

2024 Compensation Report

Network of Jewish Human Service Agencies

May 2024

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Survey Objectives & Methodology

Survey Objectives and Methodology

- The 2024 NJHSA compensation survey was fielded in March 2024 to 143 member agencies that provide direct human services; these agencies are listed in **Appendix A**.
- Among the 143 member agencies, 127 are located in the United States and 16 are located in Canada. Where applicable, Canadian dollars (CAD) have been converted to US dollars (USD) at a rate of \$1.00 CAD=\$0.73 USD.
- For comparative purposes, part-time and hourly salary data was converted to full-time equivalents, where applicable.
- 107 agencies (75%) responded to the survey, either in whole or in part.
- Where possible, missing data was imputed using responses from the previous year's compensation study and/or data extrapolation techniques.
- Data was segmented by agency size and budget, CEO gender, experience, and relative cost of living (COL). These segments are presented in this report, as relevant.

Survey Objectives and Methodology

- **Slide 6 shows agency segmentation by size/budget.** Each agency falls into one of five size categories that range from Small to Large.
- The budget ranges that define each size category have changed slightly compared to the 2023 compensation study. These shifts were made to ensure that budget categories were developed with the same methodology. They account for year-over-year budget changes and for new agencies being added to The Network.
- **Slide 7 shows agency segmentation by relative COL.** Each agency falls into one of five size categories that range from Low relative COL to Very High relative COL.
- **To find which COL segment your agency belongs to, please find your agency's metro area in Appendix C.**

Data Segmentation by Agency Budget

Budget ranges were used to create five size categories, ranging from Small to Large.

Budget Range (USD)	Size Category	Agencies in Segment	Percent
Less than \$600K	Small	25	17%
\$500K to less than \$2.6M	Small-Midsize	33	23%
\$2.6M to less than \$7M	Midsize	28	20%
\$7M to less than \$21M	Midsize-Large	34	24%
\$21M or more	Large	23	16%

Data Segmentation by Cost of Living

Relative Cost of Living (COL) was used to create five COL categories, ranging from Low to Very High.

Relative COL Range ¹	COL Category ²	Agencies in Segment	Percent
76-90	Low	24	17%
91-100	Average-Low	33	23%
101-107	Average-High	29	20%
108-141	High	31	22%
142-230	Very High	26	18%

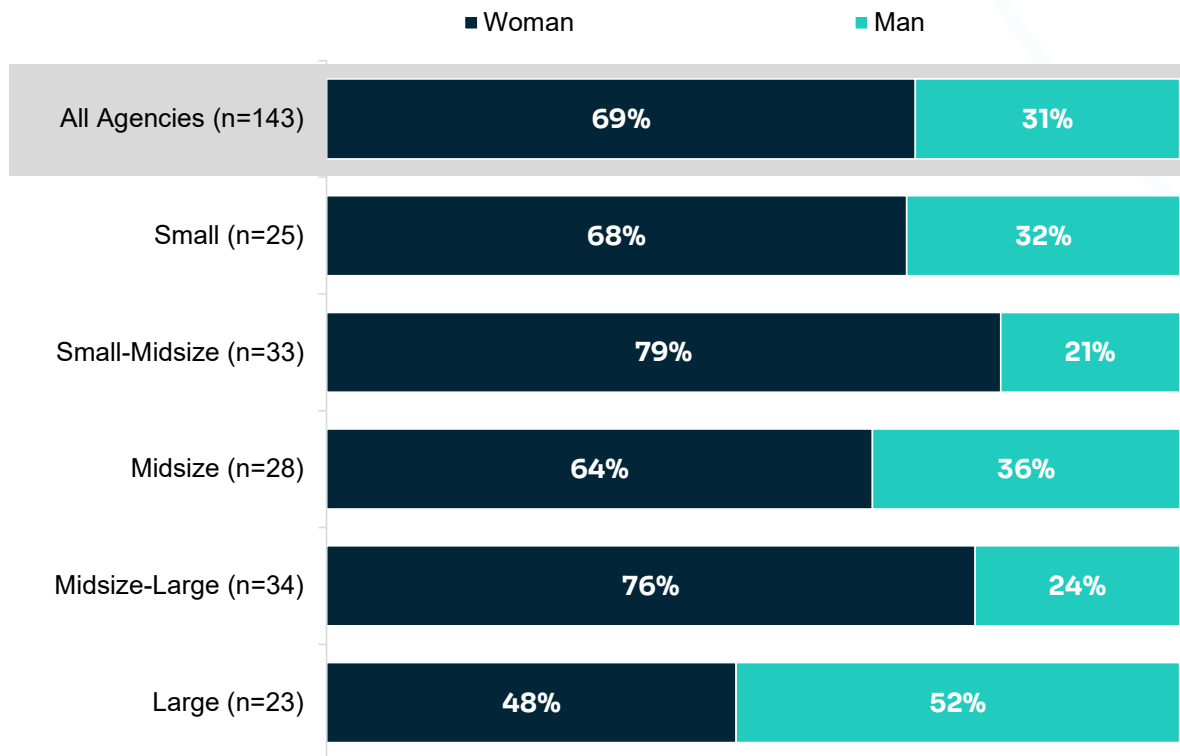
¹COL values are calculated by metro area in comparison to the US average (set at 100). Although values are as compared to the US average, Canadian agencies' metro areas are included.

²A complete list of all agency metro areas' COLs are included in Appendix C.

CEO Background

CEO¹ Background

CEO Gender Distribution by Agency Size



- CEO gender distribution is consistent across all agency sizes except Large agencies.
- 48% of Large agencies have female CEOs, while the average among all other size categories is 72% .
- This is consistent with the results of the 2023 compensation study. Last year, data showed that 64% of all agency CEOs, but only 39% of Large agency CEOs were women. **Although this year's data shows a modest shift, female CEOs are still under-represented among the Large agencies.**

¹ In all cases, "CEO" refers to an agency's most senior professional, who may or may not hold the title "CEO"

CEO Background

CEO Years of Experience

Years	... In Role (Percent, n=143)	... In Jewish Human Services (JHS) (Percent, n=143)
3 or fewer years	27%	13%
4-6 years	36%	18%
7-14 years	25%	23%
15-24 years	6%	16%
25 or more years	6%	29%

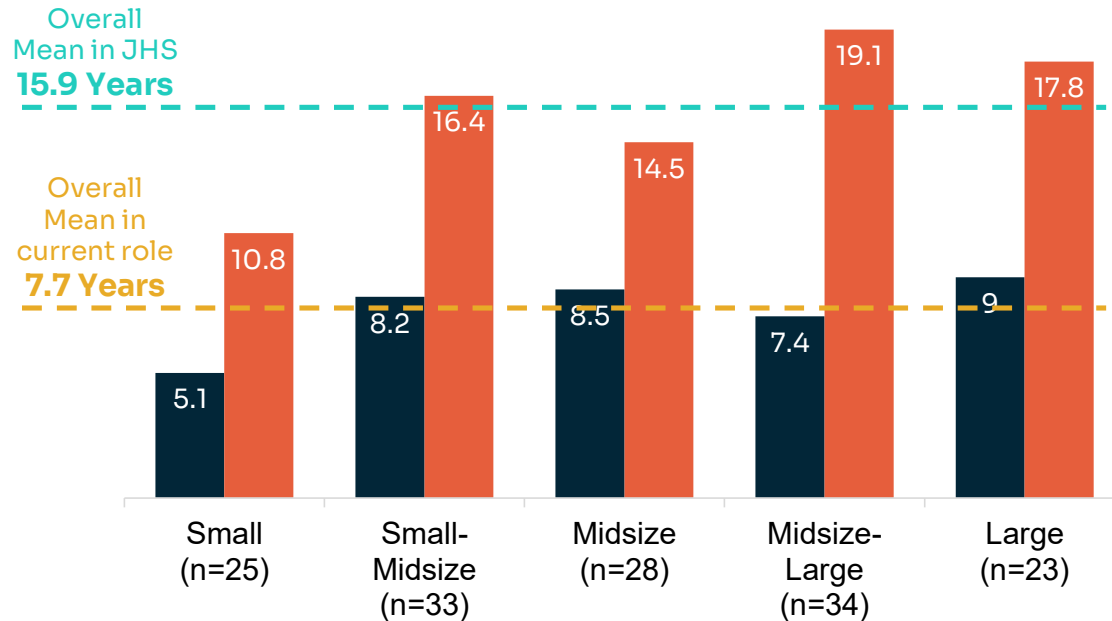
Overall, both CEOs' years in their roles and CEOs' years in JHS are largely **consistent with the previous two years' compensation studies.**

One small observed change is that, compared to last year, **somewhat fewer CEOs have been in their role for 3 or fewer years** (35% in 2023), and somewhat more have been in their role 4-6 years (25% in 2023). **This indicates that turnover observed in previous years has slowed.**

CEO Background

CEO Years of Experience by Agency Size

■ Mean Years in Role ■ Mean Years in Jewish Human Services



	Years in Role	Years in JHS
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Mean	7.7	15.9
Median	5	13
Range	0-41	0-46

Years spent working in JHS is very weakly correlated with agency size (orange bars).

There is also very weak correlation between the length of time CEOs have spent in their current role and agency size (black bars).

CEO Background

CEO Education

Degree (Select all that apply)	Percent (n=143)
MSW or DSW	31%
Other Master's Degree	27%
No Graduate Degree	17%
MBA	11%
JD	10%
PhD or PsyD	9%
Rabbinic Ordination	3%
EdD	2%

- The proportion of CEOs with MSWs or DSWs increases between Small agencies (20%) and Midsize-Large agencies (47%). In contrast, Large agencies have the lowest proportion of CEOs with MSWs or DSWs (17%) and the highest share of MBAs (22%).
- Gender explains part of this pattern. Female CEOs are more likely than male CEOs to have MSWs or DSWs (36% vs. 20%) and to serve in Small to Midsize-Large agencies (73% vs. 27%).
- Male CEOs are more likely than female CEOs to have MBAs (22% versus 6%) and to serve in Large agencies (52% vs. 48%).
- These findings are consistent with 2023 data.

CEO Compensation

CEO Compensation

CEO Salary Across All Agencies

	CEO Salary	
	2024 (n=143)	2023 (n=147)
Median	\$161,700	\$150,400
Mean	\$185,300	\$174,400
Range	\$49,000- \$500,000	\$30,000- \$450,000

- Across all agencies, **there was a 6% mean (8% median) CEO salary increase compared to the 2023 compensation study.**
- Of note, the 2023 study requested data from CY2022 while this study requested current data as of 2024. The US Social Security Administration COLA increase was 8.7% for 2023 and 3.2% for 2024. This means that the anticipated salary increase between the current study and the 2023 study was ~12%. Therefore, **the observed salary increase was somewhat lower than anticipated.**
- **This observation should be taken with a grain of salt as it does not consider potential turnover or differences between the agencies represented in the two studies.** When considering only agencies that were included in both studies, and agencies for which there is self-reported data for both years (n=96), there is an 8% mean increase.
- Despite similar median budgets, US-based CEOs have a higher median salary (\$177,500) than Canada-based CEOs (\$114,200 USD).

CEO Compensation

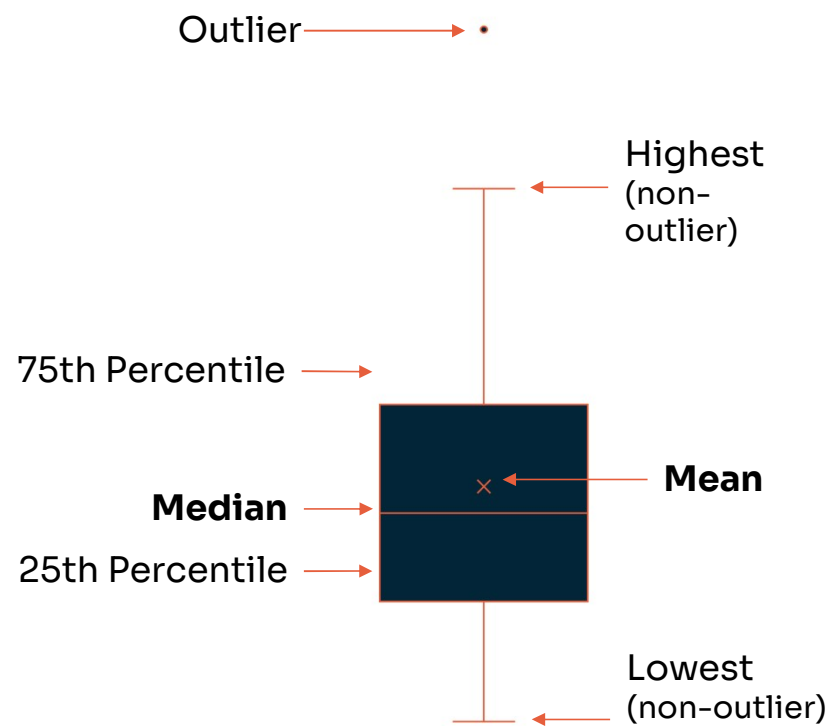
CEO Salary Across Segments

- CEO compensation data was analyzed for trends across each of the following segments:
 - **Agency size** (as determined by budget)
 - **Relative Cost Of Living (COL)**
 - **Years in position**
 - **Years in Jewish Human Services (JHS)**
 - **Gender**
- Consistent with last year, **CEO salaries are very strongly correlated with agency size (budget).**
- COL also has a significant, though weaker, correlation with CEO salaries. Years in position and gender also have significant, but weak, correlations with CEO salaries.
- Years in JHS is not meaningfully correlated with CEO salary, and data for this analysis is not shown further.

CEO Compensation

- Compensation data in the following slides is segmented by
 - **Agency size** (Slides 17-19)
 - **Relative COL** (Slides 21-24)
 - **Years in position** (Slides 25-28)
 - **Gender** (Slides 29-32)
- For each segmentation, narrative highlights are presented first, followed by standard tables, and then by **box-and-whisker plots**.
- The diagram on the right provides a guide to interpreting box-and-whisker plots. The median (or 50th percentile) salary is indicated by the horizontal line, and the mean (or average) salary is indicated by the “x” inside the box. The top of the box represents the 75th percentile salary, and the bottom of the box represents the 25th percentile salary. The shorter the box, the more salaries cluster around the median and mean. The taller the box, the more salaries are spread out from the median and mean.

Interpreting Box-and-Whisker Plots



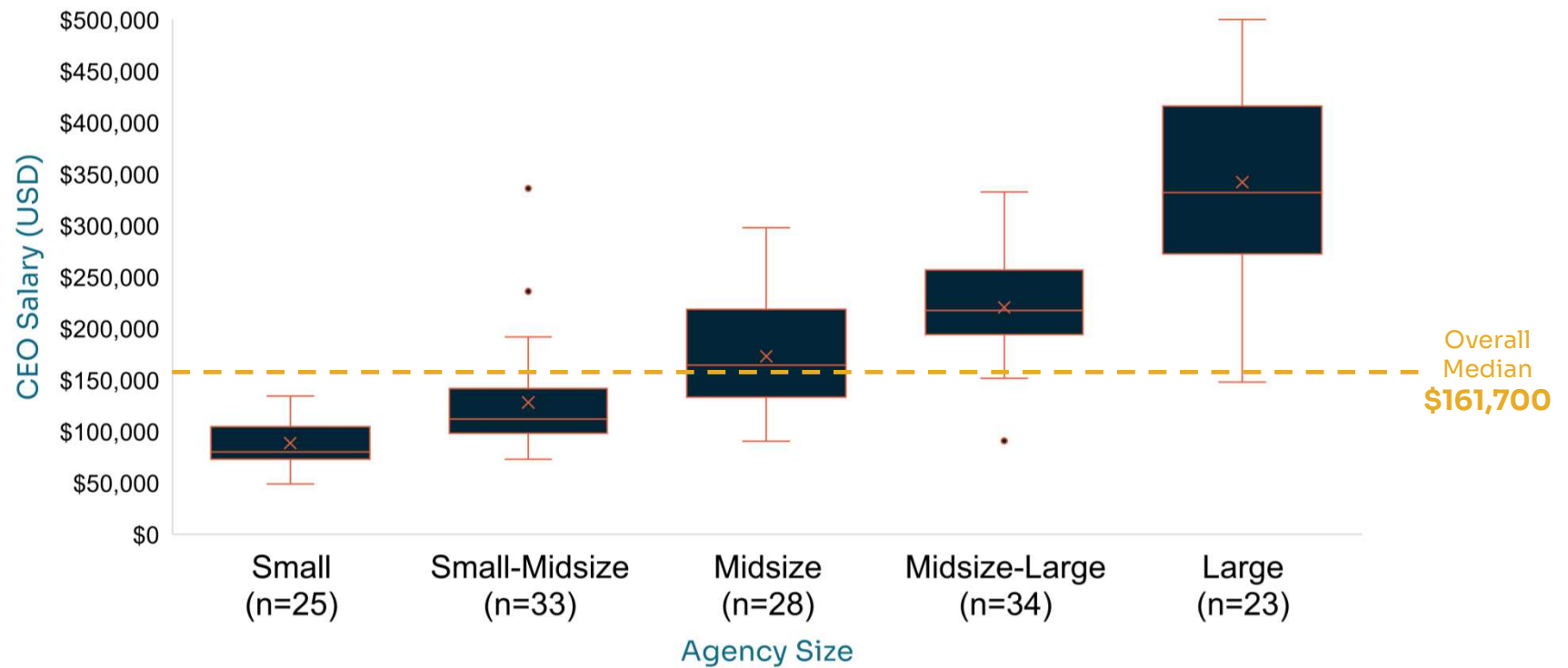
CEO Salary by Agency Size

- **CEO salaries are very strongly correlated with agency size** (as determined by budget). Statistically, agency size accounts for almost three-quarters of all variation between salaries.
- Median CEO salaries increase by an average of 43% when moving from one agency size category to the next, which is consistent with the 2023 compensation report.
- Within each size category, most salaries fall within about 50% of one another. This variability is slightly higher for the Medium size category, where most salaries fall within 65% of one another.
- Each of these findings is consistent with the 2023 compensation report

CEO Salary by Agency Size

	Overall (n=143)	Small (n=25)	Small-Midsize (n=33)	Midsize (n=28)	Midsize-Large (n=34)	Large (n=23)
Median	\$161,700	\$80,000	\$112,000	\$173,000	\$217,500	\$332,000
Mean	\$185,300	\$88,700	\$128,100	\$173,000	\$220,500	\$342,200
Range	\$49,000 -\$500,000	\$49,000 -\$134,400	\$73,000 -\$336,000	\$90,400 -\$298,000	\$90,700 -\$332,600	\$147,800 -\$500,000

CEO Salary by Agency Size



Accounting for Agency Size in Other Segments

- **The relationship between salary and agency size is so strong that it has the potential to mask and/or misrepresent the relationship between salary and other variables** (e.g., relative cost of living, years in position). This is because agencies of different sizes are not distributed equally across these other variables.
- To address for this potential problem, we standardized the salary data to account for agency size. **Standardized data sets the median salary to 1, and salaries are recomputed relative to this. For example, a salary of 1.2 is 20% higher than the median, and a salary of 0.8 is 20% lower than the median.**
- Going forward, we present two slides of box-and-whisker plots for each segmentation. The first box-and-whisker plot visualizes the data exactly as it appears in the data table before it. The second box-and-whisker plot visualizes the data as scaled to agency size.

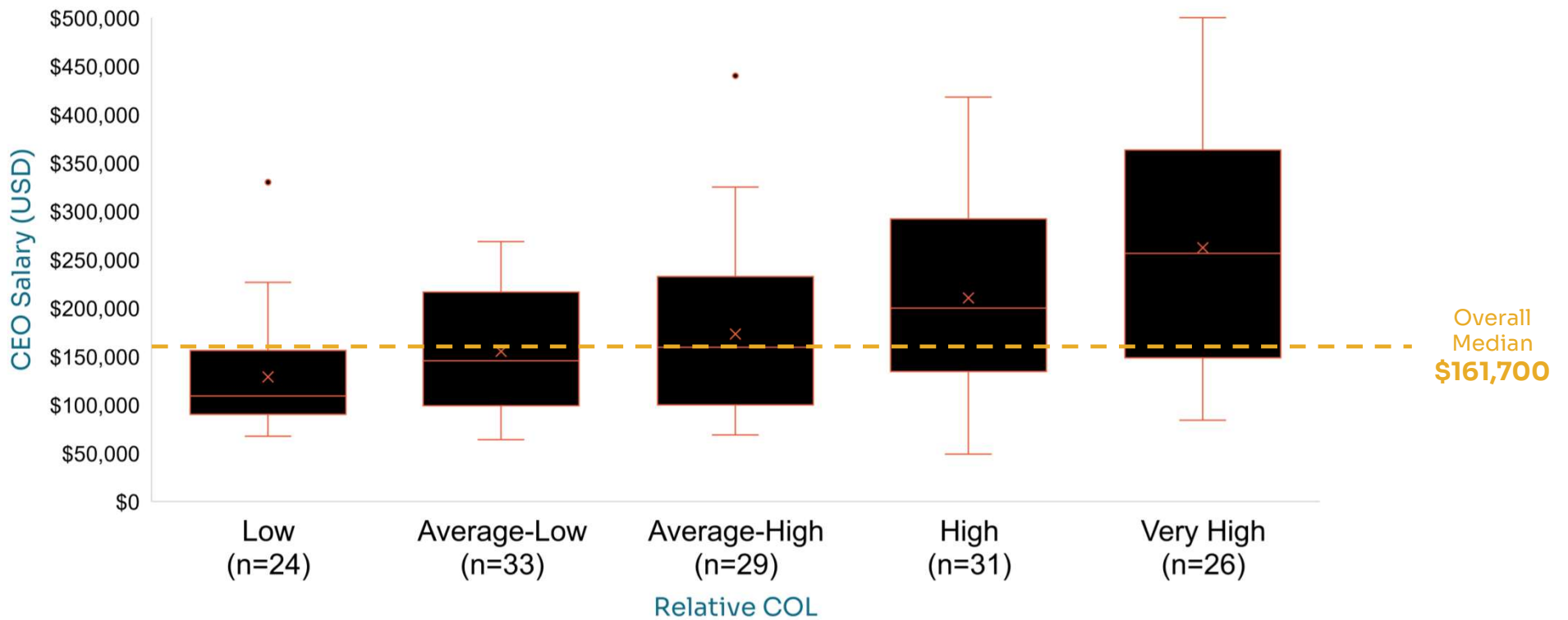
CEO Salary by Relative Cost of Living

- CEO salaries are correlated with Relative Cost of Living (COL), but **this correlation is much weaker than the correlation between salary and agency size**. Overall, **COL accounts for under 20% of variation between salaries** (compared to about 75% accounted for by agency size). These findings are consistent with the 2023 compensation study.
- **The relationship between COL and CEO salary is relevant in the High and Very High COL segments**. Standardized data shows that salaries are 16% and 18% higher than the median in these areas, respectively.
- **Standardized CEO salaries among those living in Low, Average-Low, and Average-High COL areas are very similar to one another** (salaries are 6% lower than the median in these areas)
- **These findings imply that COL only likely to factor into CEO salary among the High and Very High COL areas.**

CEO Salary by Relative Cost of Living

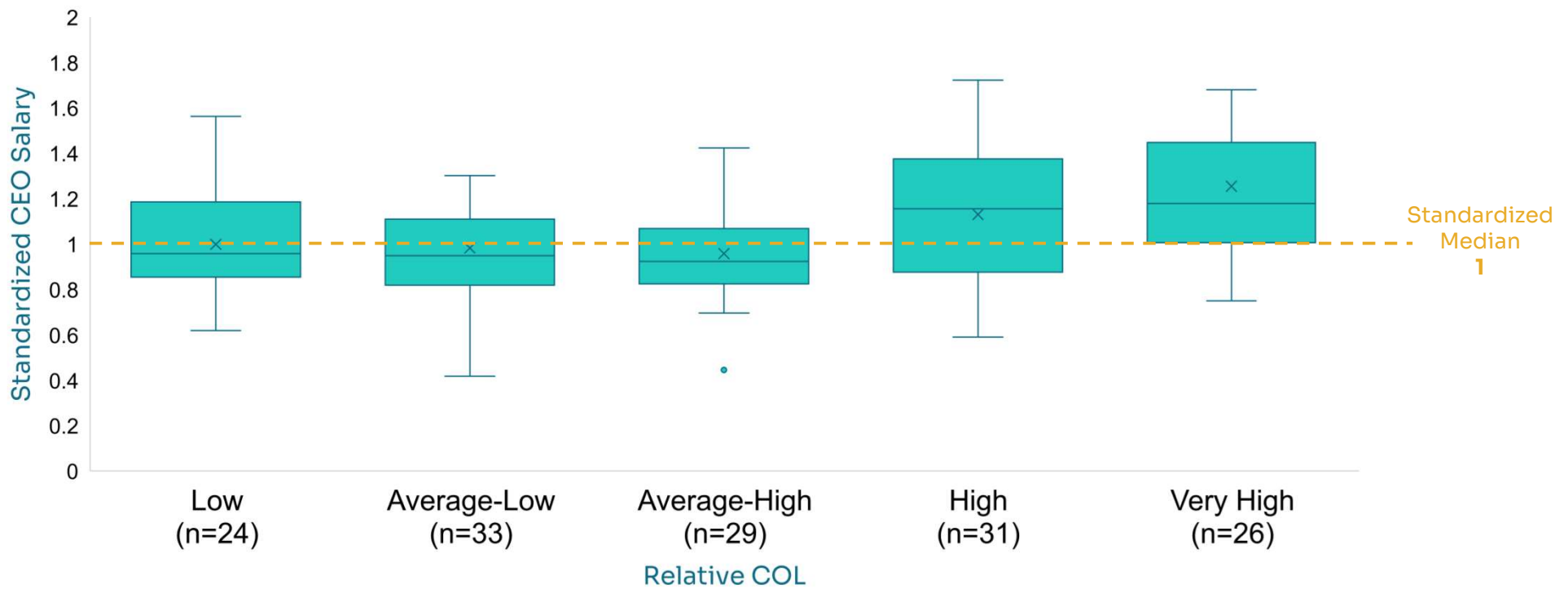
	Overall (n=143)	Low COL (n=24)	Average-Low COL (n=33)	Average-High COL (n=29)	High COL (n=31)	Very High COL (n=26)
Median	\$161,700	\$109,000	\$145,600	\$159,500	\$200,000	\$256,400
Mean	\$185,300	\$128,700	\$155,200	\$173,100	\$210,400	\$262,400
Range	\$49,000 -\$500,000	\$67,500 -\$330,000	\$63,900 -\$268,600	\$68,900 -\$440,000	\$49,000 -\$417,900	\$84,000 -\$500,000

CEO Salary by Relative COL



CEO Salary by Relative COL

Standardized Salary Data



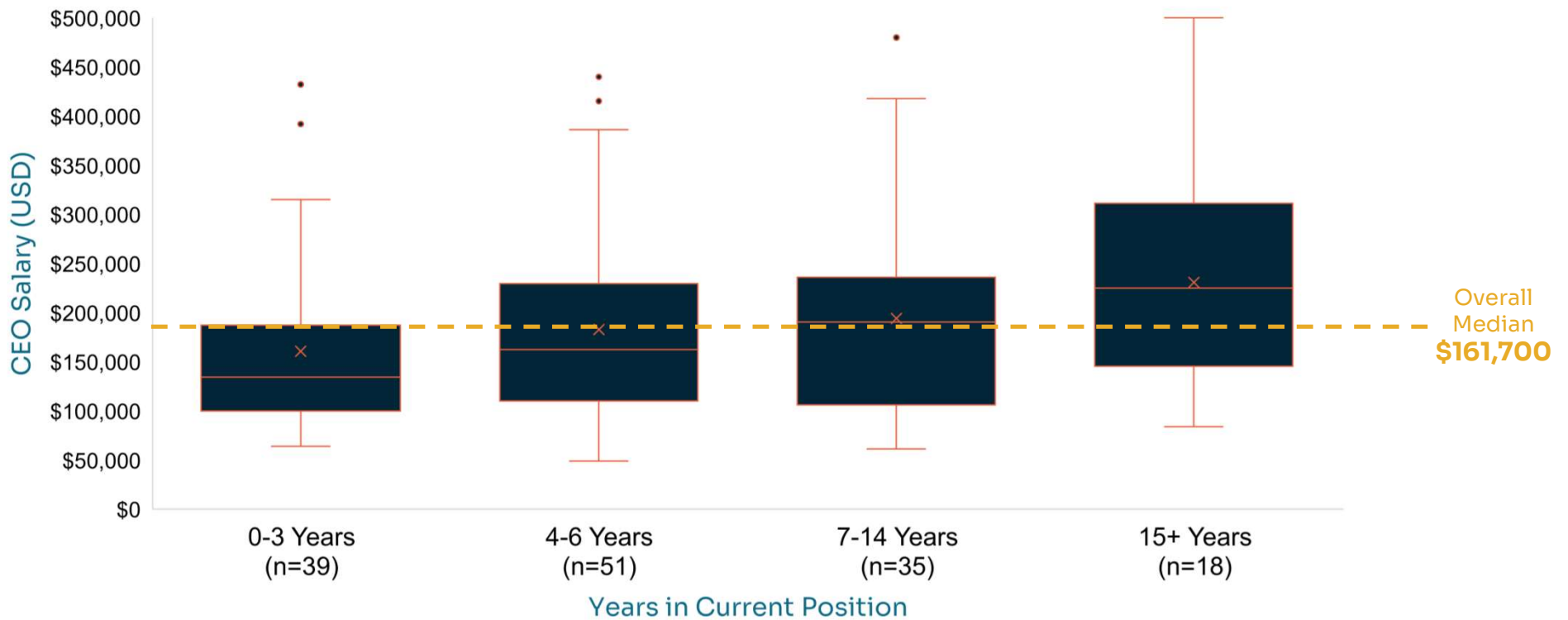
CEO Salary by Years in Current Position

- A correlation between years in current position and CEO salaries does exist, but is very weak, accounting for under 6% of variation between salaries. **This means that, largely, CEOs are not better compensated as a direct result of longer tenure in their role.** Additionally, CEOs are not better compensated as a direct result of longer tenure in JHS, where there was no correlation (data not shown).
- Non-standardized data appears to show a steady increase in salaries across years in current role. However, once agency size is accounted for, **the standardized salary data, demonstrates that median salaries remain comparable until 15+ years in current role.** The median salaries of those with 15+ years in current role are about 20% higher than the overall median.
- It is noteworthy that the number of CEOs who have been in their role 15 years is relatively small at just 13%. This is very similar to the 2023 compensation study. However, in 2023, those with the longest tenure were somewhat over-represented within the smallest agencies (where salaries are lower). That is no longer true.

CEO Salary by Years in Current Position

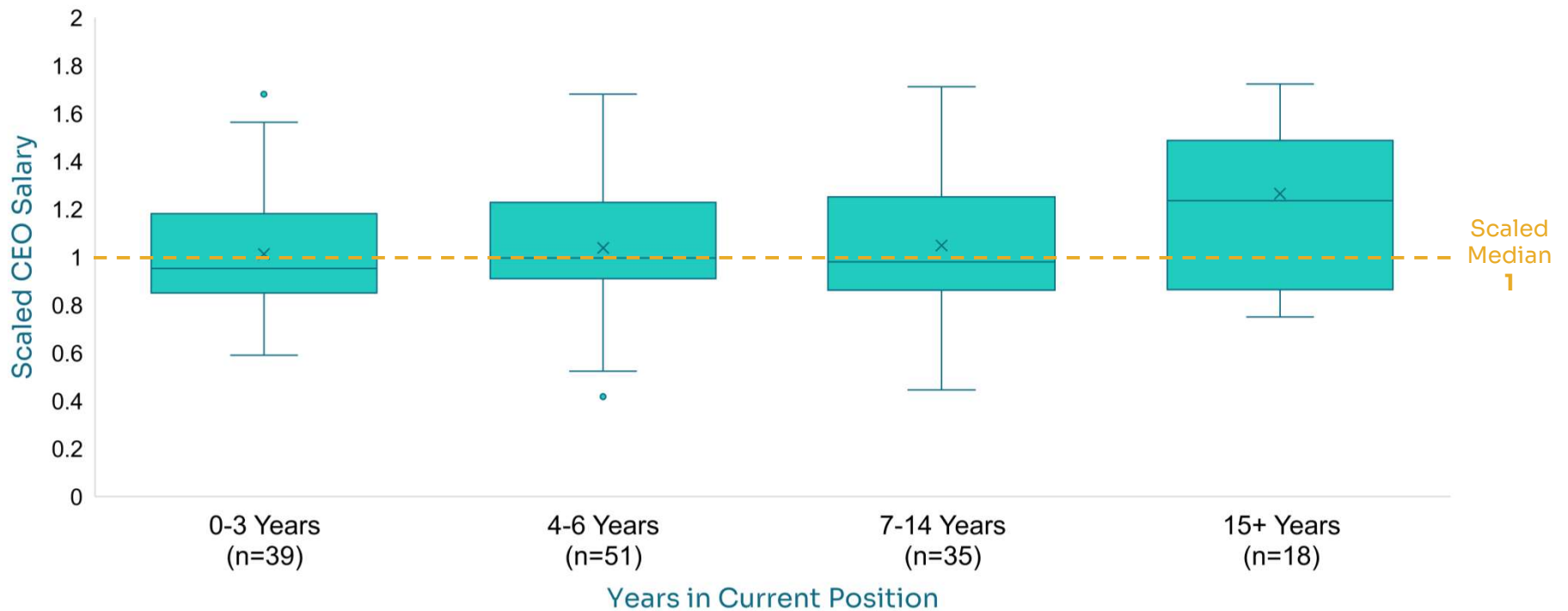
	Overall (n=143)	0-3 Years (n=39)	4-6 Years (n=51)	7-14 Years (n=35)	15+ Years (n=18)
Median	\$161,700	\$134,400	\$162,400	\$190,500	\$225,000
Mean	\$185,300	\$160,600	\$182,900	\$194,200	\$230,800
Range	\$49,000 -\$500,000	\$63,900 -\$432,300	\$49,000 -\$440,000	\$61,300 -\$480,000	\$84,000 -\$500,000

CEO Salary by Years in Current Position



CEO Salary by Years in Current Position

Standardized Salary Data



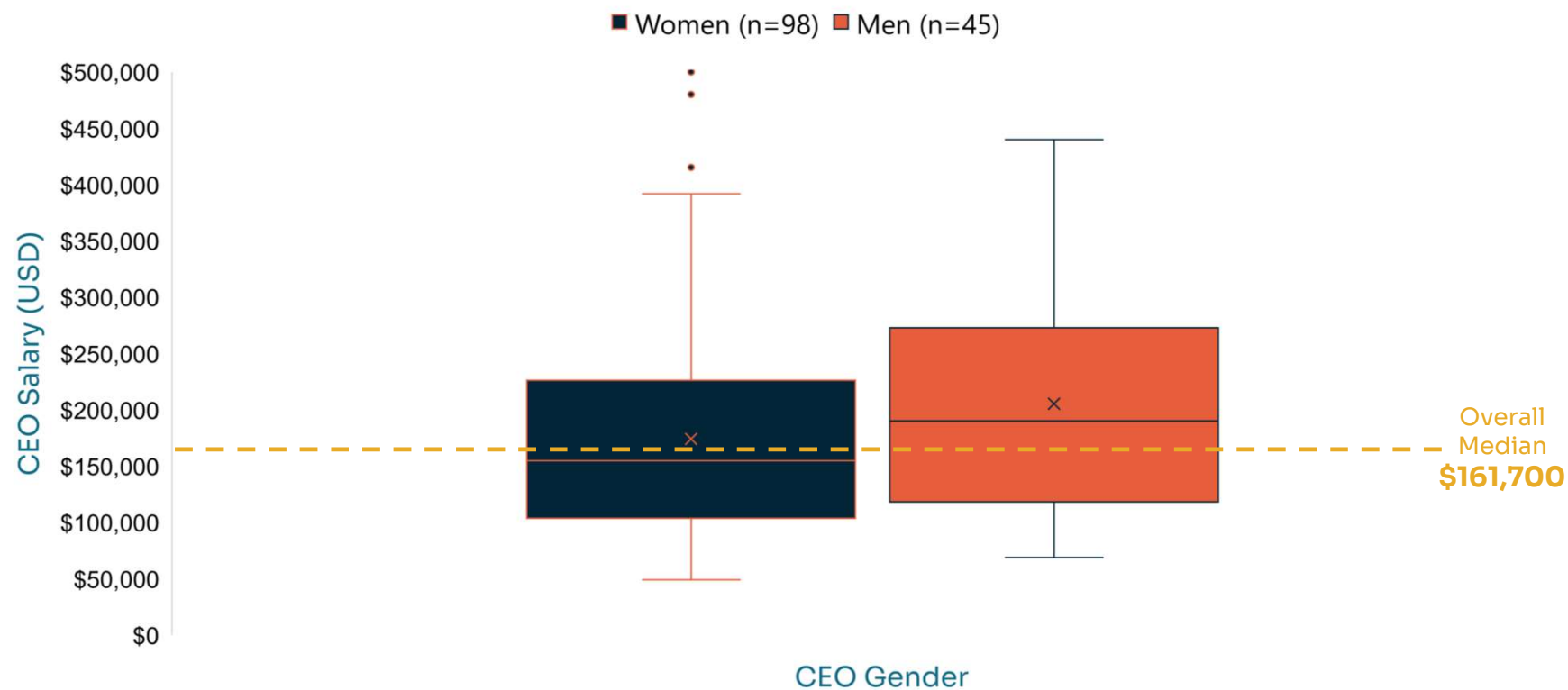
CEO Salary by Gender

- In the 2023 compensation study, non-standardized data indicated that the median salary of male CEOs was 18% higher than female CEOs. However, this gap existed because male CEOs were significantly overrepresented among the largest agencies where salaries are significantly higher.
- In last year's study, once agency size was accounted for with standardization, male CEOs' salaries were not meaningfully higher than those of female CEOs. **In other words, the observed gender inequality was a result of women holding relatively fewer CEO positions among the largest agencies and was not a result of male and female CEOs being compensated differently.**
- Conversely, when this year's data is standardized, male CEOs' median salary remains 5% higher than the female CEOs' median salary, and the mean salary remains 13% higher. **This means that, unlike last year, this year, we do observe that the average salaries of male CEOs are meaningfully higher than those of female CEOs.**

CEO Salary by Gender

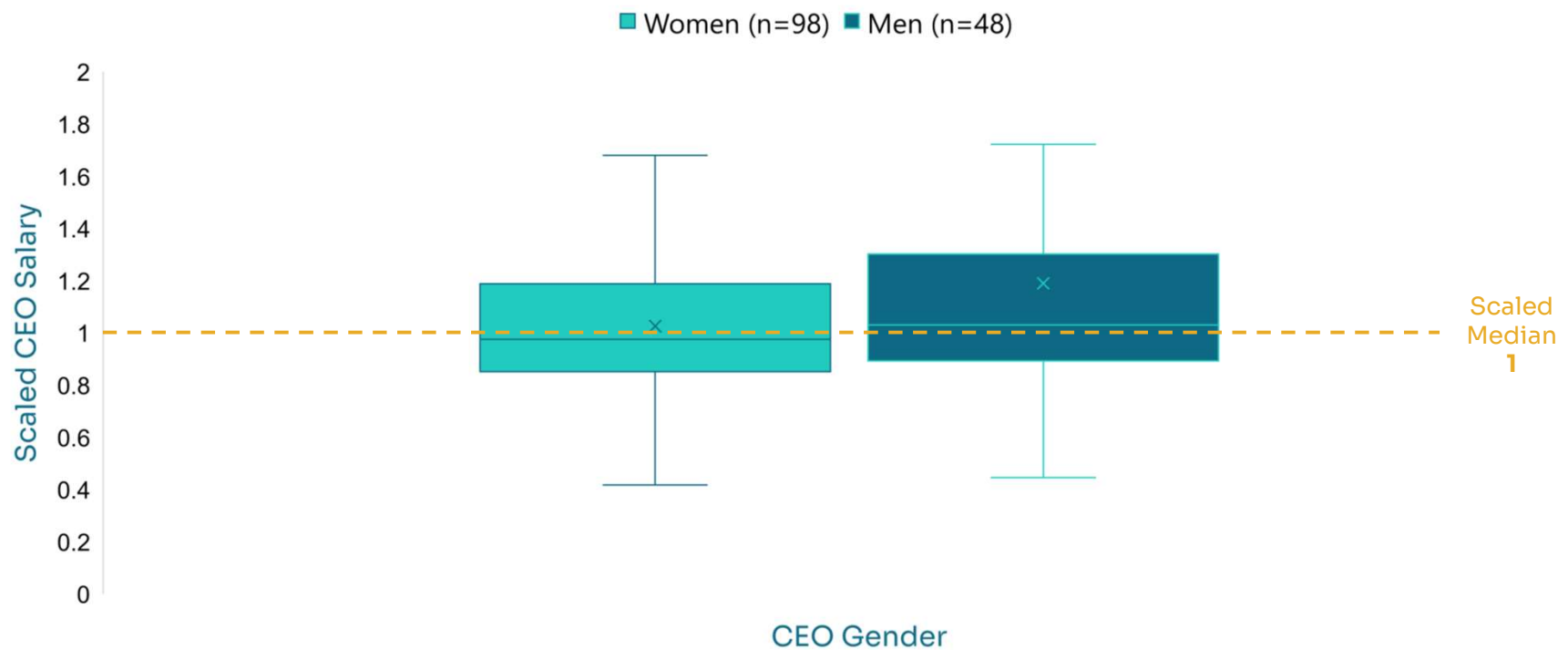
	Overall (n=143)	Women (n=98)	Men (n=45)
Median	\$161,700	\$154,800	\$190,400
Mean	\$185,300	\$174,200	\$210,000
Range	\$49,000 -\$500,000	\$49,000 -\$500,000	\$68,900 -\$440,000

CEO Salary by Gender



CEO Salary by Gender

Standardized Salary Data



Summary of CEO Salary

- **CEO salaries are largely driven by agency size.** The bigger the agency, the larger the CEO salary.
- **Larger agencies are somewhat more likely to be located in areas with higher COL,** which partially contributes to the (non-standardized) relationship between COL and CEO salary. However, standardized data does show that a true, if comparably weak, relationship between COL and salary does exist independent of agency size. Specifically, **CEO salaries in Very High and High COL areas are higher than average, while salaries among the three remaining COL groups do not differ from one another.**
- **The number of years spent in their current position is very weakly correlated with CEO salaries.** Consistent with the 2023 compensations study, this correlation generally applies only to those with 15 or more years in their position.
- Compared to the 2023 compensation study, male CEOs remain meaningfully overrepresented in the largest agencies. **Last year, this overrepresentation accounted for the observed differences between CEO salaries by gender. This year, it does not, and the salaries of male CEOs were found to be meaningfully higher, on average, than those of female CEOs.**

Staff Salaries

Executive & Leadership Team Salaries

Department	Median Salary of Most Senior Department Role ¹	Percent of Midsize or Larger Agencies with Senior Department Role (n=85)	Percent of Small-Midsize or Small Agencies ² with Senior Department Role (n=49)
Programs/Services	\$104,600	88%	33%
Finance	\$135,000	87%	27%
Operations	\$125,000	82%	31%
Strategy/Development	\$138,400	72%	16%
Human Resources	\$122,500	45%	16%
Clinical	\$98,000	40%	20%
Marketing	\$95,400	36%	14%
Technology	\$110,000	26%	4%

¹Represents between 68% and 93% of agencies asked to respond

²Includes only agencies with more than one full time employee

Other Staff Salaries

Role	Median Salary Range ¹	Percent of Midsize or Larger Agencies with Role (n=85)	Percent of Small-Midsize or Small Agencies ² with Role (n=49)
Direct Care and Administration	\$37,400-\$52,000	95%	65%
Unlicensed Direct Service	\$45,000-\$61,600	88%	49%
Licensed Counselors	\$58,400-\$73,100	86%	51%
Vocational Counselors	\$46,400-\$60,200	52%	8%
Licensed Medical Staff	\$77,600-\$124,800	36%	0%

¹Represents between 71% and 92% of agencies asked to respond

²Includes only agencies with more than one full time employee

Summary of Staff Salaries

- As with CEO salaries, officer salaries increase with agency size. However, officer salaries tend to be significantly higher than average only among Large agencies.
- Similarly, officer salaries are significantly higher than average only among agencies in Very High COL areas.
- Non-officer staff salaries do not appear to increase with agency size.
- Certain staff salaries (within Very High COL agencies, only) do appear to be somewhat higher than those in lower COL areas. However, the extent to which COL is accounted for among most staff salaries does not keep pace with the extent to which it is accounted for among CEO/officer salaries.
- There was a higher-than-average amount of missing staff salary data, so conclusions that generalize about The Network as a whole should be made with caution.
- Because of changes to the way survey questions were asked and analyzed, reliable comparisons with the 2023 compensation survey could not be made.

CEO Benefits

CEO Benefits

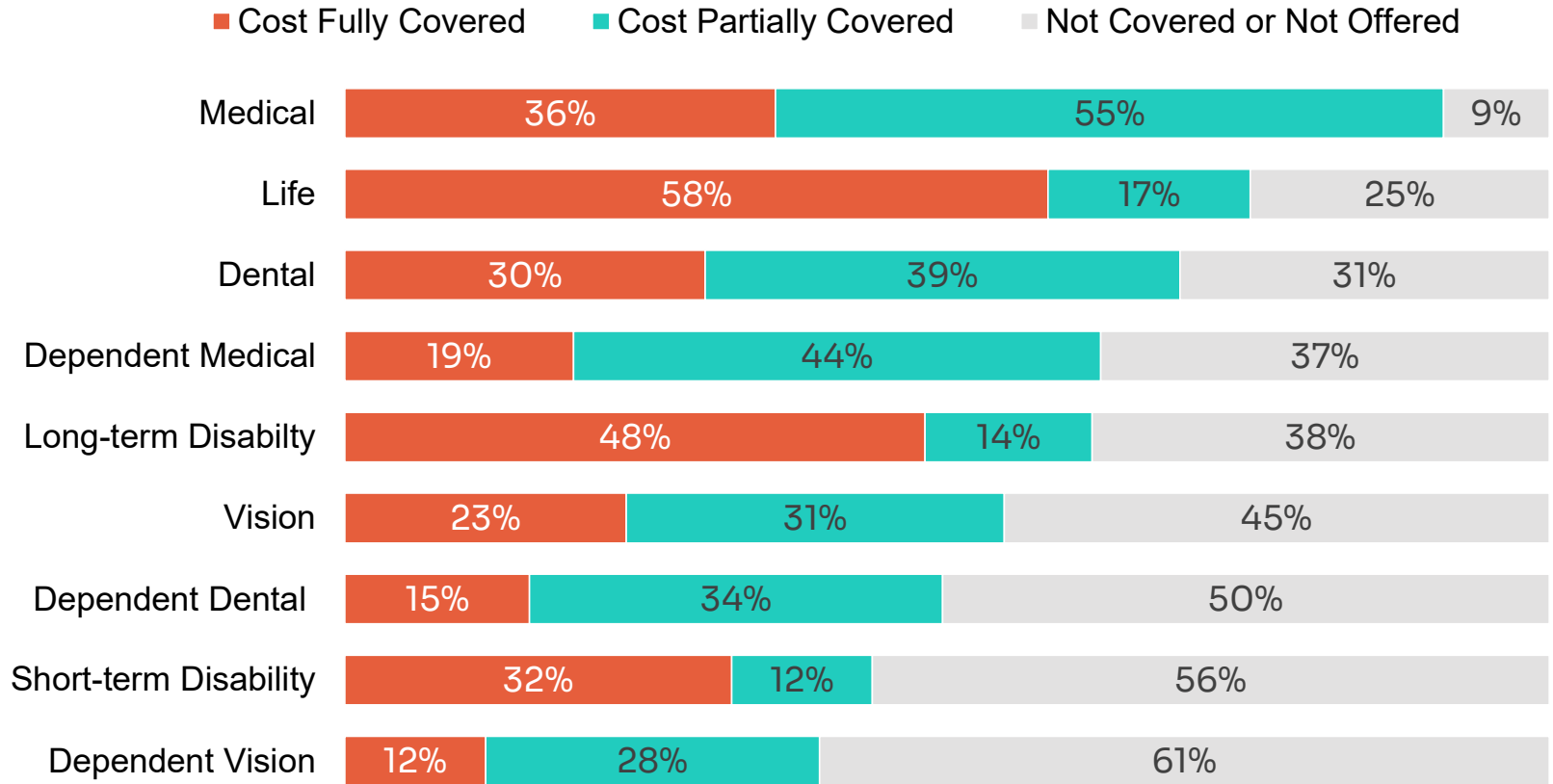
CEO Retirement Benefits

Plan Type (Select all that apply)	Percent of Responding Agencies (n=138) ¹
Defined Contribution Plan ² (e.g., 401(k), 403(b), or RRSP)	75%
Defined Benefit Plan (e.g., a pension promising a specified monthly benefit at retirement)	12%
Other	6%
None	16%

¹This data represents 96% of the agencies asked to respond.

²92% of agencies with a Defined Contribution Plan require an employee match.

CEO Benefits



n=143

CEO Benefits

Additional CEO Benefits

Benefit Type	Percent of Responding Agencies (n=110) ¹
Professional Memberships	61%
Professional Coaching	35%
Car Allowance	26%
JCC Membership	19%
Phone	16%
Other ²	12%
Tuition Reimbursement	7%
Synagogue Membership	2%
Dependent Tuition Reimbursement	1%

¹Because missing data could not be imputed, this data represents 83% of agencies that were asked to respond.

²Includes professional development, personal expenses, housing, camp reimbursement.

CEO Benefits

CEO Contract and Bonuses

CEO has a written contract (n=136) ¹	61%
Median contract years (if specified) (n=84) ²	3
Agencies with CEO bonus opportunity (n=131) ³	38%
Median maximum bonus as a percentage of salary (n=34) ³	10%

¹Because missing data could not be fully imputed, this data represents 95% of agencies that were asked to respond.

²This data represents 92% of agencies that were asked to respond. One-quarter of responding agencies indicated that the contract length was “not specified”

³This data represents 92% of agencies that were asked to respond.

Staff Benefits & PTO

Staff Benefits and PTO

Staff Retirement Benefits

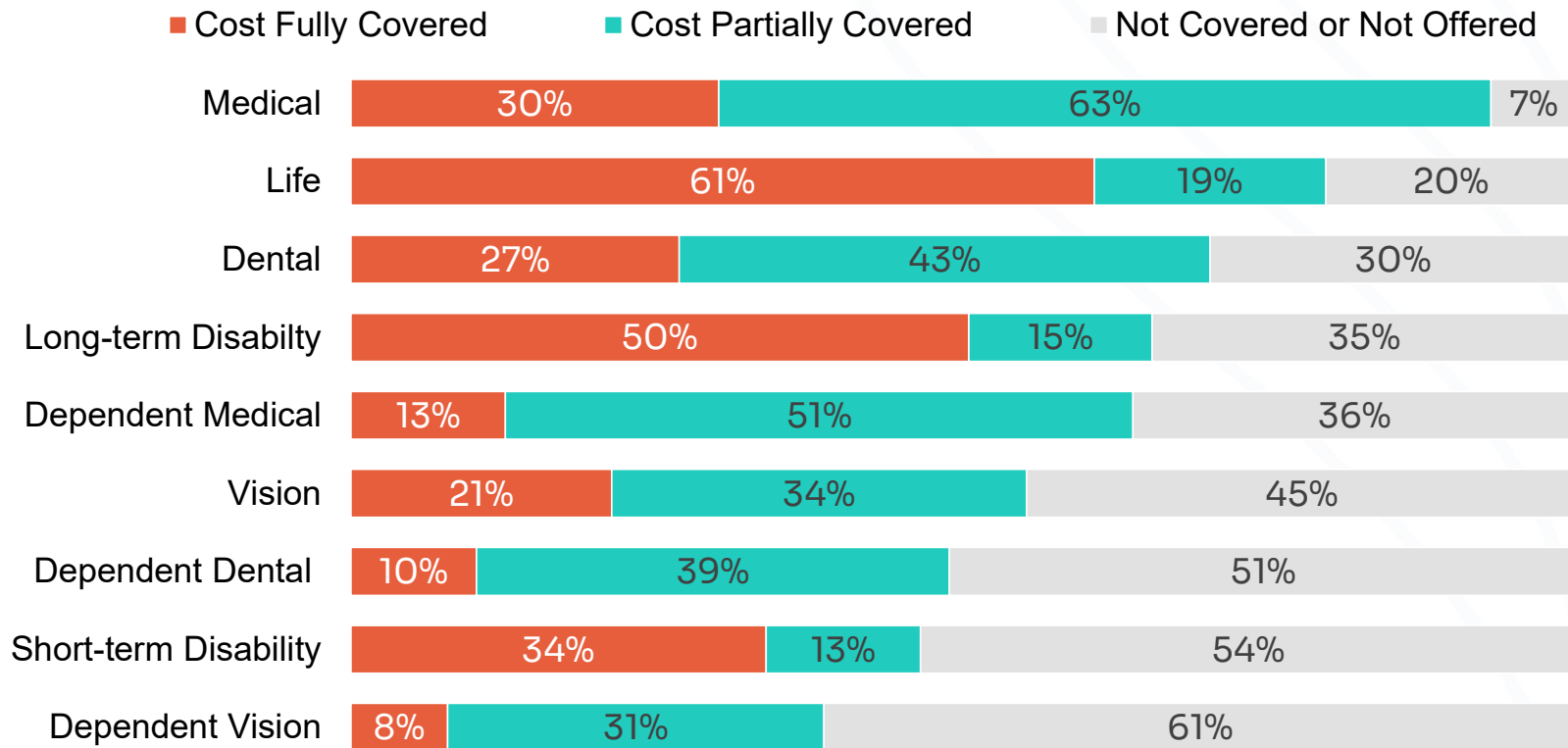
Plan Type (Select all that apply)	Percent of Responding Agencies (n=131) ¹
Defined Contribution Plan ² (e.g., 401(k), 403(b), or RRSP)	77%
Defined Benefit Plan (e.g., a pension promising a specified monthly benefit at retirement)	13%
Other	4%
None	13%

¹This was only asked of agencies with more than one full time employee. This data represents 96% of the agencies asked to respond.

²92% of agencies with a Defined Contribution Plan require an employee match.

Staff Benefits and PTO

Percent of Agencies Providing Staff Benefits (n=139)¹



¹This was only asked of agencies with more than one full time employee. This data represents 96% of the agencies asked to respond.

Staff Benefits and PTO

Staff Benefits Comparison

- As applicable, staff benefits were compared to data from the U.S. Bureau of Labor statistics (from March 2023). Specifically, data was compared against private industry workers in the “health care and social assistance” industry, as defined by the Bureau of Labor Statistics.
- Thus far, staff benefits data has been shown on a per-agency basis. **These comparisons, however, are made on a per-employee basis.**
- The 2024 compensation study did not ask about whether part-time employees were eligible for benefits. Because of this, we cannot be certain about the true number of employees that are being offered these benefits. Therefore, the top table on the following slide calculates the percentages in two ways: assuming that *only full-time* employees are offered the benefit, and assuming that *all employees* are offered the benefit. Taken together, these two calculations create a **range within which the true percentage is likely to be.**

Staff Benefits and PTO

Staff Benefits Comparison

	U.S. Bureau of Labor Statistics	Assumes benefit is offered to <u>full time employees only</u>	Assumes benefit is offered to <u>all employees</u>
Offer retirement benefits	65%	70%	97%
Offer defined contribution retirement benefits	57%	62%	87%
Offer healthcare benefits	73%	71%	99%

	U.S. Bureau of Labor Statistics	Average employer share of medical premiums (if benefit is offered, only)
Employee only	82%	85%
Dependent/family	65%	60%

Summary of Staff Benefits

- Retirement benefits offered to CEOs were the same as those offered to other staff at 96% of all agencies. Other benefits (e.g., medical, dental, life etc.) were the same among 90% of all agencies.
- In general, smaller agencies tend to be somewhat less likely than larger agencies to offer/cover some or of all of the cost of benefits. For example, retirement benefits are offered to staff at 100% of Large agencies and only 76% of Small agencies, medical benefits are fully paid at 48% of Large agencies and only 8% of Small agencies, and employer-paid life insurance is offered to staff at 91% of Large agencies and only 38% of Small agencies.
- Compared to the U.S. Bureau of Labor Statistics, NJHSA partner agencies offer medical and retirement benefits at a rate that meets or exceeds the industry standard.
- Similarly, the average employer share of medical coverage is similar to the U.S. Bureau of Labor Statistics' industry standard
- Where year-over-year comparisons can be made benefits data is similar to the 2023 compensation study.

Staff Benefits and PTO

Percent of Agencies Providing Paid Leave

Paid Leave Type	Percent of Responding Agencies (n=128) ¹
Vacation	96%
Sick	95%
Bereavement	81%
Parental	41%
<i>Combined leave</i> ²	28%
No paid leave	2%

¹Because missing data could not be imputed, this data represents 90% of agencies that were asked to respond.

²Agencies with a combined leave pool are also included in both the “Vacation” and “Sick” counts.

Staff Benefits and PTO

Average PTO hours

Paid Leave Type	CEOs' Average Annual Days Offered	Average Annual Days Offered (per employee) ¹
Vacation	25.4	23.4
Sick	14.3	11.4
Bereavement	4.5	3.9
Parental	62.8	53.1
Combined leave	23.0	15.2

¹Because missing data could not be imputed, this data represents 87% of agencies that were asked to respond, except for parental leave hours, which represents 60% of agencies that were asked to respond.

Staff Benefits and PTO

Percent of Agencies Providing Leave for Jewish Holidays

Holiday	Percent of Responding Agencies (n=134) ¹
Rosh Hashanah - Day 1	98%
Rosh Hashanah - Day 2	87%
Yom Kippur	98%
Sukkot - Day 1	78%
Sukkot - Day 2	60%
Sukkot - Intermediate Days	3%
Shemini Atzeret	63%
Simchat Torah	63%
Hanukkah	4%
Purim	4%
Passover - Day 1	93%
Passover - Day 2	74%
Passover - Intermediate Days	2%
Passover - Day 7	59%
Passover - Day 8	59%
Yom Ha'atzmaut	2%
Shavuot - Day 1	75%
Shavuot - Day 2	54%

¹Because missing data could not be imputed, this data represents 94% of agencies that were asked to respond.

Staff Benefits and PTO

Percent of Agencies Providing Leave for U.S. Holidays

Holiday	Percent of Responding Agencies (n=119) ¹
Thanksgiving	98% ²
New Year's Day	97%
4th of July	97%
Christmas	96%
Memorial Day	96%
Labor Day	94%
Friday After Thanksgiving	74%
Martin Luther King, Jr. Day	70%
Juneteenth	50%
Presidents' Day	26%
Veterans' Day	10%
Indigenous Peoples' Day	7%
Cesar Chavez Day	2%

¹Because missing data could not be imputed, this data represents 92% of agencies that were asked to respond.

²Note that there are some agencies (e.g., residential facilities, emergency response that are continuously staffed).

Staff Benefits and PTO

Percent of Canadian Agencies Providing Leave for Canadian Holidays

Holiday	Percent of Agencies (n=19)
New Year's Day	100%
Christmas	100%
Thanksgiving	100%
Victoria Day	100%
Canada Day	100%
Labour Day	100%
Saint-Jean-Baptiste Day (Quebec only, n=5)	100%
Good Friday	84%
Boxing Day	74%
Civic Holiday	63%
Family Day (Ontario, BC, n=11)	36%
Easter Monday	32%
Remembrance Day	26%
National Day for Truth and Reconciliation	11%

Appendices

Appendix A: Agencies Represented

Agence Ometz
Alpert Jewish Family Service
Baker Senior Center Naples
Career & Community Resources, Jewish Federation of Palm Beach County
CHAI
CJE SeniorLife
Collat Jewish Family Services
Communities Confronting Substance Use & Addiction, Inc. (CCSA)
Cummings Jewish Centre for Seniors
Dinah
Elayne and James Schoke Jewish Family Service of Fairfield County
ETTA
Family Services, York Jewish Community Center
Flint Jewish Federation
Friendship Circle of Michigan
Gesher Human Services
Goodman Jewish Family Services of Broward County
Gulf Coast Jewish Family & Community Services
Hamilton Jewish Family Services
Immigrant and Refugee Law Center (IRLC)
JARC
JARC Florida
JASA
JCC of Greater Albuquerque, Jewish Care Program
JCC of Staten Island - Social Services Department
JCFS Chicago
JEM Workshop
JEVS Human Services

Jewish Child and Family Service, Winnipeg
Jewish Children's Regional Service, Metairie LA
Jewish Collaborative Services of Rhode Island
Jewish Community Services of Baltimore
Jewish Community Services of Hawaii
Jewish Community Services of South Florida
Jewish Family & Career Services, Louisville
Jewish Family & Child Service of Greater Toronto
Jewish Family & Child Service, Portland
Jewish Family & Children's Service of Greater Mercer County
Jewish Family & Children's Service of Greater Philadelphia
Jewish Family & Children's Service of Southern Arizona
Jewish Family & Children's Service of the Suncoast, Inc.
Jewish Family & Children's Service, Boston
Jewish Family & Children's Services of San Francisco, The Peninsula, Marin and Sonoma Counties
Jewish Family & Community Services East Bay
Jewish Family & Community Services, Jacksonville
Jewish Family & Community Services, Pittsburgh
Jewish Family and Career Services, Atlanta
Jewish Family and Children's Service of Minneapolis
Jewish Family and Children's Services of Northern New Jersey
Jewish Family Service Agency, Las Vegas
Jewish Family Service Agency, Vancouver
Jewish Family Service Association of Cleveland
Jewish Family Service Calgary
Jewish Family Service of Atlantic & Cape May Counties
Jewish Family Service of Cincinnati
Jewish Family Service of Colorado

Appendix A: Agencies Represented

Jewish Family Service of Greater Dallas
Jewish Family Service of Greater Harrisburg, Inc.
Jewish Family Service of Greater New Haven
Jewish Family Service of Greater New Orleans
Jewish Family Service of Los Angeles
Jewish Family Service of Metro Detroit
Jewish Family Service of Metrowest
Jewish Family Service of MetroWest New Jersey
Jewish Family Service of Nashville & Middle Tennessee, Inc.
Jewish Family Service of Northeastern New York
Jewish Family Service of Northeastern Pennsylvania
Jewish Family Service of Orange County, NY
Jewish Family Service of Rochester
Jewish Family Service of San Diego
Jewish Family Service of Seattle
Jewish Family Service of Somerset, Hunterdon & Warren Counties
Jewish Family Service of the Desert
Jewish Family Service of the Lehigh Valley
Jewish Family Service of Western Massachusetts
Jewish Family Service Richmond
Jewish Family Service, Omaha
Jewish Family Service, Shalom Austin
Jewish Family Service, St. Louis
Jewish Family Service, St. Paul
Jewish Family Service, Utah
Jewish Family Services at The Reuben Center, Jewish Federation of Greater Indianapolis
Jewish Family Services Columbus

Jewish Family Services Fort Worth, Jewish Federation of Fort Worth and Tarrant County
Jewish Family Services Lexington, Jewish Federation of the Bluegrass
Jewish Family Services of Delaware
Jewish Family Services of Greater Charleston
Jewish Family Services of Greater Charlotte
Jewish Family Services of Greater Hartford
Jewish Family Services of Greater Kansas City
Jewish Family Services of Greenwich
Jewish Family Services of Ottawa
Jewish Family Services of Silicon Valley
Jewish Family Services of Washtenaw County
Jewish Family Services of Western New York
Jewish Family Services of WNC Asheville
Jewish Family Services Spokane Area
Jewish Family Services, a department of Jewish for Good
Jewish Family Services, Columbia Jewish Federation
Jewish Family Services, Edmonton
Jewish Family Services, Greensboro Jewish Federation
Jewish Family Services, Jewish Federation of Greater Dayton
Jewish Family Services, Jewish Federation of Greater Des Moines
Jewish Family Services, The Knoxville Jewish Alliance
Jewish Federation of Howard County - Social Services Division
Jewish Federation of St. Joseph Valley
Jewish Social Service Agency of Metro Washington
Jewish Social Services of Madison
Jewish Vocational Service of MetroWest New Jersey
Jewish Vocational Service, Boston

Appendix A: Agencies Represented

JFS Orlando
JIAS Toronto
Joan and Stanford Alexander Jewish Family Service, Houston
JVS Bay Area
JVS Career Services Cincinnati
JVS SoCal
JVS Toronto
Kehilla Montreal
Kehilla Residential Programme
KESHET
Kings Bay YM-YWCA
KleinLife
Lola and Saul Kramer Senior Services Agency, Inc. (part of MorseLife Health System)
Metro Food Rescue
RAISE, Shalom Orlando
Raleigh-Cary Jewish Family Services
Reena
Ruth & Norman Rales Jewish Family Services
Samost Jewish Family & Children's Service of Southern New Jersey
Selfhelp Community Services Inc.
Shalom Tikvah
Tamir
Tampa Jewish Family Services
The Ark Chicago
The Branch
The Jewish Federation of the Sacramento Region
Tzedek DC

United Jewish Community of the Virginia Peninsula
Wendy and Avron B. Fogelman Jewish Family Service at the Memphis Jewish Community Center
Westchester Jewish Community Services
Yad Chessed Fund
Yad Ezra
YM&YWHA of Washington Heights and Inwood

Appendix B: CEO Compensation by Agency Size

Small	Small-Midsize	Midsize	Midsize-Large	Large
\$49,000	\$73,000	\$90,424	\$90,720	\$147,751
\$61,333	\$84,000	\$102,000	\$151,445	\$214,000
\$63,900	\$85,000	\$107,119	\$156,000	\$220,000
\$67,486	\$86,188	\$110,813	\$159,884	\$250,000
\$68,860	\$90,000	\$117,600	\$180,000	\$270,000
\$72,800	\$90,345	\$130,000	\$184,800	\$273,000
\$72,800	\$94,000	\$131,600	\$187,200	\$299,250
\$72,800	\$96,000	\$137,760	\$190,500	\$315,000
\$72,800	\$100,000	\$147,751	\$195,000	\$325,000
\$75,000	\$103,426	\$149,350	\$196,000	\$330,000
\$77,704	\$104,000	\$153,661	\$200,000	\$330,000
\$80,000	\$105,000	\$156,800	\$200,000	\$334,000
\$80,000	\$107,119	\$160,928	\$200,000	\$340,000
\$89,600	\$110,000	\$164,093	\$200,789	\$386,400
\$90,000	\$110,813	\$164,571	\$205,000	\$392,000
\$99,822	\$111,476	\$164,640	\$213,000	\$415,236
\$99,822	\$112,000	\$166,036	\$215,000	\$415,429
\$103,600	\$112,000	\$168,000	\$220,000	\$417,929
\$104,160	\$120,000	\$175,000	\$222,259	\$432,320
\$105,056	\$121,000	\$190,232	\$224,000	\$440,000
\$106,210	\$125,000	\$200,000	\$224,000	\$480,017
\$110,000	\$134,400	\$224,727	\$226,195	\$500,000
\$125,000	\$135,000	\$225,000	\$229,600	1145778*
\$134,400	\$135,000	\$226,600	\$242,567	
\$134,400	\$137,500	\$256,000	\$246,400	
	\$145,600	\$260,000	\$256,410	
	\$148,000	\$265,000	\$257,500	
	\$159,474	\$297,920	\$263,708	
	\$162,400		\$264,018	
	\$165,000		\$268,608	
	\$19,1644		\$277,233	
	\$236,049		\$292,000	
	\$336,000		\$325,000	
			\$332,610	

*This salary is an extreme outlier. Because of this, it has been left out of all analyses

Appendix C: Listed Agency Metro Areas' Relative Cost of Living

Very High

COL	Metro Area Name	State or Province
230.2	San Jose-Sunnyvale-Santa Clara	CA
213.4	San Francisco-Oakland-Berkeley	CA
172.0	Urban Honolulu	HI
166.6	Los Angeles-Long Beach-Anaheim	CA
157.1	San Diego-Chula Vista-Carlsbad	CA
150.4	New York-Newark-Jersey City	NY-NJ
147.3	Seattle-Tacoma-Bellevue	WA
142.2	Boston-Cambridge-Newton	MA

Appendix C: Listed Agency Metro Areas' Relative Cost of Living

High

COL	Metro Area Name	State or Province
137.6	Bridgeport-Stamford-Norwalk	CT
137.5	Washington-Arlington-Alexandria	DC-MD-VA
132.7	Sacramento-Roseville-Folsom	CA
129.5	Denver-Aurora-Lakewood	CO
126.2	Portland-Vancouver-Hillsboro	OR
124.9	Riverside-San Bernardino-Ontario	CA
122.9	Austin-Round Rock-Georgetown	TX
120.2	Salt Lake City	UT
114.8	Miami-Fort Lauderdale-Pompano	FL
114.0	Providence-Warwick	RI
112.7	Phoenix-Mesa-Chandler	AZ
112.6	Naples-Marco Island	FL
111.7	Las Vegas-Henderson-Paradise	NV
109.5	New Haven-Milford	CT
108.6	Baltimore-Columbia-Towson	MD
108.5	Philadelphia-Camden-Wilmington	PA-DE-NJ

Appendix C: Listed Agency Metro Areas' Relative Cost of Living

Average-High

COL	Metro Area Name	State or Province
106.5	Nashville-Davidson-Murfreesboro-Franklin	TN
105.9	Atlanta-Sandy Springs-Alpharetta	GA
105.6	Charleston-North Charleston	SC
105.5	Minneapolis-St. Paul-Bloomington	MN
105.5	Hartford-East Hartford-Middletown	CT
105.4	Trenton-Princeton	NJ
104.9	North Port-Sarasota-Bradenton	FL
104.7	Ann Arbor	MI
103.8	Dallas-Fort Worth-Arlington	TX
103.4	Orlando-Kissimmee-Sanford	FL
103.0	Asheville	NC
102.9	Chicago-Naperville-Elgin	IL
102.2	Tampa-St. Petersburg-Clearwater	FL
102.2	Spokane-Spokane Valley	WA
102.0	Greater Vancouver	BC
101.7	Durham-Chapel Hill	NC
101.4	Greater Toronto	ON

Appendix C: Listed Agency Metro Areas' Relative Cost of Living

Average-Low

COL	Metro Area Name	State or Province
100.4	Madison	WI
100.0	Jacksonville	FL
99.8	Houston-The Woodlands-Sugar Land	TX
99.1	New Orleans-Metairie	LA
99.1	Virginia Beach-Norfolk-Newport News	VA
99.0	Allentown-Bethlehem-Easton	PA
98.8	Charlotte-Concord-Gastonia	NC
98.4	Albany-Schenectady-Troy	NY
98.3	National Capital Region (Canada)	ON
98.2	Detroit-Warren-Dearborn	MI
98.2	Springfield	MA
97.5	Tucson	AZ
97.5	Hamilton	ON
96.7	Richmond	VA
96.4	York-Hanover	PA
96.1	Atlantic City-Hammonton	NJ
93.7	San Antonio-New Braunfels	TX
93.5	Kansas City	MO-KS
93.0	Columbus	OH
92.5	Calgary	AB
92.4	Harrisburg-Carlisle	PA
91.9	Buffalo-Cheektowaga	NY
91.3	Albuquerque	NM
90.9	Omaha-Council Bluffs	NE-IA
90.6	Cincinnati	OH

Appendix C: Listed Agency Metro Areas' Relative Cost of Living

Low

COL	Metro Area Name	State or Province
90.2	Indianapolis-Carmel-Anderson	IN
90.1	Pittsburgh	PA
89.9	Louisville-Jefferson County	KY
89.5	Birmingham-Hoover	AL
89.1	Knoxville	TN
88.9	Halifax	NS
88.8	St. Louis	MO
88.8	Lexington-Fayette	KY
88.1	Des Moines-West Des Moines	IA
87.8	Rochester	NY
87.2	Edmonton	AB
86.9	Columbia	SC
86.4	Syracuse	NY
86.1	Memphis	TN
84.7	Flint	MI
84.6	Greater Montreal	QC
84.4	Cleveland-Elyria	OH
82.9	Winnipeg	MB
82.6	Greensboro-High Point	NC
82.2	Scranton-Wilkes-Barre	PA
79.9	South Bend-Mishawaka	IN
79.8	Centerville	OH
75.8	Youngstown-Warren-Boardman	OH