



State of Maryland

State of Maryland Salary and Benefits Comparative Study

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Submitted by:



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Table of Contents

Section I – Executive Summary	1
Section II – Methodology	7
Section III – Presentation of Salary Survey Results	12
Section IV – Survey Benefit Data.....	17

Appendices

Appendix A – Compensation Data: Maryland Variance.....	A-1
Appendix B – Summary Compensation Data	B-1
Appendix C – Total Compensation Data.....	C-1
Appendix D – Benefits Data.....	D-1
Appendix E – List of Classification Titles	E-1
Appendix F – Survey Instrument.....	F-1
Appendix G – Supplemental Survey Instrument.....	G-1

Section I – Executive Summary

The State of Maryland, Department of Budget and Management (DBM) conducted a Salary and Benefits Survey relative to a broad array of classifications utilized by the State. This is the first survey of this type that DBM has conducted in a number of years. DBM engaged CPS Human Resource Services (CPS) to conduct a public sector comparative analysis of Maryland's Salary and Benefits against 16 state, county and city jurisdictions, as well as appropriate Federal jobs in the mid-Atlantic region. CPS obtained assistance from two sub-contractors: Matt and Associates and The HR Team, Inc.

For this Salary and Benefits Comparative Survey, data was collected relative to 208 benchmark classifications used by the State Personnel Management System, which covers over 45,000 employees working in 17 principal departments and over 25 independent agencies, all within the Executive Branch of Maryland State Government. These benchmark classifications were selected in consultation with the DBM Office of Personnel Services and Benefits with final approval by DBM. Except for the police and fire schedules, the MDOT salary schedule is not included.

The survey is very large in scope and size. In order to simplify it and, therefore, make it easier for selected employers to reply, we did not include job titles in the following schedules:

1. **Institutional Educator Pay Plan** – This plan covers about 300 positions at the Departments of Public Safety and Correctional Services, Juvenile Services and Health and Mental Hygiene, who teach adults and youth at facility schools. This pay plan is established by specific statute and requires the Department of Budget and Management to survey the salaries for teachers in those counties with the highest numbers of facility teachers. The State does do this survey each summer and uses its results to assess the competitiveness of salaries in this plan. The State determined that it was redundant to include this group in the overall pay study.
2. **Park Ranger Pay Schedule** – As the result of the consolidation of park police functions into the Natural Resources Police organization, the State of Maryland no longer has any non-supervisory ranger positions. Additionally, the Park Ranger schedule is statutorily tied to the NRP schedule. The State determined that it was not necessary to collect further data on this salary schedule.

Data was collected relative to the compensation components that represent significant cost factors for employers, and that represent significant factors in the employment decisions made by employees. These components include base salary, retirement benefits, health related insurance benefits, paid leave, and others.

The following jurisdictions were surveyed:

- City of Baltimore
- Washington, DC
- Anne Arundel County
- Baltimore County
- Harford County
- Howard County
- Montgomery County
- Prince George's County
- Queen Anne's County
- Delaware, State of
- New Jersey, State of
- North Carolina, State of
- Ohio, State of
- Pennsylvania, Commonwealth of
- Virginia, Commonwealth of
- West Virginia, State of
- Federal Mid-Atlantic Region

Survey agencies included the major public sector employers in the State and neighboring state governments. For the purpose of the Federal jobs, data were collected for the appropriate mid-Atlantic market, namely in and around the City of Baltimore using mainly the Social Security Administration and US Department of Health and Human Services. Collectively, these jurisdictions represent the public sector labor market in which the State of Maryland operates and competes.

Three survey recipients, the State of Ohio, the Commonwealth of Virginia, and Washington, DC declined to respond; the initial overall survey response rate was 81 percent. However, data were compiled for these three survey recipients through their respective web sites and/or other recently completed compensation survey sources resulting in the collection of data from 100 percent of the jurisdictions identified for the survey effort.

Respondent jurisdictions were asked to provide data concerning the compensation provided to employees as of July 2007. The Federal data was collected by matching benchmark classification descriptions to Federal job announcements for those Baltimore area jobs.

For each survey classification, we compiled and reported data relative to base salaries – pay range minimums and maximums. See Appendices A-B for the data for each survey benchmark classification. Employee benefit information was gathered for management employees and general employees. See Appendix D for the benefits data.

The survey scope did not include making salary recommendations. Nor did the survey scope include the analysis of actual pay distribution, i.e., where Maryland employees are paid within the range relative to other employers surveyed.

For a select sample of key survey classifications, we conducted a total compensation analysis, which includes salary and the other compensation and benefits component data gathered and quantified.

A review of the overall survey data leads to the following general conclusions:

- With few exceptions, the state of Maryland lags behind the surveyed public sector city, county and state employers in terms of the base salary by salary schedule (Please see Table 1.)
- At the minimum pay level, the variance ranges from 20 percent above the market to 17 percent below the market at the minimum with an average variance of 5 percent behind the market.
- At the maximum pay level, the variance ranges from 36 percent above the market to 18 percent below the market with an average variance of 3 percent behind the market.
- In terms of the identified benefits, which are more difficult to compare one-to-one, the State's practices are generally consistent for most benefit areas with the labor market. The State leads or exceeds the labor market in management incentive/bonus pay practices, employer contributions for health care coverage, and is at the higher end in the provision of Personal Leave.
- Therefore, the predominant factor contributing to the moderate to substantial lag identified in this survey is the lag in State of Maryland base salaries.

Table 1 below summarizes the city, county and state salary data gathered from all the jurisdictions included for each of the MD salary schedules. A complete listing of the results for all 208 survey benchmark classifications by jurisdiction is located in Appendix B.

The salary data for the city, county and state agencies surveyed are summarized together. The Federal salary data are presented separately. The Summary of Mid-Atlantic Federal Data by MD Salary Schedules subtotal averages (average Maryland salaries, average labor market salaries and average percentage variance from market) differ from those for the city, county and state table because federal matches were found for a different mix of survey classes.

Table 1: Summary of City, County and State Salary Data by MD Salary Schedules

Maryland Salary Schedule	Maryland Average Minimum Salary	Maryland Average Maximum Salary	Labor Market Average Minimum	Labor Market Average Maximum	Average % Maryland above or below Minimum	Average % Maryland above or below Maximum
Standard	\$37,302	\$59,335	\$40,386	\$63,017	-7%	-5%
Physician Schedule	\$113,452	\$187,183	\$97,568	\$169,328	16%	11%
Deputy State Fire Marshals	\$38,792	\$59,483	\$38,579	\$63,317	1%	-5%
DOT Firefighters	\$42,913	\$66,124	\$40,104	\$63,616	7%	4%
DOT Police	<i>\$47,623*</i>	<i>\$77,961*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Executive Pay Plan	\$102,401	\$136,840	\$104,038	\$127,875	-1%	7%
Maryland State Police	\$48,646	\$79,631	\$54,360	\$81,776	-10%	-3%
Natural Resources Police	\$47,623	\$77,961	\$39,942	\$58,140	20%	36%
Police	\$35,409	\$53,960	\$42,882	\$65,950	-17%	-18%
Overall:*	\$43,200	\$67,381	\$45,512	\$69,375	-5%	-3%

* For those job titles with insufficient labor market data for analysis, the Maryland salary figures are not included in the overall figures. These Maryland salaries are in italics.

Table 2: Summary of Federal Mid-Atlantic Region Salary Data by MD Salary Schedules

Maryland Salary Schedule	Maryland Average Minimum Salary	Maryland Average Maximum Salary	Federal Mid-Atlantic Region Minimum Salary	Federal Mid-Atlantic Region Maximum Salary	Average % Maryland above or below Minimum	Average % Maryland above or below Maximum
Standard	\$34,036	\$53,938	\$46,552	\$69,687	-21%	-17%
Physician Schedule	<i>\$111,599*</i>	<i>\$184,102*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Deputy State Fire Marshals	\$38,576	\$59,135	\$39,594	\$51,475	-3%	15%
DOT Firefighters	\$42,913	\$66,124	\$32,563	\$79,250	49%	1%
DOT Police	<i>\$47,623*</i>	<i>\$77,961*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Executive Pay Plan	<i>\$98,647*</i>	<i>\$131,796*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Maryland State Police	<i>\$48,646*</i>	<i>\$79,631*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Natural Resources Police	<i>\$47,623*</i>	<i>\$77,961*</i>	Insufficient Data	Insufficient Data	Insufficient Data	Insufficient Data
Police	\$35,794	\$54,580	\$41,788	\$63,281	-11%	-13%
Overall:*	\$34,588	\$54,620	\$45,610	\$69,697	-17%	-15%

* For those job titles with insufficient labor market data for analysis, the Maryland salary figures are not included in the overall figures. These Maryland salaries are in italics.

The percentage of the State of Maryland lag or margin is also shown. The lag, or amount below the market, is shown as a negative (-) number, and the amount or percentage that Maryland exceeds the market is shown as a positive (+) number. For each classification surveyed, and sub-totaled by salary schedule, work area/occupational group and bargaining unit, these numbers and/or percentages reflect the extent to which the State of Maryland compares positively or negatively to the identified labor market.

This report describes the survey methodology, presents the pay data for the individual benchmark survey classes, and presents information concerning the various non-base salary (benefit) compensation components included in the survey. Detailed survey data by classification by responding agency are included in Appendices A-C:

- Table A-1: MD Salary Schedules Compared To Surrounding States and Local Jurisdictions
- Table A-2: MD Salary Schedules Compared to Federal Mid-Atlantic Region
- Table B-1: Master Summary Pay Data by Survey Class, All Responding Agencies
- Table C-1: Maryland Variance from Market - Total Compensation, City, County and State

Section II – Methodology

In order to complete the study, CPS, in consultation with the Department of Budget and Management, completed the following:

1. **Development of the salary and benefit survey parameters, including selection of the survey (benchmark) classifications.** The benchmark classifications have typical benchmark qualities such that they have ties to other classifications within the job family, and, in general, are readily found in the labor market. The 208 benchmark classifications represent:
 - Jobs in each salary schedule
 - Jobs found in each pay grade
 - Jobs in each collective bargaining unit
 - Jobs in each occupational/work area
 - Jobs at each level of work: entry, full performance, first supervisor and managerial levels
 - Classifications with the highest number of vacancies and turnover
 - Classifications representing the highest employee populations

We selected the benchmark jobs in consultation with the DBM Office of Personnel Services and Benefits with final approval by DBM. Except for the police and fire schedules, the MDOT salary schedule is not included. The survey is very large in scope and size. In order to simplify it and, therefore, make it easier for selected employers to reply, we did not include job titles in the following schedules:

- **Institutional Educator Pay Plan** – This plan covers about 300 positions at the Departments of Public Safety and Correctional Services, Juvenile Services and Health and Mental Hygiene, who teach adults and youth at facility schools. This pay plan is established by specific statute and requires the Department of Budget and Management to survey the salaries for teachers in those counties with the highest numbers of facility teachers. The State does do this survey each summer and uses its results to assess the competitiveness of salaries in this plan. The State determined that it was redundant to include this group in the overall pay study.
- **Park Ranger Pay Schedule** – As the result of the consolidation of park police functions into the Natural Resources Police organization, the State of Maryland no longer have any non-supervisory ranger positions. Additionally, the Park Ranger schedule is statutorily tied to the NRP schedule. The State determined that it was not necessary to collect further data on this salary schedule.

Appendix E includes the list of 208 survey titles and the number of comparable classes for each survey title. Survey titles with fewer than five comparable matches (considered insufficient data) are noted in italics and not included in the calculations in the summary tables.

2. **Identification of the labor market agencies.** DBM previously identified the labor market agencies, which reflect a representative sample of Mid-Atlantic public employers including cities, counties, and states and collectively, the public sector labor market in which the State of Maryland operates and competes. We identified and selected the approach for gathering Federal government survey data in consultation with DBM with final approval by DBM. The complete list of the survey agencies include:

- City of Baltimore
- Washington, DC
- Anne Arundel County
- Baltimore County
- Harford County
- Howard County
- Montgomery County
- Prince George's County
- Queen Anne's County
- Delaware, State of
- New Jersey, State of
- North Carolina, State of
- Ohio, State of
- Pennsylvania, Commonwealth of
- Virginia, Commonwealth of
- West Virginia, State of
- Federal Mid-Atlantic Region

3. **Development of the compensation survey instrument and distribution to the labor market agencies.** (See Appendix F for the complete survey instrument.) The survey instrument included a brief description of each of the 208 survey classifications and specific questions related to:

- The agency's classification title.
- The minimum and maximum base salary.
- If no match, which classification performs this function, which allowed for follow-up, as needed.
- The bargaining unit of the matched class.

- The number of budgeted positions.

Specific information requested in the survey instrument relating to pay practices and benefits included:

- Pay plan structure and primary work week
- Cost-of-Living Adjustment dates and Cost-of-Living Adjustment amount practices
- Shift differential pay practices
- Longevity pay practices
- Incentive/Bonus pay practices
- Educational incentive pay practices
- Vacation/Holiday practices
- Sick Leave practices
- Miscellaneous Leave practices
- Retirement/Social Security/Deferred Compensation plan practices
- Retirement Calculation/Eligibility practices
- Health Insurance practices – Combined Monthly Costs
- Health Insurance – Maximum Medical Insurance Monthly Cost
- Health Insurance – Maximum Dental Insurance Monthly Cost
- Health Insurance – Maximum Prescription Drug Plan Monthly Cost
- Health Insurance – Maximum Vision Insurance Monthly Cost
- Prescription Co-pay practices – Retail Store Front and Mail-in
- Cafeteria Style Health Care Plan Practices
- *Retiree Health Insurance Benefits*
- *Short and/or Long Term Disability Insurance*
- *Employee Leave Eligibility Upon Hire*

The last three benefit areas listed in italics above were addressed through a supplemental survey at the request of DBM (see Appendix G for the supplemental survey instrument).

Each survey agency, including the State of Maryland was asked to complete the survey instrument. Federal data were collected by matching benchmark classification descriptions to Federal job announcements for those Baltimore area jobs. Three survey recipients, the State of Ohio, the Commonwealth of Virginia, and Washington, DC declined to respond for an initial survey response rate of 81 percent. However, where available, data were compiled for these three survey recipients through their respective web sites and/or other recently completed compensation survey sources. The data gathering effort resulted in the collection of as much data as possible from 100 percent of the jurisdictions identified for the survey effort.

4. **Review and analysis of all data submitted by the labor market agencies.** In addition to the survey data received, the consultants carefully reviewed the survey agencies' comparable classification titles and pay range data, and requested classification specifications or additional information needed in order to ensure the data collected, and proposed comparables, were accurate. Similarly, the consultants carefully reviewed the benefit information and requested clarification or additional information needed to ensure the benefit data collected were accurate.
5. **Meet with State management and provide preliminary review of salary and benefit survey data.** CPS reviewed preliminary salary and benefit survey data with DBM as an interim step to provide an early review of the survey data and discuss presentation of the information in the draft report.
6. **Develop total compensation analysis of a sample of survey classifications.** Another indication of where Maryland stands in relation to the labor market is to compare total compensation, which includes base salary (minimum and maximum), contribution towards the employer's retirement system and social security paid by the employer on behalf of the employee, and contribution towards health, dental, prescription, and vision insurance premiums, Total compensation also allows the state to identify the cost of various paid leaves provided the employee by the employer. A sample of high-population survey classifications, representative of a sample of the bargaining units was selected in consultation with DBM with final approval by DBM. We used the following survey classifications for total compensation analysis:
 - Electrician
 - Office Services Clerk
 - Correctional Officer II
 - Community Health Nurse II
 - Computer Network Specialist II
 - Program Manager IV
 - Maryland State Patrol Trooper – First Class

The total compensation analysis will provide the State with an understanding of how the study classes compare against their market when the costs of measurable benefits programs are added to annual base wages at the minimum and maximum pay levels.

7. **Development of a draft and final report illustrating the methodology and results for client review and comment.** The compensation report details and summarizes the results of the labor market salary and benefit survey and an analysis of the relative competitiveness of the State plans and schedules to the surveyed market.

The survey scope did not include making salary recommendations. Nor did the survey scope include the analysis of actual pay distribution, i.e., where Maryland employees are paid within the range relative to other employers surveyed.

The report comprises the following:

- Scope of the study
- Labor market agencies
- Survey procedures
- Labor market data analysis/methodologies
- Results of the base salary survey
- Results of the total compensation analysis

The salary data for the city, county and state agencies surveyed are summarized together. The Federal salary data are presented separately. The Summary of Mid-Atlantic Federal Data by MD Salary Schedules subtotal averages (average Maryland salaries, average labor market salaries and average percentage variance from market) differ from those for the city, county and state table because federal matches were found for a different mix of survey classes.

The report identifies for each survey title:

- A relevant salary range (including minimum and maximum salaries).
- Relevant labor market(s) sources of salary data.
- Any data problems identified during the survey.
- Any recommended solutions to those data problems.

The report includes an analysis of the compensation package for the State and the surveyed jurisdictions including:

- Paid leave programs.
- Health benefit plans (including medical, dental, prescription and vision plan options).
- Pension benefits.
- Deferred compensation programs.
- Other benefits such as life insurance and long term care insurance offered by the surveyed jurisdictions.

The State of Maryland Salary and Benefits Comparative Study is hereby submitted to the State. The project team met with, and presented the draft report to DBM. All issues, concerns and comments were addressed and resolved prior to the presentation of this report.

Section III – Presentation of Salary Survey Results

The following section summarizes the base salary survey results and the total compensation analysis results.

Base Salary

The salary data have been organized into several tables that summarize the State of Maryland's variance from the labor market for each surveyed class (see Appendix A):

- Table A-1: MD Salary Schedules Compared To Surrounding States and Local Jurisdictions
- Table A-2: MD Salary Schedules Compared to Federal Mid-Atlantic Region

Tables A-1 and A-2 summarize, for each survey title, how Maryland's base salaries compare to the base salaries in the labor market by salary schedule.

The salary data for the city, county and state agencies surveyed are summarized together. The Federal salary data are presented separately.

For each Maryland survey classification, Tables A-1 and A-2 present:

- The grouping by salary schedule.
- The survey classification title.
- The number of survey agencies reporting a comparable classification.
- Maryland's pay range minimum, the average labor market pay range minimum and the percentage variance of Maryland from the market at the pay range minimum.
- Maryland's pay range maximum, the average labor market pay range maximum and the percentage variance of Maryland from the market at the pay range maximum.
- Averages of the above for each grouping.
- An overall average for all survey classifications with sufficient data.

Data for survey titles with fewer than five comparables, which is considered insufficient data, are not included in the number of agencies with matches or in the average salary or percentage variance calculations.

The percentage calculation comparing the State of Maryland to the labor market average represents the State of Maryland variance from the market. The lag, or amount below the market, is shown as a negative (-) number, and the amount or percentage that Maryland exceeds the market is shown as a positive (+) number. For each classification surveyed, and

sub-totaled by salary schedule, work area/occupational group and bargaining unit, these numbers and/or percentages reflect the extent to which the State of Maryland compares positively or negatively to the identified labor market.

Appendix B includes the survey agencies' comparable classification title, as well as a compensation summary for each survey classification. Table B-1 presents, for each Maryland survey classification:

- The number of survey agencies reporting a comparable classification
- For each agency reporting a comparable classification:
 - The comparable classification title
 - The annual pay range minimum and maximum
 - The number of budgeted positions represented
 - The total number of budgeted positions represented
 - The average annual pay range minimum and maximum

In Table B-1, Federal Mid-Atlantic Regional data are not included in the following calculated figures:

- The number of budgeted positions represented
- The total number of budgeted positions represented
- The average annual pay range minimum and maximum

Salary Data Issues and Resolution

In identifying problems with the survey data and recommending solutions, we found:

- If an agency reported a flat salary rate, the salary is presented as both the pay range minimum and maximum.
- If an agency did not report a pay range maximum, we obtained and reported the highest pay rate in lieu of a pay range maximum rate. These rates are shown in italics in the appropriate tables.

Table 3 below shows the issues for the Individual survey respondents.

Table 3: Survey Data Issues by Respondent

Survey Respondent	Issue
Anne Arundel County	AFSCME Local 583 and 2563 both have percentage longevity increments at 7, 11 and 16 years of service, which is not part of schedule but is added to salary.
Delaware	Some pay ranges reflect Selective Market Variation schedule (SMV).
Montgomery County	Manager I is higher level classification than Manager II; the numbering of this class series is opposite other Montgomery County class series.
Virginia	Virginia has broad classifications and wide pay ranges so some of Virginia's classifications incorporate more than one of Maryland's survey classifications.
Washington, DC	<ul style="list-style-type: none"> ▪ Fire salaries are estimates pending completion of negotiations. New contract will be effective 10/14/07. ▪ Data reported includes all Firefighters, including those earning add-on pay for premium skills. ▪ Community Health Nurse - Contract not settled - FY04 rates.
West Virginia	<ul style="list-style-type: none"> ▪ Conservation Officers have their own pay plan. The highest paid rate was reported in lieu of a maximum salary range for this class. ▪ State Police are not under the State Civil Service System.

Total Compensation

Another indication of where Maryland stands in relation to the labor market is to compare the value of total compensation. In addition to wages, Maryland State employees receive a comprehensive benefits package that includes:

- Retirement
- Health Care
- Various Paid Leaves

Total compensation analysis allows the state to identify the cost of retirement, health care, and various paid leaves provided the employee by the employer. When the cost of these benefits are added to base wages a picture of total compensation emerges to provide a better understanding of the total compensation costs among employees and employers.

This valuation includes:

- Base salary
- Employer contribution towards:

- State, County or City pension contributions
- Social Security and Medicare contributions
- Combined health care insurance premiums (full family maximum costs)

Additionally, the valuation identifies the cost of paid leaves in terms of dollars and productive hours lost. For example, an employee work year is based on 2080 hours per year and if a state employee with 25 years of service takes all available leave during a calendar year the total productive time worked is equal to 1712 hours. For purposes of this evaluation the total value of the following is included in Appendix C:

- Paid holiday hours
- Paid vacation leave hours
- Paid personal leave hours
- Paid sick leave hours
- Combined health care insurance premiums (full family maximum costs)
- State, County or City pension contributions
- Social Security and Medicare contributions.

This analysis will provide the State with an understanding of how the study classes compare against their market when the costs of benefits programs are considered. A sample of high population survey classifications representative of a sample of the bargaining units was selected in consultation with DBM with final approval by DBM. The survey classifications identified for the total compensation analysis include:

- Electrician
- Office Services Clerk
- Correctional Officer II
- Community Health Nurse II
- Computer Network Specialist II
- Program Manager IV
- Maryland State Patrol Trooper – First Class

Table 4 below compares base wages and total compensation for the classifications listed above.

Table 4: Base Wages versus Total Compensation

Maryland Classification	Minimum		Maximum	
	Wages Only	Total Compensation	Wages Only	Total Compensation
Electrician	\$26,257	\$46,268	\$40,996	\$64,121
Office Services Clerk	\$24,744	\$44,436	\$38,516	\$61,117
Correctional Officer II	\$33,444	\$54,974	\$52,886	\$78,523
Community Health Nurse II	\$40,268	\$63,239	\$64,282	\$92,326
Computer Network Specialist II	\$42,867	\$66,387	\$68,626	\$97,588
Program Manager IV	\$59,107	\$86,058	\$94,909	\$129,423
State Patrol Trooper – First Class	\$42,936	\$66,471	\$70,597	\$99,975

Section IV – Survey Benefit Data

In addition to base salary data, we collected information relative to compensation components that represent significant cost factors for employers, and that represent significant factors in the employment decisions made by employees. These components include retirement benefits, health related insurance benefits, paid leaves, and others.

There are also benefits offered by each agency that are not easily quantifiable or directly comparable. Therefore, the data have been compiled into summary benefit tables; an analysis has been conducted and the resulting industry trends are reported herein.

As noted earlier, the survey instrument included specific questions related to the several benefit areas. The survey questions are displayed in italics below, preceding each narrative summary. Appendix D includes the following tables, which illustrate survey agency responses and comparison with Maryland:

- Table D-1: Pay plan structure and primary work week
- Table D-2: Cost-of-Living/General Increase Adjustment dates and Cost-of-Living/General Increase Adjustment amount practices
- Table D-3: Shift differential pay practices
- Table D-4: Longevity pay practices
- Table D-5: Incentive/Bonus pay practices
- Table D-6: Educational/Tuition Reimbursement practices
- Table D-7: Vacation/Holiday practices
- Table D-8: Sick Leave practices
- Table D-9: Miscellaneous Leave practices
- Table D-10: Retirement/Social Security/Deferred Compensation plan practices
- Table D-11: Retirement Calculation/Eligibility practices
- Table D-12: Health Insurance practices – Combined Monthly Costs
- Table D-13: Health Insurance – Maximum Medical Insurance Monthly Cost
- Table D-14: Health Insurance – Maximum Dental Insurance Monthly Cost
- Table D-15: Health Insurance – Maximum Prescription Drug Plan Monthly Cost
- Table D-16: Health Insurance – Maximum Vision Insurance Monthly Cost
- Table D-17: Prescription Co-pay practices – Retail Store Front and Mail-in
- Table D-18: Cafeteria Style Health Care Plan Practices
- Table D-19: Retiree Health Insurance Benefits
- Table D-20: Short and/or Long Term Disability Insurance
- Table D-21: Employee Leave Eligibility upon Hire

Although comparable information was not solicited from survey respondents, it should be noted that the State of Maryland provides benefits not addressed in the following pages. For example, Maryland provides free public transportation, where available, for state employees. For law enforcement personnel, additional benefits include cleaning and maintenance of uniforms, private use of automobiles and fuel and maintenance, additional death benefit provisions, and compensation for off-duty services such as court attendance.

Pay Plan Structure and Primary Work Week (Table D-1)

Survey recipients were asked to provide details of their salary plan structure and administration. Those with step plans were asked to indicate the number of steps and those with open pay range plans were asked to identify the control point. Additionally, survey recipients were asked to indicate their primary work week for management and general employees.

Table D-1 summarizes general information regarding each agency such as salary plan structure and number of hours worked per week.

Nine of seventeen survey recipients utilize step plans. One respondent, Montgomery County, utilizes both step and an open pay range plan depending upon the employee group. Seven respondents utilize variations of an open pay range plan with little similarity among the plans.

For those with step pay plans, the number of steps ranges from three to twenty. Only Pennsylvania has the same number of steps as Maryland with 20 steps.

Maryland has a work week of 40 hours which is consistent with the labor market. Although the average work week for all respondents was 38.8 hours for management employees and 38.9 hours for general employees, nine of 14 respondents have 40 hour work weeks. For the five respondents with less than a 40 hour work week, the range is from 35 hours per week to 37.75, with the majority at 37.75 hours per week.

Cost-of-Living/General Increase Adjustment Dates and Cost-of-Living/General Increase Adjustment Amount Practices (Table D-2)

Survey recipients were asked to identify the date and amount of their last cost-of-living adjustment and to indicate the next cost-of-living adjustment date, and the anticipated adjustment amount for management and general employees.

Table D-2 summarizes general information regarding each agency's cost-of-living increase information for management and general employees.

Management

Maryland last received a cost-of-living/general increase in July 2007 of 2 percent. Of the survey agencies that reported on cost-of-living/general increases, 13 provided increases to

management in the last year ranging from flat rate dollar amounts to percentage increases ranging from 1.5 percent to 4.0 percent. For the 10 employers providing a percentage adjustment, the average increase for management employees was 2.3 percent. Therefore, Maryland is consistent with the average labor market.

The range of adjustments for those agencies providing a flat dollar amount was \$600 to \$1,200.

Currently, Maryland does not have a cost-of-living/general increase scheduled for management. Similarly, six survey respondents are unable to state when their jurisdiction will provide a cost-of-living/general increase. By contrast, eight respondents indicate that their jurisdiction will provide an increase in 2008, but only two are able to identify a specific percentage increase.

General Employees

Maryland's general employees last received a cost-of-living/general increase in July 2007 of 2 percent. Of the survey agencies that reported on increases, 13 provided a cost-of-living/general increase in the last year ranging from flat rate dollar amounts to percentage increases from 1.5 percent to 4.5 percent. For the 11 employers providing a percentage adjustment, the average adjustment for general employees was 3.1 percent. Therefore, Maryland is not consistent with the average labor market for its general employees.

The range of adjustments for three agencies providing a flat dollar amount was \$600 to \$1,200.

Currently, Maryland does not have a cost-of-living/general increase scheduled for its general employee groups. Similarly, five survey respondents are unable to state when their jurisdiction will provide a cost-of-living/general increase. By contrast, nine respondents indicate that their jurisdiction will provide an increase in 2008, but only four are able to identify specific percentage increases ranging from 1.0 percent to 3.0 percent.

Shift Differential Pay Practices (Table D-3)

Survey recipients were asked if employees are eligible for shift differential. If yes, they were asked to provide the hours and amount of shift differential for first and second shifts.

All respondents indicated that employees are eligible for shift differential. Similar to Maryland, three respondents have shift differential policies and practices that make no distinction between first and second shift in terms of hours and compensation. In these jurisdictions, the compensation is the same regardless of whether the shift hours fall within the evening or night shifts.

Twelve respondents provide a higher premium for second shift (night shift or graveyard shift) than for first shift (evening shift). Many employers have multiple definitions of shift hours and compensation based on bargaining unit labor agreements. As such, there is no universal definition of what hours constitute a shift. However, generally the first (or evening) shift hours begin in early- to mid-afternoon and second (or night) shift hours begin prior to 11:00 pm.

In terms of compensation, there is also little consistency among survey respondents. The levels of compensation range from a low of \$0.25 per hour to 10 percent of the employees wage rate. For first (evening) shift the average dollar amount provided is \$0.87 per hour and the average percentage amount provided is 6.8 percent. For second (night) shift the average dollar amount provided is \$0.89 and the average percentage amount provided is 8.5 percent.

By contrast, Maryland has identified three shift premium rates that apply to both first and second shifts: \$0.625, \$1.25, and \$1.00 per hour depending on pay grade, classification, and employee group such as law enforcement. The average of the three premium pay rates is \$0.96 per hour. As a result, when compared to the survey respondent's average dollar amounts of \$0.87 and \$0.89 for first and second shift, Maryland's rates are consistent with the labor market dollar premiums.

Longevity Pay Practices (Table D-4)

Survey recipients were asked to identify the amount paid per month, in dollars, or as a percentage of salary, any premium pay based on length of service. They were also asked to identify each level of longevity pay, including years of service and the corresponding premium pay amount.

Management

The majority of survey respondents (10 of 15) do not provide longevity pay to management. Only two of the five respondents providing longevity pay were responsive to the survey question in terms of detail (North Carolina and West Virginia). Maryland's practice of not providing longevity pay is consistent with the labor market.

General Employees

General employees are more likely to receive longevity pay than are management employees. Eight of fifteen respondents provide some form of longevity pay to general employees. However, one respondent only provides longevity pay to two bargaining units. As a result, a slight majority of respondents mirror Maryland's practice of not providing longevity pay. As a result, Maryland's practice is not inconsistent with the labor market.

Incentive/Bonus Pay Practices (Table D-5)

Survey recipients were asked if they have an incentive or bonus pay program. If yes, they were asked to provide the average amount paid across the organization at the last payout and the date of the payout.

A majority of respondents do not provide any form of incentive/bonus pay for employees. Management employees are eligible for incentive/bonus pay more often than general employees.

Management

Ten of 14 respondents do not provide any form of incentive/bonus pay to management. For those providing this compensation, all utilize either a specific dollar amount or based on a formula that provides a specific dollar amount times total years of service. Based on the limited number of employers that provide this form of compensation (when funded) the State of Maryland's practice exceeds the labor market.

General Employees

Twelve of fourteen respondents do not provide any form of incentive/bonus pay to general employees. Only one respondent provided details and provides a lump sum incentive/bonus pay significantly less than the amount provided management employees. The State of Maryland's practice of not providing incentive/bonus pay to general employees mirrors the majority of the labor market.

Educational/Tuition Reimbursement Practices (Table D-6)

Survey recipients were asked if they provide educational incentive pay. If yes, they were asked to identify in dollars, or as a percentage of salary, the amount paid for achievement of advanced degrees or training beyond that required for their classification of work.

Twelve of thirteen respondents provide some form of tuition reimbursement. Of the 11 providing details there is a broad range of tuition reimbursement practices ranging from specific dollar amounts per credit hours to broad statements of providing \$3500 annually for graduate degree programs. Based on the information provided, the State of Maryland mirrors the labor market.

Vacation/Holiday Practices (Table D-7)

Survey recipients were asked to identify the number of vacation hours/days earned per year and the maximum accrual allowed. Recipients were also asked to identify the number of annual holidays and whether they had a vacation leave buy-back program.

For vacation accrual, survey recipients were asked to identify the number of vacation days earned annually at six key milestone service years ranging from the first year of employment to 25 years of service.

The State of Maryland falls slightly below the labor market average at three of the six key milestone years and is slightly above or equals the labor market average at three of the milestone years. Maryland is slightly below the labor market average at the first year of employment, and the five- and fifteen-year thresholds. Maryland is slightly ahead of the labor market average at the ten and twenty-year threshold and mirrors the labor market average at the 25 year milestone. In terms of maximum vacation accrual allowed the State of Maryland exceeds the labor market. Table 5 below illustrates this comparison

Table 5: Vacation Leave – Days Earned Annually by Milestone Years

	1 Year	5 Years	10 Years	15 Years	20 Years	25 Years	Maximum Accrual of Vacation Days
Labor Market Average	12.6	16.2	19.0	21.3	24.0	25.0	44.3
Maryland	10.0	15.0	20.0	20.0	25.0	25.0	50.0

The State of Maryland also provides six personal leave days (see Table D-9 – Miscellaneous Leave Practices). On the surface these additional days would tend to compensate for the variance shown above. However, in terms of personal leave days that can be used as the equivalent of vacation days, 10 other employers also provide personal leave days in addition to vacation leave. The number of personal leave days provided by survey respondents ranges from one to eight days with an average of 4.2 days of personal leave.

In terms of holidays, the State of Maryland with 12 holidays is slightly above the labor market average of 11.3 holidays per year.

Only two survey respondents had a true vacation leave buy-back program allowing employees to buy back vacation or apply the buy back to a deferred compensation program. The State of Maryland and the Federal government both identified that accrued vacation is cashed out upon termination of employment.

Sick Leave Practices (Table D-8)

Survey recipients were asked to identify the number of sick leave days that can be accrued annually, the maximum number of days that can be accrued, whether sick leave days accrued can be credited toward pension benefits, and whether unused sick leave days can be cashed out upon separation of employment.

The State of Maryland is remarkably comparable with the labor market sick leave practices except for sick leave cash out. The average number of sick leave days earned in the labor market is 14.1 compared to Maryland's 15 days earned per year. All but one respondent provide unlimited accrual similar to the State of Maryland. Only four of 14 respondents indicated that accrued sick leave days cannot be credited toward pension benefits. Although the formulas for crediting sick leave toward pension benefits differ slightly, the majority equate to Maryland's formula of 22 days equating to one-month of creditable service.

Although nine of 14 respondents indicated that they allow sick leave days to be cashed out upon separation, a majority of those responding indicated that sick leave could only be cashed

out upon retirement or death. As such, the question was apparently misunderstood and insufficient data was received to address sick leave cash out upon separation other than retirement or death.

Miscellaneous Leave (Table D-9)

Survey recipients were asked to indicate whether they provide any of the following types of leave, and if so, the number of days each: Bereavement, Disaster Service, Jury Service, Legal Actions, Military, and Personal Leave.

For Bereavement Leave only two of respondents indicate that they do not provide a separate form of leave for bereavement. It may be that these respondents incorporate bereavement leave into sick leave use as does the Federal government. The remaining eleven respondents provide bereavement leave ranging from one to five days with a majority providing up to three days. The State of Maryland's provision of three days is consistent with the labor market.

In terms of Disaster Service Leave only the State of Delaware has a leave policy similar to Maryland's which specifies 15 days. Two states, Pennsylvania and West Virginia indicate that when allowed, the duration of leave is unlimited. The remaining respondents indicate that Disaster Service Leave is not provided for and in one case is available only by executive order. Thus, Maryland's Disaster Service Leave provisions exceed the labor market.

Only the State of North Carolina indicated that they do not provide Jury Service Leave. All others indicated that they provide Jury Service Leave as required. Maryland's practices mirror the labor market.

Legal Actions Leave is provided by only four of fourteen respondents. For those who do provide for this leave there are specific requirements such as documentation, must be related to official duties, must be by subpoena, etc. Maryland is in the minority of employers providing this type of paid leave.

Military Leave is provided by all respondents and in most cases their policies mirror Federal requirements. Only North Carolina and West Virginia exceed Federal requirements by guaranteeing 120 days and 60 days per year respectively. Maryland's practices are consistent with Federal requirements and the labor market.

Only two respondents, North Carolina and West Virginia state that they do not provide for Personal Leave. Two others, Delaware and the Federal government indicate that Personal Leave is included in annual leave. Ten respondents indicate that they provide personal leave ranging from one day to eight days. The average Personal Leave provided by the ten respondents is 4.2 days per year compared to the State of Maryland's six days per year. As such, Maryland is slightly more generous than the average of the respondents.

By way of comparison, Table 6 provides a comparison of combined major leave excluding sick leave.

Table 6: Maximum Leave Available Excluding Sick Leave

Agency	Vacation Leave	Holidays	Personal Leave	Total
City of Baltimore	24	9	3	36
Washington, DC	26	11	nr	37
Anne Arundel County	26	13	1	40
Baltimore County	25	10	6	41
Harford County	24	10	8	42
Howard County	21	12	6	39
Montgomery County	26	9	3	38
Prince George's County	26	11	3	40
Queen Anne's County	25	11	5	41
Delaware	21	14	na	35
New Jersey	25	13	3	41
North Carolina	25.75	10	na	35.75
Ohio	nr	nr	nr	nr
Pennsylvania	26	11	4	41
Virginia	29	12	nr	41
West Virginia	24	14	na	38
Federal Government	26	11	na	37
Average:	25	11	4	39
Maryland	25	12	6	43

nr = nor response; na = not available

Retirement, Social Security, and Deferred Compensation Contribution Practices (Table D-10)

Survey recipients were asked to identify their total employer contribution for retirement, social security, and deferred compensation.

Table D-10 summarizes employer contribution amounts for primary and law enforcement retirement plans, Social Security, and deferred compensation. As one can imagine, the variety

of retirement plans is significant as are the contribution rates of employers and employees. It is therefore difficult to make comparisons for other than the percentage of wages paid into the plans. On that basis, Maryland is very competitive with the labor market averages (excluding Federal data). Table D-10 provided employer and contribution practices by City, County, State and All for total comparative purposes.

For primary employee retirement plans, the percentage employer contribution varies considerably from 3.23 percent of wages for Pennsylvania to a maximum of 12.8 percent for Howard County. Conversely, the employee required contribution also varies widely from 0 percent for the City of Baltimore and Prince George's County to 6.25 percent for Pennsylvania and 6.85 percent for some employees in Baltimore County.

For law enforcement and/or fire fighter retirement plans, the employer and employee contributions are much more expensive. The employer contribution ranges from a low of 11.8 percent for Pennsylvania to a high of 50.2 percent in Prince George's County depending on length of employment and position. The employee contribution is considerably less ranging from 4.0 percent in several counties to a high of 13 percent in Prince George's County depending on length of employment and position (see Table 7 below).

Table 7: Retirement Contribution Practices

	Primary State Employee Plan		Law Enforcement/Fire Fighter Plan	
	Employer	Employee	Employer	Employee
High Average Excluding Federal	7.42%	4.5%	27.72%	7.1%
Maryland	8.86%	4.0%	15.44%	4.0%

In terms of Social Security contributions all respondents, excluding the Federal government, indicate that they contribute into social security at the full rate of 7.65 percent, including Medicare.

With regard to employer contributions to an employee's deferred compensation plan, Maryland is matched by only three respondents who provide an employer contribution. The State of North Carolina provides the most generous match at 5 percent to an employee's 401k plan. Delaware and Maryland provide maximum amounts at \$260 and \$600 respectively. The Federal government provides for an employer match of 1:1 up to 3 percent. Beyond that, if the employee contributes 4 percent the employer match is 3.5 percent, and up to a 4 percent maximum based on an employee contribution of 5 percent.

Retirement Calculation/Vesting Practices (Table D-11)

Survey recipients were asked to provide the retirement formula provided to employees (e.g., 2 percent @ age 55, etc), and the compensation component of the agency's retirement formula (e.g., highest year, etc), the name of the retirement plan, and, the agency's vesting policy for retirement eligibility.

Table D-11 summarizes retirement information such as formula, compensation component, and vesting policies. In terms of the retirement formula (e.g., 2 percent X average final compensation X years of service), there is no commonality among the survey respondents with regard to the percentage used. It is therefore impossible to make a legitimate comparison. Nevertheless, all respondents do utilize formulas that have been developed over time to meet their individual circumstances. In this regard, the State of Maryland is consistent with the labor market.

In terms of the compensation component utilized by survey respondents, there is much more uniformity. Nine respondents utilize the average of the highest three years. The remaining five respondents have varied compensation components ranging from the highest twelve consecutive months to the average of the highest three years and preceding four years. The State of Maryland's current compensation component mirrors the majority of the labor market.

With respect to vesting policies, nine of fourteen respondents require five years of service for employee eligibility. The State of New Jersey requires 10 years or 60 years of age. The State of Maryland's vesting policy mirrors the labor market.

Health Insurance Practices (Tables D-12 – D-16)

Survey recipients were asked to indicate the employer and employee contribution amounts for health care coverage, dental, vision, prescription, and prescription co-pay requirements. Given the variety of health care plans available to an organization, survey recipients were asked to identify contributions for their most expensive plan for each level of coverage. Cafeteria-style plans are addressed in table D-18.

As expected, Medical Health Care plans are the most expensive for the employer to provide whether it be for employee only, employee + 1, or for maximum family coverage. The data suggests that there are a significant number of plans available at widely varying costs. As such, the cost of employer provided health care varies considerably due to the number of plans available, as does the employee share for medical and dental care costs.

On average, the employer cost for combined medical, dental, prescription, and vision care coverage costs at the maximum family coverage level is \$943.55 per month while the State of Maryland's cost is significantly higher at \$1,205.37 per month. Combined employer contribution rates for maximum family coverage (the most expensive) range from a low of \$224 per month for Virginia to a high of \$1,384.55 at Baltimore County.

In terms of employee cost sharing, all survey respondents require some form of employee contribution at varying levels. Those employers with the lowest level of employer contribution require the greater employee contributions. At the maximum family level of coverage, the employee contribution requirement ranges from a low of \$72.87 per month for Harford County to a high of \$1,035 in the Commonwealth of Virginia. The State of Maryland employee contribution levels are extremely close to the labor market averages.

If we consider only the comparison to those survey respondents within the State of Maryland, the average employer contribution for combined maximum family coverage compares much more favorably. The average combined employer contribution becomes \$1,150.07 per month compared to the State of Maryland's contribution of \$1,205.37.

However, when looking only at respondents located within Maryland, the employee contribution comparison becomes less favorable; the average survey respondent employee contribution for maximum family coverage is \$252.42 per month compared to the State of Maryland employee contribution of \$333.45 (see Table 8 below).

Table 8: Combined Maximum Medical/Dental/Prescription/Vision Monthly Cost

	Employer Cost			Employee Cost			Percentage Split	
	Employee Only	Employee Plus 1	Max Family	Employee Only	Employee Plus 1	Max Family	Employer	Employee
All Respondent Average	\$397.06	\$785.42	\$943.55	\$125.44	\$278.48	\$365.70	72.1%	27.9%
Maryland Only Average	\$405.88	\$851.32	\$1,150.07	\$86.16	\$189.96	\$252.42	82.0%	18.0%
State of Maryland Actual	\$505.90	\$892.98	\$1,205.37	\$135.05	\$240.19	\$333.45	78.3%	21.7%

Prescription Co-Pay Practices – Retail Store Front and Mail-In (Table D-17)

Survey recipients were asked if they require co-pay for prescription drug coverage. If yes, they were asked to describe the co-pay requirements for both retail store front and mail in prescription services.

Table D-17 displays the very complicated and inconsistent application of employee prescription co-pay requirements. As identified under health care coverage, the types and number of health care and prescription plans vary considerably based on cost and experience levels. As a result,

it is difficult to make valid comparisons regarding the adequacy and/or effectiveness of one plan against another without a thorough analysis of the specific prescription co-pay requirement relative to the balance of the health care plan.

In any event, all survey respondents require some form of prescription co-pay. While some employers do not distinguish between prescriptions purchased by store front or mail, the majority of employers do. However, because mail-order prescriptions are typically for a greater supply, the actual co-pay is typically higher for the mail-order purchase. For example, the co-pay for a 30-day supply from a retail store front may be \$8.50/\$20.00/\$45.00 based on tier level, whereas a 90-day supply by mail would be \$17.00/\$40.00/\$80.00. Obviously, there are economies of scale at work with mail-order prescriptions and therefore the total costs to the employer and employee are less. However, there is considerable inconsistency in employer practices. Nevertheless, based on its co-pay requirements, the State of Maryland practices overall are not inconsistent with the labor market. See Table D-17 for Retail Store Front versus Mail-In Co-Pay practices.

Cafeteria Style Health Care Plan Practices (Table D-18)

Survey recipients were asked to indicate whether they had cafeteria plan provisions, and if so, to provide the costs for employer and employee contributions.

Only two survey respondents indicated that they have cafeteria-style plans. The employer and employee contribution rates are then based on whether the plan selected by the employee is an HMO or non-HMO plan with the non-HMO generally being the more expensive. Overall, the costs of the plans are not inconsistent with the costs required for more traditional health care coverage plans.

Retiree Health Insurance Benefits (Table D-19)

Survey recipients were asked to indicate whether they offered health care benefits to retirees, and if so, did they offer retirees the same plan as for active employees, or are separate plans provided, what is the current employer contribution toward retiree health care benefits, and what are the current eligibility requirements to receive retiree healthcare coverage.

Twelve of twelve survey respondents provide health care coverage benefits to retirees. Eight respondents indicate that retirees are covered under the same plan as provided to active employees, two indicate that a separate plan is provided, and one respondent indicated that retirees are provided the same plan as active employees unless the retiree is Medicare eligible at which point the retiree is covered under a separate plan.

Employer contributions range considerably from 20 percent of premium cost to a monthly dollar employer contribution of \$1,144.09. Where retiree contributions are required the contribution

requirement ranges from 5 percent for Delaware pre-1991 hires to 50 percent for some survey respondents.

As can be imagined, eligibility requirements also vary considerably. However, a consistent minimum requirement for retiree healthcare coverage was five years of service. Pennsylvania had the most restrictive requirement at 20 years of service effective July 1, 2008. Based on the variations in employer/retiree contribution rates and current eligibility requirements the State of Maryland is competitive with the labor market.

Short- and/or Long-Term Disability Insurance (Table D-20)

Survey recipients were asked to indicate whether they offered short- and/or long-term disability insurance to employees, and if yes, what is the employer contribution, if any; what is the total benefit in terms of days, what is the current wait time for employees to receive short- or long-term disability benefits, and what is the current percentage of income replacement.

Only four of ten respondents provide short-term disability insurance. Of the four, only New Jersey provides an employer contribution towards the cost of the short-term disability insurance premium varying between 10 to 75 percent of the premium cost up to a maximum salary of \$26,600. Employees under this plan are eligible seven days after all sick leave is exhausted and receive 66 percent of their salary up to a maximum of \$502.00 per week for 182 days. For the other three respondents providing this insurance the premium is paid 100 percent by the employee.

Similarly, four of ten respondents provide long-term disability insurance. Of the four, only Montgomery County provides an employer contribution towards the cost of long-term disability insurance premium varying between 76 to 80 percent of the premium cost. Employees under this plan are eligible five months after submitting their claim and receive benefits for one year. Income replacement is 60 percent for long-term disability and 70 percent for all sources of income. Specific details were not provided.

The State of Maryland mirrors the majority of employers in not providing either short- or long-term disability.

Employee Leave Eligibility upon Hire (Table D-21)

Survey recipients were asked to indicate what leave, if any, is available for employees immediately upon hire (for example, are employees eligible for sick leave or personal leave once hired), and if so, what are the parameters; if not, what is the waiting period.

For use of sick leave, ten of ten respondents allow employees to use accrued sick leave as soon as it is earned. For use of Personal Leave, seven of ten respondents allow employees to use personal leave as it is earned. The remaining three respondents do not provide personal leave to employees. Three of seven respondents allow employees to use accrued vacation leave as it is earned, one respondent allows use of accrued vacation leave after three months service and three require employees to wait six months before accrued vacation can be used.

Appendix A – Compensation Data: Maryland Variance

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
Standard Salary Schedule	Accountant Supervisor I	11	\$42,867	\$48,827	-12%	\$68,626	\$77,805	-12%
	Accountant Trainee	10	\$33,444	\$32,951	1%	\$52,886	\$49,461	7%
	Administrative Aide	14	\$29,607	\$30,657	-3%	\$46,490	\$46,614	0%
	Administrative Law Judge III	5	\$67,345	\$74,712	-10%	\$108,134	\$118,178	-8%
	Administrative Officer II	13	\$35,568	\$36,627	-3%	\$56,438	\$57,471	-2%
	Administrative Specialist III	8	\$31,461	\$34,438	-9%	\$49,571	\$54,539	-9%
	Agency Budget Specialist II	12	\$37,837	\$46,722	-19%	\$60,222	\$72,673	-17%
	Agency Buyer I	10	\$27,876	\$39,645	-30%	\$43,647	\$62,232	-30%
	Agency Grants Specialist II	7	\$37,837	\$41,542	-9%	\$60,222	\$63,541	-5%
	Agency Procurement Specialist II	13	\$37,837	\$42,411	-11%	\$60,222	\$65,793	-8%
	Agricultural Inspector III	6	\$29,607	\$33,239	-11%	\$46,490	\$51,809	-10%
	Alcohol & Drug Associate Counselor	13	\$35,568	\$36,351	-2%	\$56,438	\$56,210	0%
	Assessor III Real Property	7	\$35,568	\$41,304	-14%	\$56,438	\$65,919	-14%
	Assistant Attorney General VI	10	\$59,107	\$60,464	-2%	\$94,909	\$102,261	-7%
	Assistant Public Defender II	5	\$55,388	\$57,070	-3%	\$88,927	\$96,351	-8%
	Automotive Services Specialist	13	\$29,607	\$30,761	-4%	\$46,490	\$46,028	1%
	Budget Analyst III Capital Programs	11	\$45,650	\$56,805	-20%	\$73,259	\$90,217	-19%
	Budget Analyst III Operating	9	\$45,650	\$50,523	-10%	\$73,259	\$82,649	-11%
	Building Construction Inspector III	14	\$33,444	\$37,823	-12%	\$52,886	\$58,731	-10%
	Building Security Officer II	11	\$22,007	\$28,746	-23%	\$34,035	\$39,594	-14%
	Building Services Worker II	15	\$20,772	\$22,779	-9%	\$32,014	\$32,820	-2%
	Capital Projects Engineer	15	\$48,664	\$53,943	-10%	\$78,130	\$86,009	-9%
	Capital Projects Manager	14	\$55,388	\$61,626	-10%	\$88,927	\$98,717	-10%
	Carpenter, Trim	11	\$26,257	\$30,647	-14%	\$40,996	\$45,729	-10%
	Casework Specialist Family Services	8	\$35,568	\$32,321	10%	\$56,438	\$51,535	10%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Chief Information Officer (Program Manager Senior II)	7	\$67,345	\$69,083	-3%	\$108,134	\$108,945	-1%
	Chief Information Officer (Program Manager Senior IV)	9	\$76,699	\$102,638	-25%	\$123,277	\$135,461	-9%
	Child Support Specialist II	6	\$31,461	\$33,211	-5%	\$49,571	\$52,321	-5%
	Collection Agent II	insuff data	<u>\$29,607</u>	insuff data	insuff data	<u>\$46,490</u>	insuff data	insuff data
	Community Health Educator II	8	\$35,568	\$35,787	-1%	\$56,438	\$57,131	-1%
	Community Health Nurse II	10	\$40,268	\$42,975	-6%	\$64,282	\$65,839	-2%
	Community Health Nurse Supervisor	8	\$42,867	\$49,185	-13%	\$68,626	\$79,268	-13%
	Community Health Outreach Worker II	8	\$23,329	\$27,894	-16%	\$36,203	\$42,076	-14%
	Computer Information Services Specialist II	10	\$37,837	\$39,392	-4%	\$60,222	\$64,816	-7%
	Computer Network Specialist II	11	\$42,867	\$45,668	-6%	\$68,626	\$71,206	-4%
	Computer Operator II	9	\$31,461	\$29,627	6%	\$49,571	\$43,045	15%
	Computer User Support Specialist II	11	\$31,461	\$36,204	-13%	\$49,571	\$56,749	-13%
	Cook II	8	\$22,007	\$24,837	-11%	\$34,035	\$37,626	-10%
	Coordinator Special Programs, Health Services I	insuff data	<u>\$31,461</u>	insuff data	insuff data	<u>\$49,571</u>	insuff data	insuff data
	Correctional Case Management Specialist II	12	\$40,268	\$38,433	5%	\$64,282	\$60,892	6%
	Correctional Dietary Officer II Cooking	7	\$35,568	\$36,868	-4%	\$56,438	\$55,871	1%
	Correctional Officer I	13	\$31,461	\$34,054	-8%	\$49,571	\$52,412	-5%
	Correctional Officer II	14	\$33,444	\$35,387	-5%	\$52,886	\$55,744	-5%
	Correctional Officer Lieutenant	15	\$40,268	\$44,627	-10%	\$64,282	\$70,645	-9%
	Correctional Officer Sergeant	14	\$35,568	\$39,764	-11%	\$56,438	\$63,163	-11%
	Correctional Supply Officer II	insuff data	<u>\$29,607</u>	insuff data	insuff data	<u>\$46,490</u>	insuff data	insuff data
	Data Entry Operator II	9	\$23,329	\$24,381	-4%	\$36,203	\$35,005	3%
	Data Processing Production Control Specialist II	8	\$27,876	\$27,424	2%	\$43,647	\$39,756	10%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Database Functional Analyst II	9	\$40,268	\$44,824	-10%	\$64,282	\$71,245	-10%
	Database Programmer Analyst II	13	\$42,867	\$48,269	-11%	\$68,626	\$76,764	-11%
	Database Specialist II	9	\$45,650	\$47,329	-4%	\$73,259	\$76,001	-4%
	Department of Juvenile Services Case Management Specialist III	6	\$40,268	\$41,544	-3%	\$64,282	\$64,564	0%
	Department of Juvenile Services Community Detention Officer III	insuff data	<u><i>\$35,568</i></u>	insuff data	insuff data	<u><i>\$56,438</i></u>	insuff data	insuff data
	Department of Juvenile Services Resident Advisor II	5	\$31,461	\$30,903	2%	\$49,571	\$47,384	5%
	Department of Transportation Airport Management Officer II	insuff data	<u><i>\$45,650</i></u>	insuff data	insuff data	<u><i>\$73,259</i></u>	insuff data	insuff data
	Department of Transportation Customer Agent II	6	\$27,876	\$25,681	9%	\$43,647	\$39,674	10%
	Department of Transportation Driver License Agent II	7	\$27,876	\$27,071	3%	\$43,647	\$42,327	3%
	Department of Transportation Environmental Analyst I	7	\$33,444	\$34,174	-2%	\$56,438	\$54,687	3%
	Department of Transportation Environmental Analyst IV	10	\$45,650	\$49,836	-8%	\$73,259	\$79,688	-8%
	Department of Transportation Facility Maintenance Technician I	10	\$22,007	\$23,985	-8%	\$34,035	\$35,131	-3%
	Department of Transportation Facility Maintenance Technician III	10	\$27,876	\$27,009	3%	\$43,647	\$39,736	10%
	Department of Transportation Heavy Equipment Maintenance Technician III	13	\$31,461	\$33,181	-5%	\$49,571	\$50,856	-3%
	Department of Transportation Motor Vehicle Branch, Branch Manager II	insuff data	<u><i>\$48,664</i></u>	insuff data	insuff data	<u><i>\$78,130</i></u>	insuff data	insuff data

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Department of Transportation Real Property Specialist I	8	\$33,444	\$35,070	-5%	\$56,438	\$53,423	6%
	Department of Transportation Real Property Specialist IV	10	\$42,867	\$47,809	-10%	\$68,626	\$75,314	-9%
	Department of Transportation, Transportation Engineer I	12	\$33,444	\$40,398	-17%	\$56,438	\$63,130	-11%
	Department of Transportation, Transportation Engineer IV	13	\$42,867	\$55,317	-23%	\$68,626	\$88,436	-22%
	Department of Transportation, Transportation Engineering Technician IV	11	\$33,444	\$42,613	-22%	\$56,438	\$64,652	-13%
	Deputy Boiler Inspector Commissioned	6	\$37,837	\$31,265	21%	\$60,222	\$52,732	14%
	Developmental Disability Associate	insuff data	<u>\$26,257</u>	insuff data	insuff data	<u>\$40,996</u>	insuff data	insuff data
	Direct Care Assistant II	6	\$23,329	\$22,780	2%	\$36,203	\$35,871	1%
	Director Nursing Psychiatry	6	\$59,107	\$60,548	-2%	\$94,909	\$97,025	-2%
	Director, Application Systems Management, Department of Budget & Management (DBM) (Program Manager Senior I)	8	\$63,087	\$71,601	-12%	\$101,301	\$108,773	-7%
	District Public Defender, Metropolitan	insuff data	<u>\$76,699</u>	insuff data	insuff data	<u>\$123,277</u>	insuff data	insuff data
	Education Program Manager II	insuff data	<u>\$67,345</u>	insuff data	insuff data	<u>\$108,134</u>	insuff data	insuff data
	Electrician	12	\$26,257	\$32,785	-20%	\$40,996	\$49,609	-17%
	Engineer I Civil General	14	\$33,444	\$41,330	-19%	\$52,886	\$64,325	-18%
	Engineer Senior	14	\$42,867	\$53,242	-19%	\$68,626	\$82,434	-17%
	Environmental Compliance Specialist III	8	\$37,837	\$38,253	-1%	\$60,222	\$59,562	1%
	Environmental Sanitarian II	10	\$35,568	\$37,090	-4%	\$56,438	\$57,703	-2%
	Environmental Specialist II General	6	\$33,444	\$40,591	-18%	\$52,886	\$58,685	-10%
	Epidemiologist III	11	\$45,650	\$51,176	-11%	\$73,259	\$78,719	-7%
	Executive Associate III	13	\$42,867	\$33,568	28%	\$68,626	\$51,401	34%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Family Services Caseworker II	9	\$35,568	\$38,101	-7%	\$56,438	\$61,242	-8%
	Family Services Caseworker Trainee	5	\$31,461	\$28,358	11%	\$49,571	\$46,315	7%
	Family Support Worker II	5	\$26,257	\$25,823	2%	\$40,996	\$41,076	0%
	Financial Compliance Auditor II	12	\$37,837	\$41,147	-8%	\$60,222	\$65,265	-8%
	Fingerprint Specialist III	10	\$27,876	\$31,839	-12%	\$43,647	\$50,845	-14%
	Fiscal Accounts Clerk I	13	\$23,329	\$24,945	-6%	\$36,203	\$36,819	-2%
	Fiscal Accounts Clerk II	15	\$26,257	\$28,382	-7%	\$40,996	\$42,849	-4%
	Fiscal Accounts Technician II	9	\$29,607	\$28,744	3%	\$46,490	\$44,603	4%
	Food Service Worker II	8	\$20,772	\$21,813	-5%	\$32,014	\$32,172	0%
	Forensic Sciences Director - Maryland State Police	8	\$71,902	\$71,819	0%	\$115,442	\$111,518	4%
	Forensic Scientist III - Maryland State Police	11	\$51,911	\$45,096	15%	\$83,350	\$72,050	16%
	Forensic Scientist Manager - Maryland State Police	10	\$63,087	\$56,737	11%	\$101,301	\$93,987	8%
	Geologist III	6	\$40,268	\$38,765	4%	\$64,282	\$61,974	4%
	Geriatric Nursing Assistant II	7	\$23,329	\$24,054	-3%	\$36,203	\$38,276	-5%
	Health Aide II	7	\$20,772	\$21,608	-4%	\$32,014	\$34,079	-6%
	Health Policy Analyst II	6	\$42,867	\$46,388	-8%	\$68,626	\$69,530	-1%
	Health Records Technician II	9	\$26,257	\$26,910	-2%	\$40,996	\$41,104	0%
	Human Resources Director/ Administrative Program Manager IV	9	\$59,107	\$69,043	-14%	\$94,909	\$110,771	-14%
	Human Resources Director/ Personnel Administrator II	9	\$45,650	\$64,224	-29%	\$73,259	\$100,141	-27%
	Income Maintenance Specialist I	7	\$27,876	\$30,914	-10%	\$43,647	\$47,197	-8%
	Income Maintenance Specialist II	9	\$29,607	\$31,208	-5%	\$46,490	\$50,398	-8%
	Internal Auditor II	10	\$40,268	\$40,019	1%	\$64,282	\$63,465	1%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Investigator III Human Resources	insuff data	<u>\$27,876</u>	insuff data	insuff data	<u>\$43,647</u>	insuff data	insuff data
	IT Systems Technical Specialist	10	\$48,664	\$45,616	7%	\$78,130	\$71,473	9%
	Legal Secretary	12	\$27,876	\$29,891	-7%	\$43,647	\$46,352	-6%
	Licensed Practical Nurse II	10	\$31,461	\$30,851	2%	\$49,571	\$47,931	3%
	Maintenance Chief III, Non-Licensed	11	\$31,461	\$37,209	-15%	\$49,571	\$58,392	-15%
	Maintenance Mechanic Senior	12	\$24,744	\$29,003	-15%	\$38,516	\$44,079	-13%
	Maryland State Police Civilian Helicopter Pilot II (Non-Sworn)	insuff data	<u>\$42,867</u>	insuff data	insuff data	<u>\$68,626</u>	insuff data	insuff data
	Mental Health Associate III	6	\$27,876	\$36,797	-24%	\$43,647	\$62,412	-30%
	Occupational Safety & Health Compliance Officer III	11	\$40,268	\$39,032	3%	\$64,282	\$64,346	0%
	Office Clerk I	13	\$22,007	\$21,290	3%	\$34,035	\$30,960	10%
	Office Clerk II	15	\$23,329	\$23,094	1%	\$36,203	\$34,133	6%
	Office Secretary I	13	\$24,744	\$24,521	1%	\$38,516	\$37,487	3%
	Office Secretary III	14	\$27,876	\$28,229	-1%	\$43,647	\$42,417	3%
	Office Services Clerk	10	\$24,744	\$25,325	-2%	\$38,516	\$38,151	1%
	Office Supervisor	11	\$29,607	\$29,357	1%	\$46,490	\$44,816	4%
	Painter	11	\$26,257	\$29,351	-11%	\$40,996	\$42,893	-4%
	Paralegal II	13	\$31,461	\$35,923	-12%	\$49,571	\$55,356	-10%
	Park Services Associate II	5	\$33,444	\$31,273	7%	\$52,886	\$48,325	9%
	Parole & Probation Agent Senior	8	\$40,268	\$41,146	-2%	\$64,282	\$66,263	-3%
	Personnel Associate II	14	\$29,607	\$30,495	-3%	\$46,490	\$46,558	0%
	Personnel Officer II	13	\$37,837	\$46,706	-19%	\$60,222	\$73,334	-18%
	Personnel Specialist Trainee	11	\$31,461	\$33,197	-5%	\$49,571	\$50,049	-1%
	Planner IV	15	\$42,867	\$49,965	-14%	\$68,626	\$78,845	-13%
	Plumber	11	\$26,257	\$31,841	-18%	\$40,996	\$48,391	-15%

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Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Police Communications Operator II	12	\$29,607	\$31,959	-7%	\$46,490	\$49,532	-6%
	Principal Counsel	13	\$71,902	\$73,411	-2%	\$115,442	\$119,617	-3%
	Program Manager IV	9	\$59,107	\$63,730	-7%	\$94,909	\$106,643	-11%
	Psychologist II	9	\$48,664	\$49,277	-1%	\$78,130	\$79,689	-2%
	Public Defender Intake Specialist II	insuff data	<u>\$24,744</u>	insuff data	insuff data	<u>\$38,516</u>	insuff data	insuff data
	Public Defender Investigator III	insuff data	<u>\$29,607</u>	insuff data	insuff data	<u>\$46,490</u>	insuff data	insuff data
	Public Health Engineer III	9	\$42,867	\$50,016	-14%	\$68,626	\$82,628	-17%
	Public Health Laboratory Scientist General III	9	\$37,837	\$40,507	-7%	\$60,222	\$62,237	-3%
	Registered Nurse	10	\$40,268	\$42,904	-6%	\$64,282	\$65,558	-2%
	Revenue Examiner I	5	\$24,744	\$30,510	-19%	\$38,516	\$44,500	-13%
	Revenue Examiner III	7	\$29,607	\$33,032	-10%	\$46,490	\$51,499	-10%
	Revenue Field Auditor II	7	\$35,568	\$38,659	-8%	\$56,438	\$62,174	-9%
	Revenue Specialist I	7	\$31,461	\$41,395	-24%	\$49,571	\$65,559	-24%
	Sanitarian IV Registered	11	\$37,837	\$47,949	-21%	\$60,222	\$75,524	-20%
	Social Work Supervisor - Family Services	9	\$42,867	\$47,421	-10%	\$68,626	\$73,214	-6%
	Social Worker I Family Services	10	\$37,837	\$35,788	6%	\$60,222	\$53,635	12%
	Social Worker II Family Services	11	\$40,268	\$41,417	-3%	\$64,282	\$63,016	2%
	Social Worker II, Criminal Justice	10	\$40,268	\$38,885	4%	\$64,282	\$62,178	3%
	Soil Conservation Associate III	7	\$31,461	\$38,336	-18%	\$49,571	\$59,200	-16%
	Soil Conservation Engineering Technician	5	\$35,568	\$35,500	0%	\$56,438	\$53,896	5%
	Staff Attorney II	11	\$45,650	\$58,136	-21%	\$73,259	\$93,312	-21%
	Staff Specialist III Education	insuff data	<u>\$45,650</u>	insuff data	insuff data	<u>\$73,259</u>	insuff data	insuff data
	Stationary Engineer First Grade	6	\$27,876	\$29,772	-6%	\$43,647	\$44,472	-2%
	Supply Officer II	11	\$23,329	\$27,081	-14%	\$36,203	\$39,217	-8%
	Therapeutic Recreator II	9	\$33,444	\$35,738	-6%	\$52,886	\$54,235	-2%

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Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Veterinarian III, Agriculture, Field Inspection	6	\$48,664	\$59,488	-18%	\$78,130	\$94,670	-17%
	Veterinarian IV Agriculture	5	\$51,911	\$64,422	-19%	\$83,350	\$104,424	-20%
	Vocational Rehabilitation Director III	8	\$67,345	\$63,847	5%	\$108,134	\$95,196	14%
	Vocational Rehabilitation Specialist III	8	\$33,444	\$38,185	-12%	\$52,886	\$61,621	-14%
	Vocational Rehabilitation Supervisor	7	\$42,867	\$47,073	-9%	\$68,626	\$73,084	-6%
	Warden	14	\$67,345	\$71,990	-6%	\$108,134	\$119,355	-9%
	Webmaster II	6	\$42,867	\$44,601	-4%	\$68,626	\$64,302	7%
Standard Salary Schedule Total		10	\$37,302	\$40,386	-7%	\$59,335	\$63,017	-5%
Physician Salary Schedule	Physician Clinical Specialist	6	\$112,345	\$95,219	18%	\$185,342	\$147,733	25%
	Physician Clinical Staff	7	\$89,639	\$91,267	-2%	\$147,587	\$143,651	3%
	Physician Program Manager II	5	\$121,154	\$100,004	21%	\$199,989	\$169,108	18%
	Physician Program Manager III	7	\$130,671	\$103,780	26%	\$215,815	\$216,818	0%
	Physician Program Specialist	insuff data	<u>\$104,185</u>	insuff data	insuff data	<u>\$171,775</u>	insuff data	insuff data
Physician Salary Schedule Total		6	\$113,452	\$97,568	16%	\$187,183	\$169,328	11%
Deputy State Fire Marshals	Deputy State Fire Marshal I	7	\$34,095	\$33,179	3%	\$51,941	\$55,270	-6%
	Deputy State Fire Marshal II Explosives	insuff data	<u>\$38,576</u>	insuff data	insuff data	<u>\$59,135</u>	insuff data	insuff data
	Deputy State Fire Marshal II Inspection & Investigation	7	\$38,576	\$36,089	7%	\$59,135	\$58,423	1%
	Deputy State Fire Marshal Supervisor	8	\$43,706	\$46,471	-6%	\$67,373	\$76,258	-12%
Deputy State Fire Marshals Total		7	\$38,792	\$38,579	1%	\$59,483	\$63,317	-5%
DOT Firefighters	Department of Transportation Airport Fire Lieutenant	6	\$45,650	\$45,417	1%	\$70,515	\$69,683	1%

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Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Department of Transportation Airport Firefighter I	7	\$40,268	\$37,120	8%	\$61,879	\$60,059	3%
	Department of Transportation Airport Firefighter II	8	\$42,867	\$37,174	15%	\$66,051	\$60,745	9%
	Department of Transportation Airport Firefighter Trainee	insuff data	<u>\$37,837</u>	insuff data	insuff data	<u>\$57,975</u>	insuff data	insuff data
	Paramedic - Department of Transportation, Airport	8	\$42,867	\$40,703	5%	\$66,051	\$63,979	3%
DOT Firefighters Total		7	\$42,913	\$40,104	7%	\$66,124	\$63,616	4%
DOT Police	Department of Transportation Police Lieutenant	insuff data	<u>\$58,022</u>	insuff data	insuff data	<u>\$94,224</u>	insuff data	insuff data
	Department of Transportation Police Officer I	insuff data	<u>\$40,185</u>	insuff data	insuff data	<u>\$65,776</u>	insuff data	insuff data
	Department of Transportation Police Officer II	insuff data	<u>\$42,936</u>	insuff data	insuff data	<u>\$70,597</u>	insuff data	insuff data
	Department of Transportation Police Sergeant	insuff data	<u>\$49,350</u>	insuff data	insuff data	<u>\$81,247</u>	insuff data	insuff data
DOT Police Total			\$47,623			\$77,961		
Executive Pay Plan	Assistant Secretary for Real Estate, Department of General Services (DGS)	6	\$78,588	\$80,507	-2%	\$104,843	\$114,136	-8%
	Assistant Secretary for Unemployment Insurance Programs, Department of Labor, Licensing & Regulations (DLLR)	insuff data	<u>\$84,471</u>	insuff data	insuff data	<u>\$112,745</u>	insuff data	insuff data
	Chief Administrative Law Judge, Office of Administrative Hearings (OAH)	insuff data	<u>\$90,823</u>	insuff data	insuff data	<u>\$121,282</u>	insuff data	insuff data
	Deputy Secretary for Administration, Department of Juvenile Services (DJS)	insuff data	<u>\$97,683</u>	insuff data	insuff data	<u>\$130,501</u>	insuff data	insuff data

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Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Deputy Secretary for Operations, Department of Juvenile Services (DJS)	insuff data	<u>\$97,683</u>	insuff data	insuff data	<u>\$130,501</u>	insuff data	insuff data
	Deputy Secretary For Operations, Department of Public Safety & Correctional Services (DPSCS)	5	\$97,683	\$96,132	2%	\$130,501	\$137,571	-5%
	Director, Division of Parole & Probation, Department of Public Safety & Correctional Services (DPSCS)	6	\$90,823	\$81,736	11%	\$121,282	\$114,489	6%
	Executive Director, Commission on Human Relations (CHR)	7	\$84,471	\$78,276	8%	\$112,745	\$104,584	8%
	Executive Director, Office of Personnel Services & Benefits, Department of Budget & Management	7	\$97,683	\$97,545	0%	\$130,501	\$133,179	-2%
	Secretary, Department of Agriculture	insuff data	<u>\$105,094</u>	insuff data	insuff data	<u>\$140,460</u>	insuff data	insuff data
	Secretary, Department of Health & Mental Hygiene	5	\$121,740	\$124,394	-2%	\$162,825	\$136,894	19%
	Secretary, Department of Human Resources	5	\$113,094	\$120,189	-6%	\$151,210	\$131,134	15%
	Secretary, Department of Public Safety & Correctional Services	5	\$121,740	\$118,878	2%	\$162,825	\$133,810	22%
	Secretary, Department of the Environment	5	\$113,094	\$121,308	-7%	\$151,210	\$136,239	11%
	Secretary, Department of Veterans Affairs (DVA)	insuff data	<u>\$78,588</u>	insuff data	insuff data	<u>\$104,843</u>	insuff data	insuff data
	State Chief Information Officer (CIO)	7	\$105,094	\$121,418	-13%	\$140,460	\$136,718	3%
Executive Pay Plan Total		6	\$102,401	\$104,038	-1%	\$136,840	\$127,875	7%
Maryland State Police	Maryland State Police Lieutenant	11	\$62,111	\$67,314	-8%	\$100,904	\$98,077	3%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-1: Maryland Salary Schedules Compared To Surrounding States and Local Jurisdictions

Schedule	MD Class Title	# of Agencies w/ Match	Minimum			Maximum		
			Maryland	Market Avg	MD vs Mkt Avg	Maryland	Market Avg	MD vs Mkt Avg
	Maryland State Police Sergeant	11	\$49,350	\$59,334	-17%	\$81,247	\$88,714	-8%
	Maryland State Police Trooper	9	\$40,185	\$42,496	-5%	\$65,776	\$68,181	-4%
	Maryland State Police Trooper First Class	8	\$42,936	\$48,298	-11%	\$70,597	\$72,131	-2%
Maryland State Police Total		10	\$48,646	\$54,360	-10%	\$79,631	\$81,776	-3%
Natural Resources Police schedule	Natural Resources Police Lieutenant	7	\$58,022	\$50,247	15%	\$94,224	\$72,080	31%
	Natural Resources Police Officer	8	\$40,185	\$31,312	28%	\$65,776	\$43,007	53%
	Natural Resources Police Officer First Class	6	\$42,936	\$35,269	22%	\$70,597	\$53,111	33%
	Natural Resources Police Sergeant	7	\$49,350	\$42,942	15%	\$81,247	\$64,362	26%
Natural Resources Police schedule Total		7	\$47,623	\$39,942	20%	\$77,961	\$58,140	36%
Police	Police Officer I	11	\$32,229	\$38,439	-16%	\$48,861	\$57,818	-15%
	Police Officer II	13	\$34,253	\$40,620	-16%	\$52,102	\$63,200	-18%
	Police Officer III	9	\$36,418	\$43,368	-16%	\$55,577	\$68,237	-19%
	Police Officer Supervisor	13	\$38,735	\$49,101	-21%	\$59,301	\$74,545	-20%
Police Total		12	\$35,409	\$42,882	-17%	\$53,960	\$65,950	-18%
Grand Total		9	\$43,200	\$45,512	-5%	\$67,381	\$69,375	-3%

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
Standard Salary Schedule	Accountant Supervisor I	\$42,867	\$79,397	-46%	\$68,626	\$103,220	-34%
	Accountant Trainee	\$33,444	\$30,386	10%	\$52,886	\$48,933	8%
	Administrative Aide	\$29,607	\$33,872	-13%	\$46,490	\$48,933	-5%
	Administrative Law Judge III	<u>\$67,345</u>	no match		<u>\$108,134</u>		
	Administrative Officer II	\$35,568	\$55,706	-36%	\$56,438	\$72,421	-22%
	Administrative Specialist III	\$31,461	\$37,640	-16%	\$49,571	\$59,852	-17%
	Agency Budget Specialist II	<u>\$37,837</u>	no match		<u>\$60,222</u>		
	Agency Buyer I	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Agency Grants Specialist II	\$37,837	\$55,705	-32%	\$60,222	\$103,220	-42%
	Agency Procurement Specialist II	\$37,837	\$46,041	-18%	\$60,222	\$103,220	-42%
	Agricultural Inspector III	\$29,607	\$25,797	15%	\$46,490	\$33,532	39%
	Alcohol & Drug Associate Counselor	\$35,568	\$37,640	-6%	\$56,438	\$48,933	15%
	Assessor III Real Property	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Assistant Attorney General VI	<u>\$59,107</u>	no match		<u>\$94,909</u>		
	Assistant Public Defender II	<u>\$55,388</u>	no match		<u>\$88,927</u>		
	Automotive Services Specialist	\$29,607	\$26,693	11%	\$46,490	\$77,991	-40%
	Budget Analyst III Capital Programs	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Budget Analyst III Operating	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Building Construction Inspector III	\$33,444	\$43,731	-24%	\$52,886	\$56,849	-7%
	Building Security Officer II	\$22,007	\$33,872	-35%	\$34,035	\$44,032	-23%
	Building Services Worker II	\$20,772	\$46,945	-56%	\$32,014	\$54,828	-42%
	Capital Projects Engineer	<u>\$48,664</u>	no match		<u>\$78,130</u>		
	Capital Projects Manager	<u>\$55,388</u>	no match		<u>\$88,927</u>		
	Carpenter, Trim	\$26,257	\$28,780	-9%	\$40,996	\$81,852	-50%
	Casework Specialist Family Services	<u>\$35,568</u>	no match		<u>\$56,438</u>		

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Chief Information Officer (Program Manager Senior II)	<u>\$67,345</u>	no match		<u>\$108,134</u>		
	Chief Information Officer (Program Manager Senior IV)	<u>\$76,699</u>	no match		<u>\$123,277</u>		
	Child Support Specialist II	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Collection Agent II	\$29,607	\$20,401	45%	\$46,490	\$41,262	13%
	Community Health Educator II	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Community Health Nurse II	\$40,268	\$66,767	-40%	\$64,282	\$86,801	-26%
	Community Health Nurse Supervisor	\$42,867	\$27,159	58%	\$68,626	\$134,881	-49%
	Community Health Outreach Worker II	<u>\$23,329</u>	no match		<u>\$36,203</u>		
	Computer Information Services Specialist II	<u>\$37,837</u>	no match		<u>\$60,222</u>		
	Computer Network Specialist II	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Computer Operator II	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Computer User Support Specialist II	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Cook II	\$22,007	\$33,872	-35%	\$34,035	\$44,032	-23%
	Coordinator Special Programs, Health Services I	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Correctional Case Management Specialist II	\$40,268	\$47,572	-15%	\$64,282	\$61,382	5%
	Correctional Dietary Officer II Cooking	\$35,568	\$55,706	-36%	\$56,438	\$72,421	-22%
	Correctional Officer I	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Correctional Officer II	\$33,444	\$35,595	-6%	\$52,886	\$51,294	3%
	Correctional Officer Lieutenant	\$40,268	\$55,829	-28%	\$64,282	\$72,579	-11%
	Correctional Officer Sergeant	\$35,568	\$42,753	-17%	\$56,438	\$54,070	4%
	Correctional Supply Officer II	<u>\$29,607</u>	no match		<u>\$46,490</u>		
	Data Entry Operator II	<u>\$23,329</u>	no match		<u>\$36,203</u>		

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Data Processing Production Control Specialist II	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Database Functional Analyst II	<u>\$40,268</u>	no match		<u>\$64,282</u>		
	Database Programmer Analyst II	\$42,867	\$66,767	-36%	\$68,626	\$86,801	-21%
	Database Specialist II	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Department of Juvenile Services Case Management Specialist III	<u>\$40,268</u>	no match		<u>\$64,282</u>		
	Department of Juvenile Services Community Detention Officer III	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Department of Juvenile Services Resident Advisor II	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Department of Transportation Airport Management Officer II	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Department of Transportation Customer Agent II	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Department of Transportation Driver License Agent II	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Department of Transportation Environmental Analyst IV	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Department of Transportation Facility Maintenance Technician I	<u>\$22,007</u>	no match		<u>\$34,035</u>		
	Department of Transportation Facility Maintenance Technician III	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Department of Transportation Heavy Equipment Maintenance Technician III	\$31,461	\$46,820	-33%	\$49,571	\$54,662	-9%
	Department of Transportation Motor Vehicle Branch, Branch Manager II	<u>\$48,664</u>	no match		<u>\$78,130</u>		

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Department of Transportation Real Property Specialist I	\$33,444	\$50,599	-34%	\$56,438	\$79,590	-29%
	Department of Transportation Real Property Specialist IV	\$42,867	\$66,767	-36%	\$68,626	\$103,220	-34%
	Department of Transportation, Transportation Engineer I	<u>\$33,444</u>	no match		<u>\$56,438</u>		
	Department of Transportation, Transportation Engineer IV	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Department of Transportation, Transportation Engineering Technician IV	<u>\$33,444</u>	no match		<u>\$56,438</u>		
	Deputy Boiler Inspector Commissioned	\$37,837	\$46,945	-19%	\$60,222	\$54,828	10%
	Developmental Disability Associate	<u>\$26,257</u>	no match		<u>\$40,996</u>		
	Direct Care Assistant II	\$23,329	\$29,604	-21%	\$36,203	\$38,487	-6%
	Director Nursing Psychiatry	<u>\$59,107</u>	no match		<u>\$94,909</u>		
	Director, Application Systems Management, Department of Budget & Management (DBM) (Program Manager Senior I)	<u>\$63,087</u>	no match		<u>\$101,301</u>		
	District Public Defender, Metropolitan	<u>\$76,699</u>	no match		<u>\$123,277</u>		
	Education Program Manager II	<u>\$67,345</u>	no match		<u>\$108,134</u>		
	Electrician	\$26,257	\$46,945	-44%	\$40,996	\$56,638	-28%
	Engineer I Civil General	\$33,444	\$33,309	0%	\$52,886	\$50,784	4%
	Engineer Senior	\$42,867	\$66,767	-36%	\$68,626	\$86,801	-21%
	Environmental Compliance Specialist III	\$37,837	\$55,706	-32%	\$60,222	\$56,801	6%
	Environmental Sanitarian II	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Environmental Specialist II General	<u>\$33,444</u>	no match		<u>\$52,886</u>		
	Epidemiologist III	\$45,650	\$79,397	-43%	\$73,259	\$103,220	-29%
	Executive Associate III	\$42,867	\$37,640	14%	\$68,626	\$48,933	40%

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Family Services Caseworker II	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Family Services Caseworker Trainee	<u>\$31,461</u>	no match		<u>\$49,571</u>		
	Family Support Worker II	<u>\$26,257</u>	no match		<u>\$40,996</u>		
	Financial Compliance Auditor II	\$37,837	\$55,706	-32%	\$60,222	\$103,220	-42%
	Fingerprint Specialist III	\$27,876	\$61,221	-54%	\$43,647	\$98,729	-56%
	Fiscal Accounts Clerk I	\$23,329	\$20,401	14%	\$36,203	\$41,262	-12%
	Fiscal Accounts Clerk II	\$26,257	\$20,401	29%	\$40,996	\$41,262	-1%
	Fiscal Accounts Technician II	\$29,607	\$33,946	-13%	\$46,490	\$44,129	5%
	Food Service Worker II	\$20,772	\$22,880	-9%	\$32,014	\$29,120	10%
	Forensic Sciences Director - Maryland State Police	<u>\$71,902</u>	no match		<u>\$115,442</u>		
	Forensic Scientist III - Maryland State Police	<u>\$51,911</u>	no match		<u>\$83,350</u>		
	Forensic Scientist Manager - Maryland State Police	<u>\$63,087</u>	no match		<u>\$101,301</u>		
	Geologist III	\$40,268	\$46,041	-13%	\$64,282	\$86,801	-26%
	Geriatric Nursing Assistant II	<u>\$23,329</u>	no match		<u>\$36,203</u>		
	Health Aide II	<u>\$20,772</u>	no match		<u>\$32,014</u>		
	Health Policy Analyst II	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Health Records Technician II	\$26,257	\$27,159	-3%	\$40,996	\$35,303	16%
	Human Resources Director/ Administrative Program Manager IV	<u>\$59,107</u>	no match		<u>\$94,909</u>		
	Human Resources Director/ Personnel Administrator II	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Income Maintenance Specialist I	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Income Maintenance Specialist II	<u>\$29,607</u>	no match		<u>\$46,490</u>		
	Internal Auditor II	\$40,268	\$55,706	-28%	\$64,282	\$103,220	-38%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Investigator III Human Resources	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	IT Systems Technical Specialist	<u>\$48,664</u>	no match		<u>\$78,130</u>		
	Legal Secretary	\$27,876	\$37,640	-26%	\$43,647	\$54,194	-19%
	Licensed Practical Nurse II	\$31,461	\$33,309	-6%	\$49,571	\$43,794	13%
	Maintenance Chief III, Non-Licensed	\$31,461	\$58,240	-46%	\$49,571	\$66,560	-26%
	Maintenance Mechanic Senior	\$24,744	\$35,796	-31%	\$38,516	\$41,766	-8%
	Maryland State Police Civilian Helicopter Pilot II (Non-Sworn)	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Mental Health Associate III	<u>\$27,876</u>	no match		<u>\$43,647</u>		
	Occupational Safety & Health Compliance Officer III	\$40,268	\$50,599	-20%	\$64,282	\$75,590	-15%
	Office Clerk I	<u>\$22,007</u>	no match		<u>\$34,035</u>		
	Office Clerk II	\$23,329	\$30,386	-23%	\$36,203	\$39,501	-8%
	Office Secretary I	<u>\$24,744</u>	no match		<u>\$38,516</u>		
	Office Secretary III	\$27,876	\$27,159	3%	\$43,647	\$35,303	24%
	Office Services Clerk	<u>\$24,744</u>	no match		<u>\$38,516</u>		
	Office Supervisor	<u>\$29,607</u>	no match		<u>\$46,490</u>		
	Painter	\$26,257	\$22,853	15%	\$40,996	\$83,271	-51%
	Paralegal II	\$31,461	\$55,706	-44%	\$49,571	\$72,421	-32%
	Park Services Associate II	\$33,444	\$35,752	-6%	\$52,886	\$46,478	14%
	Parole & Probation Agent Senior	\$40,268	\$48,960	-18%	\$64,282	\$95,429	-33%
	Personnel Associate II	\$29,607	\$33,872	-13%	\$46,490	\$48,933	-5%
	Personnel Officer II	\$37,837	\$55,706	-32%	\$60,222	\$105,947	-43%
	Personnel Specialist Trainee	\$31,461	\$37,640	-16%	\$49,571	\$59,852	-17%
	Planner IV	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Plumber	\$26,257	\$39,894	-34%	\$40,996	\$46,529	-12%

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Police Communications Operator II	<u>\$29,607</u>	no match		<u>\$46,490</u>		
	Principal Counsel	\$71,902	\$110,363	-35%	\$115,442	\$143,471	-20%
	Program Manager IV	<u>\$59,107</u>	no match		<u>\$94,909</u>		
	Psychologist II	\$48,664	\$52,912	-8%	\$78,130	\$98,041	-20%
	Public Defender Intake Specialist II	<u>\$24,744</u>	no match		<u>\$38,516</u>		
	Public Defender Investigator III	<u>\$29,607</u>	no match		<u>\$46,490</u>		
	Public Health Engineer III	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Public Health Laboratory Scientist General III	<u>\$37,837</u>	no match		<u>\$60,222</u>		
	Registered Nurse	\$40,268	\$52,550	-23%	\$64,282	\$90,284	-29%
	Revenue Examiner I	<u>\$24,744</u>	no match		<u>\$38,516</u>		
	Revenue Examiner III	\$29,607	\$66,767	-56%	\$46,490	\$103,220	-55%
	Revenue Field Auditor II	\$35,568	\$66,767	-47%	\$56,438	\$103,220	-45%
	Revenue Specialist I	\$31,461	\$46,041	-32%	\$49,571	\$103,220	-52%
	Sanitarian IV Registered	<u>\$37,837</u>	no match		<u>\$60,222</u>		
	Social Work Supervisor - Family Services	<u>\$42,867</u>	no match		<u>\$68,626</u>		
	Social Worker I Family Services	<u>\$37,837</u>	no match		<u>\$60,222</u>		
	Social Worker II Family Services	\$40,268	\$55,706	-28%	\$64,282	\$74,421	-14%
	Social Worker II, Criminal Justice	\$40,268	\$55,706	-28%	\$64,282	\$74,421	-14%
	Soil Conservation Associate III	\$31,461	\$52,912	-41%	\$49,571	\$63,417	-22%
	Soil Conservation Engineering Technician	<u>\$35,568</u>	no match		<u>\$56,438</u>		
	Staff Attorney II	\$45,650	\$79,397	-43%	\$73,259	\$121,967	-40%
	Staff Specialist III Education	<u>\$45,650</u>	no match		<u>\$73,259</u>		
	Stationary Engineer First Grade	\$27,876	\$62,275	-55%	\$43,647	\$60,548	-28%
	Supply Officer II	\$23,329	\$30,386	-23%	\$36,203	\$39,501	-8%
	Therapeutic Recreator II	\$33,444	\$61,221	-45%	\$52,886	\$79,590	-34%
	Veterinarian III, Agriculture, Field Inspection	<u>\$48,664</u>	no match		<u>\$78,130</u>		

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Veterinarian IV Agriculture	<u>\$51,911</u>	no match		<u>\$83,350</u>		
	Vocational Rehabilitation Director III	<u>\$67,345</u>	no match		<u>\$108,134</u>		
	Vocational Rehabilitation Specialist III	\$33,444	\$56,824	-41%	\$52,886	\$56,824	-7%
	Vocational Rehabilitation Supervisor	\$42,867	\$52,912	-19%	\$68,626	\$68,787	0%
	Warden	<u>\$67,345</u>	no match		<u>\$108,134</u>		
	Webmaster II	<u>\$42,867</u>	no match		<u>\$68,626</u>		
Standard		\$34,036	\$46,552	-21%	\$53,938	\$69,687	-17%
Physician Schedule	Physician Clinical Staff	<u>\$89,639</u>	no match		<u>\$147,587</u>		
	Physician Program Specialist	<u>\$104,185</u>	no match		<u>\$171,775</u>		
	Physician Clinical Specialist	<u>\$112,345</u>	no match		<u>\$185,342</u>		
	Physician Program Manager II	<u>\$121,154</u>	no match		<u>\$199,989</u>		
	Physician Program Manager III	<u>\$130,671</u>	no match		<u>\$215,815</u>		
Physician Schedule							
Deputy State Fire Marshals	Deputy State Fire Marshal II Inspection & Investigation	\$38,576	\$39,594	-3%	\$59,135	\$51,475	15%
	Deputy State Fire Marshal I	<u>\$34,095</u>	no match		<u>\$51,941</u>		
	Deputy State Fire Marshal II Explosives	<u>\$38,576</u>	no match		<u>\$59,135</u>		
	Deputy State Fire Marshal Supervisor	<u>\$43,706</u>	no match		<u>\$67,373</u>		
Deputy State Fire Marshals		\$38,576	\$39,594	-3%	\$59,135	\$51,475	15%
DOT Firefighters	Department of Transportation Airport Fire Lieutenant	\$45,650	\$18,732	144%	\$70,515	\$152,676	-54%
	Department of Transportation Airport Firefighter I	\$40,268	\$31,919	26%	\$61,879	\$51,400	20%
	Department of Transportation Airport Firefighter II	\$42,867	\$31,919	34%	\$66,051	\$51,400	29%

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Paramedic - Department of Transportation, Airport	\$42,867	\$47,680	-10%	\$66,051	\$61,522	7%
	Department of Transportation Airport Firefighter Trainee	<u>\$37,837</u>	no match		<u>\$57,975</u>		
DOT Firefighters		\$42,913	\$32,563	49%	\$66,124	\$79,250	1%
DOT Police	Department of Transportation Police Officer I	<u>\$40,185</u>	no match		<u>\$65,776</u>		
	Department of Transportation Police Officer II	<u>\$42,936</u>	no match		<u>\$70,597</u>		
	Department of Transportation Police Sergeant	<u>\$49,350</u>	no match		<u>\$81,247</u>		
	Department of Transportation Police Lieutenant	<u>\$58,022</u>	no match		<u>\$94,224</u>		
DOT Police							
Executive Pay Plan	Executive Director, Commission on Human Relations (CHR)	<u>\$84,471</u>	no match		<u>\$112,745</u>		
	Secretary, Department of Agriculture	<u>\$105,094</u>	no match		<u>\$140,460</u>		
	Secretary, Department of Health & Mental Hygiene	<u>\$121,740</u>	no match		<u>\$162,825</u>		
	Secretary, Department of Human Resources	<u>\$113,094</u>	no match		<u>\$151,210</u>		
	Secretary, Department of Public Safety & Correctional Services	<u>\$121,740</u>	no match		<u>\$162,825</u>		
	Director, Division of Parole & Probation, Department of Public Safety & Correctional Services (DPSCS)	<u>\$90,823</u>	no match		<u>\$121,282</u>		
	Deputy Secretary For Operations, Department of Public Safety & Correctional Services (DPSCS)	<u>\$97,683</u>	no match		<u>\$130,501</u>		

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Secretary, Department of the Environment	<u>\$113,094</u>	no match		<u>\$151,210</u>		
	Secretary, Department of Veterans Affairs (DVA)	<u>\$78,588</u>	no match		<u>\$104,843</u>		
	Deputy Secretary for Administration, Department of Juvenile Services (DJS)	<u>\$97,683</u>	no match		<u>\$130,501</u>		
	Deputy Secretary for Operations, Department of Juvenile Services (DJS)	<u>\$97,683</u>	no match		<u>\$130,501</u>		
	Chief Administrative Law Judge, Office of Administrative Hearings (OAH)	<u>\$90,823</u>	no match		<u>\$121,282</u>		
	Assistant Secretary for Real Estate, Department of General Services (DGS)	<u>\$78,588</u>	no match		<u>\$104,843</u>		
	Assistant Secretary for Unemployment Insurance Programs, Department of Labor, Licensing & Regulations (DLLR)	<u>\$84,471</u>	no match		<u>\$112,745</u>		
	Executive Director, Office of Personnel Services & Benefits, Department of Budget & Management	<u>\$97,683</u>	no match		<u>\$130,501</u>		
	State Chief Information Officer (CIO)	<u>\$105,094</u>	no match		<u>\$140,460</u>		
Executive Pay Plan							
Maryland State Police	Maryland State Police Lieutenant	<u>\$62,111</u>	no match		<u>\$100,904</u>		
	Maryland State Police Sergeant	<u>\$49,350</u>	no match		<u>\$81,247</u>		
	Maryland State Police Trooper	<u>\$40,185</u>	no match		<u>\$65,776</u>		
	Maryland State Police Trooper First Class	<u>\$42,936</u>	no match		<u>\$70,597</u>		
Maryland State Police							
	Natural Resources Police Sergeant	<u>\$49,350</u>	no match		<u>\$81,247</u>		
	Natural Resources Police Lieutenant	<u>\$58,022</u>	no match		<u>\$94,224</u>		

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Table A-2: Maryland Salary Schedules Compared to Federal Mid-Atlantic Region

Schedule	MD Class Title	Minimum			Maximum		
		Maryland	Federal	MD vs Fed	Maryland	Federal	MD vs Fed
	Natural Resources Police Officer First Class	<u>\$42,936</u>	no match		<u>\$70,597</u>		
	Natural Resources Police Officer	<u>\$40,185</u>	no match		<u>\$65,776</u>		
Natural Resources Police schedule							
Police	Police Officer I	\$32,229	\$29,769	8%	\$48,861	\$65,912	-26%
	Police Officer III	\$36,418	\$40,519	-10%	\$55,577	\$58,307	-5%
	Police Officer Supervisor	\$38,735	\$55,075	-30%	\$59,301	\$65,623	-10%
	Police Officer II	<u>\$34,253</u>	no match		<u>\$52,102</u>		
	Police	\$35,794	\$41,788	-11%	\$54,580	\$63,281	-13%
Grand Total		\$34,588	\$45,610	-17%	\$54,620	\$69,697	-15%

Note: For those job titles with insufficient labor market data, the Maryland salary figures are not included in the minimum and maximum averages. These Maryland salaries are underlined and italicized.

Appendix B – Compensation Data: All Responding Agencies

The attached Table presents, for each Maryland survey classification:

- The number of survey agencies reporting a comparable classification
- For each agency reporting a comparable classification:
 - The comparable classification title
 - The annual pay range minimum and maximum
 - The number of budgeted positions represented
 - The total number of budgeted positions represented
 - The average annual pay range minimum and maximum

Federal Mid-Atlantic Regional data are not included in the following calculated figures:

- The number of budgeted positions represented
- The total number of budgeted positions represented
- The average annual pay range minimum and maximum

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Name	Computer User Support Specialist II	11				375	\$36,204	\$56,749
Maryland Class Number	20		\$31,461	\$49,571				
Anne Arundel	Information Systems Support Specialist		\$39,389	\$60,414	22			
Baltimore County	Office Automation Assistant		\$37,007	\$46,684	15			
Baltimore City	PC SUPPORT TECHNICIAN II		\$34,562	\$41,778	4			
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	Technical Services Support Technician III		\$39,291	\$63,482	1			
Montgomery County	Info Tech Specialist III		\$56,789	\$94,270	23			
North Carolina	NCC							
New Jersey	Technical Asst Management Info Systems		\$30,919	\$43,305	67			
Ohio	Network Services Technician II		\$47,964	\$70,387				
Pennsylvania	Information Technology Technician		\$34,875	\$53,008	134			
PG County	Systems Analyst I		\$32,147	\$62,437	2			
Queen Anne's County	NCC							
Virginia	Computer Operations Technician I		\$23,076	\$47,361	95			
West Virginia	Help Desk Analyst 1		\$22,224	\$41,112	12			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Natural Resources Police Sergeant	7				264	\$42,942	\$64,362
Maryland Class Number	25		\$49,350	\$81,247				
Anne Arundel	NCC							
Baltimore County	NCC - only have one Police Department							
Baltimore City	WATERSHED RANGER II		\$37,456	\$45,478	0			
Washington, DC	NCC							
Delaware	DNREC Enforcement Officer III		\$41,700	\$48,978	17			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Park Superintendent I		\$31,699	\$50,357				
New Jersey	State Park Police Sergeant		\$55,875	\$81,039	15			
Ohio	NCC							
Pennsylvania	Wildlife Conservation Officer Supervisor		\$40,724	\$64,607	25			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Law Enforcement Manager II		\$51,452	\$105,594	184			
West Virginia	Conservation Officer Sergeant		\$41,684	\$54,479	23			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Natural Resources Police Lieutenant	7				208	\$50,247	\$72,080
Maryland Class Number	27		\$58,022	\$94,224				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Anne Arundel	NCC							
Baltimore County	NCC - only have one Police Department							
Baltimore City	WATERSHED RANGER III		\$42,493	\$51,744	0			
Washington, DC	NCC							
Delaware	DNREC Enforcement Officer V		\$51,743	\$56,078	7			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Park Superintendent II		\$34,216	\$55,120				
New Jersey	State Park Police Lieutenant		\$64,687	\$93,783	5			
Ohio	NCC							
Pennsylvania	Wildlife Regional Director		\$59,189	\$89,976	5			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Law Enforcement Manager II		\$51,452	\$105,594	184			
West Virginia	Conservation Officer, Lieutenant		\$47,948	\$52,265	7			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Revenue Examiner I	5				109	\$30,510	\$44,500
Maryland Class Number	123		\$24,744	\$38,516				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Tax Auditor I		\$32,652	\$48,978	16			
Harford County	Fa							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Investigator 3 Taxation		\$40,334	\$56,951	47			
Ohio	Tax Commissioner Agent I		\$32,864	\$39,956				
Pennsylvania	Tax Examiner 1		\$27,306	\$40,724	33			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Tax Audit Clerk		\$19,392	\$35,892	13			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Public Health Engineer III	9				950	\$50,016	\$82,628
Maryland Class Number	177		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Engineer III SMV		\$52,819	\$88,031	1			
Harford County	NCC							
Howard County	Engineering Specialist II		\$59,238	\$95,555	6			
Montgomery County	Engineer III		\$54,192	\$89,898	1			
North Carolina	Environmental Engineer II		\$41,808	\$69,098	180			
New Jersey	Environmental Scientist 2 (Health & Senior Service)		\$60,709	\$86,513	2			
Ohio	Environmental Engineer III		\$51,043	\$66,643				
Pennsylvania	NCC							
PG County	Environmental Sanitarian III		\$47,151	\$86,051	11			
Queen Anne's County	NCC							
Virginia	Architecture/Engineer I		\$39,384	\$80,829	714			
West Virginia	Engineer 3		\$43,800	\$81,036	35			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Soil Conservation Engineering Technician	5				104	\$35,500	\$53,896
Maryland Class Number	196		\$35,568	\$56,438				
Anne Arundel	Senior Soil Conservation Specialist		\$52,191	\$84,105	2			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Engineering/Planning/Survey Technician III		\$30,518	\$45,778	97			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Environmental Health Technician		\$23,650	\$36,213				
New Jersey	Environmental Specialist (Soil Science)		\$40,334	\$56,951	2			
Ohio	NCC							
Pennsylvania	Environmental Engineering Technician		\$30,807	\$46,435	3			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Community Health Outreach Worker II	8				184	\$27,894	\$42,076
Maryland Class Number	206		\$23,329	\$36,203				
Anne Arundel	NCC							
Baltimore County	Outreach Worker		\$26,884	\$33,682	8			
Baltimore City	COMMUNITY OUTREACH WORKER		\$24,773	\$26,024	5			
Washington, DC	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Delaware	Senior Health Program Representative		\$28,522	\$42,784	11			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Community Service Aide III		\$39,188	\$64,624	70			
North Carolina	Community Health Assistant		\$21,216	\$29,994				
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Public Health Educator 2		\$39,824	\$60,519	7			
PG County	Community Development Asst. II		\$28,946	\$53,447	11			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Health & Human Services Aide		\$13,800	\$25,536	72			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Forensic Scientist III - Maryland State Police	11	\$254	\$254	254	130	\$45,096	\$72,050
Maryland Class Number	254		\$51,911	\$83,350				
Anne Arundel	Senior Forensic Chemist		\$51,684	\$83,287	2			
Baltimore County	Forensic Biologist/Forensic Chemist		\$46,684	\$64,099	1,5			
Baltimore City	CRIMINALIST III		\$44,000	\$53,300	3			
Washington, DC	NCC							
Delaware	data to be provided by Delaware State Police							
Harford County	NCC							
Howard County	Technical Services Support Specialist II		\$48,277	\$77,834	1			
Montgomery County	Forensic Scientist		\$54,192	\$89,898	8			
North Carolina	Forensic Molecular Genetist II		\$41,808	\$69,098	5			
New Jersey	Forensic Scientist 2 Dept of Law and Public Safety		\$60,709	\$86,513	33			
Ohio	NCC							
Pennsylvania	Forensic Scientist 2		\$45,438	\$69,027	66			
PG County	Forensic Chemist II		\$43,080	\$83,671	2			
Queen Anne's County	NCC							
Virginia	Forensic Scientist II		\$30,146	\$61,872	10			
West Virginia	Forensic Analyst 3		\$30,036	\$53,952	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Forensic Scientist Manager - Maryland State Police	10				22	\$56,737	\$93,987
Maryland Class Number	257		\$63,087	\$101,301				
Anne Arundel	Forensic Chemist Supervisor		\$55,659	\$89,694	1			
Baltimore County	NCC							
Baltimore City	CRIMINALIST MANAGER		\$55,400	\$68,200	0			
Washington, DC	NCC							
Delaware	data to be provided by Delaware State Police							
Harford County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	Police Services Support Supervisor		\$53,456	\$86,216	1			
Montgomery County	Manager III		\$60,680	\$110,910	1			
North Carolina	Forensic Molecular Genetist Supv		\$49,837	\$83,013	1			
New Jersey	Chief Forensic Scientist L&PS		\$79,248	\$110,930	1			
Ohio	NCC							
Pennsylvania	Forensic Sciences Manager		\$59,189	\$89,976	1			
PG County	Forensic Chemist III		\$49,871	\$96,860	2			
Queen Anne's County	NCC							
Virginia	Forensic Science Manager I		\$67,218	\$137,952	14			
West Virginia	Forensic Analyst 5		\$36,816	\$66,120	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Sanitarian IV Registered	11				135	\$47,949	\$75,524
Maryland Class Number	277		\$37,837	\$60,222				
Anne Arundel	Environmental Sanitarian Supervisor		\$48,470	\$78,112	7			
Baltimore County	Natural Resource Manager		\$60,223	\$93,825	8			
Baltimore City	ENVIRONMENTAL SANITARIAN Iii		\$48,319	\$52,931	6			
Washington, DC	NCC							
Delaware	Enviromental Health Specialist III		\$42,801	\$64,201	10			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Manager III		\$60,680	\$110,910	2			
North Carolina	NCC							
New Jersey	Registered Enviornmental Health Inspector 3		\$55,378	\$78,783	9			
Ohio	Sanitarian Specialist Supervisor		\$51,043	\$66,643				
Pennsylvania	Sanitarian Supervisor		\$45,438	\$69,027	15			
PG County	Environmental Sanitarian V		\$51,915	\$91,508	7			
Queen Anne's County	NCC							
Virginia	Environmental Manager I		\$39,384	\$80,829	70			
West Virginia	Registered Sanitarian		\$23,784	\$43,992	1			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Stationary Engineer First Grade	6				424	\$29,772	\$44,472
Maryland Class Number	287		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	STATIONARY ENGINEER (Lp)		\$25,517	\$27,118	2			
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	NCC							
New Jersey	Operating Engineer 1		\$34,914	\$49,118	99			
Ohio	Stationary Engineer II		\$35,609	\$43,742				
Pennsylvania	Utility Plant Operator 2		\$29,126	\$43,439	92			
PG County	Building Engineer II		\$30,393	\$56,052	11			
Queen Anne's County	NCC							
Virginia	Utility Plant Specialist II		\$23,076	\$47,361	220			
West Virginia	NCC							
Federal Mid-Atlantic	Utility Systems Operator		\$51,875	\$60,548				
Maryland Class Name	Deputy Boiler Inspector Commissioned	6				65	\$31,265	\$52,732
Maryland Class Number	346		\$37,837	\$60,222				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Senior Deputy Boiler Inspector		\$34,939	\$52,409	2			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	Boiler Inspector/ Nuclear Boiler Inspector		\$39,956	\$64,022				
Pennsylvania	Commissioned Boiler Inspector		\$39,824	\$60,519	23			
PG County	HVAC Technician II		\$27,568	\$50,968	2			
Queen Anne's County	NCC							
Virginia	Compliance Safety Officer II		\$23,076	\$47,361	30			
West Virginia	Labor Inspector 3		\$22,224	\$41,112	8			
Federal Mid-Atlantic	Boiler Plant Operator Mechanic		\$46,945	\$54,828				
Maryland Class Name	Webmaster II	6				205	\$44,601	\$64,302
Maryland Class Number	388		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	Web Page Design Coordinator		\$33,682	\$42,786	3			
Baltimore City	WEB DEVELOPER		\$37,700	\$46,100	2			
Washington, DC	Writer Editor Webmaster		\$72,010	\$92,782				
Delaware	NCC							
Harford County	Web Administrator		\$47,174	\$71,344	1			
Howard County	NCC							
Montgomery County	Sr. Info Tech Specialist (no pay data)							
North Carolina	NCC							
New Jersey	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	NCC							
Pennsylvania	Information Technology Generalist 1		\$39,824	\$60,519	199			
PG County	Programmer Systems Analyst I		\$37,214	\$72,278	0			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Human Resources Director/ Personnel Administrator II	9				76	\$64,224	\$100,141
Maryland Class Number	392		\$45,650	\$73,259				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	PERSONNEL ADMINISTRATOR		\$52,800	\$64,600	4			
Washington, DC	Director of Personnel		\$109,590	\$164,129				
Delaware	Human Resource Manager I		\$56,104	\$84,156	17			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Personnel Director II		\$54,538	\$91,042	4			
New Jersey	Manager 2 Human Resources		\$68,456	\$95,846	37			
Ohio								
Pennsylvania	Human Resource Director 2		\$51,873	\$78,827	10			
PG County	Director, Office of Human Resources Management		\$88,792	\$156,509	1			
Queen Anne's County	Director, Human Resources		\$62,469	\$104,374	1			
Virginia	NCC							
West Virginia	Administrative Services Manager 2		\$33,396	\$61,788	2			
Federal Mid-Atlantic	Supervisory Personnel Management Specialist GS00201-14 (no pay data)							
Maryland Class Name	Natural Resources Police Officer First Class	6				1460	\$35,269	\$53,111
Maryland Class Number	407		\$42,936	\$70,597				
Anne Arundel	NCC							
Baltimore County	NCC - only have one Police Department							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	DNREC Enforcement Officer I		\$30,305	\$42,784	14			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Park Ranger II		\$30,472	\$48,152				
New Jersey	State Park Police Officer		\$45,980	\$66,694	230			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	NCC							
Pennsylvania	Wildlife Conservation Officer		\$37,201	\$59,108	114			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Law Enforcement Officer II		\$30,146	\$61,872	1071			
West Virginia	Conservation Officer Corporal		\$37,508	\$40,058	31			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Electrician	12				1883	\$32,785	\$49,609
Maryland Class Number	418		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	Electrician II		\$37,066	\$46,925	16			
Baltimore City	NCC							
Washington, DC	Electrician		\$43,307	\$56,874				
Delaware	NCC							
Harford County	Electrician, W&S Operations		\$39,811	\$60,195	1			
Howard County	Electrician		\$40,102	\$59,592	6			
Montgomery County	Electrician I		\$39,188	\$64,624	4			
North Carolina	Electrician II		\$29,349	\$46,134	153			
New Jersey	Electrician		\$34,914	\$49,118	111			
Ohio	Electrician I		\$32,344	\$36,899				
Pennsylvania	Electrician		\$27,306	\$40,724	85			
PG County	Electrician II		\$27,568	\$50,968	2			
Queen Anne's County	NCC							
Virginia	Trades Technician III		\$23,076	\$47,361	1482			
West Virginia	Electrician		\$19,392	\$35,892	23			
Federal Mid-Atlantic	Electrician		\$46,945	\$56,638				
Maryland Class Name	Data Processing Production Control Specialist II	8				335	\$27,424	\$39,756
Maryland Class Number	433		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	Production and Security Technician		\$29,279	\$37,007	1			
Baltimore City	EDP TAPE LIBARIAN II		\$31,003	\$37,355	0			
Washington, DC	NCC							
Delaware	Production Control Clerk		\$23,283	\$34,925	3			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Data Processing Input/Output Control Specialist 2 (OIT)		\$36,849	\$51,923	21			
Ohio	Data Librarian II		\$29,203	\$32,864				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Pennsylvania	Data Analyst 2		\$27,306	\$40,724	47			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Library Specialist I		\$23,076	\$47,361	260			
West Virginia	Data Job Coordinator		\$19,392	\$35,892	3			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Family Support Worker II	5				1352	\$25,823	\$41,076
Maryland Class Number	502		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	Nursing Assistant		\$29,279	\$37,007	17			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Family Services Assistant II		\$26,654	\$39,980	26			
Harford County	NCC							
Howard County	NCC							
Montgomery County	see above Comm. Service Aide II							
North Carolina	NCC							
New Jersey	Assistant Family Service Worker 2		\$29,235	\$40,983	306			
Ohio								
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Counselor II		\$30,146	\$61,872	931			
West Virginia	Health & Human Services Aide		\$13,800	\$25,538	72			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Transportation, Transportation Engineer IV	13				1108	\$55,317	\$88,436
Maryland Class Number	516		\$42,867	\$68,626				
Anne Arundel	Engineer Manager		\$64,547	\$104,017	11			
Baltimore County	Engineer III		\$56,765	\$88,439	35			
Baltimore City	Engineer III		\$50,800	\$61,800	26			
Washington, DC	NCC							
Delaware	Engineer III SMV		\$56,676	\$88,031	28			
Harford County	NCC							
Howard County	Engineering Specialist III		\$65,624	\$105,914	1			
Montgomery County	Senior Engineer		\$59,490	\$98,860	12			
North Carolina	Transportation Engineer II		\$49,837	\$83,013	344			
New Jersey	Principal Engineer Transportation		\$55,378	\$78,783	191			
Ohio	Transportation Engineer III		\$56,139	\$73,528				
Pennsylvania	Senior Civil Engineer Supervisor Transportation		\$45,438	\$69,027	204			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
PG County	Engineer IV		\$60,098	\$105,932	25			
Queen Anne's County	NCC							
Virginia	Architecture/Engineer II		\$51,452	\$105,594	143			
West Virginia	Highway Engineer 4		\$46,872	\$86,724	88			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Natural Resources Police Officer	8				1147	\$31,312	\$43,007
Maryland Class Number	535		\$40,185	\$65,776				
Anne Arundel	NCC							
Baltimore County	NCC - only have one Police Department							
Baltimore City	WATERSHED RANGER I		\$31,933	\$38,476	0			
Washington, DC	NCC							
Delaware	DNREC Enforcement Officer Trainee		\$28,318	\$37,366	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Park Ranger		\$28,309	\$44,200				
New Jersey	State Park Police Officer Trainee		\$41,706	\$41,706	6			
Ohio	Preserve Officer I		\$33,820	\$40,539				
Pennsylvania	Wildlife Conservation Officer Trainee		\$29,126	\$43,439	23			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Law Enforcement Officer II		\$30,146	\$61,872	1071			
West Virginia	Conservation Officer		\$27,141	\$36,458	46			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Maintenance Mechanic Senior	12				1960	\$29,003	\$44,079
Maryland Class Number	606		\$24,744	\$38,516				
Anne Arundel	NCC							
Baltimore County	Buildings Maintenance Mechanic II		\$33,862	\$42,474	16			
Baltimore City	NCC							
Washington, DC	Laborer		\$30,816	\$40,462				
Delaware	NCC							
Harford County	Building Maintenance Mechanic II		\$34,840	\$52,728	2			
Howard County	Maintenance Mechanic II		\$35,402	\$52,645	10			
Montgomery County	Plumber II; Electrician II		\$41,036	\$67,725	8			
North Carolina	NCC							
New Jersey	Senior Building Maintenance Worker		\$24,721	\$34,355	1025			
Ohio	Maintenance Repair Worker III		\$32,344	\$36,899				
Pennsylvania	Maintenance Repairman 2		\$27,306	\$40,724	720			
PG County	Maintenance Service Attendant III		\$27,568	\$50,968	1			
Queen Anne's County	Maintenance Technician		\$25,019	\$41,071	7			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Virginia	Trades Technician II		\$19,310	\$39,629	99			
West Virginia	Building Maintenance Mechanic		\$15,816	\$29,268	72			
Federal Mid-Atlantic	Maintenance Mechanic Helper		\$35,796	\$41,766				
Maryland Class Name	Psychologist II	9				182	\$49,277	\$79,689
Maryland Class Number	613		\$48,664	\$78,130				
Anne Arundel	NCC							
Baltimore County	Psychologist		\$53,509	\$83,362	2			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Psychologist		\$52,433	\$78,649	32			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Psychologist		\$64,966	\$108,734	3			
North Carolina	NCC							
New Jersey	Staff Clinical Psychologist 2		\$44,121	\$62,465	3			
Ohio	Psychologist		\$60,528	\$84,905				
Pennsylvania	Psychologist		\$45,438	\$69,027	8			
PG County	Psychologist II		\$51,915	\$91,508	1			
Queen Anne's County	NCC							
Virginia	Psychologist II		\$39,384	\$80,829	128			
West Virginia	Psychologist 1		\$31,200	\$57,720	5			
Federal Mid-Atlantic	Psychologist		\$52,912	\$98,041				
Maryland Class Name	Painter	11				1763	\$29,351	\$42,893
Maryland Class Number	667		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	Painter		\$33,862	\$42,474	5			
Baltimore City	PAINTER II		\$27,953	\$30,801	10			
Washington, DC	Painter		\$41,210	\$54,108				
Delaware	NCC							
Harford County	NCC							
Howard County	Utility Worker II		\$27,706	\$39,125	29			
Montgomery County	NCC							
North Carolina	Painter		\$26,333	\$40,789	113			
New Jersey	Painter		\$34,914	\$49,118	75			
Ohio	Painter II		\$33,716	\$39,956				
Pennsylvania	Painter		\$27,306	\$40,724	40			
PG County	Painter III		\$30,393	\$56,052	2			
Queen Anne's County	NCC							
Virginia	Trades Technician III		\$23,076	\$47,361	1482			
West Virginia	Painter		\$16,392	\$31,320	7			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Federal Mid-Atlantic	Painter		\$22,853	\$83,271				
Maryland Class Name	Income Maintenance Specialist I	7				4424	\$30,914	\$47,197
Maryland Class Number	683		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	Human Services Assistant		\$32,169	\$40,830	38			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Social Service Specialist I		\$24,910	\$37,366	15			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Income Assistance Program Specialist I		\$37,470	\$61,666	13			
North Carolina	Income Maintenance Caseworker I		\$25,418	\$39,229				
New Jersey	Senior Income Maintenance Technician		\$35,302	\$49,667	26			
Ohio	NCC							
Pennsylvania	Income Maintenance Caseworker		\$34,875	\$53,008	4310			
PG County	Community Development Assistant		\$26,255	\$48,616	22			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Personnel Specialist Trainee	11				285	\$33,197	\$50,049
Maryland Class Number	693		\$31,461	\$49,571				
Anne Arundel	Personnel Analyst I		\$41,386	\$63,473	0			
Baltimore County	Personnel Analyst I		\$35,275	\$44,735	5			
Baltimore City	PERSONNEL GENERALIST I		\$35,976	\$43,587	3			
Washington, DC	NCC							
Delaware	Human Resource Specialist I		\$30,518	\$45,778	22			
Harford County	Human Resources Technician		\$30,846	\$46,675	1			
Howard County	NCC							
Montgomery County	Human Resources Specialist I		\$39,188	\$64,624	2			
North Carolina	NCC							
New Jersey	Personnel Trainee		\$36,898	\$38,576	5			
Ohio	NCC							
Pennsylvania	Human Resource Management Trainee		\$32,078	\$46,435	4			
PG County	Personnel Analyst I		\$33,465	\$58,987	10			
Queen Anne's County	NCC							
Virginia	HR Analyst I		\$30,146	\$61,782	225			
West Virginia	Associate Personnel Specialist		\$19,392	\$35,892	8			
Federal Mid-Atlantic	HR Specialist		\$37,640	\$59,852				
Maryland Class Name	Plumber	11				1791	\$31,841	\$48,391

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Number	697		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	Plumber II		\$37,066	\$46,925	10			
Baltimore City	NCC							
Washington, DC	Plumber		\$41,210	\$56,874				
Delaware	NCC							
Harford County	NCC							
Howard County	Plumber		\$40,102	\$59,592	2			
Montgomery County	Plumber I		\$39,188	\$64,624	4			
North Carolina	Plumber II		\$28,309	\$44,200	118			
New Jersey	Plumber and Steamfitter		\$35,961	\$50,592	110			
Ohio	Plumber I		\$32,344	\$36,899				
Pennsylvania	Plumber		\$27,306	\$40,724	45			
PG County	Plumber II		\$27,568	\$50,968	3			
Queen Anne's County	NCC							
Virginia	Trades Technician III		\$23,076	\$47,361	1482			
West Virginia	Plumber		\$18,120	\$33,540	17			
Federal Mid-Atlantic	Plumber		\$39,894	\$46,529				
Maryland Class Name	Agricultural Inspector III	6				90	\$33,239	\$51,809
Maryland Class Number	741		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Agricultural Commodites Inspector II		\$26,654	\$39,980	16			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Agricultural Commodity Inspector		\$28,309	\$44,200				
New Jersey	Agricultural Products Agent 1		\$39,890	\$56,322	7			
Ohio	Livestock Inspector/Seed Analyst/Plant Pest Control Specialist/Pesticide/Fertilizer Inspector		\$34,611	\$47,964				
Pennsylvania	Agronomic Products Inspector		\$39,824	\$60,519	16			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Agricultural Specialist IV		\$30,146	\$61,872	51			
West Virginia	NCC							
Federal Mid-Atlantic	Agricultural Commodity Aid (Grain)		\$25,797	\$33,532				
Maryland Class Name	Data Entry Operator II	9				238	\$24,381	\$35,005
Maryland Class Number	799		\$23,329	\$36,203				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Anne Arundel	NCC							
Baltimore County	Data Entry Operator		\$25,758	\$32,169	12			
Baltimore City	DATA ENTRY OPERATOR II		\$25,832	\$29,788	56			
Washington, DC	NCC							
Delaware	Data Entry Technician		\$23,283	\$34,925	4			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Data Entry Operator		\$28,106	\$44,561	2			
North Carolina	Data Entry Operator II		\$22,110	\$33,530	29			
New Jersey	Senior Data Entry Machine Operator		\$27,176	\$37,869	78			
Ohio	Data Entry Operator II		\$29,203	\$32,864				
Pennsylvania	NCC							
PG County	Data Entry Operator I		\$21,572	\$38,023	4			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Data Entry Operator 2		\$16,392	\$31,320	53			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Agency Grants Specialist II	7				327	\$41,542	\$63,541
Maryland Class Number	807		\$37,837	\$60,222				
Anne Arundel	NCC							
Baltimore County	Management Analyst II		\$42,786	\$53,406	28			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	Grants Administrator		\$47,174	\$71,344	2			
Howard County	Administrative Analyst I		\$43,534	\$70,283	4			
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Grants Specialist		\$57,979	\$82,554	13			
Ohio	NCC							
Pennsylvania	Administrative Officer 2		\$39,824	\$60,519	252			
PG County	Administrative Asst. II		\$38,739	\$68,284	27			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Grants Management Specialist 2		\$20,760	\$38,400	1			
Federal Mid-Atlantic	Grants Management Specialist		\$55,705	\$103,220				
Maryland Class Name	Legal Secretary	12	\$835	\$835	835	8827	\$29,891	\$46,352
Maryland Class Number	835		\$27,876	\$43,647				
Anne Arundel	Legal Secretary		\$32,329	\$49,593	6			
Baltimore County	Legal Secretary		\$30,649	\$38,889	32			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore City	SECRETARY III		\$30,961	\$36,951	6			
Washington, DC	NCC							
Delaware	Administrative Specialist II		\$26,654	\$39,980	277			
Harford County	Legal Secretary		\$30,846	\$46,675				
Howard County	Administrative Aide		\$35,485	\$57,262	11			
Montgomery County	Legal Secretary II		\$35,844	\$58,849	6			
North Carolina	NCC							
New Jersey	Legal Secretary 2		\$33,739	\$47,382	94			
Ohio	Legal Secretary (no pay data)							
Pennsylvania	Legal Assistant 2		\$30,807	\$46,435	135			
PG County	Administrative Aide II		\$28,908	\$50,955	162			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Paralegal		\$19,392	\$35,892	33			
Federal Mid-Atlantic	Legal Assistant		\$37,640	\$54,194				
Maryland Class Name	Agency Procurement Specialist II	13				203	\$42,411	\$65,793
Maryland Class Number	849		\$37,837	\$60,222				
Anne Arundel	Buyer III		\$44,566	\$71,816	3			
Baltimore County	Staff Buyer		\$44,735	\$55,722	8			
Baltimore City	PROCUREMENT SPECIALIST II		\$45,800	\$55,700	1			
Washington, DC								
Delaware	State Contract Procurement Officer II		\$39,998	\$59,996	2			
Harford County	Purchasing Agent II		\$39,811	\$60,195	3			
Howard County	Administrative Analyst II		\$53,456	\$86,216	2			
Montgomery County	Procurement Spec II		\$47,132	\$78,002	11			
North Carolina	State Procurement Specialist (no pay data)				9			
New Jersey	Senior Buyer		\$50,545	\$71,755	23			
Ohio	State Procurement Analyst		\$47,964	\$70,387				
Pennsylvania	Commodity Specialist		\$39,824	\$60,519	58			
PG County	Buyer III		\$38,739	\$68,284	3			
Queen Anne's County	NCC							
Virginia	Procurement Officer II		\$39,384	\$80,829	71			
West Virginia	Procurement Officer		\$19,392	\$35,892	9			
Federal Mid-Atlantic	Procurement Analyst		\$46,041	\$103,220				
Maryland Class Name	Paralegal II	13				328	\$35,923	\$55,356
Maryland Class Number	885		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	Legal Assistant		\$33,682	\$42,786	3			
Baltimore City	PARALEGAL II		\$39,051	\$47,463	25			
Washington, DC	Paralegal Specialist		\$50,510	\$79,959				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Delaware	Paralegal II		\$32,652	\$48,978	14			
Harford County	Legal Specialist II		\$34,840	\$52,728	16			
Howard County	Administrative Technician		\$39,291	\$63,482	6			
Montgomery County	Paralegal Specialist		\$49,376	\$81,782	7			
North Carolina	NCC							
New Jersey	Paralegal Technician 2		\$36,849	\$51,923	82			
Ohio	Paralegal / Legal Assistant II		\$34,611	\$43,742				
Pennsylvania	Paralegal		\$34,875	\$53,008	33			
PG County	Paralegal Assistant II		\$30,354	\$53,503	16			
Queen Anne's County	NCC							
Virginia	Hearing & Legal Services Officer I		\$30,146	\$61,872	124			
West Virginia	Paralegal, Lead		\$20,760	\$38,400	2			
Federal Mid-Atlantic	Paralegal Specialist		\$55,706	\$72,421				
Maryland Class Name	Agency Budget Specialist II	12				1289	\$46,722	\$72,673
Maryland Class Number	987		\$37,837	\$60,222				
Anne Arundel	Budget & Management Analyst II		\$51,684	\$83,287	0			
Baltimore County	Management Analyst II		\$42,786	\$53,406	28			
Baltimore City	BUDGET MANAGEMENT ANALYST II		\$44,000	\$53,300	1			
Washington, DC	NCC							
Delaware	Senior Fiscal Administrative Officer		\$49,005	\$73,507	27			
Harford County	Administrative Budget Tech II		\$41,184	\$62,254	4			
Howard County	Fiscal Manager I		\$59,238	\$95,555	2			
Montgomery County	Management & Budget Specialist III		\$54,192	\$89,898	20			
North Carolina	Budget Analyst II		\$45,531	\$75,712	2			
New Jersey	Budget Analyst 2		\$46,160	\$65,410	3			
Ohio	NCC							
Pennsylvania	Budget Analyst 4		\$51,873	\$78,827	43			
PG County	Budget Management Analyst III		\$44,866	\$79,048	10			
Queen Anne's County	NCC							
Virginia	Financial Services Specialist I		\$30,146	\$61,872	1149			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Community Health Educator II	8				375	\$35,787	\$57,131
Maryland Class Number	1026		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	Public Health Educator II		\$44,735	\$55,722	0			
Baltimore City	COMMUNITY HEALTH EDUCATOR II		\$31,933	\$38,476	5			
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	NCC							
Montgomery County	Health Educator		\$45,002	\$74,407	0			
North Carolina	Public Health Educator II		\$31,699	\$50,357				
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Public Health Educator 2		\$39,824	\$60,519	7			
PG County	Community Developer II		\$40,731	\$74,580	58			
Queen Anne's County	NCC							
Virginia	Education Support Specialist III		\$30,146	\$61,872	305			
West Virginia	Public Health Educator 2		\$22,224	\$41,112	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Geologist III	6				294	\$38,765	\$61,974
Maryland Class Number	1033		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Geologist III		\$43,638	\$72,322	5			
New Jersey	Senior Geologist Environmental Protection		\$46,160	\$65,410	22			
Ohio	Geologist II		\$39,956	\$52,811				
Pennsylvania	Licensed Professional Geologist		\$45,438	\$69,027	108			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Scientist I		\$30,146	\$61,872	151			
West Virginia	Geologist 2		\$27,252	\$50,400	8			
Federal Mid-Atlantic	Geologist (in park environment)		\$46,041	\$86,801				
Maryland Class Name	Computer Operator II	9				161	\$29,627	\$43,045
Maryland Class Number	1042		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	Data Processing Operator II (40 Hours)		\$32,169	\$40,830	1			
Baltimore City	COMPUTER OPERATOR II		\$29,856	\$35,507	0			
Washington, DC	Computer Operator		\$34,706	\$49,037				
Delaware	Computer Operator II		\$28,522	\$42,784	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	Operations & Systems Technician (no pay data)							
New Jersey	Computer Operator 2		\$35,255	\$49,599	7			
Ohio	Computer Operator III		\$32,864	\$39,956				
Pennsylvania	Computer Operator 2		\$30,807	\$46,435	47			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Computer Operations Technician I		\$23,076	\$47,361	95			
West Virginia	Computer Operator 2		\$19,392	\$35,892	10			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Public Health Laboratory Scientist General III	9				235	\$40,507	\$62,237
Maryland Class Number	1086		\$37,837	\$60,222				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	MEDICAL LABORATORY TECHNICIAN		\$37,456	\$45,478	2			
Washington, DC	Medical Technologist		\$57,004	\$85,786				
Delaware	Analytical Chemist II		\$37,386	\$56,078	9			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Laboratory Scientist		\$49,376	\$81,782	1			
North Carolina	NCC							
New Jersey	Senior Chemist		\$46,160	\$65,410	6			
Ohio	Laboratory Scientist II		\$39,956	\$52,811				
Pennsylvania	Chemist 2		\$39,824	\$60,519	54			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Scientist I		\$30,146	\$61,872	151			
West Virginia	Chemist 2		\$27,252	\$50,400	12			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Supply Officer II	11				256	\$27,081	\$39,217
Maryland Class Number	1111		\$23,329	\$36,203				
Anne Arundel	NCC							
Baltimore County	Storekeeper II (40 Hours)		\$29,279	\$37,007	12			
Baltimore City	STOREKEEPER II		\$27,112	\$31,892	21			
Washington, DC	NCC							
Delaware	Supply Storage & Distribution Technician II		\$23,283	\$34,925	8			
Harford County	NCC							
Howard County	Stores Clerk		\$27,706	\$39,125				
Montgomery County	Supply Technician II		\$30,427	\$48,863	18			
North Carolina	Warehouse Manager II		\$27,310	\$42,432	26			
New Jersey	Supply Support Technician 1		\$36,898	\$51,995	27			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	Inventory Control Specialist II		\$32,864	\$39,956				
Pennsylvania	Stock Clerk 2		\$24,235	\$35,638	114			
PG County	Supply Property Clerk III		\$24,972	\$44,017	6			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Storekeeper 2		\$13,800	\$25,536	24			
Federal Mid-Atlantic	Supply Technician		\$30,386	\$39,501				
Maryland Class Name	Geriatric Nursing Assistant II	7				2127	\$24,054	\$38,276
Maryland Class Number	1194		\$23,329	\$36,203				
Anne Arundel	NCC							
Baltimore County	Nursing Assistant		\$29,279	\$37,007	17			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Nursing Assistant II		\$21,216	\$31,054				
New Jersey	Human Services Technician		\$29,325	\$40,983	794			
Ohio								
Pennsylvania	Nurse Aide		\$25,851	\$38,014	572			
PG County	Health Aide II		\$23,814	\$44,246	12			
Queen Anne's County	NCC							
Virginia	Licensed Practical Nurse		\$23,076	\$47,361	627			
West Virginia	Health Service Assistant		\$15,816	\$29,268	105			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Personnel Associate II	14				8366	\$30,495	\$46,558
Maryland Class Number	1260		\$29,607	\$46,490				
Anne Arundel	Personnel Assistant II		\$35,687	\$54,733	6			
Baltimore County	Personnel Assistant		\$33,682	\$42,786	16			
Baltimore City	PERSONNEL ASSISTANT I		\$27,924	\$33,083	15			
Washington, DC	NCC							
Delaware	Senior Human Resource Technician		\$28,522	\$42,784	58			
Harford County	Human Resources Clerk		\$27,456	\$41,538	2			
Howard County	Administrative Aide		\$35,485	\$57,262	3			
Montgomery County	NCC							
North Carolina	Personnel Technician II		\$30,472	\$48,152				
New Jersey	Personnel Aide 1		\$32,295	\$45,295	48			
Ohio	Personnel Aide		\$30,326	\$34,216				
Pennsylvania	Human Resource Assistant 2		\$30,807	\$46,435	129			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
PG County	Personnel Analyst II		\$38,739	\$68,284	12			
Queen Anne's County	Human Resources Specialist II		\$35,527	\$58,566	1			
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Personnel Assistant		\$16,932	\$31,320	11			
Federal Mid-Atlantic	HR Assistant		\$33,872	\$48,933				
Maryland Class Name	Planner IV	15				440	\$49,965	\$78,845
Maryland Class Number	1274		\$42,867	\$68,626				
Anne Arundel	Planner III		\$51,684	\$83,287	8			
Baltimore County	Planner III		\$53,509	\$83,362	10			
Baltimore City	CITY PLANNER III		\$48,100	\$58,700	8			
Washington, DC	Community Planner		\$72,008	\$109,654				
Delaware	Planner V		\$56,104	\$84,156	2			
Harford County	Planner IV		\$59,259	\$89,586	6			
Howard County	Planning Supervisor		\$53,456	\$86,216	6			
Montgomery County	Sr. Planning Spec.		\$54,192	\$89,898	26			
North Carolina	NCC							
New Jersey	Principal Planner		\$55,378	\$78,783	4			
Ohio	Planner III		\$43,742	\$64,022				
Pennsylvania	Planner 2		\$39,824	\$60,519	2			
PG County	Planner IV		\$51,915	\$91,508	4			
Queen Anne's County	Land Use Planner III		\$47,138	\$78,170	1			
Virginia	Policy Planning Specialist II		\$39,384	\$80,829	350			
West Virginia	Transportation Systems Analyst 3		\$23,784	\$43,992	13			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Occupational Safety & Health Compliance Officer III	11				88	\$39,032	\$64,346
Maryland Class Number	1312		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	EXECUTIVE LEVEL I		\$52,000	\$93,600	1			
Washington, DC	NCC							
Delaware	OSHA Safety Consultant		\$32,652	\$48,978	2			
Harford County	Safety Officer		\$47,174	\$71,344	1			
Howard County	Administrative Analyst II		\$53,456	\$86,216	1			
Montgomery County	Occupational Safety and Health Specialist		\$51,726	\$85,737	3			
North Carolina	Occupational Safety Officer II		\$38,522	\$63,045				
New Jersey	Safety Inspector		\$34,914	\$49,118	2			
Ohio	NCC							
Pennsylvania	Labor Law Investigator		\$34,875	\$53,008	31			
PG County	Administrative Assistant II		\$38,739	\$68,284	9			
Queen Anne's County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Virginia	Compliance Safety Officer II		\$23,076	\$47,361	30			
West Virginia	Labor Inspector 3		\$22,224	\$41,112	8			
Federal Mid-Atlantic	Safety & Occupations Health Specialist		\$50,599	\$75,590				
Maryland Class Name	Office Secretary I	13				5136	\$24,521	\$37,487
Maryland Class Number	1318		\$24,744	\$38,516				
Anne Arundel	Secretary I		\$25,938	\$35,256	2			
Baltimore County	Office Assistant		\$28,080	\$35,275	218			
Baltimore City	SECRETARY I		\$24,314	\$27,638	2			
Washington, DC	NCC							
Delaware	Administrative Specialist I		\$24,910	\$37,366	327			
Harford County	Secretary I		\$27,456	\$41,538	18			
Howard County	Administrative Support Technician I		\$26,042	\$42,120	11			
Montgomery County	Administrative Aide		\$30,427	\$48,863	37			
North Carolina	NCC							
New Jersey	Senior Clerk Typist		\$24,963	\$34,690	811			
Ohio	NCC							
Pennsylvania	Clerk Typist 2		\$24,235	\$35,638	3456			
PG County	Admin Aide I		\$26,220	\$46,218	32			
Queen Anne's County	Office Assistant V		\$25,019	\$41,071	11			
Virginia	Admin & Office Spec I		\$14,780	\$30,335	38			
West Virginia	Secretary 1		\$16,392	\$31,320	173			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Office Secretary III	14				6853	\$28,229	\$42,417
Maryland Class Number	1362		\$27,876	\$43,647				
Anne Arundel	Secretary III		\$28,288	\$38,771	36			
Baltimore County	Office Coordinator		\$30,649	\$38,889	51			
Baltimore City	SECRETARY II		\$25,832	\$29,788	23			
Washington, DC	Secretary		\$34,706	\$49,401				
Delaware	Administrative Specialist II		\$26,654	\$39,980	277			
Harford County	NCC							
Howard County	Administrative Support Technician II		\$28,891	\$46,613	55			
Montgomery County	Principal Admin. Aide		\$31,681	\$51,179	241			
North Carolina	NCC							
New Jersey	Princepal Clerk Typist		\$29,650	\$41,440	1081			
Ohio	Secretary		\$31,387	\$36,899				
Pennsylvania	Clerk Typist 3		\$27,306	\$40,724	1592			
PG County	Admin Aide III		\$31,870	\$56,178	130			
Queen Anne's County	Administrative Assistant III		\$30,862	\$50,805	1			
Virginia	Admin & Office Spec II		\$19,310	\$39,629	3161			
West Virginia	Secretary 2		\$18,120	\$33,540	205			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Federal Mid-Atlantic	Clerk		\$27,159	\$35,303				
Maryland Class Name	Office Clerk I	13				494	\$21,290	\$30,960
Maryland Class Number	1374		\$22,007	\$34,035				
Anne Arundel	Office Support Assistant I		\$23,608	\$32,053	16			
Baltimore County	Clerk		\$23,819	\$29,279	19			
Baltimore City	OFFICE ASSISTANT I		\$22,827	\$25,517	29			
Washington, DC	Office Automation Clerk		\$31,319	\$45,560				
Delaware	Clerical Assistant		\$17,520	\$24,898	1			
Harford County	Clerical Assistant		\$21,986	\$33,176	7			
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Clerk		\$21,136	\$29,111	188			
Ohio	Office Assistant I		\$29,203	\$32,864				
Pennsylvania	Clerk 1		\$22,930	\$33,570	89			
PG County	General Clerk I		\$18,635	\$32,846	40			
Queen Anne's County	Office Assistant I		\$16,959	\$30,981	3			
Virginia	Admin & Office Spec I		\$14,780	\$30,335	38			
West Virginia	Office Assistant 1		\$12,048	\$22,296	64			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Office Clerk II	15				3840	\$23,094	\$34,133
Maryland Class Number	1375		\$23,329	\$36,203				
Anne Arundel	Office Support Assistant II		\$25,938	\$35,256	102			
Baltimore County	Office Clerk		\$25,758	\$32,169	50			
Baltimore City	OFFICE ASSISTANT II		\$24,314	\$27,638	135			
Washington, DC	Clerical Assistant		\$28,266	\$45,560				
Delaware	Operations Support Specialist		\$21,761	\$32,641	161			
Harford County	Clerk Typist		\$26,104	\$39,499	9			
Howard County	NCC							
Montgomery County	Office Clerk		\$23,195	\$35,831	9			
North Carolina	Office Assistant III		\$22,110	\$33,530	1129			
New Jersey	Senior Clerk		\$24,963	\$34,690	295			
Ohio	Office Assistant II		\$30,326	\$34,216				
Pennsylvania	Clerk 2		\$24,235	\$35,638	1230			
PG County	General Clerk II		\$20,544	\$36,213	15			
Queen Anne's County	Office Assistant II		\$20,314	\$33,236	2			
Virginia	Admin & Office Spec I		\$14,780	\$30,335	38			
West Virginia	Office Assistant 2		\$13,800	\$25,536	665			
Federal Mid-Atlantic	Clerk		\$30,386	\$39,501				
Maryland Class Name	Office Services Clerk	10				6049	\$25,325	\$38,151

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Number	1376		\$24,744	\$38,516				
Anne Arundel	Office Support Assistant I		\$23,608	\$32,053	16			
Baltimore County	NCC							
Baltimore City	OFFICE ASSISTANT II		\$24,314	\$27,638	135			
Washington, DC	NCC							
Delaware	Administrative Specialist I		\$24,910	\$37,366	327			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Office Services Coordinator		\$34,376	\$56,165	211			
North Carolina	NCC							
New Jersey	Principal Clerk		\$28,401	\$39,635	142			
Ohio	Office Assistant III		\$31,387	\$36,899				
Pennsylvania	Clerk 2		\$24,235	\$35,638	1230			
PG County	Admin. Aide II		\$28,908	\$50,955	162			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec II		\$19,310	\$39,629	3161			
West Virginia	Office Assistant 2		\$13,800	\$25,536	665			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Office Supervisor	11				8953	\$29,357	\$44,816
Maryland Class Number	1442		\$29,607	\$46,490				
Anne Arundel	Office Support Specialist		\$28,496	\$38,771	68			
Baltimore County	NCC							
Baltimore City	OFFICE SUPERVISOR		\$30,961	\$36,951	60			
Washington, DC	NCC							
Delaware	Senior Clerk		\$23,283	\$34,925	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Executive Admin. Aide		\$37,470	\$61,666	31			
North Carolina	Office Services Supv II		\$28,309	\$44,200				
New Jersey	Head Clerk		\$33,784	\$47,447	325			
Ohio	Clerical Supervisor		\$33,488	\$39,748				
Pennsylvania	Clerical Supervisor 2		\$30,807	\$46,435	329			
PG County	Admin. Aide IV		\$35,138	\$61,937	71			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Office Manager		\$18,120	\$33,540	3			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Alcohol & Drug Associate Counselor	13				1475	\$36,351	\$56,210
Maryland Class Number	1563		\$35,568	\$56,438				
Anne Arundel	Addictions Specialist		\$39,389	\$60,414	15			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore County	Alcohol and Drug Counselor II		\$37,007	\$46,684	12			
Baltimore City	ADDICTIONS COUNSELOR II		\$28,850	\$34,125	1			
Washington, DC	Case Management Coordinator		\$50,510	\$79,959				
Delaware	Senior Social Worker/Case Manager		\$32,652	\$48,978	347			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Behav. Health Assoc. Counselor (Alcohol & Drug)		\$42,966	\$70,986	4			
North Carolina	Substance Abuse Counselor I		\$27,310	\$42,432				
New Jersey	Substance Abuse Counselor 2		\$38,576	\$54,403	5			
Ohio	Alcohol & Drug Counselor II		\$38,168	\$47,756				
Pennsylvania	Drug Alcohol Treatment Specialist 2		\$42,479	\$64,553	115			
PG County	Counselor II		\$40,731	\$74,580	29			
Queen Anne's County	NCC							
Virginia	Counselor II		\$30,146	\$61,872	931			
West Virginia	Substance Abuse Therapist 1		\$23,784	\$43,992	16			
Federal Mid-Atlantic	Addiction Therapist		\$37,640	\$48,933				
Maryland Class Name	Cook II	8				501	\$24,837	\$37,626
Maryland Class Number	1797		\$22,007	\$34,035				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Cook		\$32,872	\$51,494				
Delaware	Senior Cook		\$23,283	\$34,925	6			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Cook II		\$21,216	\$31,054				
New Jersey	Head Cook 3		\$29,650	\$41,440	29			
Ohio	Cook II		\$29,848	\$32,864				
Pennsylvania	Cook 1		\$25,851	\$38,014	132			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Food Service Technician III		\$23,076	\$47,361	238			
West Virginia	Cook		\$12,900	\$23,856	96			
Federal Mid-Atlantic	Cook WG		\$33,872	\$44,032				
Maryland Class Name	Revenue Examiner III	7				1504	\$33,032	\$51,499
Maryland Class Number	1843		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Washington, DC	NCC							
Delaware	Tax Auditor II		\$42,801	\$64,201	12			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Tax Return Examiner		\$23,650	\$36,213				
New Jersey	Investigator 2 Taxation		\$46,160	\$65,410	106			
Ohio	Tax Commissioner Agent III		\$36,899	\$47,964				
Pennsylvania	Tax Examiner 2		\$30,807	\$46,435	186			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Financial Services Specialist I		\$30,146	\$61,872	1149			
West Virginia	Tax Audit Clerk, Senior		\$20,760	\$38,400	51			
Federal Mid-Atlantic	IRA (Computer Audit Specialist)		\$66,767	\$103,220				
Maryland Class Name	Environmental Compliance Specialist III	8				819	\$38,253	\$59,562
Maryland Class Number	1880		\$37,837	\$60,222				
Anne Arundel	Environmental Control Inspector		\$37,627	\$50,586	21			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Enviromental Scientist II		\$37,386	\$56,078	18			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Environment Program Consultant		\$45,531	\$75,712				
New Jersey	Senior Environmental Specialist		\$48,298	\$68,514	6			
Ohio	Environmental Specialist I		\$39,956	\$52,811				
Pennsylvania	Environmental Protection Compliance Specialist		\$39,824	\$60,519	66			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Environmental Specialist I		\$30,146	\$61,872	607			
West Virginia	Environmental Resources Specialist 2		\$27,252	\$50,400	101			
Federal Mid-Atlantic	Environmental Program Specialist		\$55,706	\$56,801				
Maryland Class Name	Engineer I Civil General	14				780	\$41,330	\$64,325
Maryland Class Number	1883		\$33,444	\$52,886				
Anne Arundel	Engineer I		\$44,566	\$71,816	2			
Baltimore County	Engineer I		\$38,889	\$48,851	0			
Baltimore City	ENGINEER I		\$37,700	\$46,100	6			
Washington, DC	NCC							
Delaware	Engineer I SMV		\$45,521	\$67,156	11			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Harford County	Civil Engineer I		\$41,184	\$62,254	1			
Howard County	Engineering Associate		\$48,277	\$77,834	1			
Montgomery County	Engineer I		\$41,036	\$67,725	0			
North Carolina	Building Systems Engineer I		\$41,808	\$69,098	8			
New Jersey	Civil Engineer Trainee		\$45,610	\$47,720	8			
Ohio	NCC							
Pennsylvania	Civil Engineer General		\$39,824	\$60,519	18			
PG County	Engineer I		\$42,710	\$75,284	7			
Queen Anne's County	Civil Engineer I		\$40,915	\$67,645	1			
Virginia	Architecture/Engineer I		\$39,384	\$80,829	714			
West Virginia	Engineer-In-Training 1		\$31,200	\$57,720	3			
Federal Mid-Atlantic	Civil Engineer GS-0810-5/7		\$33,309	\$50,784				
Maryland Class Name	Revenue Specialist I	7				495	\$41,395	\$65,559
Maryland Class Number	1940		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Tax Auditor III		\$49,005	\$73,507	10			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Revenue Officer II		\$40,082	\$65,978	46			
New Jersey	Investigaotr 1 Taxation		\$52,901	\$75,194	53			
Ohio	Tax Enforcement Agent III		\$46,342	\$61,776				
Pennsylvania	Revenue Field Auditor 2		\$39,824	\$60,519	116			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Financial Services Specialist II		\$39,384	\$80,829	248			
West Virginia	Revenue Agent 2		\$22,224	\$41,112	22			
Federal Mid-Atlantic	Tax Law Specialist		\$46,041	\$103,220				
Maryland Class Name	Maintenance Chief III, Non-Licensed	11				184	\$37,209	\$58,392
Maryland Class Number	1965		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	Building Maintenance Supervisor Non-Licensed (40 Hours)		\$44,735	\$55,722	3			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Physical Plant Maintenance Supervisor		\$32,652	\$48,978	18			
Harford County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	Operations Supervisor II		\$48,277	\$77,834	3			
Montgomery County	Maintenance, Renovation & Inspection Supv.		\$49,376	\$81,782	2			
North Carolina	Maintenance Mechanice V		\$29,349	\$46,134				
New Jersey	Crew Supervisor Building Maintenance Programs		\$40,334	\$56,951	59			
Ohio	Plant Maintenance Engineer I		\$35,734	\$43,513				
Pennsylvania	Utility Plant Supervisor		\$37,201	\$56,541	14			
PG County	Facilities Maintenance Supervisor		\$40,731	\$74,580	6			
Queen Anne's County	NCC							
Virginia	Utility Plant Manager I		\$30,146	\$61,872	53			
West Virginia	Building Maintenance Supervisor 2		\$20,760	\$38,400	26			
Federal Mid-Atlantic	Maintenance Supervisor		\$58,240	\$66,560				
Maryland Class Name	Social Worker II, Criminal Justice	10				1132	\$38,885	\$62,178
Maryland Class Number	2004		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Social Worker		\$48,623	\$79,959				
Delaware	Medical Social Work Consultant		\$39,998	\$59,996	2			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Social Worker III		\$51,726	\$85,737	4			
North Carolina	Social Worker II		\$29,349	\$46,134				
New Jersey	Social Worker 1 Corrections		\$42,181	\$59,647	12			
Ohio	Social Worker II		\$38,168	\$47,756				
Pennsylvania	Forensic Social Worker 2		\$41,585	\$60,519	3			
PG County	Correctional Treatment Coordinator III		\$44,846	\$79,048	7			
Queen Anne's County	NCC							
Virginia	Counselor II		\$30,146	\$61,872	931			
West Virginia	Social Service Worker 3		\$22,224	\$41,112	173			
Federal Mid-Atlantic	Social Worker		\$55,706	\$74,421				
Maryland Class Name	Administrative Specialist III	8				681	\$34,438	\$54,539
Maryland Class Number	2043		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	Management Analyst I		\$35,275	\$44,735	29			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Management Analyst I		\$30,518	\$45,778	10			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Administrative Specialist I		\$39,188	\$64,624	29			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	Administrative Officer I		\$31,699	\$50,357	432			
New Jersey	Administrative Analyst 4		\$40,334	\$56,951	60			
Ohio	NCC							
Pennsylvania	Program Analyst 1		\$34,875	\$53,008	18			
PG County	Administrative Assistant I		\$33,465	\$58,987	45			
Queen Anne's County	NCC							
Virginia	Gen Admin Supv I / Coord I		\$30,146	\$61,872	58			
West Virginia	NCC							
Federal Mid-Atlantic	Administrative Assistant / Admin Officer		\$37,640	\$59,852				
Maryland Class Name	Carpenter, Trim	11				1746	\$30,647	\$45,729
Maryland Class Number	2126		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	Carpenter II		\$33,862	\$42,474	14			
Baltimore City	CARPENTER II		\$27,953	\$30,801	7			
Washington, DC	Carpenter		\$41,210	\$54,108				
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	Carpenter II		\$39,188	\$64,624	5			
North Carolina	Carpenter II		\$26,333	\$40,789	69			
New Jersey	Carpenter		\$35,961	\$50,592	77			
Ohio	Carpenter II		\$33,716	\$39,956				
Pennsylvania	Carpenter		\$27,306	\$40,724	65			
PG County	Carpenter III		\$30,393	\$56,052	3			
Queen Anne's County	NCC							
Virginia	Trades Technician III		\$23,076	\$47,361	1482			
West Virginia	Carpenter		\$18,120	\$35,540	24			
Federal Mid-Atlantic	Carpenter		\$28,780	\$81,852				
Maryland Class Name	Park Services Associate II	5				251	\$31,273	\$48,325
Maryland Class Number	2140		\$33,444	\$52,886				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
New Jersey	Resource Interpretive Specialist 2 (Natural Resources)		\$46,160	\$65,410	7			
Ohio	Naturalist		\$32,864	\$39,956				
Pennsylvania	Environmental Education Specialist		\$34,875	\$53,008	25			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Natural Resource Specialist II		\$23,076	\$47,361	213			
West Virginia	Park Activities Coordinator		\$19,392	\$35,892	6			
Federal Mid-Atlantic	Park Ranger (Interpretation)		\$35,752	\$46,478				
Maryland Class Name	Maryland State Police Civilian Helicopter Pilot II (Non-Sworn)	1				5	\$31,200	\$57,720
Maryland Class Number	2272		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	data to be provided by Delaware State Police							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Aviation Pilot		\$31,200	\$57,720	5			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Health Policy Analyst II	6				441	\$46,388	\$69,530
Maryland Class Number	2419		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	HEALTH POLICY AND PROGRAM ANALYST II		\$48,100	\$58,700	1			
Washington, DC	NCC							
Delaware	Planner II		\$37,386	\$56,078	13			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
New Jersey	Health Systems Specialist 2		\$57,979	\$82,554	8			
Ohio	Health Services Policy Analyst		\$50,044	\$69,992				
Pennsylvania	Public Health Program Administrator		\$45,438	\$69,027	69			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Policy Planning Specialist II		\$39,384	\$80,829	350			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Environmental Sanitarian II	10				773	\$37,090	\$57,703
Maryland Class Number	2430		\$35,568	\$56,438				
Anne Arundel	Environmental Sanitarian II		\$41,386	\$63,473	21			
Baltimore County	Sanitarian II		\$44,735	\$55,722	29			
Baltimore City	ENVIRONMENTAL SANITARIAN II		\$40,732	\$49,557	23			
Washington, DC	NCC							
Delaware	Enviromental Health Specialist		\$32,652	\$48,978	17			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Environemntal Health Specialist		\$31,699	\$50,357				
New Jersey	NCC							
Ohio	Sanitarian Program Specialist I		\$43,742	\$64,022				
Pennsylvania	Sanitarian		\$34,875	\$53,008	65			
PG County	Environmental Sanitarian III		\$47,151	\$86,051	11			
Queen Anne's County	NCC							
Virginia	Environmental Specialist I		\$30,146	\$61,872	607			
West Virginia	Registered Sanitarian		\$23,784	\$43,992	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Juvenile Services Community Detention Officer III	4				492	\$37,853	\$56,667
Maryland Class Number	2558		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Youth Rehabilitation Counselor III		\$30,518	\$45,778	18			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Probation /Parole Surveillance Officer		\$28,309	\$44,200				
New Jersey	Senior Correction Officer Juvenile Justice		\$50,105	\$72,136	352			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	NCC							
Pennsylvania	Youth Development Counselor		\$42,479	\$64,553	122			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Administrative Aide	14				9626	\$30,657	\$46,614
Maryland Class Number	2572		\$29,607	\$46,490				
Anne Arundel	Office Support Specialist		\$28,496	\$38,771	68			
Baltimore County	Office Coordinator		\$30,649	\$38,889	51			
Baltimore City	SECRETARY III		\$30,961	\$36,951	33			
Washington, DC	NCC							
Delaware	Administrative Specialist II		\$26,654	\$39,980	277			
Harford County	Administrative Assistant I		\$32,656	\$49,442	26			
Howard County	Administrative Support Technician III		\$32,011	\$51,688	25			
Montgomery County	Executive Admin. Aide		\$37,470	\$61,666	31			
North Carolina	NCC							
New Jersey	Secretarial Assistant		\$33,739	\$47,382	170			
Ohio	Administrative Assistant II		\$38,563	\$47,756				
Pennsylvania	Administrative Assisant		\$30,807	\$46,435	609			
PG County	Admin Aide IV		\$35,138	\$61,937	59			
Queen Anne's County	Office Coordinator I		\$30,862	\$50,805	7			
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Secretary 2		\$18,120	\$33,540	205			
Federal Mid-Atlantic	Administrative Assistant		\$33,872	\$48,933				
Maryland Class Name	Department of Juvenile Services Case Management Specialist III	6				139	\$41,544	\$64,564
Maryland Class Number	2592		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Youth Rehabilitation Treatment Specialist		\$32,652	\$48,978	49			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Juvenile Court Counselor II		\$35,651	\$57,678				
New Jersey	Senior Parole Officer Juvenile Justice Commission		\$61,623	\$89,363	27			
Ohio	Juvenile Parole Officer		\$33,168	\$47,756				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Pennsylvania	Children Youth Families Program Rep 1		\$45,438	\$69,027	57			
PG County	Social Worker II		\$40,731	\$74,580	6			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Juvenile Services Resident Advisor II	5				1119	\$30,903	\$47,384
Maryland Class Number	2607		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Youth Rehabilitation Counselor II		\$28,522	\$42,784	157			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Youth Counselor		\$32,926	\$52,707				
New Jersey	Youth Worker		\$29,325	\$40,983	139			
Ohio	NCC							
Pennsylvania	Youth Development Counselor		\$42,479	\$64,553	122			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Correctional Officer 2		\$21,264	\$35,892	701			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Public Defender Intake Specialist II	0				0	#DIV/0!	#DIV/0!
Maryland Class Number	2694		\$24,744	\$38,516				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	NCC							
PG County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Police Communica-tions Operator II	12				906	\$31,959	\$49,532
Maryland Class Number	2704		\$29,607	\$46,490				
Anne Arundel	Police Communications Operator II		\$32,469	\$43,618	61			
Baltimore County	NCC							
Baltimore City	EMERGENCY DISPATCHER		\$34,562	\$41,778	80			
Washington, DC	Telecommunications Equipment Operator		\$41,357	\$53,019				
Delaware	NCC							
Harford County	Public Safety Dispatcher III		\$34,840	\$52,728	29			
Howard County	Dispatcher		\$36,566	\$61,069	38			
Montgomery County	Public Safety Communications Specialist III		\$37,470	\$61,666	18			
North Carolina	NCC							
New Jersey	Senior Public Safety Telecommunicator		\$39,890	\$56,322	64			
Ohio								
Pennsylvania	Police Communications Operator		\$32,861	\$49,531	354			
PG County	General Clerk IV		\$27,770	\$53,935	152			
Queen Anne's County	Public Safety Dispatcher I		\$26,829	\$44,086	15			
Virginia	Emergency Coordinator I		\$23,076	\$47,361	95			
West Virginia	Police Telecommunicator		\$15,816	\$29,268				
Federal Mid-Atlantic	NCC							
Maryland Class Name	Automotive Services Specialist	13				815	\$30,761	\$46,028
Maryland Class Number	2715		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	Automotive Specialist		\$37,066	\$46,925	14			
Baltimore City	MOTOR EQUIPMENT LEAD MECHANIC		\$35,867	\$41,288	14			
Washington, DC	Auto Mechanic		\$43,307	\$59,690				
Delaware	Equipment Mechanic III		\$26,654	\$39,980	13			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Mechanic Technician II		\$39,188	\$64,624	90			
North Carolina	Mechanic II		\$28,309	\$44,200				
New Jersey	Automotive Mechanic		\$36,492	\$51,420	220			
Ohio	Automotive Mechanic II		\$32,344	\$36,899				
Pennsylvania	Automotive Mechanic		\$27,306	\$40,724	81			
PG County	Equipment Mechanic I		\$30,393	\$56,052	5			
Queen Anne's County	Mechanic's Helper		\$21,770	\$35,660	2			
Virginia	Equipment Service Repair Tech I		\$23,076	\$47,361	375			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
West Virginia	Mechanic 3		\$18,120	\$33,540	1			
Federal Mid-Atlantic	Automotive Mechanic		\$26,693	\$77,991				
Maryland Class Name	Coordinator Special Programs, Health Services I	3				4	\$34,496	\$57,093
Maryland Class Number	2722		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Planner I		\$32,652	\$48,978	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Public Health Program Consultant I		\$35,651	\$57,678				
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	NCC							
PG County	Social Worker I		\$35,184	\$64,624	3			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Mental Health Associate III	6				672	\$36,797	\$62,412
Maryland Class Number	2737		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	Therapist II		\$51,726	\$85,737	111			
North Carolina	NCC							
New Jersey	Senior Therapy Program Assistant		\$31,983	\$44,857	424			
Ohio	NCC							
Pennsylvania	Psychological Services Associate Mental Health		\$45,438	\$69,027	44			
PG County	Social Worker II		\$40,731	\$74,580	5			
Queen Anne's County	NCC							
Virginia	Psychologist I / Psychology Associate		\$30,146	\$61,872	80			
West Virginia	Social Worker 2		\$20,760	\$38,400	8			
Federal Mid-Atlantic	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Name	Building Construction Inspector III	14				1189	\$37,823	\$58,731
Maryland Class Number	2810		\$33,444	\$52,886				
Anne Arundel	Construction Code Inspector		\$37,627	\$50,586	21			
Baltimore County	Public Works Inspector (40 Hours)		\$37,007	\$46,684	29			
Baltimore City	CONSTRUCTION BUILDING INSPECTOR II		\$39,051	\$47,463	13			
Washington, DC	Construction Representative		\$45,992	\$65,126				
Delaware	NCC							
Harford County	Construction Inspector II		\$34,840	\$52,728	5			
Howard County	Regulation Inspector II		\$43,534	\$70,283	12			
Montgomery County	Construction Rep. III		\$47,132	\$78,002	22			
North Carolina	Facility Construction Engineer II		\$47,674	\$79,248	38			
New Jersey	NCC							
Ohio	Building Inspector		\$36,899	\$47,964				
Pennsylvania	Bldg Construction Inspector		\$30,807	\$46,435	28			
PG County	Constructions Standards Inspector III		\$38,791	\$71,084	13			
Queen Anne's County	Construction Inspector II		\$30,862	\$50,805	5			
Virginia	Engineer Technician III		\$30,146	\$61,872	1002			
West Virginia	Building Project Management Specialist		\$29,160	\$53,952	1			
Federal Mid-Atlantic	Construction Representative GS-0809-9		\$43,731	\$56,849				
Maryland Class Name	Veterinarian III, Agriculture, Field Inspection	6				44	\$59,488	\$94,670
Maryland Class Number	2837		\$48,664	\$78,130				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Veterinarian Food Products Inspection Administrator		\$56,104	\$84,156	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Veterinarian		\$54,538	\$91,042	35			
New Jersey	Principal Veterinarian Disease Control		\$69,746	\$99,616	2			
Ohio	Veterinarian Specialist		\$47,964	\$70,387				
Pennsylvania	Director Bur Animal Health Diagnostic Services		\$77,125	\$117,223	1			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Veterinarian II		\$51,452	\$105,594	5			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Personnel Officer II	13				466	\$46,706	\$73,334
Maryland Class Number	2939		\$37,837	\$60,222				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Anne Arundel	Senior Personnel Analyst		\$59,937	\$96,591	5			
Baltimore County	Personnel Analyst II		\$42,786	\$53,406	6			
Baltimore City	PERSONNEL GENERALIST II		\$39,300	\$49,200	13			
Washington, DC	NCC							
Delaware	Human Resource Specialist III		\$42,801	\$64,201	31			
Harford County	NCC							
Howard County	Senior Administrative Analyst		\$59,238	\$95,555	3			
Montgomery County	Human Resources Specialist III		\$54,192	\$89,898	30			
North Carolina	Personnel Officer II		\$41,808	\$69,098	12			
New Jersey	Personnel Assistant 2		\$52,901	\$75,194	74			
Ohio	Personnel Officer III		\$46,300	\$60,548				
Pennsylvania	Human Resource Analyst 3 (General)		\$45,438	\$69,027	74			
PG County	Personnel Analyst III		\$44,846	\$79,048	11			
Queen Anne's County	NCC							
Virginia	HR Analyst II		\$39,384	\$80,829	204			
West Virginia	Administrative Services Manager 3		\$38,244	\$70,752	3			
Federal Mid-Atlantic	HR Specialist		\$55,706	\$105,947				
Maryland Class Name	Assessor III Real Property	7				126	\$41,304	\$65,919
Maryland Class Number	3029		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	Appraiser		\$38,889	\$48,851	0			
Baltimore City	NCC							
Washington, DC	Assessor		\$62,499	\$92,782				
Delaware	NCC							
Harford County	NCC							
Howard County	Engineering Support Technician II		\$43,534	\$70,283	1			
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Real Estate Appraiser 1		\$46,160	\$65,410	6			
Ohio	NCC							
Pennsylvania	NCC							
PG County	Realty Specialist II		\$38,739	\$68,284	0			
Queen Anne's County	NCC							
Virginia	Land Acquisition & Property Mgmt Agent II		\$30,146	\$61,872	117			
West Virginia	Appraiser		\$29,160	\$53,952	2			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Veterinarian IV Agriculture	5				3	\$64,422	\$104,424
Maryland Class Number	3040		\$51,911	\$83,350				
Anne Arundel	NCC							
Baltimore County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Veterinarian Medical Officer		\$68,732	\$103,098	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Veterinarian In charge of Field Services		\$62,442	\$104,811				
New Jersey								
Ohio	Veterinarian Administrator I		\$56,139	\$73,528				
Pennsylvania	Chief Div Veterinary Laboratories		\$67,580	\$102,729	1			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Veterinarian Manager		\$67,218	\$137,952	1			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Revenue Field Auditor II	7				1322	\$38,659	\$62,174
Maryland Class Number	3061		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Tax Auditor II		\$42,801	\$64,201	12			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Revenue Field Auditor II		\$47,674	\$79,248	80			
New Jersey	Auditor 3 Taxation		\$44,121	\$62,465	56			
Ohio	Tax Auditor Agent III		\$43,742	\$64,022				
Pennsylvania	Revenue Field Auditor 1		\$34,875	\$53,008	17			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Financial Services Specialist I		\$30,146	\$61,872	1149			
West Virginia	Tax & Revenue Auditor 2		\$27,252	\$50,400	8			
Federal Mid-Atlantic	IRA (Computer Audit Specialist)		\$66,767	\$103,220				
Maryland Class Name	Administrative Officer II	13				1353	\$36,627	\$57,471
Maryland Class Number	3235		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	Office Administrator		\$33,682	\$42,786	18			
Baltimore City	ADMINISTRATIVE OFFICER II		\$48,100	\$58,700	0			
Washington, DC	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Delaware	Office Manager		\$30,518	\$45,778	45			
Harford County	Administrative Assistant II		\$34,840	\$52,728	44			
Howard County	Administrative Analyst I		\$43,534	\$70,283	4			
Montgomery County	Office Services Coordinator		\$35,844	\$58,849	211			
North Carolina	Administrative Officer II		\$35,651	\$57,678	445			
New Jersey	Senior Management Assistant		\$42,160	\$57,740	132			
Ohio	NCC							
Pennsylvania	Administrative Officer 2		\$39,824	\$60,519	252			
PG County	Administrative Assistant II		\$38,739	\$68,284	27			
Queen Anne's County	Office Coordinator II		\$33,110	\$54,547	2			
Virginia	Gen Admin Supv II / Coord II		\$39,384	\$80,829	117			
West Virginia	Administrative Services Assistant 2		\$20,760	\$38,400	56			
Federal Mid-Atlantic	Administrative Officer		\$55,706	\$72,421				
Maryland Class Name	Environmental Specialist II General	6				80	\$40,591	\$58,685
Maryland Class Number	3295		\$33,444	\$52,886				
Anne Arundel	NCC							
Baltimore County	Natural Resource Specialist II		\$44,735	\$55,722	18			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Planner II		\$37,386	\$56,078	13			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Environmental Health Specialist		\$31,699	\$50,357				
New Jersey	Senior Environmental Specialist		\$46,160	\$65,410	9			
Ohio	Environmental Engineer II		\$43,742	\$64,022				
Pennsylvania	Environmental Planner 2		\$39,824	\$60,519	40			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Soil Conservation Associate III	7				91	\$38,336	\$59,200
Maryland Class Number	3315		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	POLLUTION CONTROL ANALYST II		\$37,456	\$45,478	20			
Washington, DC	NCC							
Delaware	Engineering/Planning/Survey Technician II		\$26,654	\$39,980	37			
Harford County	Engineering Associate IV		\$47,174	\$71,344	1			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	Regulation Inspector I		\$39,291	\$63,482	6			
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Soils Scientist 2		\$39,824	\$60,519	17			
PG County	Planner III		\$44,846	\$79,048	9			
Queen Anne's County	Soil Conservation Specialist		\$33,110	\$54,547	1			
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	Soil Conservationist		\$52,912	\$63,417				
Maryland Class Name	Agency Buyer I	10				470	\$39,645	\$62,232
Maryland Class Number	3317		\$27,876	\$43,647				
Anne Arundel	Buyer IV		\$51,684	\$83,287	3			
Baltimore County	NCC							
Baltimore City	PROCUREMENT SPECIALIST I		\$40,732	\$49,557	6			
Washington, DC								
Delaware	Purchasing Services Administrator		\$42,801	\$64,201	2			
Harford County	NCC							
Howard County	Buyer Administrative Analyst I		\$43,534	\$70,283	4			
Montgomery County	Depot Supply Coord.		\$34,376	\$56,165	7			
North Carolina	Dept Purchasing Agent I (no pay data)				63			
New Jersey	Head Procurement Clerk		\$33,784	\$47,447	10			
Ohio	State Purchase Standards Analyst/State Purchase Supervisor		\$43,742	\$64,022				
Pennsylvania	Purchasing Agent 1		\$30,807	\$46,435	181			
PG County	Buyer IV		\$44,846	\$79,048	4			
Queen Anne's County	NCC							
Virginia	Procurement Officer I		\$30,146	\$61,872	190			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Parole & Probation Agent Senior	8				360	\$41,146	\$66,263
Maryland Class Number	3340		\$40,268	\$64,282				
Anne Arundel	Criminal Justice Program Supervisor		\$47,990	\$77,339	9			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Senior Probation and Parole Officer*		\$39,876	\$59,814	139			
Harford County	NCC							
Howard County	Correctional Program Supervisor II		\$53,456	\$86,216	2			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Montgomery County	NCC							
North Carolina	Probation/Parole Officer II		\$32,926	\$52,707				
New Jersey	NCC							
Ohio	Senior Parole Officer		\$41,620	\$52,478				
Pennsylvania	Parole Supervisor		\$48,467	\$73,629	80			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Probation Officer II		\$39,384	\$80,829	124			
West Virginia	Probation/Parole Officer 3		\$25,452	\$47,088	6			
Federal Mid-Atlantic	Probation Officer		\$48,960	\$95,429				
Maryland Class Name	Public Defender Investigator III	1				0	\$46,300	\$60,548
Maryland Class Number	3452		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	Court Claims Lead Investigator		\$46,300	\$60,548				
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Income Maintenance Specialist II	9				5057	\$31,208	\$50,398
Maryland Class Number	3546		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Social Service Specialist II		\$26,654	\$39,980	57			
Harford County	NCC							
Howard County	Human Services Specialist I		\$39,291	\$63,482	10			
Montgomery County	Income Assistance Program Specialist II		\$42,966	\$70,986	139			
North Carolina	IMC III		\$27,310	\$42,432				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
New Jersey	Principal Income Maintenance Technician		\$28,576	\$54,403	25			
Ohio	Health Financial Resource Specialist		\$32,864	\$39,956				
Pennsylvania	Income Maintenance Caseworker		\$34,875	\$53,008	4310			
PG County	Community Development Assistant II		\$28,946	\$53,447	11			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Economic Service Worker		\$19,392	\$35,892	505			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Capital Projects Manager	14				296	\$61,626	\$98,717
Maryland Class Number	3587		\$55,388	\$88,927				
Anne Arundel	Engineer III		\$51,684	\$83,287	31			
Baltimore County	Engineer IV		\$63,892	\$99,539	12			
Baltimore City	ENGINEER SUPERVISOR (PE)		\$61,100	\$74,000	6			
Washington, DC	NCC							
Delaware	Chief of Engineering & Operations SMV		\$79,268	\$132,114	1			
Harford County	Deputy Director of Public Works		\$65,874	\$99,590	1			
Howard County	Engineering Manager II		\$89,232	\$143,957	4			
Montgomery County	Capital Projects Manager		\$56,789	\$94,270	12			
North Carolina	Building Systems Engineer (Ilic) (no pay data)				17			
New Jersey	Construction Management Specialist 1		\$71,880	\$100,624	12			
Ohio	Construction Project Specialist IV		\$52,811	\$77,521				
Pennsylvania	Design and Construction Project Manager Dgs		\$51,873	\$78,827	0			
PG County	Engineer V		\$66,258	\$116,790	16			
Queen Anne's County	Chief of Engineering and Chief of Roads Engineer		\$56,852	\$94,887	2			
Virginia	Architecture/Engineer Manager II		\$51,452	\$105,594	182			
West Virginia	Building and Engineering Construction Manager		\$43,800	\$81,036	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Health Records Technician II	9				8141	\$26,910	\$41,104
Maryland Class Number	3617		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	MEDICAL RECORDS TECHNICIAN		\$27,112	\$31,892	1			
Washington, DC	NCC							
Delaware	Medical Records Technician		\$24,910	\$37,366	16			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Processing Assisant IV		\$23,650	\$36,213				
New Jersey	Medical Records Techncian		\$35,255	\$49,599	7			
Ohio	Health Information Technician II		\$34,611	\$43,742				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Pennsylvania	Medical Records Technician		\$30,807	\$46,435	25			
PG County	General Clerk II		\$20,544	\$36,213	15			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Medical Records Assistant		\$22,224	\$41,112	12			
Federal Mid-Atlantic	Medical Records Technician		\$27,159	\$35,303				
Maryland Class Name	Epidemiologist III	11				185	\$51,176	\$78,719
Maryland Class Number	3643		\$45,650	\$73,259				
Anne Arundel	NCC							
Baltimore County	Chief of Communicable Disease Control		\$60,223	\$93,825	1			
Baltimore City	EPIDEMIOLOGIST		\$44,000	\$53,300	2			
Washington, DC	NCC							
Delaware	Epidemiologist II		\$49,005	\$73,507	7			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Epidemiologist II		\$56,789	\$94,270	1			
North Carolina	Public Health Epidemiologist		\$37,066	\$60,299				
New Jersey	Public Health Epidemiologist		\$52,901	\$75,194	2			
Ohio	Epidemiology Investigator III		\$47,964	\$70,387				
Pennsylvania	Epidemiologist		\$84,264	\$102,729	16			
PG County	Disease Control Specialist IV		\$54,583	\$99,485	4			
Queen Anne's County	NCC							
Virginia	Scientist I		\$30,146	\$61,872	151			
West Virginia	Epidemiologist 3		\$45,996	\$81,036	1			
Federal Mid-Atlantic	Epidemiologist		\$79,397	\$103,220				
Maryland Class Name	Investigator III Human Resources	4				169	\$31,194	\$51,241
Maryland Class Number	3649		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Investigator II		\$32,652	\$48,978	42			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Claims Investigation Agent		\$34,875	\$53,008	71			
PG County	Investigator I		\$33,465	\$58,987	10			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Investigator 2		\$23,784	\$43,992	46			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Direct Care Assistant II	6				4930	\$22,780	\$35,871
Maryland Class Number	4003		\$23,329	\$36,203				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Certified Nursing Assistant		\$24,910	\$37,366	435			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Health Care Assistant II		\$21,216	\$29,994				
New Jersey	Senior Human Services Technician		\$30,620	\$42,887	79			
Ohio	NCC							
Pennsylvania	Psychiatric Aide		\$25,851	\$38,014	884			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Direct Service Associate II		\$19,310	\$39,629	3200			
West Virginia	Health Service Worker		\$14,772	\$27,336	332			
Federal Mid-Atlantic	Nursing Assistant		\$29,604	\$38,487				
Maryland Class Name	Department of Transportation Airport Firefighter Trainee	3				158	\$30,594	\$47,865
Maryland Class Number	4010		\$37,837	\$57,975				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	Firefighter Recruit		\$39,412	\$40,610	26			
Montgomery County	see FF/R I above							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Virginia	Emergency Coordinator II		\$30,146	\$61,872	132			
West Virginia	Firefighter Trainee		\$22,224	\$41,112	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Transportation Airport Firefighter I	7				537	\$37,120	\$60,059
Maryland Class Number	4011		\$40,268	\$61,879				
Anne Arundel	Fire Fighter II		\$35,022	\$65,838	176			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Firefighter		\$45,741	\$77,052				
Delaware	NCC							
Harford County	NCC							
Howard County	Firefighter		\$43,730	\$64,472	82			
Montgomery County	Firefighter/Rescuer I		\$39,997	\$64,750	128			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Fire Fighter		\$32,344	\$36,899				
Pennsylvania	Airport Fireman		\$32,861	\$49,531	19			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Emergency Coordinator II		\$30,146	\$61,872	132			
West Virginia	NCC							
Federal Mid-Atlantic	Firefighter		\$31,919	\$51,400				
Maryland Class Name	Department of Transportation Airport Firefighter II	8				615	\$37,174	\$60,745
Maryland Class Number	4012		\$42,867	\$66,051				
Anne Arundel	Fire Fighter III		\$36,733	\$69,131	216			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Firefighter		\$45,741	\$77,052				
Delaware	NCC							
Harford County	NCC							
Howard County	Master Firefighter/HVO		\$49,447	\$72,485	37			
Montgomery County	Firefighter/Rescuer II		\$41,997	\$67,988	225			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Fire Fighter		\$32,344	\$36,899				
Pennsylvania	Airport Fireman Shift Leader		\$37,201	\$56,541	5			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Emergency Coordinator II		\$30,146	\$61,872	132			
West Virginia	Firefighter		\$23,784	\$43,992	0			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Federal Mid-Atlantic	Firefighter		\$31,919	\$51,400				
Maryland Class Name	Department of Transportation Airport Fire Lieutenant	6				167	\$45,417	\$69,683
Maryland Class Number	4013		\$45,650	\$70,515				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Fire Sergeant		\$62,123	\$76,792				
Delaware	NCC							
Harford County	NCC							
Howard County	Firefighter Lieutenant		\$53,639	\$79,248	49			
Montgomery County	Fire/Rescue Lt.		\$53,363	\$86,386	106			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Fire Station Captain		\$38,563	\$47,756				
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Emergency Coordinator III		\$39,384	\$80,829	12			
West Virginia	Firefighter Crew Chief		\$25,432	\$47,088	0			
Federal Mid-Atlantic	Fire Chief / Firefighter/Fire Protection Inspector		\$18,732	\$152,676				
Maryland Class Name	Building Security Officer II	11				394	\$28,746	\$39,594
Maryland Class Number	4024		\$22,007	\$34,035				
Anne Arundel	NCC							
Baltimore County	Security Officer (40 Hours)		\$29,279	\$37,007	29			
Baltimore City	NCC							
Washington, DC	Security Guard		\$28,269	\$37,125				
Delaware	NCC							
Harford County	NCC							
Howard County	Security Officer II		\$28,891	\$46,613	9			
Montgomery County	Security Officer I		\$34,376	\$56,165	39			
North Carolina	Security Officer II		\$25,418	\$39,229				
New Jersey	Security Officer		\$60,619	\$42,886	186			
Ohio	Security Officer I		\$29,203	\$32,864				
Pennsylvania	Security Officer 2		\$29,126	\$43,439	35			
PG County	Security Officer II		\$23,349	\$46,012	40			
Queen Anne's County	NCC							
Virginia	Security Officer I		\$14,780	\$30,335	51			
West Virginia	Guard 2		\$12,900	\$23,856	5			
Federal Mid-Atlantic	Security Guard		\$33,872	\$44,032				
Maryland Class Name	Correctional Case Management Specialist II	12				1674	\$38,433	\$60,892

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Number	4027		\$40,268	\$64,282				
Anne Arundel	Correctional Program Specialist II		\$41,523	\$73,034	38			
Baltimore County	Correctional Classification Officer (40 Hours)		\$40,830	\$51,094	1			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Inmate Classification Officer I		\$37,386	\$56,078	4			
Harford County	NCC							
Howard County	Correctional Specialist		\$39,291	\$63,482	5			
Montgomery County	Correctional Spec. II		\$47,132	\$78,002	30			
North Carolina	Correctional Case Analyst		\$31,699	\$50,357				
New Jersey	Classification Officer 2		\$48,298	\$68,514	24			
Ohio	Corrections Classification Specialist		\$35,339	\$43,555				
Pennsylvania	Corrections Counselor 2		\$42,479	\$64,553	341			
PG County	Correctional Treatment Coordinator III		\$44,846	\$79,048	7			
Queen Anne's County	NCC							
Virginia	Probation Officer I		\$30,146	\$61,872	1126			
West Virginia	Corrections Case Manager		\$22,224	\$41,112	98			
Federal Mid-Atlantic	Correctional Counselor		\$47,572	\$61,382				
Maryland Class Name	Correctional Dietary Officer II Cooking	7				5989	\$36,868	\$55,871
Maryland Class Number	4034		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	Correctional Dietary Officer (40 Hours)		\$38,889	\$48,851	0			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Correctional Youth Rehabilitation Food Service Specialist II* * = 40 hour work week and SMV		\$33,656	\$56,093	3			
Harford County	NCC							
Howard County	Correctional Dietary Officer		\$34,798	\$54,392	4			
Montgomery County	Correctional Dietary Officer		\$37,470	\$61,666	15			
North Carolina	NCC							
New Jersey	Senior Correction Officer		\$50,105	\$72,136	5470			
Ohio	Correctional Food Service Coordinator		\$32,864	\$39,956				
Pennsylvania	Corrections Food Service Instructor		\$30,295	\$58,002	497			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	Dietitian GS-060-11		\$55,706	\$72,421				
Maryland Class Name	Correctional Officer I	13				15497	\$34,054	\$52,412

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Number	4080		\$31,461	\$49,571				
Anne Arundel	Detention Officer		\$36,569	\$59,303	205			
Baltimore County	Correctional Officer (40 Hours)		\$38,889	\$48,851	215			
Baltimore City	NCC							
Washington, DC	Correctional Officer		\$37,201	\$46,075				
Delaware	Correctional Officer I* SMV		\$30,157	\$48,994	959			
Harford County	Officer		\$39,042	\$62,650	14			
Howard County	NCC							
Montgomery County	Correctional Officer I		\$38,792	\$56,643	44			
North Carolina	Correctional Officer		\$26,333	\$40,789				
New Jersey	Correctional Officer Recruit		\$45,549	\$45,549	438			
Ohio	NCC							
Pennsylvania	Corrections Officer 1		\$30,295	\$58,002	6160			
PG County	Correctional Officer I Private		\$38,739	\$68,284	9			
Queen Anne's County	Correctional Officer I		\$30,862	\$50,805	18			
Virginia	Security Officer III		\$30,146	\$61,872	7123			
West Virginia	Correctional Officer 1		\$20,124	\$33,540	312			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Correctional Officer II	14				15048	\$35,387	\$55,744
Maryland Class Number	4081		\$33,444	\$52,886				
Anne Arundel	NCC							
Baltimore County	Correctional Officer (40 Hours)		\$38,889	\$48,851	215			
Baltimore City	NCC							
Washington, DC	Correctional Officer		\$39,634	\$54,812				
Delaware	Correctional Corporal* SMV		\$31,454	\$52,423	234			
Harford County	Officer First Class		\$41,662	\$66,872	50			
Howard County	Correctional Officer		\$34,798	\$54,392	73			
Montgomery County	Correctional Officer II		\$40,732	\$61,557	69			
North Carolina	Lead Correctional Officer		\$27,310	\$42,432				
New Jersey	Senior Correction Officer		\$50,105	\$72,136	5470			
Ohio	Correction Officer		\$32,864	\$39,956				
Pennsylvania	Corrections Officer 2		\$32,777	\$62,968	1085			
PG County	Correctional Officer Private First Class		\$40,676	\$71,699	23			
Queen Anne's County	Corporal		\$33,110	\$54,547	5			
Virginia	Security Officer III		\$30,146	\$61,872	7123			
West Virginia	Correctional Officer 2		\$21,264	\$35,892	701			
Federal Mid-Atlantic	Correctional Officer		\$35,595	\$51,294				
Maryland Class Name	Correctional Officer Sergeant	14				2462	\$39,764	\$63,163
Maryland Class Number	4082		\$35,568	\$56,438				
Anne Arundel	Detention Sergeant		\$43,631	\$73,984	23			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore County	Correctional Corporal (40 Hours)		\$40,830	\$51,094	30			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Correctional Sergeant* SMV		\$33,656	\$56,093	193			
Harford County	Sergeant		\$50,939	\$77,064	39			
Howard County	Correctional Officer Sergeant		\$42,702	\$66,789	10			
Montgomery County	CO Sgt.		\$49,511	\$80,152	45			
North Carolina	Correctional SGT		\$28,309	\$44,200				
New Jersey	Correction Sergeant		\$57,824	\$83,356	565			
Ohio	Correction Sergeant		\$34,611	\$43,742				
Pennsylvania	Corrections Officer 3		\$41,227	\$69,331	484			
PG County	Corporal		\$42,710	\$75,284	165			
Queen Anne's County	Sergeant		\$38,123	\$62,924	3			
Virginia	Security Officer IV		\$30,146	\$61,872	735			
West Virginia	Correctional Officer 3		\$22,476	\$38,400	170			
Federal Mid-Atlantic	Lead Correctional Officer		\$42,753	\$54,070				
Maryland Class Name	Correctional Officer Lieutenant	15				1189	\$44,627	\$70,645
Maryland Class Number	4083		\$40,268	\$64,282				
Anne Arundel	Detention Lieutenant		\$50,041	\$82,191	9			
Baltimore County	Correctional Sergeant (40 Hours)		\$44,735	\$55,722	29			
Baltimore City	NCC							
Washington, DC	Supervisor Correctional Officer		\$56,740	\$93,734				
Delaware	Correctional Lieutenant* SMV		\$38,528	\$64,214	105			
Harford County	Lieutenant		\$57,782	\$84,864	20			
Howard County	Correctional Officer Lieutenant		\$48,277	\$77,834	6			
Montgomery County	CO Lt.		\$54,463	\$88,168	20			
North Carolina	Correctional Lt		\$30,472	\$48,152				
New Jersey	Correction Lieutenant		\$66,765	\$96,288	305			
Ohio	Correction Lieutenant		\$41,974	\$52,478				
Pennsylvania	Corrections Officer 4		\$47,904	\$80,368	174			
PG County	Correctional Officer Lieutenant		\$36,894	\$65,033	17			
Queen Anne's County	Lieutenant		\$40,915	\$67,645	1			
Virginia	Security Manager I		\$30,146	\$61,872	412			
West Virginia	Correctional Officer 4		\$23,772	\$41,112	91			
Federal Mid-Atlantic	Lieutenant		\$55,829	\$72,579				
Maryland Class Name	Correctional Supply Officer II	3				57	\$34,350	\$58,101
Maryland Class Number	4092		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Washington, DC	NCC							
Delaware	Correctional StoreKeeper II* SMV		\$31,454	\$52,423	4			
Harford County	Deputy		\$44,034	\$70,658				
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Corrections Stock Clerk 2		\$27,561	\$51,221	53			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Deputy State Fire Marshal I	7				54	\$33,179	\$55,270
Maryland Class Number	4098		\$34,095	\$51,941				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Deputy Fire Marshall I		\$30,518	\$45,778	1			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Fire/Rescue Lt.		\$53,363	\$86,386	9			
North Carolina	NCC							
New Jersey	Inspector Fire Safety		\$39,890	\$56,322	25			
Ohio	NCC							
Pennsylvania	Fire and Safety Marshal		\$32,861	\$49,531	14			
PG County	Fire Inspector I		\$33,989	\$70,845	0			
Queen Anne's County	NCC							
Virginia	Compliance Safety Officer I		\$19,310	\$39,629	1			
West Virginia	Assistant Fire Marshal In Training		\$22,320	\$38,400	4			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Deputy State Fire Marshal II Explosives	4				103	\$37,860	\$62,086
Maryland Class Number	4099		\$38,576	\$59,135				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Deputy Fire Marshall III		\$42,801	\$64,201	7			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC - see above							
North Carolina	NCC							
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Blasting Explosives Inspector		\$39,824	\$60,519	11			
PG County	Fire Fighter III		\$41,443	\$76,536	85			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Assistant Fire Marshal 3		\$27,372	\$47,088	0			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Deputy State Fire Marshal II Inspection & Investigation	7				208	\$36,089	\$58,423
Maryland Class Number	4100		\$38,576	\$59,135				
Anne Arundel	NCC							
Baltimore County	Fire Specialist		\$43,768	\$58,753	145			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Deputy Fire Marshall II		\$37,386	\$56,078	6			
Harford County	NCC							
Howard County	NCC							
Montgomery County	see above F/R Lt.							
North Carolina	NCC							
New Jersey	Principal Inspector Fire Safety		\$50,545	\$71,755	4			
Ohio	NCC							
Pennsylvania	Institutional Fire Safety Specialist		\$34,875	\$53,008	2			
PG County	Fire Inspector II		\$37,399	\$78,015	2			
Queen Anne's County	NCC							
Virginia	Compliance Safety Officer II		\$23,076	\$47,361	30			
West Virginia	Assistant Fire Marshal 2		\$25,572	\$43,992	19			
Federal Mid-Atlantic	Fire protection inspector		\$39,594	\$51,475				
Maryland Class Name	Deputy State Fire Marshal Supervisor	8				435	\$46,471	\$76,258
Maryland Class Number	4101		\$43,706	\$67,373				
Anne Arundel	Fire Lieutenant		\$49,719	\$88,432	124			
Baltimore County	Fire Lieutenant		\$51,678	\$69,968	150			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Deputy Fire Marshall IV		\$45,801	\$68,701	3			
Harford County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	NCC							
Montgomery County	Fire/Rescue Capt.		\$60,174	\$97,414	2			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Assistant State Fire Marshal I		\$46,300	\$60,548				
Pennsylvania	NCC							
PG County	Fire Fighter Lieutenant		\$49,404	\$93,771	53			
Queen Anne's County	NCC							
Virginia	Compliance Safety Officer IV		\$39,384	\$80,829	99			
West Virginia	Field Deputy Fire Marshal		\$29,304	\$50,400	4			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Police Officer I	11				1263	\$38,439	\$57,818
Maryland Class Number	4125		\$32,229	\$48,861				
Anne Arundel	Police Officer		\$40,000	\$71,352	114			
Baltimore County	Police Officer		\$45,783	\$57,529	171			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Capitol Police Officer I*		\$36,169	\$45,635	3			
Harford County	Deputy		\$44,034	\$70,658	23			
Howard County	NCC							
Montgomery County	Police Officer I		\$45,165	\$73,118	136			
North Carolina	Public Safety Officer - contribu (no pay data)							
New Jersey	Senior Police Officer, Human Services		\$45,980	\$66,694	95			
Ohio	Police Officer I		\$33,820	\$40,539				
Pennsylvania	Police Officer 1		\$29,126	\$43,439	0			
PG County	Police Officer		\$44,148	\$61,111	487			
Queen Anne's County	Deputy Sheriff		\$35,527	\$58,566	11			
Virginia	Law Enforcement Officer I		\$23,076	\$47,361	223			
West Virginia	NCC							
Federal Mid-Atlantic	Police Officer		\$29,769	\$65,912				
Maryland Class Name	Police Officer II	13				2957	\$40,620	\$63,200
Maryland Class Number	4126		\$34,253	\$52,102				
Anne Arundel	Police Officer First Class		\$41,600	\$74,206	117			
Baltimore County	Police Officer First Class		\$49,327	\$62,255	1242			
Baltimore City	NCC							
Washington, DC	Police Officer		\$50,761	\$74,994				
Delaware	Capitol Police Officer II*		\$37,940	\$48,828	3			
Harford County	Deputy First Class		\$47,237	\$75,795	143			
Howard County	NCC							
Montgomery County	Police Officer II		\$47,424	\$76,773	157			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	Public Safety Officer Journey (no pay data)							
New Jersey	Senior Police Officer, Human Services		\$45,980	\$66,694	95			
Ohio	Police Officer II		\$38,937	\$48,692				
Pennsylvania	Police Officer 2		\$32,861	\$49,531	5			
PG County	Police Officer First Class		\$43,941	\$75,043	94			
Queen Anne's County	Deputy Sheriff First Class		\$38,123	\$62,924	19			
Virginia	Law Enforcement Officer II		\$30,146	\$61,872	1071			
West Virginia	Capitol Police Officer		\$23,784	\$43,992	11			
Federal Mid-Atlantic	Police Officer							
Maryland Class Name	Police Officer III	9				2903	\$43,368	\$68,237
Maryland Class Number	4127		\$36,418	\$55,577				
Anne Arundel	Police Corporal		\$43,264	\$77,174	331			
Baltimore County	Corporal		\$53,242	\$67,495	125			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Capitol Police Officer III*		\$39,800	\$52,242	19			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Police Officer III		\$49,796	\$80,614	604			
North Carolina	Public Safety Officer Adv (no pay data)							
New Jersey	Policer Sergeant Human Services		\$53,213	\$77,173	24			
Ohio	NCC							
Pennsylvania	Police Officer 2 Supervisory		\$32,861	\$49,531	0			
PG County	Police Corporal		\$47,071	\$80,388	724			
Queen Anne's County	Corporal		\$40,915	\$67,645	5			
Virginia	Law Enforcement Officer II		\$30,146	\$61,872	1071			
West Virginia	NCC							
Federal Mid-Atlantic	Lead Police Officer		\$40,519	\$58,307				
Maryland Class Name	Police Officer Supervisor	13				783	\$49,101	\$74,545
Maryland Class Number	4128		\$38,735	\$59,301				
Anne Arundel	Police Sergeant		\$55,346	\$85,000	75			
Baltimore County	Sergeant		\$57,529	\$73,256	180			
Baltimore City	NCC							
Washington, DC	Seargeant		\$68,940	\$86,520				
Delaware	Capitol Police Sergeant*		\$41,753	\$55,903	8			
Harford County	Corporal		\$54,454	\$84,843	45			
Howard County	NCC							
Montgomery County	Police Sgt.		\$57,515	\$93,108	130			
North Carolina	Public Safety Supv Journey (no pay data)							
New Jersey	Police Lieutenant Human Services		\$64,687	\$93,783	5			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	Police Sergeant		\$38,563	\$47,756				
Pennsylvania	Police Officer 3		\$37,201	\$56,541	0			
PG County	Police Sergeant		\$51,778	\$88,428	145			
Queen Anne's County	Sergeant		\$43,914	\$72,717	4			
Virginia	Law Enforcement Manager I		\$39,384	\$80,829	191			
West Virginia	Capitol Police Officer Segeant		\$27,252	\$50,400				
Federal Mid-Atlantic	Supervisory Police Officer		\$55,075	\$65,623				
Maryland Class Name	Paramedic - Department of Transportation, Airport	8				3488	\$40,703	\$63,979
Maryland Class Number	4204		\$42,867	\$66,051				
Anne Arundel	Fire Fighter/Emergency Medical Technician-Paramedic		\$41,523	\$76,285	165			
Baltimore County	Paramedic		\$45,573	\$61,387	19			
Baltimore City	NCC							
Washington, DC	Paramedic		\$48,097	\$60,391				
Delaware	NCC							
Harford County	NCC							
Howard County	FireFighter/Master Firefighter		\$50,730	\$77,485	75			
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	Emergency Medical Technician - Ambulance		\$32,864	\$39,956				
Pennsylvania	NCC							
PG County	Paramedic Lieutenant		\$49,404	\$93,771	9			
Queen Anne's County	Paramedic		\$38,123	\$62,924	20			
Virginia	Direct Service Associate II		\$19,310	\$39,629	3200			
West Virginia	NCC							
Federal Mid-Atlantic	Health Technician		\$47,680	\$61,522				
Maryland Class Name	Developmental Disability Associate	4				391	\$29,973	\$45,783
Maryland Class Number	4209		\$26,257	\$40,996				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Habilitation/ Rehabilitation Specialist II		\$26,654	\$39,980	10			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Residential Living Specialist		\$31,983	\$44,857	232			
Ohio	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Pennsylvania	Psychological Services Associate Mental Health		\$45,438	\$69,027	44			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Health Service Assistant		\$15,816	\$29,268	105			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Community Health Nurse II	10				1287	\$42,975	\$65,839
Maryland Class Number	4216		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	Public Health Nurse		\$48,851	\$60,996	89			
Baltimore City	COMMUNITY HEALTH NURSE II		\$52,470	\$59,810	27			
Washington, DC	Community Health Nurse		\$62,690	\$82,698				
Delaware	Registered Nurse II Level I SMV		\$42,305	\$70,508	16			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Community Health Nurse II		\$49,376	\$81,782	188			
North Carolina	Public Health Nurse I		\$35,651	\$57,678				
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Community Health Nurse		\$45,438	\$69,027	177			
PG County	Community Health Nurse II		\$40,731	\$74,580	42			
Queen Anne's County	NCC							
Virginia			\$23,076	\$47,361	627			
West Virginia	Nurse 3		\$29,160	\$53,952	121			
Federal Mid-Atlantic	Nurse		\$66,767	\$86,801				
Maryland Class Name	Community Health Nurse Supervisor	8				147	\$49,185	\$79,268
Maryland Class Number	4218		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	Public Health Nurse Supervisor		\$53,509	\$83,362	16			
Baltimore City	COMMUNITY HEALTH NURSE SUPERVISOR I		\$52,295	\$65,309	17			
Washington, DC	NCC							
Delaware	Nursing Supervisor SMV		\$51,826	\$86,376	68			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Nurse Manager		\$54,192	\$89,898	9			
North Carolina	Public Health Nursing Supv I		\$41,808	\$69,098				
New Jersey	NCC							
Ohio	NCC							
Pennsylvania	Community Health Nurse Supervisor		\$51,873	\$78,827	17			
PG County	Community Health Nurse IV		\$54,583	\$99,485	9			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Nursing Director 1		\$33,396	\$61,788	11			
Federal Mid-Atlantic	Nurse		\$27,159	\$134,881				
Maryland Class Name	Health Aide II	7				4123	\$21,608	\$34,079
Maryland Class Number	4243		\$20,772	\$32,014				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	HEALTH CLINIC AIDE		\$25,959	\$27,774	4			
Washington, DC	NCC							
Delaware	Clinic Aide		\$20,334	\$30,500	3			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Nursing Assistant II		\$21,216	\$31,054				
New Jersey								
Ohio	Hospital Aide (4411) (no pay data)							
Pennsylvania	Nurse Aide		\$25,851	\$38,014	572			
PG County	Health Aide II		\$23,814	\$44,246	12			
Queen Anne's County	NCC							
Virginia	Direct Service Associate II		\$19,310	\$39,629	3200			
West Virginia	Health Service Worker		\$14,772	\$27,336	332			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Licensed Practical Nurse II	10				1618	\$30,851	\$47,931
Maryland Class Number	4247		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	LICENSED PRACTICAL NURSE		\$33,416	\$38,159	4			
Washington, DC	NCC							
Delaware	Licensed Practical Nurse II SMV		\$28,612	\$47,686	9			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Licensed Practical Nurse		\$39,188	\$64,624	4			
North Carolina	Practical Nurse II		\$26,333	\$40,789				
New Jersey	Senior Practical Nurse		\$36,493	\$51,421	89			
Ohio	Licensed Practical Nurse		\$38,313	\$47,964				
Pennsylvania	Licensed Practical Nurse		\$37,201	\$56,541	722			
PG County	Lic. Prac. Nurse II		\$28,946	\$53,447	4			
Queen Anne's County	NCC							
Virginia	Licensed Practical Nurse		\$23,076	\$47,361	627			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
West Virginia	Licensed Practical Nurse		\$16,932	\$31,320	159			
Federal Mid-Atlantic	Licensed Practical Nurse GS-0620-05		\$33,309	\$43,794				
Maryland Class Name	Registered Nurse	10				2709	\$42,904	\$65,558
Maryland Class Number	4284		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	Public Health Nurse		\$48,851	\$60,996	89			
Baltimore City	COMMUNITY HEALTH NURSE II		\$52,470	\$59,810	21			
Washington, DC	NCC							
Delaware	Registered Nurse II SMV		\$42,305	\$70,508	16			
Harford County	NCC							
Howard County	NCC							
Montgomery County	See Community Health Nurse II above							
North Carolina	Public Health Nurse I		\$35,651	\$57,678				
New Jersey	Charge Nurse		\$46,160	\$65,410	814			
Ohio	Nurse II		\$55,099	\$77,147				
Pennsylvania	Registered Nurse		\$48,467	\$73,629	1001			
PG County	Community Health Nurse II		\$40,731	\$74,580	42			
Queen Anne's County	NCC							
Virginia	Registered Nurse I		\$30,146	\$61,872	605			
West Virginia	Nurse 3		\$29,160	\$53,952	121			
Federal Mid-Atlantic	Registered Nurse		\$52,550	\$90,284				
Maryland Class Name	Director Nursing Psychiatry	6				60	\$60,548	\$97,025
Maryland Class Number	4295		\$59,107	\$94,909				
Anne Arundel	NCC							
Baltimore County	Chief, Nursing Services		\$63,892	\$99,539	1			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Nursing Director SMV		\$72,686	\$121,144	6			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Director of Nursing Services 1 Psychiatric		\$62,091	\$86,926	2			
Ohio	Psychiatric / MR Nurse		\$74,921	\$98,196				
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Registered Nurse Manager II		\$51,452	\$105,594	48			
West Virginia	Nursing Director 2		\$38,244	\$70,752	3			
Federal Mid-Atlantic	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Name	Therapeutic Recreator II	9				149	\$35,738	\$54,235
Maryland Class Number	4302		\$33,444	\$52,886				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Recreation Specialist		\$41,923	\$53,983				
Delaware	Activity Therapist II		\$32,652	\$48,978	6			
Harford County	Recreation Specialist V		\$50,814	\$76,856	1			
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Therapeutic Reacreation Specialist I		\$32,926	\$52,707				
New Jersey	Supervisor of Recreation		\$46,160	\$65,410	29			
Ohio	Activities Therapist Specialist I		\$31,387	\$36,899				
Pennsylvania	Therapeutic Recreational Services Worker		\$34,875	\$53,008	68			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Therapist II		\$30,146	\$61,872	41			
West Virginia	Recreation Sepcialist, Certified		\$20,760	\$38,400	4			
Federal Mid-Atlantic	Recreation Therapist		\$61,221	\$79,590				
Maryland Class Name	Internal Auditor II	10				243	\$40,019	\$63,465
Maryland Class Number	4373		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	AUDITOR II		\$41,700	\$50,900	7			
Washington, DC	NCC							
Delaware	Internal Auditor II		\$34,939	\$52,409	4			
Harford County	NCC							
Howard County	Fiscal Specialist I		\$48,277	\$77,834	2			
Montgomery County	NCC							
North Carolina	Internal Auditor II		\$43,638	\$72,322	48			
New Jersey	Auditor 3		\$40,334	\$56,951	20			
Ohio	Internal Auditor 1		\$39,956	\$52,811				
Pennsylvania	Auditor 2		\$39,824	\$60,519	37			
PG County	Auditor II		\$38,739	\$68,284	3			
Queen Anne's County	NCC							
Virginia	Auditor II		\$39,384	\$80,829	119			
West Virginia	Internal Auditor		\$33,396	\$61,788	3			
Federal Mid-Atlantic	Auditor		\$55,706	\$103,220				
Maryland Class Name	Computer Information Services Specialist II	10				454	\$39,392	\$64,816
Maryland Class Number	4409		\$37,837	\$60,222				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Anne Arundel	Information Systems Support Specialist		\$39,389	\$60,414	22			
Baltimore County	Office Automation Analyst		\$42,786	\$53,406	12			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	Computer System Engineer II		\$39,811	\$60,195	4			
Howard County	Technical Services Support Specialist I		\$43,534	\$70,283	2			
Montgomery County	Information Technology Specialist III		\$56,789	\$94,270	23			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Personal Computers Administrator II (no pay data)							
Pennsylvania	Information Technology Technician		\$34,875	\$53,008	134			
PG County	Systems Analyst II		\$35,442	\$68,836	4			
Queen Anne's County	Computer Technician II		\$38,123	\$62,924	2			
Virginia	Info Technology Specialist II		\$39,384	\$80,829	217			
West Virginia	Information Systems Coordinator 2		\$23,784	\$43,992	34			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Computer Network Specialist II	11				462	\$45,668	\$71,206
Maryland Class Number	4413		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	Local Area Network Administrator		\$42,786	\$53,406	12			
Baltimore City	NETWORK ENGINEER		\$48,100	\$58,700	2			
Washington, DC	Information Technology Specialist		\$62,499	\$92,782				
Delaware	Telecommunication/Network Technician II		\$37,386	\$56,078	29			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Information Technology Specialist III		\$56,789	\$94,270	23			
North Carolina	Networking Analyst (no pay data)							
New Jersey	Technical Support Specialist 1		\$50,545	\$71,755	49			
Ohio	Network Services Technician III		\$52,811	\$77,521				
Pennsylvania	Distributed Systems Specialist 1		\$39,824	\$60,519	94			
PG County	Systems Analyst III		\$41,029	\$79,687	2			
Queen Anne's County								
Virginia	Info Technology Specialist II		\$39,384	\$80,829	217			
West Virginia	Information Systems Specialist 1		\$31,200	\$57,720	34			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Fingerprint Specialist III	10				52	\$31,839	\$50,845
Maryland Class Number	4449		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	Fingerprint Technician		\$32,169	\$40,830	4			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore City	FINGERPRINT TECHNICIAN		\$28,850	\$34,125	4			
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	Police Services Support Technician II		\$39,291	\$63,482	2			
Montgomery County	Latent Print Examiner		\$42,966	\$70,986	5			
North Carolina	Fingerprint Identification Technician III		\$30,472	\$48,152				
New Jersey	Fingerprint Processing Technician 1		\$32,295	\$45,295	16			
Ohio	Senior Fingerprint Examiner (no pay data)							
Pennsylvania	Fingerprint Systems Specialist		\$30,807	\$46,435	0			
PG County	Fingerprint Specialist III		\$39,075	\$75,892	0			
Queen Anne's County	NCC							
Virginia	Forensic Science Specialist I		\$23,076	\$47,361	20			
West Virginia	Fingerprint Technician, Senior		\$19,392	\$35,892	1			
Federal Mid-Atlantic	Fingerprint Specialist PD-0072-03		\$61,221	\$98,729				
Maryland Class Name	Database Programmer Analyst II	13				486	\$48,269	\$76,764
Maryland Class Number	4470		\$42,867	\$68,626				
Anne Arundel	Programmer-Analyst II		\$51,684	\$83,287	7			
Baltimore County	NCC							
Baltimore City	ANALSYT PROGRAMMER II		\$42,493	\$51,744	6			
Washington, DC	Computer Specialist Programmer Analyst		\$62,499	\$92,782				
Delaware	Senior Application Support Specialist		\$45,801	\$68,701	86			
Harford County	Programmer Analyst II		\$50,814	\$76,856	3			
Howard County	Technical Services Support Specialist III		\$53,456	\$86,216	5			
Montgomery County	Info Tech Specialist III		\$56,789	\$94,270	23			
North Carolina	NCC							
New Jersey	Data Processing Programmer 2		\$57,979	\$82,554	11			
Ohio	Programmer Analyst III		\$47,964	\$70,387				
Pennsylvania	Applications Developer 1		\$39,824	\$60,519	81			
PG County	Programmer Systems Analyst II		\$43,080	\$83,671	2			
Queen Anne's County	NCC							
Virginia	Info Technology Specialist II		\$39,384	\$80,829	217			
West Virginia	Programmer Analyst 3		\$35,736	\$66,120	45			
Federal Mid-Atlantic	IT Specialist (App Software) GS-210-12		\$66,767	\$86,801				
Maryland Class Name	Database Specialist II	9				498	\$47,329	\$76,001
Maryland Class Number	4480		\$45,650	\$73,259				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	DATABASE SPECIALIST		\$45,800	\$55,700	1			
Washington, DC	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Delaware	Database Administrator I		\$45,801	\$68,701	2			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Info Tech Specialist III		\$56,789	\$94,270	23			
North Carolina	NCC							
New Jersey	Data Base Analyst 2		\$57,979	\$82,554	5			
Ohio	Database Analyst III		\$52,811	\$77,521				
Pennsylvania	Applications Developer 2		\$45,438	\$69,027	233			
PG County	Systems Analyst III		\$41,029	\$79,687	2			
Queen Anne's County	NCC							
Virginia	Info Technology Specialist II		\$39,384	\$80,829	217			
West Virginia	Database Administrator 1		\$40,932	\$75,720	15			
Federal Mid-Atlantic	NCC							
Maryland Class Name	IT Systems Technical Specialist	10				482	\$45,616	\$71,473
Maryland Class Number	4488		\$48,664	\$78,130				
Anne Arundel	Data Base Administrator		\$51,684	\$83,287	2			
Baltimore County	Systems Programmer II		\$48,851	\$60,996	2			
Baltimore City	IT ENGINEER		\$48,100	\$58,700	0			
Washington, DC	NCC							
Delaware	ERP Systems Specialist		\$37,386	\$56,078	5			
Harford County	NCC							
Howard County	Technical Services Support Specialist IV		\$59,238	\$95,555	9			
Montgomery County	Sr. Info Tech Specialist (no pay data)							
North Carolina	Operations & Systems Technician (no pay data)							
New Jersey	Data Processing Analyst 2		\$55,378	\$78,783	42			
Ohio	NCC							
Pennsylvania	Information Technology Generalist 1		\$39,824	\$60,519	199			
PG County	Programmer Systems Analyst III		\$47,151	\$86,051	4			
Queen Anne's County	NCC							
Virginia	Info Technology Specialist II		\$39,384	\$80,829	217			
West Virginia	Information Systems Consultant 2		\$29,160	\$53,932	2			
Federal Mid-Atlantic	Computer Specialist (Systems Analyst) GS-0334-11 (no pay data)							
Maryland Class Name	Database Functional Analyst II	9				141	\$44,824	\$71,245
Maryland Class Number	4499		\$40,268	\$64,282				
Anne Arundel	Systems Analyst		\$59,937	\$96,591	13			
Baltimore County	NCC							
Baltimore City	DATABASE SPECIALIST		\$45,800	\$55,700	1			
Washington, DC	NCC							
Delaware	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Harford County	Database Administrator		\$47,174	\$71,344	1			
Howard County	Technical Services Support Specialist II		\$48,277	\$77,834	2			
Montgomery County	Info Tech Specialist III		\$56,789	\$94,270	23			
North Carolina	Business & Technology Applications Specialist (no pay data)							
New Jersey	Technical Support Specialist 2		\$46,460	\$65,410	4			
Ohio	NCC							
Pennsylvania	Business Analyst 1		\$34,875	\$53,008	0			
PG County	Systems Analyst III		\$41,029	\$79,687	2			
Queen Anne's County	NCC							
Virginia	Computer Operations Technician I		\$23,076	\$47,361	95			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Family Services Caseworker Trainee	5				130	\$28,358	\$46,315
Maryland Class Number	4507		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Family Services Specialist		\$30,518	\$45,778	14			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	NCC							
Ohio	Social Worker I		\$35,339	\$43,555				
Pennsylvania	NCC							
PG County	Community Developer I		\$33,465	\$58,987	36			
Queen Anne's County	NCC							
Virginia	Counselor I		\$23,076	\$47,361	79			
West Virginia	Social Service Worker 1		\$19,392	\$35,892	1			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Family Services Caseworker II	9				1923	\$38,101	\$61,242
Maryland Class Number	4509		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Social Worker		\$48,623	\$79,959				
Delaware	Senior Family Service Specialist		\$32,652	\$48,978	62			
Harford County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	NCC							
Montgomery County	Community Service Aide II		\$35,844	\$58,849	23			
North Carolina	NCC							
New Jersey	Family Service Specialist 1		\$50,545	\$71,755	695			
Ohio	Social Worker II		\$38,168	\$47,756				
Pennsylvania	Children Youth Families Program Rep 1		\$45,438	\$69,027	57			
PG County	Community Developer II		\$40,731	\$74,580	58			
Queen Anne's County	NCC							
Virginia	Counselor II		\$30,146	\$61,872	931			
West Virginia	Social Service Worker 2		\$20,760	\$38,400	97			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Casework Specialist Family Services	8				908	\$32,321	\$51,535
Maryland Class Number	4511		\$35,568	\$56,438				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Family Services Specialist I		\$30,518	\$45,778	14			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Public Admin. Intern		\$35,844	\$58,849	5			
North Carolina	NCC							
New Jersey	Family Service Specialist Trainee		\$42,181	\$44,121	686			
Ohio	NCC							
Pennsylvania	Social Worker 1		\$34,875	\$53,008	70			
PG County	Social Worker I		\$35,184	\$64,624	3			
Queen Anne's County	Human Services Specialist		\$33,110	\$54,547	1			
Virginia	Counselor I		\$23,076	\$47,361	79			
West Virginia	Child Protective Services Worker Trainee		\$23,784	\$43,992	50			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Social Worker I Family Services	10				1906	\$35,788	\$53,635
Maryland Class Number	4512		\$37,837	\$60,222				
Anne Arundel	NCC							
Baltimore County	Social Worker I		\$40,830	\$51,094	20			
Baltimore City	SOCIAL WORKER I		\$37,456	\$45,478	1			
Washington, DC	NCC							
Delaware	Senior Family Services Specialist		\$32,652	\$48,978	62			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Social Worker I		\$45,002	\$74,407	7			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	Social Worker I		\$27,310	\$42,432				
New Jersey	Family Service Specialist 2		\$46,160	\$65,410	1664			
Ohio	Social Worker I		\$35,339	\$43,555				
Pennsylvania	Social Worker 1		\$34,875	\$53,008	70			
PG County	Social Worker I		\$35,184	\$64,624	3			
Queen Anne's County	NCC							
Virginia	Counselor I		\$23,076	\$47,361	79			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Social Worker II Family Services	11				1894	\$41,417	\$63,016
Maryland Class Number	4513		\$40,268	\$64,282				
Anne Arundel	NCC							
Baltimore County	Social Worker II		\$48,851	\$60,996	35			
Baltimore City	SOCIAL WORKER II		\$42,493	\$51,744	5			
Washington, DC	Social Worker		\$48,623	\$79,959				
Delaware	Medical Social Work Consultant		\$37,386	\$56,078	62			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Social Worker II		\$49,376	\$81,782	78			
North Carolina	Social Worker II		\$29,349	\$46,134				
New Jersey	Family Service Specialist 1		\$50,645	\$71,755	695			
Ohio	Social Worker II		\$38,168	\$47,756				
Pennsylvania	Social Worker 2		\$39,824	\$60,519	82			
PG County	Social Worker II		\$40,731	\$74,580	6			
Queen Anne's County	NCC							
Virginia	Counselor II		\$30,146	\$61,872	931			
West Virginia	NCC							
Federal Mid-Atlantic	Social Worker		\$55,706	\$74,421				
Maryland Class Name	Social Work Supervisor - Family Services	9				1186	\$47,421	\$73,214
Maryland Class Number	4514		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	Social Work Supervisor		\$60,223	\$93,825	2			
Baltimore City	SOCIAL WORK SUPERVISOR			\$58,700	0			
Washington, DC	NCC							
Delaware	Family Services Supervisor		\$42,801	\$64,201	15			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Social Worker IV		\$54,192	\$89,898	32			
North Carolina	Social Worker Supv II		\$35,651	\$57,678				
New Jersey	Supervising Family Service Specialist 1		\$55,378	\$78,783	182			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	Social Worker Supervisor I		\$51,043	\$66,643				
Pennsylvania	Social Worker Supervisor		\$45,438	\$69,027	22			
PG County	Social Worker IV		\$51,915	\$91,508	2			
Queen Anne's County	NCC							
Virginia	Counselor II/ Leadership/Supervisor		\$30,146	\$61,872	931			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Fiscal Accounts Clerk I	13				8485	\$24,945	\$36,819
Maryland Class Number	4517		\$23,329	\$36,203				
Anne Arundel	Financial Clerk I		\$29,910	\$40,664	18			
Baltimore County	Account Clerk I		\$25,758	\$32,169	1			
Baltimore City	ACCOUNTING ASSISTANT I		\$24,314	\$27,638	4			
Washington, DC	NCC							
Delaware	Account Technician		\$23,283	\$34,925	24			
Harford County	Accounting Clerk I		\$26,686	\$40,394	2			
Howard County	Administrative Support Technician II		\$28,891	\$46,613	15			
Montgomery County	NCC							
North Carolina	Accounting Clerk II		\$21,216	\$29,994				
New Jersey	Senior Audit Account Clerk		\$24,963	\$34,690	17			
Ohio	Account Clerk I		\$30,326	\$34,216				
Pennsylvania	Fiscal Assistant		\$27,306	\$40,724	252			
PG County	Account Clerk II		\$23,783	\$41,921	2			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Accounting Technician 2		\$14,772	\$27,336	85			
Federal Mid-Atlantic	Account Tech/Lead Acct Tech/ Account Maintenance Clerk		\$20,401	\$41,262				
Maryland Class Name	Fiscal Accounts Clerk II	15				8537	\$28,382	\$42,849
Maryland Class Number	4518		\$26,257	\$40,996				
Anne Arundel	Financial Clerk II		\$33,971	\$52,098	8			
Baltimore County	Account Clerk II		\$28,080	\$35,275	39			
Baltimore City	ACCOUNTING ASSISTANT II		\$25,832	\$29,788	32			
Washington, DC	Accounting Technician		\$38,118	\$53,984				
Delaware	Accounting Specialist		\$26,654	\$39,980	1			
Harford County	Accounting Clerk II		\$30,846	\$46,675	13			
Howard County	Administrative Support Technician III		\$32,011	\$51,688	12			
Montgomery County	Fiscal Assistant		\$35,844	\$58,849	37			
North Carolina	Accounting Clerk III		\$22,110	\$33,530	33			
New Jersey	Senior Audit Account Clerk		\$24,963	\$34,690	17			
Ohio	Account Clerk II		\$31,387	\$36,899				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Pennsylvania	Fiscal Technician		\$30,807	\$46,435	96			
PG County	Account Clerk III		\$26,220	\$46,218	25			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Accounting Technician 3		\$15,816	\$29,268	159			
Federal Mid-Atlantic	Account Tech/Lead Acct Tech/ Account Maintenance Clerk		\$20,401	\$41,262				
Maryland Class Name	Fiscal Accounts Technician II	9				1452	\$28,744	\$44,603
Maryland Class Number	4523		\$29,607	\$46,490				
Anne Arundel	NCC							
Baltimore County	Account Clerk II		\$28,080	\$35,275	39			
Baltimore City	FISACL TECHNICIAN		\$35,976	\$43,587	14			
Washington, DC	NCC							
Delaware	NCC							
Harford County	Accounting Technician I		\$34,840	\$52,728	8			
Howard County	Administrative Aide		\$35,485	\$57,262	15			
Montgomery County	NCC							
North Carolina	Accounting Techn.		\$23,650	\$36,213	56			
New Jersey	Accounting Assistant		\$30,919	\$43,305	10			
Ohio	NCC							
Pennsylvania	NCC							
PG County	Account Clerk II		\$23,783	\$41,921	2			
Queen Anne's County	NCC							
Virginia	Financial Services Specialist I		\$30,146	\$61,872	1149			
West Virginia	Accounting Technician 3		\$15,816	\$29,268	159			
Federal Mid-Atlantic	Account Technician GS-0525-06/07		\$33,946	\$44,129				
Maryland Class Name	Financial Compliance Auditor II	12				248	\$41,147	\$65,265
Maryland Class Number	4540		\$37,837	\$60,222				
Anne Arundel	Legislative Auditor II		\$51,684	\$83,287	2			
Baltimore County	NCC							
Baltimore City	AUDITOR II		\$41,700	\$50,900	7			
Washington, DC	NCC							
Delaware	State Auditor II		\$37,386	\$56,078	2			
Harford County	NCC							
Howard County	Fiscal Specialist II		\$53,456	\$86,216	2			
Montgomery County	Accountant/Auditor II		\$45,002	\$74,407	13			
North Carolina	Governmental Accts Auditor II		\$37,066	\$60,299	7			
New Jersey	Administrative Analyst 3 (Management Auditor)		\$44,121	\$62,465	4			
Ohio	Internal Auditor 1		\$39,956	\$52,811				
Pennsylvania	Auditor 2		\$39,824	\$60,519	37			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
PG County	Auditor II		\$38,739	\$68,284	3			
Queen Anne's County	NCC							
Virginia	Auditor II		\$39,384	\$80,829	119			
West Virginia	Accountant/Auditor 3		\$25,452	\$47,088	52			
Federal Mid-Atlantic	Auditor		\$55,706	\$103,220				
Maryland Class Name	Accountant Trainee	10				1274	\$32,951	\$49,461
Maryland Class Number	4545		\$33,444	\$52,886				
Anne Arundel	Accountant I		\$41,386	\$63,473	7			
Baltimore County	Accountant I		\$38,889	\$48,851	4			
Baltimore City	ACCOUNTANT AUDITOR TRAINEE		\$31,933	\$38,476	9			
Washington, DC	NCC							
Delaware	Accountant		\$30,518	\$45,778	65			
Harford County	Accounting Tech I		\$34,840	\$52,728	8			
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Accounting Trainee I (no pay data)				1			
New Jersey	Auditor Accountant Trainee		\$35,302	\$36,898	1			
Ohio	NCC							
Pennsylvania	Financial Programs Trainee		\$30,807	\$46,435	20			
PG County	Accountant I		\$33,465	\$58,987	5			
Queen Anne's County	NCC							
Virginia	Financial Services Specialist I		\$30,146	\$61,872	1149			
West Virginia	Accountant/Auditor 1		\$22,224	\$41,112	5			
Federal Mid-Atlantic	Accountant		\$30,386	\$48,933				
Maryland Class Name	Accountant Supervisor I	11				398	\$48,827	\$77,805
Maryland Class Number	4551		\$42,867	\$68,626				
Anne Arundel	Accountant III		\$55,659	\$89,694	8			
Baltimore County	Accountant III		\$53,509	\$83,362	3			
Baltimore City	ACCOUNTANT SUPERVISOR		\$45,800	\$55,700	6			
Washington, DC	NCC							
Delaware	Fiscal Administrative Officer		\$42,801	\$64,201	36			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Manager III		\$60,680	\$110,910	2			
North Carolina	NCC							
New Jersey	Supervising Accountant		\$57,979	\$82,554	14			
Ohio	Accountant / Examiner Supervisor 1		\$46,300	\$60,548				
Pennsylvania	Accountant 4		\$51,873	\$78,827	49			
PG County	Accountant IV		\$51,915	\$91,508	5			
Queen Anne's County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Virginia	Financial Services Manager I		\$39,384	\$80,829	268			
West Virginia	Accountant/Auditor Supervisor		\$31,200	\$57,720	7			
Federal Mid-Atlantic	Supervisory Staff Accountant		\$79,397	\$103,220				
Maryland Class Name	Building Services Worker II	15				2206	\$22,779	\$32,820
Maryland Class Number	4557		\$20,772	\$32,014				
Anne Arundel	Custodial Worker		\$22,984	\$30,867	33			
Baltimore County	Custodial Worker I		\$24,773	\$29,744	117			
Baltimore City	BUILDING REPAIRER		\$27,953	\$30,801	27			
Washington, DC	Custodian		\$26,718	\$35,090				
Delaware	Physical Plant Maintenance Mechanic I		\$23,283	\$34,925	20			
Harford County	Building Maintenance Worker I		\$25,147	\$38,064	1			
Howard County	NCC							
Montgomery County	Building Service Worker II		\$25,995	\$40,690	18			
North Carolina	Housekeeper		\$21,216	\$27,934				
New Jersey	Senior Building Maintenance Worker		\$24,721	\$34,355	1025			
Ohio	Maintenance Repair Worker II		\$29,848	\$32,864				
Pennsylvania	Custodial Worker 1		\$21,496	\$31,472	619			
PG County	Custodian I		\$18,659	\$36,389	0			
Queen Anne's County	Maintenance Worker I		\$20,314	\$33,236	6			
Virginia	Trades Technician I/ Housekeeping and/or Apparel Worker I		\$14,780	\$30,335	277			
West Virginia	Maintenance Worker		\$13,800	\$25,536	63			
Federal Mid-Atlantic	Maintenance Mechanic		\$46,945	\$54,828				
Maryland Class Name	Food Service Worker II	8				1030	\$21,813	\$32,172
Maryland Class Number	4561		\$20,772	\$32,014				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	Cook		\$32,872	\$51,494				
Delaware	Senior Food Service Worker		\$19,008	\$28,512	10			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Food Service Assistant II		\$21,216	\$27,934				
New Jersey	Senior Food Service Worker		\$25,463	\$35,386	91			
Ohio	Food Service Worker		\$26,187	\$27,851				
Pennsylvania	Food Service Worker 1		\$22,930	\$33,570	406			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Food Service Technician I		\$14,780	\$30,335	452			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
West Virginia	Food Service Worker		\$12,048	\$22,296	71			
Federal Mid-Atlantic	Food Service Worker		\$22,880	\$29,120				
Maryland Class Name	Child Support Specialist II	6				210	\$33,211	\$52,321
Maryland Class Number	4574		\$31,461	\$49,571				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Child Support Specialist II		\$32,652	\$48,978	39			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Child Support Agent II		\$29,349	\$46,134				
New Jersey	Child support and Paternity Specialist 2		\$48,298	\$68,514	40			
Ohio	NCC							
Pennsylvania	Child Support Enforcement Specialist		\$34,875	\$53,008	45			
PG County	Paralegal Assistant III		\$31,870	\$56,178	0			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Child Support Specialist 2		\$22,224	\$41,112	86			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Physician Clinical Staff	7				60	\$91,267	\$143,651
Maryland Class Number	4603		\$89,639	\$147,587				
Anne Arundel	NCC							
Baltimore County	Physician I		\$88,896	\$119,469	0			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Physician SMV		\$123,398	\$205,664	5			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Physician I		\$90,614	\$137,813	0			
North Carolina	NCC							
New Jersey	NCC							
Ohio	Psychiatric Physician		\$89,648	\$136,385				
Pennsylvania	Staff Physician 2		\$99,463	\$124,695	36			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Physician I		\$67,218	\$137,952	11			
West Virginia	Physician		\$79,632	\$143,580	8			
Federal Mid-Atlantic	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Maryland Class Name	Physician Program Specialist	4				244	\$97,613	\$157,448
Maryland Class Number	4605		\$104,185	\$171,775				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Physician Specialist 1		\$111,475	\$160,126	91			
Ohio	NCC							
Pennsylvania	Public Health Physician		\$99,463	\$124,695	9			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Physician II		\$87,812	\$180,221	132			
West Virginia	Physician Specialist		\$91,704	\$164,748	12			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Physician Clinical Specialist	6				241	\$95,219	\$147,733
Maryland Class Number	4606		\$112,345	\$185,342				
Anne Arundel	NCC							
Baltimore County	Physician I		\$88,896	\$119,469	0			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	Physician II		\$99,674	\$151,594	4			
North Carolina	NCC							
New Jersey	Physician Specialist 1		\$111,475	\$160,126	91			
Ohio	NCC							
Pennsylvania	Staff Physician 1		\$91,756	\$110,240	2			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Physician II		\$87,812	\$180,221	132			
West Virginia	Physician Specialist		\$91,704	\$164,748	12			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Physician Program Manager II	5				56	\$100,004	\$169,108
Maryland Class Number	4609		\$121,154	\$199,989				

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Chief Physician SMV		\$144,321	\$240,535	5			
Harford County	NCC							
Howard County	NCC							
Montgomery County	Health Officer							
North Carolina	NCC							
New Jersey	NCC							
Ohio								
Pennsylvania	Public Health Physician		\$99,463	\$124,695	9			
PG County	Director, Health Dept.		\$88,792	\$156,509	1			
Queen Anne's County	NCC							
Virginia	Physician Manager I		\$87,812	\$180,221	33			
West Virginia	Physician		\$79,632	\$143,580	8			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Physician Program Manager III	7				53	\$103,780	\$216,818
Maryland Class Number	4610		\$130,671	\$215,815				
Anne Arundel	NCC							
Baltimore County	Deputy Health Officer		\$71,908	\$112,032	1			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Medical Director SMV		\$167,204	\$278,673	3			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Managing Phsician/Psychiatrist		\$94,803	\$178,000	20			
Ohio	Physician Administrator II		\$54,974	\$118,684				
Pennsylvania	Chief Clinical Services Mh		\$117,243	\$141,243	8			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Physician Manager II		\$114,719	\$500,000	16			
West Virginia	Physician Director		\$105,612	\$189,096	5			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Transportation Customer Agent II	6				9230	\$25,681	\$39,674
Maryland Class Number	4864		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Motor Vehicle Specialist II		\$24,910	\$37,366	69			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Customer Service Representative		\$28,364	\$39,582	73			
Ohio	Customer Service Specialist I		\$34,611	\$43,742				
Pennsylvania	Clerk 3		\$27,306	\$40,724	734			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Customer Service Representative		\$15,816	\$29,268	289			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Transportation Driver License Agent II	7				8604	\$27,071	\$42,327
Maryland Class Number	4869		\$27,876	\$43,647				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Motor Vehicle Technician II		\$24,910	\$37,366	45			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Drivers license Examiner		\$29,349	\$46,134				
New Jersey	Examination Technician Motor Vehicles		\$30,619	\$42,886	53			
Ohio	Drivers License Examiner I/II		\$32,864	\$43,742				
Pennsylvania	Driver License Examiner		\$32,861	\$49,531	152			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Customer Service Representative		\$15,816	\$29,268	289			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Department of Transportation Real Property Specialist I	8				58	\$35,070	\$53,423
Maryland Class Number	4902		\$33,444	\$56,438				
Anne Arundel	NCC							
Baltimore County	Real Estate Specialist I		\$38,889	\$48,851	0			
Baltimore City	REAL ESTATE AGENT I		\$37,456	\$45,478	7			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Washington, DC	NCC							
Delaware	Right of Way Agent I		\$28,522	\$42,784	6			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Property Management Services Specilaist 1		\$38,576	\$54,403	1			
Ohio	NCC							
Pennsylvania	Real Estate Appraiser		\$34,875	\$53,008	32			
PG County	Realty Specialist III		\$51,915	\$91,508	0			
Queen Anne's County	NCC							
Virginia	Land Acquisition & Property Mgmt Agent I		\$23,076	\$47,361	5			
West Virginia	Transportation Realty Agent 1		\$27,252	\$43,992	7			
Federal Mid-Atlantic	Realty Specialist		\$50,599	\$79,590				
Maryland Class Name	Department of Transportation Real Property Specialist IV	10				103	\$47,809	\$75,314
Maryland Class Number	4905		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	Real Estate Specialist III		\$48,851	\$60,996	2			
Baltimore City	REAL ESTATE AGENT III		\$45,800	\$55,700	2			
Washington, DC	NCC							
Delaware	Right of Way Agent IV		\$49,005	\$73,507	5			
Harford County	NCC							
Howard County	Engineering Support Technician IV		\$53,456	\$86,216	1			
Montgomery County	Manager III		\$60,680	\$110,910	1			
North Carolina	NCC							
New Jersey	Property Management Services Specilaist 4		\$57,979	\$82,554	7			
Ohio	NCC							
Pennsylvania	Real Estate Appraisal Reviewer		\$39,824	\$60,519	6			
PG County	Realty Specialist IV		\$51,915	\$91,508	5			
Queen Anne's County	NCC							
Virginia	Land Acquisition & Property Mgmt Agent III		\$39,384	\$80,829	60			
West Virginia	Transportation Realty Agent 3		\$31,200	\$50,400	14			
Federal Mid-Atlantic	Realty Specialist		\$66,767	\$103,220				
Maryland Class Name	Executive Associate III	13				8509	\$33,568	\$51,401
Maryland Class Number	5053		\$42,867	\$68,626				
Anne Arundel	Administrative Secretary		\$35,687	\$54,733	1			
Baltimore County	Executive Secretary		\$37,007	\$46,684	9			
Baltimore City	ADMINISTRATIVE COORDAITONR		\$34,562	\$41,778	7			
Washington, DC	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Delaware	Executive Secretary		\$30,518	\$45,778	6			
Harford County	NCC							
Howard County	Administrative Aide		\$35,485	\$57,262	10			
Montgomery County	Sr. Executive Admin Aide		\$39,188	\$64,624	27			
North Carolina	Executive Assistant		\$28,309	\$44,200	91			
New Jersey	Executive Secretarial Assistant		\$48,232	\$68,418	80			
Ohio	Executive Secretary II		\$38,563	\$47,756				
Pennsylvania	Executive Secretary 2		\$34,875	\$53,008	29			
PG County	General Clerk IV		\$27,093	\$52,620	152			
Queen Anne's County	NCC							
Virginia	Admin & Office Spec III		\$23,076	\$47,361	8065			
West Virginia	Executive Secretary		\$23,784	\$43,992	32			
Federal Mid-Atlantic	Secretary		\$37,640	\$48,933				
Maryland Class Name	Education Program Manager II	4				168	\$56,548	\$90,861
Maryland Class Number	5059		\$67,345	\$108,134				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Education Program Administrator II		\$52,146	\$86,965	5			
New Jersey	Director 2 Education		\$75,473	\$105,673	11			
Ohio	NCC							
Pennsylvania	Education Executive 1		\$59,189	\$89,976	13			
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Education Coordinator I		\$39,384	\$80,829	139			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Staff Attorney II	11				225	\$58,136	\$93,312
Maryland Class Number	5094		\$45,650	\$73,259				
Anne Arundel	Attorney II		\$55,659	\$89,694	4			
Baltimore County	NCC							
Baltimore City	GENERAL COUNSEL			\$84,500	1			
Washington, DC	Attorney		\$77,860	\$119,615				
Delaware	Deputy Attorney General I SMV		\$54,304	\$90,506	6			
Harford County	Assistant County Attorney II		\$60,965	\$92,227	2			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Howard County	Attorney		\$65,264	\$105,914				
Montgomery County	Assistant County Attorney III		\$74,254	\$123,288	30			
North Carolina	Attorney II		\$59,613	\$99,923				
New Jersey	NCC							
Ohio	Attorney II		\$43,742	\$64,022				
Pennsylvania	Attorney 3 Non Supervisory Office of General Counsel		\$59,189	\$89,976	156			
PG County	Attorney II		\$44,846	\$79,048	6			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Attorney 2		\$43,800	\$81,036	20			
Federal Mid-Atlantic	General Attorney		\$79,397	\$121,967				
Maryland Class Name	Warden	14				39	\$71,990	\$119,355
Maryland Class Number	5144		\$67,345	\$108,134				
Anne Arundel	Correctional Facility Administrator		\$70,192	\$113,112	2			
Baltimore County	Deputy Administrator of Corrections		\$71,908	\$112,032	1			
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Warden IV		\$92,858	\$154,763	2			
Harford County	Warden		\$72,634	\$109,824	1			
Howard County	Director of Corrections		\$89,232	\$143,957	1			
Montgomery County	Manager II		\$70,632	\$128,222	2			
North Carolina	Prison Warden II		\$54,538	\$91,042	1			
New Jersey	Superintendent 1 Corrections		\$87,366	\$122,320	2			
Ohio	Warden II		\$49,940	\$108,596				
Pennsylvania	Corrections Superintendent 3		\$91,834	\$117,516	5			
PG County	Director, Dept. of Corrections		\$88,792	\$156,509	1			
Queen Anne's County	Director, Correctional Services		\$62,469	\$104,374	1			
Virginia	Security Manager IV		\$67,218	\$137,952	11			
West Virginia	Corrections Warden		\$38,244	\$70,752	9			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Vocational Rehabilitation Supervisor	7				166	\$47,073	\$73,084
Maryland Class Number	5209		\$42,867	\$68,626				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Vocational Rehabilitation District Administrator		\$45,801	\$68,701	5			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
North Carolina	Rehab Program Specialist II		\$43,638	\$72,322	16			
New Jersey	Supervising Vocational Rehabilitation Counselor		\$55,378	\$78,783	30			
Ohio	Vocational Rehabilitation Supervisor		\$56,139	\$73,528				
Pennsylvania	Vocational Rehab Supervisor		\$45,438	\$69,027	64			
PG County	Community Developer IV		\$51,915	\$91,508	17			
Queen Anne's County	NCC							
Virginia	NCC							
West Virginia	Rehabilitation Office Supervisor		\$31,200	\$57,720	34			
Federal Mid-Atlantic	Supervisory Vocational Rehab Specialist		\$52,912	\$68,787				
Maryland Class Name	Vocational Rehabilitation Director III	8				40	\$63,847	\$95,196
Maryland Class Number	5232		\$67,345	\$108,134				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Vocational Rehabilitation Deputy Director		\$60,035	\$90,053	2			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Rehab Regional Director		\$49,837	\$83,013				
New Jersey	Director, Division of Vocational Rehabilitation Services		\$104,483	\$104,483	1			
Ohio	Vocational Rehabilitation Administrator III		\$82,555	\$108,201				
Pennsylvania	Vocational Rehab Director Program Operations		\$67,580	\$102,729	1			
PG County	Community Services Manager		\$63,102	\$111,228	3			
Queen Anne's County	NCC							
Virginia	Counselor Manager		\$39,384	\$80,829	28			
West Virginia	Rehabilitation Services Manager 3		\$43,800	\$81,036	5			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Administrative Law Judge III	5				96	\$74,712	\$118,178
Maryland Class Number	5266		\$67,345	\$108,134				
Anne Arundel	Administrative Hearing Officer		\$84,691	\$134,316	1			
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Hearing Officer SMV		\$81,493	\$135,821	8			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Administrative Law Judge		\$105,750	\$122,350	40			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
Ohio	NCC							
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Hearing & Legal Services Officer III		\$51,452	\$105,594	24			
West Virginia	Administrative Law Judge 2		\$50,172	\$92,808	23			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Capital Projects Engineer	15				290	\$53,943	\$86,009
Maryland Class Number	5273		\$48,664	\$78,130				
Anne Arundel	Engineer II		\$47,990	\$77,339	7			
Baltimore County	Engineer III		\$56,765	\$88,439	35			
Baltimore City	ENGINEER III (PE)		\$52,800	\$64,600	4			
Washington, DC	NCC							
Delaware	Engineer IV SMV		\$62,410	\$100,790	10			
Harford County	Civil Engineer IV		\$59,259	\$89,586	4			
Howard County	Engineering Specialist III		\$65,624	\$105,914	10			
Montgomery County	Engineer III		\$54,192	\$89,898	17			
North Carolina	Facility Construction Engineer II		\$47,674	\$79,248	38			
New Jersey	Construction Management Specialist 3		\$52,901	\$75,194	10			
Ohio	Project Engineer III		\$51,043	\$66,643				
Pennsylvania	Director Bur Facility Design Construction		\$67,580	\$102,729	1			
PG County	Engineer II		\$49,442	\$87,150	5			
Queen Anne's County	Civil Engineer III		\$51,765	\$86,260	2			
Virginia	Architecture/Engineer II		\$51,452	\$105,594	143			
West Virginia	Building Engineer		\$38,244	\$70,752	4			
Federal Mid-Atlantic	NCC							
Maryland Class Name	Staff Specialist III Education	4				97	\$52,391	\$86,661
Maryland Class Number	5298		\$45,650	\$73,259				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	NCC							
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	Education Planning Dev Consultant I		\$45,531	\$75,712	23			
New Jersey	Education Program Development Specialist 2		\$60,709	\$86,513	32			
Ohio	NCC							
Pennsylvania	Basic Education Associate 2		\$51,873	\$78,827	18			

Table B-1: Compensation Data - All Responding Agencies

Organization	Name	# of Agencies w/ Match	Min	Max	No Pos	Total # of Positions	Avg Min	Avg Max
PG County	NCC							
Queen Anne's County	NCC							
Virginia	Education Coordinator II		\$51,452	\$105,594	24			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	Assistant Attorney General VI	10				371	\$60,464	\$102,261
Maryland Class Number	5301		\$59,107	\$94,909				
Anne Arundel	Deputy County Attorney		\$76,727	\$126,734	1			
Baltimore County	NCC							
Baltimore City	ASSISTANT SOLICITATOR		\$41,600	\$79,700	26			
Washington, DC								
Delaware	Deputy Attorney General III SMV		\$74,561	\$118,640	73			
Harford County	NCC							
Howard County	Principal Attorney		\$80,517	\$130,000	12			
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Deputy Attorney General 2		\$79,248	\$110,930	127			
Ohio	Assistant Attorney General II		\$40,976	\$91,062				
Pennsylvania	Attorney 4 Non Supervisory Office of General Counsel		\$67,580	\$102,729	97			
PG County	Attorney II		\$44,846	\$79,048	6			
Queen Anne's County	Assistant State's Attorney		\$47,138	\$78,170	5			
Virginia	Hearing & Legal Services Officer III		\$51,452	\$105,594	24			
West Virginia	NCC							
Federal Mid-Atlantic	NCC							
Maryland Class Name	District Public Defender, Metropolitan	3				40	\$82,315	\$138,952
Maryland Class Number	5429		\$76,699	\$123,277				
Anne Arundel	NCC							
Baltimore County	NCC							
Baltimore City	NCC							
Washington, DC	NCC							
Delaware	Assistant Public Defender IV SMV		\$81,493	\$135,821	16			
Harford County	NCC							
Howard County	NCC							
Montgomery County	NCC							
North Carolina	NCC							
New Jersey	Deputy Public Defender 1		\$91,736	\$128,425	24			
Ohio			\$73,715	\$152,609				
Pennsylvania	NCC							
PG County	NCC							
Queen Anne's County	NCC							