



Annual Revenue:	(Under \$	499,000)			Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.	J	aŭ.	Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$223,480	11%	68%
1st Quartile	3	9.20%	\$125,000	52%	\$153,000	41%	\$0	0%	0%,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0%	\$42,840	<i>]</i> 11%	53%
2nd Quartile	4	13.50%	\$93,750	70%	\$204,000	54%	\$0	0%	9%	0%	\$57,120	15%	49%
3rd Quartile	5	19.80%	\$75,000	87%	\$255,000	68%	\$0	0%	0%	0%	\$71,400	19%	44%
4th Quartile	6	23.90%	\$62,500	104%	\$306,000	82%	\$0	0%	0%	<i>\$</i> 30%	\$85,680	23%	34%
Median	5	16.65%	\$84,375	78%	\$229,500	61%	0%	0%,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0%	0%	\$64,260	17%	47%

Annual Revenue:	(\$500,00	0 - \$999,	999)		Sal	ary	<b>1</b>	lacent iv	e / Bonus			Benefits	
	Avg. Number of	Employee	Avg. Revenue per	Avg. Total Compensation	Avg. Total	Avg. Salary Cost as % of	Avg, Fotal	Employees	Avg. Incentive Cost as % of	Avg. Maximum Bonus as % of	Avg. Total	Avg. Benefit Cost as % of	Avg. % of Total Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	4 %	**************************************	0%	0%	0%	\$228,480	11%	68%
1st Quartile	9	14.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	11	19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	13	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%

Annual Revenue:	(\$1,000,	000 - \$2,4	199,999)		Sal	ary		Incentiv	e / Bonus			Benefits	
		1,000,000		7 7				Avg. % of		Avg.			Avg. % of
	Avg.	James N.	Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results 🧳	<b>ETE</b> 's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	<b>14</b> .10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	*****19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%





Annual Revenue:	(\$2,500,0	000 - \$4,9	99,999)		Sal	ary		Incentive	e / Bonus			Benefits	
								Avg. % of		Avg.	. a.		Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum	The state of the s	Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of		Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary 🦟	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	O'**	5228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	<b>6</b> %	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%
							1	4 6 77 .	<b>1</b>				

Annual Revenue:	(\$5,000,0	000 - \$9,9	99,999)		Sal	ary	<u> </u>	incentive	e / Sonus			Benefits	
							"" " " " " " " " " " " " " " " " " " "	Avg. % of	*	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total 🦼	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	Shock #0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	<sup>₩</sup> 50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Annual Revenue:	(\$10,000	,000 - \$2	4,999,999		Sal	ary		Incentiv	e / Bonus			Benefits	
			1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	Sparities .				Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	, ₽fÉ's∕'}	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	3,000	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	<b>145</b>	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%





Annual Revenue:	(\$25,000	,000 - \$9	9,999,999	)	Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	/*************************************	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	65%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,055,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Annual Revenue:	(\$100,00	0,000 +)			Sal	ary		Incentiv	e / Bonus			Benefits	
						· · ·		Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary	11 43	Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	. Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	0%	\$228,480	11%	68%
1st Quartile	988	9.20%	\$151,822	46%	\$50,388,000	34%	\$3,023,280	6%	2%	6%	\$14,955,158	10%	98%
2nd Quartile	1,134	13.50%	\$132,275	53%	\$57,834,000	39%	\$4,048,380	7%	3%	7%	\$17,327,066	12%	92%
3rd Quartile	1,423	19.80%	\$105,411	67%	\$72,573,000	48%	\$5,805,840	8%	4%	8%	\$21,946,075	15%	91%
4th Quartile	1,604	23.90%	\$93,516	76%	\$81,804,000	55%	\$7,362,360	9%	5%	9%	\$24,966,581	17%	88%
Median	1,279	16.65%	\$118,843	60%	\$65,203,500	43%	\$4,927,110	8%	3%	8%	\$19,636,571	13%	92%

Annual Revenue:	(All Orga	nizations			Sal	ary		Incentiv	e / Bonus			Benefits	
		and Firm		<b>X</b>				Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	🌽 Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%





Org. Focus: (Arts,	Culture,	& Humar	nities)		Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.		х-	Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum	· Same	Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary 🦠	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,400	11%	68%
1st Quartile	3	9.20%	\$125,000	52%	\$153,000	41%	\$0	0%	0%	- 0%	\$42,840	11%	53%
2nd Quartile	4	13.50%	\$93,750	70%	\$204,000	54%	\$0	0%	0%	0%	\$57,120	15%	49%
3rd Quartile	5	19.80%	\$75,000	87%	\$255,000	68%	\$0	0%	0%	-0%	\$71,400	19%	44%
4th Quartile	6	23.90%	\$62,500	104%	\$306,000	82%	\$0	0%	0%	0%	\$85,680	23%	34%
Median	5	16.65%	\$84,375	78%	\$229,500	61%	0%	0%	0%	<i>y</i> 0%	\$64,260	17%	47%

Org. Focus: (Educ	ation)				Sal	ary	1/24	incentive	e / Bonus			Benefits	
							₹ ₹	Avg. % of	<b>P</b> -	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary	Same god	Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	147 AST	0%	0%	0%	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	<sub>26</sub> 5%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,0\$5,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Org. Focus: (Envir	onment a	& Anima	ls)		Sal	ary		Incentiv	e / Bonus			Benefits	
		3878895		Should be seen to be s				Avg. % of		Avg.			Avg. % of
	Avg.	will reside the second	Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTÉ's.∞	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	1400	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	* [ <b>p</b>	14.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	311	19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	<b>,</b> 13	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%





Org. Focus: (Healt	th)				Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.		7 L	Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum	A STATE OF THE STA	Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of		Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary 🧼	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	988	9.20%	\$151,822	46%	\$50,388,000	34%	\$3,023,280	6%	2%	6%	\$14,955,158	10%	98%
2nd Quartile	1,134	13.50%	\$132,275	53%	\$57,834,000	39%	\$4,048,380	7%	3%	7%	\$17,327,066	12%	92%
3rd Quartile	1,423	19.80%	\$105,411	67%	\$72,573,000	48%	\$5,805,840	8%	4%	8%	\$21,946,075	15%	91%
4th Quartile	1,604	23.90%	\$93,516	76%	\$81,804,000	55%	\$7,362,360	9%	5%	<i>9</i> %	\$24,966,581	17%	88%
Median	1,279	16.65%	\$118,843	60%	\$65,203,500	43%	\$4,927,110	8%,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	3%	8%	\$19,636,571	13%	92%

Org. Focus: (Huma	an Servic	es)			Sal	ary	<b>4</b>	Incentive	e / Bonus			Benefits	
	Avg.		Avg.	Avg. Total		Avg. Salary		Avg. % of Avg.	Avg. Incentive	Avg. Maximum		Avg. Benefit	Avg. % of Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	>0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	<b>66</b> % /	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%

Org. Focus: (Inter	national,	Foreign A	Affairs)		Sal	ary		Incentiv	e / Bonus			Benefits	
			. 33	The state of the s				Avg. % of		Avg.			Avg. % of
	Avg.	ment of the	Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FfE's	Turnover	FŤE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	1 35/2	21, 20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	<sup>#</sup> 49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%





Org. Focus: (Publi	c, Society	/ Benefit	)		Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.		ac	Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0% 🚜 🚾	<b>4228,480</b> kg	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	§ § 9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Org. Focus: (Relig	ion, Spirit	tual Deve	elopment)		Sal	ary	1		Bonus			Benefits	
							4	Avg. % of	No. of the last of	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary	The second state of the second second	Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost 🚜	Expense	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$9***	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$ <b>8,338,5</b> 00	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%

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			-	N = N N	gon Khillidy System		·	•	·			·	·
Org. Focus: (Muta	al/Memb	ership Be	enefit Org.	)	<sup>ĝ.</sup> Sal	ary		Incentiv	e / Bonus			Benefits	
		.98c		Second				Avg. % of		Avg.			Avg. % of
	Avg.	and the second	Avg	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Pata	فراس 1 الر	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile		19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%





Org. Focus: (Unkn	nown, Un	classified	I)		Sal	ary		Incentive	e / Bonus			Benefits	
								Avg. % of	$\mathcal{A}_{\mathcal{A}}$	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	<b>Incentive Cost</b>	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%/	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%

Org. Focus: (All O	rganizatio	ons)		an.	Sal	ary		Incentiv	e / Bonus			Benefits	
				< \	10 de	88***		Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE "	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%





Geographic Region	n: (Unite	d States)			Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$128,480	11%	68%
1st Quartile	47	12.50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	62	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%.	2%	5%	\$1,019,592	14%	70%

Geographic Regior	n: (New I	England S	States)		Sal	ary		Incentity	e / Bonus			Benefits	
							The section of the section of	Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost <sup>3</sup>	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	4%	\$245,045	13%	50%
			<sup>EG</sup> Wand		en.								

<b>Geographic Region</b>	n: (Midd	le Atlanți	c States)	/\	Sal	ary		Incentiv	e / Bonus			Benefits	
	Avg.	10	Avg.	Avg. Total	A.v. Takal	Avg. Salary	A Tatal		Avg. Incentive		Ave Tetal	Avg. Benefit	
Survey Results Survey Participant Data	FTE's	Turnover	Revenue per FTE \$125,000	as % of Expense			Avg. Total Incentive Cost		Expense	Bonus as % of Salary	Benefit Cost	Cost as % of Expense	Employees Participating
1st Quartile	20.	9.20%	\$194,175	52% 35%	\$816,000	26%	\$210,120	4%	0% 1%	0% 4%	\$228,480 \$1,529,674	11% 8%	84%
2nd Quartile 3rd Quartile		13.50% 19.80%	\$137,931 \$109,890	50% 62%	\$7,395,000 \$9,282,000	37% 46%	\$369,750 \$464,100	5% 6%	2% 2%	5% 5%	\$2,174,130 \$2,728,908	11% 14%	77% 66%
4th Quartile Median		23.90% 16.65%	\$85,106 \$123,911	81% 56%	\$11,985,000 \$8,338,500	60% 42%	\$719,100 \$416,925	7% 6%	4% 2%	6% 5%	\$3,557,148 \$2,451,519	18% 12%	58% 72%





Geographic Region	n: (Midd	le Southe	ast States	5)	Sal	ary		Incentiv	e / Bonus			Benefits	
								Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum	and the second	Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	0%,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	\$48,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

<b>Geographic Region</b>	Geographic Region: (Lower Southeast States)						$A_{\Lambda}$	Ancentive	e / Bonus	Benefits			
							\$ X	Avg. % of	ķ.	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary	And the same of	Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	103	9.20%	\$194,175	35%	\$5,253,000	26%	\$210,120	4%	1%	4%	\$1,529,674	8%	84%
2nd Quartile	145	13.50%	\$137,931	50%	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%
					Streets								

			and the second	Parks Sa S									
Geographic Region: (Great Lake States)						Salary		Incentiv	e / Bonus	Benefits			
		a de la companione de l		No.				Avg. % of		Avg.			Avg. % of
	Avg.	September 300	Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	∾ FTE'S	Turnover	**FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data.	J 1977	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	47	12:50%	\$159,574	43%	\$2,397,000	32%	\$95,880	4%	1%	4%	\$698,006	9%	83%
2nd Quartile	**§ 6 <b>2</b> ***	19.40%	\$120,968	57%	\$3,162,000	42%	\$158,100	5%	2%	5%	\$929,628	12%	76%
3rd Quartile	74	26.90%	\$101,351	68%	\$3,774,000	50%	\$188,700	6%	3%	5%	\$1,109,556	15%	63%
4th Quartile	89	33.50%	\$84,270	82%	\$4,539,000	61%	\$272,340	7%	4%	6%	\$1,347,175	18%	56%
Median	68	23.15%	\$111,160	62%	\$3,468,000	46%	\$173,400	6%	2%	5%	\$1,019,592	14%	70%





Geographic Region	Salary			Incentiv	e / Bonus	Benefits							
								Avg. % of		Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum	. Barrier	Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary 🐧	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	<b>\$0</b>	0%	0%	0%,,,,,,,,,	\$228,480	11%	68%
1st Quartile	10	14.10%	\$195,000	34%	\$510,000	26%	\$15,300	1%	1%	3%	\$147,084	§ 8%	72%
2nd Quartile	14	18.80%	\$139,286	49%	\$714,000	37%	\$28,560	2%	1%	4%	\$207,917	11%	59%
3rd Quartile	19	25.60%	\$102,632	66%	\$969,000	50%	\$38,760	2%	2%	4%	\$282,173	14%	41%
4th Quartile	26	29.90%	\$75,000	91%	\$1,326,000	68%	\$66,300	3%	3%	5%,	\$389,844	20%	36%
Median	17	22.20%	\$120,959	57%	\$841,500	43%	\$33,660	2%	2%	<b>4</b> %	\$245,045	13%	50%

									dydd Printing				
Geographic Region: (South Central States)					Sal	ary	Is centive / Bonus			Benefits			
							2 4	Avg. % of	<b>&gt;</b> -	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary	" " See See See See See See See See See	Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	Employees	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense 🦟	Incentive Cost	Eligible	Expense	Salary	<b>Benefit Cost</b>	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%		0%	0%	0%	\$228,480	11%	68%
1st Quartile	24	9.20%	\$166,667	41%	\$1,224,000	31%	<b>\$4</b> 8,960	2%	1%	4%	\$356,429	9%	75%
2nd Quartile	30	13.50%	\$133,333	51%	\$1,530,000	38%	\$76,500	3%	2%	5%	\$449,820	11%	63%
3rd Quartile	37	19.80%	\$108,108	63%	\$1,887,000	47%	\$94,350	4%	2%	5%	\$554,778	14%	50%
4th Quartile	49	23.90%	\$81,633	85%	\$2,499,000	62%	\$149,940	5%	4%	6%	\$741,703	19%	46%
Median	34	16.65%	\$120,721	57%	\$1,708,500	43%	\$85,425	4%	2%	5%	\$502,299	13%	57%

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Geographic Region: (Lower Mountain States)					Sal	lary		Incentiv	e / Bonus	Benefits			
								Avg. % of		Avg.			
	Avg.	and the state of t	Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Bata	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	9/ 《	44.30%	\$111,111	59%	\$459,000	46%	\$0	0%	0%	0%	\$128,520	13%	46%
2nd Quartile	ii.	<b>*</b> 19.80%	\$90,909	72%	\$561,000	56%	\$0	0%	0%	0%	\$157,080	16%	43%
3rd Quartile	<b>1</b> 3	23.90%	\$76,923	85%	\$663,000	66%	\$0	0%	0%	0%	\$185,640	19%	39%
4th Quartile	15	26.20%	\$66,667	98%	\$765,000	77%	\$0	0%	0%	0%	\$214,200	21%	35%
Median	12	21.85%	\$83,916	78%	\$612,000	61%	\$0	0%	0%	0%	\$171,360	17%	41%





# $2009 \substack{\text{Nonprofit Organizations} \\ \text{Salary and Benefits Survey}}$

<b>Geographic Region</b>	Salary			Incentive	e / Bonus	Benefits							
								Avg. % of	and the same of th	Avg.			Avg. % of
	Avg.		Avg.	Avg. Total		Avg. Salary		Total	Avg. Incentive	Maximum		Avg. Benefit	Total
	Number of	Employee	Revenue per	Compensation	Avg. Total	Cost as % of	Avg. Total	<b>Employees</b>	Cost as % of	Bonus as % of	Avg. Total	Cost as % of	Employees
Survey Results	FTE's	Turnover	FTE	as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible 🧥	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data	16	21.20%	\$125,000	52%	\$816,000	41%	\$0	0%	0%	0%	\$228,480	11%	68%
1st Quartile	390	14.20%	\$166,667	41%	\$19,890,000	31%	\$994,500	5%	2%	5%	\$5,847,660	9%	90%
2nd Quartile	456	18.60%	\$142,544	49%	\$23,256,000	36%	\$1,395,360	6%	2%	6%	\$6,902,381	11%	82%
3rd Quartile	605	22.40%	\$107,438	65%	\$30,855,000	47%	\$2,159,850	7%	3%	7%	\$9,244,158	14%	71%
4th Quartile	700	27.90%	\$92,857	76%	\$35,700,000	55%	\$2,856,000	8%	4%	8%	\$10,795,680	17%	62%
Median	531	20.50%	\$124,991	57%	\$27,055,500	42%	\$1,777,605	7%	3%	7%	\$8,073,269	12%	77%

Geographic Region	Salary			Incentiv	e / Bonus	Benefits							
	Avg. Number of	Employee	Avg. Revenue per	Avg. Total Compensation	Avg. Total	Avg. Salary Cost as % of	Avg. Total	Avg. % of Total Employees	Avg. Incentive Cost as % of	Avg. Maximum Bonus as % of	Avg. Total	Avg. Benefit Cost as % of	Avg. % of Total Employees
Survey Results	FTE's	Turnover		as % of Expense	Salary Cost	Expense	Incentive Cost	Eligible	Expense	Salary	Benefit Cost	Expense	Participating
Survey Participant Data 1st Quartile	16 103	9.20%	\$125,000	35%	\$816,000 \$5,253,000	41% 26%	\$0 \$210,120	0% 4%	0% 1%	0% 4%	\$228,480 \$1,529,674	11% 8%	68% 84%
2nd Quartile		13.50%	\$137,931	10.00	\$7,395,000	37%	\$369,750	5%	2%	5%	\$2,174,130	11%	77%
3rd Quartile	182	19.80%	\$109,890	62%	\$9,282,000	46%	\$464,100	6%	2%	5%	\$2,728,908	14%	66%
4th Quartile	235	23.90%	\$85,106	81%	\$11,985,000	60%	\$719,100	7%	4%	6%	\$3,557,148	18%	58%
Median	164	16.65%	\$123,911	56%	\$8,338,500	42%	\$416,925	6%	2%	5%	\$2,451,519	12%	72%