

2008 Greater Kansas City Nonprofit Organizations

Salary and Benefits Survey

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Instructions/Directions

We suggest you familiarize yourself with these instructions/directions prior to filling the survey out:

- Use data from your most recent June 2008 pay period.
- Only report salary and benefit information for employees in the Kansas City metropolitan area (if you have more than one location, consolidate all employees).
- Focus on the job descriptions. Do not merely match job titles. It is the *content* of the job that determines a good match. Also note jobs with several levels (please read all job descriptions before determining a match).
- Do not try to force match every employee. It is not necessary that you report all your employees, nor is it necessary that you report for every job in the survey.
- If your agency has salary ranges for a given job please report established limits of pay for that job:
 - Minimum* - The lowest rate that can be paid to an entry-level employee who is qualified to perform the minimum requirements of the job.
 - Maximum* - The highest rate an employee can obtain in the job.
- If your agency does not have salary ranges for particular positions, just complete the Average Salary column and leave the Salary Range columns blank.
- Exclude in the Salary and Wages Section:
 - Shift differentials
 - Lead worker premiums
 - Temporary/seasonal employees
- Include in the Salary and Wages Section:
 - Established rate range even if the position is vacant
- Read through the survey prior to filling it out, so you will be familiar with the scope and structure of the document.

UNDERSTANDING OF CONFIDENTIALITY

Due to the sensitive nature of the subject matter of this survey, this questionnaire may be completed with the assurance that every effort will be made to ensure complete confidentiality:

- *All survey responses will be received by the Midwest Center for Nonprofit Leadership at UMKC, and be processed, compiled and analyzed only by professional staff of the Midwest Center and graduate research assistants working directly under their supervision. Agency identity and salary/benefit information will remain confidential and will not be released by the Midwest Center for Nonprofit Leadership to any other agency or institution for any reason.*
- *The resulting survey report will be used solely to assist in guiding the effective management of salary/benefit programs in the nonprofit sector of Kansas City. It will not be used for any other purpose by any of the sponsoring organizations.*
- *If you have any remaining questions or concerns about this statement of confidentiality or the survey process, please contact the Midwest Center for Nonprofit Leadership at UMKC by phone at (816) 235-5720, or by email at mcnl@umkc.edu.*

Please send us the completed survey by Monday, August 18, 2008 (Midwest Center for Nonprofit Leadership, University of Missouri – Kansas City, 4747 Troost Avenue Ste 207, Kansas City Missouri, 64110). Please retain a copy of your responses for future reference. Any questions about a job match or filling out this questionnaire should be directed to the Midwest Center for Nonprofit Leadership, by calling (816) 235-5720 or via email at mcnl@umkc.edu.

General Organizational Information

Organization: _____ Website: _____

Address: _____ City: _____ State: _____ Zip: _____

Name of Executive Director: _____

Name/title of person filling out survey: _____ Your e-mail: _____

Telephone Number: _____ Fax: _____ County: _____

Tax exempt status (check one): (1) 501c3 (2) 501c4 (3) other: _____

1. What is your organization's annual budget?

- | | |
|--|--|
| <input type="checkbox"/> Under \$250,000 | <input type="checkbox"/> \$2,500,000 - \$4,999,999 |
| <input type="checkbox"/> \$250,000 - \$499,999 | <input type="checkbox"/> \$5,000,000 - \$9,999,999 |
| <input type="checkbox"/> \$500,000 - \$999,999 | <input type="checkbox"/> \$10,000,000 - \$24,999,999 |
| <input type="checkbox"/> \$1,000,000 - \$2,499,999 | <input type="checkbox"/> More than \$25,000,000 |

2. Choose the ONE category that BEST describes your type of organization.

| | |
|---|---|
| <input type="checkbox"/> Aging and Senior Care | <input type="checkbox"/> Health & Rehabilitation |
| <input type="checkbox"/> Alcohol & Substance Abuse | <input type="checkbox"/> Human Services/Multipurpose |
| <input type="checkbox"/> Animal & Animal Welfare | <input type="checkbox"/> Jobs, Employment and Training |
| <input type="checkbox"/> Arts and Culture | <input type="checkbox"/> Legal Services |
| <input type="checkbox"/> Civil Rights & Social Action | <input type="checkbox"/> Mental Health & Crisis Intervention |
| <input type="checkbox"/> Community Development, Housing | <input type="checkbox"/> Public Safety and Disaster Relief |
| <input type="checkbox"/> Developmental Disabilities | <input type="checkbox"/> Public Benefit Social Action |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Recreation, Leisure, & Sports |
| <input type="checkbox"/> Education: Early Childhood Education | <input type="checkbox"/> Rehabilitation & Physical Disabilities |
| <input type="checkbox"/> Education: K-12 | <input type="checkbox"/> Religion & Spirituality |
| <input type="checkbox"/> Education: Colleges & Universities | <input type="checkbox"/> Volunteerism & Philanthropy |
| <input type="checkbox"/> Environment/Conservation | <input type="checkbox"/> Youth Development |
| <input type="checkbox"/> Foundations/ Philanthropic Grantmaking | <input type="checkbox"/> Other: |

3. Choose the category for the geographic scope of your entire organization.

- | | |
|---|---|
| <input type="checkbox"/> International | <input type="checkbox"/> Metropolitan Area |
| <input type="checkbox"/> National | <input type="checkbox"/> County/Local (i.e., specific neighborhood or county) |
| <input type="checkbox"/> Multi-State/Regional | <input type="checkbox"/> Other (not adequately described above) |
| <input type="checkbox"/> State | |

4. What is the number of paid FULL-TIME and PART-TIME positions in your organization?

Number of paid full-time positions:

Number of paid part-time positions:

5. What is the total number of paid male/female employees (both full-time and part-time together)?

| Males | Females |
|-------|---------|
| | |

NOTE: If you do not have any paid employees, you may stop here and submit your survey without completing the rest of the survey.

Salary and Wages Section

6. Does your organization use a formal position classification system?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

7. Did you award any salary increases during the past fiscal year?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

7a. If **yes**, please estimate the percentage of the salary increase to eligible full-time employees attributed to the following (skip those that do not apply):

| | |
|--|---|
| Merit / Performance-based Increase | % |
| Cost of Living Adjustment | % |
| Length of Service / Longevity Increase | % |
| Across the Board Increase (all of the above) | % |

Salary and Wages Section (Key Executive Positions)

Pages 3 to 9 focus on the following key executive positions: Executive Director (Agency’s Chief Staff Officer); Associate Executive Director/ Executive Vice President; Chief Financial Officer/ Treasurer; Vice President/ Director of Development; Vice President/ Director of Administration; and Vice President or Director of Programs/ Operations.

8. Executive Director (Agency’s Chief Staff Officer):

Please review each of the following description summaries and mark an “x” next to the description that best explains the nature, scope, and authority of the chief staff position of your agency (regardless of whether the title is exactly the same or not).

- EXECUTIVE DIRECTOR/PRESIDENT: Responsible for leading and directing the management, program, and administrative functions of the entire organization. Works closely with the Board of Directors to develop the organization’s vision and strategies, implements Board policies and directives, and is the person with primary responsibility to the board for the performance of the organization. Supervises a group or team of managers who are accountable for managing and implementing the program and administrative operations and activities of the agency. Has authority to represent the organization to the public, in relationships and negotiations with funders and other agencies, and provides leadership in and leads or oversees fundraising and development. (Other title: Chief Executive Officer)
- EXECUTIVE DIRECTOR: Responsible for leading, directing, and implementing substantially all of the primary management, administrative, and programmatic operations of the organization. Works closely with the Board of Directors to develop the organization’s vision and strategies, implements Board policies and directives, and is the person with primary responsibility to the board for the operations and performance of the organization. Directly supervises the program and administrative operations and activities of the agency and, usually, plays a significant role in implementing certain of these activities. Has authority to represent the organization to the public, in relationships and negotiations with funders and other agencies, and has key responsibility for fund raising.
- AGENCY ADMINISTRATOR/EXECUTIVE DIRECTOR/ EXECUTIVE ADMINISTRATOR: Works closely with and under the direct supervision of the Board of Directors; this position is responsible for leading, directing, and implementing the administrative and programmatic operations of the organization. Works closely with the Board of Directors to develop and implement board policies and directives, and to develop and implement the organization’s strategies and operations (leadership and overall direction is provided by the board). Is closely accountable to the board for the operations and performance of the organization, and plays a substantial role in implementing these activities. Represents the organization to the public, funders, and other agencies, and has key (or sole) responsibility for fund raising.

8a. What is the gender of the person in this position?

| | |
|--------------------------|--------------------------|
| Male | Female |
| <input type="checkbox"/> | <input type="checkbox"/> |

8b. What is the educational **requirement** for this position?

- None
- High School
- Some College/ Tech Training
- 4 yr College (BA/BS)
- Master or equivalent
- PhD/ MD/ Other

8c. Are there any special licenses or certifications required for this position (please list)?

8d. How many years has the incumbent served in this position? years

8e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|--------------------------|--|
| <input type="checkbox"/> | Vehicle lease/organizational vehicle provided |
| <input type="checkbox"/> | Car Allowance |
| <input type="checkbox"/> | Professional Development/education tuition allowance |
| <input type="checkbox"/> | Paid attendance at job-relevant conferences/seminars |
| <input type="checkbox"/> | Professional Association Membership Dues |
| <input type="checkbox"/> | Athletic or Country Club Membership & Dues |
| <input type="checkbox"/> | Severance pay |
| <input type="checkbox"/> | Flexible spending account |
| <input type="checkbox"/> | Severance provision |
| <input type="checkbox"/> | Performance or Incentive Bonus Compensation |
| <input type="checkbox"/> | Cell phone |
| <input type="checkbox"/> | Housing allowance |
| <input type="checkbox"/> | Other: |

8f. The current annual salary for the person serving in this position: \$

8g. Is there a salary range for this position?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

If **yes**, please indicate the minimum and maximum amounts:

| | |
|----------------|----------------|
| Minimum | Maximum |
| \$ | \$ |

8h. Does the incumbent of this position have a separate employment contract?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

8i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position:

- | | |
|---|--|
| <input type="checkbox"/> Asian / Pacific Islander | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black / African American | <input type="checkbox"/> White / Caucasian |
| <input type="checkbox"/> Hispanic / Latino | <input type="checkbox"/> Other |

8j. If this position currently is occupied, please indicate the age category of the person who currently holds this position:

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 51 to 55 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 76 or older |

9. Associate Executive Director/ Executive Vice President:

(Number 2 executive position) Responsible for the implementation of policies and procedures set by the Executive Director. Serves as Acting Chief Executive Officer in the absence of the Executive Director. May direct the daily activities of one or more of the organization's operating units. Responsible for leading, directing, and implementing substantially all of the primary management, administrative, and programmatic operations of the organization. Works closely with the executive director to implement the organization's vision and strategies, implement Board policies and directives, and take lead operations responsibility for the internal operations and performance of the organization. Directly supervises selected program and administrative operations and activities of the agency and, usually, plays a significant role in implementing certain of these activities. Under the direction of the executive director, may represent the organization to the public, in relationships with stakeholders, and in negotiations with funders and other agencies. May assist with fund raising.

9a. What is the gender of the person in this position (if more than one position, please indicate the gender of each person):?

| Male | Female |
|------|--------|
| | |

None High School Some College/ Tech Training
 4 yr College (BA/BS) Master or equivalent PhD/ MD/ Other

9c. Are there any special licenses or certifications required for this position (please list)?

9d. How many years has the incumbent served in this position?

_____ years

9e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|--|--|
| <input type="checkbox"/> Vehicle lease/organizational vehicle provided <input type="checkbox"/> Car Allowance <input type="checkbox"/> Professional Development/education tuition allowance <input type="checkbox"/> Paid attendance at job-relevant conferences/seminars <input type="checkbox"/> Professional Association Membership Dues <input type="checkbox"/> Athletic or Country Club Membership & Dues <input type="checkbox"/> Severance pay | <input type="checkbox"/> Flexible spending account <input type="checkbox"/> Severance provision <input type="checkbox"/> Performance or Incentive Bonus Compensation <input type="checkbox"/> Cell phone <input type="checkbox"/> Housing allowance <input type="checkbox"/> Other: |
|--|--|

9f. The current annual salary for the person serving in this position (if more than one position, please indicate the average salary):

\$ _____

9g. Is there a salary range for this position?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

If yes, please indicate the minimum and maximum amounts:

| Minimum | Maximum |
|----------|----------|
| \$ _____ | \$ _____ |

9h. Does the incumbent of this position have a separate employment contract?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

9i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position (if more than one position, please indicate for each person):

| | | | | | |
|--|--------------------------|--|-------------------|--|-------------------|
| | Asian / Pacific Islander | | Hispanic / Latino | | White / Caucasian |
| | Black / African American | | Native American | | Other |

9j. If this position currently is occupied, please indicate the age category of the person who currently holds this position (if more than one position, please indicate the age of each person):

| | |
|--|--------------------------------------|
| | 51 to 55 |
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 76 or older |
| <input type="checkbox"/> 46 to 50 | |

10. Chief Financial Officer:

Directs financial and accounting activities for the organization. Establishes financial controls, maintains bank relationships, supervises staff and prepares and interprets financial results for the President and Board of Directors. Responsibilities may include investment management.

10a. What is the gender of the person in this position?

| | |
|--------------------------|--------------------------|
| Male | Female |
| <input type="checkbox"/> | <input type="checkbox"/> |

10b. What is the educational **requirement** for this position?

| | | |
|---|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> High School | <input type="checkbox"/> Some College/ Tech Training |
| <input type="checkbox"/> 4 yr College (BA/BS) | <input type="checkbox"/> Master or equivalent | <input type="checkbox"/> PhD/ MD/ Other |

10c. Are there any special licenses or certifications required for this position (please list)?

10d. How many years has the incumbent served in this position? years

10e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|--|--|
| <input type="checkbox"/> Vehicle lease/organizational vehicle provided <input type="checkbox"/> Car Allowance <input type="checkbox"/> Professional Development/education tuition allowance <input type="checkbox"/> Paid attendance at job-relevant conferences/seminars <input type="checkbox"/> Professional Association Membership Dues <input type="checkbox"/> Athletic or Country Club Membership & Dues <input type="checkbox"/> Severance pay | <input type="checkbox"/> Flexible spending account <input type="checkbox"/> Severance provision <input type="checkbox"/> Performance or Incentive Bonus Compensation <input type="checkbox"/> Cell phone <input type="checkbox"/> Housing allowance <input type="checkbox"/> Other: |
|--|--|

10f. The current annual salary for the person serving in this position: \$

10g. Is there a salary range for this position?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

If **yes**, please indicate the minimum and maximum amounts:

| | |
|---|---|
| Minimum | Maximum |
| \$ | \$ |

10h. Does the incumbent of this position have a separate employment contract?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

10i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position:

| | |
|---|--|
| <input type="checkbox"/> Asian / Pacific Islander | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black / African American | <input type="checkbox"/> White / Caucasian |
| <input type="checkbox"/> Hispanic / Latino | <input type="checkbox"/> Other |

10j. If this position currently is occupied, please indicate the age category of the person who currently holds this position:

| | |
|--|--------------------------------------|
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 51 to 55 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 76 or older |

11. Vice President/ Director of Development:

Directs and manages all fundraising activities for the organization including individual, corporate and foundation fundraising, special fundraising events, direct mail, grant proposals, donor research, donor record keeping, and donor recognition. May include all marketing responsibilities.

11a. What is the gender of the person in this position?

| Male | Female |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

11b. What is the educational **requirement** for this position?

| | | |
|---|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> High School | <input type="checkbox"/> Some College/ Tech Training |
| <input type="checkbox"/> 4 yr College (BA/BS) | <input type="checkbox"/> Master or equivalent | <input type="checkbox"/> PhD/ MD/ Other |

11c. Are there any special licenses or certifications required for this position (please list)?

11d. How many years has the incumbent served in this position?

_____ years

11e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|---|--|
| <input type="checkbox"/> Vehicle lease/organizational vehicle provided | <input type="checkbox"/> Flexible spending account |
| <input type="checkbox"/> Car Allowance | <input type="checkbox"/> Severance provision |
| <input type="checkbox"/> Professional Development/education tuition allowance | <input type="checkbox"/> Performance or Incentive Bonus Compensation |
| <input type="checkbox"/> Paid attendance at job-relevant conferences/seminars | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Professional Association Membership Dues | <input type="checkbox"/> Housing allowance |
| <input type="checkbox"/> Athletic or Country Club Membership & Dues | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Severance pay | |

11f. The current annual salary for the person serving in this position: \$

11g. Is there a salary range for this position?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

If **yes**, please indicate the minimum and maximum amounts:

| Minimum | Maximum |
|----------|----------|
| \$ _____ | \$ _____ |

11h. Does the incumbent of this position have a separate employment contract?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

11i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position:

| | |
|---|--|
| <input type="checkbox"/> Asian / Pacific Islander | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black / African American | <input type="checkbox"/> White / Caucasian |
| <input type="checkbox"/> Hispanic / Latino | <input type="checkbox"/> Other |

11j. If this position currently is occupied, please indicate the age category of the person who currently holds this position:

| | |
|--|--------------------------------------|
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 51 to 55 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 76 or older |

12. Vice President/ Director of Administration:

Directs and manages all administrative activities for the organization, including strategic financial and administrative operations, strategic human resource management, information management systems and related technological systems, agency record keeping, risk management, and associated administrative operations.

12a. What is the gender of the person in this position?

| | |
|--------------------------|--------------------------|
| Male | Female |
| <input type="checkbox"/> | <input type="checkbox"/> |

12b. What is the educational **requirement** for this position?

| | | |
|---|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> High School | <input type="checkbox"/> Some College/ Tech Training |
| <input type="checkbox"/> 4 yr College (BA/BS) | <input type="checkbox"/> Master or equivalent | <input type="checkbox"/> PhD/ MD/ Other |

12c. Are there any special licenses or certifications required for this position (please list)?

12d. How many years has the incumbent served in this position? years

12e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|---|--|
| <input type="checkbox"/> Vehicle lease/organizational vehicle provided | <input type="checkbox"/> Flexible spending account |
| <input type="checkbox"/> Car Allowance | <input type="checkbox"/> Severance provision |
| <input type="checkbox"/> Professional Development/education tuition allowance | <input type="checkbox"/> Performance or Incentive Bonus Compensation |
| <input type="checkbox"/> Paid attendance at job-relevant conferences/seminars | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Professional Association Membership Dues | <input type="checkbox"/> Housing allowance |
| <input type="checkbox"/> Athletic or Country Club Membership & Dues | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Severance pay | |

12f. The current annual salary for the person serving in this position: \$

12g. Is there a salary range for this position?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

If **yes**, please indicate the minimum and maximum amounts:

| | |
|----------------|----------------|
| Minimum | Maximum |
| \$ | \$ |

12h. Does the incumbent of this position have a separate employment contract?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

12i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position:

| | |
|---|--|
| <input type="checkbox"/> Asian / Pacific Islander | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black / African American | <input type="checkbox"/> White / Caucasian |
| <input type="checkbox"/> Hispanic / Latino | <input type="checkbox"/> Other |

12j. If this position currently is occupied, please indicate the age category of the person who currently holds this position:

| | |
|--|--------------------------------------|
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 51 to 55 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 76 or older |

13. Vice President or Director of Programs/ Operations:

Manages and may participate in all service programs provided by the organization. Supervises programs/operations staff, enhances established programs/operations, initiates new programs/operations and develop operating policies and procedures.

13a. What is the gender of the person in this position?

| | |
|--------------------------|--------------------------|
| Male | Female |
| <input type="checkbox"/> | <input type="checkbox"/> |

13b. What is the educational **requirement** for this position?

| | | |
|---|---|--|
| <input type="checkbox"/> None | <input type="checkbox"/> High School | <input type="checkbox"/> Some College/ Tech Training |
| <input type="checkbox"/> 4 yr College (BA/BS) | <input type="checkbox"/> Master or equivalent | <input type="checkbox"/> PhD/ MD/ Other |

13c. Are there any special licenses or certifications required for this position (please list)?

13d. How many years has the incumbent served in this position?

_____ **years**

13e. Please indicate which of the following benefits are provided to this position (mark all that apply):

| | |
|---|--|
| <input type="checkbox"/> Vehicle lease/organizational vehicle provided | <input type="checkbox"/> Flexible spending account |
| <input type="checkbox"/> Car Allowance | <input type="checkbox"/> Severance provision |
| <input type="checkbox"/> Professional Development/education tuition allowance | <input type="checkbox"/> Performance or Incentive Bonus Compensation |
| <input type="checkbox"/> Paid attendance at job-relevant conferences/seminars | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Professional Association Membership Dues | <input type="checkbox"/> Housing allowance |
| <input type="checkbox"/> Athletic or Country Club Membership & Dues | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Severance pay | |

13f. The current annual salary for the person serving in this position: \$

13g. Is there a salary range for this position?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

If **yes**, please indicate the minimum and maximum amounts:

| | |
|----------------|----------------|
| Minimum | Maximum |
| \$ _____ | \$ _____ |

13h. Does the incumbent of this position have a separate employment contract?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

13i. If this position currently is occupied, please indicate the racial and/or ethnic heritage of the person who now holds this position:

| | |
|---|--|
| <input type="checkbox"/> Asian / Pacific Islander | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black / African American | <input type="checkbox"/> White / Caucasian |
| <input type="checkbox"/> Hispanic / Latino | <input type="checkbox"/> Other |

13j. If this position currently is occupied, please indicate the age category of the person who currently holds this position:

| | |
|--|--------------------------------------|
| <input type="checkbox"/> 25 or younger | <input type="checkbox"/> 51 to 55 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 56 to 60 |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 61 to 65 |
| <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 71 to 75 |
| <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 76 or older |

Salary and Wages Section (Employee Positions)

For each of the following positions in your organization please provide the information requested for the person(s) currently filling the position. We realize that most nonprofit organizations will not have every position. Please place a zero "0" in the *number of employees in position* column if the position does not apply to your organization. Also, since not everyone uses the same titles for comparable positions, we have listed general titles and typical job duties. Please focus mainly on the typical job duties when determining where your positions match.

| Title/Position & Typical Job Duties | Required Education | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|---|---------------------------------|--|---|--|
| | <i>Use these codes to indicate the level of education required for the position:</i> | | Average Salary | Salary Range | |
| | NA=none HS=high AS=some college school college/ tech training BA=4 yr. MA=Masters DR=PhD/ MD/ college or equivalent other | | | <i>(Do not report actual low and high paid)</i> | |
| | | Minimum | Maximum | | |

| | | | | | | |
|----------------|--|----|---|----------|----------|----------|
| EXAMPLE | Secretary/Administrative Assistant: Performs a variety of clerical duties for one or more Officers, Directors, or Managers. Prepares correspondence, maintains records, process documents, compiles regular and special reports. | AS | 2 | \$##,### | \$##,### | \$##,### |
| | 14. Administrative Manager/ Office Manager: Responsible for all or most of the various administrative functions of the organizations, such as human resources management, support services, allocating space, and specifying office equipment and supplies. Recommends and implements policies and procedures to manage support activities. | | | \$ | \$ | \$ |
| | 15. Executive Secretary/Executive Assistant: Performs a variety of clerical duties primarily for the CEO requiring independent analysis, judgment and knowledge of organization functions. Maintains records, processes complex documents, compiles regular and special reports. Highest level Administrative Assistant in the organization. | | | \$ | \$ | \$ |

| Title/Position & Typical Job Duties | Required Education <i>Use these codes to indicate the level of education required for the position:</i> | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|---|--------------------------|--------------------------------|---------------------------------|--|---|---------|
| | NA=none | HS=high school | AS=some college/ tech training | | Average Salary | Salary Range <i>(Do not report actual low and high paid)</i> | |
| | BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | | | Minimum | Maximum |

| | | | | | | | |
|---|--|--|--|--|----|----|----|
| 16. Secretary/Administrative Assistant: Performs a variety of clerical duties for one or more Officers, Directors, or Managers. Prepares correspondence, maintains records, process documents, compiles regular and special reports. | | | | | \$ | \$ | \$ |
| 17. Clerk: Provides general support for regular staff, volunteers and clients. | | | | | \$ | \$ | \$ |
| 18. Receptionist: Greets visitors, handles telephone switchboard. May also type and perform related clerical tasks. | | | | | \$ | \$ | \$ |
| 19. Accountant: Performs accounting tasks related to one or more accounting functions. Typically does not have supervisory responsibility. Position requires a degree in accounting or the equivalent in education and experience. | | | | | \$ | \$ | \$ |
| 20. Controller: Responsible for operation of financial and bookkeeping services, including preparation of financial analyses, income and expense reports, budgets and governmental reports. May also be responsible for directing payroll and other financial operations. | | | | | \$ | \$ | \$ |
| 21. Accounting Clerk/ Bookkeeper: Provides a variety of record keeping services to Accountant, Controller or others managing the organizations' finances. | | | | | \$ | \$ | \$ |
| 22. Director/Manager of Communications/ Marketing/ Public Relations: Develops marketing programs to promote and support the organization's programs and services. Supervises all activities dealing with market research, product development, sales promotion, advertising, and market development and/or expansion of additional services. Develops, coordinates, directs, and administers all public relations policies. May be responsible for writing speeches for staff member of the organization. Communicates new programs, development activities, promotions, and other goodwill information to the media. | | | | | \$ | \$ | \$ |

| Title/Position & Typical Job Duties | Required Education <i>Use these codes to indicate the level of education required for the position:</i> | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|--|---|--------------------------|--------------------------------|---------------------------------|--|---|---------|
| | NA=none | HS=high school | AS=some college/ tech training | | Average Salary | Salary Range <i>(Do not report actual low and high paid)</i> | |
| | BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | | | Minimum | Maximum |
| 23. Major Gifts/Planned Giving Manager: Manages and may participate in all aspects of the organization's planned/deferred giving program. Develops, facilitates, and markets current and/or deferred and testamentary gifts from existing and prospective donors. Plans, develops and implements continuing education events for professional advisors. | | | | | \$ | \$ | \$ |
| 24. Special Events Manager/ Coordinator: Develops and coordinates special events to raise funds ad support for the organization. | | | | | \$ | \$ | \$ |
| 25. Development Specialist/Associate: Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others. May provide secretarial support to development managers and staff. | | | | | \$ | \$ | \$ |
| 26. Grant Proposal Manager: Manages and may participate in all proposal writing for grants, in accordance with the funders' giving policies, guidelines, and criteria. | | | | | \$ | \$ | \$ |
| 27. Grant Proposal Writer: Prepares grant proposals in accordance with the funders' giving policies, guidelines, and criteria. | | | | | \$ | \$ | \$ |
| 28. Director/Manager of Volunteers: Responsible for recruiting, training and scheduling volunteers to serve the needs of the organization. Maintains close ties with volunteers to keep them interested and active. | | | | | \$ | \$ | \$ |
| 29. Director/Vice President of Human Resources: Responsible for directing the human resource activities of the organization, including recruitment, hiring, benefits, compensation, performance management, employee relations, orientation and | | | | | \$ | \$ | \$ |

| Title/Position & Typical Job Duties | Required Education <i>Use these codes to indicate the level of education required for the position:</i> | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|---|--------------------------|--------------------------------|---------------------------------|--|---|---------|
| | NA=none | HS=high school | AS=some college/ tech training | | Average Salary | Salary Range <i>(Do not report actual low and high paid)</i> | |
| | BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | | | Minimum | Maximum |

| |
|--|
| training. Responsible for establishing personnel policies, procedures and practices. |
| 30. Human Resources Professional: Responsible for directing one major area of the human resource activities of the organization, including recruitment, hiring, compensation and benefits, employee relations, orientation and training. May recommend policies, procedures and practice related to assigned area of responsibility. |
| 31. Director/Vice President of Management Information Systems/Technology: Responsible for determining long-term organization-wide information needs and developing overall strategy for information needs systems development and hardware acquisition and integration. |
| 32. Computer Programmer: Works with well-defined problems, prepares flow charts, program code, and operating instructions for the solution of data processing problems. |
| 33. Computer Network (LAN/WAN) Administrator: Has full knowledge of the cable plant, network design and network software of the organization. Locates, diagnoses, and corrects or repairs network problems on a timely basis. Relocates and changes computer equipment, software, and cabling as necessary. |
| 34. Computer Operator/ Technology/Computer Support Specialist: Provides general support with the organization's technology (computer operations, networks, applications.). |
| 35. Database Specialist: Develops and maintains the organization's computerized database(s). |

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| | | | |
|--|----|----|----|
| | \$ | \$ | \$ |
|--|----|----|----|

| Title/Position & Typical Job Duties | Required Education | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|--|-------------------|--------------------------------|---------------------------------|--|---|--|
| | Use these codes to indicate the level of education required for the position: | | | | Average Salary | Salary Range | |
| | NA=none | HS=high school | AS=some college/ tech training | | | <i>(Do not report actual low and high paid)</i> | |
| BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | Minimum | Maximum | | | |

| | | | | | | | |
|---|--|--|--|--|----|----|----|
| 36. Program Manager: Supervises and may participate in one professional-level program requiring contact with clients and/or the community. Participates in program design and manages the program itself. (May be several positions responsible for one or more professional-level programs). | | | | | \$ | \$ | \$ |
| 37. Social Worker I - Case Worker: Counsels and aids individuals and/or families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates treatment plan and goals, carries out treatment plan, and aids applicants in obtaining services. | | | | | \$ | \$ | \$ |
| 38. Social Worker II - Case Worker (Certified/Licensed): Counsels and aids individuals and/or families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates treatment plan and goals, carries out treatment plan, and aids applicants in obtaining services. Requires special certification or license. | | | | | \$ | \$ | \$ |
| 39. Social Worker III - Counselor: Provides individual and/or group counseling services to assist individuals to achieve more effective personal educational, and/or vocational development and adjustment. | | | | | \$ | \$ | \$ |
| 40. Social Worker IV – Counselor (Certified/Licensed): Provides individual and/or group counseling services to assist individuals to achieve more effective personal educational, and/or vocational development and adjustment. Requires special certification or license. | | | | | \$ | \$ | \$ |
| 41. Program Specialist/ Case Aide: Assists caseworker and clients by making routine community contacts with such institutions as schools, medical facilities and social services departments. May locate and make use of appropriate community resources for clients. May evaluate actual living conditions of clients through home visits. | | | | | \$ | \$ | \$ |
| 42. Outreach Worker: Plans, organizes, and works with community groups concerned with social problems of the community | | | | | \$ | \$ | \$ |

| Title/Position & Typical Job Duties | Required Education <i>Use these codes to indicate the level of education required for the position:</i> | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|---|--------------------------|--------------------------------|---------------------------------|--|---|---------|
| | NA=none | HS=high school | AS=some college/ tech training | | Average Salary | Salary Range <i>(Do not report actual low and high paid)</i> | |
| | BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | | | Minimum | Maximum |

| |
|---|
| <p>43. Registered Nurse: Performs a wide variety of patient care activities in assigned nursing situations. May act as team leader, or as Charge Nurse in the absence thereof. (Specifically excludes nurses working in such specialized areas as operating rooms, intensive care and anesthesia).</p> |
| <p>44. Licensed Practical Nurse: Performs a wide variety of patient care activities of average difficulty in selected and specifically assigned nursing situations. Duties are performed under the supervision of a Registered Nurse.</p> |
| <p>45. Aide: Provides training and assistance to clients/patients and their families with personal care issues. No certification required.</p> |
| <p>46. Certified Aide: Provides training and assistance to clients/patients and their families with personal care issues. Required to have certifications (i.e., CPR,).</p> |
| <p>47. Day Care Worker: Instructs pre-school children in activities designed to promote social, physical, and intellectual growth in preparation for primary school. Plans individual and group activities to stimulate learning.</p> |
| <p>48. Teacher: Develops and implements educational/academic curriculum for children in Kindergarten to 12 grades.</p> |
| <p>49. Teacher Aide: Assists the teacher in implementing educational/academic plans and curriculum for children in Kindergarten to 12 grades.</p> |

| | | | | |
|--|--|----|----|----|
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |

| |
|--|
| <p>50. Facilities Manager: Provides overall management to the general operations of the organization's building, shelter and/or residential facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy.</p> |
|--|

| | | | | |
|--|--|----|----|----|
| | | \$ | \$ | \$ |
|--|--|----|----|----|

| Title/Position & Typical Job Duties | Required Education <i>Use these codes to indicate the level of education required for the position:</i> | | | Number of employees in position | Salary & Salary Range (per hour or annual) | | |
|-------------------------------------|---|--------------------------|--------------------------------|---------------------------------|--|---|---------|
| | NA=none | HS=high school | AS=some college/ tech training | | Average Salary | Salary Range <i>(Do not report actual low and high paid)</i> | |
| | BA=4 yr. college | MA=Masters or equivalent | DR=PhD/ MD/ other | | | Minimum | Maximum |

51. Cook:
Prepares, plans, cooks and serves meals for clients and employees of organization. Maintains inventory for the kitchen.

52. Custodian/ Maintenance Worker:
Cleans facilities and work areas. Uses and maintains cleaning supplies for the facility.

53. Driver:
Operates a motor vehicle to transport parcels, supplies, and/or passengers.

| | | | | |
|--|--|----|----|----|
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |
| | | \$ | \$ | \$ |

54. Did you use any *interns* over the past year?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

54a. If, yes:

| Educational Level of Intern | Number of Interns | Type of Payment | Amount Paid |
|-----------------------------|-------------------|----------------------------------|-------------|
| High School Student | | <input type="checkbox"/> Hourly | \$ |
| | | <input type="checkbox"/> Stipend | |
| | | <input type="checkbox"/> No Pay | |
| Undergraduate Student | | <input type="checkbox"/> Hourly | \$ |
| | | <input type="checkbox"/> Stipend | |
| | | <input type="checkbox"/> No Pay | |
| Graduate Student | | <input type="checkbox"/> Hourly | \$ |
| | | <input type="checkbox"/> Stipend | |
| | | <input type="checkbox"/> No Pay | |

55. What was the *turnover rate* for full time non-seasonal employees over the past year? %

Paid Time-off Work Benefits Section

56. Which of the following **BEST** describes the employees in your organization who are eligible to receive paid time-off benefits (i.e. paid sick days, vacation, etc.)?

| Full-time employees only | Both full-time and part-time employees may be eligible | No employees are eligible |
|--------------------------|--|---------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

56a. Which of the following **BEST** describes your organization’s paid time-off policy for your employees (check one)?

| | |
|--|--------------------------|
| (1) No policy in place. | <input type="checkbox"/> |
| (2) Employees earn paid holidays + separate paid vacation + separate sick days + separate personal days. | <input type="checkbox"/> |
| (3) Employees earn paid holidays + days that can be used for a combination of vacation/ sick/ personal days. | <input type="checkbox"/> |

56b. If you selected answer (2) or (3) above in which you provide a “combination” of time-off days, please answer the following questions. Please note that we have separated full-time employee information from part-time employee information. If part-time employees are not eligible for these time-off benefits just indicate with a “0”. Also if the number you enter is a pro-rated amount please put an asterisk “*” next to the figure.

| | Full-time | Part-time |
|---|-----------|-----------|
| What is the maximum number of days earned per year? | | |
| What is the maximum number of days that can be carried forward from year to year? | | |
| How many sick days do employees earn per year? | | |
| What is the maximum number of sick days that can be carried forward to the next year? | | |

57. Are unused sick days paid to employees at time of termination of employment?

| | Yes | No |
|-----------|--------------------------|--------------------------|
| Full-time | <input type="checkbox"/> | <input type="checkbox"/> |
| Part-time | <input type="checkbox"/> | <input type="checkbox"/> |

58. How many paid holidays are provided to employees?

| Full-time | Part-time |
|-----------|-----------|
| | |

59. Are part-time employees paid for holidays when such holiday falls outside of their normal work week?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

60. How many paid vacation days do employees receive based upon length of service?

| | Full-time | Part-time |
|--------------------|-----------|-----------|
| Less than one year | days | days |
| After 1 year | days | days |
| After 2 years | days | days |
| After 3 years | days | days |
| After 5 years | days | days |
| After 10 years | days | days |
| After 15 years | days | days |

61. What is the maximum number of vacation days that can be carried forward to the following year?

| Full-time | Part-time |
|-----------|-----------|
| days | days |

62. Are unused vacation days paid to employees at time of termination of employment?

| | Yes | No |
|-----------|--------------------------|--------------------------|
| Full-time | <input type="checkbox"/> | <input type="checkbox"/> |
| Part-time | <input type="checkbox"/> | <input type="checkbox"/> |

62a. If **yes**, is there a maximum number or limit to the number of days that can be paid?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

63. Does your organization provide separate PAID time for any of the following?

| | Full-time | | | If yes, # days per year | Part-time | | | |
|--------------------------------------|--------------------------|--------------------------|--|-------------------------|--------------------------|--------------------------|--|------|
| | Paid-time off | | | | Paid-time off | | | |
| | Yes | No | | | Yes | No | | |
| a) Court Service | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| b) Family Illness | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| c) Job related education/ training | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| d) Other related education/training | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| e) Bereavement | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| f) Maternity/ Paternity Family Leave | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| g) Military Leave | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| h) Voluntary Service | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |
| i) Other: | <input type="checkbox"/> | <input type="checkbox"/> | | days | <input type="checkbox"/> | <input type="checkbox"/> | | days |

Welfare and Insurance Plans Section

64. Which of the following BEST describes the employees in your organization who are eligible to receive insurance benefits?

| | |
|---------------------------------|---|
| Full-time employees only | Both full-time and part-time employees may be eligible |
| <input type="checkbox"/> | <input type="checkbox"/> |

65. Which of the following benefit plans does your organization provide? What percentage of the premium does the employee pay?

| | Full-time | | | | Employee Paid Percentage | Part-time | | | |
|---------------------------------------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|--------------------------|
| | Provided | | | Employee Paid Percentage | | Provided | | | Employee Paid Percentage |
| | Yes | No | | | | Yes | No | | |
| Basic Health and Welfare Plans | Basic Life Insurance | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Optional Life Insurance | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Basic Dependent Life Insurance | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Short-term Disability | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Long-term Disability | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | AD&D Insurance | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Medical Insurance (employee only) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Medical Insurance (dependents) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Dental Insurance (employee only) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Dental Insurance (dependents) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Retiree Medical Insurance (Under age 65) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Retiree Medical Insurance (Age 65 plus) | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Long-term Care Plan | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| Retirement Plans | Defined Benefit Plan | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Defined Contribution Plan | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Thrift/Saving (403b) Plan | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | No Retirement Plan | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |
| | Other: | <input type="checkbox"/> | <input type="checkbox"/> | | % | <input type="checkbox"/> | <input type="checkbox"/> | | % |

66. Are non-married partners of your employees offered the same benefits that are generally offered to dependents of married employees?

| | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

Trends in Compensation & Benefits Section

67. How many full-time/part-time positions did you add in your last fiscal year?

| Full-time | Part-time |
|-----------|-----------|
| | |

68. Are you anticipating adding new positions in the next fiscal year?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

68a. *If yes, how many full-time/part-time?*

| Full-time | Part-time |
|-----------|-----------|
| | |

69. How many full-time/part-time positions did you eliminate in 2007?

| Full-time | Part-time |
|-----------|-----------|
| | |

69a. *If positions were eliminated please weight the factors that contributed. Rate each on a scale of 1 to 5.*

| | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | High Importance | ← | → | Low Importance | |
| | 5 | 4 | 3 | 2 | 1 |
| Grant termination or non-renewal. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Program/position elimination. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Budget restriction/contraction issues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Restructuring. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (Please specify): | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

70. Do you anticipate giving a percentage salary increase for 2009?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

70a. *If yes, what is the anticipated percentage salary increase for 2009?*

%

70b. *If yes, which of the following factors impacted your salary increase decision? Rate each on a scale of 1 to 5.*

| | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | High Importance | ← | → | Low Importance | |
| | 5 | 4 | 3 | 2 | 1 |
| Consumer Price Index/inflation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Information on/ from other agencies or professional contacts. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Survey data from formal surveys. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Budget restrictions/contraction issues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| History or concern over employee retention. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (Please specify): | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

71. Are you anticipating adding/eliminating/changing any benefits in 2009?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

71a. *If yes, please check the box that match with your organization's adding/ eliminating/ changing of benefits in 2009.*

| | Add | Eliminate | Change | Do Not Offer |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Health/dental insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Life/disability insurance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Retirement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Vacation or personal time | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Child care provision or subsidy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please specify) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please specify) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

72. Are you anticipating contracting or outsourcing work previously handled by a paid employee in 2009?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

73. Are you planning or budgeting for any change in volunteer hours?

| Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

73a. *If yes, do you expect an increase or decrease?*

| Increase | Decrease |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |