



# Michigan EMS Compensation Survey 2020

Presented by



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## Overall Summary

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EMS Survey Team strives to improve the EMS industry by providing survey data that supports leaders' operational decision-making. While we recognize there is a significant amount of free national compensation data available online, the information we gained in our MI EMS Compensation Survey is specifically tailored to Michigan.

We hope this detailed MI industry-focused report will be used to inform and serve as a foundation for EMS compensation packages. This data will not only benefit individual EMS agencies, it will be helpful to state regulators and legislators with the aim of improving EMS compensation and benefits.

The survey was originally scheduled in the summer of 2020, but was delayed due to the pandemic. It was officially launched on Wednesday, November 18<sup>th</sup>, 2020, and closed on Tuesday, February 9<sup>th</sup>, 2021. Because the responses came in slowly, we sent several reminders and kept the survey open for approximately 3 months.

The journey of creating an updated accurate email list was daunting at best. There were several sources of information, but the challenge was to identify the proper contacts for this survey. We started with a list of 290 Michigan EMS organizations. Out of the 290 organizations, we know that 219 were confirmed to be delivered. The rest were not delivered due to the following reasons: bounced-back, opted-out, duplicated or malformed. Interestingly, only 75 actually opened the survey. There were 70 survey returns, but a few were duplicates. EMSST reached out to all duplicate entry contacts (if they provided them) to identify the best response lines to use. So, the true survey return number is 64. Out of 219 confirmed deliveries, that is a 29% response rate.

Overall, the average time to complete the survey was 11:14 minutes, and the median was 8:29 minutes. This data indicates respondents were thoughtful and discerning when responding to the survey questions.

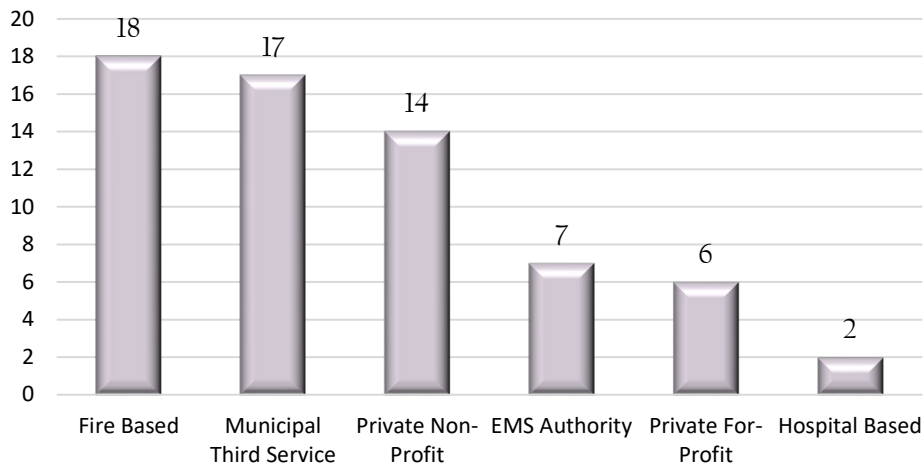
*EMS Survey Team (EMSST) is the market leader in the collection and measurement of EMS patient experience, employee engagement and other specialty surveys. We take pride in providing actionable data for EMS leaders.*

*If you have questions regarding the compensation report or would like to learn more about how EMSST can help you gather patient experience feedback, contact Lyn Berghuis, Performance Improvement Specialist & Data Analyst at [lberghuis@mhr.com](mailto:lberghuis@mhr.com).*



# Numbers by the Groupings

## Service Model



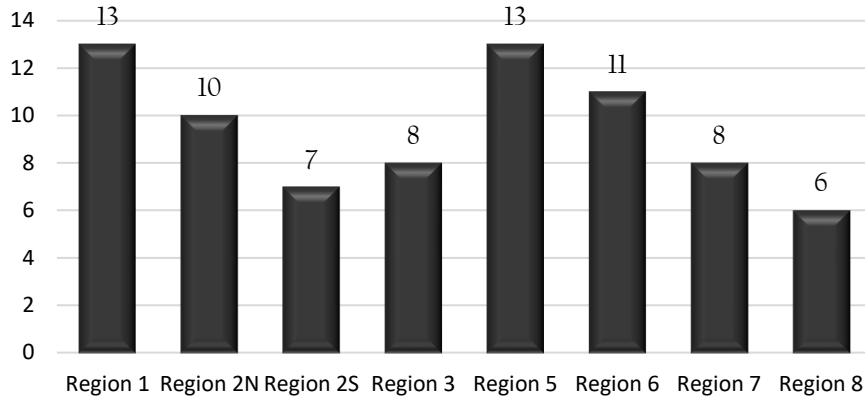
If "Municipal" please describe: *All open-ended comments and responses are verbatim*

County owned
County
County EMS service
city owned ALS service shared with five additional municipalities. 1200 runs per year 30% career, 70% paid on call. 3 ALS units 1200 calls per year
County Based EMS
Owned and Operated by 18 cities and townships, each city and township has a seat at the Board of Directors and they meet once a month
Township Municipal ALS Service
We are an ambulance authority, with 911 coverage for the north half of Clinton County.
Township Based EMS Transport only.
Unit of Local Government with full service Fire Department
Owned by Kinross Charter Township with agreements for service to include EMS coverage for Rudyard and Dafter Townships and Raco Winter Test Center.
County funded, county operated
County wide ALS transporting service
owned by two townships 60/40
County Owned
County owned EMS agency,.
Township owened
Municipality - City of Detroit

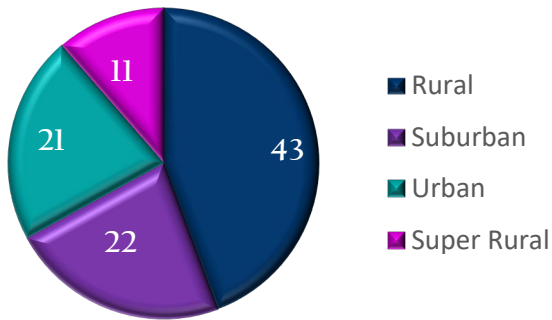


## Numbers by the Groupings

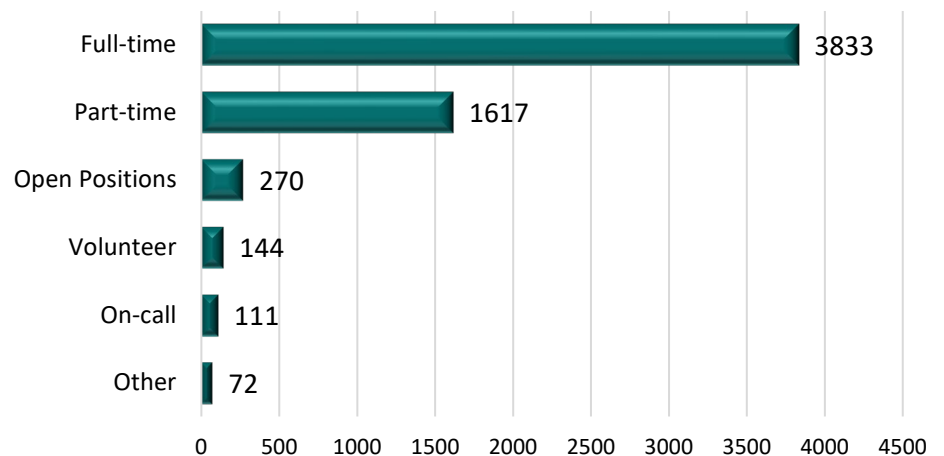
### Regions



### Service Area



### Employment Status





# Benefits by the Numbers

Participants were asked to select all benefits that their organization provides routinely.

	Do you offer this benefit?			Do you make an employer contribution?			If you contribute, how much? (%)?			
	Yes	No	Blank	Yes	No	Blank	MIN	MEDIAN	AVG	MAX
401K, 403B, 457, IRA	75%	13%	13%	58%	20%	22%	1%	5%	8%	75%
Pension	28%	44%	28%	28%	11%	61%	0%	5%	25%	100%
Profit-Sharing	0%	61%	39%	0%	19%	81%	0%	0%	0%	0%
Stock Purchase Program	0%	61%	39%	0%	19%	81%	0%	0%	0%	0%

	Do you match employee contribution?			If you contribute, how much? (%)?			
	Yes	No	Blank	MIN	MEDIAN	AVG	MAX
401K, 403B, 457, IRA	38%	27%	36%	2%	5%	8%	75%
Pension	8%	19%	73%	0%	2%	2%	5%
Profit-Sharing	0%	17%	83%	0%	0%	0%	0%
Stock Purchase Program	0%	17%	83%	0%	0%	0%	0%

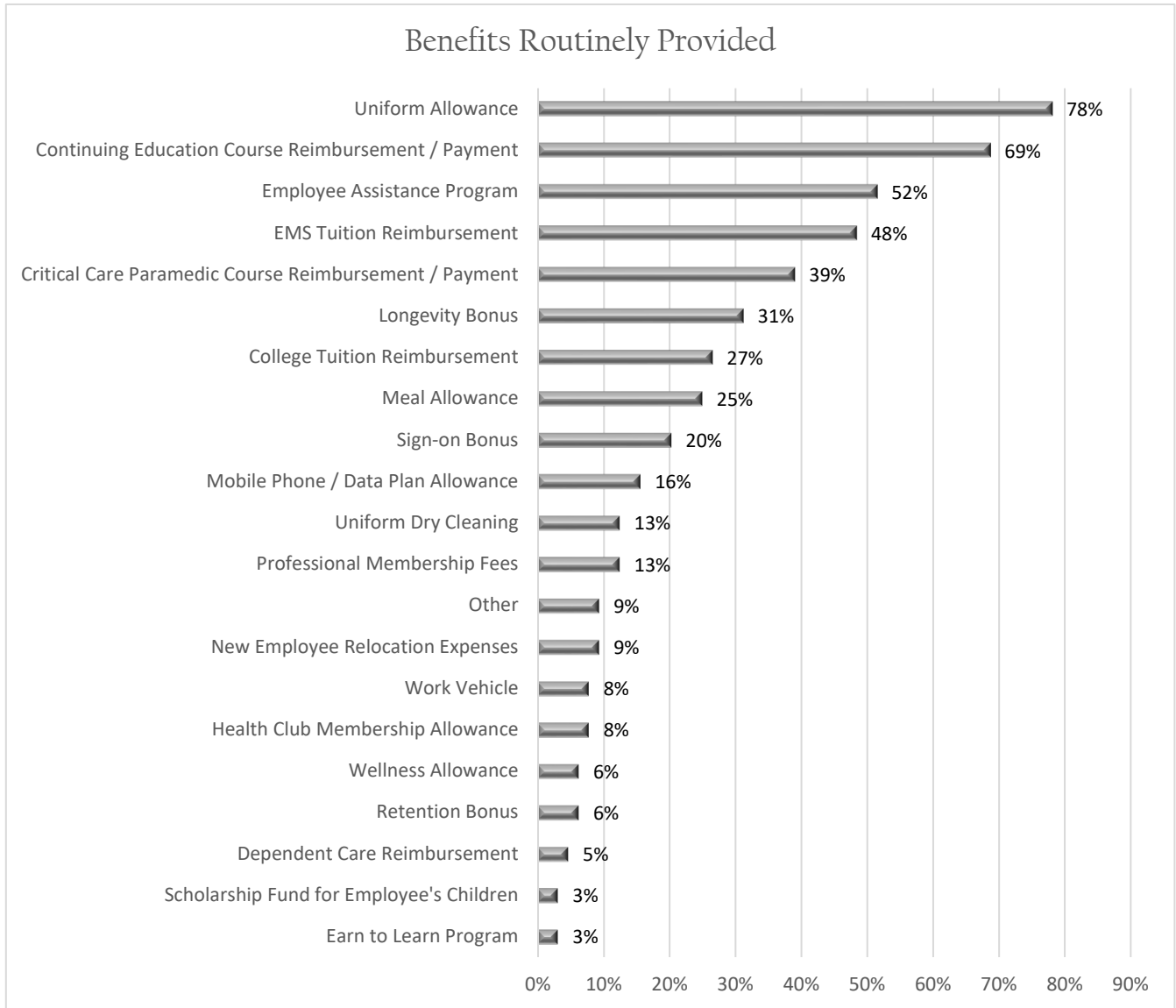
Statistical calculation definitions are provided below:

<b>MIN</b>	Returns the smallest value in a set of numbers
<b>MEDIAN</b>	Returns the median, or the number in the middle of the set of given numbers
<b>AVG</b>	Returns the average or arithmetic mean of a set of numbers
<b>MAX</b>	Returns the largest value in a set of numbers



# Benefits by the Numbers

Participants were asked to select all benefits that their organization provides routinely.



If "Other" please describe: *All open-ended comments and responses are verbatim*

Driving bonus and extra pay for taking critical care transfers
Adoption assistance program to assist with qualified adoption expenses.
HealthCare Fund Section 125 Hearing aid reimbursement, \$1000 every 3 years Credit Monitoring Service, group rates Long Term Care Insurance, base benefit with option to increase, employee pay Voluntary Insurances, employee pay Pet Insurance, employee pay Retirement Health Plan Referral Bonus
Double Time Holiday pay
Free uniforms to employees.

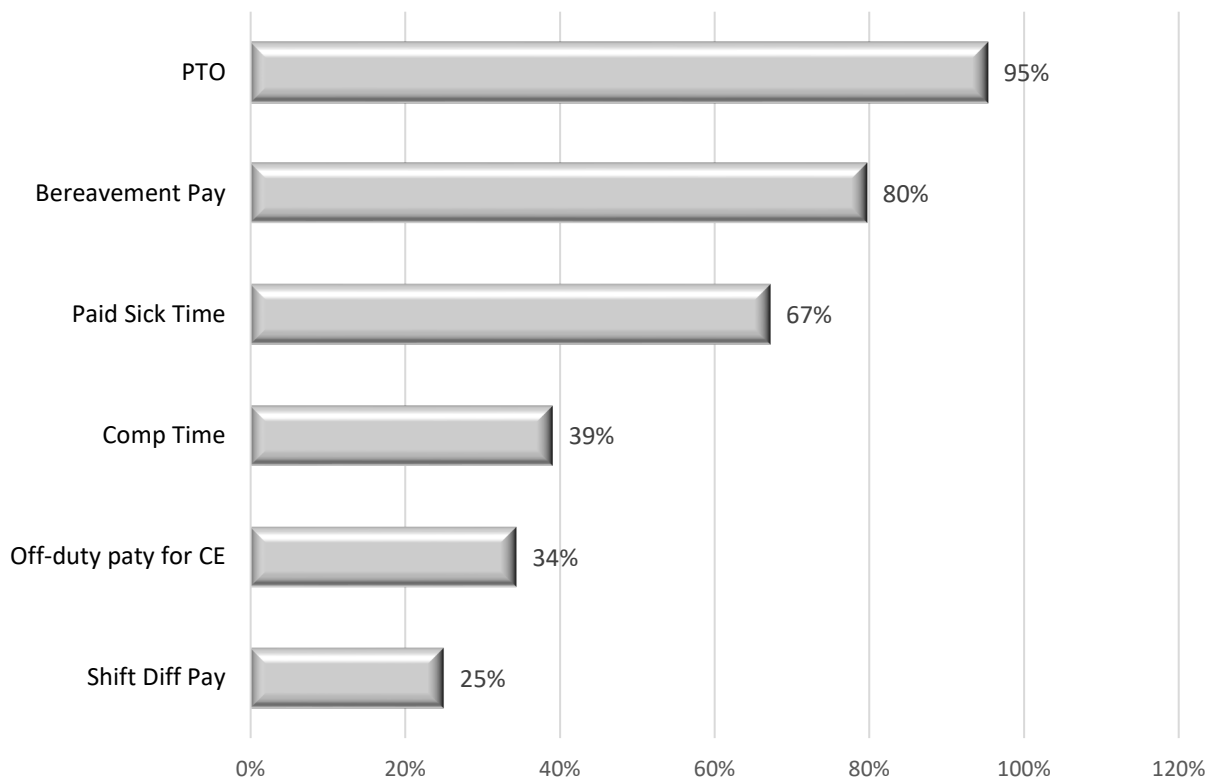


# Benefits by the Numbers

Participants were asked to select all benefits that their organization provides routinely.

	<b>Paid in Full</b>	<b>Partial</b>	<b>Optional</b>	<b>NA &amp; Blank</b>
Major Medical (Employee Only)	22%	41%	0%	38%
Major Medical (employee & Family)	27%	64%	0%	9%
Dental	33%	48%	6%	13%
Vision	34%	42%	8%	16%
Health Savings Account	16%	20%	20%	44%
Short-term Disability	42%	23%	9%	25%
Long-term Disability	31%	19%	13%	38%
Liability Insurance	48%	11%	3%	38%
Life Insurance	48%	20%	9%	22%
Line-of-Duty Insurance	30%	8%	9%	53%
Accidental Death & Dismemberment Insurance	44%	16%	14%	27%

## Other Benefits Offered





# Hourly Pay Rates

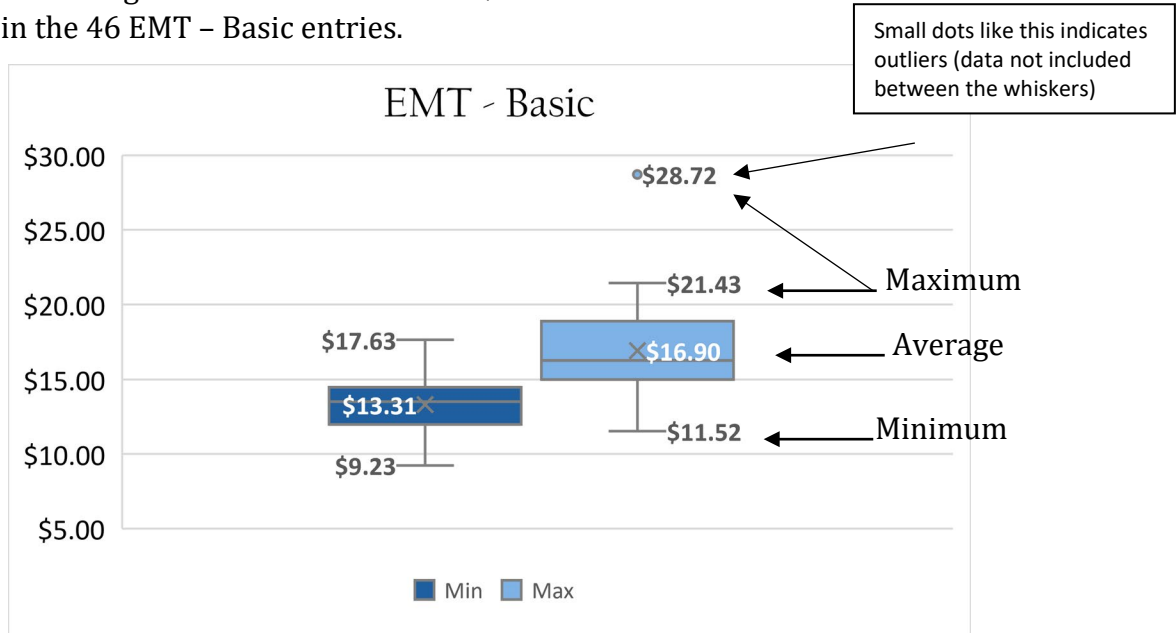
For each hourly job we asked for the range from minimum to maximum annual salaries, in addition to their work week hours (e.g., 40, 48, 56). From this we were able to calculate hourly rates of pay based on actual work week hours. Here is an example from the raw data:

MIN	MAX	Work Week	Hours	MIN	MED	MAX
			Work week/52	Min/Hours	Min+Max/2	Max/Hours
\$38,250	\$45,250	48	2496	\$15.32	\$16.73	\$18.13

Because we asked for **ranges of pay**, and not the actual average pay, a “true” average cannot be calculated. That said, we are providing averages of minimum pay and averages of maximum pay. Definitions of the statistics used are provided again for clarification.

<b>AVG</b>	\$13.31 & \$16.90	Returns the average or arithmetic mean of a set of numbers
<b>MIN</b>	\$9.23	Returns the smallest value in a set of numbers
<b>MAX</b>	\$28.72	Returns the largest value in a set of numbers
<b>MED</b>	\$14.98	Returns the median, or the number in the middle of the set of given numbers

For this data a Box-and-Whisker plot graphic is used. To learn more about this statistical graph you can go to <https://www.statisticshowto.com/probability-and-statistics/descriptive-statistics/box-plot/>. For **EMT – Basic**, there were 46 qualified entries. A few of the pay scenarios were obscure and therefore excluded to avoid skewing the data. The Median of **\$14.98** was calculated using all of data in the 46 EMT – Basic entries.

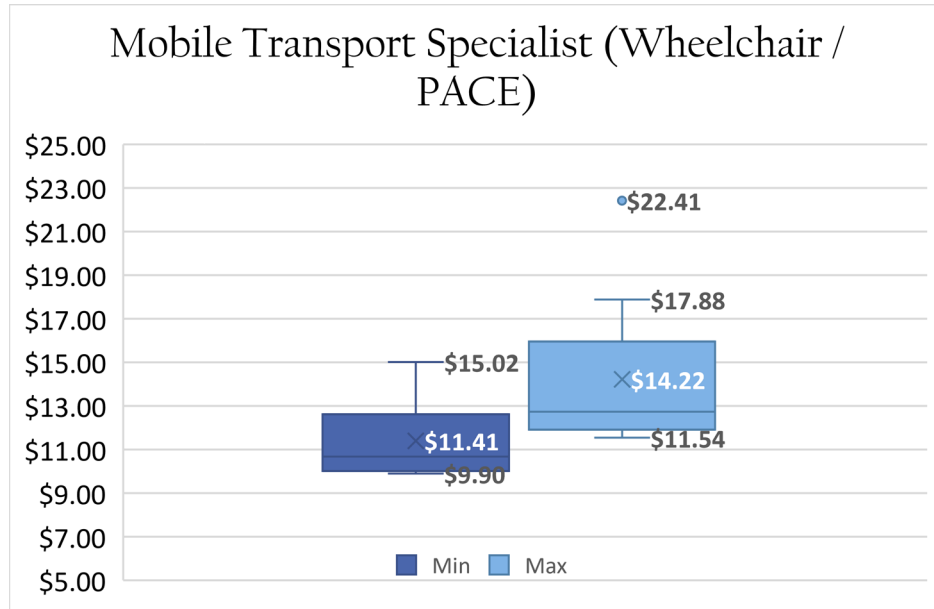




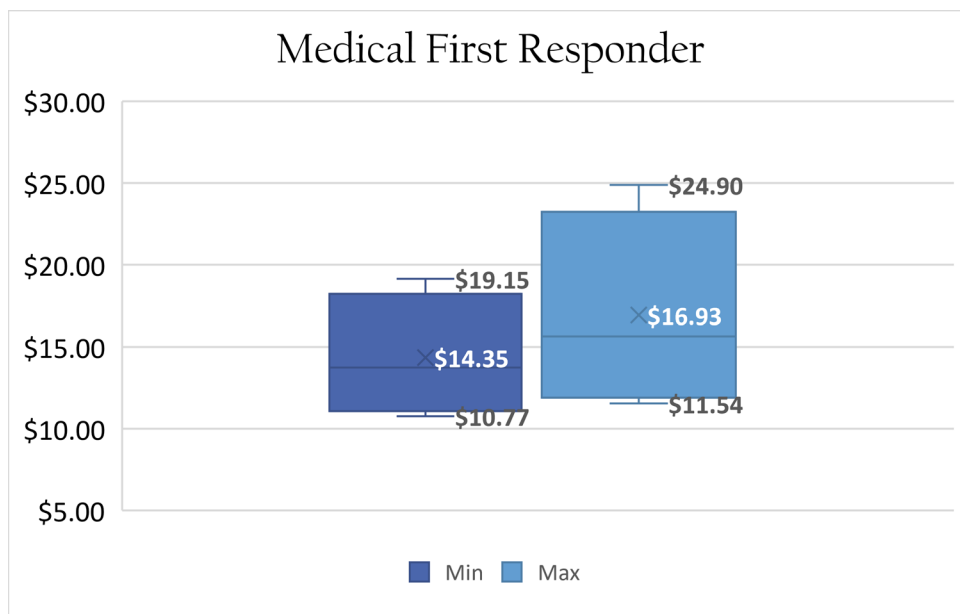


## Hourly Pay Rates

There were 10 returns for Mobile Transport Specialist. The Median rate is **\$12.02**.



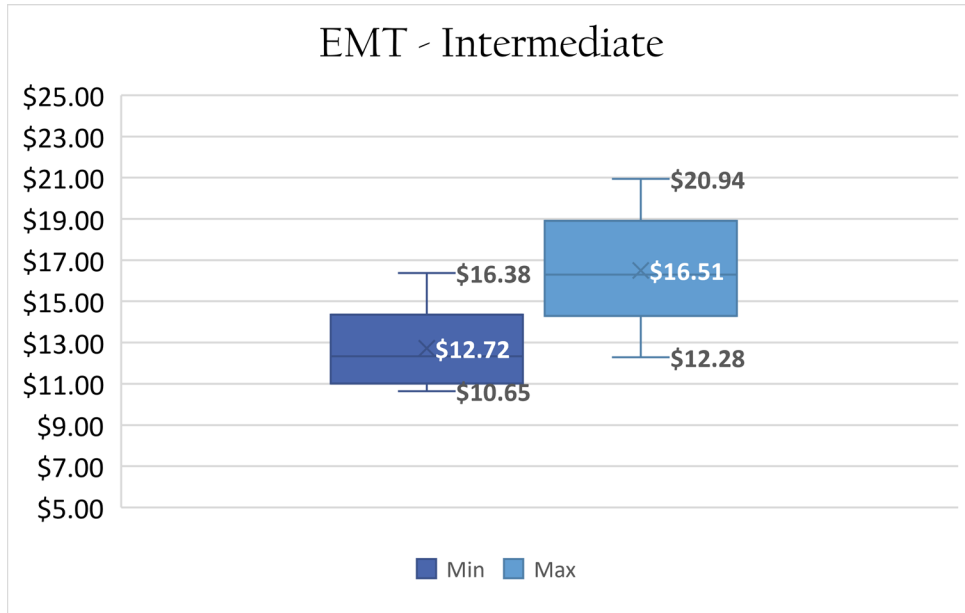
There were 5 returns for Medical First Responder. The Median rate is **\$14.23**.



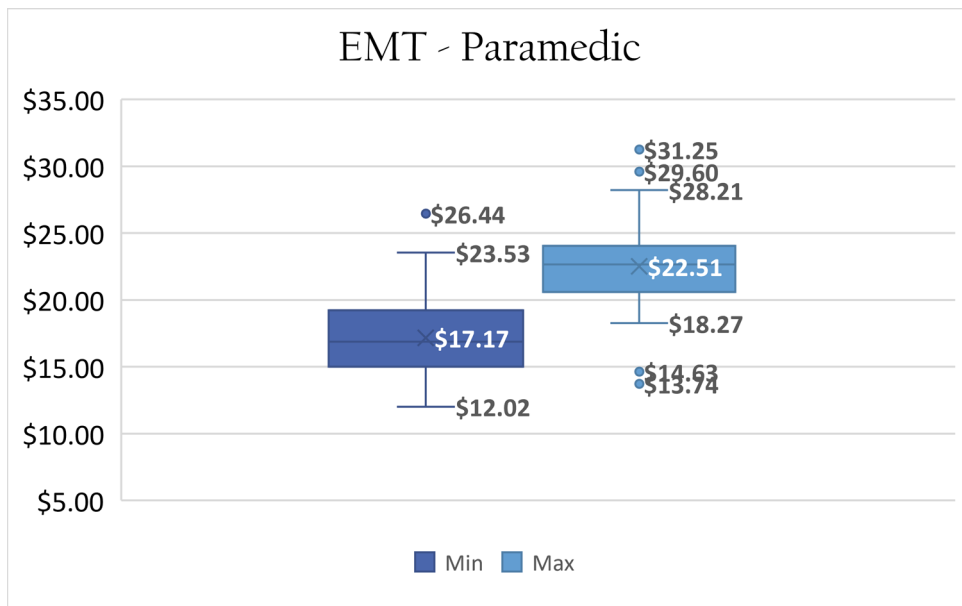


## Hourly Pay Rates

There were 9 returns for EMT - Intermediate. The Median rate is **\$14.36**.



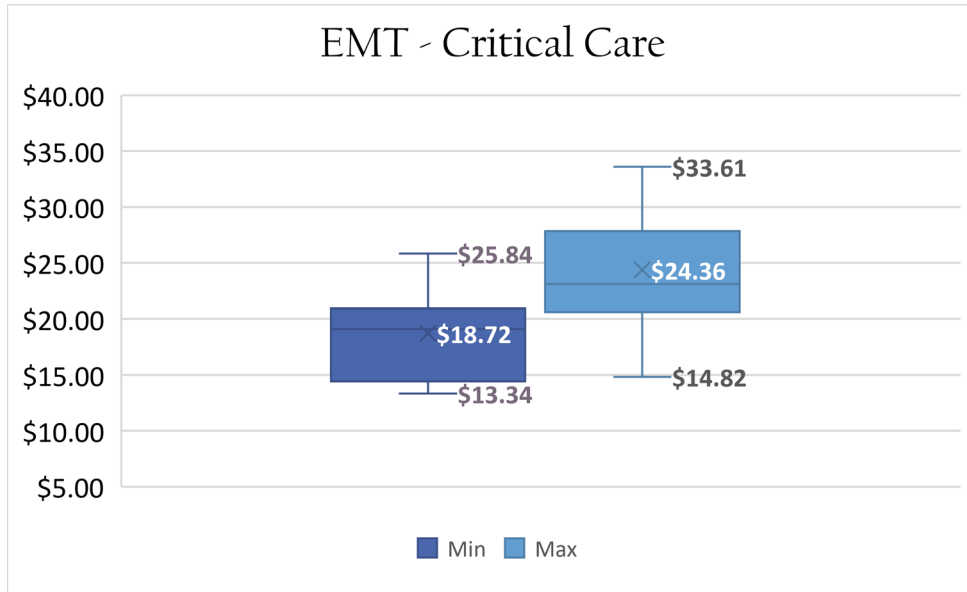
There were 54 returns for EMT - Paramedic. The Median rate is **\$19.62**.



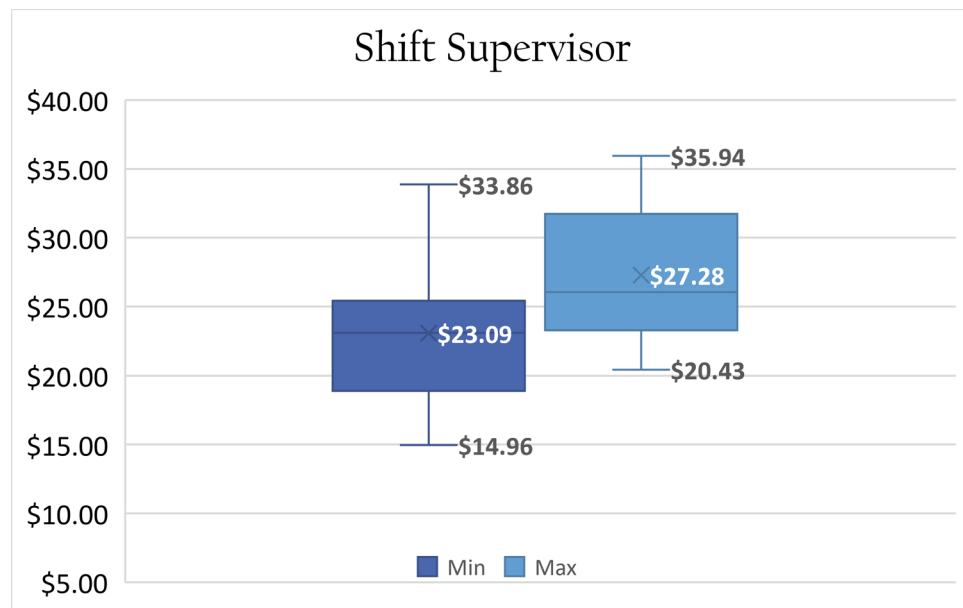


## Hourly Pay Rates

There were 17 returns for EMT – Critical Care. The Median rate is **\$20.99**.



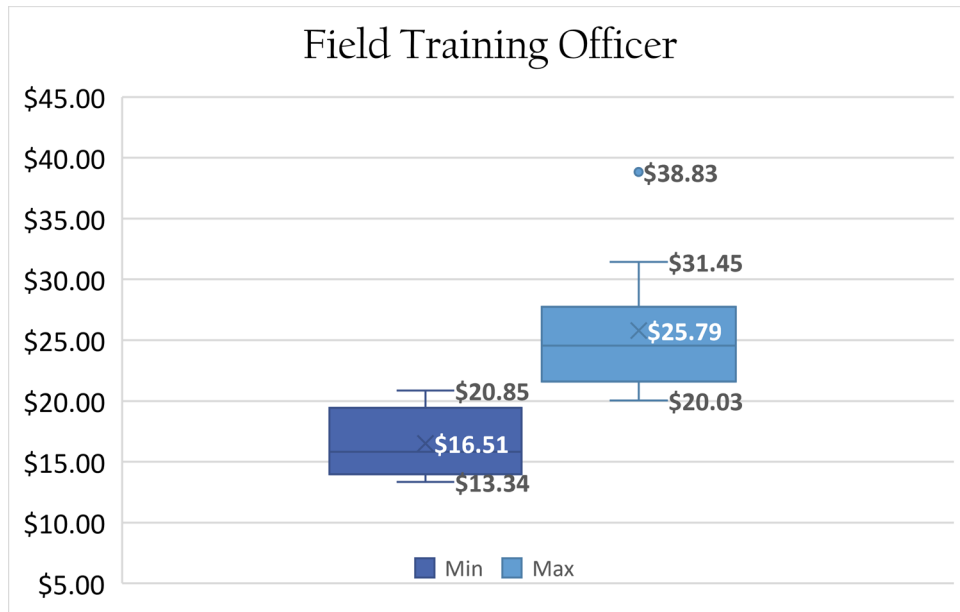
There were 23 returns for Shift Supervisor. The Median rate is **\$24.81**. In addition to this data one organization provides a \$1.50 pay differential and another pays a \$5,000 annual stipend.



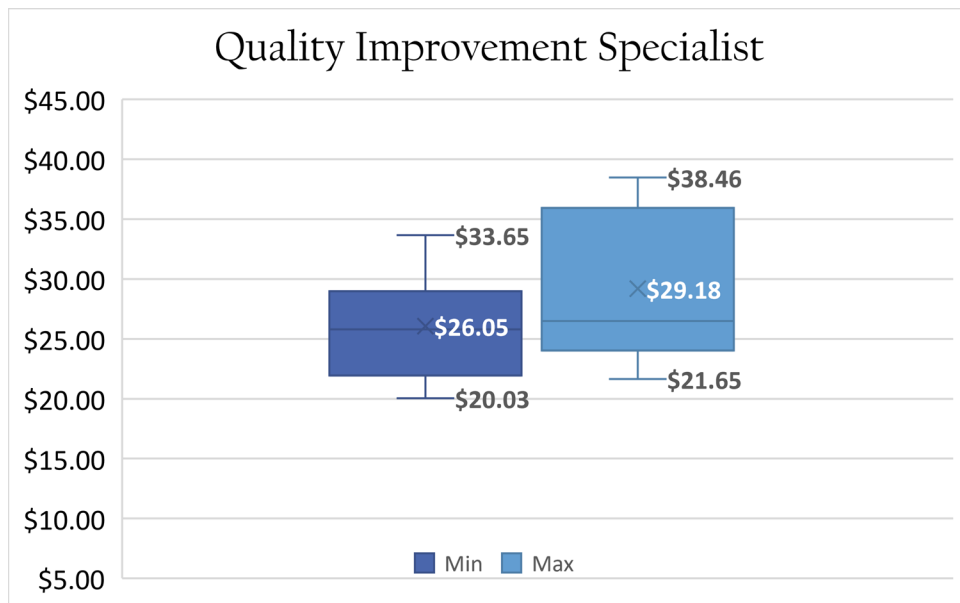


## Hourly Pay Rates

There were 10 returns for Field Training Officer. The Median rate is **\$20.85**. There are 4 organizations that pay an additional \$1.00 per hour and another that provides a non-disclosed stipend.



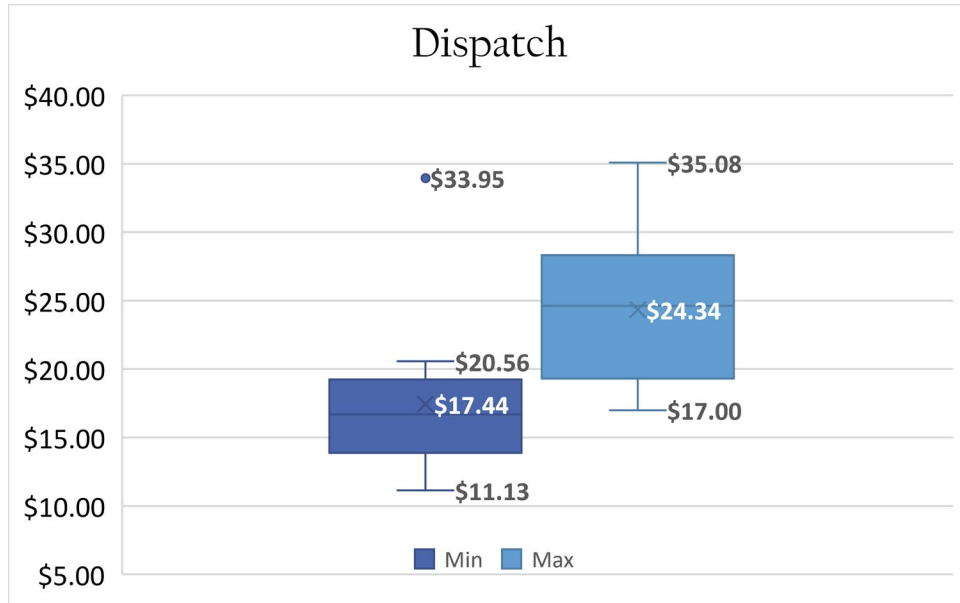
There were 11 returns for Quality Improvement Specialist. The Median rate is **\$25.96**.



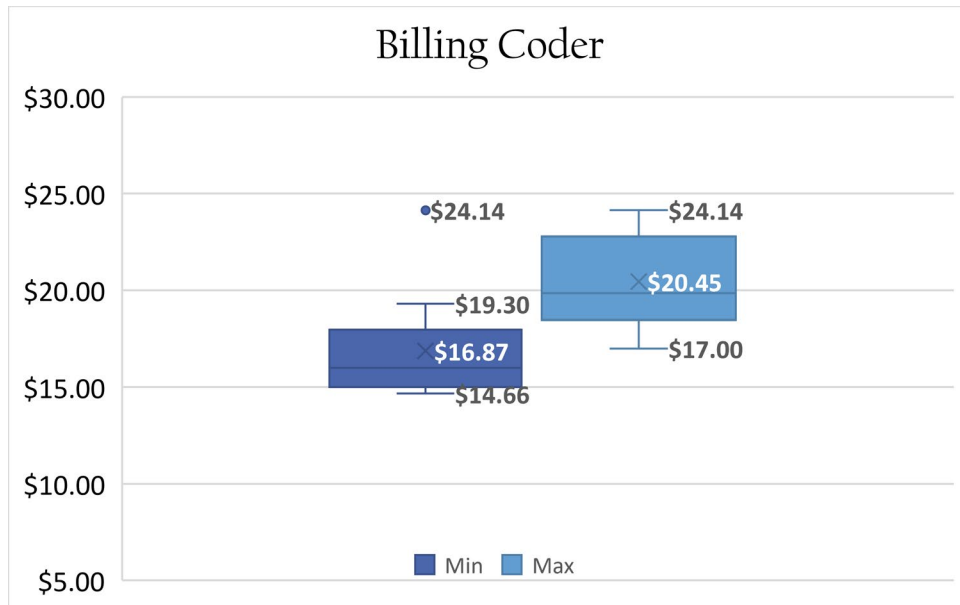


## Hourly Pay Rates

There were 12 returns for Dispatch. The Median rate is **\$19.23**.



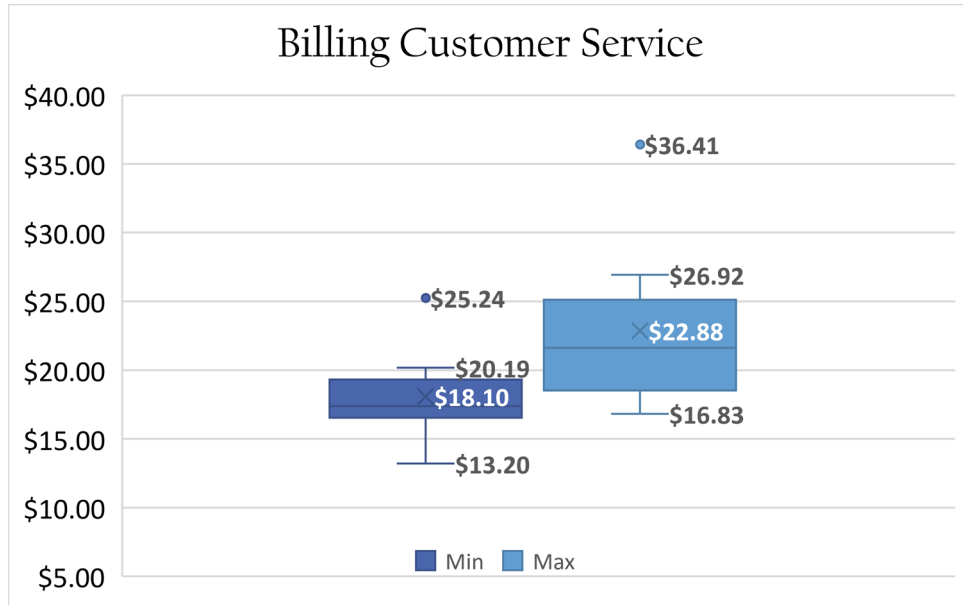
There were 12 returns for Billing Coder. The Median rate is **\$18.46**.





## Hourly Pay Rates

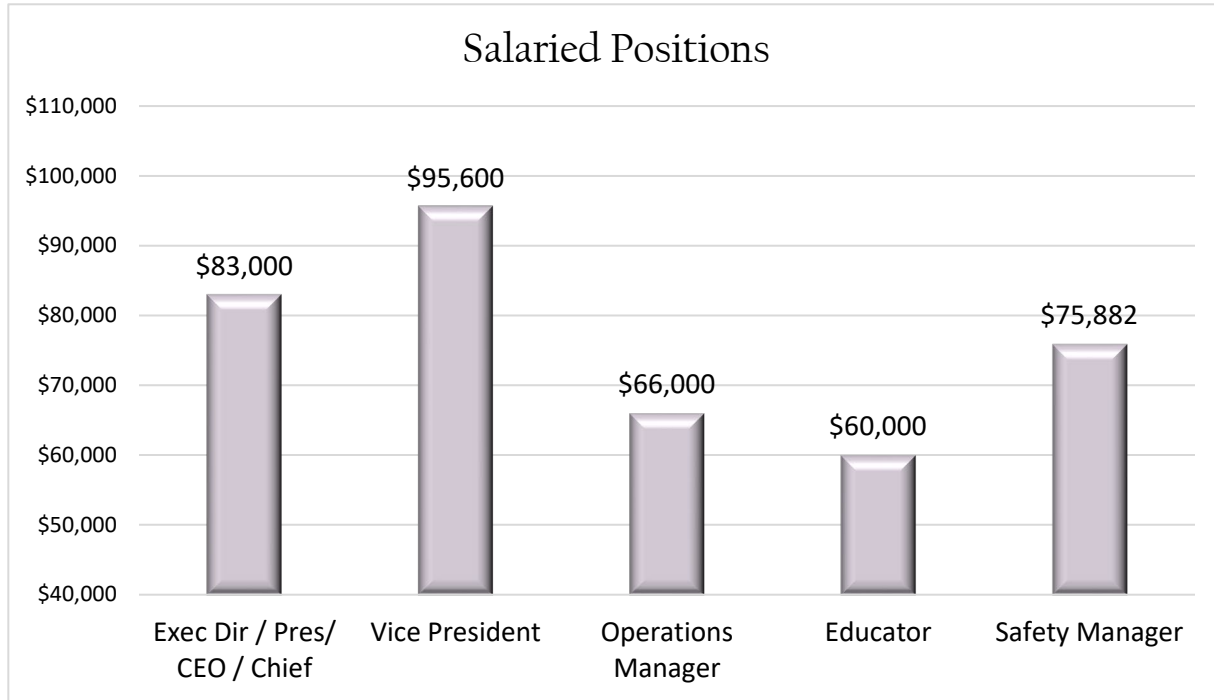
There were 11 returns for Billing Customer Service. The Median rate is **\$19.23**.





## Salaried Wages

For the salaried positions, respondents were asked to provide their minimum, maximum and actual average annual salaries. The **median** was calculated from the data sets and shown in the graphic below.





## Additional Pay Scenarios

Respondents were asked to provide additional pay scenarios if applicable. They could report them as a percentage of pay or actual dollar amount, and provide additional information or explanation if needed.

### Shift Differential *All open-ended comments and responses are verbatim*

Percentage	Dollars	Notes
	\$1.50	Paramedic per hour in busy markets
	\$1.00	per hr 2nd and 3rd shift
	\$1.35	
		None
	\$0.68	Road, dispatch, resupply
20% INCREASE ON HRLY PAY		WORKS 48 VS 56 HOURS WEEK
	\$1.00 / \$1.25	\$1.00 nights, \$1.25 weekends
	\$1.50	PT to come in on call off
7%	\$1.00	Flat \$1.00 per hour
	\$1.00	Fri, night, Sat, Sun extra \$1.00 an hour
	\$0.50	.65 for employees who posses teaching certs required by the state for time spent assigned to training duties

### Call-in Pay

Percentage	Dollars	Notes
100		add 1hr additional for every hour worked at current rate (reg or ot)
		Min 2 hours 1.5x rate
	\$22-\$24	EMT/Medic
1.5 base wage		time and a half
0.5	time and a half	
SEE NOTES		3 HOURS OT PAY
	\$20.00 a day + \$25.00 per call	
	\$4.00 straight hourly rate	





## Additional Pay Scenarios

On-call *All open-ended comments and responses are verbatim*

Percentage	Dollars	Notes
	\$2.50	paid per hour required to be on call
	\$17.45	per hour
	\$3.00	per hour
		None
	\$2.00	
	\$4.00	per hour of on-call pay
	\$150.00	per day - weekends only
	\$20.00	per 24 hour period
	\$4.00	

## Stipend

Percentage	Dollars	Notes
	\$50.00	ranges from \$25-100
	\$50.00	
	\$1,000.00	
		Wage related
	\$50 or \$25	\$50 per 12 hour shift to each crew member if the only ALS truck, and for attending on SCT transfers, \$25 per 12 hour shift for FTO duties
	\$3.00	per call if all paperwork completed
	\$3.00 to \$5.00	Post car run stipend

## Incentive Pay or Bonus

Percentage	Dollars	Notes
	\$900.00	
<b>100</b>		add 1hr additional for every hour worked at current rate (reg or ot)
	\$5.00	5.00 hour for incentive pay
		Dependent
	\$250.00 - \$2,500.00	N/A
	\$500.00 to \$1,000	Sign On's, average bonus, Referral bonuses



## Additional Pay Scenarios

If Other, please describe: *All open-ended comments and responses are verbatim*

2 cents per mile for good driving, \$50/critical care transfer, \$1/hr FTO, \$1/hr for station tech duty
FTO given a \$1.00/hr added to their hourly wage when training. Supervisor given \$5,000 stipend annually, no adjustment to the hourly wage.
Longevity after 5 years employee receives 2% of \$34,000.00. 10 years employee receive 4% of \$34,000 15 years employee receive 6% of \$34,000.00. 20 years employee receives 8% of \$34,000. 25 years employee receive s 10% of \$34,000.00. Food Allowance \$1,000.00 annually Holiday pay .5 pay if scheduled 1.5 pay if called in to work a holiday All employees receives 1/10 of bi-weekly x 13 holidays in a lump sum annually.
\$40.00 for Forum (Employee) Meeting attendance
We are a combination department and have both full-time and paid-on-call employees so it is difficult to answer some of these questions
volunteers paid per call and a stipend for days taken on call for a 24 hour period, excluding hours at their paying job.
Shift differential depends on rank position but averages about \$1.50-\$2.25 per hour extra. Stipends are offered for meal pay when going on transfers - \$35 / transfer On call pay depends on position but is paid in 12 or 24-hour flat amounts and is paid regardless of any calls occur Call in pay is offered at an overtime rate but also paid 2 hours minimum



# Hourly & Salary Positions

After aggregating and computing the data at an overall state level, it was determined that further breakdown of the data would be beneficial. Therefore, when the N was sufficient (Five or more full or partial responses), data was reorganized and tabulated into three groups: 1) Private For-profit, Private Non-profit, Hospital-based, 2) Municipal Third Service & EMS Authority, and 3) Fire-based. It is important to remember that all data is self-reported and not adjusted or altered by EMSST.

GROUP 1 Private For-profit (6), Private Non-profit (15), Hospital-based (2)			GROUP 2 Municipal Third Service (17), EMS Authority (6)			GROUP 3 Fire-based (19)		
<b>Medical First Responder - N &lt; 5</b>			<b>Medical First Responder - N &lt; 5</b>			<b>Medical First Responder - N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>			<b>MIN</b>			<b>MIN</b>		
<b>MED</b>			<b>MED</b>			<b>MED</b>		
<b>AVG</b>			<b>AVG</b>			<b>AVG</b>		
<b>MAX</b>			<b>MAX</b>			<b>MAX</b>		
<b>Mobile Transport Specialist - N 9</b>			<b>Mobile Transport Specialist - N &lt; 5</b>			<b>Mobile Transport Specialist - N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$20,800	\$25,000	<b>MIN</b>			<b>MIN</b>		
<b>MED</b>	\$25,000	\$29,000	<b>MED</b>			<b>MED</b>		
<b>AVG</b>	\$25,456	\$31,426	<b>AVG</b>			<b>AVG</b>		
<b>MAX</b>	\$31,242	\$46,623	<b>MAX</b>			<b>MAX</b>		
<b>EMT Basic - N 18</b>			<b>EMT Basic - N 22</b>			<b>EMT Basic - N 8</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$26,000	\$33,800	<b>MIN</b>	\$20,942	\$23,964	<b>MIN</b>	\$14,976	\$18,720
<b>MED</b>	\$32,078	\$42,195	<b>MED</b>	\$35,324	\$41,292	<b>MED</b>	\$38,273	\$51,600
<b>AVG</b>	\$31,833	\$41,979	<b>AVG</b>	\$34,206	\$39,509	<b>AVG</b>	\$34,957	\$50,597
<b>MAX</b>	\$42,000	\$53,500	<b>MAX</b>	\$44,000	\$45,250	<b>MAX</b>	\$47,000	\$80,644
<b>EMT Intermediate – N &lt; 5</b>			<b>EMT Intermediate – N 6</b>			<b>EMT Intermediate – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>			<b>MIN</b>	\$22,358	\$25,549	<b>MIN</b>		
<b>MED</b>			<b>MED</b>	\$31,048	\$43,954	<b>MED</b>		
<b>AVG</b>			<b>AVG</b>	\$30,908	\$41,259	<b>AVG</b>		
<b>MAX</b>			<b>MAX</b>	\$35,933	\$48,643	<b>MAX</b>		



GROUP 1 Private For-profit (6), Private Non-profit (15), Hospital-based (2)			GROUP 2 Municipal Third Service (17), EMS Authority (6)			GROUP 3 Fire-based (19)		
<b>EMT Paramedic – N 19</b>			<b>EMT Paramedic – N 22</b>			<b>EMT Paramedic – N 15</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$29,500	\$44,500	<b>MIN</b>	\$33,881	\$36,504	<b>MIN</b>	\$35,000	\$49,920
<b>MED</b>	\$40,223	\$57,718	<b>MED</b>	\$44,530	\$54,886	<b>MED</b>	\$45,351	\$64,621
<b>AVG</b>	\$41,502	\$57,611	<b>AVG</b>	\$45,415	\$54,404	<b>AVG</b>	\$45,547	\$63,391
<b>MAX</b>	\$51,000	\$75,000	<b>MAX</b>	\$58,240	\$63,224	<b>MAX</b>	\$61,198	\$83,124
<b>EMT Critical Care Paramedic – N 9</b>			<b>EMT Critical Care Paramedic – N 7</b>			<b>EMT Critical Care Paramedic – N 7</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$40,472	\$57,000	<b>MIN</b>	\$36,079	\$37,000	<b>MIN</b>	\$36,079	\$37,000
<b>MED</b>	\$48,830	\$61,684	<b>MED</b>	\$44,040	\$55,648	<b>MED</b>	\$44,040	\$55,648
<b>AVG</b>	\$49,311	\$65,649	<b>AVG</b>	\$43,557	\$53,698	<b>AVG</b>	\$43,557	\$53,698
<b>MAX</b>	\$64,500	\$83,900	<b>MAX</b>	\$48,888	\$62,811	<b>MAX</b>	\$48,888	\$62,811
<b>MIH Paramedic – N &lt; 5</b>			<b>MIH Paramedic – N &lt; 5</b>			<b>MIH Paramedic – N &lt; 5</b>		
<b>Flight Paramedic – N &lt; 5</b>			<b>Flight Paramedic – N &lt; 5</b>			<b>Flight Paramedic – N &lt; 5</b>		
<b>Shift Supervisor – N 11</b>			<b>Shift Supervisor – N 10</b>			<b>Shift Supervisor – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$40,000	\$55,000	<b>MIN</b>	\$48,090	\$56,472	<b>MIN</b>		
<b>MED</b>	\$54,658	\$68,906	<b>MED</b>	\$57,277	\$68,349	<b>MED</b>		
<b>AVG</b>	\$53,724	\$67,205	<b>AVG</b>	\$59,235	\$68,479	<b>AVG</b>		
<b>MAX</b>	\$74,700	\$75,513	<b>MAX</b>	\$73,958	\$92,523	<b>MAX</b>		
<b>Field Training Officer – N 6</b>			<b>Field Training Officer – N &lt; 5</b>			<b>Field Training Officer – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$35,000	\$50,000	<b>MIN</b>			<b>MIN</b>		
<b>MED</b>	\$45,506	\$62,277	<b>MED</b>			<b>MED</b>		
<b>AVG</b>	\$44,177	\$64,069	<b>AVG</b>			<b>AVG</b>		
<b>MAX</b>	\$52,051	\$78,500	<b>MAX</b>			<b>MAX</b>		



GROUP 1 Private For-profit (6), Private Non-profit (15), Hospital-based (2)			GROUP 2 Municipal Third Service (17), EMS Authority (6)			GROUP 3 Fire-based (19)		
<b>QI Specialist – N 6</b>			<b>QI Specialist – N 5</b>			<b>QI Specialist – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$43,680	\$55,120	<b>MIN</b>	\$54,000	\$45,035	<b>MIN</b>		
<b>MED</b>	\$58,500	\$64,650	<b>MED</b>	\$56,500	\$60,002	<b>MED</b>		
<b>AVG</b>	\$58,195	\$66,656	<b>AVG</b>	\$56,750	\$60,857	<b>AVG</b>		
<b>MAX</b>	\$70,000	\$80,000	<b>MAX</b>	\$60,002	\$74,748	<b>MAX</b>		
<b>Dispatch – N 9</b>			<b>Dispatch – N &lt; 5</b>			<b>Dispatch – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$23,150	\$35,360	<b>MIN</b>			<b>MIN</b>		
<b>MED</b>	\$36,424	\$52,032	<b>MED</b>			<b>MED</b>		
<b>AVG</b>	\$36,189	\$52,812	<b>AVG</b>			<b>AVG</b>		
<b>MAX</b>	\$48,000	\$73,300	<b>MAX</b>			<b>MAX</b>		
<b>Billing Coder – N 7</b>			<b>Billing Coder – N 5</b>			<b>Billing Coder – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$30,500	\$26,520	<b>MIN</b>	\$31,086	\$38,396	<b>MIN</b>		
<b>MED</b>	\$32,459	\$39,936	<b>MED</b>	\$37,382	\$47,195	<b>MED</b>		
<b>AVG</b>	\$32,539	\$39,446	<b>AVG</b>	\$39,420	\$46,330	<b>AVG</b>		
<b>MAX</b>	\$35,318	\$47,466	<b>MAX</b>	\$56,490	\$56,490	<b>MAX</b>		
<b>Billing Customer Service – N 7</b>			<b>Billing Customer Service – N 6</b>			<b>Billing Customer Service – N &lt; 5</b>		
	<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>		<b>MIN</b>	<b>MAX</b>
<b>MIN</b>	\$27,456	\$35,000	<b>MIN</b>	\$36,000	\$38,000	<b>MIN</b>		
<b>MED</b>	\$34,400	\$47,466	<b>MED</b>	\$40,000	\$43,841	<b>MED</b>		
<b>AVG</b>	\$34,125	\$45,320	<b>AVG</b>	\$40,966	\$48,704	<b>AVG</b>		
<b>MAX</b>	\$42,000	\$56,000	<b>MAX</b>	\$52,495	\$75,738	<b>MAX</b>		



# Salary Positions

GROUP 1 Private For-profit (6), Private Non-profit (15), Hospital-based (2)				GROUP 2 Municipal Third Service (17), EMS Authority (6)				GROUP 3 Fire-based (19)			
<b>Safety - N 7</b>				<b>Safety - N &lt; 5</b>				<b>Safety - N &lt; 5</b>			
	<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>
<b>MIN</b>	\$61,550	\$75,513	\$69,500	<b>MIN</b>				<b>MIN</b>			
<b>MED</b>	\$68,492	\$76,250	\$79,357	<b>MED</b>				<b>MED</b>			
<b>AVG</b>	\$68,347	\$78,921	\$78,303	<b>AVG</b>				<b>AVG</b>			
<b>MAX</b>	\$75,000	\$85,000	\$85,000	<b>MAX</b>				<b>MAX</b>			
<b>Educator - N 7</b>				<b>Educator - N 5</b>				<b>Educator - N &lt; 5</b>			
	<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>
<b>MIN</b>	\$40,000	\$58,000	\$55,000	<b>MIN</b>	\$42,000	\$49,005	\$56,000	<b>MIN</b>			
<b>MED</b>	\$50,425	\$67,996	\$62,875	<b>MED</b>	\$54,750	\$65,840	\$59,275	<b>MED</b>			
<b>AVG</b>	\$50,801	\$72,704	\$64,952	<b>AVG</b>	\$55,875	\$63,919	\$59,275	<b>AVG</b>			
<b>MAX</b>	\$70,000	\$102,232	\$78,790	<b>MAX</b>	\$72,000	\$74,748	\$62,550	<b>MAX</b>			
<b>Operations Manager - N 14</b>				<b>Operations Manager - N 8</b>				<b>Operations Manager - N &lt; 5</b>			
	<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>
<b>MIN</b>	\$35,000	\$35,000	\$35,000	<b>MIN</b>	\$50,500	\$46,800	\$63,000	<b>MIN</b>			
<b>MED</b>	\$58,000	\$81,521	\$83,200	<b>MED</b>	\$66,403	\$71,110	\$65,000	<b>MED</b>			
<b>AVG</b>	\$62,054	\$78,336	\$74,948	<b>AVG</b>	\$65,551	\$71,279	\$68,475	<b>AVG</b>			
<b>MAX</b>	\$86,077	\$118,352	\$96,907	<b>MAX</b>	\$80,000	\$88,000	\$75,000	<b>MAX</b>			
<b>Vice President - N 5</b>				<b>Vice President - N &lt; 5</b>				<b>Vice President - N &lt; 5</b>			
	<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>
<b>MIN</b>	\$75,000	\$83,000	\$75,000	<b>MIN</b>				<b>MIN</b>			
<b>MED</b>	\$97,640	\$139,475	\$130,000	<b>MED</b>				<b>MED</b>			
<b>AVG</b>	\$96,319	\$130,488	\$119,131	<b>AVG</b>				<b>AVG</b>			
<b>MAX</b>	\$114,995	\$160,000	\$150,000	<b>MAX</b>				<b>MAX</b>			
<b>Exec Dir / Pres/ CEO / Chief - N 8</b>				<b>Exec Dir / Pres/ CEO / Chief - N 18</b>				<b>Exec Dir / Pres/ CEO / Chief - N 11</b>			
	<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>		<b>MIN</b>	<b>MAX</b>	<b>AVG</b>
<b>MIN</b>	\$55,000	\$75,000	\$65,000	<b>MIN</b>	\$48,000	\$65,000	\$46,800	<b>MIN</b>	\$50,000	\$57,650	\$57,650
<b>MED</b>	\$131,482	\$155,271	\$215,732	<b>MED</b>	\$80,395	\$90,000	\$78,100	<b>MED</b>	\$66,500	\$80,000	\$82,250
<b>AVG</b>	\$143,661	\$220,474	\$209,628	<b>AVG</b>	\$79,167	\$93,420	\$80,846	<b>AVG</b>	\$75,563	\$84,517	\$88,689
<b>MAX</b>	\$294,000	\$500,000	\$330,000	<b>MAX</b>	\$117,000	\$129,842	\$123,459	<b>MAX</b>	\$126,000	\$126,000	\$140,000