

2025 Compensation Report

Network of Jewish Human Service Agencies

September 2025

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Survey Objectives & Methodology

Survey Objectives and Methodology

- The 2025 NJHSA compensation survey was fielded between March and May 2025 to 139 member agencies that provide direct human services. The slides that follow represent a total of 104 agencies (74.8%), listed in **Appendix A**.
 - A total of 91 agencies responded to the survey, either in whole or in part.
 - To increase representation, publicly available sources of data (i.e., annual reports, IRS 990 filings) were sought for agencies that did not respond to the survey. This search yielded recent (i.e., 2024) budgetary and other data for 13 agencies. Data for these agencies was imputed for select questions using responses from the previous year's compensation study. This strategy increased the number of agencies represented to 104.
- The Compensation survey was in the field during a time of disruption and uncertainty for many organizations, impacting the capacity of some to participate.
- Among the 104 member agencies represented, 90 are located in the United States and 14 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.

Survey Objectives and Methodology

- Data was segmented by agency budget, CEO gender, experience, and relative cost of living (COL). These segments are presented in this report, as relevant.
- Given the survey's lower participation rate in 2025 compared to 2024, the slides that follow include limited year-to-year comparison data and analysis. The composition of responding agencies differs somewhat, especially in terms of agency size.
- Additionally, In 2025, 12.5% of participating agencies are integrated — meaning agencies that are structured as departments within larger agencies—whereas 18% of responding agencies in 2024 were integrated. This shift contributed to a decline in the number of “Small” agencies in the sample.

Survey Objectives and Methodology

- **Slide 7 shows agency segmentation by size/budget.** Each agency falls into one of five size categories that range from Small to Large.
- Budget ranges defining each size category remain the same as those developed for the 2024 compensation study.
- **Slide 8 shows agency segmentation by relative cost of living (COL).** Each agency falls into one of five size categories that range from Low relative COL to Very High relative COL. As with budget categories, the 2025 compensation study uses the ranges developed for the 2024 study. See Appendix C for a listing of the relative COL for metropolitan regions represented in the study.

Data Segmentation by Agency Budget

Budget ranges, identified in the 2024 Compensation Survey, 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	7	7%
\$600K to less than \$2.6M	Small-Midsize	22	22%
\$2.6M to less than \$7M	Midsize	19	19%
\$7M to less than \$21M	Midsize-Large	32	32%
\$21M or more	Large	20	20%

Data Segmentation by Cost of Living

Relative Cost of Living (COL) was used to create five COL categories, ranging from Low to Very High. Category ranges identified in the 2024 Compensation Survey, were used.

Relative COL Range ¹	COL Category ²	Agencies in Segment	Percent
76.0-90.0	Low	10	10%
91.1-100.0	Average-Low	37	36%
100.1-107.0	Average-High	20	19%
107.1-141.0	High	23	22%
141.1-232.6	Very High	14	13%

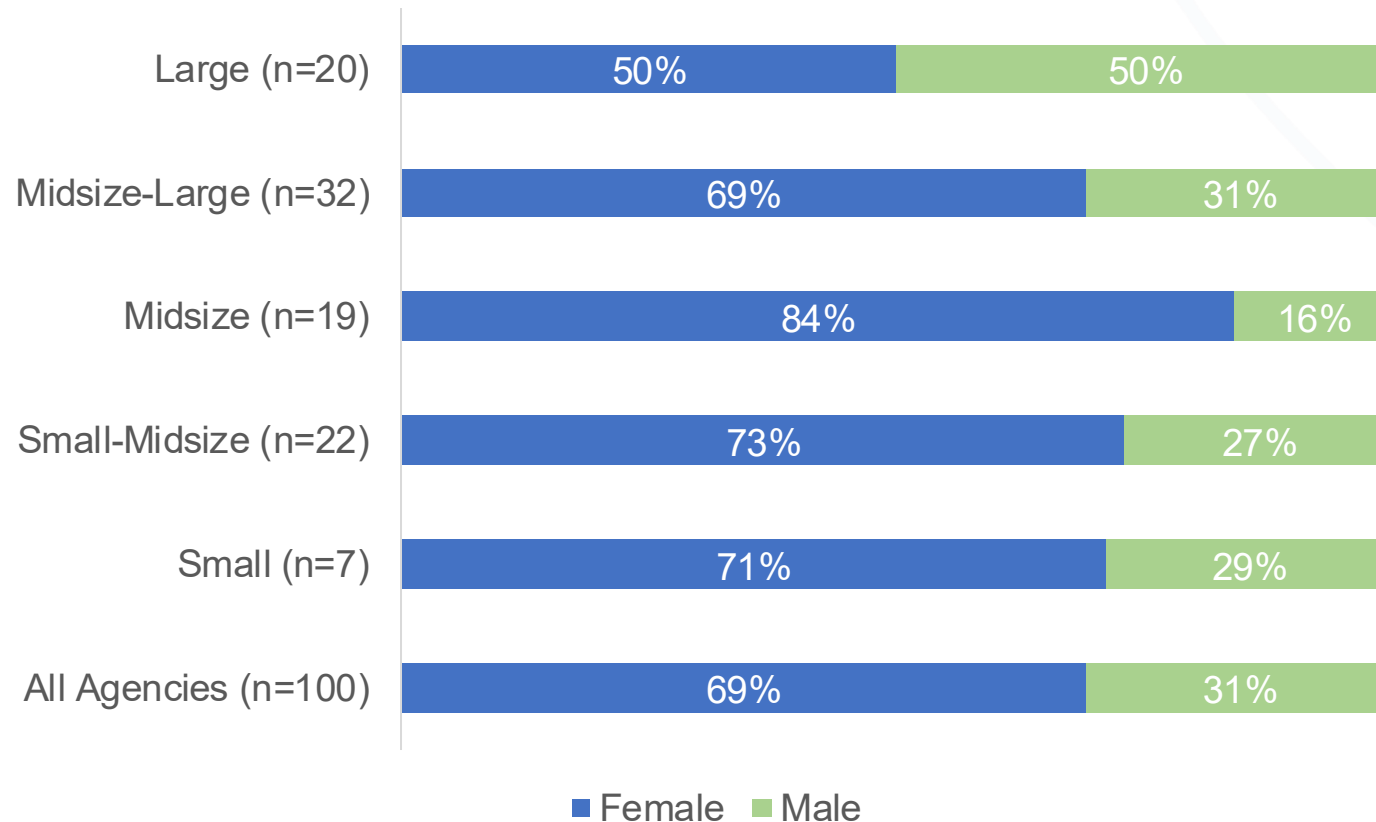
¹COL values are calculated by metro area in comparison to the US average (set at 100). Although values are as compared to the US average, Canadian agencies' metro areas are included.

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

CEO Background

CEO¹ Background

CEO Gender Distribution² by Agency Size



- CEO **gender** distribution is consistent across all agency sizes except Midsize and Large agencies.
- 50% of Large agencies have female CEOs, while 84% of Midsize agencies have female CEOs.
- The 2025 CEO gender distribution remains consistent with that of the 2024 survey; the 2024 compensation study showed that 69% of all agency CEOs, but only 48% of Large agency CEOs were women.

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

² In addition to “female” and “male”, survey respondents were presented with the following additional gender options: “transgender”, “nonbinary”, and “other”. All respondents selected “female” or “male”.

CEO Background

CEO Years of Experience

Years	... In Role (Percent, n=103)	... In Jewish Human Services (Percent, n=102)
3 or fewer years	31%	14%
4-6 years	26%	14%
7-14 years	28%	26%
15-24 years	8%	19%
25 or more years	7%	28%

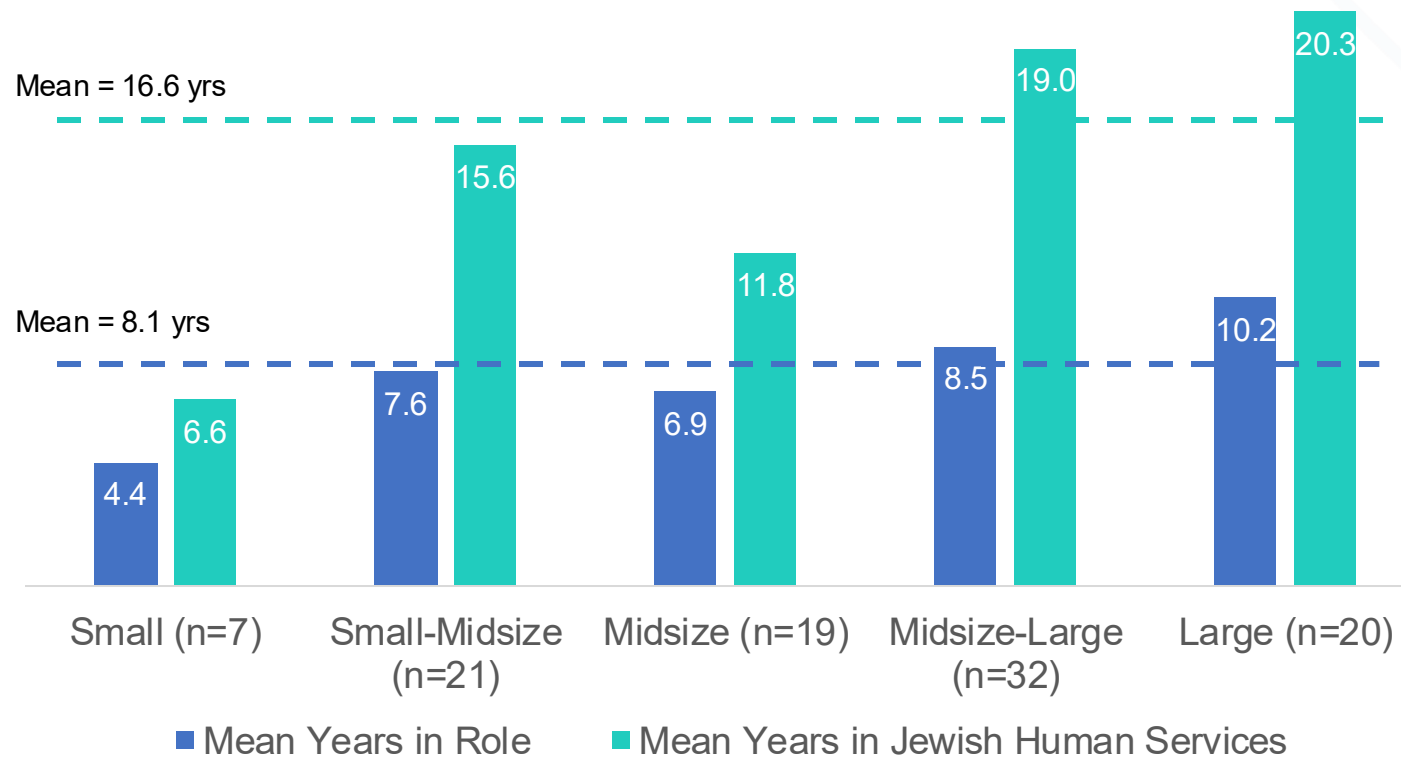
Overall, both CEOs' years in their roles and CEOs' years in Jewish Human Services are largely **consistent with the previous three years' compensation studies.**

Continuing the trend noted last year, the percentage of **CEOs in their role for 3 or fewer years increased**, from 27% to 31%. Additionally, the **cumulative percentage of CEOs in their roles for 15 or more years increased slightly**, from 12% to 15%.

Nearly half (47%) of all CEOs have worked in Jewish Human Services for 15 or more years.

CEO Background

CEO Years of Experience by Agency Size



	Years in Role	Years in Jewish Human Services
Mean	8.1	16.3
Median	6	12
Range	0-41	0-47

Years spent working in Jewish Human Services is weakly correlated with agency size (aqua bars).

Though overall the correlation between length of time in role and agency size is weak, CEOs of Small agencies have been in their roles, on average, for less than half of the tenures of CEOs leading Midsize-Large and Large agencies.

CEO Background

CEO Education

Degree (Select all that apply)	Percent (n=103)
MSW or DSW	34%
Other Master's Degree	31%
No Graduate Degree	17%
MBA	12%
PhD or PsyD	11%
JD	9%
Rabbinic Ordination	4%
EdD	3%

- The proportion of CEOs with Masters or Doctorates (MSWs or DSWs) of Social Work is the highest for Small-Midsize agencies (43%) and the lowest for Large agencies (20%).
- CEOs of Midsize-Large and Large agencies are more likely to have a PhD, PsyD, or EdD (22% and 20%, respectively), compared to 7% cumulatively of CEOs of Small to Midsize agencies.
- The highest proportion MBA holders (20%) are CEOs of large agencies, though the trend across agencies of other sizes is not linear. While no CEOs of Small agencies hold an MBA, 14% of CEOs of Small-Midsize agencies do, while approximately 10% of CEOs of Midsize (11%) and Midsize-Large (9%) agencies have the degree.
- Female CEOs are somewhat more likely than male CEOs to have MSWs or DSWs (37% vs. 27%).
- Male CEOs are more likely than female CEOs to have MBAs (23% versus 6%). 30% of male CEOs of Large agencies have MBAs, compared to 10% of female CEOs of large agencies.

CEO Compensation

CEO Compensation

CEO Salary Across All Agencies¹

	CEO Salary	
	2025 (n=92)	2024 (n=143)
Median	\$194,750	\$161,700
Mean	\$203,028	\$185,300
Range	\$40,000- \$472,343	\$49,000- \$500,000

- Across all agencies, **there was a 2.6% mean (3.5% median) CEO salary increase compared to the 2024 compensation study.**
- The US Social Security Administration COLA increase was 3.2% for 2024 and 2.5% for 2025, largely aligning with the mean and median CEO salary increase noted above.
- 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.
- US-based agencies have higher median budgets (\$8,154,700) and CEO salaries (\$210,000) than Canada-based agencies (\$5,110,000 and \$146,000 USD, respectively).

¹ One reported CEO salary is an extreme outlier and has been eliminated from all analyses presented in this deck.

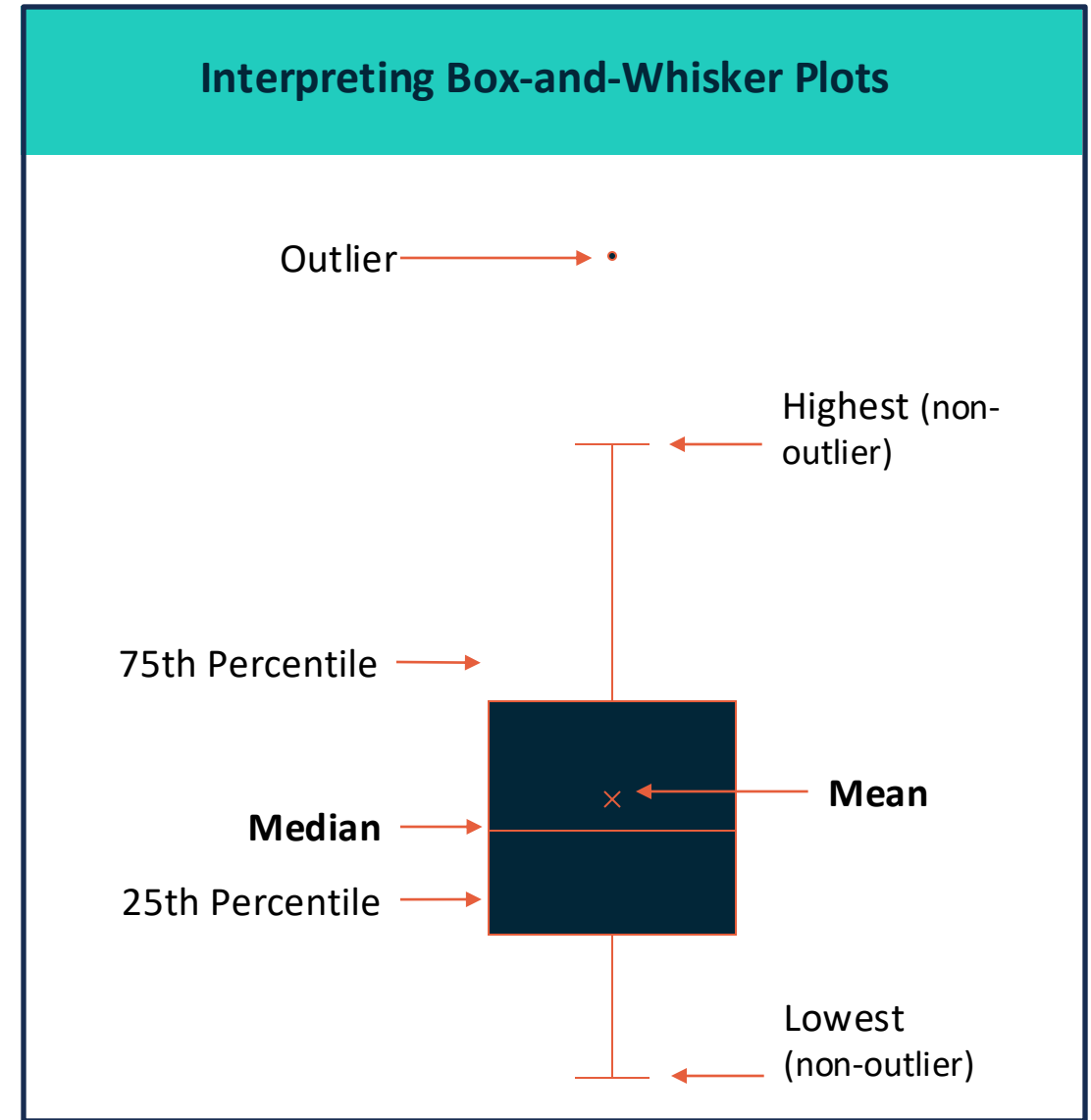
CEO Compensation

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 strongly correlated with agency size (budget).**
- COL also has a moderate correlation with CEO salaries. Years in position and Years in JHS also have significant, but weak, correlations with CEO salaries.
- Gender is not meaningfully correlated with CEO salary in this year's survey.

CEO Compensation

- Compensation data in the following slides is segmented by
 - Agency size** (Slides 18-20)
 - Relative COL** (Slides 21-23)
 - Years in position** (Slides 24-26)
 - Gender** (Slides 27-29)
- 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.



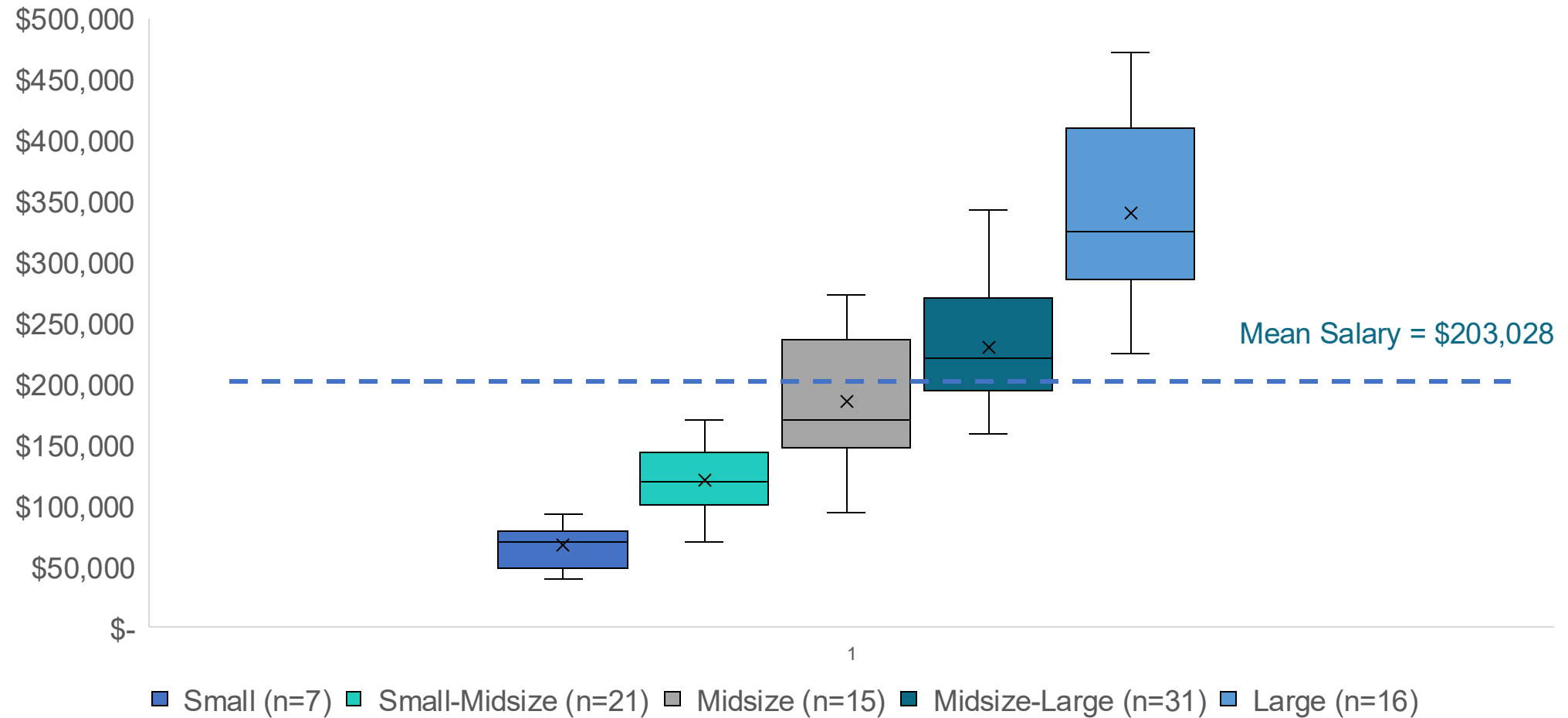
CEO Salary by Agency Size

- **CEO salaries are strongly correlated with agency size** (as determined by budget). Statistically, agency size accounts for 60% of all variation between salaries.
- Median CEO salaries increase by an average of 48% when moving from one agency size category to the next, which is consistent with the 2024 compensation report.
- Most salaries fall within 52% to 66% of one another. This variability is highest for the Medium size category (66%), and lowest for the Large category (52%).
- Each of these findings is consistent with the 2024 compensation report.

CEO Salary by Agency Size

	Overall (n=90)	Small (n=7)	Small-Midsize (n=21)	Midsize (n=15)	Midsize-Large (n=31)	Large (n=16)
Median	\$194,750	\$70,000	\$120,000	\$169,944	\$220,646	\$325,000
Mean	\$203,028	\$67,114	\$120,361	\$185,560	\$229,951	\$339,658
Range	\$40,000	\$40,000	\$70,000	\$93,820	\$158,378	\$224,500
	- \$472,343	- \$92,500	- \$169,950	- \$272,950	- \$342,588	- \$472,343

CEO Salary by Agency Size



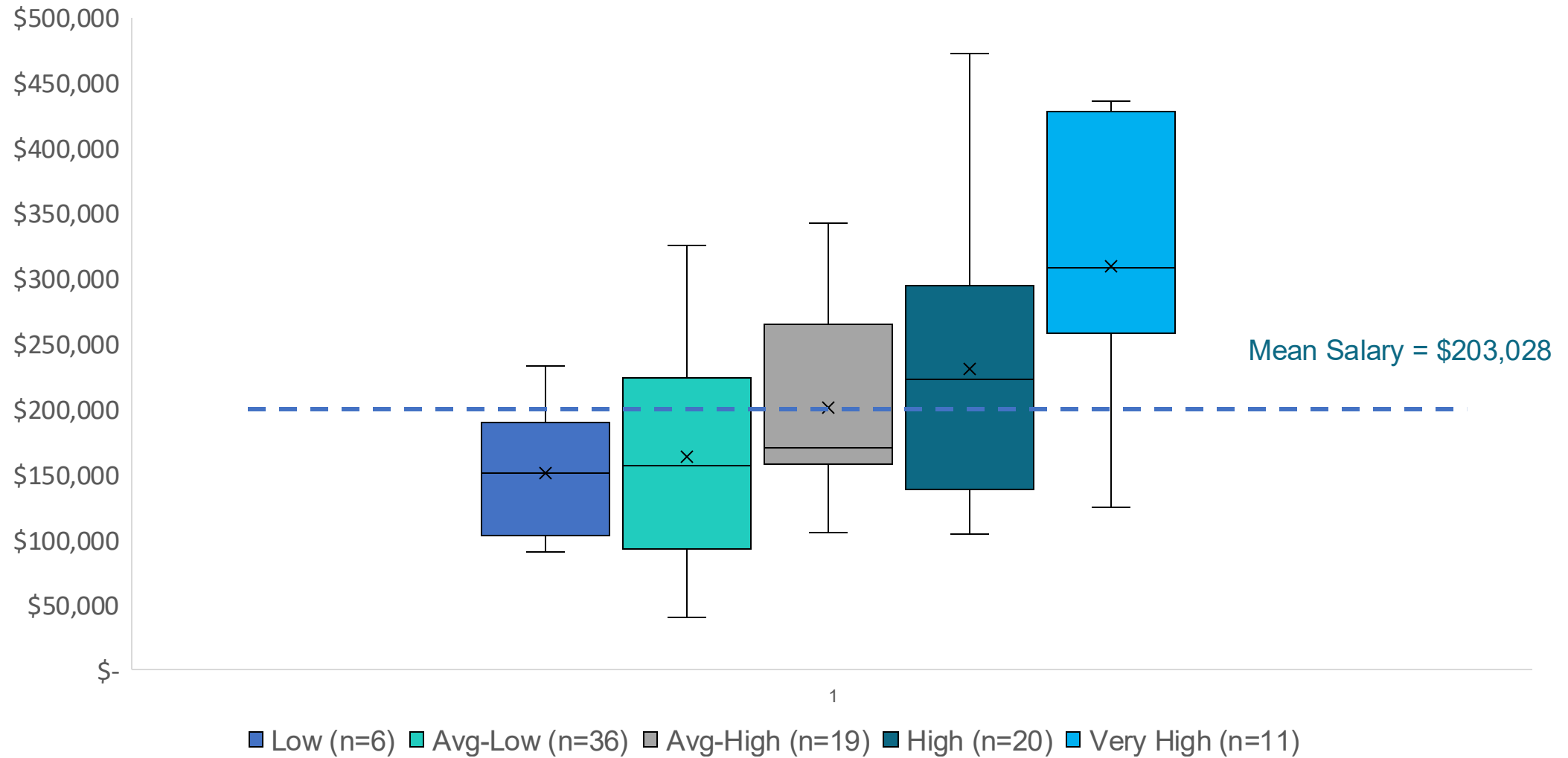
CEO Salary by Relative Cost of Living

- 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 19% of variation between salaries** (compared to about 60% accounted for by agency size). These findings are consistent with the 2024 compensation study.
- The relationship between COL and CEO salary is relevant in the High and Very High COL segments.
- 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=92)	Low COL (n=6)	Average-Low COL (n=36)	Average-High COL (n=19)	High COL (n=20)	Very High COL (n=11)
Median	\$194,750	\$150,875	\$156,918	\$170,866	\$222,500	\$309,000
Mean	\$203,028	\$151,443	\$164,159	\$201,271	\$231,365	\$309,888
Range	\$40,000	\$91,000	\$40,000	\$105,000	\$104,000	\$125,000
	- \$472,343	- \$233,398	- \$325,000	- \$342,588	- \$472,343	- \$436,200

CEO Salary by Relative COL



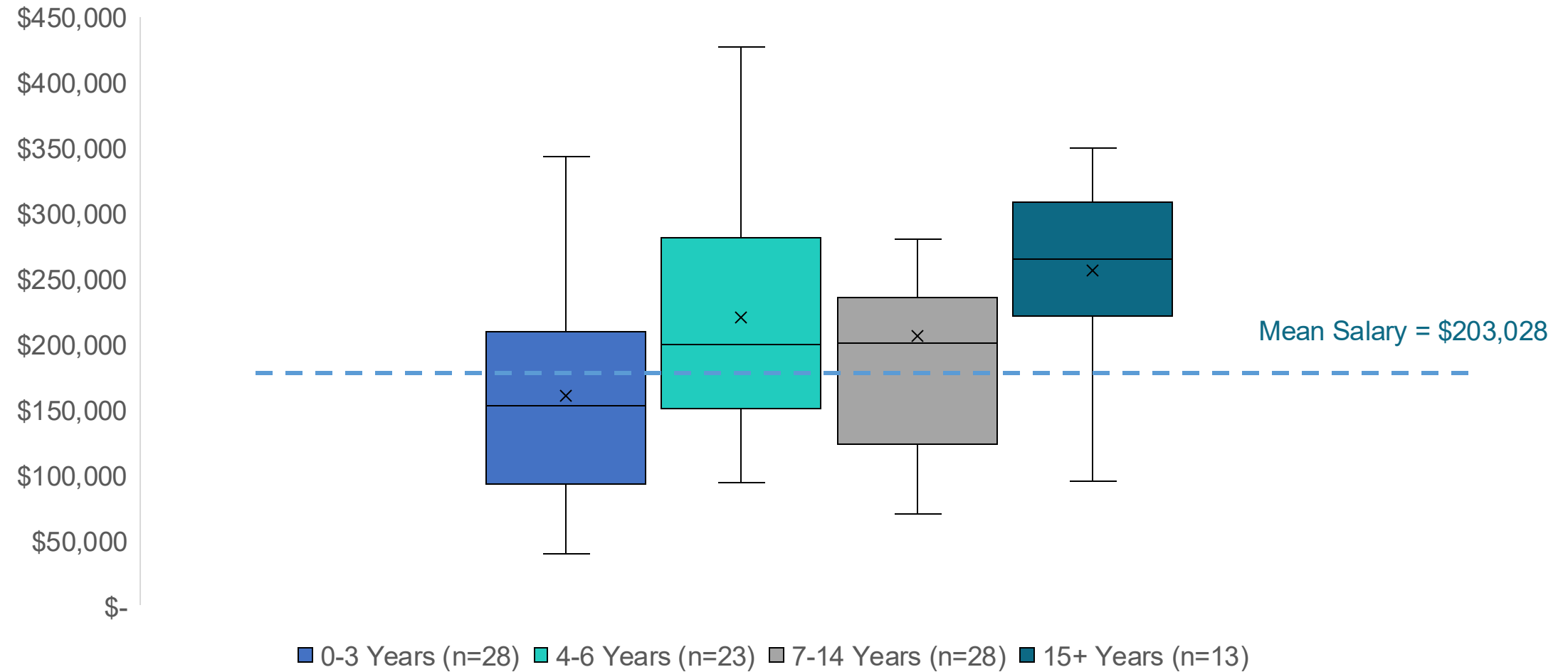
CEO Salary by Years in Current Position

- A moderate correlation between years in current position and CEO salaries does exist, accounting for 16% of variation between salaries. **In general, this means, CEOs are better compensated as a result of longer tenure in their role.**
- As can be seen in the following slides, however, this variation is primarily driven by differences in wages between CEOs with the shortest and longest tenures.
- Similarly, a weak correlation exists between years of experience in Jewish service agencies and CEO salary, accounting for nearly 12% of the variation between salaries.
- It is noteworthy that the number of CEOs who have been in their role 15 years is relatively small at just 15%. This is very similar to the 2024 compensation study.
- These results are somewhat different from those of the 2024 Compensation survey, where correlations between years in one's role and years in Jewish human services were very weak.

CEO Salary by Years in Current Position

	Overall (n=92)	0-3 Years (n=28)	4-6 Years (n=23)	7-14 Years (n=28)	15+ Years (n=13)
Median	\$194,750	\$152,689	\$200,000	\$200,508	\$265,000
Mean	\$203,028	\$160,828	\$220,212	\$206,310	\$256,451
Range	\$40,000 -\$472,343	\$40,000 -\$342,993	\$93,820 -\$427,687	\$70,000 -\$472,343	\$94,862 -\$350,000

CEO Salary by Years in Current Position



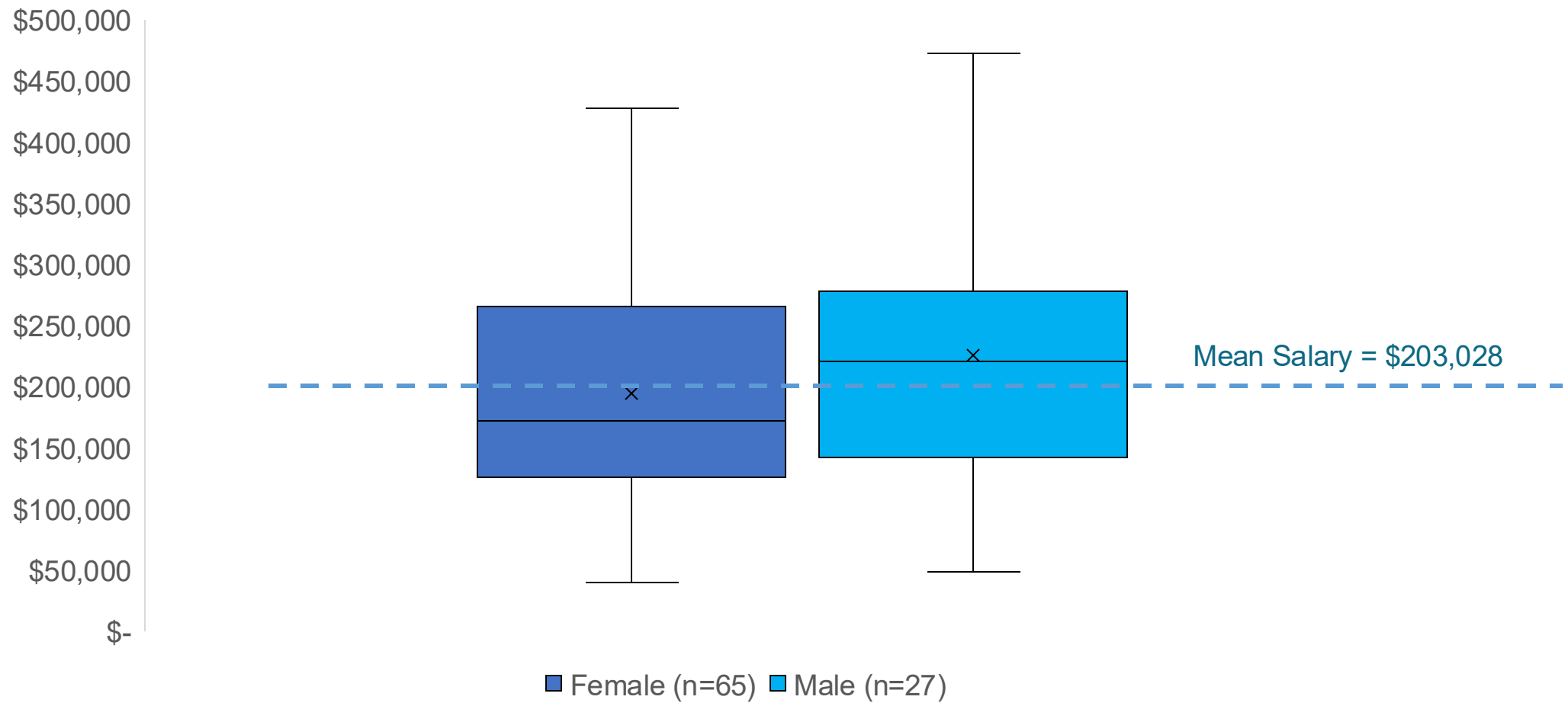
CEO Salary by Gender

- Among this year's responding agencies, the correlation between CEO salary and gender is nonexistent.
- In this year's compensation study, the median salary of male CEOs was 28% higher than female CEOs, nearly the same as last year's difference (23%). However, this gap exists because male CEOs are overrepresented among the largest agencies, where salaries are significantly higher.

CEO Salary by Gender

	Overall (n=92)	Women (n=65)	Men (n=27)
Median	\$194,750	\$172,298	\$220,646
Mean	\$203,028	\$193,763	\$225,334
Range	\$40,000 -\$472,343	\$40,000 -\$427,687	\$48,500 -\$472,343

CEO Salary by Gender



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 relationship between COL and CEO salary. CEO salaries in Very High and High COL areas are higher than average, while salaries among the three remaining COL groups do not differ very much from one another.
- **The number of years spent in their current position is moderately correlated with CEO salaries.** Consistent with the 2024 compensations study, this correlation generally applies only to those with 15 or more years in their position, but also to those with less than three years tenure in their position.
- Compared to the 2024 compensation study, male CEOs remain overrepresented in the largest agencies. Last year, this overrepresentation accounted for the observed differences between CEO salaries by gender. This year, however, it does not.

Staff Salaries

Executive & Leadership Team Salaries

Department	Median Salary of Most Senior Department Role	Percent of Midsize or Larger Agencies with Senior Department Role (n=71)	Percent of Small-Midsize or Small Agencies ¹ with Senior Department Role (n=30)
Programs/Services	\$99,496	59%	37%
Finance	\$150,000	75%	33%
Operations	\$120,000	62%	30%
Strategy/Development	\$140,700	61%	10%
Human Resources	\$115,665	35%	0%
Clinical	\$98,346	44%	37%
Marketing	\$110,000	37%	13%
Technology	\$116,212	28%	0%

¹Includes only agencies with more than one full time employee

Other Staff Salaries

Role	Median Salary and Hourly Wage Ranges	Percent of Midsize or Larger Agencies with Role (n=59)	Percent of Small-Midsize or Small Agencies ¹ with Role (n=28)
Unlicensed Direct Service	\$48,250-\$60,000 \$21.00-\$27.58	95%	75%
Direct Care and Administration	\$39,300-\$54,000 \$18.05-\$25.00	92%	68%
Licensed Counselors	\$57,500-\$70,200 \$31.00-\$42.00	90%	79%
Vocational Counselors	\$48,500-\$68,600 \$22.27-\$31.94	68%	4%
Licensed Medical Staff	\$70,000-\$85,000 \$32.32-\$100.00	44%	7%

¹Includes 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 consistently increase with agency size.
- Certain staff salaries within High and Very High COL agencies do appear to be somewhat higher than those in lower COL areas.

CEO Benefits

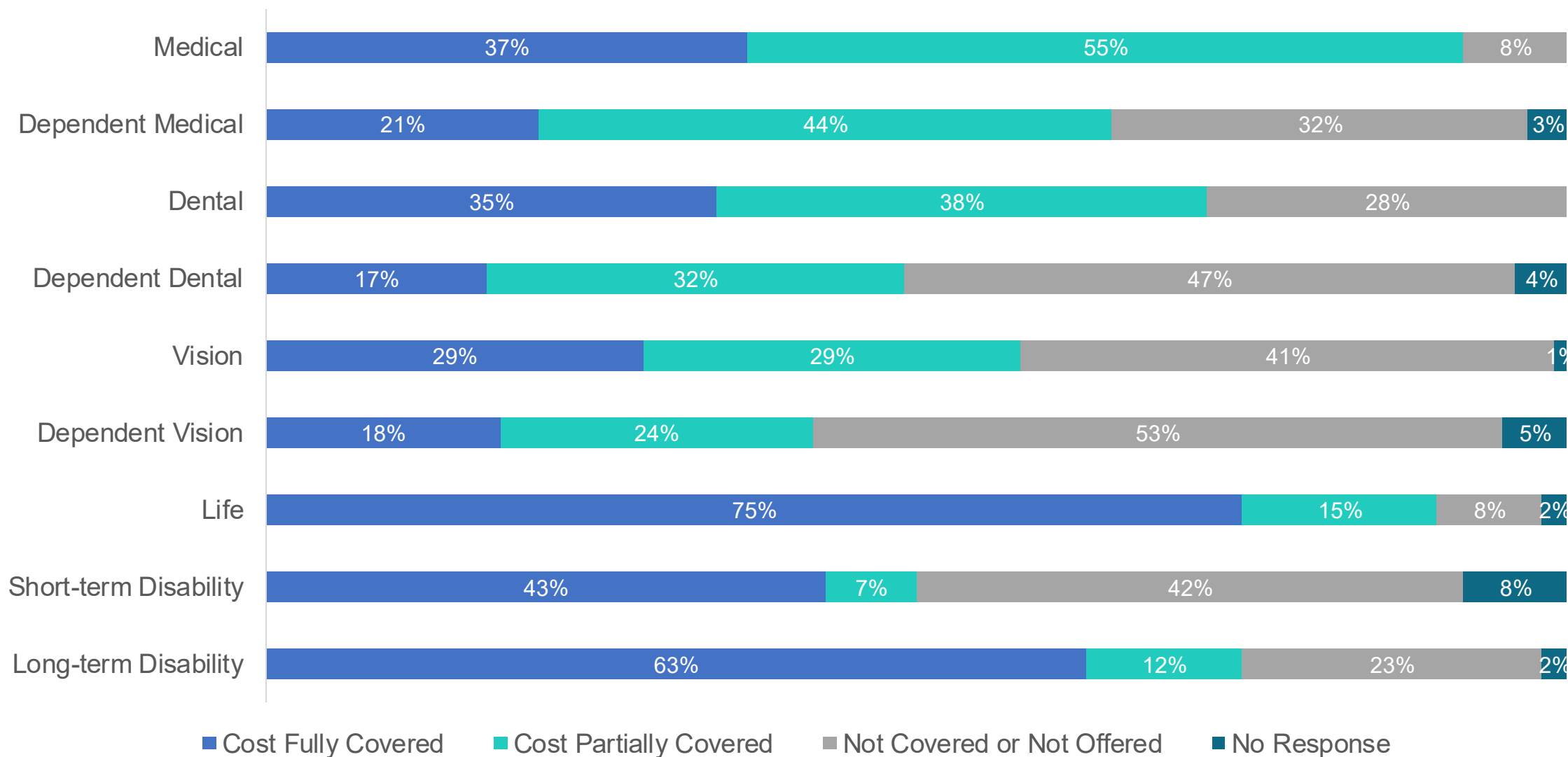
CEO Benefits

CEO Retirement Benefits

Plan Type (Select all that apply)	Percent of Responding Agencies (n=87)
Defined Contribution Plan ¹ (e.g., 401(k), 403(b), or RRSP)	85%
Defined Benefit Plan (e.g., a pension promising a specified monthly benefit at retirement)	8%
Other	9%
None	9%

¹43% of agencies with a Defined Contribution Plan require an employee match.

CEO Benefits



CEO Benefits

Additional CEO Benefits

Benefit Type	Percent of Responding Agencies (n=87)
Professional Memberships	55%
Cell Phone	54%
Car Allowance	30%
Professional Coaching	30%
Other ¹	17%
JCC Membership	14%
Tuition Reimbursement	9%
Synagogue Membership	2%
Dependent Tuition Reimbursement	1%

¹Includes professional development, business expenses and equipment (i.e., laptop), housing, and security.

CEO Benefits

CEO Contract and Bonuses

CEO has a written contract (n=90)	63%
Median contract years (if specified) (n=57) ¹	3
Agencies with CEO bonus opportunity (n=89)	41%
Median maximum bonus as a percentage of salary (n=22)	10%

¹Thirty percent of responding agencies indicated that the contract length was “not specified”

Staff Benefits & PTO

Staff Benefits and PTO

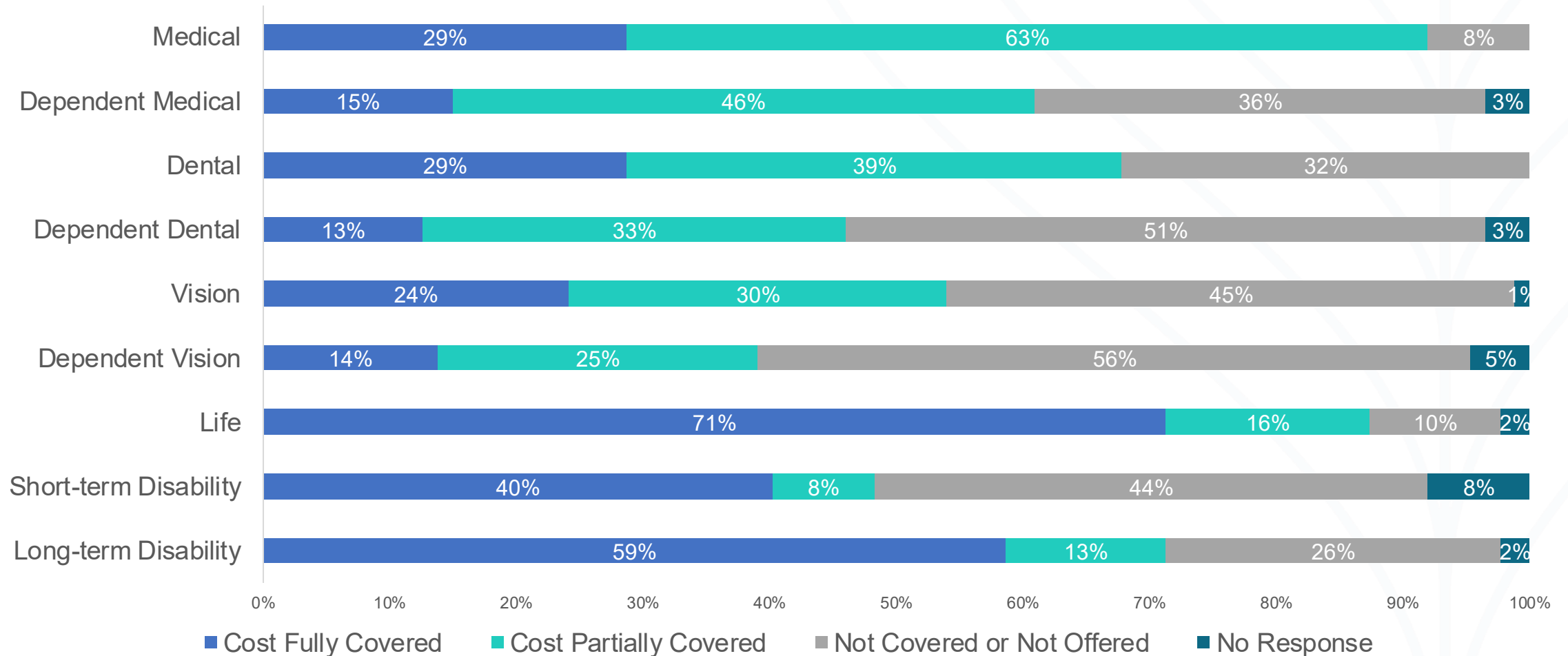
Staff Retirement Benefits

Plan Type (Select all that apply)	Percent of Responding Agencies (n=87)
Defined Contribution Plan ¹ (e.g., 401(k), 403(b), or RRSP)	85%
Defined Benefit Plan (e.g., a pension promising a specified monthly benefit at retirement)	8%
Other	6%
None	9%

¹46% of agencies with a Defined Contribution Plan require an employee match.

Staff Benefits and PTO

Percent of Agencies Providing Staff Benefits (n=87)



Summary of Staff Benefits

- Retirement benefits offered to CEOs were the same as those offered to other staff at 92% 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 less likely than larger agencies to offer/cover some or of all of the cost of benefits. For example, medical benefits are fully paid at 36% of Midsize to Large agencies, while no Small agencies fully cover this expense.
- Large agencies are the most likely to offer and pay—in full or in part—for dependent health benefits (medical, dental, and vision insurance).

Staff Benefits and PTO

Percent of Agencies Providing Paid Leave

Paid Leave Type	Percent of Responding Agencies (n=87)
Vacation	98%
Sick	98%
Bereavement	85%
Parental	51%
No paid leave	1%

Note: 30% of agencies allocate vacation and sick leave in a combined pool for staff. Vacation and Sick leave percentages in the table to the left include those agencies offering combined leave pools.

Staff Benefits and PTO

Average PTO hours

Paid Leave Type	CEOs' Average Annual Days Offered	Average Annual Days Offered (per employee)
Vacation	20.0	15.0
Sick	11.0	10.0
Bereavement	5.0	5.0
Parental	40.0	30.0
Combined leave ¹	25.0	18.0

¹30% of agencies provide staff with a combined pool of leave days that can be used for vacation or sick time.

Staff Benefits and PTO

Percent of Agencies Providing Leave for Jewish Holidays

Holiday	Percent of Responding Agencies (n=99)
Rosh Hashanah - Day 1	98%
Rosh Hashanah - Day 2	90%
Yom Kippur	96%
Sukkot - Day 1	78%
Sukkot - Day 2	62%
Sukkot - Intermediate Days	2%
Shemini Atzeret	62%
Simchat Torah	64%
Hanukkah	3%
Purim	4%
Passover - Day 1	90%
Passover - Day 2	70%
Passover - Intermediate Days	3%
Passover - Day 7	57%
Passover - Day 8	60%
Yom Ha'atzmaut	2%
Shavuot - Day 1	77%
Shavuot - Day 2	58%

Staff Benefits and PTO

Percent of Agencies Providing Leave for U.S. Holidays

Holiday	Percent of Responding Agencies (n=86)
Thanksgiving	97% ¹
New Year's Day	97%
Christmas	97%
4th of July	95%
Memorial Day	95%
Labor Day	95%
Friday After Thanksgiving	78%
Martin Luther King, Jr. Day	74%
Juneteenth	57%
Presidents' Day	27%
Veterans' Day	11%
Indigenous Peoples' Day	5%
Cesar Chavez Day	1%

¹Note 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=13)
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=3)	100%
Good Friday	92%
Boxing Day	77%
Family Day (Alberta, Ontario, BC, n=9)	67%
Civic Holiday	62%
Remembrance Day	31%
Easter Monday	15%
National Day for Truth and Reconciliation	15%

Appendices

Appendix A: Agencies Represented

Agence Ometz
Baker Senior Center Naples
Comprehensive Housing Assistance, Inc. (CHAI)
Collat Jewish Family Services
Cummings Jewish Centre for Seniors
Elayne and James Schoke Jewish Family Service of Fairfield County
ETTA
Flint Jewish Federation
Gesher Human Services
Goodman Jewish Family Services of Broward County
Gulf Coast Jewish Family & Community Services
Hamilton Jewish Family Services
JARC Florida
JBI Library
JCC of Greater Albuquerque, Jewish Care Program
JCFS Chicago
JEM Workshop
Jewish Child and Family Service, Winnipeg
Jewish Children's Regional Service, Metairie LA
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, 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 the Greater Cincinnati Area
Jewish Family Service of Colorado
Jewish Family Service of Greater Dallas
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 Northeastern New York
Jewish Family Service of Northeastern Pennsylvania
Jewish Family Service of Rochester

Appendix A: Agencies Represented

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 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 Upstate

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, Greensboro Jewish Federation
Jewish Family Services, Jewish Federation of Greater Dayton
Jewish Federation of St. Joseph Valley
Jewish Social Service Agency of Metro Washington
Jewish Vocational Service of MetroWest New Jersey
Jewish Vocational Service, Boston
JIAS Toronto
Joan and Stanford Alexander Jewish Family Service, Houston
JVS Careers Cincinnati
JVS SoCal
JVS Toronto
Kehilla Montreal
KESHET
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.
The Ark Chicago
The Branch
Westchester Jewish Community Services

Appendix B: CEO Compensation by Agency Size

Small (n=7)					Small-Midsize (n=21)				Midsize (n=15)		
\$40,000					\$70,000	\$105,897	\$136,755		\$93,820	\$160,000	\$225,000
\$48,500					\$73,000	\$109,000	\$141,750		\$107,310	\$165,756	\$236,727
\$69,000					\$91,000	\$110,000	\$145,000		\$146,000	\$169,944	\$258,128
\$70,000					\$94,862	\$120,000	\$150,792		\$147,000	\$185,000	\$265,000
\$70,543					\$96,190	\$125,000	\$154,336		\$150,766	\$200,000	\$272,950
\$79,258					\$104,000	\$125,000	\$165,055				
\$92,500					\$105,000	\$135,000	\$169,950				
Midsize-Large (n=31)					Large (n=17)						
\$158,378	\$194,500	\$215,650	\$250,000	\$275,000	\$224,500	\$315,000	\$427,687				
\$159,500	\$195,000	\$220,000	\$254,000	\$276,000	\$260,000	\$325,000	\$430,039				
\$161,148	\$196,266	\$220,646	\$265,000	\$277,218	\$280,000	\$325,000	\$436,200				
\$170,866	\$204,750	\$225,000	\$269,000	\$293,000	\$281,271	\$342,993	\$472,343				
\$172,298	\$210,000	\$231,149	\$270,421	\$334,000	\$298,573	\$350,000	\$800,835*				
\$175,200	\$213,017	\$233,398	\$273,000	\$342,588	\$309,000	\$356,928					
\$192,200											

*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	Region	State
232.6	New York City Metro Div	NY
182.3	Urban Honolulu	HI
181.2	San Jose-Sunnyvale-Santa Clara	CA
160.3	San Francisco-Oakland-Berkeley	CA
150.2	Los Angeles-Long Beach-Anaheim	CA
146.3	San Diego-Chula Vista-Carlsbad	CA
145.1	Boston MA Metro Div	MA
142.1	Seattle-Bellevue-Kent	WA

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

High

COL	Region	State
137.5	Washington-Arlington-Alexandria	MD
130.3	Bridgeport-Stamford-Norwalk	CT
121.1	New York-Jersey City-White Plains	NJ; NY
120.9	Miami-Miami Beach-Kendall Metro Div.	FL
117.0	Portland-Vancouver-Hillsboro	OR
116.9	Chicago-Naperville-Evanston Metro Div	IL
111.3	New Orleans-Metairie	LA
110.4	Denver-Aurora-Lakewood	CO
108.5	Durham-Chapel Hill	NC
107.9	Riverside-San Bernardino-Ontario	CA
107.5	New Haven-Milford	CT
107.4	Asheville	NC

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

Average-High

COL	Region	State
107.0	Wilmington DE-MD-NJ Metro Div.	DE
105.8	Philadelphia Metro Div	PA
105.8	Naples-Marco Island	FL
105.8	Salt Lake City	UT
105.7	Albany-Schenectady-Troy	NY
103.6	North Port-Sarasota-Bradenton	FL
102.6	Hartford-East Hartford-Middletown	CT

COL	Region	State
102.4	Allentown-Bethlehem-Easton	PS
102.1	Trenton-Princeton	NJ
102.0	Greater Vancouver	BC
101.9	Rochester	NY
101.5	Detroit-Dearborn-Livonia MI Metro Div	MI
101.4	Greater Toronto	ON
100.2	Baltimore-Columbia-Towson	MD

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

Average-Low

COL	Region	State
98.9	Charleston-North Charleston	SC
98.6	Dallas-Plano-Irving	TX
98.4	Springfield	MA
98.3	National Capital Region (Canada)	ON
98.3	Pittsburgh	PA
98.1	Spokane-Spokane Valley	WA
98.0	Ann Arbor	MI
97.5	Hamilton	ON
97.2	Atlantic City-Hammonton	NJ
97.1	Buffalo-Cheektowaga	NY
96.9	Cincinnati	OH

COL	Region	State
96.7	Tampa-St. Petersburg-Clearwater	FL
96.4	Albuquerque	NM
96.3	Atlanta-Sandy Springs-Alpharetta	GA
96.1	Las Vegas-Henderson-Paradise	NV
95.7	Austin-Round Rock-Georgetown	TX
94.7	Richmond	VA
94.3	Tucson	AZ
94.2	Cleveland-Elyria	OH
93.7	Houston-The Woodlands-Sugar Land	TX
93.1	Columbus	OH

COL	Region	State
93.0	Calgary	AB
92.7	Greensboro-High Point	NC
92.5	Orlando-Kissimmee-Sanford	FL
92.3	Dayton-Kettering	OH
91.9	Minneapolis-St. Paul-Bloomington	MN
91.2	Louisville-Jefferson County	KY
91.0	Scranton-Wilkes-Barre	PA
90.9	Birmingham-Hoover	AL
90.9	Greenville-Anderson	SC
90.7	South Bend-Mishawaka	IN
90.1	Omaha-Council Bluffs	NE
90.1	Flint	MI

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

Low

COL	Region	State
89.7	Indianapolis-Carmel-Anderson	IN
88.8	Kansas City	MO
88.2	St. Louis MO-IL Metro	MO
88.1	Charlotte-Concord-Gastonia	NC
87.2	Edmonton	AB
84.6	Greater Montreal	QC
82.9	Winnipeg	MB