



League of California  
Community Foundations

Spring

2022

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**Compensation and Benefits Survey Results**

**Table of Contents**

<b>Page</b>	<b>Item</b>
	<b>Compensation Survey</b>
1	Senior Staff Compensation Results
4	Mid-Level Staff Compensation Results
7	Junior Level Staff Compensation Results
	<b>Benefits Survey</b>
10	Retirement Benefits
11	Funding Retirement Benefits
12	Variables Used to Calculate Retirement Benefits
13	Criteria to receive retirement benefits
14	Insurance Plans Offered
15	Allocation for Insurance Benefits
16	Health Savings Account and Insurance Benefits Graphs
17	Special Incentives Provided for Senior Staff
18	Holidays, Vacation, and Sick Time
19	Staff Wellness Programs

# League of California Community Foundations Compensation Survey | 2022

## SENIOR STAFF COMPENSATION RESULTS

### Combined Data (all asset sizes) for 31 League Members

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$213,834	\$268,244	\$104,400	\$883,740	31
Finance	\$140,000	\$171,527	\$65,000	\$471,328	29
Philanthropic Services	\$145,000	\$155,564	\$68,544	\$350,000	21
Grants	\$102,693	\$106,188	\$58,240	\$253,017	20
Program	\$124,000	\$154,027	\$65,000	\$365,279	23
Communications	\$100,020	\$131,063	\$58,240	\$250,504	19
Human Resources	\$180,200	\$160,077	\$75,000	\$240,986	9
Technology	\$137,500	\$144,506	\$45,000	\$265,000	11
Administrative	\$100,000	\$115,118	\$42,900	\$302,000	11
<b>FTE Paid Staff</b>	15.5	24.7	3.8	96.0	
<b>Annual Budget</b>	<b>\$2,500,000</b>	<b>\$5,428,000</b>	<b>\$528,528</b>	<b>\$31,400,000</b>	

# League of California Community Foundations Compensation Survey | 2022

## SENIOR STAFF COMPENSATION RESULTS

### League Members with Assets less than \$25 Million (2 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$141,974	\$141,974	\$104,400	\$179,547	2
Finance	\$0	\$0	\$0	\$0	0
Philanthropic Services	\$80,969	\$80,969	\$68,544	\$93,394	2
Grants	\$69,222	\$69,222	\$69,222	\$69,222	1
Program	\$0	\$0	\$0	\$0	0
Communications	\$80,000	\$80,000	\$80,000	\$80,000	1
Human Resources	-	-	-	-	0
Technology	-	-	-	-	0
Administrative	-	-	-	-	0
<b>FTE Paid Staff</b>	141974	141974	104400	179547	
<b>Annual Budget</b>	\$744,175	\$744,175	\$528,528	\$959,821	

### League Members with Assets between \$25-100 Million (11 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$166,000	\$164,149	\$120,000	\$211,430	11
Finance	\$94,500	\$99,072	\$65,000	\$135,749	11
Philanthropic Services	\$93,600	\$101,320	\$70,000	\$140,000	5
Grants	\$89,000	\$80,169	\$58,240	\$108,160	7
Program	\$94,375	\$93,640	\$65,000	\$128,125	6
Communications	\$70,720	\$76,996	\$58,240	\$100,020	5
Human Resources	-	-	-	-	0
Technology	-	-	-	-	1
Administrative	\$59,000	\$68,975	\$42,900	\$115,000	4
<b>FTE Paid Staff</b>	6.0	7.7	3.8	19.8	
<b>Annual Budget</b>	\$1,030,000	\$1,086,373	\$634,618	\$2,000,000	

# League of California Community Foundations Compensation Survey | 2022

## SENIOR STAFF COMPENSATION RESULTS

### League Members with Assets between \$101-500 Million (11 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$223,000	\$235,284	\$160,000	\$313,635	11
Finance	\$158,000	\$157,619	\$108,000	\$195,000	11
Philanthropic Services	\$145,000	\$136,389	\$73,000	\$172,500	9
Grants	\$105,000	\$109,579	\$89,000	\$139,700	5
Program	\$120,000	\$122,431	\$95,150	\$157,000	10
Communications	\$100,311	\$110,770	\$80,000	\$160,000	6
Human Resources	\$80,000	\$98,333	\$75,000	\$140,000	3
Technology	\$110,420	\$132,460	\$45,000	\$264,000	4
Administrative	\$117,500	\$117,813	\$89,000	\$147,250	4
<b>FTE Paid Staff</b>	17.0	19.1	6.4	44.0	
<b>Annual Budget</b>	\$3,000,000	\$3,292,589	\$1,500,000	\$6,276,000	

### League Members with Assets \$500 Million or Greater (7 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$494,000	\$519,695	\$300,000	\$883,740	7
Finance	\$300,000	\$307,241	\$200,000	\$471,328	7
Philanthropic Services	\$270,400	\$274,160	\$230,000	\$350,000	5
Grants	\$120,000	\$135,066	\$99,269	\$253,017	7
Program	\$232,350	\$250,926	\$149,350	\$365,279	7
Communications	\$222,094	\$194,370	\$84,788	\$250,504	7
Human Resources	\$195,500	\$190,948	\$93,960	\$240,986	6
Technology	\$153,250	\$167,121	\$90,000	\$265,000	6
Administrative	\$133,150	\$173,050	\$84,000	\$302,000	3
<b>FTE Paid Staff</b>	70	65.8	28.0	96.0	
<b>Annual Budget</b>	\$15,900,000	\$16,944,438	\$6,359,132	\$31,400,000	

# League of California Community Foundations Compensation Survey | 2022

## MID-LEVEL COMPENSATION RESULTS

### Combined Data (all asset sizes) for 31 League Members

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$99,000	\$96,180	\$54,080	\$150,000	6
Finance	\$106,500	\$106,910	\$54,600	\$178,783	18
Philanthropic Services	\$100,000	\$102,640	\$54,080	\$179,798	19
Grants	\$70,854	\$74,906	\$42,480	\$118,450	21
Program	\$82,730	\$87,326	\$59,280	\$158,079	24
Communications	\$81,241	\$85,073	\$52,000	\$132,612	16
Human Resources	\$106,709	\$99,315	\$59,998	\$125,000	6
Technology	\$111,000	\$108,004	\$66,048	\$148,979	7
Administrative	\$69,250	\$74,542	\$33,540	\$123,000	14
<b>FTE Paid Staff</b>	15.5	24.7	3.8	96.0	
<b>Annual Budget (\$million)</b>	\$2,500,000	\$5,428,000	\$528,528	\$31,400,000	

# League of California Community Foundations Compensation Survey | 2022

## MID-LEVEL COMPENSATION RESULTS

### League Members with Assets less than \$25 Million (2 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	-	-	-	-	-
Finance	-	-	-	-	-
Philanthropic Services	-	-	-	-	-
Grants	\$50,495	\$50,495	\$42,480	\$58,510	2
Program	-	-	-	-	-
Communications	-	-	-	-	-
Human Resources	-	-	-	-	-
Technology	-	-	-	-	-
Administrative	-	-	-	-	-
<b>FTE Paid Staff</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>6</b>	
<b>Annual Budget</b>	<b>\$744,175</b>	<b>\$744,175</b>	<b>\$528,528</b>	<b>\$959,821</b>	

### League Members with Assets between \$25-100 Million (11 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	-	-	-	-	0
Finance	\$74,550	\$74,550	\$54,600	\$94,500	2
Philanthropic Services	\$75,359	\$76,580	\$62,000	\$93,600	4
Grants	\$67,488	\$65,297	\$52,000	\$70,854	6
Program	\$70,246	\$77,520	\$62,400	\$102,500	8
Communications	\$52,000	\$52,000	\$52,000	\$52,000	1
Human Resources	-	-	-	-	1
Technology	-	-	-	-	0
Administrative	\$56,508	\$56,807	\$33,540	\$80,373	3
<b>FTE Paid Staff</b>	<b>6.0</b>	<b>7.7</b>	<b>3.8</b>	<b>19.8</b>	
<b>Annual Budget</b>	<b>\$1,030,000</b>	<b>\$1,086,373</b>	<b>\$634,618</b>	<b>\$2,000,000</b>	

# League of California Community Foundations Compensation Survey | 2022

## MID-LEVEL COMPENSATION RESULTS

### League Members with Assets between \$101-500 Million (11 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$65,000	\$89,693	\$54,080	\$150,000	11
Finance	\$106,000	\$98,500	\$62,000	\$138,000	9
Philanthropic Services	\$96,500	\$96,817	\$54,080	\$126,000	8
Grants	\$72,500	\$71,379	\$49,400	\$86,625	6
Program	\$85,000	\$81,504	\$59,280	\$101,000	9
Communications	\$73,500	\$76,438	\$62,500	\$101,000	8
Human Resources	\$106,000	\$106,000	\$106,000	\$106,000	1
Technology	\$85,000	\$85,000	\$85,000	\$85,000	1
Administrative	\$58,400	\$64,956	\$48,750	\$106,000	7
<b>FTE Paid Staff</b>	17.0	19.1	6.4	44.0	
<b>Annual Budget</b>	\$3,000,000	\$3,292,589	\$1,500,000	\$6,276,000	

### League Members with Assets \$500 Million or Greater (7 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Executive	\$103,000	\$102,667	\$95,000	\$110,000	3
Finance	\$115,000	\$126,967	\$84,000	\$178,783	7
Philanthropic Services	\$112,476	\$124,188	\$89,000	\$179,798	7
Grants	\$94,853	\$93,140	\$75,482	\$118,450	7
Program	\$97,000	\$106,019	\$75,000	\$158,079	7
Communications	\$97,000	\$99,666	\$57,567	\$132,612	7
Human Resources	\$114,947	\$107,474	\$75,000	\$125,000	4
Technology	\$118,000	\$111,838	\$66,048	\$148,979	6
Administrative	\$107,411	\$104,620	\$80,660	\$123,000	4
<b>FTE Paid Staff</b>	70.0	65.8	28.0	96.0	
<b>Annual Budget</b>	\$15,900,000	\$16,944,438	\$6,359,132	\$31,400,000	



# League of California Community Foundations Compensation Survey | 2022

## JUNIOR LEVEL STAFF COMPENSATION RESULTS

### Combined Data (all asset sizes) for 31\* League Members

Position Title	Median	Average	Minimum	Maximum	Number in Position
Finance	\$62,460	\$66,644	\$42,000	\$90,000	20
Philanthropic Services	\$55,300	\$56,010	\$22,000	\$88,000	16
Grants	\$57,620	\$57,662	\$40,560	\$84,200	18
Program	\$64,271	\$58,701	\$25,344	\$80,000	19
Communications	\$52,000	\$51,321	\$0	\$107,465	17
Human Resources	\$55,000	\$65,743	\$38,480	\$107,417	7
Technology	\$90,000	\$75,200	\$0	\$103,000	5
Administrative	\$47,047	\$49,551	\$15,470	\$75,000	23
<b>FTE Paid Staff</b>	15.5	24.7	3.8	96.0	
<b>Annual Budget (\$million)</b>	\$2,500,000	\$5,428,000	\$528,528	\$31,400,000	

### League Members with Assets less than \$25 Million (2 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Finance	-	-	-	-	-
Philanthropic Services	-	-	-	-	-
Grants	-	-	-	-	-
Program	\$25,344	\$25,344	\$25,344	\$25,344	1
Communications	\$34,000	\$34,000	\$26,400	\$41,600	2
Human Resources	\$0	\$0	\$0	\$0	0
Technology	0	0	0	0	0
Administrative	0	0	0	0	0
<b>FTE Paid Staff</b>	6	6	5	6	
<b>Annual Budget</b>	\$744,175	\$744,175	\$528,528	\$959,821	

# League of California Community Foundations Compensation Survey | 2022

## JUNIOR LEVEL STAFF COMPENSATION RESULTS

### League Members with Assets between \$25-100 Million (11 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Finance	\$54,254	\$54,935	\$48,313	\$62,920	4
Philanthropic Services	\$56,000	\$56,000	\$56,000	\$56,000	1
Grants	\$49,920	\$50,267	\$42,640	\$58,240	3
Program	\$54,080	\$53,250	\$39,000	\$65,000	5
Communications	\$58,240	\$53,520	\$42,000	\$60,320	3
Human Resources	-	-	-	-	1
Technology	-	-	-	-	0
Administrative	\$41,800	\$37,916	\$15,470	\$45,528	6
<b>FTE Paid Staff</b>	6.0	7.7	3.8	19.8	
<b>Annual Budget</b>	\$1,030,000	\$1,086,373	\$634,618	\$2,000,000	

### League Members with Assets between \$101-500 Million (11 Respondents)

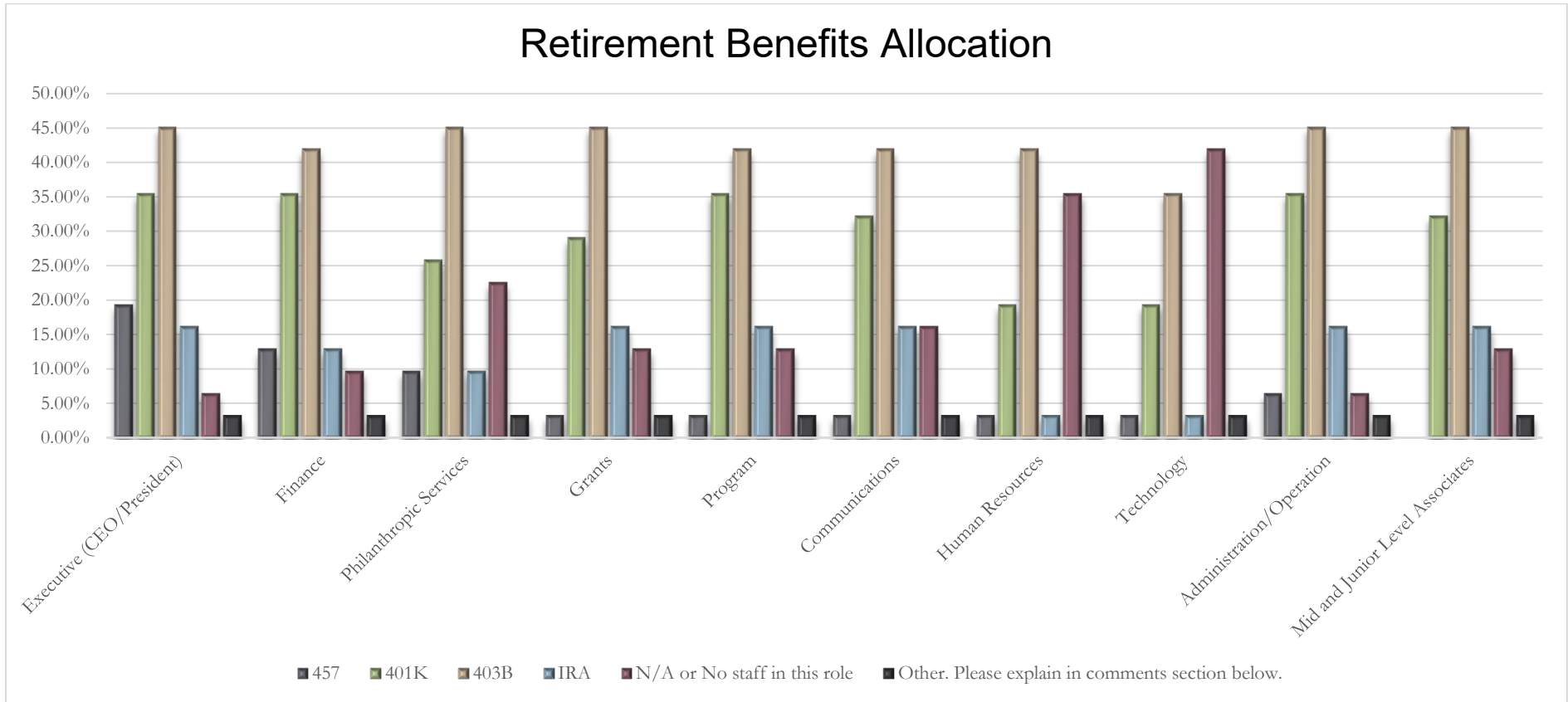
Position Title	Median	Average	Minimum	Maximum	Number in Position
Finance	\$62,000	\$60,911	\$42,000	\$85,000	9
Philanthropic Services	\$50,740	\$51,385	\$22,000	\$88,000	8
Grants	\$57,000	\$53,340	\$40,560	\$64,800	9
Program	\$65,000	\$61,017	\$39,520	\$71,000	7
Communications	\$47,000	\$48,184	\$22,000	\$75,920	7
Human Resources	\$46,240	\$46,240	\$38,480	\$54,000	2
Technology	#NUM!	#DIV/0!	\$0	\$0	0
Administrative	\$46,800	\$49,353	\$37,400	\$62,000	9
<b>FTE Paid Staff</b>	17.0	19.1	6.4	44.0	
<b>Annual Budget</b>	\$3,000,000	\$3,292,589	\$1,500,000	\$6,276,000	

# League of California Community Foundations Compensation Survey | 2022

## JUNIOR LEVEL STAFF COMPENSATION RESULTS

### League Members with Assets \$500 Million or Greater (7 Respondents)

Position Title	Median	Average	Minimum	Maximum	Number in Position
Finance	\$84,999	\$80,705	\$50,960	\$90,000	7
Philanthropic Services	\$60,000	\$61,296	\$45,574	\$79,500	7
Grants	\$68,925	\$67,842	\$53,000	\$84,200	6
Program	\$64,636	\$66,102	\$59,592	\$80,000	6
Communications	\$64,000	\$61,321	\$0	\$107,465	5
Human Resources	\$77,000	\$79,104	\$55,000	\$107,417	4
Technology	\$90,000	\$75,200	\$0	\$103,000	5
Administrative	\$61,000	\$60,024	\$47,047	\$75,000	7
<b>FTE Paid Staff</b>	70.0	65.8	28.0	96.0	
<b>Annual Budget</b>	<i>\$15,900,000</i>	<i>\$16,944,438</i>	<i>\$6,359,132</i>	<i>\$31,400,000</i>	



**Comments:**

- Chief Innovation and Chief Investment Officers are also eligible to participate in the 457 and 403B.
- HR and Tech included with Finance
- Do not have any retirement benefits; but we are currently in discussion with a PayChex Retirement Benefits person to hopefully set up a 401K plan (or an IRA) for 2022.
- Our employer contribution is only for the 401k but we do offer an IRA as an additional option for employee funds
- No current retirement plan available.
- All staff working 30 or more hours per week are eligible (x3)
- Only Executive Level can participate in 457 Plan; all staff 50% FTE and above are eligible to contribute to 403(b)
- HR & Technology are outsourced. Contributions are made to a SIMPLE IRA.
- 457(b) is made available to staff earning more than \$320k.
- Executive level (CEO and VPs) can participate in a 457 with no employer contribution in addition to the all staff 403(b) plan.
- We had a SIMPLE-IRA and switched to a 403(b) at the end of March, 2022.

<b>Percentage of Salary Paid Towards Funding Retirement Benefits</b>			
	Total	Average	Median
<b>Executive (CEO/President)</b>	29	6.2%	6%
<b>Finance</b>	28	6.1%	5%
<b>Philanthropic Services</b>	24	6.7%	6
<b>Grants</b>	26	6.3%	6%
<b>Program</b>	27	6.1%	5%
<b>Communications</b>	26	6.3%	5.5%
<b>Human Resources</b>	18	6.9%	6%
<b>Technology</b>	16	7.1%	5.5%
<b>Administrative/Operations</b>	28	6.2%	5.5%
<b>Mid and Junior Level Associates</b>	27	6.3%	5.5%

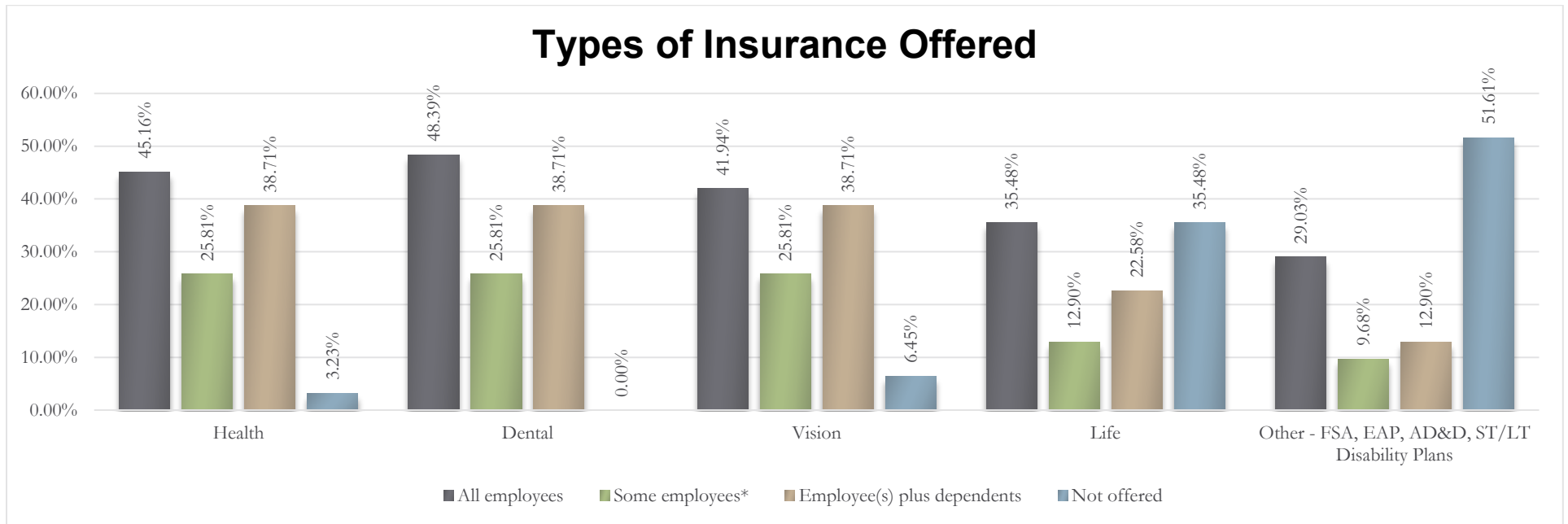
- The range for all percentages paid toward retirement benefits was 3-15%
- 94% of CFs contribute towards employee retirement funds

## Variable Used to Calculate Retirement Benefits

- 6% flat rate
- Several CFs have matching contributions from 3% to 6% towards employees retirement account. (x7)
- 3% Safe Harbor Contribution (x3)  
1% Profit Sharing  
All based on Salary
- 3% across the board
- 12% of annual base salary for exempt, 12% of gross earnings in a pay period.
- Less than 9 months of service receives no contribution; after 9 months, 12% of salary is contributed.
- Straight contribution of 5% based on salary
- In a normal year, the employer will match either 2% or 3%. In a leaner year, the employer will match 1%. The match percentage is determined at year-end after reviewing the financial results of the year.
- Minimum 6% retirement for eligible employees SEP IRA
- Tenure of the employee
- Full-time status
- Base salary times Board approved employer contribution percentage.
- 4% of salary is contributed, 1% is a match of 100% of the employees first 1% of salary contributed
- Was set by board
- All full time, permanent employees eligible after 6 months of service. The Foundation will match 75% of the employee's contribution up to 6% of salary.
- Safe harbor match of up to 4% per SPD. Additional discretionary contribution of 6% approved by the compensation and finance committees and board based on consultant/survey data
- All positions receive 8% paid in by the foundation, once eligible. The employee may personally contribute as much as they would like.
- This is a safe harbor match. The only variable is what the employee contributes. We match dollar for dollar up to 5% of their earnings.
- In order to pass the non-discrimination test, the board and executive staff approve a % across the board to all staff members

## Criteria to Receive Retirement Benefits

- Full Time, 4 years of service.
- Employer contributions after 1 year
- Any staff member on our payroll (receives a W-2).
- Full time (x10) – some other conditions with FTE included 3, 6, 9, or 12 month employment
- The employee may start contributing to their 403(b) as soon as they sign-up after they are hired. The 5% match begins the first of the month following 30 days of employment.
- Regular, "permanent" employees working 20+ hours per week.
- One year of service plus 1000 hours.
- They can contribute immediately, but matching occurs after one year of service.
- 9 months of service
- Contribution effective after 1 year of service
- Full-Time employees are eligible to start contributing after 90 days of continuous employment. The waiting period for the employer match is 1 year of employment.
- 21 years of age and three months of service
- Eligible after three years of service
- Retirement benefits are available to all employees working 30+ hours per week with a three year vesting period starting after one full year of service
- Full-time status, eligible immediately. After 1 year of service employer contributes 6%
- CF participates in a 403(b) Tax-Deferred Retirement Plan which covers all employees over 21 years of age. Full-time employees are eligible on hire; part-time employees have a 6 month vesting period.
- Employee can contribute immediately  
Eligible for employer match after 6 months
- The employee must work at least 1000 hours per year
- The Foundation will match 75% of the employee's contribution up to 6% of salary.
- Safe harbor match of up to 4%: full time, 1 month of service.  
Discretionary contribution: full time, 1 year of service. Vesting schedule: less than 3 years of service 0%, 3 years of service 100%
- Staff may begin personal contributions immediately. The foundation begins contributing 8% once the employee reaches 6 months of employment.
- Earn at least \$5,000 in salaries/wages.

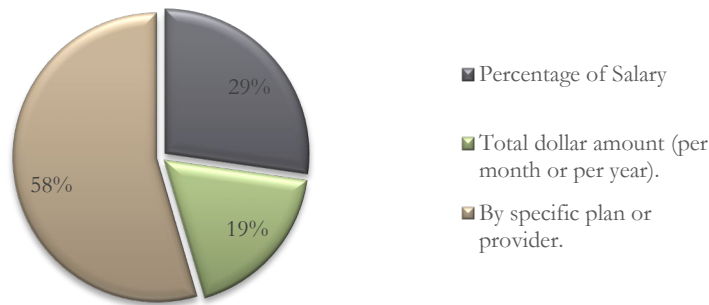


**Comments or clarification for other**

- Basic Life Insurance (x2)  
EAP (x2)
- Many CFs offer coverage to employees with a requirement of working either 24 or 30 hour work weeks (x4) other require full time employment (x3)  
Other: FSA (x3)
- Regular employees who are scheduled to work a minimum of 30 hours per week. (x2)
- Health, Dental and Vision are paid at 100% for employees working 30+ hours per week. Dependents are paid at 50%
- We offer group dental insurance to all five employees (EEs) both part-time and full-time. Right now, we will also include one dependent if the EE so chooses.
- CF offers the above insurance plus ADD to regular full-time employees who are scheduled for and work 30 hours or more per week. We pay 100% of the employees premium and the employees can add and pay for their dependents. Employees can also pay for additional insurance through Colonial Insurance.
- CF also has Employee Assistant Plans and Supplemental Disability Plans for staff and dependents. Staff Advisors are not benefit eligible. Employees working less than 30 hours per week do not receive dental, vision, life.
- Dental and Vision is only available if more than 1 employee enrolls in medical plan.
- Temporary employees are excluded from medical benefits
- ST/LT Disability plus AD&D (x6)
- All types of benefits are offered. Health insurance paid 100% by employer, other benefits/types, if elected, paid by employee.



## Allocation of Insurance Coverage Benefits



### Percentage of Salary

- 100% Employer Paid for Individual Employee (x4)
- 100% for staff 50% for dependents
- Employer pays 100% of employee premiums plus 20% of dependent premiums for health
- We use a PEO (TriNet) to administer and manage all of our benefits. We spend roughly 33% of a staff members salary on their benefits.
- 15%

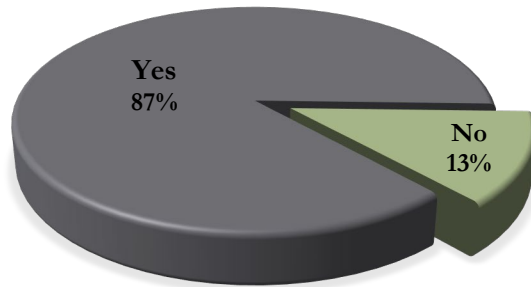
### Total Dollar Amount

- 80% of benchmark plan is applied to selected plan. Cost is determined by age. Current coverage is \$428/month
- \$500 per month
- \$2,600 a month
- \$2500 a month

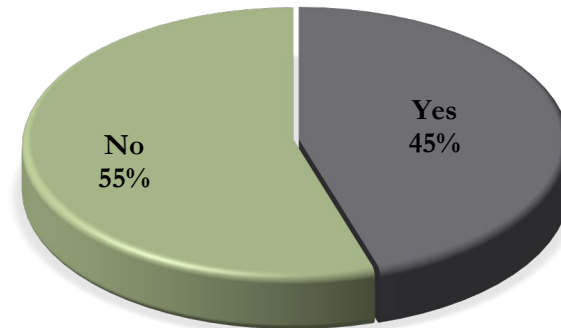
### Specific Plan or Provider

- 100% employee covered, 60% dependent cost covered
- CF covers the full cost of premiums for employee-only coverage and 75% of dependent premiums for all eligible staff
- We use California Choice and pay for a specific PPO Plan employees can choose a richer plan and pay the difference
- 80% of Silver medical plan (employee only); or equivalent cost toward a Gold plan or family plan
- Foundation has a base health plan that we pay 100%. Employees may elect a more robust plan and pay the incremental difference.
- All employees who work an average of 25 hours a week are eligible
- Foundation covers 100% of benchmark HMO plan, dental and vision for employee only Foundation covers 75% for dependents on benchmark HMO plan
- We pay 100% of the lowest cost employee premium for medical; we pay 50% of the lowest cost premium for employee only for dental and vision; we do not pay any of dependent coverage for medical, dental or vision - dependents can be on the plan but CF pays \$0 toward the premium
- Employer pays 90% of plan premiums.(x2) for selected plans
- Specific plan - Blue Shield Platinum 250/15 PPO
- 100% Anthem or Kaiser PPO/HMO
- The benchmark is for full coverage is Kaiser Bronze; employee can opt for more robust coverage at their cost
- CF has a base plan that includes an HSA contribution. All employees get the dollar value of the base plan towards their individual selection.

**DO ALL ELIGIBLE EMPLOYEES RECEIVE THE SAME INSURANCE BENEFITS?**



**DO YOU PROVIDE A HSA (HEALTH SAVINGS ACCOUNT) OPTION?**



<p>Comments:</p> <ul style="list-style-type: none"> <li>• All employees working 30 or mor hours per week</li> <li>• All staff 80-100% FTE have 100% EE paid/80% for dependents, but age banding makes the amounts variable</li> <li>• If covered by another plan (eg Medicare) receive \$250/month cash in lieu of benefits.</li> <li>• Offered to CEO only</li> <li>• Yes, unless a staff member chooses to elect a lesser plan. All staff have the option for the same benefits</li> </ul>	<p>Comments:</p> <ul style="list-style-type: none"> <li>• We provide an FSA plan for medical out of pocket, childcare, and non-employee sponsored health plan expenses</li> <li>• No participants currently enrolled.</li> <li>• For employees selecting a qualified high-deductible plan. Employees selecting a non-qualified plan get an equal contribution toward the cost of their selected coverage.</li> <li>• Up to \$2500 can be set aside for medical costs</li> <li>• We have an FSA but not an HSA.</li> <li>• Only if they have a high deductible plan</li> </ul>
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Other notes:

- Five foundations upgraded their insurance benefit plans to include additional coverages for example adding chiropractic, acupuncture, or dental and vision.

### Special Incentives Provided for Senior Staff

	Transit/Commute Allowance		Internet/Mobile Phone		Additional Time Off		Professional Development Resources		Sabbatical		Bonus/Earned Incentive Program		No Additional Incentives	
<b>Executive (CEO/President)</b>	39%	12	74%	23	35%	11	71%	22	16%	5	42%	13	6%	2
<b>Finance</b>	13%	4	57%	17	27%	8	67%	20	13%	4	27%	8	13%	4
<b>Philanthropic Services</b>	21%	5	58%	14	25%	6	71%	17	13%	3	29%	7	17%	4
<b>Grants Program</b>	21%	5	58%	14	21%	5	71%	17	8%	2	29%	7	17%	4
<b>Communications</b>	19%	5	59%	16	15%	4	70%	19	7%	2	30%	8	15%	4
<b>Human Resources</b>	21%	5	58%	14	17%	4	71%	17	8%	2	25%	6	17%	4
<b>Technology</b>	14%	3	50%	11	14%	3	45%	10	9%	2	23%	5	36%	8
<b>Administration/Operations</b>	20%	4	50%	10	20%	4	55%	11	10%	2	25%	5	30%	6
<b>Administration/Operations</b>	15%	4	56%	15	19%	5	59%	16	7%	2	22%	6	22%	6

Comments:

- CEO/President also receives auto allowance. Executive Team also receives the highest level of Time Off Accrual upon hire date (up to 300 hours).
- Offer a monthly medical insurance stipend to all EEs (\$400 FT, \$200 PT)
- Offer a monthly Cost of Living Allowance (COLA) at a flat rate of \$120 each month (used for transit and commuting checked above)"
- The above is offered to all staff. (x2)
- All benefits listed above are available for all benefits eligible staff, not just senior staff. For internet/mobile phone, each staff member gets \$50 per month. For additional time off, CF has been giving staff every other Friday off since January 2021.
- Cell phone expenses are covered 100% for senior staff. With COVID and now hybrid schedule, all other staff receive \$50.00 month for technology costs.
- Senior finance has additional support for credential related education and licensing fees.
- An 8 week sabbatical is offered to leadership team members after 10 years of service
- Housing for CEO
- Club memberships for CEO

Paid holidays per year (not including PTO or vacation)

AVERAGE	11
MEDIAN	11
LOW	5
HIGH	17

Vacation time new full-time employees receive per year (including PTO)

AVERAGE	13
MEDIAN	14.5
LOW	10
HIGH	20

**Comments:**

- Years 1-3 80 Hours, Years 4-5 120 Hours Years 6+ \$160 Hours
- Unlimited PTO policy (vacation and sick) for all fulltime employees
- 0-24 months of employment= 120 hours; 25-60 months= 160 hours, 61+ months=200
- 12 days (We are currently on a tired system and are in the process of changing this so all staff regardless of staff level receive 4 weeks vacation time.

Sick time employees receiver per year.

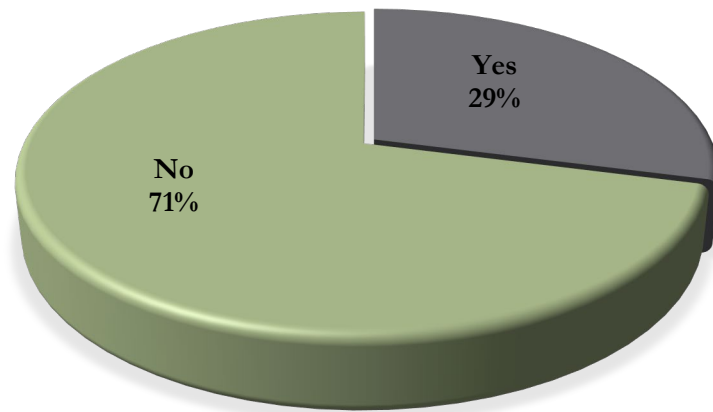
AVERAGE	9.1
MEDIAN	10
LOW	5
HIGH	12

**Comments:**

- Included in PTO (x6)
- 24 hours (x3)
- 5 Days on first year of employment; 10 Days on second and subsequent years
- 24 hours/year, applied to only parttime employees
- Sick time is only available for employees who are not eligible for PTO

Other notes – 84% of CFs allow their employees to use sick time for mental health days

Implementation of new staff wellness programs or policies in the past year.



**Comments:**

- C Staff is allowed to work remotely/hybrid model at their discretion. Staff is reimbursed for gym/fitness memberships up to \$25 per month.
- Medical insurance monthly stipend - to use for staff wellness or insurance payments
- Rejuvenation Fridays--every other Friday our office is closed
- The "Benefits of Belonging" highlights different benefits to staff each month. The "Attitude of Gratitude" is a weekly meeting to discuss gratitude. Every other Friday off started in January 2021.
- Once a month office closures
- CF gave thanksgiving week off for a heroic year of service by all staff
- Mindfulness training
- For year ended 12/31/2021, we had not implemented any programs. For 2022, we are implementing a wellness program.
- Informally we have given staff 12 hours off on Fridays in a 2 week period (1 full Friday off and a 1/2 day Friday off in a 2 week period). This remains as paid time and may be used for down time/wellness and development opportunities. We are in the middle of formalizing this.