



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 emailed to 3,148 ICMA member CAOs and completed by 1,034 members, which yields to 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.

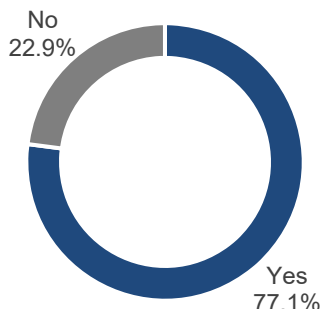
Base Salary

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.

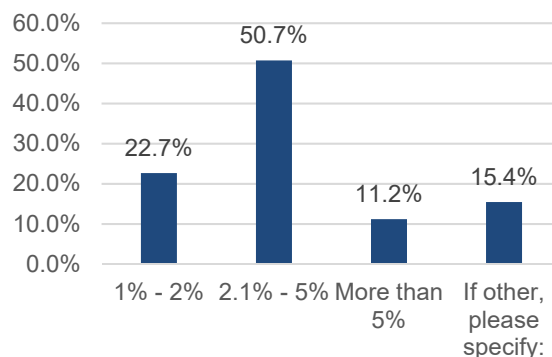
Population Group	City CAO Median Salary	County CAO Median Salary
Total	\$126,699	\$145,279
Over 1 million	283,500	320,284
500,000 to 1 million	254,054	204,250
250,000 to 499,999	224,663	193,200
100,000 to 249,999	220,000	155,540
50,000 to 99,999	186,000	146,300
25,000 to 49,999	154,500	113,000
10,000 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



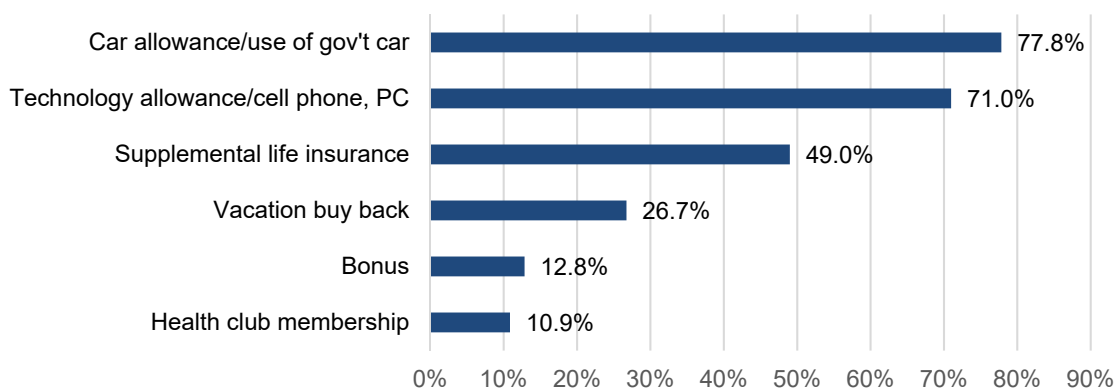
A small majority (50.3%) of respondents reported that their base salary is not publicly accessible on the local government's website. Jurisdictions with larger populations were generally more likely to make CAO base salary publicly accessible online.

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.

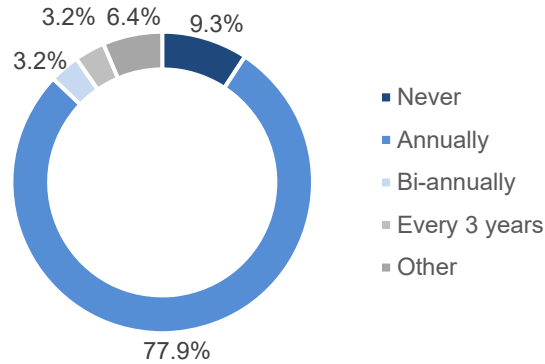
Did you receive any of the following additional compensation beyond base salary?



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?

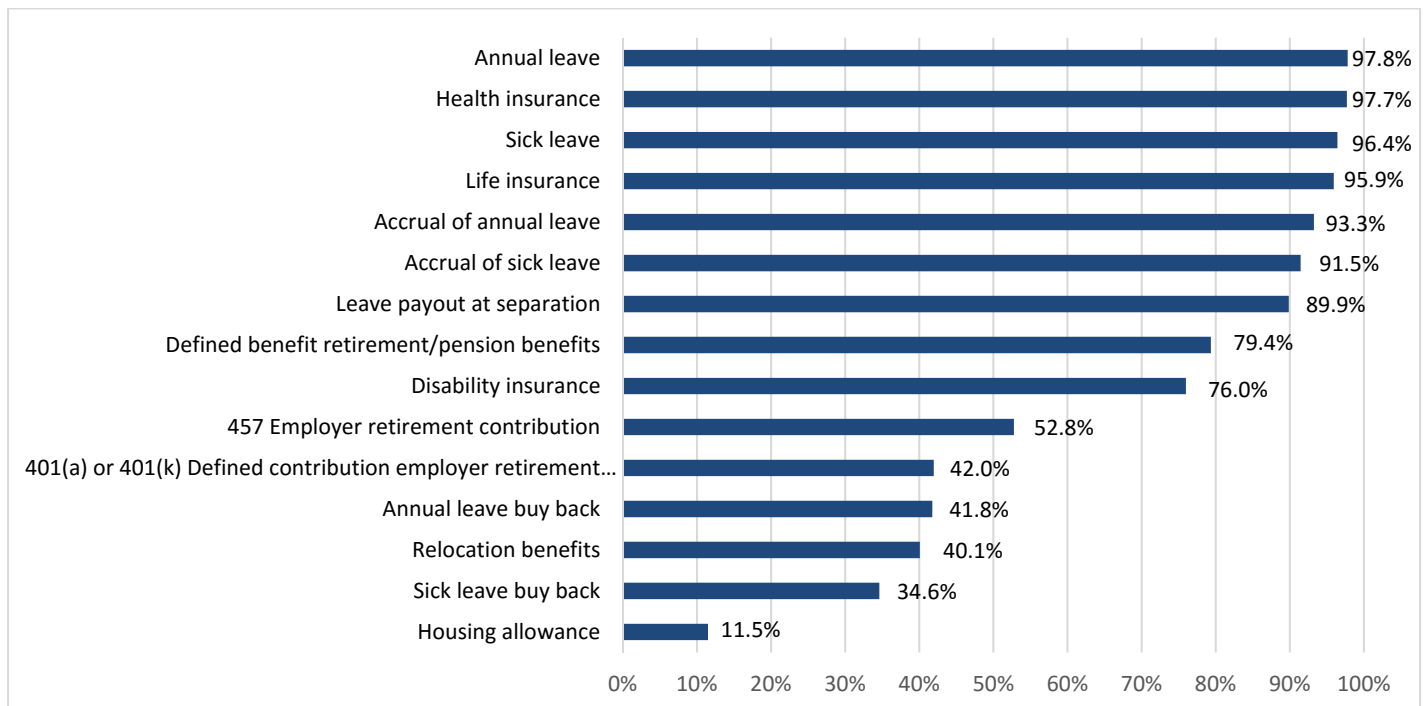


A large majority (84.9%) of responding CAOs reported that they receive at least an annual performance evaluation. A smaller majority (65.6%) reported that changes to their compensation are linked to the results of their performance evaluation.

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.

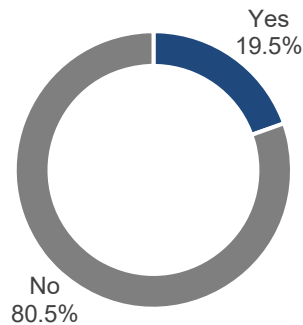
Please identify which benefits you receive.



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