



CAO Salary and Compensation, 2016 Survey Summary Report of Results

Introduction

Each year, ICMA conducts a survey of member chief administrative officers (CAOs) to collect information on the salary and compensation of public managers across the United States. Launched in November 2016, the CAO Salary and Compensation 2016 Survey was completed by 1,034 member CAOs for a response rate of 32.8%.

The survey was administered electronically, via an email invitation containing a hyperlink to the online questionnaire. Of the 1,034 respondents, 88.3% represented cities or city-type governments, 10.4% represented county governments, and 3.8% represented councils of government or special districts. The respondents represent 47 of the 50 states (no responses were received from Hawaii, Mississippi, or Vermont).

Topics covered in this survey include base annual salary, additional compensation, health insurance and other benefits, and compensation decision making and transparency. ICMA is pleased to provide the results of this survey as an exclusive member benefit.

Survey Highlights

The key findings of ICMA's CAO Salary and Compensation 2016 Survey are as follows.

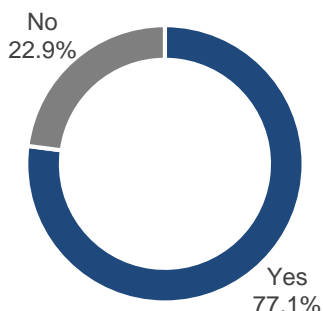
Base Salary

Among all survey respondents, the median annual base salary in 2016 was \$129,062. Among city CAOs, the median base salary was \$126,699, an increase of 1.4% over the 2015 city median. Among county CAOs, the median base salary was \$145,279, an increase of 3.8% over the 2015 county median.

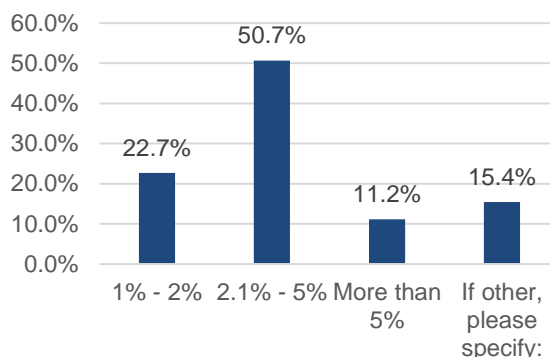
| Population Group | City CAO Median Salary | County CAO Median Salary |
|----------------------|------------------------|--------------------------|
| Total | \$126,699 | \$145,279 |
| Over 1 million | 283,500 | 320,284 |
| 500,000 to 1 million | 254,054 | 204,250 |
| 250,000 to 499,999 | 224,663 | 193,200 |
| 100,000 to 249,999 | 220,000 | 155,540 |
| 50,000 to 99,999 | 186,000 | 146,300 |
| 25,000 to 49,999 | 154,500 | 113,000 |
| 10,000 to 24,999 | 132,100 | 121,488 |
| 5,000 to 9,999 | 108,000 | 103,000 |
| 2,500 to 4,999 | 93,000 | 159,000 |
| Under 2,500 | 76,300 | - |

More than three-fourths (77.1%) of survey respondents reported that they received a salary increase in 2015. Increases between 2.1% and 5.0% accounted for more than half (50.7%) of reported base pay increases in 2015.

Did you receive an increase to your base salary in 2015?



Please select the answer that best represents the change in your base salary in 2015



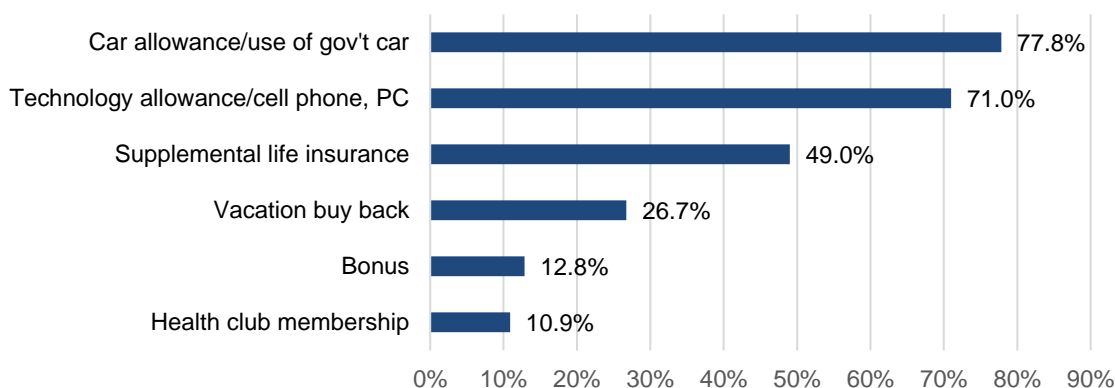
A small majority (50.3%) of respondents reported that their base salary is not publicly accessible on the local government's website. Jurisdictions with larger populations were generally more likely to make CAO base salary publicly accessible online.

Appendix A and Appendix B list the average, median, minimum, and maximum salaries for cities and counties, respectively, by population group within each state.

Additional Compensation

The median amount of additional compensation above base salary reported by survey respondents in 2016 (for calendar year 2015) was \$2,000. The median among city CAOs was \$2,115, while the median among county CAOs was \$1,250. The most commonly reported sources of additional compensation were car allowances and phone or technology allowances.

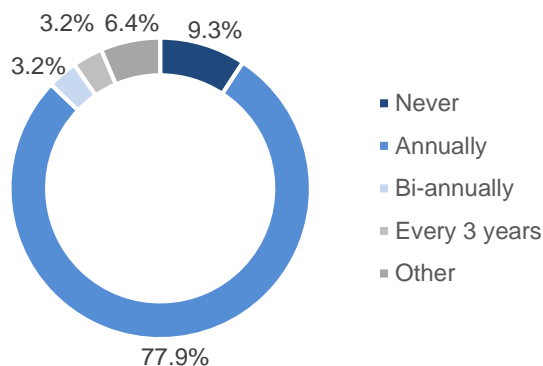
Did you receive any of the following additional compensation beyond base salary?



Salary and Performance Review

Survey responses reveal that annual salary reviews are far more common than biannual or triannual reviews. More than three-fourths (77.9%) of responding CAOs receive annual salary reviews compared to less than 5.0% each reporting biannual or triannual salary reviews.

How often do you receive a salary review?

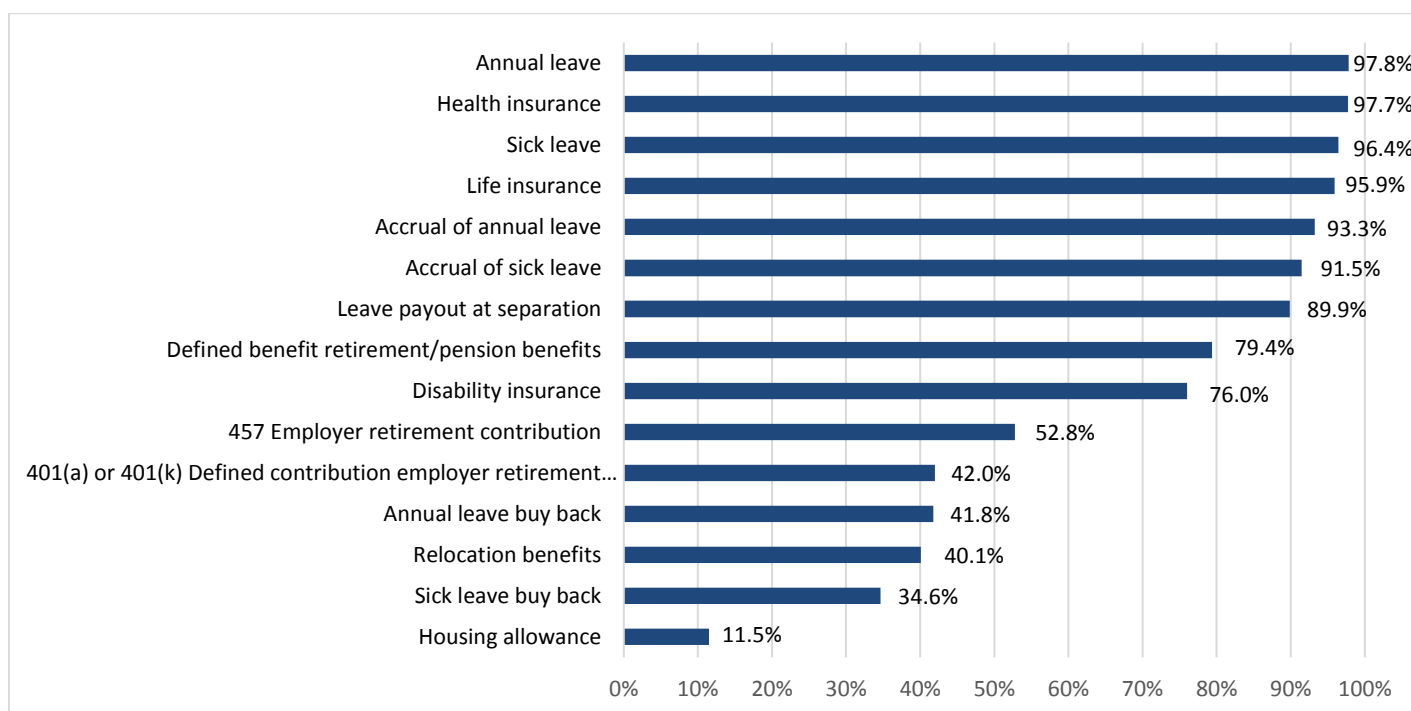


A large majority (84.9%) of responding CAOs reported that they receive an annual performance evaluation. A smaller majority (65.6%) reported that changes to their compensation are linked to the results of their performance evaluation.

Benefits

With regard to employee benefits, paid leave and health insurance were the most commonly received by responding CAOs. Almost four in five (79.4%) CAOs reported receiving a defined benefit pension/retirement plan, while just over half (52.8%) reported receiving a defined contribution toward a 457 plan, and less than half (42.0%) reported receiving a defined contribution toward a 401(a) or 401(k) plan.

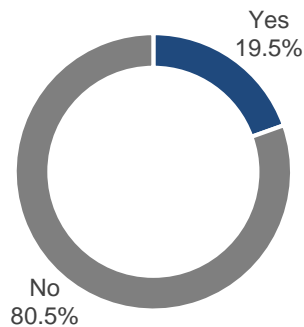
Please identify which benefits you receive.



Compensation Decision Making and Transparency

Among responding CAOs, 95.7% reported that all decisions regarding their compensation package are made by the entire governing body. Two-thirds of respondents (66.4%) reported that the total value of their compensation package has been calculated and presented to the governing body. Less than one in five respondents (19.5%) reported that their employment agreement or contract is posted on the local government website.

Is your employment agreement or contract posted on the local government website?



For More Information

The results of ICMA CAO Salary and Compensation surveys are available as a benefit of ICMA membership. For more information on this survey, or survey results from previous years, please visit www.icma.org or e-mail surveyresearch@icma.org.

About ICMA

ICMA, the International City/County Management Association, advances professional local government worldwide. Our mission is to advance professional local government through leadership, management, innovation, and ethics. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to more than 10,500 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

Appendix A: City CAO Base Salaries by State and Population, 2016

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|-------------|--------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Alabama | Total | 4 | \$173,925 | \$168,850 | \$163,000 | \$195,000 |
| | 50,000 to 99,999 | 1 | \$195,000 | \$195,000 | \$195,000 | \$195,000 |
| | 25,000 to 49,999 | 2 | \$164,500 | \$164,500 | \$163,000 | \$166,000 |
| | 10,000 to 24,999 | 1 | \$171,700 | \$171,700 | \$171,700 | \$171,700 |
| Alaska | Total | 5 | \$119,000 | \$120,000 | \$108,000 | \$130,000 |
| | 5,000 to 9,999 | 1 | \$108,000 | \$108,000 | \$108,000 | \$108,000 |
| | 2,500 to 4,999 | 3 | \$122,333 | \$121,000 | \$116,000 | \$130,000 |
| | Under 2,500 | 1 | \$120,000 | \$120,000 | \$120,000 | \$120,000 |
| Arizona | Total | 18 | \$160,827 | \$146,500 | \$90,000 | \$315,000 |
| | Over 1,000,000 | 1 | \$315,000 | \$315,000 | \$315,000 | \$315,000 |
| | 100,000 to 249,999 | 2 | \$231,500 | \$231,500 | \$215,000 | \$248,000 |
| | 50,000 to 99,999 | 1 | \$167,500 | \$167,500 | \$167,500 | \$167,500 |
| | 25,000 to 49,999 | 5 | \$160,263 | \$155,724 | \$127,500 | \$195,000 |
| | 10,000 to 24,999 | 3 | \$155,296 | \$143,000 | \$134,000 | \$188,888 |
| | 5,000 to 9,999 | 4 | \$125,547 | \$122,500 | \$118,461 | \$138,726 |
| | 2,500 to 4,999 | 2 | \$90,000 | \$90,000 | \$90,000 | \$90,000 |
| Arkansas | Total | 3 | \$112,750 | \$119,600 | \$88,650 | \$130,000 |
| | 50,000 to 99,999 | 1 | \$130,000 | \$130,000 | \$130,000 | \$130,000 |
| | 10,000 to 24,999 | 2 | \$104,125 | \$104,125 | \$88,650 | \$119,600 |
| California | Total | 67 | \$206,626 | \$217,904 | \$80,000 | \$303,000 |
| | 250,000 to 499,999 | 2 | \$261,000 | \$261,000 | \$219,000 | \$303,000 |
| | 100,000 to 249,999 | 12 | \$252,393 | \$249,237 | \$212,000 | \$292,777 |
| | 50,000 to 99,999 | 16 | \$229,506 | \$233,000 | \$196,636 | \$275,000 |
| | 25,000 to 49,999 | 14 | \$214,880 | \$221,750 | \$167,000 | \$234,645 |
| | 10,000 to 24,999 | 13 | \$175,091 | \$169,600 | \$117,000 | \$232,155 |
| | 5,000 to 9,999 | 4 | \$149,964 | \$157,000 | \$109,854 | \$176,000 |
| | 2,500 to 4,999 | 3 | \$129,266 | \$103,437 | \$93,500 | \$190,860 |
| | Under 2,500 | 3 | \$116,333 | \$80,000 | \$80,000 | \$189,000 |
| Colorado | Total | 35 | \$137,905 | \$142,000 | \$65,000 | \$248,000 |
| | 250,000 to 499,999 | 1 | \$201,192 | \$201,192 | \$201,192 | \$201,192 |
| | 100,000 to 249,999 | 2 | \$233,681 | \$233,681 | \$219,361 | \$248,000 |
| | 25,000 to 49,999 | 5 | \$161,176 | \$166,325 | \$136,553 | \$175,100 |
| | 10,000 to 24,999 | 7 | \$151,582 | \$156,000 | \$113,000 | \$178,000 |
| | 5,000 to 9,999 | 9 | \$128,689 | \$119,000 | \$88,000 | \$197,487 |
| | 2,500 to 4,999 | 3 | \$135,467 | \$150,800 | \$102,600 | \$153,000 |
| | Under 2,500 | 8 | \$90,821 | \$80,546 | \$65,000 | \$142,000 |
| Connecticut | Total | 11 | \$143,553 | \$142,000 | \$114,842 | \$169,500 |
| | 25,000 to 49,999 | 5 | \$142,200 | \$137,000 | \$120,000 | \$169,500 |
| | 10,000 to 24,999 | 5 | \$150,648 | \$157,000 | \$129,062 | \$164,480 |
| | 2,500 to 4,999 | 1 | \$114,842 | \$114,842 | \$114,842 | \$114,842 |
| Delaware | Total | 5 | \$110,293 | \$115,763 | \$64,000 | \$148,000 |
| | 25,000 to 49,999 | 2 | \$138,852 | \$138,852 | \$129,704 | \$148,000 |
| | 5,000 to 9,999 | 1 | \$115,763 | \$115,763 | \$115,763 | \$115,763 |
| | Under 2,500 | 2 | \$79,000 | \$79,000 | \$64,000 | \$94,000 |

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|----------------|----------------------|------------------|--------------------|------------------|-----------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Florida | Total | 54 | \$151,126 | \$147,000 | \$59,000 | \$302,000 |
| | 500,000 to 1,000,000 | 1 | \$178,000 | \$178,000 | \$178,000 | \$178,000 |
| | 250,000 to 499,999 | 1 | \$224,663 | \$224,663 | \$224,663 | \$224,663 |
| | 100,000 to 249,999 | 2 | \$222,254 | \$222,254 | \$196,757 | \$247,751 |
| | 50,000 to 99,999 | 6 | \$190,883 | \$164,435 | \$151,778 | \$302,000 |
| | 25,000 to 49,999 | 5 | \$203,010 | \$200,000 | \$157,531 | \$252,000 |
| | 10,000 to 24,999 | 18 | \$149,343 | \$146,000 | \$98,085 | \$203,143 |
| | 5,000 to 9,999 | 13 | \$129,915 | \$120,000 | \$70,000 | \$198,900 |
| | 2,500 to 4,999 | 5 | \$96,845 | \$100,231 | \$81,994 | \$107,000 |
| Under 2,500 | 3 | \$97,333 | \$103,000 | \$59,000 | \$130,000 | |
| Georgia | Total | 27 | \$138,848 | \$138,250 | \$65,539 | \$238,000 |
| | 100,000 to 249,999 | 3 | \$183,808 | \$172,000 | \$141,423 | \$238,000 |
| | 50,000 to 99,999 | 2 | \$186,000 | \$186,000 | \$177,000 | \$195,000 |
| | 25,000 to 49,999 | 5 | \$155,226 | \$155,130 | \$126,000 | \$180,000 |
| | 10,000 to 24,999 | 9 | \$136,529 | \$132,625 | \$118,586 | \$170,000 |
| | 5,000 to 9,999 | 3 | \$129,073 | \$132,220 | \$110,000 | \$145,000 |
| | 2,500 to 4,999 | 3 | \$91,167 | \$95,000 | \$78,500 | \$100,000 |
| | Under 2,500 | 2 | \$78,770 | \$78,770 | \$65,539 | \$92,000 |
| Idaho | Total | 5 | \$111,808 | \$103,000 | \$94,050 | \$130,345 |
| | 25,000 to 49,999 | 1 | \$130,100 | \$130,100 | \$130,100 | \$130,100 |
| | 10,000 to 24,999 | 1 | \$103,000 | \$103,000 | \$103,000 | \$103,000 |
| | 5,000 to 9,999 | 2 | \$97,798 | \$97,798 | \$94,050 | \$101,546 |
| | Under 2,500 | 1 | \$130,345 | \$130,345 | \$130,345 | \$130,345 |
| Illinois | Total | 62 | \$144,609 | \$150,000 | \$70,543 | \$228,500 |
| | 100,000 to 249,999 | 1 | \$188,700 | \$188,700 | \$188,700 | \$188,700 |
| | 50,000 to 99,999 | 6 | \$192,381 | \$189,405 | \$159,650 | \$225,642 |
| | 25,000 to 49,999 | 11 | \$178,700 | \$175,000 | \$165,000 | \$215,775 |
| | 10,000 to 24,999 | 21 | \$142,567 | \$147,864 | \$70,543 | \$228,500 |
| | 5,000 to 9,999 | 16 | \$124,100 | \$111,000 | \$81,151 | \$196,650 |
| | 2,500 to 4,999 | 6 | \$108,806 | \$107,791 | \$81,300 | \$138,983 |
| Under 2,500 | 1 | \$72,500 | \$72,500 | \$72,500 | \$72,500 | |
| Indiana | Total | 5 | \$95,589 | \$95,000 | \$72,945 | \$109,000 |
| | 25,000 to 49,999 | 1 | \$95,000 | \$95,000 | \$95,000 | \$95,000 |
| | 10,000 to 24,999 | 3 | \$103,333 | \$108,000 | \$93,000 | \$109,000 |
| | 2,500 to 4,999 | 1 | \$72,945 | \$72,945 | \$72,945 | \$72,945 |
| Iowa | Total | 33 | \$120,558 | \$107,000 | \$60,000 | \$218,406 |
| | 50,000 to 99,999 | 4 | \$184,490 | \$179,000 | \$161,555 | \$218,406 |
| | 25,000 to 49,999 | 3 | \$151,126 | \$147,500 | \$144,600 | \$161,277 |
| | 10,000 to 24,999 | 7 | \$141,559 | \$150,000 | \$93,000 | \$197,430 |
| | 5,000 to 9,999 | 10 | \$104,212 | \$106,000 | \$60,000 | \$125,000 |
| | 2,500 to 4,999 | 7 | \$84,151 | \$80,000 | \$70,000 | \$96,500 |
| | Under 2,500 | 2 | \$82,500 | \$82,500 | \$80,000 | \$85,000 |
| Kansas | Total | 27 | \$117,118 | \$105,000 | \$60,000 | \$219,300 |
| | 100,000 to 249,999 | 4 | \$194,500 | \$191,850 | \$175,000 | \$219,300 |
| | 50,000 to 99,999 | 1 | \$145,935 | \$145,935 | \$145,935 | \$145,935 |
| | 25,000 to 49,999 | 2 | \$139,727 | \$139,727 | \$130,746 | \$148,707 |
| | 10,000 to 24,999 | 4 | \$127,636 | \$126,300 | \$110,552 | \$147,393 |
| 5,000 to 9,999 | 4 | \$105,250 | \$102,500 | \$94,000 | \$122,000 | |

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|---------------|--------------------|------------------|--------------------|------------------|-----------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Kansas, cont. | 2,500 to 4,999 | 9 | \$91,950 | \$93,700 | \$65,000 | \$120,000 |
| | Under 2,500 | 3 | \$66,571 | \$60,000 | \$60,000 | \$79,712 |
| Kentucky | Total | 3 | \$92,720 | \$93,661 | \$80,500 | \$104,000 |
| | 25,000 to 49,999 | 1 | \$93,661 | \$93,661 | \$93,661 | \$93,661 |
| | 5,000 to 9,999 | 2 | \$92,250 | \$92,250 | \$80,500 | \$104,000 |
| Maine | Total | 13 | \$100,932 | \$87,735 | \$63,985 | \$166,400 |
| | 50,000 to 99,999 | 1 | \$166,400 | \$166,400 | \$166,400 | \$166,400 |
| | 25,000 to 49,999 | 1 | \$130,000 | \$130,000 | \$130,000 | \$130,000 |
| | 10,000 to 24,999 | 2 | \$119,841 | \$119,841 | \$119,681 | \$120,000 |
| | 5,000 to 9,999 | 4 | \$97,242 | \$93,868 | \$83,232 | \$118,000 |
| | 2,500 to 4,999 | 4 | \$80,769 | \$80,786 | \$75,000 | \$86,505 |
| | Under 2,500 | 1 | \$63,985 | \$63,985 | \$63,985 | \$63,985 |
| Maryland | Total | 10 | \$132,676 | \$126,750 | \$84,856 | \$181,350 |
| | 50,000 to 99,999 | 1 | \$181,350 | \$181,350 | \$181,350 | \$181,350 |
| | 25,000 to 49,999 | 1 | \$149,000 | \$149,000 | \$149,000 | \$149,000 |
| | 10,000 to 24,999 | 5 | \$140,580 | \$135,000 | \$105,000 | \$180,400 |
| | 2,500 to 4,999 | 2 | \$89,428 | \$89,428 | \$84,856 | \$94,000 |
| | Under 2,500 | 1 | \$114,655 | \$114,655 | \$114,655 | \$114,655 |
| Massachusetts | Total | 38 | \$148,384 | \$144,400 | \$85,000 | \$200,000 |
| | 25,000 to 49,999 | 7 | \$166,891 | \$152,124 | \$142,800 | \$200,000 |
| | 10,000 to 24,999 | 21 | \$152,639 | \$156,895 | \$103,020 | \$198,632 |
| | 5,000 to 9,999 | 7 | \$129,420 | \$129,498 | \$85,000 | \$177,000 |
| | 2,500 to 4,999 | 2 | \$113,500 | \$113,500 | \$112,000 | \$115,000 |
| | Under 2,500 | 1 | \$132,000 | \$132,000 | \$132,000 | \$132,000 |
| Michigan | Total | 52 | \$98,905 | \$95,041 | \$52,000 | \$215,000 |
| | 100,000 to 249,999 | 2 | \$184,359 | \$184,359 | \$153,717 | \$215,000 |
| | 50,000 to 99,999 | 2 | \$134,848 | \$134,848 | \$131,325 | \$138,370 |
| | 25,000 to 49,999 | 6 | \$115,348 | \$118,938 | \$100,000 | \$125,213 |
| | 10,000 to 24,999 | 12 | \$105,472 | \$106,895 | \$92,700 | \$120,328 |
| | 5,000 to 9,999 | 10 | \$102,911 | \$98,625 | \$70,000 | \$134,500 |
| | 2,500 to 4,999 | 12 | \$82,286 | \$81,000 | \$61,000 | \$101,100 |
| | Under 2,500 | 8 | \$64,219 | \$62,500 | \$52,000 | \$80,000 |
| Minnesota | Total | 33 | \$112,385 | \$116,563 | \$49,000 | \$148,500 |
| | 50,000 to 99,999 | 1 | \$148,500 | \$148,500 | \$148,500 | \$148,500 |
| | 25,000 to 49,999 | 4 | \$142,153 | \$142,338 | \$137,738 | \$146,200 |
| | 10,000 to 24,999 | 10 | \$129,012 | \$127,392 | \$107,474 | \$146,800 |
| | 5,000 to 9,999 | 6 | \$110,123 | \$110,683 | \$91,445 | \$131,610 |
| | 2,500 to 4,999 | 5 | \$103,658 | \$103,000 | \$81,000 | \$134,004 |
| | Under 2,500 | 7 | \$74,635 | \$83,000 | \$49,000 | \$95,053 |
| Missouri | Total | 29 | \$117,009 | \$120,000 | \$57,500 | \$205,000 |
| | 100,000 to 249,999 | 1 | \$205,000 | \$205,000 | \$205,000 | \$205,000 |
| | 50,000 to 99,999 | 1 | \$141,000 | \$141,000 | \$141,000 | \$141,000 |
| | 25,000 to 49,999 | 6 | \$141,305 | \$142,175 | \$125,000 | \$158,197 |
| | 10,000 to 24,999 | 11 | \$111,337 | \$110,000 | \$86,195 | \$142,030 |
| | 5,000 to 9,999 | 4 | \$127,328 | \$126,461 | \$85,000 | \$171,388 |
| | 2,500 to 4,999 | 5 | \$81,582 | \$62,500 | \$57,886 | \$122,522 |
| Under 2,500 | 1 | \$57,500 | \$57,500 | \$57,500 | \$57,500 | |

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|----------------|----------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Montana | Total | 5 | \$114,571 | \$125,630 | \$63,000 | \$155,000 |
| | 100,000 to 249,999 | 1 | \$155,000 | \$155,000 | \$155,000 | \$155,000 |
| | 50,000 to 99,999 | 1 | \$125,630 | \$125,630 | \$125,630 | \$125,630 |
| | 5,000 to 9,999 | 2 | \$114,612 | \$114,612 | \$98,850 | \$130,374 |
| | 2,500 to 4,999 | 1 | \$63,000 | \$63,000 | \$63,000 | \$63,000 |
| Nebraska | Total | 8 | \$111,993 | \$100,968 | \$55,000 | \$194,334 |
| | 25,000 to 49,999 | 1 | \$194,334 | \$194,334 | \$194,334 | \$194,334 |
| | 10,000 to 24,999 | 2 | \$115,976 | \$115,976 | \$88,000 | \$143,952 |
| | 5,000 to 9,999 | 2 | \$106,362 | \$106,362 | \$92,878 | \$119,845 |
| | 2,500 to 4,999 | 2 | \$100,968 | \$100,968 | \$96,183 | \$105,752 |
| | Under 2,500 | 1 | \$55,000 | \$55,000 | \$55,000 | \$55,000 |
| Nevada | Total | 2 | \$222,750 | \$182,000 | \$182,000 | \$263,500 |
| | 500,000 to 1,000,000 | 1 | \$263,500 | \$263,500 | \$263,500 | \$263,500 |
| | 100,000 to 249,999 | 1 | \$182,000 | \$91,000 | \$182,000 | \$182,000 |
| New Hampshire | Total | 9 | \$91,599 | \$97,617 | \$63,500 | \$125,000 |
| | 25,000 to 49,999 | 1 | \$114,500 | \$114,500 | \$114,500 | \$114,500 |
| | 10,000 to 24,999 | 1 | \$125,000 | \$125,000 | \$125,000 | \$125,000 |
| | 5,000 to 9,999 | 3 | \$92,145 | \$97,617 | \$81,000 | \$97,818 |
| | 2,500 to 4,999 | 2 | \$73,000 | \$73,000 | \$68,000 | \$78,000 |
| | Under 2,500 | 2 | \$81,229 | \$81,229 | \$63,500 | \$98,957 |
| New Jersey | Total | 5 | \$137,454 | \$135,000 | \$112,000 | \$162,000 |
| | 25,000 to 49,999 | 1 | \$126,501 | \$126,501 | \$126,501 | \$126,501 |
| | 10,000 to 24,999 | 2 | \$156,884 | \$156,884 | \$151,768 | \$162,000 |
| | 2,500 to 4,999 | 2 | \$123,500 | \$123,500 | \$112,000 | \$135,000 |
| New Mexico | Total | 5 | \$135,401 | \$120,000 | \$103,247 | \$182,000 |
| | 25,000 to 49,999 | 3 | \$154,920 | \$162,760 | \$120,000 | \$182,000 |
| | 10,000 to 24,999 | 2 | \$106,124 | \$106,124 | \$103,247 | \$109,000 |
| New York | Total | 8 | \$155,369 | \$161,600 | \$91,035 | \$212,048 |
| | 50,000 to 99,999 | 1 | \$212,048 | \$212,048 | \$212,048 | \$212,048 |
| | 25,000 to 49,999 | 1 | \$107,000 | \$107,000 | \$107,000 | \$107,000 |
| | 10,000 to 24,999 | 1 | \$208,050 | \$208,050 | \$208,050 | \$208,050 |
| | 5,000 to 9,999 | 4 | \$138,095 | \$102,000 | \$91,035 | \$197,744 |
| | 2,500 to 4,999 | 1 | \$163,472 | \$163,472 | \$163,472 | \$163,472 |
| North Carolina | Total | 40 | \$110,626 | \$97,796 | \$45,000 | \$239,526 |
| | 250,000 to 499,999 | 1 | \$239,526 | \$239,526 | \$239,526 | \$239,526 |
| | 100,000 to 249,999 | 1 | \$220,000 | \$220,000 | \$220,000 | \$220,000 |
| | 50,000 to 99,999 | 2 | \$193,072 | \$193,072 | \$189,000 | \$197,144 |
| | 25,000 to 49,999 | 1 | \$145,000 | \$145,000 | \$145,000 | \$145,000 |
| | 10,000 to 24,999 | 8 | \$135,525 | \$140,795 | \$87,600 | \$177,960 |
| | 5,000 to 9,999 | 8 | \$102,575 | \$97,796 | \$71,757 | \$144,000 |
| | 2,500 to 4,999 | 7 | \$84,845 | \$78,592 | \$57,000 | \$137,017 |
| | Under 2,500 | 12 | \$77,970 | \$72,300 | \$45,000 | \$136,887 |
| North Dakota | Total | 1 | \$142,000 | \$142,000 | \$142,000 | \$142,000 |
| | 10,000 to 24,999 | 1 | \$142,000 | \$142,000 | \$142,000 | \$142,000 |
| Ohio | Total | 39 | \$112,284 | \$110,344 | \$65,000 | \$176,000 |
| | 50,000 to 99,999 | 3 | \$139,760 | \$140,780 | \$102,500 | \$176,000 |
| | 25,000 to 49,999 | 7 | \$116,035 | \$107,000 | \$67,295 | \$150,000 |
| | 10,000 to 24,999 | 10 | \$118,247 | \$119,751 | \$90,000 | \$127,345 |

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|----------------|----------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Ohio, cont. | 5,000 to 9,999 | 10 | \$112,546 | \$103,511 | \$94,562 | \$160,000 |
| | 2,500 to 4,999 | 6 | \$95,722 | \$98,100 | \$71,774 | \$127,000 |
| | Under 2,500 | 3 | \$89,673 | \$69,320 | \$65,000 | \$134,700 |
| Oklahoma | Total | 17 | \$122,758 | \$123,000 | \$60,000 | \$244,608 |
| | 500,000 to 1,000,000 | 1 | \$244,608 | \$244,608 | \$244,608 | \$244,608 |
| | 50,000 to 99,999 | 1 | \$165,400 | \$165,400 | \$165,400 | \$165,400 |
| | 25,000 to 49,999 | 3 | \$131,895 | \$131,000 | \$123,000 | \$141,685 |
| | 10,000 to 24,999 | 3 | \$128,333 | \$129,000 | \$126,000 | \$130,000 |
| | 5,000 to 9,999 | 4 | \$112,903 | \$111,930 | \$103,000 | \$124,752 |
| | 2,500 to 4,999 | 4 | \$93,646 | \$102,291 | \$60,000 | \$110,000 |
| | Under 2,500 | 1 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |
| Oregon | Total | 22 | \$122,351 | \$121,978 | \$62,400 | \$210,000 |
| | 100,000 to 249,999 | 1 | \$210,000 | \$210,000 | \$210,000 | \$210,000 |
| | 50,000 to 99,999 | 1 | \$137,806 | \$137,806 | \$137,806 | \$137,806 |
| | 25,000 to 49,999 | 2 | \$167,434 | \$167,434 | \$167,000 | \$167,867 |
| | 10,000 to 24,999 | 5 | \$131,620 | \$131,000 | \$117,000 | \$141,000 |
| | 5,000 to 9,999 | 7 | \$120,962 | \$117,926 | \$106,650 | \$137,950 |
| | 2,500 to 4,999 | 3 | \$99,284 | \$91,296 | \$85,000 | \$121,555 |
| | Under 2,500 | 3 | \$68,787 | \$65,000 | \$62,400 | \$78,961 |
| Pennsylvania | Total | 37 | \$115,731 | \$109,484 | \$57,500 | \$182,255 |
| | 50,000 to 99,999 | 1 | \$182,255 | \$182,255 | \$182,255 | \$182,255 |
| | 25,000 to 49,999 | 8 | \$134,478 | \$135,000 | \$108,000 | \$148,000 |
| | 10,000 to 24,999 | 16 | \$122,789 | \$115,754 | \$92,500 | \$169,750 |
| | 5,000 to 9,999 | 10 | \$87,323 | \$87,210 | \$57,500 | \$105,500 |
| | 2,500 to 4,999 | 2 | \$102,431 | \$102,431 | \$100,800 | \$104,062 |
| Rhode Island | Total | 5 | \$129,799 | \$125,600 | \$111,500 | \$165,000 |
| | 25,000 to 49,999 | 2 | \$142,500 | \$142,500 | \$120,000 | \$165,000 |
| | 10,000 to 24,999 | 2 | \$126,248 | \$126,248 | \$125,600 | \$126,896 |
| | 5,000 to 9,999 | 1 | \$111,500 | \$111,500 | \$111,500 | \$111,500 |
| South Carolina | Total | 15 | \$122,148 | \$127,500 | \$60,000 | \$177,975 |
| | 25,000 to 49,999 | 3 | \$160,992 | \$175,000 | \$130,000 | \$177,975 |
| | 10,000 to 24,999 | 3 | \$134,747 | \$135,240 | \$115,000 | \$154,000 |
| | 5,000 to 9,999 | 6 | \$104,850 | \$104,250 | \$88,000 | \$129,800 |
| | 2,500 to 4,999 | 3 | \$105,299 | \$127,500 | \$60,000 | \$128,398 |
| South Dakota | Total | 4 | \$104,125 | \$106,910 | \$80,175 | \$122,504 |
| | 10,000 to 24,999 | 2 | \$117,662 | \$117,662 | \$112,819 | \$122,504 |
| | 5,000 to 9,999 | 1 | \$101,000 | \$101,000 | \$101,000 | \$101,000 |
| | Under 2,500 | 1 | \$80,175 | \$80,175 | \$80,175 | \$80,175 |
| Tennessee | Total | 7 | \$126,121 | \$130,500 | \$72,000 | \$170,456 |
| | 25,000 to 49,999 | 1 | \$170,456 | \$170,456 | \$170,456 | \$170,456 |
| | 10,000 to 24,999 | 4 | \$122,431 | \$122,750 | \$110,000 | \$134,222 |
| | 5,000 to 9,999 | 2 | \$111,334 | \$111,334 | \$72,000 | \$150,668 |
| Texas | Total | 57 | \$168,192 | \$159,500 | \$79,500 | \$315,000 |
| | Over 1,000,000 | 1 | \$252,000 | \$252,000 | \$252,000 | \$252,000 |
| | 500,000 to 1,000,000 | 1 | \$315,000 | \$315,000 | \$315,000 | \$315,000 |
| | 250,000 to 499,999 | 2 | \$249,000 | \$249,000 | \$220,000 | \$278,000 |
| | 100,000 to 249,999 | 3 | \$246,661 | \$238,000 | \$225,000 | \$276,983 |
| | 50,000 to 99,999 | 5 | \$230,011 | \$223,510 | \$186,000 | \$292,500 |

| State | Population Group | Number Reporting | Annual Base Salary | | | |
|---------------|--------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Texas, cont. | 25,000 to 49,999 | 10 | \$187,276 | \$182,901 | \$154,289 | \$226,526 |
| | 10,000 to 24,999 | 17 | \$152,263 | \$150,800 | \$113,000 | \$210,000 |
| | 5,000 to 9,999 | 9 | \$130,372 | \$130,000 | \$100,000 | \$159,500 |
| | 2,500 to 4,999 | 7 | \$111,973 | \$108,222 | \$79,500 | \$179,837 |
| | Under 2,500 | 2 | \$106,750 | \$106,750 | \$92,000 | \$121,500 |
| Utah | Total | 11 | \$124,690 | \$127,500 | \$69,500 | \$160,000 |
| | 100,000 to 249,999 | 1 | \$148,491 | \$148,491 | \$148,491 | \$148,491 |
| | 50,000 to 99,999 | 1 | \$160,000 | \$160,000 | \$160,000 | \$160,000 |
| | 25,000 to 49,999 | 5 | \$124,121 | \$124,104 | \$110,000 | \$135,000 |
| | 10,000 to 24,999 | 1 | \$140,000 | \$140,000 | \$140,000 | \$140,000 |
| | 5,000 to 9,999 | 1 | \$158,000 | \$158,000 | \$158,000 | \$158,000 |
| | 2,500 to 4,999 | 1 | \$75,000 | \$75,000 | \$75,000 | \$75,000 |
| | Under 2,500 | 1 | \$69,500 | \$69,500 | \$69,500 | \$69,500 |
| Virginia | Total | 20 | \$146,561 | \$148,950 | \$40,000 | \$267,000 |
| | 100,000 to 249,999 | 1 | \$267,000 | \$267,000 | \$267,000 | \$267,000 |
| | 50,000 to 99,999 | 1 | \$210,000 | \$210,000 | \$210,000 | \$210,000 |
| | 25,000 to 49,999 | 4 | \$176,854 | \$184,428 | \$150,841 | \$187,720 |
| | 10,000 to 24,999 | 6 | \$150,373 | \$150,118 | \$122,000 | \$188,000 |
| | 5,000 to 9,999 | 5 | \$125,953 | \$140,000 | \$95,363 | \$150,000 |
| | 2,500 to 4,999 | 1 | \$78,795 | \$78,795 | \$78,795 | \$78,795 |
| | Under 2,500 | 2 | \$68,000 | \$68,000 | \$40,000 | \$96,000 |
| Washington | Total | 17 | \$151,361 | \$153,000 | \$98,000 | \$183,872 |
| | 50,000 to 99,999 | 4 | \$175,641 | \$173,066 | \$172,560 | \$183,872 |
| | 10,000 to 24,999 | 11 | \$148,416 | \$150,000 | \$115,500 | \$174,000 |
| | 5,000 to 9,999 | 1 | \$140,000 | \$140,000 | \$140,000 | \$140,000 |
| | Under 2,500 | 1 | \$98,000 | \$98,000 | \$98,000 | \$98,000 |
| West Virginia | Total | 1 | \$102,000 | \$102,000 | \$102,000 | \$102,000 |
| | 10,000 to 24,999 | 1 | \$102,000 | \$102,000 | \$102,000 | \$102,000 |
| Wisconsin | Total | 33 | \$100,885 | \$97,649 | \$65,000 | \$170,760 |
| | 50,000 to 99,999 | 1 | \$170,760 | \$170,760 | \$170,760 | \$170,760 |
| | 25,000 to 49,999 | 2 | \$142,500 | \$142,500 | \$135,000 | \$150,000 |
| | 10,000 to 24,999 | 10 | \$118,516 | \$120,446 | \$98,039 | \$131,060 |
| | 5,000 to 9,999 | 8 | \$87,810 | \$89,611 | \$65,000 | \$100,256 |
| | 2,500 to 4,999 | 6 | \$88,627 | \$84,357 | \$75,000 | \$108,400 |
| | Under 2,500 | 6 | \$75,672 | \$68,750 | \$65,000 | \$112,912 |
| Wyoming | Total | 2 | \$94,250 | \$94,250 | \$75,000 | \$113,500 |
| | 10,000 to 24,999 | 1 | \$113,500 | \$113,500 | \$113,500 | \$113,500 |
| | 2,500 to 4,999 | 1 | \$75,000 | \$75,000 | \$75,000 | \$75,000 |

Appendix B: County CAO Base Salaries by State and Population, 2016

| State | Population Group | Number reporting | Annual Base Salary | | | |
|------------|----------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Alabama | Total | 2 | \$177,500 | \$177,500 | \$116,000 | \$239,000 |
| | 500,000 to 1,000,000 | 1 | \$239,000 | \$239,000 | \$239,000 | \$239,000 |
| | 25,000 to 49,999 | 1 | \$116,000 | \$116,000 | \$116,000 | \$116,000 |
| Alaska | Total | 1 | \$159,000 | \$159,000 | \$159,000 | \$159,000 |
| | 2,500 to 4,999 | 1 | \$159,000 | \$159,000 | \$159,000 | \$159,000 |
| Arizona | Total | 2 | \$159,540 | \$159,540 | \$151,080 | \$168,000 |
| | 100,000 to 249,999 | 2 | \$159,540 | \$159,540 | \$151,080 | \$168,000 |
| California | Total | 4 | \$253,409 | \$256,804 | \$181,104 | \$318,926 |
| | Over 1,000,000 | 1 | \$318,926 | \$318,926 | \$318,926 | \$318,926 |
| | 250,000 to 499,999 | 1 | \$267,607 | \$267,607 | \$267,607 | \$267,607 |
| | 100,000 to 249,999 | 2 | \$213,552 | \$213,552 | \$181,104 | \$246,000 |
| Colorado | Total | 10 | \$158,199 | \$155,621 | \$112,414 | \$203,975 |
| | 500,000 to 1,000,000 | 1 | \$169,500 | \$169,500 | \$169,500 | \$169,500 |
| | 250,000 to 499,999 | 2 | \$186,915 | \$186,915 | \$169,855 | \$203,975 |
| | 50,000 to 99,999 | 2 | \$162,500 | \$162,500 | \$145,000 | \$180,000 |
| | 10,000 to 24,999 | 4 | \$143,414 | \$152,000 | \$112,414 | \$157,241 |
| | 5,000 to 9,999 | 1 | \$140,000 | \$140,000 | \$140,000 | \$140,000 |
| Florida | Total | 4 | \$156,920 | \$146,540 | \$124,600 | \$210,000 |
| | 100,000 to 249,999 | 1 | \$210,000 | \$210,000 | \$210,000 | \$210,000 |
| | 50,000 to 99,999 | 1 | \$167,150 | \$167,150 | \$167,150 | \$167,150 |
| | 25,000 to 49,999 | 2 | \$125,265 | \$125,265 | \$124,600 | \$125,930 |
| Georgia | Total | 10 | \$142,580 | \$146,800 | \$69,000 | \$260,000 |
| | 500,000 to 1,000,000 | 1 | \$260,000 | \$260,000 | \$260,000 | \$260,000 |
| | 100,000 to 249,999 | 3 | \$164,333 | \$160,000 | \$146,000 | \$187,000 |
| | 50,000 to 99,999 | 3 | \$142,057 | \$147,600 | \$115,000 | \$163,571 |
| | 25,000 to 49,999 | 1 | \$97,375 | \$97,375 | \$97,375 | \$97,375 |
| | 10,000 to 24,999 | 2 | \$74,625 | \$74,625 | \$69,000 | \$80,250 |
| Idaho | Total | 1 | \$155,400 | \$155,400 | \$155,400 | \$155,400 |
| | 10,000 to 24,999 | 1 | \$155,400 | \$155,400 | \$155,400 | \$155,400 |
| Illinois | Total | 3 | \$146,650 | \$140,000 | \$119,950 | \$180,000 |
| | 250,000 to 499,999 | 1 | \$180,000 | \$180,000 | \$180,000 | \$180,000 |
| | 100,000 to 249,999 | 2 | \$129,975 | \$129,975 | \$119,950 | \$140,000 |
| Kansas | Total | 3 | \$101,240 | \$100,971 | \$100,000 | \$102,748 |
| | 50,000 to 99,999 | 1 | \$100,971 | \$100,971 | \$100,971 | \$100,971 |
| | 25,000 to 49,999 | 2 | \$101,374 | \$101,374 | \$100,000 | \$102,748 |
| Louisiana | Total | 1 | \$180,834 | \$180,834 | \$180,834 | \$180,834 |
| | 100,000 to 249,999 | 1 | \$180,834 | \$180,834 | \$180,834 | \$180,834 |
| Maryland | Total | 2 | \$120,888 | \$120,888 | \$113,000 | \$128,775 |
| | 25,000 to 49,999 | 2 | \$120,888 | \$120,888 | \$113,000 | \$128,775 |
| Michigan | Total | 9 | \$120,190 | \$126,464 | \$77,500 | \$167,202 |
| | 500,000 to 1,000,000 | 1 | \$167,202 | \$167,202 | \$167,202 | \$167,202 |
| | 250,000 to 499,999 | 2 | \$148,010 | \$148,010 | \$138,269 | \$157,750 |
| | 100,000 to 249,999 | 1 | \$138,317 | \$138,317 | \$138,317 | \$138,317 |
| | 50,000 to 99,999 | 2 | \$111,086 | \$111,086 | \$95,707 | \$126,464 |
| | 25,000 to 49,999 | 2 | \$90,250 | \$90,250 | \$82,500 | \$98,000 |
| | 10,000 to 24,999 | 1 | \$77,500 | \$77,500 | \$77,500 | \$77,500 |

| State | Population Group | Number reporting | Annual Base Salary | | | |
|----------------|--------------------|------------------|--------------------|------------------|------------------|------------------|
| | | | Mean | Median | Minimum | Maximum |
| Minnesota | Total | 3 | \$116,079 | \$118,000 | \$111,488 | \$118,750 |
| | 25,000 to 49,999 | 2 | \$114,744 | \$114,744 | \$111,488 | \$118,000 |
| | 10,000 to 24,999 | 1 | \$118,750 | \$118,750 | \$118,750 | \$118,750 |
| Missouri | Total | 1 | \$108,200 | \$108,200 | \$108,200 | \$108,200 |
| | 100,000 to 249,999 | 1 | \$108,200 | \$108,200 | \$108,200 | \$108,200 |
| Nevada | Total | 1 | \$224,000 | \$224,000 | \$224,000 | \$224,000 |
| | 250,000 to 499,999 | 1 | \$224,000 | \$224,000 | \$224,000 | \$224,000 |
| New Hampshire | Total | 1 | \$104,000 | \$104,000 | \$104,000 | \$104,000 |
| | 100,000 to 249,999 | 1 | \$104,000 | \$104,000 | \$104,000 | \$104,000 |
| New Mexico | Total | 3 | \$184,283 | \$186,000 | \$176,300 | \$190,550 |
| | 50,000 to 99,999 | 2 | \$183,425 | \$183,425 | \$176,300 | \$190,550 |
| | 10,000 to 24,999 | 1 | \$186,000 | \$186,000 | \$186,000 | \$186,000 |
| New York | Total | 6 | \$124,919 | \$127,171 | \$100,000 | \$145,000 |
| | 100,000 to 249,999 | 1 | \$136,341 | \$136,341 | \$136,341 | \$136,341 |
| | 50,000 to 99,999 | 3 | \$134,333 | \$140,000 | \$118,000 | \$145,000 |
| | 25,000 to 49,999 | 2 | \$105,086 | \$105,086 | \$100,000 | \$110,171 |
| North Carolina | Total | 11 | \$157,479 | \$176,000 | \$99,000 | \$206,170 |
| | 250,000 to 499,999 | 2 | \$199,685 | \$199,685 | \$193,200 | \$206,170 |
| | 100,000 to 249,999 | 4 | \$173,113 | \$179,500 | \$133,000 | \$200,450 |
| | 50,000 to 99,999 | 3 | \$147,483 | \$149,000 | \$112,086 | \$181,362 |
| | 25,000 to 49,999 | 1 | \$99,000 | \$99,000 | \$99,000 | \$99,000 |
| | 5,000 to 9,999 | 1 | \$99,000 | \$99,000 | \$99,000 | \$99,000 |
| North Dakota | Total | 1 | \$128,750 | \$128,750 | \$128,750 | \$128,750 |
| | 10,000 to 24,999 | 1 | \$128,750 | \$128,750 | \$128,750 | \$128,750 |
| Ohio | Total | 1 | \$130,000 | \$130,000 | \$130,000 | \$130,000 |
| | 100,000 to 249,999 | 1 | \$130,000 | \$130,000 | \$130,000 | \$130,000 |
| Oregon | Total | 2 | \$186,255 | \$186,255 | \$182,510 | \$190,000 |
| | 250,000 to 499,999 | 2 | \$186,255 | \$186,255 | \$182,510 | \$190,000 |
| Pennsylvania | Total | 1 | \$99,600 | \$99,600 | \$99,600 | \$99,600 |
| | 100,000 to 249,999 | 1 | \$99,600 | \$99,600 | \$99,600 | \$99,600 |
| South Carolina | Total | 4 | \$194,750 | \$182,000 | \$145,000 | \$270,000 |
| | 250,000 to 499,999 | 2 | \$229,000 | \$229,000 | \$188,000 | \$270,000 |
| | 100,000 to 249,999 | 2 | \$160,500 | \$160,500 | \$145,000 | \$176,000 |
| Virginia | Total | 13 | \$180,560 | \$152,490 | \$103,000 | \$321,642 |
| | Over 1,000,000 | 1 | \$321,642 | \$321,642 | \$321,642 | \$321,642 |
| | 250,000 to 499,999 | 2 | \$247,824 | \$247,824 | \$243,647 | \$252,000 |
| | 100,000 to 249,999 | 1 | \$188,500 | \$188,500 | \$188,500 | \$188,500 |
| | 50,000 to 99,999 | 3 | \$188,575 | \$174,724 | \$145,000 | \$246,000 |
| | 25,000 to 49,999 | 4 | \$139,158 | \$142,779 | \$118,585 | \$152,490 |
| | 10,000 to 24,999 | 1 | \$116,135 | \$116,135 | \$116,135 | \$116,135 |
| | 5,000 to 9,999 | 1 | \$103,000 | \$103,000 | \$103,000 | \$103,000 |
| Wisconsin | Total | 7 | \$138,014 | \$132,668 | \$110,000 | \$182,956 |
| | 100,000 to 249,999 | 2 | \$157,812 | \$157,812 | \$132,668 | \$182,956 |
| | 50,000 to 99,999 | 2 | \$151,739 | \$151,739 | \$143,477 | \$160,000 |
| | 25,000 to 49,999 | 2 | \$116,000 | \$116,000 | \$110,000 | \$122,000 |
| | 10,000 to 24,999 | 1 | \$115,000 | \$115,000 | \$115,000 | \$115,000 |
| Wyoming | Total | 1 | \$124,225 | \$124,225 | \$124,225 | \$124,225 |
| | 10,000 to 24,999 | 1 | \$124,225 | \$124,225 | \$124,225 | \$124,225 |