

# SAN FRANCISCO'S WAGE CRISIS IN YOUTH-SERVING NONPROFITS: 2024 REPORT

Report Prepared and Presented by



On Behalf of



## ABOUT BRIGHT RESEARCH GROUP AND CITATIONS

This report was prepared by Bright Research Group (BRG) on behalf of the Prosperity Initiative (PI). Founded in 2010 by Brightstar Ohlson, BRG is a women- and minority-owned and community-centered design, research, and capacity-building firm based in Oakland, California. This report was written by Alice Hu-Nguyen, Moira DeNike, and Brightstar Ohlson.

### Special Citations

Hu-Nguyen, A., M. DeNike, and B. Ohlson. “San Francisco Youth-Serving Nonprofit Workforce: Wage Equity Report 2024” (2024).



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# INTRODUCTION

[Prosperity Initiative](#) (PI) is a San Francisco based, fiscally sponsored project of Study Center. PI’s mission is to foster a healthy, happy, and sustainable youth-serving nonprofit workforce, ensuring that those who dedicate their lives to making a difference are treated with the respect and dignity they deserve. PI is actively part of local- and state-level discussions about assessing non-profit workforce issues and identifying solutions to support a healthy workforce and increase wages. This research is part of their efforts to raise awareness about the low wages that nonprofit workers make and their impact on services for youth and families. This report was developed in partnership with the [San Francisco Children & Youth Fund’s Service Providers Working Group](#) (SPWG), a legislatively mandated body made up of nonprofit workers actively serving youth in San Francisco.

## Research Questions

This research and report aims to answer two key research questions:

1. What is the demographic composition of the youth-serving nonprofit workforce in San Francisco, specifically with regard to people of color, women, and LGBTQ individuals, and to what extent do they disproportionately occupy lower-paying roles within the sector? How does this demographic and wage disparity impact equity within the nonprofit sector?
2. What are the successful strategies, practices, and policies, both locally and nationally, that nonprofit organizations can adopt to achieve sustainable wage increases, and how can government officials and private philanthropists support these efforts?

## Sample and Methods

Method	Sample Size
Youth-Serving Nonprofit-Worker Survey	531
Key Informant Interviews	10
Background Documents and Review of Existing Data	NA

PI engaged Bright Research Group, a woman-of-color-owned research, evaluation, and design firm, to conduct this research between January and March of 2024.

### Youth-Serving Nonprofit Worker Survey Sampling and Data Analysis

From January 29 to March 15, 2024, a total of 531 survey responses from nonprofit workers that serve youth and families in San Francisco were collected. Researchers used a “convenience sample,” which is a common non-probability sampling method designed to gather input from a wide array of respondents. Outreach to nonprofit workers was conducted by PI staff, who distributed the online survey to SPWG member organizations as well as via relevant nonprofit postings and lists. As a non-probability method, a

convenience-sampling approach does not guarantee a representative sample. However, comparisons with the San Francisco Department of Children, Youth and Their Families (DCYF) FY 2023–2024 data and a San Francisco City and County survey of nonprofit workers suggest that the PI survey sample is indeed fairly representative of the larger population of youth-serving nonprofit workers in San Francisco. The survey was incentivized with a drawing for \$100, which would be awarded to 40 respondents whose entries were randomly pulled. The questionnaire was completely anonymous. So to be entered into the drawing, the respondents were instructed to complete a separate form that would not link to their original responses. This ensured confidentiality so that the respondents could feel free to respond with candor. All the questions in the questionnaire were closed-ended, and most were optional, with the exception of questions pertaining to income and position type.

Data analysis of the survey respondents includes frequencies (number and percentage); cross-tabulations with a chi-squared test to determine if the relationship between variables was statistically significant. Other data sets were brought in to serve as counterfactuals to contextualize findings, including DCYF data on FY 2023–2024 funded organizations and staff wages; the Fair Pay for Northern California Nonprofits 2023 *Compensation & Benefits Survey Report* data set on youth-serving nonprofit wages by positions; US Census Bureau data; and the San Francisco City & County *Nonprofit Wage Equity Survey Report 2023*.

### **Key Informant Interviews and Background-Document Methods and Analysis**

In March, BRG conducted interviews with 10 key stakeholders to better understand the root issues that drive wage inequity, the impacts of low-wage employment on the workforce and the communities, and key strategies and solutions that could sustainably raise wages for the workforce. Purposive sampling was conducted, in which the PI staff and leaders identified key informants. Stakeholders included representation from the San Francisco City and County government and nonprofit and philanthropy leaders in the youth and family services sector.

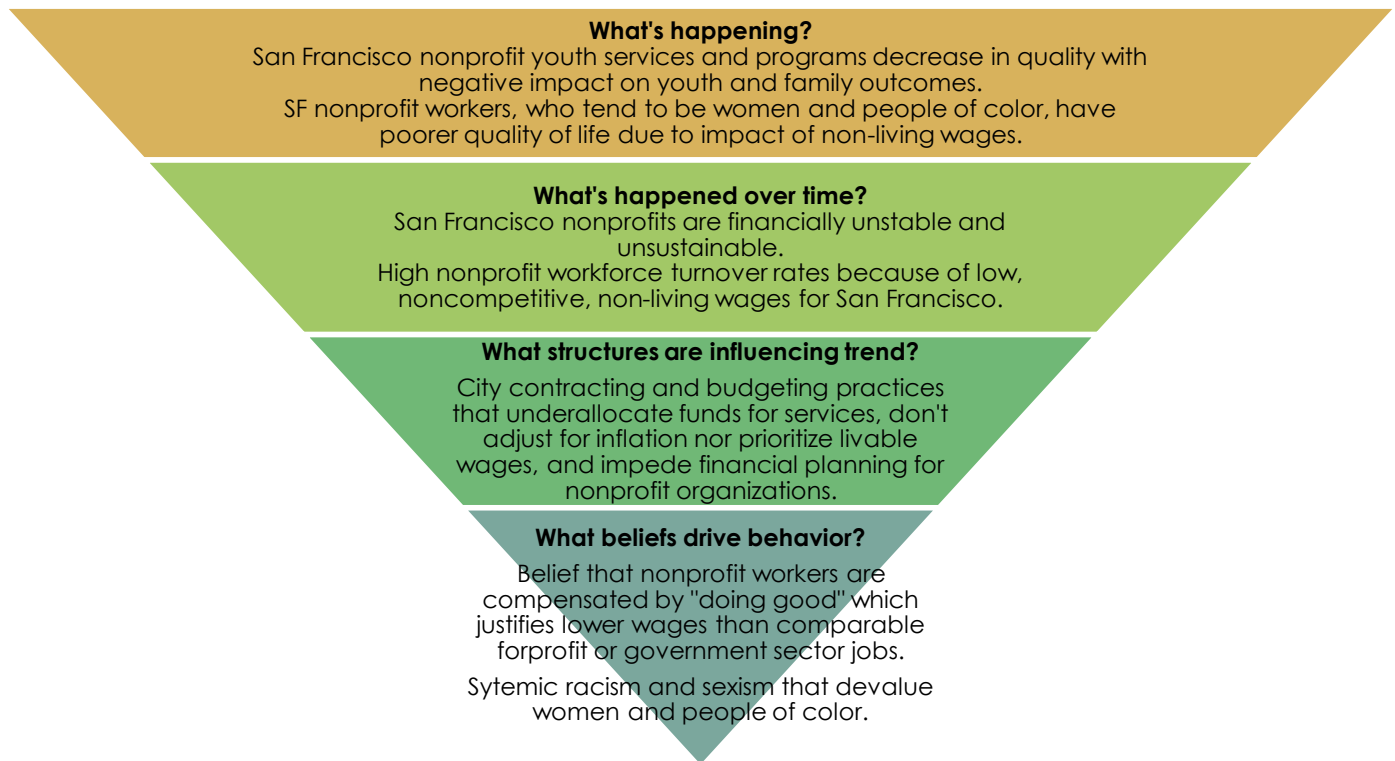
BRG conducted a thematic data analysis of qualitative data for the two key research questions and harvested findings and recommendations from white papers, reports, and other background documents to contextualize findings. This report summarizes key findings and recommendations gleaned from these methods, with the goal of informing strategies and solutions to sustainably raise wages and address wage inequity. See the [appendix](#) for the survey instrument, the details methodology, the analysis of the sample representation, limitations, and results.

## SUMMARY OF KEY FINDINGS

### *Findings on Youth-serving Nonprofit Workforce: Demographics and Wage Equity*

- San Francisco’s youth-serving nonprofit workforce is predominantly comprised of females and people of color—they represent the cultural identities of the youth and families they serve.
- San Francisco’s youth-serving nonprofit workforce lives in, and provides critical services to communities in San Francisco, but they are not earning the wage they need in order to live in the city.
- Latino, Indigenous, and LGBTQ+ workers tend to occupy the lowest-paid positions within this already low-paid workforce—and Latinos have the highest rates of not earning a living wage.
- The youth-serving nonprofit workforce is earning noncompetitive, below-market wages for their sector and education level.
- Low wages in the sector negatively impact staff retention, the quality of youth services and, ultimately, outcomes for San Francisco’s youth and families who engage in services.
- Multiple levels of historical and systemic factors drive low wages for the youth-serving nonprofit workforce in San Francisco. At the root of the problem is a mental model that devalues women and people of color, who serve youth and families, and a belief that workers are compensated by doing “heart work.”
- San Francisco City government budgeting, grantmaking, and contracting policies and practices regularly underfund nonprofit organizations. Insufficient government funding in nonprofits drives wage inequities and compromises financial sustainability.
- While some nonprofits rely on philanthropic or private investments to cover the gap left by government funding, many philanthropies are focused on strategic or impact-driven investments instead of core operating support

**Figure 1. Systemic Analysis of the Key Drivers of Wage Inequity and Impact on San Francisco’s Youth-Serving Nonprofit Workforce using Systems Thinking Iceberg Model**



*Solutions and strategies to advance wage equity for the youth-serving nonprofit sector in San Francisco*

- Key informants emphasized that multiple levers of change need to be pulled to address deeply rooted, historical issues of underfunding and undervaluing nonprofits and their workers
- Over the last decade, growing awareness and city policies to address low wages in the nonprofit sector made progress toward wage increases for a subset of the workforce, creating wage inequity and compaction. Citywide policies and practices that comprehensively increase wages for all nonprofit workers, with sufficient city funding, is needed so that women and people of color who serve youth have livable wages.
- Philanthropies can contribute to raising wages through core operating funds and by using their power to support movement building and campaigns toward city policy changes.
- Building the capacity of nonprofit organizations to improve their financial health can increase their power to negotiate contracts that account for the true cost of services and prioritize living wages for their workers.

## FINDINGS ON YOUTH-SERVING NONPROFIT WORKFORCE: DEMOGRAPHICS AND WAGE EQUITY

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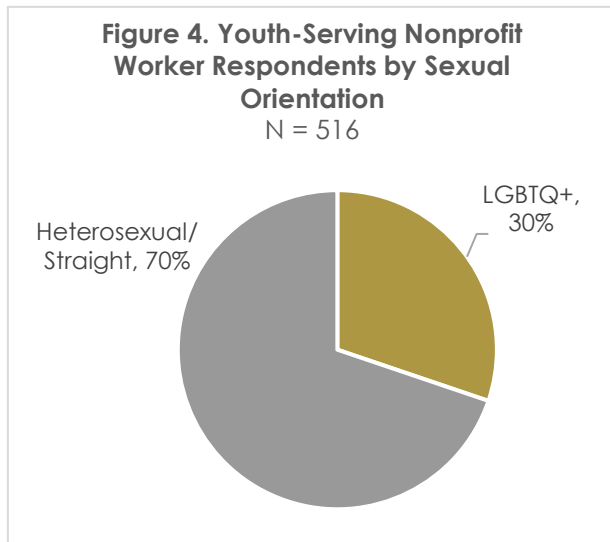
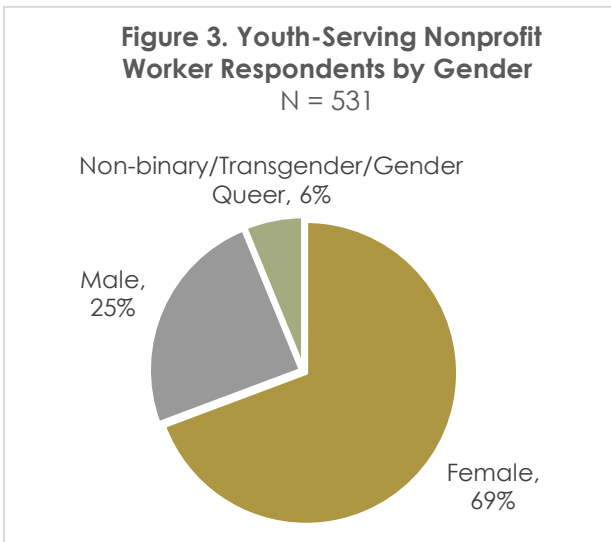
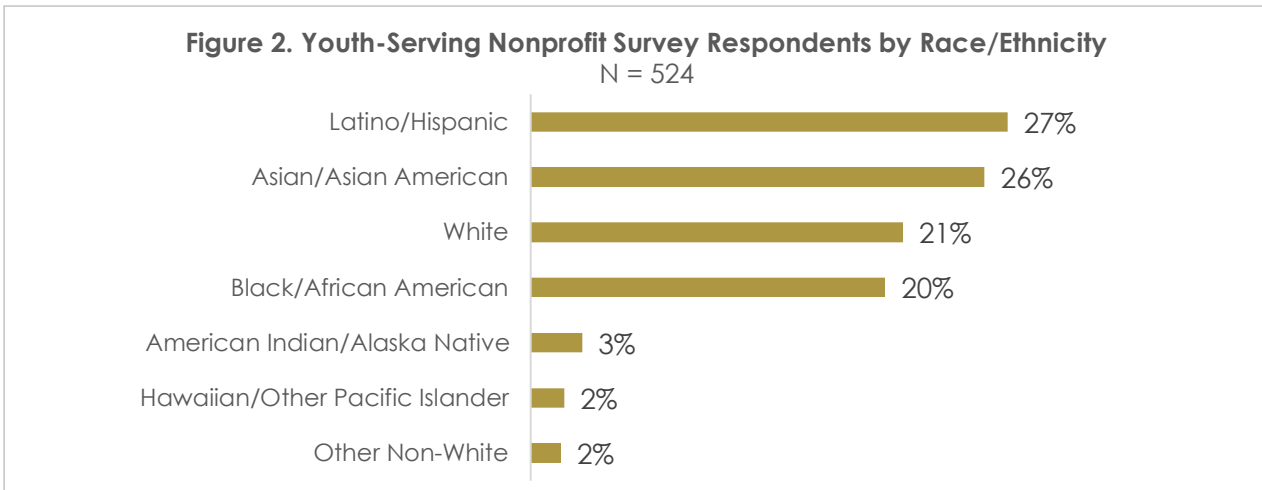
*Finding 1. San Francisco's youth-serving nonprofit workforce is predominantly comprised of females and people of color—they represent the cultural identities of the youth and families they serve.*

**Women and people of color make up the majority of the nonprofit workforce serving youth and families in San Francisco.** A majority of our survey respondents (80%) identify as people of color. There was a similar proportion of respondents among the largest racial and ethnic groups: Black / African American (20%), Latino (27%), Asian / Asian American (27%), and White (21%). About seven out of ten (69%) respondents identified as female, and one-third identify as LGBTQ+ (30%). The demographics of the survey respondents is comparable to the San Francisco City and County's *Nonprofit Wage Equity Survey Report 2023*, which found that the general nonprofit workforce is predominantly comprised of people of color (80%) and females (City and County of San Francisco Controller's Office, 2023). In comparison to their survey cohort, this survey cohort of youth-serving nonprofit workers shows a slight overrepresentation of Asian and Black respondents, and "Other non-Whites" are slightly underrepresented. This survey cohort had a larger proportion of Black, Latino, and Native American / American Indian and Native Hawaiian respondents than that of the general San Francisco population. According to the US Census Bureau data, San Francisco is approximately 6% Black, 16% Latino, 1% Native American / American Indian and 0.5% Native Hawaiian and Other Pacific Islander (Census, 2022). Key informants from leaders from the San Francisco government, nonprofits, and philanthropies in the youth-services sector also emphasized that the workforce is largely comprised of women and people of color, noting that this work is viewed by society as "gendered" work.

**The demographics of the youth-serving nonprofit workforce are more representative of the communities they serve—Black, Latino, Pacific Islander, Native American and LGBTQ+ youth, who stand to gain the most from culturally congruent youth and family services in San Francisco.**

According to the *2022 DCYF Community Needs Assessment (CNA)* report, Black, Latino, and Pacific Islander youth are most impacted by poverty and below-average English and math proficiency levels (San Francisco Department of Children, Youth and Their Families, 2022). A disproportionate number of youth under the age of 17 who are Black (69%), Latino (52%), and Pacific Islander (45%) live below 300% Federal Poverty Level (FPL). The *2022 DYCF CNA* also underscored that LGBTQ+ youth are overrepresented among youth who experience homelessness, are impacted by violence, and have disparate mental health outcomes. The demographics and identities of this youth-serving nonprofit workforce survey more closely match the client population that receives youth services. There has been widespread recognition of the effectiveness and value of building a youth-serving nonprofit workforce that reflects the diverse identities and lived experiences of those in the client population.





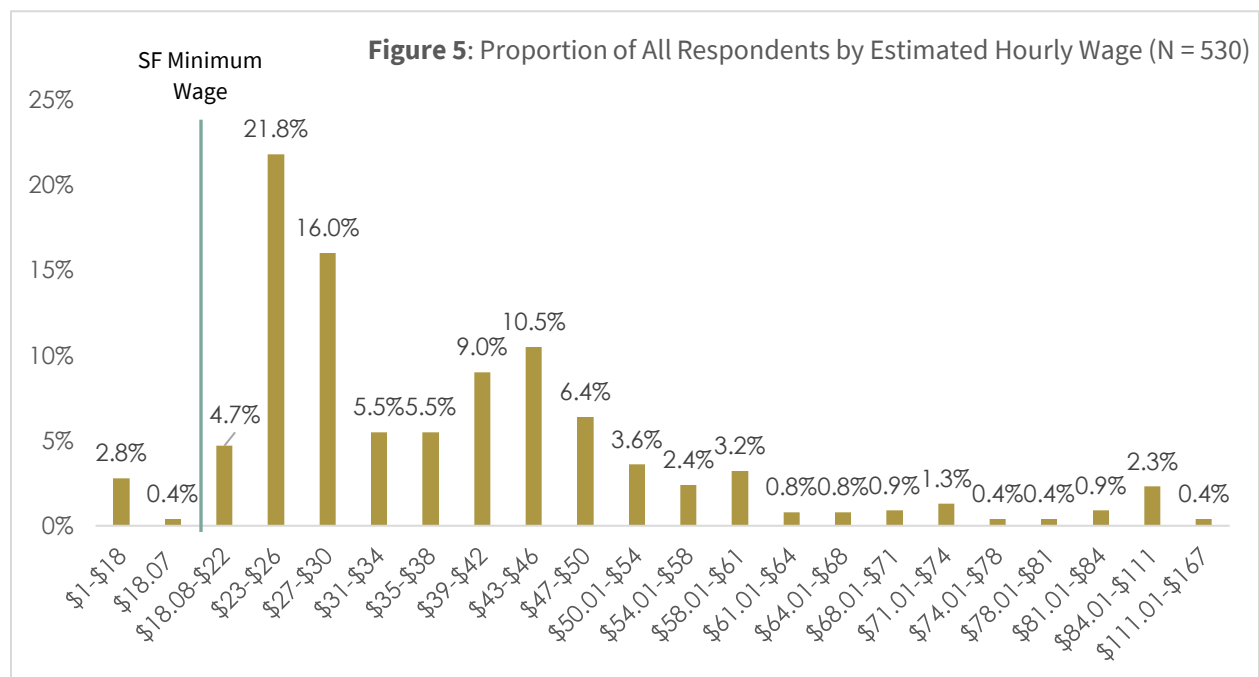
*Finding 2. San Francisco’s youth-serving nonprofit workforce lives in, and provides critical services to communities in, San Francisco, but they are not earning the wage they need in order to live in the city.*

**The youth-serving nonprofit-workforce survey respondents reported earning a median income of \$56,000 to \$61,000, or about \$30-35 an hour<sup>1</sup>.** Among the survey respondents, most (71%) indicated they are full-time employees. There was almost an even split between those earning an hourly wage (55%) and those who are salaried workers (45%):

- The majority of hourly-worker respondents (84.5%) are making \$30 per hour or less
- For salaried workers, reported salaries cluster around \$62,000–\$80,000, and about two out of five (39%) reported earning under \$62,000.

<sup>1</sup> Salaried pay was converted to hourly by assuming an average of 1,820 hours worked per year, an estimate derived from [Entrepreneur.com](https://www.entrepreneur.com) (July 2023)

The survey findings also indicate that those who work directly with youth and families are earning the lowest wages. Approximately half (47%) of the survey respondents are direct-service providers (N = 254), who work with youth and families most of the time and make a median income of \$50,000–\$55,999 (\$27-30 per hour). Mid- or upper-management workers and executive leadership median salaries were \$86,000–\$91,999 (\$47–\$50 per hour) and \$104,000–\$109,999 (\$57–\$60 per hour), respectively (see [Table 2](#)). Similarly, the City and County of San Francisco Controller’s Office found that half of the youth-serving nonprofit workforce in their survey cohort reported earning less than \$25/hour, or \$52,000 annually. They concluded that the staff who serve children and youth earn the lowest wages among all the nonprofit workforce that contracts with the city (City and County of San Francisco Controller’s Office, 2023).



Overall, a majority (89%) of the survey respondents indicated that they receive some form of benefits. Hourly employees (20%) were more likely to report not receiving benefits than salaried workers (4.8%) ( $p < 0.001$ ). Most (81%) work in nonprofit organizations with less than 100 FTEs or a small organization. Youth development was the primary area of service for these organizations (80%)—there were also large numbers indicating K–12 education supports (43%) and out-of-school time (41%).

See the [Appendix](#) for detailed graphs and additional analysis of the survey respondents’ wages.

**Almost half (52%) of the respondents who serve youth and families in San Francisco are not earning a living wage for San Francisco.** This analysis used the survey respondents’ current working hours, their reported dependents, and their salaries to calculate whether they were earning a living wage on the basis of the Massachusetts Institute Technology’s Living Wage Calculation for Household Size for San Francisco (Glasmeier, 2024). This is significant, as about two-thirds (64%) of the respondents reported living and

working in the city, which indicates that for much of the workforce, their wages are not enough to meet their basic needs. Importantly, almost one-third (28%) reported being born in San Francisco, which suggests that a substantial portion of the workforce are part of the communities they serve. Earning a living wage enables workers to provide basic needs for themselves and their families and stay in San Francisco. The San Francisco Bay Area has one of the highest income inequalities among major US cities, in which income has grown for the top earners while low-income households have seen little increase in income (Bay Area Council Economic Institute, 2021). Over the last few decades, housing prices and median rent have increased rapidly, especially in southeast neighborhoods in San Francisco. This has pushed low-income—especially Black—households out of San Francisco and left low-income communities of color vulnerable to poverty and the impacts of poverty (UC Berkeley's Urban Displacement Project and the California Housing Partnership, 2021).

*“[A] key wage equity issue is that we do not pay people enough given that [the] majority of client-facing staff reflect [the] demographics and experience[s] of people they serve. From a justice and efficacy standpoint, if we are expecting those with lived experience with poverty to work for poverty wages, then we are perpetuating poverty.” —Philanthropy leader*

**TABLE 1. MIT LIVING-WAGE ESTIMATES BY HOUSEHOLD SIZE FOR SAN FRANCISCO**

Household Size	One-Person	Two-Person	Three-Person
<b>Hourly</b>	\$27–\$30	\$43–\$46	\$47+
<b>Yearly</b>	\$56,000–\$61,999	\$86,000–\$91,999	\$98,000–\$103,999

*Finding 3. Latino, Indigenous, and LGBTQ+ workers tend to occupy the lowest-paid positions within this already low-paid workforce—and Latinos have the highest rates of not earning a living wage.*

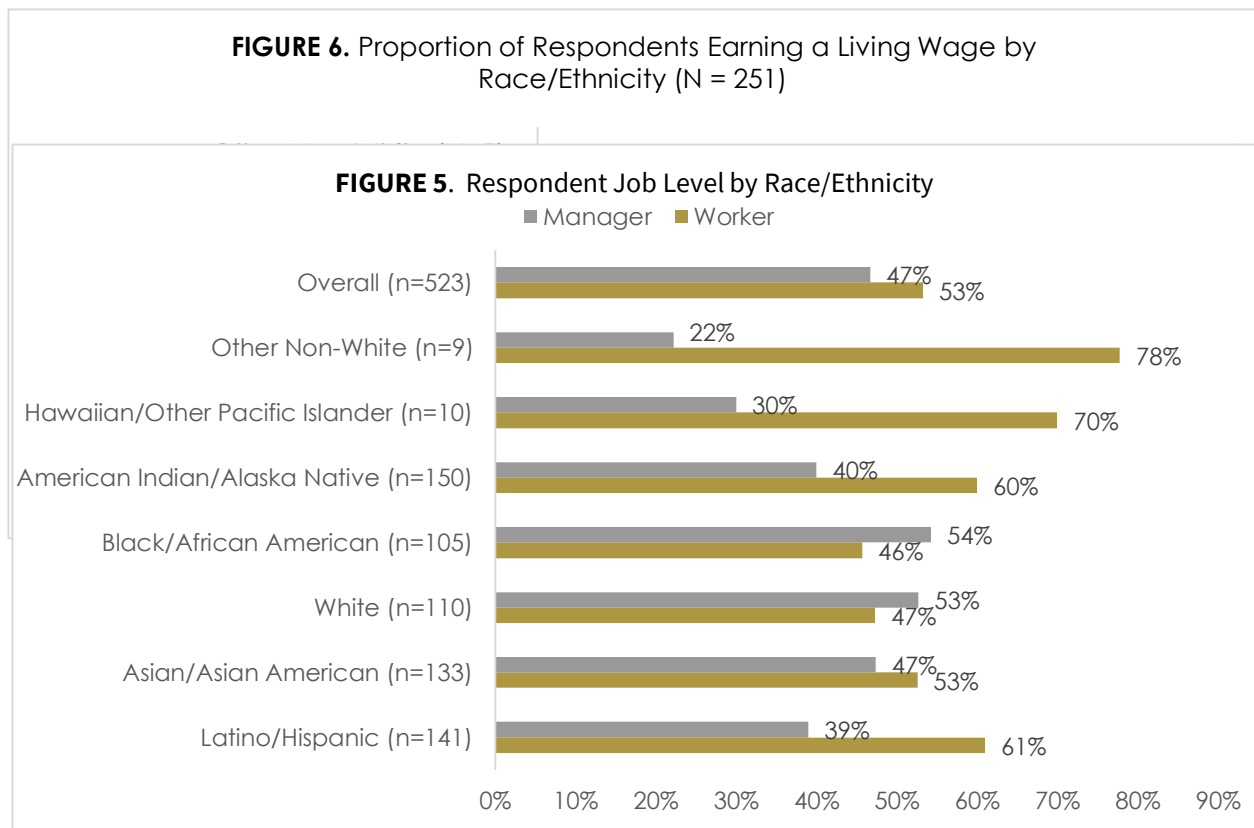
**Latinos, Indigenous, and LGBTQ+ workers in the youth-serving nonprofit sector disproportionately occupy lower-paid positions.** Among our survey respondents, those who identify as Latino, Native American / American Indian, and Native Hawaiian / Other Pacific Islander are more likely to occupy lower-paid roles as direct-service staff or clerical/staff support (workers) than mid-management, upper-management, and executive leadership positions (managers). Those who identify as another gender or LGBTQ+ are also more likely to be in lower-paid roles (workers). However, this finding is confounded by age, which is highly associated with LGBTQ+ identification—workers under 30 are twice as likely to identify as LGBTQ+<sup>2</sup>. Males and females are equally likely to be workers or managers. Notably, Black or White

<sup>2</sup> Theoretically, it is possible to tease out the influence of age on the LGBTQ+ trends by running highly segmented analyses. In doing so, however, sub-n values reduce to very small numbers, which hampers the conclusiveness of the findings. BRG ran a few of these segmented analyses and didn't actually find any consistent patterns of disadvantage among respondents who identify as LGBTQ+.

workers have very similar rates of occupying high-paying roles of managers and executive leaders. This is different from findings from the CCSF *Nonprofit Wage Equity Survey*, in which only White staff were overrepresented in executive roles. This finding may suggest that the youth-serving nonprofit-sector leadership is more reflective of the communities they serve.

**Importantly, low wages make it challenging for women and people of color, who comprise a large part of the workforce that serves San Francisco, to make ends meet for themselves and their households.** This analysis found that American Indian / Alaska Native and Latino respondents are very

**FIGURE 6.** Proportion of Respondents Earning a Living Wage by Race/Ethnicity (N = 251)



slightly overrepresented among those earning a non-living wage, and White, Asian, and Black respondents are very slightly underrepresented among those earning a non-living wage. These differences are statistically significant ( $p < 0.03$ ). Strikingly, more than half of Latino respondents (55%) working in San Francisco youth-serving nonprofits are not making a living wage. Latino (48%), Black (57%), or Other Non-White (67%) respondents also have a significantly higher rate of needing additional job(s) to make ends meet, as compared with Asian or White respondents ( $p < 0.001$ ). Nonprofit, city, and funder informants alike explained that the stress and impact of low wages on nonprofit-sector workers contributes to

burnout and decreased quality of life for women and people of color, who comprise the majority of the youth-serving nonprofit workforce in San Francisco.

*Finding 4. The youth-serving nonprofit workforce is earning noncompetitive, below-market wages for their sector and education level.*

**The San Francisco youth-serving nonprofit workforce is earning below-market rates for the sector.**

Our analysis found that San Francisco’s youth-serving nonprofit sector is earning below that of their counterparts in the Northern Californian region. In comparing the median pay of youth-serving nonprofit workers in similar positions in Northern California, about three-fourths (74%) of the respondents are earning below the regional median salaries (Fair Pay for Northern Californian Nonprofits, 2024). Key informants also emphasized that wages in the San Francisco youth-serving nonprofit sector are below market rate and noncompetitive. They explained that higher, competitive wages are critical for workers to make ends meet and remain in San Francisco and continue working in the nonprofit sector.

*“City contracts drive low wages. Especially, [City] legacy contracts [that] were negotiated at low wages 30 years ago. [Nonprofit organizations] can’t compete with the city and for-profits to retain staff with low wages [they offer]. Nonprofit[s] were recruiting staff from [the] community, [but] now [the] staff cannot afford the city. When [the] pandemic shut down BART, they couldn’t come in from Vallejo. They [workers] have been driven out of the city farther away because of the cost of housing.” —Nonprofit leader*

**TABLE 2. PI SURVEYED YOUTH-SERVING NONPROFIT WORKERS’ WAGE MEDIANS COMPARED TO NORTHERN CALIFORNIAN YOUTH-SERVING NONPROFIT WAGES BY STAFF POSITION**

Staff Position	N	PI Youth-Serving Nonprofit Workers’ Survey Wage Median	Fair Pay Northern California Youth-Serving Nonprofit Wage Median	% of Respondents Earning under the Northern California Median
Direct Service	254	\$50,000–\$55,999	\$60,245	66%
Clerical/Staff Support	31	\$50,000–\$55,999	\$58,493	74%
Program Management	139	\$68,000–\$73,999	\$85,176	71%
Mid-and Upper Management	53	\$86,000–\$91,999	\$98,898	60%
Executive Leadership	53	\$104,000–\$109,999	\$184,600	79%

**Those who work in positions that require a higher-education degree or management and leadership skills are earning the least competitive wages.** A larger majority of survey respondents in executive leadership roles (79%) earn less than their counterparts in Northern California who work for a youth-serving nonprofit. Just under half of the respondents (49%) indicate that a bachelor’s degree is required for their job, and 12% of the respondents work in positions that require a graduate degree. We found that about one-third of workers who occupy jobs that require higher-education degrees are earning below-

average wages for their education level on the basis of the Silicon Valley Institute for Regional Studies’ analysis of US Census Bureau data for San Francisco (Joint Venture Silicon Valley Institute for Regional Studies, 2024). While a majority of the survey respondents (82%) also agreed that pay in the nonprofit sector in San Francisco is too low in comparison to the for-profit sector, managers (90%) are more likely to express this belief than workers (76%).

**TABLE 3. THE PERCENT OF PI SURVEYED YOUTH-SERVING NONPROFIT WORKERS EARNING LESS THAN THE CENSUS AVERAGE WAGE FOR THEIR EDUCATIONAL LEVEL IN SAN FRANCISCO**

Educational Requirements	San Francisco Census Average Salary	Total PI Respondents in Educational Category	% Earning Below Average
No Education Requirements	\$31,000	21	10%
High School Grad / AA	\$37,000	157	14%
Bachelor’s	\$106,000	263	32%
Graduate Degree	\$137,000	63	33%
Total	--	504	20%

*Finding 5. Low wages in the sector negatively impact staff retention, the quality of youth services and, ultimately, outcomes for San Francisco’s youth and families who engage in services.*

**Low wages in the nonprofit workforce compared to government and private sectors lead to staff turnover. For many women and people of color, living and working in the nonprofit sector in San Francisco is not a viable long-term career option.** A substantial portion of the nonprofit-youth-sector respondents (40%) indicated that they intend to stay in the sector for only less than three years. Those who are not earning a living wage (41%) are more likely than those who are earning a living wage (31%) to express their intention to leave within three years. On the other hand, more than half (55%) feel that there is ample opportunity for advancement in their organization, and an even larger portion (60%) feel there is opportunity in the sector as whole. Key informants explained that the government and private sectors offer higher wages for similar positions and more opportunity for career advancement. The nonprofit sector serves as a stepping stone or training ground for workers to enter into other sectors. Others stated that it was the norm for young people to work in youth-serving nonprofits and then leave for higher education and never return to the sector. They also emphasized that some frontline workers who come from impacted communities face systemic barriers in accessing higher education or entering the government workforce. As a result, they may remain in low-wage nonprofit-sector employment and do not receive adequate compensation for their lived experience, expertise, and bilingual and bicultural skills.

*“There is a huge disparity in wages between nonprofit, city, and San Francisco Unified School District workers for doing very similar work...it touches on gender, class, and race. Most of our after-school staff and peer professionals are people of color and help the neediest. Nonprofits hire them because they have cultural and linguistic competency and shared community background. There is built-in trust. The issue is that they are not compensated for this expertise.” —City leader*

**Low retention rates cause inefficient use of resources, as organizations expend resources on hiring and training new staff on an ongoing basis.** A majority of key informants pointed to staff shortages and high turnover rates as endemic to the nonprofit sector, describing the “revolving door of staff.” Informants highlighted the myriad ways in which low staff retention leads to poor quality of services and negatively impacts outcomes for youth and families. Specifically, nonprofits end up expending staff time and resources on rehiring and retraining staff that could have been invested in developing existing staff to improve the quality of services. Secondly, the ability of a program to engage youth and families hinges on trusting relationships with staff. Frequent turnover degrades that connection and trust, which ultimately compromises participant persistence in programs and outcomes. About three-fourths of the survey respondents concurred that low wages for their position have a negative effect on the quality of services.

*“[The] [i]mpact of not having wage reflect [the] cost of living is a revolving door of providers. In youth development, the more transitions in a young person’s life [there are], the outcome trajectory for [the] young person is low. Youth Development 101 is a consistent adult ally [that] is needed to achieve outcomes, so we cannot get to the longer-term impact due to [the] high turnover rate. Organizations are wasting time in reestablishing relationship[s] with young people, which leads to not being able to [be] focused on outcomes.”*  
—**City leader**

*Finding 6. Multiple levels of historical and systemic factors drive low wages for the youth-serving nonprofit workforce in San Francisco. At the root of the problem is a mental model that devalues women and people of color, who serve youth and families, and a belief that workers are compensated by doing “heart work.”*

**A long lack of regard for a primarily female and people-of-color workforce underlies city contracting practices and policies that produce and sustain low wages.** When asked about what drives low wages for the youth-serving nonprofit workforce, a majority of key informants spoke to reinforcing internal organizational and external narratives that justify low wages for nonprofit work, because workers are doing “good work” or “heart work”—that is, because workers feel good about serving their community, they do not deserve or merit competitive or living wages. Key informants emphasized that deeply rooted systemic racism and sexism devalue women and people of color, who predominantly work in the youth-serving nonprofit sector, and drive wage inequity for these workers.

*“The big problem that drives wage equity is that [the] City [of San Francisco] does not view nonprofits as [a] vital source of service similar to [a] Ricoh printer [vendor]. If we do, then we need a different approach to ensure the continuity of services...Why has it taken so long? The city has yet to knowledge that CBO services are [an] essential service to help make [a] city run.”* —**City leader**

*“If you work in [the] nonprofit space, you’ve got to make a low wage, but if you are CEO anywhere else, you aren’t scrutinized...as [for] a high-level person in the city, the wage is \$500K–\$600K, but no one questions that. Why is it that even [nonprofit] employees [agree] that you shouldn’t make this money, but in these other spaces, this is okay that you are making \$700K–\$800K year? [It is] that message that you are sacrificing your earnings...but the heart of the work is not enough.”* —**Nonprofit leader**

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*Finding 7. San Francisco City government budgeting, grantmaking, and contracting policies and practices regularly underfund nonprofit organizations. Insufficient government funding in nonprofits drives wage inequities and compromises financial sustainability.*

**The city’s long-standing budgeting, grantmaking, and contracting practices do not account for fully funding the cost of programming and sustaining living wages.** Key informants emphasized that these practices are rooted in mental models that devalue nonprofit work. Mental models are defined by Donella Meadows as the beliefs, attitudes, and values that underly and enable the practices and behaviors of systems. Key informants from government, as well as nonprofit leaders in the sectors, alike described how this mental model manifests itself in San Francisco government budgeting and contract practices with nonprofit providers:

- Under-allocation of city budgets to nonprofits
- Not accounting for the rise in the of cost of living and inflation the way city does with other vendors
- City agencies negotiating contracts with nonprofits that don’t cover the true cost of services
- City agencies paying nonprofits and their services through reimbursement, which means delayed payment for services rendered

**Because most youth-serving nonprofits rely heavily on government funding, the city’s contracting practices contribute to organizational instability.** Key informants described how unpredictable city and agency budgets are, and inconsistent contracting practices across agencies further degrade financial health and planning for nonprofit organizations. They listed examples of delayed contract agreements until partway through the contract years, delayed payments of invoicing, and low administration or overhead threshold percentages (e.g., 15% indirect). As a result, nonprofits that serve youth are unable to forecast budgets for services and staff, which impedes program planning. A myriad of city budgeting and contracting practices create a persistent budget shortfall for nonprofits. Private funding sources must be garnered to fill these funding gaps. Organizations that are unable to secure and maintain a mix of private and public funding cannot increase wages and/or cut and rehire staff, because of unpredictable funding.

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*“The funding environment creates low levels of trust, confidence, and limited ability for organizations to take financial risks. For example, government funding decisions for [the] June 1 fiscal year are not made until May. The funding isn’t multiyear—you can’t count on it because you’ve got to wait for the mayor’s budget. The biggest expense is people, so it’s a financial risk.” —Nonprofit leader*

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*“Provide equal pay for equal work. Can they [the government] fund nonprofits for the work we are actually doing? We just renewed a proposal the city had [put] up for bid. We were struggling with \$400,000. What does that do? About 2–2.5 FTE positions. We had to figure out how to leverage other funding streams with private funding to offset costs and cost allocations. Maybe it cost 900,000 to run [a] comprehensive center. One funder is only paying 400,000 to do it. And we fundraise to address the gap.” —Nonprofit leader*

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**These historical practices reinforce organizational mindsets and narratives that suggest that nonprofit workers and their services are not essential to the success of San Francisco.** Informants explained that youth-serving nonprofit organizations are vying for limited city funds to provide youth and family services through contracts with city agencies such as the DCYF, the Department of Public Health (DPH), and Health and Human Services (HHS). In order to secure funding in this competitive environment, nonprofit organizations accept budgets that do not cover the true cost of services and/or allow for living wages for their staff. Key informants explained that a scarcity mindset and a belief that the youth-serving nonprofit workforce and nonprofit sector don't need to be well compensated for their work exist within nonprofit organizations as well.

**While some nonprofits rely on philanthropic or private investments to cover the gap left by government funding, many philanthropies are focused on strategic or impact-driven investments instead of core operating support.** Nonprofits look to private sources to cover the true cost of programming. When asked about philanthropy and private funders' contributions to wage-equity issues in the youth-serving nonprofit sector, key informants concurred that private funders have not taken up the issue and do not necessarily see their role as filling government gaps in funding. While some philanthropies have shifted toward trust-based grantmaking and core operating support, many are still utilizing a strategic or impact-driven grantmaking approach.

*“Philanthropy is supplemental to government funding. Philanthropy has egos; we believe we are making a difference, and [we have to] justify why we exist. Just giving core operating[support] is not realistic. There is not enough money to make a difference.” —Philanthropic funder*

## **SOLUTIONS AND STRATEGIES TO ADVANCE WAGE EQUITY FOR THE YOUTH-SERVING NONPROFIT SECTOR IN SAN FRANCISCO**

**Key informants emphasized that multiple levers of change need to be pulled to address deeply rooted, historical issues of underfunding and undervaluing nonprofits and their workers.** When asked about existing and potential solutions to address this persistent issue, key informants listed a range of solutions that all key actors—city government, city agencies, philanthropy, and nonprofits—can implement in order to raise wages for women and people of color serving San Francisco's youth and families. A few key informants described existing multisectoral solutions that involved city government, nonprofits, and philanthropies working together. Recommendations from nonprofit, philanthropy, and government leaders emphasized the need to shift the deeply rooted narratives that devalue nonprofit work and the workforce, as well as make changes to policies, practices, and funding. Many informants explained that in the last few decades, nonprofit and community-led advocacy have produced policy changes within the city and shifts toward prioritizing the sustainability of nonprofits and increasing the wages of workers. Nonprofit and city-agency leaders all agree that these changes are just small steps toward addressing this long-standing issue, which has led to wage inequity for the youth-serving nonprofit workforce and a negative ripple effect on workers, services, and outcomes for youth and families.

*“[We need a] mindset change for all of us—not just the city. Our [nonprofit] workers need and deserve [a] reasonable wage for [what] they do, comparable to other sectors. They have difficult jobs—and I want to see a day where a 20-year-old in the nonprofit sector can have any future as anyone else—family, home, and getting the kind of benefits that any worker...[has]. That our sector could be stronger and more effective because of that—[we] don’t have to fight for that anymore. I hope we get to that point.” —Nonprofit leader*

The following are findings and recommendations for solutions on the basis of key informant interviews and existing San Francisco City and County reports and documents.

*Finding 1. Over the last decade, growing awareness and city policies to address low wages in the nonprofit sector made progress toward wage increases for a subset of the workforce, creating wage inequity and compaction.*

**As result of decades of nonprofit advocacy, San Francisco policies have been enacted to address low wages in the sector, resulting in some direct wage increases for a subset of youth-serving nonprofit workers, with unintended impacts on nonprofits.** City and nonprofit leaders alike shared that these policies have fallen short of increasing wages for the nonprofit-sector workforce and that nonprofits have to bear the cost of unintended consequences of wage inequity and wage compaction that stem from these policies. Wage inequity exists when staff of the same position type have different wages, because their positions are funded through different funding sources, such as city-funded versus not city-funded. Wage compaction happens when the range of salary compresses across all levels of staff within an organization; for example, early-childhood caregivers’ pay increased to \$28/hour due to a city policy, but case managers of the organizations are still paid the same wage. They also explained that increases and changes to the Cost of Doing Business (CODB) policy, including the November 2023 preparation of the city budget and city policy regarding multiyear grants, does not sufficiently cover wage increases for the youth-serving nonprofit workforce due to the increase in the cost of living in San Francisco. The CODB rate is currently set at 3%, which is below the Consumer Price Index, and doesn’t directly increase wages due to inflation, like a Cost of Living Adjustment (COLA). Instead nonprofits tend to use the small increase of funds to address increases in rent and other operational costs.

**Key informants emphasized that not all nonprofits and their staff benefit from the intended impact of citywide policies that are applicable only to city-funded grants, and specifically General Fund grants.** Though a large majority of nonprofits are contracted with the Department of Public Health (DPH), the DCYF, and Human Services Agencies (HAS) for youth and family services, these city agencies utilized and braided multiple sources of funding, including state and federal funds, to fund nonprofits. City leader informants reported that federal and state funds also come with their guidelines for indirect or CODB rates, which are often lower than San Francisco CODB rates. City agencies are faced with the complexity of how and if to apply CODB and MCO ordinances to grants with nonprofits that are funded by multiple sources. This also leads to wage inequity among differently funded staff within a youth-serving nonprofit organization. Finally, city and nonprofit leader informants also stressed that the City and County of San Francisco is in a huge budget deficit that can threaten the implementation of city policies that aim to directly increase wages and support the financial planning of nonprofit organizations.

*“The CODB and MCO [are] helpful strategies, but they are not enough. Part of what we asked for over years is catch-up allocations. If inflation is 3%, it keeps us where we [nonprofits] are. The City labor [union] negotiate[s] for above inflation, and [now the wage] parity gap grows even more [between city and nonprofit workers]. We advocate for 5%–10% to account for inflation. We need long-term investment from the city for the nonprofit workforce to get us up to the level.” —Nonprofit leader*

*“Prop C was allocated for early-child educators (ECE), a great investment to make. For those of us who have [a] workforce [made up of] more than ECEs, it created a compression of wages. We have case managers, family support staff—we had to figure out how to pay a case manager a minimum [of] \$28/hour. We needed to figure out how to address [the issue] as a pay system for workers in general, not just ECEs. Good intention[s], unintended consequences. We had to reconceptualize the team—maybe we need to pay someone more and eliminate a role to pay more. We had to scramble. Nonprofits we are asked to do a lot for very little.” — Nonprofit leader*

The following table summarizes the existing San Francisco policies that aim to increase wages for nonprofit workers, their weakness, and potential solutions to address weaknesses from key informants and the City and County of San Francisco Controller’s Office Memo on *Findings and Recommendations for Addressing Nonprofit Wage Pressures (2022)* (Controller’s Office, City and County of San Francisco, 2022). The Controller’s Office report also recommended that the city create a comprehensive plan to make “structural overhauls to ensure equitable wage levels for City-funded services,” specific recommendations that are indicated with an asterisk (\*).

**TABLE 4. EXISTING SAN FRANCISCO POLICIES THAT ADDRESS NONPROFIT WAGES, THEIR WEAKNESSES, AND POTENTIAL SOLUTIONS**

Existing Policy	Weaknesses and Threats	Solutions
<p><b>2020 Minimum Compensation Ordinance (MCO)</b></p> <p>The updated policy increases minimum compensation for employees under city contracts with nonprofits at \$16.50/hour, with annual increases based on the annual cost of living. As of 2023, the current MCO is \$18.93/hour for nonprofits and \$20.22/hour for for-profits.</p>	<ul style="list-style-type: none"> <li>■ Applies only to nonprofits contracted by the city.</li> <li>■ Creates wage compaction and wage inequity within nonprofits, especially those with different funding streams. Nonprofits have to bear the cost of raising wages to address wage inequity and compaction, which can lead to cuts in staff and services.</li> <li>■ The city isn’t mandated to cover the cost of increased wages, only the minimum-wage bump of the lowest-wage workers.</li> </ul>	<ul style="list-style-type: none"> <li>■ A citywide method and data to inform budget allocations to nonprofits to address MCO impacts.*</li> <li>■ City budget allocations to address wage pressures for specific service areas.*</li> <li>■ Legal requirement for the city to allocate funds to departments to offset the impact of wage inequity ad compaction on nonprofits from MCO increases.</li> <li>■ Create wage floors or baselines for key services areas.*</li> </ul>

Existing Policy	Weaknesses and Threats	Solutions
<p><b>Commercial Rent Tax for Childcare and Early Education (2018 Prop C)</b> Authorized an additional tax on San Francisco commercial property to fund childcare and early education, which included an increase in minimum wages of city-funded early-childcare providers to \$28/hour, enacted in 2023.</p>	<ul style="list-style-type: none"> <li>■ Increase in wages for one type of position, not all.</li> <li>■ Creates wage compaction for multiservice organizations that have other low-wage positions that are not covered by the ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>■ Ballot measures that increase wages for segments of the vital youth and family-serving workforce, such as out-of-school care providers and family resource centers.</li> </ul>
<p><b>Cost of Doing Business (CODB) Policy Update</b> Funding that is provided to nonprofit contractors to adjust for overall increases in cost each year, currently set at 3%.</p>	<ul style="list-style-type: none"> <li>■ Applies only to General Fund contracts.</li> <li>■ Not a COLA. Nonprofits apply the budget increases from the CODB to necessary costs other than staff wages.</li> <li>■ The CODB is often below the CPI.</li> <li>■ City departments make decisions on whether to apply CODB increases to leveraged funds. Many just apply CODB increases to the General Fund contracts.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase the CODB to 5%–10%</li> <li>■ Increase the CODB so that it accounts for and anticipates funding-increases needs to address the impact of MCOs.*</li> <li>■ Include both the CODB and COLA for funding to nonprofit contractors to directly increase wages and address the pressures of inflation.*</li> </ul>
<p><b>2023 Nonprofit Preparation of City Budget and City Policy Regarding Multiyear Grants</b> City agencies are required to enter multiyear grants with nonprofits when a program is anticipated to extend beyond a fiscal year and to consider the cost of inflation and other programmatic and operational changes in cost. The Controller’s Office will prepare and use an initial base budget that anticipates cost increases of nonprofit organizations and reflects inflation in guiding city agencies in developing their two-year budgets.</p>	<ul style="list-style-type: none"> <li>■ Not a guarantee that there is an increase in costs across multiyear contracts.</li> <li>■ The cost of inflation and changes in other costs are “considered,” not mandated.</li> </ul>	<ul style="list-style-type: none"> <li>■ Multiyear grants with an embedded escalator or an automatic increase in wage or price that adjusts for COLA, not just the CODB.</li> </ul>

*Finding 2. Citywide policies and practices that comprehensively increase wages for all nonprofit workers, with sufficient city funding, is needed so that women and people of color who serve youth have livable wages.*

**The City and County of San Francisco should enact citywide policies and practices to strengthen the financial sustainability of youth-serving nonprofits and advance livable wages for their staff.** Key informants shared that the city needs to continue to take action and truly value the youth-serving nonprofit workforce and their critical services through dignified compensation. Aside from the solutions listed above to address the impact of MCO and CODB ordinances, they recommend that the City and County of San Francisco do the following:

- **Adopt a policy that requires city agencies to award larger multiyear grants that cover the true cost of services and prioritize livable wages.** Key informants stressed that city-funded grants do not cover the true cost of youth and family services, in which staff is the largest and most essential budget line item. Larger multiyear funding will enable the retention of staff through providing livable wages and will strengthen the financial sustainability of nonprofits. Some also suggested that given limited city funding and the current deficit, city agencies should coordinate, align goals, and leverage resources to award larger multiyear grants to nonprofits, such as using a collective impact model for neighborhood-based initiatives.
- **Create a universal set of contracting practices across city agencies on the basis of best practices that promote financial sustainability.** City and nonprofit leader informants explained that there are inconsistent and poor contracting practices across city agencies, which make it challenging for nonprofit organizations to maintain financial health, plan, and make decisions about programs and staff. For example, city departments have varied indirect rates and practices in applying the CODB in their grant contracts, and some departments will delay payment of services, leaving nonprofits in deficits. Key informants explained that when nonprofits have the ability to plan financially, they can project and budget for livable wages for staff. Examples of these practices included:
  - Higher indirect rates for contracts (e.g., 20% and higher)
  - Indirect definitions that align with Generally Accepted Accounting Principles (GAAP) guidelines
  - Cost-allocation methods so that common costs are included within direct costs
  - Wage rates for common positions that are at the minimum San Francisco livable wage
  - A living wage for staff as a criterion for assessing Request for Proposal/Qualifications applications
  - Grant deliverables that are based on grant staffing models
- **Continue to convene and collaborate with funded nonprofits toward viable solutions for nonprofit wage equity and sustainability.** Key informant leaders agree that the city should continue to prioritize the issue through the regular assessment of nonprofit wages and sustainability, as well as discuss and collaborate toward viable solutions with internal and external stakeholders.

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*“First is that everyone in the city who does similar work employed for a nonprofit is to earn the same wage— [they] should have [a] living wage and [the] same wage across all orgs. DCYF should set what that wage is— [the] minimum standard, and it should apply across all positions. Second, a dignified wage correspond[ing] to all of the assets—cultural competence, community connection, and history, etc. [T]hat is [a] heavier lift and would involve more resources.” —City leader*

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*“Long-range planning to plan over 5 years for [the] DCYF funding cycle that increase[s] 5%–8% for wages to keep up with living wages...What would it be like to guarantee funding for a nonprofit? Include contract escalators—increases by X percent over [a] 5-year period.” —Nonprofit leader*

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**Movement building and advocacy toward city policy change could also directly raises the wages of the nonprofit workforce.** Key informants described a growing awareness, education, and movement on addressing wage equity for the nonprofit workforce among city leaders, philanthropies, and nonprofits. This is especially pressing, as San Francisco is experiencing staff shortages in its nonprofit workforce due to low wages and the increasingly unaffordable cost of living. Nonprofit informants underlined the unjust situation in which low-paid nonprofit workers have to expend time and resources to organize the community and advocate to be paid more. Informants shared that organizing and advocacy could lead to:

- A ballot measure that comprehensively raises wages for nonprofit workers with a sustainable funding source
- A ballot measure that raises wages for specific types of nonprofit workers, e.g., case managers, with a sustainable funding source
- A DCYF Charter amendment that sets a baseline livable wage for nonprofit workers

*“We need a ballot measure that mandates [the ] city to include in [the] contract [the] minimum level of wages for nonprofits, and [the] City has to pay for it.” —Nonprofit leader*

***Finding 3.** Philanthropies can contribute to raising wages through core operating funds and by using their power to support movement building and campaigns toward city policy changes.*

Key informants urged philanthropies to use their influence and grantmaking to increase wages for San Francisco’s youth-serving nonprofit workforce. They recommend that philanthropies and private funders do the following:

- Educate and raise awareness among their peers about the issue of wage equity and the gap in funding created by government funding practices
- Leverage their power and influence in support of campaigns to create city policies that raise nonprofit wages
- Sustain and increase trust-based core operating funds to nonprofits
- Invest in strengthening the financial health and planning of nonprofit organizations, such as loans and organizational consulting
- Award larger multiyear grants that prioritize wages for nonprofit workers, with the trade-off of funding fewer organizations or achieving less reach

*“Private funders have moved away from general operating grants. [They say] we give \$200K. [Y]ou got to hire two staff and do this scope of work. General operating grants are not as available as...[they] have been in the past. There is [the] pay-equity issue. [I]t’s not news to anyone. [W]e are all confront[ing] and trying to address [it]. They can support nonprofits by providing more operating grants to support and address wage inequity. We want to make sure they know that the systems and funding from different government agencies is not enough.” —Nonprofit leader*

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*Finding 4. Building the capacity of nonprofit organizations to improve their financial health can increase their power to negotiate contracts that account for the true cost of services and prioritize living wages for their workers.*

**Nonprofits can prioritize and plan for competitive living wages for their staff when they can assess and build their financial health.** Key informants explained that some nonprofits lack the time, human resources, and sector-specific skills needed to assess their financial health and develop organizational budgets that account for the true cost of programs, services, and competitive wages for all staff. For example, some small nonprofits contract out an accountant that may not have training or experience in nonprofit financial health while other nonprofits have executive directors that take on the chief financial officer (CFO) role, among many other responsibilities. As a result, their organizational budgets and financial health are driven largely by city-funded contracts and budget cycles. Key informants stressed that building internal capacity is necessary to plan and prioritize livable, competitive wages for staff. One nonprofit executive described how private funding provided a third-party consultant to conduct an infrastructure assessment and recommendations, which resulted in an updated organizational structure and increased salary scale to market rate. They are now equipped with the financial insight on how to right-size their government contracted budgets to account for higher wages, human resource requirements, and a better sense of what they need to fundraise to cover the gap in government funding.

Key informants offered a number of benefits to strengthening the capacity of nonprofits to improve their financial health and budgetary planning. Specifically, this would enable organizations to:

- Have power and knowledge to negotiate sufficient budgets that cover services and livable wages for staff with private and government funders
- Determine and identify additional funding streams to cover costs and strengthen financial health
- Address wage compaction and wage inequity across staff levels
- Retain, train, and invest in their staff so that they are valued for their lived experience, expertise, and service to youth and families

*“As organizations, we have to be advocates for team members...[who] work for us. We did an internal assessment. We looked at two organizations comparable in size and budgets and looked at what people were getting at fair market value. We were on [the] lower end [in pay] and larger than those in [the] community space. We always let the funding we got...predict [the] wage, versus what we should be paying people. We did [a] market-rate adjustment across staff and brought us to [be on] par...[with] organizations in [the] nonprofit sector, comparable in size and budgets.” —Nonprofit leader*

**Nonprofit leaders and their boards can prioritize the financial health of their organizations and higher wages for their staff.** Nonprofit leaders shared that by prioritizing staff wages, organizations can set and negotiate budgets with funders that account for wage increases across all staff levels. They believe that organizations can make changes to how they budget and plan for wages right now. These practices can be implemented internally or collaboratively with other nonprofits. They suggested the following practices:



- Assess current staff wages against regional nonprofit market rates for comparable positions
- Develop a plan to increase wages across all staff levels, starting from the director, to mitigate wage compaction
- Create wage goals and standardized wage ladders across positions
- Partner with other nonprofits to pursue larger funding opportunities that will support collaborative service delivery, leveraging the expertise of each organization
- Partner with other small nonprofits to create a shared-services model for back-end and operational staff and services (e.g., human resources, financing/budgeting, CFO, enrollment, etc.) to streamline costs

*“Once you [nonprofit organization] have financial literacy and clarity, you can have the conversation with [the] funder: we are underpaying staff to serve more low-income families. Is that what we want to be doing? You can unearth that and have a conversation with funders.” —Nonprofit leader*

## CONCLUSION

This research study found that women and people of color comprise the majority of the workers who provide critical youth programs and services to San Francisco youth. They are the case managers, after-school-program staff, arts instructors, and executive leaders who invest in San Francisco’s young people so that they are healthy and academically successful, and reach their potential. While there is widespread recognition that a culturally congruent workforce that reflects the lived experiences of the client population is critical to achieving positive outcomes for youth, San Francisco’s youth-serving nonprofit workforce is paid low, noncompetitive wages. This wage-equity study found that a majority of San Francisco’s youth-serving nonprofit workforce does not earn a livable wage to support themselves or a family in San Francisco. Furthermore, this workforce earns less than their peers working in youth-serving nonprofits in the Northern Californian region. Latino and Indigenous workers are disproportionately occupying low-paid positions. Many are working multiple jobs to make ends meet. San Francisco is an increasingly unaffordable place to live—nonprofits are unable to retain and invest in a workforce that reflects the diversity and lived experiences of their youth and the families they serve. As a result, San Francisco’s youth, who stand to gain the most from services, are not receiving high-quality services that are needed for their success.

This wage-equity study surfaced a number of factors that drive and sustain low wages across the sector and wage-equity issues for women and people of color in particular. Low nonprofit wages are largely driven by San Francisco government agency funding and contracting policies and practices that historically devalue the nonprofit workforce and fail to cover the true cost of programming. While the City and County of San Francisco has made progress toward increasing wages for the youth-serving nonprofit workforce, nonprofits have to bear the unintended consequences of these policies and adapt to different practices across city agencies. City, nonprofit, and philanthropic leaders believe that each can take action



to advance systemic changes so that the nonprofit workforce can earn sustainable and equitable wages. Importantly, the City and County of San Francisco’s current policies and practices need to be reworked to prioritize a livable wage for nonprofit workers. Key informants urged a multi-pronged advocacy effort to raise awareness and change citywide policies. If San Francisco is able to make progress on the issue of wage equity in the youth-serving nonprofit workforce, then workers will be able to envision a long-term and viable career path in serving their communities. Workers will feel that they are truly valued, and their compensation will enable them to live, work, and thrive in San Francisco.

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# APPENDIX: YOUTH-SERVING NONPROFIT WORKER SURVEY FINDINGS

## METHODS

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### *Sampling*

The survey used a “convenience sample” which is a common non-probability sampling method designed to gather input from a wide array of respondents. Outreach to nonprofit workers was conducted by PI staff who distributed the online survey link to their member organizations as well as via relevant nonprofit postings and lists. As a non-probability method, a convenience sampling approach does not guarantee a representative sample. Comparisons with DCYF data and a San Francisco City and County survey of nonprofit workers, however, suggest that the PI survey sample is indeed fairly representative of the larger population of youth-serving nonprofit workers in San Francisco.

The survey was incentivized with a drawing for \$100, which would be awarded to 40 respondents whose entries were randomly pulled. The questionnaire was completely anonymous, so, to be entered into the drawing, respondents were instructed to complete a separate form that would not link to their original responses. This ensured confidentiality, to enable respondents to feel free to respond with candor. All questions in the questionnaire were closed-ended, and most were optional, with the exception of questions pertaining to income and position type.

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### *Analysis Methods*

**Frequencies:** This analysis provides the distribution of responses on the essential questions from the survey, both in terms of number and proportion (percentage) of responses in each category. The denominator on these tables is the total number of responses that were completed for that question.

**Cross-Tabulations:** For many questions, this analysis breaks down how respondents replied based on how they had replied to another question. For example, the analysis considers whether respondents in certain age groups were more likely to be “workers” or “managers.” For every cross-tabulation like this, BRG ran a chi-square test to determine if the relationship between variables was statistically significant. Where the table is marked with a p-value of .05 or less (i.e.,  $p < .05$ ), that denotes statistical significance, meaning that the difference is not likely to be a result of sampling error (which is to say, the finding is probably grounded in something real).

**Recoding Race/Ethnicity:** Respondents were invited to select multiple races and ethnicities to ensure a nuanced capture of respondents’ identities. However, for the purposes of running an analysis of racial and ethnic disparities, some recoding was conducted to construct a more consolidated set of categories that. These consolidated categories grouped all Black-identified respondents as such, irrespective of whether they indicated other categories as well. People who indicated that they were Latino were grouped into that group even if they were also white, Asian, or other. Respondents who indicated Asian were classified under Asian, even if they also indicated that they were white or other. And the category of White comprised people who were white-identified with no other ethnicity.

**Comparison Datasets:** The analysis uses several other datasets as counterfactuals to the PI survey data in order to contextualize findings and establish the extent to which the PI survey was representative of the

larger youth-serving nonprofit sector in San Francisco. Each of these was collected and compiled by an independent entity. They include:

- **DCYF Data:** The San Francisco Department of Children, Youth and their Families (DCYF) provided PI with a data extract listing DCYF-funded youth-serving organizations and the wages earned by staffing type.
- **Fair Pay Northern California:** Fair Pay Northern California provided PI with a special report on wages earned among youth-serving nonprofits in Northern California.
- **US Census:** The BRG team accessed US Census data pertaining to wages earned by education level in San Francisco in 2023.
- **San Francisco City & County Nonprofit Wage Equity Survey:** The BRG team accessed publicly-posted data from FY2023 collected by the City and County of San Francisco pertaining to wages earned by nonprofit personnel in San Francisco.

## ADDITIONAL INFORMATION ON REPRESENTATIVENESS OF PISURVEY SAMPLE

As the sampling method was a non-probability approach, BRG ran the following comparisons to gauge the extent to which the PI survey sample is representative of the larger population of youth-serving nonprofit workers in San Francisco.

### *Comparison with DCYF Data*

Median earnings among survey respondents are quite comparable to those found in the DCYF data for funded agencies (2023), which suggests that in this regard survey respondents may be fairly representative of the population of youth-serving nonprofit workers in San Francisco.

Position Category	DCYF Median	PI Median
<b>Direct Service</b>	\$28/hour	\$29/hour
<b>Clerical/Support Staff</b>	\$32/hour	\$27/hour
<b>Program Manager</b>	\$38/hour	\$37/hour
<b>Executive &amp; Senior Mgmt</b>	\$56/hour	\$57/hour

Here are DCYF staff members by position category, as compared with PI staff. This comparison shows that executive/senior leaders and program managers are over-represented in the PI sample, while direct service providers and support staff are under-represented in the sample. Nevertheless, the PI sample shows a good spread across position types, which suggests that, while not entirely representative, the sample included representation from all relevant sub-group. Furthermore, sufficient “n” values in each cell helps ensure sound segmented analyses from the survey sample.

DCYF/PI Comparison by Position Type	DCYF		PI Survey	
	#	%	#	%
<b>Direct Service Provider</b>	2696	66.6%	254	47.9%
<b>Executive/Senior Leadership</b>	382	9.4%	106	20.0%
<b>Program Manager</b>	503	12.4%	139	26.2%
<b>Support Staff</b>	467	11.5%	31	5.8%
<b>Total</b>	4048	100.0%	530	100.0%

Note: one survey respondent selected “other” and simply wrote in “consultant” – this person was omitted from the table.

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### *SF City & County Nonprofit Wage Equity Survey*

A comparison with publicly-posted data from the [San Francisco City and County Nonprofit Wage Equity Survey 2023](#) shows that the PI survey is comparable to the larger nonprofit workforce in San Francisco in terms of race/ethnicity. The City and County survey (SF Survey) includes nonprofit workers in the following areas: family, youth training, behavioral health, and homeless services. This side-by-side shows that in the PI sample Asian and Black respondents are slightly over-represented, and that “other” are slightly under-represented – otherwise the samples are quite similar, suggesting that the PI sample is fairly representative of the population in question.

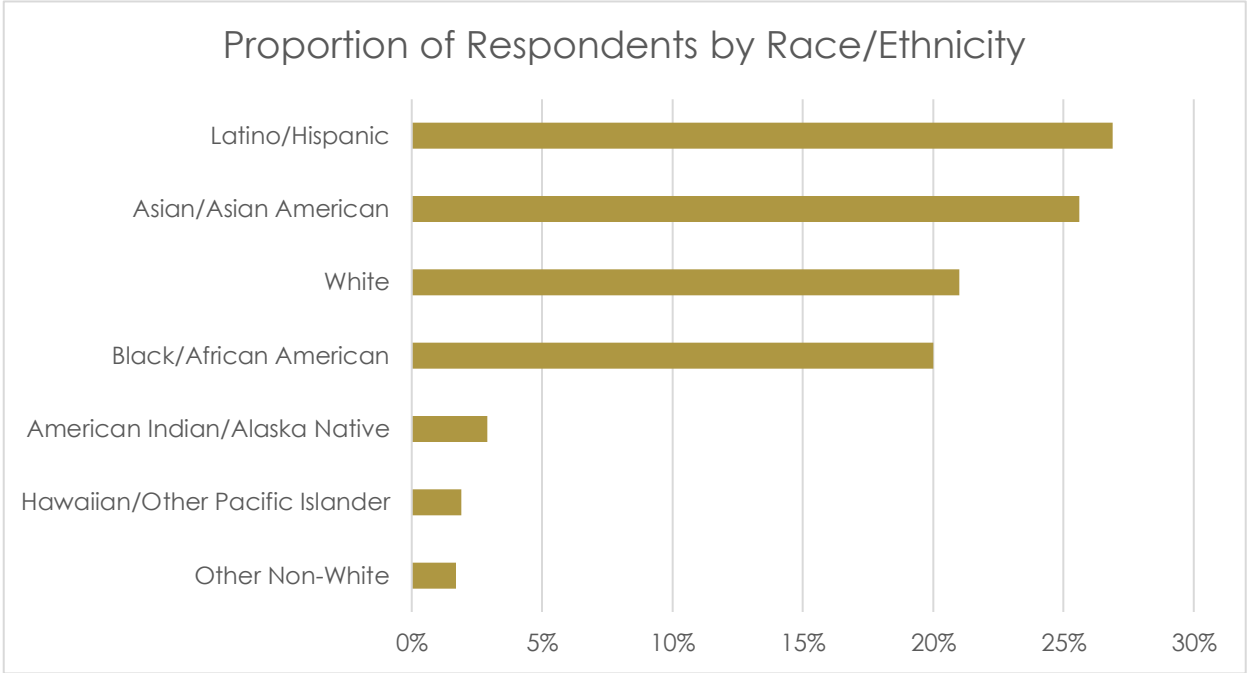
<b>Race/Ethnicity</b>	<b>Sample %</b>	<b>SF Survey %</b>
<b>Latino/Hispanic</b>	26.9%	24.4%
<b>Asian/Asian American</b>	25.6%	19.1%
<b>White</b>	21.0%	20.5%
<b>Black/African American</b>	20.0%	25.1%
<b>American Indian/Alaska Native</b>	2.9%	
<b>Hawaiian/Other Pacific Islander</b>	1.9%	10.9%
<b>Other Non-White</b>	1.7%	
<b>Total</b>	100%	100%

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## **BASIC INFORMATION ABOUT RESPONDENTS**

### *Demographics*

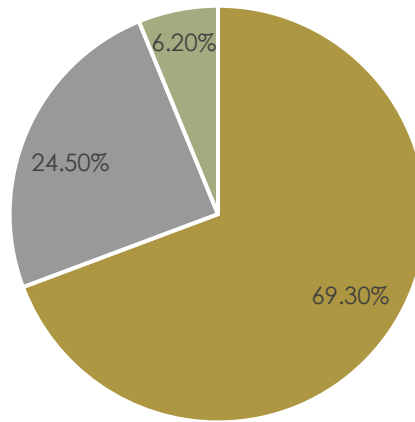
### Race/Ethnicity



Race/Ethnicity	Number	%
<b>Latino/Hispanic</b>	141	26.9%
<b>Asian/Asian American</b>	134	25.6%
<b>White</b>	110	21.0%
<b>Black/African American</b>	105	20.0%
<b>American Indian/Alaska Native</b>	15	2.9%
<b>Hawaiian/Other Pacific Islander</b>	10	1.9%
<b>Other Non-White</b>	9	1.7%
<b>Total</b>	524	100%

Substantial proportions of respondents report that they are Latino, Asian, White, and Black.

## Proportion of Respondents by Gender



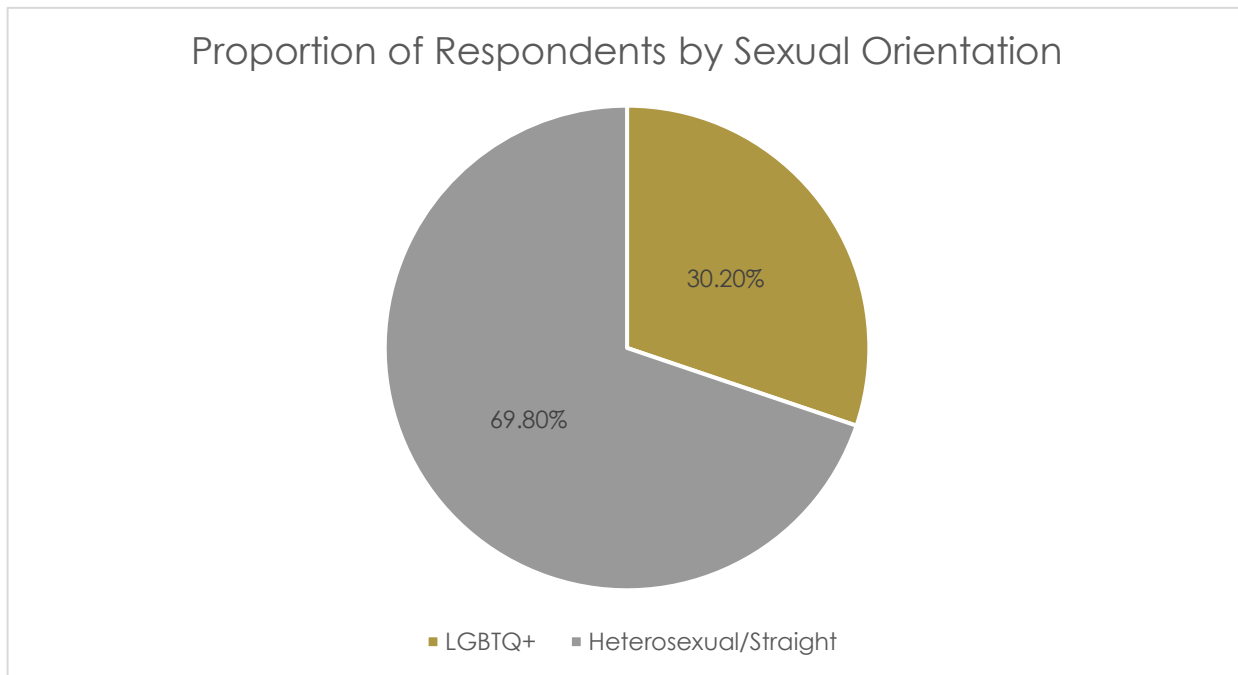
■ Female ■ Male ■ Non-Binary/Transgender/Gender Queer

### Gender

Gender	Number	%
<b>Female</b>	368	69.3%
<b>Male</b>	130	24.5%
<b>Non-Binary/Transgender/Gender Queer</b>	33	6.2%
<b>Total</b>	531	100%

The majority of respondents identify as female (69%), with smaller proportions identifying as male (25%) and as a different gender (6%).

## LGBTQ+



Sexual Orientation	Number	%
<b>LGBTQ+</b>	156	30.2%
<b>Heterosexual/Straight</b>	360	69.8%
<b>Total</b>	<b>516</b>	<b>100%</b>

While the majority of respondents are heterosexual (70%), a substantial minority identify as Lesbian, Gay, Bisexual, Queer or Questioning (30%).

## Age

Age Range	Number	%
<b>Young Adult (18-24)</b>	81	15.8%
<b>Early Career (25-29)</b>	151	29.4%
<b>Mid-Career (30-39)</b>	138	26.8%
<b>Seasoned Career (40-49)</b>	77	15.0%
<b>Career Elder (50+)</b>	67	13.0%
<b>Total</b>	<b>514</b>	<b>100%</b>

Respondents are largely younger adults – approximately 45% are in their twenties. Approximately 27% are in their thirties, and the remaining 28% are 40 or over.

## City of Birth and Residence

City of Birth	Number	%
<b>San Francisco</b>	151	28%
<b>Bay Area</b>	34	6%
<b>California</b>	139	26%

<b>Out of state</b>	105	20%
<b>International</b>	69	13%
<b>Unknown</b>	33	6%
<b>Grand Total</b>	531	100%

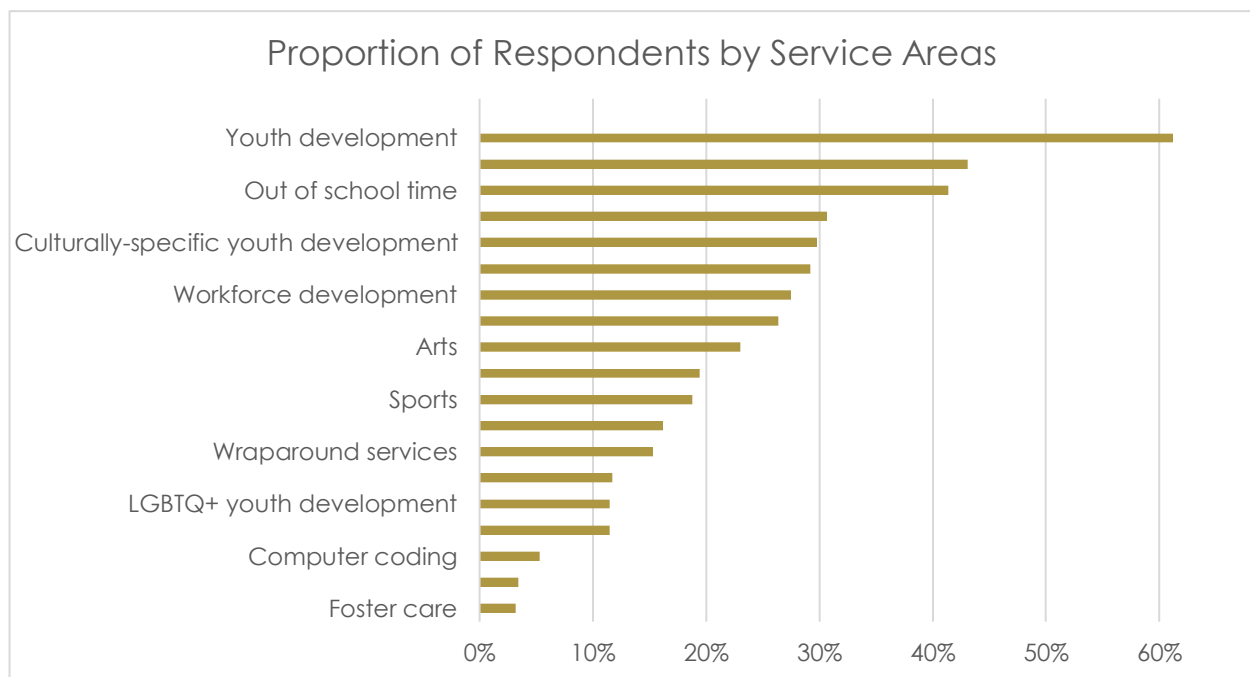
Most respondents were born in California, with a substantial portion born right in San Francisco.

City of Residence	Number	
<b>San Francisco</b>	339	64%
<b>Bay Area</b>	132	25%
<b>Outer Bay</b>	35	7%
<b>Central Valley</b>	3	1%
<b>Southern Cal</b>	2	0%
<b>Another state</b>	1	0%
<b>Unknown</b>	19	4%
<b>Grand Total</b>	531	100%

The majority of respondents live in San Francisco, but about a quarter live in the Bay Area (cities within a 30 minute drive), or the Outer Bay Area (cities within an hour drive). A small number live outside of the Bay Area.

### Type of Work

### Service Areas



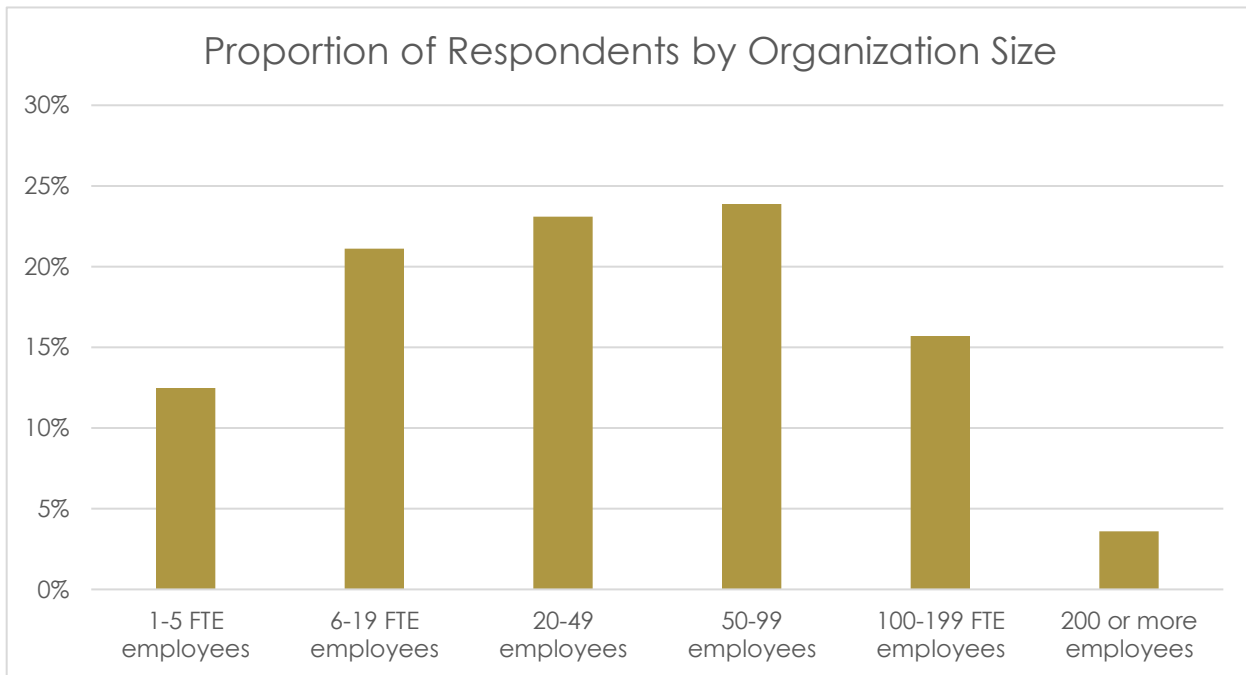
Area	Number	% of Responses
<b>Youth development</b>	325	61.2%
<b>K-12 educational supports</b>	229	43.1%
<b>Out of school time</b>	220	41.4%



<b>Mentorship</b>	163	30.7%
<b>Culturally-specific youth development</b>	158	29.8%
<b>Family empowerment</b>	155	29.2%
<b>Workforce development</b>	146	27.5%
<b>Outreach and access</b>	140	26.4%
<b>Arts</b>	122	23%
<b>Early childhood education</b>	103	19.4%
<b>Sports</b>	100	18.8%
<b>Juvenile justice system</b>	86	16.2%
<b>Wraparound services</b>	81	15.3%
<b>Homeless youth services</b>	62	11.7%
<b>First generation college</b>	61	11.5%
<b>LGBTQ+ youth development</b>	61	11.5%
<b>Computer coding</b>	28	5.3%
<b>Substance abuse treatment</b>	18	3.4%
<b>Foster care</b>	17	3.2%

Respondents were invited to indicate multiple service areas. The majority (61%) name youth development as one of their organization’s primary areas of service. There are also large numbers indicating K-12 education supports and out of school time. There are some respondents who indicate they are involved in specialized services, such as homeless youth services, first-generation college supports, LGBTQ+ youth development, computer coding, substance abuse treatment, and foster care services, but these are relatively rare.

## Organization Sizes



Organization Size	Number	% of Respondents
<b>1-5 FTE employees</b>	66	12.5%
<b>6-19 FTE employees</b>	111	21.1%
<b>20-49 employees</b>	122	23.1%
<b>50-99 employees</b>	126	23.9%
<b>100-199 FTE employees</b>	83	15.7%
<b>200 or more employees</b>	19	3.6%
<b>Total</b>	527	100%

The majority of respondents (80.5%) work in organizations with under 100 full-time equivalent positions, with the most common responses falling within organization sizes of 50-99 employees and 20-49 employees. It is very rare for respondents to indicate that their organization employs 200 or more full-time equivalent positions.

## Job Type

Job Type	Number	%	
<b>Clerical/administrative (scheduling, front desk, maintaining office records, etc.)</b>	31	5.8%	53.6% Workers
<b>Direct service provision (working directly with youth &amp; families 50% or more of the time)</b>	254	47.8%	
<b>Program management (supervising or overseeing youth &amp; family programs)</b>	139	26.2%	46.2% Managers

<b>Upper management (directing finance, operations, evaluation, fundraising, etc.)</b>	53	10.0%	
<b>Executive leadership (strategic decision-making, organizational accountability, etc.)</b>	53	10.0%	

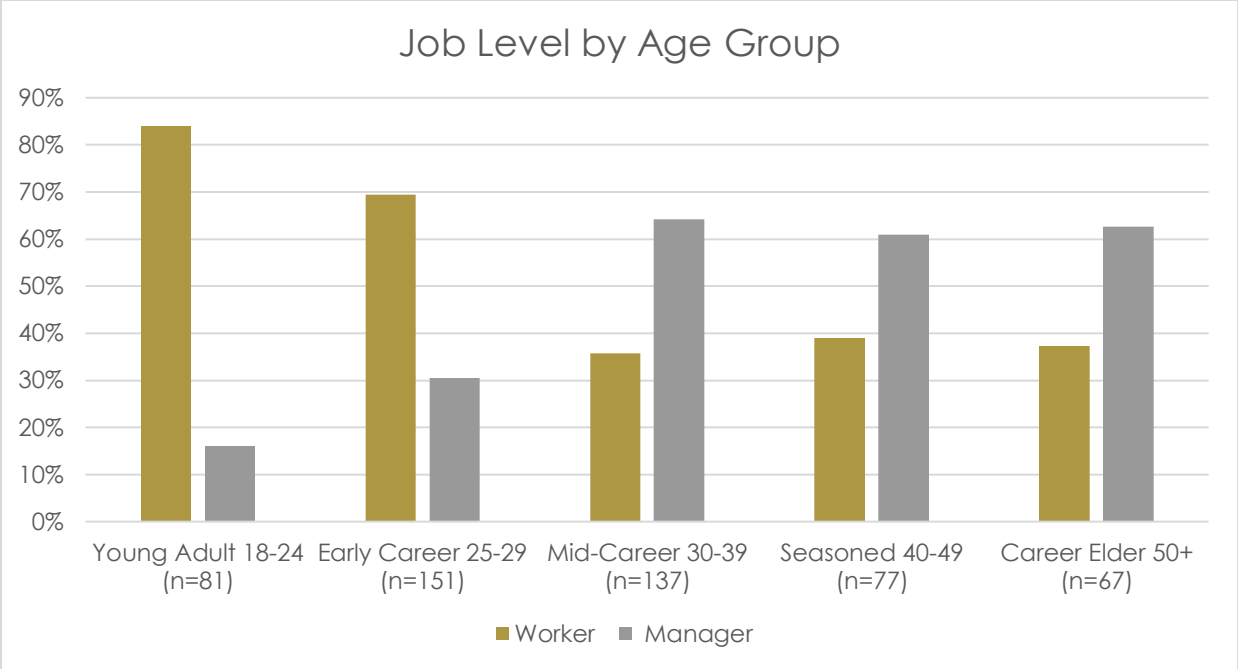
The most common job type among respondents is direct service provision, followed by program management. The representation of executive leaders (including directors of strategy, accountability, and operations) is 10%, which is likely to be fairly representative of the proportion of San Francisco’s youth-serving nonprofit sector. Only a small proportion indicate that they work in clerical jobs.

<b>Race/Ethnicity</b>	<b>Worker</b>	<b>Manager</b>
<b>Latino/Hispanic (n=141)</b>	61.0%	39.0%
<b>Asian/Asian American (n=133)</b>	52.6%	47.4%
<b>White (n=110)</b>	47.3%	52.7%
<b>Black/African American (n=105)</b>	45.7%	54.3%
<b>American Indian/Alaska Native (n=150)</b>	60.0%	40.0%
<b>Hawaiian/Other Pacific Islander (n=10)</b>	70.0%	30.0%
<b>Other Non-White (n=9)</b>	77.8%	22.2%
<b>Overall (n=523)</b>	53.3%	46.7%

Overall, the distribution of respondents between workers and managers is relatively even. Respondents from some racial/ethnic groups have a greater likelihood of being workers rather than managers, however, including respondents who are: Latino, American Indian/Alaska Native, Hawaiian/Other Pacific Islander, and Other Non-white. Respondents who are white and those who are Black have very similar rates of being managers.

<b>Gender</b>	<b>Worker</b>	<b>Manager</b>
<b>Female (n=367)</b>	52.3%	47.7%
<b>Male (n=130)</b>	53.1%	46.9%
<b>Non-Binary/Transgender/Gender Queer (n=33)</b>	72.7%	27.3%

Male and female respondents are equally likely to be workers or managers, but respondents identifying with another gender are more likely to be workers rather than managers.



Age Group	Worker	Manager
<b>Young Adult 18-24 (n=81)</b>	84.0%	16.0%
<b>Early Career 25-29 (n=151)</b>	69.5%	30.5%
<b>Mid-Career 30-39 (n=137)</b>	35.8%	64.2%
<b>Seasoned 40-49 (n=77)</b>	39.0%	61.0%
<b>Career Elder 50+ (n=67)</b>	37.3%	62.7%

(p<.001)

Perhaps unsurprisingly, a clear pattern emerges in looking at age groups and job level, with younger respondents far more likely to indicate that they are workers and older respondents more likely to be managers.

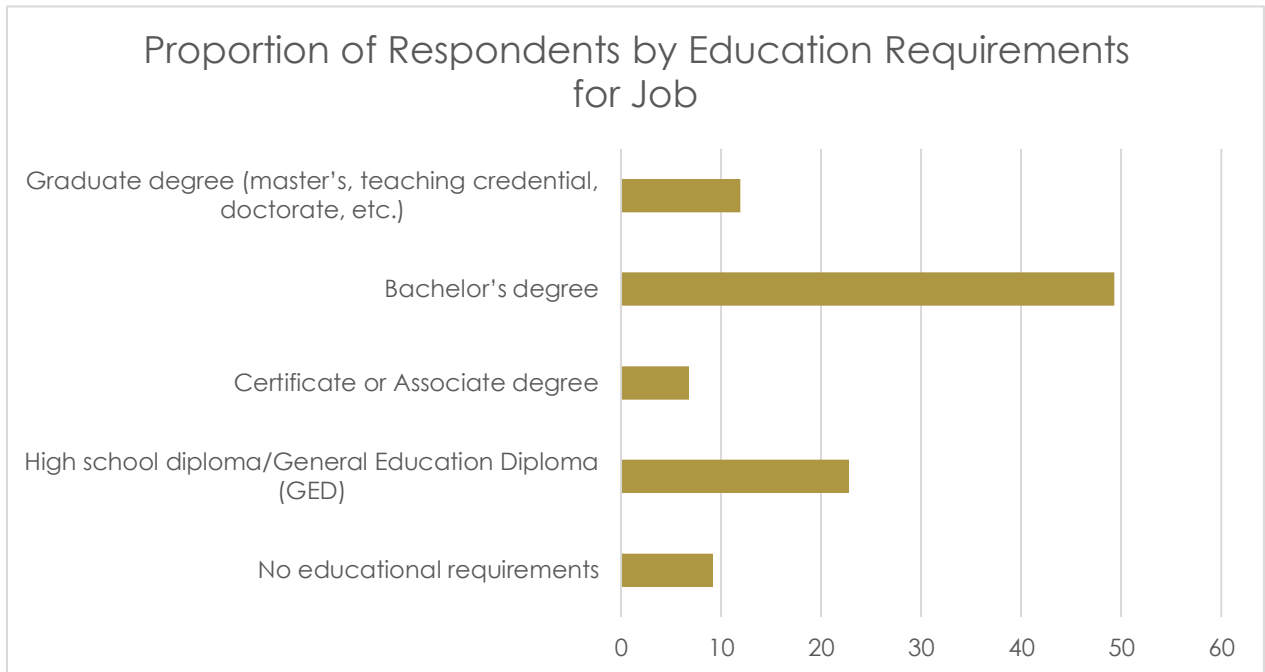
Sexual Orientation	Worker	Manager
<b>LGBTQ+ (n=156)</b>	62.2%	37.8%
<b>Heterosexual/Straight (n=359)</b>	50.7%	49.3%

(p<.03)

There is a notable difference in a respondent’s job level on the basis of sexual orientation. However, this finding is confounded by age, which is highly associated with LGBTQ+ identification (workers under thirty are twice as likely to identify as LGBTQ+).<sup>3</sup>

<sup>3</sup> Theoretically, it is possible to tease out the influence of age on the LGBTQ+ trends, by running highly segmented analyses. In doing so, however, sub-n values reduce to very small numbers, which hampers the conclusiveness of findings. BRG ran a few of these segmented analyses and didn’t actually find any consistent patterns of disadvantage among LGBTQ+ identified respondents.

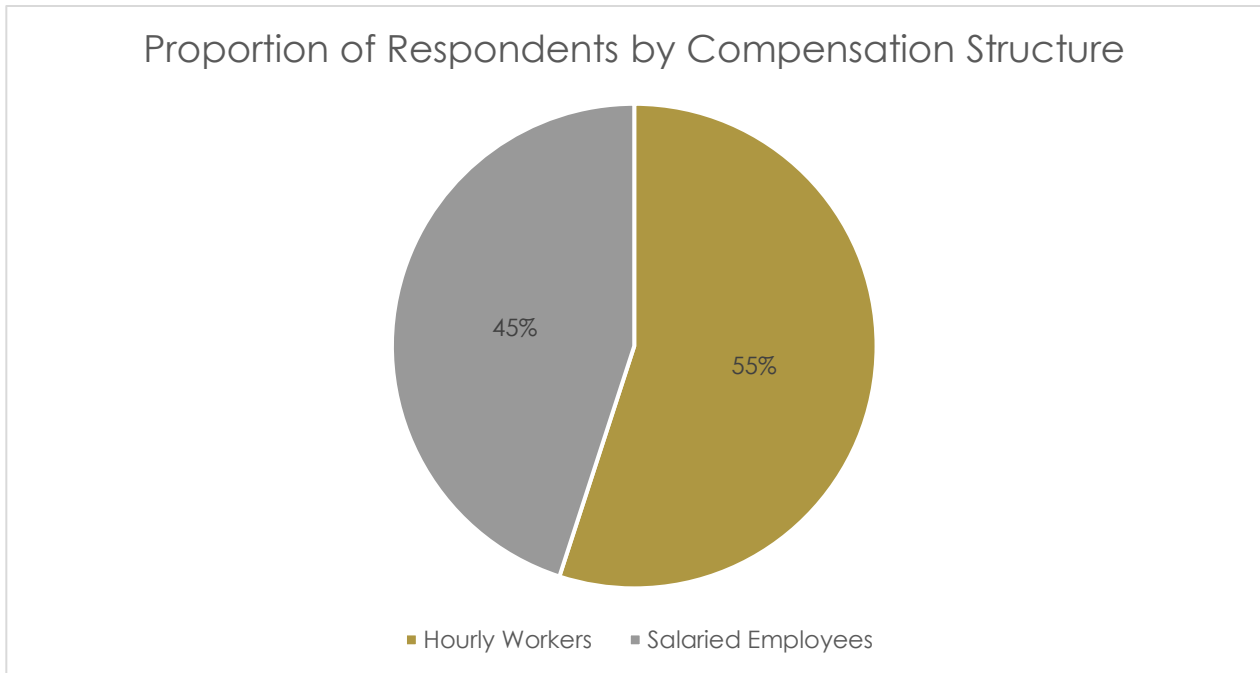
## Educational Requirements



Level of Education Required for Position	Number	%
<b>No educational requirements</b>	49	9.2%
<b>High school diploma/General Education Diploma (GED)</b>	121	22.8%
<b>Certificate or Associate degree</b>	36	6.8%
<b>Bachelor's degree</b>	262	49.3%
<b>Graduate degree (master's, teaching credential, doctorate, etc.)</b>	63	11.9%
<b>Total</b>	531	100%

Just under half the survey respondents (49%) indicated that a bachelor's degree was required for their job, and around 12% indicated that a graduate degree was required. Some (23%) indicated that a high school diploma was required. A few (9% and 7%, respectively) indicated that that the job had no educational requirements or that a certification or associate's degree was required.

## Hourly/Salaried



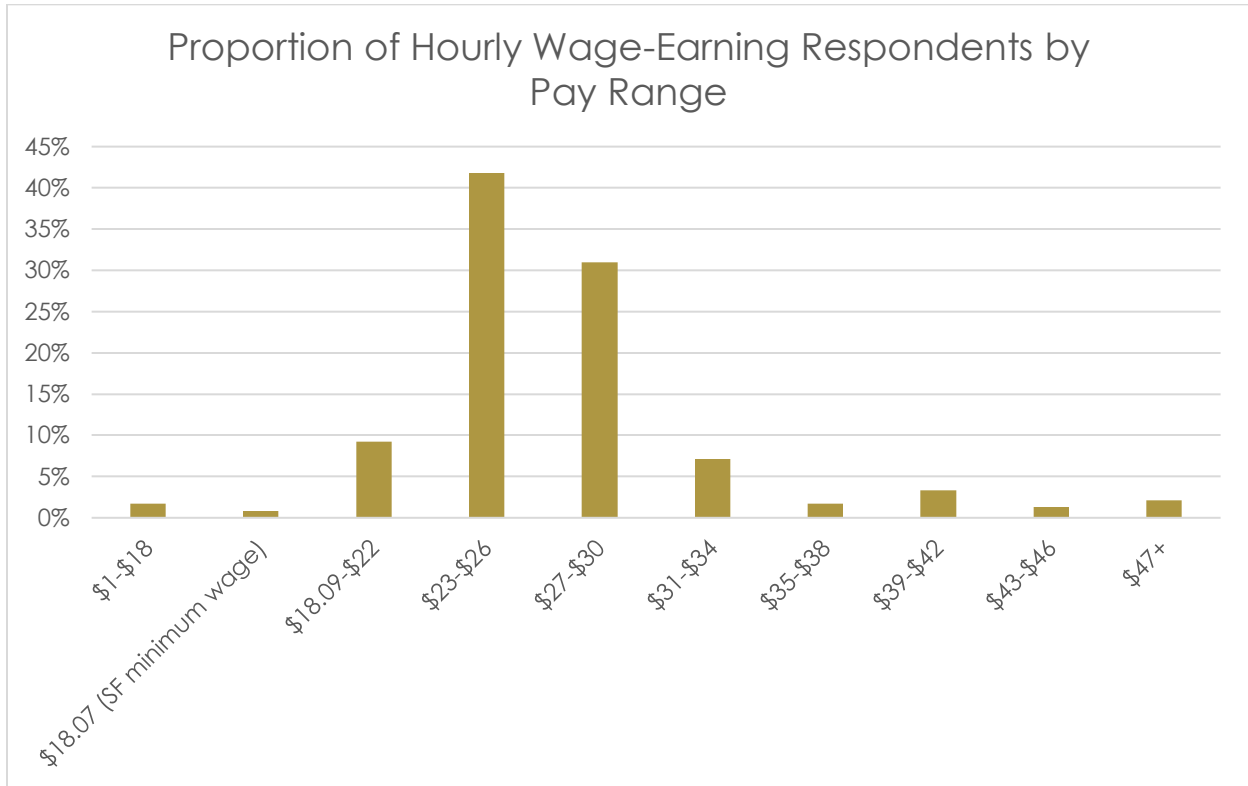
Compensation Type	Number	%
<b>Hourly employee</b>	238	44.9%
<b>Salaried employee</b>	292	55.1%
<b>Total</b>	<b>530</b>	<b>100%</b>

## Full-Time/Part-Time

29% are part-time and the remainder (71%) are full-time employees.

## INCOME

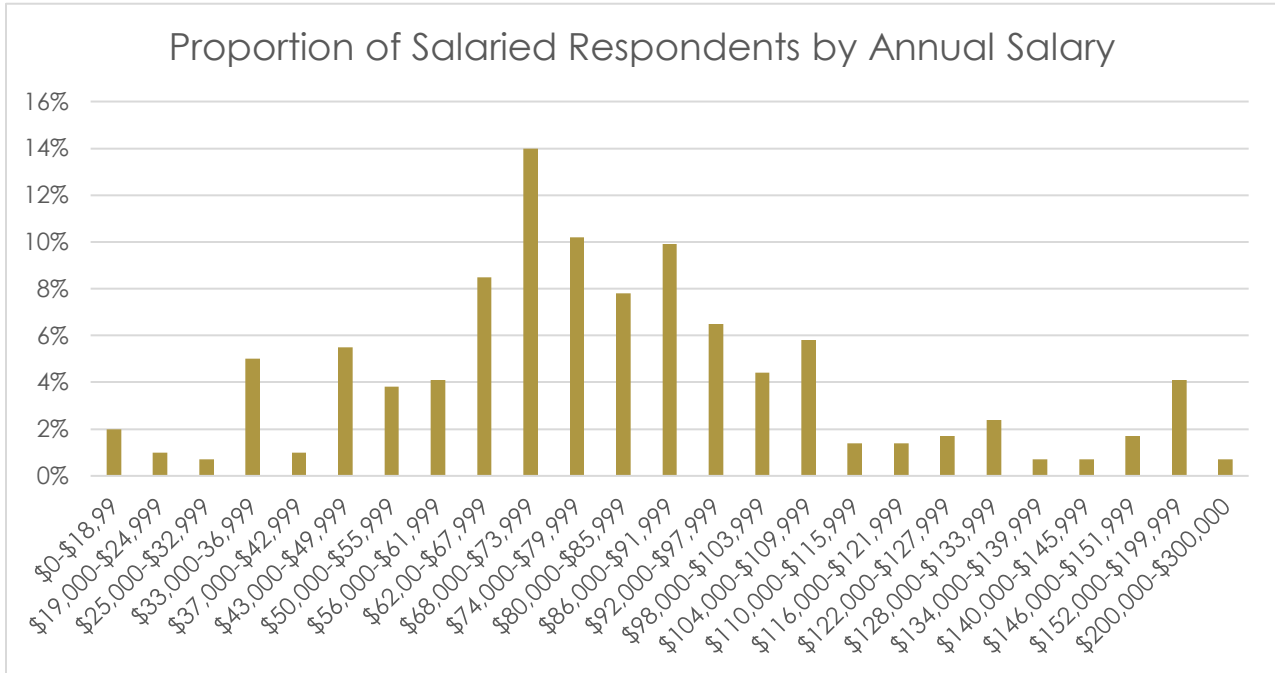
## Hourly Wage



Hourly Wage	Number	% of Respondents
<b>\$1-\$18/hour</b>	4	1.7%
<b>\$18.07/hour (SF minimum wage)</b>	2	0.8%
<b>\$18.09-\$22/hour</b>	22	9.2%
<b>\$23-\$26/hour</b>	100	41.8%
<b>\$27-\$30/hour</b>	74	31.0%
<b>\$31-\$34/hour</b>	17	7.1%
<b>\$35-\$38/hour</b>	4	1.7%
<b>\$39-\$42/hour</b>	8	3.3%
<b>\$43-\$46/hour</b>	3	1.3%
<b>\$47+/hour</b>	5	2.1%
<b>Total</b>	239	100.0%

Slightly over half of the respondents (55%; n=239) are hourly workers. The majority of (84.5%) are making \$30 per hour or less. Only a very small percentage report earning SF minimum wage (less than 1%) or a lower hourly wage (1.7%). A small percentage (15.5%) earn a larger hourly wage of \$31 or more.

## Annual Salaries

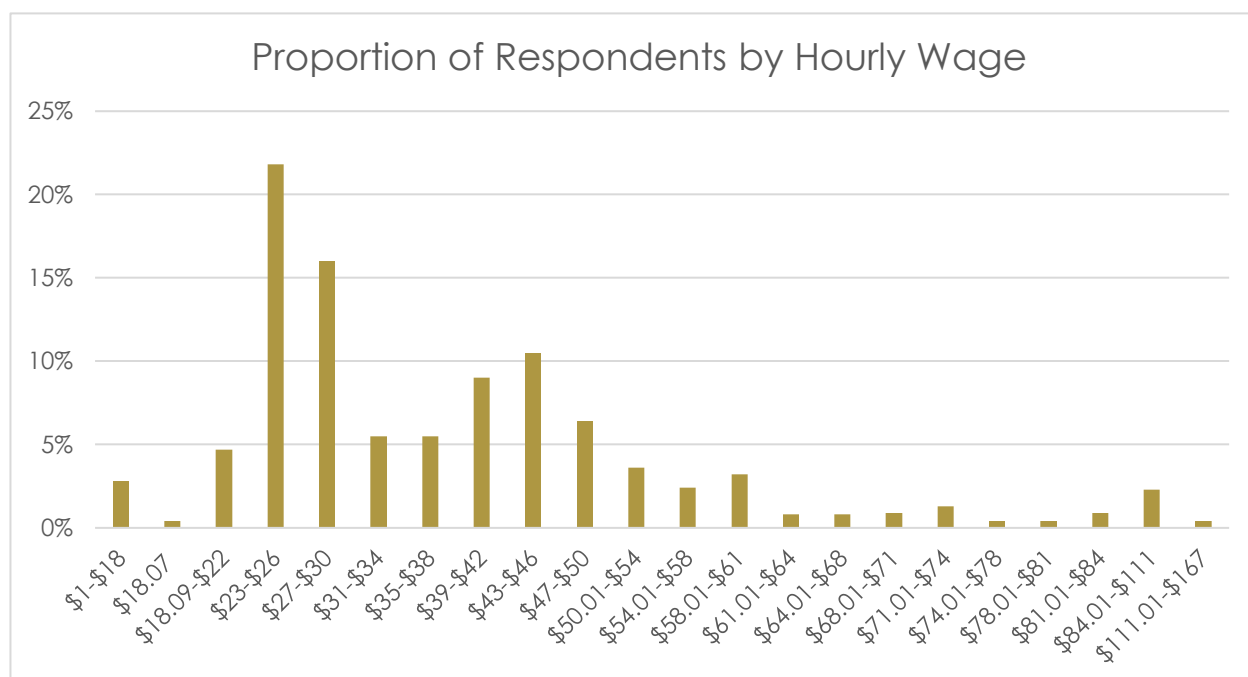


Salary Range	Frequency	Percent
<b>\$0-\$18,999</b>	6	2.0%
<b>\$19,000-\$24,999</b>	3	1.0%
<b>\$25,000-\$32,999</b>	2	0.7%
<b>\$33,000-\$36,999</b>	0	0.05%
<b>\$37,000-\$42,999</b>	3	1.0%
<b>\$43,000-\$49,999</b>	16	5.5%
<b>\$50,000-\$55,999</b>	11	3.8%
<b>\$56,000-\$61,999</b>	12	4.1%
<b>\$62,000-\$67,999</b>	25	8.5%
<b>\$68,000-\$73,999</b>	41	14.0%
<b>\$74,000-\$79,999</b>	30	10.2%
<b>\$80,000-\$85,999</b>	23	7.8%
<b>\$86,000-\$91,999</b>	29	9.9%
<b>\$92,000-\$97,999</b>	19	6.5%
<b>\$98,000-\$103,999</b>	13	4.4%
<b>\$104,000-\$109,999</b>	17	5.8%
<b>\$110,000-\$115,999</b>	4	1.4%
<b>\$116,000-\$121,999</b>	4	1.4%
<b>\$122,000-\$127,999</b>	5	1.7%



<b>\$128,000-\$133,999</b>	7	2.4%
<b>\$134,000-\$139,999</b>	2	0.7%
<b>\$140,000-\$145,999</b>	2	0.7%
<b>\$146,000-\$151,999</b>	5	1.7%
<b>\$152,000-\$199,999</b>	12	4.1%
<b>\$200,000-\$300,000</b>	2	0.7%

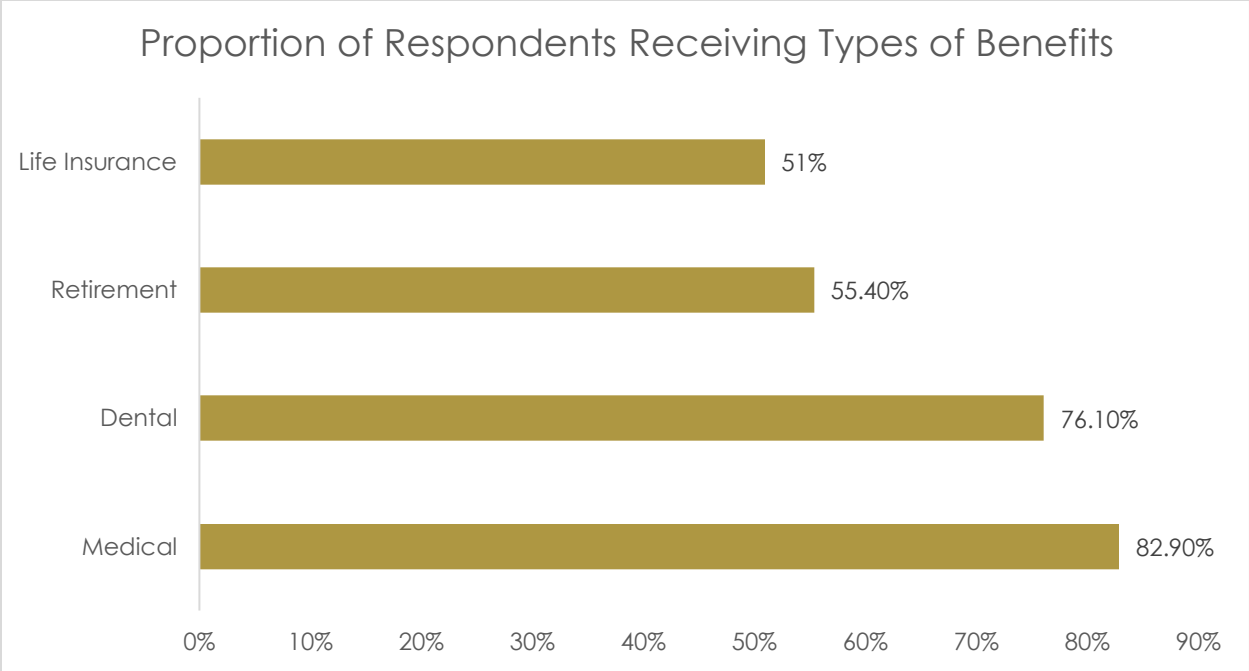
Just under half of the respondents (45%) are salaried employees – reported salaries cluster around the range of \$62K to \$80K. A notable proportion (39%) report earning under \$62K.



Salaried pay was converted to hourly by assuming an average of 1820 hours worked per year, an estimate derived from [Entrepreneur.com](https://www.entrepreneur.com) (July 2023)

## Benefits

Overall, most respondents indicate that they receive some form of benefits from their job (88.5%). It is more common for hourly employees to report that they receive no benefits as compared with salaried employees (19.7% versus 4.8%) (p<.001).



Medical insurance is the most common form of fringe benefit that respondents report receiving. Dental benefits are also fairly common, with retirement and life insurance benefits somewhat less common.

### Living Wage

Using the Massachusetts Institute of Technology (MIT) living wage estimates for San Francisco as a guide (See table below for MIT living wage estimates by household size), this analysis categorizes respondents as earning a living wage in two ways: 1) at their current wage, if they were working full-time, 2) at their current hours per week. The table below lists the hourly and yearly earnings by household size that indicate the living wage threshold.

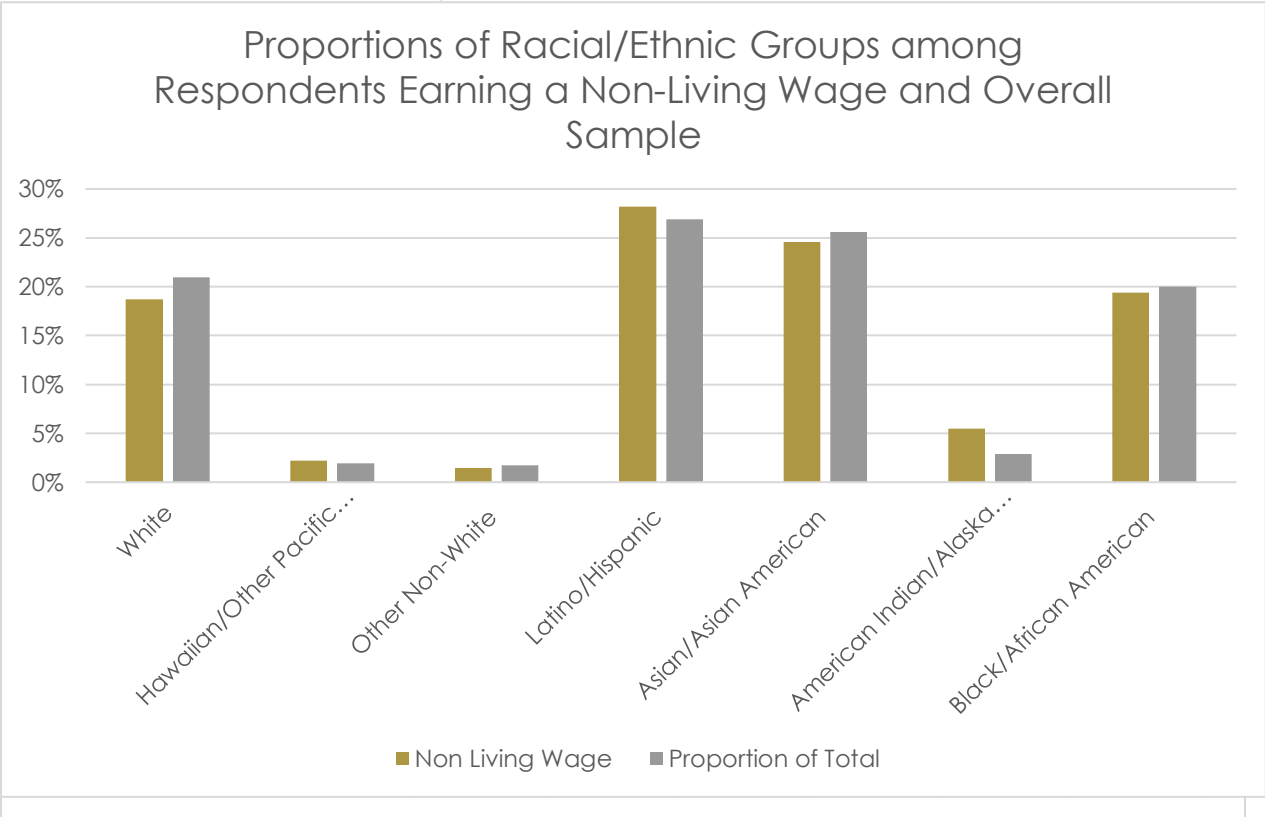
Household Size	1-Person	2-Person	3-Person
<b>Hourly</b>	\$27-\$30	\$43-\$46	\$47+
<b>Yearly</b>	\$56,000-\$61,999	\$86,000-\$91,999	\$98,000-\$103,999

On the question of whether respondents earn a living wage, the data show that if they were working full-time at their current pay rate, 54% (287) of respondents would earn a living wage. At their current number of hours per week, however, only 47.6% of respondents are earning a living wage. The following segmented analyses use the latter measure (at current number of hours per week) to calculate differential likelihood of earning a living or non-living wage.

Race/Ethnicity	Number	%
<b>Other Non-White</b>	5	55.6%
<b>White</b>	59	53.6%
<b>Asian/Asian American</b>	67	50.0%
<b>Black/African American</b>	52	49.5%
<b>Latino/Hispanic</b>	64	45.4%
<b>Hawaiian/Other Pacific Islander</b>	4	40.0%
<b>American Indian/Alaska Native</b>	0	0.0%
<b>Total</b>	251	100%

(p<.03)

The analysis shows that respondents from some racial/ethnic groups are more likely than others to earn a living wage. Some of the groups (Other Non-white, Hawaiian/Other Pacific Islander, and American Indian/Alaska Native) have few members. Among the larger groups, white, Asian, Black, and Latino, the proportion earning a living wage varies, with white respondents showing the highest rate (approximately 54%) and Latino respondents showing the lowest rate (45%).

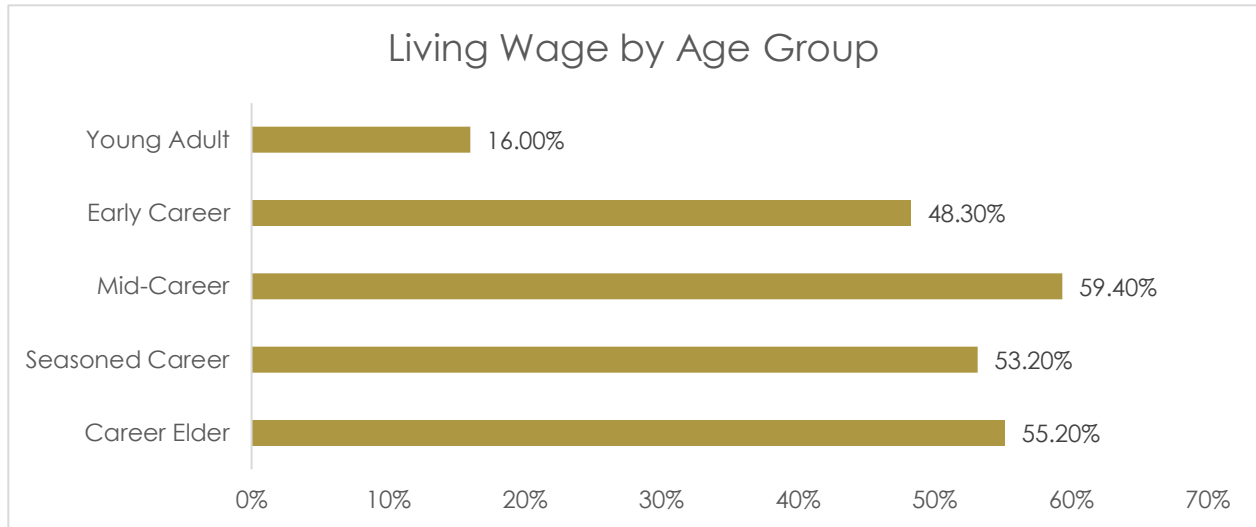


A proportionality analysis considers the same data in a different manner. This analysis shows there are only slight racial/ethnic disproportionalities: American Indian/Alaska Native and Latino/Hispanic are very slightly over-represented among those earning a non-living wage, and white, Asian, and Black respondents are very slightly under-represented among those earning a non-living wage. These differences are

statistically significant ( $p < .03$ ), although they demonstrate only a marginally disproportionate risk of earning a non-living wage on the basis of race/ethnicity.

The gender analysis of living wage rates finds no significant difference.

The sexual orientation of living wage rates also finds no significant difference.



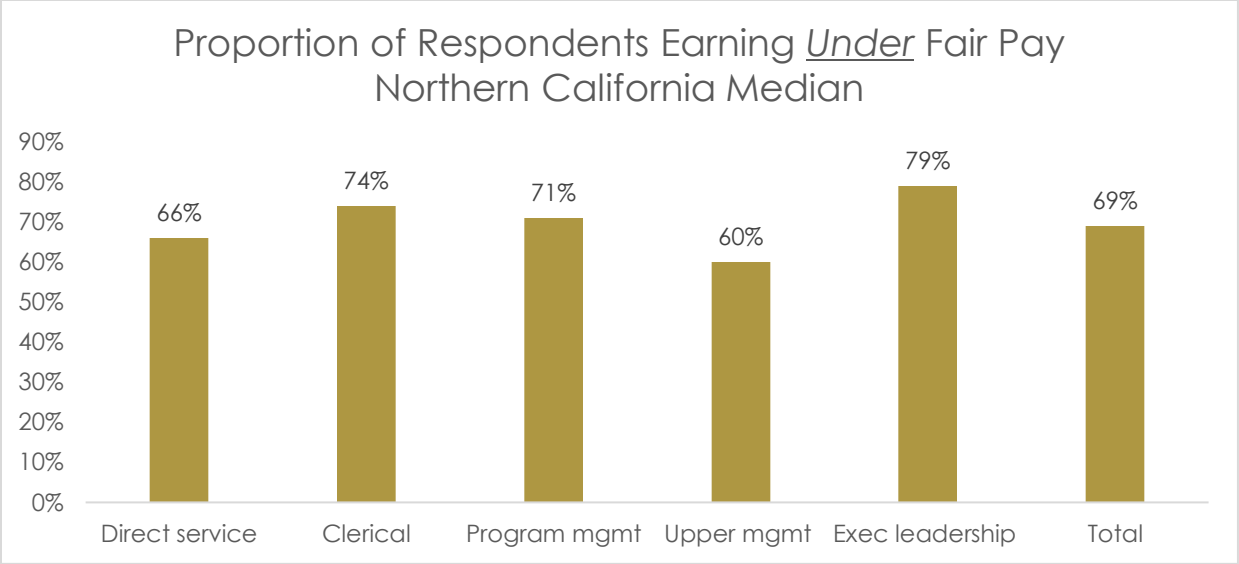
Age Group	Number	%
<b>Young Adult</b> 18-24	13	16.0%
<b>Early Career</b> 25-29	73	48.3%
<b>Mid-Career</b> 30-39	82	59.4%
<b>Seasoned Career</b> 40-49	41	53.2%
<b>Career Elder</b> 50+	37	55.2%

$P < .001$

The age group analysis shows that the youngest respondents are significantly less likely to earn a living wage, while those in their thirties are most likely to earn a living wage.

### Northern California Comparisons

A Fair Pay for Northern California Nonprofits report produced by Nonprofit Compensation Associates shows the median earnings for nonprofit employees in five position categories. The analysis below shows the numbers and proportions of survey respondents who earn less than the median earnings reported in the Fair Pay for Northern California Nonprofits report.



Total Earning Under Median	Direct service =\$60,245	Clerical median =\$58,493	Program mgmt. =\$85,176	Upper mgmt. =\$98,898	Executive leadership =\$184,600	Total
<b>Salaried</b>	21% (18)	60% (9)	60% (60)	53% (24)	76% (35)	50% (146)
<b>Hourly</b>	89% (150)	88% (14)	100% (39)	100% (8)	100% (7)	92% (218)
<b>Total</b>	66% (168)	74% (23)	71% (99)	60% (32)	79% (42)	69% (364)

As a whole, a substantial majority (69% or 364) of survey respondents are earning below the Fair Pay for Northern California report medians. Majorities of respondents in every position type are earning below the median, with executive leadership showing the highest proportion of respondents earning less than the median. Respondents who are compensated hourly rather than through a salary are far more likely to earn below the Fair Pay Northern California median.

Position	# of Respondents	Survey Median	Fair Pay Northern California Median	% Respondents Earning Under Median
<b>Direct Service</b>	254	\$50,000-\$55,999	\$60,245	66%
<b>Clerical/Staff Support</b>	31	\$50,000-\$55,999	\$58,493	74%
<b>Program Management</b>	139	\$68,000-\$73,999	\$85,176	71%
<b>Mid &amp; Upper Mgmt</b>	53	\$86,000-\$91,999	\$98,898	60%
<b>Executive Leadership</b>	53	\$104,000-\$109,999	\$184,600	79%

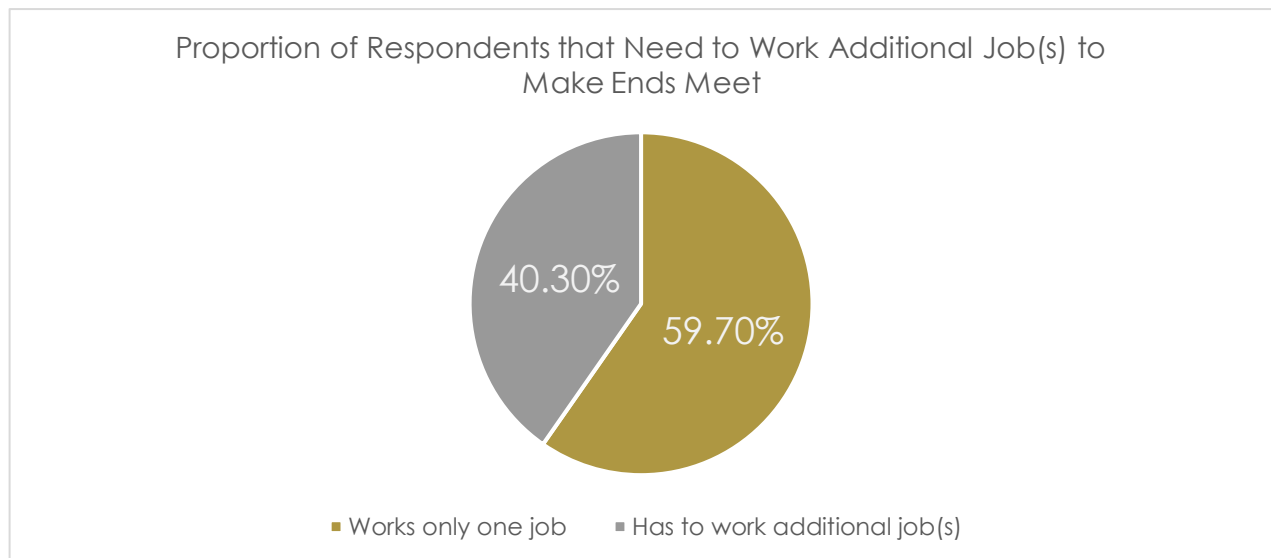
## Expected Income Based on Education Level

The Silicon Valley Institute for Regional Studies provides [income ranges](#) for people living in San Francisco with different levels of education. These ranges derive from U.S. Census data and are listed in the table below, alongside the number and proportion of respondents indicating that their income is below the average for each educational level.

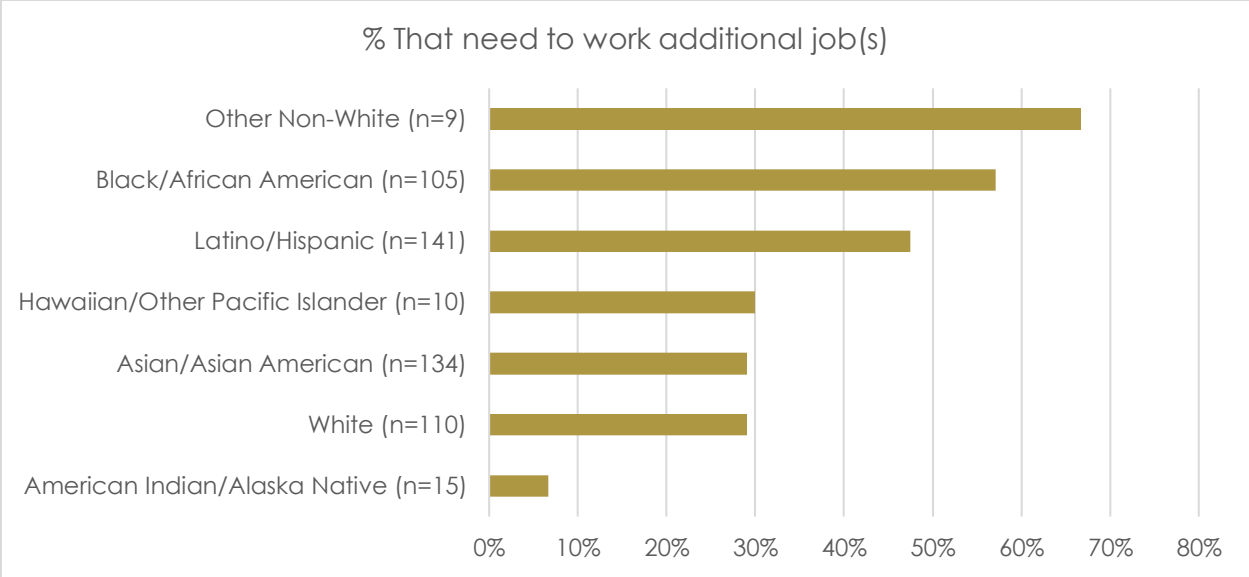
	US Census Average	# Earning under average	Total in educational category	% earning below average
<b>No Edu Requirements</b>	\$31,000	2	21	10%
<b>High School Grad/AA</b>	\$37,000	22	157	14%
<b>Bachelor's</b>	\$106,000	85	263	32%
<b>Graduate Degree</b>	\$137,000	21	63	33%
<b>Total</b>	--	130	504	20%

This analysis shows that, while the vast majority of people whose jobs have lower educational requirements seem to be earning as much as or more than the average, a larger proportion of people whose jobs require a Bachelor's or graduate degree are earning below-average wages for their education level.

## Additional Jobs



Need to work additional job(s) to make ends meet	Number	%
<b>No</b>	315	59.7%
<b>Yes</b>	213	40.3%
<b>Total</b>	528	100%

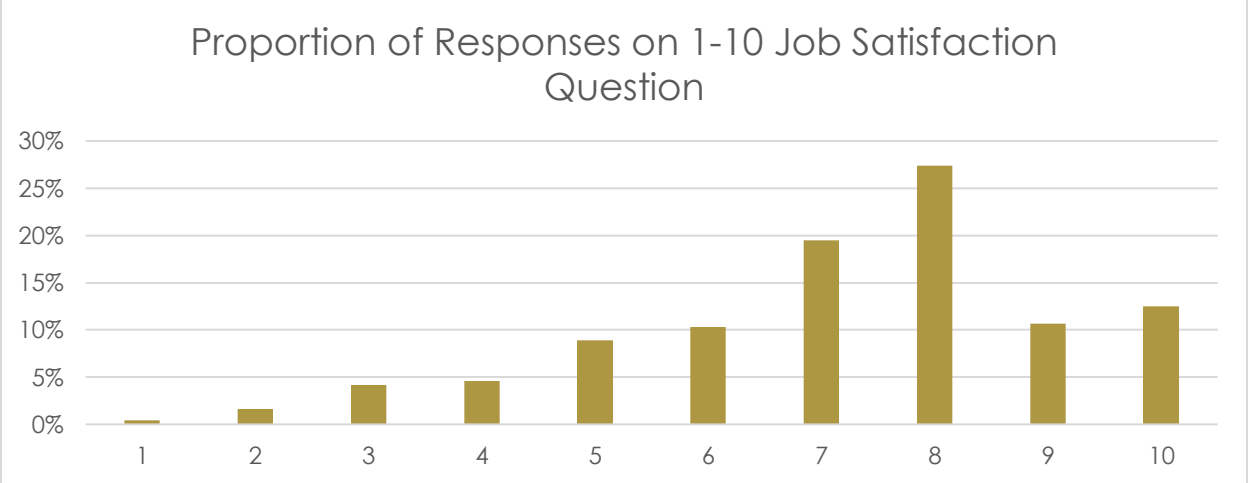


Race/Ethnicity	% That need to work additional job(s)
<b>Other Non-White (n=9)</b>	66.7%
<b>Black/African American (n=105)</b>	57.1%
<b>Latino/Hispanic (n=141)</b>	47.5%
<b>Hawaiian/Other Pacific Islander (n=10)</b>	30.0%
<b>White (n=110)</b>	29.1%
<b>Asian/Asian American (n=134)</b>	29.1%
<b>American Indian/Alaska Native (n=15)</b>	6.7%

Respondents who are Latino, Black, or Other Non-white have a significantly higher rate of needing additional job(s) to make ends meet, as compared with Asian or white respondents ( $p < .001$ ).

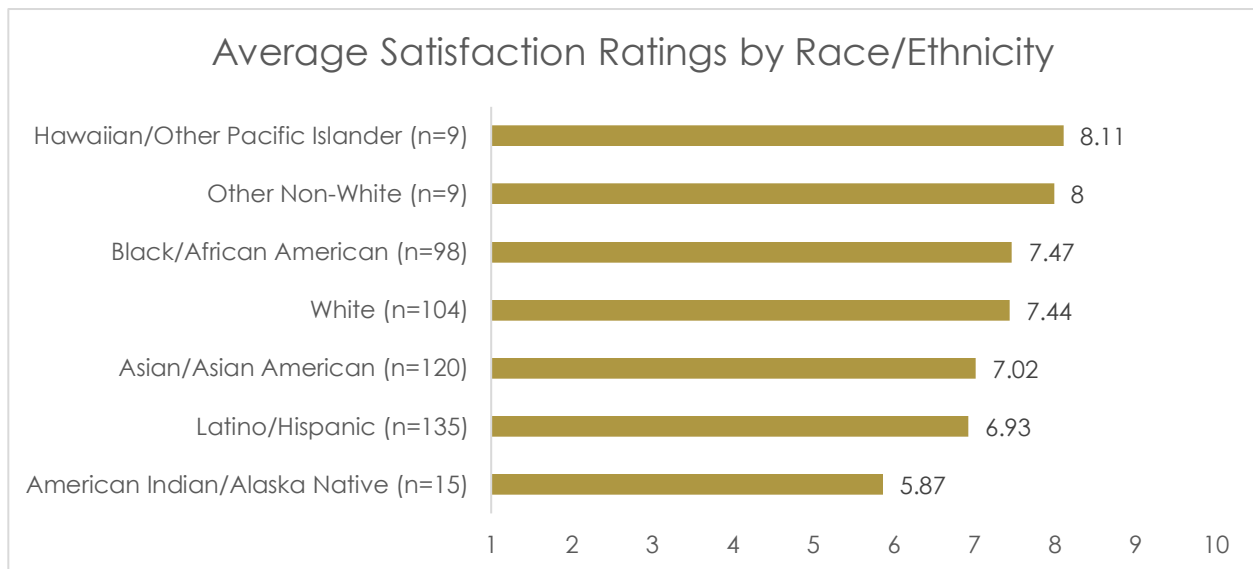
## JOB SATISFACTION AND CAREER PLANS

### Satisfaction



Rating 1-10	Number	%
1	2	.4
2	8	1.6
3	21	4.2
4	23	4.6
5	44	8.9
6	51	10.3
7	97	19.5
8	136	27.4
9	53	10.7
10	62	12.5

Overall, on a 1-10 scale, the average level of job satisfaction across all respondents is 7.17.



Race/Ethnicity	Mean
<b>Hawaiian/Other Pacific Islander (n=9)</b>	8.11
<b>Other Non-White (n=9)</b>	8.00
<b>Black/African American (n=98)</b>	7.47
<b>White (n=104)</b>	7.44
<b>Asian/Asian American (n=120)</b>	7.02
<b>Latino/Hispanic (n=135)</b>	6.93
<b>American Indian/Alaska Native (n=15)</b>	5.87
<b>Total</b>	7.18

p<.001



Race/Ethnicity is associated with statistically significant differences in average satisfaction scores, with American Indian/Native Alaskan respondent showing the lowest average (5.87), followed by Latino/Hispanic respondents (6.93). The highest averages are reported by Hawaiian/Other Pacific Islander (8.11) and Other non-white (8.0) although both of these groups are relatively small in number. White and Black respondents have similar average job satisfaction scores (7.44 and 7.47, respectively).

There are differences in satisfaction on the basis of gender with female respondents averaging 7.11, males averaging 7.44, and gender non-conforming respondents averaging 6.91. These differences near statistical significance ( $p=.06$ ).

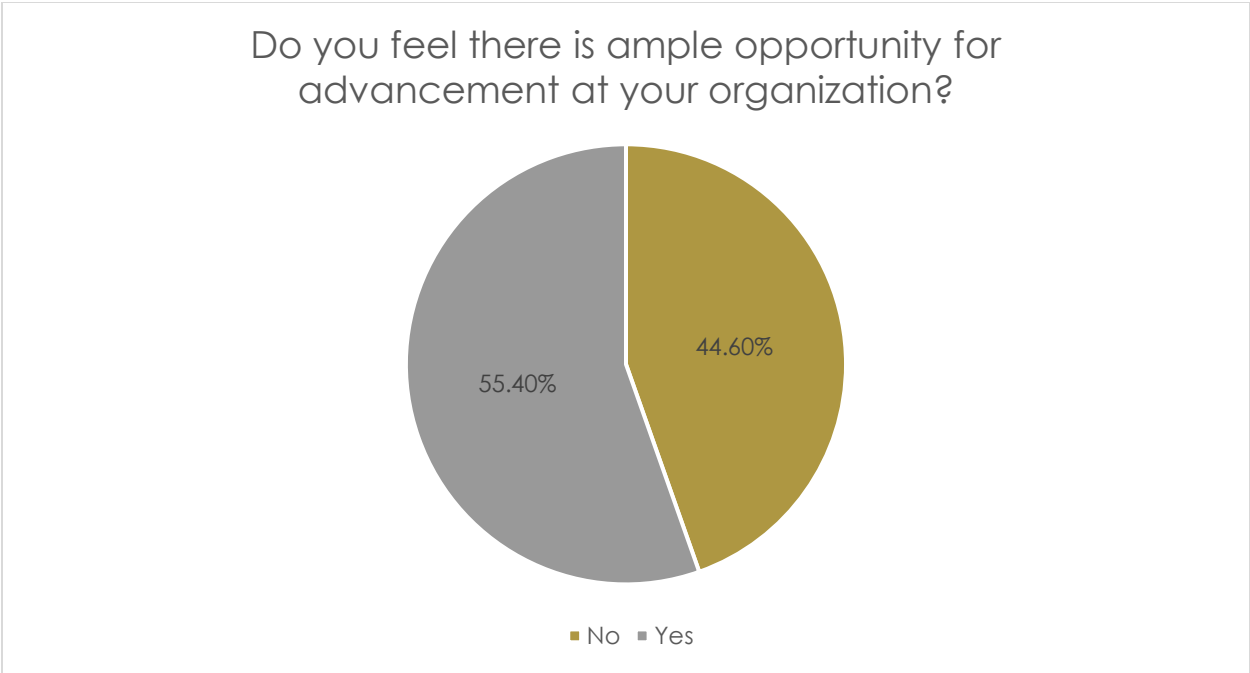
Differences in average job satisfaction across age groups is not of note or statistically significant.

LGBTQ respondents have a slightly (but not significantly) lower average score for job satisfaction, as compared with heterosexual/straight respondents (6.94 and 7.30, respectively).

Hourly and salaried employees do not have significantly different average scores for job satisfaction (7.19 and 7.15, respectively).

Whether or not respondents earn a living wage has a statistically significant association with job satisfaction, with those not earning a living wage showing an average of 7.0 and those earning a living wage showing an average of 7.4 ( $p<.05$ ).

**Opportunities for Advancement**



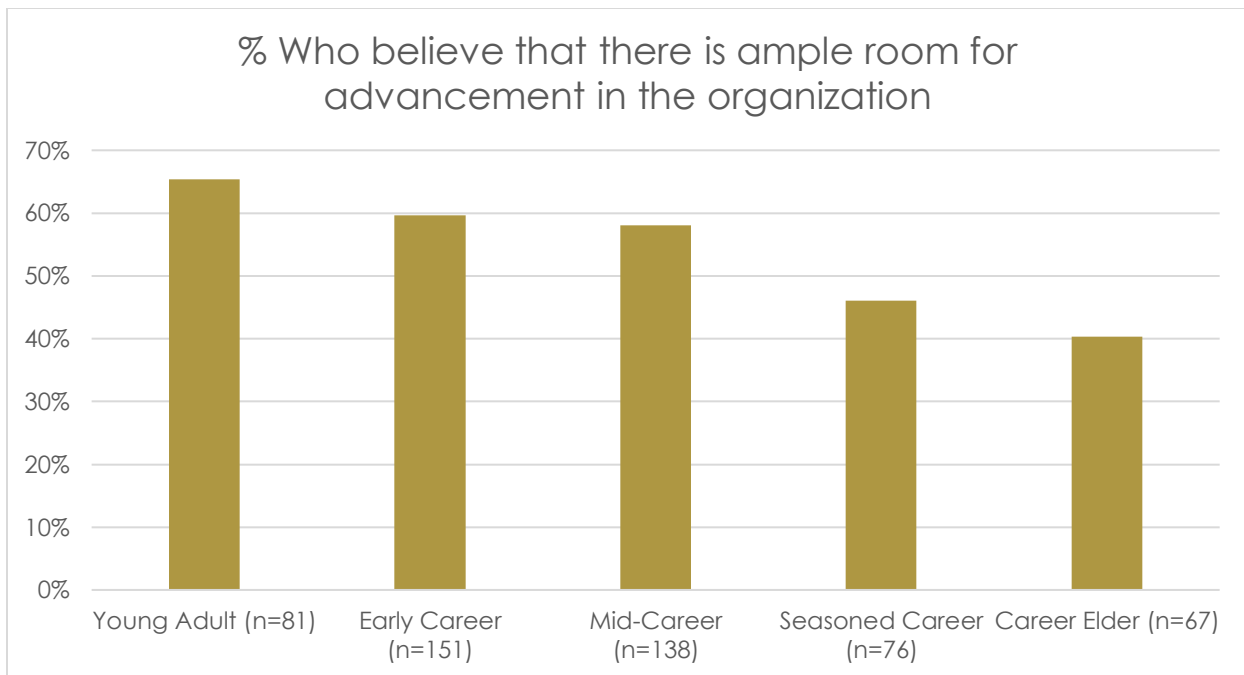
Do you feel there are ample opportunities for advancement in your organization?	Number	%
<b>No</b>	236	44.6%
<b>Yes</b>	293	55.4%
<b>Total</b>	529	100%

Overall, a slight majority of respondents believe there is ample opportunity for advancement *at their organization*.

Race/Ethnicity	% Who believe that there is ample room for advancement at organization
<b>White (n=109)</b>	44.0%
<b>Hawaiian/Other Pacific Islander (n=10)</b>	60.0%
<b>Other Non-White (n=9)</b>	66.7%
<b>Latino/Hispanic (n=141)</b>	61.0%
<b>Asian/Asian American (n=133)</b>	56.4%
<b>American Indian/Alaska Native (n=15)</b>	93.3%
<b>Black/African American (n=105)</b>	55.2%

p>.03

There are differences in the rate of perception that there are ample opportunities for advancement within the organization on the basis of gender, although they are not statistically significant. Over half of female respondents (54.5%) answer yes, a higher proportion of male respondents (60.5%) answer yes, and a lower proportion of Nonbinary/Transgender/Gender Queer respondents (45.5%) answer yes.



Age Group	% Who believe that there is ample room for advancement in the organization
<b>Young Adult (n=81)</b>	65.4%
<b>Early Career (n=151)</b>	59.6%
<b>Mid-Career (n=138)</b>	58.0%

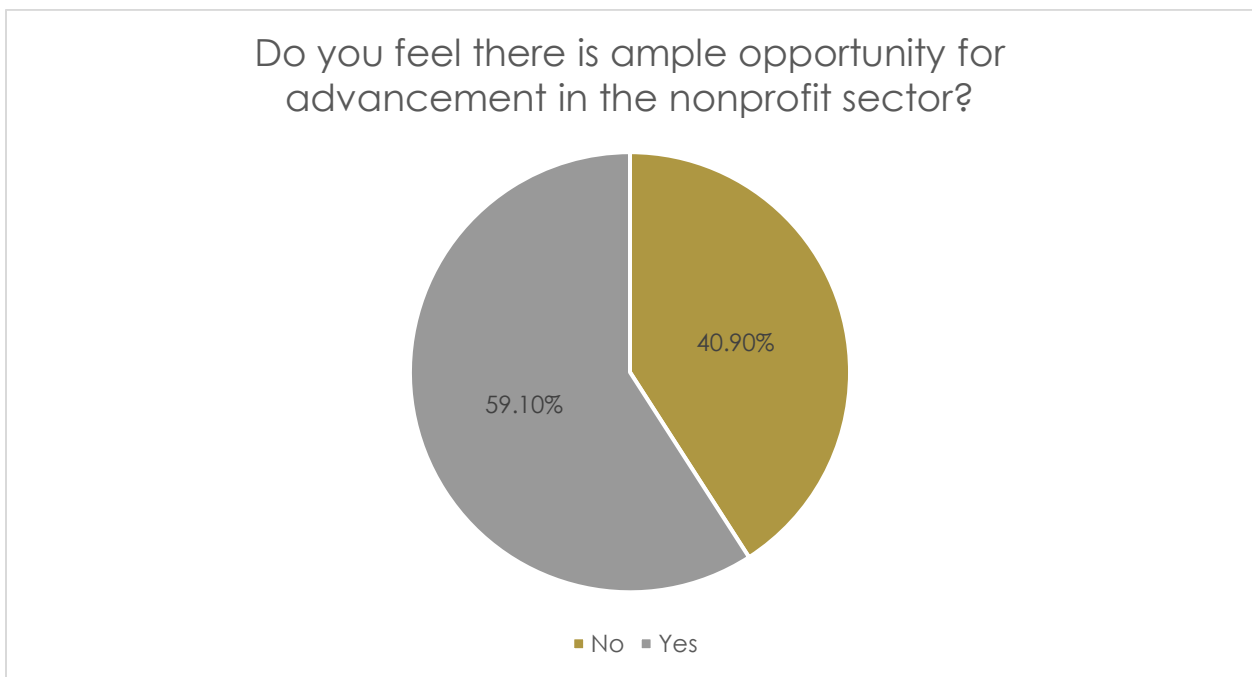
<b>Seasoned Career (n=76)</b>	46.1%
<b>Career Elder (n=67)</b>	40.3%

p<.01

Perceptions of room for advancement vary by age group, with younger respondents responding yes more frequently than older respondents. These differences are statistically significant (p<.01).

There is no measurable difference between straight/heterosexual respondents and LGBTQ+ respondents on this question.

Respondents earning a non-living wage are *more* likely to perceive ample room for growth in the organization as compared with those earning a living wage (60.3% and 50%, respectively; p<.03). As youthfulness is associated with both perceived opportunity and earning a non-living wage, it is likely a confounding factor in this finding.



Do you feel there are ample opportunities for advancement in the nonprofit sector?	Number	%
<b>No</b>	216	40.9%
<b>Yes</b>	312	59.1%
<b>Total</b>	527	100%

A somewhat larger majority of respondents perceive that there is ample opportunity for advancement in the sector in general (as compared with their specific organizations).

Race/Ethnicity	% Who believe that there is ample room for advancement in the nonprofit sector
<b>White (n=109)</b>	53.2%
<b>Hawaiian/Other Pacific Islander (n=10)</b>	60.0%
<b>Other Non-White (n=9)</b>	66.7%

<b>Latino/Hispanic (n=141)</b>	58.2%
<b>Asian/Asian American (n=133)</b>	58.6%
<b>American Indian/Alaska Native (n=15)</b>	100%
<b>Black/African American (n=104)</b>	61.5%

p=.052

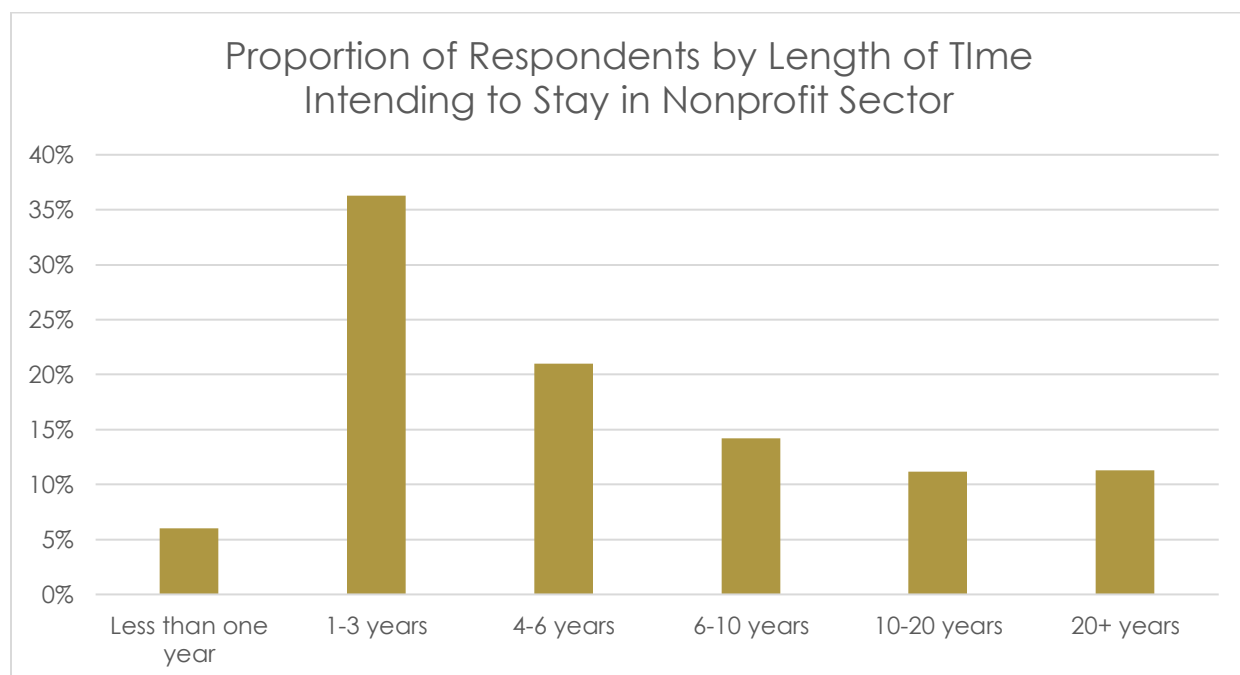
There are differences that approach significance ( $p < .07$ ) in the belief that there are ample opportunities for advancement in the nonprofit sector on the basis of gender. A majority of female respondents (58.7%) answer yes, a higher proportion of male respondents (64.3%) answer yes, and a lower proportion of Nonbinary/Transgender/Gender Queer respondents (42.4%) answer yes.

There are no significant differences on this question among age groups.

There are differences on the basis of sexual orientation on this question, with 54.8% of LGBTQ+ respondents perceiving ample opportunities for advancement, and 61.3% of straight/heterosexual respondents perceiving the same, but these differences are not statistically significant.

Again, respondents not earning a living wage are *more* likely to perceive ample room for growth in the nonprofit sector as compared with those earning a living wage (66.1% and 51.4%, respectively;  $p < .001$ ).

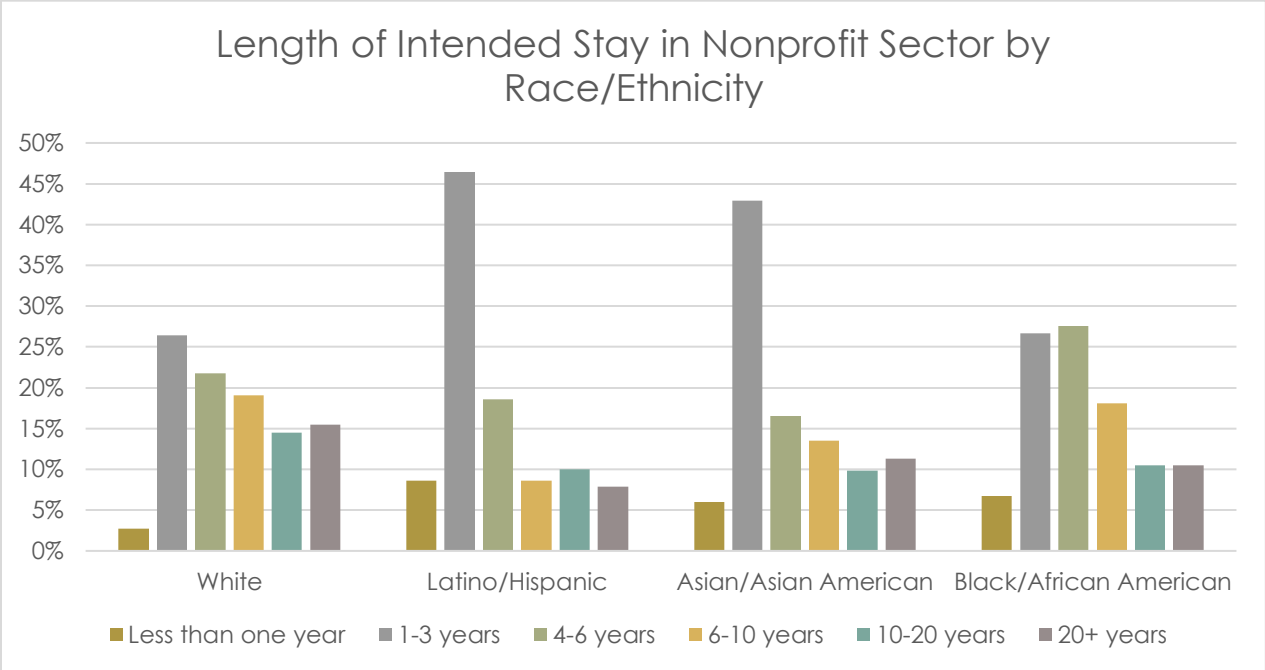
Again, youthfulness is likely a confounding factor.



<b>Length of time intending to stay in the nonprofit sector</b>	<b>Number</b>	<b>%</b>
<b>Less than one year</b>	32	6.0%
<b>1-3 years</b>	192	36.3%
<b>4-6 years</b>	111	21.0%
<b>6-10 years</b>	75	14.2%
<b>10-20 years</b>	59	11.2%
<b>20+ years</b>	60	11.3%

<b>Total</b>	529	100%
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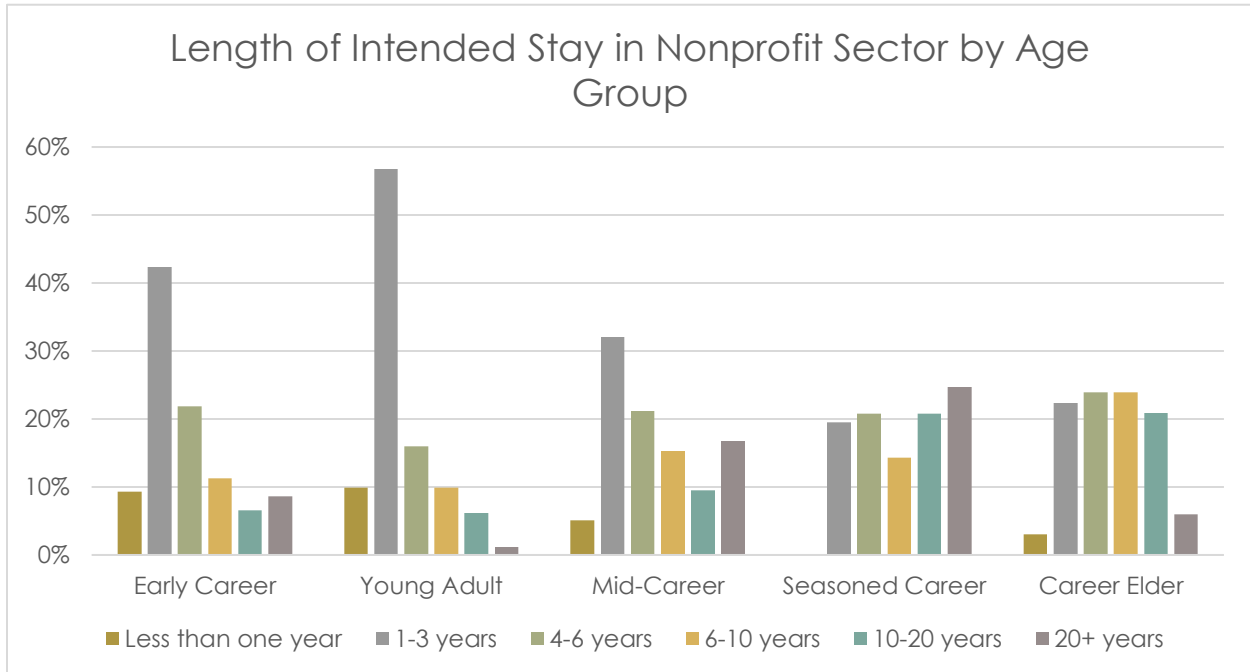
The most common length of intended stay in the nonprofit sector is 1-3 years, followed by 4-6 years.



Race/Ethnicity	Less than one year	1-3 years	4-6 years	6-10 years	10-20 years	20+ years
<b>White</b>	2.7%	26.4%	21.8%	19.1%	14.5%	15.5%
<b>Hawaiian/Other Pacific Islander</b>	0.0%	40.0%	20.0%	10.0%	0.0%	30.0%
<b>Other Non-White</b>	11.1%	22.2%	22.2%	0.0%	22.2%	22.2%
<b>Latino/Hispanic</b>	8.6%	46.4%	18.6%	8.6%	10.0%	7.9%
<b>Asian/Asian American</b>	6.0%	42.9%	16.5%	13.5%	9.8%	11.3%
<b>American Indian/Alaska Native</b>	0.0%	20.0%	33.3%	20.0%	20.0%	6.7%
<b>Black/African American</b>	6.7%	26.7%	27.6%	18.1%	10.5%	10.5%

Intention to stay in the nonprofit sector varies by race/ethnicity, with white respondents expressing a long-term intention more frequently, and Latino and Asian respondents more likely to indicate an intention to remain in the sector 1-3 years. These differences approach significance ( $p < .054$ ). Hawaiian/Other Pacific Islanders and Other Non-white have high rates of expressing commitment to 20 or more years in the sector, but their numbers are too small to draw generalizations (they are therefore omitted from the graphic, although their data are included in the table).

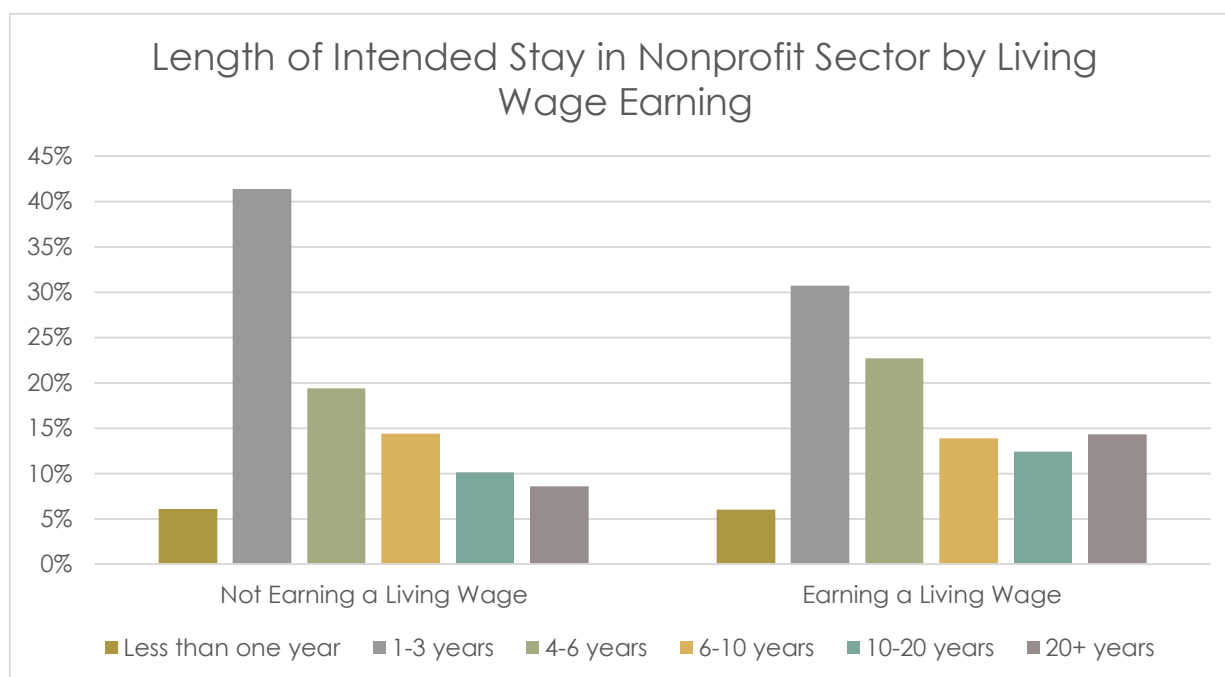
No clear or significant differences are found on this question on the basis of gender.



Age Group	Less than one year	1-3 years	4-6 years	6-10 years	10-20 years	20+ years
<b>Early Career</b>	9.3%	42.4%	21.9%	11.3%	6.6%	8.6%
<b>Young Adult</b>	9.9%	56.8%	16.0%	9.9%	6.2%	1.2%
<b>Mid-Career</b>	5.1%	32.1%	21.2%	15.3%	9.5%	16.8%
<b>Seasoned Career</b>	0%	19.5%	20.8%	14.3%	20.8%	24.7%
<b>Career Elder</b>	3.0%	22.4%	23.9%	23.9%	20.9%	6.0%

Younger respondents have a greater tendency to indicate the intention to stay 1-3 years in the nonprofit sector. Respondents in their middle years are more likely to intend a 10-20 or 20-year or longer stay in the sector.

There are no significant or substantive differences on this question on the basis of sexual orientation.



Living Wage	Less than one year	1-3 years	4-6 years	6-10 years	10-20 years	20+ years
<b>Not Earning a Living Wage</b>	6.1%	41.4%	19.4%	14.4%	10.1%	8.6%
<b>Earning a Living Wage</b>	6.0%	30.7%	22.7%	13.9%	12.4%	14.3%

Respondents who are not earning a living wage are no more likely than those earning a living wage to plan to leave the sector within six months, but they are more likely to express an intention to leave within 3 years. Those earning a living wage are more likely to indicate an intention to stay 20+ years in the sector. These differences approach statistic significance ( $p < .099$ ).

## PAY EQUITY

Low wages for my type of position or role have a negative effect on the quality of service delivered to community in San Francisco	Number	%
<b>Agree</b>	409	76.1%
<b>Neutral</b>	80	15.1%
<b>Disagree</b>	38	7.1%

Respondents believe that low wages in their position have a negative effect on the quality of service delivered in the community.

People in my type of position or role make the same amount of money, irrespective of gender, race or other identities	Number	%
<b>Agree</b>	196	37.3%
<b>Neutral</b>	153	29.1%
<b>Disagree</b>	177	33.3%

Just over a third of respondents perceive that pay is equitable in their type of position.

Race/Ethnicity	Number	% Agree
<b>White</b>	46	41.8%
<b>Hawaiian/Other Pacific Islander</b>	1	10.0%
<b>Other Non-White</b>	3	33.3%
<b>Latino/Hispanic</b>	55	39.6%
<b>Asian/Asian American</b>	54	40.9%
<b>American Indian/Alaska Native</b>	6	40.0%
<b>Black/African American</b>	30	28.8%

The perception of equity in pay varies by race/ethnicity. Some groups with very small numbers are included in the table above, but omitted from the bar chart. Black respondents are a good deal less likely to express agreement, although the finding is not statistically significant.

Job Level	Number	%
<b>Worker</b>	122	43.1%
<b>Manager</b>	74	30.6%

p<.001

Workers are significantly more likely to express a belief that pay is equitable.

There is no significant difference on this question between LGBTQ+ and heterosexual/straight respondents.

Gender	Number	%
<b>Female</b>	131	36.0%
<b>Male</b>	57	44.2%
<b>Non-Binary/Transgender/Gender Queer</b>	8	24.2%

p=.085

Gender differences on this question approach statistical significance, with male respondents more likely to perceive pay equity than either female or nonbinary/transgender/gender queer respondents.

Salaries and wages in the nonprofit sector in San Francisco are too low in comparison to for-profit jobs in the same field	Number	%
<b>Agree</b>	432	82.1%
<b>Neutral</b>	64	12.2%
<b>Disagree</b>	30	5.7%



Most respondents believe that pay in the nonprofit sector in San Francisco are too low in comparison to for-profit sector jobs.

Differences on the basis of race/ethnicity on this question are not significant.

Job Level	Number	%
<b>Worker</b>	215	75.7%
<b>Manager</b>	216	89.6%

p<.001

Managers are significantly more likely to express a belief that nonprofit pay is too low in comparison to for-profit jobs.

There is no significant difference on this question between LGBTQ+ and heterosexual/straight respondents.

Gender	Number	%
<b>Female</b>	310	85.2%
<b>Male</b>	91	70.5%
<b>Non-Binary/Transgender/Gender Queer</b>	31	93.9%

p<.001

Gender differences on this question are statistically significance, with male respondents less likely to find nonprofit pay to be excessively low as compared with either female or nonbinary/transgender/gender queer respondents.