executive Director/CEO Education



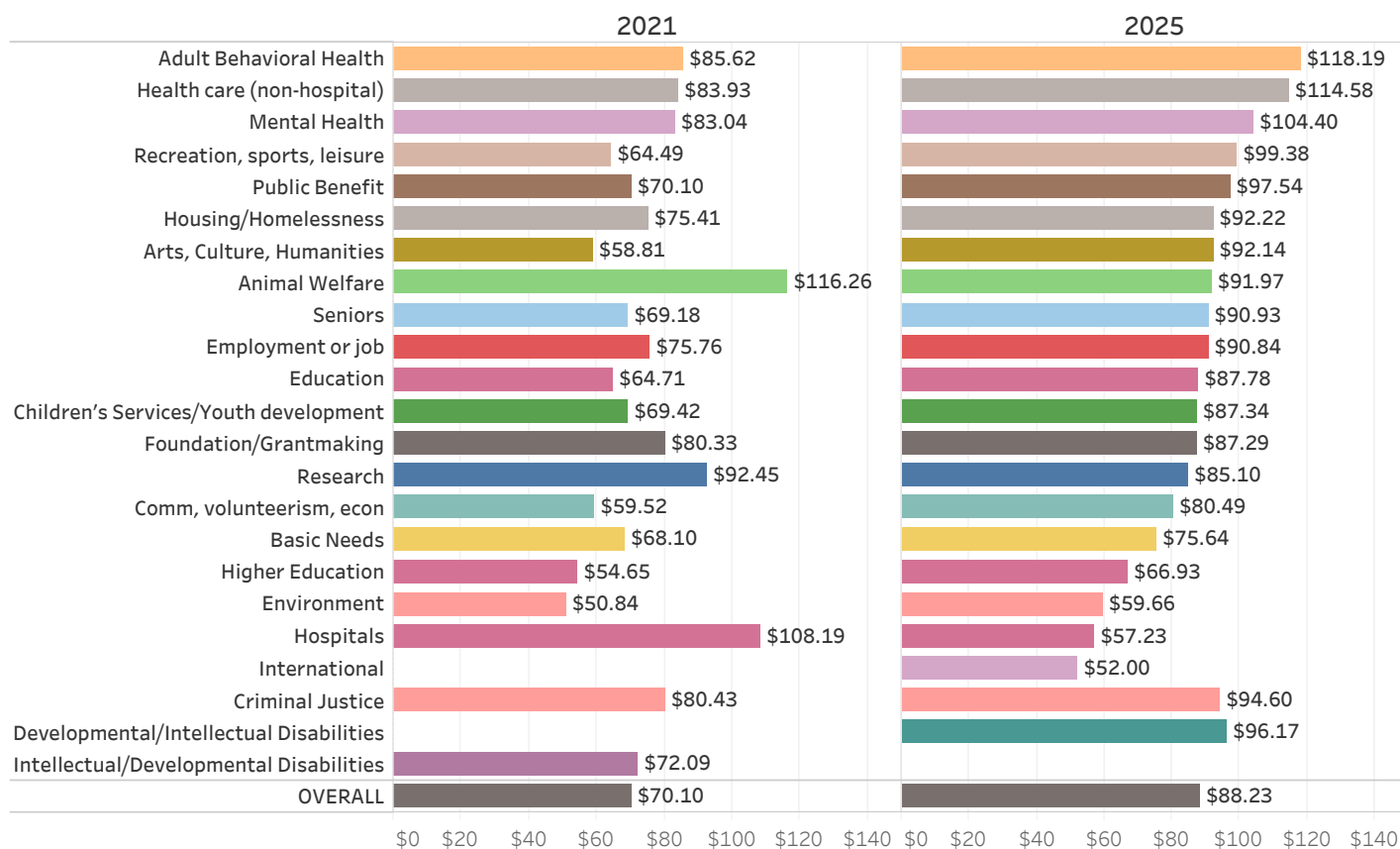
Executive Directors and CEOs at organizations with an office in Fairfield County earn the most per hour (\$109.98), followed by organizations with offices in New Haven County (\$106.71) and Middlesex County (\$103.18), while those with office in Tolland (\$82.01) and Hartford County (\$85.22) earn the least. ED/CEO pay has increased most since 2021 among organizations with offices in New Haven County and Middlesex County.

Figure 23f: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - Mean by County with Physical Office



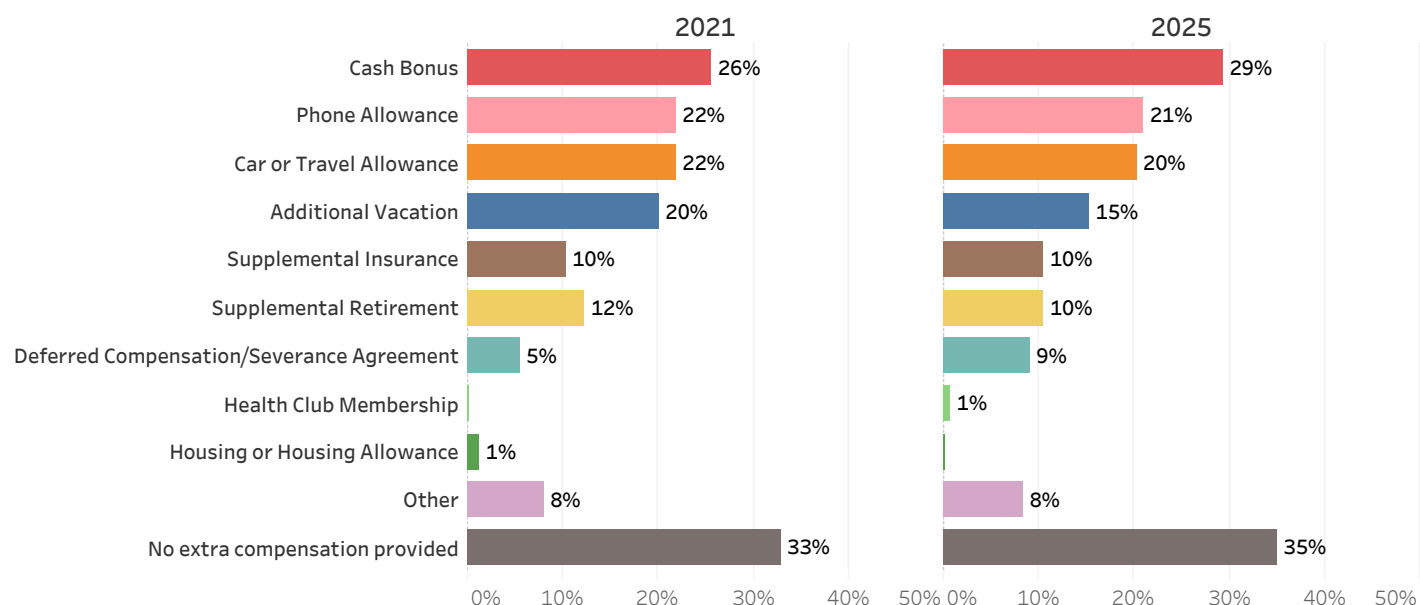
Executive Directors and CEOs at organizations which support adult behavioral health (\$118.19), health care (\$114.58), and mental health (\$104.40) earn the largest pay per hour on average, while those at organizations which support international needs (\$52.00), hospitals (\$57.23), the environment (\$59.66), or higher education (\$66.93) earn the least. ED/CEO pay has increased most since 2021 among organizations which support recreation, sports, leisure or the arts, culture, and humanities.

Figure 23g: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Executive Director/Chief Executive Officer - Mean by Service Areas Supported



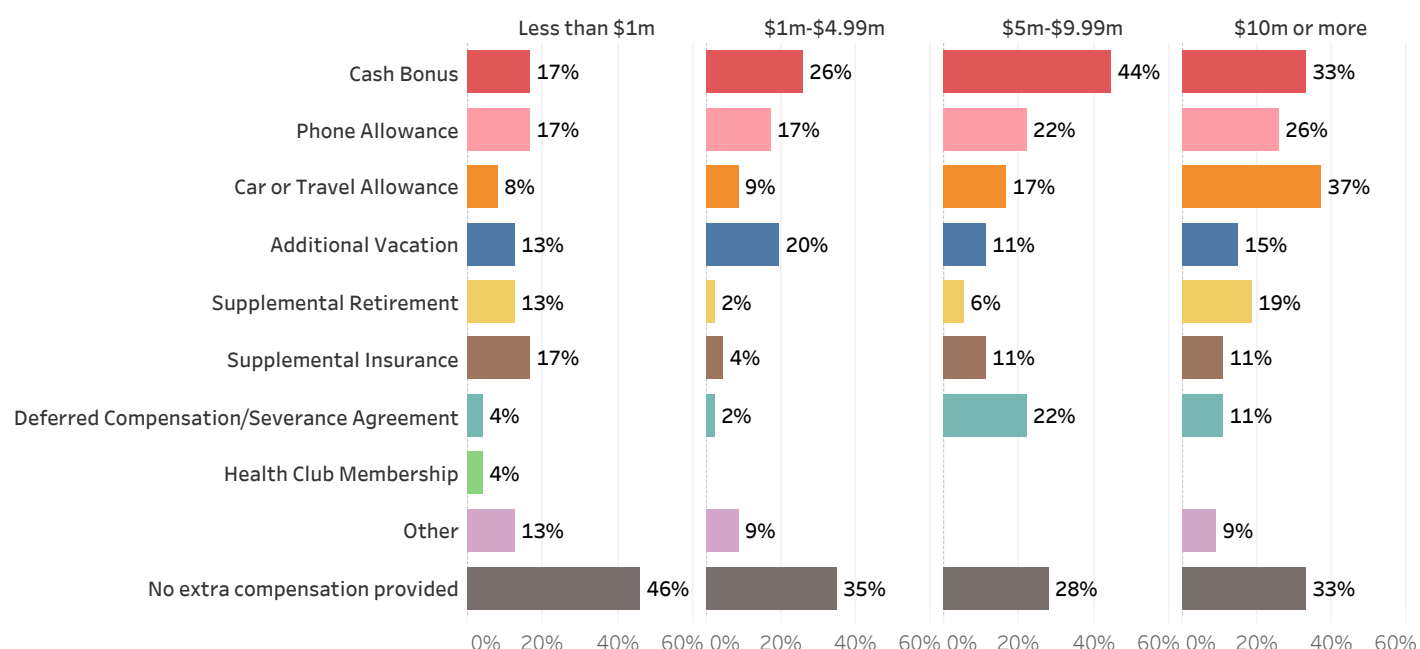
Twenty-nine percent of responding Connecticut nonprofit organizations offer a cash bonus as additional compensation to their Executive Director or CEO while 21% provide a phone allowance, 20% offer a car or travel allowance, and 15% offer additional vacation. Ten percent or less offer supplemental insurance (10%), supplemental retirement (1%), deferred compensation or a severance agreement (9%), a health club membership (1%), or something else (8%) in additional compensation, while 35% do not offer any additional compensation to their Executive Director or CEO. Organizations are very slightly less likely than in 2021 to offer additional vacation to the ED/CEO, while they are very slightly more likely to offer deferred compensation or a severance agreement.

Figure 24a: Please indicate any compensation you provide to your Executive Director/CEO above and beyond wages (Select all that apply)



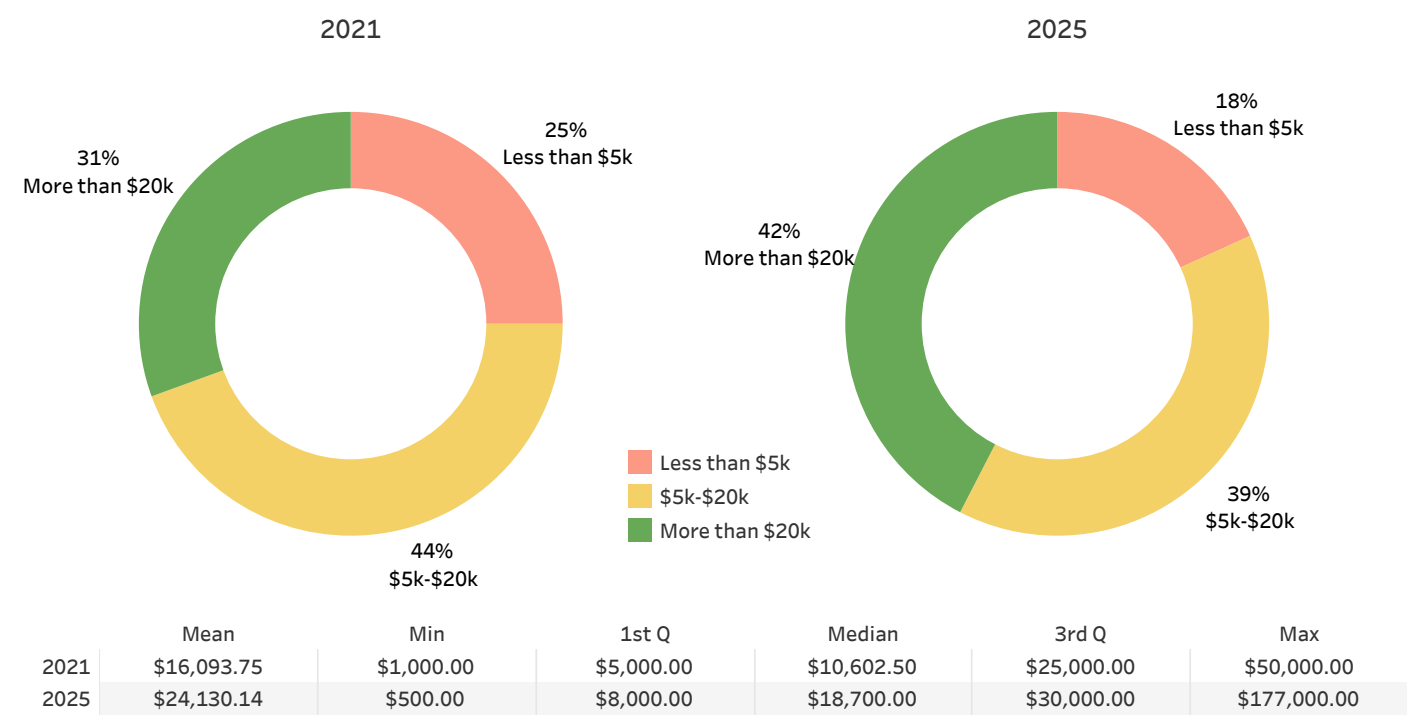
Nearly half (46%) of organizations with budgets below \$1 million say they do not provide any kind of extra compensation to their Executive Director or CEO, while organizations with larger budgets are more likely to do so. Those larger organizations are particularly more likely to offer a car or travel allowance or deferred compensation or a severance agreement.

Figure 24b: Please indicate any compensation you provide to your Executive Director/CEO above and beyond wages (Select all that apply) - 2025 - By Total Operating Expenses



Among organizations which offer a cash bonus to their Executive Director or CEO (N=33), 18% offer less than \$5,000 in their cash bonus, 39% offer \$5,000-\$20,000, and 42% offer more than \$20,000. Overall, the mean cash bonus is \$24,130.14, up from \$16,093.75 in 2021, while the median cash bonus is \$18,700, up from \$10,602.50 in 2021.

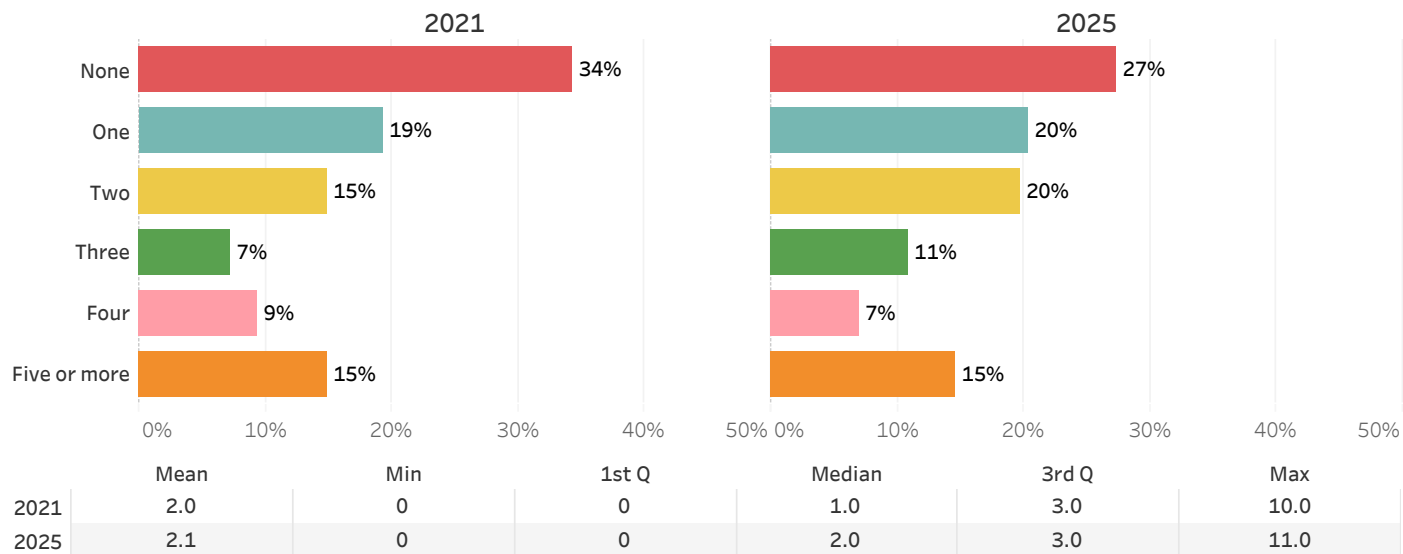
Figure 25: Please enter the amount of the Executive Director/CEO’s cash bonus in the fiscal year you are reporting on



C-Level Executives

Just over a quarter (27%) of responding Connecticut nonprofit organizations have no paid C-Level executives not including their CEO, 20% have one, 20% have two, 11% have three, 7% have four, and 15% have five or more. Overall, the average organization has 2.1 paid C-Level executives, largely unchanged since 2021 (2.0), while the median organization has 2 C-Level executives.

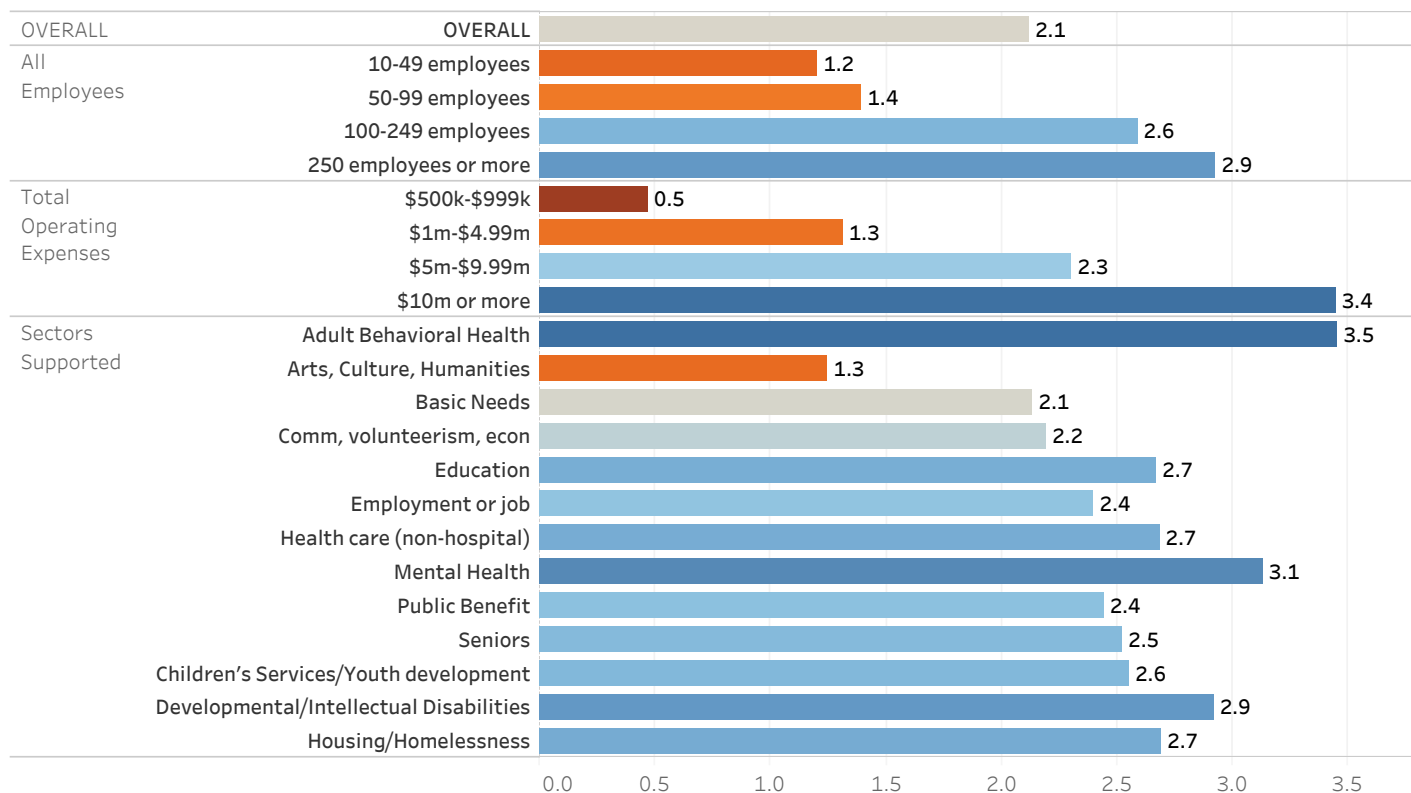
Figure 26a: How many paid C-Level executives does your organization employ (Not including the CEO)?



Organizations with a greater number of employees, those with larger budgets, and those which support adult behavioral health, mental health, and developmental or intellectual disabilities tend to have a greater number of C-level executives.

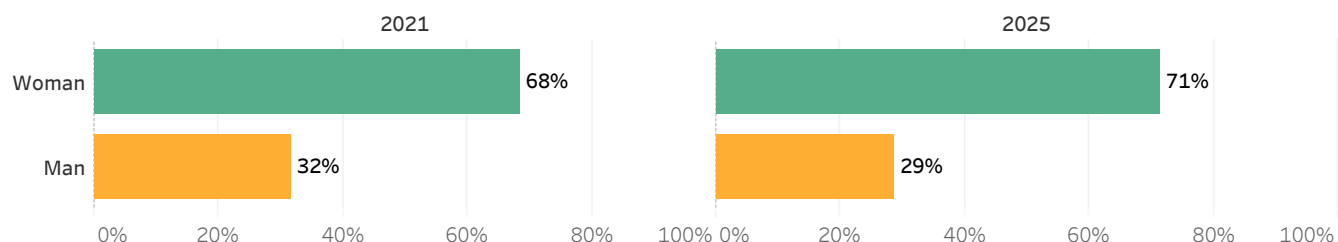
Figure 26b: Number of paid C-Level executives - 2025 - By Demographics

Median



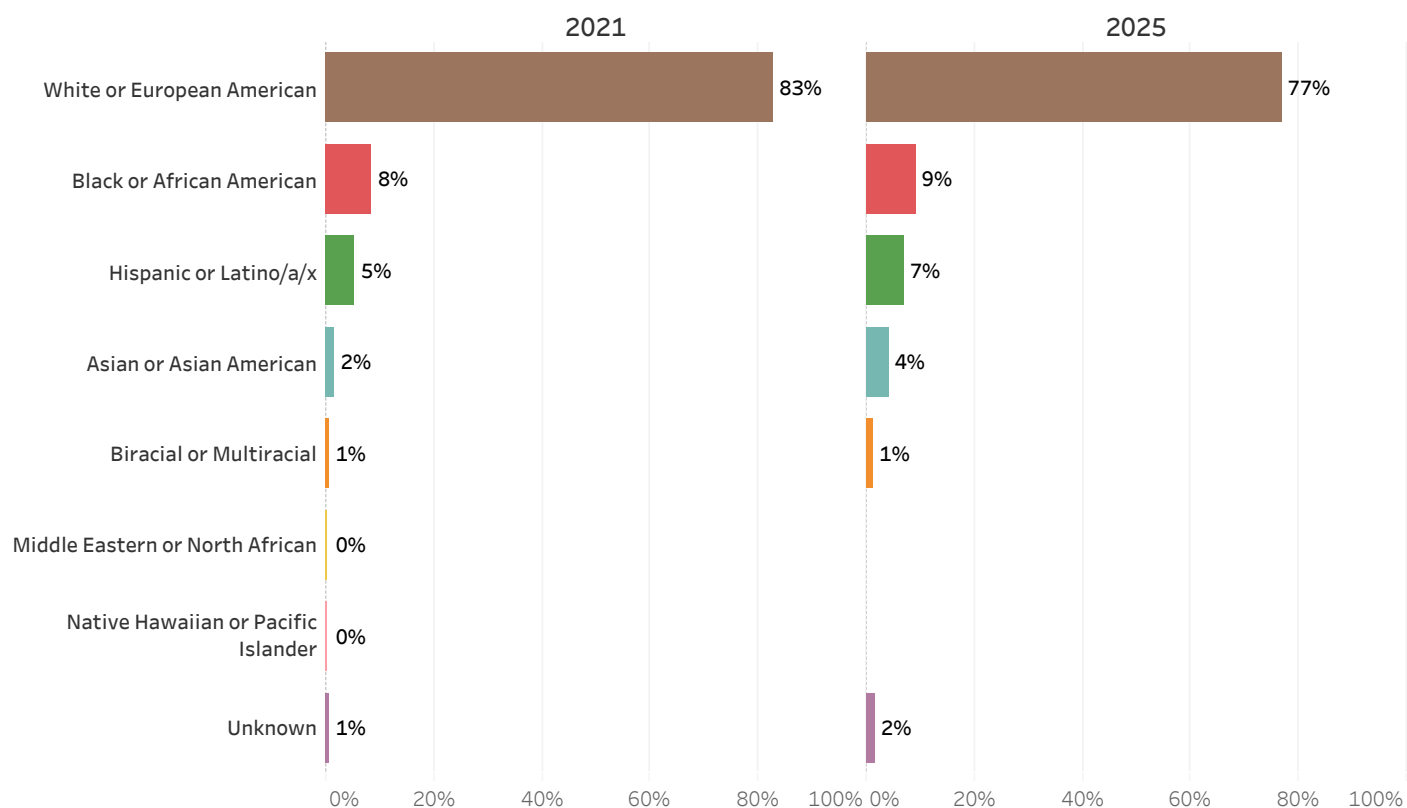
Among organizations which have paid C-level executives (N=114), 71% of those C-Level executive are women while 29% are men. In 2021, 68% of C-level executives at responding organizations were women while 32% were men.

Figure 27: How many of the C-Level executives report their gender as the following?



Among organizations which have paid C-level executives, 77% of those C-Level executives best describe their racial identity or ethnicity as White or European American, 9% describe themselves as Black or African American, 7% describe themselves as Hispanic or Latino/a/x, and 4% describe themselves as Asian or Asian American. One percent describe themselves as biracial or multiracial while the race or ethnicity of 2% is unknown. In 2021, 83% of C-Level executives at responding organizations best described their racial identity or ethnicity as White or European American.

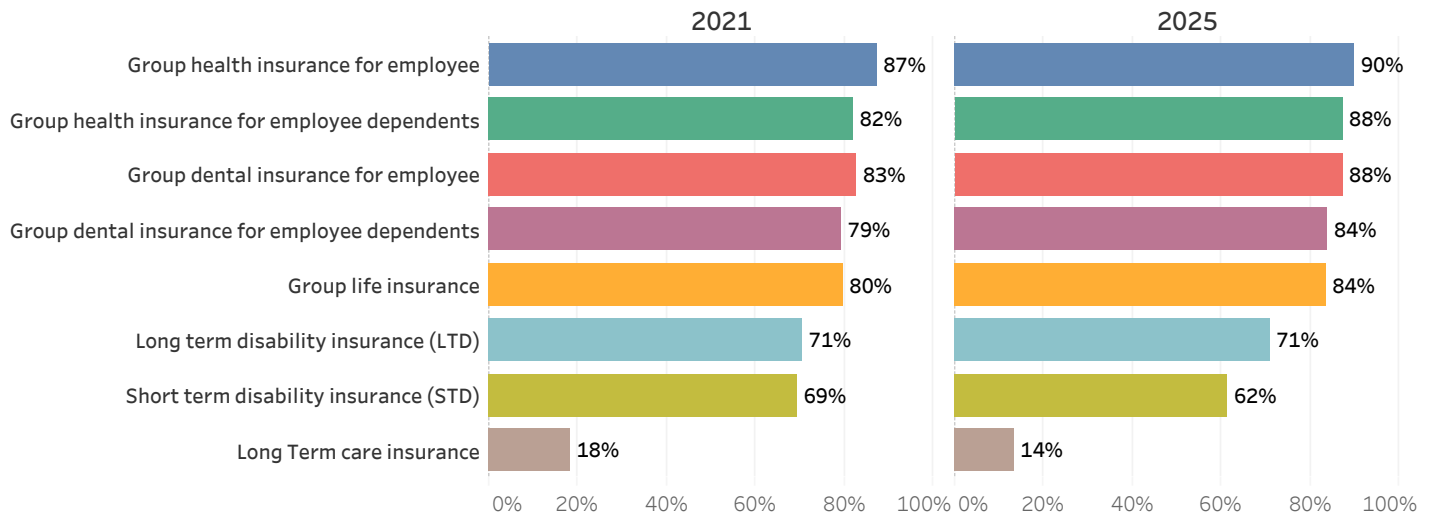
Figure 28: How many of the C-Level executives best describe their racial identity and/or ethnicity as the following?



Health Insurance

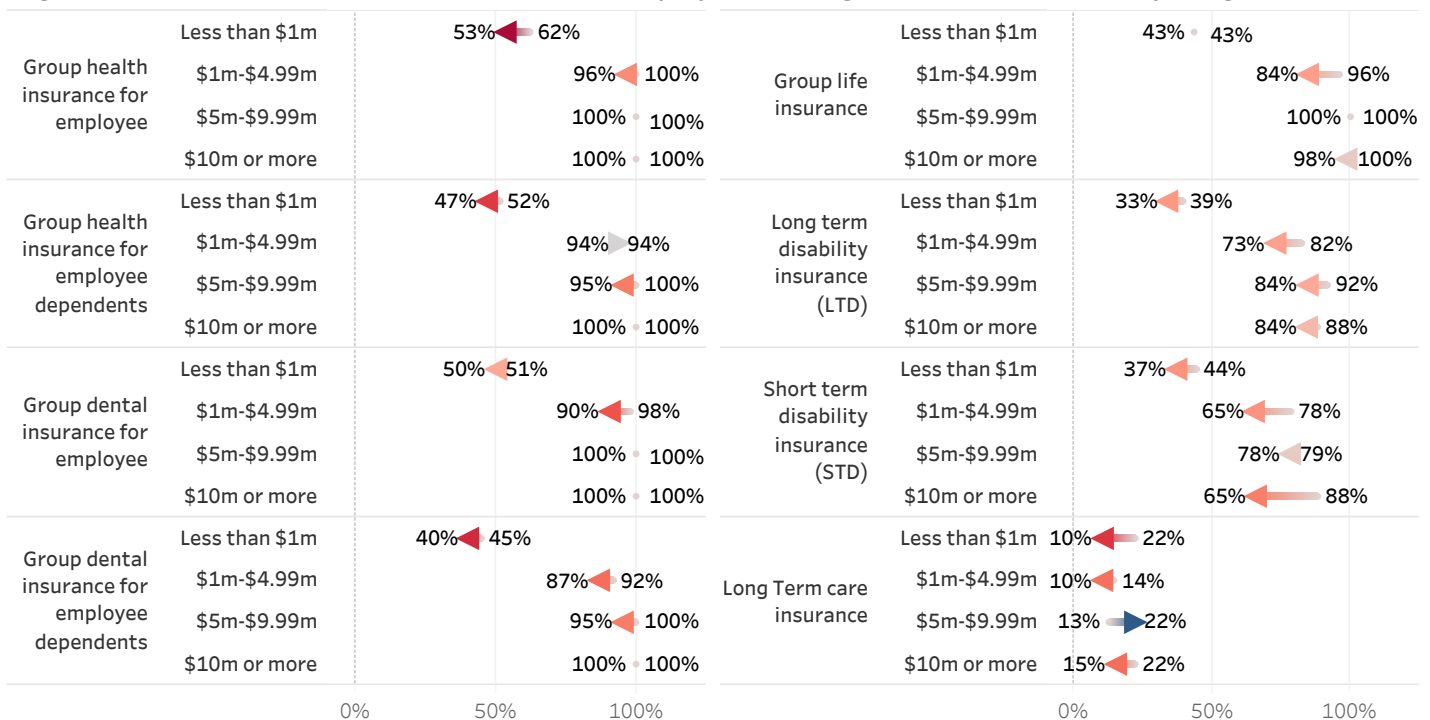
Nine in ten (90%) responding Connecticut nonprofit organizations offer group health insurance for their employees, 88% offer group health insurance for employee dependents, 88% offer group dental insurance for their employees, 84% offer group dental insurance for employee dependents, 84% offer group life insurance, 71% offer long-term disability insurance, 62% offer short-term disability insurance, and 14% offer long-term care insurance. Responding organizations are more likely than in 2021 to offer group health insurance for dependents, group dental insurance for employees, and group dental insurance for dependents, while they are less likely to offer short term disability insurance (STD) and long term care insurance.

Figure 29a: Health insurance benefit offered to employees



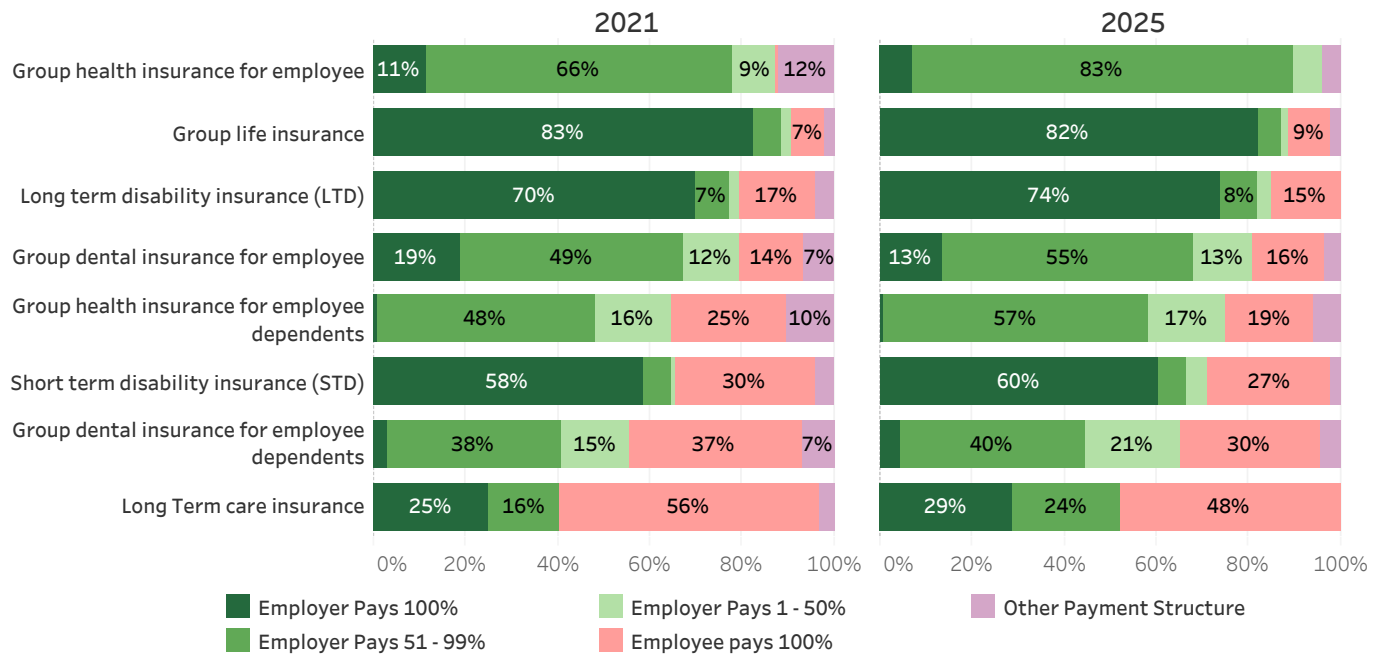
The vast majority of organizations with a budget of \$1m or more offer group health and dental insurance to their employees and their dependents as well as group life insurance. By contrast, only about half of organizations with budgets below \$1m offer these benefits. Most organizations with budgets of \$1m or more also offer long term and short term disability insurance, while organizations with a budget below \$1m are considerably less likely to offer this. Few organizations of any budget size offer long term care insurance. Responding organizations generally are slightly less likely than responding organizations in 2021 to offer these benefits, particularly long and short term disability.

Figure 29b: Health insurance benefit offered to employees - Change from 2021 to 2025 - By budget



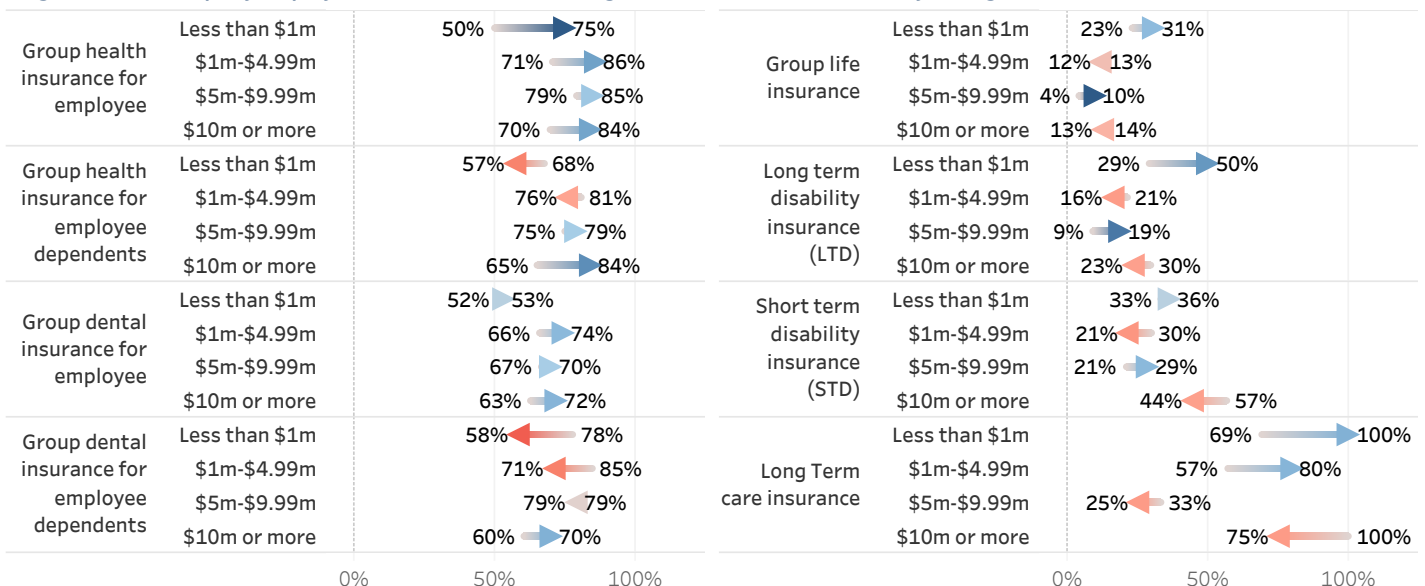
Among organizations which offer each of these health insurance benefits, majorities pay all of the costs of group life insurance (82%), long-term disability insurance (74%), and short-term disability insurance (64%). By contrast, more than half of organizations which offer group health insurance for employees (83%), group health insurance for employee dependents (57%), and group dental insurance for employees (55%) pay only 51%-99% of the cost. About half of organizations which offer group dental insurance for dependents (51%) and long term care (48%) pay only 1-50% of the cost or the employee pays all of the cost.

Figure 29c: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee



Among organizations which offer these health insurance benefits, there are no clear differences based on budget size in how much of the cost the organization pays for each benefit. Organizations of all sizes are more likely than in 2021 to say that their organization pays for at least 51% of the cost of group health and dental insurance for employees. For health and dental insurance for dependents, organizations with smaller budgets have become less likely to cover a majority of the costs, while organizations with larger budgets have become more likely to cover a majority of the costs.

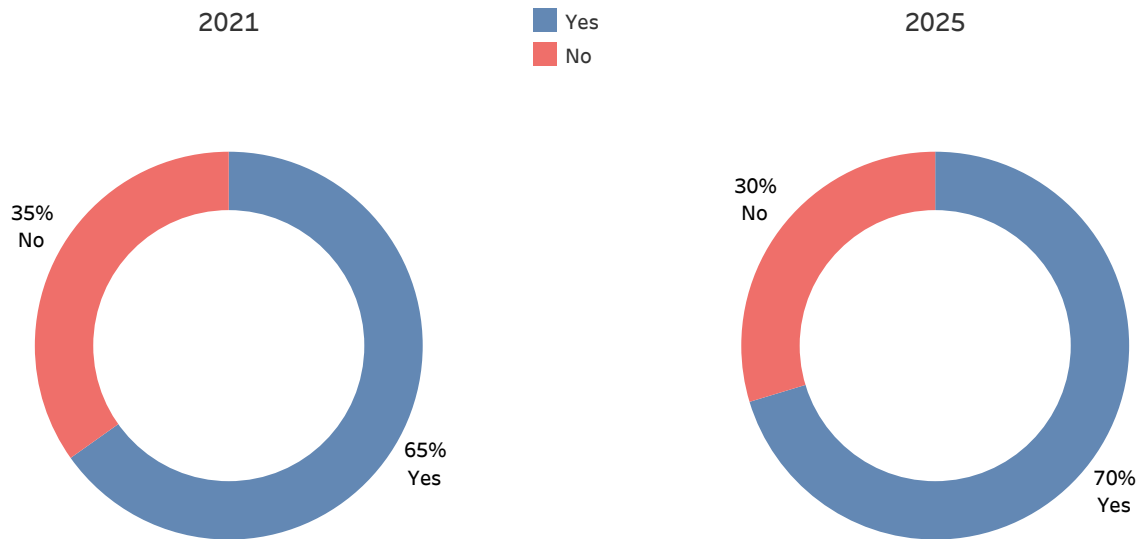
Figure 29d: Employer pays 51% or more - Change from 2021 to 2025 - By budget



Seven in ten (70%) responding Connecticut nonprofit organizations offer a high deductible health insurance plan with an accompanying Health Savings Account, Flexible Savings Account, or Health Reimbursement Account while 30% do not. Organizations with fewer employees and smaller budgets are less likely than others to offer this type of plan.

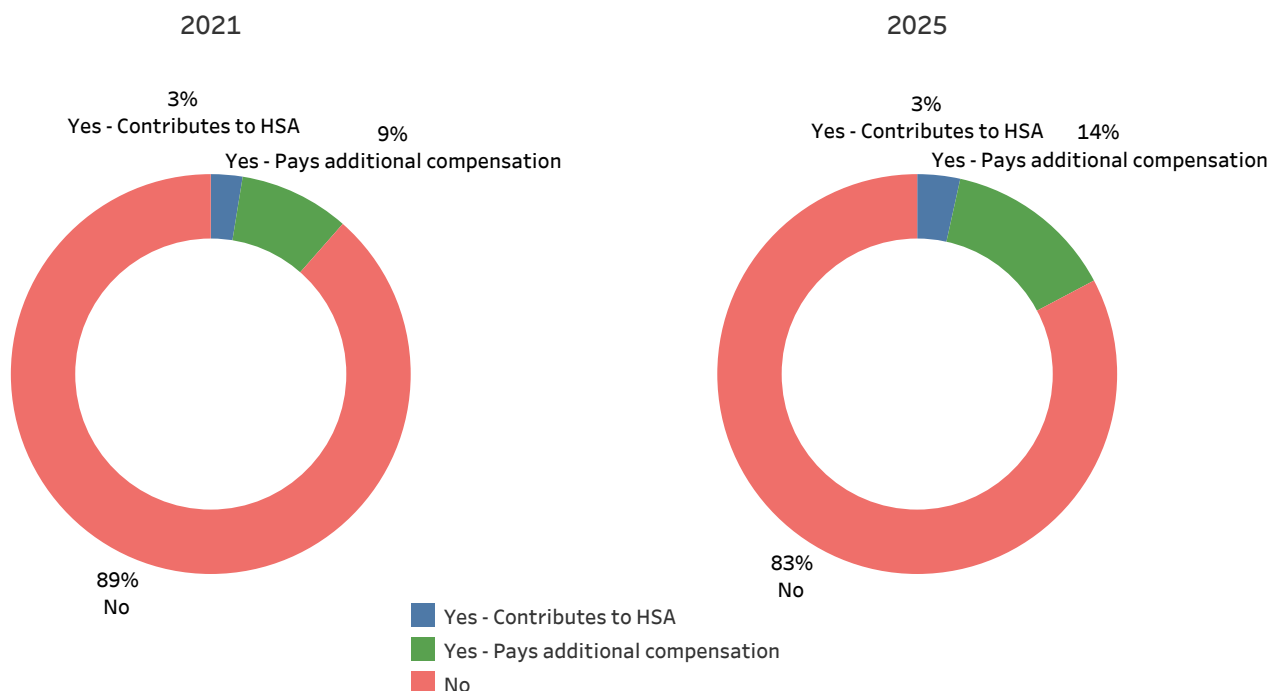
In 2021, 65% offered a plan like this while 35% did not.

Figure 30: Do you offer a high deductible health insurance plan with an accompanying Health Savings Account/Flexible Savings Account/Health Reimbursement Account?



Most (83%) responding organizations provide no compensation to employees who do not participate in the health care plan. Fourteen percent pay additional compensation to employees who do not participate in the health care plan while only 3% contribute to a HSA if an employee does not participate in the health care plan.

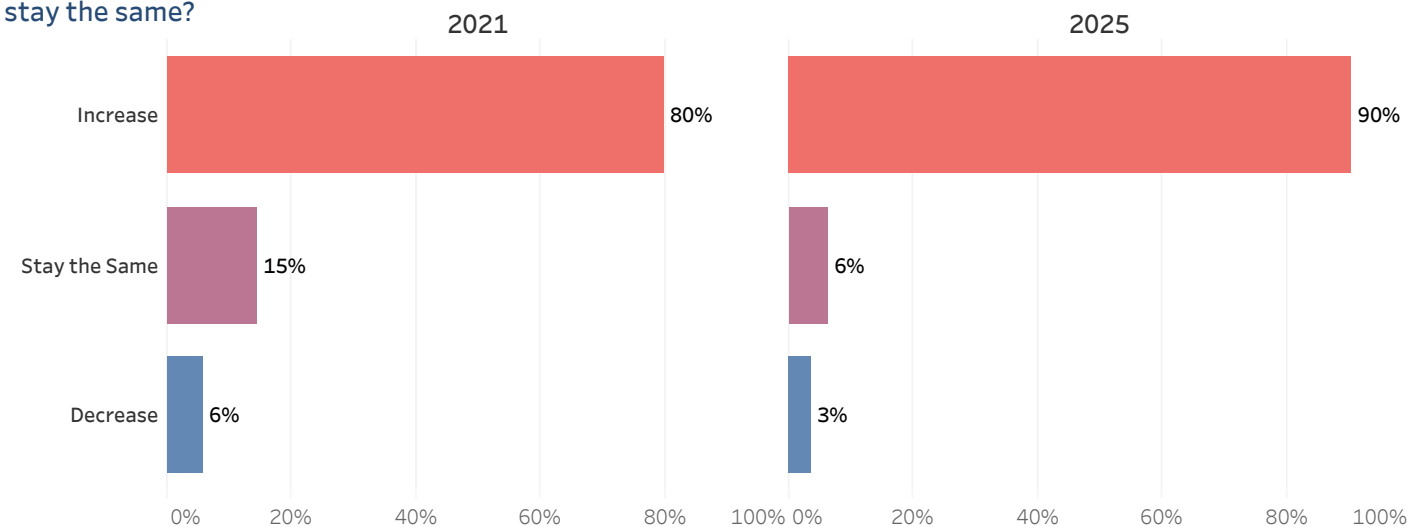
Figure 31: Does your organization compensate employees that do not participate in the health care plan, i.e. have a benefit offset payment plan?



Nine in ten (90%) responding organizations say that their rates increased during the last health insurance renewal period, 6% say their rates stayed the same, and only 3% say that they decreased. Organizations with smaller budgets are less likely than others to say that their rates increased during their last health insurance renewal period.

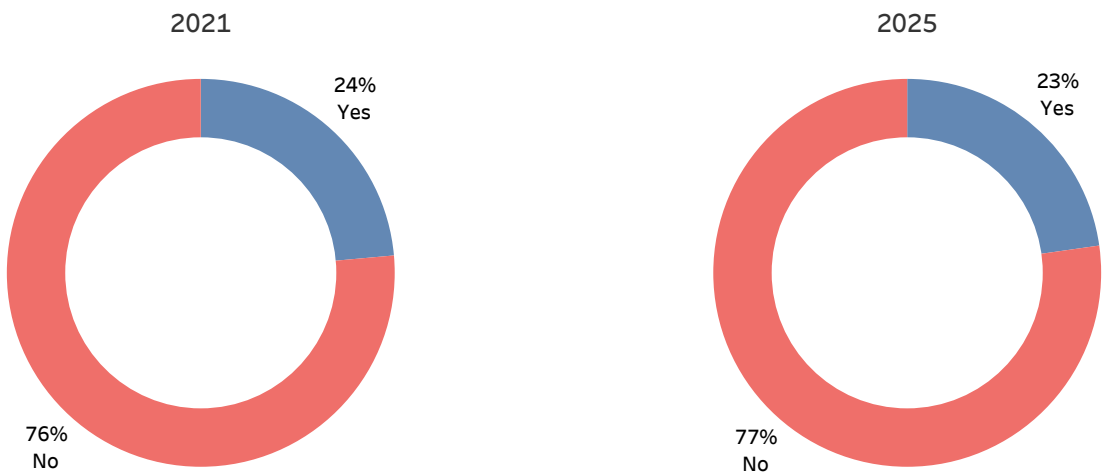
In 2021, 80% of responding organizations said that their rates had increased.

Figure 32: During your last health insurance renewal period, did your rates increase, decrease, or did they stay the same?



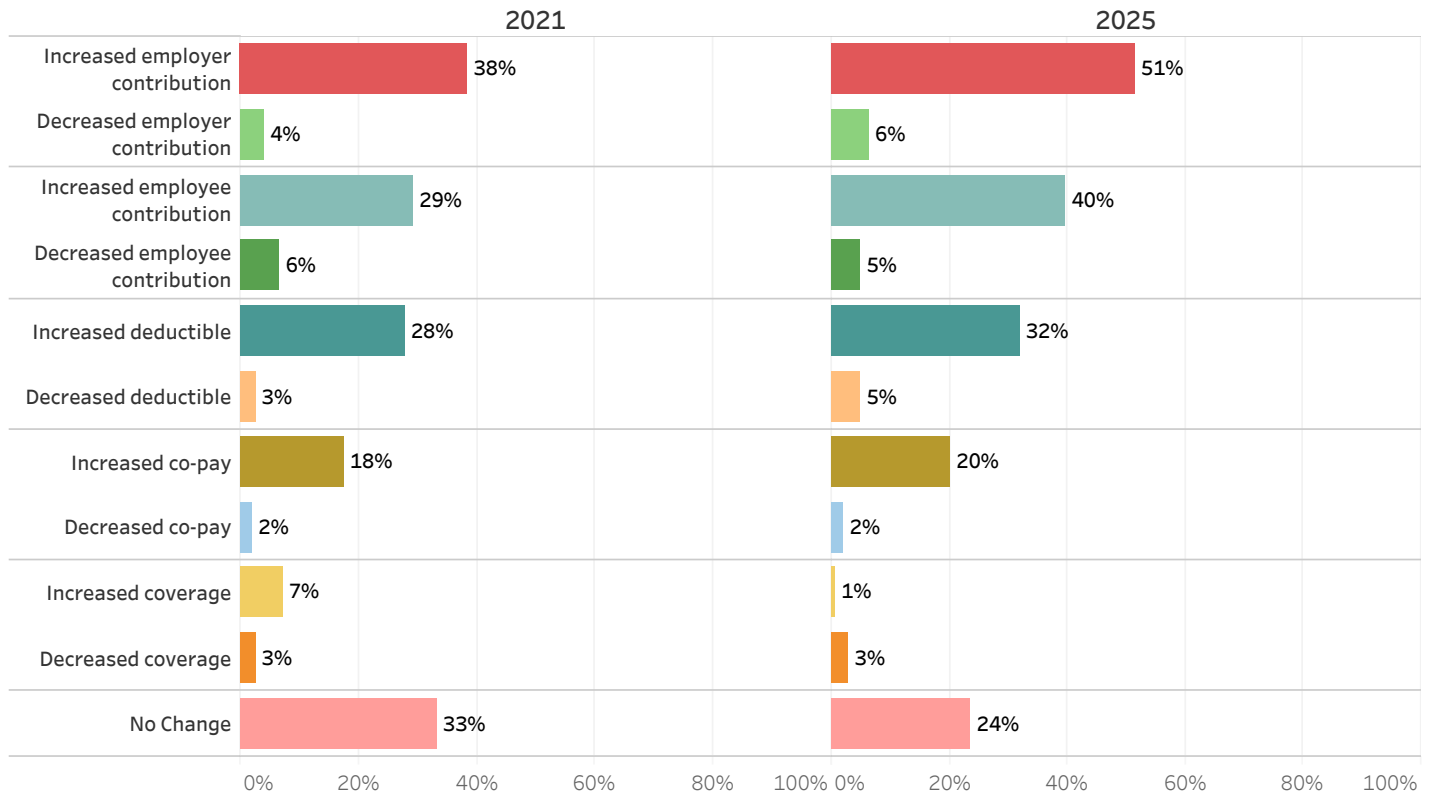
Twenty-three percent of organizations switched vendors during the last health insurance renewal period while 77% did not. About the same proportion reported having switched vendors in the 2021 iteration of this survey.

Figure 33: During your last health insurance renewal period, did you switch vendors?



During their last health insurance renewal period, 51% of organizations changed their plans by increasing employer contributions while 6% decreased employer contributions. In that time, four in ten (40%) increased employee contributions while 5% decreased their employee contributions, 32% increased the deductible while 5% decreased it, 20% increased the co-pay while 2% decreased it, and 1% increased coverage while 3% decreased it. One-quarter (24%) did not have any change to their plan during the last health insurance renewal period.

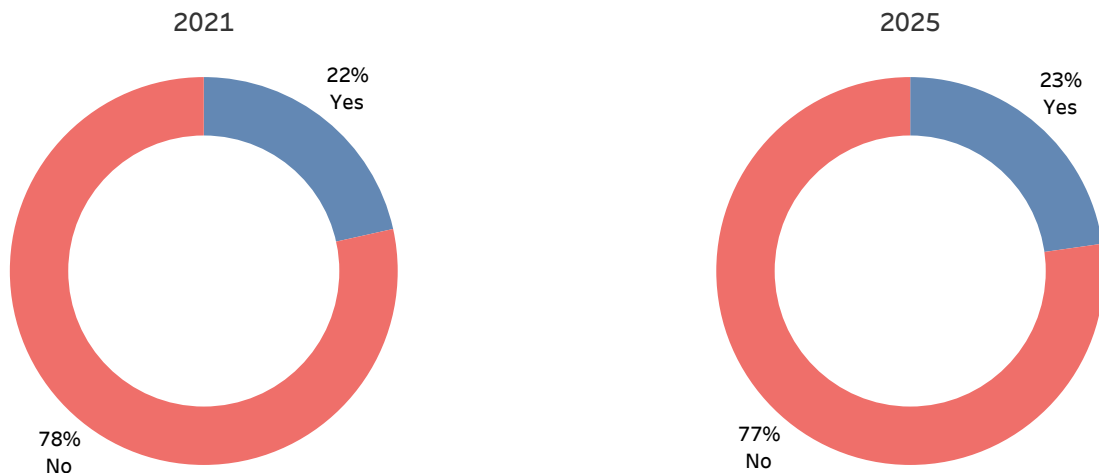
Figure 34: During your last health insurance renewal period, did the plan you selected change in any of the following ways? (Select all that apply)



Twenty-three percent of organizations report that they offer health insurance benefits to part-time employees while 77% do not. Organizations with very few employees and the smallest budgets, along with organizations with the most employees and the largest budgets, are more likely than others to offer health insurance to part-time employees.

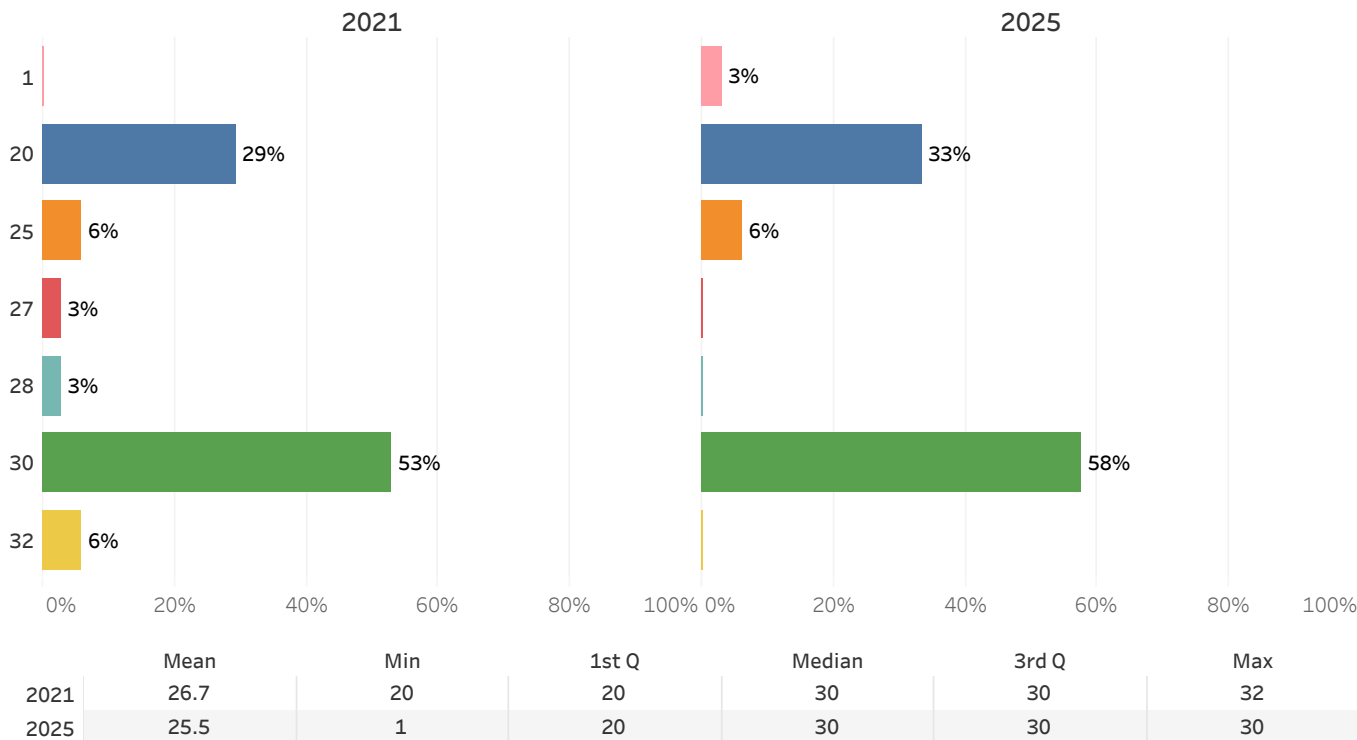
Results closely resemble those provided by responding organizations in 2021.

Figure 35: Do you offer health insurance benefits to part-time employees?



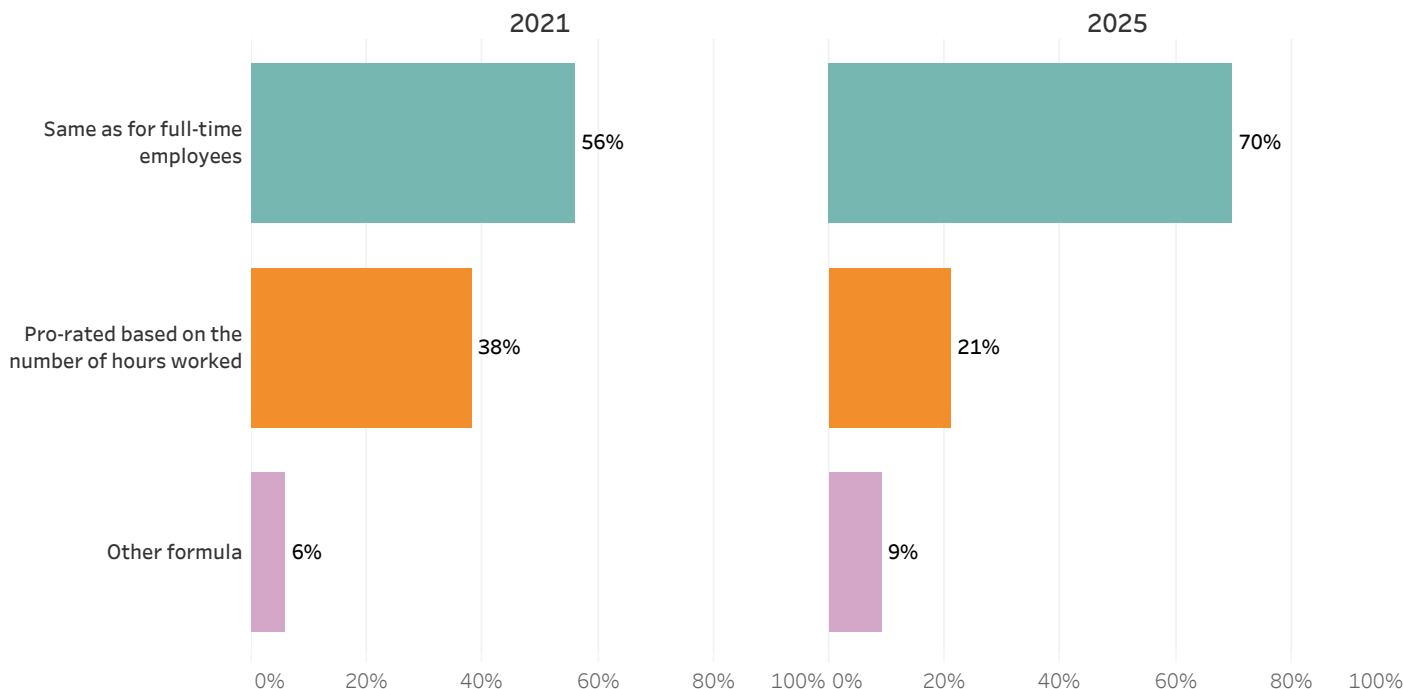
Among organizations which do offer health insurance benefits to part-time employees (N=33), 3% require part-time employees to work only 1 hour per week to be eligible for health insurance, 33% require 20 hours per week, 6% require 25 hours of work per week, and 58% require 30 hours of work per week to be eligible. Overall, the mean number of hours required to be eligible is 26, while the median is 30, both largely unchanged since 2021.

Figure 36: How many hours per week must part-time staff work to be eligible for health insurance?



Among organizations which do offer health insurance benefits to part-time employees, 70% say they use the same method for determining the employer's premium contribution for part-time staff as they do for full time employees, 21% use a pro-rated formula based on the number of hours worked, and 9% use another formula.

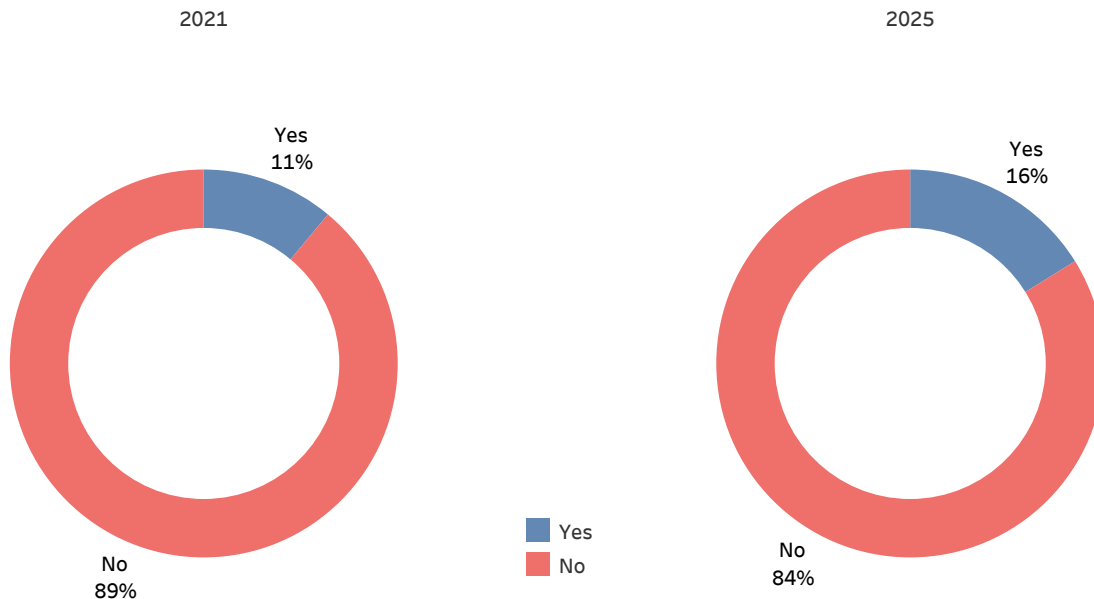
Figure 37: What is the method for determining the employer’s premium contribution for part-time staff?



Retirement Benefits

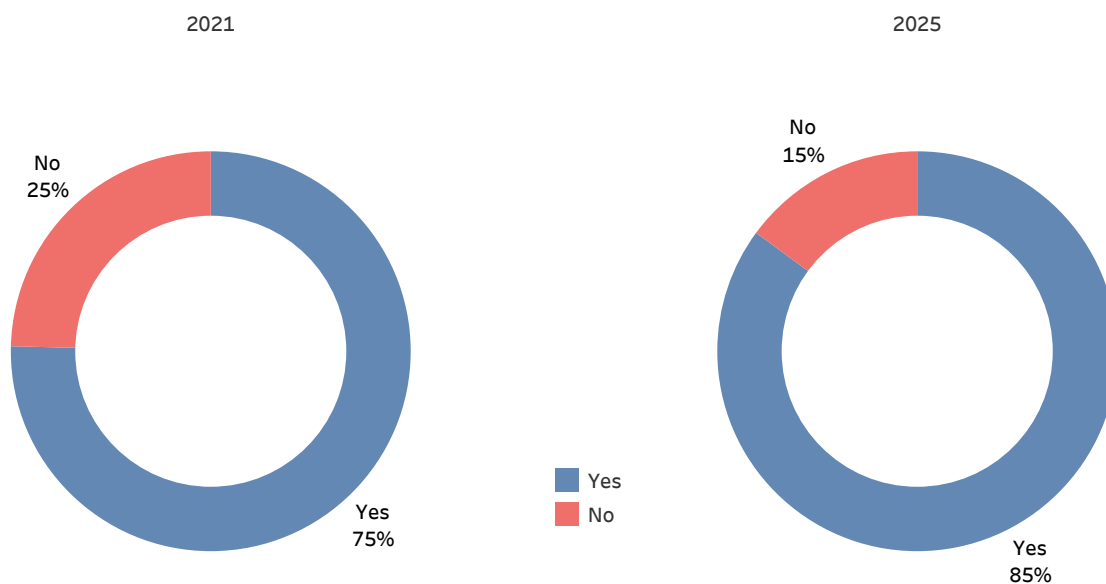
Sixteen percent of responding Connecticut nonprofit organizations say that they have a defined benefit retirement plan while 84% do not. In 2021, 11% of responding organizations said that they offered a defined benefit retirement plan.

Figure 38: Does your organization offer a defined benefit retirement plan? That is, a plan that provides employees with a specific percentage of their salary upon retirement?



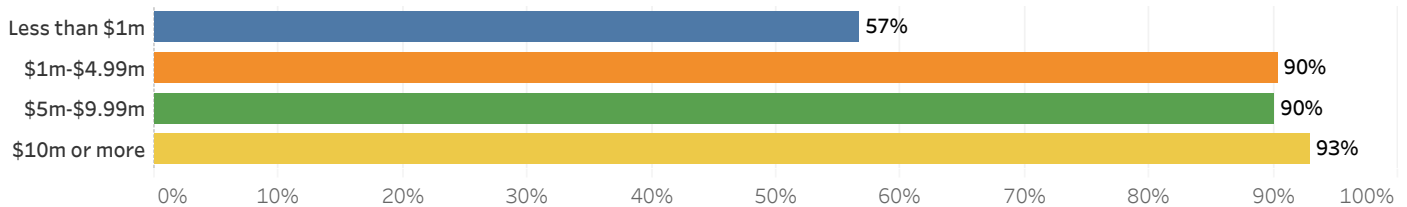
Eighty-five percent of responding Connecticut nonprofit organizations say they offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) while 15% do not. In 2021, 75% of responding organizations said that they offered a defined contribution retirement plan.

Figure 39a: Does your organization offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) where employees pay into a retirement fund and the organization may match some or all of the contributions/deferral?



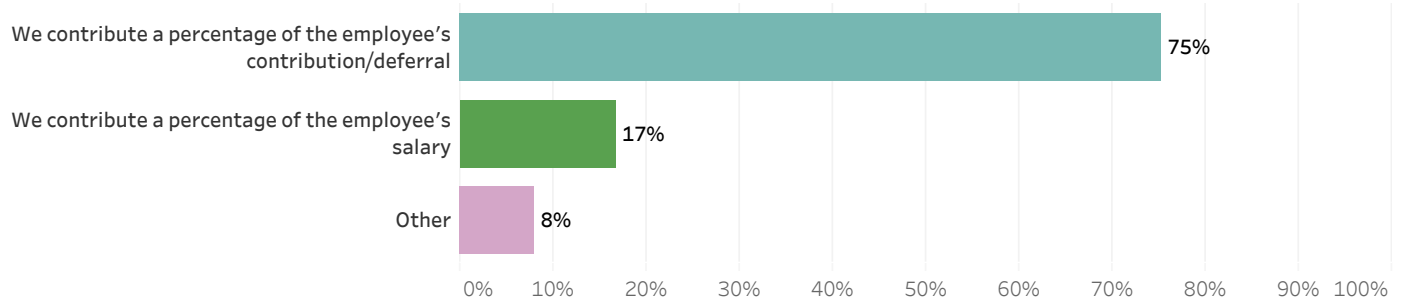
Organizations with larger budgets are more likely to offer a defined contribution retirement plan to their employees. The vast majority of organizations with a budget of \$10 million or more (93%), \$5m-\$9.99m (90%), or \$1m-\$4.99m (90%) offer such a plan, but only 57% of those with a budget below \$1m offer one.

Figure 39b: Does your organization offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) where employees pay into a retirement fund and the organization may match some or all of the contributions/deferral? - by Total Operating Expenses - 2025



Among responding Connecticut nonprofit organizations which offer a defined contribution retirement plan (N=137), three-quarters (75%) say they contribute a percentage of the employee's contribution or deferral, 17% contribute a percentage of the employee's salary regardless of employee's contribution or deferral, and 8% contribute to their employee's defined contribution accounts using another method. No responding organizations say that they contribute a flat dollar amount.

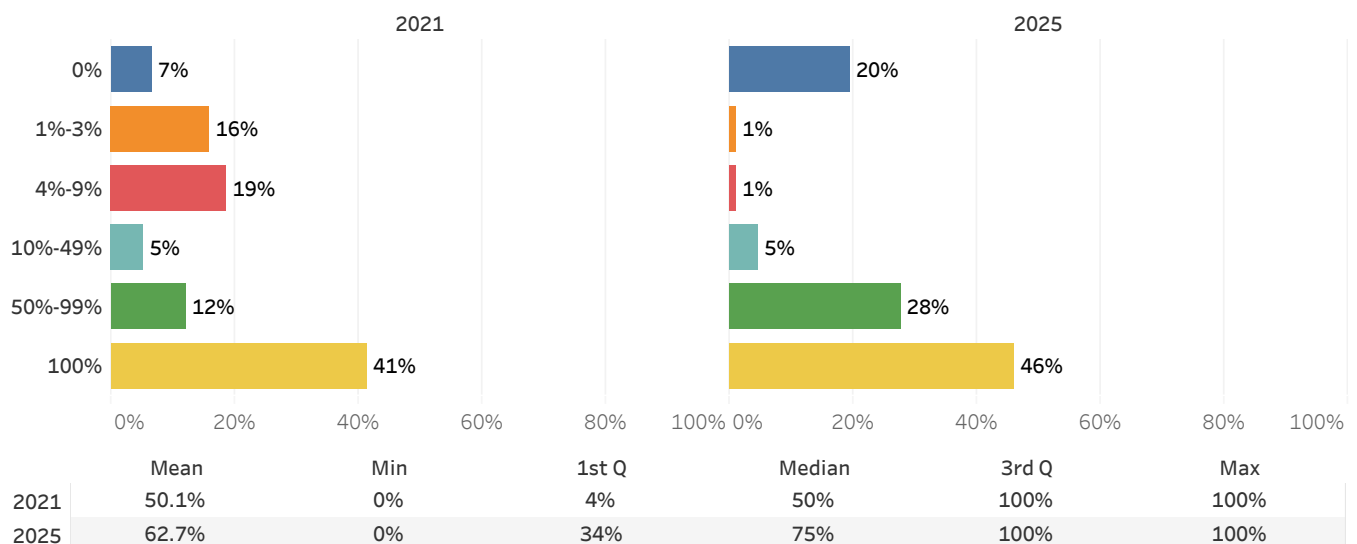
Figure 40: Which of the following best describes how your organization handles employees' defined contribution accounts?



Please note: The category "We contribute a percentage of an employee's salary" was added post-facto from entries in the "Other" category.

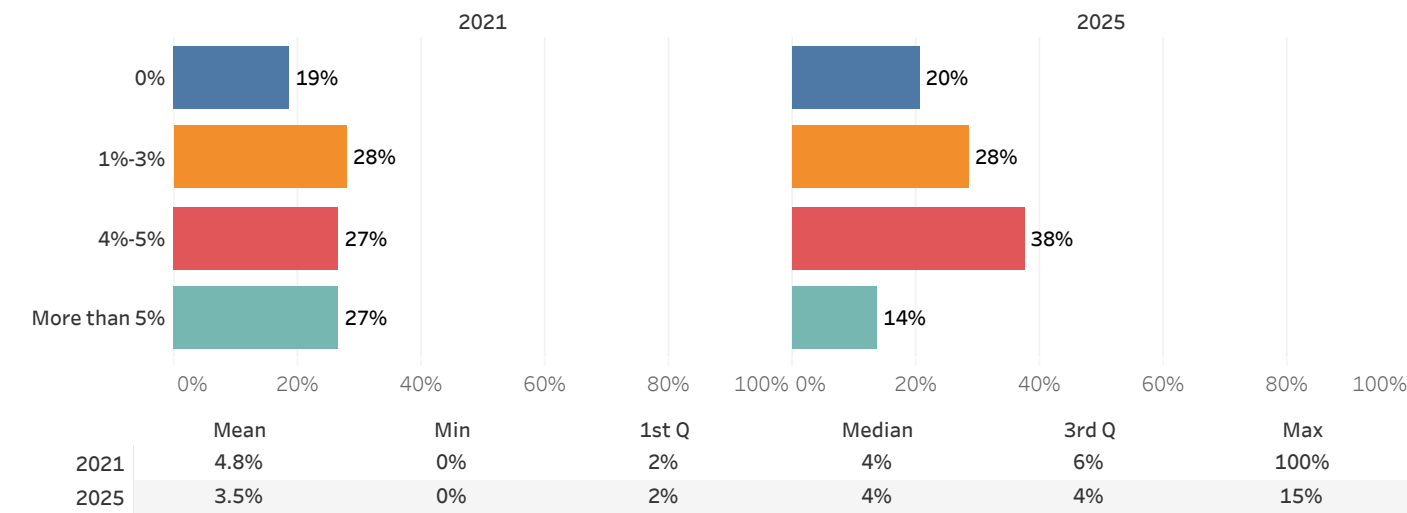
Among responding Connecticut nonprofit organizations which contribute a percentage of the employees' contribution or deferral (N=87), 46% match 100% of their employees' contribution or deferral, 28% match 50%-99%, 5% match 10%-49%, 1% each match 4%-9% or 1%-3%, and 20% say that they match 0%. Overall, the average organization matches 62.7% of their employees' contribution or deferral, up from 50.1% in 2021.

Figure 41: What is the match rate of employee contribution/deferral? (Grouped)



Among responding Connecticut nonprofit organizations which contribute a percentage of their employees' contribution or deferral, 14% have a salary percentage limit on deferrals matched of more than 5%, 38% have a limit of 4%-5%, 28% have a limit of 1%-3%, and 20% have a limit of 0%. Overall, the average organization has a salary percentage limit of 3.5% on deferrals matched, down from 4.8 in 2021.

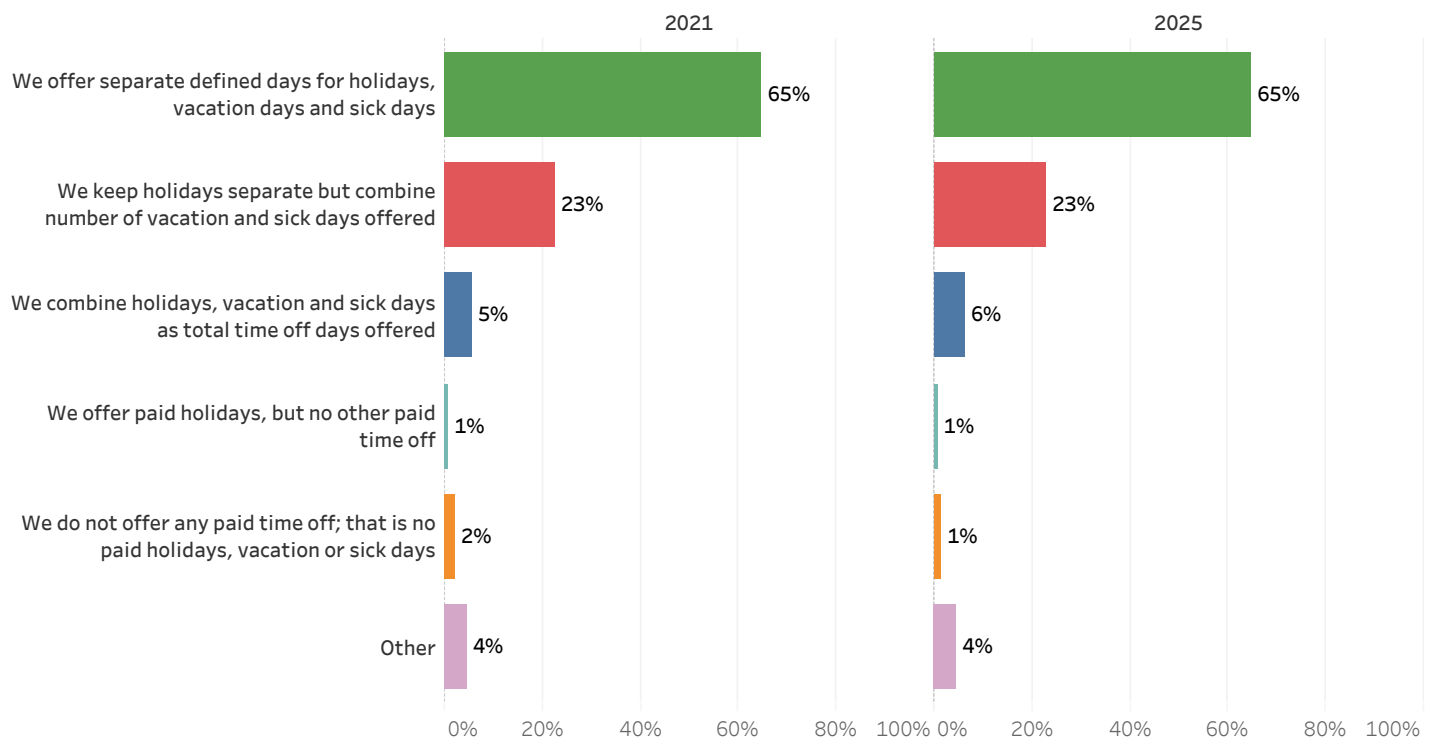
Figure 42: What is the salary percentage limit on deferrals matched? (Grouped)



Paid Time Off

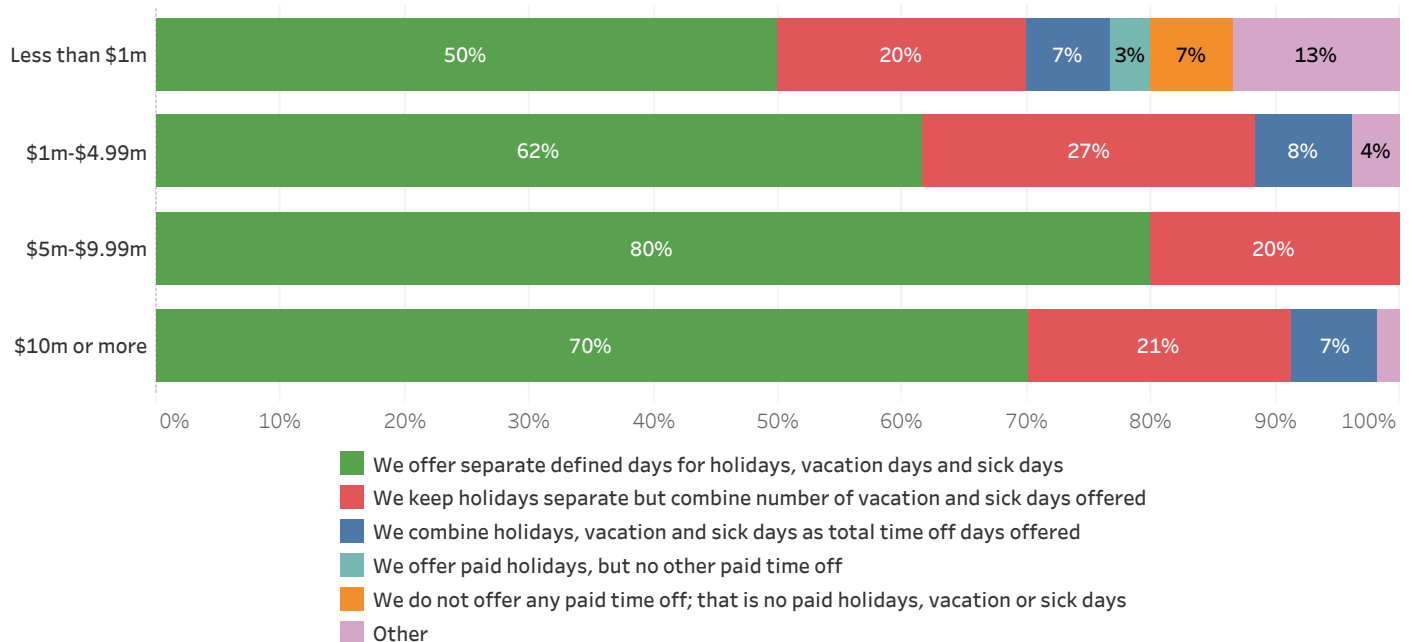
In their handling of paid time off, nearly two-thirds (65%) of responding Connecticut nonprofit organizations offer separate defined days for holidays, vacation days, and sick days while 23% keep holidays separate but combine the number of vacation and sick days offered. Small numbers of organizations combine holidays, vacation, and sick days as total time off days offered (6%), offer paid holidays but no other paid time off (1%), or offer no paid time off at all (1%). Four percent say they handle paid time off in another way. Responses to this question closely mirror responses provided by responding organizations in 2021.

Figure 43a: How does your organization offer paid time off?



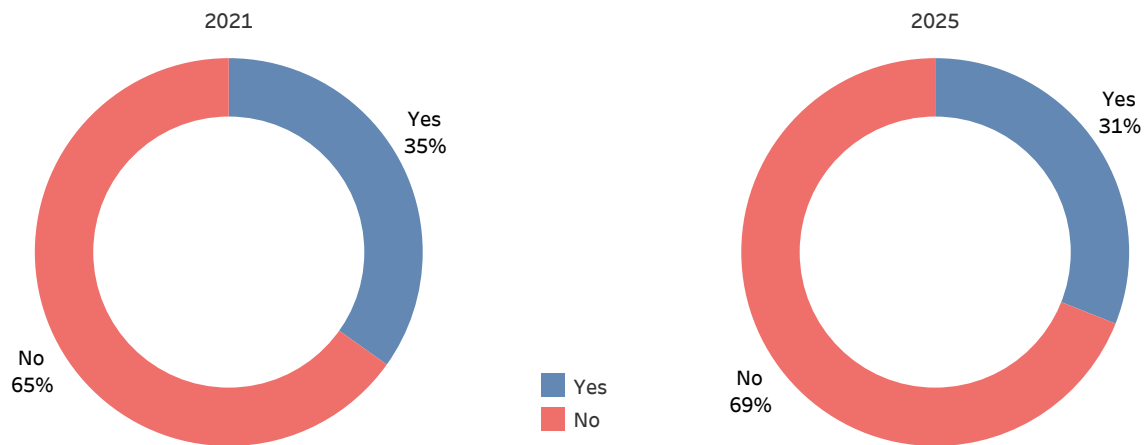
Organizations with larger budgets tend to offer separate defined days for holidays, vacation days, and sick days, while those with the smallest budgets are more likely to have another arrangement for paid time off or to not offer paid time off at all.

Figure 43b: How does your organization offer paid time off? - By Total Operating Expenses - 2025



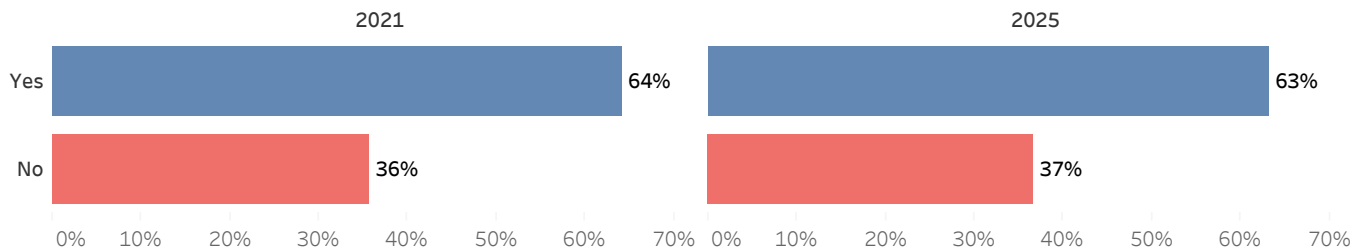
Thirty-one percent of responding Connecticut nonprofit organizations offer different paid time off to different classifications of employees while 69% do not. In 2021, 35% of responding organizations offered different paid time off while 65% did not.

Figure 44: Does your organization offer different paid time off (holidays, vacation or sick days) to different classifications of employees?



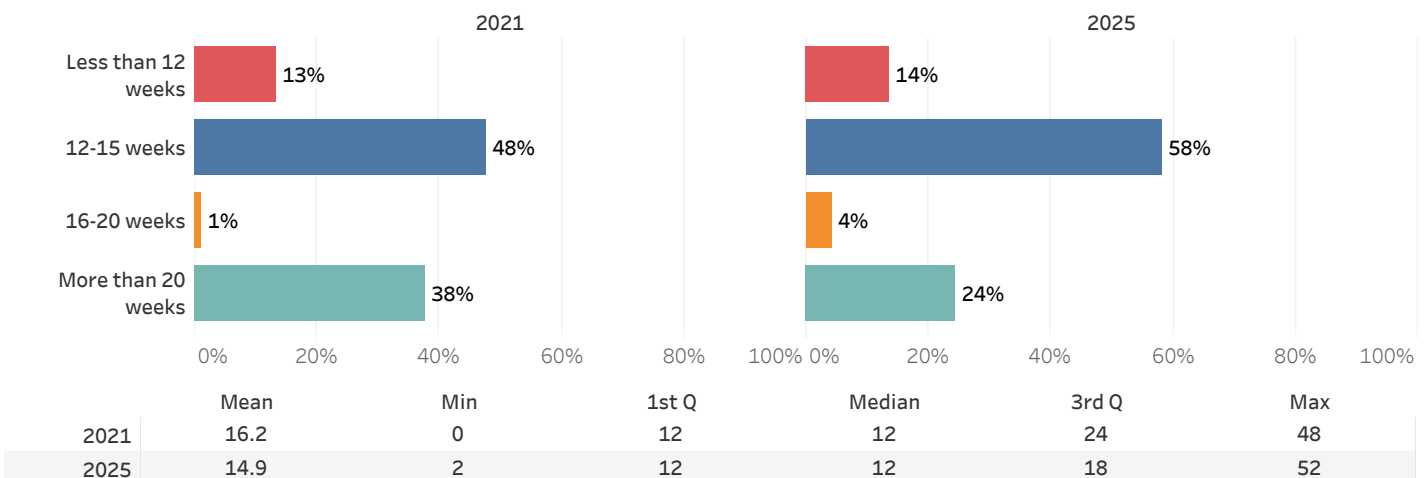
Among responding Connecticut nonprofit organizations which offer paid time off (N=173), 63% say they have a waiting period for new employees to be eligible for paid time off while 37% do not have a waiting period.

Figure 45: Do you have a waiting period for new employees to be eligible for paid time off?



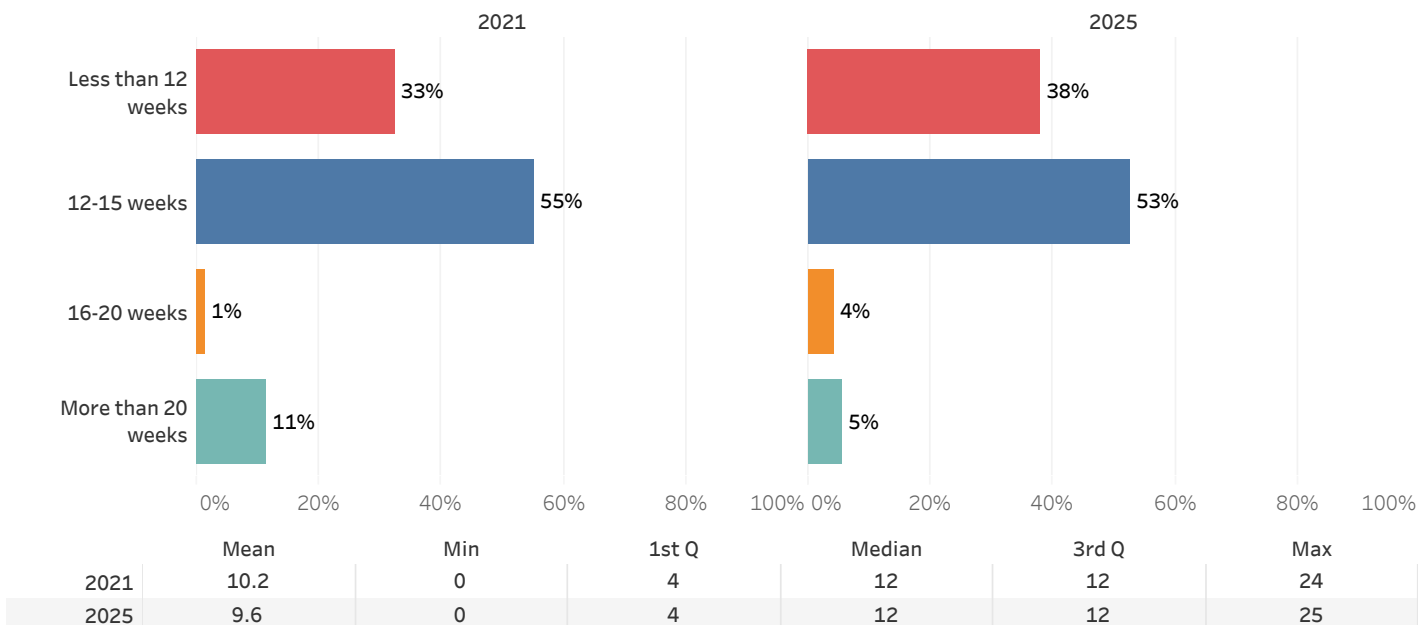
Among responding Connecticut nonprofit organizations which have a waiting period and offer separate defined days for holidays, vacation days, and sick days (N=74), 14% have a waiting period of less than 12 weeks for employees to be eligible to receive vacation days, 58% have a waiting period of 12-15 weeks, 4% have a waiting period of 16-20 weeks, and 24% have a waiting period of more than 20 weeks. The average organization has a waiting period of nearly fifteen weeks for employees to be eligible for vacation days, down from just over sixteen in 2021.

Figure 46a: How long is the required waiting period (in weeks) for employees to be eligible for paid time off? (Grouped) - Vacation Days



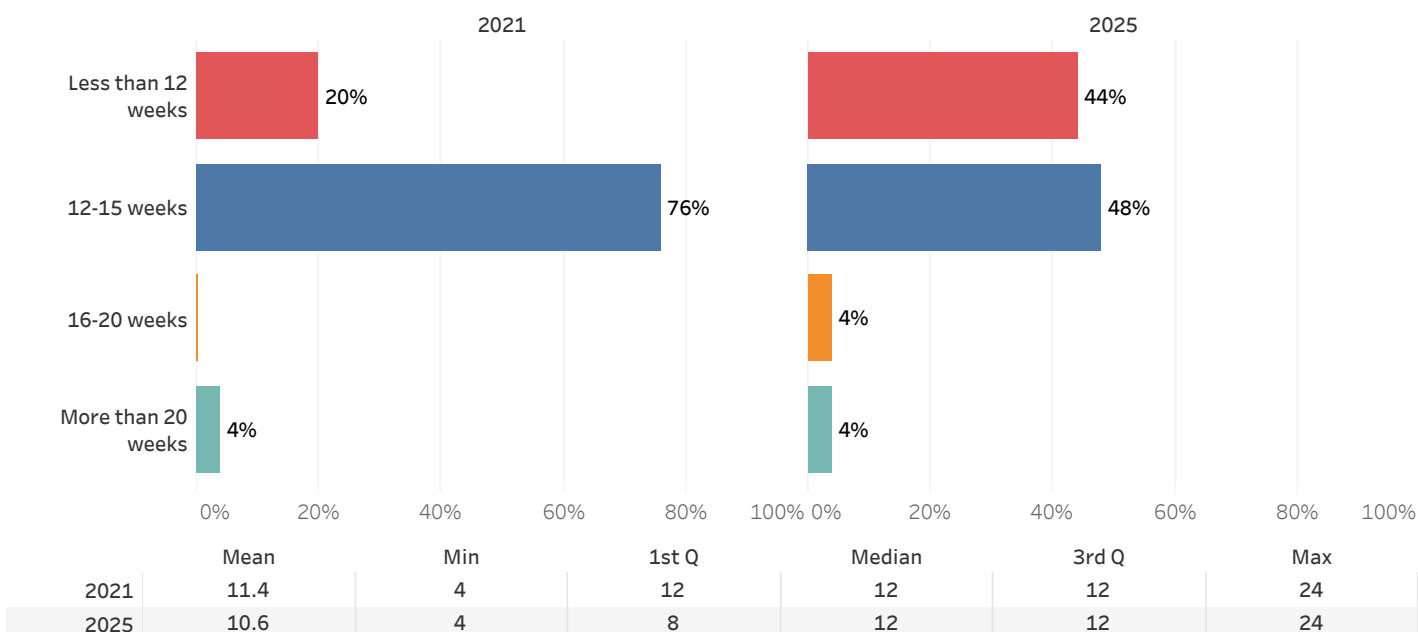
Among responding Connecticut nonprofit organizations which have a waiting period and offer separate defined days for holidays, vacation days, and sick days, 38% have a waiting period of less than 12 weeks for employees to be eligible to receive sick days, 53% have a waiting period of 12-15 weeks, 4% have a waiting period of 16-20 weeks, and 5% have a waiting period of more than 20 weeks. The average organization has a waiting period of nearly ten weeks for employees to be eligible for sick days, largely unchanged since 2021.

Figure 46b: How long is the required waiting period (in weeks) for employees to be eligible for paid time off? (Grouped) - Sick Days



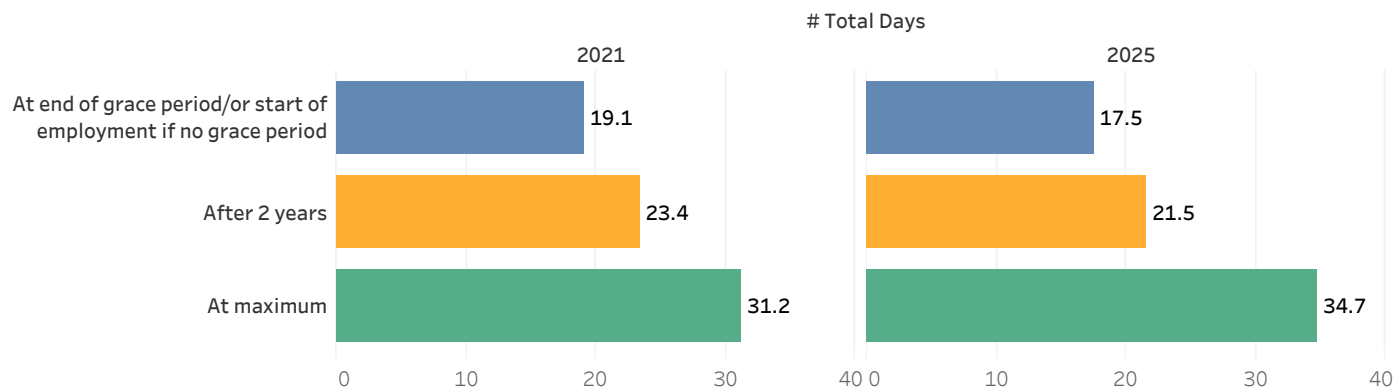
Among responding Connecticut nonprofit organizations which keep holidays separate but combine the number of vacation and sick days offered or combine holidays, vacation, and sick days as total time off days offered (N=25), 44% say their waiting period for employees to be eligible for combined vacation and sick days is less than 12 weeks, 48% have a waiting period of 12-15 weeks, and 4% each have a waiting period of 16-20 weeks or more than 20 weeks. The average organization has a waiting period of nearly eleven weeks for employees to be eligible for combined vacation and sick days, largely unchanged since 2021.

Figure 46c: How long is the required waiting period (in weeks) for employees to be eligible for paid time off? (Grouped) - Combined vacation and sick days



Among responding Connecticut nonprofit organizations which combine holiday, vacation, and sick days (N=10), the average organization offers 17.5 total paid days off at the end of the grace period or the start of employment if there is no grace period, 21.5 total paid days off after two years, and 34.7 total paid days off at maximum. Responding organizations which offer paid time off this way offer slightly fewer combined days off on average than in 2021 at the end of the grace period or the start of employment and after two years, but slightly more at maximum.

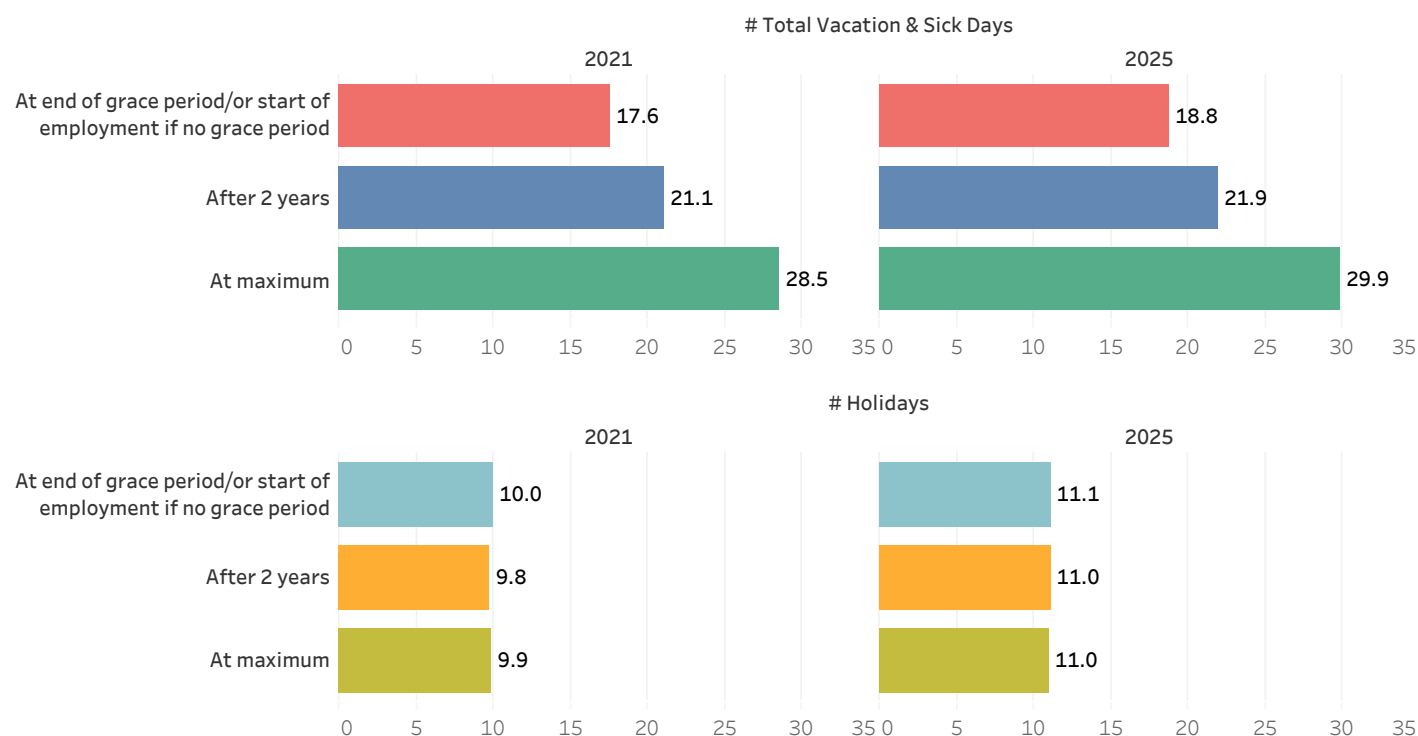
Figure 47a: Whenever an employee is eligible, how many paid days off does he/she receive? Combined holiday, vacation, and sick days - Combined holiday, vacation and sick days - Mean



Among responding Connecticut nonprofit organizations which keep holidays separate but combine the number of vacation and sick days offered (N=37), the average organization offers 18.8 paid total vacation and sick days at the end of the grace period or the state of employment if there is no grace period, 21.9 total vacation and sick days after two years, and 29.9 days at maximum. Responding organizations which offer paid time off this way offer a very marginally higher number of days on average of at the end of the grace period or the start of employment, after two years, and at maximum.

The average organization offers 11.1 paid holidays at the end of the grace period or the start of employment, and effectively the same number after two years (11.0) and at maximum (11.0), up about one day each compared to responding organizations in 2021.

Figure 47b: Whenever an employee is eligible, how many paid days off does he/she receive? Combined vacation and sick days, separate holidays - Combined vacation and sick days/Separate holidays

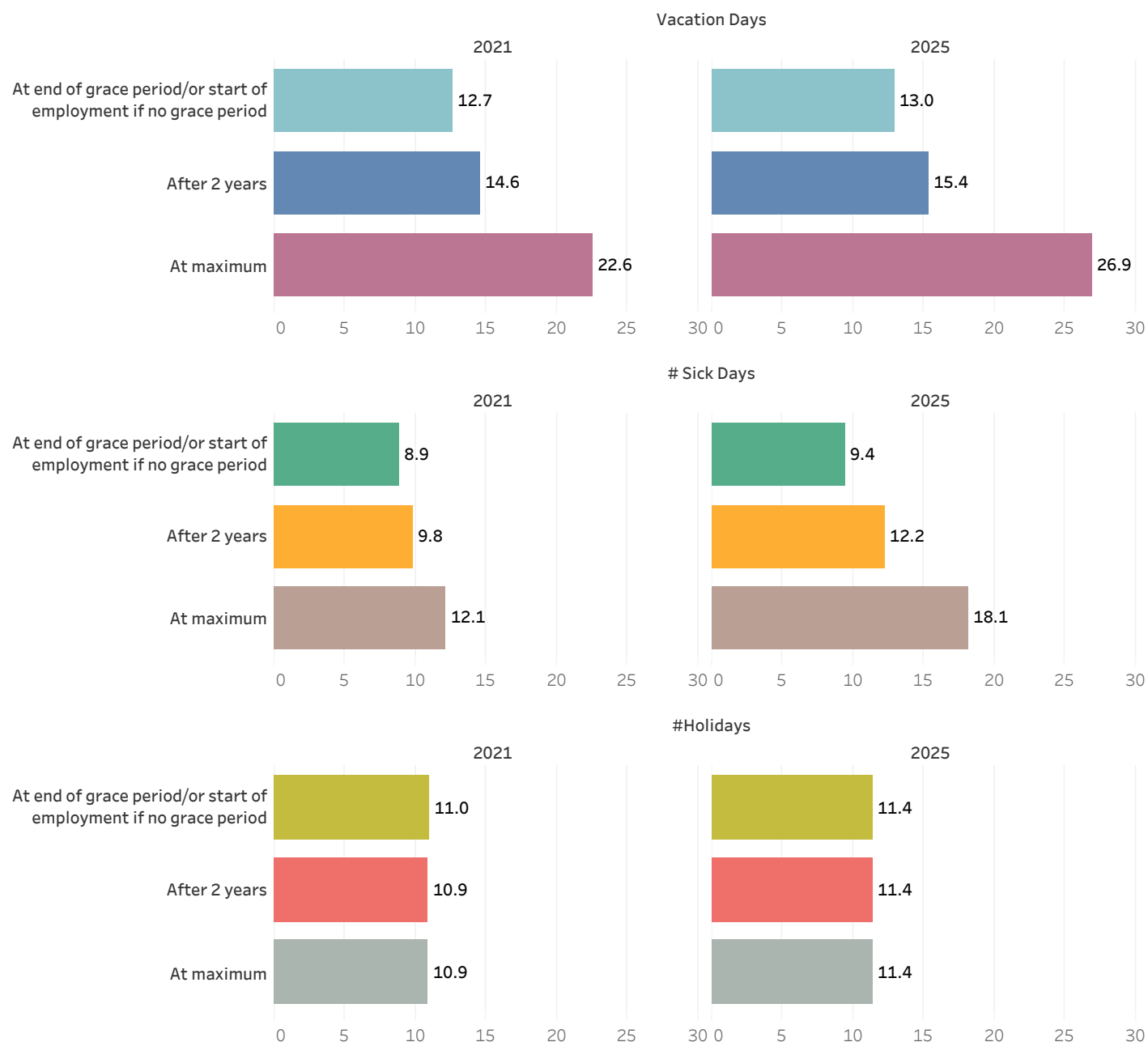


Among responding Connecticut nonprofit organizations which offer separate defined days for holidays, vacation, and sick days (N=161), the average organization offers 13.0 paid total vacation days at the end of the grace period or the state of employment if there is no grace period, 15.4 total vacation and sick days after two years, and 26.9 days at maximum. Responding organizations which offer paid time off this way offer slightly more vacation days on average than in 2021, particularly at maximum.

The average organization offers 9.4 paid sick days at the end of the grace period or the start of employment, 12.2 sick days after two years, and 18.1 at maximum, each slightly higher than among responding organizations in 2021 which offered paid time off this way, particularly at maximum.

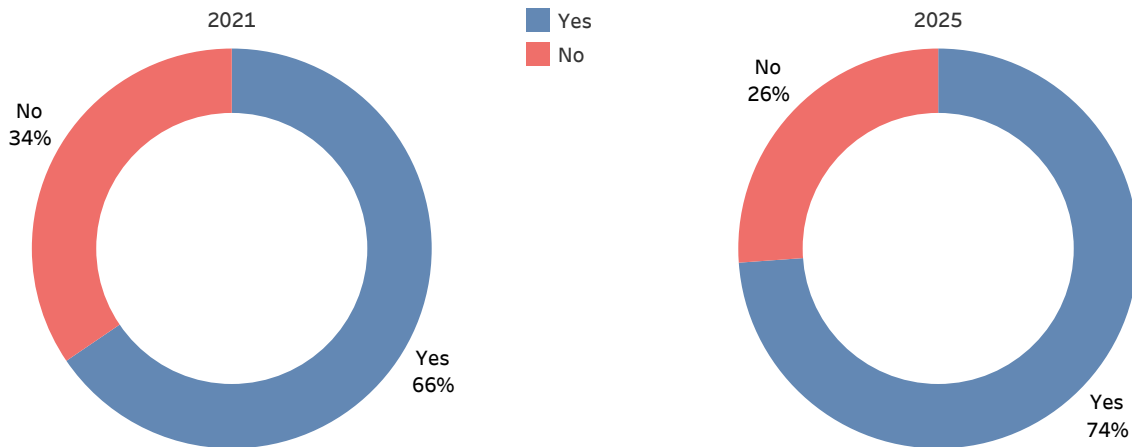
The average organization offers 11.4 paid holidays at the end of the grace period or the start of employment and the same number after two years (11.4) and at maximum (11.4), each very slightly higher than among responding organizations in 2021 which offered paid time off this way.

Figure 47c: Whenever an employee is eligible, how many paid days off does he/she receive? Separate holiday, vacation and sick days



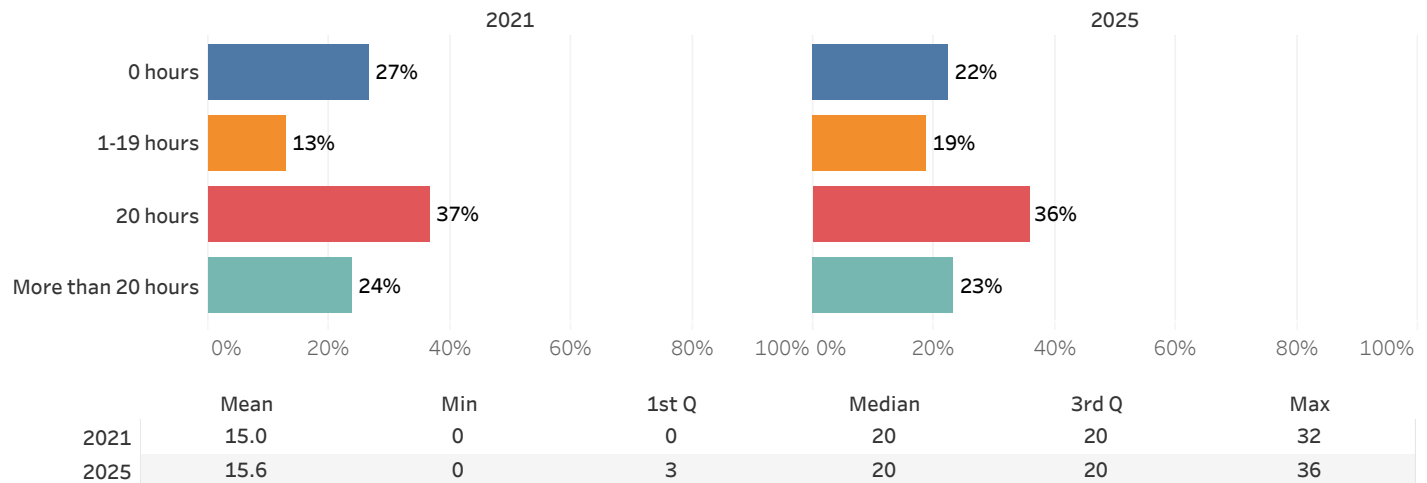
Nearly three-quarters (74%) of responding Connecticut nonprofit organizations say that part-time staff at their organization are eligible for paid time off while 26% say part-time staff are not eligible for paid time off. In 2021, 66% of responding organizations reported that part-time staff were eligible for paid time off at their organization.

Figure 48: Are part-time staff eligible for paid time off?



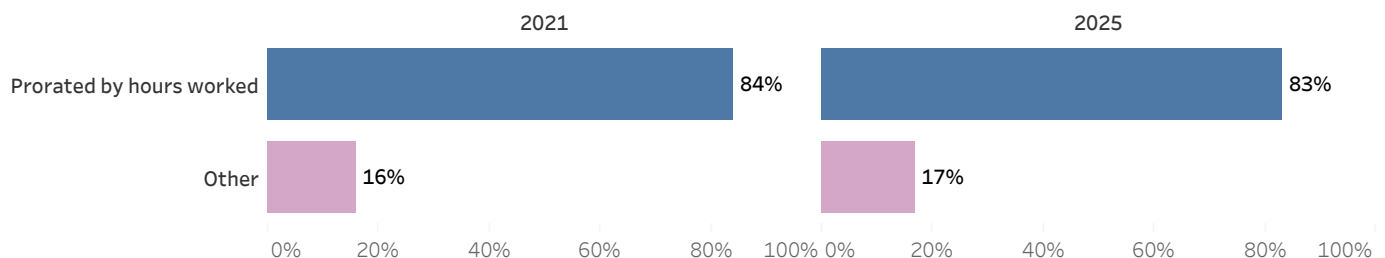
Among organizations which do offer paid time off to part-time employees (N=116), 22% don't require part-time employees to work any hours per week to be eligible for paid time off, 19% require them to work 1-19 hours to be eligible, 36% require them to work 20 hours per week, and 23% require them to work more than 20 hours per week in order to be eligible for paid time off. Overall, the mean number of hours required to be eligible is 15.6 while the median is 20, both largely unchanged since 2021.

Figure 49: How many hours per week must part-time staff work to be eligible for paid time off?



Among organizations which do offer paid time off to part-time employees, 83% say the method of accrual of paid time off for their part-time employees is prorated by hours worked while 17% say they use another method. Responses to this question closely mirror those provided by responding organizations in 2021.

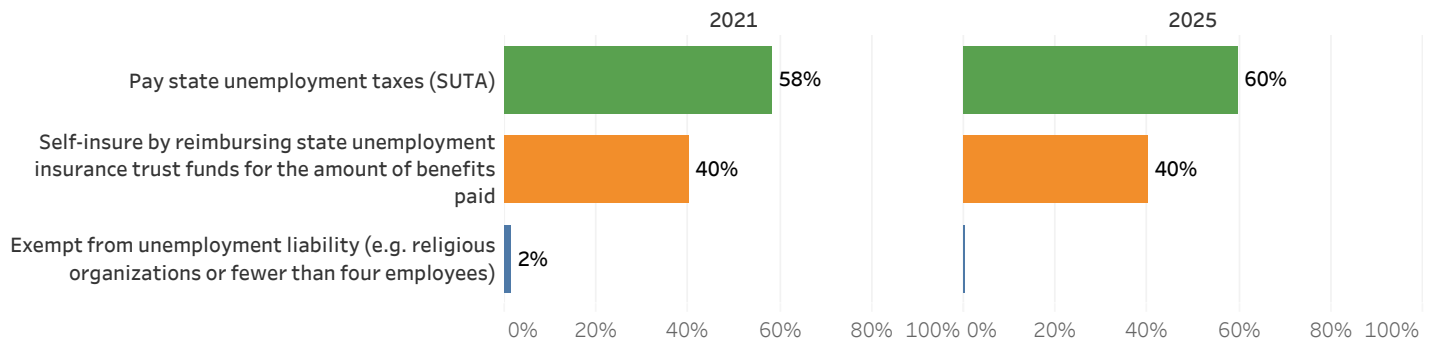
Figure 50: What is the method of accrual of paid time off for part-time employees?



Other Benefits

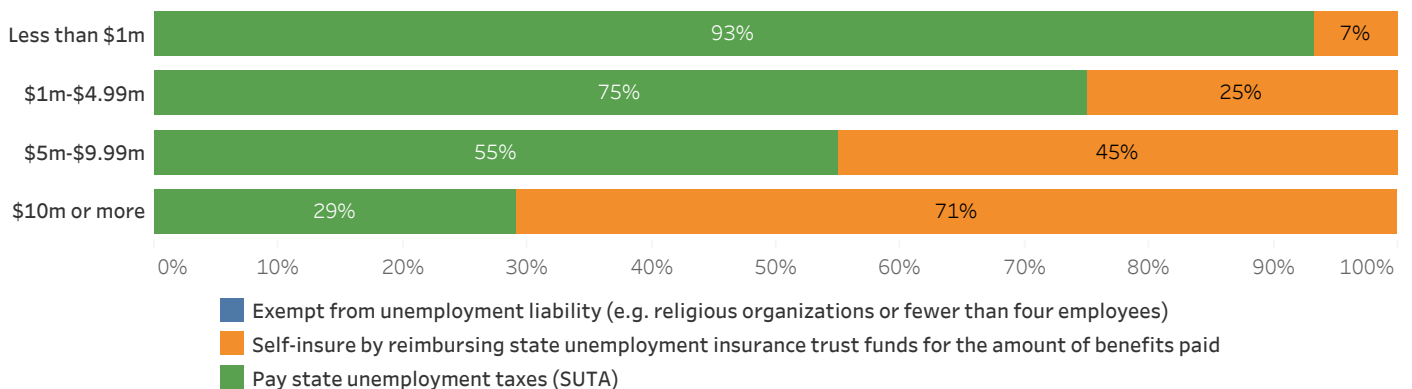
Six in ten (60%) responding Connecticut nonprofit organizations say that they pay their unemployment insurance by paying state unemployment taxes (SUTA), 40% self-insure by reimbursing state unemployment insurance trust funds for the amount of benefits paid, and none say they are exempt from unemployment liability. Responses to this question closely mirror those provided by responding organizations in 2021.

Figure 51a: How does your organization pay for unemployment insurance?



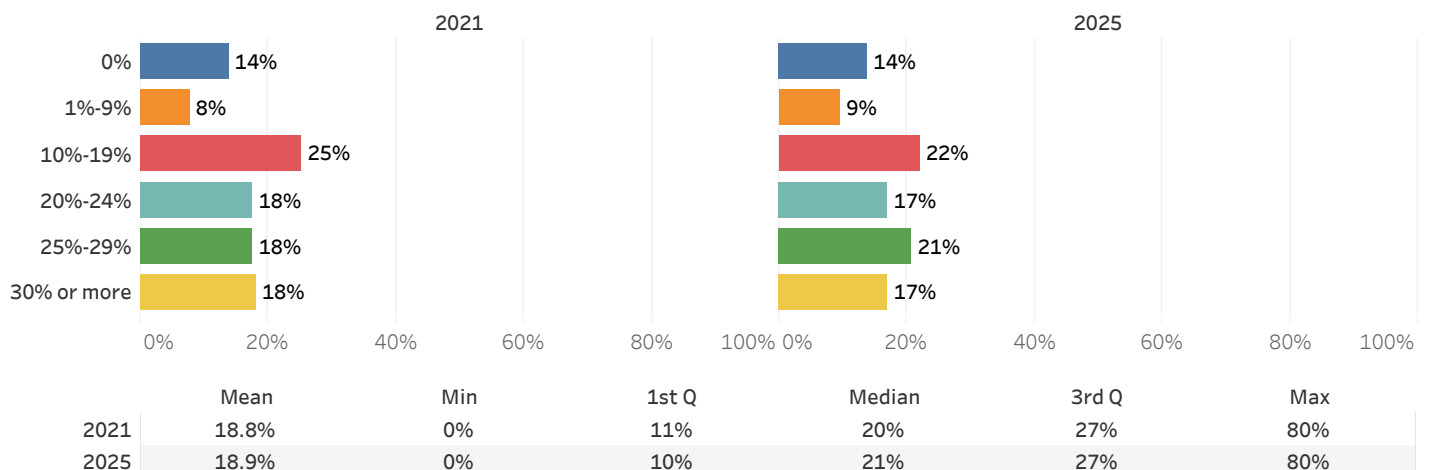
Responding organizations with larger budgets tend to say that their organization self-insures while those with smaller budgets tend to pay state unemployment taxes.

Figure 51b: How does your organization pay for unemployment insurance? - by Total Operating Expenses - 2025



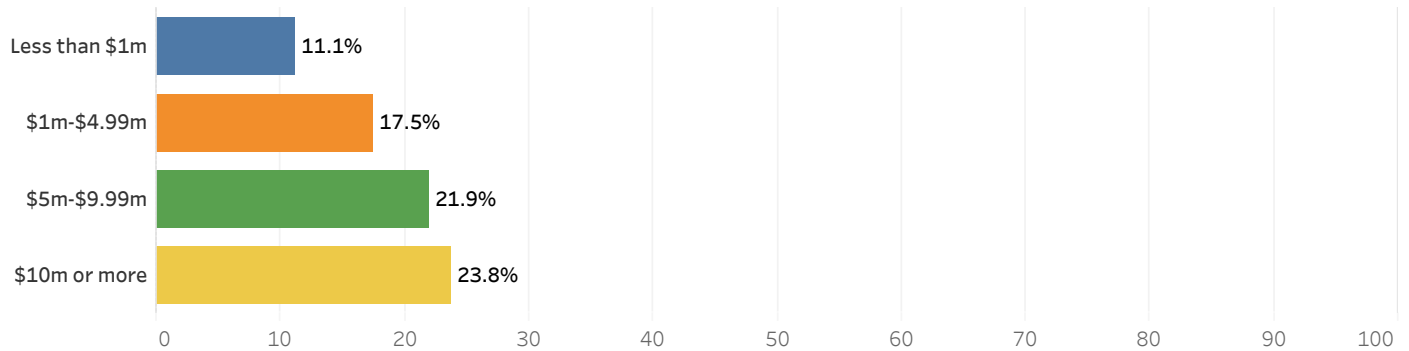
Fourteen percent of responding Connecticut nonprofit organizations say they have a fringe rate of 0%, 9% have a fringe rate of 1%-9%, 22% have a rate of 10%-19%, 17% have a rate of 20%-24%, another 21% have a rate of 25%-29%, and 17% have a rate of 30% or more. Overall, the mean fringe rate is 18.9% while the median is 21%, both largely unchanged since 2021.

Figure 52a: What is your fringe benefit rate?



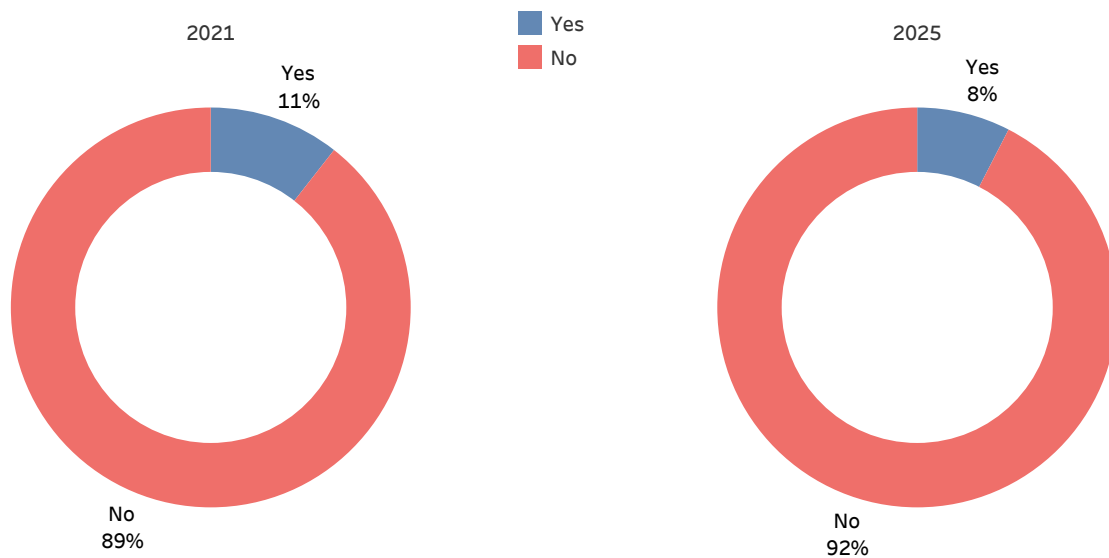
Responding organizations with larger budgets tend to have higher fringe rates, as organizations with a budget of \$10 million or more have an average fringe rate of 23.8%, while organizations with a budget below \$1 million have an average fringe rate of 11.1%.

Figure 52b: What is your fringe benefit rate? - by Total Operating Expenses - 2025



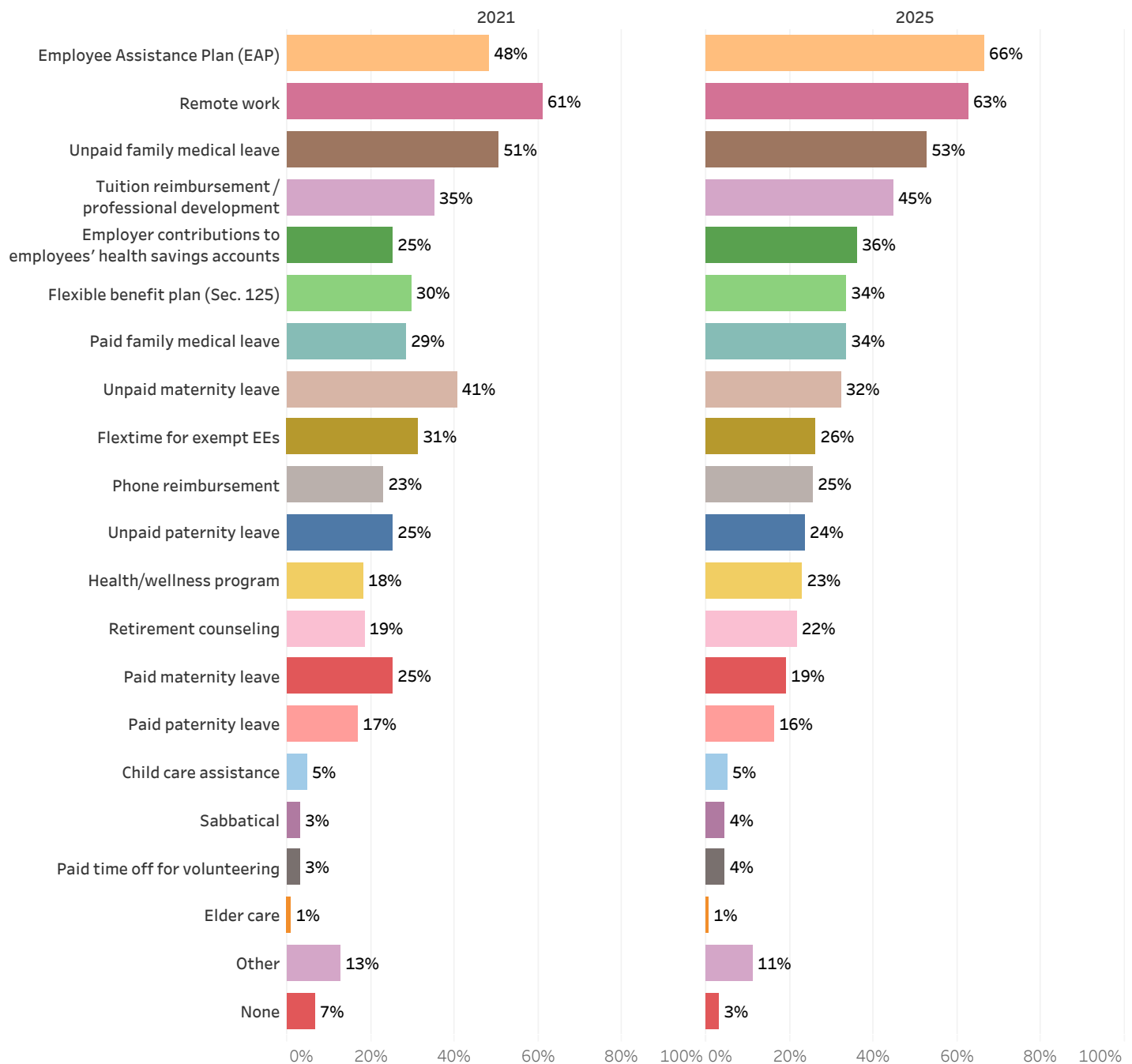
Only 8% of responding Connecticut nonprofit organizations are under a collective bargaining agreement while 92% are not. In 2021, 11% of responding organizations said that their organization is under a collective bargaining agreement.

Figure 53: Is your organization under a collective bargaining agreement?



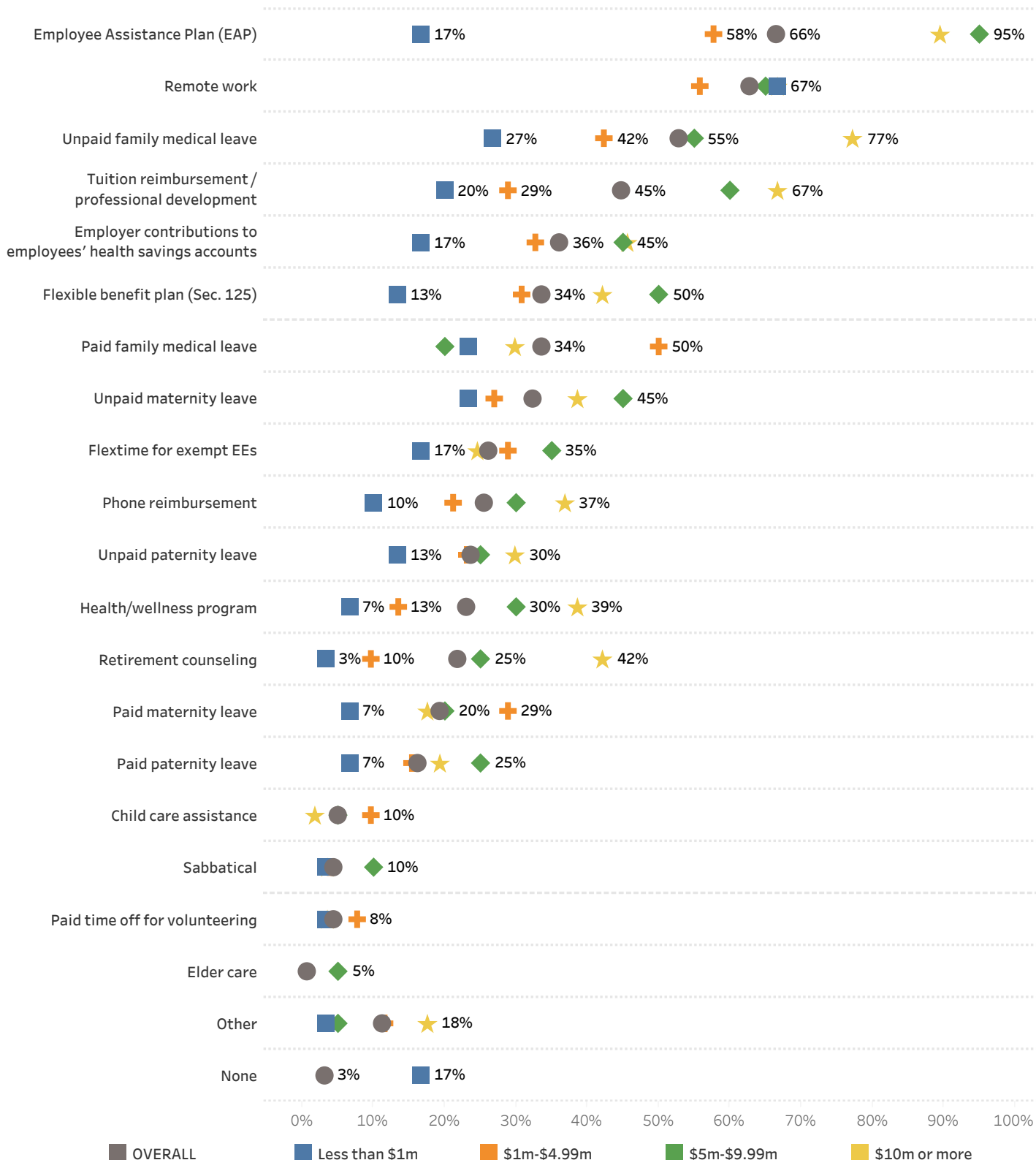
Among the following additional benefits offered to employees, 66% of responding organizations offer an Employee Assistance Plan, 63% offer remote work, 53% offer unpaid family medical leave, 45% offer tuition reimbursement or professional development, 36% offer employer contributions to employees' health savings accounts and 34% each offer a flexible benefit plan or paid family medical leave. Less than one-third of organizations offer unpaid maternity leave (32%), flextime for exempt EEs (26%), phone reimbursement (25%), unpaid paternity leave (24%), a health/wellness plan (23%), retirement counseling (22%), paid maternity leave (19%), or paid paternity leave (16%). Very few organizations offer child care assistance (5%), sabbaticals (4%), paid time off for volunteering (4%), or elder care (1%). Eleven percent offer another type of additional benefit to their employees while 3% offer none of these things. Responding organizations are more likely than responding organizations in 2021 to say that they offer an Employee Assistance Plan (+14 percentage points), employer contributions to employees' health savings accounts (+11), tuition/reimbursement/professional development (+10), while they are slightly less likely than organizations in 2021 to offer unpaid maternity leave (-9 percentage points), paid maternity leave (-6), and flextime for exempt EEs (-5).

Figure 54a: Which of the following additional benefits does your organization offer? (Select all that apply)



Responding organizations with larger budgets are more likely to offer most of these benefits, particularly an Employee Assistance Plan, unpaid family medical leave, tuition reimbursement/professional development, a health/wellness program, and retirement counseling. However, organizations with larger budgets are not more likely to offer remote work, which is offered by a majority of organizations of each budgetary level.

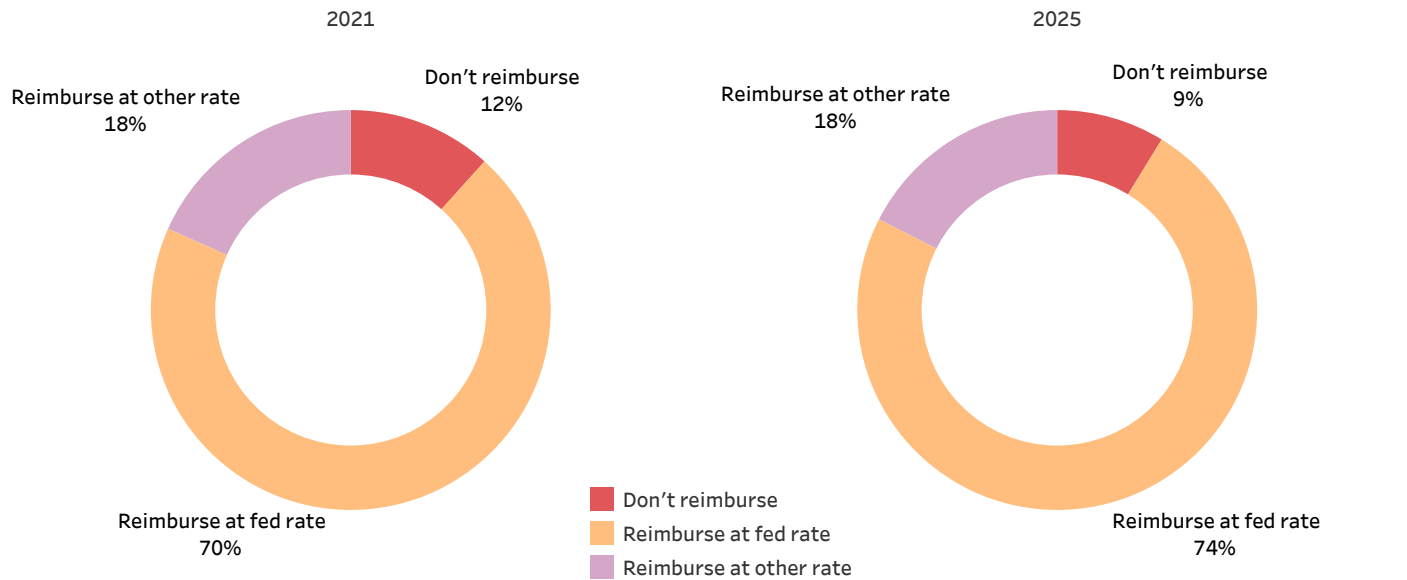
Figure 54b: Which of the following additional benefits does your organization offer? (Select all that apply) - by Total Operating Expenses - 2025



Nearly three-quarters (74%) of responding Connecticut nonprofit organizations say that they reimburse mileage at the federal rate, 18% reimburse at another rate, and 9% don't reimburse for mileage. In 2021, 70% responding organizations indicated that they reimbursed at the federal rate, 18% reimbursed at another rate, and 12% didn't reimburse.

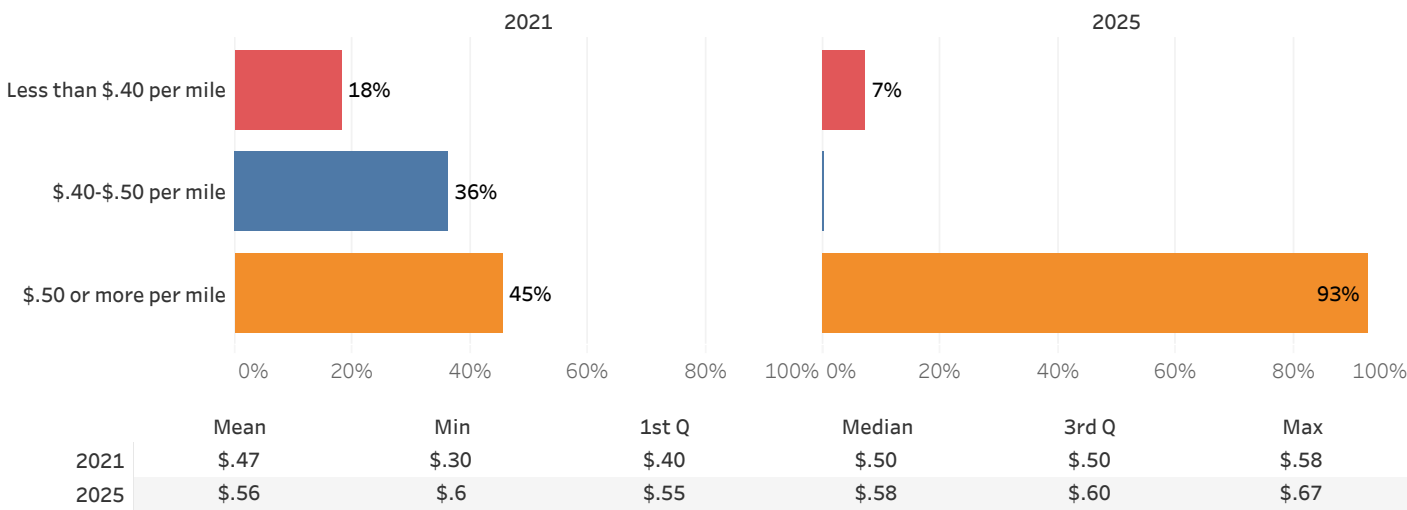
Thirty percent of organizations with a budget below \$1 million don't reimburse for mileage while all organizations with budgets of \$5 million or more reimburse for mileage.

Figure 55: What is your mileage reimbursement rate for employees?



Among organizations which reimburse at another rate (N=18), 7% reimburse at a rate of less than \$.40 per mile while 93% reimburse at a rate of \$.50 or more per mile. The mean reimbursement rate is \$.56 per mile, up from \$.47 in 2021, while the median is \$.58, up from \$.50 in 2021.

Figure 56: Please enter your mileage reimbursement rate for employees

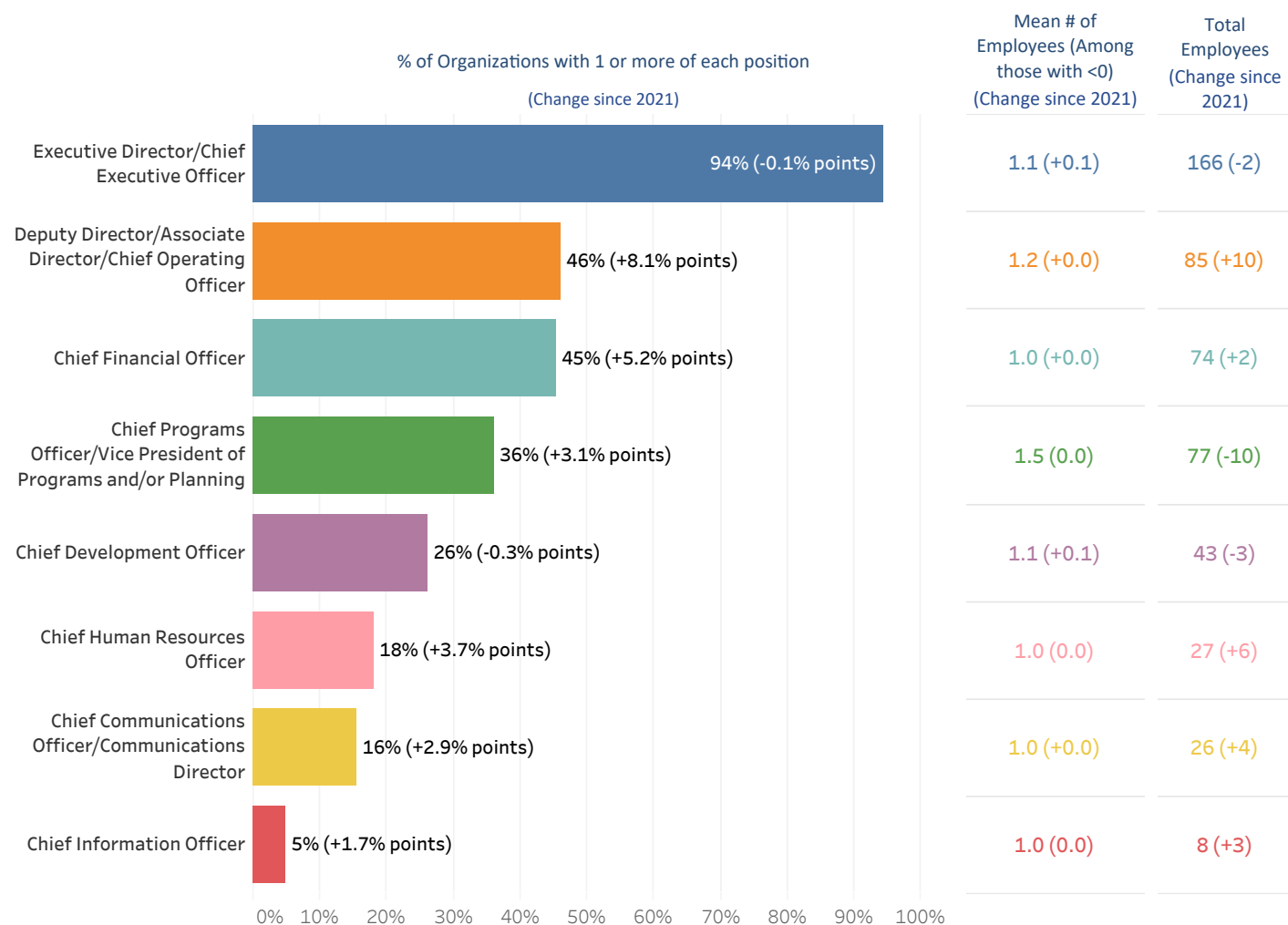


Wages & Salaries - Administration and Management

Ninety-four percent of responding Connecticut nonprofit organizations have at least one Executive Director/CEO, 46% have a Deputy Director, Associate Director, or Chief Operating Officer, 45% have a Chief Financial Officer, 36% have a Chief Programs Officer or Vice President of Programs and/or Planning, 26% have a Chief Development Officer, 18% have a Chief Human Resources Officer, 16% have a Chief Communications Officer or Communications Director, and 5% have a Chief Information Officer.

Responding organizations are more likely than in 2021 to report having at least one Deputy Director, Associate Director, or Chief Operating Officer (+8 percentage points) and a Chief Financial Officer (+5).

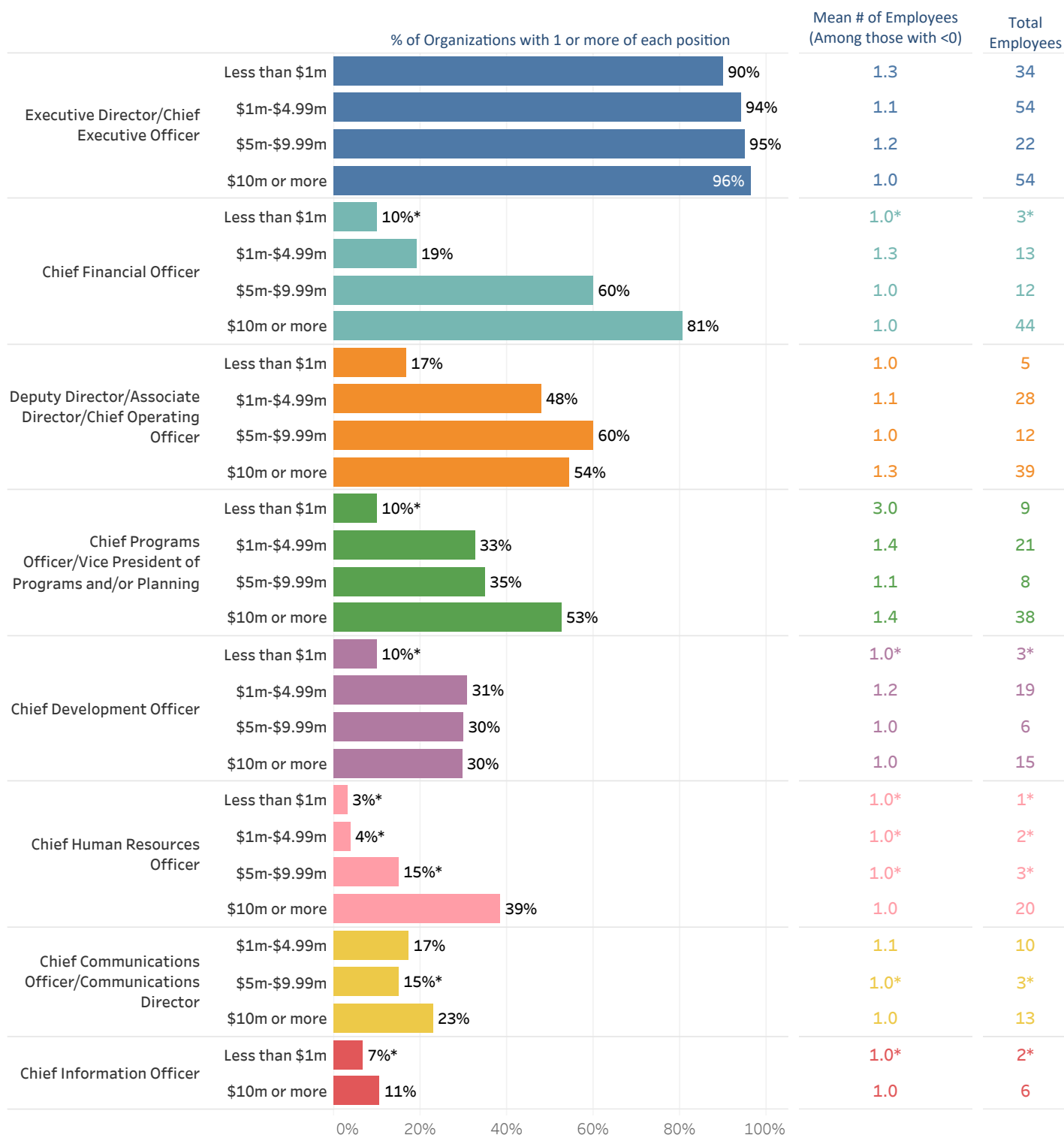
Figure 57a: Please select each type of position employed (not contracted) in your organization - Group 100 - Administration and Management - 2025



* Fewer than 5 records

Nearly all organizations have an Executive Director or CEO, but organizations' likelihood of employing someone in many of the following positions varies considerably by their operating budget. Unsurprisingly, those with the largest budgets are generally more likely in general to have one or more employees in the following positions, particularly a Chief Financial Officer and Chief Human Resources Officer.

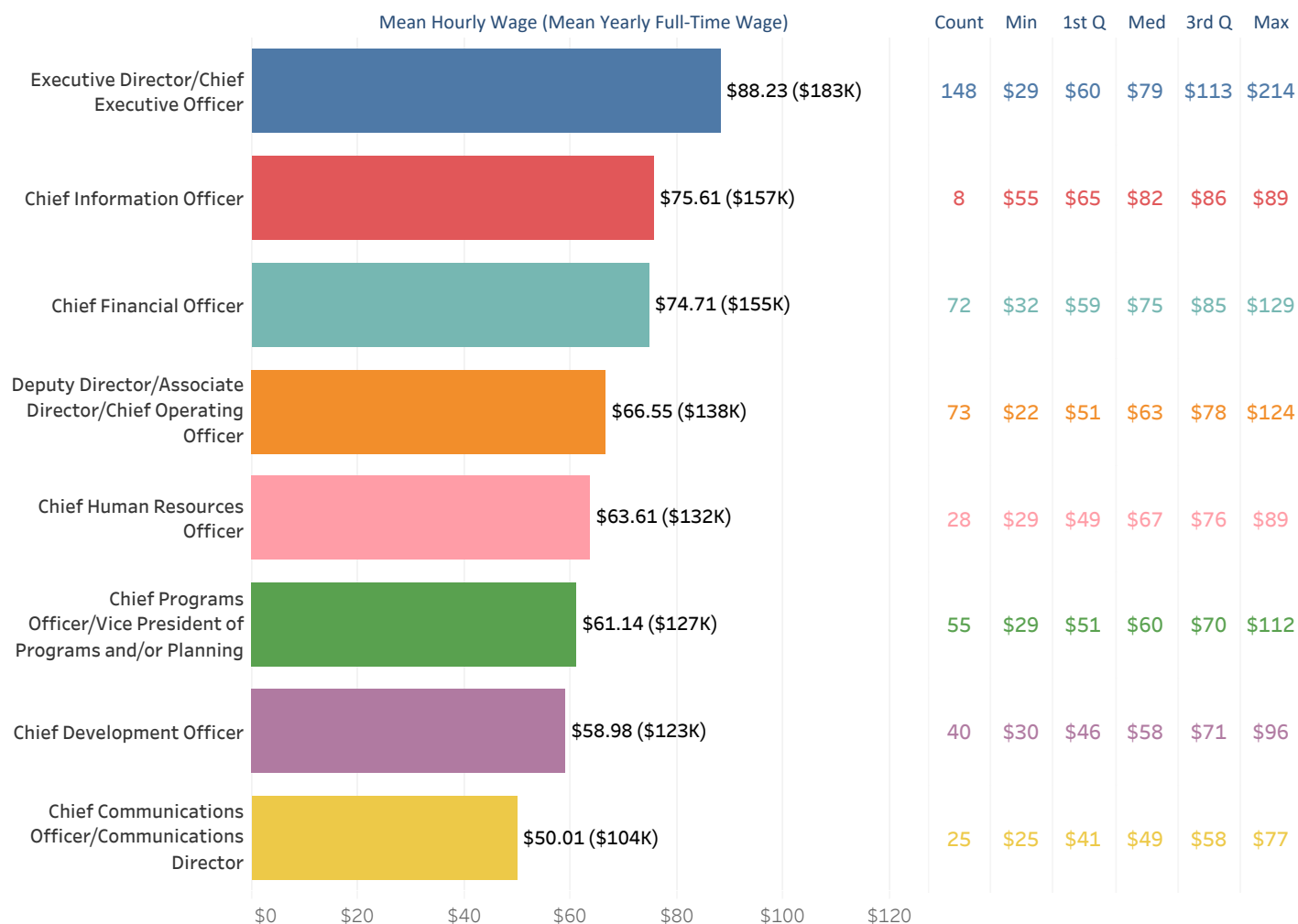
Figure 57b: Please select each type of position employed (not contracted) in your organization - Group 100 - Administration and Management - by Total Operating Expenses - 2025



* Fewer than 5 records

On average, organizations which have these types of employees pay their Executive Directors or Chief Executive Officers \$88.23 per hour, or approximately \$183,000 in salary for full-time yearly employment. Organizations on average pay slightly less to Chief Operating Officers (\$75.61) and Chief Financial Officers (\$74.71), while paying less than \$70 per hour on average to Deputy Director, Associate Director, and Chief Operating Officers (\$66.55), Chief Human Resources Officers (\$63.61), Chief Programs Officers or Vice Presidents of Programs and/or Planning (\$61.14), Chief Development Officers (\$58.98), and Chief Communications Officers or Communications Directors (\$50.01).

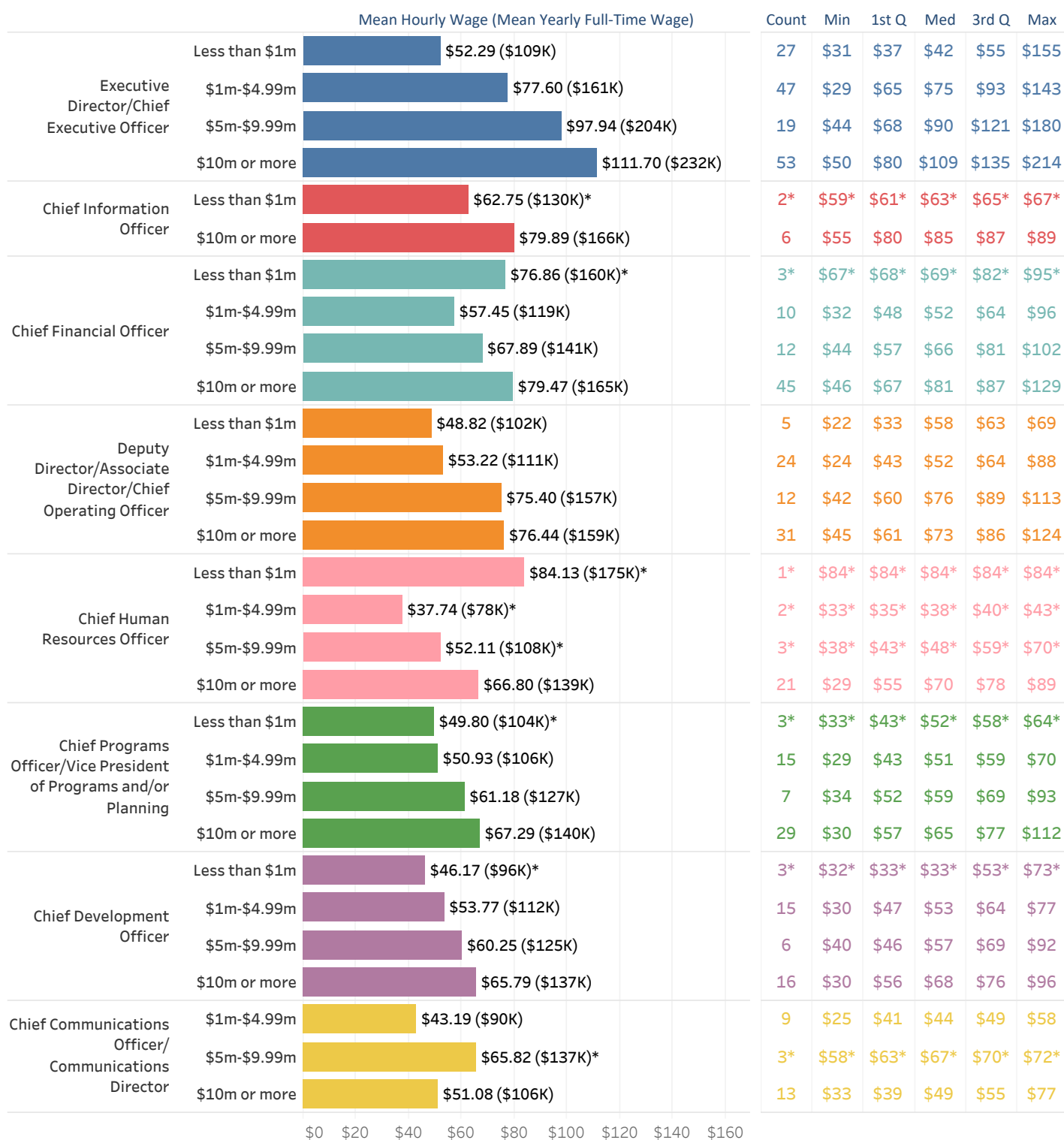
Figure 58a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - 2025



* Fewer than 5 records

Organizations with larger budgets tend to pay the Executive Directors or CEO considerably more than those with smaller budgets, while also paying more to their Chief Financial Officers and Deputy Directors/Associate Directors/Chief Operating Officers.

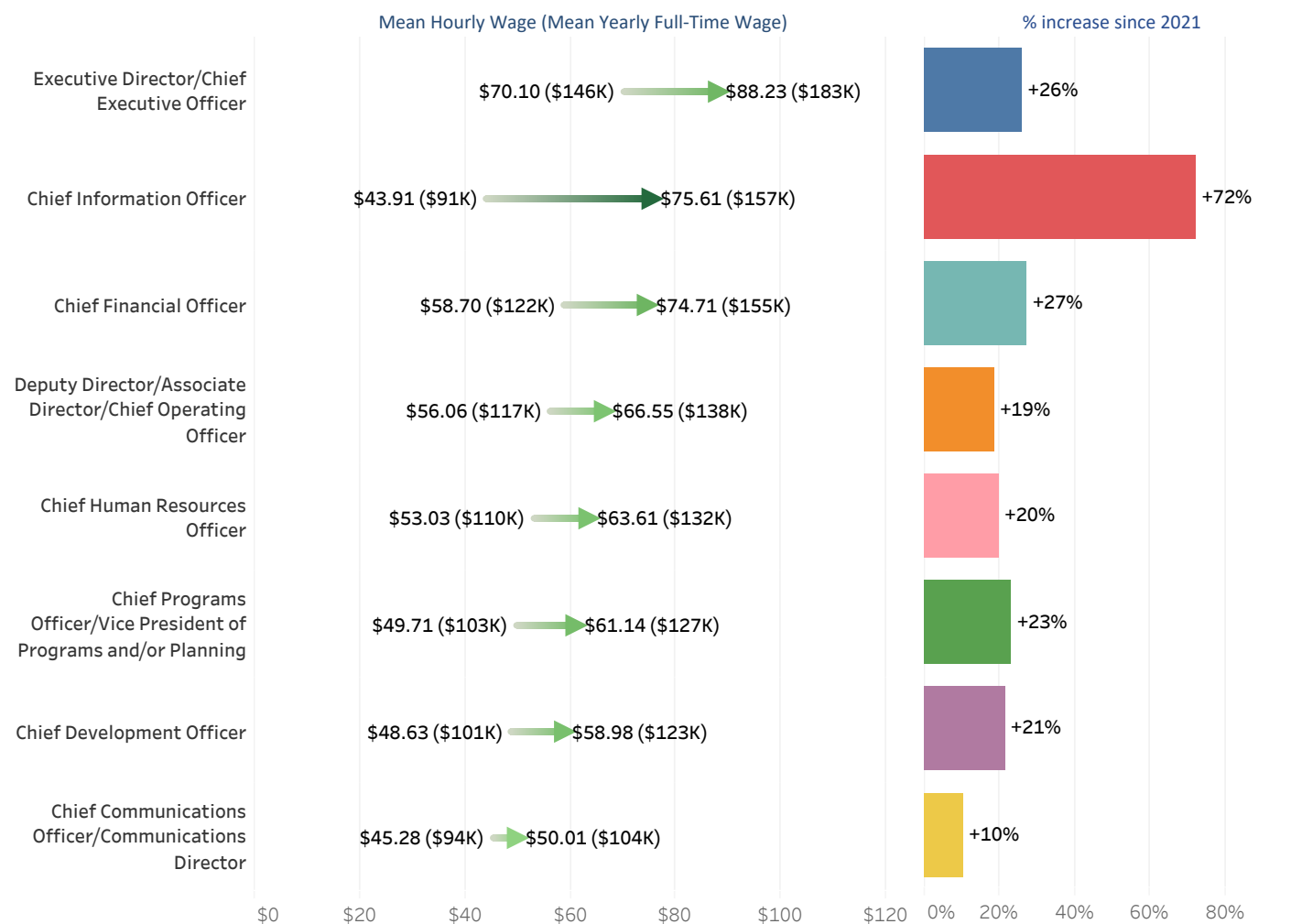
Figure 58c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - by Total Operating Expenses - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to each of these types of employees has increased since 2021. The mean wages paid to Chief Information Officers have increased most, with a 72% increase since 2021. Wages paid to Chief Communications Officers/Communications Directors (+10%) has increased the least among these positions since 2021.

Figure 58b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - Change from 2021 to 2025



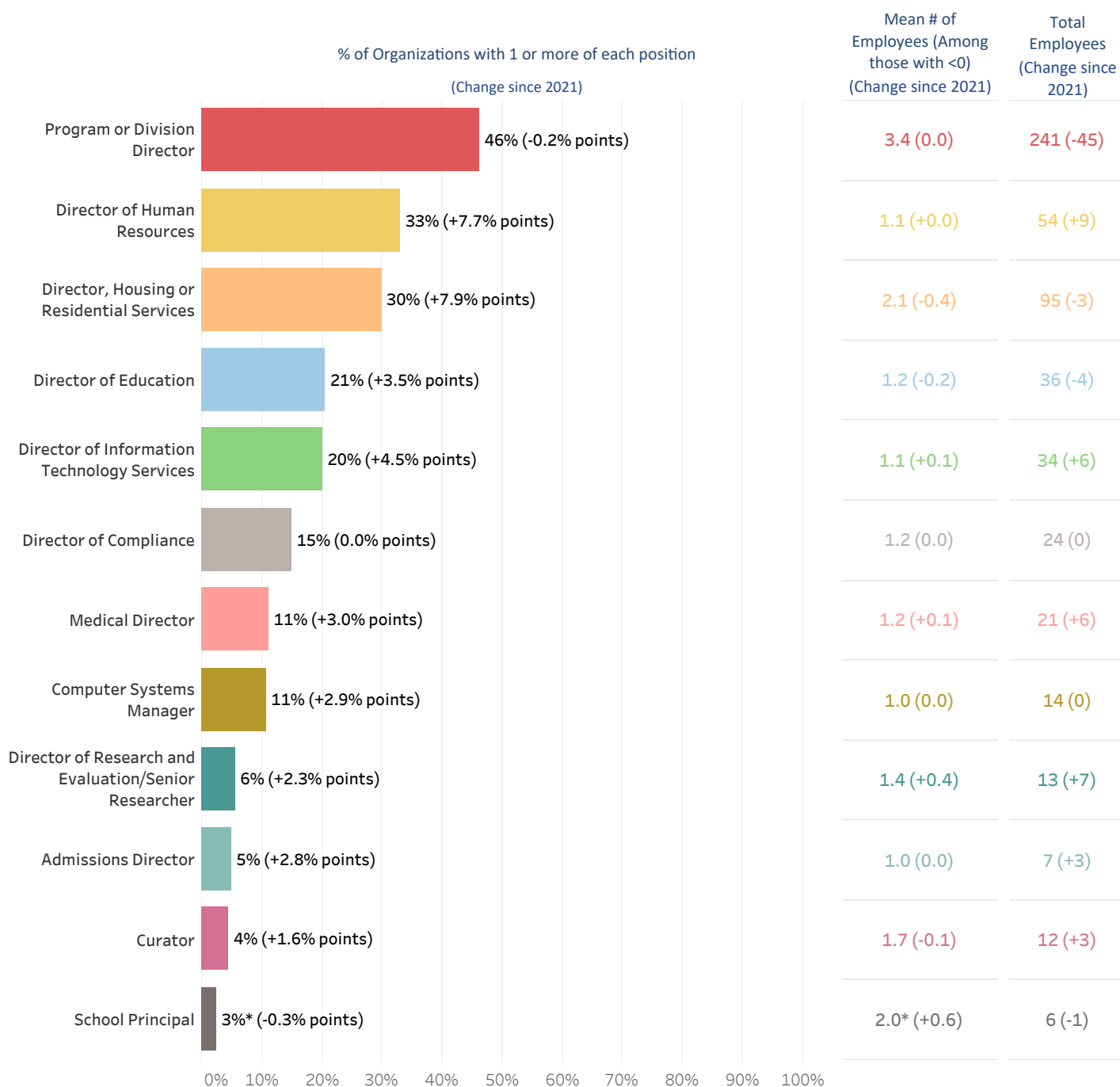
* Fewer than 5 records

Wages & Salaries - Senior Management

Just under half (46%) of responding Connecticut nonprofit organizations have one or more Program or Division Director, 33% have a Director of Human Resources, 30% have a Director of Housing or Residential Services, 21% have a Director of Education, and 20% have a Director of Information Technology Services (20%). Less than one-fifth of responding organizations have at least one Director of Compliance (15%), Medical Director (11%), Computer Systems Manager (11%), Director of Research and Evaluation/Senior Researcher (6%), Admissions Director (5%), Curator (4%), or School Principal (3%).

Responding organizations are more likely than in 2021 to report having at least one Director of Human Resources (+8 percentage points) and Director of Housing or Residential Services (+8).

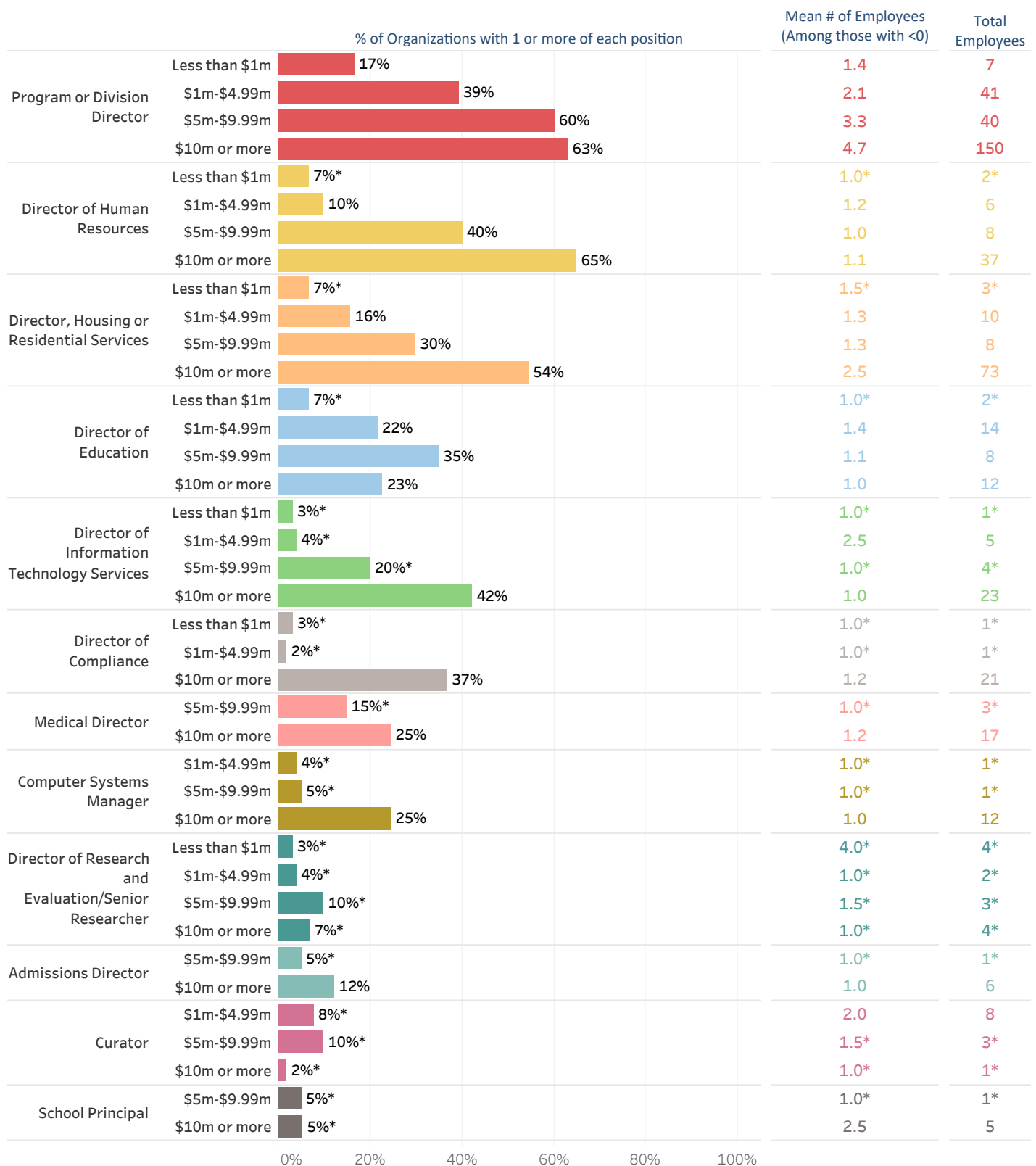
Figure 59a: Please select each type of position employed (not contracted) in your organization - Group 200 - Senior Management - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Program or Division Director, Director of Human Resources, and Director of Housing or Residential Services.

Figure 59b: Please select each type of position employed (not contracted) in your organization - Group 200 - Senior Management - by Total Operating Expenses - 2025



* Fewer than 5 records

On average, organizations which have these types of employees pay their Medical Directors \$130.30 per hour, or approximately \$271,000 in salary for full-time yearly employment. Organizations on average pay far less to School Principals (\$60.33 per hour), Directors of Compliance (\$54.23), and Directors of Information Technology Services (\$51.39). Organizations which have these types of employees pay less than \$50 per hour on average to Directors of Human Resources (\$49.45), Directors of Research and Evaluation/Senior Researcher (\$48.97), Directors of Housing or Residential Services (\$45.32), Curators (\$44.22), Program or Division Directors (\$44.05), Directors of Education (\$43.65), Computer Systems Managers (\$41.20), and Admissions Directors (\$39.22).

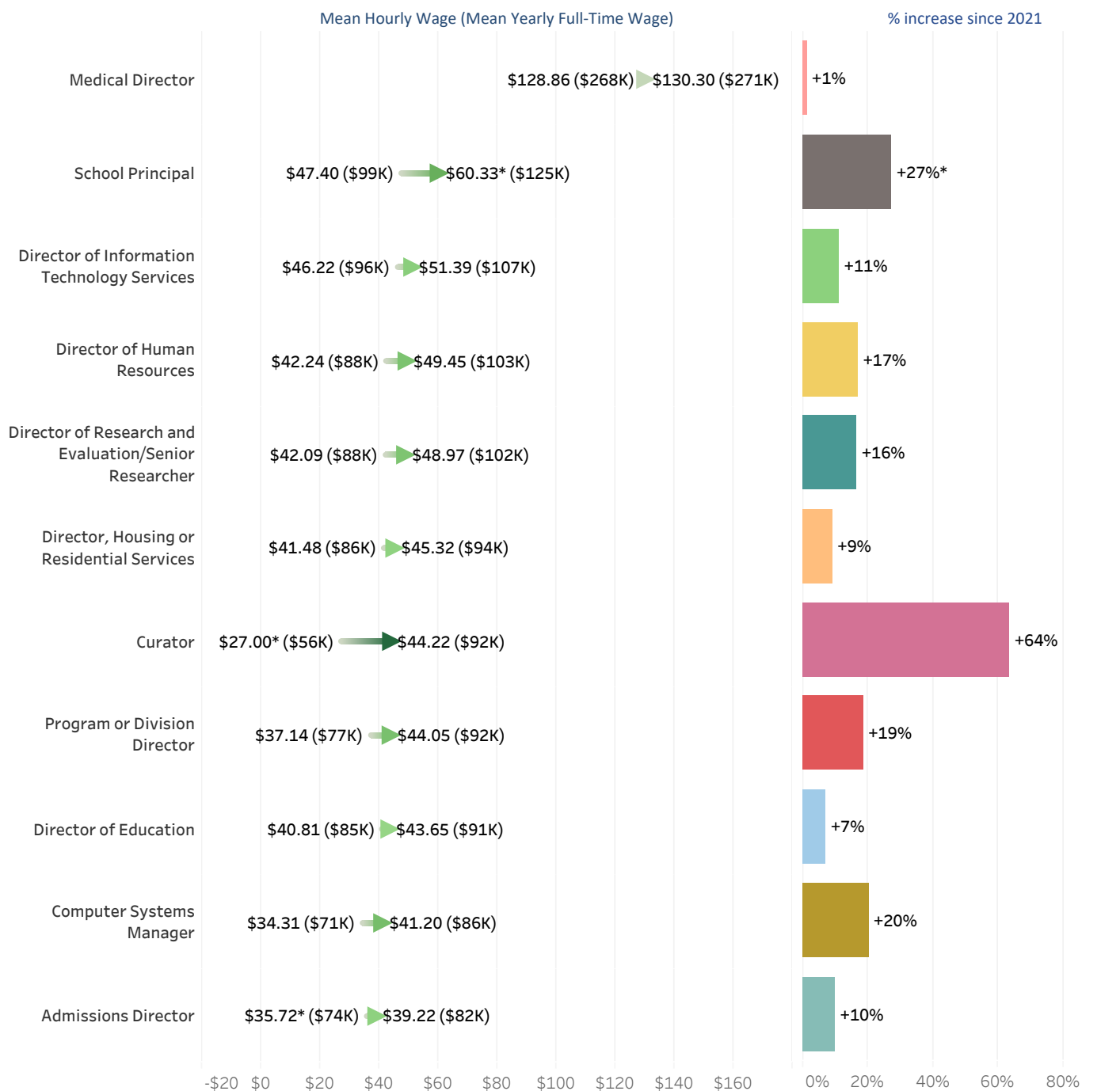
Figure 60a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 200 - Senior Management - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Curators has increased by 64% since 2021, with smaller increases in the mean wages paid to School Principals (+27%), Computer Systems Managers (+20%), Program or Division Directors (+19%), Directors of Human Resources (+17%), and Directors of Research and Evaluation/Senior Researchers (+16%).

Figure 60b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 200 - Senior Management - Change from 2021 to 2025



* Fewer than 5 records

Director of Compliance excluded from chart

Organizations with larger budgets pay slightly more on average than organizations with smaller budgets to their Program or Divisions Directors, Directors of Education, Directors of Housing or Residential Services, and Directors of Human Resources.

Figure 60c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 200 - Senior Management - by Total Operating Expenses - 2025

		Mean Hourly Wage (Mean Yearly Full-Time Wage)					Count	Min	1st Q	Med	3rd Q	Max
Medical Director	\$5m-\$9.99m		\$92.89 (\$193K)*				3*	\$41*	\$49*	\$57*	###	###
	\$10m or more		\$140.48 (\$292K)				14	\$49	\$70	\$158	\$195	\$250
School Principal	\$5m-\$9.99m		\$60.00 (\$125K)*				1*	\$60*	\$60*	\$60*	\$60*	\$60*
	\$10m or more		\$60.50 (\$126K)*				2*	\$54*	\$57*	\$61*	\$64*	\$68*
Director of Compliance	Less than \$1m		\$52.89 (\$110K)*				1*	\$53*	\$53*	\$53*	\$53*	\$53*
	\$1m-\$4.99m		\$48.07 (\$100K)*				1*	\$48*	\$48*	\$48*	\$48*	\$48*
	\$10m or more		\$55.18 (\$115K)				18	\$34	\$42	\$54	\$70	\$81
Director of Information Technology Services	Less than \$1m		\$26.00 (\$54K)*				1*	\$26*	\$26*	\$26*	\$26*	\$26*
	\$1m-\$4.99m		\$44.79 (\$93K)*				2*	\$39*	\$42*	\$45*	\$48*	\$51*
	\$5m-\$9.99m		\$48.64 (\$101K)*				4*	\$39*	\$45*	\$49*	\$53*	\$57*
	\$10m or more		\$54.00 (\$112K)				23	\$30	\$47	\$53	\$61	\$94
Director of Human Resources	Less than \$1m		\$43.28 (\$90K)*				2*	\$37*	\$40*	\$43*	\$46*	\$50*
	\$1m-\$4.99m		\$36.99 (\$77K)				5	\$27	\$36	\$39	\$40	\$44
	\$5m-\$9.99m		\$44.64 (\$93K)				8	\$29	\$37	\$46	\$49	\$63
	\$10m or more		\$52.45 (\$109K)				35	\$32	\$44	\$52	\$59	\$76
Director of Research and Evaluation/Senior Researcher	Less than \$1m		\$44.00 (\$92K)*				1*	\$44*	\$44*	\$44*	\$44*	\$44*
	\$1m-\$4.99m		\$52.55 (\$109K)*				2*	\$47*	\$50*	\$53*	\$55*	\$58*
	\$5m-\$9.99m		\$58.44 (\$122K)*				2*	\$49*	\$54*	\$58*	\$63*	\$68*
	\$10m or more		\$43.70 (\$91K)*				4*	\$39*	\$41*	\$42*	\$45*	\$52*
Director, Housing or Residential Services	Less than \$1m		\$35.45 (\$74K)*				2*	\$33*	\$34*	\$35*	\$37*	\$38*
	\$1m-\$4.99m		\$38.72 (\$81K)				8	\$28	\$35	\$37	\$44	\$49
	\$5m-\$9.99m		\$45.84 (\$95K)				6	\$37	\$42	\$47	\$49	\$55
	\$10m or more		\$47.70 (\$99K)				29	\$31	\$41	\$45	\$58	\$67
Curator	\$1m-\$4.99m		\$38.76 (\$81K)*				4*	\$28*	\$37*	\$41*	\$42*	\$45*
	\$5m-\$9.99m		\$46.30 (\$96K)*				2*	\$41*	\$44*	\$46*	\$49*	\$52*
	\$10m or more		\$61.94 (\$129K)*				1*	\$62*	\$62*	\$62*	\$62*	\$62*
Program or Division Director	Less than \$1m		\$38.84 (\$81K)				5	\$26	\$38	\$41	\$42	\$47
	\$1m-\$4.99m		\$41.79 (\$87K)				20	\$24	\$33	\$38	\$48	\$75
	\$5m-\$9.99m		\$44.73 (\$93K)				12	\$30	\$38	\$41	\$52	\$65
	\$10m or more		\$45.96 (\$96K)				33	\$30	\$41	\$45	\$49	\$70
Director of Education	Less than \$1m		\$35.00 (\$73K)*				2*	\$32*	\$34*	\$35*	\$37*	\$38*
	\$1m-\$4.99m		\$35.22 (\$73K)				10	\$23	\$32	\$38	\$40	\$42
	\$5m-\$9.99m		\$47.06 (\$98K)				7	\$40	\$40	\$47	\$49	\$63
	\$10m or more		\$50.12 (\$104K)				12	\$27	\$40	\$47	\$61	\$75
Computer Systems Manager	\$1m-\$4.99m		\$53.98 (\$112K)*				2*	\$33*	\$43*	\$54*	\$64*	\$75*
	\$5m-\$9.99m		\$32.59 (\$68K)*				1*	\$33*	\$33*	\$33*	\$33*	\$33*
	\$10m or more		\$39.79 (\$83K)				12	\$23	\$33	\$39	\$44	\$65
Admissions Director	\$5m-\$9.99m		\$52.79 (\$110K)*				1*	\$53*	\$53*	\$53*	\$53*	\$53*
	\$10m or more		\$36.95 (\$77K)				6	\$30	\$32	\$39	\$41	\$42
		\$0	\$50	\$100	\$150	\$200						

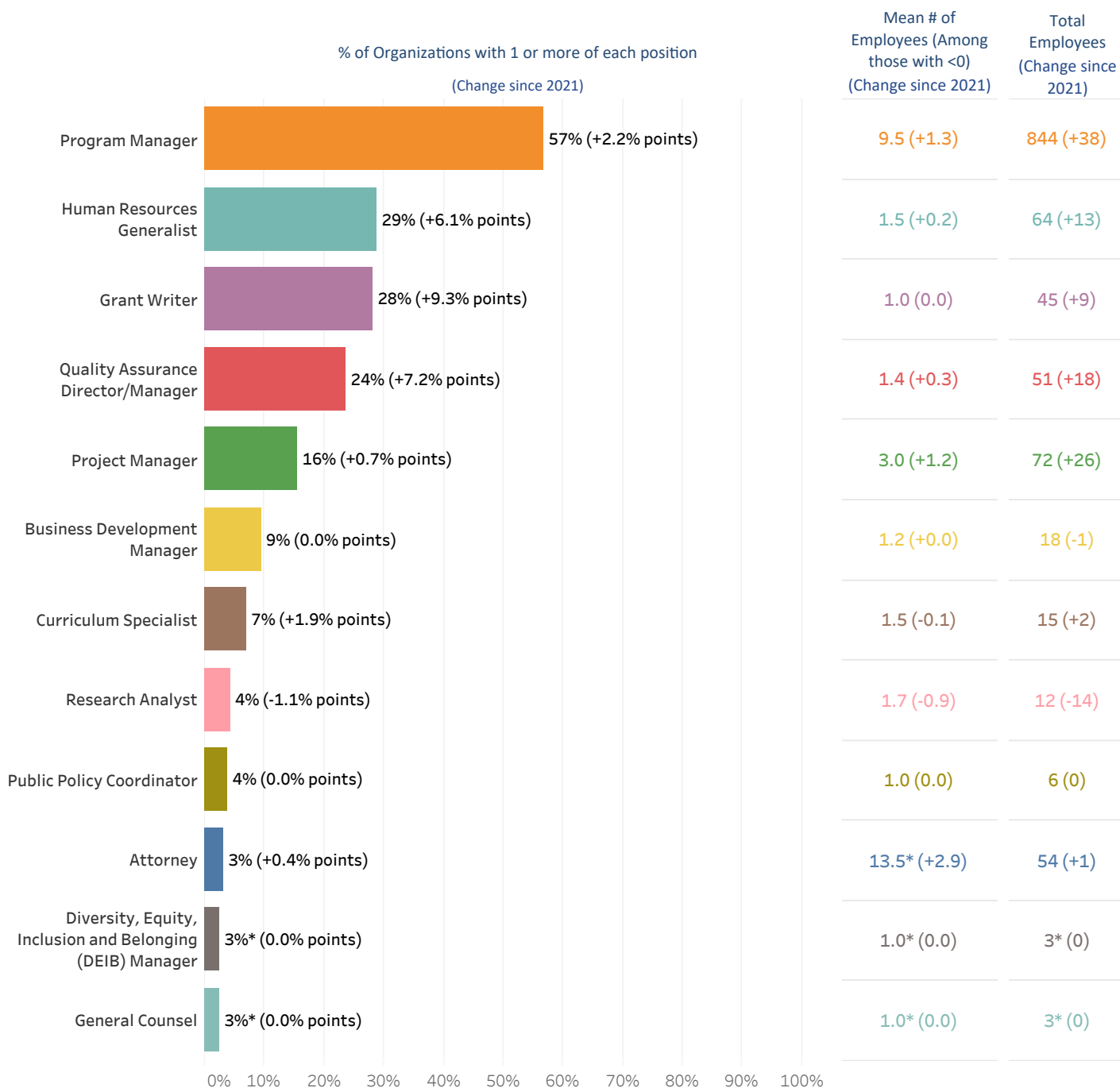
* Fewer than 5 records

Wages & Salaries - Professional Services

Just over half (57%) of responding Connecticut nonprofit organizations have one or more Program Manager, while around a quarter have at least one Human Resources Generalist (29%), Grant Writer (28%), and Quality Assurance Director/Manager (24%). Fewer responding organizations have at least one Project Manager (16%), Business Development Manager (9%), Curriculum Specialist (7%), Research Analyst (4%), Public Policy Coordinator (4%), Attorney (3%), Diversity, Equity, Inclusion, and Belonging Manager (3%), or General Counsel (3%).

Responding organizations are more likely than in 2021 to report having at least one Grant Writer (+9 percentage points), Quality Assurance Director/Manager (+7), and Human Resources Generalist (+6).

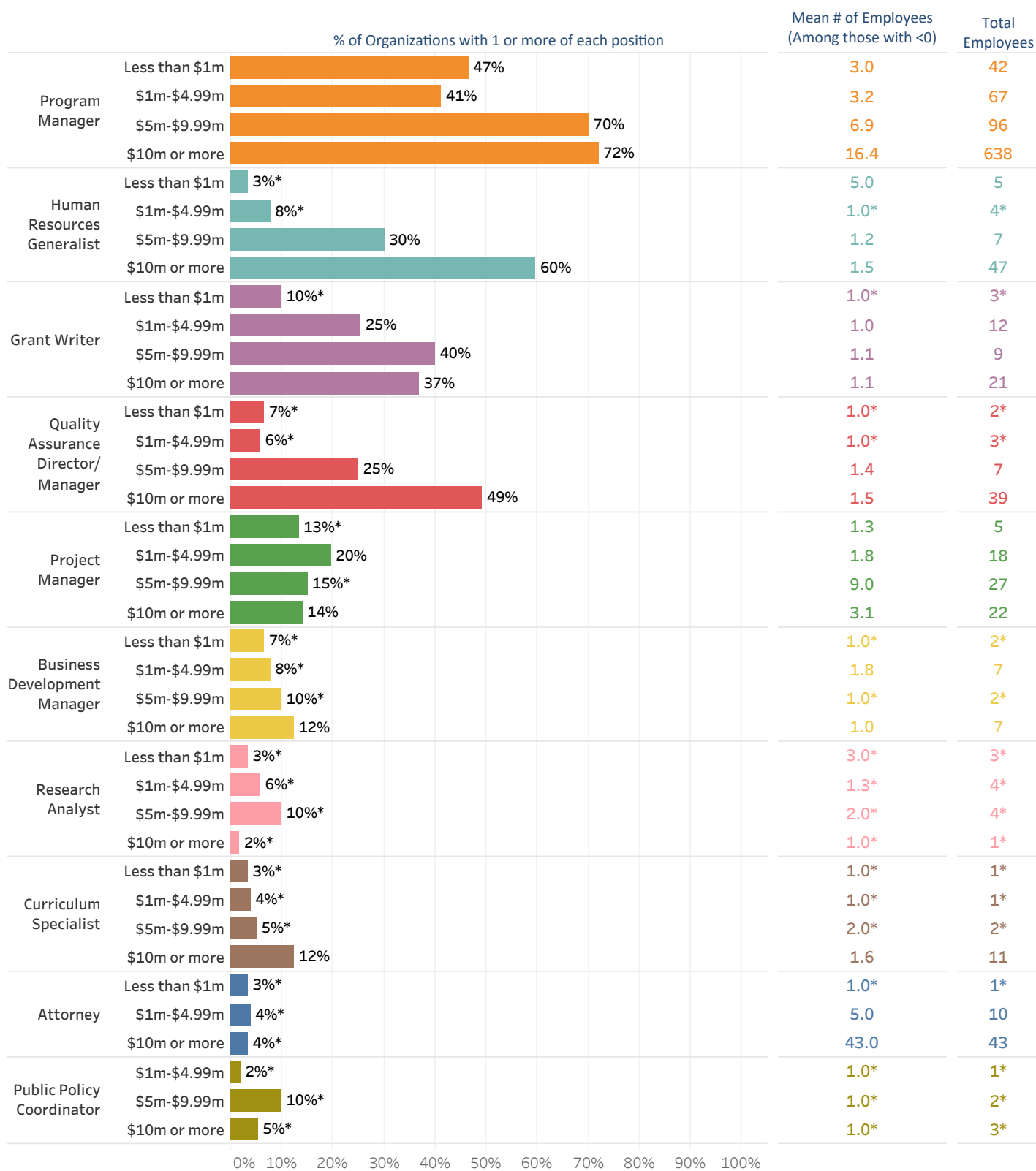
Figure 61a: Please select each type of position employed (not contracted) in your organization - Group 300 - Professional Services - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Program Manager.

Figure 61b: Please select each type of position employed (not contracted) in your organization - Group 300 - Professional Services - by Total Operating Expenses - 2025



* Fewer than 5 records

Diversity, Equity, Inclusion, and Belonging (DEIB) Manager and General Counsel excluded from chart

On average, organizations which have these types of employees pay their General Counsels \$83.03 per hour, or approximately \$173,000 in salary for full-time yearly employment. Organizations on average pay far less to Diversity, Equity, Inclusion, and Belonging (DEIB) Managers (\$44.94), Public Policy Coordinators (\$43.94), and Business Development Managers (\$42.83). Organizations which have these types of employees pay less than \$40 per hour on average to Attorneys (\$38.17), Quality Assurance Directors/Managers (\$37.92), Grant Writers (\$36.60), Research Analysts (\$35.51), Curriculum Specialists (\$34.45), Project Managers (\$34.02), Human Resources Generalists (\$32.63), and Program Managers (\$31.01).

Figure 62a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 300 - Professional Services - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Business Development Managers has increased by 25% since 2021, with similar increases in the mean wages paid to Curriculum Specialists (+22%), and Research Analysts (+19%), with smaller increases in the wages paid to Grant Writers (+15%), Human Resources Generalists (+11%), Project Managers (+9%), and Program Managers (+8%). Mean wages are largely flat since 2021 among responding organizations for Quality Assurance Directors/Managers (+0%) and Attorneys (-3%).

Figure 62b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 300 - Professional Services - Change from 2021 to 2025

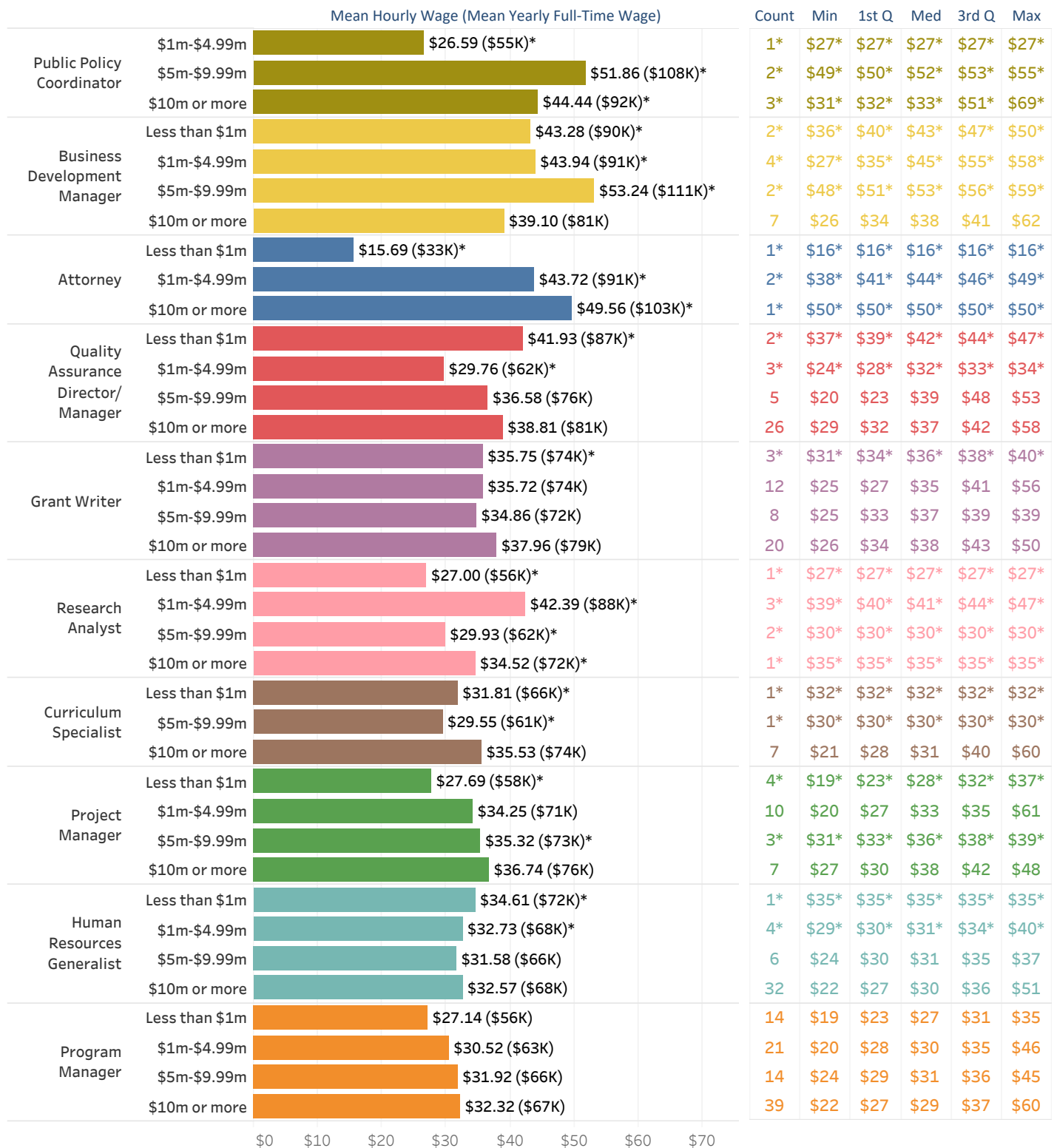


* Fewer than 5 records

General Counsel, Diversity, Equity, Inclusion, and Belonging (DEIB) Manager, and Public Policy Coordinator excluded from chart

Organizations with larger budgets pay slightly more on average than organizations with smaller budgets to their Program Managers and Grant Writers.

Figure 62c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 300 - Professional Services - by Total Operating Expenses - 2025



* Fewer than 5 records

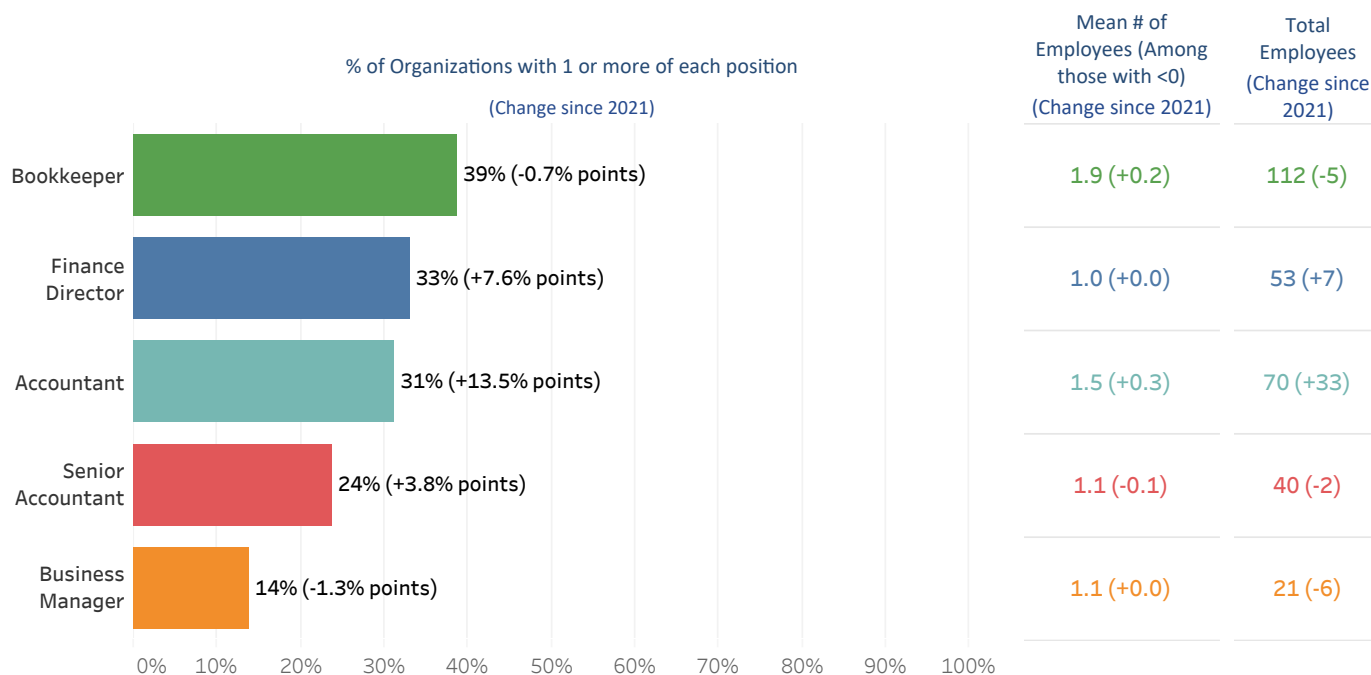
Diversity, Equity, Inclusion, and Belonging (DEIB) Manager and General Counsel excluded from chart

Wages & Salaries - Financial Management

Four in ten (39%) responding Connecticut nonprofit organizations have one or more Bookkeeper, while around one-third have at least one Finance Director (33%) or Accountant (31%) and fewer organizations have one or more Senior Accountant (24%) or Business Manager (14%).

Responding organizations are more likely than in 2021 to report having at least one Accountant (+14 percentage points) and Finance Director (+8).

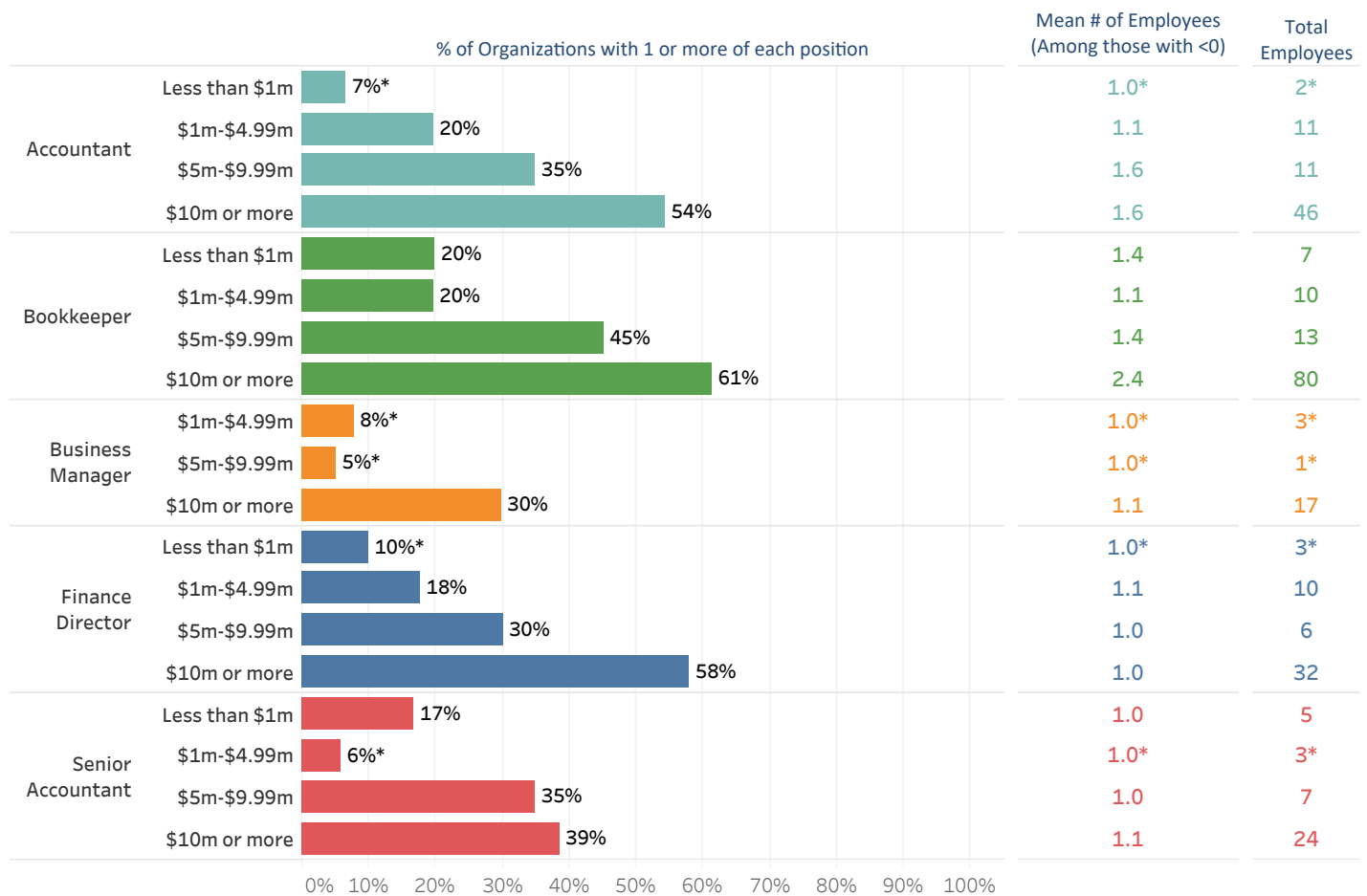
Figure 63a: Please select each type of position employed (not contracted) in your organization - Group 400 - Financial Management - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Accountant, Bookkeeper, Manager, Finance Director, and Senior Accountant.

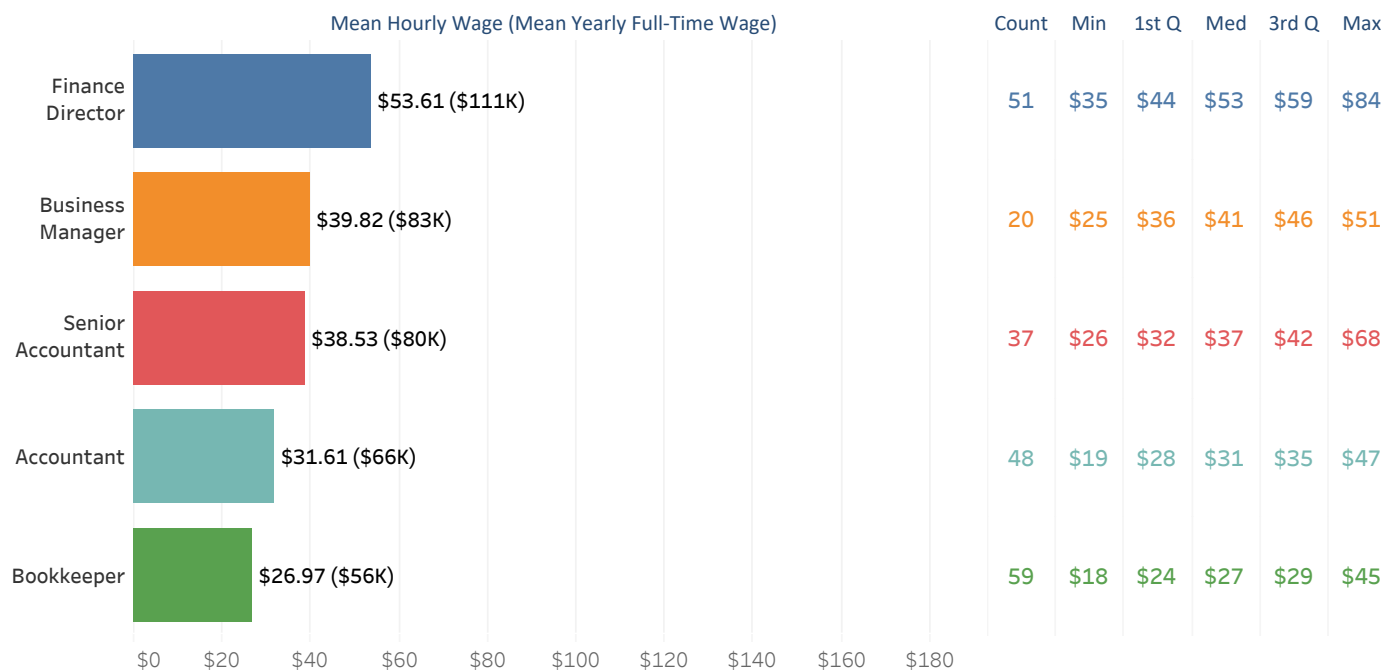
Figure 63b: Please select each type of position employed (not contracted) in your organization - Group 400 - Financial Management - by Total Operating Expenses - 2025



* Fewer than 5 records

On average, organizations which have these types of employees pay their Finance Directors \$53.61 per hour, or approximately \$111,000 in salary for full-time yearly employment. Organizations on average pay just under \$40 per hour to Business Managers (\$39.82) and Senior Accountants (\$38.53) while paying less to Accountants (\$31.61) and Bookkeepers (\$26.97).

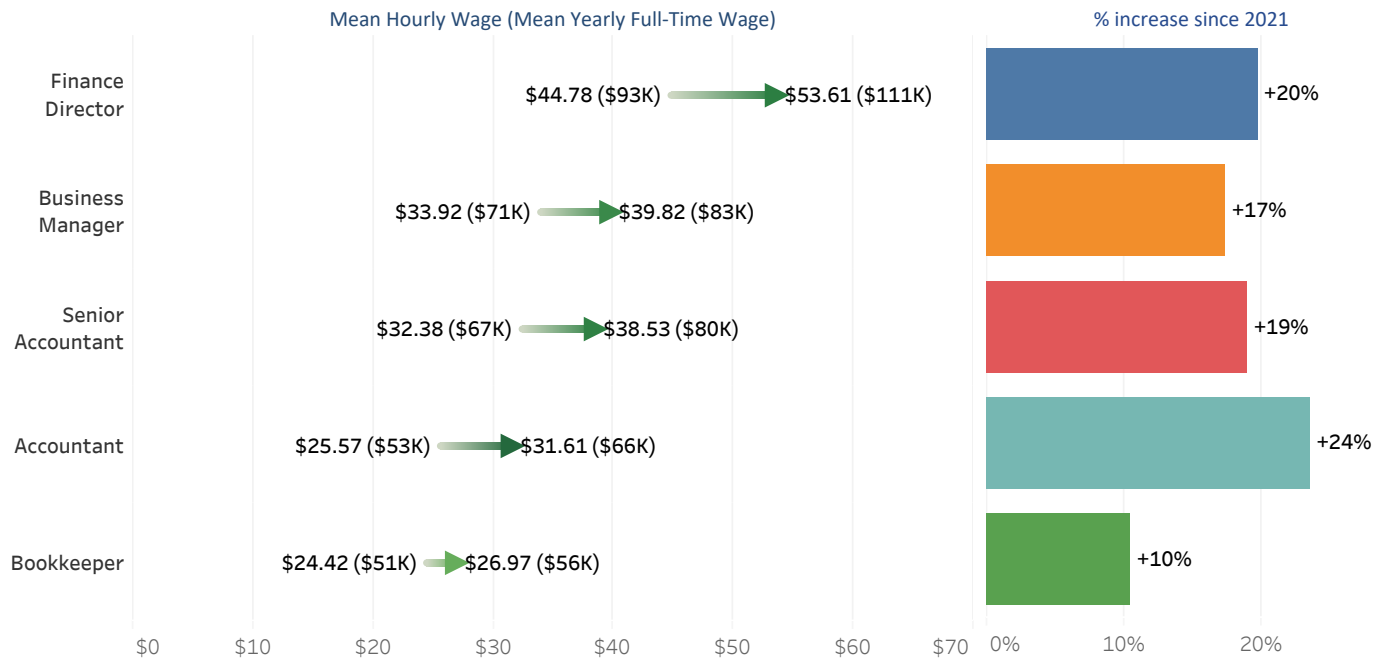
Figure 64a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 400 - Financial Management - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Accountants has increased by 24% since 2021, with similar increases in the mean wages paid to Finance Directors (+20%), Senior Accountants (+19%), and Business Managers (+17%), and a slightly smaller increase in the mean wage paid to Bookkeepers (+10%).

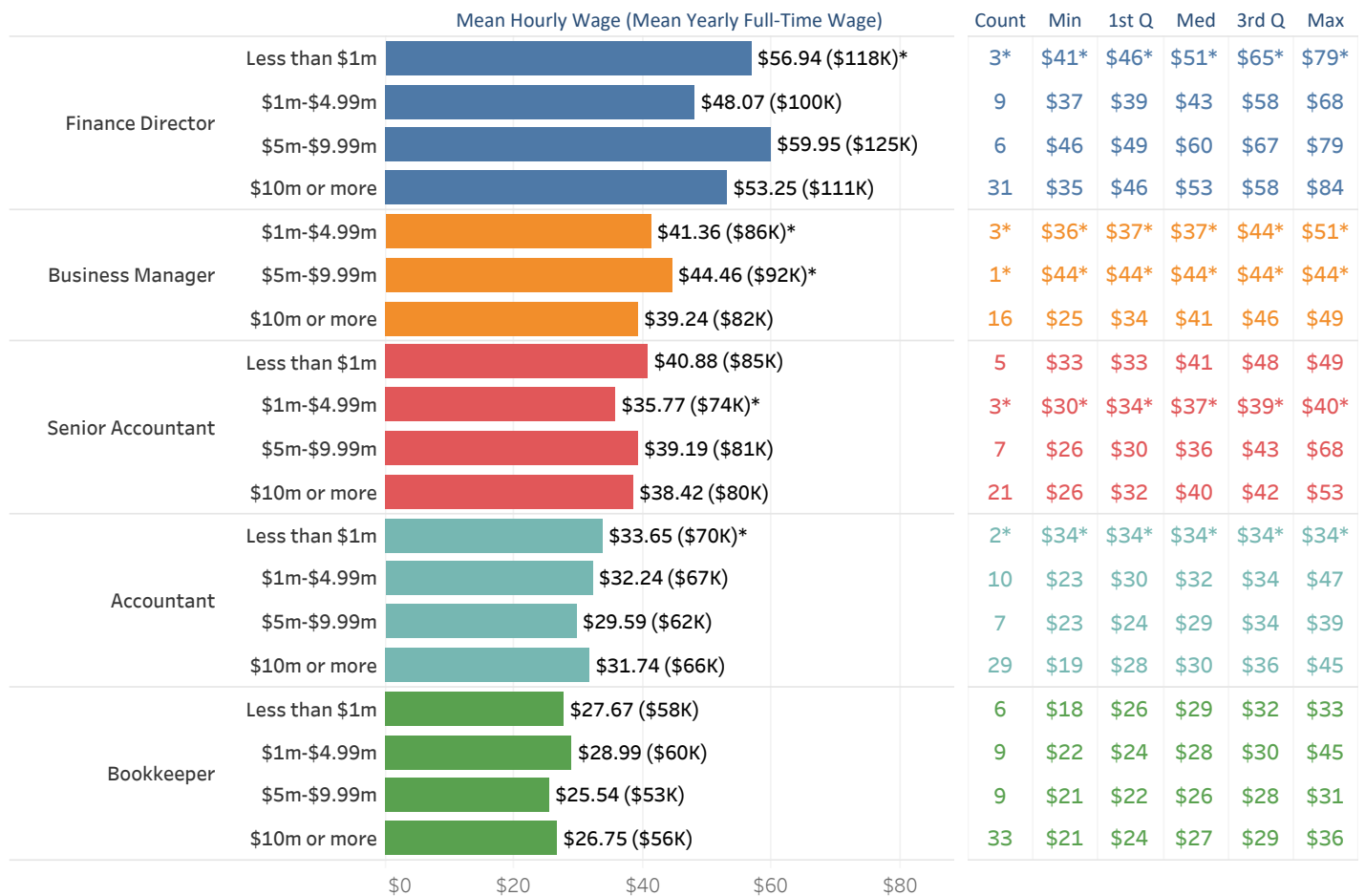
Figure 64b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 400 - Financial Management - Change from 2021 to 2025



* Fewer than 5 records

Organizations pay similar wages to financial management employees regardless of budget size.

Figure 64c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 400 - Financial Management - by Total Operating Expenses - 2025



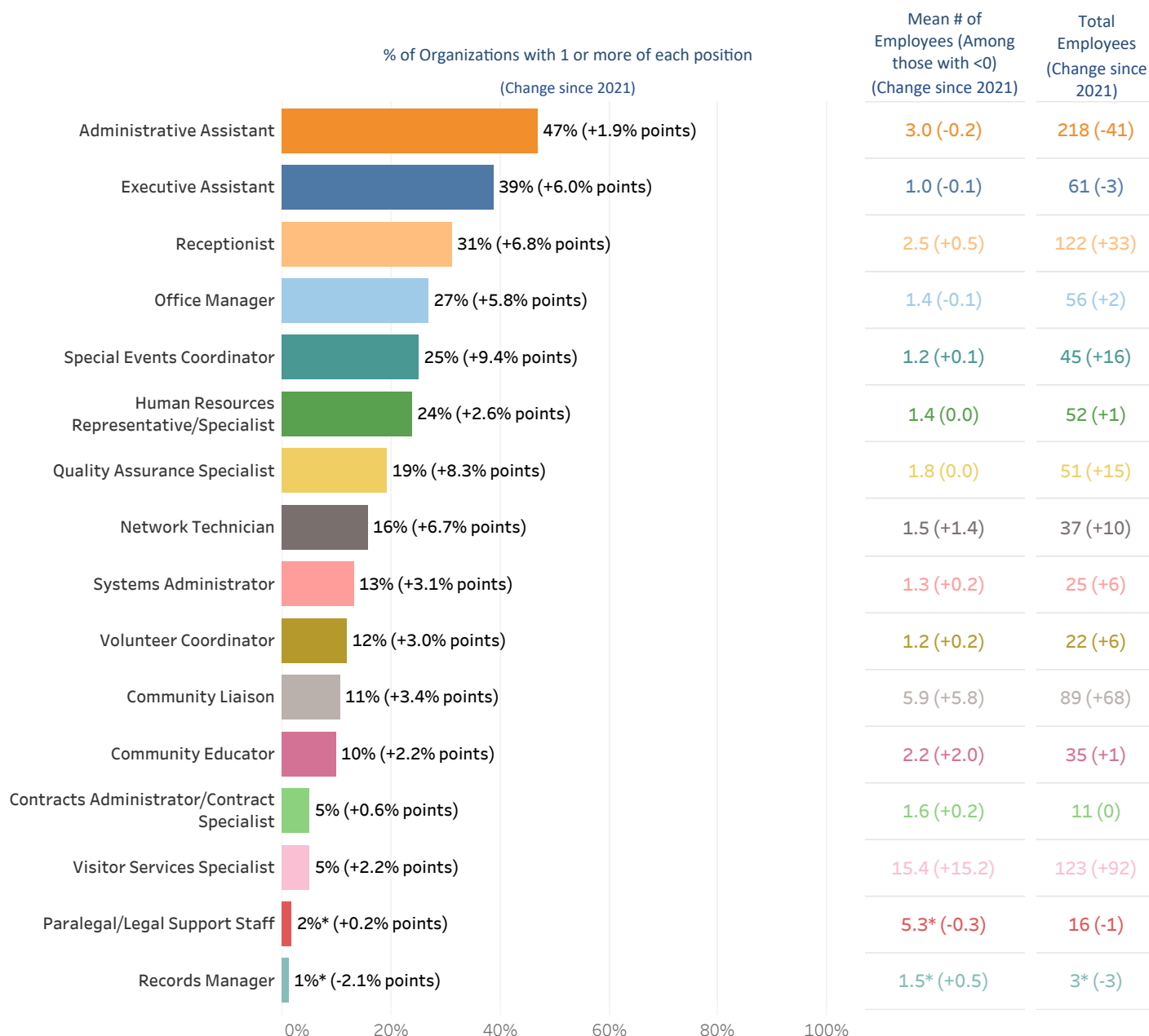
* Fewer than 5 records

Wages & Salaries - Administrative Support Services

Just under half (47%) of responding Connecticut nonprofit organizations have one or more Administrative Assistant, 39% have at least one Executive Assistant, 31% have at least one Receptionist (31%), and around a quarter have one or more Office Manager (27%), Special Events Coordinator (25%), and Human Resources Representative/Specialist (24%). Less than a quarter of responding organizations have at least one Quality Assurance Specialist (19%), Network Technician (16%), Systems Administrator (13%), Volunteer Coordinator (12%), Community Liaison (11%), or Community Educator (10%), while very few have one or more Contracts Administrator/Contract Specialist (5%), Visitor Services Specialist (5%), Paralegal/Legal Support Staff (2%), or Records Manager (1%).

Responding organizations are more likely than in 2021 to report having at least one Special Events Coordinator (+9 percentage points), Quality Assurance Specialist (+8), Receptionist (+7), Network Technician (+7), Executive Assistant (+6), and Office Manager (+6).

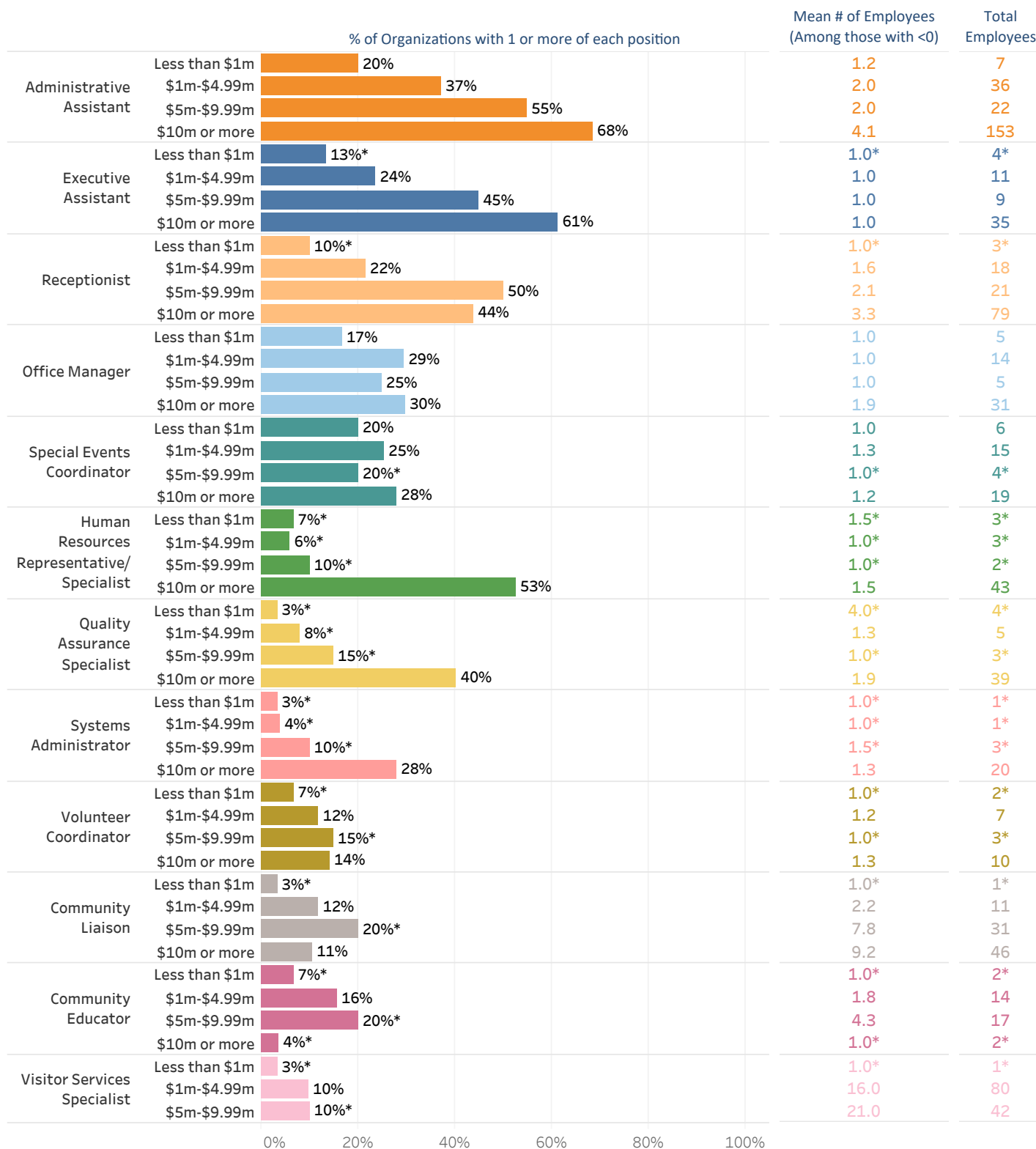
Figure 65a: Please select each type of position employed (not contracted) in your organization - Group 500 - Administrative Support Services - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Administrative Assistant, Executive Assistant, and Receptionist.

Figure 65b: Please select each type of position employed (not contracted) in your organization - Group 500 - Administrative Support Services - by Total Operating Expenses - 2025

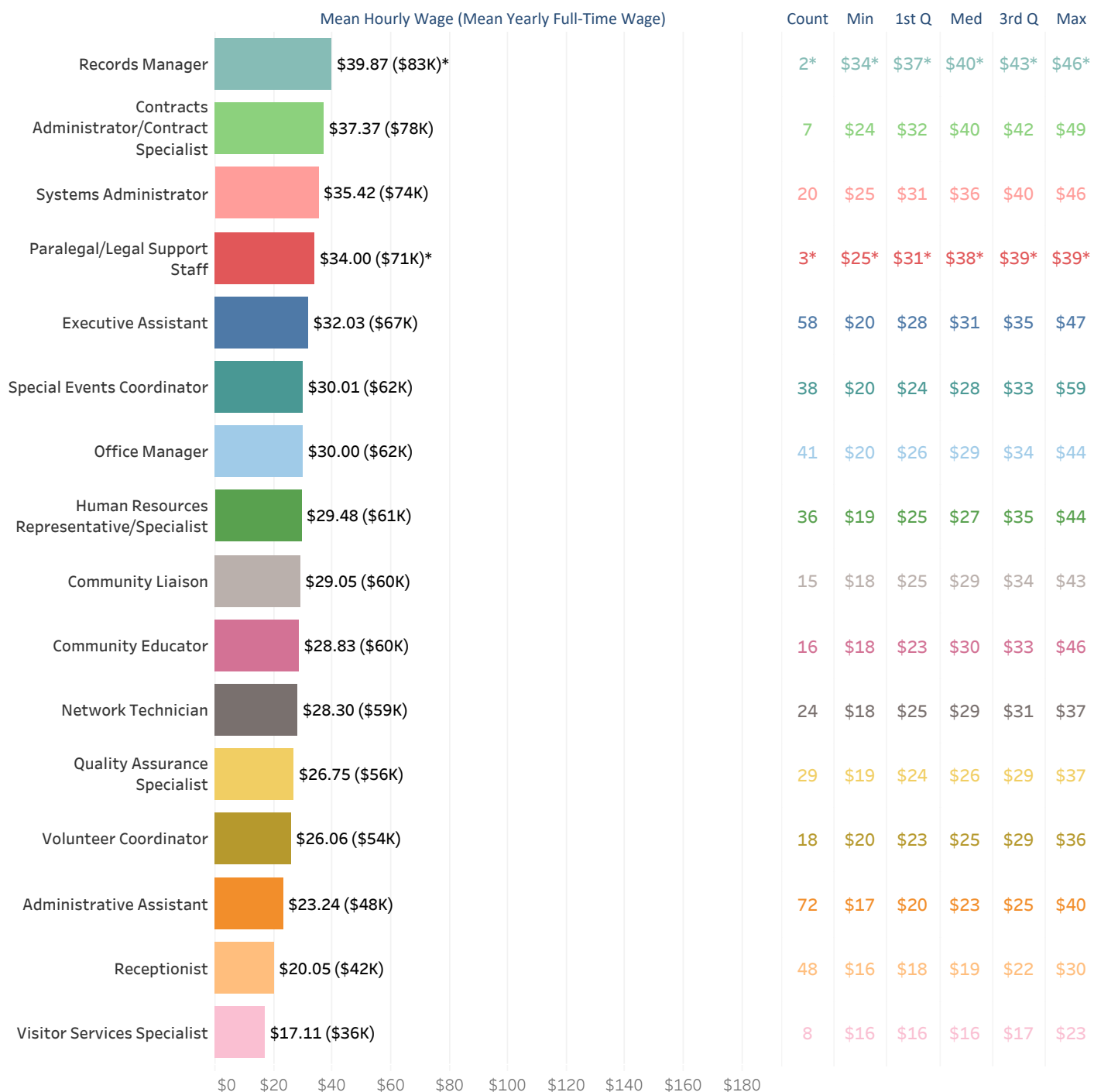


* Fewer than 5 records

Contracts Administrator/Contract Specialist, Network Technician, Paralegal/Legal Support Staff, and Records Manager excluded from chart

On average, organizations which have these types of employees pay their Records Managers \$39.87 per hour, or approximately \$83,000 in salary for full-time yearly employment. Organizations on average pay slightly less to Contracts Administrators/Contract Specialists (\$37.37), Systems Administrators (\$35.42), Paralegal/Legal Support Staff (\$34.00), and Executive Assistants (\$32.03), while they pay around \$30 per hour on average to Special Events Coordinators (\$30.01) and Office Managers (\$30.00). Responding organizations pay less than \$30 per hour on average to Human Resources Representatives/Specialists (\$29.48), Community Liaisons (\$29.05), Community Educators (\$28.83), Network Technicians (\$28.30), Quality Assurance Specialists (\$26.75), and Volunteer Coordinators (\$26.06), while paying less than \$25 per hour on average to Administrative Assistants (\$23.24), Receptionists (\$20.05), and Visitor Services Specialists (\$17.11).

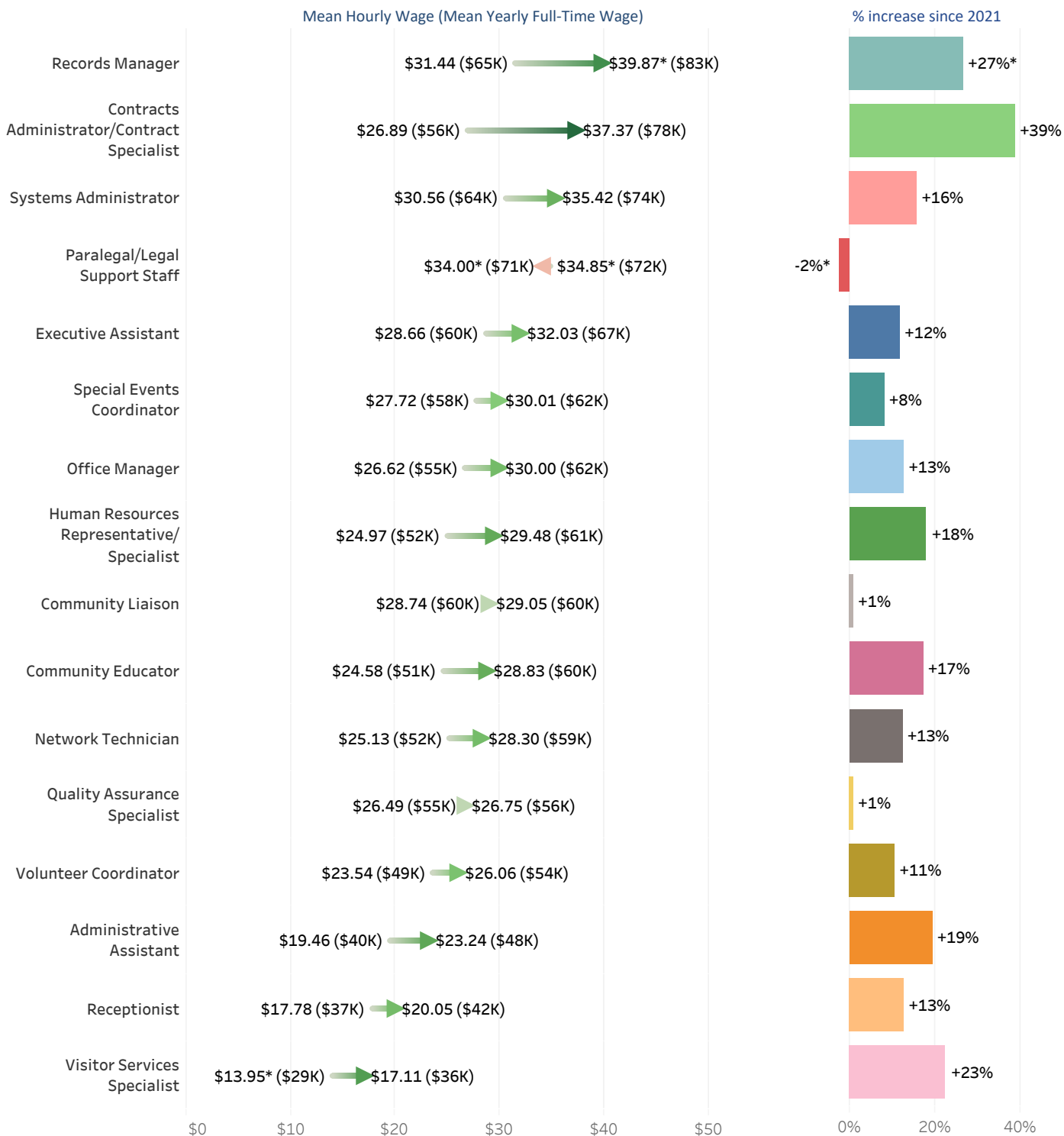
Figure 66a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 500 - Administrative Support Services - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Contracts Administrators/Contract Specialists has increased by 39% since 2021, with slightly smaller increases in the mean wages paid to Records Managers (+27%), Visitor Services Specialists (+23%), Administrative Assistants (+19%), Human Resources Representatives/Specialists (+18%), Community Educators (+17%), and System Administrators (+16%). Mean wages are largely flat since 2021 among responding organizations for Community Liaisons (+1%), Quality Assurance Specialists (+1%), and Paralegal/Legal Support Staff (-2%).

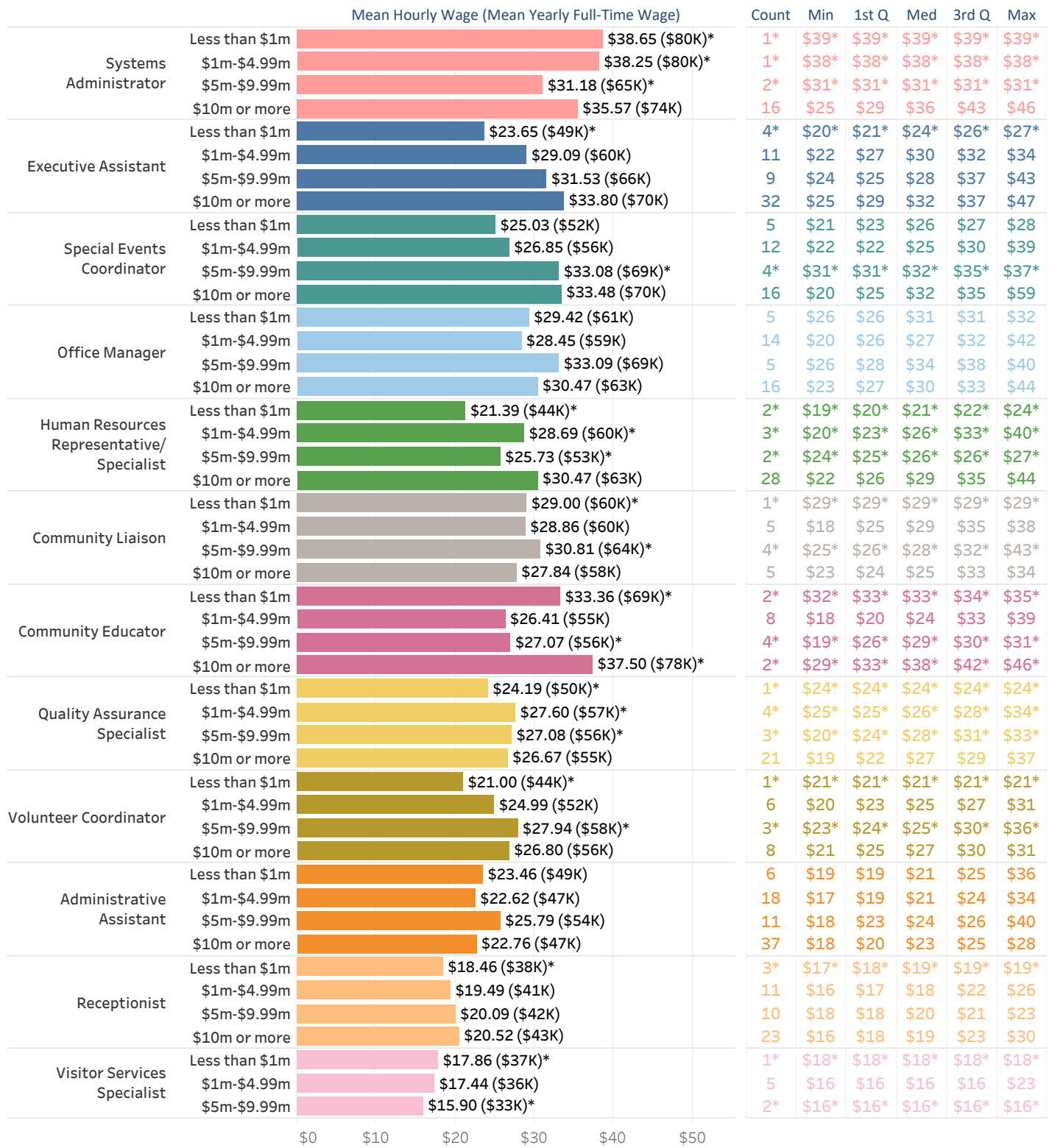
Figure 66b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 500 - Administrative Support Services - Change from 2021 to 2025



* Fewer than 5 records

Organizations with larger budgets pay slightly more on average than organizations with smaller budgets to their Executive Assistants but pay similar wages to Office Managers, Administrative Assistants, and Receptionists.

Figure 66c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 500 - Administrative Support Services - by Total Operating Expenses - 2025



* Fewer than 5 records

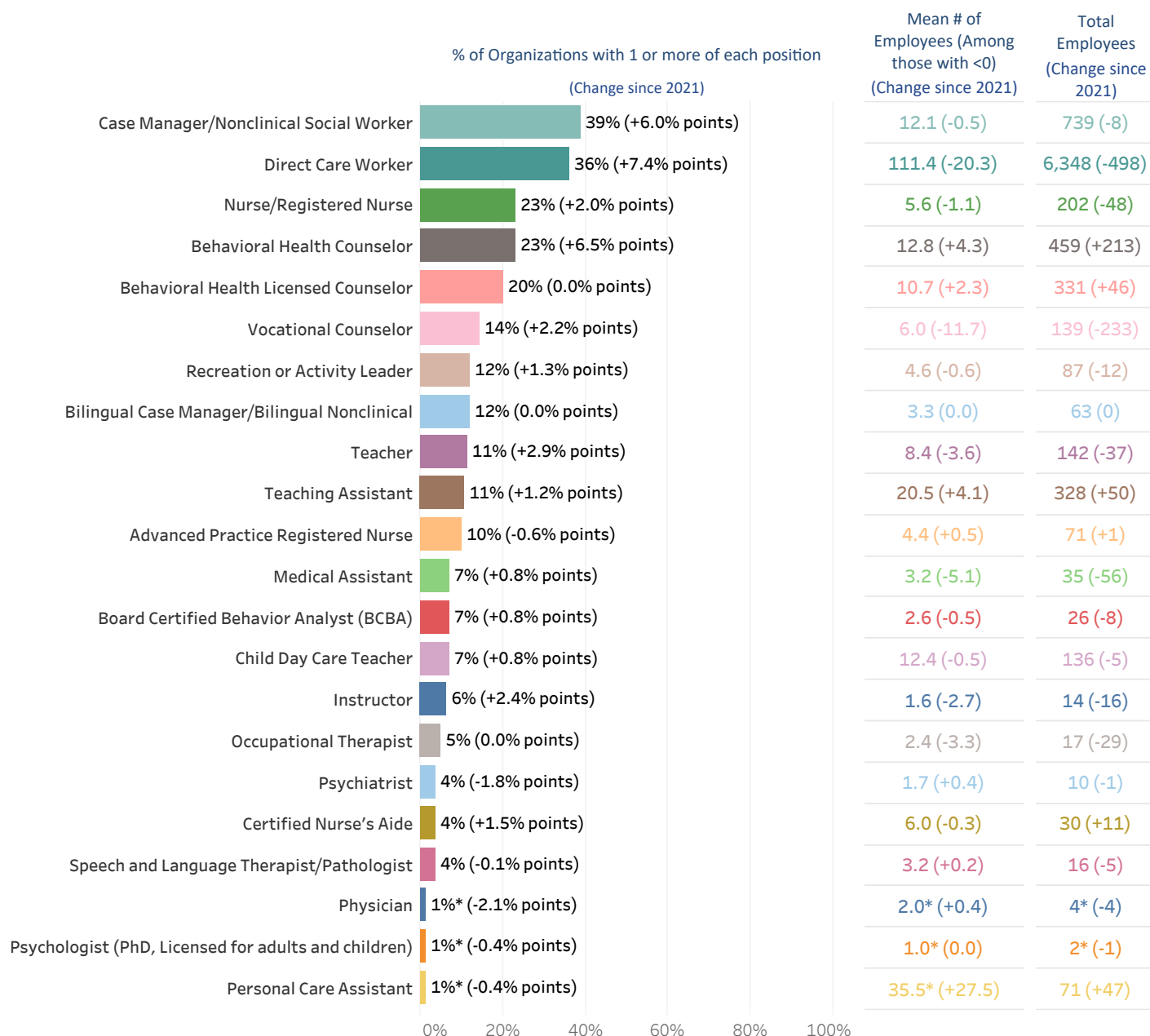
Contracts Administrator/Contract Specialist, Network Technician, Paralegal/Legal Support Staff, and Records Manager excluded from chart

Wages & Salaries - Direct Services

Four in ten (39%) responding Connecticut nonprofit organizations have one or more Case Manager/Nonclinical Social Worker, while 36% have at least one Direct Care Worker and less than a quarter have a Nurse/Registered Nurse (23%), a Behavioral Health Counselor (23%), or a Behavioral Health Licensed Counselor (20%). Less than one-fifth of responding organizations have at least one Vocational Counselor (14%), Recreation or Activity Leader (12%), Bilingual Case Manager/Bilingual Nonclinical Social Workers (12%), Teacher (11%), Teaching Assistant (11%), or Advanced Practice Registered Nurse (10%). Less than 10% of responding organizations have at least one Medical Assistant (7%), Board Certified Behavioral Analyst (BCBA) (7%), Child Day Care Teacher (7%), Instructor (6%), Occupational Therapist (5%), Psychiatrist (4%), Certified Nurse's Aide (4%), Speech and Language Therapist/Pathologist (4%), Physician (1%), Psychologist (1%), or Personal Care Assistant (1%).

Responding organizations are more likely than in 2021 to report having at least one Direct Care Worker (+7 percentage points), Behavioral Health Counselor (+7), and Case Manager/Nonclinical Social Worker (+6).

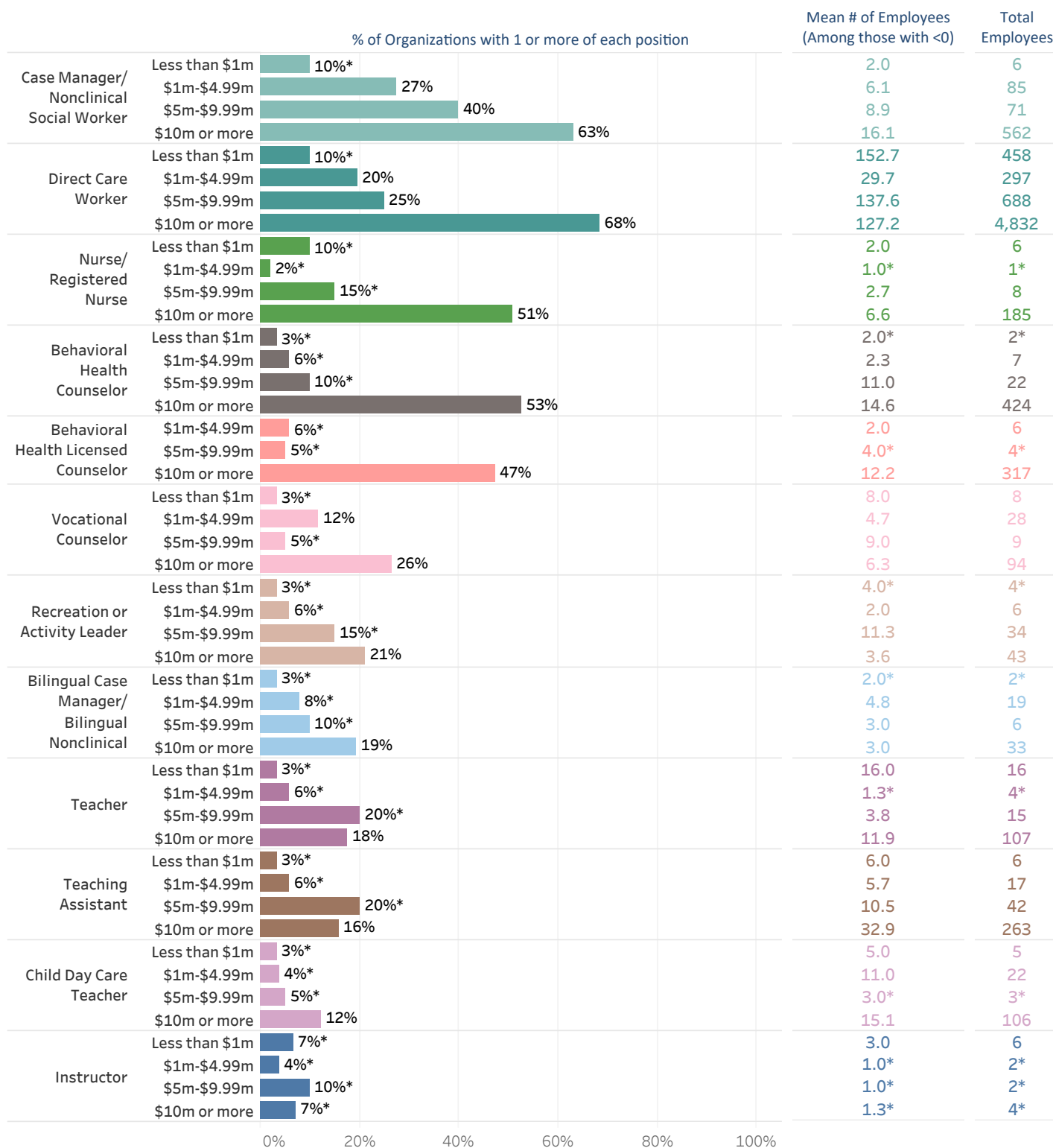
Figure 67a: Please select each type of position employed (not contracted) in your organization - Group 600 - Direct Services - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Case Manager/Nonclinical Social Worker and Direct Care Worker.

Figure 67b: Please select each type of position employed (not contracted) in your organization - Group 600 - Direct Services - by Total Operating Expenses - 2025

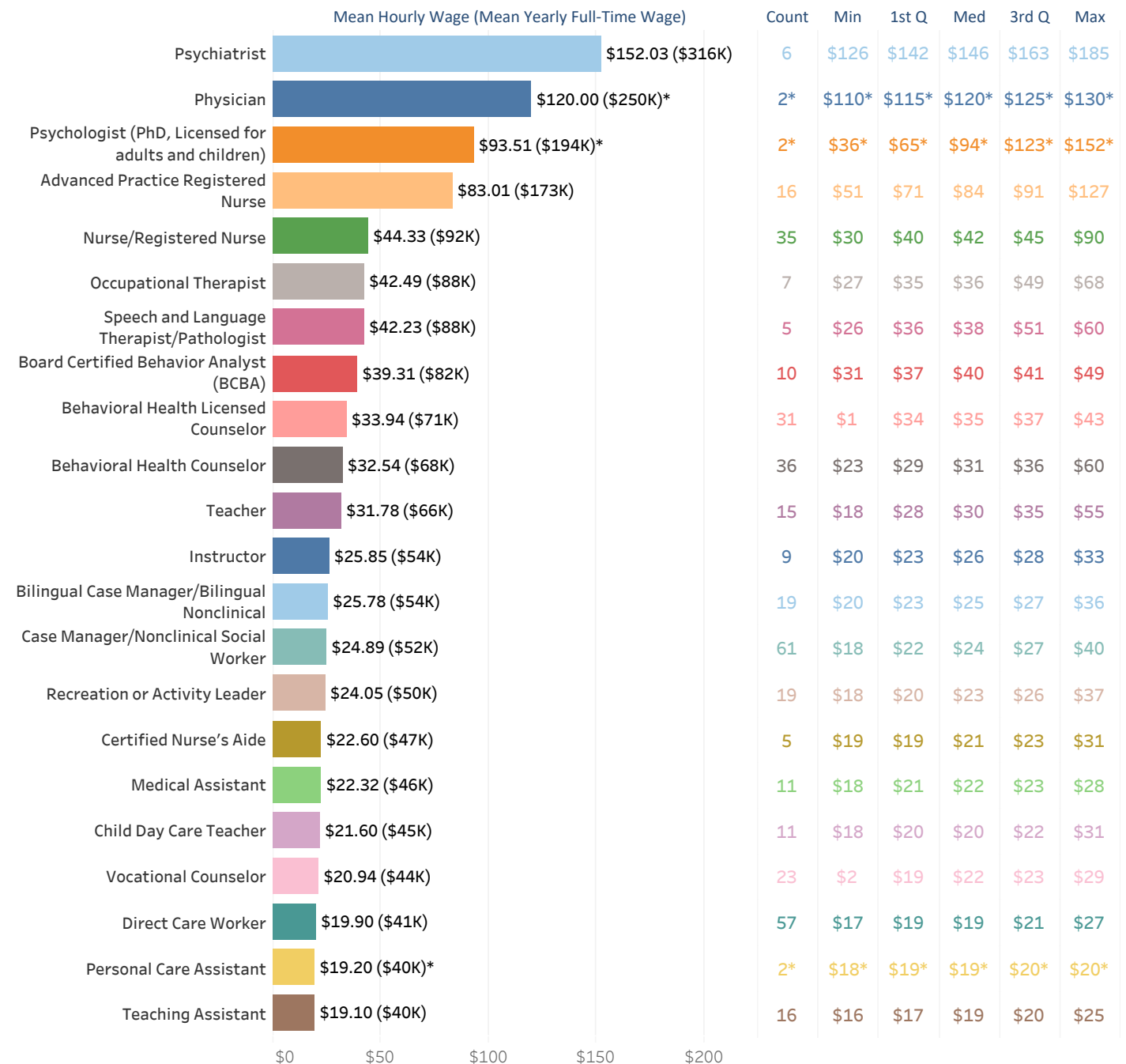


* Fewer than 5 records

Advanced Practice Registered Nurse, Board Certified Behavioral Analyst (BCBA), Certified Nurse's Aide, Medical Assistant, Occupational Therapist, Personal Care Assistant, Physician, Psychiatrist, Psychologist, and Speech and Language Therapist/Pathologist excluded from chart

On average, organizations which have these types of employees pay their Psychiatrists \$152.03 per hour, or approximately \$316,000 in salary for full-time yearly employment. Organizations on average pay slightly less to Physicians (\$120.00), Psychologists (\$93.51), and Advanced Practice Registered Nurses (\$83.01), while they pay less than \$50 per hour to Nurses/Registered Nurses (\$44.33), Occupational Therapists (\$42.49), and Speech and Language Therapists/Pathologists (\$42.23). Responding organizations pay less than \$40 per hour on average to Board Certified Behavior Analysts (BCBAs) (\$39.31), Behavioral Health Licensed Counselors (\$33.94), Behavioral Health Counselors (\$32.54), and Teachers (\$31.78), while they pay less than \$30 per hour on average to Instructors (\$25.85), Bilingual Case Managers/Bilingual Nonclinical Social Workers (\$25.78), Case Managers/Nonclinical Social Workers (\$24.89), Recreation or Activity Leaders (\$24.05), Certified Nurse's Aides (\$22.60), Medical Assistants (\$22.32), Child Day Care Teachers (\$21.60), Vocational Counselors (\$20.94), Direct Care Workers (\$19.90), Personal Care Assistants (\$19.20), and Teaching Assistants (\$19.10).

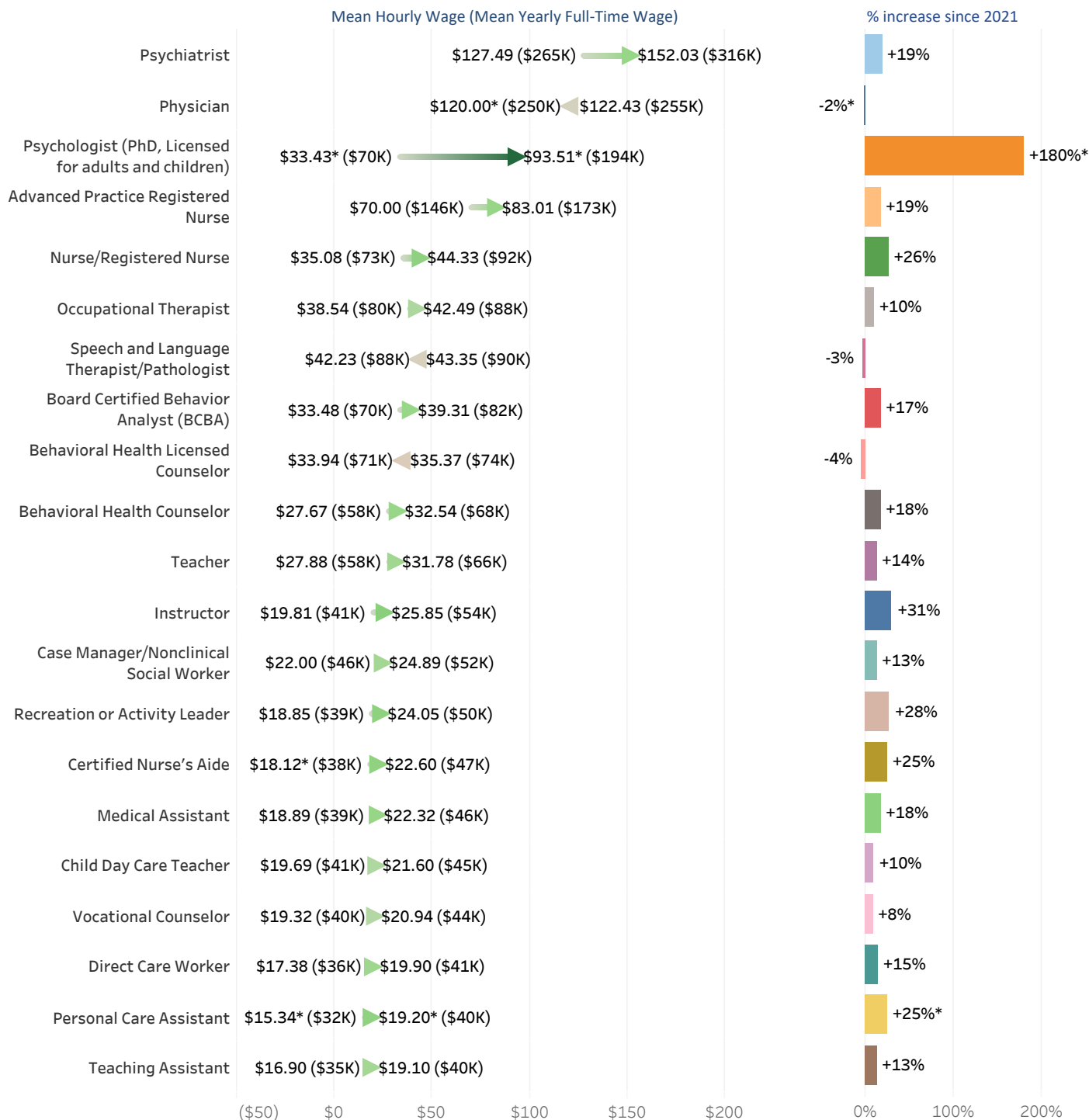
Figure 68a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 600 - Direct Services - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Psychologists has increased by 180% since 2021, with far smaller increases in the mean wages paid to Instructors (+31%), Recreation or Activity Leaders (+28%), Nurse/Registered Nurses (+26%), Certified Nurse's Aides (+25%), and Personal Care Assistants (+25%). Mean wages are largely flat since 2021 among responding organizations for Physicians (-2%), Speech and Language Therapists/Pathologists (-3%), and Behavioral Health Licensed Counselors (-4%).

Figure 68b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 600 - Direct Services - Change from 2021 to 2025

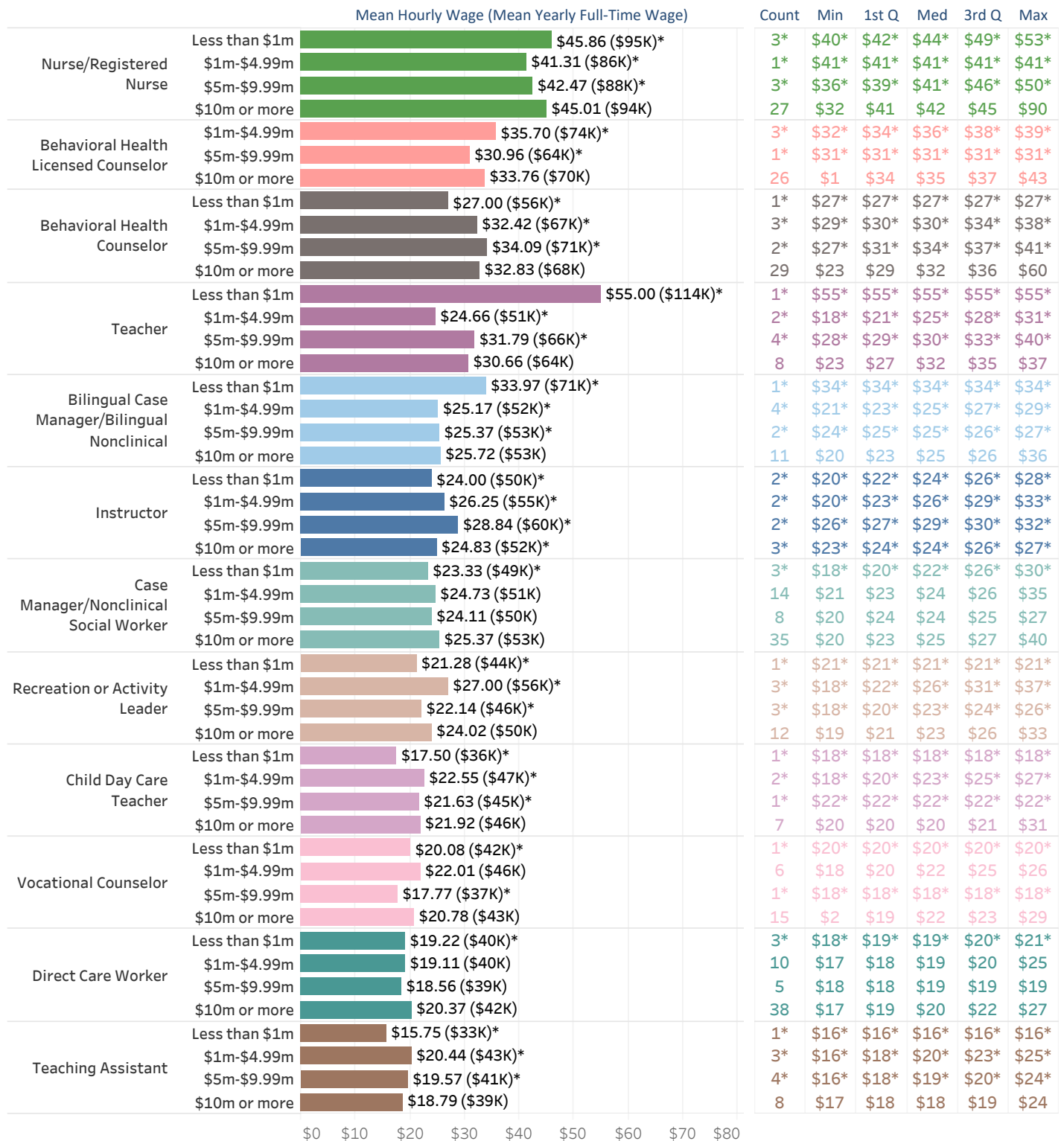


* Fewer than 5 records

Bilingual Case Manager/Bilingual Nonclinical excluded from chart

Organizations pay similar wages to Case Managers/Nonclinical Social Workers and Direct Care Workers regardless of budget size.

Figure 68c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 600 - Direct Services - by Total Operating Expenses - 2025



* Fewer than 5 records

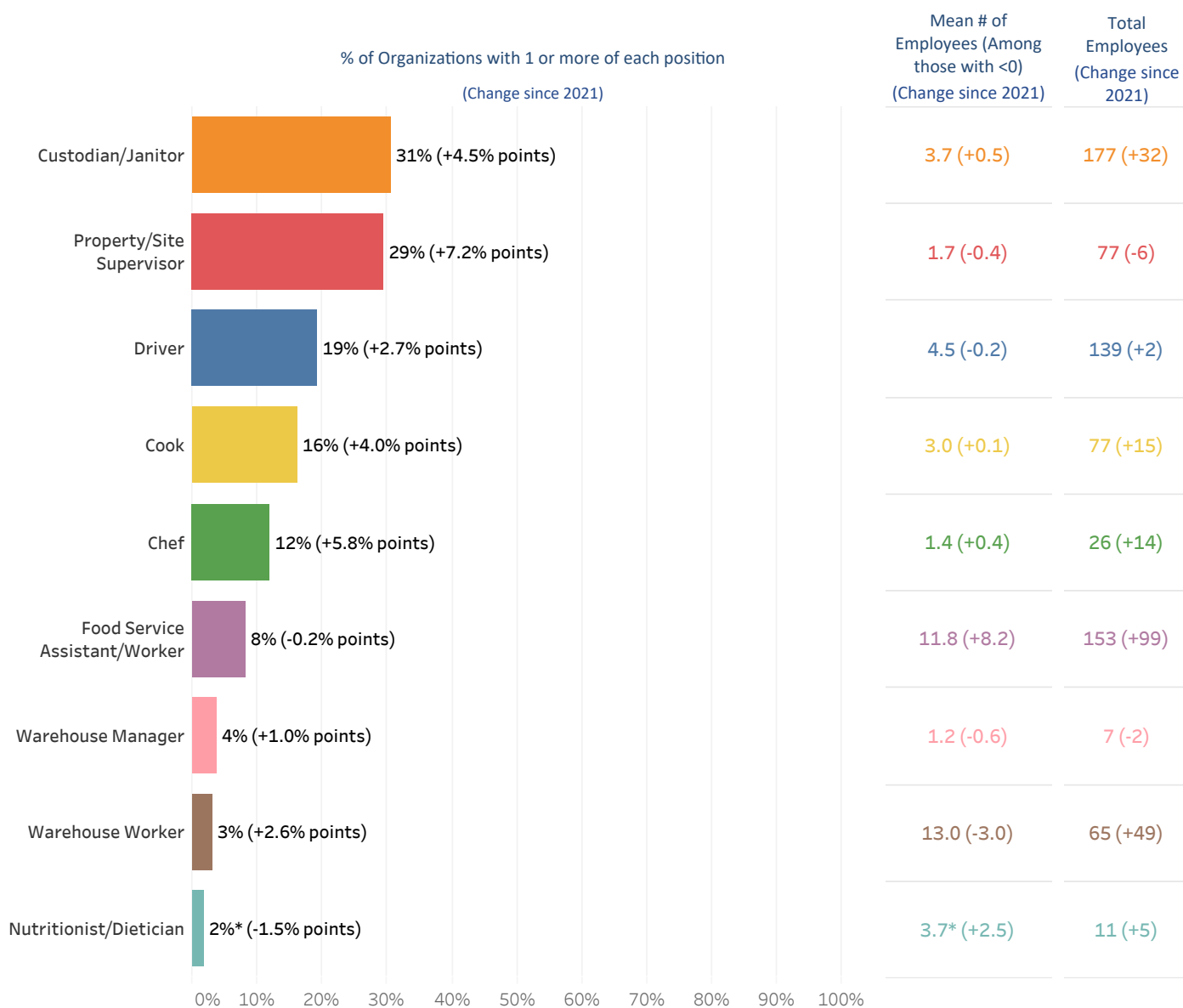
Advanced Practice Registered Nurse, Board Certified Behavioral Analyst (BCBA), Certified Nurse's Aide, Medical Assistant, Occupational Therapist, Personal Care Assistant, Physician, Psychiatrist, Psychologist, and Speech and Language Therapist/Pathologist excluded from chart

Wages & Salaries - Facilities Management

Thirty-one percent of responding Connecticut nonprofit organizations have one or more Custodian/Janitor, while 29% have at least one Property/Site Supervisor and less than a quarter have a Driver (19%), a Cook (16%), or a Chef (12%). Less than 10% of responding organizations have at least one Food Service Assistant/Worker (8%), Warehouse Manager (4%), Warehouse Worker (3%), or Nutritionist/Dietician (2%).

Responding organizations are more likely than in 2021 to report having at least one Property/Site Supervisor (+7 percentage points) and Chef (+6).

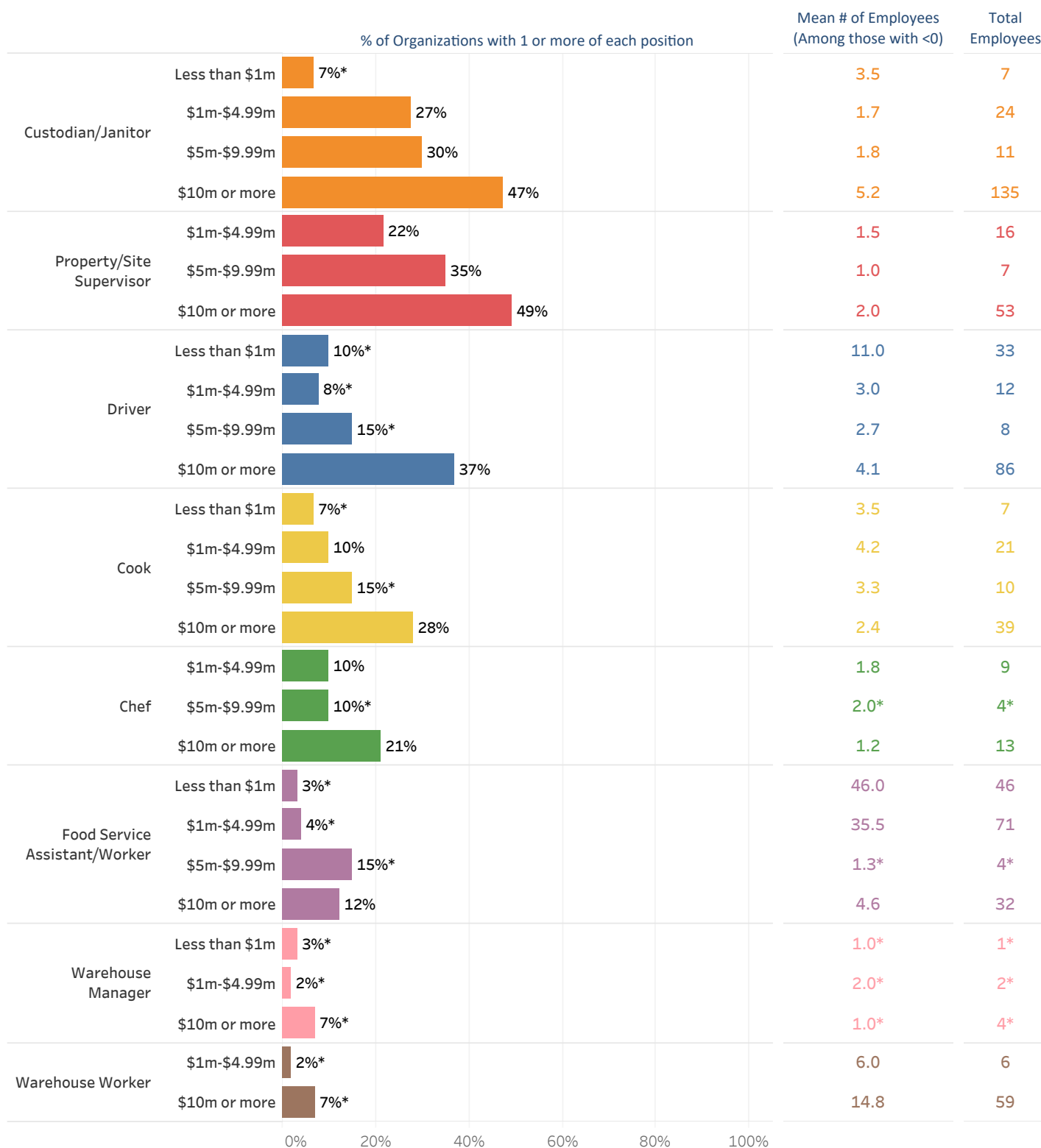
Figure 69a: Please select each type of position employed (not contracted) in your organization - Group 700 - Facilities Management - 2025



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to have at least one Custodian/Janitor and Property/Site Supervisor.

Figure 69b: Please select each type of position employed (not contracted) in your organization - Group 700 - Facilities Management - by Total Operating Expenses - 2025



* Fewer than 5 records

Nutritionist/Dietician excluded from chart

On average, organizations which have these types of employees pay their Warehouse Managers \$35.19 per hour, or approximately \$73,000 in salary for full-time yearly employment. Organizations on average pay slightly less to Property/Site Supervisors (\$32.01), Chefs (\$29.18), and Nutritionists/Dieticians (\$26.11), while they pay less than \$25 per hour to Cooks (\$21.39), Custodians/Janitors (\$20.49), Drivers (\$19.00), Warehouse Workers (\$18.83), and Food Service Assistants/Workers (\$17.84).

Figure 70a: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 700 - Facilities Management - 2025



* Fewer than 5 records

Among organizations which have them, the mean wage paid to Warehouse Managers has increased by 69% since 2021. Mean wages for other types of Facilities Management employees have increased by smaller margins since 2021, apart from mean wages paid to Nutritionists/Dieticians, which have declined by 8% since 2021.

Figure 70b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 700 - Facilities Management - Change from 2021 to 2025



* Fewer than 5 records

Organizations pay similar wages to Property/Site Supervisors and Custodians/Janitors regardless of budget size.

Figure 70c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 700 - Facilities Management - by Total Operating Expenses - 2025



* Fewer than 5 records

Advanced Practice Registered Nurse, Board Certified Behavioral Analyst (BCBA), Certified Nurse's Aide, Medical Assistant, Occupational Therapist, Personal Care Assistant, Physician, Psychiatrist, Psychologist, and Speech and Language Therapist/Pathologist excluded from chart

Wages & Salaries - All Job Types

Figure 71: Percentage of Responding Organizations with 1+ of Following Job Types - 2025

Executive Director/Chief Executive Officer	94%	Recreation or Activity Leader	12%
Program Manager	57%	Chef	12%
Administrative Assistant	47%	Volunteer Coordinator	12%
Program or Division Director	46%	Bilingual Case Manager/Bilingual Nonclinical	12%
Deputy Director/Associate Director/Chief Operating Officer	46%	Teacher	11%
Chief Financial Officer	45%	Medical Director	11%
Case Manager/Nonclinical Social Worker	39%	Teaching Assistant	11%
Bookkeeper	39%	Computer Systems Manager	11%
Executive Assistant	39%	Community Liaison	11%
Direct Care Worker	36%	Advanced Practice Registered Nurse	10%
Chief Programs Officer/Vice President of Programs and/or Planning	36%	Community Educator	10%
Finance Director	33%	Business Development Manager	9%
Director of Human Resources	33%	Food Service Assistant/Worker	8%
Receptionist	31%	Child Day Care Teacher	7%
Accountant	31%	Board Certified Behavior Analyst (BCBA)	7%
Custodian/Janitor	31%	Medical Assistant	7%
Director, Housing or Residential Services	30%	Curriculum Specialist	7%
Property/Site Supervisor	29%	Instructor	6%
Human Resources Generalist	29%	Director of Research and Evaluation/Senior Researcher	6%
Grant Writer	28%	Occupational Therapist	5%
Office Manager	27%	Contracts Administrator/Contract Specialist	5%
Chief Development Officer	26%	Visitor Services Specialist	5%
Special Events Coordinator	25%	Admissions Director	5%
Senior Accountant	24%	Chief Information Officer	5%
Human Resources Representative/Specialist	24%	Research Analyst	4%
Quality Assurance Director/Manager	24%	Curator	4%
Nurse/Registered Nurse	23%	Psychiatrist	4%
Behavioral Health Counselor	23%	Speech and Language Therapist/Pathologist	4%
Director of Education	21%	Warehouse Manager	4%
Behavioral Health Licensed Counselor	20%	Certified Nurse's Aide	4%
Director of Information Technology Services	20%	Public Policy Coordinator	4%
Driver	19%	Attorney	3%
Quality Assurance Specialist	19%	Warehouse Worker	3%
Chief Human Resources Officer	18%	School Principal	3%*
Cook	16%	Diversity, Equity, Inclusion and Belonging (DEIB) Manager	3%*
Project Manager	16%	General Counsel	3%*
Network Technician	16%	Nutritionist/Dietician	2%*
Chief Communications Officer/Communications Director	16%	Paralegal/Legal Support Staff	2%*
Director of Compliance	15%	Physician	1%*
Vocational Counselor	14%	Records Manager	1%*
Business Manager	14%	Psychologist (PhD, Licensed for adults and children)	1%*
Systems Administrator	13%	Personal Care Assistant	1%*

* Fewer than 5 records

Figure 72: Average Hourly Wage - 2025

Psychiatrist	\$152.03	Warehouse Manager	\$35.19
Medical Director	\$130.30	Curriculum Specialist	\$34.45
Physician	\$120.00*	Project Manager	\$34.02
Psychologist (PhD, Licensed for adults and children)	\$93.51*	Paralegal/Legal Support Staff	\$34.00*
Executive Director/Chief Executive Officer	\$88.23	Behavioral Health Licensed Counselor	\$33.94
General Counsel	\$83.03*	Human Resources Generalist	\$32.63
Advanced Practice Registered Nurse	\$83.01	Behavioral Health Counselor	\$32.54
Chief Information Officer	\$75.61	Executive Assistant	\$32.03
Chief Financial Officer	\$74.71	Property/Site Supervisor	\$32.01
Deputy Director/Associate Director/Chief Operating Officer	\$66.55	Teacher	\$31.78
Chief Human Resources Officer	\$63.61	Accountant	\$31.61
Chief Programs Officer/Vice President of Programs and/or Planning	\$61.14	Program Manager	\$31.01
School Principal	\$60.33*	Special Events Coordinator	\$30.01
Chief Development Officer	\$58.98	Office Manager	\$30.00
Director of Compliance	\$54.23	Human Resources Representative/Specialist	\$29.48
Finance Director	\$53.61	Chef	\$29.18
Director of Information Technology Services	\$51.39	Community Liaison	\$29.05
Chief Communications Officer/Communications Director	\$50.01	Community Educator	\$28.83
Director of Human Resources	\$49.45	Network Technician	\$28.30
Director of Research and Evaluation/Senior Researcher	\$48.97	Bookkeeper	\$26.97
Director, Housing or Residential Services	\$45.32	Quality Assurance Specialist	\$26.75
Diversity, Equity, Inclusion and Belonging (DEIB) Manager	\$44.94*	Nutritionist/Dietician	\$26.11*
Nurse/Registered Nurse	\$44.33	Volunteer Coordinator	\$26.06
Curator	\$44.22	Instructor	\$25.85
Program or Division Director	\$44.05	Bilingual Case Manager/Bilingual Nonclinical	\$25.78
Public Policy Coordinator	\$43.94	Case Manager/Nonclinical Social Worker	\$24.89
Director of Education	\$43.65	Recreation or Activity Leader	\$24.05
Business Development Manager	\$42.83	Administrative Assistant	\$23.24
Occupational Therapist	\$42.49	Certified Nurse's Aide	\$22.60
Speech and Language Therapist/Pathologist	\$42.23	Medical Assistant	\$22.32
Computer Systems Manager	\$41.20	Child Day Care Teacher	\$21.60
Records Manager	\$39.87*	Cook	\$21.39
Business Manager	\$39.82	Vocational Counselor	\$20.94
Board Certified Behavior Analyst (BCBA)	\$39.31	Custodian/Janitor	\$20.49
Admissions Director	\$39.22	Receptionist	\$20.05
Senior Accountant	\$38.53	Direct Care Worker	\$19.90
Attorney	\$38.17*	Personal Care Assistant	\$19.20*
Quality Assurance Director/Manager	\$37.92	Teaching Assistant	\$19.10
Contracts Administrator/Contract Specialist	\$37.37	Driver	\$19.00
Grant Writer	\$36.60	Warehouse Worker	\$18.83
Research Analyst	\$35.51	Food Service Assistant/Worker	\$17.84
Systems Administrator	\$35.42	Visitor Services Specialist	\$17.11

* Fewer than 5 records

Appendix A

Q5: In which of the following counties does your organization have a physical office? (Select all that apply)

		<u>Fairfield County</u>	<u>Hartford County</u>	<u>Litchfield County</u>	<u>Middlesex County</u>	<u>New Haven County</u>	<u>New London County</u>	<u>Tolland County</u>	<u>Windham County</u>	<u>N</u>
OVERALL	2021	16%	54%	9%	8%	33%	12%	7%	9%	183
	2025	20%	59%	10%	9%	27%	19%	5%	7%	162
All Employees	Fewer than 10 employees	14%	43%	29%			14%			7
	10-49 employees	13%	60%	5%	5%	20%	10%	3%	3%	40
	50-99 employees	9%	65%		4%	22%	9%	9%	4%	23
	100-249 employees	29%	49%	14%	14%	34%	17%	3%	9%	35
	250 employees or more	25%	63%	14%	11%	33%	30%	7%	11%	57
Total Operating Expenses	Less than \$250k	13%	50%	25%	13%	25%	25%			8
	\$250k-\$499k		88%				13%			8
	\$500k-\$999k	13%	67%			7%	13%			15
	\$1m-\$4.99m	12%	60%	6%	2%	15%	10%	8%	4%	52
	\$5m-\$9.99m	30%	70%	10%	5%	15%	20%		5%	20
	\$10m or more	30%	51%	18%	19%	51%	26%	7%	14%	57
Sectors Supported	Adult Behavioral Health	36%	44%	22%	11%	53%	25%	11%	17%	36
	Arts, Culture, Humanities	14%	67%	5%	5%	5%	5%			21
	Basic Needs	21%	58%	4%	8%	25%	17%	4%	8%	24
	Children's Serv/Youth dev.	24%	54%	16%	10%	30%	14%	6%	8%	50
	Comm, volunteerism, econ	13%	70%	9%		9%	22%	4%	9%	23
	Community Justice	27%	91%	18%	9%	36%	27%		18%	11
	Dev./Intell. Disabilities	23%	49%	13%	23%	51%	33%	10%	18%	39
	Education	19%	72%	16%	16%	22%	25%	6%	9%	32
	Employment or job	23%	62%	8%	19%	31%	23%	4%	8%	26
	Environment		71%			14%	14%			7
	Health care (non-hospital)	30%	57%	17%	4%	30%	17%		17%	23
	Higher Education		75%				25%			4
	Housing/Homelessness	25%	58%	10%	10%	35%	15%	8%	10%	40
	Mental Health	30%	40%	13%	3%	43%	13%	8%	8%	40
	Public Benefit	21%	63%	11%	5%	37%	16%		16%	19
	Recreation, sports, leisure		80%			20%				5
	Seniors	32%	42%	11%	5%	42%	11%	5%	11%	19
Year Founded	Before 1950	30%	52%	17%	9%	26%	17%			23
	1950-1969	24%	45%	3%	10%	38%	17%	3%	7%	29
	1970-1979	19%	48%	15%	7%	30%	26%	4%	11%	27
	1980-1989	13%	63%	7%	17%	30%	23%	10%	7%	30
	1990-1999	13%	80%	13%		27%	7%		13%	15
	2000 or later	17%	58%	8%	4%	17%	13%	8%	4%	24
Ex. Director/CEO Gender	Female	16%	57%	8%	10%	27%	18%	7%	9%	98
	Male	27%	62%	11%	4%	29%	20%	2%	4%	55
Experience as Ex. Director/CEO	5 years or less	20%	57%	14%	12%	24%	27%	8%	10%	49
	6-10 years	25%	50%	5%	9%	32%	18%	2%	2%	44
	11-20 years	30%	61%	22%	4%	26%	9%	4%	9%	23
	More than 20 years	11%	73%	3%	5%	24%	16%	5%	5%	37

Q6: In what year was your organization founded/started?

		<u>Before 1950</u>	<u>1950-1969</u>	<u>1970-1979</u>	<u>1980-1989</u>	<u>1990-1999</u>	<u>2000 or later</u>	<u>N</u>
OVERALL	2021	17%	18%	22%	12%	14%	16%	180
	2025	16%	20%	18%	20%	10%	16%	148
All Employees	Fewer than 10 employees					20%	80%	5
	10-49 employees	8%	8%	18%	15%	18%	33%	39
	50-99 employees	15%	25%	15%	20%	10%	15%	20
	100-249 employees	16%	26%	16%	29%	10%	3%	31
	250 employees or more	23%	25%	23%	21%	4%	6%	53
Total Operating Expenses	Less than \$250k		33%	17%	17%	17%	17%	6
	\$250k-\$499k	13%			13%		75%	8
	\$500k-\$999k	7%	7%	7%	43%	14%	21%	14
	\$1m-\$4.99m	16%	14%	18%	18%	14%	22%	51
	\$5m-\$9.99m	13%	27%	7%	27%	20%	7%	15
	\$10m or more	21%	29%	27%	17%	4%	2%	52
Sectors Supported	Adult Behavioral Health	22%	25%	31%	9%	9%	3%	32
	Arts, Culture, Humanities	39%	6%	6%	11%	17%	22%	18
	Basic Needs	14%	5%	18%	36%	14%	14%	22
	Children's Serv/Youth dev.	22%	18%	20%	13%	7%	20%	45
	Comm, volunteerism, econ	14%	14%	14%	10%	14%	33%	21
	Community Justice	11%	22%	33%		33%		9
	Dev./Intell. Disabilities	14%	41%	16%	22%	5%	3%	37
	Education	29%	11%	21%	7%	7%	25%	28
	Employment or job	8%	29%	25%	13%	13%	13%	24
	Environment	14%	14%	14%		14%	43%	7
	Health care (non-hospital)	10%	20%	30%	5%	20%	15%	20
	Higher Education						100%	3
	Housing/Homelessness	14%	17%	28%	28%	8%	6%	36
	Mental Health	24%	24%	27%	8%	11%	5%	37
	Public Benefit	6%	6%	25%	6%	44%	13%	16
	Recreation, sports, leisure	75%				25%		4
	Seniors	24%	18%	29%	12%	12%	6%	17
Ex. Director/CEO Gender	Female	7%	24%	18%	20%	10%	22%	91
	Male	32%	14%	20%	18%	8%	8%	50
Experience as Ex. Director/CEO	5 years or less	9%	17%	19%	19%	17%	19%	47
	6-10 years	12%	32%	17%	17%	7%	15%	41
	11-20 years	33%	14%	19%		10%	24%	21
	More than 20 years	19%	16%	22%	28%	3%	13%	32

Q7: Which of the following service sectors does your organization's mission support? (Select all that apply)

		<u>Adult Behavioral Health</u>	<u>Arts, Culture, and Humanities</u>	<u>Basic Needs</u>	<u>Children's Services/ Youth development</u>	<u>Community building, volunteerism & econ development</u>	<u>Community Justice</u>
OVERALL	2021	25%	18%	23%	26%	19%	5%
	2025	22%	13%	15%	31%	14%	7%
All Employees	Fewer than 10 employees		29%	14%	43%		14%
	10-49 employees	5%	23%	10%	23%	20%	5%
	50-99 employees	9%	17%	17%	26%	9%	13%
	100-249 employees	37%	11%	14%	34%	9%	6%
	250 employees or more	33%	4%	18%	35%	18%	5%
Total Operating Expenses	Less than \$250k		25%		13%		
	\$250k-\$499k		38%	38%	25%	38%	
	\$500k-\$999k		7%	33%	27%	20%	
	\$1m-\$4.99m	8%	19%	15%	27%	19%	8%
	\$5m-\$9.99m	5%	15%		30%	10%	5%
	\$10m or more	53%	4%	14%	40%	9%	11%
Sectors Supported	Adult Behavioral Health	100%	3%	19%	44%	14%	8%
	Arts, Culture, Humanities	5%	100%	5%	10%	10%	5%
	Basic Needs	29%	4%	100%	54%	29%	17%
	Children's Serv/Youth dev.	32%	4%	26%	100%	20%	10%
	Comm, volunteerism, econ	22%	9%	30%	43%	100%	17%
	Community Justice	27%	9%	36%	45%	36%	100%
	Dev./Intell. Disabilities	38%	3%	5%	23%	5%	8%
	Education	25%	16%	9%	63%	22%	13%
	Employment or job	31%	8%	23%	35%	35%	19%
	Environment	14%	14%	29%	57%	43%	29%
	Health care (non-hospital)	70%	4%	22%	48%	26%	17%
	Higher Education		25%	25%	50%	50%	
	Housing/Homelessness	35%	3%	38%	43%	23%	18%
	Mental Health	70%	3%	20%	60%	15%	8%
	Public Benefit	21%	16%	26%	37%	32%	26%
	Recreation, sports, leisure	40%	20%	20%	60%	40%	40%
	Seniors	53%	11%	32%	58%	42%	16%
Year Founded	Before 1950	30%	30%	13%	43%	13%	4%
	1950-1969	28%	3%	3%	28%	10%	7%
	1970-1979	37%	4%	15%	33%	11%	11%
	1980-1989	10%	7%	27%	20%	7%	
	1990-1999	20%	20%	20%	20%	20%	20%
	2000 or later	4%	17%	13%	38%	29%	
Ex. Director/CEO Gender	Female	20%	6%	15%	34%	18%	7%
	Male	27%	16%	16%	27%	9%	7%
Experience as Ex. Director/CEO	5 years or less	18%	8%	14%	29%	18%	4%
	6-10 years	20%	11%	25%	34%	20%	11%
	11-20 years	43%	13%	17%	52%	13%	13%
	More than 20 years	22%	14%	3%	19%	5%	3%

Q7: Which of the following service sectors does your organization's mission support? (Select all that apply)

		<u>Developmental /Intellectual Disabilities</u>	<u>Education (i.e., in school and after school)</u>	<u>Employment and/or job related</u>	<u>Environment</u>	<u>Foundation/ Grantmaking</u>	<u>Health care (other than hospitals)</u>
OVERALL	2021		32%	17%	8%	3%	16%
	2025	24%	20%	16%	4%	2%	14%
All Employees	Fewer than 10 employees		43%				
	10-49 employees	3%	20%	8%	10%		13%
	50-99 employees	30%	9%	22%	4%	9%	17%
	100-249 employees	29%	26%	31%		3%	23%
	250 employees or more	37%	18%	12%	4%	2%	11%
Total Operating Expenses	Less than \$250k	38%	13%	13%			
	\$250k-\$499k		25%	13%	13%	13%	13%
	\$500k-\$999k		20%	13%	13%		
	\$1m-\$4.99m	12%	17%	13%	6%	4%	10%
	\$5m-\$9.99m	20%	20%	15%	5%		15%
	\$10m or more	46%	23%	21%		2%	25%
Sectors Supported	Adult Behavioral Health	42%	22%	22%	3%		44%
	Arts, Culture, Humanities	5%	24%	10%	5%		5%
	Basic Needs	8%	13%	25%	8%	4%	21%
	Children's Serv/Youth dev.	18%	40%	18%	8%		22%
	Comm, volunteerism, econ	9%	30%	39%	13%		26%
	Community Justice	27%	36%	45%	18%		36%
	Dev./Intell. Disabilities	100%	23%	31%	3%		15%
	Education	28%	100%	25%	6%		16%
	Employment or job	46%	31%	100%	4%		27%
	Environment	14%	29%	14%	100%		14%
	Health care (non-hospital)	26%	22%	30%	4%	4%	100%
	Higher Education		75%	25%			
	Housing/Homelessness	18%	23%	30%	5%		23%
	Mental Health	30%	28%	23%	3%		40%
	Public Benefit	21%	32%	37%	5%		32%
	Recreation, sports, leisure	40%	40%	60%	40%		20%
	Seniors	32%	26%	53%	5%		32%
Year Founded	Before 1950	22%	35%	9%	4%	4%	9%
	1950-1969	52%	10%	24%	3%	3%	14%
	1970-1979	22%	22%	22%	4%		22%
	1980-1989	27%	7%	10%			3%
	1990-1999	13%	13%	20%	7%	7%	27%
	2000 or later	4%	29%	13%	13%	4%	13%
Ex. Director/CEO Gender	Female	29%	19%	17%	4%	2%	15%
	Male	20%	20%	16%	5%	4%	15%
Experience as Ex. Director/CEO	5 years or less	20%	12%	14%	6%	2%	8%
	6-10 years	32%	23%	20%	5%	2%	20%
	11-20 years	30%	22%	26%	4%		30%
	More than 20 years	22%	27%	11%	3%	3%	8%

Q7: Which of the following service sectors does your organization's mission support? (Select all that apply)

		<u>Higher Education</u>	<u>Hospitals</u>	<u>Housing/ Homelessness</u>	<u>International</u>	<u>Mental Health</u>	<u>Public Benefit</u>
OVERALL	2021	3%	1%	24%	1%	32%	20%
	2025	2%	2%	25%	1%	25%	12%
All Employees	Fewer than 10 employees	29%					
	10-49 employees	3%	3%	10%		8%	18%
	50-99 employees		4%	30%		26%	17%
	100-249 employees	3%		31%		43%	14%
	250 employees or more		2%	32%	2%	28%	5%
Total Operating Expenses	Less than \$250k						25%
	\$250k-\$499k	25%	13%	13%			
	\$500k-\$999k			13%	7%		7%
	\$1m-\$4.99m	2%	2%	27%		17%	15%
	\$5m-\$9.99m		5%	15%		15%	10%
	\$10m or more	2%		35%		49%	11%
Sectors Supported	Adult Behavioral Health		3%	39%		78%	11%
	Arts, Culture, Humanities	5%		5%		5%	14%
	Basic Needs	4%	4%	63%	4%	33%	21%
	Children's Serv/Youth dev.	4%	2%	34%		48%	14%
	Comm, volunteerism, econ	9%	9%	39%	4%	26%	26%
	Community Justice		9%	64%		27%	45%
	Dev./Intell. Disabilities			18%		31%	10%
	Education	9%		28%		34%	19%
	Employment or job	4%		46%		35%	27%
	Environment			29%		14%	14%
	Health care (non-hospital)		9%	39%		70%	26%
	Higher Education	100%		25%		25%	25%
	Housing/Homelessness	3%		100%	3%	43%	20%
	Mental Health	3%	3%	43%		100%	13%
	Public Benefit	5%	5%	42%		26%	100%
	Recreation, sports, leisure	20%		40%		60%	40%
	Seniors	5%	5%	58%		58%	26%
Year Founded	Before 1950			22%		39%	4%
	1950-1969			21%		31%	3%
	1970-1979		4%	37%		37%	15%
	1980-1989			33%	3%	10%	3%
	1990-1999		7%	20%		27%	47%
	2000 or later	13%	4%	8%		8%	8%
Ex. Director/CEO Gender	Female	4%	2%	26%	1%	24%	15%
	Male		2%	27%		27%	2%
Experience as Ex. Director/CEO	5 years or less	4%	4%	16%		18%	12%
	6-10 years		2%	27%	2%	30%	11%
	11-20 years			43%		43%	9%
	More than 20 years	5%		22%		22%	11%

Q7: Which of the following service sectors does your organization's mission support? (Select all that apply)

		<u>Recreation, sports, leisure</u>	<u>Religion</u>	<u>Research: science, technology, social science</u>	<u>Seniors</u>	<u>Other</u>	<u>N</u>
OVERALL	2021	10%	1%	3%	11%	1%	183
	2025	3%		4%	12%	10%	162
All Employees	Fewer than 10 employees			14%			7
	10-49 employees			10%	8%	20%	40
	50-99 employees	9%		4%	17%	9%	23
	100-249 employees	3%		3%	17%	6%	35
	250 employees or more	4%			11%	7%	57
Total Operating Expenses	Less than \$250k						8
	\$250k-\$499k			13%	13%		8
	\$500k-\$999k	7%		7%	7%	20%	15
	\$1m-\$4.99m	4%		6%	10%	17%	52
	\$5m-\$9.99m			5%	5%	5%	20
	\$10m or more	4%		2%	19%	4%	57
Sectors Supported	Adult Behavioral Health	6%		6%	28%	11%	36
	Arts, Culture, Humanities	5%		10%	10%		21
	Basic Needs	4%		4%	25%	17%	24
	Children's Serv/Youth dev.	6%		8%	22%	8%	50
	Comm, volunteerism, econ	9%		13%	35%	9%	23
	Community Justice	18%		9%	27%	18%	11
	Dev./Intell. Disabilities	5%		3%	15%	3%	39
	Education	6%		13%	16%	3%	32
	Employment or job	12%		8%	38%	8%	26
	Environment	29%		14%	14%		7
	Health care (non-hospital)	4%		13%	26%	9%	23
	Higher Education	25%		50%	25%		4
	Housing/Homelessness	5%		5%	28%	5%	40
	Mental Health	8%		10%	28%	8%	40
	Public Benefit	11%		11%	26%	11%	19
	Recreation, sports, leisure	100%		40%	60%		5
	Seniors	16%		16%	100%	16%	19
Year Founded	Before 1950	13%			17%		23
	1950-1969				10%	3%	29
	1970-1979			4%	19%	19%	27
	1980-1989			3%	7%	17%	30
	1990-1999	7%		13%	13%	20%	15
	2000 or later			8%	4%	8%	24
Ex. Director/CEO Gender	Female	3%		6%	12%	10%	98
	Male	4%		2%	13%	11%	55
Experience as Ex. Director/CEO	5 years or less			6%	12%	12%	49
	6-10 years	2%		5%	14%	9%	44
	11-20 years	4%			17%	4%	23
	More than 20 years	8%		5%	5%	11%	37

Q12: Below, please enter the total budgeted operating expenses for your organization for the fiscal year you are reporting on.

		<u>Less than \$250k</u>	<u>\$250k- \$499k</u>	<u>\$500k- \$999k</u>	<u>\$1m- \$4.99m</u>	<u>\$5m- \$9.99m</u>	<u>\$10m or more</u>	Mean	Median	N
OVERALL	2021	9%	11%	14%	28%	13%	24%	\$6,924,985	\$2,276,875	181
	2025	5%	5%	9%	33%	13%	36%	\$16,795,454	\$4,409,537	160
All Employees	Fewer than 10 employees	43%	29%	14%			14%	\$2,742,469	\$261,480	7
	10-49 employees	5%	5%	18%	59%	10%	3%	\$2,668,670	\$1,572,754	39
	50-99 employees		13%	9%	52%	13%	13%	\$20,194,215	\$3,346,602	23
	100-249 employees	3%		3%	21%	15%	59%	\$11,637,511	\$11,783,389	34
	250 employees or more	4%	2%	7%	18%	14%	56%	\$29,892,190	\$13,500,000	57
Sectors Supported	Adult Behavioral Health				11%	3%	86%	\$32,325,562	\$21,606,024	35
	Arts, Culture, Humanities	10%	14%	5%	48%	14%	10%	\$3,778,200	\$2,845,685	21
	Basic Needs		13%	21%	33%		33%	\$10,479,223	\$2,770,709	24
	Children's Serv/Youth dev.	2%	4%	8%	28%	12%	46%	\$12,918,405	\$8,491,685	50
	Comm, volunteerism, econ		13%	13%	43%	9%	22%	\$7,124,283	\$3,055,999	23
	Community Justice				36%	9%	55%	\$16,067,281	\$10,100,000	11
	Dev./Intell. Disabilities	8%			15%	10%	67%	\$45,549,590	\$14,846,579	39
	Education	3%	6%	9%	28%	13%	41%	\$12,811,635	\$6,919,834	32
	Employment or job	4%	4%	8%	27%	12%	46%	\$12,772,788	\$7,950,000	26
	Environment		14%	29%	43%	14%		\$2,611,130	\$2,500,000	7
	Health care (non-hospital)		4%		22%	13%	61%	\$15,473,560	\$16,153,870	23
	Higher Education		50%		25%		25%	\$3,717,703	\$928,789	4
	Housing/Homelessness		3%	5%	35%	8%	50%	\$12,882,934	\$8,300,000	40
	Mental Health				23%	8%	70%	\$23,574,511	\$16,016,706	40
	Public Benefit	11%		5%	42%	11%	32%	\$7,479,480	\$3,269,526	19
	Recreation, sports, leisure			20%	40%		40%	\$12,092,342	\$3,919,206	5
	Seniors		5%	5%	26%	5%	58%	\$13,568,467	\$12,751,752	19
Year Founded	Before 1950		4%	4%	35%	9%	48%	\$12,407,162	\$9,176,882	23
	1950-1969	7%		3%	24%	14%	52%	\$15,093,471	\$10,513,196	29
	1970-1979	4%		4%	35%	4%	54%	\$22,564,872	\$13,025,303	26
	1980-1989	3%	3%	20%	30%	13%	30%	\$32,935,162	\$3,756,923	30
	1990-1999	7%		13%	47%	20%	13%	\$4,780,844	\$3,055,999	15
	2000 or later	4%	26%	13%	48%	4%	4%	\$2,950,900	\$1,183,978	23
Ex. Director/CEO Gender	Female	3%	5%	14%	33%	11%	33%	\$15,165,702	\$3,770,375	97
	Male	4%	6%	2%	30%	17%	43%	\$21,632,275	\$8,817,740	54
Experience as Ex. Director/CEO	5 years or less	4%	8%	10%	31%	15%	31%	\$18,344,735	\$4,156,899	48
	6-10 years	5%	5%	9%	30%	14%	37%	\$12,277,533	\$5,420,744	43
	11-20 years		4%	13%	22%	13%	48%	\$12,978,229	\$7,852,985	23
	More than 20 years	3%	3%	8%	38%	11%	38%	\$25,797,309	\$4,336,478	37

Q13: Below, please enter the total budgeted salaries/wages for your organization for the fiscal year you are reporting on.

		<u>Less than \$250k</u>	<u>\$250k- \$499k</u>	<u>\$500k- \$999k</u>	<u>\$1m- \$4.99m</u>	<u>\$5m- \$9.99m</u>	<u>\$10m or more</u>	Mean	Median	N
OVERALL	2021	22%	10%	14%	28%	15%	10%	\$3,982,404	\$1,104,080	182
	2025	13%	7%	10%	35%	15%	19%	\$7,951,968	\$2,100,000	158
All Employees	Fewer than 10 employees	71%	29%					\$184,940	\$183,986	7
	10-49 employees	10%	13%	30%	48%			\$1,141,342	\$873,899	40
	50-99 employees	18%	5%		64%	9%	5%	\$13,327,413	\$1,909,032	22
	100-249 employees	3%	3%	6%	26%	41%	21%	\$6,586,752	\$6,745,348	34
	250 employees or more	13%	4%	4%	25%	15%	40%	\$12,587,457	\$5,808,400	55
Total Operating Expenses	Less than \$250k	100%						\$21,023	\$0	8
	\$250k-\$499k	100%						\$173,954	\$185,953	8
	\$500k-\$999k	20%	53%	27%				\$418,895	\$458,600	15
	\$1m-\$4.99m	2%	2%	24%	71%		2%	\$1,712,210	\$1,500,000	51
	\$5m-\$9.99m		5%		79%	16%		\$3,650,089	\$4,001,106	19
	\$10m or more	2%	2%		7%	38%	52%	\$19,430,162	\$10,377,257	56
Sectors Supported	Adult Behavioral Health				15%	21%	65%	\$18,161,380	\$12,254,669	34
	Arts, Culture, Humanities	24%	5%	19%	48%	5%		\$1,334,912	\$1,044,746	21
	Basic Needs	17%	17%	13%	25%	13%	17%	\$5,140,752	\$1,525,000	24
	Children's Serv/Youth dev.	10%	6%	10%	30%	18%	26%	\$7,106,799	\$3,981,576	50
	Comm, volunteerism, econ	17%	9%	22%	35%	9%	9%	\$3,114,814	\$1,055,673	23
	Community Justice		9%		45%	18%	27%	\$8,536,353	\$4,136,318	11
	Dev./Intell. Disabilities	11%			17%	22%	50%	\$22,319,759	\$10,079,403	36
	Education	16%	10%	13%	23%	23%	16%	\$5,409,073	\$2,283,108	31
	Employment or job	8%	8%	8%	28%	24%	24%	\$6,970,583	\$4,615,000	25
	Environment	29%	14%	14%	43%			\$1,073,733	\$546,951	7
	Health care (non-hospital)	4%		4%	30%	17%	43%	\$8,858,625	\$9,418,000	23
	Higher Education	50%		25%		25%		\$2,634,525	\$447,094	4
	Housing/Homelessness	8%	3%	5%	40%	20%	25%	\$7,065,729	\$2,957,000	40
	Mental Health	3%		3%	28%	23%	45%	\$14,113,810	\$9,438,964	40
	Public Benefit	16%	5%	11%	37%	16%	16%	\$4,084,335	\$1,669,200	19
	Recreation, sports, leisure	20%			40%	20%	20%	\$8,308,206	\$2,302,413	5
	Seniors	5%	5%	11%	32%	21%	26%	\$7,129,111	\$4,622,086	19
Year Founded	Before 1950	17%		9%	30%	22%	22%	\$7,092,212	\$2,862,000	23
	1950-1969	11%			39%	14%	36%	\$8,232,522	\$5,729,177	28
	1970-1979	4%	4%	12%	31%	19%	31%	\$13,133,918	\$4,159,583	26
	1980-1989	7%	13%	10%	37%	20%	13%	\$12,946,535	\$1,680,835	30
	1990-1999	13%	13%	13%	53%	7%		\$2,033,195	\$1,669,200	15
	2000 or later	30%	13%	26%	26%		4%	\$1,739,384	\$594,876	23
Ex. Director/CEO Gender	Female	13%	10%	11%	33%	13%	20%	\$9,142,559	\$1,949,206	96
	Male	11%	2%	8%	38%	23%	19%	\$6,736,131	\$2,993,510	53
Experience as Ex. Director/CEO	5 years or less	15%	10%	15%	31%	10%	19%	\$9,455,176	\$1,634,600	48
	6-10 years	12%	10%	5%	40%	17%	17%	\$6,105,137	\$2,181,786	42
	11-20 years	14%	5%	5%	32%	9%	36%	\$7,815,553	\$3,710,839	22
	More than 20 years	8%	3%	14%	35%	24%	16%	\$9,737,931	\$2,302,413	37

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? - Mean

		<u>Corporation contributions</u>	<u>Membership dues</u>	<u>Investment income</u>	<u>Federal government</u>	<u>Foundation contributions</u>	<u>Fundraiser</u>
OVERALL	2021	3.3%			10.5%	11.2%	4.3%
	2025	2.9%	1.6%	3.9%	10.8%	9.9%	4.2%
All Employees	Fewer than 10 employees	4.3%	4.7%	0.7%	0.0%	23.3%	7.3%
	10-49 employees	1.8%	2.4%	6.9%	10.2%	21.1%	3.2%
	50-99 employees	3.5%	0.8%	8.0%	11.9%	8.6%	7.0%
	100-249 employees	3.6%	1.0%	1.3%	11.2%	2.9%	3.1%
	250 employees or more	2.8%	1.4%	2.1%	11.8%	5.1%	4.2%
Total Operating Expenses	Less than \$250k	3.6%	1.0%	0.1%	2.5%	7.1%	7.8%
	\$250k-\$499k	3.4%	3.4%	4.9%	0.3%	24.3%	11.9%
	\$500k-\$999k	5.5%	2.1%	5.7%	7.7%	18.3%	4.4%
	\$1m-\$4.99m	3.9%	3.1%	4.2%	13.1%	14.5%	6.0%
	\$5m-\$9.99m	4.1%	0.3%	11.1%	7.5%	7.1%	3.8%
	\$10m or more	0.7%	0.6%	1.1%	13.2%	3.0%	1.3%
Sectors Supported	Adult Behavioral Health	0.9%	0.2%	0.8%	14.1%	2.1%	1.2%
	Arts, Culture, Humanities	7.0%	3.7%	9.5%	2.0%	9.6%	5.0%
	Basic Needs	4.0%	0.0%	3.7%	17.5%	13.8%	9.3%
	Children's Serv/Youth dev.	2.4%	2.1%	2.3%	12.6%	9.5%	5.1%
	Comm, volunteerism, econ	6.4%	1.8%	0.8%	9.8%	14.8%	7.2%
	Community Justice	5.1%	3.0%	0.9%	10.6%	12.6%	4.1%
	Dev./Intell. Disabilities	0.8%	0.0%	1.0%	7.2%	2.5%	1.2%
	Education	4.0%	2.6%	1.7%	7.7%	11.3%	3.5%
	Employment or job	5.0%	0.1%	1.2%	11.5%	8.7%	4.4%
	Environment	6.0%	7.3%	4.0%	4.6%	29.1%	1.9%
	Health care (non-hospital)	2.8%	0.3%	5.4%	16.5%	7.7%	5.5%
	Higher Education	3.3%	8.5%	1.5%	5.5%	32.5%	2.5%
	Housing/Homelessness	3.7%	0.8%	1.0%	19.7%	9.7%	6.3%
	Mental Health	1.3%	0.2%	1.2%	15.1%	3.3%	2.0%
	Public Benefit	4.3%	2.2%	6.7%	14.2%	15.5%	3.9%
	Recreation, sports, leisure	7.5%	10.8%	1.5%	0.0%	3.8%	1.6%
	Seniors	3.3%	0.1%	1.1%	11.9%	11.7%	4.6%
Year Founded	Before 1950	3.3%	3.1%	5.3%	6.1%	3.8%	5.7%
	1950-1969	1.5%	0.5%	3.0%	16.1%	1.8%	4.4%
	1970-1979	2.0%	1.1%	0.9%	16.2%	7.8%	1.7%
	1980-1989	2.7%	0.9%	1.5%	13.9%	5.8%	4.3%
	1990-1999	6.0%	0.4%	13.4%	7.5%	16.7%	2.4%
	2000 or later	2.6%	3.0%	1.0%	3.8%	32.0%	7.1%
Ex. Director/CEO Gender	Female	2.4%	1.5%	3.4%	10.4%	12.3%	4.3%
	Male	2.8%	1.7%	5.4%	12.2%	6.1%	4.2%
Experience as Ex. Director/CEO	5 years or less	3.2%	1.4%	3.8%	12.0%	14.0%	3.6%
	6-10 years	2.7%	0.3%	1.2%	10.3%	7.6%	5.1%
	11-20 years	3.5%	1.5%	5.8%	9.6%	7.7%	5.6%
	More than 20 years	1.8%	3.3%	6.9%	9.7%	8.6%	2.2%

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? - Mean

		<u>Individual contributions (non-fundraiser)</u>	<u>Local government</u>	<u>Non- governmental fees for services</u>	<u>State government</u>	<u>Other sources</u>	<u>N</u>
OVERALL	2021	12.0%	2.9%	10.3%	29.2%	7.6%	183
	2025	7.6%	5.8%	7.6%	35.7%	10.0%	162
All Employees	Fewer than 10 employees	15.1%	0.3%	10.9%	19.0%	14.4%	7
	10-49 employees	8.7%	7.1%	6.8%	20.8%	11.0%	40
	50-99 employees	6.3%	3.2%	4.0%	34.4%	12.4%	23
	100-249 employees	6.8%	6.9%	9.8%	43.7%	9.6%	35
	250 employees or more	7.1%	6.0%	7.7%	43.8%	8.1%	57
Total Operating Expenses	Less than \$250k	9.6%	0.0%	0.3%	32.5%	35.6%	8
	\$250k-\$499k	15.5%	6.4%	3.0%	14.6%	12.5%	8
	\$500k-\$999k	14.7%	8.1%	2.9%	17.6%	13.1%	15
	\$1m-\$4.99m	10.0%	5.5%	9.6%	21.6%	8.3%	52
	\$5m-\$9.99m	5.8%	5.8%	11.7%	32.5%	10.4%	20
	\$10m or more	3.1%	6.4%	7.2%	57.3%	6.0%	57
Sectors Supported	Adult Behavioral Health	2.5%	4.5%	7.7%	60.6%	5.4%	36
	Arts, Culture, Humanities	13.2%	3.1%	19.6%	9.8%	17.5%	21
	Basic Needs	13.2%	3.5%	1.1%	24.8%	9.1%	24
	Children's Serv/Youth dev.	6.9%	9.6%	8.0%	36.8%	4.8%	50
	Comm, volunteerism, econ	9.4%	8.4%	4.6%	23.6%	13.3%	23
	Community Justice	4.9%	4.1%	18.2%	29.6%	6.9%	11
	Dev./Intell. Disabilities	1.3%	5.7%	4.5%	69.7%	6.0%	39
	Education	6.5%	13.4%	10.4%	32.5%	6.5%	32
	Employment or job	4.3%	8.7%	7.2%	38.4%	10.6%	26
	Environment	5.6%	3.7%	7.0%	12.7%	18.2%	7
	Health care (non-hospital)	3.2%	5.1%	3.4%	44.8%	5.5%	23
	Higher Education	15.5%	19.3%	0.0%	10.3%	1.3%	4
	Housing/Homelessness	7.4%	7.9%	3.2%	31.6%	8.7%	40
	Mental Health	3.3%	8.6%	9.9%	49.7%	5.4%	40
	Public Benefit	6.5%	7.6%	4.5%	21.0%	13.5%	19
	Recreation, sports, leisure	1.8%	14.0%	18.0%	3.6%	37.4%	5
	Seniors	6.9%	10.0%	9.8%	24.8%	15.6%	19
Year Founded	Before 1950	10.7%	9.2%	17.5%	27.5%	7.7%	23
	1950-1969	1.8%	2.4%	6.9%	57.3%	4.2%	29
	1970-1979	4.7%	4.9%	5.8%	44.9%	10.1%	27
	1980-1989	10.6%	7.7%	5.8%	36.2%	10.6%	30
	1990-1999	6.6%	2.6%	9.6%	24.6%	10.2%	15
	2000 or later	11.7%	6.0%	3.6%	17.5%	11.8%	24
Ex. Director/CEO Gender	Female	7.2%	6.5%	5.8%	36.6%	9.5%	98
	Male	7.8%	5.2%	9.7%	36.2%	8.8%	55
Experience as Ex. Director/CEO	5 years or less	7.3%	6.0%	7.0%	32.8%	8.8%	49
	6-10 years	6.4%	4.6%	7.0%	44.8%	10.0%	44
	11-20 years	6.1%	8.8%	9.4%	36.7%	5.1%	23
	More than 20 years	8.6%	5.4%	7.3%	34.6%	11.7%	37

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? Primary revenue source

		<u>Corporation contributions</u>	<u>Federal government</u>	<u>Foundation contributions</u>	<u>Fundraiser</u>	<u>Individual contributions</u>	<u>Investment income</u>
OVERALL	2021	3%	12%	11%	2%	14%	
	2025	1%	10%	10%	1%	5%	4%
All Employees	Fewer than 10 employees	17%		17%			
	10-49 employees		9%	31%		6%	9%
	50-99 employees		14%	5%	9%		14%
	100-249 employees		9%			9%	
	250 employees or more	2%	10%	4%		4%	
Total Operating Expenses	Less than \$250k	14%					
	\$250k-\$499k			25%	13%	13%	13%
	\$500k-\$999k		9%	27%		18%	
	\$1m-\$4.99m		17%	15%		4%	6%
	\$5m-\$9.99m	6%		11%	6%		11%
Sectors Supported	\$10m or more		9%	2%		4%	
	Adult Behavioral Health		11%			3%	
	Arts, Culture, Humanities	5%		5%			20%
	Basic Needs		23%	14%	5%	14%	
	Children's Serv/Youth dev.		10%	15%		5%	
	Comm, volunteerism, econ	5%	11%	21%		11%	
	Community Justice			10%			
	Dev./Intell. Disabilities		3%	3%			
	Education		4%	19%		4%	
	Employment or job		10%	10%	5%	5%	
	Environment			43%			
	Health care (non-hospital)		14%	10%	5%		5%
	Higher Education			67%			
	Housing/Homelessness		23%	6%	3%	6%	
	Mental Health		14%	3%		3%	
	Public Benefit		24%	24%			6%
	Recreation, sports, leisure						
	Seniors		13%	13%		6%	
Year Founded	Before 1950	5%	5%			10%	10%
	1950-1969		14%		4%		4%
	1970-1979		12%	8%		4%	
	1980-1989		16%			12%	
	1990-1999		14%	14%			14%
	2000 or later			52%	5%	5%	
Ex. Director/CEO Gender	Female	1%	8%	15%	1%	4%	2%
	Male		12%	4%	2%	8%	8%
Experience as Ex. Director/CEO	5 years or less	2%	9%	16%		7%	2%
	6-10 years		10%	7%	2%	5%	
	11-20 years		6%	6%	6%		6%
	More than 20 years		9%	11%		3%	11%

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? Primary revenue source

		<u>COVID Relief (state)</u>	<u>Local government</u>	<u>Membership dues</u>	<u>Non-governm ental fees for se..</u>	<u>State government</u>	<u>Other sources</u>	<u>N</u>
OVERALL	2021	7%	2%	2%	9%	37%		174
	2025		4%	1%	9%	43%	12%	146
All Employees	Fewer than 10 employees				17%	33%	17%	6
	10-49 employees		3%		9%	23%	11%	35
	50-99 employees					45%	14%	22
	100-249 employees		3%	3%	13%	53%	9%	32
	250 employees or more		8%		10%	51%	12%	51
Total Operating Expenses	Less than \$250k					43%	43%	7
	\$250k-\$499k		13%			13%	13%	8
	\$500k-\$999k				9%	18%	18%	11
	\$1m-\$4.99m				15%	32%	11%	47
	\$5m-\$9.99m		6%		11%	33%	17%	18
	\$10m or more		8%	2%	6%	66%	4%	53
Sectors Supported	Adult Behavioral Health		9%		3%	71%	3%	35
	Arts, Culture, Humanities				40%	10%	20%	20
	Basic Needs					36%	9%	22
	Children's Serv/Youth dev.		5%	2%	5%	51%	7%	41
	Comm, volunteerism, econ		5%			26%	21%	19
	Community Justice			10%	20%	50%	10%	10
	Dev./Intell. Disabilities		11%		3%	75%	6%	36
	Education		19%	4%	12%	31%	8%	26
	Employment or job		5%		10%	43%	14%	21
	Environment				14%	14%	29%	7
	Health care (non-hospital)					62%	5%	21
	Higher Education					33%		3
	Housing/Homelessness			3%		51%	9%	35
	Mental Health		3%		6%	69%	3%	35
	Public Benefit			6%	6%	18%	18%	17
	Recreation, sports, leisure				25%		75%	4
	Seniors				6%	44%	19%	16
Year Founded	Before 1950		10%		29%	24%	10%	21
	1950-1969				7%	68%	4%	28
	1970-1979		4%		4%	60%	8%	25
	1980-1989		4%		8%	48%	12%	25
	1990-1999				14%	29%	14%	14
	2000 or later		5%			19%	14%	21
Ex. Director/CEO Gender	Female		4%	1%	5%	48%	11%	85
	Male		4%		12%	40%	12%	52
Experience as Ex. Director/CEO	5 years or less		2%		9%	40%	12%	43
	6-10 years		2%		5%	56%	12%	41
	11-20 years		11%		11%	50%	6%	18
	More than 20 years		6%	3%	9%	37%	11%	35

Q26: In the fiscal year you are reporting on, did you offer bonuses to any employees?

		<u>Yes, all employees</u>	<u>Yes, some employees</u>	<u>No</u>	<u>N</u>
OVERALL	2021	28%	31%	40%	181
	2025	29%	33%	39%	161
All Employees	Fewer than 10 employees	17%		83%	6
	10-49 employees	25%	25%	50%	40
	50-99 employees	26%	43%	30%	23
	100-249 employees	29%	31%	40%	35
	250 employees or more	33%	39%	28%	57
Total Operating Expenses	Less than \$250k	57%	14%	29%	7
	\$250k-\$499k	13%	38%	50%	8
	\$500k-\$999k	20%	40%	40%	15
	\$1m-\$4.99m	25%	27%	48%	52
	\$5m-\$9.99m	25%	45%	30%	20
	\$10m or more	35%	35%	30%	57
Sectors Supported	Adult Behavioral Health	25%	42%	33%	36
	Arts, Culture, Humanities	24%	43%	33%	21
	Basic Needs	25%	33%	42%	24
	Children's Serv/Youth dev.	28%	38%	34%	50
	Comm, volunteerism, econ	9%	39%	52%	23
	Community Justice	18%	27%	55%	11
	Dev./Intell. Disabilities	49%	26%	26%	39
	Education	32%	26%	42%	31
	Employment or job	23%	35%	42%	26
	Environment	29%	29%	43%	7
	Health care (non-hospital)	26%	39%	35%	23
	Higher Education		25%	75%	4
	Housing/Homelessness	23%	25%	53%	40
	Mental Health	35%	35%	30%	40
	Public Benefit	21%	16%	63%	19
	Recreation, sports, leisure	20%	80%		5
	Seniors	21%	32%	47%	19
Year Founded	Before 1950	30%	43%	26%	23
	1950-1969	34%	28%	38%	29
	1970-1979	22%	41%	37%	27
	1980-1989	47%	20%	33%	30
	1990-1999	27%	20%	53%	15
	2000 or later	21%	25%	54%	24
Ex. Director/CEO Gender	Female	31%	27%	43%	98
	Male	25%	44%	31%	55
Experience as Ex. Director/CEO	5 years or less	29%	24%	47%	49
	6-10 years	30%	39%	32%	44
	11-20 years	22%	39%	39%	23
	More than 20 years	32%	35%	32%	37

Q27: Prior to the fiscal year you are reporting on, did you offer bonuses to any employees?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	53%	47%	181
	2025	59%	41%	161
All Employees	Fewer than 10 employees	17%	83%	6
	10-49 employees	48%	53%	40
	50-99 employees	65%	35%	23
	100-249 employees	57%	43%	35
	250 employees or more	70%	30%	57
Total Operating Expenses	Less than \$250k	71%	29%	7
	\$250k-\$499k	50%	50%	8
	\$500k-\$999k	40%	60%	15
	\$1m-\$4.99m	58%	42%	52
	\$5m-\$9.99m	65%	35%	20
	\$10m or more	65%	35%	57
Sectors Supported	Adult Behavioral Health	61%	39%	36
	Arts, Culture, Humanities	62%	38%	21
	Basic Needs	67%	33%	24
	Children's Serv/Youth dev.	68%	32%	50
	Comm, volunteerism, econ	48%	52%	23
	Community Justice	55%	45%	11
	Dev./Intell. Disabilities	74%	26%	39
	Education	55%	45%	31
	Employment or job	58%	42%	26
	Environment	71%	29%	7
	Health care (non-hospital)	61%	39%	23
	Higher Education	25%	75%	4
	Housing/Homelessness	50%	50%	40
	Mental Health	65%	35%	40
	Public Benefit	37%	63%	19
	Recreation, sports, leisure	80%	20%	5
	Seniors	58%	42%	19
Year Founded	Before 1950	65%	35%	23
	1950-1969	62%	38%	29
	1970-1979	63%	37%	27
	1980-1989	60%	40%	30
	1990-1999	47%	53%	15
	2000 or later	50%	50%	24
Ex. Director/CEO Gender	Female	55%	45%	98
	Male	67%	33%	55
Experience as Ex. Director/CEO	5 years or less	47%	53%	49
	6-10 years	70%	30%	44
	11-20 years	65%	35%	23
	More than 20 years	59%	41%	37

Q15: As of July 1, 2023, please indicate how many paid individuals you had in each of the following categories.

		<u>No employees</u>	<u>Fewer than 10 employees</u>	<u>10-49 employees</u>	<u>50-99 employees</u>	<u>100-249 employees</u>	<u>250 employees or more</u>	<u>N</u>
OVERALL	2021	3%	23%	32%	14%	16%	12%	183
	2025	1%	15%	34%	10%	22%	19%	162
Total Operating Expenses	Less than \$250k	13%	38%	13%		13%	25%	8
	\$250k-\$499k		100%					8
	\$500k-\$999k		47%	53%				15
	\$1m-\$4.99m		10%	73%	10%	6%	2%	52
	\$5m-\$9.99m			25%	35%	30%	10%	20
	\$10m or more		4%	4%	7%	42%	44%	57
Sectors Supported	Adult Behavioral Health		3%	8%	3%	39%	47%	36
	Arts, Culture, Humanities		38%	38%	10%	10%	5%	21
	Basic Needs		25%	42%		21%	13%	24
	Children's Serv/Youth dev.		10%	34%	4%	28%	24%	50
	Comm, volunteerism, econ		26%	43%	4%	17%	9%	23
	Community Justice		18%	36%	18%	9%	18%	11
	Dev./Intell. Disabilities		3%	3%	15%	31%	49%	39
	Education	3%	16%	31%	9%	22%	19%	32
	Employment or job		15%	15%	12%	38%	19%	26
	Environment		43%	43%			14%	7
	Health care (non-hospital)		9%	26%	9%	39%	17%	23
	Higher Education		50%	25%		25%		4
	Housing/Homelessness		8%	38%	13%	25%	18%	40
	Mental Health		3%	20%	8%	40%	30%	40
	Public Benefit		21%	47%	11%	16%	5%	19
	Recreation, sports, leisure		40%			20%	40%	5
	Seniors		21%	16%	16%	32%	16%	19
Year Founded	Before 1950		9%	26%	9%	26%	30%	23
	1950-1969		7%	17%	14%	31%	31%	29
	1970-1979		4%	41%	7%	19%	30%	27
	1980-1989		10%	43%	10%	27%	10%	30
	1990-1999		47%	40%	7%	7%		15
	2000 or later		38%	46%	4%	8%	4%	24
Ex. Director/CEO Gender	Female		19%	36%	12%	19%	13%	98
	Male		5%	29%	7%	29%	29%	55
Experience as Ex. Director/CEO	5 years or less		24%	33%	8%	18%	16%	49
	6-10 years		14%	34%	14%	20%	18%	44
	11-20 years		9%	22%	9%	35%	26%	23
	More than 20 years		8%	38%	11%	22%	22%	37

Q15: As of July 1, 2023, please indicate how many paid individuals you had in each of the following categories.

		<u>Non-seasonal</u> <u>(Permanent) Workers -</u> <u>Full-time</u>	<u>Non-seasonal</u> <u>(Permanent) Workers -</u> <u>Part-time</u>	<u>Seasonal (Temporary)</u> <u>Workers - Full-time</u>	<u>Seasonal (Temporary)</u> <u>Workers - Part-time</u>
OVERALL	2021	67.3	27.0	2.2	2.5
	2025	99.1	41.8	4.4	5.7
All Employees	Fewer than 10 employees	2.0	1.1	0.0	0.1
	10-49 employees	14.4	3.8	1.1	1.3
	50-99 employees	26.9	8.3	0.3	0.5
	100-249 employees	95.1	32.6	0.1	2.5
	250 employees or more	202.0	92.7	11.6	13.4
Total Operating Expenses	Less than \$250k	79.5	37.9	0.4	9.0
	\$250k-\$499k	2.0	1.6	0.3	0.4
	\$500k-\$999k	6.8	2.9	0.8	0.1
	\$1m-\$4.99m	22.0	8.3	2.1	8.1
	\$5m-\$9.99m	64.2	26.0	20.6	6.1
	\$10m or more	223.2	95.4	3.0	5.2
Sectors Supported	Adult Behavioral Health	256.9	105.8	4.4	6.5
	Arts, Culture, Humanities	14.8	30.5	0.2	3.0
	Basic Needs	71.9	20.3	0.6	0.0
	Children's Serv/Youth dev.	109.4	25.8	12.9	7.9
	Comm, volunteerism, econ	49.1	21.5	5.5	1.0
	Community Justice	99.4	57.6	0.4	4.2
	Dev./Intell. Disabilities	248.2	118.6	3.9	8.6
	Education	102.6	37.4	4.4	2.7
	Employment or job	105.3	66.2	1.5	5.2
	Environment	7.6	0.6	2.8	41.1
	Health care (non-hospital)	113.4	31.3	1.3	8.8
	Higher Education	30.5	19.8	0.0	4.8
	Housing/Homelessness	98.7	36.0	0.6	1.6
	Mental Health	194.1	78.8	0.3	3.8
	Public Benefit	50.6	20.6	1.3	1.3
	Recreation, sports, leisure	79.8	110.2	0.0	66.2
	Seniors	92.0	55.5	0.7	3.2
Year Founded	Before 1950	104.8	58.6	5.6	16.7
	1950-1969	137.2	60.4	1.5	7.5
	1970-1979	181.5	63.5	16.6	1.1
	1980-1989	71.6	30.5	0.3	1.9
	1990-1999	24.7	4.0	0.0	0.0
	2000 or later	26.0	7.7	3.5	1.8
Ex. Director/CEO Gender	Female	95.4	31.9	2.6	4.4
	Male	116.1	65.1	8.4	8.3
Experience as Ex. Director/CEO	5 years or less	79.9	32.7	9.2	6.5
	6-10 years	102.0	30.6	3.1	3.6
	11-20 years	112.8	57.5	4.8	3.4
	More than 20 years	131.2	66.6	0.2	8.8

Q15: As of July 1, 2023, please indicate how many paid individuals you had in each of the following categories.

		<u>Furloughed Workers - Full-time</u>	<u>Furloughed Workers - Part-time</u>	<u>Total salaried employees</u>	<u>N</u>
OVERALL	2021	0.1	0.0	98.6	183
	2025	0.0	0.0	150.9	162
All Employees	Fewer than 10 employees	0.0	0.0	3.3	7
	10-49 employees	0.0	0.0	20.6	40
	50-99 employees	0.0	0.0	35.9	23
	100-249 employees	0.0	0.0	130.4	35
	250 employees or more	0.0	0.0	319.4	57
Total Operating Expenses	Less than \$250k	0.0	0.0	126.8	8
	\$250k-\$499k	0.0	0.0	4.3	8
	\$500k-\$999k	0.0	0.0	10.5	15
	\$1m-\$4.99m	0.0	0.0	40.3	52
	\$5m-\$9.99m	0.0	0.0	116.9	20
	\$10m or more	0.0	0.0	326.7	57
Sectors Supported	Adult Behavioral Health	0.0	0.0	373.7	36
	Arts, Culture, Humanities	0.0	0.0	48.5	21
	Basic Needs	0.0	0.0	92.8	24
	Children's Serv/Youth dev.	0.0	0.0	155.7	50
	Comm, volunteerism, econ	0.0	0.0	76.9	23
	Community Justice	0.0	0.0	161.5	11
	Dev./Intell. Disabilities	0.0	0.0	379.3	39
	Education	0.0	0.0	147.0	32
	Employment or job	0.0	0.0	178.0	26
	Environment	0.0	0.0	51.7	7
	Health care (non-hospital)	0.0	0.0	154.9	23
	Higher Education	0.0	0.0	55.0	4
	Housing/Homelessness	0.0	0.0	136.8	40
	Mental Health	0.0	0.0	276.9	40
	Public Benefit	0.0	0.0	73.7	19
	Recreation, sports, leisure	0.0	0.0	256.2	5
	Seniors	0.0	0.0	151.5	19
Year Founded	Before 1950	0.0	0.0	185.4	23
	1950-1969	0.0	0.0	206.6	29
	1970-1979	0.0	0.0	262.1	27
	1980-1989	0.0	0.0	104.2	30
	1990-1999	0.0	0.0	28.7	15
	2000 or later	0.0	0.0	39.0	24
Ex. Director/CEO Gender	Female	0.0	0.0	134.3	98
	Male	0.0	0.0	197.6	55
Experience as Ex. Director/CEO	5 years or less	0.0	0.0	128.0	49
	6-10 years	0.0	0.0	139.3	44
	11-20 years	0.0	0.0	178.5	23
	More than 20 years	0.0	0.0	206.8	37

Q17: How many volunteers (excluding Board members) does your organization utilize annually?

		<u>No volunteers</u>	<u>Fewer than 10 volunteers</u>	<u>10-49 volunteers</u>	<u>50-99 volunteers</u>	<u>100-249 volunteers</u>	<u>250 volunteers or more</u>	<u>N</u>
OVERALL	2021	29%	13%	24%	11%	14%	9%	183
	2025	36%	10%	22%	9%	8%	14%	162
All Employees	Fewer than 10 employees	86%	14%					7
	10-49 employees	48%	23%	30%				40
	50-99 employees	17%	13%	30%	39%			23
	100-249 employees	49%	6%	20%	3%	23%		35
	250 employees or more	23%	4%	16%	9%	9%	40%	57
Total Operating Expenses	Less than \$250k	75%	13%	13%				8
	\$250k-\$499k	13%	13%	25%	38%		13%	8
	\$500k-\$999k	33%	13%	7%	13%	7%	27%	15
	\$1m-\$4.99m	23%	15%	23%	12%	13%	13%	52
	\$5m-\$9.99m	30%	5%	30%	5%	5%	25%	20
	\$10m or more	47%	7%	23%	5%	7%	11%	57
Sectors Supported	Adult Behavioral Health	56%	11%	17%	6%	6%	6%	36
	Arts, Culture, Humanities	14%	19%	24%	24%	14%	5%	21
	Basic Needs	33%	4%	13%	8%	13%	29%	24
	Children's Serv/Youth dev.	26%	12%	32%	8%	8%	14%	50
	Comm, volunteerism, econ	13%	9%	26%	9%	13%	30%	23
	Community Justice	27%		36%	9%	18%	9%	11
	Dev./Intell. Disabilities	51%	13%	23%	5%	5%	3%	39
	Education	31%	9%	34%	13%	6%	6%	32
	Employment or job	35%	12%	23%	8%	15%	8%	26
	Environment	29%		29%	29%		14%	7
	Health care (non-hospital)	57%	13%	9%	13%		9%	23
	Higher Education	25%	25%	50%				4
	Housing/Homelessness	23%	8%	25%	5%	10%	30%	40
	Mental Health	35%	13%	33%	8%	5%	8%	40
	Public Benefit	32%	11%	26%	11%	11%	11%	19
	Recreation, sports, leisure			20%	60%	20%		5
	Seniors	16%	21%	21%	11%	16%	16%	19
Year Founded	Before 1950	22%	4%	22%	26%	9%	17%	23
	1950-1969	28%	14%	34%	7%	7%	10%	29
	1970-1979	33%	19%	30%	4%	7%	7%	27
	1980-1989	47%	7%	7%	7%	7%	27%	30
	1990-1999	33%	7%	20%	13%	13%	13%	15
	2000 or later	46%	13%	21%	8%	4%	8%	24
Ex. Director/CEO Gender	Female	36%	10%	26%	7%	4%	17%	98
	Male	38%	11%	15%	13%	13%	11%	55
Experience as Ex. Director/CEO	5 years or less	31%	14%	24%	6%	4%	20%	49
	6-10 years	45%	7%	20%	5%	11%	11%	44
	11-20 years	30%	22%	22%	4%	9%	13%	23
	More than 20 years	38%	3%	22%	22%	3%	14%	37

Q17: How many volunteers (excluding Board members) does your organization utilize annually?

		<u>Full-time volunteers</u>	<u>Part-time volunteers</u>	<u>Temporary or single event/single day volunteers</u>	<u>Other types of volunteers</u>	<u>Total volunteer employees</u>	<u>N</u>
OVERALL	2021	2.7	27.1	72.6	4.9	107.1	183
	2025	35.5	74.9	56.3	19.7	185.6	162
All Employees	Fewer than 10 employees	0.0	0.0	0.4	0.0	0.4	7
	10-49 employees	0.2	3.9	2.5	0.4	7.0	40
	50-99 employees	0.2	16.7	15.0	4.3	36.0	23
	100-249 employees	3.4	14.1	22.0	0.5	39.9	35
	250 employees or more	98.4	194.8	138.7	53.4	483.5	57
Total Operating Expenses	Less than \$250k	0.1	3.5	0.0	0.0	3.6	8
	\$250k-\$499k	0.9	25.9	68.3	1.3	96.1	8
	\$500k-\$999k	7.9	30.7	86.4	1.8	126.7	15
	\$1m-\$4.99m	80.1	177.4	83.0	1.5	338.9	52
	\$5m-\$9.99m	58.8	51.3	43.6	143.1	296.7	20
	\$10m or more	5.8	20.8	36.8	3.5	66.9	57
Sectors Supported	Adult Behavioral Health	0.1	3.4	29.5	5.3	38.3	36
	Arts, Culture, Humanities	0.1	47.7	17.7	3.3	68.7	21
	Basic Needs	0.3	286.5	221.2	3.8	511.7	24
	Children's Serv/Youth dev.	0.3	143.9	104.4	11.6	260.2	50
	Comm, volunteerism, econ	231.4	283.0	176.5	113.0	783.8	23
	Community Justice	73.5	5.2	34.5	6.4	112.9	11
	Dev./Intell. Disabilities	0.1	4.8	19.9	2.6	27.4	39
	Education	4.1	17.2	105.0	3.7	129.8	32
	Employment or job	4.7	29.2	39.9	2.7	76.3	26
	Environment	0.0	10.3	42.9	10.0	63.1	7
	Health care (non-hospital)	0.2	265.3	10.3	7.4	283.2	23
	Higher Education	1.5	2.0	9.5	0.0	13.0	4
	Housing/Homelessness	114.1	84.1	147.7	6.0	346.2	40
	Mental Health	0.1	156.5	29.6	6.0	192.2	40
	Public Benefit	40.9	6.1	170.5	4.1	219.3	19
	Recreation, sports, leisure	0.0	9.0	69.2	17.5	92.2	5
	Seniors	240.7	24.7	40.7	7.4	300.8	19
Year Founded	Before 1950	0.1	47.9	165.0	115.9	324.0	23
	1950-1969	0.0	17.3	40.6	0.6	58.6	29
	1970-1979	17.6	20.5	14.4	1.9	53.8	27
	1980-1989	133.4	105.6	65.2	0.8	305.0	30
	1990-1999	49.1	9.5	40.3	5.1	103.9	15
	2000 or later	0.5	259.8	11.6	4.6	276.4	24
Ex. Director/CEO Gender	Female	49.4	87.5	69.3	28.1	233.0	98
	Male	16.6	64.3	36.3	8.2	125.1	55
Experience as Ex. Director/CEO	5 years or less	18.0	27.0	51.8	51.6	148.0	49
	6-10 years	93.1	156.4	97.0	2.0	346.4	44
	11-20 years	0.1	15.0	64.3	21.1	100.6	23
	More than 20 years	20.7	88.1	15.8	2.1	126.6	37

Q20: Does your organization contract (rather than hire) any of the following positions? (Select all that apply)

		<u>Bookkeeper</u>	<u>Executive Director/CEO</u>	<u>Finance Director</u>	<u>Grant Writer</u>	<u>Project Manager</u>	<u>Do not contract any of the positions listed</u>	<u>N</u>
OVERALL	2021	20%	1%	6%	10%	4%	67%	181
	2025	18%	2%	7%	10%	3%	70%	162
All Employees	Fewer than 10 employees	57%			14%		43%	7
	10-49 employees	35%	3%	10%	15%	3%	53%	40
	50-99 employees	17%		13%	9%		70%	23
	100-249 employees	9%	6%	6%	11%	9%	74%	35
	250 employees or more	7%	2%	4%	7%	2%	84%	57
Total Operating Expenses	Less than \$250k	25%			13%		63%	8
	\$250k-\$499k	25%					75%	8
	\$500k-\$999k	47%		7%	13%		40%	15
	\$1m-\$4.99m	27%	4%	15%	12%	8%	58%	52
	\$5m-\$9.99m	15%		10%	15%		75%	20
	\$10m or more	2%	4%		9%	2%	88%	57
Sectors Supported	Adult Behavioral Health				14%		86%	36
	Arts, Culture, Humanities	19%	5%	5%	19%	14%	57%	21
	Basic Needs	8%		4%	13%		79%	24
	Children's Serv/Youth dev.	18%	4%	10%	12%	2%	62%	50
	Comm, volunteerism, econ	30%	4%	9%	13%	4%	57%	23
	Community Justice	27%	9%	9%	18%	9%	55%	11
	Dev./Intell. Disabilities	3%			8%		90%	39
	Education	16%	3%	9%	9%	3%	63%	32
	Employment or job	15%	4%	4%	8%	4%	77%	26
	Environment	43%		14%	29%		43%	7
	Health care (non-hospital)	9%			4%		87%	23
	Higher Education		25%				75%	4
	Housing/Homelessness	13%	3%	8%	15%		73%	40
	Mental Health	3%	3%	5%	13%		78%	40
	Public Benefit	16%	5%	11%	5%	5%	68%	19
	Recreation, sports, leisure		20%		20%		60%	5
	Seniors	5%	5%	5%	16%	5%	74%	19
Year Founded	Before 1950	9%			4%	4%	83%	23
	1950-1969	7%	3%	3%	10%	3%	76%	29
	1970-1979	11%	4%	11%	4%	4%	78%	27
	1980-1989	23%	3%	17%	17%	3%	63%	30
	1990-1999	20%			20%	7%	67%	15
	2000 or later	46%		8%	13%		50%	24
Ex. Director/CEO Gender	Female	18%	1%	9%	11%	1%	69%	98
	Male	15%	4%		9%	4%	75%	55
Experience as Ex. Director/CEO	5 years or less	20%	2%	12%	16%	4%	63%	49
	6-10 years	16%	2%	2%	9%	2%	73%	44
	11-20 years	13%		4%	9%		78%	23
	More than 20 years	16%	3%	3%	5%	3%	73%	37

Q21: Do you expect your staffing needs to increase, decrease, or stay the same over the next 12 months?

		<u>Increase</u>	<u>Stay the same</u>	<u>Decrease</u>	<u>Don't know/Not sure</u>	<u>N</u>
OVERALL	2021	71%	25%	1%	3%	181
	2025	54%	40%	1%	5%	162
All Employees	Fewer than 10 employees	29%	43%	14%	14%	7
	10-49 employees	45%	48%	3%	5%	40
	50-99 employees	43%	57%			23
	100-249 employees	60%	29%		11%	35
	250 employees or more	63%	35%		2%	57
Total Operating Expenses	Less than \$250k	50%	13%		38%	8
	\$250k-\$499k	38%	63%			8
	\$500k-\$999k	53%	33%	7%	7%	15
	\$1m-\$4.99m	44%	54%		2%	52
	\$5m-\$9.99m	50%	50%			20
	\$10m or more	67%	26%	2%	5%	57
Sectors Supported	Adult Behavioral Health	64%	28%		8%	36
	Arts, Culture, Humanities	29%	67%		5%	21
	Basic Needs	38%	50%		13%	24
	Children's Serv/Youth dev.	54%	42%		4%	50
	Comm, volunteerism, econ	57%	39%		4%	23
	Community Justice	36%	36%	9%	18%	11
	Dev./Intell. Disabilities	79%	15%		5%	39
	Education	50%	47%		3%	32
	Employment or job	62%	35%		4%	26
	Environment	57%	29%		14%	7
	Health care (non-hospital)	52%	35%		13%	23
	Higher Education	50%	50%			4
	Housing/Homelessness	45%	45%		10%	40
	Mental Health	53%	40%		8%	40
	Public Benefit	47%	42%		11%	19
	Recreation, sports, leisure	60%	40%			5
	Seniors	58%	37%		5%	19
Year Founded	Before 1950	39%	57%		4%	23
	1950-1969	72%	28%			29
	1970-1979	44%	48%		7%	27
	1980-1989	63%	30%	3%	3%	30
	1990-1999	27%	53%	7%	13%	15
	2000 or later	54%	46%			24
Ex. Director/CEO Gender	Female	57%	37%	2%	4%	98
	Male	47%	47%		5%	55
Experience as Ex. Director/CEO	5 years or less	51%	45%	4%		49
	6-10 years	52%	43%		5%	44
	11-20 years	57%	26%		17%	23
	More than 20 years	54%	43%		3%	37

Q18: How many seated Board Members do you have?

		<u>Fewer than 10 Board Members</u>	<u>10-14 Board Members</u>	<u>15-19 Board Members</u>	<u>20 or more Board Members</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	21%	44%	18%	16%	14.5	12.0	183
	2025	25%	30%	28%	16%	14.0	13.0	161
All Employees	Fewer than 10 employees	86%	14%			5.9	5.0	7
	10-49 employees	33%	20%	38%	10%	13.2	12.5	40
	50-99 employees	13%	39%	30%	17%	14.7	14.0	23
	100-249 employees	29%	23%	34%	14%	14.1	13.0	35
	250 employees or more	16%	41%	20%	23%	15.3	13.0	56
Total Operating Expenses	Less than \$250k	50%	13%	25%	13%	10.9	10.5	8
	\$250k-\$499k	75%	25%			8.9	8.5	8
	\$500k-\$999k	40%	33%	27%		10.8	11.0	15
	\$1m-\$4.99m	15%	33%	37%	15%	14.7	15.0	52
	\$5m-\$9.99m	25%	25%	20%	30%	16.4	14.0	20
	\$10m or more	20%	34%	27%	20%	14.8	14.0	56
Sectors Supported	Adult Behavioral Health	17%	34%	29%	20%	14.5	13.5	35
	Arts, Culture, Humanities	19%	10%	24%	48%	19.5	18.0	21
	Basic Needs	26%	35%	22%	17%	13.8	13.0	23
	Children's Serv/Youth dev.	24%	31%	29%	16%	14.2	13.0	49
	Comm, volunteerism, econ	26%	26%	30%	17%	14.0	12.0	23
	Community Justice	18%	27%	18%	36%	15.9	17.0	11
	Dev./Intell. Disabilities	32%	34%	13%	21%	12.7	11.0	38
	Education	28%	31%	16%	25%	13.9	12.0	32
	Employment or job	23%	27%	31%	19%	14.2	14.0	26
	Environment	29%	29%	29%	14%	13.9	13.0	7
	Health care (non-hospital)	17%	26%	39%	17%	15.0	15.0	23
	Higher Education	75%		25%		9.8	7.5	4
	Housing/Homelessness	5%	43%	35%	18%	15.4	15.0	40
	Mental Health	15%	43%	28%	15%	14.6	13.5	40
	Public Benefit	16%	26%	37%	21%	15.1	15.0	19
	Recreation, sports, leisure		40%	20%	40%	19.0	19.0	5
	Seniors	16%	11%	42%	32%	17.4	18.0	19
Year Founded	Before 1950		35%	17%	48%	19.4	18.0	23
	1950-1969	14%	41%	34%	10%	14.6	14.0	29
	1970-1979	19%	41%	26%	15%	13.9	13.0	27
	1980-1989	45%	24%	28%	3%	11.0	10.0	29
	1990-1999	27%	33%	27%	13%	13.3	13.0	15
	2000 or later	46%	21%	29%	4%	11.2	10.5	24
Ex. Director/CEO Gender	Female	28%	33%	29%	10%	12.7	12.0	97
	Male	20%	29%	27%	24%	16.2	15.0	55
Experience as Ex. Director/CEO	5 years or less	27%	31%	27%	15%	13.3	13.0	48
	6-10 years	25%	34%	25%	16%	14.0	13.0	44
	11-20 years	17%	22%	26%	35%	17.3	16.0	23
	More than 20 years	27%	35%	27%	11%	13.4	13.0	37

Q19: Do you have any Board Members who are also compensated as staff members?

		<u>Yes</u>	<u>No</u>	<u>Don't know/Not sure</u>	<u>N</u>
OVERALL	2021	11%	88%	1%	178
	2025	13%	85%	2%	160
All Employees	Fewer than 10 employees	14%	71%	14%	7
	10-49 employees	10%	88%	3%	40
	50-99 employees	9%	91%		23
	100-249 employees	15%	85%		34
	250 employees or more	16%	82%	2%	56
Total Operating Expenses	Less than \$250k	25%	50%	25%	8
	\$250k-\$499k		100%		8
	\$500k-\$999k	7%	93%		15
	\$1m-\$4.99m	12%	88%		52
	\$5m-\$9.99m	15%	85%		20
	\$10m or more	16%	82%	2%	55
Sectors Supported	Adult Behavioral Health	12%	85%	3%	34
	Arts, Culture, Humanities	10%	86%	5%	21
	Basic Needs	4%	96%		23
	Children's Serv/Youth dev.	15%	85%		48
	Comm, volunteerism, econ	9%	91%		23
	Community Justice		100%		11
	Dev./Intell. Disabilities	34%	63%	3%	38
	Education	19%	78%	3%	32
	Employment or job	19%	81%		26
	Environment		100%		7
	Health care (non-hospital)	14%	86%		22
	Higher Education		100%		4
	Housing/Homelessness	5%	95%		40
	Mental Health	15%	85%		39
	Public Benefit	11%	84%	5%	19
	Recreation, sports, leisure		100%		5
	Seniors	5%	95%		19
Year Founded	Before 1950	13%	87%		23
	1950-1969	14%	86%		28
	1970-1979	15%	81%	4%	27
	1980-1989	17%	83%		29
	1990-1999	13%	87%		15
	2000 or later	13%	88%		24
Ex. Director/CEO Gender	Female	13%	86%	1%	96
	Male	15%	84%	2%	55
Experience as Ex. Director/CEO	5 years or less	8%	90%	2%	48
	6-10 years	16%	82%	2%	44
	11-20 years	17%	83%		23
	More than 20 years	17%	83%		36

Q29: Does your organization have a paid Executive Director or CEO?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	97%	3%	182
	2025	98%	2%	161
All Employees	Fewer than 10 employees	100%		6
	10-49 employees	95%	5%	40
	50-99 employees	96%	4%	23
	100-249 employees	97%	3%	35
	250 employees or more	100%		57
Total Operating Expenses	Less than \$250k	86%	14%	7
	\$250k-\$499k	100%		8
	\$500k-\$999k	100%		15
	\$1m-\$4.99m	94%	6%	52
	\$5m-\$9.99m	100%		20
	\$10m or more	100%		57
Sectors Supported	Adult Behavioral Health	100%		36
	Arts, Culture, Humanities	86%	14%	21
	Basic Needs	100%		24
	Children's Serv/Youth dev.	98%	2%	50
	Comm, volunteerism, econ	100%		23
	Community Justice	100%		11
	Dev./Intell. Disabilities	100%		39
	Education	100%		31
	Employment or job	100%		26
	Environment	100%		7
	Health care (non-hospital)	100%		23
	Higher Education	100%		4
	Housing/Homelessness	100%		40
	Mental Health	100%		40
	Public Benefit	89%	11%	19
	Recreation, sports, leisure	100%		5
	Seniors	100%		19
Year Founded	Before 1950	100%		23
	1950-1969	100%		29
	1970-1979	100%		27
	1980-1989	90%	10%	30
	1990-1999	93%	7%	15
	2000 or later	100%		24
Ex. Director/CEO Gender	Female	100%		98
	Male	100%		55
Experience as Ex. Director/CEO	5 years or less	100%		49
	6-10 years	100%		44
	11-20 years	100%		23
	More than 20 years	100%		37

Q31: Which of the following best describes the gender of your Executive Director or CEO?

		<u>Female</u>	<u>Male</u>	<u>Non-binary</u>	<u>We do not collect this data</u>	<u>Prefer not to answer</u>	<u>N</u>
OVERALL	2021	59%	37%	1%	3%	1%	175
	2025	63%	35%		1%	1%	156
All Employees	Fewer than 10 employees	83%				17%	6
	10-49 employees	68%	32%				37
	50-99 employees	82%	18%				22
	100-249 employees	50%	47%		3%		34
	250 employees or more	58%	40%		2%		57
Total Operating Expenses	Less than \$250k	50%	33%			17%	6
	\$250k-\$499k	63%	38%				8
	\$500k-\$999k	93%	7%				15
	\$1m-\$4.99m	65%	33%		2%		49
	\$5m-\$9.99m	55%	45%				20
	\$10m or more	57%	41%		2%		56
Sectors Supported	Adult Behavioral Health	56%	42%		3%		36
	Arts, Culture, Humanities	35%	53%		6%	6%	17
	Basic Needs	63%	38%				24
	Children's Serv/Youth dev.	67%	31%		2%		49
	Comm, volunteerism, econ	78%	22%				23
	Community Justice	64%	36%				11
	Dev./Intell. Disabilities	72%	28%				39
	Education	61%	35%		3%		31
	Employment or job	65%	35%				26
	Environment	57%	43%				7
	Health care (non-hospital)	65%	35%				23
	Higher Education	100%					4
	Housing/Homelessness	63%	38%				40
	Mental Health	60%	38%		3%		40
	Public Benefit	88%	6%		6%		17
	Recreation, sports, leisure	60%	40%				5
	Seniors	63%	37%				19
Year Founded	Before 1950	26%	70%		4%		23
	1950-1969	76%	24%				29
	1970-1979	62%	38%				26
	1980-1989	67%	33%				27
	1990-1999	64%	29%		7%		14
	2000 or later	83%	17%				24
Ex. Director/CEO Gender	Female	100%					98
	Male		100%				55
Experience as Ex. Director/CEO	5 years or less	78%	20%		2%		49
	6-10 years	58%	42%				43
	11-20 years	57%	39%		4%		23
	More than 20 years	54%	46%				37

Q33: Which of the following best describes the racial identity and/or ethnicity of your current Executive Director or CEO?

		<u>Asian or Asian American</u>	<u>Biracial or Multiracial</u>	<u>Black or African American</u>	<u>Hispanic or Latino/a/x</u>	<u>Middle Eastern or North African</u>	<u>Native American, American Indian or Alaska Native</u>
OVERALL	2021	1%	2%	6%	5%	1%	1%
	2025	1%		9%	6%		1%
All Employees	Fewer than 10 employees			17%	17%		
	10-49 employees	3%		22%	8%		
	50-99 employees						
	100-249 employees			6%	9%		
	250 employees or more	2%		5%	4%		2%
Total Operating Expenses	Less than \$250k						
	\$250k-\$499k			25%			
	\$500k-\$999k	7%		20%	13%		
	\$1m-\$4.99m			10%	2%		
	\$5m-\$9.99m			10%	10%		5%
	\$10m or more	2%		2%	7%		
Sectors Supported	Adult Behavioral Health	3%			3%		
	Arts, Culture, Humanities				6%		
	Basic Needs			13%	4%		
	Children's Serv/Youth dev.			12%	8%		
	Comm, volunteerism, econ			17%			
	Community Justice			18%	18%		
	Dev./Intell. Disabilities	3%			3%		
	Education			6%	6%		
	Employment or job			4%	8%		
	Environment			29%			
	Health care (non-hospital)			9%	4%		
	Higher Education						
	Housing/Homelessness			13%	3%		
	Mental Health	3%			5%		
	Public Benefit			6%			
	Recreation, sports, leisure						
	Seniors			5%			
Year Founded	Before 1950			4%	9%		
	1950-1969			3%	3%		
	1970-1979	4%		4%	4%		
	1980-1989	4%		15%	7%		
	1990-1999			8%	15%		
	2000 or later			21%	4%		
Ex. Director/CEO Gender	Female	2%		12%	4%		
	Male			4%	9%		2%
Experience as Ex. Director/CEO	5 years or less	2%		9%	6%		
	6-10 years			7%	7%		
	11-20 years			17%	9%		
	More than 20 years	3%		3%	3%		3%

Q33: Which of the following best describes the racial identity and/or ethnicity of your current Executive Director or CEO?

		<u>Native Hawaiian or Pacific Islander</u>	<u>White or European American</u>	<u>Other</u>	<u>We do not collect this data</u>	<u>Prefer not to answer</u>	<u>N</u>
OVERALL	2021		79%		5%	2%	173
	2025	1%	77%	1%	4%	1%	154
All Employees	Fewer than 10 employees		50%			17%	6
	10-49 employees		62%		5%		37
	50-99 employees		95%		5%		22
	100-249 employees		82%	3%			33
	250 employees or more	2%	80%		5%		56
Total Operating Expenses	Less than \$250k		67%		17%	17%	6
	\$250k-\$499k		63%		13%		8
	\$500k-\$999k		60%				15
	\$1m-\$4.99m		85%		2%		48
	\$5m-\$9.99m		75%				20
	\$10m or more	2%	80%	2%	5%		55
Sectors Supported	Adult Behavioral Health	3%	89%		3%		35
	Arts, Culture, Humanities		81%		6%	6%	16
	Basic Needs		83%				24
	Children's Serv/Youth dev.		76%	2%	2%		49
	Comm, volunteerism, econ		78%		4%		23
	Community Justice		55%	9%			11
	Dev./Intell. Disabilities	3%	87%		5%		38
	Education		81%	3%	3%		31
	Employment or job		88%				26
	Environment		71%				7
	Health care (non-hospital)		83%		4%		23
	Higher Education		100%				4
	Housing/Homelessness	3%	79%	3%			39
	Mental Health	3%	87%		3%		39
	Public Benefit		81%	6%	6%		16
	Recreation, sports, leisure		100%				5
	Seniors		89%		5%		19
Year Founded	Before 1950		83%		4%		23
	1950-1969	3%	86%		3%		29
	1970-1979		76%		12%		25
	1980-1989		70%		4%		27
	1990-1999		77%				13
	2000 or later		75%				24
Ex. Director/CEO Gender	Female		75%	1%	5%		97
	Male	2%	82%		2%		55
Experience as Ex. Director/CEO	5 years or less		77%		6%		47
	6-10 years	2%	81%		2%		43
	11-20 years		74%				23
	More than 20 years		81%	3%	5%		37

Q35: What is the highest level of education of your Executive Director or CEO?

		High School	Some College	Associate's Degree	Bachelor's Degree	Some post-graduate	Master's Degree or above	N
OVERALL	2021		1%	1%	22%	3%	73%	172
	2025	1%	2%	1%	20%	5%	71%	154
All Employees	Fewer than 10 employees					20%	80%	5
	10-49 employees		3%		16%	11%	70%	37
	50-99 employees	5%			41%	5%	50%	22
	100-249 employees				9%		91%	33
	250 employees or more		4%	4%	23%	2%	68%	57
Total Operating Expenses	Less than \$250k				50%		50%	4
	\$250k-\$499k				25%	38%	38%	8
	\$500k-\$999k			7%	33%	13%	47%	15
	\$1m-\$4.99m	2%			20%	4%	73%	49
	\$5m-\$9.99m		10%	5%	30%		55%	20
	\$10m or more		2%		11%		88%	57
Sectors Supported	Adult Behavioral Health		3%		8%		89%	36
	Arts, Culture, Humanities				29%		71%	17
	Basic Needs			4%	21%	13%	63%	24
	Children's Serv/Youth dev.		2%		18%	6%	73%	49
	Comm, volunteerism, econ		4%		26%	4%	65%	23
	Community Justice		18%		9%		73%	11
	Dev./Intell. Disabilities	3%	3%		21%		74%	38
	Education				16%	10%	74%	31
	Employment or job	4%	4%		23%		69%	26
	Environment		14%		29%	14%	43%	7
	Health care (non-hospital)				17%		83%	23
	Higher Education				25%	25%	50%	4
	Housing/Homelessness				18%	3%	80%	40
	Mental Health		3%		13%		85%	40
	Public Benefit		6%		12%	6%	76%	17
	Recreation, sports, leisure		20%		40%		40%	5
	Seniors		5%		11%		84%	19
Year Founded	Before 1950		4%		26%		70%	23
	1950-1969				17%		83%	29
	1970-1979				7%	4%	89%	27
	1980-1989			4%	27%	12%	58%	26
	1990-1999		7%				93%	14
	2000 or later	4%	4%		26%	13%	52%	23
Ex. Director/CEO Gender	Female	1%	2%	1%	23%	6%	67%	97
	Male		2%	2%	17%	2%	78%	54
Experience as Ex. Director/CEO	5 years or less		4%		17%	6%	73%	48
	6-10 years			2%	20%	5%	73%	44
	11-20 years	4%	4%		26%		65%	23
	More than 20 years			3%	19%	6%	72%	36

Q36: How many years has your Executive Director or CEO been with your organization (in any role)?

		<u>Less than 5 years</u>	<u>5-9 years</u>	<u>10-19 years</u>	<u>20-29 years</u>	<u>30 years or more</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	26%	23%	20%	19%	13%	13.7	10.0	176
	2025	26%	24%	24%	12%	15%	13.7	10.0	156
All Employees	Fewer than 10 employees	60%	40%				4.0	3.0	5
	10-49 employees	32%	29%	26%	13%		8.8	7.5	38
	50-99 employees	23%	14%	41%	9%	14%	14.1	13.5	22
	100-249 employees	18%	32%	18%	6%	26%	15.9	9.0	34
	250 employees or more	25%	18%	21%	18%	19%	16.3	12.0	57
Total Operating Expenses	Less than \$250k	60%				40%	17.4	3.0	5
	\$250k-\$499k	50%	25%	25%			5.6	5.5	8
	\$500k-\$999k	33%	20%	27%	20%		10.5	8.0	15
	\$1m-\$4.99m	35%	31%	22%	8%	4%	9.2	7.0	49
	\$5m-\$9.99m	15%	15%	40%	15%	15%	15.6	12.0	20
	\$10m or more	12%	25%	19%	16%	28%	18.7	18.0	57
Sectors Supported	Adult Behavioral Health	8%	19%	22%	19%	31%	20.3	20.0	36
	Arts, Culture, Humanities	35%	24%	24%	12%	6%	10.0	6.0	17
	Basic Needs	33%	29%	17%	17%	4%	10.9	7.5	24
	Children's Serv/Youth dev.	16%	31%	20%	14%	18%	15.5	10.0	49
	Comm, volunteerism, econ	26%	39%	26%	4%	4%	9.4	8.0	23
	Community Justice	18%	36%	18%	9%	18%	13.7	8.0	11
	Dev./Intell. Disabilities	10%	10%	28%	21%	31%	21.0	21.0	39
	Education	6%	32%	29%	13%	19%	17.0	12.0	31
	Employment or job	23%	19%	23%	12%	23%	16.7	13.5	26
	Environment	14%	14%	43%	14%	14%	16.1	15.0	7
	Health care (non-hospital)	9%	22%	26%	17%	26%	18.0	15.0	23
	Higher Education	25%	75%				6.5	7.5	4
	Housing/Homelessness	28%	28%	20%	10%	15%	13.0	8.0	40
	Mental Health	10%	23%	20%	15%	33%	19.6	19.0	40
	Public Benefit	24%	24%	24%	18%	12%	13.5	10.0	17
	Recreation, sports, leisure		20%	40%	20%	20%	20.0	18.0	5
	Seniors	21%	37%	21%	11%	11%	13.1	8.0	19
Year Founded	Before 1950	13%	17%	48%	9%	13%	15.3	13.0	23
	1950-1969	21%	21%	28%	10%	21%	15.8	11.0	29
	1970-1979	22%	33%	7%	19%	19%	15.7	8.0	27
	1980-1989	30%	26%	15%	15%	15%	13.3	7.0	27
	1990-1999	43%	7%	21%	21%	7%	10.7	9.0	14
	2000 or later	33%	33%	29%		4%	8.0	7.5	24
Ex. Director/CEO Gender	Female	30%	20%	24%	12%	13%	13.1	9.5	98
	Male	18%	29%	24%	13%	16%	14.6	10.0	55
Experience as Ex. Director/CEO	5 years or less	39%	20%	18%	16%	6%	10.6	7.0	49
	6-10 years	18%	30%	30%	9%	14%	13.6	10.0	44
	11-20 years	17%	13%	39%	9%	22%	16.3	15.0	23
	More than 20 years	19%	27%	16%	14%	24%	17.2	12.0	37

Q37: How many years has your Executive Director or CEO been with your organization as the Executive Director/CEO?

		<u>Less than 3 years</u>	<u>3-5 years</u>	<u>6-10 years</u>	<u>11-20 years</u>	<u>More than 20 years</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	24%	24%	27%	15%	11%	8.6	6.0	176
	2025	24%	25%	30%	15%	6%	7.6	6.0	156
All Employees	Fewer than 10 employees	40%	40%	20%			3.2	3.0	5
	10-49 employees	29%	32%	32%	8%		5.1	4.0	38
	50-99 employees	18%	18%	36%	23%	5%	8.1	7.0	22
	100-249 employees	21%	9%	38%	18%	15%	10.5	8.0	34
	250 employees or more	23%	32%	23%	18%	5%	7.7	5.0	57
Total Operating Expenses	Less than \$250k	40%	40%			20%	10.0	3.0	5
	\$250k-\$499k	25%	38%	38%			4.4	3.5	8
	\$500k-\$999k	33%	27%	13%	20%	7%	6.1	3.0	15
	\$1m-\$4.99m	33%	20%	35%	12%		5.9	5.0	49
	\$5m-\$9.99m	20%	40%	25%	10%	5%	6.7	5.0	20
	\$10m or more	12%	21%	33%	23%	11%	10.0	7.0	57
Sectors Supported	Adult Behavioral Health	14%	22%	25%	31%	8%	9.7	7.5	36
	Arts, Culture, Humanities	24%	18%	41%	12%	6%	7.4	6.0	17
	Basic Needs	21%	29%	38%	13%		6.0	5.5	24
	Children's Serv/Youth dev.	18%	27%	29%	22%	4%	7.7	6.0	49
	Comm, volunteerism, econ	30%	30%	30%	9%		5.3	5.0	23
	Community Justice	18%	18%	55%	9%		6.2	6.0	11
	Dev./Intell. Disabilities	15%	18%	36%	21%	10%	10.5	8.0	39
	Education	10%	16%	42%	23%	10%	10.4	7.0	31
	Employment or job	15%	23%	27%	31%	4%	8.8	7.0	26
	Environment	29%	29%	29%	14%		6.1	3.0	7
	Health care (non-hospital)	9%	22%	35%	26%	9%	9.2	7.0	23
	Higher Education	25%	25%	25%	25%		7.0	4.5	4
	Housing/Homelessness	23%	20%	30%	25%	3%	7.5	6.5	40
	Mental Health	15%	18%	30%	30%	8%	9.7	8.0	40
	Public Benefit	18%	29%	35%	18%		6.2	6.0	17
	Recreation, sports, leisure			20%	80%		15.0	17.0	5
	Seniors	16%	32%	26%	26%		7.6	7.0	19
Year Founded	Before 1950	13%	13%	30%	39%	4%	10.2	10.0	23
	1950-1969	21%	24%	38%	10%	7%	7.3	6.0	29
	1970-1979	22%	26%	33%	11%	7%	8.1	6.0	27
	1980-1989	26%	30%	22%	7%	15%	8.8	5.0	27
	1990-1999	36%	36%	21%	7%		4.1	3.0	14
	2000 or later	33%	17%	38%	13%		5.9	5.5	24
Ex. Director/CEO Gender	Female	23%	31%	27%	12%	7%	7.3	5.0	98
	Male	24%	16%	36%	20%	4%	8.1	7.0	55
Experience as Ex. Director/CEO	5 years or less	41%	59%				2.9	3.0	49
	6-10 years	11%	11%	77%			6.7	7.0	44
	11-20 years	22%		17%	61%		10.0	12.0	23
	More than 20 years	11%	14%	24%	27%	24%	13.9	11.0	37

Q39: How many years of Executive Director/CEO experience did your current Executive Director/CEO have prior to joining your organization?

		<u>None</u>	<u>5 years or less</u>	<u>6-10 years</u>	<u>11-20 years</u>	<u>More than 20 years</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	57%	13%	11%	10%	10%	5.2	0.0	167
	2025	64%	10%	8%	9%	8%	4.6	0.0	148
All Employees	Fewer than 10 employees	100%					0.0	0.0	5
	10-49 employees	59%	14%	5%	11%	11%	5.2	0.0	37
	50-99 employees	45%	9%	18%	9%	18%	8.2	3.0	22
	100-249 employees	77%	13%	3%	6%		1.9	0.0	31
	250 employees or more	64%	8%	9%	11%	8%	4.7	0.0	53
Total Operating Expenses	Less than \$250k	50%		50%			3.0	3.0	4
	\$250k-\$499k	75%			13%	13%	5.0	0.0	8
	\$500k-\$999k	53%	13%	13%	13%	7%	5.4	0.0	15
	\$1m-\$4.99m	56%	10%	6%	17%	10%	6.1	0.0	48
	\$5m-\$9.99m	60%	20%	5%	5%	10%	5.2	0.0	20
	\$10m or more	75%	8%	8%	4%	6%	3.0	0.0	52
Sectors Supported	Adult Behavioral Health	76%	3%	12%	3%	6%	3.0	0.0	33
	Arts, Culture, Humanities	38%	38%	6%	6%	13%	6.4	3.0	16
	Basic Needs	67%	13%	17%	4%		2.2	0.0	24
	Children's Serv/Youth dev.	73%	10%	6%	8%	2%	2.8	0.0	48
	Comm, volunteerism, econ	70%	13%	4%	9%	4%	2.9	0.0	23
	Community Justice	55%	18%	9%	18%		3.9	0.0	11
	Dev./Intell. Disabilities	81%	6%	6%		8%	2.8	0.0	36
	Education	69%	14%		10%	7%	4.0	0.0	29
	Employment or job	72%	20%	4%	4%		1.7	0.0	25
	Environment	86%			14%		2.0	0.0	7
	Health care (non-hospital)	82%	5%	9%	5%		1.8	0.0	22
	Higher Education	50%	25%			25%	6.3	2.5	4
	Housing/Homelessness	54%	14%	16%	14%	3%	4.3	0.0	37
	Mental Health	76%	5%	11%	5%	3%	2.6	0.0	38
	Public Benefit	53%	24%	6%	6%	12%	4.6	0.0	17
	Recreation, sports, leisure	60%	20%	20%			2.8	0.0	5
	Seniors	72%	11%	11%	6%		1.9	0.0	18
Year Founded	Before 1950	65%	15%	10%	5%	5%	3.7	0.0	20
	1950-1969	66%	14%	10%	3%	7%	3.1	0.0	29
	1970-1979	62%	8%	15%	12%	4%	4.1	0.0	26
	1980-1989	68%	8%	4%	12%	8%	5.4	0.0	25
	1990-1999	71%	14%		7%	7%	3.1	0.0	14
	2000 or later	74%			13%	13%	5.0	0.0	23
Ex. Director/CEO Gender	Female	71%	7%	7%	8%	6%	3.6	0.0	95
	Male	54%	12%	10%	12%	12%	6.7	0.0	50
Experience as Ex. Director/CEO	5 years or less	94%	6%				0.1	0.0	47
	6-10 years	70%	16%	14%			1.5	0.0	43
	11-20 years	52%	14%	10%	24%		5.0	0.0	21
	More than 20 years	23%	6%	11%	26%	34%	14.6	15.0	35

Q100a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Executive Director/Chief Executive Officer

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	95%	172	0.9	168
	2025	94%	152	1.1	166
All Employees	Fewer than 10 employees	83%	5	1.0	5
	10-49 employees	93%	37	1.2	44
	50-99 employees	91%	21	1.0	21
	100-249 employees	94%	33	1.0	33
	250 employees or more	98%	56	1.1	63
Total Operating Expenses	Less than \$250k	71%	5	1.0	5
	\$250k-\$499k	88%	7	1.0	7
	\$500k-\$999k	100%	15	1.5	22
	\$1m-\$4.99m	94%	49	1.1	54
	\$5m-\$9.99m	95%	19	1.2	22
	\$10m or more	96%	55	1.0	54
Sectors Supported	Adult Behavioral Health	94%	34	1.0	33
	Arts, Culture, Humanities	86%	18	1.1	19
	Basic Needs	100%	24	1.3	31
	Children's Serv/Youth dev.	92%	46	1.3	58
	Comm, volunteerism, econ	96%	22	1.4	29
	Community Justice	91%	10	1.0	10
	Dev./Intell. Disabilities	97%	38	1.0	37
	Education	100%	31	1.0	30
	Employment or job	100%	26	1.0	26
	Environment	100%	7	1.0	7
	Health care (non-hospital)	91%	21	1.0	21
	Higher Education	100%	4	1.0	4
	Housing/Homelessness	100%	40	1.0	40
	Mental Health	95%	38	1.0	38
	Public Benefit	89%	17	1.0	17
	Recreation, sports, leisure	100%	5	1.0	5
	Seniors	95%	18	1.0	18
Year Founded	Before 1950	100%	23	1.1	26
	1950-1969	97%	28	1.0	28
	1970-1979	96%	26	1.0	26
	1980-1989	93%	28	1.0	29
	1990-1999	87%	13	1.0	12
	2000 or later	96%	23	1.2	28
Ex. Director/CEO Gender	Female	97%	95	1.2	109
	Male	96%	53	1.0	52
Experience as Ex. Director/CEO	5 years or less	98%	48	1.1	49
	6-10 years	95%	42	1.0	42
	11-20 years	91%	21	1.6	33
	More than 20 years	100%	37	1.0	37

Q100a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Executive Director/Chief Executive Officer

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Median</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$70.10	\$15.62	\$47.03	\$68.00	\$85.91	\$196.00	166
	2025	\$88.23	\$29.49	\$59.96	\$79.27	\$112.51	\$214.38	148
All Employees	Fewer than 10 employees	\$49.52	\$34.00	\$35.00	\$38.00	\$63.70	\$76.92	5
	10-49 employees	\$74.99	\$29.49	\$54.69	\$67.00	\$93.29	\$149.96	35
	50-99 employees	\$70.11	\$36.00	\$49.52	\$65.94	\$77.01	\$152.21	21
	100-249 employees	\$98.47	\$32.21	\$75.19	\$96.22	\$119.17	\$180.10	32
	250 employees or more	\$101.14	\$31.25	\$73.32	\$96.15	\$124.10	\$214.38	55
Total Operating Expenses	Less than \$250k	\$87.24	\$38.00	\$48.11	\$77.04	\$117.59	\$155.48	5
	\$250k-\$499k	\$35.60	\$30.77	\$32.63	\$35.00	\$38.44	\$41.34	7
	\$500k-\$999k	\$48.42	\$33.65	\$40.25	\$48.54	\$54.78	\$76.92	15
	\$1m-\$4.99m	\$77.60	\$29.49	\$64.90	\$74.59	\$93.29	\$143.00	47
	\$5m-\$9.99m	\$97.94	\$43.50	\$67.97	\$89.97	\$121.26	\$180.10	19
	\$10m or more	\$111.70	\$49.52	\$80.00	\$108.72	\$134.94	\$214.38	53
Sectors Supported	Adult Behavioral Health	\$118.19	\$64.90	\$92.15	\$117.34	\$140.00	\$211.41	33
	Arts, Culture, Humanities	\$92.14	\$35.00	\$54.39	\$89.57	\$101.75	\$214.38	18
	Basic Needs	\$75.64	\$31.25	\$41.79	\$75.25	\$94.72	\$158.65	24
	Children's Serv/Youth dev.	\$87.34	\$29.49	\$57.44	\$92.66	\$112.75	\$161.54	46
	Comm, volunteerism, econ	\$80.49	\$30.77	\$54.09	\$77.01	\$92.31	\$211.41	21
	Community Justice	\$94.60	\$63.70	\$76.34	\$87.43	\$92.27	\$168.71	10
	Dev./Intell. Disabilities	\$96.17	\$41.02	\$70.00	\$88.31	\$117.34	\$211.41	37
	Education	\$87.78	\$29.49	\$66.26	\$92.15	\$108.72	\$153.95	29
	Employment or job	\$90.84	\$36.00	\$61.33	\$89.51	\$106.04	\$211.41	26
	Environment	\$59.66	\$30.77	\$38.58	\$54.09	\$81.72	\$92.15	7
	Health care (non-hospital)	\$114.58	\$40.87	\$88.31	\$113.67	\$144.23	\$211.41	21
	Higher Education	\$66.93	\$34.00	\$34.75	\$62.50	\$94.68	\$108.72	4
	Housing/Homelessness	\$92.22	\$31.25	\$72.11	\$88.31	\$117.56	\$161.54	39
	Mental Health	\$104.40	\$43.27	\$77.55	\$102.86	\$123.19	\$168.71	38
	Public Benefit	\$97.54	\$54.95	\$73.99	\$90.23	\$109.04	\$211.41	16
	Recreation, sports, leisure	\$99.38	\$48.54	\$78.79	\$92.15	\$108.72	\$168.71	5
	Seniors	\$90.93	\$32.21	\$65.91	\$90.23	\$109.68	\$168.71	18
Year Founded	Before 1950	\$103.45	\$41.34	\$76.97	\$96.18	\$125.87	\$214.38	23
	1950-1969	\$97.82	\$33.65	\$73.92	\$91.51	\$118.11	\$211.41	28
	1970-1979	\$93.98	\$29.49	\$72.48	\$90.66	\$118.05	\$174.65	26
	1980-1989	\$71.59	\$31.25	\$50.76	\$64.82	\$91.80	\$158.65	27
	1990-1999	\$85.38	\$41.93	\$64.60	\$71.84	\$101.11	\$149.96	12
	2000 or later	\$66.94	\$30.77	\$40.91	\$56.76	\$85.23	\$161.54	22
Ex. Director/CEO Gender	Female	\$78.72	\$29.49	\$55.33	\$74.56	\$96.18	\$211.41	92
	Male	\$105.32	\$30.77	\$74.73	\$99.00	\$143.31	\$214.38	52
Experience as Ex. Director/CEO	5 years or less	\$70.37	\$29.49	\$54.31	\$65.61	\$78.57	\$155.48	46
	6-10 years	\$90.36	\$30.77	\$69.14	\$87.43	\$104.17	\$180.10	42
	11-20 years	\$106.57	\$38.57	\$73.57	\$110.00	\$130.77	\$211.41	21
	More than 20 years	\$99.96	\$36.06	\$73.92	\$96.22	\$128.54	\$214.38	36

Q40: Please indicate any compensation you provide to your Executive Director/CEO above and beyond wages (Select all that apply)

		<u>Additional Vacation</u>	<u>Car or Travel Allowance</u>	<u>Cash Bonus</u>	<u>Deferred Compensation/ Severance Agreement</u>	<u>Health Club Membership</u>	<u>Housing or Housing Allowance</u>
OVERALL	2021	20%	22%	26%	5%		1%
	2025	15%	20%	29%	9%	1%	
All Employees	Fewer than 10 employees	40%					
	10-49 employees	19%	3%	28%	3%	3%	
	50-99 employees	16%	5%	26%			
	100-249 employees	6%	25%	22%	9%		
	250 employees or more	16%	37%	39%	18%		
Total Operating Expenses	Less than \$250k		25%	25%	25%		
	\$250k-\$499k	43%		14%		14%	
	\$500k-\$999k		8%	15%			
	\$1m-\$4.99m	20%	9%	26%	2%		
	\$5m-\$9.99m	11%	17%	44%	22%		
	\$10m or more	15%	37%	33%	11%		
Sectors Supported	Adult Behavioral Health	17%	43%	37%	17%		
	Arts, Culture, Humanities	25%		25%	6%		
	Basic Needs	25%	29%	21%	8%		
	Children's Serv/Youth dev.	27%	31%	35%	10%		
	Comm, volunteerism, econ	14%	14%	19%	10%	5%	
	Community Justice	18%	18%	45%	18%		
	Dev./Intell. Disabilities	11%	36%	31%	14%		
	Education	21%	21%	38%	10%		
	Employment or job	23%	36%	36%	14%		
	Environment	14%		14%			
	Health care (non-hospital)	13%	26%	48%	13%		
	Higher Education	50%		25%			
	Housing/Homelessness	24%	22%	30%	11%		
	Mental Health	15%	30%	38%	8%		
	Public Benefit	12%	6%	35%	18%		
	Recreation, sports, leisure		20%	60%			
	Seniors	18%	29%	29%			
Year Founded	Before 1950	13%	26%	30%	17%		
	1950-1969	22%	22%	33%	11%		
	1970-1979	17%	22%	22%	4%		
	1980-1989	8%	15%	23%	8%		
	1990-1999		15%	23%	15%		
	2000 or later	30%	15%	20%	5%	5%	
Ex. Director/CEO Gender	Female	17%	12%	26%	8%	1%	
	Male	14%	34%	36%	12%		
Experience as Ex. Director/CEO	5 years or less	17%	7%	21%	10%		
	6-10 years	19%	17%	36%	12%		
	11-20 years	10%	57%	38%	14%	5%	
	More than 20 years	11%	17%	29%	3%		

Q40: Please indicate any compensation you provide to your Executive Director/CEO above and beyond wages (Select all that apply)

		<u>No extra compensation provided</u>	<u>Phone Allowance</u>	<u>Supplemental Insurance</u>	<u>Supplemental Retirement</u>	<u>Other</u>	<u>N</u>
OVERALL	2021	33%	22%	10%	12%	8%	164
	2025	35%	21%	10%	10%	8%	143
All Employees	Fewer than 10 employees	20%	40%	20%	20%	20%	5
	10-49 employees	39%	11%	8%	6%	8%	36
	50-99 employees	32%	11%	5%	11%	21%	19
	100-249 employees	41%	31%	9%	9%		32
	250 employees or more	31%	24%	14%	14%	8%	51
Total Operating Expenses	Less than \$250k	75%	25%	25%			4
	\$250k-\$499k	14%	29%		29%	29%	7
	\$500k-\$999k	54%	8%	23%	8%	8%	13
	\$1m-\$4.99m	35%	17%	4%	2%	9%	46
	\$5m-\$9.99m	28%	22%	11%	6%		18
	\$10m or more	33%	26%	11%	19%	9%	54
Sectors Supported	Adult Behavioral Health	31%	26%	14%	14%	3%	35
	Arts, Culture, Humanities	31%	6%		6%	6%	16
	Basic Needs	29%	25%	8%		8%	24
	Children's Serv/Youth dev.	23%	21%	10%	10%	6%	48
	Comm, volunteerism, econ	43%	19%	5%	5%	10%	21
	Community Justice	27%	9%	9%	18%	9%	11
	Dev./Intell. Disabilities	36%	28%	8%	14%	11%	36
	Education	21%	28%	7%	14%	3%	29
	Employment or job	27%	41%	5%		9%	22
	Environment	57%	14%	14%	14%	14%	7
	Health care (non-hospital)	22%	39%	9%	13%	13%	23
	Higher Education	25%			25%		4
	Housing/Homelessness	35%	22%	3%	5%	5%	37
	Mental Health	38%	20%	8%	5%	5%	40
	Public Benefit	35%	18%		6%		17
	Recreation, sports, leisure	20%				20%	5
	Seniors	47%	12%				17
Year Founded	Before 1950	30%	17%	4%	4%	9%	23
	1950-1969	37%	19%	11%	19%	4%	27
	1970-1979	43%	17%	17%	13%	9%	23
	1980-1989	50%	19%	12%	4%		26
	1990-1999	38%	31%	8%	8%	8%	13
	2000 or later	15%	25%	10%	15%	25%	20
Ex. Director/CEO Gender	Female	39%	19%	9%	11%	9%	90
	Male	28%	24%	14%	10%	8%	50
Experience as Ex. Director/CEO	5 years or less	48%	21%	7%	7%	10%	42
	6-10 years	29%	19%	19%	10%	12%	42
	11-20 years	14%	33%	5%	10%	5%	21
	More than 20 years	37%	17%	9%	17%	6%	35

Q41: Please enter the amount of the Executive Director/CEO's cash bonus in the fiscal year you are reporting on

		<u>Less than \$5k</u>	<u>\$5k-\$20k</u>	<u>More than \$20k</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	25%	44%	31%	\$14,631	\$8,600	36
	2025	18%	39%	42%	\$24,130	\$18,700	33
All Employees	10-49 employees	22%	56%	22%	\$14,444	\$15,025	9
	50-99 employees	50%	25%	25%	\$11,500	\$7,750	4
	100-249 employees		25%	75%	\$26,667	\$20,000	4
	250 employees or more	13%	38%	50%	\$32,232	\$20,000	16
Total Operating Expenses	Less than \$250k			100%	\$177,000	\$177,000	1
	\$250k-\$499k	100%			\$500	\$500	1
	\$500k-\$999k	50%	50%		\$4,425	\$4,425	2
	\$1m-\$4.99m	30%	50%	20%	\$13,414	\$15,000	10
	\$5m-\$9.99m		43%	57%	\$24,509	\$25,000	7
	\$10m or more	8%	33%	58%	\$25,824	\$20,000	12
Sectors Supported	Adult Behavioral Health	10%	40%	50%	\$19,977	\$22,525	10
	Arts, Culture, Humanities		67%	33%	\$22,292	\$17,500	3
	Basic Needs	40%		60%	\$20,870	\$30,000	5
	Children's Serv/Youth dev.	15%	46%	38%	\$20,193	\$15,000	13
	Comm, volunteerism, econ	50%		50%	\$16,167	\$20,000	2
	Community Justice	25%		75%	\$33,027	\$26,000	4
	Dev./Intell. Disabilities	14%	29%	57%	\$39,395	\$25,000	7
	Education	13%	63%	25%	\$13,475	\$8,030	8
	Employment or job	17%		83%	\$45,857	\$30,000	6
	Environment		100%		\$15,000	\$15,000	1
	Health care (non-hospital)	22%	44%	33%	\$16,178	\$15,050	9
	Housing/Homelessness	22%	22%	56%	\$19,273	\$20,000	9
	Mental Health	15%	38%	46%	\$18,272	\$17,525	13
	Public Benefit	33%	67%		\$13,940	\$18,700	3
	Recreation, sports, leisure		50%	50%	\$21,667	\$20,000	2
	Seniors	50%		50%	\$17,100	\$20,000	4
Year Founded	Before 1950		75%	25%	\$15,812	\$15,000	4
	1950-1969		33%	67%	\$52,376	\$26,000	6
	1970-1979	40%		60%	\$21,100	\$30,000	5
	1980-1989	50%	17%	33%	\$14,150	\$9,450	6
	1990-1999		33%	67%	\$26,631	\$30,000	3
	2000 or later	25%	75%		\$6,500	\$6,500	4
Ex. Director/CEO Gender	Female	31%	50%	19%	\$12,958	\$10,000	16
	Male	6%	25%	69%	\$37,562	\$30,000	16
Experience as Ex. Director/CEO	5 years or less	43%	29%	29%	\$31,670	\$13,930	7
	6-10 years	23%	8%	69%	\$29,219	\$30,000	13
	11-20 years		83%	17%	\$12,343	\$9,030	6
	More than 20 years		71%	29%	\$18,555	\$17,525	7

Q30: How many paid C-Level executives does your organization employ (Not including the CEO)?

		<u>Five or more</u>	<u>Four</u>	<u>One</u>	<u>Three</u>	<u>Two</u>	<u>None</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	15%	9%	19%	7%	15%	34%	2.0	1.0	181
	2025	15%	7%	20%	11%	20%	27%	2.1	2.0	157
All Employees	Fewer than 10 employees			40%			60%	0.4	0.0	5
	10-49 employees	5%	3%	36%	3%	21%	33%	1.2	1.0	39
	50-99 employees	4%	4%	17%	13%	17%	43%	1.4	1.0	23
	100-249 employees	18%	12%	15%	12%	24%	21%	2.6	2.0	34
	250 employees or more	25%	9%	13%	16%	20%	18%	2.9	2.5	56
Total Operating Expenses	Less than \$250k	17%		17%	17%	17%	33%	1.8	1.5	6
	\$250k-\$499k			14%	14%		71%	0.6	0.0	7
	\$500k-\$999k			33%		7%	60%	0.5	0.0	15
	\$1m-\$4.99m	4%	2%	29%	8%	25%	31%	1.3	1.0	51
	\$5m-\$9.99m	20%	5%	25%	20%	5%	25%	2.3	1.5	20
	\$10m or more	29%	14%	7%	13%	27%	11%	3.4	3.0	56
Sectors Supported	Adult Behavioral Health	26%	11%	3%	20%	29%	11%	3.5	3.0	35
	Arts, Culture, Humanities	10%		15%	10%	15%	50%	1.3	0.5	20
	Basic Needs	13%		17%	17%	30%	22%	2.1	2.0	23
	Children's Serv/Youth dev.	18%	12%	18%	8%	27%	16%	2.6	2.0	49
	Comm, volunteerism, econ	24%		14%	10%	19%	33%	2.2	2.0	21
	Community Justice	20%	20%	20%	20%	10%	10%	3.0	3.0	10
	Dev./Intell. Disabilities	21%	11%	13%	21%	16%	18%	2.9	3.0	38
	Education	17%	7%	10%	23%	23%	20%	2.7	2.0	30
	Employment or job	12%	16%	16%	16%	20%	20%	2.4	2.0	25
	Environment			50%	33%		17%	1.5	1.0	6
	Health care (non-hospital)	23%	9%		14%	27%	27%	2.7	2.0	22
	Higher Education	25%				25%	50%	2.5	1.0	4
	Housing/Homelessness	18%	8%	18%	15%	26%	15%	2.7	2.0	39
	Mental Health	21%	10%	5%	21%	31%	13%	3.1	3.0	39
	Public Benefit	17%	6%	22%	11%	28%	17%	2.4	2.0	18
	Recreation, sports, leisure	20%		20%	20%	20%	20%	2.8	2.0	5
	Seniors	16%	11%	16%	5%	37%	16%	2.5	2.0	19
Year Founded	Before 1950	13%	9%	13%	4%	35%	26%	2.0	2.0	23
	1950-1969	25%	11%	14%	11%	21%	18%	2.9	2.0	28
	1970-1979	7%	15%	19%	22%	22%	15%	2.3	2.0	27
	1980-1989	10%		20%	17%	13%	40%	1.6	1.0	30
	1990-1999	13%		33%	7%	13%	33%	1.5	1.0	15
	2000 or later	9%	4%	35%		13%	39%	1.3	1.0	23
Ex. Director/CEO Gender	Female	15%	5%	23%	11%	15%	31%	2.0	1.0	96
	Male	17%	11%	15%	9%	26%	22%	2.5	2.0	54
Experience as Ex. Director/CEO	5 years or less	15%	2%	25%	8%	10%	40%	1.7	1.0	48
	6-10 years	17%	12%	12%	7%	21%	31%	2.4	2.0	42
	11-20 years	17%	13%	22%	13%	22%	13%	2.5	2.0	23
	More than 20 years	11%	5%	19%	19%	27%	19%	2.2	2.0	37

Q32: How many of the C-Level executives report their gender as the following?

		<u>Man</u>	<u>Woman</u>	<u>Non-binary</u>	<u>None of these/Other</u>	<u>We do not collect this data</u>	<u>N</u>
OVERALL	2021	30%	66%	0%	0%	4%	119
	2025	28%	71%	0%	0%	1%	112
All Employees	Fewer than 10 employees	0%	100%	0%	0%	0%	2
	10-49 employees	26%	74%	0%	0%	0%	26
	50-99 employees	26%	74%	0%	0%	0%	12
	100-249 employees	28%	72%	0%	0%	0%	27
	250 employees or more	30%	68%	0%	0%	2%	45
Total Operating Expenses	Less than \$250k	36%	64%	0%	0%	0%	4
	\$250k-\$499k	25%	75%	0%	0%	0%	2
	\$500k-\$999k	0%	100%	0%	0%	0%	6
	\$1m-\$4.99m	26%	74%	0%	0%	0%	35
	\$5m-\$9.99m	18%	83%	0%	0%	0%	14
	\$10m or more	32%	66%	0%	0%	2%	49
Sectors Supported	Adult Behavioral Health	30%	67%	0%	0%	3%	31
	Arts, Culture, Humanities	26%	74%	0%	0%	0%	10
	Basic Needs	24%	76%	0%	0%	0%	19
	Children's Serv/Youth dev.	20%	77%	0%	0%	2%	41
	Comm, volunteerism, econ	13%	87%	0%	0%	0%	15
	Community Justice	13%	88%	0%	0%	0%	10
	Dev./Intell. Disabilities	36%	64%	0%	0%	0%	31
	Education	28%	68%	0%	0%	4%	24
	Employment or job	30%	70%	0%	0%	0%	20
	Environment	11%	89%	0%	0%	0%	5
	Health care (non-hospital)	24%	76%	0%	0%	0%	16
	Higher Education	10%	90%	0%	0%	0%	2
	Housing/Homelessness	22%	78%	0%	0%	0%	32
	Mental Health	23%	74%	0%	0%	3%	34
	Public Benefit	10%	90%	0%	0%	0%	16
	Recreation, sports, leisure	21%	79%	0%	0%	0%	4
	Seniors	33%	67%	0%	0%	0%	16
Year Founded	Before 1950	32%	61%	0%	0%	7%	17
	1950-1969	27%	73%	0%	0%	0%	22
	1970-1979	31%	69%	0%	0%	0%	22
	1980-1989	40%	60%	0%	0%	0%	17
	1990-1999	20%	80%	0%	0%	0%	10
	2000 or later	14%	86%	0%	0%	0%	14
Ex. Director/CEO Gender	Female	20%	80%	0%	0%	0%	64
	Male	39%	61%	0%	0%	0%	42
Experience as Ex. Director/CEO	5 years or less	33%	67%	0%	0%	0%	29
	6-10 years	27%	73%	0%	0%	0%	30
	11-20 years	10%	84%	0%	0%	6%	19
	More than 20 years	37%	63%	0%	0%	0%	29

Q34: How many of the C-Level executives best describe their racial identity and/or ethnicity as the following?

		<u>Asian or Asian American</u>	<u>Biracial or Multiracial</u>	<u>Black or African American</u>	<u>Hispanic or Latino/a/x</u>	<u>Middle Eastern or North African</u>
OVERALL	2021	2%	1%	8%	5%	0%
	2025	4%	1%	9%	7%	0%
All Employees	Fewer than 10 employees	0%	0%	50%	50%	0%
	10-49 employees	7%	2%	12%	2%	0%
	50-99 employees	0%	0%	14%	4%	0%
	100-249 employees	7%	0%	11%	9%	0%
	250 employees or more	3%	2%	6%	7%	0%
Total Operating Expenses	Less than \$250k	11%	0%	0%	0%	0%
	\$250k-\$499k	33%	0%	33%	0%	0%
	\$500k-\$999k	0%	0%	43%	0%	0%
	\$1m-\$4.99m	5%	2%	5%	8%	0%
	\$5m-\$9.99m	0%	2%	20%	5%	0%
	\$10m or more	4%	1%	7%	8%	0%
Sectors Supported	Adult Behavioral Health	4%	2%	6%	4%	0%
	Arts, Culture, Humanities	9%	0%	5%	0%	0%
	Basic Needs	4%	0%	4%	0%	0%
	Children's Serv/Youth dev.	4%	2%	14%	6%	0%
	Comm, volunteerism, econ	2%	2%	11%	9%	0%
	Community Justice	0%	0%	18%	10%	0%
	Dev./Intell. Disabilities	5%	1%	5%	9%	0%
	Education	1%	1%	10%	5%	0%
	Employment or job	4%	0%	10%	8%	0%
	Environment	0%	0%	11%	0%	0%
	Health care (non-hospital)	4%	2%	7%	2%	0%
	Higher Education	11%	0%	11%	11%	0%
	Housing/Homelessness	3%	1%	8%	7%	0%
	Mental Health	4%	2%	4%	7%	0%
	Public Benefit	6%	0%	21%	7%	0%
	Recreation, sports, leisure	7%	0%	7%	7%	0%
	Seniors	7%	0%	7%	9%	0%
Year Founded	Before 1950	2%	0%	4%	7%	0%
	1950-1969	5%	1%	3%	10%	0%
	1970-1979	4%	2%	10%	4%	0%
	1980-1989	8%	0%	11%	3%	0%
	1990-1999	0%	5%	10%	10%	0%
	2000 or later	4%	4%	11%	7%	0%
Ex. Director/CEO Gender	Female	6%	1%	12%	9%	0%
	Male	2%	2%	5%	5%	0%
Experience as Ex. Director/CEO	5 years or less	4%	0%	8%	10%	0%
	6-10 years	1%	2%	7%	8%	0%
	11-20 years	4%	2%	9%	5%	0%
	More than 20 years	8%	1%	13%	3%	0%

Q34: How many of the C-Level executives best describe their racial identity and/or ethnicity as the following?

		<u>Native American, American Indian or Alaska Native</u>	<u>Native Hawaiian or Pacific Islander</u>	<u>White or European American</u>	<u>Other</u>	<u>Unknown</u>	<u>N</u>
OVERALL	2021	0%	0%	83%	0%	1%	119
	2025	0%	0%	77%	0%	2%	113
All Employees	Fewer than 10 employees	0%	0%	0%	0%	0%	2
	10-49 employees	0%	0%	76%	0%	0%	26
	50-99 employees	0%	0%	82%	0%	0%	13
	100-249 employees	0%	0%	74%	0%	0%	26
	250 employees or more	0%	0%	79%	0%	3%	46
Total Operating Expenses	Less than \$250k	0%	0%	78%	0%	11%	4
	\$250k-\$499k	0%	0%	33%	0%	0%	2
	\$500k-\$999k	0%	0%	57%	0%	0%	6
	\$1m-\$4.99m	0%	0%	82%	0%	0%	35
	\$5m-\$9.99m	0%	0%	73%	0%	0%	15
	\$10m or more	0%	0%	78%	0%	2%	49
Sectors Supported	Adult Behavioral Health	0%	0%	80%	0%	3%	31
	Arts, Culture, Humanities	0%	0%	86%	0%	0%	10
	Basic Needs	0%	0%	91%	0%	0%	18
	Children's Serv/Youth dev.	0%	0%	71%	0%	3%	41
	Comm, volunteerism, econ	0%	0%	75%	0%	0%	14
	Community Justice	0%	0%	72%	0%	0%	9
	Dev./Intell. Disabilities	0%	0%	74%	0%	5%	31
	Education	0%	0%	76%	0%	6%	24
	Employment or job	0%	0%	77%	0%	2%	20
	Environment	0%	0%	89%	0%	0%	5
	Health care (non-hospital)	0%	0%	85%	0%	0%	16
	Higher Education	0%	0%	67%	0%	0%	2
	Housing/Homelessness	0%	0%	80%	0%	0%	32
	Mental Health	0%	0%	83%	0%	0%	34
	Public Benefit	0%	0%	67%	0%	0%	15
	Recreation, sports, leisure	0%	0%	79%	0%	0%	4
	Seniors	0%	0%	77%	0%	0%	16
Year Founded	Before 1950	0%	0%	78%	0%	9%	17
	1950-1969	0%	0%	79%	0%	1%	23
	1970-1979	0%	0%	80%	0%	0%	23
	1980-1989	0%	0%	78%	0%	0%	17
	1990-1999	0%	0%	75%	0%	0%	10
	2000 or later	0%	0%	75%	0%	0%	14
Ex. Director/CEO Gender	Female	0%	0%	70%	0%	3%	65
	Male	0%	0%	85%	0%	1%	42
Experience as Ex. Director/CEO	5 years or less	0%	0%	76%	0%	1%	29
	6-10 years	0%	0%	78%	0%	4%	29
	11-20 years	0%	0%	80%	0%	0%	20
	More than 20 years	0%	0%	75%	0%	0%	30

Q43a: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Group health insurance for employee

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	11%	66%	9%	1%	12%	158
	2025	7%	83%	6%		4%	145
All Employees	Fewer than 10 employees	50%	50%				2
	10-49 employees	6%	85%	3%		6%	34
	50-99 employees	5%	90%	5%			20
	100-249 employees	9%	74%	11%		6%	35
	250 employees or more	6%	85%	6%		4%	54
Total Operating Expenses	Less than \$250k	50%	50%				4
	\$250k-\$499k	33%	67%				3
	\$500k-\$999k		89%			11%	9
	\$1m-\$4.99m	4%	86%	8%		2%	50
	\$5m-\$9.99m	5%	85%	5%		5%	20
	\$10m or more	7%	84%	4%		5%	57
Sectors Supported	Adult Behavioral Health	3%	86%	6%		6%	36
	Arts, Culture, Humanities		93%	7%			14
	Basic Needs	11%	84%	5%			19
	Children's Serv/Youth dev.	5%	91%	5%			44
	Comm, volunteerism, econ	5%	80%	5%		10%	20
	Community Justice	9%	91%				11
	Dev./Intell. Disabilities	8%	77%	5%		10%	39
	Education		96%			4%	28
	Employment or job	4%	83%	4%		8%	24
	Environment	17%	67%			17%	6
	Health care (non-hospital)		95%			5%	22
	Higher Education		100%				2
	Housing/Homelessness	8%	87%	5%			39
	Mental Health	5%	92%			3%	39
	Public Benefit	12%	82%			6%	17
	Recreation, sports, leisure		100%				4
	Seniors	12%	82%	6%			17
Year Founded	Before 1950		100%				20
	1950-1969	10%	76%	7%		7%	29
	1970-1979	7%	85%	7%			27
	1980-1989	10%	72%	7%		10%	29
	1990-1999	8%	92%				12
	2000 or later	6%	71%	18%		6%	17
Ex. Director/CEO Gender	Female	10%	78%	6%		6%	87
	Male	2%	90%	6%		2%	52
Experience as Ex. Director/CEO	5 years or less	14%	72%	9%		5%	43
	6-10 years	7%	85%	2%		5%	41
	11-20 years		90%	5%		5%	20
	More than 20 years	3%	89%	6%		3%	35

Q43b: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Group health insurance for employee dependents

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	1%	48%	16%	25%	10%	147
	2025	1%	57%	17%	19%	6%	141
All Employees	Fewer than 10 employees				100%		1
	10-49 employees		34%	25%	34%	6%	32
	50-99 employees		65%	10%	20%	5%	20
	100-249 employees		56%	18%	18%	9%	34
	250 employees or more	2%	70%	15%	9%	4%	54
Total Operating Expenses	Less than \$250k		75%			25%	4
	\$250k-\$499k	33%	67%				3
	\$500k-\$999k		14%	43%	29%	14%	7
	\$1m-\$4.99m		43%	22%	33%	2%	49
	\$5m-\$9.99m		63%	11%	16%	11%	19
	\$10m or more		74%	11%	11%	5%	57
Sectors Supported	Adult Behavioral Health		78%	11%	6%	6%	36
	Arts, Culture, Humanities		38%	8%	54%		13
	Basic Needs	5%	63%	11%	21%		19
	Children's Serv/Youth dev.		73%	15%	12%		41
	Comm, volunteerism, econ		45%	30%	15%	10%	20
	Community Justice		55%	27%	18%		11
	Dev./Intell. Disabilities		64%	13%	10%	13%	39
	Education		63%	19%	15%	4%	27
	Employment or job		54%	13%	21%	13%	24
	Environment		60%	20%		20%	5
	Health care (non-hospital)		82%	5%	9%	5%	22
	Higher Education		50%	50%			2
	Housing/Homelessness	3%	64%	8%	23%	3%	39
	Mental Health		90%	3%	5%	3%	39
	Public Benefit		63%	19%	13%	6%	16
	Recreation, sports, leisure		100%				4
	Seniors		71%	18%	12%		17
Year Founded	Before 1950		80%	10%	10%		20
	1950-1969		55%	14%	21%	10%	29
	1970-1979		63%	30%	7%		27
	1980-1989	4%	36%	14%	32%	14%	28
	1990-1999		73%	9%	18%		11
	2000 or later		33%	33%	27%	7%	15
Ex. Director/CEO Gender	Female	1%	52%	19%	20%	7%	84
	Male		67%	13%	15%	4%	52
Experience as Ex. Director/CEO	5 years or less	2%	49%	24%	20%	5%	41
	6-10 years		70%	5%	20%	5%	40
	11-20 years		70%	10%	10%	10%	20
	More than 20 years		56%	24%	15%	6%	34

Q43c: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Group dental insurance for employee

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	19%	49%	12%	14%	7%	150
	2025	13%	55%	13%	16%	4%	141
All Employees	Fewer than 10 employees				100%		2
	10-49 employees	21%	55%	15%	6%	3%	33
	50-99 employees	11%	58%	11%	21%		19
	100-249 employees	15%	36%	18%	27%	3%	33
	250 employees or more	9%	67%	9%	9%	6%	54
Total Operating Expenses	Less than \$250k	50%	25%			25%	4
	\$250k-\$499k	50%	50%				2
	\$500k-\$999k	11%	56%	11%	11%	11%	9
	\$1m-\$4.99m	11%	57%	15%	17%		47
	\$5m-\$9.99m	20%	55%	10%	15%		20
	\$10m or more	11%	56%	12%	16%	5%	57
Sectors Supported	Adult Behavioral Health	8%	53%	11%	22%	6%	36
	Arts, Culture, Humanities	14%	57%	21%	7%		14
	Basic Needs	17%	56%	6%	22%		18
	Children's Serv/Youth dev.	11%	57%	14%	18%		44
	Comm, volunteerism, econ		67%	22%		11%	18
	Community Justice	9%	64%	9%	18%		11
	Dev./Intell. Disabilities	10%	54%	10%	18%	8%	39
	Education	7%	67%	15%	11%		27
	Employment or job	4%	61%	4%	22%	9%	23
	Environment	17%	67%			17%	6
	Health care (non-hospital)		57%	14%	24%	5%	21
	Higher Education		100%				2
	Housing/Homelessness	13%	58%	16%	13%		38
	Mental Health	10%	59%	10%	18%	3%	39
	Public Benefit	24%	59%		12%	6%	17
	Recreation, sports, leisure		100%				4
	Seniors	13%	63%	13%	13%		16
Year Founded	Before 1950	15%	70%	5%	10%		20
	1950-1969	14%	52%	21%	7%	7%	29
	1970-1979	8%	69%	12%	12%		26
	1980-1989	21%	43%	11%	18%	7%	28
	1990-1999	10%	40%	10%	40%		10
	2000 or later	6%	44%	19%	25%	6%	16
Ex. Director/CEO Gender	Female	14%	49%	16%	17%	3%	86
	Male	12%	65%	6%	12%	4%	49
Experience as Ex. Director/CEO	5 years or less	18%	38%	15%	23%	8%	40
	6-10 years	13%	63%	8%	15%	3%	40
	11-20 years	5%	52%	24%	14%	5%	21
	More than 20 years	14%	66%	9%	11%		35

Q43d: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Group dental insurance for employee dependents

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	3%	38%	15%	37%	7%	142
	2025	4%	40%	21%	30%	4%	135
All Employees	Fewer than 10 employees	50%			50%		2
	10-49 employees	3%	24%	28%	41%	3%	29
	50-99 employees		44%	17%	39%		18
	100-249 employees		31%	22%	41%	6%	32
	250 employees or more	7%	54%	19%	15%	6%	54
Total Operating Expenses	Less than \$250k		25%		25%	50%	4
	\$250k-\$499k	50%	50%				2
	\$500k-\$999k	17%	17%	17%	50%		6
	\$1m-\$4.99m	2%	33%	24%	38%	2%	45
	\$5m-\$9.99m		47%	21%	32%		19
	\$10m or more	5%	47%	19%	23%	5%	57
Sectors Supported	Adult Behavioral Health	3%	50%	11%	31%	6%	36
	Arts, Culture, Humanities		33%	17%	50%		12
	Basic Needs	6%	44%	6%	44%		18
	Children's Serv/Youth dev.	5%	45%	21%	29%		42
	Comm, volunteerism, econ		47%	41%	6%	6%	17
	Community Justice		36%	45%	18%		11
	Dev./Intell. Disabilities	3%	44%	21%	21%	13%	39
	Education	7%	48%	22%	22%		27
	Employment or job		43%	22%	26%	9%	23
	Environment		75%	25%			4
	Health care (non-hospital)		52%	19%	24%	5%	21
	Higher Education		50%	50%			2
	Housing/Homelessness	3%	47%	21%	29%		38
	Mental Health	3%	56%	10%	28%	3%	39
	Public Benefit	6%	38%	25%	25%	6%	16
	Recreation, sports, leisure		100%				4
	Seniors		50%	25%	25%		16
Year Founded	Before 1950	5%	68%	5%	21%		19
	1950-1969	3%	41%	24%	21%	10%	29
	1970-1979		42%	31%	27%		26
	1980-1989	8%	19%	15%	46%	12%	26
	1990-1999	11%	33%	22%	33%		9
	2000 or later	7%	29%	29%	36%		14
Ex. Director/CEO Gender	Female	4%	34%	22%	37%	4%	82
	Male	4%	52%	19%	19%	6%	48
Experience as Ex. Director/CEO	5 years or less	8%	30%	22%	35%	5%	37
	6-10 years	3%	48%	15%	30%	5%	40
	11-20 years	5%	43%	24%	24%	5%	21
	More than 20 years	3%	47%	25%	22%	3%	32

Q43e: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Group life insurance

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	83%	6%	2%	7%	2%	143
	2025	82%	5%	1%	9%	2%	134
All Employees	Fewer than 10 employees	100%					2
	10-49 employees	77%	7%	3%	13%		30
	50-99 employees	82%			12%	6%	17
	100-249 employees	91%	3%		6%		32
	250 employees or more	79%	8%	2%	8%	4%	53
Total Operating Expenses	Less than \$250k	100%					4
	\$250k-\$499k		100%				1
	\$500k-\$999k	50%	13%		25%	13%	8
	\$1m-\$4.99m	86%	2%		9%	2%	43
	\$5m-\$9.99m	90%	5%		5%		20
	\$10m or more	84%	5%	2%	7%	2%	56
Sectors Supported	Adult Behavioral Health	89%			9%	3%	35
	Arts, Culture, Humanities	79%	7%		14%		14
	Basic Needs	82%	6%		12%		17
	Children's Serv/Youth dev.	86%	2%		9%	2%	43
	Comm, volunteerism, econ	81%	13%		6%		16
	Community Justice	82%			9%	9%	11
	Dev./Intell. Disabilities	83%	3%	3%	8%	3%	36
	Education	88%		4%	4%	4%	25
	Employment or job	73%	5%		14%	9%	22
	Environment	80%	20%				5
	Health care (non-hospital)	85%	5%		10%		20
	Higher Education	100%					1
	Housing/Homelessness	89%	3%		8%		37
	Mental Health	95%			3%	3%	37
	Public Benefit	100%					16
	Recreation, sports, leisure	75%				25%	4
	Seniors	87%	7%			7%	15
Year Founded	Before 1950	85%			10%	5%	20
	1950-1969	71%	11%		18%		28
	1970-1979	76%	12%	4%	4%	4%	25
	1980-1989	88%			8%	4%	26
	1990-1999	100%					11
	2000 or later	83%	8%	8%			12
Ex. Director/CEO Gender	Female	81%	5%	3%	9%	3%	79
	Male	84%	4%		10%	2%	49
Experience as Ex. Director/CEO	5 years or less	87%	3%	3%	8%		38
	6-10 years	77%	13%		10%		39
	11-20 years	80%	5%		10%	5%	20
	More than 20 years	81%		3%	9%	6%	32

Q43f: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Long term disability insurance (LTD)

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	70%	7%	2%	17%	4%	127
	2025	74%	8%	3%	15%		112
All Employees	Fewer than 10 employees	100%					1
	10-49 employees	77%	12%		12%		26
	50-99 employees	79%		7%	14%		14
	100-249 employees	71%	4%		25%		24
	250 employees or more	72%	11%	4%	13%		47
Total Operating Expenses	Less than \$250k	100%					3
	\$250k-\$499k	50%	50%				2
	\$500k-\$999k	20%	60%		20%		5
	\$1m-\$4.99m	81%	3%	3%	14%		37
	\$5m-\$9.99m	75%	6%	6%	13%		16
	\$10m or more	74%	6%	2%	17%		47
Sectors Supported	Adult Behavioral Health	83%			17%		29
	Arts, Culture, Humanities	62%	8%	8%	23%		13
	Basic Needs	67%	17%		17%		18
	Children's Serv/Youth dev.	77%	5%	3%	15%		39
	Comm, volunteerism, econ	65%	18%	6%	12%		17
	Community Justice	80%		10%	10%		10
	Dev./Intell. Disabilities	70%	4%		26%		27
	Education	89%			11%		18
	Employment or job	60%	7%		33%		15
	Environment	60%	20%		20%		5
	Health care (non-hospital)	79%	5%		16%		19
	Higher Education				100%		1
	Housing/Homelessness	65%	6%	3%	26%		34
	Mental Health	84%			16%		32
	Public Benefit	87%			13%		15
	Recreation, sports, leisure	33%			67%		3
	Seniors	67%	7%	7%	20%		15
Year Founded	Before 1950	88%			12%		17
	1950-1969	64%	14%	5%	18%		22
	1970-1979	68%	14%		18%		22
	1980-1989	74%	5%	5%	16%		19
	1990-1999	90%			10%		10
	2000 or later	80%	10%		10%		10
Ex. Director/CEO Gender	Female	72%	9%	2%	17%		65
	Male	76%	5%	5%	14%		42
Experience as Ex. Director/CEO	5 years or less	79%	3%		18%		33
	6-10 years	60%	17%	6%	17%		35
	11-20 years	76%	12%		12%		17
	More than 20 years	86%		5%	9%		22

Q43g: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Short term disability insurance (STD)

		<u>Employer Pays</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employer Pays 1</u> <u>- 50%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>N</u>
OVERALL	2021	58%	6%	1%	30%	4%	125
	2025	60%	6%	4%	27%	2%	96
All Employees	Fewer than 10 employees	100%					1
	10-49 employees	78%	9%		13%		23
	50-99 employees	71%			21%	7%	14
	100-249 employees	47%		11%	42%		19
	250 employees or more	51%	10%	5%	31%	3%	39
Total Operating Expenses	Less than \$250k	100%					2
	\$250k-\$499k	50%	50%				2
	\$500k-\$999k	57%	29%		14%		7
	\$1m-\$4.99m	73%	3%	6%	18%		33
	\$5m-\$9.99m	64%	7%		21%	7%	14
	\$10m or more	47%	3%	6%	42%	3%	36
Sectors Supported	Adult Behavioral Health	55%			41%	5%	22
	Arts, Culture, Humanities	67%			33%		9
	Basic Needs	57%	14%		29%		14
	Children's Serv/Youth dev.	43%	7%	7%	43%		30
	Comm, volunteerism, econ	54%	15%	8%	23%		13
	Community Justice	73%		9%	18%		11
	Dev./Intell. Disabilities	36%	4%		56%	4%	25
	Education	53%			40%	7%	15
	Employment or job	47%	7%	7%	33%	7%	15
	Environment	60%	20%		20%		5
	Health care (non-hospital)	71%			29%		14
	Higher Education				100%		1
	Housing/Homelessness	52%	4%	4%	37%	4%	27
	Mental Health	55%		5%	41%		22
	Public Benefit	75%			25%		12
	Recreation, sports, leisure	50%			50%		4
	Seniors	45%	9%	9%	36%		11
Year Founded	Before 1950	60%		7%	33%		15
	1950-1969	35%	18%	6%	35%	6%	17
	1970-1979	73%	7%		20%		15
	1980-1989	70%		5%	25%		20
	1990-1999	67%			33%		9
	2000 or later	70%	10%	10%	10%		10
Ex. Director/CEO Gender	Female	59%	9%	2%	29%	2%	58
	Male	62%	3%	9%	24%	3%	34
Experience as Ex. Director/CEO	5 years or less	56%	4%	4%	32%	4%	25
	6-10 years	50%	10%	10%	30%		30
	11-20 years	43%	14%		36%	7%	14
	More than 20 years	86%			14%		22

Q43h: For each of the following insurance benefits that your organization offers or makes available to employees, check the box that best describes the portion of the insurance expenses that are paid by the employer vs. the employee - Long Term care insurance

		<u>Employer Pays 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>N</u>
OVERALL	2021	25%	16%	56%	3%	32
	2025	29%	24%	48%		21
All Employees	10-49 employees	60%	40%			5
	50-99 employees	33%		67%		3
	100-249 employees			100%		3
	250 employees or more	20%	30%	50%		10
Total Operating Expenses	\$250k-\$499k		100%			1
	\$500k-\$999k		100%			2
	\$1m-\$4.99m	20%	20%	60%		5
	\$5m-\$9.99m	75%		25%		4
	\$10m or more	25%	13%	63%		8
Sectors Supported	Adult Behavioral Health	25%		75%		8
	Arts, Culture, Humanities			100%		1
	Basic Needs		40%	60%		5
	Children's Serv/Youth dev.	25%	25%	50%		8
	Comm, volunteerism, econ		50%	50%		4
	Community Justice			100%		2
	Dev./Intell. Disabilities			100%		4
	Education			100%		2
	Employment or job		25%	75%		4
	Environment	33%	33%	33%		3
	Health care (non-hospital)	60%		40%		5
	Housing/Homelessness		17%	83%		6
	Mental Health	33%		67%		6
	Public Benefit	67%		33%		3
	Recreation, sports, leisure			100%		1
	Seniors	25%	25%	50%		4
Year Founded	Before 1950			100%		2
	1950-1969	17%	33%	50%		6
	1970-1979	25%	25%	50%		4
	1990-1999	33%		67%		3
	2000 or later	67%	33%			3
Ex. Director/CEO Gender	Female	40%	27%	33%		15
	Male		17%	83%		6
Experience as Ex. Director/CEO	5 years or less	50%	17%	33%		6
	6-10 years	13%	25%	63%		8
	11-20 years		67%	33%		3
	More than 20 years	50%		50%		4

Q45: Do you offer a high deductible health insurance plan with an accompanying Health Savings Account/Flexible Savings Account/Health Reimbursement Account?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	65%	35%	158
	2025	70%	30%	145
All Employees	Fewer than 10 employees		100%	2
	10-49 employees	53%	47%	34
	50-99 employees	70%	30%	20
	100-249 employees	77%	23%	35
	250 employees or more	80%	20%	54
Total Operating Expenses	Less than \$250k	75%	25%	4
	\$250k-\$499k	33%	67%	3
	\$500k-\$999k	22%	78%	9
	\$1m-\$4.99m	60%	40%	50
	\$5m-\$9.99m	85%	15%	20
	\$10m or more	82%	18%	57
Sectors Supported	Adult Behavioral Health	83%	17%	36
	Arts, Culture, Humanities	71%	29%	14
	Basic Needs	58%	42%	19
	Children's Serv/Youth dev.	70%	30%	44
	Comm, volunteerism, econ	70%	30%	20
	Community Justice	82%	18%	11
	Dev./Intell. Disabilities	79%	21%	39
	Education	75%	25%	28
	Employment or job	79%	21%	24
	Environment	50%	50%	6
	Health care (non-hospital)	82%	18%	22
	Higher Education	50%	50%	2
	Housing/Homelessness	72%	28%	39
	Mental Health	82%	18%	39
	Public Benefit	65%	35%	17
	Recreation, sports, leisure	100%		4
	Seniors	82%	18%	17
Year Founded	Before 1950	85%	15%	20
	1950-1969	86%	14%	29
	1970-1979	59%	41%	27
	1980-1989	69%	31%	29
	1990-1999	50%	50%	12
	2000 or later	47%	53%	17
Ex. Director/CEO Gender	Female	68%	32%	87
	Male	79%	21%	52
Experience as Ex. Director/CEO	5 years or less	56%	44%	43
	6-10 years	78%	22%	41
	11-20 years	70%	30%	20
	More than 20 years	80%	20%	35

Q49: Does your organization compensate employees that do not participate in the health care plan, i.e. have a benefit offset payment plan?

		<u>Yes - Contributes to HSA</u>	<u>Yes - Pays additional compensation</u>	<u>No</u>	<u>N</u>
OVERALL	2021	3%	9%	89%	157
	2025	3%	14%	83%	145
All Employees	Fewer than 10 employees			100%	2
	10-49 employees		18%	82%	34
	50-99 employees		10%	90%	20
	100-249 employees	11%	23%	66%	35
	250 employees or more	2%	7%	91%	54
Total Operating Expenses	Less than \$250k		25%	75%	4
	\$250k-\$499k		33%	67%	3
	\$500k-\$999k			100%	9
	\$1m-\$4.99m		10%	90%	50
	\$5m-\$9.99m	10%	10%	80%	20
	\$10m or more	5%	16%	79%	57
Sectors Supported	Adult Behavioral Health	6%	14%	81%	36
	Arts, Culture, Humanities	7%	7%	86%	14
	Basic Needs		21%	79%	19
	Children's Serv/Youth dev.	5%	18%	77%	44
	Comm, volunteerism, econ		20%	80%	20
	Community Justice		18%	82%	11
	Dev./Intell. Disabilities	5%	8%	87%	39
	Education	4%	18%	79%	28
	Employment or job	4%	13%	83%	24
	Environment		33%	67%	6
	Health care (non-hospital)	5%	9%	86%	22
	Higher Education		50%	50%	2
	Housing/Homelessness		21%	79%	39
	Mental Health	8%	13%	79%	39
	Public Benefit		24%	76%	17
	Recreation, sports, leisure		25%	75%	4
	Seniors	6%	29%	65%	17
Year Founded	Before 1950	5%	10%	85%	20
	1950-1969	7%	10%	83%	29
	1970-1979		11%	89%	27
	1980-1989		14%	86%	29
	1990-1999		8%	92%	12
	2000 or later		24%	76%	17
Ex. Director/CEO Gender	Female	3%	11%	85%	87
	Male	4%	19%	77%	52
Experience as Ex. Director/CEO	5 years or less	2%	16%	81%	43
	6-10 years	10%	12%	78%	41
	11-20 years		10%	90%	20
	More than 20 years		11%	89%	35

Q46: During your last health insurance renewal period, did your rates increase, decrease, or did they stay the same?

		<u>Increase</u>	<u>Decrease</u>	<u>Stay the Same</u>	<u>N</u>
OVERALL	2021	80%	6%	15%	158
	2025	90%	3%	6%	145
All Employees	Fewer than 10 employees	100%			2
	10-49 employees	85%	3%	12%	34
	50-99 employees	100%			20
	100-249 employees	86%	6%	9%	35
	250 employees or more	93%	4%	4%	54
Total Operating Expenses	Less than \$250k	75%		25%	4
	\$250k-\$499k	67%		33%	3
	\$500k-\$999k	78%		22%	9
	\$1m-\$4.99m	92%	6%	2%	50
	\$5m-\$9.99m	100%			20
	\$10m or more	89%	4%	7%	57
Sectors Supported	Adult Behavioral Health	89%		11%	36
	Arts, Culture, Humanities	93%	7%		14
	Basic Needs	95%		5%	19
	Children's Serv/Youth dev.	84%	9%	7%	44
	Comm, volunteerism, econ	85%		15%	20
	Community Justice	82%	9%	9%	11
	Dev./Intell. Disabilities	92%		8%	39
	Education	86%	7%	7%	28
	Employment or job	92%	4%	4%	24
	Environment	67%	17%	17%	6
	Health care (non-hospital)	91%		9%	22
	Higher Education	100%			2
	Housing/Homelessness	90%	3%	8%	39
	Mental Health	90%	3%	8%	39
	Public Benefit	88%	6%	6%	17
	Recreation, sports, leisure	75%	25%		4
	Seniors	94%		6%	17
Year Founded	Before 1950	75%	15%	10%	20
	1950-1969	100%			29
	1970-1979	93%	4%	4%	27
	1980-1989	93%		7%	29
	1990-1999	92%		8%	12
	2000 or later	88%		12%	17
Ex. Director/CEO Gender	Female	91%	2%	7%	87
	Male	88%	6%	6%	52
Experience as Ex. Director/CEO	5 years or less	95%		5%	43
	6-10 years	90%	5%	5%	41
	11-20 years	85%		15%	20
	More than 20 years	86%	9%	6%	35

Q47: During your last health insurance renewal period, did you switch vendors?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	24%	76%	157
	2025	23%	77%	145
All Employees	Fewer than 10 employees		100%	2
	10-49 employees	24%	76%	34
	50-99 employees	25%	75%	20
	100-249 employees	29%	71%	35
	250 employees or more	19%	81%	54
Total Operating Expenses	Less than \$250k	25%	75%	4
	\$250k-\$499k		100%	3
	\$500k-\$999k	33%	67%	9
	\$1m-\$4.99m	18%	82%	50
	\$5m-\$9.99m	35%	65%	20
	\$10m or more	21%	79%	57
Sectors Supported	Adult Behavioral Health	14%	86%	36
	Arts, Culture, Humanities	21%	79%	14
	Basic Needs	16%	84%	19
	Children's Serv/Youth dev.	27%	73%	44
	Comm, volunteerism, econ	5%	95%	20
	Community Justice	9%	91%	11
	Dev./Intell. Disabilities	28%	72%	39
	Education	32%	68%	28
	Employment or job	25%	75%	24
	Environment	17%	83%	6
	Health care (non-hospital)	9%	91%	22
	Higher Education		100%	2
	Housing/Homelessness	21%	79%	39
	Mental Health	15%	85%	39
	Public Benefit	12%	88%	17
	Recreation, sports, leisure	25%	75%	4
	Seniors	24%	76%	17
Year Founded	Before 1950	30%	70%	20
	1950-1969	31%	69%	29
	1970-1979	15%	85%	27
	1980-1989	31%	69%	29
	1990-1999	8%	92%	12
	2000 or later	12%	88%	17
Ex. Director/CEO Gender	Female	25%	75%	87
	Male	17%	83%	52
Experience as Ex. Director/CEO	5 years or less	16%	84%	43
	6-10 years	29%	71%	41
	11-20 years	15%	85%	20
	More than 20 years	29%	71%	35

Q48: During your last health insurance renewal period, did the plan you selected change in any of the following ways? (Select all that apply)

		<u>Decreased deductible</u>	<u>Decreased employee contribution</u>	<u>Decreased employer contribution</u>	<u>Increased deductible</u>	<u>Increased employee contribution</u>	<u>Increased employer contribution</u>
OVERALL	2021	3%	6%	4%	28%	29%	38%
	2025	5%	5%	6%	32%	40%	51%
All Employees	Fewer than 10 employees	50%					
	10-49 employees	9%	3%	3%	41%	29%	38%
	50-99 employees		15%	15%	20%	55%	60%
	100-249 employees		6%	9%	40%	46%	51%
	250 employees or more	6%	2%	4%	26%	38%	58%
Total Operating Expenses	Less than \$250k			25%	25%	50%	25%
	\$250k-\$499k	33%				33%	67%
	\$500k-\$999k		11%	22%	22%	33%	22%
	\$1m-\$4.99m	4%	2%	4%	36%	40%	48%
	\$5m-\$9.99m	5%	15%	10%	50%	40%	55%
	\$10m or more	4%	4%	4%	25%	39%	57%
Sectors Supported	Adult Behavioral Health		3%	3%	23%	46%	51%
	Arts, Culture, Humanities	7%			36%	36%	29%
	Basic Needs	5%	5%	11%		58%	68%
	Children's Serv/Youth dev.	2%	5%	9%	23%	48%	43%
	Comm, volunteerism, econ		5%	15%	35%	40%	45%
	Community Justice	9%	9%	18%	18%	36%	55%
	Dev./Intell. Disabilities		8%	5%	34%	45%	74%
	Education		7%	11%	52%	41%	33%
	Employment or job		4%	13%	42%	58%	58%
	Environment	17%			17%	33%	33%
	Health care (non-hospital)	5%	9%	5%	23%	55%	64%
	Higher Education			50%	50%	50%	
	Housing/Homelessness	5%	5%	10%	23%	49%	59%
	Mental Health		3%	5%	31%	46%	51%
	Public Benefit	6%	12%	12%	6%	35%	47%
	Recreation, sports, leisure	25%		25%	25%	50%	50%
	Seniors		6%	12%	24%	41%	47%
Year Founded	Before 1950	5%	5%		40%	35%	40%
	1950-1969		3%	3%	34%	52%	62%
	1970-1979	4%		4%	30%	37%	48%
	1980-1989	7%	7%	10%	38%	41%	59%
	1990-1999	17%	8%	8%	17%	33%	50%
	2000 or later	6%			29%	24%	41%
Ex. Director/CEO Gender	Female	5%	8%	9%	29%	40%	54%
	Male	4%		2%	37%	37%	47%
Experience as Ex. Director/CEO	5 years or less	10%	2%	5%	31%	24%	48%
	6-10 years	2%	10%	5%	27%	41%	59%
	11-20 years			5%	15%	60%	60%
	More than 20 years	6%	6%	11%	46%	43%	40%

Q48: During your last health insurance renewal period, did the plan you selected change in any of the following ways? (Select all that apply)

		<u>Decreased co-pay</u>	<u>Decreased coverage</u>	<u>Increased co-pay</u>	<u>Increased coverage</u>	<u>No Change</u>	<u>N</u>
OVERALL	2021	2%	3%	18%	7%	33%	154
	2025	2%	3%	20%	1%	24%	144
All Employees	Fewer than 10 employees					50%	2
	10-49 employees		3%	41%		29%	34
	50-99 employees			20%		10%	20
	100-249 employees		3%	14%	3%	26%	35
	250 employees or more	6%	4%	11%		23%	53
Total Operating Expenses	Less than \$250k					50%	4
	\$250k-\$499k	33%				33%	3
	\$500k-\$999k			22%		44%	9
	\$1m-\$4.99m	4%	2%	24%		18%	50
	\$5m-\$9.99m		5%	50%		15%	20
	\$10m or more		4%	9%	2%	27%	56
Sectors Supported	Adult Behavioral Health			9%	3%	34%	35
	Arts, Culture, Humanities			36%		36%	14
	Basic Needs	11%				21%	19
	Children's Serv/Youth dev.	5%	2%	18%	2%	32%	44
	Comm, volunteerism, econ	5%		25%		20%	20
	Community Justice			9%		18%	11
	Dev./Intell. Disabilities		5%	16%	3%	16%	38
	Education	7%	7%	26%		19%	27
	Employment or job	4%	4%	21%		8%	24
	Environment			17%		33%	6
	Health care (non-hospital)			23%	5%	23%	22
	Higher Education						2
	Housing/Homelessness	5%	3%	18%		21%	39
	Mental Health			18%	3%	28%	39
	Public Benefit	6%		6%		24%	17
	Recreation, sports, leisure						4
	Seniors		6%	12%		41%	17
Year Founded	Before 1950	5%		10%		40%	20
	1950-1969		3%	24%		17%	29
	1970-1979	4%	7%	19%		26%	27
	1980-1989	3%	3%	24%		17%	29
	1990-1999			25%	8%	25%	12
	2000 or later			18%		29%	17
Ex. Director/CEO Gender	Female	3%	1%	22%	1%	20%	87
	Male		6%	16%		31%	51
Experience as Ex. Director/CEO	5 years or less	2%	2%	26%		31%	42
	6-10 years	2%	2%	24%		24%	41
	11-20 years			5%	5%	25%	20
	More than 20 years	3%	6%	17%		17%	35

Q50: Do you offer health insurance benefits to part-time employees?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	22%	78%	158
	2025	23%	77%	145
All Employees	Fewer than 10 employees	50%	50%	2
	10-49 employees	15%	85%	34
	50-99 employees	15%	85%	20
	100-249 employees	20%	80%	35
	250 employees or more	31%	69%	54
Total Operating Expenses	Less than \$250k		100%	4
	\$250k-\$499k		100%	3
	\$500k-\$999k	11%	89%	9
	\$1m-\$4.99m	14%	86%	50
	\$5m-\$9.99m	20%	80%	20
	\$10m or more	37%	63%	57
Sectors Supported	Adult Behavioral Health	39%	61%	36
	Arts, Culture, Humanities		100%	14
	Basic Needs	26%	74%	19
	Children's Serv/Youth dev.	34%	66%	44
	Comm, volunteerism, econ	30%	70%	20
	Community Justice	27%	73%	11
	Dev./Intell. Disabilities	23%	77%	39
	Education	29%	71%	28
	Employment or job	25%	75%	24
	Environment	17%	83%	6
	Health care (non-hospital)	36%	64%	22
	Higher Education		100%	2
	Housing/Homelessness	26%	74%	39
	Mental Health	33%	67%	39
	Public Benefit	29%	71%	17
	Recreation, sports, leisure		100%	4
	Seniors	35%	65%	17
Year Founded	Before 1950	20%	80%	20
	1950-1969	24%	76%	29
	1970-1979	22%	78%	27
	1980-1989	21%	79%	29
	1990-1999	17%	83%	12
	2000 or later	18%	82%	17
Ex. Director/CEO Gender	Female	23%	77%	87
	Male	25%	75%	52
Experience as Ex. Director/CEO	5 years or less	26%	74%	43
	6-10 years	17%	83%	41
	11-20 years	25%	75%	20
	More than 20 years	29%	71%	35

Q51: How many hours per week must part-time staff work to be eligible for health insurance?

		<u>1</u>	<u>20</u>	<u>25</u>	<u>27</u>	<u>28</u>	<u>30</u>	<u>32</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021		29%	6%	3%	3%	53%	6%	26.7	30.0	34
	2025	3%	33%	6%			58%		25.5	30.0	33
All Employees	Fewer than 10 employees						100%		30.0	30.00	1
	10-49 employees		20%				80%		28.0	30.00	5
	50-99 employees		33%	33%			33%		25.0	25.00	3
	100-249 employees		29%	14%			57%		26.4	30.00	7
	250 employees or more	6%	41%				53%		24.2	30.00	17
Total Operating Expenses	\$500k-\$999k						100%		30.0	30.00	1
	\$1m-\$4.99m		14%	14%			71%		27.9	30.00	7
	\$5m-\$9.99m		25%				75%		27.5	30.00	4
	\$10m or more	5%	43%	5%			48%		24.1	25.00	21
Sectors Supported	Adult Behavioral Health		57%	7%			36%		23.9	20.00	14
	Basic Needs		20%	20%			60%		27.0	30.00	5
	Children's Serv/Youth dev.		47%				53%		25.3	30.00	15
	Comm, volunteerism, econ		17%	17%			67%		27.5	30.00	6
	Community Justice			33%			67%		28.3	30.00	3
	Dev./Intell. Disabilities	11%	33%				56%		23.4	30.00	9
	Education		50%				50%		25.0	25.00	8
	Employment or job		17%	17%			67%		27.5	30.00	6
	Environment						100%		30.0	30.00	1
	Health care (non-hospital)		38%	13%			50%		25.6	27.50	8
	Housing/Homelessness		30%	10%			60%		26.5	30.00	10
	Mental Health		54%	8%			38%		24.2	20.00	13
	Public Benefit			20%			80%		29.0	30.00	5
	Seniors		67%				33%		23.3	20.00	6
Year Founded	Before 1950		25%				75%		27.5	30.00	4
	1950-1969		71%				29%		22.9	20.00	7
	1970-1979		50%				50%		25.0	25.00	6
	1980-1989	17%					83%		25.2	30.00	6
	1990-1999			50%			50%		27.5	27.50	2
	2000 or later						100%		30.0	30.00	3
Ex. Director/CEO Gender	Female	5%	35%	5%			55%		24.8	30.00	20
	Male		31%	8%			62%		26.5	30.00	13
Experience as Ex. Director/CEO	5 years or less	9%	45%				45%		22.8	20.00	11
	6-10 years		43%	14%			43%		25.0	25.00	7
	11-20 years		20%				80%		28.0	30.00	5
	More than 20 years		20%	10%			70%		27.5	30.00	10

Q52: What is the method for determining the employer's premium contribution for part-time staff?

		<u>Pro-rated based on the number of hours worked</u>	<u>Same as for full-time employees</u>	<u>Other formula</u>	<u>N</u>
OVERALL	2021	38%	56%	6%	34
	2025	21%	70%	9%	33
All Employees	Fewer than 10 employees	100%			1
	10-49 employees		60%	40%	5
	50-99 employees	33%	67%		3
	100-249 employees	14%	86%		7
	250 employees or more	24%	71%	6%	17
Total Operating Expenses	\$500k-\$999k			100%	1
	\$1m-\$4.99m	14%	71%	14%	7
	\$5m-\$9.99m		100%		4
	\$10m or more	29%	67%	5%	21
Sectors Supported	Adult Behavioral Health	29%	64%	7%	14
	Basic Needs		100%		5
	Children's Serv/Youth dev.	20%	73%	7%	15
	Comm, volunteerism, econ		67%	33%	6
	Community Justice	33%	67%		3
	Dev./Intell. Disabilities	22%	67%	11%	9
	Education	25%	63%	13%	8
	Employment or job		83%	17%	6
	Environment			100%	1
	Health care (non-hospital)		88%	13%	8
	Housing/Homelessness	20%	80%		10
	Mental Health	31%	69%		13
	Public Benefit		80%	20%	5
	Seniors	33%	67%		6
Year Founded	Before 1950	25%	75%		4
	1950-1969	43%	43%	14%	7
	1970-1979	17%	67%	17%	6
	1980-1989		100%		6
	1990-1999	100%			2
	2000 or later		67%	33%	3
Ex. Director/CEO Gender	Female	20%	65%	15%	20
	Male	23%	77%		13
Experience as Ex. Director/CEO	5 years or less	36%	45%	18%	11
	6-10 years	14%	86%		7
	11-20 years	20%	60%	20%	5
	More than 20 years	10%	90%		10

Q53: Does your organization offer a defined benefit retirement plan? That is, a plan that provides employees with a specific percentage of their salary upon retirement?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	11%	89%	181
	2025	16%	84%	161
All Employees	Fewer than 10 employees		100%	6
	10-49 employees	20%	80%	40
	50-99 employees	4%	96%	23
	100-249 employees	20%	80%	35
	250 employees or more	18%	82%	57
Total Operating Expenses	Less than \$250k		100%	7
	\$250k-\$499k		100%	8
	\$500k-\$999k	13%	87%	15
	\$1m-\$4.99m	17%	83%	52
	\$5m-\$9.99m	20%	80%	20
	\$10m or more	19%	81%	57
Sectors Supported	Adult Behavioral Health	14%	86%	36
	Arts, Culture, Humanities		100%	21
	Basic Needs	17%	83%	24
	Children's Serv/Youth dev.	18%	82%	50
	Comm, volunteerism, econ	13%	87%	23
	Community Justice	18%	82%	11
	Dev./Intell. Disabilities	8%	92%	39
	Education	19%	81%	31
	Employment or job	23%	77%	26
	Environment	57%	43%	7
	Health care (non-hospital)	17%	83%	23
	Higher Education	25%	75%	4
	Housing/Homelessness	25%	75%	40
	Mental Health	18%	83%	40
	Public Benefit	21%	79%	19
	Recreation, sports, leisure	40%	60%	5
	Seniors	32%	68%	19
Year Founded	Before 1950	17%	83%	23
	1950-1969	21%	79%	29
	1970-1979	19%	81%	27
	1980-1989	13%	87%	30
	1990-1999	13%	87%	15
	2000 or later	13%	88%	24
Ex. Director/CEO Gender	Female	14%	86%	98
	Male	22%	78%	55
Experience as Ex. Director/CEO	5 years or less	20%	80%	49
	6-10 years	7%	93%	44
	11-20 years	17%	83%	23
	More than 20 years	22%	78%	37

Q54: Does your organization offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) where employees pay into a retirement fund and the organization may match some or all of the contributions/deferral?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	75%	25%	183
	2025	85%	15%	161
All Employees	Fewer than 10 employees	50%	50%	6
	10-49 employees	73%	28%	40
	50-99 employees	78%	22%	23
	100-249 employees	94%	6%	35
	250 employees or more	95%	5%	57
Total Operating Expenses	Less than \$250k	71%	29%	7
	\$250k-\$499k	50%	50%	8
	\$500k-\$999k	53%	47%	15
	\$1m-\$4.99m	90%	10%	52
	\$5m-\$9.99m	90%	10%	20
	\$10m or more	93%	7%	57
Sectors Supported	Adult Behavioral Health	89%	11%	36
	Arts, Culture, Humanities	71%	29%	21
	Basic Needs	79%	21%	24
	Children's Serv/Youth dev.	84%	16%	50
	Comm, volunteerism, econ	83%	17%	23
	Community Justice	100%		11
	Dev./Intell. Disabilities	95%	5%	39
	Education	81%	19%	31
	Employment or job	88%	12%	26
	Environment	100%		7
	Health care (non-hospital)	87%	13%	23
	Higher Education	25%	75%	4
	Housing/Homelessness	90%	10%	40
	Mental Health	88%	13%	40
	Public Benefit	84%	16%	19
	Recreation, sports, leisure	60%	40%	5
	Seniors	68%	32%	19
Year Founded	Before 1950	87%	13%	23
	1950-1969	93%	7%	29
	1970-1979	100%		27
	1980-1989	83%	17%	30
	1990-1999	87%	13%	15
	2000 or later	67%	33%	24
Ex. Director/CEO Gender	Female	83%	17%	98
	Male	89%	11%	55
Experience as Ex. Director/CEO	5 years or less	88%	12%	49
	6-10 years	86%	14%	44
	11-20 years	87%	13%	23
	More than 20 years	78%	22%	37

Q55: Does your organization contribute to employees' defined contribution accounts?

		<u>No</u>	<u>We contribute a flat dollar amount</u>	<u>We contribute a percentage of the employee's contribution/deferral</u>	<u>We contribute a percentage of the employee's salary</u>	<u>Other</u>	<u>N</u>
OVERALL	2021	22%	2%	54%		21%	138
	2025			75%	17%	8%	137
All Employees	Fewer than 10 employees			100%			3
	10-49 employees			76%	21%	3%	29
	50-99 employees			67%	33%		18
	100-249 employees			67%	15%	18%	33
	250 employees or more			81%	11%	7%	54
Total Operating Expenses	Less than \$250k			40%	20%	40%	5
	\$250k-\$499k			100%			4
	\$500k-\$999k			63%	38%		8
	\$1m-\$4.99m			81%	15%	4%	47
	\$5m-\$9.99m			83%	11%	6%	18
	\$10m or more			72%	19%	9%	53
Sectors Supported	Adult Behavioral Health			72%	16%	13%	32
	Arts, Culture, Humanities			47%	27%	27%	15
	Basic Needs			84%	11%	5%	19
	Children's Serv/Youth dev.			93%	7%		42
	Comm, volunteerism, econ			79%	16%	5%	19
	Community Justice			73%	18%	9%	11
	Dev./Intell. Disabilities			68%	22%	11%	37
	Education			84%	16%		25
	Employment or job			65%	26%	9%	23
	Environment			86%	14%		7
	Health care (non-hospital)			80%	15%	5%	20
	Higher Education			100%			1
	Housing/Homelessness			81%	11%	8%	36
	Mental Health			74%	17%	9%	35
	Public Benefit			56%	25%	19%	16
	Recreation, sports, leisure			67%	33%		3
	Seniors			69%	23%	8%	13
Year Founded	Before 1950			85%	5%	10%	20
	1950-1969			81%	11%	7%	27
	1970-1979			56%	37%	7%	27
	1980-1989			80%	12%	8%	25
	1990-1999			62%	23%	15%	13
	2000 or later			100%			16
Ex. Director/CEO Gender	Female			81%	14%	5%	81
	Male			67%	22%	10%	49
Experience as Ex. Director/CEO	5 years or less			74%	19%	7%	43
	6-10 years			66%	26%	8%	38
	11-20 years			95%		5%	20
	More than 20 years			72%	17%	10%	29

Q56: What is the match rate of employee contribution/deferral?

		<u>0%</u>	<u>1%-3%</u>	<u>4%-9%</u>	<u>10%-49%</u>	<u>50%-99%</u>	<u>100%</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	7%	16%	19%	5%	12%	41%	50.1%	50.0%	75
	2025	20%	1%	1%	5%	28%	46%	62.7%	75.0%	87
All Employees	Fewer than 10 employees	50%				50%		25.0%	25.0%	2
	10-49 employees	32%				26%	42%	58.2%	75.0%	19
	50-99 employees	20%				20%	60%	73.0%	100.0%	10
	100-249 employees	15%			15%	20%	50%	66.9%	90.0%	20
	250 employees or more	14%	3%	3%	3%	33%	44%	62.0%	50.0%	36
Total Operating Expenses	Less than \$250k					50%	50%	75.0%	75.0%	2
	\$250k-\$499k					50%	50%	75.0%	75.0%	2
	\$500k-\$999k	40%				20%	40%	50.0%	50.0%	5
	\$1m-\$4.99m	34%			3%	23%	40%	54.0%	50.0%	35
	\$5m-\$9.99m				8%	50%	42%	71.3%	65.0%	12
	\$10m or more	10%	3%	3%	6%	23%	55%	69.7%	100.0%	31
Sectors Supported	Adult Behavioral Health	11%	6%	6%		22%	56%	68.0%	100.0%	18
	Arts, Culture, Humanities	57%				14%	29%	35.7%	0.0%	7
	Basic Needs	25%			8%	42%	25%	51.2%	50.0%	12
	Children's Serv/Youth dev.	21%		3%	3%	21%	52%	63.3%	100.0%	33
	Comm, volunteerism, econ	36%				29%	36%	50.0%	50.0%	14
	Community Justice	29%	14%			29%	29%	43.3%	50.0%	7
	Dev./Intell. Disabilities	5%	5%		16%	11%	63%	74.5%	100.0%	19
	Education	24%				18%	59%	67.6%	100.0%	17
	Employment or job	8%	8%			25%	58%	71.1%	100.0%	12
	Environment					20%	80%	90.0%	100.0%	5
	Health care (non-hospital)	27%		7%		20%	47%	60.0%	80.0%	15
	Housing/Homelessness	27%		5%	5%	23%	41%	54.8%	50.0%	22
	Mental Health	14%	5%	5%		27%	50%	66.1%	90.0%	22
	Public Benefit	22%				56%	22%	53.3%	50.0%	9
	Recreation, sports, leisure		50%				50%	51.5%	51.5%	2
	Seniors	29%	14%		14%		43%	48.1%	34.0%	7
Year Founded	Before 1950	14%	7%			21%	57%	68.1%	100.0%	14
	1950-1969	6%			6%	17%	72%	83.6%	100.0%	18
	1970-1979	23%				46%	31%	55.1%	50.0%	13
	1980-1989	18%			18%	24%	41%	60.1%	50.0%	17
	1990-1999	13%				38%	50%	72.5%	90.0%	8
	2000 or later	33%		8%		33%	25%	44.1%	50.0%	12
Ex. Director/CEO Gender	Female	20%		2%	5%	27%	46%	62.9%	77.5%	56
	Male	15%	4%		4%	30%	48%	66.1%	80.0%	27
Experience as Ex. Director/CEO	5 years or less	19%			7%	44%	30%	54.8%	50.0%	27
	6-10 years	17%				22%	61%	74.3%	100.0%	23
	11-20 years	8%	8%	8%		15%	62%	71.0%	100.0%	13
	More than 20 years	26%			5%	21%	47%	60.9%	75.0%	19

Q57: What is the salary percentage limit on deferrals matched?

		0%	1%-3%	4%-5%	More than 5%	Mean	Median	N
OVERALL	2021	19%	28%	27%	27%	4.8	4.0	75
	2025	20%	28%	38%	14%	3.5	4.0	88
All Employees	Fewer than 10 employees	50%	50%			1.5	1.5	2
	10-49 employees	32%	37%	32%		2.6	3.0	19
	50-99 employees	20%	10%	70%		3.2	4.0	10
	100-249 employees	14%	24%	43%	19%	4.0	4.0	21
	250 employees or more	17%	31%	31%	22%	3.9	4.0	36
Total Operating Expenses	Less than \$250k			100%		4.0	4.0	2
	\$250k-\$499k		50%		50%	4.5	4.5	2
	\$500k-\$999k	40%	60%			1.8	3.0	5
	\$1m-\$4.99m	31%	26%	40%	3%	2.6	3.0	35
	\$5m-\$9.99m		25%	33%	42%	4.8	4.5	12
	\$10m or more	16%	28%	41%	16%	4.1	4.0	32
Sectors Supported	Adult Behavioral Health	22%	28%	33%	17%	3.7	3.5	18
	Arts, Culture, Humanities	57%	14%	29%		1.9	0.0	7
	Basic Needs	25%	42%	17%	17%	3.2	3.0	12
	Children's Serv/Youth dev.	18%	27%	39%	15%	3.8	4.0	33
	Comm, volunteerism, econ	36%	43%	7%	14%	2.7	2.5	14
	Community Justice	14%	29%	29%	29%	5.1	4.0	7
	Dev./Intell. Disabilities	11%	16%	68%	5%	3.6	4.0	19
	Education	18%	29%	41%	12%	3.6	4.0	17
	Employment or job	17%	25%	33%	25%	4.0	4.0	12
	Environment		80%		20%	4.0	3.0	5
	Health care (non-hospital)	40%	7%	40%	13%	3.3	4.0	15
	Housing/Homelessness	26%	30%	26%	17%	3.4	3.0	23
	Mental Health	18%	23%	45%	14%	3.8	4.0	22
	Public Benefit	22%	22%	33%	22%	4.3	4.0	9
	Recreation, sports, leisure		50%		50%	5.5	5.5	2
	Seniors	29%	29%	29%	14%	3.4	3.0	7
Year Founded	Before 1950	14%	29%	43%	14%	3.5	4.0	14
	1950-1969	11%	33%	44%	11%	4.2	4.0	18
	1970-1979	23%	23%	46%	8%	3.0	4.0	13
	1980-1989	22%	22%	39%	17%	3.2	4.0	18
	1990-1999	25%	13%	50%	13%	3.6	4.0	8
	2000 or later	25%	58%	17%		2.5	3.0	12
Ex. Director/CEO Gender	Female	21%	32%	39%	9%	3.3	3.0	57
	Male	15%	22%	37%	26%	4.1	4.0	27
Experience as Ex. Director/CEO	5 years or less	19%	37%	30%	15%	3.6	3.0	27
	6-10 years	17%	17%	57%	9%	3.6	4.0	23
	11-20 years	15%	31%	38%	15%	3.6	4.0	13
	More than 20 years	21%	32%	26%	21%	3.7	3.0	19

Q63: How does your organization offer paid time off?

		<u>We combine holidays, vacation and sick days as total time off days offered</u>	<u>We keep holidays separate but combine number of vacation and sick days offered</u>	<u>We offer paid holidays, but no other paid time off</u>	<u>We offer separate defined days for holidays, vacation days and sick days</u>	<u>Other</u>	<u>We do not offer any paid time off; that is no paid holidays, vacation or sick days</u>	<u>N</u>
OVERALL	2021	5%	23%	1%	65%	4%	2%	182
	2025	6%	23%	1%	65%	4%	1%	161
All Employees	Fewer than 10 employees		17%		33%	17%	33%	6
	10-49 employees	5%	20%	3%	68%	5%		40
	50-99 employees	9%	26%		61%	4%		23
	100-249 employees	6%	20%		74%			35
	250 employees or more	7%	26%		61%	5%		57
Total Operating Expenses	Less than \$250k			14%	29%	29%	29%	7
	\$250k-\$499k	13%	38%		38%	13%		8
	\$500k-\$999k	7%	20%		67%	7%		15
	\$1m-\$4.99m	8%	27%		62%	4%		52
	\$5m-\$9.99m		20%		80%			20
	\$10m or more	7%	21%		70%	2%		57
Sectors Supported	Adult Behavioral Health	3%	19%		75%	3%		36
	Arts, Culture, Humanities	10%	5%	5%	71%	5%	5%	21
	Basic Needs	17%	29%		50%	4%		24
	Children's Serv/Youth dev.	8%	22%		62%	6%	2%	50
	Comm, volunteerism, econ	4%	13%		78%	4%		23
	Community Justice	9%			91%			11
	Dev./Intell. Disabilities	10%	23%		62%	5%		39
	Education	6%	10%		71%	13%		31
	Employment or job	4%	27%		69%			26
	Environment		57%		43%			7
	Health care (non-hospital)		17%		83%			23
	Higher Education		25%		50%	25%		4
	Housing/Homelessness	8%	30%		60%	3%		40
	Mental Health		18%		83%			40
	Public Benefit	5%	11%	5%	68%	11%		19
	Recreation, sports, leisure		20%		60%	20%		5
	Seniors	5%	5%		89%			19
Year Founded	Before 1950	4%	9%		74%	13%		23
	1950-1969	3%	21%		72%	3%		29
	1970-1979	7%	22%		63%	7%		27
	1980-1989	10%	37%		53%			30
	1990-1999	13%	13%	7%	67%			15
	2000 or later	4%	29%		58%	4%	4%	24
Ex. Director/CEO Gender	Female	8%	21%		62%	7%	1%	98
	Male	2%	29%		69%			55
Experience as Ex. Director/CEO	5 years or less	8%	33%		53%	4%	2%	49
	6-10 years	5%	16%		70%	9%		44
	11-20 years	9%	13%		78%			23
	More than 20 years	5%	30%		62%	3%		37

Q69: Does your organization offer different paid time off (holidays, vacation or sick days) to different classifications of employees? For example, is paid time off different for the Executive Director/CEO than for other employees?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	35%	65%	175
	2025	31%	69%	158
All Employees	Fewer than 10 employees	25%	75%	4
	10-49 employees	28%	72%	39
	50-99 employees	26%	74%	23
	100-249 employees	31%	69%	35
	250 employees or more	35%	65%	57
Total Operating Expenses	Less than \$250k	75%	25%	4
	\$250k-\$499k	13%	88%	8
	\$500k-\$999k	20%	80%	15
	\$1m-\$4.99m	23%	77%	52
	\$5m-\$9.99m	40%	60%	20
	\$10m or more	37%	63%	57
Sectors Supported	Adult Behavioral Health	39%	61%	36
	Arts, Culture, Humanities	21%	79%	19
	Basic Needs	17%	83%	24
	Children's Serv/Youth dev.	31%	69%	49
	Comm, volunteerism, econ	35%	65%	23
	Community Justice	18%	82%	11
	Dev./Intell. Disabilities	38%	62%	39
	Education	26%	74%	31
	Employment or job	38%	62%	26
	Environment	14%	86%	7
	Health care (non-hospital)	26%	74%	23
	Higher Education	50%	50%	4
	Housing/Homelessness	28%	73%	40
	Mental Health	38%	63%	40
	Public Benefit	17%	83%	18
	Recreation, sports, leisure	60%	40%	5
	Seniors	42%	58%	19
Year Founded	Before 1950	30%	70%	23
	1950-1969	38%	62%	29
	1970-1979	33%	67%	27
	1980-1989	33%	67%	30
	1990-1999	14%	86%	14
	2000 or later	17%	83%	23
Ex. Director/CEO Gender	Female	31%	69%	97
	Male	33%	67%	55
Experience as Ex. Director/CEO	5 years or less	44%	56%	48
	6-10 years	32%	68%	44
	11-20 years	13%	87%	23
	More than 20 years	27%	73%	37

Q64: Do you have a waiting period for new employees to be eligible for paid time off?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	64%	36%	176
	2025	63%	37%	158
All Employees	Fewer than 10 employees	25%	75%	4
	10-49 employees	56%	44%	39
	50-99 employees	74%	26%	23
	100-249 employees	69%	31%	35
	250 employees or more	63%	37%	57
Total Operating Expenses	Less than \$250k	75%	25%	4
	\$250k-\$499k	38%	63%	8
	\$500k-\$999k	67%	33%	15
	\$1m-\$4.99m	65%	35%	52
	\$5m-\$9.99m	70%	30%	20
	\$10m or more	61%	39%	57
Sectors Supported	Adult Behavioral Health	69%	31%	36
	Arts, Culture, Humanities	58%	42%	19
	Basic Needs	63%	38%	24
	Children's Serv/Youth dev.	65%	35%	49
	Comm, volunteerism, econ	52%	48%	23
	Community Justice	64%	36%	11
	Dev./Intell. Disabilities	72%	28%	39
	Education	42%	58%	31
	Employment or job	73%	27%	26
	Environment	71%	29%	7
	Health care (non-hospital)	74%	26%	23
	Higher Education	50%	50%	4
	Housing/Homelessness	65%	35%	40
	Mental Health	65%	35%	40
	Public Benefit	67%	33%	18
	Recreation, sports, leisure	100%		5
	Seniors	74%	26%	19
Year Founded	Before 1950	57%	43%	23
	1950-1969	79%	21%	29
	1970-1979	59%	41%	27
	1980-1989	60%	40%	30
	1990-1999	50%	50%	14
	2000 or later	52%	48%	23
Ex. Director/CEO Gender	Female	63%	37%	97
	Male	65%	35%	55
Experience as Ex. Director/CEO	5 years or less	50%	50%	48
	6-10 years	68%	32%	44
	11-20 years	70%	30%	23
	More than 20 years	68%	32%	37

Q65: How long is the required waiting period (in weeks) for employees to be eligible for paid time off? - Mean

		<u>Vacation days</u>	<u>Sick days</u>	<u>Combined vacation and sick days</u>	<u>N</u>
OVERALL	2021	16.2	10.2	11.4	107
	2025	14.9	9.6	10.6	97
All Employees	Fewer than 10 employees	16.0	16.0	16.0	1
	10-49 employees	17.1	11.2	10.4	21
	50-99 employees	13.9	6.9	10.4	16
	100-249 employees	16.7	8.1	10.0	24
	250 employees or more	12.4	10.7	10.5	35
Total Operating Expenses	Less than \$250k	18.0	18.0		2
	\$250k-\$499k	14.0	14.0	14.0	3
	\$500k-\$999k	18.4	9.4	10.0	9
	\$1m-\$4.99m	14.3	9.4	8.8	33
	\$5m-\$9.99m	12.9	8.4	10.0	14
	\$10m or more	14.7	9.7	12.1	35
Sectors Supported	Adult Behavioral Health	15.1	10.8	13.6	25
	Arts, Culture, Humanities	15.1	9.6	8.0	11
	Basic Needs	16.9	9.9	10.4	15
	Children's Serv/Youth dev.	16.0	9.5	9.7	31
	Comm, volunteerism, econ	14.5	9.4	8.0	12
	Community Justice	12.1	8.4		7
	Dev./Intell. Disabilities	14.7	11.9	12.0	27
	Education	15.1	9.3	12.0	12
	Employment or job	15.3	9.9	11.3	19
	Environment	12.0	12.0	8.0	5
	Health care (non-hospital)	12.6	10.3	13.3	17
	Higher Education	20.9	8.0	16.0	2
	Housing/Homelessness	13.8	10.4	11.2	26
	Mental Health	15.8	10.0	10.0	26
	Public Benefit	13.2	4.7	10.7	12
	Recreation, sports, leisure	16.6	5.3	4.0	4
	Seniors	17.1	9.9	10.0	14
Year Founded	Before 1950	15.8	11.6	6.0	12
	1950-1969	14.3	9.9	9.0	22
	1970-1979	13.2	8.4	11.0	15
	1980-1989	15.8	10.1	10.8	18
	1990-1999	11.3	7.3	10.7	7
	2000 or later	13.4	10.3	10.0	12
Ex. Director/CEO Gender	Female	14.6	8.9	11.1	58
	Male	15.1	11.2	10.0	36
Experience as Ex. Director/CEO	5 years or less	14.8	10.5	11.7	23
	6-10 years	13.7	9.6	9.7	29
	11-20 years	15.8	10.6	12.0	16
	More than 20 years	15.6	9.1	9.3	24

Q66: Whenever an employee is eligible, how many paid days off does he/she receive? Combined Holiday, Vacation, & Sick days - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	21.2	23.4	31.2	9
	2025	17.5	21.5	34.7	8
All Employees	10-49 employees	15.0	25.0	50.0	2
	50-99 employees	25.0	23.0	34.5	1
	100-249 employees	17.0	17.0	27.0	1
	250 employees or more	17.0	21.0	32.3	4
Total Operating Expenses	\$250k-\$499k	10.0	15.0	25.0	1
	\$500k-\$999k	10.0			1
	\$1m-\$4.99m	20.7	22.0	36.5	3
	\$10m or more	19.3	23.0	36.0	3
Sectors Supported	Adult Behavioral Health	21.0	22.0		1
	Arts, Culture, Humanities	13.5	17.0	27.0	2
	Basic Needs	16.5	21.8	32.7	4
	Children's Serv/Youth dev.	16.5	24.0	36.5	4
	Comm, volunteerism, econ	10.0	20.0	30.0	1
	Community Justice	25.0	30.0	43.0	1
	Dev./Intell. Disabilities	24.0	21.7	34.0	2
	Education	18.5	27.0	42.0	2
	Employment or job	10.0	20.0	30.0	1
	Housing/Homelessness	15.0	21.7	32.7	3
	Public Benefit	17.0	17.0	27.0	1
	Seniors	10.0	20.0	30.0	1
Year Founded	Before 1950		16.0	26.0	1
	1950-1969	10.0	20.0	30.0	2
	1970-1979	26.0	28.5	42.5	2
	1980-1989	15.5	18.5	25.0	2
	1990-1999	18.5	21.0	38.5	1
	2000 or later	10.0			6
Ex. Director/CEO Gender	Female	18.8	22.5	37.2	1
	Male	10.0	20.0	30.0	4
Experience as Ex. Director/CEO	5 years or less	17.0	19.8	34.0	1
	6-10 years	10.0	18.0	28.0	2
	11-20 years	17.5	30.0	43.0	1
	More than 20 years	27.0	27.0	42.0	

Q67_1: Whenever an employee is eligible, how many paid days off does he/she receive? Total Vacation & Sick Days - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	17.6	21.1	28.5	38
	2025	19.4	21.9	29.9	32
All Employees	Fewer than 10 employees	10.0			1
	10-49 employees	21.1	23.8	32.1	7
	50-99 employees	24.8	25.0	30.6	6
	100-249 employees	19.3	21.8	31.3	6
	250 employees or more	16.5	19.8	27.6	12
Total Operating Expenses	\$250k-\$499k	15.0	20.0	22.5	3
	\$500k-\$999k	12.3	16.3	25.0	3
	\$1m-\$4.99m	20.0	23.7	31.7	12
	\$5m-\$9.99m	21.3	20.5	26.3	3
	\$10m or more	21.6	22.1	30.7	10
Sectors Supported	Adult Behavioral Health	19.0	21.2	31.4	5
	Arts, Culture, Humanities	20.0	20.0	20.0	1
	Basic Needs	20.3	23.5	29.5	7
	Children's Serv/Youth dev.	16.5	21.0	30.7	11
	Comm, volunteerism, econ	17.7	21.0	26.7	3
	Dev./Intell. Disabilities	21.7	22.3	31.6	6
	Education	16.0	21.7	25.3	2
	Employment or job	18.2	21.5	31.0	6
	Environment	11.6	16.7	27.8	4
	Health care (non-hospital)	18.7	22.0	35.3	3
	Higher Education	10.0			1
	Housing/Homelessness	21.2	23.4	32.1	11
	Mental Health	22.2	23.1	33.4	6
	Public Benefit	23.5	26.5	42.5	2
	Recreation, sports, leisure	1.5	18.0	33.0	1
	Seniors	20.0	22.0	50.0	1
Year Founded	Before 1950	10.8	19.0	26.5	2
	1950-1969	17.2	20.5	26.3	5
	1970-1979	22.0	24.8	35.2	6
	1980-1989	22.9	22.0	29.3	7
	1990-1999	15.5	18.0	25.0	2
	2000 or later	18.4	21.3	30.6	7
Ex. Director/CEO Gender	Female	19.8	22.3	30.9	19
	Male	18.7	21.4	28.4	13
Experience as Ex. Director/CEO	5 years or less	20.9	23.6	31.7	15
	6-10 years	19.4	20.8	27.5	7
	11-20 years	16.0	18.3	33.3	3
	More than 20 years	17.6	22.1	27.9	7

Q67_2: Whenever an employee is eligible, how many paid days off does he/she receive? Holidays - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	10.0	9.8	9.9	36
	2025	11.1	11.0	11.0	35
All Employees	Fewer than 10 employees	12.0			1
	10-49 employees	11.5	11.6	11.3	8
	50-99 employees	11.2	11.4	11.2	6
	100-249 employees	11.7	11.3	11.3	6
	250 employees or more	10.4	10.5	10.5	14
Total Operating Expenses	\$250k-\$499k	11.3	11.0	11.0	3
	\$500k-\$999k	11.7	11.7	11.7	3
	\$1m-\$4.99m	11.2	11.3	11.2	14
	\$5m-\$9.99m	11.7	10.5	10.3	3
	\$10m or more	10.6	10.9	10.8	11
Sectors Supported	Adult Behavioral Health	10.0	10.2	10.2	7
	Arts, Culture, Humanities	6.0	6.0	6.0	1
	Basic Needs	11.3	11.2	11.2	7
	Children's Serv/Youth dev.	11.7	11.9	11.7	11
	Comm, volunteerism, econ	12.7	12.7	12.7	3
	Dev./Intell. Disabilities	9.7	9.7	9.7	7
	Education	15.0	13.0	13.0	2
	Employment or job	11.7	11.3	11.3	6
	Environment	12.0	12.7	12.0	4
	Health care (non-hospital)	9.5	9.7	9.7	4
	Higher Education	12.0			1
	Housing/Homelessness	11.7	11.6	11.5	12
	Mental Health	11.1	11.1	11.1	7
	Public Benefit	11.0	11.0	11.0	2
	Recreation, sports, leisure	11.0	11.0	11.0	1
	Seniors	11.0	11.0	11.0	1
Year Founded	Before 1950	8.5	8.5	8.5	2
	1950-1969	11.0	11.0	11.0	6
	1970-1979	11.8	11.8	11.8	6
	1980-1989	11.2	10.9	10.8	9
	1990-1999	10.0	10.0	10.0	2
	2000 or later	11.0	11.0	10.8	7
Ex. Director/CEO Gender	Female	10.9	10.9	10.8	20
	Male	11.3	11.2	11.2	15
Experience as Ex. Director/CEO	5 years or less	11.1	11.5	11.2	16
	6-10 years	11.6	11.3	11.3	7
	11-20 years	11.0	11.0	11.0	3
	More than 20 years	10.6	10.4	10.4	9

Q68_1: Whenever an employee is eligible, how many paid days off does he/she receive? Vacation Days - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	12.8	14.6	22.6	109
	2025	13.2	15.4	26.9	96
All Employees	Fewer than 10 employees	17.5	16.0	22.0	2
	10-49 employees	14.7	17.4	22.9	26
	50-99 employees	12.7	13.6	22.0	14
	100-249 employees	11.8	14.3	23.4	25
	250 employees or more	13.2	15.5	34.6	29
Total Operating Expenses	Less than \$250k	5.0	10.0	21.5	1
	\$250k-\$499k	14.0	14.0	17.5	3
	\$500k-\$999k	14.2	15.4	21.0	9
	\$1m-\$4.99m	13.5	16.3	23.7	30
	\$5m-\$9.99m	12.6	15.2	25.3	15
	\$10m or more	13.5	15.4	31.9	37
Sectors Supported	Adult Behavioral Health	14.0	15.4	35.8	25
	Arts, Culture, Humanities	12.9	13.9	22.4	15
	Basic Needs	15.7	16.8	21.2	10
	Children's Serv/Youth dev.	14.4	16.6	23.6	29
	Comm, volunteerism, econ	13.9	15.7	21.5	15
	Community Justice	13.9	16.6	25.8	10
	Dev./Intell. Disabilities	11.1	14.4	27.1	20
	Education	15.2	17.7	24.7	21
	Employment or job	11.9	13.4	22.1	15
	Environment	20.0	20.7	25.0	3
	Health care (non-hospital)	14.7	16.6	39.7	18
	Higher Education	14.0		15.0	1
	Housing/Homelessness	13.6	15.6	23.8	22
	Mental Health	14.2	16.2	32.7	31
	Public Benefit	15.9	19.2	23.3	11
	Recreation, sports, leisure	15.0	15.0	21.0	2
	Seniors	13.5	14.9	20.8	15
Year Founded	Before 1950	11.7	13.9	23.1	16
	1950-1969	12.5	15.4	26.0	17
	1970-1979	13.9	16.0	42.2	16
	1980-1989	11.7	13.2	21.9	15
	1990-1999	16.2	19.1	24.9	10
	2000 or later	15.6	17.2	21.5	14
Ex. Director/CEO Gender	Female	13.6	16.0	28.7	55
	Male	12.3	14.3	24.3	36
Experience as Ex. Director/CEO	5 years or less	13.8	16.8	25.2	23
	6-10 years	13.5	14.8	22.2	28
	11-20 years	12.1	14.3	25.6	17
	More than 20 years	13.2	15.5	37.4	22

Q68_2: Whenever an employee is eligible, how many paid days off does he/she receive? Sick Days - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	8.9	9.8	12.1	104
	2025	9.6	12.2	18.1	92
All Employees	Fewer than 10 employees	12.0	24.0	24.0	1
	10-49 employees	9.3	11.1	17.1	23
	50-99 employees	9.0	10.7	16.8	14
	100-249 employees	9.4	11.1	15.7	25
	250 employees or more	10.2	14.2	21.2	29
Total Operating Expenses	Less than \$250k	5.0	42.5	42.5	1
	\$250k-\$499k	5.0	5.0	5.0	2
	\$500k-\$999k	8.1	8.0	8.6	8
	\$1m-\$4.99m	9.6	12.9	21.8	30
	\$5m-\$9.99m	7.8	8.8	11.8	15
	\$10m or more	11.1	12.5	19.7	35
Sectors Supported	Adult Behavioral Health	11.5	12.4	25.5	24
	Arts, Culture, Humanities	10.1	10.1	9.8	14
	Basic Needs	8.8	10.0	12.7	10
	Children's Serv/Youth dev.	9.5	12.6	20.6	29
	Comm, volunteerism, econ	9.9	13.0	26.8	14
	Community Justice	10.7	13.1	14.9	9
	Dev./Intell. Disabilities	8.4	14.7	30.3	20
	Education	10.1	11.6	20.7	21
	Employment or job	7.9	13.3	21.8	15
	Environment	14.3	14.3	14.3	3
	Health care (non-hospital)	11.7	13.1	24.6	18
	Higher Education	6.0		15.0	1
	Housing/Homelessness	10.7	12.1	14.1	21
	Mental Health	10.9	13.3	21.2	30
	Public Benefit	11.1	11.1	18.4	11
	Recreation, sports, leisure	10.0	10.0	11.7	2
	Seniors	11.0	13.4	22.3	15
Year Founded	Before 1950	9.3	11.5	14.6	16
	1950-1969	8.4	15.8	24.6	18
	1970-1979	12.8	14.4	21.9	15
	1980-1989	10.3	11.0	14.4	13
	1990-1999	9.9	12.0	12.7	9
	2000 or later	7.9	8.3	8.9	13
Ex. Director/CEO Gender	Female	10.2	12.2	17.9	52
	Male	8.6	12.4	19.2	36
Experience as Ex. Director/CEO	5 years or less	9.1	15.9	26.3	21
	6-10 years	9.9	11.8	16.8	28
	11-20 years	7.6	8.6	15.2	16
	More than 20 years	10.9	11.3	12.9	22

Q68_3: Whenever an employee is eligible, how many paid days off does he/she receive? Holidays - Mean

		<u>At end of grace period/or start of employment if no grace period</u>	<u>After 2 years</u>	<u>At maximum</u>	<u>N</u>
OVERALL	2021	11.0	10.9	10.9	105
	2025	11.4	11.4	11.4	98
All Employees	Fewer than 10 employees	12.0	12.0	12.0	2
	10-49 employees	11.5	11.6	12.0	25
	50-99 employees	12.8	13.0	12.2	14
	100-249 employees	11.0	11.0	11.1	26
	250 employees or more	11.0	10.9	11.0	31
Total Operating Expenses	Less than \$250k	10.5	10.5	10.5	2
	\$250k-\$499k	12.3	12.3	13.5	3
	\$500k-\$999k	10.9	10.5	10.7	8
	\$1m-\$4.99m	12.0	12.1	11.9	30
	\$5m-\$9.99m	10.7	10.8	10.9	15
	\$10m or more	11.3	11.2	11.2	39
Sectors Supported	Adult Behavioral Health	11.9	11.9	11.9	26
	Arts, Culture, Humanities	12.2	12.4	12.4	15
	Basic Needs	12.2	12.2	12.2	10
	Children's Serv/Youth dev.	11.7	11.5	11.6	29
	Comm, volunteerism, econ	12.2	12.3	12.5	16
	Community Justice	12.8	12.8	12.8	10
	Dev./Intell. Disabilities	11.4	11.6	11.6	23
	Education	11.0	11.3	11.6	22
	Employment or job	11.4	11.5	11.6	18
	Environment	13.8	13.8	13.8	3
	Health care (non-hospital)	11.7	11.7	11.7	19
	Higher Education	10.0		13.0	2
	Housing/Homelessness	11.8	11.7	11.8	23
	Mental Health	11.2	11.4	11.2	32
	Public Benefit	13.2	13.2	13.7	13
	Recreation, sports, leisure	13.3	13.5	13.3	3
	Seniors	12.8	12.9	12.9	16
Year Founded	Before 1950	11.8	11.8	11.8	16
	1950-1969	10.7	11.1	10.7	20
	1970-1979	11.4	11.3	11.4	16
	1980-1989	11.1	11.5	11.6	14
	1990-1999	14.0	13.0	13.0	10
	2000 or later	10.5	10.7	11.1	13
Ex. Director/CEO Gender	Female	11.3	11.4	11.4	56
	Male	11.6	11.3	11.4	37
Experience as Ex. Director/CEO	5 years or less	12.4	12.3	12.3	24
	6-10 years	11.2	11.2	11.2	28
	11-20 years	11.4	11.3	11.4	17
	More than 20 years	10.5	10.6	10.5	23

Q70: Are part-time staff eligible for paid time off?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	66%	34%	174
	2025	74%	26%	157
All Employees	Fewer than 10 employees	25%	75%	4
	10-49 employees	63%	37%	38
	50-99 employees	61%	39%	23
	100-249 employees	83%	17%	35
	250 employees or more	84%	16%	57
Total Operating Expenses	Less than \$250k	100%		4
	\$250k-\$499k	43%	57%	7
	\$500k-\$999k	67%	33%	15
	\$1m-\$4.99m	69%	31%	52
	\$5m-\$9.99m	70%	30%	20
	\$10m or more	84%	16%	57
Sectors Supported	Adult Behavioral Health	83%	17%	36
	Arts, Culture, Humanities	68%	32%	19
	Basic Needs	79%	21%	24
	Children's Serv/Youth dev.	78%	22%	49
	Comm, volunteerism, econ	86%	14%	22
	Community Justice	82%	18%	11
	Dev./Intell. Disabilities	82%	18%	39
	Education	65%	35%	31
	Employment or job	73%	27%	26
	Environment	71%	29%	7
	Health care (non-hospital)	83%	17%	23
	Higher Education	25%	75%	4
	Housing/Homelessness	83%	18%	40
	Mental Health	85%	15%	40
	Public Benefit	89%	11%	18
	Recreation, sports, leisure	40%	60%	5
	Seniors	84%	16%	19
Year Founded	Before 1950	65%	35%	23
	1950-1969	86%	14%	29
	1970-1979	78%	22%	27
	1980-1989	80%	20%	30
	1990-1999	79%	21%	14
	2000 or later	45%	55%	22
Ex. Director/CEO Gender	Female	73%	27%	96
	Male	75%	25%	55
Experience as Ex. Director/CEO	5 years or less	81%	19%	48
	6-10 years	80%	20%	44
	11-20 years	55%	45%	22
	More than 20 years	68%	32%	37

Q71: How many hours per week must part-time staff work to be eligible for paid time off?

		<u>0 hours</u>	<u>1-19 hours</u>	<u>20 hours</u>	<u>More than 20 hours</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	27%	13%	37%	24%	15.0	20.0	109
	2025	22%	19%	36%	23%	15.6	20.0	112
All Employees	Fewer than 10 employees				100%	30.0	30.00	1
	10-49 employees	32%	14%	45%	9%	13.6	20.00	22
	50-99 employees	29%	14%	29%	29%	14.5	20.00	14
	100-249 employees	17%	24%	24%	34%	16.4	20.00	29
	250 employees or more	20%	20%	41%	20%	16.2	20.00	46
Total Operating Expenses	Less than \$250k	25%	25%	50%		11.0	12.00	4
	\$250k-\$499k		67%		33%	18.3	16.00	3
	\$500k-\$999k	10%		60%	30%	19.5	20.00	10
	\$1m-\$4.99m	38%	15%	24%	24%	13.1	16.75	34
	\$5m-\$9.99m	29%	21%	29%	21%	14.1	17.50	14
	\$10m or more	13%	22%	41%	24%	17.3	20.00	46
Sectors Supported	Adult Behavioral Health	17%	17%	45%	21%	16.7	20.00	29
	Arts, Culture, Humanities	42%	17%	17%	25%	10.9	9.00	12
	Basic Needs	26%	26%	32%	16%	13.8	16.00	19
	Children's Serv/Youth dev.	18%	29%	39%	13%	15.1	20.00	38
	Comm, volunteerism, econ	33%	17%	28%	22%	13.9	18.00	18
	Community Justice	11%		33%	56%	22.6	25.00	9
	Dev./Intell. Disabilities	19%	23%	35%	23%	15.5	20.00	31
	Education	25%	15%	40%	20%	15.9	20.00	20
	Employment or job	22%	22%	28%	28%	15.9	20.00	18
	Environment	20%	20%	60%		15.2	20.00	5
	Health care (non-hospital)	17%	17%	28%	39%	18.3	20.00	18
	Higher Education	100%				0.0	0.00	1
	Housing/Homelessness	28%	19%	31%	22%	14.2	20.00	32
	Mental Health	21%	24%	41%	15%	15.1	20.00	34
	Public Benefit	33%	13%	20%	33%	13.9	20.00	15
	Recreation, sports, leisure	100%				0.0	0.00	2
	Seniors	31%	13%	38%	19%	13.4	20.00	16
Year Founded	Before 1950	21%	21%	43%	14%	15.0	20.00	14
	1950-1969	17%	13%	54%	17%	16.3	20.00	24
	1970-1979	25%	20%	40%	15%	14.2	20.00	20
	1980-1989	38%	17%	29%	17%	11.9	12.50	24
	1990-1999	18%	18%	18%	45%	18.2	20.00	11
	2000 or later	11%	33%	22%	33%	19.8	20.00	9
Ex. Director/CEO Gender	Female	19%	15%	38%	28%	17.2	20.00	68
	Male	23%	28%	33%	15%	13.9	16.00	39
Experience as Ex. Director/CEO	5 years or less	22%	16%	32%	30%	16.9	20.00	37
	6-10 years	23%	20%	46%	11%	14.6	20.00	35
	11-20 years		9%	45%	45%	21.5	20.00	11
	More than 20 years	25%	29%	25%	21%	13.6	16.75	24

Q72: What is the method of accrual of paid time off for part-time employees?

		<u>Prorated by hours worked</u>	<u>Other</u>	<u>N</u>
OVERALL	2021	84%	16%	113
	2025	83%	17%	113
All Employees	Fewer than 10 employees	100%		1
	10-49 employees	92%	8%	24
	50-99 employees	100%		14
	100-249 employees	79%	21%	29
	250 employees or more	76%	24%	45
Total Operating Expenses	Less than \$250k	75%	25%	4
	\$250k-\$499k	67%	33%	3
	\$500k-\$999k	80%	20%	10
	\$1m-\$4.99m	83%	17%	35
	\$5m-\$9.99m	71%	29%	14
	\$10m or more	89%	11%	46
Sectors Supported	Adult Behavioral Health	82%	18%	28
	Arts, Culture, Humanities	85%	15%	13
	Basic Needs	61%	39%	18
	Children's Serv/Youth dev.	84%	16%	37
	Comm, volunteerism, econ	59%	41%	17
	Community Justice	78%	22%	9
	Dev./Intell. Disabilities	87%	13%	30
	Education	85%	15%	20
	Employment or job	72%	28%	18
	Environment	100%		5
	Health care (non-hospital)	89%	11%	18
	Higher Education	100%		1
	Housing/Homelessness	81%	19%	32
	Mental Health	82%	18%	34
	Public Benefit	80%	20%	15
	Recreation, sports, leisure	100%		2
	Seniors	87%	13%	15
Year Founded	Before 1950	80%	20%	15
	1950-1969	96%	4%	24
	1970-1979	90%	10%	21
	1980-1989	86%	14%	22
	1990-1999	73%	27%	11
	2000 or later	70%	30%	10
Ex. Director/CEO Gender	Female	84%	16%	67
	Male	80%	20%	41
Experience as Ex. Director/CEO	5 years or less	79%	21%	38
	6-10 years	79%	21%	34
	11-20 years	82%	18%	11
	More than 20 years	92%	8%	25

Q24: How does your organization pay for unemployment insurance?

		<u>Exempt from unemployment liability (e.g. religious organizations or fewer than four employees)</u>	<u>Pay state unemployment taxes (SUTA)</u>	<u>Self-insure by reimbursing state unemployment insurance trust funds for the amount of benefits paid to terminated or laid off employees</u>	<u>N</u>
OVERALL	2021	2%	58%	40%	182
	2025		60%	40%	159
All Employees	Fewer than 10 employees		100%		6
	10-49 employees		95%	5%	40
	50-99 employees		65%	35%	23
	100-249 employees		26%	74%	34
	250 employees or more		48%	52%	56
Total Operating Expenses	Less than \$250k		71%	29%	7
	\$250k-\$499k		100%		8
	\$500k-\$999k		100%		15
	\$1m-\$4.99m		75%	25%	52
	\$5m-\$9.99m		55%	45%	20
	\$10m or more		29%	71%	55
Sectors Supported	Adult Behavioral Health		32%	68%	34
	Arts, Culture, Humanities		90%	10%	21
	Basic Needs		70%	30%	23
	Children's Serv/Youth dev.		45%	55%	49
	Comm, volunteerism, econ		77%	23%	22
	Community Justice		90%	10%	10
	Dev./Intell. Disabilities		31%	69%	39
	Education		52%	48%	31
	Employment or job		52%	48%	25
	Environment		86%	14%	7
	Health care (non-hospital)		57%	43%	21
	Higher Education		75%	25%	4
	Housing/Homelessness		47%	53%	38
	Mental Health		37%	63%	38
	Public Benefit		56%	44%	18
	Recreation, sports, leisure		60%	40%	5
	Seniors		58%	42%	19
Year Founded	Before 1950		52%	48%	23
	1950-1969		41%	59%	29
	1970-1979		44%	56%	27
	1980-1989		63%	37%	30
	1990-1999		87%	13%	15
	2000 or later		100%		23
Ex. Director/CEO Gender	Female		65%	35%	96
	Male		51%	49%	55
Experience as Ex. Director/CEO	5 years or less		67%	33%	49
	6-10 years		60%	40%	43
	11-20 years		55%	45%	22
	More than 20 years		51%	49%	37

Q25: What is your fringe benefit rate?

		<u>0%</u>	<u>1%-9%</u>	<u>10%-19%</u>	<u>20%-24%</u>	<u>25%-29%</u>	<u>30% or more</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	14%	8%	25%	18%	18%	18%	18.8%	20.0%	182
	2025	14%	9%	22%	17%	21%	17%	18.9%	21.4%	159
All Employees	Fewer than 10 employees	50%	33%		17%			5.1%	1.5%	6
	10-49 employees	13%	15%	25%	13%	15%	20%	18.2%	18.5%	40
	50-99 employees	22%		35%	9%	22%	13%	19.6%	16.0%	23
	100-249 employees	9%	12%	12%	12%	27%	27%	20.8%	25.0%	33
	250 employees or more	11%	5%	23%	26%	23%	12%	19.6%	22.0%	57
Total Operating Expenses	Less than \$250k	50%	17%	17%		17%		7.2%	1.5%	6
	\$250k-\$499k	50%	13%	25%			13%	8.3%	1.5%	8
	\$500k-\$999k	20%	27%	20%	13%	7%	13%	14.3%	14.0%	15
	\$1m-\$4.99m	8%	13%	31%	17%	23%	8%	17.5%	19.0%	52
	\$5m-\$9.99m	10%	5%	15%	25%	10%	35%	21.9%	23.5%	20
	\$10m or more	9%		18%	20%	30%	23%	23.8%	25.0%	56
Sectors Supported	Adult Behavioral Health	11%	3%	11%	14%	44%	17%	22.5%	25.0%	36
	Arts, Culture, Humanities	29%	24%	19%	5%	19%	5%	10.9%	8.0%	21
	Basic Needs	8%	17%	21%	17%	25%	13%	18.0%	21.5%	24
	Children's Serv/Youth dev.	14%	8%	18%	18%	20%	20%	19.3%	22.0%	49
	Comm, volunteerism, econ	5%	14%	23%	18%	23%	18%	20.2%	22.5%	22
	Community Justice	18%		9%	45%	9%	18%	21.0%	22.0%	11
	Dev./Intell. Disabilities	13%		16%	24%	16%	32%	23.8%	24.1%	38
	Education	20%	3%	23%	23%	13%	17%	18.5%	20.5%	30
	Employment or job	12%	4%	24%	8%	24%	28%	22.0%	25.0%	25
	Environment		14%	14%	43%	14%	14%	21.7%	22.0%	7
	Health care (non-hospital)	17%	4%	13%		43%	22%	21.6%	26.5%	23
	Higher Education	33%	33%		33%			8.3%	3.0%	3
	Housing/Homelessness	10%		23%	18%	33%	15%	21.9%	24.2%	39
	Mental Health	10%	3%	8%	15%	44%	21%	23.2%	25.0%	39
	Public Benefit	11%	17%	22%	11%	17%	22%	19.0%	19.3%	18
	Recreation, sports, leisure	50%			25%	25%		11.3%	10.0%	4
	Seniors	22%	6%	17%		28%	28%	20.0%	25.0%	18
Year Founded	Before 1950	30%	4%	9%	22%	30%	4%	15.8%	21.0%	23
	1950-1969	3%		28%	21%	17%	31%	23.6%	24.0%	29
	1970-1979	4%	7%	26%	22%	19%	22%	21.5%	22.0%	27
	1980-1989	3%	7%	28%	17%	28%	17%	22.5%	24.0%	29
	1990-1999	13%	20%	7%	13%	33%	13%	17.7%	21.5%	15
	2000 or later	25%	25%	21%	13%	8%	8%	12.7%	11.5%	24
Ex. Director/CEO Gender	Female	15%	8%	18%	21%	18%	21%	19.8%	22.0%	97
	Male	11%	7%	30%	13%	26%	13%	18.7%	20.0%	54
Experience as Ex. Director/CEO	5 years or less	20%	8%	16%	18%	18%	18%	18.6%	21.4%	49
	6-10 years	7%	16%	11%	23%	23%	20%	20.8%	24.0%	44
	11-20 years	22%	4%	17%	9%	39%	9%	18.4%	22.0%	23
	More than 20 years	9%	3%	40%	17%	11%	20%	19.6%	19.0%	35

Q28: Is your organization under a collective bargaining agreement?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	11%	89%	180
	2025	8%	92%	159
All Employees	Fewer than 10 employees		100%	6
	10-49 employees		100%	38
	50-99 employees	9%	91%	23
	100-249 employees	17%	83%	35
	250 employees or more	7%	93%	57
Total Operating Expenses	Less than \$250k	14%	86%	7
	\$250k-\$499k		100%	8
	\$500k-\$999k		100%	14
	\$1m-\$4.99m	2%	98%	51
	\$5m-\$9.99m	10%	90%	20
	\$10m or more	12%	88%	57
Sectors Supported	Adult Behavioral Health	11%	89%	36
	Arts, Culture, Humanities	10%	90%	20
	Basic Needs		100%	23
	Children's Serv/Youth dev.	4%	96%	50
	Comm, volunteerism, econ	4%	96%	23
	Community Justice	9%	91%	11
	Dev./Intell. Disabilities	15%	85%	39
	Education	13%	87%	31
	Employment or job	12%	88%	25
	Environment		100%	7
	Health care (non-hospital)	9%	91%	23
	Higher Education	25%	75%	4
	Housing/Homelessness	8%	93%	40
	Mental Health	5%	95%	40
	Public Benefit	11%	89%	18
	Recreation, sports, leisure	20%	80%	5
	Seniors	17%	83%	18
Year Founded	Before 1950	9%	91%	22
	1950-1969	10%	90%	29
	1970-1979	7%	93%	27
	1980-1989	7%	93%	30
	1990-1999		100%	14
	2000 or later		100%	24
Ex. Director/CEO Gender	Female	6%	94%	97
	Male	11%	89%	54
Experience as Ex. Director/CEO	5 years or less	8%	92%	48
	6-10 years	5%	95%	43
	11-20 years	4%	96%	23
	More than 20 years	14%	86%	37

Q59: Which of the following additional benefits does your organization offer? (Select all that apply)

		<u>Child care assistance</u>	<u>Elder care</u>	<u>Employee Assistance Plan (EAP)</u>	<u>Employer contributions to employees' health savings accounts</u>	<u>Flexible benefit plan (Sec. 125)</u>	<u>Flextime for exempt EEs</u>
OVERALL	2021	5%	1%	48%	25%	30%	31%
	2025	5%	1%	66%	36%	34%	26%
All Employees	Fewer than 10 employees			17%			33%
	10-49 employees	5%		50%	25%	18%	28%
	50-99 employees	4%		65%	43%	35%	17%
	100-249 employees	6%		80%	40%	37%	20%
	250 employees or more	5%	2%	75%	42%	46%	32%
Total Operating Expenses	Less than \$250k			43%	29%	29%	
	\$250k-\$499k			13%			25%
	\$500k-\$999k			7%	20%	13%	20%
	\$1m-\$4.99m	10%		58%	33%	31%	29%
	\$5m-\$9.99m	5%	5%	95%	45%	50%	35%
	\$10m or more	2%		89%	46%	42%	25%
Sectors Supported	Adult Behavioral Health	6%		97%	47%	53%	33%
	Arts, Culture, Humanities			43%	29%	24%	29%
	Basic Needs			67%	25%	33%	33%
	Children's Serv/Youth dev.	8%		78%	40%	28%	24%
	Comm, volunteerism, econ	9%	4%	65%	30%	35%	22%
	Community Justice	9%		91%	27%	36%	27%
	Dev./Intell. Disabilities			82%	46%	44%	23%
	Education	6%		61%	39%	26%	23%
	Employment or job			73%	35%	35%	23%
	Environment	14%		43%	29%		
	Health care (non-hospital)	4%		87%	52%	39%	17%
	Higher Education			25%	25%		25%
	Housing/Homelessness	8%		80%	30%	45%	25%
	Mental Health	3%		95%	55%	45%	25%
	Public Benefit	5%		63%	32%	32%	42%
	Recreation, sports, leisure	20%		80%	80%	20%	20%
	Seniors	5%		74%	63%	32%	16%
Year Founded	Before 1950	9%	4%	83%	61%	48%	43%
	1950-1969	3%		83%	45%	34%	14%
	1970-1979	11%		74%	26%	33%	33%
	1980-1989	3%		57%	30%	47%	20%
	1990-1999			60%	33%	13%	27%
	2000 or later			33%	21%	17%	25%
Ex. Director/CEO Gender	Female	6%	1%	61%	34%	31%	27%
	Male	4%		80%	45%	42%	24%
Experience as Ex. Director/CEO	5 years or less	8%	2%	61%	27%	29%	31%
	6-10 years	2%		77%	50%	30%	14%
	11-20 years			78%	39%	26%	39%
	More than 20 years	8%		57%	32%	49%	24%

Q59: Which of the following additional benefits does your organization offer? (Select all that apply)

		<u>Health/wellness program</u>	<u>Paid family medical leave</u>	<u>Paid maternity leave</u>	<u>Paid paternity leave</u>	<u>Paid time off for volunteering</u>
OVERALL	2021	18%	29%	25%	17%	3%
	2025	23%	34%	19%	16%	4%
All Employees	Fewer than 10 employees		33%			
	10-49 employees	10%	33%	25%	15%	5%
	50-99 employees	13%	39%	9%	13%	4%
	100-249 employees	11%	29%	11%	11%	6%
	250 employees or more	46%	35%	26%	23%	4%
Total Operating Expenses	Less than \$250k	14%				
	\$250k-\$499k	13%	25%	13%	13%	
	\$500k-\$999k		33%	7%	7%	7%
	\$1m-\$4.99m	13%	50%	29%	15%	8%
	\$5m-\$9.99m	30%	20%	20%	25%	
	\$10m or more	39%	30%	18%	19%	4%
Sectors Supported	Adult Behavioral Health	42%	31%	17%	17%	3%
	Arts, Culture, Humanities	14%	29%	24%	19%	
	Basic Needs	29%	42%	25%	25%	8%
	Children's Serv/Youth dev.	34%	36%	28%	22%	4%
	Comm, volunteerism, econ	39%	48%	26%	22%	4%
	Community Justice	45%	36%	18%	9%	
	Dev./Intell. Disabilities	31%	28%	5%	8%	3%
	Education	23%	32%	23%	16%	6%
	Employment or job	31%	15%	12%	8%	
	Environment	14%	57%	43%	29%	14%
	Health care (non-hospital)	35%	26%	13%	9%	
	Higher Education		50%			25%
	Housing/Homelessness	33%	33%	25%	25%	5%
	Mental Health	40%	30%	18%	18%	3%
	Public Benefit	11%	42%	11%	11%	11%
	Recreation, sports, leisure	20%	60%	20%		
	Seniors	21%	32%	11%	11%	5%
Year Founded	Before 1950	48%	48%	22%	17%	
	1950-1969	31%	34%	24%	21%	3%
	1970-1979	30%	37%	22%	15%	4%
	1980-1989		23%	10%	13%	10%
	1990-1999	7%	33%	27%	20%	
	2000 or later	17%	42%	25%	21%	8%
Ex. Director/CEO Gender	Female	18%	35%	16%	16%	4%
	Male	33%	33%	25%	16%	4%
Experience as Ex. Director/CEO	5 years or less	12%	31%	20%	20%	4%
	6-10 years	30%	36%	18%	14%	2%
	11-20 years	52%	22%	17%	17%	
	More than 20 years	16%	38%	22%	14%	5%

Q59: Which of the following additional benefits does your organization offer? (Select all that apply)

		<u>Phone reimbursement</u>	<u>Remote work</u>	<u>Retirement counseling</u>	<u>Sabbatical</u>	<u>Tuition reimbursement / professional development</u>
OVERALL	2021	23%	61%	19%	3%	35%
	2025	25%	63%	22%	4%	45%
All Employees	Fewer than 10 employees	33%	50%			
	10-49 employees	15%	60%	5%	8%	35%
	50-99 employees	13%	61%	22%	9%	22%
	100-249 employees	29%	57%	40%	3%	49%
	250 employees or more	35%	70%	25%	2%	63%
Total Operating Expenses	Less than \$250k	14%	71%	14%		14%
	\$250k-\$499k	25%	63%		13%	25%
	\$500k-\$999k		67%			20%
	\$1m-\$4.99m	21%	56%	10%	4%	29%
	\$5m-\$9.99m	30%	65%	25%	10%	60%
	\$10m or more	37%	67%	42%	4%	67%
Sectors Supported	Adult Behavioral Health	39%	61%	44%	3%	78%
	Arts, Culture, Humanities	5%	57%	5%	5%	10%
	Basic Needs	38%	63%	21%		42%
	Children's Serv/Youth dev.	30%	64%	30%	4%	56%
	Comm, volunteerism, econ	22%	78%	13%	4%	39%
	Community Justice	18%	73%	27%	9%	55%
	Dev./Intell. Disabilities	26%	59%	33%	5%	62%
	Education	26%	61%	32%	10%	48%
	Employment or job	38%	69%	23%	8%	50%
	Environment		71%			57%
	Health care (non-hospital)	48%	57%	39%	9%	70%
	Higher Education	25%	75%			25%
	Housing/Homelessness	35%	60%	25%	8%	55%
	Mental Health	40%	65%	48%	8%	68%
	Public Benefit	32%	84%	26%	11%	58%
	Recreation, sports, leisure		80%	20%		40%
	Seniors	21%	84%	26%	11%	47%
Year Founded	Before 1950	22%	70%	35%		48%
	1950-1969	28%	52%	21%	3%	59%
	1970-1979	30%	67%	30%	7%	56%
	1980-1989	23%	50%	27%		33%
	1990-1999	40%	80%	13%	7%	40%
	2000 or later	17%	71%	4%	13%	25%
Ex. Director/CEO Gender	Female	23%	62%	19%	6%	46%
	Male	29%	60%	25%	2%	44%
Experience as Ex. Director/CEO	5 years or less	33%	59%	10%	6%	49%
	6-10 years	23%	66%	25%	7%	41%
	11-20 years	30%	65%	35%		52%
	More than 20 years	19%	62%	24%	3%	43%

Q59: Which of the following additional benefits does your organization offer? (Select all that apply)

		<u>Unpaid family medical leave</u>	<u>Unpaid maternity leave</u>	<u>Unpaid paternity leave</u>	<u>Other</u>	<u>None</u>	<u>N</u>
OVERALL	2021	51%	41%	25%	13%	7%	182
	2025	53%	32%	24%	11%	3%	161
All Employees	Fewer than 10 employees	17%	17%	17%	17%	33%	6
	10-49 employees	33%	25%	20%	3%	5%	40
	50-99 employees	39%	30%	13%	9%	4%	23
	100-249 employees	63%	46%	31%	14%		35
	250 employees or more	70%	32%	26%	16%		57
Total Operating Expenses	Less than \$250k	43%	29%	29%		14%	7
	\$250k-\$499k					25%	8
	\$500k-\$999k	33%	33%	13%	7%	13%	15
	\$1m-\$4.99m	42%	27%	23%	12%		52
	\$5m-\$9.99m	55%	45%	25%	5%		20
	\$10m or more	77%	39%	30%	18%		57
Sectors Supported	Adult Behavioral Health	81%	42%	33%	19%		36
	Arts, Culture, Humanities	33%	24%	19%	5%	19%	21
	Basic Needs	46%	25%	25%	8%	4%	24
	Children's Serv/Youth dev.	60%	42%	34%	8%	4%	50
	Comm, volunteerism, econ	52%	30%	30%	13%		23
	Community Justice	45%	27%	27%	9%		11
	Dev./Intell. Disabilities	77%	49%	31%	18%		39
	Education	58%	32%	23%		6%	31
	Employment or job	58%	42%	35%	12%		26
	Environment	29%	29%	29%			7
	Health care (non-hospital)	74%	43%	43%	17%		23
	Higher Education	25%	25%	25%		25%	4
	Housing/Homelessness	63%	38%	30%	15%		40
	Mental Health	73%	45%	35%	20%		40
	Public Benefit	42%	37%	26%	5%		19
	Recreation, sports, leisure	60%	60%	40%			5
	Seniors	68%	37%	26%			19
Year Founded	Before 1950	65%	30%	22%	13%	4%	23
	1950-1969	55%	24%	14%	17%		29
	1970-1979	52%	33%	26%	11%		27
	1980-1989	67%	47%	33%	3%		30
	1990-1999	47%	47%	40%	20%		15
	2000 or later	21%	17%	17%	13%	8%	24
Ex. Director/CEO Gender	Female	51%	34%	23%	12%	3%	98
	Male	58%	31%	25%	9%	2%	55
Experience as Ex. Director/CEO	5 years or less	51%	37%	29%	12%	2%	49
	6-10 years	48%	23%	16%	14%		44
	11-20 years	61%	39%	35%	17%	9%	23
	More than 20 years	57%	30%	14%	5%	3%	37

Q60: What is your mileage reimbursement rate for employees?

		<u>We reimburse at another rate</u>	<u>We reimburse at the federal rate</u>	<u>We do not reimburse for mileage</u>	<u>N</u>
OVERALL	2021	18%	70%	12%	180
	2025	18%	74%	9%	160
All Employees	Fewer than 10 employees	17%	50%	33%	6
	10-49 employees	5%	80%	15%	40
	50-99 employees	17%	70%	13%	23
	100-249 employees	31%	63%	6%	35
	250 employees or more	18%	80%	2%	56
Total Operating Expenses	Less than \$250k		71%	29%	7
	\$250k-\$499k	13%	50%	38%	8
	\$500k-\$999k	7%	67%	27%	15
	\$1m-\$4.99m	13%	77%	10%	52
	\$5m-\$9.99m	10%	90%		20
	\$10m or more	30%	70%		56
Sectors Supported	Adult Behavioral Health	26%	74%		35
	Arts, Culture, Humanities	5%	67%	29%	21
	Basic Needs	17%	78%	4%	23
	Children's Serv/Youth dev.	16%	78%	6%	49
	Comm, volunteerism, econ	13%	74%	13%	23
	Community Justice	9%	91%		11
	Dev./Intell. Disabilities	39%	61%		38
	Education	16%	71%	13%	31
	Employment or job	27%	65%	8%	26
	Environment		100%		7
	Health care (non-hospital)	22%	78%		23
	Higher Education	50%	25%	25%	4
	Housing/Homelessness	18%	78%	5%	40
	Mental Health	28%	73%		40
	Public Benefit	16%	74%	11%	19
	Recreation, sports, leisure	20%	80%		5
	Seniors	11%	84%	5%	19
Year Founded	Before 1950	4%	87%	9%	23
	1950-1969	28%	72%		29
	1970-1979	15%	81%	4%	27
	1980-1989	21%	69%	10%	29
	1990-1999	13%	80%	7%	15
	2000 or later	17%	63%	21%	24
Ex. Director/CEO Gender	Female	23%	68%	9%	97
	Male	9%	85%	5%	55
Experience as Ex. Director/CEO	5 years or less	19%	69%	13%	48
	6-10 years	9%	89%	2%	44
	11-20 years	17%	78%	4%	23
	More than 20 years	24%	62%	14%	37

Q61: Please enter your mileage reimbursement rate for employees

		<u>Less than \$.4 per mile</u>	<u>\$.4-\$.5 per mile</u>	<u>\$.5 or more per mile</u>	<u>Mean</u>	<u>Median</u>	<u>N</u>
OVERALL	2021	18%	36%	45%	\$0.47	\$0.50	33
	2025	7%		93%	\$0.56	\$0.58	28
All Employees	Fewer than 10 employees			100%	\$0.67	\$0.67	1
	10-49 employees			100%	\$0.59	\$0.59	2
	50-99 employees			100%	\$0.57	\$0.57	4
	100-249 employees	9%		91%	\$0.56	\$0.60	11
	250 employees or more	10%		90%	\$0.54	\$0.56	10
Total Operating Expenses	\$250k-\$499k			100%	\$0.67	\$0.67	1
	\$500k-\$999k			100%	\$0.58	\$0.58	1
	\$1m-\$4.99m			100%	\$0.59	\$0.59	7
	\$5m-\$9.99m	50%		50%	\$0.28	\$0.28	2
	\$10m or more	6%		94%	\$0.57	\$0.58	17
Sectors Supported	Adult Behavioral Health			100%	\$0.57	\$0.57	9
	Arts, Culture, Humanities			100%	\$0.50	\$0.50	1
	Basic Needs			100%	\$0.62	\$0.63	4
	Children's Serv/Youth dev.			100%	\$0.62	\$0.60	8
	Comm, volunteerism, econ			100%	\$0.60	\$0.58	3
	Community Justice			100%	\$0.58	\$0.58	1
	Dev./Intell. Disabilities	13%		87%	\$0.52	\$0.56	15
	Education	40%		60%	\$0.45	\$0.58	5
	Employment or job	14%		86%	\$0.52	\$0.58	7
	Health care (non-hospital)			100%	\$0.57	\$0.57	5
	Higher Education			100%	\$0.67	\$0.67	2
	Housing/Homelessness			100%	\$0.59	\$0.58	7
	Mental Health			100%	\$0.58	\$0.58	11
	Public Benefit			100%	\$0.60	\$0.58	3
	Recreation, sports, leisure			100%	\$0.67	\$0.67	1
	Seniors			100%	\$0.67	\$0.67	2
Year Founded	Before 1950			100%	\$0.58	\$0.58	1
	1950-1969			100%	\$0.57	\$0.57	8
	1970-1979	25%		75%	\$0.52	\$0.53	4
	1980-1989	17%		83%	\$0.50	\$0.59	6
	1990-1999			100%	\$0.64	\$0.64	2
	2000 or later			100%	\$0.60	\$0.58	4
Ex. Director/CEO Gender	Female	9%		91%	\$0.56	\$0.58	22
	Male			100%	\$0.58	\$0.58	5
Experience as Ex. Director/CEO	5 years or less			100%	\$0.59	\$0.59	9
	6-10 years			100%	\$0.56	\$0.57	4
	11-20 years			100%	\$0.57	\$0.57	4
	More than 20 years	22%		78%	\$0.52	\$0.58	9

Q100a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Deputy Director/Associate Director/Chief Operating Officer

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	38%	69	1.1	75
	2025	46%	74	1.2	85
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	40%	16	1.1	18
	50-99 employees	39%	9	1.0	9
	100-249 employees	51%	18	1.4	25
	250 employees or more	53%	30	1.1	32
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	48%	25	1.1	28
	\$5m-\$9.99m	60%	12	1.0	12
	\$10m or more	54%	31	1.3	39
Sectors Supported	Adult Behavioral Health	53%	19	1.1	20
	Arts, Culture, Humanities	33%	7	1.1	8
	Basic Needs	42%	10	1.0	10
	Children's Serv./Youth dev.	40%	20	1.5	28
	Comm, volunteerism, econ	35%	8	2.1	17
	Community Justice	45%	5	1.0	5
	Dev./Intell. Disabilities	59%	23	1.0	23
	Education	52%	16	1.5	22
	Employment or job	46%	12	1.6	19
	Environment	14%	1	1.0	1
	Health care (non-hospital)	43%	10	1.0	10
	Higher Education	50%	2	4.5	9
	Housing/Homelessness	53%	21	1.4	30
	Mental Health	53%	21	1.4	28
	Public Benefit	47%	9	1.8	16
	Recreation, sports, leisure	40%	2	4.5	9
	Seniors	42%	8	1.9	15
Year Founded	Before 1950	39%	9	1.0	8
	1950-1969	59%	17	1.1	18
	1970-1979	63%	17	1.1	18
	1980-1989	33%	10	1.0	10
	1990-1999	33%	5	1.0	5
	2000 or later	42%	10	1.3	13
Ex. Director/CEO Gender	Female	45%	44	1.2	54
	Male	49%	27	1.0	27
Experience as Ex. Director/CEO	5 years or less	37%	18	1.1	19
	6-10 years	48%	21	1.1	23
	11-20 years	48%	11	1.2	12
	More than 20 years	57%	21	1.3	28

Q100a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Deputy Director/Associate Director/Chief Operating Officer

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$56.06	\$18.03	\$42.08	\$54.00	\$66.76	\$100.70	69
	2025	\$66.55	\$22.00	\$50.60	\$63.37	\$77.73	\$123.80	73
All Employees	Fewer than 10 employees	\$57.69	\$57.69	\$57.69	\$57.69	\$57.69	\$57.69	1
	10-49 employees	\$54.49	\$24.36	\$44.06	\$51.15	\$65.00	\$103.78	15
	50-99 employees	\$61.97	\$42.00	\$50.60	\$60.10	\$76.92	\$84.13	9
	100-249 employees	\$64.04	\$30.00	\$58.13	\$61.42	\$71.32	\$113.19	18
	250 employees or more	\$75.76	\$22.00	\$61.87	\$74.13	\$87.03	\$123.80	30
Total Operating Expenses	Less than \$250k	\$65.70	\$62.50	\$64.10	\$65.70	\$67.30	\$68.90	2
	\$250k-\$499k	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	\$500k-\$999k	\$45.35	\$33.00	\$39.17	\$45.35	\$51.52	\$57.69	2
	\$1m-\$4.99m	\$53.22	\$24.36	\$42.95	\$52.08	\$63.53	\$87.91	24
	\$5m-\$9.99m	\$75.40	\$41.87	\$60.12	\$75.52	\$88.82	\$113.19	12
	\$10m or more	\$76.44	\$45.11	\$61.02	\$73.25	\$85.85	\$123.80	31
Sectors Supported	Adult Behavioral Health	\$81.97	\$45.67	\$62.61	\$77.73	\$98.25	\$123.80	19
	Arts, Culture, Humanities	\$73.03	\$41.83	\$49.33	\$83.06	\$87.24	\$113.19	7
	Basic Needs	\$53.35	\$22.00	\$33.99	\$59.07	\$66.33	\$86.54	10
	Children's Serv./Youth dev.	\$66.57	\$24.36	\$61.80	\$67.67	\$76.90	\$103.78	20
	Comm, volunteerism, econ	\$61.14	\$36.95	\$56.54	\$61.91	\$67.51	\$87.18	8
	Community Justice	\$78.98	\$60.16	\$62.25	\$67.69	\$84.13	\$120.67	5
	Dev./Intell. Disabilities	\$68.79	\$41.87	\$50.19	\$62.71	\$81.34	\$120.67	23
	Education	\$69.74	\$24.36	\$62.50	\$68.00	\$84.65	\$103.78	15
	Employment or job	\$66.20	\$42.26	\$54.69	\$60.39	\$74.16	\$120.67	12
	Environment	\$67.69	\$67.69	\$67.69	\$67.69	\$67.69	\$67.69	1
	Health care (non-hospital)	\$74.09	\$36.95	\$55.26	\$77.33	\$82.73	\$115.38	10
	Higher Education	\$67.68	\$67.35	\$67.51	\$67.68	\$67.84	\$68.00	2
	Housing/Homelessness	\$64.17	\$22.00	\$57.69	\$62.71	\$76.89	\$108.17	21
	Mental Health	\$77.77	\$36.95	\$65.00	\$75.00	\$86.54	\$120.67	21
	Public Benefit	\$64.67	\$45.67	\$59.27	\$63.25	\$69.74	\$84.13	8
	Recreation, sports, leisure	\$94.01	\$67.35	\$80.68	\$94.01	\$107.34	\$120.67	2
	Seniors	\$72.92	\$30.00	\$60.41	\$69.73	\$85.18	\$120.67	8
Year Founded	Before 1950	\$79.25	\$41.83	\$65.00	\$86.56	\$87.91	\$120.67	9
	1950-1969	\$65.67	\$41.87	\$49.77	\$60.33	\$72.12	\$110.62	17
	1970-1979	\$72.68	\$24.36	\$62.50	\$69.23	\$76.92	\$123.80	17
	1980-1989	\$51.27	\$22.00	\$35.32	\$51.35	\$66.68	\$76.92	10
	1990-1999	\$71.36	\$56.61	\$57.69	\$60.16	\$78.54	\$103.78	5
	2000 or later	\$53.65	\$34.86	\$45.67	\$57.69	\$64.00	\$68.00	9
Ex. Director/CEO Gender	Female	\$60.01	\$22.00	\$46.89	\$60.33	\$68.62	\$115.38	43
	Male	\$76.46	\$30.00	\$60.22	\$72.11	\$88.12	\$123.80	27
Experience as Ex. Director/CEO	5 years or less	\$55.49	\$22.00	\$43.87	\$58.36	\$65.18	\$87.18	18
	6-10 years	\$64.78	\$33.00	\$50.60	\$60.33	\$73.25	\$113.19	21
	11-20 years	\$72.83	\$45.67	\$62.81	\$67.69	\$81.85	\$120.67	11
	More than 20 years	\$76.58	\$42.00	\$65.50	\$70.67	\$86.55	\$123.80	20

Q100a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Information Officer

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	6	1.0	5
	2025	5%	8	1.0	8
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	1.0	2
	250 employees or more	11%	6	1.0	6
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	11%	6	1.0	6
Sectors Supported	Adult Behavioral Health	8%	3	1.0	3
	Arts, Culture, Humanities				
	Basic Needs	8%	2	1.0	2
	Children's Serv./Youth dev.	6%	3	1.0	3
	Comm, volunteerism, econ	9%	2	1.0	2
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	10%	4	1.0	4
	Education	6%	2	1.0	2
	Employment or job	15%	4	1.0	4
	Environment				
	Health care (non-hospital)				
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	8%	3	1.0	3
	Mental Health	10%	4	1.0	4
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	16%	3	1.0	3
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	14%	4	1.0	4
	1970-1979	4%	1	1.0	1
	1980-1989	3%	1	1.0	1
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	3%	3	1.0	3
	Male	9%	5	1.0	5
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	2
	6-10 years	9%	4	1.0	4
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

Q100a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Information Officer

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$43.91	\$23.00	\$38.85	\$45.00	\$50.74	\$61.00	6
	2025	\$75.61	\$54.95	\$64.80	\$81.67	\$85.62	\$88.94	8
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$82.25	\$79.33	\$80.79	\$82.25	\$83.71	\$85.17	2
	250 employees or more	\$73.39	\$54.95	\$60.69	\$75.43	\$86.23	\$88.94	6
Total Operating Expenses	Less than \$250k	\$62.75	\$58.64	\$60.69	\$62.75	\$64.80	\$66.85	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$79.89	\$54.95	\$80.50	\$84.59	\$86.52	\$88.94	6
Sectors Supported	Adult Behavioral Health	\$86.64	\$84.00	\$85.49	\$86.97	\$87.96	\$88.94	3
	Arts, Culture, Humanities							
	Basic Needs	\$67.14	\$54.95	\$61.05	\$67.14	\$73.24	\$79.33	2
	Children's Serv./Youth dev.	\$74.71	\$54.95	\$69.48	\$84.00	\$84.59	\$85.17	3
	Comm, volunteerism, econ	\$70.06	\$54.95	\$62.51	\$70.06	\$77.62	\$85.17	2
	Community Justice	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	1
	Dev./Intell. Disabilities	\$75.35	\$58.64	\$64.80	\$76.91	\$87.46	\$88.94	4
	Education	\$84.59	\$84.00	\$84.29	\$84.59	\$84.88	\$85.17	2
	Employment or job	\$73.49	\$54.95	\$63.88	\$76.01	\$85.62	\$86.97	4
	Environment							
	Health care (non-hospital)							
	Higher Education	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Housing/Homelessness	\$76.35	\$54.95	\$70.06	\$85.17	\$87.06	\$88.94	3
	Mental Health	\$86.27	\$84.00	\$84.88	\$86.07	\$87.46	\$88.94	4
	Public Benefit	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Recreation, sports, leisure	\$86.07	\$85.17	\$85.62	\$86.07	\$86.52	\$86.97	2
	Seniors	\$75.70	\$54.95	\$70.06	\$85.17	\$86.07	\$86.97	3
Year Founded	Before 1950	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	1
	1950-1969	\$67.35	\$54.95	\$57.72	\$62.75	\$72.37	\$88.94	4
	1970-1979	\$84.00	\$84.00	\$84.00	\$84.00	\$84.00	\$84.00	1
	1980-1989	\$79.33	\$79.33	\$79.33	\$79.33	\$79.33	\$79.33	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$75.94	\$58.64	\$71.32	\$84.00	\$84.59	\$85.17	3
	Male	\$75.41	\$54.95	\$66.85	\$79.33	\$86.97	\$88.94	5
Experience as Ex. Director/CEO	5 years or less	\$75.43	\$66.85	\$71.14	\$75.43	\$79.71	\$84.00	2
	6-10 years	\$70.47	\$54.95	\$57.72	\$68.99	\$81.73	\$88.94	4
	11-20 years	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	\$86.97	1
	More than 20 years	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1

Q100a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Financial Officer

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	40%	73	1.0	72
	2025	45%	73	1.0	74
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	15%	6	1.0	6
	50-99 employees	35%	8	1.0	8
	100-249 employees	63%	22	1.0	22
	250 employees or more	63%	36	1.1	37
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	19%	10	1.3	13
	\$5m-\$9.99m	60%	12	1.0	12
	\$10m or more	81%	46	1.0	44
Sectors Supported	Adult Behavioral Health	75%	27	1.0	25
	Arts, Culture, Humanities	19%	4	1.0	4
	Basic Needs	38%	9	1.0	9
	Children's Serv./Youth dev.	54%	27	1.1	30
	Comm, volunteerism, econ	39%	9	1.3	12
	Community Justice	64%	7	1.0	6
	Dev./Intell. Disabilities	62%	24	1.0	22
	Education	55%	17	1.0	16
	Employment or job	62%	16	1.0	15
	Environment	14%	1	1.0	1
	Health care (non-hospital)	65%	15	1.0	15
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	65%	26	1.0	26
	Mental Health	65%	26	1.0	25
	Public Benefit	63%	12	1.0	12
	Recreation, sports, leisure	60%	3	1.0	2
	Seniors	58%	11	1.0	10
Year Founded	Before 1950	48%	11	1.0	10
	1950-1969	66%	19	1.0	19
	1970-1979	56%	15	1.0	15
	1980-1989	30%	9	1.0	9
	1990-1999	47%	7	1.0	7
	2000 or later	17%	4	1.8	7
Ex. Director/CEO Gender	Female	42%	41	1.1	44
	Male	55%	30	1.0	28
Experience as Ex. Director/CEO	5 years or less	39%	19	1.0	18
	6-10 years	48%	21	1.0	21
	11-20 years	52%	12	1.3	14
	More than 20 years	54%	20	1.0	20

Q100a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Financial Officer

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$58.70	\$23.69	\$49.46	\$58.97	\$67.05	\$93.00	71
	2025	\$74.71	\$31.56	\$58.58	\$75.02	\$84.90	\$128.75	72
All Employees	Fewer than 10 employees	\$68.68	\$68.68	\$68.68	\$68.68	\$68.68	\$68.68	1
	10-49 employees	\$75.35	\$50.00	\$60.84	\$73.78	\$90.12	\$102.45	6
	50-99 employees	\$57.85	\$44.00	\$47.25	\$53.71	\$59.49	\$96.00	8
	100-249 employees	\$75.70	\$31.56	\$66.57	\$77.54	\$85.08	\$110.97	22
	250 employees or more	\$78.00	\$45.68	\$65.45	\$81.31	\$87.99	\$128.75	35
Total Operating Expenses	Less than \$250k	\$80.96	\$67.31	\$74.13	\$80.96	\$87.78	\$94.60	2
	\$250k-\$499k							
	\$500k-\$999k	\$68.68	\$68.68	\$68.68	\$68.68	\$68.68	\$68.68	1
	\$1m-\$4.99m	\$57.45	\$31.56	\$47.86	\$51.78	\$63.56	\$96.00	10
	\$5m-\$9.99m	\$67.89	\$44.00	\$57.34	\$65.95	\$80.94	\$102.45	12
	\$10m or more	\$79.47	\$45.68	\$67.31	\$80.81	\$87.02	\$128.75	45
Sectors Supported	Adult Behavioral Health	\$83.33	\$53.85	\$73.35	\$82.00	\$90.92	\$128.75	26
	Arts, Culture, Humanities	\$56.39	\$31.56	\$48.28	\$55.77	\$63.88	\$82.44	4
	Basic Needs	\$76.56	\$53.85	\$66.11	\$81.31	\$87.02	\$100.27	9
	Children's Serv./Youth dev.	\$77.19	\$52.88	\$70.34	\$78.16	\$84.35	\$100.27	27
	Comm, volunteerism, econ	\$73.42	\$53.85	\$66.11	\$81.73	\$84.07	\$85.17	9
	Community Justice	\$68.21	\$53.85	\$60.20	\$64.90	\$70.57	\$97.19	7
	Dev./Intell. Disabilities	\$69.48	\$45.68	\$55.24	\$64.90	\$81.27	\$109.02	23
	Education	\$71.50	\$45.68	\$62.14	\$73.50	\$81.76	\$100.27	16
	Employment or job	\$72.66	\$44.00	\$64.70	\$78.52	\$82.00	\$94.60	16
	Environment	\$53.85	\$53.85	\$53.85	\$53.85	\$53.85	\$53.85	1
	Health care (non-hospital)	\$84.26	\$53.85	\$77.90	\$82.00	\$98.88	\$110.97	15
	Higher Education	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Housing/Homelessness	\$72.85	\$44.00	\$60.24	\$74.14	\$83.55	\$108.17	26
	Mental Health	\$78.63	\$52.88	\$72.29	\$80.53	\$85.08	\$108.17	26
	Public Benefit	\$69.43	\$31.56	\$62.75	\$67.05	\$81.80	\$102.45	12
	Recreation, sports, leisure	\$67.71	\$53.85	\$58.98	\$64.10	\$74.64	\$85.17	3
	Seniors	\$76.55	\$53.85	\$68.51	\$80.81	\$83.04	\$100.27	11
Year Founded	Before 1950	\$76.32	\$52.88	\$69.40	\$78.87	\$83.53	\$100.27	11
	1950-1969	\$77.69	\$44.00	\$60.10	\$82.00	\$92.09	\$109.02	19
	1970-1979	\$79.94	\$45.68	\$67.16	\$75.00	\$90.49	\$128.75	15
	1980-1989	\$63.53	\$47.78	\$56.53	\$58.68	\$67.31	\$87.02	9
	1990-1999	\$67.20	\$31.56	\$51.93	\$56.29	\$88.12	\$102.45	7
	2000 or later	\$85.73	\$68.68	\$78.76	\$87.77	\$94.74	\$98.72	4
Ex. Director/CEO Gender	Female	\$71.19	\$44.00	\$56.29	\$72.00	\$82.12	\$102.45	41
	Male	\$80.82	\$47.78	\$67.00	\$80.81	\$94.60	\$128.75	29
Experience as Ex. Director/CEO	5 years or less	\$70.86	\$31.56	\$55.54	\$69.90	\$84.22	\$102.45	18
	6-10 years	\$75.38	\$48.19	\$66.11	\$72.12	\$84.07	\$110.97	21
	11-20 years	\$78.46	\$44.00	\$74.52	\$81.27	\$82.75	\$100.27	12
	More than 20 years	\$75.63	\$44.74	\$54.52	\$78.74	\$90.02	\$128.75	20

Q100a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Programs Officer/Vice President of Programs and/or Planning

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	33%	60	1.5	87
	2025	36%	58	1.5	77
All Employees	Fewer than 10 employees				
	10-49 employees	30%	12	2.1	21
	50-99 employees	13%	3	1.0	3
	100-249 employees	51%	18	1.1	20
	250 employees or more	44%	25	1.5	33
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	7%	1	7.0	7
	\$1m-\$4.99m	33%	17	1.4	21
	\$5m-\$9.99m	35%	7	1.1	8
	\$10m or more	53%	30	1.4	38
Sectors Supported	Adult Behavioral Health	44%	16	1.4	20
	Arts, Culture, Humanities	19%	4	1.0	4
	Basic Needs	42%	10	1.8	18
	Children's Serv./Youth dev.	42%	21	1.9	38
	Comm, volunteerism, econ	48%	11	1.6	14
	Community Justice	64%	7	1.6	11
	Dev./Intell. Disabilities	44%	17	1.5	22
	Education	39%	12	1.7	15
	Employment or job	54%	14	1.4	20
	Environment	14%	1	1.0	1
	Health care (non-hospital)	43%	10	1.6	14
	Higher Education	50%	2	1.0	1
	Housing/Homelessness	48%	19	1.7	32
	Mental Health	50%	20	1.5	27
	Public Benefit	53%	10	1.2	12
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	37%	7	1.0	7
Year Founded	Before 1950	52%	12	1.3	14
	1950-1969	45%	13	1.8	21
	1970-1979	33%	9	1.3	12
	1980-1989	23%	7	1.0	7
	1990-1999	47%	7	1.2	7
	2000 or later	17%	4	1.7	5
Ex. Director/CEO Gender	Female	30%	29	1.5	39
	Male	51%	28	1.4	37
Experience as Ex. Director/CEO	5 years or less	29%	14	1.1	12
	6-10 years	45%	20	1.8	35
	11-20 years	43%	10	1.8	16
	More than 20 years	32%	12	1.1	12

Q100a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Programs Officer/Vice President of Programs and/or Planning

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$49.71	\$24.00	\$36.79	\$49.52	\$62.75	\$86.41	59
	2025	\$61.14	\$28.96	\$50.94	\$60.44	\$69.86	\$112.21	55
All Employees	Fewer than 10 employees							
	10-49 employees	\$52.80	\$28.96	\$43.86	\$52.45	\$55.61	\$92.55	10
	50-99 employees	\$49.26	\$40.17	\$41.89	\$43.60	\$53.80	\$64.00	3
	100-249 employees	\$65.42	\$34.13	\$59.90	\$64.93	\$74.24	\$94.00	18
	250 employees or more	\$62.89	\$29.76	\$51.28	\$58.97	\$71.34	\$112.21	24
Total Operating Expenses	Less than \$250k	\$58.08	\$52.00	\$55.04	\$58.08	\$61.12	\$64.16	2
	\$250k-\$499k							
	\$500k-\$999k	\$33.25	\$33.25	\$33.25	\$33.25	\$33.25	\$33.25	1
	\$1m-\$4.99m	\$50.93	\$28.96	\$43.24	\$51.44	\$58.74	\$70.00	15
	\$5m-\$9.99m	\$61.18	\$34.13	\$52.37	\$59.22	\$68.82	\$92.55	7
	\$10m or more	\$67.29	\$29.76	\$57.38	\$64.65	\$77.38	\$112.21	29
Sectors Supported	Adult Behavioral Health	\$72.32	\$29.76	\$63.84	\$69.71	\$79.01	\$112.21	15
	Arts, Culture, Humanities	\$63.52	\$47.28	\$51.83	\$54.67	\$66.36	\$97.44	4
	Basic Needs	\$62.32	\$33.25	\$55.93	\$61.99	\$75.73	\$82.69	10
	Children's Serv./Youth dev.	\$61.94	\$28.96	\$50.96	\$61.32	\$75.57	\$94.00	21
	Comm, volunteerism, econ	\$52.24	\$28.96	\$45.79	\$51.39	\$61.48	\$78.69	9
	Community Justice	\$55.50	\$28.96	\$52.62	\$54.42	\$62.11	\$75.65	7
	Dev./Intell. Disabilities	\$55.46	\$29.76	\$42.20	\$52.93	\$65.43	\$94.00	16
	Education	\$55.89	\$28.96	\$47.08	\$58.36	\$66.51	\$77.00	10
	Employment or job	\$53.70	\$28.96	\$46.05	\$52.93	\$62.75	\$94.00	14
	Environment	\$54.42	\$54.42	\$54.42	\$54.42	\$54.42	\$54.42	1
	Health care (non-hospital)	\$67.38	\$28.96	\$63.44	\$67.51	\$85.70	\$94.00	10
	Higher Education	\$45.79	\$45.79	\$45.79	\$45.79	\$45.79	\$45.79	1
	Housing/Homelessness	\$61.96	\$28.96	\$52.19	\$61.48	\$72.44	\$94.00	19
	Mental Health	\$63.69	\$40.17	\$53.13	\$62.77	\$70.82	\$94.00	20
	Public Benefit	\$60.83	\$29.76	\$46.16	\$56.44	\$73.45	\$94.00	10
	Recreation, sports, leisure	\$49.82	\$45.79	\$47.81	\$49.82	\$51.84	\$53.85	2
	Seniors	\$65.02	\$45.79	\$50.34	\$60.44	\$77.13	\$94.00	7
Year Founded	Before 1950	\$65.05	\$50.96	\$55.46	\$61.40	\$71.75	\$97.44	12
	1950-1969	\$54.40	\$28.96	\$42.87	\$59.22	\$64.16	\$75.57	13
	1970-1979	\$69.82	\$43.60	\$50.91	\$69.71	\$79.33	\$112.21	9
	1980-1989	\$53.74	\$34.13	\$39.48	\$50.71	\$64.84	\$82.69	7
	1990-1999	\$64.32	\$47.28	\$54.17	\$63.25	\$67.14	\$92.55	6
	2000 or later	\$64.46	\$51.44	\$52.45	\$53.46	\$70.97	\$88.47	3
Ex. Director/CEO Gender	Female	\$59.44	\$29.76	\$46.31	\$59.43	\$70.12	\$94.00	27
	Male	\$63.35	\$28.96	\$53.60	\$61.32	\$69.58	\$112.21	27
Experience as Ex. Director/CEO	5 years or less	\$58.97	\$43.60	\$49.85	\$51.70	\$67.38	\$92.55	12
	6-10 years	\$60.74	\$28.96	\$55.90	\$61.99	\$68.44	\$82.69	20
	11-20 years	\$59.71	\$29.76	\$53.47	\$55.96	\$67.85	\$94.00	10
	More than 20 years	\$64.89	\$34.13	\$43.39	\$64.00	\$77.49	\$112.21	11

Q100a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Communications Officer/Communications Director

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	13%	23	1.0	22
	2025	16%	25	1.0	26
All Employees	Fewer than 10 employees				
	10-49 employees	15%	6	1.0	6
	50-99 employees	9%	2	1.0	2
	100-249 employees	17%	6	1.0	6
	250 employees or more	19%	11	1.1	12
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	17%	9	1.1	10
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	23%	13	1.0	13
Sectors Supported	Adult Behavioral Health	25%	9	1.0	9
	Arts, Culture, Humanities	19%	4	1.0	4
	Basic Needs	25%	6	1.0	6
	Children's Serv./Youth dev.	18%	9	1.1	10
	Comm, volunteerism, econ	35%	8	1.1	9
	Community Justice	36%	4	1.0	4
	Dev./Intell. Disabilities	15%	6	1.0	6
	Education	19%	6	1.0	6
	Employment or job	23%	6	1.0	6
	Environment	29%	2	1.0	2
	Health care (non-hospital)	30%	7	1.0	7
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	23%	9	1.0	9
	Mental Health	20%	8	1.0	8
	Public Benefit	47%	9	1.0	9
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	21%	4	1.0	4
Year Founded	Before 1950	17%	4	1.0	4
	1950-1969	21%	6	1.0	6
	1970-1979	11%	3	1.0	3
	1980-1989	3%	1	1.0	1
	1990-1999	40%	6	1.0	6
	2000 or later	13%	3	1.3	4
Ex. Director/CEO Gender	Female	13%	13	1.1	14
	Male	20%	11	1.0	11
Experience as Ex. Director/CEO	5 years or less	12%	6	1.0	6
	6-10 years	16%	7	1.0	7
	11-20 years	30%	7	1.1	8
	More than 20 years	14%	5	1.0	5

Q100a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Communications Officer/Communications Director

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$45.28	\$29.71	\$36.29	\$41.64	\$50.25	\$76.75	22
	2025	\$50.01	\$25.48	\$41.33	\$49.07	\$58.05	\$77.44	25
All Employees	Fewer than 10 employees							
	10-49 employees	\$51.39	\$25.48	\$42.00	\$51.08	\$64.98	\$72.15	6
	50-99 employees	\$44.58	\$43.00	\$43.79	\$44.58	\$45.36	\$46.15	2
	100-249 employees	\$46.63	\$29.95	\$40.44	\$46.88	\$50.67	\$65.87	6
	250 employees or more	\$52.09	\$33.17	\$43.37	\$49.39	\$56.53	\$77.44	11
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$43.19	\$25.48	\$41.33	\$44.00	\$49.39	\$58.15	9
	\$5m-\$9.99m	\$65.82	\$58.05	\$62.65	\$67.25	\$69.70	\$72.15	3
	\$10m or more	\$51.08	\$33.17	\$39.49	\$49.07	\$55.00	\$77.44	13
Sectors Supported	Adult Behavioral Health	\$52.36	\$33.17	\$43.27	\$49.07	\$55.00	\$77.44	9
	Arts, Culture, Humanities	\$35.73	\$25.48	\$28.83	\$35.64	\$42.54	\$46.15	4
	Basic Needs	\$51.68	\$43.27	\$46.43	\$48.32	\$55.96	\$65.87	6
	Children's Serv./Youth dev.	\$53.59	\$39.49	\$47.25	\$49.39	\$55.00	\$77.44	9
	Comm, volunteerism, econ	\$46.01	\$33.17	\$42.33	\$46.70	\$49.86	\$58.05	8
	Community Justice	\$51.41	\$43.27	\$45.43	\$52.10	\$58.08	\$58.15	4
	Dev./Intell. Disabilities	\$42.38	\$33.17	\$36.80	\$42.82	\$48.34	\$50.48	6
	Education	\$51.06	\$39.49	\$46.88	\$49.23	\$53.60	\$67.25	6
	Employment or job	\$43.34	\$33.17	\$40.44	\$44.71	\$46.98	\$50.73	6
	Environment	\$52.15	\$46.15	\$49.15	\$52.15	\$55.15	\$58.15	2
	Health care (non-hospital)	\$55.74	\$33.17	\$44.71	\$50.73	\$69.70	\$77.44	7
	Higher Education	\$39.49	\$39.49	\$39.49	\$39.49	\$39.49	\$39.49	1
	Housing/Homelessness	\$51.22	\$39.49	\$46.15	\$49.07	\$50.73	\$77.44	9
	Mental Health	\$53.55	\$39.49	\$45.43	\$49.90	\$58.06	\$77.44	8
	Public Benefit	\$46.18	\$29.95	\$39.49	\$44.00	\$49.39	\$72.15	9
	Recreation, sports, leisure	\$42.82	\$39.49	\$41.16	\$42.82	\$44.49	\$46.15	2
	Seniors	\$45.49	\$39.49	\$44.49	\$46.70	\$47.71	\$49.07	4
Year Founded	Before 1950	\$43.67	\$25.48	\$43.17	\$49.23	\$49.73	\$50.73	4
	1950-1969	\$41.27	\$33.17	\$36.80	\$40.41	\$45.77	\$50.48	6
	1970-1979	\$63.36	\$55.00	\$56.58	\$58.15	\$67.54	\$76.93	3
	1980-1989	\$65.87	\$65.87	\$65.87	\$65.87	\$65.87	\$65.87	1
	1990-1999	\$52.76	\$29.95	\$43.79	\$52.10	\$64.95	\$72.15	6
	2000 or later	\$57.57	\$44.00	\$47.64	\$51.28	\$64.36	\$77.44	3
Ex. Director/CEO Gender	Female	\$50.86	\$33.17	\$43.27	\$49.39	\$55.00	\$77.44	13
	Male	\$50.83	\$25.48	\$41.25	\$49.07	\$62.01	\$76.93	11
Experience as Ex. Director/CEO	5 years or less	\$48.52	\$25.48	\$35.08	\$52.74	\$57.29	\$72.15	6
	6-10 years	\$50.73	\$35.90	\$44.71	\$47.25	\$57.63	\$67.25	7
	11-20 years	\$51.60	\$33.17	\$45.20	\$50.73	\$54.72	\$77.44	7
	More than 20 years	\$48.58	\$39.49	\$39.49	\$43.00	\$44.00	\$76.93	5

Q100a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Development Officer

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	26%	48	1.0	46
	2025	26%	42	1.1	43
All Employees	Fewer than 10 employees				
	10-49 employees	15%	6	1.0	6
	50-99 employees	35%	8	1.0	8
	100-249 employees	31%	11	1.1	12
	250 employees or more	30%	17	1.1	17
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	31%	16	1.2	19
	\$5m-\$9.99m	30%	6	1.0	6
	\$10m or more	30%	17	1.0	15
Sectors Supported	Adult Behavioral Health	25%	9	1.0	8
	Arts, Culture, Humanities	29%	6	1.2	7
	Basic Needs	29%	7	1.0	7
	Children's Serv./Youth dev.	30%	15	1.1	16
	Comm, volunteerism, econ	39%	9	1.2	11
	Community Justice	64%	7	1.0	7
	Dev./Intell. Disabilities	21%	8	1.0	6
	Education	45%	14	1.0	12
	Employment or job	35%	9	1.0	9
	Environment	14%	1	1.0	1
	Health care (non-hospital)	26%	6	1.0	6
	Higher Education	50%	2	1.0	2
	Housing/Homelessness	38%	15	1.0	15
	Mental Health	23%	9	1.0	8
	Public Benefit	63%	12	1.1	13
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	21%	4	1.0	4
Year Founded	Before 1950	26%	6	1.0	5
	1950-1969	24%	7	1.0	7
	1970-1979	19%	5	1.0	5
	1980-1989	23%	7	1.0	7
	1990-1999	33%	5	1.2	6
	2000 or later	21%	5	1.4	7
Ex. Director/CEO Gender	Female	19%	19	1.1	21
	Male	36%	20	1.0	18
Experience as Ex. Director/CEO	5 years or less	18%	9	1.1	9
	6-10 years	23%	10	1.0	10
	11-20 years	43%	10	1.2	11
	More than 20 years	30%	11	1.0	11

Q100a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Development Officer

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$48.63	\$21.00	\$40.00	\$49.00	\$57.54	\$89.00	45
	2025	\$58.98	\$29.76	\$45.92	\$57.73	\$70.56	\$96.31	40
All Employees	Fewer than 10 employees							
	10-49 employees	\$42.57	\$30.00	\$31.25	\$45.67	\$52.88	\$53.03	5
	50-99 employees	\$62.39	\$32.40	\$50.32	\$64.35	\$75.48	\$92.31	8
	100-249 employees	\$59.57	\$33.00	\$46.91	\$56.96	\$68.57	\$91.12	11
	250 employees or more	\$62.00	\$29.76	\$47.29	\$67.31	\$73.38	\$96.31	16
Total Operating Expenses	Less than \$250k	\$73.12	\$73.12	\$73.12	\$73.12	\$73.12	\$73.12	1
	\$250k-\$499k							
	\$500k-\$999k	\$32.70	\$32.40	\$32.55	\$32.70	\$32.85	\$33.00	2
	\$1m-\$4.99m	\$53.77	\$30.00	\$46.58	\$52.88	\$64.32	\$76.92	15
	\$5m-\$9.99m	\$60.25	\$40.00	\$46.18	\$57.01	\$68.73	\$92.31	6
	\$10m or more	\$65.79	\$29.76	\$55.89	\$67.89	\$76.46	\$96.31	16
Sectors Supported	Adult Behavioral Health	\$64.00	\$29.76	\$55.31	\$67.31	\$76.46	\$91.12	8
	Arts, Culture, Humanities	\$54.17	\$31.25	\$42.44	\$51.21	\$57.46	\$92.31	6
	Basic Needs	\$63.74	\$44.28	\$49.50	\$58.98	\$76.42	\$91.12	7
	Children's Serv./Youth dev.	\$66.98	\$45.23	\$56.13	\$68.46	\$75.54	\$96.31	15
	Comm, volunteerism, econ	\$48.80	\$29.76	\$33.00	\$46.70	\$58.98	\$74.15	9
	Community Justice	\$62.60	\$44.28	\$50.23	\$58.98	\$69.09	\$96.31	7
	Dev./Intell. Disabilities	\$61.95	\$29.76	\$58.74	\$67.31	\$71.42	\$76.30	7
	Education	\$57.48	\$30.00	\$45.41	\$58.74	\$69.67	\$91.12	12
	Employment or job	\$49.64	\$29.76	\$40.00	\$45.23	\$58.98	\$73.12	9
	Environment	\$58.98	\$58.98	\$58.98	\$58.98	\$58.98	\$58.98	1
	Health care (non-hospital)	\$60.19	\$29.76	\$47.96	\$63.14	\$69.11	\$91.12	6
	Higher Education	\$41.33	\$30.00	\$35.67	\$41.33	\$47.00	\$52.66	2
	Housing/Homelessness	\$59.33	\$40.00	\$47.79	\$56.96	\$69.06	\$91.12	15
	Mental Health	\$66.08	\$44.28	\$58.50	\$67.30	\$76.30	\$91.12	9
	Public Benefit	\$55.48	\$29.76	\$45.49	\$53.03	\$69.06	\$76.92	11
	Recreation, sports, leisure	\$55.82	\$52.66	\$54.24	\$55.82	\$57.40	\$58.98	2
	Seniors	\$68.12	\$52.66	\$57.40	\$64.35	\$75.06	\$91.12	4
Year Founded	Before 1950	\$69.07	\$49.54	\$61.05	\$69.17	\$75.11	\$91.12	6
	1950-1969	\$62.24	\$29.76	\$46.44	\$67.31	\$74.71	\$96.31	7
	1970-1979	\$53.95	\$33.00	\$46.00	\$53.76	\$67.30	\$69.71	5
	1980-1989	\$55.75	\$32.40	\$46.36	\$48.08	\$66.94	\$83.17	7
	1990-1999	\$54.76	\$40.07	\$46.70	\$53.03	\$58.98	\$75.00	5
	2000 or later	\$45.27	\$30.00	\$30.94	\$38.46	\$52.79	\$74.15	4
Ex. Director/CEO Gender	Female	\$50.27	\$29.76	\$41.07	\$50.37	\$58.48	\$74.15	18
	Male	\$66.33	\$33.00	\$51.29	\$67.31	\$75.65	\$96.31	19
Experience as Ex. Director/CEO	5 years or less	\$48.15	\$33.00	\$43.94	\$46.35	\$49.32	\$73.12	8
	6-10 years	\$64.40	\$31.25	\$49.00	\$69.17	\$74.65	\$96.31	10
	11-20 years	\$61.17	\$29.76	\$53.10	\$62.90	\$72.44	\$91.12	10
	More than 20 years	\$58.44	\$30.00	\$48.00	\$59.99	\$69.02	\$92.31	10

Q100a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chief Human Resources Officer

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	14%	26	1.0	21
	2025	18%	29	1.0	27
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	1.0	1
	100-249 employees	26%	9	1.0	9
	250 employees or more	33%	19	1.0	17
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	1.0	2
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	39%	22	1.0	20
Sectors Supported	Adult Behavioral Health	33%	12	1.0	10
	Arts, Culture, Humanities				
	Basic Needs	13%	3	1.0	3
	Children's Serv./Youth dev.	20%	10	1.0	10
	Comm, volunteerism, econ	13%	3	1.0	3
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	28%	11	1.0	10
	Education	13%	4	1.0	3
	Employment or job	35%	9	1.0	9
	Environment				
	Health care (non-hospital)	17%	4	1.0	3
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	33%	13	1.0	13
	Mental Health	25%	10	1.0	9
	Public Benefit	16%	3	1.0	3
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	21%	4	1.0	4
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969	38%	11	1.0	10
	1970-1979	26%	7	1.0	7
	1980-1989	13%	4	1.0	4
	1990-1999				
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	14%	14	1.0	13
	Male	27%	15	1.0	14
Experience as Ex. Director/CEO	5 years or less	16%	8	1.0	6
	6-10 years	18%	8	1.0	8
	11-20 years	26%	6	1.0	6
	More than 20 years	16%	6	1.0	6

Q100a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chief Human Resources Officer

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$53.03	\$27.00	\$44.93	\$53.00	\$59.72	\$86.16	23
	2025	\$63.61	\$29.12	\$48.80	\$66.99	\$75.85	\$88.94	28
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$38.00	\$38.00	\$38.00	\$38.00	\$38.00	\$38.00	1
	100-249 employees	\$66.75	\$49.04	\$62.50	\$68.46	\$72.80	\$78.39	9
	250 employees or more	\$63.47	\$29.12	\$48.02	\$66.18	\$82.99	\$88.94	18
Total Operating Expenses	Less than \$250k	\$84.13	\$84.13	\$84.13	\$84.13	\$84.13	\$84.13	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$37.74	\$32.69	\$35.21	\$37.74	\$40.26	\$42.78	2
	\$5m-\$9.99m	\$52.11	\$38.00	\$43.00	\$48.00	\$59.17	\$70.34	3
	\$10m or more	\$66.80	\$29.12	\$55.19	\$69.62	\$78.39	\$88.94	21
Sectors Supported	Adult Behavioral Health	\$71.84	\$29.12	\$66.11	\$73.59	\$85.55	\$88.94	11
	Arts, Culture, Humanities							
	Basic Needs	\$73.92	\$62.64	\$68.82	\$75.00	\$79.57	\$84.13	3
	Children's Serv./Youth dev.	\$65.73	\$46.81	\$63.36	\$69.04	\$72.19	\$79.56	10
	Comm, volunteerism, econ	\$52.43	\$29.12	\$45.88	\$62.64	\$64.08	\$65.52	3
	Community Justice	\$78.33	\$68.46	\$74.01	\$79.56	\$83.27	\$86.97	3
	Dev./Intell. Disabilities	\$60.87	\$29.12	\$48.32	\$52.98	\$80.50	\$88.94	10
	Education	\$60.69	\$48.08	\$56.80	\$65.52	\$66.99	\$68.46	3
	Employment or job	\$62.36	\$29.12	\$46.81	\$65.52	\$78.39	\$86.97	9
	Environment							
	Health care (non-hospital)	\$62.70	\$29.12	\$59.56	\$71.65	\$74.79	\$78.39	4
	Higher Education	\$65.52	\$65.52	\$65.52	\$65.52	\$65.52	\$65.52	1
	Housing/Homelessness	\$61.27	\$32.69	\$46.81	\$62.64	\$73.59	\$88.94	13
	Mental Health	\$72.21	\$46.81	\$66.57	\$73.20	\$82.70	\$88.94	10
	Public Benefit	\$54.37	\$29.12	\$47.32	\$65.52	\$66.99	\$68.46	3
	Recreation, sports, leisure	\$76.25	\$65.52	\$70.88	\$76.25	\$81.61	\$86.97	2
	Seniors	\$71.98	\$62.64	\$64.80	\$69.16	\$76.34	\$86.97	4
Year Founded	Before 1950	\$82.68	\$78.39	\$80.54	\$82.68	\$84.83	\$86.97	2
	1950-1969	\$63.12	\$29.12	\$49.90	\$69.62	\$76.18	\$88.94	11
	1970-1979	\$61.95	\$46.81	\$48.04	\$55.19	\$73.32	\$88.94	7
	1980-1989	\$52.48	\$32.69	\$40.26	\$51.11	\$63.32	\$75.00	4
	1990-1999							
	2000 or later	\$73.59	\$73.59	\$73.59	\$73.59	\$73.59	\$73.59	1
Ex. Director/CEO Gender	Female	\$55.58	\$29.12	\$47.13	\$57.31	\$69.33	\$73.59	14
	Male	\$71.65	\$42.78	\$62.54	\$76.70	\$84.13	\$88.94	14
Experience as Ex. Director/CEO	5 years or less	\$58.79	\$32.69	\$48.52	\$55.19	\$71.26	\$84.13	7
	6-10 years	\$66.98	\$46.81	\$59.57	\$66.13	\$76.14	\$88.94	8
	11-20 years	\$62.74	\$29.12	\$46.09	\$71.97	\$77.19	\$86.97	6
	More than 20 years	\$66.32	\$42.78	\$52.44	\$66.99	\$80.21	\$88.94	6

Q200a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Director of Education

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	17%	31	1.3	40
	2025	21%	33	1.2	36
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	18%	7	1.3	8
	50-99 employees	13%	3	1.0	3
	100-249 employees	20%	7	1.1	8
	250 employees or more	26%	15	1.1	16
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	22%	11	1.4	14
	\$5m-\$9.99m	35%	7	1.1	8
	\$10m or more	23%	13	1.0	12
Sectors Supported	Adult Behavioral Health	17%	6	1.0	5
	Arts, Culture, Humanities	38%	8	1.0	8
	Basic Needs	13%	3	1.7	5
	Children's Serv./Youth dev.	28%	14	1.3	18
	Comm, volunteerism, econ	14%	3	1.7	5
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	18%	7	1.2	7
	Education	55%	17	1.3	20
	Employment or job	19%	5	1.2	6
	Environment	14%	1	1.0	1
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	18%	7	1.3	9
	Mental Health	20%	8	1.0	8
	Public Benefit	16%	3	2.0	4
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	43%	10	1.2	12
	1950-1969	14%	4	1.0	4
	1970-1979	33%	9	1.2	11
	1980-1989	3%	1	2.0	2
	1990-1999	7%	1	1.0	1
	2000 or later	13%	3	1.0	2
Ex. Director/CEO Gender	Female	18%	17	1.3	21
	Male	27%	15	1.0	14
Experience as Ex. Director/CEO	5 years or less	17%	8	1.3	9
	6-10 years	14%	6	1.3	8
	11-20 years	35%	8	1.0	8
	More than 20 years	30%	11	1.1	11

Q200a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Director of Education

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$40.81	\$15.00	\$32.00	\$42.00	\$48.70	\$68.00	29
	2025	\$43.65	\$23.08	\$37.40	\$40.56	\$47.84	\$75.16	31
All Employees	Fewer than 10 employees	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	10-49 employees	\$33.77	\$23.08	\$31.33	\$34.00	\$37.94	\$41.83	6
	50-99 employees	\$36.96	\$34.44	\$35.62	\$36.79	\$38.22	\$39.64	3
	100-249 employees	\$45.66	\$24.09	\$40.80	\$46.87	\$49.25	\$68.61	7
	250 employees or more	\$48.57	\$27.04	\$40.14	\$43.22	\$55.76	\$75.16	14
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$35.00	\$32.00	\$33.50	\$35.00	\$36.50	\$38.00	2
	\$1m-\$4.99m	\$35.22	\$23.08	\$32.33	\$37.69	\$40.23	\$41.83	10
	\$5m-\$9.99m	\$47.06	\$39.64	\$40.49	\$46.87	\$49.25	\$63.46	7
	\$10m or more	\$50.12	\$27.04	\$39.62	\$46.57	\$60.91	\$75.16	12
Sectors Supported	Adult Behavioral Health	\$56.98	\$45.46	\$47.67	\$48.00	\$68.61	\$75.16	5
	Arts, Culture, Humanities	\$41.67	\$24.09	\$31.78	\$39.82	\$43.88	\$74.70	8
	Basic Needs	\$40.94	\$36.79	\$38.68	\$40.56	\$43.01	\$45.46	3
	Children's Serv./Youth dev.	\$42.98	\$23.08	\$37.41	\$40.92	\$47.92	\$75.16	14
	Comm, volunteerism, econ	\$38.19	\$36.00	\$37.00	\$38.00	\$39.28	\$40.56	3
	Community Justice	\$40.13	\$36.79	\$38.40	\$40.00	\$41.80	\$43.59	3
	Dev./Intell. Disabilities	\$42.99	\$27.04	\$35.45	\$42.67	\$47.47	\$63.46	6
	Education	\$42.74	\$23.08	\$37.00	\$40.87	\$47.84	\$75.16	15
	Employment or job	\$44.28	\$27.04	\$38.00	\$40.87	\$46.87	\$68.61	5
	Environment	\$39.25	\$39.25	\$39.25	\$39.25	\$39.25	\$39.25	1
	Health care (non-hospital)	\$68.61	\$68.61	\$68.61	\$68.61	\$68.61	\$68.61	1
	Higher Education	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	1
	Housing/Homelessness	\$44.25	\$27.04	\$38.68	\$43.59	\$46.57	\$68.61	7
	Mental Health	\$52.34	\$27.04	\$47.12	\$48.23	\$60.91	\$75.16	8
	Public Benefit	\$42.08	\$40.56	\$41.32	\$42.08	\$42.83	\$43.59	2
	Recreation, sports, leisure	\$39.25	\$39.25	\$39.25	\$39.25	\$39.25	\$39.25	1
	Seniors	\$47.67	\$47.67	\$47.67	\$47.67	\$47.67	\$47.67	1
Year Founded	Before 1950	\$49.95	\$24.09	\$39.44	\$44.12	\$66.04	\$75.16	10
	1950-1969	\$47.05	\$34.44	\$39.98	\$45.15	\$52.21	\$63.46	4
	1970-1979	\$37.37	\$23.08	\$36.79	\$38.47	\$40.87	\$48.00	9
	1980-1989	\$46.87	\$46.87	\$46.87	\$46.87	\$46.87	\$46.87	1
	1990-1999	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	2000 or later	\$34.00	\$32.00	\$33.00	\$34.00	\$35.00	\$36.00	2
Ex. Director/CEO Gender	Female	\$40.09	\$23.08	\$35.61	\$40.28	\$44.41	\$63.46	16
	Male	\$45.46	\$24.09	\$38.76	\$40.49	\$49.44	\$74.70	14
Experience as Ex. Director/CEO	5 years or less	\$39.59	\$23.08	\$34.55	\$38.59	\$44.00	\$58.34	7
	6-10 years	\$44.00	\$27.04	\$35.97	\$44.51	\$49.64	\$63.46	6
	11-20 years	\$47.88	\$32.00	\$39.20	\$41.40	\$52.91	\$75.16	8
	More than 20 years	\$42.89	\$24.09	\$38.67	\$40.26	\$44.99	\$74.70	10

Q200a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Director, Housing or Residential Services

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	22%	40	2.5	98
	2025	30%	48	2.1	95
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	30%	7	1.0	7
	100-249 employees	40%	14	1.4	18
	250 employees or more	46%	26	2.8	69
Total Operating Expenses	Less than \$250k	29%	2	1.5	3
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	16%	8	1.3	10
	\$5m-\$9.99m	30%	6	1.3	8
	\$10m or more	54%	31	2.5	73
Sectors Supported	Adult Behavioral Health	53%	19	2.6	44
	Arts, Culture, Humanities				
	Basic Needs	33%	8	1.7	12
	Children's Serv./Youth dev.	36%	18	1.9	33
	Comm, volunteerism, econ	18%	4	1.3	5
	Community Justice	18%	2	1.0	2
	Dev./Intell. Disabilities	56%	22	3.0	62
	Education	42%	13	1.3	14
	Employment or job	35%	9	3.1	28
	Environment				
	Health care (non-hospital)	35%	8	1.4	10
	Higher Education				
	Housing/Homelessness	60%	24	2.6	59
	Mental Health	43%	17	3.1	49
	Public Benefit	21%	4	1.3	5
	Recreation, sports, leisure				
	Seniors	32%	6	1.0	5
Year Founded	Before 1950	43%	10	1.3	12
	1950-1969	45%	13	2.6	34
	1970-1979	41%	11	2.3	25
	1980-1989	27%	8	2.1	17
	1990-1999	14%	2	2.0	4
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	28%	27	1.9	51
	Male	36%	20	2.4	43
Experience as Ex. Director/CEO	5 years or less	21%	10	1.9	17
	6-10 years	34%	15	3.2	48
	11-20 years	52%	12	1.3	14
	More than 20 years	27%	10	1.5	15

Q200a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Director, Housing or Residential Services

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$41.48	\$27.68	\$33.19	\$38.47	\$46.12	\$68.00	40
	2025	\$45.32	\$27.51	\$37.79	\$44.14	\$50.78	\$66.63	46
All Employees	Fewer than 10 employees							
	10-49 employees	\$47.98	\$47.98	\$47.98	\$47.98	\$47.98	\$47.98	1
	50-99 employees	\$38.28	\$27.51	\$37.10	\$37.89	\$41.41	\$45.52	7
	100-249 employees	\$47.87	\$32.91	\$40.87	\$48.00	\$55.00	\$66.63	13
	250 employees or more	\$45.85	\$30.56	\$38.76	\$45.00	\$51.35	\$63.19	25
Total Operating Expenses	Less than \$250k	\$35.45	\$33.14	\$34.30	\$35.45	\$36.61	\$37.76	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$38.72	\$27.51	\$35.45	\$37.46	\$43.82	\$48.77	8
	\$5m-\$9.99m	\$45.84	\$37.00	\$41.93	\$46.54	\$48.79	\$55.00	6
	\$10m or more	\$47.70	\$30.56	\$41.21	\$45.00	\$58.16	\$66.63	29
Sectors Supported	Adult Behavioral Health	\$51.23	\$33.81	\$45.00	\$51.35	\$60.09	\$66.63	17
	Arts, Culture, Humanities							
	Basic Needs	\$43.48	\$33.81	\$37.46	\$41.21	\$47.18	\$60.09	7
	Children's Serv./Youth dev.	\$48.59	\$30.56	\$41.21	\$45.00	\$59.42	\$66.63	17
	Comm, volunteerism, econ	\$40.92	\$34.08	\$36.29	\$39.12	\$43.75	\$51.35	4
	Community Justice	\$35.40	\$32.91	\$34.16	\$35.40	\$36.65	\$37.89	2
	Dev./Intell. Disabilities	\$43.64	\$30.56	\$37.76	\$43.27	\$48.77	\$62.00	21
	Education	\$50.43	\$32.91	\$42.77	\$45.00	\$62.25	\$66.63	11
	Employment or job	\$41.20	\$30.56	\$34.08	\$41.21	\$48.00	\$55.00	9
	Environment							
	Health care (non-hospital)	\$51.30	\$34.08	\$48.05	\$52.88	\$58.32	\$59.42	7
	Higher Education							
	Housing/Homelessness	\$45.31	\$27.51	\$37.46	\$43.25	\$52.12	\$66.63	23
	Mental Health	\$51.58	\$30.56	\$44.32	\$52.12	\$60.57	\$66.63	16
	Public Benefit	\$38.00	\$32.91	\$33.79	\$35.55	\$39.77	\$48.00	4
	Recreation, sports, leisure							
	Seniors	\$51.20	\$41.21	\$48.00	\$51.35	\$53.42	\$62.00	5
Year Founded	Before 1950	\$48.83	\$37.02	\$45.00	\$45.52	\$51.35	\$63.19	9
	1950-1969	\$43.09	\$33.14	\$37.19	\$41.21	\$48.77	\$66.63	13
	1970-1979	\$48.07	\$30.56	\$40.58	\$48.00	\$55.95	\$62.50	11
	1980-1989	\$43.05	\$33.12	\$39.12	\$42.93	\$45.82	\$55.00	8
	1990-1999	\$46.62	\$33.81	\$40.21	\$46.62	\$53.02	\$59.42	2
	2000 or later	\$58.16	\$58.16	\$58.16	\$58.16	\$58.16	\$58.16	1
Ex. Director/CEO Gender	Female	\$42.87	\$27.51	\$36.50	\$42.84	\$46.76	\$66.63	27
	Male	\$48.00	\$33.81	\$41.57	\$48.04	\$53.29	\$62.00	18
Experience as Ex. Director/CEO	5 years or less	\$45.17	\$33.12	\$40.87	\$43.01	\$48.77	\$62.50	9
	6-10 years	\$42.06	\$30.56	\$36.51	\$41.34	\$46.83	\$58.48	15
	11-20 years	\$49.61	\$34.08	\$41.45	\$48.10	\$58.79	\$63.19	11
	More than 20 years	\$45.86	\$27.51	\$38.01	\$43.26	\$54.61	\$66.63	10

Q200a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Director of Information Technology Services

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	15%	28	1.0	28
	2025	20%	32	1.1	34
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	3
	50-99 employees	30%	7	1.0	1
	100-249 employees	40%	14	1.0	12
	250 employees or more	46%	26	1.2	18
Total Operating Expenses	Less than \$250k	29%	2	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	16%	8	2.5	5
	\$5m-\$9.99m	30%	6	1.0	4
	\$10m or more	54%	31	1.0	23
Sectors Supported	Adult Behavioral Health	53%	19	1.0	15
	Arts, Culture, Humanities			1.0	2
	Basic Needs	33%	8	1.0	1
	Children's Serv./Youth dev.	36%	18	1.2	16
	Comm, volunteerism, econ	18%	4	1.8	7
	Community Justice	18%	2	1.0	1
	Dev./Intell. Disabilities	56%	22	1.0	11
	Education	42%	13	1.0	6
	Employment or job	35%	9	1.0	5
	Environment				
	Health care (non-hospital)	35%	8	1.0	7
	Higher Education			1.0	1
	Housing/Homelessness	60%	24	1.0	11
	Mental Health	43%	17	1.0	15
	Public Benefit	21%	4	1.0	3
	Recreation, sports, leisure			1.0	1
	Seniors	32%	6	1.0	5
Year Founded	Before 1950	43%	10	1.0	7
	1950-1969	45%	13	1.0	7
	1970-1979	41%	11	1.0	9
	1980-1989	27%	8	1.0	3
	1990-1999	14%	2	1.0	3
	2000 or later	4%	1	4.0	4
Ex. Director/CEO Gender	Female	28%	27	1.2	18
	Male	36%	20	1.0	15
Experience as Ex. Director/CEO	5 years or less	21%	10	1.0	5
	6-10 years	34%	15	1.0	11
	11-20 years	52%	12	1.5	9
	More than 20 years	27%	10	1.0	8

Q200a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Director of Information Technology Services

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$46.22	\$26.00	\$38.64	\$43.00	\$52.00	\$74.00	27
	2025	\$51.39	\$26.00	\$41.82	\$51.00	\$56.61	\$93.79	31
All Employees	Fewer than 10 employees							
	10-49 employees	\$38.82	\$26.00	\$32.73	\$39.45	\$45.23	\$51.00	3
	50-99 employees	\$63.20	\$63.20	\$63.20	\$63.20	\$63.20	\$63.20	1
	100-249 employees	\$52.34	\$30.41	\$45.03	\$51.85	\$55.99	\$86.00	12
	250 employees or more	\$52.35	\$32.08	\$44.15	\$50.00	\$59.11	\$93.79	15
Total Operating Expenses	Less than \$250k	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$44.79	\$38.57	\$41.68	\$44.79	\$47.89	\$51.00	2
	\$5m-\$9.99m	\$48.64	\$39.45	\$45.17	\$49.04	\$52.50	\$57.01	4
	\$10m or more	\$54.00	\$30.41	\$46.99	\$52.54	\$61.38	\$93.79	23
Sectors Supported	Adult Behavioral Health	\$55.28	\$32.08	\$46.99	\$51.13	\$58.71	\$93.79	15
	Arts, Culture, Humanities	\$43.77	\$26.00	\$34.89	\$43.77	\$52.66	\$61.54	2
	Basic Needs	\$41.21	\$41.21	\$41.21	\$41.21	\$41.21	\$41.21	1
	Children's Serv./Youth dev.	\$49.98	\$36.19	\$42.42	\$50.00	\$55.92	\$66.39	13
	Comm, volunteerism, econ	\$47.94	\$38.57	\$40.55	\$44.15	\$51.53	\$64.89	4
	Community Justice	\$63.20	\$63.20	\$63.20	\$63.20	\$63.20	\$63.20	1
	Dev./Intell. Disabilities	\$47.90	\$30.41	\$39.31	\$48.50	\$54.78	\$66.39	11
	Education	\$56.48	\$45.90	\$48.88	\$56.60	\$64.47	\$66.39	6
	Employment or job	\$51.32	\$36.19	\$41.21	\$51.13	\$63.20	\$64.89	5
	Environment							
	Health care (non-hospital)	\$53.66	\$42.42	\$49.60	\$53.69	\$58.57	\$63.20	7
	Higher Education	\$64.89	\$64.89	\$64.89	\$64.89	\$64.89	\$64.89	1
	Housing/Homelessness	\$49.19	\$32.08	\$40.33	\$48.07	\$57.87	\$66.39	11
	Mental Health	\$53.43	\$32.08	\$46.99	\$52.54	\$58.71	\$86.00	15
	Public Benefit	\$51.36	\$26.00	\$44.60	\$63.20	\$64.05	\$64.89	3
	Recreation, sports, leisure	\$64.89	\$64.89	\$64.89	\$64.89	\$64.89	\$64.89	1
	Seniors	\$58.38	\$41.21	\$56.21	\$63.20	\$64.89	\$66.39	5
Year Founded	Before 1950	\$53.89	\$47.08	\$49.25	\$51.13	\$57.06	\$66.39	7
	1950-1969	\$50.99	\$41.21	\$47.01	\$52.54	\$56.07	\$57.01	7
	1970-1979	\$53.34	\$32.08	\$40.87	\$51.00	\$61.21	\$93.79	9
	1980-1989	\$51.95	\$30.41	\$34.93	\$39.45	\$62.73	\$86.00	3
	1990-1999	\$39.81	\$26.00	\$34.21	\$42.42	\$46.71	\$51.00	3
	2000 or later	\$38.57	\$38.57	\$38.57	\$38.57	\$38.57	\$38.57	1
Ex. Director/CEO Gender	Female	\$48.71	\$30.41	\$40.50	\$48.50	\$56.61	\$64.89	15
	Male	\$55.76	\$39.45	\$48.09	\$51.13	\$57.62	\$93.79	15
Experience as Ex. Director/CEO	5 years or less	\$47.47	\$32.08	\$47.08	\$51.00	\$51.00	\$56.21	5
	6-10 years	\$51.93	\$36.19	\$41.04	\$52.54	\$55.35	\$86.00	11
	11-20 years	\$49.43	\$38.57	\$43.83	\$49.04	\$50.85	\$66.39	6
	More than 20 years	\$57.72	\$30.41	\$47.56	\$58.57	\$62.38	\$93.79	8

Q200a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Computer Systems Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	8%	14	1.0	14
	2025	11%	17	1.0	14
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	1.0	1
	100-249 employees	6%	2	1.0	2
	250 employees or more	25%	14	1.0	11
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	1.0	1
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	25%	14	1.0	12
Sectors Supported	Adult Behavioral Health	19%	7	1.0	6
	Arts, Culture, Humanities				
	Basic Needs	8%	2	1.0	2
	Children's Serv./Youth dev.	16%	8	1.0	6
	Comm, volunteerism, econ	14%	3	1.0	2
	Community Justice	18%	2	1.0	2
	Dev./Intell. Disabilities	21%	8	1.0	6
	Education	19%	6	1.0	4
	Employment or job	15%	4	1.0	4
	Environment				
	Health care (non-hospital)	13%	3	1.0	3
	Higher Education				
	Housing/Homelessness	13%	5	1.0	5
	Mental Health	20%	8	1.0	7
	Public Benefit	11%	2	1.0	2
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	11%	2	1.0	2
Year Founded	Before 1950	13%	3	1.0	2
	1950-1969	14%	4	1.0	4
	1970-1979	15%	4	1.0	4
	1980-1989	3%	1	1.0	1
	1990-1999	7%	1	1.0	1
	2000 or later	8%	2	1.0	1
Ex. Director/CEO Gender	Female	8%	8	1.0	7
	Male	16%	9	1.0	7
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	1
	6-10 years	7%	3	1.0	3
	11-20 years	22%	5	1.0	3
	More than 20 years	19%	7	1.0	7

Q200a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Computer Systems Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$34.31	\$24.41	\$29.18	\$30.94	\$41.59	\$46.26	14
	2025	\$41.20	\$22.75	\$32.78	\$37.08	\$44.63	\$75.00	15
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1
	100-249 employees	\$36.81	\$32.59	\$34.70	\$36.81	\$38.92	\$41.03	2
	250 employees or more	\$39.12	\$22.75	\$32.55	\$35.58	\$44.48	\$65.15	12
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$53.98	\$32.96	\$43.47	\$53.98	\$64.49	\$75.00	2
	\$5m-\$9.99m	\$32.59	\$32.59	\$32.59	\$32.59	\$32.59	\$32.59	1
	\$10m or more	\$39.79	\$22.75	\$32.58	\$39.06	\$44.48	\$65.15	12
Sectors Supported	Adult Behavioral Health	\$46.43	\$34.08	\$38.89	\$44.63	\$51.01	\$65.15	6
	Arts, Culture, Humanities							
	Basic Needs	\$43.02	\$33.00	\$38.01	\$43.02	\$48.02	\$53.03	2
	Children's Serv./Youth dev.	\$36.43	\$22.75	\$30.07	\$32.96	\$37.02	\$65.15	7
	Comm, volunteerism, econ	\$33.35	\$32.96	\$32.98	\$33.00	\$33.54	\$34.08	3
	Community Justice	\$42.99	\$41.03	\$42.01	\$42.99	\$43.96	\$44.94	2
	Dev./Intell. Disabilities	\$35.57	\$22.75	\$32.01	\$35.58	\$41.72	\$44.94	6
	Education	\$36.11	\$27.54	\$31.33	\$36.81	\$41.59	\$43.27	4
	Employment or job	\$33.69	\$22.75	\$30.44	\$33.54	\$36.80	\$44.94	4
	Environment							
	Health care (non-hospital)	\$47.85	\$34.08	\$39.20	\$44.32	\$54.74	\$65.15	3
	Higher Education							
	Housing/Homelessness	\$42.99	\$22.75	\$33.00	\$41.03	\$53.03	\$65.15	5
	Mental Health	\$41.47	\$22.75	\$30.07	\$44.32	\$48.99	\$65.15	7
	Public Benefit	\$37.56	\$34.08	\$35.82	\$37.56	\$39.29	\$41.03	2
	Recreation, sports, leisure	\$44.94	\$44.94	\$44.94	\$44.94	\$44.94	\$44.94	1
	Seniors	\$38.97	\$33.00	\$35.99	\$38.97	\$41.96	\$44.94	2
Year Founded	Before 1950	\$36.24	\$27.54	\$31.89	\$36.24	\$40.59	\$44.94	2
	1950-1969	\$34.19	\$32.59	\$32.90	\$33.54	\$34.83	\$37.08	4
	1970-1979	\$40.84	\$22.75	\$38.14	\$43.80	\$46.50	\$53.03	4
	1980-1989	\$31.32	\$31.32	\$31.32	\$31.32	\$31.32	\$31.32	1
	1990-1999	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1
	2000 or later	\$49.06	\$32.96	\$41.01	\$49.06	\$57.10	\$65.15	2
Ex. Director/CEO Gender	Female	\$39.52	\$22.75	\$32.87	\$37.56	\$43.53	\$65.15	8
	Male	\$43.13	\$27.54	\$32.16	\$37.08	\$48.99	\$75.00	7
Experience as Ex. Director/CEO	5 years or less	\$27.54	\$27.54	\$27.54	\$27.54	\$27.54	\$27.54	1
	6-10 years	\$29.45	\$22.75	\$27.67	\$32.59	\$32.80	\$33.00	3
	11-20 years	\$44.28	\$32.96	\$33.80	\$39.51	\$49.99	\$65.15	4
	More than 20 years	\$46.44	\$31.32	\$39.06	\$43.27	\$48.68	\$75.00	7

Q200a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Director of Human Resources

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	25%	46	1.0	45
	2025	33%	53	1.1	54
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	22%	5	1.0	5
	100-249 employees	49%	17	1.0	16
	250 employees or more	51%	29	1.1	31
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	10%	5	1.2	6
	\$5m-\$9.99m	40%	8	1.0	8
	\$10m or more	65%	37	1.1	37
Sectors Supported	Adult Behavioral Health	67%	24	1.0	22
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs	25%	6	1.0	5
	Children's Serv./Youth dev.	36%	18	1.2	20
	Comm, volunteerism, econ	23%	5	1.2	6
	Community Justice	18%	2	1.0	2
	Dev./Intell. Disabilities	62%	24	1.1	25
	Education	32%	10	1.0	8
	Employment or job	46%	12	1.2	14
	Environment				
	Health care (non-hospital)	48%	11	1.0	10
	Higher Education				
	Housing/Homelessness	40%	16	1.1	17
	Mental Health	55%	22	1.1	23
	Public Benefit	11%	2	1.0	2
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	42%	8	1.0	7
Year Founded	Before 1950	48%	11	1.0	10
	1950-1969	52%	15	1.0	15
	1970-1979	33%	9	1.2	11
	1980-1989	27%	8	1.0	8
	1990-1999	14%	2	1.0	2
	2000 or later	17%	4	1.3	5
Ex. Director/CEO Gender	Female	33%	32	1.1	35
	Male	36%	20	1.0	18
Experience as Ex. Director/CEO	5 years or less	27%	13	1.0	12
	6-10 years	32%	14	1.1	16
	11-20 years	52%	12	1.1	12
	More than 20 years	35%	13	1.0	13

Q200a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Director of Human Resources

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$42.24	\$20.00	\$34.91	\$40.32	\$50.66	\$65.00	44
	2025	\$49.45	\$26.80	\$40.99	\$48.08	\$56.72	\$75.62	51
All Employees	Fewer than 10 employees							
	10-49 employees	\$46.70	\$35.70	\$41.20	\$46.70	\$52.19	\$57.69	2
	50-99 employees	\$36.80	\$26.80	\$34.44	\$38.00	\$40.16	\$44.62	5
	100-249 employees	\$49.94	\$28.84	\$42.19	\$47.54	\$58.62	\$69.82	16
	250 employees or more	\$51.63	\$31.82	\$45.01	\$51.09	\$57.15	\$75.62	28
Total Operating Expenses	Less than \$250k	\$43.28	\$37.04	\$40.16	\$43.28	\$46.39	\$49.51	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$36.99	\$26.80	\$35.70	\$38.57	\$40.16	\$43.73	5
	\$5m-\$9.99m	\$44.64	\$28.84	\$36.92	\$46.35	\$49.27	\$62.95	8
	\$10m or more	\$52.45	\$31.82	\$44.17	\$51.68	\$58.88	\$75.62	35
Sectors Supported	Adult Behavioral Health	\$55.91	\$39.92	\$49.47	\$54.88	\$66.11	\$75.62	22
	Arts, Culture, Humanities	\$52.32	\$44.62	\$48.47	\$52.32	\$56.17	\$60.02	2
	Basic Needs	\$56.40	\$47.03	\$49.12	\$54.95	\$55.29	\$75.62	5
	Children's Serv./Youth dev.	\$52.19	\$31.82	\$47.00	\$51.38	\$57.73	\$75.62	17
	Comm, volunteerism, econ	\$55.45	\$38.57	\$52.83	\$54.95	\$55.29	\$75.62	5
	Community Justice	\$48.80	\$42.30	\$45.55	\$48.80	\$52.04	\$55.29	2
	Dev./Intell. Disabilities	\$47.12	\$26.80	\$39.20	\$45.43	\$53.50	\$70.07	23
	Education	\$47.39	\$28.84	\$37.28	\$50.94	\$53.43	\$66.48	8
	Employment or job	\$44.99	\$26.80	\$36.46	\$44.67	\$55.04	\$67.00	12
	Environment							
	Health care (non-hospital)	\$54.48	\$41.81	\$45.97	\$53.49	\$64.49	\$69.82	10
	Higher Education							
	Housing/Homelessness	\$51.45	\$31.82	\$40.87	\$51.68	\$56.91	\$75.62	15
	Mental Health	\$53.25	\$31.82	\$42.91	\$52.00	\$65.00	\$75.62	21
	Public Benefit	\$61.15	\$55.29	\$58.22	\$61.15	\$64.07	\$67.00	2
	Recreation, sports, leisure	\$42.30	\$42.30	\$42.30	\$42.30	\$42.30	\$42.30	1
	Seniors	\$58.60	\$42.30	\$55.52	\$56.49	\$62.37	\$75.62	7
Year Founded	Before 1950	\$53.45	\$40.16	\$43.48	\$51.67	\$59.45	\$75.62	10
	1950-1969	\$46.30	\$33.69	\$38.96	\$46.15	\$50.45	\$70.07	15
	1970-1979	\$52.22	\$31.82	\$45.91	\$54.47	\$56.95	\$67.30	9
	1980-1989	\$47.51	\$28.84	\$40.77	\$46.23	\$53.09	\$66.16	8
	1990-1999	\$52.76	\$35.70	\$44.23	\$52.76	\$61.29	\$69.82	2
	2000 or later	\$43.69	\$26.80	\$35.63	\$45.13	\$53.18	\$57.69	4
Ex. Director/CEO Gender	Female	\$45.44	\$26.80	\$37.76	\$45.79	\$51.76	\$69.82	32
	Male	\$55.64	\$39.92	\$46.18	\$55.52	\$64.49	\$75.62	18
Experience as Ex. Director/CEO	5 years or less	\$50.24	\$35.70	\$45.97	\$48.60	\$52.21	\$75.62	12
	6-10 years	\$45.74	\$31.82	\$37.76	\$46.46	\$53.84	\$65.00	14
	11-20 years	\$51.59	\$26.80	\$40.19	\$51.68	\$66.74	\$69.82	11
	More than 20 years	\$51.94	\$28.84	\$42.91	\$54.47	\$60.02	\$70.07	13

Q200a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Director of Research and Evaluation/Senior Researcher

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	3%	6	1.0	6
	2025	6%	9	1.4	13
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	8%	3	2.3	7
	50-99 employees	4%	1	1.0	1
	100-249 employees	3%	1	1.0	1
	250 employees or more	5%	3	1.0	3
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	4.0	4
	\$1m-\$4.99m	4%	2	1.0	2
	\$5m-\$9.99m	10%	2	1.5	3
	\$10m or more	7%	4	1.0	4
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	8%	4	1.3	5
	Comm, volunteerism, econ	9%	2	1.0	2
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities				
	Education	3%	1	2.0	2
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)	9%	2	1.5	3
	Higher Education				
	Housing/Homelessness	3%	1	1.0	1
	Mental Health	5%	2	1.5	3
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969	7%	2	1.0	2
	1970-1979				
	1980-1989	7%	2	2.5	5
	1990-1999	14%	2	1.5	3
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	5%	5	1.6	8
	Male	5%	3	1.3	4
Experience as Ex. Director/CEO	5 years or less	6%	3	2.0	6
	6-10 years	5%	2	1.5	3
	11-20 years				
	More than 20 years	8%	3	1.0	3

Q200a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Director of Research and Evaluation/Senior Researcher

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$42.09	\$24.00	\$34.25	\$39.18	\$52.90	\$60.10	6
	2025	\$48.97	\$38.84	\$42.40	\$47.09	\$52.00	\$68.18	9
All Employees	Fewer than 10 employees	\$38.84	\$38.84	\$38.84	\$38.84	\$38.84	\$38.84	1
	10-49 employees	\$56.73	\$44.00	\$51.00	\$58.00	\$63.09	\$68.18	3
	50-99 employees	\$47.09	\$47.09	\$47.09	\$47.09	\$47.09	\$47.09	1
	100-249 employees	\$42.40	\$42.40	\$42.40	\$42.40	\$42.40	\$42.40	1
	250 employees or more	\$47.41	\$41.54	\$45.12	\$48.70	\$50.35	\$52.00	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	1
	\$1m-\$4.99m	\$52.55	\$47.09	\$49.82	\$52.55	\$55.27	\$58.00	2
	\$5m-\$9.99m	\$58.44	\$48.70	\$53.57	\$58.44	\$63.31	\$68.18	2
	\$10m or more	\$43.70	\$38.84	\$40.87	\$41.97	\$44.80	\$52.00	4
Sectors Supported	Adult Behavioral Health	\$42.40	\$42.40	\$42.40	\$42.40	\$42.40	\$42.40	1
	Arts, Culture, Humanities	\$41.54	\$41.54	\$41.54	\$41.54	\$41.54	\$41.54	1
	Basic Needs	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	1
	Children's Serv./Youth dev.	\$52.42	\$42.40	\$45.92	\$49.55	\$56.05	\$68.18	4
	Comm, volunteerism, econ	\$50.35	\$48.70	\$49.53	\$50.35	\$51.18	\$52.00	2
	Community Justice	\$38.84	\$38.84	\$38.84	\$38.84	\$38.84	\$38.84	1
	Dev./Intell. Disabilities							
	Education	\$68.18	\$68.18	\$68.18	\$68.18	\$68.18	\$68.18	1
	Employment or job	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	1
	Environment							
	Health care (non-hospital)	\$55.29	\$42.40	\$48.85	\$55.29	\$61.74	\$68.18	2
	Higher Education							
	Housing/Homelessness	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	1
	Mental Health	\$55.29	\$42.40	\$48.85	\$55.29	\$61.74	\$68.18	2
	Public Benefit	\$47.09	\$47.09	\$47.09	\$47.09	\$47.09	\$47.09	1
	Recreation, sports, leisure							
	Seniors	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	\$52.00	1
Year Founded	Before 1950	\$45.12	\$41.54	\$43.33	\$45.12	\$46.91	\$48.70	2
	1950-1969	\$47.20	\$42.40	\$44.80	\$47.20	\$49.60	\$52.00	2
	1970-1979							
	1980-1989	\$45.55	\$44.00	\$44.77	\$45.55	\$46.32	\$47.09	2
	1990-1999	\$53.51	\$38.84	\$46.18	\$53.51	\$60.85	\$68.18	2
	2000 or later	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00	1
Ex. Director/CEO Gender	Female	\$46.39	\$38.84	\$42.40	\$44.00	\$48.70	\$58.00	5
	Male	\$53.91	\$41.54	\$46.77	\$52.00	\$60.09	\$68.18	3
Experience as Ex. Director/CEO	5 years or less	\$43.85	\$38.84	\$41.42	\$44.00	\$46.35	\$48.70	3
	6-10 years	\$60.09	\$52.00	\$56.05	\$60.09	\$64.14	\$68.18	2
	11-20 years							
	More than 20 years	\$47.31	\$41.54	\$41.97	\$42.40	\$50.20	\$58.00	3

Q200a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Admissions Director

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	2%	4	1.0	4
	2025	5%	8	1.0	7
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	1.0	2
	250 employees or more	11%	6	1.0	5
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	12%	7	1.0	6
Sectors Supported	Adult Behavioral Health	11%	4	1.0	3
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.	6%	3	1.0	3
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	15%	6	1.0	5
	Education	10%	3	1.0	2
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education				
	Housing/Homelessness	8%	3	1.0	3
	Mental Health	10%	4	1.0	4
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969	7%	2	1.0	2
	1970-1979	7%	2	1.0	2
	1980-1989	3%	1	1.0	1
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	4	1.0	4
	Male	7%	4	1.0	3
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	1
	6-10 years	9%	4	1.0	4
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

Q200a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Admissions Director

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$35.72	\$33.59	\$34.39	\$35.90	\$37.23	\$37.49	4
	2025	\$39.22	\$29.57	\$34.29	\$40.38	\$41.60	\$52.79	7
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$34.02	\$29.57	\$31.79	\$34.02	\$36.24	\$38.46	2
	250 employees or more	\$41.30	\$30.12	\$40.38	\$41.19	\$42.00	\$52.79	5
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$52.79	\$52.79	\$52.79	\$52.79	\$52.79	\$52.79	1
	\$10m or more	\$36.95	\$29.57	\$32.21	\$39.42	\$40.99	\$42.00	6
Sectors Supported	Adult Behavioral Health	\$40.28	\$38.46	\$39.42	\$40.38	\$41.19	\$42.00	3
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.	\$37.77	\$30.12	\$35.66	\$41.19	\$41.60	\$42.00	3
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$41.19	\$29.57	\$40.38	\$41.19	\$42.00	\$52.79	5
	Education	\$36.06	\$30.12	\$33.09	\$36.06	\$39.03	\$42.00	2
	Employment or job	\$41.19	\$41.19	\$41.19	\$41.19	\$41.19	\$41.19	1
	Environment							
	Health care (non-hospital)	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Higher Education							
	Housing/Homelessness	\$40.01	\$38.46	\$39.42	\$40.38	\$40.79	\$41.19	3
	Mental Health	\$37.54	\$30.12	\$36.38	\$39.42	\$40.58	\$41.19	4
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$36.06	\$30.12	\$33.09	\$36.06	\$39.03	\$42.00	2
	1950-1969	\$46.59	\$40.38	\$43.48	\$46.59	\$49.69	\$52.79	2
	1970-1979	\$39.83	\$38.46	\$39.14	\$39.83	\$40.51	\$41.19	2
	1980-1989	\$29.57	\$29.57	\$29.57	\$29.57	\$29.57	\$29.57	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$41.39	\$29.57	\$38.29	\$41.60	\$44.70	\$52.79	4
	Male	\$36.32	\$30.12	\$34.29	\$38.46	\$39.42	\$40.38	3
Experience as Ex. Director/CEO	5 years or less	\$30.12	\$30.12	\$30.12	\$30.12	\$30.12	\$30.12	1
	6-10 years	\$44.09	\$40.38	\$40.99	\$41.60	\$44.70	\$52.79	4
	11-20 years	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	More than 20 years	\$29.57	\$29.57	\$29.57	\$29.57	\$29.57	\$29.57	1

Q200a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Medical Director

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	8%	15	1.1	15
	2025	11%	18	1.2	21
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	23%	8	1.1	9
	250 employees or more	18%	10	1.2	12
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	25%	14	1.2	17
Sectors Supported	Adult Behavioral Health	28%	10	1.2	12
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	18%	9	1.2	11
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	21%	8	1.1	9
	Education	13%	4	1.3	5
	Employment or job	8%	2	1.0	2
	Environment				
	Health care (non-hospital)	22%	5	1.2	6
	Higher Education				
	Housing/Homelessness	15%	6	1.0	6
	Mental Health	28%	11	1.2	13
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	13%	3	1.0	3
	1950-1969	17%	5	1.2	6
	1970-1979	30%	8	1.1	9
	1980-1989	3%	1	2.0	2
	1990-1999				
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	10%	10	1.3	13
	Male	15%	8	1.0	8
Experience as Ex. Director/CEO	5 years or less	6%	3	1.7	5
	6-10 years	18%	8	1.0	8
	11-20 years	17%	4	1.0	4
	More than 20 years	8%	3	1.3	4

Q200a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Medical Director

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$128.86	\$34.70	\$106.97	\$137.43	\$173.17	\$200.00	14
	2025	\$130.30	\$41.35	\$60.06	\$145.00	\$183.83	\$250.00	18
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$158.89	\$41.35	\$137.50	\$173.51	\$188.19	\$250.00	8
	250 employees or more	\$107.43	\$49.00	\$52.38	\$70.66	\$161.00	\$209.29	10
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$92.89	\$41.35	\$49.18	\$57.01	\$118.66	\$180.30	3
	\$10m or more	\$140.48	\$49.00	\$69.92	\$158.36	\$194.57	\$250.00	14
Sectors Supported	Adult Behavioral Health	\$135.89	\$49.00	\$79.09	\$158.36	\$180.75	\$209.29	10
	Arts, Culture, Humanities							
	Basic Needs	\$208.33	\$208.33	\$208.33	\$208.33	\$208.33	\$208.33	1
	Children's Serv./Youth dev.	\$157.50	\$49.00	\$140.00	\$168.00	\$185.00	\$250.00	9
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$83.06	\$41.35	\$50.38	\$63.10	\$89.09	\$185.00	8
	Education	\$134.33	\$49.00	\$117.25	\$154.00	\$171.08	\$180.30	4
	Employment or job	\$127.10	\$69.19	\$98.14	\$127.10	\$156.05	\$185.00	2
	Environment							
	Health care (non-hospital)	\$181.75	\$150.00	\$166.71	\$185.00	\$197.76	\$209.29	5
	Higher Education							
	Housing/Homelessness	\$148.99	\$69.19	\$91.59	\$167.50	\$202.50	\$209.29	6
	Mental Health	\$163.54	\$69.19	\$145.00	\$168.00	\$196.67	\$250.00	11
	Public Benefit	\$185.00	\$185.00	\$185.00	\$185.00	\$185.00	\$185.00	1
	Recreation, sports, leisure							
	Seniors	\$185.00	\$185.00	\$185.00	\$185.00	\$185.00	\$185.00	1
Year Founded	Before 1950	\$146.33	\$49.00	\$94.50	\$140.00	\$195.00	\$250.00	3
	1950-1969	\$103.50	\$41.35	\$57.01	\$72.12	\$166.71	\$180.30	5
	1970-1979	\$141.10	\$50.48	\$92.30	\$159.00	\$188.19	\$208.33	8
	1980-1989	\$50.84	\$50.84	\$50.84	\$50.84	\$50.84	\$50.84	1
	1990-1999							
	2000 or later	\$209.29	\$209.29	\$209.29	\$209.29	\$209.29	\$209.29	1
Ex. Director/CEO Gender	Female	\$117.67	\$41.35	\$52.38	\$117.95	\$177.23	\$209.29	10
	Male	\$146.09	\$50.48	\$93.03	\$145.00	\$200.40	\$250.00	8
Experience as Ex. Director/CEO	5 years or less	\$86.73	\$41.35	\$46.10	\$50.84	\$109.42	\$168.00	3
	6-10 years	\$121.92	\$49.00	\$66.15	\$86.06	\$184.67	\$250.00	8
	11-20 years	\$171.07	\$140.00	\$147.50	\$167.50	\$191.07	\$209.29	4
	More than 20 years	\$141.84	\$50.48	\$108.60	\$166.71	\$187.52	\$208.33	3

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2025	15%	24	1.2	24
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees				
	100-249 employees	23%	8	1.2	7
	250 employees or more	26%	15	1.2	16
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	1.0	1
	\$5m-\$9.99m				
	\$10m or more	37%	21	1.2	21
Sectors Supported	Adult Behavioral Health	39%	14	1.1	11
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs	13%	3	1.0	2
	Children's Serv./Youth dev.	24%	12	1.4	14
	Comm, volunteerism, econ	9%	2	1.0	2
	Community Justice	18%	2	1.5	3
	Dev./Intell. Disabilities	23%	9	1.4	10
	Education	19%	6	1.0	4
	Employment or job	15%	4	1.8	7
	Environment				
	Health care (non-hospital)	35%	8	1.2	6
	Higher Education				
	Housing/Homelessness	23%	9	1.4	11
	Mental Health	33%	13	1.3	13
	Public Benefit	11%	2	1.5	3
	Recreation, sports, leisure				
	Seniors	21%	4	1.3	4
Year Founded	Before 1950	26%	6	1.0	5
	1950-1969	17%	5	1.3	5
	1970-1979	30%	8	1.4	11
	1980-1989	3%	1	1.0	1
	1990-1999	7%	1		
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	11%	11	1.3	12
	Male	22%	12	1.1	11
Experience as Ex. Director/CEO	5 years or less	10%	5	1.0	3
	6-10 years	11%	5	1.6	8
	11-20 years	30%	7	1.2	6
	More than 20 years	19%	7	1.0	7

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2025	\$54.23	\$33.70	\$42.40	\$52.89	\$69.23	\$81.03	21
All Employees	Fewer than 10 employees							
	10-49 employees	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	1
	50-99 employees							
	100-249 employees	\$51.54	\$39.31	\$42.83	\$44.71	\$60.29	\$70.49	7
	250 employees or more	\$56.15	\$33.70	\$42.27	\$54.00	\$70.67	\$81.03	13
Total Operating Expenses	Less than \$250k	\$52.89	\$52.89	\$52.89	\$52.89	\$52.89	\$52.89	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	1
	\$5m-\$9.99m							
	\$10m or more	\$55.18	\$33.70	\$42.30	\$53.79	\$70.18	\$81.03	18
Sectors Supported	Adult Behavioral Health	\$60.85	\$34.15	\$43.99	\$69.23	\$71.41	\$81.03	11
	Arts, Culture, Humanities	\$52.83	\$48.07	\$50.45	\$52.83	\$55.21	\$57.59	2
	Basic Needs	\$62.07	\$52.00	\$57.04	\$62.07	\$67.11	\$72.14	2
	Children's Serv./Youth dev.	\$57.99	\$33.70	\$47.20	\$54.00	\$69.86	\$81.03	11
	Comm, volunteerism, econ	\$62.07	\$52.00	\$57.04	\$62.07	\$67.11	\$72.14	2
	Community Justice	\$47.93	\$42.27	\$45.10	\$47.93	\$50.75	\$53.58	2
	Dev./Intell. Disabilities	\$48.45	\$33.70	\$35.58	\$46.10	\$57.25	\$70.49	8
	Education	\$53.22	\$36.06	\$49.20	\$53.79	\$57.81	\$69.23	4
	Employment or job	\$51.40	\$33.70	\$47.43	\$52.45	\$56.42	\$67.00	4
	Environment							
	Health care (non-hospital)	\$63.08	\$42.40	\$49.20	\$68.75	\$73.33	\$81.03	6
	Higher Education							
	Housing/Homelessness	\$54.61	\$33.70	\$40.98	\$52.79	\$68.29	\$81.03	8
	Mental Health	\$58.33	\$33.70	\$42.83	\$67.00	\$71.32	\$81.03	11
	Public Benefit	\$60.29	\$53.58	\$56.94	\$60.29	\$63.65	\$67.00	2
	Recreation, sports, leisure							
	Seniors	\$63.71	\$52.00	\$59.50	\$67.00	\$69.57	\$72.14	3
Year Founded	Before 1950	\$60.21	\$48.07	\$54.00	\$57.59	\$69.23	\$72.14	5
	1950-1969	\$47.39	\$42.27	\$42.37	\$47.20	\$52.22	\$52.89	4
	1970-1979	\$50.48	\$33.70	\$35.58	\$43.99	\$67.92	\$74.28	8
	1980-1989	\$39.31	\$39.31	\$39.31	\$39.31	\$39.31	\$39.31	1
	1990-1999	\$70.49	\$70.49	\$70.49	\$70.49	\$70.49	\$70.49	1
	2000 or later	\$81.03	\$81.03	\$81.03	\$81.03	\$81.03	\$81.03	1
Ex. Director/CEO Gender	Female	\$53.20	\$33.70	\$36.87	\$47.99	\$69.62	\$81.03	10
	Male	\$53.76	\$42.27	\$45.55	\$52.45	\$56.69	\$72.14	10
Experience as Ex. Director/CEO	5 years or less	\$53.06	\$34.15	\$43.52	\$52.89	\$62.52	\$72.14	3
	6-10 years	\$44.15	\$33.70	\$42.27	\$44.71	\$48.07	\$52.00	5
	11-20 years	\$64.17	\$43.26	\$57.25	\$68.12	\$70.18	\$81.03	6
	More than 20 years	\$53.41	\$36.06	\$40.86	\$53.58	\$64.13	\$74.28	7

Q200a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - School Principal

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	5	1.4	7
	2025	3%	4	2.0	6
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees				
	250 employees or more	7%	4	2.0	6
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	5%	3	2.5	5
Sectors Supported	Adult Behavioral Health	6%	2	4.0	4
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.	6%	3	2.0	6
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	8%	3	2.5	5
	Education	10%	3	2.5	5
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness				
	Mental Health	3%	1	1.0	1
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	9%	2	2.5	5
	1950-1969				
	1970-1979	4%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	4.0	4
	Male	5%	3	1.0	2
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	1
	6-10 years	2%	1	4.0	4
	11-20 years	4%	1	1.0	1
	More than 20 years				

Q200a_9_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - School Principal

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$47.40	\$43.26	\$43.75	\$44.22	\$44.67	\$61.10	5
	2025	\$60.33	\$53.50	\$56.75	\$60.00	\$63.75	\$67.50	3
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees							
	250 employees or more	\$60.33	\$53.50	\$56.75	\$60.00	\$63.75	\$67.50	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	\$10m or more	\$60.50	\$53.50	\$57.00	\$60.50	\$64.00	\$67.50	2
Sectors Supported	Adult Behavioral Health	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.	\$60.33	\$53.50	\$56.75	\$60.00	\$63.75	\$67.50	3
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$60.50	\$53.50	\$57.00	\$60.50	\$64.00	\$67.50	2
	Education	\$60.50	\$53.50	\$57.00	\$60.50	\$64.00	\$67.50	2
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness							
	Mental Health	\$67.50	\$67.50	\$67.50	\$67.50	\$67.50	\$67.50	1
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$60.50	\$53.50	\$57.00	\$60.50	\$64.00	\$67.50	2
	1950-1969							
	1970-1979	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	1
	Male	\$63.75	\$60.00	\$61.88	\$63.75	\$65.63	\$67.50	2
Experience as Ex. Director/CEO	5 years or less	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	6-10 years	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	\$53.50	1
	11-20 years	\$67.50	\$67.50	\$67.50	\$67.50	\$67.50	\$67.50	1
	More than 20 years							

Q200a_10_1: For each type of position contained in your organization, please indicate the number of employees in that category - Curator

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	5	1.8	9
	2025	4%	7	1.7	12
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	2.0	6
	50-99 employees	4%	1	1.0	1
	100-249 employees	9%	3	1.7	5
	250 employees or more				
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	8%	4	2.0	8
	\$5m-\$9.99m	10%	2	1.5	3
	\$10m or more	2%	1	1.0	1
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities	29%	6	1.8	11
	Basic Needs				
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	5%	1	1.0	1
	Community Justice				
	Dev./Intell. Disabilities				
	Education	6%	2	1.5	3
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)				
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	3%	1	1.0	1
	Mental Health	3%	1	1.0	1
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	13%	3	2.0	6
	1950-1969	3%	1	2.0	2
	1970-1979				
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	2%	2	1.5	3
	Male	9%	5	1.8	9
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	5%	2	2.5	5
	11-20 years	4%	1	2.0	2
	More than 20 years	11%	4	1.3	5

Q200a_10_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Curator

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$27.00	\$16.00	\$22.75	\$28.00	\$32.25	\$36.00	4
	2025	\$44.22	\$28.33	\$40.63	\$41.72	\$48.16	\$61.94	7
All Employees	Fewer than 10 employees							
	10-49 employees	\$42.23	\$40.38	\$41.05	\$41.72	\$43.16	\$44.59	3
	50-99 employees	\$51.72	\$51.72	\$51.72	\$51.72	\$51.72	\$51.72	1
	100-249 employees	\$43.71	\$28.33	\$34.60	\$40.87	\$51.41	\$61.94	3
	250 employees or more							
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$38.76	\$28.33	\$37.37	\$41.05	\$42.44	\$44.59	4
	\$5m-\$9.99m	\$46.30	\$40.87	\$43.58	\$46.30	\$49.01	\$51.72	2
	\$10m or more	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities	\$41.27	\$28.33	\$40.50	\$41.30	\$43.87	\$51.72	6
	Basic Needs							
	Children's Serv./Youth dev.	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Comm, volunteerism, econ	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Community Justice							
	Dev./Intell. Disabilities							
	Education	\$45.14	\$28.33	\$36.73	\$45.14	\$53.54	\$61.94	2
	Employment or job	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Environment							
	Health care (non-hospital)							
	Higher Education	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Housing/Homelessness	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Mental Health	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Public Benefit	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Recreation, sports, leisure	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
	Seniors	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	\$61.94	1
Year Founded	Before 1950	\$37.77	\$28.33	\$34.36	\$40.38	\$42.49	\$44.59	3
	1950-1969	\$41.72	\$41.72	\$41.72	\$41.72	\$41.72	\$41.72	1
	1970-1979							
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$51.83	\$41.72	\$46.78	\$51.83	\$56.89	\$61.94	2
	Male	\$41.18	\$28.33	\$40.38	\$40.87	\$44.59	\$51.72	5
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$42.73	\$40.87	\$41.80	\$42.73	\$43.66	\$44.59	2
	11-20 years	\$41.72	\$41.72	\$41.72	\$41.72	\$41.72	\$41.72	1
	More than 20 years	\$45.59	\$28.33	\$37.37	\$46.05	\$54.28	\$61.94	4

Q200a_11_1: For each type of position contained in your organization, please indicate the number of employees in that category - Program or Division Director

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	46%	84	3.5	286
	2025	46%	74	3.4	241
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	31%	12	1.8	22
	50-99 employees	39%	9	1.8	16
	100-249 employees	63%	22	3.6	72
	250 employees or more	53%	30	4.6	130
Total Operating Expenses	Less than \$250k	14%	1	2.0	2
	\$250k-\$499k				
	\$500k-\$999k	27%	4	1.3	5
	\$1m-\$4.99m	39%	20	2.1	41
	\$5m-\$9.99m	60%	12	3.3	40
	\$10m or more	63%	36	4.7	150
Sectors Supported	Adult Behavioral Health	61%	22	3.9	71
	Arts, Culture, Humanities	43%	9	2.2	20
	Basic Needs	42%	10	2.7	24
	Children's Serv./Youth dev.	58%	29	4.5	122
	Comm, volunteerism, econ	45%	10	3.1	31
	Community Justice	55%	6	7.5	45
	Dev./Intell. Disabilities	59%	23	2.8	58
	Education	55%	17	2.3	35
	Employment or job	50%	13	2.6	34
	Environment	57%	4	1.8	7
	Health care (non-hospital)	52%	12	4.6	41
	Higher Education				
	Housing/Homelessness	53%	21	3.5	70
	Mental Health	65%	26	4.1	94
	Public Benefit	37%	7	2.4	17
	Recreation, sports, leisure	40%	2	2.0	4
	Seniors	47%	9	3.1	25
Year Founded	Before 1950	61%	14	3.4	44
	1950-1969	55%	16	4.9	74
	1970-1979	48%	13	3.9	51
	1980-1989	43%	13	2.0	26
	1990-1999	36%	5	2.0	8
	2000 or later	33%	8	2.9	23
Ex. Director/CEO Gender	Female	44%	43	2.7	109
	Male	49%	27	4.9	122
Experience as Ex. Director/CEO	5 years or less	46%	22	2.7	53
	6-10 years	52%	23	4.8	110
	11-20 years	48%	11	3.8	34
	More than 20 years	38%	14	2.5	35

Q200a_11_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Program or Division Director

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$37.14	\$18.00	\$31.25	\$36.06	\$42.12	\$60.68	83
	2025	\$44.05	\$24.03	\$37.59	\$42.79	\$48.37	\$75.00	70
All Employees	Fewer than 10 employees	\$41.21	\$41.21	\$41.21	\$41.21	\$41.21	\$41.21	1
	10-49 employees	\$43.61	\$27.37	\$36.80	\$39.76	\$53.27	\$60.00	11
	50-99 employees	\$43.86	\$24.03	\$35.00	\$42.00	\$48.46	\$75.00	9
	100-249 employees	\$43.15	\$26.71	\$37.95	\$42.87	\$47.89	\$65.09	21
	250 employees or more	\$45.06	\$26.44	\$39.75	\$43.92	\$48.52	\$70.30	28
Total Operating Expenses	Less than \$250k	\$47.04	\$47.04	\$47.04	\$47.04	\$47.04	\$47.04	1
	\$250k-\$499k							
	\$500k-\$999k	\$36.79	\$26.44	\$34.74	\$39.36	\$41.41	\$42.00	4
	\$1m-\$4.99m	\$41.79	\$24.03	\$33.47	\$38.16	\$47.64	\$75.00	20
	\$5m-\$9.99m	\$44.73	\$30.28	\$37.84	\$40.75	\$51.58	\$65.09	12
	\$10m or more	\$45.96	\$30.49	\$41.00	\$45.00	\$49.11	\$70.30	33
Sectors Supported	Adult Behavioral Health	\$51.61	\$30.84	\$45.44	\$49.11	\$56.73	\$75.00	19
	Arts, Culture, Humanities	\$44.51	\$27.37	\$32.93	\$34.56	\$60.00	\$75.00	9
	Basic Needs	\$47.86	\$26.71	\$42.78	\$46.63	\$52.00	\$75.00	9
	Children's Serv./Youth dev.	\$46.72	\$26.71	\$39.75	\$45.10	\$52.71	\$75.00	28
	Comm, volunteerism, econ	\$47.74	\$36.10	\$38.36	\$42.78	\$54.13	\$75.00	10
	Community Justice	\$47.74	\$40.00	\$40.94	\$41.94	\$45.69	\$75.00	6
	Dev./Intell. Disabilities	\$42.22	\$24.03	\$35.82	\$41.15	\$46.69	\$75.00	22
	Education	\$45.94	\$30.28	\$35.44	\$43.27	\$52.37	\$75.00	15
	Employment or job	\$43.77	\$24.03	\$36.10	\$43.10	\$47.04	\$75.00	13
	Environment	\$43.39	\$26.44	\$32.57	\$36.06	\$46.88	\$75.00	4
	Health care (non-hospital)	\$53.99	\$41.00	\$46.23	\$52.06	\$58.39	\$75.00	10
	Higher Education							
	Housing/Homelessness	\$46.10	\$26.71	\$42.01	\$45.17	\$50.41	\$75.00	20
	Mental Health	\$49.98	\$30.49	\$43.00	\$48.60	\$55.75	\$75.00	24
	Public Benefit	\$49.69	\$40.92	\$41.94	\$44.56	\$51.73	\$75.00	7
	Recreation, sports, leisure	\$54.81	\$34.61	\$44.71	\$54.81	\$64.90	\$75.00	2
	Seniors	\$47.19	\$26.71	\$34.79	\$49.52	\$54.88	\$75.00	8
Year Founded	Before 1950	\$44.82	\$27.37	\$34.61	\$43.10	\$54.84	\$70.30	13
	1950-1969	\$43.36	\$26.44	\$39.56	\$45.19	\$47.72	\$52.00	15
	1970-1979	\$44.56	\$30.49	\$39.00	\$45.20	\$47.89	\$58.00	13
	1980-1989	\$42.22	\$26.71	\$35.00	\$42.34	\$48.46	\$58.97	13
	1990-1999	\$51.34	\$38.45	\$40.92	\$45.67	\$56.66	\$75.00	5
	2000 or later	\$40.31	\$24.03	\$34.57	\$37.50	\$42.00	\$67.53	7
Ex. Director/CEO Gender	Female	\$43.23	\$24.03	\$37.50	\$42.00	\$47.03	\$75.00	41
	Male	\$44.77	\$26.71	\$39.00	\$45.00	\$52.00	\$65.09	25
Experience as Ex. Director/CEO	5 years or less	\$41.43	\$26.44	\$36.80	\$39.11	\$46.41	\$58.58	19
	6-10 years	\$46.29	\$30.49	\$40.29	\$42.79	\$50.94	\$75.00	23
	11-20 years	\$46.50	\$24.03	\$38.47	\$45.34	\$52.91	\$70.30	10
	More than 20 years	\$43.99	\$30.28	\$36.46	\$44.24	\$48.85	\$58.97	14

Q300a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Attorney

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	5	10.6	53
	2025	3%	5	13.5	54
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	9.0	9
	50-99 employees	9%	2	22.0	44
	100-249 employees	3%	1	1.0	1
	250 employees or more	2%	1		
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	5.0	10
	\$5m-\$9.99m				
	\$10m or more	4%	2	43.0	43
Sectors Supported	Adult Behavioral Health	6%	2	1.0	1
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	5%	1	1.0	1
	Community Justice	18%	2	22.0	44
	Dev./Intell. Disabilities	10%	4	15.0	45
	Education	10%	3	22.0	44
	Employment or job	8%	2	22.0	44
	Environment	14%	1	1.0	1
	Health care (non-hospital)	9%	2	22.0	44
	Higher Education				
	Housing/Homelessness	5%	2	22.0	44
	Mental Health	3%	1	1.0	1
	Public Benefit	16%	3	17.7	53
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	11%	2	22.0	44
Year Founded	Before 1950				
	1950-1969				
	1970-1979	4%	1	43.0	43
	1980-1989	3%	1	1.0	1
	1990-1999	14%	2	5.0	10
	2000 or later				
Ex. Director/CEO Gender	Female	2%	2	22.0	44
	Male	5%	3	5.0	10
Experience as Ex. Director/CEO	5 years or less	4%	2	9.0	9
	6-10 years	5%	2	22.0	44
	11-20 years				
	More than 20 years	3%	1	1.0	1

Q300a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Attorney

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$39.50	\$13.00	\$33.25	\$45.99	\$48.69	\$56.55	5
	2025	\$38.17	\$15.69	\$32.77	\$43.72	\$49.13	\$49.56	4
All Employees	Fewer than 10 employees							
	10-49 employees	\$48.98	\$48.98	\$48.98	\$48.98	\$48.98	\$48.98	1
	50-99 employees	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	100-249 employees	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	1
	250 employees or more							
Total Operating Expenses	Less than \$250k	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$43.72	\$38.46	\$41.09	\$43.72	\$46.35	\$48.98	2
	\$5m-\$9.99m							
	\$10m or more	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	1
Sectors Supported	Adult Behavioral Health	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Arts, Culture, Humanities	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Basic Needs	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Children's Serv./Youth dev.	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Comm, volunteerism, econ	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Community Justice	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Dev./Intell. Disabilities	\$34.57	\$15.69	\$27.08	\$38.46	\$44.01	\$49.56	3
	Education	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Employment or job	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Environment	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Health care (non-hospital)	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Higher Education							
	Housing/Homelessness	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Mental Health	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Public Benefit	\$45.67	\$38.46	\$43.72	\$48.98	\$49.27	\$49.56	3
	Recreation, sports, leisure	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	Seniors	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	1
	1980-1989	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	1
	1990-1999	\$43.72	\$38.46	\$41.09	\$43.72	\$46.35	\$48.98	2
	2000 or later							
Ex. Director/CEO Gender	Female	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	Male	\$32.34	\$15.69	\$24.01	\$32.34	\$40.66	\$48.98	2
Experience as Ex. Director/CEO	5 years or less	\$48.98	\$48.98	\$48.98	\$48.98	\$48.98	\$48.98	1
	6-10 years	\$44.01	\$38.46	\$41.24	\$44.01	\$46.79	\$49.56	2
	11-20 years							
	More than 20 years	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	1

Q300a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Program Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	55%	99	8.2	806
	2025	57%	91	9.5	844
All Employees	Fewer than 10 employees	50%	3	1.3	4
	10-49 employees	33%	13	2.3	30
	50-99 employees	48%	11	4.8	53
	100-249 employees	71%	25	6.2	149
	250 employees or more	68%	39	16.0	608
Total Operating Expenses	Less than \$250k	57%	4	6.8	27
	\$250k-\$499k	38%	3	1.3	4
	\$500k-\$999k	47%	7	1.6	11
	\$1m-\$4.99m	41%	21	3.2	67
	\$5m-\$9.99m	70%	14	6.9	96
	\$10m or more	72%	41	16.4	638
Sectors Supported	Adult Behavioral Health	78%	28	14.9	387
	Arts, Culture, Humanities	29%	6	1.5	9
	Basic Needs	46%	11	7.3	73
	Children's Serv./Youth dev.	62%	31	9.8	294
	Comm, volunteerism, econ	45%	10	6.6	66
	Community Justice	36%	4	8.3	33
	Dev./Intell. Disabilities	92%	36	15.3	536
	Education	61%	19	7.6	130
	Employment or job	62%	16	6.9	111
	Environment	57%	4	1.3	5
	Health care (non-hospital)	57%	13	11.3	136
	Higher Education	25%	1	2.0	2
	Housing/Homelessness	58%	23	10.5	230
	Mental Health	73%	29	12.8	357
	Public Benefit	37%	7	8.1	57
	Recreation, sports, leisure	20%	1	5.0	5
	Seniors	58%	11	4.4	44
Year Founded	Before 1950	65%	15	7.9	111
	1950-1969	79%	23	11.4	263
	1970-1979	48%	13	13.4	174
	1980-1989	60%	18	9.8	176
	1990-1999	36%	5	7.6	38
	2000 or later	50%	12	3.6	43
Ex. Director/CEO Gender	Female	61%	59	9.7	572
	Male	55%	30	8.7	243
Experience as Ex. Director/CEO	5 years or less	67%	32	7.6	236
	6-10 years	52%	23	10.7	246
	11-20 years	61%	14	10.2	133
	More than 20 years	49%	18	11.4	206

Q300a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Program Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.71	\$17.00	\$24.28	\$28.00	\$31.64	\$50.00	97
	2025	\$31.01	\$19.23	\$26.66	\$29.55	\$34.54	\$60.18	89
All Employees	Fewer than 10 employees	\$29.41	\$23.00	\$26.61	\$30.22	\$32.61	\$35.00	3
	10-49 employees	\$31.96	\$19.90	\$28.50	\$31.25	\$35.89	\$46.00	13
	50-99 employees	\$29.20	\$21.00	\$27.00	\$29.43	\$31.53	\$34.68	11
	100-249 employees	\$32.55	\$22.00	\$27.05	\$30.29	\$34.81	\$60.18	24
	250 employees or more	\$30.35	\$19.23	\$25.35	\$28.59	\$32.95	\$54.84	38
Total Operating Expenses	Less than \$250k	\$31.31	\$27.19	\$28.66	\$31.53	\$34.18	\$35.00	4
	\$250k-\$499k	\$24.48	\$23.00	\$23.22	\$23.44	\$25.22	\$27.00	3
	\$500k-\$999k	\$25.89	\$19.23	\$20.78	\$27.00	\$30.74	\$32.00	7
	\$1m-\$4.99m	\$30.52	\$19.90	\$27.72	\$29.99	\$34.66	\$46.00	21
	\$5m-\$9.99m	\$31.92	\$24.19	\$28.80	\$30.96	\$35.77	\$45.00	14
	\$10m or more	\$32.32	\$21.82	\$26.64	\$29.43	\$36.68	\$60.18	39
Sectors Supported	Adult Behavioral Health	\$33.80	\$21.82	\$28.73	\$32.45	\$39.63	\$54.84	26
	Arts, Culture, Humanities	\$26.24	\$19.90	\$24.75	\$27.44	\$28.15	\$30.39	6
	Basic Needs	\$30.25	\$19.93	\$22.25	\$30.26	\$33.25	\$54.84	10
	Children's Serv./Youth dev.	\$32.71	\$21.82	\$28.51	\$31.49	\$37.55	\$54.84	30
	Comm, volunteerism, econ	\$33.05	\$23.44	\$27.00	\$31.91	\$36.16	\$54.84	10
	Community Justice	\$35.21	\$32.06	\$32.44	\$33.11	\$35.88	\$42.58	4
	Dev./Intell. Disabilities	\$28.65	\$21.00	\$25.59	\$27.19	\$29.50	\$45.00	35
	Education	\$30.95	\$23.44	\$24.73	\$28.65	\$36.95	\$45.00	17
	Employment or job	\$30.59	\$21.00	\$26.56	\$28.75	\$32.41	\$45.00	16
	Environment	\$26.21	\$21.63	\$22.99	\$25.97	\$29.19	\$31.25	4
	Health care (non-hospital)	\$38.46	\$25.23	\$34.09	\$36.42	\$43.97	\$60.18	12
	Higher Education	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Housing/Homelessness	\$31.50	\$19.23	\$27.91	\$30.28	\$33.51	\$54.84	22
	Mental Health	\$35.11	\$22.07	\$29.53	\$34.61	\$38.88	\$54.84	28
	Public Benefit	\$35.45	\$25.23	\$32.28	\$33.65	\$39.34	\$46.00	7
	Recreation, sports, leisure	\$42.58	\$42.58	\$42.58	\$42.58	\$42.58	\$42.58	1
	Seniors	\$35.31	\$22.00	\$28.73	\$33.27	\$41.56	\$54.84	10
Year Founded	Before 1950	\$34.19	\$19.90	\$28.34	\$33.70	\$39.36	\$54.84	14
	1950-1969	\$29.33	\$21.63	\$26.93	\$28.98	\$30.29	\$44.00	23
	1970-1979	\$33.27	\$22.07	\$25.81	\$31.25	\$38.50	\$60.18	13
	1980-1989	\$28.61	\$19.93	\$24.80	\$27.74	\$30.85	\$45.00	18
	1990-1999	\$31.27	\$19.23	\$32.00	\$32.56	\$35.60	\$36.95	5
	2000 or later	\$30.99	\$21.00	\$26.11	\$29.36	\$34.75	\$46.00	12
Ex. Director/CEO Gender	Female	\$30.16	\$19.23	\$26.59	\$29.31	\$33.94	\$46.00	59
	Male	\$32.61	\$19.90	\$27.14	\$30.23	\$36.73	\$60.18	28
Experience as Ex. Director/CEO	5 years or less	\$31.01	\$19.90	\$26.64	\$28.52	\$34.67	\$54.84	31
	6-10 years	\$30.21	\$19.93	\$27.32	\$29.55	\$30.31	\$60.18	23
	11-20 years	\$32.43	\$19.23	\$25.23	\$31.00	\$42.58	\$44.00	13
	More than 20 years	\$31.59	\$22.76	\$27.30	\$30.07	\$34.34	\$46.00	18

Q300a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Quality Assurance Director/Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	17%	30	1.1	33
	2025	24%	38	1.4	51
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	2.0	4
	50-99 employees	17%	4	1.3	5
	100-249 employees	34%	12	1.1	12
	250 employees or more	35%	20	1.6	30
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	6%	3	1.0	3
	\$5m-\$9.99m	25%	5	1.4	7
	\$10m or more	49%	28	1.5	39
Sectors Supported	Adult Behavioral Health	44%	16	1.8	25
	Arts, Culture, Humanities				
	Basic Needs	13%	3	1.5	3
	Children's Serv./Youth dev.	22%	11	1.3	13
	Comm, volunteerism, econ	5%	1	5.0	5
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	67%	26	1.5	38
	Education	23%	7	1.4	7
	Employment or job	31%	8	1.5	12
	Environment				
	Health care (non-hospital)	43%	10	2.2	20
	Higher Education				
	Housing/Homelessness	23%	9	1.1	9
	Mental Health	30%	12	1.3	14
	Public Benefit	5%	1	5.0	5
	Recreation, sports, leisure				
	Seniors	11%	2	1.0	1
Year Founded	Before 1950	13%	3	1.0	2
	1950-1969	52%	15	1.3	20
	1970-1979	19%	5	1.0	5
	1980-1989	30%	9	1.3	12
	1990-1999	14%	2	2.0	4
	2000 or later	8%	2	1.0	2
Ex. Director/CEO Gender	Female	26%	25	1.5	37
	Male	24%	13	1.3	14
Experience as Ex. Director/CEO	5 years or less	23%	11	1.7	17
	6-10 years	23%	10	1.3	13
	11-20 years	30%	7	1.7	10
	More than 20 years	24%	9	1.1	10

Q300a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Quality Assurance Director/Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$37.74	\$21.00	\$32.50	\$37.26	\$42.92	\$57.00	30
	2025	\$37.92	\$20.36	\$31.22	\$37.12	\$42.42	\$57.69	36
All Employees	Fewer than 10 employees							
	10-49 employees	\$36.20	\$33.52	\$34.86	\$36.20	\$37.53	\$38.87	2
	50-99 employees	\$29.92	\$23.76	\$28.06	\$30.75	\$32.61	\$34.44	4
	100-249 employees	\$34.29	\$20.36	\$29.55	\$32.52	\$39.51	\$53.00	11
	250 employees or more	\$41.89	\$30.29	\$36.37	\$40.14	\$47.61	\$57.69	19
Total Operating Expenses	Less than \$250k	\$41.93	\$37.03	\$39.48	\$41.93	\$44.37	\$46.82	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$29.76	\$23.76	\$27.88	\$32.00	\$32.76	\$33.52	3
	\$5m-\$9.99m	\$36.58	\$20.36	\$22.60	\$38.87	\$48.08	\$53.00	5
	\$10m or more	\$38.81	\$28.85	\$31.58	\$37.38	\$42.15	\$57.69	26
Sectors Supported	Adult Behavioral Health	\$39.63	\$30.25	\$32.58	\$37.79	\$42.15	\$57.69	14
	Arts, Culture, Humanities							
	Basic Needs	\$42.04	\$31.11	\$36.58	\$42.04	\$47.51	\$52.97	2
	Children's Serv./Youth dev.	\$41.26	\$30.25	\$33.32	\$37.98	\$48.74	\$57.69	10
	Comm, volunteerism, econ	\$57.41	\$57.41	\$57.41	\$57.41	\$57.41	\$57.41	1
	Community Justice	\$49.28	\$49.28	\$49.28	\$49.28	\$49.28	\$49.28	1
	Dev./Intell. Disabilities	\$35.91	\$20.36	\$30.41	\$34.44	\$40.14	\$57.41	25
	Education	\$41.13	\$20.36	\$35.71	\$38.87	\$53.00	\$57.69	5
	Employment or job	\$41.23	\$20.36	\$33.76	\$42.63	\$52.98	\$57.41	8
	Environment							
	Health care (non-hospital)	\$40.56	\$30.25	\$37.14	\$38.87	\$43.13	\$57.41	9
	Higher Education							
	Housing/Homelessness	\$40.21	\$32.00	\$34.98	\$39.51	\$43.34	\$52.97	8
	Mental Health	\$39.52	\$30.25	\$34.24	\$38.43	\$42.13	\$57.69	11
	Public Benefit	\$57.41	\$57.41	\$57.41	\$57.41	\$57.41	\$57.41	1
	Recreation, sports, leisure							
	Seniors	\$35.71	\$35.71	\$35.71	\$35.71	\$35.71	\$35.71	1
Year Founded	Before 1950	\$37.07	\$35.71	\$36.39	\$37.07	\$37.75	\$38.43	2
	1950-1969	\$37.92	\$22.60	\$31.15	\$37.03	\$44.45	\$57.41	15
	1970-1979	\$42.58	\$32.77	\$37.14	\$42.18	\$43.13	\$57.69	5
	1980-1989	\$36.31	\$20.36	\$30.41	\$31.26	\$40.58	\$53.00	9
	1990-1999	\$35.70	\$32.52	\$34.11	\$35.70	\$37.28	\$38.87	2
	2000 or later	\$35.45	\$23.76	\$29.60	\$35.45	\$41.29	\$47.13	2
Ex. Director/CEO Gender	Female	\$36.43	\$20.36	\$30.41	\$33.52	\$40.58	\$57.69	25
	Male	\$41.30	\$30.29	\$38.03	\$39.12	\$44.98	\$53.00	11
Experience as Ex. Director/CEO	5 years or less	\$37.37	\$22.60	\$29.90	\$32.02	\$45.15	\$57.69	10
	6-10 years	\$40.26	\$33.52	\$37.05	\$39.00	\$42.87	\$49.28	10
	11-20 years	\$39.16	\$23.76	\$33.32	\$37.07	\$44.96	\$57.41	6
	More than 20 years	\$34.81	\$20.36	\$30.29	\$32.00	\$37.62	\$53.00	9

Q300a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Human Resources Generalist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	23%	41	1.2	51
	2025	29%	46	1.5	64
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	13%	3	1.0	3
	100-249 employees	40%	14	1.2	16
	250 employees or more	49%	28	1.6	44
Total Operating Expenses	Less than \$250k	14%	1	5.0	5
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	8%	4	1.0	4
	\$5m-\$9.99m	30%	6	1.2	7
	\$10m or more	60%	34	1.5	47
Sectors Supported	Adult Behavioral Health	58%	21	1.6	30
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	25%	6	1.0	5
	Children's Serv./Youth dev.	38%	19	1.4	25
	Comm, volunteerism, econ	27%	6	1.0	6
	Community Justice	64%	7	1.4	10
	Dev./Intell. Disabilities	62%	24	1.7	38
	Education	35%	11	1.2	11
	Employment or job	46%	12	1.5	18
	Environment	14%	1	1.0	1
	Health care (non-hospital)	43%	10	1.4	13
	Higher Education				
	Housing/Homelessness	40%	16	1.3	19
	Mental Health	48%	19	1.4	26
	Public Benefit	32%	6	1.2	7
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	47%	9	1.3	10
Year Founded	Before 1950	39%	9	1.3	10
	1950-1969	38%	11	2.0	22
	1970-1979	41%	11	1.5	16
	1980-1989	30%	9	1.1	10
	1990-1999	14%	2	1.5	3
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	29%	28	1.4	39
	Male	33%	18	1.6	25
Experience as Ex. Director/CEO	5 years or less	27%	13	1.6	19
	6-10 years	27%	12	1.7	20
	11-20 years	39%	9	1.3	10
	More than 20 years	30%	11	1.3	14

Q300a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Human Resources Generalist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$29.41	\$18.90	\$23.19	\$29.00	\$35.17	\$45.42	41
	2025	\$32.63	\$22.02	\$28.07	\$30.54	\$36.02	\$51.12	44
All Employees	Fewer than 10 employees							
	10-49 employees	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	1
	50-99 employees	\$36.35	\$29.00	\$30.49	\$31.97	\$40.03	\$48.08	3
	100-249 employees	\$32.13	\$24.00	\$28.22	\$30.24	\$36.00	\$43.09	13
	250 employees or more	\$32.19	\$22.02	\$27.30	\$30.45	\$35.20	\$51.12	27
Total Operating Expenses	Less than \$250k	\$34.61	\$34.61	\$34.61	\$34.61	\$34.61	\$34.61	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$32.73	\$29.00	\$29.75	\$30.99	\$33.96	\$39.93	4
	\$5m-\$9.99m	\$31.58	\$24.00	\$30.41	\$31.39	\$34.57	\$37.00	6
	\$10m or more	\$32.57	\$22.02	\$27.44	\$30.25	\$36.02	\$51.12	32
Sectors Supported	Adult Behavioral Health	\$34.72	\$22.02	\$29.62	\$34.98	\$38.85	\$51.12	19
	Arts, Culture, Humanities	\$30.26	\$30.26	\$30.26	\$30.26	\$30.26	\$30.26	1
	Basic Needs	\$36.45	\$27.00	\$28.85	\$39.23	\$39.93	\$47.25	5
	Children's Serv./Youth dev.	\$32.45	\$22.82	\$27.91	\$31.51	\$35.84	\$47.25	18
	Comm, volunteerism, econ	\$33.15	\$26.63	\$29.14	\$30.39	\$34.26	\$47.25	6
	Community Justice	\$37.72	\$27.60	\$30.96	\$35.42	\$44.01	\$51.12	7
	Dev./Intell. Disabilities	\$32.47	\$22.02	\$27.00	\$30.29	\$36.50	\$51.12	23
	Education	\$31.62	\$24.00	\$27.00	\$29.00	\$33.06	\$48.08	9
	Employment or job	\$32.66	\$22.82	\$26.91	\$28.85	\$36.25	\$51.12	12
	Environment	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	1
	Health care (non-hospital)	\$33.25	\$26.63	\$28.85	\$30.45	\$36.00	\$48.08	9
	Higher Education							
	Housing/Homelessness	\$32.66	\$22.02	\$28.54	\$30.62	\$36.03	\$48.08	15
	Mental Health	\$32.91	\$22.02	\$27.46	\$30.83	\$35.84	\$51.12	18
	Public Benefit	\$34.67	\$26.63	\$29.90	\$34.24	\$35.86	\$48.08	6
	Recreation, sports, leisure	\$51.12	\$51.12	\$51.12	\$51.12	\$51.12	\$51.12	1
	Seniors	\$39.20	\$27.00	\$30.78	\$39.55	\$47.46	\$51.12	8
Year Founded	Before 1950	\$34.12	\$26.52	\$28.50	\$30.52	\$35.09	\$51.12	8
	1950-1969	\$32.30	\$26.63	\$28.23	\$30.29	\$34.98	\$43.09	11
	1970-1979	\$32.83	\$22.02	\$28.22	\$32.00	\$37.23	\$48.08	11
	1980-1989	\$31.40	\$24.00	\$27.00	\$30.00	\$37.00	\$39.46	9
	1990-1999	\$32.83	\$30.24	\$31.54	\$32.83	\$34.13	\$35.42	2
	2000 or later	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	1
Ex. Director/CEO Gender	Female	\$31.18	\$22.02	\$27.92	\$30.12	\$35.07	\$48.08	28
	Male	\$35.17	\$26.52	\$29.60	\$33.31	\$39.58	\$51.12	16
Experience as Ex. Director/CEO	5 years or less	\$32.97	\$22.02	\$26.88	\$31.99	\$36.37	\$47.25	12
	6-10 years	\$30.76	\$22.82	\$27.60	\$28.93	\$30.37	\$48.08	12
	11-20 years	\$34.75	\$26.63	\$29.43	\$33.52	\$37.03	\$51.12	8
	More than 20 years	\$33.15	\$24.00	\$29.63	\$33.06	\$36.17	\$42.25	11

Q300a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Project Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	15%	27	1.8	46
	2025	16%	25	3.0	72
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	26%	10	2.2	22
	50-99 employees	13%	3	3.0	9
	100-249 employees	11%	4	6.3	25
	250 employees or more	12%	7	2.5	15
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	20%	3	1.3	4
	\$1m-\$4.99m	20%	10	1.8	18
	\$5m-\$9.99m	15%	3	9.0	27
	\$10m or more	14%	8	3.1	22
Sectors Supported	Adult Behavioral Health	11%	4	2.0	6
	Arts, Culture, Humanities	29%	6	3.8	23
	Basic Needs	17%	4	1.3	5
	Children's Serv./Youth dev.	10%	5	6.2	31
	Comm, volunteerism, econ	14%	3	1.0	3
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	13%	5	1.8	7
	Education	16%	5	5.3	21
	Employment or job	12%	3	2.0	6
	Environment	29%	2	1.0	2
	Health care (non-hospital)	22%	5	3.6	18
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	15%	6	1.5	9
	Mental Health	15%	6	4.3	26
	Public Benefit	16%	3	4.7	14
	Recreation, sports, leisure				
	Seniors	11%	2	2.5	5
Year Founded	Before 1950	4%	1	10.0	10
	1950-1969	17%	5	1.0	5
	1970-1979	22%	6	2.0	12
	1980-1989	10%	3	3.3	10
	1990-1999	14%	2	6.0	12
	2000 or later	21%	5	1.0	5
Ex. Director/CEO Gender	Female	13%	13	1.3	17
	Male	18%	10	5.1	46
Experience as Ex. Director/CEO	5 years or less	17%	8	2.6	18
	6-10 years	23%	10	3.8	38
	11-20 years	22%	5	1.6	8
	More than 20 years	3%	1	1.0	1

Q300a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Project Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$31.17	\$21.50	\$24.42	\$28.60	\$34.40	\$58.59	26
	2025	\$34.02	\$18.63	\$27.93	\$32.91	\$38.45	\$61.41	24
All Employees	Fewer than 10 employees	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	10-49 employees	\$32.79	\$20.00	\$25.25	\$29.53	\$34.35	\$61.41	10
	50-99 employees	\$34.39	\$32.30	\$33.73	\$35.16	\$35.44	\$35.71	3
	100-249 employees	\$40.40	\$32.06	\$37.62	\$40.74	\$43.52	\$48.07	4
	250 employees or more	\$32.30	\$18.63	\$28.00	\$34.20	\$37.87	\$41.73	6
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	\$500k-\$999k	\$26.92	\$18.63	\$21.82	\$25.00	\$31.07	\$37.14	3
	\$1m-\$4.99m	\$34.25	\$20.00	\$27.31	\$32.91	\$35.03	\$61.41	10
	\$5m-\$9.99m	\$35.32	\$30.79	\$33.25	\$35.71	\$37.59	\$39.47	3
Sectors Supported	\$10m or more	\$36.74	\$26.92	\$30.17	\$38.11	\$41.87	\$48.07	7
	Adult Behavioral Health	\$42.73	\$38.11	\$40.06	\$42.00	\$45.04	\$48.07	3
	Arts, Culture, Humanities	\$29.10	\$20.00	\$22.93	\$29.14	\$34.28	\$39.47	6
	Basic Needs	\$32.00	\$25.00	\$29.69	\$32.94	\$35.25	\$37.14	4
	Children's Serv./Youth dev.	\$33.22	\$26.92	\$30.79	\$31.25	\$35.16	\$42.00	5
	Comm, volunteerism, econ	\$31.46	\$26.00	\$28.63	\$31.25	\$34.20	\$37.14	3
	Community Justice	\$34.62	\$34.62	\$34.62	\$34.62	\$34.62	\$34.62	1
	Dev./Intell. Disabilities	\$36.48	\$32.30	\$33.22	\$35.82	\$39.08	\$42.00	4
	Education	\$26.93	\$20.00	\$25.19	\$28.46	\$30.20	\$30.79	4
	Employment or job	\$33.43	\$26.00	\$29.15	\$32.30	\$37.15	\$42.00	3
	Environment	\$26.63	\$18.63	\$22.63	\$26.63	\$30.62	\$34.62	2
	Health care (non-hospital)	\$36.83	\$30.79	\$31.25	\$32.06	\$42.00	\$48.07	5
	Higher Education	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Housing/Homelessness	\$41.18	\$34.62	\$37.38	\$40.06	\$45.83	\$48.07	6
	Mental Health	\$36.19	\$26.92	\$30.91	\$34.68	\$41.03	\$48.07	6
	Public Benefit	\$46.19	\$35.16	\$38.58	\$42.00	\$51.71	\$61.41	3
	Recreation, sports, leisure							
	Seniors	\$34.00	\$26.00	\$30.00	\$34.00	\$38.00	\$42.00	2
Year Founded	Before 1950	\$26.92	\$26.92	\$26.92	\$26.92	\$26.92	\$26.92	1
	1950-1969	\$30.63	\$18.63	\$21.15	\$33.52	\$38.11	\$41.73	5
	1970-1979	\$35.17	\$26.00	\$29.22	\$33.34	\$40.16	\$48.07	6
	1980-1989	\$32.43	\$25.00	\$30.08	\$35.16	\$36.15	\$37.14	3
	1990-1999	\$46.10	\$30.79	\$38.45	\$46.10	\$53.76	\$61.41	2
	2000 or later	\$32.13	\$20.00	\$30.00	\$31.25	\$32.30	\$47.11	5
Ex. Director/CEO Gender	Female	\$31.22	\$18.63	\$25.00	\$31.25	\$37.14	\$47.11	13
	Male	\$38.57	\$26.92	\$32.06	\$35.71	\$39.47	\$61.41	9
Experience as Ex. Director/CEO	5 years or less	\$35.97	\$18.63	\$26.46	\$30.00	\$44.42	\$61.41	7
	6-10 years	\$31.56	\$20.00	\$28.90	\$31.66	\$36.24	\$39.47	10
	11-20 years	\$35.63	\$21.15	\$32.30	\$34.62	\$42.00	\$48.07	5
	More than 20 years	\$35.71	\$35.71	\$35.71	\$35.71	\$35.71	\$35.71	1

Q300a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Business Development Manager

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	9%	17	1.2	19
	2025	9%	15	1.2	18
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	1.0	3
	50-99 employees	9%	2	1.5	3
	100-249 employees	6%	2	1.0	2
	250 employees or more	14%	8	1.3	10
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	8%	4	1.8	7
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	12%	7	1.0	7
Sectors Supported	Adult Behavioral Health	6%	2	1.0	2
	Arts, Culture, Humanities	24%	5	1.0	5
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	12%	6	1.5	9
	Comm, volunteerism, econ	14%	3	1.7	5
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	10%	4	1.0	4
	Education	10%	3	1.0	3
	Employment or job	12%	3	1.0	3
	Environment				
	Health care (non-hospital)	9%	2	1.0	2
	Higher Education				
	Housing/Homelessness	10%	4	1.0	4
	Mental Health	8%	3	1.0	3
	Public Benefit	11%	2	1.5	3
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	22%	5	1.0	5
	1950-1969	10%	3	1.0	3
	1970-1979	7%	2	1.0	2
	1980-1989	10%	3	1.3	4
	1990-1999				
	2000 or later	4%	1	3.0	3
Ex. Director/CEO Gender	Female	4%	4	1.5	6
	Male	16%	9	1.0	9
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	2
	6-10 years	9%	4	1.0	4
	11-20 years	17%	4	1.5	6
	More than 20 years	8%	3	1.0	3

Q300a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Business Development Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$34.16	\$20.00	\$29.00	\$33.00	\$36.87	\$58.89	17
	2025	\$42.83	\$25.80	\$35.37	\$40.38	\$51.91	\$61.70	15
All Employees	Fewer than 10 employees							
	10-49 employees	\$41.79	\$26.67	\$33.53	\$40.38	\$49.35	\$58.32	3
	50-99 employees	\$50.57	\$47.80	\$49.18	\$50.57	\$51.95	\$53.33	2
	100-249 employees	\$33.40	\$25.80	\$29.60	\$33.40	\$37.20	\$41.00	2
	250 employees or more	\$43.65	\$32.64	\$35.72	\$37.47	\$52.54	\$61.70	8
Total Operating Expenses	Less than \$250k	\$50.49	\$50.49	\$50.49	\$50.49	\$50.49	\$50.49	1
	\$250k-\$499k							
	\$500k-\$999k	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	1
	\$1m-\$4.99m	\$43.94	\$26.67	\$34.75	\$45.39	\$54.58	\$58.32	4
	\$5m-\$9.99m	\$53.24	\$47.80	\$50.52	\$53.24	\$55.95	\$58.67	2
	\$10m or more	\$39.10	\$25.80	\$33.66	\$37.50	\$40.69	\$61.70	7
Sectors Supported	Adult Behavioral Health	\$36.82	\$32.64	\$34.73	\$36.82	\$38.91	\$41.00	2
	Arts, Culture, Humanities	\$53.37	\$40.38	\$47.80	\$58.32	\$58.67	\$61.70	5
	Basic Needs	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	1
	Children's Serv./Youth dev.	\$38.44	\$26.67	\$35.37	\$37.47	\$40.13	\$53.33	6
	Comm, volunteerism, econ	\$33.39	\$26.67	\$31.37	\$36.06	\$36.75	\$37.44	3
	Community Justice	\$26.67	\$26.67	\$26.67	\$26.67	\$26.67	\$26.67	1
	Dev./Intell. Disabilities	\$40.41	\$32.64	\$36.29	\$39.25	\$43.37	\$50.49	4
	Education	\$32.95	\$26.67	\$30.68	\$34.68	\$36.09	\$37.50	3
	Employment or job	\$39.39	\$26.67	\$33.84	\$41.00	\$45.75	\$50.49	3
	Environment							
	Health care (non-hospital)	\$33.84	\$26.67	\$30.25	\$33.84	\$37.42	\$41.00	2
	Higher Education							
	Housing/Homelessness	\$32.38	\$25.80	\$26.45	\$31.37	\$37.30	\$41.00	4
	Mental Health	\$37.73	\$34.68	\$36.09	\$37.50	\$39.25	\$41.00	3
	Public Benefit	\$47.17	\$41.00	\$44.08	\$47.17	\$50.25	\$53.33	2
	Recreation, sports, leisure							
	Seniors	\$41.00	\$41.00	\$41.00	\$41.00	\$41.00	\$41.00	1
Year Founded	Before 1950	\$50.17	\$34.68	\$37.50	\$58.32	\$58.67	\$61.70	5
	1950-1969	\$36.60	\$26.67	\$29.66	\$32.64	\$41.57	\$50.49	3
	1970-1979	\$40.69	\$40.38	\$40.54	\$40.69	\$40.85	\$41.00	2
	1980-1989	\$38.40	\$25.80	\$30.93	\$36.06	\$44.70	\$53.33	3
	1990-1999							
	2000 or later	\$37.44	\$37.44	\$37.44	\$37.44	\$37.44	\$37.44	1
Ex. Director/CEO Gender	Female	\$35.08	\$25.80	\$33.50	\$36.75	\$38.33	\$41.00	4
	Male	\$45.39	\$26.67	\$34.68	\$47.80	\$58.32	\$61.70	9
Experience as Ex. Director/CEO	5 years or less	\$42.59	\$34.68	\$38.63	\$42.59	\$46.54	\$50.49	2
	6-10 years	\$40.36	\$26.67	\$33.71	\$38.22	\$44.87	\$58.32	4
	11-20 years	\$43.65	\$37.44	\$37.49	\$39.25	\$45.42	\$58.67	4
	More than 20 years	\$47.38	\$32.64	\$40.22	\$47.80	\$54.75	\$61.70	3

Q300a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Grant Writer

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	19%	34	1.1	36
	2025	28%	45	1.0	45
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	15%	6	1.0	6
	50-99 employees	13%	3	1.0	3
	100-249 employees	40%	14	1.0	14
	250 employees or more	37%	21	1.1	21
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	25%	13	1.0	12
	\$5m-\$9.99m	40%	8	1.1	9
	\$10m or more	37%	21	1.1	21
Sectors Supported	Adult Behavioral Health	33%	12	1.1	12
	Arts, Culture, Humanities	38%	8	1.0	8
	Basic Needs	33%	8	1.0	8
	Children's Serv./Youth dev.	40%	20	1.0	19
	Comm, volunteerism, econ	27%	6	1.2	6
	Community Justice	36%	4	1.0	4
	Dev./Intell. Disabilities	21%	8	1.0	7
	Education	32%	10	1.0	9
	Employment or job	35%	9	1.0	9
	Environment	14%	1	1.0	1
	Health care (non-hospital)	35%	8	1.1	9
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	30%	12	1.0	12
	Mental Health	38%	15	1.1	16
	Public Benefit	32%	6	1.0	6
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	26%	5	1.0	5
Year Founded	Before 1950	35%	8	1.1	9
	1950-1969	31%	9	1.0	9
	1970-1979	30%	8	1.1	9
	1980-1989	17%	5	1.0	5
	1990-1999	29%	4	1.0	4
	2000 or later	21%	5	1.0	4
Ex. Director/CEO Gender	Female	26%	25	1.1	26
	Male	35%	19	1.0	18
Experience as Ex. Director/CEO	5 years or less	21%	10	1.1	10
	6-10 years	20%	9	1.0	9
	11-20 years	48%	11	1.0	10
	More than 20 years	35%	13	1.1	14

Q300a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Grant Writer

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$31.83	\$18.00	\$25.00	\$31.00	\$35.00	\$61.10	33
	2025	\$36.60	\$24.73	\$30.67	\$37.02	\$40.00	\$55.69	43
All Employees	Fewer than 10 employees	\$45.13	\$45.13	\$45.13	\$45.13	\$45.13	\$45.13	1
	10-49 employees	\$37.49	\$26.70	\$36.26	\$38.51	\$40.00	\$45.24	6
	50-99 employees	\$39.31	\$26.00	\$31.13	\$36.25	\$45.97	\$55.69	3
	100-249 employees	\$33.29	\$24.73	\$27.04	\$32.93	\$38.22	\$46.83	14
	250 employees or more	\$37.88	\$25.50	\$33.99	\$37.50	\$41.34	\$50.00	19
Total Operating Expenses	Less than \$250k	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	1
	\$250k-\$499k							
	\$500k-\$999k	\$38.00	\$36.00	\$37.00	\$38.00	\$39.00	\$40.00	2
	\$1m-\$4.99m	\$35.72	\$25.48	\$26.64	\$34.51	\$41.31	\$55.69	12
	\$5m-\$9.99m	\$34.86	\$24.73	\$32.74	\$36.80	\$38.60	\$39.42	8
	\$10m or more	\$37.96	\$25.50	\$33.99	\$37.98	\$43.30	\$49.63	20
Sectors Supported	Adult Behavioral Health	\$38.56	\$25.48	\$35.89	\$39.00	\$42.58	\$49.63	11
	Arts, Culture, Humanities	\$33.12	\$24.73	\$29.24	\$34.56	\$37.10	\$40.00	8
	Basic Needs	\$37.55	\$25.48	\$33.75	\$36.83	\$43.86	\$49.63	8
	Children's Serv./Youth dev.	\$36.45	\$25.50	\$30.09	\$36.15	\$40.95	\$49.63	19
	Comm, volunteerism, econ	\$42.87	\$36.15	\$38.46	\$43.26	\$46.83	\$49.63	5
	Community Justice	\$35.76	\$25.50	\$26.75	\$36.15	\$45.16	\$45.24	4
	Dev./Intell. Disabilities	\$36.16	\$30.00	\$32.79	\$35.00	\$39.66	\$43.26	7
	Education	\$33.65	\$26.25	\$27.17	\$32.86	\$39.00	\$46.83	9
	Employment or job	\$35.30	\$25.48	\$30.00	\$35.00	\$43.26	\$46.83	9
	Environment	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	1
	Health care (non-hospital)	\$39.99	\$35.00	\$36.62	\$39.18	\$42.24	\$48.48	8
	Higher Education	\$46.83	\$46.83	\$46.83	\$46.83	\$46.83	\$46.83	1
	Housing/Homelessness	\$36.58	\$25.48	\$26.81	\$36.73	\$45.64	\$49.63	12
	Mental Health	\$39.12	\$25.48	\$34.66	\$38.46	\$44.37	\$55.69	15
	Public Benefit	\$38.04	\$27.17	\$35.25	\$38.00	\$42.45	\$46.83	6
	Recreation, sports, leisure	\$46.83	\$46.83	\$46.83	\$46.83	\$46.83	\$46.83	1
	Seniors	\$38.89	\$27.00	\$35.00	\$36.00	\$46.83	\$49.63	5
Year Founded	Before 1950	\$35.30	\$26.70	\$32.17	\$33.66	\$37.62	\$49.63	8
	1950-1969	\$36.31	\$25.50	\$26.25	\$37.50	\$41.90	\$55.69	9
	1970-1979	\$38.74	\$26.44	\$36.34	\$38.73	\$40.56	\$50.00	8
	1980-1989	\$34.98	\$27.00	\$30.00	\$37.02	\$37.50	\$43.40	5
	1990-1999	\$36.63	\$25.48	\$33.37	\$37.95	\$41.21	\$45.13	4
	2000 or later	\$41.16	\$36.15	\$39.04	\$40.00	\$42.12	\$48.48	4
Ex. Director/CEO Gender	Female	\$38.70	\$26.00	\$35.75	\$39.21	\$43.30	\$55.69	24
	Male	\$33.78	\$24.73	\$27.77	\$33.33	\$37.46	\$49.63	18
Experience as Ex. Director/CEO	5 years or less	\$39.93	\$31.25	\$37.50	\$39.00	\$43.40	\$49.63	9
	6-10 years	\$33.16	\$24.73	\$25.50	\$33.00	\$37.50	\$50.00	9
	11-20 years	\$39.57	\$33.65	\$35.59	\$39.18	\$42.45	\$48.48	10
	More than 20 years	\$35.10	\$26.00	\$27.17	\$32.86	\$40.00	\$55.69	13

Q300a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Research Analyst

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	6%	10	2.6	26
	2025	4%	7	1.7	12
All Employees	Fewer than 10 employees				
	10-49 employees	13%	5	2.0	10
	50-99 employees				
	100-249 employees				
	250 employees or more	4%	2	1.0	2
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	3.0	3
	\$1m-\$4.99m	6%	3	1.3	4
	\$5m-\$9.99m	10%	2	2.0	4
	\$10m or more	2%	1	1.0	1
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs				
	Children's Serv./Youth dev.	4%	2	2.0	4
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities				
	Education	6%	2	2.0	4
	Employment or job				
	Environment				
	Health care (non-hospital)	4%	1	3.0	3
	Higher Education				
	Housing/Homelessness	3%	1	2.0	2
	Mental Health	5%	2	2.0	4
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969				
	1970-1979				
	1980-1989	3%	1	3.0	3
	1990-1999	7%	1	3.0	3
	2000 or later	13%	3	1.3	4
Ex. Director/CEO Gender	Female	4%	4	1.8	7
	Male	4%	2	2.0	4
Experience as Ex. Director/CEO	5 years or less	4%	2	2.5	5
	6-10 years	2%	1	3.0	3
	11-20 years	9%	2	1.0	2
	More than 20 years	5%	2	1.0	2

Q300a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Research Analyst

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$29.92	\$17.80	\$25.94	\$29.45	\$35.44	\$39.90	10
	2025	\$35.51	\$27.00	\$29.93	\$34.52	\$40.09	\$47.00	7
All Employees	Fewer than 10 employees							
	10-49 employees	\$36.76	\$27.00	\$29.60	\$39.18	\$41.00	\$47.00	5
	50-99 employees							
	100-249 employees							
	250 employees or more	\$32.39	\$30.26	\$31.33	\$32.39	\$33.46	\$34.52	2
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	1
	\$1m-\$4.99m	\$42.39	\$39.18	\$40.09	\$41.00	\$44.00	\$47.00	3
	\$5m-\$9.99m	\$29.93	\$29.60	\$29.77	\$29.93	\$30.10	\$30.26	2
	\$10m or more	\$34.52	\$34.52	\$34.52	\$34.52	\$34.52	\$34.52	1
Sectors Supported	Adult Behavioral Health	\$34.52	\$34.52	\$34.52	\$34.52	\$34.52	\$34.52	1
	Arts, Culture, Humanities	\$30.26	\$30.26	\$30.26	\$30.26	\$30.26	\$30.26	1
	Basic Needs							
	Children's Serv./Youth dev.	\$32.06	\$29.60	\$30.83	\$32.06	\$33.29	\$34.52	2
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities							
	Education	\$32.06	\$29.60	\$30.83	\$32.06	\$33.29	\$34.52	2
	Employment or job							
	Environment							
	Health care (non-hospital)	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	1
	Higher Education							
	Housing/Homelessness	\$39.18	\$39.18	\$39.18	\$39.18	\$39.18	\$39.18	1
	Mental Health	\$32.06	\$29.60	\$30.83	\$32.06	\$33.29	\$34.52	2
	Public Benefit	\$41.00	\$41.00	\$41.00	\$41.00	\$41.00	\$41.00	1
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$32.39	\$30.26	\$31.33	\$32.39	\$33.46	\$34.52	2
	1950-1969							
	1970-1979							
	1980-1989	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	1
	1990-1999	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	1
	2000 or later	\$42.39	\$39.18	\$40.09	\$41.00	\$44.00	\$47.00	3
Ex. Director/CEO Gender	Female	\$38.55	\$27.00	\$36.14	\$40.09	\$42.50	\$47.00	4
	Male	\$29.93	\$29.60	\$29.77	\$29.93	\$30.10	\$30.26	2
Experience as Ex. Director/CEO	5 years or less	\$33.09	\$27.00	\$30.05	\$33.09	\$36.14	\$39.18	2
	6-10 years	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	\$29.60	1
	11-20 years	\$32.39	\$30.26	\$31.33	\$32.39	\$33.46	\$34.52	2
	More than 20 years	\$44.00	\$41.00	\$42.50	\$44.00	\$45.50	\$47.00	2

Q300a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - Curriculum Specialist

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	5%	9	1.6	13
	2025	7%	11	1.5	15
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	4%	1	2.0	2
	100-249 employees	3%	1	1.0	1
	250 employees or more	14%	8	1.6	11
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	1.0	1
	\$5m-\$9.99m	5%	1	2.0	2
	\$10m or more	12%	7	1.6	11
Sectors Supported	Adult Behavioral Health	14%	5	1.8	9
	Arts, Culture, Humanities	10%	2	1.5	3
	Basic Needs				
	Children's Serv./Youth dev.	8%	4	1.7	5
	Comm, volunteerism, econ	5%	1		
	Community Justice				
	Dev./Intell. Disabilities	15%	6	1.7	10
	Education	13%	4	1.5	6
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	5%	2	2.5	5
	Mental Health	10%	4	2.0	8
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	5%	1	3.0	3
Year Founded	Before 1950	17%	4	1.5	6
	1950-1969	7%	2	1.5	3
	1970-1979	4%	1	2.0	2
	1980-1989	3%	1	1.0	1
	1990-1999				
	2000 or later	8%	2	1.0	1
Ex. Director/CEO Gender	Female	6%	6	1.2	6
	Male	7%	4	2.0	8
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	7%	3	1.3	4
	11-20 years	13%	3	2.0	4
	More than 20 years	14%	5	1.4	7

Q300a_9_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Curriculum Specialist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.25	\$20.19	\$21.28	\$28.68	\$32.34	\$39.85	8
	2025	\$34.45	\$21.43	\$29.27	\$30.77	\$36.20	\$59.85	9
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$29.55	\$29.55	\$29.55	\$29.55	\$29.55	\$29.55	1
	100-249 employees	\$21.43	\$21.43	\$21.43	\$21.43	\$21.43	\$21.43	1
	250 employees or more	\$37.01	\$27.17	\$30.02	\$31.81	\$40.10	\$59.85	7
Total Operating Expenses	Less than \$250k	\$31.81	\$31.81	\$31.81	\$31.81	\$31.81	\$31.81	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$29.55	\$29.55	\$29.55	\$29.55	\$29.55	\$29.55	1
	\$10m or more	\$35.53	\$21.43	\$28.22	\$30.77	\$40.10	\$59.85	7
Sectors Supported	Adult Behavioral Health	\$39.30	\$27.17	\$29.27	\$36.20	\$44.00	\$59.85	5
	Arts, Culture, Humanities	\$30.16	\$29.55	\$29.86	\$30.16	\$30.47	\$30.77	2
	Basic Needs							
	Children's Serv./Youth dev.	\$44.37	\$29.27	\$36.64	\$44.00	\$51.93	\$59.85	3
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$31.65	\$21.43	\$27.70	\$30.54	\$35.10	\$44.00	6
	Education	\$44.37	\$29.27	\$36.64	\$44.00	\$51.93	\$59.85	3
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$28.22	\$27.17	\$27.70	\$28.22	\$28.75	\$29.27	2
	Mental Health	\$38.12	\$27.17	\$28.75	\$32.74	\$42.11	\$59.85	4
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$29.27	\$29.27	\$29.27	\$29.27	\$29.27	\$29.27	1
Year Founded	Before 1950	\$40.97	\$29.27	\$30.40	\$37.39	\$47.96	\$59.85	4
	1950-1969	\$29.49	\$27.17	\$28.33	\$29.49	\$30.65	\$31.81	2
	1970-1979	\$36.20	\$36.20	\$36.20	\$36.20	\$36.20	\$36.20	1
	1980-1989	\$21.43	\$21.43	\$21.43	\$21.43	\$21.43	\$21.43	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$33.36	\$21.43	\$29.22	\$34.01	\$38.15	\$44.00	4
	Male	\$29.19	\$27.17	\$28.75	\$29.41	\$29.86	\$30.77	4
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$34.33	\$27.17	\$29.49	\$31.81	\$37.91	\$44.00	3
	11-20 years	\$44.56	\$29.27	\$36.92	\$44.56	\$52.21	\$59.85	2
	More than 20 years	\$29.49	\$21.43	\$27.52	\$30.16	\$32.13	\$36.20	4

Q300a_10_1: For each type of position contained in your organization, please indicate the number of employees in that category - General Counsel

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2025	3%	4	1.0	3
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	1.0	2
	250 employees or more	4%	2	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	7%	4	1.0	3
Sectors Supported	Adult Behavioral Health	8%	3	1.0	2
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.	4%	2	1.0	2
	Comm, volunteerism, econ	5%	1	1.0	1
	Community Justice				
	Dev./Intell. Disabilities	5%	2	1.0	1
	Education	10%	3	1.0	2
	Employment or job	8%	2	1.0	2
	Environment				
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	5%	2	1.0	2
	Mental Health	5%	2	1.0	2
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969				
	1970-1979				
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	2%	2	1.0	2
	Male	4%	2	1.0	1
Experience as Ex. Director/CEO	5 years or less	2%	1		
	6-10 years	2%	1	1.0	1
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

Q300a_10_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - General Counsel

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2025	\$83.03	\$65.93	\$75.55	\$85.17	\$91.59	\$98.00	3
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$75.55	\$65.93	\$70.74	\$75.55	\$80.36	\$85.17	2
	250 employees or more	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$83.03	\$65.93	\$75.55	\$85.17	\$91.59	\$98.00	3
Sectors Supported	Adult Behavioral Health	\$81.97	\$65.93	\$73.95	\$81.97	\$89.98	\$98.00	2
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.	\$91.59	\$85.17	\$88.38	\$91.59	\$94.79	\$98.00	2
	Comm, volunteerism, econ	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Community Justice							
	Dev./Intell. Disabilities	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	1
	Education	\$91.59	\$85.17	\$88.38	\$91.59	\$94.79	\$98.00	2
	Employment or job	\$75.55	\$65.93	\$70.74	\$75.55	\$80.36	\$85.17	2
	Environment							
	Health care (non-hospital)	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	1
	Higher Education	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Housing/Homelessness	\$75.55	\$65.93	\$70.74	\$75.55	\$80.36	\$85.17	2
	Mental Health	\$75.55	\$65.93	\$70.74	\$75.55	\$80.36	\$85.17	2
	Public Benefit	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Recreation, sports, leisure	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
	Seniors	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1
Year Founded	Before 1950	\$81.97	\$65.93	\$73.95	\$81.97	\$89.98	\$98.00	2
	1950-1969							
	1970-1979							
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$91.59	\$85.17	\$88.38	\$91.59	\$94.79	\$98.00	2
	Male	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	1
	11-20 years	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	\$65.93	1
	More than 20 years	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	\$85.17	1

Q300a_11_1: For each type of position contained in your organization, please indicate the number of employees in that category - Public Policy Coordinator

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2025	4%	6	1.0	6
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	4%	1	1.0	1
	100-249 employees	6%	2	1.0	2
	250 employees or more	2%	1	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	1.0	1
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	5%	3	1.0	3
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	5%	1	1.0	1
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	3%	1	1.0	1
	Education	6%	2	1.0	2
	Employment or job	8%	2	1.0	2
	Environment	14%	1	1.0	1
	Health care (non-hospital)	13%	3	1.0	3
	Higher Education				
	Housing/Homelessness	10%	4	1.0	4
	Mental Health	3%	1	1.0	1
	Public Benefit	16%	3	1.0	3
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969				
	1970-1979	7%	2	1.0	2
	1980-1989				
	1990-1999	7%	1	1.0	1
	2000 or later				
Ex. Director/CEO Gender	Female	4%	4	1.0	4
	Male	4%	2	1.0	2
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	2
	6-10 years	2%	1	1.0	1
	11-20 years	9%	2	1.0	2
	More than 20 years	3%	1	1.0	1

Q300a_11_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Public Policy Coordinator

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2025	\$43.94	\$26.59	\$31.76	\$41.03	\$53.43	\$68.75	6
All Employees	Fewer than 10 employees							
	10-49 employees	\$40.80	\$26.59	\$33.69	\$40.80	\$47.90	\$55.00	2
	50-99 employees	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	1
	100-249 employees	\$32.28	\$31.23	\$31.76	\$32.28	\$32.81	\$33.33	2
	250 employees or more	\$48.72	\$48.72	\$48.72	\$48.72	\$48.72	\$48.72	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	1
	\$5m-\$9.99m	\$51.86	\$48.72	\$50.29	\$51.86	\$53.43	\$55.00	2
	\$10m or more	\$44.44	\$31.23	\$32.28	\$33.33	\$51.04	\$68.75	3
Sectors Supported	Adult Behavioral Health	\$33.33	\$33.33	\$33.33	\$33.33	\$33.33	\$33.33	1
	Arts, Culture, Humanities							
	Basic Needs	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	1
	Children's Serv./Youth dev.	\$31.23	\$31.23	\$31.23	\$31.23	\$31.23	\$31.23	1
	Comm, volunteerism, econ	\$48.72	\$48.72	\$48.72	\$48.72	\$48.72	\$48.72	1
	Community Justice	\$42.19	\$26.59	\$28.91	\$31.23	\$49.99	\$68.75	3
	Dev./Intell. Disabilities	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	1
	Education	\$49.99	\$31.23	\$40.61	\$49.99	\$59.37	\$68.75	2
	Employment or job	\$51.04	\$33.33	\$42.19	\$51.04	\$59.90	\$68.75	2
	Environment	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	\$26.59	1
	Health care (non-hospital)	\$52.36	\$33.33	\$44.17	\$55.00	\$61.88	\$68.75	3
	Higher Education							
	Housing/Homelessness	\$39.98	\$26.59	\$30.07	\$32.28	\$42.19	\$68.75	4
	Mental Health	\$33.33	\$33.33	\$33.33	\$33.33	\$33.33	\$33.33	1
	Public Benefit	\$51.66	\$31.23	\$43.12	\$55.00	\$61.88	\$68.75	3
	Recreation, sports, leisure							
	Seniors	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	1
Year Founded	Before 1950	\$41.03	\$33.33	\$37.18	\$41.03	\$44.87	\$48.72	2
	1950-1969							
	1970-1979	\$47.67	\$26.59	\$37.13	\$47.67	\$58.21	\$68.75	2
	1980-1989							
	1990-1999	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$50.93	\$31.23	\$44.35	\$51.86	\$58.44	\$68.75	4
	Male	\$29.96	\$26.59	\$28.28	\$29.96	\$31.65	\$33.33	2
Experience as Ex. Director/CEO	5 years or less	\$51.86	\$48.72	\$50.29	\$51.86	\$53.43	\$55.00	2
	6-10 years	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	\$68.75	1
	11-20 years	\$29.96	\$26.59	\$28.28	\$29.96	\$31.65	\$33.33	2
	More than 20 years	\$31.23	\$31.23	\$31.23	\$31.23	\$31.23	\$31.23	1

Q300a_12_1: For each type of position contained in your organization, please indicate the number of employees in that category - Diversity, Equity, Inclusion and Belonging (DEIB) Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2025	3%	4	1.0	3
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	9%	3	1.0	3
	250 employees or more	2%	1		
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	7%	4	1.0	3
Sectors Supported	Adult Behavioral Health	6%	2	1.0	1
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	5%	1	1.0	1
	Community Justice				
	Dev./Intell. Disabilities	3%	1		
	Education	6%	2	1.0	1
	Employment or job	8%	2	1.0	2
	Environment				
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	5%	2	1.0	2
	Mental Health	5%	2	1.0	2
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969				
	1970-1979				
	1980-1989	3%	1	1.0	1
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	1.0	1
	Male	5%	3	1.0	2
Experience as Ex. Director/CEO	5 years or less	2%	1		
	6-10 years	2%	1	1.0	1
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

Q300a_12_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Diversity, Equity, Inclusion and Belonging (DEIB) Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2025	\$44.94	\$39.28	\$40.46	\$41.63	\$47.78	\$53.92	3
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$44.94	\$39.28	\$40.46	\$41.63	\$47.78	\$53.92	3
	250 employees or more							
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$44.94	\$39.28	\$40.46	\$41.63	\$47.78	\$53.92	3
Sectors Supported	Adult Behavioral Health	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	1
	Arts, Culture, Humanities							
	Basic Needs	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	1
	Children's Serv./Youth dev.	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Comm, volunteerism, econ	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Community Justice							
	Dev./Intell. Disabilities							
	Education	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Employment or job	\$40.46	\$39.28	\$39.87	\$40.46	\$41.04	\$41.63	2
	Environment							
	Health care (non-hospital)	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	1
	Higher Education	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Housing/Homelessness	\$40.46	\$39.28	\$39.87	\$40.46	\$41.04	\$41.63	2
	Mental Health	\$40.46	\$39.28	\$39.87	\$40.46	\$41.04	\$41.63	2
	Public Benefit	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Recreation, sports, leisure	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Seniors	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
Year Founded	Before 1950	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	1
	1950-1969							
	1970-1979							
	1980-1989	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1
	Male	\$46.60	\$39.28	\$42.94	\$46.60	\$50.26	\$53.92	2
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	\$53.92	1
	11-20 years	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	\$39.28	1
	More than 20 years	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	\$41.63	1

Q400a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Finance Director

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	26%	46	1.0	46
	2025	33%	53	1.0	53
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	13%	5	1.0	5
	50-99 employees	9%	2	1.0	2
	100-249 employees	46%	16	1.1	16
	250 employees or more	51%	29	1.0	29
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	18%	9	1.1	10
	\$5m-\$9.99m	30%	6	1.0	6
	\$10m or more	58%	33	1.0	32
Sectors Supported	Adult Behavioral Health	61%	22	1.1	21
	Arts, Culture, Humanities	14%	3	1.0	3
	Basic Needs	38%	9	1.0	8
	Children's Serv./Youth dev.	42%	21	1.1	22
	Comm, volunteerism, econ	36%	8	1.1	9
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	41%	16	1.1	16
	Education	26%	8	1.0	6
	Employment or job	23%	6	1.2	7
	Environment	29%	2	1.0	2
	Health care (non-hospital)	57%	13	1.1	13
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	38%	15	1.1	15
	Mental Health	55%	22	1.0	22
	Public Benefit	26%	5	1.2	6
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	32%	6	1.2	6
Year Founded	Before 1950	43%	10	1.0	9
	1950-1969	38%	11	1.0	11
	1970-1979	48%	13	1.1	14
	1980-1989	27%	8	1.0	8
	1990-1999	21%	3	1.0	3
	2000 or later	17%	4	1.3	5
Ex. Director/CEO Gender	Female	30%	29	1.1	31
	Male	42%	23	1.0	21
Experience as Ex. Director/CEO	5 years or less	27%	13	1.0	12
	6-10 years	34%	15	1.0	15
	11-20 years	48%	11	1.2	12
	More than 20 years	32%	12	1.0	12

Q400a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Finance Director

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$44.78	\$21.34	\$38.46	\$43.27	\$48.35	\$84.56	45
	2025	\$53.61	\$34.86	\$44.06	\$52.88	\$59.41	\$84.00	51
All Employees	Fewer than 10 employees	\$37.43	\$37.43	\$37.43	\$37.43	\$37.43	\$37.43	1
	10-49 employees	\$51.67	\$38.98	\$40.64	\$43.08	\$67.54	\$68.10	5
	50-99 employees	\$52.01	\$44.06	\$48.04	\$52.01	\$55.99	\$59.96	2
	100-249 employees	\$58.12	\$34.86	\$51.80	\$55.31	\$65.42	\$84.00	15
	250 employees or more	\$52.24	\$36.50	\$45.48	\$49.90	\$57.88	\$79.23	28
Total Operating Expenses	Less than \$250k	\$64.97	\$50.71	\$57.84	\$64.97	\$72.10	\$79.23	2
	\$250k-\$499k							
	\$500k-\$999k	\$40.87	\$40.87	\$40.87	\$40.87	\$40.87	\$40.87	1
	\$1m-\$4.99m	\$48.07	\$36.50	\$38.98	\$43.08	\$58.46	\$67.84	9
	\$5m-\$9.99m	\$59.95	\$45.96	\$48.60	\$60.33	\$67.14	\$79.00	6
	\$10m or more	\$53.25	\$34.86	\$45.80	\$52.88	\$57.69	\$84.00	31
Sectors Supported	Adult Behavioral Health	\$54.80	\$39.62	\$47.94	\$53.33	\$57.98	\$84.00	20
	Arts, Culture, Humanities	\$57.75	\$40.64	\$47.12	\$53.60	\$66.30	\$79.00	3
	Basic Needs	\$49.01	\$36.50	\$40.09	\$45.82	\$56.83	\$69.50	8
	Children's Serv./Youth dev.	\$52.91	\$36.50	\$48.54	\$52.64	\$56.79	\$69.50	20
	Comm, volunteerism, econ	\$46.21	\$36.50	\$39.96	\$42.46	\$47.94	\$69.50	8
	Community Justice	\$41.82	\$37.43	\$38.21	\$38.98	\$44.01	\$49.04	3
	Dev./Intell. Disabilities	\$54.52	\$34.86	\$46.21	\$51.50	\$63.64	\$79.23	15
	Education	\$53.53	\$40.46	\$49.63	\$52.68	\$56.73	\$68.68	6
	Employment or job	\$59.39	\$44.05	\$51.54	\$58.43	\$64.85	\$79.23	6
	Environment	\$43.93	\$38.98	\$41.45	\$43.93	\$46.40	\$48.87	2
	Health care (non-hospital)	\$53.79	\$36.50	\$46.67	\$53.33	\$59.02	\$74.28	12
	Higher Education	\$53.86	\$53.86	\$53.86	\$53.86	\$53.86	\$53.86	1
	Housing/Homelessness	\$51.95	\$38.98	\$41.05	\$49.42	\$61.96	\$69.50	14
	Mental Health	\$55.68	\$36.50	\$48.36	\$55.31	\$59.96	\$84.00	21
	Public Benefit	\$53.89	\$40.46	\$44.05	\$53.86	\$63.00	\$68.10	5
	Recreation, sports, leisure	\$51.37	\$48.87	\$50.12	\$51.37	\$52.61	\$53.86	2
	Seniors	\$62.07	\$53.86	\$55.31	\$63.00	\$68.68	\$69.50	5
Year Founded	Before 1950	\$55.05	\$40.46	\$48.87	\$51.50	\$67.84	\$69.50	9
	1950-1969	\$54.60	\$39.62	\$46.55	\$53.77	\$59.21	\$79.23	11
	1970-1979	\$53.45	\$38.98	\$46.00	\$52.88	\$58.85	\$74.28	13
	1980-1989	\$50.26	\$34.86	\$41.42	\$46.90	\$52.11	\$84.00	8
	1990-1999	\$54.01	\$37.43	\$46.96	\$56.49	\$62.30	\$68.10	3
	2000 or later	\$47.51	\$36.50	\$37.97	\$43.00	\$52.54	\$67.54	4
Ex. Director/CEO Gender	Female	\$51.89	\$34.86	\$44.05	\$52.88	\$58.46	\$68.10	29
	Male	\$56.61	\$38.98	\$48.07	\$52.88	\$68.68	\$84.00	21
Experience as Ex. Director/CEO	5 years or less	\$57.41	\$37.43	\$49.57	\$56.50	\$67.68	\$79.23	12
	6-10 years	\$54.58	\$36.50	\$40.76	\$51.50	\$64.87	\$84.00	15
	11-20 years	\$51.07	\$38.46	\$44.92	\$48.54	\$56.46	\$68.68	10
	More than 20 years	\$50.55	\$34.86	\$47.04	\$52.16	\$54.82	\$59.96	12

Q400a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Business Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	15%	27	1.0	27
	2025	14%	22	1.1	21
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	9%	2	1.0	2
	100-249 employees	11%	4	1.0	4
	250 employees or more	25%	14	1.1	13
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	8%	4	1.0	3
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	30%	17	1.1	17
Sectors Supported	Adult Behavioral Health	28%	10	1.0	9
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs				
	Children's Serv./Youth dev.	22%	11	1.1	11
	Comm, volunteerism, econ	9%	2	1.0	1
	Community Justice				
	Dev./Intell. Disabilities	26%	10	1.1	10
	Education	19%	6	1.0	5
	Employment or job	8%	2	1.5	3
	Environment				
	Health care (non-hospital)	22%	5	1.0	5
	Higher Education				
	Housing/Homelessness	15%	6	1.2	7
	Mental Health	28%	11	1.1	12
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	11%	2	1.0	2
Year Founded	Before 1950	30%	7	1.0	7
	1950-1969	10%	3	1.0	3
	1970-1979	19%	5	1.2	6
	1980-1989	7%	2	1.0	2
	1990-1999	14%	2	1.0	2
	2000 or later	8%	2	1.0	1
Ex. Director/CEO Gender	Female	11%	11	1.1	11
	Male	16%	9	1.0	8
Experience as Ex. Director/CEO	5 years or less	10%	5	1.0	4
	6-10 years	14%	6	1.2	7
	11-20 years	26%	6	1.0	5
	More than 20 years	11%	4	1.0	4

Q400a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Business Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$33.92	\$20.86	\$26.54	\$33.33	\$38.47	\$50.48	26
	2025	\$39.82	\$25.00	\$35.88	\$40.75	\$45.55	\$51.00	20
All Employees	Fewer than 10 employees							
	10-49 employees	\$36.55	\$36.07	\$36.31	\$36.55	\$36.78	\$37.02	2
	50-99 employees	\$44.87	\$38.74	\$41.81	\$44.87	\$47.94	\$51.00	2
	100-249 employees	\$42.14	\$29.56	\$40.56	\$45.09	\$46.67	\$48.81	4
	250 employees or more	\$38.76	\$25.00	\$34.29	\$40.75	\$45.10	\$46.70	12
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$41.36	\$36.07	\$36.55	\$37.02	\$44.01	\$51.00	3
	\$5m-\$9.99m	\$44.46	\$44.46	\$44.46	\$44.46	\$44.46	\$44.46	1
	\$10m or more	\$39.24	\$25.00	\$34.29	\$40.75	\$45.55	\$48.81	16
Sectors Supported	Adult Behavioral Health	\$38.48	\$27.00	\$35.32	\$39.42	\$44.23	\$46.70	9
	Arts, Culture, Humanities	\$36.55	\$36.07	\$36.31	\$36.55	\$36.78	\$37.02	2
	Basic Needs							
	Children's Serv./Youth dev.	\$39.06	\$25.00	\$32.65	\$41.83	\$45.71	\$46.70	10
	Comm, volunteerism, econ	\$44.46	\$44.46	\$44.46	\$44.46	\$44.46	\$44.46	1
	Community Justice							
	Dev./Intell. Disabilities	\$37.68	\$25.00	\$35.32	\$38.74	\$44.23	\$46.50	9
	Education	\$40.16	\$31.20	\$37.00	\$39.42	\$46.50	\$46.70	5
	Employment or job	\$35.48	\$25.00	\$30.24	\$35.48	\$40.71	\$45.95	2
	Environment							
	Health care (non-hospital)	\$41.93	\$29.56	\$42.07	\$44.23	\$44.99	\$48.81	5
	Higher Education							
	Housing/Homelessness	\$36.19	\$25.00	\$29.08	\$37.37	\$43.60	\$45.41	6
	Mental Health	\$37.45	\$25.00	\$30.38	\$39.42	\$44.61	\$46.70	11
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$42.42	\$39.42	\$40.92	\$42.42	\$43.91	\$45.41	2
Year Founded	Before 1950	\$40.19	\$31.20	\$36.54	\$39.42	\$45.48	\$46.70	7
	1950-1969	\$36.94	\$29.56	\$32.44	\$35.32	\$40.64	\$45.95	3
	1970-1979	\$37.66	\$25.00	\$27.00	\$42.07	\$45.41	\$48.81	5
	1980-1989	\$37.88	\$37.02	\$37.45	\$37.88	\$38.31	\$38.74	2
	1990-1999	\$47.62	\$44.23	\$45.92	\$47.62	\$49.31	\$51.00	2
	2000 or later	\$44.99	\$44.99	\$44.99	\$44.99	\$44.99	\$44.99	1
Ex. Director/CEO Gender	Female	\$37.90	\$25.00	\$31.42	\$40.41	\$44.40	\$45.95	10
	Male	\$41.72	\$31.20	\$35.88	\$42.42	\$47.08	\$51.00	8
Experience as Ex. Director/CEO	5 years or less	\$35.35	\$27.00	\$30.15	\$34.97	\$40.17	\$44.46	4
	6-10 years	\$38.03	\$25.00	\$35.51	\$36.54	\$43.71	\$48.81	6
	11-20 years	\$44.37	\$39.42	\$44.23	\$44.99	\$46.50	\$46.70	5
	More than 20 years	\$42.01	\$29.56	\$38.94	\$43.74	\$46.81	\$51.00	4

Q400a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Senior Accountant

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	20%	36	1.2	42
	2025	24%	38	1.1	40
All Employees	Fewer than 10 employees				
	10-49 employees	10%	4	1.0	4
	50-99 employees	9%	2	1.0	2
	100-249 employees	26%	9	1.0	9
	250 employees or more	40%	23	1.1	25
Total Operating Expenses	Less than \$250k	57%	4	1.0	4
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	6%	3	1.0	3
	\$5m-\$9.99m	35%	7	1.0	7
	\$10m or more	39%	22	1.1	24
Sectors Supported	Adult Behavioral Health	33%	12	1.2	13
	Arts, Culture, Humanities	24%	5	1.2	6
	Basic Needs	13%	3	1.0	3
	Children's Serv./Youth dev.	26%	13	1.0	13
	Comm, volunteerism, econ	9%	2	1.0	2
	Community Justice	36%	4	1.0	4
	Dev./Intell. Disabilities	41%	16	1.1	17
	Education	29%	9	1.0	8
	Employment or job	23%	6	1.0	6
	Environment				
	Health care (non-hospital)	26%	6	1.0	6
	Higher Education				
	Housing/Homelessness	20%	8	1.0	8
	Mental Health	33%	13	1.0	13
	Public Benefit	16%	3	1.0	3
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	21%	4	1.0	4
Year Founded	Before 1950	35%	8	1.1	9
	1950-1969	38%	11	1.2	13
	1970-1979	19%	5	1.0	5
	1980-1989	20%	6	1.0	6
	1990-1999	7%	1	1.0	1
	2000 or later	13%	3	1.0	3
Ex. Director/CEO Gender	Female	20%	19	1.0	19
	Male	33%	18	1.2	20
Experience as Ex. Director/CEO	5 years or less	19%	9	1.0	8
	6-10 years	30%	13	1.0	13
	11-20 years	26%	6	1.0	6
	More than 20 years	27%	10	1.3	13

Q400a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Senior Accountant

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$32.38	\$23.56	\$28.05	\$32.69	\$37.17	\$43.19	34
	2025	\$38.53	\$26.00	\$32.30	\$37.30	\$42.44	\$68.30	37
All Employees	Fewer than 10 employees							
	10-49 employees	\$39.78	\$30.00	\$32.23	\$40.52	\$48.07	\$48.08	4
	50-99 employees	\$37.96	\$35.78	\$36.87	\$37.96	\$39.05	\$40.14	2
	100-249 employees	\$36.48	\$27.24	\$33.07	\$37.30	\$39.90	\$43.41	9
	250 employees or more	\$39.20	\$26.00	\$32.08	\$37.70	\$45.61	\$68.30	22
Total Operating Expenses	Less than \$250k	\$42.86	\$33.07	\$38.92	\$44.48	\$48.41	\$49.40	4
	\$250k-\$499k							
	\$500k-\$999k	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	1
	\$1m-\$4.99m	\$35.77	\$30.00	\$33.65	\$37.30	\$38.65	\$40.00	3
	\$5m-\$9.99m	\$39.19	\$26.00	\$29.62	\$35.78	\$42.50	\$68.30	7
	\$10m or more	\$38.42	\$26.48	\$32.30	\$39.88	\$42.44	\$53.47	21
Sectors Supported	Adult Behavioral Health	\$41.83	\$33.12	\$39.17	\$39.90	\$44.99	\$53.47	11
	Arts, Culture, Humanities	\$33.48	\$30.00	\$32.00	\$32.30	\$35.78	\$37.30	5
	Basic Needs	\$41.87	\$33.00	\$37.72	\$42.44	\$46.31	\$50.17	3
	Children's Serv./Youth dev.	\$39.07	\$26.00	\$34.07	\$39.90	\$46.66	\$50.17	13
	Comm, volunteerism, econ	\$41.59	\$33.00	\$37.29	\$41.59	\$45.88	\$50.17	2
	Community Justice	\$36.37	\$29.57	\$34.32	\$37.89	\$39.95	\$40.14	4
	Dev./Intell. Disabilities	\$39.49	\$26.48	\$32.25	\$39.88	\$41.66	\$68.30	15
	Education	\$36.58	\$27.24	\$33.05	\$36.60	\$39.96	\$48.07	8
	Employment or job	\$41.45	\$39.88	\$39.95	\$40.51	\$41.16	\$46.66	6
	Environment							
	Health care (non-hospital)	\$44.82	\$38.46	\$40.42	\$44.40	\$47.94	\$53.47	6
	Higher Education							
	Housing/Homelessness	\$41.82	\$33.00	\$38.90	\$40.70	\$46.88	\$50.17	8
	Mental Health	\$42.31	\$27.24	\$39.88	\$41.25	\$47.54	\$53.47	13
	Public Benefit	\$41.37	\$35.90	\$38.02	\$40.14	\$44.11	\$48.08	3
	Recreation, sports, leisure	\$39.88	\$39.88	\$39.88	\$39.88	\$39.88	\$39.88	1
	Seniors	\$42.52	\$39.88	\$39.88	\$40.01	\$42.65	\$50.17	4
Year Founded	Before 1950	\$38.80	\$32.00	\$33.63	\$38.59	\$41.79	\$50.17	8
	1950-1969	\$39.83	\$27.24	\$32.27	\$39.88	\$40.44	\$68.30	11
	1970-1979	\$42.87	\$26.00	\$40.14	\$46.66	\$48.08	\$53.47	5
	1980-1989	\$32.62	\$26.48	\$30.32	\$31.71	\$33.05	\$42.44	6
	1990-1999	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	\$48.07	1
	2000 or later	\$36.84	\$30.00	\$31.49	\$32.97	\$40.26	\$47.54	3
Ex. Director/CEO Gender	Female	\$40.74	\$27.24	\$32.99	\$39.90	\$47.10	\$68.30	19
	Male	\$36.33	\$26.00	\$32.00	\$35.78	\$40.87	\$50.17	17
Experience as Ex. Director/CEO	5 years or less	\$37.65	\$26.00	\$32.30	\$39.23	\$41.26	\$50.17	8
	6-10 years	\$41.17	\$27.24	\$31.42	\$40.14	\$48.07	\$68.30	13
	11-20 years	\$38.61	\$32.00	\$34.79	\$38.41	\$40.91	\$47.54	6
	More than 20 years	\$35.77	\$26.48	\$32.49	\$34.45	\$36.95	\$53.47	10

Q400a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Accountant

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	18%	32	1.2	37
	2025	31%	50	1.5	70
All Employees	Fewer than 10 employees				
	10-49 employees	13%	5	1.0	5
	50-99 employees	17%	4	1.0	4
	100-249 employees	49%	17	1.5	24
	250 employees or more	42%	24	1.6	37
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	20%	10	1.1	11
	\$5m-\$9.99m	35%	7	1.6	11
	\$10m or more	54%	31	1.6	46
Sectors Supported	Adult Behavioral Health	47%	17	1.5	23
	Arts, Culture, Humanities	10%	2	1.5	3
	Basic Needs	33%	8	1.7	12
	Children's Serv./Youth dev.	42%	21	1.5	30
	Comm, volunteerism, econ	23%	5	1.4	7
	Community Justice	36%	4	2.0	8
	Dev./Intell. Disabilities	56%	22	1.4	29
	Education	42%	13	1.3	14
	Employment or job	42%	11	1.2	13
	Environment	14%	1	1.0	1
	Health care (non-hospital)	35%	8	1.3	9
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	43%	17	1.7	27
	Mental Health	48%	19	1.3	24
	Public Benefit	37%	7	1.3	9
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	32%	6	1.2	6
Year Founded	Before 1950	48%	11	1.2	12
	1950-1969	45%	13	1.6	21
	1970-1979	37%	10	1.2	12
	1980-1989	20%	6	2.3	14
	1990-1999	14%	2	1.0	2
	2000 or later	8%	2	1.0	2
Ex. Director/CEO Gender	Female	33%	32	1.5	48
	Male	31%	17	1.4	21
Experience as Ex. Director/CEO	5 years or less	29%	14	1.4	18
	6-10 years	32%	14	1.7	24
	11-20 years	43%	10	1.1	10
	More than 20 years	30%	11	1.1	12

Q400a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Accountant

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$25.57	\$18.25	\$22.56	\$25.00	\$28.34	\$33.65	31
	2025	\$31.61	\$19.24	\$27.84	\$31.02	\$34.53	\$46.59	48
All Employees	Fewer than 10 employees							
	10-49 employees	\$33.07	\$30.25	\$30.77	\$33.65	\$33.70	\$37.00	5
	50-99 employees	\$33.30	\$22.56	\$28.89	\$32.03	\$36.44	\$46.59	4
	100-249 employees	\$31.35	\$22.50	\$27.13	\$29.36	\$34.62	\$44.57	16
	250 employees or more	\$31.18	\$19.24	\$27.25	\$31.04	\$34.93	\$44.84	23
Total Operating Expenses	Less than \$250k	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$32.24	\$22.56	\$30.38	\$32.03	\$33.55	\$46.59	10
	\$5m-\$9.99m	\$29.59	\$22.50	\$24.39	\$28.88	\$33.89	\$39.23	7
	\$10m or more	\$31.74	\$19.24	\$28.00	\$30.20	\$36.06	\$44.84	29
Sectors Supported	Adult Behavioral Health	\$33.17	\$22.02	\$28.92	\$31.04	\$37.11	\$44.84	15
	Arts, Culture, Humanities	\$35.54	\$34.07	\$34.80	\$35.54	\$36.27	\$37.00	2
	Basic Needs	\$33.72	\$28.70	\$30.49	\$31.97	\$34.77	\$44.84	7
	Children's Serv./Youth dev.	\$32.86	\$19.24	\$28.81	\$31.77	\$36.86	\$44.84	20
	Comm, volunteerism, econ	\$38.60	\$31.97	\$33.25	\$39.23	\$43.71	\$44.84	5
	Community Justice	\$26.65	\$19.24	\$23.28	\$27.70	\$31.07	\$31.97	4
	Dev./Intell. Disabilities	\$30.04	\$22.02	\$24.73	\$29.66	\$33.65	\$46.59	21
	Education	\$31.58	\$24.24	\$25.62	\$31.04	\$34.93	\$43.71	11
	Employment or job	\$29.88	\$22.56	\$25.62	\$29.00	\$32.81	\$43.71	11
	Environment	\$30.77	\$30.77	\$30.77	\$30.77	\$30.77	\$30.77	1
	Health care (non-hospital)	\$34.51	\$28.84	\$30.49	\$33.70	\$36.76	\$44.57	7
	Higher Education	\$43.71	\$43.71	\$43.71	\$43.71	\$43.71	\$43.71	1
	Housing/Homelessness	\$32.01	\$22.02	\$28.81	\$30.89	\$34.45	\$44.84	16
	Mental Health	\$34.05	\$22.02	\$29.17	\$32.78	\$37.36	\$44.84	18
	Public Benefit	\$32.84	\$24.62	\$30.49	\$33.25	\$33.68	\$43.71	7
	Recreation, sports, leisure	\$43.71	\$43.71	\$43.71	\$43.71	\$43.71	\$43.71	1
	Seniors	\$36.13	\$26.50	\$29.00	\$36.61	\$43.71	\$44.84	5
Year Founded	Before 1950	\$35.64	\$26.50	\$31.41	\$34.93	\$38.67	\$46.59	10
	1950-1969	\$29.84	\$19.24	\$26.50	\$31.00	\$33.65	\$37.61	13
	1970-1979	\$30.30	\$22.02	\$28.21	\$29.63	\$32.93	\$42.23	10
	1980-1989	\$28.33	\$22.74	\$25.38	\$28.02	\$29.83	\$36.28	6
	1990-1999	\$39.14	\$33.70	\$36.42	\$39.14	\$41.85	\$44.57	2
	2000 or later	\$29.23	\$22.56	\$25.90	\$29.23	\$32.57	\$35.90	2
Ex. Director/CEO Gender	Female	\$31.63	\$22.02	\$26.50	\$31.11	\$34.45	\$46.59	32
	Male	\$31.61	\$19.24	\$28.87	\$30.77	\$35.18	\$44.84	15
Experience as Ex. Director/CEO	5 years or less	\$32.94	\$22.02	\$30.20	\$33.65	\$36.06	\$44.84	13
	6-10 years	\$31.02	\$19.24	\$27.09	\$30.84	\$33.88	\$46.59	14
	11-20 years	\$32.42	\$22.56	\$29.00	\$31.04	\$35.90	\$44.57	9
	More than 20 years	\$30.51	\$22.74	\$24.68	\$28.88	\$35.03	\$43.71	11

Q400a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Bookkeeper

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	39%	71	1.7	117
	2025	39%	62	1.9	112
All Employees	Fewer than 10 employees	17%	1		
	10-49 employees	18%	7	1.0	7
	50-99 employees	30%	7	1.3	9
	100-249 employees	51%	18	1.8	30
	250 employees or more	51%	29	2.4	66
Total Operating Expenses	Less than \$250k	43%	3	1.7	5
	\$250k-\$499k	13%	1		
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	20%	10	1.1	10
	\$5m-\$9.99m	45%	9	1.4	13
	\$10m or more	61%	35	2.4	80
Sectors Supported	Adult Behavioral Health	67%	24	2.5	54
	Arts, Culture, Humanities	24%	5	1.0	4
	Basic Needs	42%	10	1.0	9
	Children's Serv./Youth dev.	48%	24	2.5	54
	Comm, volunteerism, econ	32%	7	1.3	8
	Community Justice	36%	4	1.5	6
	Dev./Intell. Disabilities	64%	25	2.4	58
	Education	48%	15	1.9	23
	Employment or job	42%	11	2.4	26
	Environment	14%	1	1.0	1
	Health care (non-hospital)	48%	11	2.9	29
	Higher Education	25%	1		
	Housing/Homelessness	43%	17	2.7	43
	Mental Health	65%	26	2.6	66
	Public Benefit	32%	6	1.7	10
	Recreation, sports, leisure	20%	1	2.0	2
	Seniors	32%	6	1.8	9
Year Founded	Before 1950	57%	13	1.6	19
	1950-1969	59%	17	1.9	33
	1970-1979	37%	10	2.7	27
	1980-1989	30%	9	1.3	12
	1990-1999	21%	3	2.0	6
	2000 or later	25%	6	3.0	12
Ex. Director/CEO Gender	Female	38%	37	2.1	72
	Male	42%	23	1.8	38
Experience as Ex. Director/CEO	5 years or less	38%	18	1.6	26
	6-10 years	36%	16	2.3	36
	11-20 years	74%	17	2.3	34
	More than 20 years	22%	8	1.6	13

Q400a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Bookkeeper

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$24.42	\$15.00	\$20.99	\$23.00	\$26.78	\$50.00	70
	2025	\$26.97	\$18.25	\$24.00	\$27.00	\$28.79	\$45.00	59
All Employees	Fewer than 10 employees	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	10-49 employees	\$28.78	\$18.25	\$25.72	\$26.67	\$30.04	\$45.00	7
	50-99 employees	\$24.39	\$21.10	\$22.50	\$24.05	\$26.34	\$27.93	7
	100-249 employees	\$27.46	\$20.64	\$25.64	\$27.40	\$28.86	\$35.62	17
	250 employees or more	\$26.75	\$20.53	\$23.79	\$27.47	\$29.25	\$32.57	27
Total Operating Expenses	Less than \$250k	\$28.59	\$25.00	\$26.60	\$28.19	\$30.38	\$32.57	3
	\$250k-\$499k	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	\$500k-\$999k	\$25.13	\$18.25	\$21.69	\$25.13	\$28.56	\$32.00	2
	\$1m-\$4.99m	\$28.99	\$22.00	\$24.05	\$27.93	\$30.00	\$45.00	9
	\$5m-\$9.99m	\$25.54	\$21.00	\$22.00	\$26.00	\$28.12	\$31.08	9
	\$10m or more	\$26.75	\$20.53	\$24.00	\$27.00	\$28.50	\$35.62	33
Sectors Supported	Adult Behavioral Health	\$27.07	\$20.60	\$25.73	\$26.93	\$28.77	\$35.00	22
	Arts, Culture, Humanities	\$31.00	\$23.00	\$25.00	\$30.00	\$32.00	\$45.00	5
	Basic Needs	\$27.05	\$18.25	\$26.52	\$27.52	\$28.08	\$33.62	9
	Children's Serv./Youth dev.	\$26.14	\$18.25	\$23.09	\$26.73	\$28.41	\$33.62	22
	Comm, volunteerism, econ	\$28.62	\$23.58	\$27.58	\$29.38	\$30.85	\$31.08	6
	Community Justice	\$29.75	\$27.40	\$27.91	\$29.58	\$31.42	\$32.45	4
	Dev./Intell. Disabilities	\$25.78	\$20.53	\$22.83	\$26.00	\$28.15	\$32.57	24
	Education	\$26.82	\$21.22	\$24.00	\$27.41	\$28.50	\$32.00	13
	Employment or job	\$27.42	\$20.53	\$26.00	\$27.41	\$29.89	\$32.57	11
	Environment	\$28.08	\$28.08	\$28.08	\$28.08	\$28.08	\$28.08	1
	Health care (non-hospital)	\$27.52	\$20.64	\$26.06	\$26.93	\$28.50	\$35.62	10
	Higher Education	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Housing/Homelessness	\$26.53	\$20.53	\$25.50	\$26.49	\$28.10	\$33.62	16
	Mental Health	\$26.50	\$20.53	\$24.05	\$26.67	\$28.14	\$35.00	25
	Public Benefit	\$27.33	\$23.58	\$25.25	\$26.70	\$30.04	\$31.08	6
	Recreation, sports, leisure	\$32.45	\$32.45	\$32.45	\$32.45	\$32.45	\$32.45	1
	Seniors	\$30.17	\$26.00	\$28.14	\$30.64	\$32.45	\$33.62	5
Year Founded	Before 1950	\$28.03	\$22.92	\$27.35	\$28.32	\$29.15	\$32.45	12
	1950-1969	\$26.64	\$20.60	\$21.22	\$26.00	\$28.19	\$45.00	17
	1970-1979	\$25.91	\$20.53	\$22.50	\$25.69	\$27.69	\$35.62	10
	1980-1989	\$28.41	\$23.10	\$26.67	\$27.52	\$27.93	\$35.00	9
	1990-1999	\$27.24	\$25.00	\$25.32	\$25.64	\$28.36	\$31.08	3
	2000 or later	\$27.34	\$22.00	\$26.25	\$26.43	\$30.00	\$32.00	5
Ex. Director/CEO Gender	Female	\$26.42	\$18.25	\$23.46	\$26.44	\$28.27	\$45.00	36
	Male	\$27.98	\$20.60	\$25.37	\$28.02	\$30.64	\$35.62	21
Experience as Ex. Director/CEO	5 years or less	\$26.71	\$20.93	\$23.10	\$27.19	\$30.00	\$32.57	17
	6-10 years	\$26.82	\$20.53	\$23.90	\$27.61	\$28.55	\$35.62	16
	11-20 years	\$28.27	\$18.25	\$26.00	\$27.47	\$29.89	\$45.00	15
	More than 20 years	\$24.41	\$20.60	\$22.41	\$25.23	\$26.56	\$27.41	8

Q500a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Executive Assistant

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	33%	59	1.1	64
	2025	39%	62	1.0	61
All Employees	Fewer than 10 employees				
	10-49 employees	18%	7	1.0	7
	50-99 employees	30%	7	1.0	7
	100-249 employees	43%	15	1.0	15
	250 employees or more	58%	33	1.0	32
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	24%	12	1.0	11
	\$5m-\$9.99m	45%	9	1.0	9
	\$10m or more	61%	35	1.0	35
Sectors Supported	Adult Behavioral Health	53%	19	1.1	19
	Arts, Culture, Humanities	43%	9	1.0	9
	Basic Needs	33%	8	1.0	8
	Children's Serv./Youth dev.	40%	20	1.1	20
	Comm, volunteerism, econ	27%	6	1.0	5
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	46%	18	1.0	17
	Education	35%	11	1.1	11
	Employment or job	35%	9	1.0	9
	Environment	14%	1	1.0	1
	Health care (non-hospital)	39%	9	1.0	9
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	45%	18	1.0	18
	Mental Health	45%	18	1.1	19
	Public Benefit	37%	7	1.0	7
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	37%	7	1.0	7
Year Founded	Before 1950	57%	13	1.1	14
	1950-1969	45%	13	1.0	13
	1970-1979	41%	11	1.0	11
	1980-1989	37%	11	1.0	11
	1990-1999	7%	1	1.0	1
	2000 or later	21%	5	1.0	4
Ex. Director/CEO Gender	Female	29%	28	1.0	27
	Male	55%	30	1.0	29
Experience as Ex. Director/CEO	5 years or less	23%	11	1.0	10
	6-10 years	39%	17	1.0	17
	11-20 years	57%	13	1.1	13
	More than 20 years	49%	18	1.0	18

Q500a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Executive Assistant

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.66	\$17.00	\$23.69	\$27.00	\$34.35	\$44.98	57
	2025	\$32.03	\$20.00	\$27.63	\$31.09	\$35.06	\$47.02	58
All Employees	Fewer than 10 employees							
	10-49 employees	\$30.08	\$21.50	\$23.90	\$31.00	\$33.16	\$43.96	7
	50-99 employees	\$28.65	\$22.00	\$25.36	\$30.21	\$32.16	\$33.33	7
	100-249 employees	\$33.54	\$22.42	\$29.27	\$32.41	\$37.70	\$47.02	14
	250 employees or more	\$32.56	\$20.00	\$28.86	\$31.14	\$36.56	\$44.03	30
Total Operating Expenses	Less than \$250k	\$23.56	\$20.00	\$21.78	\$23.56	\$25.33	\$27.11	2
	\$250k-\$499k	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	\$500k-\$999k	\$21.50	\$21.50	\$21.50	\$21.50	\$21.50	\$21.50	1
	\$1m-\$4.99m	\$29.09	\$22.00	\$26.57	\$30.21	\$32.16	\$34.00	11
	\$5m-\$9.99m	\$31.53	\$24.00	\$25.00	\$28.00	\$37.15	\$43.27	9
	\$10m or more	\$33.80	\$25.11	\$29.46	\$32.18	\$36.90	\$47.02	32
Sectors Supported	Adult Behavioral Health	\$35.00	\$25.11	\$30.41	\$33.65	\$41.79	\$46.00	17
	Arts, Culture, Humanities	\$30.96	\$22.42	\$24.72	\$32.31	\$34.00	\$41.15	9
	Basic Needs	\$29.73	\$21.50	\$28.50	\$29.79	\$31.70	\$37.26	8
	Children's Serv./Youth dev.	\$32.55	\$21.50	\$29.39	\$30.87	\$36.80	\$43.27	18
	Comm, volunteerism, econ	\$31.82	\$28.00	\$29.12	\$29.33	\$35.41	\$37.26	5
	Community Justice	\$37.36	\$29.58	\$34.02	\$38.46	\$41.25	\$44.03	3
	Dev./Intell. Disabilities	\$31.81	\$20.00	\$28.18	\$30.00	\$33.64	\$44.03	15
	Education	\$31.83	\$22.42	\$28.85	\$30.41	\$35.41	\$42.22	9
	Employment or job	\$31.30	\$20.00	\$29.12	\$30.00	\$35.41	\$44.03	9
	Environment	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Health care (non-hospital)	\$33.17	\$25.11	\$29.03	\$30.00	\$36.78	\$47.02	9
	Higher Education	\$35.41	\$35.41	\$35.41	\$35.41	\$35.41	\$35.41	1
	Housing/Homelessness	\$31.99	\$22.00	\$29.39	\$31.69	\$34.97	\$42.22	18
	Mental Health	\$34.05	\$25.11	\$30.26	\$32.35	\$36.44	\$46.00	18
	Public Benefit	\$32.42	\$29.12	\$29.67	\$31.32	\$34.37	\$38.46	7
	Recreation, sports, leisure	\$39.72	\$35.41	\$37.57	\$39.72	\$41.88	\$44.03	2
	Seniors	\$36.02	\$30.00	\$31.61	\$35.41	\$39.74	\$44.03	7
Year Founded	Before 1950	\$31.94	\$22.42	\$27.88	\$30.71	\$34.48	\$44.03	12
	1950-1969	\$29.78	\$20.00	\$27.16	\$29.12	\$31.17	\$43.62	13
	1970-1979	\$33.67	\$28.85	\$31.60	\$32.31	\$33.65	\$47.02	11
	1980-1989	\$30.63	\$23.80	\$27.11	\$29.58	\$32.50	\$46.00	10
	1990-1999	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	1
	2000 or later	\$33.94	\$24.00	\$25.50	\$33.90	\$42.33	\$43.96	4
Ex. Director/CEO Gender	Female	\$30.17	\$21.50	\$27.16	\$29.12	\$31.32	\$43.96	25
	Male	\$33.91	\$20.00	\$29.59	\$33.63	\$37.26	\$47.02	29
Experience as Ex. Director/CEO	5 years or less	\$28.99	\$20.00	\$25.57	\$28.45	\$30.88	\$43.96	10
	6-10 years	\$33.29	\$26.00	\$29.52	\$31.09	\$34.55	\$47.02	16
	11-20 years	\$33.50	\$21.50	\$28.72	\$31.88	\$41.90	\$44.03	12
	More than 20 years	\$32.32	\$22.00	\$29.03	\$33.00	\$35.90	\$43.62	17

Q500a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Office Manager

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	21%	38	1.4	54
	2025	27%	43	1.4	56
All Employees	Fewer than 10 employees				
	10-49 employees	23%	9	1.0	9
	50-99 employees	17%	4	1.0	4
	100-249 employees	40%	14	1.5	21
	250 employees or more	28%	16	1.6	22
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	20%	3	1.0	3
	\$1m-\$4.99m	29%	15	1.0	14
	\$5m-\$9.99m	25%	5	1.0	5
	\$10m or more	30%	17	1.9	31
Sectors Supported	Adult Behavioral Health	36%	13	2.0	24
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs	25%	6	1.0	6
	Children's Serv./Youth dev.	38%	19	1.4	26
	Comm, volunteerism, econ	32%	7	1.0	6
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	28%	11	1.4	14
	Education	32%	10	1.3	12
	Employment or job	23%	6	1.0	6
	Environment	14%	1	1.0	1
	Health care (non-hospital)	35%	8	1.9	15
	Higher Education				
	Housing/Homelessness	28%	11	1.6	18
	Mental Health	38%	15	1.9	28
	Public Benefit	37%	7	1.0	7
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	37%	7	1.3	9
Year Founded	Before 1950	26%	6	1.5	9
	1950-1969	24%	7	1.3	9
	1970-1979	30%	8	1.3	10
	1980-1989	23%	7	1.6	11
	1990-1999	50%	7	1.0	7
	2000 or later	25%	6	1.8	9
Ex. Director/CEO Gender	Female	25%	24	1.2	28
	Male	31%	17	1.6	26
Experience as Ex. Director/CEO	5 years or less	21%	10	1.0	9
	6-10 years	36%	16	1.4	23
	11-20 years	30%	7	2.2	13
	More than 20 years	22%	8	1.1	9

Q500a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Office Manager

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$26.62	\$18.00	\$22.01	\$26.19	\$29.62	\$40.83	38
	2025	\$30.00	\$20.00	\$26.00	\$29.25	\$33.52	\$43.76	41
All Employees	Fewer than 10 employees							
	10-49 employees	\$31.77	\$26.00	\$27.00	\$32.00	\$34.00	\$39.74	9
	50-99 employees	\$32.71	\$26.45	\$28.48	\$31.16	\$35.39	\$42.05	4
	100-249 employees	\$28.79	\$20.00	\$26.50	\$28.67	\$31.65	\$33.59	14
	250 employees or more	\$29.31	\$20.00	\$23.93	\$26.44	\$34.77	\$43.76	14
Total Operating Expenses	Less than \$250k	\$28.93	\$26.44	\$27.69	\$28.93	\$30.18	\$31.42	2
	\$250k-\$499k							
	\$500k-\$999k	\$29.75	\$26.00	\$28.63	\$31.25	\$31.63	\$32.00	3
	\$1m-\$4.99m	\$28.45	\$20.00	\$25.62	\$26.73	\$32.45	\$42.05	14
	\$5m-\$9.99m	\$33.09	\$25.67	\$28.00	\$34.07	\$37.95	\$39.74	5
	\$10m or more	\$30.47	\$23.14	\$26.90	\$30.03	\$33.28	\$43.76	16
Sectors Supported	Adult Behavioral Health	\$30.80	\$25.20	\$27.02	\$29.27	\$32.68	\$43.76	12
	Arts, Culture, Humanities	\$23.00	\$20.00	\$21.50	\$23.00	\$24.50	\$26.00	2
	Basic Needs	\$29.73	\$22.00	\$25.62	\$27.56	\$31.29	\$43.76	6
	Children's Serv./Youth dev.	\$31.39	\$22.00	\$26.34	\$29.27	\$36.21	\$43.76	18
	Comm, volunteerism, econ	\$29.10	\$20.00	\$22.88	\$27.38	\$32.87	\$43.76	6
	Community Justice	\$32.13	\$29.15	\$31.16	\$33.17	\$33.62	\$34.07	3
	Dev./Intell. Disabilities	\$28.45	\$23.14	\$25.97	\$28.03	\$31.26	\$33.52	10
	Education	\$28.94	\$22.00	\$25.67	\$27.37	\$33.17	\$39.74	9
	Employment or job	\$28.87	\$25.96	\$26.50	\$28.03	\$31.02	\$33.17	6
	Environment	\$37.46	\$37.46	\$37.46	\$37.46	\$37.46	\$37.46	1
	Health care (non-hospital)	\$33.14	\$25.50	\$29.27	\$33.38	\$36.95	\$39.74	8
	Higher Education							
	Housing/Homelessness	\$29.20	\$20.00	\$25.73	\$27.37	\$32.21	\$43.76	11
	Mental Health	\$30.65	\$23.50	\$25.82	\$29.25	\$33.85	\$43.76	15
	Public Benefit	\$32.53	\$22.00	\$29.22	\$33.17	\$36.01	\$42.05	7
	Recreation, sports, leisure	\$37.46	\$37.46	\$37.46	\$37.46	\$37.46	\$37.46	1
	Seniors	\$31.07	\$20.00	\$28.31	\$31.91	\$32.59	\$43.76	7
Year Founded	Before 1950	\$31.13	\$22.00	\$24.47	\$30.03	\$36.27	\$43.76	6
	1950-1969	\$28.15	\$23.14	\$25.59	\$28.06	\$30.60	\$33.52	7
	1970-1979	\$30.44	\$25.20	\$28.47	\$30.49	\$33.28	\$35.00	8
	1980-1989	\$28.61	\$20.00	\$24.00	\$28.00	\$31.10	\$42.05	7
	1990-1999	\$32.57	\$25.96	\$29.13	\$32.00	\$36.01	\$39.74	7
	2000 or later	\$29.62	\$25.50	\$26.00	\$26.00	\$34.00	\$36.61	5
Ex. Director/CEO Gender	Female	\$29.78	\$20.00	\$26.45	\$29.28	\$33.35	\$37.95	23
	Male	\$30.19	\$23.14	\$25.85	\$28.00	\$32.92	\$43.76	16
Experience as Ex. Director/CEO	5 years or less	\$32.99	\$26.00	\$29.25	\$32.00	\$35.00	\$43.76	9
	6-10 years	\$28.42	\$20.00	\$25.50	\$27.22	\$32.81	\$39.74	16
	11-20 years	\$28.98	\$23.50	\$26.34	\$28.26	\$30.73	\$36.61	6
	More than 20 years	\$30.32	\$25.20	\$27.61	\$30.03	\$32.07	\$37.46	8

Q500a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Administrative Assistant

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	45%	81	3.2	259
	2025	47%	75	3.0	218
All Employees	Fewer than 10 employees				
	10-49 employees	26%	10	1.3	13
	50-99 employees	43%	10	2.0	20
	100-249 employees	54%	19	3.9	75
	250 employees or more	63%	36	3.3	110
Total Operating Expenses	Less than \$250k	29%	2	1.5	3
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	20%	3	1.0	3
	\$1m-\$4.99m	37%	19	2.0	36
	\$5m-\$9.99m	55%	11	2.0	22
	\$10m or more	68%	39	4.1	153
Sectors Supported	Adult Behavioral Health	78%	28	3.3	87
	Arts, Culture, Humanities	43%	9	3.4	31
	Basic Needs	46%	11	2.4	26
	Children's Serv./Youth dev.	60%	30	3.1	88
	Comm, volunteerism, econ	41%	9	2.8	22
	Community Justice	64%	7	3.7	26
	Dev./Intell. Disabilities	67%	26	2.4	59
	Education	48%	15	2.5	33
	Employment or job	54%	14	2.8	39
	Environment	29%	2	1.0	2
	Health care (non-hospital)	61%	14	4.9	69
	Higher Education				
	Housing/Homelessness	45%	18	3.8	69
	Mental Health	73%	29	3.6	100
	Public Benefit	32%	6	2.3	14
	Recreation, sports, leisure	80%	4	1.3	5
	Seniors	42%	8	2.1	17
Year Founded	Before 1950	65%	15	3.1	47
	1950-1969	62%	18	3.1	55
	1970-1979	52%	14	3.4	44
	1980-1989	33%	10	1.7	17
	1990-1999	50%	7	1.3	9
	2000 or later	17%	4	5.7	17
Ex. Director/CEO Gender	Female	42%	41	2.6	103
	Male	55%	30	3.6	104
Experience as Ex. Director/CEO	5 years or less	46%	22	2.0	39
	6-10 years	48%	21	4.1	86
	11-20 years	57%	13	3.2	38
	More than 20 years	46%	17	3.1	53

Q500a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Administrative Assistant

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$19.46	\$13.50	\$17.50	\$19.00	\$21.00	\$30.00	81
	2025	\$23.24	\$16.50	\$20.14	\$23.00	\$25.00	\$40.14	72
All Employees	Fewer than 10 employees							
	10-49 employees	\$23.29	\$16.50	\$19.03	\$22.23	\$25.90	\$33.52	10
	50-99 employees	\$23.46	\$18.31	\$20.41	\$22.88	\$24.75	\$31.80	10
	100-249 employees	\$23.84	\$17.00	\$20.32	\$23.00	\$25.00	\$40.14	19
	250 employees or more	\$22.82	\$18.35	\$20.66	\$23.00	\$24.83	\$31.16	33
Total Operating Expenses	Less than \$250k	\$27.19	\$18.54	\$22.86	\$27.19	\$31.51	\$35.83	2
	\$250k-\$499k	\$22.66	\$22.66	\$22.66	\$22.66	\$22.66	\$22.66	1
	\$500k-\$999k	\$21.25	\$18.50	\$18.88	\$19.25	\$22.63	\$26.00	3
	\$1m-\$4.99m	\$22.62	\$16.50	\$18.97	\$20.90	\$24.38	\$33.52	18
	\$5m-\$9.99m	\$25.79	\$18.25	\$23.05	\$24.23	\$26.08	\$40.14	11
	\$10m or more	\$22.76	\$18.35	\$20.44	\$23.25	\$24.83	\$27.68	37
Sectors Supported	Adult Behavioral Health	\$23.05	\$17.00	\$21.75	\$23.39	\$24.96	\$27.68	26
	Arts, Culture, Humanities	\$24.81	\$17.79	\$21.63	\$23.09	\$25.60	\$40.14	9
	Basic Needs	\$22.06	\$17.00	\$19.62	\$20.19	\$24.25	\$30.31	11
	Children's Serv./Youth dev.	\$23.09	\$16.50	\$20.00	\$23.00	\$25.07	\$31.80	28
	Comm, volunteerism, econ	\$22.78	\$18.96	\$20.14	\$22.62	\$25.80	\$26.15	8
	Community Justice	\$23.84	\$18.96	\$20.10	\$25.00	\$26.23	\$30.31	7
	Dev./Intell. Disabilities	\$22.73	\$18.25	\$20.00	\$22.19	\$23.55	\$35.83	25
	Education	\$22.32	\$16.50	\$21.60	\$23.28	\$24.00	\$25.00	13
	Employment or job	\$21.07	\$17.00	\$18.92	\$20.09	\$23.81	\$26.45	14
	Environment	\$28.08	\$25.00	\$26.54	\$28.08	\$29.62	\$31.16	2
	Health care (non-hospital)	\$22.85	\$18.96	\$20.25	\$22.88	\$24.81	\$30.80	14
	Higher Education							
	Housing/Homelessness	\$22.03	\$17.00	\$19.32	\$21.05	\$24.00	\$30.31	18
	Mental Health	\$22.74	\$17.00	\$20.38	\$23.27	\$25.00	\$27.68	28
	Public Benefit	\$25.90	\$20.19	\$22.47	\$25.50	\$29.60	\$31.80	6
	Recreation, sports, leisure	\$25.28	\$18.50	\$23.38	\$25.73	\$27.63	\$31.16	4
	Seniors	\$23.62	\$19.00	\$21.26	\$24.13	\$25.91	\$27.68	8
Year Founded	Before 1950	\$23.63	\$18.50	\$21.61	\$23.41	\$25.73	\$31.16	15
	1950-1969	\$22.19	\$17.79	\$20.10	\$21.15	\$23.48	\$33.52	18
	1970-1979	\$22.82	\$16.50	\$20.23	\$23.00	\$24.83	\$30.31	13
	1980-1989	\$24.57	\$18.35	\$20.52	\$23.83	\$25.75	\$35.83	10
	1990-1999	\$23.84	\$17.00	\$21.91	\$24.23	\$25.50	\$30.80	7
	2000 or later	\$21.20	\$18.31	\$19.16	\$20.00	\$22.64	\$25.28	3
Ex. Director/CEO Gender	Female	\$22.60	\$16.50	\$20.00	\$22.47	\$25.00	\$33.52	39
	Male	\$23.78	\$17.00	\$20.66	\$23.16	\$25.00	\$40.14	29
Experience as Ex. Director/CEO	5 years or less	\$22.53	\$16.50	\$19.94	\$22.15	\$25.80	\$30.80	20
	6-10 years	\$23.57	\$17.00	\$20.19	\$23.25	\$25.00	\$40.14	21
	11-20 years	\$22.30	\$17.79	\$19.23	\$21.90	\$24.32	\$30.31	12
	More than 20 years	\$24.09	\$18.50	\$22.09	\$23.16	\$25.00	\$35.83	17

Q500a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Receptionist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	24%	44	2.0	89
	2025	31%	50	2.5	122
All Employees	Fewer than 10 employees				
	10-49 employees	13%	5	1.0	5
	50-99 employees	35%	8	1.6	13
	100-249 employees	43%	15	3.1	47
	250 employees or more	39%	22	2.7	57
Total Operating Expenses	Less than \$250k	29%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	22%	11	1.6	18
	\$5m-\$9.99m	50%	10	2.1	21
Sectors Supported	\$10m or more	44%	25	3.3	79
	Adult Behavioral Health	47%	17	3.9	63
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs	29%	7	1.1	8
	Children's Serv./Youth dev.	36%	18	2.7	49
	Comm, volunteerism, econ	14%	3	1.0	3
	Community Justice	18%	2	1.5	3
	Dev./Intell. Disabilities	62%	24	1.7	40
	Education	35%	11	1.7	17
	Employment or job	42%	11	1.5	17
	Environment				
	Health care (non-hospital)	26%	6	4.3	26
	Higher Education				
	Housing/Homelessness	33%	13	2.2	29
	Mental Health	45%	18	3.8	69
	Public Benefit	16%	3	2.0	6
	Recreation, sports, leisure	20%	1	2.0	2
	Seniors	47%	9	2.2	20
Year Founded	Before 1950	30%	7	2.6	18
	1950-1969	52%	15	2.1	31
	1970-1979	33%	9	2.9	26
	1980-1989	37%	11	3.1	34
	1990-1999	7%	1	1.0	1
	2000 or later	8%	2	1.0	2
Ex. Director/CEO Gender	Female	26%	25	2.7	68
	Male	44%	24	2.3	53
Experience as Ex. Director/CEO	5 years or less	27%	13	2.0	24
	6-10 years	34%	15	2.9	43
	11-20 years	39%	9	2.2	20
	More than 20 years	30%	11	3.0	33

Q500a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Receptionist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$17.78	\$11.95	\$16.29	\$17.45	\$19.02	\$27.36	44
	2025	\$20.05	\$15.69	\$18.00	\$19.19	\$22.19	\$30.16	48
All Employees	Fewer than 10 employees							
	10-49 employees	\$19.35	\$16.00	\$17.00	\$18.75	\$21.63	\$23.39	5
	50-99 employees	\$21.58	\$15.69	\$19.13	\$20.53	\$23.04	\$30.16	8
	100-249 employees	\$20.25	\$17.90	\$18.26	\$19.44	\$22.73	\$23.00	14
	250 employees or more	\$19.51	\$15.69	\$17.50	\$18.81	\$20.00	\$25.98	21
Total Operating Expenses	Less than \$250k	\$18.32	\$17.26	\$17.79	\$18.32	\$18.85	\$19.38	2
	\$250k-\$499k							
	\$500k-\$999k	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	1
	\$1m-\$4.99m	\$19.49	\$15.69	\$16.88	\$18.24	\$21.84	\$26.00	11
	\$5m-\$9.99m	\$20.09	\$17.50	\$18.48	\$19.82	\$21.05	\$23.39	10
	\$10m or more	\$20.52	\$15.69	\$18.14	\$19.00	\$22.85	\$30.16	23
Sectors Supported	Adult Behavioral Health	\$20.09	\$15.69	\$17.95	\$19.47	\$22.73	\$25.98	15
	Arts, Culture, Humanities	\$21.35	\$21.06	\$21.20	\$21.35	\$21.49	\$21.63	2
	Basic Needs	\$21.51	\$18.00	\$18.53	\$20.81	\$24.47	\$25.98	6
	Children's Serv./Youth dev.	\$20.25	\$16.00	\$18.46	\$19.00	\$22.62	\$25.98	17
	Comm, volunteerism, econ	\$22.22	\$15.69	\$20.35	\$25.00	\$25.49	\$25.98	3
	Community Justice	\$26.50	\$22.84	\$24.67	\$26.50	\$28.33	\$30.16	2
	Dev./Intell. Disabilities	\$19.38	\$15.69	\$17.75	\$18.81	\$19.45	\$30.16	23
	Education	\$20.43	\$16.00	\$18.50	\$19.00	\$21.00	\$30.16	9
	Employment or job	\$21.04	\$15.69	\$18.04	\$21.00	\$23.00	\$30.16	11
	Environment							
	Health care (non-hospital)	\$21.75	\$15.69	\$17.90	\$22.00	\$23.00	\$30.16	5
	Higher Education							
	Housing/Homelessness	\$21.61	\$16.74	\$18.23	\$21.24	\$24.06	\$30.16	12
	Mental Health	\$20.67	\$16.74	\$18.27	\$20.00	\$22.76	\$25.98	17
	Public Benefit	\$22.95	\$15.69	\$19.35	\$23.00	\$26.58	\$30.16	3
	Recreation, sports, leisure	\$22.84	\$22.84	\$22.84	\$22.84	\$22.84	\$22.84	1
	Seniors	\$23.38	\$18.00	\$21.83	\$22.92	\$25.25	\$30.16	8
Year Founded	Before 1950	\$20.68	\$18.27	\$18.63	\$19.24	\$22.00	\$25.98	6
	1950-1969	\$19.56	\$15.69	\$17.70	\$19.00	\$21.31	\$25.00	15
	1970-1979	\$20.18	\$16.00	\$17.00	\$18.81	\$22.00	\$30.16	9
	1980-1989	\$19.95	\$16.75	\$18.15	\$19.00	\$21.84	\$23.39	11
	1990-1999	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	2000 or later	\$19.35	\$15.69	\$17.52	\$19.35	\$21.17	\$23.00	2
Ex. Director/CEO Gender	Female	\$19.45	\$15.69	\$18.00	\$18.75	\$20.00	\$30.16	25
	Male	\$20.67	\$16.60	\$18.07	\$19.94	\$22.97	\$26.00	22
Experience as Ex. Director/CEO	5 years or less	\$19.56	\$16.00	\$17.20	\$18.38	\$22.19	\$25.98	12
	6-10 years	\$21.06	\$17.50	\$18.39	\$19.42	\$23.13	\$30.16	15
	11-20 years	\$19.26	\$15.69	\$17.99	\$19.24	\$20.44	\$23.00	8
	More than 20 years	\$19.85	\$16.60	\$17.95	\$20.00	\$21.03	\$26.00	11

Q500a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Human Resources Representative/Specialist

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	21%	38	1.4	51
	2025	24%	38	1.4	52
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	4%	1	1.0	1
	100-249 employees	29%	10	1.2	12
	250 employees or more	44%	25	1.5	37
Total Operating Expenses	Less than \$250k	29%	2	1.5	3
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	6%	3	1.0	3
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	53%	30	1.5	43
Sectors Supported	Adult Behavioral Health	58%	21	1.4	28
	Arts, Culture, Humanities				
	Basic Needs	21%	5	1.0	5
	Children's Serv./Youth dev.	30%	15	1.5	23
	Comm, volunteerism, econ	14%	3	1.0	3
	Community Justice	18%	2	1.5	3
	Dev./Intell. Disabilities	51%	20	1.5	29
	Education	26%	8	1.3	9
	Employment or job	35%	9	1.7	15
	Environment	14%	1	1.0	1
	Health care (non-hospital)	30%	7	1.6	11
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	33%	13	1.6	21
	Mental Health	45%	18	1.6	29
	Public Benefit	11%	2	1.0	2
	Recreation, sports, leisure	40%	2	1.5	3
	Seniors	26%	5	1.2	6
Year Founded	Before 1950	35%	8	1.4	11
	1950-1969	38%	11	1.4	15
	1970-1979	37%	10	1.5	15
	1980-1989	13%	4	1.3	5
	1990-1999				
	2000 or later	8%	2	2.0	4
Ex. Director/CEO Gender	Female	18%	17	1.6	28
	Male	36%	20	1.2	23
Experience as Ex. Director/CEO	5 years or less	19%	9	1.4	11
	6-10 years	20%	9	1.8	16
	11-20 years	52%	12	1.3	16
	More than 20 years	22%	8	1.1	9

Q500a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Human Resources Representative/Specialist

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$24.97	\$16.50	\$21.55	\$24.43	\$27.64	\$37.48	37
	2025	\$29.48	\$19.24	\$25.02	\$27.20	\$34.69	\$43.73	36
All Employees	Fewer than 10 employees							
	10-49 employees	\$33.03	\$26.13	\$29.58	\$33.03	\$36.48	\$39.93	2
	50-99 employees	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	100-249 employees	\$29.05	\$24.00	\$26.00	\$27.83	\$28.95	\$38.46	9
	250 employees or more	\$29.74	\$19.24	\$24.21	\$27.09	\$34.73	\$43.73	24
Total Operating Expenses	Less than \$250k	\$21.39	\$19.24	\$20.32	\$21.39	\$22.47	\$23.54	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$28.69	\$20.00	\$23.07	\$26.13	\$33.03	\$39.93	3
	\$5m-\$9.99m	\$25.73	\$24.28	\$25.00	\$25.73	\$26.45	\$27.17	2
	\$10m or more	\$30.47	\$21.50	\$26.35	\$28.90	\$34.87	\$43.73	28
Sectors Supported	Adult Behavioral Health	\$32.79	\$21.50	\$27.11	\$32.08	\$36.93	\$43.73	19
	Arts, Culture, Humanities							
	Basic Needs	\$31.64	\$24.00	\$26.06	\$31.31	\$36.88	\$39.93	4
	Children's Serv./Youth dev.	\$30.92	\$21.80	\$25.58	\$28.06	\$34.96	\$43.48	14
	Comm, volunteerism, econ	\$24.82	\$21.50	\$22.75	\$24.00	\$26.48	\$28.95	3
	Community Justice	\$36.01	\$32.08	\$34.04	\$36.01	\$37.97	\$39.93	2
	Dev./Intell. Disabilities	\$27.75	\$19.24	\$23.18	\$26.75	\$30.44	\$43.73	19
	Education	\$34.26	\$26.50	\$30.37	\$34.82	\$37.25	\$42.45	6
	Employment or job	\$24.31	\$19.24	\$21.50	\$24.00	\$27.22	\$32.08	9
	Environment	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	\$39.93	1
	Health care (non-hospital)	\$31.99	\$21.50	\$26.66	\$31.03	\$37.55	\$43.48	6
	Higher Education	\$28.95	\$28.95	\$28.95	\$28.95	\$28.95	\$28.95	1
	Housing/Homelessness	\$31.31	\$21.80	\$26.32	\$29.53	\$36.51	\$43.48	12
	Mental Health	\$32.58	\$21.80	\$27.00	\$32.08	\$35.86	\$43.73	17
	Public Benefit	\$25.23	\$21.50	\$23.36	\$25.23	\$27.09	\$28.95	2
	Recreation, sports, leisure	\$30.52	\$28.95	\$29.73	\$30.52	\$31.30	\$32.08	2
	Seniors	\$29.92	\$24.00	\$27.71	\$30.52	\$32.72	\$34.64	4
Year Founded	Before 1950	\$32.31	\$25.27	\$26.86	\$32.08	\$36.32	\$42.45	7
	1950-1969	\$26.39	\$19.24	\$23.77	\$26.00	\$29.99	\$34.83	11
	1970-1979	\$32.25	\$21.80	\$26.81	\$31.42	\$37.81	\$43.73	10
	1980-1989	\$25.68	\$22.82	\$23.92	\$25.52	\$27.28	\$28.85	4
	1990-1999							
	2000 or later	\$31.74	\$20.00	\$25.87	\$31.74	\$37.61	\$43.48	2
Ex. Director/CEO Gender	Female	\$29.07	\$20.00	\$24.00	\$26.75	\$34.83	\$43.73	17
	Male	\$29.15	\$19.24	\$26.22	\$27.53	\$31.75	\$39.93	18
Experience as Ex. Director/CEO	5 years or less	\$26.36	\$19.24	\$25.57	\$26.30	\$26.81	\$35.00	8
	6-10 years	\$27.16	\$21.80	\$24.00	\$25.27	\$29.87	\$38.00	9
	11-20 years	\$32.13	\$20.00	\$26.84	\$32.08	\$39.20	\$43.48	11
	More than 20 years	\$31.57	\$22.82	\$28.33	\$29.86	\$35.09	\$43.73	8

Q500a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Contracts Administrator/Contract Specialist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	4%	8	1.4	11
	2025	5%	8	1.6	11
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees				
	100-249 employees	9%	3	1.0	3
	250 employees or more	7%	4	2.3	7
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	9%	5	2.0	8
Sectors Supported	Adult Behavioral Health	6%	2	1.0	1
	Arts, Culture, Humanities	10%	2	1.5	3
	Basic Needs				
	Children's Serv./Youth dev.	6%	3	2.0	6
	Comm, volunteerism, econ				
	Community Justice	9%	1	4.0	4
	Dev./Intell. Disabilities	8%	3	1.0	2
	Education	10%	3	1.0	2
	Employment or job	8%	2	1.0	2
	Environment				
	Health care (non-hospital)	13%	3	1.0	3
	Higher Education				
	Housing/Homelessness	3%	1	1.0	1
	Mental Health	5%	2	1.0	2
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	9%	2	1.5	3
	1950-1969	3%	1	4.0	4
	1970-1979	7%	2	1.0	2
	1980-1989	3%	1	1.0	1
	1990-1999	7%	1	1.0	1
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	1.0	1
	Male	13%	7	1.7	10
Experience as Ex. Director/CEO	5 years or less	2%	1		
	6-10 years	7%	3	2.0	6
	11-20 years	9%	2	1.0	2
	More than 20 years	5%	2	1.5	3

Q500a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Contracts Administrator/Contract Specialist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$26.89	\$18.50	\$21.25	\$27.54	\$31.77	\$36.00	8
	2025	\$37.37	\$24.31	\$32.31	\$40.29	\$41.67	\$49.00	7
All Employees	Fewer than 10 employees							
	10-49 employees	\$40.67	\$40.67	\$40.67	\$40.67	\$40.67	\$40.67	1
	50-99 employees							
	100-249 employees	\$40.43	\$32.00	\$36.15	\$40.29	\$44.65	\$49.00	3
	250 employees or more	\$33.20	\$24.31	\$28.47	\$32.62	\$37.65	\$42.67	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$38.45	\$32.00	\$36.34	\$40.67	\$41.67	\$42.67	3
	\$10m or more	\$36.56	\$24.31	\$30.54	\$36.46	\$42.47	\$49.00	4
Sectors Supported	Adult Behavioral Health	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	1
	Arts, Culture, Humanities	\$37.65	\$32.62	\$35.13	\$37.65	\$40.16	\$42.67	2
	Basic Needs							
	Children's Serv./Youth dev.	\$37.99	\$24.31	\$32.49	\$40.67	\$44.84	\$49.00	3
	Comm, volunteerism, econ							
	Community Justice	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31	1
	Dev./Intell. Disabilities	\$40.50	\$32.00	\$36.25	\$40.50	\$44.75	\$49.00	2
	Education	\$36.34	\$32.00	\$34.17	\$36.34	\$38.50	\$40.67	2
	Employment or job	\$40.50	\$32.00	\$36.25	\$40.50	\$44.75	\$49.00	2
	Environment							
	Health care (non-hospital)	\$43.32	\$40.29	\$40.48	\$40.67	\$44.84	\$49.00	3
	Higher Education							
	Housing/Homelessness	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	1
	Mental Health	\$44.84	\$40.67	\$42.75	\$44.84	\$46.92	\$49.00	2
	Public Benefit	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	1
	Recreation, sports, leisure							
	Seniors	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	1
Year Founded	Before 1950	\$37.65	\$32.62	\$35.13	\$37.65	\$40.16	\$42.67	2
	1950-1969	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31	1
	1970-1979	\$44.65	\$40.29	\$42.47	\$44.65	\$46.82	\$49.00	2
	1980-1989	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00	1
	1990-1999	\$40.67	\$40.67	\$40.67	\$40.67	\$40.67	\$40.67	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	\$49.00	1
	Male	\$35.43	\$24.31	\$32.16	\$36.46	\$40.58	\$42.67	6
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$35.09	\$24.31	\$32.30	\$40.29	\$40.48	\$40.67	3
	11-20 years	\$45.84	\$42.67	\$44.25	\$45.84	\$47.42	\$49.00	2
	More than 20 years	\$32.31	\$32.00	\$32.16	\$32.31	\$32.47	\$32.62	2

Q500a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Volunteer Coordinator

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	9%	16	1.0	16
	2025	12%	19	1.2	22
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	9%	2	1.0	2
	100-249 employees	11%	4	1.3	5
	250 employees or more	23%	13	1.2	15
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	12%	6	1.2	7
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	14%	8	1.3	10
Sectors Supported	Adult Behavioral Health	8%	3	1.3	4
	Arts, Culture, Humanities	14%	3	1.0	3
	Basic Needs	33%	8	1.4	11
	Children's Serv./Youth dev.	14%	7	1.3	9
	Comm, volunteerism, econ	36%	8	1.3	10
	Community Justice				
	Dev./Intell. Disabilities	3%	1	1.0	1
	Education	3%	1	2.0	2
	Employment or job	19%	5	1.0	5
	Environment				
	Health care (non-hospital)	13%	3	1.0	3
	Higher Education				
	Housing/Homelessness	30%	12	1.2	14
	Mental Health	8%	3	1.3	4
	Public Benefit	11%	2	1.5	3
	Recreation, sports, leisure				
	Seniors	26%	5	1.2	6
Year Founded	Before 1950	13%	3	1.7	5
	1950-1969	10%	3	1.0	3
	1970-1979				
	1980-1989	30%	9	1.1	10
	1990-1999				
	2000 or later	13%	3	1.0	3
Ex. Director/CEO Gender	Female	12%	12	1.1	13
	Male	11%	6	1.3	8
Experience as Ex. Director/CEO	5 years or less	10%	5	1.2	6
	6-10 years	14%	6	1.3	8
	11-20 years	13%	3	1.0	3
	More than 20 years	5%	2	1.0	2

Q500a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Volunteer Coordinator

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$23.54	\$17.00	\$20.41	\$22.78	\$26.30	\$31.64	16
	2025	\$26.06	\$19.50	\$23.42	\$25.15	\$29.25	\$35.59	18
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	100-249 employees	\$22.81	\$19.50	\$20.75	\$22.59	\$24.65	\$26.58	4
	250 employees or more	\$27.15	\$21.00	\$24.90	\$26.52	\$29.76	\$35.59	13
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	\$1m-\$4.99m	\$24.99	\$19.50	\$22.50	\$24.65	\$27.23	\$31.25	6
	\$5m-\$9.99m	\$27.94	\$23.23	\$24.12	\$25.00	\$30.30	\$35.59	3
	\$10m or more	\$26.80	\$21.17	\$24.98	\$26.55	\$29.72	\$30.77	8
Sectors Supported	Adult Behavioral Health	\$30.08	\$29.70	\$29.73	\$29.76	\$30.27	\$30.77	3
	Arts, Culture, Humanities	\$24.45	\$24.00	\$24.23	\$24.45	\$24.68	\$24.90	2
	Basic Needs	\$25.61	\$19.50	\$24.00	\$25.91	\$27.36	\$31.25	8
	Children's Serv./Youth dev.	\$26.86	\$19.50	\$25.15	\$26.52	\$30.24	\$31.25	7
	Comm, volunteerism, econ	\$26.29	\$21.00	\$23.50	\$25.29	\$29.73	\$31.25	7
	Community Justice							
	Dev./Intell. Disabilities	\$29.76	\$29.76	\$29.76	\$29.76	\$29.76	\$29.76	1
	Education	\$25.29	\$25.29	\$25.29	\$25.29	\$25.29	\$25.29	1
	Employment or job	\$26.57	\$25.00	\$25.00	\$25.76	\$27.33	\$29.76	4
	Environment							
	Health care (non-hospital)	\$30.59	\$29.76	\$30.27	\$30.77	\$31.01	\$31.25	3
	Higher Education							
	Housing/Homelessness	\$24.76	\$19.50	\$21.79	\$25.00	\$26.86	\$30.77	12
	Mental Health	\$30.57	\$29.70	\$30.24	\$30.77	\$31.01	\$31.25	3
	Public Benefit	\$27.53	\$25.29	\$26.41	\$27.53	\$28.64	\$29.76	2
	Recreation, sports, leisure							
	Seniors	\$24.05	\$19.50	\$21.38	\$23.50	\$26.18	\$29.70	4
Year Founded	Before 1950	\$26.63	\$24.90	\$25.10	\$25.29	\$27.50	\$29.70	3
	1950-1969	\$26.59	\$25.00	\$25.00	\$25.00	\$27.38	\$29.76	3
	1970-1979							
	1980-1989	\$23.54	\$19.50	\$21.17	\$23.23	\$26.52	\$27.88	9
	1990-1999							
	2000 or later	\$31.01	\$30.77	\$30.89	\$31.01	\$31.13	\$31.25	2
Ex. Director/CEO Gender	Female	\$25.81	\$21.00	\$22.62	\$25.29	\$28.82	\$31.25	11
	Male	\$26.88	\$19.50	\$24.93	\$25.79	\$28.92	\$35.59	6
Experience as Ex. Director/CEO	5 years or less	\$26.83	\$23.23	\$25.70	\$27.20	\$28.34	\$29.70	4
	6-10 years	\$25.19	\$21.00	\$22.75	\$25.15	\$26.26	\$31.25	6
	11-20 years	\$28.51	\$25.00	\$27.38	\$29.76	\$30.27	\$30.77	3
	More than 20 years	\$30.25	\$24.90	\$27.57	\$30.25	\$32.92	\$35.59	2

Q500a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Quality Assurance Specialist

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	11%	20	1.8	36
	2025	19%	31	1.8	51
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees				
	100-249 employees	31%	11	1.1	11
	250 employees or more	33%	19	2.2	39
Total Operating Expenses	Less than \$250k	14%	1	4.0	4
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	8%	4	1.3	5
	\$5m-\$9.99m	15%	3	1.0	3
	\$10m or more	40%	23	1.9	39
Sectors Supported	Adult Behavioral Health	47%	17	2.0	30
	Arts, Culture, Humanities				
	Basic Needs	21%	5	1.3	5
	Children's Serv./Youth dev.	28%	14	1.5	20
	Comm, volunteerism, econ	9%	2	1.0	2
	Community Justice				
	Dev./Intell. Disabilities	41%	16	2.0	30
	Education	23%	7	1.6	8
	Employment or job	31%	8	1.4	11
	Environment				
	Health care (non-hospital)	39%	9	1.5	12
	Higher Education				
	Housing/Homelessness	28%	11	2.0	20
	Mental Health	38%	15	2.0	28
	Public Benefit	11%	2	1.0	2
	Recreation, sports, leisure				
	Seniors	16%	3	1.0	2
Year Founded	Before 1950	22%	5	1.0	4
	1950-1969	31%	9	1.8	16
	1970-1979	33%	9	2.2	20
	1980-1989	13%	4	1.3	5
	1990-1999	7%	1	1.0	1
	2000 or later	8%	2	2.5	5
Ex. Director/CEO Gender	Female	20%	19	1.8	34
	Male	20%	11	1.8	16
Experience as Ex. Director/CEO	5 years or less	21%	10	2.6	23
	6-10 years	20%	9	1.4	13
	11-20 years	26%	6	1.6	8
	More than 20 years	14%	5	1.2	6

Q500a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Quality Assurance Specialist

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$26.49	\$17.00	\$22.00	\$25.84	\$30.04	\$40.00	20
	2025	\$26.75	\$19.38	\$24.19	\$26.45	\$28.85	\$37.14	29
All Employees	Fewer than 10 employees							
	10-49 employees	\$26.45	\$26.45	\$26.45	\$26.45	\$26.45	\$26.45	1
	50-99 employees							
	100-249 employees	\$25.25	\$19.38	\$21.74	\$26.90	\$28.00	\$28.85	10
	250 employees or more	\$27.60	\$19.51	\$24.27	\$26.21	\$32.53	\$37.14	18
Total Operating Expenses	Less than \$250k	\$24.19	\$24.19	\$24.19	\$24.19	\$24.19	\$24.19	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$27.60	\$24.50	\$25.44	\$26.10	\$28.26	\$33.68	4
	\$5m-\$9.99m	\$27.08	\$20.25	\$24.13	\$28.00	\$30.50	\$33.00	3
	\$10m or more	\$26.67	\$19.38	\$22.37	\$26.60	\$28.85	\$37.14	21
Sectors Supported	Adult Behavioral Health	\$27.03	\$19.38	\$22.19	\$26.60	\$30.89	\$37.14	15
	Arts, Culture, Humanities							
	Basic Needs	\$27.34	\$24.50	\$25.44	\$26.88	\$28.78	\$31.11	4
	Children's Serv./Youth dev.	\$27.67	\$19.91	\$25.75	\$27.53	\$31.11	\$34.84	13
	Comm, volunteerism, econ	\$25.13	\$24.50	\$24.81	\$25.13	\$25.44	\$25.75	2
	Community Justice							
	Dev./Intell. Disabilities	\$25.97	\$19.51	\$21.31	\$26.60	\$29.34	\$33.68	15
	Education	\$26.91	\$22.00	\$25.75	\$25.82	\$28.00	\$33.00	5
	Employment or job	\$24.38	\$19.38	\$19.98	\$25.86	\$28.00	\$28.00	8
	Environment							
	Health care (non-hospital)	\$28.15	\$19.38	\$25.78	\$27.14	\$30.35	\$37.14	8
	Higher Education							
	Housing/Homelessness	\$26.30	\$19.38	\$21.37	\$28.00	\$28.65	\$34.84	10
	Mental Health	\$25.96	\$19.38	\$20.50	\$26.01	\$28.64	\$37.14	14
	Public Benefit	\$26.88	\$25.75	\$26.31	\$26.88	\$27.44	\$28.00	2
	Recreation, sports, leisure							
	Seniors	\$24.00	\$20.00	\$22.00	\$24.00	\$26.00	\$28.00	2
Year Founded	Before 1950	\$25.99	\$19.38	\$24.16	\$25.79	\$27.62	\$33.00	4
	1950-1969	\$25.52	\$20.00	\$22.37	\$24.78	\$27.53	\$33.68	9
	1970-1979	\$26.81	\$19.51	\$22.00	\$26.60	\$28.85	\$37.14	9
	1980-1989	\$28.79	\$28.00	\$28.00	\$28.03	\$28.82	\$31.11	4
	1990-1999	\$26.45	\$26.45	\$26.45	\$26.45	\$26.45	\$26.45	1
	2000 or later	\$29.67	\$24.50	\$27.09	\$29.67	\$32.26	\$34.84	2
Ex. Director/CEO Gender	Female	\$26.97	\$19.51	\$23.25	\$26.60	\$29.58	\$37.14	19
	Male	\$26.39	\$19.38	\$24.19	\$26.27	\$28.85	\$33.00	9
Experience as Ex. Director/CEO	5 years or less	\$26.47	\$19.51	\$22.00	\$26.45	\$31.11	\$33.68	9
	6-10 years	\$25.82	\$19.91	\$24.50	\$25.75	\$27.53	\$33.00	9
	11-20 years	\$27.38	\$19.38	\$25.82	\$28.00	\$28.85	\$34.84	5
	More than 20 years	\$28.06	\$22.37	\$26.20	\$26.60	\$28.00	\$37.14	5

Q500a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - Special Events Coordinator

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	16%	28	1.1	29
	2025	25%	40	1.2	45
All Employees	Fewer than 10 employees				
	10-49 employees	18%	7	1.4	10
	50-99 employees	26%	6	1.0	6
	100-249 employees	20%	7	1.0	7
	250 employees or more	35%	20	1.2	22
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k	25%	2	1.0	2
	\$500k-\$999k	20%	3	1.0	3
	\$1m-\$4.99m	25%	13	1.3	15
	\$5m-\$9.99m	20%	4	1.0	4
	\$10m or more	28%	16	1.2	19
Sectors Supported	Adult Behavioral Health	31%	11	1.2	13
	Arts, Culture, Humanities	38%	8	1.5	12
	Basic Needs	29%	7	1.0	7
	Children's Serv./Youth dev.	34%	17	1.1	18
	Comm, volunteerism, econ	32%	7	1.0	6
	Community Justice	27%	3	1.0	3
	Dev./Intell. Disabilities	26%	10	1.0	10
	Education	26%	8	1.0	8
	Employment or job	19%	5	1.0	5
	Environment	14%	1	1.0	1
	Health care (non-hospital)	17%	4	1.5	6
	Higher Education				
	Housing/Homelessness	18%	7	1.3	9
	Mental Health	28%	11	1.2	13
	Public Benefit	21%	4	1.0	4
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	21%	4	1.0	4
Year Founded	Before 1950	61%	14	1.3	18
	1950-1969	21%	6	1.0	6
	1970-1979	11%	3	1.0	3
	1980-1989	20%	6	1.0	6
	1990-1999	14%	2	1.0	2
	2000 or later	33%	8	1.3	9
Ex. Director/CEO Gender	Female	22%	21	1.1	22
	Male	29%	16	1.3	20
Experience as Ex. Director/CEO	5 years or less	21%	10	1.3	13
	6-10 years	27%	12	1.0	12
	11-20 years	43%	10	1.2	11
	More than 20 years	16%	6	1.2	7

Q500a_9_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Special Events Coordinator

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$27.72	\$18.30	\$24.04	\$26.44	\$31.33	\$41.92	27
	2025	\$30.01	\$20.46	\$24.00	\$28.00	\$33.28	\$58.58	38
All Employees	Fewer than 10 employees							
	10-49 employees	\$24.86	\$21.53	\$22.36	\$24.00	\$27.00	\$29.80	7
	50-99 employees	\$27.78	\$20.60	\$23.59	\$27.74	\$29.28	\$38.59	6
	100-249 employees	\$28.77	\$20.46	\$22.21	\$25.00	\$34.13	\$43.27	7
	250 employees or more	\$33.23	\$22.60	\$25.83	\$31.39	\$34.17	\$58.58	18
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$21.84	\$20.60	\$21.22	\$21.84	\$22.46	\$23.08	2
	\$500k-\$999k	\$27.16	\$26.00	\$26.74	\$27.47	\$27.74	\$28.00	3
	\$1m-\$4.99m	\$26.85	\$21.53	\$22.39	\$24.75	\$29.73	\$38.59	12
	\$5m-\$9.99m	\$33.08	\$30.77	\$30.77	\$32.21	\$34.52	\$37.14	4
	\$10m or more	\$33.48	\$20.46	\$25.22	\$31.86	\$35.37	\$58.58	16
Sectors Supported	Adult Behavioral Health	\$32.39	\$20.46	\$25.72	\$31.52	\$33.89	\$58.58	11
	Arts, Culture, Humanities	\$28.75	\$20.60	\$21.61	\$24.21	\$30.04	\$57.27	8
	Basic Needs	\$31.74	\$22.60	\$25.57	\$28.00	\$30.95	\$58.58	7
	Children's Serv./Youth dev.	\$29.76	\$20.46	\$23.77	\$26.22	\$33.19	\$58.58	16
	Comm, volunteerism, econ	\$32.95	\$22.60	\$23.69	\$28.14	\$35.55	\$58.58	6
	Community Justice	\$33.43	\$29.71	\$31.58	\$33.44	\$35.29	\$37.14	3
	Dev./Intell. Disabilities	\$30.96	\$22.30	\$26.44	\$31.52	\$33.44	\$43.27	9
	Education	\$26.46	\$22.42	\$22.96	\$25.00	\$28.03	\$34.34	8
	Employment or job	\$29.09	\$22.30	\$25.63	\$28.00	\$33.44	\$36.06	5
	Environment	\$23.08	\$23.08	\$23.08	\$23.08	\$23.08	\$23.08	1
	Health care (non-hospital)	\$28.92	\$20.46	\$24.24	\$28.38	\$33.06	\$38.47	4
	Higher Education							
	Housing/Homelessness	\$34.19	\$22.60	\$27.67	\$31.52	\$35.64	\$58.58	7
	Mental Health	\$32.70	\$20.46	\$24.75	\$32.80	\$36.41	\$58.58	11
	Public Benefit	\$28.94	\$22.60	\$26.65	\$28.00	\$30.29	\$37.14	4
	Recreation, sports, leisure	\$30.46	\$27.47	\$28.96	\$30.46	\$31.95	\$33.44	2
	Seniors	\$38.21	\$28.00	\$31.60	\$33.12	\$39.73	\$58.58	4
Year Founded	Before 1950	\$31.50	\$20.60	\$22.47	\$29.12	\$33.28	\$58.58	14
	1950-1969	\$27.89	\$20.46	\$24.00	\$29.80	\$31.52	\$33.65	5
	1970-1979	\$26.24	\$24.00	\$24.50	\$25.00	\$27.36	\$29.71	3
	1980-1989	\$31.55	\$21.63	\$26.22	\$30.10	\$36.99	\$43.27	6
	1990-1999	\$32.57	\$28.00	\$30.29	\$32.57	\$34.86	\$37.14	2
	2000 or later	\$27.92	\$22.30	\$23.54	\$25.50	\$31.03	\$38.47	7
Ex. Director/CEO Gender	Female	\$29.53	\$20.46	\$25.57	\$28.00	\$32.46	\$43.27	19
	Male	\$30.95	\$20.60	\$22.92	\$27.89	\$32.96	\$58.58	16
Experience as Ex. Director/CEO	5 years or less	\$33.16	\$21.53	\$26.22	\$31.02	\$36.87	\$58.58	10
	6-10 years	\$26.36	\$22.00	\$23.54	\$25.00	\$28.98	\$33.65	11
	11-20 years	\$30.85	\$22.30	\$29.71	\$30.77	\$33.44	\$38.47	9
	More than 20 years	\$31.92	\$20.46	\$21.06	\$24.95	\$39.32	\$57.27	6

Q500a_10_1: For each type of position contained in your organization, please indicate the number of employees in that category - Records Manager

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	6	1.0	6
	2025	1%	2	1.5	3
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees				
	250 employees or more	4%	2	1.5	3
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	5%	1	2.0	2
	\$10m or more	2%	1	1.0	1
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.				
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities				
	Education				
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	3%	1	1.0	1
	Mental Health	3%	1	1.0	1
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950				
	1950-1969				
	1970-1979	4%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female				
	Male	4%	2	1.5	3
Experience as Ex. Director/CEO	5 years or less				
	6-10 years				
	11-20 years				
	More than 20 years	5%	2	1.5	3

Q500a_10_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Records Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$31.44	\$23.90	\$24.33	\$27.09	\$28.96	\$57.56	6
	2025	\$39.87	\$33.64	\$36.76	\$39.87	\$42.99	\$46.10	2
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees							
	250 employees or more	\$39.87	\$33.64	\$36.76	\$39.87	\$42.99	\$46.10	2
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$33.64	\$33.64	\$33.64	\$33.64	\$33.64	\$33.64	1
	\$10m or more	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
Sectors Supported	Adult Behavioral Health	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
	Arts, Culture, Humanities							
	Basic Needs	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
	Children's Serv./Youth dev.							
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities							
	Education							
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
	Mental Health	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	\$46.10	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female							
	Male	\$39.87	\$33.64	\$36.76	\$39.87	\$42.99	\$46.10	2
Experience as Ex. Director/CEO	5 years or less							
	6-10 years							
	11-20 years							
	More than 20 years	\$39.87	\$33.64	\$36.76	\$39.87	\$42.99	\$46.10	2

Q500a_11_1: For each type of position contained in your organization, please indicate the number of employees in that category - Paralegal/Legal Support Staff

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	2%	3	5.7	17
	2025	2%	3	5.3	16
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	2.0	4
	50-99 employees	4%	1	12.0	12
	100-249 employees				
	250 employees or more				
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	3.0	3
	\$5m-\$9.99m				
	\$10m or more	2%	1	12.0	12
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.				
	Comm, volunteerism, econ				
	Community Justice	9%	1	12.0	12
	Dev./Intell. Disabilities	3%	1	12.0	12
	Education	3%	1	12.0	12
	Employment or job	4%	1	12.0	12
	Environment				
	Health care (non-hospital)	4%	1	12.0	12
	Higher Education				
	Housing/Homelessness	3%	1	12.0	12
	Mental Health				
	Public Benefit	16%	3	5.3	16
	Recreation, sports, leisure				
	Seniors	5%	1	12.0	12
Year Founded	Before 1950				
	1950-1969				
	1970-1979	7%	2	6.5	13
	1980-1989				
	1990-1999	7%	1	3.0	3
	2000 or later				
Ex. Director/CEO Gender	Female	2%	2	6.5	13
	Male	2%	1	3.0	3
Experience as Ex. Director/CEO	5 years or less	2%	1	3.0	3
	6-10 years	5%	2	6.5	13
	11-20 years				
	More than 20 years				

Q500a_11_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Paralegal/Legal Support Staff

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$34.85	\$32.21	\$33.97	\$35.73	\$36.18	\$36.62	3
	2025	\$34.00	\$25.00	\$31.43	\$37.85	\$38.50	\$39.15	3
All Employees	Fewer than 10 employees							
	10-49 employees	\$32.08	\$25.00	\$28.54	\$32.08	\$35.61	\$39.15	2
	50-99 employees	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	100-249 employees							
	250 employees or more							
Total Operating Expenses	Less than \$250k	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	1
	\$5m-\$9.99m							
	\$10m or more	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.							
	Comm, volunteerism, econ							
	Community Justice	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Dev./Intell. Disabilities	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Education	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Employment or job	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Environment							
	Health care (non-hospital)	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Higher Education							
	Housing/Homelessness	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
	Mental Health							
	Public Benefit	\$34.00	\$25.00	\$31.43	\$37.85	\$38.50	\$39.15	3
	Recreation, sports, leisure							
	Seniors	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	\$37.85	1
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$31.43	\$25.00	\$28.21	\$31.43	\$34.64	\$37.85	2
	1980-1989							
	1990-1999	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$31.43	\$25.00	\$28.21	\$31.43	\$34.64	\$37.85	2
	Male	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	1
Experience as Ex. Director/CEO	5 years or less	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	\$39.15	1
	6-10 years	\$31.43	\$25.00	\$28.21	\$31.43	\$34.64	\$37.85	2
	11-20 years							
	More than 20 years							

Q500a_12_1: For each type of position contained in your organization, please indicate the number of employees in that category - Systems Administrator

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	10%	18	1.1	19
	2025	13%	21	1.3	25
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	1.0	1
	100-249 employees	11%	4	1.0	4
	250 employees or more	28%	16	1.3	20
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	1.0	1
	\$5m-\$9.99m	10%	2	1.5	3
	\$10m or more	28%	16	1.3	20
Sectors Supported	Adult Behavioral Health	33%	12	1.3	16
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	13%	3	1.0	3
	Children's Serv./Youth dev.	22%	11	1.4	14
	Comm, volunteerism, econ	9%	2	2.0	2
	Community Justice	18%	2	1.5	3
	Dev./Intell. Disabilities	26%	10	1.1	11
	Education	13%	4	1.3	5
	Employment or job	15%	4	1.0	4
	Environment				
	Health care (non-hospital)	17%	4	1.8	7
	Higher Education				
	Housing/Homelessness	15%	6	1.5	9
	Mental Health	30%	12	1.3	15
	Public Benefit	11%	2	1.5	3
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	16%	3	1.0	3
Year Founded	Before 1950	22%	5	1.2	6
	1950-1969	21%	6	1.0	6
	1970-1979	15%	4	1.0	4
	1980-1989	7%	2	1.0	2
	1990-1999	7%	1	2.0	2
	2000 or later	8%	2	4.0	4
Ex. Director/CEO Gender	Female	11%	11	1.5	15
	Male	18%	10	1.0	10
Experience as Ex. Director/CEO	5 years or less	10%	5	1.2	6
	6-10 years	11%	5	1.2	6
	11-20 years	26%	6	1.6	8
	More than 20 years	14%	5	1.0	5

Q500a_12_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Systems Administrator

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$30.56	\$22.00	\$26.44	\$29.97	\$31.68	\$45.00	18
	2025	\$35.42	\$25.25	\$30.51	\$35.75	\$39.63	\$46.38	20
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$38.25	\$38.25	\$38.25	\$38.25	\$38.25	\$38.25	1
	100-249 employees	\$36.57	\$26.00	\$29.67	\$36.95	\$43.85	\$46.38	4
	250 employees or more	\$34.92	\$25.25	\$30.41	\$35.50	\$38.56	\$45.11	15
Total Operating Expenses	Less than \$250k	\$38.65	\$38.65	\$38.65	\$38.65	\$38.65	\$38.65	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$38.25	\$38.25	\$38.25	\$38.25	\$38.25	\$38.25	1
	\$5m-\$9.99m	\$31.18	\$30.89	\$31.03	\$31.18	\$31.32	\$31.46	2
	\$10m or more	\$35.57	\$25.25	\$28.94	\$35.75	\$42.67	\$46.38	16
Sectors Supported	Adult Behavioral Health	\$35.80	\$25.25	\$30.88	\$36.88	\$42.67	\$45.11	12
	Arts, Culture, Humanities	\$30.89	\$30.89	\$30.89	\$30.89	\$30.89	\$30.89	1
	Basic Needs	\$32.92	\$26.48	\$27.92	\$29.35	\$36.14	\$42.93	3
	Children's Serv./Youth dev.	\$35.86	\$26.00	\$30.10	\$35.75	\$41.87	\$46.38	10
	Comm, volunteerism, econ	\$31.46	\$31.46	\$31.46	\$31.46	\$31.46	\$31.46	1
	Community Justice	\$37.02	\$31.46	\$34.24	\$37.02	\$39.80	\$42.58	2
	Dev./Intell. Disabilities	\$33.49	\$25.25	\$26.79	\$35.75	\$38.41	\$42.58	10
	Education	\$35.58	\$32.34	\$34.71	\$35.75	\$36.62	\$38.46	4
	Employment or job	\$34.15	\$26.00	\$28.51	\$34.00	\$39.63	\$42.58	4
	Environment							
	Health care (non-hospital)	\$36.97	\$26.00	\$31.81	\$38.38	\$43.54	\$45.11	4
	Higher Education							
	Housing/Homelessness	\$36.68	\$26.00	\$31.58	\$38.36	\$41.81	\$45.11	6
	Mental Health	\$38.59	\$26.00	\$35.44	\$38.36	\$42.95	\$46.38	12
	Public Benefit	\$28.73	\$26.00	\$27.37	\$28.73	\$30.10	\$31.46	2
	Recreation, sports, leisure	\$42.58	\$42.58	\$42.58	\$42.58	\$42.58	\$42.58	1
	Seniors	\$35.68	\$26.00	\$32.23	\$38.46	\$40.52	\$42.58	3
Year Founded	Before 1950	\$39.78	\$35.50	\$36.00	\$38.46	\$42.58	\$46.38	5
	1950-1969	\$35.19	\$25.25	\$30.34	\$38.25	\$38.55	\$43.01	6
	1970-1979	\$33.75	\$26.00	\$30.76	\$33.04	\$36.04	\$42.93	4
	1980-1989	\$27.92	\$26.48	\$27.20	\$27.92	\$28.63	\$29.35	2
	1990-1999	\$31.46	\$31.46	\$31.46	\$31.46	\$31.46	\$31.46	1
	2000 or later	\$45.11	\$45.11	\$45.11	\$45.11	\$45.11	\$45.11	1
Ex. Director/CEO Gender	Female	\$34.12	\$26.00	\$29.88	\$33.04	\$37.56	\$45.11	10
	Male	\$36.71	\$25.25	\$32.17	\$38.36	\$41.60	\$46.38	10
Experience as Ex. Director/CEO	5 years or less	\$31.66	\$26.48	\$29.35	\$31.46	\$32.34	\$38.65	5
	6-10 years	\$35.74	\$27.70	\$30.89	\$35.50	\$38.25	\$46.38	5
	11-20 years	\$37.63	\$26.00	\$36.00	\$38.46	\$42.58	\$45.11	5
	More than 20 years	\$36.64	\$25.25	\$33.74	\$38.25	\$42.93	\$43.01	5

Q500a_13_1: For each type of position contained in your organization, please indicate the number of employees in that category - Network Technician

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	9%	16	0.2	27
	2025	16%	25	1.5	37
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	23%	8	1.3	10
	250 employees or more	30%	17	1.7	27
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	42%	24	1.6	36
Sectors Supported	Adult Behavioral Health	47%	17	1.5	24
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	4%	1	1.0	1
	Children's Serv./Youth dev.	20%	10	1.6	16
	Comm, volunteerism, econ	9%	2	2.5	5
	Community Justice				
	Dev./Intell. Disabilities	33%	13	1.8	21
	Education	23%	7	1.3	8
	Employment or job	23%	6	2.2	13
	Environment				
	Health care (non-hospital)	30%	7	1.6	11
	Higher Education	25%	1	2.0	2
	Housing/Homelessness	23%	9	2.0	18
	Mental Health	38%	15	1.7	25
	Public Benefit	16%	3	2.0	6
	Recreation, sports, leisure	20%	1	2.0	2
	Seniors	21%	4	1.3	5
Year Founded	Before 1950	22%	5	1.4	7
	1950-1969	24%	7	1.7	12
	1970-1979	30%	8	1.5	12
	1980-1989	7%	2	1.0	2
	1990-1999				
	2000 or later	4%	1	2.0	2
Ex. Director/CEO Gender	Female	13%	13	1.6	21
	Male	20%	11	1.4	14
Experience as Ex. Director/CEO	5 years or less	10%	5	1.3	5
	6-10 years	14%	6	2.0	12
	11-20 years	26%	6	1.8	11
	More than 20 years	22%	8	1.1	9

Q500a_13_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Network Technician

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$25.13	\$16.50	\$20.92	\$24.50	\$26.60	\$45.00	16
	2025	\$28.30	\$18.38	\$24.85	\$28.68	\$30.97	\$37.07	24
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$27.46	\$19.66	\$23.94	\$28.23	\$29.79	\$36.00	8
	250 employees or more	\$28.72	\$18.38	\$26.53	\$28.68	\$31.73	\$37.07	16
Total Operating Expenses	Less than \$250k	\$27.77	\$27.77	\$27.77	\$27.77	\$27.77	\$27.77	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$28.32	\$18.38	\$24.57	\$28.85	\$31.13	\$37.07	23
Sectors Supported	Adult Behavioral Health	\$29.18	\$19.66	\$26.29	\$29.10	\$32.72	\$37.07	16
	Arts, Culture, Humanities	\$30.82	\$30.82	\$30.82	\$30.82	\$30.82	\$30.82	1
	Basic Needs	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
	Children's Serv./Youth dev.	\$28.14	\$18.38	\$25.13	\$29.38	\$31.90	\$36.76	10
	Comm, volunteerism, econ	\$28.23	\$27.05	\$27.64	\$28.23	\$28.82	\$29.41	2
	Community Justice							
	Dev./Intell. Disabilities	\$25.98	\$18.38	\$23.62	\$26.07	\$27.95	\$32.97	12
	Education	\$31.21	\$27.00	\$28.73	\$31.02	\$32.89	\$36.76	6
	Employment or job	\$25.61	\$18.38	\$24.76	\$27.05	\$27.59	\$29.41	6
	Environment							
	Health care (non-hospital)	\$27.75	\$19.66	\$25.53	\$27.05	\$29.71	\$37.07	7
	Higher Education	\$29.41	\$29.41	\$29.41	\$29.41	\$29.41	\$29.41	1
	Housing/Homelessness	\$27.18	\$18.38	\$24.00	\$28.85	\$29.41	\$32.97	9
	Mental Health	\$29.10	\$18.38	\$25.53	\$29.41	\$32.80	\$37.07	15
	Public Benefit	\$26.82	\$24.00	\$25.53	\$27.05	\$28.23	\$29.41	3
	Recreation, sports, leisure	\$29.41	\$29.41	\$29.41	\$29.41	\$29.41	\$29.41	1
	Seniors	\$29.02	\$24.00	\$28.06	\$29.56	\$30.52	\$32.97	4
Year Founded	Before 1950	\$31.22	\$27.05	\$28.50	\$30.82	\$32.97	\$36.76	5
	1950-1969	\$26.19	\$19.66	\$23.87	\$27.05	\$28.74	\$31.43	7
	1970-1979	\$27.65	\$18.38	\$23.79	\$27.93	\$30.71	\$37.07	8
	1980-1989	\$29.89	\$23.77	\$26.83	\$29.89	\$32.94	\$36.00	2
	1990-1999							
	2000 or later	\$29.35	\$29.35	\$29.35	\$29.35	\$29.35	\$29.35	1
Ex. Director/CEO Gender	Female	\$26.90	\$18.38	\$23.77	\$27.05	\$29.41	\$37.07	13
	Male	\$29.27	\$22.61	\$27.23	\$29.46	\$31.28	\$36.00	10
Experience as Ex. Director/CEO	5 years or less	\$28.32	\$23.17	\$26.62	\$28.74	\$30.43	\$32.63	4
	6-10 years	\$28.25	\$18.38	\$25.97	\$29.29	\$31.09	\$36.00	6
	11-20 years	\$29.53	\$24.00	\$27.05	\$28.20	\$32.07	\$36.76	6
	More than 20 years	\$27.40	\$19.66	\$23.48	\$27.93	\$29.76	\$37.07	8

Q500a_14_1: For each type of position contained in your organization, please indicate the number of employees in that category - Community Liaison

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	7%	13	0.1	21
	2025	11%	17	5.9	89
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	3.5	7
	50-99 employees	9%	2	1.0	2
	100-249 employees	9%	3	1.0	3
	250 employees or more	18%	10	9.6	77
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	12%	6	2.2	11
	\$5m-\$9.99m	20%	4	7.8	31
	\$10m or more	11%	6	9.2	46
Sectors Supported	Adult Behavioral Health	11%	4	14.7	44
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	17%	4	1.5	6
	Children's Serv./Youth dev.	14%	7	2.7	16
	Comm, volunteerism, econ	41%	9	4.6	37
	Community Justice	18%	2	14.0	28
	Dev./Intell. Disabilities	5%	2	1.0	1
	Education	16%	5	1.3	5
	Employment or job	15%	4	1.0	4
	Environment				
	Health care (non-hospital)	13%	3	14.3	43
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	15%	6	2.7	16
	Mental Health	10%	4	11.3	45
	Public Benefit	21%	4	9.0	36
	Recreation, sports, leisure				
	Seniors	11%	2	1.5	3
Year Founded	Before 1950	13%	3	2.0	6
	1950-1969	7%	2	1.0	2
	1970-1979	7%	2	17.0	34
	1980-1989				
	1990-1999	7%	1	27.0	27
	2000 or later	25%	6	3.6	18
Ex. Director/CEO Gender	Female	12%	12	7.6	84
	Male	9%	5	1.3	5
Experience as Ex. Director/CEO	5 years or less	10%	5	8.0	32
	6-10 years	9%	4	1.3	5
	11-20 years	17%	4	3.7	11
	More than 20 years	11%	4	10.3	41

Q500a_14_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Community Liaison

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.74	\$17.00	\$22.00	\$26.67	\$34.66	\$42.00	13
	2025	\$29.05	\$17.69	\$25.00	\$28.50	\$33.54	\$42.60	15
All Employees	Fewer than 10 employees							
	10-49 employees	\$31.50	\$25.00	\$28.25	\$31.50	\$34.75	\$38.00	2
	50-99 employees	\$21.35	\$17.69	\$19.52	\$21.35	\$23.17	\$25.00	2
	100-249 employees	\$27.41	\$24.10	\$26.55	\$29.00	\$29.06	\$29.12	3
	250 employees or more	\$30.98	\$23.00	\$26.15	\$30.59	\$34.58	\$42.60	8
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	\$1m-\$4.99m	\$28.86	\$17.69	\$25.00	\$28.50	\$35.10	\$38.00	5
	\$5m-\$9.99m	\$30.81	\$25.00	\$26.15	\$27.83	\$32.49	\$42.60	4
	\$10m or more	\$27.84	\$23.00	\$24.10	\$25.00	\$32.68	\$34.40	5
Sectors Supported	Adult Behavioral Health	\$30.03	\$23.00	\$27.84	\$32.68	\$33.54	\$34.40	3
	Arts, Culture, Humanities	\$29.12	\$29.12	\$29.12	\$29.12	\$29.12	\$29.12	1
	Basic Needs	\$30.32	\$25.00	\$27.63	\$30.59	\$33.29	\$35.10	4
	Children's Serv./Youth dev.	\$29.96	\$24.10	\$25.88	\$30.59	\$33.97	\$35.10	6
	Comm, volunteerism, econ	\$32.18	\$25.00	\$28.01	\$30.84	\$35.83	\$42.60	8
	Community Justice	\$25.32	\$24.10	\$24.71	\$25.32	\$25.92	\$26.53	2
	Dev./Intell. Disabilities	\$17.69	\$17.69	\$17.69	\$17.69	\$17.69	\$17.69	1
	Education	\$31.55	\$24.10	\$27.78	\$32.05	\$35.83	\$38.00	4
	Employment or job	\$24.17	\$17.69	\$23.17	\$25.00	\$26.00	\$29.00	4
	Environment							
	Health care (non-hospital)	\$28.63	\$23.00	\$25.75	\$28.50	\$31.45	\$34.40	3
	Higher Education	\$38.00	\$38.00	\$38.00	\$38.00	\$38.00	\$38.00	1
	Housing/Homelessness	\$29.38	\$24.10	\$25.00	\$28.84	\$33.97	\$35.10	6
	Mental Health	\$29.65	\$23.00	\$27.13	\$30.59	\$33.11	\$34.40	4
	Public Benefit	\$27.68	\$24.10	\$24.78	\$25.77	\$28.67	\$35.10	4
	Recreation, sports, leisure							
	Seniors	\$28.84	\$25.00	\$26.92	\$28.84	\$30.76	\$32.68	2
Year Founded	Before 1950	\$36.79	\$32.68	\$33.89	\$35.10	\$38.85	\$42.60	3
	1950-1969	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2
	1970-1979	\$26.00	\$23.00	\$24.50	\$26.00	\$27.50	\$29.00	2
	1980-1989							
	1990-1999	\$26.53	\$26.53	\$26.53	\$26.53	\$26.53	\$26.53	1
	2000 or later	\$28.72	\$17.69	\$25.00	\$28.50	\$34.40	\$38.00	5
Ex. Director/CEO Gender	Female	\$29.08	\$17.69	\$24.55	\$26.53	\$34.75	\$42.60	11
	Male	\$28.95	\$25.00	\$28.00	\$29.06	\$30.01	\$32.68	4
Experience as Ex. Director/CEO	5 years or less	\$32.70	\$26.53	\$28.38	\$30.84	\$35.16	\$42.60	4
	6-10 years	\$29.43	\$25.00	\$27.63	\$28.81	\$30.62	\$35.10	4
	11-20 years	\$25.70	\$17.69	\$21.35	\$25.00	\$29.70	\$34.40	3
	More than 20 years	\$27.53	\$23.00	\$23.83	\$24.55	\$28.25	\$38.00	4

Q500a_15_1: For each type of position contained in your organization, please indicate the number of employees in that category - Community Educator

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	8%	14	0.2	34
	2025	10%	16	2.2	35
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	10%	4	2.0	8
	50-99 employees	17%	4	2.8	11
	100-249 employees				
	250 employees or more	12%	7	2.1	15
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k				
	\$1m-\$4.99m	16%	8	1.8	14
	\$5m-\$9.99m	20%	4	4.3	17
	\$10m or more	4%	2	1.0	2
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	33%	7	2.1	15
	Basic Needs	13%	3	1.7	5
	Children's Serv./Youth dev.	6%	3	1.7	5
	Comm, volunteerism, econ	9%	2	4.0	8
	Community Justice	18%	2	4.0	8
	Dev./Intell. Disabilities	8%	3	1.0	3
	Education	6%	2	1.0	2
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)				
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	10%	4	1.5	6
	Mental Health	5%	2	2.0	4
	Public Benefit	21%	4	3.3	13
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	22%	5	1.4	7
	1950-1969	10%	3	1.3	4
	1970-1979	7%	2	2.0	4
	1980-1989				
	1990-1999	14%	2	4.5	9
	2000 or later	8%	2	1.0	2
Ex. Director/CEO Gender	Female	8%	8	2.1	17
	Male	15%	8	2.3	18
Experience as Ex. Director/CEO	5 years or less	8%	4	3.3	13
	6-10 years	9%	4	1.5	6
	11-20 years	17%	4	1.3	5
	More than 20 years	11%	4	2.8	11

Q500a_15_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Community Educator

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$24.58	\$15.02	\$20.99	\$24.57	\$28.84	\$33.50	12
	2025	\$28.83	\$18.31	\$23.10	\$29.56	\$32.54	\$46.15	16
All Employees	Fewer than 10 employees	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	10-49 employees	\$25.50	\$18.46	\$19.92	\$22.20	\$27.79	\$39.15	4
	50-99 employees	\$23.22	\$18.31	\$18.52	\$21.44	\$26.14	\$31.69	4
	100-249 employees							
	250 employees or more	\$33.06	\$28.53	\$29.56	\$30.88	\$33.36	\$46.15	7
Total Operating Expenses	Less than \$250k	\$31.72	\$31.72	\$31.72	\$31.72	\$31.72	\$31.72	1
	\$250k-\$499k	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$26.41	\$18.31	\$19.92	\$24.15	\$32.52	\$39.15	8
	\$5m-\$9.99m	\$27.07	\$18.59	\$26.05	\$29.40	\$30.42	\$30.88	4
	\$10m or more	\$37.50	\$28.85	\$33.18	\$37.50	\$41.83	\$46.15	2
Sectors Supported	Adult Behavioral Health	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
	Arts, Culture, Humanities	\$27.55	\$18.46	\$19.50	\$24.00	\$32.63	\$46.15	7
	Basic Needs	\$30.33	\$24.29	\$27.99	\$31.69	\$33.35	\$35.00	3
	Children's Serv./Youth dev.	\$30.33	\$24.29	\$27.99	\$31.69	\$33.35	\$35.00	3
	Comm, volunteerism, econ	\$32.94	\$30.88	\$31.91	\$32.94	\$33.97	\$35.00	2
	Community Justice	\$31.29	\$30.88	\$31.08	\$31.29	\$31.49	\$31.69	2
	Dev./Intell. Disabilities	\$26.29	\$18.31	\$23.58	\$28.85	\$30.29	\$31.72	3
	Education	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2
	Employment or job	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	1
	Environment							
	Health care (non-hospital)							
	Higher Education	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	Housing/Homelessness	\$29.96	\$24.29	\$27.71	\$30.27	\$32.52	\$35.00	4
	Mental Health	\$26.57	\$24.29	\$25.43	\$26.57	\$27.71	\$28.85	2
	Public Benefit	\$32.33	\$24.29	\$29.23	\$32.94	\$36.04	\$39.15	4
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$30.77	\$18.46	\$24.00	\$30.26	\$35.00	\$46.15	5
	1950-1969	\$26.99	\$20.40	\$24.63	\$28.85	\$30.29	\$31.72	3
	1970-1979	\$27.99	\$24.29	\$26.14	\$27.99	\$29.84	\$31.69	2
	1980-1989							
	1990-1999	\$35.02	\$30.88	\$32.95	\$35.02	\$37.08	\$39.15	2
	2000 or later	\$26.66	\$18.31	\$22.48	\$26.66	\$30.83	\$35.00	2
Ex. Director/CEO Gender	Female	\$28.41	\$18.31	\$23.32	\$31.29	\$32.54	\$35.00	8
	Male	\$29.25	\$18.46	\$22.65	\$28.69	\$32.48	\$46.15	8
Experience as Ex. Director/CEO	5 years or less	\$32.33	\$24.29	\$29.23	\$32.94	\$36.04	\$39.15	4
	6-10 years	\$28.51	\$18.46	\$26.25	\$30.29	\$32.54	\$35.00	4
	11-20 years	\$25.17	\$18.31	\$19.88	\$25.33	\$30.62	\$31.69	4
	More than 20 years	\$29.32	\$18.59	\$22.65	\$26.27	\$32.94	\$46.15	4

Q500a_16_1: For each type of position contained in your organization, please indicate the number of employees in that category - Visitor Services Specialist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	3%	5	0.2	31
	2025	5%	8	15.4	123
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	12.3	37
	50-99 employees	9%	2	2.5	5
	100-249 employees	9%	3	27.0	81
	250 employees or more				
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k				
	\$1m-\$4.99m	10%	5	16.0	80
	\$5m-\$9.99m	10%	2	21.0	42
	\$10m or more				
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities	38%	8	15.4	123
	Basic Needs				
	Children's Serv./Youth dev.				
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities				
	Education	3%	1	38.0	38
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness				
	Mental Health				
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	17%	4	15.0	60
	1950-1969	3%	1	16.0	16
	1970-1979				
	1980-1989	3%	1	5.0	5
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	16.0	16
	Male	11%	6	17.0	102
Experience as Ex. Director/CEO	5 years or less	2%	1	19.0	19
	6-10 years	5%	2	20.0	40
	11-20 years	4%	1	16.0	16
	More than 20 years	8%	3	14.3	43

Q500a_16_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Visitor Services Specialist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$13.95	\$13.00	\$13.00	\$13.90	\$14.85	\$15.00	4
	2025	\$17.11	\$15.80	\$15.99	\$16.00	\$16.65	\$23.00	8
All Employees	Fewer than 10 employees							
	10-49 employees	\$16.08	\$16.00	\$16.00	\$16.00	\$16.13	\$16.25	3
	50-99 employees	\$16.83	\$15.80	\$16.32	\$16.83	\$17.35	\$17.86	2
	100-249 employees	\$18.32	\$15.96	\$15.98	\$16.00	\$19.50	\$23.00	3
	250 employees or more							
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$17.86	\$17.86	\$17.86	\$17.86	\$17.86	\$17.86	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$17.44	\$15.96	\$16.00	\$16.00	\$16.25	\$23.00	5
	\$5m-\$9.99m	\$15.90	\$15.80	\$15.85	\$15.90	\$15.95	\$16.00	2
	\$10m or more							
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities	\$17.11	\$15.80	\$15.99	\$16.00	\$16.65	\$23.00	8
	Basic Needs							
	Children's Serv./Youth dev.							
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities							
	Education	\$15.96	\$15.96	\$15.96	\$15.96	\$15.96	\$15.96	1
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness							
	Mental Health							
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$16.52	\$15.96	\$15.99	\$16.13	\$16.65	\$17.86	4
	1950-1969	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	1970-1979							
	1980-1989	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	Male	\$16.31	\$15.80	\$15.97	\$16.00	\$16.19	\$17.86	6
Experience as Ex. Director/CEO	5 years or less	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	6-10 years	\$16.13	\$16.00	\$16.06	\$16.13	\$16.19	\$16.25	2
	11-20 years	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	More than 20 years	\$16.54	\$15.80	\$15.88	\$15.96	\$16.91	\$17.86	3

Q600a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Physician

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	3%	6	1.6	8
	2025	1%	2	2.0	4
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	3%	1	2.0	2
	250 employees or more	2%	1	2.0	2
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	4%	2	2.0	4
Sectors Supported	Adult Behavioral Health	6%	2	2.0	4
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.				
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities				
	Education				
	Employment or job				
	Environment				
	Health care (non-hospital)	9%	2	2.0	4
	Higher Education				
	Housing/Homelessness	3%	1	2.0	2
	Mental Health	5%	2	2.0	4
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950				
	1950-1969				
	1970-1979	7%	2	2.0	4
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	2.0	2
	Male	2%	1	2.0	2
Experience as Ex. Director/CEO	5 years or less				
	6-10 years				
	11-20 years	4%	1	2.0	2
	More than 20 years	3%	1	2.0	2

Q600a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Physician

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$122.43	\$72.72	\$88.27	\$96.15	\$105.00	\$250.00	5
	2025	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	1
	250 employees or more	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
Sectors Supported	Adult Behavioral Health	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.							
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities							
	Education							
	Employment or job							
	Environment							
	Health care (non-hospital)	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
	Higher Education							
	Housing/Homelessness	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	1
	Mental Health	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$120.00	\$110.00	\$115.00	\$120.00	\$125.00	\$130.00	2
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	1
	Male	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years							
	11-20 years	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	1
	More than 20 years	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	1

Q600a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Psychiatrist

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	6%	10	1.2	11
	2025	4%	6	1.7	10
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	1.0	2
	250 employees or more	7%	4	2.0	8
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	9%	5	1.8	9
Sectors Supported	Adult Behavioral Health	11%	4	2.0	8
	Arts, Culture, Humanities				
	Basic Needs	4%	1	4.0	4
	Children's Serv./Youth dev.	6%	3	1.0	3
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	3%	1	1.0	1
	Education	6%	2	1.0	2
	Employment or job				
	Environment				
	Health care (non-hospital)	13%	3	1.3	4
	Higher Education				
	Housing/Homelessness	3%	1	4.0	4
	Mental Health	15%	6	1.7	10
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	10%	3	1.0	3
	1970-1979	7%	2	3.0	6
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	4	1.3	5
	Male	4%	2	2.5	5
Experience as Ex. Director/CEO	5 years or less	2%	1	1.0	1
	6-10 years	2%	1	1.0	1
	11-20 years	4%	1	1.0	1
	More than 20 years	8%	3	2.3	7

Q600a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Psychiatrist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$127.49	\$55.46	\$117.50	\$135.37	\$164.00	\$177.00	9
	2025	\$152.03	\$126.00	\$141.55	\$146.20	\$163.16	\$185.00	6
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$165.61	\$146.22	\$155.92	\$165.61	\$175.31	\$185.00	2
	250 employees or more	\$145.25	\$126.00	\$136.50	\$143.09	\$151.84	\$168.80	4
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$146.22	\$146.22	\$146.22	\$146.22	\$146.22	\$146.22	1
	\$10m or more	\$153.20	\$126.00	\$140.00	\$146.18	\$168.80	\$185.00	5
Sectors Supported	Adult Behavioral Health	\$156.50	\$126.00	\$141.14	\$157.49	\$172.85	\$185.00	4
	Arts, Culture, Humanities							
	Basic Needs	\$146.18	\$146.18	\$146.18	\$146.18	\$146.18	\$146.18	1
	Children's Serv./Youth dev.	\$157.07	\$140.00	\$143.11	\$146.22	\$165.61	\$185.00	3
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	1
	Education	\$143.11	\$140.00	\$141.56	\$143.11	\$144.67	\$146.22	2
	Employment or job							
	Environment							
	Health care (non-hospital)	\$159.93	\$126.00	\$147.40	\$168.80	\$176.90	\$185.00	3
	Higher Education							
	Housing/Homelessness	\$146.18	\$146.18	\$146.18	\$146.18	\$146.18	\$146.18	1
	Mental Health	\$152.03	\$126.00	\$141.55	\$146.20	\$163.16	\$185.00	6
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	1
	1950-1969	\$166.67	\$146.22	\$157.51	\$168.80	\$176.90	\$185.00	3
	1970-1979	\$136.09	\$126.00	\$131.05	\$136.09	\$141.14	\$146.18	2
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$156.51	\$126.00	\$141.17	\$157.51	\$172.85	\$185.00	4
	Male	\$143.09	\$140.00	\$141.55	\$143.09	\$144.64	\$146.18	2
Experience as Ex. Director/CEO	5 years or less	\$168.80	\$168.80	\$168.80	\$168.80	\$168.80	\$168.80	1
	6-10 years	\$146.22	\$146.22	\$146.22	\$146.22	\$146.22	\$146.22	1
	11-20 years	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	\$140.00	1
	More than 20 years	\$152.39	\$126.00	\$136.09	\$146.18	\$165.59	\$185.00	3

Q600a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Psychologist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	2%	3	1.0	3
	2025	1%	2	1.0	2
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees				
	250 employees or more	4%	2	1.0	2
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	4%	2	1.0	2
Sectors Supported	Adult Behavioral Health	6%	2	1.0	2
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	3%	1	1.0	1
	Education	3%	1	1.0	1
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness				
	Mental Health				
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969				
	1970-1979	4%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	1.0	1
	Male	2%	1	1.0	1
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	2%	1	1.0	1
	11-20 years				
	More than 20 years	3%	1	1.0	1

Q600a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Psychologist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$33.43	\$30.00	\$30.94	\$31.88	\$35.14	\$38.40	3
	2025	\$93.51	\$35.50	\$64.51	\$93.51	\$122.52	\$151.52	2
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees							
	250 employees or more	\$93.51	\$35.50	\$64.51	\$93.51	\$122.52	\$151.52	2
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$93.51	\$35.50	\$64.51	\$93.51	\$122.52	\$151.52	2
Sectors Supported	Adult Behavioral Health	\$93.51	\$35.50	\$64.51	\$93.51	\$122.52	\$151.52	2
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	Education	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness							
	Mental Health							
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	1950-1969							
	1970-1979	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	Male	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	\$35.50	1
	11-20 years							
	More than 20 years	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	\$151.52	1

Q600a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Advanced Practice Registered Nurse

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	11%	19	3.9	70
	2025	10%	16	4.4	71
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	23%	8	4.0	32
	250 employees or more	14%	8	4.9	39
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	26%	15	4.7	70
Sectors Supported	Adult Behavioral Health	36%	13	5.0	65
	Arts, Culture, Humanities				
	Basic Needs	4%	1	6.0	6
	Children's Serv./Youth dev.	16%	8	5.1	41
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	8%	3	2.7	8
	Education	10%	3	4.3	13
	Employment or job	4%	1	4.0	4
	Environment				
	Health care (non-hospital)	30%	7	5.3	37
	Higher Education				
	Housing/Homelessness	13%	5	4.2	21
	Mental Health	35%	14	4.8	67
	Public Benefit	5%	1	4.0	4
	Recreation, sports, leisure				
	Seniors	11%	2	7.0	14
Year Founded	Before 1950	13%	3	1.3	4
	1950-1969	14%	4	5.3	21
	1970-1979	26%	7	5.7	40
	1980-1989	3%	1	1.0	1
	1990-1999				
	2000 or later	4%	1	5.0	5
Ex. Director/CEO Gender	Female	7%	7	7.1	50
	Male	15%	8	2.5	20
Experience as Ex. Director/CEO	5 years or less	6%	3	7.0	21
	6-10 years	11%	5	1.6	8
	11-20 years	22%	5	3.2	16
	More than 20 years	8%	3	8.7	26

Q600a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Advanced Practice Registered Nurse

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$70.00	\$42.00	\$60.00	\$66.31	\$80.02	\$100.00	18
	2025	\$83.01	\$51.00	\$71.43	\$83.66	\$90.51	\$126.50	16
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$88.78	\$72.48	\$72.98	\$83.66	\$98.50	\$126.50	8
	250 employees or more	\$77.24	\$51.00	\$64.97	\$76.44	\$87.43	\$113.00	8
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$83.71	\$51.00	\$70.60	\$84.46	\$93.01	\$126.50	15
Sectors Supported	Adult Behavioral Health	\$77.24	\$51.00	\$68.27	\$73.00	\$87.23	\$100.00	13
	Arts, Culture, Humanities							
	Basic Needs	\$84.60	\$84.60	\$84.60	\$84.60	\$84.60	\$84.60	1
	Children's Serv./Youth dev.	\$86.82	\$51.00	\$72.98	\$85.05	\$94.26	\$126.50	8
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$84.35	\$67.05	\$70.03	\$73.00	\$93.00	\$113.00	3
	Education	\$83.74	\$51.00	\$69.12	\$87.23	\$100.12	\$113.00	3
	Employment or job	\$73.00	\$73.00	\$73.00	\$73.00	\$73.00	\$73.00	1
	Environment							
	Health care (non-hospital)	\$77.91	\$58.72	\$70.60	\$73.00	\$86.24	\$100.00	7
	Higher Education							
	Housing/Homelessness	\$82.53	\$67.05	\$73.00	\$84.60	\$88.01	\$100.00	5
	Mental Health	\$83.66	\$51.00	\$69.44	\$83.73	\$95.50	\$126.50	14
	Public Benefit	\$73.00	\$73.00	\$73.00	\$73.00	\$73.00	\$73.00	1
	Recreation, sports, leisure							
	Seniors	\$77.93	\$73.00	\$75.47	\$77.93	\$80.40	\$82.86	2
Year Founded	Before 1950	\$108.91	\$87.23	\$100.12	\$113.00	\$119.75	\$126.50	3
	1950-1969	\$72.78	\$67.05	\$67.97	\$70.60	\$75.41	\$82.86	4
	1970-1979	\$74.89	\$51.00	\$65.60	\$73.00	\$84.53	\$100.00	7
	1980-1989	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	\$98.00	1
	1990-1999							
	2000 or later	\$88.01	\$88.01	\$88.01	\$88.01	\$88.01	\$88.01	1
Ex. Director/CEO Gender	Female	\$70.68	\$51.00	\$63.50	\$72.93	\$77.93	\$88.01	7
	Male	\$93.26	\$67.05	\$81.47	\$91.30	\$103.25	\$126.50	8
Experience as Ex. Director/CEO	5 years or less	\$67.38	\$51.00	\$59.64	\$68.27	\$75.57	\$82.86	3
	6-10 years	\$89.70	\$67.05	\$72.48	\$84.46	\$98.00	\$126.50	5
	11-20 years	\$92.25	\$73.00	\$87.23	\$88.01	\$100.00	\$113.00	5
	More than 20 years	\$72.08	\$58.72	\$65.83	\$72.93	\$78.77	\$84.60	3

Q600a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Nurse/Registered Nurse

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	21%	38	6.8	250
	2025	23%	37	5.6	202
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	13%	3	1.7	5
	100-249 employees	37%	13	2.6	34
	250 employees or more	37%	21	8.2	163
Total Operating Expenses	Less than \$250k	43%	3	2.0	6
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	1.0	1
	\$5m-\$9.99m	15%	3	2.7	8
	\$10m or more	51%	29	6.6	185
Sectors Supported	Adult Behavioral Health	58%	21	6.6	132
	Arts, Culture, Humanities				
	Basic Needs	8%	2	5.5	11
	Children's Serv./Youth dev.	26%	13	4.8	62
	Comm, volunteerism, econ	5%	1	9.0	9
	Community Justice				
	Dev./Intell. Disabilities	59%	23	6.0	133
	Education	29%	9	5.0	40
	Employment or job	23%	6	3.0	18
	Environment				
	Health care (non-hospital)	48%	11	6.6	73
	Higher Education				
	Housing/Homelessness	18%	7	5.0	35
	Mental Health	43%	17	5.8	99
	Public Benefit	11%	2	5.5	11
	Recreation, sports, leisure				
	Seniors	11%	2	1.5	3
Year Founded	Before 1950	26%	6	5.2	31
	1950-1969	41%	12	5.1	61
	1970-1979	33%	9	6.4	58
	1980-1989	20%	6	7.2	43
	1990-1999	7%	1	4.0	4
	2000 or later	4%	1	4.0	4
Ex. Director/CEO Gender	Female	24%	23	6.2	142
	Male	24%	13	4.9	59
Experience as Ex. Director/CEO	5 years or less	23%	11	4.8	48
	6-10 years	20%	9	6.9	62
	11-20 years	35%	8	4.0	32
	More than 20 years	24%	9	6.7	60

Q600a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Nurse/Registered Nurse

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$35.08	\$25.59	\$32.80	\$35.00	\$38.00	\$42.75	37
	2025	\$44.33	\$30.00	\$40.37	\$42.40	\$44.81	\$90.00	35
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$42.95	\$40.16	\$40.74	\$41.31	\$44.35	\$47.38	3
	100-249 employees	\$42.68	\$30.00	\$41.14	\$43.00	\$44.28	\$51.87	13
	250 employees or more	\$45.68	\$35.00	\$40.37	\$42.00	\$44.70	\$90.00	19
Total Operating Expenses	Less than \$250k	\$45.86	\$40.44	\$42.36	\$44.28	\$48.57	\$52.85	3
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$41.31	\$41.31	\$41.31	\$41.31	\$41.31	\$41.31	1
	\$5m-\$9.99m	\$42.47	\$36.06	\$38.71	\$41.35	\$45.68	\$50.00	3
	\$10m or more	\$45.01	\$31.62	\$40.56	\$42.40	\$44.70	\$90.00	27
Sectors Supported	Adult Behavioral Health	\$44.46	\$30.00	\$40.56	\$42.00	\$43.79	\$90.00	19
	Arts, Culture, Humanities							
	Basic Needs	\$41.01	\$40.29	\$40.65	\$41.01	\$41.37	\$41.73	2
	Children's Serv./Youth dev.	\$44.04	\$31.62	\$41.14	\$43.00	\$45.34	\$65.00	13
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$44.84	\$35.00	\$40.44	\$41.73	\$44.28	\$90.00	21
	Education	\$45.36	\$35.00	\$40.80	\$43.25	\$48.46	\$65.00	8
	Employment or job	\$48.46	\$43.58	\$44.00	\$50.00	\$51.87	\$52.85	5
	Environment							
	Health care (non-hospital)	\$47.63	\$31.62	\$42.25	\$43.79	\$45.02	\$90.00	10
	Higher Education							
	Housing/Homelessness	\$42.92	\$40.29	\$42.10	\$43.00	\$43.79	\$45.34	7
	Mental Health	\$43.50	\$31.62	\$41.14	\$43.00	\$44.00	\$65.00	17
	Public Benefit	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	1
	Recreation, sports, leisure							
	Seniors	\$42.00	\$40.00	\$41.00	\$42.00	\$43.00	\$44.00	2
Year Founded	Before 1950	\$46.06	\$35.00	\$41.86	\$43.54	\$46.86	\$65.00	6
	1950-1969	\$42.05	\$31.62	\$40.08	\$41.35	\$43.23	\$52.85	11
	1970-1979	\$41.19	\$30.00	\$40.29	\$42.00	\$43.00	\$51.57	9
	1980-1989	\$44.24	\$39.62	\$41.90	\$43.34	\$46.61	\$50.00	6
	1990-1999	\$41.14	\$41.14	\$41.14	\$41.14	\$41.14	\$41.14	1
	2000 or later	\$45.34	\$45.34	\$45.34	\$45.34	\$45.34	\$45.34	1
Ex. Director/CEO Gender	Female	\$43.42	\$31.62	\$40.04	\$41.33	\$43.75	\$90.00	22
	Male	\$44.27	\$30.00	\$42.25	\$43.54	\$48.46	\$52.85	12
Experience as Ex. Director/CEO	5 years or less	\$48.79	\$39.62	\$41.45	\$43.53	\$47.81	\$90.00	10
	6-10 years	\$40.91	\$30.00	\$36.06	\$40.44	\$41.80	\$51.87	9
	11-20 years	\$46.51	\$41.14	\$43.25	\$43.58	\$44.67	\$65.00	7
	More than 20 years	\$41.09	\$31.62	\$40.29	\$42.00	\$42.40	\$50.00	9

Q600a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Medical Assistant

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	6%	11	8.3	91
	2025	7%	11	3.2	35
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	14%	5	1.6	8
	250 employees or more	11%	6	4.5	27
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	18%	10	3.4	34
Sectors Supported	Adult Behavioral Health	28%	10	3.4	34
	Arts, Culture, Humanities				
	Basic Needs	4%	1	5.0	5
	Children's Serv./Youth dev.	14%	7	2.1	15
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	5%	2	1.0	2
	Education	6%	2	3.0	6
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)	22%	5	4.0	20
	Higher Education				
	Housing/Homelessness	8%	3	2.7	8
	Mental Health	23%	9	3.7	33
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	11%	2	1.5	3
Year Founded	Before 1950	9%	2	1.0	2
	1950-1969	10%	3	2.0	6
	1970-1979	19%	5	5.0	25
	1980-1989				
	1990-1999				
	2000 or later	4%	1	2.0	2
Ex. Director/CEO Gender	Female	8%	8	3.5	28
	Male	5%	3	2.3	7
Experience as Ex. Director/CEO	5 years or less	6%	3	2.7	8
	6-10 years	7%	3	1.0	3
	11-20 years	9%	2	1.5	3
	More than 20 years	8%	3	7.0	21

Q600a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Medical Assistant

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$18.89	\$16.04	\$17.60	\$18.00	\$19.64	\$25.70	11
	2025	\$22.32	\$18.27	\$21.48	\$22.15	\$23.21	\$28.06	11
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$21.63	\$18.27	\$21.74	\$22.00	\$22.73	\$23.41	5
	250 employees or more	\$22.90	\$19.50	\$21.45	\$22.58	\$23.38	\$28.06	6
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$22.38	\$18.27	\$21.41	\$22.44	\$23.31	\$28.06	10
Sectors Supported	Adult Behavioral Health	\$22.73	\$19.50	\$21.81	\$22.44	\$23.31	\$28.06	10
	Arts, Culture, Humanities							
	Basic Needs	\$21.21	\$21.21	\$21.21	\$21.21	\$21.21	\$21.21	1
	Children's Serv./Youth dev.	\$21.65	\$18.27	\$20.75	\$22.15	\$23.07	\$23.50	7
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$20.75	\$19.50	\$20.13	\$20.75	\$21.38	\$22.00	2
	Education	\$21.50	\$19.50	\$20.50	\$21.50	\$22.50	\$23.50	2
	Employment or job	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	Environment							
	Health care (non-hospital)	\$23.72	\$22.00	\$22.15	\$23.00	\$23.41	\$28.06	5
	Higher Education							
	Housing/Homelessness	\$21.79	\$21.21	\$21.61	\$22.00	\$22.08	\$22.15	3
	Mental Health	\$22.70	\$18.27	\$22.00	\$22.73	\$23.41	\$28.06	9
	Public Benefit	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	Recreation, sports, leisure							
	Seniors	\$22.37	\$22.00	\$22.18	\$22.37	\$22.55	\$22.73	2
Year Founded	Before 1950	\$18.89	\$18.27	\$18.58	\$18.89	\$19.19	\$19.50	2
	1950-1969	\$24.73	\$22.73	\$23.07	\$23.41	\$25.74	\$28.06	3
	1970-1979	\$22.29	\$21.21	\$21.74	\$22.00	\$23.00	\$23.50	5
	1980-1989							
	1990-1999							
	2000 or later	\$22.15	\$22.15	\$22.15	\$22.15	\$22.15	\$22.15	1
Ex. Director/CEO Gender	Female	\$23.04	\$19.50	\$22.11	\$22.87	\$23.43	\$28.06	8
	Male	\$20.41	\$18.27	\$19.74	\$21.21	\$21.48	\$21.74	3
Experience as Ex. Director/CEO	5 years or less	\$24.76	\$22.73	\$23.12	\$23.50	\$25.78	\$28.06	3
	6-10 years	\$19.84	\$18.27	\$18.89	\$19.50	\$20.62	\$21.74	3
	11-20 years	\$22.08	\$22.00	\$22.04	\$22.08	\$22.11	\$22.15	2
	More than 20 years	\$22.54	\$21.21	\$22.11	\$23.00	\$23.21	\$23.41	3

Q600a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Certified Nurse's Aide

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	2%	4	6.3	19
	2025	4%	6	6.0	30
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	5.0	5
	100-249 employees				
	250 employees or more	9%	5	6.3	25
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	11%	6	6.0	30
Sectors Supported	Adult Behavioral Health	11%	4	8.0	24
	Arts, Culture, Humanities				
	Basic Needs	4%	1	2.0	2
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	5%	1	3.0	3
	Community Justice				
	Dev./Intell. Disabilities	10%	4	3.0	9
	Education	6%	2	1.0	1
	Employment or job	4%	1	3.0	3
	Environment				
	Health care (non-hospital)	9%	2	11.0	22
	Higher Education				
	Housing/Homelessness	3%	1	2.0	2
	Mental Health	8%	3	7.3	22
	Public Benefit	5%	1	3.0	3
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	7%	2	4.0	8
	1970-1979	7%	2	10.5	21
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	3%	3	9.0	27
	Male	5%	3	1.5	3
Experience as Ex. Director/CEO	5 years or less	2%	1		
	6-10 years	2%	1	5.0	5
	11-20 years	9%	2	2.0	4
	More than 20 years	5%	2	10.5	21

Q600a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Certified Nurse's Aide

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$18.12	\$17.00	\$17.18	\$17.36	\$18.68	\$20.00	3
	2025	\$22.60	\$18.75	\$19.30	\$21.29	\$23.00	\$30.68	5
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$30.68	\$30.68	\$30.68	\$30.68	\$30.68	\$30.68	1
	100-249 employees							
	250 employees or more	\$20.59	\$18.75	\$19.16	\$20.30	\$21.72	\$23.00	4
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$22.60	\$18.75	\$19.30	\$21.29	\$23.00	\$30.68	5
Sectors Supported	Adult Behavioral Health	\$21.20	\$19.30	\$20.30	\$21.29	\$22.15	\$23.00	3
	Arts, Culture, Humanities							
	Basic Needs	\$21.29	\$21.29	\$21.29	\$21.29	\$21.29	\$21.29	1
	Children's Serv./Youth dev.	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	1
	Comm, volunteerism, econ	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	1
	Community Justice							
	Dev./Intell. Disabilities	\$22.91	\$18.75	\$19.03	\$19.30	\$24.99	\$30.68	3
	Education	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	1
	Employment or job	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	1
	Environment							
	Health care (non-hospital)	\$21.15	\$19.30	\$20.23	\$21.15	\$22.08	\$23.00	2
	Higher Education							
	Housing/Homelessness	\$21.29	\$21.29	\$21.29	\$21.29	\$21.29	\$21.29	1
	Mental Health	\$21.01	\$18.75	\$20.02	\$21.29	\$22.15	\$23.00	3
	Public Benefit	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	\$19.30	1
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	\$18.75	1
	1950-1969	\$24.99	\$19.30	\$22.15	\$24.99	\$27.84	\$30.68	2
	1970-1979	\$22.15	\$21.29	\$21.72	\$22.15	\$22.57	\$23.00	2
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$24.33	\$19.30	\$21.15	\$23.00	\$26.84	\$30.68	3
	Male	\$20.02	\$18.75	\$19.39	\$20.02	\$20.66	\$21.29	2
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$30.68	\$30.68	\$30.68	\$30.68	\$30.68	\$30.68	1
	11-20 years	\$19.03	\$18.75	\$18.89	\$19.03	\$19.16	\$19.30	2
	More than 20 years	\$22.15	\$21.29	\$21.72	\$22.15	\$22.57	\$23.00	2

Q600a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Personal Care Assistant

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	2%	3	8.0	24
	2025	1%	2	35.5	71
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	3%	1	18.0	18
	250 employees or more	2%	1	53.0	53
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	4%	2	35.5	71
Sectors Supported	Adult Behavioral Health	3%	1	53.0	53
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.				
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities				
	Education				
	Employment or job				
	Environment				
	Health care (non-hospital)	9%	2	35.5	71
	Higher Education				
	Housing/Homelessness				
	Mental Health	3%	1	53.0	53
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950				
	1950-1969	3%	1	53.0	53
	1970-1979	4%	1	18.0	18
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	53.0	53
	Male	2%	1	18.0	18
Experience as Ex. Director/CEO	5 years or less	2%	1	53.0	53
	6-10 years	2%	1	18.0	18
	11-20 years				
	More than 20 years				

Q600a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Personal Care Assistant

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$15.34	\$14.50	\$14.76	\$15.01	\$15.77	\$16.52	3
	2025	\$19.20	\$18.25	\$18.72	\$19.20	\$19.67	\$20.14	2
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	1
	250 employees or more	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$19.20	\$18.25	\$18.72	\$19.20	\$19.67	\$20.14	2
Sectors Supported	Adult Behavioral Health	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.							
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities							
	Education							
	Employment or job							
	Environment							
	Health care (non-hospital)	\$19.20	\$18.25	\$18.72	\$19.20	\$19.67	\$20.14	2
	Higher Education							
	Housing/Homelessness							
	Mental Health	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950							
	1950-1969	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
	1970-1979	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
	Male	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	1
Experience as Ex. Director/CEO	5 years or less	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
	6-10 years	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	\$20.14	1
	11-20 years							
	More than 20 years							

Q600a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - Direct Care Worker

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	29%	52	131.7	6,846
	2025	36%	58	111.4	6,348
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	23.5	47
	50-99 employees	30%	7	34.0	238
	100-249 employees	57%	20	69.4	1,388
	250 employees or more	51%	29	167.0	4,675
Total Operating Expenses	Less than \$250k	43%	3	152.7	458
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	20%	10	29.7	297
	\$5m-\$9.99m	25%	5	137.6	688
	\$10m or more	68%	39	127.2	4,832
Sectors Supported	Adult Behavioral Health	67%	24	129.7	2,984
	Arts, Culture, Humanities				
	Basic Needs	29%	7	82.7	579
	Children's Serv./Youth dev.	38%	19	82.5	1,568
	Comm, volunteerism, econ	14%	3	136.3	409
	Community Justice	36%	4	71.5	286
	Dev./Intell. Disabilities	95%	37	156.9	5,647
	Education	32%	10	82.3	741
	Employment or job	54%	14	97.1	1,360
	Environment				
	Health care (non-hospital)	43%	10	73.2	732
	Higher Education				
	Housing/Homelessness	43%	17	92.9	1,579
	Mental Health	55%	22	97.2	2,139
	Public Benefit	16%	3	164.3	493
	Recreation, sports, leisure	20%	1	20.0	20
	Seniors	32%	6	61.8	371
Year Founded	Before 1950	43%	10	53.1	531
	1950-1969	69%	20	141.3	2,825
	1970-1979	30%	8	127.5	1,020
	1980-1989	40%	12	135.8	1,630
	1990-1999	21%	3	38.3	115
	2000 or later	8%	2	45.5	91
Ex. Director/CEO Gender	Female	38%	37	109.2	4,041
	Male	36%	20	117.1	2,225
Experience as Ex. Director/CEO	5 years or less	33%	16	91.0	1,365
	6-10 years	41%	18	147.3	2,652
	11-20 years	48%	11	74.0	814
	More than 20 years	30%	11	135.9	1,495

Q600a_9_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Direct Care Worker

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$17.38	\$13.16	\$16.17	\$17.00	\$17.49	\$35.00	52
	2025	\$19.90	\$16.50	\$18.54	\$19.22	\$20.87	\$26.96	57
All Employees	Fewer than 10 employees							
	10-49 employees	\$22.26	\$20.01	\$21.13	\$22.26	\$23.38	\$24.50	2
	50-99 employees	\$18.75	\$17.50	\$17.87	\$18.98	\$19.53	\$19.96	7
	100-249 employees	\$20.05	\$16.50	\$18.69	\$19.32	\$20.90	\$26.56	20
	250 employees or more	\$19.91	\$17.00	\$18.55	\$19.17	\$20.37	\$26.96	28
Total Operating Expenses	Less than \$250k	\$19.22	\$17.77	\$18.58	\$19.38	\$19.95	\$20.52	3
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$19.11	\$16.50	\$17.78	\$18.74	\$19.83	\$24.50	10
	\$5m-\$9.99m	\$18.56	\$17.77	\$18.25	\$18.66	\$19.00	\$19.14	5
	\$10m or more	\$20.37	\$17.00	\$18.70	\$19.56	\$21.57	\$26.96	38
Sectors Supported	Adult Behavioral Health	\$20.36	\$16.50	\$18.58	\$19.62	\$21.47	\$26.96	23
	Arts, Culture, Humanities							
	Basic Needs	\$19.29	\$16.50	\$18.17	\$18.61	\$20.55	\$22.50	7
	Children's Serv./Youth dev.	\$20.40	\$17.00	\$18.65	\$19.50	\$21.34	\$26.96	19
	Comm, volunteerism, econ	\$21.04	\$18.95	\$20.31	\$21.67	\$22.09	\$22.50	3
	Community Justice	\$21.05	\$18.04	\$18.99	\$20.90	\$22.96	\$24.34	4
	Dev./Intell. Disabilities	\$19.37	\$17.00	\$18.48	\$19.03	\$19.80	\$24.34	36
	Education	\$19.56	\$17.00	\$18.25	\$19.00	\$19.76	\$23.19	9
	Employment or job	\$19.69	\$16.50	\$18.34	\$18.98	\$20.97	\$24.34	14
	Environment							
	Health care (non-hospital)	\$21.64	\$18.60	\$19.93	\$20.94	\$22.82	\$26.96	10
	Higher Education							
	Housing/Homelessness	\$19.66	\$16.50	\$18.04	\$18.74	\$21.00	\$26.96	17
	Mental Health	\$20.76	\$16.50	\$18.80	\$20.47	\$22.29	\$26.96	22
	Public Benefit	\$20.82	\$18.95	\$19.98	\$21.00	\$21.75	\$22.50	3
	Recreation, sports, leisure	\$24.34	\$24.34	\$24.34	\$24.34	\$24.34	\$24.34	1
	Seniors	\$20.56	\$17.91	\$19.14	\$20.21	\$21.50	\$24.34	6
Year Founded	Before 1950	\$21.08	\$17.00	\$19.57	\$20.42	\$22.81	\$26.56	10
	1950-1969	\$19.46	\$17.50	\$18.64	\$19.03	\$19.82	\$22.93	20
	1970-1979	\$20.18	\$18.04	\$18.49	\$19.38	\$21.42	\$24.05	8
	1980-1989	\$18.88	\$17.15	\$18.39	\$19.07	\$19.24	\$20.52	12
	1990-1999	\$20.21	\$16.50	\$18.06	\$19.62	\$22.06	\$24.50	3
	2000 or later	\$22.33	\$17.69	\$20.01	\$22.33	\$24.64	\$26.96	2
Ex. Director/CEO Gender	Female	\$19.70	\$17.15	\$18.50	\$19.04	\$20.01	\$26.96	37
	Male	\$20.10	\$16.50	\$18.55	\$19.42	\$21.07	\$26.56	19
Experience as Ex. Director/CEO	5 years or less	\$19.51	\$17.77	\$18.38	\$18.61	\$19.53	\$24.50	15
	6-10 years	\$20.27	\$16.50	\$19.00	\$19.63	\$20.96	\$26.56	18
	11-20 years	\$20.51	\$17.00	\$17.98	\$19.62	\$22.10	\$26.96	11
	More than 20 years	\$19.51	\$17.50	\$18.65	\$19.19	\$20.30	\$22.68	11

Q600a_10_1: For each type of position contained in your organization, please indicate the number of employees in that category - Case Manager/Nonclinical Social Worker

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	33%	59	12.7	747
	2025	39%	62	12.1	739
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	12.3	37
	50-99 employees	39%	9	7.2	65
	100-249 employees	60%	21	13.0	274
	250 employees or more	51%	29	13.0	363
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	20%	3	2.0	6
	\$1m-\$4.99m	27%	14	6.1	85
	\$5m-\$9.99m	40%	8	8.9	71
	\$10m or more	63%	36	16.1	562
Sectors Supported	Adult Behavioral Health	69%	25	15.3	366
	Arts, Culture, Humanities				
	Basic Needs	54%	13	9.3	121
	Children's Serv./Youth dev.	52%	26	16.6	432
	Comm, volunteerism, econ	23%	5	6.6	33
	Community Justice	45%	5	8.8	44
	Dev./Intell. Disabilities	46%	18	9.4	159
	Education	39%	12	9.7	107
	Employment or job	46%	12	7.5	90
	Environment				
	Health care (non-hospital)	48%	11	15.1	166
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	68%	27	15.2	411
	Mental Health	73%	29	15.5	450
	Public Benefit	32%	6	7.8	47
	Recreation, sports, leisure	40%	2	2.0	4
	Seniors	47%	9	12.1	109
Year Founded	Before 1950	48%	11	13.5	148
	1950-1969	48%	14	16.2	227
	1970-1979	48%	13	9.3	121
	1980-1989	40%	12	13.3	159
	1990-1999	14%	2	2.5	5
	2000 or later	13%	3	18.0	54
Ex. Director/CEO Gender	Female	39%	38	11.2	425
	Male	42%	23	13.9	306
Experience as Ex. Director/CEO	5 years or less	29%	14	12.6	164
	6-10 years	43%	19	10.5	199
	11-20 years	48%	11	13.4	147
	More than 20 years	43%	16	11.1	177

Q600a_10_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Case Manager/Nonclinical Social Worker

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$22.00	\$14.67	\$18.78	\$20.37	\$23.02	\$39.83	59
	2025	\$24.89	\$18.00	\$22.41	\$24.00	\$26.50	\$40.06	61
All Employees	Fewer than 10 employees							
	10-49 employees	\$27.08	\$22.00	\$23.20	\$24.39	\$29.62	\$34.85	3
	50-99 employees	\$24.56	\$20.50	\$23.00	\$23.61	\$26.44	\$30.00	9
	100-249 employees	\$24.71	\$19.84	\$21.96	\$24.65	\$26.50	\$37.10	21
	250 employees or more	\$24.90	\$18.00	\$22.59	\$24.14	\$26.37	\$40.06	28
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$23.33	\$18.00	\$20.00	\$22.00	\$26.00	\$30.00	3
	\$1m-\$4.99m	\$24.73	\$20.50	\$22.74	\$23.54	\$26.44	\$34.85	14
	\$5m-\$9.99m	\$24.11	\$19.84	\$24.00	\$24.20	\$24.81	\$26.78	8
	\$10m or more	\$25.37	\$19.54	\$22.63	\$24.65	\$26.61	\$40.06	35
Sectors Supported	Adult Behavioral Health	\$24.44	\$19.54	\$21.91	\$23.64	\$26.37	\$35.49	24
	Arts, Culture, Humanities							
	Basic Needs	\$23.98	\$18.00	\$22.00	\$23.61	\$26.50	\$28.53	13
	Children's Serv./Youth dev.	\$24.92	\$19.84	\$23.05	\$24.14	\$26.46	\$37.10	26
	Comm, volunteerism, econ	\$29.10	\$25.93	\$26.50	\$27.42	\$28.53	\$37.10	5
	Community Justice	\$26.78	\$22.10	\$26.99	\$27.00	\$27.42	\$30.38	5
	Dev./Intell. Disabilities	\$24.58	\$19.54	\$22.28	\$24.00	\$26.50	\$35.49	17
	Education	\$25.61	\$19.84	\$23.14	\$25.24	\$26.31	\$37.10	11
	Employment or job	\$25.67	\$20.14	\$23.49	\$24.76	\$26.73	\$37.10	12
	Environment							
	Health care (non-hospital)	\$25.64	\$20.14	\$23.50	\$25.79	\$26.56	\$35.49	11
	Higher Education	\$37.10	\$37.10	\$37.10	\$37.10	\$37.10	\$37.10	1
	Housing/Homelessness	\$25.06	\$19.66	\$22.75	\$24.00	\$26.47	\$40.06	27
	Mental Health	\$24.55	\$19.54	\$21.96	\$24.00	\$26.50	\$37.10	29
	Public Benefit	\$27.51	\$23.61	\$24.48	\$26.47	\$27.32	\$37.10	6
	Recreation, sports, leisure	\$33.74	\$30.38	\$32.06	\$33.74	\$35.42	\$37.10	2
	Seniors	\$28.84	\$20.86	\$25.55	\$26.61	\$30.38	\$40.06	9
Year Founded	Before 1950	\$25.82	\$20.14	\$23.86	\$26.00	\$27.57	\$30.38	11
	1950-1969	\$23.14	\$19.66	\$21.83	\$23.00	\$25.16	\$26.78	14
	1970-1979	\$24.38	\$19.54	\$21.16	\$23.61	\$25.00	\$40.06	13
	1980-1989	\$23.56	\$18.00	\$22.49	\$23.74	\$24.65	\$30.00	12
	1990-1999	\$28.41	\$21.96	\$25.18	\$28.41	\$31.63	\$34.85	2
	2000 or later	\$26.42	\$26.32	\$26.38	\$26.44	\$26.47	\$26.50	3
Ex. Director/CEO Gender	Female	\$24.96	\$18.00	\$23.00	\$24.14	\$26.49	\$37.10	38
	Male	\$24.72	\$19.66	\$22.00	\$24.00	\$26.57	\$40.06	22
Experience as Ex. Director/CEO	5 years or less	\$26.41	\$22.28	\$24.00	\$24.72	\$26.44	\$35.49	13
	6-10 years	\$23.61	\$18.00	\$20.88	\$23.00	\$26.50	\$29.23	19
	11-20 years	\$25.13	\$20.14	\$24.00	\$25.00	\$26.47	\$30.38	11
	More than 20 years	\$25.38	\$19.54	\$22.59	\$23.14	\$25.68	\$40.06	16

Q600a_22_1: For each type of position contained in your organization, please indicate the number of employees in that category - Bilingual Case Manager/Bilingual Nonclinical Social Worker

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2025	12%	19	3.3	63
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	13%	3	6.0	18
	100-249 employees	17%	6	3.3	20
	250 employees or more	18%	10	2.5	25
Total Operating Expenses	Less than \$250k	14%	1	2.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	8%	4	4.8	19
	\$5m-\$9.99m	10%	2	3.0	6
	\$10m or more	19%	11	3.0	33
Sectors Supported	Adult Behavioral Health	25%	9	3.4	31
	Arts, Culture, Humanities				
	Basic Needs	17%	4	5.3	21
	Children's Serv./Youth dev.	24%	12	3.8	45
	Comm, volunteerism, econ	5%	1	2.0	2
	Community Justice	9%	1	9.0	9
	Dev./Intell. Disabilities	18%	7	3.3	23
	Education	6%	2	3.0	6
	Employment or job	12%	3	1.3	4
	Environment				
	Health care (non-hospital)	13%	3	4.7	14
	Higher Education				
	Housing/Homelessness	20%	8	4.1	33
	Mental Health	28%	11	3.5	39
	Public Benefit	11%	2	5.0	10
	Recreation, sports, leisure				
	Seniors	21%	4	1.8	7
Year Founded	Before 1950	13%	3	2.7	8
	1950-1969	17%	5	2.8	14
	1970-1979	26%	7	3.6	25
	1980-1989	7%	2	3.5	7
	1990-1999	7%	1	8.0	8
	2000 or later	4%	1	1.0	1
Ex. Director/CEO Gender	Female	11%	11	4.0	44
	Male	13%	7	2.3	16
Experience as Ex. Director/CEO	5 years or less	15%	7	3.0	21
	6-10 years	9%	4	2.8	11
	11-20 years	22%	5	5.0	25
	More than 20 years	8%	3	2.0	6

Q600a_22_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Bilingual Case Manager/Bilingual Nonclinical Social Worker

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2025	\$25.78	\$20.40	\$23.47	\$25.00	\$27.00	\$36.06	19
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$23.94	\$20.83	\$22.42	\$24.00	\$25.50	\$26.99	3
	100-249 employees	\$25.01	\$21.66	\$23.21	\$25.13	\$26.30	\$28.85	6
	250 employees or more	\$26.81	\$20.40	\$23.74	\$25.00	\$29.21	\$36.06	10
Total Operating Expenses	Less than \$250k	\$33.97	\$33.97	\$33.97	\$33.97	\$33.97	\$33.97	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$25.17	\$20.83	\$23.21	\$25.50	\$27.46	\$28.85	4
	\$5m-\$9.99m	\$25.37	\$23.73	\$24.55	\$25.37	\$26.18	\$27.00	2
	\$10m or more	\$25.72	\$20.40	\$23.48	\$25.00	\$26.29	\$36.06	11
Sectors Supported	Adult Behavioral Health	\$24.41	\$20.40	\$22.95	\$24.00	\$26.25	\$29.95	9
	Arts, Culture, Humanities							
	Basic Needs	\$25.24	\$20.83	\$22.61	\$25.10	\$27.73	\$29.95	4
	Children's Serv./Youth dev.	\$25.10	\$20.83	\$23.61	\$25.00	\$26.49	\$29.95	12
	Comm, volunteerism, econ	\$29.95	\$29.95	\$29.95	\$29.95	\$29.95	\$29.95	1
	Community Justice	\$26.99	\$26.99	\$26.99	\$26.99	\$26.99	\$26.99	1
	Dev./Intell. Disabilities	\$25.22	\$20.40	\$23.48	\$24.00	\$25.63	\$33.97	7
	Education	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2
	Employment or job	\$25.53	\$23.75	\$23.88	\$24.00	\$26.43	\$28.85	3
	Environment							
	Health care (non-hospital)	\$24.40	\$22.95	\$23.48	\$24.00	\$25.13	\$26.25	3
	Higher Education							
	Housing/Homelessness	\$25.71	\$20.40	\$23.01	\$23.88	\$27.73	\$36.06	8
	Mental Health	\$24.40	\$20.40	\$23.35	\$24.00	\$25.63	\$29.95	11
	Public Benefit	\$22.42	\$20.83	\$21.62	\$22.42	\$23.21	\$24.00	2
	Recreation, sports, leisure							
	Seniors	\$29.08	\$24.00	\$25.74	\$28.14	\$31.48	\$36.06	4
Year Founded	Before 1950	\$26.65	\$25.00	\$25.00	\$25.00	\$27.48	\$29.95	3
	1950-1969	\$25.53	\$20.40	\$22.95	\$24.00	\$26.32	\$33.97	5
	1970-1979	\$25.76	\$20.83	\$22.71	\$24.00	\$27.00	\$36.06	7
	1980-1989	\$23.47	\$23.20	\$23.33	\$23.47	\$23.60	\$23.73	2
	1990-1999	\$26.25	\$26.25	\$26.25	\$26.25	\$26.25	\$26.25	1
	2000 or later	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
Ex. Director/CEO Gender	Female	\$25.09	\$20.83	\$23.47	\$24.00	\$26.29	\$33.97	11
	Male	\$26.99	\$20.40	\$23.33	\$27.00	\$29.40	\$36.06	7
Experience as Ex. Director/CEO	5 years or less	\$25.70	\$20.83	\$23.47	\$26.32	\$27.93	\$29.95	7
	6-10 years	\$24.95	\$20.40	\$21.35	\$22.71	\$26.31	\$33.97	4
	11-20 years	\$25.45	\$24.00	\$25.00	\$25.00	\$26.25	\$26.99	5
	More than 20 years	\$27.67	\$22.95	\$23.48	\$24.00	\$30.03	\$36.06	3

Q600a_11_1: For each type of position contained in your organization, please indicate the number of employees in that category - Board Certified Behavior Analyst (BCBA)

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	6%	11	3.1	34
	2025	7%	11	2.6	26
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	4.0	4
	100-249 employees	6%	2	2.5	5
	250 employees or more	14%	8	2.4	17
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	18%	10	2.8	25
Sectors Supported	Adult Behavioral Health	19%	7	2.7	16
	Arts, Culture, Humanities				
	Basic Needs	4%	1	3.0	3
	Children's Serv./Youth dev.	8%	4	3.5	14
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	28%	11	2.6	26
	Education	6%	2	6.0	6
	Employment or job	12%	3	2.0	6
	Environment				
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education				
	Housing/Homelessness	3%	1	1.0	1
	Mental Health	8%	3	1.0	3
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	5%	1	1.0	1
Year Founded	Before 1950	4%	1	6.0	6
	1950-1969	17%	5	2.8	14
	1970-1979	7%	2	1.0	2
	1980-1989	3%	1	3.0	3
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	9%	9	2.4	22
	Male	4%	2	4.0	4
Experience as Ex. Director/CEO	5 years or less	6%	3	2.0	4
	6-10 years	14%	6	2.8	17
	11-20 years				
	More than 20 years	5%	2	2.5	5

Q600a_11_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Board Certified Behavior Analyst (BCBA)

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$33.48	\$24.00	\$30.60	\$33.00	\$35.65	\$48.19	11
	2025	\$39.31	\$31.33	\$36.98	\$39.86	\$40.79	\$49.12	10
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$31.33	\$31.33	\$31.33	\$31.33	\$31.33	\$31.33	1
	100-249 employees	\$39.49	\$39.26	\$39.38	\$39.49	\$39.61	\$39.72	2
	250 employees or more	\$40.40	\$32.74	\$38.11	\$40.56	\$42.07	\$49.12	7
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$43.27	\$43.27	\$43.27	\$43.27	\$43.27	\$43.27	1
	\$10m or more	\$38.87	\$31.33	\$36.22	\$39.72	\$40.56	\$49.12	9
Sectors Supported	Adult Behavioral Health	\$39.78	\$32.74	\$37.10	\$39.86	\$40.65	\$49.12	6
	Arts, Culture, Humanities							
	Basic Needs	\$32.74	\$32.74	\$32.74	\$32.74	\$32.74	\$32.74	1
	Children's Serv./Youth dev.	\$38.14	\$32.74	\$37.63	\$39.63	\$40.14	\$40.56	4
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$39.31	\$31.33	\$36.98	\$39.86	\$40.79	\$49.12	10
	Education	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	Employment or job	\$39.85	\$39.26	\$39.49	\$39.72	\$40.14	\$40.56	3
	Environment							
	Health care (non-hospital)	\$49.12	\$49.12	\$49.12	\$49.12	\$49.12	\$49.12	1
	Higher Education							
	Housing/Homelessness	\$40.56	\$40.56	\$40.56	\$40.56	\$40.56	\$40.56	1
	Mental Health	\$40.38	\$39.72	\$40.14	\$40.56	\$40.72	\$40.87	3
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$39.72	\$39.72	\$39.72	\$39.72	\$39.72	\$39.72	1
Year Founded	Before 1950	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	1950-1969	\$37.96	\$31.33	\$36.22	\$39.26	\$39.72	\$43.27	5
	1970-1979	\$40.72	\$40.56	\$40.64	\$40.72	\$40.79	\$40.87	2
	1980-1989	\$32.74	\$32.74	\$32.74	\$32.74	\$32.74	\$32.74	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$39.65	\$31.33	\$39.26	\$40.00	\$40.87	\$49.12	9
	Male	\$36.22	\$36.22	\$36.22	\$36.22	\$36.22	\$36.22	1
Experience as Ex. Director/CEO	5 years or less	\$40.93	\$32.74	\$36.84	\$40.93	\$45.03	\$49.12	2
	6-10 years	\$39.02	\$31.33	\$39.38	\$39.86	\$40.42	\$43.27	6
	11-20 years							
	More than 20 years	\$38.55	\$36.22	\$37.38	\$38.55	\$39.71	\$40.87	2

Q600a_12_1: For each type of position contained in your organization, please indicate the number of employees in that category - Behavioral Health Licensed Counselor

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	20%	36	8.4	285
	2025	20%	32	10.7	331
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	4%	1	4.0	4
	100-249 employees	43%	15	10.5	157
	250 employees or more	28%	16	11.3	170
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	6%	3	2.0	6
	\$5m-\$9.99m	5%	1	4.0	4
	\$10m or more	47%	27	12.2	317
Sectors Supported	Adult Behavioral Health	64%	23	11.7	257
	Arts, Culture, Humanities				
	Basic Needs	17%	4	8.8	35
	Children's Serv./Youth dev.	36%	18	10.3	185
	Comm, volunteerism, econ	5%	1	4.0	4
	Community Justice				
	Dev./Intell. Disabilities	28%	11	6.3	63
	Education	29%	9	7.8	62
	Employment or job	15%	4	4.8	19
	Environment				
	Health care (non-hospital)	35%	8	17.4	139
	Higher Education				
	Housing/Homelessness	28%	11	12.5	137
	Mental Health	60%	24	12.5	301
	Public Benefit	5%	1	14.0	14
	Recreation, sports, leisure				
	Seniors	32%	6	7.2	43
Year Founded	Before 1950	30%	7	10.1	71
	1950-1969	28%	8	7.4	59
	1970-1979	33%	9	15.8	142
	1980-1989	13%	4	4.5	18
	1990-1999	14%	2	6.0	12
	2000 or later	4%	1	29.0	29
Ex. Director/CEO Gender	Female	15%	15	10.4	156
	Male	29%	16	10.5	157
Experience as Ex. Director/CEO	5 years or less	17%	8	7.1	50
	6-10 years	23%	10	8.5	85
	11-20 years	30%	7	16.0	112
	More than 20 years	16%	6	13.8	83

Q600a_12_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Behavioral Health Licensed Counselor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$35.37	\$23.00	\$28.26	\$31.94	\$35.98	\$116.21	34
	2025	\$33.94	\$1.00	\$33.59	\$35.30	\$37.21	\$42.80	31
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$39.04	\$39.04	\$39.04	\$39.04	\$39.04	\$39.04	1
	100-249 employees	\$31.23	\$1.00	\$32.76	\$35.25	\$36.23	\$40.58	15
	250 employees or more	\$36.31	\$30.27	\$34.50	\$36.21	\$38.11	\$42.80	15
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$35.70	\$32.00	\$34.03	\$36.06	\$37.55	\$39.04	3
	\$5m-\$9.99m	\$30.96	\$30.96	\$30.96	\$30.96	\$30.96	\$30.96	1
	\$10m or more	\$33.76	\$1.00	\$33.74	\$35.28	\$37.32	\$42.80	26
Sectors Supported	Adult Behavioral Health	\$35.10	\$9.75	\$34.25	\$36.03	\$37.32	\$42.80	22
	Arts, Culture, Humanities							
	Basic Needs	\$34.55	\$32.00	\$32.55	\$34.40	\$36.40	\$37.42	4
	Children's Serv./Youth dev.	\$33.62	\$1.00	\$33.28	\$35.13	\$36.99	\$40.58	18
	Comm, volunteerism, econ	\$32.73	\$32.73	\$32.73	\$32.73	\$32.73	\$32.73	1
	Community Justice							
	Dev./Intell. Disabilities	\$33.65	\$9.75	\$33.28	\$35.69	\$37.75	\$42.80	10
	Education	\$34.71	\$30.96	\$33.80	\$35.01	\$35.53	\$38.00	8
	Employment or job	\$29.08	\$9.75	\$27.58	\$34.79	\$36.30	\$37.00	4
	Environment							
	Health care (non-hospital)	\$36.65	\$33.65	\$34.78	\$36.13	\$38.51	\$40.58	8
	Higher Education							
	Housing/Homelessness	\$35.44	\$30.27	\$32.97	\$35.30	\$37.21	\$42.80	11
	Mental Health	\$33.49	\$1.00	\$33.54	\$35.65	\$37.57	\$42.80	24
	Public Benefit	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	1
	Recreation, sports, leisure							
	Seniors	\$30.27	\$9.75	\$32.18	\$32.97	\$36.01	\$37.00	6
Year Founded	Before 1950	\$30.16	\$1.00	\$32.97	\$35.00	\$35.61	\$38.00	7
	1950-1969	\$32.84	\$9.75	\$32.88	\$35.28	\$37.26	\$42.80	8
	1970-1979	\$35.43	\$30.27	\$34.00	\$35.00	\$37.00	\$41.00	9
	1980-1989	\$35.86	\$32.00	\$35.00	\$36.19	\$37.05	\$39.04	4
	1990-1999	\$38.32	\$36.06	\$37.19	\$38.32	\$39.45	\$40.58	2
	2000 or later	\$39.41	\$39.41	\$39.41	\$39.41	\$39.41	\$39.41	1
Ex. Director/CEO Gender	Female	\$34.02	\$9.75	\$33.76	\$35.25	\$37.61	\$40.58	15
	Male	\$33.72	\$1.00	\$33.43	\$36.00	\$36.91	\$42.80	15
Experience as Ex. Director/CEO	5 years or less	\$35.17	\$30.27	\$33.37	\$35.01	\$37.58	\$39.04	7
	6-10 years	\$29.56	\$1.00	\$31.60	\$34.55	\$36.05	\$42.80	10
	11-20 years	\$36.86	\$33.20	\$34.93	\$37.00	\$38.71	\$40.58	7
	More than 20 years	\$36.73	\$35.00	\$35.26	\$35.84	\$37.16	\$41.00	6

Q600a_13_1: For each type of position contained in your organization, please indicate the number of employees in that category - Behavioral Health Counselor

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	17%	30	8.5	246
	2025	23%	37	12.8	459
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	2.0	2
	50-99 employees	9%	2	3.0	6
	100-249 employees	43%	15	13.4	201
	250 employees or more	33%	19	13.9	250
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	2.0	2
	\$1m-\$4.99m	6%	3	2.3	7
	\$5m-\$9.99m	10%	2	11.0	22
	\$10m or more	53%	30	14.6	424
Sectors Supported	Adult Behavioral Health	69%	25	13.7	328
	Arts, Culture, Humanities				
	Basic Needs	21%	5	9.0	45
	Children's Serv./Youth dev.	36%	18	16.9	305
	Comm, volunteerism, econ	5%	1	5.0	5
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	33%	13	9.2	110
	Education	35%	11	16.3	163
	Employment or job	15%	4	4.3	17
	Environment				
	Health care (non-hospital)	39%	9	15.8	142
	Higher Education				
	Housing/Homelessness	30%	12	11.3	136
	Mental Health	65%	26	15.7	409
	Public Benefit	16%	3	5.0	15
	Recreation, sports, leisure				
	Seniors	26%	5	10.6	53
Year Founded	Before 1950	35%	8	16.3	130
	1950-1969	28%	8	13.3	106
	1970-1979	41%	11	14.1	155
	1980-1989	13%	4	5.8	23
	1990-1999	21%	3	7.0	21
	2000 or later	4%	1	23.0	23
Ex. Director/CEO Gender	Female	22%	21	10.2	215
	Male	27%	15	14.7	206
Experience as Ex. Director/CEO	5 years or less	25%	12	8.5	94
	6-10 years	18%	8	16.1	129
	11-20 years	35%	8	18.3	146
	More than 20 years	24%	9	10.0	90

Q600a_13_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Behavioral Health Counselor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$27.67	\$21.28	\$23.81	\$25.24	\$27.41	\$75.00	29
	2025	\$32.54	\$23.00	\$28.55	\$30.79	\$35.80	\$60.26	36
All Employees	Fewer than 10 employees							
	10-49 employees	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	1
	50-99 employees	\$34.22	\$30.25	\$32.23	\$34.22	\$36.20	\$38.18	2
	100-249 employees	\$30.89	\$23.00	\$27.30	\$28.84	\$33.34	\$40.87	15
	250 employees or more	\$34.04	\$25.00	\$29.37	\$32.35	\$36.01	\$60.26	18
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	1
	\$1m-\$4.99m	\$32.42	\$28.84	\$29.55	\$30.25	\$34.22	\$38.18	3
	\$5m-\$9.99m	\$34.09	\$27.30	\$30.69	\$34.09	\$37.48	\$40.87	2
	\$10m or more	\$32.83	\$23.00	\$28.84	\$31.60	\$35.69	\$60.26	29
Sectors Supported	Adult Behavioral Health	\$31.35	\$25.00	\$28.84	\$30.79	\$34.25	\$38.05	24
	Arts, Culture, Humanities							
	Basic Needs	\$31.04	\$27.00	\$28.84	\$30.54	\$32.69	\$36.11	5
	Children's Serv./Youth dev.	\$31.82	\$23.00	\$29.25	\$31.80	\$34.43	\$40.00	18
	Comm, volunteerism, econ	\$32.69	\$32.69	\$32.69	\$32.69	\$32.69	\$32.69	1
	Community Justice	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Dev./Intell. Disabilities	\$36.89	\$27.67	\$31.75	\$35.90	\$37.92	\$60.26	12
	Education	\$31.44	\$23.00	\$27.73	\$30.80	\$34.24	\$43.27	10
	Employment or job	\$31.22	\$27.00	\$28.38	\$29.92	\$32.76	\$38.05	4
	Environment							
	Health care (non-hospital)	\$30.69	\$27.30	\$28.84	\$29.16	\$32.67	\$38.05	9
	Higher Education							
	Housing/Homelessness	\$31.03	\$23.00	\$28.55	\$30.77	\$33.51	\$38.05	12
	Mental Health	\$31.91	\$26.29	\$28.88	\$30.79	\$34.74	\$40.00	26
	Public Benefit	\$27.00	\$23.00	\$25.00	\$27.00	\$29.00	\$31.00	3
	Recreation, sports, leisure							
	Seniors	\$31.64	\$27.00	\$30.57	\$31.00	\$32.69	\$36.94	5
Year Founded	Before 1950	\$34.53	\$30.00	\$31.90	\$33.84	\$37.22	\$40.00	8
	1950-1969	\$30.96	\$26.29	\$27.50	\$29.71	\$31.85	\$40.87	8
	1970-1979	\$30.42	\$25.00	\$27.49	\$28.84	\$30.77	\$43.27	11
	1980-1989	\$42.14	\$34.00	\$35.58	\$37.15	\$43.70	\$60.26	4
	1990-1999	\$29.50	\$27.00	\$27.92	\$28.84	\$30.76	\$32.67	3
	2000 or later	\$32.78	\$32.78	\$32.78	\$32.78	\$32.78	\$32.78	1
Ex. Director/CEO Gender	Female	\$32.86	\$23.00	\$27.67	\$30.57	\$36.11	\$60.26	21
	Male	\$31.89	\$25.00	\$28.84	\$31.07	\$35.27	\$40.00	14
Experience as Ex. Director/CEO	5 years or less	\$34.83	\$27.00	\$29.08	\$31.60	\$37.15	\$60.26	11
	6-10 years	\$31.52	\$27.00	\$27.30	\$30.42	\$34.42	\$40.00	8
	11-20 years	\$33.16	\$28.84	\$30.75	\$32.73	\$35.47	\$38.05	8
	More than 20 years	\$30.11	\$23.00	\$26.29	\$28.84	\$30.54	\$43.27	9

Q600a_14_1: For each type of position contained in your organization, please indicate the number of employees in that category - Occupational Therapist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	5%	9	5.8	46
	2025	5%	8	2.4	17
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	5.5	11
	250 employees or more	11%	6	1.2	6
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	11%	6	3.0	15
Sectors Supported	Adult Behavioral Health	8%	3	1.5	3
	Arts, Culture, Humanities				
	Basic Needs	4%	1	2.0	2
	Children's Serv./Youth dev.	10%	5	2.8	14
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	13%	5	3.3	13
	Education	16%	5	1.0	4
	Employment or job	4%	1	10.0	10
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	3%	1	2.0	2
	Mental Health	10%	4	1.3	5
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	13%	3	1.0	3
	1950-1969	10%	3	4.0	12
	1970-1979	4%	1	2.0	2
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	4	3.3	13
	Male	7%	4	1.3	4
Experience as Ex. Director/CEO	5 years or less	4%	2	1.0	1
	6-10 years	9%	4	3.3	13
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	2.0	2

Q600a_14_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Occupational Therapist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$38.54	\$18.32	\$31.24	\$35.04	\$45.75	\$63.66	8
	2025	\$42.49	\$26.55	\$34.75	\$36.00	\$48.91	\$67.54	7
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$51.69	\$35.84	\$43.77	\$51.69	\$59.62	\$67.54	2
	250 employees or more	\$38.80	\$26.55	\$33.65	\$36.00	\$47.00	\$50.82	5
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$50.60	\$33.65	\$42.12	\$50.60	\$59.07	\$67.54	2
	\$10m or more	\$39.24	\$26.55	\$35.84	\$36.00	\$47.00	\$50.82	5
Sectors Supported	Adult Behavioral Health	\$43.41	\$36.00	\$39.71	\$43.41	\$47.12	\$50.82	2
	Arts, Culture, Humanities							
	Basic Needs	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	1
	Children's Serv./Youth dev.	\$42.59	\$26.55	\$35.84	\$36.00	\$47.00	\$67.54	5
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$38.12	\$33.65	\$35.29	\$35.92	\$38.75	\$47.00	4
	Education	\$44.27	\$26.55	\$33.64	\$41.50	\$52.14	\$67.54	4
	Employment or job	\$35.84	\$35.84	\$35.84	\$35.84	\$35.84	\$35.84	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	1
	Mental Health	\$47.98	\$26.55	\$41.89	\$48.91	\$55.00	\$67.54	4
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$36.52	\$26.55	\$31.28	\$36.00	\$41.50	\$47.00	3
	1950-1969	\$45.68	\$33.65	\$34.75	\$35.84	\$51.69	\$67.54	3
	1970-1979	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$43.26	\$33.65	\$35.29	\$35.92	\$43.89	\$67.54	4
	Male	\$41.46	\$26.55	\$36.78	\$47.00	\$48.91	\$50.82	3
Experience as Ex. Director/CEO	5 years or less	\$26.55	\$26.55	\$26.55	\$26.55	\$26.55	\$26.55	1
	6-10 years	\$43.26	\$33.65	\$35.29	\$35.92	\$43.89	\$67.54	4
	11-20 years	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00	\$47.00	1
	More than 20 years	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	\$50.82	1

Q600a_15_1: For each type of position contained in your organization, please indicate the number of employees in that category - Speech and Language Therapist/Pathologist

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	4%	7	3.0	21
	2025	4%	6	3.2	16
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	6%	2	4.5	9
	250 employees or more	7%	4	2.3	7
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	7%	4	4.7	14
Sectors Supported	Adult Behavioral Health	6%	2	5.0	5
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Serv./Youth dev.	8%	4	3.8	15
	Comm, volunteerism, econ				
	Community Justice				
	Dev./Intell. Disabilities	13%	5	3.8	15
	Education	13%	4	2.3	7
	Employment or job	4%	1	8.0	8
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness				
	Mental Health	5%	2	1.0	2
	Public Benefit				
	Recreation, sports, leisure				
	Seniors				
Year Founded	Before 1950	9%	2	3.0	6
	1950-1969	10%	3	3.3	10
	1970-1979				
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	4	3.8	15
	Male	4%	2	1.0	1
Experience as Ex. Director/CEO	5 years or less	2%	1		
	6-10 years	9%	4	3.8	15
	11-20 years	4%	1	1.0	1
	More than 20 years				

Q600a_15_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Speech and Language Therapist/Pathologist

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$43.35	\$34.66	\$36.36	\$40.00	\$47.73	\$60.63	7
	2025	\$42.23	\$26.00	\$36.06	\$38.15	\$50.92	\$60.00	5
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$44.54	\$38.15	\$41.34	\$44.54	\$47.73	\$50.92	2
	250 employees or more	\$40.69	\$26.00	\$31.03	\$36.06	\$48.03	\$60.00	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$43.49	\$36.06	\$39.78	\$43.49	\$47.21	\$50.92	2
	\$10m or more	\$41.38	\$26.00	\$32.08	\$38.15	\$49.08	\$60.00	3
Sectors Supported	Adult Behavioral Health	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Serv./Youth dev.	\$43.77	\$26.00	\$35.11	\$44.54	\$53.19	\$60.00	4
	Comm, volunteerism, econ							
	Community Justice							
	Dev./Intell. Disabilities	\$40.05	\$26.00	\$33.55	\$37.11	\$43.61	\$60.00	4
	Education	\$45.64	\$26.00	\$38.46	\$50.92	\$55.46	\$60.00	3
	Employment or job	\$38.15	\$38.15	\$38.15	\$38.15	\$38.15	\$38.15	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness							
	Mental Health	\$55.46	\$50.92	\$53.19	\$55.46	\$57.73	\$60.00	2
	Public Benefit							
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$43.00	\$26.00	\$34.50	\$43.00	\$51.50	\$60.00	2
	1950-1969	\$41.71	\$36.06	\$37.11	\$38.15	\$44.54	\$50.92	3
	1970-1979							
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$37.78	\$26.00	\$33.55	\$37.11	\$41.34	\$50.92	4
	Male	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$37.78	\$26.00	\$33.55	\$37.11	\$41.34	\$50.92	4
	11-20 years	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	More than 20 years							

Q600a_16_1: For each type of position contained in your organization, please indicate the number of employees in that category - Vocational Counselor

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	12%	22	17.7	372
	2025	14%	23	6.0	139
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	17%	4	6.5	26
	100-249 employees	20%	7	4.0	28
	250 employees or more	21%	12	7.1	85
Total Operating Expenses	Less than \$250k	14%	1	8.0	8
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	12%	6	4.7	28
	\$5m-\$9.99m	5%	1	9.0	9
	\$10m or more	26%	15	6.3	94
Sectors Supported	Adult Behavioral Health	22%	8	8.5	68
	Arts, Culture, Humanities				
	Basic Needs	8%	2	2.0	4
	Children's Serv./Youth dev.	16%	8	6.8	54
	Comm, volunteerism, econ	5%	1	3.0	3
	Community Justice	9%	1	10.0	10
	Dev./Intell. Disabilities	41%	16	7.1	114
	Education	13%	4	7.0	28
	Employment or job	35%	9	5.4	49
	Environment				
	Health care (non-hospital)	13%	3	5.0	15
	Higher Education	25%	1	3.0	3
	Housing/Homelessness	18%	7	4.9	34
	Mental Health	30%	12	6.2	74
	Public Benefit	11%	2	5.0	10
	Recreation, sports, leisure	40%	2	6.5	13
	Seniors	16%	3	6.7	20
Year Founded	Before 1950	26%	6	7.5	45
	1950-1969	28%	8	6.3	50
	1970-1979	11%	3	10.0	30
	1980-1989	7%	2	2.5	5
	1990-1999	7%	1	1.0	1
	2000 or later	8%	2	2.5	5
Ex. Director/CEO Gender	Female	15%	15	6.8	102
	Male	15%	8	4.6	37
Experience as Ex. Director/CEO	5 years or less	13%	6	4.0	24
	6-10 years	14%	6	8.8	53
	11-20 years	26%	6	4.7	28
	More than 20 years	14%	5	6.8	34

Q600a_16_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Vocational Counselor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$19.32	\$16.00	\$17.38	\$18.82	\$20.43	\$25.75	22
	2025	\$20.94	\$2.00	\$19.15	\$21.52	\$23.22	\$29.00	23
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$20.40	\$17.69	\$19.68	\$20.45	\$21.16	\$23.00	4
	100-249 employees	\$23.00	\$17.77	\$21.88	\$22.50	\$24.00	\$29.00	7
	250 employees or more	\$19.92	\$2.00	\$18.70	\$20.00	\$23.47	\$26.70	12
Total Operating Expenses	Less than \$250k	\$20.08	\$20.08	\$20.08	\$20.08	\$20.08	\$20.08	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$22.01	\$17.69	\$20.39	\$21.78	\$24.50	\$25.50	6
	\$5m-\$9.99m	\$17.77	\$17.77	\$17.77	\$17.77	\$17.77	\$17.77	1
	\$10m or more	\$20.78	\$2.00	\$19.15	\$22.24	\$23.22	\$29.00	15
Sectors Supported	Adult Behavioral Health	\$22.09	\$18.02	\$19.81	\$22.26	\$23.55	\$26.70	8
	Arts, Culture, Humanities							
	Basic Needs	\$24.38	\$23.75	\$24.06	\$24.38	\$24.69	\$25.00	2
	Children's Serv./Youth dev.	\$20.14	\$2.00	\$18.70	\$21.25	\$24.49	\$29.00	8
	Comm, volunteerism, econ	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	Community Justice	\$23.06	\$23.06	\$23.06	\$23.06	\$23.06	\$23.06	1
	Dev./Intell. Disabilities	\$19.65	\$2.00	\$18.61	\$20.21	\$22.63	\$25.50	16
	Education	\$17.23	\$2.00	\$14.30	\$18.95	\$21.88	\$29.00	4
	Employment or job	\$22.43	\$17.69	\$20.08	\$23.00	\$23.75	\$29.00	9
	Environment							
	Health care (non-hospital)	\$23.74	\$21.52	\$22.26	\$23.00	\$24.85	\$26.70	3
	Higher Education	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	Housing/Homelessness	\$23.97	\$18.80	\$22.26	\$23.75	\$25.85	\$29.00	7
	Mental Health	\$20.89	\$2.00	\$19.63	\$22.26	\$23.55	\$29.00	12
	Public Benefit	\$26.00	\$23.00	\$24.50	\$26.00	\$27.50	\$29.00	2
	Recreation, sports, leisure	\$26.03	\$23.06	\$24.55	\$26.03	\$27.52	\$29.00	2
	Seniors	\$25.02	\$23.00	\$23.03	\$23.06	\$26.03	\$29.00	3
Year Founded	Before 1950	\$17.51	\$2.00	\$18.68	\$20.03	\$21.28	\$23.06	6
	1950-1969	\$21.32	\$17.77	\$19.57	\$21.42	\$23.09	\$25.50	8
	1970-1979	\$20.57	\$18.80	\$19.36	\$19.91	\$21.46	\$23.00	3
	1980-1989	\$23.00	\$22.24	\$22.62	\$23.00	\$23.37	\$23.75	2
	1990-1999	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	2000 or later	\$22.20	\$17.69	\$19.94	\$22.20	\$24.45	\$26.70	2
Ex. Director/CEO Gender	Female	\$22.02	\$17.69	\$19.71	\$22.24	\$23.38	\$29.00	15
	Male	\$18.93	\$2.00	\$18.31	\$20.80	\$23.14	\$25.00	8
Experience as Ex. Director/CEO	5 years or less	\$21.33	\$17.77	\$18.82	\$21.29	\$23.44	\$25.50	6
	6-10 years	\$21.26	\$18.80	\$19.71	\$20.45	\$22.67	\$25.00	6
	11-20 years	\$19.00	\$2.00	\$18.65	\$22.26	\$23.05	\$26.70	6
	More than 20 years	\$22.43	\$18.02	\$19.91	\$22.24	\$23.00	\$29.00	5

Q600a_17_1: For each type of position contained in your organization, please indicate the number of employees in that category - Teacher

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	8%	15	11.9	179
	2025	11%	18	8.4	142
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	6.3	19
	50-99 employees	4%	1	1.0	1
	100-249 employees	17%	6	3.5	21
	250 employees or more	14%	8	14.4	101
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	16.0	16
	\$1m-\$4.99m	6%	3	1.3	4
	\$5m-\$9.99m	20%	4	3.8	15
	\$10m or more	18%	10	11.9	107
Sectors Supported	Adult Behavioral Health	11%	4	13.3	40
	Arts, Culture, Humanities	5%	1	16.0	16
	Basic Needs	4%	1	30.0	30
	Children's Serv./Youth dev.	20%	10	13.0	130
	Comm, volunteerism, econ	9%	2	16.0	32
	Community Justice				
	Dev./Intell. Disabilities	26%	10	5.2	47
	Education	39%	12	8.8	97
	Employment or job	19%	5	8.6	43
	Environment				
	Health care (non-hospital)	4%	1	2.0	2
	Higher Education	25%	1	2.0	2
	Housing/Homelessness	3%	1	30.0	30
	Mental Health	13%	5	11.2	56
	Public Benefit	5%	1	1.0	1
	Recreation, sports, leisure				
	Seniors	5%	1	30.0	30
Year Founded	Before 1950	17%	4	16.3	65
	1950-1969	10%	3	14.3	43
	1970-1979	7%	2	3.0	6
	1980-1989	10%	3	2.0	6
	1990-1999	7%	1	2.0	2
	2000 or later	17%	4	5.0	20
Ex. Director/CEO Gender	Female	11%	11	5.4	59
	Male	11%	6	12.4	62
Experience as Ex. Director/CEO	5 years or less	6%	3	9.5	19
	6-10 years	9%	4	15.0	60
	11-20 years	22%	5	10.4	52
	More than 20 years	16%	6	1.8	11

Q600a_17_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Teacher

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$27.88	\$15.58	\$24.20	\$30.47	\$31.89	\$38.02	15
	2025	\$31.78	\$18.31	\$27.69	\$30.46	\$35.03	\$55.00	15
All Employees	Fewer than 10 employees							
	10-49 employees	\$43.00	\$31.00	\$37.00	\$43.00	\$49.00	\$55.00	2
	50-99 employees	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	1
	100-249 employees	\$30.90	\$23.07	\$27.60	\$29.07	\$35.08	\$40.00	6
	250 employees or more	\$31.17	\$24.00	\$29.37	\$31.98	\$33.87	\$36.06	6
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	1
	\$1m-\$4.99m	\$24.66	\$18.31	\$21.48	\$24.66	\$27.83	\$31.00	2
	\$5m-\$9.99m	\$31.79	\$27.88	\$28.72	\$29.63	\$32.70	\$40.00	4
	\$10m or more	\$30.66	\$23.07	\$26.63	\$31.98	\$34.52	\$36.69	8
Sectors Supported	Adult Behavioral Health	\$30.50	\$27.50	\$29.00	\$30.50	\$31.99	\$33.49	2
	Arts, Culture, Humanities	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	1
	Basic Needs	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Children's Serv./Youth dev.	\$33.38	\$24.00	\$29.00	\$30.46	\$34.00	\$55.00	9
	Comm, volunteerism, econ	\$27.50	\$24.00	\$25.75	\$27.50	\$29.25	\$31.00	2
	Community Justice							
	Dev./Intell. Disabilities	\$30.44	\$18.31	\$26.39	\$30.94	\$36.22	\$40.00	8
	Education	\$35.35	\$27.88	\$30.46	\$33.49	\$36.06	\$55.00	9
	Employment or job	\$29.38	\$18.31	\$24.00	\$27.88	\$36.69	\$40.00	5
	Environment							
	Health care (non-hospital)	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	1
	Higher Education	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	1
	Housing/Homelessness	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Mental Health	\$31.14	\$27.50	\$30.26	\$30.46	\$33.49	\$34.00	5
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
Year Founded	Before 1950	\$32.65	\$30.46	\$31.98	\$33.49	\$33.75	\$34.00	3
	1950-1969	\$30.32	\$24.00	\$27.13	\$30.26	\$33.48	\$36.69	3
	1970-1979	\$32.53	\$29.00	\$30.77	\$32.53	\$34.30	\$36.06	2
	1980-1989	\$30.32	\$23.07	\$25.48	\$27.88	\$33.94	\$40.00	3
	1990-1999	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	1
	2000 or later	\$34.77	\$18.31	\$24.66	\$31.00	\$43.00	\$55.00	3
Ex. Director/CEO Gender	Female	\$31.75	\$18.31	\$27.50	\$30.26	\$36.06	\$55.00	9
	Male	\$31.49	\$24.00	\$29.00	\$30.46	\$34.00	\$40.00	5
Experience as Ex. Director/CEO	5 years or less	\$29.73	\$29.00	\$29.37	\$29.73	\$30.10	\$30.46	2
	6-10 years	\$30.32	\$24.00	\$27.13	\$30.26	\$33.48	\$36.69	3
	11-20 years	\$33.66	\$18.31	\$27.50	\$33.49	\$34.00	\$55.00	5
	More than 20 years	\$31.60	\$23.07	\$27.88	\$31.00	\$36.06	\$40.00	5

Q600a_18_1: For each type of position contained in your organization, please indicate the number of employees in that category - Child Day Care Teacher

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	6%	11	12.8	141
	2025	7%	11	12.4	136
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	12.5	25
	50-99 employees	4%	1	2.0	2
	100-249 employees	6%	2	8.0	16
	250 employees or more	11%	6	15.5	93
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	5.0	5
	\$1m-\$4.99m	4%	2	11.0	22
	\$5m-\$9.99m	5%	1	3.0	3
	\$10m or more	12%	7	15.1	106
Sectors Supported	Adult Behavioral Health	11%	4	13.8	55
	Arts, Culture, Humanities				
	Basic Needs	8%	2	30.5	61
	Children's Serv./Youth dev.	22%	11	12.4	136
	Comm, volunteerism, econ	9%	2	30.5	61
	Community Justice	9%	1	9.0	9
	Dev./Intell. Disabilities	8%	3	8.7	26
	Education	16%	5	11.6	58
	Employment or job	8%	2	21.0	42
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	10%	4	21.3	85
	Mental Health	10%	4	13.3	53
	Public Benefit	5%	1	9.0	9
	Recreation, sports, leisure				
	Seniors	16%	3	25.3	76
Year Founded	Before 1950	13%	3	15.0	45
	1950-1969	7%	2	21.0	42
	1970-1979	7%	2	15.0	30
	1980-1989	7%	2	3.5	7
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	7%	7	8.1	57
	Male	7%	4	19.8	79
Experience as Ex. Director/CEO	5 years or less	8%	4	14.5	58
	6-10 years	7%	3	15.3	46
	11-20 years	9%	2	9.0	18
	More than 20 years	5%	2	7.0	14

Q600a_18_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Child Day Care Teacher

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$19.69	\$15.50	\$16.50	\$17.74	\$22.04	\$31.00	11
	2025	\$21.60	\$17.50	\$19.79	\$20.06	\$21.82	\$31.22	11
All Employees	Fewer than 10 employees							
	10-49 employees	\$17.75	\$17.50	\$17.63	\$17.75	\$17.88	\$18.00	2
	50-99 employees	\$27.09	\$27.09	\$27.09	\$27.09	\$27.09	\$27.09	1
	100-249 employees	\$25.61	\$20.00	\$22.81	\$25.61	\$28.42	\$31.22	2
	250 employees or more	\$20.64	\$19.57	\$20.02	\$20.31	\$21.36	\$22.00	6
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	1
	\$1m-\$4.99m	\$22.55	\$18.00	\$20.27	\$22.55	\$24.82	\$27.09	2
	\$5m-\$9.99m	\$21.63	\$21.63	\$21.63	\$21.63	\$21.63	\$21.63	1
	\$10m or more	\$21.92	\$19.57	\$20.00	\$20.06	\$21.28	\$31.22	7
Sectors Supported	Adult Behavioral Health	\$20.05	\$19.57	\$19.89	\$20.03	\$20.19	\$20.56	4
	Arts, Culture, Humanities							
	Basic Needs	\$20.79	\$19.57	\$20.18	\$20.79	\$21.39	\$22.00	2
	Children's Serv./Youth dev.	\$21.60	\$17.50	\$19.79	\$20.06	\$21.82	\$31.22	11
	Comm, volunteerism, econ	\$20.79	\$19.57	\$20.18	\$20.79	\$21.39	\$22.00	2
	Community Justice	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Dev./Intell. Disabilities	\$23.76	\$20.00	\$20.03	\$20.06	\$25.64	\$31.22	3
	Education	\$19.72	\$18.00	\$20.00	\$20.00	\$20.06	\$20.56	5
	Employment or job	\$26.61	\$22.00	\$24.31	\$26.61	\$28.92	\$31.22	2
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$20.41	\$19.57	\$19.89	\$20.03	\$20.55	\$22.00	4
	Mental Health	\$21.82	\$19.57	\$19.94	\$20.31	\$22.19	\$27.09	4
	Public Benefit	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Recreation, sports, leisure							
	Seniors	\$20.54	\$19.57	\$19.82	\$20.06	\$21.03	\$22.00	3
Year Founded	Before 1950	\$19.88	\$19.57	\$19.79	\$20.00	\$20.03	\$20.06	3
	1950-1969	\$26.61	\$22.00	\$24.31	\$26.61	\$28.92	\$31.22	2
	1970-1979	\$19.28	\$18.00	\$18.64	\$19.28	\$19.92	\$20.56	2
	1980-1989	\$22.30	\$17.50	\$19.90	\$22.30	\$24.69	\$27.09	2
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$22.05	\$17.50	\$19.00	\$20.00	\$23.83	\$31.22	7
	Male	\$20.82	\$19.57	\$19.94	\$20.85	\$21.72	\$22.00	4
Experience as Ex. Director/CEO	5 years or less	\$21.31	\$18.00	\$19.18	\$20.07	\$22.19	\$27.09	4
	6-10 years	\$24.41	\$20.00	\$21.00	\$22.00	\$26.61	\$31.22	3
	11-20 years	\$20.85	\$20.06	\$20.45	\$20.85	\$21.24	\$21.63	2
	More than 20 years	\$18.75	\$17.50	\$18.13	\$18.75	\$19.38	\$20.00	2

Q600a_19_1: For each type of position contained in your organization, please indicate the number of employees in that category - Teaching Assistant

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	9%	17	16.4	278
	2025	11%	17	20.5	328
All Employees	Fewer than 10 employees				
	10-49 employees	8%	3	7.3	22
	50-99 employees	4%	1	1.0	1
	100-249 employees	11%	4	15.3	61
	250 employees or more	16%	9	30.5	244
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	7%	1	6.0	6
	\$1m-\$4.99m	6%	3	5.7	17
	\$5m-\$9.99m	20%	4	10.5	42
	\$10m or more	16%	9	32.9	263
Sectors Supported	Adult Behavioral Health	14%	5	41.3	165
	Arts, Culture, Humanities				
	Basic Needs	4%	1	50.0	50
	Children's Serv./Youth dev.	26%	13	22.7	295
	Comm, volunteerism, econ	9%	2	27.0	54
	Community Justice	9%	1	21.0	21
	Dev./Intell. Disabilities	15%	6	36.6	183
	Education	42%	13	22.4	269
	Employment or job	12%	3	26.3	79
	Environment				
	Health care (non-hospital)				
	Higher Education	25%	1	4.0	4
	Housing/Homelessness	8%	3	32.0	96
	Mental Health	18%	7	12.4	87
	Public Benefit	5%	1	21.0	21
	Recreation, sports, leisure				
	Seniors	11%	2	37.5	75
Year Founded	Before 1950	22%	5	35.4	177
	1950-1969	7%	2	30.5	61
	1970-1979	7%	2	13.5	27
	1980-1989	13%	4	9.0	36
	1990-1999				
	2000 or later	4%	1	4.0	4
Ex. Director/CEO Gender	Female	9%	9	23.7	213
	Male	13%	7	17.8	107
Experience as Ex. Director/CEO	5 years or less	10%	5	10.8	43
	6-10 years	7%	3	59.3	178
	11-20 years	17%	4	11.8	47
	More than 20 years	14%	5	12.0	60

Q600a_19_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Teaching Assistant

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$16.90	\$14.00	\$14.50	\$16.00	\$17.98	\$25.57	17
	2025	\$19.10	\$15.75	\$17.00	\$18.75	\$19.62	\$25.00	16
All Employees	Fewer than 10 employees							
	10-49 employees	\$19.02	\$15.75	\$16.04	\$16.32	\$20.66	\$25.00	3
	50-99 employees	\$20.01	\$20.01	\$20.01	\$20.01	\$20.01	\$20.01	1
	100-249 employees	\$19.03	\$16.02	\$16.76	\$18.00	\$20.27	\$24.08	4
	250 employees or more	\$19.06	\$17.00	\$17.95	\$18.75	\$19.25	\$23.50	8
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$15.75	\$15.75	\$15.75	\$15.75	\$15.75	\$15.75	1
	\$1m-\$4.99m	\$20.44	\$16.32	\$18.17	\$20.01	\$22.51	\$25.00	3
	\$5m-\$9.99m	\$19.57	\$16.02	\$18.26	\$19.09	\$20.40	\$24.08	4
	\$10m or more	\$18.79	\$17.00	\$17.59	\$18.25	\$19.12	\$23.50	8
Sectors Supported	Adult Behavioral Health	\$19.32	\$17.00	\$17.59	\$18.40	\$20.13	\$23.50	4
	Arts, Culture, Humanities							
	Basic Needs	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	Children's Serv./Youth dev.	\$18.27	\$15.75	\$17.00	\$18.00	\$19.17	\$23.50	13
	Comm, volunteerism, econ	\$21.50	\$18.00	\$19.75	\$21.50	\$23.25	\$25.00	2
	Community Justice	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	Dev./Intell. Disabilities	\$19.67	\$17.79	\$18.50	\$19.00	\$19.00	\$24.08	5
	Education	\$19.39	\$16.02	\$17.00	\$18.75	\$20.49	\$25.00	12
	Employment or job	\$20.36	\$18.00	\$18.50	\$19.00	\$21.54	\$24.08	3
	Environment							
	Health care (non-hospital)							
	Higher Education	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	Housing/Homelessness	\$17.60	\$17.00	\$17.40	\$17.79	\$17.90	\$18.00	3
	Mental Health	\$18.90	\$16.02	\$17.40	\$18.50	\$19.75	\$23.50	7
	Public Benefit	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	Recreation, sports, leisure							
	Seniors	\$17.90	\$17.79	\$17.84	\$17.90	\$17.95	\$18.00	2
Year Founded	Before 1950	\$19.66	\$17.79	\$18.50	\$19.00	\$19.49	\$23.50	5
	1950-1969	\$17.01	\$16.02	\$16.52	\$17.01	\$17.51	\$18.00	2
	1970-1979	\$16.66	\$16.32	\$16.49	\$16.66	\$16.83	\$17.00	2
	1980-1989	\$19.71	\$15.75	\$18.19	\$19.51	\$21.03	\$24.08	4
	1990-1999							
	2000 or later	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
Ex. Director/CEO Gender	Female	\$18.91	\$15.75	\$16.32	\$17.00	\$20.01	\$25.00	9
	Male	\$18.66	\$17.79	\$18.13	\$18.75	\$19.13	\$19.49	6
Experience as Ex. Director/CEO	5 years or less	\$18.21	\$16.32	\$16.83	\$18.25	\$19.62	\$20.01	4
	6-10 years	\$17.67	\$16.02	\$17.01	\$18.00	\$18.50	\$19.00	3
	11-20 years	\$19.74	\$17.79	\$18.32	\$18.84	\$20.25	\$23.50	4
	More than 20 years	\$20.17	\$15.75	\$17.00	\$19.00	\$24.08	\$25.00	5

Q600a_20_1: For each type of position contained in your organization, please indicate the number of employees in that category - Recreation or Activity Leader

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	11%	19	5.2	99
	2025	12%	19	4.6	87
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	3.0	3
	50-99 employees	4%	1	1.0	1
	100-249 employees	17%	6	3.8	23
	250 employees or more	19%	11	5.5	60
Total Operating Expenses	Less than \$250k	14%	1	4.0	4
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	6%	3	2.0	6
	\$5m-\$9.99m	15%	3	11.3	34
	\$10m or more	21%	12	3.6	43
Sectors Supported	Adult Behavioral Health	19%	7	4.7	33
	Arts, Culture, Humanities				
	Basic Needs	8%	2	2.0	4
	Children's Serv./Youth dev.	18%	9	6.8	61
	Comm, volunteerism, econ	9%	2	3.5	7
	Community Justice	9%	1	3.0	3
	Dev./Intell. Disabilities	26%	10	3.2	32
	Education	6%	2	8.0	16
	Employment or job	23%	6	2.8	17
	Environment	29%	2	2.0	4
	Health care (non-hospital)	17%	4	4.0	16
	Higher Education				
	Housing/Homelessness	18%	7	4.1	29
	Mental Health	18%	7	4.7	33
	Public Benefit	5%	1	3.0	3
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	5%	1	15.0	15
Year Founded	Before 1950	17%	4	6.0	24
	1950-1969	21%	6	2.2	13
	1970-1979	7%	2	1.0	2
	1980-1989	7%	2	3.5	7
	1990-1999				
	2000 or later	13%	3	2.7	8
Ex. Director/CEO Gender	Female	11%	11	2.5	27
	Male	15%	8	7.5	60
Experience as Ex. Director/CEO	5 years or less	8%	4	2.3	9
	6-10 years	14%	6	1.3	8
	11-20 years	26%	6	9.7	58
	More than 20 years	8%	3	4.0	12

Q600a_20_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Recreation or Activity Leader

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$18.85	\$13.50	\$15.77	\$20.00	\$20.97	\$24.33	19
	2025	\$24.05	\$17.66	\$20.43	\$23.00	\$25.89	\$36.92	19
All Employees	Fewer than 10 employees							
	10-49 employees	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	50-99 employees	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	\$18.31	1
	100-249 employees	\$22.67	\$19.35	\$20.36	\$22.17	\$24.43	\$27.42	6
	250 employees or more	\$25.42	\$17.66	\$21.10	\$25.75	\$28.32	\$36.92	11
Total Operating Expenses	Less than \$250k	\$21.28	\$21.28	\$21.28	\$21.28	\$21.28	\$21.28	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$27.00	\$18.31	\$22.05	\$25.78	\$31.35	\$36.92	3
	\$5m-\$9.99m	\$22.14	\$17.66	\$20.33	\$23.00	\$24.38	\$25.75	3
	\$10m or more	\$24.02	\$18.65	\$20.67	\$23.06	\$26.36	\$32.62	12
Sectors Supported	Adult Behavioral Health	\$23.77	\$18.65	\$20.49	\$22.70	\$26.71	\$30.63	7
	Arts, Culture, Humanities							
	Basic Needs	\$30.02	\$27.42	\$28.72	\$30.02	\$31.32	\$32.62	2
	Children's Serv./Youth dev.	\$24.92	\$17.66	\$20.91	\$23.00	\$26.00	\$36.92	9
	Comm, volunteerism, econ	\$32.17	\$27.42	\$29.80	\$32.17	\$34.55	\$36.92	2
	Community Justice	\$27.42	\$27.42	\$27.42	\$27.42	\$27.42	\$27.42	1
	Dev./Intell. Disabilities	\$22.99	\$18.31	\$20.18	\$22.35	\$25.56	\$30.63	10
	Education	\$22.33	\$18.65	\$20.49	\$22.33	\$24.16	\$26.00	2
	Employment or job	\$23.32	\$18.31	\$19.74	\$21.10	\$25.89	\$32.62	6
	Environment	\$24.39	\$23.00	\$23.70	\$24.39	\$25.09	\$25.78	2
	Health care (non-hospital)	\$22.78	\$19.35	\$21.06	\$22.17	\$23.88	\$27.42	4
	Higher Education							
	Housing/Homelessness	\$24.46	\$18.65	\$20.13	\$21.63	\$29.03	\$32.62	7
	Mental Health	\$23.04	\$18.65	\$20.13	\$21.63	\$25.06	\$30.63	7
	Public Benefit	\$27.42	\$27.42	\$27.42	\$27.42	\$27.42	\$27.42	1
	Recreation, sports, leisure	\$25.78	\$25.78	\$25.78	\$25.78	\$25.78	\$25.78	1
	Seniors	\$18.65	\$18.65	\$18.65	\$18.65	\$18.65	\$18.65	1
Year Founded	Before 1950	\$22.45	\$18.65	\$19.18	\$22.57	\$25.84	\$26.00	4
	1950-1969	\$24.80	\$21.28	\$22.88	\$24.21	\$25.56	\$30.63	6
	1970-1979	\$21.27	\$20.91	\$21.09	\$21.27	\$21.45	\$21.63	2
	1980-1989	\$26.28	\$19.94	\$23.11	\$26.28	\$29.45	\$32.62	2
	1990-1999							
	2000 or later	\$26.08	\$18.31	\$20.66	\$23.00	\$29.96	\$36.92	3
Ex. Director/CEO Gender	Female	\$25.32	\$18.31	\$21.81	\$25.00	\$26.71	\$36.92	11
	Male	\$22.30	\$17.66	\$19.18	\$21.46	\$24.01	\$30.63	8
Experience as Ex. Director/CEO	5 years or less	\$25.48	\$21.28	\$22.57	\$24.00	\$26.91	\$32.62	4
	6-10 years	\$25.69	\$20.91	\$24.00	\$25.88	\$27.07	\$30.63	6
	11-20 years	\$22.09	\$17.66	\$18.40	\$19.00	\$21.06	\$36.92	6
	More than 20 years	\$22.81	\$19.94	\$21.32	\$22.70	\$24.24	\$25.78	3

Q600a_21_1: For each type of position contained in your organization, please indicate the number of employees in that category - Instructor

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	4%	7	4.3	30
	2025	6%	10	1.6	14
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	4.0	4
	50-99 employees	4%	1	2.0	2
	100-249 employees	6%	2	1.0	2
	250 employees or more	11%	6	1.2	6
Total Operating Expenses	Less than \$250k	14%	1	4.0	4
	\$250k-\$499k	13%	1	2.0	2
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	1.0	2
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	7%	4	1.3	4
Sectors Supported	Adult Behavioral Health	6%	2	1.0	1
	Arts, Culture, Humanities	10%	2	3.0	6
	Basic Needs				
	Children's Serv./Youth dev.	6%	3	1.0	3
	Comm, volunteerism, econ	5%	1	2.0	2
	Community Justice				
	Dev./Intell. Disabilities	13%	5	1.3	5
	Education	6%	2	1.0	1
	Employment or job	12%	3	1.3	4
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	5%	2	1.0	2
	Mental Health	8%	3	1.0	3
	Public Benefit	5%	1	4.0	4
	Recreation, sports, leisure				
	Seniors	5%	1	2.0	2
Year Founded	Before 1950				
	1950-1969	14%	4	1.3	5
	1970-1979	7%	2	1.0	2
	1980-1989				
	1990-1999	7%	1	4.0	4
	2000 or later	8%	2	1.5	3
Ex. Director/CEO Gender	Female	4%	4	1.3	5
	Male	9%	5	1.3	5
Experience as Ex. Director/CEO	5 years or less	10%	5	1.3	5
	6-10 years	9%	4	1.3	5
	11-20 years				
	More than 20 years				

Q600a_21_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Instructor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$19.81	\$13.67	\$15.00	\$21.97	\$24.01	\$25.00	7
	2025	\$25.85	\$20.00	\$23.34	\$25.67	\$28.00	\$32.50	9
All Employees	Fewer than 10 employees							
	10-49 employees	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	50-99 employees	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
	100-249 employees	\$29.09	\$25.67	\$27.38	\$29.09	\$30.79	\$32.50	2
	250 employees or more	\$25.30	\$20.00	\$23.34	\$24.23	\$26.93	\$32.00	5
Total Operating Expenses	Less than \$250k	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	\$250k-\$499k	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$26.25	\$20.00	\$23.13	\$26.25	\$29.38	\$32.50	2
	\$5m-\$9.99m	\$28.84	\$25.67	\$27.25	\$28.84	\$30.42	\$32.00	2
	\$10m or more	\$24.83	\$23.34	\$23.79	\$24.23	\$25.58	\$26.93	3
Sectors Supported	Adult Behavioral Health	\$23.34	\$23.34	\$23.34	\$23.34	\$23.34	\$23.34	1
	Arts, Culture, Humanities	\$24.00	\$20.00	\$22.00	\$24.00	\$26.00	\$28.00	2
	Basic Needs							
	Children's Serv./Youth dev.	\$28.20	\$25.67	\$26.30	\$26.93	\$29.47	\$32.00	3
	Comm, volunteerism, econ	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
	Community Justice							
	Dev./Intell. Disabilities	\$23.63	\$20.00	\$22.51	\$23.79	\$24.91	\$26.93	4
	Education	\$25.67	\$25.67	\$25.67	\$25.67	\$25.67	\$25.67	1
	Employment or job	\$29.14	\$26.93	\$27.47	\$28.00	\$30.25	\$32.50	3
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$25.14	\$23.34	\$24.24	\$25.14	\$26.03	\$26.93	2
	Mental Health	\$25.31	\$23.34	\$24.51	\$25.67	\$26.30	\$26.93	3
	Public Benefit	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Recreation, sports, leisure							
	Seniors	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
Year Founded	Before 1950							
	1950-1969	\$23.31	\$20.00	\$22.51	\$23.79	\$24.59	\$25.67	4
	1970-1979	\$29.47	\$26.93	\$28.20	\$29.47	\$30.73	\$32.00	2
	1980-1989							
	1990-1999	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	2000 or later	\$30.25	\$28.00	\$29.13	\$30.25	\$31.38	\$32.50	2
Ex. Director/CEO Gender	Female	\$25.15	\$20.00	\$24.25	\$26.30	\$27.20	\$28.00	4
	Male	\$28.02	\$23.34	\$24.01	\$28.12	\$32.13	\$32.50	4
Experience as Ex. Director/CEO	5 years or less	\$28.13	\$20.00	\$26.00	\$30.00	\$32.13	\$32.50	4
	6-10 years	\$25.04	\$23.34	\$24.01	\$24.95	\$25.99	\$26.93	4
	11-20 years							
	More than 20 years							

Q700a_1_1: For each type of position contained in your organization, please indicate the number of employees in that category - Driver

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	17%	30	4.7	137
	2025	19%	31	4.5	139
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	9%	2	5.0	10
	100-249 employees	31%	11	2.6	29
	250 employees or more	28%	16	6.1	98
Total Operating Expenses	Less than \$250k	14%	1	31.0	31
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	8%	4	3.0	12
	\$5m-\$9.99m	15%	3	2.7	8
	\$10m or more	37%	21	4.1	86
Sectors Supported	Adult Behavioral Health	33%	12	4.8	57
	Arts, Culture, Humanities				
	Basic Needs	21%	5	3.4	17
	Children's Serv./Youth dev.	22%	11	2.5	27
	Comm, volunteerism, econ	23%	5	4.4	22
	Community Justice	27%	3	7.0	21
	Dev./Intell. Disabilities	41%	16	6.1	98
	Education	23%	7	1.9	13
	Employment or job	35%	9	7.8	70
	Environment	14%	1	1.0	1
	Health care (non-hospital)	22%	5	3.8	19
	Higher Education				
	Housing/Homelessness	25%	10	3.1	31
	Mental Health	35%	14	4.1	58
	Public Benefit	16%	3	3.3	10
	Recreation, sports, leisure	20%	1	18.0	18
	Seniors	21%	4	7.8	31
Year Founded	Before 1950	17%	4	8.0	32
	1950-1969	34%	10	6.8	68
	1970-1979	22%	6	2.7	16
	1980-1989	13%	4	3.3	13
	1990-1999	7%	1	1.0	1
	2000 or later	13%	3	1.7	5
Ex. Director/CEO Gender	Female	19%	18	2.9	53
	Male	24%	13	6.6	86
Experience as Ex. Director/CEO	5 years or less	17%	8	6.4	51
	6-10 years	16%	7	2.7	19
	11-20 years	30%	7	5.4	38
	More than 20 years	22%	8	3.1	25

Q700a_1_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Driver

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$15.95	\$12.02	\$14.00	\$16.44	\$17.39	\$20.00	29
	2025	\$19.00	\$15.14	\$17.89	\$18.50	\$19.62	\$25.50	31
All Employees	Fewer than 10 employees							
	10-49 employees	\$20.00	\$19.00	\$19.50	\$20.00	\$20.50	\$21.00	2
	50-99 employees	\$17.70	\$16.92	\$17.31	\$17.70	\$18.09	\$18.48	2
	100-249 employees	\$18.85	\$16.00	\$17.89	\$18.50	\$19.16	\$22.38	11
	250 employees or more	\$19.14	\$15.14	\$18.00	\$18.54	\$20.34	\$25.50	16
Total Operating Expenses	Less than \$250k	\$15.14	\$15.14	\$15.14	\$15.14	\$15.14	\$15.14	1
	\$250k-\$499k	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	\$500k-\$999k	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
	\$1m-\$4.99m	\$17.48	\$16.00	\$16.69	\$17.70	\$18.49	\$18.50	4
	\$5m-\$9.99m	\$20.47	\$17.77	\$19.70	\$21.63	\$21.82	\$22.00	3
	\$10m or more	\$19.17	\$16.00	\$18.25	\$18.57	\$19.32	\$25.50	21
Sectors Supported	Adult Behavioral Health	\$19.21	\$16.28	\$18.06	\$18.75	\$19.47	\$25.50	12
	Arts, Culture, Humanities							
	Basic Needs	\$18.04	\$16.00	\$16.28	\$19.00	\$19.00	\$19.91	5
	Children's Serv./Youth dev.	\$18.58	\$16.00	\$18.14	\$18.50	\$18.95	\$21.63	11
	Comm, volunteerism, econ	\$18.27	\$16.00	\$16.28	\$19.00	\$19.08	\$21.00	5
	Community Justice	\$20.83	\$18.00	\$18.50	\$19.00	\$22.25	\$25.50	3
	Dev./Intell. Disabilities	\$19.26	\$15.14	\$18.13	\$18.49	\$19.94	\$25.50	16
	Education	\$19.40	\$18.00	\$18.50	\$18.57	\$20.13	\$22.00	7
	Employment or job	\$18.67	\$15.14	\$16.00	\$18.35	\$19.08	\$25.50	9
	Environment	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	Health care (non-hospital)	\$19.09	\$17.50	\$18.27	\$19.00	\$19.08	\$21.62	5
	Higher Education							
	Housing/Homelessness	\$17.94	\$16.00	\$17.31	\$18.18	\$18.61	\$19.91	10
	Mental Health	\$19.08	\$16.28	\$18.29	\$18.50	\$19.24	\$25.50	14
	Public Benefit	\$18.69	\$18.00	\$18.50	\$19.00	\$19.04	\$19.08	3
	Recreation, sports, leisure	\$25.50	\$25.50	\$25.50	\$25.50	\$25.50	\$25.50	1
	Seniors	\$19.28	\$16.00	\$16.21	\$17.80	\$20.87	\$25.50	4
Year Founded	Before 1950	\$19.71	\$16.28	\$17.95	\$18.54	\$20.30	\$25.50	4
	1950-1969	\$18.35	\$15.14	\$17.89	\$18.49	\$18.94	\$22.47	10
	1970-1979	\$18.98	\$17.25	\$17.71	\$18.80	\$19.75	\$21.62	6
	1980-1989	\$20.51	\$18.65	\$18.91	\$20.50	\$22.10	\$22.38	4
	1990-1999	\$18.27	\$18.27	\$18.27	\$18.27	\$18.27	\$18.27	1
	2000 or later	\$17.97	\$16.00	\$16.46	\$16.92	\$18.96	\$21.00	3
Ex. Director/CEO Gender	Female	\$19.02	\$16.92	\$18.29	\$18.58	\$19.21	\$22.38	18
	Male	\$18.98	\$15.14	\$16.28	\$18.50	\$21.00	\$25.50	13
Experience as Ex. Director/CEO	5 years or less	\$17.35	\$15.14	\$16.21	\$17.51	\$18.52	\$19.32	8
	6-10 years	\$19.19	\$16.00	\$18.42	\$19.00	\$20.00	\$22.47	7
	11-20 years	\$19.63	\$16.92	\$17.89	\$18.50	\$20.36	\$25.50	7
	More than 20 years	\$19.99	\$18.00	\$18.44	\$19.58	\$21.72	\$22.38	8

Q700a_2_1: For each type of position contained in your organization, please indicate the number of employees in that category - Custodian/Janitor

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	26%	47	3.2	145
	2025	31%	49	3.7	177
All Employees	Fewer than 10 employees				
	10-49 employees	5%	2	1.0	2
	50-99 employees	35%	8	1.5	12
	100-249 employees	43%	15	3.2	48
	250 employees or more	42%	24	5.0	115
Total Operating Expenses	Less than \$250k	29%	2	3.5	7
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	27%	14	1.7	24
	\$5m-\$9.99m	30%	6	1.8	11
	\$10m or more	47%	27	5.2	135
Sectors Supported	Adult Behavioral Health	53%	19	5.4	97
	Arts, Culture, Humanities	24%	5	2.4	12
	Basic Needs	33%	8	2.4	19
	Children's Serv./Youth dev.	30%	15	2.9	43
	Comm, volunteerism, econ	23%	5	4.8	24
	Community Justice	27%	3	2.0	6
	Dev./Intell. Disabilities	44%	17	4.9	79
	Education	23%	7	4.3	26
	Employment or job	50%	13	3.0	39
	Environment				
	Health care (non-hospital)	43%	10	3.0	30
	Higher Education	25%	1	9.0	9
	Housing/Homelessness	55%	22	3.8	84
	Mental Health	50%	20	4.2	83
	Public Benefit	26%	5	3.6	18
	Recreation, sports, leisure	40%	2	5.5	11
	Seniors	37%	7	3.7	26
Year Founded	Before 1950	39%	9	2.8	25
	1950-1969	38%	11	6.9	76
	1970-1979	37%	10	2.4	24
	1980-1989	30%	9	2.6	23
	1990-1999	14%	2	1.5	3
	2000 or later	13%	3	2.7	8
Ex. Director/CEO Gender	Female	25%	24	2.9	69
	Male	40%	22	4.8	100
Experience as Ex. Director/CEO	5 years or less	31%	15	2.3	32
	6-10 years	18%	8	5.6	45
	11-20 years	57%	13	2.1	27
	More than 20 years	27%	10	6.0	60

Q700a_2_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Custodian/Janitor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$17.15	\$13.00	\$15.00	\$16.00	\$17.97	\$37.00	46
	2025	\$20.49	\$15.00	\$18.00	\$20.00	\$22.54	\$28.85	48
All Employees	Fewer than 10 employees							
	10-49 employees	\$20.33	\$18.65	\$19.49	\$20.33	\$21.16	\$22.00	2
	50-99 employees	\$18.62	\$15.69	\$16.87	\$18.02	\$20.33	\$22.42	8
	100-249 employees	\$20.72	\$17.92	\$18.07	\$20.00	\$22.39	\$28.85	15
	250 employees or more	\$21.00	\$15.00	\$17.91	\$20.47	\$24.01	\$28.84	23
Total Operating Expenses	Less than \$250k	\$21.85	\$18.64	\$20.24	\$21.85	\$23.45	\$25.05	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$19.44	\$15.69	\$17.94	\$18.02	\$21.50	\$25.00	14
	\$5m-\$9.99m	\$20.40	\$17.95	\$18.06	\$19.79	\$22.49	\$24.00	6
	\$10m or more	\$20.97	\$15.00	\$18.23	\$20.52	\$23.02	\$28.85	26
Sectors Supported	Adult Behavioral Health	\$21.11	\$15.00	\$17.79	\$20.52	\$23.83	\$28.85	18
	Arts, Culture, Humanities	\$19.44	\$17.92	\$17.95	\$18.00	\$21.32	\$22.00	5
	Basic Needs	\$20.50	\$15.00	\$17.85	\$20.19	\$23.70	\$25.00	8
	Children's Serv./Youth dev.	\$21.33	\$15.00	\$20.00	\$20.47	\$23.14	\$28.85	15
	Comm, volunteerism, econ	\$22.06	\$17.27	\$20.75	\$23.27	\$24.01	\$25.00	5
	Community Justice	\$19.71	\$17.82	\$17.93	\$18.04	\$20.66	\$23.27	3
	Dev./Intell. Disabilities	\$19.47	\$15.00	\$16.41	\$18.45	\$20.73	\$28.85	16
	Education	\$20.51	\$17.92	\$20.12	\$20.61	\$21.40	\$22.28	6
	Employment or job	\$20.55	\$15.69	\$18.00	\$20.38	\$23.27	\$25.00	13
	Environment							
	Health care (non-hospital)	\$23.64	\$18.50	\$20.92	\$23.64	\$25.73	\$28.85	10
	Higher Education	\$20.75	\$20.75	\$20.75	\$20.75	\$20.75	\$20.75	1
	Housing/Homelessness	\$20.56	\$15.83	\$18.07	\$20.19	\$22.77	\$26.27	22
	Mental Health	\$21.21	\$15.83	\$18.33	\$20.52	\$22.53	\$28.85	20
	Public Benefit	\$21.61	\$20.00	\$20.00	\$20.75	\$23.27	\$24.01	5
	Recreation, sports, leisure	\$19.29	\$17.82	\$18.55	\$19.29	\$20.02	\$20.75	2
	Seniors	\$20.00	\$17.27	\$18.25	\$20.00	\$20.61	\$25.00	7
Year Founded	Before 1950	\$19.38	\$16.47	\$17.82	\$20.00	\$20.56	\$22.28	9
	1950-1969	\$20.84	\$15.83	\$17.50	\$18.64	\$24.51	\$28.84	11
	1970-1979	\$20.18	\$17.78	\$18.54	\$19.34	\$21.50	\$24.11	10
	1980-1989	\$20.10	\$15.00	\$18.00	\$20.38	\$22.00	\$25.00	9
	1990-1999	\$26.93	\$25.00	\$25.96	\$26.93	\$27.89	\$28.85	2
	2000 or later	\$19.99	\$15.69	\$16.85	\$18.00	\$22.14	\$26.27	3
Ex. Director/CEO Gender	Female	\$20.77	\$15.00	\$18.00	\$20.19	\$22.98	\$28.85	24
	Male	\$20.12	\$15.83	\$17.95	\$18.67	\$21.62	\$25.00	21
Experience as Ex. Director/CEO	5 years or less	\$19.95	\$15.00	\$18.00	\$18.65	\$21.31	\$28.84	14
	6-10 years	\$21.59	\$15.83	\$17.58	\$23.69	\$25.00	\$25.05	8
	11-20 years	\$20.81	\$15.69	\$18.04	\$20.00	\$22.28	\$28.85	13
	More than 20 years	\$20.28	\$16.21	\$18.11	\$21.04	\$21.88	\$25.00	10

Q700a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Property/Site Supervisor

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	22%	40	2.1	83
	2025	29%	47	1.7	77
All Employees	Fewer than 10 employees				
	10-49 employees	13%	5	1.2	6
	50-99 employees	17%	4	1.0	4
	100-249 employees	49%	17	1.8	30
	250 employees or more	37%	21	1.9	37
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	22%	11	1.5	16
	\$5m-\$9.99m	35%	7	1.0	7
	\$10m or more	49%	28	2.0	53
Sectors Supported	Adult Behavioral Health	53%	19	2.0	36
	Arts, Culture, Humanities	38%	8	1.3	10
	Basic Needs	21%	5	1.0	5
	Children's Serv./Youth dev.	30%	15	1.8	27
	Comm, volunteerism, econ	23%	5	1.6	8
	Community Justice	18%	2	1.0	2
	Dev./Intell. Disabilities	41%	16	2.1	31
	Education	26%	8	1.4	10
	Employment or job	35%	9	1.6	14
	Environment				
	Health care (non-hospital)	39%	9	1.7	15
	Higher Education	25%	1	1.0	1
	Housing/Homelessness	43%	17	1.7	29
	Mental Health	43%	17	1.5	26
	Public Benefit	21%	4	2.3	9
	Recreation, sports, leisure	40%	2	1.0	2
	Seniors	26%	5	2.0	10
Year Founded	Before 1950	43%	10	1.4	14
	1950-1969	24%	7	2.4	17
	1970-1979	30%	8	1.9	15
	1980-1989	33%	10	1.6	16
	1990-1999	7%	1	1.0	1
	2000 or later	13%	3	2.3	7
Ex. Director/CEO Gender	Female	25%	24	1.7	40
	Male	36%	20	1.8	34
Experience as Ex. Director/CEO	5 years or less	25%	12	1.2	13
	6-10 years	20%	9	1.1	10
	11-20 years	57%	13	1.8	23
	More than 20 years	27%	10	2.2	22

Q700a_3_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Property/Site Supervisor

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.17	\$15.00	\$23.00	\$25.98	\$31.74	\$65.50	40
	2025	\$32.01	\$18.11	\$26.19	\$30.03	\$38.81	\$56.31	46
All Employees	Fewer than 10 employees							
	10-49 employees	\$34.21	\$19.75	\$28.85	\$37.50	\$39.85	\$45.08	5
	50-99 employees	\$31.99	\$18.31	\$29.57	\$34.91	\$37.34	\$39.84	4
	100-249 employees	\$30.36	\$18.76	\$25.30	\$28.00	\$32.29	\$51.68	17
	250 employees or more	\$32.86	\$18.11	\$28.38	\$30.74	\$39.14	\$56.31	20
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$30.18	\$18.31	\$25.48	\$30.05	\$36.71	\$39.85	11
	\$5m-\$9.99m	\$32.21	\$24.04	\$24.85	\$28.56	\$39.05	\$45.08	7
	\$10m or more	\$32.81	\$18.11	\$27.56	\$30.31	\$39.49	\$56.31	27
Sectors Supported	Adult Behavioral Health	\$33.69	\$18.65	\$28.21	\$30.71	\$39.52	\$56.31	18
	Arts, Culture, Humanities	\$30.14	\$19.75	\$24.29	\$27.93	\$38.09	\$39.85	8
	Basic Needs	\$35.33	\$28.58	\$29.34	\$39.42	\$39.55	\$39.77	5
	Children's Serv./Youth dev.	\$34.17	\$18.76	\$26.94	\$36.06	\$40.08	\$56.31	15
	Comm, volunteerism, econ	\$36.88	\$29.34	\$36.05	\$36.92	\$39.42	\$42.67	5
	Community Justice	\$35.42	\$31.42	\$33.42	\$35.42	\$37.42	\$39.42	2
	Dev./Intell. Disabilities	\$30.60	\$18.11	\$22.57	\$30.31	\$36.06	\$56.31	15
	Education	\$36.12	\$23.95	\$25.15	\$39.00	\$41.64	\$56.31	7
	Employment or job	\$30.54	\$18.31	\$27.27	\$30.00	\$36.05	\$42.67	9
	Environment							
	Health care (non-hospital)	\$35.52	\$27.27	\$28.00	\$36.05	\$39.42	\$51.68	9
	Higher Education	\$42.67	\$42.67	\$42.67	\$42.67	\$42.67	\$42.67	1
	Housing/Homelessness	\$34.42	\$21.10	\$28.56	\$30.05	\$39.77	\$56.31	17
	Mental Health	\$33.73	\$18.76	\$27.27	\$31.42	\$39.77	\$56.31	17
	Public Benefit	\$37.04	\$30.00	\$34.54	\$37.74	\$40.23	\$42.67	4
	Recreation, sports, leisure	\$37.05	\$31.42	\$34.23	\$37.05	\$39.86	\$42.67	2
	Seniors	\$37.95	\$29.34	\$30.00	\$31.42	\$42.67	\$56.31	5
Year Founded	Before 1950	\$32.63	\$18.76	\$24.78	\$30.38	\$39.64	\$56.31	10
	1950-1969	\$30.05	\$18.65	\$24.67	\$32.29	\$36.28	\$37.50	7
	1970-1979	\$31.68	\$21.10	\$27.25	\$28.93	\$32.44	\$51.68	8
	1980-1989	\$30.20	\$18.11	\$27.39	\$28.72	\$30.25	\$45.08	10
	1990-1999	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	\$36.06	1
	2000 or later	\$32.85	\$18.31	\$27.62	\$36.92	\$40.12	\$43.32	3
Ex. Director/CEO Gender	Female	\$31.11	\$18.11	\$25.77	\$30.18	\$36.61	\$43.32	24
	Male	\$33.11	\$18.65	\$25.84	\$29.34	\$39.81	\$56.31	19
Experience as Ex. Director/CEO	5 years or less	\$27.56	\$18.11	\$24.52	\$28.56	\$29.70	\$39.55	11
	6-10 years	\$32.73	\$18.76	\$24.40	\$29.00	\$39.85	\$51.68	9
	11-20 years	\$35.44	\$18.31	\$30.00	\$36.06	\$39.00	\$56.31	13
	More than 20 years	\$33.21	\$18.65	\$29.22	\$34.91	\$39.39	\$42.67	10

Q700a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - Nutritionist/Dietician

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	3%	6	1.2	6
	2025	2%	3	3.7	11
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees				
	250 employees or more	5%	3	3.7	11
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	5%	3	3.7	11
Sectors Supported	Adult Behavioral Health	6%	2	3.0	6
	Arts, Culture, Humanities				
	Basic Needs	8%	2	4.5	9
	Children's Serv./Youth dev.	6%	3	3.7	11
	Comm, volunteerism, econ	5%	1	5.0	5
	Community Justice				
	Dev./Intell. Disabilities	5%	2	3.0	6
	Education	3%	1	2.0	2
	Employment or job	4%	1	5.0	5
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	3%	1	5.0	5
	Mental Health				
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	5%	1	5.0	5
Year Founded	Before 1950	4%	1	2.0	2
	1950-1969	3%	1	5.0	5
	1970-1979				
	1980-1989	3%	1	4.0	4
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	2%	2	3.0	6
	Male	2%	1	5.0	5
Experience as Ex. Director/CEO	5 years or less	2%	1	4.0	4
	6-10 years	5%	2	3.5	7
	11-20 years				
	More than 20 years				

Q700a_4_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Nutritionist/Dietician

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$28.40	\$18.22	\$28.00	\$30.00	\$30.76	\$35.00	5
	2025	\$26.11	\$23.00	\$24.50	\$26.00	\$27.67	\$29.34	3
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees							
	250 employees or more	\$26.11	\$23.00	\$24.50	\$26.00	\$27.67	\$29.34	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$26.11	\$23.00	\$24.50	\$26.00	\$27.67	\$29.34	3
Sectors Supported	Adult Behavioral Health	\$26.17	\$23.00	\$24.59	\$26.17	\$27.76	\$29.34	2
	Arts, Culture, Humanities							
	Basic Needs	\$27.67	\$26.00	\$26.84	\$27.67	\$28.51	\$29.34	2
	Children's Serv./Youth dev.	\$26.11	\$23.00	\$24.50	\$26.00	\$27.67	\$29.34	3
	Comm, volunteerism, econ	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	Community Justice							
	Dev./Intell. Disabilities	\$26.17	\$23.00	\$24.59	\$26.17	\$27.76	\$29.34	2
	Education	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Employment or job	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	Mental Health							
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
Year Founded	Before 1950	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	1950-1969	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
	1970-1979							
	1980-1989	\$29.34	\$29.34	\$29.34	\$29.34	\$29.34	\$29.34	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$26.17	\$23.00	\$24.59	\$26.17	\$27.76	\$29.34	2
	Male	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1
Experience as Ex. Director/CEO	5 years or less	\$29.34	\$29.34	\$29.34	\$29.34	\$29.34	\$29.34	1
	6-10 years	\$24.50	\$23.00	\$23.75	\$24.50	\$25.25	\$26.00	2
	11-20 years							
	More than 20 years							

Q700a_5_1: For each type of position contained in your organization, please indicate the number of employees in that category - Chef

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	6%	11	1.1	12
	2025	12%	19	1.4	26
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	9%	2	1.0	2
	100-249 employees	14%	5	2.4	12
	250 employees or more	21%	12	1.1	12
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	10%	5	1.8	9
	\$5m-\$9.99m	10%	2	2.0	4
	\$10m or more	21%	12	1.2	13
Sectors Supported	Adult Behavioral Health	19%	7	1.3	8
	Arts, Culture, Humanities				
	Basic Needs	21%	5	1.4	7
	Children's Serv./Youth dev.	16%	8	1.1	9
	Comm, volunteerism, econ	23%	5	1.4	7
	Community Justice	18%	2	1.5	3
	Dev./Intell. Disabilities	15%	6	1.4	7
	Education	13%	4	1.7	5
	Employment or job	31%	8	1.9	15
	Environment				
	Health care (non-hospital)	17%	4	1.3	5
	Higher Education				
	Housing/Homelessness	20%	8	1.3	10
	Mental Health	18%	7	1.3	9
	Public Benefit	16%	3	1.3	4
	Recreation, sports, leisure				
	Seniors	16%	3	1.3	4
Year Founded	Before 1950	13%	3	1.3	4
	1950-1969	24%	7	1.0	7
	1970-1979	4%	1	1.0	1
	1980-1989	13%	4	1.5	6
	1990-1999				
	2000 or later	8%	2	3.0	6
Ex. Director/CEO Gender	Female	11%	11	1.3	14
	Male	13%	7	1.8	11
Experience as Ex. Director/CEO	5 years or less	15%	7	1.8	11
	6-10 years	9%	4	1.3	5
	11-20 years	17%	4	1.0	4
	More than 20 years	8%	3	1.7	5

Q700a_5_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Chef

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$24.04	\$17.00	\$18.36	\$22.24	\$27.89	\$36.79	11
	2025	\$29.18	\$23.18	\$26.44	\$28.85	\$31.55	\$38.00	18
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$32.00	\$26.00	\$29.00	\$32.00	\$35.00	\$38.00	2
	100-249 employees	\$28.08	\$23.65	\$28.10	\$28.22	\$29.43	\$31.00	5
	250 employees or more	\$29.16	\$23.18	\$26.54	\$28.85	\$32.21	\$34.00	11
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$28.56	\$25.75	\$26.00	\$28.22	\$28.85	\$34.00	5
	\$5m-\$9.99m	\$30.83	\$23.65	\$27.24	\$30.83	\$34.41	\$38.00	2
	\$10m or more	\$29.16	\$23.18	\$27.42	\$29.43	\$31.37	\$32.69	11
Sectors Supported	Adult Behavioral Health	\$28.43	\$23.18	\$27.07	\$28.48	\$30.46	\$32.69	6
	Arts, Culture, Humanities							
	Basic Needs	\$29.03	\$26.34	\$26.73	\$28.10	\$30.00	\$34.00	5
	Children's Serv./Youth dev.	\$30.17	\$26.34	\$28.32	\$30.50	\$31.97	\$34.00	8
	Comm, volunteerism, econ	\$30.30	\$26.73	\$28.10	\$30.00	\$32.69	\$34.00	5
	Community Justice	\$30.40	\$28.10	\$29.25	\$30.40	\$31.54	\$32.69	2
	Dev./Intell. Disabilities	\$27.87	\$23.18	\$23.65	\$28.85	\$31.00	\$32.69	5
	Education	\$28.08	\$23.65	\$26.25	\$28.85	\$30.29	\$31.73	3
	Employment or job	\$29.75	\$23.65	\$27.66	\$29.11	\$31.42	\$38.00	8
	Environment							
	Health care (non-hospital)	\$31.45	\$28.10	\$30.28	\$31.85	\$33.02	\$34.00	4
	Higher Education							
	Housing/Homelessness	\$29.42	\$25.75	\$26.63	\$28.77	\$30.25	\$38.00	8
	Mental Health	\$29.49	\$26.00	\$27.42	\$28.85	\$31.37	\$34.00	7
	Public Benefit	\$30.60	\$28.10	\$29.55	\$31.00	\$31.85	\$32.69	3
	Recreation, sports, leisure							
	Seniors	\$29.24	\$26.73	\$28.37	\$30.00	\$30.50	\$31.00	3
Year Founded	Before 1950	\$29.10	\$26.73	\$27.79	\$28.85	\$30.29	\$31.73	3
	1950-1969	\$30.20	\$23.18	\$27.43	\$30.00	\$32.69	\$38.00	7
	1970-1979	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	1
	1980-1989	\$26.29	\$23.65	\$25.23	\$26.05	\$27.11	\$29.43	4
	1990-1999							
	2000 or later	\$31.11	\$28.22	\$29.67	\$31.11	\$32.56	\$34.00	2
Ex. Director/CEO Gender	Female	\$29.44	\$23.65	\$26.17	\$28.85	\$31.85	\$38.00	11
	Male	\$28.76	\$23.18	\$27.10	\$29.11	\$31.30	\$32.69	6
Experience as Ex. Director/CEO	5 years or less	\$27.94	\$25.75	\$26.44	\$27.48	\$28.69	\$31.73	6
	6-10 years	\$31.20	\$28.10	\$29.53	\$31.35	\$33.02	\$34.00	4
	11-20 years	\$32.64	\$28.85	\$30.46	\$31.85	\$34.02	\$38.00	4
	More than 20 years	\$24.28	\$23.18	\$23.42	\$23.65	\$24.83	\$26.00	3

Q700a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Cook

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	12%	22	2.8	62
	2025	16%	26	3.0	77
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	4%	1	4.0	4
	100-249 employees	23%	8	4.5	36
	250 employees or more	28%	16	2.3	36
Total Operating Expenses	Less than \$250k	14%	1	6.0	6
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k				
	\$1m-\$4.99m	10%	5	4.2	21
	\$5m-\$9.99m	15%	3	3.3	10
	\$10m or more	28%	16	2.4	39
Sectors Supported	Adult Behavioral Health	31%	11	2.1	23
	Arts, Culture, Humanities				
	Basic Needs	25%	6	2.5	15
	Children's Serv./Youth dev.	22%	11	2.0	22
	Comm, volunteerism, econ	14%	3	3.7	11
	Community Justice	18%	2	6.5	13
	Dev./Intell. Disabilities	23%	9	1.9	17
	Education	19%	6	1.8	11
	Employment or job	27%	7	5.3	37
	Environment				
	Health care (non-hospital)	26%	6	2.8	17
	Higher Education				
	Housing/Homelessness	33%	13	2.2	29
	Mental Health	28%	11	2.4	26
	Public Benefit	11%	2	4.0	8
	Recreation, sports, leisure				
	Seniors	16%	3	1.3	4
Year Founded	Before 1950	22%	5	2.0	10
	1950-1969	17%	5	3.6	18
	1970-1979	19%	5	2.0	10
	1980-1989	23%	7	1.9	13
	1990-1999	7%	1	1.0	1
	2000 or later	8%	2	9.0	18
Ex. Director/CEO Gender	Female	13%	13	2.2	29
	Male	22%	12	3.8	45
Experience as Ex. Director/CEO	5 years or less	19%	9	3.9	35
	6-10 years	14%	6	3.3	20
	11-20 years	26%	6	2.2	13
	More than 20 years	14%	5	1.8	9

Q700a_6_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Cook

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$18.18	\$13.10	\$15.50	\$18.25	\$20.00	\$23.63	22
	2025	\$21.39	\$16.50	\$19.33	\$21.03	\$22.94	\$29.00	26
All Employees	Fewer than 10 employees							
	10-49 employees	\$16.50	\$16.50	\$16.50	\$16.50	\$16.50	\$16.50	1
	50-99 employees	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	100-249 employees	\$21.51	\$19.00	\$20.75	\$21.03	\$23.09	\$23.67	8
	250 employees or more	\$21.17	\$18.00	\$19.14	\$20.98	\$22.68	\$26.89	16
Total Operating Expenses	Less than \$250k	\$22.65	\$22.65	\$22.65	\$22.65	\$22.65	\$22.65	1
	\$250k-\$499k	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$19.05	\$16.50	\$18.00	\$18.00	\$20.00	\$22.75	5
	\$5m-\$9.99m	\$23.06	\$19.18	\$20.09	\$21.00	\$25.00	\$29.00	3
	\$10m or more	\$21.82	\$18.25	\$20.56	\$21.31	\$23.44	\$26.89	16
Sectors Supported	Adult Behavioral Health	\$21.28	\$18.25	\$19.91	\$21.13	\$22.80	\$24.13	11
	Arts, Culture, Humanities							
	Basic Needs	\$21.71	\$19.76	\$20.37	\$22.04	\$22.71	\$23.67	6
	Children's Serv./Youth dev.	\$21.31	\$16.50	\$19.38	\$21.13	\$22.88	\$26.89	11
	Comm, volunteerism, econ	\$22.64	\$21.49	\$22.12	\$22.75	\$23.21	\$23.67	3
	Community Justice	\$23.85	\$23.67	\$23.76	\$23.85	\$23.93	\$24.02	2
	Dev./Intell. Disabilities	\$20.99	\$18.25	\$19.00	\$21.00	\$22.65	\$24.13	9
	Education	\$20.89	\$16.50	\$19.46	\$20.91	\$21.10	\$26.89	6
	Employment or job	\$22.73	\$19.76	\$20.50	\$22.65	\$23.34	\$29.00	7
	Environment							
	Health care (non-hospital)	\$22.13	\$19.00	\$21.44	\$22.88	\$23.27	\$23.67	6
	Higher Education							
	Housing/Homelessness	\$21.59	\$18.00	\$19.76	\$21.00	\$23.00	\$29.00	13
	Mental Health	\$22.41	\$19.00	\$21.07	\$22.59	\$23.34	\$26.89	11
	Public Benefit	\$23.34	\$23.00	\$23.17	\$23.34	\$23.50	\$23.67	2
	Recreation, sports, leisure							
	Seniors	\$21.77	\$20.82	\$21.16	\$21.49	\$22.25	\$23.00	3
Year Founded	Before 1950	\$21.87	\$19.00	\$20.82	\$21.13	\$21.49	\$26.89	5
	1950-1969	\$23.61	\$18.25	\$22.65	\$24.02	\$24.13	\$29.00	5
	1970-1979	\$21.29	\$16.50	\$21.00	\$22.59	\$23.00	\$23.36	5
	1980-1989	\$19.57	\$18.00	\$18.59	\$19.76	\$20.50	\$21.06	7
	1990-1999	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
	2000 or later	\$21.38	\$20.00	\$20.69	\$21.38	\$22.06	\$22.75	2
Ex. Director/CEO Gender	Female	\$20.92	\$16.50	\$19.00	\$20.00	\$22.75	\$29.00	13
	Male	\$21.93	\$18.00	\$20.62	\$22.04	\$23.53	\$26.89	12
Experience as Ex. Director/CEO	5 years or less	\$20.50	\$16.50	\$19.18	\$20.00	\$21.49	\$26.89	9
	6-10 years	\$22.82	\$19.00	\$22.90	\$23.52	\$23.93	\$24.13	6
	11-20 years	\$22.33	\$19.00	\$20.87	\$21.07	\$22.53	\$29.00	6
	More than 20 years	\$20.18	\$18.00	\$18.25	\$21.00	\$21.06	\$22.59	5

Q700a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Food Service Assistant/Worker

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	8%	15	3.6	54
	2025	8%	13	11.8	153
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	9%	2	1.5	3
	100-249 employees	11%	4	18.5	74
	250 employees or more	12%	7	10.9	76
Total Operating Expenses	Less than \$250k	14%	1	46.0	46
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	4%	2	35.5	71
	\$5m-\$9.99m	15%	3	1.3	4
	\$10m or more	12%	7	4.6	32
Sectors Supported	Adult Behavioral Health	11%	4	3.0	12
	Arts, Culture, Humanities				
	Basic Needs	4%	1	15.0	15
	Children's Serv./Youth dev.	8%	4	6.5	26
	Comm, volunteerism, econ	5%	1	15.0	15
	Community Justice				
	Dev./Intell. Disabilities	15%	6	10.2	61
	Education	13%	4	3.0	12
	Employment or job	19%	5	26.8	134
	Environment				
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education				
	Housing/Homelessness	15%	6	3.7	22
	Mental Health	10%	4	1.5	6
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	11%	2	8.0	16
Year Founded	Before 1950	13%	3	3.7	11
	1950-1969	17%	5	13.4	67
	1970-1979	4%	1	1.0	1
	1980-1989	10%	3	1.3	4
	1990-1999				
	2000 or later	4%	1	70.0	70
Ex. Director/CEO Gender	Female	6%	6	2.3	14
	Male	13%	7	19.9	139
Experience as Ex. Director/CEO	5 years or less	6%	3	39.0	117
	6-10 years	5%	2	11.0	22
	11-20 years	17%	4	1.8	7
	More than 20 years	8%	3	1.7	5

Q700a_7_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Food Service Assistant/Worker

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$15.54	\$12.48	\$13.47	\$14.53	\$16.50	\$23.63	15
	2025	\$17.84	\$15.38	\$17.50	\$18.00	\$18.29	\$20.03	13
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$18.14	\$18.00	\$18.07	\$18.14	\$18.21	\$18.28	2
	100-249 employees	\$18.63	\$17.50	\$17.88	\$18.50	\$19.26	\$20.03	4
	250 employees or more	\$17.30	\$15.38	\$15.85	\$17.75	\$18.14	\$20.00	7
Total Operating Expenses	Less than \$250k	\$15.38	\$15.38	\$15.38	\$15.38	\$15.38	\$15.38	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$18.14	\$18.00	\$18.07	\$18.14	\$18.21	\$18.28	2
	\$5m-\$9.99m	\$18.33	\$17.99	\$18.00	\$18.00	\$18.50	\$19.00	3
	\$10m or more	\$17.89	\$15.69	\$16.75	\$17.75	\$19.15	\$20.03	7
Sectors Supported	Adult Behavioral Health	\$17.87	\$15.69	\$17.05	\$17.90	\$18.72	\$20.00	4
	Arts, Culture, Humanities							
	Basic Needs	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	Children's Serv./Youth dev.	\$18.01	\$16.00	\$17.31	\$18.02	\$18.72	\$20.00	4
	Comm, volunteerism, econ	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	Community Justice							
	Dev./Intell. Disabilities	\$17.69	\$15.38	\$16.21	\$18.02	\$18.82	\$20.00	6
	Education	\$18.76	\$17.75	\$18.16	\$18.65	\$19.25	\$20.00	4
	Employment or job	\$17.28	\$15.38	\$16.00	\$18.00	\$18.00	\$19.00	5
	Environment							
	Health care (non-hospital)	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	1
	Higher Education							
	Housing/Homelessness	\$17.97	\$16.00	\$17.62	\$18.00	\$18.22	\$20.03	6
	Mental Health	\$17.96	\$17.50	\$17.69	\$18.02	\$18.28	\$18.29	4
	Public Benefit							
	Recreation, sports, leisure							
	Seniors	\$17.15	\$16.00	\$16.57	\$17.15	\$17.72	\$18.29	2
Year Founded	Before 1950	\$18.68	\$17.75	\$18.02	\$18.29	\$19.15	\$20.00	3
	1950-1969	\$16.67	\$15.38	\$15.69	\$16.00	\$18.00	\$18.28	5
	1970-1979	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50	1
	1980-1989	\$19.01	\$17.99	\$18.50	\$19.00	\$19.52	\$20.03	3
	1990-1999							
	2000 or later	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
Ex. Director/CEO Gender	Female	\$18.88	\$17.99	\$18.07	\$18.64	\$19.75	\$20.03	6
	Male	\$16.94	\$15.38	\$15.85	\$17.50	\$17.88	\$18.29	7
Experience as Ex. Director/CEO	5 years or less	\$17.12	\$15.38	\$16.69	\$17.99	\$18.00	\$18.00	3
	6-10 years	\$18.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00	2
	11-20 years	\$17.89	\$17.50	\$17.69	\$17.88	\$18.07	\$18.29	4
	More than 20 years	\$17.66	\$15.69	\$16.99	\$18.28	\$18.64	\$19.00	3

Q700a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Warehouse Manager

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	3%	5	1.8	9
	2025	4%	6	1.2	7
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	3%	1	1.0	1
	250 employees or more	9%	5	1.2	6
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	2.0	2
	\$5m-\$9.99m				
	\$10m or more	7%	4	1.0	4
Sectors Supported	Adult Behavioral Health	6%	2	1.0	2
	Arts, Culture, Humanities				
	Basic Needs	8%	2	1.0	2
	Children's Serv./Youth dev.	2%	1	1.0	1
	Comm, volunteerism, econ	9%	2	1.5	3
	Community Justice	9%	1	1.0	1
	Dev./Intell. Disabilities	8%	3	1.0	3
	Education				
	Employment or job	12%	3	1.0	3
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	5%	2	1.5	3
	Mental Health	3%	1	1.0	1
	Public Benefit				
	Recreation, sports, leisure	20%	1	1.0	1
	Seniors	16%	3	1.3	4
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	10%	3	1.0	3
	1970-1979				
	1980-1989	7%	2	1.5	3
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	2.0	2
	Male	9%	5	1.0	5
Experience as Ex. Director/CEO	5 years or less	2%	1	1.0	1
	6-10 years	7%	3	1.3	4
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

Q700a_8_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Warehouse Manager

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$20.86	\$15.00	\$18.60	\$20.00	\$21.98	\$28.70	5
	2025	\$35.19	\$20.00	\$28.53	\$36.84	\$39.81	\$50.91	6
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$39.22	\$39.22	\$39.22	\$39.22	\$39.22	\$39.22	1
	250 employees or more	\$34.38	\$20.00	\$26.55	\$34.46	\$40.00	\$50.91	5
Total Operating Expenses	Less than \$250k	\$34.46	\$34.46	\$34.46	\$34.46	\$34.46	\$34.46	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	\$5m-\$9.99m							
	\$10m or more	\$34.17	\$20.00	\$24.91	\$32.89	\$42.14	\$50.91	4
Sectors Supported	Adult Behavioral Health	\$38.73	\$26.55	\$32.64	\$38.73	\$44.82	\$50.91	2
	Arts, Culture, Humanities							
	Basic Needs	\$29.61	\$20.00	\$24.81	\$29.61	\$34.42	\$39.22	2
	Children's Serv./Youth dev.	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Comm, volunteerism, econ	\$30.00	\$20.00	\$25.00	\$30.00	\$35.00	\$40.00	2
	Community Justice	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	1
	Dev./Intell. Disabilities	\$37.31	\$26.55	\$30.51	\$34.46	\$42.69	\$50.91	3
	Education							
	Employment or job	\$35.12	\$20.00	\$27.23	\$34.46	\$42.69	\$50.91	3
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$30.00	\$20.00	\$25.00	\$30.00	\$35.00	\$40.00	2
	Mental Health	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	1
	Public Benefit							
	Recreation, sports, leisure	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	1
	Seniors	\$36.97	\$20.00	\$30.00	\$40.00	\$45.46	\$50.91	3
Year Founded	Before 1950	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	1
	1950-1969	\$27.00	\$20.00	\$23.28	\$26.55	\$30.51	\$34.46	3
	1970-1979							
	1980-1989	\$39.61	\$39.22	\$39.42	\$39.61	\$39.81	\$40.00	2
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	Male	\$34.23	\$20.00	\$26.55	\$34.46	\$39.22	\$50.91	5
Experience as Ex. Director/CEO	5 years or less	\$34.46	\$34.46	\$34.46	\$34.46	\$34.46	\$34.46	1
	6-10 years	\$33.07	\$20.00	\$29.61	\$39.22	\$39.61	\$40.00	3
	11-20 years	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	\$50.91	1
	More than 20 years	\$26.55	\$26.55	\$26.55	\$26.55	\$26.55	\$26.55	1

Q700a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - Warehouse Worker

		<u>% of Orgs with 1+</u>	<u># of Orgs with 1+</u>	<u>Mean (Among orgs with 1+)</u>	<u>Total Employees</u>
OVERALL	2021	1%	1	16.0	16
	2025	3%	5	13.0	65
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	3%	1	16.0	16
	250 employees or more	7%	4	12.3	49
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	2%	1	6.0	6
	\$5m-\$9.99m				
	\$10m or more	7%	4	14.8	59
Sectors Supported	Adult Behavioral Health	6%	2	14.0	28
	Arts, Culture, Humanities				
	Basic Needs	8%	2	15.5	31
	Children's Serv./Youth dev.	2%	1	15.0	15
	Comm, volunteerism, econ	9%	2	10.5	21
	Community Justice	9%	1	20.0	20
	Dev./Intell. Disabilities	5%	2	14.0	28
	Education				
	Employment or job	8%	2	17.5	35
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing/Homelessness	5%	2	10.5	21
	Mental Health	3%	1	20.0	20
	Public Benefit				
	Recreation, sports, leisure	20%	1	20.0	20
	Seniors	16%	3	13.7	41
Year Founded	Before 1950	4%	1	20.0	20
	1950-1969	7%	2	11.5	23
	1970-1979				
	1980-1989	7%	2	11.0	22
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	1%	1	6.0	6
	Male	7%	4	14.8	59
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	7%	3	12.3	37
	11-20 years	4%	1	20.0	20
	More than 20 years	3%	1	8.0	8

Q700a_9_2: For each type of position contained in your organization, please indicate the average hourly wage for that position - Warehouse Worker

		<u>Mean</u>	<u>Min</u>	<u>1st Q</u>	<u>Med</u>	<u>3rd Q</u>	<u>Max</u>	<u>N</u>
OVERALL	2021	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	2025	\$18.83	\$15.69	\$16.00	\$18.83	\$20.00	\$23.64	5
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$23.64	\$23.64	\$23.64	\$23.64	\$23.64	\$23.64	1
	250 employees or more	\$17.63	\$15.69	\$15.92	\$17.42	\$19.12	\$20.00	4
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	\$5m-\$9.99m							
	\$10m or more	\$18.54	\$15.69	\$15.92	\$17.42	\$20.03	\$23.64	4
Sectors Supported	Adult Behavioral Health	\$17.26	\$15.69	\$16.48	\$17.26	\$18.05	\$18.83	2
	Arts, Culture, Humanities							
	Basic Needs	\$19.82	\$16.00	\$17.91	\$19.82	\$21.73	\$23.64	2
	Children's Serv./Youth dev.	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	Comm, volunteerism, econ	\$18.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00	2
	Community Justice	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	1
	Dev./Intell. Disabilities	\$17.26	\$15.69	\$16.48	\$17.26	\$18.05	\$18.83	2
	Education							
	Employment or job	\$17.42	\$16.00	\$16.71	\$17.42	\$18.12	\$18.83	2
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing/Homelessness	\$18.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00	2
	Mental Health	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	1
	Public Benefit							
	Recreation, sports, leisure	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	1
	Seniors	\$18.28	\$16.00	\$17.42	\$18.83	\$19.42	\$20.00	3
Year Founded	Before 1950	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	1
	1950-1969	\$15.85	\$15.69	\$15.77	\$15.85	\$15.92	\$16.00	2
	1970-1979							
	1980-1989	\$21.82	\$20.00	\$20.91	\$21.82	\$22.73	\$23.64	2
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Male	\$18.54	\$15.69	\$15.92	\$17.42	\$20.03	\$23.64	4
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$19.88	\$16.00	\$18.00	\$20.00	\$21.82	\$23.64	3
	11-20 years	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	\$18.83	1
	More than 20 years	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	\$15.69	1

Appendix B

Group 100 - Administration and Management

Executive Director/Chief Executive Officer

Provides overall management, planning, and leadership of the organization. Reports directly to the Board of Directors. Works with the Board and Committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fundraising. Typical Requirements: Master's degree plus five or more years of related management experience. Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance and communications. Represents organization to government agencies, community and the public. (1)

Deputy Director/Associate Director/Chief Operating Officer

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives. (2)

Chief Information Officer

The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues. (3)

Chief Financial Officer

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures. Safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. (4)

Chief Programs Officer/Vice President of Programs and/or Planning

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization.

Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. (5)

Chief Communications Officer/Communications Director

Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates media relations, special community events, and external publications. Represents the organization at public events. Typical Requirements: Bachelor's degree or equivalent plus three to five years of related experience. The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues. (6)

Chief Development Officer

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues. (7)

Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues. (8)

Group 200 - Senior Management

Director of Education

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior

management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. (1)

Director, Housing or Residential Services

Provides overall management and direction to multiple social service programs including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. (2)

Director of Information Technology Services

Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee. (3)

Computer Systems Manager

Manages one or more aspects of the organization's computer systems, including local area network (LAN), database, or Internet communications. Purchases and maintains computer hardware. Installs and configures operating and ancillary software. Assists and trains system users. Typical Requirements: Bachelor's degree in computer science or equivalent plus one to three years of computer systems experience. (4)

Director of Human Resources

Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resources policies and procedures and ensures compliance with applicable legislation and regulations. Typical Requirements: Bachelor's degree in human resources, industrial relations or related field plus 3-5 years of experience. Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee. The primary differences between the Director and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing

the human resources program but be less involved in the design of human resources strategy. (5)

Director of Research and Evaluation/Senior Researcher

Manages the organization's research efforts, including project management, designing and implementing evaluations and data analyses. Expertise in both quantitative and qualitative evaluation methods. Works closely with the Executive Director and Development Director to meet all funding requirements. Typical Requirements: Ph.D in program evaluation or related field with six to ten years program evaluation experience. (6)

Admissions Director

Responsible for administering school's admissions procedures to maintain the desired level of enrollment. Tracks enrollment changes in order to anticipate and promptly fill vacant slots, manages touring procedures for visiting prospective families. Ensures that all inquiries from prospective and waitlisted families are properly directed and promptly responded to, and that accepted students and their families receive a comprehensive orientation. (7)

Medical Director

Responsible for monitoring and improving the level of care provided and help reduce operating costs of a healthcare facility over time. Medical directors are also responsible for participant care, clinical outcomes, and the implementation and oversight of the quality assessment and performance improvement program. Additionally, successful medical directors will work closely with the executive management team to implement strategies that enhance patient care and improve the medical practice. A Medical degree (M.D) along with 10 years experience in clinical medicine is often required for a medical director role. Successful medical directors also possess a valid license to practice medicine. Excellent verbal and written communication skills along with superior interpersonal skills are also important. (8)

Director of Compliance

Director of Compliance Develops, implements, and oversees the organization's compliance program. Works along side senior managers to help develop corporate governance guidelines and to ensure that the organization meets all legal and regulatory requirements. Leads internal audits to assess compliance with laws, regulations, and internal policies, identifying areas of risk and non-compliance. Evaluates market trends and tracks proposed legislation concerning the industry. Designs and develops compliance financial strategies by estimating, forecasting, and anticipating requirements, trends, and variances. (12)

School Principal

Lead educational administrator of a primary and/or secondary school comprised of grades within the range of K-12. Reports to the governing board of the school. Responsible for overall operations, including academic standards, curriculum development, hiring of faculty

and staff, extracurricular activities and safety. Ensures that the school complies with all relevant regulations as well as board policies. (9)

Curator

Directs, coordinates and may participate in the activities involved in operating a museum, art gallery or zoo. Directs instructional activities, acquisition of new items, special and standing exhibits, safekeeping, research and public service objectives of the organization. (10)

Program or Division Director

Manages a set of inter-related programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the division's budget. Typical Requirements: Bachelor's degree or equivalent (Master's degree or equivalent preferred) plus three to five years of program related experience. (11)

Group 300 - Professional Services

Attorney

Provides support of organization's mission and goals. Responsible for development and execution of organization's litigation efforts. Represents organization to clients/partner organizations and the community. Supervises and trains staff attorneys and organization's other legal staff. (1)

Program Manager

Manages the day-to-day operations of a facility that delivers program services in accordance with organization goals and objectives. Functions include: program development and implementation, staffing, volunteer coordination, community relations, budgeting, record keeping and facility maintenance. May participate in or lead fundraising activities for the region. (2)

Quality Assurance Director/Manager

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures. (3)

Human Resources Generalist

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation,

benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position does not generally have a supervisory role over other department employees. (4)

Project Manager

Organizes and coordinates one or more projects undertaken by the organization as the staff person assigned to manage the projects. Develops activities and related timelines to meet established project goals. Tracks project expenses to ensure they do not exceed the projects' budgets. Evaluates projects' results and prepares related reports for the management of the projects. Typical Requirements: Bachelor's degree or equivalent plus one to three years of project related experience. (5)

Business Development Manager

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact. (6)

Grant Writer

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. (7)

Research Analyst

Participates in planning research projects including drafting all/part of grant applications, determining most appropriate methods for research, gathering and analyzing data and preparing/publishing the final report. Recruits participants for research and evaluation projects. Determines methods for interviewing techniques and the protocols to be observed. Interviews and/or trains others to interview participants. Manages compilation of data including the establishment and maintenance of databases, compiling and cleaning

quantitative and qualitative data and storage of completed surveys. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics. (8)

Curriculum Specialist

Develops instructional material, coordinate educational content, and incorporate current technology into educational programs. Monitor progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential. (9)

General Counsel

Provides legal advice and strategies to an organization's executive team. Main duties include reviewing and writing various internal legal contracts, negotiating and managing client and vendor contracts and ensuring legal compliance regarding employee and client safety. Advises executive members on new laws, existing laws and legal rights that would impact functionality of the business. Oversees the legal matters of the organization as a whole, including acting as the business' legal representative. Maintains knowledge of the company's legal documents and operations. Keeps a record of all legal documents and proceedings for the company. Communicates with outside counsel. (10)

Public Policy Coordinator

Monitor, research, track and respond to local, state and federal policy developments and issues. Supports government affairs and outreach to government officials. Drafts fact sheets and other collateral related to policy priorities. Coordinates organization's public policy work, including visioning, planning, implementing and evaluating policy agendas, budgeting, contract and grant reporting, coordinating with lobbyist, staff and stakeholders and representing the organization in state and national policy arenas. Supports the development and execution of policy related activities, programs, research, and communications that effectively engage stakeholders and advance their organization's mission. (11)

Diversity, Equity, Inclusion and Belonging (DEIB) Manager

Develops and executes a comprehensive DEI strategy that aligns with the organization's goals and values. Creates, builds, and implements programs that strengthen their organization's commitment to DEIB. Develops strategy and implements solutions to complex inclusion challenges within the framework of relevant legislation and policies. Assists organization to meet diversity and inclusion duties and objectives. Monitors and analyzes data on diversity, equity, and inclusion in the workplace and makes recommendations for improvement. (12)

Group 400 - Financial Management

Finance Director

Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs their implementation. Manages all financial and accounting activities. Performs financial planning

as part of the management team. Manages business and accounting staff. Typical Requirements: MBA or equivalent plus two to four years of experience. (1)

Business Manager

Oversees operations including purchasing, insurance, and billing. Ensures that the organization meets its budget targets for operational income and expenses. Maintains vendor and bid records. Complies with required filings by local, state, and federal agencies for agency licensure and management. Typical Requirements: Bachelor's degree in management or related field with no previous experience, or Associates degree and two to four years of related experience. (2)

Senior Accountant

Working with general supervision, performs relatively complex accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff. (3)

Accountant

Utilizes accounting and spreadsheet software to accurately maintain all general ledger accounts, reconcile bank statements, conduct monthly and year-end closing procedures, and prepare monthly financial statements using generally accepted accounting principles. Assists with the audit preparation of state and federal financial filings. Typical Requirements: Bachelor's degree in accounting or related field plus two to four years of experience. Performs various professional accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns. (4)

Bookkeeper

Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions. Typical Requirements: Associate's degree in accounting or bookkeeping plus no experience, or two years of previous related experience. (5)

Group 500 - Administrative Support Services

Executive Assistant

Provides professional administrative support to the Executive Director or another member of the senior management staff. Composes, transcribes, edits, and disseminates reports,

memos, and other senior level correspondence. Coordinates meetings and maintains calendars. Prepares materials for meetings and records meeting minutes, establishes and maintains filing systems. Assists with special projects and record keeping. May attend board or similar meetings to take or transcribe and distribute minutes, prepares board packets, maintains databases, and researches/analyzes data and develops reports to aid in management decision-making. Typical Requirements: Associate's degree plus two to four years of experience. Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. (1)

Office Manager

Supervises, hires, trains, and evaluates clerical support staff. Ensures that support functions are effective, efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed. Typical Requirements: Associate's degree plus four to six years of experience. Provides direct supervision of the organization's office services including mail pick up and distribution, records maintenance, copy/print services, reception, office maintenance and cleaning services, communications/telephones, and similar. (2)

Administrative Assistant

Provides administrative and clerical support to managers and/or other department members. Duties may include researching and compiling information and coordinating activities between departments and/or outside services. Maintains data, generates and formats reports and other documents, using a range of computer software skills including spreadsheets, word processing, desktop publishing, database management, and/or presentation software, etc. May be responsible for administering special projects related to departmental functions. (3)

Receptionist

Receives and greets visitors. Determines the nature of their visits and notifies appropriate staff members. Receives telephone calls and routes calls and visitors to appropriate parties. Records and conveys appropriate messages. Performs typing and other routine clerical work as assigned. May also retrieve and distribute mail. Typical Requirements: High school diploma or equivalent plus six months to one year of experience. (4)

Human Resources Representative/Specialist

Performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws. (5)

Contracts Administrator/Contract Specialist

Manages and reviews business contracts for financial agreements like company purchases, rental agreements, new hire contracts and business proposals. Their duties include

negotiating contract terms and conditions with each party, analyzing potential risks involved with certain contract agreements and helping employees and leadership better understand the information outlined in the contracts. Duties include taking sufficient steps to minimize project risks, ensure compliance with the organization's work health and safety policies, standards and procedures. (6)

Volunteer Coordinator

Coordinates the organization's student and community volunteer program. Consults with staff to determine the organization's needs. Interviews, screens, and places volunteers in appropriate programs and activities. Prepares appropriate volunteer training and procedure manuals. Conducts volunteer orientation and training sessions. Speaks to community groups to explain the organization's activities and recruit potential volunteers. Prepares reports on the extent, nature, and value of the organization's volunteer program. Typical Requirements: Bachelor's degree or equivalent plus one to three years of related experience. (7)

Quality Assurance Specialist

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Typically reports to Quality Assurance Manager/Director or equivalent. (8)

Special Events Coordinator

Develops and coordinates special events that generate funds and attendance, and/or to increase members volunteers and/or clients for the organization. Identifies special events that are appropriate to the organization's image and mission. Plans budgets, locates and secures facilities, food, entertainment and equipment. Solicits donations and participation. Plans and organizes ticket sales. Attends events to coordinate activities, to ensure smooth operations and to resolve problems that may arise. Oversees marketing and promotions for the event. Conducts an evaluation after the event to determine its successes and improvements needed for the next time the event occurs. Develops and maintains donor and participant databases. (9)

Records Manager

Develops and manages the company records department and information management programs. Responsible for overseeing the storage, backup, maintenance, reproduction, protection, and disposition of all records. Records Manager evaluates and recommends media formats and storage requirements to be used for records/information. Ensures that processes and policies that comply with all regulatory requirements for record retention are followed. Additionally, Records Manager designs and implements systems and processes to

protect and secure critical records and information. Requires a bachelor's degree. Typically reports to a head of a unit/department. (10)

Paralegal/Legal Support Staff

Assists lawyers in preparing and organizing various legal documents for upcoming cases and trials. Their main duties include preparing affidavits and correspondence, discussing case details with attorneys and clients, and organizing different files for different legal proceedings. (11)

Systems Administrator

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment. (12)

Network Technician

Installs, modifies, tests and maintains the organization's data communication network equipment. Responds to network problems, troubleshoots and performs repairs in a timely manner. Maintains associated records detailing downtime, changes, updates and related information. (13)

Community Liaison

Primarily responsible for raising the awareness of community residents about issues that are going on in the community. Serves as an advocate for residents, schools, hospitals and other institutions to local officials. Plans and attends meetings where residents and other community members voice their concerns. Conducts surveys in local neighborhoods to determine residents and community needs to refer them to government officials and utility or other companies who can contribute to a resolution. (14)

Community Educator

Works collaboratively with staff to design, coordinate and present educational programs/training on behalf of the organization to school and/or community groups. Presentations may be either at organization's facilities or elsewhere in the community. May

assist with administration of educational program including marketing, fundraising, managing supplies, creating assessments, and supervising volunteers. (15)

Visitor Services Specialist

Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships. (16)

Group 600 - Direct Services

Physician

Responsible for patients in a variety of ways, from treating chronic illnesses to advising about preventative healthcare. While physician specialties might vary, the commonality across specialties is that physicians primarily work to diagnose and treat injuries and illnesses. They often do this by performing physical exams, taking medical histories, performing and interpreting diagnostic tests, and recommending a plan of treatment. Physicians require a high level of education, which typically includes a bachelor's degree, a degree from a medical school, and an extended period of time in a residency program. In addition, all states require physicians to be licensed. (1)

Psychiatrist

A Psychiatrist, or Psychiatric Doctor, is a mental health professional responsible for diagnosing and treating psychiatric disorders, usually through medication. Their duties include studying mood, personality and behavioral disorders, discussing symptoms with patients to determine a diagnosis and prescribing medication to correct chemical imbalances in the patient's brain. Duties often include using variety of methods to evaluate a patient, such as interviewing the patient, their family or other persons, develop a treatment plan according to the needs of the patient's needs and extent of emotional, social, cognitive, developmental or behavioral disorder, and treat patients using psychotherapeutic methods and medication, monitoring the effects of any medication and adjusting treatment where necessary. May also be responsible for consulting with patients primary care physician, nurse, or other health care providers; write and maintain patient and clinical records, including treatments and medication administered. (2)

Psychologist (PhD, Licensed for adults and children)

Responsible for using psychological treatment options to help those with mental health disorders. Their duties include meeting with patients to discuss their concerns about their mental health, assessing their symptoms to diagnose their condition and applying scientific treatment methods to help their patients cope with or overcome their mental health conditions. May conduct scientific studies of behavior patterns and cognitive functions, observe and interview individuals, research psychological, emotional, behavioral, or

organizational patterns and identify issues; diagnose potential disorders, discuss methods of treatments, and research and publish clinical psychology issues or disorder research. (3)

Advanced Practice Registered Nurse

Advanced practice nurses are typically registered nurses who have obtained further education and licensure to manage health issues. These healthcare professionals make diagnoses, care for patients with acute illnesses and prescribe certain medications. Also, advance practice nurses can perform physical exams and health screens, manage chronic conditions such as diabetes, provide prenatal care, teach and counsel patients, conduct and interpret diagnostic and laboratory tests, create care plans, promote wellness and coordinate referral care with specialists. (4)

Nurse/Registered Nurse

Responsible for supporting Physicians in administering patient care. Their duties include providing the correct dosage of medicine to patients, administering IVs based on their patients' conditions and monitoring their patients' vitals to ensure they have the proper blood pressure or heart rate. They can also administer treatment to patients, perform exams, collect and interpret patient information, and contact patients regarding test results or scheduling. (5)

Medical Assistant

Provide physician support services that ensure that healthcare facilities run smoothly. They are responsible for administrative as well as clinical tasks, such as maintaining patient records, preparing patients and rooms for examination, assisting physicians with exams, and performing front-desk tasks. Most medical assistants have a high school degree or GED, and some positions require medical assistants to be certified through an accredited medical assistance program. Medical assistants need excellent communication and interpersonal skills. (6)

Certified Nurse's Aide

Provides basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens. Typical Requirements: Certification. (7)

Personal Care Assistant

Assist elderly, recovering, or disabled clients to perform routine activities. Their duties include providing mobility support, assisting with personal hygiene, and performing household chores. They may also perform a number of other duties including reporting physical, mental, or emotional conditions to medical professionals, engaging clients in

suitable activities, accompany clients on outings and arrange transportation to medical appointments. (8)

Direct Care Worker

Interacts with consumers in a variety of potential settings, including community homes, family and individual homes and generic community settings, providing personal care, instruction, guidance, mentoring and companionship, under the direction of supervisory staff. The direct care worker provides a level of care that enhances the health, safety and contentment of the individuals served. Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required. (9)

Case Manager/Nonclinical Social Worker

Helps individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. Counsels clients privately, with the family, or in a group. Refers clients to appropriate community resources. Note: This is a non-supervisory position, even though the work "Manager" appears in the position title. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience. (10)

Bilingual Case Manager/Bilingual Nonclinical Social Worker

Helps individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. Counsels clients privately, with the family, or in a group. Refers clients to appropriate community resources. Fluent in Spanish or another language. Note: This is a non-supervisory position, even though the work "Manager" appears in the position title. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience. (22)

Board Certified Behavior Analyst (BCBA)

Provides support to individuals and their families by coordinating and providing services in Applied Behavior Analysis, function analyses and assessment, behavior acquisition and reduction procedures, and adaptive life skills. A BCBA will also oversee programming of associate behavior analysts and provide ongoing support and supervision to Direct Support Professionals (DSP) as it relates to the implementation and documentation associated with Behavior Support Plans. They may also function in a supervisory capacity and provide oversight to all areas of programming including the training of direct support professionals and supervision of behavior analysts, person centered strategies consultants and DSP trainers; facilitate and assist in the development and identification of resources and support information for clients and their families; assist in the development and implementation of assessment tools, to conduct functional assessments and analyses when appropriate, and

to develop appropriate behavior strategies to teach appropriate behavior and reduce maladaptive behaviors. (11)

Behavioral Health Licensed Counselor (Master's level licensed for independent practice including LCSW, LPC, LMFT, LADC)

Proficient in behavioral health strategies to help patients manage chronic pain, addiction, anxiety and depression. This position is critical in assisting the clinical team in developing treatment strategies, identifying potential hurdles to recovery, and promoting coordination of care. The behavioral health counselor often acts as a patient advocate and, at times, a liaison between outside and/or referring clinicians. This position involves on-going communication with the Medical Doctor, Physical Therapist, Nutritionist and Functional Providers. In addition, the Behavioral Health counselor typically directs group therapy, incorporates family and social support systems, and promotes peer elations among patients (12)

Behavioral Health Counselor (Master's level not licensed for independent practice including LMSW, LPCa, LMFTa)

See above description, excluding license for independent practice including LMSW, LPCa, LFFTa. (13)

Occupational Therapist

Responsible for providing patients with treatment to help them develop and improve their ability to complete everyday tasks related to their job and daily life. Their duties include performing initial patient assessments, teaching patients to use adaptive technology and coaching them through therapeutic activities. They may also be required to assess the home, school, or work environments of patients, recommend necessary equipment in classrooms for children and teach how to use; help patients take part in everyday activities based on their circumstances; assist in exercise for pain relief; review and adjust patient's progress and treatment as necessary. (14)

Speech and Language Therapist/Pathologist

Prevent, diagnose, and treat speech, communication, and swallowing disorders. They work in healthcare or educational sectors, treating adults and children. They also help rehabilitate those who have experienced physical or psychological trauma. They may also be required to communicate with patients, families, and other medical professionals to design effective treatment plans; keep up to date with advancements in the field; evaluate patient progress and implement changes to therapy programs as necessary. (15)

Vocational Counselor

Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling.

Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans. (16)

Teacher

Plans and implements a developmentally appropriate curriculum for the assigned student group. Supervises students in the classroom. Develops and maintains teaching resources. Maintains relationships among students, parents, or guardians, volunteers, staff, and the community. Typical Requirements: Bachelor's degree and must have a Maine State Teaching Certificate for assigned grade level. Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K - 12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). (17)

Child Day Care Teacher

Develops and leads activities for children to promote social, physical, and intellectual growth in a preschool, day care center, or other child development facility. Plans individual and group activities to stimulate growth in language, social, and motor skills, such as following directions, playing with others, and using play equipment. Typical Requirements: Bachelor's degree in early childhood education or related field with no previous experience. (18)

Teaching Assistant

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one-on-one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work. (19)

Recreation or Activity Leader

Develops program content, organizes and lead recreation activities to enhance the social development of clients (adults, children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama. Teaches and participates in activities, assesses/reports progress toward goals. (20)

Instructor

Plans and runs classes teaching students at a variety of skill levels in fitness, cultural, and/or performing arts. (21)

Group 700 - Facilities Management

Driver

Drives vehicles, adheres to driving schedules, and may attend to passengers' needs, Maintains vehicles in proper and safe working condition. Typical Requirements: High school diploma or equivalent plus any specialized vehicle licenses needed. (1)

Custodian/Janitor

Maintains the organization's facility in clean and orderly condition. Sweeps, mops, and empties trash, tends to recycling and may perform minor upkeep of environmental systems including heating and air conditioning. May perform repairs and other upkeep functions to maintain the organization's physical facility. May also assist with moving furniture and equipment. Typical Requirements: High school diploma or equivalent with no previous experience. (2)

Property/Site Supervisor

Oversees the maintenance of a single property, including janitorial services, repair and upkeep, and personal and building security. Typical Requirements: High school diploma plus one to three years of experience. (3)

Nutritionist/Dietician

Assesses nutritional needs of clients and determines an appropriate diet; instructs clients in applying proper nutrition for optimal health and/or to resolve medical problems. May supervise and/or develop menus for clients for use by kitchen staff. Requires registration and membership in the American Dietetic Association. (4)

Chef

Directs the preparation, and cooking of foods prepared within a food service establishment. Plans and prices menu items, order supplies, and maintain records and accounts. Supervises and participates in cooking, baking and the preparation of foods. Writes weekly work schedules according to business and projected goals for labor dollars or percentages. Prices labor and food costs. Reviews all purchased supplies for quality, accounting for each delivered item. Maintains inventory. Hires and manages all kitchen staff. (5)

Cook

Performs food production activities, including food preparation, supplies and equipment care, packaging, storage, and reporting. Plans menus in response to supplies available and to special dietary requirements when appropriate. May also serve food and clean up the food preparation site. Typical Requirements: High school diploma plus one to three years of experience. Prepares, cooks and serves nutritionally balanced meals for clients and employees of an organization, ensuring health and safety standards are met at all times. Plans menus. Maintains inventory of stock and orders more as necessary. Maintains food

preparation and storage equipment and ensure that it meets all health and safety standards. Prepares food (e.g., chops, peels, bakes), cooks using deep fryers, grills, ovens and stove tops; hand mixes small items; bakes breads and pastry; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served. May wash dishes and clean food preparation areas and equipment. (6)

Food Service Assistant/Worker

Assists cooks in preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others. (7)

Warehouse Manager

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that the warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers. (8)

Warehouse Worker Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items. (9)