



Valuing Our Nonprofit Workforce

A Compensation and Benefits Survey
of Nonprofits in Southern New England
and Westchester County, N.Y.

Valuing Our Nonprofit Workforce 2017

A Compensation and Benefits Survey of Nonprofits in Southern New England and Westchester County, NY.

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This survey has been produced by Nonprofit Compensation Associates using FAIRPAY, a nonprofit salary and benefits model and software. Based on over 50 years of combined experience in conducting nonprofit salary and benefits surveys, this stand-alone application, in conjunction with a specially formatted questionnaire, allows nonprofit organizations and associations to publish a survey with accurate and detailed data for their local community or constituency.

TSNE MissionWorks staff member, Rodney Byrd, Senior Human Resources Manager, served as Project Manager for this report, with assistance provided by Owen Berson, a TSNE MissionWorks Nonprofit Capacity Building Fellow. They worked hand in hand with the survey funding and partner organizations and with Fairpay to coordinate survey design, distribution, data collection and analysis and production of this final report. Lyn Freundlich, Human Resources Practice Leader worked with Rodney and Owen to prepare the survey report. Sandy St. Louis, Director of Strategic Communications and Marketing and Ning Yuan, Online Communications Specialist provided expertise in the presentation and communications of the survey results, with a focus on developing and maintaining an easy to use and informative online searchable database presenting the findings on pay, across many different factors, along with a downloadable survey format.

Acknowledgements

We are grateful to the many people who contributed their time and efforts to the release of this report and searchable salary database. It is our third compensation and benefits survey of nonprofit organizations operating in our region. We are so pleased to include information from more than 340 nonprofits located in Southern New England and Westchester County, New York. You can see a full list of sponsors, partners and reporting organizations in the Appendix.

The sponsors and partners that provided funding and promotional support play a vital role in ensuring widespread participation from a variety of nonprofits across the region, including: Associated Grant Makers, Barr Foundation, Bay Path University M.S. Programs in Nonprofit Management and Strategic Fundraising & Philanthropy, Berkshire Taconic Community Foundation, Community Foundation of Southeastern Massachusetts, Community Foundation of Western Massachusetts, Connecticut Community Foundation, Connecticut Community Nonprofit Alliance, Employers Association of the NorthEast, Essex County Community Foundation, Fairfield County's Community Foundation, Greater Worcester Community Foundation, Hartford Foundation for Public Giving, Human Service Forum, Inspirica, Inc., Jane Doe, Inc., Massachusetts Council of Human Service Providers, Inc., Massachusetts Cultural Council (MCC), Massachusetts Nonprofit Network, Northwest Connecticut Community Foundation, Rhode Island Foundation, The Boston Foundation, The Cape Cod Foundation, The Cape and Islands Partnership for Nonprofit Advancement, The Community Foundation for Greater New Haven, The Hyams Foundation, United Way of Rhode Island, van Beuren Charitable Foundation, Westchester Community Foundation. You can view a description of each organization in Appendix A.

Our partners also make it possible for us to distribute this salary data and analysis for free, so that even the smallest nonprofits have access to compensation and benefits data to inform their pay structures and decisions.

We also want to express gratitude and admiration for all of the nonprofit staff represented in this survey. Their work is rarely glamorous. The obstacles they face often seem insurmountable. And, as this report illustrates, the monetary rewards for many are not adequate. Despite this, the people doing this important work on the ground, in their neighborhoods and communities, come through for their constituents again and again. So to all of the hard-working, passionate, creative, shining stars –we thank you!

Rodney D. Byrd
Survey Project Manager

Lyn Freundlich
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Thanks to our Sponsors



Associated Grant Makers
Berkshire Taconic Community Foundation
The Cape Cod Foundation
The Community Foundation for Greater New Haven
Essex County Community Foundation
Greater Worcester Community Foundation
The Hyams Foundation

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Preface

This report summarizes the results of *Valuing Our Nonprofit Workforce 2017: A Compensation and Benefits Survey of Nonprofits in Southern New England and Westchester County, NY*. It was published in July 2017 using survey information gathered between October 2016 and January 2017, from 342 nonprofit organizations across the survey region.

Purpose of this Report

TSNE MissionWorks partners every year with hundreds of nonprofits, foundations, community-based groups and others working for social change. We help strengthen leaders, facilitate learning, guide strategic thinking, and build organizational capacity through our dynamic mix of management and consulting services, training programs, research, resources and community-based investments.

Our goal in commissioning this study is to continue providing nonprofit leaders with relevant data to inform and support fair and consistent compensation decisions and practices, even in the smallest organizations, and:

- Enable nonprofit leaders to make informed hiring and pay decisions to more effectively plan for the future of their organizations;
- Help leaders explain compensation rates and policies to their employees and potential employees, in a meaningful context;
- Provide data that nonprofit boards need in order to determine appropriate compensation practices for executive directors and other top positions, as required for many nonprofits by IRS Section 990.

In 2010, we published our first *Valuing Our Nonprofit Workforce* report, which provided a deep look at nonprofit compensation practices in nonprofit organizations across Massachusetts and bordering communities. This report was followed in 2014 with a compensation and benefits survey of nonprofits in Massachusetts and Rhode Island. The resulting searchable database and accompanying report have since been used by executive directors, board members, human resources staff and consultants to help establish pay practices across entire organizations and set salaries for individual positions. The data has also been used by individual members of the workforce who are seeking information about the competitiveness of their current pay rate and to learn about their future earning potential. Our data:

- is locally relevant to the Southern New England region, Westchester County, NY and adjoining communities, but can be used to benchmark salaries in other regions across the country;
- includes positions that are common to our nonprofit workforce but are difficult to find and make comparisons to in other compensation studies; and
- has pay and benefits information from small to mid-sized organizations including service providers, grassroots community groups and social justice organizations.

Using the Report

TSNE MissionWorks contracted with Bob Orser, The Nonprofit Doctor, and Rita Haronian who administer a software application survey program called FAIRPAY.

FAIRPAY has a solid track record of producing thoughtful, values-based nonprofit compensation and benefits studies and reports around the country. The FAIRPAY survey tool affords TSNE MissionWorks greater flexibility in designing surveys and reports that support and address our goals of providing the most relevant information possible for our region's nonprofits for free.

All nonprofits are different, and all jobs are unique. We urge you not to view this report as the only factor in deciding what and how to compensate your staff. Rather, use this information as one tool or resource, along with others, to decide what is most appropriate for your organization. While the report provides a much-needed informational baseline for nonprofits, there are several important things to keep in mind:

- As the publishers of this report, the information that we present does not constitute recommendations for what compensation and benefits practices ought to be. Rather, the information is presented as a report of what these practices were on December 1, 2016, as reported by the 342 organizations that participated in the survey;
- The information presented is not a scientific sampling from which conclusions can be drawn about all nonprofit compensation across our region. Rather, it presents only information about the 342 organizations that participated in the survey;
- The report is not a scientific comparison of nonprofits located in different geographic regions or in one field of service versus another. The mix of sizes and types of nonprofits, and the types of jobs associated with each organization, means that there are multiple variables for you to compare and consider.

Be sure to review and follow the *Guide to Using the Survey*, which provides details about our survey methodology, along with definitions for terminology that we use. The *Guide* will help you understand and interpret the data in ways that are meaningful to you.

You can also view the salary data by organizational annual operating expenses, employee population, location, field of service and other factors found in our online searchable database at <http://tsne.org/valuing-our-nonprofit-workforce>

This report is divided into the following sections:**I. Guide to Using the Survey Report**

Offers information on how to compare your organization's compensation and benefits practices with the survey data, including matching jobs, definitions of terms used and adjusting pay levels over the next few years.

II. Survey Highlights

Summarizes trends and points of particular interest found in the full report.

III. Participant Overview

Provides details (data points) describing the organizations who contributed to the survey, including annual operating expenses, geographical location, field of service and numbers of employees.

IV. Compensation and Benefits Practices

Reports data on compensation budgets, pay increases, bonus practices, overtime and shift differentials, and the wide range of benefit practices across surveyed organizations. It also provides details on special benefits offered to Executive Directors/CEOs of the surveyed organizations.

V. Compensation by Position

Details the compensation (base pay and total compensation) for each position according to predetermined, survey specific variables including, annual operating expenses, fields of service, geographic location and managerial responsibility.

VII. Appendices

Appendix A: List of Organizations That Responded to the Survey

Appendix B: List of Funders and Partners

Appendix C: Wage Conversion Formulas and Tables

I. Guide to Using the Survey Report

When using the data in this report, we suggest that you consider the following:

- The survey reports the compensation and benefit practices in effect on December 1, 2016, as reported by 337 nonprofit organizations in Connecticut, Massachusetts, Rhode Island and Westchester County, NY. An additional five organizations that are fiscally sponsored by TSNE MissionWorks are included in the Participant Overview, Executive Director/CEO Profile, and Compensation by Position sections, resulting in a total of 342 surveyed organizations.
- The survey findings represent actual practices reported by participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the survey area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- When developing compensation and benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value the organization places on its jobs, in addition to the reported survey data.

Matching Jobs

When seeking information for a particular job, it is important to carefully match your job's duties and responsibilities with those indicated in the position description provided in the survey

Composition by Position reports:

- Each job title is defined by an accompanying job description. Different organizations may use the same or similar job title to designate very different jobs. We recommend that you use the job descriptions provided to match your jobs along with the job titles.
- Jobs are grouped under general classifications or functions. To find compensation data for a specific job within your organization, first match the position to the job description that is found at the top of each **Compensation by Position** page. You can review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job in your organization, at least 80% of the job responsibilities and requirements should be the same or comparable.

Comparing Positions and Determining Compensation

- Review all of the data subsets (e.g., Annual Operating Expenses, Field of Service) to locate those most relevant to your organization. Note that the pay for senior level positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organizational size typically has less influence on less senior, supervisory, professional and support jobs.
- It may also be helpful to consider the variable information provided within a subset of data. For example, if your organization’s annual operating expenses are \$9 million, it may be appropriate to compare third quartile salary data in the annual operating expenses group ranging from \$2.5 to \$9.9 million against your Executive Director’s salary. Or, if you are planning substantial growth in the immediate future and the annual operating expenses for the next year are expected to be more than \$10 million, then consider using the compensation information for the data subsets providing pay levels for larger organizations.
- Keep in mind that pay is a moving target and that it can be difficult to gauge how salaries in nonprofit organizations are changing over time. The data in this document was reported as of December 1, 2016. To age compensation data from that point, making an increase to a reported salary of 0.2% to 0.25% per month (2.4% to 3.0% per year) appears to be a conservative, but reasonable adjustment.

Terminology and Abbreviations

The following terms and abbreviations are used in the *Compensation by Position* tables as well as throughout this report:

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to a cost of living, or other economic indicator. <i>See also: Cost of Living Increase.</i>
Average salary • calculated by employee • calculated by organization	The sum of all salaries or cash compensation divided by the total number of values in the sample. The “ average calculated by employee ” uses each individual job reported, regardless of which organization reported it. It may be strongly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular job. The “ average calculated by organization ” considers each organization in the sample equally, regardless of the number of employees reported by each of them. In effect, an average salary is calculated for each organization in the sample, and then an average is taken of those values. This makes it possible to report data for samples in which one organization reports a disproportionate number of employees. <i>See also: Data Confidentiality.</i>

Term	Definition
Annual base salary	The full-time, annual base salary paid for a position as reported in the <i>Compensation by Position</i> tables. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly or monthly figures, consult <i>Appendix C</i> of this report.
Cafeteria plan	<i>See Flexible Spending Benefits Plan.</i>
Cost of living increase	A periodic, across-the-board increase in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	A retirement plan in which a retired employee receives a specific amount based on their salary history and years of service to the organization, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
Defined contribution plan	A retirement plan that specifies the amount of an organization's contribution, but which may not have a formula for determining eventual benefits. An organization's contribution usually equals a certain percentage of the employee's salary. A vesting period—specific length of employment—may be required. <i>See also: Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
Dependent Care Spending Account (DCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees on an annual basis, to pay for their dependent care expenses. Any money in the DCSA not spent at the end of the year, or in the period determined by the plan, is forfeited.
Exempt vs. Non-Exempt employees	Employees are classified as “exempt” or “nonexempt” in accordance to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are: administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must also pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. A non-exempt employee is paid for all regular hours and all overtime hours worked. Most employees are classified as non-exempt and generally perform a wide variety of professional, and/or administrative responsibilities.
Flexible Spending Account (FSA)	A type of Section 125 plan, an FSA holds pre-tax dollars set aside by employees to pay for their health care or dependent care expenses. Any money in the FSA not spent at the end of the year or period determined by the plan is forfeited. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA) <i>See Also: DCSA.</i>

Term	Definition
Flexible benefit plan	Benefit plans that allow employees to choose the benefits they desire from a predetermined list. Employers provide a certain number of credits or dollars to each employee to ensure they can obtain core coverage. Additional benefits on the list may be purchased at an individual employee's expense. <i>See also: Cafeteria Plan.</i>
Health Care Spending Account (HCSA)	One of the two types of FSA (Flexible Spending Accounts), which holds pre-tax dollars set aside by employees to pay for their health care expenses. Any money remaining unspent in the HCSA at the end of the year or the period of time determined by the plan is forfeited.
Health Reimbursement Arrangement (HRA)	An arrangement in which the employer contributes a certain amount of money per employee, per year, to pay for health-care expenses. This money may be rolled over from one year into the next, but is not portable if an employee leaves employment with the organization.
Health Savings Account (HSA)	An employee and/or employer make pre-tax contributions that are used by the employee to pay for future medical, retirement and/or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. These funds can roll over from year to year, and the account is portable if the employee leaves the organization.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative and/or, when an employee meets or exceeds preset performance goals.
Individual Retirement Account (IRA)	A defined contribution benefits plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In the <i>V. Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample.
Number of employees managed	In <i>V. Compensation by Position</i> tables, the total number of employees managed by a specific position.
Number of organizations	In <i>V. Compensation by Position</i> tables, the number of organizations reporting employees in a specific position.
Paid Time Off (PTO) program	Employees are given a set number of days off each year to be taken at their discretion (rather than separate time off for vacation days, sick days, personal days and holidays).
Paid time-off benefits	Employer-paid time-off benefits which may include vacation days, sick days, personal days and holidays.

Term	Definition
Percentiles	<ul style="list-style-type: none"> • The 10th percentile is the data point below which 10% of the sample falls; conversely, the level above which the top 90% of the sample falls. • The 25th percentile is the data point below which 25% of the sample falls; conversely, the level above which the top 75% of the sample falls. • The 75th percentile is the data point below which 75% of the sample falls; conversely, the level above which the top 25% of the sample falls. • The 90th percentile is the data point below which 90% of the sample falls; conversely, the level above which the top 10% of the sample falls.
Performance-based or merit increases	Salary increases based on employee merit and/or performance over a given period of time. It is usually accompanied by a written evaluation of the employee's performance.
Personal days	The number of days off that may be granted, usually annually, to be taken at the discretion of each employee, with approval. May also called <i>floating holidays</i> .
Section 125 plan	A benefits plan in which certain employee benefits are paid with pre-tax dollars. Section 125 plans include premium-only plans, Flexible Spending Accounts and Cafeteria plans.
Tax-sheltered annuity 401(k)	A defined contribution retirement plan that allows employees to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, nonprofit organizations became eligible to offer 401(k) plans.
Tax-sheltered annuity 403(b)	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.

Positions Reported in the Survey

The survey instrument requested information for 242 job titles. This report presents compensation data for each of 171 job titles for which data was collected **from at least five unique organizations** See: *Data Confidentiality*. This threshold ensures the confidentiality of data for all participating organizations. Therefore, a number of jobs presented in the survey instrument are not reported. More than 35,000 individual salaries were used to generate this report.

Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses are required for each statistic reported on.

- A minimum of five reporting organizations is required to report compensation in any data subset;
- There must be at least five employees in a data subset in order to report the average pay, and five incumbents are required to report the median pay.
- In order to report the 10th, 25th, 75th and 90th percentiles, at least 12 employees are required.

Please Note: When the data collected does not meet these minimum levels, cells in the individual position reports in Section V. *Compensation by Position* are left blank. In cases where 50% or more of the data for a position was reported by a single organization, only the median and average are reported.

To Request Additional Information

Please contact us with any questions about this survey or for help in interpreting the data.

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II. Survey Highlights

General Observations

- Three hundred forty two (342) nonprofit organizations completed the survey.
- Data was compiled on more than 35,000 individual salaries and these were categorized into the 171 job titles contained within the report.
- The annual operating expenses of participating nonprofits range from less than \$100,000, to over \$100,000,000. The average annual operating expense of those reported is \$9,654,781. Organizations are divided into six categories based on their annual operating expenses (page 10).
- Fifty-two percent (52%) of these organizations define a full-time workweek as 40 hours per week; 18% use 37.5 hours, and 22% use 35 hours. Most of the remaining organizations tend to be smaller nonprofits, with varied workweeks of 32 hours or less.
- Sixty-seven percent (67%) of employees at participating organizations work full-time, while 33% work part-time.
- Respondents reported annual voluntary turnover rates during the twelve months prior to the survey of 15% for full-time employees (17% in 2014 and 12% in 2010), and 24% for part-time employees (21% in 2014 and 11% in 2010).
- Involuntary turnover rates in 2017 were 5% for both full-time employees and part-time employees.
- Executive Directors in 61% of the organizations are female, while 39% are male.
- Twenty-four percent (24%) of organizations indicate that either their previous Executive Director exited the position during the past three years or the current Executive Director is planning to exit within the next year.

Benefits: Time Off

- Seventy-five percent (75%) of the organizations provide full-time employees with a specified numbers of paid days off each year for vacation, holidays, sick leave and personal days.
- Nineteen percent (19%) offer a PTO (Paid Time Off) program instead, giving employees a set number of days off to be used for any purpose.
- Another 6% offer some other form of time off benefits. Most of these are small organizations which tend to have less formal benefits policies or practices.
- Seventy-eight percent (78%) of nonprofits with part-time employees provide paid time off for their part-time staff.
- Of these organizations, 51% require that those employees work a minimum number of hours per week to be eligible, with an average of 21 hours per week required.
- Seventy-eight percent (78%) of participants offer one vacation schedule option for all employees, which often provides a schedule of an increasing number of vacation days, the longer an employee remains employed with the organization.
- Fifteen percent (15%) offer two or more time-off schedules, depending on employees' FLSA status (exempt or non-exempt).
- Reporting organizations provide an average of 11 paid holidays and 9.5 paid sick days per year.

Benefits: Insurance & Retirement

- Eighty-nine percent (89%) of responding nonprofits offer some type of medical insurance to full-time employees. In general, more than 50% of these organizations pay 80% or more of the individual employee premium.
- Sixty-three percent (63%) offer a traditional health plan, 21% offer a cafeteria plan, 5% pay a stipend directly to employees allowing them to purchase their own coverage, and 11% do not offer health insurance benefits.
- Of the respondents reporting part-time employees, 48% indicate that only full-time employees are eligible for health insurance benefits.

- Fifty percent (50%) indicate that part-time employees are eligible for health insurance benefits as long as they work a minimum average number of hours per week (on average, 26 hours per week), while 2% make benefits available to all employees regardless of the number of hours worked.
- Seventy-five percent (75%) of surveyed organizations provide some type of retirement benefit to their full-time employees.
- For these employers, tax-sheltered annuities such as 401(k) and 403(b) plans are by far, the most popular type (61% of all reporting organizations), followed by IRA/SEP-IRA plans (10%).
- Seventy-seven percent (77%) of those offering retirement benefits have plans in which both the employer and the employee contribute to retirement accounts.
- In 14% of the organizations, only the employee contributes, and in 8%, only the employer contributes.
- Eighty-nine percent (89%) of organizations that contribute to their employees' retirement plans indicate that they contribute a percentage of each employee's annual salary, usually the same percentage for all employees.
- The reported employer retirement contributions range from 1% to 16%, with an average of 4.82%.

Compensation

- Thirty-three percent (33%) of employees in the 2017 survey earn less than \$28,000 annually. In comparison, 43% earned less than \$28,000 annually in 2014, while 51% earned less than \$28,000 annually in 2010.
- On average, in 2017, male Executive Directors/CEOs earn significantly higher pay than those who are female.
- The average pay for all Executive Directors/CEOs is \$134,834 per year: \$158,649 for men and \$119,622 for women.
- Sixty-one percent (61%) of the Executive Directors/CEOs represented are women. However, women still hold most of those positions in the smallest organizations, which are also the ones that pay the lowest salaries. Eighty-five percent (85%) of the groups with annual operating expenses under \$250,000 have female executive directors, while 68% of the largest groups – those with annual operating expenses over \$25,000,000 - employ male directors.
- 710 individuals in the survey hold the 10 highest paying jobs. Of those, 55% are women and 45% are men; 89% are white. On the other hand, of the 4,985 individuals in the survey holding the 10 lowest paying positions, 69% are women and 31% are men; (56%) are white. That means that people of color hold 11% of the highest paying jobs and 44% of the lowest.
- Many participating nonprofits use more than one method to grant salary increases. Merit or performance based pay was cited by 52%, across-the-board increases by 41%, cost of living increases by 25%, and length of service increases by 6%.
- Seventy percent (70%) of participating organizations have salary increases budgeted for their current fiscal year. This is very close to the results reported in the 2014 survey, when 71% reported budgets for salary increases.
- Eighty-five percent (85%) of the nonprofits report having annual employee performance reviews, while 4% conduct reviews every six months, and 7% do not have a set schedule.
- Thirty-four percent (34%) of the organizations report that they have a formal policy that allows for incentive pay for their Executive Directors/CEOs.

III. Participant Overview

Effective Date of Data

Participants provided compensation and benefits data in effect as of December 1, 2016.

Participants

Three hundred forty-two (342) nonprofit organizations located in Massachusetts, Connecticut, Rhode Island, Westchester County, NY and adjoining communities participated in the survey. These organizations provided comprehensive information on compensation for positions common to nonprofits. They also provided information about their benefits practices. A list of the participants is included in *Appendix A*. The tables that follow in this section provide an overview of the organizations — where they are located, their annual operating expenses, field of service and the number of staff they employ.

Fields of Service

Participants are classified by 19 separate Fields of Service.

Field of Service	# of Organizations
Child and youth services and advocacy	55
Immigrant, LGBT, minority and other demographic population services and advocacy	8
Elderly and disabled services and advocacy	59
Family and individual counseling, crisis intervention and mental health services, including substance misuse services	36
Domestic violence and sexual violence programs	13
Medical-related services	6
Food programs and pantries, nutrition, agriculture	9
Animal welfare	1
Environment, conservation	14
Community and economic development	31
Housing and homelessness prevention	11
Social justice, legal services, civil rights	11
Public policy and education reform	11
Management and organizational support	5
Philanthropy	12
Religion, spiritual awareness and development	4
Arts, culture	47
Fitness, wellness and recreation	7
Association and memberships	2
Total	342

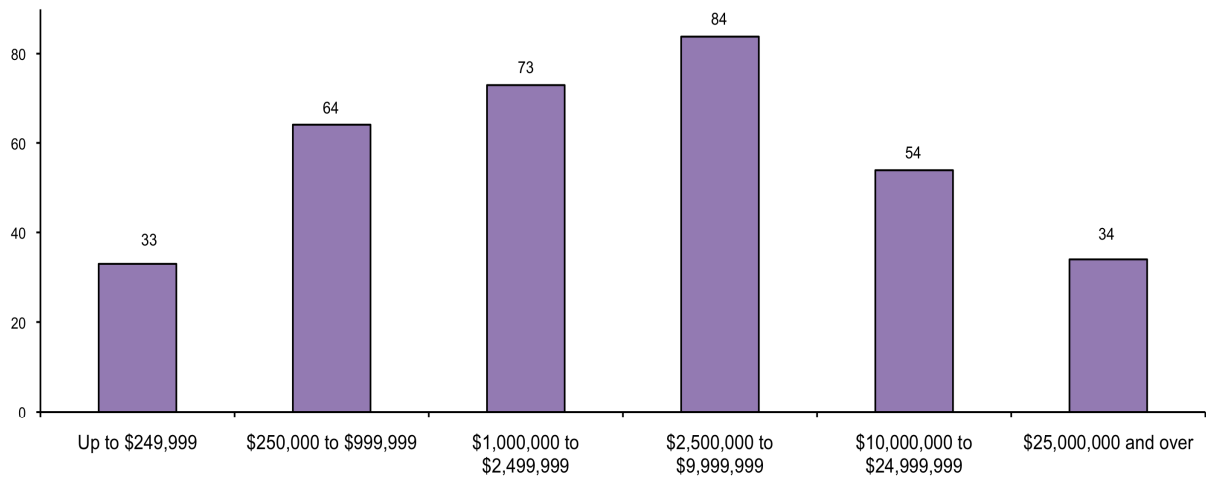
Annual Operating Expenses

Groupings by the size of an organization's annual operating expenses have been established where natural breaks occurred in the data and to ensure a sufficient number of responses in each category to provide valid information.

Annual Operating Expenses Groups	# of Organizations	Average Annual Operating Expenses
up to \$249,999	33	\$145,551
\$250,000 - \$999,999	64	\$557,765
\$1,000,000 - \$2,499,999	73	\$1,583,195
\$2,500,000 - \$9,999,999	84	\$5,062,684
\$10,000,000 - \$24,999,999	54	\$15,418,648
\$25,000,000 and over	34	\$55,529,100
All Organizations	342	\$9,654,781

The following chart illustrates the distribution of participants by annual operating expenses.

Distribution of Participants by Organizations' Annual Operating Expenses

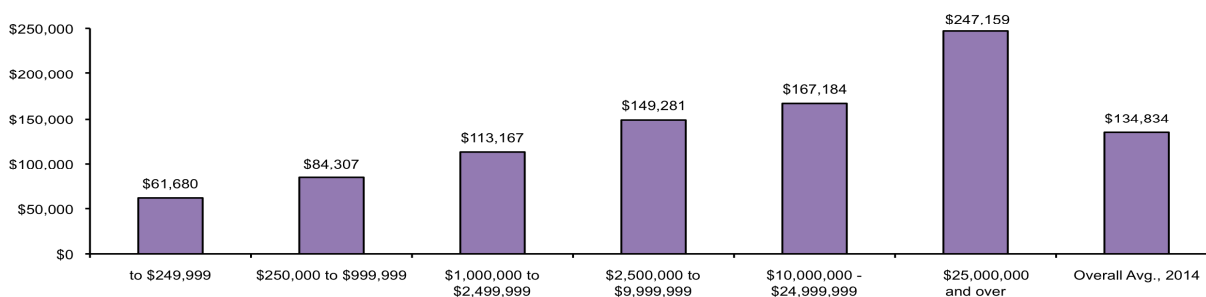


Using Annual Operating Expenses Data to Evaluate Executive Director/CEO Pay

The size of an organization typically affects pay for management-level staff because of the increased complexity of the organization, number of employees supervised and overall financial responsibility (i.e., the larger the nonprofit, the higher the compensation is for the Executive Director/CEO). The following table generally demonstrates this pattern.

Annual Operating Expenses Groups	# of Organizations	Average Base Pay for Executive Director/CEO
to \$249,999	33	\$61,680
\$250,000 - \$999,999	64	\$84,307
\$1,000,000 - \$2,499,999	73	\$113,167
\$2,500,000 - \$9,999,999	84	\$149,281
\$10,000,000 - \$24,999,999	54	\$167,184
\$25,000,000 and over	34	\$247,159
All Organizations	342	\$134,834

Average Executive Director/CEO Pay Across Annual Operating Expenses Groups



An organization's budget does not have quite the same impact on pay for professional or support staff, as these non-executive jobs are more similar, whether they are in a large organization or a small one. Instead, factors that may influence the pay levels of these jobs could include: the pay philosophy of the organization, whether it has a formal salary administration program or not, and the sources of and availability of funding for the organization.

Cash on Hand

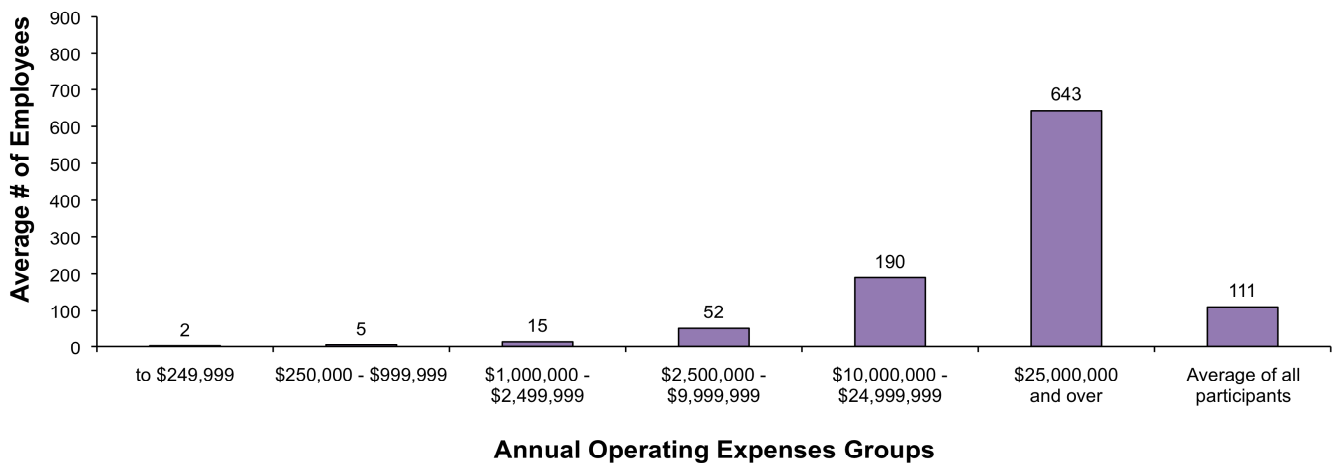
When asked how many months' worth of operating expenses organizations have as cash on hand, answers range from less than one month, to forty-eight months, with a median response of 3.5 months and an average response of 5.1 months.

Staff Size

The average number of full-time equivalent employees in each annual operating expenses group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it. The following chart and graph illustrate the average number of employees per annual operating expenses group.

Annual Operating Expenses Groups	# of Organizations	Average Number of Full-Time Equivalent Employees
to \$249,999	33	2
\$250,000 - \$999,999	64	5
\$1,000,000 - \$2,499,999	73	15
\$2,500,000 - \$9,999,999	84	52
\$10,000,000 - \$24,999,999	54	190
\$25,000,000 and over	34	643
Total	342	111

Average # of Employees Across Survey Annual Operating Expenses Groups

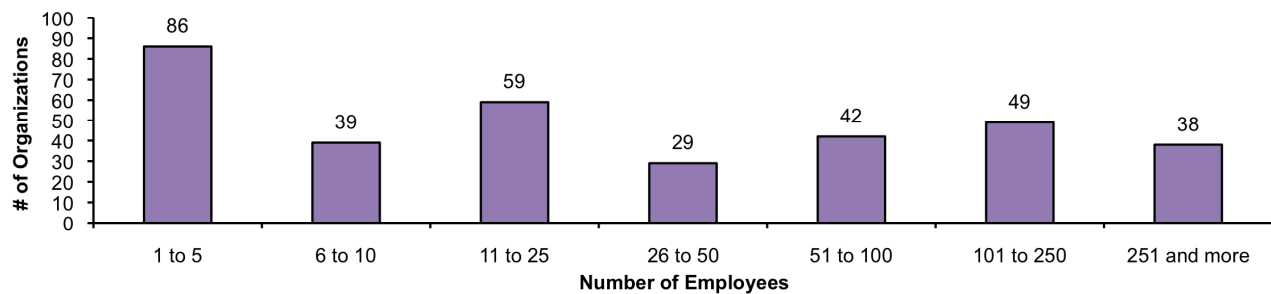


Data is also calculated on groupings by the number of employees in an organization. The following chart and graph illustrate the distribution of participants by number of employees.

TIP: If your organization has low annual operating expenses relative to the number of employees, or vice versa, then compare your data based upon both annual operating expenses and employee size groups.

Employee Size Groups	# of Organizations
From 1 to 5 employees	86
From 6 to 10 employees	39
From 11 to 25 employees	59
From 26 to 50 employees	29
From 51 to 100 employees	42
From 101 to 250 employees	49
251 employees and more	38
Total	342

Distribution of Participants by Employee Size Groups



Employee Turnover

We asked respondents to identify the source of the positions into which they hired new employees when an existing employee left, either voluntarily, or involuntarily. The table below shows the percentages for these variables for both full-time and part-time positions, based upon the size of organization. Please note that these numbers do not include discontinued positions that were not refilled after being vacated by an employee (typically due to layoff).

Full-Time Positions

Employee Size Groups	Position Refilled Due To:	
	Voluntary Turnover	Involuntary Turnover
From 1 to 5 employees	7%	4%
From 6 to 10 employees	12%	4%
From 11 to 25 employees	12%	3%
From 26 to 50 employees	13%	5%
From 51 to 100 employees	16%	5%
From 101 to 250 employees	17%	4%
251 employees and more	18%	5%
Overall Percentage	15%	5%

Part-Time Positions

Employee Size Groups	Position Refilled Due To:	
	Voluntary Turnover	Involuntary Turnover
From 1 to 5 employees	7%	5%
From 6 to 10 employees	15%	2%
From 11 to 25 employees	10%	2%
From 26 to 50 employees	13%	2%
From 51 to 100 employees	26%	3%
From 101 to 250 employees	27%	5%
251 employees and more	26%	5%
Overall Percentage	24%	5%

Supervisory Responsibility

Another measure against which to evaluate positions is the number of staff supervised. The table below represents the number of employees directly *and indirectly* supervised by the position being reported on. Typically, the manager has substantial responsibility for hiring, firing and reviewing performance. The survey reports on pay data based upon these grouping of employees managed:

Data Categories - Number of Employees Managed
1 to 3
4 to 8
9 to 14
15 and over

This measure is particularly valuable when evaluating supervisory positions. It enables you to determine more precisely the value of a particular job relative to other jobs with similar circumstances. Often, the more supervisory responsibility held by a manager or supervisor, the higher the pay.

Geographic Location of Responding Organizations

Compensation levels are reported for nonprofits based on the following regions, which group organizations within somewhat similar and adjacent geographical and economic areas in order to provide local information that is as relevant and robust as possible.

Region	# of Organizations
Route 195/Eastern Route 95 Windham County CT, New London County CT, Bristol County MA, Rhode Island	33
New Haven Coastal Middlesex County CT, New Haven County CT	26
New England Gateway Fairfield County CT, Westchester County NY	41
Greater Hartford Hartford County CT, Tolland County CT	88
Western MA & Litchfield County CT Litchfield County CT, Berkshire County MA, Franklin County MA, Hampden County MA, Hampshire County MA	41
Eastern MA, Not Including Boston Essex County MA, Middlesex County MA (other than Cambridge), Norfolk County MA, Worcester County MA	41
Boston & Cambridge Suffolk County MA, City of Cambridge MA	41
Cape Cod & The Islands Barnstable County MA, Dukes County MA, Nantucket County MA, Plymouth County MA	31
Total	342

Compensation levels are also reported statewide for Connecticut, Massachusetts and Rhode Island.

State	# of Organizations
Connecticut	151
Massachusetts	149
Rhode Island	16

IV. Compensation & Benefits Practices

Please note: This section reports the responses of 337 participating nonprofit organizations. An additional five organizations that are fiscally sponsored by TSNE MissionWorks are not included in this section. However, they are included in the Participant Overview, Executive Director/CEO Profile and Compensation by Position sections.

Compensation Practices

Salary Increase Budgets

Organizations that have budgeted for salary increases in their current fiscal year report an average increase of 2.99%. The median salary increase budget (including all organizations who responded to the survey) for the current fiscal year, is 2.0% as detailed in the table below. Thirty percent (30%) of organizations report salary increase budgets of 0.0%, while 70% report that their budgets include some salary increases. This is consistent with the results reported in the 2014 survey, in which 71% of organizations indicated their budgets included some salary increases.

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	337
# Organizations Responding Indicating No Budgeted Increase	100
# Organizations Responding With an Increase Budgeted	237
25th Percentile for All Organizations	0.0%
Median for All Organizations	2.0%
75th Percentile for All Organizations	3.0%
Average Increase Budgeted (Including those reporting 0.00%)	2.11%
Average Increase Budgeted (Excluding those reporting 0.00%)	2.99%

Salary Increase Practices

When asked what method best describes their salary increase practices, just over half of participants report that they award salary increases based on merit or performance. Note that this question asks about their general practice, so organizations that do not plan to give increases this year may still choose one or more of the methods listed below. Some organizations report more than one answer, as shown below:

Salary Increase Practice	% of Total Sample with Policy	% of these that gave increase in previous 12 months	Average increase given	% of these expecting to give increase in next 12 months	Average increase expected
Merit/Performance	52%	78%	3.39%	75%	3.02%
Across the Board	41%	75%	2.81%	60%	2.70%
Cost of Living	25%	73%	2.34%	64%	2.39%
Length of Service	6%	86%	2.81%	62%	2.75%

Salary Grades and Ranges

More than one-third of respondents use salary grades and ranges.

Grade & Ranges	# of Organizations	% of Organizations
Use grades or ranges	127	38%
Do not use grades or ranges	210	62%
Total # of Organizations	337	

Among organizations using salary grades and ranges, 36% routinely publish the hiring ranges in their job announcements. Among organizations that do not currently use salary grades and ranges, 15% are planning to establish them in the near future.

Incentive Pay or Bonuses

Of the 337 respondents, 34% indicate that they provide their Executive Director/CEO with some type of incentive or bonus opportunity. Incentive or bonus pay is somewhat less common for other categories of employees.

Employee Group – Eligible for Incentive and/or Bonus Pay	# of Organizations	% of Organizations
Executive Director	113	34%
Management Staff	101	30%
Professional Staff	89	26%
Support and Administrative Staff	78	23%

Note that the existence of incentive or bonus plans does not necessarily mean employees in those plans are paid bonuses. Actual payments are detailed in **Section V. Compensation by Position**.

On-Call Practices

One hundred thirty-seven respondents (41% of the 337 participants) indicate that they have some type of on-call pay practice as follows:

On-Call Pay Practices	# of Organizations	% of Organizations
Pay for hours worked (including overtime)	46	34%
Pay a flat rate for employees' on-call time	38	28%
Provide compensatory time off or flex-time	13	8%
No additional pay or time off for exempt employees	15	11%
Pay a show-up rate in addition to hourly pay rate	18	13%
Other Practices	7	5%
Total # of Responding Organizations	137	

Practices for Dealing with Extensive Overtime Worked by Exempt Staff

Thirty-one percent (31%) of respondents indicate that they do not compensate for extensive overtime worked by exempt staff, and 26% report that they have no formal policy. Thirty percent (30%) provide compensatory time off and the remaining have some other policy or practice. (Note that the wage and hour laws do not mandate overtime pay for exempt staff).

Practice/Policy	# of Organizations	% of Organizations
No formal policy	87	26%
Provide compensatory time off	100	30%
Pay straight time	4	1%
Pay overtime rates	18	5%
Do not compensate for extensive overtime	105	31%
Other Practices	19	6%
Total # of Responding Organizations	337	

Evening/Night Shift Differentials

Of the 138 nonprofits reporting that they have an evening and/or night shift (41% of the total sample), the majority (85%) indicates that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 15% of the organizations that report an evening or night shift indicate that they pay any additional compensation.

Practice/Policy	# of Organizations	% of Organizations
Do not have evening/night shift positions	199	59%
Do have evening/night shift positions	138	41%
# Organizations Responding	337	

Practice/Policy	# of Organizations	% of Organizations
Of the 138 organization reporting evening/night Do not pay a differential for evening/night shift	117	85%
Do pay a differential	21	15%

Among the organizations that do pay a premium for evening/night shifts are the following practices:

- Paying an additional hourly wage, from \$.50 to \$2.50 per hour
- Paying a salary or shift differential, from 5% to 30%
- Paying overtime rates for work during a night shift
- Paying a stipend per overnight shift, with the amount depending on the position.

Premium for Bilingual Skills

The great majority of organizations report that they do not pay a premium for bilingual skills:

Practice/Policy	# of Organizations	% of Organizations
Do not pay a premium for bilingual skills	295	88%
Pay a premium for bilingual skills	42	12%

Among organizations that do pay a premium, the practices for compensating bilingual skills vary widely including:

- Paying an hourly premium, from \$.24 to \$1.00 per hour, depending on the position
- Paying a percentage of salary, from 2% - 15%
- Adding some dollar amount to annual pay, from \$1000 to \$3000

Job classifications that are subject to additional pay for bilingual skills include many program-related jobs, as well as some administrative jobs including:

- Employment Specialists, Job Coaches
- Case Managers, Client Advocates, Clinicians, Counselors, Direct Service Providers, Therapists, Social Workers
- Medical Assistants, Nurses
- Hotline and Shelter staff
- Receptionists, Administrative Support Staff

Massachusetts Equal Pay Act

Effective July 1, 2018, the State of Massachusetts' Equal Pay Act will require employers to pay men and women equally for comparable work, prohibiting asking job candidates to indicate their pay history as part of a hiring process.

Of the 149 organizations with employees in Massachusetts, 114 (77%) report that they plan to audit their pay for men and women with the intention of ensuring that they are paying equal wages for equal work.

Employment Practices

Full-Time Workweek

Just over half of organizations report a 40-hour full-time workweek. Eight percent (8%) report a workweek of fewer than 35 hours.

Length of Full-Time Workweek	# of Organizations	% of Organizations
40 hours	175	52%
38 hours	1	<1%
37.5 hours	60	18%
36 hours	2	1%
35 hours	73	22%
32 hours	7	2%
30 hours	16	5%
Other	3	1%
Total # of Organizations	337	

Introductory Period

For the 246 nonprofits reporting an Introductory Period, the average length is 3.91 months. The average Introductory Period for all organizations is 2.85 months including the 91 organizations that indicate they have no Introductory Period, which is calculated as 0 months.

Length of Introductory Period	# of Organizations	% of Organizations
30 – 45 days	4	1%
Two months/60 days	5	1%
Three months/90 days	161	48%
Four months/120 days	4	1%
Six months /180 days	69	20%
Ten months/300 days	1	<1%
Twelve months/365 days	2	1%
No Introductory Period	91	27%
Total # of Organizations	337	

Of those organizations that have an Introductory Period, 61% report that employees accrue time-off benefits during this time, and 26% report that employees may use their time-off benefits during the Introductory Period. Fifty-eight percent (58%) report that employees are eligible to use their insurance benefits during their Introductory Period.

Performance Reviews

The vast majority (85%) of organizations review staff on an annual basis.

Performance Review Period	# of Organizations	% of Organizations
Do not review	13	4%
Every six months	14	4%
Annually	287	85%
No set schedule	23	7%
Total # of Organizations	337	

Union Contracts

Thirty-four organizations (10%) reported having union contracts for one or more of their positions. The types of positions are varied and include both exempt and non-exempt positions. Examples of the types of jobs represented by unions in this survey are:

- Actors, Musicians, Stage Managers, Stagehands
- Attorneys, Paralegals
- Case Manager, Clinicians, Direct Care Providers, Intake Coordinators, Protective Services Workers, Residential Counselors, Resource Specialists, Social Workers, Therapists
- Audiologists, Medical Assistants, Nurses, Occupational Therapists, Physical Therapists
- Teachers, Assistant Teachers, Instructional Assistants
- Kitchen Staff, Dietary Maintenance Staff
- Drivers, Maintenance Supervisors, Maintenance Supervisors, Maintenance Technicians, Security Staff
- Administrative Support Staff, Bookkeepers, Payroll Clerks, Receptionists, Volunteer Coordinators

Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to a) their Executive Director/CEO, b) other senior-level staff and, c) non-executive level staff.

Benefits Offered to All Staff	% of Organizations Offering Benefits to:		
	Executive Director/CEO	Other Executives/Manager	Other Staff
Professional conference attendance	83%	77%	66%
Professional development classes	78%	74%	71%
Cellular phone	50%	45%	29%
Work from home or elsewhere	49%	47%	33%
Flex Time	48%	47%	42%
Professional membership dues	48%	45%	29%
Employee Assistance Program (EAP)	39%	39%	38%
Professional liability insurance	30%	27%	19%
Reimbursement for cost of professional license/credential	27%	31%	30%
Tuition assistance/reimbursement	25%	29%	31%
Access to products and services discount programs	25%	25%	25%
Access to credit union membership	17%	17%	17%
Financial planning services	16%	17%	16%
Car leasing	11%	3%	1%
Health club membership	7%	6%	7%
Home computer purchase or lease	7%	3%	2%
* Sabbatical (paid)	6%	5%	4%
Car ownership	6%	1%	<1%
Local mass transit subsidy	4%	4%	5%
Low-interest or no-interest loan program	4%	4%	5%
Personal liability insurance	3%	3%	1%
Cost of home internet provider	3%	1%	1%
Housing or housing allowance	2%	2%	3%
Personal legal expenses	1%	1%	<1%
Benefits Offered Only to Executive Director/CEO and Senior Staff	Executive Director/CEO	Other Executives/Managers	
Additional vacation time	31%	19%	
Additional contribution to retirement plan	13%	5%	
Additional contribution to medical insurance	11%	4%	
Additional contribution to life insurance	7%	4%	
Additional contribution to disability insurance	4%	3%	
Additional contribution to long-term care insurance	1%	1%	
Exit package (pay and benefits)	7%	4%	

* Of the organizations that offer paid sabbaticals, 33% generally pay additional costs to hire staff to cover the duties of the employee on leave.

Impact of the Economic Environment

Question	% of Organizations Answering		
	Yes	No	
Some analysts suggest that, as the recent recession recedes, nonprofits will see more competition from their colleagues and businesses in attracting and retaining the "best and brightest" employees. Do you see this challenge affecting your organization in the year ahead?	61%	39%	
Does your organization see turnover as a significant problem in the year ahead?	38%	62%	
Overall, does your organization plan to increase the number of full-time equivalent employees in the year ahead?	38%	62%	
Is your organization currently operating under a temporary hiring freeze? If Yes, do you plan to lift this freeze in the year ahead?	7% 55%	93% 45%	
	Increase	About the Same	Reduce
In the year ahead, does your organization plan to increase contributions towards employee medical insurance, keep it about the same or reduce it, per enrolled employee?	10%	84%	6%
In the year ahead, does your organization plan to increase retirement plan contributions, keep them about the same or reduce them?	4%	94%	2%
	More	About the Same	Less
In the year ahead, does your organization plan to spend more on other employee benefits, about the same amount or less?	18%	80%	2%
	Yes, for the entire year	Yes, for part of the year	No
In the year ahead, do you expect your organization will be operating under an employee salary freeze?	8%	8%	84%

Organizations were asked to identify **Job Families** for which they are having difficulty hiring:

Job Family	# of Organizations	% of Organizations
Accounting/Finance/Grant Administration	36	11%
Administration/General Office	22	7%
Client Advocacy/Case Management	31	9%
Communications/Marketing	14	4%
Development/Fundraising	48	14%
Education	9	3%
Executive	12	4%
Human Resources	8	2%
Information Technology	9	3%
Legal	2	1%
Maintenance/Facilities/Grounds	16	5%
Medical/Clinical/Mental Health	51	15%
Program Delivery and Management	70	21%

Time-Off Practices

The primary practices reported for providing time-off benefits to employees are:

- Offer separate vacation, sick leave and holiday benefits (some also offer personal days as paid time off): 253 organizations (75%)
- Combined “Paid Time Off” (PTO): 63 organizations (19%)
- 21 respondents (6%) report other time-off policies for their staff including some that have no formal time-off policies.
- Of the respondents that have part-time employees, 78% indicate that they pay for time-off benefits for these employees. These benefits are generally pro-rated according to the employees’ scheduled number of hours each work week.
- Fifty-one percent (51%) require that part-time employees work a minimum number of hours per week to be eligible. The average minimum is 21 hours per week.
- Another 22% offer time-off benefits to part-time employees regardless of the number of hours they work each week.
- In the remaining 27% of organizations, part-time employees are not eligible for time-off benefits.

Separate Vacation, Sick Leave & Holidays—All Employees Receiving the Same Benefit

The survey results show that 211 survey participants (63%) provide the same benefit to both exempt and non-exempt staff - where employees accrue vacation, holiday and sick leave as separate benefits. Some organizations offer personal days as paid time off. Time-off days indicated are based on full time equivalency (FTE).

Exempt and Non Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	12.2	9.5	11.1	2.1	34.9
Second Year	13.3	9.5	11.1	2.1	36.0
Third Year	14.9	9.5	11.1	2.1	37.6
Fourth Year	15.6	9.5	11.1	2.1	38.3
Fifth Year	17.4	9.5	11.1	2.1	40.1
Sixth to Ninth Years	18.8	9.5	11.1	2.1	41.5
Tenth Year	20.1	9.5	11.1	2.1	42.8
Eleventh Year +	20.8	9.5	11.1	2.1	43.5

Separate Vacation, Sick Leave & Holidays—Exempt & Non-Exempt Staff Receiving Different Benefits

The survey results show that 42 survey respondents (12%) provide different benefits to exempt and non-exempt staff - where employees accrue vacation, holiday and sick leave as separate benefits, as detailed in the following two tables. Some organizations offer personal days as paid time off. Time-off days indicated are based on full-time equivalency (FTE).

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	16.9	9.6	10.3	1.7	38.5
Second Year	17.3	9.6	10.3	1.7	38.9
Third Year	18.2	9.6	10.3	1.7	39.8
Fourth Year	18.9	9.6	10.3	1.7	40.5
Fifth Year	19.9	9.6	10.3	1.7	41.5
Sixth to Ninth Years	20.6	9.6	10.3	1.7	42.2
Tenth Year	21.6	9.6	10.3	1.7	43.2
Eleventh Year +	22.0	9.6	10.3	1.7	43.6

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	11.2	9.6	10.3	1.7	32.8
Second Year	11.9	9.6	10.3	1.7	33.5
Third Year	13.4	9.6	10.3	1.7	35.0
Fourth Year	14.2	9.6	10.3	1.7	35.8
Fifth Year	15.6	9.6	10.3	1.7	37.2
Sixth to Ninth Years	17.3	9.6	10.3	1.7	38.9
Tenth Year	18.8	9.6	10.3	1.7	40.4
Eleventh Year +	19.6	9.6	10.3	1.7	41.2

Paid Time Off (PTO) Policies—All Employees Receiving the Same Benefit

Fifty-three (53) survey respondents (16%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, **with all employees receiving the same benefits**. Time-off days indicated are based on full time equivalency (FTE).

All Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	17.5	10.1	27.6
Second Year	18.8	10.1	28.9
Third Year	20.1	10.1	30.2
Fourth Year	21.2	10.1	31.3
Fifth Year	23.0	10.1	33.1
Sixth to Ninth Years	24.5	10.1	34.6
Tenth Year	26.7	10.1	36.8
Eleventh Year +	27.5	10.1	37.6

Paid Time Off (PTO) Policies—Exempt & Non-Exempt Staff Receiving Different Benefits

Ten survey respondents (3%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, **with exempt and non-exempt staff receiving different benefits**, as shown in the two tables below:

Exempt Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	25.1	10.2	35.3
Second Year	27.6	10.2	37.8
Third Year	28.6	10.2	38.8
Fourth Year	29.4	10.2	39.6
Fifth Year	31.1	10.2	41.3
Sixth to Ninth Years	32.4	10.2	42.6
Tenth Year	34.2	10.2	44.4
Eleventh Year +	34.2	10.2	44.4

Non-Exempt Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	19.3	10.2	29.3
Second Year	20.5	10.2	30.7
Third Year	21.6	10.2	31.8
Fourth Year	22.6	10.2	32.8
Fifth Year	24.8	10.2	35.0
Sixth to Ninth Years	26.7	10.2	36.9
Tenth Year	28.3	10.2	38.5
Eleventh Year +	29.2	10.2	39.4

Additional Year-End Holidays

Twenty-three percent (23%) of respondents report that their organizations close their operations for some or all of the week between the Christmas and New Year’s holidays, providing several days off for employees that are in addition to their regular vacation/PTO and holiday time-off benefits.

Carry-Over of Unused Vacation or PTO Time

Sixty-seven percent (67%) of organizations allow employees to carry over unused vacation time (or PTO time when applicable) into the following year. The median number of days that can carry over is 10 days.

Other Paid Time-Off Benefits

A majority of organizations provide additional paid time for bereavement leave (76%) and jury duty (75%). Close to one-third of organizations provide paid time for family illness, while close to one-fourth provide time-off pay for military service and parental leave. Organizations are less likely to provide time-off pay for job-related education/training (8%) and volunteer service (2%).

Type of Time-Off Pay	# of Organizations	% of Organizations
Bereavement	257	76%
Jury service	254	75%
Family illness	101	30%
Military service	87	26%
Parental	84	25%
Job-related education/training	28	8%
Volunteer service	14	4%

Unpaid Family Leave

Fifty-seven percent (57%) of surveyed organizations are covered by the federal Family Medical Leave Act (FMLA). Of those organizations, 42% provide more unpaid family leave than the twelve weeks required by the FMLA. The amount of unpaid leave offered beyond the requirement ranges from an additional two weeks, up to one year.

Among the 43% of organizations that are not covered by the FMLA, 62% offer some unpaid family leave. The amount of unpaid leave offered ranges from four weeks, to one year.

Insurance and Retirement Benefits

Insurance Coverage Offered

The great majority of survey participants (89%) offer some type of insurance benefits to their employees, at an average cost to the organization of \$713 per employee, per month. This figure includes the cost of medical insurance, as well as dental, vision, life, long-term disability and long-term care, and any other optional types of insurance coverage, which will differ by organization depending on their offerings.

Many respondents offer more than one type of medical insurance plan, as detailed below. The tables on this page include organizations that offer insurance through Flexible Benefit plans (a.k.a. Cafeteria Plans), as well as through traditional insurance plans.

*Types of Medical Insurance Plans	# of Organizations Offering	% of Organizations Offering
Health Maintenance Organization (HMO)	157	47%
Exclusive Provider Organization (EPO)	16	5%
Preferred Provider Organization (PPO)	122	36%
Point of Service Plan (POS)	63	19%
A monthly stipend is paid directly to employees in lieu of insurance coverage	18	5%
Insurance is not provided	38	11%
**Total # of Organizations Responding	337	

*These numbers include organizations offering flexible benefit plans as well as traditional plans.

**Some organizations offer more than one type of insurance plan.

*Other Types of Insurance	# of Organizations Offering	% of Organizations Offering
Dental Care Insurance	239	71%
Vision Care Insurance	112	36%
Life Insurance	206	61%
Short-Term Disability Insurance	160	47%
Long-Term Disability Insurance	179	53%
Long-Term Care Insurance	62	18%
Voluntary Supplemental Plans	100	24%
A monthly stipend is paid directly to employees	18	5%
Other types of insurance are not provided	82	24%
**Total # of Organizations Responding	337	

*These numbers include organizations offering flexible benefit plans as well as traditional plans.

**Many organizations offer more than one type of insurance plan.

The **Employer Contribution** tables on pages 31 - 44 detail the percentage of healthcare premiums paid by employers who offer traditional plans rather than Cafeteria or Flexible Benefit plans. Results are displayed for all organizations reporting each type of insurance and indicate their insurance market: “**Small market**” refers to employers covering 50 or fewer employees; “**Large market**” refers to employers covering 51 or more employees.

Waiting Period for New Employees

Survey participants reported the waiting period before coverage begins for new employees.

Waiting Period for New Employees	# of Organizations Responding	% of Organizations Responding
No waiting period (coverage begins immediately)	74	27%
up to 1 month	93	34%
up to 2 months	68	25%
up to 3 months	41	15%
Total # of Organizations Responding	276	

Part-Time Employee Benefits

Forty-eight percent (48%) of respondents provide insurance benefits only to full-time employees. Of the organizations who report having part-time employees, 50% indicate that these employees are eligible for medical insurance coverage as long as they maintain a minimum number of hours per week. This includes 30% who offer full benefits to qualifying part-time employees, who must work an average of 27 hours per week to be eligible, and 20% offering pro-rated benefits to qualifying part-time employees, who must work an average of 24 hours per week to be eligible. The remaining 2% provide insurance benefits (either full or pro-rated) to part-time employees regardless of their work schedules.

Cash In Lieu of Insurance Benefits

Fifteen percent (15%) of organizations providing insurance benefits offer a cash payment to employees who are covered under a spouse or partner’s policy and choose to forego insurance benefits. The average monthly payment is \$335.

Domestic Partner Benefits

All responding organizations in this survey operate in states that recognized same sex marriage prior to the federal Supreme Court decision in 2015. More than half of surveyed organizations offered the same benefit options to unmarried domestic partners as were offered to married employees, both prior to and after that ruling.

Treatment of Unmarried Domestic Partners the Same as Married Spouses With Respect to Health Insurance Benefits	% of Organizations Offering Same Benefits Prior to 2015 Ruling	% of Organizations Offering Same Benefits After 2015 Ruling
Yes, both same-sex and opposite-sex partners	58%	58%
Yes, same-sex partners only	8%	4%
No	34%	38%

Transgender-Related Coverage

Twenty-five percent (25%) of surveyed organizations offer health insurance benefits that provide transition-related coverage to transgender employees.

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average reported payment of medical insurance premiums by employers for both employees and their dependents, through a **Health Maintenance Organization (HMO)** plan. Results show that 97% of respondents that offer HMO coverage pay at least half of the premium cost for the employee. Eleven percent (11%) pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer HMO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For HMO plans, co-payments ranged from \$10 - \$40 per visit, with an average of \$25.03 and a median of \$25. Median annual deductibles are \$1,500 for individuals and \$2,750 for family coverage.

HMO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	13	11%	9	14%	4	8%
Pay 90 to 99% of premium	8	7%	4	6%	4	8%
Pay 80 to 89% of premium	44	39%	28	43%	16	33%
Pay 70 to 79% of premium	32	28%	15	23%	17	35%
Pay 60 to 69% of premium	7	6%	3	5%	4	8%
Pay 50 to 59% of premium	7	6%	5	8%	2	4%
Pay 1 to 49% of premium	3	3%	1	2%	2	4%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	114		65		49	

Eighty percent (80%) of the organizations pay at least 50% of the cost of HMO coverage for an employee plus spouse.

HMO Employer Contribution to Employee + Spouse Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	6	5%	4	6%	2	4%
Pay 90 to 99% of premium	3	3%	0	0%	3	6%
Pay 80 to 89% of premium	26	23%	18	28%	8	16%
Pay 70 to 79% of premium	30	26%	13	20%	17	35%
Pay 60 to 69% of premium	11	10%	5	8%	6	12%
Pay 50 to 59% of premium	15	13%	8	12%	7	14%
Pay from 1 to 49% of premium	23	20%	17	26%	6	12%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	114		65		49	

Eighty-eight percent (88%) of respondents pay at least 50% of the cost of HMO coverage for an employee plus dependent.

HMO Employer Contribution to Employee + Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	6	5%	4	6%	2	4%
Pay 90 to 99% of premium	3	3%	0	0%	3	6%
Pay 80 to 89% of premium	27	24%	18	28%	9	18%
Pay 70 to 79% of premium	30	26%	14	22%	16	33%
Pay 60 to 69% of premium	14	12%	8	12%	6	12%
Pay 50 to 59% of premium	20	18%	12	18%	8	16%
Pay from 1 to 49% of premium	14	12%	9	14%	5	10%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	114		65		49	

Seventy-five percent (75%) of respondents pay at least 50% of the cost of HMO family coverage.

HMO Employer Contribution to Family Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	6	5%	4	6%	2	4%
Pay 90 to 99% of premium	1	1%	0	0%	1	2%
Pay 80 to 89% of premium	25	22%	15	23%	10	20%
Pay 70 to 79% of premium	30	26%	14	22%	16	33%
Pay 60 to 69% of premium	11	10%	5	8%	6	12%
Pay 50 to 59% of premium	12	11%	6	9%	6	12%
Pay from 1 to 49% of premium	29	25%	21	32%	8	16%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	114		65		49	

Employer Contribution—EPO Insurance (Traditional Plans)

The following tables show the average reported payment of medical insurance premiums by employers for both employees and their dependents, through an **Exclusive Provider Organization (EPO)** plan. Results show that 90% of respondents that offer EPO coverage pay at least half of the premium cost for the employee. Ten percent (10%) pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer EPO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For EPO plans, co-payments ranged from \$20 - \$50 per visit, with both an average of \$30 and a median of \$30. Median annual deductibles are \$2,000 for individuals and \$4,000 for family coverage.

EPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	1	10%	0	0%	1	20%
Pay 90 to 99% of premium	1	10%	0	0%	1	20%
Pay 80 to 89% of premium	3	30%	2	40%	1	20%
Pay 70 to 79% of premium	3	30%	1	20%	2	40%
Pay 60 to 69% of premium	0	0%	0	0%	0	0%
Pay 50 to 59% of premium	1	10%	1	20%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	1	10%	1	20%	0	0%
Total # Offering EPO	10		5		5	

Sixty percent (60%) of respondents pay at least 50% of the cost of EPO coverage for employee plus spouse.

EPO Employer Contribution to Employee + Spouse Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	1	10%	0	0%	1	20%
Pay 90 to 99% of premium	1	10%	0	0%	1	20%
Pay 80 to 89% of premium	1	10%	1	20%	0	0%
Pay 70 to 79% of premium	1	10%	0	0%	1	20%
Pay 60 to 69% of premium	2	20%	0	0%	2	40%
Pay 50 to 59% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	3	30%	3	60%	0	0%
Do not pay any of the premium	1	10%	1	20%	0	0%
Total # Offering EPO	10		5		5	

Sixty percent (60%) of respondents pay at least 50% of the cost of EPO coverage for employee plus dependent.

EPO Employer Contribution to Employee + Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	1	10%	0	0%	1	20%
Pay 90 to 99% of premium	1	10%	0	0%	1	20%
Pay 80 to 89% of premium	1	10%	1	20%	0	0%
Pay 70 to 79% of premium	1	10%	0	0%	1	20%
Pay 60 to 69% of premium	2	20%	0	0%	2	40%
Pay 50 to 59% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	3	30%	3	60%	0	0%
Do not pay any of the premium	1	10%	1	20%	0	0%
Total # Offering EPO	10		5		5	

Sixty percent (60%) of respondents pay at least 50% of the cost of EPO family coverage.

EPO Employer Contribution to Family Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	1	10%	0	0%	1	20%
Pay 90 to 99% of premium	1	10%	0	0%	1	20%
Pay 80 to 89% of premium	1	10%	1	20%	0	0%
Pay 70 to 79% of premium	1	10%	0	0%	1	20%
Pay 60 to 69% of premium	0	0%	0	0%	0	0%
Pay 50 to 59% of premium	2	20%	0	0%	2	40%
Pay from 1 to 49% of premium	3	30%	3	60%	0	0%
Do not pay any of the premium	1	10%	1	20%	0	0%
Total # Offering EPO	10		5		5	

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider Organization (PPO)** plan. Results show that 99% of respondents that offer PPO coverage pay at least half of the premium cost for the employee, and 10% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer PPO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For PPO plans, co-payments ranged from \$10 - \$50 per visit, with an average of \$25.64 and a median of \$25. Median annual deductibles are \$2,000 for individual employees and \$4,000 for family coverage.

PPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	8	10%	7	15%	1	3%
Pay 90 to 99% of premium	13	16%	6	13%	7	20%
Pay 80 to 89% of premium	27	33%	14	29%	13	37%
Pay 70 to 79% of premium	21	25%	11	23%	10	29%
Pay 60 to 69% of premium	7	8%	5	10%	2	6%
Pay 50 to 59% of premium	6	6%	4	8%	2	6%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	1	1%	1	2%	0	0%
Total # Offering PPO	83		48		35	

Seventy-three percent (73%) of respondents pay at least 50% of the cost of PPO coverage for an employee plus spouse.

PPO Employer Contribution to Employee + Spouse Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	2	2%	2	4%	0	0%
Pay 90 to 99% of premium	2	2%	0	0%	2	6%
Pay 80 to 89% of premium	21	25%	9	19%	12	34%
Pay 70 to 79% of premium	17	20%	8	17%	9	26%
Pay 60 to 69% of premium	7	8%	3	6%	4	11%
Pay 50 to 59% of premium	12	14%	9	19%	3	9%
Pay from 1 to 49% of premium	21	25%	16	33%	5	14%
Do not pay any of the premium	1	1%	1	2%	0	0%
Total # Offering PPO	83		48		35	

Eighty-four percent (84%) of respondents pay at least 50% of the cost of PPO coverage for an employee plus dependent.

PPO Employer Contribution to Employee + Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	2	2%	2	4%	0	0%
Pay 90 to 99% of premium	2	2%	0	0%	2	0%
Pay 80 to 89% of premium	23	28%	10	21%	13	37%
Pay 70 to 79% of premium	15	18%	7	15%	8	23%
Pay 60 to 69% of premium	10	12%	6	13%	4	11%
Pay 50 to 59% of premium	18	22%	13	27%	5	14%
Pay from 1 to 49% of premium	12	14%	9	19%	3	9%
Do not pay any of the premium	1	1%	1	2%	0	0%
Total # Offering PPO	83		48		35	

Sixty-seven percent (67%) of respondents pay at least 50% of the cost of PPO family coverage.

PPO Employer Contribution to Family Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	1	1%	1	2%	0	0%
Pay 90 to 99% of premium	3	4%	1	2%	2	0%
Pay 80 to 89% of premium	19	23%	7	15%	12	34%
Pay 70 to 79% of premium	17	20%	8	17%	9	26%
Pay 60 to 69% of premium	8	10%	4	8%	4	11%
Pay 50 to 59% of premium	8	10%	5	10%	3	9%
Pay from 1 to 49% of premium	26	31%	21	44%	5	14%
Do not pay any of the premium	1	1%	1	2%	0	0%
Total # Offering PPO	83		48		35	

Employer Contribution—POS Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Point of Service (POS)** plan. Results show that all respondents that offer POS coverage pay at least half of the premium cost for the employee, and 10% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer POS coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For POS plans, co-payments ranged from \$10 - \$40 per visit, with an average of \$28.90 and a median of \$30. Median annual deductibles are \$3,000 for individual employees and \$5,500 for family coverage.

POS Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	4	10%	3	14%	1	5%
Pay 90 to 99% of premium	8	20%	5	23%	3	16%
Pay 80 to 89% of premium	10	24%	4	18%	6	32%
Pay 70 to 79% of premium	13	32%	6	27%	7	37%
Pay 60 to 69% of premium	4	10%	2	9%	2	11%
Pay 50 to 59% of premium	2	5%	2	9%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	41		22		19	

Sixty-three percent (63%) of respondents pay at least 50% of the cost of POS coverage for an employee plus spouse.

POS Employer Contribution to Employee + Spouse Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	2	5%	0	0%	2	11%
Pay 80 to 89% of premium	8	20%	5	23%	3	16%
Pay 70 to 79% of premium	4	10%	0	0%	4	21%
Pay 60 to 69% of premium	5	12%	4	18%	1	5%
Pay 50 to 59% of premium	7	17%	3	14%	4	21%
Pay from 1 to 49% of premium	15	37%	10	45%	5	26%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	41		22		19	

Seventy-three percent (73%) of respondents pay at least 50% of the cost of POS coverage for an employee plus dependent.

POS Employer Contribution to Employee + Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	2	5%	0	0%	2	11%
Pay 80 to 89% of premium	8	20%	5	23%	3	16%
Pay 70 to 79% of premium	4	10%	0	0%	4	21%
Pay 60 to 69% of premium	7	17%	6	27%	1	5%
Pay 50 to 59% of premium	9	22%	5	23%	4	12%
Pay from 1 to 49% of premium	11	27%	6	27%	5	26%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	41		22		19	

Fifty-nine percent (59%) of respondents pay at least 50% of the cost of POS family coverage.

POS Employer Contribution to Family Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	2	5%	0	0%	2	11%
Pay 80 to 89% of premium	8	20%	5	23%	3	16%
Pay 70 to 79% of premium	4	10%	0	0%	4	21%
Pay 60 to 69% of premium	4	10%	4	18%	0	0%
Pay 50 to 59% of premium	6	15%	1	5%	5	28%
Pay from 1 to 49% of premium	17	41%	12	55%	5	26%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	41		22		19	

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Eighty-two percent (82%) of survey participants that offer dental insurance pay at least half of the premium cost for the employee, and 18% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer dental coverage through a Flexible Benefit plan.

Employer Contribution to Employee Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	31	18%	22	23%	9	11%
Pay 90 to 99% of premium	15	9%	3	3%	12	15%
Pay 80 to 89% of premium	42	24%	20	21%	22	27%
Pay 70 to 79% of premium	23	13%	14	15%	9	11%
Pay 60 to 69% of premium	8	5%	4	4%	4	5%
Pay 50 to 59% of premium	24	14%	13	14%	11	14%
Pay from 1 to 49% of premium	3	2%	2	2%	1	1%
Do not pay any of the premium	29	17%	16	17%	13	16%
Total # Offering Dental	175		94		81	

Sixty-three percent (63%) of respondents pay at least 50% of the cost of dental coverage for an employee plus spouse.

Employer Contribution to Employee + Spouse Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	5%	6	6%	3	4%
Pay 90 to 99% of premium	6	3%	0	0%	6	7%
Pay 80 to 89% of premium	27	15%	16	17%	11	14%
Pay 70 to 79% of premium	24	14%	12	13%	12	15%
Pay 60 to 69% of premium	9	5%	5	5%	4	5%
Pay 50 to 59% of premium	36	21%	22	23%	14	17%
Pay from 1 to 49% of premium	35	20%	17	18%	18	22%
Do not pay any of the premium	29	17%	16	17%	13	16%
Total # Offering Dental	175		94		81	

Sixty-four percent (64%) of respondents pay at least 50% of the cost of dental coverage for an employee plus dependent.

Employer Contribution to Employee + Dependent Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	5%	6	6%	3	4%
Pay 90 to 99% of premium	6	3%	0	0%	6	7%
Pay 80 to 89% of premium	27	15%	16	17%	11	14%
Pay 70 to 79% of premium	25	14%	12	13%	13	16%
Pay 60 to 69% of premium	9	5%	6	6%	3	4%
Pay 50 to 59% of premium	36	21%	22	23%	14	17%
Pay from 1 to 49% of premium	34	19%	16	17%	18	22%
Do not pay any of the premium	29	17%	16	17%	13	16%
Total # Offering Dental	175		94		81	

Fifty-five percent (55%) of respondents pay at least 50% of the cost of dental family coverage.

Employer Contribution to Family Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	5%	6	6%	3	4%
Pay 90 to 99% of premium	5	3%	1	1%	4	5%
Pay 80 to 89% of premium	26	15%	14	16%	12	15%
Pay 70 to 79% of premium	23	13%	12	13%	11	14%
Pay 60 to 69% of premium	6	3%	3	3%	3	4%
Pay 50 to 59% of premium	28	16%	13	14%	15	19%
Pay from 1 to 49% of premium	49	28%	29	31%	20	25%
Do not pay any of the premium	29	17%	16	17%	13	16%
Total # Offering Dental	175		94		81	

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Forty-two percent (42%) of survey participants that offer vision insurance pay at least half of the premium cost for the employee, and 14% pay the entire premium cost for the employee. Note that the information in these tables does not include vision coverage offered through a Flexible Benefit plan.

Employer Contribution to Employee Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	12	14%	4	10%	8	19%
Pay 90 to 99% of premium	5	6%	3	7%	2	5%
Pay 80 to 89% of premium	6	7%	2	5%	4	9%
Pay 70 to 79% of premium	6	7%	1	2%	5	12%
Pay 60 to 69% of premium	3	4%	3	7%	0	0%
Pay 50 to 59% of premium	3	4%	3	7%	0	0%
Pay from 1 to 49% of premium	0	3%	0	0%	0	0%
Do not pay any of the premium	49	58%	25	61%	24	56%
Total # Offering Vision	84		41		43	

Thirty-six percent (36%) of respondents pay at least 50% of the cost of vision coverage for employee plus spouse.

Employer Contribution to Employee + Spouse Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	7	8%	0	0%	7	16%
Pay 90 to 99% of premium	2	2%	0	0%	2	5%
Pay 80 to 89% of premium	7	8%	5	12%	2	5%
Pay 70 to 79% of premium	6	7%	1	2%	5	12%
Pay 60 to 69% of premium	2	2%	2	5%	0	0%
Pay 50 to 59% of premium	6	7%	6	15%	0	0%
Pay from 1 to 49% of premium	5	6%	2	5%	3	7%
Do not pay any of the premium	49	58%	25	61%	24	56%
Total # Offering Vision	84		41		43	

Thirty-seven percent (37%) of respondents pay at least 50% of the cost of vision coverage for an employee plus dependent.

Employer Contribution to Employee + Dependent Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	7	8%	0	0%	7	16%
Pay 90 to 99% of premium	2	2%	0	0%	2	5%
Pay 80 to 89% of premium	7	8%	5	12%	2	5%
Pay 70 to 79% of premium	6	7%	1	2%	5	12%
Pay 60 to 69% of premium	3	4%	3	7%	0	0%
Pay 50 to 59% of premium	6	7%	6	15%	0	0%
Pay from 1 to 49% of premium	4	5%	1	2%	3	7%
Do not pay any of the premium	49	58%	25	61%	24	56%
Total # Offering Vision	84		41		43	

Thirty-five percent (35%) of respondents pay at least 50% of the cost of vision family coverage.

Employer Contribution to Family Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	7	8%	0	0%	7	16%
Pay 90 to 99% of premium	1	1%	0	0%	1	2%
Pay 80 to 89% of premium	6	7%	4	10%	2	5%
Pay 70 to 79% of premium	7	8%	2	5%	5	12%
Pay 60 to 69% of premium	2	2%	2	5%	0	0%
Pay 50 to 59% of premium	6	7%	5	12%	1	2%
Pay from 1 to 49% of premium	6	7%	3	7%	3	7%
Do not pay any of the premium	49	58%	25	61%	24	56%
Total # Offering Vision	84		41		43	

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Eighty-two percent (82%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a Flexible Benefit plan.

Employer Contribution to Employee Life	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	136	82%	69	80%	67	85%
Pay 50 to 99% of premium	4	2%	2	2%	2	3%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	25	15%	15	17%	10	13%
Total # Offering Life	165		86		79	

Employer Contribution—Short-Term Disability (Traditional Plans)

Sixty-seven percent (67%) of respondents that provide **short-term disability (STD)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a Flexible Benefit plan.

Employer Contribution to Employee STD	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	91	67%	50	68%	41	65%
Pay 50 to 99% of premium	6	4%	4	5%	2	3%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	39	29%	19	26%	20	32%
Total # Offering STD	136		73		63	

Employer Contribution—Long-Term Disability (Traditional Plans)

Seventy-four percent (74%) of respondents that provide **long-term disability (LTD)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a Flexible Benefit plan.

Employer Contribution to Employee LTD	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	109	74%	52	69%	57	78%
Pay 50 to 99% of premium	2	1%	2	3%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	37	25%	21	28%	16	22%
Total # Offering LTD	148		75		73	

Employer Contribution—Long-Term Care (Traditional Plans)

Nine percent (9%) of respondents that provide **long-term care (LTC)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term care coverage through a Flexible Benefit plan.

Employer Contribution to Employee Long-Term Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	5	9%	5	15%	0	0%
Pay 50 to 99% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	52	91%	29	85%	24	100%
Total # Offering LTC	57		33		24	

Voluntary Supplemental Plans (Traditional Plans)

Voluntary Supplemental Plans are paid for by employees, and may include additional life insurance, accidental death and dismemberment insurance, short-term disability insurance, as well as other types of plans. Of the organizations that administer traditional group insurance benefits rather than Flexible Benefits plans or stipends, seventy-eight organizations offer some type of voluntary supplemental plans to employees. This number represents 28% of responding organizations.

Section 125 Plans

Section 125 plans use pre-tax dollars to pay for employee benefits. The most comprehensive type of Section 125 plans reported in this survey is the Cafeteria Plan or Flexible Benefits plan, in which employers provide a certain dollar allotment per employee and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment.

Overall, 21% of all participants indicate they offer employees a choice of benefits through a Cafeteria or Flexible Benefit plan. The types of insurance offered as a part of these programs follow:

*Type of Insurance Offered	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
HMO	43	61%	16	57%	27	63%
EPO	6	8%	4	14%	2	5%
PPO	39	55%	14	50%	25	58%
POS	22	31%	8	29%	14	33%
Dental Care	64	90%	25	89%	39	91%
Vision Care	38	54%	12	43%	26	60%
Life Insurance	41	58%	12	43%	29	67%
Short-Term Disability	31	44%	10	36%	21	49%
Long-Term Disability	24	34%	7	25%	17	40%
Long-Term Care	5	7%	1	4%	4	9%
Voluntary Supplemental Plans	22	31%	6	21%	16	37%
Other	1	1%	0	0%	1	2%
Total # of Organizations Offering Cafeteria Plan	71		28		43	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the **Cafeteria Plan**. Forty-five percent (45%) of surveyed organizations administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care (**Health Care Spending Account** or HCSA) or dependent care (**Dependent Care Spending Account** or DCSA). Forty-six percent (46%) of surveyed organizations offer an HCSA and/or DCSA. These accounts are usually funded completely by employee contributions. Respondents reported that the maximum amount an employee may contribute annually to an HCSA account ranges between \$1,000 to \$2,550.

Special Insurance-Related Accounts

HRA (Health Reimbursement Arrangement): The employer contributes a certain amount per employee per year for health-care expenses. This money may be rolled over from one year to the next, but is generally not portable when an employee leaves his/her job. An HRA is often used in conjunction with traditional insurance coverage. However, in some cases, an HRA replaces traditional coverage and reimburses employees for coverage that they purchase as individuals. Eighty five responding organizations (25%) offer an HRA to employees. The median annual employer contribution is \$1,500 and the average is \$2,079.

HSA (Health Savings Account): The employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. The funds can roll over from year to year and the account is portable. Forty-three organizations (13%) offer an HSA-compatible HMO plan, with a median annual contribution from the organization of \$1,500 for a single employee, \$2,750 for an employee plus one dependent, and \$3,000 for a family. Fifty five organizations (16%) offer an HSA-compatible PPO plan, with a median annual contribution from the organization of \$1,500 for a single employee, \$2,850 for an employee plus one dependent, and \$3,000 for a family.

Retirement Benefits

Seventy-five percent (75%) of survey participants indicate they offer some type of retirement benefit to their employees. Of the respondents who have part-time employees, 45% indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 20 hours per week), while 34% make retirement benefits available to employees regardless of the number of hours they work. The remaining 21% cover only full-time employees.

In 66% of the organizations that contribute to retirement benefits, there is a vesting period of time before the benefits fully belong to the employee. This period ranges from 1 year, to 15 years, with an average of 3.7 years and median of 3 years. The remaining 34% of respondents have no vesting period.

Among organizations that offer benefits through a Cafeteria Plan, 51% allow employees to designate some portion of their benefit dollars toward an organization-sponsored retirement plan.

The types of plans offered are detailed below:

Type of Plan Offered	# of Organizations Who Offer	% of Organizations Who Offer
Tax-Sheltered Annuity: 401(k), 403(b)	204	61%
Other Defined Contribution Plan	25	7%
IRA/SEP-IRA	33	10%
Defined Benefit Plan	9	3%
Other	11	3%
No Retirement Benefit	84	25%
*Total # of Organizations Responding	337	

**Some organizations offer more than one type of plan.*

Retirement Benefits—Funding

Seventy-seven percent (77%) of the organizations offering a single or multiple retirement plan, share responsibility for funding the plan with their employees. Fourteen percent (14%) offer plans that are funded solely by the employee.

Funding of Retirement Plans *	# of Organizations Who Fund Through:	% of Organizations Who Fund Through:
Employee contribution only	36	14%
Organization contribution only	20	8%
Organization contributes/employee may contribute	83	33%
If employee contributes, organization contributes	111	44%
Other	2	1%
Total # of Organizations Responding	253	

**If organization has more than one type of plan, the responses are based on the plan with higher level of contribution from the organization.*

Retirement Benefits—Contributions

Of the organizations that contribute to the funding of a retirement benefit, 89% base their contribution on a percentage of their employees’ salary and 3% use a flat dollar amount:

Type of Limit on Contribution *	# of Organizations	% of Organizations	Average Limit
% of salary	194	89%	4.82%
Flat dollar amount	7	3%	insufficient data
Other	16	7%	
*Total # of Organizations Responding	217		

**If organization has more than one type of plan, the responses are based on the plan with the highest level of contribution from the organization.*

Executive Director/CEO Profile

Employment Contract

Nineteen percent (19%) of the Executive Directors/CEOs (Executive Directors) in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
Executive Director has contract	59	19%
Executive Director does not have contract	254	81%

Gender

Well over half of the Executive Directors (61%) are female.

Executive Director Gender	# of Organizations	% of Organizations
Male Executive Director/CEO	122	39%
Female Executive Director/CEO	191	61%

Gender and Compensation

Male Executive Directors earn on average, 33% more than female Executive Directors. The difference in pay appears to be related to the fact that, while over half of the Executive Directors are female, the male Executive Directors are more heavily represented in the largest organizations. When this is taken into account, pay for males is not consistently and/or significantly higher than for females in each group of similarly sized organizations, though the difference between pay for males and females tends to increase with organizational size. The issue of the disproportionate representation of men and women at small and large organizations remains, however. (See the chart below for details).

Annual Operating Expenses	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
to \$249,999	15%	\$58,037	85%	\$62,343	107.4%
\$250,000 - \$999,999	27%	\$90,305	73%	\$82,058	90.9%
\$1,000,000 - \$2,499,999	39%	\$124,328	61%	\$106,064	85.3%
\$2,500,000 - \$9,999,999	43%	\$159,829	57%	\$141,311	88.4%
\$10,000,000 - \$24,999,999	40%	\$165,117	60%	\$168,563	102.1%
\$25,000,000 and over	68%	\$264,322	32%	\$211,117	79.9%
All Responses	39%	\$158,649	61%	\$119,622	75.4%

Education and Compensation

Seventy-two percent (72%) of the Executive Directors in the survey hold Master’s Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents Achieving Level	Average Salary
High School	3	n. a.
Some College/Associate’s Degree	5	\$77,684
Bachelor’s Degree	80	\$109,588
Master’s Degree	190	\$141,664
Doctorate	33	\$164,822

Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors in terms of how long they have been in their current position. On average, incumbents have served in these positions for 10.2 years. As you can see from the table below, the correlation in pay for Executive Directors based upon their time in the job is not as clear as it is for other factors (for example, annual operating expenses, numbers of employees, education).

Years in Current Job	# of Incumbents	Average Salary
Less than one year	12	\$133,117
1.0 to 1.9 years	23	\$119,428
2.0 to 2.9 years	28	\$130,793
3.0 to 4.9 years	42	\$127,089
5.0 to 6.9 years	45	\$123,419
7.0 to 9.9 years	35	\$113,097
10.0 years and over	128	\$151,144
Average of 10.2 years	313	\$134,834

The table below illustrates the average salaries of the Executive Directors in terms of their total number of years of experience as an Executive Director, both in their current position, and in previous nonprofit and/or private sector experience. Individuals have an average of 12.7 years of total experience.

Years as Executive Director	# of Incumbents	Average Salary
Less than one year	10	\$136,742
1.0 to 1.9 years	17	\$118,005
2.0 to 2.9 years	21	\$121,578
3.0 to 4.9 years	28	\$133,282
5.0 to 6.9 years	37	\$117,623
7.0 to 9.9 years	35	\$124,851
10.0 years and over	165	\$144,379
Average of 12.7 years	313	\$134,834

Setting Compensation of the Executive Director

Ninety-five percent (95%) of survey participants confirmed that their organization’s Board of Directors formally approved the current compensation of the Executive Director.

Organizations used various methods to determine reasonable compensation for the Executive Director.

Methods Used to Determine Compensation *	# of Organizations	% of Organizations
Informal survey of similar organizations performed internally	180	57%
Published survey data	171	54%
Form 990s of similar organizations	116	37%
Outside consultant	54	17%
Other	35	11%
# Organizations Responding	313	

* Some organizations used more than one method.

Executive Director Exit Package

Twenty-four percent (24%) of organizations indicate that either their previous Executive Director exited the position during the past three years or the current Executive Director is planning to exit within the next year. Of those organizations, 26% did or will provide an exit package consisting of pay and/or benefits. Descriptions of these exit packages include:

- Cash compensation based on salary, ranging from one month, to one year.

- Consulting contract for one year following exit.

- Insurance benefits continuing for between six months and one year.

- Contribution toward cost of health and/or dental insurance continuation through COBRA.

Additional Benefits Provided to the Executive Director

For a list of other benefits provided to Executive Director incumbents, please see the chart detailing miscellaneous employee benefits on page 23.

V. Compensation by Position

This section details the compensation for individual job titles according to multiple parameters including:

- Annual operating expenses of organization
- Location of organization by region (see page 15)
- Location of organization by state
- Field of service of organization
- Total number of full-time equivalent employees of organization
- Years of experience required by position
- Education level required by position
- Gender of employee
- Race/ethnicity of employee
- Number of years of tenure in position
- Number of employees managed by employee in this position

To ensure the confidentiality of all data, a minimum number of responses must have been received in order to report on each statistic.

- At least five organizations are required to report compensation in any data subset
- At least five incumbents (employees) in a data subset are required to report the average
- Five incumbents are required to report the median
- Meaningful percentiles require a larger sample of data, so where the findings for any positions reported on less than twelve (12) employees, pay at the 10th, 25th, 75th and 90th percentiles is not included
- When there is insufficient data, cells in the individual reports are left blank
- In cases where 50% or more of the responses came from a single organization, only the median and average are reported

Executive Director/Chief Executive Officer

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance and communications. Represents organization to government agencies, community and the public.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	313	313	\$62,400	\$87,589	\$120,203	\$162,114	\$232,591	\$134,834	\$134,834
By Annual Operating Expenses:	-----								
Less than \$250,000	26	26	40,976	49,982	61,017	69,994	81,355	61,680	61,680
\$250,000 - \$999,999	55	55	54,642	62,400	78,042	95,992	129,351	84,307	84,307
\$1,000,000 - \$2,499,999	72	72	81,638	90,252	105,040	129,891	156,855	113,167	113,167
\$2,500,000 - \$9,999,999	79	79	101,234	112,653	134,992	170,000	235,000	149,281	149,281
\$10,000,000 - \$24,999,999	50	50	116,060	140,004	157,500	188,245	233,784	167,184	167,184
\$25,000,000 and over	31	31	133,249	174,990	240,001	302,783	322,377	247,159	247,159
By Geographic Region:	-----								
Route 195/Eastern Route 95	30	30	70,017	80,995	102,159	149,791	180,336	117,536	117,536
New Haven Coastal	24	24	64,137	101,250	137,995	174,100	201,332	139,246	139,246
New England Gateway	36	36	85,199	114,629	160,200	222,138	281,317	176,978	176,978
Greater Hartford	83	83	69,019	86,008	115,003	158,000	216,934	128,342	128,342
Western MA & Litchfield County CT	36	36	50,702	81,250	121,503	167,745	258,586	143,132	143,132
Eastern MA, Not Including Boston	38	38	48,889	87,161	129,303	146,391	234,231	127,625	127,625
Boston & Cambridge	38	38	71,800	93,688	125,358	172,448	255,429	142,029	142,029
Cape Cod & The Islands	28	28	49,399	62,988	93,715	132,231	152,898	103,989	103,989
By State:	-----								
Connecticut	142	142	67,165	89,997	119,998	168,160	217,625	133,343	133,343
Massachusetts	137	137	60,006	85,062	119,496	153,555	232,330	130,535	130,535
Rhode Island	13	13	65,297	72,925	149,718	169,579	269,148	138,103	138,103
By Field of Service:	-----								
Child and youth services and advocacy	50	50	65,364	84,927	113,152	156,500	204,615	127,574	127,574
Immigrant, LGBT, minority populations srvc & adv	8	8			73,892			94,702	94,702
Elderly and disabled services and advocacy	52	52	82,543	105,128	132,871	151,583	201,689	135,481	135,481
Counseling, crisis interv, mntl hlth, subst misuse	35	35	70,304	113,672	166,400	222,857	299,315	172,463	172,463
Domestic violence and sexual violence programs	11	11			105,019			104,846	104,846
Food programs and pantries, nutrition, agriculture	8	8			82,639			105,548	105,548
Environment, conservation	14	14	61,095	68,182	104,999	151,258	224,526	115,919	115,919
Community and economic development	31	31	72,601	92,768	124,405	143,520	177,803	124,345	124,345
Housing and homelessness prevention	10	10			139,298			140,280	140,280
Social justice, legal services, civil rights	10	10			94,994			130,061	130,061
Public policy and education reform	11	11			150,801			210,951	210,951
Philanthropy	11	11			133,328			145,956	145,956
Arts, culture	41	41	49,936	63,284	106,995	155,876	230,719	118,818	118,818
Fitness, wellness and recreation	7	7			174,200			174,521	174,521
By Number of Full-Time Equivalent Employees:	-----								
1 - 5	69	69	47,840	60,004	70,242	88,482	120,000	77,270	77,270
6 - 10	39	39	62,000	81,058	111,384	135,000	157,622	112,716	112,716
11 - 25	57	57	84,340	93,527	112,320	135,107	175,693	119,470	119,470
26 - 50	29	29	83,200	104,998	128,398	164,601	185,994	135,734	135,734
51 - 100	40	40	100,136	118,647	147,191	204,670	247,197	161,047	161,047
101 - 250	45	45	108,043	134,108	150,000	187,207	241,760	163,375	163,375
251+	34	34	133,994	159,511	223,065	292,823	318,898	233,401	233,401
By Years of Experience Required:	-----								
2 - 3 Years	18	18	39,297	59,478	78,905	120,878	163,701	92,880	92,880
4 - 6 Years	95	95	61,256	78,042	101,234	125,715	156,087	107,239	107,239
7 - 10 Years	102	102	84,995	105,014	134,996	175,218	234,858	147,322	147,322
More than 10 years	21	21	59,309	109,748	161,200	205,667	298,498	164,698	164,698
By Level of Education Required:	-----								
Bachelor's Degree	120	120	59,989	80,808	105,062	139,568	174,911	112,095	112,095
Master's Degree	128	128	80,952	104,998	135,100	180,362	249,996	149,648	149,648
By Gender of Employee:	-----								
Male	122	122	71,446	110,511	143,063	190,084	249,999	158,649	158,649
Female	191	191	61,731	80,080	105,061	144,976	197,267	119,622	119,622
By Race/Ethnicity of Employee:	-----								
Black	11	11			124,987			150,421	150,421
White	272	272	62,313	87,972	119,995	161,388	214,772	133,001	133,001
By Number of Years in Position:	-----								
Up to 5 Years	116	116	67,505	92,425	119,639	155,846	202,634	130,895	130,895
5 - 10 Years	64	64	53,498	75,005	96,107	133,307	182,704	107,668	107,668
11 - 20 Years	62	62	72,101	101,799	135,595	198,884	249,396	158,425	158,425
More than 20 Years	50	50	60,663	88,871	125,362	171,475	262,453	143,938	143,938

Associate Director/Chief Operating Officer

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	105	121	\$71,602	\$82,670	\$103,002	\$127,164	\$156,520	\$112,490	\$107,983
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	7	7			72,800			79,321	79,321
\$1,000,000 – \$2,499,999	18	19	65,000	72,010	78,336	104,104	120,000	86,342	84,379
\$2,500,000 – \$9,999,999	37	40	67,467	80,122	93,455	113,797	133,008	98,771	99,657
\$10,000,000 – \$24,999,999	27	32	82,423	95,322	113,147	126,295	135,180	110,857	111,484
\$25,000,000 and over	15	22	118,720	137,290	155,799	201,591	284,631	174,134	165,365
By Geographic Region:	-----								
Route 195/Eastern Route 95	7	8			100,267			101,802	101,419
New Haven Coastal	8	10			98,091			97,982	92,491
New England Gateway	13	14	71,104	88,406	111,072	144,393	201,982	121,031	123,679
Greater Hartford	30	34	68,286	81,375	95,545	134,223	147,493	106,053	105,785
Western MA & Litchfield County CT	15	20	65,755	72,140	102,879	124,374	245,747	118,724	102,734
Eastern MA, Not Including Boston	15	16	70,500	85,319	110,589	131,732	248,146	126,177	116,116
Boston & Cambridge	12	13	75,205	81,807	99,736	129,501	161,153	108,224	107,104
Cape Cod & The Islands	5	6			111,727			119,427	107,798
By State:	-----								
Connecticut	48	55	69,405	82,514	95,992	130,749	143,799	104,644	104,097
Massachusetts	45	53	71,704	81,238	109,170	130,063	195,062	119,845	109,822
Rhode Island	5	6			110,511			108,515	109,322
By Field of Service:	-----								
Child and youth services and advocacy	14	15	70,143	79,997	110,157	126,446	139,599	106,112	106,229
Elderly and disabled services and advocacy	24	29	71,500	84,483	94,182	118,049	138,510	100,073	97,464
Counseling, crisis interv, mntl hlth, subst misuse	16	19	80,498	100,006	117,830	149,989	220,965	137,697	131,204
Domestic violence and sexual violence programs	6	6			82,451			83,157	83,157
Community and economic development	8	8			105,872			107,370	107,370
Public policy and education reform	5	9			123,510			155,607	129,701
Arts, culture	9	9			83,616			88,801	88,801
Fitness, wellness and recreation	5	7			133,266			128,518	129,922
By Number of Full-Time Equivalent Employees:	-----								
1 – 5	5	6			66,123			70,855	70,536
6 – 10	9	10			89,165			92,927	89,733
11 – 25	21	21	72,010	77,189	83,616	113,329	130,025	92,261	92,261
26 – 50	10	11			104,998			102,813	104,434
51 – 100	18	19	65,728	75,000	99,736	123,510	144,997	102,332	102,213
101 – 250	24	27	86,580	94,182	112,008	132,995	150,357	112,798	112,974
251+	18	27	81,845	118,450	138,510	186,841	261,532	155,502	146,939
By Years of Experience Required:	-----								
2 – 3 Years	8	8			89,637			92,051	92,051
4 – 6 Years	48	55	68,494	77,646	87,714	112,008	139,599	102,334	96,758
7 – 10 Years	32	34	80,112	101,434	116,563	148,926	181,267	128,375	127,636
By Level of Education Required:	-----								
Bachelor's Degree	50	52	69,978	78,053	90,616	109,286	144,800	97,386	97,947
Master's Degree	40	43	76,091	87,714	114,670	131,997	185,122	121,594	118,666
By Gender of Employee:	-----								
Male	37	40	69,712	80,918	116,024	144,461	196,881	125,160	125,155
Female	71	78	70,923	82,448	97,136	123,843	143,557	105,213	102,022
By Race/Ethnicity of Employee:	-----								
Black	7	7			99,736			108,716	108,716
Hispanic or Latino	5	5			82,992			99,755	99,755
White	87	100	71,551	82,592	103,001	126,336	156,760	112,599	106,861
By Number of Years in Position:	-----								
Up to 5 Years	43	47	66,996	77,728	93,330	121,222	152,865	104,470	103,380
5 – 10 Years	21	22	70,223	82,244	105,959	137,750	199,366	120,037	114,198
11 – 20 Years	24	24	68,250	83,923	103,552	125,709	148,096	106,777	106,777
More than 20 Years	13	13	68,897	88,864	106,850	126,144	262,912	122,099	122,099
By Number of Employees Managed:	-----								
1 to 3	23	24	65,499	73,705	90,636	119,333	148,096	98,639	97,637
4 to 8	19	23	72,654	84,989	92,997	132,995	260,988	127,481	117,652
9 to 14	11	11			82,514			118,211	118,211

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 140, 420, 421, 430, 435, 853, 856, 950, 955).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	73	111	\$79,414	\$99,500	\$117,333	\$140,236	\$160,909	\$123,881	\$112,925
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	10	11			85,072			95,258	93,534
\$2,500,000 – \$9,999,999	21	24	73,622	95,509	113,090	136,471	149,490	112,222	109,845
\$10,000,000 – \$24,999,999	21	28	83,067	100,137	108,000	121,729	137,800	109,871	109,557
\$25,000,000 and over	17	44	102,426	120,498	140,747	160,682	244,110	151,335	142,715
By Geographic Region:									
New Haven Coastal	7	11			108,000			109,176	108,366
New England Gateway	14	24	84,708	115,711	129,357	140,177	163,502	129,013	122,682
Greater Hartford	19	21	68,906	92,493	102,856	120,202	158,600	107,704	104,642
Western MA & Litchfield County CT	9	19	73,501	102,090	143,998	242,494	262,500	160,573	130,343
Eastern MA, Not Including Boston	9	18	73,505	98,894	110,188	133,167	155,120	115,564	108,520
Boston & Cambridge	11	14	84,968	99,220	119,842	146,407	159,500	121,622	115,579
By State:									
Connecticut	33	42	74,528	99,997	108,000	126,925	148,055	112,140	109,313
Massachusetts	31	53	76,432	98,787	121,992	149,402	231,866	131,949	115,506
By Field of Service:									
Child and youth services and advocacy	8	13	79,826	100,754	120,000	135,786	179,103	121,005	114,935
Elderly and disabled services and advocacy	18	19	72,550	84,000	100,589	109,179	120,058	98,187	98,274
Counseling, crisis interv, mntl hlth, subst misuse	13	32	99,992	115,643	125,384	139,687	156,135	127,643	126,376
Community and economic development	5	6			102,499			107,787	106,844
Public policy and education reform	6	13							156,364
By Number of Full-Time Equivalent Employees:									
1 – 5	6	6			79,092			72,991	72,991
11 – 25	7	9			105,934			113,281	109,266
51 – 100	15	18	87,014	98,048	117,011	127,411	138,802	113,605	111,765
101 – 250	19	23	73,399	99,986	108,000	137,555	160,000	118,824	118,543
251+	19	48	98,875	110,866	131,687	159,438	218,581	141,391	125,426
By Years of Experience Required:									
4 – 6 Years	33	53	73,969	86,299	105,934	137,675	199,817	120,758	102,143
7 – 10 Years	20	27	100,147	108,000	118,997	141,257	160,909	126,180	123,533
By Level of Education Required:									
Bachelor's Degree	22	24	69,202	74,677	99,348	109,456	167,828	104,968	100,991
Master's Degree	33	56	87,038	106,451	122,139	142,638	159,325	122,812	120,109
By Gender of Employee:									
Male	27	44	96,523	110,089	133,039	157,835	244,110	142,248	130,499
Female	57	66	74,687	87,792	106,301	127,615	152,331	111,860	108,605
By Race/Ethnicity of Employee:									
White	64	97	78,171	98,787	117,021	139,639	160,909	121,540	110,312
By Number of Years in Position:									
Up to 5 Years	42	50	79,279	96,538	108,160	133,559	158,164	115,355	110,881
5 – 10 Years	15	18	67,496	96,886	127,687	152,707	244,008	131,913	121,604
11 – 20 Years	12	17	71,178	98,291	124,987	158,184	199,038	128,421	122,916
More than 20 Years	11	13	90,985	104,338	117,021	138,064	177,964	122,839	119,250
By Number of Employees Managed:									
1 to 3	17	17	71,178	88,775	117,021	143,562	174,630	118,461	118,461
4 to 8	14	27	80,867	100,000	122,286	133,078	163,131	119,014	111,947
9 to 14	8	8			103,334			122,171	122,171
15 and over	34	48	87,845	104,999	120,029	148,273	166,411	131,913	121,673

Chief Communications Officer

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	15	\$87,208	\$94,694	\$101,333	\$155,085	\$198,364	\$120,100	\$120,100
By Annual Operating Expenses:	-----		-----					-----	
\$2,500,000 – \$9,999,999	5	5			101,754			100,169	100,169
\$25,000,000 and over	6	6			155,960			151,482	151,482
By State:	-----		-----					-----	
Connecticut	5	5			101,333			110,913	110,913
Massachusetts	8	8			105,645			130,418	130,418
By Field of Service:	-----		-----					-----	
Child and youth services and advocacy	5	5			99,902			112,187	112,187
By Number of Full-Time Equivalent Employees:	-----		-----					-----	
251+	6	6			128,209			139,822	139,822
By Years of Experience Required:	-----		-----					-----	
4 – 6 Years	5	5			94,656			93,229	93,229
7 – 10 Years	7	7			101,754			117,872	117,872
By Level of Education Required:	-----		-----					-----	
Bachelor's Degree	13	13	93,070	97,846	101,754	155,960	211,900	125,139	125,139
By Gender of Employee:	-----		-----					-----	
Male	5	5			99,986			112,497	112,497
Female	9	9			101,333			118,636	118,636
By Race/Ethnicity of Employee:	-----		-----					-----	
White	12	12	92,806	94,968	101,544	145,189	214,330	120,852	120,852
By Number of Years in Position:	-----		-----					-----	
Up to 5 Years	7	7			99,986			106,259	106,259
By Number of Employees Managed:	-----		-----					-----	
1 to 3	7	7			99,902			113,688	113,688

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	39	44	\$85,020	\$104,998	\$134,178	\$170,665	\$266,143	\$147,861	\$143,484
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	13	13	83,460	99,075	133,363	173,191	264,348	143,778	143,778
\$10,000,000 – \$24,999,999	8	8			122,392			128,712	128,712
\$25,000,000 and over	14	17	80,772	105,997	162,141	242,621	286,997	174,181	163,260
By Geographic Region:									
New England Gateway	7	7			135,000			133,150	133,150
Greater Hartford	10	10			116,662			118,846	118,846
Boston & Cambridge	7	7			151,008			176,411	176,411
By State:									
Connecticut	14	14	80,483	96,497	116,662	151,788	188,292	124,259	124,259
Massachusetts	19	24	86,809	106,309	145,496	217,630	289,993	168,393	164,812
By Field of Service:									
Child and youth services and advocacy	8	8			156,274			177,874	177,874
Elderly and disabled services and advocacy	5	5			98,662			120,354	120,354
By Number of Full-Time Equivalent Employees:									
11 – 25	5	5			106,080			124,655	124,655
51 – 100	9	9			120,640			141,371	141,371
101 – 250	7	8			148,270			169,751	154,358
251+	13	15	80,579	104,998	150,717	201,651	275,366	156,151	149,563
By Years of Experience Required:									
4 – 6 Years	11	12	80,290	86,304	105,997	158,907	207,764	122,917	116,124
7 – 10 Years	15	15	82,981	103,002	133,363	141,253	296,992	142,927	142,927
By Level of Education Required:									
Bachelor's Degree	20	23	82,566	103,002	133,363	165,714	290,992	152,325	149,571
Master's Degree	12	12	87,300	108,579	127,953	186,916	208,104	140,937	140,937
By Gender of Employee:									
Male	23	24	96,492	109,445	135,133	170,665	278,636	154,468	152,591
Female	16	18	80,869	88,768	110,906	153,573	202,573	124,647	125,569
By Race/Ethnicity of Employee:									
White	33	37	87,914	105,539	133,363	167,228	230,822	145,462	143,927
By Number of Years in Position:									
Up to 5 Years	23	24	85,020	103,772	134,996	164,821	242,621	144,380	145,767
5 – 10 Years	7	8			166,928			196,431	184,850
11 – 20 Years	7	7			114,816			119,988	119,988
By Number of Employees Managed:									
1 to 3	16	17	80,772	95,826	113,329	140,619	210,299	127,336	126,955
4 to 8	14	15	98,600	119,995	135,265	201,651	238,688	156,168	152,158

Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	35	35	\$78,112	\$91,395	\$114,548	\$129,000	\$151,089	\$112,566	\$112,566	
By Annual Operating Expenses:										
\$2,500,000 – \$9,999,999	5	5			101,005			99,254	99,254	
\$10,000,000 – \$24,999,999	12	12	74,304	79,658	95,816	106,250	120,427	94,451	94,451	
\$25,000,000 and over	18	18	91,324	112,161	128,876	149,898	157,235	128,340	128,340	
By Geographic Region:										
New Haven Coastal	5	5			104,998			103,981	103,981	
Greater Hartford	9	9			125,000			121,613	121,613	
Western MA & Litchfield County CT	8	8			102,844			105,602	105,602	
By State:										
Connecticut	16	16	79,092	99,818	110,934	128,000	149,137	113,699	113,699	
Massachusetts	16	16	74,702	80,898	103,825	129,998	161,659	109,479	109,479	
By Field of Service:										
Elderly and disabled services and advocacy	13	13	74,404	78,780	90,688	111,470	142,872	96,208	96,208	
Counseling, crisis interv, mntl hlth, subst misuse	7	7			115,200			121,640	121,640	
By Number of Full-Time Equivalent Employees:										
101 – 250	9	9			104,998			103,238	103,238	
251+	21	21	80,708	92,248	115,200	140,592	154,428	118,686	118,686	
By Years of Experience Required:										
4 – 6 Years	12	12	79,677	93,179	108,004	127,417	153,088	111,306	111,306	
7 – 10 Years	14	14	74,503	78,140	96,544	108,637	137,725	98,526	98,526	
By Level of Education Required:										
Bachelor's Degree	18	18	77,868	82,793	99,874	117,067	151,431	104,035	104,035	
Master's Degree	12	12	75,204	100,147	115,002	128,938	153,651	114,934	114,934	
By Gender of Employee:										
Male	7	7			115,898			111,058	111,058	
Female	28	28	77,700	91,291	110,608	127,814	152,346	112,942	112,942	
By Race/Ethnicity of Employee:										
White	28	28	77,868	90,865	110,608	129,060	152,346	111,883	111,883	
By Number of Years in Position:										
Up to 5 Years	17	17	78,150	100,496	115,200	139,494	159,447	118,885	118,885	
5 – 10 Years	7	7			98,530			100,482	100,482	
More than 20 Years	5	5			79,950			91,490	91,490	
By Number of Employees Managed:										
1 to 3	12	12	78,056	82,945	103,836	143,681	153,430	111,030	111,030	
4 to 8	12	12	74,304	80,898	114,874	124,545	169,135	110,400	110,400	

The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues.

	Number of Orgs	Emps	Annual Base Salaries			Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)		
All Organizations:	9	9			\$150,010	\$140,898	\$140,898
By Annual Operating Expenses:							
\$25,000,000 and over	5	5			151,702	164,069	164,069
By State:							
Massachusetts	5	5			150,010	144,985	144,985
By Level of Education Required:							
Master's Degree	5	5			150,010	138,465	138,465
By Gender of Employee:							
Male	6	6			151,582	148,808	148,808
By Race/Ethnicity of Employee:							
White	9	9			150,010	140,898	140,898

Chief Financial Officer

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures. Safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	131	133	\$82,513	\$92,425	\$111,966	\$139,992	\$174,990	\$121,843	\$121,703
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	11	11			82,950			90,012	90,012
\$2,500,000 – \$9,999,999	49	49	77,501	85,447	103,000	119,278	150,000	105,599	105,599
\$10,000,000 – \$24,999,999	45	46	88,496	100,667	119,509	140,001	162,426	121,811	122,534
\$25,000,000 and over	26	27	96,154	132,621	155,500	196,000	257,438	164,345	164,023
By Geographic Region:	-----								
Route 195/Eastern Route 95	14	14	76,981	86,223	105,805	130,435	169,547	110,069	110,069
New Haven Coastal	17	17	71,598	90,719	114,982	126,668	157,792	111,072	111,072
New England Gateway	20	20	75,278	102,473	117,949	171,285	208,738	133,638	133,638
Greater Hartford	30	31	85,554	99,403	117,146	139,984	153,812	119,421	120,425
Western MA & Litchfield County CT	18	19	84,094	92,290	118,000	144,285	230,000	130,432	128,082
Eastern MA, Not Including Boston	16	16	80,937	89,856	109,564	125,200	149,099	111,738	111,738
Boston & Cambridge	11	11			140,005			143,435	143,435
Cape Cod & The Islands	5	5			88,478			111,458	111,458
By State:	-----								
Connecticut	61	62	82,917	92,144	114,991	136,033	156,810	117,701	118,167
Massachusetts	49	50	82,578	91,968	109,564	141,075	195,900	125,266	124,298
Rhode Island	7	7			108,742			127,746	127,746
By Field of Service:	-----								
Child and youth services and advocacy	20	20	79,696	107,755	126,225	154,125	226,647	137,592	137,592
Elderly and disabled services and advocacy	36	37	86,439	92,352	108,139	123,083	149,542	112,874	113,529
Counseling, crisis interv, mntl hlth, subst misuse	24	24	85,316	100,971	126,111	154,978	174,990	130,032	130,032
Community and economic development	11	11			109,866			110,327	110,327
Housing and homelessness prevention	5	5			102,003			99,956	99,956
Arts, culture	5	5			125,798			121,484	121,484
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	10	10			94,796			98,031	98,031
26 – 50	18	18	74,993	81,376	100,100	123,443	135,232	102,836	102,836
51 – 100	31	31	83,619	91,000	103,883	124,114	150,034	108,330	108,330
101 – 250	37	39	88,478	100,776	122,824	141,440	178,600	127,808	127,635
251+	30	30	92,884	110,401	136,400	190,508	251,614	152,100	152,100
By Years of Experience Required:	-----								
2 – 3 Years	11	11			92,144			93,909	93,909
4 – 6 Years	37	38	79,002	88,499	99,497	123,147	144,618	109,619	110,169
7 – 10 Years	47	47	87,938	104,000	121,712	139,984	175,712	126,499	126,499
More than 10 years	7	8			122,720			137,724	132,724
By Level of Education Required:	-----								
Bachelor's Degree	68	68	75,679	86,039	106,444	123,351	160,691	112,723	112,723
Master's Degree	44	45	89,804	100,527	119,018	138,559	182,994	125,761	124,694
By Gender of Employee:	-----								
Male	64	66	82,866	100,059	119,509	148,350	191,107	129,123	129,064
Female	62	62	78,974	90,136	104,863	126,160	162,880	113,129	113,129
By Race/Ethnicity of Employee:	-----								
White	112	114	80,875	92,493	109,564	135,504	174,990	121,246	121,072
By Number of Years in Position:	-----								
Up to 5 Years	61	61	78,189	88,491	106,995	128,170	155,897	114,236	114,236
5 – 10 Years	23	24	78,682	92,978	122,057	159,245	185,495	126,818	124,822
11 – 20 Years	21	21	98,309	104,129	121,712	154,759	223,294	137,301	137,301
More than 20 Years	16	16	83,456	92,144	109,596	124,796	188,050	118,389	118,389
By Number of Employees Managed:	-----								
1 to 3	40	40	77,962	85,062	101,400	125,188	147,449	108,528	108,528
4 to 8	38	38	87,229	103,106	117,573	136,588	160,749	119,382	119,382
9 to 14	17	17	78,766	96,003	109,990	147,742	202,000	126,222	126,222
15 and over	19	20	87,809	109,642	136,063	174,990	255,657	146,419	149,426

Directs a group of functions for the organization including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service, and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	44	\$70,663	\$75,623	\$81,610	\$88,973	\$102,656	\$83,758	\$85,028
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	9	9			78,042			81,041	81,041
\$2,500,000 – \$9,999,999	8	8			80,860			83,326	83,326
\$10,000,000 – \$24,999,999	9	14	71,420	79,287	83,591	88,632	99,071	84,267	86,073
By Geographic Region:	-----								
New England Gateway	8	10			82,908			84,501	83,683
Greater Hartford	7	18	68,758	71,466	78,331	84,905	95,962	79,135	78,645
Boston & Cambridge	6	6			82,560			82,611	82,611
By State:	-----								
Connecticut	12	23	69,678	72,010	79,320	84,493	98,934	80,730	81,905
Massachusetts	12	12	68,328	78,755	85,863	93,042	107,576	86,784	86,784
By Field of Service:	-----								
Child and youth services and advocacy	10	13	71,401	76,445	81,600	86,747	94,821	82,299	84,035
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	9	9			80,101			84,372	84,372
51 –100	5	7			85,714			87,148	86,898
101 – 250	7	10			81,600			82,412	84,941
251+	5	13							88,540
By Years of Experience Required:	-----								
2 – 3 Years	8	8			83,591			83,542	83,542
4 – 6 Years	17	22	70,079	74,746	80,799	85,923	90,645	81,261	81,748
7 – 10 Years	6	10			83,871			86,714	89,529
By Level of Education Required:	-----								
Bachelor's Degree	23	33	70,605	75,003	80,101	85,928	98,934	82,113	82,994
Master's Degree	6	7			89,143			93,196	94,157
By Gender of Employee:	-----								
Male	13	19	73,570	77,476	84,493	88,317	101,311	84,039	84,917
Female	19	24	68,041	73,518	81,600	92,786	105,987	83,900	85,277
By Race/Ethnicity of Employee:	-----								
White	26	37	71,061	77,638	82,689	90,874	104,530	84,964	86,507
By Number of Years in Position:	-----								
Up to 5 Years	12	15	66,960	77,476	82,689	94,000	107,179	85,263	87,674
5 – 10 Years	6	7			88,317			90,387	90,845
11 – 20 Years	8	9			73,570			78,085	77,780
More than 20 Years	8	10			83,047			83,021	84,216
By Number of Employees Managed:	-----								
1 to 3	17	17	70,824	77,638	79,997	85,445	98,267	82,499	82,499
15 and over	7	14							86,129

Regional Manager/Center Manager

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Manages the day-to-day operations of a regional facility that delivers program services in accordance with organization goals and objectives. Functions include: program development and implementation, staffing, volunteer coordination, community relations, budgeting, record keeping and facility maintenance. May participate in or lead fundraising activities for the region.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	10	28	\$49,899	\$50,123	\$57,003	\$66,234	\$84,810	\$62,297	\$74,463	
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
\$25,000,000 and over	6	22	49,300	50,000	54,500	63,003	95,999	60,436	77,835	
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Massachusetts	5	16							62,218	
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
251+	6	22	49,300	50,000	54,500	63,003	95,999	60,436	77,835	
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
2 – 3 Years	5	20	49,101	50,000	54,001	59,430	63,495	57,386	68,278	
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Bachelor's Degree	8	26	49,700	50,000	56,691	63,140	77,944	59,499	68,411	
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Female	8	15	50,000	54,001	63,003	69,992	93,813	65,143	70,061	
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
White	9	23	49,400	50,000	56,732	69,992	94,836	63,579	76,301	
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Up to 5 Years	7	11			63,003			66,124	69,764	

Provides direct supervision of the organization's office services including mail pick up and distribution, records maintenance, copy/print services, reception, office maintenance and cleaning services, communications/telephones, and similar.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	90	167	\$35,289	\$39,998	\$45,510	\$53,040	\$63,519	\$47,392	\$49,091
By Annual Operating Expenses:									
Less than \$250,000	5	6			40,799			39,080	38,992
\$250,000 – \$999,999	11	12	36,186	43,961	48,960	57,694	65,000	50,055	50,317
\$1,000,000 – \$2,499,999	21	21	37,552	42,131	49,920	54,101	61,651	49,357	49,357
\$2,500,000 – \$9,999,999	17	17	35,726	39,967	50,000	58,646	72,721	50,030	50,030
\$10,000,000 – \$24,999,999	19	34	38,116	42,587	47,507	53,457	61,995	48,856	48,847
\$25,000,000 and over	17	77	34,230	38,012	42,806	51,584	64,340	45,861	50,273
By Geographic Region:									
Route 195/Eastern Route 95	6	9			47,216			49,003	49,426
New England Gateway	12	23	39,500	43,554	50,286	55,745	68,617	50,861	54,072
Greater Hartford	28	56	34,195	37,626	44,034	48,005	58,849	44,654	46,230
Western MA & Litchfield County CT	14	41	32,400	36,989	41,454	45,754	55,114	42,836	44,502
Eastern MA, Not Including Boston	12	17	42,794	47,497	55,910	66,814	73,878	57,465	54,252
Boston & Cambridge	10	10			52,936			49,785	49,785
Cape Cod & The Islands	6	6			48,152			49,487	49,487
By State:									
Connecticut	38	71	34,695	38,002	44,554	52,000	59,429	45,757	47,126
Massachusetts	40	72	35,306	40,082	44,897	54,840	65,000	47,890	49,724
By Field of Service:									
Child and youth services and advocacy	8	10			42,895			46,877	47,893
Elderly and disabled services and advocacy	14	18	34,401	39,619	46,286	49,259	55,866	45,544	45,951
Counseling, crisis interv, mntl hlth, subst misuse	15	62	35,356	40,572	43,938	50,625	58,705	46,112	48,506
Community and economic development	8	9			51,293			53,090	51,663
Social justice, legal services, civil rights	7	7			52,200			47,490	47,490
Philanthropy	5	5			60,798			57,321	57,321
Arts, culture	9	9			42,640			47,241	47,241
Fitness, wellness and recreation	5	16							47,663
By Number of Full-Time Equivalent Employees:									
1 – 5	16	18	31,200	39,879	47,112	53,898	65,774	48,221	48,831
6 – 10	11	11			52,000			52,937	52,937
11 – 25	12	12	38,281	42,084	47,154	50,950	60,897	47,614	47,614
26 – 50	9	9			39,000			45,571	45,571
51 – 100	8	12	38,346	40,986	50,143	54,840	56,948	48,503	49,060
101 – 250	16	26	38,137	44,943	47,767	56,586	69,652	51,617	51,104
251+	18	79	34,278	38,022	42,557	49,941	60,726	45,047	47,941
By Years of Experience Required:									
1 Year	7	9			46,342			47,865	48,333
2 – 3 Years	36	55	34,726	38,002	43,680	53,872	64,401	46,501	47,675
4 – 6 Years	21	40	37,298	41,408	47,556	52,608	62,774	48,591	50,980
7 – 10 Years	5	7			60,000			60,965	56,036
By Level of Education Required:									
High School Diploma	22	44	37,084	41,300	45,308	54,155	62,933	47,402	47,559
Associate's Degree	23	26	36,524	41,717	47,379	52,000	53,775	47,083	47,860
Bachelor's Degree	27	40	38,050	41,756	51,611	63,784	71,870	53,150	51,754
By Gender of Employee:									
Male	10	11			53,872			51,254	51,662
Female	82	152	35,554	40,082	44,897	52,000	60,776	46,654	48,937
By Race/Ethnicity of Employee:									
Black	12	15	36,017	39,998	43,753	52,000	63,373	46,035	46,318
Hispanic or Latino	14	21	34,924	39,917	43,554	50,322	53,152	44,549	44,925
White	68	105	35,747	40,408	46,384	55,719	64,401	48,313	49,538
By Number of Years in Position:									
Up to 5 Years	59	99	34,680	39,645	43,753	52,000	63,398	46,421	48,981
5 – 10 Years	21	27	37,103	43,389	47,271	58,531	70,169	51,132	51,025
11 – 20 Years	17	20	36,895	42,107	47,335	56,794	71,542	50,118	51,366
More than 20 Years	8	12	36,610	41,312	46,998	53,617	66,161	48,469	48,240
By Number of Employees Managed:									
1 to 3	34	57	38,388	41,111	45,105	52,302	64,202	47,931	47,500
4 to 8	8	12	36,570	48,576	52,223	56,835	63,894	51,477	49,859

Executive Assistant

Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. Responsibilities include exposure to sensitive information and require considerable use of tact, diplomacy, discretion and judgment. Is responsible for special projects as assigned, may attend board or similar meetings to take or transcribe and distribute minutes, prepares board packets, maintains databases, and researches/analyzes data and develops reports to aid in management decision-making. May follow up on projects assigned to managers by senior executives.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	91	117	\$38,335	\$43,501	\$51,429	\$59,949	\$68,912	\$52,579	\$51,834
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	11	12	32,377	36,800	42,744	52,000	52,703	43,582	42,794
\$2,500,000 – \$9,999,999	31	33	35,660	41,486	47,819	53,166	65,108	48,840	49,229
\$10,000,000 – \$24,999,999	26	28	44,835	48,255	54,969	64,762	68,776	55,331	55,406
\$25,000,000 and over	20	41	39,868	45,681	56,243	66,577	76,186	56,867	57,163
By Geographic Region:	-----								
Route 195/Eastern Route 95	8	9			53,040			50,153	49,130
New Haven Coastal	8	8			52,057			52,493	52,493
New England Gateway	16	24	39,597	43,670	51,424	58,112	70,027	52,207	56,155
Greater Hartford	24	27	42,628	45,240	51,397	62,400	69,863	53,551	53,475
Western MA & Litchfield County CT	11	18	32,216	41,543	55,925	64,974	77,682	54,451	50,753
Eastern MA, Not Including Boston	10	15	36,413	47,486	52,499	60,139	72,065	53,843	49,118
Boston & Cambridge	11	12	34,906	39,520	47,913	63,190	80,592	51,391	49,140
By State:	-----								
Connecticut	45	49	40,394	45,427	52,000	61,067	68,578	53,224	53,074
Massachusetts	34	48	37,024	40,977	50,118	60,618	72,989	52,616	48,999
Rhode Island	5	6			58,209			55,723	55,199
By Field of Service:	-----								
Child and youth services and advocacy	13	23	39,114	43,321	50,232	64,022	73,345	54,047	54,449
Elderly and disabled services and advocacy	15	17	32,265	42,390	51,397	57,238	71,406	51,984	50,025
Counseling, crisis interv, mntl hlth, subst misuse	18	21	39,133	47,216	54,995	65,614	70,133	55,725	55,986
Community and economic development	10	10			50,721			48,780	48,780
Arts, culture	10	10			42,828			45,019	45,019
By Number of Full-Time Equivalent Employees:	-----								
6 – 10	5	5			42,994			43,880	43,880
11 – 25	12	15	32,764	39,520	45,240	52,000	52,832	44,704	44,391
26 – 50	8	8			48,953			51,604	51,604
51 – 100	21	21	37,875	46,234	50,003	54,287	68,245	50,684	50,684
101 – 250	23	30	34,894	48,090	57,465	65,392	70,138	56,922	54,721
251+	21	37	39,689	45,056	53,861	65,125	73,081	54,645	55,901
By Years of Experience Required:	-----								
1 Year	10	10			47,029			48,588	48,588
2 – 3 Years	35	40	37,848	41,824	48,003	59,197	70,143	51,145	50,566
4 – 6 Years	24	29	39,499	46,187	52,499	65,614	68,578	54,643	55,200
By Level of Education Required:	-----								
High School Diploma	28	32	33,592	40,507	50,118	65,582	69,629	51,649	51,822
Associate's Degree	14	21	45,065	46,946	56,659	59,746	68,804	55,320	55,002
Bachelor's Degree	38	44	38,564	43,166	51,434	62,702	72,577	53,377	52,599
By Gender of Employee:	-----								
Male	5	5			47,477			48,121	48,121
Female	85	107	38,335	43,321	51,419	58,614	68,862	52,158	51,885
By Race/Ethnicity of Employee:	-----								
Black	7	10			47,375			45,606	48,086
Hispanic or Latino	10	11			47,808			47,726	47,763
White	68	81	37,835	42,755	52,000	63,835	70,133	53,067	52,267
By Number of Years in Position:	-----								
Up to 5 Years	52	61	34,692	42,047	48,000	57,831	67,576	50,002	49,205
5 – 10 Years	14	16	44,216	46,202	52,091	65,559	75,582	56,232	57,466
11 – 20 Years	12	12	40,711	51,576	54,717	60,523	73,547	56,293	56,293
More than 20 Years	9	10			56,795			60,990	59,961
By Number of Employees Managed:	-----								
1 to 3	20	20	39,589	47,740	52,557	63,690	68,503	54,981	54,981

Provides administrative and clerical support to managers and/or other department members. Duties may include researching and compiling information and coordinating activities between departments and/or outside services. Maintains data, generates and formats reports and other documents, using a range of computer software skills including spreadsheets, word processing, desktop publishing, database management, and/or presentation software, etc. May be responsible for administering special projects related to departmental functions.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	80	160	\$33,613	\$37,154	\$42,616	\$51,059	\$57,467	\$44,501	\$44,700	
By Annual Operating Expenses:	-----		-----						-----	
\$250,000 – \$999,999	6	6			37,751			39,856	39,856	
\$1,000,000 – \$2,499,999	10	10			44,928			47,133	47,133	
\$2,500,000 – \$9,999,999	23	29	33,862	36,327	45,282	51,231	55,474	45,024	45,927	
\$10,000,000 – \$24,999,999	23	40	32,673	36,208	43,140	50,570	57,464	44,187	44,009	
\$25,000,000 and over	15	72	33,280	37,154	41,034	51,173	60,536	44,484	44,224	
By Geographic Region:	-----		-----						-----	
Route 195/Eastern Route 95	5	8			41,288			42,858	45,204	
New Haven Coastal	9	15	33,837	37,315	45,714	56,181	65,662	47,458	46,100	
New England Gateway	13	26	34,484	40,664	48,815	52,125	59,223	47,674	49,625	
Greater Hartford	18	31	33,663	37,107	39,998	49,317	54,679	43,347	43,529	
Western MA & Litchfield County CT	13	41	31,838	34,871	40,997	50,043	61,088	43,494	41,983	
Eastern MA, Not Including Boston	13	23	33,397	38,667	45,864	53,560	56,059	45,517	43,833	
Cape Cod & The Islands	5	12							41,112	
By State:	-----		-----						-----	
Connecticut	34	56	33,498	36,577	41,798	51,517	61,818	44,532	44,697	
Massachusetts	35	80	33,286	36,260	41,600	50,065	58,206	43,863	43,810	
By Field of Service:	-----		-----						-----	
Child and youth services and advocacy	10	16	33,043	37,825	42,713	49,845	60,759	44,042	45,388	
Elderly and disabled services and advocacy	18	32	32,111	33,873	37,430	43,608	55,682	40,069	38,866	
Counseling, crisis interv, mntl hlth, subst misuse	14	38	33,798	37,784	42,947	50,017	58,924	44,876	47,716	
Community and economic development	7	8			44,658			43,807	45,207	
Arts, culture	9	9			41,600			41,570	41,570	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
1 – 5	11	12	36,400	37,626	41,059	49,374	54,288	42,935	42,670	
11 – 25	11	11			52,790			52,028	52,028	
26 – 50	8	9			46,530			43,331	43,830	
51 – 100	11	18	33,667	34,991	40,856	46,445	56,084	42,708	43,730	
101 – 250	18	37	32,382	38,927	45,714	54,079	58,182	45,965	43,128	
251+	18	70	33,280	35,797	39,591	50,000	61,260	43,371	43,842	
By Years of Experience Required:	-----		-----						-----	
1 Year	14	24	38,012	38,714	48,815	54,642	57,244	47,303	46,743	
2 – 3 Years	37	58	32,488	35,911	42,073	51,792	59,827	44,629	44,639	
4 – 6 Years	23	40	34,004	35,901	39,219	51,792	61,370	43,790	44,738	
By Level of Education Required:	-----		-----						-----	
High School Diploma	31	58	33,230	36,275	40,508	50,611	64,477	44,795	45,594	
Associate's Degree	26	46	32,328	35,225	40,258	50,357	57,242	43,067	43,820	
Bachelor's Degree	18	28	37,390	40,360	47,254	55,408	60,826	48,020	46,179	
By Gender of Employee:	-----		-----						-----	
Male	10	10			49,097			48,110	48,110	
Female	74	142	33,417	36,400	41,117	50,022	57,355	43,812	44,313	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	10	13	33,596	36,950	39,998	48,353	53,732	41,932	40,870	
Hispanic or Latino	11	12	34,014	38,173	42,957	52,375	60,875	45,307	46,207	
White	65	106	33,323	36,400	41,600	50,418	58,756	44,324	44,810	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	44	72	33,654	36,400	41,034	50,570	55,658	43,604	42,822	
5 – 10 Years	21	26	33,037	37,123	42,860	53,113	55,891	44,069	45,101	
11 – 20 Years	16	21	38,310	43,337	48,924	57,244	68,698	50,433	49,631	
More than 20 Years	17	19	33,904	39,000	45,926	56,937	67,434	48,383	48,552	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	14	16	34,357	37,221	43,337	54,148	61,896	45,928	47,109	

Administrative Assistant, Intermediate Level

080

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist. Sets up and maintains files, uses computer skills to enter and maintain data, prepares correspondence and develops other routine documents. May make appointments and handle travel arrangements. Coordinates activities related to departmental functions.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	101	396	\$28,877	\$31,258	\$36,074	\$43,044	\$48,866	\$37,641	\$37,434
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	6	6			37,440			38,428	38,428
\$1,000,000 – \$2,499,999	15	20	31,200	31,434	34,456	38,824	46,376	36,376	36,874
\$2,500,000 – \$9,999,999	22	39	30,638	32,136	36,774	43,701	46,800	38,235	38,417
\$10,000,000 – \$24,999,999	29	103	29,008	31,980	34,819	41,142	46,695	36,657	37,744
\$25,000,000 and over	26	225	27,980	31,013	36,400	44,914	49,999	38,186	37,251
By Geographic Region:	-----								
Route 195/Eastern Route 95	11	33	31,217	32,573	35,901	43,119	48,447	37,777	36,118
New Haven Coastal	9	15	28,046	31,200	36,080	43,784	50,996	37,906	37,768
New England Gateway	16	68	30,354	32,027	37,290	43,797	49,190	38,385	41,469
Greater Hartford	25	68	31,175	33,337	37,763	43,633	49,998	39,304	37,395
Western MA & Litchfield County CT	20	126	26,000	29,120	33,280	40,641	47,438	35,225	36,239
Eastern MA, Not Including Boston	11	59	31,200	34,216	41,787	48,527	53,352	41,925	37,419
Boston & Cambridge	5	6			37,856			38,612	37,409
By State:	-----								
Connecticut	49	128	30,898	32,666	36,733	43,041	48,000	38,291	37,575
Massachusetts	37	207	26,396	30,160	34,775	42,390	48,913	36,694	35,572
Rhode Island	5	18	31,683	36,962	39,281	45,661	50,592	41,080	38,286
By Field of Service:	-----								
Child and youth services and advocacy	21	54	31,200	33,280	38,303	45,760	49,452	39,865	39,172
Elderly and disabled services and advocacy	23	72	25,898	30,417	32,396	38,104	46,460	34,539	33,799
Counseling, crisis interv, mntl hlth, subst misuse	16	129	27,331	30,826	34,216	39,860	47,182	35,557	37,225
Community and economic development	9	15	26,570	30,160	33,509	43,701	44,820	34,939	35,040
By Number of Full-Time Equivalent Employees:	-----								
1 – 5	8	8			33,436			33,483	33,483
11 – 25	13	17	31,200	33,395	38,480	42,599	46,896	38,150	37,097
26 – 50	10	16	30,838	33,197	42,921	44,611	49,496	40,504	40,958
51 – 100	13	29	30,000	31,221	34,944	41,252	46,800	36,292	36,286
101 – 250	24	77	31,824	35,038	41,600	47,830	50,944	41,510	39,583
251+	29	243	27,560	30,514	34,278	41,787	48,503	36,433	35,412
By Years of Experience Required:	-----								
1 Year	33	146	26,000	29,642	34,289	41,850	50,042	36,252	36,301
2 – 3 Years	41	100	30,975	32,526	39,208	45,694	49,914	39,783	38,755
4 – 6 Years	10	10			37,877			39,478	39,478
By Level of Education Required:	-----								
High School Diploma	58	223	27,040	30,430	34,278	41,388	47,190	36,034	36,913
Associate's Degree	19	63	30,564	35,194	42,682	48,880	53,781	42,650	37,678
Bachelor's Degree	18	39	31,242	34,816	40,986	45,240	52,000	40,420	42,181
By Gender of Employee:	-----								
Male	12	13	25,584	30,680	33,675	42,349	44,857	35,362	35,588
Female	95	357	28,682	31,200	35,360	42,463	48,437	37,178	37,408
By Race/Ethnicity of Employee:	-----								
Black	26	43	26,880	31,304	34,986	42,661	49,265	37,241	37,661
Hispanic or Latino	23	52	27,518	31,200	33,509	39,526	45,083	35,001	37,401
White	70	257	28,682	31,200	36,275	43,028	48,864	37,567	37,052
Mixed Race	5	5			33,280			36,044	36,044
By Number of Years in Position:	-----								
Up to 5 Years	77	202	27,560	31,200	34,320	41,600	47,079	36,263	36,524
5 – 10 Years	31	65	29,270	31,866	35,360	42,786	49,312	37,240	37,337
11 – 20 Years	28	47	29,952	35,360	42,038	48,422	53,831	41,867	41,165
More than 20 Years	11	21	33,602	37,289	44,064	47,830	55,266	43,677	43,399
By Number of Employees Managed:	-----								
1 to 3	7	7			43,347			40,653	40,653

Performs routine clerical duties such as answering telephone, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, preparing routine correspondence.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	79	282	\$24,960	\$27,552	\$30,843	\$34,989	\$41,573	\$31,824	\$30,834
By Annual Operating Expenses:	-----		-----					-----	
\$250,000 – \$999,999	5	5			29,120			30,784	30,784
\$1,000,000 – \$2,499,999	7	9			33,717			32,159	31,714
\$2,500,000 – \$9,999,999	22	36	22,880	27,664	29,994	36,140	43,891	31,749	30,854
\$10,000,000 – \$24,999,999	20	67	22,144	27,040	30,576	33,571	34,478	29,966	30,020
\$25,000,000 and over	24	164	24,960	27,581	31,200	37,050	43,680	32,637	31,362
By Geographic Region:	-----		-----					-----	
Route 195/Eastern Route 95	6	57							30,328
New England Gateway	13	43	20,800	27,759	31,200	36,700	43,205	32,339	33,004
Greater Hartford	16	40	23,138	29,120	31,200	33,280	34,320	30,408	28,902
Western MA & Litchfield County CT	19	73	24,648	24,960	27,726	31,746	37,024	29,021	28,130
Eastern MA, Not Including Boston	10	36							33,576
Boston & Cambridge	8	9			37,003			36,733	36,239
By State:	-----		-----					-----	
Connecticut	32	87	26,216	27,893	30,056	33,280	36,520	30,814	29,961
Massachusetts	38	121	24,960	26,613	29,815	35,034	38,947	31,003	31,374
By Field of Service:	-----		-----					-----	
Child and youth services and advocacy	12	29	27,040	27,859	31,076	34,476	37,003	31,370	30,121
Elderly and disabled services and advocacy	20	40	21,840	27,040	29,640	37,180	41,973	31,427	29,929
Counseling, crisis interv, mntl hlth, subst misuse	18	114	22,121	26,203	29,439	33,499	37,000	29,988	30,630
Community and economic development	6	10			28,860			27,901	28,234
Arts, culture	6	6			31,044			32,507	32,507
By Number of Full-Time Equivalent Employees:	-----		-----					-----	
11 – 25	8	8			31,044			31,736	31,736
26 – 50	6	9			31,200			30,611	29,477
51 – 100	14	22	21,717	26,910	29,047	37,537	47,604	31,962	31,509
101 – 250	20	73	27,027	29,110	33,280	36,400	42,021	33,144	32,516
251+	25	163	24,440	26,936	30,576	34,822	42,586	31,368	29,467
By Years of Experience Required:	-----		-----					-----	
1 Year	26	47	22,290	26,998	31,200	36,056	41,283	31,791	31,148
2 – 3 Years	20	53	27,689	29,110	32,161	36,671	43,363	33,436	33,351
By Level of Education Required:	-----		-----					-----	
High School Diploma	44	165	26,436	28,080	31,200	36,107	43,210	32,663	30,921
Associate's Degree	11	27	24,544	29,120	34,320	38,168	43,863	34,274	33,673
Bachelor's Degree	7	8			33,628			33,145	32,594
By Gender of Employee:	-----		-----					-----	
Male	14	18	20,800	23,790	27,914	31,200	32,076	27,581	28,473
Female	73	258	24,960	27,581	30,843	34,989	41,519	31,937	30,943
By Race/Ethnicity of Employee:	-----		-----					-----	
Black	26	33	20,800	27,311	30,044	35,547	42,661	31,581	32,658
Hispanic or Latino	15	34	27,019	28,824	33,469	36,506	43,129	33,464	32,099
White	54	172	24,596	27,877	30,843	34,944	42,260	31,963	30,303
Mixed Race	6	6			28,168			29,399	29,399
By Number of Years in Position:	-----		-----					-----	
Up to 5 Years	58	167	24,544	26,998	29,723	33,280	36,299	30,119	30,201
5 – 10 Years	16	25	25,701	28,282	32,367	36,837	41,176	32,660	31,439
11 – 20 Years	14	27	29,436	32,968	37,874	44,762	47,190	38,268	37,026
More than 20 Years	6	8			36,893			37,417	37,236

Receptionist

Receives and greets visitors. Determines the nature of their visits and notifies appropriate staff members. Answers and transfers telephone calls using multiple-line equipment, and represents organization to callers and visitors in a friendly, professional manner. May issue security badges, maintains visitor logs and calls vendors as requested. May perform routine clerical duties including filing, word processing, and sorting and distributing mail. For employees who are responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources, please refer to (752) Receptionist, Medical.

	Number of Orgs Emps		Annual Base Salaries						Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	95	265	\$21,278	\$24,960	\$29,661	\$34,512	\$38,255	\$29,946	\$30,647	
By Annual Operating Expenses:	-----		-----						-----	
\$1,000,000 – \$2,499,999	14	19	20,800	26,853	30,909	32,053	35,360	29,393	28,983	
\$2,500,000 – \$9,999,999	30	60	20,800	21,216	23,899	31,834	37,710	26,757	29,601	
\$10,000,000 – \$24,999,999	27	62	24,232	27,373	31,323	35,736	42,594	32,246	31,951	
\$25,000,000 and over	21	121	24,786	25,096	30,077	34,783	37,920	30,364	31,265	
By Geographic Region:	-----		-----						-----	
Route 195/Eastern Route 95	11	56							30,488	
New Haven Coastal	8	17	26,308	29,240	34,516	40,061	44,326	34,646	32,337	
New England Gateway	16	24	24,887	29,255	33,665	37,710	41,085	33,582	33,124	
Greater Hartford	19	60	21,226	24,960	30,052	34,790	38,096	29,974	30,729	
Western MA & Litchfield County CT	18	58	23,385	24,960	25,875	30,908	34,308	28,123	28,544	
Eastern MA, Not Including Boston	12	27	20,800	20,800	23,878	27,851	35,960	25,641	27,497	
Boston & Cambridge	7	9			30,992			30,897	33,187	
By State:	-----		-----						-----	
Connecticut	38	106	21,921	26,484	30,275	35,566	38,719	30,954	30,896	
Massachusetts	41	102	20,800	22,880	24,960	30,207	35,408	26,968	29,468	
Rhode Island	5	41							34,192	
By Field of Service:	-----		-----						-----	
Child and youth services and advocacy	18	37	22,464	24,263	30,152	33,488	39,341	29,871	30,253	
Elderly and disabled services and advocacy	22	32	22,880	24,310	28,330	31,101	36,445	28,841	28,813	
Counseling, crisis interv, mntl hlth, subst misuse	17	79	24,960	24,960	29,661	35,402	39,998	30,624	32,645	
Community and economic development	9	32	20,800	20,800	21,216	27,851	35,035	24,971	28,626	
Arts, culture	5	8			26,541			29,016	31,372	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
11 – 25	11	12	20,800	24,388	28,444	31,127	31,753	27,579	28,195	
26 – 50	14	21	21,124	23,639	30,160	34,726	38,954	30,016	31,102	
51 – 100	19	37	21,216	21,539	23,920	32,677	38,168	27,293	29,555	
101 – 250	25	58	20,800	26,072	30,545	37,383	43,188	31,728	32,735	
251+	21	129	23,400	24,960	29,723	34,258	37,662	29,961	29,774	
By Years of Experience Required:	-----		-----						-----	
1 Year	32	56	21,216	24,960	29,879	35,402	40,853	30,454	31,364	
2 – 3 Years	19	40	27,098	30,285	32,750	35,360	42,787	33,578	33,641	
By Level of Education Required:	-----		-----						-----	
High School Diploma	59	159	22,880	26,000	31,117	36,109	39,374	31,439	30,796	
Associate's Degree	10	29	21,216	21,216	27,373	34,622	43,122	29,323	35,642	
By Gender of Employee:	-----		-----						-----	
Male	14	24	20,800	22,194	23,327	29,705	38,844	26,398	27,831	
Female	88	237	21,515	25,096	30,077	34,608	38,194	30,305	30,733	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	20	31	21,237	23,192	29,120	34,278	41,150	29,637	31,442	
Hispanic or Latino	33	59	20,800	24,960	30,077	35,360	39,807	30,255	32,649	
White	49	141	21,827	25,626	30,659	34,981	38,377	30,456	29,606	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	60	141	21,216	24,960	27,373	32,271	37,407	28,624	30,742	
5 – 10 Years	31	53	21,648	23,379	28,746	35,369	37,691	29,562	29,097	
11 – 20 Years	20	36	26,639	30,111	35,173	38,362	45,442	35,065	33,407	
More than 20 Years	5	5			37,731			37,936	37,936	

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	18	\$45,583	\$60,842	\$73,900	\$82,892	\$93,996	\$72,451	\$73,123
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	5			81,120			80,139	80,139
\$25,000,000 and over	6	8			75,000			76,019	78,999
By State:	-----								
Connecticut	8	10			70,891			68,374	68,698
Massachusetts	7	7			81,120			77,912	77,912
By Field of Service:	-----								
Elderly and disabled services and advocacy	5	7			65,603			66,189	65,833
By Number of Full-Time Equivalent Employees:	-----								
251+	6	8			75,000			76,019	78,999
By Years of Experience Required:	-----								
2 – 3 Years	5	5			56,054			60,407	60,407
4 – 6 Years	5	6			78,874			81,645	83,455
By Level of Education Required:	-----								
Bachelor's Degree	10	11			72,800			69,777	70,830
By Gender of Employee:	-----								
Male	10	10			73,540			73,406	73,406
Female	7	8			73,900			71,258	71,067
By Race/Ethnicity of Employee:	-----								
White	14	16	45,230	64,254	75,000	83,181	96,219	74,320	75,354
By Number of Years in Position:	-----								
Up to 5 Years	10	10			72,440			71,309	71,309

Oversees organization's contractual agreements related to delivery of program services. Is responsible for maintaining documentation in compliance with the specific requirements of each contract. Monitors contract budgets, expiration dates, reporting dates and documentation. Communicates with organization's program directors/managers and representatives of funding agencies.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	12	\$44,036	\$57,169	\$66,584	\$69,857	\$80,857	\$64,380	\$64,380
By State:	-----								
Massachusetts	7	7			69,285			65,827	65,827
By Number of Full-Time Equivalent Employees:	-----								
251+	5	5			69,285			68,656	68,656
By Years of Experience Required:	-----								
4 – 6 Years	6	6			69,368			68,420	68,420
By Level of Education Required:	-----								
Bachelor's Degree	7	7			69,285			68,435	68,435
By Gender of Employee:	-----								
Female	8	8			65,208			63,176	63,176
By Race/Ethnicity of Employee:	-----								
White	7	7			69,285			62,283	62,283
By Number of Years in Position:	-----								
Up to 5 Years	6	6			60,262			59,881	59,881

Quality Assurance Manager

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	39	48	\$53,819	\$62,296	\$71,803	\$92,248	\$99,287	\$75,509	\$74,091	
By Annual Operating Expenses:	-----		-----						-----	
\$2,500,000 – \$9,999,999	8	8			72,041			71,966	71,966	
\$10,000,000 – \$24,999,999	20	23	56,494	64,066	71,760	89,981	97,520	74,957	74,394	
\$25,000,000 and over	9	15	53,837	62,109	74,776	97,914	111,694	80,980	79,552	
By Geographic Region:	-----		-----						-----	
New Haven Coastal	9	12	60,863	63,325	67,361	88,396	98,387	74,193	72,686	
New England Gateway	5	8			96,457			93,808	96,094	
Greater Hartford	6	6			77,304			78,751	78,751	
Western MA & Litchfield County CT	9	11			69,992			72,577	70,185	
By State:	-----		-----						-----	
Connecticut	23	28	57,584	64,735	72,461	94,994	100,109	78,010	76,543	
Massachusetts	12	15	48,007	54,990	62,109	72,550	89,012	65,347	62,622	
By Field of Service:	-----		-----						-----	
Elderly and disabled services and advocacy	12	15	48,007	54,990	64,730	71,914	102,690	67,379	63,047	
Counseling, crisis interv, mntl hlth, subst misuse	14	19	62,109	64,751	81,600	94,994	97,914	79,657	79,356	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
51 –100	8	8			72,041			72,816	72,816	
101 – 250	17	19	58,750	64,730	71,760	89,981	100,464	76,507	76,995	
251+	11	18	52,403	62,083	73,663	96,847	100,724	77,504	73,176	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	10	11			69,992			68,973	68,121	
4 – 6 Years	19	23	59,253	64,066	71,846	94,994	99,958	78,035	78,769	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	22	22	49,904	54,726	65,282	82,111	95,443	69,399	69,399	
Master's Degree	9	11			89,981			82,710	82,774	
By Gender of Employee:	-----		-----						-----	
Male	13	13	52,227	61,028	71,074	93,996	110,747	77,532	77,532	
Female	26	34	53,357	62,083	71,803	91,234	99,635	74,428	72,232	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	5	5			62,857			77,533	77,533	
White	31	39	53,934	62,109	71,846	92,997	99,200	75,229	73,653	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	21	24	50,503	59,207	71,803	89,995	95,007	73,487	72,323	
5 – 10 Years	6	6			62,483			68,709	68,709	
11 – 20 Years	8	11			71,074			79,463	76,606	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	18	21	49,604	62,057	71,846	91,489	98,360	74,414	73,943	
4 to 8	5	6			70,876			75,245	73,794	

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	32	47	\$31,841	\$37,000	\$45,642	\$51,600	\$55,199	\$44,581	\$45,582
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	6			40,155			39,467	38,239
\$10,000,000 – \$24,999,999	16	24	30,451	35,505	47,750	51,575	57,034	44,624	45,420
\$25,000,000 and over	10	16	33,557	37,993	46,325	54,187	55,298	45,971	48,870
By Geographic Region:	-----								
New Haven Coastal	6	8			49,950			45,843	44,120
Greater Hartford	11	15	29,744	33,197	45,136	50,702	55,000	42,917	45,216
Western MA & Litchfield County CT	5	5			49,858			46,429	46,429
By State:	-----								
Connecticut	22	35	31,017	33,765	45,136	51,501	54,573	43,861	45,179
Massachusetts	9	9			47,008			46,328	46,328
By Field of Service:	-----								
Elderly and disabled services and advocacy	15	21	32,215	34,386	40,962	46,214	55,019	41,467	42,407
Counseling, crisis interv, mntl hlth, subst misuse	12	19	30,742	38,948	50,669	52,297	55,994	46,562	48,181
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	14	23	30,393	37,000	46,356	51,600	57,221	45,017	46,111
251+	12	18	33,696	37,002	45,025	51,208	55,099	44,851	46,707
By Years of Experience Required:	-----								
2 – 3 Years	14	15	33,197	35,006	44,990	50,756	56,036	43,883	44,631
4 – 6 Years	8	12	37,001	40,241	46,775	52,123	56,865	46,296	46,493
By Level of Education Required:	-----								
High School Diploma	9	11			45,136			44,339	45,238
Associate's Degree	7	10			43,333			41,304	41,645
Bachelor's Degree	14	15	36,202	40,000	49,858	55,000	56,847	47,539	47,886
By Gender of Employee:	-----								
Male	8	9			49,858			47,632	48,056
Female	28	38	31,154	36,502	45,063	51,526	55,000	43,859	45,105
By Race/Ethnicity of Employee:	-----								
Black	5	6			43,303			42,949	45,403
White	24	31	32,215	37,000	45,136	50,756	56,077	44,534	44,982
By Number of Years in Position:	-----								
Up to 5 Years	20	27	30,992	33,765	44,990	52,562	56,389	43,975	46,155
5 – 10 Years	5	5			49,858			44,875	44,875
11 – 20 Years	7	8			42,713			42,255	43,295

Controller

Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting, in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	65	68	\$62,003	\$72,275	\$86,065	\$99,845	\$131,527	\$90,950	\$90,855
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	8	8			66,872			68,026	68,026
\$2,500,000 – \$9,999,999	9	9			92,851			97,081	97,081
\$10,000,000 – \$24,999,999	22	22	63,811	67,554	76,405	88,393	98,490	79,425	79,425
\$25,000,000 and over	25	28	68,775	85,888	97,211	130,426	143,232	105,143	106,599
By Geographic Region:									
Route 195/Eastern Route 95	7	7			72,779			71,211	71,211
New Haven Coastal	6	7			83,200			79,176	79,723
New England Gateway	9	10			107,743			115,704	116,020
Greater Hartford	13	13	61,918	72,343	88,150	112,633	131,180	91,111	91,111
Western MA & Litchfield County CT	11	11			93,000			89,770	89,770
Eastern MA, Not Including Boston	9	9			73,923			78,844	78,844
Boston & Cambridge	6	6			123,412			116,073	116,073
By State:									
Connecticut	27	28	63,876	72,275	84,167	102,139	132,619	90,292	90,825
Massachusetts	31	32	61,562	65,606	85,956	97,250	132,236	89,137	89,101
By Field of Service:									
Child and youth services and advocacy	10	10			83,295			86,482	86,482
Elderly and disabled services and advocacy	12	12	63,811	66,106	79,976	115,057	139,883	89,611	89,611
Counseling, crisis interv, mntl hlth, subst misuse	17	18	63,875	74,199	94,926	106,017	133,746	95,054	94,007
Public policy and education reform	5	5			93,636			91,367	91,367
By Number of Full-Time Equivalent Employees:									
11 – 25	7	7			71,760			72,534	72,534
51 –100	7	7			92,851			95,897	95,897
101 – 250	21	21	65,376	72,443	78,440	94,318	125,966	85,884	85,884
251+	25	28	64,414	78,009	94,797	127,028	143,232	100,200	101,063
By Years of Experience Required:									
2 – 3 Years	12	13	67,416	72,343	81,037	91,691	133,363	86,591	87,482
4 – 6 Years	20	20	61,441	64,041	82,767	94,999	128,499	84,680	84,680
7 – 10 Years	15	15	68,116	73,923	86,857	102,856	128,779	90,573	90,573
By Level of Education Required:									
Bachelor's Degree	44	44	62,889	71,847	80,517	93,477	131,157	85,955	85,955
Master's Degree	8	8			97,493			94,848	94,848
By Gender of Employee:									
Male	19	21	68,116	80,346	93,636	101,756	130,278	95,669	95,805
Female	46	46	61,012	68,894	80,517	97,570	133,728	87,864	87,864
By Race/Ethnicity of Employee:									
White	55	56	61,803	71,847	87,504	102,640	133,892	91,755	92,044
By Number of Years in Position:									
Up to 5 Years	34	34	58,825	69,404	87,691	95,607	129,273	87,289	87,289
5 – 10 Years	13	13	63,494	72,852	85,272	105,050	147,115	92,267	92,267
11 – 20 Years	10	10			78,298			89,502	89,502
More than 20 Years	5	5			93,000			96,352	96,352
By Number of Employees Managed:									
1 to 3	29	30	61,441	72,020	79,219	95,307	130,566	85,863	84,933
4 to 8	15	15	64,260	71,011	82,700	103,525	134,376	89,493	89,493
9 to 14	6	6			123,412			117,167	117,167

Manages and performs various accounting activities including developing, implementing and maintaining accounting systems, policies and procedures and compiling, analyzing and reporting accounting data for management reports and decision-making purposes. May act as a primary liaison to outside auditors and government agencies regarding contract issues. Manages monthly closings. Typically supervises more than three staff members.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	70	95	\$58,381	\$64,272	\$72,634	\$85,714	\$98,035	\$75,396	\$74,802
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	12	12	47,372	52,141	65,697	70,725	74,964	62,842	62,842
\$2,500,000 – \$9,999,999	17	21	60,016	63,201	77,022	88,983	94,239	75,799	75,440
\$10,000,000 – \$24,999,999	19	25	50,619	59,578	65,000	76,499	87,458	68,528	71,974
\$25,000,000 and over	21	36	64,457	71,301	83,209	97,803	104,099	84,320	84,001
By Geographic Region:	-----								
Route 195/Eastern Route 95	5	5			80,766			75,901	75,901
New Haven Coastal	5	6			73,591			74,071	76,411
New England Gateway	12	14	54,964	67,387	85,924	98,402	114,234	83,795	82,433
Greater Hartford	18	25	50,619	61,504	64,621	71,649	79,739	65,877	68,520
Western MA & Litchfield County CT	11	20	59,240	64,501	72,719	88,404	102,038	76,989	71,438
Eastern MA, Not Including Boston	7	8			71,238			74,946	71,344
Boston & Cambridge	8	12	74,618	82,550	87,337	92,493	105,930	87,828	88,567
By State:	-----								
Connecticut	30	39	52,229	62,400	65,000	74,277	86,133	68,662	69,875
Massachusetts	30	45	59,155	65,000	77,022	89,831	99,942	78,192	75,067
By Field of Service:	-----								
Child and youth services and advocacy	9	10			76,499			78,900	80,710
Elderly and disabled services and advocacy	15	23	48,890	59,155	64,272	72,100	88,058	66,513	67,947
Counseling, crisis interv, mntl hlth, subst misuse	12	15	64,010	65,000	83,418	86,902	96,465	78,908	80,215
Community and economic development	8	10			73,757			72,304	73,429
Arts, culture	5	5			69,992			67,817	67,817
By Number of Full-Time Equivalent Employees:	-----								
6 – 10	6	6			57,481			59,546	59,546
11 – 25	10	11			69,000			69,682	69,939
26 – 50	5	5			81,245			75,725	75,725
51 –100	8	11			77,834			76,915	75,486
101 – 250	19	25	50,619	62,754	69,992	81,088	99,011	71,492	73,717
251+	20	35	60,365	65,000	83,000	91,899	105,192	82,291	82,483
By Years of Experience Required:	-----								
2 – 3 Years	18	23	52,840	62,400	67,475	82,493	90,064	70,655	68,663
4 – 6 Years	29	36	59,155	65,000	73,189	83,000	97,934	75,795	74,096
By Level of Education Required:	-----								
Associate's Degree	6	9			57,221			60,756	65,923
Bachelor's Degree	46	61	59,324	64,303	77,022	89,831	98,519	77,177	74,693
By Gender of Employee:	-----								
Male	19	21	60,480	64,327	70,857	85,373	101,508	75,364	75,268
Female	56	71	53,030	62,982	72,634	85,714	96,600	74,664	73,944
By Race/Ethnicity of Employee:	-----								
Asian	7	7			82,597			80,603	80,603
Black	6	8			66,920			73,614	75,245
Hispanic or Latino	6	6			78,385			78,273	78,273
White	49	67	54,368	64,272	69,992	85,509	97,212	74,337	74,074
By Number of Years in Position:	-----								
Up to 5 Years	30	41	52,296	60,029	69,000	85,421	97,812	73,166	72,155
5 – 10 Years	18	20	55,813	64,716	70,554	82,430	90,412	72,791	72,989
11 – 20 Years	17	17	62,142	67,423	81,245	93,249	107,682	82,337	82,337
More than 20 Years	5	5			74,880			75,720	75,720
By Number of Employees Managed:	-----								
1 to 3	34	40	62,381	67,524	74,693	83,000	91,866	75,955	74,069
4 to 8	16	19	52,229	60,050	74,277	90,528	100,057	76,627	78,449

Accounting Supervisor

Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five hourly accounting staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	47	58	\$44,795	\$52,884	\$61,607	\$69,275	\$78,718	\$61,925	\$62,434
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	8	8			55,785			60,206	60,206
\$10,000,000 – \$24,999,999	13	15	38,900	44,845	59,240	72,331	80,223	59,647	62,550
\$25,000,000 and over	20	28	45,779	55,442	61,607	69,990	75,829	63,129	62,797
By Geographic Region:									
New Haven Coastal	5	5			69,216			63,837	63,837
New England Gateway	8	9			69,139			72,126	71,320
Greater Hartford	12	15	48,298	55,275	61,213	66,248	73,844	60,984	61,268
Western MA & Litchfield County CT	9	9			54,570			58,931	58,931
Eastern MA, Not Including Boston	6	9			60,507			61,226	59,674
By State:									
Connecticut	21	27	41,496	50,000	61,213	69,216	78,824	61,338	62,687
Massachusetts	18	23	44,612	52,154	60,715	66,837	72,320	60,439	59,586
By Field of Service:									
Child and youth services and advocacy	7	7			60,715			64,956	64,956
Elderly and disabled services and advocacy	14	19	49,920	50,731	60,507	64,878	78,645	61,819	60,818
Counseling, crisis interv, mntl hlth, subst misuse	11	14	38,751	44,970	65,572	71,825	77,908	60,048	63,706
Community and economic development	5	6			64,002			58,032	56,838
By Number of Full-Time Equivalent Employees:									
51 – 100	7	7			64,878			66,219	66,219
101 – 250	12	15	38,900	44,845	57,325	68,572	82,600	58,416	60,417
251+	21	28	44,828	51,867	60,964	69,392	73,656	61,601	61,087
By Years of Experience Required:									
2 – 3 Years	13	15	47,690	57,325	64,002	69,451	75,148	62,846	62,932
4 – 6 Years	16	16	50,640	53,965	62,182	69,055	80,052	63,594	63,594
By Level of Education Required:									
High School Diploma	6	9			45,011			54,211	56,893
Associate's Degree	6	7			59,127			59,883	59,769
Bachelor's Degree	27	28	49,514	52,821	63,568	72,162	78,906	63,227	62,988
By Gender of Employee:									
Male	14	15	46,750	59,467	63,648	64,878	68,216	60,660	60,421
Female	34	40	44,396	52,821	60,358	72,162	79,300	62,079	63,164
By Race/Ethnicity of Employee:									
Black	8	9			55,942			56,506	56,289
White	35	41	43,414	55,948	63,648	69,810	77,829	62,664	62,946
By Number of Years in Position:									
Up to 5 Years	24	24	43,171	50,505	56,471	63,503	71,862	57,098	57,098
5 – 10 Years	10	10			64,440			66,078	66,078
11 – 20 Years	11	13	40,739	45,438	66,331	72,210	94,124	63,481	65,954
By Number of Employees Managed:									
1 to 3	27	30	43,298	50,656	61,358	68,792	78,208	60,565	61,035
4 to 8	6	6			62,078			59,969	59,969

Working with general supervision, performs relatively complex accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise, but may advise less experienced accounting staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	41	58	\$53,158	\$57,825	\$62,077	\$68,000	\$76,804	\$63,519	\$63,144
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	11	12	52,053	56,851	63,501	68,432	76,867	63,726	62,534
\$10,000,000 – \$24,999,999	9	11			58,677			60,000	60,353
\$25,000,000 and over	18	32	56,585	60,002	63,752	70,489	80,000	65,622	66,578
By Geographic Region:									
New Haven Coastal	6	7			63,000			63,975	64,057
Greater Hartford	7	8			56,056			60,581	61,617
Western MA & Litchfield County CT	9	14	52,614	55,775	60,185	61,786	70,252	59,823	58,517
Eastern MA, Not Including Boston	5	13	55,091	59,716	64,002	67,654	69,304	63,217	62,240
Boston & Cambridge	5	6			73,892			72,408	71,520
By State:									
Connecticut	16	18	49,816	53,727	61,953	67,025	75,966	61,998	62,446
Massachusetts	20	34	53,727	57,841	61,489	67,654	74,652	63,146	62,431
By Field of Service:									
Child and youth services and advocacy	6	6			63,295			62,258	62,258
Elderly and disabled services and advocacy	8	10			58,457			59,140	60,096
Counseling, crisis interv, mntl hlth, subst misuse	9	15	54,993	60,362	62,504	66,702	73,383	63,386	63,027
By Number of Full-Time Equivalent Employees:									
51 – 100	5	5			65,998			63,412	63,412
101 – 250	12	21	52,857	57,299	62,400	68,908	80,000	64,279	63,852
251+	16	23	55,078	59,080	61,547	68,016	73,819	63,981	64,805
By Years of Experience Required:									
2 – 3 Years	16	23	51,909	54,122	61,431	65,000	70,982	60,894	60,804
4 – 6 Years	15	18	53,560	56,472	62,328	76,820	80,742	65,885	64,786
By Level of Education Required:									
Associate's Degree	5	6			62,717			60,441	61,863
Bachelor's Degree	30	43	52,491	57,990	62,504	68,016	76,856	63,849	62,727
By Gender of Employee:									
Male	11	13	52,352	60,004	61,547	67,799	74,535	62,914	63,197
Female	33	38	52,487	56,472	62,216	68,157	80,000	63,550	63,373
By Race/Ethnicity of Employee:									
Black	7	7			60,362			66,776	66,776
White	29	34	51,744	55,640	61,042	68,141	75,744	62,174	61,808
By Number of Years in Position:									
Up to 5 Years	19	24	54,101	57,501	61,650	68,011	76,846	63,670	63,083
5 – 10 Years	12	17	52,433	57,299	60,362	68,908	71,715	61,958	61,249
By Number of Employees Managed:									
1 to 3	7	7			58,924			64,818	64,818

Staff Accountant

Performs various professional accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	79	122	\$39,308	\$42,952	\$49,444	\$55,850	\$62,218	\$49,738	\$49,295
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	9	9			47,000			50,532	50,532
\$2,500,000 – \$9,999,999	20	32	41,454	45,375	51,668	58,953	64,713	52,532	51,815
\$10,000,000 – \$24,999,999	26	39	38,230	41,746	47,740	52,083	58,000	48,066	47,608
\$25,000,000 and over	21	39	39,395	41,600	50,648	55,786	58,759	49,401	49,258
By Geographic Region:									
Route 195/Eastern Route 95	8	9			52,790			53,613	52,521
New England Gateway	10	19	38,662	45,760	51,429	54,857	60,569	50,278	51,060
Greater Hartford	19	28	37,481	41,899	46,353	55,377	62,608	48,879	48,890
Western MA & Litchfield County CT	16	19	39,000	39,998	47,740	54,371	57,283	47,765	48,067
Eastern MA, Not Including Boston	10	13	38,526	42,203	46,675	50,700	60,022	47,258	45,965
Boston & Cambridge	8	21	41,434	43,839	51,730	58,645	62,032	52,227	51,714
By State:									
Connecticut	29	45	37,980	41,407	46,987	57,871	63,625	49,470	50,180
Massachusetts	38	58	39,383	41,600	47,502	54,725	58,792	48,491	47,219
Rhode Island	5	6			53,664			57,824	56,919
By Field of Service:									
Child and youth services and advocacy	12	18	38,786	41,658	45,880	56,340	64,532	48,491	47,620
Elderly and disabled services and advocacy	21	32	37,134	39,099	43,711	49,614	57,657	45,188	45,129
Counseling, crisis interv, mntl hlth, subst misuse	13	22	42,937	46,718	51,039	55,025	59,902	51,238	50,842
By Number of Full-Time Equivalent Employees:									
11 – 25	7	7			51,605			51,498	51,498
26 – 50	7	8			49,567			51,851	52,727
51 – 100	13	27	40,968	43,992	51,730	59,093	65,932	52,746	50,924
101 – 250	22	34	38,574	44,366	49,558	57,283	61,769	49,989	49,585
251+	22	38	38,540	40,000	44,963	53,139	57,196	46,823	46,462
By Years of Experience Required:									
1 Year	7	9			41,392			43,169	44,263
2 – 3 Years	42	60	39,568	43,352	48,398	55,320	61,674	49,831	48,774
4 – 6 Years	9	16	39,232	42,700	51,038	56,682	61,899	50,195	49,394
By Level of Education Required:									
High School Diploma	14	18	38,800	43,462	49,389	58,562	63,790	51,311	50,846
Associate's Degree	12	18	36,117	39,816	44,054	51,564	58,700	45,809	44,757
Bachelor's Degree	43	64	39,156	43,217	49,911	56,750	60,855	50,020	49,211
By Gender of Employee:									
Male	14	17	35,774	42,231	47,965	53,542	59,787	48,127	49,814
Female	66	99	39,395	42,358	49,446	56,986	62,400	49,928	49,165
By Race/Ethnicity of Employee:									
Asian	6	8			46,103			49,659	50,182
Black	14	16	37,425	43,680	48,721	54,658	58,610	48,807	48,762
Hispanic or Latino	6	7			51,429			51,884	51,198
White	59	80	39,295	41,899	49,121	57,283	62,400	49,642	49,478
By Number of Years in Position:									
Up to 5 Years	48	58	37,440	40,000	47,305	53,300	60,627	47,773	47,649
5 – 10 Years	19	21	39,290	43,118	49,774	54,434	58,906	49,108	49,043
11 – 20 Years	11	11			52,083			52,967	52,967
More than 20 Years	5	9			58,000			56,585	60,093

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	65	76	\$36,178	\$40,378	\$45,646	\$50,268	\$58,380	\$46,441	\$46,718
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	11	11			45,573			47,012	47,012
\$10,000,000 – \$24,999,999	29	31	36,326	39,998	45,088	48,480	57,349	45,716	45,889
\$25,000,000 and over	24	33	35,564	39,788	47,840	50,842	61,718	46,448	46,930
By Geographic Region:									
New Haven Coastal	6	7			39,998			41,654	41,663
New England Gateway	7	8			51,591			52,740	53,493
Greater Hartford	19	22	36,344	40,358	47,611	51,261	59,371	46,732	47,045
Western MA & Litchfield County CT	15	20	34,060	40,300	44,666	48,347	51,868	44,078	44,241
Eastern MA, Not Including Boston	8	9			45,088			44,777	43,924
Boston & Cambridge	5	5			55,411			54,763	54,763
By State:									
Connecticut	32	36	35,666	39,766	46,478	51,392	60,401	46,493	46,809
Massachusetts	29	35	36,200	40,768	45,469	49,338	58,107	46,070	46,307
By Field of Service:									
Child and youth services and advocacy	9	10			44,876			46,221	46,083
Elderly and disabled services and advocacy	27	29	35,767	39,050	45,088	47,941	56,347	44,344	44,428
Counseling, crisis interv, mntl hlth, subst misuse	11	16	36,880	40,253	44,263	49,997	66,000	46,722	47,376
By Number of Full-Time Equivalent Employees:									
51 – 100	8	8			44,252			44,281	44,281
101 – 250	23	25	39,578	42,391	47,840	52,010	58,606	48,041	48,461
251+	29	38	35,266	38,507	44,840	49,054	61,177	44,958	44,895
By Years of Experience Required:									
2 – 3 Years	37	40	35,463	38,667	43,899	48,000	53,872	43,621	43,844
4 – 6 Years	7	8			55,157			55,496	56,300
By Level of Education Required:									
High School Diploma	21	25	31,200	37,534	40,768	50,000	61,821	44,422	44,645
Associate's Degree	14	16	36,760	42,884	46,615	48,841	56,079	46,596	46,900
Bachelor's Degree	19	19	36,296	43,056	48,000	52,020	62,150	48,147	48,147
By Gender of Employee:									
Male	5	5			45,389			44,111	44,111
Female	60	70	36,469	40,513	45,646	50,672	59,866	46,578	46,812
By Race/Ethnicity of Employee:									
Hispanic or Latino	10	10			42,850			45,488	45,488
White	47	55	35,847	40,768	45,573	49,338	58,606	46,322	46,553
By Number of Years in Position:									
Up to 5 Years	31	36	36,369	42,520	45,594	51,795	61,468	47,109	47,364
5 – 10 Years	9	9			43,056			46,912	46,912
11 – 20 Years	18	20	31,657	42,354	47,920	53,763	59,866	47,140	47,317
By Number of Employees Managed:									
1 to 3	5	5			52,000			48,680	48,680

Accounting Clerk

Processes and posts a variety of accounting transactions such as invoices, payments and expenses, in accordance with departmental procedures. Maintains accounting files. Checks and verifies accounting data. Enters data into computerized accounting systems and uses the systems to research questions and generate reports. Performs related general clerical duties.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	128	302	\$29,659	\$32,760	\$38,148	\$43,495	\$48,662	\$38,750	\$39,924
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	13	13	31,616	36,005	42,640	49,400	57,279	42,909	42,909
\$2,500,000 – \$9,999,999	36	50	29,120	34,143	39,177	44,944	53,073	39,822	40,346
\$10,000,000 – \$24,999,999	45	114	29,786	32,662	36,371	41,428	45,011	37,170	38,643
\$25,000,000 and over	29	120	29,640	32,240	38,954	45,199	50,288	39,146	39,396
By Geographic Region:									
Route 195/Eastern Route 95	14	27	31,170	38,002	42,848	47,694	51,234	42,545	41,837
New Haven Coastal	12	31	29,640	32,240	39,000	44,699	48,919	39,179	41,068
New England Gateway	15	33	29,038	33,354	42,720	47,937	56,095	42,262	44,801
Greater Hartford	30	82	29,263	33,244	36,702	41,304	45,747	37,388	39,119
Western MA & Litchfield County CT	23	59	27,581	31,200	35,547	39,936	44,304	35,271	36,274
Eastern MA, Not Including Boston	18	42	31,656	35,043	39,603	44,341	52,043	40,845	40,876
Boston & Cambridge	9	12	31,200	33,800	39,396	43,042	48,342	39,251	39,333
Cape Cod & The Islands	7	16	24,935	29,265	35,180	48,168	53,795	38,199	37,445
By State:									
Connecticut	59	143	29,615	32,698	37,253	42,141	46,668	38,147	40,462
Massachusetts	54	124	29,580	32,563	36,359	42,848	47,608	37,765	38,266
Rhode Island	7	18	31,185	39,473	45,448	48,433	51,272	44,003	43,901
By Field of Service:									
Child and youth services and advocacy	18	27	32,648	36,321	40,851	44,304	46,269	40,205	40,052
Elderly and disabled services and advocacy	37	116	29,120	31,834	35,360	39,551	43,680	36,153	37,774
Counseling, crisis interv, mntl hlth, subst misuse	21	65	31,179	35,110	42,058	46,713	52,613	41,413	41,087
Community and economic development	13	26	26,152	29,972	36,723	42,692	45,038	36,773	39,064
Arts, culture	11	12	30,056	39,130	41,101	50,149	53,092	42,408	42,065
Fitness, wellness and recreation	5	14							38,488
By Number of Full-Time Equivalent Employees:									
1 – 5	5	5			43,680			44,586	44,586
11 – 25	12	12	26,861	32,433	39,520	49,750	60,959	40,809	40,809
26 – 50	12	12	28,269	37,830	42,848	46,577	53,092	41,980	41,980
51 – 100	23	33	27,872	32,958	38,938	43,200	50,170	38,434	38,406
101 – 250	40	103	29,748	32,885	37,440	42,000	46,668	38,038	40,148
251+	33	134	29,640	32,240	37,347	44,236	49,136	38,468	38,170
By Years of Experience Required:									
1 Year	29	87	28,912	31,200	34,798	39,520	47,064	36,218	36,147
2 – 3 Years	59	101	31,200	35,180	39,936	43,555	48,672	39,903	40,378
4 – 6 Years	9	16	32,760	35,297	45,698	47,430	54,485	42,908	44,827
By Level of Education Required:									
High School Diploma	57	150	29,120	32,214	35,360	40,908	45,672	36,689	38,204
Associate's Degree	28	44	31,200	35,485	39,687	44,429	50,294	40,200	40,610
Bachelor's Degree	28	59	29,787	35,006	41,600	47,694	53,930	41,821	42,848
By Gender of Employee:									
Male	23	32	27,664	30,233	33,020	41,944	51,938	36,889	37,963
Female	116	264	29,838	33,280	38,210	43,680	48,641	38,960	39,985
By Race/Ethnicity of Employee:									
Asian	10	10			35,183			38,136	38,136
Black	28	38	29,022	31,200	35,932	41,304	45,015	36,242	36,715
Hispanic or Latino	19	29	30,368	33,207	36,774	41,800	45,909	37,666	38,727
White	99	205	29,677	32,864	38,230	44,304	49,104	39,088	40,489
By Number of Years in Position:									
Up to 5 Years	79	143	29,120	31,200	35,131	40,800	45,919	36,244	38,264
5 – 10 Years	35	49	32,240	34,590	39,936	44,502	48,693	40,182	41,301
11 – 20 Years	35	51	33,679	36,234	41,080	47,736	51,854	41,877	42,609
More than 20 Years	11	16	31,811	38,891	43,680	47,757	53,408	43,564	44,549
By Number of Employees Managed:									
1 to 3	5	7			42,224			41,553	42,259

Provides overall management and supervision to one or two grass roots program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	14	\$42,497	\$50,341	\$55,544	\$69,202	\$82,815	\$59,824	\$57,606
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	5	5			56,098			60,794	60,794
By State:	-----								
Connecticut	5	5			51,500			56,380	56,380
By Years of Experience Required:	-----								
2 – 3 Years	6	6			50,326			53,793	53,793
By Level of Education Required:	-----								
Bachelor's Degree	10	10			54,776			57,080	57,080
By Gender of Employee:	-----								
Female	10	12	45,203	52,265	60,549	69,285	83,535	62,103	59,897
By Race/Ethnicity of Employee:	-----								
White	7	9			65,624			64,669	62,251
By Number of Years in Position:	-----								
Up to 5 Years	10	12	42,298	50,310	55,544	68,276	80,028	58,496	55,569

Primarily responsible for raising the awareness of community residents about issues that are going on in the community. Serves as an advocate for residents, schools, hospitals and other institutions to local officials. Plans and attends meetings where residents and other community members voice their concerns. Conducts surveys in local neighborhoods to determine residents' and community needs, to refer them to government officials and utility or other companies who can contribute to a resolution.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	12	\$36,580	\$37,565	\$39,770	\$49,871	\$65,482	\$43,946	\$44,645
By State:	-----								
Connecticut	6	10			39,999			45,123	46,839
By Years of Experience Required:	-----								
2 – 3 Years	5	5			40,000			48,366	48,366
By Level of Education Required:	-----								
Bachelor's Degree	6	9			39,998			45,995	46,993
By Gender of Employee:	-----								
Female	7	9			39,541			43,884	45,363
By Number of Years in Position:	-----								
Up to 5 Years	5	6			39,541			41,768	42,213

Directs, coordinates and may participate in the activities involved in operating a museum, art gallery or zoo. Directs instructional activities, acquisition of new items, special and standing exhibits, safekeeping, research and public service objectives of the organization.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	14	32	\$41,720	\$52,000	\$70,647	\$80,809	\$106,087	\$71,115	\$69,594	
By Annual Operating Expenses:	-----		-----						-----	
\$1,000,000 – \$2,499,999	5	9			50,981			48,363	48,000	
By Geographic Region:	-----		-----						-----	
Greater Hartford	5	8			64,686			75,987	79,299	
By State:	-----		-----						-----	
Connecticut	6	10			57,211			71,190	74,749	
Massachusetts	6	20	41,640	53,030	72,143	79,437	104,184	69,831	59,774	
By Field of Service:	-----		-----						-----	
Arts, culture	10	23	40,352	45,843	62,421	78,957	95,946	64,705	61,742	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	6	12	44,720	52,000	72,584	79,437	106,631	71,180	61,926	
Master's Degree	5	14	40,760	45,630	70,647	83,798	95,649	67,782	59,803	
By Gender of Employee:	-----		-----						-----	
Male	7	10			79,437			84,814	85,016	
Female	12	22	42,897	51,745	61,652	73,946	93,332	64,889	60,400	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	12	26	41,880	52,000	71,823	79,894	106,526	72,216	69,365	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	10	15	39,104	42,000	52,000	72,010	86,229	58,761	59,403	
5 – 10 Years	6	6			66,628			69,976	69,976	
More than 20 Years	5	6			105,949			103,917	103,433	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	6	8			60,622			65,861	64,576	

Plans and runs classes teaching students at a variety of skill levels in cultural and/or performing arts.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	6	133							\$71,171
By State:	-----								
Massachusetts	6	133							71,171
By Gender of Employee:	-----								
Male	6	51	66,560	66,560	83,200	93,600	99,632	80,878	70,944
By Race/Ethnicity of Employee:	-----								
White	5	114							72,909

Supervises all technical elements of a performing arts production including sets, props, costumes, lighting, sound system and movement.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	11			\$59,101			\$55,784	\$55,945
By Field of Service:	-----								
Arts, culture	7	9			52,499			54,179	53,927
By Level of Education Required:	-----								
Bachelor's Degree	6	7			64,002			60,527	62,323
By Gender of Employee:	-----								
Male	7	8			61,552			58,004	57,667
By Race/Ethnicity of Employee:	-----								
White	8	10			61,552			58,243	59,038

Box Office/Sales Manager

165

Supervises sale of individual, group and subscription tickets by staff and/or volunteers. Maintains accurate and complete database of sales and financial records. Coordinates use of charge card services.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	10			\$46,966			\$48,247	\$51,836
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Arts, culture	7	9			40,576			44,575	47,627
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	5	5			55,494			61,183	61,183
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	5	5			54,263			56,064	56,064
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	7	9			53,355			49,448	53,893

Visitor Services Manager

185

Manages visitor access and services at a museum, gallery, theater or other cultural venue to ensure that visitors have a positive experience. Arranges group tours and event rentals. Oversees venue's master calendar. Coordinates program needs with organization's education and volunteer departments. Supervises visitor services staff and volunteers. May be involved with organization's retail and membership operations.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	11			\$58,714			\$59,738	\$59,100
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
2 – 3 Years	6	6			59,134			62,659	62,659
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	7	9			58,714			61,173	59,932
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	7	9			59,072			61,579	60,815
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	6	7			58,714			60,782	62,033
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	5	6			54,359			53,944	54,077

Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	8	59	\$20,800	\$20,800	\$22,880	\$28,080	\$34,278	\$25,568	\$27,028	
By Field of Service:	-----									
Arts, culture	5	15	20,800	21,320	27,040	27,040	31,749	25,480	25,579	
By Level of Education Required:	-----									
Bachelor's Degree	5	10			29,266			30,029	31,929	
By Gender of Employee:	-----									
Male	5	18							26,978	
Female	6	41	20,800	20,800	22,880	27,040	36,063	25,155	25,851	
By Race/Ethnicity of Employee:	-----									
White	7	44	20,800	20,800	22,880	27,040	34,268	24,922	27,219	
By Number of Years in Position:	-----									
Up to 5 Years	6	52	20,800	20,800	22,880	27,040	31,121	24,538	25,221	

Actively interacts with museum visitors to enhance their enjoyment and learning experiences, and speaks about museum exhibits to groups of visitors. Understands and demonstrates his/her knowledge of the museum's general themes and exhibits. Assists in the opening/closing procedures of the museum.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	5	140							\$30,369	
By Gender of Employee:	-----									
Female	5	85							34,197	

Director, Development

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	107	113	\$63,328	\$69,264	\$85,238	\$104,447	\$125,715	\$89,856	\$88,796
By Annual Operating Expenses:									
\$250,000 – \$999,999	6	6			65,780			81,217	81,217
\$1,000,000 – \$2,499,999	27	27	62,782	68,286	75,005	89,794	104,337	79,855	79,855
\$2,500,000 – \$9,999,999	35	36	63,341	69,119	89,856	104,650	115,439	89,413	88,341
\$10,000,000 – \$24,999,999	19	19	62,116	72,280	86,624	125,714	142,126	95,035	95,035
\$25,000,000 and over	20	25	67,442	77,094	92,810	121,078	142,996	99,434	98,007
By Geographic Region:									
Route 195/Eastern Route 95	12	12	60,071	63,419	72,010	88,801	133,555	80,758	80,758
New Haven Coastal	8	8			74,152			78,433	78,433
New England Gateway	16	16	69,255	95,306	103,522	111,041	137,616	102,862	102,862
Greater Hartford	22	24	65,281	75,754	91,239	100,974	121,992	91,637	90,084
Western MA & Litchfield County CT	14	17	66,356	74,566	85,238	127,837	142,342	95,409	94,243
Eastern MA, Not Including Boston	16	17	66,144	68,328	77,480	103,550	122,679	86,616	83,740
Boston & Cambridge	14	14	62,619	72,833	86,126	110,308	125,000	90,810	90,810
Cape Cod & The Islands	5	5			66,414			69,274	69,274
By State:									
Connecticut	42	44	61,298	67,054	84,143	97,863	117,355	86,012	84,931
Massachusetts	49	53	65,566	69,264	80,496	102,499	125,891	88,140	86,454
Rhode Island	5	5			89,960			97,615	97,615
By Field of Service:									
Child and youth services and advocacy	19	20	65,000	75,208	96,380	116,537	134,419	97,600	97,974
Elderly and disabled services and advocacy	15	15	59,908	67,080	73,445	84,578	110,835	77,128	77,128
Counseling, crisis interv, mntl hlth, subst misuse	13	13	64,334	73,115	82,285	95,770	131,508	87,877	87,877
Domestic violence and sexual violence programs	6	6			71,178			75,357	75,357
Environment, conservation	5	5			81,600			80,056	80,056
Community and economic development	14	15	60,354	69,555	82,500	105,477	123,722	88,526	85,783
Public policy and education reform	7	10			89,632			86,739	80,691
Arts, culture	11	11			81,120			89,888	89,888
By Number of Full-Time Equivalent Employees:									
6 – 10	12	12	61,767	68,671	79,990	100,911	108,264	83,762	83,762
11 – 25	26	26	65,618	72,509	79,716	96,320	112,474	84,845	84,845
26 – 50	11	12	63,939	67,475	101,719	111,238	142,680	95,804	92,975
51 – 100	18	18	59,976	66,420	80,809	92,659	125,071	83,108	83,108
101 – 250	17	18	62,105	67,678	88,646	130,642	145,327	97,997	95,959
251+	19	23	67,321	76,918	91,125	107,099	131,817	94,770	94,035
By Years of Experience Required:									
2 – 3 Years	28	28	60,532	67,117	77,459	91,296	108,889	82,034	82,034
4 – 6 Years	45	45	62,072	67,985	86,000	108,545	135,148	90,813	90,813
7 – 10 Years	16	16	66,878	88,171	97,600	110,443	130,968	99,904	99,904
By Level of Education Required:									
Bachelor's Degree	81	84	62,061	68,340	84,784	106,694	127,837	90,317	89,125
Master's Degree	10	11			91,811			94,601	95,011
By Gender of Employee:									
Male	19	20	60,031	70,229	86,558	115,062	134,149	91,536	90,640
Female	86	88	64,020	68,869	85,114	103,293	125,071	88,745	88,673
By Race/Ethnicity of Employee:									
White	96	101	62,496	68,393	84,578	103,147	125,715	88,668	87,870
By Number of Years in Position:									
Up to 5 Years	71	72	62,543	68,869	83,539	105,082	125,715	89,806	89,796
5 – 10 Years	21	21	64,484	70,754	89,469	99,365	136,909	89,759	89,759
11 – 20 Years	8	8			82,166			83,244	83,244
By Number of Employees Managed:									
1 to 3	64	67	62,782	68,500	85,322	103,896	125,714	89,063	88,370
4 to 8	11	12	70,778	82,345	96,783	126,114	147,931	104,736	102,199

Manages one or more functions within the development department such as foundations and corporate grants, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. Supervises grant writers and administrative/support staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	62	80	\$45,473	\$49,649	\$57,558	\$66,124	\$71,084	\$57,909	\$58,180
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	7	8			46,613			47,772	48,171
\$1,000,000 – \$2,499,999	14	16	42,396	49,375	59,339	68,494	72,410	58,556	59,246
\$2,500,000 – \$9,999,999	19	25	46,800	49,960	57,138	67,403	68,815	58,469	58,506
\$10,000,000 – \$24,999,999	11	13	47,592	52,573	56,638	67,902	76,563	59,347	60,849
\$25,000,000 and over	11	18	45,302	49,892	58,694	68,212	78,127	60,023	59,961
By Geographic Region:	-----								
Route 195/Eastern Route 95	6	8			57,908			59,159	59,064
New Haven Coastal	5	6			55,462			58,577	60,748
New England Gateway	8	9			57,616			58,213	59,075
Greater Hartford	21	25	43,393	48,201	55,994	69,316	78,508	58,675	59,508
Eastern MA, Not Including Boston	5	6			52,291			54,736	53,850
Boston & Cambridge	8	13	47,456	52,042	60,008	68,058	71,308	60,681	61,605
Cape Cod & The Islands	5	5			51,501			50,266	50,266
By State:	-----								
Connecticut	30	36	45,011	49,036	56,316	67,980	75,400	58,367	59,514
Massachusetts	22	32	44,522	49,669	58,027	65,811	68,436	56,787	55,763
By Field of Service:	-----								
Child and youth services and advocacy	11	14	47,663	49,728	59,343	66,623	70,110	58,714	59,315
Elderly and disabled services and advocacy	6	7			57,500			61,310	59,153
Counseling, crisis interv, mntl hlth, subst misuse	6	6			61,072			60,118	60,118
Community and economic development	6	8			48,752			53,957	54,080
Arts, culture	11	14	41,997	48,080	54,540	60,757	69,878	54,929	55,622
By Number of Full-Time Equivalent Employees:	-----								
1 – 5	6	7			47,466			48,033	48,542
6 – 10	8	8			60,004			59,872	59,872
11 – 25	13	18	41,900	46,623	54,291	61,194	68,986	54,442	54,164
26 – 50	6	7			65,000			63,434	64,098
51 –100	9	11			59,426			62,109	62,325
101 – 250	9	11			55,048			57,860	59,366
251+	11	18	45,302	49,892	58,694	68,212	78,127	59,659	59,364
By Years of Experience Required:	-----								
2 – 3 Years	26	30	46,051	49,982	59,236	66,373	68,588	58,341	57,860
4 – 6 Years	21	24	45,729	50,911	57,314	65,000	72,617	58,050	59,052
By Level of Education Required:	-----								
Bachelor's Degree	49	63	44,674	50,000	58,064	65,000	70,125	57,871	58,392
By Gender of Employee:	-----								
Male	12	14	42,796	45,636	49,172	58,550	67,046	51,977	52,496
Female	52	65	46,296	51,251	58,471	67,902	72,513	59,078	59,560
By Race/Ethnicity of Employee:	-----								
White	54	68	45,302	49,649	57,558	66,789	72,203	58,183	58,576
By Number of Years in Position:	-----								
Up to 5 Years	50	58	43,892	49,801	57,803	66,041	70,834	57,606	58,206
5 – 10 Years	7	7			55,048			59,037	59,037
By Number of Employees Managed:	-----								
1 to 3	23	25	47,678	53,560	58,471	67,080	70,835	59,032	59,644

Development Manager, Annual Giving

211

Manages the organization's annual giving campaign. Responsible for the overall campaign strategy and execution, and for long-range planning, donor relations, data management, and supervision of administrative and support staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	11			\$66,332			\$64,487	\$64,700
By State:									
Massachusetts	6	7			66,332			64,866	65,284
By Years of Experience Required:									
2 – 3 Years	6	6			68,162			65,025	65,025
By Level of Education Required:									
Bachelor's Degree	8	9			66,332			64,609	64,890
By Gender of Employee:									
Female	7	8			61,350			62,277	62,265
By Race/Ethnicity of Employee:									
White	7	8			61,350			62,277	62,265
By Number of Years in Position:									
Up to 5 Years	6	6			62,463			60,908	60,908
By Number of Employees Managed:									
1 to 3	5	5			70,036			74,578	74,578

Development Manager, Major Gifts

212

Manages the organization's major gifts program. Responsible for the overall strategy and execution, and for long-range planning, donor relations, data management and supervision of administrative and support staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	13	19	\$57,222	\$69,826	\$85,089	\$97,720	\$141,800	\$90,082	\$86,159
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	5	7			79,997			91,854	78,356
By State:									
Massachusetts	9	15	63,682	77,714	93,000	110,000	148,121	96,019	94,311
By Years of Experience Required:									
4 – 6 Years	5	5			79,997			95,144	95,144
By Level of Education Required:									
Bachelor's Degree	11	17	58,244	70,273	85,089	103,860	144,960	91,587	87,773
By Gender of Employee:									
Female	11	14	62,183	70,497	83,745	100,790	141,301	90,789	89,955
By Race/Ethnicity of Employee:									
White	12	17	67,571	74,217	89,355	103,860	144,960	94,097	89,588
By Number of Years in Position:									
Up to 5 Years	10	12	62,342	72,469	89,045	121,250	152,861	97,269	91,603

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	37	39	\$42,640	\$51,500	\$57,138	\$68,557	\$79,000	\$59,748	\$59,846
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	11	11			52,000			54,565	54,565
\$2,500,000 – \$9,999,999	9	9			57,138			58,998	58,998
\$10,000,000 – \$24,999,999	7	7			61,110			63,420	63,420
\$25,000,000 and over	10	12	48,453	53,171	61,215	71,499	84,001	62,920	63,915
By Geographic Region:									
New England Gateway	8	8			65,271			65,561	65,561
Greater Hartford	12	12	38,208	47,607	56,649	62,771	87,158	56,993	56,993
Eastern MA, Not Including Boston	6	7			55,182			57,473	56,446
Boston & Cambridge	7	7			57,408			63,769	63,769
By State:									
Connecticut	19	19	40,000	48,000	57,138	62,088	76,669	57,629	57,629
Massachusetts	15	17	42,598	51,000	55,474	70,904	80,343	59,333	59,519
By Field of Service:									
Child and youth services and advocacy	10	10			57,945			58,758	58,758
Counseling, crisis interv, mntl hlth, subst misuse	5	7			62,999			63,047	65,089
Community and economic development	6	6			56,441			60,955	60,955
Arts, culture	5	5			52,000			49,316	49,316
By Number of Full-Time Equivalent Employees:									
11 – 25	9	9			56,160			58,432	58,432
51 – 100	7	7			57,138			61,934	61,934
101 – 250	6	6			67,007			66,819	66,819
251+	10	12	47,096	52,125	57,908	67,168	71,380	58,780	58,947
By Years of Experience Required:									
2 – 3 Years	16	16	40,934	46,163	52,426	60,185	68,463	53,236	53,236
4 – 6 Years	10	10			69,834			70,405	70,405
By Level of Education Required:									
Bachelor's Degree	30	31	43,293	51,500	57,138	69,715	78,800	59,951	59,828
By Gender of Employee:									
Male	7	7			68,557			70,063	70,063
Female	29	31	43,293	50,500	55,474	63,003	77,734	58,056	58,064
By Race/Ethnicity of Employee:									
White	29	30	46,063	51,875	58,080	70,310	78,900	61,291	61,211
By Number of Years in Position:									
Up to 5 Years	22	23	42,515	47,476	55,182	62,088	75,163	56,071	56,244
5 – 10 Years	5	5			58,752			63,551	63,551

Grant Writer, Government Funding

216

Researches funding opportunities from government sources that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government funds. Develops/maintains effective, long-term working relationships with government agencies to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. May participate in contract administration to ensure spending is in accordance with funding requirements.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	8			\$62,006			\$64,709	\$65,720
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$25,000,000 and over	6	7			64,260			66,525	68,007
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
251+	5	6			62,006			63,311	64,447
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	5	6			62,006			66,496	68,269
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	6	6			62,006			63,478	63,478

Develops and coordinates special events that generate funds and attendance, and/or to increase members volunteers and/or clients for the organization. Identifies special events that are appropriate to the organization's image and mission. Plans budgets, locates and secures facilities, food, entertainment and equipment. Solicits donations and participation. Plans and organizes ticket sales. Attends events to coordinate activities, to ensure smooth operations and to resolve problems that may arise. Oversees marketing and promotions for the event. Conducts an evaluation after the event to determine its successes and improvements needed for the next time the event occurs. Develops and maintains donor and participant databases.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	33	42	\$37,609	\$41,044	\$48,173	\$54,020	\$64,234	\$48,942	\$49,281	
By Annual Operating Expenses:	-----		-----						-----	
\$1,000,000 – \$2,499,999	8	10			43,254			44,077	44,745	
\$2,500,000 – \$9,999,999	11	13	38,184	43,582	48,506	52,500	62,750	48,523	47,655	
\$10,000,000 – \$24,999,999	5	5			60,154			59,737	59,737	
\$25,000,000 and over	6	11			53,613			51,289	54,053	
By Geographic Region:	-----		-----						-----	
Greater Hartford	9	11			43,680			46,705	47,882	
Eastern MA, Not Including Boston	5	5			50,627			51,013	51,013	
Boston & Cambridge	7	9			44,117			48,181	46,719	
By State:	-----		-----						-----	
Connecticut	13	15	38,688	41,392	43,947	50,648	56,802	46,242	46,986	
Massachusetts	15	22	35,636	39,825	50,960	56,567	66,569	49,499	49,502	
By Field of Service:	-----		-----						-----	
Child and youth services and advocacy	8	12	39,509	40,348	47,180	55,106	67,413	49,577	50,689	
Elderly and disabled services and advocacy	5	5			50,128			47,058	47,058	
Arts, culture	7	7			45,427			49,825	49,825	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
11 – 25	7	9			42,827			42,936	43,373	
51 –100	9	11			48,506			48,674	47,646	
251+	5	10			52,453			49,856	51,740	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	12	13	38,521	42,059	51,293	54,737	60,909	49,506	49,911	
4 – 6 Years	8	9			50,627			52,960	52,042	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	22	27	39,476	41,392	47,840	53,613	67,101	49,611	50,247	
By Gender of Employee:	-----		-----						-----	
Male	5	5			45,718			45,833	45,833	
Female	29	36	37,833	40,348	48,173	53,963	62,797	48,910	48,766	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	29	33	38,521	40,800	48,506	54,040	64,588	49,408	48,928	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	26	32	36,697	39,999	44,918	51,823	60,658	47,050	47,625	

Development Associate

Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pick up of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development managers and staff.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	82	108	\$31,200	\$34,309	\$39,822	\$44,891	\$52,046	\$40,881	\$41,393	
By Annual Operating Expenses:	-----									
\$250,000 – \$999,999	5	5			31,200			34,112	34,112	
\$1,000,000 – \$2,499,999	26	30	29,684	33,820	39,801	45,198	53,903	40,386	39,879	
\$2,500,000 – \$9,999,999	26	35	31,824	33,991	38,500	42,000	47,033	38,742	39,194	
\$10,000,000 – \$24,999,999	12	18	33,559	37,523	42,717	46,163	53,961	43,446	43,695	
\$25,000,000 and over	13	20	29,009	35,564	41,185	51,900	66,279	44,753	49,494	
By Geographic Region:	-----									
Route 195/Eastern Route 95	10	12	27,664	31,855	35,756	38,454	46,775	36,025	35,901	
New England Gateway	7	8			43,203			45,755	45,600	
Greater Hartford	23	27	31,200	33,280	39,998	46,384	50,399	41,004	41,205	
Western MA & Litchfield County CT	9	17	28,741	33,207	37,960	47,705	63,203	41,254	43,189	
Eastern MA, Not Including Boston	14	17	30,863	35,252	41,995	43,847	52,998	41,266	40,711	
Boston & Cambridge	11	13	32,240	36,130	38,500	41,998	55,047	40,288	41,372	
Cape Cod & The Islands	5	8			40,321			39,687	40,414	
By State:	-----									
Connecticut	35	45	31,200	34,112	40,893	46,551	51,950	41,408	41,877	
Massachusetts	39	54	29,758	33,998	39,073	43,170	52,050	40,067	40,480	
By Field of Service:	-----									
Child and youth services and advocacy	19	25	29,806	34,291	40,000	44,138	58,149	40,881	40,392	
Elderly and disabled services and advocacy	10	15	28,978	33,363	36,483	42,725	48,065	37,819	38,529	
Counseling, crisis interv, mntl hlth, subst misuse	8	9			35,901			42,298	43,228	
Domestic violence and sexual violence programs	6	8			44,453			44,313	42,892	
Arts, culture	14	15	28,392	36,000	39,998	42,432	47,702	39,420	39,536	
By Number of Full-Time Equivalent Employees:	-----									
6 – 10	10	10			40,602			40,412	40,412	
11 – 25	22	26	28,851	32,916	37,118	45,354	53,248	39,347	38,402	
26 – 50	8	10			40,446			38,952	39,265	
51 – 100	13	22	31,512	33,363	38,490	41,808	46,459	38,237	38,870	
101 – 250	12	16	33,035	41,247	43,680	51,120	56,969	44,965	44,964	
251+	13	20	29,009	34,523	38,823	51,500	66,279	43,887	48,161	
By Years of Experience Required:	-----									
1 Year	18	20	29,160	31,200	36,390	41,449	46,413	36,610	36,863	
2 – 3 Years	33	39	31,200	36,817	41,995	45,906	52,457	42,119	42,854	
4 – 6 Years	9	9			50,003			47,759	47,759	
By Level of Education Required:	-----									
High School Diploma	14	16	29,397	31,720	37,139	43,441	55,037	38,961	39,292	
Associate's Degree	14	19	28,766	31,824	41,995	49,999	54,995	41,473	40,598	
Bachelor's Degree	49	59	31,200	36,005	40,997	45,760	52,457	41,898	42,245	
By Gender of Employee:	-----									
Male	8	9			36,000			37,961	37,509	
Female	78	98	31,200	34,543	39,999	44,694	52,461	41,040	41,384	
By Race/Ethnicity of Employee:	-----									
Black	5	5			44,990			39,788	39,788	
White	72	92	31,200	34,866	39,998	44,569	52,486	41,271	41,534	
By Number of Years in Position:	-----									
Up to 5 Years	62	80	31,200	33,520	38,500	43,680	51,440	40,029	40,132	
5 – 10 Years	11	12	30,807	37,836	42,340	48,823	59,840	43,534	43,546	

Lead educational administrator of a primary and/or secondary school comprised of grades within the range of K-12. Reports to the governing board of the school. Responsible for overall operations, including academic standards, curriculum development, hiring of faculty and staff, extracurricular activities and safety. Ensures that the school complies with all relevant regulations as well as board policies.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	9			\$140,358		\$151,513	\$154,149	
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	
\$10,000,000 – \$24,999,999	5	6			135,002		155,163	158,123	
By State:	-----	-----	-----	-----	-----	-----	-----	-----	
Connecticut	6	8			138,819		129,202	124,840	
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	
Child and youth services and advocacy	5	5			129,646		158,893	158,893	
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	
101 – 250	5	6			135,002		155,163	158,123	
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	
Master's Degree	6	8			138,819		152,426	155,806	
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	
White	6	8			138,819		152,426	155,806	
By Number of Employees Managed:	-----	-----	-----	-----	-----	-----	-----	-----	
15 and over	6	7			140,358		158,835	161,915	

Director, Education

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	54	80	\$47,784	\$56,233	\$71,684	\$89,361	\$101,919	\$74,188	\$74,908
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	12	15	43,000	47,736	53,997	72,738	80,376	57,715	58,478
\$2,500,000 – \$9,999,999	16	23	50,793	63,482	72,987	91,998	101,690	76,271	77,912
\$10,000,000 – \$24,999,999	11	18	55,733	62,327	82,483	90,826	104,524	79,611	81,974
\$25,000,000 and over	12	21	40,377	60,453	78,021	97,856	133,984	82,100	86,417
By Geographic Region:	-----								
Route 195/Eastern Route 95	5	8			62,192			64,562	67,792
New England Gateway	9	11			72,738			76,267	78,660
Greater Hartford	14	21	47,520	55,556	77,938	97,856	133,984	80,623	79,650
Eastern MA, Not Including Boston	8	16	36,275	47,252	60,393	81,422	90,819	62,393	63,207
Boston & Cambridge	6	9			72,987			78,285	73,978
By State:	-----								
Connecticut	26	38	48,166	56,378	68,661	92,460	109,818	76,012	76,505
Massachusetts	21	34	46,046	55,640	68,183	84,150	98,959	69,789	69,272
By Field of Service:	-----								
Child and youth services and advocacy	10	15	48,834	72,987	82,410	101,867	106,697	83,295	84,146
Elderly and disabled services and advocacy	5	8			94,836			89,050	84,452
Counseling, crisis interv, mntl hlth, subst misuse	7	13	36,275	54,999	62,462	86,670	99,490	68,085	74,028
Community and economic development	5	9			65,000			70,829	67,909
Public policy and education reform	5	7			73,542			76,173	77,300
Arts, culture	12	12	41,500	48,838	57,793	71,615	87,001	61,091	61,091
By Number of Full-Time Equivalent Employees:	-----								
6 – 10	7	7			56,160			59,364	59,364
11 – 25	11	15	44,480	48,214	59,426	90,600	103,155	68,658	70,685
51 – 100	10	14	58,004	64,015	71,157	85,606	93,995	74,310	74,990
101 – 250	8	13	56,767	63,232	82,410	87,648	95,496	77,435	80,910
251+	13	23	44,229	59,733	83,200	102,836	129,238	83,709	87,606
By Years of Experience Required:	-----								
2 – 3 Years	18	25	38,510	51,449	62,005	82,555	103,155	67,295	65,365
4 – 6 Years	22	26	47,655	56,378	66,560	83,449	95,310	69,935	69,980
7 – 10 Years	11	11			95,000			95,382	95,382
By Level of Education Required:	-----								
Bachelor's Degree	28	38	49,824	55,786	63,742	79,056	90,740	67,495	67,274
Master's Degree	21	27	43,255	59,733	83,200	95,000	104,117	80,553	83,684
By Gender of Employee:	-----								
Male	15	18	36,275	53,050	75,473	90,950	102,956	75,415	81,397
Female	44	62	49,697	56,701	68,786	88,508	102,563	73,832	72,523
By Race/Ethnicity of Employee:	-----								
Black	5	5			62,005			61,205	61,205
White	47	67	47,736	56,160	69,326	89,434	102,061	74,096	74,749
By Number of Years in Position:	-----								
Up to 5 Years	30	41	50,669	56,617	68,120	89,149	101,808	73,443	74,118
5 – 10 Years	15	18	47,709	52,889	63,099	84,897	91,123	68,294	72,028
11 – 20 Years	5	6			83,491			76,748	72,229
More than 20 Years	5	5			84,032			86,944	86,944
By Number of Employees Managed:	-----								
1 to 3	15	17	47,607	50,003	62,005	76,840	101,455	66,700	67,903
4 to 8	15	20	37,981	56,040	62,797	87,906	101,280	69,069	71,643
9 to 14	10	10			66,664			70,264	70,264
15 and over	17	21	47,616	60,453	82,555	93,863	107,961	80,242	80,785

Responsible for administering school's admissions procedures to maintain the desired level of enrollment. Tracks enrollment changes in order to anticipate and promptly fill vacant slots, manages touring procedures for visiting prospective families. Ensures that all inquiries from prospective and waitlisted families are properly directed and promptly responded to, and that that accepted students and their families receive a comprehensive orientation.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	21							\$73,480
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	6	15	43,402	53,227	56,156	68,571	98,553	62,553	71,260
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	6	13	42,258	50,972	63,357	70,407	85,560	61,880	65,491
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	6	18							74,429

Outside of School Program Manager

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Provides overall management and supervision to one or more Outside of School Time Program(s) including supervising staff, developing and managing the budget, developing and implementing policies and procedures, participating in obtaining funds and grants, coordinating and integrating the program with other organizational programs. Typically, this position manages fewer than ten staff members, directly and/or indirectly.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	27	68	\$36,000	\$41,050	\$48,193	\$58,817	\$69,375	\$51,560	\$51,961	
By Annual Operating Expenses:	-----									
\$1,000,000 – \$2,499,999	10	19	36,000	39,520	48,048	59,426	68,786	50,888	48,596	
\$2,500,000 – \$9,999,999	8	14	42,458	51,199	58,667	74,625	83,304	61,782	55,085	
By Geographic Region:	-----									
Greater Hartford	6	15	34,229	37,333	47,486	57,928	83,283	51,832	49,275	
Boston & Cambridge	6	10			59,176			58,576	56,680	
By State:	-----									
Connecticut	8	17	34,261	37,387	48,048	57,832	83,242	51,678	49,587	
Massachusetts	14	40	36,050	39,890	47,517	58,817	68,973	50,538	51,672	
By Field of Service:	-----									
Child and youth services and advocacy	9	23	34,197	36,000	55,994	62,442	71,998	51,430	51,011	
Arts, culture	5	7			47,476			46,347	44,482	
By Number of Full-Time Equivalent Employees:	-----									
11 – 25	9	18	34,198	37,080	55,495	65,947	74,250	53,285	48,508	
51 –100	7	11			57,928			61,062	55,868	
By Years of Experience Required:	-----									
2 – 3 Years	18	34	35,102	38,420	52,718	63,082	70,897	51,651	52,284	
4 – 6 Years	5	23	37,583	46,271	48,337	57,928	79,431	53,085	53,547	
By Level of Education Required:	-----									
Bachelor's Degree	21	55	35,962	38,560	47,534	57,928	70,516	50,930	51,627	
By Gender of Employee:	-----									
Male	12	19	36,000	45,718	57,143	68,571	83,200	57,259	58,119	
Female	20	49	36,500	39,260	47,500	56,185	68,786	49,351	50,372	
By Race/Ethnicity of Employee:	-----									
Black	5	7			45,714			46,737	45,622	
Hispanic or Latino	8	13	34,880	40,260	57,735	66,786	79,556	55,459	50,036	
White	24	45	36,883	42,245	47,902	56,185	70,516	50,862	51,674	
By Number of Years in Position:	-----									
Up to 5 Years	20	33	35,942	39,260	54,995	66,786	75,500	54,814	53,120	
5 – 10 Years	7	7			47,902			48,510	48,510	
By Number of Employees Managed:	-----									
1 to 3	8	8			51,196			56,769	56,769	
9 to 14	6	14	39,500	45,003	55,495	60,636	78,593	55,234	55,355	
15 and over	5	19							56,797	

Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	18	129							\$50,321
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$2,500,000 – \$9,999,999	7	23	34,586	41,600	44,450	47,403	56,868	44,463	43,353
By Geographic Region:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Eastern MA, Not Including Boston	5	11			50,170			49,451	48,120
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Connecticut	7	18	41,113	48,292	52,000	52,299	62,865	52,173	54,684
Massachusetts	10	110							46,813
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Child and youth services and advocacy	6	33	38,401	41,798	46,010	52,000	52,799	47,424	52,155
Community and economic development	5	13	34,586	43,420	45,760	52,106	56,868	46,959	46,754
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
101 – 250	5	97							47,793
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 Year	5	18							43,688
2 – 3 Years	9	23	37,049	42,640	45,718	52,562	75,054	49,023	55,158
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	11	42	37,966	42,479	47,986	52,000	54,409	48,020	50,163
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	9	37							48,567
Female	18	92							51,596
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Black	6	8			48,026			49,541	46,740
Hispanic or Latino	7	9			45,718			45,747	46,780
White	15	99							51,217
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	12	60							53,050
5 – 10 Years	9	33							46,279
By Number of Employees Managed:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 to 3	6	6			56,535			57,369	57,369

Curriculum Specialist

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Develops instructional material, coordinate educational content, and incorporate current technology into educational programs. Monitor progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	23	\$39,762	\$47,476	\$53,331	\$86,500	\$91,780	\$62,182	\$59,785
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$25,000,000 and over	5	10			67,632			66,498	66,880
By Geographic Region:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Greater Hartford	7	11			48,000			54,437	50,520
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Connecticut	7	11			48,000			54,437	50,520
Massachusetts	6	8			61,017			63,848	61,291
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Child and youth services and advocacy	7	10			48,000			60,317	58,876
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
2 - 3 Years	6	10			52,239			63,386	59,569
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	5	7			53,331			60,144	55,596
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	16	21	41,901	47,738	53,331	81,867	88,808	61,790	60,290
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	13	16	38,234	47,607	52,239	84,077	90,415	60,704	59,546
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	8	11			53,331			59,384	57,774

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	25	57	\$36,404	\$39,957	\$45,864	\$53,924	\$63,311	\$47,405	\$49,596
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	6	12	32,425	38,750	50,639	52,664	62,805	48,275	45,360
\$2,500,000 – \$9,999,999	5	14	31,242	36,593	43,639	57,211	66,061	46,602	49,783
\$10,000,000 – \$24,999,999	6	15	34,507	38,085	44,616	50,003	62,310	46,023	50,388
\$25,000,000 and over	6	14	39,811	40,945	46,374	56,191	65,925	49,031	53,818
By Geographic Region:	-----								
Eastern MA, Not Including Boston	6	15	39,000	44,470	50,003	51,661	63,794	50,171	50,613
By State:	-----								
Connecticut	9	18	30,507	37,898	48,131	56,130	66,762	47,876	51,097
Massachusetts	14	36	36,377	39,936	44,460	51,255	61,903	46,287	47,171
By Field of Service:	-----								
Child and youth services and advocacy	9	22	32,425	37,898	50,241	56,511	62,199	47,879	47,123
Counseling, crisis interv, mntl hlth, subst misuse	5	9			48,256			51,008	51,817
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	5	10							49,804
101 – 250	6	15	34,507	38,085	44,616	59,970	62,310	46,771	51,323
251+	5	12	39,769	40,258	44,606	53,425	66,179	48,143	53,711
By Years of Experience Required:	-----								
2 – 3 Years	9	25	30,934	37,336	39,998	44,543	58,253	42,090	43,806
4 – 6 Years	11	17	37,290	46,675	50,000	60,092	64,147	51,789	52,449
By Level of Education Required:	-----								
Bachelor's Degree	17	34	37,170	39,915	47,237	53,461	62,051	47,338	49,853
By Gender of Employee:	-----								
Male	5	12	30,570	37,523	43,732	53,293	60,141	44,529	44,750
Female	22	45	36,999	39,998	47,486	53,924	63,794	48,172	50,282
By Race/Ethnicity of Employee:	-----								
Hispanic or Latino	6	8			44,596			45,497	44,791
White	19	35	33,284	39,707	43,826	52,000	63,369	46,172	47,857
By Number of Years in Position:	-----								
Up to 5 Years	17	35	31,250	37,336	44,470	52,998	63,794	46,250	47,237
5 – 10 Years	5	7			48,006			51,159	51,189
By Number of Employees Managed:	-----								
1 to 3	8	8			47,181			48,947	48,947
4 to 8	10	17	33,846	37,388	40,477	50,575	64,551	44,721	46,727
9 to 14	7	10			44,596			47,566	49,700
15 and over	6	8			45,978			46,397	44,966

Teacher, K-12

Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K - 12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	14	121	\$33,142	\$41,801	\$51,022	\$62,950	\$75,314	\$53,084	\$51,431
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$25,000,000 and over	6	34							58,180
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Massachusetts	8	100							44,658
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Child and youth services and advocacy	7	79							53,453
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
251+	6	34							58,180
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 Year	7	86							57,498
2 - 3 Years	6	16	33,423	35,360	41,631	49,983	54,480	42,705	44,803
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	9	91							51,255
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	9	54							55,190
Female	11	66	28,523	36,140	43,936	58,602	68,175	47,058	48,178
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	10	100	36,402	42,991	52,666	63,226	74,025	54,151	50,803
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	11	69	29,994	38,753	45,733	54,114	61,765	47,480	50,787

Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	25	382	\$24,398	\$26,874	\$31,044	\$34,809	\$39,458	\$31,672	\$33,888
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	60	23,620	26,000	28,985	33,166	38,037	29,758	29,873
\$10,000,000 – \$24,999,999	6	76	26,175	29,313	32,151	36,905	42,640	34,049	34,584
\$25,000,000 and over	8	211	23,916	26,000	30,701	35,006	38,106	31,267	35,563
By Geographic Region:	-----								
Greater Hartford	7	68	26,552	29,775	33,280	35,802	43,138	34,441	37,586
Eastern MA, Not Including Boston	5	54	23,816	27,040	29,630	34,216	37,939	30,584	31,788
By State:	-----								
Connecticut	9	93	26,000	29,120	31,512	35,006	40,048	33,162	35,783
Massachusetts	11	254	23,577	25,709	29,120	33,842	37,315	29,972	30,678
By Field of Service:	-----								
Child and youth services and advocacy	11	80	26,381	29,848	32,063	36,314	43,264	34,054	36,161
Counseling, crisis interv, mntl hlth, subst misuse	6	86	24,960	28,226	32,979	36,790	43,179	33,864	35,353
By Number of Full-Time Equivalent Employees:	-----								
51 –100	6	74	23,140	26,000	29,744	33,280	38,823	30,530	31,628
251+	9	227	24,398	26,520	31,762	36,005	40,119	32,088	36,381
By Years of Experience Required:	-----								
1 Year	9	93							39,155
2 – 3 Years	11	85	25,385	29,328	33,093	35,787	40,181	32,656	33,272
By Level of Education Required:	-----								
Associate's Degree	6	94							32,740
Bachelor's Degree	10	68	28,850	30,389	32,979	35,740	41,869	33,823	36,579
Credential/Certification/License	6	136							29,852
By Gender of Employee:	-----								
Male	12	15	23,296	25,459	28,288	36,816	61,727	33,937	35,007
Female	24	349	24,357	26,687	30,888	34,778	39,036	31,460	33,686
By Race/Ethnicity of Employee:	-----								
Asian	5	15							35,560
Black	10	23	23,911	26,000	29,120	35,006	40,518	31,833	32,448
Hispanic or Latino	12	35	26,408	29,120	32,760	36,358	52,501	35,077	35,481
White	20	244	24,139	26,520	30,368	34,721	38,283	31,118	33,528
By Number of Years in Position:	-----								
Up to 5 Years	21	134	23,754	25,652	29,120	33,280	36,731	30,175	30,936
5 – 10 Years	15	46	25,447	27,648	32,542	35,360	40,150	32,747	31,975
11 – 20 Years	15	42	27,127	29,776	33,280	39,432	47,412	35,697	37,553
More than 20 Years	5	7			33,030			34,994	34,636
By Number of Employees Managed:	-----								
1 to 3	8	92	29,120	31,200	34,861	36,816	38,751	33,941	33,209

Teaching Assistant, K-12

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one-on-one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	329	\$27,040	\$30,160	\$34,632	\$38,293	\$41,205	\$34,771	\$32,630
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$10,000,000 – \$24,999,999	5	169							31,924
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Connecticut	7	286	28,706	31,660	36,338	38,345	42,016	35,894	34,433
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Child and youth services and advocacy	6	60	26,990	28,810	30,142	32,265	37,648	31,643	31,379
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
251+	5	150							32,186
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 Year	7	136							32,093
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
High School Diploma	5	81	21,424	26,000	28,706	31,444	37,648	29,282	30,384
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	9	111	28,621	31,824	36,338	38,293	41,511	35,566	33,594
Female	10	215	26,000	30,142	34,590	38,293	41,521	34,492	33,776
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Black	6	80							33,309
Hispanic or Latino	8	29	27,040	29,344	32,885	38,243	40,803	33,602	33,969
White	10	210	26,946	30,381	35,339	38,293	41,616	34,890	32,593
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	9	177							31,912
5 – 10 Years	7	31	28,001	30,454	35,318	40,435	43,597	35,203	32,648
11 – 20 Years	5	17	30,077	31,106	34,943	40,020	46,201	36,053	35,671

Under the supervision of a teacher, participates in the direct supervision of children to ensure their health and safety. Provides nurture, care, and guidance to each child. Interacts with the children in the implementation of learning programs and activities. Assists children with physical needs. Supervises children in play areas.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	25	543	\$19,968	\$20,800	\$22,194	\$26,166	\$30,867	\$24,198	\$27,458
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	38							27,757
\$10,000,000 – \$24,999,999	6	82	21,840	22,636	24,222	28,969	33,952	26,065	26,922
\$25,000,000 and over	9	386							26,501
By Geographic Region:	-----								
New England Gateway	5	63							27,176
Greater Hartford	9	315							29,870
By State:	-----								
Connecticut	11	343							28,937
Massachusetts	9	137							25,808
By Field of Service:	-----								
Child and youth services and advocacy	11	71	22,048	24,960	27,581	31,179	33,862	27,937	29,795
Counseling, crisis interv, mntl hlth, subst misuse	6	96	20,971	22,048	22,880	24,960	28,288	24,176	24,967
By Number of Full-Time Equivalent Employees:	-----								
51 –100	5	42	22,880	24,000	27,040	29,702	32,092	27,304	26,827
251+	11	425							27,061
By Years of Experience Required:	-----								
1 Year	7	44	24,158	25,418	27,498	28,933	31,710	27,644	28,501
2 – 3 Years	7	111	20,800	22,464	24,960	29,120	31,803	25,869	27,862
By Level of Education Required:	-----								
High School Diploma	10	133							27,664
Associate's Degree	8	106	20,946	22,392	24,960	28,080	31,200	25,466	28,677
Credential/Certification/License	5	51	20,800	21,320	24,648	28,933	30,975	25,095	25,548
By Gender of Employee:	-----								
Male	7	58							25,183
Female	24	464	20,072	21,008	22,142	25,475	29,942	24,128	27,519
By Race/Ethnicity of Employee:	-----								
Asian	5	19	19,968	20,800	21,840	27,498	36,941	25,042	25,830
Black	9	77							27,619
Hispanic or Latino	14	87	20,305	21,008	22,880	26,957	30,239	24,533	27,464
White	17	294	19,968	20,800	21,840	25,464	31,200	24,190	27,498
By Number of Years in Position:	-----								
Up to 5 Years	21	246	19,968	20,800	22,880	27,033	31,171	24,500	27,201
5 – 10 Years	14	34	21,424	23,010	27,040	32,760	37,139	28,197	27,360
11 – 20 Years	9	26	21,892	24,357	28,663	31,720	40,929	29,178	28,686

Special Education Teacher

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Develops and implements curricula to meet the academic and other needs of children with cognitive, emotional and/or physical disabilities. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	13	93	\$42,436	\$46,582	\$52,818	\$57,616	\$66,082	\$53,030	\$52,684	
By Annual Operating Expenses:	-----									
\$2,500,000 – \$9,999,999	5	17	41,691	46,894	51,126	51,459	59,488	50,581	49,584	
\$10,000,000 – \$24,999,999	5	63	41,600	46,489	53,306	57,762	68,210	53,437	54,374	
By State:	-----									
Connecticut	10	84	42,193	46,903	52,818	57,726	67,871	53,393	53,679	
By Field of Service:	-----									
Child and youth services and advocacy	5	47	41,397	44,432	51,782	55,619	68,863	52,123	54,142	
Elderly and disabled services and advocacy	5	30	45,023	48,506	56,534	60,301	67,105	55,536	51,816	
By Number of Full-Time Equivalent Employees:	-----									
51 –100	6	23	42,436	45,282	51,126	54,683	59,276	50,686	49,818	
By Years of Experience Required:	-----									
2 – 3 Years	7	38							50,233	
By Level of Education Required:	-----									
Bachelor's Degree	9	35	39,552	44,948	55,619	61,506	72,508	54,326	52,053	
Master's Degree	5	47	43,805	48,506	51,480	53,874	62,101	52,180	51,340	
By Gender of Employee:	-----									
Male	7	19	43,055	46,820	53,306	57,616	72,758	53,872	56,872	
Female	12	74	41,902	45,268	51,631	57,653	65,677	52,814	51,848	
By Race/Ethnicity of Employee:	-----									
Black	6	8			44,500			47,976	48,063	
White	12	81	42,840	46,986	52,818	57,616	66,893	53,253	51,850	
By Number of Years in Position:	-----									
Up to 5 Years	12	57	41,600	44,690	51,438	56,326	61,688	51,299	50,010	
By Number of Employees Managed:	-----									
1 to 3	5	32							50,997	

Provides academic instruction to individuals or small groups of students. Meets with students on a regular basis to assists with academic coursework. Requires thorough knowledge of specific subject areas and teaching experience.

	Number of		Annual Base Salaries				Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile		
All Organizations:	7	42						\$37,548
By State:	-----	-----	-----	-----	-----	-----	-----	-----
Massachusetts	6	8			45,511		42,243	39,073
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----
Female	6	32						38,310
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----
White	6	19						39,454
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	5	39						40,313

Child Care Assistant

271

Provides a safe, nurturing, welcoming environment for young children. Provides overall guidance and care to the children. Attends to the physical needs of children. Serves snacks and drinks to children. Coordinates, supervises and/or plays indoor and outdoor games with children. Reads to children. Maintains communications with parents and/or guardians.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	17	311	\$19,968	\$20,654	\$21,216	\$24,960	\$27,040	\$23,060	\$25,569	
By Annual Operating Expenses:	-----		-----						-----	
\$25,000,000 and over	6	225	19,968	20,363	21,050	22,880	26,175	22,088	25,425	
By Geographic Region:	-----		-----						-----	
Greater Hartford	5	139							23,388	
By State:	-----		-----						-----	
Connecticut	7	153							24,043	
Massachusetts	6	109							26,792	
By Field of Service:	-----		-----						-----	
Child and youth services and advocacy	7	63	19,968	20,800	22,880	27,040	37,440	25,094	25,724	
Counseling, crisis interv, mntl hlth, subst misuse	6	19	20,800	24,960	29,494	31,200	34,278	27,822	26,986	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
251+	6	185							24,628	
By Level of Education Required:	-----		-----						-----	
High School Diploma	13	98	19,968	21,398	24,960	26,000	31,200	24,585	25,880	
By Gender of Employee:	-----		-----						-----	
Male	8	38	19,968	20,800	21,632	26,104	27,040	23,416	24,250	
Female	16	265	19,968	20,384	21,216	24,960	26,728	22,575	25,028	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	9	49	19,968	20,800	22,067	25,750	27,851	23,491	25,195	
Hispanic or Latino	8	44	20,582	21,507	24,960	27,040	31,200	25,396	24,820	
White	12	190	19,968	20,358	21,008	21,840	24,960	21,743	23,694	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	14	111	19,968	20,342	20,800	26,520	31,200	24,185	26,191	

Works collaboratively with staff to design, coordinate and present educational programs/training on behalf on the organization to school and/or community groups. Presentations may be either at organization's facilities or elsewhere in the community. May assist with administration of educational program including marketing, fundraising, managing supplies, creating assessments, and supervising volunteers.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	24	85	\$31,200	\$37,470	\$42,848	\$52,926	\$67,967	\$46,371	\$45,580
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	6	9			41,600			40,664	39,969
\$2,500,000 – \$9,999,999	8	44	30,296	36,571	41,205	47,840	56,576	42,408	42,592
By Geographic Region:	-----								
New England Gateway	5	27	36,192	41,600	52,000	64,066	73,143	53,625	51,161
Greater Hartford	11	47	28,887	35,519	41,205	45,510	57,591	42,187	41,245
By State:	-----								
Connecticut	12	50	29,534	34,278	39,998	44,980	56,722	41,703	40,652
Massachusetts	7	9			51,418			50,035	50,591
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	5	30	34,507	39,411	44,003	61,484	72,890	50,210	52,468
By Number of Full-Time Equivalent Employees:	-----								
26 – 50	6	14							49,182
51 – 100	6	37	31,200	36,941	41,205	48,995	65,031	44,677	44,751
By Years of Experience Required:	-----								
1 Year	7	46	33,133	37,449	42,068	52,000	63,322	45,327	46,277
2 – 3 Years	13	27	27,040	31,200	43,430	58,857	73,143	46,215	44,980
4 – 6 Years	5	6			53,341			57,286	56,214
By Level of Education Required:	-----								
High School Diploma	5	23							45,121
Bachelor's Degree	17	47	30,476	39,998	44,450	56,160	67,977	47,717	48,731
By Gender of Employee:	-----								
Male	9	16	36,718	39,998	46,145	53,061	76,068	49,162	51,417
Female	20	68	30,537	36,571	42,848	53,824	67,006	45,845	44,335
By Race/Ethnicity of Employee:	-----								
Hispanic or Latino	5	18							42,278
White	19	48	30,537	39,998	47,840	56,784	70,867	48,879	47,209
By Number of Years in Position:	-----								
Up to 5 Years	21	61	30,718	35,849	41,600	52,000	65,949	44,945	45,291
5 – 10 Years	6	13	36,945	39,708	47,840	66,979	76,024	53,819	57,143

Life Guard/Swim Instructor

Ensures a safe, secure pool environment for clients using the organization's swimming pool or other water facilities. Provides continuous observation of clients in the pool to ensure their safety. Provides active supervision and feedback to swimmers when they act in a manner unsafe to self or others. Rescues individuals experiencing difficulty; administers CPR and other first aid treatment as necessary. Teaches water safety and swimming to individuals and groups. Maintains active lifeguard and CPR certification.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	7	586	\$20,301	\$20,800	\$21,382	\$22,256	\$26,000	\$22,429	\$25,039
By State:	-----								
Massachusetts	5	360							24,631
By Gender of Employee:	-----								
Male	7	254	20,259	20,800	21,382	21,949	24,960	22,091	24,812
Female	5	331	20,342	20,800	21,382	22,360	27,306	22,677	24,088
By Race/Ethnicity of Employee:	-----								
White	6	503	20,301	20,800	21,382	22,360	26,890	22,528	24,302
By Number of Years in Position:	-----								
Up to 5 Years	6	240							25,127

Recreation or Activity Leader, Children or Youth

Develops program content, organizes and leads recreation activities to enhance the social development of clients (children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama. Teaches and participates in activities, assesses/reports progress toward goals.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	26	697	\$19,968	\$20,800	\$21,674	\$25,459	\$33,263	\$24,322	\$32,978	
By Annual Operating Expenses:	-----									
\$1,000,000 – \$2,499,999	7	24							35,846	
\$25,000,000 and over	8	602	19,968	20,280	21,674	24,076	31,968	23,845	32,008	
By Geographic Region:	-----									
Route 195/Eastern Route 95	7	24	20,800	23,140	31,408	35,157	36,577	29,949	30,181	
Greater Hartford	6	308							34,667	
By State:	-----									
Connecticut	10	320							34,419	
Massachusetts	12	373							29,674	
By Field of Service:	-----									
Child and youth services and advocacy	9	57	20,800	22,214	25,958	31,263	38,754	27,847	31,795	
Counseling, crisis interv, mntl hlth, subst misuse	6	16	26,936	31,491	32,198	36,530	50,190	34,873	40,091	
By Number of Full-Time Equivalent Employees:	-----									
51 –100	5	47							33,200	
251+	9	603	19,968	20,280	21,674	24,170	32,003	23,881	33,531	
By Years of Experience Required:	-----									
1 Year	13	48	20,800	24,440	26,520	30,794	34,784	27,712	30,937	
2 – 3 Years	8	29	20,800	24,960	31,500	37,440	42,765	32,538	37,377	
By Level of Education Required:	-----									
High School Diploma	9	163							29,302	
Associate's Degree	5	114							33,756	
Bachelor's Degree	13	47	28,646	31,200	33,280	36,565	40,862	34,357	37,023	
By Gender of Employee:	-----									
Male	17	255	19,968	20,280	21,590	24,960	33,267	23,949	31,729	
Female	21	441	19,968	20,800	21,819	25,979	32,817	24,509	31,601	
By Race/Ethnicity of Employee:	-----									
Black	12	93	20,800	21,486	22,214	29,411	36,460	25,810	33,407	
Hispanic or Latino	9	53	19,968	20,800	21,819	24,440	38,147	24,748	26,057	
White	21	495	19,968	20,259	21,590	24,960	32,369	24,026	30,546	
By Number of Years in Position:	-----									
Up to 5 Years	22	245							33,002	
5 – 10 Years	6	26							30,752	
11 – 20 Years	5	14							31,389	

Recreation or Activity Leader, Adults

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Develops program content, organizes and leads recreation activities to enhance the social development of adult clients. Activities may include individual or group sports, arts and crafts, music, dance, drama. Teaches and participates in activities, assesses/reports progress toward goals.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	17	216	\$21,619	\$23,566	\$28,080	\$33,977	\$42,706	\$31,130	\$34,746	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	5	79							30,185	
\$25,000,000 and over	5	111							39,487	
By State:	-----									
Connecticut	8	159	21,278	22,880	28,080	33,654	41,600	30,132	33,940	
Massachusetts	7	54	23,566	23,566	27,966	37,282	57,819	33,440	33,348	
By Field of Service:	-----									
Elderly and disabled services and advocacy	8	121	23,566	26,000	28,642	33,145	35,405	29,804	30,734	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	6	74							30,625	
251+	6	118							38,071	
By Years of Experience Required:	-----									
1 Year	8	26	27,581	28,080	30,804	46,907	58,897	37,300	32,732	
2 – 3 Years	9	52	27,040	28,080	33,010	34,244	47,999	33,827	34,657	
By Level of Education Required:	-----									
High School Diploma	10	119							28,892	
Bachelor's Degree	7	32							39,423	
By Gender of Employee:	-----									
Male	11	56	21,434	22,880	27,040	35,926	50,440	30,946	33,515	
Female	13	118	21,316	23,566	29,453	34,461	44,977	31,370	36,903	
By Race/Ethnicity of Employee:	-----									
White	15	143	21,545	23,566	29,869	35,468	45,504	31,814	34,981	
By Number of Years in Position:	-----									
Up to 5 Years	13	104	21,549	23,566	28,080	33,800	41,600	30,818	35,105	
5 – 10 Years	7	21	22,064	23,962	28,018	35,142	49,183	32,066	34,398	

Develops physical fitness program content to meet needs of adults to improve general or specific health and fitness. Conducts classes/instructs individuals and groups in such programs. Provides continuous observation of clients to ensure their health and safety. Participates in keeping records. Promotes participation of current and prospective clients in fitness programs. May determine specific goals for participants and assess/report progress towards goals.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	493	\$21,382	\$22,121	\$34,715	\$41,902	\$52,000	\$34,909	\$36,403
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$25,000,000 and over	5	451	21,382	21,840	37,440	43,139	52,000	35,153	39,849
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Massachusetts	6	264							36,809
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	7	146							34,356
Female	8	345	21,382	24,960	37,814	44,024	52,000	36,681	35,784
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	7	410	21,382	22,677	34,948	42,432	52,000	35,335	37,992
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
5 - 10 Years	5	36							36,205

Job Developer

Researches, locates and develops job openings for the purpose of placing clients by making personal visits to companies and/or organizations, by placing telephone calls, and through other research and outreach efforts. Develops and maintains effective working relationships with representatives of employment and governmental agencies, companies, organizations and other potential sources that may offer employment opportunities.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	36	104	\$32,496	\$35,459	\$37,933	\$45,718	\$51,429	\$40,707	\$42,223	
By Annual Operating Expenses:										
\$2,500,000 – \$9,999,999	15	41	31,801	32,957	37,669	45,718	50,898	39,604	40,642	
\$10,000,000 – \$24,999,999	10	35	35,360	36,088	38,002	44,803	52,356	41,461	44,240	
\$25,000,000 and over	9	26							43,332	
By Geographic Region:										
New Haven Coastal	8	26	31,801	32,564	37,672	40,336	48,425	37,955	41,358	
New England Gateway	6	29	34,012	36,431	39,169	45,896	51,429	41,889	44,113	
Greater Hartford	8	11			44,013			45,519	44,573	
Eastern MA, Not Including Boston	6	13	32,693	34,799	38,002	47,528	54,340	41,142	39,853	
By State:										
Connecticut	22	64	31,801	34,172	37,902	43,721	50,295	39,707	41,849	
Massachusetts	11	33	34,299	35,724	37,794	44,681	52,000	40,663	41,051	
By Field of Service:										
Elderly and disabled services and advocacy	18	62	31,889	33,904	36,334	38,085	44,395	37,176	38,405	
Counseling, crisis interv, mntl hlth, subst misuse	7	10			47,443			45,729	47,558	
Community and economic development	6	15	37,361	41,995	45,718	50,253	60,179	46,631	45,431	
By Number of Full-Time Equivalent Employees:										
51 –100	12	36	31,801	32,951	37,669	45,718	49,598	39,104	40,529	
101 – 250	10	28	33,561	37,529	43,056	50,050	52,286	43,038	41,148	
251+	11	36	34,249	35,932	37,326	41,376	50,754	39,493	43,974	
By Years of Experience Required:										
1 Year	7	27	34,042	36,442	38,002	50,253	52,000	42,113	42,464	
2 – 3 Years	17	42	31,801	33,829	39,000	45,718	51,429	40,956	41,976	
4 – 6 Years	7	21							43,396	
By Level of Education Required:										
High School Diploma	10	22							37,111	
Bachelor's Degree	20	62	32,441	36,367	39,584	48,146	52,455	42,187	44,719	
By Gender of Employee:										
Male	22	45	33,654	35,495	38,002	49,441	55,037	42,279	43,613	
Female	25	58	32,132	35,360	37,905	44,149	50,555	39,499	41,073	
By Race/Ethnicity of Employee:										
Black	16	29	31,801	36,267	38,002	47,446	51,429	41,198	41,310	
Hispanic or Latino	9	15	32,300	34,112	37,440	44,554	51,418	39,660	38,318	
White	24	55	32,269	35,360	37,904	44,803	52,021	40,445	41,963	
By Number of Years in Position:										
Up to 5 Years	23	61	31,868	34,231	36,442	38,200	45,571	37,587	39,582	
5 – 10 Years	10	12	32,669	36,763	41,673	50,868	61,071	43,773	42,893	
11 – 20 Years	5	6			38,317			42,333	42,044	
More than 20 Years	5	5			50,253			51,551	51,551	

Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling. Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	188	\$27,262	\$31,512	\$34,594	\$40,891	\$48,327	\$36,637	\$39,169
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	33	31,281	33,980	39,998	45,386	49,595	39,941	42,228
\$10,000,000 – \$24,999,999	16	113	25,688	31,284	33,280	37,294	45,714	34,720	37,223
\$25,000,000 and over	7	42	26,645	30,877	34,942	48,006	53,227	39,198	40,123
By Geographic Region:	-----								
New Haven Coastal	5	24							36,162
New England Gateway	5	28	30,079	31,825	43,087	45,750	50,954	41,038	44,038
Greater Hartford	9	36	30,697	33,320	37,300	46,410	50,506	39,320	42,233
By State:	-----								
Connecticut	18	84	30,020	31,404	35,499	42,676	48,038	36,979	39,115
Massachusetts	10	93	25,480	31,200	33,280	36,587	51,386	35,010	36,405
By Field of Service:	-----								
Elderly and disabled services and advocacy	16	116	25,844	30,744	32,760	35,833	40,892	33,877	36,290
Counseling, crisis interv, mntl hlth, subst misuse	6	22	31,949	35,478	44,486	46,988	48,808	41,807	42,892
By Number of Full-Time Equivalent Employees:	-----								
51 – 100	7	32	31,195	33,630	39,998	45,714	47,376	39,463	41,865
101 – 250	11	60	25,480	27,581	32,890	39,520	50,227	35,381	38,797
251+	11	92	30,101	32,661	33,621	37,169	48,808	35,973	36,331
By Years of Experience Required:	-----								
1 Year	6	48	26,645	30,459	32,320	37,939	43,284	34,206	35,086
2 – 3 Years	20	90	31,217	32,760	35,027	42,760	48,006	37,491	39,808
By Level of Education Required:	-----								
High School Diploma	14	99	25,480	28,339	32,760	35,027	37,939	32,643	34,930
Bachelor's Degree	16	62	30,599	32,633	39,832	46,862	51,744	40,704	40,625
By Gender of Employee:	-----								
Male	19	51	30,144	32,640	35,256	44,574	50,504	37,785	39,888
Female	25	133	26,645	31,440	33,821	40,067	48,006	36,236	38,975
By Race/Ethnicity of Employee:	-----								
Black	16	43	27,019	31,200	35,131	45,053	48,140	37,209	39,799
Hispanic or Latino	11	19	30,142	31,368	33,800	44,574	50,921	36,822	37,936
White	21	108	26,487	31,584	34,164	39,520	49,283	36,127	39,088
By Number of Years in Position:	-----								
Up to 5 Years	20	117	30,336	32,570	33,821	39,759	48,052	36,738	39,189
5 – 10 Years	10	22	25,798	30,440	33,719	37,029	44,041	33,966	34,994
11 – 20 Years	11	17	26,329	26,645	35,377	39,593	48,069	35,105	38,064
More than 20 Years	7	8			40,350			39,579	40,037
By Number of Employees Managed:	-----								
4 to 8	5	8			45,533			45,177	46,635

Job Coach

Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to job, behavior at work, required job skills and work production. Coaches employee/client on-the-job in meeting production and behavioral expectations of employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employer to promote placement of other clients. Note: Employer may be a sheltered workshop or other company in the community.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	46	701	\$24,960	\$27,165	\$28,600	\$31,259	\$37,440	\$30,141	\$33,294
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	14	263	24,960	27,581	29,120	31,990	38,646	30,607	32,398
\$10,000,000 – \$24,999,999	19	271	25,060	27,040	28,787	30,680	33,011	29,423	33,066
\$25,000,000 and over	12	166	24,960	26,115	28,080	34,593	40,087	30,507	34,042
By Geographic Region:									
New Haven Coastal	5	147	26,752	27,934	28,621	31,200	37,660	30,612	29,514
New England Gateway	5	73							39,789
Greater Hartford	13	171	24,960	27,040	29,640	33,072	41,305	30,948	35,189
Western MA & Litchfield County CT	8	143	25,168	28,080	28,642	31,179	33,280	29,512	33,658
Eastern MA, Not Including Boston	7	90							29,221
By State:									
Connecticut	24	435	24,960	27,040	28,642	31,791	38,646	30,520	33,584
Massachusetts	18	262	25,116	27,576	28,080	30,556	33,280	29,351	31,265
By Field of Service:									
Elderly and disabled services and advocacy	28	587	24,960	27,040	28,600	31,200	36,400	29,794	30,110
Counseling, crisis interv, mntl hlth, subst misuse	6	69							39,234
By Number of Full-Time Equivalent Employees:									
51 –100	11	214	26,645	27,789	29,039	31,707	38,594	30,758	34,165
101 – 250	17	230	24,960	26,520	28,839	31,200	34,927	29,536	32,233
251+	15	254	24,960	27,040	28,080	31,186	37,518	30,030	32,137
By Years of Experience Required:									
1 Year	17	313	24,960	28,080	28,600	31,200	36,155	29,748	29,944
2 – 3 Years	19	142	25,035	27,040	29,120	33,023	39,273	30,826	34,733
By Level of Education Required:									
High School Diploma	25	465	24,960	27,040	28,080	30,160	33,047	28,943	29,315
Associate's Degree	6	101							33,454
Bachelor's Degree	14	54	27,581	28,600	31,912	41,304	45,937	35,261	38,624
By Gender of Employee:									
Male	35	235	24,960	26,083	28,600	31,720	38,912	29,972	31,636
Female	41	466	25,584	27,560	28,475	31,200	37,440	30,226	32,708
By Race/Ethnicity of Employee:									
Black	28	218	24,960	26,510	28,080	30,556	36,400	29,408	30,767
Hispanic or Latino	23	69	24,960	25,584	28,184	31,774	38,563	29,682	31,445
White	38	388	25,434	27,581	29,120	32,427	38,571	30,654	32,802
Mixed Race	5	11			28,080			28,465	29,273
By Number of Years in Position:									
Up to 5 Years	34	437	24,960	27,040	28,080	30,420	33,292	29,136	31,270
5 – 10 Years	25	97	26,000	28,080	30,015	32,427	37,440	30,698	31,696
11 – 20 Years	24	75	27,581	29,245	31,803	37,192	39,424	33,040	32,830
More than 20 Years	14	24	27,820	30,867	33,696	38,857	42,328	34,546	35,049

Supervises food preparation facilities to ensure the safe handling, preparation and serving of nutritionally balanced meals for clients, staff and others. Ensures that all kitchen and preparation activities and equipment comply with licensing, sanitation and safety regulations in order to ensure the quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment as needed. Supervises kitchen staff in the safe handling, preparation and serving of food.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	21	25	\$38,621	\$42,626	\$52,998	\$59,291	\$64,717	\$51,293	\$50,693	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	6	7			53,143			50,233	48,538	
\$25,000,000 and over	10	13	36,974	40,154	48,214	60,265	63,719	50,323	49,685	
By Geographic Region:	-----									
Greater Hartford	5	6			44,694			45,266	46,288	
Western MA & Litchfield County CT	6	7			56,584			55,876	55,121	
By State:	-----									
Connecticut	10	11			44,453			44,776	45,238	
Massachusetts	9	11			59,044			57,025	56,213	
By Field of Service:	-----									
Child and youth services and advocacy	5	5			53,143			51,794	51,794	
Elderly and disabled services and advocacy	5	6			53,817			52,610	50,941	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	6	7			48,589			49,568	47,671	
251+	10	12	36,571	39,831	47,559	56,265	63,451	48,887	49,023	
By Years of Experience Required:	-----									
2 – 3 Years	6	7			50,003			50,783	49,180	
4 – 6 Years	8	10			53,071			53,224	54,479	
By Level of Education Required:	-----									
High School Diploma	9	9			48,214			50,690	50,690	
Bachelor's Degree	6	7			55,307			57,212	56,680	
By Gender of Employee:	-----									
Male	11	11			48,214			48,886	48,886	
Female	13	14	37,434	45,527	53,741	63,216	65,895	53,184	52,586	
By Race/Ethnicity of Employee:	-----									
White	18	22	39,655	45,527	53,741	60,025	65,036	52,704	52,318	
By Number of Years in Position:	-----									
Up to 5 Years	7	8			51,501			52,902	52,423	
By Number of Employees Managed:	-----									
4 to 8	6	6			53,071			50,240	50,240	

Nutritionist/Dietician

360

Assesses nutritional needs of clients and determines an appropriate diet; instructs clients in applying proper nutrition for optimal health and/or to resolve medical problems. May supervise and/or develop menus for clients for use by kitchen staff. Requires registration and membership in the American Dietetic Association.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	23	\$38,896	\$43,285	\$47,840	\$62,400	\$82,784	\$55,485	\$56,487
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	7	8			52,052			55,660	55,992
\$25,000,000 and over	8	15	37,914	41,600	46,925	62,400	87,443	55,392	56,920
By State:	-----								
Connecticut	6	9			58,823			58,918	60,123
Massachusetts	7	12	37,802	42,099	47,658	61,600	82,888	53,672	54,961
By Number of Full-Time Equivalent Employees:	-----								
51 –100	5	6			47,658			51,482	51,111
251+	7	14	37,773	41,080	46,530	65,097	88,504	54,892	56,137
By Years of Experience Required:	-----								
1 Year	6	7			47,476			56,471	52,102
By Level of Education Required:	-----								
Bachelor's Degree	9	12	40,650	46,254	50,960	63,960	82,888	56,366	55,283
By Gender of Employee:	-----								
Female	11	19	38,480	41,704	47,476	64,480	83,200	56,119	57,946
By Race/Ethnicity of Employee:	-----								
White	12	19	38,480	43,285	47,840	64,480	83,200	56,393	56,888
By Number of Years in Position:	-----								
Up to 5 Years	8	9			47,840			56,628	57,040

Chef

363

Directs the preparation, and cooking of foods prepared within a food service establishment. Plans and prices menu items, order supplies, and maintain records and accounts. Supervises and participates in cooking, baking and the preparation of foods. Writes weekly work schedules according to business and projected goals for labor dollars or percentages. Prices labor and food costs. Reviews all purchased supplies for quality, accounting for each delivered item. Maintains inventory. Hires and manages all kitchen staff.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	15	\$33,480	\$39,998	\$42,120	\$52,000	\$79,427	\$48,878	\$49,400
By State:	-----								
Connecticut	5	8			40,904			43,555	46,948
By Field of Service:	-----								
Child and youth services and advocacy	5	10			41,455			44,695	44,555
By Years of Experience Required:	-----								
2 – 3 Years	6	7			42,432			47,165	47,257
By Level of Education Required:	-----								
High School Diploma	5	8			41,455			45,225	49,619
By Gender of Employee:	-----								
Male	6	11			43,784			52,220	54,461
By Race/Ethnicity of Employee:	-----								
White	8	13	32,720	38,199	41,600	51,553	75,429	46,491	47,526
By Number of Years in Position:	-----								
Up to 5 Years	6	7			39,998			44,361	46,121
By Number of Employees Managed:	-----								
1 to 3	5	6			40,904			45,707	46,668

Prepares, cooks and serves nutritionally balanced meals for clients and employees of an organization, ensuring health and safety standards are met at all times. Plans menus. Maintains inventory of stock and orders more as necessary. Maintains food preparation and storage equipment and ensure that it meets all health and safety standards. Prepares food (e.g., chops, peels, bakes), cooks using deep fryers, grills, ovens and stove tops; hand mixes small items; bakes breads and pastry; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served. May wash dishes and clean food preparation areas and equipment.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	30	104	\$24,960	\$27,040	\$30,618	\$33,280	\$36,494	\$30,461	\$31,961
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	8	15	26,582	27,040	29,931	34,008	38,201	30,830	31,722
\$10,000,000 – \$24,999,999	7	23	25,584	30,288	33,280	33,280	36,608	31,687	32,018
\$25,000,000 and over	12	63	24,648	25,958	29,786	32,136	36,588	29,702	31,286
By Geographic Region:									
New England Gateway	6	16	27,040	28,371	31,200	33,954	37,446	31,573	33,158
Greater Hartford	5	19							29,909
Western MA & Litchfield County CT	9	41	24,960	25,168	29,494	31,450	36,775	29,602	30,514
By State:									
Connecticut	13	42	26,275	27,040	30,867	33,280	34,128	30,140	31,492
Massachusetts	14	55	24,960	25,854	29,786	32,240	36,962	30,131	31,925
By Field of Service:									
Child and youth services and advocacy	7	17	27,367	29,964	33,280	33,280	34,212	31,886	31,068
Counseling, crisis interv, mntl hlth, subst misuse	8	33	24,960	24,960	29,494	31,200	34,819	29,349	31,796
By Number of Full-Time Equivalent Employees:									
51 –100	8	11			34,008			33,813	33,882
101 – 250	5	17	30,626	31,200	33,280	33,800	38,704	33,558	34,070
251+	12	64	24,700	25,969	29,713	31,897	35,103	29,472	30,833
By Years of Experience Required:									
1 Year	5	9			30,846			30,139	31,760
2 – 3 Years	12	27	26,936	27,851	30,638	33,093	35,888	31,009	31,971
By Level of Education Required:									
High School Diploma	16	49	25,854	28,923	31,200	33,520	36,962	31,438	32,425
By Gender of Employee:									
Male	23	62	24,960	27,751	31,200	34,013	37,454	31,358	32,541
Female	18	41	24,544	26,510	29,120	31,939	33,975	29,189	30,355
By Race/Ethnicity of Employee:									
Black	11	24	24,700	27,040	30,566	31,850	36,410	30,167	31,504
Hispanic or Latino	8	13	24,960	25,906	28,725	33,280	33,904	29,145	29,197
White	23	62	24,960	27,009	30,742	33,811	37,267	30,932	32,381
By Number of Years in Position:									
Up to 5 Years	18	64	24,960	26,603	30,224	33,280	34,383	29,958	31,646
5 – 10 Years	6	6			29,533			30,420	30,420
11 – 20 Years	7	8			31,689			31,015	31,099

Food Service Assistant/Worker

370

Assists cooks in preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	24	122	\$19,968	\$19,968	\$23,067	\$28,860	\$33,515	\$24,931	\$27,080	
By Annual Operating Expenses:										
\$2,500,000 – \$9,999,999	9	31	23,733	24,232	26,000	29,598	31,616	27,261	26,810	
\$10,000,000 – \$24,999,999	5	54							25,894	
\$25,000,000 and over	7	33	19,968	23,660	28,080	33,592	43,617	29,308	27,656	
By Geographic Region:										
Greater Hartford	5	18	19,968	19,968	23,920	26,000	27,404	23,926	25,538	
By State:										
Connecticut	11	69							26,631	
Massachusetts	10	40	23,269	24,383	28,413	29,931	34,728	28,532	26,895	
By Field of Service:										
Child and youth services and advocacy	5	18							25,482	
Elderly and disabled services and advocacy	6	65							25,227	
Community and economic development	5	9			23,920			25,977	27,281	
By Number of Full-Time Equivalent Employees:										
51 –100	7	22	22,117	24,684	29,086	29,791	33,103	28,131	27,376	
101 – 250	6	62							27,317	
251+	7	31	19,968	21,174	26,250	32,531	43,992	28,156	26,415	
By Years of Experience Required:										
2 – 3 Years	6	17							28,762	
By Level of Education Required:										
High School Diploma	13	49	23,733	24,960	28,574	32,386	42,494	29,788	28,927	
By Gender of Employee:										
Male	10	46							25,693	
Female	20	73	19,968	19,968	23,920	29,588	35,110	25,799	27,414	
By Race/Ethnicity of Employee:										
Black	7	17	19,968	20,072	23,920	29,598	31,995	25,460	25,046	
Hispanic or Latino	8	19	19,968	21,174	29,203	30,368	34,653	27,477	26,025	
White	16	81	19,968	19,968	19,968	26,364	35,235	24,376	28,081	
By Number of Years in Position:										
Up to 5 Years	19	85	19,968	19,968	20,800	26,780	31,990	24,144	26,412	
5 – 10 Years	6	10			20,499			23,473	25,810	

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that the warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	10	12	\$35,627	\$43,823	\$48,920	\$58,406	\$76,384	\$52,342	\$52,683
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	5	6			46,420			50,049	51,485
By State:	-----								
Massachusetts	5	5			56,135			60,493	60,493
By Gender of Employee:	-----								
Male	6	7			47,840			52,725	54,367
By Race/Ethnicity of Employee:	-----								
White	8	10			51,988			54,345	55,271

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	8	26	\$21,999	\$23,873	\$30,899	\$32,932	\$41,964	\$30,738	\$29,045
By Level of Education Required:	-----								
High School Diploma	6	18	21,840	23,697	30,545	33,852	40,664	30,427	28,610
By Gender of Employee:	-----								
Male	7	23	21,931	23,920	31,034	33,446	44,117	31,088	29,225
By Race/Ethnicity of Employee:	-----								
White	7	20	21,863	24,555	31,429	34,663	46,269	31,633	29,774
By Number of Years in Position:	-----								
Up to 5 Years	8	18	21,840	23,660	30,618	31,700	35,418	29,097	28,330

Director or Manager, Government Affairs

390

Directs government affairs and advocacy activities for the agency. Manages staff involved in advocating for government policies and laws supporting the agency's field(s) of interest. This includes research and analysis of proposed and current legislation, budgets, ballot initiatives and state programs. Directs agency's grassroots activities including building and participating in coalitions. Develops and maintains effective working relationships with state, local and/or federal elected officials and advocates on behalf of the agency's interests and goals.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	6			\$94,681			\$96,022	\$96,022
By Race/Ethnicity of Employee:	-----								
White	6	6			94,681			96,022	96,022

Director or Manager, Policy

392

Plans and oversees organization's advocacy strategy and activities related to local, state and federal policy. Works with constituents and elected officials to draft and pass legislation.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	11			\$70,034			\$70,992	\$69,945
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	5	6			71,688			72,441	70,637
By Years of Experience Required:	-----								
4 – 6 Years	7	8			70,017			71,615	70,208
By Level of Education Required:	-----								
Bachelor's Degree	9	9			70,000			67,425	67,425
By Gender of Employee:	-----								
Female	8	9			70,000			69,325	67,807
By Race/Ethnicity of Employee:	-----								
White	7	8			70,017			70,970	69,471
By Number of Years in Position:	-----								
Up to 5 Years	8	8			68,093			68,187	68,187
By Number of Employees Managed:	-----								
1 to 3	6	7			70,000			69,485	67,488

Participates in planning research projects including drafting all/part of grant applications, determining most appropriate methods for research, gathering and analyzing data and preparing/publishing the final report. Recruits participants for research and evaluation projects. Determines methods for interviewing techniques and the protocols to be observed. Interviews and/or trains others to interview participants. Manages compilation of data including the establishment and maintenance of databases, compiling and cleaning quantitative and qualitative data and storage of completed surveys. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	22	\$45,250	\$48,380	\$58,344	\$68,791	\$89,107	\$60,897	\$58,455
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	6	9			54,995			55,212	56,087
By Geographic Region:	-----								
Greater Hartford	7	10			51,137			53,059	52,885
By State:	-----								
Connecticut	9	13	43,709	47,882	54,995	63,704	68,078	55,461	54,971
Massachusetts	6	8			71,043			71,344	65,423
By Years of Experience Required:	-----								
2 – 3 Years	9	11			50,003			51,871	52,117
By Level of Education Required:	-----								
Bachelor's Degree	10	15	44,150	48,000	54,995	68,390	89,107	60,306	56,598
By Gender of Employee:	-----								
Male	5	7			58,677			69,038	61,010
Female	12	15	44,150	47,840	58,011	67,611	70,832	57,098	56,870
By Race/Ethnicity of Employee:	-----								
White	12	16	44,371	47,880	56,503	70,973	89,107	61,018	57,492
By Number of Years in Position:	-----								
Up to 5 Years	12	15	44,150	47,840	50,003	64,114	67,923	54,318	53,949

Assists in the recruitment of participants for research projects. May interview participants in accordance with protocols. Cleans and enters qualitative and quantitative data into the database. Maintains and updates information in the database. Assists with analyses of data (e.g. runs frequency reports and cross-tabulations on data) and report preparation. Maintains resource and information libraries.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	19	\$31,200	\$37,710	\$40,857	\$45,999	\$49,982	\$41,522	\$38,302
By Level of Education Required:	-----								
Bachelor's Degree	5	16	31,200	38,854	41,426	45,928	49,987	41,888	39,215
By Gender of Employee:	-----								
Female	5	15	31,200	38,854	40,857	45,999	49,989	41,878	39,768
By Race/Ethnicity of Employee:	-----								
White	7	16	31,200	35,948	40,857	45,749	49,987	40,947	38,016
By Number of Years in Position:	-----								
Up to 5 Years	5	7			38,854			39,873	38,647

Director, Housing or Residential Services

420

Provides overall management and direction to multiple social service programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	24	48	\$59,482	\$70,000	\$82,394	\$94,071	\$108,919	\$82,972	\$83,137
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	5	5			79,872			79,976	79,976
\$10,000,000 – \$24,999,999	9	22	52,100	67,056	73,200	84,306	92,006	74,180	77,700
\$25,000,000 and over	9	20	75,622	84,830	93,793	106,312	116,344	95,029	93,984
By Geographic Region:									
New England Gateway	6	17	67,085	79,272	93,236	102,000	117,929	91,365	92,492
Greater Hartford	5	8			82,904			88,036	93,413
Western MA & Litchfield County CT	5	12	50,000	58,844	70,000	78,784	89,384	69,162	71,454
By State:									
Connecticut	10	18	63,914	67,762	79,459	95,476	115,670	83,778	83,623
Massachusetts	10	20	50,025	68,668	79,936	89,347	96,587	76,802	78,414
By Field of Service:									
Elderly and disabled services and advocacy	9	22	52,100	67,200	81,193	91,635	105,483	79,425	78,669
Counseling, crisis interv, mntl hlth, subst misuse	6	12	66,798	72,300	78,888	85,513	103,228	81,017	85,371
By Number of Full-Time Equivalent Employees:									
51 – 100	5	6			75,637			80,847	81,889
101 – 250	8	25	54,200	70,000	83,543	90,604	106,209	81,214	80,141
251+	8	14	68,183	74,125	88,769	100,848	118,826	89,718	91,691
By Years of Experience Required:									
4 – 6 Years	11	21	50,051	69,659	85,684	102,000	114,712	84,928	85,233
By Level of Education Required:									
Bachelor's Degree	11	20	50,025	60,913	82,301	94,452	113,346	80,500	80,395
Master's Degree	6	10			79,511			84,543	89,594
By Gender of Employee:									
Male	5	6			83,050			89,272	86,636
Female	23	41	57,552	69,112	81,245	93,793	106,413	82,024	81,589
By Race/Ethnicity of Employee:									
White	19	35	54,301	68,224	80,000	94,349	114,504	82,526	85,273
By Number of Years in Position:									
Up to 5 Years	12	18	50,228	66,219	71,247	82,184	100,402	74,890	75,355
5 – 10 Years	6	7			94,349			91,319	88,397
By Number of Employees Managed:									
4 to 8	8	14	53,500	66,494	89,773	100,599	111,694	85,586	82,080
15 and over	12	21	52,154	67,425	75,000	91,429	113,101	79,255	83,113

Provides overall management and supervision to one (or two) social service program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	23	312	\$41,014	\$42,120	\$45,000	\$54,550	\$64,077	\$49,024	\$55,770
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	9	34	42,079	47,943	49,171	57,617	65,187	51,805	54,870
\$25,000,000 and over	8	256	41,014	41,995	44,027	53,226	62,593	48,397	57,277
By Geographic Region:	-----								
New England Gateway	5	23	48,178	50,000	56,341	63,294	70,591	58,081	57,882
Greater Hartford	7	116							57,960
By State:	-----								
Connecticut	12	135							58,474
Massachusetts	9	164							53,264
By Field of Service:	-----								
Elderly and disabled services and advocacy	9	131							51,904
Counseling, crisis interv, mntl hlth, subst misuse	8	169							54,171
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	11	45	42,661	46,488	49,171	58,234	65,466	51,717	55,501
251+	7	252							56,825
By Years of Experience Required:	-----								
2 – 3 Years	7	93							51,686
4 – 6 Years	9	27	44,832	49,088	49,670	60,590	70,190	54,266	55,811
By Level of Education Required:	-----								
Bachelor's Degree	12	63	42,599	45,510	49,171	55,947	63,888	51,617	54,827
Master's Degree	6	14	51,137	58,850	65,327	67,255	74,513	63,313	60,320
By Gender of Employee:	-----								
Male	14	70	40,999	41,643	44,995	53,820	64,283	48,210	54,069
Female	20	241	41,014	42,120	45,136	54,778	64,494	49,260	54,719
By Race/Ethnicity of Employee:	-----								
Black	10	72	41,014	41,650	44,000	52,641	60,803	47,997	51,335
White	17	209	40,997	42,331	46,280	55,052	64,386	49,498	53,907
By Number of Years in Position:	-----								
Up to 5 Years	16	90							53,754
5 – 10 Years	11	41	41,621	42,640	45,000	52,486	70,830	49,986	56,323
11 – 20 Years	6	38							50,886
More than 20 Years	5	11			54,267			52,294	54,490
By Number of Employees Managed:	-----								
1 to 3	6	8			55,995			56,039	56,146
4 to 8	9	17	38,798	43,087	49,670	62,858	70,737	52,738	54,266
9 to 14	8	98							53,090
15 and over	10	65	41,346	42,796	46,426	49,234	58,022	48,110	55,963

Coordinator, Housing or Residential Services

Provides a wide range of support and community services for an assigned group of apartment residents. Orients new residents on services and activities available within the community and on-site. Assists residents in obtaining and coordinating needed service in such areas as employment, transportation, education, and in-home health. Develops and maintains resource guide for use by residents. Organizes and conducts community activities and participates in community groups relevant to resident needs. Handles crisis intervention actions until appropriate emergency agency arrives. Maintains confidential records of all resident transactions.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	14	120	\$32,773	\$34,008	\$36,525	\$41,070	\$53,289	\$39,885	\$41,929	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	6	77							40,776	
\$25,000,000 and over	5	40	31,120	33,760	39,240	54,589	63,078	44,802	43,379	
By State:	-----									
Massachusetts	9	110	32,760	34,008	36,763	40,711	53,289	39,780	40,213	
By Field of Service:	-----									
Elderly and disabled services and advocacy	5	87	33,280	34,840	38,126	42,702	58,139	41,186	45,101	
Counseling, crisis interv, mntl hlth, subst misuse	5	25	33,164	33,760	36,026	37,503	48,073	37,045	41,153	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	5	53	34,008	34,580	38,000	50,754	60,841	43,279	42,602	
251+	6	64							41,250	
By Years of Experience Required:	-----									
2 – 3 Years	7	47	32,760	33,800	35,006	38,106	40,066	36,183	40,913	
By Level of Education Required:	-----									
Bachelor's Degree	8	48	31,120	35,989	38,740	40,581	44,899	38,395	40,689	
By Gender of Employee:	-----									
Male	7	33	31,776	33,280	34,486	38,480	42,886	36,672	38,768	
Female	14	87	32,866	34,320	38,000	43,597	55,282	41,103	41,822	
By Race/Ethnicity of Employee:	-----									
Black	5	19	32,760	33,280	34,320	38,126	41,101	35,772	36,968	
White	12	88	33,251	34,840	38,000	43,046	54,427	40,938	41,837	
By Number of Years in Position:	-----									
Up to 5 Years	11	70	32,760	33,691	35,308	38,480	41,099	36,221	38,189	

Provides overall management to the general operations of multiple residential and/or commercial facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy. Reports on the status of sites, programs, and residents.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	19	\$45,406	\$52,549	\$57,990	\$58,788	\$65,714	\$56,400	\$55,277
By Gender of Employee:	-----								
Male	5	11			55,748			56,123	56,731
By Race/Ethnicity of Employee:	-----								
Black	5	5			57,990			55,997	55,997
White	6	12	45,975	51,135	56,875	59,190	67,870	56,459	56,198

Supervises the day-to-day operations of a shelter or residential facility including food service, cleaning, maintenance, client and day care activities and related activities. Ensures safe, secure living conditions for residents and staff. Supervises facility assistants and maintenance staff. May assist in implementing therapeutic program for residents.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	21	\$36,604	\$38,002	\$43,992	\$50,118	\$53,913	\$44,947	\$51,447
By Level of Education Required:	-----								
Bachelor's Degree	5	8			48,256			49,111	50,121
By Gender of Employee:	-----								
Female	7	9			50,648			51,697	53,122
By Number of Years in Position:	-----								
Up to 5 Years	5	8			48,256			48,981	49,913

Occupancy Specialist

428

Provides information to participants and applicants of housing programs and provides technical staff assistance. May assess eligibility, analyze income and assets, and maintain associated records.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	121							\$31,438
By Gender of Employee:	-----								
Female	5	90							31,355
By Number of Years in Position:	-----								
Up to 5 Years	5	69							31,438

Program Manager, Housing/Homelessness Prevention

435

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	15	\$38,625	\$45,843	\$53,456	\$62,400	\$71,981	\$53,896	\$54,771
By Level of Education Required:	-----								
Bachelor's Degree	5	7			54,992			55,806	53,113
By Gender of Employee:	-----								
Female	6	11			53,456			54,049	54,773
By Race/Ethnicity of Employee:	-----								
White	6	13	37,714	45,843	53,456	61,897	69,867	53,504	54,378

Responsible for client case management including resident intake, assessment and, referral. Screens applicants for housing to determine eligibility for residency and implement the supportive services component of the program as directed.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	45	\$34,703	\$36,996	\$42,058	\$46,857	\$49,143	\$41,942	\$41,323
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	8	37	34,166	36,099	42,245	46,857	49,404	41,892	40,416
By Geographic Region:	-----								
New England Gateway	5	24							41,228
By State:	-----								
Connecticut	5	24	35,250	36,266	38,690	42,027	42,945	39,333	40,041
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	5	31	35,100	36,863	42,625	46,857	50,187	42,419	39,880
By Years of Experience Required:	-----								
2 – 3 Years	6	24							42,653
By Level of Education Required:	-----								
Bachelor's Degree	5	33	36,969	38,690	42,307	46,857	49,926	43,255	42,504
By Gender of Employee:	-----								
Male	6	10			40,560			41,770	41,025
Female	9	33	34,280	37,309	42,307	46,286	49,926	42,227	41,337
By Race/Ethnicity of Employee:	-----								
Black	7	25	35,500	37,401	43,264	47,054	49,143	42,663	42,711
White	6	17	33,280	36,497	41,619	42,625	52,244	41,111	42,427
By Number of Years in Position:	-----								
Up to 5 Years	10	21	34,040	37,765	42,453	47,625	50,828	42,926	42,311

Supports the routine operation of each shelter. Administers resident intake, monitors the facility for safety and order. Orients participants about the shelter program, engages them in shelter activities, and provides information to assist them in accessing services. Helps to maintain a safe, clean, and comfortable environment.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	54	\$23,296	\$26,863	\$28,662	\$29,744	\$40,774	\$29,700	\$36,853
By State:	-----								
Massachusetts	5	31							36,692
By Years of Experience Required:	-----								
2 – 3 Years	5	8			37,617			37,821	41,116
By Gender of Employee:	-----								
Female	7	43							35,458
By Race/Ethnicity of Employee:	-----								
Black	6	44							34,510
White	5	6			38,584			36,651	35,975
By Number of Years in Position:	-----								
Up to 5 Years	7	41							38,129

Housing Advocate

Completes intakes for shelter services. Serves as advocate for clients and their families to address housing needs. Provides information about housing and rental assistance programs and resources. Assists with housing searches. Attends appointments at other agencies with clients to assist with the application processes and to advocate for their interests. Coordinates other support services as needed. Tracks changes in availability and eligibility requirements for housing subsidies, welfare and other benefits.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	125							\$37,494
By Annual Operating Expenses:									
\$10,000,000 – \$24,999,999	5	80							37,694
By State:									
Massachusetts	6	40	27,560	27,560	30,118	37,000	45,989	33,367	37,343
By Years of Experience Required:									
2 – 3 Years	8	78	27,560	29,120	29,640	33,436	40,661	32,043	37,373
By Level of Education Required:									
Bachelor's Degree	5	17	30,081	30,971	37,000	39,251	47,803	36,843	37,721
By Gender of Employee:									
Female	12	91	27,560	29,120	30,118	35,360	40,232	32,683	37,713
By Race/Ethnicity of Employee:									
Black	6	39							34,660
Hispanic or Latino	6	31							35,969
White	8	44	28,340	29,120	30,836	37,000	43,088	33,462	37,676
By Number of Years in Position:									
Up to 5 Years	11	90							37,337

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	62	65	\$63,091	\$72,457	\$84,571	\$97,869	\$114,740	\$86,693	\$85,251
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	18	21	66,060	78,624	84,427	96,600	122,878	88,694	84,061
\$10,000,000 – \$24,999,999	29	29	61,464	71,338	80,288	91,137	105,040	82,086	82,086
\$25,000,000 and over	14	14	62,504	80,879	91,840	115,259	124,998	95,285	95,285
By Geographic Region:									
Route 195/Eastern Route 95	9	9			75,005			72,014	72,014
New Haven Coastal	6	6			77,668			81,982	81,982
New England Gateway	8	8			92,380			94,332	94,332
Greater Hartford	13	13	67,758	80,143	85,010	92,261	110,680	86,650	86,650
Western MA & Litchfield County CT	10	10			80,695			82,381	82,381
Eastern MA, Not Including Boston	8	8			86,112			85,699	85,699
Boston & Cambridge	6	9			103,089			105,352	99,782
By State:									
Connecticut	28	28	60,345	71,455	82,888	95,285	110,187	84,499	84,499
Massachusetts	25	28	64,957	70,445	87,423	102,516	120,996	89,602	86,375
By Field of Service:									
Child and youth services and advocacy	12	12	59,846	69,857	88,744	93,118	115,515	86,422	86,422
Elderly and disabled services and advocacy	18	18	57,329	72,795	80,954	89,358	105,980	81,245	81,245
Counseling, crisis interv, mntl hlth, subst misuse	14	14	60,923	70,568	82,430	102,429	121,257	87,063	87,063
By Number of Full-Time Equivalent Employees:									
26 – 50	5	5			81,619			81,413	81,413
51 – 100	15	18	64,957	75,335	84,499	100,622	127,108	89,120	83,646
101 – 250	24	24	62,820	72,119	82,877	94,810	107,388	85,286	85,286
251+	17	17	59,406	68,182	86,403	108,591	118,170	87,272	87,272
By Years of Experience Required:									
2 – 3 Years	11	11			84,571			80,491	80,491
4 – 6 Years	25	25	65,150	68,344	81,390	91,840	105,048	81,772	81,772
7 – 10 Years	12	15	80,173	85,717	95,937	115,190	131,150	100,487	96,487
By Level of Education Required:									
Bachelor's Degree	41	41	64,500	71,338	84,571	92,261	112,583	84,853	84,853
Master's Degree	6	6			80,954			83,515	83,515
By Gender of Employee:									
Male	11	11			87,360			88,425	88,425
Female	49	51	60,598	69,587	84,427	95,937	112,583	85,552	84,107
By Race/Ethnicity of Employee:									
Black	7	7			81,619			81,708	81,708
White	48	50	65,080	71,560	84,719	99,850	114,326	86,865	85,444
By Number of Years in Position:									
Up to 5 Years	28	28	64,646	71,923	85,956	100,598	113,414	86,758	86,758
5 – 10 Years	13	13	57,146	58,999	80,000	106,798	127,920	83,912	83,912
11 – 20 Years	10	10			84,791			89,336	89,336
By Number of Employees Managed:									
1 to 3	36	38	63,904	70,671	85,364	99,850	113,489	86,852	84,958
4 to 8	6	6			81,536			81,537	81,537

Human Resources Manager

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	57	64	\$45,115	\$52,042	\$62,982	\$75,150	\$83,301	\$64,054	\$64,583
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	11	11			59,758			64,203	64,203
\$10,000,000 – \$24,999,999	21	21	43,713	52,083	59,155	68,245	80,840	60,258	60,258
\$25,000,000 and over	23	30	35,665	54,185	71,464	79,350	87,407	67,132	69,379
By Geographic Region:									
Route 195/Eastern Route 95	5	5			62,400			65,725	65,725
New Haven Coastal	6	9			47,590			47,887	52,452
New England Gateway	6	7			74,831			72,393	70,166
Greater Hartford	8	10			64,874			64,722	63,678
Western MA & Litchfield County CT	16	17	42,432	58,791	68,619	80,593	83,223	67,816	67,153
Eastern MA, Not Including Boston	8	8			59,031			61,807	61,807
Boston & Cambridge	6	6			74,996			73,398	73,398
By State:									
Connecticut	21	27	35,006	50,003	62,400	75,000	81,561	60,882	62,094
Massachusetts	30	31	48,038	53,040	62,918	79,997	86,035	65,654	65,228
By Field of Service:									
Child and youth services and advocacy	8	8			60,673			62,338	62,338
Elderly and disabled services and advocacy	21	24	45,115	53,534	62,599	73,929	81,321	63,438	61,855
Counseling, crisis interv, mntl hlth, subst misuse	11	11			64,750			66,641	66,641
By Number of Full-Time Equivalent Employees:									
51 – 100	9	9			59,758			62,173	62,173
101 – 250	19	19	52,000	56,368	64,115	72,436	81,453	65,382	65,382
251+	25	32	35,006	50,425	65,373	75,563	86,212	64,039	65,240
By Years of Experience Required:									
2 – 3 Years	22	22	44,125	50,002	57,970	70,117	79,538	60,486	60,486
4 – 6 Years	18	21	35,006	49,084	63,045	79,193	86,695	62,676	66,663
By Level of Education Required:									
Bachelor's Degree	39	39	47,590	51,438	63,045	78,388	84,573	64,471	64,471
By Gender of Employee:									
Male	8	9			64,750			64,085	67,719
Female	52	54	47,798	51,923	62,723	75,321	83,301	64,070	64,209
By Race/Ethnicity of Employee:									
White	46	50	48,196	56,030	64,433	78,575	86,217	66,758	65,998
By Number of Years in Position:									
Up to 5 Years	27	30	36,353	51,923	65,307	76,360	88,949	65,351	65,630
5 – 10 Years	14	15	42,556	50,003	63,045	80,000	85,946	64,477	66,046
11 – 20 Years	7	7			58,427			63,354	63,354
By Number of Employees Managed:									
1 to 3	28	29	48,480	53,903	66,498	79,193	82,028	66,410	65,981
4 to 8	8	8			62,441			61,898	61,898

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position does not generally have a supervisory role over other department employees.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	32	45	\$43,110	\$48,641	\$56,375	\$63,980	\$73,764	\$57,179	\$56,130
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	9			49,920			52,018	53,015
\$10,000,000 – \$24,999,999	8	13	39,765	46,155	52,229	61,800	75,360	54,480	53,130
\$25,000,000 and over	16	23	43,226	55,000	61,204	68,946	75,224	60,723	59,188
By Geographic Region:	-----								
New England Gateway	5	8			59,149			58,786	58,102
Greater Hartford	10	13	43,892	51,542	60,091	65,051	77,501	59,247	58,657
Western MA & Litchfield County CT	5	6			54,503			53,354	52,024
By State:	-----								
Connecticut	18	29	42,848	48,100	56,375	63,667	75,733	57,151	56,153
Massachusetts	11	13	41,593	49,463	60,000	67,987	70,932	57,826	56,499
By Field of Service:	-----								
Elderly and disabled services and advocacy	10	16	40,467	45,001	49,959	60,066	76,872	53,541	51,952
Counseling, crisis interv, mntl hlth, subst misuse	8	13	48,114	52,335	60,267	71,646	75,824	61,395	61,081
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	13	18	42,334	44,678	49,577	60,000	71,733	52,943	52,825
251+	13	21	42,437	54,842	62,000	68,510	76,533	61,068	59,369
By Years of Experience Required:	-----								
1 Year	5	6			49,369			50,312	51,565
2 – 3 Years	12	17	46,097	50,344	55,016	65,051	74,915	57,767	56,550
4 – 6 Years	5	5			60,091			55,939	55,939
By Level of Education Required:	-----								
High School Diploma	5	7			50,003			49,090	50,335
Bachelor's Degree	22	29	42,848	49,078	60,000	65,051	71,559	57,567	56,122
By Gender of Employee:	-----								
Female	30	42	43,591	48,823	55,696	63,490	74,112	56,926	56,142
By Race/Ethnicity of Employee:	-----								
White	25	33	42,128	46,894	53,934	63,647	73,996	55,428	54,844
By Number of Years in Position:	-----								
Up to 5 Years	18	24	43,576	48,292	55,696	63,803	70,253	56,304	54,579
5 – 10 Years	7	7			61,922			59,616	59,616
11 – 20 Years	5	5			50,003			51,848	51,848

Benefits Manager

Under general supervision, develops and administers organization's employee benefits program, including health insurance and retirement plans. Assists in developing an overall benefits philosophy for the organization. Researches, designs and evaluates benefits options. Serve as liaison between organization and various benefits vendors. Manages employee enrollment process.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	17	18	\$47,740	\$51,766	\$58,776	\$71,993	\$81,558	\$60,738	\$61,477
By Annual Operating Expenses:									
\$10,000,000 – \$24,999,999	6	6			53,456			56,700	56,700
\$25,000,000 and over	10	11			60,000			61,962	63,340
By Geographic Region:									
Greater Hartford	5	5			59,407			62,468	62,468
By State:									
Connecticut	8	8			62,015			63,792	63,792
Massachusetts	6	7			53,872			55,028	56,169
By Field of Service:									
Elderly and disabled services and advocacy	6	6			54,444			56,571	56,571
By Number of Full-Time Equivalent Employees:									
101 – 250	5	5			73,440			67,483	67,483
251+	11	12	40,831	51,547	56,581	60,900	76,200	57,030	57,835
By Years of Experience Required:									
4 – 6 Years	6	6			53,456			58,366	58,366
By Level of Education Required:									
Bachelor's Degree	7	7			59,407			61,866	61,866
By Gender of Employee:									
Female	15	16	45,211	51,547	56,581	69,788	82,351	59,705	60,474
By Race/Ethnicity of Employee:									
White	11	11			55,016			60,016	60,016
By Number of Years in Position:									
Up to 5 Years	8	9			53,872			56,534	57,578

Performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	41	82	\$37,499	\$41,711	\$46,340	\$54,934	\$60,446	\$48,378	\$48,813
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	8			52,667			51,982	51,982
\$10,000,000 – \$24,999,999	11	12	38,089	40,747	47,502	59,535	67,887	50,343	51,108
\$25,000,000 and over	22	62	37,457	41,110	45,080	53,343	59,068	47,532	46,514
By Geographic Region:	-----								
New England Gateway	6	19	37,497	40,000	44,105	54,371	60,500	47,094	51,159
Greater Hartford	9	22							48,648
Western MA & Litchfield County CT	10	12	36,688	37,529	42,495	46,256	62,303	43,970	44,198
By State:	-----								
Connecticut	20	41	40,079	43,004	50,003	56,064	62,845	50,376	52,365
Massachusetts	18	33	36,718	39,728	45,000	54,095	58,768	46,858	45,616
By Field of Service:	-----								
Child and youth services and advocacy	5	8			43,003			46,416	50,028
Elderly and disabled services and advocacy	14	35	37,024	40,934	45,148	52,104	56,575	46,893	47,522
Counseling, crisis interv, mntl hlth, subst misuse	9	22	38,798	42,340	47,528	58,250	61,423	49,492	49,691
By Number of Full-Time Equivalent Employees:	-----								
51 –100	8	8			52,667			51,982	51,982
101 – 250	13	14	38,480	42,245	51,502	57,604	67,431	50,855	51,542
251+	20	60	37,446	41,046	45,006	52,078	59,307	47,319	45,772
By Years of Experience Required:	-----								
1 Year	5	13	37,730	42,226	48,048	56,763	60,952	48,846	47,867
2 – 3 Years	24	29	36,598	41,569	45,011	57,343	62,858	48,775	49,577
4 – 6 Years	6	6			50,242			52,177	52,177
By Level of Education Required:	-----								
High School Diploma	8	12	36,400	38,225	43,108	48,203	70,585	46,091	48,134
Associate's Degree	6	6			42,018			43,643	43,643
Bachelor's Degree	20	33	37,440	43,420	51,418	57,387	62,442	50,748	50,909
By Gender of Employee:	-----								
Male	9	14	39,038	42,885	46,507	54,226	59,561	47,828	47,911
Female	38	67	37,440	41,901	46,675	55,166	61,319	48,626	48,924
By Race/Ethnicity of Employee:	-----								
Black	5	6			46,544			46,017	45,349
Hispanic or Latino	7	7			46,675			50,904	50,904
White	34	64	37,440	41,996	45,577	55,089	60,410	48,303	48,949
By Number of Years in Position:	-----								
Up to 5 Years	23	35	36,519	37,794	42,994	52,000	60,919	45,720	46,670
5 – 10 Years	5	5			43,221			47,273	47,273
11 – 20 Years	7	9			54,371			52,715	52,431
By Number of Employees Managed:	-----								
1 to 3	5	5			54,857			51,827	51,827

Human Resources Assistant

Performs a variety of skilled administrative and clerical duties directly related to human resources activities. These may include maintaining employee databases and files, processing status changes, assisting employees to sign up/apply for benefits, screening resumes/application forms, scheduling interviews for others, checking references, compiling data and preparing routine and special reports. Also provides information to employees on policies and procedures and oversees and participates in employee programs. May provide administrative/clerical support to human resources Managers and staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	48	65	\$29,170	\$31,725	\$35,700	\$42,703	\$44,994	\$36,762	\$37,441
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	7	7			41,600			40,839	40,839
\$10,000,000 – \$24,999,999	22	27	28,255	31,200	35,755	43,680	45,136	36,537	36,816
\$25,000,000 and over	18	30	27,949	30,930	35,339	39,894	44,926	36,128	37,114
By Geographic Region:	-----								
New Haven Coastal	6	10			30,421			33,983	37,874
New England Gateway	7	8			39,233			38,608	39,611
Greater Hartford	10	14	30,680	34,731	37,084	42,900	45,336	38,023	37,832
Western MA & Litchfield County CT	10	12	28,378	30,129	32,739	39,364	41,423	34,126	34,664
Eastern MA, Not Including Boston	10	15	24,028	32,573	35,589	43,332	49,749	37,137	36,718
By State:	-----								
Connecticut	22	31	29,137	31,200	35,360	42,640	44,998	36,422	37,769
Massachusetts	21	29	27,810	31,855	35,360	41,808	46,857	36,421	36,288
By Field of Service:	-----								
Child and youth services and advocacy	5	5			35,700			36,735	36,735
Elderly and disabled services and advocacy	26	36	30,023	32,240	36,242	41,912	45,550	37,187	37,491
Counseling, crisis interv, mntl hlth, subst misuse	9	11			39,000			38,889	40,082
By Number of Full-Time Equivalent Employees:	-----								
51 – 100	5	5			40,040			38,775	38,775
101 – 250	16	19	29,120	32,573	37,440	44,346	47,486	39,064	38,673
251+	24	38	28,931	30,940	35,266	39,043	43,419	35,152	36,120
By Years of Experience Required:	-----								
1 Year	13	19	26,478	29,642	32,781	38,626	43,680	34,782	37,154
2 – 3 Years	17	18	29,024	32,828	38,865	42,907	45,862	37,570	37,282
By Level of Education Required:	-----								
High School Diploma	24	31	26,262	29,642	32,781	40,040	43,794	34,634	35,599
Associate's Degree	8	9			39,000			40,028	38,939
Bachelor's Degree	9	9			38,480			39,492	39,492
By Gender of Employee:	-----								
Female	46	61	29,203	32,110	35,700	42,328	44,832	36,624	37,334
By Race/Ethnicity of Employee:	-----								
Black	8	10			32,968			33,872	35,516
White	33	42	29,827	33,155	38,553	42,785	45,474	37,927	38,073
By Number of Years in Position:	-----								
Up to 5 Years	31	39	29,203	31,200	35,006	42,640	44,990	36,314	36,370
5 – 10 Years	5	5			35,755			35,173	35,173
11 – 20 Years	6	6			41,080			39,545	39,545

Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	35	37	\$74,604	\$80,201	\$91,458	\$111,067	\$130,005	\$97,309	\$98,031	
By Annual Operating Expenses:	-----									
\$2,500,000 – \$9,999,999	5	5			79,997			94,462	94,462	
\$10,000,000 – \$24,999,999	11	11			78,410			84,723	84,723	
\$25,000,000 and over	18	20	81,494	85,375	102,247	118,565	145,516	105,157	107,434	
By Geographic Region:	-----									
New England Gateway	6	6			104,550			105,647	105,647	
Greater Hartford	10	11			87,100			92,318	92,870	
Western MA & Litchfield County CT	6	7			82,992			95,702	97,899	
By State:	-----									
Connecticut	17	18	72,440	76,812	88,884	110,612	120,814	93,589	93,988	
Massachusetts	12	13	74,706	81,744	91,458	128,651	153,372	104,645	106,489	
By Field of Service:	-----									
Child and youth services and advocacy	6	6			97,997			100,981	100,981	
Counseling, crisis interv, mntl hlth, subst misuse	15	16	71,152	77,688	98,134	113,699	122,451	96,596	97,534	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	13	13	69,219	75,530	80,662	100,536	142,769	91,649	91,649	
251+	16	18	81,329	84,498	102,247	115,704	138,214	102,759	105,021	
By Years of Experience Required:	-----									
2 – 3 Years	6	7			93,018			98,912	101,643	
4 – 6 Years	13	13	71,778	75,951	80,662	93,070	122,778	86,529	86,529	
7 – 10 Years	7	7			110,157			107,392	107,392	
By Level of Education Required:	-----									
Bachelor's Degree	22	23	72,975	80,405	93,018	111,976	142,778	99,212	99,776	
Master's Degree	5	6			100,797			101,106	104,823	
By Gender of Employee:	-----									
Male	23	23	73,844	80,405	90,667	114,273	124,909	96,659	96,659	
Female	12	12	72,458	80,746	94,009	106,960	129,704	95,071	95,071	
By Race/Ethnicity of Employee:	-----									
White	25	27	74,604	78,410	86,501	110,136	130,005	93,759	94,487	
By Number of Years in Position:	-----									
Up to 5 Years	14	15	75,639	82,056	103,500	119,922	140,952	101,846	103,226	
5 – 10 Years	6	6			100,566			96,428	96,428	
11 – 20 Years	7	7			79,997			83,448	83,448	
By Number of Employees Managed:	-----									
1 to 3	21	21	71,342	78,037	93,018	109,135	119,999	94,605	94,605	
4 to 8	6	7			82,992			105,576	109,418	

Information Technology Manager

560

Provides day-to-day management of information technology functions including computer operations, applications and systems programming and networks. Analyzes the needs of departments and plans, organizes and implements new and/or modified systems to handle those needs. Determines costs and budgets for information technology projects and controls costs to approved budgets. Identifies training needs among staff and develops/implements training programs to enhance computer skills throughout the organization.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	51	64	\$49,771	\$58,361	\$67,473	\$86,845	\$103,088	\$72,330	\$70,885
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	16	16	41,262	53,000	60,299	89,325	116,988	71,493	71,493
\$10,000,000 – \$24,999,999	18	20	51,434	58,361	66,329	78,999	87,004	68,405	69,116
\$25,000,000 and over	17	28	46,736	60,663	73,141	92,252	108,022	75,611	72,186
By Geographic Region:									
Route 195/Eastern Route 95	7	10			71,659			76,137	74,449
New Haven Coastal	5	5			62,857			68,936	68,936
New England Gateway	6	6			73,474			76,642	76,642
Greater Hartford	8	9			60,819			61,386	64,858
Western MA & Litchfield County CT	14	23	53,038	65,000	75,191	92,531	108,341	79,053	77,008
Eastern MA, Not Including Boston	5	5			59,779			59,604	59,604
By State:									
Connecticut	21	24	40,082	50,502	60,414	79,997	96,618	66,141	68,084
Massachusetts	23	32	52,455	59,925	65,733	88,219	102,498	72,163	68,222
By Field of Service:									
Child and youth services and advocacy	8	9			69,258			73,360	78,328
Elderly and disabled services and advocacy	10	10			55,848			55,668	55,668
Counseling, crisis interv, mntl hlth, subst misuse	12	15	49,202	56,627	62,857	79,997	94,093	67,288	68,510
Community and economic development	6	6			65,645			66,279	66,279
By Number of Full-Time Equivalent Employees:									
51 – 100	11	11			60,819			72,243	72,243
101 – 250	17	19	50,003	60,008	66,950	75,191	86,050	67,070	67,666
251+	17	28	48,120	60,112	69,760	96,838	108,022	75,905	72,670
By Years of Experience Required:									
2 – 3 Years	19	20	45,123	51,220	62,119	74,121	100,080	65,121	65,222
4 – 6 Years	21	28	55,965	60,211	76,762	92,252	109,465	79,443	74,719
By Level of Education Required:									
High School Diploma	5	7			60,819			62,969	63,355
Associate's Degree	5	5			51,064			52,338	52,338
Bachelor's Degree	37	44	50,769	58,669	70,270	90,458	108,278	74,973	72,408
By Gender of Employee:									
Male	38	47	49,230	58,299	67,995	86,050	108,086	73,275	72,403
Female	15	17	47,451	57,273	65,000	88,026	98,983	69,717	67,499
By Race/Ethnicity of Employee:									
White	46	56	51,033	58,854	68,116	88,953	105,134	74,033	72,461
By Number of Years in Position:									
Up to 5 Years	24	27	47,361	55,994	65,000	76,274	109,758	69,130	69,344
5 – 10 Years	9	14	33,613	54,543	83,385	93,967	103,565	74,286	68,542
11 – 20 Years	15	15	54,615	58,546	65,758	87,110	111,564	75,465	75,465
By Number of Employees Managed:									
1 to 3	22	24	50,399	58,137	66,814	81,757	100,496	70,033	69,133

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	28	36	\$49,250	\$55,225	\$63,119	\$80,845	\$99,084	\$70,106	\$68,664
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	6	8			68,990			73,675	68,126
\$10,000,000 – \$24,999,999	8	8			64,250			73,511	73,511
\$25,000,000 and over	12	18	47,027	55,477	63,836	80,282	102,818	68,751	68,079
By Geographic Region:	-----								
New England Gateway	5	7			96,997			93,208	94,363
Greater Hartford	7	7			62,738			63,146	63,146
Western MA & Litchfield County CT	7	13	45,659	55,302	60,000	76,764	100,825	66,479	63,382
By State:	-----								
Connecticut	11	11			63,500			68,617	68,617
Massachusetts	12	18	47,014	54,380	60,961	75,146	87,059	64,921	62,335
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	10	10			64,250			74,160	74,160
By Number of Full-Time Equivalent Employees:	-----								
51 –100	5	5			61,651			72,221	72,221
101 – 250	7	9			57,822			57,388	58,221
251+	12	16	46,080	58,408	72,500	83,511	104,823	73,639	72,217
By Years of Experience Required:	-----								
2 – 3 Years	17	19	47,486	52,520	61,922	67,190	76,057	60,896	60,477
4 – 6 Years	6	7			84,306			79,174	76,127
By Level of Education Required:	-----								
Bachelor's Degree	14	19	50,000	56,285	62,738	80,000	96,940	67,322	68,707
By Gender of Employee:	-----								
Male	24	29	51,646	55,944	64,934	82,717	101,816	72,035	71,135
Female	7	7			61,651			62,114	62,114
By Race/Ethnicity of Employee:	-----								
White	21	28	49,750	55,151	64,217	80,845	98,303	68,744	67,490
By Number of Years in Position:	-----								
Up to 5 Years	13	15	51,188	55,000	62,738	80,000	93,654	66,765	66,463
5 – 10 Years	7	8			64,647			67,644	64,214
11 – 20 Years	8	10			71,624			79,117	76,316

Database Administrator

Develops and maintains computerized databases including base definition, structure, documentation, operations and security. Sets up master files and ensures accuracy and completeness of all data. Participates in exchanges of data (e.g. the Big List). Protects the integrity of data using proper security controls.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	25	45	\$44,529	\$51,719	\$63,100	\$78,292	\$84,430	\$64,675	\$61,078
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	10	18	42,184	52,952	59,420	75,239	84,141	62,840	57,357
\$10,000,000 – \$24,999,999	6	8			52,933			56,123	56,573
\$25,000,000 and over	7	14	48,464	57,819	70,632	83,075	88,723	69,686	70,582
By Geographic Region:	-----								
Greater Hartford	7	11			55,199			61,585	56,995
Western MA & Litchfield County CT	6	13	50,577	55,879	69,992	80,226	88,005	68,700	69,633
By State:	-----								
Connecticut	8	13	39,260	45,885	58,989	78,552	85,030	62,244	58,103
Massachusetts	13	22	47,331	51,860	65,288	78,156	84,236	65,216	63,100
By Field of Service:	-----								
Child and youth services and advocacy	7	13	49,233	54,380	71,613	82,367	84,629	68,008	65,642
Counseling, crisis interv, mntl hlth, subst misuse	5	9			69,992			67,864	65,205
By Number of Full-Time Equivalent Employees:	-----								
51 –100	6	7			53,456			55,201	54,856
101 – 250	6	8			52,997			56,139	56,595
251+	8	15	48,772	55,199	69,992	82,430	88,467	68,720	68,659
By Years of Experience Required:	-----								
2 – 3 Years	13	17	45,128	50,721	58,989	78,988	86,016	63,009	60,972
4 – 6 Years	9	12	54,588	71,604	74,339	82,175	86,423	74,369	73,748
By Level of Education Required:	-----								
Bachelor's Degree	19	24	44,804	50,859	59,374	76,971	86,227	63,157	61,405
Master's Degree	5	13	55,665	72,176	78,562	81,857	84,629	74,971	75,880
By Gender of Employee:	-----								
Male	13	15	46,039	53,456	71,613	82,430	85,983	67,663	66,893
Female	18	29	41,600	51,052	60,627	77,969	82,303	63,348	59,927
By Race/Ethnicity of Employee:	-----								
White	23	36	44,512	50,859	59,888	77,049	84,333	62,946	61,547
By Number of Years in Position:	-----								
Up to 5 Years	17	25	42,249	49,140	58,989	76,867	85,983	62,610	59,428
More than 20 Years	5	6			77,969			76,905	76,720

Installs, modifies, tests and maintains the organization's data communication network equipment. Responds to network problems, troubleshoots and performs repairs in a timely manner. Maintains associated records detailing downtime, changes, updates and related information.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	21	\$41,668	\$51,088	\$59,987	\$65,306	\$78,907	\$59,209	\$57,418
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	7	8			58,167			54,035	54,642
\$25,000,000 and over	8	12	41,701	54,673	61,161	75,327	79,760	62,193	58,924
By State:	-----								
Connecticut	8	9			59,987			58,292	58,408
Massachusetts	7	11			62,160			61,530	58,497
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	7	11			60,008			63,813	61,003
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	6	7			60,000			56,453	57,564
251+	9	13	41,735	51,078	59,511	72,946	79,681	60,264	56,501
By Years of Experience Required:	-----								
2 – 3 Years	6	8			57,253			57,304	55,595
By Level of Education Required:	-----								
Bachelor's Degree	8	13	43,772	51,088	60,162	72,946	79,681	61,351	59,107
By Gender of Employee:	-----								
Male	12	16	45,793	54,673	59,749	67,335	79,443	60,766	58,110
By Race/Ethnicity of Employee:	-----								
White	12	15	41,450	47,611	60,000	68,182	79,522	60,162	58,548
By Number of Years in Position:	-----								
Up to 5 Years	8	10			58,995			58,511	57,531
5 – 10 Years	5	6			60,836			63,145	60,082

Personal Computer Technician/Help Desk

575

Installs, modifies, and maintains the organization's personal computers and related systems. Installs, upgrades and backs-up software and hardware applications. Troubleshoots software and hardware failures and resolves as appropriate. Trains users in resolving routine problems, using new software and providing advice and guidance as needed.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	45	88	\$32,317	\$39,541	\$45,779	\$57,774	\$71,229	\$49,207	\$47,749	
By Annual Operating Expenses:										
\$2,500,000 – \$9,999,999	6	10			45,043			50,695	47,641	
\$10,000,000 – \$24,999,999	17	20	31,200	35,537	41,600	48,272	57,707	43,344	42,982	
\$25,000,000 and over	20	56	32,321	40,099	47,616	60,457	76,656	50,886	51,272	
By Geographic Region:										
New Haven Coastal	5	6			45,577			42,339	42,223	
New England Gateway	7	16	34,715	43,981	61,990	70,258	78,983	58,897	59,342	
Greater Hartford	9	11			48,006			54,359	51,114	
Western MA & Litchfield County CT	13	35	32,317	40,000	44,061	53,477	75,272	48,909	45,798	
Eastern MA, Not Including Boston	5	13							43,608	
By State:										
Connecticut	21	28	31,057	39,802	43,707	53,655	70,822	47,967	46,078	
Massachusetts	19	48	32,317	36,431	43,434	50,790	62,578	46,632	45,155	
By Field of Service:										
Child and youth services and advocacy	10	18	32,254	37,159	53,126	69,212	85,479	54,914	50,621	
Elderly and disabled services and advocacy	11	14	31,138	31,668	41,600	48,500	59,037	42,111	41,360	
Counseling, crisis interv, mntl hlth, subst misuse	11	27	32,805	38,792	42,016	47,382	53,187	43,467	45,059	
By Number of Full-Time Equivalent Employees:										
101 – 250	20	24	31,200	37,150	44,751	50,565	68,134	46,226	45,488	
251+	18	53	32,319	39,759	47,382	58,436	73,296	49,990	49,378	
By Years of Experience Required:										
1 Year	11	18	30,615	34,476	41,307	48,037	66,557	43,132	40,602	
2 – 3 Years	16	23	31,616	39,603	48,006	56,326	79,221	50,573	49,500	
4 – 6 Years	8	12	33,467	42,855	64,252	69,997	75,719	58,825	59,655	
By Level of Education Required:										
High School Diploma	13	19	29,765	32,323	40,400	53,477	88,712	46,787	46,796	
Associate's Degree	9	13	33,008	38,834	48,360	57,473	63,780	47,928	46,610	
Bachelor's Degree	15	30	34,986	41,200	47,928	66,365	76,214	52,953	53,433	
By Gender of Employee:										
Male	39	69	32,240	38,522	45,440	59,037	70,470	48,814	47,917	
Female	13	17	34,008	40,196	45,714	58,470	85,900	51,172	52,452	
By Race/Ethnicity of Employee:										
Black	7	8			44,803			48,379	46,841	
Hispanic or Latino	12	13	32,980	39,595	42,016	54,485	64,863	46,123	45,955	
White	30	53	32,271	39,999	48,006	60,866	80,317	51,520	50,104	
By Number of Years in Position:										
Up to 5 Years	30	54	32,032	36,027	42,224	50,265	59,037	44,559	44,077	
5 – 10 Years	7	11			44,990			53,047	50,809	
11 – 20 Years	5	6			65,723			64,710	63,834	
More than 20 Years	5	5			73,986			69,673	69,673	

Enters data from source documents into computer databases. Verifies information and makes changes where necessary. May run routine reports and perform related clerical duties.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	11	20	\$23,327	\$28,844	\$32,032	\$37,352	\$45,635	\$33,333	\$32,828
By Annual Operating Expenses:	-----								
\$25,000,000 and over	6	12	22,039	29,640	31,096	43,846	48,404	34,195	34,723
By State:	-----								
Massachusetts	5	10			30,316			32,338	32,177
By Number of Full-Time Equivalent Employees:	-----								
251+	6	12	22,039	29,640	31,096	43,846	48,404	34,195	34,723
By Level of Education Required:	-----								
High School Diploma	7	12	22,039	25,667	29,640	38,766	48,092	31,919	31,505
By Gender of Employee:	-----								
Female	11	19	25,480	29,640	32,864	37,440	45,739	33,872	33,196
By Race/Ethnicity of Employee:	-----								
White	7	12	23,806	29,640	33,280	43,846	48,404	35,169	34,658
By Number of Years in Position:	-----								
Up to 5 Years	8	10			33,072			34,183	33,240

Managing Attorney

600

Leads a team of staff attorneys in support of organization's mission and goals. Responsible for development and execution of organization's litigation efforts. Represents organization to clients/partner organizations and the community. Supervises and trains staff attorneys and organization's other legal staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	5	16	\$74,272	\$84,317	\$101,181	\$127,260	\$188,008	\$113,402	\$135,289
By Level of Education Required:	-----								
Legal Degree	5	16	74,272	84,317	101,181	127,260	188,008	113,402	135,289

Legal Aid Attorney

605

Provides a wide variety of legal services to clients of an advocacy or legal aid-type of organization. Represents clients in court and other venues as necessary. Requires admission to practice law/membership in the State Bar Association.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	6	91							\$74,637
By Level of Education Required:	-----								
Legal Degree	6	91							74,637
By Gender of Employee:	-----								
Female	6	67							74,081
By Race/Ethnicity of Employee:	-----								
White	6	72							75,484

Provides legal counsel to organization on assigned projects or cases. Advises on cases involving the organization and may represent it in court. Draws up contracts involving leases, licenses, purchases, sales, real estate, insurance, employment and other issues. Examines legal data to determine advisability of defending or prosecuting lawsuits. Requires admission to practice law/membership in the State Bar Association.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$150,384			\$149,511	\$149,511
By Level of Education Required:	-----								
Legal Degree	5	5			150,384			149,511	149,511

Facilities Manager

Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	77	109	\$45,905	\$51,470	\$65,000	\$85,280	\$111,179	\$71,266	\$73,801
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	9	9			52,499			56,258	56,258
\$2,500,000 – \$9,999,999	16	16	44,063	51,626	62,504	91,603	99,613	68,335	68,335
\$10,000,000 – \$24,999,999	27	31	47,495	54,642	62,982	74,755	92,320	66,429	68,667
\$25,000,000 and over	23	50	44,662	49,332	75,003	92,705	120,847	76,784	88,333
By Geographic Region:									
Route 195/Eastern Route 95	9	24							57,930
New Haven Coastal	12	12	56,689	62,888	65,000	67,672	104,737	68,699	68,699
New England Gateway	11	12	47,565	65,893	81,713	88,359	108,117	77,666	77,817
Greater Hartford	16	19	36,754	47,195	60,000	91,662	106,350	67,965	68,877
Western MA & Litchfield County CT	11	13	55,996	72,395	91,998	102,183	148,843	91,193	86,240
Eastern MA, Not Including Boston	9	16	49,267	50,830	56,649	83,652	111,464	68,603	70,147
Boston & Cambridge	7	7			111,179			98,058	98,058
By State:									
Connecticut	41	44	45,074	52,514	65,000	79,997	103,178	68,606	69,009
Massachusetts	27	40	50,047	52,988	74,878	93,763	124,435	78,050	81,808
By Field of Service:									
Child and youth services and advocacy	7	8			71,867			82,141	82,339
Elderly and disabled services and advocacy	15	16	44,584	54,730	56,923	75,889	118,366	67,859	69,444
Counseling, crisis interv, mntl hlth, subst misuse	17	21	47,844	52,280	75,000	84,995	91,494	70,947	69,691
Arts, culture	10	10			55,890			69,709	69,709
Fitness, wellness and recreation	5	13	41,141	50,065	52,000	59,011	85,713	56,389	59,487
By Number of Full-Time Equivalent Employees:									
11 – 25	6	6			49,775			48,634	48,634
26 – 50	7	7			71,413			70,350	70,350
51 – 100	12	15	49,342	52,000	60,008	79,997	102,544	67,694	71,185
101 – 250	21	23	45,215	55,453	65,000	84,989	118,646	72,871	74,093
251+	26	52	44,878	49,690	66,693	91,116	112,822	73,040	79,483
By Years of Experience Required:									
2 – 3 Years	22	28	46,576	51,293	60,325	76,611	93,198	67,740	68,303
4 – 6 Years	21	40	44,662	48,397	55,645	74,829	95,340	62,564	65,464
7 – 10 Years	11	11			75,413			83,943	83,943
By Level of Education Required:									
High School Diploma	20	23	46,883	50,773	60,641	65,530	90,789	61,674	62,866
Associate's Degree	9	10			49,750			61,274	59,638
Bachelor's Degree	30	42	50,515	55,140	74,880	92,988	110,442	76,595	78,028
By Gender of Employee:									
Male	64	89	46,030	51,501	63,565	86,981	111,179	71,523	75,540
Female	15	18	41,025	47,065	63,086	85,280	94,560	66,549	64,353
By Race/Ethnicity of Employee:									
Black	6	6			70,746			69,751	69,751
White	64	93	45,743	50,732	60,986	85,280	111,789	70,240	73,084
By Number of Years in Position:									
Up to 5 Years	29	39	45,905	50,440	57,845	75,413	102,003	65,596	64,916
5 – 10 Years	20	22	42,757	51,860	61,984	92,705	106,779	71,735	73,444
11 – 20 Years	20	22	39,730	48,021	68,633	103,277	132,014	77,840	80,574
More than 20 Years	9	9			77,146			86,432	86,432
By Number of Employees Managed:									
1 to 3	24	25	45,240	53,321	70,034	87,234	101,747	71,107	69,966
4 to 8	24	30	46,758	51,673	65,000	75,540	84,880	65,469	65,492
9 to 14	9	12	50,842	54,371	84,245	112,693	148,635	87,714	99,042
15 and over	8	10			98,077			94,088	96,250

Patrols organization premises to control access to those having legitimate business with the organization. Investigates unusual or suspicious situations. Maintains visitor and other records. Enforces organization policies and procedures during and after normal working hours. Escorts staff and clients to vehicles after hours. Assists in emergencies. May operate fire equipment and radios. May administer CPR and first aid. May act as reception and provide identification cards.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	19	160	\$24,960	\$26,491	\$31,200	\$34,964	\$40,403	\$31,975	\$32,368
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	5	14							30,098
\$25,000,000 and over	8	117	24,960	26,563	31,200	36,074	41,703	32,943	35,308
By Geographic Region:	-----								
Western MA & Litchfield County CT	5	43							34,736
By State:	-----								
Connecticut	5	18	24,821	27,040	29,162	31,226	35,300	30,231	29,429
Massachusetts	9	48							34,667
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	6	77							32,383
251+	5	64	25,881	29,089	34,627	39,872	48,622	35,503	34,376
By Years of Experience Required:	-----								
1 Year	7	27	21,840	23,566	28,621	29,640	35,368	28,613	30,048
2 – 3 Years	8	75							32,639
By Level of Education Required:	-----								
High School Diploma	11	89							31,143
Associate's Degree	5	31	31,200	33,467	40,189	44,798	57,253	40,285	37,608
By Gender of Employee:	-----								
Male	17	116	24,960	27,196	31,200	34,850	40,427	32,112	31,798
Female	8	42	24,960	25,334	31,200	35,090	37,960	30,982	32,765
By Race/Ethnicity of Employee:	-----								
Black	8	68							30,171
Hispanic or Latino	6	23	24,960	29,162	31,304	36,101	38,482	32,050	30,903
White	12	61	23,167	28,725	33,093	38,898	50,916	34,533	32,706
By Number of Years in Position:	-----								
Up to 5 Years	15	60	22,312	27,831	31,200	35,947	41,520	32,335	31,136
5 – 10 Years	7	17	26,214	30,420	34,891	43,834	49,071	36,773	35,112
11 – 20 Years	5	15	25,538	29,078	33,965	37,606	46,445	34,670	38,471

Maintenance Supervisor

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	50	69	\$35,360	\$41,940	\$50,128	\$58,875	\$73,611	\$51,347	\$51,382
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	9	9			53,310			53,604	53,604
\$10,000,000 – \$24,999,999	17	20	35,824	43,778	51,002	58,617	64,913	51,156	51,066
\$25,000,000 and over	19	34	37,596	42,949	50,459	59,195	74,943	52,714	52,765
By Geographic Region:									
New England Gateway	9	13	39,980	44,510	52,000	62,847	80,345	55,310	54,640
Greater Hartford	12	14	27,040	31,200	45,633	53,647	67,985	45,257	46,733
Western MA & Litchfield County CT	11	21	31,766	41,007	52,541	61,329	74,709	52,402	52,271
Eastern MA, Not Including Boston	6	6			52,621			50,932	50,932
By State:									
Connecticut	21	24	29,120	39,158	47,840	58,693	76,347	49,425	49,774
Massachusetts	22	35	37,057	43,805	52,451	59,218	72,991	52,369	52,688
By Field of Service:									
Child and youth services and advocacy	5	9			60,819			58,842	59,040
Elderly and disabled services and advocacy	15	20	30,680	39,936	49,036	55,098	74,816	49,400	49,100
Counseling, crisis interv, mntl hlth, subst misuse	8	9			52,000			53,428	52,983
By Number of Full-Time Equivalent Employees:									
51 –100	7	7			41,226			45,636	45,636
101 – 250	14	21	42,145	45,331	50,003	58,585	64,825	52,038	52,462
251+	20	31	37,240	41,700	52,451	58,926	75,741	52,651	52,288
By Years of Experience Required:									
2 – 3 Years	17	22	30,472	39,645	43,533	53,981	59,884	46,310	45,560
4 – 6 Years	16	17	42,055	49,933	54,080	62,130	76,544	56,389	56,241
By Level of Education Required:									
High School Diploma	25	30	35,524	41,200	50,355	55,432	60,630	48,915	49,293
Associate's Degree	5	8			46,561			50,235	50,145
By Gender of Employee:									
Male	45	58	34,944	41,825	50,066	58,999	73,748	51,014	50,592
Female	7	10			51,615			52,584	55,768
By Race/Ethnicity of Employee:									
Black	7	8			42,637			44,080	43,725
Hispanic or Latino	6	7			43,318			43,878	46,337
White	37	50	38,942	44,819	52,226	59,414	74,847	52,998	52,705
By Number of Years in Position:									
Up to 5 Years	24	29	29,702	37,596	45,760	56,992	73,611	48,087	47,987
5 – 10 Years	12	12	33,840	42,489	49,962	57,087	71,141	50,449	50,449
11 – 20 Years	13	13	39,266	51,291	58,238	62,130	71,764	56,653	56,653
By Number of Employees Managed:									
1 to 3	26	28	39,700	43,396	49,962	54,631	60,906	49,436	49,418
4 to 8	11	12	30,151	44,446	58,728	72,488	80,491	56,988	57,093

Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program, and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g. repair/replace leaking faucets, unplug blockages), light construction (e.g. shelves, door repair, replacing ceiling tiles), routine electrical (e.g. replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g. clean furnace and air conditioning screens, oil motors and moving parts) and similar activities.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	88	327	\$26,586	\$31,762	\$37,398	\$43,014	\$51,144	\$38,266	\$38,977	
By Annual Operating Expenses:										
\$1,000,000 – \$2,499,999	6	8			33,956			33,425	33,473	
\$2,500,000 – \$9,999,999	22	39	31,200	33,946	37,066	41,600	45,760	38,943	40,718	
\$10,000,000 – \$24,999,999	31	76	31,200	34,866	39,603	44,358	53,158	41,159	40,366	
\$25,000,000 and over	25	199	26,000	29,325	36,375	43,368	51,217	37,256	37,759	
By Geographic Region:										
Route 195/Eastern Route 95	12	25	27,435	31,107	34,237	40,758	56,289	38,025	33,789	
New Haven Coastal	6	21	34,819	36,400	40,976	45,370	71,648	44,284	44,788	
New England Gateway	11	46	27,734	31,196	36,429	41,079	47,850	37,029	39,216	
Greater Hartford	20	70	26,437	31,200	40,449	47,564	56,000	40,905	41,319	
Western MA & Litchfield County CT	17	64	27,739	33,412	38,366	46,354	52,140	39,749	41,338	
Eastern MA, Not Including Boston	12	35	30,493	35,007	36,795	39,499	41,670	36,881	35,890	
Boston & Cambridge	5	34	20,800	33,920	39,187	43,461	47,258	37,264	38,454	
Cape Cod & The Islands	5	32							34,471	
By State:										
Connecticut	41	125	27,143	34,204	39,686	46,416	55,010	41,093	41,771	
Massachusetts	36	162	24,182	31,200	36,138	41,179	46,800	36,306	36,498	
Rhode Island	6	14	25,667	30,587	37,336	52,697	64,792	41,454	35,044	
By Field of Service:										
Child and youth services and advocacy	15	51	29,465	33,010	37,398	43,014	50,653	38,745	38,414	
Elderly and disabled services and advocacy	26	90	26,437	33,733	39,645	47,350	53,739	40,906	39,092	
Counseling, crisis interv, mntl hlth, subst misuse	14	48	29,024	33,971	37,295	40,924	48,135	37,717	38,005	
Community and economic development	6	19	31,200	31,762	35,360	39,998	41,600	35,903	35,767	
Housing and homelessness prevention	6	24	27,584	31,869	38,229	41,896	46,800	37,336	39,628	
Arts, culture	5	7			36,795			34,684	34,348	
By Number of Full-Time Equivalent Employees:										
11 – 25	9	16	25,329	31,164	35,880	37,440	42,848	35,015	33,619	
26 – 50	9	13	31,283	33,249	36,795	38,220	41,005	36,102	35,882	
51 –100	9	15	31,200	34,320	37,440	44,990	74,443	42,888	47,504	
101 – 250	29	87	30,135	34,237	39,686	44,375	52,582	40,592	39,896	
251+	28	189	25,917	29,325	36,216	43,220	51,563	37,259	38,204	
By Years of Experience Required:										
1 Year	23	89	21,590	28,174	34,736	39,998	45,344	34,158	36,425	
2 – 3 Years	26	64	27,691	31,200	35,360	39,488	42,266	36,160	37,608	
4 – 6 Years	18	33	31,504	37,690	40,976	51,630	73,045	45,602	44,366	
By Level of Education Required:										
High School Diploma	55	197	25,942	31,200	36,629	40,879	45,869	36,295	37,600	
Bachelor's Degree	5	5			40,712			39,574	39,574	
By Gender of Employee:										
Male	85	311	27,325	32,302	37,440	43,072	51,327	38,500	38,791	
Female	7	15	23,948	26,046	29,120	40,712	48,593	32,710	35,177	
By Race/Ethnicity of Employee:										
Black	18	41	26,025	29,120	36,073	41,902	47,226	35,599	34,396	
Hispanic or Latino	26	46	27,421	30,703	35,360	39,998	43,176	35,708	35,838	
White	70	220	26,706	33,036	37,440	45,568	52,582	39,475	39,867	
By Number of Years in Position:										
Up to 5 Years	55	117	27,429	33,259	36,400	40,883	46,867	37,276	37,736	
5 – 10 Years	30	46	29,309	33,587	39,319	43,384	52,560	39,734	39,568	
11 – 20 Years	27	41	30,930	36,043	40,581	46,405	51,670	42,046	40,681	
More than 20 Years	8	15	27,911	36,881	46,259	52,582	60,970	45,014	43,461	
By Number of Employees Managed:										
1 to 3	7	8			42,498			43,612	43,597	

Driver

Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid driver's license is required.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	53	438	\$22,693	\$24,960	\$27,102	\$29,598	\$33,658	\$27,946	\$30,160
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	15	82	20,981	22,880	24,191	28,096	31,870	25,897	28,721
\$10,000,000 – \$24,999,999	18	228	21,424	25,464	27,550	30,072	31,338	27,863	30,224
\$25,000,000 and over	17	122	24,960	26,603	27,102	29,370	37,322	29,172	30,503
By Geographic Region:									
Route 195/Eastern Route 95	6	20	20,488	20,488	21,445	32,755	46,704	28,160	30,333
New Haven Coastal	7	44	22,880	23,754	27,560	30,909	32,537	27,980	27,421
New England Gateway	9	51	24,960	25,210	26,270	28,974	35,306	27,782	31,212
Greater Hartford	11	41	26,000	27,040	29,120	38,071	48,422	32,921	31,334
Western MA & Litchfield County CT	8	55	21,424	22,880	22,880	26,520	29,278	24,753	29,450
Eastern MA, Not Including Boston	6	110	21,216	23,338	27,102	27,284	29,547	26,466	29,264
By State:									
Connecticut	26	131	23,754	25,605	27,581	30,909	37,488	29,492	29,843
Massachusetts	20	277	22,693	23,338	27,102	29,162	31,155	27,253	30,207
By Field of Service:									
Elderly and disabled services and advocacy	20	338	21,424	23,754	27,102	28,808	30,909	26,811	27,103
Counseling, crisis interv, mntl hlth, subst misuse	11	46	22,734	24,492	27,383	29,183	34,977	27,856	29,165
By Number of Full-Time Equivalent Employees:									
51 – 100	12	67	22,880	22,880	25,168	29,120	33,790	26,700	30,084
101 – 250	16	129	21,216	22,880	27,061	30,763	31,533	27,208	28,503
251+	18	220	25,235	26,520	27,102	29,084	33,642	28,603	30,618
By Years of Experience Required:									
1 Year	20	126	22,880	26,057	29,120	30,909	32,251	28,789	28,748
2 – 3 Years	13	124	21,216	23,338	27,102	27,439	37,440	27,491	31,191
By Level of Education Required:									
High School Diploma	31	319	21,424	25,834	27,102	29,120	31,200	27,365	28,665
By Gender of Employee:									
Male	49	295	22,693	25,480	27,102	29,598	33,217	28,007	30,036
Female	29	142	22,749	23,338	27,102	29,957	35,555	27,817	28,799
By Race/Ethnicity of Employee:									
Black	27	96	21,216	22,880	25,875	29,120	33,405	26,610	29,031
Hispanic or Latino	20	30	22,880	26,058	27,851	30,347	37,440	28,905	29,645
White	39	301	22,880	25,927	27,102	29,726	32,835	28,220	29,618
By Number of Years in Position:									
Up to 5 Years	41	282	22,880	25,849	27,102	29,120	32,151	27,935	29,215
5 – 10 Years	22	71	22,814	27,040	29,370	30,389	32,390	28,944	30,106
11 – 20 Years	17	24	22,880	24,945	27,997	30,930	40,092	29,392	29,962
More than 20 Years	5	5			33,654			35,129	35,129

Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries.

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	64	470	\$20,800	\$21,294	\$24,884	\$29,994	\$34,260	\$26,406	\$28,042
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	7	9			31,200			35,265	34,050
\$2,500,000 – \$9,999,999	14	30	20,383	21,866	24,565	27,040	28,746	24,868	24,861
\$10,000,000 – \$24,999,999	21	126	20,800	21,840	24,503	31,028	33,486	26,313	27,135
\$25,000,000 and over	20	303	20,800	21,216	24,710	29,494	35,360	26,276	28,407
By Geographic Region:	-----								
Route 195/Eastern Route 95	5	88							26,759
New England Gateway	9	40	24,024	26,845	29,590	35,045	44,102	31,522	31,488
Greater Hartford	13	94							27,973
Western MA & Litchfield County CT	17	151	21,216	22,921	26,000	31,200	33,372	26,980	27,514
Eastern MA, Not Including Boston	9	41							24,252
By State:	-----								
Connecticut	26	127	20,267	20,862	23,566	31,200	35,714	26,117	28,666
Massachusetts	30	232	20,800	21,216	23,699	28,818	32,991	25,712	27,224
By Field of Service:	-----								
Child and youth services and advocacy	5	47							28,579
Elderly and disabled services and advocacy	17	31	20,584	21,258	25,709	33,176	35,645	27,222	27,013
Counseling, crisis interv, mntl hlth, subst misuse	12	47	19,968	19,968	24,960	31,200	35,535	26,076	26,605
Community and economic development	6	16	20,800	21,190	23,920	24,440	27,040	23,418	23,360
Arts, culture	7	45							34,944
By Number of Full-Time Equivalent Employees:	-----								
51 – 100	12	55	20,800	20,800	22,880	26,499	29,120	24,008	25,132
101 – 250	18	99	21,840	22,173	28,870	32,136	34,757	28,244	27,793
251+	21	295	20,800	21,216	24,309	28,995	33,779	25,880	27,402
By Years of Experience Required:	-----								
1 Year	23	88	22,880	24,736	27,040	32,136	37,573	28,553	28,622
2 – 3 Years	12	29	26,000	27,226	29,120	33,946	43,826	31,093	31,122
By Level of Education Required:	-----								
High School Diploma	33	209	21,320	22,880	26,603	30,784	35,360	27,565	28,542
By Gender of Employee:	-----								
Male	57	264	20,800	21,221	24,960	30,043	35,672	26,709	28,017
Female	30	206	20,800	21,320	24,513	29,645	32,627	26,017	27,792
By Race/Ethnicity of Employee:	-----								
Black	24	69	20,862	21,403	24,960	31,013	32,136	26,391	27,020
Hispanic or Latino	19	63	20,800	22,880	25,958	31,720	38,187	27,824	29,312
White	45	301	20,800	21,216	24,710	29,866	34,611	26,323	28,043
By Number of Years in Position:	-----								
Up to 5 Years	48	194	20,800	21,216	22,880	26,998	32,136	24,864	26,333
5 – 10 Years	23	71	20,812	22,880	24,706	28,746	33,326	25,995	27,826
11 – 20 Years	18	74	22,776	26,992	28,631	31,507	35,714	29,219	29,704
More than 20 Years	8	26	29,687	31,504	34,518	37,461	41,985	35,000	35,316

Gardener

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Maintains planted areas or gardens in an attractive, neat manner. Selects and plants appropriate annuals and perennials, shrubs and trees. Tends gardens and grounds with an emphasis on land conservation and care of plant life. Weeds, prunes, trims trees, maintains sprinkler system; controls pests. May maintain parking lots, driveways and other areas.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	47	\$24,398	\$28,333	\$32,891	\$42,141	\$49,296	\$35,281	\$35,449
By Geographic Region:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Western MA & Litchfield County CT	5	26	28,065	32,377	36,930	45,004	50,865	38,830	39,706
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	9	37	24,398	27,923	32,614	38,629	46,680	34,427	34,581
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	7	39	24,398	29,120	34,339	43,472	50,378	36,271	37,662
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	9	22	23,036	24,742	30,160	35,402	40,749	30,607	32,942
11 – 20 Years	5	10			41,469			41,515	41,414

Provides leadership and oversight to an organization's medical and health service programs. Provides direction, consultation and support to medical practitioners. Oversees quality assurance programs. Ensures compliance with medical risk management and health care related regulations and policies. Develops and implements in-service training programs for clinical programs and services staff. Develops policies and protocols to ensure quality client/patient services and care. May provide direct patient care (e.g. conduct physical examination, determine course of treatment, provide appropriate treatment, document patient files). Participates as a member of the senior management team in developing and implementing organization-wide policies and programs that contribute to its overall success. Requires state licensure as a Medical Doctor.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	19	24	\$184,864	\$219,201	\$245,326	\$306,500	\$354,287	\$259,843	\$256,431	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	10	14	184,864	216,580	249,600	289,572	348,400	255,608	244,844	
\$25,000,000 and over	6	7			239,990			247,151	249,344	
By Geographic Region:	-----									
New England Gateway	5	6			210,923			218,772	218,514	
By State:	-----									
Connecticut	13	16	206,998	220,855	263,986	327,600	364,000	272,254	265,081	
By Field of Service:	-----									
Counseling, crisis interv, mntl hlth, subst misuse	15	20	201,000	223,484	255,331	327,600	362,057	268,548	267,127	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	7	9			229,560			255,378	239,201	
251+	8	10			245,326			257,003	256,254	
By Years of Experience Required:	-----									
4 – 6 Years	6	8			286,048			283,330	273,774	
By Level of Education Required:	-----									
Medical Degree	19	24	184,864	219,201	245,326	306,500	354,287	259,843	256,431	
By Gender of Employee:	-----									
Male	13	15	167,831	211,848	239,200	290,000	351,520	252,471	245,312	
Female	8	9			250,661			272,131	276,898	
By Race/Ethnicity of Employee:	-----									
White	15	17	192,997	216,164	239,990	301,000	348,458	259,288	259,194	
By Number of Years in Position:	-----									
Up to 5 Years	11	12	178,489	222,360	239,595	285,100	364,000	255,940	257,934	

Clinic Director

Provides direction and supervision of the day-to-day activities of the clinic's medical programs. Manages, implements and monitors quality assurance programs. Develops and implements programs to retain volunteers and clinical staff. Implements credentialing, re-credentialing and in-service training programs. Assists in long-term and short-term planning.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	24	43	\$68,000	\$75,774	\$82,348	\$91,437	\$101,927	\$83,575	\$82,126	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	14	21	62,004	75,026	81,141	91,884	102,597	82,835	80,997	
\$25,000,000 and over	9	21	67,925	75,005	86,861	92,324	100,987	84,384	83,880	
By Geographic Region:	-----									
Greater Hartford	6	10			82,372			81,183	77,553	
Western MA & Litchfield County CT	5	8			75,005			77,585	77,636	
By State:	-----									
Connecticut	11	17	58,044	80,569	82,500	89,898	100,317	82,996	80,267	
Massachusetts	9	13	63,631	69,109	74,006	91,167	99,101	78,321	80,148	
By Field of Service:	-----									
Child and youth services and advocacy	6	7			82,139			83,917	84,286	
Elderly and disabled services and advocacy	6	6			81,692			82,933	82,933	
Counseling, crisis interv, mntl hlth, subst misuse	10	28	60,726	74,651	86,289	91,311	102,856	83,511	79,730	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	9	9			80,402			76,118	76,118	
251+	12	31	68,578	75,774	86,861	93,714	102,050	85,199	84,871	
By Years of Experience Required:	-----									
4 – 6 Years	12	21	62,225	75,904	89,128	94,104	102,598	85,531	83,092	
By Level of Education Required:	-----									
Master's Degree	8	11			79,997			78,825	77,657	
LCSW/LICSW/MFT/MFCC	6	16	72,802	82,571	89,576	95,614	104,088	89,089	92,386	
By Gender of Employee:	-----									
Male	11	13	64,121	77,529	86,861	95,371	102,582	85,616	84,351	
Female	18	30	67,888	75,400	81,745	90,734	101,405	82,691	81,928	
By Race/Ethnicity of Employee:	-----									
White	20	31	67,925	74,277	82,139	93,714	102,050	83,820	82,611	
By Number of Years in Position:	-----									
Up to 5 Years	13	22	62,928	75,504	82,191	89,523	94,260	81,450	80,992	
5 – 10 Years	8	8			78,313			80,937	80,937	
11 – 20 Years	5	8			95,722			92,857	95,204	
By Number of Employees Managed:	-----									
4 to 8	9	12	53,435	73,138	92,324	101,631	106,849	86,566	82,967	
9 to 14	5	8			83,632			81,089	80,052	
15 and over	7	12	71,196	77,002	82,372	89,784	93,340	83,084	84,727	

Manages patient care services. Ensures high quality delivery of nursing care and compliance with clinic policies, government regulations and accreditation standards. Supervises/utilizes professional, technical and support nursing staff. Oversees the development and implementation of patient care goals and objectives. Position typically requires a state Registered Nurse's license, and a Bachelor's or Master's degree in a related discipline.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	47	\$66,306	\$70,907	\$81,016	\$94,557	\$107,120	\$83,999	\$86,188
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	5			75,254			77,634	77,634
\$10,000,000 – \$24,999,999	11	12	72,513	74,412	79,758	89,425	94,648	81,608	82,219
\$25,000,000 and over	14	29	63,648	70,000	84,011	96,474	116,438	86,616	93,614
By Geographic Region:	-----								
New England Gateway	7	7			90,900			97,584	97,584
Greater Hartford	8	12	74,443	74,974	84,202	94,889	121,844	87,871	89,216
Western MA & Litchfield County CT	7	16	61,982	64,479	70,454	78,675	92,496	73,657	73,519
By State:	-----								
Connecticut	13	17	71,454	74,880	85,000	94,779	119,820	87,521	88,241
Massachusetts	12	24	62,400	67,278	72,544	86,008	102,014	77,611	77,270
By Field of Service:	-----								
Elderly and disabled services and advocacy	14	19	63,648	70,907	79,273	89,596	95,000	81,073	80,631
Counseling, crisis interv, mntl hlth, subst misuse	9	20	62,857	68,980	75,940	92,785	105,713	80,953	83,828
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	10	11			81,016			82,892	83,693
251+	15	30	63,980	70,000	83,523	95,737	115,922	86,345	92,607
By Years of Experience Required:	-----								
2 – 3 Years	6	8			76,971			77,115	78,493
4 – 6 Years	11	12	69,669	73,726	75,067	86,008	108,620	81,367	81,957
By Level of Education Required:	-----								
Bachelor's Degree	7	7			73,549			75,249	75,249
Nursing: RN/NP	15	17	67,642	71,488	75,254	95,285	108,599	83,197	84,812
By Gender of Employee:	-----								
Female	27	43	67,056	71,538	83,034	94,557	109,200	84,705	87,636
By Race/Ethnicity of Employee:	-----								
White	28	40	63,980	71,198	82,025	94,655	110,393	84,722	87,053
By Number of Years in Position:	-----								
Up to 5 Years	16	27	62,400	70,000	77,000	95,000	108,152	82,497	87,103
5 – 10 Years	7	7			78,500			82,261	82,261
By Number of Employees Managed:	-----								
1 to 3	5	5			85,000			82,558	82,558
4 to 8	8	10			71,488			76,720	77,655
9 to 14	5	5			84,011			91,385	91,385
15 and over	7	8			84,854			86,607	88,282

Registered Nurse

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Assesses patient's condition. Plans and provides professional nursing care to clinic patients. Performs medical examinations, evaluates and documents progress and provides health care instruction to patients. May dispense and administer medications. May provide leadership within areas of expertise and/or provide direct supervision to para-professionals and support staff. Position requires a current Registered Nurse's license.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	79	848	\$54,280	\$58,287	\$64,730	\$76,366	\$86,092	\$68,372	\$68,346
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	14	35	50,731	53,643	62,400	72,800	82,476	64,928	69,280
\$10,000,000 – \$24,999,999	37	254	54,326	59,374	63,025	69,768	75,650	64,168	66,448
\$25,000,000 and over	24	549	54,600	58,282	66,300	80,621	94,328	70,339	70,623
By Geographic Region:	-----								
Route 195/Eastern Route 95	7	305							65,695
New Haven Coastal	7	23	63,738	68,640	72,500	72,800	89,129	72,808	74,766
New England Gateway	12	61	61,680	66,214	76,440	80,975	88,040	74,091	73,879
Greater Hartford	18	149	61,531	62,400	66,305	69,618	77,861	68,110	69,272
Western MA & Litchfield County CT	19	150	53,851	56,160	59,987	62,400	72,800	61,336	63,307
Eastern MA, Not Including Boston	12	127							67,029
By State:	-----								
Connecticut	36	222	61,531	63,323	67,345	72,800	79,040	69,422	70,553
Massachusetts	33	307	52,000	55,411	59,675	64,293	72,800	61,315	65,073
By Field of Service:	-----								
Child and youth services and advocacy	14	55	54,544	62,400	67,345	72,500	82,391	68,735	66,728
Elderly and disabled services and advocacy	33	226	54,706	59,997	64,480	68,994	75,005	64,669	65,649
Counseling, crisis interv, mntl hlth, subst misuse	18	246	52,000	56,160	60,320	66,560	76,440	62,849	69,507
By Number of Full-Time Equivalent Employees:	-----								
26 – 50	5	5			69,472			67,704	67,704
51 – 100	9	20	50,128	57,091	69,774	75,894	85,995	68,592	70,250
101 – 250	31	208	53,885	59,261	62,546	70,322	75,672	64,018	67,585
251+	32	607	54,371	58,282	65,749	80,621	90,546	69,667	68,266
By Years of Experience Required:	-----								
1 Year	22	401							67,424
2 – 3 Years	38	167	52,096	59,176	64,480	72,800	87,778	67,500	67,027
4 – 6 Years	15	63	54,891	63,563	72,500	77,900	96,470	73,497	72,051
By Level of Education Required:	-----								
Bachelor's Degree	14	33	51,359	56,254	63,170	68,734	84,444	64,201	67,970
Nursing: RN/NP	49	359	52,000	56,722	62,400	68,557	76,710	64,208	67,216
By Gender of Employee:	-----								
Male	21	58	53,945	57,575	61,914	71,063	85,921	65,696	67,227
Female	75	747	54,824	59,280	65,208	76,440	87,473	69,002	68,226
By Race/Ethnicity of Employee:	-----								
Asian	6	11			62,296			66,815	65,761
Black	24	67	52,096	62,400	65,383	76,440	77,376	67,319	68,077
Hispanic or Latino	13	25	57,408	61,200	64,896	72,500	79,373	68,120	71,231
White	70	718	54,280	58,282	64,730	76,471	87,942	68,638	67,966
Mixed Race	7	13	54,167	56,160	60,788	68,588	72,684	62,193	61,858
By Number of Years in Position:	-----								
Up to 5 Years	63	413	54,371	58,240	62,400	70,919	81,794	65,820	67,759
5 – 10 Years	36	110	55,037	62,312	67,899	76,390	85,521	69,911	66,766
11 – 20 Years	24	63	58,527	64,605	76,419	85,093	88,679	75,563	73,889
More than 20 Years	6	39							88,045
By Number of Employees Managed:	-----								
1 to 3	10	20	47,622	58,438	65,011	73,887	87,427	66,368	69,675
4 to 8	6	27							70,018

Provides primary care to clinic patients including taking histories; performing physical examinations; conducting laboratory tests; diagnosing and determining/providing appropriate treatment for common illnesses and injuries. Prescribes medications with furnishing license. Performs duties independently within the scope and limitations of licensure. Position requires a master's degree in nursing and advanced education in the primary care of patients. Includes nursing positions that require at least a Master's Degree such as Nurse Practitioner, Certified Nurse Midwife, Certified Registered Nurse Anesthetist and Clinical Nurse Specialist.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	25	98	\$76,042	\$90,808	\$116,805	\$136,165	\$165,577	\$117,333	\$118,802	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	10	36	78,104	84,599	106,070	132,200	165,360	115,102	117,071	
\$25,000,000 and over	11	53	67,442	102,500	120,148	143,115	166,400	119,456	122,590	
By Geographic Region:	-----									
Route 195/Eastern Route 95	5	20							97,139	
Greater Hartford	7	24	73,277	116,999	130,000	161,793	179,331	130,350	121,680	
Western MA & Litchfield County CT	5	28	91,104	106,748	114,661	141,960	164,060	122,321	120,957	
By State:	-----									
Connecticut	15	54	79,142	88,343	120,684	138,379	165,943	118,170	118,684	
Massachusetts	5	33	66,194	83,980	109,990	135,304	159,432	111,226	113,816	
By Field of Service:	-----									
Counseling, crisis interv, mntl hlth, subst misuse	16	82	77,854	100,000	120,134	137,801	166,400	119,864	127,205	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	9	33	77,917	84,875	107,099	130,000	156,000	110,846	112,063	
251+	11	54	67,663	100,000	118,879	136,165	159,900	116,145	115,139	
By Years of Experience Required:	-----									
2 – 3 Years	9	31	62,816	76,045	105,560	141,960	166,400	109,668	106,729	
4 – 6 Years	8	21	107,232	120,072	130,000	140,342	170,266	132,870	126,118	
By Level of Education Required:	-----									
Nursing: RN/NP	25	98	76,042	90,808	116,805	136,165	165,577	117,333	118,802	
By Gender of Employee:	-----									
Male	8	10			140,145			126,068	129,820	
Female	24	87	79,203	99,840	111,712	133,618	165,668	116,804	119,102	
By Race/Ethnicity of Employee:	-----									
Black	8	11			123,365			118,068	121,681	
Hispanic or Latino	5	5			156,000			141,440	141,440	
White	22	75	76,032	86,174	117,610	136,081	164,474	116,465	120,581	
By Number of Years in Position:	-----									
Up to 5 Years	22	78	77,336	100,000	120,072	137,551	165,577	118,609	122,751	
5 – 10 Years	6	6			118,060			129,923	129,923	
11 – 20 Years	5	7			83,200			90,041	96,227	
By Number of Employees Managed:	-----									
4 to 8	5	13							104,781	

Licensed Practical Nurse/ Licensed Vocational Nurse

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Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires state licensure as a Licensed Practical Nurse or Licensed Vocational Nurse.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	38	403	\$43,888	\$47,612	\$50,024	\$54,600	\$56,680	\$50,820	\$51,753	
By Annual Operating Expenses:										
\$2,500,000 – \$9,999,999	6	10			52,000			53,340	49,629	
\$10,000,000 – \$24,999,999	15	79	37,440	43,514	49,920	55,702	65,520	50,345	53,096	
\$25,000,000 and over	17	314	45,386	47,612	50,082	54,600	55,890	50,859	51,317	
By Geographic Region:										
New England Gateway	7	41	43,073	49,920	52,166	65,520	65,520	55,906	52,845	
Greater Hartford	10	158							52,029	
Western MA & Litchfield County CT	7	67	37,440	41,600	47,840	52,000	55,881	47,412	47,380	
Eastern MA, Not Including Boston	9	119							51,852	
By State:										
Connecticut	17	193	46,725	47,612	48,546	54,080	57,197	50,808	53,240	
Massachusetts	17	200	42,661	46,946	52,000	54,808	56,680	50,982	50,301	
By Field of Service:										
Elderly and disabled services and advocacy	19	236	43,776	47,612	47,632	54,080	54,808	49,288	50,422	
Counseling, crisis interv, mntl hlth, subst misuse	11	146							55,216	
By Number of Full-Time Equivalent Employees:										
51 –100	6	10			52,000			54,088	50,876	
101 – 250	12	63	37,440	42,848	49,920	63,586	65,520	50,846	53,806	
251+	20	330	44,990	47,612	50,034	54,600	55,725	50,716	50,784	
By Years of Experience Required:										
1 Year	17	157	43,410	46,863	52,499	54,808	56,680	51,580	51,700	
2 – 3 Years	9	33	37,440	37,960	44,678	52,094	55,452	45,878	49,645	
By Level of Education Required:										
Nursing: LVN/LPN	29	203	42,441	45,074	52,000	54,808	57,737	50,946	52,156	
By Gender of Employee:										
Male	12	62	42,699	47,612	49,972	54,808	55,120	50,143	51,704	
Female	35	335	43,888	47,612	50,000	54,286	56,680	50,803	51,249	
By Race/Ethnicity of Employee:										
Black	18	148	46,909	47,612	50,960	54,808	55,702	51,261	50,845	
Hispanic or Latino	11	18	40,718	45,807	48,776	54,132	65,520	50,194	49,079	
White	27	216	43,241	47,596	49,920	54,080	58,037	50,412	52,188	
By Number of Years in Position:										
Up to 5 Years	28	208	43,354	47,632	50,960	54,600	55,902	50,776	51,328	
5 – 10 Years	13	32	50,118	52,229	54,808	56,997	65,280	56,257	56,594	
11 – 20 Years	13	22	41,984	51,813	55,061	56,680	64,961	53,962	53,533	

Meets with patient to take history, check and record vital signs. Ensures physician or nurse has needed supplies, instruments and equipment. Sterilizes/cleans equipment, prepares/sets-up treatment rooms, ensures treatment rooms are maintained in a clean and orderly manner and assists physicians and nurses in providing treatment. Requires technical school certification as a medical assistant and/or equivalent working experience.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	20	295	\$27,793	\$29,120	\$31,304	\$37,440	\$38,351	\$32,826	\$34,040
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	9	29	30,285	31,919	36,338	38,251	40,602	35,641	34,863
\$25,000,000 and over	10	262							33,576
By State:	-----								
Connecticut	10	27	31,013	31,200	35,360	39,086	43,938	35,945	35,691
Massachusetts	6	162							31,913
By Field of Service:	-----								
Child and youth services and advocacy	5	9			34,902			35,210	34,866
Counseling, crisis interv, mntl hlth, subst misuse	11	189							33,939
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	8	27	30,281	31,200	37,627	38,646	40,602	35,831	35,086
251+	10	263							33,452
By Years of Experience Required:	-----								
1 Year	8	19	31,200	31,200	33,946	37,698	43,281	35,193	34,279
By Level of Education Required:	-----								
High School Diploma	8	169							35,555
Credential/Certification/License	5	78							32,447
By Gender of Employee:	-----								
Male	9	61							32,377
Female	18	220	27,040	28,423	30,681	35,984	38,580	32,127	34,029
By Race/Ethnicity of Employee:	-----								
Black	12	82							32,752
Hispanic or Latino	10	42	28,288	29,120	31,200	34,398	39,035	32,386	34,774
White	12	148	27,040	28,896	30,847	37,112	39,083	32,440	32,646
By Number of Years in Position:	-----								
Up to 5 Years	18	155	27,040	28,912	30,731	37,440	37,440	32,370	33,793

Health Educator

Develops curricula and conducts training programs in response to the health care needs of the general community in such topics as substance abuse, HIV/AIDS, violence prevention, and pregnancy/family planning. Leads discussions and group activities, arranges schedules and space, develops and/or orders educational materials, identifies community needs and participates in developing new educational programs. May supervise volunteers or others. Typically, this position requires a degree (or equivalent) in health education, psychology, social work, education or a related field.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	7			\$63,773			\$66,394	\$65,084
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Counseling, crisis interv, mntl hlth, subst misuse	5	6			63,388			65,794	64,103
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	6	7			63,773			66,394	65,084

Community Health Worker

Participates in the delivery of health care services to patients; schedules clinic appointments (both patients and health care practitioners); refers and follows up with patients to ensure they received appropriate care; maintains accurate and complete medical records; processes/records test results; coordinates services with other clinic departments; counsels patients in where/how to obtain needed services; may perform crisis intervention. This position typically requires a bachelor's degree (or equivalent) in a health-related field and Community Health Worker certification.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	8			\$36,140			\$37,801	\$39,541
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	5	7			34,278			36,834	38,534

Facilitates and actively participates in the delivery of psycho-social and health-related services for clients of the clinic. Assesses needs of individuals for family planning, health risk education, HIV counseling, pregnancy education, psychological services, medical or dental care, and/or social services. etc. Determines eligibility for various services and links/assists clients to obtaining various services within and/or outside of the clinic. Maintains accurate and complete records and participates in case conferences. Typically, this position requires a Bachelor's Degree (or equivalent) in social services or health field and Community Health Worker certification.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	11	36	\$31,200	\$32,198	\$39,052	\$50,076	\$60,551	\$41,834	\$46,487	
By Annual Operating Expenses:	-----									
\$25,000,000 and over	5	25	31,200	32,022	33,509	44,928	60,628	39,532	44,292	
By Geographic Region:	-----									
Greater Hartford	5	11			44,574			46,918	51,451	
By State:	-----									
Connecticut	8	17	34,078	38,225	44,574	52,000	67,435	46,271	48,063	
By Field of Service:	-----									
Counseling, crisis interv, mntl hlth, subst misuse	7	29	31,200	32,198	35,277	50,544	60,320	40,921	44,934	
By Years of Experience Required:	-----									
2 - 3 Years	6	10			42,286			43,520	45,629	
By Level of Education Required:	-----									
Bachelor's Degree	5	11			42,286			42,824	42,445	
By Gender of Employee:	-----									
Female	11	28	31,537	32,469	41,038	51,480	61,650	42,946	46,312	
By Race/Ethnicity of Employee:	-----									
Hispanic or Latino	6	12	31,499	33,779	40,518	44,996	64,344	41,802	43,224	
By Number of Years in Position:	-----									
Up to 5 Years	9	29	31,200	32,198	36,659	47,424	60,320	40,975	44,585	

Patient Financial Services Manager

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Responsible for all credit and collections on patient accounts including insurances, government programs, patient payments. Provides financial counseling to patients and creates special accounts. Supervises Patient Accounts Representatives.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$62,712			\$59,860	\$59,860
By State:	-----								
Connecticut	9	9			62,712			60,860	60,860
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	8	8			58,809			59,378	59,378
By Years of Experience Required:	-----								
2 – 3 Years	5	5			65,000			64,354	64,354
By Level of Education Required:	-----								
Bachelor's Degree	6	6			64,872			63,152	63,152
By Gender of Employee:	-----								
Female	9	9			52,874			57,637	57,637
By Race/Ethnicity of Employee:	-----								
White	7	7			62,712			60,374	60,374
By Number of Years in Position:	-----								
Up to 5 Years	5	5			64,743			58,961	58,961
By Number of Employees Managed:	-----								
4 to 8	6	6			67,860			63,669	63,669

Interviews and assists patients in making claims for payments for medical services; works with insurance carrier and government agencies to determine available benefits; prepares and submits documents for reimbursement; bills patients and follows up to collect on delinquent accounts; works with patient to determine payment schedules.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	30	\$32,841	\$35,526	\$41,747	\$45,453	\$49,413	\$40,764	\$39,885
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	5	14	32,355	34,133	42,000	49,066	50,682	41,690	41,628
By State:	-----								
Connecticut	11	30	32,841	35,526	41,747	45,453	49,413	40,764	39,885
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	7	23	33,084	36,150	42,000	46,777	49,753	41,662	41,251
By Number of Full-Time Equivalent Employees:	-----								
251+	5	18	34,039	38,357	42,536	47,349	50,092	42,425	41,355
By Level of Education Required:	-----								
High School Diploma	6	14							41,524
By Gender of Employee:	-----								
Female	11	30	32,841	35,526	41,747	45,453	49,413	40,764	39,885
By Race/Ethnicity of Employee:	-----								
White	7	18	34,039	36,837	41,988	44,839	50,092	41,211	39,306
By Number of Years in Position:	-----								
Up to 5 Years	7	15	31,025	33,571	36,150	41,517	44,429	37,005	37,782

Medical Records Clerk

Maintains accurate and complete medical records files on patients. Sets up files according to standard procedures. Files all documents relating to a client. Pulls and prepares files for daily clinic sessions and responds to requests for medical records in accordance with clinic protocols/procedures.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	12	36	\$29,765	\$31,200	\$35,589	\$40,332	\$45,328	\$36,304	\$36,730	
By Annual Operating Expenses:	-----									
\$10,000,000 – \$24,999,999	8	17	30,222	31,980	36,150	43,608	45,953	37,829	37,576	
By State:	-----									
Connecticut	8	27	29,765	31,200	36,150	41,714	45,808	37,054	38,440	
By Field of Service:	-----									
Counseling, crisis interv, mntl hlth, subst misuse	8	18	30,334	32,750	38,075	43,519	45,857	38,116	38,191	
By Number of Full-Time Equivalent Employees:	-----									
101 – 250	7	16	30,624	32,963	38,480	43,696	46,050	38,291	38,595	
251+	5	20	29,765	30,982	35,225	37,861	38,894	34,715	34,119	
By Level of Education Required:	-----									
High School Diploma	8	23	29,765	31,200	34,861	37,960	41,829	34,954	35,032	
By Gender of Employee:	-----									
Female	12	33	30,037	31,200	35,589	39,853	45,513	36,399	36,807	
By Race/Ethnicity of Employee:	-----									
White	8	13	30,631	31,751	35,714	40,305	44,970	36,552	37,742	
By Number of Years in Position:	-----									
Up to 5 Years	7	17	29,765	31,190	33,571	37,939	43,773	34,875	34,584	
5 – 10 Years	5	7			35,277			36,669	37,446	

Processes patient-related billing and processes and submits billings for reimbursement from various sources. Verifies patient charts for accuracy and completeness. Ensures required signatures and assembly in accordance with reimbursing agency requirements. Routes charts for follow-up, performs data entry and prepares statistical and other reports related to billings. The position typically requires prior experience in billings.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	26	62	\$31,337	\$34,546	\$38,792	\$42,500	\$45,547	\$38,932	\$39,899
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	7	12	30,853	34,055	35,953	38,620	41,534	36,013	35,999
\$10,000,000 – \$24,999,999	11	24	34,096	38,050	42,500	45,586	51,532	42,733	44,326
\$25,000,000 and over	7	25	30,622	32,469	37,045	40,997	41,363	36,744	37,196
By Geographic Region:									
Greater Hartford	5	13	32,132	34,549	37,440	40,581	45,415	38,037	38,013
Western MA & Litchfield County CT	8	24	31,044	33,379	38,033	40,997	42,474	37,959	40,260
By State:									
Connecticut	16	38	32,754	35,270	40,155	42,600	45,803	39,408	39,443
Massachusetts	7	21	30,314	32,240	37,877	40,997	41,646	36,829	37,631
By Field of Service:									
Counseling, crisis interv, mntl hlth, subst misuse	18	52	31,171	33,758	37,941	42,500	45,547	38,637	39,538
By Number of Full-Time Equivalent Employees:									
51 – 100	7	12	30,853	34,490	36,036	41,621	56,168	38,976	41,077
101 – 250	8	19	33,571	38,189	42,500	45,000	50,502	42,291	42,620
251+	7	26	30,699	32,875	36,806	40,997	42,119	36,784	37,201
By Years of Experience Required:									
1 Year	5	12	30,391	31,731	35,494	42,897	48,767	37,311	39,549
2 – 3 Years	11	18	32,725	35,620	38,097	40,966	53,180	39,657	41,418
By Level of Education Required:									
High School Diploma	12	23	30,468	33,322	36,067	42,058	48,189	37,936	39,422
Bachelor's Degree	5	5			39,395			41,387	41,387
By Gender of Employee:									
Female	26	60	31,246	34,435	38,792	42,390	45,703	38,905	39,937
By Race/Ethnicity of Employee:									
Hispanic or Latino	8	17	31,192	34,840	40,310	43,683	45,825	39,164	38,175
White	19	33	31,695	34,811	38,004	42,500	47,990	39,009	39,798
By Number of Years in Position:									
Up to 5 Years	17	36	30,699	34,055	37,659	40,997	42,500	37,726	36,998
5 – 10 Years	10	14	33,083	33,566	40,252	44,757	45,891	39,566	39,539
11 – 20 Years	7	10			40,488			41,339	43,262

Receptionist, Medical

752

Receives and registers patients. Makes and cancels appointments. Provides referrals to other departments or services. Helps walk-in patients obtain appropriate appointments or services, facilitates patient flow and assists patients to complete required documents. Receptionists working outside of Medical Services Programs are reported under Receptionist in Administrative Positions in (090).

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	5	23	\$23,604	\$27,477	\$33,280	\$34,320	\$39,187	\$31,940	\$32,059
By Gender of Employee:	-----								
Female	5	22	23,423	26,785	33,166	34,320	38,545	31,501	31,910

Physical Therapist

761

Under the direction of a physician, works with clients to overcome disabilities through therapeutic exercise, massage and other methods. Responsibilities include reviewing and evaluating patients' conditions and medical records, performing tests or measurements, developing programs for treatment plans, and helping patients attain maximum muscle strength and motor skills as well as accepting and adjusting to any limiting effects of their disabilities.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	13	57	\$60,969	\$72,567	\$81,494	\$90,709	\$116,413	\$83,680	\$92,885
By Annual Operating Expenses:	-----								
\$25,000,000 and over	8	37							89,052
By Geographic Region:	-----								
Greater Hartford	5	7			119,059			104,547	100,280
By State:	-----								
Connecticut	7	9			116,251			102,976	99,479
By Field of Service:	-----								
Elderly and disabled services and advocacy	7	8			100,298			98,624	99,566
By Number of Full-Time Equivalent Employees:	-----								
101 - 250	5	20							99,019
251+	8	37							89,052
By Level of Education Required:	-----								
Credential/Certification/License	6	33							89,328
By Gender of Employee:	-----								
Female	12	37							94,647
By Race/Ethnicity of Employee:	-----								
White	12	54	60,383	72,567	81,089	90,709	110,126	82,833	89,357
By Number of Years in Position:	-----								
Up to 5 Years	6	10			83,585			90,478	94,399

Under the direction of a physician, works with mentally, emotionally and physically disabled clients to gain self-sufficiency. Designs programs that include educational, vocational and rehabilitative activities. Helps clients re-learn daily living routines, designs special equipment to help clients perform tasks, directs activities that help clients perform tasks.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	46	\$58,943	\$65,028	\$75,442	\$94,005	\$113,837	\$81,838	\$83,095
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	6	9			72,488			74,903	79,652
\$25,000,000 and over	7	34	58,719	64,371	78,094	94,323	114,400	82,931	85,223
By State:	-----								
Connecticut	6	9			89,580			102,496	92,805
Massachusetts	6	18	59,788	63,960	70,866	76,783	110,704	73,950	77,500
By Field of Service:	-----								
Elderly and disabled services and advocacy	5	5			73,154			81,730	81,730
Counseling, crisis interv, mntl hlth, subst misuse	5	17	59,255	63,714	72,571	78,302	124,800	75,803	79,394
By Number of Full-Time Equivalent Employees:	-----								
251+	9	36	58,943	64,617	78,094	94,068	110,240	82,603	83,402
By Years of Experience Required:	-----								
1 Year	5	13	57,125	71,760	90,730	109,897	159,736	95,207	90,227
By Gender of Employee:	-----								
Female	13	40	60,408	65,089	78,832	94,770	123,234	84,358	85,647
By Race/Ethnicity of Employee:	-----								
White	12	38	58,051	64,371	77,043	94,005	110,704	81,709	86,287
By Number of Years in Position:	-----								
Up to 5 Years	7	24	57,627	63,057	73,580	87,538	124,800	80,846	86,677

Speech Pathologist

Helps children and adults with language and hearing disorders develop the communication skills needed for self expression, social interaction, academic success, and employment. Diagnoses and treats such disorders as stuttering, delayed or impaired language, and voice and speaking problems. Observes and tests speech, language, hearing, and perception.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	14	36	\$62,837	\$68,821	\$82,560	\$101,282	\$124,800	\$87,243	\$86,858	
By Annual Operating Expenses:	-----									
\$25,000,000 and over	9	28	61,924	67,411	76,577	95,909	124,800	84,551	83,386	
By State:	-----									
Connecticut	7	10			80,358			83,171	85,256	
Massachusetts	5	16	60,179	67,570	76,643	117,000	130,366	87,213	84,788	
By Field of Service:	-----									
Elderly and disabled services and advocacy	6	10			78,913			80,925	82,203	
By Number of Full-Time Equivalent Employees:	-----									
251+	11	31	62,525	68,005	78,978	96,678	124,800	84,918	84,946	
By Years of Experience Required:	-----									
2 - 3 Years	5	19	57,637	64,480	90,168	104,000	124,800	87,016	91,003	
By Level of Education Required:	-----									
Master's Degree	6	12	69,264	73,268	83,793	93,600	128,240	88,372	86,769	
By Gender of Employee:	-----									
Female	13	34	62,712	68,481	82,560	103,112	124,800	87,303	87,180	
By Race/Ethnicity of Employee:	-----									
White	14	33	62,650	69,680	83,250	99,747	124,800	87,004	87,056	
By Number of Years in Position:	-----									
Up to 5 Years	10	18	57,373	66,667	93,517	106,000	126,655	91,084	92,129	

Responsible for managing a gift/thrift shop consistent with the organization's goals and efforts to realize reasonable profits. For a gift shop, plans and purchases a mix of merchandise that will sell profitably. For a thrift shop, evaluates sale patterns to determine customer preferences and procures additional items for sale. Receives, checks and shelves inventory. Maintains attractive displays of merchandise and ensures that the store is maintained in a clean, neat and attractive manner. Supervises retail clerks and volunteers who staff the shop. Provides training and guidance for employees and volunteers to ensure that they maintain high levels of customer service, promotions and sale of products. Maintains financial and other records. Monitors budgets. Promotes the store throughout the community.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	13	17	\$34,138	\$38,220	\$46,000	\$51,678	\$54,721	\$44,951	\$45,946
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$10,000,000 – \$24,999,999	7	11			47,610			46,509	49,248
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Connecticut	6	7			47,715			45,855	46,240
Massachusetts	5	7			42,000			44,590	47,123
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Elderly and disabled services and advocacy	5	7			39,998			41,686	43,057
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
101 – 250	5	8			46,805			44,975	47,296
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
2 – 3 Years	6	7			46,000			43,910	43,428
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	5	7			40,414			45,860	48,901
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	11	12	31,083	36,435	46,858	51,776	60,896	45,243	45,397
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	9	12	31,083	37,830	43,207	51,357	51,963	43,451	44,233
By Number of Employees Managed:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 to 3	6	6			49,598			47,078	47,078

Checks, shelves and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	60	\$22,880	\$22,880	\$24,919	\$28,756	\$32,020	\$26,144	\$27,339
By Annual Operating Expenses:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$10,000,000 – \$24,999,999	7	53							27,695
By Geographic Region:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Greater Hartford	5	11			27,767			27,743	26,813
By State:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Connecticut	6	16	22,880	24,960	27,404	30,402	33,803	27,628	26,907
By Number of Full-Time Equivalent Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
101 – 250	5	45							28,399
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 Year	5	35							24,399
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
High School Diploma	7	51							27,544
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	12	54	22,672	22,880	24,742	28,886	32,053	26,150	27,345
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	11	52	22,880	22,989	25,272	29,042	31,953	26,309	27,510
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	11	42	22,152	22,880	23,920	28,517	30,576	25,686	26,703

Program Director/Administrator, Social Services/Mental Health

853

Provides overall management and direction to one or more large social service or mental health programs including managing staff, developing and managing the budget, developing and implementing policies and procedures, participating in obtaining funds/grants and coordinating and integrating single programs with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Report on smaller programs in (856).

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	111	415	\$53,386	\$62,005	\$73,000	\$85,000	\$98,894	\$74,469	\$77,175
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	8	14	54,600	66,108	70,367	74,724	82,670	69,977	69,752
\$2,500,000 – \$9,999,999	35	69	55,474	62,088	73,154	90,002	109,720	77,285	75,684
\$10,000,000 – \$24,999,999	41	180	54,803	61,719	71,552	84,289	90,047	72,962	76,424
\$25,000,000 and over	25	149	50,738	62,321	75,000	88,280	99,743	75,496	83,554
By Geographic Region:	-----								
Route 195/Eastern Route 95	14	37	49,113	62,005	74,901	81,097	99,006	72,098	72,389
New Haven Coastal	15	49	53,000	62,733	85,000	89,675	104,040	80,674	76,115
New England Gateway	12	37	69,709	75,697	85,717	103,453	116,064	88,458	90,503
Greater Hartford	25	128	54,710	61,106	69,167	80,380	92,715	71,223	75,817
Western MA & Litchfield County CT	18	75	54,920	58,635	76,003	90,002	108,005	76,721	82,024
Eastern MA, Not Including Boston	15	56	50,170	61,104	67,267	75,514	81,211	67,691	72,907
Boston & Cambridge	6	13	48,900	50,869	69,722	75,348	86,749	65,307	71,658
Cape Cod & The Islands	6	20	59,762	65,268	72,665	84,278	95,547	75,030	71,646
By State:	-----								
Connecticut	59	227	54,592	62,234	73,637	85,446	99,324	74,975	77,956
Massachusetts	43	155	51,600	58,635	69,930	81,189	92,681	71,233	74,459
Rhode Island	5	9			82,431			86,388	85,191
By Field of Service:	-----								
Child and youth services and advocacy	17	62	62,832	70,535	80,719	87,599	102,307	80,643	82,859
Elderly and disabled services and advocacy	39	149	50,170	55,016	64,251	78,508	89,086	68,324	71,519
Counseling, crisis interv, mntl hlth, subst misuse	25	129	58,987	65,780	76,514	87,695	104,040	78,349	82,493
Domestic violence and sexual violence programs	5	6			70,845			68,713	68,286
Community and economic development	10	21	62,009	69,722	74,672	85,530	90,668	77,849	82,141
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	8	13	55,573	71,178	79,997	108,514	116,064	85,438	76,728
26 – 50	12	22	57,127	65,127	70,845	77,936	85,042	71,913	71,843
51 – 100	21	51	53,495	62,088	72,800	88,005	102,387	76,115	76,532
101 – 250	35	131	55,212	63,565	76,378	85,010	98,388	76,280	78,705
251+	32	194	50,869	59,005	70,774	84,017	98,020	72,449	78,732
By Years of Experience Required:	-----								
2 – 3 Years	33	99	48,500	51,000	65,000	78,645	90,002	67,423	71,320
4 – 6 Years	59	174	55,001	62,176	69,857	85,088	94,778	73,646	76,670
7 – 10 Years	23	62	58,635	68,115	83,751	89,737	100,440	80,384	81,136
By Level of Education Required:	-----								
High School Diploma	11	23	46,132	49,566	57,429	73,902	84,261	61,273	70,346
Associate's Degree	6	6			57,793			60,750	60,750
Bachelor's Degree	58	169	54,995	61,228	68,959	83,044	90,834	71,511	74,639
Master's Degree	44	145	55,000	62,556	75,109	87,745	102,616	77,170	84,224
LCSW/LICSW/MFT/MFCC	9	19	65,936	77,438	85,475	89,296	104,040	85,173	83,252
By Gender of Employee:	-----								
Male	54	102	52,276	61,513	76,446	85,368	101,399	75,870	78,657
Female	100	298	52,950	62,005	72,005	85,000	98,367	74,058	76,370
By Race/Ethnicity of Employee:	-----								
Black	23	40	50,827	60,169	69,961	85,189	100,867	73,872	73,311
Hispanic or Latino	14	18	53,480	62,445	74,443	90,151	109,896	77,718	77,696
White	95	317	52,468	61,803	72,360	85,010	98,703	74,393	77,134
Mixed Race	7	8			70,764			67,767	68,060
By Number of Years in Position:	-----								
Up to 5 Years	64	163	52,000	58,635	69,722	83,595	94,365	71,750	74,309
5 – 10 Years	43	82	50,221	62,593	74,940	85,000	95,062	74,239	74,035
11 – 20 Years	46	82	55,309	63,643	75,348	89,756	101,517	77,857	76,792
More than 20 Years	26	44	54,236	64,469	75,358	91,078	109,262	79,198	83,385
By Number of Employees Managed:	-----								
1 to 3	26	40	62,033	67,974	76,695	84,614	99,218	77,880	78,103
4 to 8	44	75	58,381	63,190	72,010	85,248	98,871	75,045	75,828
9 to 14	34	49	55,474	59,668	67,682	80,434	95,061	71,302	75,479
15 and over	65	195	50,170	57,429	71,573	85,000	98,894	73,334	77,331

Program Manager/Administrator, Social Services/Mental Health

Provides overall management and supervision to one or two social service or mental health program(s) including supervising staff, developing and managing the budget, developing and implementing policies and procedures, participating in obtaining funds/grants and coordinating and integrating single programs with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report on larger programs in (853).

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	109	774	\$39,999	\$45,661	\$52,998	\$64,668	\$75,144	\$56,104	\$59,267
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	6	8			52,999			56,529	55,706
\$1,000,000 – \$2,499,999	10	16	46,729	50,066	54,538	66,836	93,600	59,789	59,006
\$2,500,000 – \$9,999,999	35	84	42,331	45,827	52,000	57,916	71,043	54,137	57,971
\$10,000,000 – \$24,999,999	36	353	41,450	45,157	50,557	61,891	74,946	54,817	57,836
\$25,000,000 and over	22	313	37,440	45,000	58,000	69,108	76,349	57,884	64,763
By Geographic Region:	-----								
Route 195/Eastern Route 95	14	69	42,661	45,095	53,061	58,814	70,221	54,966	60,531
New Haven Coastal	12	82	47,475	56,375	64,892	74,649	81,462	64,719	59,240
New England Gateway	10	43	49,952	62,126	72,634	83,236	93,010	72,299	72,763
Greater Hartford	25	215	39,520	42,037	47,360	53,331	64,581	50,400	55,529
Western MA & Litchfield County CT	21	190	45,068	48,005	57,200	68,562	75,179	59,041	58,521
Eastern MA, Not Including Boston	14	89	33,634	33,634	47,507	54,933	62,005	46,534	53,733
Boston & Cambridge	7	38							66,231
Cape Cod & The Islands	6	48							56,860
By State:	-----								
Connecticut	53	396	39,999	43,742	52,510	65,000	75,424	55,765	57,569
Massachusetts	46	347	38,338	47,476	52,500	61,738	73,581	55,008	57,534
Rhode Island	6	16	48,916	53,565	66,786	74,105	95,925	66,688	71,759
By Field of Service:	-----								
Child and youth services and advocacy	16	66	47,723	52,250	63,975	73,234	93,987	66,277	63,566
Elderly and disabled services and advocacy	40	379	37,981	41,600	47,360	52,083	64,478	48,815	52,652
Counseling, crisis interv, mntl hlth, subst misuse	22	224	49,991	53,742	61,506	70,788	82,690	63,474	62,925
Domestic violence and sexual violence programs	9	13	44,183	49,712	54,080	62,369	69,044	55,231	55,078
Community and economic development	7	20	43,563	55,536	60,008	66,409	91,557	61,499	64,018
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	12	18	48,633	50,877	54,538	68,214	93,600	61,489	61,576
26 – 50	10	24	44,215	49,436	55,000	61,492	67,174	55,359	54,891
51 – 100	19	43	40,331	45,677	50,710	57,662	73,674	53,217	56,869
101 – 250	33	281	40,909	44,128	50,667	63,908	75,564	55,598	59,587
251+	28	398	39,520	45,833	54,546	66,150	75,133	56,455	60,206
By Years of Experience Required:	-----								
1 Year	9	48							46,240
2 – 3 Years	58	322	40,843	46,046	50,855	61,401	73,124	54,950	56,147
4 – 6 Years	45	215	45,696	50,667	59,380	69,784	81,185	61,537	62,135
7 – 10 Years	6	26	41,525	43,165	50,502	58,417	84,767	55,528	71,746
By Level of Education Required:	-----								
High School Diploma	12	121	33,634	37,440	41,600	47,507	54,912	43,514	47,700
Bachelor's Degree	72	347	43,697	47,882	53,706	63,856	75,116	57,517	58,931
Master's Degree	24	94	49,492	54,967	63,617	70,372	77,730	64,292	63,469
LCSW/LICSW/MFT/MFCC	12	35	53,236	62,000	73,143	78,833	85,044	71,225	68,381
By Gender of Employee:	-----								
Male	54	191	37,440	42,873	50,557	61,714	73,168	53,636	56,437
Female	100	570	40,872	47,453	53,529	65,291	75,492	56,914	59,273
By Race/Ethnicity of Employee:	-----								
Asian	7	8			51,002			58,669	60,119
Black	43	164	37,440	41,194	47,476	53,875	65,633	48,752	55,282
Hispanic or Latino	36	68	39,520	47,476	54,717	65,250	79,492	57,114	58,070
White	93	481	41,600	47,476	54,995	68,267	77,913	58,247	59,171
Mixed Race	6	6			54,184			52,361	52,361
By Number of Years in Position:	-----								
Up to 5 Years	76	407	39,520	43,597	51,210	61,795	73,108	54,313	56,256
5 – 10 Years	52	146	40,560	46,257	54,069	65,602	73,893	56,314	58,349
11 – 20 Years	42	103	41,775	47,476	56,077	68,125	81,473	58,420	61,623
More than 20 Years	18	44	45,625	48,183	52,562	62,894	80,891	58,053	61,036
By Number of Employees Managed:	-----								
1 to 3	27	47	44,040	49,982	55,910	66,409	75,392	58,391	58,420
4 to 8	53	204	39,520	44,554	49,827	59,483	69,143	53,090	57,797
9 to 14	44	190	37,552	43,597	50,409	60,837	69,971	53,282	57,288

Program Coordinator, Social Services/Mental Health

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Assumes responsibility for the implementing a single social services or mental health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project. Works with other departments as necessary.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	89	1,053	\$31,745	\$37,172	\$42,710	\$50,502	\$59,592	\$44,520	\$47,792
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	10	21	37,224	44,835	52,645	57,710	67,205	52,411	50,004
\$2,500,000 – \$9,999,999	27	189	37,800	40,040	44,000	51,729	57,574	46,278	47,084
\$10,000,000 – \$24,999,999	30	315	33,592	37,415	41,710	48,298	58,332	43,742	47,917
\$25,000,000 and over	16	516	30,653	35,157	42,557	50,471	61,165	44,067	48,514
By Geographic Region:	-----								
Route 195/Eastern Route 95	10	68	36,497	38,854	46,592	53,111	56,160	46,156	46,739
New Haven Coastal	12	128	31,491	35,787	41,995	50,648	58,502	44,302	50,369
New England Gateway	8	186							56,111
Greater Hartford	27	178	30,160	35,360	44,940	55,360	61,754	45,725	47,179
Western MA & Litchfield County CT	12	220	36,346	38,701	42,557	47,471	56,955	44,349	44,559
Eastern MA, Not Including Boston	11	174	30,524	34,528	41,570	43,763	47,396	40,270	44,282
Cape Cod & The Islands	6	37	35,289	40,799	47,500	47,930	51,447	45,719	45,587
By State:	-----								
Connecticut	49	505	30,867	35,173	42,411	51,272	59,958	44,074	47,418
Massachusetts	31	496	33,843	38,000	42,494	46,987	55,240	43,525	46,013
Rhode Island	5	22	38,110	45,328	53,311	54,387	61,029	50,545	49,565
By Field of Service:	-----								
Child and youth services and advocacy	13	146	36,777	38,100	42,300	51,994	61,809	46,118	47,446
Elderly and disabled services and advocacy	30	472	30,774	35,438	41,683	46,856	53,558	42,098	44,683
Counseling, crisis interv, mntl hlth, subst misuse	20	251	32,373	38,002	44,990	54,258	62,807	46,676	50,310
Domestic violence and sexual violence programs	6	20	44,676	46,592	50,825	56,160	67,320	52,358	51,087
Community and economic development	10	108							49,282
By Number of Full-Time Equivalent Employees:	-----								
1 – 5	6	12	35,809	37,440	40,810	45,760	57,316	42,860	44,737
11 – 25	9	19	39,998	42,682	52,998	58,282	67,600	51,838	52,416
26 – 50	9	46	37,112	41,500	48,633	56,810	65,081	50,100	47,091
51 – 100	14	126	37,395	40,000	43,316	49,452	55,132	45,062	46,365
101 – 250	28	237	32,032	36,566	44,500	52,468	59,695	45,421	49,063
251+	21	609	31,262	35,714	42,231	49,047	59,336	43,441	46,581
By Years of Experience Required:	-----								
1 Year	20	138	30,202	37,000	40,210	46,592	50,829	41,470	44,259
2 – 3 Years	49	445	34,264	39,036	43,410	51,351	60,008	45,764	47,739
4 – 6 Years	33	213	33,592	35,360	41,538	50,502	59,490	44,571	51,215
By Level of Education Required:	-----								
High School Diploma	21	227	30,202	31,491	36,504	42,731	50,003	38,501	44,277
Associate's Degree	11	97	33,592	34,851	38,866	49,962	60,540	42,828	49,406
Bachelor's Degree	56	480	37,346	40,040	44,145	50,541	58,652	46,387	47,410
Master's Degree	15	31	47,574	50,502	53,830	64,272	67,567	56,675	56,853
By Gender of Employee:	-----								
Male	51	261	32,001	37,268	42,411	50,003	60,158	44,342	47,415
Female	87	770	31,501	36,619	42,727	50,887	59,522	44,602	47,579
By Race/Ethnicity of Employee:	-----								
Asian	8	11			41,496			43,207	44,014
Black	44	288	31,196	35,360	39,895	45,987	54,995	41,981	45,738
Hispanic or Latino	32	101	31,408	36,689	42,058	53,446	61,290	44,870	47,401
White	78	573	32,215	38,615	44,491	52,000	60,008	45,887	47,926
Mixed Race	14	18	31,094	33,274	38,029	48,121	54,311	40,416	41,416
By Number of Years in Position:	-----								
Up to 5 Years	76	639	31,200	35,901	41,600	50,000	58,435	43,353	46,539
5 – 10 Years	49	184	34,226	37,939	42,589	50,889	59,787	44,865	49,368
11 – 20 Years	40	77	35,323	39,582	44,284	50,887	58,074	46,208	46,880
More than 20 Years	13	19	39,978	42,790	49,868	60,632	64,106	51,685	53,536
By Number of Employees Managed:	-----								
1 to 3	42	100	36,141	42,313	49,119	54,978	63,846	49,543	49,235
4 to 8	41	198	31,200	38,813	43,112	51,001	61,235	45,538	48,564
9 to 14	27	238	34,925	37,456	41,317	45,715	50,039	41,970	45,364
15 and over	19	87	33,592	37,502	44,399	52,653	63,081	46,460	48,968

Program Assistant, Social Services/Mental Health

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients and assisting and participating in program events.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	45	259	\$25,584	\$29,848	\$32,760	\$37,211	\$40,934	\$33,268	\$35,263
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	18	88	22,880	29,245	33,280	37,846	41,810	33,370	35,362
\$10,000,000 – \$24,999,999	15	126	29,463	30,014	31,990	35,090	39,252	33,282	34,925
\$25,000,000 and over	9	38	22,836	25,584	31,377	38,787	43,301	32,412	35,348
By Geographic Region:									
Route 195/Eastern Route 95	5	12	26,564	31,548	35,048	39,837	46,750	35,759	35,170
New Haven Coastal	5	19	29,245	30,368	35,000	39,520	41,792	35,182	35,977
Greater Hartford	13	89	30,534	31,200	33,280	35,406	39,291	34,212	37,323
Western MA & Litchfield County CT	8	78	22,880	26,000	31,138	38,563	41,683	31,647	32,083
Eastern MA, Not Including Boston	7	34							35,956
By State:									
Connecticut	22	145	25,684	30,784	33,280	35,406	40,164	33,452	36,505
Massachusetts	20	105	25,584	28,486	30,888	38,319	41,683	32,764	33,810
By Field of Service:									
Child and youth services and advocacy	7	22	23,400	31,263	37,412	40,803	48,634	36,467	36,141
Elderly and disabled services and advocacy	21	156	28,808	30,014	31,990	34,897	39,394	33,186	34,400
Counseling, crisis interv, mntl hlth, subst misuse	6	44							36,308
Community and economic development	5	16							36,202
By Number of Full-Time Equivalent Employees:									
26 – 50	7	15	23,400	24,960	33,280	39,634	47,808	33,936	36,217
51 – 100	8	49							34,332
101 – 250	13	119	29,848	30,784	32,718	34,341	39,146	33,433	34,815
251+	13	67	23,941	28,080	35,339	39,155	43,934	34,009	35,915
By Years of Experience Required:									
1 Year	14	83	26,183	29,744	31,242	35,000	39,370	32,201	33,261
2 – 3 Years	21	112	29,557	30,030	33,280	38,423	41,683	34,620	36,300
By Level of Education Required:									
High School Diploma	21	152	24,247	29,770	30,909	33,280	36,546	31,151	33,028
Associate's Degree	8	25	28,288	31,200	34,965	36,167	42,095	34,519	33,928
Bachelor's Degree	13	52	25,584	35,000	38,563	41,683	46,563	37,521	37,356
By Gender of Employee:									
Male	19	55	22,880	26,000	31,200	35,006	38,859	31,318	33,329
Female	40	203	28,038	30,160	33,197	37,612	41,683	33,781	35,188
By Race/Ethnicity of Employee:									
Black	24	96	25,472	29,848	31,054	33,760	38,068	31,981	34,071
Hispanic or Latino	18	27	22,880	31,387	36,000	38,500	39,228	34,731	36,007
White	29	124	25,272	29,848	33,280	38,476	41,796	33,745	34,612
By Number of Years in Position:									
Up to 5 Years	34	137	25,509	29,744	31,200	35,069	39,429	32,258	34,247
5 – 10 Years	21	55	30,035	31,179	33,280	39,146	41,683	34,736	35,859
11 – 20 Years	12	27	31,895	33,197	34,923	39,998	48,363	37,073	37,588
More than 20 Years	5	8			37,347			37,571	38,057
By Number of Employees Managed:									
4 to 8	6	44							37,595
9 to 14	6	20							34,558

Psychiatrist

Provides primary psychiatric assessment and care to clients of the organization including comprehensive examinations, making diagnoses, determining course of treatment, providing/supervising appropriate treatment, prescribing medications, documenting patient files. Provides consultation and supervision to psychiatric and social service professionals, technicians and other staff. Requires state licensure as a medical doctor, and board certification in psychiatry.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	15	47	\$122,883	\$183,855	\$230,006	\$299,936	\$318,864	\$232,169	\$235,960	
By Annual Operating Expenses:										
\$10,000,000 – \$24,999,999	6	13	179,497	202,530	243,506	305,667	318,240	251,288	259,804	
\$25,000,000 and over	8	32	103,051	164,598	216,500	289,257	318,011	223,945	217,637	
By State:										
Connecticut	6	20	177,318	221,302	271,399	303,322	318,164	253,769	215,071	
Massachusetts	5	12	207,262	215,750	256,311	314,262	349,492	264,030	270,507	
By Field of Service:										
Counseling, crisis interv, mntl hlth, subst misuse	11	36	185,619	211,250	251,753	309,661	321,672	257,425	256,351	
By Number of Full-Time Equivalent Employees:										
101 – 250	6	14	167,097	185,958	241,353	302,802	316,680	244,522	245,985	
251+	8	32	103,051	164,598	216,500	289,257	318,011	223,945	217,637	
By Level of Education Required:										
Medical Degree	12	33	179,497	207,928	260,000	313,207	321,984	254,153	238,676	
By Gender of Employee:										
Male	12	26	114,384	184,142	233,608	306,187	322,811	237,564	225,509	
Female	9	20	123,458	169,412	224,003	277,098	317,918	221,164	242,660	
By Race/Ethnicity of Employee:										
White	12	32	103,051	164,598	221,697	300,652	320,424	225,281	230,926	
By Number of Years in Position:										
Up to 5 Years	9	25	122,883	170,595	230,006	287,467	323,294	229,349	224,241	
5 – 10 Years	5	10			288,500			238,929	242,383	

Supervises clinical mental health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	36	171	\$47,600	\$53,997	\$59,227	\$65,000	\$74,933	\$60,375	\$64,301
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	6	8			64,376			64,436	66,122
\$2,500,000 – \$9,999,999	7	17	52,599	55,000	67,600	75,734	88,987	67,090	65,011
\$10,000,000 – \$24,999,999	13	41	48,464	53,508	59,426	71,370	79,598	61,634	65,633
\$25,000,000 and over	10	105	45,702	53,009	58,350	62,858	68,578	58,486	60,979
By Geographic Region:	-----								
New Haven Coastal	5	12	55,000	55,908	60,160	65,096	77,473	62,253	61,818
New England Gateway	6	28	58,697	61,746	65,711	76,267	88,913	69,618	69,769
Greater Hartford	8	46	51,573	56,231	59,650	65,518	69,058	60,786	67,010
Western MA & Litchfield County CT	6	33							65,228
By State:	-----								
Connecticut	22	95	48,464	55,000	59,426	66,290	74,433	61,326	63,676
Massachusetts	12	60	45,000	48,049	55,016	63,061	74,707	57,378	64,629
By Field of Service:	-----								
Child and youth services and advocacy	9	42	53,671	57,104	60,331	65,168	72,948	61,500	62,453
Elderly and disabled services and advocacy	5	7			72,738			77,204	75,740
Counseling, crisis interv, mntl hlth, subst misuse	15	105	45,702	49,991	56,160	64,060	76,584	58,712	62,573
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	6	8			64,376			65,161	67,089
51 –100	6	19	55,000	56,950	67,995	79,997	88,840	68,680	65,387
101 – 250	9	32	48,464	51,235	57,949	62,385	74,240	58,737	62,915
251+	12	109	45,718	53,275	58,894	63,425	71,053	58,951	63,423
By Years of Experience Required:	-----								
2 – 3 Years	15	82	52,299	55,000	58,316	63,787	69,048	59,508	58,627
4 – 6 Years	15	31	57,358	60,008	64,480	74,277	80,000	66,898	66,912
By Level of Education Required:	-----								
Master's Degree	16	58	54,000	56,344	59,937	67,297	79,997	63,214	63,922
LCSW/LICSW/MFT/MFCC	12	47	48,464	54,829	59,517	64,535	72,513	59,989	64,355
By Gender of Employee:	-----								
Male	12	15	47,078	53,331	57,616	64,535	77,064	59,855	60,640
Female	33	153	47,205	53,814	59,227	65,069	74,867	60,386	64,393
By Race/Ethnicity of Employee:	-----								
Black	8	15	54,638	56,350	60,661	64,480	83,536	62,793	65,980
Hispanic or Latino	5	12	48,000	51,712	62,223	76,975	88,192	64,822	67,639
White	30	109	47,500	55,000	59,517	66,204	76,440	61,353	64,721
By Number of Years in Position:	-----								
Up to 5 Years	28	108	45,609	51,189	56,938	64,234	74,204	58,505	61,212
5 – 10 Years	12	23	55,307	58,011	60,008	65,990	73,395	62,188	63,625
11 – 20 Years	7	14	54,111	61,475	69,188	74,276	89,207	69,373	71,549
By Number of Employees Managed:	-----								
1 to 3	13	29	45,718	48,464	54,829	61,929	67,196	55,403	57,140
4 to 8	18	46	55,131	58,266	62,173	68,767	78,600	64,392	65,439
9 to 14	6	7			74,277			72,787	71,585

Licensed Clinical Social Worker

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Evaluates needs of clients and develops treatment plans in coordination with others. Implements counseling and mental health services according to treatment plans. Provides individual, marital, group and family psychotherapy and/or drug and/or alcohol counseling services. May develop and implement specialized therapy programs. Maintains accurate and complete client records. Requires state licensure (LCSW).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	50	542	\$42,743	\$47,666	\$54,258	\$67,729	\$76,960	\$57,914	\$64,741
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	6	11			49,213			61,099	72,428
\$2,500,000 – \$9,999,999	9	17	44,608	51,426	58,240	83,200	87,360	64,770	62,945
\$10,000,000 – \$24,999,999	16	190	42,440	47,877	54,109	63,944	72,134	56,123	58,635
\$25,000,000 and over	18	323	42,885	47,500	54,325	68,640	79,040	58,448	67,994
By Geographic Region:	-----								
Route 195/Eastern Route 95	5	48	42,102	44,096	48,495	70,242	83,200	56,759	58,848
New Haven Coastal	7	83	48,000	48,000	58,956	68,031	72,800	61,045	71,165
New England Gateway	8	88	42,840	46,634	54,187	69,041	72,134	57,394	73,797
Greater Hartford	13	121	49,067	51,244	55,190	63,075	72,800	59,425	63,168
Western MA & Litchfield County CT	7	146							63,958
Eastern MA, Not Including Boston	5	16							62,350
By State:	-----								
Connecticut	27	253	45,565	48,795	55,728	63,248	72,800	58,338	64,645
Massachusetts	15	190	40,901	44,998	50,102	72,800	79,040	56,655	60,493
By Field of Service:	-----								
Child and youth services and advocacy	11	94	42,330	48,000	49,912	55,447	63,409	53,522	56,490
Elderly and disabled services and advocacy	5	7			58,240			59,702	58,944
Counseling, crisis interv, mntl hlth, subst misuse	22	380	42,523	47,332	55,997	69,497	76,764	57,960	60,222
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	6	11			47,008			57,644	66,094
51 – 100	6	39							71,658
101 – 250	15	110	41,786	47,070	50,087	62,064	72,800	54,966	63,861
251+	19	365	42,761	46,995	54,191	65,644	77,971	57,832	62,837
By Years of Experience Required:	-----								
1 Year	8	47							69,088
2 – 3 Years	25	237	48,000	50,000	56,546	65,337	76,960	59,525	58,116
4 – 6 Years	11	35	41,600	43,701	58,490	72,800	78,416	59,950	66,597
By Level of Education Required:	-----								
Bachelor's Degree	7	9			62,419			60,986	61,582
Master's Degree	18	184	44,096	48,000	51,588	66,089	72,800	57,774	62,592
LCSW/LICSW/MFT/MFCC	21	179	47,008	52,000	57,990	67,639	74,118	59,841	65,321
By Gender of Employee:	-----								
Male	24	81	44,614	48,003	58,956	72,134	79,040	60,313	61,585
Female	42	458	42,636	47,008	53,560	64,938	75,815	57,416	62,606
By Race/Ethnicity of Employee:	-----								
Black	19	57	43,745	46,995	53,728	60,589	72,267	55,403	57,489
Hispanic or Latino	16	61	45,252	48,000	54,631	72,134	80,850	59,694	63,647
White	42	352	42,660	47,116	54,631	65,691	77,894	58,052	62,736
Mixed Race	10	12	42,415	46,895	52,143	59,140	70,160	53,348	54,274
By Number of Years in Position:	-----								
Up to 5 Years	39	352	41,644	46,783	52,000	63,058	76,960	56,142	59,732
5 – 10 Years	21	56	51,899	55,963	60,206	67,916	77,584	62,874	62,343
11 – 20 Years	17	32	51,137	58,615	70,982	76,250	95,221	72,511	75,082
More than 20 Years	6	7			72,800			71,329	71,912
By Number of Employees Managed:	-----								
1 to 3	5	25							59,376

Provides professional, clinical psychological services, such as assessments, biofeedback therapies, group and individual therapy, crisis intervention, consulting and educational workshops and programs. Provides consultation to other counseling and technical staff. Requires a Ph.D. in clinical psychology and valid state license in psychology.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	14	38	\$68,494	\$73,700	\$84,563	\$103,163	\$125,136	\$92,245	\$93,071
By Annual Operating Expenses:	-----								
\$25,000,000 and over	10	31	68,585	72,800	87,568	105,635	139,766	95,470	99,670
By Geographic Region:	-----								
Greater Hartford	5	10			82,566			102,820	105,012
By State:	-----								
Connecticut	8	14	65,889	76,360	83,658	128,271	185,176	103,180	100,986
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	6	19	68,640	76,000	85,116	104,395	107,390	88,728	87,486
By Number of Full-Time Equivalent Employees:	-----								
251+	10	31	68,585	72,800	87,568	105,635	139,766	95,470	99,670
By Years of Experience Required:	-----								
2 - 3 Years	5	10			78,629			89,951	90,811
By Level of Education Required:	-----								
Doctorate	7	15	67,767	72,800	80,111	85,010	147,433	88,154	88,384
By Gender of Employee:	-----								
Male	9	14	72,812	82,925	87,568	108,276	177,038	101,366	106,663
Female	12	24	67,181	70,382	81,021	97,111	115,218	86,924	90,229
By Race/Ethnicity of Employee:	-----								
White	10	28	67,677	77,888	87,568	106,951	145,574	96,898	100,653
By Number of Years in Position:	-----								
Up to 5 Years	10	25	68,263	70,565	82,098	104,194	124,139	91,759	92,854
By Number of Employees Managed:	-----								
1 to 3	5	5			77,147			78,642	78,642

Behavior Analyst

876

Uses principles of applied behavior analysis to address the behavioral needs of organization's clients. This includes developing and implementing individual behavioral support plans to build the skills of clients and their family members. Works with program staff to develop and monitor evidence-based individual treatment plans for clients. Conducts functional assessments of challenging behaviors. Collects data and maintains comprehensive records on client progress. Serves as trainer for behavioral safety training throughout the organization. May make home visits to clients as well as working on premises of organization. Requires Master's degree and BCBA (Board Certified Behavior Analyst) credential.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	20	71	\$44,602	\$49,920	\$54,080	\$65,000	\$74,210	\$57,920	\$59,921
By Annual Operating Expenses:									
\$10,000,000 – \$24,999,999	7	13	49,953	52,208	60,008	67,860	74,439	60,606	59,304
\$25,000,000 and over	11	56	42,942	49,883	52,624	64,673	74,447	57,329	60,840
By Geographic Region:									
Greater Hartford	7	25	49,883	49,960	53,456	62,582	73,384	57,427	58,877
By State:									
Connecticut	13	45	43,903	49,883	51,438	60,035	73,384	55,815	58,567
Massachusetts	6	25							60,586
By Field of Service:									
Elderly and disabled services and advocacy	15	45	43,903	49,883	53,976	62,515	72,136	56,689	59,006
By Number of Full-Time Equivalent Employees:									
101 – 250	7	13	49,953	52,208	60,008	67,860	74,439	60,606	59,304
251+	11	56	42,942	49,883	52,624	64,673	74,447	57,329	60,840
By Years of Experience Required:									
2 – 3 Years	8	26	44,990	51,938	63,565	72,192	78,927	62,495	62,940
4 – 6 Years	5	8			60,039			62,346	62,794
By Level of Education Required:									
Master's Degree	10	25	47,998	59,763	65,000	73,771	79,597	65,906	64,449
By Gender of Employee:									
Male	11	20	43,199	50,253	59,857	73,185	80,227	60,613	59,232
Female	18	51	44,602	49,883	53,456	63,632	73,389	56,864	58,091
By Race/Ethnicity of Employee:									
Black	7	11			50,003			51,320	52,183
White	19	52	45,121	50,545	59,763	68,401	74,185	59,529	59,801
By Number of Years in Position:									
Up to 5 Years	13	40	42,619	46,124	53,300	64,454	73,885	56,660	58,250
5 – 10 Years	6	7			61,901			63,902	66,218

Provides individual and/or group counseling to assist clients in achieving more effective personal, educational, vocational development and adjustment. Provides safe, supportive environment for organization's clients. Maintains observation and progress records. Provides crisis intervention and conflict resolution services. Requires certification as a Marriage, Family and Child Counselor or as a Marriage and Family Therapist.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	45	\$38,775	\$41,082	\$47,008	\$53,342	\$59,808	\$48,702	\$50,773
By Annual Operating Expenses:	-----								
\$10,000,000 - \$24,999,999	6	34	38,553	40,306	45,411	53,160	59,669	47,276	47,753
By State:	-----								
Connecticut	9	40	38,598	40,493	45,629	53,524	59,914	48,211	49,761
By Field of Service:	-----								
Child and youth services and advocacy	5	26	40,306	43,247	49,114	54,876	60,834	49,850	49,203
By Number of Full-Time Equivalent Employees:	-----								
101 - 250	6	32	38,548	40,306	47,429	53,524	59,791	48,115	49,325
By Years of Experience Required:	-----								
2 - 3 Years	7	13	41,410	45,088	50,003	53,363	61,447	50,150	51,320
By Level of Education Required:	-----								
Master's Degree	5	26	40,306	41,861	49,064	54,876	66,007	50,399	53,274
By Gender of Employee:	-----								
Female	11	41	38,917	41,082	45,843	53,342	59,919	48,649	51,463
By Race/Ethnicity of Employee:	-----								
White	12	35	38,917	41,600	49,015	53,997	61,120	49,447	51,446
By Number of Years in Position:	-----								
Up to 5 Years	11	33	38,550	40,306	45,373	52,510	58,383	47,029	48,862
5 - 10 Years	6	8			51,933			53,354	54,558

Clinician (Pre-license)

Responsible for providing therapeutic services to clients individually and in groups including assessing clients' needs, developing and helping clients implement treatment plans, providing crisis intervention, case-management and advocacy for clients. Has completed a Master's degree in psychology or closely related behavioral science field and is registered as an intern with the state licensing board.

	Number of Orgs Emps		Annual Base Salaries						Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	31	639	\$36,800	\$41,600	\$47,500	\$53,577	\$66,560	\$49,402	\$47,532	
By Annual Operating Expenses:	-----		-----						-----	
\$2,500,000 – \$9,999,999	6	23	37,382	39,520	40,000	44,720	51,488	42,438	40,326	
\$10,000,000 – \$24,999,999	14	148	39,925	41,522	47,144	52,464	57,975	47,832	48,335	
\$25,000,000 and over	9	466							51,093	
By Geographic Region:	-----		-----						-----	
Route 195/Eastern Route 95	6	66	37,334	40,146	41,184	43,524	45,806	41,719	40,988	
New Haven Coastal	5	65	45,000	48,571	50,038	54,847	59,937	51,913	49,482	
New England Gateway	5	30							49,540	
Greater Hartford	8	206	43,479	46,862	49,016	52,525	59,426	51,135	49,550	
By State:	-----		-----						-----	
Connecticut	20	339	41,184	44,468	48,571	52,000	57,539	49,581	47,512	
Massachusetts	8	273							46,946	
By Field of Service:	-----		-----						-----	
Child and youth services and advocacy	5	96							45,826	
Elderly and disabled services and advocacy	5	12	43,811	51,160	53,867	58,647	65,962	54,332	55,166	
Counseling, crisis interv, mntl hlth, subst misuse	18	528	36,800	41,163	46,377	54,270	68,640	49,191	46,334	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
51 –100	5	27	39,000	40,000	44,720	53,714	59,607	47,492	44,403	
101 – 250	11	108	37,502	41,184	44,995	50,914	56,006	46,714	46,339	
251+	12	501							50,602	
By Years of Experience Required:	-----		-----						-----	
1 Year	9	131	44,053	47,500	49,920	53,714	59,426	51,541	51,825	
2 – 3 Years	14	130							48,089	
By Level of Education Required:	-----		-----						-----	
Master's Degree	21	278	40,498	43,430	47,500	52,033	59,455	49,389	47,232	
By Gender of Employee:	-----		-----						-----	
Male	16	88	37,189	43,220	47,500	54,288	62,559	49,513	49,750	
Female	31	550	36,800	41,200	47,488	53,457	67,496	49,385	47,541	
By Race/Ethnicity of Employee:	-----		-----						-----	
Asian	5	6			47,020			49,026	50,149	
Black	12	78	36,800	42,702	47,500	52,000	66,560	48,171	48,640	
Hispanic or Latino	15	111	39,600	44,843	50,004	60,000	74,880	54,049	49,770	
White	24	332	36,800	40,077	45,952	52,594	66,560	48,439	47,113	
Mixed Race	5	13	36,785	40,051	47,500	48,948	69,870	47,436	47,630	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	30	509	36,800	40,595	45,520	53,141	67,600	48,839	46,256	
5 – 10 Years	9	33	45,154	48,607	52,000	58,831	67,751	55,380	53,742	
11 – 20 Years	10	21	42,312	49,296	52,131	60,003	70,492	54,438	54,390	

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals. Assists applicants in applying for and obtaining social and other services. Requires a MSW degree. Positions not requiring a MSW degree are reported in (880).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	22	87	\$41,738	\$45,760	\$50,274	\$55,432	\$68,640	\$52,333	\$54,634
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	5	7			45,760			53,492	55,900
\$2,500,000 – \$9,999,999	6	17	44,924	46,478	48,006	51,553	58,044	49,333	51,555
\$25,000,000 and over	7	27							58,055
By Geographic Region:	-----								
New England Gateway	5	8			47,923			50,445	53,181
Greater Hartford	7	29	41,000	42,500	46,093	49,962	55,000	47,797	47,575
Western MA & Litchfield County CT	5	44	41,496	50,274	53,144	60,211	68,640	54,402	56,514
By State:	-----								
Connecticut	11	57	41,984	45,760	50,003	53,706	58,901	50,431	48,368
Massachusetts	8	27							61,885
By Field of Service:	-----								
Child and youth services and advocacy	8	43	41,953	43,134	52,562	55,432	62,230	51,859	51,671
Counseling, crisis interv, mntl hlth, subst misuse	5	31	40,198	44,765	50,003	54,080	68,640	51,666	50,118
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	5	9			45,906			50,722	53,680
51 –100	5	14							51,639
251+	6	37	39,998	42,000	45,760	59,263	69,056	51,137	52,839
By Years of Experience Required:	-----								
2 – 3 Years	13	57	40,999	44,876	51,418	55,216	68,640	52,294	53,250
By Level of Education Required:	-----								
Master's Degree	17	70	41,929	45,750	52,000	58,053	68,640	53,379	55,842
By Gender of Employee:	-----								
Female	22	78	41,830	45,760	50,274	57,761	68,640	52,719	54,738
By Race/Ethnicity of Employee:	-----								
Black	10	20	41,090	43,352	51,709	53,966	85,488	53,762	53,859
Hispanic or Latino	5	17							45,488
White	18	46	40,999	45,287	50,139	57,761	68,640	52,269	52,785
By Number of Years in Position:	-----								
Up to 5 Years	13	69	41,000	44,379	49,920	53,144	68,557	50,018	47,588
5 – 10 Years	8	8			57,845			55,153	55,153

Case Manager

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. Senior-level positions requiring a MSW degree are reported in (879). Case Managers working in a medical setting are reported in (740).

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	77	1,287	\$31,491	\$34,320	\$39,000	\$43,909	\$48,945	\$39,476	\$40,012
By Annual Operating Expenses:	-----								
\$1,000,000 - \$2,499,999	7	16	31,252	38,600	42,983	47,965	56,033	43,190	42,932
\$2,500,000 - \$9,999,999	22	247	29,660	33,426	37,606	41,600	45,781	38,011	39,177
\$10,000,000 - \$24,999,999	26	530	31,030	33,466	36,820	42,019	47,482	38,321	37,986
\$25,000,000 and over	19	485	32,000	35,360	41,080	45,825	50,411	41,236	41,803
By Geographic Region:	-----								
Route 195/Eastern Route 95	7	85	28,392	29,994	31,949	36,150	40,706	33,639	41,077
New Haven Coastal	7	261	31,869	33,466	38,480	44,843	50,502	39,814	41,295
New England Gateway	13	200	36,067	39,998	44,926	48,000	51,488	44,155	42,975
Greater Hartford	11	199	32,906	34,320	39,000	41,683	45,718	38,850	39,578
Western MA & Litchfield County CT	14	254	32,953	35,360	40,605	45,828	49,929	41,013	38,508
Eastern MA, Not Including Boston	11	174	30,222	33,280	36,566	37,778	42,078	36,496	36,060
Boston & Cambridge	10	64	31,990	33,426	35,766	41,710	47,559	37,973	42,695
By State:	-----								
Connecticut	30	621	31,877	34,278	39,000	42,848	47,162	39,115	39,404
Massachusetts	36	503	31,200	33,779	37,132	42,702	48,377	38,518	38,804
By Field of Service:	-----								
Child and youth services and advocacy	12	146	33,426	35,611	40,800	43,482	45,971	40,327	39,611
Elderly and disabled services and advocacy	20	296	32,600	36,071	38,605	45,331	49,446	40,071	38,131
Counseling, crisis interv, mntl hlth, subst misuse	20	612	31,008	33,466	36,659	42,281	49,074	38,276	39,306
Community and economic development	8	59	29,702	34,694	39,998	43,430	45,718	39,202	41,349
Housing and homelessness prevention	6	112	36,683	38,517	42,772	45,983	51,185	43,044	40,927
By Number of Full-Time Equivalent Employees:	-----								
11 - 25	7	18	37,374	39,879	42,141	47,273	55,106	43,668	43,559
26 - 50	7	47	33,280	38,002	44,637	46,862	52,296	43,227	41,331
51 - 100	14	161	33,280	34,861	37,606	40,300	44,428	38,293	39,530
101 - 250	24	589	31,008	33,466	39,520	45,714	50,411	39,959	37,992
251+	22	463	31,882	34,798	38,002	41,621	46,047	38,597	40,221
By Years of Experience Required:	-----								
1 Year	30	430	31,008	33,466	36,908	44,391	50,406	38,981	39,707
2 - 3 Years	45	482	32,128	35,006	39,520	43,430	48,000	39,683	40,784
By Level of Education Required:	-----								
High School Diploma	18	165	30,202	31,008	33,466	36,655	44,575	34,859	36,328
Associate's Degree	11	118	31,705	41,080	45,071	47,274	50,646	43,307	37,121
Bachelor's Degree	54	818	32,801	34,978	38,310	43,869	49,929	39,772	40,865
By Gender of Employee:	-----								
Male	46	268	31,200	33,466	37,461	42,231	47,715	38,737	39,928
Female	72	974	31,221	34,312	39,707	44,944	49,161	39,763	39,624
By Race/Ethnicity of Employee:	-----								
Asian	6	8			42,000			42,013	40,859
Black	40	285	32,806	35,006	39,520	43,430	48,213	39,742	39,449
Hispanic or Latino	46	283	33,407	36,899	42,286	46,613	51,426	42,099	40,224
White	60	568	31,049	33,466	37,080	43,118	48,444	38,554	39,830
Mixed Race	14	18	27,040	32,750	39,541	43,143	50,884	38,865	39,521
By Number of Years in Position:	-----								
Up to 5 Years	63	784	31,008	33,466	37,598	42,286	47,205	38,486	38,388
5 - 10 Years	42	133	31,866	35,693	41,517	46,561	50,502	41,513	41,568
11 - 20 Years	36	83	31,884	34,798	41,912	50,502	53,310	42,467	42,973
More than 20 Years	14	27	35,635	37,003	41,638	49,642	52,545	43,193	43,869
By Number of Employees Managed:	-----								
1 to 3	8	16	27,040	37,461	41,714	49,400	54,984	42,206	46,042
4 to 8	5	24							41,669

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Requires a Master degree. Positions not requiring a Master degree are reported in (883).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	22	186							\$51,485
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	6	27							49,078
\$10,000,000 – \$24,999,999	5	25	40,600	43,680	47,278	50,810	58,985	48,004	49,764
\$25,000,000 and over	7	118							54,107
By Geographic Region:									
Greater Hartford	7	28	43,680	44,746	48,274	58,604	66,354	51,344	51,630
Western MA & Litchfield County CT	6	120							52,359
By State:									
Connecticut	13	63	42,266	44,160	49,920	60,320	67,700	53,032	51,828
Massachusetts	9	123							50,989
By Field of Service:									
Counseling, crisis interv, mntl hlth, subst misuse	10	150							49,297
By Number of Full-Time Equivalent Employees:									
251+	8	120							53,202
By Years of Experience Required:									
1 Year	6	29							53,514
2 – 3 Years	9	125							53,429
By Level of Education Required:									
Master's Degree	18	170							52,216
By Gender of Employee:									
Male	9	36	39,834	44,008	53,980	67,423	74,999	56,105	54,087
Female	22	150							51,145
By Race/Ethnicity of Employee:									
Black	7	22	39,983	41,746	46,134	56,903	67,910	49,817	50,928
Hispanic or Latino	6	18							49,683
White	20	139	41,018	44,491	52,000	66,560	74,880	55,021	52,192
By Number of Years in Position:									
Up to 5 Years	19	160							50,241
5 – 10 Years	7	14	45,968	51,480	64,615	74,880	84,835	64,172	59,608
11 – 20 Years	6	6			51,978			54,816	54,816

Counselor

883

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Senior-level positions requiring a Master degree are reported in (882).

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	45	1,320	\$24,960	\$26,000	\$29,557	\$35,359	\$41,259	\$31,622	\$39,132
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	9	42	29,702	33,280	38,969	42,853	45,440	38,431	39,389
\$2,500,000 – \$9,999,999	13	131	29,640	30,000	35,714	43,243	50,926	37,603	38,197
\$10,000,000 – \$24,999,999	13	224	27,255	30,810	37,922	40,046	48,755	37,346	41,310
\$25,000,000 and over	9	922	24,960	25,584	27,508	31,200	35,534	29,061	36,806
By Geographic Region:									
New Haven Coastal	5	41	30,000	30,000	32,906	38,425	48,104	35,169	40,102
New England Gateway	8	414							44,540
Greater Hartford	9	91	33,513	37,087	39,894	42,000	45,482	39,593	39,331
Western MA & Litchfield County CT	7	198							38,224
Eastern MA, Not Including Boston	9	152	26,524	27,628	29,869	36,958	39,160	32,170	35,188
By State:									
Connecticut	21	270	30,410	35,005	38,750	42,729	48,131	39,403	40,388
Massachusetts	18	720	24,960	25,610	27,987	31,200	35,818	29,031	35,825
By Field of Service:									
Child and youth services and advocacy	5	362							36,237
Elderly and disabled services and advocacy	8	124	26,524	27,628	31,138	37,294	40,935	33,241	36,481
Counseling, crisis interv, mntl hlth, subst misuse	19	396	26,608	30,000	32,864	38,894	47,510	35,296	40,600
Domestic violence and sexual violence programs	6	35	29,702	35,818	39,520	43,493	45,598	38,891	40,696
By Number of Full-Time Equivalent Employees:									
11 – 25	7	32	29,702	31,419	35,818	41,668	45,679	36,912	37,445
51 – 100	10	101	30,000	35,506	41,600	48,755	53,864	42,394	41,979
101 – 250	9	133							39,443
251+	14	1,014	24,960	25,808	27,974	31,755	37,028	29,419	37,467
By Years of Experience Required:									
1 Year	18	512							37,560
2 – 3 Years	20	155	27,988	30,202	38,002	41,528	45,323	37,028	38,961
4 – 6 Years	8	16	33,443	39,182	43,428	46,022	52,511	42,991	43,526
By Level of Education Required:									
High School Diploma	17	758	24,960	25,500	26,520	29,640	33,617	28,487	34,829
Bachelor's Degree	33	263	27,255	30,410	37,294	41,600	45,743	37,380	41,169
By Gender of Employee:									
Male	28	553	24,960	25,834	28,454	32,890	39,097	30,628	37,027
Female	42	766	25,498	26,520	30,306	37,107	42,019	32,341	39,259
By Race/Ethnicity of Employee:									
Black	28	513	24,960	25,584	28,579	33,692	39,803	30,714	38,280
Hispanic or Latino	24	262	26,208	26,524	30,007	35,444	43,345	32,238	36,851
White	38	464	24,960	25,969	30,000	37,294	42,349	32,405	39,048
Mixed Race	5	18	24,960	25,958	28,112	32,343	37,478	29,902	32,644
Other Racial Identity	5	27							31,783
By Number of Years in Position:									
Up to 5 Years	36	725	25,584	26,524	30,243	36,571	41,049	32,081	37,685
5 – 10 Years	25	110	27,471	29,527	33,015	38,500	43,750	34,598	38,003
11 – 20 Years	24	82	29,176	32,620	37,185	43,392	49,680	38,484	41,446
More than 20 Years	6	13							40,575

Promotes the effectiveness of program services for clients, by acting as liaison between a program site and home, or in a residential program. Communicates with program staff and family members with respect to goals, concerns and progress. Promotes safe and trauma informed family involvement through home visits, phone calls or written communications. Maintains program participant files. Provide referrals for community resources as needed.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	26	119	\$28,772	\$33,280	\$37,440	\$40,602	\$47,240	\$38,101	\$40,859
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	7	18							43,036
\$10,000,000 – \$24,999,999	9	60	28,730	32,386	35,870	43,143	47,716	38,210	43,078
\$25,000,000 and over	5	29	34,091	34,299	35,880	38,709	40,602	37,479	38,603
By Geographic Region:	-----								
Route 195/Eastern Route 95	5	33	27,040	35,734	38,480	42,180	46,145	38,222	36,365
By State:	-----								
Connecticut	11	59	27,445	34,403	38,480	45,391	54,496	40,127	41,458
Massachusetts	13	55	28,962	32,282	34,736	38,563	44,000	35,930	41,000
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	9	41	27,121	33,280	37,964	44,784	56,909	39,707	42,357
Domestic violence and sexual violence programs	7	11			38,522			35,772	38,709
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	7	21	35,734	37,440	38,480	40,269	46,209	39,044	40,061
101 – 250	7	36	30,566	32,391	35,433	43,143	46,741	38,081	44,343
251+	7	53	27,976	33,686	36,067	40,134	50,408	37,898	38,617
By Years of Experience Required:	-----								
1 Year	5	26	27,040	33,280	37,326	38,480	39,177	35,575	34,731
2 – 3 Years	13	50	27,578	34,299	38,189	43,797	46,966	38,965	41,710
4 – 6 Years	7	18	33,280	35,734	39,988	51,007	62,569	43,568	45,921
By Level of Education Required:	-----								
High School Diploma	8	34	27,040	27,344	35,433	37,712	39,155	33,983	33,715
Associate's Degree	5	11			33,280			33,851	34,393
Bachelor's Degree	10	37	31,117	33,280	37,981	41,823	47,793	38,674	40,836
Master's Degree	5	15							53,951
By Gender of Employee:	-----								
Male	6	12	35,479	37,700	41,934	46,203	55,827	42,906	42,615
Female	25	107	28,469	33,280	36,483	39,998	47,054	37,562	40,085
By Race/Ethnicity of Employee:	-----								
Black	7	12	27,040	27,794	35,734	45,391	56,795	38,028	39,314
Hispanic or Latino	10	28	28,639	33,306	38,428	38,673	43,531	36,719	38,444
White	14	66	30,285	33,280	37,440	42,787	50,153	38,689	40,624
By Number of Years in Position:	-----								
Up to 5 Years	20	62	27,829	32,448	37,440	41,231	50,352	38,141	40,924
5 – 10 Years	8	12	34,133	37,025	39,000	46,072	57,967	41,865	40,032
11 – 20 Years	8	14	31,575	37,503	40,565	43,077	55,943	41,317	40,175

Eligibility Specialist

886

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. Eligibility Specialists working in housing eligibility programs are reported in Housing Case Manager (440).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	18	73	\$29,723	\$31,606	\$35,776	\$43,160	\$52,000	\$38,449	\$39,387	
By Annual Operating Expenses:	-----		-----						-----	
\$2,500,000 – \$9,999,999	5	10			36,192			37,646	39,709	
\$10,000,000 – \$24,999,999	8	38	29,848	33,920	39,759	50,440	57,435	41,909	40,724	
By State:	-----		-----						-----	
Connecticut	7	20	37,150	39,998	44,481	56,690	60,542	47,395	42,130	
Massachusetts	9	48	29,545	30,716	32,719	36,400	42,976	34,200	36,064	
By Field of Service:	-----		-----						-----	
Elderly and disabled services and advocacy	6	10			34,851			36,519	37,974	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
51 – 100	5	9			39,998			39,291	42,111	
101 – 250	7	37	29,848	33,686	39,520	50,960	57,607	41,776	39,848	
By Years of Experience Required:	-----		-----						-----	
1 Year	7	27	29,623	31,200	34,278	41,143	46,912	36,302	36,921	
2 – 3 Years	7	29	31,200	31,741	39,998	52,000	58,989	42,239	41,223	
By Level of Education Required:	-----		-----						-----	
High School Diploma	6	32							37,365	
Bachelor's Degree	7	26	31,094	33,436	41,174	52,744	59,507	43,802	41,558	
By Gender of Employee:	-----		-----						-----	
Male	6	8			35,506			38,752	39,224	
Female	14	64	29,640	31,762	35,267	42,183	52,000	38,294	39,506	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	6	9			34,278			34,688	35,758	
Hispanic or Latino	7	13	29,536	31,980	35,776	40,571	43,596	36,138	37,426	
White	12	44	29,963	31,559	36,099	48,650	57,262	39,891	38,966	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	14	38	30,484	33,280	40,570	50,080	57,435	41,876	39,178	

Provides support services to adults or senior clients in residence or day programs. Duties include any or all of the following: provides training and assistance with personal skills and care such as hygiene, clothing care, mobility, taking medicines, managing money, meal preparation, household maintenance, etc. Assists adults with transportation, making and meeting medical and other appointments, community participation, communication, meals, etc.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	23	1,088	\$23,920	\$24,960	\$26,208	\$27,310	\$31,409	\$27,086	\$29,394
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	134	22,880	24,960	26,624	29,318	34,247	27,563	28,661
\$10,000,000 – \$24,999,999	8	539	23,920	24,960	25,334	26,520	28,142	25,996	28,530
\$25,000,000 and over	6	414	24,960	26,208	26,603	29,203	34,590	28,308	29,046
By Geographic Region:	-----								
New Haven Coastal	5	224							30,065
Eastern MA, Not Including Boston	5	197	23,920	24,960	27,040	27,310	27,310	26,393	30,151
By State:	-----								
Connecticut	12	469	23,920	25,252	26,520	30,514	35,781	28,474	30,554
Massachusetts	11	619	24,086	24,960	25,709	27,061	27,747	26,033	28,129
By Field of Service:	-----								
Elderly and disabled services and advocacy	18	874	24,277	24,960	26,083	27,357	32,311	27,171	28,594
By Number of Full-Time Equivalent Employees:	-----								
51 – 100	6	70	22,880	23,281	25,127	28,175	34,923	26,762	28,734
101 – 250	6	126	24,960	25,480	26,520	27,591	35,360	28,003	29,971
251+	9	859	23,920	24,960	26,083	27,310	30,451	26,893	27,862
By Years of Experience Required:	-----								
1 Year	9	511	24,170	24,960	26,208	27,248	29,786	26,713	28,366
2 – 3 Years	7	127	26,000	26,520	27,310	27,310	29,786	27,596	29,040
By Level of Education Required:	-----								
High School Diploma	16	940	24,170	24,960	26,083	27,102	28,515	26,435	27,962
By Gender of Employee:	-----								
Male	18	280	23,945	24,960	26,208	27,310	31,200	27,028	27,601
Female	23	808	23,920	24,960	26,083	27,310	31,574	27,106	29,538
By Race/Ethnicity of Employee:	-----								
Asian	6	6			27,071			28,447	28,447
Black	20	467	24,960	24,960	26,104	27,248	31,490	27,088	28,464
Hispanic or Latino	14	114	23,920	24,960	26,510	28,184	34,975	27,539	28,464
White	20	455	23,920	24,960	26,083	27,310	31,202	26,947	29,242
Mixed Race	8	23	24,960	24,960	25,480	27,248	32,960	26,977	28,037
By Number of Years in Position:	-----								
Up to 5 Years	20	635	23,920	24,960	25,480	27,040	27,976	25,958	27,707
5 – 10 Years	15	143	25,118	26,000	26,541	28,226	31,203	27,599	28,286
11 – 20 Years	14	111	25,334	26,042	27,040	31,470	35,360	28,925	32,228
More than 20 Years	7	21	25,318	26,697	28,538	32,594	35,394	29,888	30,366

Children or Youth Program Assistant

890

Provides support services to children or youth in residence or day programs. Duties include any or all of the following: provides training and assistance with personal and communication skills. Report jobs exclusively involved with education and/or recreation in (259-277).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	19	393	\$27,040	\$28,746	\$31,200	\$33,571	\$41,600	\$32,278	\$31,752
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	8	244	28,267	29,760	33,280	41,600	41,600	34,092	32,591
\$25,000,000 and over	6	52	22,443	25,054	26,343	31,200	31,418	27,739	30,194
By Geographic Region:	-----								
Eastern MA, Not Including Boston	5	18	28,918	29,890	30,930	37,034	41,600	33,227	33,706
By State:	-----								
Connecticut	11	341	26,936	28,642	31,200	34,029	41,600	32,440	30,171
Massachusetts	6	50							33,048
By Field of Service:	-----								
Child and youth services and advocacy	7	287	27,477	29,266	32,843	36,504	41,600	33,332	31,327
Elderly and disabled services and advocacy	5	52							31,831
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	5	207							33,257
251+	8	88	23,766	25,730	29,162	31,200	31,231	28,575	30,116
By Years of Experience Required:	-----								
1 Year	6	47	25,480	26,832	28,746	30,472	32,144	29,315	31,612
2 – 3 Years	11	244	27,290	29,698	33,280	41,600	41,600	33,618	31,911
By Level of Education Required:	-----								
High School Diploma	9	200	25,778	28,080	30,160	33,280	33,280	30,151	29,362
Bachelor's Degree	6	119	29,349	31,990	41,600	41,600	41,600	37,088	35,150
By Gender of Employee:	-----								
Male	11	141	27,040	28,808	32,115	36,338	41,600	32,978	31,760
Female	16	242	26,936	28,662	31,200	33,280	41,600	31,955	31,927
By Race/Ethnicity of Employee:	-----								
Black	12	168	27,040	28,762	31,200	34,044	41,600	32,457	31,809
Hispanic or Latino	9	48	26,403	27,607	30,160	33,150	37,983	30,677	30,442
White	11	134	27,040	29,152	32,321	36,702	41,600	33,023	31,088
Mixed Race	6	10			28,548			30,755	32,666
By Number of Years in Position:	-----								
Up to 5 Years	14	183	25,730	27,040	29,203	31,200	34,582	29,718	30,635
5 – 10 Years	10	150							32,599
11 – 20 Years	6	24	22,204	28,402	30,046	32,916	36,577	30,210	31,269

Personal Attendant/Home Health Care Worker

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in their homes.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	1,350							\$27,375
By Annual Operating Expenses:	-----								
\$10,000,000 – \$24,999,999	5	124	20,800	21,320	26,000	27,581	31,013	25,884	27,405
\$25,000,000 and over	5	1,029							27,942
By State:	-----								
Connecticut	10	244	23,920	25,480	29,120	34,889	35,412	29,603	28,620
By Field of Service:	-----								
Elderly and disabled services and advocacy	8	398	23,920	24,960	26,520	31,013	35,412	28,137	28,291
Counseling, crisis interv, mntl hlth, subst misuse	5	882							27,116
By Number of Full-Time Equivalent Employees:	-----								
101 – 250	6	230							28,131
251+	6	1,063							26,797
By Years of Experience Required:	-----								
1 Year	6	198	23,920	23,920	27,040	30,888	34,274	27,850	28,730
By Level of Education Required:	-----								
High School Diploma	11	1,241							26,781
By Gender of Employee:	-----								
Male	12	315							26,750
Female	15	1,032							27,446
By Race/Ethnicity of Employee:	-----								
Asian	6	19	21,736	23,920	26,520	34,889	35,412	27,924	26,419
Black	12	310	22,006	22,422	25,584	29,120	32,102	26,353	27,019
Hispanic or Latino	12	197							27,294
White	12	755							27,032
Mixed Race	6	51							26,895
By Number of Years in Position:	-----								
Up to 5 Years	13	693							26,108
5 – 10 Years	9	165							27,014
11 – 20 Years	11	77	20,800	23,182	27,040	29,068	31,350	26,509	27,633

Direct Care Counselor

892

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in an residential program or group home.

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	47	8,171	\$24,960	\$26,000	\$27,997	\$31,200	\$34,902	\$29,152	\$28,844
By Annual Operating Expenses:									
\$2,500,000 – \$9,999,999	8	409	24,960	24,960	27,040	28,080	31,616	27,468	29,021
\$10,000,000 – \$24,999,999	25	2,881	24,461	25,480	27,373	29,672	33,280	28,142	28,894
\$25,000,000 and over	13	4,876	25,251	26,853	28,787	32,115	36,338	29,893	28,872
By Geographic Region:									
New Haven Coastal	8	639	24,960	25,314	27,040	28,184	32,672	27,739	28,361
New England Gateway	5	816							29,666
Greater Hartford	15	2,402	24,960	26,208	29,453	34,590	37,527	30,479	29,544
Western MA & Litchfield County CT	8	1,678	24,440	25,251	27,911	30,254	33,010	28,193	28,171
Eastern MA, Not Including Boston	6	2,263							28,103
By State:									
Connecticut	28	3,906	24,960	25,771	28,080	32,885	36,338	29,657	29,100
Massachusetts	15	4,060	24,960	26,520	27,747	30,035	33,010	28,616	28,327
By Field of Service:									
Elderly and disabled services and advocacy	29	4,992	24,960	25,875	27,747	31,200	35,360	29,223	28,513
Counseling, crisis interv, mntl hlth, subst misuse	13	2,790							29,701
By Number of Full-Time Equivalent Employees:									
51 – 100	7	234	24,960	24,960	27,103	28,184	33,020	27,665	30,072
101 – 250	18	2,330	24,960	25,314	27,040	29,462	33,592	28,008	28,523
251+	21	5,602	24,960	26,746	28,600	31,595	35,693	29,693	28,854
By Years of Experience Required:									
1 Year	20	1,836	24,960	25,480	28,080	29,952	33,001	28,493	29,368
2 – 3 Years	16	279	27,581	28,798	31,512	34,424	37,440	32,226	33,354
By Level of Education Required:									
High School Diploma	34	6,187	24,960	26,000	27,560	29,808	33,010	28,337	28,392
Bachelor's Degree	9	194							34,411
By Gender of Employee:									
Male	43	2,681	24,960	26,458	27,997	31,138	34,910	29,183	29,175
Female	44	5,363	24,960	26,000	27,997	31,200	34,977	29,165	28,813
By Race/Ethnicity of Employee:									
American Indian/Alaskan Native	5	13	21,778	26,312	29,120	32,875	40,194	30,019	28,642
Asian	20	70	24,601	25,969	27,862	31,772	36,194	29,431	28,508
Black	41	4,080	24,960	26,104	27,747	30,680	34,590	28,896	28,875
Hispanic or Latino	37	897	24,461	25,771	27,560	30,160	34,416	28,530	28,529
Native Hawaiian/Pacific Islander	7	9			27,040			26,955	26,772
White	43	2,657	25,022	26,666	28,966	31,720	36,741	30,003	30,004
Mixed Race	24	172	24,960	26,000	28,122	30,061	33,053	28,546	28,401
Other Racial Identity	5	18	24,353	24,440	25,480	28,018	31,678	26,593	27,151
By Number of Years in Position:									
Up to 5 Years	42	4,639	24,440	25,397	27,444	29,203	31,720	27,842	27,991
5 – 10 Years	40	943	25,900	27,227	28,891	31,075	34,466	29,434	29,667
11 – 20 Years	39	646	26,576	28,080	30,564	33,431	35,797	31,174	30,427
More than 20 Years	26	137	28,867	31,242	34,195	36,139	40,519	34,461	34,416
By Number of Employees Managed:									
1 to 3	6	91							38,812
4 to 8	7	60	29,203	29,203	29,952	29,952	33,299	30,287	32,730

Conducts outreach (both individually and as a team member) to members of target populations within the community to build strong relationships with youth, residents, businesses, and community groups and to promote services and other relevant resources. Identifies at-risk community members and intervenes in their lives through case management and other programs designed to aid in resolving current problems and preventing future ones. Conducts presentations in targeted schools and community organizations and make referrals at outreach events and on websites. Maintains client charts and documentation. Submits logs and reports as required.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	32	263	\$26,636	\$29,182	\$34,278	\$39,998	\$41,995	\$34,567	\$39,651
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	6	64	31,200	33,826	34,278	38,048	41,142	35,439	36,033
\$10,000,000 – \$24,999,999	13	113	24,960	27,040	29,182	39,998	43,006	33,400	40,108
\$25,000,000 and over	7	76	29,020	30,597	33,363	37,141	42,008	34,369	37,949
By Geographic Region:	-----								
Route 195/Eastern Route 95	6	42							38,593
Greater Hartford	8	33	29,120	32,344	36,244	41,590	47,559	37,211	37,762
Western MA & Litchfield County CT	5	93							34,427
By State:	-----								
Connecticut	15	52	29,432	33,629	35,872	41,434	49,572	38,103	40,888
Massachusetts	13	177	24,960	27,040	31,866	38,220	41,600	32,914	37,037
By Field of Service:	-----								
Child and youth services and advocacy	6	69	34,278	34,278	39,000	40,469	45,760	38,545	40,604
Elderly and disabled services and advocacy	7	85							34,984
Counseling, crisis interv, mntl hlth, subst misuse	10	63	29,598	31,866	34,029	37,544	47,959	36,174	42,693
By Number of Full-Time Equivalent Employees:	-----								
51 –100	5	42							43,857
101 – 250	12	84	29,182	33,280	38,002	39,998	42,838	37,252	38,815
251+	8	124	24,960	27,040	29,598	33,909	40,093	31,167	37,830
By Years of Experience Required:	-----								
1 Year	7	76	27,040	27,040	35,180	39,998	42,501	34,393	38,318
2 – 3 Years	18	80	30,564	34,278	34,299	40,000	42,482	36,850	39,692
4 – 6 Years	5	10			41,600			45,335	47,460
By Level of Education Required:	-----								
High School Diploma	12	126	24,960	27,040	29,182	38,252	40,237	31,877	34,038
Bachelor's Degree	15	97	31,200	33,675	34,320	40,864	43,023	36,963	41,539
By Gender of Employee:	-----								
Male	17	88	27,040	29,120	34,299	39,998	41,621	34,883	36,514
Female	28	175	26,104	29,328	33,675	38,251	42,012	34,408	40,007
By Race/Ethnicity of Employee:	-----								
Black	17	94	24,960	27,040	32,947	39,998	41,361	33,480	37,294
Hispanic or Latino	18	63	27,040	33,280	34,507	40,425	46,771	36,589	38,231
White	21	91	27,040	29,328	33,488	38,272	41,995	34,345	37,831
Mixed Race	6	8			32,573			33,428	33,816
By Number of Years in Position:	-----								
Up to 5 Years	26	162	24,960	27,040	33,675	35,360	41,463	33,445	38,914
5 – 10 Years	9	15	25,355	26,478	37,822	40,685	47,973	35,029	37,598
11 – 20 Years	8	9			41,579			41,412	41,845

Prevention Worker

894

Promotes primary prevention programming through training, community mobilization, social norms change and policy development designed to move beyond education and awareness. Uses evidence informed curricula, campaigns and other modalities within communities, educational institutions, and other systems to promote safe and healthy environments and behaviors, reducing the likelihood or frequency of an incident, injury or condition occurring. May determine and/or deliver interventions designed to prevent first time perpetration or victimization, with a focus on reducing factors that put an individual at risk for perpetration and on promoting factors that protect an individual from victimization.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	43	\$28,924	\$32,136	\$35,360	\$39,541	\$46,605	\$36,634	\$37,785
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	6	17	27,560	29,006	38,147	42,297	50,556	36,865	36,989
By Geographic Region:	-----								
Greater Hartford	5	10			35,360			37,694	37,022
By State:	-----								
Connecticut	8	18	31,200	34,169	38,199	40,950	50,280	38,711	38,241
Massachusetts	5	20							37,287
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	5	13	27,560	28,080	39,104	45,792	48,647	37,472	39,986
By Years of Experience Required:	-----								
2 – 3 Years	6	23	32,136	32,136	35,360	39,104	40,801	35,960	36,950
By Level of Education Required:	-----								
High School Diploma	6	24	27,560	31,278	32,136	35,360	42,807	34,094	35,440
Bachelor's Degree	9	18	31,021	37,773	39,531	43,384	50,267	40,199	40,291
By Gender of Employee:	-----								
Male	9	18	27,560	31,200	32,656	38,277	39,547	34,068	34,341
Female	14	25	29,087	32,615	37,960	43,919	51,060	38,481	40,144
By Race/Ethnicity of Employee:	-----								
White	12	28	27,560	32,136	36,286	39,588	50,267	36,685	38,070
By Number of Years in Position:	-----								
Up to 5 Years	12	24	27,560	31,200	38,678	39,603	48,308	37,648	38,358
5 – 10 Years	5	6			36,754			38,726	37,752

Rehabilitation Specialist

895

Provides direct, in-home services to seriously emotionally disturbed clients and their families. Rehabilitative services are provided one-to-one or in a group, in accordance with a treatment plan. Services are designed to enhance the client's positive development, impulse control and skills and competency development. Provides family members with therapeutic techniques to manage client's behavior through family education and resource linkages in the community. Requires an Associate's degree or higher and several years of related experience.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	276							\$34,197
By State:	-----								
Connecticut	6	100							33,539
By Field of Service:	-----								
Counseling, crisis interv, mntl hlth, subst misuse	6	269							34,461
By Gender of Employee:	-----								
Male	7	54							36,014
Female	9	222							33,369
By Race/Ethnicity of Employee:	-----								
White	8	117							36,391
By Number of Years in Position:	-----								
Up to 5 Years	9	245							33,942

Fills in to relieve scheduled program services staff on an as needed, or on call basis. Shifts may be scheduled and can be 24/7, include holidays. It is preferable to have a flexible schedule in order to accommodate the needs of the facility, program or staff. Must be able to set and maintain appropriate boundaries with clients and colleagues, to deliver and follow instructions, to communicate effectively, to demonstrate competency in multi-tasking, problem-solving, time management, and crisis management, and to demonstrate reliability in performing duties of the position including remaining awake during scheduled work hours.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	25	1,049	\$21,299	\$23,566	\$26,000	\$27,747	\$31,200	\$25,906	\$27,711
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	7	68	23,920	24,960	24,960	25,000	29,744	25,598	26,065
\$10,000,000 – \$24,999,999	12	439	24,440	24,960	27,310	31,200	31,200	27,698	28,756
By Geographic Region:	-----								
New Haven Coastal	5	273							28,537
Eastern MA, Not Including Boston	5	316	26,062	26,853	27,310	27,747	28,392	27,195	27,202
By State:	-----								
Connecticut	11	436	20,987	21,299	24,440	30,098	31,200	25,607	28,154
Massachusetts	13	612	22,880	23,920	26,520	27,747	28,392	26,112	27,193
By Field of Service:	-----								
Elderly and disabled services and advocacy	9	510	22,880	23,920	26,645	27,310	27,747	25,833	25,383
Counseling, crisis interv, mntl hlth, subst misuse	8	255	23,920	25,251	27,456	31,200	31,200	28,188	29,700
By Number of Full-Time Equivalent Employees:	-----								
51 – 100	5	40	23,920	23,920	24,960	24,960	25,000	24,894	25,958
101 – 250	9	256	24,440	24,877	27,456	31,200	31,200	28,276	29,455
251+	7	710	21,091	22,880	24,960	27,310	27,747	24,948	25,310
By Years of Experience Required:	-----								
1 Year	7	386							28,158
By Level of Education Required:	-----								
High School Diploma	21	935	21,299	22,880	24,960	27,310	28,392	25,369	27,444
By Gender of Employee:	-----								
Male	18	329	21,299	23,795	26,208	27,747	31,200	26,039	26,863
Female	24	718	21,299	22,942	25,126	27,747	31,200	25,841	27,550
By Race/Ethnicity of Employee:	-----								
Black	20	610	21,091	22,880	25,875	27,747	31,200	25,657	27,504
Hispanic or Latino	16	108	21,289	23,920	24,980	27,456	31,200	25,681	26,641
White	22	280	22,880	23,920	26,635	28,080	31,200	26,641	27,485
Mixed Race	5	17	20,987	22,090	22,880	25,626	26,624	23,641	23,772
By Number of Years in Position:	-----								
Up to 5 Years	22	751	21,091	23,795	26,062	27,747	30,988	25,897	27,427
5 – 10 Years	17	113	21,299	23,795	24,960	27,747	30,759	25,733	27,239
11 – 20 Years	11	42	21,299	23,795	27,383	31,200	31,200	27,411	29,741

Volunteer Director

Recruits, trains and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service on a regular basis, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	17	24	\$42,318	\$48,225	\$52,666	\$72,100	\$90,090	\$59,891	\$58,040
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	9			52,000			57,602	58,024
By Geographic Region:	-----								
New England Gateway	5	7			70,000			67,740	63,725
By State:	-----								
Connecticut	6	11			51,875			60,391	61,522
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	7	8			51,886			56,828	57,200
By Years of Experience Required:	-----								
2 – 3 Years	12	14	44,184	47,367	51,938	60,575	84,560	56,630	57,536
By Level of Education Required:	-----								
Bachelor's Degree	14	19	43,035	47,486	52,000	68,266	90,002	58,375	58,140
By Gender of Employee:	-----								
Female	15	22	42,720	49,702	54,623	72,890	90,125	61,016	59,442
By Race/Ethnicity of Employee:	-----								
White	14	19	41,600	47,486	55,914	73,159	90,177	62,258	59,980
By Number of Years in Position:	-----								
Up to 5 Years	14	16	41,119	47,128	51,938	65,178	78,013	55,556	54,343
By Number of Employees Managed:	-----								
1 to 3	9	9			52,000			56,604	56,604

Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to program.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	27	32	\$32,065	\$38,075	\$42,131	\$48,194	\$53,798	\$42,985	\$42,318
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	9	10			39,551			43,548	42,519
\$2,500,000 – \$9,999,999	8	10			43,581			43,442	42,427
\$10,000,000 – \$24,999,999	5	5			44,765			45,187	45,187
By Geographic Region:	-----								
New England Gateway	7	8			46,303			45,511	45,299
Greater Hartford	6	7			44,554			43,909	42,426
Boston & Cambridge	5	8			45,536			44,830	45,102
By State:	-----								
Connecticut	13	15	31,816	33,613	47,840	53,333	57,225	44,576	43,756
Massachusetts	10	13	33,194	36,754	40,622	46,714	50,743	41,760	40,975
By Field of Service:	-----								
Child and youth services and advocacy	5	7			50,003			46,851	45,429
Elderly and disabled services and advocacy	6	6			36,660			38,635	38,635
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	9	12	32,477	35,823	40,310	51,126	55,132	42,801	40,645
101 – 250	5	5			46,857			45,090	45,090
By Years of Experience Required:	-----								
2 – 3 Years	11	13	32,639	35,014	42,661	50,554	53,731	43,085	42,283
4 – 6 Years	5	5			41,600			41,501	41,501
By Level of Education Required:	-----								
High School Diploma	5	5			38,293			40,685	40,685
Associate's Degree	5	5			41,600			43,214	43,214
Bachelor's Degree	14	19	31,990	38,002	40,560	50,003	53,997	42,969	41,676
By Gender of Employee:	-----								
Male	6	8			40,560			43,085	43,258
Female	23	24	31,990	38,075	43,581	48,194	53,665	42,952	42,523
By Race/Ethnicity of Employee:	-----								
White	24	27	31,990	35,027	41,600	48,006	54,321	42,651	42,235
By Number of Years in Position:	-----								
Up to 5 Years	18	23	32,090	35,027	42,661	48,256	53,731	42,810	41,761

Communications Director or Manager

910

Acts as spokesperson for the organization within the community, to government, prospective funders and others. Markets and promotes the organization's goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities, and supervises public relations staff. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	32	33	\$66,198	\$72,124	\$78,399	\$88,876	\$102,765	\$81,810	\$81,998
By Annual Operating Expenses:									
\$1,000,000 – \$2,499,999	7	7			77,251			79,450	79,450
\$2,500,000 – \$9,999,999	11	12	69,324	73,216	82,108	89,527	112,857	84,603	85,404
\$10,000,000 – \$24,999,999	6	6			76,898			81,417	81,417
\$25,000,000 and over	6	6			82,183			83,838	83,838
By Geographic Region:									
Greater Hartford	8	8			78,200			79,617	79,617
Boston & Cambridge	9	10			73,424			76,424	76,493
By State:									
Connecticut	13	13	66,198	71,562	78,000	86,577	109,254	80,949	80,949
Massachusetts	15	16	64,545	71,973	76,583	88,759	104,689	80,963	81,308
By Field of Service:									
Child and youth services and advocacy	5	6			75,504			74,333	74,041
Arts, culture	7	7			77,251			81,761	81,761
By Number of Full-Time Equivalent Employees:									
6 – 10	5	5			83,990			83,741	83,741
11 – 25	8	8			73,424			78,668	78,668
51 – 100	8	9			85,051			83,975	84,998
101 – 250	6	6			82,982			86,889	86,889
By Years of Experience Required:									
2 – 3 Years	6	6			73,920			77,968	77,968
4 – 6 Years	9	10			78,200			81,486	82,119
7 – 10 Years	8	8			88,952			90,670	90,670
By Level of Education Required:									
Bachelor's Degree	22	23	66,198	72,426	78,399	87,901	100,654	81,399	81,654
By Gender of Employee:									
Male	6	6			73,899			80,927	80,927
Female	26	27	65,000	72,426	79,165	89,648	102,530	82,007	82,245
By Race/Ethnicity of Employee:									
White	29	29	67,995	72,124	78,399	88,876	103,000	82,281	82,281
By Number of Years in Position:									
Up to 5 Years	21	21	68,261	73,424	79,997	89,825	108,483	83,921	83,921
5 – 10 Years	6	6			73,112			74,658	74,658
By Number of Employees Managed:									
1 to 3	14	14	73,403	76,398	83,045	98,455	110,167	87,012	87,012
4 to 8	6	6			86,577			85,357	85,357

Plans and produces print and other advertising programs. Develops and implements promotional, publicity and marketing programs. Represents the organization to the community, government and media to publicize its programs and needs. Seeks and develops opportunities to enhance the image of the organization within the community. Develops public relations budget and controls costs in approved budgets.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	40	47	\$48,545	\$52,998	\$58,011	\$66,331	\$72,720	\$59,477	\$58,935
By Annual Operating Expenses:	-----								
\$1,000,000 – \$2,499,999	11	11			55,000			55,375	55,375
\$2,500,000 – \$9,999,999	12	13	50,315	54,185	59,280	66,662	73,904	60,436	60,289
\$10,000,000 – \$24,999,999	6	6			61,006			62,473	62,473
\$25,000,000 and over	8	13	47,040	53,924	62,899	70,158	75,534	62,529	61,570
By Geographic Region:	-----								
New England Gateway	10	10			59,148			60,031	60,031
Greater Hartford	5	5			53,333			52,200	52,200
Western MA & Litchfield County CT	5	9			60,088			60,413	57,604
Eastern MA, Not Including Boston	8	9			62,899			62,416	62,141
Boston & Cambridge	7	8			60,640			60,213	59,929
By State:	-----								
Connecticut	9	9			53,341			53,506	53,506
Massachusetts	22	28	48,613	53,264	59,684	69,664	72,533	60,434	59,529
By Field of Service:	-----								
Child and youth services and advocacy	10	11			61,404			61,993	61,972
Elderly and disabled services and advocacy	7	7			58,011			58,836	58,836
Arts, culture	7	8			53,825			58,502	58,930
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	11	11			55,000			58,272	58,272
26 – 50	7	7			54,995			57,111	57,111
101 – 250	7	7			60,088			62,132	62,132
251+	7	12	46,767	52,962	64,615	70,231	75,696	62,732	61,781
By Years of Experience Required:	-----								
2 – 3 Years	18	19	47,861	49,998	55,000	66,331	74,566	58,463	58,121
4 – 6 Years	15	16	51,123	54,730	60,651	68,510	73,864	61,332	61,274
By Level of Education Required:	-----								
Bachelor's Degree	31	35	47,948	52,998	57,990	66,331	74,740	59,195	58,716
By Gender of Employee:	-----								
Male	9	11			57,366			58,165	56,228
Female	32	35	49,424	53,333	59,010	66,331	73,182	59,818	59,813
By Race/Ethnicity of Employee:	-----								
Black	6	6			61,607			62,629	62,629
White	30	36	47,963	52,333	58,150	68,044	71,997	59,303	58,636
By Number of Years in Position:	-----								
Up to 5 Years	28	33	48,276	52,000	55,847	61,607	73,086	57,773	57,208
11 – 20 Years	5	5			70,013			65,440	65,440
By Number of Employees Managed:	-----								
1 to 3	16	18	47,332	53,006	59,145	66,902	72,794	59,561	59,080

Marketing Coordinator

917

Performs a variety of marketing-related tasks under general supervision, including development of advertising materials, direct mail campaigns and events. Prepares proposals, presentations and reports.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	53	60	\$32,625	\$36,987	\$41,496	\$49,670	\$55,914	\$42,973	\$43,089
By Annual Operating Expenses:									
\$250,000 – \$999,999	6	6			44,720			44,963	44,963
\$1,000,000 – \$2,499,999	15	15	33,446	36,000	41,600	47,000	52,000	41,683	41,683
\$2,500,000 – \$9,999,999	15	18	30,680	33,765	40,695	46,821	56,783	41,679	42,131
\$10,000,000 – \$24,999,999	9	10			41,514			43,158	43,569
\$25,000,000 and over	8	11			48,000			45,596	45,573
By Geographic Region:									
Route 195/Eastern Route 95	9	9			39,520			42,409	42,409
New England Gateway	8	8			46,519			48,364	48,364
Greater Hartford	10	13	27,872	33,085	38,400	49,338	54,684	40,986	40,881
Western MA & Litchfield County CT	6	6			43,503			43,295	43,295
Eastern MA, Not Including Boston	6	9			41,600			42,429	41,782
Boston & Cambridge	5	5			44,990			43,599	43,599
Cape Cod & The Islands	5	6			39,500			41,437	41,825
By State:									
Connecticut	22	25	31,824	34,795	39,998	48,336	54,018	41,147	41,121
Massachusetts	24	28	33,540	37,112	41,798	47,750	52,374	42,515	42,490
By Field of Service:									
Child and youth services and advocacy	8	9			44,990			46,417	47,286
Elderly and disabled services and advocacy	7	7			36,317			37,604	37,604
Counseling, crisis interv, mntl hlth, subst misuse	8	10			48,880			48,824	48,846
Arts, culture	13	16	29,640	34,125	40,456	45,749	55,301	40,521	40,777
By Number of Full-Time Equivalent Employees:									
1 – 5	7	7			39,520			42,592	42,592
6 – 10	6	6			49,219			48,529	48,529
11 – 25	9	9			41,600			40,647	40,647
26 – 50	5	6			37,003			38,267	39,181
51 –100	8	10			38,570			43,116	43,327
101 – 250	8	9			40,533			40,567	40,704
251+	10	13	29,120	37,659	48,000	55,422	62,644	45,951	46,040
By Years of Experience Required:									
1 Year	6	6			39,499			43,070	43,070
2 – 3 Years	28	30	32,639	36,832	41,995	51,579	58,598	43,862	43,607
By Level of Education Required:									
High School Diploma	7	7			42,494			41,124	41,124
Bachelor's Degree	36	41	31,462	36,003	41,392	50,326	58,436	43,162	43,320
By Gender of Employee:									
Male	13	13	27,872	34,015	40,000	50,721	57,662	41,781	41,781
Female	44	47	33,772	37,440	41,600	48,672	55,424	43,302	43,560
By Race/Ethnicity of Employee:									
Black	6	6			39,499			41,111	41,111
White	41	46	32,429	36,816	41,600	50,846	57,625	43,488	43,593
By Number of Years in Position:									
Up to 5 Years	40	42	31,512	35,480	41,496	48,000	54,097	41,819	42,183
5 – 10 Years	6	6			47,331			48,059	48,059

Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g. drawings, photographs, paintings).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	18	\$35,800	\$43,385	\$52,135	\$67,491	\$70,824	\$53,132	\$52,444
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	8			47,466			47,228	47,228
\$25,000,000 and over	5	8			62,746			57,707	58,388
By State:	-----								
Massachusetts	11	14	36,502	43,840	55,411	67,605	73,986	55,154	54,767
By Years of Experience Required:	-----								
2 – 3 Years	6	7			49,150			48,503	48,754
By Level of Education Required:	-----								
Bachelor's Degree	10	12	38,652	47,434	56,851	67,834	75,567	57,937	57,252
By Gender of Employee:	-----								
Male	7	7			49,150			53,957	53,957
Female	9	11			55,702			52,607	51,576
By Race/Ethnicity of Employee:	-----								
White	15	18	35,800	43,385	52,135	67,491	70,824	53,132	52,444
By Number of Years in Position:	-----								
Up to 5 Years	10	10			50,991			51,352	51,352

Writes and edits internal and external materials, including printed and web materials, speeches, opinion pieces, essays, issue papers, background documents, conference materials, and other publications. For grant writers, please see positions #215 and #216 in Development section.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	8			\$56,804			\$58,872	\$58,530
By State:	-----								
Massachusetts	5	6			55,046			57,450	56,686
By Level of Education Required:	-----								
Bachelor's Degree	7	8			56,804			58,872	58,530
By Race/Ethnicity of Employee:	-----								
White	6	7			57,322			59,241	58,904

Membership Director or Manager

925

Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members including newsletter, invitations to events and activities, and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	20							\$61,971
By Race/Ethnicity of Employee:	-----								
White	5	18							61,734

Membership Assistant/Coordinator

930

Performs a variety of skilled administrative and clerical duties directly related to membership activities. These include maintaining databases, preparing routine correspondence, developing/sending mass mailings, assisting and participating in special events for members, developing effective working relationships with members to nurture their connection to the organization.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	18	99							\$36,914
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	6	9			32,760			35,429	37,504
By Geographic Region:	-----								
Greater Hartford	8	85							34,687
By State:	-----								
Connecticut	9	86							34,993
Massachusetts	5	7			33,280		35,090		37,528
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	5	5			38,563		39,533		39,533
51 –100	5	8			32,708		34,902		37,076
By Years of Experience Required:	-----								
2 – 3 Years	11	86							38,491
By Level of Education Required:	-----								
Associate's Degree	5	6			38,459		36,060		37,032
Bachelor's Degree	9	10			41,600		39,152		38,880
By Gender of Employee:	-----								
Female	16	82							37,445
By Race/Ethnicity of Employee:	-----								
White	13	66							35,535
By Number of Years in Position:	-----								
Up to 5 Years	14	46							37.083

Creates and updates content media for website and online social media outlets. Assists with preparing and disseminating accurate, timely information for website(s) and assists with administering content management for all internet/intranet sites. Works closely with internal and external partners to drive social media initiatives. Incorporates new media into organizational communications. Identifies trends and insights on social platforms and devises and manages strategies. Supports organizational social communication strategies and engages prospects in a meaningful way. Identifies, creates, and executes new content strategies for social media and beyond.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	18	20	\$39,100	\$41,611	\$46,488	\$56,035	\$59,552	\$47,858	\$47,761
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	8	8			46,041			47,479	47,479
By State:	-----								
Connecticut	6	6			45,865			49,452	49,452
Massachusetts	9	11			45,843			47,052	46,680
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	5	5			44,554			45,494	45,494
51 –100	6	6			46,041			47,230	47,230
By Years of Experience Required:	-----								
2 – 3 Years	10	10			46,665			47,220	47,220
By Level of Education Required:	-----								
Bachelor's Degree	14	16	38,202	41,803	47,310	56,816	60,494	48,636	48,623
By Gender of Employee:	-----								
Male	8	8			41,964			45,256	45,256
Female	11	12	40,480	44,876	47,622	56,035	58,940	49,593	49,350
By Race/Ethnicity of Employee:	-----								
White	13	15	38,563	42,286	47,486	56,784	60,710	49,007	49,050
By Number of Years in Position:	-----								
Up to 5 Years	13	14	36,504	42,115	47,622	56,795	58,378	48,496	48,205

Following guidelines and procedures, performs office support duties which involve providing information to the public, receiving payments, addressing customer questions, preparing and maintaining records.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	34	\$19,968	\$22,880	\$29,931	\$34,191	\$38,563	\$29,763	\$31,666
By Annual Operating Expenses:	-----								
\$2,500,000 – \$9,999,999	5	16							31,884
By Gender of Employee:	-----								
Female	8	29	19,968	27,040	30,160	34,727	38,563	30,325	31,557
By Race/Ethnicity of Employee:	-----								
White	7	21	19,968	21,424	29,702	34,975	38,563	29,660	32,247
By Number of Years in Position:	-----								
Up to 5 Years	8	27	19,968	20,800	29,120	33,405	39,370	28,968	31,122

Program or Campaign Director

950

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Smaller programs are reported in (955).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	31	52	\$62,543	\$72,341	\$83,616	\$103,345	\$113,234	\$86,620	\$82,461	
By Annual Operating Expenses:	-----		-----						-----	
\$250,000 – \$999,999	5	6			73,900			76,930	77,278	
\$1,000,000 – \$2,499,999	10	13	60,667	63,164	83,803	90,231	109,944	81,544	80,697	
\$2,500,000 – \$9,999,999	10	20	72,403	80,059	97,941	112,451	122,873	96,006	91,364	
By Geographic Region:	-----		-----						-----	
New England Gateway	7	11			85,342			86,206	84,717	
Boston & Cambridge	9	15	61,840	72,000	75,377	100,267	120,572	84,748	74,928	
By State:	-----		-----						-----	
Connecticut	8	13	64,400	73,015	83,803	97,251	112,487	85,447	83,660	
Massachusetts	18	31	61,602	72,000	79,997	103,397	117,514	87,052	81,333	
By Field of Service:	-----		-----						-----	
Philanthropy	5	8			82,649			84,405	85,897	
By Number of Full-Time Equivalent Employees:	-----		-----						-----	
6 – 10	6	9			79,997			82,892	84,150	
11 – 25	8	10			77,771			76,853	74,745	
26 – 50	5	11			86,320			95,386	98,111	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	5	7			62,998			71,320	66,659	
4 – 6 Years	11	14	64,500	70,250	76,815	85,930	107,436	80,098	81,439	
7 – 10 Years	11	18	72,297	75,404	97,941	112,857	123,422	95,690	92,121	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	21	31	61,721	72,000	79,581	103,187	112,986	85,043	82,560	
Master's Degree	7	8			88,275			93,359	90,399	
By Gender of Employee:	-----		-----						-----	
Male	7	9			84,614			87,542	88,405	
Female	26	39	61,402	72,000	83,387	100,267	113,485	84,539	79,767	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	9	10			74,731			75,661	74,566	
White	24	36	62,819	72,070	84,209	107,354	115,059	87,297	84,816	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	17	23	61,089	64,000	79,581	100,267	118,370	84,001	79,732	
5 – 10 Years	10	11			86,590			87,641	88,924	
11 – 20 Years	9	10			86,060			87,001	88,541	
More than 20 Years	6	6			93,715			94,719	94,719	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	13	18	61,201	75,283	84,573	109,086	113,804	87,449	86,784	
4 to 8	7	7			100,267			90,494	90,494	
9 to 14	6	6			93,687			93,426	93,426	
15 and over	6	8			79,061			80,985	81,765	

Other Program or Issues-Based Campaign Positions

955

Program or Campaign Manager

Provides overall management and supervision to one or two program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Larger programs are reported in (950).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	46	110	\$47,486	\$50,667	\$56,630	\$69,058	\$79,757	\$60,115	\$59,712
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	10	14	44,694	46,825	50,209	56,566	66,914	52,543	53,742
\$1,000,000 – \$2,499,999	14	36	48,006	50,252	57,793	66,875	77,756	59,304	59,438
\$2,500,000 – \$9,999,999	13	27	43,843	54,995	63,750	77,000	86,582	65,498	62,094
\$25,000,000 and over	5	22	50,648	52,000	59,882	70,639	81,358	62,902	66,544
By Geographic Region:	-----								
New England Gateway	9	19	48,359	51,002	59,093	65,915	71,427	59,437	61,345
Greater Hartford	10	18	43,990	50,667	53,040	56,368	77,033	55,536	53,448
Western MA & Litchfield County CT	5	19	47,486	50,648	52,000	63,750	72,000	56,442	61,855
Eastern MA, Not Including Boston	5	17							66,700
Boston & Cambridge	10	24	44,500	49,000	59,322	79,392	85,051	62,799	61,809
By State:	-----								
Connecticut	15	27	45,868	50,667	53,040	59,176	77,085	57,052	55,797
Massachusetts	22	63	47,486	50,669	57,491	72,043	81,746	62,066	61,723
By Field of Service:	-----								
Child and youth services and advocacy	5	13	43,200	48,750	50,667	51,750	65,496	51,361	53,417
Community and economic development	5	19	50,648	52,000	55,931	70,000	77,501	60,645	62,875
Philanthropy	6	9			62,400			64,958	62,548
Arts, culture	7	12	42,361	53,857	56,753	61,860	86,464	59,181	58,048
By Number of Full-Time Equivalent Employees:	-----								
1 – 5	9	13	43,351	46,842	51,418	57,295	73,844	53,703	55,550
6 – 10	10	20	47,084	48,578	53,040	59,722	76,603	57,296	57,405
11 – 25	14	32	45,298	50,252	58,043	65,686	73,430	58,924	57,940
By Years of Experience Required:	-----								
2 – 3 Years	20	42	46,657	48,875	52,250	62,198	69,690	55,510	57,804
4 – 6 Years	16	26	50,661	50,919	57,741	76,631	78,740	62,846	63,883
7 – 10 Years	5	11			67,500			65,945	64,186
By Level of Education Required:	-----								
Bachelor's Degree	36	87	47,459	50,003	55,803	65,915	75,263	58,266	56,978
Master's Degree	8	9			66,887			69,224	70,939
By Gender of Employee:	-----								
Male	20	24	47,243	51,001	55,463	68,433	77,148	59,582	60,912
Female	39	76	47,455	50,648	56,358	66,493	78,298	58,978	59,938
By Race/Ethnicity of Employee:	-----								
Black	11	12	44,100	53,529	59,998	71,911	79,514	61,383	62,827
Hispanic or Latino	5	6			61,048			61,852	60,890
White	38	75	47,229	49,234	53,477	66,887	78,541	58,829	59,738
By Number of Years in Position:	-----								
Up to 5 Years	38	72	47,480	50,001	56,578	66,493	76,994	58,865	58,324
5 – 10 Years	15	17	47,166	49,254	63,141	78,751	86,886	64,153	63,704
By Number of Employees Managed:	-----								
1 to 3	23	37	46,860	50,658	56,680	71,107	80,935	61,282	59,036
4 to 8	10	17	50,016	51,334	59,176	74,500	82,311	62,742	64,088

Program or Campaign Coordinator

960

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	42	105	\$35,360	\$38,698	\$45,406	\$52,000	\$58,943	\$46,075	\$46,158
By Annual Operating Expenses:									
\$250,000 – \$999,999	8	17	32,864	37,440	44,330	48,703	59,605	43,986	48,931
\$1,000,000 – \$2,499,999	15	27	33,010	37,440	47,278	52,000	59,938	46,131	47,679
\$2,500,000 – \$9,999,999	10	24	35,483	39,598	46,103	51,979	53,625	46,700	44,769
By Geographic Region:									
New England Gateway	7	9			47,486			46,179	46,962
Greater Hartford	8	17	34,944	37,440	40,144	48,743	50,402	42,553	43,769
Western MA & Litchfield County CT	5	26							45,091
Boston & Cambridge	13	34	33,686	37,440	45,760	52,000	54,500	45,639	46,339
By State:									
Connecticut	16	27	34,336	37,294	39,520	47,486	51,351	42,373	42,838
Massachusetts	21	72	36,899	39,874	46,436	53,326	60,177	47,561	48,722
By Field of Service:									
Arts, culture	7	11			38,854			40,988	41,677
By Number of Full-Time Equivalent Employees:									
1 – 5	9	11			47,486			45,095	45,627
6 – 10	12	24	35,308	37,440	43,579	50,872	59,634	45,028	47,998
11 – 25	10	22	33,010	36,920	39,988	51,392	54,100	43,739	44,914
51 – 100	6	16	34,635	41,374	46,103	53,211	59,581	47,623	44,582
By Years of Experience Required:									
1 Year	8	11			38,854			40,990	41,230
2 – 3 Years	22	50	37,440	39,988	45,739	50,164	53,291	45,778	46,799
4 – 6 Years	7	18	37,236	38,808	42,809	50,965	53,479	44,494	46,167
By Level of Education Required:									
Associate's Degree	9	15	33,010	34,653	38,542	47,216	52,313	40,409	42,808
Bachelor's Degree	26	60	37,309	40,188	47,143	52,000	59,346	47,488	45,891
By Gender of Employee:									
Male	13	20	37,346	39,874	45,916	51,301	53,179	45,234	44,998
Female	37	73	34,621	37,804	42,827	50,000	54,600	44,338	45,563
By Race/Ethnicity of Employee:									
Asian	5	6			41,663			42,954	44,778
Black	6	7			47,486			45,648	47,362
Hispanic or Latino	11	13	33,700	36,920	44,800	50,035	64,480	45,192	45,325
White	33	62	36,363	38,542	44,005	50,648	53,741	44,716	45,928
By Number of Years in Position:									
Up to 5 Years	35	64	34,627	39,520	47,486	53,211	58,604	47,042	47,189
5 – 10 Years	5	5			45,011			43,498	43,498
11 – 20 Years	5	8			52,919			53,752	51,366
By Number of Employees Managed:									
1 to 3	9	21	36,462	38,324	42,432	45,916	50,049	42,378	41,498

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients; and assisting and participating in program events.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	17	30	\$31,200	\$32,708	\$35,672	\$40,399	\$46,885	\$36,862	\$37,773
By Annual Operating Expenses:	-----								
\$250,000 – \$999,999	6	7			31,200			34,023	33,926
\$2,500,000 – \$9,999,999	5	14	29,276	33,150	35,516	38,714	49,338	36,871	40,635
By Geographic Region:	-----								
Boston & Cambridge	6	7			31,200			35,021	35,091
By State:	-----								
Connecticut	6	9			38,102			39,767	40,302
Massachusetts	10	19	31,200	31,200	35,360	38,000	45,282	35,602	36,457
By Number of Full-Time Equivalent Employees:	-----								
11 – 25	6	9			35,360			38,260	40,165
By Years of Experience Required:	-----								
1 Year	6	14	27,560	32,214	34,320	36,192	40,799	34,258	33,724
2 – 3 Years	6	11			38,000			39,951	42,168
By Level of Education Required:	-----								
High School Diploma	7	12	31,668	33,280	34,819	37,388	46,542	36,405	36,531
By Gender of Employee:	-----								
Male	6	6			34,600			34,933	34,933
Female	13	24	31,200	33,280	35,672	40,726	48,062	37,344	38,048
By Race/Ethnicity of Employee:	-----								
Black	5	5			45,344			41,284	41,284
White	10	20	31,335	33,530	36,452	39,524	44,914	36,810	38,060
By Number of Years in Position:	-----								
Up to 5 Years	12	22	29,744	32,214	35,360	37,814	41,600	35,397	36,005

Trainer, Outside Consultants

970

Works with management and constituent organizations to determine specific training needs and learning objectives for constituents, consistent with the organizational mission. May research and develop training content. Designs field training programs (traditional and web-based) and learning initiatives. Creates and updates training materials. Solicits feedback on program content and effectiveness to identify opportunities to improve course design.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	8	19	\$48,006	\$55,994	\$60,840	\$62,858	\$69,826	\$60,218	\$59,303
By State:	-----								
Massachusetts	5	11			62,400			60,563	57,302
By Level of Education Required:	-----								
Bachelor's Degree	6	13	50,228	59,665	62,400	64,920	75,354	62,447	61,893
By Race/Ethnicity of Employee:	-----								
White	5	11			57,262			58,397	56,111
By Number of Years in Position:	-----								
Up to 5 Years	7	13	46,658	57,585	61,751	62,830	67,831	59,791	59,483

VI. Appendices

Appendix A: Participating Survey Organizations

<u>Organization</u>	<u>City</u>
A Wish Come True, Inc.	Warwick, RI
Ability Beyond	Bethel, CT
Achieve Hartford!	Hartford, CT
Agawam Housing Authority	Agawam, MA
AHM Youth and Family Services, Inc.	Hebron, CT
AIDS Connecticut	Hartford, CT
All Hands Volunteers	Mattapoissett, MA
Allied Community Services, Inc.	Enfield, CT
American Antiquarian Society	Worcester, MA
American International College	Springfield, MA
American School for the Deaf	West Hartford, CT
Amherst Ballet Theatre Company, Inc.	Amherst, MA
Amistad Center	Hartford, CT
ARC of Greater New Haven, Inc.	North Haven, CT
Arc of Meriden-Wallingford, Inc.	Meriden, CT
The Arc New London County	Norwich, CT
The Arc of Opportunity in No. Central Mass, Inc.	Fitchburg, MA
Arc of South Norfolk	Westwood, MA
Associated Grant Makers	Boston, MA
Audible Local Ledger	Mashpee, MA
Bay Cove Human Services, Inc.	Boston, MA
Becket-Chimney Corners YMCA	Becket, MA
Bedford Audubon Society	Katonah, NY
Behavioral Health Network	Springfield, MA
Benhaven, Inc.	North Haven, CT
Berkshire Hills Music Academy	South Hadley, MA
Berkshire United Way, Inc.	Pittsfield, MA
BFAIR	North Adams, MA
BHcare, Inc.	North Haven, CT
Bidwell House Museum	Monterey, MA
Big Brothers Big Sisters of Massachusetts Bay	Boston, MA
Big Sister Association of Greater Boston	Boston, MA
Black and Pink	Dorchester, MA
Boardwalk Business Group	Forestdale, MA
Boston Chinatown Neighborhood Center	Boston, MA
Boston Debate League	Boston, MA
Boston Medical Center Domestic Violence Program	Boston, MA
Boston Partners in Education	Boston, MA
Boys & Girls Club of Fall River	Fall River, MA
Boys & Girls Club of Greater Lowell	Lowell, MA
Brain Injury Alliance of Connecticut	Windsor, CT

Organization

Brass City Harvest
 The Bridge Family Center
 Bridges Healthcare, Inc.
 Bristol Adult Resource Center
 Build Commonwealth, Inc.
 The Bushnell Center for Performing Arts
 Buttonwoods Museum
 Connecticut Alliance for Basic Human Needs
 Connecticut Association for Human Services
 Campaign for Commercial-Free Childhood
 Cancer Support Team
 Cape Abilities
 Cape and Islands United Way
 Cape Ann Museum
 Cape Cod Commercial Fishermen's Alliance
 The Cape Cod Foundation
 Capital Area Substance Abuse Council
 Capital Workforce Partners
 Career Resources, Inc.
 The Carrot Project
 Catholic Charities - Archdiocese of Hartford
 CCARC, Inc.
 Center for EcoTechnology
 Center for Human Development
 Center for Latino Progress - CPRF
 Center for Living & Working, Inc.
 Central Naugatuck Valley Help, Inc.
 Child Advocates of SW Connecticut
 Child and Family Agency of Southeastern Connecticut, Inc.
 Child Care Council of Westchester
 The Children's Center of Hamden
 The Children's Village
 Chrysalis Center, Inc.
 Citizens for Quality Sickle Cell Care
 CitySprouts, Inc.
 CLASS, Inc.
 Clifford Beers Clinic
 Connecticut Oral Health Initiative
 The College Crusade of Rhode Island
 Columbus House, Inc.
 Community Action of the Franklin, Hampshire, and North Quabbin Regions
 Community Capital New York
 Community Child Guidance Clinic, Inc.
 Community Connections, Inc.

City

Waterbury, CT
 West Hartford, CT
 Milford, CT
 Bristol, CT
 Boston, MA
 Hartford, CT
 Haverhill, MA
 Hartford, CT
 Hartford, CT
 Boston, MA
 Purchase, NY
 Hyannis, MA
 Hyannis, MA
 Gloucester, MA
 Chatham, MA
 Yarmouthport, MA
 Windsor, CT
 Hartford, CT
 Bridgeport, CT
 Boston, MA
 Hartford, CT
 New Britain, CT
 Pittsfield, MA
 Springfield, MA
 Hartford, CT
 Worcester, MA
 Waterbury, CT
 Norwalk, CT
 New London, CT
 Scarsdale, NY
 Hamden, CT
 Dobbs Ferry, NY
 Hartford, CT
 Hartford, CT
 Cambridge, MA
 Lawrence, MA
 New Haven, CT
 Hartford, CT
 Providence, RI
 New Haven, CT
 Greenfield, MA
 Hawthorne, NY
 Manchester, CT
 South Yarmouth, MA

Organization

Community Development Partnership
Community Economic Development Fund Foundation, Inc.
Community Enterprises, Inc.
Community Foundation for Nantucket
Community Health & Wellness Center
Community Health Resources
Community Music Center of Boston
Community Residences, Inc.
Community Resources for Justice
Community Servings
Connecticut Association of School Based Health Centers, Inc.
The Connecticut Center for Nonviolence
Connecticut Choral Artists, Inc.
Connecticut Coalition to End Homelessness, Inc.
Connecticut Community Foundation
Connecticut Council for Interreligious Understanding
Connecticut Counseling Centers, Inc.
The Connecticut Forum
Connecticut Historical Society
Connecticut Junior Republic
Connecticut Radio Information System
Connecticut Recreation and Parks Association, Inc.
Connecticut Science Center
Cotuit Center for the Arts
Council of Social Concern
Covenant to Care for Children, Inc.
Crossroads Inc.
Cultural Center of Cape Cod
Connecticut Women's Education and Legal Fund
Danforth Museum Corporation
David M. Hunt Library & School Association
Devereux Advanced Behavioral Health
The Discovery Center
Dominican Sisters of Hope
DOVE, Inc.
East Boston Social Centers
Easter Seals Goodwill Industries Rehabilitation Center, Inc.
Easter Seals Capital Region & Eastern Connecticut
Educational Resources for Children
Eliot School of Fine & Applied Arts
Elizabeth Stone House
Emergency Aid Association
Essex County Community Foundation
Fairfield County's Community Foundation

City

Eastham, MA
Meriden, CT
Northampton, MA
Nantucket, MA
Torrington, CT
Windsor, CT
Boston, MA
Newington, CT
Boston, MA
Jamaica Plain, MA
North Haven, CT
West Hartford, CT
Hartford, CT
Hartford, CT
Waterbury, CT
Hartford, CT
Danbury, CT
Hartford, CT
Hartford, CT
Litchfield, CT
Windsor, CT
Newington, CT
Hartford, CT
Cotuit, MA
Woburn, MA
Hartford, CT
Duxbury, MA
South Yarmouth, MA
Hartford, CT
Framingham, MA
Falls Village, CT
Rutland, MA
Hartford, CT
Ossining, NY
Quincy, MA
East Boston, MA
North Haven, CT
Windsor, CT
Enfield, CT
Boston, MA
Roxbury, MA
Suffield, CT
Danvers, MA
Norwalk, CT

Organization

City

Fairfield Historical Society	Fairfield, CT
Falmouth Historical Society, Inc.	Falmouth, MA
The Family Pantry of Cape Cod	Harwich, MA
Family Reach Foundation	Boston, MA
Family Services of Westchester, Inc.	Port Chester, NY
Farmington River Watershed Association	Simsbury, CT
Fitchburg Art Museum	Fitchburg, MA
Founders Hall	Ridgefield, CT
Friends of Fort Point Channel	Boston, MA
Futures Inc.	Middletown, CT
Gilead Community Services, Inc.	Middletown, CT
Girl Scouts of Connecticut	Hartford, CT
Grassroots International	Jamaica Plain, MA
Greater Hartford Arts Council	Hartford, CT
Greater Hartford Legal Aid, Inc.	Hartford, CT
Greater Springfield Senior Services, Inc.	Springfield, MA
Greater Worcester Community Foundation, Inc.	Worcester, MA
The Guidance Center of Westchester	Mount Vernon, NY
Guidewire, Inc.	Springfield, MA
Habitat for Humanity of NW Connecticut	Salisbury, CT
Hands On Hartford, Inc.	Hartford, CT
The Hanover Theatre	Worcester, MA
Harriet Beecher Stowe Center	Hartford, CT
Hartford Behavioral Health	Hartford, CT
Hartford Community Loan Fund	Hartford, CT
Hartford Food System, Inc.	Hartford, CT
Hartford Gay and Lesbian Health Collective	Hartford, CT
The Hartford Guides, Inc.	Hartford, CT
Hartford Interval House	Hartford, CT
Hartford Marathon Foundation	Glastonbury, CT
Hartford Neighborhood Centers, Inc.	Hartford, CT
Hartford Performs, Inc.	Hartford, CT
Hartford Stage Company, Inc.	Hartford, CT
Hartford's Camp Courant	Hartford, CT
The Health Foundation of Central Massachusetts, Inc.	Worcester, MA
Helping Our Women	Provincetown, MA
High Hopes Therapeutic Riding, Inc.	Old Lyme, CT
Highland Valley Elder Services	Florence, MA
Hildebrand Family Self Help Center, Inc.	Cambridge, MA
Hillcrest Educational Centers	Pittsfield, MA
Hill-Stead Museum	Farmington, CT
Hispanic Health Council	Hartford, CT
Historic Highfield, Inc.	Falmouth, MA
Homeless Prevention Council/ Infertaith Council for the Homeless	Orleans, MA

Organization

Human Development Services of Westchester, Inc.
 ICES Inc.
 Independence House, Inc.
 Indian Hill Music
 Inspirica, Inc.
 InterCommunity, Inc.
 Invest in Girls, Inc.
 Jeanne Geiger Crisis Center
 Jewish Community Housing for the Elderly
 Journey Found Inc.
 Joy of Music Program
 Joyful Noise, Inc.
 Judy Dworin Performance Project, Inc.
 Junior Achievement of Southwest New England, Inc.
 Just A Start
 The Kennedy Center, Inc.
 Key Human Services, Inc.
 Klingberg Family Centers, Inc.
 Knox, Inc.
 Kuhn Employment Opportunities, Inc.
 LARC, The ARC of Litchfield County, Inc.
 Latino Community Services, Inc.
 Legal Services of the Hudson Valley
 Lextended Day, Inc.
 Library Connection, Inc.
 Lifeworks, Inc.
 Linda Loring Nature Foundation
 Literacy Volunteers of Greater Waterbury
 Manchester Area Council of Churches Charities
 Massachusetts Association of Community Development Corporations
 Madonna Place, Inc.
 Manchester Essex Conservation Trust
 MARC Community Resources
 MARC, Inc. of Manchester
 Marrakech, Inc.
 Mass Mentoring Partnership
 Massachusetts Adoption Resource Exchange
 Massachusetts Alliance of Portuguese Speakers
 Massachusetts Nonprofit Network
 MCCA, Inc.
 McCall Center for Behavioral Health
 Meals on Wheels of Rhode Island, Inc.
 Mental Health Association, Inc.
 Mental Health Connecticut

City

Mamaroneck, NY
 Naugatuck, CT
 Hyannis, MA
 Littleton, MA
 Stamford, CT
 East Hartford, CT
 Sherborn, MA
 Newburyport, MA
 Brighton, MA
 Manchester, CT
 Worcester, MA
 Torrington, CT
 Hartford, CT
 Hartford, CT
 Cambridge, MA
 Trumbull, CT
 Wethersfield, CT
 New Britain, CT
 Hartford, CT
 Meriden, CT
 Torrington, CT
 Hartford, CT
 White Plains, NY
 Lexington, MA
 Windsor, CT
 Westwood, MA
 Nantucket, MA
 Waterbury, CT
 Manchester, CT
 Boston, MA
 Norwich, CT
 Manchester, MA
 Middletown, CT
 Manchester, CT
 Woodbridge, CT
 Boston, MA
 Boston, MA
 Cambridge, MA
 Boston, MA
 Danbury, CT
 Torrington, CT
 Providence, RI
 Springfield, MA
 West Hartford, CT

Organization

City

Metropolitan Waterworks Museum	Chestnut Hill, MA
Mosaic	Cromwell, CT
Mount Kisco Child Care Center	Mount Kisco, NY
Music Worcester	Worcester, MA
North Shore Alliance of Gay, Lesbian, Bisexual and Transgender Youth	Salem, MA
Nantucket Book Foundation	Nantucket, MA
Nantucket Interfaith Council	Nantucket, MA
Nantucket Preservation Trust	Nantucket, MA
Nantucket S.T.A.R.	Nantucket, MA
National Conference for Community and Justice Network, Inc.	Windsor, CT
The Network Against Domestic Abuse, Inc.	Andover, CT
New Bedford Symphony Orchestra	Enfield, CT
New England Aquarium	New Bedford, MA
New England Business Associates	Boston, MA
New England Science & Sailing Foundation	Springfield, MA
New Hope	Stonington, CT
Newport County Community Mental Health Center	Attleboro, MA
Newport Hospital	Middletown, RI
Newport Music Festival	Providence, RI
newportFILM	Middletown, RI
Noank Community Support Services	Newport, RI
Norfolk Chamber Music Festival- Yale School of Music	Groton, CT
North Andover Historical Society	Norfolk, CT
North Central Regional Mental Health Board, Inc.	North Andover, MA
North Quabbin Citizen Advocacy	Hartford, CT
Northeast Center for Youth & Families, Inc.	Orange, Ma
Northeast Independent Living Program, Inc.	Easthampton, MA
Northwest Regional Mental Health Board, Inc.	Lawrence, MA
Oak Hill	Waterbury, CT
Old Colony YMCA	Hartford, CT
One Brick	Brockton, MA
The Open Door Shelter, Inc.	Cambridge, MA
Operation Fuel, Inc.	Norwalk, CT
Our Piece of the Pie, Inc.	Hartford, CT
Our Sisters' School, Inc.	Hartford, CT
Pakachoag Music School of Greater Worcester	New Bedford, MA
Palace Theater Group Inc.	Auburn, MA
Parents Cooperative of Nantucket, Inc.	Waterbury, CT
Pastoral Center, Archdiocese of Boston	Nantucket MA
Pathlight	Braintree, MA
People Making a Difference Through Community Service, Inc.	Springfield, MA
Perception Programs	Randolph, MA
Person-to-Person, Inc.	Willimantic, CT
	Darien, CT

<u>Organization</u>	<u>City</u>
PLAN of Connecticut	Hartford, CT
The Preservation Society of Newport County	Newport, RI
Pro Bono Partnership	White Plains, NY
Provincetown Community Compact	Provincetown, MA
REACH Beyond Domestic Violence, Inc.	Waltham, MA
Real Art Ways, Inc.	Coventry, CT
Real Food Generation	Cambridge, MA
Recovery Network of Programs, Inc.	Shelton, CT
Regional Youth Adult Social Action Partnership [RYASAP]	Bridgeport, CT
Religious Institute	Westport, CT
Rennie Center for Education Research & Policy	Boston, MA
Residential Management Services, Inc.	Kensington, CT
Rhode Island Community Food Bank	Providence, RI
Rhode Island Land Trust Council	Saunderstown, RI
Rhode Island Natural History Survey	Kingston, RI
Rhode Island Zoological Society	Providence, RI
Roca	Chelsea, MA
Safe Havens Interfaith Partnership Against Domestic Violence	Boston, MA
Safe Passage	Northampton, MA
Samaritans on Cape Cod and the Islands	Falmouth, MA
SARAH, Inc.	Westbrook, CT
Seven Hills Foundation	Worcester, MA
Something Good in the World, Inc.	Cortlandt Manor, NY
South Africa Partners	Boston, MA
South Windsor Child Development Center	South Windsor, CT
Southeastern Connecticut Cultural Coalition	New London, CT
Southern Worcester County Rehabilitation Center, Inc.	Webster, MA
Springfield Housing Authority	Springfield, MA
Sunshine Village	Chicopee, MA
Survivors of Homicide, Inc.	Wethersfield, CT
Susan B. Anthony Project	Torrington, CT
Teatown Lake Reservation	Ossining, NY
TheaterWorks	Hartford, CT
Torrington PAL	Torrington, CT
Transition House, Inc.	Cambridge, MA
Trustees of Deerfield Academy	Deerfield, MA
TSNE MissionWorks	Boston, MA
United Cerebral Palsy of Eastern Connecticut	Quaker Hill, CT
Unitarian Universalist Urban Ministry	Roxbury, MA
United Services, Inc.	Dayville, CT
United Way of Greater New Bedford	New Bedford, MA
United Way of Rhode Island	Providence, RI
The Vantage Group, Inc.	Wallingford, CT
Venture Community Services, Inc.	Sturbridge, MA

Organization

City

The Village for Families and Children	Hartford, CT
Visiting Nurse Services of Newport & Bristol Counties	Portsmouth, RI
Volunteer New York!	Tarrytown, NY
Wadsworth Atheneum Museum of Art	Hartford, CT
Waterford Country School, Inc.	Quaker Hill, CT
WCI - Work, Community, Independence	Waltham, MA
WE CAN	Harwich Port, MA
Westchester Children's Association	White Plains, NY
Westchester End-of-Life Coalition	Bronxville, NY
Westchester Jewish Community Services	White Plains, NY
Westchester Jewish Council	White Plains, NY
Westchester Land Trust	Katonah, NY
Westchester Library System	Elmsford, NY
Western Massachusetts Training Consortium, Inc.	Holyoke, MA
Western New England University	Springfield, MA
WestFair Rides	Mount Kisco, NY
Westhab, Inc.	Yonkers, NY
White Plains Youth Bureau	White Plains, NY
Wild Care, Inc.	Eastham, MA
Williston Northampton School	Easthampton, MA
Windhorse Integrative Mental Health, Inc.	Northampton, MA
Winding Trails, Inc.	Farmington, CT
Windsor Historical Society	Windsor, CT
Winsted Area Child Care Center, Inc.	Winsted, CT
Women's Fund of Rhode Island	Providence, RI
Women's League Child Development Center, Inc.	Hartford, CT
Woonasquatucket River Watershed Council	Providence, RI
Worcester Community Action Council, Inc.	Worcester, MA
Worcester County Food Bank	Shrewsbury, MA
Worcester Regional Research Bureau, Inc.	Worcester, MA
Yes She Can, Inc.	White Plains, NY
YMCA Cape Cod	West Barnstable, MA
YMCA of Central Massachusetts	Worcester, MA
YMCA of Greater Hartford	Hartford, CT
Yonkers Partners in Education	Yonkers, NY
YWCA of Central Massachusetts	Worcester, MA
YWCA Southeastern Massachusetts	New Bedford, MA

Appendix B: TSNE MissionWorks and Our Survey Partners

TSNE MissionWorks

TSNE MissionWorks (formerly Third Sector New England) (www.tsne.org) is a nonprofit management support and capacity building organization that works with hundreds of nonprofits across the country. Our mission is to provide information and services to build the knowledge, power, and effectiveness of individuals, organizations and groups that engage people in community and public life. The ultimate intention of our work is to create a more just and democratic society.

TSNE MissionWorks assists a wide range of people, nonprofits and philanthropists in the social sector with expertise in consulting, financial and grants management, human resources compensation and benefits administration, professional development training and research about nonprofit fields of practice. Our fiscal sponsorship program works in partnership with nonprofit projects nationally stewarding \$36 million in projects' funds and managing compensation and benefits for 470 employees in 27 states. Our consulting program is the largest provider of executive transitions services in New England. We are also the owner and operator of the NonProfit Center, a 110,000 square foot building in downtown Boston that provides office and meeting space to nonprofits.

Through these programs and services we share our knowledge and experience with others, enhancing their ability to become more adaptive and effective, to think innovatively, to discover new opportunities, to achieve their missions, and to reach their goals.

TSNE MissionWorks has published several groundbreaking original research projects that have been widely reviewed and shared with the sector including: Valuing Our Nonprofit Workforce compensation studies (2017, 2014 and 2010), Opportunity in Change (2017, with The Boston Foundation), Leadership New England study (2015), Funding Learning Networks for Community Impact (2013), Inclusion Initiative report (2013), Step-by-Step Guide to Achieving Diversity in the Workplace (2010), Creative Disruption a sabbatical study (2009), and the Executive Directors Guide (2002, 2010, new edition coming in 2018).

Survey Partners

Associated Grant Makers is a vibrant community of Massachusetts' and the surrounding region's most highly-engaged philanthropic organizations, connecting new and established foundation donors, trustees and staff to each other and to their communities. AGM's mission is to promote the practice and expansion of effective and responsible philanthropy to improve the health and vitality of its region. Boston, Mass. For more information, visit www.agmconnect.org

The **Barr Foundation**'s mission is to invest in human, natural, and creative potential, serving as thoughtful stewards and catalysts. Based in Boston, Barr focuses regionally, and selectively engages nationally, working in partnership with nonprofits, foundations, the public sector, and civic and business leaders to elevate the arts, advance solutions for climate change, and connect all students to success in high school and beyond. With assets of \$1.7 billion, Barr is among the largest private foundations in New England and has contributed more than \$834 million to charitable causes since 1999. Boston, Mass. For more information, visit barrfoundation.org or follow @BarrFdn.

Bay Path University, M.S. Programs in Nonprofit Management & Philanthropy (NMP) and Strategic Fundraising & Philanthropy (SFP). Bay Path University graduate programs in NMP and SFP are focused on leadership development through a curriculum that takes theory to practice in an applied learning environment. The focus is on preparing students for leadership roles in the nonprofit sector. Both degrees are focused entirely on the nonprofit sector with courses in areas such as Strategic Management, Financial Decision-Making, Board Governance, and Law, Policy and Government. The SFP degree is focused on building long-term relationships with donors and offers courses such as Major Gifts, Marketing, Planned Giving and Resource Development Management. Longmeadow, Mass. For more information visit www.baypath.edu

Berkshire Taconic Community Foundation builds stronger communities by inspiring charitable giving and improves the quality of life for residents of Berkshire County, MA; Columbia County and northeast Dutchess County, NY; and northwest Litchfield County, CT. Since 1987, the foundation has helped thousands of donors achieve their philanthropic goals, and hundreds of nonprofits to carry on their good work. Sheffield, Mass. For more information, visit www.berkshiretaconic.org

Community Foundation of Southeastern Massachusetts is a tax-exempt, public charity serving thousands of people working together to improve the quality of life in Southeastern Massachusetts, with a goal to facilitate, advise, convene and/or respond to critical community issues, including education, the arts and the environment. We work to mobilize philanthropy by matching donors and resources with community needs for the benefit of our region. New Bedford, Mass. For more information, visit www.cfsema.org

Community Foundation of Western Massachusetts seeks to enrich the quality of life of the people of Hampshire, Hampden and Franklin counties in western Massachusetts, by encouraging philanthropy, developing a permanent, flexible endowment, assessing and responding to emerging and changing needs, serving as a resource, catalyst and coordinator for charitable activities, and promoting efficiency in the management of charitable funds. Springfield, Mass. For more information, visit www.communityfoundation.org

Connecticut Community Foundation was created by and for the people of Greater Waterbury and the Litchfield Hills. While serving this 21-town region, the Foundation provides leadership in addressing the community's critical issues, strengthens local nonprofit organizations through grants and technical assistance programs, and works with individuals, families and corporations to steward charitable and scholarship funds. Waterbury, Conn. For more information, visit www.conncf.org

Connecticut Community Nonprofit Alliance (The Alliance) is Connecticut's association for nonprofits. Our mission is to advocate and build capacity for community-based nonprofits to strengthen and sustain healthy communities. Our vision is to help ensure that nonprofits are recognized, valued and essential contributors to thriving communities. Hartford, Conn. For more information, visit www.ctnonprofitalliance.org

Employers Association of the NorthEast provides its members with access to experienced HR professionals along with training programs that allow members to better develop, engage and retain employees. EANE provides customized solutions to member's HR challenges. We offer a hotline along with databases and e-communications to inform our members. Our reach extends to over 900 organizations throughout the Northeast in manufacturing, finance, health and human services, education, and retail. Agawam, Mass. For more information, visit www.eane.org

Essex County Community Foundation promotes philanthropy in Essex County by managing charitable funds for donors, providing grants and services to nonprofit organizations and engaging in community leadership initiatives. Our ultimate goal is to improve the quality of life in our 34 towns and cities. Danvers, Mass. For more information, visit www.eccf.org

Since 1992, **Fairfield County's Community Foundation** has been dedicated to creating lasting change in our region and we've awarded over \$212 million in grants in support of 625 local nonprofits. We maximize impact by combining fiscal stewardship with extensive community knowledge. As a trusted nonprofit partner and thought leader, we unite philanthropists, nonprofits, and expert resources with the goal of creating a vital and inclusive community - where every individual has the opportunity to thrive. Norwalk, Conn. For more information, visit www.fccfoundation.org

Greater Worcester Community Foundation works in collaboration with partners in our nonprofit, public and business sectors, bringing people and resources together to help our region meet pressing and long-term needs and prepare for the future. The Foundation engages Worcester County in its own betterment. This neighborly experiment built on self-reliance embraces and engages diverse sectors united in their vision of a better Worcester. Worcester, Mass. For more information, visit www.greaterworcester.org

Hartford Foundation for Public Giving. Serving 29 towns, hundreds of nonprofits and more than 750,000 residents, the Foundation brings together community members to share information, understand local problems and put resources behind effective solutions. The Foundation's grants support efforts that promise substantial and lasting community benefit, while the endowment ensures the region's continued progress for generations to come. Hartford, Conn. For more information, visit www.hfpg.org

Human Service Forum is an association of nonprofit and public agencies and individuals providing human services in the Pioneer Valley. The Forum is a vehicle for communicating the important contributions of human services to the quality of life in Pioneer Valley communities and for members to network, address problems of mutual concern and address changes impacting human services. Membership includes 100 organizations and individuals. Holyoke, Mass. For more information, visit www.humanserviceforum.org

Inspirica, Inc. is one of the largest providers of services to the homeless in Connecticut and the largest in lower Fairfield County, serving individuals and families who are homeless or at risk of becoming homeless. Inspirica operates 11 facilities and provides support services, including vocational training, workforce education, job placement, housing placement, job and housing retention support, early childhood and parenting services, children's services and counseling and case management. Inspirica seeks to address both the physical component of homelessness and its underlying root causes in order to fulfill its mission: To break the cycle of homelessness by helping people achieve – and maintain – permanent housing and stability in their lives. Stamford, Conn. For more information, visit www.inspircact.org

Jane Doe, Inc. is a coalition of 60 community-based sexual and domestic violence organizations in Massachusetts, working together with our allies to find lasting solutions that promote the safety, liberty, and dignity for victims and survivors of sexual and domestic violence. Jane Doe is changing the way society views and reacts to sexual and domestic violence, in ways that make our communities safer today and for future generations. Boston, Mass. For more information, visit www.janedoe.org

Massachusetts Council of Human Service Providers, Inc., dba Providers' Council is the largest statewide association of nonprofit, community-based care giving organizations in Massachusetts. The association's more than 200 members provide human services, health, safety, educational and employment supports to one-in-ten Massachusetts residents. The Council offers high-quality public policy research and advocacy, education, training and business partnership services to benefit its members. Boston, Mass. For more information, visit www.providers.org

Massachusetts Cultural Council (MCC) is a Massachusetts State agency that supports the arts, humanities, and sciences to improve the quality of life in Massachusetts. MCC pursues this mission through grants, services and advocacy for nonprofit cultural organizations, schools, communities and artists. Boston, Mass. For more information, visit www.massculturalcouncil.org

Massachusetts Nonprofit Network In 2007, hundreds of nonprofits began to find their voice when the Massachusetts Nonprofit Network (MNN) launched as the sector's unifying statewide association. MNN's mission is to unite and strengthen the nonprofit sector in the Commonwealth through advocacy, public awareness and capacity-building services. Boston, Mass. For more information, visit www.massnonprofitnet.org

Northwest Connecticut Community Foundation seeks to enrich the quality of life for residents of Northwest Connecticut by inspiring local philanthropy, convening stakeholders in community welfare, strengthening the regional nonprofits network and fostering collaborative funding partnerships. Torrington, CT. For more information, visit www.northwestcf.org

Rhode Island Foundation Founded in 1916, the Rhode Island Foundation is one of the nation's oldest and largest community foundations, is Rhode Island's only community foundation, and is the largest funder of Rhode Island's nonprofit sector. The Rhode Island Foundation is a proactive community and philanthropic leader dedicated to meeting the needs of the people of Rhode Island. Providence, RI. For more information, visit www.rifoundation.org

The Boston Foundation is one of the oldest and largest community foundations in the nation. The Foundation works closely with donors to increase the impact of their giving and encourage philanthropy throughout the region, and invests grant-making resources in nonprofits aiming to improve civic life and opportunity in Boston and beyond. The Boston Foundation also plays a major civic leadership role, publishing fresh research, convening people to discuss our region's challenges and creating powerful agendas for change. Boston, Mass. For more information, visit www.tbf.org

The Cape Cod Foundation is a community foundation whose mission is to build permanent charitable resources for community betterment through informed grant making and civic leadership. The Foundation acts as a vehicle for linking community resources with community needs. We accomplish this by building a pool of funds, investing them, and distributing income from the funds to nonprofit organizations and institutions working to support all that is good about Cape Cod. Yarmouth, Mass. For more information, visit www.capecodfoundation.org

The Cape and Islands Partnership for Nonprofit Advancement is a regional collaborative working to leverage member resources and to coordinate and expand training and educational opportunities for nonprofits on Cape Cod and the Islands. The Partnership coordinates sharing of educational opportunities and programming between members, and supports leadership development programming to address leadership gaps in the region. Yarmouth, Mass. For more information, visit www.capecodfoundation.org/2015survey

The Community Foundation for Greater New Haven is one of the oldest and largest community foundations in the United States and remains the largest grantmaker in a twenty-town region located in the heart of central Connecticut. For more than three generations, thousands of donors have built our community endowment by establishing permanent funds or making gifts to existing funds that distribute grants to a broad variety of issues and organizations. These donors, past and present, make their gifts to ensure that programs and causes that matter most to them will be supported today and forever. New Haven, CT. For more information, visit www.cfghn.org

The Hyams Foundation is a private, independent foundation with a mission of increasing economic, racial and social justice and power within low-income communities in Boston and Chelsea, Massachusetts. The Foundation's vision for the future is a society in which systems and structures are transformed to create the conditions for increased collective well-being and produce equitable power, access, opportunities and outcomes, *regardless of race*. Boston, Mass. For more information, visit www.hyamsfoundation.org

United Way of Rhode Island works collaboratively with individuals and organizations to ensure that all Rhode Islanders have the opportunity for a high-quality educational experience, can earn and manage money, can live in stable and affordable housing, and can rely on a safety net in a crisis, enabling them to be contributors in our community. We are a local, independent 501(c) (3) organization, run by a diverse and qualified board of directors that oversee our community initiatives, strategic planning, annual campaign and financial operations. Providence, RI. For more information, visit www.uwri.org

van Beuren Charitable Foundation was established in 1986 and is guided by the principles of encouraging family involvement, developing firsthand knowledge of the community, and operating with integrity, intelligence, and imagination. The Foundation has contributed over \$67 million to the Newport region since its inception, and has emerged as a strategic partner to like-minded charitable organizations and remains committed to strengthening the community in its priority areas of interest. The foundation's mission is to invest in the quality of life and quality of place of Aquidneck Island and surrounding communities. Newport, RI. www.vbcfoundation.org

The **Westchester Community Foundation** connects generous people to the causes they care about and invests in transformative ideas and organizations to improve lives and strengthen our community. A division of the New York Community Trust, the Westchester Community Foundation addresses community issues, promotes responsible philanthropy, and connects donors to critical, local needs. Hartsdale, NY. www.wcf-ny.org

Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

8 hours in a workday 40 hours in a week	52 weeks in a year 4.33 weeks in a month	21.67 days in a month 2080 hours in a year
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Hourly	Monthly	Annual
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680
\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960

Hourly	Monthly	Annual
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800
\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720

Hourly	Monthly	Annual
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600
\$ 32.75	\$ 5,677	\$ 68,120
\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600

Hourly	Monthly	Annual
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440
\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480

Hourly	Monthly	Annual
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.25	\$ 8,710	\$ 104,520
\$ 50.50	\$ 8,753	\$ 105,040
\$ 50.75	\$ 8,797	\$ 105,560
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.25	\$ 8,883	\$ 106,600
\$ 51.50	\$ 8,927	\$ 107,120
\$ 51.75	\$ 8,970	\$ 107,640
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.25	\$ 9,057	\$ 108,680
\$ 52.50	\$ 9,100	\$ 109,200
\$ 52.75	\$ 9,143	\$ 109,720
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.25	\$ 9,230	\$ 110,760
\$ 53.50	\$ 9,273	\$ 111,280
\$ 53.75	\$ 9,317	\$ 111,800
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.25	\$ 9,403	\$ 112,840
\$ 54.50	\$ 9,447	\$ 113,360
\$ 54.75	\$ 9,490	\$ 113,880
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.25	\$ 9,577	\$ 114,920
\$ 55.50	\$ 9,620	\$ 115,440
\$ 55.75	\$ 9,663	\$ 115,960
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.25	\$ 9,750	\$ 117,000
\$ 56.50	\$ 9,793	\$ 117,520
\$ 56.75	\$ 9,837	\$ 118,040
\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.25	\$ 9,923	\$ 119,080
\$ 57.50	\$ 9,967	\$ 119,600
\$ 57.75	\$ 10,010	\$ 120,120
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.25	\$ 10,097	\$ 121,160
\$ 58.50	\$ 10,140	\$ 121,680
\$ 58.75	\$ 10,183	\$ 122,200
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.25	\$ 10,270	\$ 123,240
\$ 59.50	\$ 10,313	\$ 123,760
\$ 59.75	\$ 10,357	\$ 124,280
\$ 60.00	\$ 10,400	\$ 124,800
\$ 60.25	\$ 10,443	\$ 125,320
\$ 60.50	\$ 10,487	\$ 125,840
\$ 60.75	\$ 10,530	\$ 126,360

Hourly	Monthly	Annual
\$ 61.00	\$ 10,573	\$ 126,880
\$ 61.25	\$ 10,617	\$ 127,400
\$ 61.50	\$ 10,660	\$ 127,920
\$ 61.75	\$ 10,703	\$ 128,440
\$ 62.00	\$ 10,747	\$ 128,960
\$ 62.25	\$ 10,790	\$ 129,480
\$ 62.50	\$ 10,833	\$ 130,000
\$ 62.75	\$ 10,877	\$ 130,520
\$ 63.00	\$ 10,920	\$ 131,040
\$ 63.25	\$ 10,963	\$ 131,560
\$ 63.50	\$ 11,007	\$ 132,080
\$ 63.75	\$ 11,050	\$ 132,600
\$ 64.00	\$ 11,093	\$ 133,120
\$ 64.25	\$ 11,137	\$ 133,640
\$ 64.50	\$ 11,180	\$ 134,160
\$ 64.75	\$ 11,223	\$ 134,680
\$ 65.00	\$ 11,267	\$ 135,200
\$ 65.25	\$ 11,310	\$ 135,720
\$ 65.50	\$ 11,353	\$ 136,240
\$ 65.75	\$ 11,397	\$ 137,760
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.25	\$ 11,483	\$ 137,800
\$ 66.50	\$ 11,527	\$ 138,320
\$ 66.75	\$ 11,570	\$ 138,840
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.25	\$ 11,657	\$ 139,880
\$ 67.50	\$ 11,700	\$ 140,400
\$ 67.75	\$ 11,743	\$ 140,920
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.25	\$ 11,830	\$ 141,960
\$ 68.50	\$ 11,873	\$ 142,480
\$ 68.75	\$ 11,917	\$ 143,000
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.25	\$ 12,003	\$ 144,040
\$ 69.50	\$ 12,047	\$ 144,560
\$ 69.75	\$ 12,090	\$ 145,080
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.25	\$ 12,177	\$ 146,120
\$ 70.50	\$ 12,220	\$ 146,640
\$ 70.75	\$ 12,263	\$ 147,160
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240

Hourly	Monthly	Annual
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440
\$ 74.50	\$ 12,913	\$ 154,960
\$ 74.75	\$ 12,957	\$ 155,480
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.25	\$ 13,043	\$ 156,520
\$ 75.50	\$ 13,087	\$ 157,040
\$ 75.75	\$ 13,130	\$ 157,560
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.25	\$ 13,217	\$ 158,600
\$ 76.50	\$ 13,260	\$ 159,120
\$ 76.75	\$ 13,303	\$ 159,640
\$ 77.00	\$ 13,347	\$ 160,160
\$ 77.25	\$ 13,390	\$ 160,680
\$ 77.50	\$ 13,433	\$ 161,200
\$ 77.75	\$ 13,477	\$ 161,720
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.25	\$ 13,563	\$ 162,760
\$ 78.50	\$ 13,607	\$ 163,280
\$ 78.75	\$ 13,650	\$ 163,800
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.25	\$ 13,737	\$ 164,840
\$ 79.50	\$ 13,780	\$ 165,360
\$ 79.75	\$ 13,823	\$ 165,880
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.25	\$ 13,910	\$ 166,920
\$ 80.50	\$ 13,953	\$ 167,440
\$ 80.75	\$ 13,997	\$ 167,960
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.25	\$ 14,083	\$ 169,000
\$ 81.50	\$ 14,127	\$ 169,520
\$ 81.75	\$ 14,170	\$ 170,040
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.25	\$ 14,257	\$ 171,080
\$ 82.50	\$ 14,300	\$ 171,600
\$ 82.75	\$ 14,343	\$ 172,120

Hourly	Monthly	Annual
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.25	\$ 14,430	\$ 173,160
\$ 83.50	\$ 14,473	\$ 173,680
\$ 83.75	\$ 14,517	\$ 174,200
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.25	\$ 14,603	\$ 175,240
\$ 84.50	\$ 14,647	\$ 175,760
\$ 84.75	\$ 14,690	\$ 176,280
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.25	\$ 14,777	\$ 177,320
\$ 85.50	\$ 14,820	\$ 177,840
\$ 85.75	\$ 14,863	\$ 178,360
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.25	\$ 14,950	\$ 179,400
\$ 86.50	\$ 14,993	\$ 179,920
\$ 86.75	\$ 15,037	\$ 180,440
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.25	\$ 15,123	\$ 181,480
\$ 87.50	\$ 15,167	\$ 182,000
\$ 87.75	\$ 15,210	\$ 182,520
\$ 88.00	\$ 15,253	\$ 183,040
\$ 88.25	\$ 15,297	\$ 183,560
\$ 88.50	\$ 15,340	\$ 184,080
\$ 88.75	\$ 15,383	\$ 184,600
\$ 89.00	\$ 15,427	\$ 185,120
\$ 89.25	\$ 15,470	\$ 185,640
\$ 89.50	\$ 15,513	\$ 186,160
\$ 89.75	\$ 15,557	\$ 186,680
\$ 90.00	\$ 15,600	\$ 187,200
\$ 90.25	\$ 15,643	\$ 187,720
\$ 90.50	\$ 15,687	\$ 188,240
\$ 90.75	\$ 15,730	\$ 188,760
\$ 91.00	\$ 15,773	\$ 189,280
\$ 91.25	\$ 15,817	\$ 189,800
\$ 91.50	\$ 15,860	\$ 190,320
\$ 91.75	\$ 15,903	\$ 190,840
\$ 92.00	\$ 15,947	\$ 191,360
\$ 92.25	\$ 15,990	\$ 191,880
\$ 92.50	\$ 16,033	\$ 192,400
\$ 92.75	\$ 16,077	\$ 192,920
\$ 93.00	\$ 16,120	\$ 193,440
\$ 93.25	\$ 16,163	\$ 193,960
\$ 93.50	\$ 16,207	\$ 194,480
\$ 93.75	\$ 16,250	\$ 195,000