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State of the Profession-Fringe Benefits, 2002

The *State of the Profession-Fringe Benefits* survey was conducted in the summer and fall 2002. 6,073 managers/CAO were surveyed, 2,730 responded (45.0%). Only the responses of individuals holding manager/CAO positions in municipalities and counties are included in the results.

For more information on the ICMA's *State of the Profession-Fringe Benefits* survey, please contact [Michele Frisby](#).

Following is the survey text with the aggregate results shown in bold next to each answer. Each answer represents the percentage reporting for that question, except where noted.

1. Please indicate on the following scale the level of support that you feel you receive from your council, board, or commission.

45.9	33.8	15.8	3.9	0.6
Highly supportive	2	Moderately supportive	4	Not supportive

2. Describe the relationship between you and your council, board, or commission during the past year.

26.2 Relationship improved	65.2 Relationship remained the same	8.6 Relationship worsened
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3. Please indicate on the following scale your opinion of the effectiveness of your council, board, or commission as a decision-making body. Consider the speed and ease with which the members reach consensus, how well they work together, and the degree to which political and personality conflicts interfere.

20.7	36.0	30.1	10.6	2.6
Highly effective	2	Moderately effective	4	Not effective

4. Please indicate on the following scale your level of job satisfaction. In answering, be sure to consider all of the rewards, difficulties, and frustrations you encounter.

23.1	44.3	25.6	5.9	1.1
Highly satisfied	2	Moderately satisfied	4	Not satisfied

5. During the past year, have you been:

10.6 fired	22.1 forced to resign	67.3 under pressure to resign
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 A. Please check all options that apply to the circumstances surrounding the dismissal or the pressure to resign.

17.0 Poor economic or fiscal conditions blamed on manager	6.0 Position abolished due to budget constraints
57.0 Personality conflicts with mayor or commissioner	2.0 Change in form of government
49.0 Political pressures	13.0 Other
52.0 Changes in elected body following election	

6. During the past year, have you *voluntarily* changed positions?

8.7 Yes	91.3 No
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 A. If *yes*, please indicate which of the following factors was *most* responsible for your change in position.

51.6 Career advancement	4.7 Move to larger organization	7.3 Family reasons
8.9 Salary increase	2.6 Move to smaller organization	3.1 Sought less arduous position
2.1 Better benefits (including retirement)	10.9 New experience	8.9 Other
0.0 Gain prestige	0.0 Change of climate (weather)	

7. How many years have you been in your current position? **7.2 Average**

8. How many total years have you been in the local government management profession? **18.5 Average**

9. How would you describe your occupational background prior to becoming a CAO/manager?

7.9 Dir. of planning	16.6 Assistant or Deputy Manager/CAO	2.1 Law enforcement
8.4 Dir. of finance	4.5 Admin Asst to CAO/Dept. Head	24.6 Other
4.0 Dir. of econ. development	6.1 Student	
5.1 Military officer	1.0 Academics/Educationa Professional	
4.8 Public works director	2.0 State or Federal Government	
8.7 Business exec/Private sector	0.8 Consultants	
1.4 Local govt. attorney	1.8 Human Resources	

10. On a scale of 1 to 5, with 1 (*very positive*) and 5 (*very negative*), how would you rate the effect of state and federal laws and regulations on your local government in the following areas?

	Very positive	2	Neutral	4	Very negative
a. Labor relations (e.g., unions, Fraternal Order of Police)	3.1	8.3	44.6	32.6	11.4
b. Personnel management (e.g., workers' compensation)	2.2	17.1	44.1	30.7	5.8
c. Financial management (e.g., tax rate caps, debt limits)	2.7	15.4	34.8	32.4	14.8
d. Planning and development (e.g., zoning, annexation)	2.9	22.5	38.7	28.8	7.1
e. Adoption/retention of council-manger form of government	10.9	22.8	59.6	5.6	1.8
f. Federal unfunded mandates	0.6	2.3	21.6	46.2	29.3
g. State referenda affecting local governments	0.9	3.8	41.6	35.5	18.7

11. In your opinion, which three of the following factors are the most important criteria used by citizens to evaluate the quality of life in their communities.

29.7 Overall economic vitality	29.6 Personal safety	7.5 Employment rates
33.6 Tax rates	5.6 Open space	13.8 Recreation activities
6.9 Access to local govt. services	27.4 Community's physical appearance and design	2.0 Environmental management
62.1 Quality of schools	5.3 Transportation	1.8 Waste collection
4.7 Response times (police and fire)	1.7 Cost of "for-fee" services	4.5 Downtown vitality
17.8 Crime rates	22.3 Property/housing values	7.6 Community growth/no growth policy
12.9 Community infrastructure		1.5 Other

12. Please rate the importance of the following issues to your jurisdiction in the coming year.

Issue	Very important		Somewhat important		Not Important
	1	2	3	4	5
a. Contracting/privatizing services	5.4	11.7	31.9	22.0	29.1
b. Aging/deteriorating infrastructure	22.6	32.9	26.5	11.3	6.7
c. Homeland Security	7.0	19.8	38.8	23.5	11.0
d. Drug prevention, enforcement, and related programs	11.7	32.4	38.4	13.8	3.7
e. Providing economic incentives to attract new business	26.2	33.4	21.7	11.6	7.1
f. Responding effectively to diversity issues	5.8	18.8	35.1	25.5	14.8
g. Providing a quality educational system	34.6	33.4	18.3	7.5	6.2
h. Making local government services available on line (e.g., e-government)	5.5	22.1	40.3	22.2	9.9
i. Hiring and retaining qualified public employees	21.0	40.5	29.2	7.4	1.9
j. Finding creative ways to generate new revenues	38.9	39.4	17.2	3.5	1.0
k. Public health services	4.2	15.3	39.1	24.8	16.6
l. Citizen initiatives	3.1	13.3	36.9	30.7	16.0
m. A static or declining tax base	19.4	25.0	22.5	18.0	15.1
n. Developing/managing effective youth and family services	3.4	18.5	40.4	26.6	11.1
o. Effective use/management of information technology	7.9	36.0	41.1	12.4	2.6
p. Providing health coverage for employees	25.3	40.3	23.9	7.8	2.7
q. Brownfields and/or vacant property redevelopment	6.9	17.1	25.7	27.9	22.3
r. Crime and violence	12.6	29.9	37.0	16.4	4.1
s. Performance measurement	4.8	19.3	40.4	26.3	9.2
t. Federal/state preemption of local tax sources (e.g., loss of revenue due to Internet tax moratorium or FCC cable ruling)	21.1	27.7	29.6	15.0	6.5
u. Citizen involvement in local government decision making	10.4	38.4	39.8	9.7	1.8
v. Changes in social/economic characteristics of your community's population (e.g., increase in school-age children or elderly)	7.1	24.8	39.9	21.2	6.9
w. Compliance with standards boards regulations (e.g., National Fire Protection Association regs.	5.7	21.1	42.1	24.2	6.8

Issue	Very important		Somewhat important		Not Important
	1	2	3	4	5
x. Air and/or water quality	14.4	33.4	33.6	15.2	3.3
y. Growth management	21.8	29.8	27.2	14.6	6.7
z. Energy issues	4.6	17.0	42.4	26.8	9.2
aa. Other	58.7	16.3	13.0	5.4	6.5

Employment Contracts/Agreements

13. Do you have an employment agreement or contract? **69.5** Yes **30.5** No
 A. If "yes," which of the following best describes your current employment contract?
80.4 Formal contract **14.7** Letter of agreement **3.8** Ordinance of council **0.6** Council Resolution **0.5** Other
- B. Does your employment contract or agreement have a fixed term? **50.7** Yes **49.3** No
 1. If "yes," what is the duration of the contract **32 months** Average
 2. Is this a closeout contract (i.e., one in which the chief appointed official is paid for the remainder of the term if the contract is broken by the local government before the expiration date)? **26.3** Yes **73.7** No

Salary

14. Does your local government have a cap on the CAO/manager's salary? **15.5** Yes **84.5** No
 A. If "yes", is it
 1. A dollar amount? **98.0** Yes **2.0** No If "yes," please specify: **\$86,944** Average
 2. A percentage of another salary? **89.6** Yes **10.4** No
15. Do you receive a salary review? **75.9** Yes **24.1** No
 A. If "yes," how frequent is the salary review?
94.7 Annual **2.3** Bi-annual **0.4** Every 3 years **2.6** Other
 B. If "yes," is the frequency of the salary review stated in your contract?
61.5 Yes **17.0** No **21.6** Not applicable
16. Have you ever received a bonus while in your current position? **20.6** Yes **79.4** No
 A. If "yes," is the bonus a one-time occurrence? **72.3** Yes **27.7** No
 B. If "yes," how is the bonus distributed?
81.4 In a lump sum **9.6** Paid into deferred compensation **14.8** Other
17. Do you receive additional compensation for attending job-related meetings that are held outside of the regular workday?
4.5 Yes **95.5** No

Severance Benefits

18. Are you eligible to receive severance pay? **69.1** Yes **30.9** No
 A. If "yes," under what circumstances would you receive severance pay?
12.7 Voluntarily leave position
10.5 Involuntarily leave position under accusations of malfeasance or moral turpitude
87.1 Involuntarily leave position for reasons other than malfeasance or moral turpitude (*e.g. performance*)
8.5 Other
 B. If "yes," is severance pay based on a sliding scale (e.g., varies with the amount of time served in the position.)?
17.3 Yes **82.7** No
 C. Is your severance pay specified in your contract? **85.2** Yes **6.8** No **8.0** Not applicable
 D. What is the maximum number of weeks of severance pay that is provided? **25** Average
 E. How many weeks of service are required to be eligible for the maximum severance pay? **35** Average
 F. What is the minimum number of weeks of severance pay that is provided? **21** Average
 G. How many weeks of service are required to receive the minimum amount of severance pay? **5** Average

Employee Benefits

Paid leave

19. Are your vacation and sick leave combined? **4.5** Yes **95.5** No
A. If "yes," how many days do you receive per year? **32** **Average**
20. How many days of vacation leave do you receive per year? **18** **Average**
A. Is your vacation leave based on your years of service? **73.3** Yes **26.7** No
B. Can you receive payment for unused vacation leave if you resign? **90.3** Yes **9.7** No
C. Is there a cap on the amount of vacation leave that you can accumulate each year? **76.9** Yes **23.1** No
1. If "yes," how many days? **32** **Average**
21. How many days of sick leave do you receive per year? **15** **Average**
A. Can you receive payment for sick leave if you resign? **40.9.** Yes **59.1** No
B. Is there a cap on the amount of sick leave that you can accumulate each year? **46.5** Yes **53.5** No
1. If "yes," how many days? **75** **Average**

Housing, Auto, and Expense Allowances

22. When you were appointed to your current position, did the local government assist with the following expenses?
A. House hunting trip(s)
14.7 Yes **57.9** No **27.4** Not applicable
1. If "yes," how many house hunting trips? **2** **Average**
B. One-time moving expenses
48.4 Yes **28.2** No **23.4** Not applicable
1. If "yes," how much? **\$4,021** **Average**
C. Please indicate whether your local government paid for any of the following moving expenses:
93.8 Goods to be moved **19.1** Transportation of automobiles **23.7** Meals
76.5 Goods to be packed **29.3** Temporary housing **9.9** Other
23. Did your local government provide any financial assistance toward the sale of your current home or purchase of the new home?
4.4 Yes **67.6** No **28.0** Not applicable
A. If "yes," what type of assistance did your local government provide?
18.6 Rent or mortgage payments on old or new home **15.5** Paid points
12.4 Bridge loan **23.7** Provided down payment assistance
24.7 Provided low-interest loan **28.9** Other
24. Does your local government provide help with your mortgage payments or other financial assistance or benefits to compensate for the high cost of housing in the community you serve? **1.9** Yes **98.1** No
25. Does your local government provide an automobile for your use? **40.2** Yes **59.8** No
A. If "yes," is the automobile for: **55.6** Business use **0.2** Personal use **44.2** Both
B. If "no," do you receive a car allowance? **87.3** Yes **12.7** No
26. Does your local government provide you with a cellular phone? **79.2** Yes **20.8** No
27. Does your local government provide a personal computer (PC) for your use? **81.0** Yes **19.0** No
A. If "yes," is the personal computer for: **75.2** Business use **0.3** Personal use **24.4** Both

Insurance Coverage

28. Does your local government provide you with life insurance? **90.1** Yes **9.9** No
A. If "yes," which types?
96.4 Basic policy **109** % of salary **Average** **9.5** Supplemental policy **152** % of salary **Average**
29. Does your local government provide you with professional liability insurance? **76.6** Yes **23.4** No
30. Does your local government provide you with disability insurance? **61.8** Yes **38.2** No

Professional Development

31. Which of the following does your local government pay?
- | | | |
|--|--|--|
| 82.4 ICMA membership | 91.9 Expenses for other conferences | 32.0 Membership to service clubs |
| 85.9 Membership in other professional organizations | 4.6 Spouse expenses for conferences | 46.5 Tuition/other educational expenses |
| 60.8 ICMA Annual Conference | 75.9 Subscriptions to magazines, journals (electronic and/or print) | 0.4 Health/Country Club membership |
| | | 1.2 Other |
32. Has your local government ever paid for you to take a sabbatical? **0.6** Yes **99.4** No
 1. If "yes," For how long? **1 month** Average

Retirement Benefits

33. Are you covered by a retirement or deferred compensation plan other than social security? **97.7** Yes **2.3** No

If "yes," please provide in the columns below the information about the local government's contribution to your plan.

Plan Type	Local government's contribution as a % of your salary [Average]	Local government contributes to plan even if you do not
Retirement Plan		
a. Local plan	11.5 %	46.3 Yes 53.7 No
b. State plan	13.1 %	60.9 Yes 39.1 No
c. Annuity plan sponsored by insurance company (contracted by local government)	6.3 %	14.0 Yes 86.0 No
d. Other retirement plan	4.2 %	19.7 Yes 80.3 No
Deferred Compensation		
e. ICMA-Retirement Corporation (covered by section 457 Internal Revenue Service Code)	16.1 %	50.5 Yes 49.5 No
f. Individual or group plan sponsored by another company (covered by section 401k of the Internal Revenue Service Code)	5.0 %	33.4 Yes 66.6 No

34. Are retirement benefits covered in your contract or employment agreement? **54.3** Yes **21.4** No **24.3** Not applicable

Personal Information

35. What is your age?
- | | | | | |
|---------------------|---------------------|---------------------|---------------------|--------------------|
| 1.6 Under 30 | 7.2 36 - 40 | 22.1 46 - 50 | 16.7 56 - 60 | 1.1 66 - 70 |
| 5.5 30 - 35 | 14.2 41 - 45 | 25.9 51 - 55 | 5.3 61 - 65 | 0.5 Over 70 |
36. What is your gender? **87.5** Male **12.5** Female
37. Into which racial/ethnic category would you place yourself?
- | | |
|-----------------------------|----------------------------|
| 1.5 African-American | 1.8 Hispanic |
| 0.4 Asian-American | 0.5 Native American |
| 95.5 Caucasian | 0.2 Other |
38. Please indicate the **highest** level of education you have completed?
- | | |
|---|--|
| 1.7 High school degree | 17.5 Master of Business Administration (MBA) or other equivalent degree |
| 8.5 Some college | 2.1 J.D. or equivalent |
| 26.3 Four-year college degree | 1.5 Ph.D. or equivalent |
| 42.4 Master of Public Administration (MPA) | |