A Portrait of The Network

January 2024

Network of Jewish
Human Service Agencies

Outline

Survey Objectives & Methodology

Acknowledgements

The Network would like to express its sincere gratitude to The Harry and Jeanette Weinberg Foundation for its partnership and generous support in making The Portrait of The Network possible.

The Network would also like to thank Rosov Consulting, its team of Nettie Aharon, Laurence Kotler-Berkowitz and Kierstin Miller and Wendy Rosov for their working closely with Network staff, patience, thoughtfulness, diligence, and expertise in producing The Portrait. This project was well underway when the Israel-Hamas war began on October 7 and Network staff want to express appreciation to the Rosov team, some of whom are located in Israel, for their partnership and work amidst the emotional turmoil everyone was experiencing.

Most importantly, this Portrait would not have been possible without the support and participation of 157 Network member agencies that took the time to answer the lengthy survey and provide the data that makes The Portrait so valuable. It is their belief in the work and value of The Network that contributes to the strength of the Jewish human service sector and its impact on the populations and clients that they serve.

Network of Jewish
Human Service Agencies

Why The Portrait?

- Provide an in-depth understanding of its members: their agency profiles, services, strengths and challenges.

- Collect and aggregate data to be used to best serve members.

- Provide funders with an understanding of The Network, the work of member agencies, and breadth and needs of the Jewish human service sector.

- Inform The Network's strategic planning, advocacy, programs and opportunities.

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Survey Objectives and Methodology

- The Portrait of The Network aims to develop a comprehensive picture of Network member agencies—who they serve, what services they provide, their budgets and operations, and more.

- The Portrait survey was fielded in June and July 2023 to 157 member agencies. This excludes eight organizational affiliate members who do not provide human services. These 157 member agencies are listed in Appendix A.

- Among these 157 agencies, 139 are located in the US, 16 are located in Canada, and two are located in Israel. Where applicable, Canadian dollars (CAD) have been converted to US dollars (USD) at a rate of $1.00 CAD=$0.73 USD. Israeli agencies reported financial data in USD.

- 148 agencies (132 in the US and 16 in Canada) that provide direct human services were asked to provide compensation data, which is included in this report as **Special Report: 2022 Compensation Data**.

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Survey Objectives and Methodology

- 133 agencies (85%) responded to the Portrait of The Network survey, either in whole or in part.

- Where possible, missing data was imputed to 100% coverage using publicly available data (e.g., 990s and T3010s), agency websites, and/or data extrapolation techniques.

- Where data has 100% coverage, it is representative of The Network as a whole. This allows for findings to be reported without qualification.

- Where data has less than 100% coverage, fit may not be representative of The Network as a whole. In these cases, findings are only valid across *responding agencies*. Data with less than 100% coverage will be indicated in the report.

- A more detailed methodological overview is included as Appendix B of this report.

Network of Jewish Human Service Agencies

At A Glance

Member Agency Locations as of June 2023
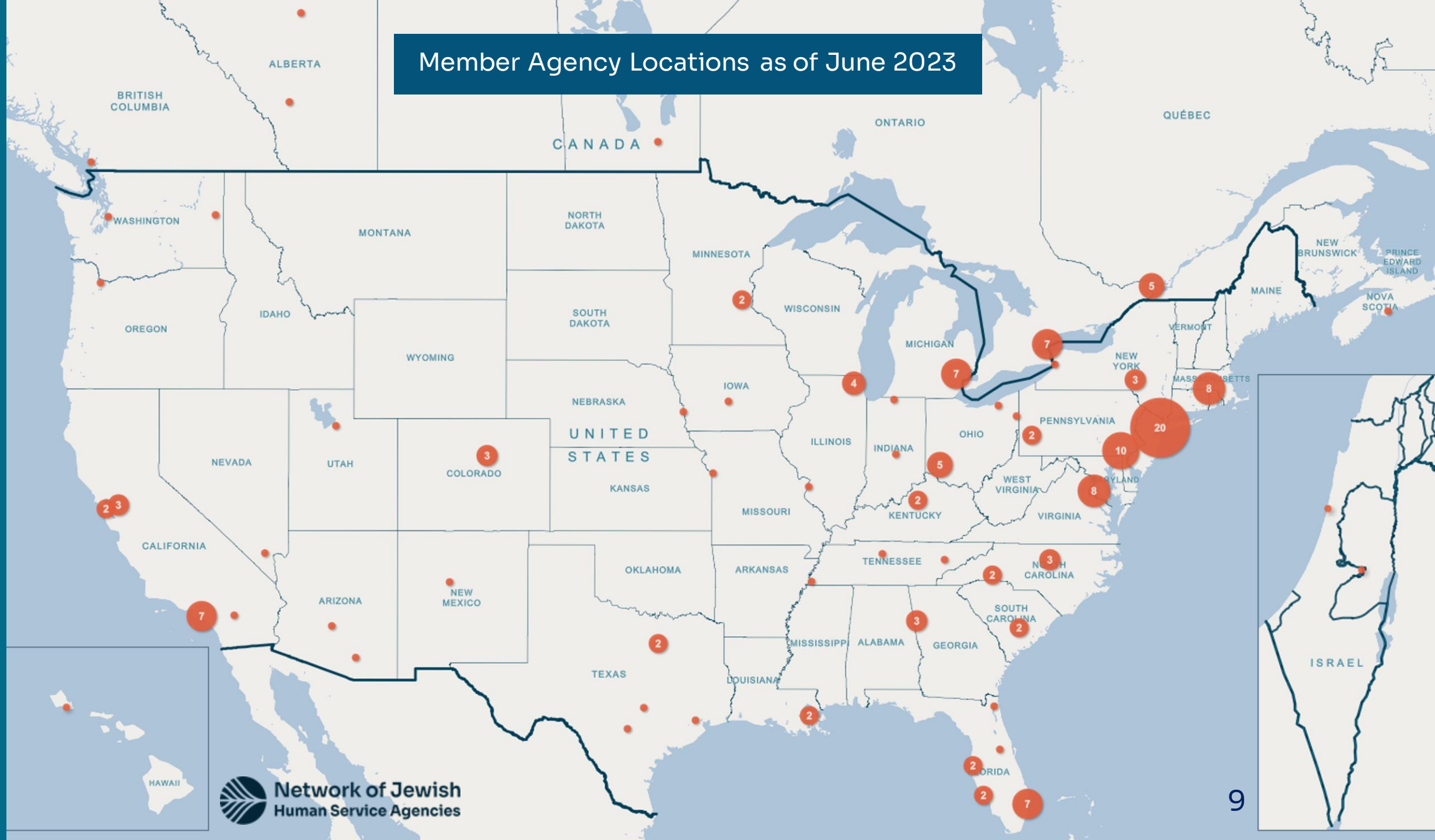
Network of Jewish Human Service Agencies

Agency Types

	Number of Agencies	Percent of Agencies
Independent	128	82%
Integrated (operate within a larger organization)	29	18%
Jewish Family Services (and similar, including JCFS, JSSA, JCS, etc.)	111	71%
Jewish Vocational Services	6	4%
Primary Service: Seniors	9	6%
Primary Service: Disabilities	12	8%
Primary Service: Other (includes immigrant/refugee services, substance abuse services, legal, etc.)	19	12%

Network of Jewish
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Budget and Funding Sources

Network of Jewish
Human Service Agencies

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 of Agencies
Less than $500K	Small	28	18%
$500K to less than $2.5M	Small-Midsize	38	24%
$2.5M to less than $8M	Midsize	36	23%
$8M to less than $21M	Midsize-Large	32	20%
$21M or more	Large	23	15%

Network Funding Sources

Shown is the breakdown of funding sources across The Network.[1]

Investment Income 2%
Government 25%
Sponsorships 4%
Claims Conference 6%
Individual Contributions 20%
Federation 12%
Revenue and Fees 13%
Foundations 18%
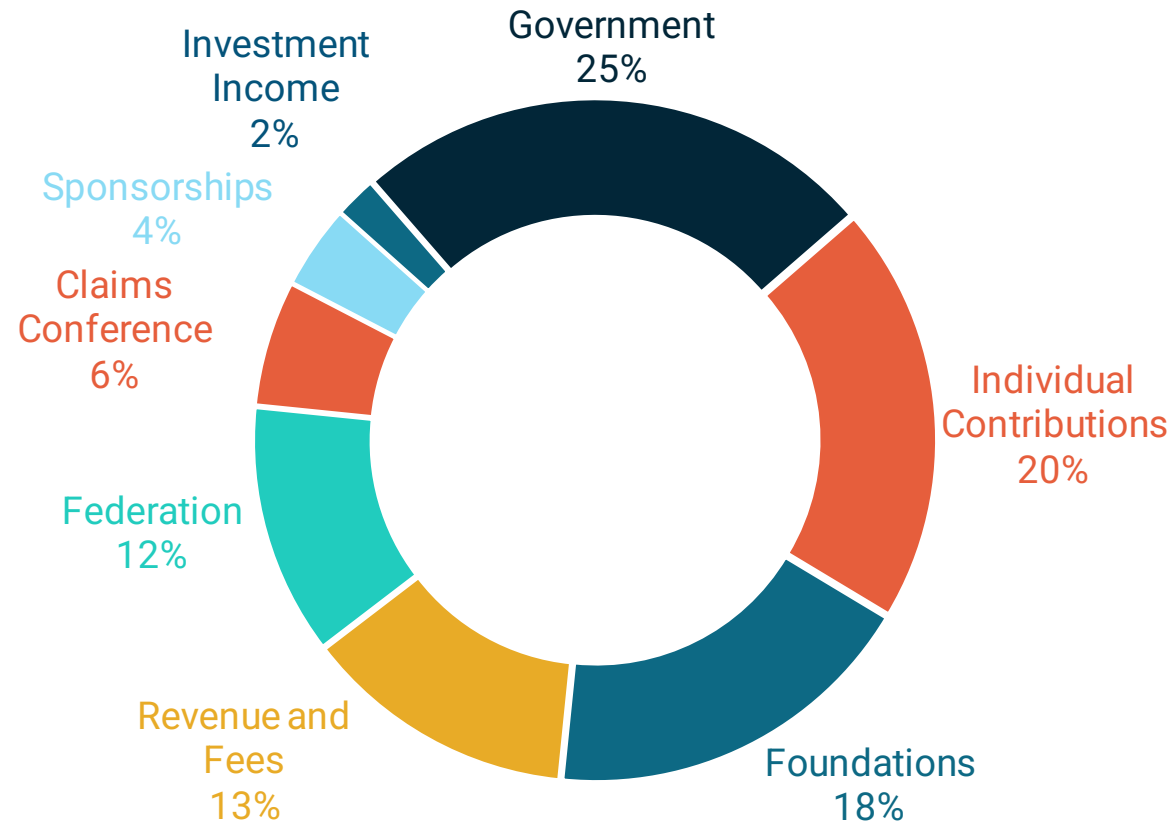
[1]Because missing data could not be imputed, data represents 80% of agencies (n=125).

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Funding Trends Across Segments

- While the previous slide shows the funding breakdown across The Network as a whole, on an individual basis, most agencies (92%) do not receive funding from all eight of the named sources. More than half (56%) of responding agencies receive funding from five or fewer of the named sources.

- Responding Small and Small-Midsize agencies receive a meaningfully higher average percentage of funding from Foundations (28%) compared to larger agencies (12%).

- Responding Small agencies receive a meaningfully higher average percent of funding from Federations (35%) compared to any other size segment.

- Because most Integrated agencies are Small, responding Integrated agencies receive a higher average percent of funding from Federations (39%) than Independent agencies (7%).

- Responding Midsize to Large agencies receive a meaningfully higher average percent of funding from Government sources (33%) compared to smaller agencies (9%).

- Responding Independent agencies receive a meaningfully higher average percent of funding from Revenue and Fees (15%) compared to Integrated agencies (5%).

Network of Jewish
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Services and Clients

Network of Jewish
Human Service Agencies

The Network's Reach

1.9M
Individuals impacted

Network of Jewish
Human Service Agencies

Percent of Agencies Offering Specific Services

Details of highlighted services are shown on the following slide.

Service	Percent of Agencies
Community Outreach	87%
Case Management	76%
Financial Assistance	72%
Volunteer Programs	72%
Mental Health Counseling	67%
Caregiver Support	62%
Food Access	62%
Holocaust Survivor Services	55%
Disability Services	48%
Transportation	43%
Bereavement	43%
Workforce Development	35%
Unskilled Home Services	32%
Financial Literacy	32%
Resettlement	25%
Psychiatry	24%

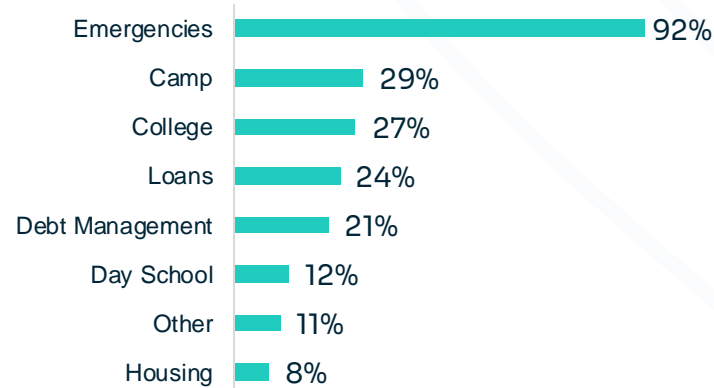| Service	Percent of Agencies
Intimate Partner Violence	21%
Chaplaincy	20%
Orthodox Community Services	20%
Residential	20%
Addiction	20%
Unhoused Services	18%
Skilled Home Services	18%
Interpretation and Translation	17%
Legal	17%
Other	13%
Veteran Services	12%
Adoption	11%
Child Welfare	10%
Divorce Mediation	6%
Hospice Care	4%

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Services In Detail
Specific Offerings Among Agencies Providing the Following Services

Case Management (n=119) provided for…

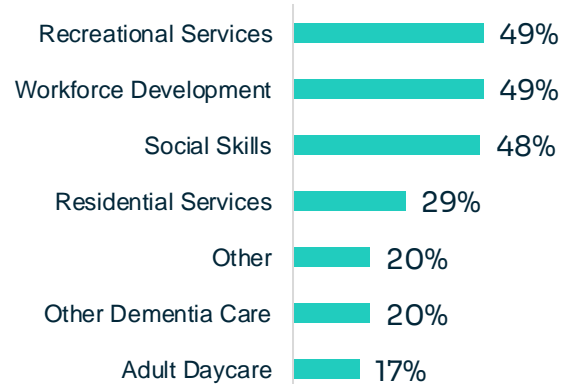|	
Seniors	84%
Adults or Families	83%
PwD	13%
Youth	11%
Mental Illness	8%
Other	5%
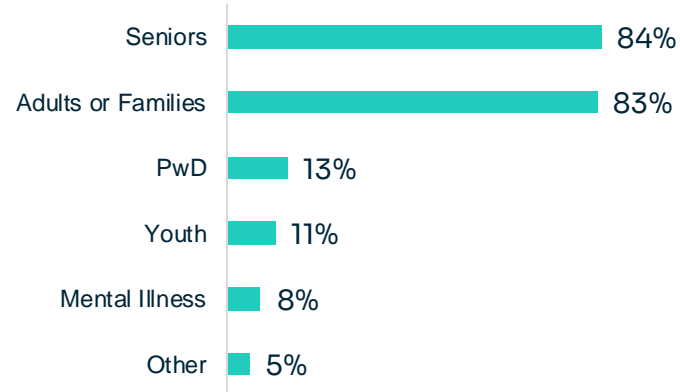
Financial Assistance (n=113) provided for…

Emergencies	92%
Camp	29%
College	27%
Loans	24%
Debt Management	21%
Day School	12%
Other	11%
Housing	8%

Food Access (n=98) offered by…

Food Pantry	70%
Home Delivery	62%
Congregation Site	21%
Other	12%
Gift Cards/Virtual	10%

Disability Services (n=76) as…

Recreational Services	49%
Workforce Development	49%
Social Skills	48%
Residential Services	29%
Other	20%
Other Dementia Care	20%
Adult Daycare	17%

Workforce Development (n=54) as…

Counseling	89%
Skills Training	74%
Job Development	72%
Financial Planning	44%
Other	9%
Amer. Jobs Center	6%
Financial Opp. Center	2%
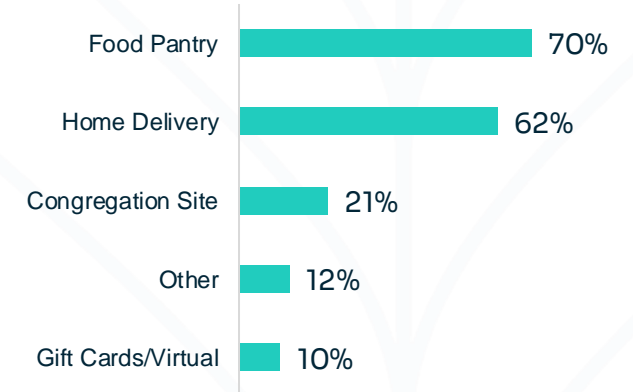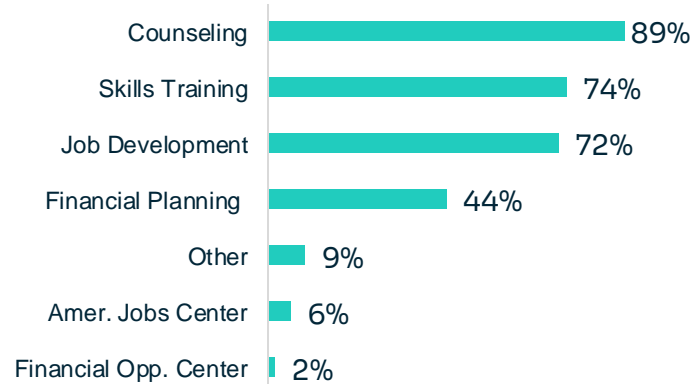
Unskilled Home Services (n=51) for/as…

Seniors	82%
Companionship	73%
Home Aide	43%
PwD	41%
Repair/Maintenance	25%
Other	10%

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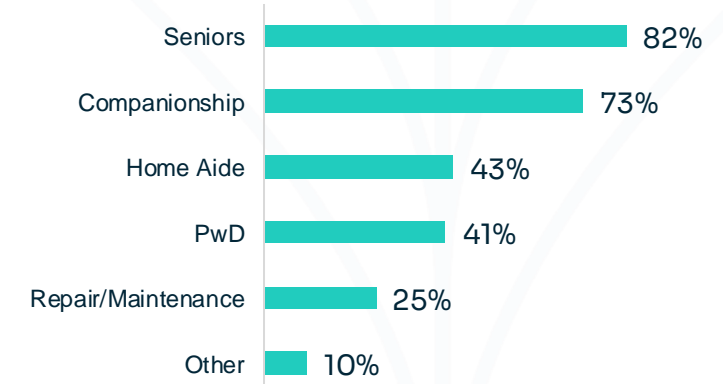
Number of Services Offered

By Agency Size Segment

	Network-Wide Number of Services
Median	10
Mean	10.7
Range	0-31
Maximum Possible	31

■ Median Number of Services

Overall Median 10

- Small (n=28): 6
- Small-Midsize (n=38): 9
- Midsize (n=36): 11
- Midsize-Large (n=32): 14
- Large (n=23): 17

Network of Jewish Human Service Agencies
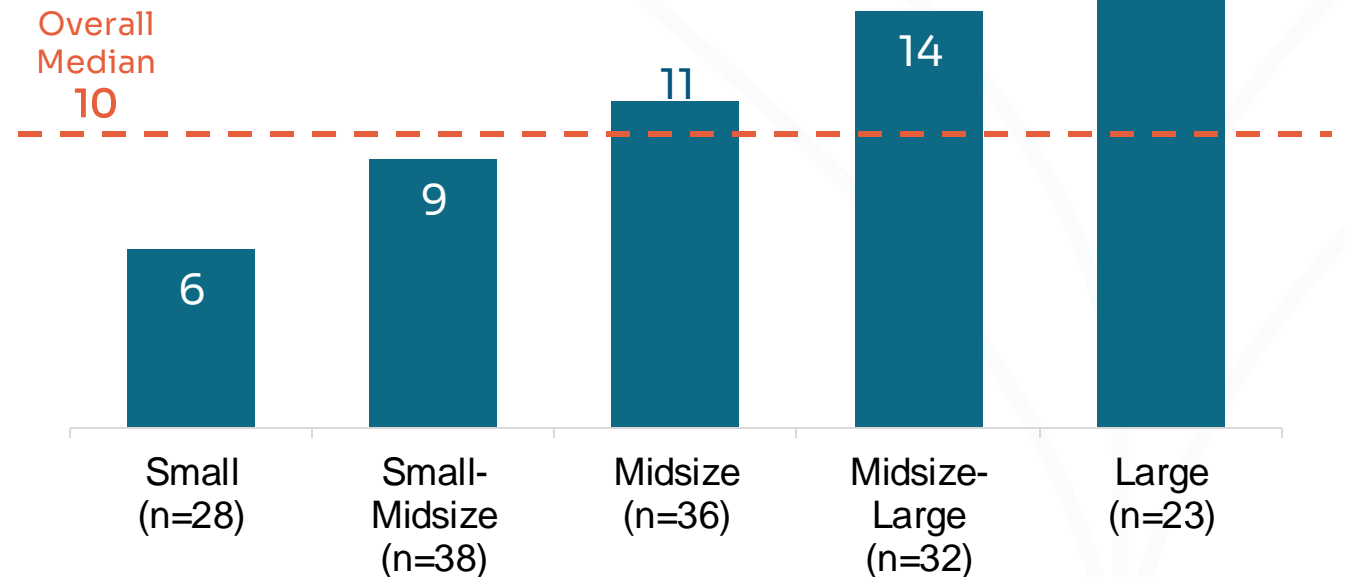
Median Number of Services Offered
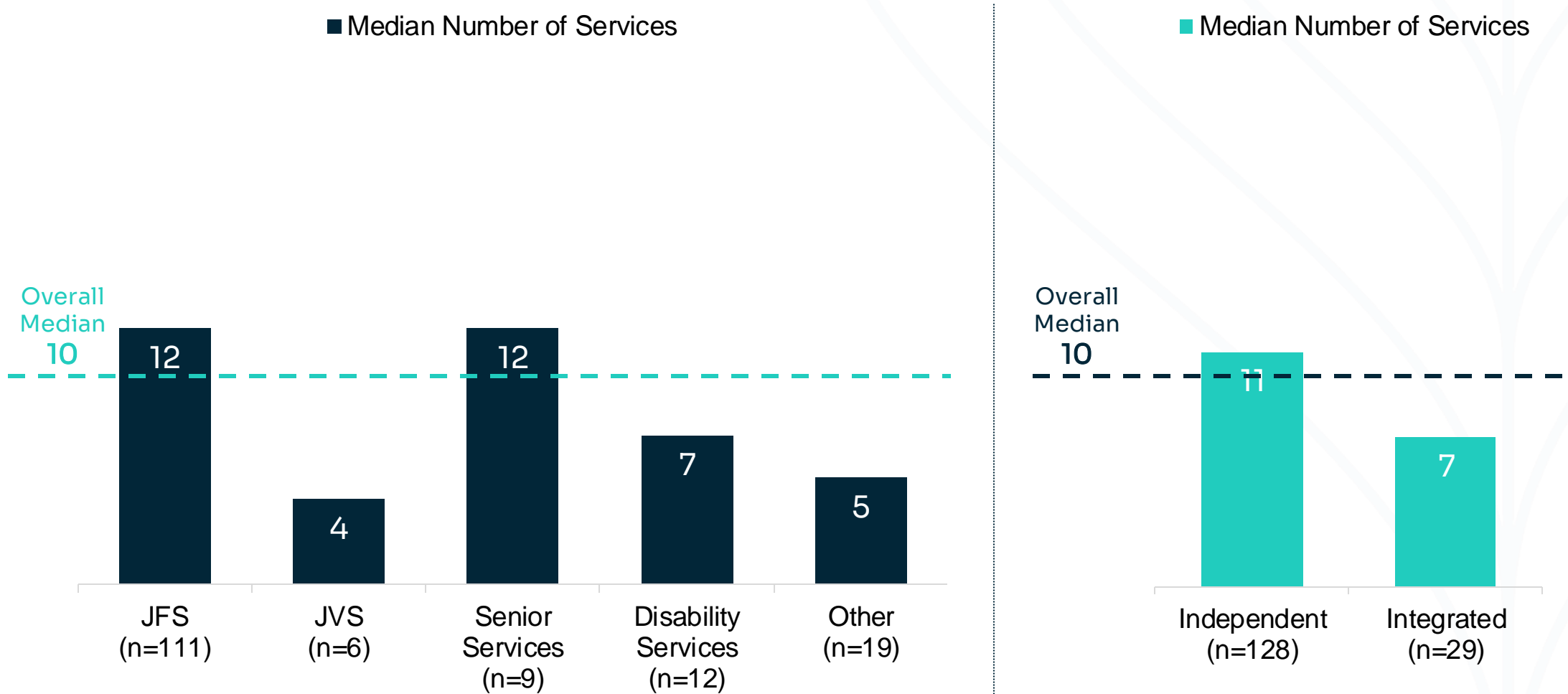
By Agency Type

Services Provided Across Segments

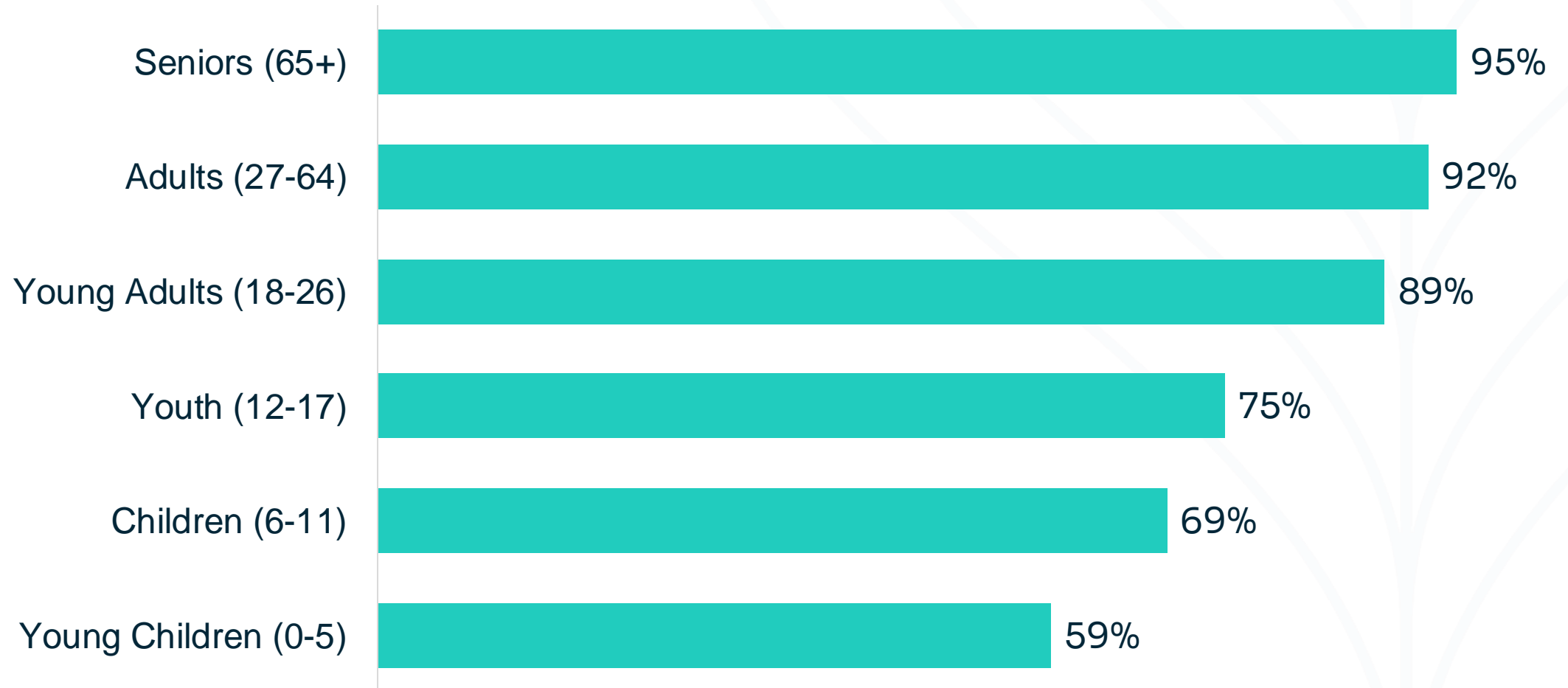- JFS agencies are more likely to provide Caregiver Support, Case Management, Community Outreach, Financial Assistance, and Food Assistance than other agency types.

- Large agencies are significantly more likely to provide Residential services (78%) than all other segments (12%).

- In general, the likelihood of providing most services increases with agency size. Community Outreach, Interpretation and Translation Services, and Volunteer Programs are exceptions that remain constant across agency size segments.

- The median number of services offered also increases with agency size.

Network of Jewish
Human Service Agencies

Ages Directly Served

Percent of Agencies Directly Serving...

Age Group	Percent
Seniors (65+)	95%
Adults (27-64)	92%
Young Adults (18-26)	89%
Youth (12-17)	75%
Children (6-11)	69%
Young Children (0-5)	59%

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Human Service Agencies

Populations Directly Served

Percent of Agencies Directly Serving...

Population	Percent
Families	85%
Family Caregivers	77%
People with Disabilities	75%
Parents and Legal Guardians	69%
Holocaust Survivors	68%
LGBTQIA+	60%
Orthodox Community	55%
Interfaith Families	52%
Immigrants and Refugees	52%
Veterans	43%
Jews of Color	38%
Justice-involved	23%
Foster Families	22%

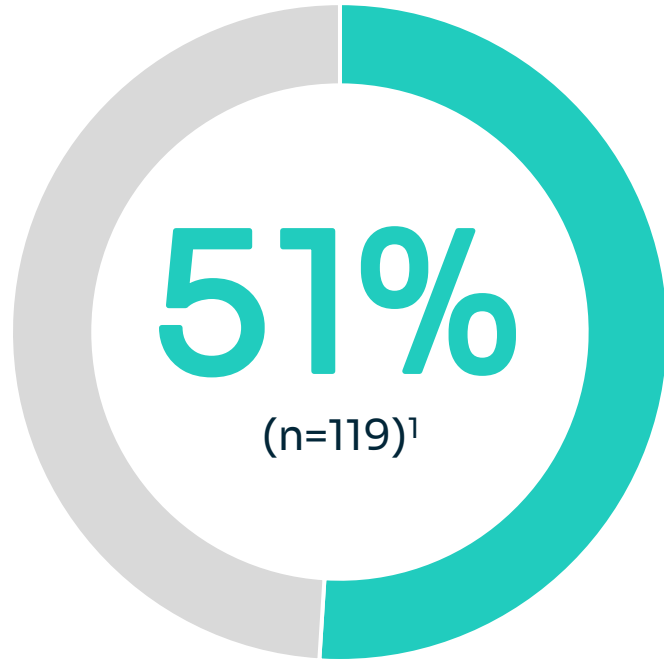Network of Jewish
Human Service Agencies
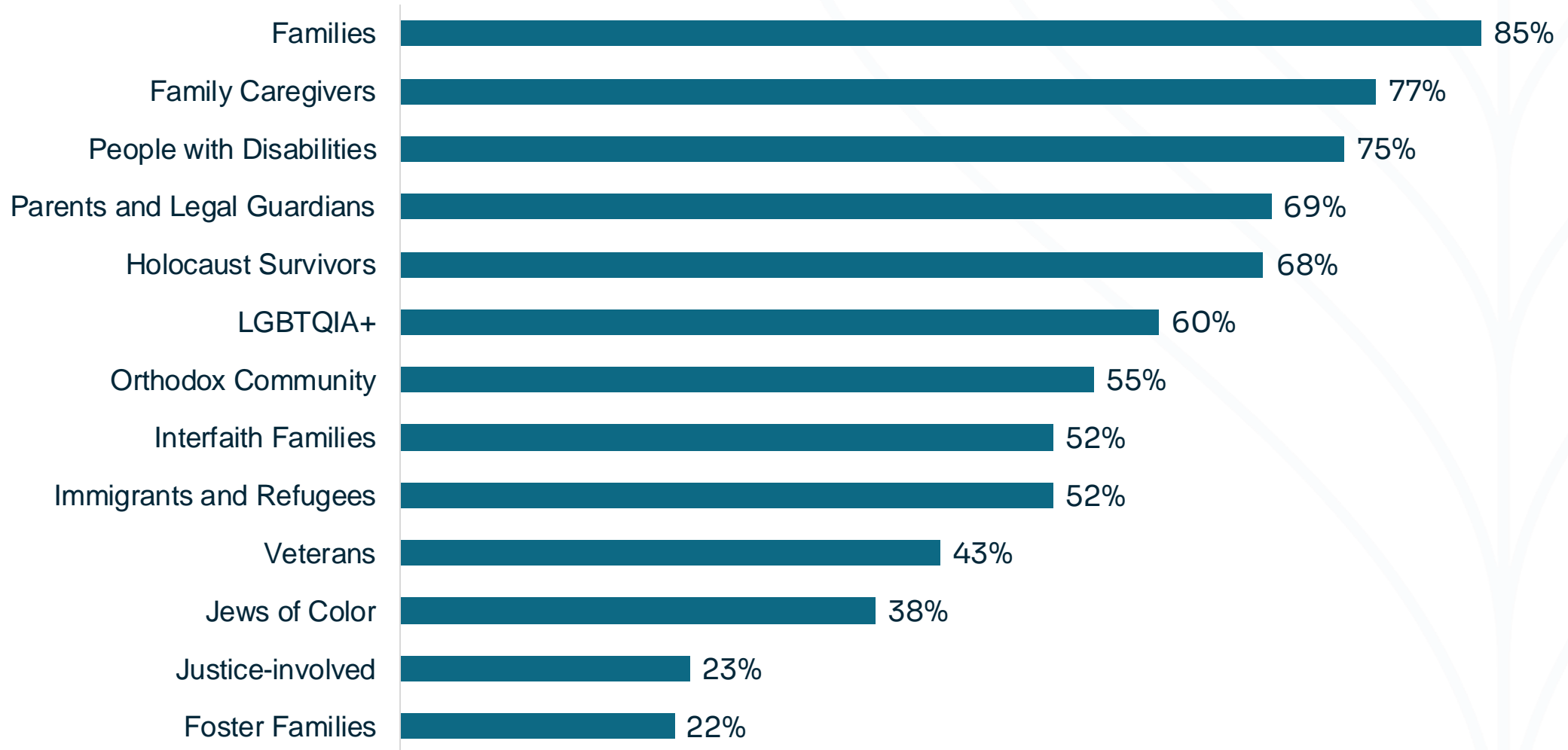
Clients Served Across Segments

- Ages and populations directly served tend to be relatively consistent across agency size. Populations for which there are modest differences across agency size are discussed below.

- Midsize-Large and Large agencies are somewhat more likely to directly serve people with disabilities (87%) compared to smaller agencies (68%). They are also somewhat more likely to serve justice-involved people (36% versus 15%).

- The percent of agencies that directly serve the Orthodox community also increases with size from 36% among Small agencies to 70% among Large agencies.

- Because they function more broadly than other agency types, in all cases, JFS agencies are either more likely or equally as likely to serve a given community or age group compared to other agency types.

- Integrated agencies are equally as likely as Independent agencies to serve seniors and those under the age of five but are otherwise less likely to serve all other age groups. Integrated agencies are equally as likely to directly serve most populations, as well, apart from parents and guardians and the LGBTQ+ community, which are somewhat lower.

Network of Jewish Human Service Agencies

Jewishly Identified Clients

On Average, The Percent of Agency Clients Who Identify as Jewish

51%

(n=119)[1]

- Across all responding Network agencies, the percent of Jewish Clients ranged from 1% to 100%.

- On average, responding Small and Small-Midsize agencies serve a higher percentage of Jewish clients (64%) than larger agencies (43%).

- Similarly, on average, responding Integrated agencies serve a higher percentage of Jewish clients (67%) than responding Independent agencies (48%).

- Responding agencies in the Primary Service: Other category (which includes immigrant/refugee services, substance abuse services, legal, etc.) serve the highest proportion of Jewish clients (94%), on average, while JVS agencies serve the lowest (23%). In both cases, however, the number of responding agencies is very small (n=9 and n=3, respectively).

[1]Because missing data could not be imputed, this data represents 76% of agencies.
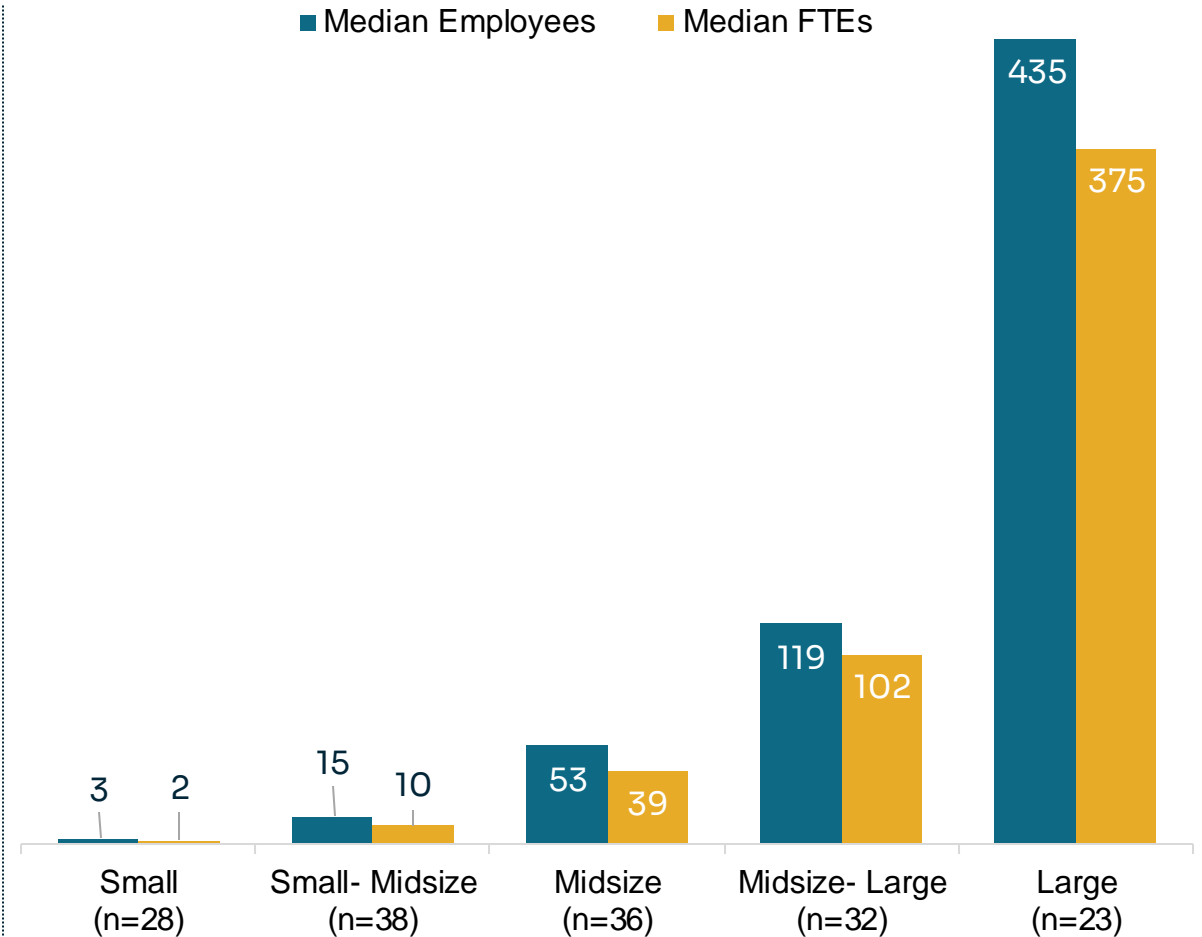
Employees and CEO Background

Network of Jewish
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Number of Employees and Full-Time Equivalents
By Agency Size Segment

	Network-Wide Employees	Network-Wide FTEs
Median	43	32
Mean	132.2	101.4
Range	1-1,350	0-1,056

21,000
Combined Employees Across all 157 Agencies

Legend: ■ Median Employees ■ Median FTEs

Segment	Median Employees	Median FTEs
Small (n=28)	3	2
Small- Midsize (n=38)	15	10
Midsize (n=36)	53	39
Midsize- Large (n=32)	119	102
Large (n=23)	435	375

FTEs by Staffing Type

	Overall FTEs (n=157)	Licensed Staff (n=101)	Unlicensed Direct Services (n=100)	Vocational Services (n=46)	Direct Care (n=54)	Support Staff (n=109)
Percent of Agencies with This Staffing Type	-	77%	82%	39%	47%	87%
Median FTEs[1]	32	6	10	5	13	5
Mean FTEs[1]	101.4	17.7	44.6	14.0	66.2	15.7
Range[1]	0 – 1,056	1 – 250	1 – 800	0.5 – 131	1 – 600	0.1 – 265
Data Coverage[2]	100%	80%	74%	53%	57%	77%

[1]Only agencies that reported having <u>at least one staff person</u> belonging to any of the indicated staffing types are included in this calculation.
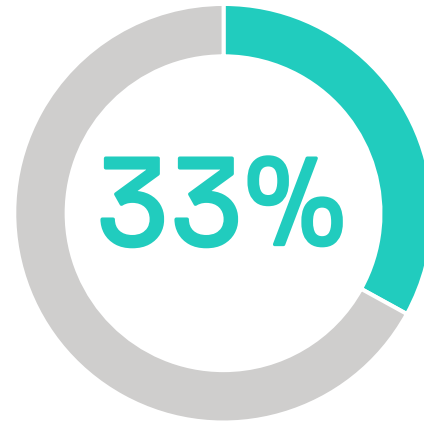
[2]Because missing data could not be imputed, data represents the percent of agencies indicated.

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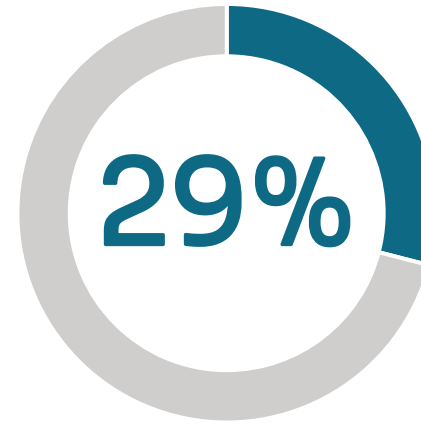
Staff Credentials

Percentage of Responding Agencies With at Least One...[1]

94%

Licensed therapist, social worker, and/or counselor

33%

Medical staff person (e.g., MD, DO, RN, NP, and/or PA)

29%

PhD on staff

19%
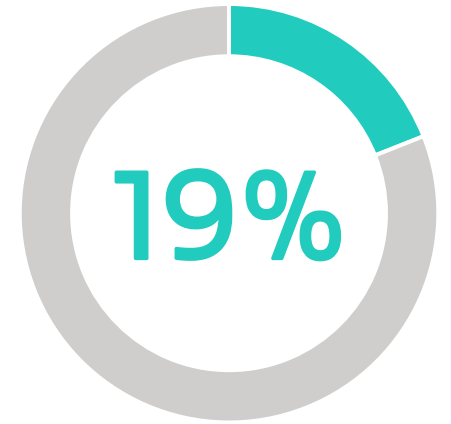
PsyD on staff

[1]Because missing data could not be imputed, data represents 88% of applicable agencies (n=112).

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Senior Leadership Teams

Agencies with a Senior Leadership Team (Larger than One Person) (n=157)	**73%**
Median Number of Members on Senior Leadership Team (n=114)	5
Agencies with _____ Department Represented on their Senior Leadership Teams (n=114):	
Services and Programs	86%
Finance	82%
Operations	75%
Development	68%
HR	57%
Strategy	50%
Marketing	35%
IT	32%
Other (including, but not limited to Chief Medical Officer, Managing Director, Director of Philanthropy, etc.)	15%

Network of Jewish Human Service Agencies

Staffing Trends Across Segments

- As expected, the number of employees and FTEs increase with increasing agency size. In addition, the *proportion* of full-time employees also increases. The ratio of FTEs to total employees increases from 63% among Small agencies to 80% among Large agencies.

- Responding agencies that primarily offer disability services have a significantly higher proportion of unlicensed direct care workers compared to other agency types. Unsurprisingly, JVS agencies employ a higher proportion of vocational counselors compared to other agency types.

- Though the *number* of staff increases with agency size, as a fraction of total FTEs, the *proportion* of support staff and licensed staff decreases with increasing agency size. This is likely due to the presence of a greater proportion of administrative and other staff among larger agencies.

- The likelihood of having at least one of the staff types listed on Slide 29 (licensed therapist/social worker/counselor, medical staff, etc.) increases with agency size.

Network of Jewish Human Service Agencies

CEO Background
CEO Gender Distribution by Agency Size

■ Woman   ■ Man   ■ Non-binary

	Woman	Man	Non-binary
All Agencies (n=157)	64%	35%	1%
Small (n=28)	68%	32%	
Small-Midsize (n=38)	68%	29%	2%
Midsize (n=36)	67%	31%	3%
Midsize-Large (n=32)	69%	31%	
Large (n=23)	39%	61%	

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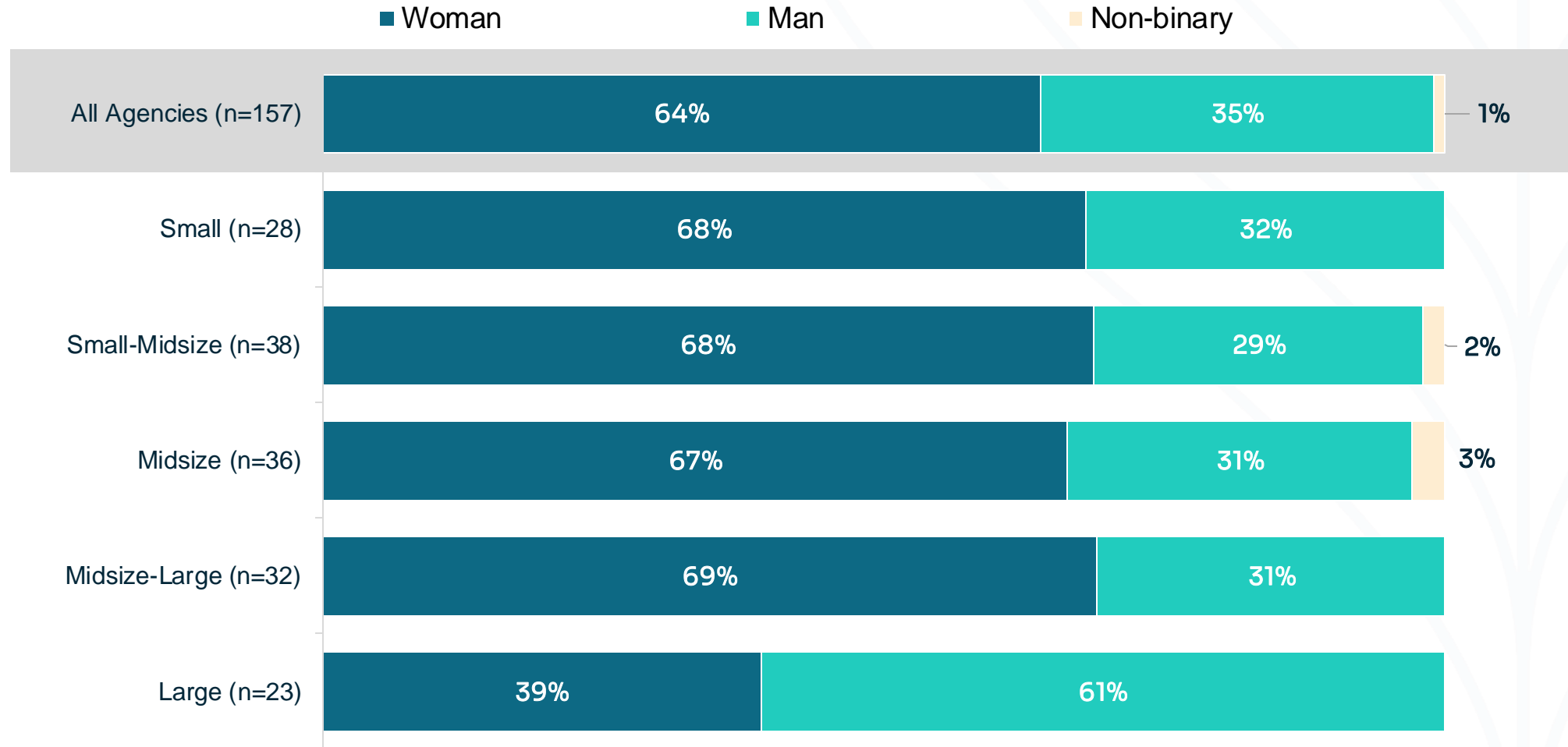
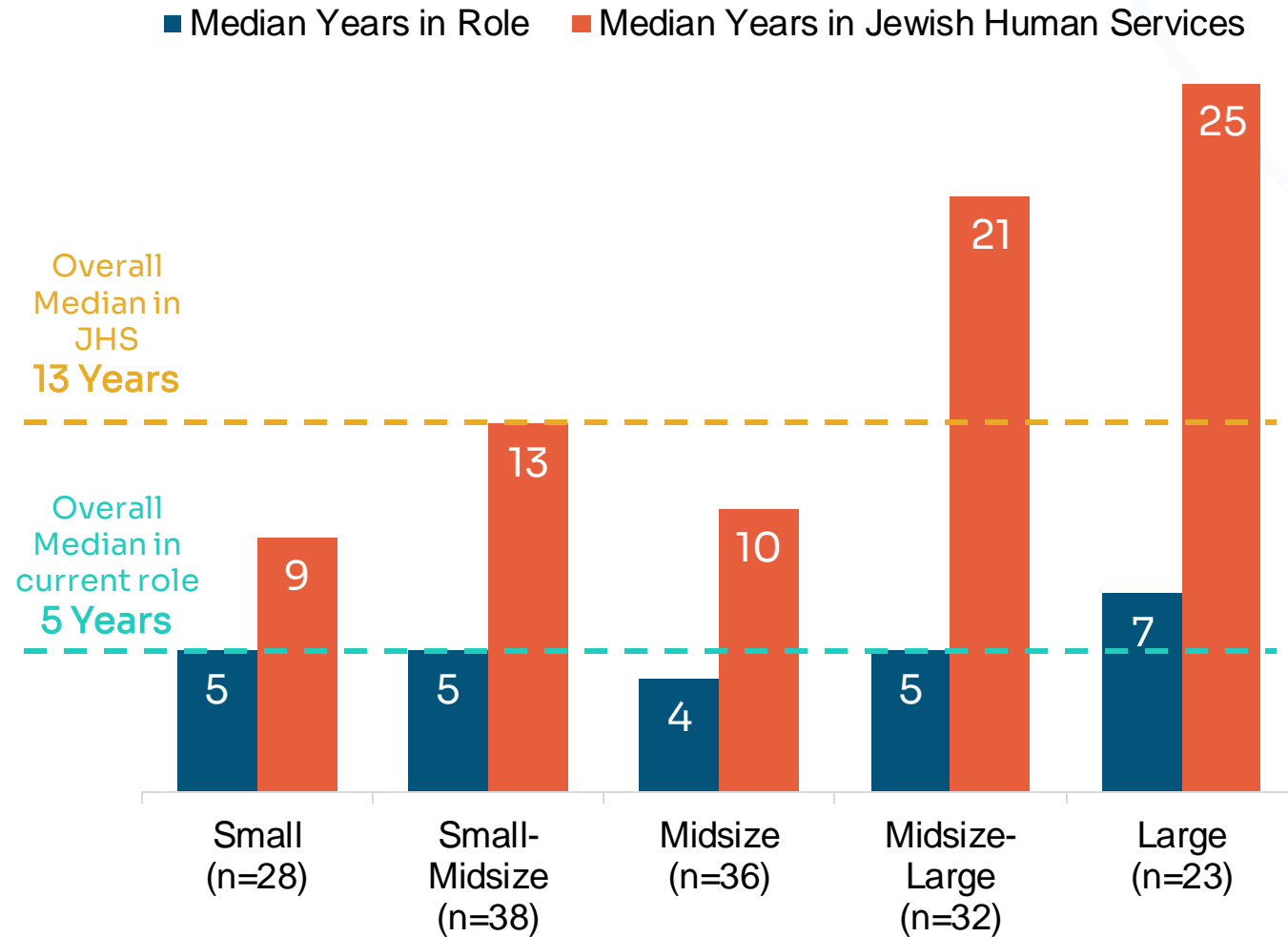# CEO Background
CEO Years of Experience

Years	... In Role (Percent, n=157)	... In Jewish Human Services (JHS) (Percent, n=157)
3 or fewer years	35%	15%
4–6 years	25%	15%
7–14 years	28%	24%
15–24 years	6%	17%
25 or more years	6%	29%

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CEO Background
CEO Years of Experience by Agency Size

■ Median Years in Role ■ Median Years in Jewish Human Services

Overall Median in JHS **13 Years**

Overall Median in current role **5 Years**

	Small (n=28)	Small-Midsize (n=38)	Midsize (n=36)	Midsize-Large (n=32)	Large (n=23)
Median Years in Role	5	5	4	5	7
Median Years in JHS	9	13	10	21	25

	Years in Role	Years in JHS
Median	5	13
Mean	7.5	16.3
Range	0–41	0–45

Network of Jewish Human Service Agencies

34

CEO Background
CEO Education

Degree (Select all that apply)	Percent of Agencies (n=157)
MSW or DSW	28%
Other Master's Degree	23%
No Graduate Degree	19%
MBA	12%
JD	10%
PhD or PsyD	8%
Rabbinic Ordination	4%
MPH or MPA	4%
EdD	1%
MD	1%

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CEO Trends Across Segments

- Agency CEOs have spent a median of five years in their position, which remains consistent across segments. Network staff provide context for this finding, noting that there have been over 50 CEO retirements since The Network's inception in 2017.

- CEO gender distribution is consistent across all agency sizes except Large agencies, where male CEOs are over-represented.

- In general, CEOs of larger agencies have worked in JHS longer than CEOs of smaller agencies.

- CEOs of Small agencies are more likely than average to have no graduate degree (36%).

- The proportion of CEOs with MSWs or DSWs increases between Small agencies (21%) and Midsize-Large agencies (41%). In contrast, Large agencies have the lowest proportion of CEOs with MSWs or DSWs (13%) and the highest share of MBAs (26%).

- Gender explains part of this pattern. Female CEOs are more likely than male CEOs to have MSWs or DSWs (34% vs. 18%) and to serve in Small to Midsize-Large agencies (68% vs. 31%).

- Male CEOs are more likely than female CEOs to have MBAs (22% versus 6%) and to serve in Large agencies (61% vs. 39%).

Boards of Directors and Advisory Committees

Network of Jewish
Human Service Agencies

Boards of Directors and Advisory Committees

Agencies with a Board of Directors or Advisory Committee (n=157)	96%
Median Number of Board Members (n=140)	20
Percent of Responding Boards with the Following Member Requirements or Offerings[1]:	
Required Contribution (n=122)	65%
Minimum Contribution (n=78)	44%
Term Limits (n=118)	83%
A Formal Orientation (n=130)	86%
An Orientation Manual (n=130)	80%
A Signed Agreement (n=130)	58%
Professional Development Opportunities (n=119)	57%

[1]Data in the following rows that was unable to be imputed and coverage ranges from 46% to 86% of agencies.

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Human Service Agencies

Contractors, Volunteers, Partnerships, and Accreditation

Contracted Services

Percent of Agencies that Contract...

Service	Percent of Agencies
IT	45%
Behavior Health Services	34%
Marketing	29%
Homecare	23%
Other	18%
Facilities	16%
Finance	16%
HR	15%
Development	14%
Transportation	12%
Program Staff	8%
Clinical Staff	3%
Volunteer Services	2%

Missing contracted services data were imputed using 990s, where applicable. However, because 990s only require agencies to report contracted services greater than $100k, smaller agencies' contracted services and smaller contracts are likely under-represented.

Network of Jewish Human Service Agencies

Number of Active Volunteers

By Agency Size Segment

	Network-Wide Active Volunteers
Median	90
Mean	226.7
Range	0 – 2,425

36,000

Combined Active Volunteers Across all 157 Agencies

■ Median Number of Active Volunteers

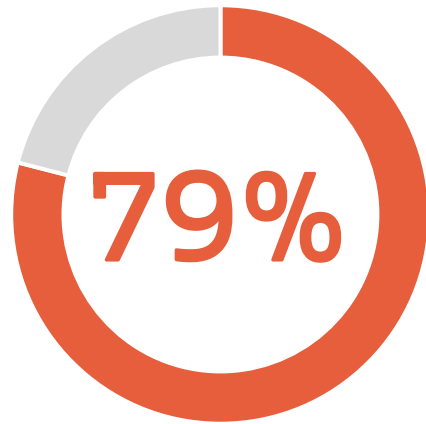| Small (n=28)	Small- Midsize (n=38)	Midsize (n=36)	Midsize- Large (n=32)	Large (n=23)
31	35	150	260	190
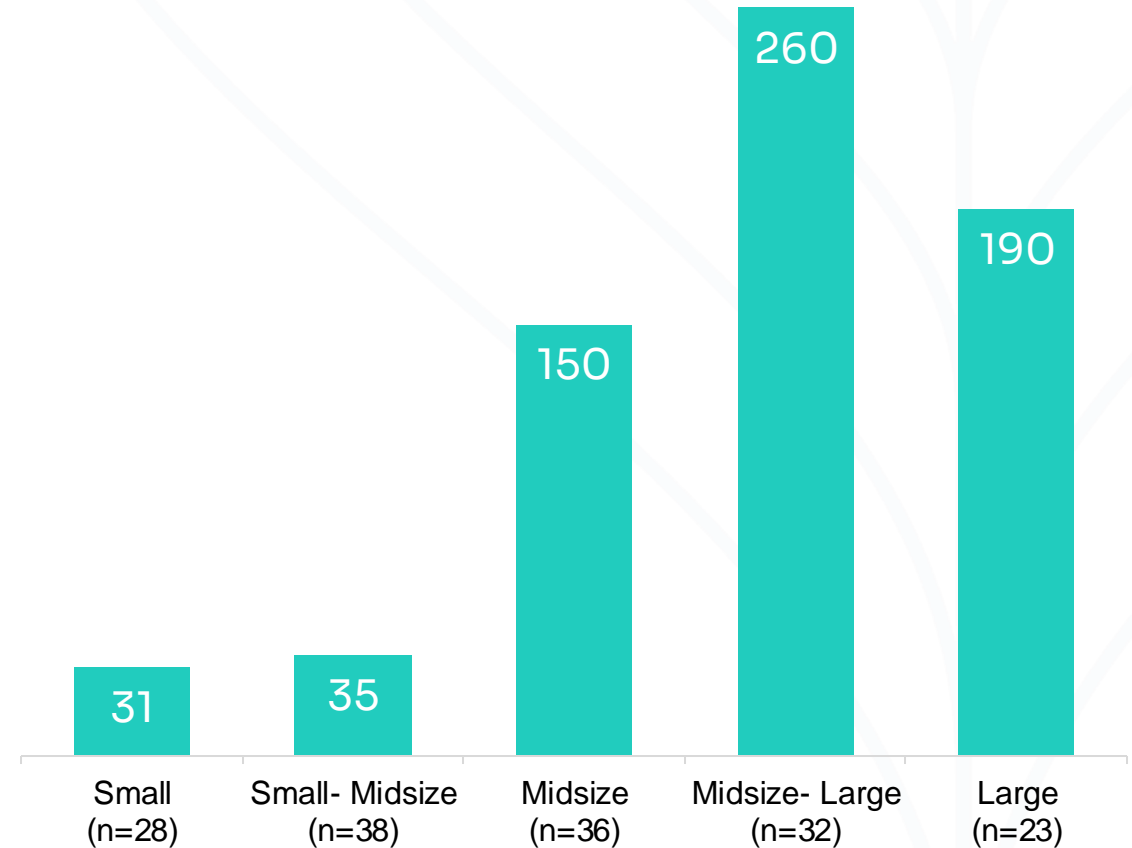
Agency Partnerships

85%
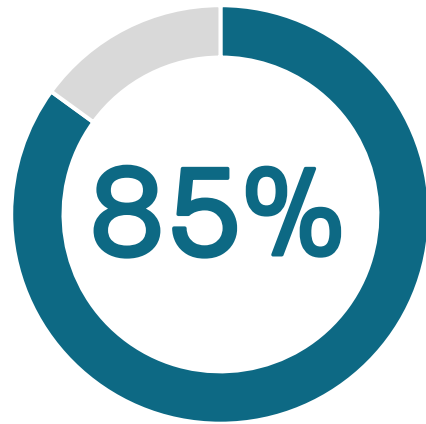
Deliver services in partnership with other Jewish organizations

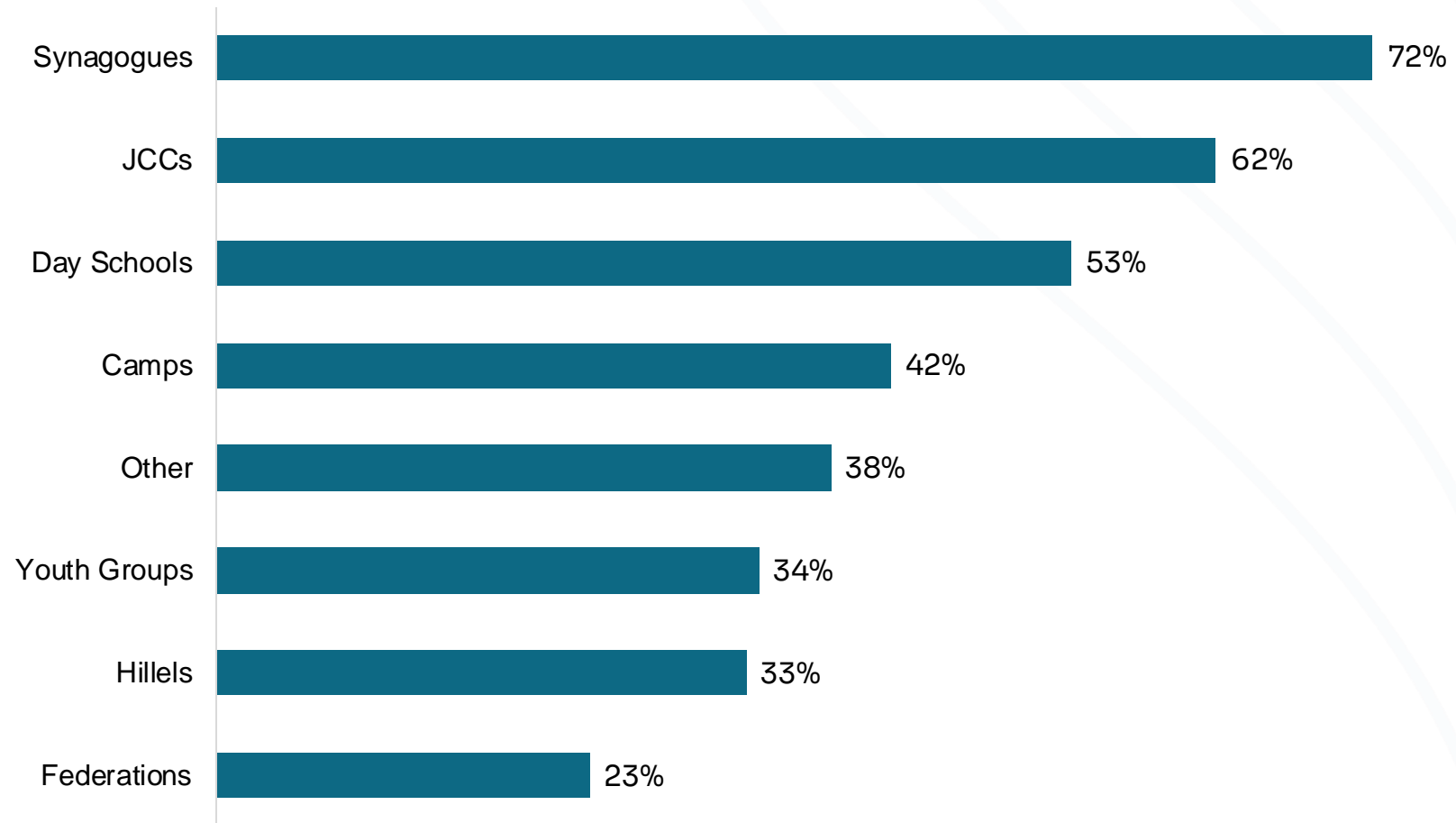Including JCCs, synagogues, day schools, camps, Hillels, Federations, and others.

79%

Deliver services in partnership with non-Jewish organizations
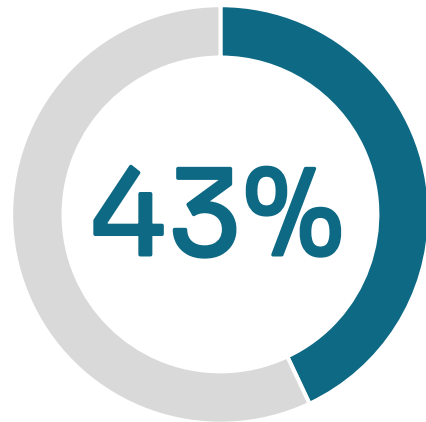
Including local governments, healthcare agencies, schools and universities, senior living communities, other social service providers, and others.

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Details of Jewish Partnerships

From Among the 85% of Agencies that deliver services in partnership with other Jewish organizations (n=120)

| Organization	Percentage
Synagogues	72%
JCCs	62%
Day Schools	53%
Camps	42%
Other	38%
Youth Groups	34%
Hillels	33%
Federations	23%

Network of Jewish
Human Service Agencies

Licensure and Accreditation

43%

Percent of responding agencies[1] that report having state/provincial licensure
Including Department of Family Services, Department of Behavioral Health, vocational rehabilitation, child placement, and other licensing.

32%
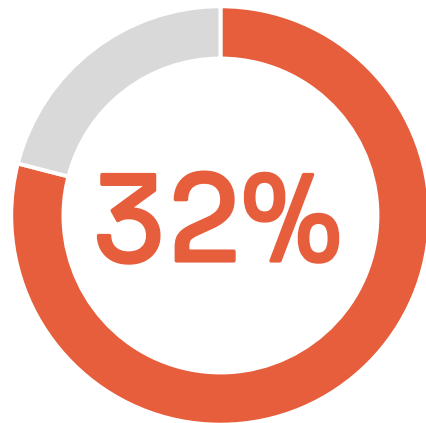
Percent of responding agencies[1] that report having formal accreditation
Including Council on Accreditation (COA), Commission on Accreditation of Rehabilitation Services (CARF), and others.

[1]Because missing data could not be imputed, data represents 80% of applicable agencies (n=127).

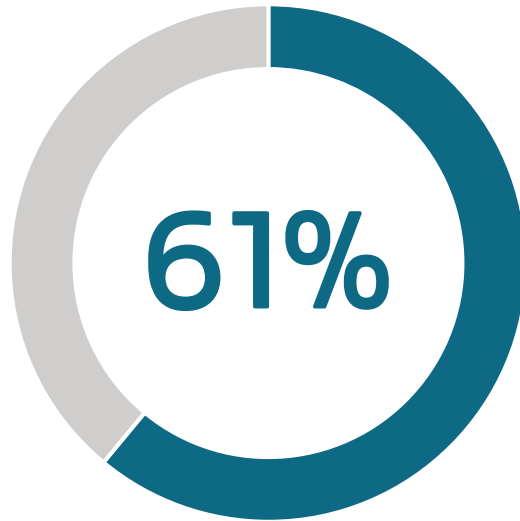Network of Jewish
Human Service Agencies

Partnership Trends Across Segments

- The likelihood of an agency to deliver services in partnership with other Jewish organizations is consistent across agency size. However, the likelihood that an agency delivers services in partnership with non-Jewish organizations increases with increasing agency size (68% of Small agencies vs. 96% of Large agencies).

- Types of Jewish agency partners (e.g., JCCs, synagogues, day schools, etc.) are not correlated with agency size.

- 100% of responding agencies that primarily provide senior services report that they deliver services in partnership with synagogues and 86% report that they deliver services in partnership with JCCs.

- The likelihood of an agency to have state or provincial licensure or nationally-recognized accreditation increases with increasing agency size. Among responding agencies, 14% of Small agencies and 76% of Large agencies have state or provincial licenses. Similarly, 0% of Small and 71% of Large agencies have nationally-recognized accreditation.

Network of Jewish Human Service Agencies

Diversity, Equity, and Inclusion (DEI)

Network of Jewish
Human Service Agencies

Diversity, Equity, and Inclusion
Percentage of Agencies With...

61%

A publicly stated DEI Commitment

49%
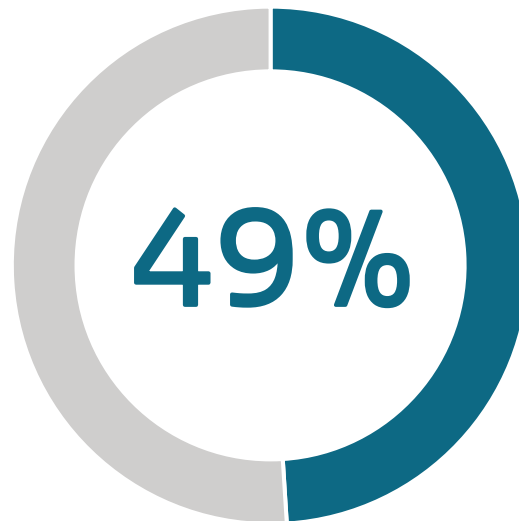
Funding in budget to support DEI efforts

28%
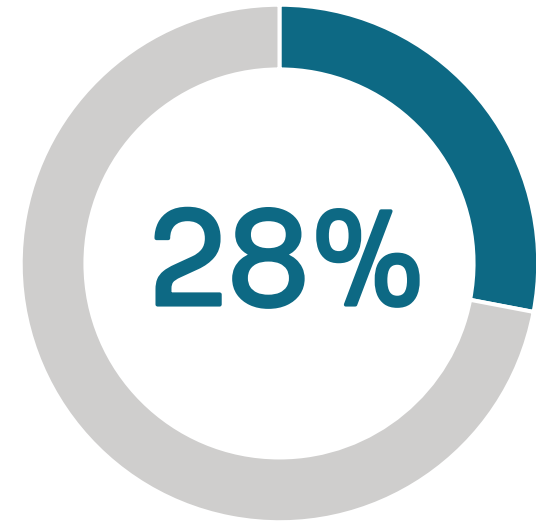
A staff position dedicated to DEI[1]

[1]Because missing data could not be imputed, data represents 89% of applicable agencies (n=140).

Network of Jewish
Human Service Agencies

Diversity, Equity, and Inclusion
Percentage of Responding Agencies With...

Formal strategic priorities to address DEI among...[1]

Category	Percentage
Staff	59%
Board	54%
Clients	51%
Volunteers	36%
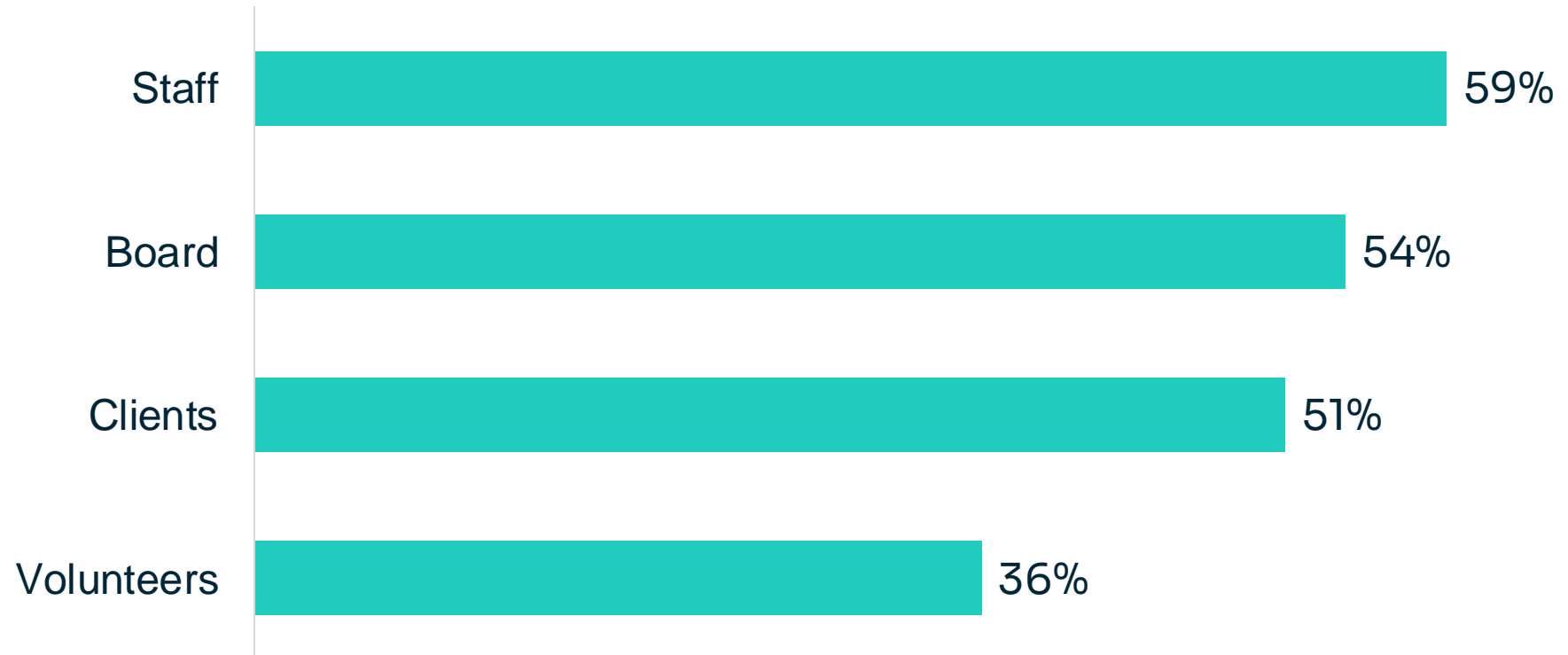
[1]Because missing data could not be imputed, data represents 85% of applicable agencies (n=133).

Network of Jewish
Human Service Agencies

Diversity, Equity, and Inclusion
Percentage of Responding Agencies With...

Staff Known to Include...[1]

Non-Jewish Employees	90%
People of Color	80%
Employees with Interfairth Families	76%
LGBTQIA+	75%
Immigrants	73%
Economically Vulnerable Employees	71%
People with Disabilities	67%
Jews by Choice	48%

A Board of Directors Known to Include... [2]

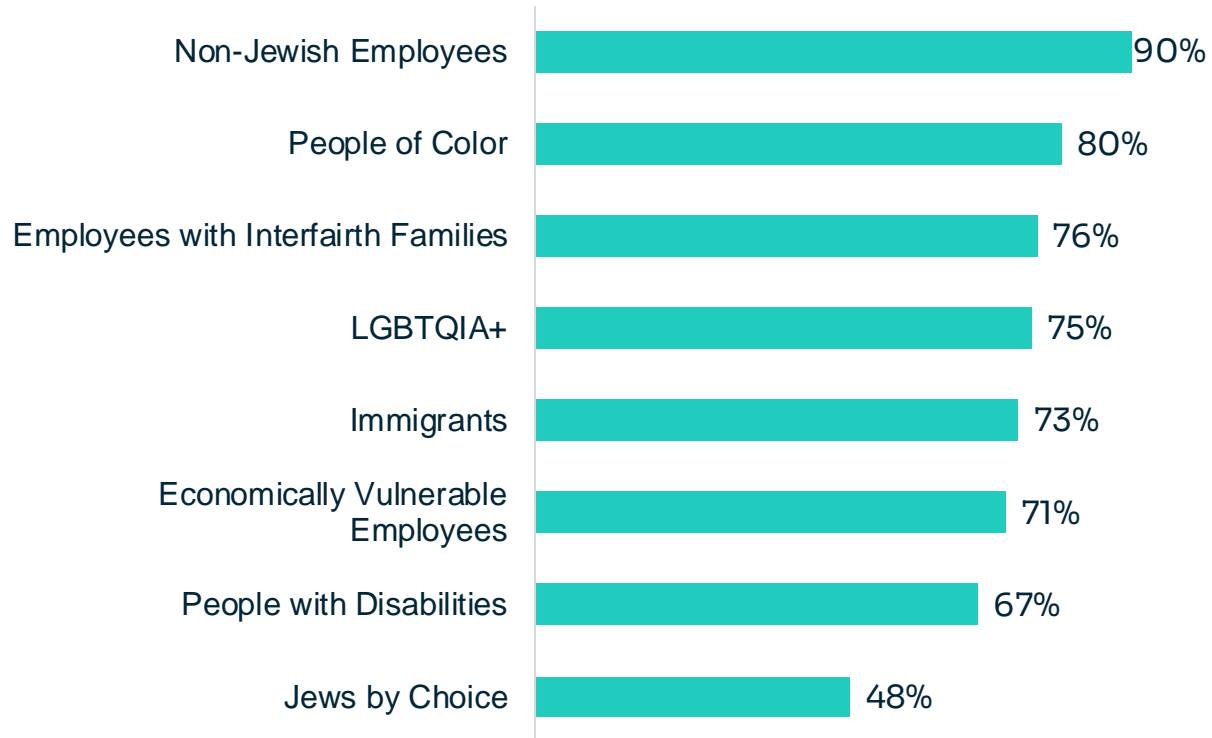|	
Non-Jewish Members	61%
People of Color	46%
Members with Interfairth Families	67%
LGBTQIA+	43%
Immigrants	53%
Economically Vulnerable Members	15%
People with Disabilities	35%
Jews by Choice	51%
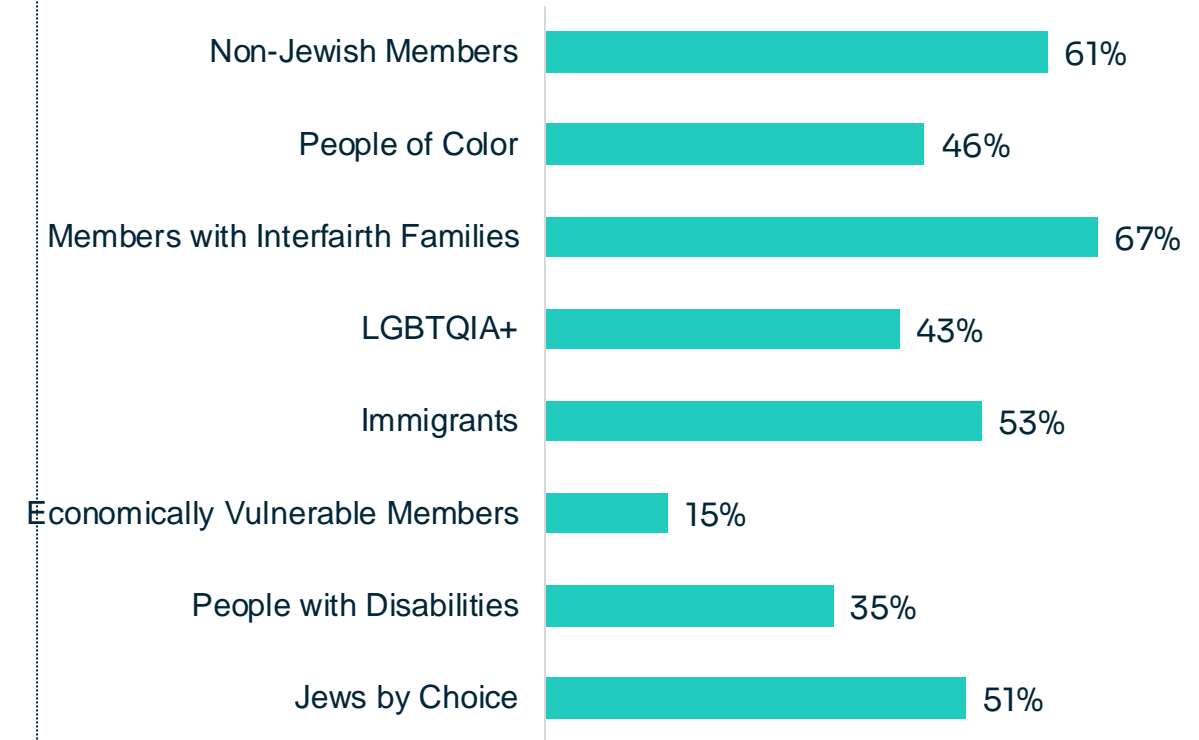
[1]Because missing data could not be imputed, data represents 78% of applicable agencies (n=118).

[2]Because missing data could not be imputed, data represents 83% of applicable agencies (n=130).

DEI Trends Across Segments

- All DEI trends shown on Slides 46 and 47 are positively correlated with agency size such that trends among Small and Small-Midsize agencies are similar to one another and Midsize and larger agencies are similar to one another.

- Unsurprisingly, as number of staff increases with agency size, each category among the "staff known to include…" data, as shown on Slide 47, also increases with agency size.

- The known diversity of board composition does not change with agency size, with one exception. With increasing agency size, it is more likely that a board is known to include at least one person of color.

- Agencies primarily serving people with disabilities are more likely than other agency types to include at least one person with a disability on their board.

Network of Jewish Human Service Agencies

Self-Reported Strengths and Challenges

Self-Reported Strengths

Reported Agency Strength[1]	Percent of Agencies
Collaborations and Partnerships	84%
Professional Executive Leadership	79%
Leadership Stability	71%
Financial Stability	69%
Board Leadership	68%
Strategy and Planning	55%
Ability to Attract Quality Staff	55%
Staff Retention	54%
Strong Volunteer Corps	50%
Use by Jewish Community	50%
Fundraising	46%
Public Awareness of services and value	45%
Operational Infrastructure	43%
Program Evaluation	40%
Marketing/Branding	36%

[1]Because missing data could not be imputed, data represents 77% of applicable agencies (n=121).

Network of Jewish Human Service Agencies

Self-Reported Challenges

Reported Agency Challenge[1]	Percent of Agencies
Staff Recruitment/ Retention	50%
Staff Burn Out	43%
Fundraising	39%
Public Awareness	39%
Program Evaluation	38%
Infrastructure	31%
Marketing/Branding	31%
Leadership Transitions	26%
Use by Jewish Community	21%
Strategy and Planning	16%
Financial Instability	15%
Lack of Volunteers	14%
Governance	13%
Leadership/Organizational Structure	9%
Lack of Collaboration and Partnerships	6%

[1]Because missing data could not be imputed, data represents 78% of applicable agencies (n=122).

Strengths and Challenges Trends Across Segments

- In many cases, the likelihood of citing most items as a strength increases with agency size. Data suggest that this may be a result of not only having higher budgets and larger staff but may also be a result of the relationship between agency size and longevity as smaller organizations are significantly newer than larger organizations, on average.

- Board leadership, executive leadership, financials, and strategy as cited strengths have the strongest positive correlation with agency size.

- Volunteer corps, ability to attract and retain staff, collaborations, public awareness, use by the Jewish community, and program evaluation as cited strengths are not correlated with agency size.

- Most cited challenges are not correlated with agency size. Exceptions include staff retention and burnout, which are challenges more often cited by larger agencies, and marketing and use by the Jewish community, which are challenges most often cited by smaller organizations.

- Agencies that provide senior services, primarily, are more likely than other agency types to cite staff burnout as a challenge.

Network of Jewish Human Service Agencies

Special Report: 2022 Compensation Data

Network of Jewish
Human Service Agencies

COL versus Regions Explained

- Prior years' salary data had been segmented by the following geographical regions: West, Midwest, Northeast, South, and Canada.

- However, Network leadership and partners questioned the utility of this segmentation, and analysis of this year's data confirmed that there is no relationship between salary data and these regional segments (not shown).

- Meanwhile, Network leadership hypothesized that relative COL might better explain salary differences that are observed across geography.

- For this reason, this year's data has been segmented by relative COL instead of region.

- **To find which COL segment your agency belongs to, please find your agency's metro area in Appendix C.**

Explanatory Notes About the 2022 Compensation Data

- This special report provides 2022 compensation and benefits information as part of this year's expanded Portrait of The Network study.

- Among the 148 agencies asked to provide compensation data, 132 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.

- 116 agencies (78%) responded to the compensation section, either in whole or in part.

- Where possible, missing data was imputed using publicly available data (e.g., 990s and T3010s), responses from the 2021 compensation study, and/or data extrapolation techniques.

- Data is sometimes presented across all agencies together, but more often data is segmented by agency size and budget, CEO gender, experience, and relative cost of living (COL).

Network of Jewish Human Service Agencies

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	26	18%
91-100	Average-Low	33	22%
101-107	Average-High	28	19%
108-141	High	31	21%
142-230	Very High	30	20%

[1]COL 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.

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

Network of Jewish
Human Service Agencies

CEO Compensation

Network of Jewish
Human Service Agencies

CEO Compensation
CEO Salary Across All Agencies
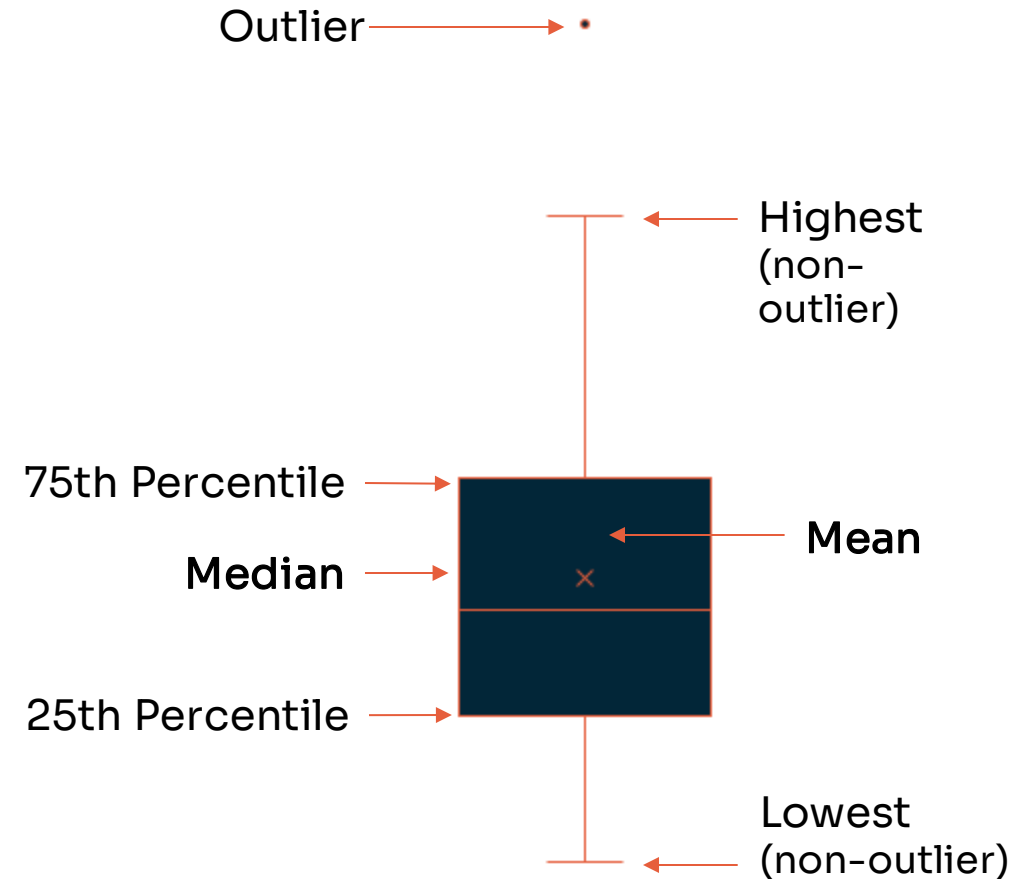
	CEO Salary (n=147)
Median	$150,400
Mean	$174,400
Range	$30,000- $450,000

- The 2022 Compensation study reported a median salary of $164,452 and a mean salary of $178,906. This year's median ($150,400) and mean ($174,000) salaries appear lower.

- However, much of the year-over-year decline is accounted for by the fact that the 2022 salaries include only full-time, US-based CEOs, while this year's salaries include both US and Canadian-based CEOs, with Canadian-based CEOs earning less than US-based CEOs.

- US-based CEOs have a higher median salary ($165,000) than Canada-based CEOs ($132,000 USD) as well as a higher mean salary ($184,000 vs. $132,000 USD).

- In addition, this year's survey did not ask whether CEOs were full- or part-time. However, the lack of distinction between full- and part-time CEOs does not appear to be a primary contributing factor to the observed year-over-year decrease. Instead, the Network hypothesizes that CEO turnover in the past year may be an additional contributing factor.

Network of Jewish Human Service Agencies

CEO Compensation

- Compensation data in the following slides is segmented by

  - **Agency size** (Slides 61-64)
  - **Relative COL** (Slides 65-69)
  - **Years in position** (Slides 70-73)
  - **Years in JHS** (Slides 74-77)
  - **Gender** (Slides 78-81)

- 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 "×" 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

Outlier

Highest (non-outlier)

75th Percentile

Mean

Median

25th Percentile

Lowest (non-outlier)

Network of Jewish Human Service Agencies

CEO Salary by Agency Size

- CEO salaries are very strongly correlated with agency size. Statistically, agency size explains approximately 70% of all the variation in salaries, which is more than any other factor.

- Median CEO salaries increase, on average, by 44% when moving from one agency size category to the next. Median salary increases range from 32% between Midsize ($161,800) and Midsize-Large ($214,000) up to 57% between Midsize-Large ($214,000) and Large ($337,500).

- Mean CEO salaries increase, on average, by 46% when moving from one agency size category to the next. Mean salary increases range from 34% between Midsize ($168,800) and Midsize-Large ($226,000) up to 59% between Small ($76,200) and Small-Midsize ($121,100).

- The range of salaries from the 25th to the 75th percentile is relatively small (as demonstrated by boxes in the box and whisker plots), meaning most salaries within an agency size tend to cluster near the median and mean salaries. Although the range of salaries is substantially bigger in the Large agency category, the relative variance (range of salaries as a percent of the median) is not larger.

Network of Jewish Human Service Agencies

CEO Salary by Agency Size

	Overall (n=147)	Small (n=26)	Small-Midsize (n=36)	Midsize (n=34)	Midsize-Large (n=31)	Large (n=20)
Median	$150,400	$75,000	$115,900	$161,800	$214,000	$337,500
Mean	$174,400	$76,200	$121,100	$168,800	$226,000	$327,300
Range	$30,000 - $450,000	$30,000 - $120,000	$42,400 - $300,000	$85,800 - $281,700	$150,400 - $325,000	$149,000 - $450,000

CEO Salary by Agency Size
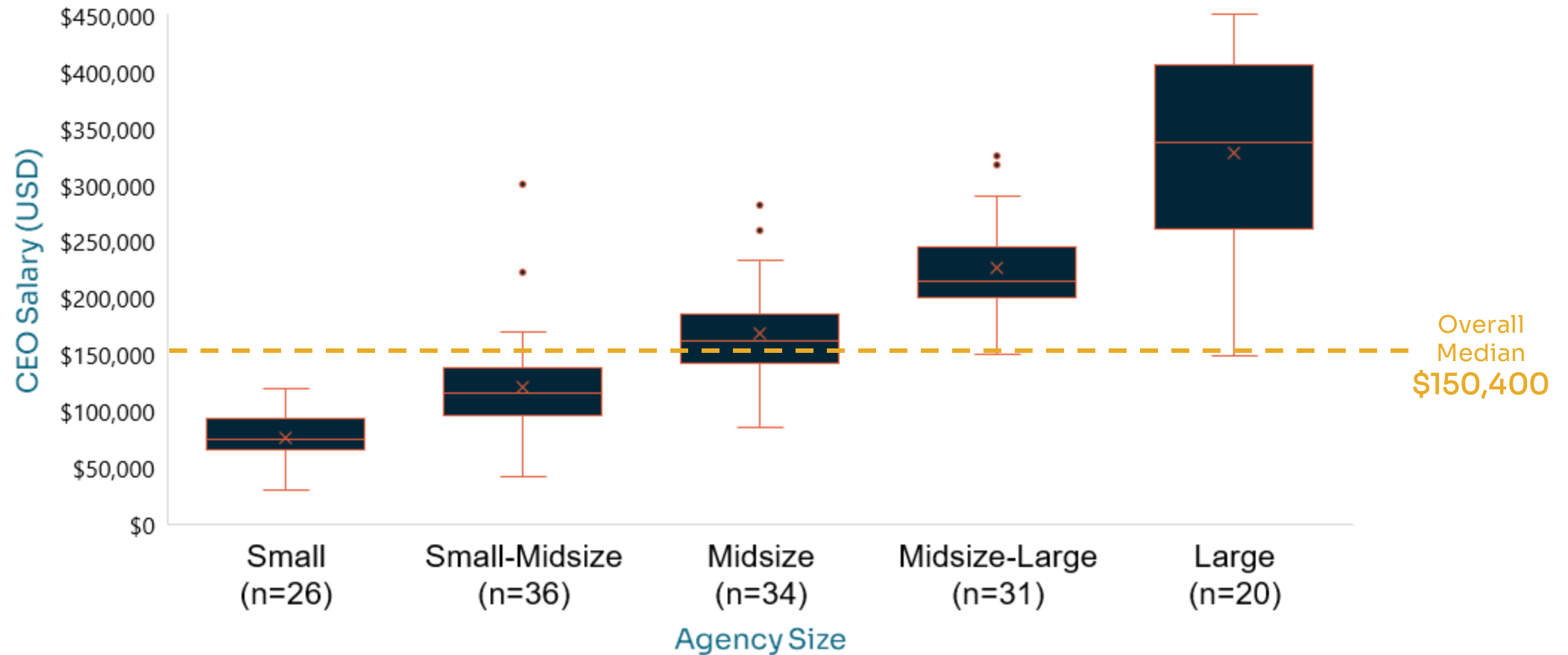
Accounting for Agency Size in Other Segmentations

- 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, years in Jewish Human Service, and gender). **This is because agencies of different sizes are not distributed equally across these other variables**.

- To address for this potential problem, we scaled (or standardized) the salary data to account for agency size. **Scaled data sets the median to 1, and salaries are recomputed relative to 1. 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.

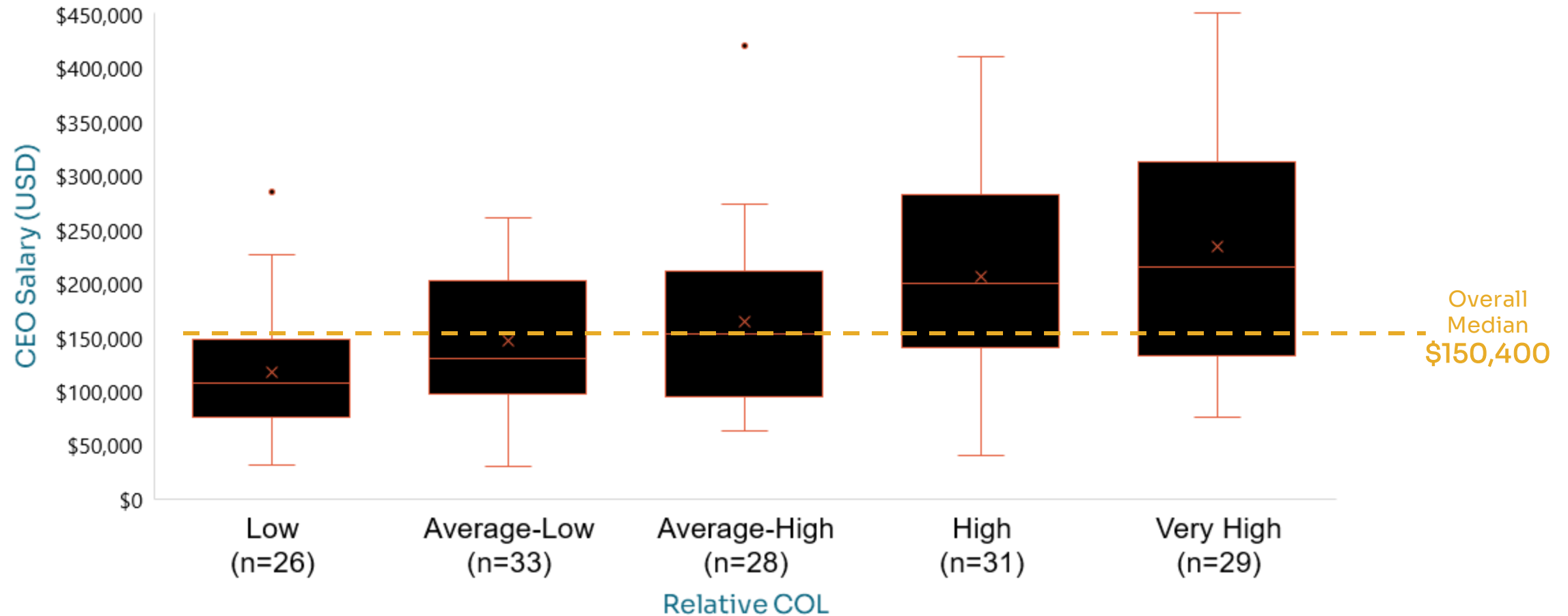Network of Jewish Human Service Agencies

CEO Salary by Relative Cost of Living

- CEO salaries are correlated with Relative Cost of Living (COL), but this correlation is weaker than the correlation between salary and agency size.

- Median and mean CEO salaries increase, on average, by 19% when moving from one COL category to another (compared to 46% and 44% for agency size). Overall, COL accounts for approximately 20% of the variation in salaries (compared to 70% for agency size).

- The relationship between COL is most relevant in the Very High and Low COL segments. The scaled data shows that the Very High COL median salary is 14% higher than the overall median, while the Low COL median salary is 10% lower than the overall median.

- CEO salaries of those living in Average-Low, Average-High, and High COL areas are very similar to each other, indicating they are weakly affected by differences in COL.

CEO Salary by Relative Cost of Living

	Overall (n=147)	Low (n=26)	Average-Low (n=33)	Average-High (n=28)	High (n=31)	Very High (n=29)
Median	$150,400	$107,500	$130,000	$152,200	$200,000	$215,000
Mean	$174,400	$117,300	$145,900	$164,300	$206,100	$234,000
Range	$30,000 - $450,000	$31,000 - $285,000	$30,000 - $260,800	$63,100 - $420,000	$40,200 - $409,700	$75,000 - $450,000

Network of Jewish
Human Service Agencies

CEO Salary by Relative COL

Box-and-whisker plot of CEO Salary (USD) by Relative COL. Overall Median $150,400.

X-axis categories: Low (n=26), Average-Low (n=33), Average-High (n=28), High (n=31), Very High (n=29). Y-axis: CEO Salary (USD) from $0 to $450,000.

CEO Salary by Relative COL

Scaled Salary Data
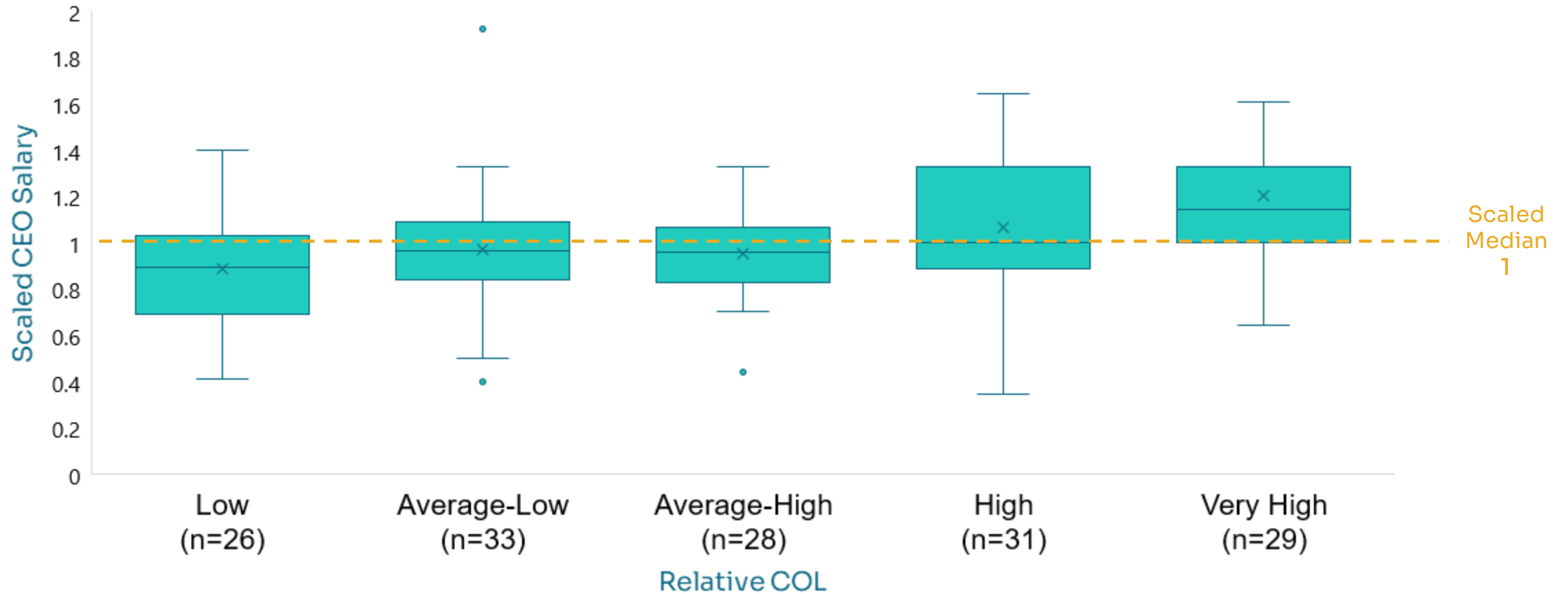
CEO Salary by Agency Size and COL

This chart shows the relationship between salary and *both* agency size and COL, simultaneously.
For visual clarity, agency size has been reduced to three groups, and COL has been reduced to two groups.

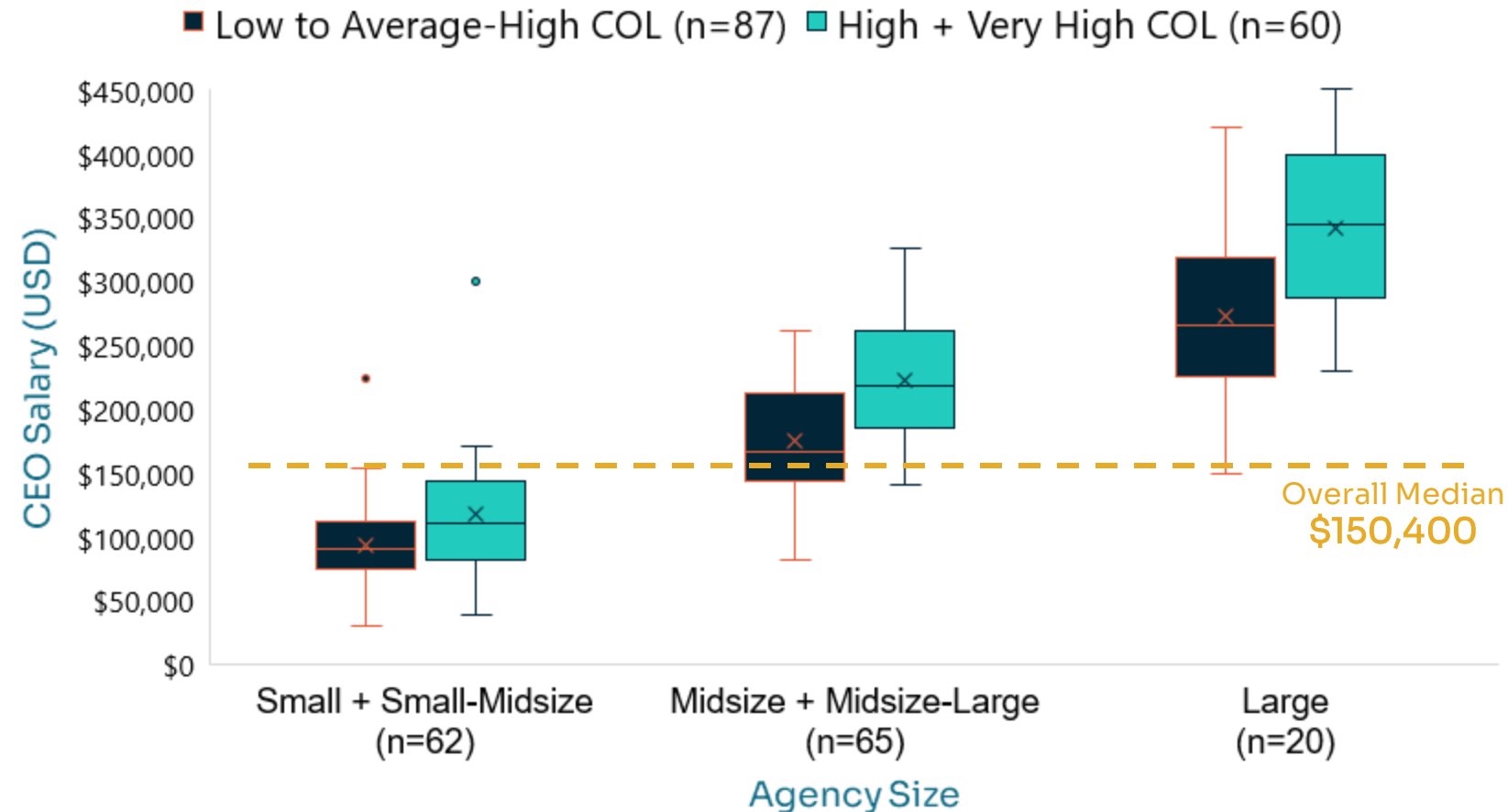Within each of the agency sizes, **salaries are an average of 25% higher in the two highest COL areas compared to the three lowest COL areas.**

CEO Salary by Years in Current Position

- The correlation between years in current position and CEO salaries is very weak, overall.

- The non-scaled data appears to show a steady increase in salaries across years in current role until salaries stagnate or decrease among those with the longest tenures (15+ years). However, this pattern is due to the fact that CEOs with the longest tenures are overrepresented in small agencies, where salaries are lower.

- The scaled salary data, which accounts for differences in agency size, shows the opposite trend, that median salary is stable until 15+ years in current role, when it then jumps to more than 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 12%.

CEO Salary by Years in Current Position

	Overall (n=147)	0-3 (n=54)	4-6 (n=38)	7-14 (n=38)	15+ (n=17)
Median	$150,400	$130,000	$160,500	$192,500	$161,800
Mean	$174,400	$155,800	$168,400	$197,200	$195,800
Range	$30,000 - $450,000	$30,000 - $408,800	$31,000 - $420,000	$42,400 - $428,600	$84,720 - $450,000

Network of Jewish Human Service Agencies

CEO Salary by Years in Current Position
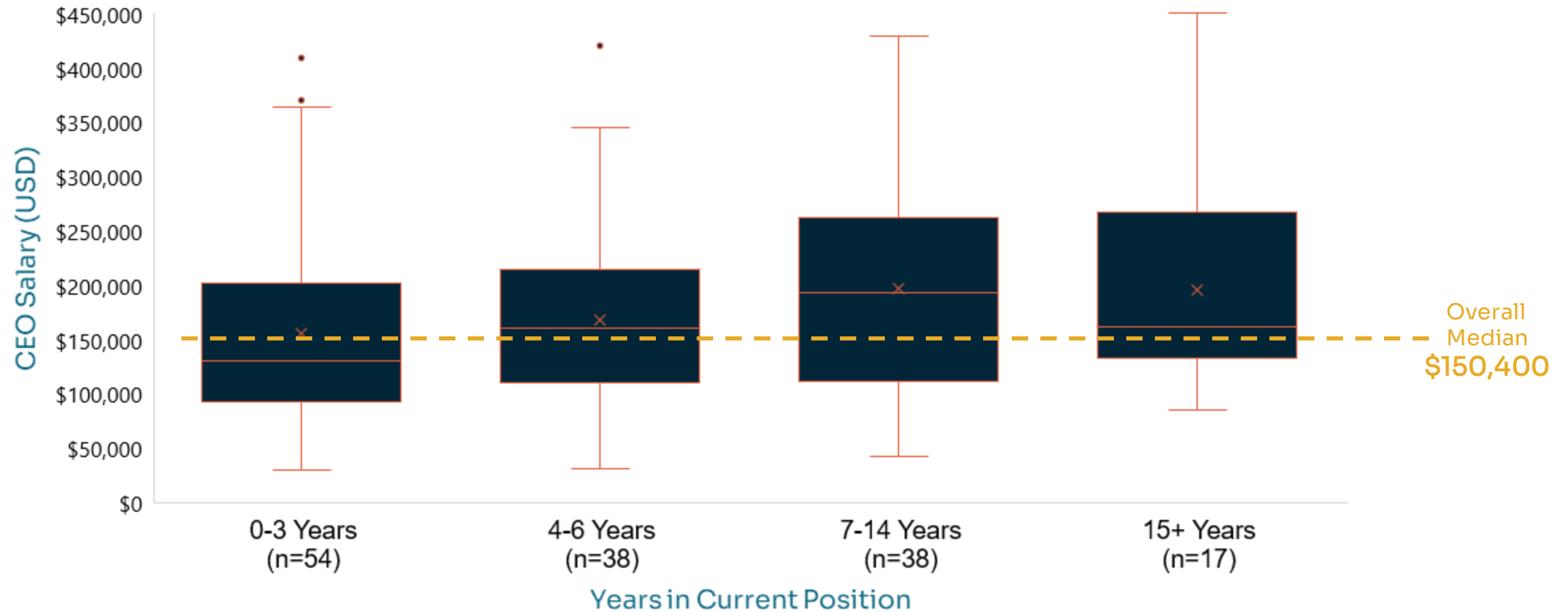
CEO Salary by Years in Current Position

Scaled Salary Data
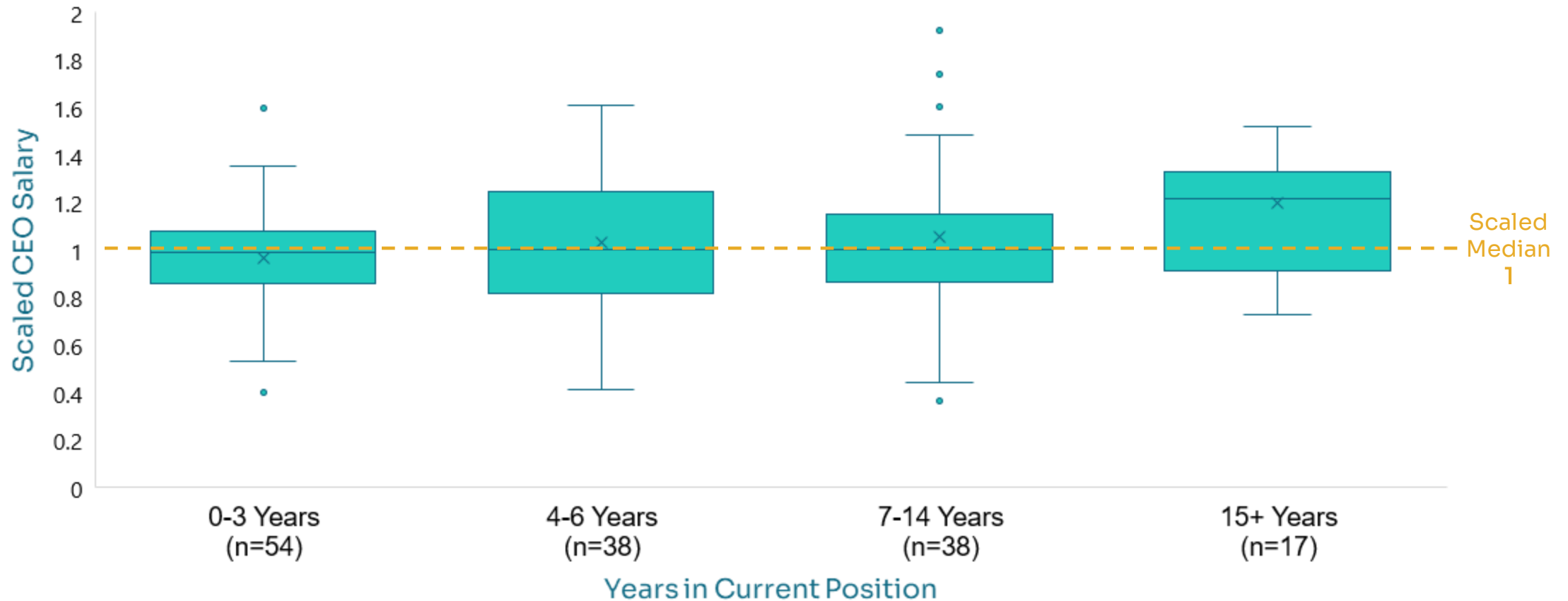
CEO Salary by Years in Jewish Human Service

- There is no correlation between years in Jewish Human Service and CEO salaries.

- The non-scaled data appears to show that salaries increase somewhat with increasing years in JHS, but this actually reflects the relationship between years in JHS and agency size. This is because those who have spent more time in JHS are somewhat more likely to be working at larger agencies, where salaries are higher.

- The scaled data, which account for differences in agency size, shows CEO salaries—both median and mean—are steady across years working in JHS.

Network of Jewish
Human Service Agencies

CEO Salary by Years in JHS

	Overall (n=147)	0-3 (n=23)	4-6 (n=22)	7-14 (n=33)	15-24 (n=26)	25+ (n=43)
Median	$150,400	$140,000	$142,500	$130,000	$152,200	$212,000
Mean	$174,400	$153,100	$152,000	$163,100	$166,902	$210,400
Range	$30,000 - $450,000	$30,000 - $408,700	$40,200 - $264,800	$42,400 - $428,600	$65,000 - $330,000	$31,000 - $450,000

Network of Jewish
Human Service Agencies

CEO Salary by Years in JHS
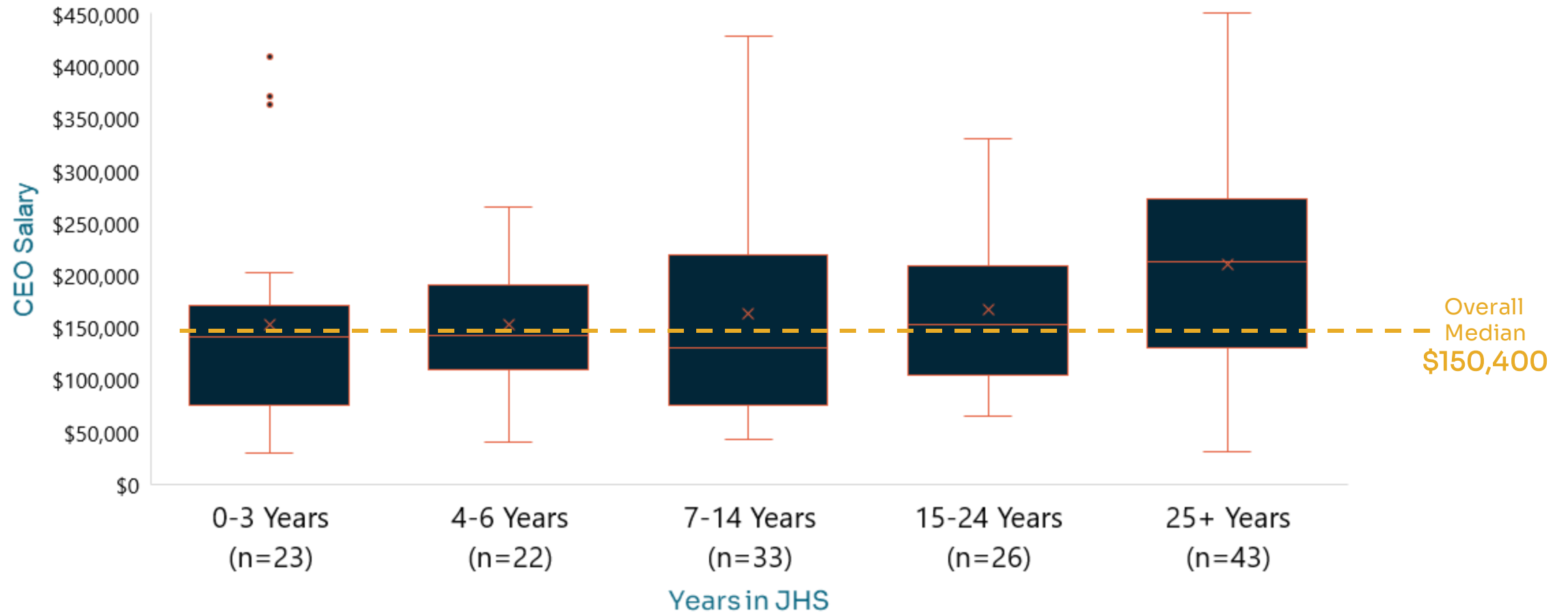
CEO Salary by Years in JHS

Scaled Salary Data
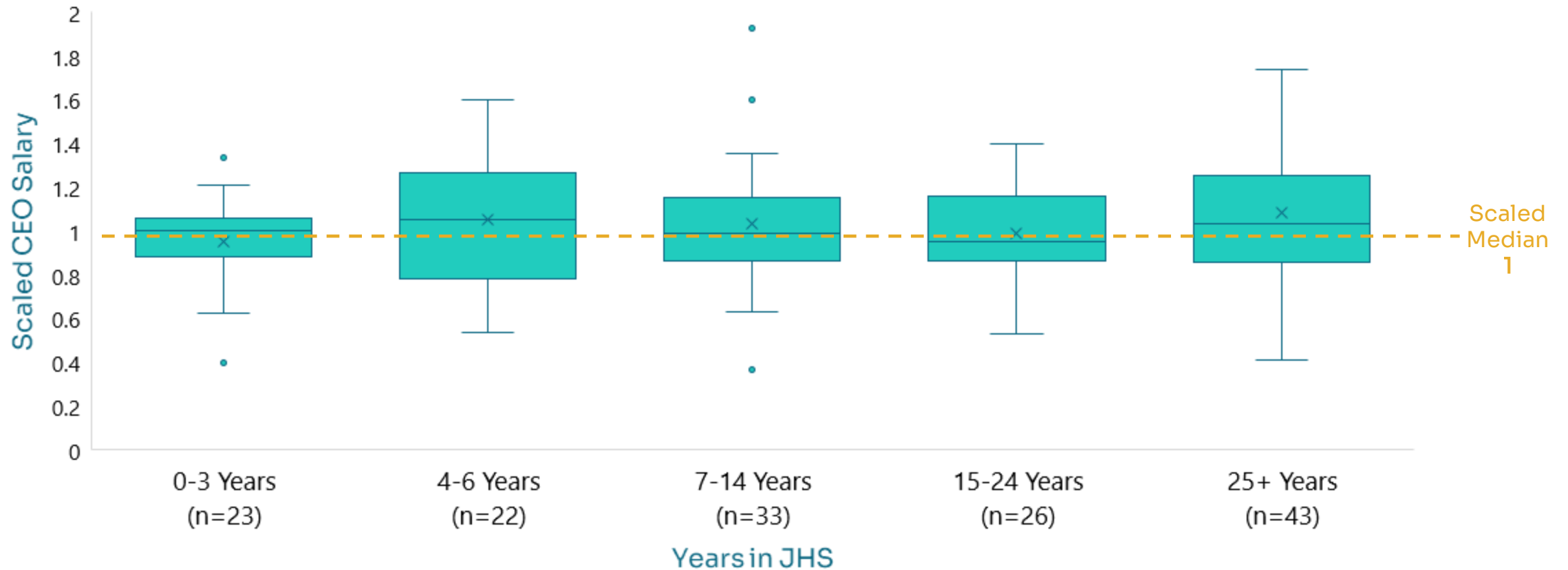
CEO Salary by Gender

- The non-scaled data indicate that male CEOs earn more than female CEOs, with the median salary among male CEOs 18% higher than the median salary of female CEOs.

- This gender gap largely reflects the relationship between agency size and salaries. Female CEOs are significantly underrepresented in the largest agencies, where salaries are highest (as shown on Slide 31). In contrast, male CEOs are significantly overrepresented in the largest agencies.

- The scaled data show that median salaries of male CEOs are not meaningfully higher than those of female CEOs once agency size is accounted for. In other words, within each agency size, median salaries between male and female CEOs do not differ.

Network of Jewish Human Service Agencies

CEO Salary by Gender

	Overall (n=147)	Women (n=98)	Men (n=48)
Median	$150,400	$149,100	$175,700
Mean	$174,400	$164,400	$196,200
Range	$30,000 - $450,000	$30,000 - $450,000	$46,900 - $420,000

Network of Jewish
Human Service Agencies

CEO Salary by Gender
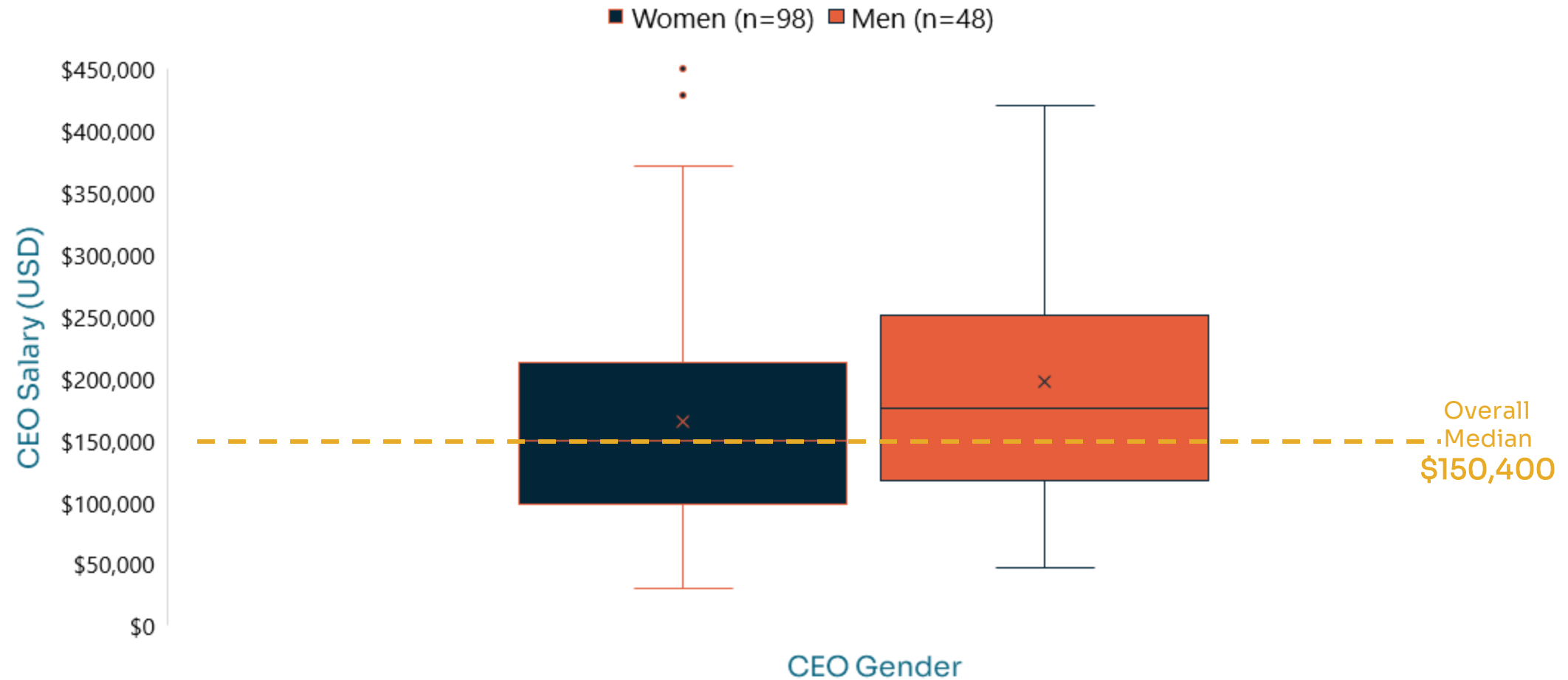
CEO Salary by Gender

Scaled Salary Data
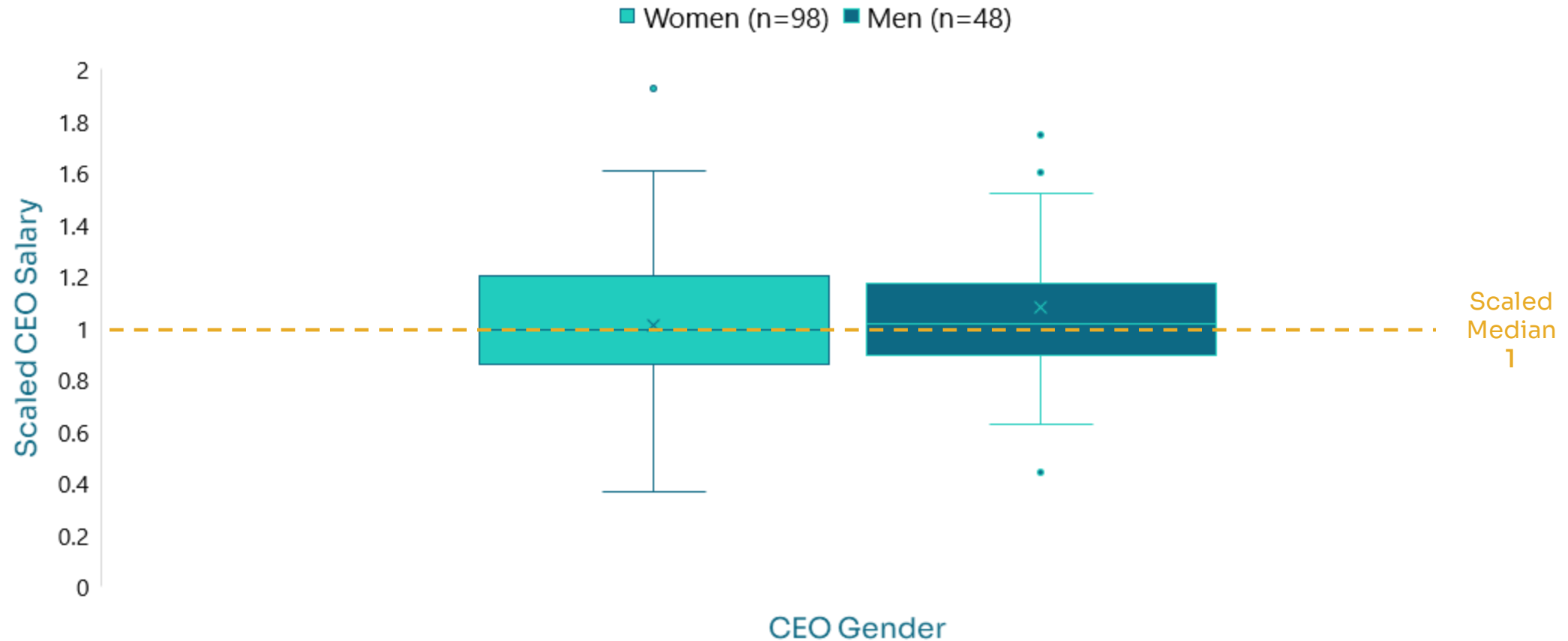
Summary of CEO Salary

- CEO salaries are largely driven by agency size. The bigger the agency is, the larger the CEO salary is as well.

- Male CEOs are substantially overrepresented in the largest agencies compared to female CEOs, which drives male CEOs' overall (non-scaled) salaries higher than female CEOs' salaries.

- Additionally, those who have the longest tenure in JHS (25+ years) are modestly overrepresented in larger agencies, which drives their overall (non-scaled) salaries somewhat higher than those with shorter JHS tenures.

- Larger agencies are more likely to be located in areas with relatively high COL, which partially contributes to the (non-scaled) relationship between relative COL and CEO salary. However, scaled data does show that a true, if comparably weak, relationship between COL and salary does exist independent of agency size. This relationship specifically affects CEO salaries within the highest and lowest COL groups.

- Lastly, years in current CEO position are weakly related to CEO salaries, except after 15 or more years in a position, which characterizes only a small number of CEOs.

Network of Jewish
Human Service Agencies

Other Staff Salaries

Network of Jewish
Human Service Agencies

Officer and Staff Salaries

Officer Role	Median Salary	Percent of Midsize or Larger Agencies with Role (n=79)	Percent of Small-Midsize or Small Agencies with Role (n=56)
Chief Clinical Officer	$93,000	38%	13%
Chief Program Officer	$112,000	47%	18%
Chief Operating Officer	$125,000	59%	18%
Chief Financial Officer	$135,200	78%	16%
Chief Development Officer	$130,000	65%	14%
Chief Marketing Officer	$79,000	16%	4%
Chief Technology Officer	$149,800	23%	0%
Chief Talent Officer/ Head of Human Resources	$128,500	39%	2%

Network of Jewish Human Service Agencies

Officer and Staff Salaries

Role	Median Salary Range	Percent of Midsize or Larger Agencies with Role (n=72)	Percent of Small-Midsize or Small Agencies with Role (n=53)
Program Directors	$66,600–$85,500	94%	61%
Supervisors	$56,800–$75,000	76%	15%
Licensed Clinical Staff	$54,000–$70,000	89%	43%
Unlicensed Social Workers and Case Managers	$44,400–$56,900	86%	37%
Vocational Counselors	$47,000–$61,200	47%	10%
Trainers	$49,600–$53,600	32%	0%

Network of Jewish
Human Service Agencies

CEO Benefits

Network of Jewish
Human Service Agencies

CEO Benefits

Legend: ■ Cost Fully Covered ■ Cost Partially Covered ■ Not Covered or Not Offered

Benefit	Cost Fully Covered	Cost Partially Covered	Not Covered or Not Offered
Medical	36%	54%	10%
Retirement	19%	64%	17%
Life	56%	22%	22%
Dental	29%	43%	28%
Vision	26%	40%	34%
Long-term Disabilty	44%	18%	39%
Dependent Medical	18%	43%	40%
Short-term Disability	28%	14%	58%
Dependent Vision	12%	25%	63%
Dependent Dental	12%	24%	64%

n=148

Network of Jewish Human Service Agencies

CEO Benefits

Additional CEO Benefits

Benefit Type	Percent of Responding Agencies (n=96)[1]
Professional Memberships	64%
Professional Coaching	36%
Car Allowance	23%
JCC Membership	19%
Phone	15%
Tuition Reimbursement	9%
Other	9%
Professional Development	8%
Mileage Reimbursement	4%
Synagogue Membership	3%
Dependent Tuition Reimbursement	3%

[1]Because missing data could not be imputed, this data represents only 65% of agencies that were asked to respond.

CEO Benefits
CEO Contract and Bonuses

CEO has a written contract (n=134)[1]	60%
Median contract years (n=72)[2]	5
CEO bonus opportunity (n=125)[3]	35%
Median maximum bonus as a percentage of salary (n=28)[3]	9%

[1]Because missing data could not be imputed, this data represents only 85% of agencies that were asked to respond.

[2]This data represents only 71% of agencies that were asked to respond.

[3]This data represents only 84% of agencies that were asked to respond.

Network of Jewish Human Service Agencies

Staff Benefits & PTO

Staff Benefits and PTO
Percent of Agencies Providing Staff Benefits (n=148)

■ Cost Fully Covered ■ Cost Partially Covered ■ Not Covered or Not Offered

Benefit	Cost Fully Covered	Cost Partially Covered	Not Covered or Not Offered
Medical	17%	76%	7%
Retirement	16%	68%	17%
Life	56%	18%	26%
Dental	19%	50%	31%
Long-term Disabilty	45%	17%	39%
Vision	14%	45%	41%
Dependent Medical	6%	49%	45%
Tuition Reimbursement	5%	41%	54%
Short-term Disability	28%	17%	55%
Dependent Dental	3%	35%	62%
Dependent Vision	3%	30%	66%

Network of Jewish
Human Service Agencies

92

Staff Benefits and PTO
Percent of Agencies Providing Paid Leave

Paid Leave Type	Percent of Responding Agencies (n=128)[1]
Vacation[2]	95%
Bereavement	89%
Sick[2]	88%
Parental	52%

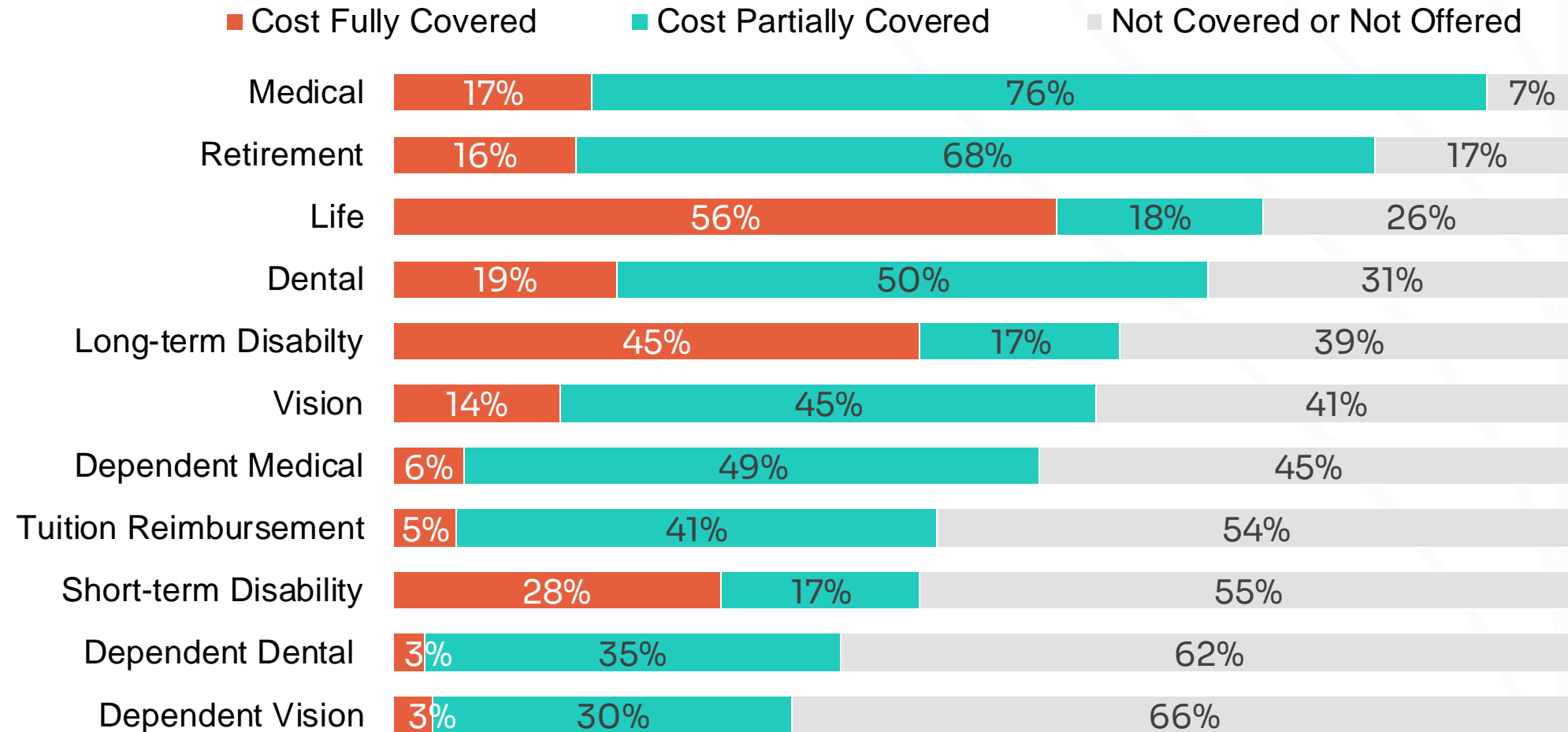[1]Because missing data could not be imputed, this data represents only 86% of agencies that were asked to respond.

[2]Five percent of responding agencies reported that vacation and sick leave are combined into a single pool of time. These agencies have been included in both the "Vacation" and "Sick" counts.

Network of Jewish
Human Service Agencies

Staff Benefits and PTO

Percent of Agencies Providing Leave for Jewish Holidays

Holiday	Percent of Responding Agencies (n=128)[1]
Rosh Hashanah – Day 1	98%[2]
Rosh Hashanah – Day 2	85%
Yom Kippur	98%
Sukkot – Day 1	76%
Sukkot – Day 2	62%
Sukkot – Intermediate Days	5%
Shemini Atzeret	63%
Simchat Torah	66%
Hanukkah	6%
Purim	9%
Passover – Day 1	91%
Passover – Day 2	72%
Passover – Intermediate Days	4%
Passover – Day 7	63%
Passover – Day 8	63%
Yom Ha'atzmaut	3%
Shavuot – Day 1	76%
Shavuot – Day 2	54%

[1]Because missing data could not be imputed, this data represents only 86% of agencies that were asked to respond.

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

Network of Jewish Human Service Agencies

Staff Benefits and PTO
Percent of Agencies Providing Leave for U.S. Holidays

Holiday	Percent of Responding Agencies (n=121)[1]
Thanksgiving	99%[2]
New Year's Day	98%
Memorial Day	98%
4th of July	97%
Labor Day	96%
Christmas	95%
Martin Luther King, Jr. Day	74%
Friday After Thanksgiving	74%
Juneteenth	46%
Presidents' Day	27%
Veterans' Day	15%
Indigenous Peoples' Day	9%
Cesar Chavez Day	1%

[1]Because missing data could not be imputed, this data represents only 86% of agencies that were asked to respond.

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

Network of Jewish Human Service Agencies

Staff Benefits and PTO
Percent of Canadian Agencies Providing Leave for Canadian Holidays

Holiday	Percent of Agencies (n=14)
Saint-Jean-Baptiste Day (Quebec only, n=3)	100%
Labour Day	96%
Thanksgiving	93%
Christmas	93%
Victoria Day	93%
Canada Day	93%
Good Friday	86%
Boxing Day	76%
Civic Holiday	57%
Remembrance Day	21%
Easter Monday	14%
National Day for Truth and Reconciliation	14%

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Appendices

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Appendix A: Agencies Represented

Agence Ometz
Alpert Jewish Family Service
Baker Senior Center Naples
*BaMidbar**
Bet Tzedek Legal Services#*
Career & Community Resources, a Program of the Jewish Federation of
    Palm Beach County and Alpert Jewish Family Service
CJE SeniorLife
Collat Jewish Family Services
Communities Confronting Substance Use & Addiction, Inc. (CCSA)
Cummings Jewish Centre for Seniors
Elayne and James Schoke Jewish Family Service of Fairfield County
ERAN Emotional First Aid by Telephone and Internet#
ETTA
Flint Jewish Federation Jewish Community Services
Footsteps
Friendship Circle (Michigan)
GESHER Human Services
Goodman Jewish Family Services of Broward County
Gulf Coast Jewish Family & Community Services
Hamilton Jewish Family Services
*HIAS**#*
*Immigrant and Refugee Law Center (IRLC)**
Israel Elwyn#
*JAAN: Jewish Addiction Awareness Network**#*
JARC
JARC Florida
JASA
JCC of Staten Island – Social Services Department

JCFS Chicago
JCS South Florida
JEM Workshop
*JEVS Human Services**
Jewish Care Program of New Mexico (Albuquerque JCC)
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, Hawaii
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 Service, Phoenix
Jewish Family & Children's Services of San Francisco, The Peninsula, Marin and
    Sonoma Counties
Jewish Family & Community Services East Bay
*Jewish Family & Community Services of Youngstown**
Jewish Family & Community Services, Jacksonville
Jewish Family & Community Services, Pittsburgh
Jewish Family and Career Services, Atlanta
Jewish Family and Children's Service of Minneapolis

*Only publicly-available data was used for these agencies
#Agency was not asked to provide compensation data

Appendix A: Agencies Represented

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
Jewish Family Service of Greater Dallas
Jewish Family Service of Greater Harrisburg, Inc.
Jewish Family Service of Greater New Orleans
Jewish Family Service of Los Angeles
Jewish Family Service of Metropolitan Detroit
Jewish Family Service of MetroWest New Jersey
Jewish Family Service of Nashville & Middle Tennessee, Inc.
Jewish Family Service of New Haven
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 Antonio
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, The Jewish Federation of the Sacramento Region
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 Columbia Jewish Federation**
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 the Virginia Peninsula**
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, Edmonton
Jewish Family Services, Federation of St. Joseph Valley Jewish Family

*Only publicly-available data was used for these agencies
#Agency was not asked to provide compensation data

Appendix A: Agencies Represented

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 Fertility Foundation
Jewish for Good Helping Department
Jewish Social Service Agency of Metro Washington
Jewish Social Services of Madison
Jewish Vocational Service of MetroWest New Jersey
Jewish Vocational Service of San Francisco*
Jewish Vocational Service, Boston
JFS of MetroWest MA
JIAS Toronto
Joan and Stanford Alexander Jewish Family Service, Houston
JQ International
JVS Career Services Cincinnati
JVS SoCal*
JVS Toronto
KAVOD Ensuring Dignity for Holocaust Survivors#
Kehilla Residential Programme (Kehilla)
Keshet
Kings Bay YM-YWCA Social Services Department
KleinLife*
Lola and Saul Kramer Senior Services Agency, Inc. (part of MorseLife
Health System)
Makom
Project Extreme
RAISE (Shalom Orlando)

Raleigh-Cary Jewish Family Services
Reena
RespectAbility#
Ruth & Norman Rales Jewish Family Services
Samost Jewish Family & Children's Service of Southern New Jersey
Selfhelp Community Services Inc.
Shalom Tikvah*
Syracuse Jewish Family Service*
Tamir
Tampa Jewish Family Services
The Atlantic Jewish Council*
The Blue Card, Inc.*
The Branch
Tzedek DC#
Wendy and Avron B. Fogelman Jewish Family Service at the Memphis Jewish
      Community Center
Westchester Jewish Community Services*
Yad Chessed Fund, Inc.
Yad Ezra
YM&YWHA of Washington Heights and Inwood, Older Adult Program
York Family Services
ZA'AKAH#

*Only publicly-available data was used for these agencies
#Agency was not asked to provide compensation data

Appendix B: Detailed Portrait Methodology

Objectives

The goal of this study was to develop a complete portrait of The Network of Jewish Human Service Agencies (NJHSA), which includes gaining a better understanding of populations served, services provided, budget and operations, compensation and benefits, and other aspects of NJHSA member agencies.

Data Collection

The Portrait of The Network survey was fielded in June and July 2023 to 157 member agencies (139 U.S.-based agencies, 16 Canada-based agencies, and 2 Israel-based agencies). Data were not sought from eight "organizational affiliated members" because they do not provide human services. This survey is an expansion of the annual Compensation and Benefits survey that member agencies have completed in previous years. All agencies were asked to respond to questions about basic agency information, total reach, populations served, services provided, budget, staffing and leadership, CEO background, diversity, agency strengths and challenges, and more. Of the 157 member agencies who were invited to participate, 148 direct human service agencies were asked to provide compensation and benefit data similar to the previous years' surveys. Survey respondents were asked to report all data for calendar year (CY) 2022. Eighty-four percent of the 157 agencies responded to the survey, at least in part.

Data Imputation and Cleaning

Creating a portrait of The Network that is as thorough and representative as possible relies first on a high response rate. With an 84% response rate, overall, data coverage ranged from 20% to 84% depending on the question. Where possible, data were imputed using publicly available data. This includes information gathered from agency websites, year-end reports, and tax forms (990s and T310s from CY 2021). Obviously, data from CY 2021 tax forms (e.g., budget, staff, volunteers, CEO and officer salaries, etc.) are likely to be somewhat different from the CY 2022 data requested in the survey. However, these data likely serve as a reasonable estimate. That said, any salary data imputed from CY 2021 tax documents was increased by 5.9%, in line with the U.S. 2022 cost-of-living adjustment. Additional missing data not publicly available were imputed using responses from the previous year's compensation study or from other data previously collected by NJHSA. Following imputation with publicly available data, some variables (e.g., services offered, budget, total employees, CEO background, etc.) reached 100% coverage.

At this stage, the data were cleaned and prepared for analysis. Data cleaning involved recoding variables and standardizing units of measurement. For example, budget and salary data reported by Canadian agencies were converted to USD at a rate of $1.00 CAD = $0.73 USD (both Israel-based agencies reported their data in USD).

Appendix B: Detailed Portrait Methodology

Data Segmentation

Cleaned and interpolated data underwent exploratory data analysis (EDA) in order to determine how to segment data for further analysis. The strongest predictors of global trends across the study were found to be operating budget and number of employees, both of which were strongly correlated with one another, and either of which could act as a surrogate for agency size. Operating budget was selected as the most appropriate variable from which to create an Agency Size segment, and agencies were grouped into one of five bins ranging from Small to Large. This binning was performed by first analyzing how operating budgets were distributed across The Network. The distribution of operating budgets showed a very strong right-skew. This means that a large proportion of agencies have relatively small budgets, for example, almost half of agencies have budgets under $3 million, but the remaining half range from $3 million to $96 million. This also makes it challenging to determine appropriate bin thresholds. However, transforming the operating budget variable by taking its log10 resulted in a nearly normal (bell-curve) distribution of budgets that could be more meaningfully sorted into bins. Agency size segmentation is shown in Figure 1.

Figure 1. Agency Size Segments

Segment	Budget Range (USD)	Agencies in Segment
Small	Less than $500K	28
Small-Midsize	$500K to less than $2.5M	38
Midsize	$2.5M to less than $8.0M	36
Midsize-Large	$8.0M to less than $21M	32
Large	$21M or more	23

Prior years' compensation and benefits data had been segmented on the basis of geographical region, but it was felt that this segmentation was not meaningful. EDA across this year's compensation and benefits data confirmed a lack of correlation with geographical region. However, it was hypothesized that relative cost of living (COL) would be a meaningful way to segment the agencies to analyze the compensation and benefits data.

Appendix B: Detailed Portrait Methodology

To determine relative COL, the city listed as the primary location of each agency was widened to its metropolitan area to better represent the average COL within the boundaries of where an employee might live. For example, an agency may be based in Manhattan, but employees may live throughout the New York-Newark-Jersey City Metro Area. Metro-area COL indices are based on a U.S. average of 100 with cost of housing accounting for 30% and other expenses accounting for 70% of the overall index. Therefore, values below 100 are cheaper than the U.S. average, and values above 100 are more expensive. Even though indices are relative to the U.S. average, Canadian agencies' metro areas were given a comparable value. Because most agencies are located in large cities where COL tends to be high, it was found that 65% of agencies are located in areas with overall COL greater than 100. The average COL of member agencies was 113.6 with zero agencies falling less than one standard deviation from that mean, but with 30 agencies falling one or more standard deviations above that mean. It is for this reason that COL segments range from Low to Very High as shown in Figure 2.

Figure 2. COL Segments

COL Category	Relative COL Range (Compared to the U.S. average of 100)	Agencies in Segment
Low	76–90	26
Average-Low	91–100	33
Average-High	101–107	28
High	108–141	31
Very High	142–230	30

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Human Service Agencies

Appendix B: Detailed Portrait Methodology

Finally, data were analyzed across two additional segments. The first is Agency Type, which segments agencies according to whether they are independent (n=128) or integrated (n=29) within a larger organization. The second is Service Type, which defines the scope of services provided and is shown in Figure 3.

Figure 3. Service Type Segments

Service Type	Definition	Agencies in Segment
JFS/JCFS/JCCS/etc.	Any agency providing general, community-wide, direct human services	111
JVS	Any agency providing vocational services, principally	6
Senior Services	Any agency providing senior services, principally	9
Disability Services	Any agency providing disability services, principally	12
Other	Any agency that principally provides a single service or serves a single group not otherwise listed, e.g., legal services, emergency financial assistance, substance abuse, etc.	19

Data Segmentation

Finally, some data that had not reached 100% coverage was extrapolated to 100% coverage using statistical methods and segmentation by agency size. Agency size was selected because it has the strongest overall correlation with the dataset relative to any other variable. Statistical extrapolation was only performed for variables where data coverage was 90% or higher after imputation and that had relatively equal completeness of coverage across agency segments. This was also only performed for continuous numerical variables (e.g., number of active volunteers) or categorical variables with relatively few categories (e.g., whether a benefit was fully covered, partially covered, or not covered/offered). Numerical variables were imputed using the median value within an agency size segment, and categorical variables were imputed using the most frequent response within an agency size segment.

Data reported in presentation decks, infographics, etc., can be assumed to have 100% coverage unless otherwise specified. Data with 100% coverage is completely representative of The Network and may be presented without qualification. The further data is from 100% coverage, the less reliable it is in terms of its ability to represent The Network as a whole.

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Appendix C: CEO Compensation by Agency Size

Small	Small–Midsize	Midsize	Midsize–Large	Large
$120,000	$300,000	$281,694	$325,000	$1,083,374*
$120,000	$223,000	$260,000	$317,700	$450,000
$110,000	$170,000	$259,455	$290,166	$428,587
$100,000	$154,000	$233,087	$285,000	$420,000
$98,487	$150,000	$226,600	$284,191	$409,734
$94,000	$150,000	$220,000	$273,222	$408,774
$92,500	$150,000	$214,843	$260,780	$395,646
$90,000	$145,000	$188,502	$245,280	$370,650
$86,000	$140,000	$185,000	$245,000	$363,237
$75,180	$130,000	$185,000	$244,000	$351,588
$75,000	$130,000	$183,000	$230,000	$345,000
$75,000	$130,000	$175,794	$220,000	$330,000
$75,000	$120,000	$171,000	$220,000	$300,000
$75,000	$120,000	$166,400	$220,000	$285,000
$75,000	$120,000	$165,000	$215,000	$270,000
$75,000	$120,000	$164,750	$214,000	$264,750
$75,000	$116,490	$161,800	$212,183	$260,000
$65,000	$116,172	$161,800	$212,000	$250,983
$65,000	$115,586	$158,850	$210,000	$250,000
$65,000	$115,000	$156,279	$205,000	$243,570
$65,000	$110,000	$150,000	$202,000	$148,959
$63,113	$110,000	$150,000	$201,960	
$46,900	$104,000	$148,260	$200,789	
$40,242	$102,000	$147,000	$200,000	
$31,000	$100,000	$143,000	$200,000	
$30,000	$100,000	$143,000	$192,000	
	$100,000	$140,000	$185,000	
	$95,000	$134,063	$183,600	
	$91,000	$123,000	$181,669	
	$90,000	$122,000	$180,000	
	$88,254	$116,490	$150,449	
	$84,720	$111,719		
	$80,000	$105,000		
	$75,189	$85,779		
	$73,000			

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

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Appendix D: 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

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Appendix D: 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	Sacamento-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

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Appendix D: 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

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Appendix D: 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

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Appendix D: 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

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