



Dear Head Start Director:

October, 2009

The Center for Community Futures has published the *Salary Survey Report of Local Head Start Programs 2009 on Salaries, Fringe Benefits, and Personnel Policies*. Now, whether you responded to that survey or not, you can compare your program with the programs that are similar to yours (with your peers) on ANY of the survey data elements. Through the miracle of modern technology, we can focus exactly on the issues that are of most interest to you. We will provide you with the precise comparisons your want — and do it all quickly and cheaply. **There are over 1,000 possible comparisons!**

You can select specific cross-tabulations that will show you what your peer programs are doing on wages, fringe benefits, and personnel policies. You can get comparisons on the topics that mean the most to you and your program. For example, your program may be interested in:

- \* Program Size and Annual Budget.
- \* Head Start Director Salary compared with Size of Program and/or Program Budget.
- \* Merit Pay Increases compared with Cost-Of-Living Increases.
- \* Annual Salaries of Head Start employees.
- \* How many Vacation Days and Sick Leave Days per year are given by peer programs.
- \* How many of your peer programs offer both Life and Health Insurance, and if it's single coverage or for dependents, and in what amounts.
- \* Over 1,000 other possible comparisons!

The comparisons are easy to read and they answer your questions about how your program compares on salaries, fringe benefits, and personnel policies. For \$15 apiece, we will send you the individual comparisons you select. Just answer a few questions about your program and pick the comparisons you want, and we will send you the information you need. We will bill you later.

#### What the Individualized Comparisons Can Do for You

The Comparisons will show exactly where your program stands in comparison with **similar programs**. Of course you can select a National Comparison if you'd like, but these comparisons are designed to compare the salaries, fringe benefits, and personnel policies of programs that are **most like yours** in terms of budget, structure, type, service delivery area, and size. So you can see how much programs with a similar size, budget, etc. are paying staff, paying for insurance, awarding merit pay and COLA increases, and/or *anything else you choose*.

The Comparisons can be used as documentation to effect change in your program.

We guarantee the data to be an accurate reflection of information we received by Head Start programs nationwide.

Sincerely,

Handwritten signature of Jim Masters.

Jim Masters, Idea Generator  
[jmasters@cencomfut.com](mailto:jmasters@cencomfut.com)

Handwritten signature of Teresa K. Wickstrom.

Teresa K. Wickstrom, Senior Associate  
[teresa@cencomfut.com](mailto:teresa@cencomfut.com)



## Individualized Head Start Salary Survey Comparison ORDER FORM

Date: \_\_\_\_\_

Your Name: \_\_\_\_\_

Head Start Director's Name: \_\_\_\_\_

Program: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City, ST, ZIP: \_\_\_\_\_

Phone: \_\_\_\_\_ FAX: \_\_\_\_\_

E-mail: \_\_\_\_\_

Answer the following questions so we can select the comparison group. Then identify the comparison you want on the next pages. We will provide you with a comprehensive comparison of your peer programs.

1. Is your program: ( ) private ( ) public.
2. Is your program: ( ) Grantee only ( ) Grantee with Delegate Agency/ies ( ) Delegate Agency
3. The service delivery area is mostly: ( ) Urban ( ) Rural ( ) Mixed, Part Urban/Part Rural.
4. Your program's total Head Start budget for program year 2008 from all funding sources: \$\_\_\_\_\_
5. The number of people on your program's latest payroll:\_\_\_\_\_ total persons.

( ) YES! We want a salary survey comparison report of our peer programs. We have checked off the comparisons that we want (on the next pages). We understand you will bill us \$15 for each comparison report.

In the table below, write down the items you want compared. Each selection must come from the list below. For example, if you want to know how your peer programs compare on the subject of Number of Enrollment Slots and Program Budget, then write down “3” under *We want a comparison of*, then write down “6” on the line in the “...compared with” column. This is one comparison. Make as many as you want. Mail today or fax to Teresa Wickstrom at 909-790-0670.

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Program Type (private or public)</li> <li>2. Program Structure (Grantee only, Grantee with Delegates, Delegate Agency)</li> <li>3. Number of enrollment slots</li> <li>4. Program Options (center-based, home-based, etc.)</li> <li>5. Service delivery area (urban, rural, mixed)</li> <li>6. Program Budget (all funding sources, 2008)</li> <li>7. Number of people on latest payroll (size)</li> <li>8. Number of Full-Time Equivalent employees</li> <li>9. Number of Clerical FTEs</li> <li>10. Number of Program Specialist FTEs</li> <li>11. Number of Administration/Management FTEs</li> <li>12. Mileage reimbursement rate (cents per mile)</li> <li>13. Percentage of Exempt &amp; Non-Exempt employees</li> <li>14. Union representation</li> <li>15. Cost-of-Living Allowance (COLA)</li> <li>16. Merit Pay increases</li> <li>17. Amount paid to auditors</li> <li>18. Amount paid to attorneys</li> <li>19. Amount paid to management/program consultants</li> <li>20. Health insurance, single coverage</li> <li>21. Health insurance, dependent/family coverage</li> </ol> | <ol style="list-style-type: none"> <li>22. Dental insurance, single coverage</li> <li>23. Dental insurance, dependent coverage</li> <li>24. Life insurance</li> <li>25. Disability insurance, short-term</li> <li>26. Disability insurance, long-term</li> <li>27. Retirement benefits</li> <li>28. Tuition reimbursement</li> <li>29. Other career development reimbursement</li> <li>30. Vision insurance, single coverage</li> <li>31. Vision insurance, dependent coverage</li> <li>32. Vacation days per years of service</li> <li>33. Sick leave days per years of service</li> <li>34. Fringe benefits % of salaries-and-wages budget</li> <li>35. Paid holidays per year</li> <li>36. Paid maternity leave</li> <li>37. Workweek hours</li> <li>38. Flex time</li> <li>39. Job sharing</li> <li>40. When personnel policies were last updated</li> <li>41. When wage practices/fringes were last updated</li> <li>42. Positions difficult to recruit</li> </ol> |
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	We want a comparison of:	... compared with:
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2		
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If you want comparisons of specific positions, put a check mark to the left of the position(s) for which you want comparisons. Each selection is one comparison (\$15 each). Note: we will inform you if there is insufficient data to produce a report for your selection – and those selections will not be billed.

- |                                                                    |                                                         |
|--------------------------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Accountant                                | <input type="checkbox"/> Family Development Specialist  |
| <input type="checkbox"/> Administrative Assistant                  | <input type="checkbox"/> Family Development Worker      |
| <input type="checkbox"/> Administrative Specialist                 | <input type="checkbox"/> Family Service Assistant       |
| <input type="checkbox"/> Area Manager                              | <input type="checkbox"/> Family Service Coordinator     |
| <input type="checkbox"/> Assistant Director                        | <input type="checkbox"/> Family Service Director        |
| <input type="checkbox"/> Assistant Teacher                         | <input type="checkbox"/> Family Service Manager         |
| <input type="checkbox"/> Bilingual Family Service Worker           | <input type="checkbox"/> Family Service Specialist      |
| <input type="checkbox"/> Bookkeeper                                | <input type="checkbox"/> Family Service Worker          |
| <input type="checkbox"/> Bus Driver                                | <input type="checkbox"/> Family Specialist              |
| <input type="checkbox"/> Bus Monitor                               | <input type="checkbox"/> Fiscal Assistant               |
| <input type="checkbox"/> Case Manager                              | <input type="checkbox"/> Fiscal Director                |
| <input type="checkbox"/> Case Manager Supervisor                   | <input type="checkbox"/> Fiscal Manager                 |
| <input type="checkbox"/> Case Specialist                           | <input type="checkbox"/> Fiscal Officer                 |
| <input type="checkbox"/> Center Aide                               | <input type="checkbox"/> Fiscal Specialist              |
| <input type="checkbox"/> Center Manager                            | <input type="checkbox"/> Food Service Aide              |
| <input type="checkbox"/> Classroom Aide/Assistant                  | <input type="checkbox"/> Food Service Worker            |
| <input type="checkbox"/> Clerk/Accountant                          | <input type="checkbox"/> Head Start Director            |
| <input type="checkbox"/> Clerk/Typist                              | <input type="checkbox"/> Health Assistant/Aide          |
| <input type="checkbox"/> Community & Family Partnership Specialist | <input type="checkbox"/> Health Services Coordinator    |
| <input type="checkbox"/> Community Partnership Developer           | <input type="checkbox"/> Health Services Manager        |
| <input type="checkbox"/> Component/Area Coordinator                | <input type="checkbox"/> Home Base Coordinator          |
| <input type="checkbox"/> Component/Area Director                   | <input type="checkbox"/> Home Base Supervisor           |
| <input type="checkbox"/> Component/Area Manager                    | <input type="checkbox"/> Home Visitor                   |
| <input type="checkbox"/> Computer Manager                          | <input type="checkbox"/> Human Resources Assistant      |
| <input type="checkbox"/> Cook                                      | <input type="checkbox"/> Human Resources Coordinator    |
| <input type="checkbox"/> Cook Aide/Assistant                       | <input type="checkbox"/> Human Resources Director       |
| <input type="checkbox"/> Custodian/Maintenance Aide                | <input type="checkbox"/> Human Resources Manager        |
| <input type="checkbox"/> Custodian/Maintenance Worker              | <input type="checkbox"/> Infant/Toddler Specialist      |
| <input type="checkbox"/> Data Entry Specialist                     | <input type="checkbox"/> Information Manager            |
| <input type="checkbox"/> Deputy Director                           | <input type="checkbox"/> Information Specialist         |
| <input type="checkbox"/> Developmental Specialist                  | <input type="checkbox"/> Intake Supervisor              |
| <input type="checkbox"/> Disabilities Coordinator                  | <input type="checkbox"/> Intake Worker                  |
| <input type="checkbox"/> Disabilities Service Aide                 | <input type="checkbox"/> Janitor                        |
| <input type="checkbox"/> Disabilities Specialist                   | <input type="checkbox"/> Literacy Coordinator           |
| <input type="checkbox"/> Education Coordinator                     | <input type="checkbox"/> Literacy Manager               |
| <input type="checkbox"/> Education Resource Specialist             | <input type="checkbox"/> Literacy Specialist            |
| <input type="checkbox"/> Education Supervisor                      | <input type="checkbox"/> Mental Health Coordinator      |
| <input type="checkbox"/> Eligibility Technician                    | <input type="checkbox"/> Mental Health Counselor        |
| <input type="checkbox"/> Enrollment Specialist                     | <input type="checkbox"/> Mental Health Specialist       |
| <input type="checkbox"/> Executive Assistant                       | <input type="checkbox"/> Nutrition Aide                 |
| <input type="checkbox"/> Executive Secretary                       | <input type="checkbox"/> Nutrition Services Coordinator |
| <input type="checkbox"/> Family/Community Advocate                 | <input type="checkbox"/> Nutritionist                   |
| <input type="checkbox"/> Family & Community Partnership Coord.     | <input type="checkbox"/> Office Assistant               |
| <input type="checkbox"/> Family Advocate                           | <input type="checkbox"/> Office Manager                 |
| <input type="checkbox"/> Family Development Coordinator            | <input type="checkbox"/> Parent Education Specialist    |
| <input type="checkbox"/> Family Development Manager                | <input type="checkbox"/> Parent Involvement Specialist  |

Parent Involvement/Social Services Coord.  
 Parent Involvement/Social Serv. Specialist  
 Payroll/Personnel Clerk  
 Program Aide/Assistant  
 Program Area Coordinator  
 Program Area Manager  
 Program Counselor  
 Program Enrichment Specialist  
 Receptionist  
 Referral Specialist  
 Secretary  
 Senior Bus Driver  
 Social Services Assistant  
 Social Services Coordinator  
 Social Services Manager  
 Social Services Supervisor  
 Social Worker  
 Special Services Coordinator  
 Special Services Manager  
 Strategic Planner

Teacher 1: Associates degree in ECE  
 Teacher 2: Baccalaureate degree in ECE  
 Teacher 3: Advanced degree in ECE  
 Teacher 4: Associates degree in related field  
 Teacher 5: Baccalaureate in related field  
 Teacher 6: Advanced degree in related field  
 Teacher 7: CDA credential  
 Teacher 8: State awarded certificate (CDA+)  
 Teacher 9: Degree in related field, with experience, and a state awarded certificate  
 Teacher 10 (not meeting any of the above 9 positions)  
 Teacher Aide  
 Technical Specialist  
 Training Facilitator  
 Transition Specialist  
 Transportation Director  
 Transportation Supervisor  
 Volunteerism Coordinator  
 Volunteerism Manager

**Fax these pages to Teresa Wickstrom at 909-790-0670** or mail them to Center for Community Futures, P.O. Box 5309, Berkeley, CA 94705.

If you have questions, e-mail Teresa at [teresa@cencomfut.com](mailto:teresa@cencomfut.com)

**Mailing Address: PO Box 5309 • Berkeley, CA 94705**  
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