January 3, 2020

Dear Colleagues and Partners:

We are pleased to share the results of the 2018-2019 PCCYFS Salary Survey and trust that this unique study will be a valuable resource to you and your agency’s operations, budget preparations, and county contract negotiations. There is no other comparable comparative resource in our field.

On behalf of the PCCYFS Board of Directors, we would like to personally thank the many agencies who completed the salary survey. We appreciate your time and effort on this project. Without your help, this report would not have been possible.

The report begins with a description of the demographics of participating agencies. We also provide charts to show the demographics of participating employees statewide, show pay comparisons between positions, and comparisons between position families.

We surveyed a total of 50 positions this year and pay information is reported for 42. Position summaries include detailed data presented as minimum, median, mean, and maximum pay figures for the surveyed positions both statewide and broken down by characteristics including employment status, region, agency staff size, agency annual budget, time with agency, and education level. Combined, these details deliver a thorough picture of position salary statistics.

Thank you for your patience while we prepared this report. If you have any questions about the survey, feel free to contact the Harrisburg office. If you find this information useful, we hope that you will encourage colleagues who did not participate this round to do so in future surveys.

In a spirit of partnership,

Pennsylvania Council of Children, Youth & Family Services

International Institute for Restorative Practices
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EXECUTIVE SUMMARY

The 2018-19 PCCYFS Salary Survey collected vital pay information about employees and their agencies that work with youth and families across Pennsylvania to create positive change.

A diverse sample of 5,590 employees representing 50 different positions and at least 51 agencies responded to this year’s survey. Employees of different employment statuses, lengths of service, and education levels responded.

6 position families were represented, including Executives, Management, Social Services, Education, Mental/Behavioral Health, and Administrative Support. Responses came from agencies of varying regions, staff sizes, and annual budgets.

The large, diverse sample in this survey lends confidence to the report and its conclusions. There was a small amount of missingness in the data, and access to additional data about agencies and individual respondents would strengthen future versions of this report. We hope this report will help optimize pay in agencies across the state and ultimately improve outcomes for employees, agencies, clients, and the public at large.

Key Highlights:

- Pay increases have been mixed since the 2015-16 report – many positions have seen real increases, but many have seen increases less than cumulative inflation and others have seen decreases.

- Almost all social services positions have seen pay increases since 2015-16, while other position families have seen a mix of increases and decreases.

- Executive and Management positions are compensated at much higher rates than Administrative, Social Service, Education, and Mental/Behavioral Health positions.

- Executive positions receive cash compensation in addition to base pay that virtually no other positions receive.
STATEWIDE SUMMARY

This section of the report includes a description of responding agencies, pie charts summarizing characteristics of responding employees, historical pay trends for each position, and pay comparisons between both individual positions and position families (e.g., Executives, Management, Administrative Support, etc.).

- **Agency Characteristics** provides a description of responding agencies’ diversity in region, staff size, and annual budget.

- **Employee Characteristics** provides pie charts (Figures 1-6) that break down responding employees by work status (full-time vs. part-time), region, agency staff size, agency annual budget, time with agency, and education level.

- **Historical Trends by Position** reports positions’ median statewide pay for each year in which the *PCCYFS Salary Survey* was conducted. It includes the percentage change in median pay between this year’s report and the most recent prior report in 2015-16.

- **Positions Pay Comparison** provides two charts: The first (Figure 8) compares median total cash compensation, including base pay and additional cash compensation, between each position included in this report. The second (Figure 9) compares mean base pay and mean total cash compensation between all 6 position families in this report.
Agency Characteristics

At least 51 agencies, varying by region of Pennsylvania, staff size, and annual budget, responded to this year’s PCCYFS Salary Survey. The dataset used for this report allowed the minimum, but not the total, number of agencies meeting each characteristic to be counted.

At least 11 agencies from the Northeast, 13 from the Southeast, 12 from the Central region, and 15 from the Western region of the state were represented.

There were at least 16 agencies with fewer than 100 staff, 17 with between 100 and 249 staff, and 7 with 250 or more staff.

As well, there were at least 22 agencies with annual budgets less than $10 Million and 17 with an annual budget of $10 Million or greater.

The diversity in responding agencies suggests that this report may capture the true diversity of agencies across the state, but data was not available to report total counts for agency characteristics.

The dataset included summary statistics for each position, including the number of agencies with employees holding the position, but not data about agencies themselves. Future reports would be strengthened with additional data about responding agencies that allow total counts of agencies by region, staff size, and annual budget.
Employee Characteristics

Figures 1 through 6 on the following pages are pie charts that break down responding employees by work status, region, staff size, annual budget, time with agency, and education level. There was some missingness in the data, so employees missing characteristics are reported as “Missing.”

Most employees (80.5%) were full-time employees, while 19.1% were part-time.

The Western region had the largest number of employees at 43%, with the next largest being, in order, the Northeast (30%), Central (15%), and Southeast (11%) regions.

Most employees (57%) worked in agencies that had 250 or more employees, while 31% worked in agencies with 100-249 employees, and 12% worked in an agency with fewer than 100 employees.

Most employees (76%) worked in agencies that had annual budgets greater than $10 Million and 24% worked in agencies with an annual budget less than $10 Million.

Most employees (51%) reported working less than 3 years with their current agency, while 28% reported working 3-9 years, and 20% reported working 10 years or longer with their current agency.

A bachelor’s degree was the most common level of education at 41%, while 37% had less than a bachelor’s degree and 19% had a graduate degree.
Employee Characteristics (continued)

Figure 1: Statewide Employees by Work Status (n=5,590)
- Full-Time: 4,499 (80.5%)
- Part-Time: 1,069 (19.1%)
- Missing: 22 (0.4%)

Figure 2: Statewide Employees by Region (n=5,590)
- Northeast: 1,692 (30%)
- Southeast: 617 (11%)
- Western: 2,417 (43%)
- Central: 833 (15%)
- Missing: 31 (1%)
Employee Characteristics (continued)

Figure 3: Statewide Employees by Agency Staff Size (n=5,590)
- < 100: 647 (12%)
- 100-249: 1,760 (31%)
- 250+: 3,183 (57%)

Figure 4: Statewide Employees by Agency Budget (n=5,590)
- < $10 Million: 1,357 (24%)
- $10 Million+: 4,233 (76%)

*Figure 3: Statewide Employees by Agency Staff Size (n=5,590)*

*Figure 4: Statewide Employees by Agency Budget (n=5,590)*
Employee Characteristics (continued)

Figure 5: Statewide Employees by Time With Agency (n=5,590)

- < 3 Years: 2,875 (51%)
- 3-9 Years: 1,576 (28%)
- 10 Years+: 1,091 (20%)
- Missing: 48 (1%)

Figure 6: Statewide Employees by Education Level (n=5,590)

- Bachelor’s Degree: 2,325 (41%)
- Other: 2,051 (37%)
- Missing: 163 (3%)
- Graduate Degree: 1,051 (19%)
Historical Trends by Position

The table below contains median statewide base pay for the years in which PCCYFS conducted salary surveys and is presented for the following positions. A “-” indicates that the position was not included in the survey’s responses or that pay information was removed in the interest of privacy because there were fewer than 5 agencies with respondents holding the position.

37 positions had median pay reported both this year and in the 2015-16 report. Among those, 17 saw a real increase (percent change in green), 8 saw an increase lower than the cumulative US inflation rate of about 6% between June 2016 and June 2019 (US Bureau of Labor Statistics, 2019) (percent change in orange), and 12 saw a decrease (percent change in red).

Changes should be interpreted with some caution because they could be partially or wholly explained by random sampling error or differences in sample sizes between reports. Data was not available to account for those potential factors.

**EXECUTIVE / MANAGEMENT**

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</thead>
<tbody>
<tr>
<td>*CEO/Executive Director</td>
<td>$81,500</td>
<td>$100,000</td>
<td>$111,759</td>
<td>$121,201</td>
<td>$121,292</td>
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<td>-</td>
</tr>
<tr>
<td>*President/CEO</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$168,000</td>
<td>-</td>
</tr>
<tr>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$96,000</td>
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<td>$76,011</td>
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<td>$57,010</td>
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<td>$64,000</td>
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<td>21.09%</td>
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<td>Director of Development</td>
<td>$48,205</td>
<td>$59,364</td>
<td>$65,819</td>
<td>$65,502</td>
<td>$69,085</td>
<td>$75,000</td>
<td>8.56%</td>
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<td><strong>Director of Information Technology</strong></td>
<td>$45,000</td>
<td>$51,250</td>
<td>$58,876</td>
<td>$61,375</td>
<td>$50,616</td>
<td>$84,800</td>
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<td>Medical Director</td>
<td>-</td>
<td>-</td>
<td>$226,521</td>
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<td>$64,309</td>
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<td>-</td>
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<td>Program Clinical Director</td>
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<td>$50,000</td>
<td>$58,792</td>
<td>$57,995</td>
<td>$60,590</td>
<td>$56,920</td>
<td>-6.06%</td>
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<td>Behavioral Health Director</td>
<td>-</td>
<td>-</td>
<td>$65,844</td>
<td>$62,050</td>
<td>$73,510</td>
<td>$69,000</td>
<td>-6.14%</td>
</tr>
<tr>
<td>Quality Management/Compliance Officer</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$66,400</td>
<td>-</td>
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</tbody>
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*CEO and Executive Director data were combined in the 2004-05 through 2015-16 reports. In this year’s survey, the positions were separated.

**This position had fewer than 10 responding employees, so exercise caution in interpreting this median as the true statewide median.
### Historical Trends by Position (continued)

#### SOCIAL SERVICES

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<tbody>
<tr>
<td>Registered Nurse</td>
<td>-</td>
<td>-</td>
<td>$45,000</td>
<td>$49,962</td>
<td>$52,000</td>
<td>$61,400</td>
<td>18.08%</td>
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<td>Licensed Practical Nurse</td>
<td>-</td>
<td>-</td>
<td>$34,216</td>
<td>$37,567</td>
<td>$36,320</td>
<td>$44,460</td>
<td>22.41%</td>
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<tr>
<td>Social Services Supv (Master’s &amp; Above)</td>
<td>$39,101</td>
<td>$42,630</td>
<td>$45,000</td>
<td>$45,861</td>
<td>$44,000</td>
<td>$50,000</td>
<td>13.64%</td>
</tr>
<tr>
<td>Social Services Supv (Bachelor’s &amp; Below)</td>
<td>$31,668</td>
<td>$37,000</td>
<td>$37,369</td>
<td>$38,908</td>
<td>$36,000</td>
<td>$42,800</td>
<td>18.89%</td>
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<tr>
<td>Social Services Staff (Master’s &amp; Above)</td>
<td>$32,989</td>
<td>$36,570</td>
<td>$36,714</td>
<td>$38,600</td>
<td>$38,000</td>
<td>$42,480</td>
<td>11.79%</td>
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<td>Social Services Staff (Bachelor’s &amp; Below)</td>
<td>$27,518</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$30,724</td>
<td>$32,050</td>
<td>$33,380</td>
<td>4.15%</td>
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<tr>
<td>Direct Child Care Staff</td>
<td>$21,500</td>
<td>$22,880</td>
<td>$23,500</td>
<td>$23,850</td>
<td>$24,960</td>
<td>$29,120</td>
<td>16.67%</td>
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<tr>
<td>Case Aide</td>
<td>$18,200</td>
<td>$23,600</td>
<td>$22,963</td>
<td>$22,340</td>
<td>$24,980</td>
<td>$27,500</td>
<td>10.09%</td>
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#### EDUCATION

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</thead>
<tbody>
<tr>
<td>Principal (12 Month)</td>
<td>$50,050</td>
<td>$57,122</td>
<td>$64,540</td>
<td>$69,084</td>
<td>$74,524</td>
<td>$75,000</td>
<td>0.64%</td>
</tr>
<tr>
<td>Principal (9 Month)</td>
<td>-</td>
<td>-</td>
<td>$52,659</td>
<td>$73,348</td>
<td>$45,000</td>
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<tr>
<td>Assistant Principal (12 Month)</td>
<td>$41,145</td>
<td>$38,700</td>
<td>$55,214</td>
<td>$61,813</td>
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<tr>
<td>Assistant Principal (9 Month)</td>
<td>-</td>
<td>-</td>
<td>$56,370</td>
<td>$48,443</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Teacher (12 Month)</td>
<td>$27,000</td>
<td>$34,213</td>
<td>$33,950</td>
<td>$36,612</td>
<td>$38,190</td>
<td>-</td>
<td>4.31%</td>
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<tr>
<td>Teacher (9 Month)</td>
<td>-</td>
<td>-</td>
<td>$37,560</td>
<td>$36,000</td>
<td>$46,628</td>
<td>$41,440</td>
<td>-11.13%</td>
</tr>
<tr>
<td>Special Education Teacher (12 Month)</td>
<td>$34,856</td>
<td>$37,000</td>
<td>$39,140</td>
<td>$41,616</td>
<td>$41,616</td>
<td>$41,600</td>
<td>-0.04%</td>
</tr>
<tr>
<td>Special Education Teacher (9 Month)</td>
<td>-</td>
<td>-</td>
<td>$33,000</td>
<td>$37,980</td>
<td>$34,166</td>
<td>$38,740</td>
<td>13.39%</td>
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<tr>
<td>Teacher Aide (12 Month)</td>
<td>$21,964</td>
<td>$22,696</td>
<td>$25,833</td>
<td>$24,500</td>
<td>$29,100</td>
<td>$28,730</td>
<td>-1.27%</td>
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<tr>
<td>Teacher Aide (9 Month)</td>
<td>$24,710</td>
<td>$24,241</td>
<td>$28,006</td>
<td>$26,810</td>
<td>-</td>
<td>-</td>
<td>-4.27%</td>
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<tr>
<td>Speech/Language/Occupational/Physical Therapist</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Vocational/Transitional Coordinator</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$44,000</td>
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**Historical Trends by Position (continued)**

### MENTAL / BEHAVIORAL HEALTH

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<tbody>
<tr>
<td>Psychiatrist</td>
<td>-</td>
<td>-</td>
<td>$200,612</td>
<td>$221,500</td>
<td>$241,999</td>
<td>$312,000</td>
<td>28.93%</td>
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<td>Psychologist</td>
<td>-</td>
<td>-</td>
<td>$69,075</td>
<td>$71,347</td>
<td>$75,006</td>
<td>$73,320</td>
<td>-2.25%</td>
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<tr>
<td>Mental Health Treatment Supervisor</td>
<td>-</td>
<td>-</td>
<td>$47,011</td>
<td>$42,840</td>
<td>$45,029</td>
<td>$48,740</td>
<td>8.24%</td>
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<td>Mental Health Therapist</td>
<td>$32,000</td>
<td>$35,020</td>
<td>$35,700</td>
<td>$38,000</td>
<td>$35,000</td>
<td>$38,480</td>
<td>-</td>
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<tr>
<td>Partial Hospitalization Supervisor</td>
<td>$44,259</td>
<td>$41,000</td>
<td>$38,575</td>
<td>$45,500</td>
<td>$41,000</td>
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<tr>
<td>Partial Hospitalization MH Worker</td>
<td>$20,475</td>
<td>$23,743</td>
<td>$29,414</td>
<td>$28,203</td>
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<tr>
<td>Therapeutic Support Staff (BHRS)</td>
<td>$26,000</td>
<td>$27,144</td>
<td>$21,752</td>
<td>$25,480</td>
<td>$28,000</td>
<td>$38,480</td>
<td>37.43%</td>
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<td>$25,261</td>
<td>$32,417</td>
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<td>$34,595</td>
<td>$35,520</td>
<td>2.67%</td>
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<td>Mobile Therapist (BHRS)</td>
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<td>$33,500</td>
<td>$32,320</td>
<td>$34,500</td>
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<tr>
<td>Drug/Alcohol Therapist</td>
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<td>-</td>
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<tr>
<td>Utilization Review</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$48,310</td>
<td>-</td>
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<tr>
<td>Psychiatric Nurse Practitioner</td>
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### ADMINISTRATIVE SUPPORT

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<td>Office Manager</td>
<td>$30,098</td>
<td>$34,226</td>
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<td>$36,088</td>
<td>$33,384</td>
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<td>11.04%</td>
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<td>$29,796</td>
<td>$30,140</td>
<td>1.15%</td>
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<td>-</td>
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<td>$32,053</td>
<td>$34,200</td>
<td>$37,827</td>
<td>$40,410</td>
<td>6.83%</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$49,858</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance/Groundskeeper</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$27,640</td>
<td>5.99%</td>
</tr>
<tr>
<td><strong>Kitchen Supervisor</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$31,845</td>
<td>$41,122</td>
<td>$38,580</td>
<td>-6.18%</td>
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<tr>
<td>Cook</td>
<td>-</td>
<td>-</td>
<td>$21,320</td>
<td>$21,840</td>
<td>$25,334</td>
<td>$22,880</td>
<td>-9.69%</td>
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<tr>
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<td>$24,024</td>
<td>$24,944</td>
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<td>IT Support Staff</td>
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<td>$39,396</td>
<td>$39,500</td>
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<td>1.27%</td>
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</table>

**This position had fewer than 10 responding employees, so exercise caution in interpreting this median as the true statewide median.**
Positions Pay Comparison

Figure 7 on the following page compares median total cash compensation (TCC) for all positions with pay included in this year’s report. The number to the right of each position’s horizontal bar reports median TCC, and each bar shows the portion of median TCC composed of base pay in blue and the portion composed of additional cash compensation in tan.

Of the reported positions, Psychiatrists had the highest median TCC by far at $312,000 annually. The next two highest were Presidents/CEOs at $177,170 and Executive Directors at $97,870.

The three positions with the lowest median TCC were Drivers, Cooks, and Teacher Aides (9 Month) at $21,630, $22,880, and $26,880, respectively.

Two positions in the middle of the pay range included Mental Health Therapists and Social Services Supervisors (Bachelor’s and Below) at $43,900 and $43,520, respectively.

President/CEOs, Chief Financial Officers, and to a lesser extent, Executive Directors, had the largest portions of their total pay composed of additional cash compensation on top of base pay. For almost all other positions, additional cash compensation was minimal or nonexistent.
Positions Pay Comparison (continued)

Figure 8 on the following page reports statewide mean pay for all 6 position families included in this report. Position families are groups of positions that perform related functions or services.

Means for both base pay and total cash compensation (TCC) are reported. Position family means were calculated through weighted averages of the mean pay of each position in the position family. Position means were weighted according to the number of employees holding the position. Each horizontal bar on Figure 8 also includes a standard error range shown as a black bracket.

Executive and Management positions had by far the highest mean base pay and total cash compensation and Administrative Support and Social Services positions had the lowest.

Executives’ mean TCC was about \(3.4, 3.18,\) and \(2.8\) times greater than mean TCC for Administrative Support, Social Services, and Education positions, respectively.
*Psychiatrists were excluded from Mental / Behavioral Health positions. They are a significant outlier in this position family and including them increases the family’s mean to $56,752 base pay and $56,799 TCC.

Note: Black brackets show standard error.
The following section summarizes the number of responding agencies and employees, as well as the pay distribution, for each position with salary data reported in this year’s survey. Number of respondents and pay distributions are also broken down by characteristics including employment status (status), region, agency staff size (staff size), agency annual budget (budget), time with agency (with agency), and education level.

For each position, the first page includes the position title, other titles for the same or highly similar positions, a description of the position’s duties, and a bar graph (Figures 9-50) reporting the position’s statewide minimum, median, mean, and maximum base pay and total cash compensation. Black brackets showing standard error are included for each mean on the bar graphs.

The second and third pages include the number of responding agencies and employees for the position both statewide and broken down by characteristics.

The fourth and fifth pages report minimum, median, mean, and maximum base pay and total cash compensation for the position both statewide and broken down by characteristics. Where base pay and TCC were identical, TCC is reported as “Same”. In the interest of privacy, pay information is not reported and instead provided as a “-“ for any position characteristic with fewer than 5 responding agencies.

Sub-sections include:

- Executive Position Summaries
- Management Position Summaries
- Social Services Position Summaries
- Education Position Summaries
- Mental / Behavioral Health Position Summaries
- Administrative Support Position Summaries

50 total positions were represented in the survey responses, but only 42 had responses from 5 or more separate agencies. Positions with fewer than 5 responding agencies statewide are excluded from the position summaries in the interest of privacy. The 8 excluded positions include Medical Director, Assistant Principal (12 month), Speech/Language/Occupation/Physical Therapist, Partial Hospitalization Supervisor, Partial Hospitalization Mental Health Worker, Mobile Therapist (BHRS), Drug/Alcohol Therapist, and Psychiatric Nurse Practitioner.
EXECUTIVE POSITION SUMMARIES

President / CEO

Other Titles: President, Administrator, Chief Executive Officer

Description: Responsible for the overall direction, leadership, management, and coordination of the agency.

Pay Summary Chart

Figure 9: President / CEO
### Agency and Employee Counts

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<thead>
<tr>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td>TOTAL</td>
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<tbody>
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<tr>
<td>Part-Time</td>
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<thead>
<tr>
<th>REGION</th>
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</thead>
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<tr>
<td>Northeast</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Southeast</td>
<td>5</td>
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<tr>
<td>Central</td>
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<td>4</td>
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<tr>
<td>Western</td>
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<td>9</td>
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</table>

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<tr>
<th>STAFF SIZE</th>
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<tr>
<td>&lt; 100</td>
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<tr>
<td>100-249</td>
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<td>10</td>
</tr>
<tr>
<td>250 +</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>BUDGET</td>
<td># OF AGENCIES</td>
<td># OF EMPLOYEES</td>
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<tr>
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<td>----------------</td>
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<tr>
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<th># OF EMPLOYEES</th>
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<tbody>
<tr>
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<tr>
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<tr>
<td>10 + Years</td>
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<table>
<thead>
<tr>
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<th># OF EMPLOYEES</th>
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<td>20</td>
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<tr>
<td>Bachelor</td>
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<td>4</td>
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<tr>
<td>Other</td>
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<td>1</td>
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</table>
### Base Pay and Total Cash Compensation

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<tr>
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<th>BASE PAY</th>
<th></th>
<th>TOTAL CASH COMPENSATION</th>
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<td></td>
<td>Minimum</td>
<td>Median</td>
<td>Mean</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$49,860</td>
<td>$168,000</td>
<td>$172,210</td>
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<tr>
<td><strong>STATUS</strong></td>
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<td></td>
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</tr>
<tr>
<td>Full-Time</td>
<td>$49,860</td>
<td>$168,000</td>
<td>$172,210</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>Southeast</td>
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<td>$185,000</td>
<td>$179,520</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Western</td>
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<td>$177,100</td>
<td>$205,980</td>
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<tr>
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<td>$100,470</td>
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<td>250 +</td>
<td>$145,000</td>
<td>$235,000</td>
<td>$249,870</td>
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<td><strong>BUDGET</strong></td>
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<tr>
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<td>$49,860</td>
<td>$98,500</td>
<td>$109,420</td>
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<td>$10M +</td>
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<td>$191,000</td>
<td>$214,080</td>
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President / CEO (continued)

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<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td></td>
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<td>10 + Years</td>
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<table>
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<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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<td>Bachelor</td>
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</tr>
<tr>
<td>Other</td>
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<td>-</td>
</tr>
</tbody>
</table>
Executive Director

Other Titles: None

Description: Oversees the administration, programs, and strategic plan of the agency. Also oversees fundraising, marketing, and community outreach.

Pay Summary Chart

Figure 10: Executive Director
### Executive Director (continued)

#### Agency and Employee Counts

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<tr>
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<tr>
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<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Southeast</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Central</td>
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<td>11</td>
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<tr>
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<tr>
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### Executive Director (continued)

<table>
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<th># OF EMPLOYEES</th>
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<tr>
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</table>
## Executive Director (continued)

### Base Pay and Total Cash Compensation

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<th></th>
<th><strong>BASE PAY</strong></th>
<th></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
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<tr>
<td></td>
<td>Minimum</td>
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<td>Mean</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>$102,810</td>
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<tr>
<td>BUDGET</td>
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### Executive Director (continued)

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<th>BASE PAY</th>
<th></th>
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<th>TOTAL CASH COMPENSATION</th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
<td>Mean</td>
<td>Maximum</td>
<td>Minimum</td>
<td>Median</td>
<td>Mean</td>
<td>Maximum</td>
</tr>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>3-9 Years</td>
<td>$66,300</td>
<td>$100,000</td>
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<td>$105,000</td>
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<td>-</td>
</tr>
</tbody>
</table>
**Associate Director**

**Other Titles:** Clinical Director, Chief Operating Officer, Vice President

**Description:** Has shared responsibility with the Executive Director and functions in that position in the absence of the Executive Director. Responsible for development, management, and quality control of certain aspects of the agency’s operations.

**Pay Summary Chart**

![Figure 11: Associate Director](chart)(Base Pay: $33,765, Median: $37,765, Mean: $38,820, Maximum: $232,000, Total Cash Compensation: $246,547)
**Associate Director (continued)**

**Agency and Employee Counts**

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<td></td>
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<tr>
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### Associate Director (continued)

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<td>10 + Years</td>
<td>19</td>
<td>22</td>
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<tr>
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</tr>
<tr>
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<tr>
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<tr>
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</table>
### Associate Director (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
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</thead>
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<tr>
<td></td>
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<td>Median</td>
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<td><strong>TOTAL</strong></td>
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<tr>
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<td>$33,765</td>
<td>$82,670</td>
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<tr>
<td>Full-Time</td>
<td>$33,765</td>
<td>$82,670</td>
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<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>REGION</strong></td>
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</tr>
<tr>
<td>Northeast</td>
<td>$33,765</td>
<td>$82,510</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$65,000</td>
<td>$93,500</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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<tr>
<td>&lt; 100</td>
<td>$33,765</td>
<td>$70,000</td>
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<tr>
<td>100-249</td>
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<tr>
<td>250 +</td>
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<td>-</td>
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<tr>
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<td></td>
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<td>$70,000</td>
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<tr>
<td>$10M +</td>
<td>$58,890</td>
<td>$96,000</td>
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### Associate Director (continued)

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<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
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<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
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<tr>
<td>3-9 Years</td>
<td>$33,765</td>
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<td>10 + Years</td>
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<tr>
<th>EDUCATION LEVEL</th>
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<th>TOTAL CASH COMPENSATION</th>
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<tr>
<td>Graduate</td>
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<tr>
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</table>
**Assistant Director**

**Other Titles:** Coordinator of Administrative Services, Executive Assistant Director

**Description:** Traditional role of assistant to the Executive Director who acts at the direction of the Executive Director.

**Pay Summary Chart**

![Figure 12: Assistant Director](image_url)
Assistant Director (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th>Total</th>
<th># OF AGENCIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
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<table>
<thead>
<tr>
<th>Status</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td>Full-Time</td>
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<tr>
<td>Part-Time</td>
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<td>0</td>
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<table>
<thead>
<tr>
<th>Region</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Southeast</td>
<td>3</td>
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<tr>
<td>Central</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Western</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Size</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>9</td>
<td>9</td>
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<tr>
<td>100-249</td>
<td>4</td>
<td>7</td>
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<td>250+</td>
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## Assistant Director (continued)

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<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td><strong>BUDGET</strong></td>
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<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>10</td>
<td>11</td>
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<tr>
<td>$10M +</td>
<td>3</td>
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<tr>
<td><strong>WITH AGENCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>10 + Years</td>
<td>12</td>
<td>14</td>
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<tr>
<td><strong>EDUCATION LEVEL</strong></td>
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<td></td>
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<tr>
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<td>8</td>
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<tr>
<td>Bachelor</td>
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Assistant Director (continued)

Base Pay and Total Cash Compensation

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<th>TOTAL CASH COMPENSATION</th>
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<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td></td>
<td>$47,476</td>
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<tr>
<td><strong>STATUS</strong></td>
<td></td>
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<tr>
<td>Full-Time</td>
<td>$47,476</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
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</tr>
<tr>
<td>Southeast</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>-</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>$47,476</td>
</tr>
<tr>
<td>100-249</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
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<tr>
<td>&lt; $10M</td>
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<tr>
<td>$10M +</td>
<td>-</td>
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</table>
Assistant Director (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>10 + Years</td>
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<td>$68,500</td>
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<table>
<thead>
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<th>EDUCATION LEVEL</th>
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<th>TOTAL CASH COMPENSATION</th>
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<td>Graduate</td>
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</table>
**Chief Financial Officer**

**Other Titles:** Director of Finance

**Description:** Provides fiscal and administrative supervision for all financial affairs and services.

![Figure 13: Chief Financial Officer](image-url)
Chief Financial Officer (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
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<tr>
<td>TOTAL</td>
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<table>
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<th># OF EMPLOYEES</th>
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</thead>
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<td>Full-Time</td>
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<td>28</td>
</tr>
<tr>
<td>Part-Time</td>
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<td>2</td>
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<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td>Northeast</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Southeast</td>
<td>4</td>
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<tr>
<td>Central</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Western</td>
<td>14</td>
<td>15</td>
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<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
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<td>100-249</td>
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<td>11</td>
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<tr>
<td>250 +</td>
<td>7</td>
<td>8</td>
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</table>
Chief Financial Officer (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tr>
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<td>16</td>
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<td>$10M +</td>
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<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>10 + Years</td>
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</table>

<table>
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<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td>Graduate</td>
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<td>13</td>
</tr>
<tr>
<td>Bachelor</td>
<td>13</td>
<td>13</td>
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<tr>
<td>Other</td>
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</table>
### Chief Financial Officer (continued)

**Base Pay and Total Cash Compensation**

<table>
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<th>BASE PAY</th>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
<td>Maximum</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>$37,132</td>
<td>$89,260</td>
<td>$101,600</td>
</tr>
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<td></td>
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<tr>
<td>Full-Time</td>
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<tr>
<td>Part-Time</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>REGION</strong></td>
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<td></td>
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<td>$80,140</td>
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<td>$89,600</td>
</tr>
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<td>Western</td>
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<td>$110,810</td>
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<td></td>
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<tr>
<td><strong>STAFF SIZE</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
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<td>$70,820</td>
<td>$70,040</td>
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<tr>
<td>100-249</td>
<td>$60,000</td>
<td>$80,000</td>
<td>$93,530</td>
</tr>
<tr>
<td>250 +</td>
<td>$120,000</td>
<td>$141,000</td>
<td>$156,090</td>
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<td><strong>BUDGET</strong></td>
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<td></td>
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<tr>
<td>&lt; $10M</td>
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<td>$79,040</td>
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<td>$122,500</td>
<td>$127,380</td>
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</table>

January 3, 2020                                                            © 2020 PCCYFS – PROPIETARY INFORMATION                Page 41
Chief Financial Officer (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$70,824</td>
<td>$93,000</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$37,132</td>
<td>$89,260</td>
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<th>BASE PAY</th>
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</thead>
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<tr>
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<td>$80,000</td>
</tr>
<tr>
<td>Other</td>
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<td>-</td>
</tr>
</tbody>
</table>
**Director of Human Resources**

**Other Titles:** None

**Description:** Administers the personnel program, including recruiting, selection and training, compensation and benefit programs, and performance evaluations.

---

**Pay Summary Chart**

![Figure 14: Director of Human Resources](chart.png)
Director of Human Resources (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th>Region</th>
<th># Of Agencies</th>
<th># Of Employees</th>
</tr>
</thead>
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<tr>
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<td>24</td>
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<tr>
<td>STATUS</td>
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<tr>
<td>Full-Time</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>Part-Time</td>
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<td>Southeast</td>
<td>3</td>
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<tr>
<td>Central</td>
<td>3</td>
<td>3</td>
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<td>Western</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>STAFF SIZE</td>
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<tr>
<td>&lt; 100</td>
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<td>100-249</td>
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<tr>
<td>250 +</td>
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</table>
Director of Human Resources (continued)

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
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<tr>
<td><strong>BUDGET</strong></td>
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<td></td>
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<tr>
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<td>8</td>
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<td>14</td>
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</table>
### Director of Human Resources (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th></th>
<th></th>
<th></th>
<th>TOTAL CASH COMPENSATION</th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>Mean</td>
<td>Maximum</td>
<td>Minimum</td>
<td>Median</td>
<td>Mean</td>
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<td>$154,500</td>
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<tr>
<td>Full-Time</td>
<td>$28,644</td>
<td>$77,500</td>
<td>$75,360</td>
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<td>$154,500</td>
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<tr>
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<tr>
<td>Western</td>
<td>$28,644</td>
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<td>$74,140</td>
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<tr>
<td>100-249</td>
<td>$43,709</td>
<td>$74,240</td>
<td>$70,100</td>
<td>$106,000</td>
<td>$43,709</td>
<td>$74,240</td>
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<td>250 +</td>
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<td>$103,830</td>
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<td>$96,000</td>
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<td>$154,500</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>$28,644</td>
<td>$60,820</td>
<td>$59,830</td>
<td>$90,037</td>
<td>$30,649</td>
<td>$61,820</td>
<td>$60,520</td>
<td>$90,037</td>
</tr>
<tr>
<td>$10M +</td>
<td>$43,709</td>
<td>$80,750</td>
<td>$83,130</td>
<td>$154,500</td>
<td>$43,709</td>
<td>$81,250</td>
<td>$83,970</td>
<td>$154,500</td>
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</table>
Director of Human Resources (continued)

<table>
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<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$57,000</td>
<td>$76,620</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$28,644</td>
<td>$74,240</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$40,768</td>
<td>$80,000</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$36,582</td>
<td>$84,100</td>
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<tr>
<td>Bachelor</td>
<td>$28,644</td>
<td>$72,120</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
**Director of Development**

**Other Titles:** None

**Description:** Responsible for coordination and implementation of the agency’s fund-raising goals.

**Pay Summary Chart**

![Figure 15: Director of Development](image)
Director of Development (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<td>19</td>
</tr>
<tr>
<td><strong>STATUS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Part-Time</td>
<td>1</td>
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<tr>
<td><strong>REGION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Southeast</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Central</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Western</td>
<td>7</td>
<td>7</td>
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<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
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<td>5</td>
</tr>
<tr>
<td>100-249</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>250 +</td>
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</table>
## Director of Development (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td>&lt; $10M</td>
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<td>8</td>
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<tr>
<td>$10M +</td>
<td>11</td>
<td>11</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>10 + Years</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>8</td>
<td>8</td>
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<tr>
<td>Bachelor</td>
<td>11</td>
<td>11</td>
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<tr>
<td>Other</td>
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<td>0</td>
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</table>
### Director of Development (continued)

**Base Pay and Total Cash Compensation**

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$41,579</td>
<td>$75,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STATUS</strong></th>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>$41,579</td>
<td>$76,920</td>
<td>$86,620</td>
<td>$158,000</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>REGION</strong></th>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>$65,000</td>
<td>$75,000</td>
<td>$83,270</td>
<td>$124,000</td>
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<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$41,579</td>
<td>$78,840</td>
<td>$85,710</td>
<td>$140,608</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STAFF SIZE</strong></th>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>$41,579</td>
<td>$65,000</td>
<td>$60,050</td>
<td>$70,720</td>
</tr>
<tr>
<td>100-249</td>
<td>$57,500</td>
<td>$81,650</td>
<td>$89,460</td>
<td>$158,000</td>
</tr>
<tr>
<td>250 +</td>
<td>$75,000</td>
<td>$106,000</td>
<td>$104,890</td>
<td>$140,608</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>BUDGET</strong></th>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>$41,579</td>
<td>$64,490</td>
<td>$61,470</td>
<td>$70,720</td>
</tr>
<tr>
<td>$10M +</td>
<td>$75,000</td>
<td>$102,000</td>
<td>$103,460</td>
<td>$158,000</td>
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</table>
### Director of Development (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$57,500</td>
<td>$70,360</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$56,000</td>
<td>$85,000</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$41,579</td>
<td>$95,420</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$41,579</td>
<td>$90,420</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$56,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
**Director of Information Technology**

**Other Titles:**  Director of Management Information Systems

**Description:**  Responsible for the agency’s information systems, including system designs, computer operations, and troubleshooting.

---

**Pay Summary Chart**

**Figure 16: Director of Information Technology**

![Chart showing pay ranges for Director of Information Technology]
### Agency and Employee Counts

<table>
<thead>
<tr>
<th>TOTAL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8</td>
<td>8</td>
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</table>

<table>
<thead>
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<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>8</td>
<td>8</td>
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<tr>
<td>Part-Time</td>
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<td>0</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Southeast</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Central</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Western</td>
<td>5</td>
<td>5</td>
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<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td>&lt; 100</td>
<td>0</td>
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<tr>
<td>100-249</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>250+</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BUDGET</td>
<td># OF AGENCIES</td>
<td># OF EMPLOYEES</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------</td>
<td>----------------</td>
</tr>
<tr>
<td>$10M +</td>
<td>8</td>
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<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>10 + Years</td>
<td>3</td>
<td>3</td>
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</tbody>
</table>

<table>
<thead>
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<th># OF EMPLOYEES</th>
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</thead>
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<tr>
<td>Graduate</td>
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<td>0</td>
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<tr>
<td>Bachelor</td>
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<td>8</td>
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<tr>
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</table>
Director of Information Technology (continued)

Base Pay and Total Cash Compensation

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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td><strong>TOTAL</strong></td>
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<td></td>
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<tr>
<td>Part-Time</td>
<td>-</td>
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<tr>
<td><strong>REGION</strong></td>
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</tr>
<tr>
<td>Northeast</td>
<td>-</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$52,525</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
<td>$52,525</td>
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</table>
### Director of Information Technology (continued)

<table>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$70,000</td>
<td>$88,000</td>
</tr>
<tr>
<td>10 + Years</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$52,525</td>
<td>$84,800</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>$52,525</td>
<td>$84,800</td>
</tr>
</tbody>
</table>
Program Clinical Director

Other Titles: Program Coordinator, Unit Coordinator, Unit Administrator, Director of Children’s Services, Residential Program Director, Supervisor of Diagnostic Programs

Description: Responsible for the management of discrete program components (e.g., foster family or residential care) and/or functions (e.g., social services, group life, intake, quality control). Individuals in this position assist with setting agency policy and practice standards, minority outcomes, compliance, and have supervisory responsibilities.

Pay Summary Chart

Figure 17: Program Clinical Director
### Program Clinical Director (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
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<td>1</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>5</td>
<td>11</td>
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<td>7</td>
<td>30</td>
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<tr>
<td>Western</td>
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<td>53</td>
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<td><strong>STAFF SIZE</strong></td>
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<td></td>
</tr>
<tr>
<td>&lt; 100</td>
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<td>24</td>
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<tr>
<td>100-249</td>
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<td>16</td>
</tr>
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<td>68</td>
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</table>
### Program Clinical Director (continued)

<table>
<thead>
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<th></th>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUDGET</strong></td>
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</tr>
<tr>
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<td>76</td>
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<tr>
<td><strong>WITH AGENCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>9</td>
<td>37</td>
</tr>
<tr>
<td>10 + Years</td>
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<td>58</td>
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<td><strong>EDUCATION LEVEL</strong></td>
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<td></td>
</tr>
<tr>
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</tr>
<tr>
<td>Bachelor</td>
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<td>50</td>
</tr>
<tr>
<td>Other</td>
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</table>
Program Clinical Director (continued)

Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>Minimum</td>
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<tr>
<td></td>
<td>$32,078</td>
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<table>
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<th><strong>STATUS</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
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<tr>
<td>Full-Time</td>
<td>$32,078</td>
<td>$56,920</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>REGION</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>$52,530</td>
<td>$65,000</td>
</tr>
<tr>
<td>Southeast</td>
<td>$50,000</td>
<td>$68,350</td>
</tr>
<tr>
<td>Central</td>
<td>$32,078</td>
<td>$51,970</td>
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<td>Western</td>
<td>$35,859</td>
<td>$56,560</td>
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<table>
<thead>
<tr>
<th><strong>STAFF SIZE</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>$32,078</td>
<td>$50,200</td>
</tr>
<tr>
<td>100-249</td>
<td>$52,046</td>
<td>$66,840</td>
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<td>250 +</td>
<td>$35,859</td>
<td>$57,350</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>BUDGET</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>$32,078</td>
<td>$53,980</td>
</tr>
<tr>
<td>$10M +</td>
<td>$35,859</td>
<td>$57,710</td>
</tr>
<tr>
<td>WITH AGENCY</td>
<td>BASE PAY</td>
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<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$35,859</td>
<td>$52,000</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$32,078</td>
<td>$54,140</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$40,040</td>
<td>$61,090</td>
</tr>
</tbody>
</table>

| EDUCATION LEVEL | BASE PAY | | | | TOTAL CASH COMPENSATION | | | |
|---|---|---|---|---|---|---|---|
| | Minimum | Median | Mean | Maximum | Minimum | Median | Mean | Maximum |
| Graduate | $42,900 | $65,500 | $67,360 | $115,000 | $46,200 | $66,950 | $68,710 | $115,000 |
| Bachelor | $32,078 | $51,900 | $53,860 | $83,382 | $32,078 | $53,600 | $55,430 | $84,182 |
| Other | - | - | - | - | - | - | - | - |
**Behavioral Health Director**

**Other Titles:** Clinical Director, Clinical Services Director

**Description:** Responsible for the management of behavioral health/clinical program components (e.g., MH therapy, D&A, etc.) that are funded through BHMCO/MA or private insurance payments.

---

**Pay Summary Chart**

**Figure 18: Behavioral Health Director**
### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<td>4</td>
<td>7</td>
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<tr>
<td>Southeast</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Central</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Western</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
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<tr>
<td>&lt; 100</td>
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<td>4</td>
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<tr>
<td>100-249</td>
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<td>250 +</td>
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### Behavioral Health Director (continued)

<table>
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<th># OF AGENCIES</th>
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<tbody>
<tr>
<td><strong>BUDGET</strong></td>
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<tr>
<td>&lt; $10M</td>
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<tr>
<td>$10M +</td>
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<tr>
<td><strong>WITH AGENCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>4</td>
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<td>9</td>
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Behavorial Health Director (continued)

Base Pay and Total Cash Compensation

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<tr>
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<tr>
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</tr>
<tr>
<td>Full-Time</td>
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<td>$69,000</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>REGION</td>
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<td></td>
</tr>
<tr>
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<td>-</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
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<td>$55,810</td>
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<tr>
<td>STAFF SIZE</td>
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<td></td>
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<td>-</td>
<td>-</td>
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<tr>
<td>100-249</td>
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<td>$73,000</td>
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### Behavioral Health Director (continued)

<table>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
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<td>$68,000</td>
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</table>

<table>
<thead>
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<th>TOTAL CASH COMPENSATION</th>
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<tbody>
<tr>
<td>Graduate</td>
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<td>$70,180</td>
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<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Quality Management / Compliance Officer

Other Titles: None

Description: Responsible for the operation of a quality management system across the agency that tracks performance indicators and uses the resulting information to contain risk, target needs, improve outcomes, and develop the agency’s strategic plan.

Pay Summary Chart

Figure 19: Quality Management / Compliance Officer
### Quality Management / Compliance Officer (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th>Region</th>
<th># of Agencies</th>
<th># of Employees</th>
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<tr>
<td><strong>Total</strong></td>
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<td>Part-Time</td>
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<tr>
<td>Northeast</td>
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<tr>
<td>Southeast</td>
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<tr>
<td>Central</td>
<td>2</td>
<td>2</td>
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<tr>
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<td>13</td>
</tr>
<tr>
<td>250+</td>
<td>7</td>
<td>8</td>
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</table>
Quality Management / Compliance Officer (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
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<th># OF EMPLOYEES</th>
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<td>$10M +</td>
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<table>
<thead>
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<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
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<tr>
<td>&lt; 3 Years</td>
<td>5</td>
<td>5</td>
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<tr>
<td>3-9 Years</td>
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<td>6</td>
</tr>
<tr>
<td>10 + Years</td>
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<td>12</td>
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<table>
<thead>
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<th># OF EMPLOYEES</th>
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</thead>
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<tr>
<td>Graduate</td>
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<td>11</td>
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<tr>
<td>Bachelor</td>
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<td>12</td>
</tr>
<tr>
<td>Other</td>
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<td>0</td>
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</table>
## Quality Management / Compliance Officer (continued)

### Base Pay and Total Cash Compensation

<table>
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<tr>
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<th><strong>BASE PAY</strong></th>
<th></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
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</thead>
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<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
<td>Mean</td>
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<tr>
<td><strong>TOTAL</strong></td>
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<td>Part-Time:</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Northeast:</td>
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<td>-</td>
</tr>
<tr>
<td></td>
<td>Central:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Western:</td>
<td>$43,500</td>
<td>$66,300</td>
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<tr>
<td><strong>STAFF SIZE</strong></td>
<td>&lt; 100:</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>100-249:</td>
<td>$34,569</td>
<td>$65,000</td>
</tr>
<tr>
<td></td>
<td>250+:</td>
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<td>$82,960</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
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<tr>
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<td>$67,940</td>
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</table>
### Quality Management / Compliance Officer (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$43,701</td>
<td>$64,000</td>
</tr>
<tr>
<td>3-9 Years</td>
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<td>$64,530</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$34,569</td>
<td>$68,150</td>
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<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
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<td>Bachelor</td>
<td>$34,569</td>
<td>$64,620</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Registered Nurse

Other Titles: RN

Description: A professional nurse is responsible for diagnosing/treating health problems. This may be accomplished through case findings; health teaching; health counseling; and preventative, restorative, and supportive care. RNs may be responsible for executing medical regimens as prescribed by a licensed physician/dentist as well as assessing, developing plans, and implementing and evaluating nursing care needs.

Pay Summary Chart

Figure 20: Registered Nurse
## Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
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<td><strong>TOTAL</strong></td>
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<tr>
<td>Part-Time</td>
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<td>65</td>
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<td>Northeast</td>
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<td>Western</td>
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</table>
### Registered Nurse (continued)

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<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<td><strong>BUDGET</strong></td>
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<td></td>
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<tr>
<td>&lt; $10M</td>
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<td>11</td>
<td>159</td>
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</table>

| **WITH AGENCY** |             |                |
| < 3 Years       | 11           | 76             |
| 3-9 Years       | 9            | 62             |
| 10 + Years      | 7            | 26             |

| **EDUCATION LEVEL** |         |                |
| Graduate          | 3        | 4              |
| Bachelor          | 13       | 78             |
| Other             | 8        | 84             |
## Registered Nurse (continued)

### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
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</tr>
</thead>
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<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td>Full-Time</td>
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<tr>
<td>Part-Time</td>
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</tr>
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<td>Northeast</td>
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</tr>
<tr>
<td>Southeast</td>
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</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$36,089</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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</tr>
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<td>&lt; 100</td>
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<tr>
<td>100-249</td>
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</tr>
<tr>
<td>250 +</td>
<td>$36,089</td>
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<tr>
<td><strong>BUDGET</strong></td>
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<tr>
<td>&lt; $10M</td>
<td>$50,000</td>
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<tr>
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## Registered Nurse (continued)

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<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$36,089</td>
<td>$60,480</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$41,891</td>
<td>$61,400</td>
</tr>
<tr>
<td>10+ Years</td>
<td>$46,384</td>
<td>$62,400</td>
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<tr>
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<td>Bachelor</td>
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<td>$54,080</td>
</tr>
<tr>
<td>Other</td>
<td>$41,600</td>
<td>$62,400</td>
</tr>
</tbody>
</table>
**Licensed Practical Nurse**

**Other Titles:** LPN

**Description:** Performs selected nursing acts in the care of the ill, injured, or infirmed under the direction of a licensed professional nurse or a licensed physician/dentist, which do not require the specialized skill, judgment, and knowledge required in professional nursing.

**Pay Summary Chart**

![Figure 21: Licensed Practical Nurse](chart.png)

- **Minimum:** $32,240
- **Median:** $44,160
- **Mean:** $43,870
- **Maximum:** $58,250

**Base Pay** vs **Total Cash Compensation**
Licensed Practical Nurse (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tbody>
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<td>Part-Time</td>
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<td>250 +</td>
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## Licensed Practical Nurse (continued)

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<tr>
<td>10 + Years</td>
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### Licensed Practical Nurse (continued)

#### Base Pay and Total Cash Compensation

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<th>TOTAL CASH COMPENSATION</th>
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<tr>
<td>Full-Time</td>
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<td>Part-Time</td>
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<td>-</td>
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<tr>
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<td>Southeast</td>
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<tr>
<td>100-249</td>
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<td>$39,870</td>
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<td>$32,240</td>
<td>$45,500</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
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<td>$43,680</td>
</tr>
</tbody>
</table>
### Licensed Practical Nurse (continued)

<table>
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<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$32,240</td>
<td>$37,340</td>
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<tr>
<td>3-9 Years</td>
<td>$35,110</td>
<td>$45,760</td>
</tr>
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<td>10 + Years</td>
<td>$35,277</td>
<td>$45,240</td>
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<table>
<thead>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
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<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
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<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>$32,240</td>
<td>$43,680</td>
</tr>
<tr>
<td></td>
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<td>$58,350</td>
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<td>$43,680</td>
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<tr>
<td></td>
<td>$43,540</td>
<td>$60,093</td>
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</table>
Social Services Supervisor (Master’s and Above)

Other Titles: Caseworker Supervisor, Treatment Supervisor, Senior Counselor, Social Service Manager, Managing Coordinator, Community Home Coordinator, Casework Supervisor, Treatment Coordinator, Admissions Coordinator

Description: Responsible for the direct supervision of staff who provide direct client services, such as casework, groupwork, family therapy, etc. This position is typically exempt and requires a master’s or higher degree.

Pay Summary Chart

Figure 22: Social Services Supervisor (Master's and Above)
### Social Services Supervisor (Master’s and Above) (continued)

#### Agency and Employee Counts

<table>
<thead>
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<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<td>130</td>
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<tr>
<td>Part-Time</td>
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<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>7</td>
<td>20</td>
</tr>
<tr>
<td>Southeast</td>
<td>8</td>
<td>42</td>
</tr>
<tr>
<td>Central</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Western</td>
<td>11</td>
<td>50</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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<tr>
<td>&lt; 100</td>
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<td>20</td>
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<tr>
<td>100-249</td>
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<td>35</td>
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<tr>
<td>250 +</td>
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### Social Services Supervisor (Master’s and Above) (continued)

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<th>BUDGET</th>
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<th># OF EMPLOYEES</th>
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<tr>
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<tbody>
<tr>
<td>&lt; 3 Years</td>
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<tr>
<td>3-9 Years</td>
<td>11</td>
<td>38</td>
</tr>
<tr>
<td>10 + Years</td>
<td>23</td>
<td>51</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
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<tbody>
<tr>
<td>Graduate</td>
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<td>128</td>
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<tr>
<td>Bachelor</td>
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<tr>
<td>Other</td>
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</table>
### Social Services Supervisor (Master’s and Above) (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td></td>
<td>$33,133</td>
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<tr>
<td><strong>STATUS</strong></td>
<td></td>
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<tr>
<td>Full-Time</td>
<td>$33,133</td>
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<td>Part-Time</td>
<td>-</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>$35,000</td>
</tr>
<tr>
<td>Southeast</td>
<td>$37,003</td>
</tr>
<tr>
<td>Central</td>
<td>$41,199</td>
</tr>
<tr>
<td>Western</td>
<td>$33,133</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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</tr>
<tr>
<td>&lt; 100</td>
<td>$35,000</td>
</tr>
<tr>
<td>100-249</td>
<td>$33,133</td>
</tr>
<tr>
<td>250 +</td>
<td>$33,660</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
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<tr>
<td>&lt; $10M</td>
<td>$33,660</td>
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<tr>
<td>$10M +</td>
<td>$33,133</td>
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</table>
### Social Services Supervisor (Master’s and Above) (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$33,660</td>
<td>$47,740</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$40,000</td>
<td>$50,760</td>
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<td>$50,370</td>
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<th>BASE PAY</th>
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</thead>
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<td>$50,000</td>
</tr>
<tr>
<td>Bachelor</td>
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<td>-</td>
</tr>
<tr>
<td>Other</td>
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</tr>
</tbody>
</table>
Social Services Supervisor (Bachelor’s and Below)

Other Titles: Group Home Supervisor, Cottage Life Supervisor

Description: Responsible for the supervision and direction of those staff whose primary responsibility is the daily care and supervision of children and youth in a residential setting. This position can be either exempt or non-exempt and requires a bachelor’s or lower degree.

Pay Summary Chart

Figure 23: Social Services Supervisor (Bachelor’s and Below)
### Social Services Supervisor (Bachelor’s and Below) (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
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<th># OF EMPLOYEES</th>
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<tr>
<td>Northeast</td>
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<th># OF EMPLOYEES</th>
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</thead>
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<td>100-249</td>
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Social Services Supervisor (Bachelor’s and Below) (continued)

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<th># OF EMPLOYEES</th>
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<tr>
<td>&lt; $10M</td>
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<tr>
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<td>20</td>
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<th># OF EMPLOYEES</th>
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### Social Services Supervisor (Bachelor’s and Below) (continued)

#### Base Pay and Total Cash Compensation

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<th><strong>BASE PAY</strong></th>
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<td></td>
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<td>Mean</td>
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<td>$25,500</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Western</td>
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<td>$42,390</td>
<td>$42,290</td>
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<td>$25,500</td>
<td>$35,000</td>
<td>$36,570</td>
</tr>
<tr>
<td>100-249</td>
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<td>$41,870</td>
</tr>
<tr>
<td>250 +</td>
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<td>$47,480</td>
<td>$47,590</td>
</tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>$25,500</td>
<td>$40,720</td>
<td>$41,280</td>
</tr>
<tr>
<td>$10M +</td>
<td>$26,488</td>
<td>$43,520</td>
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### Social Services Supervisor (Bachelor’s and Below) (continued)

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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
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<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$25,500</td>
<td>$38,580</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$26,265</td>
<td>$40,600</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$32,011</td>
<td>$47,480</td>
</tr>
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</table>

<table>
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<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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<tr>
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<tr>
<td>Other</td>
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<td>$36,000</td>
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</table>
Social Services Staff (Master’s and Above)

Other Titles: Caseworker, Social Worker, Counselor, Case Manager, Therapist, Lead Worker, Outreach Worker, Clinical Counselor

Description: Professional staff who carry a caseload and provide services directly to children and/or families. Core job functions include case assessment, case planning, and service implementation. This position is typically exempt and requires a master’s or higher degree.

Pay Summary Chart
Social Services Staff (Master’s and Above) (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</tr>
<tr>
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<td>8</td>
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### Social Services Staff (Master’s and Above) (continued)

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<table>
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<tr>
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<tr>
<td>10 + Years</td>
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<td>37</td>
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<table>
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<th># OF EMPLOYEES</th>
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<tr>
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<td>Bachelor</td>
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Social Services Staff (Master’s and Above) (continued)

Base Pay and Total Cash Compensation

<table>
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<tr>
<th></th>
<th>BASE PAY</th>
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<th>TOTAL CASH COMPENSATION</th>
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<tr>
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<td>Mean</td>
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<td>$40,380</td>
<td>$40,970</td>
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<td>$44,670</td>
<td>$44,190</td>
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<tr>
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<td>$43,910</td>
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### Social Services Staff (Master’s and Above) (continued)

<table>
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</thead>
<tbody>
<tr>
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<td>Median</td>
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<tr>
<td>&lt; 3 Years</td>
<td>$25,350</td>
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<tr>
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<td>$28,523</td>
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<td>10 + Years</td>
<td>$31,620</td>
<td>$46,500</td>
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<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$25,350</td>
<td>$42,320</td>
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<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
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</table>
Social Services Staff (Bachelor’s and Below)

Other Titles: Caseworker, Social Worker, Counselor, Outreach Worker

Description: Staff who carry a caseload and provide services directly to children and/or families. Core job functions include case assessment, case planning, and service implementation. This position requires a bachelor’s or lower degree.

Pay Summary Chart

Figure 25: Social Services Staff (Bachelor's and Below)
## Social Services Staff (Bachelor’s and Below) (continued)

### Agency and Employee Counts

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<tr>
<td>Southeast</td>
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<tr>
<td>Central</td>
<td>12</td>
<td>194</td>
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<tr>
<td>Western</td>
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Social Services Staff (Bachelor’s and Below) (continued)

<table>
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<tr>
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<th># OF EMPLOYEES</th>
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<tr>
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<td>178</td>
</tr>
<tr>
<td>10 + Years</td>
<td>25</td>
<td>93</td>
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<th># OF EMPLOYEES</th>
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### Social Services Staff (Bachelor’s and Below) (continued)

#### Base Pay and Total Cash Compensation

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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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<td>Minimum</td>
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</tr>
<tr>
<td>Median</td>
<td>$33,380</td>
</tr>
<tr>
<td>Mean</td>
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<tr>
<td>Maximum</td>
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<table>
<thead>
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<th><strong>STATUS</strong></th>
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<th><strong>TOTAL CASH COMPENSATION</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
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<td>Full-Time</td>
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</tr>
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<td>$30,540</td>
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<table>
<thead>
<tr>
<th><strong>REGION</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>Northeast</td>
<td>$25,350</td>
<td>$34,500</td>
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<td>Southeast</td>
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<tr>
<td>Central</td>
<td>$22,800</td>
<td>$32,280</td>
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<tr>
<td>Western</td>
<td>$13,900</td>
<td>$32,000</td>
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</table>

<table>
<thead>
<tr>
<th><strong>STAFF SIZE</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 100</td>
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<td>$32,000</td>
</tr>
<tr>
<td>100-249</td>
<td>$22,800</td>
<td>$34,020</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
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<table>
<thead>
<tr>
<th><strong>BUDGET</strong></th>
<th><strong>BASE PAY</strong></th>
<th><strong>TOTAL CASH COMPENSATION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
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<tr>
<td>&lt; $10M</td>
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Social Services Staff (Bachelor’s and Below) (continued)

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<th>TOTAL CASH COMPENSATION</th>
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<td>Other</td>
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</table>
Direct Child Care Staff

Other Titles: Housefather/mother, Houseparent, Residential Staff, Childcare Worker, Relief/Weekend Staff, Youth Worker

Description: Provides daily care and supervision of children and youth. Includes direct care counselors in delinquency programs. Assists professional staff and/or works under their supervision. Provides direct service as required to facilitate access to needed services.

Pay Summary Chart
**Direct Child Care Staff (continued)**

### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
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<tr>
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<tr>
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<tr>
<td>Southeast</td>
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<td>141</td>
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<tr>
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### Direct Child Care Staff (continued)

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<th># OF EMPLOYEES</th>
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<tr>
<td>&lt; 3 Years</td>
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<td>1416</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>28</td>
<td>466</td>
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<td>10+ Years</td>
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<th># OF EMPLOYEES</th>
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## Direct Child Care Staff (continued)

### Base Pay and Total Cash Compensation

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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$18,818</td>
<td>$29,020</td>
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<tr>
<td>Part-Time</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$16,088</td>
<td>$30,160</td>
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<th>TOTAL CASH COMPENSATION</th>
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<td>Minimum</td>
<td>Median</td>
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<td></td>
<td>$16,088</td>
<td>$29,120</td>
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<td>Southeast</td>
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<td>Median</td>
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<tr>
<td></td>
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<td>$29,120</td>
</tr>
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<td>Central</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
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<td>$16,419</td>
<td>$27,820</td>
</tr>
<tr>
<td>Western</td>
<td>Minimum</td>
<td>Median</td>
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<td>Median</td>
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<th><strong>BUDGET</strong></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$16,088</td>
<td>$28,930</td>
</tr>
<tr>
<td>$10M +</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$16,419</td>
<td>$29,120</td>
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</table>
## Direct Child Care Staff (continued)

<table>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>Minimum $16,419</td>
<td>Median $28,600</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>Minimum $18,447</td>
<td>Median $29,640</td>
</tr>
<tr>
<td>10 + Years</td>
<td>Minimum $18,655</td>
<td>Median $31,870</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>Minimum $22,022</td>
<td>Median $31,990</td>
</tr>
<tr>
<td>Bachelor</td>
<td>Minimum $16,419</td>
<td>Median $32,300</td>
</tr>
<tr>
<td>Other</td>
<td>Minimum $16,088</td>
<td>Median $26,790</td>
</tr>
</tbody>
</table>
**Case Aide**

**Other Titles:** Social Service Support Staff, Family Support Worker, Casework Assistant, Partial Hospitalization Casework Aide, Life Skills Educator, Program Aide

**Description:** Provides support services and paraprofessional functions under the direction of social services staff. May provide direct services to children or families at enhancing child and family functioning. Assists professional staff and works under their supervision. Does not have direct responsibility for caseloads and work with children/families receiving in-home services or foster/kinship care. Typically, a non-exempt position.

**Pay Summary Chart**

![Figure 27: Case Aide](image)
### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<td>223</td>
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<td><strong>STATUS</strong></td>
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<tr>
<td>Full-Time</td>
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<tr>
<td>Part-Time</td>
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<td>65</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>5</td>
<td>86</td>
</tr>
<tr>
<td>Southeast</td>
<td>4</td>
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<td>8</td>
<td>49</td>
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<tr>
<td>Western</td>
<td>6</td>
<td>48</td>
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<tr>
<td><strong>STAFF SIZE</strong></td>
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<td></td>
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<tr>
<td>&lt; 100</td>
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<td>33</td>
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<tr>
<td>100-249</td>
<td>9</td>
<td>73</td>
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<tr>
<td>250 +</td>
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</table>
## Case Aide (continued)

<table>
<thead>
<tr>
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<th># OF EMPLOYEES</th>
</tr>
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<tbody>
<tr>
<td>&lt; $10M</td>
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<td>42</td>
</tr>
<tr>
<td>$10M +</td>
<td>8</td>
<td>181</td>
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<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>13</td>
<td>120</td>
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<tr>
<td>3-9 Years</td>
<td>11</td>
<td>66</td>
</tr>
<tr>
<td>10 + Years</td>
<td>10</td>
<td>35</td>
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</table>

<table>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>2</td>
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<tr>
<td>Bachelor</td>
<td>8</td>
<td>53</td>
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<tr>
<td>Other</td>
<td>16</td>
<td>163</td>
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</table>
### Case Aide (continued)

#### Base Pay and Total Cash Compensation

<table>
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<tr>
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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$19,261</td>
<td>$27,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STATUS</strong></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$19,261</td>
<td>$27,570</td>
</tr>
<tr>
<td>Part-Time</td>
<td>$20,475</td>
<td>$25,790</td>
</tr>
</tbody>
</table>

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<tr>
<th><strong>REGION</strong></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$20,800</td>
<td>$29,900</td>
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<tr>
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<tr>
<td>Central</td>
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<tr>
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<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td>&lt; 100</td>
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<td>Median</td>
</tr>
<tr>
<td></td>
<td>$22,880</td>
<td>$23,400</td>
</tr>
<tr>
<td>100-249</td>
<td>$20,475</td>
<td>$25,790</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>BUDGET</strong></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td>$20,800</td>
<td>$23,400</td>
</tr>
<tr>
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<td>$19,261</td>
<td>$27,560</td>
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</table>
## Case Aide (continued)

<table>
<thead>
<tr>
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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$19,261</td>
<td>$26,750</td>
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<tr>
<td>3-9 Years</td>
<td>$21,849</td>
<td>$27,560</td>
</tr>
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<td>10 + Years</td>
<td>$23,213</td>
<td>$31,200</td>
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<table>
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<th>TOTAL CASH COMPENSATION</th>
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<tbody>
<tr>
<td>Graduate</td>
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<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$20,800</td>
<td>$32,000</td>
</tr>
<tr>
<td>Other</td>
<td>$19,261</td>
<td>$26,000</td>
</tr>
</tbody>
</table>
EDUCATION POSITION SUMMARIES

Principal (12 Month)

Other Titles: Education Coordinator, Educational Supervisor, Director of Education

Description: Responsible for the overall management of the educational program or component.

Pay Summary Chart

Figure 28: Principal (12 Month)
### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
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<tr>
<td><strong>TOTAL</strong></td>
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<td>15</td>
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<tr>
<td>Part-Time</td>
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<td>Southeast</td>
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<td>2</td>
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<tr>
<td>Central</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Western</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
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</tr>
<tr>
<td>100-249</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>250 +</td>
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<td>6</td>
</tr>
<tr>
<td>Principal (12 Month) (continued)</td>
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</tr>
<tr>
<td>--------------------------------</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
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<tr>
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<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>3</td>
<td>4</td>
</tr>
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<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>10 + Years</td>
<td>5</td>
<td>6</td>
</tr>
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<tr>
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</table>
Principal (12 Month) (continued)

Base Pay and Total Cash Compensation

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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$50,393</td>
<td>$75,000</td>
</tr>
<tr>
<td>STATUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>$50,393</td>
<td>$75,000</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>REGION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$50,393</td>
<td>$75,000</td>
</tr>
<tr>
<td>STAFF SIZE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>$50,393</td>
<td>$75,000</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BUDGET</td>
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<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
<td>$50,393</td>
<td>$75,000</td>
</tr>
</tbody>
</table>
Principal (12 Month) (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$50,393</td>
<td>$74,430</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$56,000</td>
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<table>
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<th>EDUCATION LEVEL</th>
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<th>TOTAL CASH COMPENSATION</th>
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</thead>
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<tr>
<td>Graduate</td>
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<td>$75,000</td>
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<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
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</tr>
</tbody>
</table>
**Teacher (12 Month)**

**Other Titles:** Diagnostic Teacher, Tutor Coordinator

**Description:** Certified teacher responsible for planning, developing, and implementing academic programs for planned courses of instruction.

---

**Pay Summary Chart**

*Figure 29: Teacher (12 Month)*
### Agency and Employee Counts

<table>
<thead>
<tr>
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<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
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<td>43</td>
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<td>1</td>
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<tr>
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<tr>
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</tr>
<tr>
<td>&lt; 100</td>
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<td>2</td>
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<td>30</td>
</tr>
<tr>
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<td>23</td>
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</table>
### Teacher (12 Month) (continued)

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<thead>
<tr>
<th></th>
<th># of Agencies</th>
<th># of Employees</th>
</tr>
</thead>
<tbody>
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<td><strong>Budget</strong></td>
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<tr>
<td>&lt; $10M</td>
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<td>16</td>
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<td>39</td>
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<tr>
<td><strong>With Agency</strong></td>
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<td></td>
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<tr>
<td>&lt; 3 Years</td>
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<tr>
<td>3-9 Years</td>
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</tr>
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<td>38</td>
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<tr>
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</table>
Teacher (12 Month) (continued)

Base Pay and Total Cash Compensation

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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td></td>
<td>$13,310</td>
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<td><strong>STATUS</strong></td>
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<tr>
<td>Full-Time</td>
<td>$28,000</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>$33,619</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>-</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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<tr>
<td>100-249</td>
<td>$13,310</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
</tr>
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</tr>
<tr>
<td>$10M +</td>
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</table>
### Teacher (12 Month) (continued)

<table>
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<tr>
<th>WITH AGENCY</th>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$13,310</td>
<td>$37,160</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>-</td>
<td>-</td>
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<tr>
<td>10 + Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>EDUCATION LEVEL</td>
<td>Graduate</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
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<td>$38,630</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Teacher (9 Month)

Other Titles: Diagnostic Teacher, Tutor Coordinator

Description: Certified teacher responsible for planning, developing, and implementing academic programs for planned courses of instruction.

Pay Summary Chart

![Figure 30: Teacher (9 Month)](chart_image)
## Teacher (9 Month) (continued)

### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
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**Teacher (9 Month) (continued)**

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Teacher (9 Month) (continued)

Base Pay and Total Cash Compensation

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<tr>
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<td>Central</td>
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<td>Western</td>
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<td>250+</td>
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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
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### Teacher (9 Month) (continued)

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<tr>
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<tr>
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Special Education Teacher (12 Month)

Other Titles: None

Description: Certified special education teacher responsible for planning, developing, and implementing individualized academic programs for special education students.

Pay Summary Chart

Figure 31: Special Education Teacher (12 Month)
### Special Education Teacher (12 Month) (continued)

#### Agency and Employee Counts

<table>
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<tr>
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#### STATUS

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#### REGION

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#### STAFF SIZE

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<td>&lt; 100</td>
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<td>100-249</td>
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<td>250+</td>
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Special Education Teacher (12 Month) (continued)

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<tr>
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Special Education Teacher (12 Month) (continued)

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<td><strong>TOTAL CASH COMPENSATION</strong></td>
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<tr>
<td>Part-Time</td>
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<td>Central</td>
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<td>Western</td>
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<tr>
<td>&lt; 100</td>
<td>-</td>
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<tr>
<td>100-249</td>
<td>$32,500</td>
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<tr>
<td>250 +</td>
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<td>$10M +</td>
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### Special Education Teacher (12 Month) (continued)

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Special Education Teacher (9 Month)

Other Titles: None

Description: Certified special education teacher responsible for planning, developing, and implementing individualized academic programs for special education students.

Pay Summary Chart

Figure 32: Special Education Teacher (9 Month)
### Special Education Teacher (9 Month) (continued)

#### Agency and Employee Counts

<table>
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### Special Education Teacher (9 Month) (continued)

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<th># OF EMPLOYEES</th>
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<td>Graduate</td>
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Special Education Teacher (9 Month) (continued)

Base Pay and Total Cash Compensation

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<td>$38,740</td>
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<td>Southeast</td>
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<td>Western</td>
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<td>100-249</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
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</tr>
<tr>
<td>BUDGET</td>
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<td>-</td>
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# Special Education Teacher (9 Month) (continued)

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<tr>
<td>&lt; 3 Years</td>
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<tr>
<td>3-9 Years</td>
<td>-</td>
<td>-</td>
</tr>
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<td>10 + Years</td>
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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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<td>-</td>
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</table>
Teacher Aide (12 Month)

Other Titles: Education Assistant, Behavior Assistant, Paraprofessional

Description: Assists a certified teacher in carrying out planned courses of educational instruction.

Pay Summary Chart

Figure 33: Teacher Aide (12 Month)
## Teacher Aide (12 Month) (continued)

### Agency and Employee Counts

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<thead>
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<tr>
<td>Part-Time</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>3</td>
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<td>0</td>
<td>0</td>
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<tr>
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<td>1</td>
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### Teacher Aide (12 Month) (continued)

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# Teacher Aide (12 Month) (continued)

## Base Pay and Total Cash Compensation

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<td>100-249</td>
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<td>$29,670</td>
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<td>$25,880</td>
</tr>
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</table>
Teacher Aide (9 Month)

Other Titles: Education Assistant, Behavior Assistant, Paraprofessional

Description: Assists a certified teacher in carrying out planned courses of educational instruction.

Pay Summary Chart

Figure 34: Teacher Aide (9 Month)
### Teacher Aide (9 Month) (continued)

#### Agency and Employee Counts

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<tr>
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<tr>
<td>STAFF SIZE</td>
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<tr>
<td>&lt; 100</td>
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<tr>
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<td>250 +</td>
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### Teacher Aide (9 Month) (continued)

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<tr>
<td>&lt;$10M</td>
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<tr>
<td>Bachelor</td>
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Teacher Aide (9 Month) (continued)

Base Pay and Total Cash Compensation

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<tr>
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<tr>
<td>250 +</td>
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<tr>
<td>BUDGET</td>
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## Teacher Aide (9 Month) (continued)

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<tr>
<td>Other</td>
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<td>$27,200</td>
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</table>
**Vocational / Transitional Coordinator**

**Other Titles:** None

**Description:** Responsible for assisting clients through life and career transitions. This includes goal setting, referring clients to appropriate services, and helping clients apply for jobs.

**Pay Summary Chart**

![Figure 35: Vocational / Transitional Coordinator](image-url)
### Vocational / Transitional Coordinator (continued)

**Agency and Employee Counts**

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<th># OF EMPLOYEES</th>
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<tr>
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<tr>
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<td>1</td>
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<tr>
<td>100-249</td>
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<tr>
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### Vocational / Transitional Coordinator (continued)

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Vocational / Transitional Coordinator (continued)

Base Pay and Total Cash Compensation

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### Vocational / Transitional Coordinator (continued)

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<tr>
<td>3-9 Years</td>
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</tr>
<tr>
<td>10 + Years</td>
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<tr>
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<td>-</td>
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<tr>
<td>Other</td>
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<td>-</td>
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</table>
MENTAL / BEHAVIORAL HEALTH POSITION SUMMARIES

Psychiatrist

Other Titles: None

Description: A physician who specializes in the diagnosis, treatment, and prevention of mental illnesses and substance-use disorders.

Pay Summary Chart

Figure 36: Psychiatrist
### Psychiatrist (continued)

#### Agency and Employee Counts

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<td>Part-Time</td>
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<td>4</td>
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<tr>
<td><strong>REGION</strong></td>
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<td></td>
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<tr>
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</tr>
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<td>Psychiatrist (continued)</td>
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<td>10 + Years</td>
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Psychiatrist (continued)

Base Pay and Total Cash Compensation by Demographics

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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
<td>$180,000</td>
<td>$278,560</td>
</tr>
</tbody>
</table>
Psychiatrist (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$196,691</td>
<td>$334,880</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$180,000</td>
<td>$296,810</td>
</tr>
<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Psychologist

Other Titles: None

Description: A person who is licensed to engage in the practice of psychology according to the professional standards in the code of ethics to: study both normal and abnormal functioning, treat patients with mental and emotional problems, and study and encourage behaviors that build wellness and emotional resilience.

Pay Summary Chart

**Figure 37: Psychologist**

![Pay Summary Chart for Psychologist](image-url)
Psychologist (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>STATUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Part-Time</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>REGION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Southeast</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Central</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>STAFF SIZE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>100-249</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>250 +</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>
## Psychologist (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
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<td>4</td>
</tr>
<tr>
<td>$10M +</td>
<td>6</td>
<td>8</td>
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</table>

<table>
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<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>10 + Years</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
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<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Bachelor</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
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<td>0</td>
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</tbody>
</table>
Psychologist (continued)

Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>Minimum</td>
</tr>
<tr>
<td></td>
<td>$45,408</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STATUS</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td><strong>Full-Time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$45,408</td>
<td>$73,000</td>
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<tr>
<td><strong>Part-Time</strong></td>
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<td></td>
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<table>
<thead>
<tr>
<th>REGION</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
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</tr>
<tr>
<td><strong>Southeast</strong></td>
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<td></td>
<td>-</td>
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<tr>
<td><strong>Central</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Western</strong></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$45,408</td>
<td>$71,000</td>
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<table>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>100-249</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>250 +</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$45,408</td>
<td>$83,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td><strong>&lt; $10M</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>$10M +</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$65,934</td>
<td>$88,400</td>
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</tbody>
</table>
## Psychologist (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
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<tr>
<td>&lt; 3 Years</td>
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<tr>
<td>3-9 Years</td>
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<td>$83,300</td>
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<tr>
<td>10 + Years</td>
<td>-</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$45,408</td>
<td>$73,320</td>
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<tr>
<td>Bachelor</td>
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<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Mental Health Treatment Supervisor

Other Titles: Clinical Director

Description: Responsible for the clinical oversight and supervision of staff who provide direct therapy, in an office or residential setting, to clients diagnosed with mental health or behavioral health problems.

Pay Summary Chart

Figure 38: Mental Health Treatment Supervisor
## Mental Health Treatment Supervisor (continued)

### Agency and Employee Counts

<table>
<thead>
<tr>
<th>Status</th>
<th># of Agencies</th>
<th># of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>11</td>
<td>31</td>
</tr>
<tr>
<td>Part-Time</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th># of Agencies</th>
<th># of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Southeast</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Central</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Western</td>
<td>6</td>
<td>23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Size</th>
<th># of Agencies</th>
<th># of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>100-249</td>
<td>7</td>
<td>24</td>
</tr>
<tr>
<td>250+</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Mental Health Treatment Supervisor (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>$10M +</td>
<td>7</td>
<td>11</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>10 + Years</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>11</td>
<td>27</td>
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<tr>
<td>Bachelor</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
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<td>0</td>
</tr>
</tbody>
</table>
Mental Health Treatment Supervisor (continued)

Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$30,992</td>
<td>$48,740</td>
</tr>
<tr>
<td>STATUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>$30,992</td>
<td>$48,820</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>REGION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$30,992</td>
<td>$47,650</td>
</tr>
<tr>
<td>STAFF SIZE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>$30,992</td>
<td>$48,230</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BUDGET</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
<td>$45,900</td>
<td>$52,500</td>
</tr>
</tbody>
</table>
### Mental Health Treatment Supervisor (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$30,992</td>
<td>$47,510</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$49,507</td>
<td>$60,490</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$38,574</td>
<td>$50,960</td>
</tr>
<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

- | $38,574  | $50,960 | $53,510 | $100,952 |
**Mental Health Therapist**

**Other Titles:** Clinical Therapist

**Description:** A person trained in a generally recognized clinical discipline, including but not limited to psychiatry, social work, psychology, and rehabilitation or activity therapies, who has a graduate degree and clinical experience. Provides traditional direct therapy to clients with diagnosed categorical mental health or behavioral health problems in an office or residential setting. Capable of self-directed clinical practice with supervision. Usually requires an advanced degree or clinical practice.

**Pay Summary Chart**

![Figure 39: Mental Health Therapist](image)
Mental Health Therapist (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>18</td>
<td>232</td>
</tr>
<tr>
<td>Part-Time</td>
<td>7</td>
<td>65</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>5</td>
<td>145</td>
</tr>
<tr>
<td>Southeast</td>
<td>4</td>
<td>13</td>
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<tr>
<td>Central</td>
<td>4</td>
<td>53</td>
</tr>
<tr>
<td>Western</td>
<td>9</td>
<td>88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>100-249</td>
<td>13</td>
<td>128</td>
</tr>
<tr>
<td>250 +</td>
<td>4</td>
<td>160</td>
</tr>
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</table>
# Mental Health Therapist (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>8</td>
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</tr>
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<td>$10M +</td>
<td>12</td>
<td>224</td>
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<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>14</td>
<td>164</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>17</td>
<td>98</td>
</tr>
<tr>
<td>10 + Years</td>
<td>12</td>
<td>36</td>
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<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td>Graduate</td>
<td>20</td>
<td>262</td>
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<tr>
<td>Bachelor</td>
<td>6</td>
<td>23</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>14</td>
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</tbody>
</table>
## Mental Health Therapist (continued)

### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>$28,000</td>
<td>$43,900</td>
</tr>
<tr>
<td><strong>STATUS</strong></td>
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<tr>
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<td>$42,750</td>
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<td>Part-Time</td>
<td>$36,400</td>
<td>$57,370</td>
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<td>Northeast</td>
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<td>$45,000</td>
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<tr>
<td>Southeast</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$32,459</td>
<td>$40,160</td>
</tr>
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<td></td>
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<tr>
<td>&lt; 100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>$28,000</td>
<td>$43,040</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>$28,000</td>
<td>$42,020</td>
</tr>
<tr>
<td>$10M +</td>
<td>$32,459</td>
<td>$44,440</td>
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</table>
Mental Health Therapist (continued)

<table>
<thead>
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<th>WITH AGENCY</th>
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<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$28,000</td>
<td>$43,040</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$35,000</td>
<td>$44,380</td>
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<tr>
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<td>$44,970</td>
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<table>
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<th>EDUCATION LEVEL</th>
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<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>Graduate</td>
<td>$28,000</td>
<td>$43,140</td>
</tr>
<tr>
<td>Bachelor</td>
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<td>$43,900</td>
</tr>
<tr>
<td>Other</td>
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</tr>
</tbody>
</table>
Therapeutic Support Staff (BHRS)

Other Titles: None

Description: Acts to support the implementation of the behavioral health treatment plan in support of the identified child and family goals. Provides medically necessary mental health supports as guided by the individualized behavioral health treatment plan for the child or adolescent, the primary clinician as designated by the interagency team, and the TSS supervisor. Provides individual direct services as needed in a classroom or in-home setting.

Pay Summary Chart

![Figure 40: Therapeutic Support Staff (BHRS)](chart)
# Therapeutic Support Staff (BHRS) (continued)

## Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
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<th># OF EMPLOYEES</th>
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<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<td>73</td>
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<td><strong>STATUS</strong></td>
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<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>6</td>
<td>28</td>
</tr>
<tr>
<td>Part-Time</td>
<td>2</td>
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</tr>
<tr>
<td>Northeast</td>
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</tr>
<tr>
<td>Western</td>
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<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>100-249</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>250 +</td>
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</table>
Therapeutic Support Staff (BHRS) (continued)

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<th># OF EMPLOYEES</th>
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<tr>
<td>&lt; $10M</td>
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<table>
<thead>
<tr>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>5</td>
<td>49</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>10+ Years</td>
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<td>6</td>
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<tr>
<th>EDUCATION LEVEL</th>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
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<td>Bachelor</td>
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## Therapeutic Support Staff (BHRS) (continued)

### Base Pay and Total Cash Compensation

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</thead>
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<tr>
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<td>Minimum</td>
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<tr>
<td>TOTAL</td>
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<td>$38,480</td>
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<td></td>
</tr>
<tr>
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<td>$36,480</td>
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<td>Part-Time</td>
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<tr>
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<td>-</td>
</tr>
<tr>
<td>Southeast</td>
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<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
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<td></td>
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<td>100-249</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
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<td>-</td>
</tr>
<tr>
<td>BUDGET</td>
<td></td>
<td></td>
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<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>WITH AGENCY</td>
<td>BASE PAY</td>
<td>TOTAL CASH COMPENSATION</td>
</tr>
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<td>-------------</td>
<td>----------</td>
<td>-------------------------</td>
</tr>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
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<tr>
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<td>-</td>
<td>-</td>
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<tr>
<td>10 + Years</td>
<td>-</td>
<td>-</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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<tbody>
<tr>
<td>Graduate</td>
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<td>-</td>
</tr>
<tr>
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<td>$38,480 $36,650 $54,080</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Behavioral Specialist

Other Titles: None

Description: Provides specific expertise in behavioral management protocols needed by the mobile therapist and therapeutic support staff. Serves as a consultant to, and as requested by, the mobile therapist within the treatment team.

Pay Summary Chart

Figure 41: Behavioral Specialist
### Behavioral Specialist (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
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<th># OF EMPLOYEES</th>
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<tr>
<td><strong>TOTAL</strong></td>
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<td>Part-Time</td>
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<td></td>
</tr>
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<tr>
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<td>1</td>
</tr>
<tr>
<td>Central</td>
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<tr>
<td>Western</td>
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<tr>
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<td>100-249</td>
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### Behavioral Specialist (continued)

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<th>BUDGET</th>
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<tbody>
<tr>
<td>&lt; $10M</td>
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</tr>
<tr>
<td>$10M +</td>
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<td>66</td>
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<table>
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<th>WITH AGENCY</th>
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<th># OF EMPLOYEES</th>
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<tr>
<td>&lt; 3 Years</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>5</td>
<td>23</td>
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<tr>
<td>10 + Years</td>
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<table>
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<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
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<tr>
<td>Graduate</td>
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<tr>
<td>Bachelor</td>
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</table>
### Behavioral Specialist (continued)

#### Base Pay and Total Cash Compensation

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<th>BASE PAY</th>
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<th>TOTAL CASH COMPENSATION</th>
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<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
<td>Maximum</td>
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<tr>
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<td>$38,710</td>
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<td></td>
<td></td>
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<td>$36,750</td>
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</tr>
<tr>
<td>Southeast</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>STAFF SIZE</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
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<td>-</td>
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</tr>
<tr>
<td>BUDGET</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>$10M +</td>
<td>-</td>
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</tr>
</tbody>
</table>
### Behavioral Specialist (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td>&lt; 3 Years</td>
<td>$29,702</td>
<td>$34,000</td>
</tr>
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<td>3-9 Years</td>
<td>$32,136</td>
<td>$38,510</td>
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<tr>
<td>10 + Years</td>
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<th>EDUCATION LEVEL</th>
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<th>TOTAL CASH COMPENSATION</th>
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<tbody>
<tr>
<td>Graduate</td>
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<td>$34,500</td>
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<tr>
<td>Other</td>
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</tr>
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</table>
**Utilization Review**

**Other Titles:** None

**Description:** Responsible for monitoring the use and delivery of services, often to assist a managed care provider with controlling healthcare costs.

---

**Pay Summary Chart**

![Figure 42: Utilization Review](image)

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
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<tbody>
<tr>
<td>$18,351</td>
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- **Base Pay**
- **Total Cash Compensation**
Utilization Review (continued)

Agency and Employee Counts

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<th># OF EMPLOYEES</th>
</tr>
</thead>
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<tr>
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<table>
<thead>
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<th>Status</th>
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<th># OF EMPLOYEES</th>
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<tr>
<td>Part-Time</td>
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<td>0</td>
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<table>
<thead>
<tr>
<th>Region</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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<tr>
<td>Northeast</td>
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</tr>
<tr>
<td>Southeast</td>
<td>0</td>
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<tr>
<td>Central</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Western</td>
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<td>6</td>
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<table>
<thead>
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<th>Staff Size</th>
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<th># OF EMPLOYEES</th>
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</tr>
<tr>
<td>250+</td>
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<td>10</td>
</tr>
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</table>
Utilization Review (continued)

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10 + Years</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td><strong>EDUCATION LEVEL</strong></td>
<td></td>
<td></td>
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<tr>
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<td>2</td>
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<tr>
<td>Bachelor</td>
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<td>6</td>
</tr>
<tr>
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</table>
Utilization Review (continued)

Base Pay and Total Cash Compensation

<table>
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<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
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<tr>
<td></td>
<td>Minimum</td>
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<tr>
<td>TOTAL</td>
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<td>STATUS</td>
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<td>$48,310</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Northeast</td>
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<td>-</td>
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<tr>
<td>Southeast</td>
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</tr>
<tr>
<td>Central</td>
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<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>STAFF SIZE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>250 +</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BUDGET</td>
<td></td>
<td></td>
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<tr>
<td>&lt; $10M</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$10M +</td>
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</table>
### Utilization Review (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>3-9 Years</td>
<td>-</td>
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<td>10 + Years</td>
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<table>
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<tr>
<th>EDUCATION LEVEL</th>
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<tr>
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<tr>
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<td>-</td>
</tr>
<tr>
<td>Other</td>
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<td>-</td>
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</table>
Office Manager

Other Titles: None

Description: Responsible for the management of an administrative/program office, which may include clerical tasks, bookkeeping, and purchasing. This position may also supervise other staff members.

Pay Summary Chart

Figure 43: Office Manager
### Office Manager (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>22</td>
<td>44</td>
</tr>
</tbody>
</table>

#### STATUS

<table>
<thead>
<tr>
<th>Status</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>20</td>
<td>42</td>
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<tr>
<td>Part-Time</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

#### REGION

<table>
<thead>
<tr>
<th>Region</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Southeast</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Central</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Western</td>
<td>8</td>
<td>28</td>
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</tbody>
</table>

#### STAFF SIZE

<table>
<thead>
<tr>
<th>Size</th>
<th># OF AGENCIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>11</td>
<td>11</td>
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<tr>
<td>100-249</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>250+</td>
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<td>25</td>
</tr>
</tbody>
</table>
### Office Manager (continued)

<table>
<thead>
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<th></th>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
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<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>13</td>
<td>19</td>
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<tr>
<td>$10M +</td>
<td>9</td>
<td>25</td>
</tr>
<tr>
<td><strong>WITH AGENCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>10 + Years</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td><strong>EDUCATION LEVEL</strong></td>
<td></td>
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<tr>
<td>Graduate</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bachelor</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>35</td>
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</table>
### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$21,600</td>
<td>$37,070</td>
</tr>
<tr>
<td><strong>STATUS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>$21,600</td>
<td>$37,070</td>
</tr>
<tr>
<td>Part-Time</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>$25,000</td>
<td>$37,000</td>
</tr>
<tr>
<td>Southeast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western</td>
<td>$23,566</td>
<td>$35,710</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>$21,600</td>
<td>$36,000</td>
</tr>
<tr>
<td>100-249</td>
<td>$27,300</td>
<td>$47,830</td>
</tr>
<tr>
<td>250 +</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
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<tr>
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<td>$38,650</td>
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</table>
### Office Manager (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$21,600</td>
<td>$30,680</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$23,566</td>
<td>$34,320</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$29,702</td>
<td>$42,110</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$32,240</td>
<td>$38,480</td>
</tr>
<tr>
<td>Other</td>
<td>$21,600</td>
<td>$35,420</td>
</tr>
</tbody>
</table>
Administrative Assistant

Other Titles: Executive Secretary

Description: Performs a range of tasks in support of the administrative staff. May also be responsible for general office management and/or supervision of other staff members.

Pay Summary Chart

Figure 44: Administrative Assistant
### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>34</td>
<td>205</td>
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</table>

<table>
<thead>
<tr>
<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>32</td>
<td>171</td>
</tr>
<tr>
<td>Part-Time</td>
<td>12</td>
<td>34</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>11</td>
<td>52</td>
</tr>
<tr>
<td>Southeast</td>
<td>9</td>
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<td>12</td>
<td>50</td>
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<tr>
<td>Western</td>
<td>13</td>
<td>77</td>
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</table>

<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>11</td>
<td>27</td>
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<tr>
<td>100-249</td>
<td>17</td>
<td>93</td>
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<tr>
<td>250 +</td>
<td>6</td>
<td>85</td>
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</table>
### Administrative Assistant (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
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<td>57</td>
</tr>
<tr>
<td>$10M +</td>
<td>17</td>
<td>148</td>
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<table>
<thead>
<tr>
<th>WITH AGENCY</th>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>24</td>
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<tr>
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<td>25</td>
<td>68</td>
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<td>10 + Years</td>
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<td>58</td>
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<table>
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<th>EDUCATION LEVEL</th>
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<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
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<td>12</td>
<td>23</td>
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<tr>
<td>Other</td>
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<td>176</td>
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</table>
### Administrative Assistant (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td><strong>TOTAL</strong></td>
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<td>$20,800</td>
<td>$30,140</td>
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<tr>
<td><strong>STATUS</strong></td>
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<td></td>
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<tr>
<td>Full-Time</td>
<td>$22,880</td>
<td>$30,600</td>
</tr>
<tr>
<td>Part-Time</td>
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<td><strong>REGION</strong></td>
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</tr>
<tr>
<td>Northeast</td>
<td>$20,800</td>
<td>$28,600</td>
</tr>
<tr>
<td>Southeast</td>
<td>$25,168</td>
<td>$33,280</td>
</tr>
<tr>
<td>Central</td>
<td>$22,880</td>
<td>$29,990</td>
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<tr>
<td>Western</td>
<td>$21,424</td>
<td>$29,990</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
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<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>$22,880</td>
<td>$30,990</td>
</tr>
<tr>
<td>100-249</td>
<td>$23,296</td>
<td>$31,200</td>
</tr>
<tr>
<td>250 +</td>
<td>$20,800</td>
<td>$27,850</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
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<td></td>
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<tr>
<td>&lt; $10M</td>
<td>$22,880</td>
<td>$30,990</td>
</tr>
<tr>
<td>$10M +</td>
<td>$20,800</td>
<td>$29,700</td>
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### Administrative Assistant (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$20,800</td>
<td>$27,980</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$21,424</td>
<td>$29,770</td>
</tr>
<tr>
<td>10+ Years</td>
<td>$25,064</td>
<td>$32,650</td>
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<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$23,296</td>
<td>$30,000</td>
</tr>
<tr>
<td>Other</td>
<td>$20,800</td>
<td>$30,150</td>
</tr>
</tbody>
</table>
**Bookkeeper**

**Other Titles:** Fiscal Assistant, Fiscal Agent, Administrative Assistant

**Description:** Responsible for maintenance of ledger accounts, accounts payable and receivable, and/or preparation of payroll.

**Pay Summary Chart**

![Figure 45: Bookkeeper](image)
### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>22</td>
<td>70</td>
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<table>
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<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>19</td>
<td>62</td>
</tr>
<tr>
<td>Part-Time</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Southeast</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Central</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Western</td>
<td>8</td>
<td>41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>100-249</td>
<td>11</td>
<td>35</td>
</tr>
<tr>
<td>250+</td>
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</tbody>
</table>
**Bookkeeper (continued)**

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>$10M +</td>
<td>12</td>
<td>50</td>
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<td><strong>WITH AGENCY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>10 + Years</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td><strong>EDUCATION LEVEL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Bachelor</td>
<td>15</td>
<td>31</td>
</tr>
<tr>
<td>Other</td>
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<td>24</td>
</tr>
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</table>
### Bookkeeper (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th></th>
<th>BASE PAY</th>
<th></th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Median</td>
<td>Mean</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td></td>
<td>$22,277</td>
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<td>$42,290</td>
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<td></td>
<td></td>
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<tr>
<td>Full-Time</td>
<td>$23,439</td>
<td>$40,990</td>
<td>$42,720</td>
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<td>Part-Time</td>
<td>$22,277</td>
<td>$34,090</td>
<td>$38,900</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td>$22,277</td>
<td>$39,570</td>
<td>$41,320</td>
</tr>
<tr>
<td>Southeast</td>
<td>$32,760</td>
<td>$42,960</td>
<td>$46,740</td>
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<tr>
<td>Central</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$23,439</td>
<td>$41,300</td>
<td>$41,820</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>$22,277</td>
<td>$33,570</td>
<td>$37,240</td>
</tr>
<tr>
<td>100-249</td>
<td>$23,439</td>
<td>$38,770</td>
<td>$41,330</td>
</tr>
<tr>
<td>250 +</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>$22,277</td>
<td>$42,490</td>
<td>$43,210</td>
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<td>$10M +</td>
<td>$23,439</td>
<td>$40,070</td>
<td>$41,910</td>
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</table>
### Bookkeeper (continued)

<table>
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<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$26,160</td>
<td>$39,820</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$22,277</td>
<td>$39,240</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$24,005</td>
<td>$43,160</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>$27,261</td>
<td>$47,670</td>
</tr>
<tr>
<td>Other</td>
<td>$22,277</td>
<td>$38,390</td>
</tr>
</tbody>
</table>
**Maintenance / Groundskeeper**

**Other Titles:** None

**Description:** Responsible for performing a variety of work to ensure the care, general maintenance, and repair of the organization’s buildings, grounds, facilities, and equipment.

**Pay Summary Chart**

![Figure 46: Maintenance / Groundskeeper](image)
### Maintenance / Groundskeeper (continued)

#### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<td>84</td>
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<td></td>
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<tr>
<td>Full-Time</td>
<td>24</td>
<td>70</td>
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<tr>
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### Maintenance / Groundskeeper (continued)

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### Maintenance / Groundskeeper (continued)

#### Base Pay and Total Cash Compensation

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## Maintenance / Groundskeeper (continued)

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**Kitchen Supervisor**

**Other Titles:** Head Cook, Executive Chef, Kitchen Manager

**Description:** Supervises kitchen staff and oversees the entire operation of a school kitchen to ensure cleanliness and efficiency. Determines quantities of food to be prepared, serving size, etc. Responsible for food shipments, requisitions, and security/storage. Also responsible for care and maintenance of kitchen equipment and supplies to ensure good operation. Assists with food preparations and serving.

**Pay Summary Chart**

![Figure 47: Kitchen Supervisor](chart.png)
### Agency and Employee Counts

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<thead>
<tr>
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### Kitchen Supervisor (continued)

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### Kitchen Supervisor (continued)

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### Kitchen Supervisor (continued)

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Cook

Other Titles: Food Preparer, Cafeteria Worker, Line Cook

Description: Prepares, cooks, and serves large quantities of food in a school cafeteria according to set menus and serving portions. Cleans and inspects equipment, appliances, and work areas to ensure cleanliness and functional operation. Washes pot, pans, dishes, utensils, and other equipment.

Pay Summary Chart

Figure 48: Cook
### Agency and Employee Counts

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Cook (continued)

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Cook (continued)

Base Pay and Total Cash Compensation

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<td>$10M +</td>
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<td>$22,880</td>
<td>$22,790</td>
<td>$37,149</td>
</tr>
</tbody>
</table>
### Cook (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$18,034</td>
<td>$20,800</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$20,696</td>
<td>$22,880</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$19,793</td>
<td>$24,380</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>$17,550</td>
<td>$22,880</td>
</tr>
</tbody>
</table>
**Driver**

**Other Titles:** School Bus Driver, Transportation Aide

**Description:** Transports children/youth to school/academy, for medical or family visits, or to other required appointments/meetings.

**Pay Summary Chart**

![Figure 49: Driver](chart)

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Median</th>
<th>Mean</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>$17,063</td>
<td>$21,150</td>
<td>$24,760</td>
<td>$35,453</td>
</tr>
</tbody>
</table>

*Base Pay* vs *Total Cash Compensation*
Driver (continued)

Agency and Employee Counts

<table>
<thead>
<tr>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>14</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>12</td>
<td>42</td>
</tr>
<tr>
<td>Part-Time</td>
<td>9</td>
<td>70</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Southeast</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Central</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Western</td>
<td>7</td>
<td>76</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>100-249</td>
<td>6</td>
<td>29</td>
</tr>
<tr>
<td>250+</td>
<td>6</td>
<td>78</td>
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### Driver (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
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</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>$10M +</td>
<td>10</td>
<td>96</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>10</td>
<td>48</td>
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<tr>
<td>3-9 Years</td>
<td>10</td>
<td>52</td>
</tr>
<tr>
<td>10+ Years</td>
<td>5</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Bachelor</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>89</td>
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</table>
### Driver (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASE PAY</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$17,063</td>
</tr>
<tr>
<td><strong>STATUS</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>Full-Time</td>
<td>$18,779</td>
</tr>
<tr>
<td>Part-Time</td>
<td>$17,063</td>
</tr>
<tr>
<td><strong>REGION</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>Northeast</td>
<td>-</td>
</tr>
<tr>
<td>Southeast</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$17,550</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>$17,063</td>
</tr>
<tr>
<td>250+</td>
<td>$19,239</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>-</td>
</tr>
<tr>
<td>$10M+</td>
<td>$17,063</td>
</tr>
</tbody>
</table>
## Driver (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$17,063</td>
<td>$20,860</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$17,570</td>
<td>$22,090</td>
</tr>
<tr>
<td>10 + Years</td>
<td>$19,169</td>
<td>$24,600</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>$19,239</td>
<td>$22,880</td>
</tr>
</tbody>
</table>
IT Support Staff

Other Titles: Technical Support Specialist; System, Network, LAN, or WAN Administrator; Help Desk; Computer Operator

Description: Reports to an MIS Director/IT Manager and is responsible for installing and configuring computer systems, diagnosing and solving hardware/software faults, and monitoring the organization’s network.

Pay Summary Chart

Figure 50: IT Support Staff
## IT Support Staff (continued)

### Agency and Employee Counts

<table>
<thead>
<tr>
<th></th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>14</td>
<td>31</td>
</tr>
</tbody>
</table>

<table>
<thead>
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<th>STATUS</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Part-Time</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Southeast</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Central</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Western</td>
<td>5</td>
<td>18</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>STAFF SIZE</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 100</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>100-249</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>250+</td>
<td>6</td>
<td>21</td>
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### IT Support Staff (continued)

<table>
<thead>
<tr>
<th>BUDGET</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $10M</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>$10M +</td>
<td>11</td>
<td>28</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 3 Years</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>10 + Years</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th># OF AGENCIES</th>
<th># OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Bachelor</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
<td>15</td>
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</table>
### IT Support Staff (continued)

#### Base Pay and Total Cash Compensation

<table>
<thead>
<tr>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td></td>
<td>$25,933</td>
</tr>
<tr>
<td><strong>STATUS</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>Full-Time</td>
<td>$27,040</td>
</tr>
<tr>
<td>Part-Time</td>
<td>-</td>
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<td>Southeast</td>
<td>-</td>
</tr>
<tr>
<td>Central</td>
<td>-</td>
</tr>
<tr>
<td>Western</td>
<td>$25,933</td>
</tr>
<tr>
<td><strong>STAFF SIZE</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>&lt; 100</td>
<td>-</td>
</tr>
<tr>
<td>100-249</td>
<td>$27,040</td>
</tr>
<tr>
<td>250+</td>
<td>$25,933</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td>&lt; $10M</td>
<td>-</td>
</tr>
<tr>
<td>$10M+</td>
<td>$25,933</td>
</tr>
</tbody>
</table>
### IT Support Staff (continued)

<table>
<thead>
<tr>
<th>WITH AGENCY</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>&lt; 3 Years</td>
<td>$25,933</td>
<td>$33,210</td>
</tr>
<tr>
<td>3-9 Years</td>
<td>$31,658</td>
<td>$40,690</td>
</tr>
<tr>
<td>10 + Years</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>BASE PAY</th>
<th>TOTAL CASH COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Median</td>
</tr>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Bachelor</td>
<td>$31,845</td>
<td>$45,000</td>
</tr>
<tr>
<td>Other</td>
<td>$25,933</td>
<td>$33,280</td>
</tr>
</tbody>
</table>
CONCLUSIONS & REFERENCES

Conclusions

The 2018-19 PCCYFS Salary Survey took the pulse on pay in vital agencies across the state of Pennsylvania. A diverse sample of 5,590 employees responded from agencies varying by region, staff size, and annual budget. This information suggested historical pay trends and allowed for comparisons between positions.

Changes in pay over time have been mixed, with about half of positions seeing real increases, and the remainder either seeing increases that do not match inflation or seeing decreases. Almost all Social Services positions saw real increases, while other position families experienced a mix.

Data was not available to make comprehensive comparisons with prior reports, so reported changes over time could be partly or wholly explained by changes in each year’s samples, sample sizes, or methods of data collection and reporting.

As well, there was a small amount of missingness in the data about employee characteristics. Future versions of this report would be strengthened with access to more data about responding agencies and individual respondents, as well as data used for prior reports.

Comparing 2018-19 pay between positions, some patterns are made clear: Executive and Management positions are paid substantially more than other positions, and Executive positions receive cash compensation in addition to base pay that is virtually non-existent for other positions.

Administrative Support, Social Services, Education, and Mental / Behavioral Health positions had average total cash compensation (TCC) in the $30,000s and $40,000s while Executives and Management positions had average (TCC) in the $110,000s and $70,000s, respectively.

In the interest of improving outcomes and well-being for employees, agencies, and the public, we hope this report will assist agencies in decision-making related to pay. We also hope this report will serve as a resource for future comparisons.

References