



2022

**CT NONPROFIT
COMPENSATION AND
BENEFITS REPORT**



**University of
New Hampshire**

The Survey Center

Prepared by

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ABOUT THE SURVEY REPORT

The Alliance is the statewide association of community nonprofits in Connecticut with a mission to advance excellence in community nonprofits through advocacy and capacity building.

Understanding that compensation data is crucial to sustaining nonprofits' missions and teams, we commissioned an independent survey and report to provide nonprofit leaders with the necessary data to help align compensation with organizational values, support fair and consistent compensation practices, and continue to work to advance equity and inclusion within CT organizations and communities.

This report:

- is locally relevant to Connecticut nonprofits and the only up to date, comprehensive report of its kind;
- includes positions that are common to the CT nonprofit workforce but are difficult to find and make comparisons to in other regional or national studies;
- has pay and benefits information from small to large nonprofits across the state from a wide range of service areas.

Zoe Schwartz, Manager of Membership Services acted as project manager, working hand in hand with our partners to coordinate survey design, distribution, data collection and analysis of this final report.



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.

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CT NONPROFIT COMPENSATION AND BENEFITS REPORT

A Compensation and Benefits Survey of Community Nonprofits in Connecticut.

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The Alliance
Voice of Community Nonprofits

ACKNOWLEDGEMENTS

We are grateful to the many people who contributed their time and efforts to the development and release of this report. This report would not have been possible without our community foundation partners, whose sponsorship and promotional support played a vital role in ensuring widespread participation from a variety of nonprofits across Connecticut.

Their generous contribution made it possible for us to provide this report free of charge to all CT nonprofits, so that even the smallest nonprofits have access to compensation and benefits data to inform their pay structures and decisions.

We also want to express gratitude for all of the nonprofit staff represented in this survey. Their hard work and dedication is what makes Connecticut a great place to live. Yet, as this report illustrates, the compensation for many nonprofits are not adequate. Despite this, the staff doing this important work on the ground, in their neighborhoods and communities, come through for the people they support day after day. To all of the hardworking and passionate nonprofit staff – we thank you!



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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. Links to the survey were distributed by the Connecticut Community Nonprofit Alliance and one hundred eighty-three (183) organizations completed the survey between October 19, 2021 and December 21, 2021.

The following figures display survey results, Appendix A contains detailed tabular results, 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 education, mental health, children's services, adult behavioral health, housing, and basic needs. About half have an office in Hartford County and a third have an office in New Haven County, while fewer organizations have offices elsewhere in the state. About half were founded before 1980.

Organizational Finances

Just over one-third of responding Connecticut nonprofit organizations have an annual budget of less than \$1 million per year while about a quarter have a budget of \$10 million or more. Organizations derive a plurality of their revenue from state governments, with large proportions also coming from individual and foundation contributions, the federal government, and non-governmental fees for services.

Employees

One-quarter of responding Connecticut nonprofit organizations have fewer than ten employees, one-third employ 10-49 people, and four in ten have fifty employees or more. The average organization has sixty-four full-time employees and twenty-five part-time employees, with very few seasonal or furloughed workers. Nearly three-quarters of organizations have some volunteers, most of whom are temporary or single event or day volunteers. Seven in ten respondents expect their organization's staffing needs to increase over the next twelve months.

Board Members

The average responding Connecticut nonprofit organization has about fifteen Board members; organizations with budgets between \$1 million and \$10 million tend to have more Board Members while those with a budget under \$1 million have the fewest.

Executive Directors

Nearly all responding Connecticut nonprofit organizations have an Executive Director or CEO; nearly six in ten Executive Directors and CEOs are female and four in five identify as White or European American while about one in twenty identify as Black or African American or as Hispanic or Latin/a/x. 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 nine years; a majority did not have experience as an Executive Director or CEO prior to joining their current organization.

The average Executive Director or CEO earns \$69.45 per hour, or \$144,912 in full-time annual salary. Male Executive Directors and CEOs make about 20% more than their female counterparts overall. Male and female Executive Directors and CEOs with ten years of experience or less earn about the same wages, but males with more than ten years of experience earn substantially more than females with more than ten years of experience. Executive Directors and CEOs working for organizations with larger budgets, those with offices located in Fairfield County, and those whose organizations support adult behavioral health, health care, and mental health tend to earn more in wages.

C-Level Executives

Nearly two-thirds 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 considerably more than organizations with smaller budgets. Seven in ten such executives are females and four in five 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, four in five say that their health insurance rates increased and more than a quarter say they had to increase their own contribution, their employees' contribution, or increase the deductible for their employees' healthcare. About one-fifth offer health insurance benefits to part-time employees, with the average organization requiring twenty-seven hours of work weekly to qualify.

Retirement Benefits

Only one in ten responding Connecticut nonprofit organizations offer a defined benefit retirement plan, but three-quarters 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 such a plan but only half of organizations with smaller budgets do so. Just over half of organizations contribute to such plans, and among these organizations the average match rate is 51%.

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 four months for vacation, and just under three months 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-three, nine sick days to start and a maximum of twelve, and eleven holidays to start and as a maximum. About two-thirds offer paid time off to part-time employees, with the average organization requiring fifteen 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%; organizations with larger budgets tend to have higher fringe rates than those with smaller budgets. Only one in ten organizations are currently operating under a collective bargaining agreement.

Other benefits commonly offered by organizations include remote work, unpaid family medical leave, an Employee Assistance Plan (EAP), unpaid maternity leave, and tuition reimbursement or professional development. Seven in eight 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 Chief Executives or CEOs, Program Managers, Program or Division Directors, Case Managers or Nonclinical Social Workers, Bookkeepers, Administrative Assistants, Custodians or Janitors, and Direct Care Workers; more than half of organizations have at least one of these types of employees. The most highly compensated positions on average are Psychiatrists, Medical Directors, Physicians, Advanced Practice Registered Nurses, Executive Directors or CEOs, Chief Financial Officers, Deputy Directors, Associate Directors, or Chief Operations Officers, and Chief Human Resources Officers, each of which on average are paid more than \$50 per hour, or about \$105,000 in a full-time annual salary. Unsurprisingly, organizations with larger budgets tend to employ a greater number of people in a larger number of job types. Organizations with budgets below \$1 million on average pay about 12% less than organizations with budgets of \$1 million or more to comparable.

Organizational Demographics

One hundred eighty-three (183) Connecticut nonprofit organizations responded to this survey. More than half (55%) of these nonprofit organizations have a physical office in Hartford County, 32% have an office in New Haven County, 16% have an office in Fairfield County, and 12% have an office in New London County. Less than 10% of organizations have a physical office in Litchfield (9%), Windham (9%), Middlesex (8%), and Tolland (7%) 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)

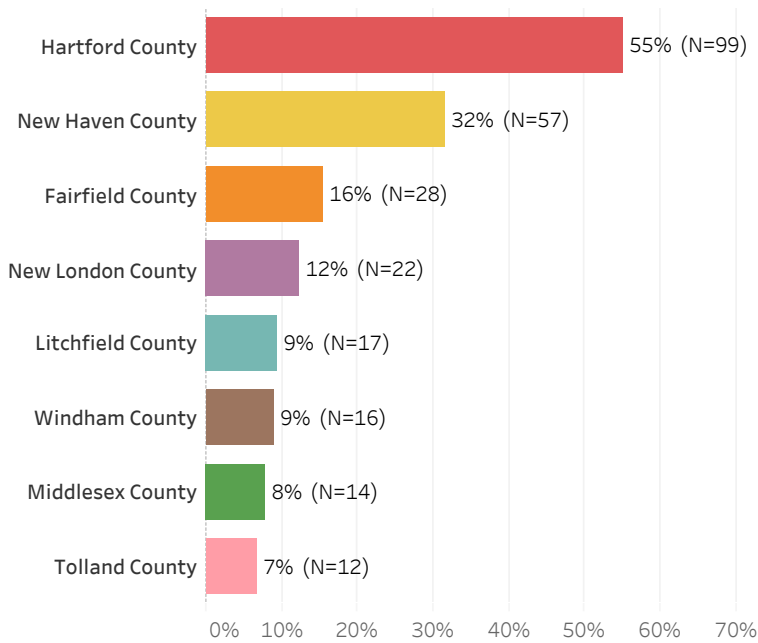
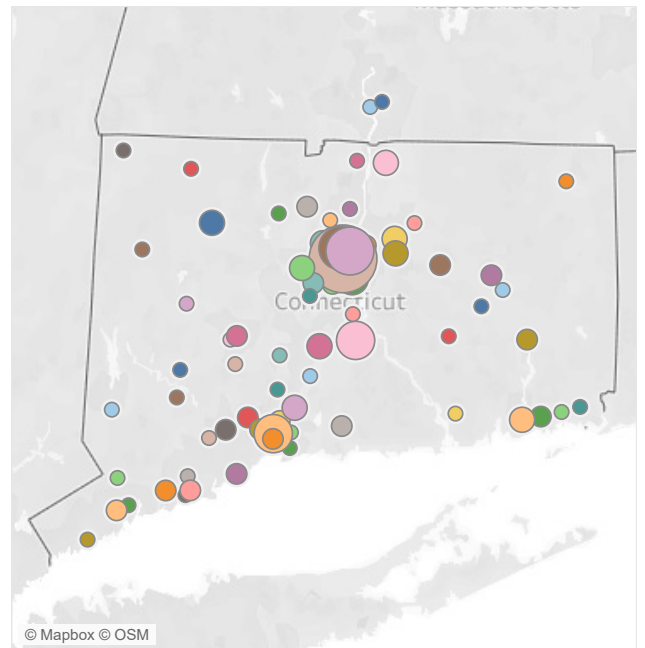
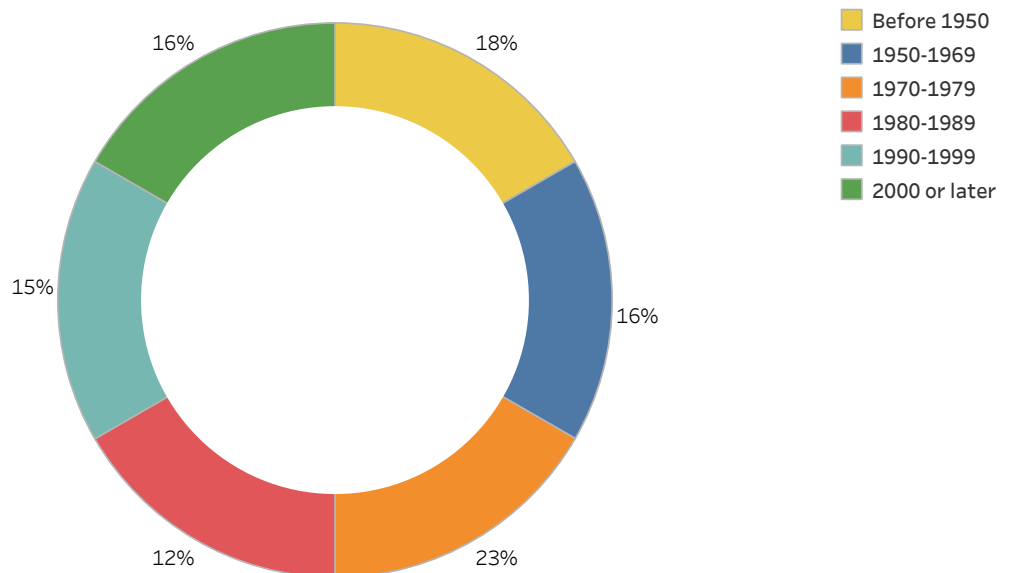


Figure 2: Zipcode of Organization's Administrative Headquarters



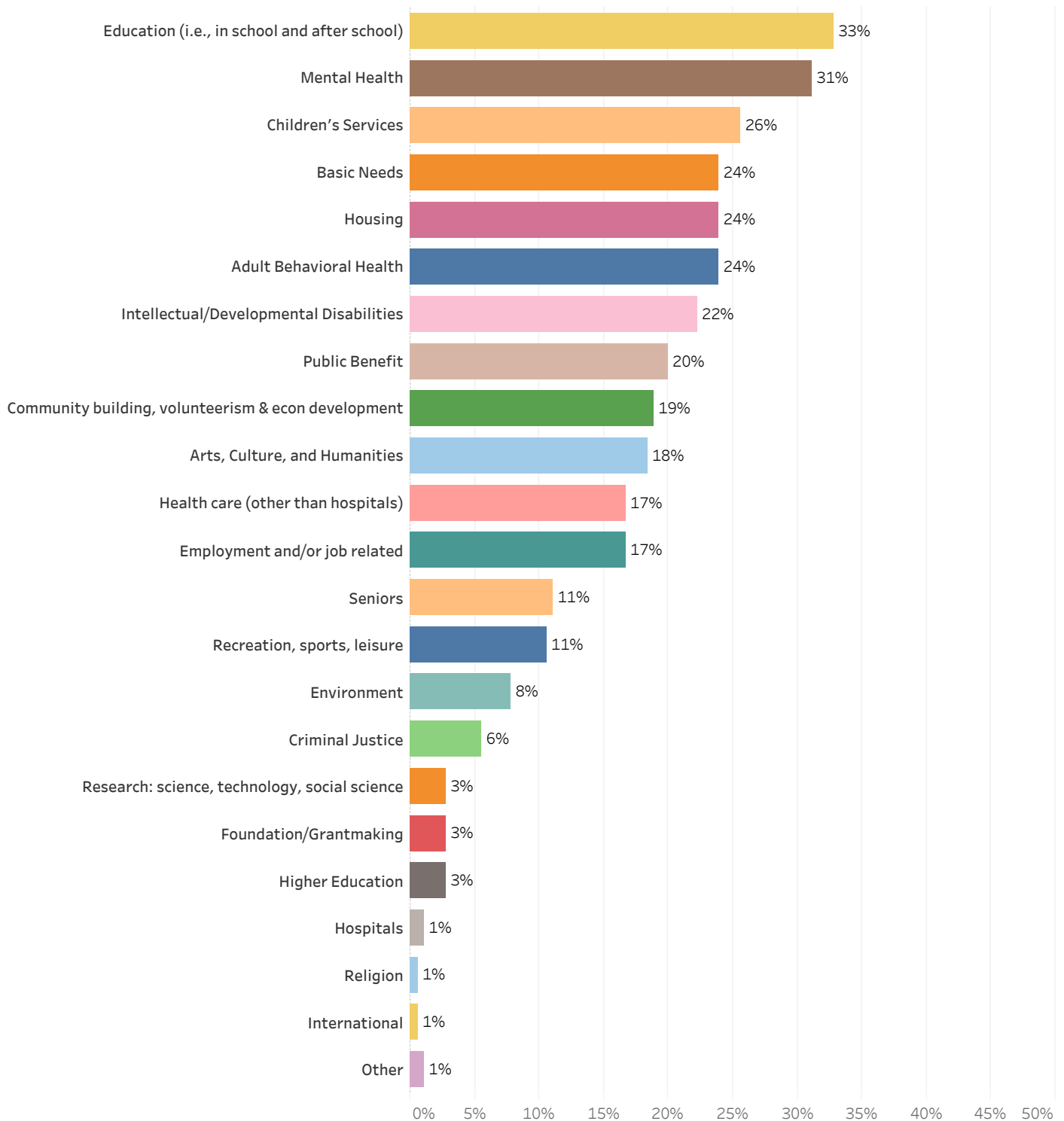
Eighteen percent of responding Connecticut nonprofit organizations were founded before 1950, 16% were founded between 1950 and 1969, 23% were founded between 1970 and 1979, 12% were founded between 1980 and 1989, 15% were founded between 1990 and 1999, and 16% were founded in 2000 or later.

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



One-third (33%) of responding Connecticut nonprofit organizations support education, 31% support mental health, while about a quarter support children's services (26%), basic needs (24%), housing (24%), and adult behavioral health (24%). About one-fifth support intellectual/developmental disabilities (22%), public benefit (20%), community building, volunteerism, and economic development (19%), and arts, culture, and humanities (18%) while 17% each support health care and employment. Fewer organizations support seniors (11%), recreation, sports, leisure (11%), the environment (8%), criminal justice (6%), foundation or grantmaking (3%), research (3%), higher education (3%), hospitals (1%), religion (1%), international (1%), or another service sector (1%).

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

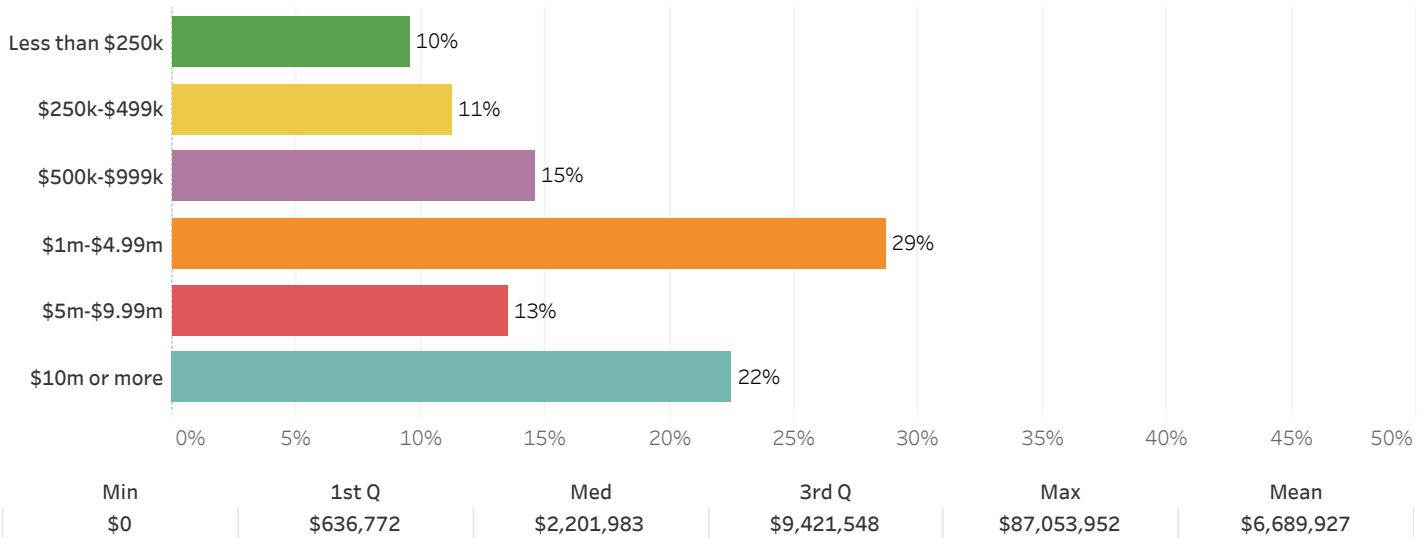


Organizational Finances

Ten percent of responding Connecticut nonprofit organizations have total budgeted operating expenses of less than \$250,000, 11% have operating expenses between \$250,000 and \$499,999, and 15% have operating expenses between \$500,000 and \$999,999. Three in ten (29%) 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 22% have operating expenses of \$10 million or more.

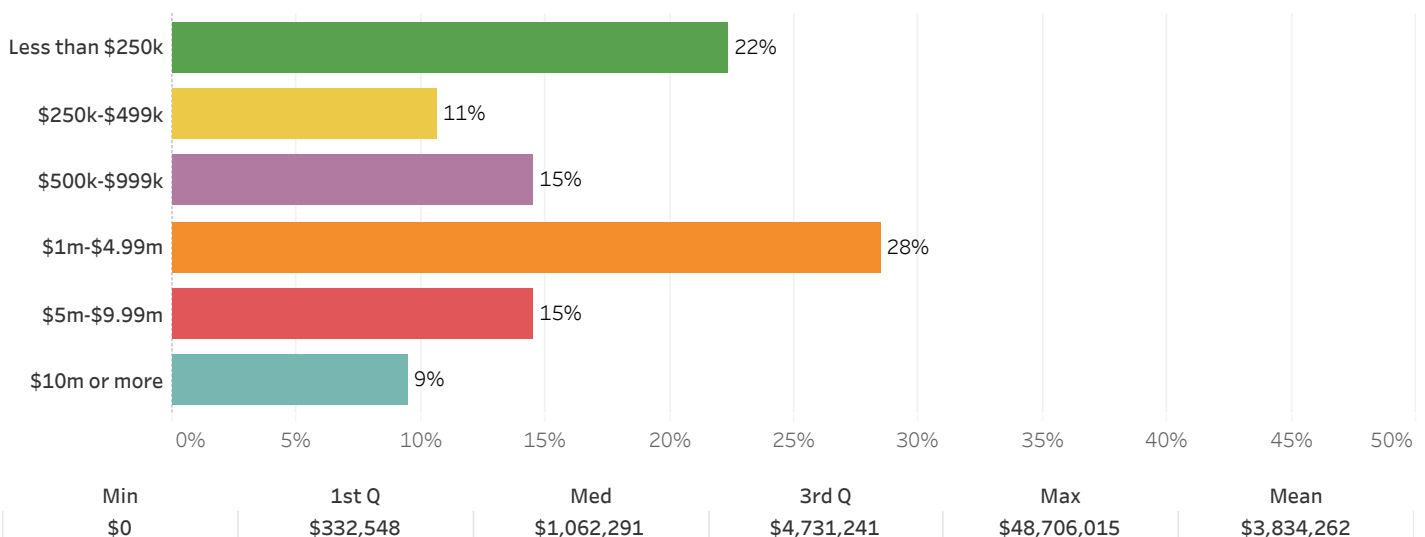
Organizations which support adult behavioral health, mental health, developmental disabilities, and intellectual disabilities tend to have larger budgets while those which support the environment and arts, culture, and humanities tend to have smaller budgets.

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



Twenty-two percent of responding Connecticut nonprofit organizations have budgeted salaries and wages totaling less than \$250,000, 11% have total salaries/wages between \$250,000 and \$499,999, and 15% have total salaries/wages between \$500,000 and \$999,999. More than a quarter (28%) 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 9% have total salaries/wages of \$10 million or more.

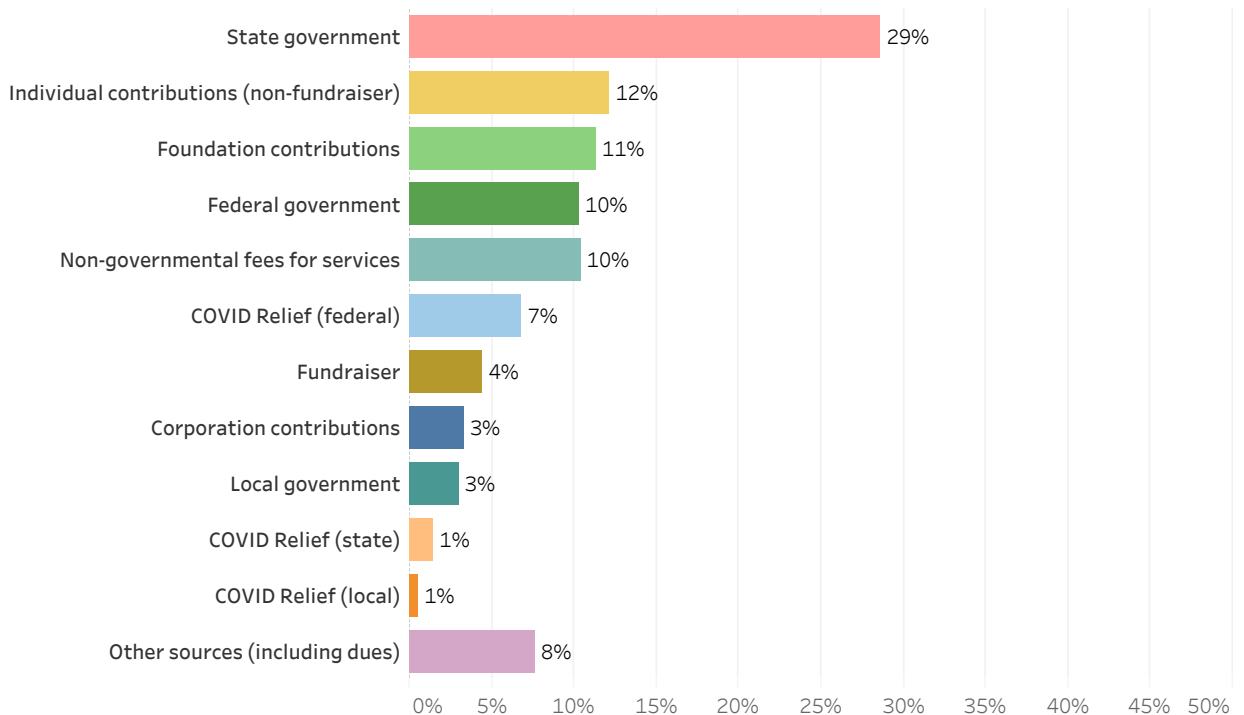
Figure 6: Below, please enter the total budgeted salaries/wages for your organization for the fiscal year you are reporting on.



On average, responding Connecticut nonprofit organizations say that 29% of their revenue during their most recent fiscal year came from the state government, 12% came from individual contributions, 11% came from foundation contributions, 10% came from the federal government, 10% came from non-governmental fees for services, and 7% came from federal COVID-19 relief. Less than 5% of the organizations' revenues on average came from fundraisers (4%), corporate contributions (3%), local government (3%), state COVID-19 relief (1%), or local COVID-19 relief (1%), while 8% of revenue came from other sources.

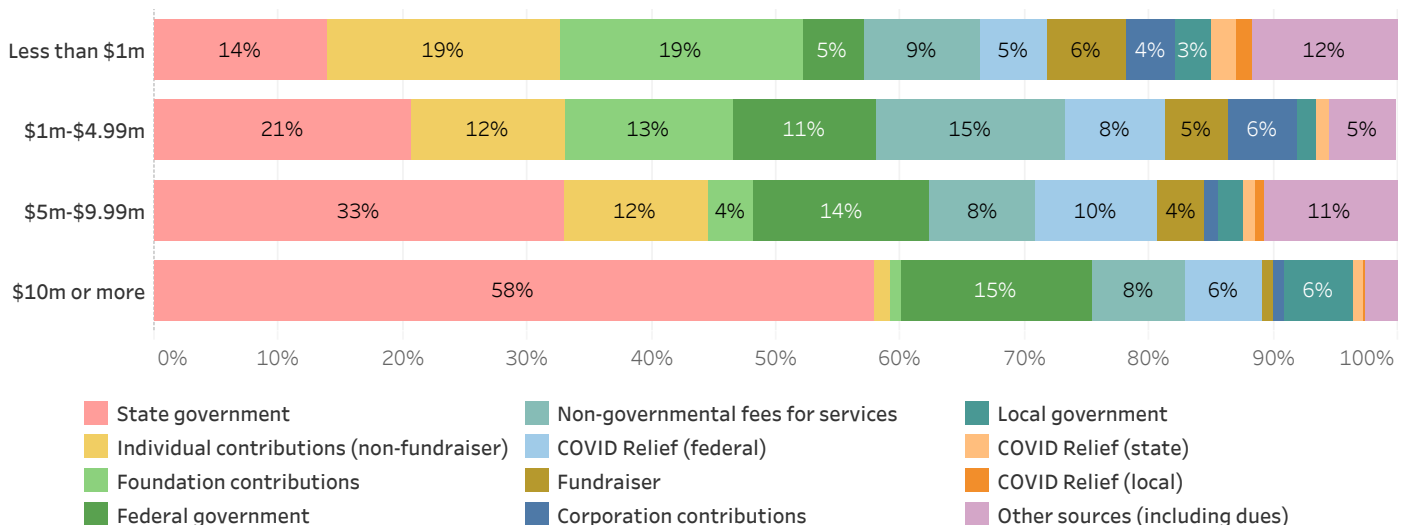
Some respondents also indicated that they received funding through investment income or interest, membership dues, endowments, or program fees.

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



Organizations with larger budgets tend to derive more of their revenue from the federal and state governments, while those with smaller budgets tend to derive more of the revenue from foundation and individual contributions.

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, 28% of responding Connecticut nonprofit organizations offered bonuses to all employees, 31% offered bonuses to some employees, and 41% did not offer bonuses to any employees.

Prior to the most recent fiscal year, just over half (52%) of responding Connecticut nonprofit organizations offered bonuses to some employees while 48% had not. Of those who offered bonuses in their most recent fiscal year, 85% had previously offered bonuses to employees while 15% had not.

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

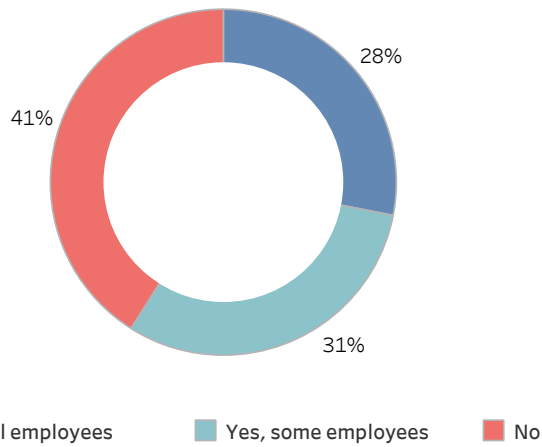
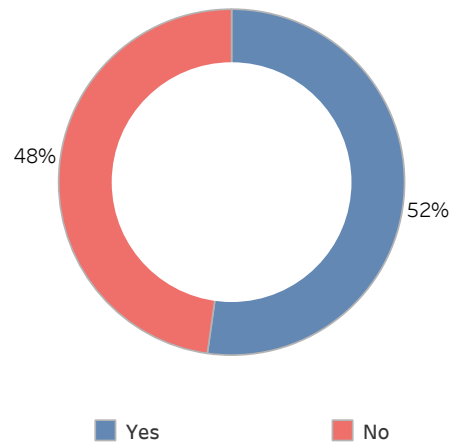


Figure 9: Prior to the fiscal year you are reporting on, did you offer bonuses to any employees?

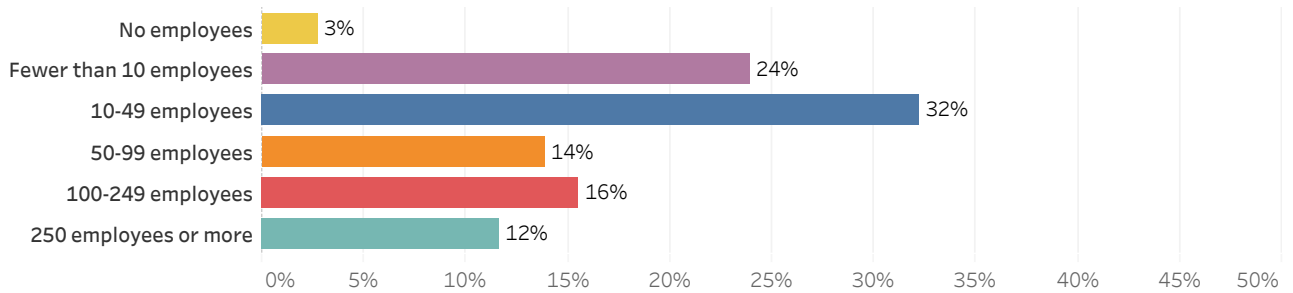


Employees

Three percent of responding Connecticut nonprofit organizations say they have no employees, 24% have fewer than 10 employees, 32% have 10-49 employees, 14% have 50-99 employees, 16% have 100-249 employees, and 12% have 250 employees or more.

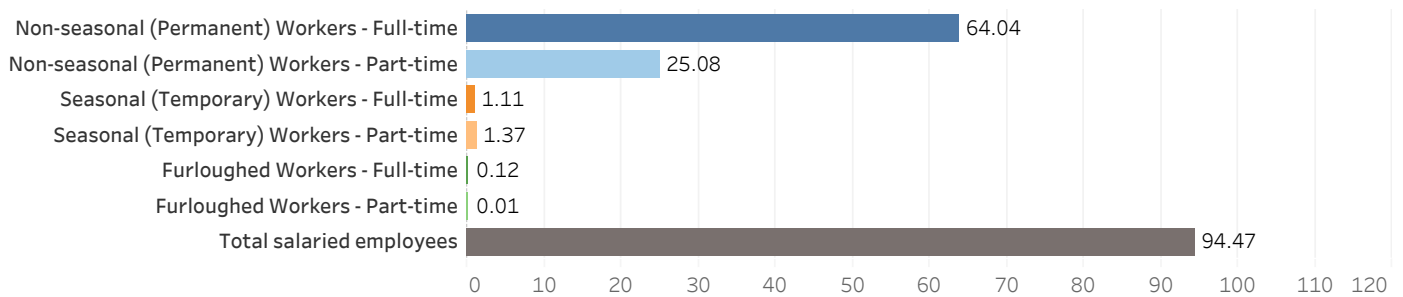
Organizations which support adult behavioral health and intellectual or developmental disabilities tend to have a greater number of employees while those which support the environment and arts, culture, and humanities tend to have fewer employees.

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



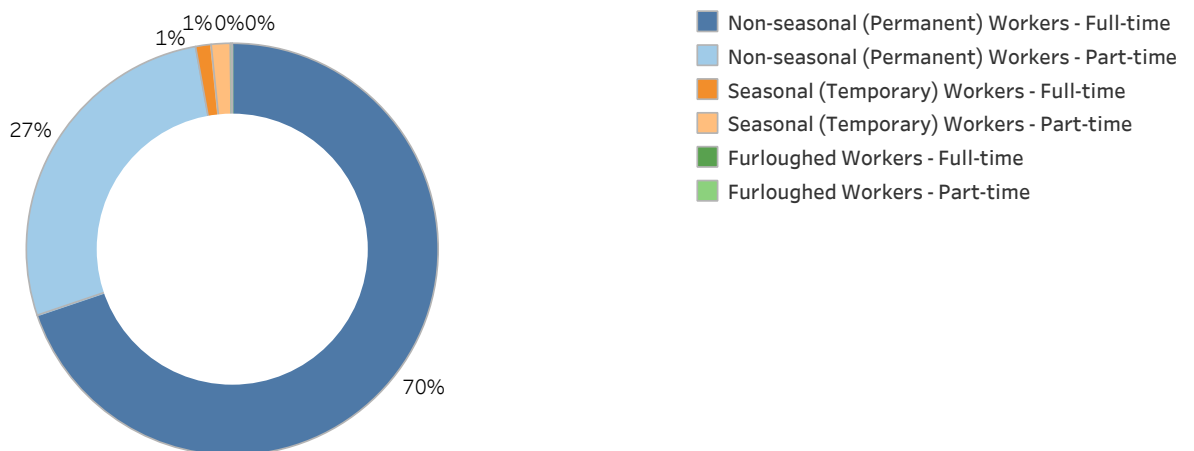
The average responding Connecticut nonprofit organization has 64 permanent full-time salaried employees, 25 part-time salaried employees, as well as 1 seasonal full-time and 1 seasonal part-time worker. Very few organizations report having any furloughed full-time or part-time workers. The average organization has 94 salaried employees in total.

Figure 10b: Mean number of salaried employees



Overall, 70% of salaried employees reported by responding Connecticut nonprofit organizations are permanent full-time employees, 27% are permanent part-time employees, 1% each are seasonal full-time or seasonal part-time employees, and less than 1% each are furloughed full-time or furloughed part-time employees.

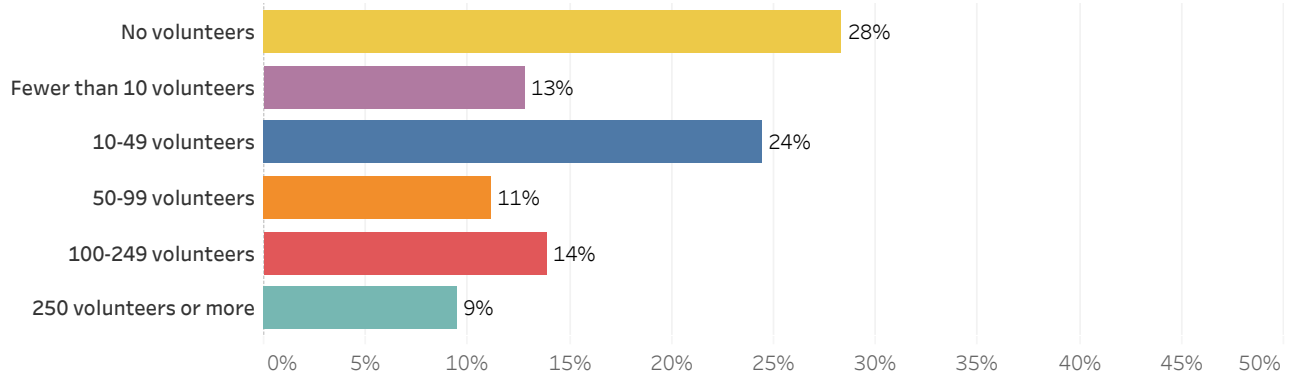
Figure 10c: Distribution of salaried employees



More than one quarter (28%) of responding Connecticut nonprofit organizations say they have no volunteer employees, 13% have fewer than 10 volunteer employees, 24% have 10-49 volunteer employees, 11% have 50-99 volunteer employees, 14% have 100-249 volunteer employees, and 9% have 250 volunteer employees or more.

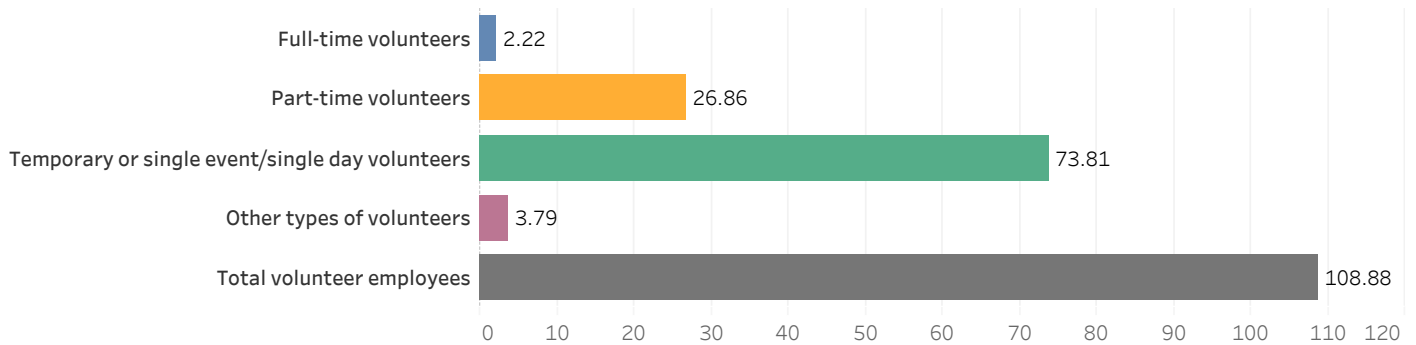
Organizations which support the environment and recreation, sports, and leisure tend to have a greater number of volunteer employees.

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



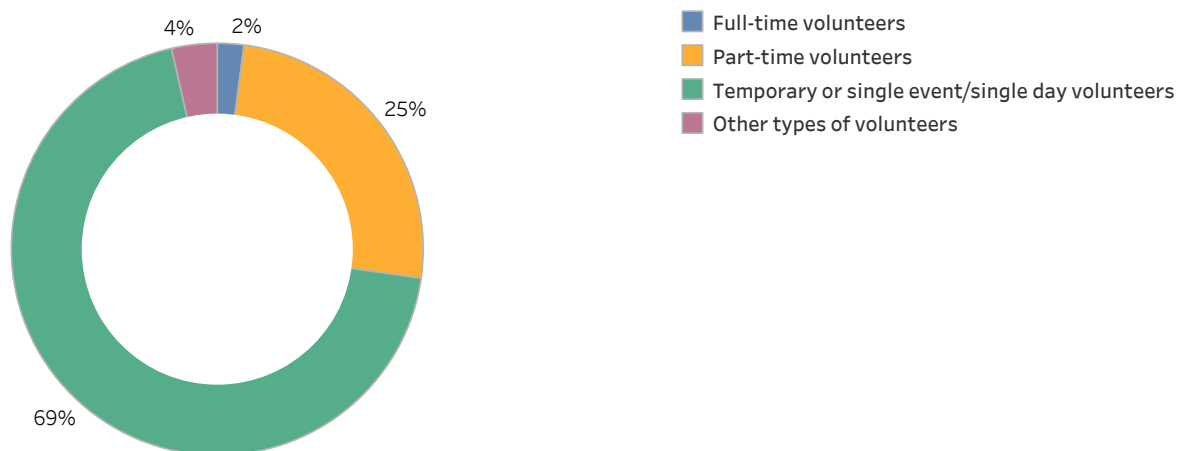
The average responding Connecticut nonprofit organization has 2 full-time volunteers, 27 part-time volunteers, 74 temporary or single event/single day volunteers, and 4 other types of volunteers. The average organization has 109 volunteers in total.

Figure 11b: Mean number of volunteer employees



Overall, only 2% of volunteer employees reported by responding Connecticut nonprofit organizations are permanent full-time volunteers, 25% are part-time volunteers, 69% are temporary or single event/single day volunteers, and 4% are other types of volunteers.

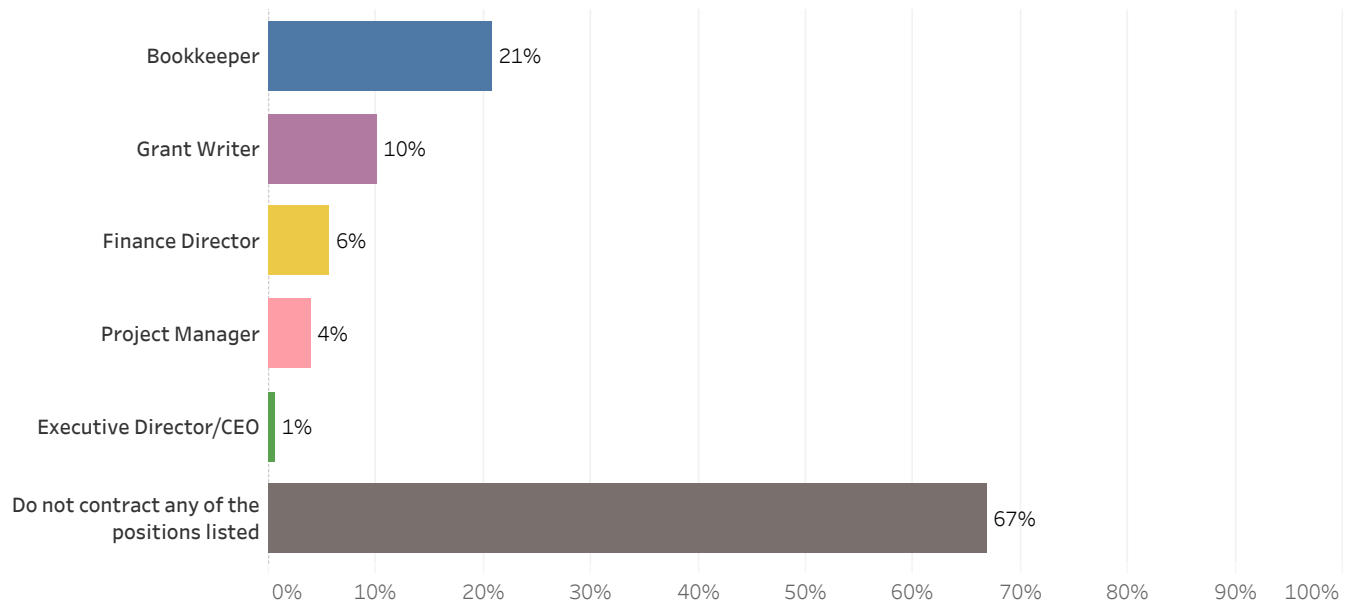
Figure 11c: Distribution of volunteer employees



One-fifth (21%) of responding Connecticut nonprofit organizations say they contract rather than hire bookkeepers, 10% contract grant writers, 6% contract finance directors, 4% contract project managers, and 1% contract their Executive Director or CEO. Two-thirds (67%) of responding organizations say they do not contract any of these positions.

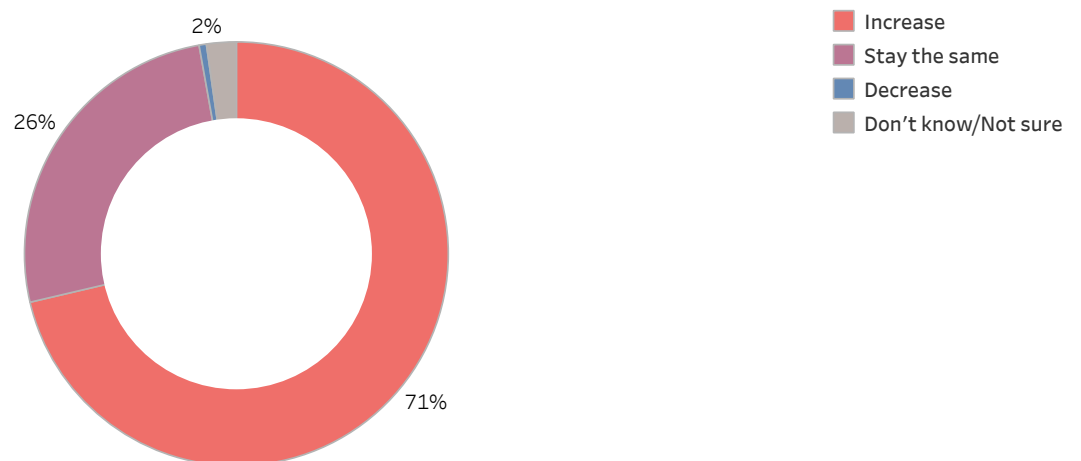
Organizations with large numbers of employees, those with higher budgets, and those which support adult behavioral health, health care, and the environment are more likely than others to contract at least one of these positions.

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



Seven in ten (71%) responding Connecticut nonprofit organizations expect their staffing needs to increase over the next 12 months, 26% expect their needs to stay the same, 1% expect their staffing needs to decrease, and 2% don't know.

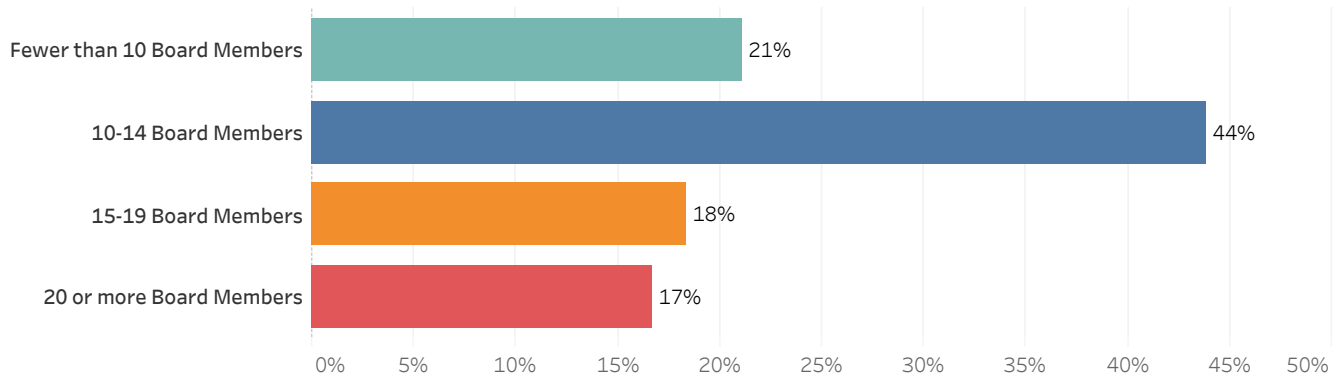
Figure 13: Do you expect your staffing needs to increase, decrease, or stay the same over the next 12 months?



Board Members

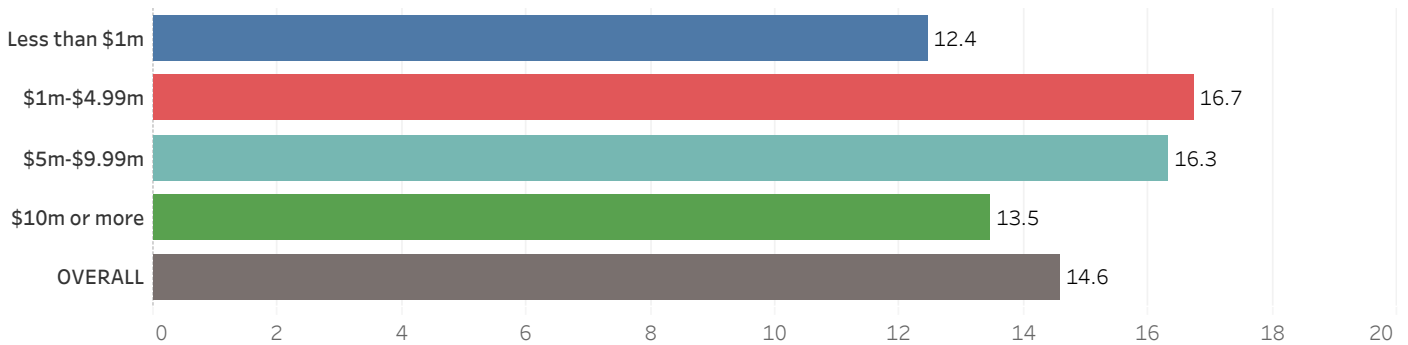
One-fifth (21%) of responding Connecticut nonprofit organizations say they have fewer than 10 Board Members, 44% have 10-14 Board Members, 18% have 15-19 Board Members, and 17% have 20 or more Board Members.

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



Overall, the average responding Connecticut nonprofit organization has just under fifteen Board Members.

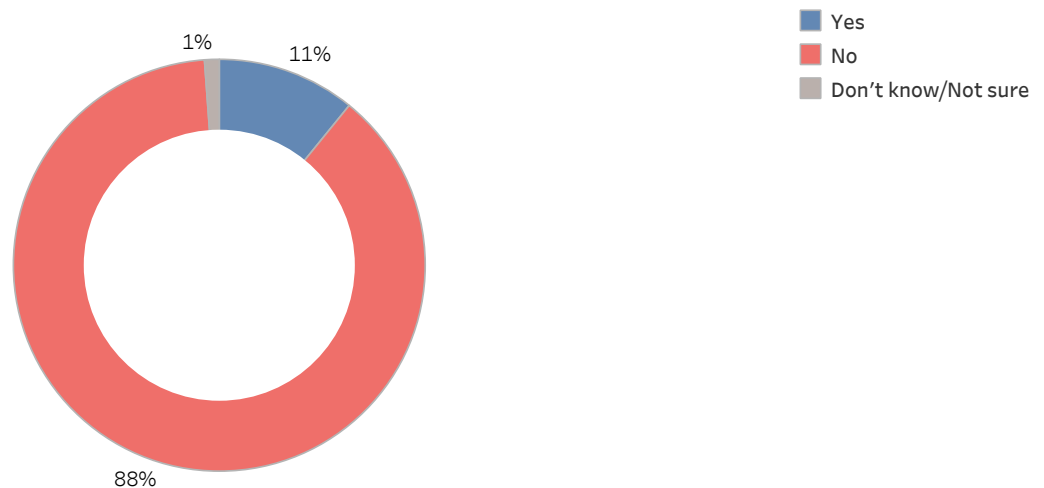
Figure 14b: Mean number of Board Members - By Total Operating Expenses



Eleven percent of responding Connecticut nonprofit organizations say they have Board Members who are also compensated as staff members while 88% have no compensated Board Members.

Organizations which were founded since 2000 are more likely than those founded earlier to have Board Members who are also compensated as staff members.

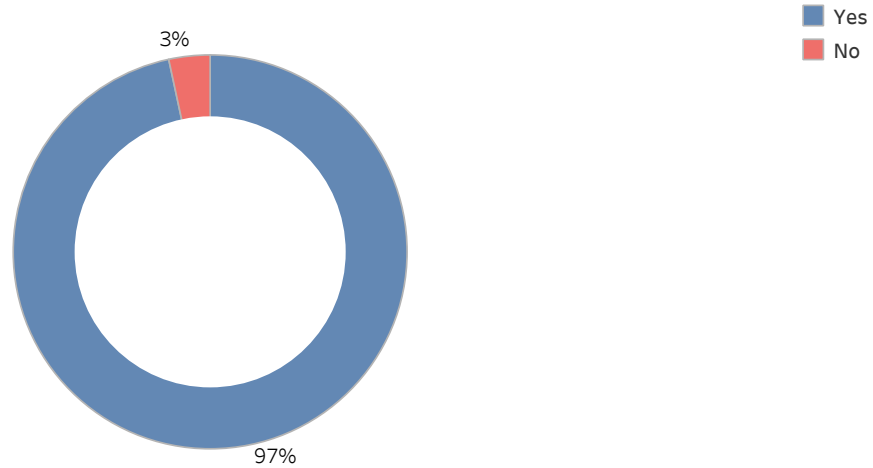
Figure 15: Do you have any Board Members who are also compensated as staff members?



Executive Directors

Nearly all (97%) responding Connecticut nonprofit organizations say they have a paid Executive Director or CEO while 3% do not.

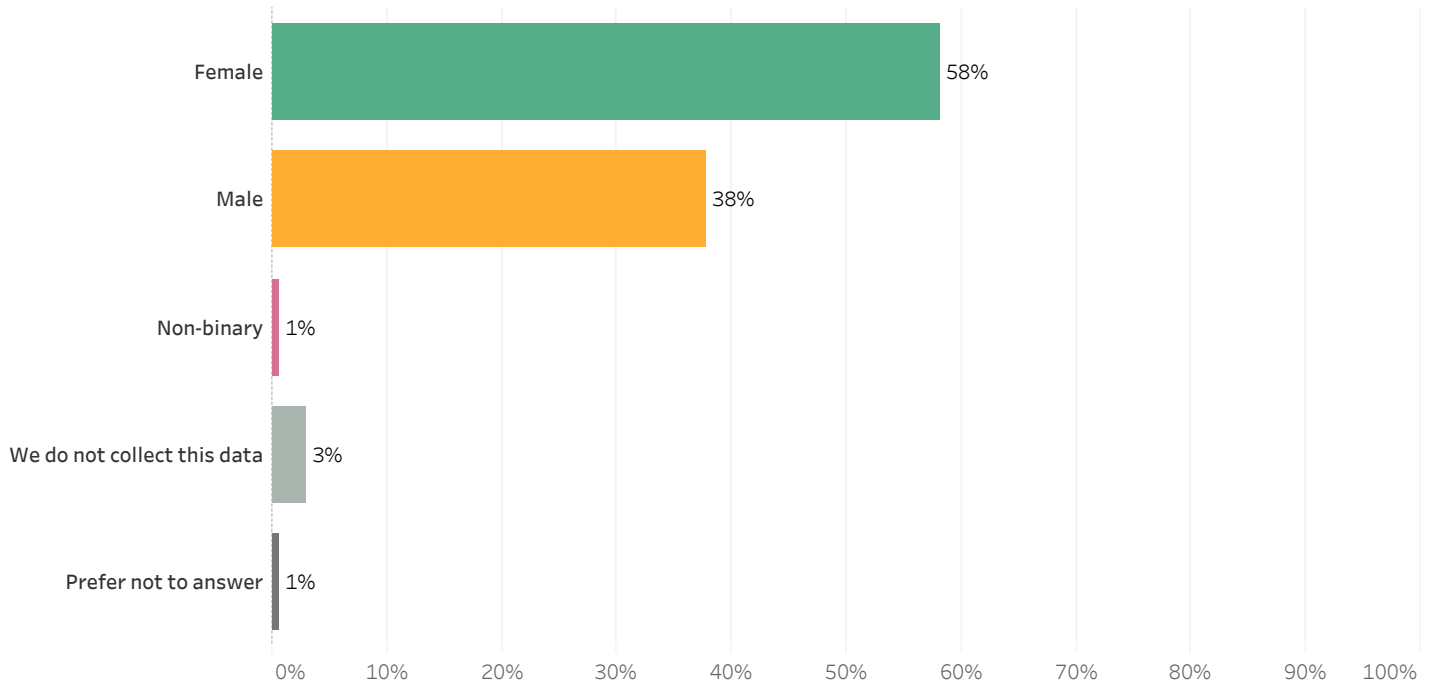
Figure 16: Does your organization have a paid Executive Director or CEO?



Among responding organizations who say they have an Executive Director or CEO (N=173), 58% say their Executive Director or CEO is female, 38% say they are male, and 1% are non-binary, while 3% say they do not collect this data and 1% prefer not to answer.

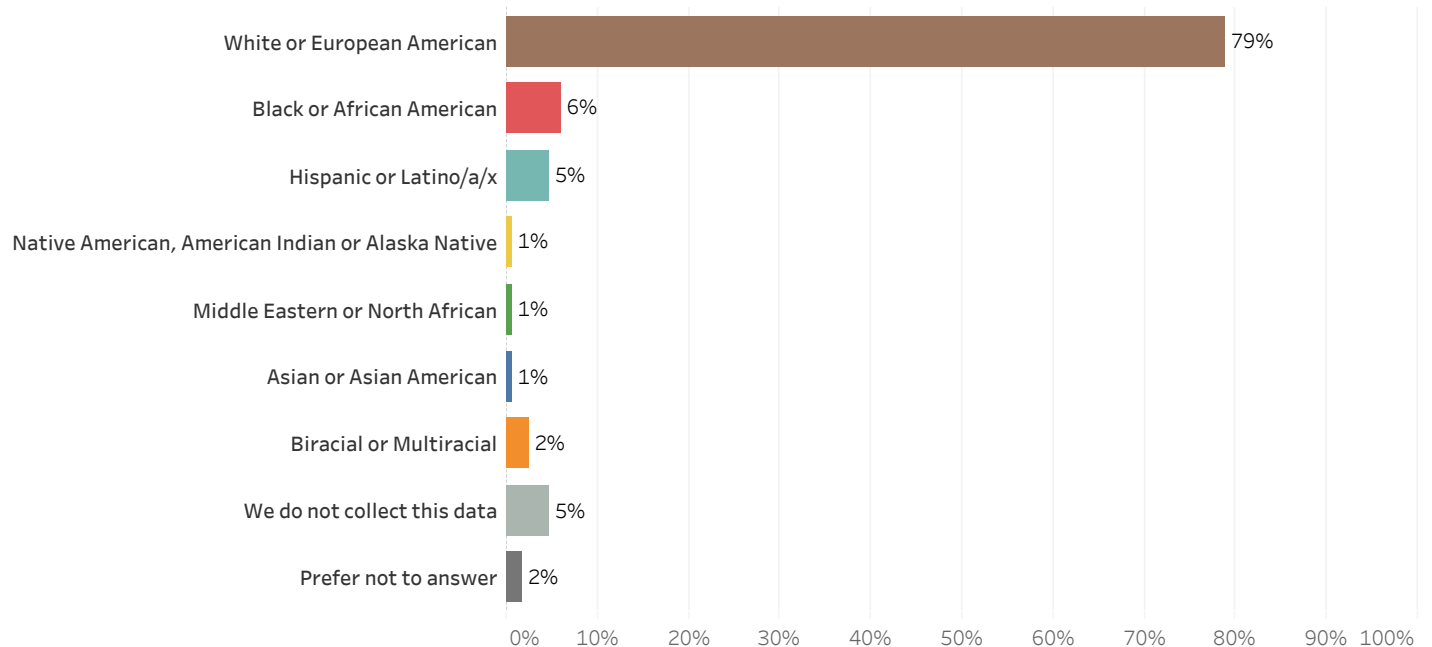
Organizations with a middling number of employees and a medium budget are more likely than others to have a female Executive Director or CEO, while those founded before 1950 are less likely to have a female Executive Director or CEO.

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



Among responding organizations who say they have an Executive Director or CEO (N=173), 79% say their Executive Director's racial identity or ethnicity is best described as White or European American, while 6% say it is Black or African American, 5% say it is Hispanic or Latino/a/x, and 1% each say it is Native American, American Indian, or Alaska Native, Middle Eastern or North African, or Asian or Asian American. Two percent say their Executive Director's identity is best described as biracial or multiracial, 5% do not collect this data, and 2% prefer not to answer.

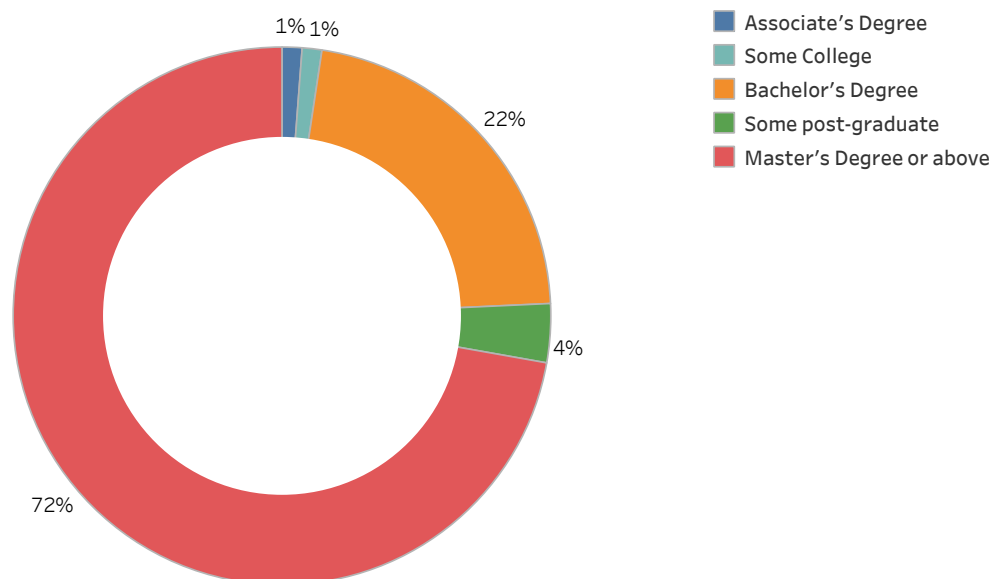
Figure 18: Which of the following best describes the racial identity and/or ethnicity of your current Executive Director or CEO?



Among responding organizations who say they have an Executive Director or CEO (N=173), 1% each say their Executive Director or CEO has an Associate's degree or some college education, 22% have a Bachelor's degree, 4% have some post-graduate education, and 72% have a Master's degree or more education.

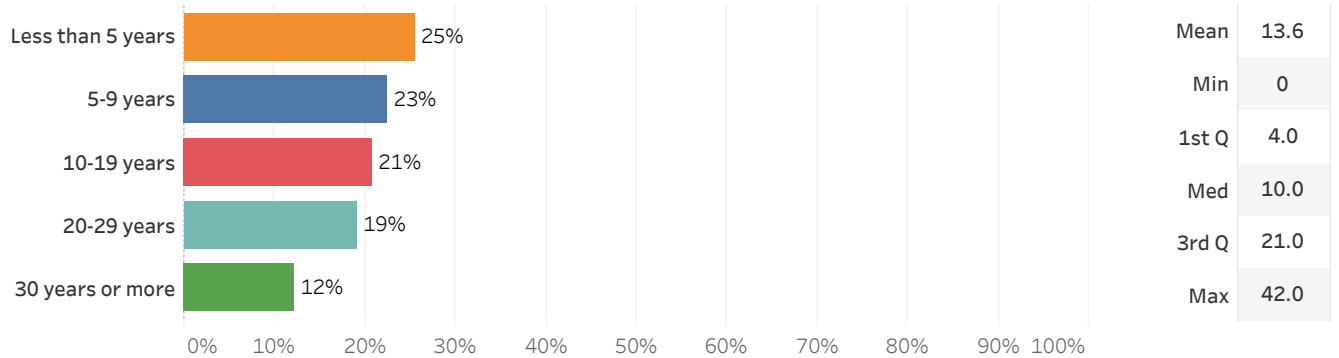
Organizations with larger budgets and with greater numbers of employees are more likely to have an Executive Director or CEO who has a Master's degree or more education.

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



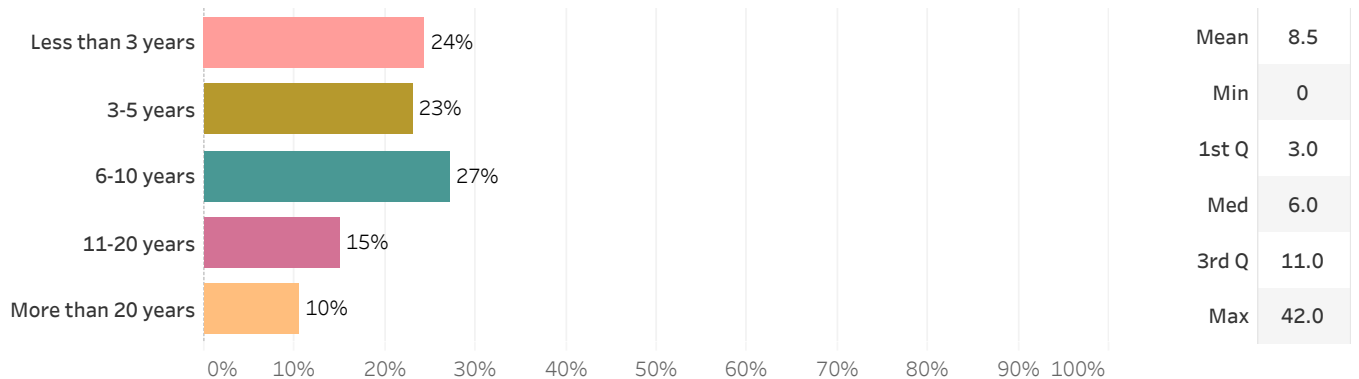
A quarter (25%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations have been with their current organization in some role for less than five years, 23% have been there for 5-9 years, 21% have been there for 10-19 years, 19% have been there for 20-29 years, and 12% have been 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.

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



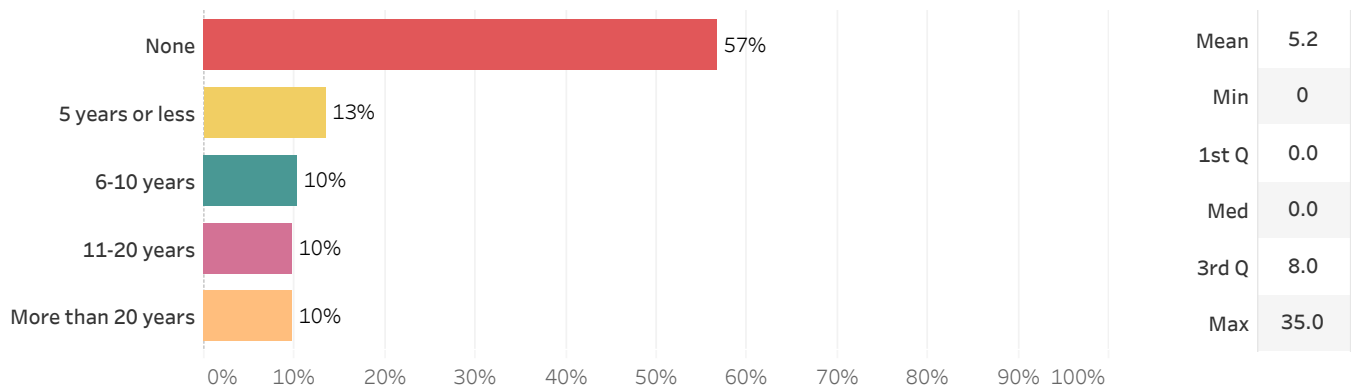
A quarter (24%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations have been with their current organization in their current role as Executive Director or CEO for less than three years, 23% have had that role for 3-5 years, 27% have had that role for 6-10 years, 15% have had that role for 11-20 years, and 10% have had that role for more than 20 years. The average Executive Director or CEO has been in that role for 8.5 years while the median Executive Director or CEO has had that role for 6 years.

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



More than half (57%) of Executive Directors or CEOs at responding Connecticut nonprofit organizations had no prior experience as an Executive Director or CEO. Thirteen percent had been in that role for 5 years or less before joining their current organization, 10% had had that role for 6-10 years, 10% had had that role for 11-20 years, and 10% had had that role for more than 20 years.

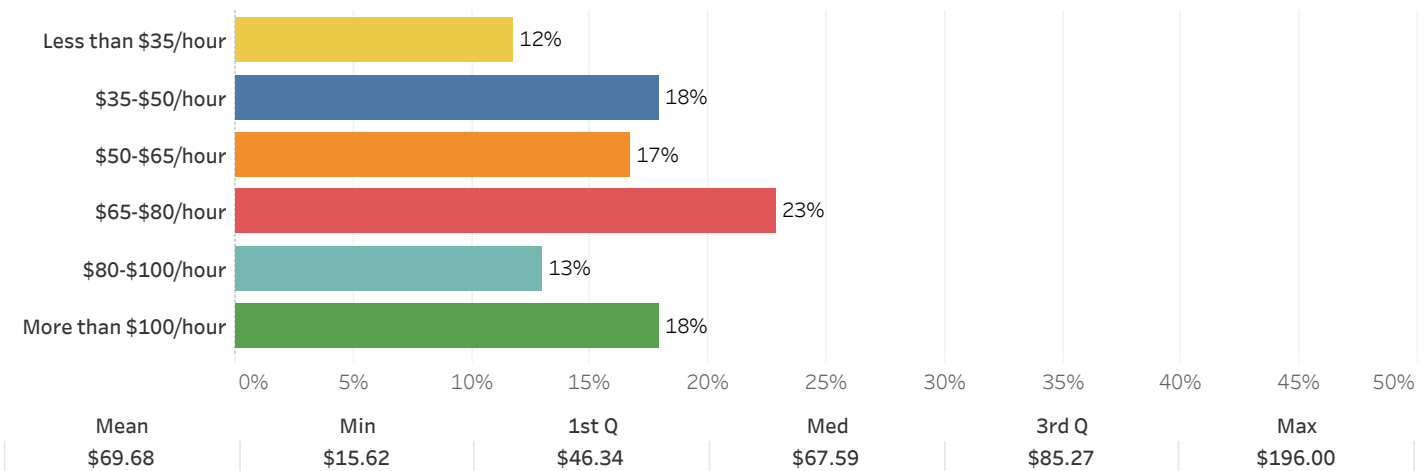
Figure 22: How many years of Executive Director/CEO experience did your current Executive Director/CEO have prior to joining your organization?



The vast majority (94%) of responding Connecticut nonprofit organizations have one Executive Director or CEO at their organization, 1% have two employees in that position, and 6% do not have an Executive Director or CEO.

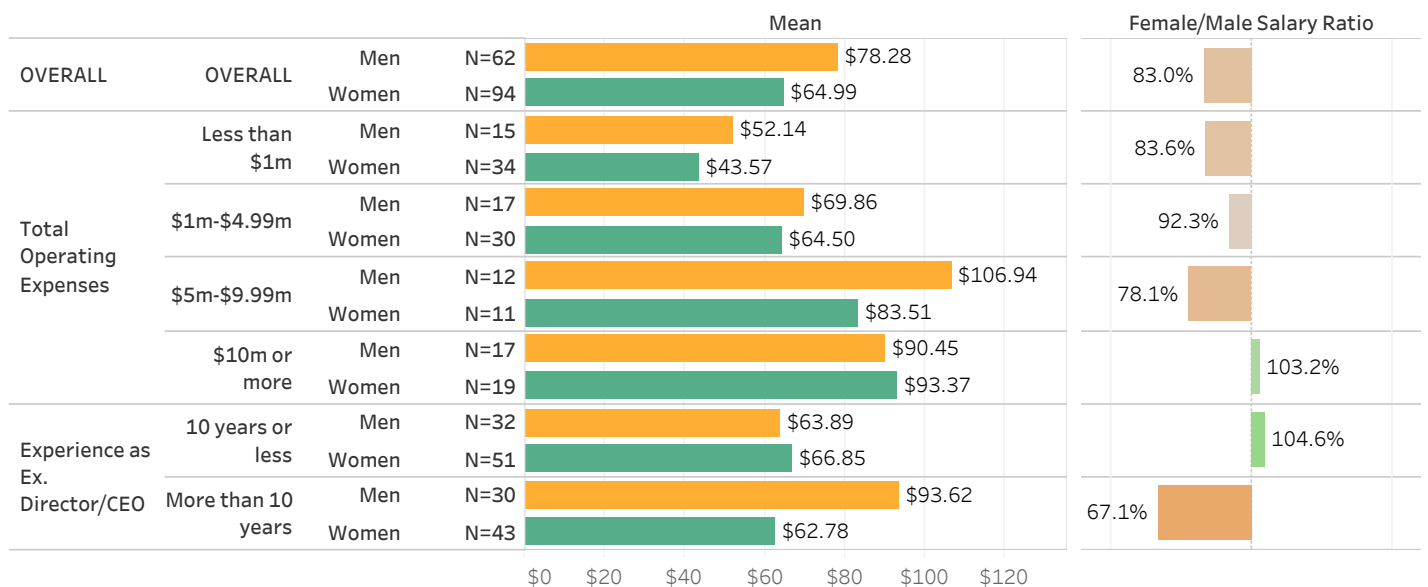
Twelve percent of responding Connecticut nonprofit organizations pay their Executive Director or CEO less than \$35 per hour, 18% pay between \$35-\$50/hour, 17% pay \$50-\$65/hour, 23% pay \$65-\$80/hour, 13% pay \$80-\$100/hour, and 18% pay more than \$100/hour. Overall, the mean hourly wage among Executive Directors and CEOs of responding Connecticut nonprofit organizations is \$69.68 per hour, with a median of \$67.59. The average responding Connecticut nonprofit organization with an Executive Director or CEO spends about 11% of their total budget on salary for that Executive Director or CEO.

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



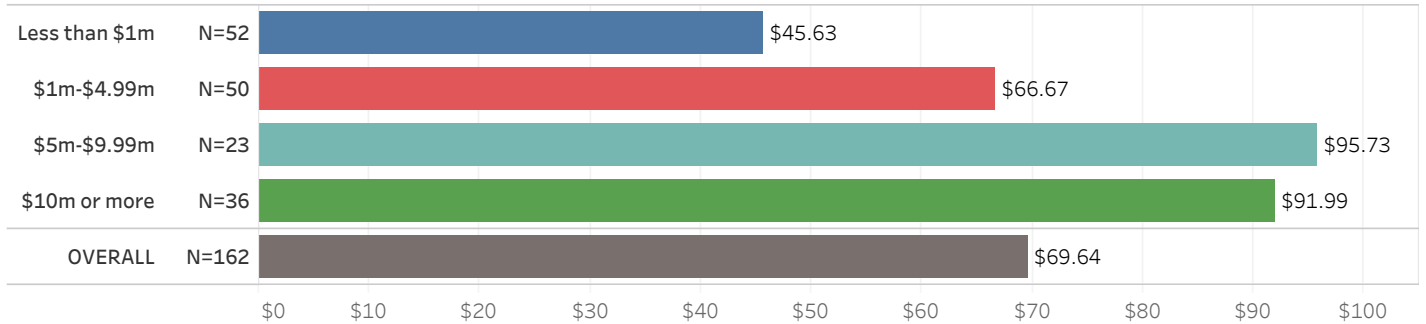
Female Executive Directors and CEOs earn an average hourly wage of \$64.99 per hour, while their male counterparts earn \$78.28 per hour, resulting in an overall female/male salary ratio of 83.0%. This ratio is largely similar among organizations of all budget sizes. Larger differences by gender can be seen when looking at the number of years of experience individuals have as an Executive Director or CEO at their current organization or in a prior position. Among those with 10 years or less of experience as an Executive Director or CEO, the average wages paid to female (\$66.85) Executive Directors and CEO is actually slightly higher than the average among male Executive Directors and CEOs (\$63.89). However, among those with more than 10 years or experience as an Executive Director or CEO, men (\$93.62) earn far more than women (\$62.78) on average.

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 - By Gender



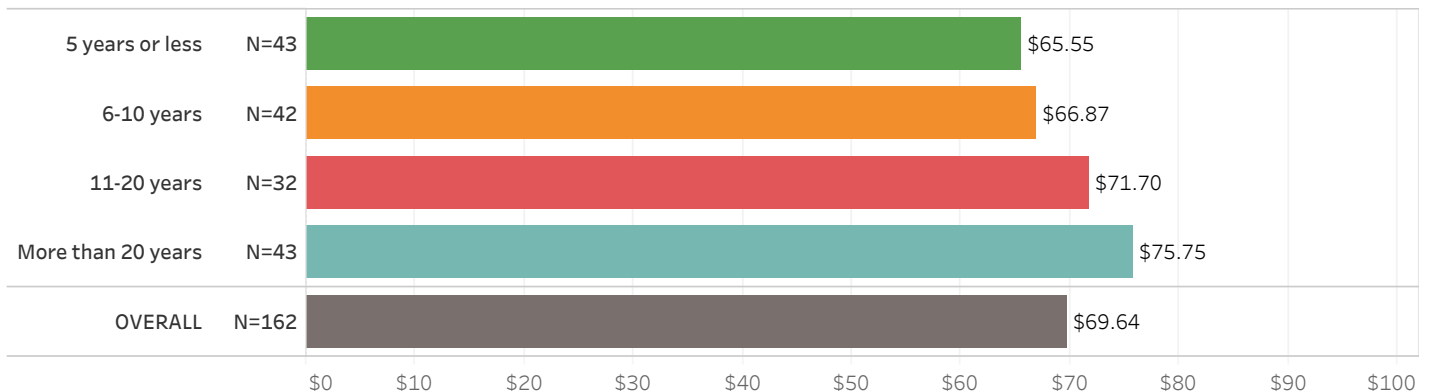
Executive Directors and CEOs at organizations with operating budgets of less than \$1 million earn an average hourly wage of \$45.63 per hour, those at organizations with budgets of \$1m-\$4.99m earn an average \$66.67 per hour, those at organizations with budgets of \$5m-\$9.99m earn an average of \$95.73, and those at organizations with budgets of \$10m or more earn an average of \$91.99 per hour.

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 \$65.55 per hour, those with 6-10 years experience earn an average of \$66.87, those with 11-20 years experience earn an average of \$71.70, and those with more than 20 years of experience earn an average of \$75.75 per hour.

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



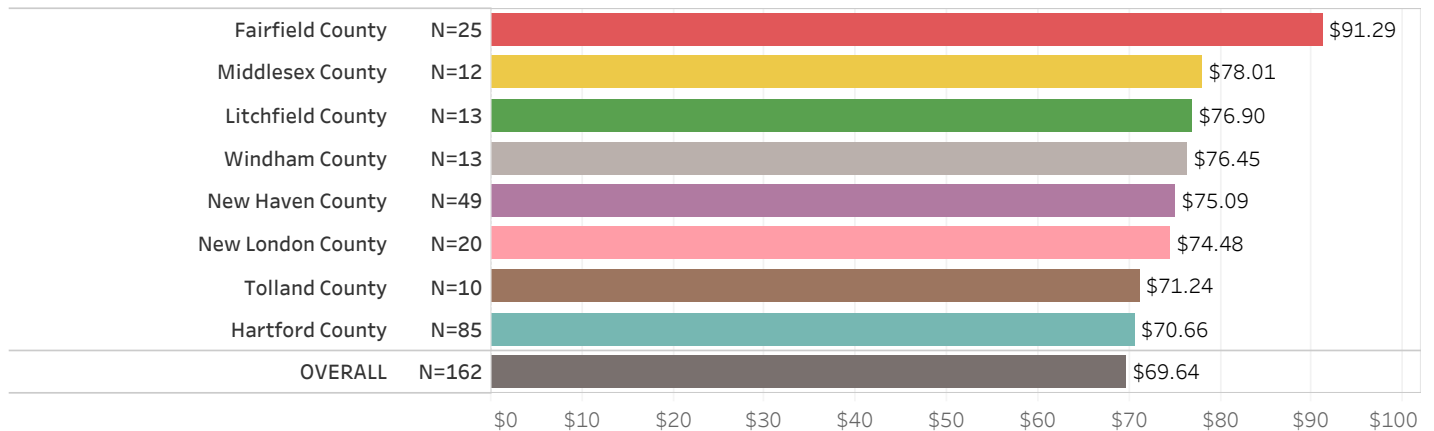
Executive Directors and CEOs without a Master's degree earn an average of \$61.98 per hour while those with a Master's degree or more education earn an average of \$73.27 per hour.

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



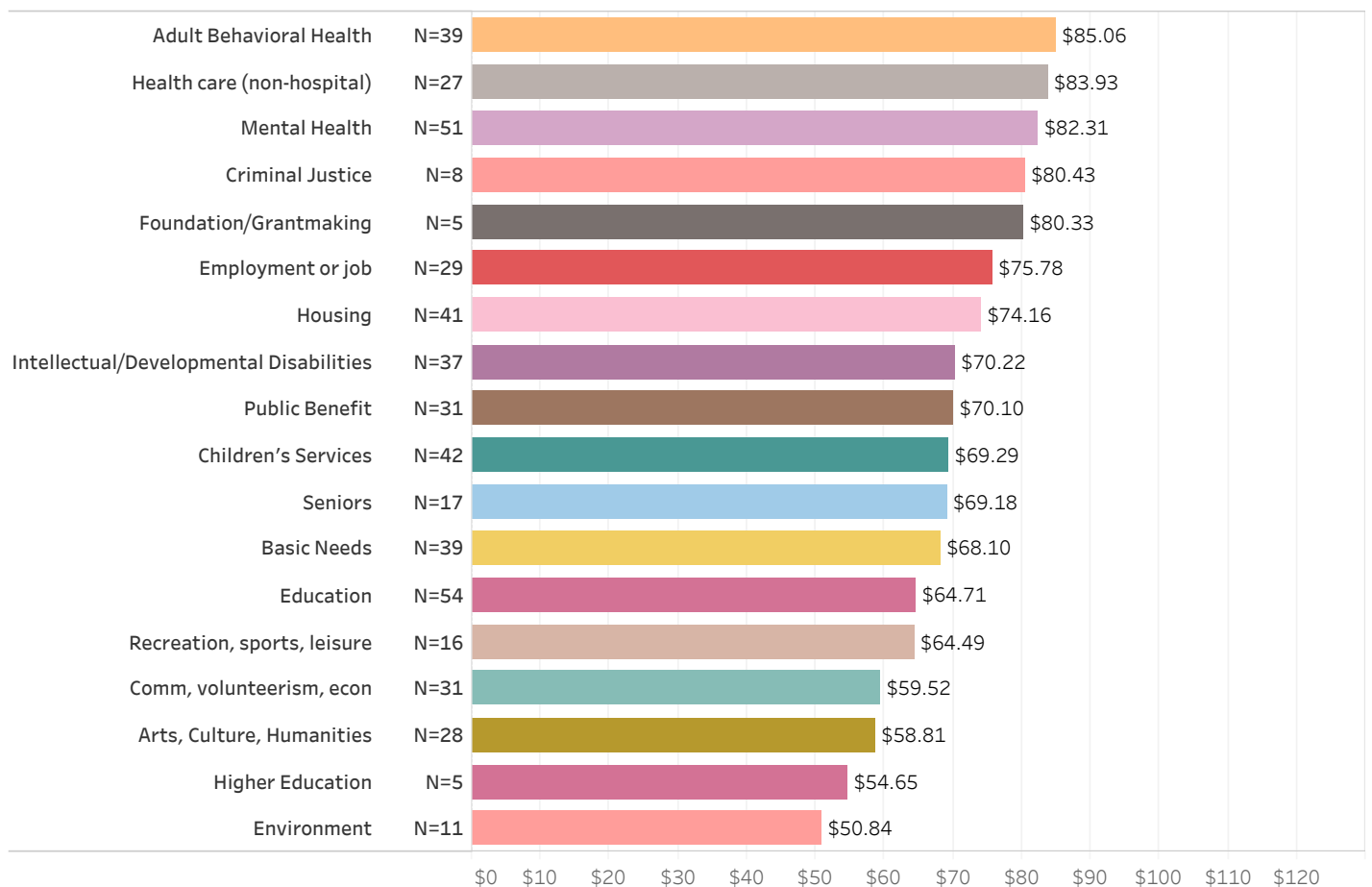
Executive Directors and CEOs at organizations with an office in Fairfield County earn the most per hour (\$91.29), followed by organizations with offices in Middlesex County (\$78.01), Litchfield County (\$76.90), and Windham County (\$76.45).

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



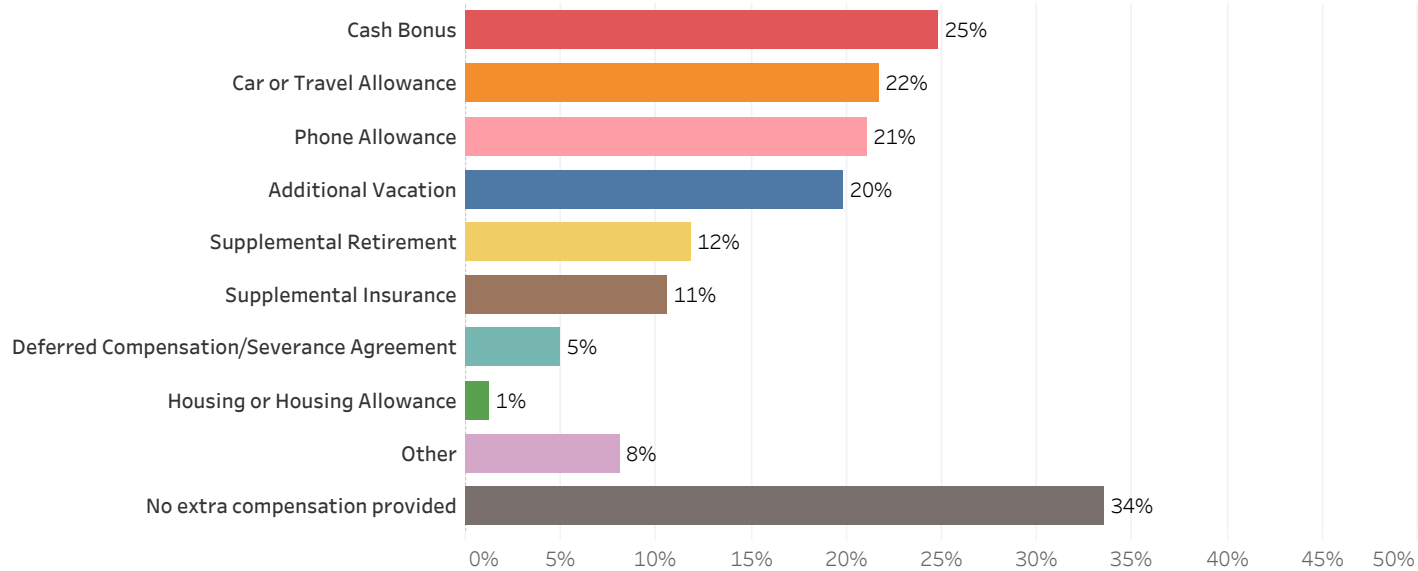
Executive Directors and CEOs at organizations which support adult behavioral health (\$85.06), health care (\$83.93), and mental health (\$82.31) earn the largest pay per hour on average, while those at organizations which support higher education (\$54.65) or the environment (\$50.84) earn the least.

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



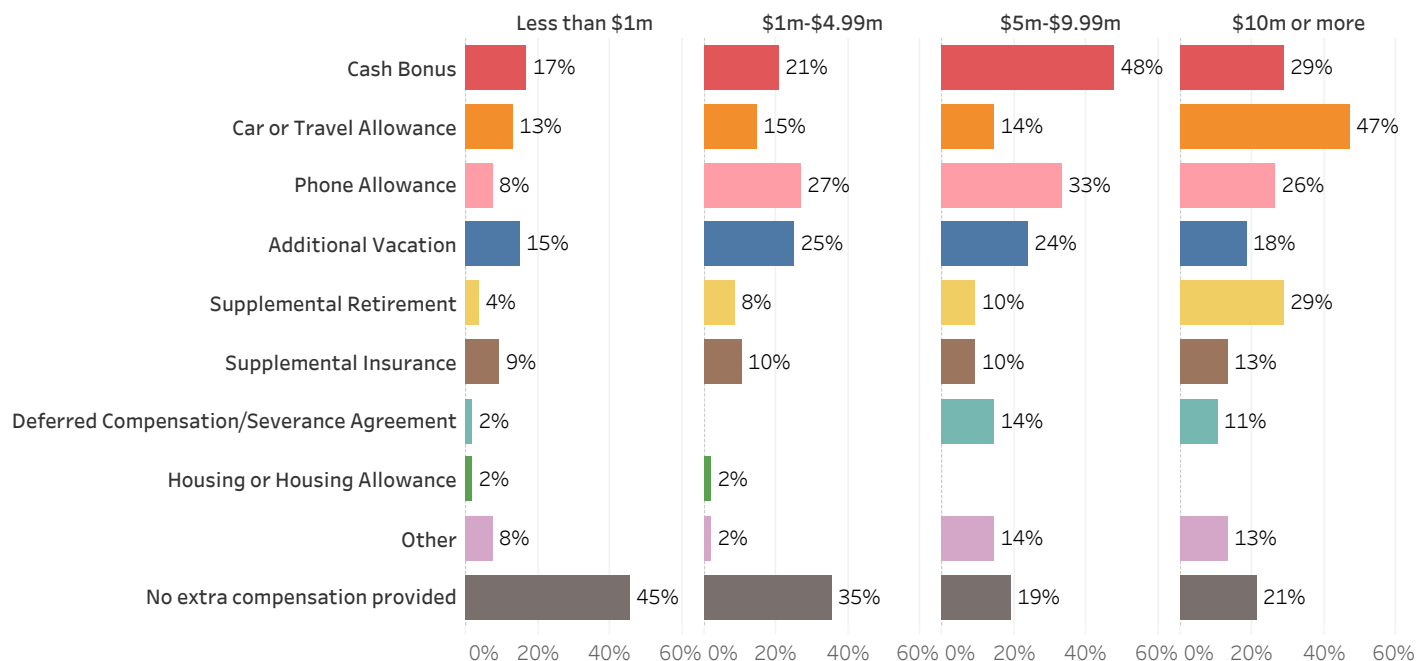
A quarter (25%) of responding Connecticut nonprofit organizations offer a cash bonus as additional compensation to their Executive Director or CEO while 22% offer a car or travel allowance, 21% provide a phone allowance, and 20% offer additional vacation. Fewer organizations offer supplemental retirement (12%), supplemental insurance (11%), deferred compensation or a severance agreement (5%), housing or a housing allowance (1%), or something else (8%) in additional compensation, while one-third (34%) do not offer any additional compensation to their Executive Director or CEO.

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



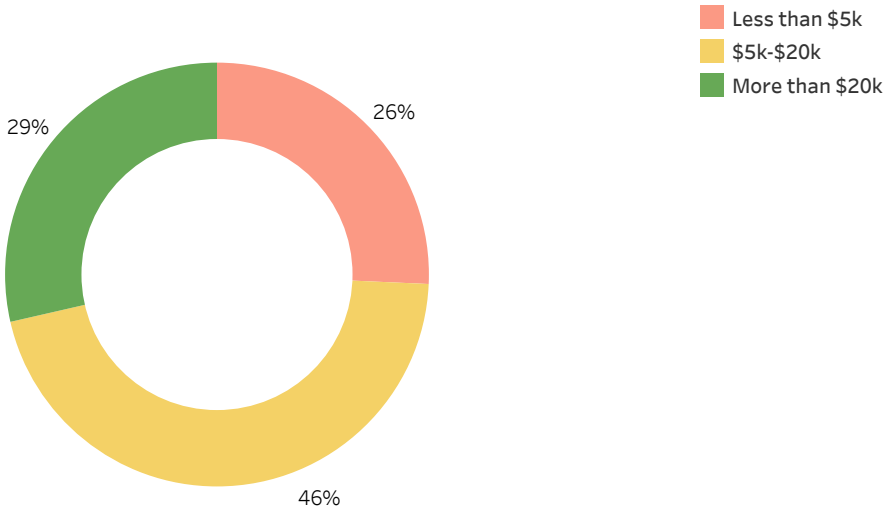
Just over half (55%) of organizations with budgets below \$1 million say they provide some kind of extra compensation to their Executive Director or CEO; about two-thirds (65%) of organizations with budgets of \$1m-\$4.99m and four-fifths of those with budgets of \$5m-\$9.99m (81%) or \$10m or more (79%) provide some kind of extra compensation. Larger organizations are particularly more likely than smaller organizations to provide a cash bonus, a car or travel allowance, and supplemental retirement.

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



Among organizations which offer a cash bonus to their Executive Director or CEO (N=40), 26% offer less than \$5,000 in their cash bonus, 46% offer \$5,000-\$20,000, and 29% offer more than \$20,000. Overall, the mean cash bonus is \$15,625, with a median of \$10,102.50.

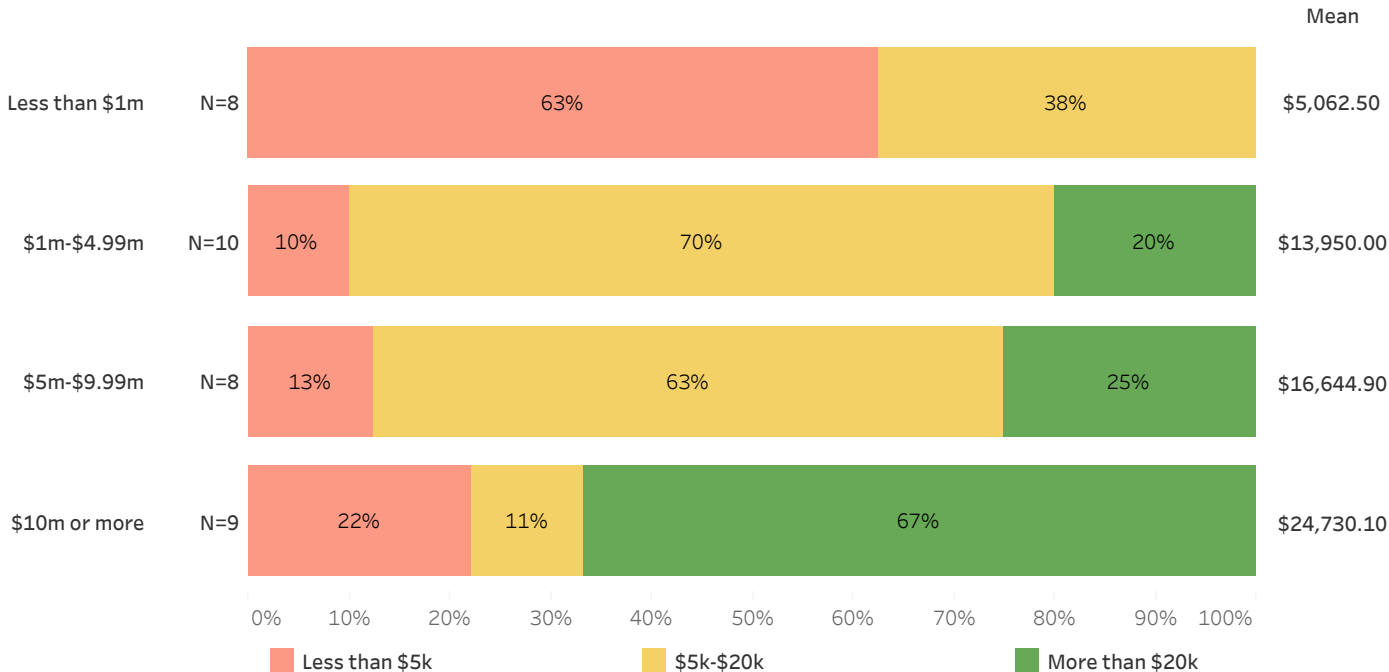
Figure 25a: Please enter the amount of the Executive Director/CEO’s cash bonus in the fiscal year you are reporting on



Mean	Min	1st Q	Med	3rd Q	Max
\$15,625.00	\$1,000.00	\$5,000.00	\$10,102.50	\$23,750.00	\$50,000.00

Among the organizations which offer a cash bonus to their Executive Director or CEO (N=40), those with larger budgets tend to offer a significantly higher cash bonus, with the average cash bonus among organizations with a budget of \$10 million or more (\$24,730.10) nearly five times the average cash bonus of organizations with a budget of less than \$1m (\$5,062.50).

Figure 25b: Please enter the amount of the Executive Director/CEO’s cash bonus in the fiscal year you are reporting on - By Total Operating Expenses

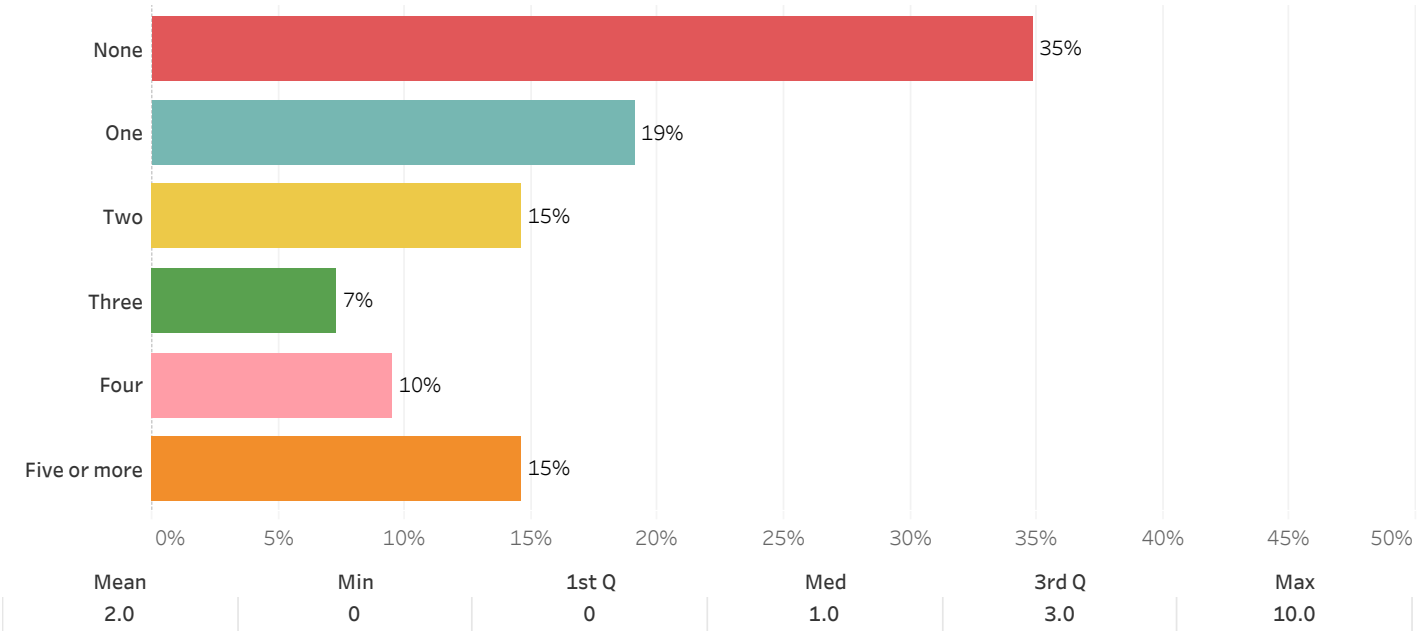


C-Level Executives

More than one-third (35%) of responding Connecticut nonprofit organizations have no paid C-Level executives not including their CEO, 19% have one, 15% have two, 7% have three, 10% have four, and 15% have five or more. Overall, the average organization has two paid C-Level executives, with a median of one.

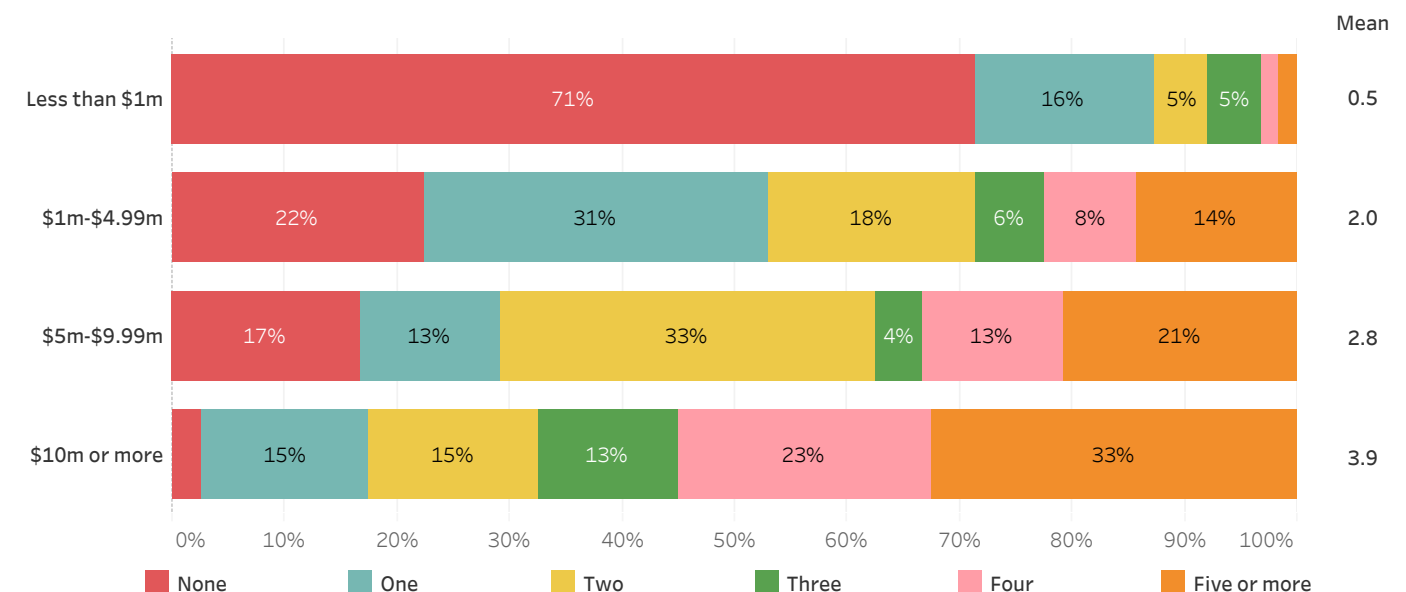
Organizations with larger numbers of employees, and those which support criminal justice, intellectual/developmental disabilities, health care, or employment tend to have a larger number of C-Level executives.

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



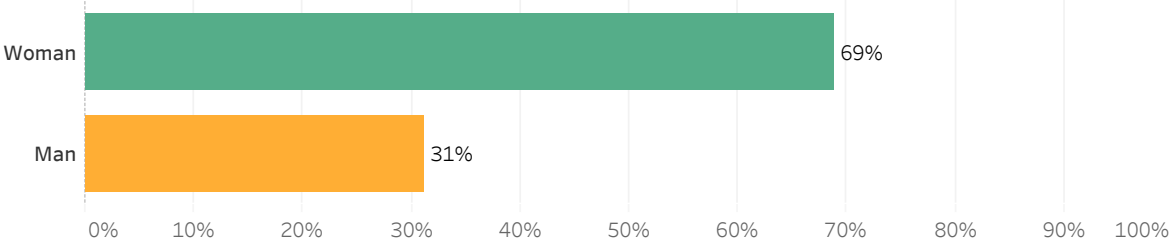
Organizations with larger budgets tend to have a greater number of C-level executives. Nearly all organizations with budget of \$10 million or more have at least one C-level executive and on average have nearly four C-level executives. However, only 29% of organizations with budgets below \$1m have any C-level executives at all.

Figure 26b: How many paid C-Level executives does your organization employ (Not including the CEO)? - By Total Operating Expenses



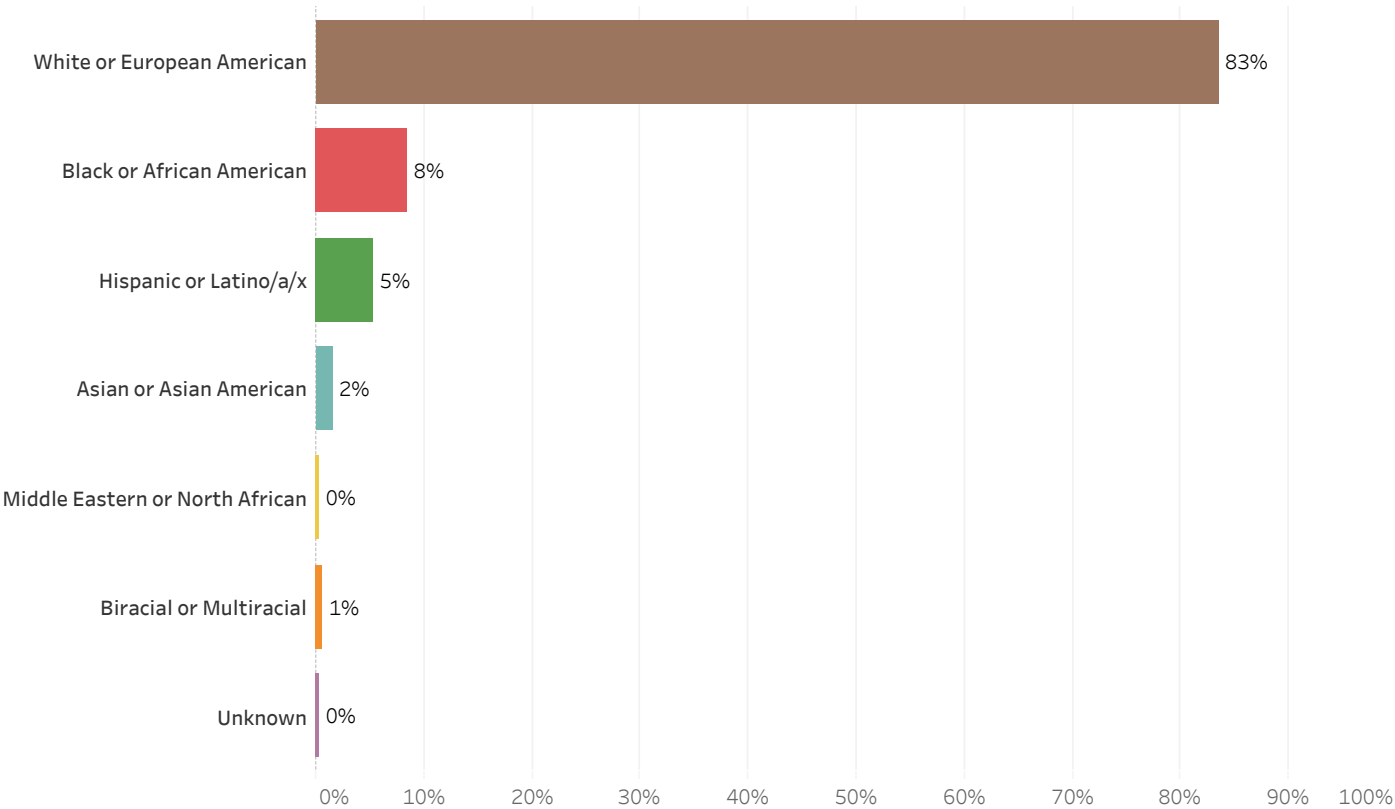
Among organizations which have paid C-level executives (N=116), more than two-thirds (69%) of those C-Level executive are women while 31% are men.

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



Among organizations which have paid C-level executives (N=116), more than four-fifths (83%) of those C-Level executive best describe their racial identity or ethnicity as White or European American, 8% describe themselves as Black or African American, 5% describe themselves as Hispanic or Latino/a/x, 2% describe themselves as Asian or Asian American, and less than 1% describe themselves as Middle Eastern or North African. One percent describe themselves as biracial or multiracial while the race or ethnicity of less than 1% is unknown.

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

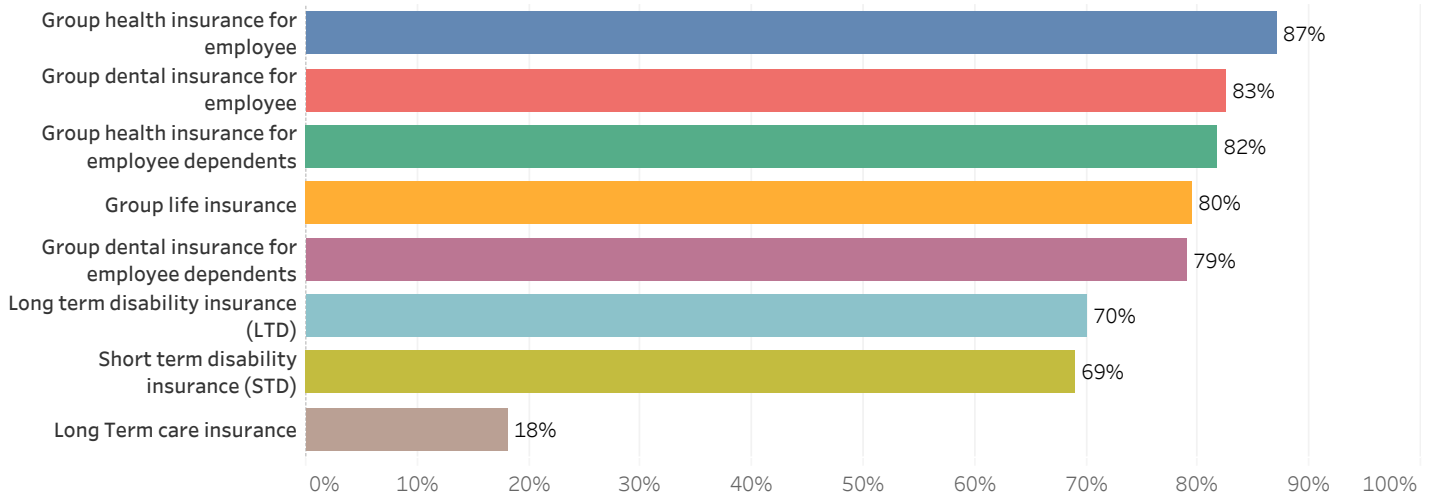


Health Insurance

Seven in eight (87%) responding Connecticut nonprofit organizations offer group health insurance for their employees, 83% offer group dental insurance for their employees, 82% offer group health insurance for employee dependents, 80% offer group life insurance, 79% offer group dental insurance for employee dependents, 70% offer long-term disability insurance, 69% offer short-term disability insurance, and 18% offer long-term care insurance.

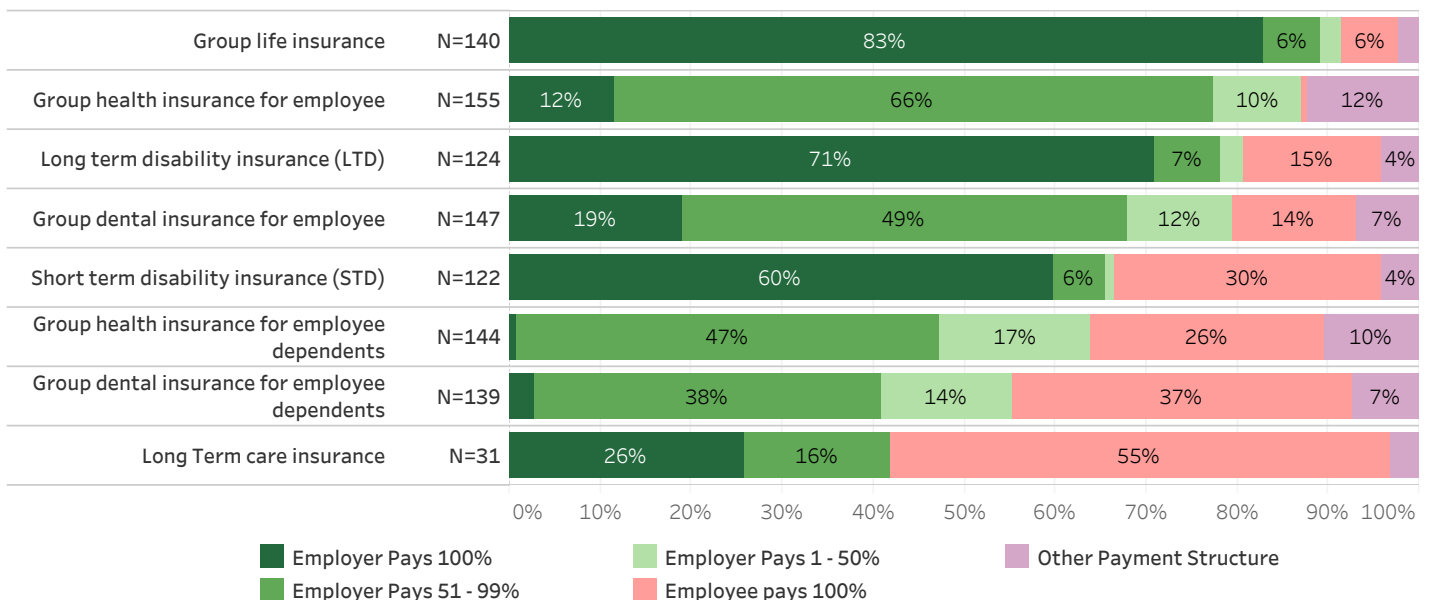
Unsurprisingly, organizations with larger budgets and a greater number of employees are more likely to offer each of these health insurance benefits.

Figure 29a: Health insurance benefit offered to employees



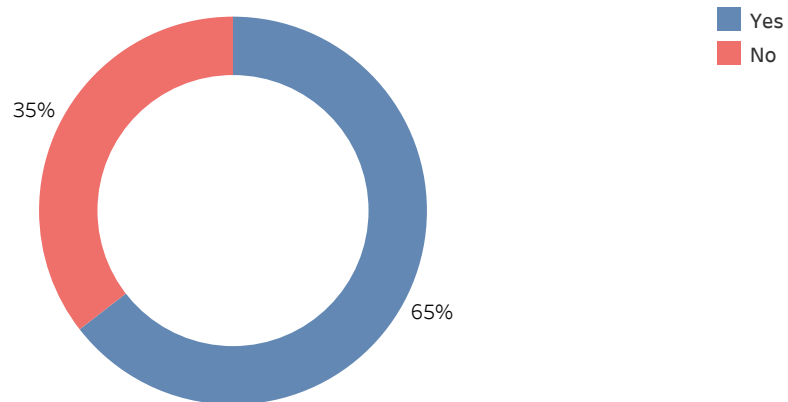
Among organizations which offer each of these health insurance benefits, majorities pay all of the costs of group life insurance (83%), long-term disability insurance (71%), and short-term disability insurance (60%). By contrast, many organizations pay only 51%-99% of the cost of group health insurance for their employees (66%), group dental insurance for employees (49%), group health insurance of employee dependents (47%), and group dental insurance for employee dependents (38%). A quarter or more of organizations require their employees to pay 100% of the costs of group health insurance for employee dependents (26%), short-term disability insurance (30%), group dental insurance for employee dependents (37%), and long-term care insurance (55%).

Figure 29b: 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



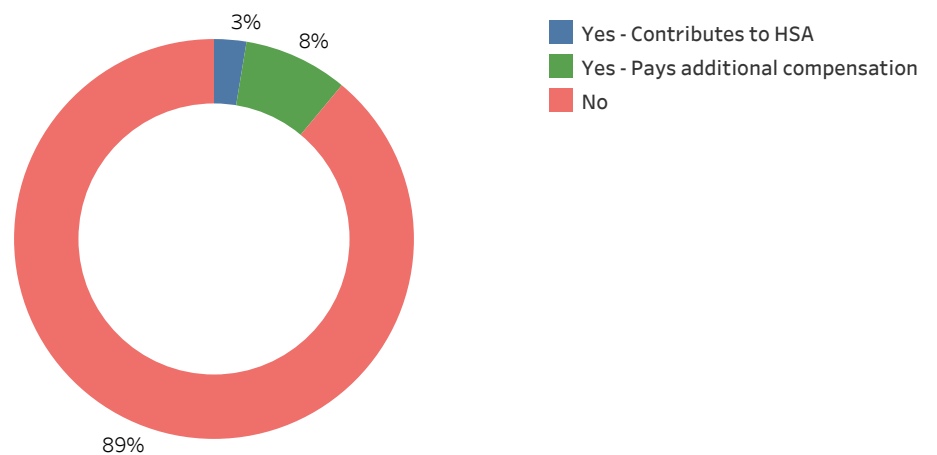
Nearly two-thirds (65%) of responding Connecticut nonprofit organizations offer a high deductible health insurance plan with an accompanying Health Savings Account, Flexible Savings Account, or Health Reimbursement Account while 35% do not.

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



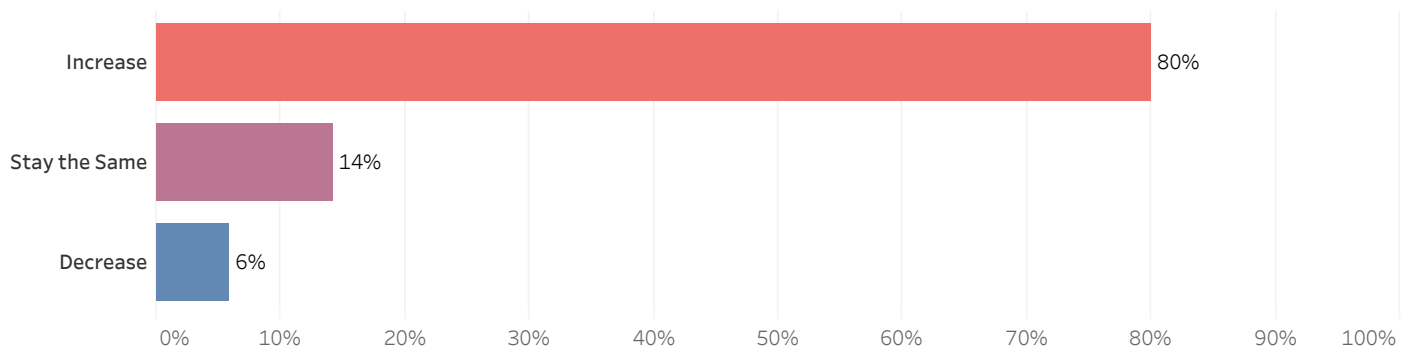
Only 11% of organizations compensate employees that do not participate in the health care plan; 3% compensate employees by contributing to a HSA while 8% pay additional compensation to the employee, while 89% do not compensate employees that do not participate.

Figure 30: Does your organization compensate employees that do not participate in the health care plan, i.e. have a benefit offset payment plan?



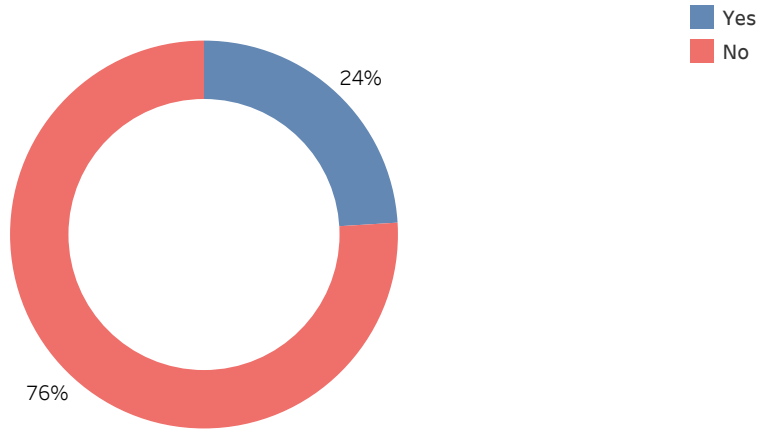
Four in five (80%) responding organizations say that their rates increased during the last health insurance renewal period, 14% say their rates stayed the same, and only 6% say that they decreased.

Figure 31: During your last health insurance renewal period, did your rates increase, decrease, or did they stay the same?



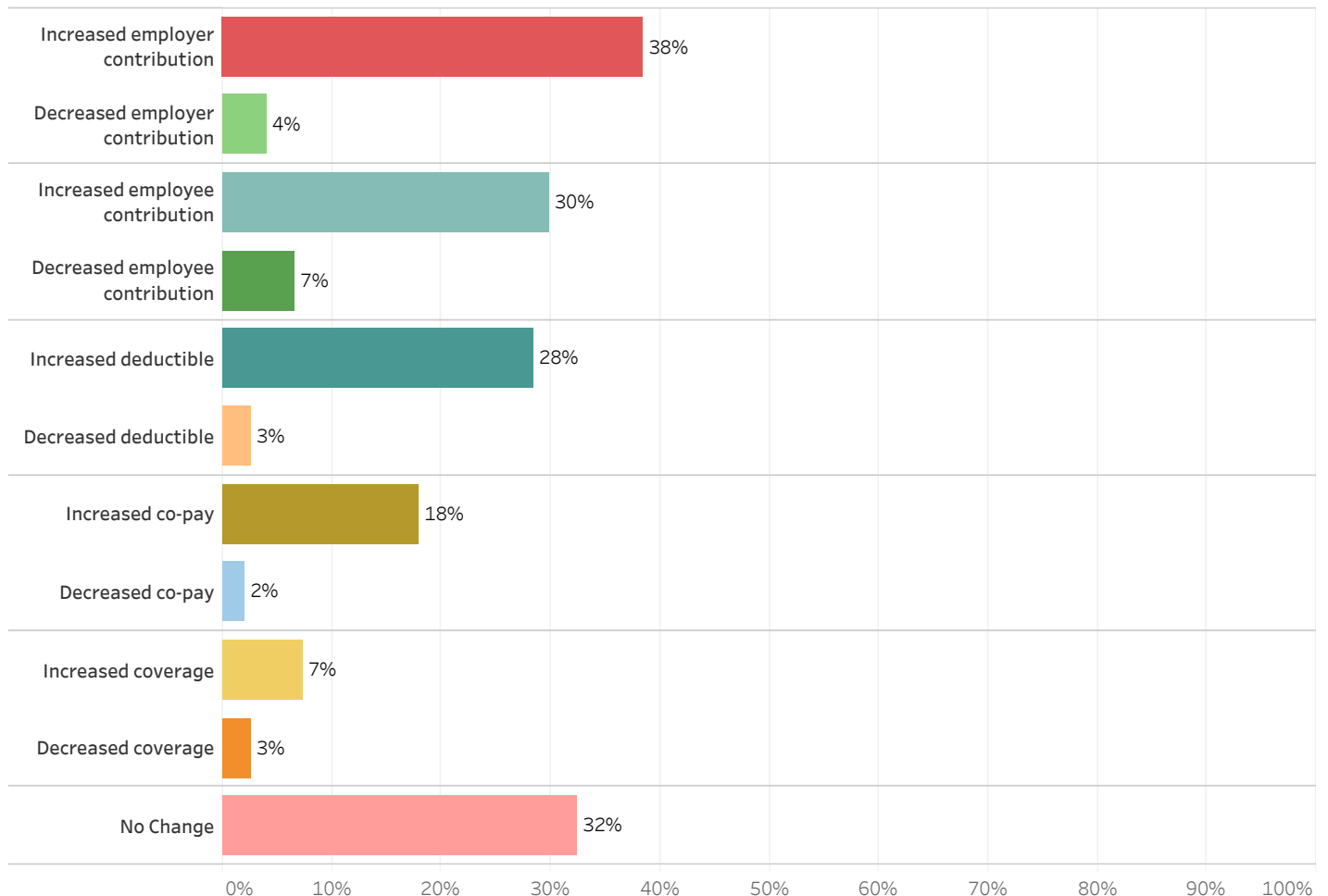
About one-quarter (24%) of organizations switched vendors during the last health insurance renewal period while 76% did not.

Figure 32: During your last health insurance renewal period, did you switch vendors?



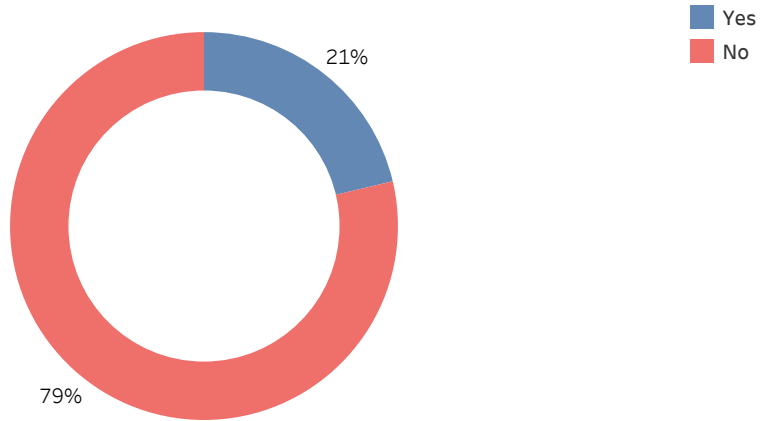
During their last health insurance renewal period, 38% of organizations changed their plans by increasing employer contributions while 4% decreased employer contributions. In that time, three in ten (30%) increased employee contributions while 7% decrease their employee contributions, 28% increased the deductible while 3% decreased it, 18% increased the co-pay while 2% decreased it, and 7% increased coverage while 3% decreased it. One-third (32%) did not have any change to their plan during the last health insurance renewal period.

Figure 33: During your last health insurance renewal period, did the plan you selected change in any of the following ways? (Select all that apply)



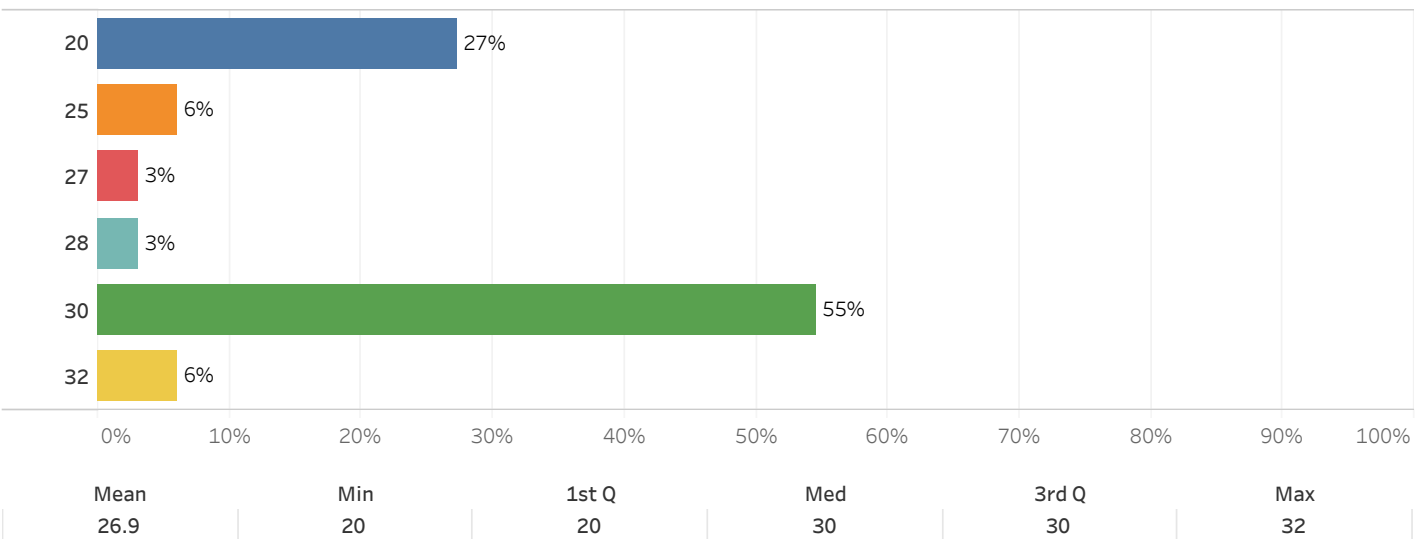
One-fifth (21%) of organizations report that they offer health insurance benefits to part-time employees while 79% do not.

Figure 34: Do you offer health insurance benefits to part-time employees?



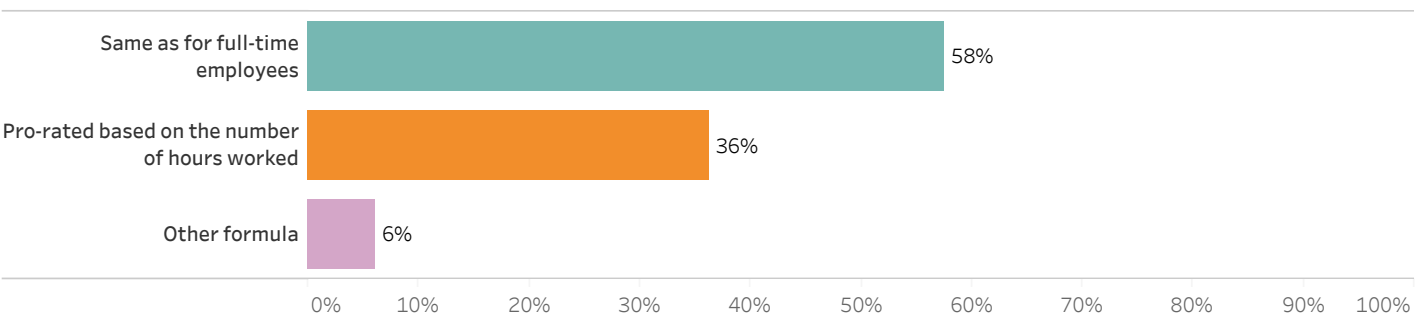
Among organizations which do offer health insurance benefits to part-time employees (N=33), 27% require part-time employees to work for 20 hours per week to be eligible for health insurance, 6% require 25 hours of work per week, 3% each require 27 or 28 hours per week, 55% require 30 hours of work per week, and 6% require 32 hours of work per week. Overall, the mean number of hours required to be eligible is 27, while the median is 30.

Figure 35: How many hours per week must part-time staff work to be eligible for health insurance?



Among organizations who do offer health insurance benefits to part-time employees (N=33), 58% say they use the same method for determining the employer's premium contribution for part-time staff as they do for full time employees, 36% use a pro-rated formula based on the number of hours worked, and 6% use another formula.

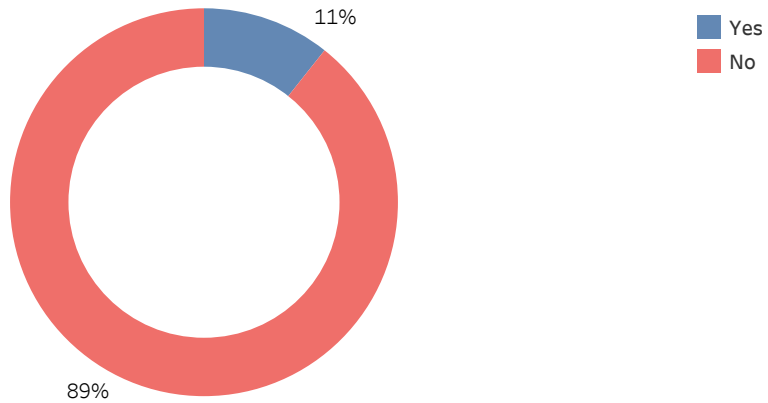
Figure 36: What is the method for determining the employer's premium contribution for part-time staff?



Retirement Benefits

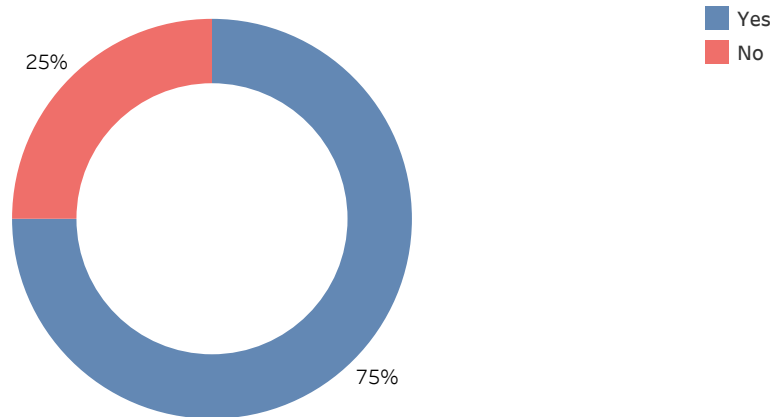
Only 11% of responding Connecticut nonprofit organizations say that they have a defined benefit retirement plan while 89% do not.

Figure 37: 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?



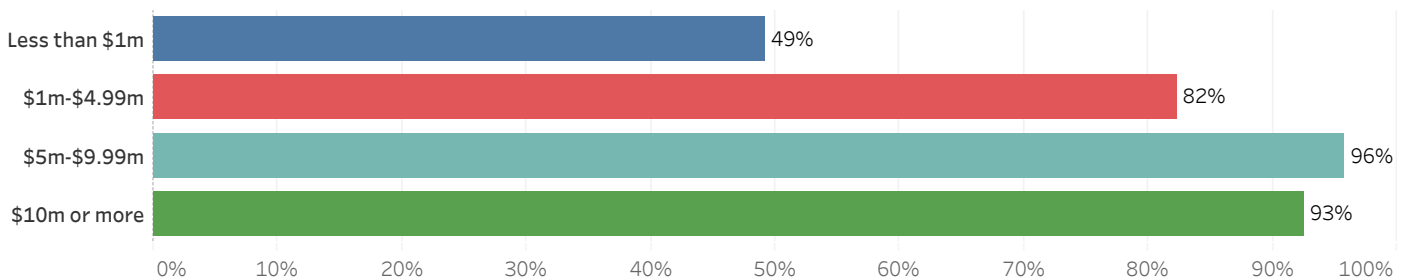
Three-quarters (75%) of responding Connecticut nonprofit organizations say they offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) while a quarter (25%) do not.

Figure 38a: 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. Nearly all organizations with a budget of \$10 million or more (93%) or \$5m-\$9.99m (96%) and 82% of those with a budget of \$1m-\$4.99m offer such a plan, but only half (51%) of those with a budget below \$1m offer one.

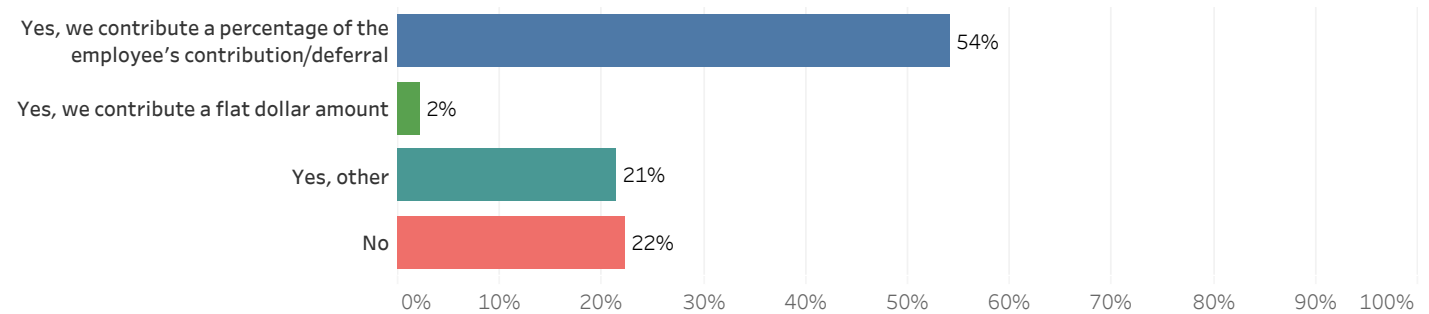
Figure 38b: Does your organization offer a defined contribution retirement plan such as a 403(b), 457 or 401(k) where employees pay into a retirement fund and the organization may match some or all of the contributions/deferral? - by Total Operating Expenses



Among responding Connecticut nonprofit organizations who offer a defined contribution retirement plan (N=135), more than three-quarters (78%) say they contribute to their employees' defined contribution accounts; 54% contribute a percentage of the employee's contribution or deferral, 2% contribute a flat dollar amount, and 21% contribute to their employee's defined contribution accounts using another method. Twenty-two percent say that they do not contribute to the employee's defined contribution accounts at all.

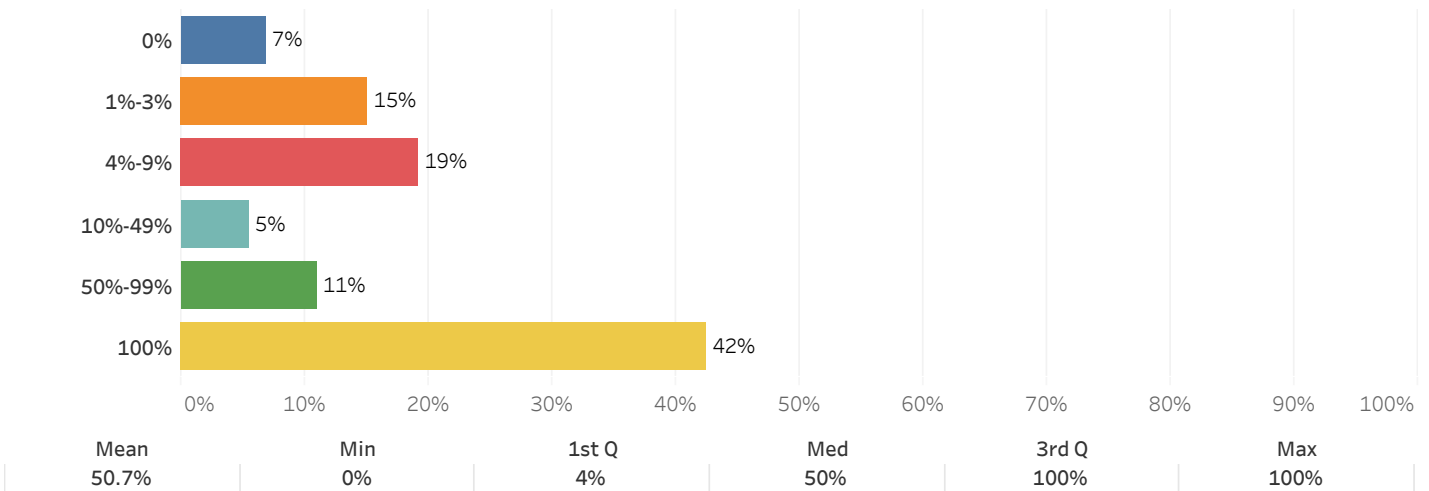
Organizations with 250 employees or more are considerably more likely than organizations with fewer employees to say that they offer a defined contribution retirement plan to their employees.

Figure 39: Does your organization contribute to employees' defined contribution accounts?



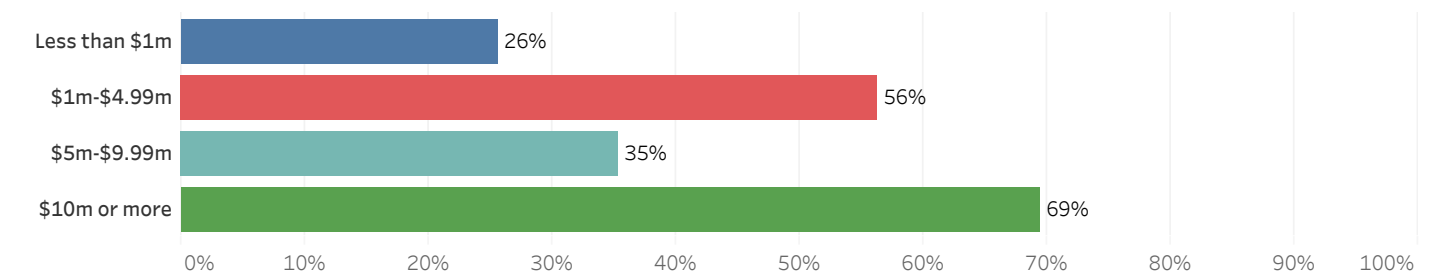
Among responding Connecticut nonprofit organizations who contribute a percentage of the employees' contribution or deferral (N=73), 42% match 100% of their employees' contribution or deferral, 11% match 50%-99%, 5% match 10%-49%, 19% match 4%-9%, 15% match 1%-3%, and 7% say that they match 0%. Overall, the average organization matches 50.7% of their employees' contribution or deferral.

Figure 40a: What is the match rate of employee contribution/deferral? (Grouped)



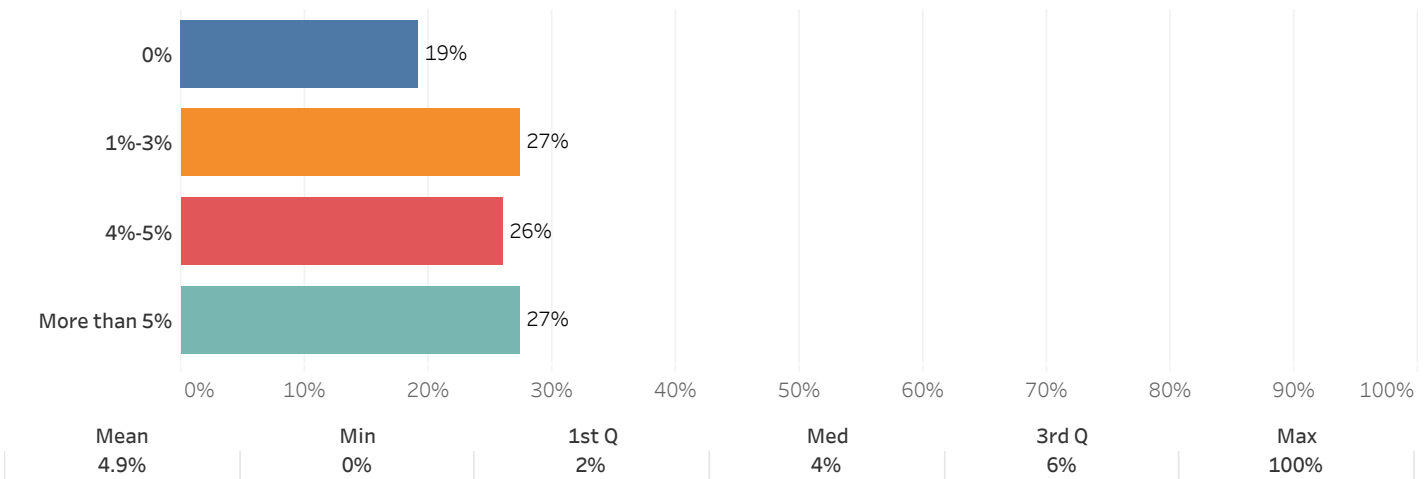
Among responding Connecticut nonprofit organizations who contribute a percentage of the employees' contribution or deferral (N=73), those with a budget of \$10 million or more (69%) and those with a budget of \$1m-\$4.99m (56%) on average contribute more than those with a budget of \$5m-\$9.99m (35%) or below \$1m (26%).

Figure 40b: Which of the following additional benefits does your organization offer? (Select all that apply) - by Total Operating Expenses



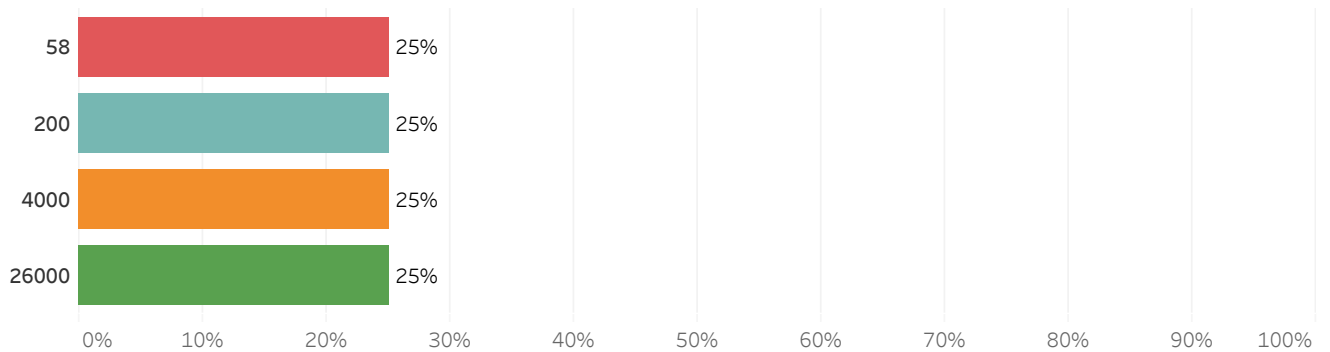
Among responding Connecticut nonprofit organizations who contribute a percentage of their employees' contribution or deferral (N=73), 27% have a salary percentage limit on deferrals matched of more than 5%, 26% have a limit of 4%-5%, 27% have a limit of 1%-3%, and 19% have a limit of 0%. Overall, the average organization has a salary percentage limit of 4.9% on deferrals matched.

Figure 41: What is the salary percentage limit on deferrals matched? (Grouped)



Among responding Connecticut nonprofit organizations who have a dollar limit on the employer match of their employees' contribution or deferral (N=4), one each say their limit is \$58, \$200, \$4,000, and \$26,000.

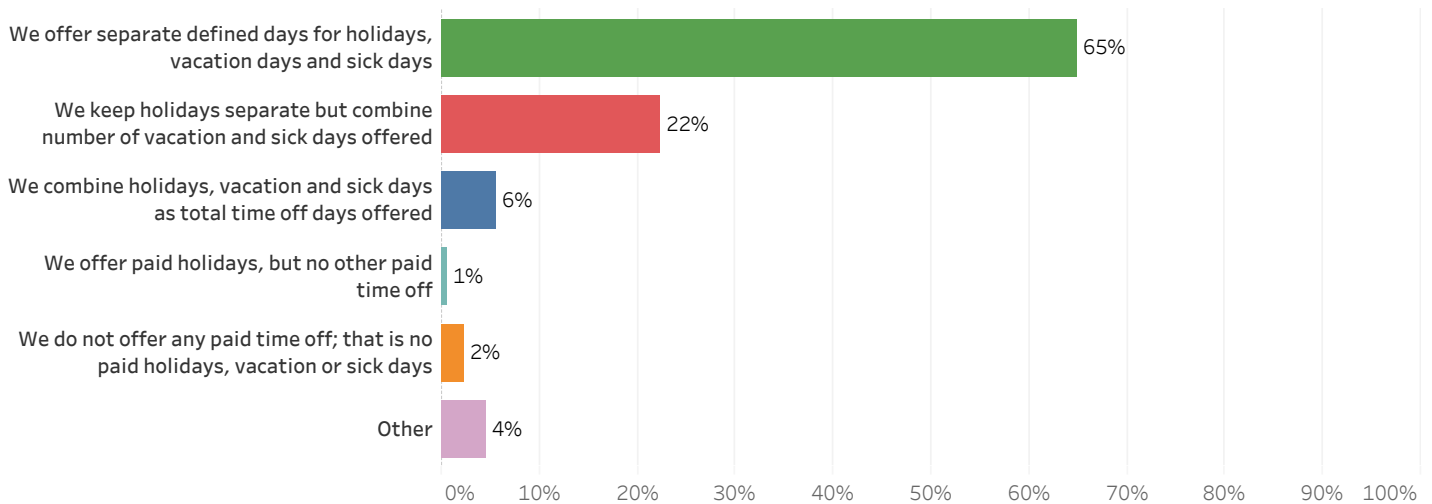
Figure 42: What is the dollar limit on the employer match of the employee contribution/deferral?



Paid Time Off

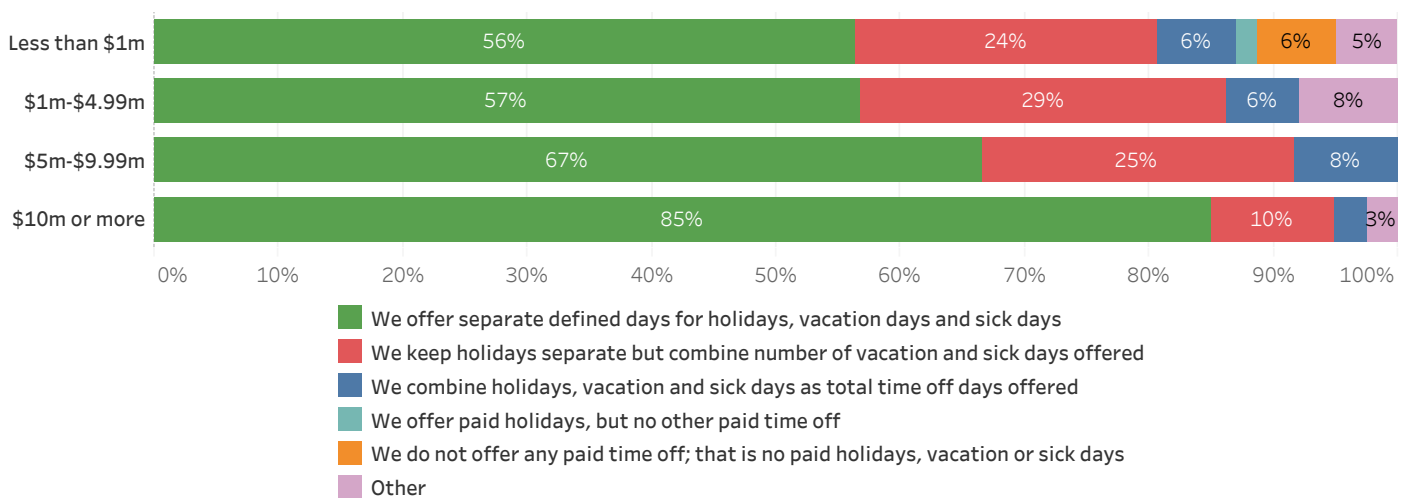
In their handling of paid time off, nearly two-thirds (65%) of responding Connecticut nonprofit organizations offer separate defined days for holidays, vacation days, and sick days while 22% keep holidays separate but combine the number of vacation and sick days offered. Small numbers of organizations combine holidays, vacation, and sick days as total time off days offered (6%), offer paid holidays but no other paid time off (1%), offer paid holidays but no other paid time off (1%), or offer no paid time off at all (2%). Four percent say they handle paid time off in another way.

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



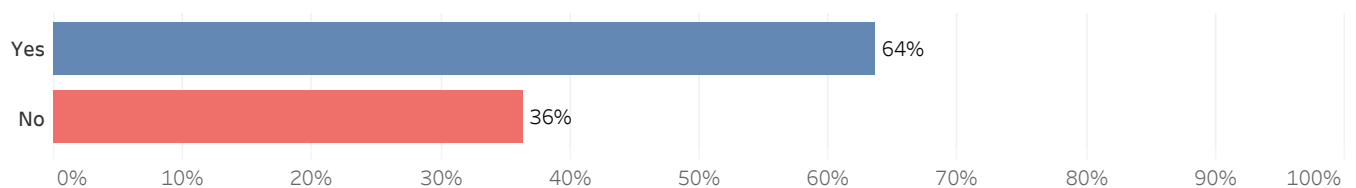
Organizations with larger budgets tend to offer separate defined days for holidays, vacation days, and sick days, while those with smaller budgets are more likely to keep holidays separate but combine the number of vacation and sick days offered.

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



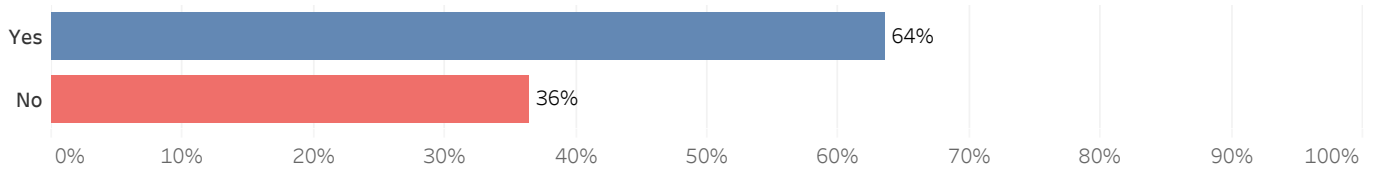
Nearly two-thirds (64%) of responding Connecticut nonprofit organizations offer different paid time off to different classifications of employees while 36% do not. Organizations with larger budgets are more likely to say their organization offers different paid time off to different classifications of employees.

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



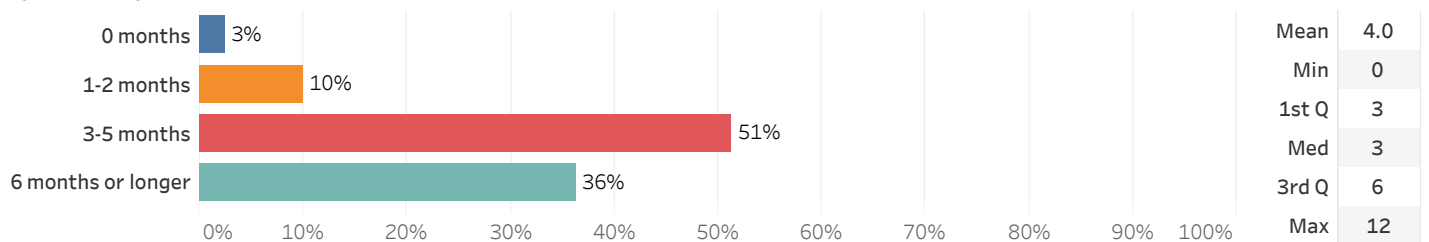
Among responding Connecticut nonprofit organizations who offer paid time off (N=173), 64% say they have a waiting period for new employees to be eligible for paid time off while 36% do not have a waiting period.

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



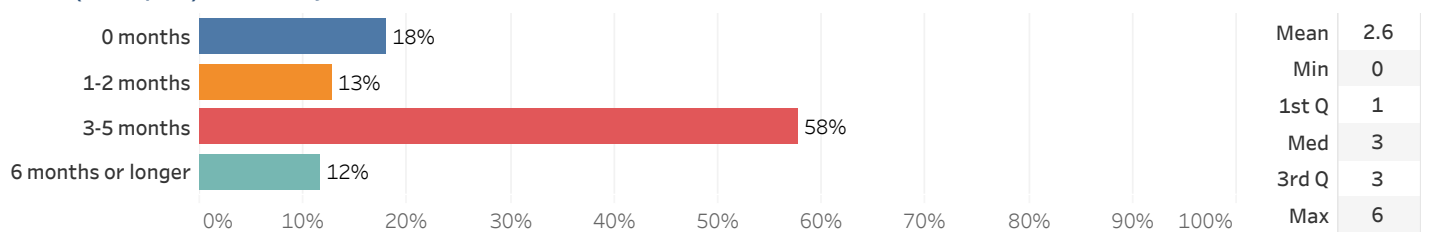
Among responding Connecticut nonprofit organizations who have a waiting period and who offer separate defined days for holidays, vacation days, and sick days (N=80), 3% say their waiting period for employees to be eligible for vacation days is 0 months, 10% have a waiting period of 1-2 months, 51% have a waiting period of 3-5 months, and 36% have a waiting period of 6 months or longer. The average organization has a waiting period of four months for employees to be eligible for vacation days.

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



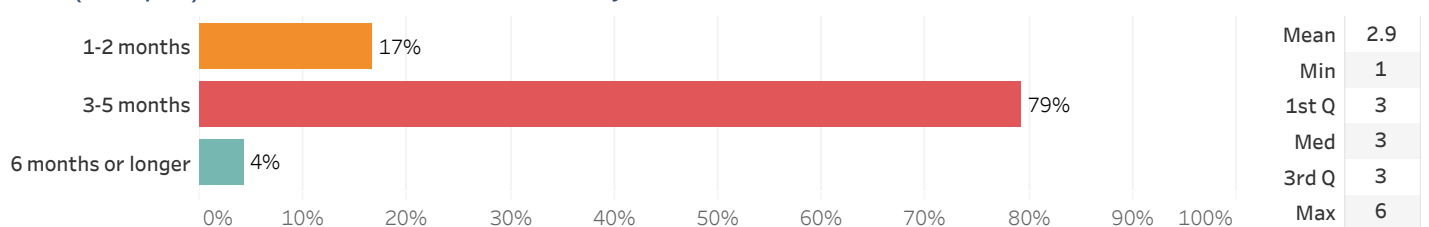
Among responding Connecticut nonprofit organizations who have a waiting period and who offer separate defined days for holidays, vacation days, and sick days (N=80), 18% say their waiting period for employees to be eligible for sick days is 0 months, 13% have a waiting period of 1-2 months, 58% have a waiting period of 3-5 months, and 12% have a waiting period of 6 months or longer. The average organization has a waiting period of about two and a half months for employees to be eligible for sick days.

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



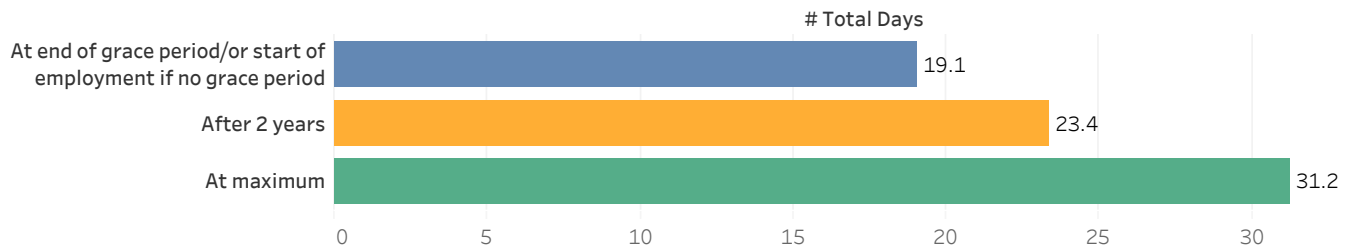
Among responding Connecticut nonprofit organizations who keep holidays separate but combine the number of vacation and sick days offered or combine holidays, vacation, and sick days as total time off days offered (N=24), 17% say their waiting period for employees to be eligible for combined vacation and sick days is 1-2 months, 79% have a waiting period of 3-5 months, and 4% have a waiting period of 6 months or longer. The average organization has a waiting period of about three months for employees to be eligible for combined vacation and sick days.

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



Among responding Connecticut nonprofit organizations who combine holiday, vacation, and sick days (N=10), the average organization offers 19.1 total paid days off at the end of the grace period or the start of employment if there is no grace period, 23.4 total paid days off after two years, and 31.2 total paid days off at maximum.

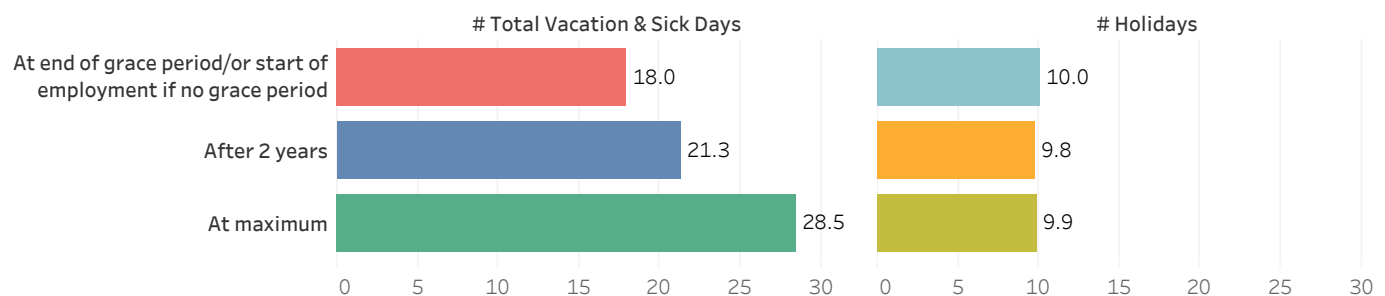
Figure 47a: Whenever an employee is eligible, how many paid days off does he/she receive? Combined holiday, vacation, and sick days - Combined holiday, vacation and sick days - Mean



Among responding Connecticut nonprofit organizations who keep holidays separate but combine the number of vacation and sick days offered (N=40), the average organization offers 18.0 paid total vacation and sick days at the end of the grace period or the state of employment if there is no grace period, 21.3 total vacation and sick days after two years, and 28.5 days at maximum.

The average organization offers 10.0 paid holidays at the end of the grace period or the start of employment, and about the same number after two years (9.8) and at maximum (9.9).

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

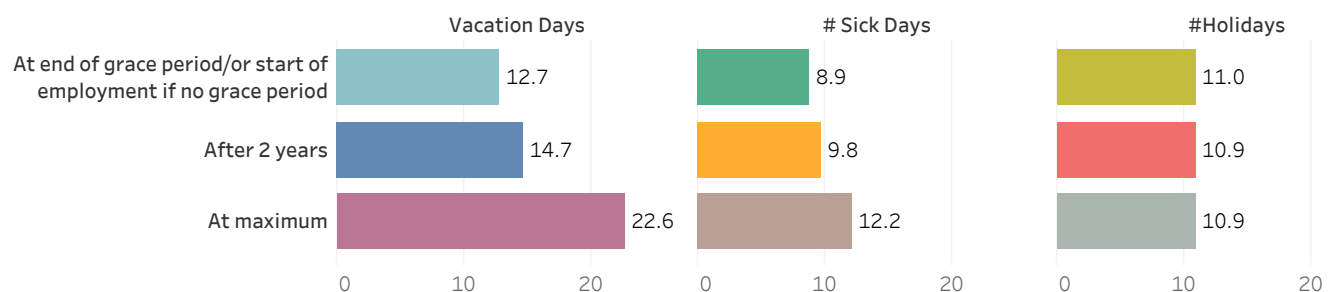


Among responding Connecticut nonprofit organizations who keep holidays separate but combine the number of vacation and sick days offered (N=116), the average organization offers 12.7 paid total vacation days at the end of the grace period or the state of employment if there is no grace period, 14.7 total vacation and sick days after two years, and 22.6 day at maximum.

The average organization offers 8.9 paid sick days at the end of the grace period or the start of employment, 9.8 sick days after two years, and 12.2 at maximum.

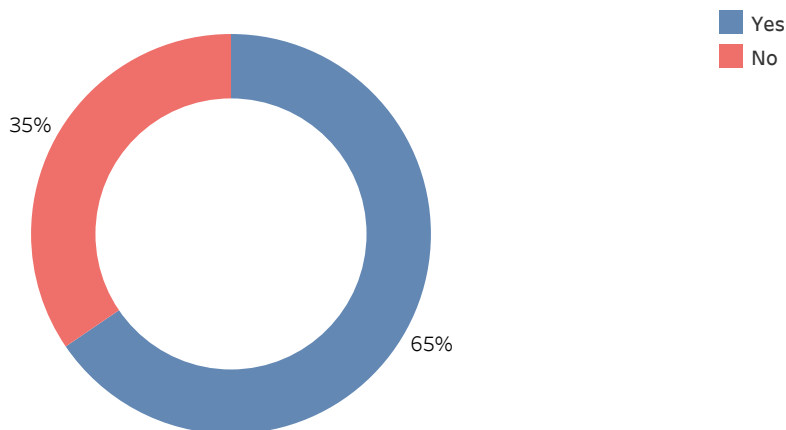
The average organization offers 11.0 paid holidays at the end of the grace period or the start of employment, and about the same number after two years (10.9) and at maximum (10.9).

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



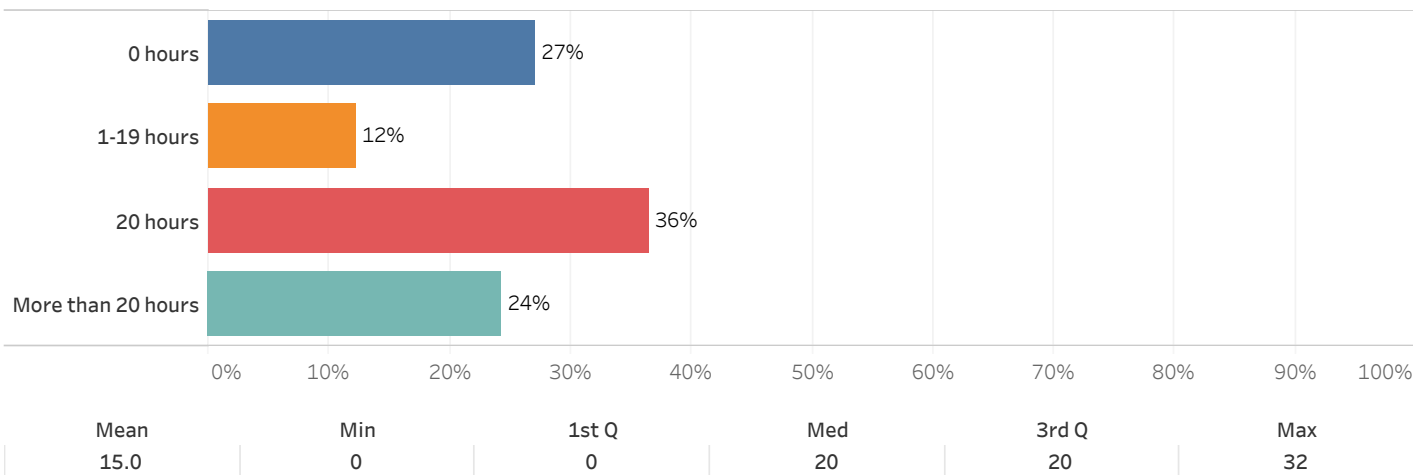
Nearly two-thirds (65%) of responding Connecticut nonprofit organizations say that part-time staff at their organization are eligible for paid time off while 35% say part-time staff are not eligible for paid time off.

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



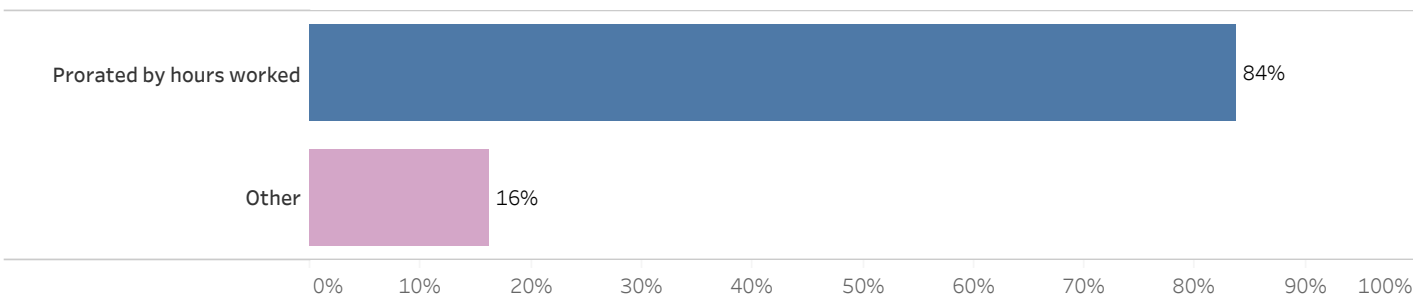
Among organizations which do offer paid time off to part-time employees (N=112), 27% don't require part-time employees to work any hours per week to be eligible for health insurance, 12% require them to work 1-19 hours to be eligible, 36% require them to work 20 hours per week, and 24% require them to 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, while the median is 20.

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 (N=112), 84% say the method of accrual of paid time off for their part-time employees is prorated by hours worked while 16% say they use another method. Several of those who use another method say they provide the same number of paid days off as they do to full-time employees or a set fraction of the days off provided to full-time employees.

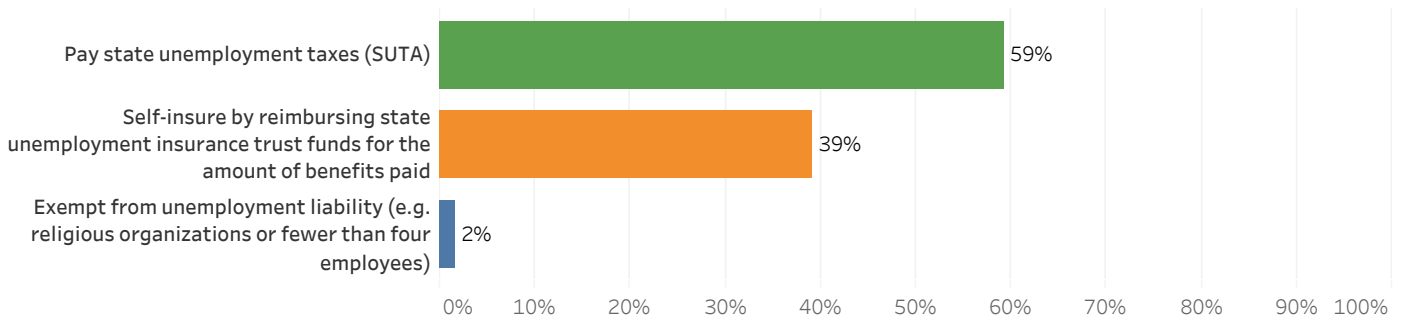
Figure 50: What is the method of accrual of paid time off for part-time employees?



Other Benefits

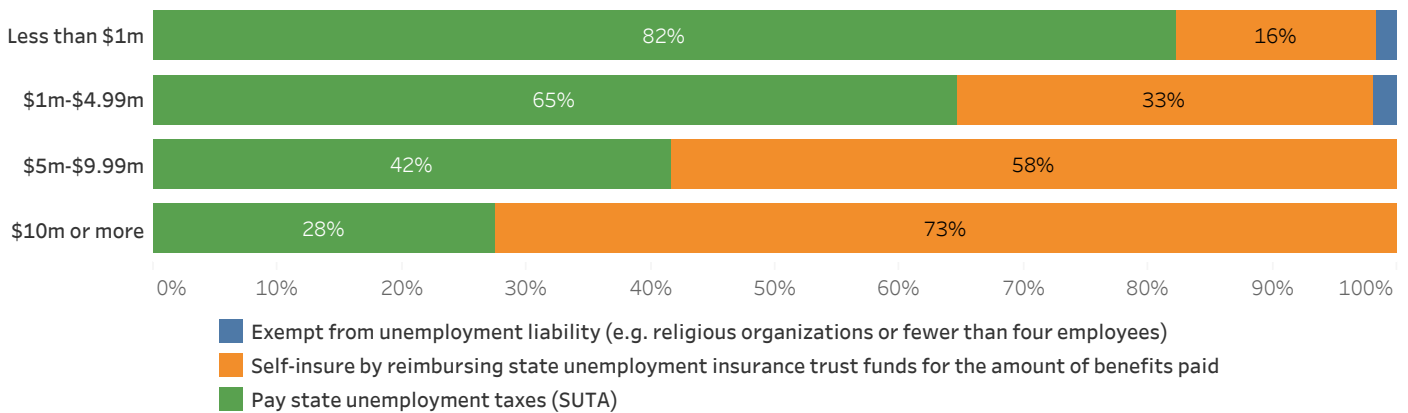
Six in ten (59%) responding Connecticut nonprofit organizations say that they pay their unemployment insurance by paying state unemployment taxes (SUTA), 39% self-insure by reimbursing state unemployment insurance trust funds for the amount of benefits paid, and 2% say they are exempt from unemployment liability.

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



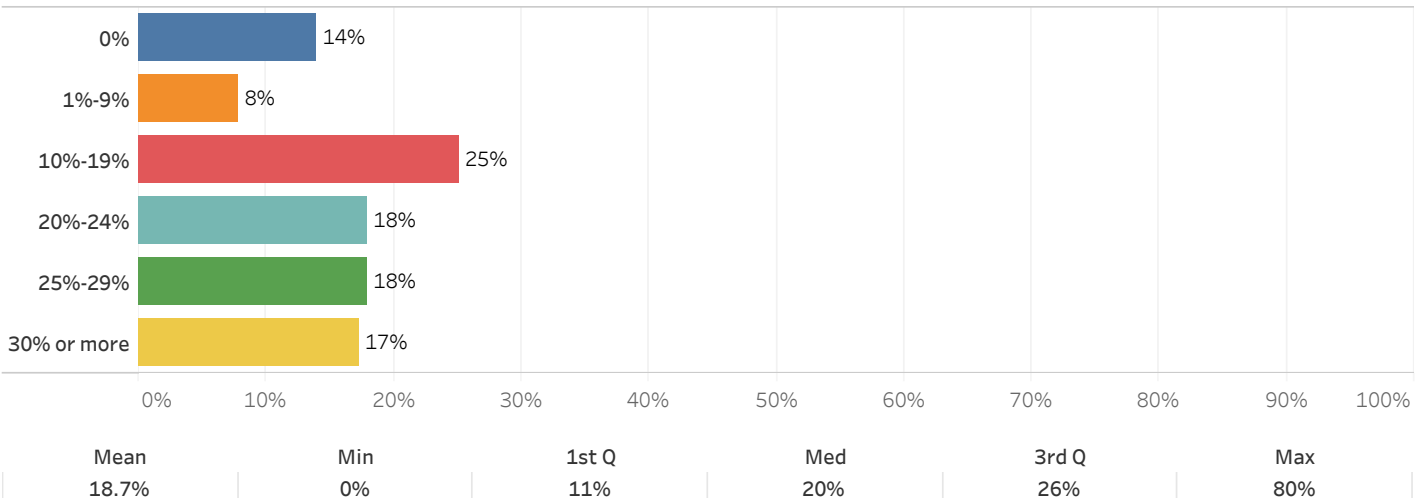
Most organizations with a budget below \$1 million (82%) or a budget of \$1m-\$4.99m (65%) say that they pay state unemployment taxes, but majorities of those with a budget of \$5m-\$9.99m (58%) or of \$10m or more (73%) say that they self-insure.

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



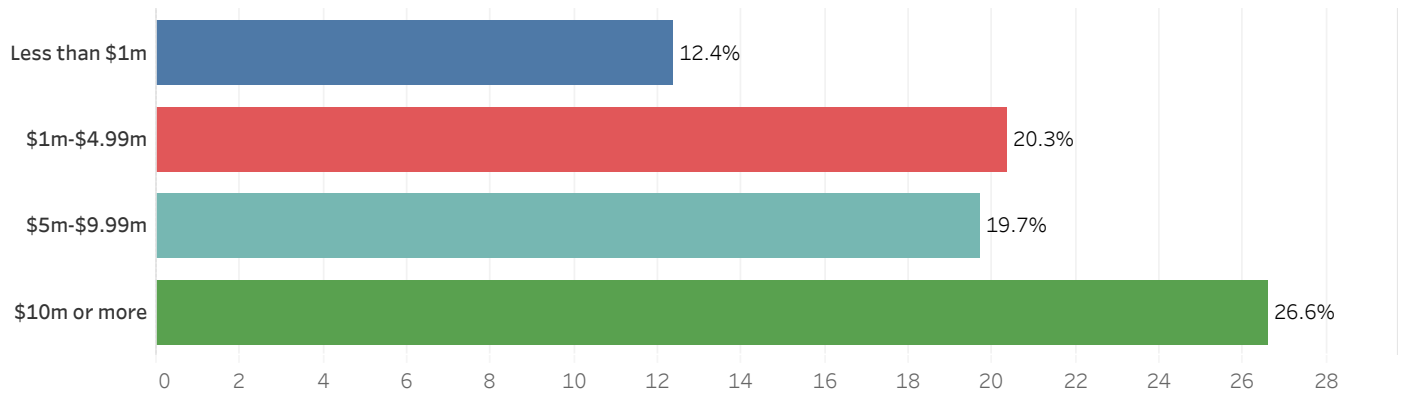
Fourteen percent of responding Connecticut nonprofit organizations say they have a fringe rate of 0%, 8% have a fringe rate of 1%-9%, 25% have a rate of 10%-19%, 18% have a rate of 20%-24%, another 18% have a rate of 25%-29%, and 17% have a rate of 30% or more. Overall, the mean fringe rate is 18.7% while the median is 20%.

Figure 52a: What is your fringe benefit rate?



Organizations with a budget below \$1 million have an average fringe rate of only 12.4%, while organizations with a budget of \$1m-\$4.99 (20.3%) or \$5m-\$9.99m (19.7%) are a bit higher and those with a budget of \$10m or more (26.6%) are higher still.

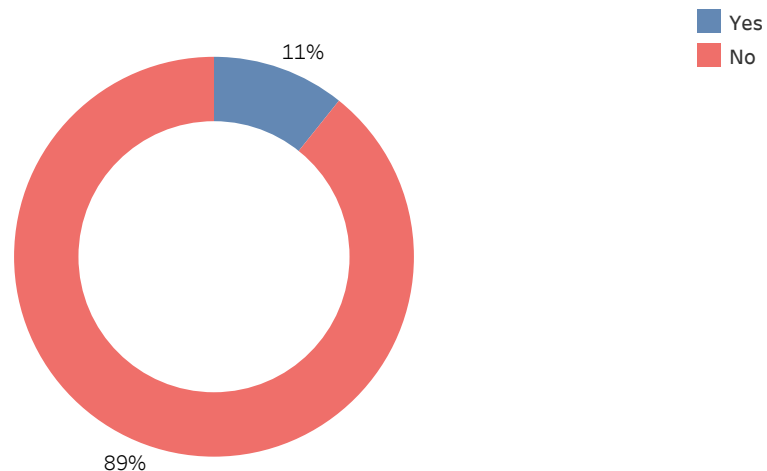
Figure 52b: What is your fringe benefit rate? - by Total Operating Expenses



Only 11% of responding Connecticut nonprofit organizations are under a collective bargaining agreement while 89% are not.

Nearly one-third (31%) of organizations with a budget of \$10m or more are under a collective bargaining agreement but less than 10% of organizations with smaller budgets are under a collective bargaining agreement.

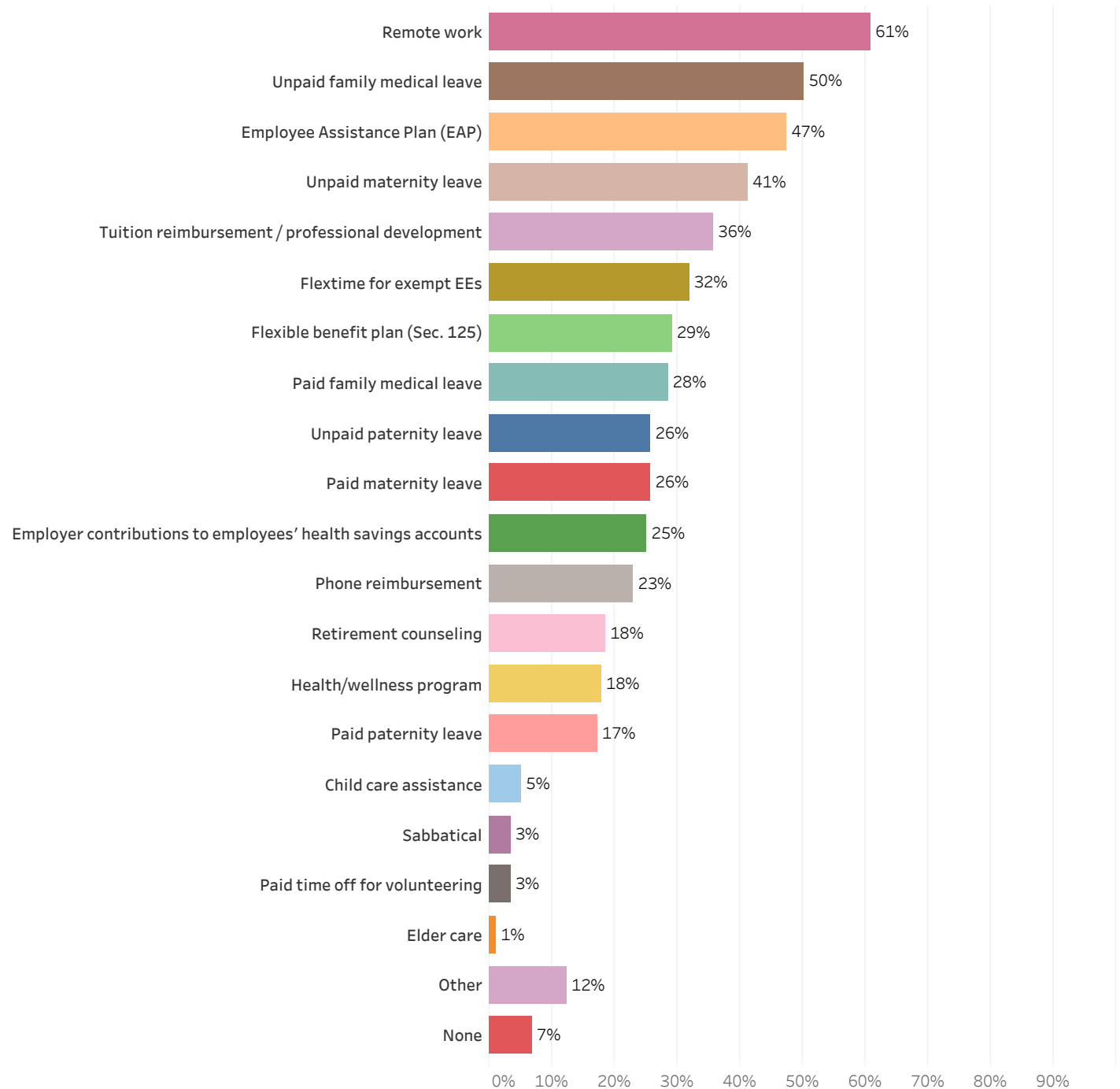
Figure 53: Is your organization under a collective bargaining agreement?



Among the following additional benefits offered to employees, 61% of responding Connecticut nonprofit organizations offer remote work, 50% offer unpaid family medical leave, 47% offer an Employee Assistance Plan, 41% offer unpaid maternity leave, 36% offer tuition reimbursement or professional development, 32% offer flextime for exempt EEs, 29% offer a flexible benefit plan, 28% offer paid family medical leave, 26% each offer unpaid paternity leave or paid maternity leave, and 25% offer employer contributions to employees' health savings accounts. Less than a quarter of organizations offer phone reimbursement (23%), retirement counseling (18%), a health/wellness program (18%), paid paternity leave (17%), child care assistance (5%), sabbaticals (3%), paid time off for volunteering (3%), or elder care (1%). Twelve percent offer another type of additional benefit to their employees while 7% offer none of these things.

Organizations with a budget of \$10 million or more or of \$5m-\$9.99m report offering considerably more of these benefits than those with a budget of \$1m-\$4.99m or below \$1m.

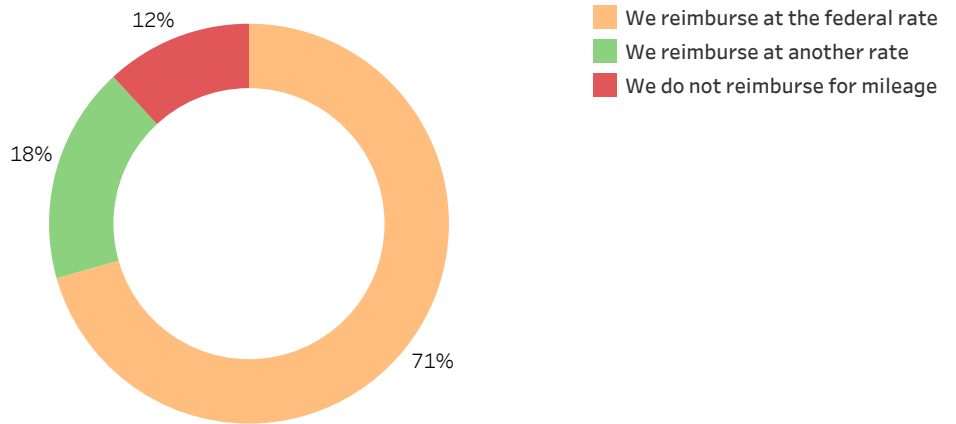
Figure 54: Which of the following additional benefits does your organization offer? (Select all that apply)



Seven in ten (71%) responding Connecticut nonprofit organizations say that they reimburse mileage at the federal rate, 18% reimburse at another rate, and 12% don't reimburse for mileage.

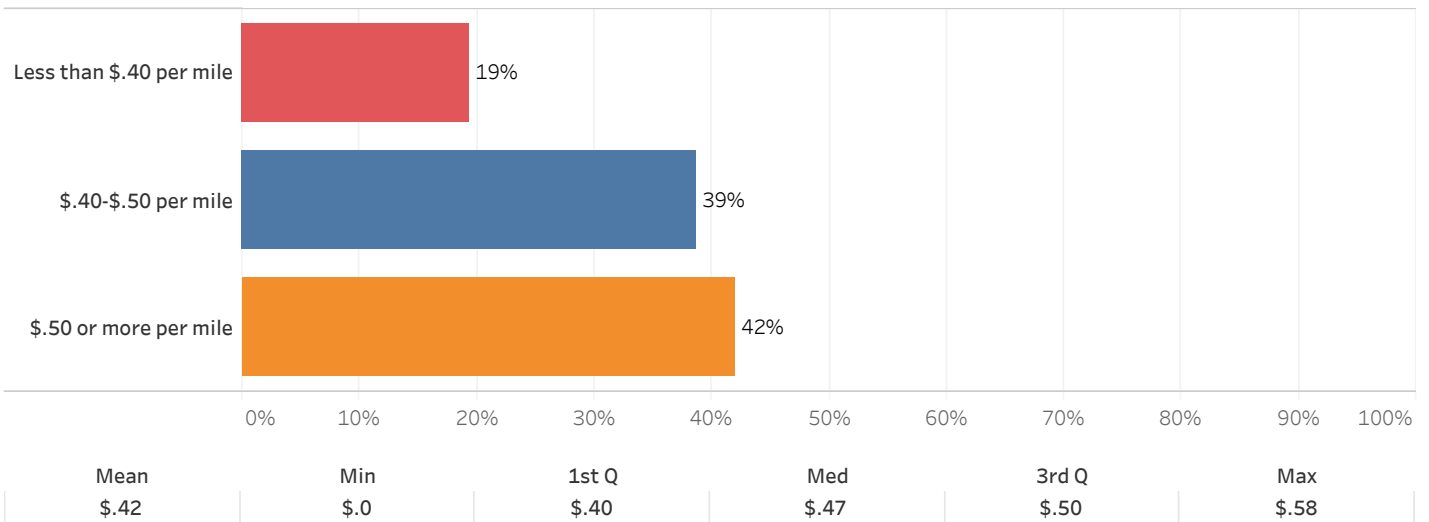
More than a quarter (27%) of organizations with a budget below \$1 million don't reimburse for mileage while nearly all organizations with larger budgets reimburse for mileage.

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



Among organizations which reimburse at another rate (N=31), 19% reimburse at a rate of less than \$.40 per mile, 39% reimburse at a rate of \$.40-\$.50 per mile, and 42% reimburse at a rate of \$.50 or more per mile.

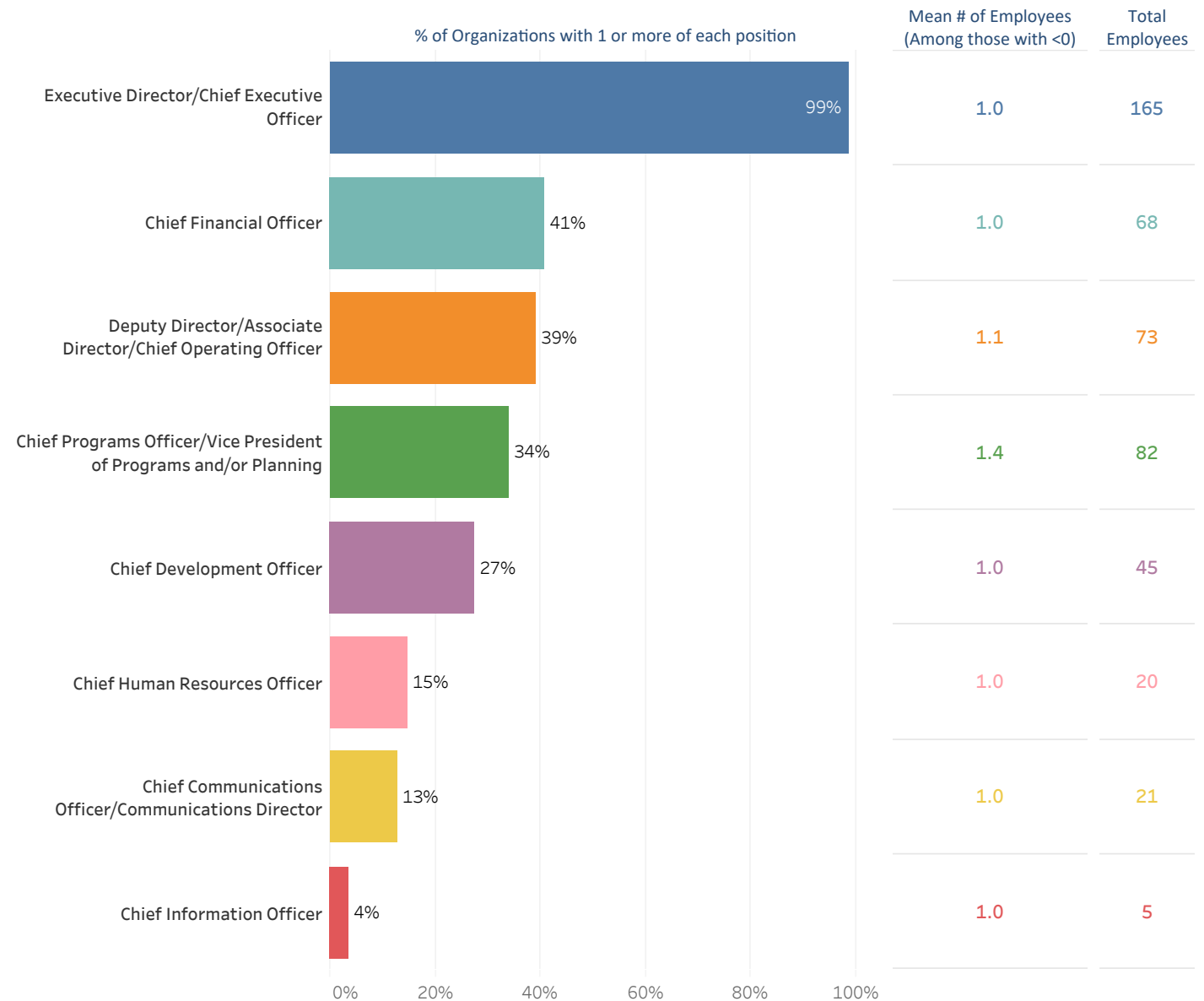
Figure 56: Please enter your mileage reimbursement rate for employees



Wages & Salaries - Administration and Management

Nearly all (99%) responding Connecticut nonprofit organizations have an Executive Director/CEO, 41% have a Chief Financial Officer, 39% have a Deputy Director, Associate Director, or Chief Operating Officer, 34% have a Chief Programs Officer or Vice President of Programs and/or Planning, 27% have a Chief Development Officer, 15% have a Chief Human Resources Officer, 13% have a Chief Communications Officer or Communications Director, and 4% have a Chief Information Officer.

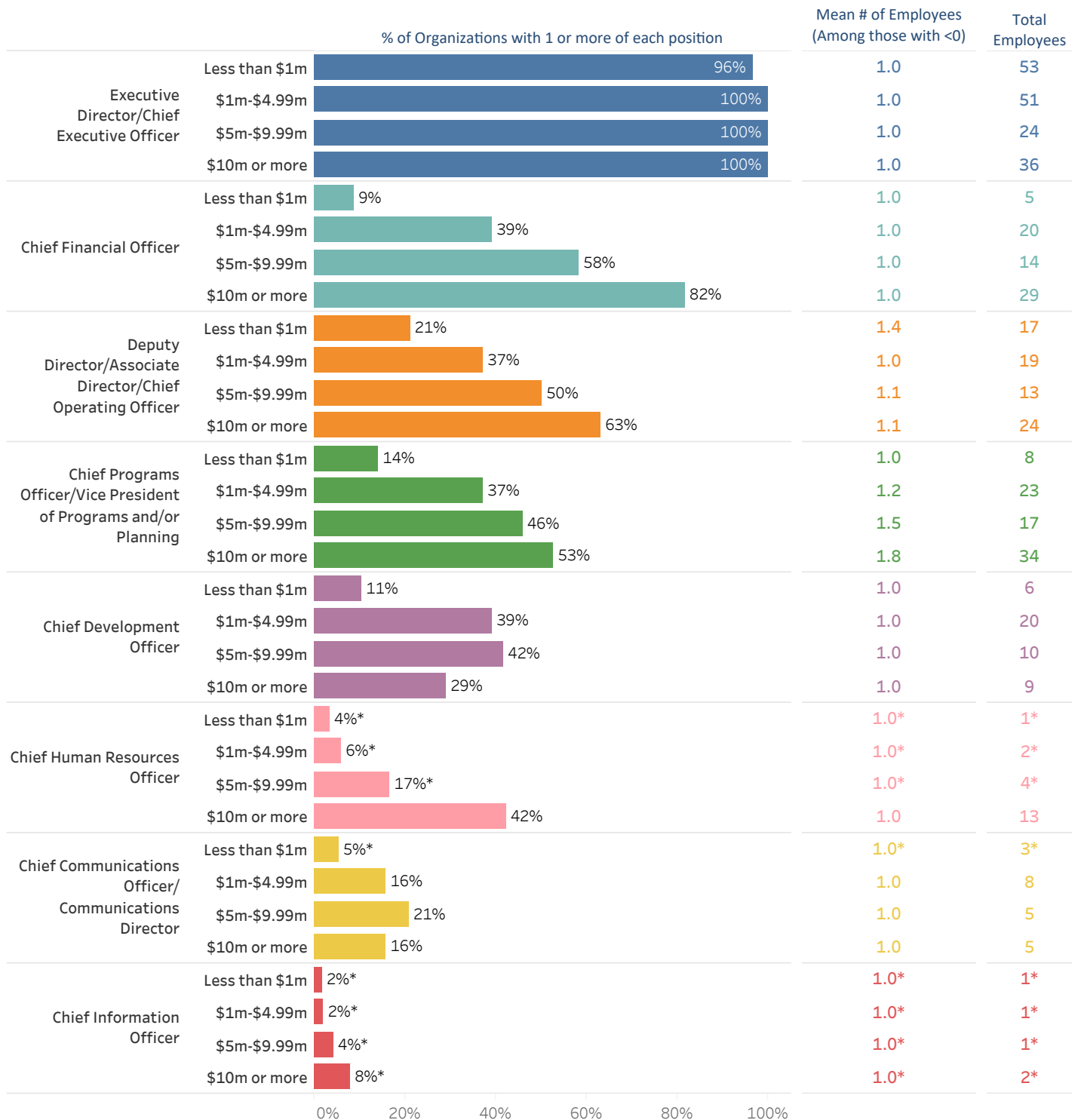
Figure 57a: Please select each type of position employed (not contracted) in your organization - Group 100 - Administration and Management



* Fewer than 5 records

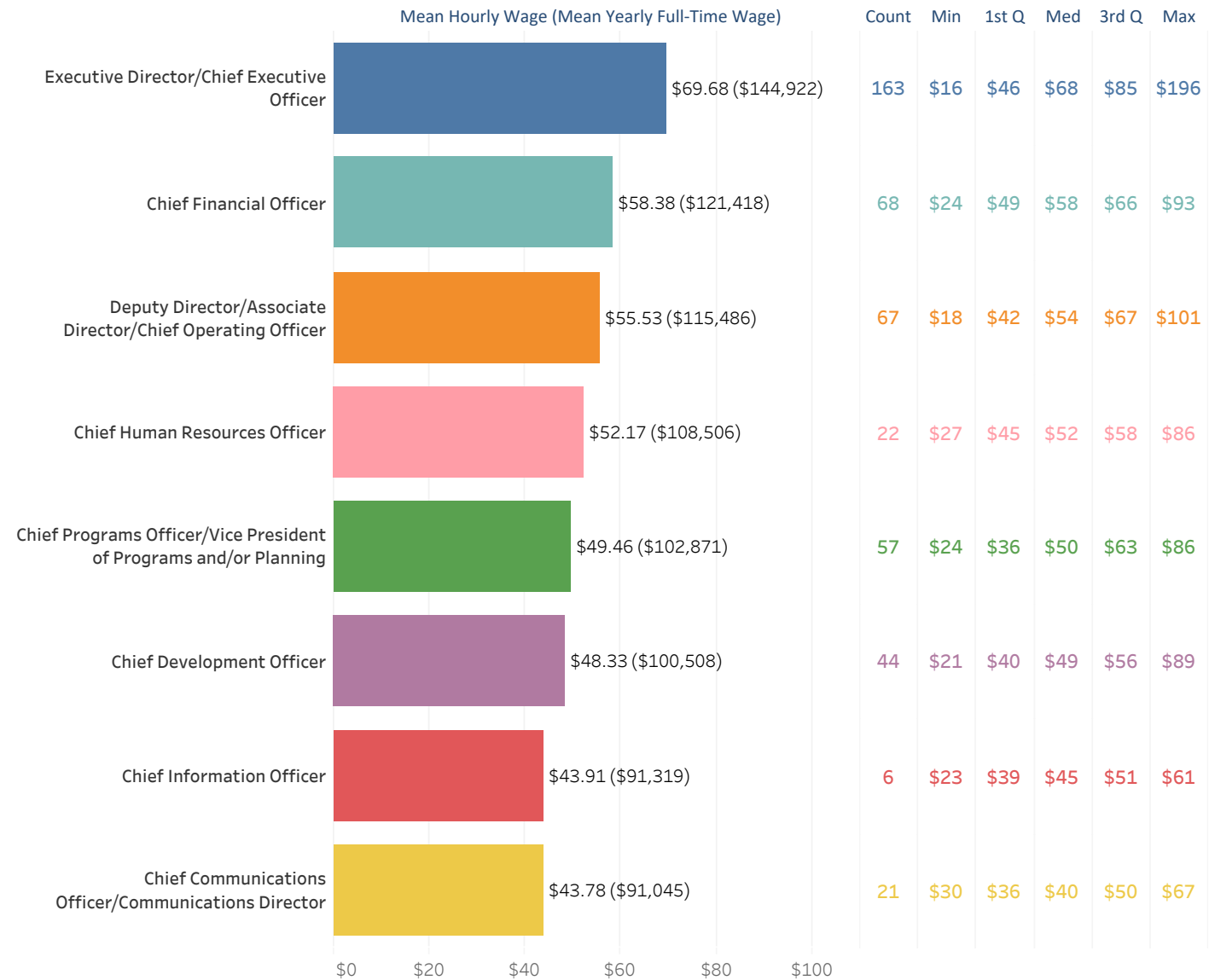
Nearly all organizations have an Executive Director or CEO, but organizations' likelihood of employing someone in many of the following positions varies considerably by their operating budget. Unsurprisingly, those with the largest budgets (\$10 million or more) are more likely in general to have one or more employees in the following positions, while those with a budget below \$1m are least likely to do so. Organizations with budgets of \$10m or more are particularly more likely than those with smaller budgets to have a 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



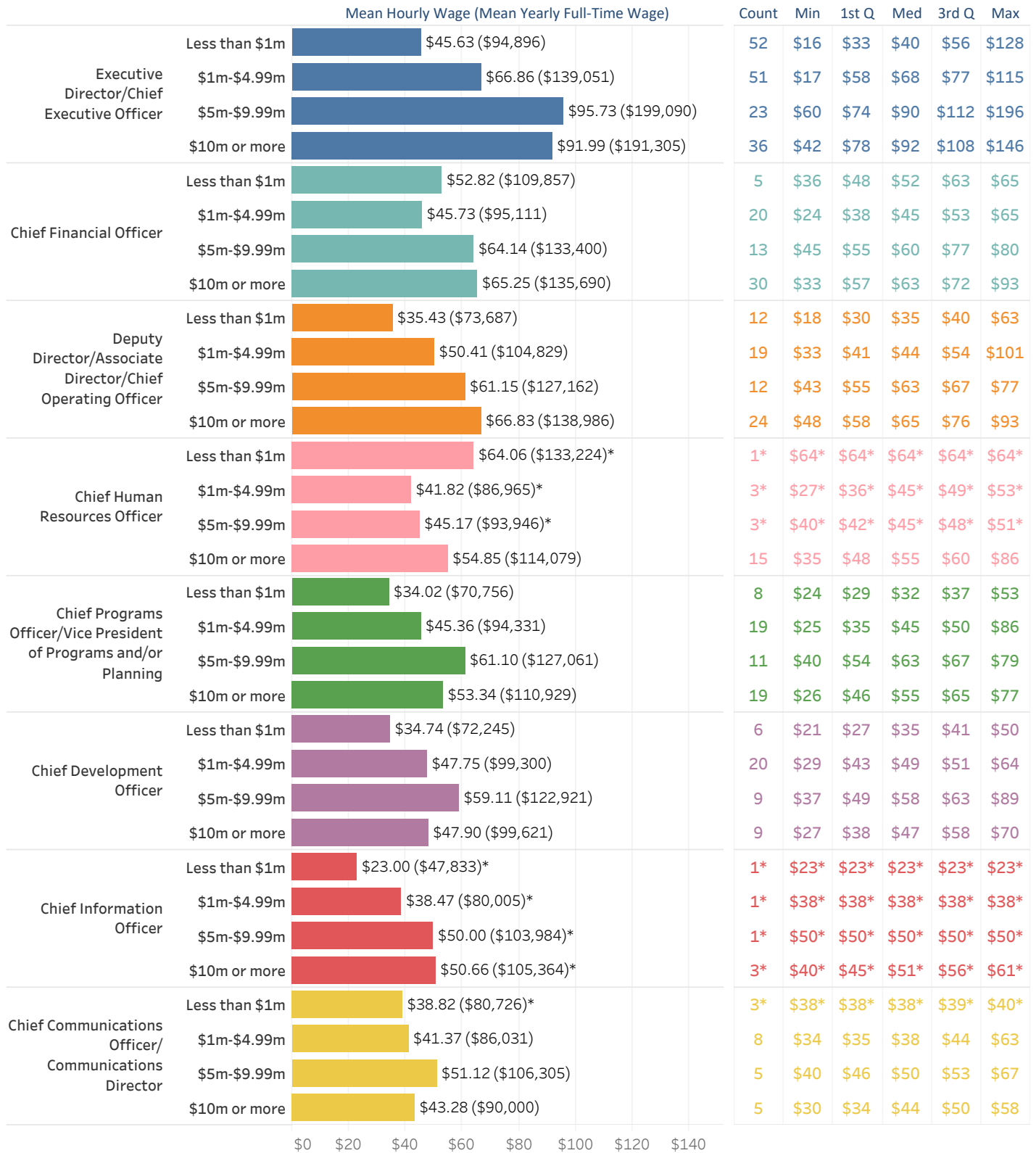
On average, organizations which employ these types of employees pay their Executive Directors or Chief Executive Officers \$69.68 per hour, or approximately \$144,922 in salary for full-time yearly employment. Organizations on average pay slightly less to Chief Financial Officers (\$58.38), Deputy Director, Associate Director, or Chief Operating Officers (\$55.53), and Chief Human Resources Officers (\$52.17), while paying less than \$50 per hour on average to Chief Programs Officers or Vice Presidents of Programs and/or Planning (\$49.46), Chief Development Officers (\$48.33), Chief Information Officers (\$43.91), and Chief Communications Officers or Communications Directors (\$43.78).

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



Organizations pay Chief Human Resources Officers and Chief Communications Officers or Communication Directors about the same regardless of their organization's budget. However, organizations with budgets of \$5m or more tend to pay other below types of employees more than those with smaller budgets. Organizations with budgets of \$5m or more tend to pay their Executive Directors or CEOs substantially more than those with smaller budgets.

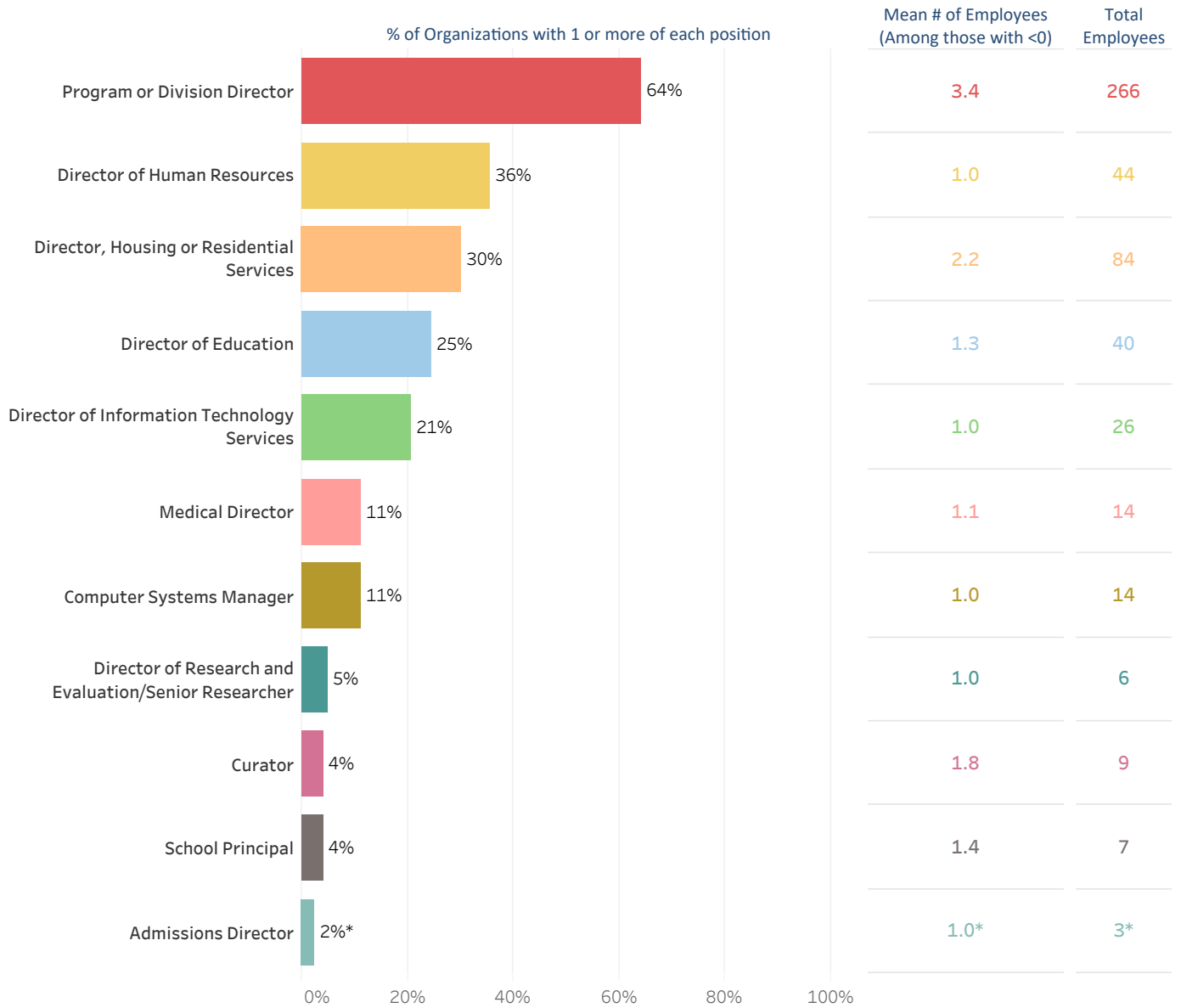
Figure 58b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 100 - Administration and Management - by Total Operating Expenses



Wages & Salaries - Senior Management

Nearly two-thirds (64%) of responding Connecticut nonprofit organizations have one or more Program or Division Directors, 36% have a Director of Human Resources, 30% have a Director of Housing or Residential Services, 25% have a Director of Education, and 21% have a Director or Information Technology Services. Fewer organizations have a Medical Director (11%), a Computer Systems Manager (11%), a Director or Research and Evaluation or Senior Researcher (5%), a Curator (4%), a School Principal (4%), or an Admissions Director (2%).

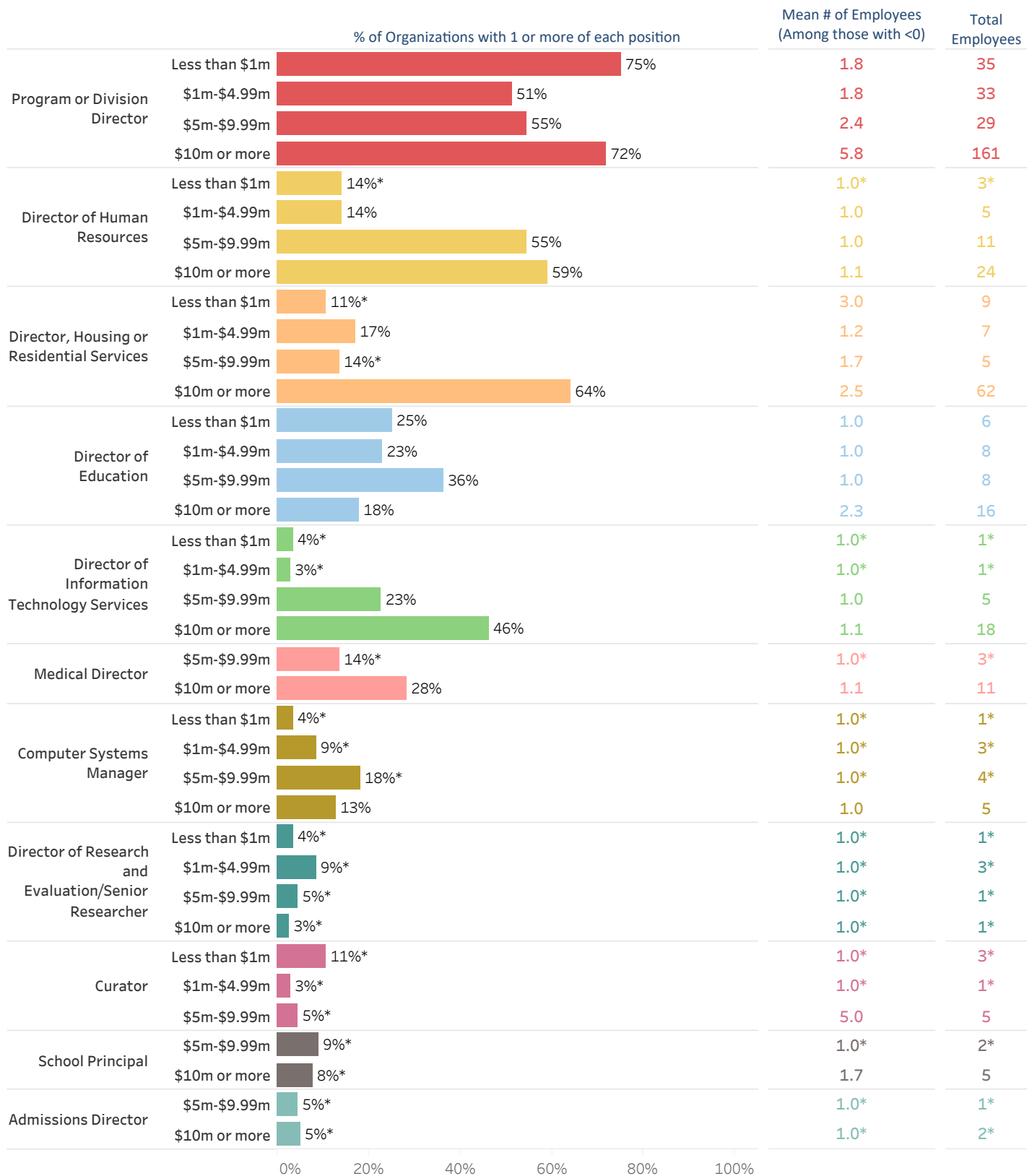
Figure 59a: Please select each type of position employed (not contracted) in your organization - Group 200 - Senior Management



* Fewer than 5 records

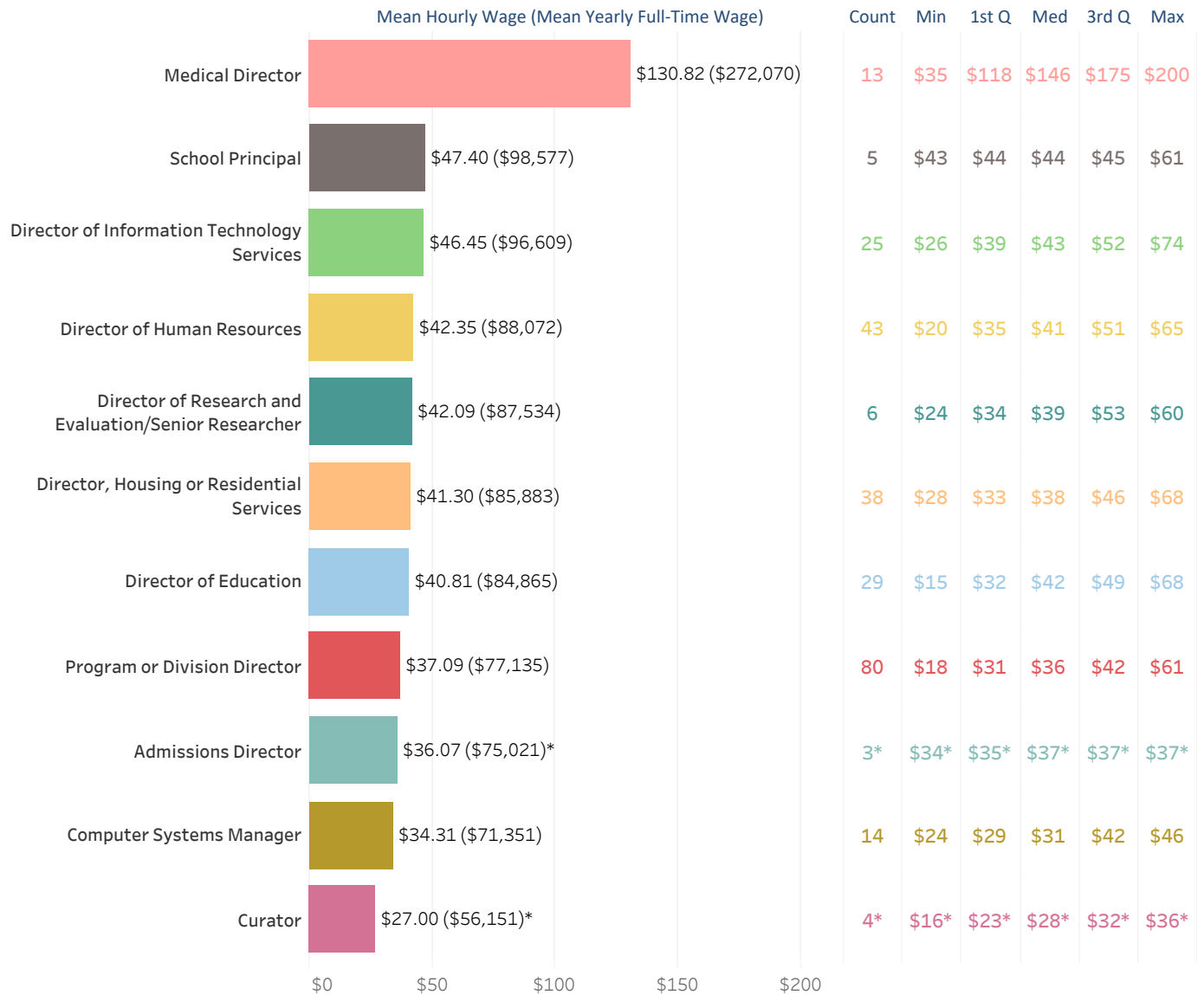
Organizations are largely equally likely regardless of their operating budget of employing at least one Program or Division Director or a Director of Education but organizations with larger budgets are considerably more likely to employ a Director Human Resources, a Director of Housing or Residential Services, or a Director of Information Technology Services.

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



On average, organizations which employ these types of employees pay their Medical Directors \$130.82 per hour, or approximately \$272,070 in salary for full-time yearly employment. Organizations on average pay considerably less to School Principals (\$47.40), Directors of Information Technology Services (\$46.45), Directors of Human Resources (\$42.35), Directors of Research and Evaluation or Senior Researchers (\$42.09), Directors of Housing or Residential Services (\$41.30), and Directors of Education (\$40.81). Organizations on average pay less than \$40 per hour to their Program or Division Directors (\$37.09), Admissions Directors (\$36.07), Computer Systems Manager (\$34.31), and Curators (\$27.00).

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



Organizations of all budget sizes pay largely similar salaries to most of these types of employees, though those with larger budgets tend to pay slightly more to Directors of Education.

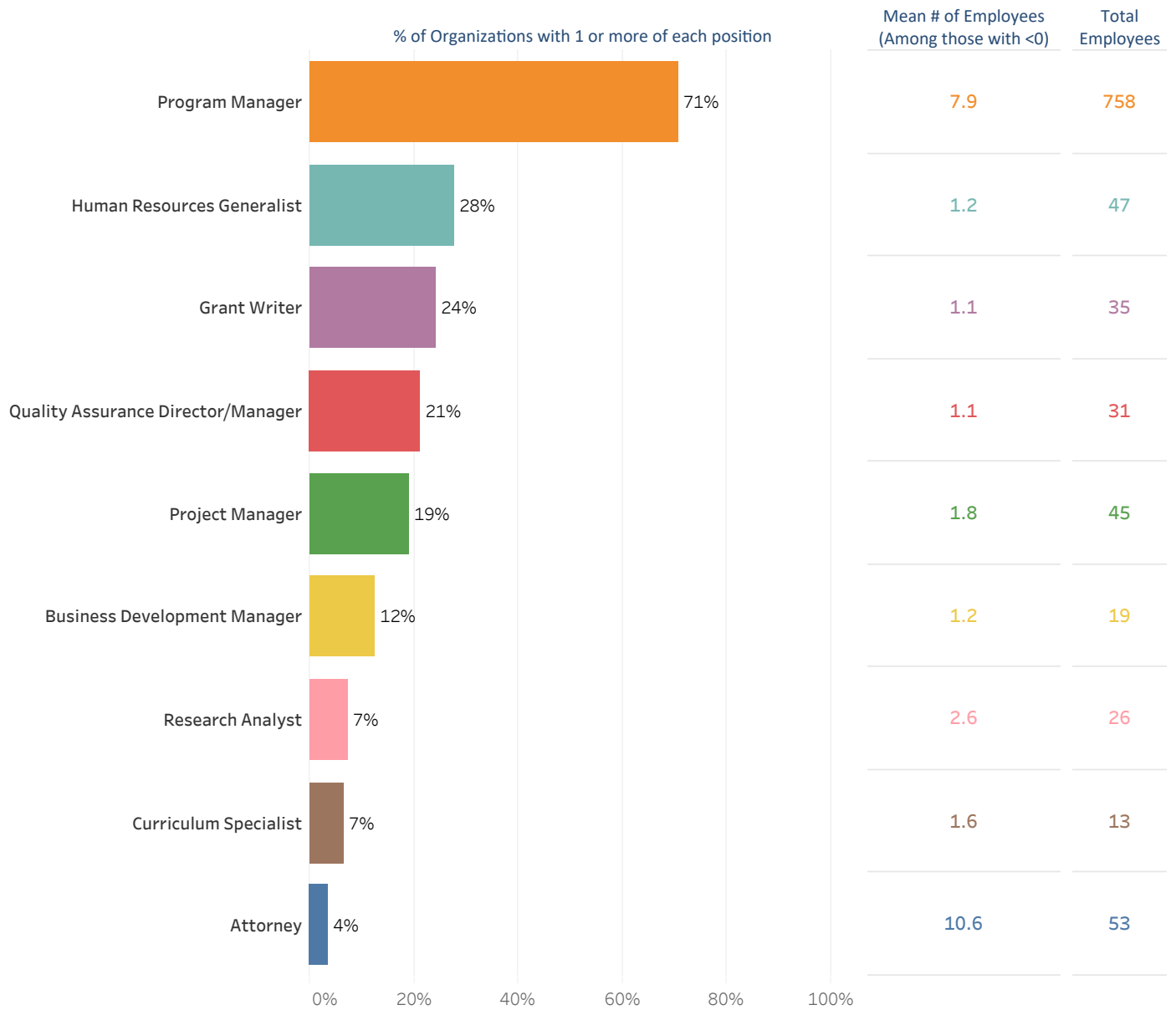
Figure 60b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 200 - Senior Management - by Total Operating Expenses

		Mean Hourly Wage (Mean Yearly Full-Time Wage)	Count	Min	1st Q	Med	3rd Q	Max
Medical Director	\$5m-\$9.99m	\$116.13 (\$241,506)*	3*	\$35*	\$90*	\$146*	\$157*	\$168*
	\$10m or more	\$135.23 (\$281,239)	10	\$43	\$118	\$145	\$176	\$200
School Principal	\$5m-\$9.99m	\$52.43 (\$109,027)*	2*	\$44*	\$48*	\$52*	\$57*	\$61*
	\$10m or more	\$44.05 (\$91,610)*	3*	\$43*	\$44*	\$44*	\$44*	\$45*
Director of Information Technology Services	Less than \$1m	\$49.56 (\$103,069)*	1*	\$50*	\$50*	\$50*	\$50*	\$50*
	\$1m-\$4.99m	\$39.42 (\$81,981)*	1*	\$39*	\$39*	\$39*	\$39*	\$39*
	\$5m-\$9.99m	\$40.47 (\$84,169)	5	\$31	\$37	\$40	\$42	\$52
	\$10m or more	\$48.65 (\$101,172)	17	\$26	\$39	\$48	\$61	\$74
Director of Human Resources	Less than \$1m	\$37.82 (\$78,653)*	4*	\$33*	\$34*	\$36*	\$40*	\$46*
	\$1m-\$4.99m	\$36.00 (\$74,864)	5	\$20	\$29	\$36	\$44	\$51
	\$5m-\$9.99m	\$42.51 (\$88,409)	11	\$21	\$35	\$40	\$52	\$58
	\$10m or more	\$44.55 (\$92,651)	22	\$25	\$36	\$42	\$54	\$65
Director of Research and Evaluation/Senior Researcher	Less than \$1m	\$24.00 (\$49,912)*	1*	\$24*	\$24*	\$24*	\$24*	\$24*
	\$1m-\$4.99m	\$43.91 (\$91,319)*	3*	\$33*	\$36*	\$39*	\$50*	\$60*
	\$5m-\$9.99m	\$57.39 (\$119,353)*	1*	\$57*	\$57*	\$57*	\$57*	\$57*
	\$10m or more	\$39.42 (\$81,981)*	1*	\$39*	\$39*	\$39*	\$39*	\$39*
Director, Housing or Residential Services	Less than \$1m	\$35.30 (\$73,413)*	3*	\$32*	\$34*	\$37*	\$37*	\$37*
	\$1m-\$4.99m	\$31.37 (\$65,233)	6	\$28	\$29	\$31	\$33	\$35
	\$5m-\$9.99m	\$36.91 (\$76,761)*	3*	\$32*	\$32*	\$33*	\$40*	\$46*
	\$10m or more	\$44.70 (\$92,956)	25	\$28	\$37	\$44	\$50	\$68
Director of Education	Less than \$1m	\$27.46 (\$57,105)	6	\$15	\$24	\$27	\$34	\$37
	\$1m-\$4.99m	\$34.69 (\$72,152)	8	\$21	\$26	\$34	\$43	\$48
	\$5m-\$9.99m	\$47.67 (\$99,144)	7	\$33	\$41	\$49	\$51	\$68
	\$10m or more	\$53.63 (\$111,527)	7	\$44	\$45	\$53	\$62	\$65
Program or Division Director	Less than \$1m	\$31.66 (\$65,848)	20	\$18	\$25	\$31	\$39	\$48
	\$1m-\$4.99m	\$37.75 (\$78,514)	18	\$23	\$33	\$36	\$44	\$54
	\$5m-\$9.99m	\$40.42 (\$84,066)	12	\$31	\$35	\$37	\$42	\$61
	\$10m or more	\$39.06 (\$81,227)	28	\$24	\$34	\$37	\$43	\$58
Admissions Director	\$5m-\$9.99m	\$33.59 (\$69,856)*	1*	\$34*	\$34*	\$34*	\$34*	\$34*
	\$10m or more	\$37.32 (\$77,603)*	2*	\$37*	\$37*	\$37*	\$37*	\$37*
Computer Systems Manager	Less than \$1m	\$24.41 (\$50,765)*	1*	\$24*	\$24*	\$24*	\$24*	\$24*
	\$1m-\$4.99m	\$41.04 (\$85,350)*	3*	\$34*	\$39*	\$44*	\$45*	\$45*
	\$5m-\$9.99m	\$35.15 (\$73,106)*	4*	\$31*	\$31*	\$32*	\$36*	\$46*
	\$10m or more	\$32.88 (\$68,372)	5	\$28	\$29	\$30	\$31	\$46
Curator	Less than \$1m	\$25.67 (\$53,378)*	3*	\$16*	\$21*	\$25*	\$31*	\$36*
	\$1m-\$4.99m	\$31.00 (\$64,470)*	1*	\$31*	\$31*	\$31*	\$31*	\$31*

Wages & Salaries - Professional Services

Seven in ten (71%) responding Connecticut nonprofit organizations have one or more Program Managers, 28% have a Human Resources Generalist, 24% have a Grant Writer, 21% have a Quality Assurance Director or Manager, and 19% have a Project Manager. Fewer organizations have a Business Development Manager (12%), a Research Analyst (7%), a Curriculum Specialist (7%), or an Attorney (4%).

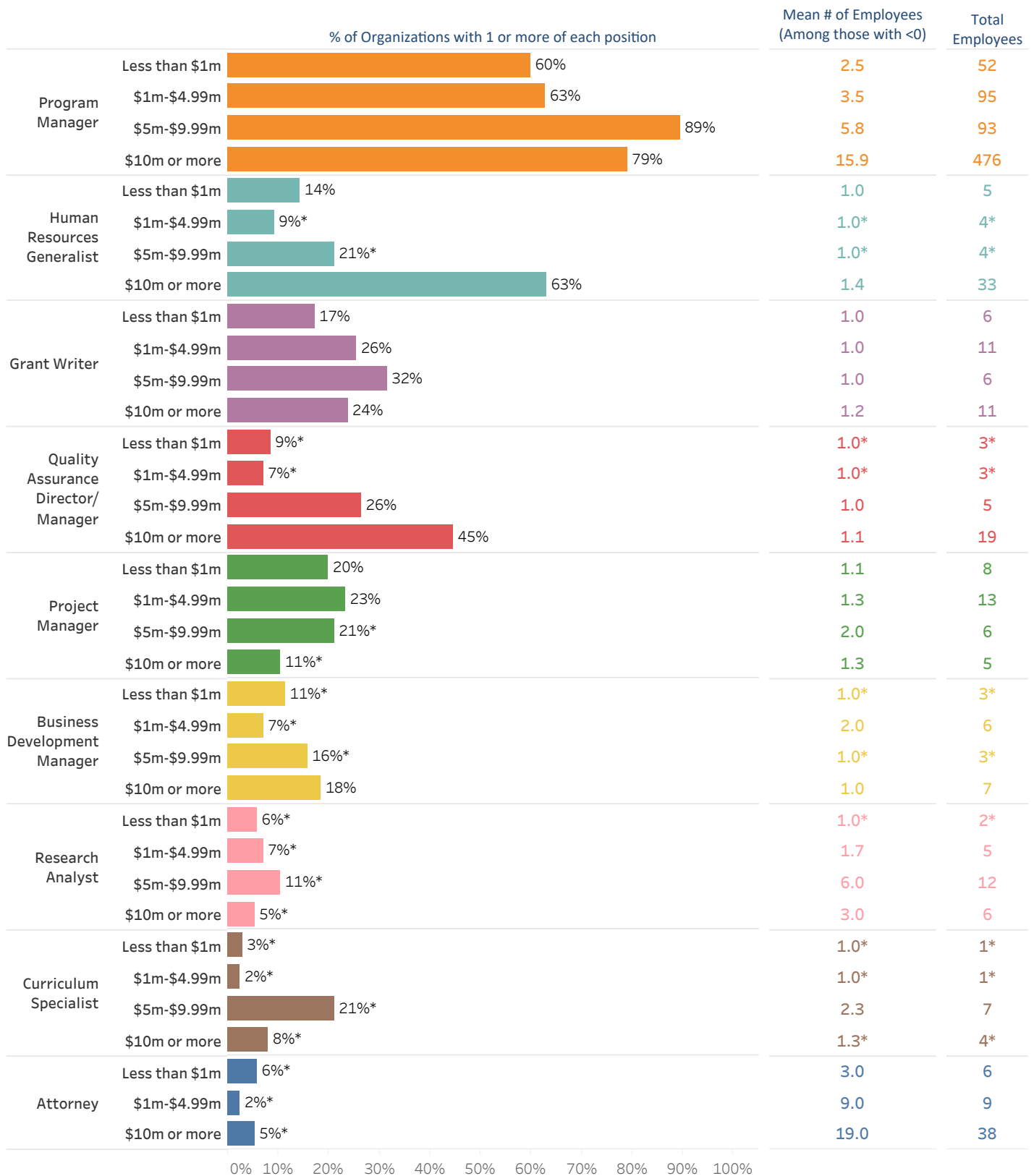
Figure 61a: Please select each type of position employed (not contracted) in your organization - Group 300 - Professional Services



* Fewer than 5 records

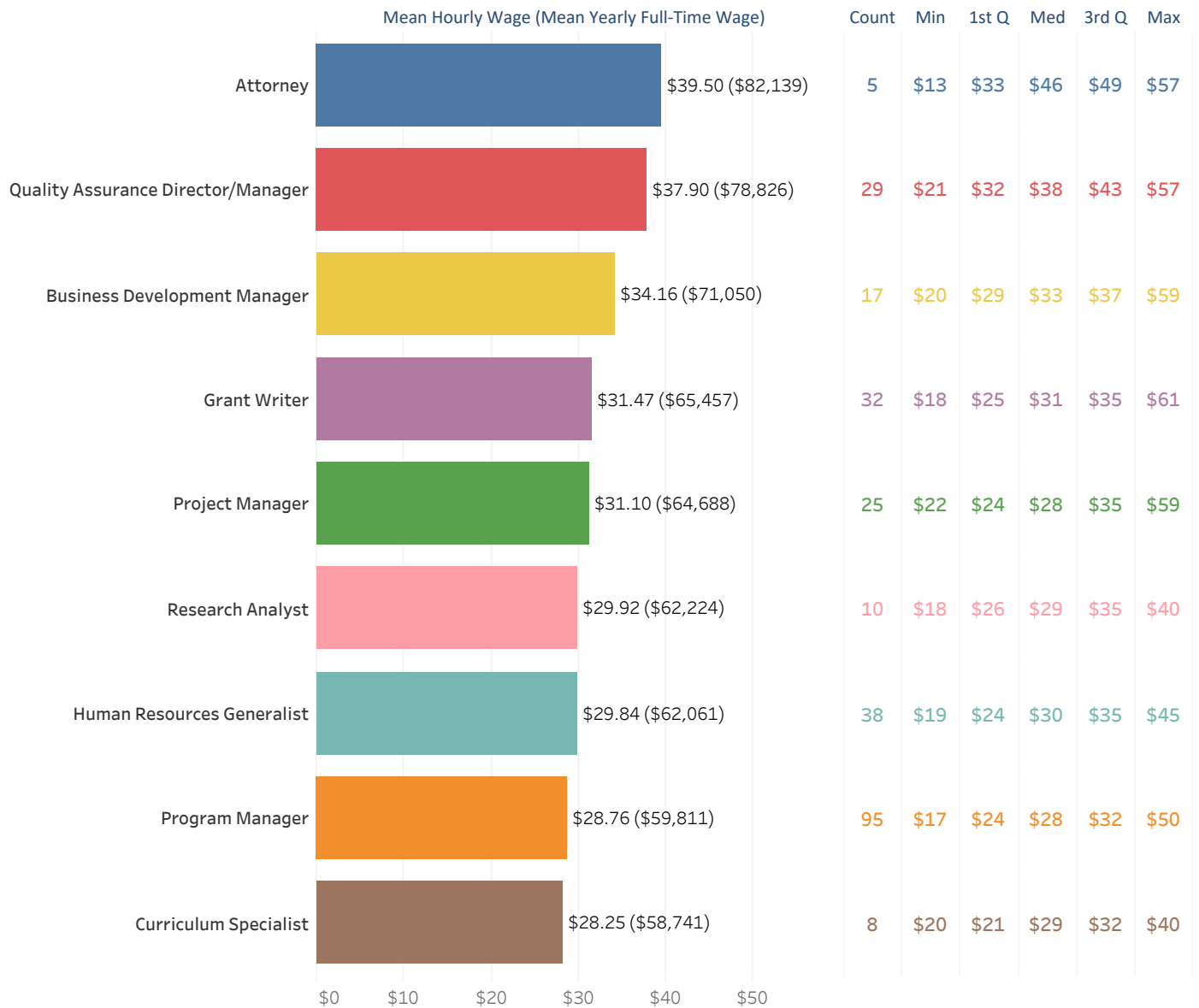
Organizations are largely equally likely regardless of their operating budget to employ at least one Grant Writer, but organizations with larger budgets are more likely to employ a Program Manager, a Human Resources Generalist, or Quality Assurance Director or Manager.

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



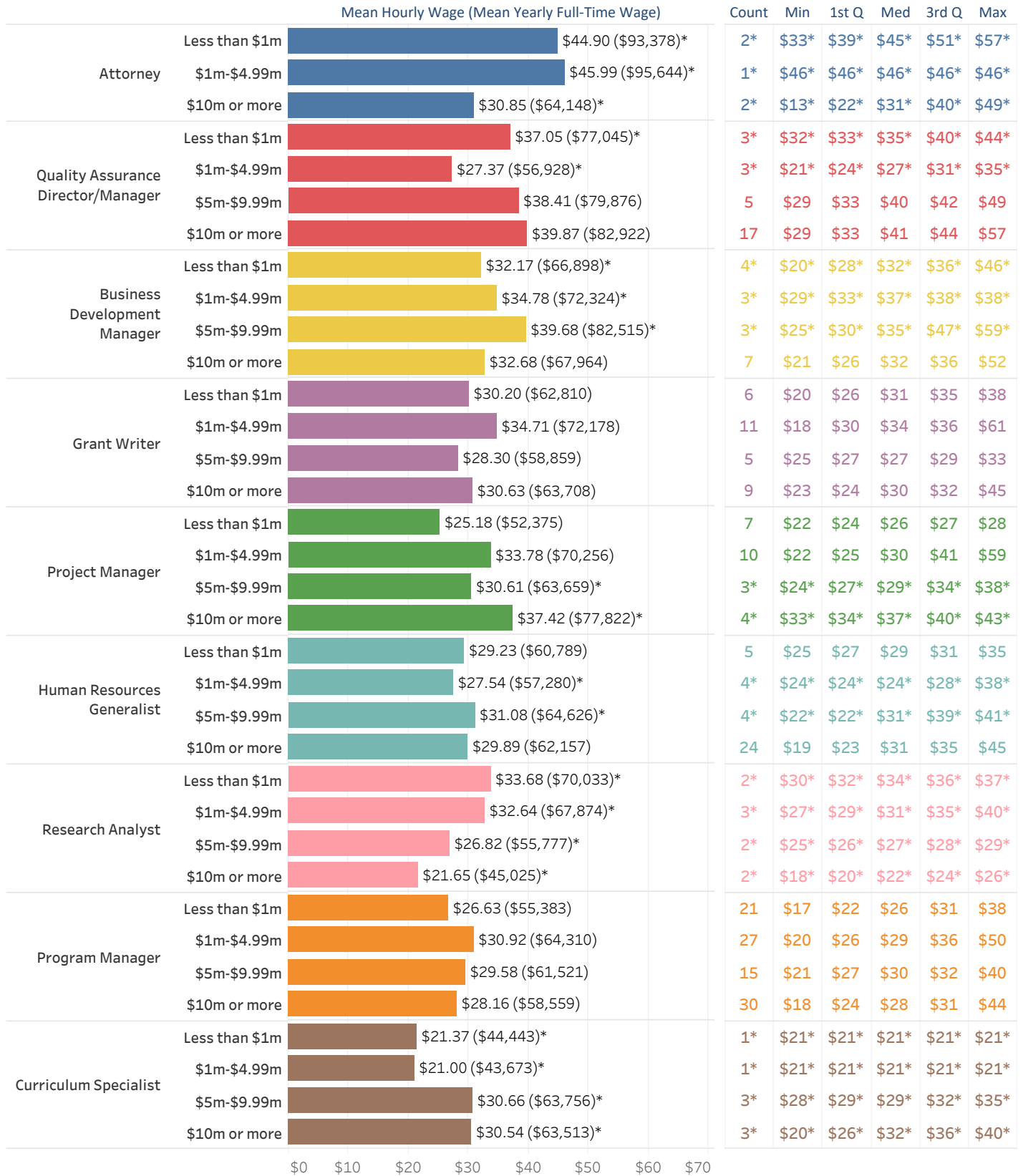
On average, organizations which employ these types of employees pay their Attorneys \$39.50 per hour, or approximately \$82,139 in salary for full-time yearly employment. Organizations on average pay Quality Assurance Directors or Managers \$37.90, Business Development Managers are paid \$34.16, Grant Writers are paid \$31.47, and Project Managers are paid \$31.10. Organizations on average pay less than \$30 per hour to their Research Analysts (\$29.92), Human Resources Generalists (\$29.84), Program Managers (\$28.76), and Curriculum Specialists (\$28.25).

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



Organizations of all budget sizes pay largely similar salaries to most of these types of employees, though those with larger budgets tend to pay slightly more to Directors of Education.

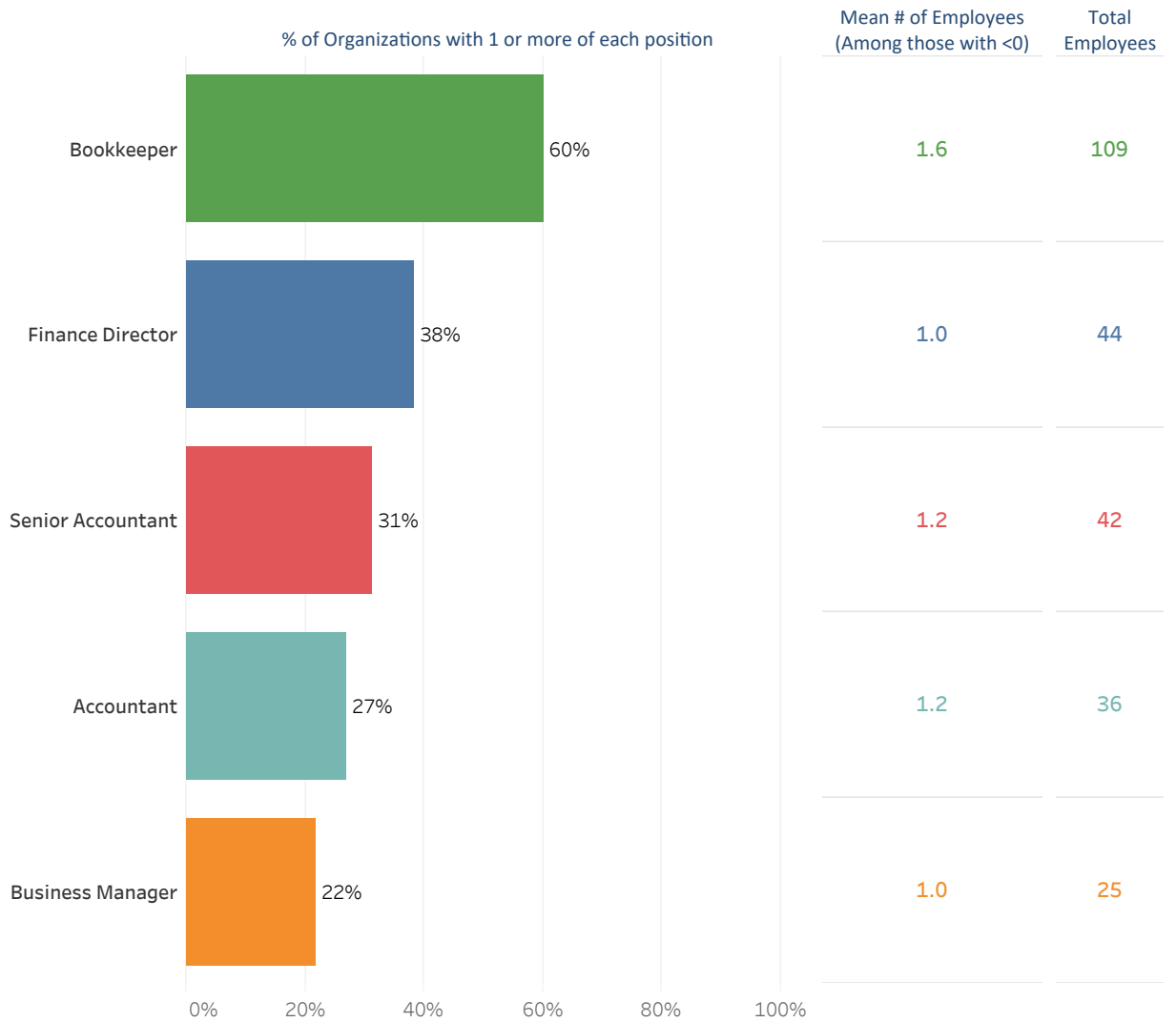
Figure 62b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 300 - Professional Services - by Total Operating Expenses



Wages & Salaries - Financial Management

Six in ten (60%) responding Connecticut nonprofit organizations have one or more Bookkeepers, 38% have a Finance Director, 31% have a Senior Accountant, 27% have an Accountant, and 22% have a Business Manager.

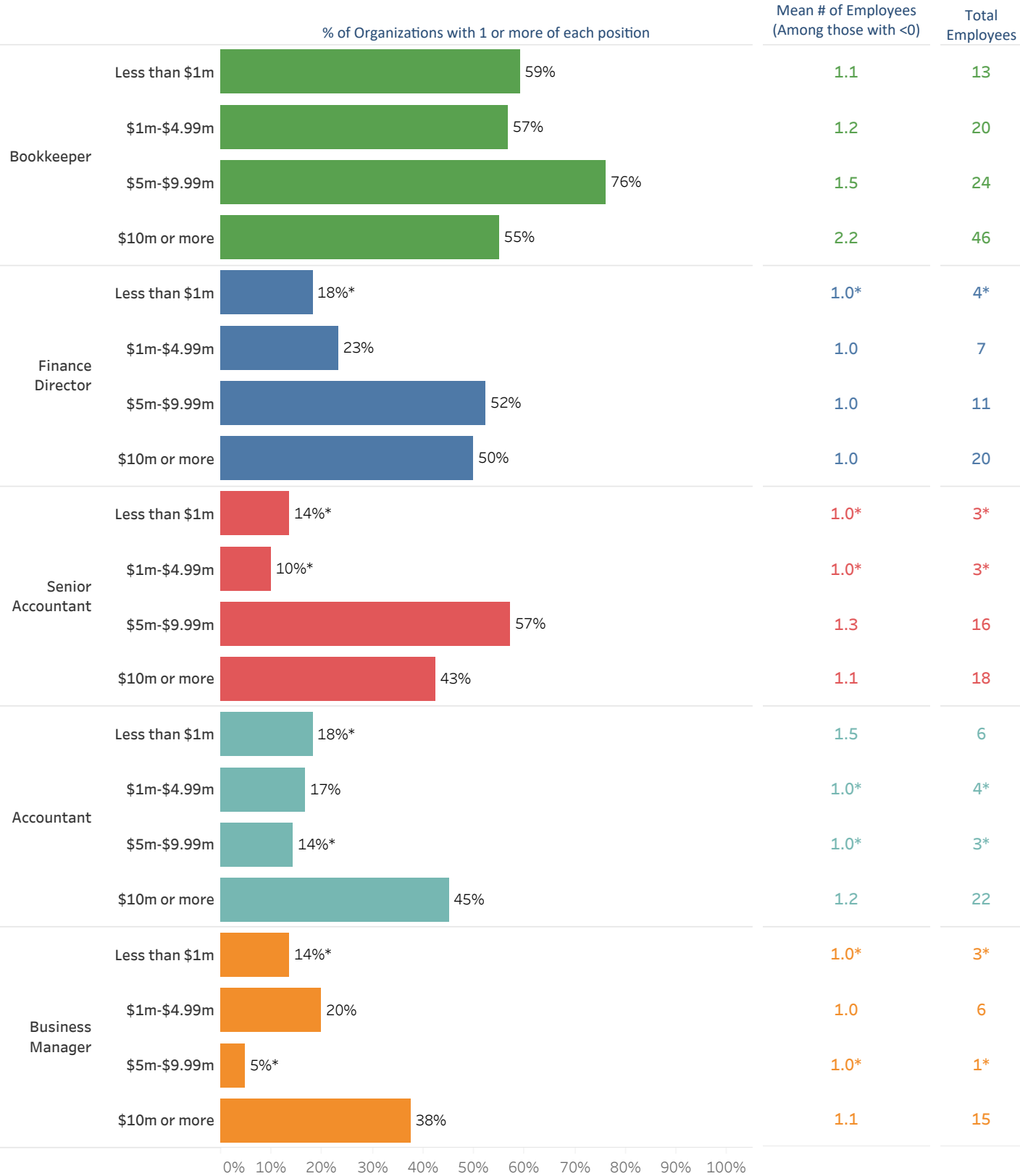
Figure 63a: Please select each type of position employed (not contracted) in your organization - Group 400 - Financial Management



* Fewer than 5 records

Organizations are largely equally likely regardless of their operating budget to employ a Bookkeeper but organizations with larger budgets are considerably more likely to employ Finance Directors, Senior Accountants, Accountants, and Business Managers.

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



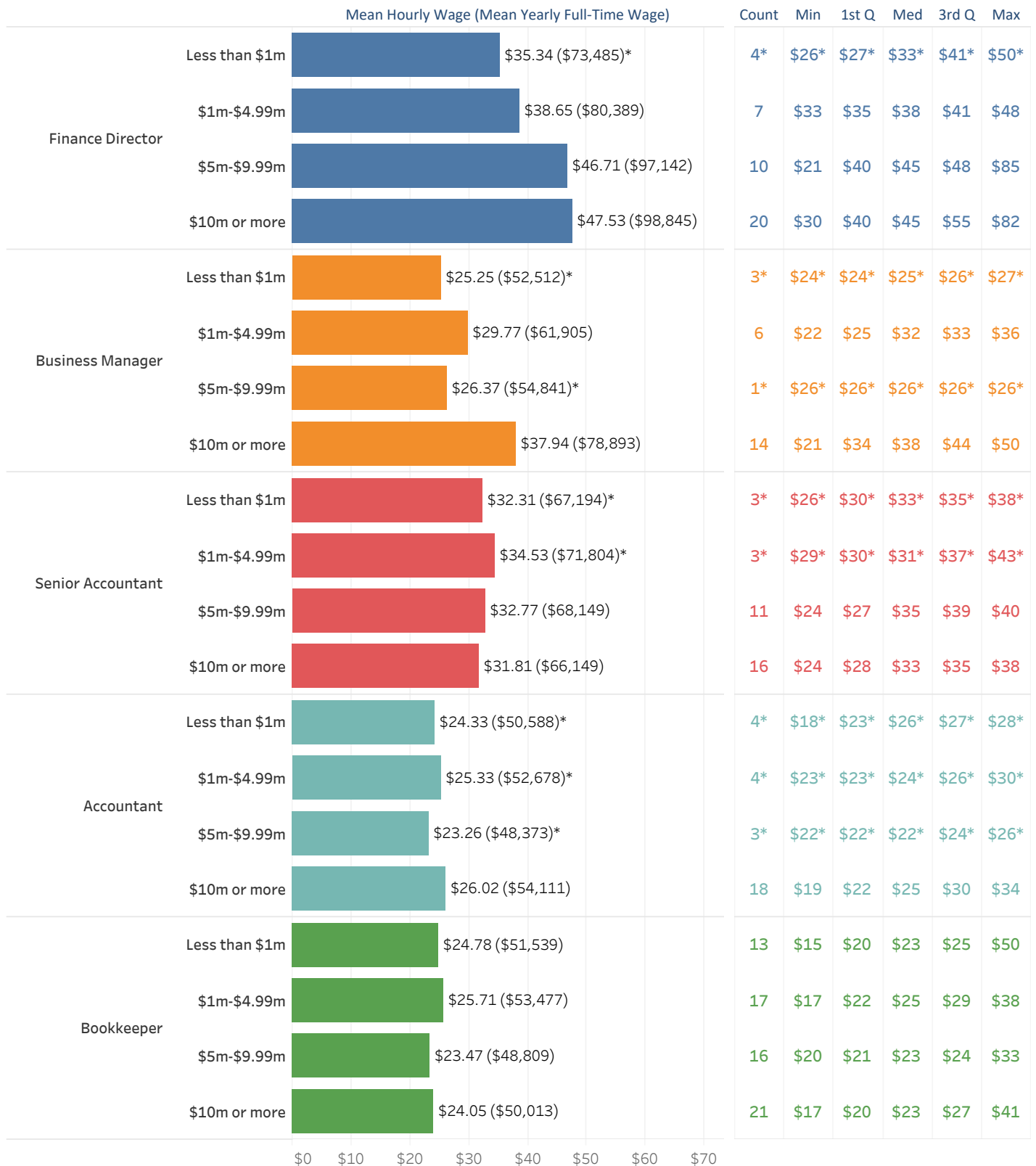
On average, organizations which employ these types of employees pay their Finance Directors \$44.61 per hour, or approximately \$92,766 in salary for full-time yearly employment. Organizations on average pay Business Managers \$33.83, Senior Accountants are paid \$32.38, Accountants are paid \$25.39, and Bookkeepers are paid \$24.48.

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



Organizations with larger budgets tend to pay their Finance Directors and Business Managers more than organizations with smaller budgets but organizations of all budgets pay their Senior Accountants, Accountants, and Bookkeepers about the same amount.

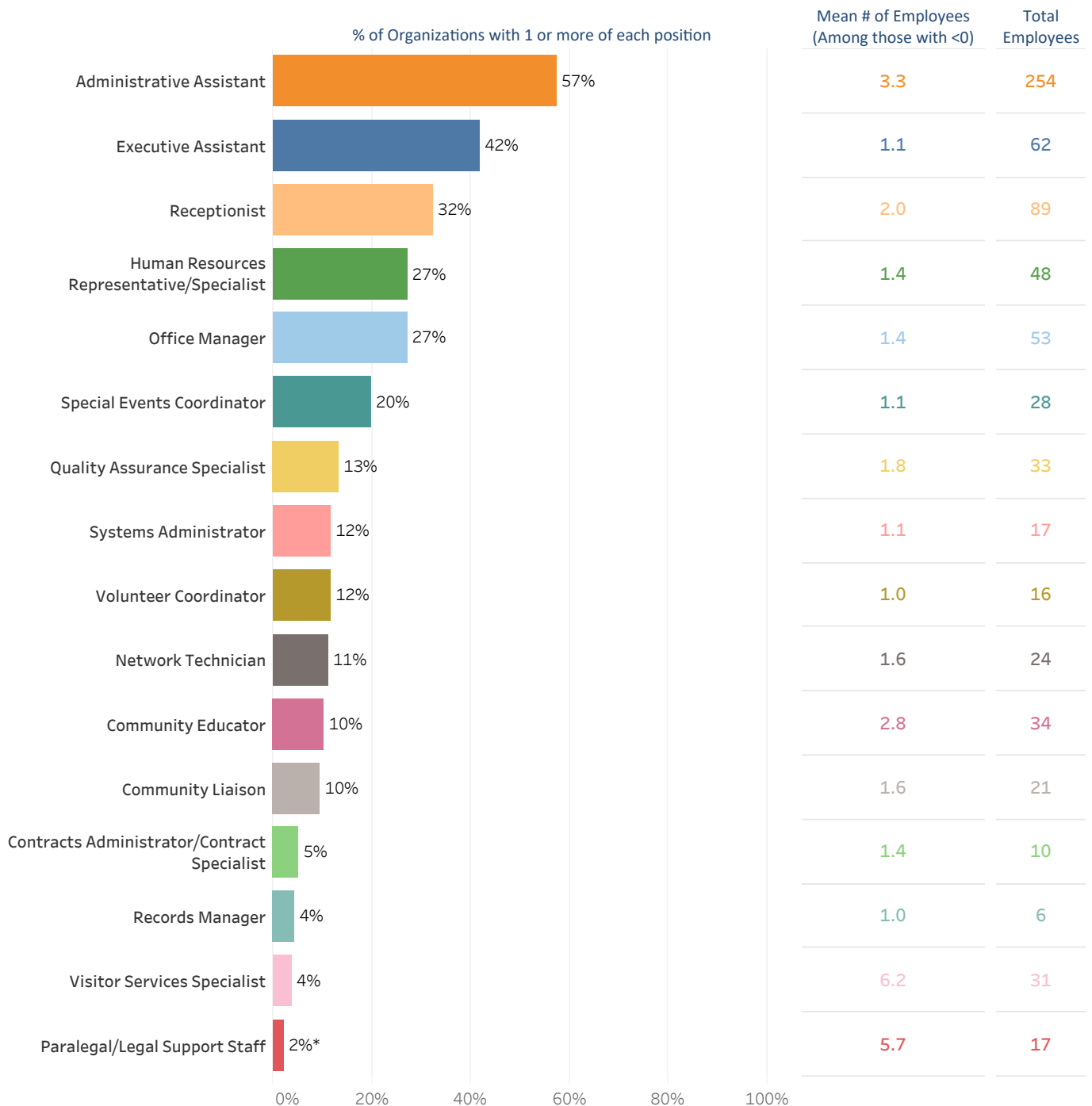
Figure 64b: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 400 - Financial Management - by Total Operating Expenses



Wages & Salaries - Administrative Support Services

More than half (57%) of responding Connecticut nonprofit organizations have one or more Administrative Assistants, 42% have an Executive Assistant, 32% have a Receptionist, and 27% each have a Human Resource Representative or Specialist or an Office Manager. Less than a quarter of organizations have a Special Events Coordinator (20%), a Quality Assurance Specialist (13%), a System Administrator (12%), a Volunteer Coordinator (12%), a Network Technician (11%), or a Community Educator (10%) while less than 10% have a Contracts Administrator or Contract Specialist (5%), a Records Manager (4%), a Visitor Services Specialist (4%), or a Paralegal or Legal Support Staff (2%).

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



* Fewer than 5 records

Organizations are about equally likely regardless of their budget to employ Office Managers, Community Educators, and Community Liaisons. Those with larger budgets are considerably more likely than those with smaller budgets to employ Executive Assistants, Receptionists, Human Resources Representatives or Specialists, Special Events Coordinators, Quality Assurance Specialists, Systems Administrators, and Network Technicians.

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

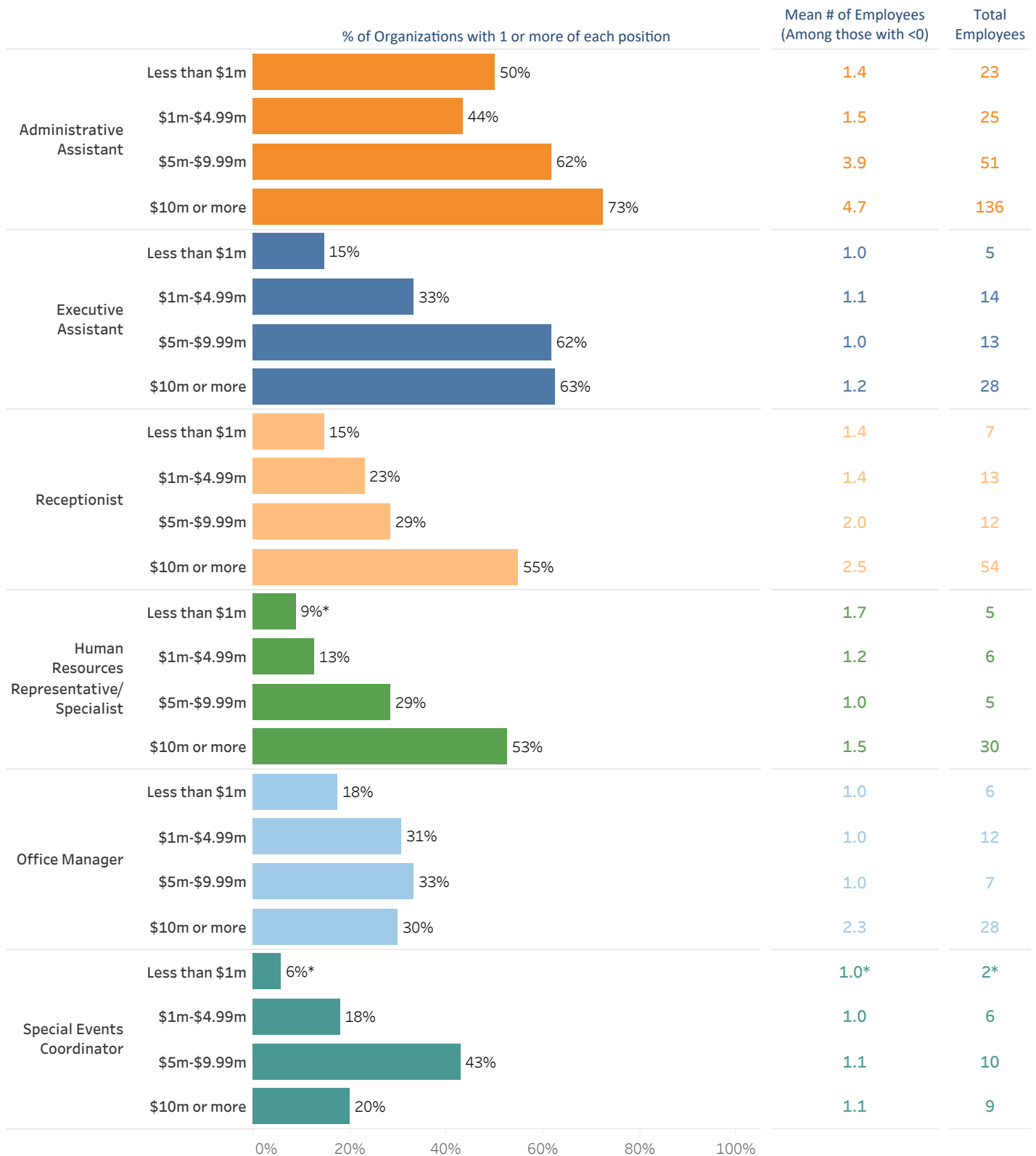
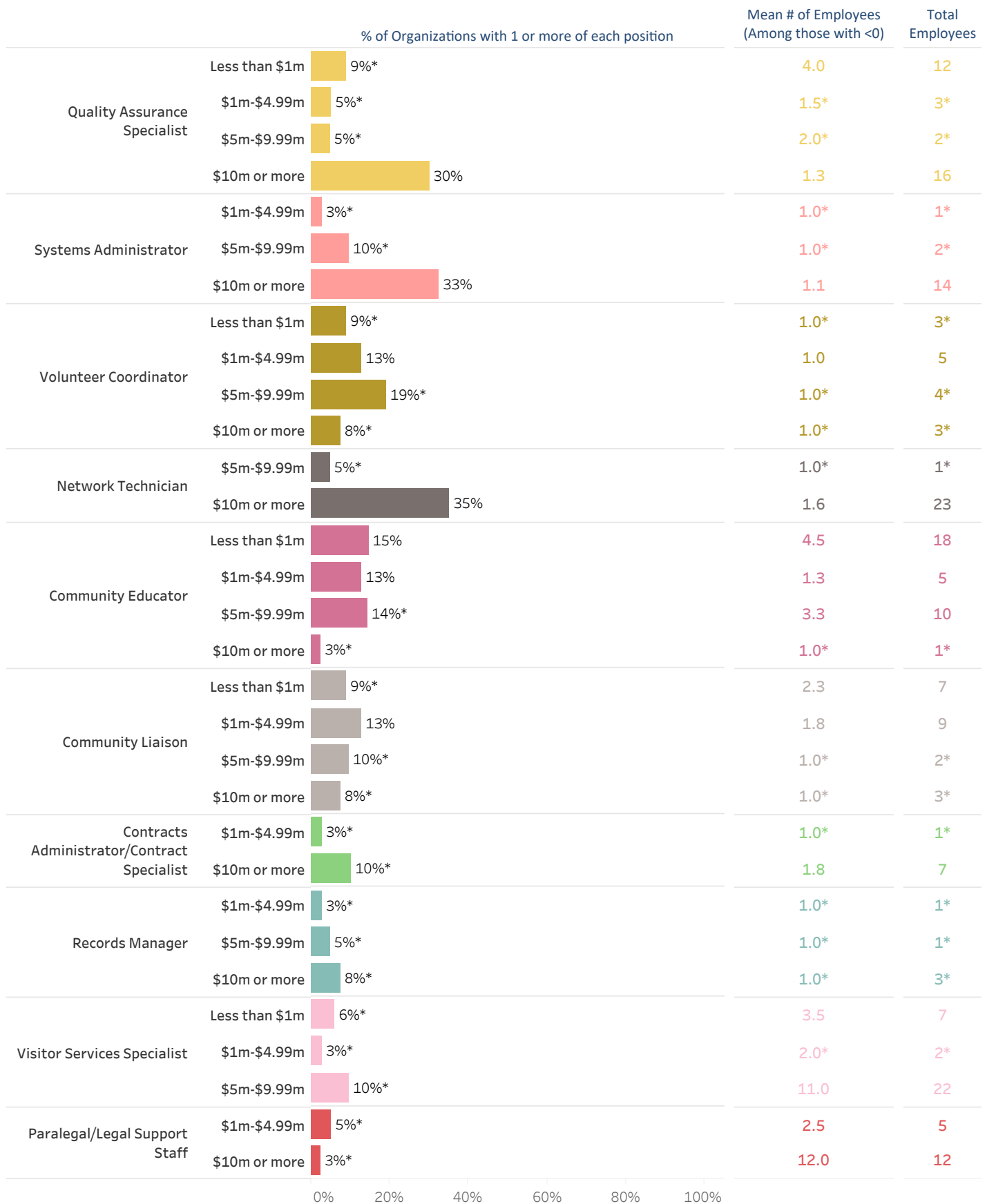
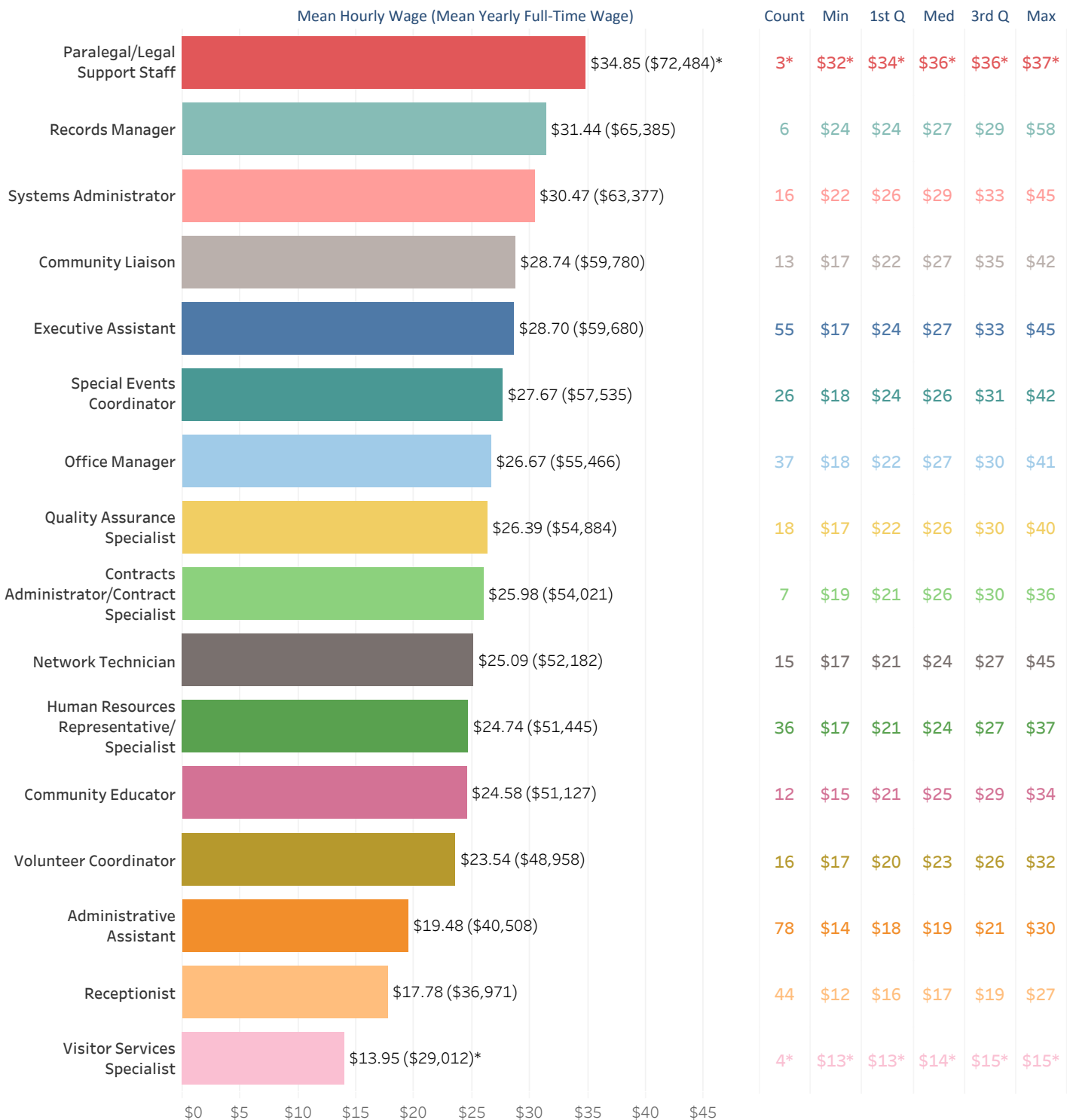


Figure 65c: Please select each type of position employed (not contracted) in your organization - Group 500 - Administrative Support Services - by Total Operating Expenses



On average, organizations which employ these types of employees pay their Paralegal or Legal Support Staff \$34.85 per hour, or approximately \$72,484 in salary for full-time yearly employment. Organizations on average pay slightly less to Records Managers (\$31.44), Systems Administrators (\$30.47), Community Liaisons (\$28.74), Executive Assistants (\$28.70), Special Events Coordinators (\$27.67), Office Managers (\$26.67), Quality Assurance Specialists (\$26.39), Contract Administrators or Contract Specialists (\$25.98), and Network Technicians (\$25.09). Organizations on average pay less than \$25 per hour to Human Resource Representatives or Specialists (\$24.74), Community Educators (\$24.58), Volunteer Coordinators (\$23.54), Administrative Assistants (\$19.48), Receptionists (\$17.78), and Visitor Services Specialists (\$13.95).

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



Organizations of all budgets pay largely similar salaries to Executive Assistants, Office Managers, Human Resources Representatives or Specialists, Administrative Assistants, and Receptionists. Among the small numbers of organizations who employ Records Managers, Community Liaisons, and Community Educations, organizations with larger budgets tend to pay these employees a higher amount in wages.

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 - by Total Operating Expenses

































		Mean Hourly Wage (Mean Yearly Full-Time Wage)					Count	Min	1st Q	Med	3rd Q	Max
Paralegal/Legal Support Staff	\$1m-\$4.99m		\$33.97	(\$70,647)*		2*	\$32*	\$33*	\$34*	\$35*	\$36*	
	\$10m or more		\$36.62	(\$76,158)*		1*	\$37*	\$37*	\$37*	\$37*	\$37*	
Records Manager	\$1m-\$4.99m		\$25.33	(\$52,678)*		1*	\$25*	\$25*	\$25*	\$25*	\$25*	
	\$5m-\$9.99m		\$23.90	(\$49,704)*		1*	\$24*	\$24*	\$24*	\$24*	\$24*	
	\$10m or more		\$38.47	(\$80,005)*		3*	\$29*	\$29*	\$29*	\$43*	\$58*	
Systems Administrator	\$1m-\$4.99m		\$25.51	(\$53,053)*		1*	\$26*	\$26*	\$26*	\$26*	\$26*	
	\$5m-\$9.99m		\$27.00	(\$56,151)*		2*	\$26*	\$27*	\$27*	\$27*	\$28*	
	\$10m or more		\$31.39	(\$65,283)		13	\$22	\$26	\$30	\$35	\$45	
Community Liaison	Less than \$1m		\$19.33	(\$40,207)*		3*	\$17*	\$18*	\$19*	\$21*	\$22*	
	\$1m-\$4.99m		\$29.64	(\$61,642)		5	\$18	\$27	\$29	\$32	\$42	
	\$5m-\$9.99m		\$25.84	(\$53,729)*		2*	\$25*	\$25*	\$26*	\$26*	\$27*	
	\$10m or more		\$38.60	(\$80,283)*		3*	\$35*	\$37*	\$39*	\$41*	\$42*	
Executive Assistant	Less than \$1m		\$22.95	(\$47,737)		5	\$17	\$20	\$24	\$25	\$29	
	\$1m-\$4.99m		\$28.24	(\$58,738)		13	\$19	\$24	\$27	\$30	\$41	
	\$5m-\$9.99m		\$30.04	(\$62,477)		12	\$20	\$23	\$29	\$35	\$45	
	\$10m or more		\$29.54	(\$61,426)		24	\$18	\$24	\$27	\$37	\$44	
Special Events Coordinator	Less than \$1m		\$24.15	(\$50,224)*		2*	\$18*	\$21*	\$24*	\$27*	\$30*	
	\$1m-\$4.99m		\$25.17	(\$52,349)		7	\$19	\$23	\$26	\$26	\$33	
	\$5m-\$9.99m		\$31.60	(\$65,718)		8	\$24	\$26	\$31	\$35	\$42	
	\$10m or more		\$26.88	(\$55,891)		8	\$20	\$24	\$26	\$30	\$36	
Office Manager	Less than \$1m		\$26.66	(\$55,434)		6	\$18	\$19	\$23	\$35	\$40	
	\$1m-\$4.99m		\$25.13	(\$52,257)		12	\$20	\$22	\$25	\$29	\$29	
	\$5m-\$9.99m		\$28.99	(\$60,290)		7	\$21	\$25	\$30	\$34	\$35	
	\$10m or more		\$26.87	(\$55,876)		12	\$19	\$21	\$27	\$31	\$41	
Quality Assurance Specialist	Less than \$1m		\$20.87	(\$43,396)*		3*	\$17*	\$19*	\$21*	\$23*	\$25*	
	\$1m-\$4.99m		\$32.52	(\$67,621)*		2*	\$25*	\$29*	\$33*	\$36*	\$40*	
	\$5m-\$9.99m		\$25.92	(\$53,905)*		1*	\$26*	\$26*	\$26*	\$26*	\$26*	
	\$10m or more		\$26.79	(\$55,715)		12	\$20	\$22	\$26	\$30	\$36	
Contracts Administrator/ Contract Specialist	\$1m-\$4.99m		\$26.24	(\$54,571)*		1*	\$26*	\$26*	\$26*	\$26*	\$26*	
	\$10m or more		\$26.19	(\$54,462)*		4*	\$19*	\$19*	\$25*	\$32*	\$36*	
Network Technician	\$5m-\$9.99m		\$26.44	(\$54,987)*		1*	\$26*	\$26*	\$26*	\$26*	\$26*	
	\$10m or more		\$25.00	(\$51,982)		14	\$17	\$21	\$24	\$27	\$45	

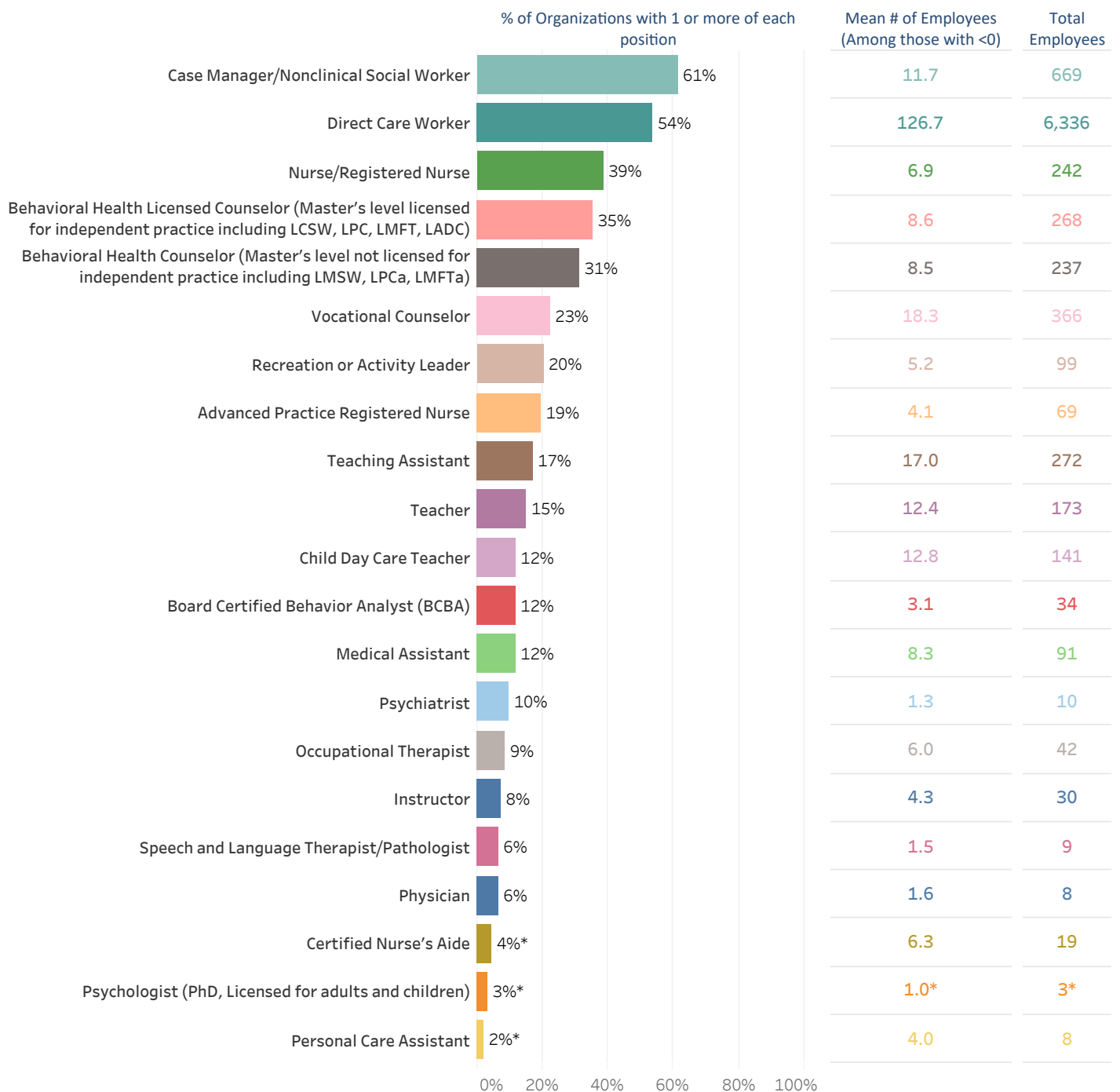
Figure 66c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 500 - Administrative Support Services - by Total Operating Expenses

		Mean Hourly Wage (Mean Yearly Full-Time Wage)	Count	Min	1st Q	Med	3rd Q	Max
Human Resources Representative/ Specialist	Less than \$1m	\$22.52 (\$46,827)*	3*	\$18*	\$20*	\$22*	\$25*	\$28*
	\$1m-\$4.99m	\$22.51 (\$46,818)	5	\$17	\$22	\$24	\$24	\$26
	\$5m-\$9.99m	\$25.73 (\$53,517)	6	\$22	\$24	\$26	\$28	\$29
	\$10m or more	\$25.31 (\$52,635)	20	\$17	\$21	\$25	\$27	\$37
Community Educator	Less than \$1m	\$22.29 (\$46,361)*	4*	\$15*	\$18*	\$20*	\$25*	\$34*
	\$1m-\$4.99m	\$25.43 (\$52,890)	5	\$18	\$26	\$26	\$29	\$29
	\$5m-\$9.99m	\$22.68 (\$47,167)*	2*	\$22*	\$22*	\$23*	\$23*	\$24*
	\$10m or more	\$33.32 (\$69,295)*	1*	\$33*	\$33*	\$33*	\$33*	\$33*
Volunteer Coordinator	Less than \$1m	\$20.18 (\$41,975)*	3*	\$17*	\$19*	\$21*	\$22*	\$23*
	\$1m-\$4.99m	\$20.42 (\$42,463)	5	\$20	\$20	\$20	\$21	\$22
	\$5m-\$9.99m	\$28.96 (\$60,233)*	4*	\$27*	\$28*	\$28*	\$30*	\$32*
	\$10m or more	\$24.39 (\$50,723)*	3*	\$23*	\$24*	\$25*	\$25*	\$26*
Administrative Assistant	Less than \$1m	\$17.80 (\$37,023)	17	\$14	\$18	\$18	\$19	\$20
	\$1m-\$4.99m	\$21.48 (\$44,662)	17	\$17	\$18	\$22	\$23	\$30
	\$5m-\$9.99m	\$20.74 (\$43,134)	13	\$17	\$18	\$21	\$23	\$24
	\$10m or more	\$18.81 (\$39,114)	29	\$15	\$17	\$18	\$20	\$24
Receptionist	Less than \$1m	\$18.92 (\$39,339)	5	\$16	\$16	\$17	\$22	\$24
	\$1m-\$4.99m	\$17.82 (\$37,055)	9	\$13	\$17	\$17	\$18	\$22
	\$5m-\$9.99m	\$19.22 (\$39,971)	6	\$16	\$19	\$19	\$20	\$21
	\$10m or more	\$17.29 (\$35,962)	22	\$12	\$16	\$17	\$18	\$27
Visitor Services Specialist	Less than \$1m	\$13.90 (\$28,908)*	2*	\$13*	\$13*	\$14*	\$14*	\$15*
	\$1m-\$4.99m	\$13.00 (\$27,036)*	1*	\$13*	\$13*	\$13*	\$13*	\$13*
	\$5m-\$9.99m	\$15.00 (\$31,195)*	1*	\$15*	\$15*	\$15*	\$15*	\$15*

Wages & Salaries - Direct Services

More than half of responding Connecticut nonprofit organizations have one or more Case Managers or Nonclinical Social Workers (61%) and Direct Care Workers (54%), 39% have a Nurse or Registered Nurse, 35% have a Behavioral Health Licensed Counselor, and 31% have a Behavior Health Counselor. Less than a quarter of organizations have Vocational Counselor (23%), a Recreation or Activity Leader (20%), an Advanced Practice Registered Nurse (19%), a Teaching Assistant (17%), a Teacher (15%), a Child Day Care Teacher (12%), a Board Certified Behavior Analyst (BCBA) (12%), a Medical Assistant (12%), or a Psychiatrist. Less than 10% of organizations have an occupational therapist (9%), an Instructor (8%), a Speech and Language Therapist or Pathologist (6%), a Physician (6%), a Certified Nurse's Aide (4%), a Psychologist (3%), or a Personal Care Assistant (2%).

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



* Fewer than 5 records

Organizations with larger budgets are more likely than those with smaller budgets to employ nearly all of the following types of employees, particularly Direct Care Workers, Nurses or Registered Nurses, and Advanced Practice Registered Nurses.

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

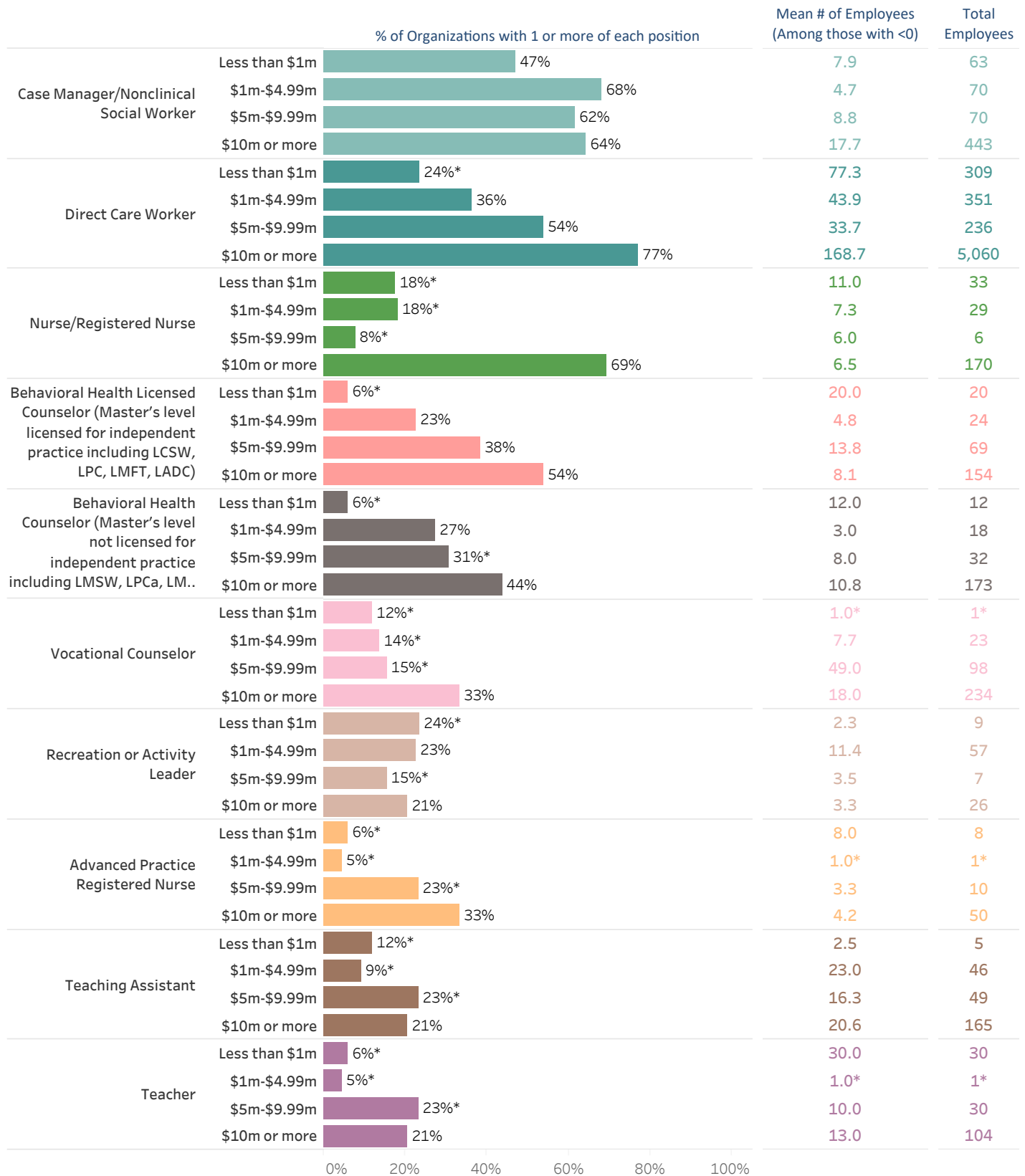
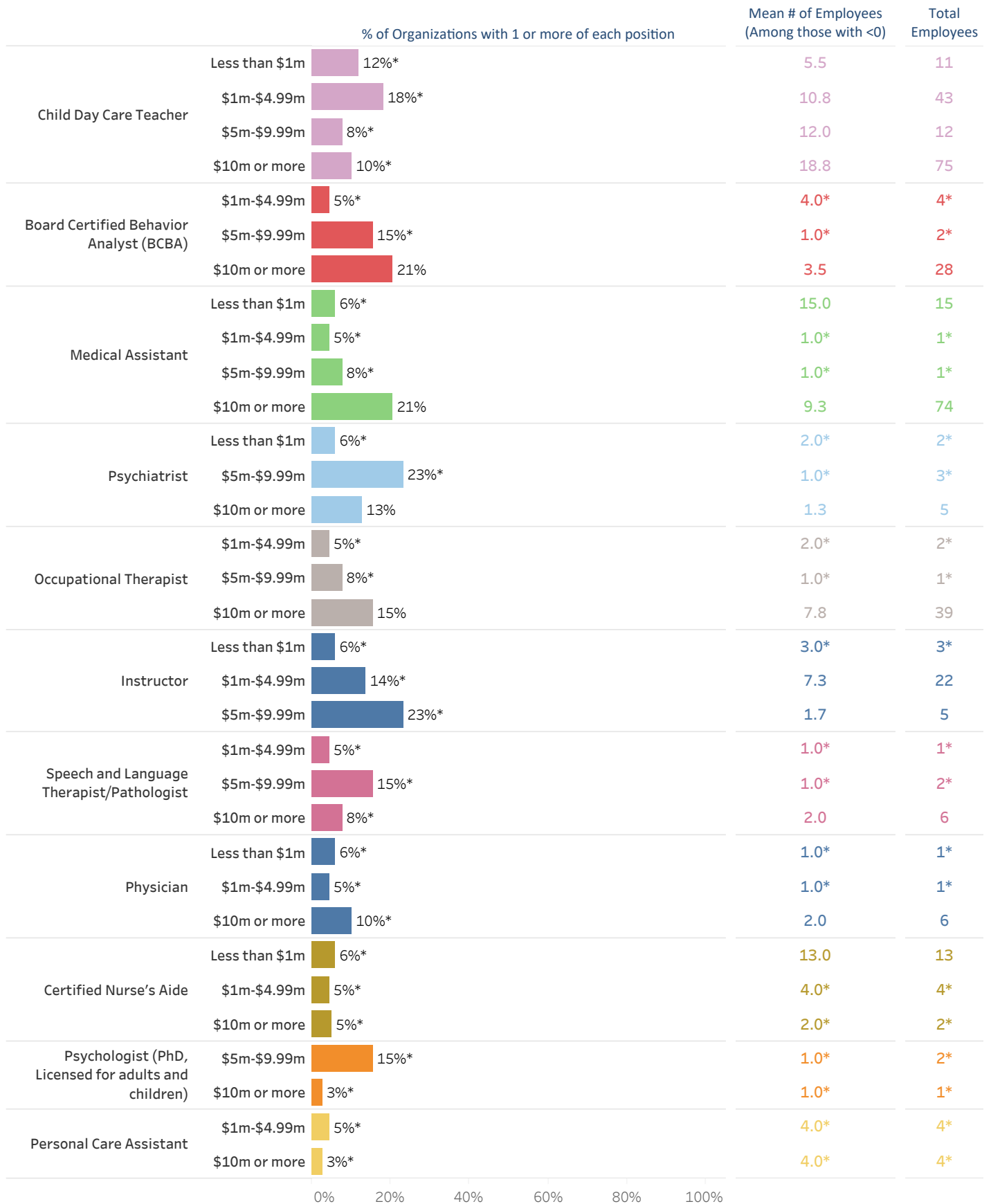
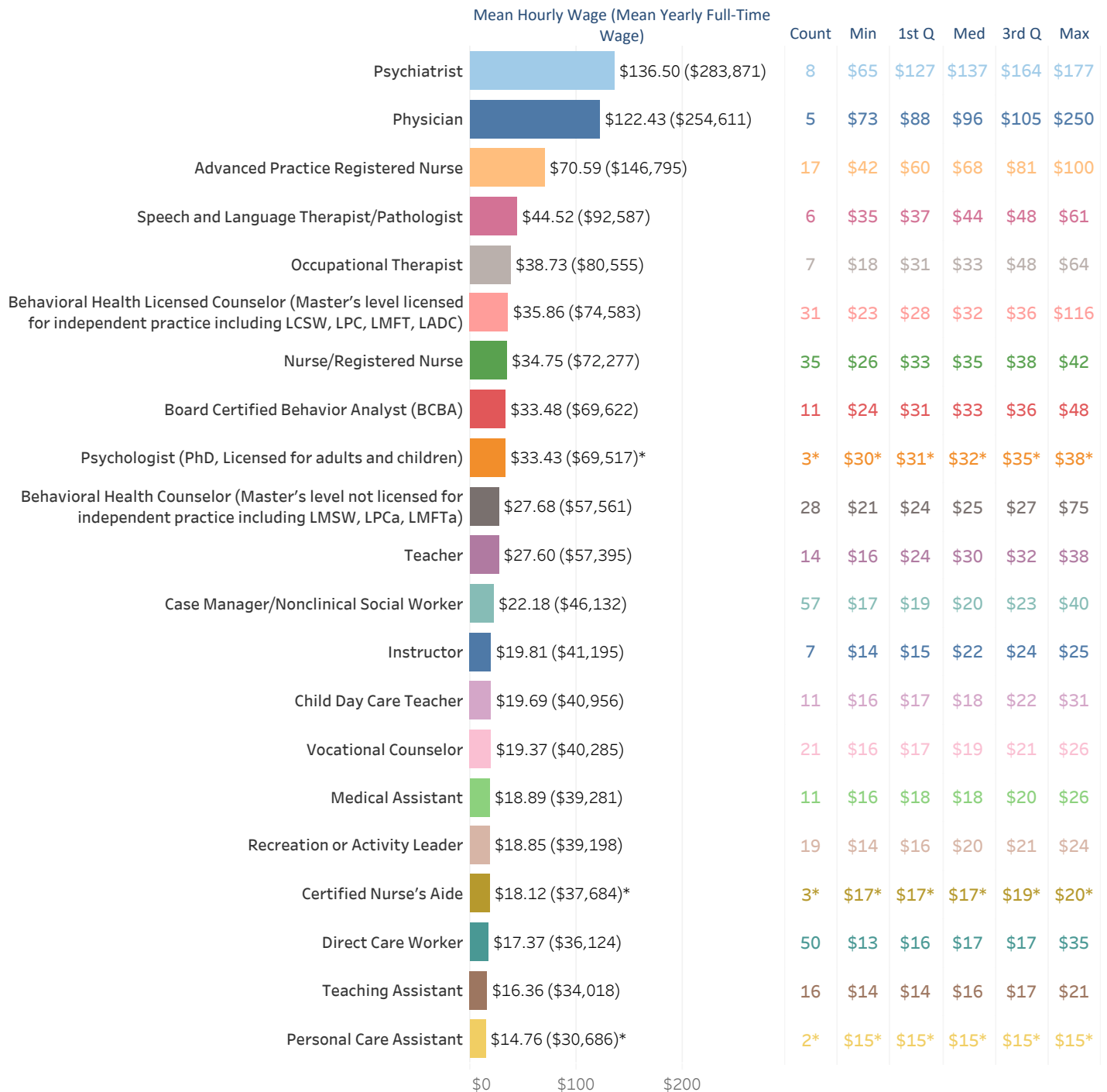


Figure 67c: Please select each type of position employed (not contracted) in your organization - Group 600 - Direct Services - by Total Operating Expenses



On average, organizations which employ these types of employees pay their Psychiatrists \$136.50 per hour, or approximately \$283,871 in salary for full-time yearly employment, while they pay \$122.43 per hour to Physicians and \$70.59 per hour to Advanced Practice Registered Nurses. Organizations on average pay less than \$50 to Speech and Language Therapists or Pathologists (\$44.52), Occupational Therapists (\$38.73), Behavioral Health Licensed Counselors (\$35.86), Nurses and Registered Nurses (\$34.75), Board Certified Behavior Analysts (\$33.48), and Psychologists (\$33.43). Organizations on average pay less than \$30 per hour to Behavioral Health Counselors (\$27.68), Teachers (\$27.60), Case Managers and Nonclinical Social Workers (\$22.18), Instructors (\$19.81), Child Day Care Teachers (\$19.69), Vocational Counselors (\$19.37), Medical Assistants (\$18.89), Recreation or Activity Leaders (\$18.85), Certified Nurse’s Aides (\$18.12), Direct Care Workers (\$17.37), Teaching Assistants (\$16.36), and Personal Care Assistants (\$14.76).

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



Organizations of all budgets pay largely similar salaries to these types of employees.

Figure 68b: 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

		Mean Hourly Wage (Mean Yearly Full-Time Wage)	Count	Min	1st Q	Med	3rd Q	Max
Psychiatrist	Less than \$1m	\$135.37 (\$281,526)*	1*	\$135*	\$135*	\$135*	\$135*	\$135*
	\$5m-\$9.99m	\$148.29 (\$308,396)*	3*	\$130*	\$134*	\$138*	\$157*	\$177*
	\$10m or more	\$127.94 (\$266,064)*	4*	\$65*	\$104*	\$141*	\$164*	\$165*
Physician	Less than \$1m	\$96.15 (\$199,961)*	1*	\$96*	\$96*	\$96*	\$96*	\$96*
	\$1m-\$4.99m	\$250.00 (\$519,920)*	1*	\$250*	\$250*	\$250*	\$250*	\$250*
	\$10m or more	\$88.66 (\$184,391)*	3*	\$73*	\$80*	\$88*	\$97*	\$105*
Advanced Practice Registered Nurse	Less than \$1m	\$53.07 (\$110,369)*	1*	\$53*	\$53*	\$53*	\$53*	\$53*
	\$1m-\$4.99m	\$60.00 (\$124,781)*	1*	\$60*	\$60*	\$60*	\$60*	\$60*
	\$5m-\$9.99m	\$60.67 (\$126,181)*	3*	\$42*	\$53*	\$65*	\$70*	\$75*
	\$10m or more	\$75.41 (\$156,818)	12	\$49	\$62	\$78	\$87	\$100
Speech and Language Therapist/Pathologist	\$1m-\$4.99m	\$40.00 (\$83,187)*	1*	\$40*	\$40*	\$40*	\$40*	\$40*
	\$5m-\$9.99m	\$41.33 (\$85,953)*	2*	\$35*	\$38*	\$41*	\$45*	\$48*
	\$10m or more	\$48.15 (\$100,144)*	3*	\$36*	\$42*	\$47*	\$54*	\$61*
Occupational Therapist	\$1m-\$4.99m	\$44.00 (\$91,506)*	1*	\$44*	\$44*	\$44*	\$44*	\$44*
	\$5m-\$9.99m	\$63.66 (\$132,392)*	1*	\$64*	\$64*	\$64*	\$64*	\$64*
	\$10m or more	\$32.70 (\$67,997)	5	\$18	\$29	\$32	\$33	\$51
Behavioral Health Licensed Counselor (Master's level licensed for independent practice including LCSW, LPC, LMFT, LADC)	Less than \$1m	\$31.29 (\$65,073)*	1*	\$31*	\$31*	\$31*	\$31*	\$31*
	\$1m-\$4.99m	\$32.42 (\$67,427)	5	\$28	\$30	\$31	\$36	\$36
	\$5m-\$9.99m	\$44.72 (\$93,003)	5	\$23	\$27	\$28	\$30	\$116
	\$10m or more	\$34.54 (\$71,834)	19	\$24	\$29	\$33	\$36	\$72
Nurse/Registered Nurse	Less than \$1m	\$34.36 (\$71,465)*	3*	\$32*	\$33*	\$34*	\$35*	\$37*
	\$1m-\$4.99m	\$35.00 (\$72,789)*	4*	\$30*	\$32*	\$34*	\$37*	\$42*
	\$5m-\$9.99m	\$30.00 (\$62,390)*	1*	\$30*	\$30*	\$30*	\$30*	\$30*
	\$10m or more	\$34.89 (\$72,568)	26	\$26	\$33	\$35	\$38	\$42
Board Certified Behavior Analyst (BCBA)	\$1m-\$4.99m	\$33.52 (\$69,711)*	1*	\$34*	\$34*	\$34*	\$34*	\$34*
	\$5m-\$9.99m	\$31.52 (\$65,541)*	2*	\$28*	\$30*	\$32*	\$33*	\$35*
	\$10m or more	\$33.96 (\$70,631)	8	\$24	\$31	\$32	\$37	\$48
Psychologist (PhD, Licensed for adults and children)	\$5m-\$9.99m	\$34.20 (\$71,125)*	2*	\$30*	\$32*	\$34*	\$36*	\$38*
	\$10m or more	\$31.88 (\$66,300)*	1*	\$32*	\$32*	\$32*	\$32*	\$32*
Behavioral Health Counselor (Master's level not licensed for independent practice including LMSW, LPCa, LMFTa)	Less than \$1m	\$24.56 (\$51,077)*	1*	\$25*	\$25*	\$25*	\$25*	\$25*
	\$1m-\$4.99m	\$27.21 (\$56,581)	6	\$23	\$25	\$25	\$29	\$36
	\$5m-\$9.99m	\$24.77 (\$51,503)*	4*	\$23*	\$24*	\$25*	\$26*	\$27*
	\$10m or more	\$28.85 (\$59,995)	16	\$21	\$23	\$25	\$28	\$75
Teacher	Less than \$1m	\$35.00 (\$72,789)*	1*	\$35*	\$35*	\$35*	\$35*	\$35*
	\$1m-\$4.99m	\$24.04 (\$49,996)*	1*	\$24*	\$24*	\$24*	\$24*	\$24*
	\$5m-\$9.99m	\$31.29 (\$65,073)*	3*	\$30*	\$31*	\$31*	\$32*	\$32*
	\$10m or more	\$26.93 (\$56,011)	8	\$16	\$23	\$27	\$32	\$38

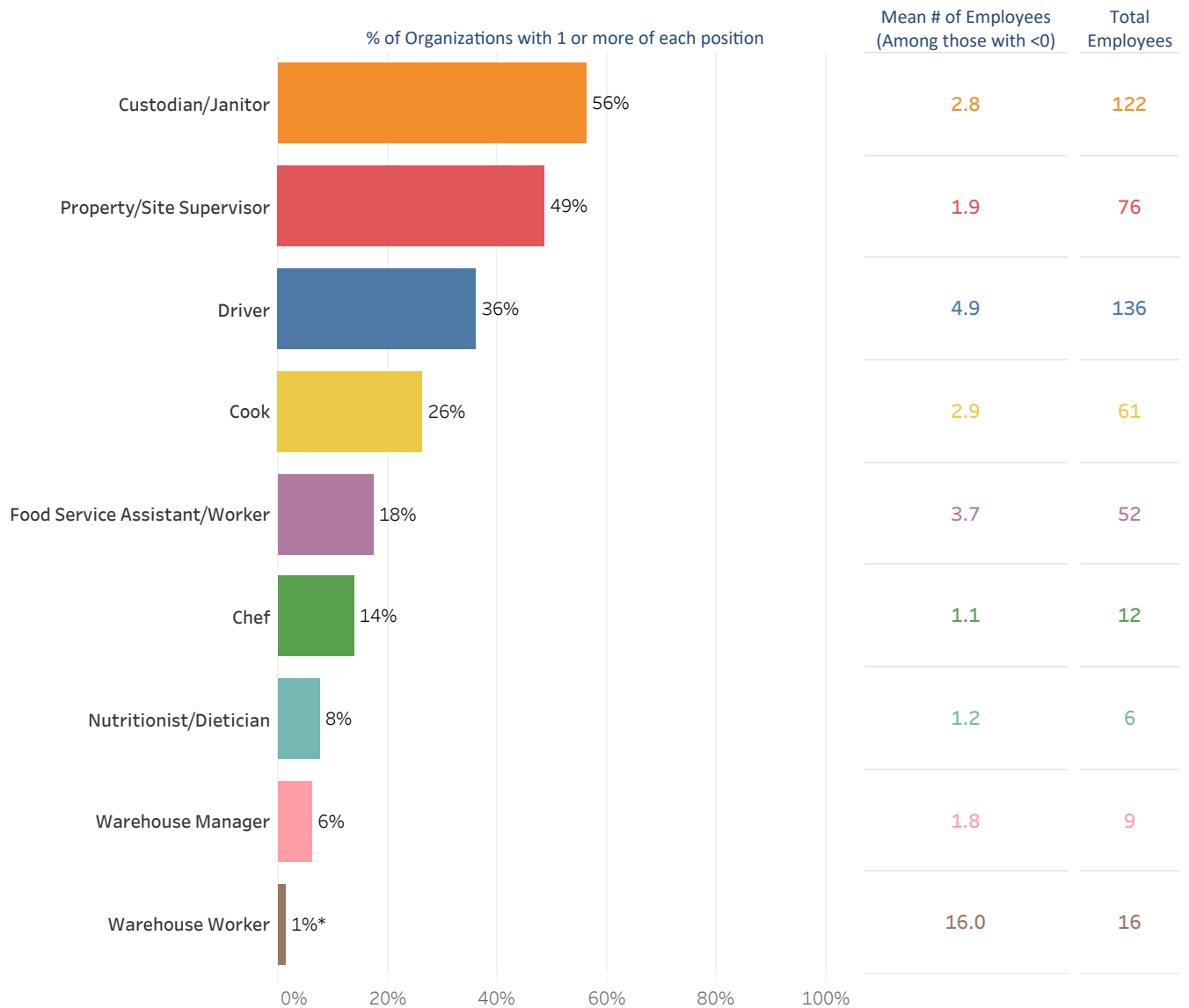
Figure 68c: For each type of position contained in your organization, please indicate the average hourly wage for that position - Group 600 - Direct Services - by Total Operating Expenses

		Mean Hourly Wage (Mean Yearly Full-Time Wage)	Count	Min	1st Q	Med	3rd Q	Max
Case Manager/Nonclinical Social Worker	Less than \$1m	\$21.07 (\$43,821)	8	\$17	\$19	\$20	\$20	\$35
	\$1m-\$4.99m	\$23.88 (\$49,653)	15	\$18	\$20	\$22	\$25	\$38
	\$5m-\$9.99m	\$22.07 (\$45,888)	8	\$17	\$20	\$21	\$22	\$33
	\$10m or more	\$21.77 (\$45,267)	25	\$17	\$19	\$20	\$23	\$40
Instructor	Less than \$1m	\$15.00 (\$31,195)*	1*	\$15*	\$15*	\$15*	\$15*	\$15*
	\$1m-\$4.99m	\$17.89 (\$37,205)*	3*	\$14*	\$14*	\$15*	\$20*	\$25*
	\$5m-\$9.99m	\$23.33 (\$48,519)*	3*	\$22*	\$22*	\$23*	\$24*	\$25*
Child Day Care Teacher	Less than \$1m	\$23.50 (\$48,872)*	2*	\$16*	\$20*	\$24*	\$27*	\$31*
	\$1m-\$4.99m	\$18.46 (\$38,380)*	4*	\$16*	\$17*	\$17*	\$19*	\$24*
	\$5m-\$9.99m	\$16.00 (\$33,275)*	1*	\$16*	\$16*	\$16*	\$16*	\$16*
	\$10m or more	\$19.95 (\$41,495)*	4*	\$18*	\$18*	\$20*	\$22*	\$22*
Vocational Counselor	Less than \$1m	\$19.44 (\$40,419)*	2*	\$19*	\$19*	\$19*	\$20*	\$20*
	\$1m-\$4.99m	\$17.96 (\$37,344)*	3*	\$16*	\$17*	\$19*	\$19*	\$19*
	\$5m-\$9.99m	\$18.62 (\$38,713)*	2*	\$16*	\$17*	\$19*	\$20*	\$21*
	\$10m or more	\$19.99 (\$41,565)	13	\$16	\$18	\$19	\$21	\$26
Medical Assistant	Less than \$1m	\$18.30 (\$38,058)*	1*	\$18*	\$18*	\$18*	\$18*	\$18*
	\$1m-\$4.99m	\$18.00 (\$37,434)*	1*	\$18*	\$18*	\$18*	\$18*	\$18*
	\$5m-\$9.99m	\$20.40 (\$42,425)*	1*	\$20*	\$20*	\$20*	\$20*	\$20*
	\$10m or more	\$18.88 (\$39,272)	8	\$16	\$17	\$18	\$19	\$26
Recreation or Activity Leader	Less than \$1m	\$17.25 (\$35,874)*	4*	\$15*	\$16*	\$17*	\$19*	\$20*
	\$1m-\$4.99m	\$18.29 (\$38,046)	5	\$14	\$14	\$20	\$20	\$24
	\$5m-\$9.99m	\$19.94 (\$41,458)*	2*	\$16*	\$18*	\$20*	\$22*	\$24*
	\$10m or more	\$19.72 (\$41,014)	8	\$14	\$19	\$20	\$22	\$24
Certified Nurse's Aide	Less than \$1m	\$17.36 (\$36,103)*	1*	\$17*	\$17*	\$17*	\$17*	\$17*
	\$1m-\$4.99m	\$17.00 (\$35,355)*	1*	\$17*	\$17*	\$17*	\$17*	\$17*
	\$10m or more	\$20.00 (\$41,594)*	1*	\$20*	\$20*	\$20*	\$20*	\$20*
Direct Care Worker	Less than \$1m	\$15.39 (\$32,001)*	4*	\$15*	\$15*	\$15*	\$16*	\$16*
	\$1m-\$4.99m	\$16.62 (\$34,564)	8	\$15	\$16	\$17	\$17	\$19
	\$5m-\$9.99m	\$18.68 (\$38,854)	7	\$13	\$16	\$17	\$17	\$35
	\$10m or more	\$17.54 (\$36,478)	30	\$15	\$17	\$17	\$18	\$23
Teaching Assistant	Less than \$1m	\$15.25 (\$31,715)*	2*	\$15*	\$15*	\$15*	\$16*	\$16*
	\$1m-\$4.99m	\$14.00 (\$29,116)*	2*	\$14*	\$14*	\$14*	\$14*	\$14*
	\$5m-\$9.99m	\$16.82 (\$34,973)*	3*	\$14*	\$16*	\$17*	\$18*	\$19*
	\$10m or more	\$17.35 (\$36,075)	8	\$15	\$16	\$17	\$18	\$21
Personal Care Assistant	\$1m-\$4.99m	\$14.50 (\$30,155)*	1*	\$15*	\$15*	\$15*	\$15*	\$15*
	\$10m or more	\$15.01 (\$31,216)*	1*	\$15*	\$15*	\$15*	\$15*	\$15*

Wages & Salaries - Facilities Management

More than half (56%) of responding Connecticut nonprofit organizations have one or more Custodians or Janitors while half (49%) have a Property or Site Supervisor. Just over one-third (36%) have a Driver, 26% have a Cook, 18% have a Food Service Assistant or Worker, and 14% have a Chef. Less than 10% of organizations have at least one Nutritionist or Dietician (8%), a Warehouse Manager (6%), or a Warehouse Worker (1%).

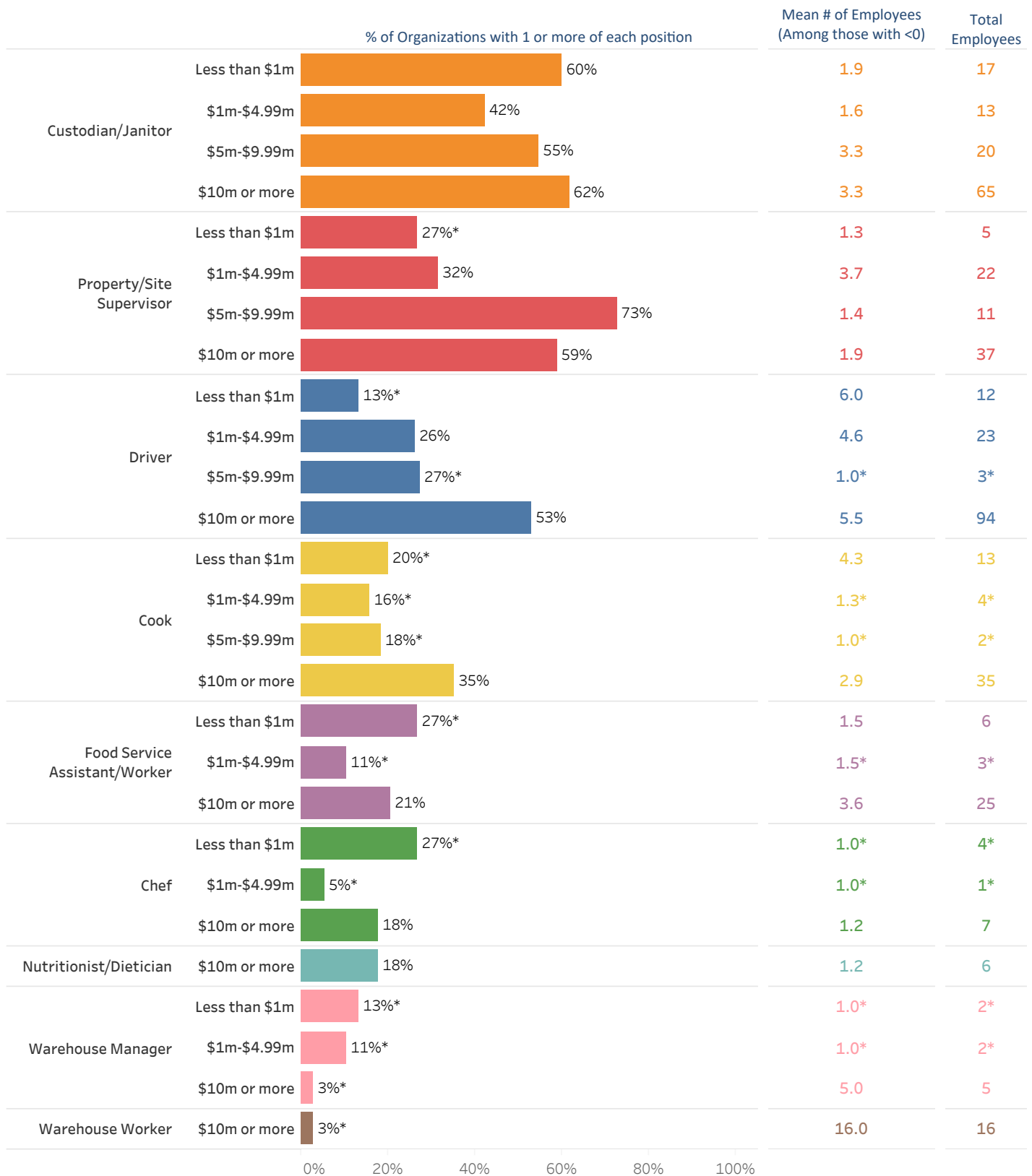
Figure 69a: Please select each type of position employed (not contracted) in your organization - Group 700 - Facilities Management



* Fewer than 5 records

Organizations are largely equally likely regardless of their operating budget to employ a Custodian or Janitor, a Cook, Food Service Assistant or Worker, or a Chef, while organizations with larger budgets are more likely to employ a Property or Site Supervisor or a Driver.

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



On average, organizations which employ these types of employees pay their Nutritionists or Dieticians \$28.40 per hour, or approximately \$59,055 in salary for full-time yearly employment and pay about the same amount to Property or Site Supervisors (\$28.32 per hour). Organizations on average pay slightly less to Chefs (\$24.04) and Warehouse Managers (\$20.86), while they pay less than \$20 per hour to Cooks (\$17.95), Custodians or Janitors (\$17.32), Drivers (\$16.09), Food Service Assistants or Workers (\$15.62), and Warehouse Workers (\$14.33).

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



Organizations with larger budgets tend to pay their Property or Site Supervisors more than organizations with smaller budgets but otherwise organizations pay these other types of employees about the same regardless of their budget size.

Figure 70b: 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

		Mean Hourly Wage (Mean Yearly Full-Time Wage)	Count	Min	1st Q	Med	3rd Q	Max
Nutritionist/Dietician	\$10m or more	\$28.40 (\$59,055)	5	\$18	\$28	\$30	\$31	\$35
	Less than \$1m	\$20.68 (\$43,013)*	4*	\$15*	\$19*	\$20*	\$22*	\$28*
Property/Site Supervisor	\$1m-\$4.99m	\$23.24 (\$48,332)	6	\$17	\$21	\$24	\$26	\$28
	\$5m-\$9.99m	\$29.77 (\$61,909)	8	\$15	\$24	\$28	\$33	\$50
	\$10m or more	\$31.05 (\$64,580)	20	\$19	\$25	\$28	\$34	\$66
Chef	Less than \$1m	\$20.41 (\$42,446)*	4*	\$17*	\$18*	\$20*	\$23*	\$24*
	\$1m-\$4.99m	\$25.00 (\$51,992)*	1*	\$25*	\$25*	\$25*	\$25*	\$25*
	\$10m or more	\$26.31 (\$54,713)	6	\$18	\$19	\$26	\$32	\$37
Warehouse Manager	Less than \$1m	\$18.49 (\$38,453)*	2*	\$15*	\$17*	\$18*	\$20*	\$22*
	\$1m-\$4.99m	\$19.30 (\$40,138)*	2*	\$19*	\$19*	\$19*	\$20*	\$20*
	\$10m or more	\$28.70 (\$59,687)*	1*	\$29*	\$29*	\$29*	\$29*	\$29*
Cook	Less than \$1m	\$19.33 (\$40,207)*	3*	\$18*	\$19*	\$19*	\$20*	\$21*
	\$1m-\$4.99m	\$21.38 (\$44,457)*	3*	\$18*	\$20*	\$23*	\$23*	\$24*
	\$5m-\$9.99m	\$17.50 (\$36,394)*	2*	\$15*	\$16*	\$18*	\$19*	\$20*
	\$10m or more	\$17.15 (\$35,656)	12	\$13	\$15	\$17	\$19	\$21
Custodian/Janitor	Less than \$1m	\$18.19 (\$37,839)	9	\$14	\$15	\$16	\$17	\$37
	\$1m-\$4.99m	\$16.29 (\$33,868)	8	\$14	\$15	\$16	\$17	\$21
	\$5m-\$9.99m	\$19.33 (\$40,190)	6	\$16	\$16	\$18	\$19	\$29
	\$10m or more	\$16.85 (\$35,045)	20	\$13	\$15	\$16	\$18	\$23
Driver	Less than \$1m	\$15.65 (\$32,537)*	2*	\$15*	\$15*	\$16*	\$16*	\$16*
	\$1m-\$4.99m	\$17.75 (\$36,906)	5	\$17	\$17	\$18	\$18	\$19
	\$5m-\$9.99m	\$14.73 (\$30,634)*	3*	\$13*	\$13*	\$14*	\$16*	\$18*
	\$10m or more	\$16.02 (\$33,316)	17	\$13	\$15	\$16	\$17	\$20
Food Service Assistant/Worker	Less than \$1m	\$14.75 (\$30,665)*	4*	\$12*	\$14*	\$15*	\$16*	\$17*
	\$1m-\$4.99m	\$14.50 (\$30,155)*	2*	\$13*	\$14*	\$15*	\$15*	\$16*
	\$10m or more	\$16.81 (\$34,962)	7	\$13	\$14	\$16	\$18	\$24
Warehouse Worker	\$10m or more	\$14.33 (\$29,802)*	1*	\$14*	\$14*	\$14*	\$14*	\$14*

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%	55%	9%	8%	32%	12%	7%	9%	180
All Employees	Fewer than 10 employees	15%	62%	15%	15%	31%	15%	8%	8%	13
	10-49 employees	7%	64%	2%	4%	27%				45
	50-99 employees	17%	49%	6%	9%	26%	17%	14%	14%	35
	100-249 employees	18%	43%	20%	5%	40%	15%	5%	10%	40
	250 employees or more	21%	60%	9%	11%	34%	17%	9%	13%	47
Total Operating Expenses	Less than \$250k	6%	65%	12%	12%	18%	6%			17
	\$250k-\$499k	10%	55%	10%	5%	40%	5%	5%	5%	20
	\$500k-\$999k	12%	65%	4%	4%	31%	8%	4%	4%	26
	\$1m-\$4.99m	4%	51%	6%	6%	18%	10%	6%	2%	51
	\$5m-\$9.99m	25%	54%	4%	4%	33%	8%	4%	13%	24
\$10m or more	33%	48%	18%	13%	50%	25%	13%	23%	40	
Sectors Supported	Adult Behavioral Health	30%	49%	21%	12%	40%	19%	14%	16%	43
	Arts, Culture, Humanities	9%	58%	6%	6%	21%	6%			33
	Basic Needs	16%	65%	9%	9%	35%	14%	16%	14%	43
	Children's Services	22%	52%	15%	15%	39%	17%	13%	11%	46
	Comm, volunteerism, econ	9%	59%	6%	9%	32%	3%	9%	3%	34
	Criminal Justice	20%	70%	20%		50%	10%	10%	20%	10
	Developmental Disabilities	9%	52%	9%	21%	42%	21%	12%	27%	33
	Education	12%	53%	10%	10%	36%	8%	3%	7%	59
	Employment or job	20%	50%	7%	13%	40%	17%	7%	17%	30
	Environment		50%	7%		29%	14%			14
	Health care (non-hospital)	17%	63%	13%	13%	30%	13%	23%	17%	30
	Higher Education		60%			40%				5
	Housing	33%	58%	19%	12%	33%	19%	9%	14%	43
	Intellectual Disabilities	17%	58%	11%	17%	39%	19%	11%	25%	36
	Mental Health	25%	52%	11%	5%	36%	11%	9%	9%	56
Public Benefit	11%	67%	6%	8%	42%	8%	6%	11%	36	
Recreation, sports, leisure	16%	47%	16%	11%	42%	21%	16%	11%	19	
Seniors	25%	60%	5%	15%	25%	15%	15%	10%	20	
Year Founded	Before 1950	23%	65%	13%	10%	29%	10%	6%	3%	31
	1950-1969	10%	48%	3%	10%	34%	14%	3%	10%	29
	1970-1979	18%	50%	10%	8%	35%	13%	5%	10%	40
	1980-1989	9%	59%	14%	9%	14%	14%	9%	9%	22
	1990-1999	19%	50%	8%	4%	46%	8%	12%	12%	26
	2000 or later	14%	55%	7%	3%	28%	10%	3%	3%	29
Ex. Director/CEO Gender	Female	11%	53%	6%	8%	32%	13%	5%	10%	100
	Male	23%	55%	14%	8%	34%	11%	9%	8%	65
Experience as Ex. Director/CEO	5 years or less	16%	58%	9%	11%	33%	9%	13%	9%	45
	6-10 years	11%	48%	14%	11%	32%	7%	5%	9%	44
	11-20 years	15%	44%		3%	35%	18%		9%	34
	More than 20 years	21%	62%	13%	4%	28%	17%	6%	9%	47

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	18%	16%	23%	12%	15%	16%	177
All Employees	Fewer than 10 employees			31%	8%	23%	38%	13
	10-49 employees	9%	9%	27%	18%	16%	22%	45
	50-99 employees	17%	17%	23%	14%	9%	20%	35
	100-249 employees	23%	10%	23%	8%	26%	10%	39
	250 employees or more	27%	33%	16%	11%	7%	7%	45
Total Operating Expenses	Less than \$250k	6%	12%	24%	12%	12%	35%	17
	\$250k-\$499k	25%	10%	15%	5%	20%	25%	20
	\$500k-\$999k	12%	8%	19%	19%	4%	38%	26
	\$1m-\$4.99m	18%	14%	20%	20%	18%	12%	51
	\$5m-\$9.99m	22%	9%	26%	4%	35%	4%	23
	\$10m or more	18%	37%	32%	8%	5%		38
Sectors Supported	Adult Behavioral Health	15%	20%	37%	10%	12%	7%	41
	Arts, Culture, Humanities	27%	9%	12%	18%	6%	27%	33
	Basic Needs	19%	16%	30%	7%	14%	14%	43
	Children's Services	24%	18%	29%	4%	9%	16%	45
	Comm, volunteerism, econ	15%	12%	21%	12%	15%	24%	33
	Criminal Justice	10%	10%	50%	10%	20%		10
	Developmental Disabilities	13%	29%	23%	16%	10%	10%	31
	Education	28%	7%	28%	7%	14%	17%	58
	Employment or job	7%	21%	38%	10%	17%	7%	29
	Environment	21%	7%	29%	14%	7%	21%	14
	Health care (non-hospital)	7%	21%	34%	7%	17%	14%	29
	Higher Education			40%		20%	40%	5
	Housing	17%	17%	24%	12%	17%	14%	42
	Intellectual Disabilities	18%	29%	21%	12%	9%	12%	34
	Mental Health	15%	18%	33%	9%	16%	9%	55
	Public Benefit	9%	6%	23%	9%	29%	26%	35
Recreation, sports, leisure	44%	6%	17%	6%	11%	17%	18	
Seniors	40%	5%	30%	5%	15%	5%	20	
Year Founded	Before 1950	100%						31
	1950-1969		100%					29
	1970-1979			100%				40
	1980-1989				100%			22
	1990-1999					100%		26
	2000 or later						100%	29
Ex. Director/CEO Gender	Female	12%	18%	23%	13%	18%	14%	98
	Male	27%	16%	22%	11%	11%	14%	64
Experience as Ex. Director/CEO	5 years or less	13%	18%	24%	13%	18%	13%	45
	6-10 years	16%	16%	23%	12%	14%	19%	43
	11-20 years	21%	6%	24%	15%	12%	21%	33
	More than 20 years	22%	24%	15%	11%	15%	13%	46

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</u>	<u>Community building, volunteerism & econ development</u>	<u>Criminal Justice</u>
OVERALL	2021	24%	18%	24%	26%	19%	6%
All Employees	Fewer than 10 employees	15%	38%	23%	15%	23%	15%
	10-49 employees	4%	33%	22%	18%	31%	2%
	50-99 employees	23%	14%	29%	34%	6%	9%
	100-249 employees	35%	15%	18%	23%	18%	8%
	250 employees or more	36%	4%	28%	32%	17%	2%
Total Operating Expenses	Less than \$250k	29%	29%	24%	18%	24%	6%
	\$250k-\$499k		45%	25%	10%	25%	
	\$500k-\$999k		27%	15%	23%	27%	
	\$1m-\$4.99m	12%	18%	24%	20%	22%	6%
	\$5m-\$9.99m	25%	8%	17%	33%	13%	13%
	\$10m or more	63%	3%	30%	40%	8%	8%
Sectors Supported	Adult Behavioral Health	100%	2%	37%	47%	14%	12%
	Arts, Culture, Humanities	3%	100%	6%	9%	18%	3%
	Basic Needs	37%	5%	100%	37%	33%	16%
	Children's Services	43%	7%	35%	100%	20%	11%
	Comm, volunteerism, econ	18%	18%	41%	26%	100%	9%
	Criminal Justice	50%	10%	70%	50%	30%	100%
	Developmental Disabilities	36%	6%	21%	39%	9%	6%
	Education	14%	24%	19%	42%	20%	8%
	Employment or job	47%	10%	40%	30%	33%	17%
	Environment		7%	29%	29%	36%	
	Health care (non-hospital)	60%	3%	47%	37%	20%	13%
	Higher Education			20%	20%	20%	20%
	Housing	47%	7%	49%	33%	23%	14%
	Intellectual Disabilities	39%	6%	25%	36%	8%	6%
	Mental Health	61%	5%	34%	41%	16%	13%
Public Benefit	14%	8%	42%	17%	47%	8%	
Recreation, sports, leisure	16%	11%	26%	58%	37%	5%	
Seniors	40%		65%	50%	40%	10%	
Year Founded	Before 1950	19%	29%	26%	35%	16%	3%
	1950-1969	28%	10%	24%	28%	14%	3%
	1970-1979	38%	10%	33%	33%	18%	13%
	1980-1989	18%	27%	14%	9%	18%	5%
	1990-1999	19%	8%	23%	15%	19%	8%
	2000 or later	10%	31%	21%	24%	28%	
Ex. Director/CEO Gender	Female	25%	13%	28%	27%	22%	7%
	Male	25%	25%	20%	25%	15%	5%
Experience as Ex. Director/CEO	5 years or less	29%	20%	24%	27%	24%	4%
	6-10 years	32%	14%	32%	25%	14%	5%
	11-20 years	12%	24%	12%	24%	26%	3%
	More than 20 years	26%	15%	26%	30%	11%	11%

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

		<u>Developmental Disabilities & 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	22%	33%	17%	8%	3%	17%
All Employees	Fewer than 10 employees	8%	15%	15%		8%	15%
	10-49 employees	9%	31%	13%	11%	2%	11%
	50-99 employees	20%	37%	11%			17%
	100-249 employees	15%	38%	18%	15%	3%	18%
	250 employees or more	47%	32%	23%	6%	4%	21%
Total Operating Expenses	Less than \$250k	29%	18%	12%	18%		24%
	\$250k-\$499k	10%	40%	15%	20%		5%
	\$500k-\$999k	4%	50%	12%	4%	4%	4%
	\$1m-\$4.99m	12%	27%	10%	10%	6%	8%
	\$5m-\$9.99m	17%	38%	8%	4%		21%
Sectors Supported	\$10m or more	53%	30%	38%		3%	35%
	Adult Behavioral Health	35%	19%	33%		2%	42%
	Arts, Culture, Humanities	9%	42%	9%	3%	6%	3%
	Basic Needs	21%	26%	28%	9%	2%	33%
	Children's Services	33%	54%	20%	9%	4%	24%
	Comm, volunteerism, econ	15%	35%	29%	15%	3%	18%
	Criminal Justice	20%	50%	50%			40%
	Developmental Disabilities	100%	36%	33%			21%
	Education	22%	100%	22%	12%	3%	12%
	Employment or job	43%	43%	100%	3%		17%
	Environment		50%	7%	100%	7%	14%
	Health care (non-hospital)	27%	23%	17%	7%		100%
	Higher Education		100%	20%			20%
	Housing	26%	23%	40%		5%	19%
	Intellectual Disabilities	100%	31%	31%			19%
	Mental Health	30%	23%	30%		2%	32%
	Public Benefit	19%	28%	31%	17%	3%	19%
Recreation, sports, leisure	26%	63%	16%	42%		16%	
Seniors	20%	40%	30%	10%		35%	
Year Founded	Before 1950	19%	52%	6%	10%	3%	6%
	1950-1969	41%	14%	21%	3%	3%	21%
	1970-1979	18%	40%	28%	10%	5%	25%
	1980-1989	23%	18%	14%	9%	5%	9%
	1990-1999	12%	31%	19%	4%		19%
	2000 or later	17%	34%	7%	10%		14%
Ex. Director/CEO Gender	Female	22%	30%	21%	7%	3%	17%
	Male	26%	40%	14%	6%	3%	18%
Experience as Ex. Director/CEO	5 years or less	20%	29%	16%	4%	4%	27%
	6-10 years	27%	30%	9%	9%	7%	14%
	11-20 years	21%	35%	18%	6%		9%
	More than 20 years	23%	38%	26%	6%		19%

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</u>	<u>International</u>	<u>Mental Health</u>	<u>Public Benefit</u>
OVERALL	2021	3%	1%	24%	1%	31%	20%
All Employees	Fewer than 10 employees			15%	8%	8%	38%
	10-49 employees	9%		9%		13%	29%
	50-99 employees	3%		26%		34%	11%
	100-249 employees		5%	28%		40%	15%
	250 employees or more			36%		45%	17%
Total Operating Expenses	Less than \$250k		6%	29%		24%	24%
	\$250k-\$499k	5%		5%	5%	5%	25%
	\$500k-\$999k	12%		19%		15%	31%
	\$1m-\$4.99m	2%		20%		24%	18%
	\$5m-\$9.99m			21%		46%	17%
	\$10m or more		3%	38%		58%	15%
Sectors Supported	Adult Behavioral Health		5%	47%		79%	12%
	Arts, Culture, Humanities			9%		9%	9%
	Basic Needs	2%		49%	2%	44%	35%
	Children's Services	2%		30%		50%	13%
	Comm, volunteerism, econ	3%		29%		26%	50%
	Criminal Justice	10%		60%		70%	30%
	Developmental Disabilities			21%		39%	18%
	Education	8%		17%		22%	17%
	Employment or job	3%		57%		57%	37%
	Environment						43%
	Health care (non-hospital)	3%	3%	27%		60%	23%
	Higher Education	100%		20%		20%	20%
	Housing	2%	2%	100%		53%	26%
	Intellectual Disabilities		3%	31%		42%	17%
	Mental Health	2%	4%	41%		100%	21%
	Public Benefit	3%		31%	3%	33%	100%
	Recreation, sports, leisure			26%		26%	32%
Seniors			5%	45%		55%	25%
Year Founded	Before 1950		6%	23%		26%	10%
	1950-1969			24%		34%	7%
	1970-1979	5%		25%		45%	20%
	1980-1989			23%		23%	14%
	1990-1999	4%		27%	4%	35%	38%
	2000 or later	7%		21%		17%	31%
Ex. Director/CEO Gender	Female	3%	1%	27%		34%	23%
	Male	3%	2%	22%	2%	32%	15%
Experience as Ex. Director/CEO	5 years or less	4%	2%	29%		33%	24%
	6-10 years	2%	2%	27%		27%	11%
	11-20 years			12%		35%	21%
	More than 20 years	4%		28%	2%	36%	21%

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	11%	1%	3%	11%	1%	180
All Employees	Fewer than 10 employees				15%		13
	10-49 employees	9%		7%	9%		45
	50-99 employees	3%		3%	9%	3%	35
	100-249 employees	18%	3%		13%		40
	250 employees or more	15%		2%	13%	2%	47
Total Operating Expenses	Less than \$250k	18%		6%	12%		17
	\$250k-\$499k	10%			5%		20
	\$500k-\$999k	4%			4%		26
	\$1m-\$4.99m	14%		2%	14%	4%	51
	\$5m-\$9.99m	8%		8%	13%		24
	\$10m or more	8%		3%	13%		40
Sectors Supported	Adult Behavioral Health	7%		5%	19%	2%	43
	Arts, Culture, Humanities	6%					33
	Basic Needs	12%	2%	5%	30%		43
	Children's Services	24%	2%	4%	22%	2%	46
	Comm, volunteerism, econ	21%	3%	3%	24%		34
	Criminal Justice	10%		20%	20%		10
	Developmental Disabilities	12%		3%	9%	3%	33
	Education	20%		5%	14%		59
	Employment or job	10%		3%	20%		30
	Environment	57%		7%	14%		14
	Health care (non-hospital)	10%		10%	23%		30
	Higher Education			20%			5
	Housing	12%	2%	5%	21%		43
	Intellectual Disabilities	11%		3%	11%	3%	36
	Mental Health	9%		4%	20%	4%	56
	Public Benefit	17%		8%	14%		36
Recreation, sports, leisure	100%	5%	11%	37%	5%	19	
Seniors	35%	5%		100%	5%	20	
Year Founded	Before 1950	26%	3%		26%		31
	1950-1969	3%			3%		29
	1970-1979	8%		5%	15%	3%	40
	1980-1989	5%			5%		22
	1990-1999	8%		8%	12%		26
	2000 or later	10%			3%	3%	29
Ex. Director/CEO Gender	Female	8%		3%	12%	2%	100
	Male	12%		3%	11%		65
Experience as Ex. Director/CEO	5 years or less	4%		4%	16%		45
	6-10 years	7%		2%	7%		44
	11-20 years	18%			12%	3%	34
	More than 20 years	11%		2%	11%	2%	47

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

		Less than \$250k	\$250k- \$499k	\$500k- \$999k	\$1m-\$4. 99m	\$5m-\$9. 99m	\$10m or more	Mean	N
OVERALL	2021	10%	11%	15%	29%	13%	22%	\$6,689,927	178
All Employees	Fewer than 10 employees	23%	15%	8%	46%		8%	\$2,189,399	13
	10-49 employees	13%	20%	27%	29%	9%	2%	\$2,069,610	45
	50-99 employees	11%	3%	20%	46%	14%	6%	\$3,049,726	35
	100-249 employees	8%	15%	8%	15%	26%	28%	\$6,907,756	39
	250 employees or more	2%	4%	7%	22%	11%	54%	\$15,066,727	46
Total Operating Expenses	Less than \$250k	100%						\$81,441	17
	\$250k-\$499k	100%						\$369,601	20
	\$500k-\$999k	100%						\$748,885	26
	\$1m-\$4.99m	100%						\$2,430,642	51
	\$5m-\$9.99m	100%						\$7,522,480	24
	\$10m or more	100%						\$21,451,430	40
Sectors Supported	Adult Behavioral Health	12%			14%	14%	60%	\$14,909,547	42
	Arts, Culture, Humanities	15%	27%	21%	27%	6%	3%	\$1,840,510	33
	Basic Needs	10%	12%	10%	29%	10%	29%	\$7,715,213	41
	Children's Services	7%	4%	13%	22%	18%	36%	\$11,830,971	45
	Comm, volunteerism, econ	12%	15%	21%	33%	9%	9%	\$3,192,790	33
	Criminal Justice	10%			30%	30%	30%	\$11,278,079	10
	Developmental Disabilities	9%	6%	3%	13%	13%	56%	\$15,307,596	32
	Education	5%	14%	22%	24%	15%	20%	\$7,678,520	59
	Employment or job	7%	10%	10%	17%	7%	50%	\$11,941,759	30
	Environment	21%	29%	7%	36%	7%		\$1,510,724	14
	Health care (non-hospital)	14%	3%	3%	14%	17%	48%	\$13,477,678	29
	Higher Education	20%		60%	20%			\$818,598	5
	Housing	12%	2%	12%	24%	12%	37%	\$9,319,296	41
	Intellectual Disabilities	11%	3%	3%	17%	9%	57%	\$14,638,401	35
	Mental Health	7%	2%	7%	22%	20%	42%	\$11,325,707	55
	Public Benefit	11%	14%	22%	25%	11%	17%	\$4,685,231	36
Recreation, sports, leisure	17%	11%	6%	39%	11%	17%	\$8,709,897	18	
Seniors	11%	5%	5%	37%	16%	26%	\$8,160,744	19	
Year Founded	Before 1950	3%	17%	10%	30%	17%	23%	\$7,655,451	30
	1950-1969	7%	7%	7%	24%	7%	48%	\$10,273,753	29
	1970-1979	10%	8%	13%	25%	15%	30%	\$7,964,198	40
	1980-1989	9%	5%	23%	45%	5%	14%	\$3,439,788	22
	1990-1999	8%	15%	4%	35%	31%	8%	\$4,442,395	26
	2000 or later	21%	18%	36%	21%	4%		\$1,080,422	28
Ex. Director/CEO Gender	Female	7%	10%	20%	30%	11%	22%	\$6,578,700	100
	Male	6%	11%	8%	27%	20%	28%	\$8,134,575	64
Experience as Ex. Director/CEO	5 years or less	7%	14%	9%	39%	11%	20%	\$4,720,581	44
	6-10 years	14%	9%	11%	30%	16%	20%	\$6,916,960	44
	11-20 years	6%	3%	26%	26%	15%	24%	\$7,472,599	34
	More than 20 years	6%	11%	15%	23%	15%	30%	\$8,913,780	47

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

		Less than \$250k	\$250k- \$499k	\$500k- \$999k	\$1m-\$4. 99m	\$5m-\$9. 99m	\$10m or more	Mean	N
OVERALL	2021	22%	11%	15%	28%	15%	9%	\$3,834,262	179
All Employees	Fewer than 10 employees	38%	15%	23%	15%	8%		\$1,026,736	13
	10-49 employees	38%	16%	16%	29%		2%	\$1,030,674	45
	50-99 employees	20%	14%	17%	40%	9%		\$1,734,051	35
	100-249 employees	18%	10%	13%	25%	33%	3%	\$3,776,596	40
	250 employees or more	9%	2%	11%	26%	20%	33%	\$9,018,465	46
Total Operating Expenses	Less than \$250k	100%						\$37,600	17
	\$250k-\$499k	75%	25%					\$205,852	20
	\$500k-\$999k	15%	46%	38%				\$476,075	26
	\$1m-\$4.99m	6%	4%	31%	59%			\$1,199,709	51
	\$5m-\$9.99m				79%	21%		\$4,088,207	24
	\$10m or more				5%	53%	43%	\$12,747,415	40
Sectors Supported	Adult Behavioral Health	12%	2%	2%	21%	36%	26%	\$8,785,958	42
	Arts, Culture, Humanities	52%	9%	18%	15%	6%		\$830,039	33
	Basic Needs	19%	19%	5%	26%	19%	12%	\$4,299,480	42
	Children's Services	17%	7%	11%	28%	15%	22%	\$6,812,745	46
	Comm, volunteerism, econ	26%	24%	12%	29%	6%	3%	\$1,604,428	34
	Criminal Justice	10%			40%	30%	20%	\$6,936,478	10
	Developmental Disabilities	16%	6%	3%	16%	25%	34%	\$9,219,044	32
	Education	22%	15%	20%	17%	14%	12%	\$4,500,699	59
	Employment or job	10%	17%	7%	13%	27%	27%	\$7,095,253	30
	Environment	43%	14%	21%	21%			\$845,156	14
	Health care (non-hospital)	17%	3%		31%	31%	17%	\$7,975,262	29
	Higher Education	20%	40%	20%	20%			\$523,965	5
	Housing	19%	10%	10%	24%	21%	17%	\$5,397,128	42
	Intellectual Disabilities	17%	3%	3%	17%	29%	31%	\$8,755,605	35
	Mental Health	7%	5%	7%	31%	27%	22%	\$6,774,232	55
Public Benefit	17%	22%	17%	28%	8%	8%	\$2,486,582	36	
Recreation, sports, leisure	37%	5%	11%	26%	16%	5%	\$4,455,585	19	
Seniors	25%	10%	5%	25%	25%	10%	\$4,506,171	20	
Year Founded	Before 1950	29%	6%	6%	29%	16%	13%	\$4,078,840	31
	1950-1969	17%	3%	7%	28%	28%	17%	\$6,397,622	29
	1970-1979	18%	10%	15%	25%	20%	13%	\$4,565,387	40
	1980-1989	14%	18%	27%	32%	9%		\$1,683,285	22
	1990-1999	19%	4%	23%	38%	12%	4%	\$2,651,833	26
	2000 or later	39%	25%	14%	21%			\$593,622	28
Ex. Director/CEO Gender	Female	15%	16%	20%	27%	11%	11%	\$3,880,663	100
	Male	23%	5%	6%	33%	23%	9%	\$4,550,837	64
Experience as Ex. Director/CEO	5 years or less	30%	5%	14%	34%	16%	2%	\$2,408,109	44
	6-10 years	18%	11%	18%	30%	11%	11%	\$4,165,671	44
	11-20 years	15%	18%	15%	26%	9%	18%	\$4,169,704	34
	More than 20 years	15%	11%	13%	28%	23%	11%	\$5,372,751	47

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? 1% or more

		<u>Corporation contributions</u>	<u>COVID Relief (federal)</u>	<u>Federal government</u>	<u>Foundation contributions</u>	<u>Fundraiser</u>	<u>Individual contributions (non-fundraiser)</u>
OVERALL	2021	4%	2%	12%	11%	2%	14%
All Employees	Fewer than 10 employees	15%		8%	23%		8%
	10-49 employees	2%	7%	12%	24%	2%	10%
	50-99 employees			19%	3%	3%	22%
	100-249 employees	5%		8%	5%	3%	20%
	250 employees or more	2%	2%	11%	7%	2%	9%
Total Operating Expenses	Less than \$250k			6%	13%	6%	13%
	\$250k-\$499k				32%	5%	26%
	\$500k-\$999k	9%		4%	22%	4%	26%
	\$1m-\$4.99m	6%	8%	14%	12%	2%	12%
	\$5m-\$9.99m	4%		22%			17%
	\$10m or more			16%			
Sectors Supported	Adult Behavioral Health			12%			2%
	Arts, Culture, Humanities	7%	7%	3%	20%		23%
	Basic Needs			26%	12%	2%	16%
	Children's Services			12%	5%		9%
	Comm, volunteerism, econ	6%	3%	12%	24%		12%
	Criminal Justice			20%	20%		
	Developmental Disabilities			3%	3%	3%	3%
	Education	4%		11%	19%	4%	15%
	Employment or job	3%		17%	10%		3%
	Environment				23%	8%	23%
	Health care (non-hospital)			20%	10%		3%
	Higher Education				50%		25%
	Housing		2%	23%	9%		9%
	Intellectual Disabilities			6%	3%	3%	3%
	Mental Health	2%		16%	5%	3%	4%
Public Benefit			17%	19%	6%	14%	
Recreation, sports, leisure	6%		11%	11%	6%	17%	
Seniors			30%	10%		15%	
Year Founded	Before 1950			7%	7%	4%	25%
	1950-1969	4%	7%	14%	4%		7%
	1970-1979	5%		11%	11%	3%	5%
	1980-1989	5%	5%	18%	14%	5%	14%
	1990-1999	8%		16%	12%	4%	8%
	2000 or later		4%	7%	22%		26%
Ex. Director/CEO Gender	Female	4%	1%	9%	10%	3%	13%
	Male	3%	5%	16%	10%		15%
Experience as Ex. Director/CEO	5 years or less	4%	4%	7%	13%	2%	7%
	6-10 years		2%	9%	12%	2%	16%
	11-20 years	13%	3%	16%	9%		19%
	More than 20 years			19%	7%	2%	12%

Q10: During the fiscal year you are reporting on, what percentage of your revenue comes from each of the following sources? 1% or more

		<u>Local government</u>	<u>Non-governmental fees for services (ticket or product sales, private insurance fees, etc.)</u>	<u>State government</u>	<u>Other sources (including dues)</u>	<u>N</u>
OVERALL	2021	2%	9%	36%	7%	171
All Employees	Fewer than 10 employees		15%	31%		13
	10-49 employees	2%	10%	17%	14%	42
	50-99 employees	3%	9%	41%		32
	100-249 employees		10%	43%	8%	40
	250 employees or more	5%	7%	48%	7%	44
Total Operating Expenses	Less than \$250k	13%	6%	31%	13%	16
	\$250k-\$499k		16%	11%	11%	19
	\$500k-\$999k		13%	9%	13%	23
	\$1m-\$4.99m		14%	28%	4%	50
	\$5m-\$9.99m		4%	43%	9%	23
	\$10m or more	5%	3%	74%	3%	38
Sectors Supported	Adult Behavioral Health	2%		79%	5%	43
	Arts, Culture, Humanities	3%	13%	13%	10%	30
	Basic Needs		5%	35%	5%	43
	Children's Services	5%	9%	56%	5%	43
	Comm, volunteerism, econ	3%	12%	26%	3%	34
	Criminal Justice			60%		10
	Developmental Disabilities	10%	6%	71%		31
	Education	6%	9%	25%	8%	53
	Employment or job	3%	10%	53%		30
	Environment		15%	23%	8%	13
	Health care (non-hospital)	3%	3%	50%	10%	30
	Higher Education		25%			4
	Housing	2%	2%	49%	2%	43
	Intellectual Disabilities	6%	6%	74%		34
	Mental Health		7%	62%	4%	55
	Public Benefit		11%	28%	6%	36
Recreation, sports, leisure	6%	11%	22%	11%	18	
Seniors			25%	20%	20	
Year Founded	Before 1950	4%	11%	18%	25%	28
	1950-1969		7%	54%	4%	28
	1970-1979		5%	58%	3%	38
	1980-1989	9%	9%	23%		22
	1990-1999		8%	36%	8%	25
	2000 or later		19%	19%	4%	27
Ex. Director/CEO Gender	Female	3%	9%	41%	6%	96
	Male	2%	8%	35%	6%	62
Experience as Ex. Director/CEO	5 years or less	2%	13%	42%	4%	45
	6-10 years	2%	7%	44%	5%	43
	11-20 years	3%	6%	25%	6%	32
	More than 20 years	2%	9%	35%	14%	43

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>COVID Relief (federal)</u>	<u>COVID Relief (local)</u>	<u>COVID Relief (state)</u>
OVERALL	2021	3.3%	6.8%	0.5%	1.4%
All Employees	Fewer than 10 employees	8.1%	9.2%	0.1%	1.3%
	10-49 employees	4.7%	7.1%	1.3%	1.9%
	50-99 employees	1.8%	5.6%	0.8%	1.7%
	100-249 employees	2.4%	5.6%	0.1%	1.4%
	250 employees or more	2.6%	7.8%	0.1%	0.8%
Total Operating Expenses	Less than \$250k	1.1%	3.2%	0.6%	2.0%
	\$250k-\$499k	1.8%	6.1%	1.6%	2.0%
	\$500k-\$999k	7.5%	6.1%	1.0%	2.3%
	\$1m-\$4.99m	5.6%	8.0%	0.0%	1.1%
	\$5m-\$9.99m	1.2%	9.8%	0.7%	1.0%
	\$10m or more	0.8%	6.1%	0.1%	0.9%
Sectors Supported	Adult Behavioral Health	1.2%	5.5%	0.1%	0.8%
	Arts, Culture, Humanities	5.5%	9.6%	1.3%	2.6%
	Basic Needs	2.1%	3.6%	0.6%	1.2%
	Children's Services	1.5%	5.7%	0.6%	1.4%
	Comm, volunteerism, econ	4.7%	5.4%	0.1%	1.0%
	Criminal Justice	0.2%	6.9%	0.0%	1.9%
	Developmental Disabilities	1.1%	5.9%	0.0%	1.6%
	Education	3.1%	7.1%	0.6%	1.4%
	Employment or job	2.0%	6.7%	0.0%	1.0%
	Environment	1.8%	5.2%	0.1%	0.0%
	Health care (non-hospital)	1.1%	5.9%	1.4%	0.7%
	Higher Education	8.0%	5.2%	0.0%	5.4%
	Housing	1.7%	5.4%	0.7%	1.0%
	Intellectual Disabilities	1.0%	5.6%	0.0%	0.7%
	Mental Health	2.4%	4.6%	0.1%	0.9%
	Public Benefit	1.1%	4.6%	0.1%	0.3%
	Recreation, sports, leisure	3.2%	6.4%	0.1%	0.4%
Seniors	2.6%	6.6%	0.1%	0.9%	
Year Founded	Before 1950	2.2%	6.7%	0.1%	1.4%
	1950-1969	2.9%	7.4%	0.0%	1.4%
	1970-1979	3.8%	7.3%	0.8%	1.5%
	1980-1989	5.5%	5.8%	0.8%	1.9%
	1990-1999	3.2%	5.3%	0.0%	0.9%
	2000 or later	2.9%	7.8%	1.2%	1.6%
Ex. Director/CEO Gender	Female	3.4%	6.1%	0.3%	1.7%
	Male	3.6%	8.5%	0.3%	0.9%
Experience as Ex. Director/CEO	5 years or less	3.5%	6.2%	0.6%	0.9%
	6-10 years	1.9%	5.8%	0.0%	2.1%
	11-20 years	6.4%	10.0%	0.5%	1.2%
	More than 20 years	2.2%	6.3%	0.1%	1.2%

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

		<u>Federal government</u>	<u>Foundation contributions</u>	<u>Fundraiser</u>	<u>Individual contributions (non-fundraiser)</u>
OVERALL	2021	10.3%	11.3%	4.4%	12.1%
All Employees	Fewer than 10 employees	9.3%	20.6%	2.5%	8.5%
	10-49 employees	9.1%	18.9%	3.8%	13.0%
	50-99 employees	12.2%	10.0%	4.8%	12.6%
	100-249 employees	12.1%	9.0%	4.6%	16.1%
	250 employees or more	9.0%	4.6%	5.1%	8.6%
Total Operating Expenses	Less than \$250k	7.2%	12.6%	3.0%	17.2%
	\$250k-\$499k	2.9%	23.0%	7.6%	22.5%
	\$500k-\$999k	4.7%	21.3%	7.5%	17.0%
	\$1m-\$4.99m	11.4%	13.5%	5.1%	12.4%
	\$5m-\$9.99m	14.1%	3.7%	3.8%	11.6%
	\$10m or more	15.4%	0.8%	1.0%	1.3%
Sectors Supported	Adult Behavioral Health	13.6%	1.7%	1.2%	2.8%
	Arts, Culture, Humanities	4.1%	16.1%	5.7%	18.9%
	Basic Needs	19.5%	11.0%	5.3%	14.2%
	Children's Services	11.7%	7.3%	3.9%	6.2%
	Comm, volunteerism, econ	12.6%	18.3%	3.8%	14.3%
	Criminal Justice	13.3%	16.9%	1.4%	2.7%
	Developmental Disabilities	4.0%	1.7%	3.5%	3.4%
	Education	8.3%	17.6%	5.8%	12.4%
	Employment or job	15.2%	7.9%	2.2%	6.2%
	Environment	4.2%	18.8%	7.0%	27.4%
	Health care (non-hospital)	18.5%	7.2%	1.6%	3.4%
	Higher Education	0.0%	39.6%	4.8%	17.2%
	Housing	20.3%	7.3%	3.2%	8.4%
	Intellectual Disabilities	5.6%	1.7%	3.6%	3.2%
	Mental Health	15.9%	3.8%	1.8%	4.1%
	Public Benefit	17.4%	19.9%	3.8%	11.4%
	Recreation, sports, leisure	10.9%	10.5%	6.9%	16.1%
Seniors	25.5%	8.0%	2.8%	10.5%	
Year Founded	Before 1950	6.7%	6.7%	8.8%	17.5%
	1950-1969	12.9%	4.3%	2.4%	7.1%
	1970-1979	11.4%	11.3%	2.5%	7.1%
	1980-1989	11.5%	10.9%	4.4%	14.8%
	1990-1999	13.1%	14.5%	4.4%	9.1%
	2000 or later	7.5%	21.9%	4.7%	17.9%
Ex. Director/CEO Gender	Female	9.2%	11.1%	3.7%	12.3%
	Male	12.5%	9.8%	4.5%	10.8%
Experience as Ex. Director/CEO	5 years or less	8.8%	11.3%	5.5%	8.6%
	6-10 years	9.1%	10.3%	3.7%	13.6%
	11-20 years	11.2%	12.8%	4.7%	12.2%
	More than 20 years	13.6%	9.3%	3.5%	11.5%

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

		<u>Local government</u>	<u>Non-governmental fees for services</u>	<u>State government</u>	<u>Other sources (including dues)</u>	<u>N</u>
OVERALL	2021	3.0%	10.4%	28.6%	7.6%	180
All Employees	Fewer than 10 employees	0.1%	18.0%	20.2%	2.1%	13
	10-49 employees	1.8%	10.2%	13.4%	15.0%	45
	50-99 employees	4.3%	12.4%	31.4%	2.4%	35
	100-249 employees	1.9%	8.1%	33.4%	5.5%	40
	250 employees or more	4.8%	9.1%	39.5%	8.0%	47
Total Operating Expenses	Less than \$250k	2.2%	9.7%	27.1%	14.0%	17
	\$250k-\$499k	2.0%	11.9%	7.1%	11.5%	20
	\$500k-\$999k	4.0%	7.4%	10.6%	10.5%	26
	\$1m-\$4.99m	1.5%	15.3%	20.7%	5.3%	51
	\$5m-\$9.99m	1.9%	8.5%	33.0%	10.8%	24
	\$10m or more	5.6%	7.5%	57.9%	2.7%	40
Sectors Supported	Adult Behavioral Health	3.6%	7.8%	56.0%	5.7%	43
	Arts, Culture, Humanities	3.4%	12.9%	11.0%	8.8%	33
	Basic Needs	2.5%	8.1%	27.1%	4.6%	43
	Children's Services	5.6%	10.7%	40.2%	5.3%	46
	Comm, volunteerism, econ	3.9%	11.2%	18.9%	5.8%	34
	Criminal Justice	3.1%	9.3%	43.1%	1.2%	10
	Developmental Disabilities	6.0%	7.2%	63.9%	1.6%	33
	Education	5.5%	10.6%	21.3%	6.3%	59
	Employment or job	1.6%	11.3%	43.8%	2.2%	30
	Environment	2.2%	12.2%	10.1%	10.9%	14
	Health care (non-hospital)	2.1%	11.2%	38.1%	8.8%	30
	Higher Education	0.0%	12.0%	2.6%	5.2%	5
	Housing	2.2%	6.5%	39.2%	4.2%	43
	Intellectual Disabilities	5.2%	6.9%	65.1%	1.5%	36
	Mental Health	3.3%	12.4%	45.3%	5.4%	56
	Public Benefit	1.4%	9.2%	23.1%	7.8%	36
	Recreation, sports, leisure	2.4%	10.8%	21.1%	11.1%	19
Seniors	3.8%	8.0%	18.7%	12.6%	20	
Year Founded	Before 1950	5.2%	10.2%	16.8%	17.8%	31
	1950-1969	3.3%	8.7%	44.5%	5.1%	29
	1970-1979	1.4%	8.7%	37.1%	7.0%	40
	1980-1989	4.0%	11.4%	27.0%	2.0%	22
	1990-1999	1.2%	12.2%	27.1%	9.0%	26
	2000 or later	3.0%	13.2%	14.5%	3.8%	29
Ex. Director/CEO Gender	Female	3.4%	11.3%	31.0%	6.5%	100
	Male	2.8%	9.7%	28.9%	7.7%	65
Experience as Ex. Director/CEO	5 years or less	1.8%	14.0%	31.5%	7.3%	45
	6-10 years	2.5%	9.8%	35.3%	5.8%	44
	11-20 years	4.8%	8.8%	20.0%	7.5%	34
	More than 20 years	3.4%	10.0%	28.9%	10.1%	47

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%	41%	178
All Employees	Fewer than 10 employees	17%	25%	58%	12
	10-49 employees	27%	24%	49%	45
	50-99 employees	34%	23%	43%	35
	100-249 employees	20%	45%	35%	40
	250 employees or more	35%	33%	33%	46
Total Operating Expenses	Less than \$250k	33%	13%	53%	15
	\$250k-\$499k	10%	40%	50%	20
	\$500k-\$999k	19%	31%	50%	26
	\$1m-\$4.99m	37%	24%	39%	51
	\$5m-\$9.99m	38%	33%	29%	24
\$10m or more	25%	43%	33%	40	
Sectors Supported	Adult Behavioral Health	29%	34%	37%	41
	Arts, Culture, Humanities	9%	39%	52%	33
	Basic Needs	24%	33%	43%	42
	Children's Services	29%	22%	49%	45
	Comm, volunteerism, econ	18%	32%	50%	34
	Criminal Justice	11%	33%	56%	9
	Developmental Disabilities	36%	15%	48%	33
	Education	22%	31%	47%	59
	Employment or job	38%	31%	31%	29
	Environment	29%	36%	36%	14
	Health care (non-hospital)	14%	46%	39%	28
	Higher Education		40%	60%	5
	Housing	28%	35%	37%	43
	Intellectual Disabilities	39%	19%	42%	36
	Mental Health	28%	33%	39%	54
	Public Benefit	17%	36%	47%	36
Recreation, sports, leisure	37%	11%	53%	19	
Seniors	11%	47%	42%	19	
Year Founded	Before 1950	16%	42%	42%	31
	1950-1969	31%	31%	38%	29
	1970-1979	34%	24%	42%	38
	1980-1989	27%	27%	45%	22
	1990-1999	35%	31%	35%	26
	2000 or later	24%	31%	45%	29
Ex. Director/CEO Gender	Female	32%	26%	41%	99
	Male	22%	43%	35%	65
Experience as Ex. Director/CEO	5 years or less	27%	31%	42%	45
	6-10 years	37%	23%	40%	43
	11-20 years	35%	29%	35%	34
	More than 20 years	17%	43%	39%	46

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	52%	48%	178
All Employees	Fewer than 10 employees	17%	83%	12
	10-49 employees	60%	40%	45
	50-99 employees	46%	54%	35
	100-249 employees	45%	55%	40
	250 employees or more	65%	35%	46
Total Operating Expenses	Less than \$250k	53%	47%	15
	\$250k-\$499k	30%	70%	20
	\$500k-\$999k	46%	54%	26
	\$1m-\$4.99m	51%	49%	51
	\$5m-\$9.99m	71%	29%	24
\$10m or more	58%	43%	40	
Sectors Supported	Adult Behavioral Health	54%	46%	41
	Arts, Culture, Humanities	42%	58%	33
	Basic Needs	52%	48%	42
	Children's Services	44%	56%	45
	Comm, volunteerism, econ	62%	38%	34
	Criminal Justice	67%	33%	9
	Developmental Disabilities	55%	45%	33
	Education	47%	53%	59
	Employment or job	66%	34%	29
	Environment	64%	36%	14
	Health care (non-hospital)	57%	43%	28
	Higher Education	20%	80%	5
	Housing	63%	37%	43
	Intellectual Disabilities	58%	42%	36
	Mental Health	56%	44%	54
Public Benefit	53%	47%	36	
Recreation, sports, leisure	47%	53%	19	
Seniors	47%	53%	19	
Year Founded	Before 1950	42%	58%	31
	1950-1969	62%	38%	29
	1970-1979	53%	47%	38
	1980-1989	50%	50%	22
	1990-1999	46%	54%	26
	2000 or later	59%	41%	29
Ex. Director/CEO Gender	Female	47%	53%	99
	Male	65%	35%	65
Experience as Ex. Director/CEO	5 years or less	49%	51%	45
	6-10 years	56%	44%	43
	11-20 years	50%	50%	34
	More than 20 years	57%	43%	46

Q15: As of July 1, 2021, 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%	24%	32%	14%	16%	12%	180
All Employees	Fewer than 10 employees	31%	69%					13
	10-49 employees	2%	44%	53%				45
	50-99 employees		23%	37%	40%			35
	100-249 employees		8%	30%	10%	53%		40
	250 employees or more		6%	19%	15%	15%	45%	47
Total Operating Expenses	Less than \$250k	6%	59%	6%	12%	12%	6%	17
	\$250k-\$499k		60%	40%				20
	\$500k-\$999k		62%	38%				26
	\$1m-\$4.99m	4%	10%	67%	18%	2%		51
	\$5m-\$9.99m			21%	46%	33%		24
	\$10m or more	5%			8%	40%	48%	40
Sectors Supported	Adult Behavioral Health	7%	2%	9%	14%	37%	30%	43
	Arts, Culture, Humanities		52%	33%	9%	6%		33
	Basic Needs	2%	16%	42%	12%	14%	14%	43
	Children's Services	4%	15%	20%	17%	24%	20%	46
	Comm, volunteerism, econ	3%	32%	44%	9%	9%	3%	34
	Criminal Justice	20%		20%	20%	30%	10%	10
	Developmental Disabilities		9%	9%	18%	18%	45%	33
	Education		29%	31%	15%	14%	12%	59
	Employment or job	7%	13%	23%	13%	17%	27%	30
	Environment		43%	36%	14%	7%		14
	Health care (non-hospital)	7%	7%	23%	13%	20%	30%	30
	Higher Education		60%	40%				5
	Housing		14%	26%	19%	23%	19%	43
	Intellectual Disabilities	3%	6%	8%	19%	22%	42%	36
	Mental Health	4%	5%	25%	16%	29%	21%	56
	Public Benefit	3%	33%	42%	11%	3%	8%	36
Recreation, sports, leisure		26%	21%	26%	21%	5%	19	
Seniors	5%	20%	30%	10%	25%	10%	20	
Year Founded	Before 1950		16%	26%	19%	26%	13%	31
	1950-1969		14%	24%	14%	28%	21%	29
	1970-1979	8%	20%	30%	15%	15%	13%	40
	1980-1989	5%	14%	55%	14%	5%	9%	22
	1990-1999		27%	35%	15%	19%	4%	26
	2000 or later	3%	55%	34%	3%		3%	29
Ex. Director/CEO Gender	Female	3%	24%	37%	11%	13%	12%	100
	Male	2%	20%	25%	20%	22%	12%	65
Experience as Ex. Director/CEO	5 years or less	2%	27%	36%	16%	13%	7%	45
	6-10 years		23%	32%	9%	25%	11%	44
	11-20 years	3%	21%	41%	9%	12%	15%	34
	More than 20 years	4%	17%	26%	23%	13%	17%	47

Q15: As of July 1, 2021, please indicate how many paid individuals you had in each of the following categories

		<u>Non-seasonal (Permanent) Workers - Full-time</u>	<u>Non-seasonal (Permanent) Workers - Part-time</u>	<u>Seasonal (Temporary) Workers - Full-time</u>	<u>Seasonal (Temporary) Workers - Part-time</u>
OVERALL	2021	65.0	25.1	2.2	2.5
All Employees	Fewer than 10 employees	3.0	0.8	0.0	0.0
	10-49 employees	9.4	2.4	0.4	1.8
	50-99 employees	29.9	8.1	0.1	1.8
	100-249 employees	69.1	21.5	1.7	4.6
	250 employees or more	156.6	69.2	6.6	2.6
Total Operating Expenses	Less than \$250k	46.9	7.7	0.4	0.3
	\$250k-\$499k	3.4	3.3	0.5	3.9
	\$500k-\$999k	5.8	4.3	0.2	1.3
	\$1m-\$4.99m	17.6	9.7	2.0	2.3
	\$5m-\$9.99m	63.5	16.3	1.3	2.0
	\$10m or more	196.6	76.6	5.9	3.1
Sectors Supported	Adult Behavioral Health	156.2	53.5	4.5	2.3
	Arts, Culture, Humanities	12.9	6.7	0.2	3.5
	Basic Needs	67.7	28.7	0.8	2.0
	Children's Services	113.8	42.0	7.5	4.0
	Comm, volunteerism, econ	24.5	13.8	0.5	4.4
	Criminal Justice	104.1	20.2	0.0	1.0
	Developmental Disabilities	176.0	75.8	8.6	2.3
	Education	61.6	22.1	6.4	3.6
	Employment or job	106.8	44.9	1.7	2.5
	Environment	11.1	3.5	4.3	5.8
	Health care (non-hospital)	138.2	50.2	6.6	1.9
	Higher Education	6.4	2.0	0.6	0.4
	Housing	97.3	34.0	0.5	2.5
	Intellectual Disabilities	171.0	75.4	7.9	0.9
	Mental Health	112.9	36.6	0.3	2.3
	Public Benefit	38.9	19.5	0.4	2.0
Recreation, sports, leisure	67.6	33.6	15.7	8.3	
Seniors	64.5	31.4	2.2	2.6	
Year Founded	Before 1950	76.5	35.3	3.0	3.5
	1950-1969	93.4	38.7	0.6	2.4
	1970-1979	69.0	19.9	1.1	1.0
	1980-1989	58.6	19.3	0.2	4.3
	1990-1999	41.8	18.2	1.0	2.3
	2000 or later	15.6	8.9	1.2	2.3
Ex. Director/CEO Gender	Female	63.7	24.8	1.0	2.1
	Male	74.7	29.2	4.1	2.6
Experience as Ex. Director/CEO	5 years or less	56.3	19.9	1.8	1.4
	6-10 years	75.3	27.7	0.4	2.3
	11-20 years	57.6	29.2	0.6	4.1
	More than 20 years	80.2	27.5	5.8	1.7

Q15: As of July 1, 2021, 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	94.5	180
All Employees	Fewer than 10 employees	0.0	0.0	3.6	13
	10-49 employees	0.0	0.0	14.0	45
	50-99 employees	0.0	0.0	40.0	35
	100-249 employees	0.0	0.0	96.8	40
	250 employees or more	0.4	0.0	235.3	47
Total Operating Expenses	Less than \$250k	0.0	0.0	52.5	17
	\$250k-\$499k	0.0	0.0	11.0	20
	\$500k-\$999k	0.0	0.0	11.6	26
	\$1m-\$4.99m	0.0	0.0	31.7	51
	\$5m-\$9.99m	0.9	0.0	84.0	24
	\$10m or more	0.0	0.0	282.1	40
Sectors Supported	Adult Behavioral Health	0.0	0.0	212.8	43
	Arts, Culture, Humanities	0.6	0.0	23.9	33
	Basic Needs	0.0	0.0	97.7	43
	Children's Services	0.0	0.0	164.4	46
	Comm, volunteerism, econ	0.0	0.0	43.1	34
	Criminal Justice	0.0	0.0	114.9	10
	Developmental Disabilities	0.0	0.0	262.6	33
	Education	0.3	0.0	93.7	59
	Employment or job	0.0	0.0	152.3	30
	Environment	0.0	0.0	24.3	14
	Health care (non-hospital)	0.0	0.0	192.1	30
	Higher Education	0.0	0.0	9.4	5
	Housing	0.0	0.0	134.3	43
	Intellectual Disabilities	0.0	0.0	255.1	36
	Mental Health	0.0	0.0	150.0	56
	Public Benefit	0.0	0.0	60.7	36
	Recreation, sports, leisure	0.0	0.0	124.8	19
	Seniors	0.0	0.0	97.1	20
	Year Founded	Before 1950	0.6	0.0	118.8
1950-1969		0.0	0.0	135.0	29
1970-1979		0.0	0.0	89.3	40
1980-1989		0.0	0.0	82.4	22
1990-1999		0.0	0.0	63.3	26
2000 or later		0.0	0.0	27.9	29
Ex. Director/CEO Gender	Female	0.0	0.0	91.0	100
	Male	0.3	0.0	110.8	65
Experience as Ex. Director/CEO	5 years or less	0.0	0.0	79.4	45
	6-10 years	0.0	0.0	105.7	44
	11-20 years	0.0	0.0	91.6	34
	More than 20 years	0.4	0.0	113.8	47

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	28%	13%	24%	11%	14%	9%	180
All Employees	Fewer than 10 employees	85%	15%					13
	10-49 employees	24%	24%	51%				45
	50-99 employees	17%	3%	43%	37%			35
	100-249 employees	30%	13%	8%	8%	43%		40
	250 employees or more	23%	9%	6%	9%	17%	36%	47
Total Operating Expenses	Less than \$250k	41%	12%	29%	12%	6%		17
	\$250k-\$499k	5%	15%	35%	10%	25%	10%	20
	\$500k-\$999k	4%	12%	42%	19%	12%	12%	26
	\$1m-\$4.99m	31%	10%	18%	14%	14%	14%	51
	\$5m-\$9.99m	33%	8%	21%	4%	21%	13%	24
	\$10m or more	40%	20%	18%	8%	10%	5%	40
Sectors Supported	Adult Behavioral Health	44%	21%	12%	9%	9%	5%	43
	Arts, Culture, Humanities	18%	12%	36%	21%	9%	3%	33
	Basic Needs	26%	14%	26%	9%	14%	12%	43
	Children's Services	26%	11%	30%	13%	13%	7%	46
	Comm, volunteerism, econ	26%	12%	24%	3%	18%	18%	34
	Criminal Justice	60%	30%	10%				10
	Developmental Disabilities	42%	9%	21%	9%	15%	3%	33
	Education	20%	5%	34%	15%	17%	8%	59
	Employment or job	33%	13%	23%	3%	20%	7%	30
	Environment	7%	7%	29%		43%	14%	14
	Health care (non-hospital)	47%	17%	17%	7%	13%		30
	Higher Education	20%		60%	20%			5
	Housing	35%	9%	16%	5%	16%	19%	43
	Intellectual Disabilities	47%	11%	19%	8%	6%	8%	36
	Mental Health	38%	14%	18%	7%	13%	11%	56
	Public Benefit	33%	17%	19%	3%	19%	8%	36
Recreation, sports, leisure	16%	5%	26%	5%	32%	16%	19	
Seniors	30%	10%	20%	10%	15%	15%	20	
Year Founded	Before 1950	23%	6%	19%	23%	10%	19%	31
	1950-1969	21%	17%	14%	14%	17%	17%	29
	1970-1979	33%	15%	38%	3%	10%	3%	40
	1980-1989	32%	14%	23%	9%	14%	9%	22
	1990-1999	38%	12%	27%		19%	4%	26
	2000 or later	24%	10%	24%	21%	14%	7%	29
Ex. Director/CEO Gender	Female	26%	12%	28%	10%	15%	9%	100
	Male	32%	14%	20%	12%	12%	9%	65
Experience as Ex. Director/CEO	5 years or less	42%	16%	20%	9%	4%	9%	45
	6-10 years	30%	18%	14%	11%	20%	7%	44
	11-20 years	18%	6%	35%	12%	18%	12%	34
	More than 20 years	23%	11%	23%	15%	17%	11%	47

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	2.8	27.6	73.8	4.9	108.9	180
All Employees	Fewer than 10 employees	0.0	0.4	0.3	0.0	0.7	13
	10-49 employees	0.6	6.4	2.9	2.3	12.1	45
	50-99 employees	1.1	16.8	15.2	0.7	33.8	35
	100-249 employees	5.2	21.2	34.5	10.0	70.5	40
	250 employees or more	4.9	69.8	239.1	7.8	320.0	47
Total Operating Expenses	Less than \$250k	1.0	14.8	6.7	0.0	22.5	17
	\$250k-\$499k	0.4	30.5	55.3	3.3	89.3	20
	\$500k-\$999k	8.0	36.6	28.7	3.4	76.7	26
	\$1m-\$4.99m	0.3	38.6	146.2	4.5	189.5	51
	\$5m-\$9.99m	10.4	37.2	35.2	9.5	91.5	24
	\$10m or more	0.4	6.7	75.6	7.0	89.5	40
Sectors Supported	Adult Behavioral Health	0.6	7.5	30.3	6.4	44.6	43
	Arts, Culture, Humanities	0.7	28.5	22.0	4.1	55.2	33
	Basic Needs	0.9	38.9	61.9	10.5	110.9	43
	Children's Services	0.6	15.1	75.1	7.7	98.2	46
	Comm, volunteerism, econ	6.3	17.3	182.0	8.7	214.4	34
	Criminal Justice	0.0	2.0	2.8	0.2	5.0	10
	Developmental Disabilities	0.2	23.8	18.9	1.7	44.5	33
	Education	4.1	37.2	34.5	5.2	80.2	59
	Employment or job	6.7	15.9	96.5	2.2	120.7	30
	Environment	0.0	35.9	73.9	3.1	112.7	14
	Health care (non-hospital)	0.8	5.0	17.6	8.9	32.0	30
	Higher Education	0.0	18.6	5.6	0.0	24.2	5
	Housing	0.9	17.5	173.0	10.1	201.0	43
	Intellectual Disabilities	0.8	20.4	73.4	5.8	100.4	36
	Mental Health	4.6	19.6	55.6	9.1	88.6	56
	Public Benefit	6.8	8.0	43.6	7.6	65.9	36
	Recreation, sports, leisure	1.0	52.3	135.0	14.5	202.8	19
Seniors	1.0	51.1	31.3	22.6	103.3	20	
Year Founded	Before 1950	0.8	74.1	25.9	16.5	116.8	31
	1950-1969	0.2	10.8	274.6	0.7	285.9	29
	1970-1979	5.1	20.5	11.4	1.8	38.7	40
	1980-1989	0.2	15.5	120.2	0.2	136.1	22
	1990-1999	9.3	11.9	20.4	8.4	49.7	26
	2000 or later	0.9	29.7	26.0	2.5	58.9	29
Ex. Director/CEO Gender	Female	2.3	23.0	82.6	4.1	111.8	100
	Male	4.1	29.3	70.0	7.3	110.7	65
Experience as Ex. Director/CEO	5 years or less	0.3	16.7	88.6	4.9	110.5	45
	6-10 years	0.2	30.3	67.1	5.9	103.3	44
	11-20 years	12.5	39.4	64.5	6.8	123.1	34
	More than 20 years	1.1	32.0	80.8	3.7	116.8	47

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	21%	1%	6%	10%	4%	67%	178
All Employees	Fewer than 10 employees	50%		17%	17%	17%	50%	12
	10-49 employees	36%		4%	18%	2%	51%	45
	50-99 employees	20%		9%	6%	3%	66%	35
	100-249 employees	13%		3%	5%	5%	78%	40
	250 employees or more	7%	2%	4%	9%	2%	78%	46
Total Operating Expenses	Less than \$250k	19%				13%	75%	16
	\$250k-\$499k	55%		10%	5%	10%	40%	20
	\$500k-\$999k	46%		4%	12%	4%	46%	26
	\$1m-\$4.99m	22%		12%	18%	4%	56%	50
	\$5m-\$9.99m			4%	8%		88%	24
	\$10m or more		3%		8%		90%	40
Sectors Supported	Adult Behavioral Health	2%	2%	2%	5%	2%	86%	42
	Arts, Culture, Humanities	33%		3%	9%	6%	58%	33
	Basic Needs	23%	2%		12%	5%	65%	43
	Children's Services	11%		7%	15%	2%	70%	46
	Comm, volunteerism, econ	29%		6%	12%	3%	59%	34
	Criminal Justice	10%			10%		80%	10
	Developmental Disabilities	15%	3%	9%	9%		67%	33
	Education	24%		7%	12%	2%	61%	59
	Employment or job	20%		7%	3%		73%	30
	Environment	14%			7%		79%	14
	Health care (non-hospital)	3%	3%	3%	14%		79%	29
	Higher Education	40%		20%			60%	5
	Housing	16%		7%	12%	2%	70%	43
	Intellectual Disabilities	9%	3%	6%	11%		71%	35
	Mental Health	7%		5%	15%	4%	73%	55
Public Benefit	28%		6%	8%	6%	67%	36	
Recreation, sports, leisure	11%		11%	16%		68%	19	
Seniors	15%			15%	5%	70%	20	
Year Founded	Before 1950	6%		3%	6%	3%	84%	31
	1950-1969	14%	3%	7%	10%		72%	29
	1970-1979	21%		5%	13%		67%	39
	1980-1989	27%		9%	9%		55%	22
	1990-1999	15%			8%	12%	77%	26
	2000 or later	46%		11%	14%	11%	39%	28
Ex. Director/CEO Gender	Female	26%	1%	5%	10%	5%	62%	100
	Male	14%		8%	9%	2%	75%	65
Experience as Ex. Director/CEO	5 years or less	31%		13%	13%	4%	56%	45
	6-10 years	14%		5%	7%		81%	43
	11-20 years	26%		6%	15%	6%	53%	34
	More than 20 years	13%	2%		6%	6%	74%	47

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%	26%	1%	2%	178
All Employees	Fewer than 10 employees	82%	18%			11
	10-49 employees	71%	27%		2%	45
	50-99 employees	57%	37%	3%	3%	35
	100-249 employees	73%	25%		3%	40
	250 employees or more	79%	19%		2%	47
Total Operating Expenses	Less than \$250k	71%	24%	6%		17
	\$250k-\$499k	53%	42%		5%	19
	\$500k-\$999k	81%	19%			26
	\$1m-\$4.99m	72%	28%			50
	\$5m-\$9.99m	67%	25%		8%	24
	\$10m or more	78%	20%		3%	40
Sectors Supported	Adult Behavioral Health	72%	21%	2%	5%	43
	Arts, Culture, Humanities	76%	24%			33
	Basic Needs	60%	33%		7%	42
	Children's Services	67%	28%	2%	2%	46
	Comm, volunteerism, econ	74%	24%		3%	34
	Criminal Justice	90%			10%	10
	Developmental Disabilities	73%	24%		3%	33
	Education	71%	25%		3%	59
	Employment or job	67%	27%		7%	30
	Environment	64%	36%			14
	Health care (non-hospital)	80%	17%		3%	30
	Higher Education	100%				5
	Housing	67%	28%		5%	43
	Intellectual Disabilities	69%	29%		3%	35
	Mental Health	71%	23%		5%	56
	Public Benefit	71%	26%		3%	35
	Recreation, sports, leisure	68%	26%		5%	19
Seniors	45%	35%		20%	20	
Year Founded	Before 1950	55%	39%		6%	31
	1950-1969	79%	21%			29
	1970-1979	75%	25%			40
	1980-1989	77%	23%			22
	1990-1999	60%	32%		8%	25
	2000 or later	82%	14%	4%		28
Ex. Director/CEO Gender	Female	70%	28%		2%	100
	Male	75%	22%		3%	64
Experience as Ex. Director/CEO	5 years or less	73%	27%			45
	6-10 years	75%	20%	2%	2%	44
	11-20 years	74%	26%			34
	More than 20 years	70%	24%		7%	46

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>N</u>
OVERALL	2021	21%	44%	18%	17%	14.6	180
All Employees	Fewer than 10 employees	31%	38%	15%	15%	12.7	13
	10-49 employees	33%	38%	16%	13%	12.8	45
	50-99 employees	23%	54%	17%	6%	12.6	35
	100-249 employees	15%	43%	20%	23%	16.3	40
	250 employees or more	11%	45%	21%	23%	16.8	47
Total Operating Expenses	Less than \$250k	47%	47%	6%		10.4	17
	\$250k-\$499k	35%	40%	15%	10%	12.0	20
	\$500k-\$999k	15%	54%	12%	19%	14.2	26
	\$1m-\$4.99m	16%	35%	25%	24%	16.7	51
	\$5m-\$9.99m	21%	33%	29%	17%	16.3	24
	\$10m or more	13%	58%	15%	15%	13.5	40
Sectors Supported	Adult Behavioral Health	21%	60%	9%	9%	12.0	43
	Arts, Culture, Humanities	24%	30%	21%	24%	16.6	33
	Basic Needs	23%	53%	14%	9%	13.8	43
	Children's Services	24%	43%	17%	15%	14.2	46
	Comm, volunteerism, econ	24%	41%	15%	21%	16.3	34
	Criminal Justice	30%	40%	30%		12.5	10
	Developmental Disabilities	30%	48%	9%	12%	12.2	33
	Education	20%	39%	20%	20%	15.0	59
	Employment or job	23%	50%	13%	13%	13.1	30
	Environment	14%	43%	21%	21%	15.9	14
	Health care (non-hospital)	17%	67%	10%	7%	12.2	30
	Higher Education	20%	40%	20%	20%	15.2	5
	Housing	14%	51%	21%	14%	14.7	43
	Intellectual Disabilities	28%	53%	8%	11%	12.3	36
	Mental Health	18%	57%	18%	7%	13.0	56
	Public Benefit	17%	58%	11%	14%	13.1	36
Recreation, sports, leisure	16%	26%	32%	26%	19.3	19	
Seniors	25%	40%	20%	15%	15.3	20	
Year Founded	Before 1950	10%	39%	16%	35%	19.0	31
	1950-1969	7%	52%	24%	17%	16.4	29
	1970-1979	25%	43%	18%	15%	13.3	40
	1980-1989	32%	41%	23%	5%	12.8	22
	1990-1999	23%	50%	12%	15%	13.8	26
	2000 or later	34%	41%	17%	7%	11.9	29
Ex. Director/CEO Gender	Female	21%	48%	16%	15%	13.5	100
	Male	15%	43%	25%	17%	16.4	65
Experience as Ex. Director/CEO	5 years or less	22%	47%	13%	18%	14.3	45
	6-10 years	18%	52%	18%	11%	13.6	44
	11-20 years	21%	32%	24%	24%	16.9	34
	More than 20 years	19%	47%	21%	13%	13.9	47

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%	175
All Employees	Fewer than 10 employees	17%	83%		12
	10-49 employees	9%	91%		44
	50-99 employees	9%	91%		34
	100-249 employees	8%	92%		39
	250 employees or more	15%	80%	4%	46
Total Operating Expenses	Less than \$250k	6%	94%		16
	\$250k-\$499k	5%	95%		20
	\$500k-\$999k	15%	85%		26
	\$1m-\$4.99m	6%	94%		48
	\$5m-\$9.99m	13%	88%		24
	\$10m or more	15%	80%	5%	40
Sectors Supported	Adult Behavioral Health	12%	86%	2%	42
	Arts, Culture, Humanities	16%	84%		32
	Basic Needs	5%	93%	2%	42
	Children's Services	20%	80%		45
	Comm, volunteerism, econ	3%	97%		32
	Criminal Justice		100%		10
	Developmental Disabilities	18%	76%	6%	33
	Education	17%	83%		58
	Employment or job	7%	93%		30
	Environment	21%	79%		14
	Health care (non-hospital)	14%	83%	3%	29
	Higher Education	60%	40%		5
	Housing	5%	95%		42
	Intellectual Disabilities	14%	80%	6%	35
	Mental Health	13%	87%		55
	Public Benefit	3%	97%		36
	Recreation, sports, leisure	11%	89%		18
Seniors	5%	95%		19	
Year Founded	Before 1950	3%	97%		29
	1950-1969	7%	90%	3%	29
	1970-1979	8%	92%		38
	1980-1989	14%	82%	5%	22
	1990-1999	12%	88%		26
	2000 or later	25%	75%		28
Ex. Director/CEO Gender	Female	8%	91%	1%	99
	Male	14%	84%	2%	64
Experience as Ex. Director/CEO	5 years or less	14%	86%		44
	6-10 years	7%	93%		43
	11-20 years	12%	88%		33
	More than 20 years	11%	85%	4%	47

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

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	97%	3%	179
All Employees	Fewer than 10 employees	92%	8%	13
	10-49 employees	93%	7%	44
	50-99 employees	100%		35
	100-249 employees	98%	3%	40
	250 employees or more	98%	2%	47
Total Operating Expenses	Less than \$250k	94%	6%	16
	\$250k-\$499k	85%	15%	20
	\$500k-\$999k	100%		26
	\$1m-\$4.99m	98%	2%	51
	\$5m-\$9.99m	100%		24
	\$10m or more	100%		40
Sectors Supported	Adult Behavioral Health	100%		43
	Arts, Culture, Humanities	94%	6%	32
	Basic Needs	98%	2%	43
	Children's Services	98%	2%	46
	Comm, volunteerism, econ	97%	3%	34
	Criminal Justice	100%		10
	Developmental Disabilities	100%		33
	Education	98%	2%	59
	Employment or job	100%		30
	Environment	86%	14%	14
	Health care (non-hospital)	100%		30
	Higher Education	100%		5
	Housing	98%	2%	43
	Intellectual Disabilities	97%	3%	36
	Mental Health	100%		56
	Public Benefit	97%	3%	36
Recreation, sports, leisure	89%	11%	19	
Seniors	95%	5%	20	
Year Founded	Before 1950	97%	3%	31
	1950-1969	97%	3%	29
	1970-1979	95%	5%	40
	1980-1989	95%	5%	22
	1990-1999	100%		26
	2000 or later	96%	4%	28
Ex. Director/CEO Gender	Female	100%		100
	Male	100%		65
Experience as Ex. Director/CEO	5 years or less	100%		45
	6-10 years	100%		44
	11-20 years	100%		34
	More than 20 years	100%		47

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

		Female	Male	Non-binary	We do not collect this data	Prefer not to answer	N
OVERALL	2021	58%	38%	1%	3%	1%	172
All Employees	Fewer than 10 employees	67%	25%		8%		12
	10-49 employees	59%	39%	2%			41
	50-99 employees	63%	31%		6%		35
	100-249 employees	59%	36%		3%	3%	39
	250 employees or more	51%	47%		2%		45
Total Operating Expenses	Less than \$250k	50%	29%		14%	7%	14
	\$250k-\$499k	59%	41%				17
	\$500k-\$999k	77%	19%	4%			26
	\$1m-\$4.99m	60%	34%		6%		50
	\$5m-\$9.99m	46%	54%				24
	\$10m or more	55%	45%				40
Sectors Supported	Adult Behavioral Health	60%	38%		2%		42
	Arts, Culture, Humanities	43%	53%		3%		30
	Basic Needs	67%	31%		2%		42
	Children's Services	60%	36%		4%		45
	Comm, volunteerism, econ	67%	30%		3%		33
	Criminal Justice	70%	30%				10
	Developmental Disabilities	61%	39%				33
	Education	52%	45%		3%		58
	Employment or job	70%	30%				30
	Environment	58%	33%		8%		12
	Health care (non-hospital)	59%	41%				29
	Higher Education	60%	40%				5
	Housing	64%	33%			2%	42
	Intellectual Disabilities	54%	46%				35
	Mental Health	62%	38%				55
	Public Benefit	66%	29%	3%	3%		35
Recreation, sports, leisure	47%	47%		6%		17	
Seniors	63%	37%				19	
Year Founded	Before 1950	40%	57%		3%		30
	1950-1969	64%	36%				28
	1970-1979	62%	38%				37
	1980-1989	62%	33%	5%			21
	1990-1999	69%	27%			4%	26
	2000 or later	52%	33%		15%		27
Ex. Director/CEO Gender	Female	100%					100
	Male		100%				65
Experience as Ex. Director/CEO	5 years or less	58%	38%	2%	2%		45
	6-10 years	58%	35%		7%		43
	11-20 years	59%	41%				34
	More than 20 years	55%	40%		2%	2%	47

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>
OVERALL	2021	1%	2%	6%	5%	1%
All Employees	Fewer than 10 employees		8%			
	10-49 employees	2%		12%	5%	
	50-99 employees			3%	6%	
	100-249 employees		8%	5%	5%	3%
	250 employees or more			4%	4%	
Total Operating Expenses	Less than \$250k				7%	
	\$250k-\$499k		6%	6%		
	\$500k-\$999k			4%	4%	
	\$1m-\$4.99m	2%	2%	8%	2%	2%
	\$5m-\$9.99m		8%	13%	13%	
\$10m or more			3%	5%		
Sectors Supported	Adult Behavioral Health		2%	5%	10%	
	Arts, Culture, Humanities					
	Basic Needs	2%	2%	10%	10%	2%
	Children's Services			4%	9%	
	Comm, volunteerism, econ	3%	3%	9%	6%	
	Criminal Justice	10%			20%	
	Developmental Disabilities		3%	3%	3%	
	Education	2%	2%	4%	5%	
	Employment or job	3%	3%	3%	7%	
	Environment		8%	8%	8%	8%
	Health care (non-hospital)	3%		3%	10%	
	Higher Education	20%				
	Housing	2%		10%	12%	
	Intellectual Disabilities		3%	3%	6%	
	Mental Health		2%	4%	7%	
	Public Benefit	3%		12%		
	Recreation, sports, leisure			6%		
Seniors			6%	11%		
Year Founded	Before 1950			10%	3%	
	1950-1969			4%	7%	
	1970-1979			6%	3%	
	1980-1989			5%	5%	5%
	1990-1999	4%	8%	4%	4%	
	2000 or later		4%	4%	7%	
Ex. Director/CEO Gender	Female	1%	4%	8%	5%	1%
	Male			3%	5%	
Experience as Ex. Director/CEO	5 years or less	2%		9%	7%	
	6-10 years		9%	7%	5%	2%
	11-20 years			6%		
	More than 20 years			2%	6%	

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

		<u>Native American, American Indian or Alaska Native</u>	<u>White or European American</u>	<u>We do not collect this data</u>	<u>Prefer not to answer</u>	<u>N</u>
OVERALL	2021	1%	79%	5%	2%	170
All Employees	Fewer than 10 employees		75%	17%		12
	10-49 employees		76%		5%	41
	50-99 employees		82%	9%		33
	100-249 employees		74%	3%	3%	39
	250 employees or more	2%	84%	4%		45
Total Operating Expenses	Less than \$250k		71%	14%	7%	14
	\$250k-\$499k		82%	6%		17
	\$500k-\$999k		88%		4%	26
	\$1m-\$4.99m		73%	8%	2%	49
	\$5m-\$9.99m	4%	63%			24
	\$10m or more		90%	3%		39
Sectors Supported	Adult Behavioral Health		79%	5%		42
	Arts, Culture, Humanities		97%	3%		30
	Basic Needs		69%	5%		42
	Children’s Services		82%	4%		45
	Comm, volunteerism, econ		76%	3%		33
	Criminal Justice		70%			10
	Developmental Disabilities		88%	3%		32
	Education		81%	5%	2%	57
	Employment or job		76%	7%		29
	Environment		58%	8%		12
	Health care (non-hospital)		83%			29
	Higher Education		60%		20%	5
	Housing		73%		2%	41
	Intellectual Disabilities		82%	6%		34
	Mental Health		83%	2%	2%	54
	Public Benefit		79%	6%		34
	Recreation, sports, leisure		88%	6%		17
Seniors		83%			18	
Year Founded	Before 1950	3%	80%	3%		30
	1950-1969		86%	4%		28
	1970-1979		89%	3%		36
	1980-1989		85%			20
	1990-1999		69%	4%	8%	26
	2000 or later		67%	15%	4%	27
Ex. Director/CEO Gender	Female		78%	2%	1%	98
	Male	2%	88%	2%	2%	65
Experience as Ex. Director/CEO	5 years or less		74%	5%	2%	43
	6-10 years		70%	7%		43
	11-20 years		94%			34
	More than 20 years	2%	79%	6%	4%	47

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

		<u>Associate's Degree</u>	<u>Some College</u>	<u>Bachelor's Degree</u>	<u>Some post-graduate</u>	<u>Master's Degree or above</u>	<u>N</u>
OVERALL	2021	1%	1%	22%	4%	72%	169
All Employees	Fewer than 10 employees		8%			92%	12
	10-49 employees			33%	8%	60%	40
	50-99 employees	3%		26%		71%	34
	100-249 employees			21%	5%	74%	38
	250 employees or more	2%	2%	16%	2%	78%	45
Total Operating Expenses	Less than \$250k	7%	7%	29%		57%	14
	\$250k-\$499k			41%	12%	47%	17
	\$500k-\$999k			23%	4%	73%	26
	\$1m-\$4.99m			23%	2%	74%	47
	\$5m-\$9.99m	4%		13%	4%	79%	24
	\$10m or more		3%	15%	3%	80%	40
Sectors Supported	Adult Behavioral Health		2%	19%	5%	74%	42
	Arts, Culture, Humanities		3%	31%	3%	62%	29
	Basic Needs	2%	2%	17%	2%	76%	42
	Children's Services			18%	2%	80%	44
	Comm, volunteerism, econ		6%	15%	9%	70%	33
	Criminal Justice			10%		90%	10
	Developmental Disabilities		3%	19%	6%	72%	32
	Education			26%	2%	72%	57
	Employment or job		3%	20%	10%	67%	30
	Environment			45%	18%	36%	11
	Health care (non-hospital)		3%	21%	3%	72%	29
	Higher Education			20%		80%	5
	Housing			17%	2%	81%	42
	Intellectual Disabilities		3%	21%	6%	71%	34
	Mental Health		2%	18%	4%	76%	55
	Public Benefit		6%	23%	6%	66%	35
Recreation, sports, leisure			44%	6%	50%	16	
Seniors			5%	21%	11%	63%	19
Year Founded	Before 1950	3%		23%	7%	67%	30
	1950-1969	4%		19%		78%	27
	1970-1979			16%	3%	81%	37
	1980-1989			30%	5%	65%	20
	1990-1999		4%	23%	8%	65%	26
	2000 or later		4%	27%		69%	26
Ex. Director/CEO Gender	Female	1%	1%	22%	4%	72%	99
	Male	2%		20%	3%	75%	64
Experience as Ex. Director/CEO	5 years or less		2%	25%	5%	68%	44
	6-10 years	2%	2%	29%	2%	64%	42
	11-20 years			21%	6%	74%	34
	More than 20 years	2%		13%	2%	83%	46

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>N</u>
OVERALL	2021	25%	23%	21%	19%	12%	13.6	173
All Employees	Fewer than 10 employees	25%	50%	8%		17%	9.9	12
	10-49 employees	32%	24%	17%	22%	5%	11.3	41
	50-99 employees	29%	26%	26%	17%	3%	10.9	35
	100-249 employees	26%	23%	21%	15%	15%	14.1	39
	250 employees or more	17%	11%	24%	26%	22%	18.3	46
Total Operating Expenses	Less than \$250k	13%	40%	27%		20%	13.2	15
	\$250k-\$499k	29%	29%	12%	24%	6%	10.9	17
	\$500k-\$999k	27%	27%	27%	12%	8%	11.6	26
	\$1m-\$4.99m	26%	22%	24%	22%	6%	12.6	50
	\$5m-\$9.99m	50%	17%	13%	21%		9.0	24
\$10m or more	13%	15%	20%	25%	28%	19.9	40	
Sectors Supported	Adult Behavioral Health	16%	19%	19%	30%	16%	17.0	43
	Arts, Culture, Humanities	30%	33%	17%	13%	7%	10.2	30
	Basic Needs	26%	12%	26%	19%	17%	15.0	42
	Children's Services	22%	22%	13%	29%	13%	14.7	45
	Comm, volunteerism, econ	30%	18%	18%	21%	12%	13.2	33
	Criminal Justice	40%	10%		20%	30%	15.8	10
	Developmental Disabilities	18%	15%	18%	21%	27%	18.6	33
	Education	26%	24%	14%	22%	14%	14.1	58
	Employment or job	20%	7%	20%	27%	27%	19.6	30
	Environment	8%	33%	33%	8%	17%	14.2	12
	Health care (non-hospital)	13%	33%	17%	27%	10%	14.4	30
	Higher Education	40%	20%	20%		20%	10.4	5
	Housing	29%	19%	17%	12%	24%	15.4	42
	Intellectual Disabilities	20%	11%	14%	23%	31%	19.9	35
	Mental Health	23%	13%	23%	23%	18%	16.1	56
Public Benefit	23%	23%	23%	14%	17%	14.2	35	
Recreation, sports, leisure	6%	29%	24%	12%	29%	18.1	17	
Seniors	32%	5%	21%	26%	16%	14.6	19	
Year Founded	Before 1950	33%	17%	13%	23%	13%	13.0	30
	1950-1969	25%	18%	25%	25%	7%	14.4	28
	1970-1979	24%	16%	16%	24%	21%	17.3	38
	1980-1989	29%	10%	24%	19%	19%	16.1	21
	1990-1999	23%	27%	23%	23%	4%	12.0	26
	2000 or later	15%	48%	30%		7%	9.1	27
Ex. Director/CEO Gender	Female	25%	24%	20%	17%	14%	13.8	100
	Male	28%	18%	18%	25%	11%	13.9	65
Experience as Ex. Director/CEO	5 years or less	40%	24%	11%	18%	7%	10.2	45
	6-10 years	20%	30%	25%	16%	9%	13.1	44
	11-20 years	26%	15%	35%	15%	9%	13.0	34
	More than 20 years	15%	17%	17%	28%	23%	18.5	47

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>N</u>
OVERALL	2021	24%	23%	27%	15%	10%	8.5	173
All Employees	Fewer than 10 employees	42%	25%	17%		17%	7.0	12
	10-49 employees	29%	29%	22%	12%	7%	6.9	41
	50-99 employees	20%	29%	34%	14%	3%	7.2	35
	100-249 employees	23%	26%	28%	13%	10%	7.9	39
	250 employees or more	20%	11%	28%	24%	17%	11.7	46
Total Operating Expenses	Less than \$250k	20%	13%	47%	7%	13%	9.1	15
	\$250k-\$499k	29%	29%	24%	6%	12%	7.0	17
	\$500k-\$999k	19%	23%	27%	27%	4%	8.9	26
	\$1m-\$4.99m	26%	24%	30%	12%	8%	7.4	50
	\$5m-\$9.99m	29%	33%	17%	13%	8%	6.8	24
\$10m or more	20%	18%	25%	20%	18%	11.0	40	
Sectors Supported	Adult Behavioral Health	21%	23%	40%	5%	12%	8.0	43
	Arts, Culture, Humanities	33%	27%	17%	20%	3%	7.1	30
	Basic Needs	29%	14%	33%	7%	17%	9.2	42
	Children's Services	20%	24%	31%	18%	7%	8.5	45
	Comm, volunteerism, econ	27%	27%	24%	9%	12%	7.8	33
	Criminal Justice	30%	20%	20%		30%	10.1	10
	Developmental Disabilities	21%	12%	33%	21%	12%	10.3	33
	Education	22%	21%	24%	19%	14%	9.6	58
	Employment or job	20%	13%	20%	20%	27%	13.3	30
	Environment	17%	8%	50%	8%	17%	9.8	12
	Health care (non-hospital)	33%	20%	27%	3%	17%	8.4	30
	Higher Education	40%		60%			5.2	5
	Housing	26%	21%	26%	10%	17%	9.5	42
	Intellectual Disabilities	23%	14%	29%	17%	17%	11.2	35
	Mental Health	20%	21%	30%	18%	11%	9.0	56
Public Benefit	26%	23%	23%	11%	17%	9.1	35	
Recreation, sports, leisure	18%	6%	41%	24%	12%	10.3	17	
Seniors	16%	32%	21%	11%	21%	9.6	19	
Year Founded	Before 1950	30%	17%	23%	20%	10%	8.3	30
	1950-1969	18%	29%	25%	14%	14%	9.0	28
	1970-1979	21%	29%	24%	16%	11%	8.8	38
	1980-1989	24%	19%	29%	14%	14%	10.5	21
	1990-1999	31%	27%	19%	12%	12%	7.5	26
	2000 or later	22%	15%	44%	15%	4%	7.5	27
Ex. Director/CEO Gender	Female	28%	20%	26%	13%	13%	8.8	100
	Male	18%	28%	28%	18%	8%	8.3	65
Experience as Ex. Director/CEO	5 years or less	56%	44%				2.6	45
	6-10 years	11%	14%	75%			6.5	44
	11-20 years	15%	21%	21%	44%		8.6	34
	More than 20 years	9%	15%	15%	23%	38%	16.4	47

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

		None	5 years or less	6-10 years	11-20 years	More than 20 years	Mean	N
OVERALL	2021	57%	13%	10%	10%	10%	5.2	164
All Employees	Fewer than 10 employees	58%	17%	8%	8%	8%	4.6	12
	10-49 employees	69%	10%	8%	8%	5%	3.4	39
	50-99 employees	59%	3%	6%	21%	12%	6.9	34
	100-249 employees	45%	18%	13%	13%	11%	6.6	38
	250 employees or more	54%	20%	15%		12%	4.6	41
Total Operating Expenses	Less than \$250k	69%	15%	8%		8%	3.4	13
	\$250k-\$499k	59%	24%		6%	12%	4.7	17
	\$500k-\$999k	52%	8%	12%	20%	8%	5.8	25
	\$1m-\$4.99m	57%	17%	9%	13%	4%	4.4	47
	\$5m-\$9.99m	42%	8%	21%	13%	17%	8.7	24
	\$10m or more	65%	8%	11%	3%	14%	4.6	37
Sectors Supported	Adult Behavioral Health	63%	11%	8%	3%	16%	5.4	38
	Arts, Culture, Humanities	45%	21%	10%	17%	7%	5.9	29
	Basic Needs	68%	10%	8%	5%	10%	4.6	40
	Children's Services	54%	15%	10%	7%	15%	6.0	41
	Comm, volunteerism, econ	52%	23%	19%	3%	3%	3.6	31
	Criminal Justice	44%	11%		22%	22%	9.0	9
	Developmental Disabilities	66%	13%	9%		13%	4.2	32
	Education	56%	18%	5%	11%	9%	4.9	55
	Employment or job	64%	11%	11%	7%	7%	3.9	28
	Environment	50%	25%	25%			2.8	12
	Health care (non-hospital)	59%	11%	7%	4%	19%	6.6	27
	Higher Education	50%			25%	25%	10.0	4
	Housing	53%	14%	17%	8%	8%	5.0	36
	Intellectual Disabilities	64%	9%	15%		12%	4.5	33
	Mental Health	59%	14%	8%	10%	10%	5.3	51
	Public Benefit	67%	9%	12%	6%	6%	3.8	33
Recreation, sports, leisure	41%	24%	24%		12%	6.1	17	
Seniors	67%	11%	11%	6%	6%	4.2	18	
Year Founded	Before 1950	39%	21%	11%	14%	14%	8.0	28
	1950-1969	52%	12%	8%	8%	20%	7.0	25
	1970-1979	75%	11%	6%	3%	6%	2.9	36
	1980-1989	70%	10%	10%	10%		2.7	20
	1990-1999	60%	12%	4%	12%	12%	5.3	25
	2000 or later	48%	15%	19%	15%	4%	5.0	27
Ex. Director/CEO Gender	Female	63%	9%	9%	12%	6%	4.3	95
	Male	47%	19%	11%	8%	15%	6.6	62
Experience as Ex. Director/CEO	5 years or less	90%	10%				0.2	42
	6-10 years	70%	20%	10%			1.5	40
	11-20 years	38%	18%	21%	24%		5.7	34
	More than 20 years	24%	9%	13%	18%	36%	13.2	45

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	99%	169	1.0	165
All Employees	Fewer than 10 employees	92%	11	1.0	10
	10-49 employees	98%	41	1.0	40
	50-99 employees	100%	35	1.0	35
	100-249 employees	100%	38	1.0	35
	250 employees or more	100%	44	1.0	45
Total Operating Expenses	Less than \$250k	92%	12	1.0	11
	\$250k-\$499k	94%	17	1.0	16
	\$500k-\$999k	100%	26	1.0	26
	\$1m-\$4.99m	100%	51	1.0	51
	\$5m-\$9.99m	100%	24	1.0	24
Sectors Supported	Adult Behavioral Health	100%	41	1.0	39
	Arts, Culture, Humanities	100%	31	1.0	29
	Basic Needs	98%	40	1.0	41
	Children's Services	100%	43	1.0	43
	Comm, volunteerism, econ	100%	33	1.0	31
	Criminal Justice	100%	9	1.0	9
	Developmental Disabilities	100%	32	1.0	32
	Education	100%	57	1.0	56
	Employment or job	100%	29	1.0	30
	Environment	92%	11	1.0	11
	Health care (non-hospital)	100%	28	1.0	26
	Higher Education	100%	5	1.0	5
	Housing	100%	41	1.0	42
	Intellectual Disabilities	100%	35	1.0	35
	Mental Health	100%	53	1.0	51
	Public Benefit	97%	33	1.0	31
	Recreation, sports, leisure	94%	16	1.0	16
Seniors	100%	18	1.0	17	
Year Founded	Before 1950	100%	30	1.0	29
	1950-1969	100%	27	1.0	27
	1970-1979	97%	35	1.0	34
	1980-1989	100%	21	1.0	22
	1990-1999	96%	25	1.0	24
	2000 or later	100%	28	1.0	26
Ex. Director/CEO Gender	Female	100%	97	1.0	96
	Male	98%	63	1.0	62
Experience as Ex. Director/CEO	5 years or less	100%	45	1.0	42
	6-10 years	100%	43	1.0	43
	11-20 years	100%	34	1.0	33
	More than 20 years	98%	43	1.0	44

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$69.68	\$15.62	\$46.34	\$67.59	\$85.27	\$196.00	163
All Employees	Fewer than 10 employees	\$63.93	\$19.25	\$60.03	\$61.27	\$74.40	\$119.42	10
	10-49 employees	\$62.05	\$15.62	\$39.55	\$58.35	\$81.12	\$128.21	40
	50-99 employees	\$61.21	\$23.40	\$43.99	\$58.26	\$73.64	\$128.00	35
	100-249 employees	\$73.02	\$17.12	\$41.59	\$74.10	\$100.39	\$141.84	34
	250 employees or more	\$82.10	\$28.21	\$60.22	\$78.53	\$100.75	\$196.00	44
Total Operating Expenses	Less than \$250k	\$47.28	\$15.62	\$24.83	\$31.75	\$68.03	\$108.19	11
	\$250k-\$499k	\$34.83	\$19.25	\$30.88	\$34.93	\$37.45	\$49.51	16
	\$500k-\$999k	\$51.81	\$28.21	\$39.67	\$48.00	\$59.00	\$128.00	25
	\$1m-\$4.99m	\$66.86	\$17.12	\$57.98	\$68.00	\$77.00	\$115.00	51
	\$5m-\$9.99m	\$95.73	\$60.10	\$74.33	\$89.74	\$111.79	\$196.00	23
\$10m or more	\$91.99	\$41.95	\$77.63	\$91.77	\$107.74	\$146.00	36	
Sectors Supported	Adult Behavioral Health	\$85.06	\$23.40	\$67.26	\$81.73	\$105.89	\$146.00	39
	Arts, Culture, Humanities	\$58.81	\$15.62	\$35.65	\$53.85	\$71.28	\$196.00	28
	Basic Needs	\$68.10	\$21.03	\$48.00	\$69.09	\$79.56	\$146.00	39
	Children's Services	\$69.29	\$17.12	\$48.00	\$68.55	\$83.50	\$146.00	42
	Comm, volunteerism, econ	\$59.52	\$15.62	\$38.63	\$62.50	\$77.16	\$111.81	31
	Criminal Justice	\$80.43	\$69.09	\$70.95	\$76.16	\$85.34	\$103.00	8
	Developmental Disabilities	\$68.87	\$15.62	\$51.04	\$65.38	\$86.07	\$141.06	31
	Education	\$64.71	\$15.62	\$39.73	\$60.10	\$76.50	\$196.00	54
	Employment or job	\$75.78	\$15.62	\$49.04	\$71.32	\$103.00	\$146.00	29
	Environment	\$50.84	\$17.12	\$29.50	\$49.51	\$62.70	\$115.00	11
	Health care (non-hospital)	\$83.93	\$21.03	\$70.59	\$79.32	\$104.11	\$146.00	27
	Higher Education	\$54.65	\$35.25	\$39.67	\$57.00	\$70.00	\$71.32	5
	Housing	\$74.16	\$26.25	\$60.58	\$70.67	\$93.47	\$146.00	41
	Intellectual Disabilities	\$71.65	\$30.00	\$53.42	\$66.64	\$87.44	\$141.06	34
	Mental Health	\$82.31	\$30.50	\$64.35	\$74.81	\$102.00	\$146.00	51
	Public Benefit	\$70.10	\$21.03	\$53.03	\$68.00	\$79.52	\$141.06	31
	Recreation, sports, leisure	\$64.49	\$17.12	\$39.68	\$65.47	\$77.42	\$141.84	16
Seniors	\$69.18	\$21.03	\$44.43	\$68.00	\$74.18	\$146.00	17	
Year Founded	Before 1950	\$80.54	\$29.32	\$46.75	\$78.66	\$101.90	\$196.00	28
	1950-1969	\$72.79	\$31.25	\$61.54	\$77.00	\$80.58	\$146.00	27
	1970-1979	\$74.97	\$35.25	\$53.04	\$69.11	\$93.47	\$131.87	33
	1980-1989	\$62.70	\$15.62	\$45.98	\$59.00	\$70.67	\$115.00	21
	1990-1999	\$69.09	\$26.25	\$42.74	\$65.38	\$84.00	\$141.84	25
	2000 or later	\$50.14	\$17.12	\$31.06	\$52.50	\$67.38	\$97.51	26
Ex. Director/CEO Gender	Female	\$64.99	\$15.62	\$42.74	\$63.22	\$79.33	\$146.00	94
	Male	\$78.28	\$19.25	\$55.26	\$73.47	\$102.80	\$196.00	62
Experience as Ex. Director/CEO	5 years or less	\$65.55	\$19.25	\$47.35	\$66.35	\$78.16	\$119.42	43
	6-10 years	\$66.87	\$21.03	\$49.16	\$66.15	\$86.53	\$115.00	42
	11-20 years	\$71.70	\$15.62	\$41.80	\$64.75	\$100.55	\$141.84	32
	More than 20 years	\$75.75	\$17.12	\$51.52	\$73.69	\$93.08	\$196.00	43

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>Housing or Housing Allowance</u>
OVERALL	2021	20%	22%	25%	5%	1%
All Employees	Fewer than 10 employees	17%	17%	8%	8%	8%
	10-49 employees	19%	19%	25%	6%	
	50-99 employees	27%	6%	30%	3%	
	100-249 employees	11%	14%	22%	3%	
	250 employees or more	23%	44%	28%	7%	2%
Total Operating Expenses	Less than \$250k	14%	14%	14%	7%	7%
	\$250k-\$499k	13%	19%	19%		
	\$500k-\$999k	17%	9%	17%		
	\$1m-\$4.99m	25%	15%	21%		2%
	\$5m-\$9.99m	24%	14%	48%	14%	
	\$10m or more	18%	47%	29%	11%	
Sectors Supported	Adult Behavioral Health	21%	36%	26%	12%	
	Arts, Culture, Humanities	17%	7%	14%	7%	3%
	Basic Needs	27%	22%	12%	10%	
	Children's Services	14%	33%	21%	9%	2%
	Comm, volunteerism, econ	19%	28%	16%	3%	3%
	Criminal Justice	33%	33%	11%		
	Developmental Disabilities	27%	33%	20%	7%	3%
	Education	15%	19%	19%	6%	2%
	Employment or job	28%	28%	28%	10%	
	Environment	25%	25%	8%		
	Health care (non-hospital)	15%	33%	22%	7%	
	Higher Education			25%		
	Housing	24%	24%	36%	7%	
	Intellectual Disabilities	19%	31%	25%	6%	3%
	Mental Health	18%	27%	27%	8%	
	Public Benefit	12%	18%	18%	6%	3%
Recreation, sports, leisure	18%	29%	12%	12%	6%	
Seniors	22%	22%	11%	6%		
Year Founded	Before 1950	14%	31%	24%	7%	3%
	1950-1969	29%	14%	29%	4%	
	1970-1979	22%	31%	22%	6%	
	1980-1989	28%	22%	22%		
	1990-1999	12%	15%	27%	4%	
	2000 or later	19%	12%	27%	4%	4%
Ex. Director/CEO Gender	Female	26%	17%	21%	2%	
	Male	13%	28%	32%	8%	2%
Experience as Ex. Director/CEO	5 years or less	16%	14%	32%	5%	5%
	6-10 years	20%	32%	24%	2%	
	11-20 years	23%	26%	19%	3%	
	More than 20 years	21%	19%	24%	10%	

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

		<u>Phone Allowance</u>	<u>Supplemental Insurance</u>	<u>Supplemental Retirement</u>	<u>Other</u>	<u>No extra compensation provided</u>	<u>N</u>
OVERALL	2021	21%	11%	12%	8%	34%	161
All Employees	Fewer than 10 employees	42%	8%	8%	8%	33%	12
	10-49 employees	19%	19%	8%	8%	33%	36
	50-99 employees	9%	12%	6%	6%	42%	33
	100-249 employees	19%	5%	5%	5%	46%	37
	250 employees or more	28%	7%	26%	12%	16%	43
Total Operating Expenses	Less than \$250k	7%	7%		21%	36%	14
	\$250k-\$499k	13%	6%		6%	50%	16
	\$500k-\$999k	4%	13%	9%		48%	23
	\$1m-\$4.99m	27%	10%	8%	2%	35%	48
	\$5m-\$9.99m	33%	10%	10%	14%	19%	21
	\$10m or more	26%	13%	29%	13%	21%	38
Sectors Supported	Adult Behavioral Health	24%	12%	17%	5%	31%	42
	Arts, Culture, Humanities	14%	10%	3%	10%	41%	29
	Basic Needs	27%	2%	12%	10%	34%	41
	Children's Services	19%	12%	14%	5%	37%	43
	Comm, volunteerism, econ	31%	6%	6%	9%	28%	32
	Criminal Justice	33%	11%	11%		33%	9
	Developmental Disabilities	17%	17%	27%	17%	17%	30
	Education	19%	11%	13%	2%	38%	53
	Employment or job	28%	14%	14%	10%	21%	29
	Environment	33%				33%	12
	Health care (non-hospital)	33%	4%	15%	4%	30%	27
	Higher Education		25%	25%		75%	4
	Housing	19%	7%	14%	7%	33%	42
	Intellectual Disabilities	16%	16%	25%	22%	19%	32
	Mental Health	25%	10%	8%	10%	31%	51
	Public Benefit	26%	6%	12%	6%	38%	34
	Recreation, sports, leisure	12%		6%	6%	35%	17
Seniors	33%	6%	6%	6%	39%	18	
Year Founded	Before 1950	17%	7%	7%	3%	38%	29
	1950-1969	29%	11%	18%	14%	21%	28
	1970-1979	16%	13%	19%	6%	34%	32
	1980-1989	22%	11%	11%		28%	18
	1990-1999	27%	15%		8%	42%	26
	2000 or later	19%	8%	8%	15%	38%	26
Ex. Director/CEO Gender	Female	21%	11%	12%	10%	35%	94
	Male	23%	12%	12%	7%	28%	60
Experience as Ex. Director/CEO	5 years or less	18%	7%	9%		39%	44
	6-10 years	22%	15%	15%	17%	24%	41
	11-20 years	23%	6%	10%	10%	29%	31
	More than 20 years	24%	14%	14%	7%	38%	42

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>N</u>
OVERALL	2021	26%	46%	29%	\$14,137	35
All Employees	10-49 employees	33%	67%		\$6,950	9
	50-99 employees	25%	63%	13%	\$10,795	8
	100-249 employees	29%		71%	\$25,251	7
	250 employees or more	18%	45%	36%	\$17,062	11
Total Operating Expenses	Less than \$250k		100%		\$2,500	1
	\$250k-\$499k	100%			\$2,333	3
	\$500k-\$999k	50%	50%		\$4,750	4
	\$1m-\$4.99m	10%	70%	20%	\$13,950	10
	\$5m-\$9.99m	13%	63%	25%	\$16,645	8
	\$10m or more	22%	11%	67%	\$22,482	9
Sectors Supported	Adult Behavioral Health	13%	38%	50%	\$18,292	8
	Arts, Culture, Humanities	75%	25%		\$4,400	4
	Basic Needs	75%	25%		\$7,808	4
	Children's Services	29%	57%	14%	\$13,994	7
	Comm, volunteerism, econ		80%	20%	\$14,292	5
	Criminal Justice			100%	\$27,090	1
	Developmental Disabilities	25%	50%	25%	\$10,993	4
	Education	63%	13%	25%	\$11,958	8
	Employment or job	38%	38%	25%	\$10,863	8
	Environment	100%			\$3,000	1
	Health care (non-hospital)		50%	50%	\$16,440	4
	Higher Education	100%			\$4,000	1
	Housing	23%	54%	23%	\$13,331	13
	Intellectual Disabilities	17%	33%	50%	\$17,958	6
	Mental Health	8%	50%	42%	\$17,575	12
	Public Benefit	17%	83%		\$8,477	6
	Recreation, sports, leisure			100%	\$32,128	1
Seniors			100%	\$22,500	1	
Year Founded	Before 1950	17%	33%	50%	\$16,875	6
	1950-1969	17%	17%	67%	\$21,918	6
	1970-1979	33%	33%	33%	\$12,411	6
	1980-1989		100%		\$6,800	4
	1990-1999	17%	67%	17%	\$15,709	6
	2000 or later	57%	43%		\$5,821	7
Ex. Director/CEO Gender	Female	24%	53%	24%	\$12,840	17
	Male	24%	41%	35%	\$15,950	17
Experience as Ex. Director/CEO	5 years or less	17%	58%	25%	\$11,750	12
	6-10 years	33%	33%	33%	\$17,347	9
	11-20 years	20%	40%	40%	\$15,708	5
	More than 20 years	33%	44%	22%	\$15,143	9

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

		<u>None</u>	<u>One</u>	<u>Two</u>	<u>Three</u>	<u>Four</u>	<u>Five or more</u>	<u>Mean</u>	<u>N</u>
OVERALL	2021	35%	19%	15%	7%	10%	15%	2.0	178
All Employees	Fewer than 10 employees	62%		8%	23%	8%		1.2	13
	10-49 employees	60%	24%	2%	2%	4%	7%	0.9	45
	50-99 employees	27%	24%	27%	3%	6%	12%	1.9	33
	100-249 employees	28%	10%	20%	5%	20%	18%	2.5	40
	250 employees or more	15%	23%	15%	13%	9%	26%	2.9	47
Total Operating Expenses	Less than \$250k	53%	24%		12%	6%	6%	1.1	17
	\$250k-\$499k	85%	5%	5%	5%			0.3	20
	\$500k-\$999k	73%	19%	8%				0.3	26
	\$1m-\$4.99m	22%	31%	18%	6%	8%	14%	2.0	49
	\$5m-\$9.99m	17%	13%	33%	4%	13%	21%	2.8	24
\$10m or more	3%	15%	15%	13%	23%	33%	3.9	40	
Sectors Supported	Adult Behavioral Health	2%	17%	26%	14%	21%	19%	3.2	42
	Arts, Culture, Humanities	70%	6%	15%		3%	6%	0.9	33
	Basic Needs	33%	16%	14%	9%	12%	16%	2.3	43
	Children's Services	27%	27%	13%	4%	9%	20%	2.4	45
	Comm, volunteerism, econ	44%	26%	6%	3%	15%	6%	1.4	34
	Criminal Justice	10%		20%	10%	30%	30%	3.7	10
	Developmental Disabilities	15%	18%	24%	6%	9%	27%	3.0	33
	Education	42%	20%	14%	3%	10%	10%	1.7	59
	Employment or job	24%	10%	10%	14%	17%	24%	3.1	29
	Environment	50%	14%	7%	7%	7%	14%	1.6	14
	Health care (non-hospital)	13%	13%	13%	20%	17%	23%	3.2	30
	Higher Education	60%	20%			20%		1.0	5
	Housing	26%	10%	10%	14%	19%	21%	2.9	42
	Intellectual Disabilities	11%	19%	19%	8%	8%	33%	3.3	36
	Mental Health	13%	20%	20%	9%	18%	20%	2.9	55
Public Benefit	44%	17%	11%	6%	17%	6%	1.5	36	
Recreation, sports, leisure	32%	16%		5%	21%	26%	2.6	19	
Seniors	25%	30%	5%	10%	10%	20%	2.5	20	
Year Founded	Before 1950	26%	26%	23%	3%	10%	13%	1.9	31
	1950-1969	14%	21%	21%		10%	34%	3.6	29
	1970-1979	38%	13%	13%	15%	10%	13%	1.9	40
	1980-1989	38%	14%	10%	14%	10%	14%	2.0	21
	1990-1999	44%	20%	16%		12%	8%	1.5	25
	2000 or later	55%	24%	7%	10%	3%		0.8	29
Ex. Director/CEO Gender	Female	36%	18%	16%	4%	11%	14%	2.0	98
	Male	28%	22%	14%	12%	8%	17%	2.2	65
Experience as Ex. Director/CEO	5 years or less	36%	27%	7%	9%	11%	9%	1.8	44
	6-10 years	32%	16%	25%	2%	7%	18%	2.0	44
	11-20 years	44%	9%	12%	9%	12%	15%	1.9	34
	More than 20 years	17%	26%	17%	9%	11%	20%	2.7	46

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%	116
All Employees	Fewer than 10 employees	59%	41%	0%	0%	0%	5
	10-49 employees	22%	78%	0%	0%	0%	18
	50-99 employees	33%	64%	0%	0%	3%	24
	100-249 employees	30%	65%	0%	0%	5%	29
	250 employees or more	27%	69%	0%	0%	4%	40
Total Operating Expenses	Less than \$250k	41%	59%	0%	0%	0%	8
	\$250k-\$499k	43%	57%	0%	0%	0%	3
	\$500k-\$999k	10%	90%	0%	0%	0%	7
	\$1m-\$4.99m	26%	65%	0%	0%	9%	38
	\$5m-\$9.99m	38%	62%	0%	0%	0%	20
	\$10m or more	27%	69%	0%	0%	3%	39
Sectors Supported	Adult Behavioral Health	26%	70%	0%	0%	4%	41
	Arts, Culture, Humanities	43%	57%	0%	0%	0%	10
	Basic Needs	28%	66%	0%	0%	6%	29
	Children's Services	29%	71%	0%	0%	0%	33
	Comm, volunteerism, econ	31%	69%	0%	0%	0%	19
	Criminal Justice	30%	70%	0%	0%	0%	9
	Developmental Disabilities	29%	71%	0%	0%	0%	28
	Education	34%	64%	0%	0%	2%	34
	Employment or job	25%	75%	0%	0%	0%	22
	Environment	38%	62%	0%	0%	0%	7
	Health care (non-hospital)	36%	59%	0%	0%	5%	26
	Higher Education	0%	100%	0%	0%	0%	2
	Housing	27%	73%	0%	0%	0%	31
	Intellectual Disabilities	29%	71%	0%	0%	0%	32
	Mental Health	25%	71%	0%	0%	3%	48
	Public Benefit	24%	76%	0%	0%	0%	20
Recreation, sports, leisure	35%	65%	0%	0%	0%	13	
Seniors	40%	60%	0%	0%	0%	15	
Year Founded	Before 1950	33%	57%	0%	0%	10%	23
	1950-1969	24%	76%	0%	0%	0%	25
	1970-1979	24%	69%	0%	0%	7%	25
	1980-1989	45%	55%	0%	0%	0%	13
	1990-1999	37%	63%	0%	0%	0%	14
	2000 or later	41%	50%	0%	0%	9%	13
Ex. Director/CEO Gender	Female	23%	77%	0%	0%	0%	63
	Male	41%	56%	0%	0%	3%	47
Experience as Ex. Director/CEO	5 years or less	27%	73%	0%	0%	0%	28
	6-10 years	27%	64%	0%	0%	9%	30
	11-20 years	34%	58%	0%	0%	8%	19
	More than 20 years	30%	70%	0%	0%	0%	38

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>	<u>Native American, American Indian or Alaska Native</u>
OVERALL	2021	1%	1%	8%	5%	0%	0%
All Employees	Fewer than 10 employees	0%	0%	23%	0%	0%	0%
	10-49 employees	5%	3%	11%	11%	0%	0%
	50-99 employees	0%	0%	2%	14%	0%	0%
	100-249 employees	1%	1%	11%	2%	1%	0%
	250 employees or more	1%	0%	6%	2%	0%	0%
Total Operating Expenses	Less than \$250k	0%	0%	0%	0%	0%	0%
	\$250k-\$499k	0%	20%	0%	0%	0%	0%
	\$500k-\$999k	0%	0%	0%	0%	0%	0%
	\$1m-\$4.99m	3%	0%	9%	3%	0%	0%
	\$5m-\$9.99m	0%	1%	9%	9%	0%	0%
\$10m or more	1%	0%	9%	5%	1%	0%	
Sectors Supported	Adult Behavioral Health	2%	0%	8%	3%	0%	0%
	Arts, Culture, Humanities	0%	0%	4%	0%	0%	0%
	Basic Needs	2%	1%	9%	10%	0%	0%
	Children's Services	2%	1%	7%	8%	0%	0%
	Comm, volunteerism, econ	4%	2%	16%	4%	0%	0%
	Criminal Justice	5%	0%	24%	13%	0%	0%
	Developmental Disabilities	1%	0%	7%	6%	0%	0%
	Education	2%	0%	10%	7%	0%	0%
	Employment or job	2%	0%	14%	5%	0%	0%
	Environment	0%	0%	5%	5%	0%	0%
	Health care (non-hospital)	4%	0%	7%	8%	0%	0%
	Higher Education	40%	0%	20%	0%	0%	0%
	Housing	3%	0%	12%	3%	1%	0%
	Intellectual Disabilities	1%	0%	7%	7%	0%	0%
	Mental Health	1%	0%	8%	6%	1%	0%
Public Benefit	4%	0%	18%	2%	0%	0%	
Recreation, sports, leisure	0%	0%	8%	0%	0%	0%	
Seniors	0%	0%	15%	4%	0%	0%	
Year Founded	Before 1950	0%	2%	2%	0%	0%	0%
	1950-1969	1%	0%	7%	8%	0%	0%
	1970-1979	0%	0%	6%	12%	1%	0%
	1980-1989	2%	0%	12%	2%	0%	0%
	1990-1999	6%	0%	19%	0%	0%	0%
	2000 or later	5%	0%	0%	0%	0%	0%
Ex. Director/CEO Gender	Female	2%	1%	10%	4%	0%	0%
	Male	1%	0%	6%	6%	1%	0%
Experience as Ex. Director/CEO	5 years or less	4%	0%	11%	6%	0%	0%
	6-10 years	0%	2%	5%	2%	0%	0%
	11-20 years	2%	0%	2%	2%	0%	0%
	More than 20 years	1%	0%	12%	8%	1%	0%

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

		<u>Native Hawaiian or Pacific Islander</u>	<u>White or European American</u>	<u>Other</u>	<u>Unknown</u>	<u>We do not collect this data</u>	<u>N</u>
OVERALL	2021	0%	78%	0%	0%	7%	116
All Employees	Fewer than 10 employees	0%	77%	0%	0%	0%	5
	10-49 employees	0%	68%	0%	0%	3%	18
	50-99 employees	0%	78%	0%	0%	7%	24
	100-249 employees	0%	74%	0%	0%	11%	29
	250 employees or more	0%	84%	0%	1%	5%	40
Total Operating Expenses	Less than \$250k	0%	100%	0%	0%	0%	8
	\$250k-\$499k	0%	80%	0%	0%	0%	3
	\$500k-\$999k	0%	100%	0%	0%	0%	7
	\$1m-\$4.99m	0%	72%	0%	0%	12%	38
	\$5m-\$9.99m	0%	72%	0%	0%	9%	20
	\$10m or more	0%	80%	0%	1%	4%	39
Sectors Supported	Adult Behavioral Health	0%	83%	0%	0%	5%	41
	Arts, Culture, Humanities	0%	96%	0%	0%	0%	10
	Basic Needs	0%	72%	0%	0%	6%	29
	Children's Services	0%	82%	0%	0%	0%	33
	Comm, volunteerism, econ	0%	73%	0%	0%	0%	19
	Criminal Justice	0%	58%	0%	0%	0%	9
	Developmental Disabilities	0%	83%	0%	1%	1%	28
	Education	0%	77%	0%	0%	3%	34
	Employment or job	0%	76%	0%	0%	3%	22
	Environment	0%	90%	0%	0%	0%	7
	Health care (non-hospital)	0%	75%	0%	0%	5%	26
	Higher Education	0%	40%	0%	0%	0%	2
	Housing	0%	77%	0%	0%	5%	31
	Intellectual Disabilities	0%	82%	0%	1%	3%	32
	Mental Health	0%	80%	0%	0%	5%	48
Public Benefit	0%	76%	0%	0%	0%	20	
Recreation, sports, leisure	0%	92%	0%	0%	0%	13	
Seniors	0%	81%	0%	0%	0%	15	
Year Founded	Before 1950	0%	78%	0%	0%	19%	23
	1950-1969	0%	82%	0%	0%	2%	25
	1970-1979	0%	72%	0%	0%	9%	25
	1980-1989	0%	81%	0%	2%	0%	13
	1990-1999	0%	72%	0%	0%	3%	14
	2000 or later	0%	86%	0%	0%	9%	13
Ex. Director/CEO Gender	Female	0%	77%	0%	0%	5%	63
	Male	0%	82%	0%	1%	4%	47
Experience as Ex. Director/CEO	5 years or less	0%	74%	0%	0%	4%	28
	6-10 years	0%	75%	0%	0%	16%	30
	11-20 years	0%	88%	0%	0%	8%	19
	More than 20 years	0%	77%	0%	1%	1%	38

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	10%	57%	8%	1%	11%	13%	178
All Employees	Fewer than 10 employees	23%	38%	15%			23%	13
	10-49 employees	14%	43%	2%		16%	25%	44
	50-99 employees	12%	59%	9%		9%	12%	34
	100-249 employees	5%	68%	10%	3%	5%	10%	40
	250 employees or more	6%	66%	11%		15%	2%	47
Total Operating Expenses	Less than \$250k	13%	31%				56%	16
	\$250k-\$499k	11%	21%	16%		5%	47%	19
	\$500k-\$999k	23%	38%	8%		12%	19%	26
	\$1m-\$4.99m	12%	71%	6%		12%		51
	\$5m-\$9.99m	4%	79%	8%		8%		24
	\$10m or more	3%	65%	13%	3%	18%		40
Sectors Supported	Adult Behavioral Health	2%	67%	9%	2%	16%	2%	43
	Arts, Culture, Humanities	15%	39%	9%		3%	33%	33
	Basic Needs	7%	55%	7%		19%	12%	42
	Children's Services	9%	60%	9%		11%	11%	45
	Comm, volunteerism, econ	12%	50%	3%		18%	18%	34
	Criminal Justice	20%	60%			20%		10
	Developmental Disabilities	3%	67%	12%		9%	9%	33
	Education	7%	58%	17%		7%	12%	59
	Employment or job	7%	63%	7%		13%	10%	30
	Environment	14%	57%				29%	14
	Health care (non-hospital)	13%	63%	10%	3%	7%	3%	30
	Higher Education		60%	40%				5
	Housing	10%	64%	5%		14%	7%	42
	Intellectual Disabilities	6%	69%	11%		11%	3%	36
	Mental Health	9%	61%	7%	2%	20%	2%	56
	Public Benefit	22%	44%	3%		17%	14%	36
	Recreation, sports, leisure	5%	63%	11%			21%	19
Seniors	5%	55%	15%	5%	15%	5%	20	
Year Founded	Before 1950	10%	60%	7%	3%	13%	7%	30
	1950-1969	3%	72%	3%		14%	7%	29
	1970-1979	8%	65%	5%		15%	8%	40
	1980-1989	29%	52%	10%			10%	21
	1990-1999	12%	54%	19%		4%	12%	26
	2000 or later	7%	38%	7%		10%	38%	29
Ex. Director/CEO Gender	Female	11%	53%	8%	1%	14%	12%	98
	Male	9%	65%	11%		8%	8%	65
Experience as Ex. Director/CEO	5 years or less	9%	55%	9%	2%	14%	11%	44
	6-10 years	7%	77%	7%			9%	43
	11-20 years	6%	53%	6%		18%	18%	34
	More than 20 years	19%	47%	13%		15%	6%	47

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	1%	38%	14%	21%	9%	18%	176
All Employees	Fewer than 10 employees		23%	8%	31%		38%	13
	10-49 employees	2%	28%	7%	19%	12%	33%	43
	50-99 employees		32%	12%	29%	6%	21%	34
	100-249 employees		43%	18%	23%	5%	13%	40
	250 employees or more		52%	20%	13%	13%	2%	46
Total Operating Expenses	Less than \$250k	6%	19%	6%	6%		63%	16
	\$250k-\$499k		16%	11%	11%		63%	19
	\$500k-\$999k		12%	20%	36%	4%	28%	25
	\$1m-\$4.99m		42%	8%	34%	10%	6%	50
	\$5m-\$9.99m		63%	17%	13%	8%		24
	\$10m or more		50%	20%	13%	18%		40
Sectors Supported	Adult Behavioral Health		44%	19%	19%	16%	2%	43
	Arts, Culture, Humanities	3%	25%	3%	28%		41%	32
	Basic Needs	2%	40%	14%	12%	10%	21%	42
	Children's Services		39%	14%	20%	11%	16%	44
	Comm, volunteerism, econ	3%	39%	12%	9%	9%	27%	33
	Criminal Justice		60%		20%	20%		10
	Developmental Disabilities		33%	21%	24%	12%	9%	33
	Education		36%	20%	22%	7%	15%	59
	Employment or job		40%	20%	17%	13%	10%	30
	Environment		21%	14%	29%		36%	14
	Health care (non-hospital)	3%	50%	20%	10%	7%	10%	30
	Higher Education		40%	40%	20%			5
	Housing	2%	49%	15%	15%	12%	7%	41
	Intellectual Disabilities	3%	39%	19%	22%	14%	3%	36
	Mental Health	2%	47%	15%	16%	18%	2%	55
	Public Benefit	3%	34%	14%	14%	11%	23%	35
	Recreation, sports, leisure		37%	11%	26%		26%	19
Seniors		35%	15%	25%	10%	15%	20	
Year Founded	Before 1950		43%	10%	23%	10%	13%	30
	1950-1969		59%	15%	7%	11%	7%	27
	1970-1979		40%	15%	23%	13%	10%	40
	1980-1989		24%	14%	52%		10%	21
	1990-1999		31%	19%	23%	4%	23%	26
	2000 or later	3%	28%	7%	7%	7%	48%	29
Ex. Director/CEO Gender	Female		29%	15%	26%	10%	20%	96
	Male	2%	49%	15%	15%	8%	11%	65
Experience as Ex. Director/CEO	5 years or less		40%	10%	21%	12%	17%	42
	6-10 years		40%	12%	35%	2%	12%	43
	11-20 years		38%	12%	15%	9%	26%	34
	More than 20 years	2%	34%	21%	17%	13%	13%	47

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	16%	40%	10%	11%	6%	17%	178
All Employees	Fewer than 10 employees	23%	31%		15%		31%	13
	10-49 employees	20%	33%	4%	9%	4%	29%	45
	50-99 employees	18%	38%	9%	15%	3%	18%	34
	100-249 employees	18%	38%	15%	10%		18%	39
	250 employees or more	6%	53%	13%	11%	15%	2%	47
Total Operating Expenses	Less than \$250k	19%	19%		6%		56%	16
	\$250k-\$499k	11%	16%	5%	5%		63%	19
	\$500k-\$999k	23%	23%	12%	8%		35%	26
	\$1m-\$4.99m	22%	51%	6%	14%	6%	2%	51
	\$5m-\$9.99m	17%	54%	13%	13%	4%		24
	\$10m or more	5%	50%	18%	13%	15%		40
Sectors Supported	Adult Behavioral Health	14%	40%	16%	12%	16%	2%	43
	Arts, Culture, Humanities	19%	31%	9%	3%		38%	32
	Basic Needs	14%	35%	12%	12%	9%	19%	43
	Children's Services	15%	43%	13%	9%	9%	11%	46
	Comm, volunteerism, econ	21%	41%	3%		6%	29%	34
	Criminal Justice	30%	50%		10%	10%		10
	Developmental Disabilities	12%	45%	18%	12%	3%	9%	33
	Education	10%	48%	12%	9%	2%	19%	58
	Employment or job	10%	50%	10%	3%	13%	13%	30
	Environment	14%	57%				29%	14
	Health care (non-hospital)	23%	40%	13%	17%	3%	3%	30
	Higher Education		40%	20%	40%			5
	Housing	19%	40%	7%	12%	14%	7%	42
	Intellectual Disabilities	14%	50%	17%	11%	6%	3%	36
	Mental Health	18%	34%	13%	16%	18%	2%	56
Public Benefit	22%	36%	3%	8%	8%	22%	36	
Recreation, sports, leisure	11%	53%	5%	11%		21%	19	
Seniors	15%	40%	10%	15%	10%	10%	20	
Year Founded	Before 1950	13%	60%	3%	7%	7%	10%	30
	1950-1969	10%	55%	14%	7%	7%	7%	29
	1970-1979	15%	38%	10%	18%	8%	13%	40
	1980-1989	24%	38%	14%	14%		10%	21
	1990-1999	23%	27%	8%	19%	4%	19%	26
	2000 or later	10%	28%	7%	3%	3%	48%	29
Ex. Director/CEO Gender	Female	18%	34%	9%	12%	7%	19%	98
	Male	15%	48%	12%	11%	5%	9%	65
Experience as Ex. Director/CEO	5 years or less	11%	43%	5%	16%	9%	16%	44
	6-10 years	18%	50%	14%	9%		9%	44
	11-20 years	9%	29%	3%	21%	9%	29%	34
	More than 20 years	26%	35%	17%	4%	7%	11%	46

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	2%	30%	11%	30%	6%	21%	176
All Employees	Fewer than 10 employees		23%	8%	31%		38%	13
	10-49 employees	5%	27%	5%	23%	5%	36%	44
	50-99 employees		26%	6%	38%	6%	24%	34
	100-249 employees	3%	26%	18%	36%		18%	39
	250 employees or more	2%	41%	17%	24%	13%	2%	46
Total Operating Expenses	Less than \$250k	6%	19%		13%		63%	16
	\$250k-\$499k		11%	5%	16%		68%	19
	\$500k-\$999k		12%	16%	32%		40%	25
	\$1m-\$4.99m	6%	34%	4%	44%	4%	8%	50
	\$5m-\$9.99m		50%	13%	29%	8%		24
	\$10m or more		38%	25%	23%	15%		40
Sectors Supported	Adult Behavioral Health		33%	19%	30%	16%	2%	43
	Arts, Culture, Humanities	3%	23%	3%	26%		45%	31
	Basic Needs	5%	26%	14%	23%	9%	23%	43
	Children's Services		31%	13%	27%	11%	18%	45
	Comm, volunteerism, econ	6%	33%	9%	15%	3%	33%	33
	Criminal Justice		50%		30%	20%		10
	Developmental Disabilities		33%	18%	33%	6%	9%	33
	Education		38%	14%	24%	3%	21%	58
	Employment or job		37%	20%	17%	13%	13%	30
	Environment		21%	14%	29%		36%	14
	Health care (non-hospital)	7%	30%	20%	27%	7%	10%	30
	Higher Education		40%	20%	40%			5
	Housing	7%	34%	12%	27%	12%	7%	41
	Intellectual Disabilities	3%	36%	19%	31%	8%	3%	36
	Mental Health	4%	27%	16%	33%	18%	2%	55
	Public Benefit	6%	29%	11%	20%	9%	26%	35
	Recreation, sports, leisure	5%	32%	5%	32%		26%	19
Seniors	5%	30%	10%	30%	10%	15%	20	
Year Founded	Before 1950		47%	3%	27%	7%	17%	30
	1950-1969		44%	19%	22%	4%	11%	27
	1970-1979	3%	25%	18%	33%	10%	13%	40
	1980-1989		19%	10%	62%		10%	21
	1990-1999	4%	27%	8%	31%	4%	27%	26
	2000 or later	7%	21%	7%	10%	3%	52%	29
Ex. Director/CEO Gender	Female	2%	20%	10%	38%	6%	24%	96
	Male	3%	42%	15%	22%	6%	12%	65
Experience as Ex. Director/CEO	5 years or less	2%	33%	7%	31%	10%	17%	42
	6-10 years	2%	32%	11%	39%		16%	44
	11-20 years	3%	24%	6%	29%	6%	32%	34
	More than 20 years	2%	28%	20%	26%	9%	15%	46

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	66%	5%	2%	5%	2%	20%	176
All Employees	Fewer than 10 employees	46%	8%				46%	13
	10-49 employees	55%	5%	2%	5%		34%	44
	50-99 employees	59%	3%	3%	6%	6%	24%	34
	100-249 employees	67%	8%	3%	8%	3%	13%	39
	250 employees or more	87%	4%		4%		4%	46
Total Operating Expenses	Less than \$250k	27%	7%			7%	60%	15
	\$250k-\$499k	21%	11%	5%	5%		58%	19
	\$500k-\$999k	31%	4%	4%	4%	4%	54%	26
	\$1m-\$4.99m	82%	4%		8%	2%	4%	50
	\$5m-\$9.99m	96%	4%					24
	\$10m or more	88%	5%		8%			40
Sectors Supported	Adult Behavioral Health	84%	5%		7%	2%	2%	43
	Arts, Culture, Humanities	44%	9%				47%	32
	Basic Needs	69%		5%	2%		24%	42
	Children's Services	76%		2%	4%	2%	15%	46
	Comm, volunteerism, econ	52%	3%	3%	9%	3%	30%	33
	Criminal Justice	90%	10%					10
	Developmental Disabilities	76%	3%		9%	3%	9%	33
	Education	63%	7%	2%	4%	2%	23%	57
	Employment or job	67%	7%		10%		17%	30
	Environment	62%	8%				31%	13
	Health care (non-hospital)	80%	7%		7%		7%	30
	Higher Education	60%		20%	20%			5
	Housing	73%	7%	2%	2%		15%	41
	Intellectual Disabilities	81%	3%		8%	3%	6%	36
	Mental Health	82%	4%	2%	9%	2%	2%	55
	Public Benefit	60%	3%		6%	3%	29%	35
	Recreation, sports, leisure	67%	6%	6%	6%		17%	18
Seniors	55%	10%	10%	10%		15%	20	
Year Founded	Before 1950	77%	3%	7%	3%		10%	30
	1950-1969	68%	7%		14%	4%	7%	28
	1970-1979	74%	10%		3%		13%	39
	1980-1989	71%			5%		24%	21
	1990-1999	65%	8%		4%		23%	26
	2000 or later	34%		3%	3%	7%	52%	29
Ex. Director/CEO Gender	Female	58%	5%	2%	8%	2%	24%	96
	Male	83%	3%		2%	2%	11%	65
Experience as Ex. Director/CEO	5 years or less	61%	9%		7%	2%	20%	44
	6-10 years	73%	7%		7%		14%	44
	11-20 years	67%			3%	3%	27%	33
	More than 20 years	70%	2%	4%	4%	2%	17%	46

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	50%	5%	2%	11%	3%	30%	177
All Employees	Fewer than 10 employees	46%	8%				46%	13
	10-49 employees	44%	2%	4%	7%		42%	45
	50-99 employees	44%	3%		15%	6%	32%	34
	100-249 employees	45%	8%	3%	16%	3%	26%	38
	250 employees or more	64%	6%		11%	4%	15%	47
Total Operating Expenses	Less than \$250k	25%	6%				69%	16
	\$250k-\$499k	16%	5%	5%	11%		63%	19
	\$500k-\$999k	31%	4%		8%	4%	54%	26
	\$1m-\$4.99m	61%	6%	2%	12%	2%	18%	51
	\$5m-\$9.99m	79%	4%		4%	4%	8%	24
	\$10m or more	56%	5%	3%	18%	5%	13%	39
Sectors Supported	Adult Behavioral Health	64%	5%	2%	12%	7%	10%	42
	Arts, Culture, Humanities	41%	6%				53%	32
	Basic Needs	53%	2%	2%	7%	7%	28%	43
	Children's Services	59%			11%	7%	24%	46
	Comm, volunteerism, econ	50%	3%	3%	9%	3%	32%	34
	Criminal Justice	60%	10%		10%	10%	10%	10
	Developmental Disabilities	58%	3%		9%	6%	24%	33
	Education	48%	5%		7%	3%	36%	58
	Employment or job	50%	7%		10%	7%	27%	30
	Environment	36%	7%				57%	14
	Health care (non-hospital)	59%	7%	3%	10%	3%	17%	29
	Higher Education	40%			40%		20%	5
	Housing	55%	7%		12%	5%	21%	42
	Intellectual Disabilities	67%	3%		6%	6%	19%	36
	Mental Health	64%	4%	2%	15%	7%	9%	55
	Public Benefit	50%	3%		3%	6%	39%	36
	Recreation, sports, leisure	53%	5%		11%		32%	19
Seniors	63%	11%	5%	5%		16%	19	
Year Founded	Before 1950	66%	7%	3%	10%		14%	29
	1950-1969	52%	7%	3%	17%		21%	29
	1970-1979	40%	8%		13%	8%	33%	40
	1980-1989	57%			10%		33%	21
	1990-1999	58%	8%	4%	8%		23%	26
	2000 or later	28%			7%	7%	59%	29
Ex. Director/CEO Gender	Female	47%	5%	1%	13%	4%	29%	97
	Male	57%	3%	3%	8%	2%	28%	65
Experience as Ex. Director/CEO	5 years or less	53%	9%	5%	5%		28%	43
	6-10 years	50%	9%		14%	2%	25%	44
	11-20 years	47%			9%	3%	41%	34
	More than 20 years	50%	2%	2%	15%	7%	24%	46

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 100%</u>	<u>Employer Pays 51 - 99%</u>	<u>Employer Pays 1 - 50%</u>	<u>Employee pays 100%</u>	<u>Other Payment Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	41%	4%	1%	20%	3%	31%	177
All Employees	Fewer than 10 employees	15%			23%		62%	13
	10-49 employees	45%	2%	2%	11%		39%	44
	50-99 employees	40%	3%		20%	6%	31%	35
	100-249 employees	47%	5%		21%	3%	24%	38
	250 employees or more	40%	6%		28%	4%	21%	47
Total Operating Expenses	Less than \$250k	19%	6%		13%		63%	16
	\$250k-\$499k	21%	5%	5%	11%		58%	19
	\$500k-\$999k	35%	4%		8%	4%	50%	26
	\$1m-\$4.99m	53%	2%		22%	2%	22%	51
	\$5m-\$9.99m	58%	4%		13%	4%	21%	24
	\$10m or more	36%	5%		41%	5%	13%	39
Sectors Supported	Adult Behavioral Health	40%	2%		36%	7%	14%	42
	Arts, Culture, Humanities	34%	3%		3%		59%	32
	Basic Needs	44%		2%	16%	5%	33%	43
	Children's Services	33%			26%	9%	33%	46
	Comm, volunteerism, econ	41%	3%		9%	3%	44%	34
	Criminal Justice	50%	10%		30%	10%		10
	Developmental Disabilities	39%	6%		27%	9%	18%	33
	Education	42%	5%		14%	5%	33%	57
	Employment or job	43%	7%		30%	3%	17%	30
	Environment	54%	8%				38%	13
	Health care (non-hospital)	45%	3%		24%	7%	21%	29
	Higher Education	40%			40%		20%	5
	Housing	51%	7%		21%	2%	19%	43
	Intellectual Disabilities	42%	6%		28%	8%	17%	36
	Mental Health	42%	4%		29%	5%	20%	55
	Public Benefit	57%	3%		11%	3%	26%	35
	Recreation, sports, leisure	50%	6%		11%	6%	28%	18
Seniors	32%	11%	5%	11%		42%	19	
Year Founded	Before 1950	48%	3%	3%	24%		21%	29
	1950-1969	28%	7%		34%		31%	29
	1970-1979	38%	5%		21%	5%	31%	39
	1980-1989	50%			14%		36%	22
	1990-1999	54%	8%		15%		23%	26
	2000 or later	34%			10%	7%	48%	29
Ex. Director/CEO Gender	Female	39%	4%	1%	23%	3%	30%	97
	Male	43%	3%		20%	3%	31%	65
Experience as Ex. Director/CEO	5 years or less	43%	5%		9%		43%	44
	6-10 years	43%	7%		30%	2%	18%	44
	11-20 years	32%	3%		21%	3%	41%	34
	More than 20 years	43%	2%	2%	24%	7%	22%	46

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</u> <u>100%</u>	<u>Employer Pays</u> <u>51 - 99%</u>	<u>Employee pays</u> <u>100%</u>	<u>Other Payment</u> <u>Structure</u>	<u>Do Not Offer</u>	<u>N</u>
OVERALL	2021	5%	3%	10%	1%	82%	172
All Employees	Fewer than 10 employees			8%		92%	13
	10-49 employees	5%	2%	10%		83%	42
	50-99 employees			12%	3%	85%	34
	100-249 employees	5%	5%	16%		74%	38
	250 employees or more	9%	4%	4%		82%	45
Total Operating Expenses	Less than \$250k	13%	6%	6%		75%	16
	\$250k-\$499k	5%	11%	11%		74%	19
	\$500k-\$999k	4%	4%	8%		83%	24
	\$1m-\$4.99m	6%		8%		86%	49
	\$5m-\$9.99m	4%	4%		4%	88%	24
	\$10m or more			21%		79%	38
Sectors Supported	Adult Behavioral Health	2%	2%	15%		80%	41
	Arts, Culture, Humanities	6%	3%			90%	31
	Basic Needs	5%		17%	2%	76%	42
	Children's Services	5%		11%	2%	82%	44
	Comm, volunteerism, econ	6%	3%	9%		81%	32
	Criminal Justice		10%	20%	10%	60%	10
	Developmental Disabilities	3%		15%	3%	79%	33
	Education	4%	5%	11%	2%	79%	56
	Employment or job		4%	18%		79%	28
	Environment	7%	7%			86%	14
	Health care (non-hospital)	4%	4%	14%	4%	75%	28
	Higher Education			50%		50%	4
	Housing	8%	5%	5%		83%	40
	Intellectual Disabilities	8%		11%	3%	78%	36
	Mental Health	8%	4%	13%	2%	74%	53
	Public Benefit	6%		6%		88%	34
	Recreation, sports, leisure	11%	5%	5%		79%	19
	Seniors	6%	6%	11%		78%	18
	Year Founded	Before 1950	14%	3%	7%		76%
1950-1969		8%		19%		73%	26
1970-1979			5%	13%	3%	80%	40
1980-1989		5%		5%		90%	21
1990-1999			8%	8%		84%	25
2000 or later		4%		7%		89%	28
Ex. Director/CEO Gender	Female	2%	1%	14%		83%	94
	Male	8%	3%	6%	2%	81%	63
Experience as Ex. Director/CEO	5 years or less	2%		5%		93%	41
	6-10 years	2%	7%	16%		75%	44
	11-20 years	12%		6%		82%	34
	More than 20 years	2%	2%	14%	2%	79%	43

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%	155
All Employees	Fewer than 10 employees	50%	50%	10
	10-49 employees	39%	61%	33
	50-99 employees	70%	30%	30
	100-249 employees	78%	22%	36
	250 employees or more	72%	28%	46
Total Operating Expenses	Less than \$250k	86%	14%	7
	\$250k-\$499k	40%	60%	10
	\$500k-\$999k	33%	67%	21
	\$1m-\$4.99m	51%	49%	51
	\$5m-\$9.99m	88%	13%	24
\$10m or more	88%	13%	40	
Sectors Supported	Adult Behavioral Health	79%	21%	42
	Arts, Culture, Humanities	55%	45%	22
	Basic Needs	70%	30%	37
	Children's Services	75%	25%	40
	Comm, volunteerism, econ	54%	46%	28
	Criminal Justice	100%		10
	Developmental Disabilities	80%	20%	30
	Education	63%	37%	52
	Employment or job	81%	19%	27
	Environment	40%	60%	10
	Health care (non-hospital)	86%	14%	29
	Higher Education	20%	80%	5
	Housing	72%	28%	39
	Intellectual Disabilities	77%	23%	35
	Mental Health	76%	24%	55
	Public Benefit	68%	32%	31
Recreation, sports, leisure	67%	33%	15	
Seniors	68%	32%	19	
Year Founded	Before 1950	71%	29%	28
	1950-1969	81%	19%	27
	1970-1979	59%	41%	37
	1980-1989	47%	53%	19
	1990-1999	65%	35%	23
	2000 or later	50%	50%	18
Ex. Director/CEO Gender	Female	66%	34%	86
	Male	65%	35%	60
Experience as Ex. Director/CEO	5 years or less	54%	46%	39
	6-10 years	69%	31%	39
	11-20 years	68%	32%	28
	More than 20 years	70%	30%	44

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%	8%	89%	154
All Employees	Fewer than 10 employees			100%	10
	10-49 employees	3%	6%	91%	33
	50-99 employees	3%	7%	90%	30
	100-249 employees	3%	11%	86%	36
	250 employees or more	2%	11%	87%	45
Total Operating Expenses	Less than \$250k	17%		83%	6
	\$250k-\$499k			100%	10
	\$500k-\$999k		5%	95%	21
	\$1m-\$4.99m		4%	96%	51
	\$5m-\$9.99m	13%	4%	83%	24
	\$10m or more		23%	78%	40
Sectors Supported	Adult Behavioral Health	5%	17%	78%	41
	Arts, Culture, Humanities	5%		95%	22
	Basic Needs	5%	11%	84%	37
	Children's Services	3%	8%	90%	40
	Comm, volunteerism, econ		4%	96%	28
	Criminal Justice			100%	10
	Developmental Disabilities		13%	87%	30
	Education	4%	10%	87%	52
	Employment or job		15%	85%	27
	Environment			100%	10
	Health care (non-hospital)	4%	11%	86%	28
	Higher Education		20%	80%	5
	Housing	5%	8%	87%	39
	Intellectual Disabilities	3%	9%	89%	35
	Mental Health	4%	17%	80%	54
Public Benefit	3%	10%	87%	31	
Recreation, sports, leisure	7%		93%	15	
Seniors	5%	11%	84%	19	
Year Founded	Before 1950	11%	4%	86%	28
	1950-1969		11%	89%	27
	1970-1979		11%	89%	36
	1980-1989		11%	89%	19
	1990-1999	4%	9%	87%	23
	2000 or later		6%	94%	18
Ex. Director/CEO Gender	Female	1%	7%	92%	86
	Male	5%	12%	83%	60
Experience as Ex. Director/CEO	5 years or less	3%	5%	92%	39
	6-10 years	3%	13%	84%	38
	11-20 years		4%	96%	28
	More than 20 years	5%	11%	84%	44

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

		<u>Increase</u>	<u>Stay the Same</u>	<u>Decrease</u>	<u>N</u>
OVERALL	2021	80%	14%	6%	155
All Employees	Fewer than 10 employees	70%	20%	10%	10
	10-49 employees	79%	18%	3%	33
	50-99 employees	80%	13%	7%	30
	100-249 employees	86%	8%	6%	36
	250 employees or more	78%	15%	7%	46
Total Operating Expenses	Less than \$250k	57%	43%		7
	\$250k-\$499k	80%	20%		10
	\$500k-\$999k	71%	24%	5%	21
	\$1m-\$4.99m	84%	10%	6%	51
	\$5m-\$9.99m	83%	13%	4%	24
	\$10m or more	83%	8%	10%	40
Sectors Supported	Adult Behavioral Health	86%	10%	5%	42
	Arts, Culture, Humanities	77%	14%	9%	22
	Basic Needs	81%	16%	3%	37
	Children's Services	80%	13%	8%	40
	Comm, volunteerism, econ	71%	21%	7%	28
	Criminal Justice	80%	20%		10
	Developmental Disabilities	83%	10%	7%	30
	Education	83%	13%	4%	52
	Employment or job	81%	4%	15%	27
	Environment	90%	10%		10
	Health care (non-hospital)	79%	21%		29
	Higher Education	60%	40%		5
	Housing	82%	10%	8%	39
	Intellectual Disabilities	83%	11%	6%	35
	Mental Health	80%	13%	7%	55
	Public Benefit	81%	16%	3%	31
	Recreation, sports, leisure	93%	7%		15
Seniors	89%	11%		19	
Year Founded	Before 1950	82%	11%	7%	28
	1950-1969	67%	26%	7%	27
	1970-1979	78%	14%	8%	37
	1980-1989	84%	11%	5%	19
	1990-1999	96%	4%		23
	2000 or later	78%	22%		18
Ex. Director/CEO Gender	Female	81%	12%	7%	86
	Male	82%	13%	5%	60
Experience as Ex. Director/CEO	5 years or less	79%	13%	8%	39
	6-10 years	85%	13%	3%	39
	11-20 years	79%	14%	7%	28
	More than 20 years	82%	11%	7%	44

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%	154
All Employees	Fewer than 10 employees	30%	70%	10
	10-49 employees	18%	82%	33
	50-99 employees	23%	77%	30
	100-249 employees	19%	81%	36
	250 employees or more	31%	69%	45
Total Operating Expenses	Less than \$250k	17%	83%	6
	\$250k-\$499k		100%	10
	\$500k-\$999k	29%	71%	21
	\$1m-\$4.99m	25%	75%	51
	\$5m-\$9.99m	29%	71%	24
	\$10m or more	25%	75%	40
Sectors Supported	Adult Behavioral Health	22%	78%	41
	Arts, Culture, Humanities	27%	73%	22
	Basic Needs	43%	57%	37
	Children's Services	20%	80%	40
	Comm, volunteerism, econ	36%	64%	28
	Criminal Justice	20%	80%	10
	Developmental Disabilities	20%	80%	30
	Education	17%	83%	52
	Employment or job	30%	70%	27
	Environment	30%	70%	10
	Health care (non-hospital)	25%	75%	28
	Higher Education		100%	5
	Housing	31%	69%	39
	Intellectual Disabilities	20%	80%	35
	Mental Health	24%	76%	54
	Public Benefit	26%	74%	31
	Recreation, sports, leisure	13%	87%	15
Seniors	21%	79%	19	
Year Founded	Before 1950	21%	79%	28
	1950-1969	33%	67%	27
	1970-1979	25%	75%	36
	1980-1989	37%	63%	19
	1990-1999	17%	83%	23
	2000 or later	11%	89%	18
Ex. Director/CEO Gender	Female	27%	73%	86
	Male	22%	78%	60
Experience as Ex. Director/CEO	5 years or less	31%	69%	39
	6-10 years	16%	84%	38
	11-20 years	25%	75%	28
	More than 20 years	25%	75%	44

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%	7%	4%	28%	30%	38%
All Employees	Fewer than 10 employees			10%	40%	20%	30%
	10-49 employees	3%	3%	3%	32%	26%	23%
	50-99 employees	3%	10%		31%	28%	45%
	100-249 employees	3%	3%		22%	42%	44%
	250 employees or more	2%	11%	9%	27%	27%	42%
Total Operating Expenses	Less than \$250k					20%	20%
	\$250k-\$499k	10%			30%	10%	20%
	\$500k-\$999k				26%	26%	26%
	\$1m-\$4.99m	4%	14%	8%	39%	24%	37%
	\$5m-\$9.99m	4%			38%	42%	54%
	\$10m or more		8%	5%	15%	40%	45%
Sectors Supported	Adult Behavioral Health		7%	2%	17%	46%	49%
	Arts, Culture, Humanities	10%	5%	10%	38%	24%	29%
	Basic Needs		3%		26%	37%	40%
	Children's Services	3%	8%	8%	15%	40%	43%
	Comm, volunteerism, econ	8%	8%	8%	23%	31%	38%
	Criminal Justice				30%	60%	60%
	Developmental Disabilities		10%	7%	17%	33%	47%
	Education	6%	4%	4%	25%	29%	38%
	Employment or job	4%	7%	4%	19%	37%	44%
	Environment	20%	10%	10%	10%	20%	50%
	Health care (non-hospital)	7%	4%		22%	41%	37%
	Higher Education				40%		
	Housing		3%		21%	39%	39%
	Intellectual Disabilities		9%	6%	18%	35%	50%
	Mental Health	2%	12%	4%	27%	33%	42%
	Public Benefit	3%			28%	24%	31%
	Recreation, sports, leisure	7%	13%	13%	13%	40%	40%
Seniors		5%		32%	32%	37%	
Year Founded	Before 1950		11%	7%	36%	25%	32%
	1950-1969	4%	4%	4%	22%	22%	37%
	1970-1979	6%	6%	6%	17%	39%	44%
	1980-1989	6%	22%	6%	39%	39%	44%
	1990-1999				35%	30%	39%
	2000 or later				38%	13%	25%
Ex. Director/CEO Gender	Female	1%	5%	2%	31%	32%	40%
	Male	5%	10%	7%	25%	29%	37%
Experience as Ex. Director/CEO	5 years or less	3%	13%	8%	33%	26%	38%
	6-10 years	3%	3%		32%	32%	45%
	11-20 years	4%	15%	12%	15%	35%	35%
	More than 20 years	2%			33%	30%	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 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%	32%	151
All Employees	Fewer than 10 employees			10%	20%	40%	10
	10-49 employees	3%	6%	26%	3%	29%	31
	50-99 employees	3%		21%	3%	28%	29
	100-249 employees	3%		11%	8%	36%	36
	250 employees or more		4%	18%	9%	33%	45
Total Operating Expenses	Less than \$250k					80%	5
	\$250k-\$499k	10%		20%	10%	30%	10
	\$500k-\$999k			16%	5%	47%	19
	\$1m-\$4.99m	2%	8%	25%	6%	22%	51
	\$5m-\$9.99m	4%		21%	8%	25%	24
	\$10m or more			10%	10%	35%	40
Sectors Supported	Adult Behavioral Health			10%	10%	32%	41
	Arts, Culture, Humanities		10%	29%	14%	29%	21
	Basic Needs		3%	11%	11%	29%	35
	Children's Services	3%		10%	8%	38%	40
	Comm, volunteerism, econ	4%	8%	19%	8%	31%	26
	Criminal Justice			10%		10%	10
	Developmental Disabilities			13%	7%	30%	30
	Education	6%		10%	8%	35%	52
	Employment or job	4%	4%	7%	7%	30%	27
	Environment	10%	10%	10%	10%	30%	10
	Health care (non-hospital)	7%		19%	11%	22%	27
	Higher Education			20%		60%	5
	Housing			5%	8%	39%	38
	Intellectual Disabilities			12%	6%	26%	34
	Mental Health	2%		13%	10%	33%	52
	Public Benefit	3%	3%	10%	7%	41%	29
	Recreation, sports, leisure		7%	13%	7%	33%	15
Seniors			26%	11%	37%	19	
Year Founded	Before 1950	4%	4%	18%	14%	32%	28
	1950-1969	4%	4%	7%	4%	41%	27
	1970-1979	3%		17%	14%	31%	36
	1980-1989		6%	39%	6%	22%	18
	1990-1999		4%	13%		26%	23
	2000 or later			25%		44%	16
Ex. Director/CEO Gender	Female	1%	1%	15%	5%	30%	84
	Male	3%	3%	22%	12%	34%	59
Experience as Ex. Director/CEO	5 years or less	3%	3%	15%	10%	23%	39
	6-10 years		3%	18%	3%	32%	38
	11-20 years		4%	23%	12%	38%	26
	More than 20 years	5%	2%	19%	7%	35%	43

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

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	21%	79%	155
All Employees	Fewer than 10 employees	40%	60%	10
	10-49 employees	18%	82%	33
	50-99 employees	3%	97%	30
	100-249 employees	33%	67%	36
	250 employees or more	22%	78%	46
Total Operating Expenses	Less than \$250k	43%	57%	7
	\$250k-\$499k	10%	90%	10
	\$500k-\$999k	19%	81%	21
	\$1m-\$4.99m	12%	88%	51
	\$5m-\$9.99m	21%	79%	24
	\$10m or more	33%	68%	40
Sectors Supported	Adult Behavioral Health	36%	64%	42
	Arts, Culture, Humanities	9%	91%	22
	Basic Needs	24%	76%	37
	Children's Services	35%	65%	40
	Comm, volunteerism, econ	29%	71%	28
	Criminal Justice	40%	60%	10
	Developmental Disabilities	30%	70%	30
	Education	25%	75%	52
	Employment or job	30%	70%	27
	Environment	20%	80%	10
	Health care (non-hospital)	34%	66%	29
	Higher Education	40%	60%	5
	Housing	21%	79%	39
	Intellectual Disabilities	26%	74%	35
	Mental Health	24%	76%	55
	Public Benefit	32%	68%	31
Recreation, sports, leisure	33%	67%	15	
Seniors	37%	63%	19	
Year Founded	Before 1950	21%	79%	28
	1950-1969	11%	89%	27
	1970-1979	27%	73%	37
	1980-1989	16%	84%	19
	1990-1999	22%	78%	23
	2000 or later	22%	78%	18
Ex. Director/CEO Gender	Female	23%	77%	86
	Male	20%	80%	60
Experience as Ex. Director/CEO	5 years or less	18%	82%	39
	6-10 years	31%	69%	39
	11-20 years	11%	89%	28
	More than 20 years	23%	77%	44

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

		<u>20</u>	<u>25</u>	<u>27</u>	<u>28</u>	<u>30</u>	<u>32</u>	<u>Mean</u>	<u>N</u>
OVERALL	2021	27%	6%	3%	3%	55%	6%	26.9	33
All Employees	Fewer than 10 employees	25%				75%		27.5	4
	10-49 employees	33%		17%		50%		26.2	6
	50-99 employees						100%	32.0	1
	100-249 employees	25%	17%		8%	42%	8%	26.7	12
	250 employees or more	30%				70%		27.0	10
Total Operating Expenses	Less than \$250k	33%				67%		26.7	3
	\$250k-\$499k	100%						20.0	1
	\$500k-\$999k	25%		25%		50%		26.8	4
	\$1m-\$4.99m	33%	17%			50%		25.8	6
	\$5m-\$9.99m	20%			20%	60%		27.6	5
	\$10m or more	23%	8%			54%	15%	27.6	13
Sectors Supported	Adult Behavioral Health	27%	7%			60%	7%	27.1	15
	Arts, Culture, Humanities		50%		50%			26.5	2
	Basic Needs	22%	22%			56%		26.7	9
	Children's Services	36%	7%	7%		50%		25.9	14
	Comm, volunteerism, econ	25%	13%			63%		26.9	8
	Criminal Justice		25%			75%		28.8	4
	Developmental Disabilities	11%				78%	11%	29.1	9
	Education	46%	8%	8%		31%	8%	24.9	13
	Employment or job	13%	13%			63%	13%	28.4	8
	Environment	100%						20.0	2
	Health care (non-hospital)	40%	10%			40%	10%	25.7	10
	Higher Education	50%		50%				23.5	2
	Housing	13%	25%			50%	13%	27.8	8
	Intellectual Disabilities	11%				78%	11%	29.1	9
	Mental Health	15%	15%			62%	8%	27.8	13
	Public Benefit	20%	20%			50%	10%	27.2	10
Recreation, sports, leisure	40%	40%			20%		24.0	5	
Seniors	14%	14%			43%	29%	28.4	7	
Year Founded	Before 1950	33%	17%		17%	17%	17%	25.8	6
	1950-1969	33%				67%		26.7	3
	1970-1979	20%		10%		60%	10%	27.9	10
	1980-1989					100%		30.0	3
	1990-1999	20%	20%			60%		27.0	5
	2000 or later	50%				50%		25.0	4
Ex. Director/CEO Gender	Female	15%	10%	5%		60%	10%	28.1	20
	Male	42%			8%	50%		25.7	12
Experience as Ex. Director/CEO	5 years or less		14%			57%	29%	29.9	7
	6-10 years	33%	8%	8%		50%		26.0	12
	11-20 years				33%	67%		29.3	3
	More than 20 years	50%				50%		25.0	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	36%	58%	6%	33
All Employees	Fewer than 10 employees	75%	25%		4
	10-49 employees	50%	50%		6
	50-99 employees		100%		1
	100-249 employees	33%	58%	8%	12
	250 employees or more	20%	70%	10%	10
Total Operating Expenses	Less than \$250k	67%	33%		3
	\$250k-\$499k	100%			1
	\$500k-\$999k	50%	50%		4
	\$1m-\$4.99m	33%	67%		6
	\$5m-\$9.99m	20%	60%	20%	5
	\$10m or more	31%	62%	8%	13
Sectors Supported	Adult Behavioral Health	40%	53%	7%	15
	Arts, Culture, Humanities		100%		2
	Basic Needs	33%	56%	11%	9
	Children's Services	50%	50%		14
	Comm, volunteerism, econ	25%	50%	25%	8
	Criminal Justice	25%	75%		4
	Developmental Disabilities		89%	11%	9
	Education	38%	62%		13
	Employment or job	38%	50%	13%	8
	Environment	100%			2
	Health care (non-hospital)	50%	40%	10%	10
	Higher Education	50%	50%		2
	Housing	25%	75%		8
	Intellectual Disabilities		89%	11%	9
	Mental Health	38%	54%	8%	13
	Public Benefit	30%	60%	10%	10
Recreation, sports, leisure	20%	80%		5	
Seniors	43%	43%	14%	7	
Year Founded	Before 1950	50%	50%		6
	1950-1969	33%	67%		3
	1970-1979	50%	50%		10
	1980-1989		100%		3
	1990-1999	20%	60%	20%	5
	2000 or later	50%	50%		4
Ex. Director/CEO Gender	Female	40%	50%	10%	20
	Male	25%	75%		12
Experience as Ex. Director/CEO	5 years or less	14%	86%		7
	6-10 years	50%	33%	17%	12
	11-20 years	33%	67%		3
	More than 20 years	40%	60%		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%	178
All Employees	Fewer than 10 employees	15%	85%	13
	10-49 employees	11%	89%	44
	50-99 employees	3%	97%	35
	100-249 employees	15%	85%	40
	250 employees or more	11%	89%	46
Total Operating Expenses	Less than \$250k	13%	87%	15
	\$250k-\$499k	10%	90%	20
	\$500k-\$999k	4%	96%	26
	\$1m-\$4.99m	8%	92%	51
	\$5m-\$9.99m	21%	79%	24
	\$10m or more	10%	90%	40
Sectors Supported	Adult Behavioral Health	14%	86%	42
	Arts, Culture, Humanities	13%	88%	32
	Basic Needs	14%	86%	43
	Children's Services	13%	87%	46
	Comm, volunteerism, econ	24%	76%	34
	Criminal Justice	20%	80%	10
	Developmental Disabilities	9%	91%	33
	Education	12%	88%	59
	Employment or job	7%	93%	30
	Environment	7%	93%	14
	Health care (non-hospital)	14%	86%	29
	Higher Education		100%	5
	Housing	12%	88%	43
	Intellectual Disabilities	11%	89%	36
	Mental Health	15%	85%	55
	Public Benefit	17%	83%	36
	Recreation, sports, leisure	21%	79%	19
Seniors	20%	80%	20	
Year Founded	Before 1950	16%	84%	31
	1950-1969	3%	97%	29
	1970-1979	8%	92%	39
	1980-1989	9%	91%	22
	1990-1999	12%	88%	26
	2000 or later	7%	93%	28
Ex. Director/CEO Gender	Female	8%	92%	100
	Male	15%	85%	65
Experience as Ex. Director/CEO	5 years or less	7%	93%	45
	6-10 years	12%	88%	43
	11-20 years	12%	88%	34
	More than 20 years	11%	89%	47

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%	180
All Employees	Fewer than 10 employees	62%	38%	13
	10-49 employees	67%	33%	45
	50-99 employees	74%	26%	35
	100-249 employees	70%	30%	40
	250 employees or more	91%	9%	47
Total Operating Expenses	Less than \$250k	47%	53%	17
	\$250k-\$499k	30%	70%	20
	\$500k-\$999k	65%	35%	26
	\$1m-\$4.99m	82%	18%	51
	\$5m-\$9.99m	96%	4%	24
\$10m or more	93%	8%	40	
Sectors Supported	Adult Behavioral Health	91%	9%	43
	Arts, Culture, Humanities	52%	48%	33
	Basic Needs	72%	28%	43
	Children's Services	76%	24%	46
	Comm, volunteerism, econ	65%	35%	34
	Criminal Justice	90%	10%	10
	Developmental Disabilities	79%	21%	33
	Education	75%	25%	59
	Employment or job	77%	23%	30
	Environment	57%	43%	14
	Health care (non-hospital)	90%	10%	30
	Higher Education	100%		5
	Housing	79%	21%	43
	Intellectual Disabilities	86%	14%	36
	Mental Health	95%	5%	56
	Public Benefit	72%	28%	36
Recreation, sports, leisure	74%	26%	19	
Seniors	85%	15%	20	
Year Founded	Before 1950	81%	19%	31
	1950-1969	79%	21%	29
	1970-1979	90%	10%	40
	1980-1989	73%	27%	22
	1990-1999	69%	31%	26
	2000 or later	48%	52%	29
Ex. Director/CEO Gender	Female	71%	29%	100
	Male	83%	17%	65
Experience as Ex. Director/CEO	5 years or less	71%	29%	45
	6-10 years	80%	20%	44
	11-20 years	74%	26%	34
	More than 20 years	79%	21%	47

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

		<u>Yes, we contribute a percentage of the employee's contribution/deferral</u>	<u>Yes, we contribute a flat dollar amount</u>	<u>Yes, other</u>	<u>No</u>	<u>N</u>
OVERALL	2021	54%	2%	21%	22%	135
All Employees	Fewer than 10 employees	38%	13%	25%	25%	8
	10-49 employees	47%	3%	23%	27%	30
	50-99 employees	50%		19%	31%	26
	100-249 employees	43%	4%	21%	32%	28
	250 employees or more	72%		21%	7%	43
Total Operating Expenses	Less than \$250k	88%	13%			8
	\$250k-\$499k	50%		33%	17%	6
	\$500k-\$999k	41%	6%	18%	35%	17
	\$1m-\$4.99m	50%	2%	24%	24%	42
	\$5m-\$9.99m	43%		26%	30%	23
	\$10m or more	68%		16%	16%	37
Sectors Supported	Adult Behavioral Health	59%	3%	18%	21%	39
	Arts, Culture, Humanities	47%	6%	18%	29%	17
	Basic Needs	65%		19%	16%	31
	Children's Services	54%		17%	29%	35
	Comm, volunteerism, econ	64%		27%	9%	22
	Criminal Justice	78%		11%	11%	9
	Developmental Disabilities	62%	4%	23%	12%	26
	Education	59%	2%	14%	25%	44
	Employment or job	65%		17%	17%	23
	Environment	75%		13%	13%	8
	Health care (non-hospital)	74%		15%	11%	27
	Higher Education	60%			40%	5
	Housing	59%	3%	15%	24%	34
	Intellectual Disabilities	55%	6%	19%	19%	31
	Mental Health	55%		21%	25%	53
	Public Benefit	65%		23%	12%	26
	Recreation, sports, leisure	50%		29%	21%	14
Seniors	41%		35%	24%	17	
Year Founded	Before 1950	52%		28%	20%	25
	1950-1969	70%		13%	17%	23
	1970-1979	50%	3%	22%	25%	36
	1980-1989	50%		31%	19%	16
	1990-1999	61%	6%	17%	17%	18
	2000 or later	36%	7%	21%	36%	14
Ex. Director/CEO Gender	Female	52%	1%	24%	23%	71
	Male	57%	2%	20%	20%	54
Experience as Ex. Director/CEO	5 years or less	53%	3%	19%	25%	32
	6-10 years	54%	3%	17%	26%	35
	11-20 years	64%		24%	12%	25
	More than 20 years	51%		24%	24%	37

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

		0%	1%-3%	4%-9%	10%-49%	50%-99%	100%	Mean	N
OVERALL	2021	7%	15%	19%	5%	11%	42%	50.7%	73
All Employees	Fewer than 10 employees		33%				67%	67.7%	3
	10-49 employees	7%	14%	21%	14%	14%	29%	42.5%	14
	50-99 employees		15%	31%	8%	8%	38%	46.0%	13
	100-249 employees	17%	17%	17%		17%	33%	43.0%	12
	250 employees or more	6%	13%	16%	3%	10%	52%	57.8%	31
Total Operating Expenses	Less than \$250k	14%	57%		14%	14%		12.4%	7
	\$250k-\$499k	33%			33%		33%	44.3%	3
	\$500k-\$999k	29%		43%			29%	30.7%	7
	\$1m-\$4.99m		14%	24%		14%	48%	56.2%	21
	\$5m-\$9.99m	10%	20%	20%	10%	20%	20%	35.4%	10
	\$10m or more		8%	16%	4%	8%	64%	69.4%	25
Sectors Supported	Adult Behavioral Health	4%	22%	17%	4%	17%	35%	45.4%	23
	Arts, Culture, Humanities		13%	38%		25%	25%	39.6%	8
	Basic Needs		30%	30%		10%	30%	38.8%	20
	Children's Services		26%	26%	11%	5%	32%	37.3%	19
	Comm, volunteerism, econ	21%	29%	7%		7%	36%	40.4%	14
	Criminal Justice		43%	29%			29%	31.1%	7
	Developmental Disabilities		19%	19%	13%	6%	44%	50.4%	16
	Education	12%	12%	23%	4%	4%	46%	50.9%	26
	Employment or job	7%	20%	20%		7%	47%	51.5%	15
	Environment	17%	17%	17%		17%	33%	42.8%	6
	Health care (non-hospital)	10%	15%	30%	5%	10%	30%	39.1%	20
	Higher Education			67%	33%			15.0%	3
	Housing		30%	25%		15%	30%	39.5%	20
	Intellectual Disabilities		24%	12%	12%	6%	47%	53.2%	17
	Mental Health	3%	28%	17%	3%	14%	34%	43.3%	29
Public Benefit	6%	12%	24%	6%	12%	41%	50.9%	17	
Recreation, sports, leisure	14%	29%	29%		14%	14%	23.9%	7	
Seniors		43%	29%			29%	31.4%	7	
Year Founded	Before 1950	8%	8%	31%		8%	46%	51.6%	13
	1950-1969		13%	19%	6%	6%	56%	62.1%	16
	1970-1979	11%	22%	11%	6%	22%	28%	41.8%	18
	1980-1989	13%	13%		13%	13%	50%	57.9%	8
	1990-1999		18%	18%	9%	9%	45%	55.1%	11
	2000 or later	20%	20%	20%			40%	41.8%	5
Ex. Director/CEO Gender	Female	5%	14%	22%	3%	11%	46%	53.8%	37
	Male	6%	16%	16%	10%	13%	39%	48.6%	31
Experience as Ex. Director/CEO	5 years or less		18%	18%	24%	6%	35%	45.9%	17
	6-10 years	11%	5%	16%		21%	47%	58.8%	19
	11-20 years	19%	6%	25%		13%	38%	44.9%	16
	More than 20 years		26%	21%		5%	47%	51.8%	19

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

		0%	1%-3%	4%-5%	More than 5%	Mean	N
OVERALL	2021	19%	27%	26%	27%	6.0	73
All Employees	Fewer than 10 employees	33%	33%		33%	67.7	3
	10-49 employees	36%	14%	21%	29%	45.8	14
	50-99 employees	23%	38%	23%	15%	46.0	13
	100-249 employees	8%	25%	33%	33%	51.6	12
	250 employees or more	13%	29%	29%	29%	61.8	31
Total Operating Expenses	Less than \$250k	57%	29%	14%		14.5	7
	\$250k-\$499k	33%		33%	33%	66.5	3
	\$500k-\$999k	43%	29%		29%	43.0	7
	\$1m-\$4.99m	14%	29%	29%	29%	56.2	21
	\$5m-\$9.99m	20%	30%	30%	20%	39.3	10
	\$10m or more	4%	28%	32%	36%	69.4	25
Sectors Supported	Adult Behavioral Health	22%	17%	26%	35%	47.5	23
	Arts, Culture, Humanities	38%	25%	13%	25%	39.6	8
	Basic Needs	25%	10%	30%	35%	38.8	20
	Children's Services	16%	32%	21%	32%	37.3	19
	Comm, volunteerism, econ	43%	14%	14%	29%	51.5	14
	Criminal Justice	29%	29%	43%		31.1	7
	Developmental Disabilities	6%	31%	44%	19%	50.4	16
	Education	19%	35%	15%	31%	57.5	26
	Employment or job	20%	20%	27%	33%	55.2	15
	Environment	50%	17%	17%	17%	51.4	6
	Health care (non-hospital)	35%	15%	20%	30%	43.4	20
	Higher Education	33%		33%	33%	15.0	3
	Housing	15%	30%	25%	30%	39.5	20
	Intellectual Disabilities	12%	41%	29%	18%	53.2	17
	Mental Health	17%	31%	17%	34%	44.8	29
	Public Benefit	24%	12%	24%	41%	54.1	17
Recreation, sports, leisure	43%	29%	14%	14%	27.8	7	
Seniors	29%	14%		57%	31.4	7	
Year Founded	Before 1950	23%	38%	31%	8%	55.9	13
	1950-1969		31%	44%	25%	62.1	16
	1970-1979	33%	11%	17%	39%	47.1	18
	1980-1989	13%	50%	13%	25%	66.1	8
	1990-1999	18%	27%	27%	27%	55.1	11
	2000 or later	20%	20%		60%	52.3	5
Ex. Director/CEO Gender	Female	16%	32%	24%	27%	56.9	37
	Male	19%	26%	29%	26%	51.9	31
Experience as Ex. Director/CEO	5 years or less	18%	29%	29%	24%	45.9	17
	6-10 years	11%	26%	32%	32%	65.8	19
	11-20 years	19%	38%	19%	25%	55.3	16
	More than 20 years	26%	21%	26%	26%	51.8	19

Q58: What is the dollar limit on the employer match of the employee contribution/deferral?

		<u>0</u>	<u>58</u>	<u>200</u>	<u>4000</u>	<u>26000</u>	<u>Mean</u>	<u>N</u>
OVERALL	2021	83%	4%	4%	4%	4%	\$1,315.57	23
All Employees	Fewer than 10 employees	100%					\$0.00	1
	10-49 employees	83%			17%		\$666.67	6
	50-99 employees	67%		33%			\$66.67	3
	100-249 employees	86%	14%				\$8.29	7
	250 employees or more	83%				17%	\$4,333.33	6
Total Operating Expenses	Less than \$250k	100%					\$0.00	2
	\$250k-\$499k	100%					\$0.00	1
	\$500k-\$999k	100%					\$0.00	3
	\$1m-\$4.99m	71%		14%	14%		\$600.00	7
	\$5m-\$9.99m	75%	25%				\$14.50	4
	\$10m or more	83%				17%	\$4,333.33	6
Sectors Supported	Adult Behavioral Health	83%				17%	\$4,333.33	6
	Arts, Culture, Humanities	100%					\$0.00	4
	Basic Needs	83%			17%		\$666.67	6
	Children's Services	67%		33%			\$66.67	3
	Comm, volunteerism, econ	50%			50%		\$2,000.00	2
	Criminal Justice	33%	33%		33%		\$1,352.67	3
	Developmental Disabilities	67%				33%	\$8,666.67	3
	Education	67%	11%	11%	11%		\$473.11	9
	Employment or job	25%	25%		25%	25%	\$7,514.50	4
	Environment	100%					\$0.00	2
	Health care (non-hospital)	83%			17%		\$666.67	6
	Higher Education				100%		\$4,000.00	1
	Housing	57%	14%		14%	14%	\$4,294.00	7
	Intellectual Disabilities	67%				33%	\$8,666.67	3
	Mental Health	71%	14%			14%	\$3,722.57	7
	Public Benefit	75%			13%	13%	\$3,750.00	8
Recreation, sports, leisure	100%					\$0.00	2	
Seniors	50%	50%				\$29.00	2	
Year Founded	Before 1950	100%					\$0.00	3
	1950-1969	100%					\$0.00	3
	1970-1979	100%					\$0.00	6
	1990-1999	67%	11%	11%	11%		\$473.11	9
	2000 or later	100%					\$0.00	1
Ex. Director/CEO Gender	Female	77%		8%	8%	8%	\$2,323.08	13
	Male	86%	14%				\$8.29	7
Experience as Ex. Director/CEO	5 years or less	83%			17%		\$666.67	6
	6-10 years	100%					\$0.00	5
	11-20 years	71%		14%		14%	\$3,742.86	7
	More than 20 years	67%	33%				\$19.33	3

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 do not offer any paid time off; that is no paid holidays, vacation or sick days</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>N</u>
OVERALL	2021	6%	2%	22%	1%	65%	4%	179
All Employees	Fewer than 10 employees	8%	8%	25%		58%		12
	10-49 employees	4%	2%	24%		58%	11%	45
	50-99 employees	11%		23%		60%	6%	35
	100-249 employees	5%	5%	28%	3%	58%	3%	40
	250 employees or more	2%		15%		83%		47
Total Operating Expenses	Less than \$250k	6%	13%	25%		38%	19%	16
	\$250k-\$499k	5%	10%	30%	5%	50%		20
	\$500k-\$999k	8%		19%		73%		26
	\$1m-\$4.99m	6%		29%		57%	8%	51
	\$5m-\$9.99m	8%		25%		67%		24
	\$10m or more	3%		10%		85%	3%	40
Sectors Supported	Adult Behavioral Health	5%		14%		79%	2%	42
	Arts, Culture, Humanities	9%	9%	18%		58%	6%	33
	Basic Needs	5%		14%	2%	71%	7%	42
	Children's Services	9%		13%		76%	2%	45
	Comm, volunteerism, econ	6%		21%		68%	6%	34
	Criminal Justice	11%		11%		78%		9
	Developmental Disabilities	6%		9%		85%		33
	Education	7%		20%		69%	3%	59
	Employment or job	7%		7%		83%	3%	29
	Environment			36%	7%	36%	21%	14
	Health care (non-hospital)	3%		17%		69%	10%	29
	Higher Education			40%		60%		5
	Housing	5%	2%	14%		74%	5%	43
	Intellectual Disabilities	6%		11%		78%	6%	36
	Mental Health	4%		16%		75%	5%	55
	Public Benefit	3%		8%		78%	11%	36
	Recreation, sports, leisure			21%		68%	11%	19
	Seniors			16%		79%	5%	19
Year Founded	Before 1950	3%		16%		77%	3%	31
	1950-1969		3%	14%		79%	3%	29
	1970-1979	13%		21%		59%	8%	39
	1980-1989			27%		68%	5%	22
	1990-1999	8%	4%	35%		54%		26
	2000 or later	7%	7%	28%	3%	48%	7%	29
Ex. Director/CEO Gender	Female	6%	1%	26%	1%	62%	4%	99
	Male	5%	2%	12%		75%	6%	65
Experience as Ex. Director/CEO	5 years or less	11%	2%	18%		64%	4%	45
	6-10 years	5%		34%	2%	55%	5%	44
	11-20 years	3%		18%		79%		34
	More than 20 years	4%	4%	15%		70%	7%	46

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%	173
All Employees	Fewer than 10 employees	64%	36%	11
	10-49 employees	50%	50%	44
	50-99 employees	60%	40%	35
	100-249 employees	59%	41%	37
	250 employees or more	83%	17%	46
Total Operating Expenses	Less than \$250k	54%	46%	13
	\$250k-\$499k	65%	35%	17
	\$500k-\$999k	54%	46%	26
	\$1m-\$4.99m	63%	37%	51
	\$5m-\$9.99m	50%	50%	24
\$10m or more	80%	20%	40	
Sectors Supported	Adult Behavioral Health	83%	17%	41
	Arts, Culture, Humanities	57%	43%	30
	Basic Needs	66%	34%	41
	Children's Services	62%	38%	45
	Comm, volunteerism, econ	56%	44%	34
	Criminal Justice	56%	44%	9
	Developmental Disabilities	79%	21%	33
	Education	56%	44%	59
	Employment or job	76%	24%	29
	Environment	38%	62%	13
	Health care (non-hospital)	71%	29%	28
	Higher Education	60%	40%	5
	Housing	76%	24%	42
	Intellectual Disabilities	78%	22%	36
	Mental Health	65%	35%	54
Public Benefit	58%	42%	36	
Recreation, sports, leisure	68%	32%	19	
Seniors	74%	26%	19	
Year Founded	Before 1950	71%	29%	31
	1950-1969	79%	21%	28
	1970-1979	55%	45%	38
	1980-1989	59%	41%	22
	1990-1999	64%	36%	25
	2000 or later	50%	50%	26
Ex. Director/CEO Gender	Female	64%	36%	97
	Male	67%	33%	64
Experience as Ex. Director/CEO	5 years or less	61%	39%	44
	6-10 years	64%	36%	42
	11-20 years	62%	38%	34
	More than 20 years	70%	30%	44

Q65: How long is the required waiting period (in months) 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	4.1	3.1	2.9	102
All Employees	Fewer than 10 employees	2.9	2.2	2.5	6
	10-49 employees	4.5	3.1	3.8	17
	50-99 employees	3.8	2.9	3.0	20
	100-249 employees	4.9	3.1	2.4	21
	250 employees or more	3.8	3.3	2.7	38
Total Operating Expenses	Less than \$250k	4.0	3.0	3.0	5
	\$250k-\$499k	6.2	3.8	3.0	9
	\$500k-\$999k	4.4	3.5	2.5	13
	\$1m-\$4.99m	3.4	3.0	2.9	30
	\$5m-\$9.99m	3.5	2.9	3.0	12
	\$10m or more	4.3	3.1	3.0	31
Sectors Supported	Adult Behavioral Health	4.0	3.0	3.0	33
	Arts, Culture, Humanities	4.6	4.1	3.3	16
	Basic Needs	4.4	3.2	3.0	24
	Children's Services	3.8	2.9	3.0	26
	Comm, volunteerism, econ	3.6	3.0	2.0	17
	Criminal Justice	3.0	3.0		5
	Developmental Disabilities	4.3	3.2	3.0	26
	Education	4.1	3.5	2.6	31
	Employment or job	3.7	3.4	3.0	21
	Environment	6.0	3.0	1.0	2
	Health care (non-hospital)	4.4	2.9	3.0	19
	Higher Education	2.0	1.0	3.0	3
	Housing	3.8	3.3	2.6	31
	Intellectual Disabilities	4.2	3.2	3.0	27
	Mental Health	3.5	2.9	3.0	33
	Public Benefit	3.4	3.0	3.0	18
Recreation, sports, leisure	2.8	2.0	2.0	10	
Seniors	4.1	3.1	3.0	11	
Year Founded	Before 1950	4.6	3.6	2.0	20
	1950-1969	4.1	2.9	3.0	21
	1970-1979	3.5	2.3	3.0	19
	1980-1989	4.7	3.9	4.0	12
	1990-1999	3.4	3.2	2.5	15
	2000 or later	4.1	3.7	3.0	12
Ex. Director/CEO Gender	Female	4.2	3.2	2.8	58
	Male	4.0	3.1	2.5	39
Experience as Ex. Director/CEO	5 years or less	3.8	2.8	3.0	26
	6-10 years	4.8	3.1	2.5	25
	11-20 years	3.5	3.2	2.8	20
	More than 20 years	4.3	3.4	2.8	28

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
All Employees	Fewer than 10 employees	14.0	14.0	14.0	1
	10-49 employees	20.0	17.5	30.0	1
	50-99 employees	20.0	25.0	31.0	4
	100-249 employees	25.8	30.8	39.5	2
	250 employees or more	25.0	25.0	35.0	1
Total Operating Expenses	Less than \$250k	14.0	14.0	14.0	1
	\$250k-\$499k	25.0	25.0	25.0	1
	\$500k-\$999k	20.0	20.0	35.0	2
	\$1m-\$4.99m	17.5	21.7	31.0	2
	\$5m-\$9.99m	25.8	30.8	39.5	2
	\$10m or more	25.0	25.0	35.0	1
Sectors Supported	Adult Behavioral Health	25.8	30.8	39.5	2
	Arts, Culture, Humanities	19.7	19.7	24.7	3
	Basic Needs	22.5	30.0	43.0	2
	Children's Services	21.3	28.3	37.7	4
	Comm, volunteerism, econ	14.0	14.5	19.5	1
	Criminal Justice	25.0	30.0	43.0	1
	Developmental Disabilities	23.3	25.8	34.5	2
	Education	25.0	26.3	35.0	4
	Employment or job	23.3	25.8	34.5	2
	Health care (non-hospital)	20.0			1
	Housing	22.5	30.0	43.0	2
	Intellectual Disabilities	23.3	25.8	34.5	2
	Mental Health	25.8	30.8	39.5	2
	Public Benefit	14.0	14.0	14.0	1
Year Founded	Before 1950	25.0	25.0	25.0	1
	1970-1979	25.0	25.0	36.6	4
	1990-1999	15.8	23.3	29.5	2
	2000 or later	17.0	14.0	14.0	2
Ex. Director/CEO Gender	Female	20.3	23.3	32.4	5
	Male	25.0	26.7	35.0	3
Experience as Ex. Director/CEO	5 years or less	19.8	18.5	24.8	4
	6-10 years	25.8	30.8	39.5	2
	11-20 years	25.0	30.0	43.0	1
	More than 20 years	17.5	22.5	30.0	2

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	18.0	21.3	28.5	37
All Employees	Fewer than 10 employees	16.5	19.0	31.3	2
	10-49 employees	17.2	23.2	29.7	11
	50-99 employees	21.5	22.3	25.9	8
	100-249 employees	19.3	20.9	28.1	10
	250 employees or more	13.0	19.1	29.4	6
Total Operating Expenses	Less than \$250k	20.0	20.0	20.0	4
	\$250k-\$499k	13.8	16.0	23.8	6
	\$500k-\$999k	16.4	21.0	26.0	5
	\$1m-\$4.99m	19.4	21.5	29.4	13
	\$5m-\$9.99m	20.8	24.1	33.3	6
	\$10m or more	14.3	21.0	28.7	3
Sectors Supported	Adult Behavioral Health	15.0	22.4	27.0	5
	Arts, Culture, Humanities	12.0	16.8	25.3	5
	Basic Needs	17.8	24.3	27.0	6
	Children's Services	19.2	22.5	27.5	6
	Comm, volunteerism, econ	16.0	20.4	29.2	6
	Criminal Justice	20.0	20.0	33.0	1
	Developmental Disabilities	14.7	23.3	28.7	3
	Education	17.2	19.9	26.6	12
	Employment or job	18.5	21.0	30.0	2
	Environment	18.8	19.0	28.0	5
	Health care (non-hospital)	16.8	23.3	30.0	4
	Higher Education	15.0	20.0	25.0	2
	Housing	20.5	22.9	32.8	6
	Intellectual Disabilities	15.0	22.8	28.8	4
	Mental Health	18.3	20.5	31.4	8
	Public Benefit	19.3	26.8	33.0	3
	Recreation, sports, leisure	15.8	17.0	27.0	4
	Seniors	18.5	19.5	30.0	2
	Year Founded	Before 1950	16.8	19.0	31.0
1950-1969		15.7	23.7	26.3	3
1970-1979		18.4	23.4	33.2	7
1980-1989		16.7	18.0	23.8	6
1990-1999		19.1	20.3	28.6	9
2000 or later		18.8	22.7	27.0	8
Ex. Director/CEO Gender	Female	18.2	21.5	29.6	24
	Male	17.7	20.8	29.0	7
Experience as Ex. Director/CEO	5 years or less	21.6	20.7	31.6	5
	6-10 years	19.5	23.0	28.9	15
	11-20 years	18.2	21.2	30.2	6
	More than 20 years	14.4	20.1	26.3	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	35
All Employees	Fewer than 10 employees	9.5	9.5	10.7	2
	10-49 employees	9.8	9.3	9.7	10
	50-99 employees	9.3	8.9	8.9	8
	100-249 employees	10.6	10.7	10.3	10
	250 employees or more	10.8	10.4	10.4	5
Total Operating Expenses	Less than \$250k	9.0	8.0	8.0	4
	\$250k-\$499k	10.3	9.3	10.0	6
	\$500k-\$999k	11.0	11.5	11.5	4
	\$1m-\$4.99m	9.5	9.3	9.5	13
	\$5m-\$9.99m	11.0	11.0	11.0	6
	\$10m or more	9.5	10.0	9.0	2
Sectors Supported	Adult Behavioral Health	9.5	9.8	9.2	4
	Arts, Culture, Humanities	10.0	9.5	10.5	5
	Basic Needs	10.2	8.0	8.0	5
	Children's Services	10.4	10.3	10.3	5
	Comm, volunteerism, econ	10.8	10.5	10.8	6
	Criminal Justice	14.0	14.0	14.0	1
	Developmental Disabilities	9.0	8.7	8.7	2
	Education	10.5	10.5	10.5	11
	Employment or job	12.5	12.5	12.5	2
	Environment	10.8	11.0	11.0	5
	Health care (non-hospital)	10.0	10.3	9.5	3
	Higher Education	12.0	12.0	12.0	1
	Housing	10.8	10.5	10.5	6
	Intellectual Disabilities	9.7	9.3	9.3	3
	Mental Health	10.3	10.7	10.3	8
	Public Benefit	11.3	11.5	11.5	3
	Recreation, sports, leisure	9.3	9.7	9.7	4
	Seniors	11.5	11.5	11.5	2
	Year Founded	Before 1950	9.0	8.3	8.3
1950-1969		7.5	7.7	7.7	2
1970-1979		9.7	10.0	10.5	6
1980-1989		11.8	11.5	11.5	6
1990-1999		10.2	10.5	10.0	9
2000 or later		9.9	9.5	9.9	8
Ex. Director/CEO Gender	Female	10.0	9.3	9.6	22
	Male	10.9	11.5	10.9	7
Experience as Ex. Director/CEO	5 years or less	10.2	10.7	10.4	5
	6-10 years	9.5	8.6	8.9	14
	11-20 years	10.2	10.2	10.2	6
	More than 20 years	11.0	10.6	10.6	6

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	14.7	22.6	107
All Employees	Fewer than 10 employees	15.0	17.0	24.3	6
	10-49 employees	13.9	14.9	21.0	25
	50-99 employees	11.9	14.6	21.5	20
	100-249 employees	10.6	12.9	23.0	21
	250 employees or more	13.6	15.1	23.8	35
Total Operating Expenses	Less than \$250k	12.4	12.7	20.8	5
	\$250k-\$499k	9.7	11.4	19.1	7
	\$500k-\$999k	12.9	14.8	20.6	17
	\$1m-\$4.99m	12.4	14.4	21.7	28
	\$5m-\$9.99m	12.3	14.4	22.6	16
	\$10m or more	14.0	15.7	25.3	32
Sectors Supported	Adult Behavioral Health	12.8	15.7	24.6	32
	Arts, Culture, Humanities	12.6	13.3	19.6	18
	Basic Needs	12.1	13.6	23.0	28
	Children's Services	14.7	16.3	24.9	34
	Comm, volunteerism, econ	11.5	13.6	20.7	21
	Criminal Justice	12.3	15.4	25.7	7
	Developmental Disabilities	13.5	15.7	24.5	27
	Education	12.3	13.8	22.7	38
	Employment or job	11.7	14.4	23.5	23
	Environment	12.3	13.6	24.0	4
	Health care (non-hospital)	15.5	16.8	26.3	18
	Higher Education	15.0	15.0	20.0	2
	Housing	12.1	14.4	22.9	32
	Intellectual Disabilities	13.0	14.9	23.9	26
	Mental Health	13.1	15.7	24.2	40
	Public Benefit	12.6	15.1	23.1	25
	Recreation, sports, leisure	11.5	13.6	24.1	13
	Seniors	12.1	13.1	22.3	15
	Year Founded	Before 1950	11.4	13.0	23.1
1950-1969		13.8	14.7	24.5	22
1970-1979		13.2	15.6	22.4	20
1980-1989		12.7	16.1	21.5	14
1990-1999		13.1	12.9	22.3	13
2000 or later		13.6	15.7	21.1	13
Ex. Director/CEO Gender	Female	12.5	14.7	22.4	60
	Male	13.1	14.2	22.9	43
Experience as Ex. Director/CEO	5 years or less	13.7	16.0	22.5	28
	6-10 years	12.9	14.4	23.7	21
	11-20 years	11.9	13.7	21.1	26
	More than 20 years	12.8	14.3	23.1	28

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	12.2	102
All Employees	Fewer than 10 employees	11.0	13.0	13.0	6
	10-49 employees	8.0	8.3	11.7	23
	50-99 employees	9.2	10.6	10.3	20
	100-249 employees	8.3	9.9	15.8	22
	250 employees or more	9.3	9.3	11.2	31
Total Operating Expenses	Less than \$250k	8.2	7.3	8.5	5
	\$250k-\$499k	4.1	5.7	6.1	8
	\$500k-\$999k	9.7	10.4	10.9	15
	\$1m-\$4.99m	9.3	10.1	9.9	28
	\$5m-\$9.99m	8.6	9.8	9.8	16
	\$10m or more	9.6	10.6	16.5	29
Sectors Supported	Adult Behavioral Health	8.8	10.3	14.9	28
	Arts, Culture, Humanities	8.6	9.3	9.3	17
	Basic Needs	9.2	9.9	14.5	26
	Children's Services	9.5	10.5	17.3	30
	Comm, volunteerism, econ	8.6	10.3	12.7	22
	Criminal Justice	8.6	9.6	9.2	7
	Developmental Disabilities	8.7	9.9	12.4	23
	Education	8.9	10.8	12.7	38
	Employment or job	8.1	10.3	15.5	23
	Environment	7.6	9.3	9.3	5
	Health care (non-hospital)	8.3	8.7	9.8	16
	Higher Education	6.0	5.0	4.7	2
	Housing	9.2	10.2	13.9	30
	Intellectual Disabilities	9.1	10.0	12.5	23
	Mental Health	9.2	10.0	15.7	36
	Public Benefit	9.6	10.2	9.9	25
	Recreation, sports, leisure	9.8	10.6	14.6	13
	Seniors	10.7	10.7	15.8	15
	Year Founded	Before 1950	10.2	10.0	15.1
1950-1969		9.2	9.1	9.7	20
1970-1979		8.6	11.5	17.7	21
1980-1989		8.6	9.0	9.0	12
1990-1999		8.4	8.9	8.7	13
2000 or later		7.5	9.0	8.4	11
Ex. Director/CEO Gender	Female	9.0	9.5	10.9	57
	Male	8.8	10.4	13.3	41
Experience as Ex. Director/CEO	5 years or less	8.4	8.9	8.5	26
	6-10 years	9.6	11.3	14.0	20
	11-20 years	8.9	9.6	14.2	26
	More than 20 years	9.1	9.7	10.4	26

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	103
All Employees	Fewer than 10 employees	11.0	11.0	11.0	6
	10-49 employees	11.1	11.4	11.1	24
	50-99 employees	10.9	10.8	10.8	20
	100-249 employees	11.5	11.4	11.5	21
	250 employees or more	10.5	10.3	10.3	32
Total Operating Expenses	Less than \$250k	10.4	10.0	10.3	5
	\$250k-\$499k	10.4	10.4	10.1	7
	\$500k-\$999k	12.1	11.9	12.0	17
	\$1m-\$4.99m	10.5	10.7	10.6	27
	\$5m-\$9.99m	10.7	10.3	10.4	15
	\$10m or more	10.9	10.8	10.8	30
Sectors Supported	Adult Behavioral Health	10.7	10.8	10.9	30
	Arts, Culture, Humanities	11.9	11.9	11.9	17
	Basic Needs	11.2	10.8	10.7	27
	Children's Services	11.1	11.1	11.2	32
	Comm, volunteerism, econ	10.8	10.8	10.7	21
	Criminal Justice	10.3	10.2	9.8	7
	Developmental Disabilities	10.2	10.1	9.9	25
	Education	11.4	11.5	11.3	38
	Employment or job	9.8	10.4	10.1	24
	Environment	11.2	11.5	11.5	5
	Health care (non-hospital)	11.2	11.0	10.9	17
	Higher Education	9.0	10.0	8.7	2
	Housing	10.8	11.0	10.9	32
	Intellectual Disabilities	10.2	9.9	9.8	25
	Mental Health	11.2	11.5	11.5	38
	Public Benefit	11.0	11.4	11.0	26
	Recreation, sports, leisure	10.8	10.8	10.8	13
	Seniors	11.8	12.0	12.0	14
	Year Founded	Before 1950	11.1	10.9	10.8
1950-1969		10.5	10.1	10.3	21
1970-1979		11.2	10.9	10.8	20
1980-1989		11.7	12.5	12.6	13
1990-1999		10.6	10.8	10.5	13
2000 or later		10.6	10.6	10.6	13
Ex. Director/CEO Gender	Female	11.1	11.2	11.2	57
	Male	10.7	10.5	10.4	43
Experience as Ex. Director/CEO	5 years or less	10.0	10.3	10.1	26
	6-10 years	11.4	10.8	10.9	19
	11-20 years	11.0	11.3	11.2	26
	More than 20 years	11.4	11.1	11.3	29

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	34%	66%	172
All Employees	Fewer than 10 employees	9%	91%	11
	10-49 employees	28%	72%	43
	50-99 employees	37%	63%	35
	100-249 employees	35%	65%	37
	250 employees or more	43%	57%	46
Total Operating Expenses	Less than \$250k	25%	75%	12
	\$250k-\$499k	12%	88%	17
	\$500k-\$999k	35%	65%	26
	\$1m-\$4.99m	33%	67%	51
	\$5m-\$9.99m	42%	58%	24
\$10m or more	43%	58%	40	
Sectors Supported	Adult Behavioral Health	46%	54%	41
	Arts, Culture, Humanities	17%	83%	29
	Basic Needs	51%	49%	41
	Children's Services	40%	60%	45
	Comm, volunteerism, econ	33%	67%	33
	Criminal Justice	33%	67%	9
	Developmental Disabilities	41%	59%	32
	Education	31%	69%	58
	Employment or job	36%	64%	28
	Environment	38%	62%	13
	Health care (non-hospital)	46%	54%	28
	Higher Education	20%	80%	5
	Housing	40%	60%	42
	Intellectual Disabilities	36%	64%	36
	Mental Health	43%	57%	54
Public Benefit	17%	83%	36	
Recreation, sports, leisure	37%	63%	19	
Seniors	63%	37%	19	
Year Founded	Before 1950	42%	58%	31
	1950-1969	43%	57%	28
	1970-1979	32%	68%	38
	1980-1989	33%	67%	21
	1990-1999	20%	80%	25
	2000 or later	35%	65%	26
Ex. Director/CEO Gender	Female	35%	65%	96
	Male	31%	69%	64
Experience as Ex. Director/CEO	5 years or less	23%	77%	44
	6-10 years	48%	52%	42
	11-20 years	42%	58%	33
	More than 20 years	25%	75%	44

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

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	65%	35%	171
All Employees	Fewer than 10 employees	45%	55%	11
	10-49 employees	70%	30%	43
	50-99 employees	66%	34%	35
	100-249 employees	61%	39%	36
	250 employees or more	70%	30%	46
Total Operating Expenses	Less than \$250k	67%	33%	12
	\$250k-\$499k	47%	53%	17
	\$500k-\$999k	73%	27%	26
	\$1m-\$4.99m	53%	47%	51
	\$5m-\$9.99m	75%	25%	24
\$10m or more	77%	23%	39	
Sectors Supported	Adult Behavioral Health	78%	23%	40
	Arts, Culture, Humanities	52%	48%	29
	Basic Needs	80%	20%	41
	Children's Services	67%	33%	45
	Comm, volunteerism, econ	67%	33%	33
	Criminal Justice	56%	44%	9
	Developmental Disabilities	72%	28%	32
	Education	57%	43%	58
	Employment or job	79%	21%	28
	Environment	69%	31%	13
	Health care (non-hospital)	89%	11%	27
	Higher Education	60%	40%	5
	Housing	74%	26%	42
	Intellectual Disabilities	72%	28%	36
	Mental Health	68%	32%	53
	Public Benefit	81%	19%	36
Recreation, sports, leisure	68%	32%	19	
Seniors	72%	28%	18	
Year Founded	Before 1950	67%	33%	30
	1950-1969	71%	29%	28
	1970-1979	61%	39%	38
	1980-1989	71%	29%	21
	1990-1999	64%	36%	25
	2000 or later	58%	42%	26
Ex. Director/CEO Gender	Female	68%	32%	95
	Male	64%	36%	64
Experience as Ex. Director/CEO	5 years or less	67%	33%	43
	6-10 years	67%	33%	42
	11-20 years	61%	39%	33
	More than 20 years	66%	34%	44

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>N</u>
OVERALL	2021	27%	12%	36%	24%	20.6	107
All Employees	Fewer than 10 employees	40%		40%	20%	20.3	5
	10-49 employees	24%	3%	34%	38%	23.1	29
	50-99 employees	43%	17%	30%	9%	18.1	23
	100-249 employees	18%	18%	36%	27%	19.6	22
	250 employees or more	21%	14%	43%	21%	20.5	28
Total Operating Expenses	Less than \$250k	29%	29%	29%	14%	17.8	7
	\$250k-\$499k	38%	13%		50%	24.8	8
	\$500k-\$999k	32%	5%	37%	26%	21.9	19
	\$1m-\$4.99m	38%	8%	42%	12%	19.9	26
	\$5m-\$9.99m	17%	6%	44%	33%	21.5	18
	\$10m or more	19%	19%	41%	22%	20.0	27
Sectors Supported	Adult Behavioral Health	10%	21%	45%	24%	20.1	29
	Arts, Culture, Humanities	43%		29%	29%	21.4	14
	Basic Needs	20%	17%	37%	27%	20.8	30
	Children's Services	14%	21%	45%	21%	19.6	29
	Comm, volunteerism, econ	40%	15%	30%	15%	19.5	20
	Criminal Justice	40%		60%		20.0	5
	Developmental Disabilities	38%	24%	24%	14%	18.7	21
	Education	31%	16%	44%	9%	18.4	32
	Employment or job	29%	29%	24%	19%	18.2	21
	Environment	11%	22%	33%	33%	20.8	9
	Health care (non-hospital)	24%	10%	33%	33%	21.5	21
	Higher Education	33%		33%	33%	22.5	3
	Housing	27%	27%	33%	13%	17.8	30
	Intellectual Disabilities	32%	27%	32%	9%	17.9	22
	Mental Health	21%	15%	42%	21%	20.2	33
	Public Benefit	33%	11%	41%	15%	20.4	27
	Recreation, sports, leisure	17%	17%	50%	17%	18.5	12
	Seniors	27%	18%	36%	18%	19.3	11
Year Founded	Before 1950	32%	11%	32%	26%	20.2	19
	1950-1969	21%	5%	53%	21%	20.5	19
	1970-1979	26%	22%	26%	26%	19.9	23
	1980-1989	20%		47%	33%	22.5	15
	1990-1999	27%	20%	33%	20%	20.1	15
	2000 or later	43%	7%	36%	14%	21.9	14
Ex. Director/CEO Gender	Female	22%	14%	37%	27%	20.9	63
	Male	37%	8%	37%	18%	20.6	38
Experience as Ex. Director/CEO	5 years or less	36%	7%	43%	14%	20.6	28
	6-10 years	27%	15%	31%	27%	20.9	26
	11-20 years	30%	10%	25%	35%	21.5	20
	More than 20 years	19%	11%	52%	19%	20.4	27

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%	111
All Employees	Fewer than 10 employees	100%		5
	10-49 employees	83%	17%	30
	50-99 employees	91%	9%	23
	100-249 employees	77%	23%	22
	250 employees or more	81%	19%	31
Total Operating Expenses	Less than \$250k	75%	25%	8
	\$250k-\$499k	88%	13%	8
	\$500k-\$999k	79%	21%	19
	\$1m-\$4.99m	89%	11%	27
	\$5m-\$9.99m	78%	22%	18
	\$10m or more	90%	10%	29
Sectors Supported	Adult Behavioral Health	80%	20%	30
	Arts, Culture, Humanities	93%	7%	15
	Basic Needs	79%	21%	33
	Children's Services	83%	17%	29
	Comm, volunteerism, econ	82%	18%	22
	Criminal Justice	100%		5
	Developmental Disabilities	82%	18%	22
	Education	84%	16%	32
	Employment or job	91%	9%	22
	Environment	78%	22%	9
	Health care (non-hospital)	91%	9%	23
	Higher Education	67%	33%	3
	Housing	84%	16%	31
	Intellectual Disabilities	80%	20%	25
	Mental Health	83%	17%	36
	Public Benefit	83%	17%	29
Recreation, sports, leisure	75%	25%	12	
Seniors	85%	15%	13	
Year Founded	Before 1950	80%	20%	20
	1950-1969	100%		20
	1970-1979	78%	22%	23
	1980-1989	87%	13%	15
	1990-1999	69%	31%	16
	2000 or later	87%	13%	15
Ex. Director/CEO Gender	Female	85%	15%	65
	Male	83%	18%	40
Experience as Ex. Director/CEO	5 years or less	86%	14%	29
	6-10 years	82%	18%	28
	11-20 years	85%	15%	20
	More than 20 years	86%	14%	28

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</u>	<u>N</u>
OVERALL	2021	2%	59%	39%	179
All Employees	Fewer than 10 employees		77%	23%	13
	10-49 employees	4%	80%	16%	45
	50-99 employees		57%	43%	35
	100-249 employees	3%	55%	43%	40
	250 employees or more		39%	61%	46
Total Operating Expenses	Less than \$250k	6%	69%	25%	16
	\$250k-\$499k		80%	20%	20
	\$500k-\$999k		92%	8%	26
	\$1m-\$4.99m	2%	65%	33%	51
	\$5m-\$9.99m		42%	58%	24
	\$10m or more		28%	73%	40
Sectors Supported	Adult Behavioral Health		26%	74%	42
	Arts, Culture, Humanities	3%	76%	21%	33
	Basic Needs	2%	53%	44%	43
	Children's Services	2%	46%	52%	46
	Comm, volunteerism, econ	9%	56%	35%	34
	Criminal Justice		50%	50%	10
	Developmental Disabilities	3%	33%	64%	33
	Education	2%	61%	37%	59
	Employment or job	3%	57%	40%	30
	Environment		79%	21%	14
	Health care (non-hospital)		34%	66%	29
	Higher Education		60%	40%	5
	Housing	2%	56%	42%	43
	Intellectual Disabilities		36%	64%	36
	Mental Health		42%	58%	55
	Public Benefit		75%	25%	36
	Recreation, sports, leisure	5%	58%	37%	19
Seniors	5%	65%	30%	20	
Year Founded	Before 1950	3%	35%	61%	31
	1950-1969		48%	52%	29
	1970-1979	3%	51%	46%	39
	1980-1989	5%	73%	23%	22
	1990-1999		77%	23%	26
	2000 or later		86%	14%	29
Ex. Director/CEO Gender	Female	2%	62%	36%	100
	Male		49%	51%	65
Experience as Ex. Director/CEO	5 years or less	2%	62%	36%	45
	6-10 years		51%	49%	43
	11-20 years	3%	62%	35%	34
	More than 20 years		57%	43%	47

Q25: What is your fringe benefit rate?

		0%	1%-9%	10%-19%	20%-24%	25%-29%	30% or more	Mean	N
OVERALL	2021	14%	8%	25%	18%	18%	17%	21.7%	179
All Employees	Fewer than 10 employees	31%	8%	23%	8%	23%	8%	19.9%	13
	10-49 employees	18%	11%	22%	16%	20%	13%	19.6%	45
	50-99 employees	17%	9%	31%	14%	14%	14%	20.4%	35
	100-249 employees	15%	8%	20%	23%	15%	20%	23.2%	40
	250 employees or more	2%	4%	28%	22%	20%	24%	23.7%	46
Total Operating Expenses	Less than \$250k	59%		12%	12%	12%	6%	21.3%	17
	\$250k-\$499k	25%	20%	30%	10%	15%		14.8%	20
	\$500k-\$999k	12%	12%	42%	12%	12%	12%	17.8%	26
	\$1m-\$4.99m	6%	10%	27%	24%	18%	16%	21.6%	51
	\$5m-\$9.99m	8%	8%	21%	25%	17%	21%	21.5%	24
	\$10m or more	3%		18%	15%	28%	36%	27.3%	39
Sectors Supported	Adult Behavioral Health	7%	2%	14%	21%	31%	24%	25.5%	42
	Arts, Culture, Humanities	30%	15%	21%	15%	9%	9%	17.2%	33
	Basic Needs	12%	5%	28%	14%	21%	21%	22.5%	43
	Children's Services	15%	7%	26%	7%	15%	30%	24.5%	46
	Comm, volunteerism, econ	15%	6%	29%	15%	21%	15%	20.6%	34
	Criminal Justice	10%		20%	20%	20%	30%	25.2%	10
	Developmental Disabilities	9%	3%	21%	24%	15%	27%	24.1%	33
	Education	10%	5%	36%	12%	12%	25%	22.8%	59
	Employment or job	17%		33%	13%	13%	23%	24.5%	30
	Environment	29%	7%	36%	21%		7%	17.4%	14
	Health care (non-hospital)	10%	3%	14%	17%	31%	24%	25.4%	29
	Higher Education			20%	20%	40%	20%	24.0%	5
	Housing	14%	2%	26%	17%	14%	26%	25.2%	42
	Intellectual Disabilities	6%	3%	22%	22%	25%	22%	24.1%	36
	Mental Health	7%	5%	18%	15%	27%	27%	24.8%	55
Public Benefit	11%	11%	31%	17%	11%	19%	21.4%	36	
Recreation, sports, leisure	21%	5%	37%	11%		26%	25.1%	19	
Seniors	15%	5%	15%	5%	20%	40%	30.5%	20	
Year Founded	Before 1950	13%	6%	26%	13%	19%	23%	23.7%	31
	1950-1969	10%	3%	14%	24%	24%	24%	24.2%	29
	1970-1979	8%	3%	28%	23%	21%	18%	22.9%	39
	1980-1989	18%	9%	18%	18%	18%	18%	21.0%	22
	1990-1999	8%	23%	35%	19%	4%	12%	17.3%	26
	2000 or later	28%	7%	28%	10%	21%	7%	19.4%	29
Ex. Director/CEO Gender	Female	13%	11%	27%	17%	17%	14%	20.6%	99
	Male	9%	2%	23%	22%	22%	23%	24.2%	65
Experience as Ex. Director/CEO	5 years or less	18%	5%	27%	18%	16%	16%	21.6%	44
	6-10 years	9%	5%	30%	20%	20%	16%	21.6%	44
	11-20 years	15%	9%	29%	15%	18%	15%	21.5%	34
	More than 20 years	9%	11%	17%	19%	19%	26%	23.3%	47

Q28: Is your organization under a collective bargaining agreement?

		<u>Yes</u>	<u>No</u>	<u>N</u>
OVERALL	2021	11%	89%	177
All Employees	Fewer than 10 employees	8%	92%	12
	10-49 employees	2%	98%	45
	50-99 employees	9%	91%	35
	100-249 employees	13%	87%	39
	250 employees or more	20%	80%	46
Total Operating Expenses	Less than \$250k		100%	15
	\$250k-\$499k	5%	95%	20
	\$500k-\$999k		100%	26
	\$1m-\$4.99m	8%	92%	51
	\$5m-\$9.99m	8%	92%	24
	\$10m or more	31%	69%	39
Sectors Supported	Adult Behavioral Health	20%	80%	40
	Arts, Culture, Humanities	9%	91%	33
	Basic Needs	17%	83%	42
	Children's Services	9%	91%	45
	Comm, volunteerism, econ	6%	94%	34
	Criminal Justice		100%	9
	Developmental Disabilities	18%	82%	33
	Education	12%	88%	59
	Employment or job	24%	76%	29
	Environment	7%	93%	14
	Health care (non-hospital)	30%	70%	27
	Higher Education		100%	5
	Housing	14%	86%	43
	Intellectual Disabilities	14%	86%	36
	Mental Health	15%	85%	53
	Public Benefit	14%	86%	36
Recreation, sports, leisure	11%	89%	19	
Seniors	26%	74%	19	
Year Founded	Before 1950	10%	90%	31
	1950-1969	21%	79%	29
	1970-1979	11%	89%	37
	1980-1989	9%	91%	22
	1990-1999	8%	92%	26
	2000 or later	3%	97%	29
Ex. Director/CEO Gender	Female	8%	92%	99
	Male	16%	84%	64
Experience as Ex. Director/CEO	5 years or less	4%	96%	45
	6-10 years	16%	84%	43
	11-20 years	3%	97%	33
	More than 20 years	17%	83%	46

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%	47%	25%	29%	32%
All Employees	Fewer than 10 employees			33%	17%	33%	50%
	10-49 employees	2%		27%	13%	18%	24%
	50-99 employees	9%	3%	40%	29%	23%	34%
	100-249 employees	5%		58%	25%	30%	25%
	250 employees or more	6%	2%	68%	36%	43%	38%
Total Operating Expenses	Less than \$250k	6%	6%	38%	19%	6%	19%
	\$250k-\$499k				10%		30%
	\$500k-\$999k	4%		15%	8%	12%	35%
	\$1m-\$4.99m	6%		43%	16%	25%	35%
	\$5m-\$9.99m	4%		79%	46%	46%	33%
\$10m or more	5%	3%	83%	48%	55%	33%	
Sectors Supported	Adult Behavioral Health	2%	2%	81%	38%	52%	36%
	Arts, Culture, Humanities			27%	15%	12%	36%
	Basic Needs	2%		55%	24%	33%	38%
	Children's Services	13%		49%	22%	31%	29%
	Comm, volunteerism, econ	6%		35%	9%	29%	50%
	Criminal Justice			78%	44%	67%	56%
	Developmental Disabilities	3%		64%	36%	48%	36%
	Education	7%		37%	24%	25%	32%
	Employment or job			52%	34%	45%	38%
	Environment			29%		7%	29%
	Health care (non-hospital)	3%	3%	72%	48%	45%	38%
	Higher Education	20%		20%	20%	40%	40%
	Housing	7%	5%	60%	28%	37%	26%
	Intellectual Disabilities	3%		72%	39%	47%	39%
	Mental Health	2%	2%	73%	35%	45%	33%
Public Benefit			36%	22%	31%	47%	
Recreation, sports, leisure	11%		37%	16%	32%	16%	
Seniors	11%		53%	21%	37%	21%	
Year Founded	Before 1950	6%		52%	35%	26%	23%
	1950-1969	3%		66%	38%	34%	38%
	1970-1979	5%	3%	44%	18%	33%	31%
	1980-1989	5%	5%	45%	27%	23%	32%
	1990-1999	8%		42%	27%	46%	31%
	2000 or later			31%	7%	10%	38%
Ex. Director/CEO Gender	Female	7%	2%	44%	27%	26%	29%
	Male	2%		54%	26%	37%	35%
Experience as Ex. Director/CEO	5 years or less	4%	4%	49%	27%	33%	38%
	6-10 years	5%		52%	20%	27%	30%
	11-20 years	6%		50%	24%	18%	32%
	More than 20 years	4%		46%	35%	37%	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%	28%	26%	17%	3%
All Employees	Fewer than 10 employees	8%	25%	25%	25%	8%
	10-49 employees	4%	29%	33%	20%	2%
	50-99 employees	11%	14%	14%	9%	
	100-249 employees	25%	33%	30%	23%	8%
	250 employees or more	32%	36%	23%	15%	2%
Total Operating Expenses	Less than \$250k	6%		6%		
	\$250k-\$499k		30%	20%	10%	10%
	\$500k-\$999k		35%	38%	31%	
	\$1m-\$4.99m	8%	29%	29%	20%	6%
	\$5m-\$9.99m	33%	29%	50%	33%	4%
\$10m or more	43%	33%	8%	8%		
Sectors Supported	Adult Behavioral Health	36%	26%	12%	7%	
	Arts, Culture, Humanities	12%	21%	18%	15%	3%
	Basic Needs	21%	21%	21%	10%	2%
	Children's Services	20%	31%	20%	13%	4%
	Comm, volunteerism, econ	15%	38%	38%	26%	9%
	Criminal Justice	33%	22%	22%	11%	11%
	Developmental Disabilities	33%	18%	15%	12%	3%
	Education	19%	39%	36%	29%	3%
	Employment or job	31%	28%	17%	14%	3%
	Environment	7%	36%	43%	21%	7%
	Health care (non-hospital)	28%	24%	14%	14%	
	Higher Education		40%	40%	40%	
	Housing	26%	30%	26%	12%	
	Intellectual Disabilities	36%	25%	14%	11%	
	Mental Health	31%	22%	16%	13%	2%
Public Benefit	19%	33%	47%	31%	8%	
Recreation, sports, leisure	21%	42%	47%	26%	11%	
Seniors	21%	42%	32%	5%		
Year Founded	Before 1950	26%	45%	35%	16%	10%
	1950-1969	17%	38%	17%	10%	3%
	1970-1979	21%	13%	13%	13%	
	1980-1989	9%	23%	14%	9%	5%
	1990-1999	19%	27%	38%	27%	
	2000 or later	7%	21%	34%	24%	3%
Ex. Director/CEO Gender	Female	14%	24%	24%	18%	4%
	Male	23%	34%	26%	15%	3%
Experience as Ex. Director/CEO	5 years or less	18%	33%	29%	18%	2%
	6-10 years	11%	30%	30%	23%	2%
	11-20 years	24%	18%	26%	21%	6%
	More than 20 years	20%	28%	17%	11%	4%

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%	18%	3%	36%
All Employees	Fewer than 10 employees	33%	75%	17%	8%	33%
	10-49 employees	13%	67%	7%	4%	29%
	50-99 employees	17%	51%	14%	3%	34%
	100-249 employees	28%	55%	25%		35%
	250 employees or more	30%	64%	28%	4%	45%
Total Operating Expenses	Less than \$250k	13%	56%	6%		31%
	\$250k-\$499k	10%	40%	5%		10%
	\$500k-\$999k	4%	81%	4%		27%
	\$1m-\$4.99m	22%	67%	16%	4%	25%
	\$5m-\$9.99m	50%	75%	25%	8%	50%
\$10m or more	30%	48%	35%	5%	58%	
Sectors Supported	Adult Behavioral Health	29%	52%	33%	5%	45%
	Arts, Culture, Humanities	12%	61%	3%		15%
	Basic Needs	29%	55%	26%	2%	38%
	Children's Services	29%	64%	18%	7%	40%
	Comm, volunteerism, econ	24%	79%	29%	3%	26%
	Criminal Justice	44%	67%	56%	11%	56%
	Developmental Disabilities	30%	64%	30%	6%	48%
	Education	22%	64%	19%	5%	31%
	Employment or job	24%	48%	24%		38%
	Environment	29%	86%	7%		29%
	Health care (non-hospital)	34%	59%	38%	10%	59%
	Higher Education		80%	20%		60%
	Housing	21%	53%	21%		42%
	Intellectual Disabilities	31%	61%	31%	6%	53%
Mental Health	29%	55%	29%	4%	42%	
Public Benefit	25%	78%	25%	6%	44%	
Recreation, sports, leisure	21%	53%	26%	5%	37%	
Seniors	32%	63%	16%		26%	
Year Founded	Before 1950	23%	48%	16%	3%	39%
	1950-1969	28%	52%	31%	7%	38%
	1970-1979	21%	59%	15%		49%
	1980-1989	14%	73%	14%	5%	18%
	1990-1999	27%	58%	15%	4%	23%
	2000 or later	24%	79%	14%		31%
Ex. Director/CEO Gender	Female	22%	63%	20%	3%	38%
	Male	25%	60%	17%	5%	34%
Experience as Ex. Director/CEO	5 years or less	22%	67%	18%	4%	42%
	6-10 years	20%	55%	25%		39%
	11-20 years	26%	65%	15%		29%
	More than 20 years	24%	59%	15%	9%	30%

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	50%	41%	26%	12%	7%	179
All Employees	Fewer than 10 employees	42%	42%	25%		17%	12
	10-49 employees	20%	22%	16%	13%	9%	45
	50-99 employees	51%	43%	26%	17%	9%	35
	100-249 employees	53%	40%	25%	8%	8%	40
	250 employees or more	79%	60%	36%	15%		47
Total Operating Expenses	Less than \$250k	25%	13%	6%		25%	16
	\$250k-\$499k	25%	30%	20%	5%	20%	20
	\$500k-\$999k	38%	35%	27%	8%		26
	\$1m-\$4.99m	39%	47%	29%	12%	6%	51
	\$5m-\$9.99m	71%	54%	29%	29%		24
	\$10m or more	80%	48%	28%	15%	3%	40
Sectors Supported	Adult Behavioral Health	69%	48%	29%	24%	5%	42
	Arts, Culture, Humanities	27%	24%	21%	9%	15%	33
	Basic Needs	52%	40%	31%	19%	2%	42
	Children's Services	60%	40%	22%	11%	4%	45
	Comm, volunteerism, econ	44%	38%	26%	12%	3%	34
	Criminal Justice	89%	44%	44%	33%		9
	Developmental Disabilities	76%	48%	36%	18%	3%	33
	Education	54%	42%	32%	8%		59
	Employment or job	62%	38%	31%	24%	3%	29
	Environment	36%	43%	21%	7%	7%	14
	Health care (non-hospital)	59%	55%	24%	7%	3%	29
	Higher Education	40%	40%	40%			5
	Housing	58%	33%	23%	16%	2%	43
	Intellectual Disabilities	78%	44%	31%	19%	3%	36
	Mental Health	64%	40%	22%	22%	2%	55
	Public Benefit	53%	39%	28%	17%	3%	36
Recreation, sports, leisure	47%	26%	16%	11%	5%	19	
Seniors	47%	26%	16%	5%		19	
Year Founded	Before 1950	48%	26%	19%	6%	6%	31
	1950-1969	62%	41%	17%	21%	3%	29
	1970-1979	54%	56%	41%	13%	5%	39
	1980-1989	27%	32%	14%	9%	5%	22
	1990-1999	58%	46%	19%	15%	8%	26
	2000 or later	41%	34%	28%	10%	14%	29
Ex. Director/CEO Gender	Female	49%	41%	28%	15%	4%	99
	Male	55%	42%	25%	11%	6%	65
Experience as Ex. Director/CEO	5 years or less	53%	44%	24%	9%	2%	45
	6-10 years	59%	52%	39%	18%	7%	44
	11-20 years	50%	41%	21%	9%	3%	34
	More than 20 years	43%	30%	24%	13%	11%	46

Q60: What is your mileage reimbursement rate for employees?

		<u>We reimburse at the federal</u>	<u>We reimburse at another</u>	<u>We do not reimburse for</u>	<u>N</u>
		<u>rate</u>	<u>rate</u>	<u>mileage</u>	
OVERALL	2021	71%	18%	12%	177
All Employees	Fewer than 10 employees	67%	17%	17%	12
	10-49 employees	67%	7%	27%	45
	50-99 employees	74%	17%	9%	35
	100-249 employees	68%	25%	8%	40
	250 employees or more	76%	22%	2%	45
Total Operating Expenses	Less than \$250k	33%	13%	53%	15
	\$250k-\$499k	80%		20%	20
	\$500k-\$999k	84%		16%	25
	\$1m-\$4.99m	76%	18%	6%	51
	\$5m-\$9.99m	75%	25%		24
	\$10m or more	63%	33%	5%	40
Sectors Supported	Adult Behavioral Health	56%	39%	5%	41
	Arts, Culture, Humanities	64%	9%	27%	33
	Basic Needs	76%	20%	5%	41
	Children's Services	67%	20%	13%	45
	Comm, volunteerism, econ	74%	12%	15%	34
	Criminal Justice	78%	22%		9
	Developmental Disabilities	55%	39%	6%	33
	Education	71%	14%	16%	58
	Employment or job	61%	32%	7%	28
	Environment	79%	7%	14%	14
	Health care (non-hospital)	75%	21%	4%	28
	Higher Education	80%		20%	5
	Housing	79%	19%	2%	42
	Intellectual Disabilities	53%	44%	3%	36
	Mental Health	65%	30%	6%	54
	Public Benefit	78%	14%	8%	36
	Recreation, sports, leisure	68%	21%	11%	19
Seniors	84%	11%	5%	19	
Year Founded	Before 1950	84%	10%	6%	31
	1950-1969	69%	28%	3%	29
	1970-1979	63%	24%	13%	38
	1980-1989	81%	10%	10%	21
	1990-1999	62%	15%	23%	26
	2000 or later	76%	7%	17%	29
Ex. Director/CEO Gender	Female	68%	17%	14%	98
	Male	78%	20%	2%	65
Experience as Ex. Director/CEO	5 years or less	76%	16%	9%	45
	6-10 years	58%	30%	12%	43
	11-20 years	74%	12%	15%	34
	More than 20 years	82%	13%	4%	45

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>N</u>
OVERALL	2021	19%	39%	42%	\$0.42	31
All Employees	Fewer than 10 employees		100%		\$0.47	2
	10-49 employees	33%	67%		\$0.27	3
	50-99 employees	17%	17%	67%	\$0.46	6
	100-249 employees	20%	30%	50%	\$0.43	10
	250 employees or more	20%	40%	40%	\$0.42	10
Total Operating Expenses	Less than \$250k		50%	50%	\$0.53	2
	\$1m-\$4.99m	11%	44%	44%	\$0.45	9
	\$5m-\$9.99m	33%		67%	\$0.41	6
	\$10m or more	23%	54%	23%	\$0.38	13
Sectors Supported	Adult Behavioral Health	19%	44%	38%	\$0.40	16
	Arts, Culture, Humanities		67%	33%	\$0.43	3
	Basic Needs		50%	50%	\$0.47	8
	Children’s Services	22%	33%	44%	\$0.37	9
	Comm, volunteerism, econ	25%	50%	25%	\$0.33	4
	Criminal Justice		50%	50%	\$0.49	2
	Developmental Disabilities	31%	46%	23%	\$0.40	13
	Education	25%	13%	63%	\$0.42	8
	Employment or job	33%	33%	33%	\$0.38	9
	Environment			100%	\$0.50	1
	Health care (non-hospital)	17%	50%	33%	\$0.38	6
	Housing		50%	50%	\$0.48	8
	Intellectual Disabilities	25%	44%	31%	\$0.42	16
	Mental Health	13%	38%	50%	\$0.44	16
	Public Benefit		40%	60%	\$0.46	5
	Recreation, sports, leisure	25%		75%	\$0.39	4
Seniors		100%		\$0.40	2	
Year Founded	Before 1950			100%	\$0.53	3
	1950-1969		38%	63%	\$0.49	8
	1970-1979	22%	44%	33%	\$0.41	9
	1980-1989	50%	50%		\$0.36	2
	1990-1999	25%	50%	25%	\$0.43	4
	2000 or later		50%	50%	\$0.49	2
Ex. Director/CEO Gender	Female	24%	35%	41%	\$0.41	17
	Male	15%	38%	46%	\$0.43	13
Experience as Ex. Director/CEO	5 years or less		43%	57%	\$0.46	7
	6-10 years	23%	31%	46%	\$0.43	13
	11-20 years	25%	50%	25%	\$0.35	4
	More than 20 years	33%	33%	33%	\$0.38	6

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

		<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%	67	1.1	73
All Employees	Fewer than 10 employees	25%	3	1.0	3
	10-49 employees	31%	13	1.4	18
	50-99 employees	34%	12	1.0	12
	100-249 employees	45%	17	1.1	17
	250 employees or more	50%	22	1.1	23
Total Operating Expenses	Less than \$250k	31%	4	2.3	9
	\$250k-\$499k	11%	2	1.0	2
	\$500k-\$999k	23%	6	1.0	6
	\$1m-\$4.99m	37%	19	1.0	19
	\$5m-\$9.99m	50%	12	1.1	13
\$10m or more	63%	24	1.1	24	
Sectors Supported	Adult Behavioral Health	59%	24	1.0	22
	Arts, Culture, Humanities	29%	9	1.6	14
	Basic Needs	44%	18	1.3	23
	Children's Services	40%	17	1.1	17
	Comm, volunteerism, econ	42%	14	1.4	19
	Criminal Justice	67%	6	1.0	6
	Developmental Disabilities	63%	20	1.1	21
	Education	37%	21	1.1	22
	Employment or job	55%	16	1.0	16
	Environment	8%	1	1.0	1
	Health care (non-hospital)	46%	13	1.5	16
	Higher Education	20%	1	1.0	1
	Housing	54%	22	1.2	27
	Intellectual Disabilities	63%	22	1.3	28
	Mental Health	49%	26	1.2	30
	Public Benefit	44%	15	1.3	20
Recreation, sports, leisure	18%	3	1.5	3	
Seniors	39%	7	1.0	7	
Year Founded	Before 1950	37%	11	1.1	12
	1950-1969	37%	10	1.0	10
	1970-1979	47%	17	1.0	17
	1980-1989	43%	9	1.1	10
	1990-1999	35%	9	1.1	9
	2000 or later	29%	8	1.6	13
Ex. Director/CEO Gender	Female	40%	39	1.0	40
	Male	38%	24	1.3	29
Experience as Ex. Director/CEO	5 years or less	29%	13	1.0	12
	6-10 years	51%	22	1.0	23
	11-20 years	38%	13	1.1	14
	More than 20 years	39%	17	1.4	22

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	\$55.53	\$18.03	\$41.65	\$54.00	\$66.72	\$100.70	67
All Employees	Fewer than 10 employees	\$41.12	\$18.03	\$34.68	\$51.33	\$52.67	\$54.00	3
	10-49 employees	\$51.62	\$33.53	\$37.00	\$41.03	\$66.00	\$100.70	13
	50-99 employees	\$45.67	\$25.24	\$34.99	\$41.21	\$57.93	\$67.31	12
	100-249 employees	\$56.09	\$20.50	\$45.67	\$60.10	\$66.67	\$77.00	17
	250 employees or more	\$64.76	\$42.08	\$53.89	\$63.50	\$74.48	\$93.00	22
Total Operating Expenses	Less than \$250k	\$39.93	\$18.03	\$29.66	\$39.60	\$49.88	\$62.50	4
	\$250k-\$499k	\$27.75	\$20.50	\$24.13	\$27.75	\$31.38	\$35.00	2
	\$500k-\$999k	\$34.99	\$25.24	\$32.18	\$36.36	\$39.25	\$41.00	6
	\$1m-\$4.99m	\$50.41	\$33.00	\$41.12	\$44.45	\$53.93	\$100.70	19
	\$5m-\$9.99m	\$61.15	\$43.35	\$55.04	\$63.49	\$66.69	\$76.92	12
\$10m or more	\$66.83	\$48.08	\$57.93	\$65.42	\$76.11	\$93.00	24	
Sectors Supported	Adult Behavioral Health	\$62.82	\$35.65	\$49.07	\$65.97	\$74.94	\$93.00	24
	Arts, Culture, Humanities	\$36.76	\$18.03	\$33.53	\$35.57	\$40.00	\$50.69	9
	Basic Needs	\$49.90	\$25.24	\$41.21	\$48.74	\$55.35	\$82.05	18
	Children's Services	\$55.89	\$20.50	\$43.35	\$56.41	\$66.00	\$81.31	17
	Comm, volunteerism, econ	\$48.97	\$20.50	\$36.28	\$45.68	\$64.31	\$78.57	14
	Criminal Justice	\$60.45	\$41.21	\$45.18	\$55.95	\$70.24	\$93.00	6
	Developmental Disabilities	\$57.21	\$20.50	\$47.48	\$56.64	\$66.95	\$91.28	20
	Education	\$56.20	\$20.50	\$43.27	\$59.24	\$66.76	\$100.70	21
	Employment or job	\$60.04	\$20.50	\$47.31	\$60.13	\$72.14	\$93.00	16
	Environment	\$41.03	\$41.03	\$41.03	\$41.03	\$41.03	\$41.03	1
	Health care (non-hospital)	\$61.17	\$33.53	\$50.91	\$63.00	\$75.84	\$77.00	13
	Higher Education	\$43.27	\$43.27	\$43.27	\$43.27	\$43.27	\$43.27	1
	Housing	\$57.92	\$33.53	\$43.87	\$59.67	\$66.97	\$93.00	22
	Intellectual Disabilities	\$57.47	\$33.00	\$48.21	\$56.62	\$65.67	\$91.28	22
	Mental Health	\$58.67	\$20.50	\$45.77	\$57.83	\$72.49	\$93.00	26
	Public Benefit	\$53.86	\$20.50	\$41.02	\$48.08	\$72.32	\$91.28	15
	Recreation, sports, leisure	\$54.37	\$20.50	\$43.63	\$66.76	\$71.30	\$75.84	3
Seniors	\$53.96	\$38.00	\$50.97	\$54.00	\$60.11	\$63.55	7	
Year Founded	Before 1950	\$62.56	\$31.00	\$51.93	\$59.24	\$73.11	\$100.70	11
	1950-1969	\$56.29	\$42.08	\$48.79	\$51.93	\$60.67	\$93.00	10
	1970-1979	\$54.85	\$35.00	\$41.21	\$54.00	\$66.00	\$82.05	17
	1980-1989	\$51.30	\$33.00	\$37.00	\$50.69	\$62.50	\$76.92	9
	1990-1999	\$60.00	\$43.27	\$45.67	\$60.98	\$74.64	\$78.57	9
	2000 or later	\$40.37	\$18.03	\$24.06	\$37.27	\$55.00	\$67.31	8
Ex. Director/CEO Gender	Female	\$52.34	\$18.03	\$41.12	\$53.85	\$65.42	\$82.05	39
	Male	\$61.24	\$33.00	\$47.27	\$56.62	\$76.94	\$100.70	24
Experience as Ex. Director/CEO	5 years or less	\$57.94	\$38.00	\$53.85	\$59.24	\$63.55	\$77.00	13
	6-10 years	\$53.43	\$33.00	\$44.59	\$50.80	\$65.67	\$81.31	22
	11-20 years	\$50.60	\$18.03	\$31.00	\$42.08	\$70.00	\$91.28	13
	More than 20 years	\$61.64	\$33.53	\$49.40	\$59.27	\$75.84	\$100.70	17

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

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$43.91	\$23.00	\$38.85	\$45.00	\$50.74	\$61.00	6
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1
	100-249 employees	\$31.50	\$23.00	\$27.25	\$31.50	\$35.75	\$40.00	2
	250 employees or more	\$50.15	\$38.47	\$44.73	\$50.99	\$56.00	\$61.00	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$38.47	\$38.47	\$38.47	\$38.47	\$38.47	\$38.47	1
	\$5m-\$9.99m	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1
	\$10m or more	\$50.66	\$40.00	\$45.50	\$50.99	\$56.00	\$61.00	3
Sectors Supported	Adult Behavioral Health	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	Arts, Culture, Humanities							
	Basic Needs	\$44.24	\$38.47	\$41.35	\$44.24	\$47.12	\$50.00	2
	Children's Services	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1
	Comm, volunteerism, econ	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Criminal Justice	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1
	Developmental Disabilities	\$54.00	\$50.00	\$50.50	\$50.99	\$56.00	\$61.00	3
	Education	\$36.50	\$23.00	\$29.75	\$36.50	\$43.25	\$50.00	2
	Employment or job	\$42.00	\$23.00	\$32.50	\$42.00	\$51.50	\$61.00	2
	Environment	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Health care (non-hospital)	\$37.67	\$23.00	\$31.50	\$40.00	\$45.00	\$50.00	3
	Higher Education							
	Housing							
	Intellectual Disabilities	\$54.00	\$50.00	\$50.50	\$50.99	\$56.00	\$61.00	3
	Mental Health	\$47.37	\$38.47	\$39.62	\$45.00	\$52.75	\$61.00	4
	Public Benefit	\$42.00	\$23.00	\$32.50	\$42.00	\$51.50	\$61.00	2
	Recreation, sports, leisure							
Seniors	\$38.47	\$38.47	\$38.47	\$38.47	\$38.47	\$38.47	1	
Year Founded	Before 1950	\$49.74	\$38.47	\$44.10	\$49.74	\$55.37	\$61.00	2
	1950-1969	\$50.99	\$50.99	\$50.99	\$50.99	\$50.99	\$50.99	1
	1970-1979	\$36.50	\$23.00	\$29.75	\$36.50	\$43.25	\$50.00	2
	1980-1989							
	1990-1999	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$44.73	\$38.47	\$41.60	\$44.73	\$47.86	\$50.99	2
	Male	\$43.50	\$23.00	\$35.75	\$45.00	\$52.75	\$61.00	4
Experience as Ex. Director/CEO	5 years or less	\$39.24	\$38.47	\$38.85	\$39.24	\$39.62	\$40.00	2
	6-10 years							
	11-20 years	\$56.00	\$50.99	\$53.49	\$56.00	\$58.50	\$61.00	2
	More than 20 years	\$36.50	\$23.00	\$29.75	\$36.50	\$43.25	\$50.00	2

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	41%	70	1.0	68
All Employees	Fewer than 10 employees	25%	3	1.0	3
	10-49 employees	17%	7	1.0	7
	50-99 employees	34%	12	1.0	12
	100-249 employees	55%	21	1.1	20
	250 employees or more	61%	27	1.0	26
Total Operating Expenses	Less than \$250k	23%	3	1.0	3
	\$250k-\$499k	6%	1	1.0	1
	\$500k-\$999k	4%	1	1.0	1
	\$1m-\$4.99m	39%	20	1.0	20
	\$5m-\$9.99m	58%	14	1.0	14
Sectors Supported	\$10m or more	82%	31	1.0	29
	Adult Behavioral Health	71%	29	1.0	27
	Arts, Culture, Humanities	13%	4	1.0	4
	Basic Needs	49%	20	1.0	20
	Children's Services	47%	20	1.0	19
	Comm, volunteerism, econ	30%	10	1.0	10
	Criminal Justice	56%	5	1.0	5
	Developmental Disabilities	59%	19	1.0	18
	Education	33%	19	1.0	18
	Employment or job	55%	16	1.0	16
	Environment	50%	6	1.0	6
	Health care (non-hospital)	64%	18	1.1	16
	Higher Education				
	Housing	49%	20	1.0	20
	Intellectual Disabilities	66%	23	1.0	22
Mental Health	62%	33	1.0	32	
Public Benefit	32%	11	1.0	11	
Recreation, sports, leisure	59%	10	1.0	9	
Seniors	61%	11	1.0	10	
Year Founded	Before 1950	50%	15	1.0	14
	1950-1969	48%	13	1.0	13
	1970-1979	56%	20	1.1	21
	1980-1989	33%	7	1.0	7
	1990-1999	35%	9	1.0	8
	2000 or later	11%	3	1.0	3
Ex. Director/CEO Gender	Female	43%	42	1.0	41
	Male	39%	25	1.0	24
Experience as Ex. Director/CEO	5 years or less	42%	19	1.0	17
	6-10 years	44%	19	1.0	19
	11-20 years	35%	12	1.1	13
	More than 20 years	43%	19	1.0	18

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	\$58.38	\$23.69	\$49.07	\$58.33	\$65.62	\$93.00	68	
All Employees	Fewer than 10 employees	\$61.66	\$32.69	\$47.74	\$62.78	\$76.14	\$89.50	3	
	10-49 employees	\$63.79	\$38.46	\$58.35	\$65.00	\$74.72	\$76.95	7	
	50-99 employees	\$47.57	\$23.69	\$38.18	\$47.26	\$53.83	\$78.12	12	
	100-249 employees	\$58.85	\$35.50	\$52.06	\$59.42	\$64.47	\$84.00	19	
	250 employees or more	\$61.09	\$30.61	\$52.35	\$57.00	\$70.50	\$93.00	27	
Total Operating Expenses	Less than \$250k	\$58.55	\$48.07	\$55.29	\$62.50	\$63.79	\$65.07	3	
	\$250k-\$499k	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	1	
	\$500k-\$999k	\$52.48	\$52.48	\$52.48	\$52.48	\$52.48	\$52.48	1	
	\$1m-\$4.99m	\$45.73	\$23.69	\$37.72	\$44.89	\$53.45	\$65.00	20	
	\$5m-\$9.99m	\$64.14	\$45.00	\$55.29	\$60.00	\$76.92	\$80.00	13	
\$10m or more	\$65.25	\$33.27	\$57.00	\$63.03	\$72.24	\$93.00	30		
Sectors Supported	Adult Behavioral Health	\$65.04	\$39.81	\$56.57	\$61.25	\$73.91	\$93.00	28	
	Arts, Culture, Humanities	\$65.46	\$52.82	\$58.19	\$63.56	\$71.78	\$80.00	3	
	Basic Needs	\$57.69	\$33.27	\$47.31	\$56.49	\$65.07	\$87.63	20	
	Children's Services	\$58.74	\$39.81	\$49.07	\$59.28	\$63.91	\$90.13	20	
	Comm, volunteerism, econ	\$52.61	\$36.00	\$49.18	\$55.26	\$58.65	\$63.56	10	
	Criminal Justice	\$63.25	\$45.00	\$55.29	\$59.42	\$63.56	\$93.00	5	
	Developmental Disabilities	\$54.06	\$30.61	\$48.74	\$53.51	\$59.28	\$90.13	19	
	Education	\$54.48	\$23.69	\$38.57	\$53.34	\$66.67	\$90.13	19	
	Employment or job	\$58.43	\$33.27	\$49.49	\$55.17	\$65.80	\$93.00	16	
	Environment	\$44.48	\$35.50	\$36.62	\$41.79	\$50.90	\$59.00	6	
	Health care (non-hospital)	\$64.96	\$36.00	\$55.29	\$62.50	\$76.95	\$90.13	17	
	Higher Education								
	Housing	\$61.63	\$33.27	\$52.89	\$58.07	\$68.34	\$93.00	20	
	Intellectual Disabilities	\$54.49	\$30.61	\$48.74	\$53.51	\$60.96	\$90.13	23	
	Mental Health	\$60.82	\$30.61	\$50.56	\$59.28	\$65.63	\$93.00	32	
	Public Benefit	\$55.62	\$35.50	\$45.47	\$53.34	\$60.63	\$87.63	11	
Recreation, sports, leisure	\$54.21	\$30.61	\$41.28	\$52.92	\$60.97	\$90.13	10		
Seniors	\$51.00	\$30.61	\$41.16	\$50.65	\$56.60	\$78.12	10		
Year Founded	Before 1950	\$60.19	\$35.50	\$48.08	\$63.56	\$71.42	\$80.00	13	
	1950-1969	\$57.69	\$33.27	\$52.22	\$53.31	\$64.40	\$93.00	13	
	1970-1979	\$59.36	\$30.61	\$43.70	\$59.28	\$68.61	\$89.60	20	
	1980-1989	\$55.03	\$33.00	\$48.39	\$57.00	\$60.75	\$76.92	7	
	1990-1999	\$54.69	\$23.69	\$48.07	\$53.21	\$65.00	\$84.00	9	
	2000 or later	\$55.63	\$45.12	\$52.06	\$59.00	\$60.89	\$62.78	3	
Ex. Director/CEO Gender	Female	\$55.75	\$23.69	\$50.90	\$57.00	\$62.50	\$89.60	41	
	Male	\$63.43	\$33.00	\$47.31	\$64.80	\$78.59	\$93.00	24	
Experience as Ex. Director/CEO	5 years or less	\$58.49	\$38.46	\$48.44	\$57.35	\$64.64	\$89.50	18	
	6-10 years	\$57.05	\$32.69	\$52.72	\$58.97	\$61.59	\$81.73	19	
	11-20 years	\$60.23	\$30.61	\$53.17	\$62.50	\$68.52	\$89.60	11	
	More than 20 years	\$58.31	\$23.69	\$41.07	\$53.31	\$77.05	\$93.00	19	

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

		<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	34%	58	1.4	82
All Employees	Fewer than 10 employees	25%	3	1.0	3
	10-49 employees	26%	11	1.2	13
	50-99 employees	29%	10	1.1	11
	100-249 employees	32%	12	1.6	18
	250 employees or more	50%	22	1.7	37
Total Operating Expenses	Less than \$250k	8%	1	1.0	1
	\$250k-\$499k	11%	2	1.0	2
	\$500k-\$999k	19%	5	1.0	5
	\$1m-\$4.99m	37%	19	1.2	23
	\$5m-\$9.99m	46%	11	1.5	17
Sectors Supported	Adult Behavioral Health	49%	20	1.5	29
	Arts, Culture, Humanities	26%	8	1.3	10
	Basic Needs	41%	17	1.5	25
	Children's Services	35%	15	1.8	27
	Comm, volunteerism, econ	27%	9	1.3	12
	Criminal Justice	56%	5	1.6	8
	Developmental Disabilities	34%	11	1.9	21
	Education	33%	19	1.4	26
	Employment or job	52%	15	1.9	29
	Environment	33%	4	1.8	7
	Health care (non-hospital)	39%	11	1.1	11
	Higher Education	40%	2	1.0	2
	Housing	41%	17	1.9	32
	Intellectual Disabilities	40%	14	1.9	26
	Mental Health	47%	25	1.6	39
	Public Benefit	35%	12	1.1	13
	Recreation, sports, leisure	47%	8	1.8	14
Seniors	33%	6	1.8	9	
Year Founded	Before 1950	43%	13	1.4	17
	1950-1969	37%	10	1.7	17
	1970-1979	36%	13	1.5	19
	1980-1989	14%	3	2.3	7
	1990-1999	38%	10	1.3	13
	2000 or later	29%	8	1.0	8
Ex. Director/CEO Gender	Female	34%	33	1.3	43
	Male	36%	23	1.6	37
Experience as Ex. Director/CEO	5 years or less	24%	11	1.0	10
	6-10 years	30%	13	1.3	17
	11-20 years	38%	13	1.5	20
	More than 20 years	45%	20	1.7	34

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$49.46	\$24.00	\$35.57	\$49.52	\$62.50	\$86.41	57
All Employees	Fewer than 10 employees	\$41.71	\$25.00	\$35.00	\$45.00	\$50.06	\$55.12	3
	10-49 employees	\$50.29	\$31.25	\$35.29	\$41.14	\$63.60	\$86.41	11
	50-99 employees	\$45.44	\$24.61	\$30.97	\$44.76	\$60.41	\$70.28	10
	100-249 employees	\$55.91	\$24.00	\$50.18	\$57.50	\$66.11	\$70.18	11
	250 employees or more	\$48.72	\$26.00	\$38.26	\$48.91	\$55.95	\$77.41	22
Total Operating Expenses	Less than \$250k	\$52.50	\$52.50	\$52.50	\$52.50	\$52.50	\$52.50	1
	\$250k-\$499k	\$24.50	\$24.00	\$24.25	\$24.50	\$24.75	\$25.00	2
	\$500k-\$999k	\$34.14	\$30.29	\$31.25	\$33.00	\$35.00	\$41.14	5
	\$1m-\$4.99m	\$45.36	\$24.61	\$35.10	\$45.00	\$50.00	\$86.41	19
	\$5m-\$9.99m	\$61.10	\$40.00	\$53.66	\$62.50	\$66.72	\$79.35	11
	\$10m or more	\$53.34	\$26.00	\$46.41	\$54.74	\$64.99	\$76.72	19
Sectors Supported	Adult Behavioral Health	\$57.55	\$28.49	\$51.12	\$56.00	\$66.20	\$76.72	19
	Arts, Culture, Humanities	\$50.33	\$30.29	\$35.43	\$48.90	\$56.68	\$86.41	8
	Basic Needs	\$44.86	\$24.00	\$33.85	\$43.27	\$54.57	\$79.35	17
	Children's Services	\$51.53	\$25.64	\$39.00	\$54.57	\$64.51	\$76.72	15
	Comm, volunteerism, econ	\$48.02	\$31.25	\$35.32	\$50.48	\$54.57	\$69.49	9
	Criminal Justice	\$51.71	\$40.00	\$50.48	\$54.57	\$56.00	\$57.50	5
	Developmental Disabilities	\$40.68	\$26.00	\$31.91	\$39.04	\$51.20	\$55.80	11
	Education	\$48.11	\$24.61	\$38.52	\$49.82	\$59.35	\$67.31	19
	Employment or job	\$50.55	\$28.49	\$42.94	\$50.48	\$55.90	\$76.72	15
	Environment	\$39.03	\$24.00	\$31.39	\$39.66	\$47.29	\$52.79	4
	Health care (non-hospital)	\$56.30	\$35.32	\$48.52	\$52.80	\$67.31	\$79.35	10
	Higher Education	\$41.74	\$33.00	\$37.37	\$41.74	\$46.11	\$50.48	2
	Housing	\$53.18	\$28.49	\$48.07	\$54.57	\$62.50	\$67.31	17
	Intellectual Disabilities	\$42.45	\$26.00	\$36.06	\$42.37	\$51.76	\$55.80	14
	Mental Health	\$53.19	\$27.47	\$47.14	\$54.66	\$64.18	\$76.72	24
	Public Benefit	\$47.25	\$25.00	\$34.95	\$47.60	\$54.38	\$79.35	12
	Recreation, sports, leisure	\$48.52	\$27.47	\$43.06	\$49.13	\$56.23	\$63.94	8
Seniors	\$44.45	\$27.47	\$35.32	\$38.00	\$57.50	\$63.94	5	
Year Founded	Before 1950	\$55.01	\$38.00	\$47.26	\$54.44	\$63.24	\$77.41	12
	1950-1969	\$50.61	\$28.49	\$39.89	\$48.80	\$54.46	\$86.41	10
	1970-1979	\$49.97	\$27.47	\$39.04	\$49.74	\$64.90	\$76.72	13
	1980-1989	\$38.12	\$26.00	\$30.79	\$35.57	\$44.18	\$52.79	3
	1990-1999	\$46.66	\$24.61	\$28.06	\$47.74	\$60.27	\$79.35	10
	2000 or later	\$44.14	\$24.00	\$32.32	\$40.10	\$52.88	\$70.28	8
Ex. Director/CEO Gender	Female	\$48.18	\$24.00	\$34.43	\$46.66	\$57.48	\$86.41	32
	Male	\$50.74	\$25.00	\$39.00	\$54.31	\$62.10	\$77.41	23
Experience as Ex. Director/CEO	5 years or less	\$57.16	\$33.85	\$49.60	\$52.53	\$64.26	\$86.41	10
	6-10 years	\$48.44	\$24.00	\$35.57	\$47.86	\$64.90	\$69.49	13
	11-20 years	\$48.19	\$27.47	\$35.00	\$48.07	\$54.74	\$76.72	13
	More than 20 years	\$47.53	\$24.61	\$31.87	\$46.77	\$62.63	\$77.41	20

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

		<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	13%	22	1.0	21
All Employees	Fewer than 10 employees	8%	1	1.0	1
	10-49 employees	14%	6	1.0	6
	50-99 employees	11%	4	1.0	4
	100-249 employees	11%	4	1.0	3
	250 employees or more	16%	7	1.0	7
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	12%	3	1.0	3
	\$1m-\$4.99m	16%	8	1.0	8
	\$5m-\$9.99m	21%	5	1.0	5
\$10m or more	16%	6	1.0	5	
Sectors Supported	Adult Behavioral Health	12%	5	1.0	4
	Arts, Culture, Humanities	13%	4	1.0	4
	Basic Needs	20%	8	1.0	8
	Children's Services	9%	4	1.0	4
	Comm, volunteerism, econ	12%	4	1.0	4
	Criminal Justice	22%	2	1.0	2
	Developmental Disabilities	6%	2	1.0	2
	Education	14%	8	1.0	8
	Employment or job	14%	4	1.0	4
	Environment	8%	1	1.0	1
	Health care (non-hospital)	18%	5	1.0	4
	Higher Education	60%	3	1.0	3
	Housing	12%	5	1.0	5
	Intellectual Disabilities	6%	2	1.0	2
	Mental Health	15%	8	1.0	7
	Public Benefit	9%	3	1.0	3
	Recreation, sports, leisure	12%	2	1.0	2
Seniors	11%	2	1.0	1	
Year Founded	Before 1950	17%	5	1.0	4
	1950-1969	11%	3	1.0	3
	1970-1979	8%	3	1.0	3
	1980-1989	14%	3	1.0	3
	1990-1999	15%	4	1.0	4
	2000 or later	11%	3	1.0	3
Ex. Director/CEO Gender	Female	9%	9	1.0	8
	Male	16%	10	1.0	10
Experience as Ex. Director/CEO	5 years or less	11%	5	1.0	4
	6-10 years	12%	5	1.0	5
	11-20 years	18%	6	1.0	6
	More than 20 years	14%	6	1.0	6

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$43.78	\$29.71	\$35.72	\$40.00	\$49.55	\$67.00	21
All Employees	Fewer than 10 employees	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	10-49 employees	\$44.53	\$35.57	\$38.84	\$42.84	\$48.58	\$57.93	6
	50-99 employees	\$43.66	\$34.12	\$37.03	\$39.00	\$45.63	\$62.50	4
	100-249 employees	\$49.84	\$46.15	\$48.32	\$50.48	\$51.68	\$52.88	3
	250 employees or more	\$41.15	\$29.71	\$34.11	\$35.72	\$43.71	\$67.00	7
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$38.82	\$38.00	\$38.23	\$38.45	\$39.23	\$40.00	3
	\$1m-\$4.99m	\$41.37	\$33.59	\$35.33	\$37.86	\$43.87	\$62.50	8
	\$5m-\$9.99m	\$51.12	\$40.00	\$46.15	\$49.55	\$52.88	\$67.00	5
\$10m or more	\$43.28	\$29.71	\$34.12	\$44.14	\$50.48	\$57.93	5	
Sectors Supported	Adult Behavioral Health	\$45.57	\$29.71	\$40.53	\$47.31	\$52.34	\$57.93	4
	Arts, Culture, Humanities	\$44.04	\$33.59	\$35.08	\$37.79	\$46.75	\$67.00	4
	Basic Needs	\$39.08	\$29.71	\$34.50	\$37.86	\$43.87	\$49.55	8
	Children's Services	\$42.95	\$29.71	\$37.43	\$42.07	\$47.59	\$57.93	4
	Comm, volunteerism, econ	\$40.01	\$33.59	\$34.36	\$40.15	\$45.79	\$46.15	4
	Criminal Justice	\$42.84	\$40.00	\$41.42	\$42.84	\$44.25	\$45.67	2
	Developmental Disabilities	\$34.86	\$29.71	\$32.28	\$34.86	\$37.43	\$40.00	2
	Education	\$48.77	\$38.00	\$40.00	\$44.91	\$55.29	\$67.00	8
	Employment or job	\$41.86	\$29.71	\$33.02	\$39.90	\$48.74	\$57.93	4
	Environment	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	1
	Health care (non-hospital)	\$46.43	\$40.00	\$44.25	\$47.61	\$49.78	\$50.48	4
	Higher Education	\$41.22	\$38.00	\$39.00	\$40.00	\$42.84	\$45.67	3
	Housing	\$37.65	\$29.71	\$34.12	\$34.62	\$44.14	\$45.67	5
	Intellectual Disabilities	\$34.86	\$29.71	\$32.28	\$34.86	\$37.43	\$40.00	2
	Mental Health	\$40.92	\$29.71	\$35.17	\$38.00	\$45.24	\$57.93	7
	Public Benefit	\$44.56	\$38.45	\$42.06	\$45.67	\$47.61	\$49.55	3
	Recreation, sports, leisure	\$43.24	\$33.59	\$38.41	\$43.24	\$48.06	\$52.88	2
Seniors	\$35.72	\$35.72	\$35.72	\$35.72	\$35.72	\$35.72	1	
Year Founded	Before 1950	\$47.53	\$35.72	\$41.38	\$43.71	\$49.86	\$67.00	4
	1950-1969	\$32.82	\$29.71	\$31.92	\$34.12	\$34.37	\$34.62	3
	1970-1979	\$49.47	\$40.00	\$45.24	\$50.48	\$54.21	\$57.93	3
	1980-1989	\$35.87	\$33.59	\$34.58	\$35.57	\$37.01	\$38.45	3
	1990-1999	\$47.03	\$40.00	\$44.25	\$47.61	\$50.38	\$52.88	4
	2000 or later	\$46.83	\$38.00	\$39.00	\$40.00	\$51.25	\$62.50	3
Ex. Director/CEO Gender	Female	\$43.46	\$34.62	\$37.43	\$42.84	\$47.00	\$57.93	8
	Male	\$42.75	\$29.71	\$34.48	\$40.00	\$48.90	\$67.00	10
Experience as Ex. Director/CEO	5 years or less	\$42.35	\$35.72	\$37.77	\$42.06	\$46.64	\$49.55	4
	6-10 years	\$46.33	\$35.57	\$43.27	\$44.14	\$46.15	\$62.50	5
	11-20 years	\$44.92	\$33.59	\$35.97	\$45.24	\$52.28	\$57.93	6
	More than 20 years	\$41.47	\$29.71	\$35.09	\$39.00	\$40.00	\$67.00	6

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	27%	47	1.0	45
All Employees	Fewer than 10 employees	8%	1	1.0	1
	10-49 employees	14%	6	1.0	6
	50-99 employees	26%	9	1.0	9
	100-249 employees	37%	14	1.0	13
	250 employees or more	39%	17	1.0	16
Total Operating Expenses	Less than \$250k	8%	1	1.0	1
	\$250k-\$499k	6%	1	1.0	1
	\$500k-\$999k	15%	4	1.0	4
	\$1m-\$4.99m	39%	20	1.0	20
	\$5m-\$9.99m	42%	10	1.0	10
\$10m or more	29%	11	1.0	9	
Sectors Supported	Adult Behavioral Health	29%	12	1.0	10
	Arts, Culture, Humanities	32%	10	1.0	10
	Basic Needs	27%	11	1.0	11
	Children's Services	26%	11	1.0	10
	Comm, volunteerism, econ	21%	7	1.0	7
	Criminal Justice	67%	6	1.0	6
	Developmental Disabilities	28%	9	1.0	8
	Education	39%	22	1.0	21
	Employment or job	34%	10	1.0	10
	Environment	50%	6	1.0	6
	Health care (non-hospital)	21%	6	1.0	4
	Higher Education	40%	2	1.0	2
	Housing	32%	13	1.0	13
	Intellectual Disabilities	29%	10	1.0	9
	Mental Health	32%	17	1.0	16
Public Benefit	26%	9	1.0	9	
Recreation, sports, leisure	53%	9	1.0	8	
Seniors	33%	6	1.0	5	
Year Founded	Before 1950	50%	15	1.0	14
	1950-1969	26%	7	1.0	7
	1970-1979	25%	9	1.0	9
	1980-1989	19%	4	1.0	4
	1990-1999	19%	5	1.0	5
	2000 or later	18%	5	1.0	5
Ex. Director/CEO Gender	Female	22%	21	1.0	20
	Male	38%	24	1.0	23
Experience as Ex. Director/CEO	5 years or less	22%	10	1.0	9
	6-10 years	23%	10	1.0	10
	11-20 years	29%	10	1.0	10
	More than 20 years	36%	16	1.0	15

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$48.33	\$21.00	\$39.86	\$48.77	\$56.39	\$89.00	44
All Employees	Fewer than 10 employees	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	10-49 employees	\$45.97	\$40.00	\$40.89	\$42.21	\$48.68	\$60.15	6
	50-99 employees	\$45.16	\$26.00	\$30.29	\$46.70	\$49.51	\$76.92	9
	100-249 employees	\$49.77	\$21.00	\$44.21	\$49.60	\$59.20	\$64.00	12
	250 employees or more	\$50.47	\$27.15	\$38.32	\$49.73	\$56.39	\$89.00	16
Total Operating Expenses	Less than \$250k	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1
	\$250k-\$499k	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	\$500k-\$999k	\$34.36	\$26.00	\$29.22	\$35.15	\$40.29	\$41.14	4
	\$1m-\$4.99m	\$47.75	\$29.06	\$42.65	\$49.10	\$51.08	\$64.00	20
	\$5m-\$9.99m	\$59.11	\$36.90	\$48.53	\$58.10	\$63.36	\$89.00	9
\$10m or more	\$47.90	\$27.15	\$38.37	\$47.18	\$57.54	\$70.00	9	
Sectors Supported	Adult Behavioral Health	\$48.60	\$27.15	\$38.75	\$47.86	\$54.50	\$76.92	10
	Arts, Culture, Humanities	\$49.10	\$26.00	\$44.00	\$49.00	\$50.00	\$89.00	9
	Basic Needs	\$48.64	\$27.15	\$42.04	\$46.70	\$52.37	\$76.92	11
	Children's Services	\$48.10	\$27.15	\$37.68	\$45.49	\$57.16	\$76.92	10
	Comm, volunteerism, econ	\$43.76	\$21.00	\$42.21	\$44.28	\$49.27	\$58.10	7
	Criminal Justice	\$51.24	\$40.00	\$43.52	\$45.49	\$59.07	\$70.00	6
	Developmental Disabilities	\$43.65	\$27.15	\$36.87	\$39.19	\$56.39	\$58.99	8
	Education	\$47.89	\$21.00	\$39.42	\$44.28	\$57.54	\$89.00	21
	Employment or job	\$44.53	\$21.00	\$32.08	\$43.78	\$56.04	\$70.00	10
	Environment	\$47.73	\$21.00	\$42.62	\$49.04	\$59.38	\$64.00	6
	Health care (non-hospital)	\$40.07	\$21.00	\$35.25	\$41.64	\$46.45	\$56.00	4
	Higher Education	\$41.64	\$40.00	\$40.82	\$41.64	\$42.45	\$43.27	2
	Housing	\$50.63	\$27.15	\$44.28	\$48.53	\$58.99	\$76.92	13
	Intellectual Disabilities	\$41.65	\$27.15	\$33.00	\$38.37	\$50.00	\$58.99	9
	Mental Health	\$48.99	\$27.15	\$39.54	\$48.99	\$56.39	\$76.92	16
	Public Benefit	\$44.73	\$21.00	\$43.27	\$47.18	\$48.53	\$58.99	9
Recreation, sports, leisure	\$51.11	\$33.00	\$42.75	\$49.04	\$57.59	\$76.92	8	
Seniors	\$57.34	\$38.16	\$49.45	\$58.99	\$63.19	\$76.92	5	
Year Founded	Before 1950	\$52.76	\$26.00	\$44.28	\$49.45	\$57.54	\$89.00	13
	1950-1969	\$47.54	\$27.15	\$34.99	\$49.51	\$58.08	\$70.00	7
	1970-1979	\$41.21	\$21.00	\$38.16	\$40.80	\$46.70	\$58.99	9
	1980-1989	\$48.07	\$29.06	\$44.17	\$49.60	\$53.50	\$64.00	4
	1990-1999	\$50.07	\$39.42	\$43.27	\$48.53	\$55.95	\$63.19	5
	2000 or later	\$47.23	\$30.29	\$40.00	\$50.48	\$52.89	\$62.50	5
Ex. Director/CEO Gender	Female	\$45.07	\$26.00	\$39.16	\$45.49	\$49.47	\$64.00	20
	Male	\$50.33	\$21.00	\$40.00	\$50.00	\$57.16	\$89.00	22
Experience as Ex. Director/CEO	5 years or less	\$45.50	\$29.06	\$40.80	\$44.28	\$50.48	\$60.15	9
	6-10 years	\$47.08	\$30.29	\$37.53	\$49.60	\$55.82	\$64.00	10
	11-20 years	\$46.07	\$26.00	\$38.37	\$49.00	\$52.89	\$57.54	9
	More than 20 years	\$52.69	\$21.00	\$42.00	\$48.53	\$63.28	\$89.00	15

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	27%	47	1.0	20
All Employees	Fewer than 10 employees	8%	1	1.0	1
	10-49 employees	14%	6	1.0	1
	50-99 employees	26%	9	1.0	1
	100-249 employees	37%	14	1.0	7
	250 employees or more	39%	17	1.0	10
Total Operating Expenses	Less than \$250k	8%	1	1.0	1
	\$250k-\$499k	6%	1		
	\$500k-\$999k	15%	4		
	\$1m-\$4.99m	39%	20	1.0	2
	\$5m-\$9.99m	42%	10	1.0	4
	\$10m or more	29%	11	1.0	13
Sectors Supported	Adult Behavioral Health	29%	12	1.0	9
	Arts, Culture, Humanities	32%	10	1.0	2
	Basic Needs	27%	11	1.0	6
	Children's Services	26%	11	1.0	8
	Comm, volunteerism, econ	21%	7	1.0	2
	Criminal Justice	67%	6	1.0	3
	Developmental Disabilities	28%	9	1.0	8
	Education	39%	22	1.0	5
	Employment or job	34%	10	1.0	9
	Environment	50%	6		
	Health care (non-hospital)	21%	6	1.0	4
	Higher Education	40%	2		
	Housing	32%	13	1.0	8
	Intellectual Disabilities	29%	10	1.0	11
	Mental Health	32%	17	1.0	13
	Public Benefit	26%	9	1.0	3
Recreation, sports, leisure	53%	9	1.0	3	
Seniors	33%	6	1.0	2	
Year Founded	Before 1950	50%	15	1.0	6
	1950-1969	26%	7	1.0	5
	1970-1979	25%	9	1.0	6
	1980-1989	19%	4		
	1990-1999	19%	5	1.0	2
	2000 or later	18%	5	1.0	1
Ex. Director/CEO Gender	Female	22%	21	1.0	12
	Male	38%	24	1.0	7
Experience as Ex. Director/CEO	5 years or less	22%	10	1.0	2
	6-10 years	23%	10	1.0	7
	11-20 years	29%	10	1.0	5
	More than 20 years	36%	16	1.0	5

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	\$52.17	\$27.00	\$44.78	\$51.95	\$58.19	\$86.16	22
All Employees	Fewer than 10 employees	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	1
	10-49 employees	\$66.67	\$66.67	\$66.67	\$66.67	\$66.67	\$66.67	1
	50-99 employees	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	100-249 employees	\$55.92	\$50.58	\$51.95	\$53.21	\$59.68	\$64.40	7
	250 employees or more	\$50.37	\$27.00	\$42.67	\$48.17	\$56.73	\$86.16	12
Total Operating Expenses	Less than \$250k	\$64.06	\$64.06	\$64.06	\$64.06	\$64.06	\$64.06	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$41.82	\$27.00	\$36.12	\$45.24	\$49.23	\$53.21	3
	\$5m-\$9.99m	\$45.17	\$40.00	\$42.31	\$44.62	\$47.76	\$50.90	3
	\$10m or more	\$54.85	\$35.35	\$48.17	\$55.29	\$59.72	\$86.16	15
Sectors Supported	Adult Behavioral Health	\$58.49	\$40.87	\$51.95	\$55.46	\$64.23	\$86.16	11
	Arts, Culture, Humanities	\$50.58	\$50.58	\$50.58	\$50.58	\$50.58	\$50.58	1
	Basic Needs	\$49.24	\$40.00	\$43.30	\$51.90	\$54.77	\$55.46	6
	Children's Services	\$51.55	\$27.00	\$40.22	\$49.81	\$62.17	\$86.16	10
	Comm, volunteerism, econ	\$53.02	\$50.58	\$51.80	\$53.02	\$54.24	\$55.46	2
	Criminal Justice	\$48.86	\$40.00	\$45.29	\$50.58	\$53.29	\$56.00	3
	Developmental Disabilities	\$51.41	\$40.00	\$43.27	\$47.29	\$50.90	\$86.16	9
	Education	\$50.79	\$27.00	\$43.65	\$49.04	\$53.02	\$86.16	7
	Employment or job	\$51.50	\$35.35	\$47.29	\$50.90	\$56.00	\$66.67	9
	Environment							
	Health care (non-hospital)	\$59.28	\$40.00	\$53.05	\$56.07	\$63.03	\$86.16	6
	Higher Education							
	Housing	\$51.35	\$35.35	\$48.15	\$54.25	\$55.60	\$64.06	8
	Intellectual Disabilities	\$51.51	\$35.35	\$42.67	\$48.17	\$56.72	\$86.16	12
	Mental Health	\$54.99	\$40.00	\$51.43	\$55.38	\$60.11	\$66.67	14
	Public Benefit	\$54.77	\$50.58	\$51.90	\$53.21	\$56.86	\$60.51	3
	Recreation, sports, leisure	\$50.46	\$27.00	\$35.35	\$50.58	\$53.21	\$86.16	5
Seniors	\$45.22	\$27.00	\$40.11	\$53.21	\$54.34	\$55.46	3	
Year Founded	Before 1950	\$51.11	\$27.00	\$49.43	\$53.02	\$59.25	\$64.06	6
	1950-1969	\$48.73	\$35.35	\$43.27	\$44.62	\$56.00	\$64.40	5
	1970-1979	\$51.51	\$40.00	\$42.48	\$51.29	\$58.01	\$66.67	6
	1980-1989							
	1990-1999	\$52.37	\$50.90	\$51.95	\$53.00	\$53.11	\$53.21	3
	2000 or later	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	\$45.24	1
Ex. Director/CEO Gender	Female	\$50.43	\$35.35	\$44.28	\$49.81	\$54.64	\$66.67	12
	Male	\$55.28	\$27.00	\$53.00	\$55.46	\$60.51	\$86.16	9
Experience as Ex. Director/CEO	5 years or less	\$53.01	\$50.58	\$51.79	\$53.00	\$54.23	\$55.46	3
	6-10 years	\$51.14	\$40.87	\$46.83	\$50.90	\$54.25	\$64.06	7
	11-20 years	\$51.27	\$27.00	\$43.27	\$58.92	\$60.51	\$66.67	5
	More than 20 years	\$54.87	\$35.35	\$41.82	\$51.65	\$62.30	\$86.16	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	25%	31	1.3	40
All Employees	Fewer than 10 employees				
	10-49 employees	19%	4	1.0	4
	50-99 employees	14%	3	1.0	3
	100-249 employees	31%	11	1.1	11
	250 employees or more	33%	13	1.7	22
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	38%	3	1.0	3
	\$500k-\$999k	29%	4	1.0	3
	\$1m-\$4.99m	23%	8	1.0	8
	\$5m-\$9.99m	36%	8	1.0	8
	\$10m or more	18%	7	2.3	16
Sectors Supported	Adult Behavioral Health	8%	3	1.3	4
	Arts, Culture, Humanities	47%	8	1.0	8
	Basic Needs	7%	2	1.5	3
	Children's Services	32%	10	2.0	20
	Comm, volunteerism, econ	32%	7	1.2	7
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities	24%	7	2.1	15
	Education	50%	20	1.5	28
	Employment or job	21%	5	1.0	5
	Environment	14%	1	1.0	1
	Health care (non-hospital)	14%	3	1.0	3
	Higher Education				
	Housing	11%	4	1.5	6
	Intellectual Disabilities	22%	7	2.1	15
	Mental Health	14%	7	1.0	7
	Public Benefit	17%	4	1.0	3
	Recreation, sports, leisure	33%	4	1.3	5
	Seniors	29%	4	1.3	5
Year Founded	Before 1950	43%	9	1.7	15
	1950-1969	30%	7	1.6	11
	1970-1979	14%	4	1.0	4
	1980-1989	13%	2	1.0	2
	1990-1999	26%	5	1.0	5
	2000 or later	13%	2	1.0	1
Ex. Director/CEO Gender	Female	21%	14	1.6	21
	Male	29%	15	1.1	16
Experience as Ex. Director/CEO	5 years or less	18%	6	1.0	6
	6-10 years	14%	4	2.3	9
	11-20 years	35%	9	1.0	8
	More than 20 years	30%	10	1.4	14

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$40.81	\$15.00	\$32.00	\$42.00	\$48.70	\$68.00	29
All Employees	Fewer than 10 employees							
	10-49 employees	\$36.10	\$26.11	\$31.23	\$34.97	\$39.84	\$48.35	4
	50-99 employees	\$44.85	\$36.00	\$40.84	\$45.67	\$49.28	\$52.88	3
	100-249 employees	\$32.48	\$15.00	\$24.04	\$32.96	\$36.06	\$49.44	9
	250 employees or more	\$47.08	\$24.00	\$42.00	\$46.34	\$59.73	\$68.00	13
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$21.01	\$15.00	\$19.50	\$24.00	\$24.02	\$24.04	3
	\$500k-\$999k	\$33.90	\$29.00	\$32.36	\$35.71	\$36.36	\$37.00	3
	\$1m-\$4.99m	\$34.69	\$21.00	\$25.84	\$34.47	\$43.04	\$48.35	8
	\$5m-\$9.99m	\$47.67	\$32.96	\$40.87	\$48.70	\$51.16	\$68.00	7
	\$10m or more	\$53.63	\$44.00	\$45.45	\$52.63	\$61.59	\$64.68	7
Sectors Supported	Adult Behavioral Health	\$53.36	\$44.00	\$48.32	\$52.63	\$58.04	\$63.45	3
	Arts, Culture, Humanities	\$36.58	\$15.00	\$26.97	\$36.00	\$41.58	\$68.00	7
	Basic Needs	\$38.00	\$32.00	\$35.00	\$38.00	\$41.00	\$44.00	2
	Children's Services	\$49.84	\$32.00	\$44.42	\$49.49	\$58.02	\$64.68	10
	Comm, volunteerism, econ	\$38.94	\$26.11	\$32.93	\$38.86	\$46.76	\$49.44	6
	Criminal Justice	\$32.96	\$32.96	\$32.96	\$32.96	\$32.96	\$32.96	1
	Developmental Disabilities	\$50.95	\$25.01	\$45.45	\$52.88	\$61.59	\$64.68	7
	Education	\$43.89	\$15.00	\$35.86	\$44.56	\$52.76	\$68.00	19
	Employment or job	\$41.12	\$32.96	\$35.71	\$44.00	\$44.56	\$48.35	5
	Environment	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Health care (non-hospital)	\$51.04	\$44.00	\$44.84	\$45.67	\$54.56	\$63.45	3
	Higher Education							
	Housing	\$40.40	\$32.00	\$32.72	\$38.48	\$46.16	\$52.63	4
	Intellectual Disabilities	\$50.95	\$25.01	\$45.45	\$52.88	\$61.59	\$64.68	7
	Mental Health	\$41.87	\$25.01	\$34.98	\$44.00	\$47.19	\$59.73	7
	Public Benefit	\$40.35	\$24.00	\$36.18	\$48.35	\$48.53	\$48.70	3
	Recreation, sports, leisure	\$39.13	\$25.01	\$30.25	\$34.03	\$42.91	\$63.45	4
Seniors	\$33.49	\$25.01	\$30.25	\$32.48	\$35.72	\$44.00	4	
Year Founded	Before 1950	\$41.34	\$15.00	\$29.25	\$41.17	\$54.41	\$68.00	8
	1950-1969	\$39.91	\$24.00	\$29.52	\$42.00	\$44.84	\$64.68	7
	1970-1979	\$39.54	\$25.01	\$33.04	\$40.14	\$46.64	\$52.88	4
	1980-1989	\$41.58	\$37.00	\$39.29	\$41.58	\$43.86	\$46.15	2
	1990-1999	\$38.02	\$24.04	\$32.96	\$36.06	\$48.35	\$48.70	5
	2000 or later	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
Ex. Director/CEO Gender	Female	\$37.95	\$15.00	\$29.00	\$37.00	\$45.67	\$64.68	13
	Male	\$45.29	\$21.00	\$36.02	\$47.25	\$52.82	\$68.00	14
Experience as Ex. Director/CEO	5 years or less	\$37.27	\$24.04	\$27.82	\$37.47	\$44.75	\$52.88	6
	6-10 years	\$48.64	\$46.15	\$46.29	\$47.89	\$50.24	\$52.63	4
	11-20 years	\$38.60	\$25.01	\$32.36	\$36.00	\$42.38	\$59.73	7
	More than 20 years	\$43.90	\$15.00	\$33.97	\$44.28	\$59.68	\$68.00	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	30%	38	2.2	84
All Employees	Fewer than 10 employees	13%	1	3.0	3
	10-49 employees	19%	4	1.3	5
	50-99 employees	10%	2	1.0	2
	100-249 employees	28%	10	1.9	19
	250 employees or more	53%	21	2.6	55
Total Operating Expenses	Less than \$250k	33%	2	4.0	8
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	17%	6	1.2	7
	\$5m-\$9.99m	14%	3	1.7	5
\$10m or more	64%	25	2.5	62	
Sectors Supported	Adult Behavioral Health	45%	17	2.7	46
	Arts, Culture, Humanities	6%	1	1.0	1
	Basic Needs	44%	12	2.2	26
	Children's Services	39%	12	2.8	34
	Comm, volunteerism, econ	23%	5	1.0	5
	Criminal Justice	29%	2	2.0	4
	Developmental Disabilities	45%	13	3.2	41
	Education	20%	8	2.0	16
	Employment or job	33%	8	3.0	24
	Environment				
	Health care (non-hospital)	43%	9	1.8	16
	Higher Education				
	Housing	51%	18	2.6	46
	Intellectual Disabilities	50%	16	3.1	50
	Mental Health	35%	17	3.0	51
Public Benefit	9%	2	1.0	2	
Recreation, sports, leisure	17%	2	1.0	2	
Seniors	29%	4	1.0	4	
Year Founded	Before 1950	33%	7	3.3	23
	1950-1969	57%	13	1.2	16
	1970-1979	34%	10	3.1	31
	1980-1989	19%	3	2.7	8
	1990-1999	11%	2	1.5	3
	2000 or later	13%	2	1.0	2
Ex. Director/CEO Gender	Female	28%	19	2.3	43
	Male	35%	18	2.2	40
Experience as Ex. Director/CEO	5 years or less	18%	6	2.2	13
	6-10 years	41%	12	3.0	36
	11-20 years	31%	8	2.0	16
	More than 20 years	33%	11	1.6	18

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$41.30	\$27.68	\$33.17	\$38.05	\$45.55	\$68.00	38
All Employees	Fewer than 10 employees	\$44.06	\$44.06	\$44.06	\$44.06	\$44.06	\$44.06	1
	10-49 employees	\$35.93	\$28.00	\$29.08	\$33.12	\$39.97	\$49.50	4
	50-99 employees	\$35.32	\$33.00	\$34.16	\$35.32	\$36.48	\$37.64	2
	100-249 employees	\$43.32	\$31.70	\$38.98	\$44.58	\$46.71	\$57.69	10
	250 employees or more	\$41.79	\$27.68	\$33.20	\$37.32	\$44.00	\$68.00	21
Total Operating Expenses	Less than \$250k	\$37.09	\$36.79	\$36.94	\$37.09	\$37.24	\$37.39	2
	\$250k-\$499k							
	\$500k-\$999k	\$31.72	\$31.72	\$31.72	\$31.72	\$31.72	\$31.72	1
	\$1m-\$4.99m	\$31.37	\$28.00	\$29.11	\$31.22	\$33.50	\$35.10	6
	\$5m-\$9.99m	\$36.91	\$31.70	\$32.45	\$33.20	\$39.52	\$45.83	3
\$10m or more	\$44.70	\$27.68	\$37.32	\$43.75	\$49.50	\$68.00	25	
Sectors Supported	Adult Behavioral Health	\$45.66	\$27.68	\$38.46	\$44.00	\$49.50	\$68.00	17
	Arts, Culture, Humanities	\$36.79	\$36.79	\$36.79	\$36.79	\$36.79	\$36.79	1
	Basic Needs	\$41.90	\$27.68	\$36.01	\$38.05	\$45.28	\$68.00	12
	Children's Services	\$47.37	\$27.68	\$37.10	\$48.25	\$57.69	\$68.00	12
	Comm, volunteerism, econ	\$37.97	\$29.44	\$33.66	\$36.79	\$42.98	\$47.00	5
	Criminal Justice	\$50.85	\$44.00	\$47.42	\$50.85	\$54.27	\$57.69	2
	Developmental Disabilities	\$39.66	\$27.68	\$33.00	\$36.44	\$44.45	\$60.09	13
	Education	\$51.63	\$36.44	\$41.57	\$55.26	\$58.29	\$68.00	8
	Employment or job	\$42.46	\$27.68	\$35.49	\$40.82	\$45.91	\$68.00	8
	Environment							
	Health care (non-hospital)	\$49.73	\$36.79	\$43.08	\$44.06	\$60.09	\$68.00	9
	Higher Education							
	Housing	\$39.79	\$27.68	\$32.21	\$37.16	\$43.77	\$68.00	18
	Intellectual Disabilities	\$40.12	\$27.68	\$33.12	\$37.36	\$43.35	\$60.09	16
	Mental Health	\$42.77	\$27.68	\$36.79	\$42.98	\$44.71	\$68.00	17
	Public Benefit	\$36.86	\$36.79	\$36.82	\$36.86	\$36.89	\$36.92	2
	Recreation, sports, leisure	\$53.55	\$47.00	\$50.27	\$53.55	\$56.82	\$60.09	2
Seniors	\$50.95	\$42.98	\$45.12	\$46.42	\$52.25	\$68.00	4	
Year Founded	Before 1950	\$41.50	\$31.70	\$36.88	\$37.39	\$44.99	\$57.69	7
	1950-1969	\$41.34	\$29.44	\$33.20	\$38.46	\$44.45	\$68.00	13
	1970-1979	\$45.76	\$27.68	\$43.25	\$44.39	\$48.58	\$64.37	10
	1980-1989	\$30.67	\$29.00	\$29.50	\$30.00	\$31.50	\$33.00	3
	1990-1999	\$29.86	\$28.00	\$28.93	\$29.86	\$30.79	\$31.72	2
	2000 or later	\$35.95	\$35.10	\$35.52	\$35.95	\$36.37	\$36.79	2
Ex. Director/CEO Gender	Female	\$41.52	\$27.68	\$32.44	\$36.92	\$49.25	\$68.00	19
	Male	\$40.74	\$29.44	\$35.52	\$40.02	\$44.05	\$60.09	18
Experience as Ex. Director/CEO	5 years or less	\$39.43	\$28.00	\$32.83	\$43.03	\$43.82	\$49.00	6
	6-10 years	\$38.55	\$27.68	\$31.72	\$34.82	\$42.98	\$57.69	12
	11-20 years	\$42.84	\$33.16	\$34.74	\$40.54	\$46.75	\$64.37	8
	More than 20 years	\$43.67	\$30.00	\$36.86	\$38.46	\$48.64	\$68.00	11

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	21%	26	1.0	26
All Employees	Fewer than 10 employees	13%	1	1.0	1
	10-49 employees	19%	4	1.0	1
	50-99 employees	10%	2	1.0	1
	100-249 employees	28%	10	1.0	10
	250 employees or more	53%	21	1.1	13
Total Operating Expenses	Less than \$250k	33%	2	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	7%	1		
	\$1m-\$4.99m	17%	6	1.0	1
	\$5m-\$9.99m	14%	3	1.0	5
	\$10m or more	64%	25	1.1	18
Sectors Supported	Adult Behavioral Health	45%	17	1.0	15
	Arts, Culture, Humanities	6%	1		
	Basic Needs	44%	12	1.0	7
	Children's Services	39%	12	1.1	12
	Comm, volunteerism, econ	23%	5	1.0	1
	Criminal Justice	29%	2	1.0	2
	Developmental Disabilities	45%	13	1.1	11
	Education	20%	8	1.1	9
	Employment or job	33%	8	1.0	7
	Environment				
	Health care (non-hospital)	43%	9	1.0	8
	Higher Education				
	Housing	51%	18	1.0	11
	Intellectual Disabilities	50%	16	1.1	11
	Mental Health	35%	17	1.0	15
	Public Benefit	9%	2	1.0	2
	Recreation, sports, leisure	17%	2	1.0	1
Seniors	29%	4	1.0	4	
Year Founded	Before 1950	33%	7	1.0	7
	1950-1969	57%	13	1.2	6
	1970-1979	34%	10	1.0	8
	1980-1989	19%	3	1.0	2
	1990-1999	11%	2	1.0	2
	2000 or later	13%	2		
Ex. Director/CEO Gender	Female	28%	19	1.1	15
	Male	35%	18	1.0	9
Experience as Ex. Director/CEO	5 years or less	18%	6	1.0	3
	6-10 years	41%	12	1.0	10
	11-20 years	31%	8	1.0	5
	More than 20 years	33%	11	1.2	7

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$46.45	\$26.00	\$38.81	\$43.00	\$52.20	\$74.00	25
All Employees	Fewer than 10 employees	\$43.30	\$43.30	\$43.30	\$43.30	\$43.30	\$43.30	1
	10-49 employees	\$51.80	\$51.80	\$51.80	\$51.80	\$51.80	\$51.80	1
	50-99 employees	\$56.83	\$56.83	\$56.83	\$56.83	\$56.83	\$56.83	1
	100-249 employees	\$44.42	\$31.37	\$37.72	\$40.92	\$47.92	\$74.00	10
	250 employees or more	\$47.10	\$26.00	\$38.38	\$45.12	\$61.17	\$68.00	12
Total Operating Expenses	Less than \$250k	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	\$49.56	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	\$5m-\$9.99m	\$40.47	\$31.37	\$37.36	\$40.00	\$41.83	\$51.80	5
	\$10m or more	\$48.65	\$26.00	\$38.81	\$48.07	\$60.50	\$74.00	17
Sectors Supported	Adult Behavioral Health	\$45.09	\$26.00	\$36.29	\$40.00	\$50.88	\$74.00	15
	Arts, Culture, Humanities							
	Basic Needs	\$41.66	\$29.81	\$36.29	\$38.81	\$41.21	\$68.00	7
	Children's Services	\$48.02	\$29.81	\$39.50	\$43.00	\$57.70	\$68.00	11
	Comm, volunteerism, econ	\$43.00	\$43.00	\$43.00	\$43.00	\$43.00	\$43.00	1
	Criminal Justice	\$38.09	\$37.36	\$37.72	\$38.09	\$38.45	\$38.81	2
	Developmental Disabilities	\$41.26	\$26.00	\$32.66	\$38.91	\$46.60	\$63.97	10
	Education	\$52.30	\$37.36	\$41.33	\$52.45	\$63.39	\$68.00	8
	Employment or job	\$40.77	\$26.00	\$30.59	\$36.05	\$47.10	\$68.00	7
	Environment							
	Health care (non-hospital)	\$49.99	\$36.53	\$42.23	\$50.19	\$54.28	\$68.00	8
	Higher Education							
	Housing	\$45.47	\$26.00	\$36.71	\$43.00	\$53.20	\$68.00	11
	Intellectual Disabilities	\$42.31	\$26.00	\$32.66	\$40.49	\$49.19	\$63.97	10
	Mental Health	\$45.29	\$26.00	\$36.71	\$40.00	\$50.88	\$74.00	15
	Public Benefit	\$41.42	\$26.00	\$33.71	\$41.42	\$49.12	\$56.83	2
	Recreation, sports, leisure	\$43.00	\$43.00	\$43.00	\$43.00	\$43.00	\$43.00	1
Seniors	\$51.30	\$37.36	\$41.59	\$49.92	\$59.62	\$68.00	4	
Year Founded	Before 1950	\$46.75	\$39.42	\$42.00	\$43.00	\$48.82	\$63.19	7
	1950-1969	\$51.94	\$36.53	\$39.00	\$52.20	\$63.97	\$68.00	5
	1970-1979	\$44.24	\$29.81	\$38.12	\$41.65	\$50.64	\$60.50	8
	1980-1989	\$62.90	\$51.80	\$57.35	\$62.90	\$68.45	\$74.00	2
	1990-1999	\$34.37	\$31.37	\$32.87	\$34.37	\$35.86	\$37.36	2
	2000 or later							
Ex. Director/CEO Gender	Female	\$45.47	\$26.00	\$37.10	\$42.00	\$55.67	\$68.00	14
	Male	\$49.15	\$36.05	\$39.00	\$48.07	\$51.80	\$74.00	9
Experience as Ex. Director/CEO	5 years or less	\$49.57	\$43.30	\$45.94	\$48.58	\$52.71	\$56.83	3
	6-10 years	\$41.12	\$29.81	\$36.74	\$39.21	\$42.09	\$63.19	10
	11-20 years	\$52.07	\$26.00	\$48.07	\$51.80	\$60.50	\$74.00	5
	More than 20 years	\$49.68	\$36.53	\$38.02	\$46.10	\$61.03	\$68.00	6

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	11%	14	1.0	14
All Employees	Fewer than 10 employees				
	10-49 employees	10%	2	1.0	2
	50-99 employees	10%	2	1.0	2
	100-249 employees	11%	4	1.0	4
	250 employees or more	15%	6	1.0	6
Total Operating Expenses	Less than \$250k	17%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	9%	3	1.0	3
	\$5m-\$9.99m	18%	4	1.0	4
	\$10m or more	13%	5	1.0	5
Sectors Supported	Adult Behavioral Health	11%	4	1.0	4
	Arts, Culture, Humanities	6%	1	1.0	1
	Basic Needs	11%	3	1.0	3
	Children's Services	13%	4	1.0	4
	Comm, volunteerism, econ	18%	4	1.0	4
	Criminal Justice				
	Developmental Disabilities	14%	4	1.0	4
	Education	5%	2	1.0	2
	Employment or job	13%	3	1.0	3
	Environment				
	Health care (non-hospital)	24%	5	1.0	5
	Higher Education				
	Housing	9%	3	1.0	3
	Intellectual Disabilities	13%	4	1.0	4
	Mental Health	16%	8	1.0	8
	Public Benefit	17%	4	1.0	4
	Recreation, sports, leisure	17%	2	1.0	2
	Seniors	21%	3	1.0	3
Year Founded	Before 1950	14%	3	1.0	3
	1950-1969	9%	2	1.0	2
	1970-1979	10%	3	1.0	3
	1980-1989	6%	1	1.0	1
	1990-1999	21%	4	1.0	4
	2000 or later				
Ex. Director/CEO Gender	Female	15%	10	1.0	10
	Male	6%	3	1.0	3
Experience as Ex. Director/CEO	5 years or less	9%	3	1.0	3
	6-10 years	14%	4	1.0	4
	11-20 years	15%	4	1.0	4
	More than 20 years	6%	2	1.0	2

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$34.31	\$24.41	\$29.18	\$30.94	\$41.59	\$46.26	14
All Employees	Fewer than 10 employees							
	10-49 employees	\$37.58	\$30.16	\$33.87	\$37.58	\$41.29	\$45.00	2
	50-99 employees	\$32.36	\$30.71	\$31.54	\$32.36	\$33.19	\$34.01	2
	100-249 employees	\$31.77	\$24.41	\$26.95	\$29.29	\$34.11	\$44.11	4
	250 employees or more	\$35.56	\$28.00	\$29.42	\$32.12	\$42.78	\$46.26	6
Total Operating Expenses	Less than \$250k	\$24.41	\$24.41	\$24.41	\$24.41	\$24.41	\$24.41	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$41.04	\$34.01	\$39.06	\$44.11	\$44.56	\$45.00	3
	\$5m-\$9.99m	\$35.15	\$30.71	\$30.76	\$31.95	\$36.35	\$46.00	4
	\$10m or more	\$32.88	\$28.00	\$28.85	\$30.16	\$31.11	\$46.26	5
Sectors Supported	Adult Behavioral Health	\$27.86	\$24.41	\$27.10	\$28.43	\$29.18	\$30.16	4
	Arts, Culture, Humanities	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00	1
	Basic Needs	\$33.59	\$27.80	\$28.33	\$28.85	\$36.48	\$44.11	3
	Children's Services	\$29.17	\$27.80	\$27.95	\$29.08	\$30.30	\$30.71	4
	Comm, volunteerism, econ	\$33.11	\$27.80	\$28.59	\$29.81	\$34.33	\$45.00	4
	Criminal Justice							
	Developmental Disabilities	\$28.09	\$24.41	\$27.10	\$28.43	\$29.42	\$31.11	4
	Education	\$38.36	\$30.71	\$34.53	\$38.36	\$42.18	\$46.00	2
	Employment or job	\$30.04	\$28.85	\$29.51	\$30.16	\$30.64	\$31.11	3
	Environment							
	Health care (non-hospital)	\$35.59	\$28.00	\$28.85	\$30.71	\$44.11	\$46.26	5
	Higher Education							
	Housing	\$32.11	\$24.41	\$26.11	\$27.80	\$35.96	\$44.11	3
	Intellectual Disabilities	\$28.09	\$24.41	\$27.10	\$28.43	\$29.42	\$31.11	4
	Mental Health	\$34.79	\$28.85	\$30.57	\$32.12	\$36.54	\$46.26	8
	Public Benefit	\$34.30	\$28.85	\$30.55	\$32.12	\$35.88	\$44.11	4
	Recreation, sports, leisure	\$35.96	\$27.80	\$31.88	\$35.96	\$40.03	\$44.11	2
	Seniors	\$33.59	\$27.80	\$28.33	\$28.85	\$36.48	\$44.11	3
Year Founded	Before 1950	\$34.97	\$27.80	\$29.46	\$31.11	\$38.56	\$46.00	3
	1950-1969	\$32.36	\$30.71	\$31.54	\$32.36	\$33.19	\$34.01	2
	1970-1979	\$40.47	\$30.16	\$37.58	\$45.00	\$45.63	\$46.26	3
	1980-1989	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
	1990-1999	\$32.63	\$24.41	\$27.74	\$30.99	\$35.88	\$44.11	4
	2000 or later							
Ex. Director/CEO Gender	Female	\$34.23	\$24.41	\$29.18	\$30.74	\$41.59	\$46.26	10
	Male	\$36.75	\$31.11	\$32.12	\$33.13	\$39.57	\$46.00	3
Experience as Ex. Director/CEO	5 years or less	\$34.57	\$28.00	\$29.36	\$30.71	\$37.86	\$45.00	3
	6-10 years	\$32.04	\$24.41	\$27.74	\$29.81	\$34.11	\$44.11	4
	11-20 years	\$35.17	\$30.16	\$30.87	\$32.12	\$36.41	\$46.26	4
	More than 20 years	\$40.01	\$34.01	\$37.01	\$40.01	\$43.00	\$46.00	2

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

		<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	36%	45	1.0	44
All Employees	Fewer than 10 employees	25%	2	1.0	2
	10-49 employees	5%	1	1.0	1
	50-99 employees	38%	8	1.0	8
	100-249 employees	44%	16	1.0	14
	250 employees or more	45%	18	1.1	19
Total Operating Expenses	Less than \$250k	50%	3	1.0	2
	\$250k-\$499k				
	\$500k-\$999k	7%	1	1.0	1
	\$1m-\$4.99m	14%	5	1.0	5
	\$5m-\$9.99m	55%	12	1.0	11
	\$10m or more	59%	23	1.1	24
Sectors Supported	Adult Behavioral Health	66%	25	1.1	25
	Arts, Culture, Humanities	18%	3	1.0	2
	Basic Needs	44%	12	1.2	14
	Children's Services	48%	15	1.1	17
	Comm, volunteerism, econ	27%	6	1.0	6
	Criminal Justice	71%	5	1.0	5
	Developmental Disabilities	52%	15	1.1	16
	Education	28%	11	1.0	10
	Employment or job	38%	9	1.2	11
	Environment				
	Health care (non-hospital)	62%	13	1.0	12
	Higher Education				
	Housing	51%	18	1.1	19
	Intellectual Disabilities	50%	16	1.1	17
	Mental Health	45%	22	1.1	23
	Public Benefit	30%	7	1.0	7
Recreation, sports, leisure	17%	2	1.0	2	
Seniors	50%	7	1.0	6	
Year Founded	Before 1950	33%	7	1.0	5
	1950-1969	35%	8	1.0	8
	1970-1979	45%	13	1.2	15
	1980-1989	38%	6	1.0	6
	1990-1999	32%	6	1.0	5
	2000 or later	13%	2	1.0	2
Ex. Director/CEO Gender	Female	34%	23	1.1	23
	Male	41%	21	1.0	20
Experience as Ex. Director/CEO	5 years or less	27%	9	1.0	8
	6-10 years	48%	14	1.2	15
	11-20 years	31%	8	1.0	8
	More than 20 years	39%	13	1.0	12

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$42.35	\$20.00	\$34.81	\$40.63	\$50.81	\$65.00	43
All Employees	Fewer than 10 employees	\$44.06	\$37.02	\$40.54	\$44.06	\$47.58	\$51.10	2
	10-49 employees	\$32.97	\$32.97	\$32.97	\$32.97	\$32.97	\$32.97	1
	50-99 employees	\$33.15	\$20.00	\$27.00	\$35.89	\$38.85	\$44.30	8
	100-249 employees	\$44.74	\$32.96	\$36.05	\$43.84	\$49.76	\$65.00	14
	250 employees or more	\$44.91	\$24.76	\$34.72	\$44.32	\$54.46	\$64.00	18
Total Operating Expenses	Less than \$250k	\$38.96	\$32.97	\$35.61	\$38.25	\$41.96	\$45.67	3
	\$250k-\$499k							
	\$500k-\$999k	\$34.39	\$34.39	\$34.39	\$34.39	\$34.39	\$34.39	1
	\$1m-\$4.99m	\$36.00	\$20.00	\$28.88	\$35.71	\$44.30	\$51.10	5
	\$5m-\$9.99m	\$42.51	\$21.34	\$34.86	\$40.00	\$52.32	\$57.61	11
\$10m or more	\$44.55	\$24.76	\$36.01	\$42.47	\$53.70	\$65.00	22	
Sectors Supported	Adult Behavioral Health	\$42.57	\$24.76	\$34.91	\$36.54	\$48.24	\$65.00	24
	Arts, Culture, Humanities	\$42.99	\$32.97	\$37.98	\$42.99	\$47.99	\$53.00	2
	Basic Needs	\$39.39	\$24.76	\$33.04	\$35.88	\$43.99	\$60.09	12
	Children's Services	\$42.03	\$21.34	\$35.20	\$40.87	\$49.76	\$64.00	15
	Comm, volunteerism, econ	\$40.66	\$32.97	\$33.38	\$38.17	\$48.38	\$51.10	6
	Criminal Justice	\$43.18	\$32.96	\$35.71	\$36.06	\$51.10	\$60.09	5
	Developmental Disabilities	\$38.43	\$20.00	\$30.74	\$36.00	\$45.12	\$64.00	15
	Education	\$44.80	\$21.34	\$38.01	\$44.57	\$53.98	\$60.09	11
	Employment or job	\$35.53	\$24.76	\$28.88	\$33.06	\$36.05	\$59.00	9
	Environment							
	Health care (non-hospital)	\$43.41	\$32.97	\$34.91	\$36.54	\$49.25	\$64.00	12
	Higher Education							
	Housing	\$39.09	\$24.76	\$33.31	\$36.03	\$41.66	\$62.50	18
	Intellectual Disabilities	\$38.66	\$20.00	\$31.83	\$38.32	\$44.85	\$64.00	16
	Mental Health	\$40.64	\$24.76	\$33.06	\$36.05	\$44.30	\$65.00	21
	Public Benefit	\$39.96	\$32.97	\$33.70	\$36.00	\$45.87	\$51.64	7
Recreation, sports, leisure	\$43.29	\$42.00	\$42.64	\$43.29	\$43.93	\$44.57	2	
Seniors	\$43.74	\$32.96	\$34.95	\$41.32	\$51.59	\$59.00	6	
Year Founded	Before 1950	\$49.69	\$40.87	\$42.00	\$53.00	\$54.95	\$57.61	5
	1950-1969	\$42.61	\$24.76	\$34.91	\$45.03	\$48.11	\$59.00	8
	1970-1979	\$40.31	\$21.34	\$35.71	\$36.06	\$40.63	\$62.50	13
	1980-1989	\$44.54	\$20.00	\$31.22	\$44.68	\$60.78	\$65.00	6
	1990-1999	\$38.68	\$32.96	\$33.38	\$34.36	\$42.85	\$51.64	6
	2000 or later	\$38.64	\$32.97	\$35.80	\$38.64	\$41.47	\$44.30	2
Ex. Director/CEO Gender	Female	\$43.23	\$28.42	\$34.89	\$40.32	\$49.76	\$64.00	22
	Male	\$41.40	\$20.00	\$34.49	\$38.95	\$51.98	\$65.00	20
Experience as Ex. Director/CEO	5 years or less	\$42.33	\$21.34	\$34.99	\$39.44	\$50.13	\$64.00	8
	6-10 years	\$40.26	\$20.00	\$34.54	\$36.06	\$48.89	\$60.09	14
	11-20 years	\$45.72	\$35.71	\$36.03	\$40.87	\$53.21	\$65.00	7
	More than 20 years	\$42.82	\$24.76	\$34.33	\$44.30	\$51.10	\$59.00	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

		<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%	6	1.0	6
All Employees	Fewer than 10 employees	25%	2	1.0	2
	10-49 employees	5%	1	1.0	1
	50-99 employees	5%	1	1.0	1
	100-249 employees	3%	1	1.0	1
	250 employees or more	3%	1	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k				
	\$1m-\$4.99m	9%	3	1.0	3
	\$5m-\$9.99m	5%	1	1.0	1
Sectors Supported	\$10m or more	3%	1	1.0	1
	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services				
	Comm, volunteerism, econ	9%	2	1.0	2
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities				
	Education	5%	2	1.0	2
	Employment or job				
	Environment	14%	1	1.0	1
	Health care (non-hospital)	5%	1	1.0	1
	Higher Education				
	Housing				
	Intellectual Disabilities				
	Mental Health	2%	1	1.0	1
Public Benefit	9%	2	1.0	2	
Recreation, sports, leisure					
Seniors					
Year Founded	Before 1950				
	1950-1969	4%	1	1.0	1
	1970-1979	3%	1	1.0	1
	1980-1989	6%	1	1.0	1
	1990-1999	5%	1	1.0	1
	2000 or later	13%	2	1.0	2
Ex. Director/CEO Gender	Female	4%	3	1.0	3
	Male	2%	1	1.0	1
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	10%	3	1.0	3
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$42.09	\$24.00	\$34.25	\$39.18	\$52.90	\$60.10	6
All Employees	Fewer than 10 employees	\$46.40	\$32.69	\$39.54	\$46.40	\$53.25	\$60.10	2
	10-49 employees	\$57.39	\$57.39	\$57.39	\$57.39	\$57.39	\$57.39	1
	50-99 employees	\$38.94	\$38.94	\$38.94	\$38.94	\$38.94	\$38.94	1
	100-249 employees	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	250 employees or more	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	\$500k-\$999k							
	\$1m-\$4.99m	\$43.91	\$32.69	\$35.82	\$38.94	\$49.52	\$60.10	3
	\$5m-\$9.99m	\$57.39	\$57.39	\$57.39	\$57.39	\$57.39	\$57.39	1
\$10m or more	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1	
Sectors Supported	Adult Behavioral Health	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services							
	Comm, volunteerism, econ	\$58.75	\$57.39	\$58.07	\$58.75	\$59.42	\$60.10	2
	Criminal Justice	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	1
	Developmental Disabilities							
	Education	\$35.82	\$32.69	\$34.25	\$35.82	\$37.38	\$38.94	2
	Employment or job							
	Environment	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Health care (non-hospital)	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	Higher Education							
	Housing							
	Intellectual Disabilities							
	Mental Health	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
Public Benefit	\$42.05	\$24.00	\$33.03	\$42.05	\$51.08	\$60.10	2	
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950							
	1950-1969	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	1970-1979	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	1980-1989	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	1
	1990-1999	\$32.69	\$32.69	\$32.69	\$32.69	\$32.69	\$32.69	1
	2000 or later	\$48.17	\$38.94	\$43.55	\$48.17	\$52.78	\$57.39	2
Ex. Director/CEO Gender	Female	\$50.06	\$32.69	\$45.04	\$57.39	\$58.75	\$60.10	3
	Male	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$43.01	\$32.69	\$35.82	\$38.94	\$48.17	\$57.39	3
	11-20 years	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	\$39.42	1
	More than 20 years	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	\$60.10	1

Q200a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Admissions 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	2%	3	1.0	3
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	3%	1	1.0	1
	250 employees or more	5%	2	1.0	2
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%	2	1.0	2
Sectors Supported	Adult Behavioral Health	5%	2	1.0	2
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Services	10%	3	1.0	3
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	7%	2	1.0	2
	Education	5%	2	1.0	2
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing	3%	1	1.0	1
	Intellectual Disabilities	6%	2	1.0	2
	Mental Health	4%	2	1.0	2
	Public Benefit				
	Recreation, sports, leisure				
Seniors					
Year Founded	Before 1950	5%	1	1.0	1
	1950-1969				
	1970-1979	7%	2	1.0	2
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	3%	2	1.0	2
	Male	2%	1	1.0	1
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	10%	3	1.0	3
	11-20 years				
	More than 20 years				

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	\$36.07	\$33.59	\$35.37	\$37.14	\$37.32	\$37.49	3
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	1
	250 employees or more	\$37.32	\$37.14	\$37.23	\$37.32	\$37.40	\$37.49	2
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	1
	\$10m or more	\$37.32	\$37.14	\$37.23	\$37.32	\$37.40	\$37.49	2
Sectors Supported	Adult Behavioral Health	\$35.37	\$33.59	\$34.48	\$35.37	\$36.25	\$37.14	2
	Arts, Culture, Humanities							
	Basic Needs	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	1
	Children's Services	\$36.07	\$33.59	\$35.37	\$37.14	\$37.32	\$37.49	3
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$37.32	\$37.14	\$37.23	\$37.32	\$37.40	\$37.49	2
	Education	\$35.54	\$33.59	\$34.57	\$35.54	\$36.52	\$37.49	2
	Employment or job	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	\$37.14	1
	Intellectual Disabilities	\$37.32	\$37.14	\$37.23	\$37.32	\$37.40	\$37.49	2
	Mental Health	\$35.37	\$33.59	\$34.48	\$35.37	\$36.25	\$37.14	2
	Public Benefit							
	Recreation, sports, leisure							
Seniors								
Year Founded	Before 1950	\$37.49	\$37.49	\$37.49	\$37.49	\$37.49	\$37.49	1
	1950-1969							
	1970-1979	\$35.37	\$33.59	\$34.48	\$35.37	\$36.25	\$37.14	2
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$37.32	\$37.14	\$37.23	\$37.32	\$37.40	\$37.49	2
	Male	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	\$33.59	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$36.07	\$33.59	\$35.37	\$37.14	\$37.32	\$37.49	3
	11-20 years							
	More than 20 years							

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	11%	14	1.1	14
All Employees	Fewer than 10 employees				
	10-49 employees	5%	1	1.0	1
	50-99 employees	5%	1	1.0	1
	100-249 employees	19%	7	1.0	6
	250 employees or more	13%	5	1.2	6
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	14%	3	1.0	3
	\$10m or more	28%	11	1.1	11
Sectors Supported	Adult Behavioral Health	29%	11	1.1	11
	Arts, Culture, Humanities				
	Basic Needs	7%	2	1.5	3
	Children's Services	19%	6	1.0	6
	Comm, volunteerism, econ	9%	2	1.5	3
	Criminal Justice				
	Developmental Disabilities	10%	3	1.3	4
	Education	5%	2	1.0	2
	Employment or job	13%	3	1.3	4
	Environment				
	Health care (non-hospital)	43%	9	1.1	9
	Higher Education				
	Housing	6%	2	1.0	2
	Intellectual Disabilities	6%	2	1.5	3
	Mental Health	24%	12	1.1	12
	Public Benefit	9%	2	1.5	3
	Recreation, sports, leisure				
Seniors	14%	2	2.0	2	
Year Founded	Before 1950	10%	2	1.0	1
	1950-1969	17%	4	1.0	4
	1970-1979	17%	5	1.0	5
	1980-1989				
	1990-1999	16%	3	1.3	4
	2000 or later				
Ex. Director/CEO Gender	Female	15%	10	1.1	10
	Male	8%	4	1.0	4
Experience as Ex. Director/CEO	5 years or less	12%	4	1.0	3
	6-10 years	14%	4	1.3	5
	11-20 years	12%	3	1.0	3
	More than 20 years	9%	3	1.0	3

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$130.82	\$34.70	\$117.72	\$146.00	\$175.00	\$200.00	13
All Employees	Fewer than 10 employees							
	10-49 employees	\$186.11	\$186.11	\$186.11	\$186.11	\$186.11	\$186.11	1
	50-99 employees	\$167.68	\$167.68	\$167.68	\$167.68	\$167.68	\$167.68	1
	100-249 employees	\$151.31	\$120.00	\$133.14	\$154.00	\$171.75	\$176.00	6
	250 employees or more	\$87.81	\$34.70	\$42.90	\$43.74	\$117.72	\$200.00	5
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$116.13	\$34.70	\$90.35	\$146.00	\$156.84	\$167.68	3
	\$10m or more	\$135.23	\$42.90	\$118.29	\$145.43	\$175.75	\$200.00	10
Sectors Supported	Adult Behavioral Health	\$137.24	\$34.70	\$122.21	\$154.00	\$175.75	\$200.00	10
	Arts, Culture, Humanities							
	Basic Needs	\$109.87	\$43.74	\$76.81	\$109.87	\$142.94	\$176.00	2
	Children's Services	\$145.26	\$42.90	\$133.14	\$156.84	\$181.50	\$200.00	6
	Comm, volunteerism, econ	\$39.22	\$34.70	\$36.96	\$39.22	\$41.48	\$43.74	2
	Criminal Justice							
	Developmental Disabilities	\$95.55	\$42.90	\$43.32	\$43.74	\$121.87	\$200.00	3
	Education	\$105.29	\$42.90	\$74.10	\$105.29	\$136.49	\$167.68	2
	Employment or job	\$135.28	\$43.74	\$109.87	\$176.00	\$181.06	\$186.11	3
	Environment							
	Health care (non-hospital)	\$139.37	\$43.74	\$119.43	\$145.43	\$169.51	\$200.00	8
	Higher Education							
	Housing	\$105.35	\$34.70	\$70.03	\$105.35	\$140.68	\$176.00	2
	Intellectual Disabilities	\$43.32	\$42.90	\$43.11	\$43.32	\$43.53	\$43.74	2
	Mental Health	\$135.98	\$34.70	\$118.86	\$146.00	\$175.50	\$200.00	11
	Public Benefit	\$39.22	\$34.70	\$36.96	\$39.22	\$41.48	\$43.74	2
	Recreation, sports, leisure							
Seniors	\$43.74	\$43.74	\$43.74	\$43.74	\$43.74	\$43.74	1	
Year Founded	Before 1950	\$42.90	\$42.90	\$42.90	\$42.90	\$42.90	\$42.90	1
	1950-1969	\$164.63	\$128.85	\$153.71	\$164.84	\$175.76	\$200.00	4
	1970-1979	\$160.17	\$117.72	\$146.00	\$175.00	\$176.00	\$186.11	5
	1980-1989							
	1990-1999	\$66.15	\$34.70	\$39.22	\$43.74	\$81.87	\$120.00	3
	2000 or later							
Ex. Director/CEO Gender	Female	\$114.41	\$34.70	\$43.74	\$128.85	\$162.00	\$186.11	9
	Male	\$167.75	\$120.00	\$161.25	\$175.50	\$182.00	\$200.00	4
Experience as Ex. Director/CEO	5 years or less	\$149.89	\$120.00	\$141.00	\$162.00	\$164.84	\$167.68	3
	6-10 years	\$115.66	\$42.90	\$43.53	\$109.87	\$182.00	\$200.00	4
	11-20 years	\$159.61	\$117.72	\$146.36	\$175.00	\$180.56	\$186.11	3
	More than 20 years	\$103.18	\$34.70	\$81.78	\$128.85	\$137.43	\$146.00	3

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	4%	5	1.4	7
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	8%	3	1.0	3
	250 employees or more	5%	2	2.0	4
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	9%	2	1.0	2
	\$10m or more	8%	3	1.7	5
Sectors Supported	Adult Behavioral Health	8%	3	1.3	4
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Services	16%	5	1.4	7
	Comm, volunteerism, econ				
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities	10%	3	1.7	5
	Education	13%	5	1.4	7
	Employment or job				
	Environment	14%	1	1.0	1
	Health care (non-hospital)	5%	1	2.0	2
	Higher Education				
	Housing				
	Intellectual Disabilities	9%	3	1.7	5
	Mental Health	6%	3	1.3	4
Public Benefit					
Recreation, sports, leisure	8%	1	2.0	2	
Seniors					
Year Founded	Before 1950	5%	1	2.0	2
	1950-1969				
	1970-1979	7%	2	1.0	2
	1980-1989				
	1990-1999	5%	1	1.0	1
	2000 or later				
Ex. Director/CEO Gender	Female	3%	2	1.0	2
	Male	6%	3	1.7	5
Experience as Ex. Director/CEO	5 years or less	3%	1	1.0	1
	6-10 years	7%	2	1.0	2
	11-20 years	4%	1	2.0	2
	More than 20 years	3%	1	2.0	2

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
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$49.37	\$43.26	\$43.51	\$43.75	\$52.43	\$61.10	3
	250 employees or more	\$44.45	\$44.22	\$44.33	\$44.45	\$44.56	\$44.67	2
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$52.43	\$43.75	\$48.09	\$52.43	\$56.76	\$61.10	2
	\$10m or more	\$44.05	\$43.26	\$43.74	\$44.22	\$44.45	\$44.67	3
Sectors Supported	Adult Behavioral Health	\$43.74	\$43.26	\$43.51	\$43.75	\$43.99	\$44.22	3
	Arts, Culture, Humanities							
	Basic Needs	\$43.26	\$43.26	\$43.26	\$43.26	\$43.26	\$43.26	1
	Children's Services	\$47.40	\$43.26	\$43.75	\$44.22	\$44.67	\$61.10	5
	Comm, volunteerism, econ							
	Criminal Justice	\$43.26	\$43.26	\$43.26	\$43.26	\$43.26	\$43.26	1
	Developmental Disabilities	\$44.05	\$43.26	\$43.74	\$44.22	\$44.45	\$44.67	3
	Education	\$47.40	\$43.26	\$43.75	\$44.22	\$44.67	\$61.10	5
	Employment or job							
	Environment	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	1
	Health care (non-hospital)	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22	1
	Higher Education							
	Housing							
	Intellectual Disabilities	\$44.05	\$43.26	\$43.74	\$44.22	\$44.45	\$44.67	3
	Mental Health	\$43.89	\$43.26	\$43.51	\$43.75	\$44.21	\$44.67	3
	Public Benefit							
		Recreation, sports, leisure	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22
	Seniors							
Year Founded	Before 1950	\$44.67	\$44.67	\$44.67	\$44.67	\$44.67	\$44.67	1
	1950-1969							
	1970-1979	\$43.51	\$43.26	\$43.38	\$43.51	\$43.63	\$43.75	2
	1980-1989							
	1990-1999	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$52.18	\$43.26	\$47.72	\$52.18	\$56.64	\$61.10	2
	Male	\$44.21	\$43.75	\$43.99	\$44.22	\$44.45	\$44.67	3
Experience as Ex. Director/CEO	5 years or less	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	\$61.10	1
	6-10 years	\$43.51	\$43.26	\$43.38	\$43.51	\$43.63	\$43.75	2
	11-20 years	\$44.67	\$44.67	\$44.67	\$44.67	\$44.67	\$44.67	1
	More than 20 years	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22	\$44.22	1

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	4%	5	1.8	9
All Employees	Fewer than 10 employees				
	10-49 employees	5%	1	1.0	1
	50-99 employees	5%	1	1.0	1
	100-249 employees	8%	3	2.3	7
	250 employees or more				
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	13%	1	1.0	1
	\$500k-\$999k	14%	2	1.0	2
	\$1m-\$4.99m	3%	1	1.0	1
	\$5m-\$9.99m	5%	1	5.0	5
	\$10m or more				
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities	29%	5	1.8	9
	Basic Needs				
	Children's Services	3%	1	1.0	1
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities				
	Education	5%	2	1.0	2
	Employment or job				
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing				
	Intellectual Disabilities				
	Mental Health	2%	1	1.0	1
	Public Benefit				
	Recreation, sports, leisure				
Seniors					
Year Founded	Before 1950	19%	4	2.0	8
	1950-1969				
	1970-1979				
	1980-1989	6%	1	1.0	1
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	3%	2	1.0	2
	Male	6%	3	2.3	7
Experience as Ex. Director/CEO	5 years or less				
	6-10 years				
	11-20 years	4%	1	5.0	5
	More than 20 years	12%	4	1.0	4

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

		<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	\$27.00	\$16.00	\$22.75	\$28.00	\$32.25	\$36.00	4
All Employees	Fewer than 10 employees							
	10-49 employees	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	50-99 employees	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	1
	100-249 employees	\$23.50	\$16.00	\$19.75	\$23.50	\$27.25	\$31.00	2
	250 employees or more							
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	\$500k-\$999k	\$30.50	\$25.00	\$27.75	\$30.50	\$33.25	\$36.00	2
	\$1m-\$4.99m	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	1
	\$5m-\$9.99m							
	\$10m or more							
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities	\$27.00	\$16.00	\$22.75	\$28.00	\$32.25	\$36.00	4
	Basic Needs							
	Children's Services	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities							
	Education	\$20.50	\$16.00	\$18.25	\$20.50	\$22.75	\$25.00	2
	Employment or job							
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing							
	Intellectual Disabilities							
	Mental Health	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	Public Benefit							
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$27.67	\$16.00	\$23.50	\$31.00	\$33.50	\$36.00	3
	1950-1969							
	1970-1979							
	1980-1989	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$20.50	\$16.00	\$18.25	\$20.50	\$22.75	\$25.00	2
	Male	\$33.50	\$31.00	\$32.25	\$33.50	\$34.75	\$36.00	2
Experience as Ex. Director/CEO	5 years or less							
	6-10 years							
	11-20 years							
	More than 20 years	\$27.00	\$16.00	\$22.75	\$28.00	\$32.25	\$36.00	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	64%	81	3.4	266
All Employees	Fewer than 10 employees	100%	8	2.6	21
	10-49 employees	67%	14	2.1	30
	50-99 employees	62%	13	1.8	23
	100-249 employees	58%	21	2.9	56
	250 employees or more	63%	25	5.4	136
Total Operating Expenses	Less than \$250k	100%	6	3.0	15
	\$250k-\$499k	75%	6	1.0	6
	\$500k-\$999k	64%	9	1.8	14
	\$1m-\$4.99m	51%	18	1.8	33
	\$5m-\$9.99m	55%	12	2.4	29
Sectors Supported	Adult Behavioral Health	76%	29	5.3	148
	Arts, Culture, Humanities	53%	9	1.6	14
	Basic Needs	85%	23	2.7	63
	Children's Services	71%	22	4.3	94
	Comm, volunteerism, econ	64%	14	2.8	37
	Criminal Justice	100%	7	2.4	17
	Developmental Disabilities	69%	20	5.1	97
	Education	60%	24	3.3	75
	Employment or job	79%	19	4.8	91
	Environment	100%	7	1.7	12
	Health care (non-hospital)	67%	14	3.9	54
	Higher Education	100%	2	2.0	4
	Housing	71%	25	4.7	113
	Intellectual Disabilities	72%	23	5.0	109
	Mental Health	69%	34	4.2	142
	Public Benefit	83%	19	3.3	60
	Recreation, sports, leisure	83%	10	3.0	30
Seniors	57%	8	3.0	24	
Year Founded	Before 1950	48%	10	4.9	49
	1950-1969	65%	15	3.0	45
	1970-1979	76%	22	3.5	77
	1980-1989	56%	9	2.4	22
	1990-1999	68%	13	2.1	25
	2000 or later	67%	10	2.0	18
Ex. Director/CEO Gender	Female	61%	41	3.6	140
	Male	67%	34	3.2	109
Experience as Ex. Director/CEO	5 years or less	64%	21	2.6	55
	6-10 years	59%	17	3.9	63
	11-20 years	58%	15	5.0	70
	More than 20 years	70%	23	2.7	62

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	\$37.09	\$18.00	\$31.25	\$36.06	\$42.06	\$60.68	80
All Employees	Fewer than 10 employees	\$36.57	\$25.00	\$32.89	\$34.70	\$41.10	\$49.68	8
	10-49 employees	\$37.13	\$18.00	\$26.44	\$34.32	\$46.50	\$60.68	14
	50-99 employees	\$35.64	\$22.84	\$33.75	\$35.34	\$40.39	\$44.46	13
	100-249 employees	\$36.31	\$23.00	\$32.79	\$36.79	\$39.23	\$54.00	20
	250 employees or more	\$38.61	\$23.00	\$30.03	\$36.28	\$44.44	\$58.00	25
Total Operating Expenses	Less than \$250k	\$33.49	\$24.00	\$30.48	\$32.10	\$37.02	\$44.13	6
	\$250k-\$499k	\$24.81	\$18.00	\$23.00	\$24.00	\$25.19	\$34.61	6
	\$500k-\$999k	\$35.43	\$22.84	\$28.81	\$37.29	\$41.10	\$48.00	8
	\$1m-\$4.99m	\$37.75	\$23.33	\$33.26	\$36.09	\$43.58	\$54.00	18
	\$5m-\$9.99m	\$40.42	\$31.25	\$35.30	\$36.81	\$42.39	\$60.68	12
	\$10m or more	\$39.06	\$23.85	\$33.88	\$37.50	\$43.06	\$58.00	28
Sectors Supported	Adult Behavioral Health	\$38.17	\$23.85	\$33.75	\$37.14	\$42.00	\$58.00	29
	Arts, Culture, Humanities	\$31.65	\$18.00	\$25.25	\$35.00	\$36.28	\$41.00	9
	Basic Needs	\$36.02	\$22.84	\$31.11	\$35.58	\$40.15	\$54.00	23
	Children's Services	\$37.36	\$23.00	\$32.11	\$35.70	\$40.11	\$60.68	22
	Comm, volunteerism, econ	\$35.21	\$22.84	\$30.22	\$33.75	\$37.95	\$51.37	13
	Criminal Justice	\$40.32	\$36.06	\$36.57	\$37.95	\$42.70	\$49.68	7
	Developmental Disabilities	\$33.53	\$18.00	\$29.91	\$32.08	\$37.28	\$58.00	20
	Education	\$34.17	\$23.00	\$29.98	\$34.61	\$37.52	\$51.37	23
	Employment or job	\$34.61	\$18.00	\$29.98	\$34.02	\$37.55	\$55.37	19
	Environment	\$32.53	\$23.00	\$23.67	\$28.13	\$37.64	\$54.00	7
	Health care (non-hospital)	\$39.72	\$30.03	\$35.40	\$37.03	\$42.53	\$58.00	14
	Higher Education	\$32.31	\$30.00	\$31.15	\$32.31	\$33.46	\$34.61	2
	Housing	\$35.87	\$18.00	\$32.00	\$36.06	\$40.56	\$45.00	25
	Intellectual Disabilities	\$34.68	\$18.00	\$30.02	\$33.50	\$37.76	\$58.00	23
	Mental Health	\$39.37	\$23.00	\$35.23	\$37.98	\$44.36	\$60.68	34
	Public Benefit	\$36.10	\$22.84	\$26.25	\$33.95	\$41.70	\$60.68	18
	Recreation, sports, leisure	\$31.70	\$23.00	\$25.03	\$33.82	\$36.48	\$40.15	10
Seniors	\$36.13	\$30.03	\$32.34	\$34.47	\$38.84	\$44.44	8	
Year Founded	Before 1950	\$37.31	\$23.33	\$33.25	\$36.57	\$42.69	\$49.57	10
	1950-1969	\$35.59	\$23.00	\$32.10	\$35.58	\$37.57	\$51.37	15
	1970-1979	\$37.36	\$24.00	\$33.82	\$36.06	\$40.85	\$55.37	22
	1980-1989	\$46.54	\$36.28	\$42.00	\$46.00	\$49.68	\$58.00	9
	1990-1999	\$36.90	\$25.00	\$30.03	\$33.18	\$39.00	\$60.68	13
	2000 or later	\$29.95	\$18.00	\$23.00	\$30.00	\$33.50	\$43.26	9
Ex. Director/CEO Gender	Female	\$37.16	\$22.84	\$30.95	\$35.98	\$41.10	\$58.00	40
	Male	\$38.17	\$18.00	\$33.89	\$36.81	\$43.12	\$60.68	34
Experience as Ex. Director/CEO	5 years or less	\$38.50	\$18.00	\$33.75	\$37.95	\$43.26	\$60.68	21
	6-10 years	\$37.19	\$29.79	\$32.66	\$36.06	\$39.90	\$54.00	17
	11-20 years	\$38.26	\$22.84	\$29.07	\$36.41	\$47.50	\$55.37	14
	More than 20 years	\$36.69	\$23.33	\$30.11	\$35.90	\$41.52	\$51.37	23

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	4%	5	10.6	53
All Employees	Fewer than 10 employees	17%	1	2.0	2
	10-49 employees	3%	1	4.0	4
	50-99 employees	4%	1	37.0	37
	100-249 employees	3%	1	9.0	9
	250 employees or more	2%	1	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	10%	2	3.0	6
	\$1m-\$4.99m	2%	1	9.0	9
	\$5m-\$9.99m				
	\$10m or more	5%	2	19.0	38
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities				
	Basic Needs	3%	1	9.0	9
	Children's Services				
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	7%	2	19.0	38
	Education	2%	1	37.0	37
	Employment or job	4%	1	37.0	37
	Environment				
	Health care (non-hospital)	5%	1	9.0	9
	Higher Education				
	Housing	8%	3	16.0	48
	Intellectual Disabilities	6%	2	19.0	38
	Mental Health	2%	1	9.0	9
Public Benefit	16%	4	13.0	52	
Recreation, sports, leisure	7%	1	9.0	9	
Seniors	17%	2	23.0	46	
Year Founded	Before 1950				
	1950-1969				
	1970-1979	3%	1	37.0	37
	1980-1989	11%	2	2.5	5
	1990-1999	5%	1	9.0	9
	2000 or later	6%	1	2.0	2
Ex. Director/CEO Gender	Female	4%	3	16.0	48
	Male	2%	1	1.0	1
Experience as Ex. Director/CEO	5 years or less	6%	2	20.5	41
	6-10 years	6%	2	5.5	11
	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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$39.50	\$13.00	\$33.25	\$45.99	\$48.69	\$56.55	5
All Employees	Fewer than 10 employees	\$56.55	\$56.55	\$56.55	\$56.55	\$56.55	\$56.55	1
	10-49 employees	\$33.25	\$33.25	\$33.25	\$33.25	\$33.25	\$33.25	1
	50-99 employees	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	1
	100-249 employees	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
	250 employees or more	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$44.90	\$33.25	\$39.08	\$44.90	\$50.73	\$56.55	2
	\$1m-\$4.99m	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
	\$5m-\$9.99m							
	\$10m or more	\$30.85	\$13.00	\$21.92	\$30.85	\$39.77	\$48.69	2
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities							
	Basic Needs	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
	Children's Services							
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$30.85	\$13.00	\$21.92	\$30.85	\$39.77	\$48.69	2
	Education	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	1
	Employment or job	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	1
	Environment							
	Health care (non-hospital)	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
	Higher Education							
	Housing	\$50.41	\$45.99	\$47.34	\$48.69	\$52.62	\$56.55	3
	Intellectual Disabilities	\$30.85	\$13.00	\$21.92	\$30.85	\$39.77	\$48.69	2
	Mental Health	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
Public Benefit	\$46.12	\$33.25	\$42.81	\$47.34	\$50.66	\$56.55	4	
Recreation, sports, leisure	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1	
Seniors	\$47.34	\$45.99	\$46.67	\$47.34	\$48.02	\$48.69	2	
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	\$48.69	1
	1980-1989	\$23.13	\$13.00	\$18.06	\$23.13	\$28.19	\$33.25	2
	1990-1999	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	\$45.99	1
	2000 or later	\$56.55	\$56.55	\$56.55	\$56.55	\$56.55	\$56.55	1
Ex. Director/CEO Gender	Female	\$50.41	\$45.99	\$47.34	\$48.69	\$52.62	\$56.55	3
	Male	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
Experience as Ex. Director/CEO	5 years or less	\$40.97	\$33.25	\$37.11	\$40.97	\$44.83	\$48.69	2
	6-10 years	\$51.27	\$45.99	\$48.63	\$51.27	\$53.91	\$56.55	2
	11-20 years							
	More than 20 years	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	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	71%	97	7.9	758
All Employees	Fewer than 10 employees	67%	4	7.0	28
	10-49 employees	53%	17	3.7	63
	50-99 employees	72%	18	3.5	63
	100-249 employees	72%	21	6.9	137
	250 employees or more	82%	37	12.6	467
Total Operating Expenses	Less than \$250k	67%	4	7.0	28
	\$250k-\$499k	56%	5	1.0	5
	\$500k-\$999k	60%	12	1.6	19
	\$1m-\$4.99m	63%	27	3.5	95
	\$5m-\$9.99m	89%	17	5.8	93
Sectors Supported	Adult Behavioral Health	87%	33	13.8	456
	Arts, Culture, Humanities	60%	12	2.4	29
	Basic Needs	84%	27	9.3	250
	Children's Services	74%	25	12.5	300
	Comm, volunteerism, econ	76%	16	3.6	58
	Criminal Justice	88%	7	8.4	59
	Developmental Disabilities	79%	23	17.5	402
	Education	68%	28	5.7	153
	Employment or job	84%	21	11.4	240
	Environment	57%	4	2.0	6
	Health care (non-hospital)	71%	15	16.1	242
	Higher Education	75%	3	1.0	3
	Housing	85%	33	9.2	303
	Intellectual Disabilities	76%	25	16.7	418
	Mental Health	83%	39	9.8	384
	Public Benefit	72%	18	4.9	88
Recreation, sports, leisure	64%	9	5.6	50	
Seniors	83%	10	5.5	55	
Year Founded	Before 1950	75%	18	4.9	89
	1950-1969	75%	18	11.7	211
	1970-1979	77%	24	8.2	196
	1980-1989	58%	11	8.2	90
	1990-1999	63%	12	5.5	61
	2000 or later	65%	11	6.6	73
Ex. Director/CEO Gender	Female	70%	54	8.2	433
	Male	76%	39	7.5	291
Experience as Ex. Director/CEO	5 years or less	68%	23	8.1	179
	6-10 years	66%	23	8.0	184
	11-20 years	88%	21	5.5	115
	More than 20 years	70%	26	9.6	250

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$28.76	\$17.00	\$24.23	\$28.37	\$32.05	\$50.00	95
All Employees	Fewer than 10 employees	\$29.90	\$22.87	\$24.95	\$27.37	\$32.32	\$41.99	4
	10-49 employees	\$28.64	\$17.00	\$22.00	\$28.00	\$34.00	\$43.96	17
	50-99 employees	\$29.83	\$18.00	\$26.23	\$29.63	\$31.16	\$50.00	18
	100-249 employees	\$28.83	\$21.74	\$24.78	\$28.38	\$32.73	\$36.08	19
	250 employees or more	\$28.13	\$18.00	\$23.55	\$27.83	\$31.00	\$44.13	37
Total Operating Expenses	Less than \$250k	\$28.36	\$24.04	\$24.40	\$27.89	\$31.85	\$33.63	4
	\$250k-\$499k	\$22.33	\$17.00	\$20.00	\$21.63	\$25.00	\$28.00	5
	\$500k-\$999k	\$27.85	\$18.00	\$23.24	\$29.43	\$31.98	\$38.46	12
	\$1m-\$4.99m	\$30.92	\$19.61	\$25.66	\$29.00	\$36.03	\$50.00	27
	\$5m-\$9.99m	\$29.58	\$20.88	\$26.94	\$29.94	\$32.09	\$40.33	15
\$10m or more	\$28.16	\$18.12	\$24.07	\$27.79	\$31.48	\$44.13	30	
Sectors Supported	Adult Behavioral Health	\$28.16	\$19.66	\$25.04	\$28.00	\$31.00	\$44.13	33
	Arts, Culture, Humanities	\$27.47	\$17.00	\$23.18	\$25.96	\$32.36	\$39.00	11
	Basic Needs	\$28.26	\$19.66	\$25.36	\$28.00	\$30.48	\$44.13	27
	Children's Services	\$29.85	\$18.12	\$26.78	\$29.50	\$33.79	\$44.13	24
	Comm, volunteerism, econ	\$30.05	\$20.43	\$24.58	\$27.76	\$32.69	\$44.13	16
	Criminal Justice	\$31.56	\$27.51	\$28.86	\$30.28	\$31.73	\$41.99	7
	Developmental Disabilities	\$24.27	\$17.00	\$20.18	\$23.55	\$27.54	\$34.11	23
	Education	\$29.27	\$18.00	\$25.25	\$29.94	\$34.41	\$44.13	27
	Employment or job	\$27.27	\$17.00	\$24.17	\$28.00	\$30.00	\$43.96	21
	Environment	\$28.81	\$24.72	\$25.20	\$25.67	\$30.86	\$36.05	3
	Health care (non-hospital)	\$29.71	\$20.19	\$24.96	\$28.40	\$31.83	\$50.00	15
	Higher Education	\$24.33	\$18.00	\$21.50	\$25.00	\$27.50	\$30.00	3
	Housing	\$28.57	\$17.00	\$25.54	\$28.38	\$31.00	\$44.13	33
	Intellectual Disabilities	\$25.01	\$17.00	\$20.19	\$24.00	\$27.57	\$44.13	25
	Mental Health	\$29.20	\$18.00	\$25.13	\$29.94	\$32.73	\$44.13	39
Public Benefit	\$32.16	\$20.43	\$28.00	\$30.31	\$37.86	\$43.96	18	
Recreation, sports, leisure	\$27.46	\$19.61	\$25.50	\$27.51	\$29.00	\$36.05	9	
Seniors	\$28.80	\$19.61	\$25.93	\$29.47	\$30.17	\$44.13	10	
Year Founded	Before 1950	\$31.02	\$18.12	\$27.40	\$29.00	\$31.64	\$50.00	17
	1950-1969	\$27.89	\$19.66	\$22.96	\$26.64	\$31.08	\$42.82	18
	1970-1979	\$27.95	\$18.15	\$24.82	\$28.07	\$31.12	\$39.93	24
	1980-1989	\$30.41	\$20.88	\$24.36	\$31.30	\$34.36	\$41.99	11
	1990-1999	\$30.29	\$21.63	\$25.71	\$29.94	\$32.47	\$43.96	11
	2000 or later	\$25.28	\$17.00	\$19.22	\$23.55	\$28.92	\$39.42	11
Ex. Director/CEO Gender	Female	\$28.52	\$18.00	\$24.00	\$28.37	\$32.45	\$50.00	53
	Male	\$29.59	\$17.00	\$24.79	\$28.85	\$33.17	\$44.13	38
Experience as Ex. Director/CEO	5 years or less	\$28.48	\$17.00	\$24.01	\$26.59	\$32.78	\$44.13	22
	6-10 years	\$29.19	\$20.17	\$25.66	\$27.50	\$31.85	\$42.82	23
	11-20 years	\$27.77	\$18.00	\$22.18	\$27.80	\$32.23	\$40.33	20
	More than 20 years	\$30.08	\$18.00	\$27.77	\$30.00	\$32.58	\$50.00	26

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	21%	29	1.1	31
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	16%	4	1.0	4
	100-249 employees	28%	8	1.0	8
	250 employees or more	36%	16	1.1	18
Total Operating Expenses	Less than \$250k	50%	3	1.0	3
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	7%	3	1.0	3
	\$5m-\$9.99m	26%	5	1.0	5
	\$10m or more	45%	17	1.1	19
Sectors Supported	Adult Behavioral Health	55%	21	1.0	22
	Arts, Culture, Humanities				
	Basic Needs	25%	8	1.0	8
	Children's Services	32%	11	1.2	13
	Comm, volunteerism, econ	10%	2	1.0	2
	Criminal Justice	38%	3	1.0	3
	Developmental Disabilities	38%	11	1.1	12
	Education	15%	6	1.0	6
	Employment or job	40%	10	1.1	11
	Environment				
	Health care (non-hospital)	38%	8	1.1	9
	Higher Education				
	Housing	41%	16	1.1	17
	Intellectual Disabilities	39%	13	1.2	15
	Mental Health	40%	19	1.0	19
	Public Benefit	16%	4	1.0	4
	Recreation, sports, leisure	21%	3	1.3	4
	Seniors	8%	1	1.0	1
Year Founded	Before 1950	8%	2	1.0	2
	1950-1969	29%	7	1.1	8
	1970-1979	35%	11	1.0	11
	1980-1989	16%	3	1.3	4
	1990-1999	16%	3	1.0	3
	2000 or later	6%	1	1.0	1
Ex. Director/CEO Gender	Female	23%	18	1.1	20
	Male	22%	11	1.0	11
Experience as Ex. Director/CEO	5 years or less	15%	5	1.2	6
	6-10 years	31%	11	1.0	11
	11-20 years	21%	5	1.0	5
	More than 20 years	22%	8	1.1	9

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$37.90	\$21.00	\$32.43	\$38.46	\$43.27	\$57.00	29
All Employees	Fewer than 10 employees							
	10-49 employees	\$38.70	\$38.70	\$38.70	\$38.70	\$38.70	\$38.70	1
	50-99 employees	\$31.11	\$21.00	\$25.13	\$29.60	\$35.58	\$44.23	4
	100-249 employees	\$38.78	\$28.85	\$34.16	\$39.23	\$42.12	\$51.00	8
	250 employees or more	\$39.11	\$29.06	\$33.23	\$38.46	\$43.94	\$57.00	16
Total Operating Expenses	Less than \$250k	\$37.05	\$32.05	\$33.46	\$34.86	\$39.55	\$44.23	3
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$27.37	\$21.00	\$23.75	\$26.50	\$30.56	\$34.62	3
	\$5m-\$9.99m	\$38.41	\$28.85	\$32.69	\$40.00	\$41.74	\$48.76	5
	\$10m or more	\$39.87	\$29.06	\$33.49	\$40.86	\$43.59	\$57.00	17
Sectors Supported	Adult Behavioral Health	\$39.85	\$26.50	\$33.97	\$40.00	\$43.59	\$57.00	21
	Arts, Culture, Humanities							
	Basic Needs	\$39.76	\$32.43	\$34.14	\$37.26	\$43.35	\$57.00	8
	Children's Services	\$37.80	\$26.50	\$31.22	\$38.70	\$40.93	\$57.00	11
	Comm, volunteerism, econ	\$41.69	\$34.62	\$38.16	\$41.69	\$45.23	\$48.76	2
	Criminal Justice	\$38.72	\$32.69	\$35.58	\$38.46	\$41.73	\$45.00	3
	Developmental Disabilities	\$35.88	\$21.00	\$31.22	\$36.05	\$40.93	\$49.00	11
	Education	\$39.34	\$28.85	\$31.46	\$39.66	\$41.52	\$57.00	6
	Employment or job	\$40.91	\$29.06	\$34.00	\$42.58	\$44.65	\$57.00	10
	Environment							
	Health care (non-hospital)	\$40.32	\$30.00	\$33.65	\$38.46	\$43.50	\$57.00	8
	Higher Education							
	Housing	\$38.94	\$26.50	\$32.63	\$35.46	\$44.42	\$57.00	16
	Intellectual Disabilities	\$34.48	\$21.00	\$30.00	\$33.49	\$38.46	\$49.00	13
	Mental Health	\$39.83	\$26.50	\$34.30	\$40.00	\$43.43	\$57.00	19
	Public Benefit	\$45.81	\$41.88	\$43.16	\$46.18	\$48.82	\$49.00	4
	Recreation, sports, leisure	\$32.92	\$28.85	\$28.96	\$29.06	\$34.96	\$40.86	3
	Seniors	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00	1
Year Founded	Before 1950	\$36.97	\$32.05	\$34.51	\$36.97	\$39.42	\$41.88	2
	1950-1969	\$41.60	\$29.06	\$34.06	\$41.00	\$48.00	\$57.00	7
	1970-1979	\$36.41	\$26.50	\$32.56	\$38.46	\$40.87	\$43.59	11
	1980-1989	\$31.74	\$21.00	\$25.50	\$30.00	\$37.12	\$44.23	3
	1990-1999	\$37.49	\$28.85	\$31.86	\$34.86	\$41.81	\$48.76	3
	2000 or later	\$36.05	\$36.05	\$36.05	\$36.05	\$36.05	\$36.05	1
Ex. Director/CEO Gender	Female	\$38.56	\$26.50	\$32.50	\$36.66	\$44.07	\$57.00	18
	Male	\$36.84	\$21.00	\$32.77	\$40.86	\$41.81	\$45.00	11
Experience as Ex. Director/CEO	5 years or less	\$39.05	\$30.00	\$33.97	\$36.05	\$44.23	\$51.00	5
	6-10 years	\$34.32	\$21.00	\$32.24	\$33.49	\$39.73	\$43.27	11
	11-20 years	\$38.61	\$28.85	\$34.62	\$38.70	\$41.88	\$49.00	5
	More than 20 years	\$41.67	\$29.06	\$37.28	\$42.23	\$45.94	\$57.00	8

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	28%	38	1.2	47
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	13%	4	1.3	5
	50-99 employees	16%	4	1.0	4
	100-249 employees	28%	8	1.1	9
	250 employees or more	47%	21	1.3	28
Total Operating Expenses	Less than \$250k	50%	3	1.0	3
	\$250k-\$499k	11%	1	1.0	1
	\$500k-\$999k	5%	1	1.0	1
	\$1m-\$4.99m	9%	4	1.0	4
	\$5m-\$9.99m	21%	4	1.0	4
Sectors Supported	\$10m or more	63%	24	1.4	33
	Adult Behavioral Health	63%	24	1.4	33
	Arts, Culture, Humanities				
	Basic Needs	34%	11	1.3	14
	Children's Services	41%	14	1.4	20
	Comm, volunteerism, econ	19%	4	1.0	4
	Criminal Justice	13%	1	2.0	2
	Developmental Disabilities	45%	13	1.2	16
	Education	22%	9	1.4	13
	Employment or job	36%	9	1.4	13
	Environment	14%	1	1.0	1
	Health care (non-hospital)	71%	15	1.4	21
	Higher Education				
	Housing	41%	16	1.3	20
	Intellectual Disabilities	45%	15	1.2	18
Mental Health	45%	21	1.2	26	
Public Benefit	28%	7	1.0	7	
Recreation, sports, leisure	21%	3	1.3	4	
Seniors	33%	4	1.5	6	
Year Founded	Before 1950	38%	9	1.1	10
	1950-1969	38%	9	1.4	13
	1970-1979	23%	7	1.1	8
	1980-1989	16%	3	1.3	4
	1990-1999	26%	5	1.2	6
	2000 or later	18%	3	1.0	3
Ex. Director/CEO Gender	Female	26%	20	1.3	25
	Male	27%	14	1.3	18
Experience as Ex. Director/CEO	5 years or less	21%	7	1.3	9
	6-10 years	31%	11	1.1	12
	11-20 years	25%	6	1.2	7
	More than 20 years	32%	12	1.4	17

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$29.84	\$18.90	\$23.71	\$29.88	\$35.37	\$45.42	38
All Employees	Fewer than 10 employees	\$23.61	\$23.61	\$23.61	\$23.61	\$23.61	\$23.61	1
	10-49 employees	\$34.08	\$29.00	\$30.31	\$32.96	\$36.73	\$41.41	4
	50-99 employees	\$26.90	\$22.64	\$22.84	\$23.47	\$27.53	\$38.00	4
	100-249 employees	\$29.35	\$20.00	\$23.89	\$28.36	\$35.61	\$38.46	8
	250 employees or more	\$30.08	\$18.90	\$24.00	\$31.00	\$35.44	\$45.42	21
Total Operating Expenses	Less than \$250k	\$28.80	\$25.00	\$25.87	\$26.74	\$30.70	\$34.66	3
	\$250k-\$499k	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	\$500k-\$999k	\$30.75	\$30.75	\$30.75	\$30.75	\$30.75	\$30.75	1
	\$1m-\$4.99m	\$27.54	\$23.61	\$23.93	\$24.28	\$27.89	\$38.00	4
	\$5m-\$9.99m	\$31.08	\$21.79	\$22.43	\$30.55	\$39.20	\$41.41	4
\$10m or more	\$29.89	\$18.90	\$23.12	\$31.36	\$35.24	\$45.42	24	
Sectors Supported	Adult Behavioral Health	\$28.26	\$18.90	\$22.48	\$26.98	\$34.79	\$40.00	24
	Arts, Culture, Humanities							
	Basic Needs	\$27.50	\$18.90	\$22.77	\$29.00	\$32.26	\$36.05	11
	Children's Services	\$30.18	\$22.64	\$24.16	\$30.00	\$35.00	\$40.00	14
	Comm, volunteerism, econ	\$26.05	\$18.90	\$21.07	\$25.40	\$30.38	\$34.50	4
	Criminal Justice	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Developmental Disabilities	\$29.01	\$18.90	\$23.19	\$29.00	\$35.44	\$41.44	13
	Education	\$29.31	\$22.64	\$24.52	\$31.00	\$33.35	\$35.44	9
	Employment or job	\$27.78	\$18.90	\$22.90	\$24.04	\$32.56	\$41.44	9
	Environment	\$24.52	\$24.52	\$24.52	\$24.52	\$24.52	\$24.52	1
	Health care (non-hospital)	\$31.83	\$18.90	\$24.37	\$35.44	\$38.23	\$45.42	15
	Higher Education							
	Housing	\$28.43	\$20.00	\$23.73	\$26.11	\$34.54	\$38.46	16
	Intellectual Disabilities	\$29.39	\$18.90	\$23.40	\$31.71	\$35.05	\$41.44	15
	Mental Health	\$29.51	\$18.90	\$23.19	\$29.00	\$35.17	\$45.42	21
	Public Benefit	\$27.78	\$18.90	\$20.90	\$29.00	\$31.66	\$41.44	7
Recreation, sports, leisure	\$27.53	\$22.64	\$23.58	\$24.52	\$29.98	\$35.44	3	
Seniors	\$26.76	\$18.90	\$21.71	\$26.82	\$31.88	\$34.50	4	
Year Founded	Before 1950	\$32.61	\$22.64	\$27.22	\$34.50	\$38.00	\$41.44	9
	1950-1969	\$27.78	\$19.00	\$22.90	\$29.00	\$31.71	\$38.46	9
	1970-1979	\$32.00	\$24.04	\$25.39	\$32.56	\$35.62	\$45.42	7
	1980-1989	\$37.39	\$30.75	\$35.38	\$40.00	\$40.71	\$41.41	3
	1990-1999	\$22.94	\$18.90	\$20.00	\$21.79	\$25.00	\$29.00	5
	2000 or later	\$28.06	\$23.61	\$24.07	\$24.52	\$30.29	\$36.05	3
Ex. Director/CEO Gender	Female	\$30.20	\$18.90	\$23.53	\$31.36	\$36.55	\$45.42	20
	Male	\$30.31	\$20.00	\$23.39	\$30.48	\$35.25	\$41.44	14
Experience as Ex. Director/CEO	5 years or less	\$31.34	\$20.00	\$26.38	\$34.50	\$36.06	\$40.00	7
	6-10 years	\$28.49	\$18.90	\$24.52	\$27.22	\$32.65	\$38.46	11
	11-20 years	\$34.44	\$20.00	\$26.19	\$38.29	\$41.43	\$45.42	6
	More than 20 years	\$28.50	\$19.00	\$22.84	\$27.76	\$33.28	\$38.46	12

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	19%	26	1.8	45
All Employees	Fewer than 10 employees	17%	1	1.0	1
	10-49 employees	34%	11	1.3	14
	50-99 employees	8%	2	1.0	2
	100-249 employees	17%	5	5.0	20
	250 employees or more	16%	7	1.1	8
Total Operating Expenses	Less than \$250k	17%	1	1.0	1
	\$250k-\$499k	22%	2	1.0	2
	\$500k-\$999k	20%	4	1.3	5
	\$1m-\$4.99m	23%	10	1.3	13
	\$5m-\$9.99m	21%	4	2.0	6
	\$10m or more	11%	4	1.3	5
Sectors Supported	Adult Behavioral Health	11%	4	1.3	5
	Arts, Culture, Humanities	15%	3	1.7	5
	Basic Needs	19%	6	3.3	20
	Children's Services	21%	7	3.0	18
	Comm, volunteerism, econ	33%	7	2.9	20
	Criminal Justice	13%	1	1.0	1
	Developmental Disabilities	17%	5	1.0	5
	Education	20%	8	1.4	10
	Employment or job	12%	3	1.0	3
	Environment	43%	3	1.0	2
	Health care (non-hospital)	10%	2	2.0	4
	Higher Education				
	Housing	15%	6	3.3	20
	Intellectual Disabilities	15%	5	1.0	5
	Mental Health	15%	7	1.3	9
	Public Benefit	32%	8	1.3	10
Recreation, sports, leisure	43%	6	3.7	22	
Seniors	25%	3	5.3	16	
Year Founded	Before 1950	25%	6	3.0	18
	1950-1969	13%	3	1.7	5
	1970-1979	19%	6	1.3	8
	1980-1989	26%	5	1.0	5
	1990-1999	21%	4	2.3	7
	2000 or later	12%	2	1.0	2
Ex. Director/CEO Gender	Female	22%	17	1.3	21
	Male	12%	6	1.5	9
Experience as Ex. Director/CEO	5 years or less	18%	6	1.6	8
	6-10 years	14%	5	1.2	6
	11-20 years	17%	4	2.0	8
	More than 20 years	19%	7	1.0	7

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$31.10	\$21.50	\$24.22	\$28.04	\$34.65	\$58.59	25
All Employees	Fewer than 10 employees	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	1
	10-49 employees	\$29.98	\$21.50	\$24.02	\$26.44	\$30.21	\$58.59	11
	50-99 employees	\$35.65	\$27.27	\$31.46	\$35.65	\$39.84	\$44.03	2
	100-249 employees	\$29.08	\$22.00	\$23.67	\$25.08	\$30.49	\$44.17	4
	250 employees or more	\$32.37	\$22.00	\$27.45	\$32.79	\$37.11	\$42.68	7
Total Operating Expenses	Less than \$250k	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	\$250k-\$499k	\$27.24	\$26.44	\$26.84	\$27.24	\$27.64	\$28.04	2
	\$500k-\$999k	\$24.45	\$21.50	\$22.84	\$24.52	\$26.13	\$27.27	4
	\$1m-\$4.99m	\$33.78	\$22.00	\$25.23	\$30.21	\$41.44	\$58.59	10
	\$5m-\$9.99m	\$30.61	\$24.22	\$26.69	\$29.15	\$33.81	\$38.46	3
	\$10m or more	\$37.42	\$32.79	\$34.19	\$37.11	\$40.34	\$42.68	4
Sectors Supported	Adult Behavioral Health	\$37.82	\$25.00	\$35.92	\$41.12	\$43.02	\$44.03	4
	Arts, Culture, Humanities	\$26.99	\$24.03	\$25.24	\$26.44	\$28.47	\$30.50	3
	Basic Needs	\$30.57	\$21.50	\$22.75	\$26.52	\$39.02	\$44.17	6
	Children's Services	\$29.10	\$22.00	\$22.94	\$26.90	\$31.60	\$44.03	6
	Comm, volunteerism, econ	\$27.09	\$21.50	\$22.65	\$25.00	\$29.70	\$38.46	7
	Criminal Justice	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	\$33.65	1
	Developmental Disabilities	\$29.33	\$22.00	\$27.27	\$29.92	\$32.79	\$34.65	5
	Education	\$31.64	\$22.00	\$23.76	\$25.93	\$33.72	\$58.59	7
	Employment or job	\$33.54	\$23.29	\$28.97	\$34.65	\$38.67	\$42.68	3
	Environment	\$24.97	\$24.00	\$24.48	\$24.97	\$25.45	\$25.93	2
	Health care (non-hospital)	\$41.87	\$39.56	\$40.71	\$41.87	\$43.02	\$44.17	2
	Higher Education							
	Housing	\$33.19	\$22.00	\$25.19	\$32.66	\$41.90	\$44.17	6
	Intellectual Disabilities	\$29.33	\$22.00	\$27.27	\$29.92	\$32.79	\$34.65	5
	Mental Health	\$36.88	\$25.75	\$30.97	\$39.56	\$43.36	\$44.17	7
	Public Benefit	\$31.26	\$21.50	\$25.89	\$28.21	\$35.91	\$44.17	8
Recreation, sports, leisure	\$27.05	\$22.00	\$22.50	\$24.11	\$25.50	\$44.17	6	
Seniors	\$30.39	\$22.00	\$23.50	\$25.00	\$34.59	\$44.17	3	
Year Founded	Before 1950	\$31.56	\$22.00	\$22.98	\$26.99	\$31.60	\$58.59	6
	1950-1969	\$28.72	\$25.75	\$27.84	\$29.92	\$30.21	\$30.50	3
	1970-1979	\$30.95	\$21.50	\$23.47	\$29.33	\$38.33	\$42.68	6
	1980-1989	\$27.28	\$24.03	\$25.00	\$26.44	\$27.27	\$33.65	5
	1990-1999	\$32.51	\$24.22	\$26.69	\$29.15	\$36.66	\$44.17	3
	2000 or later	\$41.25	\$38.46	\$39.85	\$41.25	\$42.64	\$44.03	2
Ex. Director/CEO Gender	Female	\$32.15	\$21.50	\$25.89	\$30.21	\$38.74	\$44.17	16
	Male	\$31.80	\$22.00	\$24.08	\$26.69	\$31.88	\$58.59	6
Experience as Ex. Director/CEO	5 years or less	\$28.56	\$22.00	\$25.00	\$25.75	\$30.50	\$39.56	5
	6-10 years	\$32.92	\$24.03	\$28.04	\$29.92	\$38.46	\$44.17	5
	11-20 years	\$26.92	\$21.50	\$23.54	\$26.69	\$30.06	\$32.79	4
	More than 20 years	\$38.11	\$25.93	\$30.46	\$34.65	\$43.36	\$58.59	7

Q300a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Business Development 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	12%	17	1.2	19
All Employees	Fewer than 10 employees				
	10-49 employees	9%	3	2.0	6
	50-99 employees	4%	1	1.0	1
	100-249 employees	3%	1		
	250 employees or more	27%	12	1.0	12
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	22%	2	1.0	1
	\$500k-\$999k	10%	2	1.0	2
	\$1m-\$4.99m	7%	3	2.0	6
	\$5m-\$9.99m	16%	3	1.0	3
\$10m or more	18%	7	1.0	7	
Sectors Supported	Adult Behavioral Health	21%	8	1.0	8
	Arts, Culture, Humanities				
	Basic Needs	19%	6	1.0	5
	Children's Services	18%	6	1.0	6
	Comm, volunteerism, econ	19%	4	1.8	7
	Criminal Justice				
	Developmental Disabilities	21%	6	1.0	6
	Education	10%	4	1.0	4
	Employment or job	16%	4	1.0	4
	Environment	14%	1		
	Health care (non-hospital)	10%	2	1.0	2
	Higher Education				
	Housing	21%	8	1.0	8
	Intellectual Disabilities	15%	5	1.0	5
	Mental Health	17%	8	1.0	8
	Public Benefit	16%	4	1.0	4
	Recreation, sports, leisure				
Seniors					
Year Founded	Before 1950	8%	2	1.0	2
	1950-1969	17%	4	1.0	4
	1970-1979	13%	4	1.8	7
	1980-1989	5%	1	1.0	1
	1990-1999	16%	3	1.0	3
	2000 or later	12%	2	1.0	1
Ex. Director/CEO Gender	Female	16%	12	1.3	14
	Male	10%	5	1.0	5
Experience as Ex. Director/CEO	5 years or less	12%	4	1.8	7
	6-10 years	14%	5	1.0	4
	11-20 years	13%	3	1.0	3
	More than 20 years	11%	4	1.0	4

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$34.16	\$20.00	\$29.00	\$33.00	\$36.87	\$58.89	17
All Employees	Fewer than 10 employees							
	10-49 employees	\$42.92	\$33.00	\$34.94	\$36.87	\$47.88	\$58.89	3
	50-99 employees	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	100-249 employees	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	250 employees or more	\$32.80	\$20.80	\$28.12	\$30.80	\$35.70	\$51.79	12
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$26.50	\$20.00	\$23.25	\$26.50	\$29.75	\$33.00	2
	\$500k-\$999k	\$37.84	\$30.00	\$33.92	\$37.84	\$41.75	\$45.67	2
	\$1m-\$4.99m	\$34.78	\$29.00	\$32.94	\$36.87	\$37.67	\$38.46	3
	\$5m-\$9.99m	\$39.68	\$25.48	\$30.07	\$34.66	\$46.78	\$58.89	3
	\$10m or more	\$32.68	\$20.80	\$26.47	\$31.59	\$35.82	\$51.79	7
Sectors Supported	Adult Behavioral Health	\$31.26	\$20.80	\$28.24	\$33.13	\$35.70	\$38.46	8
	Arts, Culture, Humanities							
	Basic Needs	\$29.67	\$20.00	\$21.34	\$27.97	\$34.94	\$45.67	6
	Children's Services	\$37.41	\$20.80	\$25.10	\$35.03	\$48.46	\$58.89	6
	Comm, volunteerism, econ	\$33.38	\$29.00	\$32.00	\$33.83	\$35.21	\$36.87	4
	Criminal Justice							
	Developmental Disabilities	\$31.10	\$20.80	\$23.58	\$27.74	\$34.19	\$51.79	6
	Education	\$39.76	\$30.00	\$31.19	\$38.63	\$47.20	\$51.79	4
	Employment or job	\$29.85	\$20.80	\$22.41	\$26.47	\$33.92	\$45.67	4
	Environment	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Health care (non-hospital)	\$35.82	\$35.58	\$35.70	\$35.82	\$35.94	\$36.06	2
	Higher Education							
	Housing	\$32.52	\$20.80	\$28.24	\$33.13	\$36.66	\$45.67	8
	Intellectual Disabilities	\$32.22	\$20.80	\$22.94	\$30.00	\$35.58	\$51.79	5
	Mental Health	\$36.70	\$20.80	\$28.24	\$35.36	\$41.79	\$58.89	8
	Public Benefit	\$39.14	\$30.00	\$32.25	\$33.83	\$40.72	\$58.89	4
	Recreation, sports, leisure							
	Seniors							
Year Founded	Before 1950	\$41.69	\$31.59	\$36.64	\$41.69	\$46.74	\$51.79	2
	1950-1969	\$27.72	\$20.80	\$24.31	\$27.24	\$30.65	\$35.58	4
	1970-1979	\$33.58	\$22.94	\$32.78	\$36.47	\$37.27	\$38.46	4
	1980-1989	\$45.67	\$45.67	\$45.67	\$45.67	\$45.67	\$45.67	1
	1990-1999	\$42.18	\$33.00	\$33.83	\$34.66	\$46.78	\$58.89	3
	2000 or later	\$25.00	\$20.00	\$22.50	\$25.00	\$27.50	\$30.00	2
Ex. Director/CEO Gender	Female	\$32.39	\$20.00	\$28.87	\$33.83	\$36.26	\$45.67	12
	Male	\$38.41	\$20.80	\$29.00	\$31.59	\$51.79	\$58.89	5
Experience as Ex. Director/CEO	5 years or less	\$40.21	\$29.00	\$34.30	\$36.47	\$42.38	\$58.89	4
	6-10 years	\$27.69	\$20.00	\$22.94	\$25.48	\$31.59	\$38.46	5
	11-20 years	\$37.26	\$30.00	\$30.00	\$30.00	\$40.90	\$51.79	3
	More than 20 years	\$34.18	\$20.80	\$31.20	\$35.12	\$38.10	\$45.67	4

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

		<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%	33	1.1	35
All Employees	Fewer than 10 employees				
	10-49 employees	16%	5	1.0	5
	50-99 employees	20%	5	1.0	5
	100-249 employees	31%	9	1.0	9
	250 employees or more	31%	14	1.1	16
Total Operating Expenses	Less than \$250k	17%	1	1.0	1
	\$250k-\$499k	22%	2	1.0	2
	\$500k-\$999k	15%	3	1.0	3
	\$1m-\$4.99m	26%	11	1.0	11
	\$5m-\$9.99m	32%	6	1.0	6
	\$10m or more	24%	9	1.2	11
Sectors Supported	Adult Behavioral Health	24%	9	1.2	11
	Arts, Culture, Humanities	40%	8	1.0	8
	Basic Needs	19%	6	1.3	8
	Children's Services	29%	10	1.2	12
	Comm, volunteerism, econ	14%	3	1.0	3
	Criminal Justice	25%	2	1.0	2
	Developmental Disabilities	17%	5	1.0	5
	Education	34%	14	1.1	16
	Employment or job	20%	5	1.4	7
	Environment	29%	2	1.0	2
	Health care (non-hospital)	24%	5	1.4	7
	Higher Education	25%	1	1.0	1
	Housing	31%	12	1.2	14
	Intellectual Disabilities	12%	4	1.0	4
	Mental Health	28%	13	1.2	15
	Public Benefit	20%	5	1.0	5
	Recreation, sports, leisure	43%	6	1.0	6
	Seniors	42%	5	1.4	7
Year Founded	Before 1950	42%	10	1.0	10
	1950-1969	17%	4	1.5	6
	1970-1979	13%	4	1.0	4
	1980-1989	26%	5	1.0	5
	1990-1999	37%	7	1.0	7
	2000 or later	6%	1	1.0	1
Ex. Director/CEO Gender	Female	19%	15	1.1	17
	Male	31%	16	1.0	16
Experience as Ex. Director/CEO	5 years or less	18%	6	1.0	6
	6-10 years	17%	6	1.0	6
	11-20 years	33%	8	1.0	8
	More than 20 years	30%	11	1.2	13

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$31.47	\$18.00	\$25.00	\$30.50	\$34.90	\$61.10	32
All Employees	Fewer than 10 employees							
	10-49 employees	\$28.20	\$20.00	\$25.00	\$29.92	\$30.00	\$36.07	5
	50-99 employees	\$39.82	\$31.00	\$34.00	\$34.87	\$38.14	\$61.10	5
	100-249 employees	\$30.10	\$23.07	\$26.98	\$29.74	\$33.02	\$37.67	8
	250 employees or more	\$30.45	\$18.00	\$25.00	\$29.72	\$34.33	\$45.00	14
Total Operating Expenses	Less than \$250k	\$38.14	\$38.14	\$38.14	\$38.14	\$38.14	\$38.14	1
	\$250k-\$499k	\$26.00	\$20.00	\$23.00	\$26.00	\$29.00	\$32.00	2
	\$500k-\$999k	\$30.36	\$25.00	\$27.50	\$30.00	\$33.04	\$36.07	3
	\$1m-\$4.99m	\$34.71	\$18.00	\$30.46	\$34.00	\$36.34	\$61.10	11
	\$5m-\$9.99m	\$28.30	\$25.00	\$26.92	\$27.47	\$29.43	\$32.69	5
	\$10m or more	\$30.63	\$23.07	\$24.10	\$30.00	\$32.31	\$45.00	9
Sectors Supported	Adult Behavioral Health	\$31.23	\$23.07	\$25.00	\$30.00	\$32.31	\$45.00	9
	Arts, Culture, Humanities	\$29.87	\$20.00	\$25.00	\$34.00	\$34.50	\$36.07	7
	Basic Needs	\$32.19	\$25.00	\$27.73	\$31.12	\$36.33	\$41.21	6
	Children's Services	\$29.22	\$24.00	\$25.00	\$26.00	\$31.17	\$45.00	10
	Comm, volunteerism, econ	\$30.48	\$27.00	\$28.22	\$29.43	\$32.22	\$35.00	3
	Criminal Justice	\$28.74	\$27.47	\$28.10	\$28.74	\$29.37	\$30.00	2
	Developmental Disabilities	\$29.06	\$24.00	\$24.10	\$25.00	\$31.22	\$41.00	5
	Education	\$28.69	\$20.00	\$25.00	\$27.20	\$31.17	\$45.00	14
	Employment or job	\$31.16	\$25.00	\$27.47	\$30.00	\$32.31	\$41.00	5
	Environment	\$32.46	\$29.92	\$31.19	\$32.46	\$33.73	\$35.00	2
	Health care (non-hospital)	\$28.19	\$23.07	\$24.00	\$25.00	\$31.22	\$37.67	5
	Higher Education	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Housing	\$31.98	\$18.00	\$27.35	\$31.16	\$37.79	\$45.00	12
	Intellectual Disabilities	\$30.33	\$24.10	\$24.78	\$28.11	\$33.67	\$41.00	4
	Mental Health	\$32.41	\$23.07	\$25.00	\$29.43	\$37.67	\$61.10	13
	Public Benefit	\$34.07	\$29.43	\$29.92	\$32.31	\$37.67	\$41.00	5
	Recreation, sports, leisure	\$30.47	\$25.00	\$26.94	\$29.11	\$34.06	\$37.67	6
Seniors	\$31.67	\$25.00	\$27.00	\$27.47	\$37.67	\$41.21	5	
Year Founded	Before 1950	\$32.00	\$24.10	\$25.00	\$32.69	\$34.00	\$45.00	9
	1950-1969	\$28.77	\$24.00	\$24.75	\$27.50	\$31.52	\$36.07	4
	1970-1979	\$26.33	\$20.00	\$22.30	\$26.50	\$30.52	\$32.31	4
	1980-1989	\$35.45	\$18.00	\$25.00	\$35.00	\$38.14	\$61.10	5
	1990-1999	\$31.34	\$26.92	\$28.45	\$31.00	\$33.44	\$37.67	7
	2000 or later	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
Ex. Director/CEO Gender	Female	\$33.96	\$18.00	\$29.68	\$32.31	\$37.91	\$61.10	15
	Male	\$30.06	\$23.07	\$25.00	\$30.00	\$34.00	\$45.00	15
Experience as Ex. Director/CEO	5 years or less	\$37.90	\$25.00	\$30.44	\$35.07	\$40.44	\$61.10	6
	6-10 years	\$32.24	\$18.00	\$26.17	\$34.38	\$37.27	\$45.00	6
	11-20 years	\$30.73	\$23.07	\$25.51	\$31.00	\$34.50	\$41.00	7
	More than 20 years	\$29.48	\$25.00	\$26.24	\$30.00	\$31.77	\$34.87	11

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	7%	10	2.6	26
All Employees	Fewer than 10 employees	50%	3	1.3	4
	10-49 employees	9%	3	3.0	9
	50-99 employees	4%	1	6.0	6
	100-249 employees	7%	2	1.5	3
	250 employees or more	2%	1	4.0	4
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	10%	2	1.0	2
	\$1m-\$4.99m	7%	3	1.7	5
	\$5m-\$9.99m	11%	2	6.0	12
	\$10m or more	5%	2	3.0	6
Sectors Supported	Adult Behavioral Health	5%	2	4.0	8
	Arts, Culture, Humanities				
	Basic Needs	9%	3	3.0	9
	Children's Services	6%	2	3.5	7
	Comm, volunteerism, econ	14%	3	1.7	5
	Criminal Justice	38%	3	3.3	10
	Developmental Disabilities				
	Education	5%	2	1.5	3
	Employment or job	4%	1	2.0	2
	Environment				
	Health care (non-hospital)	19%	4	3.5	14
	Higher Education	25%	1	2.0	2
	Housing	10%	4	2.5	10
	Intellectual Disabilities				
	Mental Health	9%	4	4.5	18
	Public Benefit	20%	5	2.4	12
	Recreation, sports, leisure	7%	1	1.0	1
Seniors	8%	1	1.0	1	
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969				
	1970-1979	10%	3	4.0	12
	1980-1989	5%	1	2.0	2
	1990-1999	16%	3	3.0	9
	2000 or later	12%	2	1.0	2
Ex. Director/CEO Gender	Female	9%	7	2.4	17
	Male	4%	2	4.0	8
Experience as Ex. Director/CEO	5 years or less	6%	2	4.0	8
	6-10 years	9%	3	2.7	8
	11-20 years	8%	2	3.0	6
	More than 20 years	5%	2	1.5	3

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$29.92	\$17.80	\$25.94	\$29.45	\$35.44	\$39.90	10
All Employees	Fewer than 10 employees	\$31.79	\$27.24	\$29.01	\$30.77	\$34.06	\$37.35	3
	10-49 employees	\$32.93	\$28.90	\$29.45	\$30.00	\$34.95	\$39.90	3
	50-99 employees	\$24.74	\$24.74	\$24.74	\$24.74	\$24.74	\$24.74	1
	100-249 employees	\$31.25	\$25.50	\$28.38	\$31.25	\$34.13	\$37.00	2
	250 employees or more	\$17.80	\$17.80	\$17.80	\$17.80	\$17.80	\$17.80	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$33.68	\$30.00	\$31.84	\$33.68	\$35.51	\$37.35	2
	\$1m-\$4.99m	\$32.64	\$27.24	\$29.01	\$30.77	\$35.34	\$39.90	3
	\$5m-\$9.99m	\$26.82	\$24.74	\$25.78	\$26.82	\$27.86	\$28.90	2
\$10m or more	\$21.65	\$17.80	\$19.73	\$21.65	\$23.58	\$25.50	2	
Sectors Supported	Adult Behavioral Health	\$25.12	\$24.74	\$24.93	\$25.12	\$25.31	\$25.50	2
	Arts, Culture, Humanities							
	Basic Needs	\$33.88	\$24.74	\$30.87	\$37.00	\$38.45	\$39.90	3
	Children's Services	\$32.95	\$28.90	\$30.93	\$32.95	\$34.98	\$37.00	2
	Comm, volunteerism, econ	\$35.89	\$30.77	\$33.89	\$37.00	\$38.45	\$39.90	3
	Criminal Justice	\$31.80	\$24.74	\$27.76	\$30.77	\$35.34	\$39.90	3
	Developmental Disabilities							
	Education	\$33.57	\$27.24	\$30.41	\$33.57	\$36.74	\$39.90	2
	Employment or job	\$39.90	\$39.90	\$39.90	\$39.90	\$39.90	\$39.90	1
	Environment							
	Health care (non-hospital)	\$26.99	\$17.80	\$23.01	\$25.12	\$29.10	\$39.90	4
	Higher Education	\$39.90	\$39.90	\$39.90	\$39.90	\$39.90	\$39.90	1
	Housing	\$34.75	\$24.74	\$33.94	\$37.18	\$37.99	\$39.90	4
	Intellectual Disabilities							
	Mental Health	\$24.24	\$17.80	\$23.01	\$25.12	\$26.35	\$28.90	4
	Public Benefit	\$33.38	\$28.90	\$30.00	\$30.77	\$37.35	\$39.90	5
	Recreation, sports, leisure	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	1
Seniors	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	1	
Year Founded	Before 1950	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	1
	1950-1969							
	1970-1979	\$22.68	\$17.80	\$21.27	\$24.74	\$25.12	\$25.50	3
	1980-1989	\$30.77	\$30.77	\$30.77	\$30.77	\$30.77	\$30.77	1
	1990-1999	\$32.01	\$27.24	\$28.07	\$28.90	\$34.40	\$39.90	3
	2000 or later	\$33.68	\$30.00	\$31.84	\$33.68	\$35.51	\$37.35	2
Ex. Director/CEO Gender	Female	\$29.69	\$17.80	\$25.99	\$30.00	\$34.06	\$39.90	7
	Male	\$27.20	\$25.50	\$26.35	\$27.20	\$28.05	\$28.90	2
Experience as Ex. Director/CEO	5 years or less	\$34.40	\$28.90	\$31.65	\$34.40	\$37.15	\$39.90	2
	6-10 years	\$29.78	\$24.74	\$25.99	\$27.24	\$32.30	\$37.35	3
	11-20 years	\$21.65	\$17.80	\$19.73	\$21.65	\$23.58	\$25.50	2
	More than 20 years	\$30.39	\$30.00	\$30.19	\$30.39	\$30.58	\$30.77	2

Q300a_9_1: For each type of position contained in your organization, please indicate the number of employees in that category - Curriculum 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	7%	9	1.6	13
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	4%	1	1.0	1
	100-249 employees	7%	2	4.0	4
	250 employees or more	11%	5	1.4	7
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	5%	1	1.0	1
	\$1m-\$4.99m	2%	1	1.0	1
	\$5m-\$9.99m	21%	4	2.3	7
	\$10m or more	8%	3	1.3	4
Sectors Supported	Adult Behavioral Health	5%	2	1.5	3
	Arts, Culture, Humanities	10%	2	1.0	2
	Basic Needs	3%	1	2.0	2
	Children's Services	15%	5	1.3	5
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	10%	3	1.3	4
	Education	17%	7	1.5	9
	Employment or job	4%	1	2.0	2
	Environment	14%	1		
	Health care (non-hospital)	5%	1	1.0	1
	Higher Education				
	Housing	3%	1	2.0	2
	Intellectual Disabilities	9%	3	1.3	4
	Mental Health	4%	2	2.0	4
	Public Benefit	4%	1	2.0	2
	Recreation, sports, leisure	14%	2	2.5	5
Seniors					
Year Founded	Before 1950	8%	2	1.0	2
	1950-1969				
	1970-1979	6%	2	1.5	3
	1980-1989				
	1990-1999	21%	4	2.3	7
	2000 or later				
Ex. Director/CEO Gender	Female	5%	4	1.3	4
	Male	10%	5	1.8	9
Experience as Ex. Director/CEO	5 years or less	6%	2	1.0	1
	6-10 years	6%	2	1.5	3
	11-20 years	13%	3	2.3	7
	More than 20 years	5%	2	1.0	2

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$28.25	\$20.19	\$21.28	\$28.68	\$32.34	\$39.85	8
All Employees	Fewer than 10 employees							
	10-49 employees	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	1
	50-99 employees	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	100-249 employees	\$28.36	\$28.36	\$28.36	\$28.36	\$28.36	\$28.36	1
	250 employees or more	\$31.05	\$20.19	\$29.00	\$31.58	\$34.61	\$39.85	5
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	1
	\$1m-\$4.99m	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	\$5m-\$9.99m	\$30.66	\$28.36	\$28.68	\$29.00	\$31.81	\$34.61	3
	\$10m or more	\$30.54	\$20.19	\$25.89	\$31.58	\$35.72	\$39.85	3
Sectors Supported	Adult Behavioral Health	\$25.89	\$20.19	\$23.04	\$25.89	\$28.73	\$31.58	2
	Arts, Culture, Humanities	\$25.19	\$21.37	\$23.28	\$25.19	\$27.09	\$29.00	2
	Basic Needs	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	1
	Children's Services	\$28.16	\$20.19	\$20.80	\$26.29	\$33.65	\$39.85	4
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$30.54	\$20.19	\$25.89	\$31.58	\$35.72	\$39.85	3
	Education	\$28.53	\$21.00	\$23.12	\$28.68	\$30.94	\$39.85	6
	Employment or job	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	1
	Environment							
	Health care (non-hospital)	\$31.58	\$31.58	\$31.58	\$31.58	\$31.58	\$31.58	1
	Higher Education							
	Housing	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	\$20.19	1
	Intellectual Disabilities	\$30.54	\$20.19	\$25.89	\$31.58	\$35.72	\$39.85	3
	Mental Health	\$27.40	\$20.19	\$23.80	\$27.40	\$31.01	\$34.61	2
	Public Benefit	\$34.61	\$34.61	\$34.61	\$34.61	\$34.61	\$34.61	1
	Recreation, sports, leisure	\$29.97	\$28.36	\$29.17	\$29.97	\$30.78	\$31.58	2
Seniors								
Year Founded	Before 1950	\$34.43	\$29.00	\$31.71	\$34.43	\$37.14	\$39.85	2
	1950-1969							
	1970-1979	\$20.78	\$20.19	\$20.49	\$20.78	\$21.08	\$21.37	2
	1980-1989							
	1990-1999	\$27.99	\$21.00	\$24.68	\$28.36	\$31.49	\$34.61	3
	2000 or later							
Ex. Director/CEO Gender	Female	\$27.01	\$20.19	\$20.60	\$21.00	\$30.43	\$39.85	3
	Male	\$28.98	\$21.37	\$28.36	\$29.00	\$31.58	\$34.61	5
Experience as Ex. Director/CEO	5 years or less	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	\$21.37	1
	6-10 years	\$30.02	\$20.19	\$25.11	\$30.02	\$34.94	\$39.85	2
	11-20 years	\$27.99	\$21.00	\$24.68	\$28.36	\$31.49	\$34.61	3
	More than 20 years	\$30.29	\$29.00	\$29.65	\$30.29	\$30.94	\$31.58	2

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	38%	44	1.0	44
All Employees	Fewer than 10 employees	50%	3	1.0	3
	10-49 employees	31%	5	1.0	5
	50-99 employees	23%	5	1.0	5
	100-249 employees	35%	11	1.0	11
	250 employees or more	50%	20	1.0	20
Total Operating Expenses	Less than \$250k	14%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	38%	3	1.0	3
	\$1m-\$4.99m	23%	7	1.0	7
	\$5m-\$9.99m	52%	11	1.0	11
	\$10m or more	50%	20	1.0	20
Sectors Supported	Adult Behavioral Health	51%	20	1.0	20
	Arts, Culture, Humanities	18%	3	1.0	3
	Basic Needs	50%	12	1.0	12
	Children's Services	41%	13	1.0	13
	Comm, volunteerism, econ	57%	8	1.0	8
	Criminal Justice	67%	4	1.0	4
	Developmental Disabilities	52%	13	1.0	13
	Education	28%	10	1.0	10
	Employment or job	52%	11	1.0	11
	Environment				
	Health care (non-hospital)	43%	10	1.0	10
	Higher Education				
	Housing	48%	16	1.0	16
	Intellectual Disabilities	53%	16	1.0	16
	Mental Health	50%	23	1.0	23
	Public Benefit	65%	11	1.0	11
Recreation, sports, leisure	33%	4	1.0	4	
Seniors	33%	4	1.0	4	
Year Founded	Before 1950	28%	7	1.0	7
	1950-1969	23%	5	1.0	5
	1970-1979	50%	13	1.0	13
	1980-1989	50%	6	1.0	6
	1990-1999	33%	6	1.0	6
	2000 or later	44%	4	1.0	4
Ex. Director/CEO Gender	Female	36%	21	1.0	21
	Male	42%	20	1.0	20
Experience as Ex. Director/CEO	5 years or less	25%	6	1.0	6
	6-10 years	39%	11	1.0	11
	11-20 years	48%	11	1.0	11
	More than 20 years	39%	14	1.0	14

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$44.61	\$21.34	\$38.46	\$43.27	\$48.22	\$84.56	43
All Employees	Fewer than 10 employees	\$46.76	\$39.27	\$41.27	\$43.27	\$50.51	\$57.74	3
	10-49 employees	\$51.97	\$38.46	\$38.97	\$48.35	\$49.51	\$84.56	5
	50-99 employees	\$33.02	\$21.34	\$32.69	\$33.00	\$38.46	\$39.61	5
	100-249 employees	\$47.32	\$26.37	\$40.22	\$46.48	\$49.52	\$82.00	10
	250 employees or more	\$43.98	\$27.00	\$38.35	\$43.80	\$47.03	\$62.44	20
Total Operating Expenses	Less than \$250k	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	\$38.46	1
	\$250k-\$499k							
	\$500k-\$999k	\$34.29	\$26.37	\$26.69	\$27.00	\$38.26	\$49.51	3
	\$1m-\$4.99m	\$38.65	\$32.69	\$34.50	\$38.00	\$41.27	\$48.35	7
	\$5m-\$9.99m	\$46.71	\$21.34	\$39.92	\$45.27	\$47.74	\$84.56	10
\$10m or more	\$47.53	\$30.00	\$39.81	\$44.50	\$55.29	\$82.00	20	
Sectors Supported	Adult Behavioral Health	\$45.30	\$30.00	\$38.46	\$43.43	\$48.08	\$82.00	20
	Arts, Culture, Humanities	\$37.23	\$36.00	\$36.62	\$37.23	\$37.85	\$38.46	2
	Basic Needs	\$42.60	\$34.62	\$38.46	\$39.81	\$45.77	\$59.89	12
	Children's Services	\$48.22	\$21.34	\$39.23	\$48.08	\$56.95	\$84.56	13
	Comm, volunteerism, econ	\$41.45	\$26.37	\$37.50	\$44.07	\$46.34	\$50.00	8
	Criminal Justice	\$44.45	\$38.46	\$42.07	\$45.64	\$48.02	\$48.08	4
	Developmental Disabilities	\$42.18	\$21.34	\$34.62	\$39.23	\$48.08	\$62.44	13
	Education	\$40.69	\$21.34	\$30.06	\$40.24	\$47.31	\$62.44	10
	Employment or job	\$41.83	\$26.37	\$36.80	\$43.59	\$46.67	\$59.89	11
	Environment							
	Health care (non-hospital)	\$44.27	\$34.62	\$38.46	\$40.87	\$52.31	\$57.74	10
	Higher Education							
	Housing	\$43.00	\$30.00	\$38.46	\$41.64	\$46.25	\$59.89	16
	Intellectual Disabilities	\$41.74	\$21.34	\$34.91	\$39.25	\$46.02	\$62.44	16
	Mental Health	\$46.32	\$30.00	\$38.72	\$43.59	\$48.04	\$84.56	23
	Public Benefit	\$46.37	\$30.00	\$40.87	\$45.33	\$47.53	\$84.56	11
	Recreation, sports, leisure	\$46.86	\$39.61	\$40.55	\$45.43	\$51.74	\$56.95	4
Seniors	\$42.31	\$34.62	\$38.36	\$42.31	\$46.25	\$50.00	4	
Year Founded	Before 1950	\$44.52	\$36.00	\$39.33	\$42.47	\$48.83	\$56.95	6
	1950-1969	\$46.43	\$35.00	\$41.73	\$45.00	\$48.00	\$62.44	5
	1970-1979	\$42.56	\$21.34	\$38.46	\$43.27	\$48.08	\$59.89	13
	1980-1989	\$48.30	\$33.00	\$39.32	\$43.64	\$48.13	\$82.00	6
	1990-1999	\$50.13	\$34.62	\$42.06	\$46.19	\$47.94	\$84.56	6
	2000 or later	\$35.80	\$27.00	\$35.60	\$38.46	\$38.66	\$39.27	4
Ex. Director/CEO Gender	Female	\$42.71	\$26.37	\$35.00	\$43.27	\$48.08	\$62.44	21
	Male	\$46.44	\$21.34	\$38.85	\$41.73	\$48.18	\$84.56	19
Experience as Ex. Director/CEO	5 years or less	\$49.15	\$21.34	\$39.66	\$46.39	\$55.68	\$84.56	6
	6-10 years	\$42.57	\$32.69	\$36.31	\$40.00	\$46.48	\$59.89	11
	11-20 years	\$43.12	\$26.37	\$32.24	\$40.05	\$46.36	\$82.00	10
	More than 20 years	\$45.32	\$35.00	\$40.53	\$44.50	\$48.06	\$62.44	14

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	22%	25	1.0	25
All Employees	Fewer than 10 employees				
	10-49 employees	25%	4	1.3	5
	50-99 employees	23%	5	1.0	5
	100-249 employees	19%	6	1.0	5
	250 employees or more	25%	10	1.0	10
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	14%	1	1.0	1
	\$500k-\$999k	25%	2	1.0	2
	\$1m-\$4.99m	20%	6	1.0	6
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	38%	15	1.1	15
Sectors Supported	Adult Behavioral Health	31%	12	1.1	12
	Arts, Culture, Humanities	18%	3	1.0	3
	Basic Needs	13%	3	1.0	3
	Children's Services	31%	10	1.1	11
	Comm, volunteerism, econ				
	Criminal Justice	50%	3	1.0	3
	Developmental Disabilities	28%	7	1.0	7
	Education	33%	12	1.0	12
	Employment or job	38%	8	1.1	9
	Environment				
	Health care (non-hospital)	26%	6	1.0	5
	Higher Education	50%	1	1.0	1
	Housing	30%	10	1.0	10
	Intellectual Disabilities	27%	8	1.0	8
	Mental Health	26%	12	1.1	12
	Public Benefit	12%	2	1.0	2
	Recreation, sports, leisure	25%	3	1.0	3
	Seniors	42%	5	1.0	4
Year Founded	Before 1950	12%	3	1.0	2
	1950-1969	23%	5	1.0	5
	1970-1979	31%	8	1.1	9
	1980-1989	17%	2	1.0	2
	1990-1999	22%	4	1.0	4
	2000 or later	11%	1	1.0	1
Ex. Director/CEO Gender	Female	25%	15	1.1	15
	Male	21%	10	1.0	10
Experience as Ex. Director/CEO	5 years or less	25%	6	1.0	5
	6-10 years	21%	6	1.0	6
	11-20 years	22%	5	1.2	6
	More than 20 years	22%	8	1.0	8

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$33.83	\$20.86	\$26.03	\$33.33	\$39.38	\$50.48	24
All Employees	Fewer than 10 employees							
	10-49 employees	\$34.51	\$27.06	\$29.95	\$33.46	\$38.01	\$44.05	4
	50-99 employees	\$31.16	\$23.69	\$24.00	\$33.00	\$33.00	\$42.12	5
	100-249 employees	\$34.73	\$24.69	\$26.37	\$33.65	\$38.46	\$50.48	5
	250 employees or more	\$34.43	\$20.86	\$26.67	\$35.00	\$41.91	\$49.00	10
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$24.69	\$24.69	\$24.69	\$24.69	\$24.69	\$24.69	1
	\$500k-\$999k	\$25.53	\$24.00	\$24.77	\$25.53	\$26.30	\$27.06	2
	\$1m-\$4.99m	\$29.77	\$22.00	\$25.50	\$31.96	\$33.00	\$36.00	6
	\$5m-\$9.99m	\$26.37	\$26.37	\$26.37	\$26.37	\$26.37	\$26.37	1
	\$10m or more	\$37.94	\$20.86	\$33.74	\$38.15	\$43.86	\$50.48	14
Sectors Supported	Adult Behavioral Health	\$38.51	\$20.86	\$35.00	\$38.46	\$44.38	\$50.48	11
	Arts, Culture, Humanities	\$31.32	\$27.06	\$28.99	\$30.91	\$33.46	\$36.00	3
	Basic Needs	\$31.11	\$20.86	\$27.43	\$34.00	\$36.23	\$38.46	3
	Children's Services	\$34.26	\$20.86	\$32.00	\$35.00	\$38.30	\$44.71	10
	Comm, volunteerism, econ							
	Criminal Justice	\$37.94	\$26.37	\$32.42	\$38.46	\$43.73	\$49.00	3
	Developmental Disabilities	\$33.32	\$20.86	\$29.00	\$36.00	\$38.15	\$42.12	7
	Education	\$32.24	\$22.00	\$24.52	\$33.50	\$37.99	\$44.71	12
	Employment or job	\$34.13	\$20.86	\$26.03	\$32.83	\$42.60	\$49.00	8
	Environment							
	Health care (non-hospital)	\$40.32	\$34.00	\$36.00	\$37.83	\$43.27	\$50.48	5
	Higher Education	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Housing	\$35.06	\$20.86	\$27.69	\$33.83	\$42.98	\$49.00	10
	Intellectual Disabilities	\$33.12	\$20.86	\$30.00	\$34.50	\$37.99	\$42.12	8
	Mental Health	\$35.38	\$20.86	\$25.69	\$34.00	\$43.66	\$50.48	11
	Public Benefit	\$33.56	\$25.00	\$29.28	\$33.56	\$37.84	\$42.12	2
	Recreation, sports, leisure	\$30.50	\$22.00	\$26.83	\$31.66	\$34.75	\$37.83	3
Seniors	\$31.12	\$22.00	\$25.28	\$30.19	\$36.03	\$42.12	4	
Year Founded	Before 1950	\$33.36	\$22.00	\$27.68	\$33.36	\$39.03	\$44.71	2
	1950-1969	\$34.53	\$27.06	\$30.91	\$31.66	\$34.00	\$49.00	5
	1970-1979	\$38.61	\$20.86	\$35.41	\$40.29	\$43.47	\$50.48	8
	1980-1989	\$34.50	\$33.00	\$33.75	\$34.50	\$35.25	\$36.00	2
	1990-1999	\$26.94	\$23.69	\$24.44	\$25.53	\$28.03	\$33.00	4
	2000 or later	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
Ex. Director/CEO Gender	Female	\$32.27	\$20.86	\$24.77	\$32.33	\$37.85	\$44.05	14
	Male	\$36.01	\$22.00	\$28.55	\$34.83	\$42.99	\$50.48	10
Experience as Ex. Director/CEO	5 years or less	\$35.40	\$24.69	\$30.91	\$36.00	\$42.12	\$43.27	5
	6-10 years	\$33.35	\$20.86	\$28.55	\$34.50	\$37.85	\$44.71	6
	11-20 years	\$34.91	\$22.00	\$25.00	\$33.00	\$44.05	\$50.48	5
	More than 20 years	\$32.53	\$23.69	\$25.78	\$32.66	\$34.96	\$49.00	8

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	31%	36	1.2	42
All Employees	Fewer than 10 employees				
	10-49 employees	25%	4	1.0	4
	50-99 employees	18%	4	1.0	4
	100-249 employees	42%	13	1.3	15
	250 employees or more	38%	15	1.3	19
Total Operating Expenses	Less than \$250k	43%	3	1.0	3
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	10%	3	1.0	3
	\$5m-\$9.99m	57%	12	1.3	16
	\$10m or more	43%	17	1.1	18
Sectors Supported	Adult Behavioral Health	38%	15	1.1	16
	Arts, Culture, Humanities	24%	4	2.0	8
	Basic Needs	33%	8	1.3	10
	Children's Services	31%	10	1.3	13
	Comm, volunteerism, econ	50%	7	1.1	8
	Criminal Justice	17%	1	1.0	1
	Developmental Disabilities	44%	11	1.1	12
	Education	28%	10	1.3	13
	Employment or job	33%	7	1.1	8
	Environment				
	Health care (non-hospital)	26%	6	1.0	5
	Higher Education				
	Housing	42%	14	1.2	17
	Intellectual Disabilities	47%	14	1.1	15
	Mental Health	35%	16	1.1	16
	Public Benefit	29%	5	1.0	5
	Recreation, sports, leisure	25%	3	1.3	4
	Seniors	50%	6	1.2	6
Year Founded	Before 1950	52%	13	1.5	18
	1950-1969	36%	8	1.0	8
	1970-1979	19%	5	1.2	6
	1980-1989	17%	2	1.0	2
	1990-1999	22%	4	1.0	4
	2000 or later	22%	2	1.0	2
Ex. Director/CEO Gender	Female	29%	17	1.1	17
	Male	38%	18	1.3	23
Experience as Ex. Director/CEO	5 years or less	13%	3	1.0	2
	6-10 years	36%	10	1.2	12
	11-20 years	39%	9	1.2	11
	More than 20 years	36%	13	1.2	15

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$32.38	\$23.56	\$28.05	\$32.69	\$37.17	\$43.19	34
All Employees	Fewer than 10 employees							
	10-49 employees	\$35.99	\$26.29	\$33.50	\$37.23	\$39.72	\$43.19	4
	50-99 employees	\$30.74	\$23.93	\$28.03	\$30.20	\$32.91	\$38.62	4
	100-249 employees	\$31.80	\$23.56	\$28.37	\$31.25	\$35.32	\$39.91	11
	250 employees or more	\$32.28	\$24.00	\$27.50	\$33.66	\$35.63	\$38.47	15
Total Operating Expenses	Less than \$250k	\$32.31	\$26.29	\$29.56	\$32.82	\$35.32	\$37.82	3
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$34.53	\$29.39	\$30.20	\$31.00	\$37.10	\$43.19	3
	\$5m-\$9.99m	\$32.77	\$23.56	\$26.87	\$34.83	\$38.51	\$39.91	11
	\$10m or more	\$31.81	\$23.93	\$28.25	\$32.81	\$35.31	\$38.47	16
Sectors Supported	Adult Behavioral Health	\$32.37	\$23.56	\$29.56	\$32.94	\$36.86	\$38.62	14
	Arts, Culture, Humanities	\$27.76	\$26.00	\$26.15	\$26.29	\$28.65	\$31.00	3
	Basic Needs	\$30.95	\$23.93	\$26.22	\$31.13	\$34.17	\$38.62	8
	Children's Services	\$31.73	\$23.56	\$27.25	\$31.25	\$36.53	\$38.62	10
	Comm, volunteerism, econ	\$31.52	\$25.64	\$28.65	\$31.25	\$33.95	\$38.56	7
	Criminal Justice	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	Developmental Disabilities	\$31.88	\$24.00	\$27.50	\$33.06	\$35.54	\$37.82	11
	Education	\$33.16	\$23.56	\$27.25	\$32.46	\$38.58	\$43.19	10
	Employment or job	\$30.82	\$23.93	\$25.00	\$33.06	\$35.63	\$37.48	7
	Environment							
	Health care (non-hospital)	\$32.54	\$26.29	\$29.00	\$33.06	\$35.90	\$38.47	5
	Higher Education							
	Housing	\$31.80	\$23.93	\$26.65	\$32.04	\$36.86	\$38.62	14
	Intellectual Disabilities	\$31.50	\$24.00	\$26.97	\$32.69	\$34.54	\$37.82	14
	Mental Health	\$31.88	\$23.56	\$27.84	\$32.82	\$35.63	\$38.62	15
	Public Benefit	\$30.89	\$24.00	\$26.29	\$33.06	\$34.83	\$36.25	5
	Recreation, sports, leisure	\$36.51	\$31.00	\$34.81	\$38.62	\$39.27	\$39.91	3
	Seniors	\$34.48	\$31.00	\$31.25	\$33.06	\$38.46	\$38.62	5
Year Founded	Before 1950	\$32.94	\$25.99	\$29.37	\$31.25	\$37.35	\$43.19	11
	1950-1969	\$30.55	\$23.93	\$28.25	\$30.98	\$33.95	\$35.00	8
	1970-1979	\$33.84	\$23.56	\$31.25	\$37.48	\$38.46	\$38.47	5
	1980-1989	\$32.45	\$29.00	\$30.73	\$32.45	\$34.18	\$35.90	2
	1990-1999	\$36.41	\$33.06	\$34.39	\$36.33	\$38.34	\$39.91	4
	2000 or later	\$32.43	\$26.29	\$29.36	\$32.43	\$35.49	\$38.56	2
Ex. Director/CEO Gender	Female	\$32.14	\$24.00	\$28.68	\$32.81	\$35.49	\$38.56	16
	Male	\$32.68	\$23.56	\$26.29	\$32.82	\$38.44	\$43.19	17
Experience as Ex. Director/CEO	5 years or less	\$30.13	\$29.00	\$29.56	\$30.13	\$30.69	\$31.25	2
	6-10 years	\$32.11	\$23.56	\$26.43	\$32.94	\$37.74	\$38.56	10
	11-20 years	\$34.85	\$24.00	\$33.87	\$36.08	\$38.46	\$39.91	8
	More than 20 years	\$31.52	\$23.93	\$26.29	\$31.25	\$34.83	\$43.19	13

Q400a_4_1: For each type of position contained in your organization, please indicate the number of employees in that category - 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	27%	31	1.2	36
All Employees	Fewer than 10 employees	33%	2	1.0	2
	10-49 employees	25%	4	1.3	4
	50-99 employees	18%	4	1.3	5
	100-249 employees	26%	8	1.0	8
	250 employees or more	33%	13	1.3	17
Total Operating Expenses	Less than \$250k	57%	4	1.5	6
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	17%	5	1.0	4
	\$5m-\$9.99m	14%	3	1.0	3
	\$10m or more	45%	18	1.2	22
Sectors Supported	Adult Behavioral Health	46%	18	1.2	22
	Arts, Culture, Humanities	24%	4	1.0	3
	Basic Needs	33%	8	1.0	8
	Children's Services	38%	12	1.3	15
	Comm, volunteerism, econ	21%	3	1.0	3
	Criminal Justice	33%	2	1.0	2
	Developmental Disabilities	32%	8	1.3	10
	Education	22%	8	1.4	10
	Employment or job	33%	7	1.3	9
	Environment	25%	1	1.0	1
	Health care (non-hospital)	52%	12	1.2	14
	Higher Education				
	Housing	33%	11	1.2	13
	Intellectual Disabilities	30%	9	1.2	11
	Mental Health	33%	15	1.1	17
	Public Benefit	24%	4	1.0	4
Recreation, sports, leisure	25%	3	1.3	4	
Seniors	8%	1	1.0	1	
Year Founded	Before 1950	28%	7	1.1	8
	1950-1969	27%	6	1.0	6
	1970-1979	42%	11	1.3	13
	1980-1989	17%	2	1.5	3
	1990-1999	17%	3	1.0	3
	2000 or later	11%	1	1.0	1
Ex. Director/CEO Gender	Female	25%	15	1.2	18
	Male	27%	13	1.2	14
Experience as Ex. Director/CEO	5 years or less	38%	9	1.1	10
	6-10 years	29%	8	1.3	9
	11-20 years	22%	5	1.2	6
	More than 20 years	22%	8	1.3	10

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	\$25.39	\$18.25	\$22.33	\$25.00	\$27.78	\$33.65	30
All Employees	Fewer than 10 employees	\$31.41	\$30.00	\$30.70	\$31.41	\$32.11	\$32.81	2
	10-49 employees	\$22.17	\$18.25	\$20.63	\$23.00	\$24.13	\$25.26	3
	50-99 employees	\$22.59	\$19.25	\$21.40	\$23.06	\$24.25	\$25.00	4
	100-249 employees	\$25.95	\$21.70	\$22.00	\$26.32	\$29.17	\$30.24	8
	250 employees or more	\$25.73	\$20.00	\$23.08	\$25.00	\$27.50	\$33.65	13
Total Operating Expenses	Less than \$250k	\$24.33	\$18.25	\$22.56	\$25.71	\$27.47	\$27.63	4
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$25.33	\$23.00	\$23.24	\$24.16	\$26.25	\$30.00	4
	\$5m-\$9.99m	\$23.26	\$21.70	\$21.91	\$22.11	\$24.04	\$25.97	3
	\$10m or more	\$26.02	\$19.25	\$22.25	\$25.13	\$29.82	\$33.65	18
Sectors Supported	Adult Behavioral Health	\$26.50	\$21.70	\$23.50	\$26.34	\$28.60	\$33.65	18
	Arts, Culture, Humanities	\$26.13	\$18.25	\$24.13	\$30.00	\$30.07	\$30.14	3
	Basic Needs	\$23.25	\$18.25	\$21.31	\$23.16	\$25.00	\$30.14	8
	Children's Services	\$25.66	\$21.70	\$24.52	\$25.00	\$27.58	\$30.24	12
	Comm, volunteerism, econ	\$24.46	\$18.25	\$21.63	\$25.00	\$27.57	\$30.14	3
	Criminal Justice	\$26.57	\$23.00	\$24.79	\$26.57	\$28.36	\$30.14	2
	Developmental Disabilities	\$25.16	\$20.00	\$22.81	\$25.00	\$27.68	\$30.73	8
	Education	\$24.62	\$20.00	\$21.91	\$23.08	\$27.67	\$30.14	7
	Employment or job	\$24.77	\$19.25	\$21.50	\$25.00	\$27.70	\$30.73	7
	Environment	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	Health care (non-hospital)	\$26.01	\$18.25	\$22.00	\$26.21	\$29.20	\$33.65	12
	Higher Education							
	Housing	\$25.31	\$18.25	\$23.50	\$25.00	\$27.57	\$33.65	11
	Intellectual Disabilities	\$24.39	\$18.25	\$22.00	\$25.00	\$27.63	\$30.73	9
	Mental Health	\$25.76	\$18.25	\$22.56	\$25.00	\$29.50	\$33.65	15
	Public Benefit	\$25.53	\$18.25	\$21.81	\$26.57	\$30.29	\$30.73	4
	Recreation, sports, leisure	\$27.66	\$25.00	\$26.42	\$27.83	\$28.99	\$30.14	3
Seniors	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1	
Year Founded	Before 1950	\$26.53	\$23.08	\$24.16	\$25.97	\$28.82	\$30.73	7
	1950-1969	\$23.10	\$19.25	\$22.00	\$22.06	\$22.78	\$30.24	6
	1970-1979	\$26.27	\$20.00	\$23.50	\$25.13	\$28.49	\$33.65	10
	1980-1989	\$24.50	\$24.00	\$24.25	\$24.50	\$24.75	\$25.00	2
	1990-1999	\$26.54	\$22.00	\$24.82	\$27.63	\$28.82	\$30.00	3
	2000 or later	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	\$18.25	1
Ex. Director/CEO Gender	Female	\$25.67	\$20.00	\$22.56	\$25.00	\$28.82	\$33.65	15
	Male	\$25.08	\$18.25	\$21.93	\$24.53	\$28.09	\$32.81	12
Experience as Ex. Director/CEO	5 years or less	\$26.08	\$22.00	\$22.11	\$24.00	\$30.14	\$33.65	9
	6-10 years	\$25.37	\$21.70	\$24.16	\$25.00	\$27.46	\$27.63	7
	11-20 years	\$27.58	\$23.08	\$25.26	\$28.85	\$30.00	\$30.73	5
	More than 20 years	\$23.32	\$18.25	\$19.81	\$22.50	\$26.44	\$30.24	8

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	60%	69	1.6	109
All Employees	Fewer than 10 employees	67%	4	1.0	4
	10-49 employees	56%	9	1.4	13
	50-99 employees	64%	14	1.5	21
	100-249 employees	55%	17	1.8	28
	250 employees or more	63%	25	1.8	43
Total Operating Expenses	Less than \$250k	57%	4	1.3	4
	\$250k-\$499k	86%	6	1.0	6
	\$500k-\$999k	38%	3	1.0	3
	\$1m-\$4.99m	57%	17	1.2	20
	\$5m-\$9.99m	76%	16	1.5	24
Sectors Supported	Adult Behavioral Health	59%	23	2.0	45
	Arts, Culture, Humanities	53%	9	1.0	9
	Basic Needs	71%	17	2.2	37
	Children's Services	75%	24	2.2	50
	Comm, volunteerism, econ	64%	9	1.7	15
	Criminal Justice	50%	3	1.7	5
	Developmental Disabilities	64%	16	2.1	32
	Education	56%	20	1.4	26
	Employment or job	71%	15	2.0	30
	Environment	75%	3	1.0	3
	Health care (non-hospital)	43%	10	1.2	11
	Higher Education	50%	1	1.0	1
	Housing	64%	21	2.0	40
	Intellectual Disabilities	63%	19	2.1	38
	Mental Health	61%	28	1.9	53
	Public Benefit	65%	11	1.0	11
	Recreation, sports, leisure	92%	11	1.9	19
Seniors	67%	8	2.3	18	
Year Founded	Before 1950	68%	17	1.6	27
	1950-1969	68%	15	2.0	30
	1970-1979	62%	16	2.0	32
	1980-1989	50%	6	1.2	7
	1990-1999	50%	9	1.0	8
	2000 or later	44%	4	1.0	4
Ex. Director/CEO Gender	Female	58%	34	1.7	59
	Male	60%	29	1.4	40
Experience as Ex. Director/CEO	5 years or less	63%	15	1.2	18
	6-10 years	54%	15	1.7	25
	11-20 years	57%	13	1.8	24
	More than 20 years	61%	22	1.7	33

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$24.48	\$15.00	\$20.95	\$23.04	\$26.86	\$50.00	68
All Employees	Fewer than 10 employees	\$26.91	\$20.00	\$23.75	\$28.07	\$31.22	\$31.49	4
	10-49 employees	\$25.65	\$15.00	\$22.50	\$23.67	\$26.78	\$50.00	9
	50-99 employees	\$26.34	\$19.10	\$21.69	\$23.14	\$31.14	\$40.90	14
	100-249 employees	\$24.34	\$18.00	\$21.00	\$24.00	\$25.00	\$36.47	17
	250 employees or more	\$22.66	\$16.80	\$19.93	\$21.82	\$25.20	\$32.96	24
Total Operating Expenses	Less than \$250k	\$29.77	\$21.09	\$22.52	\$24.00	\$31.25	\$50.00	4
	\$250k-\$499k	\$20.83	\$15.00	\$17.25	\$19.00	\$23.75	\$30.00	6
	\$500k-\$999k	\$26.03	\$22.00	\$22.54	\$23.08	\$28.04	\$33.00	3
	\$1m-\$4.99m	\$25.71	\$17.00	\$21.59	\$24.76	\$29.01	\$38.00	17
	\$5m-\$9.99m	\$23.47	\$19.76	\$21.17	\$22.98	\$24.30	\$32.96	16
\$10m or more	\$24.05	\$16.80	\$20.26	\$22.78	\$27.11	\$40.90	21	
Sectors Supported	Adult Behavioral Health	\$23.44	\$16.80	\$21.02	\$22.87	\$24.42	\$32.47	22
	Arts, Culture, Humanities	\$23.83	\$15.00	\$21.00	\$22.50	\$28.00	\$33.00	9
	Basic Needs	\$23.13	\$16.80	\$20.00	\$22.02	\$25.00	\$36.47	17
	Children's Services	\$22.21	\$16.80	\$19.88	\$22.00	\$24.18	\$27.76	23
	Comm, volunteerism, econ	\$24.29	\$20.63	\$21.00	\$23.28	\$27.76	\$29.01	9
	Criminal Justice	\$20.67	\$19.00	\$20.00	\$21.00	\$21.51	\$22.02	3
	Developmental Disabilities	\$22.66	\$16.80	\$20.13	\$21.42	\$22.95	\$40.90	15
	Education	\$24.40	\$15.00	\$19.88	\$22.00	\$26.97	\$50.00	19
	Employment or job	\$24.45	\$16.80	\$21.30	\$23.67	\$25.90	\$40.90	15
	Environment	\$34.93	\$26.78	\$27.39	\$28.00	\$39.00	\$50.00	3
	Health care (non-hospital)	\$26.09	\$19.71	\$20.00	\$23.28	\$31.49	\$38.00	9
	Higher Education	\$23.08	\$23.08	\$23.08	\$23.08	\$23.08	\$23.08	1
	Housing	\$25.03	\$16.80	\$21.63	\$24.00	\$26.74	\$40.90	21
	Intellectual Disabilities	\$23.62	\$16.80	\$20.90	\$21.82	\$24.65	\$40.90	18
	Mental Health	\$24.08	\$16.80	\$21.00	\$22.98	\$26.86	\$36.47	28
Public Benefit	\$30.00	\$20.00	\$22.87	\$27.11	\$34.72	\$50.00	11	
Recreation, sports, leisure	\$27.81	\$17.00	\$22.67	\$25.89	\$27.79	\$50.00	10	
Seniors	\$27.70	\$17.00	\$23.82	\$26.08	\$29.94	\$40.90	8	
Year Founded	Before 1950	\$23.50	\$17.00	\$20.84	\$22.00	\$27.11	\$38.00	17
	1950-1969	\$22.50	\$19.00	\$20.13	\$21.59	\$22.97	\$30.00	15
	1970-1979	\$24.92	\$15.00	\$21.01	\$23.04	\$24.00	\$50.00	16
	1980-1989	\$27.01	\$23.00	\$24.07	\$26.38	\$29.50	\$32.47	6
	1990-1999	\$26.31	\$19.10	\$22.95	\$25.00	\$29.01	\$36.47	9
	2000 or later	\$27.41	\$25.00	\$26.31	\$26.76	\$27.87	\$31.13	4
Ex. Director/CEO Gender	Female	\$24.44	\$16.80	\$20.72	\$22.64	\$24.47	\$50.00	34
	Male	\$24.77	\$17.00	\$21.07	\$24.00	\$27.82	\$33.00	28
Experience as Ex. Director/CEO	5 years or less	\$25.60	\$20.00	\$21.80	\$23.28	\$27.27	\$40.90	15
	6-10 years	\$22.52	\$16.80	\$19.74	\$21.23	\$24.11	\$36.47	15
	11-20 years	\$24.59	\$17.00	\$22.00	\$23.84	\$27.11	\$32.96	13
	More than 20 years	\$23.92	\$17.50	\$20.00	\$22.95	\$26.78	\$38.00	21

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	42%	57	1.1	62
All Employees	Fewer than 10 employees	29%	2	1.0	2
	10-49 employees	31%	9	1.0	9
	50-99 employees	32%	8	1.1	9
	100-249 employees	55%	17	1.1	17
	250 employees or more	48%	21	1.2	25
Total Operating Expenses	Less than \$250k	38%	3	1.0	3
	\$250k-\$499k	10%	1	1.0	1
	\$500k-\$999k	6%	1	1.0	1
	\$1m-\$4.99m	33%	13	1.1	14
	\$5m-\$9.99m	62%	13	1.0	13
\$10m or more	63%	25	1.2	28	
Sectors Supported	Adult Behavioral Health	68%	26	1.2	29
	Arts, Culture, Humanities	26%	5	1.0	5
	Basic Needs	38%	13	1.1	14
	Children's Services	44%	15	1.3	20
	Comm, volunteerism, econ	30%	8	1.1	9
	Criminal Justice	43%	3	1.0	3
	Developmental Disabilities	48%	13	1.1	14
	Education	26%	11	1.4	15
	Employment or job	38%	9	1.0	9
	Environment	20%	2	1.0	2
	Health care (non-hospital)	64%	18	1.1	19
	Higher Education				
	Housing	43%	15	1.3	19
	Intellectual Disabilities	45%	14	1.1	15
	Mental Health	50%	25	1.0	24
Public Benefit	31%	9	1.0	9	
Recreation, sports, leisure	19%	3	1.7	5	
Seniors	40%	6	1.2	6	
Year Founded	Before 1950	46%	13	1.4	17
	1950-1969	52%	13	1.0	13
	1970-1979	45%	14	1.0	14
	1980-1989	50%	7	1.0	7
	1990-1999	31%	5	1.0	5
	2000 or later	11%	2	1.0	2
Ex. Director/CEO Gender	Female	40%	31	1.0	31
	Male	45%	23	1.2	27
Experience as Ex. Director/CEO	5 years or less	40%	14	1.0	13
	6-10 years	44%	14	1.2	17
	11-20 years	48%	13	1.0	13
	More than 20 years	41%	15	1.1	17

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$28.70	\$17.00	\$23.85	\$27.00	\$33.49	\$44.98	55
All Employees	Fewer than 10 employees	\$38.19	\$37.92	\$38.06	\$38.19	\$38.33	\$38.46	2
	10-49 employees	\$28.03	\$17.00	\$22.83	\$26.67	\$29.81	\$44.98	9
	50-99 employees	\$27.65	\$20.00	\$23.00	\$25.50	\$31.00	\$40.87	8
	100-249 employees	\$29.30	\$20.00	\$25.10	\$28.04	\$30.02	\$42.29	15
	250 employees or more	\$28.04	\$18.00	\$23.45	\$26.00	\$32.63	\$44.00	21
Total Operating Expenses	Less than \$250k	\$23.07	\$20.00	\$22.00	\$24.00	\$24.60	\$25.20	3
	\$250k-\$499k	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	\$500k-\$999k	\$28.57	\$28.57	\$28.57	\$28.57	\$28.57	\$28.57	1
	\$1m-\$4.99m	\$28.24	\$19.23	\$24.00	\$27.00	\$30.04	\$40.87	13
	\$5m-\$9.99m	\$30.04	\$20.00	\$23.46	\$28.85	\$34.77	\$44.98	12
\$10m or more	\$29.54	\$18.00	\$24.44	\$26.72	\$36.85	\$44.00	24	
Sectors Supported	Adult Behavioral Health	\$27.66	\$18.00	\$22.23	\$25.20	\$29.33	\$44.00	25
	Arts, Culture, Humanities	\$23.77	\$19.23	\$21.93	\$23.42	\$25.25	\$29.00	4
	Basic Needs	\$27.10	\$17.00	\$22.00	\$26.41	\$30.00	\$44.00	13
	Children's Services	\$27.24	\$17.00	\$22.12	\$24.30	\$32.23	\$44.00	15
	Comm, volunteerism, econ	\$30.11	\$20.00	\$23.70	\$27.85	\$35.87	\$44.98	8
	Criminal Justice	\$26.82	\$20.00	\$21.00	\$22.00	\$30.23	\$38.46	3
	Developmental Disabilities	\$25.58	\$18.00	\$23.45	\$25.00	\$26.25	\$36.01	13
	Education	\$28.94	\$20.09	\$23.85	\$24.48	\$32.51	\$44.00	11
	Employment or job	\$29.98	\$20.09	\$22.00	\$29.33	\$36.81	\$44.00	9
	Environment	\$28.21	\$26.41	\$27.31	\$28.21	\$29.10	\$30.00	2
	Health care (non-hospital)	\$29.02	\$18.00	\$25.00	\$27.00	\$30.04	\$44.00	17
	Higher Education							
	Housing	\$26.59	\$20.00	\$22.39	\$25.20	\$27.73	\$44.00	15
	Intellectual Disabilities	\$25.99	\$20.00	\$23.66	\$25.10	\$28.39	\$36.01	14
	Mental Health	\$28.30	\$18.00	\$22.17	\$25.50	\$33.68	\$44.00	24
	Public Benefit	\$30.19	\$22.78	\$26.41	\$29.81	\$32.63	\$38.46	9
Recreation, sports, leisure	\$26.83	\$23.45	\$25.23	\$27.00	\$28.52	\$30.04	3	
Seniors	\$32.67	\$20.00	\$27.00	\$30.04	\$42.29	\$44.00	5	
Year Founded	Before 1950	\$26.20	\$17.00	\$24.15	\$27.00	\$28.73	\$34.35	11
	1950-1969	\$27.85	\$18.00	\$22.00	\$26.25	\$29.33	\$44.00	13
	1970-1979	\$30.05	\$20.00	\$22.60	\$27.24	\$36.94	\$43.74	14
	1980-1989	\$30.08	\$22.83	\$25.34	\$28.57	\$34.23	\$40.00	7
	1990-1999	\$26.57	\$22.78	\$25.00	\$25.20	\$29.81	\$30.04	5
	2000 or later	\$42.93	\$40.87	\$41.90	\$42.93	\$43.95	\$44.98	2
Ex. Director/CEO Gender	Female	\$28.87	\$17.00	\$24.12	\$26.72	\$30.03	\$44.98	30
	Male	\$27.98	\$18.00	\$22.99	\$25.84	\$33.92	\$42.29	22
Experience as Ex. Director/CEO	5 years or less	\$28.06	\$19.23	\$25.00	\$27.00	\$29.81	\$37.92	13
	6-10 years	\$26.73	\$17.00	\$20.71	\$24.84	\$29.67	\$44.98	14
	11-20 years	\$31.23	\$24.00	\$25.58	\$27.36	\$37.61	\$43.74	12
	More than 20 years	\$29.18	\$20.09	\$22.51	\$27.00	\$35.67	\$44.00	15

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	27%	37	1.4	53
All Employees	Fewer than 10 employees	57%	4	1.0	4
	10-49 employees	41%	12	1.3	16
	50-99 employees	16%	4	1.0	4
	100-249 employees	13%	4	2.3	9
	250 employees or more	30%	13	1.5	20
Total Operating Expenses	Less than \$250k	13%	1	1.0	1
	\$250k-\$499k	10%	1	1.0	1
	\$500k-\$999k	25%	4	1.0	4
	\$1m-\$4.99m	31%	12	1.0	12
	\$5m-\$9.99m	33%	7	1.0	7
	\$10m or more	30%	12	2.3	28
Sectors Supported	Adult Behavioral Health	32%	12	2.2	26
	Arts, Culture, Humanities	32%	6	1.0	6
	Basic Needs	24%	8	1.0	8
	Children's Services	26%	9	2.2	20
	Comm, volunteerism, econ	30%	8	1.0	8
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities	19%	5	1.4	7
	Education	14%	6	2.2	13
	Employment or job	17%	4	2.0	8
	Environment	10%	1	1.0	1
	Health care (non-hospital)	32%	9	1.0	9
	Higher Education				
	Housing	23%	8	1.6	13
	Intellectual Disabilities	29%	9	1.2	11
	Mental Health	34%	17	1.6	28
	Public Benefit	34%	10	1.0	10
Recreation, sports, leisure	6%	1	1.0	1	
Seniors	27%	4	1.0	4	
Year Founded	Before 1950	14%	4	2.8	11
	1950-1969	20%	5	1.0	5
	1970-1979	32%	10	1.4	14
	1980-1989	36%	5	2.0	10
	1990-1999	50%	8	1.0	8
	2000 or later	26%	5	1.0	5
Ex. Director/CEO Gender	Female	27%	21	1.2	25
	Male	27%	14	1.9	26
Experience as Ex. Director/CEO	5 years or less	29%	10	1.0	10
	6-10 years	25%	8	1.6	13
	11-20 years	33%	9	2.2	20
	More than 20 years	24%	9	1.0	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	\$26.67	\$18.00	\$22.00	\$26.59	\$29.71	\$40.83	37
All Employees	Fewer than 10 employees	\$28.92	\$23.00	\$23.41	\$26.22	\$31.72	\$40.22	4
	10-49 employees	\$26.66	\$18.00	\$21.84	\$27.07	\$30.69	\$33.83	12
	50-99 employees	\$27.47	\$20.55	\$21.64	\$25.67	\$31.50	\$38.00	4
	100-249 employees	\$25.38	\$19.00	\$24.09	\$26.40	\$27.68	\$29.71	4
	250 employees or more	\$26.14	\$18.00	\$20.00	\$24.52	\$29.00	\$40.83	13
Total Operating Expenses	Less than \$250k	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	\$250k-\$499k	\$20.71	\$20.71	\$20.71	\$20.71	\$20.71	\$20.71	1
	\$500k-\$999k	\$30.31	\$18.00	\$23.25	\$31.50	\$38.56	\$40.22	4
	\$1m-\$4.99m	\$25.13	\$20.00	\$22.17	\$25.07	\$28.86	\$29.33	12
	\$5m-\$9.99m	\$28.99	\$20.55	\$25.16	\$29.81	\$33.58	\$35.10	7
\$10m or more	\$26.87	\$18.90	\$21.29	\$27.00	\$30.66	\$40.83	12	
Sectors Supported	Adult Behavioral Health	\$25.53	\$18.90	\$21.64	\$25.16	\$28.20	\$35.65	12
	Arts, Culture, Humanities	\$24.71	\$18.00	\$21.28	\$23.28	\$24.64	\$38.00	6
	Basic Needs	\$24.15	\$18.00	\$20.14	\$21.28	\$28.22	\$35.65	8
	Children's Services	\$27.73	\$22.00	\$22.07	\$25.79	\$33.51	\$35.65	9
	Comm, volunteerism, econ	\$24.59	\$18.00	\$21.23	\$23.37	\$27.16	\$35.65	8
	Criminal Justice	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	1
	Developmental Disabilities	\$23.10	\$18.90	\$20.00	\$22.07	\$27.00	\$27.54	5
	Education	\$25.35	\$18.00	\$22.06	\$23.54	\$28.25	\$35.65	6
	Employment or job	\$26.67	\$18.90	\$24.67	\$27.14	\$29.15	\$33.51	4
	Environment	\$20.56	\$20.56	\$20.56	\$20.56	\$20.56	\$20.56	1
	Health care (non-hospital)	\$25.79	\$18.00	\$19.00	\$22.00	\$29.81	\$40.83	9
	Higher Education							
	Housing	\$27.21	\$18.00	\$21.68	\$26.11	\$30.66	\$40.22	8
	Intellectual Disabilities	\$24.12	\$18.00	\$19.00	\$22.07	\$27.54	\$35.65	9
	Mental Health	\$27.07	\$18.00	\$22.00	\$25.79	\$33.51	\$40.83	17
	Public Benefit	\$27.52	\$18.00	\$21.55	\$27.14	\$32.83	\$40.22	10
Recreation, sports, leisure	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1	
Seniors	\$24.14	\$18.90	\$19.73	\$21.00	\$25.41	\$35.65	4	
Year Founded	Before 1950	\$29.44	\$22.05	\$22.07	\$28.86	\$36.24	\$38.00	4
	1950-1969	\$23.49	\$19.00	\$19.00	\$22.22	\$27.54	\$29.71	5
	1970-1979	\$26.33	\$20.00	\$20.92	\$24.67	\$28.56	\$40.83	10
	1980-1989	\$28.27	\$25.00	\$27.00	\$27.00	\$29.00	\$33.33	5
	1990-1999	\$26.56	\$18.90	\$22.43	\$25.56	\$30.82	\$35.10	8
	2000 or later	\$26.89	\$18.00	\$18.00	\$28.89	\$29.33	\$40.22	5
Ex. Director/CEO Gender	Female	\$26.04	\$18.00	\$20.56	\$25.00	\$29.00	\$40.83	21
	Male	\$27.27	\$18.00	\$22.06	\$26.80	\$33.71	\$38.00	14
Experience as Ex. Director/CEO	5 years or less	\$25.62	\$19.00	\$21.03	\$22.89	\$29.57	\$35.65	10
	6-10 years	\$25.82	\$18.90	\$20.16	\$24.80	\$29.08	\$40.22	8
	11-20 years	\$28.09	\$18.00	\$22.07	\$27.00	\$33.51	\$40.83	9
	More than 20 years	\$26.92	\$18.00	\$25.00	\$26.59	\$27.69	\$38.00	9

Q500a_3_1: For each type of position contained in your organization, please indicate the number of employees in that category - Administrative 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	57%	78	3.3	254
All Employees	Fewer than 10 employees	29%	2	7.5	15
	10-49 employees	59%	17	2.2	38
	50-99 employees	48%	12	2.2	26
	100-249 employees	48%	15	4.6	69
	250 employees or more	73%	32	3.3	106
Total Operating Expenses	Less than \$250k	50%	4	2.0	8
	\$250k-\$499k	60%	6	1.0	6
	\$500k-\$999k	44%	7	1.3	9
	\$1m-\$4.99m	44%	17	1.5	25
	\$5m-\$9.99m	62%	13	3.9	51
	\$10m or more	73%	29	4.7	136
Sectors Supported	Adult Behavioral Health	66%	25	5.9	148
	Arts, Culture, Humanities	37%	7	1.9	13
	Basic Needs	65%	22	3.3	72
	Children's Services	68%	23	5.1	117
	Comm, volunteerism, econ	41%	11	3.3	36
	Criminal Justice	71%	5	4.4	22
	Developmental Disabilities	70%	19	3.4	65
	Education	67%	28	2.6	73
	Employment or job	67%	16	4.3	69
	Environment	50%	5	1.0	5
	Health care (non-hospital)	57%	16	3.8	61
	Higher Education	50%	1	1.0	1
	Housing	69%	24	4.4	106
	Intellectual Disabilities	71%	22	3.2	71
	Mental Health	60%	30	4.6	139
	Public Benefit	48%	14	3.1	43
Recreation, sports, leisure	69%	11	4.0	44	
Seniors	60%	9	3.6	32	
Year Founded	Before 1950	75%	21	3.2	68
	1950-1969	64%	16	1.7	27
	1970-1979	65%	20	5.1	101
	1980-1989	36%	5	1.8	9
	1990-1999	56%	9	1.9	17
	2000 or later	26%	5	1.6	8
Ex. Director/CEO Gender	Female	60%	46	3.3	153
	Male	53%	27	3.0	82
Experience as Ex. Director/CEO	5 years or less	60%	21	2.8	59
	6-10 years	63%	20	2.9	57
	11-20 years	41%	11	5.4	59
	More than 20 years	57%	21	2.9	60

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	\$19.48	\$13.50	\$17.56	\$18.96	\$21.25	\$30.00	78
All Employees	Fewer than 10 employees	\$18.57	\$17.50	\$18.04	\$18.57	\$19.11	\$19.64	2
	10-49 employees	\$19.77	\$13.50	\$18.00	\$20.00	\$21.63	\$27.25	17
	50-99 employees	\$19.15	\$15.00	\$17.31	\$18.00	\$20.04	\$30.00	12
	100-249 employees	\$19.68	\$16.47	\$18.00	\$18.30	\$22.11	\$23.96	15
	250 employees or more	\$19.41	\$15.00	\$17.69	\$19.04	\$21.00	\$26.78	32
Total Operating Expenses	Less than \$250k	\$18.94	\$18.00	\$18.00	\$18.89	\$19.83	\$20.00	4
	\$250k-\$499k	\$17.42	\$15.00	\$17.13	\$17.75	\$18.00	\$19.00	6
	\$500k-\$999k	\$17.48	\$13.50	\$16.25	\$18.00	\$19.19	\$20.00	7
	\$1m-\$4.99m	\$21.48	\$16.70	\$18.26	\$21.50	\$23.00	\$30.00	17
	\$5m-\$9.99m	\$20.74	\$16.75	\$18.30	\$20.86	\$22.52	\$23.96	13
\$10m or more	\$18.81	\$15.00	\$16.83	\$18.00	\$20.48	\$24.29	29	
Sectors Supported	Adult Behavioral Health	\$18.49	\$15.00	\$16.83	\$18.00	\$20.00	\$23.00	25
	Arts, Culture, Humanities	\$18.66	\$16.47	\$17.50	\$18.00	\$19.75	\$21.63	7
	Basic Needs	\$18.31	\$15.00	\$16.56	\$18.25	\$19.87	\$23.00	22
	Children's Services	\$18.57	\$13.50	\$16.65	\$18.00	\$20.54	\$24.02	23
	Comm, volunteerism, econ	\$18.04	\$13.50	\$17.50	\$18.00	\$19.07	\$21.63	11
	Criminal Justice	\$17.94	\$16.47	\$16.75	\$16.83	\$18.00	\$21.63	5
	Developmental Disabilities	\$19.03	\$16.20	\$16.86	\$18.50	\$20.54	\$24.29	19
	Education	\$19.35	\$15.00	\$17.50	\$18.95	\$20.90	\$27.25	28
	Employment or job	\$18.99	\$15.00	\$16.78	\$18.46	\$20.42	\$24.29	16
	Environment	\$19.32	\$13.50	\$17.50	\$20.00	\$22.58	\$23.00	5
	Health care (non-hospital)	\$19.33	\$15.00	\$17.69	\$18.71	\$20.69	\$30.00	16
	Higher Education	\$21.63	\$21.63	\$21.63	\$21.63	\$21.63	\$21.63	1
	Housing	\$18.88	\$15.00	\$16.81	\$18.00	\$20.22	\$26.78	24
	Intellectual Disabilities	\$19.04	\$16.20	\$16.84	\$18.25	\$20.57	\$24.29	22
	Mental Health	\$19.48	\$15.00	\$18.00	\$19.34	\$21.00	\$24.29	30
	Public Benefit	\$20.03	\$16.20	\$18.23	\$20.00	\$22.30	\$24.29	14
Recreation, sports, leisure	\$19.06	\$13.50	\$17.75	\$18.30	\$20.67	\$24.02	11	
Seniors	\$18.20	\$13.50	\$18.00	\$18.92	\$19.49	\$21.00	9	
Year Founded	Before 1950	\$19.92	\$13.50	\$17.00	\$19.00	\$22.28	\$30.00	21
	1950-1969	\$19.20	\$15.00	\$16.65	\$19.50	\$21.63	\$24.02	16
	1970-1979	\$18.69	\$16.75	\$17.69	\$18.00	\$20.00	\$21.50	20
	1980-1989	\$19.63	\$18.00	\$18.00	\$19.15	\$20.00	\$23.00	5
	1990-1999	\$20.80	\$18.00	\$18.75	\$21.63	\$23.00	\$23.10	9
	2000 or later	\$19.56	\$15.00	\$17.50	\$18.50	\$20.00	\$26.78	5
Ex. Director/CEO Gender	Female	\$19.17	\$13.50	\$16.91	\$18.51	\$21.25	\$30.00	46
	Male	\$20.22	\$15.00	\$18.00	\$20.00	\$21.89	\$27.25	27
Experience as Ex. Director/CEO	5 years or less	\$19.63	\$15.00	\$18.00	\$19.64	\$21.33	\$23.10	21
	6-10 years	\$18.91	\$15.00	\$16.81	\$17.75	\$20.73	\$23.96	20
	11-20 years	\$19.82	\$13.50	\$18.00	\$19.45	\$21.76	\$26.78	11
	More than 20 years	\$19.99	\$15.00	\$18.00	\$19.00	\$21.63	\$30.00	21

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	32%	44	2.0	89
All Employees	Fewer than 10 employees	14%	1	1.0	1
	10-49 employees	14%	4	1.0	4
	50-99 employees	44%	11	1.6	18
	100-249 employees	29%	9	3.9	35
	250 employees or more	43%	19	1.6	31
Total Operating Expenses	Less than \$250k	25%	2	1.0	2
	\$250k-\$499k	10%	1	1.0	1
	\$500k-\$999k	13%	2	2.0	4
	\$1m-\$4.99m	23%	9	1.4	13
	\$5m-\$9.99m	29%	6	2.0	12
	\$10m or more	55%	22	2.5	54
Sectors Supported	Adult Behavioral Health	50%	19	2.6	50
	Arts, Culture, Humanities	16%	3	1.3	4
	Basic Needs	38%	13	1.9	25
	Children's Services	44%	15	1.9	29
	Comm, volunteerism, econ	19%	5	1.8	9
	Criminal Justice				
	Developmental Disabilities	48%	13	1.3	17
	Education	31%	13	1.3	17
	Employment or job	46%	11	1.9	21
	Environment	10%	1	1.0	1
	Health care (non-hospital)	46%	13	1.8	24
	Higher Education				
	Housing	43%	15	1.7	26
	Intellectual Disabilities	52%	16	1.3	21
	Mental Health	46%	23	2.4	56
	Public Benefit	21%	6	1.3	8
Recreation, sports, leisure	31%	5	1.6	8	
Seniors	27%	4	2.0	8	
Year Founded	Before 1950	32%	9	2.0	18
	1950-1969	44%	11	2.0	22
	1970-1979	39%	12	1.9	23
	1980-1989	29%	4	4.3	17
	1990-1999	6%	1	1.0	1
	2000 or later	26%	5	1.2	6
Ex. Director/CEO Gender	Female	26%	20	1.8	35
	Male	39%	20	2.5	49
Experience as Ex. Director/CEO	5 years or less	29%	10	1.3	13
	6-10 years	22%	7	2.3	16
	11-20 years	30%	8	3.3	26
	More than 20 years	43%	16	1.9	30

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$17.78	\$11.95	\$16.29	\$17.45	\$19.02	\$27.36	44
All Employees	Fewer than 10 employees	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	10-49 employees	\$18.91	\$16.00	\$16.75	\$18.60	\$20.76	\$22.45	4
	50-99 employees	\$19.79	\$14.41	\$17.27	\$19.25	\$21.52	\$27.36	11
	100-249 employees	\$16.71	\$11.95	\$16.00	\$16.67	\$18.00	\$20.80	9
	250 employees or more	\$17.13	\$13.00	\$16.25	\$17.46	\$18.38	\$19.20	19
Total Operating Expenses	Less than \$250k	\$19.29	\$17.00	\$18.15	\$19.29	\$20.44	\$21.58	2
	\$250k-\$499k	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	\$500k-\$999k	\$20.00	\$16.00	\$18.00	\$20.00	\$22.00	\$24.00	2
	\$1m-\$4.99m	\$17.82	\$13.00	\$17.10	\$17.43	\$18.00	\$22.45	9
	\$5m-\$9.99m	\$19.22	\$16.38	\$18.85	\$19.28	\$19.98	\$21.46	6
\$10m or more	\$17.29	\$11.95	\$16.00	\$16.97	\$18.44	\$27.36	22	
Sectors Supported	Adult Behavioral Health	\$17.16	\$11.95	\$16.44	\$17.10	\$18.13	\$20.80	19
	Arts, Culture, Humanities	\$19.00	\$16.00	\$16.50	\$17.00	\$20.50	\$24.00	3
	Basic Needs	\$17.05	\$14.00	\$16.50	\$17.00	\$18.00	\$20.20	13
	Children's Services	\$17.49	\$14.00	\$16.44	\$17.27	\$18.35	\$21.46	15
	Comm, volunteerism, econ	\$16.60	\$14.00	\$16.00	\$17.00	\$18.00	\$18.00	5
	Criminal Justice							
	Developmental Disabilities	\$17.97	\$13.00	\$16.50	\$17.46	\$18.50	\$27.36	13
	Education	\$18.06	\$13.00	\$16.00	\$16.56	\$19.25	\$27.36	13
	Employment or job	\$17.22	\$13.00	\$16.00	\$16.50	\$17.37	\$27.36	11
	Environment	\$17.30	\$17.30	\$17.30	\$17.30	\$17.30	\$17.30	1
	Health care (non-hospital)	\$18.02	\$11.95	\$17.00	\$18.00	\$19.20	\$21.46	13
	Higher Education							
	Housing	\$17.70	\$14.00	\$16.25	\$17.27	\$18.61	\$27.36	15
	Intellectual Disabilities	\$17.46	\$13.00	\$16.38	\$16.78	\$17.75	\$27.36	16
	Mental Health	\$17.72	\$11.95	\$16.62	\$17.50	\$18.61	\$21.46	23
	Public Benefit	\$19.38	\$16.00	\$17.12	\$17.86	\$19.71	\$27.36	6
Recreation, sports, leisure	\$17.30	\$14.00	\$17.27	\$17.30	\$18.69	\$19.25	5	
Seniors	\$19.65	\$14.00	\$17.00	\$18.63	\$21.28	\$27.36	4	
Year Founded	Before 1950	\$18.53	\$14.00	\$16.56	\$18.72	\$19.31	\$24.00	9
	1950-1969	\$18.22	\$14.41	\$16.50	\$18.00	\$20.69	\$21.58	11
	1970-1979	\$17.36	\$11.95	\$16.00	\$16.59	\$18.43	\$27.36	12
	1980-1989	\$17.48	\$16.00	\$17.07	\$17.72	\$18.13	\$18.50	4
	1990-1999	\$20.20	\$20.20	\$20.20	\$20.20	\$20.20	\$20.20	1
	2000 or later	\$16.38	\$13.00	\$17.00	\$17.10	\$17.30	\$17.50	5
Ex. Director/CEO Gender	Female	\$18.32	\$13.00	\$16.50	\$17.72	\$19.53	\$27.36	20
	Male	\$17.77	\$11.95	\$16.52	\$17.75	\$18.70	\$24.00	20
Experience as Ex. Director/CEO	5 years or less	\$19.50	\$16.00	\$17.45	\$18.48	\$21.15	\$27.36	10
	6-10 years	\$16.74	\$15.00	\$15.87	\$16.50	\$17.34	\$19.31	7
	11-20 years	\$16.65	\$11.95	\$16.00	\$17.01	\$18.00	\$19.20	8
	More than 20 years	\$18.36	\$13.00	\$17.08	\$18.38	\$19.58	\$24.00	16

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

		<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	27%	37	1.4	48
All Employees	Fewer than 10 employees				
	10-49 employees	7%	2	2.5	5
	50-99 employees	16%	4	1.3	5
	100-249 employees	39%	12	1.3	13
	250 employees or more	43%	19	1.3	25
Total Operating Expenses	Less than \$250k	25%	2	2.0	4
	\$250k-\$499k				
	\$500k-\$999k	6%	1	1.0	1
	\$1m-\$4.99m	13%	5	1.2	6
	\$5m-\$9.99m	29%	6	1.0	5
	\$10m or more	53%	21	1.5	30
Sectors Supported	Adult Behavioral Health	53%	20	1.7	31
	Arts, Culture, Humanities	11%	2	1.0	2
	Basic Needs	26%	9	1.7	15
	Children's Services	38%	13	1.7	20
	Comm, volunteerism, econ	19%	5	1.2	6
	Criminal Justice	29%	2	1.5	3
	Developmental Disabilities	52%	14	1.4	20
	Education	21%	9	1.1	10
	Employment or job	46%	11	1.8	20
	Environment				
	Health care (non-hospital)	43%	12	1.3	14
	Higher Education				
	Housing	29%	10	1.5	15
	Intellectual Disabilities	55%	17	1.5	25
	Mental Health	48%	24	1.5	34
	Public Benefit	17%	5	1.2	6
	Recreation, sports, leisure	25%	4	1.0	4
	Seniors	20%	3	1.5	3
Year Founded	Before 1950	25%	7	1.2	7
	1950-1969	40%	10	1.2	12
	1970-1979	29%	9	2.0	16
	1980-1989	14%	2	1.5	3
	1990-1999	25%	4	1.3	5
	2000 or later	11%	2	1.0	2
Ex. Director/CEO Gender	Female	32%	25	1.4	32
	Male	20%	10	1.3	13
Experience as Ex. Director/CEO	5 years or less	29%	10	1.2	11
	6-10 years	28%	9	1.8	16
	11-20 years	37%	10	1.3	13
	More than 20 years	19%	7	1.2	7

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	\$24.74	\$16.50	\$21.49	\$24.35	\$27.50	\$37.48	36
All Employees	Fewer than 10 employees							
	10-49 employees	\$29.56	\$21.63	\$25.59	\$29.56	\$33.52	\$37.48	2
	50-99 employees	\$23.86	\$16.50	\$22.45	\$25.22	\$26.63	\$28.50	4
	100-249 employees	\$23.98	\$17.00	\$21.70	\$24.02	\$27.32	\$28.00	11
	250 employees or more	\$24.86	\$18.00	\$21.42	\$25.00	\$27.06	\$34.53	19
Total Operating Expenses	Less than \$250k	\$24.78	\$21.55	\$23.16	\$24.78	\$26.39	\$28.00	2
	\$250k-\$499k							
	\$500k-\$999k	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	\$1m-\$4.99m	\$22.51	\$16.50	\$21.63	\$24.00	\$24.43	\$26.00	5
	\$5m-\$9.99m	\$25.73	\$22.25	\$24.08	\$25.86	\$27.80	\$28.50	6
	\$10m or more	\$25.31	\$17.00	\$21.26	\$25.05	\$27.16	\$37.48	20
Sectors Supported	Adult Behavioral Health	\$24.34	\$17.00	\$21.22	\$24.00	\$27.32	\$37.48	19
	Arts, Culture, Humanities	\$21.39	\$21.15	\$21.27	\$21.39	\$21.51	\$21.63	2
	Basic Needs	\$22.93	\$18.86	\$20.95	\$21.15	\$24.00	\$28.84	9
	Children's Services	\$25.79	\$18.86	\$21.15	\$25.00	\$28.50	\$37.48	13
	Comm, volunteerism, econ	\$22.22	\$20.95	\$21.00	\$21.15	\$24.00	\$24.02	5
	Criminal Justice	\$24.40	\$21.15	\$22.77	\$24.40	\$26.02	\$27.64	2
	Developmental Disabilities	\$25.36	\$18.86	\$21.97	\$25.50	\$27.40	\$34.53	14
	Education	\$26.18	\$18.00	\$21.29	\$27.64	\$28.50	\$34.53	9
	Employment or job	\$24.38	\$18.86	\$21.05	\$24.00	\$25.44	\$37.48	11
	Environment							
	Health care (non-hospital)	\$23.60	\$16.50	\$21.12	\$24.13	\$27.75	\$28.85	11
	Higher Education							
	Housing	\$23.86	\$18.86	\$21.04	\$23.75	\$27.00	\$28.85	10
	Intellectual Disabilities	\$25.45	\$18.86	\$24.00	\$25.10	\$27.64	\$34.53	17
	Mental Health	\$25.48	\$18.86	\$22.88	\$24.43	\$27.82	\$37.48	23
	Public Benefit	\$24.04	\$20.95	\$21.15	\$24.00	\$26.67	\$27.45	5
	Recreation, sports, leisure	\$22.84	\$21.00	\$21.11	\$21.22	\$22.95	\$27.92	4
	Seniors	\$20.98	\$20.95	\$20.96	\$20.98	\$20.99	\$21.00	2
Year Founded	Before 1950	\$23.91	\$16.50	\$21.04	\$23.91	\$27.67	\$30.16	6
	1950-1969	\$24.86	\$17.00	\$22.22	\$24.77	\$26.75	\$34.53	10
	1970-1979	\$25.63	\$18.86	\$22.25	\$24.13	\$27.64	\$37.48	9
	1980-1989	\$25.50	\$25.00	\$25.25	\$25.50	\$25.75	\$26.00	2
	1990-1999	\$25.15	\$20.95	\$23.43	\$25.86	\$27.57	\$27.92	4
	2000 or later	\$23.42	\$18.00	\$20.71	\$23.42	\$26.13	\$28.84	2
Ex. Director/CEO Gender	Female	\$24.53	\$16.50	\$21.51	\$24.20	\$26.58	\$37.48	24
	Male	\$25.94	\$20.43	\$23.90	\$27.06	\$27.98	\$30.16	10
Experience as Ex. Director/CEO	5 years or less	\$24.60	\$17.00	\$21.63	\$25.00	\$28.50	\$28.85	9
	6-10 years	\$23.76	\$18.86	\$21.55	\$24.02	\$25.10	\$28.00	9
	11-20 years	\$26.58	\$18.00	\$24.03	\$26.34	\$27.80	\$37.48	10
	More than 20 years	\$24.06	\$16.50	\$20.86	\$22.25	\$26.72	\$34.53	7

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	5%	7	1.4	10
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	9%	4	1.8	7
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	3%	1	1.0	1
	\$5m-\$9.99m				
	\$10m or more	10%	4	1.8	7
Sectors Supported	Adult Behavioral Health	16%	6	1.5	9
	Arts, Culture, Humanities				
	Basic Needs	12%	4	1.0	4
	Children's Services	9%	3	1.0	3
	Comm, volunteerism, econ	4%	1	1.0	1
	Criminal Justice	29%	2	2.5	5
	Developmental Disabilities	11%	3	1.0	3
	Education	5%	2	1.0	2
	Employment or job	17%	4	1.8	7
	Environment				
	Health care (non-hospital)	7%	2	1.0	2
	Higher Education				
	Housing	14%	5	1.6	8
	Intellectual Disabilities	13%	4	1.0	4
	Mental Health	12%	6	1.5	9
	Public Benefit	3%	1	1.0	1
	Recreation, sports, leisure	6%	1	1.0	1
Seniors	13%	2	1.0	2	
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	12%	3	2.0	6
	1970-1979	3%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later	5%	1	1.0	1
Ex. Director/CEO Gender	Female	5%	4	1.0	4
	Male	4%	2	2.5	5
Experience as Ex. Director/CEO	5 years or less	6%	2	1.0	2
	6-10 years	3%	1	1.0	1
	11-20 years	4%	1	1.0	1
	More than 20 years	5%	2	2.5	5

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$25.98	\$18.50	\$20.50	\$26.24	\$30.05	\$36.00	7
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$26.24	\$26.24	\$26.24	\$26.24	\$26.24	\$26.24	1
	100-249 employees	\$26.63	\$22.00	\$24.31	\$26.63	\$28.94	\$31.25	2
	250 employees or more	\$25.59	\$18.50	\$18.88	\$23.92	\$30.63	\$36.00	4
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$26.24	\$26.24	\$26.24	\$26.24	\$26.24	\$26.24	1
	\$5m-\$9.99m							
	\$10m or more	\$26.19	\$18.50	\$18.88	\$25.13	\$32.44	\$36.00	4
Sectors Supported	Adult Behavioral Health	\$26.64	\$18.50	\$20.81	\$27.54	\$30.65	\$36.00	6
	Arts, Culture, Humanities							
	Basic Needs	\$29.52	\$22.00	\$27.13	\$30.05	\$32.44	\$36.00	4
	Children's Services	\$29.75	\$22.00	\$26.63	\$31.25	\$33.63	\$36.00	3
	Comm, volunteerism, econ	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	Criminal Justice	\$25.13	\$19.00	\$22.06	\$25.13	\$28.19	\$31.25	2
	Developmental Disabilities	\$26.20	\$18.50	\$23.67	\$28.84	\$30.05	\$31.25	3
	Education	\$33.63	\$31.25	\$32.44	\$33.63	\$34.81	\$36.00	2
	Employment or job	\$24.94	\$18.50	\$18.88	\$22.62	\$28.68	\$36.00	4
	Environment							
	Health care (non-hospital)	\$32.42	\$28.84	\$30.63	\$32.42	\$34.21	\$36.00	2
	Higher Education							
	Housing	\$24.87	\$18.50	\$19.00	\$22.00	\$28.84	\$36.00	5
	Intellectual Disabilities	\$26.21	\$18.50	\$24.31	\$27.54	\$29.44	\$31.25	4
	Mental Health	\$26.64	\$18.50	\$20.81	\$27.54	\$30.65	\$36.00	6
	Public Benefit	\$18.50	\$18.50	\$18.50	\$18.50	\$18.50	\$18.50	1
	Recreation, sports, leisure	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
Seniors	\$29.00	\$22.00	\$25.50	\$29.00	\$32.50	\$36.00	2	
Year Founded	Before 1950	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	1950-1969	\$27.08	\$19.00	\$22.62	\$26.24	\$31.12	\$36.00	3
	1970-1979	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	1
	1980-1989							
	1990-1999							
	2000 or later	\$28.84	\$28.84	\$28.84	\$28.84	\$28.84	\$28.84	1
Ex. Director/CEO Gender	Female	\$28.00	\$18.50	\$24.31	\$28.75	\$32.44	\$36.00	4
	Male	\$23.92	\$19.00	\$21.46	\$23.92	\$26.38	\$28.84	2
Experience as Ex. Director/CEO	5 years or less	\$27.54	\$26.24	\$26.89	\$27.54	\$28.19	\$28.84	2
	6-10 years	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	1
	11-20 years	\$18.50	\$18.50	\$18.50	\$18.50	\$18.50	\$18.50	1
	More than 20 years	\$27.50	\$19.00	\$23.25	\$27.50	\$31.75	\$36.00	2

Q500a_7_1: For each type of position contained in your organization, please indicate the number of employees in that category - Volunteer 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	12%	16	1.0	16
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	12%	3	1.0	3
	100-249 employees	6%	2	1.0	2
	250 employees or more	23%	10	1.0	10
Total Operating Expenses	Less than \$250k	13%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	13%	2	1.0	2
	\$1m-\$4.99m	13%	5	1.0	5
	\$5m-\$9.99m	19%	4	1.0	4
	\$10m or more	8%	3	1.0	3
Sectors Supported	Adult Behavioral Health	5%	2	1.0	2
	Arts, Culture, Humanities	11%	2	1.0	2
	Basic Needs	9%	3	1.0	3
	Children's Services	12%	4	1.0	4
	Comm, volunteerism, econ	15%	4	1.0	4
	Criminal Justice				
	Developmental Disabilities	7%	2	1.0	2
	Education	10%	4	1.0	4
	Employment or job	8%	2	1.0	2
	Environment	10%	1	1.0	1
	Health care (non-hospital)	4%	1	1.0	1
	Higher Education	50%	1	1.0	1
	Housing	14%	5	1.0	5
	Intellectual Disabilities	13%	4	1.0	4
	Mental Health	12%	6	1.0	6
	Public Benefit	3%	1	1.0	1
	Recreation, sports, leisure	25%	4	1.0	4
	Seniors	27%	4	1.0	4
Year Founded	Before 1950	18%	5	1.0	5
	1950-1969	12%	3	1.0	3
	1970-1979	10%	3	1.0	3
	1980-1989	14%	2	1.0	2
	1990-1999	6%	1	1.0	1
	2000 or later	11%	2	1.0	2
Ex. Director/CEO Gender	Female	10%	8	1.0	8
	Male	14%	7	1.0	7
Experience as Ex. Director/CEO	5 years or less	6%	2	1.0	2
	6-10 years	3%	1	1.0	1
	11-20 years	26%	7	1.0	7
	More than 20 years	14%	5	1.0	5

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$23.54	\$17.00	\$20.41	\$22.78	\$26.30	\$31.64	16
All Employees	Fewer than 10 employees							
	10-49 employees	\$22.56	\$22.56	\$22.56	\$22.56	\$22.56	\$22.56	1
	50-99 employees	\$19.18	\$17.00	\$18.50	\$20.00	\$20.28	\$20.55	3
	100-249 employees	\$26.12	\$25.00	\$25.56	\$26.12	\$26.68	\$27.24	2
	250 employees or more	\$24.43	\$20.00	\$20.82	\$23.81	\$27.50	\$31.64	10
Total Operating Expenses	Less than \$250k	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	1
	\$250k-\$499k							
	\$500k-\$999k	\$20.00	\$17.00	\$18.50	\$20.00	\$21.50	\$23.00	2
	\$1m-\$4.99m	\$20.42	\$20.00	\$20.00	\$20.00	\$20.59	\$21.50	5
	\$5m-\$9.99m	\$28.96	\$27.24	\$27.81	\$28.49	\$29.64	\$31.64	4
	\$10m or more	\$24.39	\$22.56	\$23.59	\$24.62	\$25.31	\$25.99	3
Sectors Supported	Adult Behavioral Health	\$23.59	\$22.56	\$23.08	\$23.59	\$24.11	\$24.62	2
	Arts, Culture, Humanities	\$24.75	\$21.50	\$23.13	\$24.75	\$26.38	\$28.00	2
	Basic Needs	\$23.21	\$20.00	\$22.31	\$24.62	\$24.81	\$25.00	3
	Children's Services	\$24.54	\$22.56	\$24.11	\$24.81	\$25.25	\$25.99	4
	Comm, volunteerism, econ	\$22.78	\$20.00	\$21.13	\$23.06	\$24.72	\$25.00	4
	Criminal Justice							
	Developmental Disabilities	\$20.57	\$20.55	\$20.56	\$20.57	\$20.58	\$20.59	2
	Education	\$23.16	\$17.00	\$21.50	\$23.81	\$25.47	\$28.00	4
	Employment or job	\$24.28	\$22.56	\$23.42	\$24.28	\$25.13	\$25.99	2
	Environment	\$21.50	\$21.50	\$21.50	\$21.50	\$21.50	\$21.50	1
	Health care (non-hospital)	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Higher Education	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	Housing	\$23.12	\$20.00	\$20.00	\$24.62	\$25.00	\$25.99	5
	Intellectual Disabilities	\$22.94	\$20.55	\$20.58	\$22.61	\$24.96	\$25.99	4
	Mental Health	\$22.29	\$17.00	\$20.15	\$21.58	\$24.11	\$28.97	6
	Public Benefit	\$28.97	\$28.97	\$28.97	\$28.97	\$28.97	\$28.97	1
	Recreation, sports, leisure	\$23.27	\$20.59	\$21.27	\$23.25	\$25.25	\$25.99	4
	Seniors	\$24.36	\$20.59	\$23.61	\$24.81	\$25.56	\$27.24	4
Year Founded	Before 1950	\$25.85	\$20.00	\$24.62	\$25.00	\$28.00	\$31.64	5
	1950-1969	\$22.18	\$20.00	\$20.28	\$20.55	\$23.27	\$25.99	3
	1970-1979	\$23.46	\$20.59	\$21.58	\$22.56	\$24.90	\$27.24	3
	1980-1989	\$20.75	\$20.00	\$20.38	\$20.75	\$21.13	\$21.50	2
	1990-1999	\$28.97	\$28.97	\$28.97	\$28.97	\$28.97	\$28.97	1
	2000 or later	\$20.00	\$17.00	\$18.50	\$20.00	\$21.50	\$23.00	2
Ex. Director/CEO Gender	Female	\$21.14	\$17.00	\$20.00	\$20.30	\$22.67	\$25.99	8
	Male	\$26.07	\$20.55	\$23.06	\$27.24	\$28.49	\$31.64	7
Experience as Ex. Director/CEO	5 years or less	\$22.59	\$20.55	\$21.57	\$22.59	\$23.60	\$24.62	2
	6-10 years	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	11-20 years	\$23.41	\$20.00	\$21.05	\$22.56	\$25.12	\$28.97	7
	More than 20 years	\$24.53	\$17.00	\$20.00	\$25.99	\$28.00	\$31.64	5

Q500a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Quality Assurance 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	13%	18	1.8	33
All Employees	Fewer than 10 employees	14%	1	1.0	1
	10-49 employees	7%	2	6.0	12
	50-99 employees	4%	1	2.0	2
	100-249 employees	13%	4	1.0	4
	250 employees or more	23%	10	1.4	14
Total Operating Expenses	Less than \$250k	25%	2	5.5	11
	\$250k-\$499k				
	\$500k-\$999k	6%	1	1.0	1
	\$1m-\$4.99m	5%	2	1.5	3
	\$5m-\$9.99m	5%	1	2.0	2
	\$10m or more	30%	12	1.3	16
Sectors Supported	Adult Behavioral Health	29%	11	1.5	16
	Arts, Culture, Humanities	5%	1	10.0	10
	Basic Needs	9%	3	4.3	13
	Children's Services	18%	6	1.5	9
	Comm, volunteerism, econ	11%	3	4.3	13
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities	15%	4	1.5	6
	Education	10%	4	1.0	4
	Employment or job	21%	5	1.4	7
	Environment				
	Health care (non-hospital)	25%	7	2.7	19
	Higher Education				
	Housing	26%	9	2.2	20
	Intellectual Disabilities	23%	7	2.4	17
	Mental Health	20%	10	2.3	23
	Public Benefit	10%	3	4.7	14
	Recreation, sports, leisure	6%	1	1.0	1
Seniors	7%	1	1.0	1	
Year Founded	Before 1950	11%	3	1.3	4
	1950-1969	20%	5	1.2	6
	1970-1979	16%	5	1.4	7
	1980-1989	7%	1	2.0	2
	1990-1999	6%	1	2.0	2
	2000 or later	11%	2	5.5	11
Ex. Director/CEO Gender	Female	12%	9	1.6	14
	Male	16%	8	2.3	18
Experience as Ex. Director/CEO	5 years or less	6%	2	1.5	3
	6-10 years	13%	4	1.3	5
	11-20 years	7%	2	1.5	3
	More than 20 years	24%	9	2.3	21

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	\$26.39	\$17.00	\$21.75	\$25.84	\$29.51	\$40.00	18
All Employees	Fewer than 10 employees	\$25.03	\$25.03	\$25.03	\$25.03	\$25.03	\$25.03	1
	10-49 employees	\$25.38	\$20.60	\$22.99	\$25.38	\$27.76	\$30.15	2
	50-99 employees	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	100-249 employees	\$23.95	\$17.00	\$23.00	\$25.38	\$26.33	\$28.05	4
	250 employees or more	\$26.35	\$20.08	\$21.75	\$25.96	\$29.17	\$35.71	10
Total Operating Expenses	Less than \$250k	\$18.80	\$17.00	\$17.90	\$18.80	\$19.70	\$20.60	2
	\$250k-\$499k							
	\$500k-\$999k	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	\$1m-\$4.99m	\$32.52	\$25.03	\$28.77	\$32.52	\$36.26	\$40.00	2
	\$5m-\$9.99m	\$25.92	\$25.92	\$25.92	\$25.92	\$25.92	\$25.92	1
\$10m or more	\$26.79	\$20.08	\$22.00	\$26.34	\$30.04	\$35.71	12	
Sectors Supported	Adult Behavioral Health	\$26.30	\$17.00	\$21.88	\$26.00	\$30.08	\$35.71	11
	Arts, Culture, Humanities	\$20.60	\$20.60	\$20.60	\$20.60	\$20.60	\$20.60	1
	Basic Needs	\$24.43	\$20.60	\$23.30	\$26.00	\$26.34	\$26.68	3
	Children's Services	\$27.34	\$20.08	\$23.09	\$28.00	\$30.11	\$35.71	6
	Comm, volunteerism, econ	\$23.84	\$20.60	\$22.80	\$25.00	\$25.46	\$25.92	3
	Criminal Justice	\$34.00	\$34.00	\$34.00	\$34.00	\$34.00	\$34.00	1
	Developmental Disabilities	\$24.49	\$20.08	\$21.61	\$23.94	\$26.81	\$30.00	4
	Education	\$27.21	\$22.12	\$24.28	\$25.50	\$28.43	\$35.71	4
	Employment or job	\$28.37	\$25.00	\$26.00	\$26.68	\$30.15	\$34.00	5
	Environment							
	Health care (non-hospital)	\$25.78	\$20.08	\$21.12	\$22.12	\$28.00	\$40.00	7
	Higher Education							
	Housing	\$26.18	\$17.00	\$21.63	\$26.00	\$28.05	\$35.71	9
	Intellectual Disabilities	\$23.12	\$17.00	\$20.96	\$22.12	\$25.39	\$30.00	7
	Mental Health	\$25.01	\$17.00	\$20.86	\$25.96	\$27.71	\$34.00	10
	Public Benefit	\$24.40	\$20.60	\$23.26	\$25.92	\$26.30	\$26.68	3
Recreation, sports, leisure	\$22.12	\$22.12	\$22.12	\$22.12	\$22.12	\$22.12	1	
Seniors	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	1	
Year Founded	Before 1950	\$30.90	\$17.00	\$26.36	\$35.71	\$37.86	\$40.00	3
	1950-1969	\$25.43	\$20.08	\$21.31	\$25.75	\$26.00	\$34.00	5
	1970-1979	\$26.30	\$21.63	\$25.00	\$26.68	\$28.05	\$30.15	5
	1980-1989	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	1990-1999	\$25.92	\$25.92	\$25.92	\$25.92	\$25.92	\$25.92	1
	2000 or later	\$22.82	\$20.60	\$21.71	\$22.82	\$23.92	\$25.03	2
Ex. Director/CEO Gender	Female	\$27.90	\$21.63	\$25.75	\$26.00	\$30.00	\$40.00	9
	Male	\$24.86	\$17.00	\$20.47	\$21.72	\$29.54	\$35.71	8
Experience as Ex. Director/CEO	5 years or less	\$25.82	\$21.63	\$23.72	\$25.82	\$27.91	\$30.00	2
	6-10 years	\$23.53	\$17.00	\$19.31	\$20.70	\$24.91	\$35.71	4
	11-20 years	\$27.58	\$25.00	\$26.29	\$27.58	\$28.86	\$30.15	2
	More than 20 years	\$27.68	\$20.60	\$25.75	\$26.00	\$28.05	\$40.00	9

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	20%	27	1.1	28
All Employees	Fewer than 10 employees	14%	1	1.0	1
	10-49 employees	17%	5	1.2	6
	50-99 employees	12%	3	1.0	2
	100-249 employees	16%	5	1.0	5
	250 employees or more	30%	13	1.1	14
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	10%	1	1.0	1
	\$500k-\$999k	6%	1	1.0	1
	\$1m-\$4.99m	18%	7	1.0	6
	\$5m-\$9.99m	43%	9	1.1	10
\$10m or more	20%	8	1.1	9	
Sectors Supported	Adult Behavioral Health	16%	6	1.3	8
	Arts, Culture, Humanities	26%	5	1.0	5
	Basic Needs	15%	5	1.0	4
	Children's Services	24%	8	1.1	8
	Comm, volunteerism, econ	15%	4	1.3	5
	Criminal Justice	14%	1		
	Developmental Disabilities	19%	5	1.0	5
	Education	12%	5	1.0	5
	Employment or job	17%	4	1.3	5
	Environment	10%	1	1.0	1
	Health care (non-hospital)	11%	3	1.0	3
	Higher Education				
	Housing	17%	6	1.2	6
	Intellectual Disabilities	16%	5	1.0	5
	Mental Health	22%	11	1.2	13
	Public Benefit	14%	4	1.3	5
Recreation, sports, leisure	25%	4	1.0	4	
Seniors	20%	3	1.0	3	
Year Founded	Before 1950	29%	8	1.0	8
	1950-1969	32%	8	1.0	8
	1970-1979	16%	5	1.3	5
	1980-1989	7%	1	1.0	1
	1990-1999	25%	4	1.3	5
	2000 or later	5%	1	1.0	1
Ex. Director/CEO Gender	Female	17%	13	1.2	14
	Male	24%	12	1.0	12
Experience as Ex. Director/CEO	5 years or less	14%	5	1.0	5
	6-10 years	22%	7	1.0	7
	11-20 years	30%	8	1.1	8
	More than 20 years	14%	5	1.2	6

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$27.67	\$18.30	\$24.04	\$26.30	\$31.49	\$41.92	26
All Employees	Fewer than 10 employees	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
	10-49 employees	\$23.86	\$18.30	\$19.23	\$23.00	\$26.44	\$32.33	5
	50-99 employees	\$26.64	\$24.04	\$24.97	\$25.89	\$27.95	\$30.00	3
	100-249 employees	\$29.49	\$24.04	\$24.76	\$26.00	\$30.73	\$41.92	4
	250 employees or more	\$29.16	\$20.19	\$26.04	\$29.08	\$32.64	\$39.45	13
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	\$500k-\$999k	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	1
	\$1m-\$4.99m	\$25.17	\$19.23	\$23.00	\$25.89	\$26.22	\$32.64	7
	\$5m-\$9.99m	\$31.60	\$24.04	\$26.02	\$31.33	\$35.38	\$41.92	8
\$10m or more	\$26.88	\$20.19	\$23.88	\$26.10	\$29.89	\$35.71	8	
Sectors Supported	Adult Behavioral Health	\$26.57	\$20.19	\$25.29	\$26.42	\$28.48	\$32.33	6
	Arts, Culture, Humanities	\$26.67	\$19.23	\$24.64	\$28.22	\$30.25	\$31.00	4
	Basic Needs	\$26.99	\$20.19	\$25.89	\$26.15	\$27.00	\$35.71	5
	Children's Services	\$25.23	\$18.30	\$23.08	\$25.45	\$27.52	\$32.33	8
	Comm, volunteerism, econ	\$24.50	\$18.30	\$24.08	\$26.34	\$26.76	\$27.00	4
	Criminal Justice	\$25.89	\$25.89	\$25.89	\$25.89	\$25.89	\$25.89	1
	Developmental Disabilities	\$28.39	\$20.19	\$26.04	\$29.08	\$32.64	\$34.02	5
	Education	\$32.53	\$24.04	\$30.00	\$31.00	\$35.71	\$41.92	5
	Employment or job	\$26.18	\$20.19	\$24.58	\$26.10	\$27.70	\$32.33	4
	Environment	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	1
	Health care (non-hospital)	\$26.04	\$24.04	\$24.52	\$25.00	\$27.04	\$29.08	3
	Higher Education							
	Housing	\$24.99	\$20.19	\$24.50	\$26.02	\$26.55	\$27.00	6
	Intellectual Disabilities	\$24.47	\$20.19	\$20.50	\$23.00	\$26.04	\$32.64	5
	Mental Health	\$26.98	\$20.19	\$24.52	\$26.15	\$30.37	\$32.64	11
	Public Benefit	\$27.63	\$26.04	\$26.12	\$26.42	\$27.92	\$31.65	4
Recreation, sports, leisure	\$29.97	\$18.30	\$24.83	\$29.82	\$34.96	\$41.92	4	
Seniors	\$25.98	\$18.30	\$22.65	\$27.00	\$29.82	\$32.64	3	
Year Founded	Before 1950	\$27.98	\$18.30	\$25.04	\$27.00	\$30.50	\$39.45	7
	1950-1969	\$26.70	\$19.23	\$23.16	\$25.50	\$30.32	\$35.71	8
	1970-1979	\$27.44	\$20.19	\$25.89	\$26.15	\$32.33	\$32.64	5
	1980-1989	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	1
	1990-1999	\$30.81	\$23.00	\$25.76	\$29.17	\$34.22	\$41.92	4
	2000 or later	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	\$23.00	1
Ex. Director/CEO Gender	Female	\$25.50	\$18.30	\$23.00	\$25.00	\$26.68	\$34.02	13
	Male	\$30.71	\$20.50	\$26.24	\$30.00	\$33.68	\$41.92	11
Experience as Ex. Director/CEO	5 years or less	\$24.45	\$19.23	\$23.00	\$24.04	\$26.00	\$30.00	5
	6-10 years	\$27.14	\$20.19	\$22.27	\$26.44	\$31.55	\$35.71	7
	11-20 years	\$29.82	\$18.30	\$25.97	\$31.65	\$32.49	\$41.92	7
	More than 20 years	\$29.66	\$25.00	\$26.15	\$26.68	\$31.00	\$39.45	5

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	4%	6	1.0	6
All Employees	Fewer than 10 employees	14%	1	1.0	1
	10-49 employees	3%	1	1.0	1
	50-99 employees				
	100-249 employees	10%	3	1.0	3
	250 employees or more	2%	1	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	3%	1	1.0	1
	\$5m-\$9.99m	5%	1	1.0	1
	\$10m or more	8%	3	1.0	3
Sectors Supported	Adult Behavioral Health	11%	4	1.0	4
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	3%	1	1.0	1
	Children's Services	12%	4	1.0	4
	Comm, volunteerism, econ	4%	1	1.0	1
	Criminal Justice				
	Developmental Disabilities	4%	1	1.0	1
	Education	5%	2	1.0	2
	Employment or job	4%	1	1.0	1
	Environment				
	Health care (non-hospital)	7%	2	1.0	2
	Higher Education				
	Housing	3%	1	1.0	1
	Intellectual Disabilities	3%	1	1.0	1
	Mental Health	4%	2	1.0	2
	Public Benefit				
	Recreation, sports, leisure	13%	2	1.0	2
Seniors	7%	1	1.0	1	
Year Founded	Before 1950	4%	1	1.0	1
	1950-1969	4%	1	1.0	1
	1970-1979	10%	3	1.0	3
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	3	1.0	3
	Male	4%	2	1.0	2
Experience as Ex. Director/CEO	5 years or less	6%	2	1.0	2
	6-10 years	3%	1	1.0	1
	11-20 years	4%	1	1.0	1
	More than 20 years	3%	1	1.0	1

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$31.44	\$23.90	\$24.33	\$27.09	\$28.96	\$57.56	6
All Employees	Fewer than 10 employees	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	1
	10-49 employees	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	1
	50-99 employees							
	100-249 employees	\$25.63	\$23.90	\$23.95	\$24.00	\$26.50	\$29.00	3
	250 employees or more	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	1
	\$5m-\$9.99m	\$23.90	\$23.90	\$23.90	\$23.90	\$23.90	\$23.90	1
	\$10m or more	\$38.47	\$28.85	\$28.93	\$29.00	\$43.28	\$57.56	3
Sectors Supported	Adult Behavioral Health	\$34.83	\$23.90	\$27.61	\$28.93	\$36.14	\$57.56	4
	Arts, Culture, Humanities	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	\$25.33	1
	Basic Needs	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Children's Services	\$33.58	\$23.90	\$23.98	\$26.43	\$36.03	\$57.56	4
	Comm, volunteerism, econ	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Criminal Justice							
	Developmental Disabilities	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
	Education	\$26.38	\$23.90	\$25.14	\$26.38	\$27.61	\$28.85	2
	Employment or job	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	1
	Environment							
	Health care (non-hospital)	\$28.93	\$28.85	\$28.89	\$28.93	\$28.96	\$29.00	2
	Higher Education							
	Housing	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	Intellectual Disabilities	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1
	Mental Health	\$40.73	\$23.90	\$32.32	\$40.73	\$49.15	\$57.56	2
	Public Benefit							
	Recreation, sports, leisure	\$26.43	\$24.00	\$25.21	\$26.43	\$27.64	\$28.85	2
Seniors	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1	
Year Founded	Before 1950	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	1
	1950-1969	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	1
	1970-1979	\$35.60	\$23.90	\$24.62	\$25.33	\$41.45	\$57.56	3
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$37.30	\$25.33	\$27.17	\$29.00	\$43.28	\$57.56	3
	Male	\$26.38	\$23.90	\$25.14	\$26.38	\$27.61	\$28.85	2
Experience as Ex. Director/CEO	5 years or less	\$27.17	\$25.33	\$26.25	\$27.17	\$28.08	\$29.00	2
	6-10 years	\$23.90	\$23.90	\$23.90	\$23.90	\$23.90	\$23.90	1
	11-20 years	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	\$57.56	1
	More than 20 years	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	\$28.85	1

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
All Employees	Fewer than 10 employees				
	10-49 employees	3%	1	1.0	1
	50-99 employees	4%	1	12.0	12
	100-249 employees	3%	1	4.0	4
	250 employees or more				
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	2	2.5	5
	\$5m-\$9.99m				
	\$10m or more	3%	1	12.0	12
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities				
	Basic Needs	3%	1	4.0	4
	Children's Services				
	Comm, volunteerism, econ	4%	1	1.0	1
	Criminal Justice				
	Developmental Disabilities	4%	1	12.0	12
	Education	2%	1	12.0	12
	Employment or job	4%	1	12.0	12
	Environment				
	Health care (non-hospital)	4%	1	4.0	4
	Higher Education				
	Housing	6%	2	8.0	16
	Intellectual Disabilities	3%	1	12.0	12
	Mental Health	2%	1	4.0	4
	Public Benefit	7%	2	8.0	16
	Recreation, sports, leisure	6%	1	4.0	4
	Seniors	13%	2	8.0	16
Year Founded	Before 1950				
	1950-1969				
	1970-1979	6%	2	6.5	13
	1980-1989				
	1990-1999	6%	1	4.0	4
	2000 or later				
Ex. Director/CEO Gender	Female	4%	3	5.7	17
	Male				
Experience as Ex. Director/CEO	5 years or less	6%	2	6.5	13
	6-10 years	3%	1	4.0	4
	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
All Employees	Fewer than 10 employees							
	10-49 employees	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	1
	50-99 employees	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
	100-249 employees	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	250 employees or more							
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$33.97	\$32.21	\$33.09	\$33.97	\$34.85	\$35.73	2
	\$5m-\$9.99m							
	\$10m or more	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities							
	Basic Needs	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	Children's Services							
	Comm, volunteerism, econ	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	1
	Criminal Justice							
	Developmental Disabilities	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
	Education	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
	Employment or job	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
	Environment							
	Health care (non-hospital)	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	Higher Education							
	Housing	\$36.18	\$35.73	\$35.95	\$36.18	\$36.40	\$36.62	2
	Intellectual Disabilities	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	\$36.62	1
	Mental Health	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	Public Benefit	\$36.18	\$35.73	\$35.95	\$36.18	\$36.40	\$36.62	2
Recreation, sports, leisure	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1	
Seniors	\$36.18	\$35.73	\$35.95	\$36.18	\$36.40	\$36.62	2	
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$34.42	\$32.21	\$33.31	\$34.42	\$35.52	\$36.62	2
	1980-1989							
	1990-1999	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$34.85	\$32.21	\$33.97	\$35.73	\$36.18	\$36.62	3
	Male							
Experience as Ex. Director/CEO	5 years or less	\$34.42	\$32.21	\$33.31	\$34.42	\$35.52	\$36.62	2
	6-10 years	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	\$35.73	1
	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

		<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%	16	1.1	17
All Employees	Fewer than 10 employees				
	10-49 employees	7%	2	1.5	3
	50-99 employees	4%	1	1.0	1
	100-249 employees	6%	2	1.0	2
	250 employees or more	25%	11	1.0	11
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	3%	1	1.0	1
	\$5m-\$9.99m	10%	2	1.0	2
	\$10m or more	33%	13	1.1	14
Sectors Supported	Adult Behavioral Health	29%	11	1.1	12
	Arts, Culture, Humanities	5%	1	1.0	1
	Basic Needs	9%	3	1.0	3
	Children's Services	26%	9	1.1	10
	Comm, volunteerism, econ				
	Criminal Justice	14%	1	1.0	1
	Developmental Disabilities	26%	7	1.0	7
	Education	14%	6	1.0	6
	Employment or job	21%	5	1.2	6
	Environment				
	Health care (non-hospital)	21%	6	1.0	6
	Higher Education				
	Housing	17%	6	1.0	6
	Intellectual Disabilities	19%	6	1.0	6
	Mental Health	22%	11	1.1	12
	Public Benefit	3%	1	1.0	1
	Recreation, sports, leisure				
Seniors	7%	1	1.0	1	
Year Founded	Before 1950	11%	3	1.0	3
	1950-1969	12%	3	1.0	3
	1970-1979	23%	7	1.1	8
	1980-1989	14%	2	1.0	2
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	14%	11	1.1	12
	Male	10%	5	1.0	5
Experience as Ex. Director/CEO	5 years or less	9%	3	1.0	3
	6-10 years	19%	6	1.0	6
	11-20 years	19%	5	1.2	6
	More than 20 years	5%	2	1.0	2

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$30.47	\$22.00	\$26.21	\$28.64	\$32.60	\$45.00	16
All Employees	Fewer than 10 employees							
	10-49 employees	\$33.68	\$25.51	\$29.59	\$33.68	\$37.76	\$41.84	2
	50-99 employees	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	1
	100-249 employees	\$36.28	\$27.56	\$31.92	\$36.28	\$40.64	\$45.00	2
	250 employees or more	\$29.20	\$22.00	\$25.73	\$29.72	\$31.33	\$39.23	11
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$25.51	\$25.51	\$25.51	\$25.51	\$25.51	\$25.51	1
	\$5m-\$9.99m	\$27.00	\$26.44	\$26.72	\$27.00	\$27.28	\$27.56	2
	\$10m or more	\$31.39	\$22.00	\$26.45	\$30.22	\$34.93	\$45.00	13
Sectors Supported	Adult Behavioral Health	\$29.67	\$22.00	\$25.72	\$27.00	\$30.53	\$45.00	11
	Arts, Culture, Humanities	\$25.51	\$25.51	\$25.51	\$25.51	\$25.51	\$25.51	1
	Basic Needs	\$24.16	\$22.00	\$23.02	\$24.04	\$25.24	\$26.44	3
	Children's Services	\$29.32	\$22.00	\$25.00	\$27.56	\$31.82	\$41.84	9
	Comm, volunteerism, econ							
	Criminal Justice	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	1
	Developmental Disabilities	\$28.42	\$24.04	\$25.73	\$27.00	\$30.77	\$34.93	7
	Education	\$29.38	\$22.00	\$28.10	\$29.97	\$31.42	\$34.93	6
	Employment or job	\$28.92	\$22.00	\$24.04	\$27.00	\$29.72	\$41.84	5
	Environment							
	Health care (non-hospital)	\$28.33	\$22.00	\$25.36	\$26.45	\$29.74	\$39.23	6
	Higher Education							
	Housing	\$26.76	\$22.00	\$24.64	\$26.72	\$29.42	\$30.83	6
	Intellectual Disabilities	\$28.75	\$24.04	\$25.50	\$28.36	\$31.30	\$34.93	6
	Mental Health	\$31.39	\$22.00	\$26.45	\$27.56	\$37.08	\$45.00	11
	Public Benefit	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	1
	Recreation, sports, leisure							
Seniors	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1	
Year Founded	Before 1950	\$32.32	\$30.22	\$31.02	\$31.82	\$33.38	\$34.93	3
	1950-1969	\$24.65	\$22.00	\$23.76	\$25.51	\$25.98	\$26.45	3
	1970-1979	\$31.38	\$24.04	\$27.00	\$29.72	\$35.03	\$41.84	7
	1980-1989	\$35.00	\$25.00	\$30.00	\$35.00	\$40.00	\$45.00	2
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$29.40	\$22.00	\$25.26	\$27.00	\$31.33	\$41.84	11
	Male	\$32.83	\$26.45	\$27.56	\$30.22	\$34.93	\$45.00	5
Experience as Ex. Director/CEO	5 years or less	\$27.11	\$25.00	\$25.26	\$25.51	\$28.17	\$30.83	3
	6-10 years	\$27.76	\$24.04	\$26.44	\$27.01	\$29.56	\$31.82	6
	11-20 years	\$37.60	\$27.00	\$34.93	\$39.23	\$41.84	\$45.00	5
	More than 20 years	\$25.86	\$22.00	\$23.93	\$25.86	\$27.79	\$29.72	2

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	11%	15	0.2	24
All Employees	Fewer than 10 employees	14%	1	0.1	1
	10-49 employees	3%	1	0.0	1
	50-99 employees			0.0	0
	100-249 employees	16%	5	0.2	6
	250 employees or more	18%	8	0.4	16
Total Operating Expenses	Less than \$250k			0.0	0
	\$250k-\$499k			0.0	0
	\$500k-\$999k			0.0	0
	\$1m-\$4.99m			0.0	0
	\$5m-\$9.99m	5%	1	0.0	1
	\$10m or more	35%	14	0.6	23
Sectors Supported	Adult Behavioral Health	32%	12	0.4	15
	Arts, Culture, Humanities			0.0	0
	Basic Needs	9%	3	0.1	5
	Children's Services	21%	7	0.3	10
	Comm, volunteerism, econ			0.0	0
	Criminal Justice			0.0	0
	Developmental Disabilities	19%	5	0.5	13
	Education	5%	2	0.0	2
	Employment or job	21%	5	0.3	7
	Environment			0.0	0
	Health care (non-hospital)	14%	4	0.2	5
	Higher Education			0.0	0
	Housing	20%	7	0.3	9
	Intellectual Disabilities	13%	4	0.4	12
	Mental Health	22%	11	0.3	14
	Public Benefit	7%	2	0.1	2
	Recreation, sports, leisure			0.0	0
Seniors			0.0	0	
Year Founded	Before 1950	7%	2	0.1	2
	1950-1969	12%	3	0.4	10
	1970-1979	26%	8	0.3	10
	1980-1989	7%	1	0.1	1
	1990-1999			0.0	0
	2000 or later			0.0	0
Ex. Director/CEO Gender	Female	12%	9	0.2	18
	Male	12%	6	0.1	6
Experience as Ex. Director/CEO	5 years or less	6%	2	0.1	2
	6-10 years	16%	5	0.2	7
	11-20 years	15%	4	0.4	10
	More than 20 years	11%	4	0.1	5

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$25.09	\$16.50	\$20.82	\$24.26	\$26.76	\$45.00	15
All Employees	Fewer than 10 employees	\$24.02	\$24.02	\$24.02	\$24.02	\$24.02	\$24.02	1
	10-49 employees	\$20.60	\$20.60	\$20.60	\$20.60	\$20.60	\$20.60	1
	50-99 employees							
	100-249 employees	\$30.07	\$24.26	\$26.44	\$27.07	\$27.57	\$45.00	5
	250 employees or more	\$22.68	\$16.50	\$19.96	\$21.67	\$25.16	\$30.59	8
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	\$26.44	1
	\$10m or more	\$25.00	\$16.50	\$20.71	\$24.14	\$26.91	\$45.00	14
Sectors Supported	Adult Behavioral Health	\$25.66	\$16.50	\$21.88	\$24.50	\$26.60	\$45.00	12
	Arts, Culture, Humanities							
	Basic Needs	\$21.02	\$16.50	\$19.40	\$22.30	\$23.28	\$24.26	3
	Children's Services	\$23.09	\$16.50	\$20.21	\$24.73	\$26.44	\$27.07	7
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$20.76	\$16.50	\$19.82	\$20.00	\$21.03	\$26.44	5
	Education	\$22.28	\$19.82	\$21.05	\$22.28	\$23.50	\$24.73	2
	Employment or job	\$20.73	\$16.50	\$20.00	\$20.60	\$22.30	\$24.26	5
	Environment							
	Health care (non-hospital)	\$27.03	\$24.02	\$25.84	\$26.76	\$27.95	\$30.59	4
	Higher Education							
	Housing	\$23.71	\$16.50	\$21.15	\$24.26	\$26.15	\$30.59	7
	Intellectual Disabilities	\$19.34	\$16.50	\$18.99	\$19.91	\$20.26	\$21.03	4
	Mental Health	\$26.07	\$16.50	\$21.45	\$26.44	\$27.32	\$45.00	11
	Public Benefit	\$21.15	\$20.00	\$20.58	\$21.15	\$21.73	\$22.30	2
	Recreation, sports, leisure							
Seniors								
Year Founded	Before 1950	\$22.28	\$19.82	\$21.05	\$22.28	\$23.50	\$24.73	2
	1950-1969	\$24.85	\$21.03	\$23.74	\$26.44	\$26.76	\$27.07	3
	1970-1979	\$24.04	\$16.50	\$21.88	\$24.14	\$26.72	\$30.59	8
	1980-1989	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$22.71	\$16.50	\$20.00	\$21.03	\$26.44	\$30.59	9
	Male	\$28.67	\$24.02	\$24.38	\$25.59	\$27.29	\$45.00	6
Experience as Ex. Director/CEO	5 years or less	\$27.31	\$24.02	\$25.66	\$27.31	\$28.95	\$30.59	2
	6-10 years	\$22.35	\$16.50	\$19.82	\$24.26	\$24.73	\$26.44	5
	11-20 years	\$26.66	\$20.00	\$20.45	\$20.82	\$27.02	\$45.00	4
	More than 20 years	\$25.85	\$22.30	\$25.41	\$26.76	\$27.20	\$27.57	4

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	10%	13	0.2	21
All Employees	Fewer than 10 employees	29%	2	0.3	2
	10-49 employees	7%	2	0.1	4
	50-99 employees	16%	4	0.2	6
	100-249 employees	13%	4	0.3	8
	250 employees or more	2%	1	0.0	1
Total Operating Expenses	Less than \$250k			0.0	0
	\$250k-\$499k	20%	2	0.6	6
	\$500k-\$999k	6%	1	0.1	1
	\$1m-\$4.99m	13%	5	0.2	9
	\$5m-\$9.99m	10%	2	0.1	2
\$10m or more	8%	3	0.1	3	
Sectors Supported	Adult Behavioral Health	8%	3	0.1	3
	Arts, Culture, Humanities	5%	1	0.1	1
	Basic Needs	6%	2	0.1	4
	Children's Services	6%	2	0.1	2
	Comm, volunteerism, econ	19%	5	0.4	11
	Criminal Justice	14%	1	0.4	3
	Developmental Disabilities	4%	1	0.0	1
	Education	12%	5	0.3	13
	Employment or job	17%	4	0.4	10
	Environment	10%	1	0.5	5
	Health care (non-hospital)	18%	5	0.4	11
	Higher Education	50%	1	1.5	3
	Housing	3%	1	0.1	3
	Intellectual Disabilities			0.0	0
	Mental Health	8%	4	0.1	4
	Public Benefit	17%	5	0.4	11
	Recreation, sports, leisure	6%	1	0.1	1
Seniors			0.0	0	
Year Founded	Before 1950	4%	1	0.0	1
	1950-1969			0.0	0
	1970-1979	16%	5	0.3	9
	1980-1989			0.0	0
	1990-1999	19%	3	0.3	5
	2000 or later	16%	3	0.3	5
Ex. Director/CEO Gender	Female	10%	8	0.1	10
	Male	8%	4	0.2	8
Experience as Ex. Director/CEO	5 years or less	9%	3	0.1	5
	6-10 years	6%	2	0.1	4
	11-20 years	19%	5	0.2	5
	More than 20 years	8%	3	0.2	7

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$28.74	\$17.00	\$22.00	\$26.67	\$34.66	\$42.00	13
All Employees	Fewer than 10 employees	\$30.67	\$26.67	\$28.67	\$30.67	\$32.66	\$34.66	2
	10-49 employees	\$36.97	\$32.21	\$34.59	\$36.97	\$39.35	\$41.73	2
	50-99 employees	\$27.08	\$18.00	\$18.75	\$24.16	\$32.49	\$42.00	4
	100-249 employees	\$26.27	\$17.00	\$20.75	\$24.34	\$29.86	\$39.42	4
	250 employees or more	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$19.50	\$17.00	\$18.25	\$19.50	\$20.75	\$22.00	2
	\$500k-\$999k	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
	\$1m-\$4.99m	\$29.64	\$18.00	\$26.67	\$29.32	\$32.21	\$42.00	5
	\$5m-\$9.99m	\$25.84	\$25.00	\$25.42	\$25.84	\$26.25	\$26.67	2
\$10m or more	\$38.60	\$34.66	\$37.04	\$39.42	\$40.58	\$41.73	3	
Sectors Supported	Adult Behavioral Health	\$38.60	\$34.66	\$37.04	\$39.42	\$40.58	\$41.73	3
	Arts, Culture, Humanities	\$26.67	\$26.67	\$26.67	\$26.67	\$26.67	\$26.67	1
	Basic Needs	\$25.61	\$19.00	\$22.30	\$25.61	\$28.91	\$32.21	2
	Children's Services	\$29.37	\$17.00	\$23.18	\$29.37	\$35.55	\$41.73	2
	Comm, volunteerism, econ	\$23.38	\$17.00	\$19.00	\$22.00	\$26.67	\$32.21	5
	Criminal Justice	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	1
	Developmental Disabilities	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	Education	\$23.71	\$17.00	\$18.00	\$22.00	\$29.32	\$32.21	5
	Employment or job	\$28.24	\$17.00	\$20.75	\$27.11	\$34.59	\$41.73	4
	Environment	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	\$22.00	1
	Health care (non-hospital)	\$34.06	\$22.00	\$32.21	\$34.66	\$39.42	\$42.00	5
	Higher Education	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	1
	Housing	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	\$32.21	1
	Intellectual Disabilities							
	Mental Health	\$30.79	\$17.00	\$23.00	\$32.21	\$40.00	\$41.73	4
	Public Benefit	\$23.04	\$17.00	\$19.00	\$22.00	\$25.00	\$32.21	5
	Recreation, sports, leisure	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
Seniors								
Year Founded	Before 1950	\$42.00	\$42.00	\$42.00	\$42.00	\$42.00	\$42.00	1
	1950-1969							
	1970-1979	\$32.90	\$22.00	\$26.67	\$34.66	\$39.42	\$41.73	5
	1980-1989							
	1990-1999	\$25.07	\$18.00	\$21.50	\$25.00	\$28.61	\$32.21	3
	2000 or later	\$21.77	\$17.00	\$18.00	\$19.00	\$24.16	\$29.32	3
Ex. Director/CEO Gender	Female	\$27.91	\$17.00	\$18.75	\$26.67	\$34.59	\$42.00	8
	Male	\$30.27	\$22.00	\$24.25	\$29.83	\$35.85	\$39.42	4
Experience as Ex. Director/CEO	5 years or less	\$31.18	\$26.67	\$29.44	\$32.21	\$33.44	\$34.66	3
	6-10 years	\$28.00	\$26.67	\$27.33	\$28.00	\$28.66	\$29.32	2
	11-20 years	\$28.43	\$17.00	\$19.00	\$25.00	\$39.42	\$41.73	5
	More than 20 years	\$27.33	\$18.00	\$20.00	\$22.00	\$32.00	\$42.00	3

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	10%	14	2.8	34
All Employees	Fewer than 10 employees				
	10-49 employees	21%	6	3.3	20
	50-99 employees	12%	3	1.5	3
	100-249 employees	10%	3	3.5	7
	250 employees or more	5%	2	2.0	4
Total Operating Expenses	Less than \$250k	25%	2	8.0	16
	\$250k-\$499k	10%	1	1.0	1
	\$500k-\$999k	13%	2	1.0	1
	\$1m-\$4.99m	13%	5	1.3	5
	\$5m-\$9.99m	14%	3	3.3	10
	\$10m or more	3%	1	1.0	1
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	16%	3	5.7	17
	Basic Needs	15%	5	4.8	19
	Children's Services	9%	3	1.0	2
	Comm, volunteerism, econ	15%	4	5.7	17
	Criminal Justice	14%	1		
	Developmental Disabilities				
	Education	10%	4	2.7	8
	Employment or job	4%	1	1.0	1
	Environment	10%	1	1.0	1
	Health care (non-hospital)	7%	2	8.0	16
	Higher Education				
	Housing	6%	2	15.0	15
	Intellectual Disabilities	3%	1	15.0	15
	Mental Health	4%	2	8.0	16
	Public Benefit	17%	5	4.8	19
	Recreation, sports, leisure	13%	2	3.5	7
	Seniors	7%	1	1.0	1
Year Founded	Before 1950	11%	3	1.7	5
	1950-1969	4%	1	1.0	1
	1970-1979	10%	3	1.5	3
	1980-1989				
	1990-1999	13%	2	3.5	7
	2000 or later	26%	5	4.5	18
Ex. Director/CEO Gender	Female	6%	5	1.0	3
	Male	14%	7	4.1	29
Experience as Ex. Director/CEO	5 years or less	6%	2	1.0	2
	6-10 years	13%	4	1.3	5
	11-20 years	19%	5	2.7	8
	More than 20 years	8%	3	6.3	19

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$24.58	\$15.02	\$20.99	\$24.57	\$28.84	\$33.50	12
All Employees	Fewer than 10 employees							
	10-49 employees	\$23.38	\$15.02	\$18.09	\$20.33	\$30.40	\$33.50	6
	50-99 employees	\$26.84	\$25.59	\$25.85	\$26.10	\$27.47	\$28.84	3
	100-249 employees	\$21.81	\$21.81	\$21.81	\$21.81	\$21.81	\$21.81	1
	250 employees or more	\$26.20	\$23.55	\$24.88	\$26.20	\$27.53	\$28.85	2
Total Operating Expenses	Less than \$250k	\$20.33	\$19.00	\$19.66	\$20.33	\$20.99	\$21.65	2
	\$250k-\$499k	\$15.02	\$15.02	\$15.02	\$15.02	\$15.02	\$15.02	1
	\$500k-\$999k	\$33.50	\$33.50	\$33.50	\$33.50	\$33.50	\$33.50	1
	\$1m-\$4.99m	\$25.43	\$17.78	\$25.59	\$26.10	\$28.84	\$28.85	5
	\$5m-\$9.99m	\$22.68	\$21.81	\$22.25	\$22.68	\$23.12	\$23.55	2
	\$10m or more	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	1
Sectors Supported	Adult Behavioral Health	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	1
	Arts, Culture, Humanities	\$18.34	\$15.02	\$16.68	\$18.34	\$19.99	\$21.65	2
	Basic Needs	\$24.24	\$19.00	\$21.65	\$25.59	\$26.10	\$28.85	5
	Children's Services	\$25.97	\$19.00	\$22.30	\$25.59	\$29.46	\$33.32	3
	Comm, volunteerism, econ	\$19.48	\$17.78	\$18.39	\$19.00	\$20.33	\$21.65	3
	Criminal Justice	\$25.59	\$25.59	\$25.59	\$25.59	\$25.59	\$25.59	1
	Developmental Disabilities							
	Education	\$23.22	\$19.00	\$20.41	\$21.81	\$25.33	\$28.84	3
	Employment or job	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	\$33.32	1
	Environment	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
	Health care (non-hospital)	\$20.33	\$19.00	\$19.66	\$20.33	\$20.99	\$21.65	2
	Higher Education							
	Housing	\$23.62	\$21.65	\$22.64	\$23.62	\$24.61	\$25.59	2
	Intellectual Disabilities	\$21.65	\$21.65	\$21.65	\$21.65	\$21.65	\$21.65	1
	Mental Health	\$27.49	\$21.65	\$24.57	\$27.49	\$30.40	\$33.32	2
	Public Benefit	\$25.06	\$19.00	\$20.99	\$23.88	\$27.95	\$33.50	4
	Recreation, sports, leisure	\$20.41	\$19.00	\$19.70	\$20.41	\$21.11	\$21.81	2
	Seniors	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
Year Founded	Before 1950	\$26.20	\$23.55	\$24.88	\$26.20	\$27.53	\$28.85	2
	1950-1969	\$17.78	\$17.78	\$17.78	\$17.78	\$17.78	\$17.78	1
	1970-1979	\$28.34	\$25.59	\$25.85	\$26.10	\$29.71	\$33.32	3
	1980-1989							
	1990-1999	\$18.42	\$15.02	\$16.72	\$18.42	\$20.11	\$21.81	2
	2000 or later	\$25.75	\$19.00	\$20.99	\$25.25	\$30.01	\$33.50	4
Ex. Director/CEO Gender	Female	\$26.86	\$15.02	\$22.95	\$29.46	\$33.37	\$33.50	4
	Male	\$21.65	\$17.78	\$19.66	\$21.73	\$23.12	\$26.10	6
Experience as Ex. Director/CEO	5 years or less	\$16.40	\$15.02	\$15.71	\$16.40	\$17.09	\$17.78	2
	6-10 years	\$25.70	\$19.00	\$24.33	\$27.47	\$28.84	\$28.85	4
	11-20 years	\$26.91	\$21.81	\$23.70	\$25.59	\$29.46	\$33.32	3
	More than 20 years	\$26.23	\$21.65	\$22.60	\$23.55	\$28.53	\$33.50	3

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	4%	5	6.2	31
All Employees	Fewer than 10 employees	14%	1	5.0	5
	10-49 employees				
	50-99 employees				
	100-249 employees	10%	3	8.0	24
	250 employees or more	2%	1	2.0	2
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	20%	2	3.5	7
	\$500k-\$999k				
	\$1m-\$4.99m	3%	1	2.0	2
	\$5m-\$9.99m	10%	2	11.0	22
	\$10m or more				
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities	21%	4	3.0	12
	Basic Needs				
	Children's Services				
	Comm, volunteerism, econ	4%	1	2.0	2
	Criminal Justice				
	Developmental Disabilities				
	Education	5%	2	10.5	21
	Employment or job				
	Environment	10%	1	2.0	2
	Health care (non-hospital)				
	Higher Education				
	Housing				
	Intellectual Disabilities				
	Mental Health				
	Public Benefit				
	Recreation, sports, leisure	13%	2	10.5	21
	Seniors				
Year Founded	Before 1950	7%	2	2.5	5
	1950-1969				
	1970-1979				
	1980-1989	7%	1	2.0	2
	1990-1999	6%	1	19.0	19
	2000 or later	5%	1	5.0	5
Ex. Director/CEO Gender	Female	1%	1	2.0	2
	Male	8%	4	7.3	29
Experience as Ex. Director/CEO	5 years or less	3%	1	5.0	5
	6-10 years				
	11-20 years	11%	3	8.0	24
	More than 20 years	3%	1	2.0	2

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$13.95	\$13.00	\$13.00	\$13.90	\$14.85	\$15.00	4
All Employees	Fewer than 10 employees	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	1
	10-49 employees							
	50-99 employees							
	100-249 employees	\$14.00	\$13.00	\$13.50	\$14.00	\$14.50	\$15.00	2
	250 employees or more	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$13.90	\$13.00	\$13.45	\$13.90	\$14.35	\$14.80	2
	\$500k-\$999k							
	\$1m-\$4.99m	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	\$5m-\$9.99m	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	\$10m or more							
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities	\$13.60	\$13.00	\$13.00	\$13.00	\$13.90	\$14.80	3
	Basic Needs							
	Children's Services							
	Comm, volunteerism, econ	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	Criminal Justice							
	Developmental Disabilities							
	Education	\$14.00	\$13.00	\$13.50	\$14.00	\$14.50	\$15.00	2
	Employment or job							
	Environment	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	Health care (non-hospital)							
	Higher Education							
	Housing							
	Intellectual Disabilities							
	Mental Health							
	Public Benefit							
Recreation, sports, leisure	\$14.00	\$13.00	\$13.50	\$14.00	\$14.50	\$15.00	2	
Seniors								
Year Founded	Before 1950	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	1950-1969							
	1970-1979							
	1980-1989	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	1990-1999	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	2000 or later	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	1
Ex. Director/CEO Gender	Female	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	Male	\$14.27	\$13.00	\$13.90	\$14.80	\$14.90	\$15.00	3
Experience as Ex. Director/CEO	5 years or less	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	\$14.80	1
	6-10 years							
	11-20 years	\$14.00	\$13.00	\$13.50	\$14.00	\$14.50	\$15.00	2
	More than 20 years	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1

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

		<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%	6	1.6	8
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	5%	1	1.0	1
	100-249 employees	13%	3	2.5	5
	250 employees or more	5%	2	1.0	2
Total Operating Expenses	Less than \$250k	17%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m				
	\$10m or more	10%	4	2.0	6
Sectors Supported	Adult Behavioral Health	13%	5	1.8	7
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services				
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities				
	Education				
	Employment or job				
	Environment				
	Health care (non-hospital)	29%	6	1.6	8
	Higher Education				
	Housing	3%	1	1.0	1
	Intellectual Disabilities				
	Mental Health	11%	5	1.8	7
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	7%	1		
Year Founded	Before 1950	12%	2	1.0	1
	1950-1969				
	1970-1979	13%	3	1.3	4
	1980-1989				
	1990-1999	8%	1	3.0	3
	2000 or later				
Ex. Director/CEO Gender	Female	5%	3	1.0	2
	Male	6%	2	2.5	5
Experience as Ex. Director/CEO	5 years or less	14%	3	2.0	4
	6-10 years	4%	1	1.0	1
	11-20 years	6%	1	2.0	2
	More than 20 years	4%	1	1.0	1

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$122.43	\$72.72	\$88.27	\$96.15	\$105.00	\$250.00	5
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	1
	100-249 employees	\$96.64	\$88.27	\$92.45	\$96.64	\$100.82	\$105.00	2
	250 employees or more	\$84.44	\$72.72	\$78.58	\$84.44	\$90.29	\$96.15	2
Total Operating Expenses	Less than \$250k	\$96.15	\$96.15	\$96.15	\$96.15	\$96.15	\$96.15	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	1
	\$5m-\$9.99m							
	\$10m or more	\$88.66	\$72.72	\$80.50	\$88.27	\$96.64	\$105.00	3
Sectors Supported	Adult Behavioral Health	\$90.54	\$72.72	\$84.38	\$92.21	\$98.36	\$105.00	4
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services							
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities							
	Education							
	Employment or job							
	Environment							
	Health care (non-hospital)	\$122.43	\$72.72	\$88.27	\$96.15	\$105.00	\$250.00	5
	Higher Education							
	Housing	\$72.72	\$72.72	\$72.72	\$72.72	\$72.72	\$72.72	1
	Intellectual Disabilities							
	Mental Health	\$90.54	\$72.72	\$84.38	\$92.21	\$98.36	\$105.00	4
Public Benefit								
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	1
	1950-1969							
	1970-1979	\$85.71	\$72.72	\$80.50	\$88.27	\$92.21	\$96.15	3
	1980-1989							
	1990-1999	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$161.36	\$72.72	\$117.04	\$161.36	\$205.68	\$250.00	2
	Male	\$96.64	\$88.27	\$92.45	\$96.64	\$100.82	\$105.00	2
Experience as Ex. Director/CEO	5 years or less	\$88.86	\$72.72	\$80.79	\$88.86	\$96.93	\$105.00	2
	6-10 years	\$96.15	\$96.15	\$96.15	\$96.15	\$96.15	\$96.15	1
	11-20 years	\$88.27	\$88.27	\$88.27	\$88.27	\$88.27	\$88.27	1
	More than 20 years	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	1

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

		<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	10%	9	1.3	10
All Employees	Fewer than 10 employees				
	10-49 employees	9%	1	1.0	1
	50-99 employees	5%	1	1.0	1
	100-249 employees	21%	5	1.3	5
	250 employees or more	5%	2	1.5	3
Total Operating Expenses	Less than \$250k	17%	1	2.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	23%	3	1.0	3
	\$10m or more	13%	5	1.3	5
Sectors Supported	Adult Behavioral Health	20%	8	1.3	9
	Arts, Culture, Humanities				
	Basic Needs	4%	1	1.0	1
	Children's Services	18%	6	1.2	7
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities				
	Education	11%	3	1.0	3
	Employment or job	10%	2	1.0	2
	Environment				
	Health care (non-hospital)	29%	6	1.4	7
	Higher Education				
	Housing	3%	1	1.0	1
	Intellectual Disabilities				
	Mental Health	20%	9	1.3	10
	Public Benefit				
	Recreation, sports, leisure				
	Seniors	14%	2	1.0	1
Year Founded	Before 1950	6%	1		
	1950-1969	14%	3	1.3	4
	1970-1979	17%	4	1.3	5
	1980-1989				
	1990-1999	8%	1	1.0	1
	2000 or later				
Ex. Director/CEO Gender	Female	11%	6	1.2	6
	Male	6%	2	1.0	2
Experience as Ex. Director/CEO	5 years or less	14%	3	1.0	2
	6-10 years	8%	2	1.5	3
	11-20 years	6%	1	1.0	1
	More than 20 years	12%	3	1.3	4

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$136.50	\$65.00	\$126.91	\$136.60	\$164.31	\$177.00	8
All Employees	Fewer than 10 employees							
	10-49 employees	\$165.24	\$165.24	\$165.24	\$165.24	\$165.24	\$165.24	1
	50-99 employees	\$137.82	\$137.82	\$137.82	\$137.82	\$137.82	\$137.82	1
	100-249 employees	\$122.39	\$65.00	\$104.38	\$123.78	\$141.79	\$177.00	4
	250 employees or more	\$149.69	\$135.37	\$142.53	\$149.69	\$156.84	\$164.00	2
Total Operating Expenses	Less than \$250k	\$135.37	\$135.37	\$135.37	\$135.37	\$135.37	\$135.37	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$148.29	\$130.05	\$133.94	\$137.82	\$157.41	\$177.00	3
	\$10m or more	\$127.94	\$65.00	\$104.38	\$140.75	\$164.31	\$165.24	4
Sectors Supported	Adult Behavioral Health	\$136.31	\$65.00	\$123.78	\$135.37	\$164.62	\$177.00	7
	Arts, Culture, Humanities							
	Basic Needs	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	1
	Children's Services	\$148.60	\$117.50	\$131.99	\$150.91	\$164.93	\$177.00	6
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities							
	Education	\$143.96	\$130.05	\$133.94	\$137.82	\$150.91	\$164.00	3
	Employment or job	\$164.62	\$164.00	\$164.31	\$164.62	\$164.93	\$165.24	2
	Environment							
	Health care (non-hospital)	\$123.94	\$65.00	\$117.50	\$135.37	\$137.82	\$164.00	5
	Higher Education							
	Housing	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	1
	Intellectual Disabilities							
	Mental Health	\$136.50	\$65.00	\$126.91	\$136.60	\$164.31	\$177.00	8
	Public Benefit							
Recreation, sports, leisure								
Seniors	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	\$164.00	1	
Year Founded	Before 1950							
	1950-1969	\$139.77	\$117.50	\$127.66	\$137.82	\$150.91	\$164.00	3
	1970-1979	\$151.92	\$130.05	\$134.04	\$150.31	\$168.18	\$177.00	4
	1980-1989							
	1990-1999	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$152.31	\$117.50	\$137.82	\$164.00	\$165.24	\$177.00	5
	Male	\$97.53	\$65.00	\$81.26	\$97.53	\$113.79	\$130.05	2
Experience as Ex. Director/CEO	5 years or less	\$101.41	\$65.00	\$83.21	\$101.41	\$119.62	\$137.82	2
	6-10 years	\$132.71	\$130.05	\$131.38	\$132.71	\$134.04	\$135.37	2
	11-20 years	\$165.24	\$165.24	\$165.24	\$165.24	\$165.24	\$165.24	1
	More than 20 years	\$152.83	\$117.50	\$140.75	\$164.00	\$170.50	\$177.00	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	3%	3	1.0	3
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	11%	2	1.0	2
	100-249 employees				
	250 employees or more	3%	1	1.0	1
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m	15%	2	1.0	2
	\$10m or more	3%	1	1.0	1
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services	9%	3	1.0	3
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	7%	2	1.0	2
	Education	11%	3	1.0	3
	Employment or job				
	Environment				
	Health care (non-hospital)	5%	1	1.0	1
	Higher Education				
	Housing				
	Intellectual Disabilities	7%	2	1.0	2
	Mental Health	2%	1	1.0	1
	Public Benefit				
Recreation, sports, leisure					
Seniors					
Year Founded	Before 1950	6%	1	1.0	1
	1950-1969	5%	1	1.0	1
	1970-1979	4%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	2	1.0	2
	Male	3%	1	1.0	1
Experience as Ex. Director/CEO	5 years or less	9%	2	1.0	2
	6-10 years	4%	1	1.0	1
	11-20 years				
	More than 20 years				

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
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$34.20	\$30.00	\$32.10	\$34.20	\$36.30	\$38.40	2
	100-249 employees							
	250 employees or more	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m	\$34.20	\$30.00	\$32.10	\$34.20	\$36.30	\$38.40	2
	\$10m or more	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	1
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services	\$33.43	\$30.00	\$30.94	\$31.88	\$35.14	\$38.40	3
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$35.14	\$31.88	\$33.51	\$35.14	\$36.77	\$38.40	2
	Education	\$33.43	\$30.00	\$30.94	\$31.88	\$35.14	\$38.40	3
	Employment or job							
	Environment							
	Health care (non-hospital)	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Higher Education							
	Housing							
	Intellectual Disabilities	\$35.14	\$31.88	\$33.51	\$35.14	\$36.77	\$38.40	2
	Mental Health	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Public Benefit							
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	1
	1950-1969	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	1970-1979	\$38.40	\$38.40	\$38.40	\$38.40	\$38.40	\$38.40	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$30.94	\$30.00	\$30.47	\$30.94	\$31.41	\$31.88	2
	Male	\$38.40	\$38.40	\$38.40	\$38.40	\$38.40	\$38.40	1
Experience as Ex. Director/CEO	5 years or less	\$34.20	\$30.00	\$32.10	\$34.20	\$36.30	\$38.40	2
	6-10 years	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	\$31.88	1
	11-20 years							
	More than 20 years							

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	19%	18	4.1	69
All Employees	Fewer than 10 employees	50%	1	8.0	8
	10-49 employees	9%	1	2.0	2
	50-99 employees	16%	3	1.0	3
	100-249 employees	29%	7	5.8	35
	250 employees or more	16%	6	3.5	21
Total Operating Expenses	Less than \$250k	17%	1	8.0	8
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m	23%	3	3.3	10
	\$10m or more	33%	13	4.2	50
Sectors Supported	Adult Behavioral Health	43%	17	3.9	63
	Arts, Culture, Humanities				
	Basic Needs	19%	5	1.4	7
	Children's Services	24%	8	2.6	21
	Comm, volunteerism, econ	8%	1	1.0	1
	Criminal Justice	17%	1	1.0	1
	Developmental Disabilities	7%	2	1.5	3
	Education	11%	3	1.3	4
	Employment or job	14%	3	2.0	6
	Environment				
	Health care (non-hospital)	62%	13	4.2	50
	Higher Education				
	Housing	16%	5	1.8	9
	Intellectual Disabilities	3%	1	2.0	2
	Mental Health	33%	15	4.1	57
	Public Benefit				
	Recreation, sports, leisure	20%	2	1.5	3
Seniors	29%	4	1.0	3	
Year Founded	Before 1950	12%	2	1.0	1
	1950-1969	19%	4	2.3	9
	1970-1979	38%	9	4.4	40
	1980-1989	11%	1	5.0	5
	1990-1999	8%	1	12.0	12
	2000 or later				
Ex. Director/CEO Gender	Female	16%	9	3.5	28
	Male	24%	8	4.1	33
Experience as Ex. Director/CEO	5 years or less	27%	6	5.2	26
	6-10 years	15%	4	3.3	13
	11-20 years	19%	3	4.3	13
	More than 20 years	20%	5	3.4	17

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$70.59	\$42.00	\$60.00	\$67.71	\$80.64	\$100.00	17
All Employees	Fewer than 10 employees	\$67.71	\$67.71	\$67.71	\$67.71	\$67.71	\$67.71	1
	10-49 employees	\$80.64	\$80.64	\$80.64	\$80.64	\$80.64	\$80.64	1
	50-99 employees	\$66.67	\$60.00	\$62.45	\$64.90	\$70.01	\$75.12	3
	100-249 employees	\$72.19	\$42.00	\$64.25	\$77.57	\$83.29	\$91.00	6
	250 employees or more	\$69.74	\$48.53	\$54.51	\$60.51	\$87.42	\$100.00	6
Total Operating Expenses	Less than \$250k	\$53.07	\$53.07	\$53.07	\$53.07	\$53.07	\$53.07	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	\$5m-\$9.99m	\$60.67	\$42.00	\$53.45	\$64.90	\$70.01	\$75.12	3
	\$10m or more	\$75.41	\$48.53	\$61.64	\$77.57	\$86.50	\$100.00	12
Sectors Supported	Adult Behavioral Health	\$71.32	\$42.00	\$60.00	\$71.42	\$81.73	\$100.00	16
	Arts, Culture, Humanities							
	Basic Needs	\$75.63	\$60.00	\$64.90	\$75.12	\$78.14	\$100.00	5
	Children's Services	\$73.39	\$42.00	\$57.13	\$77.88	\$87.71	\$100.00	8
	Comm, volunteerism, econ	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	Criminal Justice	\$64.90	\$64.90	\$64.90	\$64.90	\$64.90	\$64.90	1
	Developmental Disabilities	\$72.18	\$48.53	\$60.36	\$72.18	\$84.01	\$95.83	2
	Education	\$74.55	\$48.53	\$61.83	\$75.12	\$87.56	\$100.00	3
	Employment or job	\$86.26	\$78.14	\$79.39	\$80.64	\$90.32	\$100.00	3
	Environment							
	Health care (non-hospital)	\$70.59	\$48.53	\$59.71	\$63.54	\$86.50	\$100.00	12
	Higher Education							
	Housing	\$76.07	\$62.18	\$64.90	\$75.12	\$78.14	\$100.00	5
	Intellectual Disabilities	\$48.53	\$48.53	\$48.53	\$48.53	\$48.53	\$48.53	1
	Mental Health	\$70.91	\$42.00	\$60.00	\$70.01	\$80.02	\$100.00	14
	Public Benefit							
Recreation, sports, leisure	\$61.83	\$48.53	\$55.18	\$61.83	\$68.47	\$75.12	2	
Seniors	\$78.37	\$60.00	\$67.56	\$75.12	\$87.56	\$100.00	3	
Year Founded	Before 1950	\$75.12	\$75.12	\$75.12	\$75.12	\$75.12	\$75.12	1
	1950-1969	\$92.96	\$85.00	\$89.50	\$93.42	\$96.87	\$100.00	4
	1970-1979	\$63.05	\$42.00	\$58.83	\$62.18	\$67.71	\$80.64	9
	1980-1989	\$77.00	\$77.00	\$77.00	\$77.00	\$77.00	\$77.00	1
	1990-1999	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$73.07	\$42.00	\$61.34	\$72.77	\$86.50	\$100.00	8
	Male	\$70.29	\$48.53	\$60.00	\$71.42	\$77.29	\$95.83	8
Experience as Ex. Director/CEO	5 years or less	\$68.18	\$60.00	\$60.00	\$62.18	\$67.71	\$91.00	5
	6-10 years	\$72.99	\$53.07	\$61.94	\$71.52	\$82.56	\$95.83	4
	11-20 years	\$72.16	\$58.83	\$67.92	\$77.00	\$78.82	\$80.64	3
	More than 20 years	\$70.13	\$42.00	\$48.53	\$75.12	\$85.00	\$100.00	5

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	39%	36	6.9	242
All Employees	Fewer than 10 employees	100%	2	6.5	13
	10-49 employees	9%	1	5.0	5
	50-99 employees	16%	3	7.3	22
	100-249 employees	46%	11	4.7	47
	250 employees or more	51%	19	8.2	155
Total Operating Expenses	Less than \$250k	50%	3	11.0	33
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	18%	4	7.3	29
	\$5m-\$9.99m	8%	1	6.0	6
	\$10m or more	69%	27	6.5	170
Sectors Supported	Adult Behavioral Health	60%	24	7.0	162
	Arts, Culture, Humanities				
	Basic Needs	23%	6	4.5	27
	Children's Services	38%	13	5.3	69
	Comm, volunteerism, econ	8%	1	14.0	14
	Criminal Justice	33%	2	2.0	4
	Developmental Disabilities	67%	18	5.7	102
	Education	30%	8	5.4	43
	Employment or job	33%	7	5.3	37
	Environment				
	Health care (non-hospital)	76%	16	10.4	156
	Higher Education				
	Housing	29%	9	3.2	29
	Intellectual Disabilities	60%	18	5.8	104
	Mental Health	46%	21	7.1	142
	Public Benefit	15%	2	12.5	25
Recreation, sports, leisure	20%	2	10.0	20	
Seniors	14%	2	14.0	14	
Year Founded	Before 1950	29%	5	8.3	33
	1950-1969	43%	9	3.1	28
	1970-1979	50%	12	7.5	90
	1980-1989	33%	3	12.3	37
	1990-1999	25%	3	6.3	19
	2000 or later	29%	2	4.0	8
Ex. Director/CEO Gender	Female	33%	18	7.5	128
	Male	47%	16	5.1	81
Experience as Ex. Director/CEO	5 years or less	41%	9	5.9	47
	6-10 years	35%	9	6.9	62
	11-20 years	44%	7	10.7	75
	More than 20 years	40%	10	5.4	54

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	\$34.75	\$25.59	\$32.53	\$35.00	\$37.91	\$42.23	35
All Employees	Fewer than 10 employees	\$35.41	\$33.00	\$34.20	\$35.41	\$36.61	\$37.81	2
	10-49 employees	\$39.29	\$39.29	\$39.29	\$39.29	\$39.29	\$39.29	1
	50-99 employees	\$36.33	\$30.00	\$33.50	\$37.00	\$39.50	\$42.00	3
	100-249 employees	\$33.91	\$25.59	\$30.56	\$34.76	\$37.28	\$40.00	10
	250 employees or more	\$34.64	\$28.00	\$32.88	\$34.92	\$36.81	\$42.23	19
Total Operating Expenses	Less than \$250k	\$34.36	\$32.25	\$33.05	\$33.84	\$35.42	\$37.00	3
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$35.00	\$30.00	\$32.25	\$34.00	\$36.75	\$42.00	4
	\$5m-\$9.99m	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	\$10m or more	\$34.89	\$25.59	\$32.84	\$35.00	\$38.00	\$42.23	26
Sectors Supported	Adult Behavioral Health	\$34.40	\$25.59	\$31.13	\$34.72	\$37.91	\$42.23	23
	Arts, Culture, Humanities							
	Basic Needs	\$32.02	\$25.59	\$29.31	\$33.88	\$34.67	\$36.05	6
	Children's Services	\$36.04	\$30.00	\$34.72	\$35.00	\$39.10	\$42.23	13
	Comm, volunteerism, econ	\$33.23	\$33.23	\$33.23	\$33.23	\$33.23	\$33.23	1
	Criminal Justice	\$37.26	\$34.52	\$35.89	\$37.26	\$38.63	\$40.00	2
	Developmental Disabilities	\$34.83	\$28.00	\$33.03	\$34.96	\$36.76	\$42.23	18
	Education	\$35.94	\$30.00	\$34.13	\$35.35	\$38.28	\$42.23	8
	Employment or job	\$33.57	\$25.59	\$31.07	\$33.23	\$37.01	\$40.00	7
	Environment							
	Health care (non-hospital)	\$35.39	\$28.00	\$33.02	\$35.00	\$39.00	\$42.23	15
	Higher Education							
	Housing	\$32.85	\$25.59	\$30.00	\$32.80	\$35.10	\$40.00	9
	Intellectual Disabilities	\$34.72	\$28.00	\$32.97	\$34.86	\$36.76	\$42.23	18
	Mental Health	\$33.96	\$25.59	\$30.00	\$34.62	\$36.54	\$40.00	20
	Public Benefit	\$31.21	\$29.18	\$30.19	\$31.21	\$32.22	\$33.23	2
	Recreation, sports, leisure	\$38.62	\$35.00	\$36.81	\$38.62	\$40.42	\$42.23	2
Seniors	\$33.23	\$33.23	\$33.23	\$33.23	\$33.23	\$33.23	1	
Year Founded	Before 1950	\$37.68	\$35.00	\$35.53	\$36.85	\$39.00	\$42.00	4
	1950-1969	\$36.59	\$28.00	\$34.92	\$37.57	\$39.10	\$40.00	9
	1970-1979	\$32.41	\$25.59	\$29.67	\$32.88	\$34.67	\$39.29	12
	1980-1989	\$33.83	\$31.50	\$33.25	\$35.00	\$35.00	\$35.00	3
	1990-1999	\$35.16	\$32.25	\$32.74	\$33.23	\$36.62	\$40.00	3
	2000 or later	\$34.53	\$33.00	\$33.76	\$34.53	\$35.29	\$36.05	2
Ex. Director/CEO Gender	Female	\$34.59	\$28.00	\$32.25	\$34.52	\$38.00	\$42.00	17
	Male	\$35.10	\$25.59	\$33.92	\$35.05	\$37.86	\$42.23	16
Experience as Ex. Director/CEO	5 years or less	\$36.46	\$32.80	\$35.00	\$36.53	\$37.86	\$40.00	8
	6-10 years	\$32.23	\$25.59	\$30.00	\$33.23	\$34.52	\$35.70	9
	11-20 years	\$33.72	\$28.35	\$28.93	\$35.00	\$37.79	\$39.29	7
	More than 20 years	\$36.56	\$28.00	\$33.40	\$37.10	\$40.00	\$42.23	10

Q600a_6_1: For each type of position contained in your organization, please indicate the number of employees in that category - Medical 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	4%	4	8.3	91
All Employees	Fewer than 10 employees				
	10-49 employees			2.0	2
	50-99 employees	5%	1	1.0	1
	100-249 employees	4%	1	9.2	46
	250 employees or more	5%	2	10.5	42
Total Operating Expenses	Less than \$250k	17%	1	15.0	15
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m			1.0	1
	\$10m or more	5%	2	9.3	74
Sectors Supported	Adult Behavioral Health	5%	2	9.0	90
	Arts, Culture, Humanities				
	Basic Needs			7.7	23
	Children's Services	3%	1	1.4	7
	Comm, volunteerism, econ			10.5	21
	Criminal Justice				
	Developmental Disabilities	4%	1	10.5	21
	Education	4%	1	1.0	1
	Employment or job			8.0	24
	Environment				
	Health care (non-hospital)	14%	3	12.1	85
	Higher Education				
	Housing			4.0	8
	Intellectual Disabilities	3%	1	10.5	21
	Mental Health	4%	2	9.0	90
	Public Benefit			20.0	20
	Recreation, sports, leisure				
Seniors	7%	1	10.5	21	
Year Founded	Before 1950	12%	2	1.0	1
	1950-1969	5%	1	2.0	2
	1970-1979	4%	1	4.0	28
	1980-1989				
	1990-1999			30.0	60
	2000 or later				
Ex. Director/CEO Gender	Female	5%	3	5.3	32
	Male			11.0	44
Experience as Ex. Director/CEO	5 years or less	5%	1	15.7	47
	6-10 years	4%	1	9.5	38
	11-20 years			1.5	3
	More than 20 years	8%	2	1.5	3

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$18.89	\$16.04	\$17.60	\$18.00	\$19.64	\$25.70	11
All Employees	Fewer than 10 employees							
	10-49 employees	\$17.75	\$17.75	\$17.75	\$17.75	\$17.75	\$17.75	1
	50-99 employees	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	100-249 employees	\$18.91	\$16.54	\$18.00	\$18.87	\$20.40	\$20.72	5
	250 employees or more	\$19.37	\$16.04	\$17.10	\$17.88	\$20.15	\$25.70	4
Total Operating Expenses	Less than \$250k	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	\$18.30	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	\$5m-\$9.99m	\$20.40	\$20.40	\$20.40	\$20.40	\$20.40	\$20.40	1
	\$10m or more	\$18.88	\$16.04	\$17.22	\$17.88	\$19.33	\$25.70	8
Sectors Supported	Adult Behavioral Health	\$19.03	\$16.04	\$17.81	\$18.15	\$20.02	\$25.70	10
	Arts, Culture, Humanities							
	Basic Needs	\$20.86	\$18.00	\$18.44	\$18.87	\$22.29	\$25.70	3
	Children's Services	\$18.86	\$17.45	\$17.75	\$18.00	\$20.40	\$20.72	5
	Comm, volunteerism, econ	\$21.85	\$18.00	\$19.93	\$21.85	\$23.78	\$25.70	2
	Criminal Justice							
	Developmental Disabilities	\$21.58	\$17.45	\$19.51	\$21.58	\$23.64	\$25.70	2
	Education	\$17.45	\$17.45	\$17.45	\$17.45	\$17.45	\$17.45	1
	Employment or job	\$20.77	\$17.75	\$18.31	\$18.87	\$22.29	\$25.70	3
	Environment							
	Health care (non-hospital)	\$19.04	\$16.04	\$17.27	\$18.00	\$19.51	\$25.70	7
	Higher Education							
	Housing	\$17.46	\$16.04	\$16.75	\$17.46	\$18.16	\$18.87	2
	Intellectual Disabilities	\$21.58	\$17.45	\$19.51	\$21.58	\$23.64	\$25.70	2
	Mental Health	\$19.03	\$16.04	\$17.81	\$18.15	\$20.02	\$25.70	10
	Public Benefit	\$25.70	\$25.70	\$25.70	\$25.70	\$25.70	\$25.70	1
	Recreation, sports, leisure							
	Seniors	\$21.85	\$18.00	\$19.93	\$21.85	\$23.78	\$25.70	2
Year Founded	Before 1950	\$17.45	\$17.45	\$17.45	\$17.45	\$17.45	\$17.45	1
	1950-1969	\$20.72	\$20.72	\$20.72	\$20.72	\$20.72	\$20.72	1
	1970-1979	\$17.99	\$16.04	\$17.15	\$18.00	\$18.59	\$20.40	7
	1980-1989							
	1990-1999	\$21.85	\$18.00	\$19.93	\$21.85	\$23.78	\$25.70	2
	2000 or later							
Ex. Director/CEO Gender	Female	\$19.68	\$16.04	\$17.53	\$19.08	\$20.64	\$25.70	6
	Male	\$17.85	\$16.54	\$17.64	\$18.00	\$18.22	\$18.87	4
Experience as Ex. Director/CEO	5 years or less	\$17.35	\$16.04	\$17.02	\$18.00	\$18.00	\$18.00	3
	6-10 years	\$20.08	\$17.45	\$18.09	\$18.59	\$20.58	\$25.70	4
	11-20 years	\$17.15	\$16.54	\$16.84	\$17.15	\$17.45	\$17.75	2
	More than 20 years	\$20.56	\$20.40	\$20.48	\$20.56	\$20.64	\$20.72	2

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

		<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%	4	6.3	19
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	5%	1	4.0	4
	100-249 employees	4%	1		
	250 employees or more	5%	2	7.5	15
Total Operating Expenses	Less than \$250k	17%	1	13.0	13
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	4.0	4
	\$5m-\$9.99m				
\$10m or more	5%	2	2.0	2	
Sectors Supported	Adult Behavioral Health	5%	2	13.0	13
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services	3%	1	2.0	2
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	4%	1	2.0	2
	Education	4%	1	2.0	2
	Employment or job				
	Environment				
	Health care (non-hospital)	14%	3	8.5	17
	Higher Education				
	Housing				
	Intellectual Disabilities	3%	1	2.0	2
	Mental Health	4%	2	13.0	13
	Public Benefit				
	Recreation, sports, leisure				
Seniors	7%	1			
Year Founded	Before 1950	12%	2	4.0	4
	1950-1969	5%	1	2.0	2
	1970-1979	4%	1	13.0	13
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	5%	3	3.0	6
	Male				
Experience as Ex. Director/CEO	5 years or less	5%	1		
	6-10 years	4%	1	13.0	13
	11-20 years				
	More than 20 years	8%	2	3.0	6

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
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	100-249 employees							
	250 employees or more	\$18.68	\$17.36	\$18.02	\$18.68	\$19.34	\$20.00	2
Total Operating Expenses	Less than \$250k	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	\$5m-\$9.99m							
	\$10m or more	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
Sectors Supported	Adult Behavioral Health	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Education	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Employment or job							
	Environment							
	Health care (non-hospital)	\$17.18	\$17.00	\$17.09	\$17.18	\$17.27	\$17.36	2
	Higher Education							
	Housing							
	Intellectual Disabilities	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	Mental Health	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	1
	Public Benefit							
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	1950-1969	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	1970-1979	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$18.50	\$17.00	\$17.75	\$18.50	\$19.25	\$20.00	2
	Male							
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	\$17.36	1
	11-20 years							
	More than 20 years	\$18.50	\$17.00	\$17.75	\$18.50	\$19.25	\$20.00	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%	2	4.0	8
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	5%	1	4.0	4
	100-249 employees				
	250 employees or more	3%	1	4.0	4
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	4.0	4
	\$5m-\$9.99m				
Sectors Supported	Adult Behavioral Health	5%	2	4.0	8
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services	3%	1	4.0	4
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	4%	1	4.0	4
	Education				
	Employment or job	5%	1	4.0	4
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing	6%	2	4.0	8
	Intellectual Disabilities	3%	1	4.0	4
	Mental Health	4%	2	4.0	8
	Public Benefit	8%	1	4.0	4
	Recreation, sports, leisure				
Seniors					
Year Founded	Before 1950				
	1950-1969				
	1970-1979	4%	1	4.0	4
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	4%	2	4.0	8
	Male				
Experience as Ex. Director/CEO	5 years or less				
	6-10 years	4%	1	4.0	4
	11-20 years	6%	1	4.0	4
	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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$14.76	\$14.50	\$14.63	\$14.76	\$14.88	\$15.01	2
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	100-249 employees							
	250 employees or more	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	\$5m-\$9.99m							
	\$10m or more	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
Sectors Supported	Adult Behavioral Health	\$14.76	\$14.50	\$14.63	\$14.76	\$14.88	\$15.01	2
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
	Education							
	Employment or job	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing	\$14.76	\$14.50	\$14.63	\$14.76	\$14.88	\$15.01	2
	Intellectual Disabilities	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
	Mental Health	\$14.76	\$14.50	\$14.63	\$14.76	\$14.88	\$15.01	2
	Public Benefit	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
	Recreation, sports, leisure							
Seniors								
Year Founded	Before 1950							
	1950-1969							
	1970-1979	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$14.76	\$14.50	\$14.63	\$14.76	\$14.88	\$15.01	2
	Male							
Experience as Ex. Director/CEO	5 years or less							
	6-10 years	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	11-20 years	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	\$15.01	1
	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

		<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	54%	50	126.7	6,336
All Employees	Fewer than 10 employees	100%	2	127.0	254
	10-49 employees	27%	3	27.3	82
	50-99 employees	42%	8	18.4	147
	100-249 employees	54%	13	61.0	793
	250 employees or more	65%	24	210.8	5,060
Total Operating Expenses	Less than \$250k	67%	4	77.3	309
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	36%	8	43.9	351
	\$5m-\$9.99m	54%	7	33.7	236
	\$10m or more	77%	30	168.7	5,060
Sectors Supported	Adult Behavioral Health	75%	30	134.1	4,023
	Arts, Culture, Humanities	33%	1	44.0	44
	Basic Needs	46%	12	141.3	1,695
	Children's Services	56%	19	169.6	3,222
	Comm, volunteerism, econ	23%	3	115.7	347
	Criminal Justice	83%	5	41.4	207
	Developmental Disabilities	89%	24	208.0	4,993
	Education	41%	11	146.8	1,615
	Employment or job	71%	15	118.3	1,775
	Environment				
	Health care (non-hospital)	52%	11	219.4	2,413
	Higher Education				
	Housing	68%	21	102.5	2,152
	Intellectual Disabilities	90%	27	204.4	5,520
	Mental Health	59%	27	87.9	2,374
	Public Benefit	46%	6	85.0	510
Recreation, sports, leisure	50%	5	177.2	886	
Seniors	14%	2	143.5	287	
Year Founded	Before 1950	53%	9	81.4	733
	1950-1969	71%	15	105.5	1,582
	1970-1979	54%	13	81.5	1,060
	1980-1989	44%	4	246.5	986
	1990-1999	42%	5	108.4	542
	2000 or later	29%	2	304.0	608
Ex. Director/CEO Gender	Female	55%	30	123.7	3,712
	Male	56%	19	126.1	2,396
Experience as Ex. Director/CEO	5 years or less	50%	11	125.5	1,381
	6-10 years	65%	17	125.4	2,132
	11-20 years	44%	7	81.3	569
	More than 20 years	56%	14	144.7	2,026

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$17.37	\$13.16	\$16.06	\$17.00	\$17.44	\$35.00	50
All Employees	Fewer than 10 employees	\$16.04	\$15.34	\$15.69	\$16.04	\$16.39	\$16.74	2
	10-49 employees	\$17.75	\$15.53	\$16.27	\$17.00	\$18.86	\$20.71	3
	50-99 employees	\$18.84	\$15.00	\$15.37	\$16.85	\$17.88	\$35.00	8
	100-249 employees	\$16.59	\$13.16	\$15.53	\$16.50	\$17.00	\$22.33	13
	250 employees or more	\$17.37	\$15.00	\$16.64	\$17.03	\$17.63	\$23.08	24
Total Operating Expenses	Less than \$250k	\$15.39	\$14.75	\$14.94	\$15.21	\$15.66	\$16.38	4
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$16.62	\$15.22	\$15.88	\$16.60	\$17.06	\$18.78	8
	\$5m-\$9.99m	\$18.68	\$13.16	\$15.62	\$16.50	\$17.45	\$35.00	7
	\$10m or more	\$17.54	\$15.00	\$16.67	\$17.03	\$17.64	\$23.08	30
Sectors Supported	Adult Behavioral Health	\$17.71	\$13.16	\$15.80	\$16.90	\$17.51	\$35.00	30
	Arts, Culture, Humanities	\$15.53	\$15.53	\$15.53	\$15.53	\$15.53	\$15.53	1
	Basic Needs	\$18.84	\$15.51	\$16.48	\$17.00	\$17.88	\$35.00	12
	Children's Services	\$18.46	\$15.00	\$16.21	\$17.37	\$18.37	\$35.00	19
	Comm, volunteerism, econ	\$15.74	\$15.00	\$15.27	\$15.53	\$16.11	\$16.68	3
	Criminal Justice	\$17.04	\$15.53	\$16.50	\$16.80	\$17.58	\$18.78	5
	Developmental Disabilities	\$16.73	\$13.16	\$15.90	\$16.90	\$17.36	\$21.00	24
	Education	\$18.44	\$15.00	\$16.25	\$17.31	\$17.70	\$35.00	11
	Employment or job	\$17.29	\$13.16	\$16.44	\$16.80	\$17.43	\$23.08	15
	Environment							
	Health care (non-hospital)	\$17.65	\$15.34	\$16.67	\$17.00	\$17.76	\$22.33	11
	Higher Education							
	Housing	\$17.70	\$14.75	\$15.53	\$16.80	\$17.58	\$35.00	21
	Intellectual Disabilities	\$16.84	\$13.16	\$16.40	\$17.00	\$17.36	\$21.00	27
	Mental Health	\$17.74	\$13.16	\$15.99	\$16.80	\$17.32	\$35.00	27
	Public Benefit	\$17.78	\$15.00	\$15.82	\$16.87	\$18.77	\$23.08	6
	Recreation, sports, leisure	\$20.42	\$15.53	\$16.00	\$17.62	\$17.93	\$35.00	5
Seniors	\$25.84	\$16.68	\$21.26	\$25.84	\$30.42	\$35.00	2	
Year Founded	Before 1950	\$18.77	\$15.00	\$16.00	\$16.38	\$17.96	\$35.00	9
	1950-1969	\$17.15	\$15.42	\$16.65	\$17.00	\$17.30	\$22.33	15
	1970-1979	\$17.48	\$15.22	\$16.41	\$16.79	\$17.58	\$23.08	13
	1980-1989	\$17.45	\$15.00	\$16.10	\$16.91	\$18.26	\$21.00	4
	1990-1999	\$15.32	\$13.16	\$14.75	\$15.00	\$16.68	\$17.00	5
	2000 or later	\$16.87	\$16.74	\$16.81	\$16.87	\$16.94	\$17.00	2
Ex. Director/CEO Gender	Female	\$17.19	\$13.16	\$16.28	\$17.00	\$17.55	\$23.08	30
	Male	\$17.69	\$15.00	\$15.80	\$17.00	\$17.34	\$35.00	19
Experience as Ex. Director/CEO	5 years or less	\$16.63	\$15.00	\$15.48	\$16.46	\$17.00	\$21.00	11
	6-10 years	\$16.24	\$13.16	\$15.53	\$16.41	\$17.22	\$17.96	17
	11-20 years	\$17.88	\$15.00	\$16.86	\$17.64	\$19.06	\$20.71	7
	More than 20 years	\$19.11	\$15.00	\$17.00	\$17.34	\$17.85	\$35.00	14

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	61%	57	11.7	669
All Employees	Fewer than 10 employees	100%	2	12.0	12
	10-49 employees	27%	3	12.0	60
	50-99 employees	42%	8	6.4	96
	100-249 employees	54%	13	11.7	164
	250 employees or more	65%	24	15.3	337
Total Operating Expenses	Less than \$250k	67%	4	13.3	53
	\$250k-\$499k			2.0	4
	\$500k-\$999k			3.0	6
	\$1m-\$4.99m	36%	8	4.7	70
	\$5m-\$9.99m	54%	7	8.8	70
	\$10m or more	77%	30	17.7	443
Sectors Supported	Adult Behavioral Health	75%	30	16.8	504
	Arts, Culture, Humanities	33%	1	32.0	32
	Basic Needs	46%	12	14.0	252
	Children's Services	56%	19	16.4	360
	Comm, volunteerism, econ	23%	3	12.2	110
	Criminal Justice	83%	5	19.8	99
	Developmental Disabilities	89%	24	9.2	120
	Education	41%	11	12.6	164
	Employment or job	71%	15	17.6	246
	Environment				
	Health care (non-hospital)	52%	11	11.1	166
	Higher Education				
	Housing	68%	21	16.1	418
	Intellectual Disabilities	90%	27	8.4	126
	Mental Health	59%	27	15.3	473
	Public Benefit	46%	6	16.8	134
Recreation, sports, leisure	50%	5	12.5	75	
Seniors	14%	2	9.6	86	
Year Founded	Before 1950	53%	9	15.2	197
	1950-1969	71%	15	13.8	179
	1970-1979	54%	13	13.6	218
	1980-1989	44%	4	8.3	33
	1990-1999	42%	5	5.8	35
	2000 or later	29%	2	1.0	2
Ex. Director/CEO Gender	Female	55%	30	10.1	365
	Male	56%	19	14.7	279
Experience as Ex. Director/CEO	5 years or less	50%	11	7.9	134
	6-10 years	65%	17	14.4	216
	11-20 years	44%	7	12.5	100
	More than 20 years	56%	14	12.9	194

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$22.18	\$16.61	\$18.78	\$20.38	\$23.07	\$39.83	57
All Employees	Fewer than 10 employees	\$20.11	\$20.11	\$20.11	\$20.11	\$20.11	\$20.11	1
	10-49 employees	\$26.33	\$20.00	\$20.90	\$22.00	\$33.75	\$35.00	5
	50-99 employees	\$23.47	\$17.36	\$19.03	\$20.53	\$23.02	\$39.83	15
	100-249 employees	\$21.09	\$17.00	\$18.59	\$20.00	\$22.73	\$33.06	14
	250 employees or more	\$21.15	\$16.61	\$18.28	\$20.32	\$23.12	\$30.00	22
Total Operating Expenses	Less than \$250k	\$19.49	\$17.32	\$18.88	\$19.70	\$20.31	\$21.24	4
	\$250k-\$499k	\$27.50	\$20.00	\$23.75	\$27.50	\$31.25	\$35.00	2
	\$500k-\$999k	\$17.81	\$16.61	\$17.21	\$17.81	\$18.40	\$19.00	2
	\$1m-\$4.99m	\$23.88	\$18.00	\$19.75	\$22.00	\$25.28	\$38.00	15
	\$5m-\$9.99m	\$22.07	\$17.36	\$19.88	\$21.11	\$22.31	\$33.06	8
	\$10m or more	\$21.77	\$17.14	\$18.77	\$20.11	\$22.96	\$39.83	25
Sectors Supported	Adult Behavioral Health	\$20.95	\$17.14	\$18.58	\$20.00	\$22.34	\$31.50	30
	Arts, Culture, Humanities	\$18.78	\$18.78	\$18.78	\$18.78	\$18.78	\$18.78	1
	Basic Needs	\$20.93	\$16.61	\$18.10	\$20.13	\$22.87	\$35.00	18
	Children's Services	\$21.15	\$17.00	\$18.19	\$20.50	\$23.23	\$31.50	22
	Comm, volunteerism, econ	\$21.75	\$17.00	\$19.00	\$20.37	\$23.07	\$33.75	9
	Criminal Justice	\$20.64	\$18.39	\$18.78	\$19.61	\$22.96	\$23.46	5
	Developmental Disabilities	\$23.32	\$17.14	\$20.10	\$21.43	\$26.00	\$39.83	13
	Education	\$22.10	\$16.61	\$18.00	\$21.43	\$22.96	\$39.83	13
	Employment or job	\$22.24	\$16.61	\$18.19	\$19.33	\$20.79	\$39.83	14
	Environment							
	Health care (non-hospital)	\$21.38	\$17.14	\$18.26	\$19.40	\$22.15	\$38.00	15
	Higher Education							
	Housing	\$21.05	\$16.61	\$18.19	\$19.81	\$22.00	\$39.83	26
	Intellectual Disabilities	\$22.94	\$17.32	\$18.91	\$21.43	\$24.66	\$39.83	15
	Mental Health	\$20.60	\$17.14	\$18.46	\$20.00	\$21.64	\$31.50	31
Public Benefit	\$25.70	\$18.78	\$20.20	\$21.48	\$30.94	\$39.83	8	
Recreation, sports, leisure	\$20.15	\$17.00	\$18.19	\$18.78	\$21.08	\$26.53	6	
Seniors	\$25.63	\$17.00	\$19.00	\$23.32	\$33.06	\$39.83	9	
Year Founded	Before 1950	\$23.00	\$17.00	\$18.78	\$21.84	\$23.32	\$38.00	13
	1950-1969	\$19.88	\$17.14	\$18.77	\$20.00	\$20.53	\$24.19	13
	1970-1979	\$21.92	\$17.57	\$18.49	\$19.76	\$22.68	\$39.83	16
	1980-1989	\$20.77	\$16.61	\$19.15	\$20.23	\$21.84	\$26.00	4
	1990-1999	\$22.52	\$19.00	\$20.00	\$20.19	\$21.59	\$33.75	6
	2000 or later	\$29.23	\$26.95	\$28.09	\$29.23	\$30.36	\$31.50	2
Ex. Director/CEO Gender	Female	\$22.43	\$16.61	\$18.95	\$20.42	\$23.17	\$39.83	36
	Male	\$22.13	\$17.14	\$18.76	\$21.24	\$22.95	\$33.75	19
Experience as Ex. Director/CEO	5 years or less	\$21.58	\$17.36	\$19.00	\$20.00	\$22.00	\$39.83	17
	6-10 years	\$19.93	\$17.14	\$18.09	\$19.40	\$22.28	\$23.07	15
	11-20 years	\$24.35	\$18.52	\$20.80	\$22.45	\$27.71	\$33.06	8
	More than 20 years	\$24.45	\$16.61	\$19.94	\$21.73	\$29.02	\$38.00	15

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	12%	11	3.1	34
All Employees	Fewer than 10 employees	50%	1	4.0	4
	10-49 employees				
	50-99 employees	5%	1	1.0	1
	100-249 employees				
	250 employees or more	24%	9	3.2	29
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	4.0	4
	\$5m-\$9.99m	15%	2	1.0	2
	\$10m or more	21%	8	3.5	28
Sectors Supported	Adult Behavioral Health	15%	6	1.8	11
	Arts, Culture, Humanities				
	Basic Needs	12%	3	1.0	3
	Children's Services	21%	7	3.9	27
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	37%	10	3.0	30
	Education	15%	4	5.0	20
	Employment or job	14%	3	1.0	3
	Environment				
	Health care (non-hospital)	14%	3	2.7	8
	Higher Education				
	Housing	10%	3	1.0	3
	Intellectual Disabilities	33%	10	3.3	33
	Mental Health	7%	3	1.0	3
	Public Benefit	8%	1	1.0	1
	Recreation, sports, leisure	10%	1	2.0	2
Seniors					
Year Founded	Before 1950	6%	1	5.0	5
	1950-1969	19%	4	3.8	15
	1970-1979	8%	2	1.0	2
	1980-1989	11%	1	5.0	5
	1990-1999				
	2000 or later	14%	1	4.0	4
Ex. Director/CEO Gender	Female	13%	7	3.7	26
	Male	9%	3	1.3	4
Experience as Ex. Director/CEO	5 years or less	9%	2	3.0	6
	6-10 years	12%	3	2.3	7
	11-20 years	6%	1	1.0	1
	More than 20 years	16%	4	4.0	16

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)

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$33.48	\$24.00	\$30.60	\$33.00	\$35.65	\$48.19	11
All Employees	Fewer than 10 employees	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	1
	10-49 employees							
	50-99 employees	\$34.68	\$34.68	\$34.68	\$34.68	\$34.68	\$34.68	1
	100-249 employees							
	250 employees or more	\$33.34	\$24.00	\$30.00	\$31.98	\$36.61	\$48.19	9
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	1
	\$5m-\$9.99m	\$31.52	\$28.35	\$29.93	\$31.52	\$33.10	\$34.68	2
	\$10m or more	\$33.96	\$24.00	\$30.90	\$32.49	\$36.64	\$48.19	8
Sectors Supported	Adult Behavioral Health	\$31.15	\$24.00	\$30.30	\$31.59	\$32.75	\$36.72	6
	Arts, Culture, Humanities							
	Basic Needs	\$30.64	\$24.00	\$27.60	\$31.20	\$33.96	\$36.72	3
	Children's Services	\$35.63	\$30.00	\$31.59	\$34.68	\$36.67	\$48.19	7
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$33.47	\$24.00	\$30.30	\$32.49	\$36.13	\$48.19	10
	Education	\$37.87	\$31.98	\$34.01	\$35.65	\$39.51	\$48.19	4
	Employment or job	\$33.64	\$31.20	\$32.10	\$33.00	\$34.86	\$36.72	3
	Environment							
	Health care (non-hospital)	\$28.66	\$24.00	\$27.00	\$30.00	\$30.99	\$31.98	3
	Higher Education							
	Housing	\$33.64	\$31.20	\$32.10	\$33.00	\$34.86	\$36.72	3
	Intellectual Disabilities	\$33.99	\$24.00	\$31.40	\$33.26	\$36.13	\$48.19	10
	Mental Health	\$33.64	\$31.20	\$32.10	\$33.00	\$34.86	\$36.72	3
	Public Benefit	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	1
	Recreation, sports, leisure	\$31.98	\$31.98	\$31.98	\$31.98	\$31.98	\$31.98	1
Seniors								
Year Founded	Before 1950	\$36.61	\$36.61	\$36.61	\$36.61	\$36.61	\$36.61	1
	1950-1969	\$32.94	\$24.00	\$27.26	\$29.78	\$35.45	\$48.19	4
	1970-1979	\$35.70	\$34.68	\$35.19	\$35.70	\$36.21	\$36.72	2
	1980-1989	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	1990-1999							
	2000 or later	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	\$33.52	1
Ex. Director/CEO Gender	Female	\$33.84	\$24.00	\$29.18	\$33.00	\$36.67	\$48.19	7
	Male	\$32.62	\$31.20	\$31.59	\$31.98	\$33.33	\$34.68	3
Experience as Ex. Director/CEO	5 years or less	\$32.34	\$30.00	\$31.17	\$32.34	\$33.51	\$34.68	2
	6-10 years	\$33.89	\$28.35	\$32.48	\$36.61	\$36.67	\$36.72	3
	11-20 years	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	\$33.00	1
	More than 20 years	\$33.84	\$24.00	\$29.40	\$31.59	\$36.03	\$48.19	4

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	35%	33	8.6	268
All Employees	Fewer than 10 employees	50%	1	17.0	17
	10-49 employees	9%	1	25.0	25
	50-99 employees	37%	7	4.6	32
	100-249 employees	46%	11	11.6	104
	250 employees or more	35%	13	6.9	90
Total Operating Expenses	Less than \$250k	17%	1	20.0	20
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	23%	5	4.8	24
	\$5m-\$9.99m	38%	5	13.8	69
	\$10m or more	54%	21	8.1	154
Sectors Supported	Adult Behavioral Health	68%	27	8.2	205
	Arts, Culture, Humanities				
	Basic Needs	38%	10	4.2	38
	Children's Services	47%	16	9.3	149
	Comm, volunteerism, econ	15%	2	3.5	7
	Criminal Justice	50%	3	4.3	13
	Developmental Disabilities	26%	7	3.1	22
	Education	30%	8	6.1	49
	Employment or job	29%	6	7.0	35
	Environment				
	Health care (non-hospital)	71%	15	9.2	129
	Higher Education				
	Housing	39%	12	2.8	31
	Intellectual Disabilities	23%	7	3.3	23
	Mental Health	63%	29	8.7	236
	Public Benefit	8%	1	1.0	1
	Recreation, sports, leisure	10%	1	4.0	4
Seniors	43%	6	5.2	26	
Year Founded	Before 1950	35%	6	6.4	32
	1950-1969	33%	7	7.0	49
	1970-1979	58%	14	12.5	162
	1980-1989	22%	2	7.0	14
	1990-1999	8%	1	6.0	6
	2000 or later	29%	2	2.0	4
Ex. Director/CEO Gender	Female	33%	18	10.2	174
	Male	41%	14	5.7	74
Experience as Ex. Director/CEO	5 years or less	50%	11	6.7	67
	6-10 years	35%	9	5.9	47
	11-20 years	38%	6	12.5	75
	More than 20 years	28%	7	11.3	79

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$35.86	\$23.00	\$28.36	\$31.96	\$36.00	\$116.21	31
All Employees	Fewer than 10 employees	\$28.56	\$28.56	\$28.56	\$28.56	\$28.56	\$28.56	1
	10-49 employees	\$34.65	\$34.65	\$34.65	\$34.65	\$34.65	\$34.65	1
	50-99 employees	\$42.46	\$26.65	\$28.16	\$30.40	\$33.82	\$116.21	7
	100-249 employees	\$36.38	\$23.00	\$29.58	\$33.00	\$36.00	\$72.41	9
	250 employees or more	\$32.61	\$24.00	\$29.23	\$31.96	\$36.00	\$43.00	13
Total Operating Expenses	Less than \$250k	\$31.29	\$31.29	\$31.29	\$31.29	\$31.29	\$31.29	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$32.42	\$28.15	\$30.40	\$31.25	\$35.92	\$36.39	5
	\$5m-\$9.99m	\$44.72	\$23.00	\$26.65	\$28.16	\$29.58	\$116.21	5
	\$10m or more	\$34.54	\$24.00	\$28.90	\$33.00	\$36.00	\$72.41	19
Sectors Supported	Adult Behavioral Health	\$35.20	\$23.00	\$28.56	\$31.41	\$36.00	\$116.21	25
	Arts, Culture, Humanities							
	Basic Needs	\$42.05	\$24.00	\$28.15	\$34.08	\$38.46	\$116.21	9
	Children's Services	\$35.67	\$23.00	\$27.84	\$29.99	\$34.20	\$116.21	16
	Comm, volunteerism, econ	\$31.12	\$28.15	\$29.63	\$31.12	\$32.60	\$34.08	2
	Criminal Justice	\$30.01	\$26.65	\$29.03	\$31.41	\$31.69	\$31.96	3
	Developmental Disabilities	\$39.19	\$25.56	\$29.44	\$36.00	\$40.73	\$72.41	7
	Education	\$40.02	\$24.00	\$27.85	\$29.41	\$32.49	\$116.21	8
	Employment or job	\$33.81	\$24.00	\$31.41	\$34.65	\$36.00	\$43.00	5
	Environment							
	Health care (non-hospital)	\$30.95	\$24.00	\$27.24	\$29.93	\$34.16	\$40.00	14
	Higher Education							
	Housing	\$40.58	\$24.00	\$30.24	\$34.08	\$37.26	\$116.21	11
	Intellectual Disabilities	\$40.40	\$26.92	\$33.02	\$36.00	\$40.73	\$72.41	7
	Mental Health	\$35.13	\$23.00	\$28.16	\$31.96	\$36.00	\$116.21	27
	Public Benefit	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	\$36.00	1
	Recreation, sports, leisure	\$116.21	\$116.21	\$116.21	\$116.21	\$116.21	\$116.21	1
Seniors	\$47.67	\$24.00	\$28.15	\$34.08	\$35.92	\$116.21	5	
Year Founded	Before 1950	\$48.47	\$26.92	\$29.23	\$34.08	\$35.92	\$116.21	5
	1950-1969	\$35.58	\$24.00	\$26.86	\$31.41	\$33.78	\$72.41	7
	1970-1979	\$31.00	\$23.00	\$28.15	\$31.25	\$31.96	\$43.00	13
	1980-1989	\$36.20	\$36.00	\$36.10	\$36.20	\$36.29	\$36.39	2
	1990-1999	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	2000 or later	\$34.43	\$30.40	\$32.42	\$34.43	\$36.45	\$38.46	2
Ex. Director/CEO Gender	Female	\$34.67	\$23.00	\$30.40	\$33.00	\$36.00	\$72.41	17
	Male	\$37.78	\$25.56	\$28.15	\$29.58	\$36.00	\$116.21	13
Experience as Ex. Director/CEO	5 years or less	\$33.88	\$28.15	\$29.67	\$35.00	\$36.31	\$40.00	10
	6-10 years	\$31.07	\$25.56	\$28.59	\$30.42	\$31.46	\$43.00	8
	11-20 years	\$32.08	\$26.92	\$28.19	\$33.31	\$35.66	\$36.00	6
	More than 20 years	\$47.43	\$23.00	\$27.20	\$31.41	\$53.48	\$116.21	7

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	31%	29	8.5	237
All Employees	Fewer than 10 employees	50%	1	27.0	27
	10-49 employees	9%	1	18.0	18
	50-99 employees	47%	9	5.1	46
	100-249 employees	29%	7	9.8	59
	250 employees or more	30%	11	7.9	87
Total Operating Expenses	Less than \$250k	17%	1	12.0	12
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	27%	6	3.0	18
	\$5m-\$9.99m	31%	4	8.0	32
	\$10m or more	44%	17	10.8	173
Sectors Supported	Adult Behavioral Health	55%	22	9.0	190
	Arts, Culture, Humanities				
	Basic Needs	31%	8	7.9	63
	Children's Services	38%	13	9.2	120
	Comm, volunteerism, econ	15%	2	5.0	10
	Criminal Justice	33%	2	17.5	35
	Developmental Disabilities	26%	7	7.9	55
	Education	19%	5	15.6	78
	Employment or job	14%	3	7.7	23
	Environment				
	Health care (non-hospital)	67%	14	9.2	120
	Higher Education				
	Housing	29%	9	7.1	64
	Intellectual Disabilities	20%	6	9.0	54
	Mental Health	50%	23	8.4	185
	Public Benefit	15%	2	3.0	6
	Recreation, sports, leisure	10%	1	13.0	13
Seniors	21%	3	9.5	19	
Year Founded	Before 1950	24%	4	15.3	46
	1950-1969	29%	6	4.2	25
	1970-1979	54%	13	11.3	147
	1980-1989	33%	3	3.0	9
	1990-1999	8%	1	4.0	4
	2000 or later	29%	2	3.0	6
Ex. Director/CEO Gender	Female	31%	17	7.8	124
	Male	32%	11	9.2	101
Experience as Ex. Director/CEO	5 years or less	41%	9	8.9	71
	6-10 years	35%	9	7.7	69
	11-20 years	38%	6	11.3	68
	More than 20 years	20%	5	5.8	29

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$27.68	\$21.28	\$23.69	\$24.99	\$26.95	\$75.00	28
All Employees	Fewer than 10 employees	\$23.24	\$23.24	\$23.24	\$23.24	\$23.24	\$23.24	1
	10-49 employees	\$28.65	\$28.65	\$28.65	\$28.65	\$28.65	\$28.65	1
	50-99 employees	\$26.50	\$22.94	\$24.68	\$25.24	\$26.79	\$35.82	9
	100-249 employees	\$24.49	\$21.64	\$24.00	\$24.02	\$24.95	\$28.01	6
	250 employees or more	\$30.70	\$21.28	\$23.57	\$25.69	\$26.99	\$75.00	11
Total Operating Expenses	Less than \$250k	\$24.56	\$24.56	\$24.56	\$24.56	\$24.56	\$24.56	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$27.21	\$23.00	\$24.69	\$24.99	\$28.64	\$35.82	6
	\$5m-\$9.99m	\$24.77	\$22.94	\$23.59	\$24.67	\$25.84	\$26.79	4
	\$10m or more	\$28.85	\$21.28	\$23.31	\$24.65	\$27.57	\$75.00	16
Sectors Supported	Adult Behavioral Health	\$25.66	\$21.28	\$23.81	\$24.68	\$26.52	\$41.00	21
	Arts, Culture, Humanities							
	Basic Needs	\$25.03	\$22.94	\$24.52	\$24.99	\$25.77	\$26.55	8
	Children's Services	\$27.06	\$22.50	\$24.68	\$25.69	\$28.01	\$41.00	13
	Comm, volunteerism, econ	\$24.25	\$23.81	\$24.03	\$24.25	\$24.46	\$24.68	2
	Criminal Justice	\$23.49	\$22.94	\$23.22	\$23.49	\$23.77	\$24.04	2
	Developmental Disabilities	\$34.13	\$22.50	\$23.69	\$26.52	\$33.78	\$75.00	7
	Education	\$25.07	\$23.33	\$24.04	\$25.52	\$25.69	\$26.79	5
	Employment or job	\$26.81	\$25.25	\$25.89	\$26.52	\$27.59	\$28.65	3
	Environment							
	Health care (non-hospital)	\$25.74	\$21.28	\$22.94	\$24.56	\$26.79	\$41.00	13
	Higher Education							
	Housing	\$24.76	\$21.28	\$23.81	\$25.25	\$25.69	\$26.55	9
	Intellectual Disabilities	\$36.07	\$23.33	\$24.66	\$26.54	\$37.39	\$75.00	6
	Mental Health	\$25.51	\$21.28	\$23.45	\$24.96	\$26.73	\$35.82	22
	Public Benefit	\$24.27	\$23.81	\$24.04	\$24.27	\$24.50	\$24.73	2
	Recreation, sports, leisure	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	1
Seniors	\$25.10	\$24.68	\$24.89	\$25.10	\$25.31	\$25.52	2	
Year Founded	Before 1950	\$24.85	\$23.33	\$24.43	\$25.52	\$25.61	\$25.69	3
	1950-1969	\$33.22	\$22.50	\$23.25	\$25.40	\$27.71	\$75.00	6
	1970-1979	\$24.63	\$21.28	\$23.24	\$24.68	\$25.25	\$28.65	13
	1980-1989	\$33.61	\$24.00	\$29.91	\$35.82	\$38.41	\$41.00	3
	1990-1999	\$23.81	\$23.81	\$23.81	\$23.81	\$23.81	\$23.81	1
	2000 or later	\$28.16	\$26.55	\$27.36	\$28.16	\$28.97	\$29.77	2
Ex. Director/CEO Gender	Female	\$30.21	\$21.28	\$23.95	\$26.66	\$28.93	\$75.00	16
	Male	\$24.28	\$21.64	\$23.29	\$24.68	\$25.39	\$26.55	11
Experience as Ex. Director/CEO	5 years or less	\$27.92	\$21.28	\$23.81	\$25.62	\$29.05	\$41.00	8
	6-10 years	\$24.61	\$22.50	\$24.04	\$24.73	\$25.25	\$26.52	9
	11-20 years	\$33.34	\$21.64	\$23.50	\$25.71	\$28.34	\$75.00	6
	More than 20 years	\$26.02	\$23.00	\$23.81	\$25.52	\$28.01	\$29.77	5

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	9%	8	6.0	42
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	11%	2	1.5	3
	100-249 employees	4%	1		
	250 employees or more	14%	5	7.8	39
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	2.0	2
	\$5m-\$9.99m	8%	1	1.0	1
	\$10m or more	15%	6	7.8	39
Sectors Supported	Adult Behavioral Health	8%	3	17.0	34
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services	15%	5	1.6	8
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	11%	3	1.7	5
	Education	15%	4	1.5	6
	Employment or job	5%	1	2.0	2
	Environment				
	Health care (non-hospital)	24%	5	9.3	37
	Higher Education				
	Housing	6%	2	17.0	34
	Intellectual Disabilities	13%	4	1.8	7
	Mental Health	9%	4	11.7	35
	Public Benefit				
	Recreation, sports, leisure	20%	2	2.0	4
Seniors	7%	1			
Year Founded	Before 1950	24%	4	1.7	5
	1950-1969	10%	2	1.5	3
	1970-1979	4%	1	32.0	32
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	11%	6	7.6	38
	Male	6%	2	2.0	4
Experience as Ex. Director/CEO	5 years or less	14%	3	16.5	33
	6-10 years	4%	1	1.0	1
	11-20 years	6%	1	2.0	2
	More than 20 years	12%	3	2.0	6

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$38.73	\$18.32	\$30.63	\$32.90	\$47.50	\$63.66	7
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$53.83	\$44.00	\$48.92	\$53.83	\$58.75	\$63.66	2
	100-249 employees							
	250 employees or more	\$32.70	\$18.32	\$29.42	\$31.84	\$32.90	\$51.00	5
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	\$44.00	1
	\$5m-\$9.99m	\$63.66	\$63.66	\$63.66	\$63.66	\$63.66	\$63.66	1
	\$10m or more	\$32.70	\$18.32	\$29.42	\$31.84	\$32.90	\$51.00	5
Sectors Supported	Adult Behavioral Health	\$25.08	\$18.32	\$21.70	\$25.08	\$28.46	\$31.84	2
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services	\$41.76	\$29.42	\$31.84	\$32.90	\$51.00	\$63.66	5
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$31.39	\$29.42	\$30.63	\$31.84	\$32.37	\$32.90	3
	Education	\$39.46	\$29.42	\$31.24	\$32.37	\$40.59	\$63.66	4
	Employment or job	\$51.00	\$51.00	\$51.00	\$51.00	\$51.00	\$51.00	1
	Environment							
	Health care (non-hospital)	\$39.46	\$18.32	\$28.46	\$37.92	\$48.92	\$63.66	4
	Higher Education							
	Housing	\$34.66	\$18.32	\$26.49	\$34.66	\$42.83	\$51.00	2
	Intellectual Disabilities	\$36.29	\$29.42	\$31.24	\$32.37	\$37.43	\$51.00	4
	Mental Health	\$37.13	\$18.32	\$23.87	\$29.42	\$46.54	\$63.66	3
	Public Benefit							
Recreation, sports, leisure	\$41.42	\$31.84	\$36.63	\$41.42	\$46.21	\$51.00	2	
Seniors								
Year Founded	Before 1950	\$35.44	\$29.42	\$31.16	\$32.90	\$38.45	\$44.00	3
	1950-1969	\$57.33	\$51.00	\$54.17	\$57.33	\$60.50	\$63.66	2
	1970-1979	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$41.98	\$18.32	\$32.90	\$44.00	\$51.00	\$63.66	5
	Male	\$30.63	\$29.42	\$30.03	\$30.63	\$31.24	\$31.84	2
Experience as Ex. Director/CEO	5 years or less	\$40.99	\$18.32	\$29.66	\$40.99	\$52.33	\$63.66	2
	6-10 years	\$32.90	\$32.90	\$32.90	\$32.90	\$32.90	\$32.90	1
	11-20 years	\$29.42	\$29.42	\$29.42	\$29.42	\$29.42	\$29.42	1
	More than 20 years	\$42.28	\$31.84	\$37.92	\$44.00	\$47.50	\$51.00	3

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	6%	6	1.5	9
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees	16%	3	1.0	3
	100-249 employees				
	250 employees or more	8%	3	2.0	6
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m	15%	2	1.0	2
	\$10m or more	8%	3	2.0	6
Sectors Supported	Adult Behavioral Health	3%	1	4.0	4
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services	15%	5	1.6	8
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	11%	3	2.0	6
	Education	15%	4	1.8	7
	Employment or job	5%	1	1.0	1
	Environment				
	Health care (non-hospital)	14%	3	2.0	6
	Higher Education				
	Housing	3%	1	1.0	1
	Intellectual Disabilities	13%	4	1.8	7
	Mental Health	4%	2	1.0	2
	Public Benefit				
	Recreation, sports, leisure	20%	2	2.5	5
Seniors					
Year Founded	Before 1950	12%	2	1.0	2
	1950-1969	10%	2	1.0	2
	1970-1979	4%	1	1.0	1
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	5%	3	1.0	3
	Male	9%	3	2.0	6
Experience as Ex. Director/CEO	5 years or less	9%	2	1.0	2
	6-10 years				
	11-20 years	6%	1	1.0	1
	More than 20 years	12%	3	2.0	6

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	\$44.52	\$34.66	\$37.29	\$43.73	\$47.86	\$60.63	6
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees	\$40.89	\$34.66	\$37.33	\$40.00	\$44.00	\$48.00	3
	100-249 employees							
	250 employees or more	\$48.15	\$36.38	\$41.92	\$47.45	\$54.04	\$60.63	3
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1
	\$5m-\$9.99m	\$41.33	\$34.66	\$38.00	\$41.33	\$44.67	\$48.00	2
	\$10m or more	\$48.15	\$36.38	\$41.92	\$47.45	\$54.04	\$60.63	3
Sectors Supported	Adult Behavioral Health	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38	\$36.38	1
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services	\$45.42	\$34.66	\$36.38	\$47.45	\$48.00	\$60.63	5
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$39.50	\$34.66	\$35.52	\$36.38	\$41.92	\$47.45	3
	Education	\$41.62	\$34.66	\$35.95	\$41.92	\$47.59	\$48.00	4
	Employment or job	\$60.63	\$60.63	\$60.63	\$60.63	\$60.63	\$60.63	1
	Environment							
	Health care (non-hospital)	\$41.46	\$36.38	\$38.19	\$40.00	\$44.00	\$48.00	3
	Higher Education							
	Housing	\$60.63	\$60.63	\$60.63	\$60.63	\$60.63	\$60.63	1
	Intellectual Disabilities	\$44.78	\$34.66	\$35.95	\$41.92	\$50.75	\$60.63	4
	Mental Health	\$47.73	\$47.45	\$47.59	\$47.73	\$47.86	\$48.00	2
	Public Benefit							
Recreation, sports, leisure	\$48.51	\$36.38	\$42.44	\$48.51	\$54.57	\$60.63	2	
Seniors								
Year Founded	Before 1950	\$43.73	\$40.00	\$41.86	\$43.73	\$45.59	\$47.45	2
	1950-1969	\$54.32	\$48.00	\$51.16	\$54.32	\$57.47	\$60.63	2
	1970-1979	\$34.66	\$34.66	\$34.66	\$34.66	\$34.66	\$34.66	1
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$49.54	\$40.00	\$44.00	\$48.00	\$54.32	\$60.63	3
	Male	\$39.50	\$34.66	\$35.52	\$36.38	\$41.92	\$47.45	3
Experience as Ex. Director/CEO	5 years or less	\$41.33	\$34.66	\$38.00	\$41.33	\$44.67	\$48.00	2
	6-10 years							
	11-20 years	\$47.45	\$47.45	\$47.45	\$47.45	\$47.45	\$47.45	1
	More than 20 years	\$45.67	\$36.38	\$38.19	\$40.00	\$50.32	\$60.63	3

Q600a_16_1: For each type of position contained in your organization, please indicate the number of employees in that category - Vocational 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	23%	21	18.3	366
All Employees	Fewer than 10 employees				
	10-49 employees	18%	2	5.0	5
	50-99 employees	21%	4	6.3	25
	100-249 employees	25%	6	18.3	110
	250 employees or more	24%	9	25.1	226
Total Operating Expenses	Less than \$250k	17%	1	1.0	1
	\$250k-\$499k	14%	1		
	\$500k-\$999k				
	\$1m-\$4.99m	14%	3	7.7	23
	\$5m-\$9.99m	15%	2	49.0	98
	\$10m or more	33%	13	18.0	234
Sectors Supported	Adult Behavioral Health	35%	14	24.5	343
	Arts, Culture, Humanities	33%	1	3.0	3
	Basic Needs	19%	5	7.0	35
	Children's Services	21%	7	4.7	33
	Comm, volunteerism, econ	8%	1	3.0	3
	Criminal Justice	50%	3	2.0	6
	Developmental Disabilities	37%	10	31.9	319
	Education	22%	6	1.8	9
	Employment or job	38%	8	41.0	328
	Environment				
	Health care (non-hospital)	33%	7	3.9	27
	Higher Education	50%	1		
	Housing	19%	6	36.2	217
	Intellectual Disabilities	37%	11	30.2	332
	Mental Health	35%	16	22.6	362
	Public Benefit	23%	3	63.3	190
	Recreation, sports, leisure	20%	2	2.0	4
	Seniors				
Year Founded	Before 1950	24%	4	4.0	16
	1950-1969	19%	4	5.0	20
	1970-1979	33%	8	5.7	40
	1980-1989	11%	1	5.0	5
	1990-1999	8%	1	96.0	96
	2000 or later	14%	1	10.0	10
Ex. Director/CEO Gender	Female	25%	14	23.9	334
	Male	18%	6	6.2	31
Experience as Ex. Director/CEO	5 years or less	27%	6	6.4	32
	6-10 years	23%	6	20.0	120
	11-20 years	38%	6	34.5	207
	More than 20 years	12%	3	2.3	7

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

		Mean	Min	1st Q	Med	3rd Q	Max	N	
OVERALL	2021	\$19.37	\$16.00	\$17.17	\$18.87	\$20.57	\$25.75	21	
All Employees	Fewer than 10 employees								
	10-49 employees	\$20.46	\$20.00	\$20.23	\$20.46	\$20.68	\$20.91	2	
	50-99 employees	\$18.71	\$16.20	\$18.08	\$18.84	\$19.46	\$20.96	4	
	100-249 employees	\$18.23	\$16.00	\$16.84	\$18.66	\$19.12	\$20.57	6	
	250 employees or more	\$20.19	\$16.20	\$17.17	\$18.87	\$24.31	\$25.75	9	
Total Operating Expenses	Less than \$250k	\$18.87	\$18.87	\$18.87	\$18.87	\$18.87	\$18.87	1	
	\$250k-\$499k	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1	
	\$500k-\$999k								
	\$1m-\$4.99m	\$17.96	\$16.20	\$17.46	\$18.71	\$18.84	\$18.96	3	
	\$5m-\$9.99m	\$18.62	\$16.27	\$17.44	\$18.62	\$19.79	\$20.96	2	
	\$10m or more	\$19.99	\$16.00	\$18.00	\$19.23	\$20.91	\$25.75	13	
Sectors Supported	Adult Behavioral Health	\$18.78	\$16.00	\$16.45	\$18.82	\$20.24	\$25.75	14	
	Arts, Culture, Humanities	\$18.77	\$18.77	\$18.77	\$18.77	\$18.77	\$18.77	1	
	Basic Needs	\$18.70	\$16.20	\$17.00	\$18.77	\$20.57	\$20.96	5	
	Children's Services	\$20.67	\$16.20	\$18.39	\$20.57	\$22.70	\$25.75	7	
	Comm, volunteerism, econ	\$18.77	\$18.77	\$18.77	\$18.77	\$18.77	\$18.77	1	
	Criminal Justice	\$20.10	\$18.77	\$19.67	\$20.57	\$20.77	\$20.96	3	
	Developmental Disabilities	\$19.39	\$16.20	\$17.04	\$18.27	\$20.40	\$25.75	10	
	Education	\$21.26	\$18.00	\$19.08	\$20.29	\$23.51	\$25.75	6	
	Employment or job	\$18.05	\$16.20	\$16.25	\$17.97	\$19.19	\$20.91	8	
	Environment								
	Health care (non-hospital)	\$20.30	\$16.00	\$17.94	\$19.23	\$22.64	\$25.75	7	
	Higher Education	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1	
	Housing	\$17.72	\$16.20	\$16.40	\$17.09	\$18.37	\$20.96	6	
	Intellectual Disabilities	\$19.35	\$16.20	\$17.09	\$18.54	\$20.23	\$25.75	11	
	Mental Health	\$18.88	\$16.20	\$17.13	\$18.82	\$20.05	\$24.31	16	
	Public Benefit	\$18.61	\$17.17	\$17.97	\$18.77	\$19.33	\$19.88	3	
	Recreation, sports, leisure	\$22.26	\$18.77	\$20.52	\$22.26	\$24.01	\$25.75	2	
	Seniors								
	Year Founded	Before 1950	\$20.29	\$18.00	\$18.58	\$19.33	\$21.03	\$24.49	4
		1950-1969	\$18.05	\$16.00	\$17.91	\$18.63	\$18.77	\$18.96	4
1970-1979		\$20.13	\$16.20	\$19.14	\$20.29	\$20.92	\$24.31	8	
1980-1989		\$16.20	\$16.20	\$16.20	\$16.20	\$16.20	\$16.20	1	
1990-1999		\$16.27	\$16.27	\$16.27	\$16.27	\$16.27	\$16.27	1	
2000 or later		\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1	
Ex. Director/CEO Gender	Female	\$19.15	\$16.00	\$16.50	\$18.74	\$20.83	\$24.49	14	
	Male	\$19.98	\$17.00	\$18.31	\$19.56	\$19.97	\$25.75	6	
Experience as Ex. Director/CEO	5 years or less	\$17.82	\$16.00	\$16.40	\$17.89	\$18.91	\$20.00	6	
	6-10 years	\$19.56	\$16.20	\$16.92	\$19.72	\$20.86	\$24.49	6	
	11-20 years	\$19.92	\$17.17	\$18.31	\$19.56	\$20.65	\$24.31	6	
	More than 20 years	\$21.00	\$18.54	\$18.63	\$18.71	\$22.23	\$25.75	3	

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	15%	14	12.4	173
All Employees	Fewer than 10 employees				
	10-49 employees	9%	1	30.0	30
	50-99 employees	16%	3	8.0	24
	100-249 employees	13%	3	6.0	18
	250 employees or more	19%	7	14.4	101
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k	25%	1	30.0	30
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m	23%	3	10.0	30
	\$10m or more	21%	8	13.0	104
Sectors Supported	Adult Behavioral Health	15%	6	6.2	37
	Arts, Culture, Humanities	33%	1	30.0	30
	Basic Needs	12%	3	5.7	17
	Children's Services	35%	12	13.7	164
	Comm, volunteerism, econ	15%	2	7.0	14
	Criminal Justice	17%	1	3.0	3
	Developmental Disabilities	30%	8	14.4	115
	Education	41%	11	14.4	158
	Employment or job	10%	2	4.5	9
	Environment				
	Health care (non-hospital)	10%	2	10.0	20
	Higher Education				
	Housing	13%	4	5.3	21
	Intellectual Disabilities	30%	9	13.4	121
	Mental Health	17%	8	9.5	76
	Public Benefit	8%	1	6.0	6
	Recreation, sports, leisure	20%	2	11.0	22
	Seniors	14%	2	7.0	14
Year Founded	Before 1950	24%	4	14.3	57
	1950-1969	10%	2	17.5	35
	1970-1979	21%	5	6.2	31
	1980-1989	11%	1	30.0	30
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female	15%	8	13.0	104
	Male	15%	5	12.2	61
Experience as Ex. Director/CEO	5 years or less	14%	3	9.7	29
	6-10 years	15%	4	9.3	37
	11-20 years	13%	2	11.5	23
	More than 20 years	16%	4	19.0	76

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$27.60	\$15.58	\$24.12	\$29.55	\$31.85	\$38.02	14
All Employees	Fewer than 10 employees							
	10-49 employees	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	50-99 employees	\$28.65	\$24.04	\$27.26	\$30.47	\$30.96	\$31.44	3
	100-249 employees	\$27.15	\$18.00	\$24.75	\$31.50	\$31.73	\$31.96	3
	250 employees or more	\$26.28	\$15.58	\$21.72	\$25.10	\$30.92	\$38.02	7
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	\$1m-\$4.99m	\$24.04	\$24.04	\$24.04	\$24.04	\$24.04	\$24.04	1
	\$5m-\$9.99m	\$31.29	\$30.47	\$30.96	\$31.44	\$31.70	\$31.96	3
	\$10m or more	\$26.93	\$15.58	\$23.03	\$26.86	\$31.93	\$38.02	8
Sectors Supported	Adult Behavioral Health	\$25.90	\$15.58	\$20.32	\$27.77	\$31.85	\$33.21	6
	Arts, Culture, Humanities	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	Basic Needs	\$21.69	\$15.58	\$16.79	\$18.00	\$24.75	\$31.50	3
	Children's Services	\$28.58	\$15.58	\$24.84	\$30.96	\$32.27	\$38.02	12
	Comm, volunteerism, econ	\$16.79	\$15.58	\$16.19	\$16.79	\$17.40	\$18.00	2
	Criminal Justice	\$31.50	\$31.50	\$31.50	\$31.50	\$31.50	\$31.50	1
	Developmental Disabilities	\$28.92	\$19.08	\$24.91	\$30.03	\$31.93	\$38.02	8
	Education	\$29.57	\$15.58	\$26.86	\$31.44	\$32.59	\$38.02	11
	Employment or job	\$21.72	\$19.08	\$20.40	\$21.72	\$23.03	\$24.35	2
	Environment							
	Health care (non-hospital)	\$31.84	\$30.47	\$31.16	\$31.84	\$32.53	\$33.21	2
	Higher Education							
	Housing	\$19.18	\$15.58	\$17.40	\$18.54	\$20.32	\$24.04	4
	Intellectual Disabilities	\$27.43	\$15.58	\$24.35	\$28.62	\$31.50	\$38.02	9
	Mental Health	\$26.59	\$15.58	\$22.80	\$27.79	\$31.62	\$35.00	8
	Public Benefit	\$19.08	\$19.08	\$19.08	\$19.08	\$19.08	\$19.08	1
	Recreation, sports, leisure	\$25.61	\$18.00	\$21.80	\$25.61	\$29.41	\$33.21	2
Seniors	\$16.79	\$15.58	\$16.19	\$16.79	\$17.40	\$18.00	2	
Year Founded	Before 1950	\$21.83	\$15.58	\$17.40	\$21.55	\$25.98	\$28.62	4
	1950-1969	\$34.25	\$30.47	\$32.36	\$34.25	\$36.13	\$38.02	2
	1970-1979	\$28.66	\$24.04	\$24.35	\$31.44	\$31.50	\$31.96	5
	1980-1989	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female	\$28.89	\$19.08	\$24.27	\$29.55	\$32.38	\$38.02	8
	Male	\$27.46	\$15.58	\$25.10	\$31.44	\$31.96	\$33.21	5
Experience as Ex. Director/CEO	5 years or less	\$25.83	\$15.58	\$23.03	\$30.47	\$30.96	\$31.44	3
	6-10 years	\$29.03	\$24.04	\$27.48	\$30.06	\$31.62	\$31.96	4
	11-20 years	\$22.09	\$19.08	\$20.59	\$22.09	\$23.60	\$25.10	2
	More than 20 years	\$32.65	\$24.35	\$31.00	\$34.11	\$35.76	\$38.02	4

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

		<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%	11	12.8	141
All Employees	Fewer than 10 employees				
	10-49 employees	18%	2	5.5	11
	50-99 employees	16%	3	6.0	18
	100-249 employees	4%	1	12.0	12
	250 employees or more	14%	5	20.0	100
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	14%	1	4.0	4
	\$500k-\$999k	25%	1	7.0	7
	\$1m-\$4.99m	18%	4	10.8	43
	\$5m-\$9.99m	8%	1	12.0	12
\$10m or more	10%	4	18.8	75	
Sectors Supported	Adult Behavioral Health	10%	4	15.8	63
	Arts, Culture, Humanities				
	Basic Needs	15%	4	12.5	50
	Children's Services	24%	8	13.5	108
	Comm, volunteerism, econ	8%	1	8.0	8
	Criminal Justice				
	Developmental Disabilities				
	Education	30%	8	15.4	123
	Employment or job	5%	1	14.0	14
	Environment				
	Health care (non-hospital)	5%	1	14.0	14
	Higher Education	50%	1	7.0	7
	Housing	10%	3	17.0	51
	Intellectual Disabilities	3%	1	8.0	8
	Mental Health	9%	4	9.0	36
	Public Benefit				
	Recreation, sports, leisure	10%	1	25.0	25
Seniors	21%	3	15.7	47	
Year Founded	Before 1950	24%	4	16.5	66
	1950-1969	10%	2	19.0	38
	1970-1979	8%	2	9.5	19
	1980-1989	11%	1	2.0	2
	1990-1999	17%	2	8.0	16
	2000 or later				
Ex. Director/CEO Gender	Female	13%	7	7.9	55
	Male	12%	4	21.5	86
Experience as Ex. Director/CEO	5 years or less	9%	2	5.0	10
	6-10 years	15%	4	16.0	64
	11-20 years	13%	2	17.0	34
	More than 20 years	12%	3	11.0	33

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

		Mean	Min	1st Q	Med	3rd Q	Max	N	
OVERALL	2021	\$19.69	\$15.50	\$16.50	\$17.74	\$22.04	\$31.00	11	
All Employees	Fewer than 10 employees								
	10-49 employees	\$23.50	\$16.00	\$19.75	\$23.50	\$27.25	\$31.00	2	
	50-99 employees	\$18.94	\$15.50	\$16.25	\$17.00	\$20.66	\$24.32	3	
	100-249 employees	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1	
	250 employees or more	\$19.36	\$17.00	\$17.74	\$18.00	\$21.69	\$22.38	5	
Total Operating Expenses	Less than \$250k								
	\$250k-\$499k	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1	
	\$500k-\$999k	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	1	
	\$1m-\$4.99m	\$18.46	\$15.50	\$16.63	\$17.00	\$18.83	\$24.32	4	
	\$5m-\$9.99m	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1	
	\$10m or more	\$19.95	\$17.74	\$17.94	\$19.85	\$21.86	\$22.38	4	
Sectors Supported	Adult Behavioral Health	\$18.36	\$16.00	\$17.31	\$17.87	\$18.92	\$21.69	4	
	Arts, Culture, Humanities								
	Basic Needs	\$18.53	\$16.00	\$17.31	\$17.87	\$19.10	\$22.38	4	
	Children's Services	\$19.30	\$16.00	\$16.75	\$17.37	\$18.92	\$31.00	8	
	Comm, volunteerism, econ	\$17.74	\$17.74	\$17.74	\$17.74	\$17.74	\$17.74	1	
	Criminal Justice								
	Developmental Disabilities								
	Education	\$20.04	\$15.50	\$17.00	\$17.87	\$21.86	\$31.00	8	
	Employment or job	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1	
	Environment								
	Health care (non-hospital)	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1	
	Higher Education	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00	1	
	Housing	\$19.14	\$17.74	\$17.87	\$18.00	\$19.85	\$21.69	3	
	Intellectual Disabilities	\$17.74	\$17.74	\$17.74	\$17.74	\$17.74	\$17.74	1	
	Mental Health	\$19.02	\$16.00	\$17.31	\$17.87	\$19.58	\$24.32	4	
	Public Benefit								
	Recreation, sports, leisure	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1	
	Seniors	\$17.58	\$17.00	\$17.37	\$17.74	\$17.87	\$18.00	3	
	Year Founded	Before 1950	\$18.11	\$16.00	\$16.75	\$17.37	\$18.73	\$21.69	4
		1950-1969	\$20.19	\$18.00	\$19.10	\$20.19	\$21.29	\$22.38	2
1970-1979		\$23.50	\$16.00	\$19.75	\$23.50	\$27.25	\$31.00	2	
1980-1989		\$24.32	\$24.32	\$24.32	\$24.32	\$24.32	\$24.32	1	
1990-1999		\$16.25	\$15.50	\$15.88	\$16.25	\$16.63	\$17.00	2	
2000 or later									
Ex. Director/CEO Gender	Female	\$19.69	\$15.50	\$16.00	\$17.00	\$21.16	\$31.00	7	
	Male	\$19.70	\$17.00	\$17.56	\$19.72	\$21.86	\$22.38	4	
Experience as Ex. Director/CEO	5 years or less	\$21.03	\$17.74	\$19.39	\$21.03	\$22.68	\$24.32	2	
	6-10 years	\$22.77	\$16.00	\$20.27	\$22.04	\$24.54	\$31.00	4	
	11-20 years	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	2	
	More than 20 years	\$16.50	\$15.50	\$15.75	\$16.00	\$17.00	\$18.00	3	

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	17%	16	17.0	272
All Employees	Fewer than 10 employees				
	10-49 employees	18%	2	2.5	5
	50-99 employees	16%	3	19.7	59
	100-249 employees	8%	2	4.0	8
	250 employees or more	24%	9	22.2	200
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	14%	1	2.0	2
	\$500k-\$999k	25%	1	3.0	3
	\$1m-\$4.99m	9%	2	23.0	46
	\$5m-\$9.99m	23%	3	16.3	49
\$10m or more	21%	8	20.6	165	
Sectors Supported	Adult Behavioral Health	8%	3	15.7	47
	Arts, Culture, Humanities				
	Basic Needs	15%	4	11.0	44
	Children's Services	38%	13	18.5	241
	Comm, volunteerism, econ	15%	2	4.0	8
	Criminal Justice				
	Developmental Disabilities	19%	5	28.8	144
	Education	44%	12	21.8	261
	Employment or job	14%	3	6.0	18
	Environment				
	Health care (non-hospital)	14%	3	10.7	32
	Higher Education	50%	1	3.0	3
	Housing	13%	4	10.8	43
	Intellectual Disabilities	20%	6	24.2	145
	Mental Health	7%	3	12.3	37
	Public Benefit				
	Recreation, sports, leisure	40%	4	13.8	55
Seniors	21%	3	17.7	53	
Year Founded	Before 1950	29%	5	17.0	85
	1950-1969	24%	5	23.0	115
	1970-1979	13%	3	16.0	48
	1980-1989				
	1990-1999	8%	1	11.0	11
	2000 or later				
Ex. Director/CEO Gender	Female	16%	9	12.7	114
	Male	18%	6	25.2	151
Experience as Ex. Director/CEO	5 years or less	9%	2	24.0	48
	6-10 years	19%	5	10.8	54
	11-20 years	19%	3	21.0	63
	More than 20 years	20%	5	20.0	100

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$16.36	\$14.00	\$14.38	\$16.00	\$17.27	\$20.73	16
All Employees	Fewer than 10 employees							
	10-49 employees	\$15.25	\$14.50	\$14.88	\$15.25	\$15.63	\$16.00	2
	50-99 employees	\$16.82	\$14.00	\$15.52	\$17.03	\$18.23	\$19.42	3
	100-249 employees	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	2
	250 employees or more	\$16.97	\$14.00	\$15.92	\$16.50	\$17.98	\$20.73	9
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	\$14.50	1
	\$500k-\$999k	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	\$1m-\$4.99m	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	2
	\$5m-\$9.99m	\$16.82	\$14.00	\$15.52	\$17.03	\$18.23	\$19.42	3
	\$10m or more	\$17.35	\$15.00	\$15.98	\$16.73	\$18.41	\$20.73	8
Sectors Supported	Adult Behavioral Health	\$17.22	\$15.00	\$15.46	\$15.92	\$18.33	\$20.73	3
	Arts, Culture, Humanities							
	Basic Needs	\$15.11	\$14.00	\$14.38	\$14.75	\$15.49	\$16.95	4
	Children's Services	\$16.37	\$14.00	\$14.50	\$16.00	\$17.03	\$20.73	13
	Comm, volunteerism, econ	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	2
	Criminal Justice							
	Developmental Disabilities	\$18.76	\$16.00	\$17.98	\$19.42	\$19.69	\$20.73	5
	Education	\$16.89	\$14.00	\$15.69	\$16.48	\$18.34	\$20.73	12
	Employment or job	\$16.49	\$15.00	\$15.75	\$16.50	\$17.24	\$17.98	3
	Environment							
	Health care (non-hospital)	\$17.59	\$15.00	\$16.02	\$17.03	\$18.88	\$20.73	3
	Higher Education	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	1
	Housing	\$15.36	\$14.00	\$14.75	\$15.46	\$16.07	\$16.50	4
	Intellectual Disabilities	\$18.39	\$16.00	\$16.87	\$18.70	\$19.62	\$20.73	6
	Mental Health	\$16.01	\$15.00	\$15.50	\$16.00	\$16.52	\$17.03	3
	Public Benefit							
	Recreation, sports, leisure	\$16.31	\$14.00	\$14.00	\$15.25	\$17.56	\$20.73	4
	Seniors	\$14.33	\$14.00	\$14.00	\$14.00	\$14.50	\$15.00	3
Year Founded	Before 1950	\$14.88	\$14.00	\$14.00	\$14.50	\$15.92	\$16.00	5
	1950-1969	\$17.03	\$15.00	\$16.50	\$16.95	\$17.03	\$19.69	5
	1970-1979	\$17.80	\$16.00	\$16.99	\$17.98	\$18.70	\$19.42	3
	1980-1989							
	1990-1999	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	\$14.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$16.08	\$14.00	\$14.50	\$16.00	\$17.03	\$19.69	9
	Male	\$17.17	\$14.00	\$15.94	\$16.48	\$18.80	\$20.73	6
Experience as Ex. Director/CEO	5 years or less	\$18.23	\$17.03	\$17.63	\$18.23	\$18.82	\$19.42	2
	6-10 years	\$15.47	\$14.00	\$14.50	\$15.92	\$16.00	\$16.95	5
	11-20 years	\$14.67	\$14.00	\$14.00	\$14.00	\$15.00	\$16.00	3
	More than 20 years	\$17.98	\$15.00	\$16.50	\$17.98	\$19.69	\$20.73	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	20%	19	5.2	99
All Employees	Fewer than 10 employees				
	10-49 employees	9%	1	3.0	3
	50-99 employees	16%	3	11.0	33
	100-249 employees	21%	5	1.4	7
	250 employees or more	27%	10	5.6	56
Total Operating Expenses	Less than \$250k	17%	1	3.0	3
	\$250k-\$499k	43%	3	2.0	6
	\$500k-\$999k				
	\$1m-\$4.99m	23%	5	11.4	57
	\$5m-\$9.99m	15%	2	3.5	7
	\$10m or more	21%	8	3.3	26
Sectors Supported	Adult Behavioral Health	23%	9	3.6	32
	Arts, Culture, Humanities	67%	2	4.5	9
	Basic Needs	27%	7	2.3	16
	Children's Services	38%	13	4.0	52
	Comm, volunteerism, econ	38%	5	3.0	15
	Criminal Justice	33%	2	1.5	3
	Developmental Disabilities	19%	5	6.6	33
	Education	48%	13	5.4	70
	Employment or job	24%	5	2.8	14
	Environment	100%	4	3.8	15
	Health care (non-hospital)	14%	3	2.0	6
	Higher Education				
	Housing	23%	7	4.1	29
	Intellectual Disabilities	20%	6	5.5	33
	Mental Health	20%	9	3.4	31
	Public Benefit	38%	5	3.4	17
	Recreation, sports, leisure	90%	9	4.9	44
	Seniors	36%	5	2.8	14
Year Founded	Before 1950	35%	6	6.7	40
	1950-1969	19%	4	3.5	14
	1970-1979	8%	2	1.5	3
	1980-1989	11%	1	8.0	8
	1990-1999	8%	1	19.0	19
	2000 or later	43%	3	2.0	6
Ex. Director/CEO Gender	Female	16%	9	4.9	44
	Male	26%	9	5.8	52
Experience as Ex. Director/CEO	5 years or less	14%	3	7.3	22
	6-10 years	19%	5	3.4	17
	11-20 years	25%	4	5.0	20
	More than 20 years	24%	6	6.2	37

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$18.85	\$13.50	\$15.77	\$20.00	\$20.97	\$24.33	19
All Employees	Fewer than 10 employees							
	10-49 employees	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	50-99 employees	\$16.42	\$13.50	\$14.52	\$15.54	\$17.88	\$20.22	3
	100-249 employees	\$20.16	\$16.00	\$20.00	\$20.19	\$20.30	\$24.33	5
	250 employees or more	\$19.00	\$14.00	\$15.44	\$19.80	\$21.73	\$23.75	10
Total Operating Expenses	Less than \$250k	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	\$250k-\$499k	\$17.00	\$15.00	\$15.50	\$16.00	\$18.00	\$20.00	3
	\$500k-\$999k							
	\$1m-\$4.99m	\$18.29	\$13.50	\$14.00	\$20.00	\$20.22	\$23.75	5
	\$5m-\$9.99m	\$19.94	\$15.54	\$17.74	\$19.94	\$22.13	\$24.33	2
	\$10m or more	\$19.72	\$14.00	\$18.89	\$20.25	\$21.66	\$23.54	8
Sectors Supported	Adult Behavioral Health	\$19.34	\$14.00	\$16.75	\$20.19	\$21.63	\$24.33	9
	Arts, Culture, Humanities	\$21.97	\$20.19	\$21.08	\$21.97	\$22.86	\$23.75	2
	Basic Needs	\$18.54	\$14.00	\$16.77	\$20.00	\$20.25	\$21.76	7
	Children's Services	\$19.15	\$14.00	\$16.00	\$20.00	\$21.63	\$24.33	13
	Comm, volunteerism, econ	\$19.94	\$16.00	\$18.00	\$20.19	\$21.76	\$23.75	5
	Criminal Justice	\$20.25	\$20.19	\$20.22	\$20.25	\$20.27	\$20.30	2
	Developmental Disabilities	\$17.74	\$14.00	\$16.00	\$16.75	\$20.30	\$21.63	5
	Education	\$18.37	\$13.50	\$15.54	\$19.60	\$20.30	\$24.33	13
	Employment or job	\$18.10	\$14.00	\$16.00	\$16.75	\$20.19	\$23.54	5
	Environment	\$19.19	\$15.00	\$17.25	\$19.00	\$20.94	\$23.75	4
	Health care (non-hospital)	\$17.88	\$14.00	\$16.00	\$18.00	\$19.82	\$21.63	3
	Higher Education							
	Housing	\$18.77	\$14.00	\$16.15	\$19.60	\$20.98	\$23.54	7
	Intellectual Disabilities	\$19.66	\$14.00	\$17.64	\$20.97	\$21.73	\$23.54	6
	Mental Health	\$18.79	\$14.00	\$16.00	\$20.19	\$20.30	\$24.33	9
	Public Benefit	\$17.19	\$15.00	\$16.00	\$16.75	\$18.00	\$20.19	5
	Recreation, sports, leisure	\$19.18	\$14.00	\$16.00	\$20.00	\$21.63	\$23.75	9
	Seniors	\$17.86	\$14.00	\$15.54	\$18.00	\$20.00	\$21.76	5
Year Founded	Before 1950	\$18.52	\$14.00	\$16.56	\$19.80	\$20.14	\$21.76	6
	1950-1969	\$18.19	\$14.00	\$14.75	\$17.61	\$21.05	\$23.54	4
	1970-1979	\$22.32	\$20.30	\$21.31	\$22.32	\$23.32	\$24.33	2
	1980-1989	\$23.75	\$23.75	\$23.75	\$23.75	\$23.75	\$23.75	1
	1990-1999	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	1
	2000 or later	\$18.00	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00	3
Ex. Director/CEO Gender	Female	\$18.28	\$13.50	\$16.00	\$20.00	\$20.22	\$23.54	9
	Male	\$19.85	\$14.00	\$18.00	\$20.00	\$21.76	\$24.33	9
Experience as Ex. Director/CEO	5 years or less	\$18.65	\$14.00	\$17.10	\$20.19	\$20.98	\$21.76	3
	6-10 years	\$20.45	\$18.00	\$19.60	\$20.00	\$20.30	\$24.33	5
	11-20 years	\$19.13	\$16.00	\$16.56	\$18.38	\$20.94	\$23.75	4
	More than 20 years	\$18.07	\$13.50	\$14.39	\$17.88	\$21.28	\$23.54	6

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	8%	7	4.3	30
All Employees	Fewer than 10 employees				
	10-49 employees	9%	1	3.0	3
	50-99 employees	16%	3	1.0	3
	100-249 employees	4%	1	3.0	3
	250 employees or more	5%	2	10.5	21
Total Operating Expenses	Less than \$250k	17%	1	3.0	3
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	14%	3	7.3	22
	\$5m-\$9.99m	23%	3	1.7	5
	\$10m or more				
Sectors Supported	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	33%	1	6.0	6
	Basic Needs	8%	2	2.0	4
	Children's Services	12%	4	5.0	20
	Comm, volunteerism, econ	15%	2	4.5	9
	Criminal Justice	17%	1	3.0	3
	Developmental Disabilities	4%	1	15.0	15
	Education	22%	6	4.0	24
	Employment or job	5%	1	3.0	3
	Environment	50%	2	4.5	9
	Health care (non-hospital)	10%	2	2.0	4
	Higher Education				
	Housing	6%	2	2.0	4
	Intellectual Disabilities	3%	1	15.0	15
	Mental Health	7%	3	1.7	5
	Public Benefit	8%	1	3.0	3
	Recreation, sports, leisure	40%	4	6.3	25
Seniors	21%	3	2.3	7	
Year Founded	Before 1950	12%	2	8.0	16
	1950-1969	5%	1	1.0	1
	1970-1979				
	1980-1989	11%	1	6.0	6
	1990-1999	17%	2	2.0	4
	2000 or later	14%	1	3.0	3
Ex. Director/CEO Gender	Female	4%	2	1.0	2
	Male	15%	5	5.6	28
Experience as Ex. Director/CEO	5 years or less	9%	2	8.0	16
	6-10 years	4%	1	3.0	3
	11-20 years	6%	1	6.0	6
	More than 20 years	12%	3	1.7	5

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$19.81	\$13.67	\$15.00	\$21.97	\$24.01	\$25.00	7
All Employees	Fewer than 10 employees							
	10-49 employees	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	50-99 employees	\$23.99	\$21.97	\$23.49	\$25.00	\$25.00	\$25.00	3
	100-249 employees	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	1
	250 employees or more	\$14.34	\$13.67	\$14.00	\$14.34	\$14.67	\$15.00	2
Total Operating Expenses	Less than \$250k	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$17.89	\$13.67	\$14.34	\$15.00	\$20.00	\$25.00	3
	\$5m-\$9.99m	\$23.33	\$21.97	\$22.50	\$23.02	\$24.01	\$25.00	3
	\$10m or more							
Sectors Supported	Adult Behavioral Health	\$21.97	\$21.97	\$21.97	\$21.97	\$21.97	\$21.97	1
	Arts, Culture, Humanities	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	1
	Basic Needs	\$18.49	\$15.00	\$16.74	\$18.49	\$20.23	\$21.97	2
	Children's Services	\$19.24	\$15.00	\$15.00	\$18.49	\$22.73	\$25.00	4
	Comm, volunteerism, econ	\$14.34	\$13.67	\$14.00	\$14.34	\$14.67	\$15.00	2
	Criminal Justice	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	1
	Developmental Disabilities	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	Education	\$20.83	\$15.00	\$16.74	\$22.50	\$24.51	\$25.00	6
	Employment or job	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	\$23.02	1
	Environment	\$14.34	\$13.67	\$14.00	\$14.34	\$14.67	\$15.00	2
	Health care (non-hospital)	\$20.00	\$15.00	\$17.50	\$20.00	\$22.50	\$25.00	2
	Higher Education							
	Housing	\$22.50	\$21.97	\$22.23	\$22.50	\$22.76	\$23.02	2
	Intellectual Disabilities	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	Mental Health	\$23.33	\$21.97	\$22.50	\$23.02	\$24.01	\$25.00	3
	Public Benefit	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	Recreation, sports, leisure	\$16.41	\$13.67	\$14.67	\$15.00	\$16.74	\$21.97	4
Seniors	\$20.00	\$15.00	\$18.49	\$21.97	\$22.50	\$23.02	3	
Year Founded	Before 1950	\$18.49	\$15.00	\$16.74	\$18.49	\$20.23	\$21.97	2
	1950-1969	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	1970-1979							
	1980-1989	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	1
	1990-1999	\$24.01	\$23.02	\$23.52	\$24.01	\$24.51	\$25.00	2
	2000 or later	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
Ex. Director/CEO Gender	Female	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2
	Male	\$17.73	\$13.67	\$15.00	\$15.00	\$21.97	\$23.02	5
Experience as Ex. Director/CEO	5 years or less	\$20.00	\$15.00	\$17.50	\$20.00	\$22.50	\$25.00	2
	6-10 years	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	11-20 years	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	\$13.67	1
	More than 20 years	\$23.33	\$21.97	\$22.50	\$23.02	\$24.01	\$25.00	3

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	36%	29	4.9	136
All Employees	Fewer than 10 employees	33%	1	1.0	1
	10-49 employees	11%	1	2.0	2
	50-99 employees	43%	6	4.8	29
	100-249 employees	38%	8	1.9	13
	250 employees or more	39%	13	7.0	91
Total Operating Expenses	Less than \$250k	40%	2	6.0	12
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	26%	5	4.6	23
	\$5m-\$9.99m	27%	3	1.0	3
	\$10m or more	53%	18	5.5	94
Sectors Supported	Adult Behavioral Health	61%	20	4.9	94
	Arts, Culture, Humanities	9%	1	2.0	2
	Basic Needs	45%	10	5.2	52
	Children's Services	48%	14	4.8	67
	Comm, volunteerism, econ	42%	5	3.4	17
	Criminal Justice	50%	3	1.3	4
	Developmental Disabilities	58%	11	7.0	77
	Education	30%	8	5.1	41
	Employment or job	59%	10	7.8	78
	Environment				
	Health care (non-hospital)	56%	10	3.9	35
	Higher Education				
	Housing	46%	13	5.6	73
	Intellectual Disabilities	52%	12	7.4	89
	Mental Health	53%	20	5.2	98
	Public Benefit	33%	3	10.0	30
	Recreation, sports, leisure	40%	4	2.0	8
Seniors	73%	8	4.7	33	
Year Founded	Before 1950	33%	6	3.4	17
	1950-1969	56%	9	7.1	64
	1970-1979	41%	9	2.4	22
	1980-1989	20%	2	4.0	8
	1990-1999	33%	2	1.5	3
	2000 or later				
Ex. Director/CEO Gender	Female	38%	15	5.5	77
	Male	34%	12	4.2	50
Experience as Ex. Director/CEO	5 years or less	59%	10	3.8	34
	6-10 years	33%	7	2.4	17
	11-20 years	18%	3	9.7	29
	More than 20 years	36%	8	6.5	52

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	\$16.09	\$12.69	\$14.64	\$16.47	\$17.42	\$20.00	28
All Employees	Fewer than 10 employees	\$16.76	\$16.76	\$16.76	\$16.76	\$16.76	\$16.76	1
	10-49 employees	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
	50-99 employees	\$16.21	\$12.69	\$15.39	\$17.04	\$17.51	\$18.00	6
	100-249 employees	\$15.50	\$14.00	\$14.00	\$15.00	\$15.76	\$20.00	7
	250 employees or more	\$16.08	\$13.00	\$15.03	\$16.50	\$17.39	\$18.58	13
Total Operating Expenses	Less than \$250k	\$15.65	\$14.85	\$15.25	\$15.65	\$16.04	\$16.44	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$17.75	\$17.00	\$17.07	\$17.66	\$18.00	\$19.00	5
	\$5m-\$9.99m	\$14.73	\$12.69	\$13.35	\$14.00	\$15.75	\$17.50	3
	\$10m or more	\$16.02	\$13.00	\$15.00	\$16.00	\$16.76	\$20.00	17
Sectors Supported	Adult Behavioral Health	\$15.97	\$12.69	\$14.50	\$16.00	\$17.23	\$20.00	19
	Arts, Culture, Humanities	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	Basic Needs	\$15.43	\$12.69	\$14.00	\$15.47	\$16.38	\$19.00	10
	Children's Services	\$15.38	\$12.69	\$14.00	\$15.47	\$16.50	\$18.58	14
	Comm, volunteerism, econ	\$15.83	\$13.50	\$14.00	\$15.00	\$17.66	\$19.00	5
	Criminal Justice	\$15.00	\$14.00	\$14.50	\$15.00	\$15.50	\$16.00	3
	Developmental Disabilities	\$16.28	\$13.00	\$15.48	\$16.50	\$17.25	\$18.58	11
	Education	\$15.03	\$12.69	\$13.88	\$14.50	\$16.13	\$18.58	8
	Employment or job	\$15.87	\$14.00	\$15.01	\$16.22	\$16.50	\$18.14	10
	Environment							
	Health care (non-hospital)	\$16.08	\$13.00	\$14.00	\$16.44	\$17.39	\$20.00	9
	Higher Education							
	Housing	\$15.50	\$12.69	\$14.00	\$15.03	\$16.50	\$19.00	13
	Intellectual Disabilities	\$16.30	\$13.50	\$15.71	\$16.50	\$17.02	\$18.58	12
	Mental Health	\$15.78	\$12.69	\$14.00	\$15.93	\$17.23	\$20.00	19
	Public Benefit	\$16.06	\$15.00	\$15.02	\$15.03	\$16.59	\$18.14	3
	Recreation, sports, leisure	\$14.55	\$12.69	\$13.67	\$14.50	\$15.38	\$16.50	4
Seniors	\$14.98	\$12.69	\$13.75	\$14.00	\$15.83	\$19.00	7	
Year Founded	Before 1950	\$14.67	\$12.69	\$13.50	\$14.00	\$15.00	\$18.14	5
	1950-1969	\$15.78	\$13.00	\$14.00	\$16.50	\$17.07	\$18.58	9
	1970-1979	\$16.69	\$15.51	\$16.00	\$16.50	\$17.39	\$18.00	9
	1980-1989	\$18.00	\$17.00	\$17.50	\$18.00	\$18.50	\$19.00	2
	1990-1999	\$17.00	\$14.00	\$15.50	\$17.00	\$18.50	\$20.00	2
	2000 or later							
Ex. Director/CEO Gender	Female	\$16.46	\$14.00	\$15.26	\$16.50	\$17.47	\$19.00	14
	Male	\$15.80	\$12.69	\$13.88	\$16.01	\$17.17	\$20.00	12
Experience as Ex. Director/CEO	5 years or less	\$16.80	\$13.50	\$15.00	\$17.07	\$17.66	\$20.00	9
	6-10 years	\$16.27	\$13.00	\$15.97	\$16.44	\$17.25	\$18.00	7
	11-20 years	\$16.23	\$15.03	\$15.27	\$15.51	\$16.83	\$18.14	3
	More than 20 years	\$15.35	\$12.69	\$14.00	\$15.25	\$16.50	\$18.58	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	56%	45	2.8	122
All Employees	Fewer than 10 employees	33%	1	1.0	1
	10-49 employees	56%	5	1.8	9
	50-99 employees	50%	7	1.4	10
	100-249 employees	52%	11	3.1	31
	250 employees or more	64%	21	3.4	71
Total Operating Expenses	Less than \$250k	40%	2	2.5	5
	\$250k-\$499k	50%	2	2.0	4
	\$500k-\$999k	83%	5	1.6	8
	\$1m-\$4.99m	42%	8	1.6	13
	\$5m-\$9.99m	55%	6	3.3	20
Sectors Supported	Adult Behavioral Health	64%	21	2.8	56
	Arts, Culture, Humanities	45%	5	2.2	11
	Basic Needs	68%	15	2.9	44
	Children's Services	72%	21	2.6	55
	Comm, volunteerism, econ	67%	8	2.9	23
	Criminal Justice	67%	4	1.3	5
	Developmental Disabilities	53%	10	2.3	23
	Education	67%	18	2.5	45
	Employment or job	59%	10	3.6	36
	Environment	100%	2	3.0	6
	Health care (non-hospital)	72%	13	3.7	44
	Higher Education	100%	1	1.0	1
	Housing	57%	16	3.5	56
	Intellectual Disabilities	43%	10	2.3	23
	Mental Health	61%	23	2.8	61
	Public Benefit	67%	6	2.3	14
	Recreation, sports, leisure	70%	7	2.7	19
Seniors	64%	7	6.2	37	
Year Founded	Before 1950	67%	12	3.0	33
	1950-1969	44%	7	3.3	23
	1970-1979	77%	17	2.5	43
	1980-1989	50%	5	2.6	13
	1990-1999	33%	2	3.5	7
	2000 or later	17%	1	1.0	1
Ex. Director/CEO Gender	Female	65%	26	3.0	74
	Male	43%	15	2.4	36
Experience as Ex. Director/CEO	5 years or less	53%	9	2.1	17
	6-10 years	62%	13	2.4	31
	11-20 years	65%	11	3.3	36
	More than 20 years	45%	10	2.9	29

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$17.32	\$13.00	\$15.00	\$16.00	\$18.07	\$37.00	44
All Employees	Fewer than 10 employees	\$16.48	\$16.48	\$16.48	\$16.48	\$16.48	\$16.48	1
	10-49 employees	\$21.91	\$15.00	\$16.00	\$20.00	\$21.57	\$37.00	5
	50-99 employees	\$17.80	\$14.00	\$15.75	\$16.00	\$17.07	\$29.00	7
	100-249 employees	\$17.38	\$15.00	\$15.11	\$16.08	\$19.15	\$23.00	10
	250 employees or more	\$16.07	\$13.00	\$15.00	\$16.00	\$17.00	\$19.93	21
Total Operating Expenses	Less than \$250k	\$16.30	\$16.00	\$16.15	\$16.30	\$16.44	\$16.59	2
	\$250k-\$499k	\$15.50	\$15.00	\$15.25	\$15.50	\$15.75	\$16.00	2
	\$500k-\$999k	\$20.03	\$14.00	\$14.16	\$15.00	\$20.00	\$37.00	5
	\$1m-\$4.99m	\$16.29	\$14.10	\$15.00	\$15.75	\$17.03	\$20.55	8
	\$5m-\$9.99m	\$19.33	\$15.66	\$16.42	\$17.90	\$19.15	\$29.00	6
Sectors Supported	Adult Behavioral Health	\$17.84	\$13.00	\$15.91	\$16.80	\$19.14	\$29.00	20
	Arts, Culture, Humanities	\$15.62	\$14.00	\$14.10	\$15.00	\$15.00	\$20.00	5
	Basic Needs	\$16.95	\$13.00	\$15.00	\$16.00	\$17.53	\$29.00	15
	Children's Services	\$17.61	\$13.00	\$15.00	\$16.00	\$19.06	\$37.00	21
	Comm, volunteerism, econ	\$16.21	\$14.10	\$15.00	\$15.50	\$17.17	\$19.93	8
	Criminal Justice	\$19.00	\$15.00	\$15.38	\$16.00	\$19.63	\$29.00	4
	Developmental Disabilities	\$16.39	\$13.06	\$15.13	\$16.00	\$18.42	\$19.93	10
	Education	\$17.32	\$13.00	\$15.00	\$15.58	\$17.83	\$37.00	18
	Employment or job	\$16.23	\$13.00	\$13.66	\$15.00	\$18.81	\$21.57	10
	Environment	\$17.33	\$14.10	\$15.71	\$17.33	\$18.94	\$20.55	2
	Health care (non-hospital)	\$18.14	\$13.00	\$16.00	\$16.53	\$19.50	\$29.00	12
	Higher Education	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	\$37.00	1
	Housing	\$16.88	\$13.00	\$15.00	\$16.00	\$17.78	\$29.00	16
	Intellectual Disabilities	\$16.49	\$13.06	\$15.13	\$16.25	\$18.55	\$19.93	10
	Mental Health	\$17.34	\$13.00	\$16.00	\$16.58	\$18.10	\$29.00	22
	Public Benefit	\$16.86	\$13.49	\$15.50	\$17.34	\$17.97	\$19.93	6
	Recreation, sports, leisure	\$16.29	\$14.10	\$15.00	\$15.00	\$17.18	\$20.55	7
Seniors	\$15.93	\$13.00	\$15.00	\$15.33	\$16.67	\$19.93	6	
Year Founded	Before 1950	\$15.56	\$13.49	\$15.00	\$15.00	\$15.83	\$19.50	11
	1950-1969	\$17.17	\$13.00	\$16.00	\$16.00	\$18.10	\$23.00	7
	1970-1979	\$18.41	\$13.06	\$15.50	\$16.50	\$18.06	\$37.00	17
	1980-1989	\$16.05	\$14.10	\$14.16	\$16.00	\$16.00	\$20.00	5
	1990-1999	\$18.81	\$17.68	\$18.24	\$18.81	\$19.37	\$19.93	2
	2000 or later	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	1
Ex. Director/CEO Gender	Female	\$18.06	\$13.00	\$15.50	\$16.35	\$19.50	\$37.00	25
	Male	\$16.22	\$13.49	\$15.22	\$16.00	\$17.00	\$19.36	15
Experience as Ex. Director/CEO	5 years or less	\$16.85	\$15.00	\$15.75	\$16.18	\$16.61	\$23.00	8
	6-10 years	\$19.22	\$13.06	\$16.00	\$16.59	\$19.50	\$37.00	13
	11-20 years	\$15.67	\$13.49	\$14.55	\$15.44	\$15.83	\$21.57	11
	More than 20 years	\$17.50	\$13.00	\$16.28	\$17.87	\$19.29	\$20.55	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	49%	39	1.9	76
All Employees	Fewer than 10 employees	67%	2	1.0	2
	10-49 employees	33%	3	1.3	4
	50-99 employees	21%	3	1.0	3
	100-249 employees	62%	13	1.4	18
	250 employees or more	55%	18	2.7	49
Total Operating Expenses	Less than \$250k	40%	2	1.5	3
	\$250k-\$499k	50%	2	1.0	2
	\$500k-\$999k				
	\$1m-\$4.99m	32%	6	3.7	22
	\$5m-\$9.99m	73%	8	1.4	11
	\$10m or more	59%	20	1.9	37
Sectors Supported	Adult Behavioral Health	61%	20	1.9	37
	Arts, Culture, Humanities	55%	6	3.7	22
	Basic Needs	36%	8	1.8	14
	Children's Services	45%	13	1.9	25
	Comm, volunteerism, econ	17%	2	9.0	18
	Criminal Justice	17%	1	4.0	4
	Developmental Disabilities	47%	9	2.1	19
	Education	44%	12	1.3	16
	Employment or job	53%	9	2.0	18
	Environment	50%	1	17.0	17
	Health care (non-hospital)	61%	11	1.5	17
	Higher Education				
	Housing	46%	13	1.7	22
	Intellectual Disabilities	43%	10	2.1	21
	Mental Health	53%	20	1.7	33
	Public Benefit	33%	3	1.0	3
	Recreation, sports, leisure	50%	5	4.4	22
Seniors	36%	4	1.3	5	
Year Founded	Before 1950	50%	9	1.3	12
	1950-1969	50%	8	1.5	12
	1970-1979	59%	13	1.7	22
	1980-1989	40%	4	6.0	24
	1990-1999	33%	2	1.0	2
	2000 or later	17%	1	1.0	1
Ex. Director/CEO Gender	Female	38%	15	1.6	24
	Male	57%	20	2.4	48
Experience as Ex. Director/CEO	5 years or less	35%	6	1.7	10
	6-10 years	52%	11	1.7	19
	11-20 years	53%	9	3.2	29
	More than 20 years	45%	10	1.5	15

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

		Mean	Min	1st Q	Med	3rd Q	Max	N
OVERALL	2021	\$28.32	\$15.00	\$23.42	\$26.00	\$31.93	\$65.50	39
All Employees	Fewer than 10 employees	\$26.70	\$25.11	\$25.91	\$26.70	\$27.50	\$28.29	2
	10-49 employees	\$27.05	\$20.00	\$22.98	\$25.96	\$30.58	\$35.20	3
	50-99 employees	\$19.68	\$15.00	\$17.60	\$20.19	\$22.02	\$23.84	3
	100-249 employees	\$27.64	\$15.00	\$23.00	\$25.00	\$30.82	\$50.00	13
	250 employees or more	\$30.64	\$17.00	\$24.67	\$28.00	\$32.41	\$65.50	18
Total Operating Expenses	Less than \$250k	\$23.87	\$20.00	\$21.93	\$23.87	\$25.80	\$27.73	2
	\$250k-\$499k	\$17.50	\$15.00	\$16.25	\$17.50	\$18.75	\$20.00	2
	\$500k-\$999k							
	\$1m-\$4.99m	\$23.24	\$17.00	\$20.89	\$24.00	\$25.72	\$28.29	6
	\$5m-\$9.99m	\$29.77	\$15.00	\$24.07	\$28.41	\$33.23	\$50.00	8
	\$10m or more	\$31.05	\$18.85	\$24.75	\$28.00	\$34.42	\$65.50	20
Sectors Supported	Adult Behavioral Health	\$26.31	\$15.00	\$23.36	\$25.56	\$28.89	\$40.00	20
	Arts, Culture, Humanities	\$20.99	\$15.00	\$17.75	\$21.50	\$24.50	\$25.96	6
	Basic Needs	\$24.60	\$15.00	\$21.96	\$25.34	\$28.20	\$32.45	8
	Children's Services	\$29.31	\$15.00	\$23.00	\$26.00	\$34.34	\$65.50	13
	Comm, volunteerism, econ	\$20.00	\$17.00	\$18.50	\$20.00	\$21.50	\$23.00	2
	Criminal Justice	\$26.26	\$26.26	\$26.26	\$26.26	\$26.26	\$26.26	1
	Developmental Disabilities	\$34.82	\$18.85	\$24.00	\$32.45	\$34.66	\$65.50	9
	Education	\$29.35	\$15.00	\$22.88	\$27.00	\$34.42	\$65.50	12
	Employment or job	\$29.19	\$18.85	\$24.00	\$26.67	\$32.45	\$47.25	9
	Environment	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	Health care (non-hospital)	\$28.12	\$21.42	\$24.50	\$27.73	\$29.78	\$40.00	11
	Higher Education							
	Housing	\$26.15	\$15.00	\$20.19	\$24.00	\$28.00	\$50.00	13
	Intellectual Disabilities	\$32.93	\$18.85	\$24.00	\$30.37	\$34.58	\$65.50	10
	Mental Health	\$26.79	\$15.00	\$23.24	\$26.13	\$28.89	\$47.25	20
	Public Benefit	\$32.64	\$24.00	\$25.34	\$26.67	\$36.96	\$47.25	3
	Recreation, sports, leisure	\$25.14	\$15.00	\$17.00	\$23.00	\$34.66	\$36.06	5
Seniors	\$24.21	\$15.00	\$21.00	\$25.50	\$28.71	\$30.82	4	
Year Founded	Before 1950	\$27.97	\$15.00	\$20.00	\$23.00	\$34.34	\$50.00	9
	1950-1969	\$34.64	\$23.84	\$27.57	\$30.54	\$34.34	\$65.50	8
	1970-1979	\$25.81	\$18.85	\$21.42	\$26.00	\$28.00	\$35.20	13
	1980-1989	\$22.99	\$17.00	\$22.25	\$24.50	\$25.24	\$25.96	4
	1990-1999	\$30.53	\$25.00	\$27.77	\$30.53	\$33.30	\$36.06	2
	2000 or later	\$28.29	\$28.29	\$28.29	\$28.29	\$28.29	\$28.29	1
Ex. Director/CEO Gender	Female	\$30.87	\$15.00	\$23.92	\$28.00	\$33.75	\$65.50	15
	Male	\$27.11	\$15.00	\$23.75	\$25.54	\$31.23	\$47.25	20
Experience as Ex. Director/CEO	5 years or less	\$28.25	\$23.84	\$24.25	\$25.06	\$29.95	\$40.00	6
	6-10 years	\$27.16	\$18.85	\$22.10	\$25.96	\$28.26	\$50.00	11
	11-20 years	\$30.45	\$17.00	\$24.00	\$30.82	\$35.20	\$47.25	9
	More than 20 years	\$29.07	\$15.00	\$23.29	\$26.47	\$31.34	\$65.50	10

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

		<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%	6	1.2	6
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees	10%	2	1.0	1
	250 employees or more	12%	4	1.3	5
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	18%	6	1.2	6
Sectors Supported	Adult Behavioral Health	15%	5	1.3	5
	Arts, Culture, Humanities				
	Basic Needs	5%	1	1.0	1
	Children's Services	7%	2	1.5	3
	Comm, volunteerism, econ				
	Criminal Justice	17%	1	1.0	1
	Developmental Disabilities	11%	2	1.5	3
	Education	7%	2	1.5	3
	Employment or job	12%	2	1.0	2
	Environment				
	Health care (non-hospital)	22%	4	1.3	4
	Higher Education				
	Housing	7%	2	1.0	2
	Intellectual Disabilities	9%	2	1.5	3
	Mental Health	11%	4	1.0	3
	Public Benefit				
	Recreation, sports, leisure	10%	1	2.0	2
	Seniors	18%	2	1.0	1
	Year Founded	Before 1950	6%	1	
1950-1969		13%	2	1.0	2
1970-1979					
1980-1989		10%	1	1.0	1
1990-1999		17%	1	1.0	1
2000 or later					
Ex. Director/CEO Gender	Female	5%	2	1.0	1
	Male	11%	4	1.3	5
Experience as Ex. Director/CEO	5 years or less	12%	2	1.0	1
	6-10 years				
	11-20 years				
	More than 20 years	18%	4	1.3	5

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
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	250 employees or more	\$26.75	\$18.22	\$25.56	\$29.00	\$30.19	\$30.76	4
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$28.40	\$18.22	\$28.00	\$30.00	\$30.76	\$35.00	5
Sectors Supported	Adult Behavioral Health	\$28.50	\$18.22	\$27.06	\$30.38	\$31.82	\$35.00	4
	Arts, Culture, Humanities							
	Basic Needs	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Children's Services	\$30.38	\$30.00	\$30.19	\$30.38	\$30.57	\$30.76	2
	Comm, volunteerism, econ							
	Criminal Justice	\$18.22	\$18.22	\$18.22	\$18.22	\$18.22	\$18.22	1
	Developmental Disabilities	\$29.38	\$28.00	\$28.69	\$29.38	\$30.07	\$30.76	2
	Education	\$30.38	\$30.00	\$30.19	\$30.38	\$30.57	\$30.76	2
	Employment or job	\$24.11	\$18.22	\$21.17	\$24.11	\$27.06	\$30.00	2
	Environment							
	Health care (non-hospital)	\$31.92	\$30.00	\$30.38	\$30.76	\$32.88	\$35.00	3
	Higher Education							
	Housing	\$24.11	\$18.22	\$21.17	\$24.11	\$27.06	\$30.00	2
	Intellectual Disabilities	\$29.38	\$28.00	\$28.69	\$29.38	\$30.07	\$30.76	2
	Mental Health	\$27.74	\$18.22	\$24.11	\$30.00	\$32.50	\$35.00	3
	Public Benefit							
	Recreation, sports, leisure	\$30.76	\$30.76	\$30.76	\$30.76	\$30.76	\$30.76	1
	Seniors	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
Year Founded	Before 1950							
	1950-1969	\$24.11	\$18.22	\$21.17	\$24.11	\$27.06	\$30.00	2
	1970-1979							
	1980-1989	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00	1
	1990-1999	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	2000 or later							
Ex. Director/CEO Gender	Female	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	1
	Male	\$28.00	\$18.22	\$25.56	\$29.38	\$31.82	\$35.00	4
Experience as Ex. Director/CEO	5 years or less	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	1
	6-10 years							
	11-20 years							
	More than 20 years	\$26.75	\$18.22	\$25.56	\$29.00	\$30.19	\$30.76	4

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

		% of Orgs with 1+	# of Orgs with 1+	Mean (Among orgs with 1+)	Total Employees
OVERALL	2021	14%	11	1.1	12
All Employees	Fewer than 10 employees	33%	1	1.0	1
	10-49 employees	11%	1	1.0	1
	50-99 employees	7%	1	1.0	1
	100-249 employees	10%	2	1.5	3
	250 employees or more	18%	6	1.0	6
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k	25%	1	1.0	1
	\$500k-\$999k	50%	3	1.0	3
	\$1m-\$4.99m	5%	1	1.0	1
	\$5m-\$9.99m				
	\$10m or more	18%	6	1.2	7
Sectors Supported	Adult Behavioral Health	12%	4	1.3	5
	Arts, Culture, Humanities	18%	2	1.5	3
	Basic Needs	18%	4	1.3	5
	Children's Services	7%	2	1.5	3
	Comm, volunteerism, econ	25%	3	1.3	4
	Criminal Justice	33%	2	1.5	3
	Developmental Disabilities	11%	2	1.0	2
	Education	11%	3	1.3	4
	Employment or job	29%	5	1.2	6
	Environment				
	Health care (non-hospital)	11%	2	1.0	2
	Higher Education				
	Housing	14%	4	1.3	5
	Intellectual Disabilities	4%	1	1.0	1
	Mental Health	16%	6	1.2	7
	Public Benefit	33%	3	1.3	4
	Recreation, sports, leisure	10%	1	2.0	2
	Seniors				
	Year Founded	Before 1950	6%	1	2.0
1950-1969		19%	3	1.0	3
1970-1979		14%	3	1.0	3
1980-1989		10%	1	1.0	1
1990-1999		17%	1	1.0	1
2000 or later		33%	2	1.0	2
Ex. Director/CEO Gender	Female	20%	8	1.1	9
	Male	9%	3	1.0	3
Experience as Ex. Director/CEO	5 years or less	18%	3	1.3	4
	6-10 years	5%	1	1.0	1
	11-20 years	24%	4	1.0	4
	More than 20 years	14%	3	1.0	3

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
All Employees	Fewer than 10 employees	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	10-49 employees	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	50-99 employees	\$22.24	\$22.24	\$22.24	\$22.24	\$22.24	\$22.24	1
	100-249 employees	\$18.78	\$17.00	\$17.89	\$18.78	\$19.66	\$20.55	2
	250 employees or more	\$26.95	\$18.32	\$19.89	\$27.59	\$32.47	\$36.79	6
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1
	\$500k-\$999k	\$21.21	\$17.00	\$19.62	\$22.24	\$23.32	\$24.40	3
	\$1m-\$4.99m	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	\$5m-\$9.99m							
	\$10m or more	\$26.31	\$18.32	\$18.93	\$25.66	\$32.47	\$36.79	6
Sectors Supported	Adult Behavioral Health	\$25.67	\$18.32	\$19.99	\$25.66	\$31.34	\$33.03	4
	Arts, Culture, Humanities	\$19.28	\$18.00	\$18.64	\$19.28	\$19.91	\$20.55	2
	Basic Needs	\$24.49	\$20.55	\$21.82	\$23.32	\$25.99	\$30.77	4
	Children's Services	\$19.44	\$18.32	\$18.88	\$19.44	\$19.99	\$20.55	2
	Comm, volunteerism, econ	\$19.93	\$17.00	\$18.78	\$20.55	\$21.40	\$22.24	3
	Criminal Justice	\$26.79	\$20.55	\$23.67	\$26.79	\$29.91	\$33.03	2
	Developmental Disabilities	\$18.36	\$18.32	\$18.34	\$18.36	\$18.37	\$18.39	2
	Education	\$20.65	\$17.00	\$18.78	\$20.55	\$22.48	\$24.40	3
	Employment or job	\$25.15	\$17.00	\$20.55	\$24.40	\$30.77	\$33.03	5
	Environment							
	Health care (non-hospital)	\$27.56	\$18.32	\$22.94	\$27.56	\$32.17	\$36.79	2
	Higher Education							
	Housing	\$27.19	\$20.55	\$23.44	\$27.59	\$31.34	\$33.03	4
	Intellectual Disabilities	\$18.39	\$18.39	\$18.39	\$18.39	\$18.39	\$18.39	1
	Mental Health	\$27.41	\$18.32	\$21.66	\$27.89	\$32.47	\$36.79	6
	Public Benefit	\$24.52	\$20.55	\$21.40	\$22.24	\$26.51	\$30.77	3
	Recreation, sports, leisure	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	1
Seniors								
Year Founded	Before 1950	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	\$20.55	1
	1950-1969	\$23.25	\$18.32	\$18.36	\$18.39	\$25.71	\$33.03	3
	1970-1979	\$28.19	\$17.00	\$23.89	\$30.77	\$33.78	\$36.79	3
	1980-1989	\$24.40	\$24.40	\$24.40	\$24.40	\$24.40	\$24.40	1
	1990-1999	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1
	2000 or later	\$20.12	\$18.00	\$19.06	\$20.12	\$21.18	\$22.24	2
Ex. Director/CEO Gender	Female	\$24.39	\$17.00	\$20.01	\$23.32	\$26.44	\$36.79	8
	Male	\$23.12	\$18.00	\$18.16	\$18.32	\$25.68	\$33.03	3
Experience as Ex. Director/CEO	5 years or less	\$21.18	\$18.00	\$19.28	\$20.55	\$22.78	\$25.00	3
	6-10 years	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	\$18.32	1
	11-20 years	\$23.61	\$17.00	\$18.04	\$20.32	\$25.88	\$36.79	4
	More than 20 years	\$29.40	\$24.40	\$27.59	\$30.77	\$31.90	\$33.03	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	26%	21	2.9	61
All Employees	Fewer than 10 employees	33%	1	7.0	7
	10-49 employees				
	50-99 employees	21%	3	4.3	13
	100-249 employees	29%	6	2.5	15
	250 employees or more	33%	11	2.4	26
Total Operating Expenses	Less than \$250k	20%	1	1.0	1
	\$250k-\$499k				
	\$500k-\$999k	33%	2	6.0	12
	\$1m-\$4.99m	16%	3	1.3	4
	\$5m-\$9.99m	18%	2	1.0	2
	\$10m or more	35%	12	2.9	35
Sectors Supported	Adult Behavioral Health	33%	11	2.7	30
	Arts, Culture, Humanities	9%	1	3.0	3
	Basic Needs	32%	7	4.3	30
	Children's Services	34%	10	2.8	28
	Comm, volunteerism, econ	42%	5	4.8	24
	Criminal Justice	50%	3	2.3	7
	Developmental Disabilities	21%	4	2.3	9
	Education	37%	10	2.2	22
	Employment or job	29%	5	2.6	13
	Environment				
	Health care (non-hospital)	33%	6	3.3	20
	Higher Education				
	Housing	43%	12	2.5	30
	Intellectual Disabilities	17%	4	2.5	10
	Mental Health	32%	12	2.1	25
	Public Benefit	22%	2	7.0	14
Recreation, sports, leisure	40%	4	3.3	13	
Seniors	36%	4	3.8	15	
Year Founded	Before 1950	33%	6	3.3	20
	1950-1969	31%	5	2.2	11
	1970-1979	23%	5	3.0	15
	1980-1989	20%	2	1.0	2
	1990-1999	17%	1	1.0	1
	2000 or later	17%	1	11.0	11
Ex. Director/CEO Gender	Female	23%	9	3.6	32
	Male	31%	11	2.0	22
Experience as Ex. Director/CEO	5 years or less	35%	6	3.2	19
	6-10 years	19%	4	2.0	8
	11-20 years	18%	3	4.7	14
	More than 20 years	32%	7	1.9	13

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	\$17.95	\$13.10	\$15.41	\$18.00	\$20.00	\$23.63	21
All Employees	Fewer than 10 employees	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1
	10-49 employees							
	50-99 employees	\$21.21	\$19.00	\$20.00	\$21.00	\$22.32	\$23.63	3
	100-249 employees	\$17.18	\$14.00	\$15.00	\$17.04	\$19.77	\$20.00	6
	250 employees or more	\$17.29	\$13.10	\$15.58	\$17.02	\$18.25	\$22.50	11
Total Operating Expenses	Less than \$250k	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	1
	\$250k-\$499k							
	\$500k-\$999k	\$18.50	\$18.00	\$18.25	\$18.50	\$18.75	\$19.00	2
	\$1m-\$4.99m	\$21.38	\$18.00	\$20.25	\$22.50	\$23.07	\$23.63	3
	\$5m-\$9.99m	\$17.50	\$15.00	\$16.25	\$17.50	\$18.75	\$20.00	2
	\$10m or more	\$17.15	\$13.10	\$15.31	\$16.51	\$19.30	\$21.47	12
Sectors Supported	Adult Behavioral Health	\$17.02	\$13.10	\$15.21	\$16.00	\$19.54	\$21.47	11
	Arts, Culture, Humanities	\$19.07	\$19.07	\$19.07	\$19.07	\$19.07	\$19.07	1
	Basic Needs	\$18.58	\$14.00	\$17.00	\$19.00	\$20.27	\$22.50	7
	Children's Services	\$17.03	\$13.10	\$14.75	\$17.00	\$18.93	\$21.47	10
	Comm, volunteerism, econ	\$19.21	\$14.00	\$19.00	\$19.07	\$21.47	\$22.50	5
	Criminal Justice	\$16.49	\$15.00	\$15.21	\$15.41	\$17.24	\$19.07	3
	Developmental Disabilities	\$16.67	\$14.42	\$15.42	\$16.88	\$18.13	\$18.50	4
	Education	\$17.36	\$13.10	\$15.25	\$18.00	\$18.93	\$21.47	10
	Employment or job	\$16.70	\$15.00	\$15.41	\$16.00	\$18.00	\$19.07	5
	Environment							
	Health care (non-hospital)	\$16.37	\$14.42	\$15.19	\$15.88	\$16.77	\$20.00	6
	Higher Education							
	Housing	\$17.71	\$13.10	\$15.31	\$17.51	\$20.25	\$22.50	12
	Intellectual Disabilities	\$18.10	\$14.42	\$17.11	\$18.25	\$19.24	\$21.47	4
	Mental Health	\$18.40	\$15.00	\$15.67	\$18.05	\$20.37	\$23.63	12
	Public Benefit	\$19.04	\$19.00	\$19.02	\$19.04	\$19.05	\$19.07	2
	Recreation, sports, leisure	\$16.37	\$14.00	\$14.32	\$16.21	\$18.27	\$19.07	4
Seniors	\$16.62	\$14.00	\$14.75	\$15.50	\$17.37	\$21.47	4	
Year Founded	Before 1950	\$17.36	\$13.10	\$15.00	\$18.25	\$18.93	\$21.47	6
	1950-1969	\$18.66	\$15.41	\$15.75	\$16.00	\$22.50	\$23.63	5
	1970-1979	\$18.40	\$15.00	\$17.02	\$20.00	\$20.00	\$20.00	5
	1980-1989	\$19.50	\$18.00	\$18.75	\$19.50	\$20.25	\$21.00	2
	1990-1999	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	2000 or later	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	1
Ex. Director/CEO Gender	Female	\$19.41	\$16.00	\$18.00	\$19.00	\$21.00	\$23.63	9
	Male	\$17.10	\$13.10	\$15.00	\$15.75	\$20.00	\$21.47	11
Experience as Ex. Director/CEO	5 years or less	\$19.43	\$17.02	\$18.27	\$19.54	\$20.75	\$21.47	6
	6-10 years	\$16.84	\$13.10	\$15.09	\$17.13	\$18.88	\$20.00	4
	11-20 years	\$18.83	\$15.00	\$17.00	\$19.00	\$20.75	\$22.50	3
	More than 20 years	\$17.49	\$14.42	\$15.21	\$16.00	\$19.00	\$23.63	7

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

		<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	18%	14	3.7	52
All Employees	Fewer than 10 employees	33%	1	1.0	1
	10-49 employees				
	50-99 employees	14%	2	1.5	3
	100-249 employees	5%	1	18.0	18
	250 employees or more	30%	10	3.0	30
Total Operating Expenses	Less than \$250k	20%	1	1.0	1
	\$250k-\$499k	25%	1	1.0	1
	\$500k-\$999k	33%	2	2.0	4
	\$1m-\$4.99m	11%	2	1.5	3
	\$5m-\$9.99m				
	\$10m or more	21%	7	3.6	25
Sectors Supported	Adult Behavioral Health	15%	5	3.6	18
	Arts, Culture, Humanities	9%	1	1.0	1
	Basic Needs	32%	7	5.0	35
	Children's Services	21%	6	6.5	39
	Comm, volunteerism, econ	33%	4	5.5	22
	Criminal Justice				
	Developmental Disabilities	11%	2	2.5	5
	Education	22%	6	3.8	23
	Employment or job	18%	3	4.3	13
	Environment				
	Health care (non-hospital)	17%	3	5.0	15
	Higher Education				
	Housing	32%	9	4.4	40
	Intellectual Disabilities	13%	3	2.0	6
	Mental Health	18%	7	3.0	21
	Public Benefit	22%	2	1.5	3
Recreation, sports, leisure	20%	2	10.0	20	
Seniors	27%	3	9.7	29	
Year Founded	Before 1950	28%	5	5.8	29
	1950-1969	13%	2	5.5	11
	1970-1979	14%	3	2.0	6
	1980-1989	20%	2	1.5	3
	1990-1999				
	2000 or later	33%	2	1.5	3
Ex. Director/CEO Gender	Female	20%	8	2.8	22
	Male	14%	5	2.4	12
Experience as Ex. Director/CEO	5 years or less	29%	5	1.2	6
	6-10 years	5%	1	5.0	5
	11-20 years	24%	4	2.5	10
	More than 20 years	14%	3	4.3	13

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	\$15.62	\$12.48	\$13.24	\$14.77	\$16.75	\$23.63	14
All Employees	Fewer than 10 employees	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	10-49 employees							
	50-99 employees	\$15.75	\$14.50	\$15.13	\$15.75	\$16.38	\$17.00	2
	100-249 employees	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	1
	250 employees or more	\$15.92	\$12.48	\$13.24	\$15.27	\$17.59	\$23.63	10
Total Operating Expenses	Less than \$250k	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	1
	\$250k-\$499k	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	\$500k-\$999k	\$13.49	\$12.48	\$12.99	\$13.49	\$14.00	\$14.50	2
	\$1m-\$4.99m	\$14.50	\$13.00	\$13.75	\$14.50	\$15.25	\$16.00	2
	\$5m-\$9.99m							
	\$10m or more	\$16.81	\$13.00	\$14.24	\$16.00	\$18.29	\$23.63	7
Sectors Supported	Adult Behavioral Health	\$17.01	\$13.00	\$13.94	\$16.00	\$18.46	\$23.63	5
	Arts, Culture, Humanities	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	1
	Basic Needs	\$15.87	\$12.48	\$13.00	\$14.50	\$17.23	\$23.63	7
	Children's Services	\$15.18	\$13.00	\$13.00	\$13.47	\$14.38	\$23.63	6
	Comm, volunteerism, econ	\$16.78	\$13.00	\$14.13	\$15.25	\$17.91	\$23.63	4
	Criminal Justice							
	Developmental Disabilities	\$13.77	\$13.00	\$13.38	\$13.77	\$14.15	\$14.53	2
	Education	\$15.10	\$12.48	\$13.00	\$13.47	\$14.38	\$23.63	6
	Employment or job	\$14.65	\$12.48	\$12.74	\$13.00	\$15.73	\$18.46	3
	Environment							
	Health care (non-hospital)	\$15.71	\$13.00	\$14.50	\$16.00	\$17.06	\$18.12	3
	Higher Education							
	Housing	\$15.95	\$12.48	\$13.00	\$16.00	\$17.00	\$23.63	9
	Intellectual Disabilities	\$17.05	\$13.00	\$13.77	\$14.53	\$19.08	\$23.63	3
	Mental Health	\$17.11	\$13.00	\$15.27	\$16.00	\$18.29	\$23.63	7
Public Benefit	\$16.48	\$14.50	\$15.49	\$16.48	\$17.47	\$18.46	2	
Recreation, sports, leisure	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	\$13.00	2	
Seniors	\$16.54	\$13.00	\$13.00	\$13.00	\$18.32	\$23.63	3	
Year Founded	Before 1950	\$15.62	\$13.00	\$13.00	\$13.94	\$14.53	\$23.63	5
	1950-1969	\$14.50	\$13.00	\$13.75	\$14.50	\$15.25	\$16.00	2
	1970-1979	\$17.53	\$16.00	\$17.06	\$18.12	\$18.29	\$18.46	3
	1980-1989	\$14.74	\$12.48	\$13.61	\$14.74	\$15.87	\$17.00	2
	1990-1999							
	2000 or later	\$14.75	\$14.50	\$14.63	\$14.75	\$14.88	\$15.00	2
Ex. Director/CEO Gender	Female	\$15.70	\$12.48	\$14.13	\$16.00	\$17.28	\$18.46	8
	Male	\$16.02	\$13.00	\$13.94	\$14.53	\$15.00	\$23.63	5
Experience as Ex. Director/CEO	5 years or less	\$16.93	\$13.00	\$15.00	\$16.00	\$17.00	\$23.63	5
	6-10 years	\$13.94	\$13.94	\$13.94	\$13.94	\$13.94	\$13.94	1
	11-20 years	\$15.79	\$14.50	\$14.52	\$15.27	\$16.53	\$18.12	4
	More than 20 years	\$14.65	\$12.48	\$12.74	\$13.00	\$15.73	\$18.46	3

Q700a_8_1: For each type of position contained in your organization, please indicate the number of employees in that category - Warehouse 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	6%	5	1.8	9
All Employees	Fewer than 10 employees				
	10-49 employees	11%	1	1.0	1
	50-99 employees	14%	2	1.0	2
	100-249 employees				
	250 employees or more	6%	2	3.0	6
Total Operating Expenses	Less than \$250k	40%	2	1.0	2
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m	11%	2	1.0	2
	\$5m-\$9.99m				
Sectors Supported	\$10m or more	3%	1	5.0	5
	Adult Behavioral Health	3%	1	1.0	1
	Arts, Culture, Humanities	9%	1	1.0	1
	Basic Needs	5%	1	1.0	1
	Children's Services				
	Comm, volunteerism, econ	8%	1	1.0	1
	Criminal Justice				
	Developmental Disabilities	11%	2	3.0	6
	Education				
	Employment or job	12%	2	3.0	6
	Environment				
	Health care (non-hospital)	6%	1	1.0	1
	Higher Education				
	Housing	7%	2	1.0	2
	Intellectual Disabilities	17%	4	2.0	8
	Mental Health	8%	3	2.3	7
	Public Benefit	22%	2	3.0	6
Recreation, sports, leisure					
Seniors					
Year Founded	Before 1950	6%	1	5.0	5
	1950-1969	13%	2	1.0	2
	1970-1979				
	1980-1989				
	1990-1999				
	2000 or later	33%	2	1.0	2
Ex. Director/CEO Gender	Female	3%	1	1.0	1
	Male	11%	4	2.0	8
Experience as Ex. Director/CEO	5 years or less	12%	2	1.0	2
	6-10 years				
	11-20 years	12%	2	3.0	6
	More than 20 years	5%	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
All Employees	Fewer than 10 employees							
	10-49 employees	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	1
	50-99 employees	\$16.80	\$15.00	\$15.90	\$16.80	\$17.70	\$18.60	2
	100-249 employees							
	250 employees or more	\$24.35	\$20.00	\$22.18	\$24.35	\$26.53	\$28.70	2
Total Operating Expenses	Less than \$250k	\$18.49	\$15.00	\$16.75	\$18.49	\$20.24	\$21.98	2
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m	\$19.30	\$18.60	\$18.95	\$19.30	\$19.65	\$20.00	2
	\$5m-\$9.99m							
	\$10m or more	\$28.70	\$28.70	\$28.70	\$28.70	\$28.70	\$28.70	1
Sectors Supported	Adult Behavioral Health	\$18.60	\$18.60	\$18.60	\$18.60	\$18.60	\$18.60	1
	Arts, Culture, Humanities	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	1
	Basic Needs	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	1
	Children's Services							
	Comm, volunteerism, econ	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	1
	Criminal Justice							
	Developmental Disabilities	\$21.85	\$15.00	\$18.43	\$21.85	\$25.28	\$28.70	2
	Education							
	Employment or job	\$23.65	\$18.60	\$21.13	\$23.65	\$26.18	\$28.70	2
	Environment							
	Health care (non-hospital)	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	1
	Higher Education							
	Housing	\$20.99	\$20.00	\$20.50	\$20.99	\$21.49	\$21.98	2
	Intellectual Disabilities	\$21.07	\$15.00	\$17.70	\$20.29	\$23.66	\$28.70	4
	Mental Health	\$23.09	\$18.60	\$20.29	\$21.98	\$25.34	\$28.70	3
	Public Benefit	\$25.34	\$21.98	\$23.66	\$25.34	\$27.02	\$28.70	2
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$28.70	\$28.70	\$28.70	\$28.70	\$28.70	\$28.70	1
	1950-1969	\$16.80	\$15.00	\$15.90	\$16.80	\$17.70	\$18.60	2
	1970-1979							
	1980-1989							
	1990-1999							
	2000 or later	\$20.99	\$20.00	\$20.50	\$20.99	\$21.49	\$21.98	2
Ex. Director/CEO Gender	Female	\$18.60	\$18.60	\$18.60	\$18.60	\$18.60	\$18.60	1
	Male	\$21.42	\$15.00	\$18.75	\$20.99	\$23.66	\$28.70	4
Experience as Ex. Director/CEO	5 years or less	\$16.80	\$15.00	\$15.90	\$16.80	\$17.70	\$18.60	2
	6-10 years							
	11-20 years	\$24.35	\$20.00	\$22.18	\$24.35	\$26.53	\$28.70	2
	More than 20 years	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	\$21.98	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
All Employees	Fewer than 10 employees				
	10-49 employees				
	50-99 employees				
	100-249 employees				
	250 employees or more	3%	1	16.0	16
Total Operating Expenses	Less than \$250k				
	\$250k-\$499k				
	\$500k-\$999k				
	\$1m-\$4.99m				
	\$5m-\$9.99m				
	\$10m or more	3%	1	16.0	16
Sectors Supported	Adult Behavioral Health				
	Arts, Culture, Humanities				
	Basic Needs				
	Children's Services				
	Comm, volunteerism, econ				
	Criminal Justice				
	Developmental Disabilities	5%	1	16.0	16
	Education				
	Employment or job	6%	1	16.0	16
	Environment				
	Health care (non-hospital)				
	Higher Education				
	Housing				
	Intellectual Disabilities	4%	1	16.0	16
	Mental Health	3%	1	16.0	16
	Public Benefit	11%	1	16.0	16
Recreation, sports, leisure					
Seniors					
Year Founded	Before 1950	6%	1	16.0	16
	1950-1969				
	1970-1979				
	1980-1989				
	1990-1999				
	2000 or later				
Ex. Director/CEO Gender	Female				
	Male	3%	1	16.0	16
Experience as Ex. Director/CEO	5 years or less				
	6-10 years				
	11-20 years	6%	1	16.0	16
	More than 20 years				

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
All Employees	Fewer than 10 employees							
	10-49 employees							
	50-99 employees							
	100-249 employees							
	250 employees or more	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
Total Operating Expenses	Less than \$250k							
	\$250k-\$499k							
	\$500k-\$999k							
	\$1m-\$4.99m							
	\$5m-\$9.99m							
	\$10m or more	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
Sectors Supported	Adult Behavioral Health							
	Arts, Culture, Humanities							
	Basic Needs							
	Children's Services							
	Comm, volunteerism, econ							
	Criminal Justice							
	Developmental Disabilities	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	Education							
	Employment or job	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	Environment							
	Health care (non-hospital)							
	Higher Education							
	Housing							
	Intellectual Disabilities	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	Mental Health	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
Public Benefit	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1	
Recreation, sports, leisure								
Seniors								
Year Founded	Before 1950	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	1950-1969							
	1970-1979							
	1980-1989							
	1990-1999							
	2000 or later							
Ex. Director/CEO Gender	Female							
	Male	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
Experience as Ex. Director/CEO	5 years or less							
	6-10 years							
	11-20 years	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	\$14.33	1
	More than 20 years							

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)

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)

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 on 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 a 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; writes and maintains 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)

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 relations 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 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 leads 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)



The **Alliance**
Voice of Community Nonprofits

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