



2018 CAO Salary and Compensation Survey

Summary of Survey Results

July 2019

ICMA, the International City/County Management Association, advances professional local government management worldwide through leadership, management, innovation, and ethics. Through expansive partnerships with local governments, federal agencies, nonprofits, and philanthropic funders, the organization gathers information on topics such as sustainability, health care, aging communities, economic development, cybersecurity, and performance measurement and management data on a variety of local government services—all of which support related training, education, and technical assistance.

ICMA provides support, publications, data and information, peer and results-oriented assistance, and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world.

Suggested Citation:

International City/County Management Association. 2018 CAO Salary and Compensation Survey – Summary of Survey Results. Washington, DC: ICMA, 2019. (Accessed Month Day, Year). <http://icma.org>.

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Introduction

ICMA conducts an annual survey of chief administrative officers (CAOs) to collect data on salary, benefits, and contract structure for municipal and county managers and administrators. This survey was administered in January 2019. It was sent to ICMA member CAOs via email containing a hyperlink to the questionnaire. A total of 2,994 ICMA members received the survey and 1,279 completed it for a 42.7% response rate. The respondents represent municipalities, counties, and regional agencies or councils of governments across 48 states (no responses were received from Hawaii or Mississippi).

Topics covered in this survey include annual base salary, additional compensation, health insurance and other benefits, and compensation decision making and transparency.

ICMA is pleased to provide detailed results of this survey as an exclusive member benefit. See Appendix A and Appendix B (pages 5 to 11) for the median salary by state and population group.

Respondents at a Glance

	Respondents		Median Population Served
Total		1,279	16,494
Municipalities	87.6%	1,120	13,329
Counties	12.4%	145	57,956
Northeast	13.0%	166	17,706
Midwest	32.1%	411	11,132
South	31.7%	405	18,333
West	23.2%	297	21,359

Survey Results

1. Please provide the amount of your annual base salary at the end of 2018. This amount is not necessarily your taxable income. It is your salary before any pre-tax contributions are deducted to arrive at taxable income. (n=1,279)

Population	Median Annual Salary		
	Municipalities (n=1,120)	Counties (n=145)	Overall
Total	\$135,140	\$142,674	\$136,345
250,000 and up	\$315,000	\$195,000	\$242,338
100,000 - 249,999	\$231,750	\$180,000	\$214,232
50,000 - 99,999	\$200,000	\$145,750	\$182,780
25,000 - 49,999	\$164,750	\$120,099	\$159,214
10,000 - 24,999	\$142,167	\$116,134	\$140,000
5,000 - 9,999	\$115,310	-	\$115,738
2,500 - 4,999	\$98,500	-	\$98,450
Under 2,500	\$81,000	-	\$80,500

2. Did you change jobs in 2018? (n=1,278)

	Percent of Respondents
Yes	13.0%
No	87.0%

3. Did you receive an increase to your base salary in 2018? (n=1,279)

	Percent of Respondents
Yes	81.2%
No	18.8%

4. What percentage salary increase did you receive in 2018? (n=1,034)	Percent of Respondents
0.01% - 0.50	0.5%
0.51% - 1.00	1.7%
1.01% - 1.50	2.7%
1.51% - 2.00	14.7%
2.01% - 2.50	11.6%
2.51% - 3.00	22.1%
3.01% - 3.50	7.4%
3.51% - 4.00	6.6%
4.01% - 4.50	3.9%
4.51% - 5.00	8.1%
Over 5.00%	19.1%
Other	1.5%

5. How is your salary increase calculated in your local government? (Check all applicable.) (n=1,236)	Percent of Respondents
Based on COLA (cost of living adjustment)	30.4%
Based on merit	42.2%
Based on COLA and merit	27.4%

6. Is your base salary publicly accessible on the local government website (e.g., as a line item in the published budget)? (n=1,274)	Percent of Respondents
Yes	57.0%
No	43.0%

7. How often do you receive a salary review?	Percent of Respondents
Annually	73.0%
Every 2 years	2.1%
Every 3 years	2.4%
Unscheduled, performed as needed	14.8%
Never	4.1%
Other	3.6%

8. Do you receive an annual performance evaluation? (n=1,272)	Percent of Respondents
Yes	81.5%
No	18.5%

9. Do the results of your annual performance evaluation impact any of the following?	Yes	No
Salary (n=1,023)	78.3%	21.7%
Other compensation (e.g. bonus, employer contributions to insurance and/ or to a pension fund, etc.) (n=1,022)	38.9%	61.1%

10. Please identify which benefits you receive in addition to your base salary.	Percent of Respondents
Short-term disability insurance	43.8%
Long-term disability insurance	48.1%
Life insurance	89.4%
Health insurance	93.1%
Annual leave	89.4%
Sick leave	86.8%
Accrual of annual leave	73.6%
Accrual of sick leave	73.7%
Annual leave buy back	26.4%
Sick leave buy back	15.4%
Annual leave payout at separation	76.5%
Sick leave payout at separation	37.4%
Defined benefit retirement/pension benefits	65.7%
401(a) or 401(k) Defined contribution employer retirement contribution	31.3%
457 employer retirement contribution	42.4%
Bonus	11.5%
Relocation benefits	21.2%
Housing assistance	3.5%
Car allowance or use of city/county car	73.0%
Technology use or allowance (cell phone or tablet)	70.9%
Health club membership	10.4%
Other	9.1%

10A. Please identify whether or not these benefits are calculated in the same manner as for other employees	Calculated in same manner	NOT calculated in same manner
a. Short-term disability insurance	95.4%	4.6%
b. Long-term disability insurance	94.4%	5.6%
c. Life insurance	86.8%	13.2%
d. Health insurance	92.2%	7.8%
e. Annual leave	71.9%	28.1%
f. Sick leave	94.8%	5.2%
g. Accrual of annual leave	80.7%	19.3%
h. Accrual of sick leave	94.6%	5.4%
i. Annual leave buy back	75.8%	24.2%
j. Sick leave buy back	88.4%	11.6%
k. Annual leave payout at separation	86.0%	14.0%
l. Sick leave payout at separation	83.2%	16.8%
m. Defined benefit retirement/pension benefits	95.5%	4.5%
n. 401(a) or 401(k) Defined contribution employer retirement contribution	68.9%	31.1%
o. 457 employer retirement contribution	41.9%	58.1%
p. Bonus	37.3%	62.7%
q. Relocation benefits	9.8%	90.2%
r. Housing assistance	9.3%	90.7%
s. Car allowance or use of city/county car	28.1%	71.9%
t. Technology use or allowance (cell phone or tablet)	69.8%	30.2%
u. Health club membership	89.3%	10.7%
v. Other	43.5%	56.5%

(10B. For any of these benefits you receive, please estimate the amount or cash value below.)

11. Has the total value of your compensation package (including pay and benefits) been calculated and presented to the governing body?	Percent of Respondents	
Yes		59.1%
No		40.9%

12. Is updated information provided to the governing body, as the total value of your compensation package changes over time?	Percent of Respondents	
Yes		81.7%
No		18.3%

13. Are all decisions on your compensation package made by the entire governing body?	Percent of Respondents	
Yes		95.4%
No		4.6%

(14. If not, please describe how decisions on your compensation package are made.)

15. Do you have an employment agreement or contract?	Percent of Respondents	
Yes		89.8%
No		10.2%

16. Does your employment agreement or contract document your full compensation package?	Percent of Respondents	
Yes		86.9%
No		13.1%

17. Is your employment agreement or contract posted on the local government website?	Percent of Respondents	
Yes		22.7%
No		77.3%

18. Is your employment agreement or contract structured with a fixed term or is it structured as an "evergreen" agreement (i.e. the agreement remains in force until either party exercises a right to terminate it)?	Percent of Respondents	
Fixed term		39.9%
Evergreen		59.7%
Other		0.4%

19. Did you use ICMA's model agreement as a reference when negotiating your employment agreement?	Percent of Respondents	
Yes		46.3%
No		53.7%

20. Are you eligible to receive severance pay?	Percent of Respondents	
Yes		88.0%
No		12.0%

21. Is your severance pay specified in your contract/agreement?	Percent of Respondents	
Yes		96.0%
No		4.0%

22. What is the maximum amount of severance pay you can receive? (Please note that answers are in months. If your severance amount is calculated in weeks or days, please pick the closest answer that applies.)	Percent of Respondents
Up to 3 months	17.4%
Up to 6 months	55.0%
Up to 12 months	24.1%
Other	3.4%

23. A recent ballot measure in San Antonio, Texas, established a term limit for the position of city manager. Is your position term limited?	Percent of Respondents
Yes	1.1%
No	98.9%

24. If so, is it limited by state law or charter? (n=12)	Percent of Respondents
State law	50.0%
Charter	25.0%
Other	25.0%

25. How many years have you been in your current position? (Please round to the nearest year.)	Years
Mean	6.1
Median	4.0
Maximum	37.0
Minimum	0.0

26. How many total years have you been in the local government management profession? (Please round to the nearest year.)	Years
Mean	20.5
Median	20.0
Minimum	1.0
Maximum	54.0

27. What was your most recent position before being appointed as a chief administrative officer/city or county manager?	Percent of Respondents
Assistant CAO/manager	46.5%
Department head/director	24.5%
Local government attorney	0.5%
Staff of council/elected official	1.4%
State/federal government employee	3.8%
Private sector	6.2%
Military officer	1.6%
Student	2.9%
Other	12.6%

Appendix A: Municipality CAO Base Salaries by State and Population, 2018

State	Population	No. Responding	Mean	Median	Minimum	Maximum
Alabama	Total	4	\$157,500	\$157,500	\$100,000	\$215,000
	50,000 - 99,999	1	\$215,000	\$215,000	\$215,000	\$215,000
	25,000 - 49,999	1	\$205,000	\$205,000	\$205,000	\$205,000
	10,000 - 24,999	1	\$100,000	\$100,000	\$100,000	\$100,000
	Under 5,000	1	\$110,000	\$110,000	\$110,000	\$110,000
Alaska	Total	6	\$126,583	\$124,250	\$120,000	\$140,000
	5,000 - 9,999	3	\$126,167	\$125,000	\$123,500	\$130,000
	Under 5,000	3	\$127,000	\$121,000	\$120,000	\$140,000
Arizona	Total	26	\$166,380	\$159,750	\$84,000	\$315,000
	100,000 and up	4	\$255,800	\$239,350	\$229,500	\$315,000
	50,000 - 99,999	2	\$177,500	\$177,500	\$151,000	\$204,000
	25,000 - 49,999	8	\$178,369	\$179,000	\$157,500	\$200,000
	10,000 - 24,999	5	\$140,128	\$140,816	\$108,000	\$173,000
	5,000 - 9,999	5	\$129,216	\$120,000	\$116,000	\$151,544
	Under 5,000	2	\$87,000	\$87,000	\$84,000	\$90,000
Arkansas	Total	2	\$108,753	\$108,753	\$90,150	\$127,355
	10,000 - 24,999	1	\$127,355	\$127,355	\$127,355	\$127,355
	5,000 - 9,999	1	\$90,150	\$90,150	\$90,150	\$90,150
California	Total	104	\$218,340	\$218,438	\$96,000	\$403,292
	100,000 and up	17	\$262,661	\$250,000	\$213,985	\$403,292
	50,000 - 99,999	28	\$244,421	\$235,000	\$200,000	\$342,780
	25,000 - 49,999	20	\$225,182	\$224,700	\$169,850	\$279,978
	10,000 - 24,999	23	\$185,079	\$186,000	\$126,000	\$267,144
	5,000 - 9,999	6	\$178,634	\$170,884	\$125,800	\$240,000
	Under 5,000	10	\$156,605	\$160,052	\$96,000	\$214,000
Colorado	Total	35	\$150,967	\$160,000	\$65,000	\$262,489
	100,000 and up	4	\$241,696	\$249,148	\$206,000	\$262,489
	50,000 - 99,999	1	\$209,000	\$209,000	\$209,000	\$209,000
	25,000 - 49,999	4	\$169,480	\$172,403	\$142,563	\$190,550
	10,000 - 24,999	6	\$165,081	\$166,960	\$121,800	\$196,266
	5,000 - 9,999	8	\$127,471	\$112,700	\$93,000	\$178,000
	Under 5,000	12	\$118,323	\$111,175	\$65,000	\$184,000
Connecticut	Total	9	\$158,503	\$165,000	\$121,186	\$179,677
	50,000 - 99,999	1	\$165,000	\$165,000	\$165,000	\$165,000
	25,000 - 49,999	4	\$165,237	\$168,500	\$144,270	\$179,677
	10,000 - 24,999	3	\$159,798	\$158,336	\$147,831	\$173,228
	Under 5,000	1	\$121,186	\$121,186	\$121,186	\$121,186
Delaware	Total	11	\$105,974	\$110,000	\$65,332	\$147,680
	25,000 - 49,999	1	\$145,000	\$145,000	\$145,000	\$145,000
	10,000 - 24,999	1	\$147,680	\$147,680	\$147,680	\$147,680
	5,000 - 9,999	1	\$121,846	\$121,846	\$121,846	\$121,846
	Under 5,000	8	\$93,898	\$93,988	\$65,332	\$127,580
Florida	Total	69	\$154,947	\$145,600	\$36,000	\$284,627
	100,000 and up	3	\$252,246	\$247,110	\$225,000	\$284,627
	50,000 - 99,999	11	\$186,634	\$174,000	\$140,000	\$257,000
	25,000 - 49,999	9	\$169,876	\$165,246	\$140,400	\$221,013
	10,000 - 24,999	20	\$157,488	\$151,110	\$122,969	\$209,781
	5,000 - 9,999	12	\$136,333	\$126,619	\$95,000	\$232,000
	Under 5,000	14	\$111,930	\$106,954	\$36,000	\$241,403

State	Population	No. Responding	Mean	Median	Minimum	Maximum
Georgia	Total	18	\$144,801	\$147,086	\$80,000	\$221,000
	100,000 and up	2	\$160,936	\$160,936	\$147,872	\$174,000
	50,000 - 99,999	1	\$183,000	\$183,000	\$183,000	\$183,000
	25,000 - 49,999	3	\$167,853	\$150,000	\$146,300	\$207,258
	10,000 - 24,999	8	\$150,498	\$156,721	\$91,500	\$221,000
	5,000 - 9,999	2	\$94,500	\$94,500	\$93,000	\$96,000
	Under 5,000	2	\$102,500	\$102,500	\$80,000	\$125,000
Idaho	Total	6	\$102,826	\$110,545	\$68,750	\$132,980
	10,000 - 24,999	2	\$115,520	\$115,520	\$106,090	\$124,951
	Under 5,000	4	\$96,479	\$92,094	\$68,750	\$132,980
Illinois	Total	60	\$150,808	\$153,170	\$66,000	\$267,310
	50,000 - 99,999	6	\$190,826	\$193,406	\$165,000	\$204,930
	25,000 - 49,999	17	\$174,830	\$172,425	\$100,000	\$267,310
	10,000 - 24,999	17	\$147,064	\$151,840	\$95,340	\$180,000
	5,000 - 9,999	10	\$138,484	\$134,700	\$87,000	\$217,752
	Under 5,000	10	\$104,652	\$97,996	\$66,000	\$154,500
Indiana	Total	5	\$93,415	\$97,776	\$73,000	\$112,300
	25,000 - 49,999	1	\$103,000	\$103,000	\$103,000	\$103,000
	10,000 - 24,999	2	\$92,650	\$92,650	\$73,000	\$112,300
	5,000 - 9,999	2	\$89,388	\$89,388	\$81,000	\$97,776
Iowa	Total	38	\$125,526	\$122,635	\$40,000	\$225,018
	50,000 - 99,999	4	\$199,089	\$194,280	\$182,780	\$225,018
	25,000 - 49,999	2	\$178,037	\$178,037	\$154,000	\$202,074
	10,000 - 24,999	9	\$144,989	\$149,968	\$111,000	\$175,000
	5,000 - 9,999	12	\$115,320	\$120,013	\$84,404	\$140,000
	Under 5,000	11	\$84,438	\$88,235	\$40,000	\$110,000
Kansas	Total	34	\$117,970	\$111,052	\$59,000	\$224,500
	100,000 and up	3	\$206,579	\$204,237	\$191,000	\$224,500
	50,000 - 99,999	1	\$156,178	\$156,178	\$156,178	\$156,178
	25,000 - 49,999	1	\$138,793	\$138,793	\$138,793	\$138,793
	10,000 - 24,999	6	\$130,186	\$125,665	\$102,938	\$162,298
	5,000 - 9,999	9	\$116,209	\$118,000	\$100,000	\$130,000
	Under 5,000	14	\$90,664	\$95,500	\$59,000	\$120,636
Kentucky	Total	10	\$122,872	\$130,174	\$62,000	\$166,000
	50,000 - 99,999	2	\$156,393	\$156,393	\$146,785	\$166,000
	25,000 - 49,999	1	\$142,800	\$142,800	\$142,800	\$142,800
	10,000 - 24,999	4	\$125,080	\$130,174	\$101,972	\$138,000
	5,000 - 9,999	1	\$123,000	\$123,000	\$123,000	\$123,000
	Under 5,000	2	\$74,909	\$74,909	\$62,000	\$87,817
Louisiana	Total	1	\$124,834	\$124,834	\$124,834	\$124,834
	50,000 - 99,999	1	\$124,834	\$124,834	\$124,834	\$124,834
Maine	Total	9	\$101,338	\$101,459	\$68,000	\$132,000
	25,000 - 49,999	1	\$125,000	\$125,000	\$125,000	\$125,000
	10,000 - 24,999	2	\$128,500	\$128,500	\$125,000	\$132,000
	5,000 - 9,999	3	\$99,015	\$101,459	\$83,586	\$112,000
	Under 5,000	3	\$77,667	\$81,000	\$68,000	\$84,000
Maryland	Total	14	\$140,378	\$128,461	\$82,400	\$229,900
	50,000 - 99,999	2	\$210,950	\$210,950	\$192,000	\$229,900
	25,000 - 49,999	1	\$102,058	\$102,058	\$102,058	\$102,058
	10,000 - 24,999	5	\$149,884	\$146,500	\$126,922	\$196,000
	5,000 - 9,999	1	\$120,000	\$120,000	\$120,000	\$120,000
	Under 5,000	5	\$114,382	\$99,450	\$82,400	\$175,000

State	Population	No. Responding	Mean	Median	Minimum	Maximum	
Massachusetts	Total	45	\$161,254	\$163,000	\$74,880	\$219,000	
	25,000 - 49,999	12	\$184,774	\$188,250	\$150,000	\$208,080	
	10,000 - 24,999	25	\$161,245	\$163,000	\$106,000	\$219,000	
	5,000 - 9,999	8	\$126,003	\$130,100	\$74,880	\$156,000	
Michigan	Total	62	\$106,916	\$101,554	\$50,350	\$223,800	
	100,000 and up	2	\$194,400	\$194,400	\$165,000	\$223,800	
	50,000 - 99,999	4	\$147,254	\$147,864	\$132,490	\$160,800	
	25,000 - 49,999	7	\$141,581	\$145,000	\$117,565	\$164,500	
	10,000 - 24,999	9	\$116,392	\$117,990	\$97,000	\$146,827	
	5,000 - 9,999	16	\$105,571	\$108,240	\$80,000	\$132,500	
Minnesota	Total	45	\$121,931	\$119,704	\$62,000	\$178,556	
	100,000 and up	1	\$178,556	\$178,556	\$178,556	\$178,556	
	50,000 - 99,999	4	\$159,535	\$160,750	\$146,640	\$170,000	
	25,000 - 49,999	7	\$154,833	\$152,982	\$142,000	\$176,400	
	10,000 - 24,999	8	\$125,255	\$124,375	\$105,000	\$138,500	
	5,000 - 9,999	12	\$114,659	\$111,893	\$104,114	\$138,375	
Missouri	Total	36	\$133,922	\$132,498	\$55,000	\$220,000	
	100,000 and up	2	\$192,000	\$192,000	\$164,000	\$220,000	
	50,000 - 99,999	1	\$172,800	\$172,800	\$172,800	\$172,800	
	25,000 - 49,999	6	\$158,752	\$164,200	\$133,009	\$183,952	
	10,000 - 24,999	12	\$131,583	\$131,000	\$91,830	\$181,000	
	5,000 - 9,999	9	\$125,944	\$118,817	\$85,000	\$176,064	
Montana	Total	3	\$131,733	\$135,850	\$110,000	\$149,348	
	50,000 - 99,999	1	\$149,348	\$149,348	\$149,348	\$149,348	
	5,000 - 9,999	2	\$122,925	\$122,925	\$110,000	\$135,850	
	Nebraska	Total	12	\$125,127	\$117,077	\$60,000	\$210,000
		25,000 - 49,999	1	\$200,859	\$200,859	\$200,859	\$200,859
		10,000 - 24,999	4	\$148,338	\$134,175	\$115,000	\$210,000
5,000 - 9,999		4	\$117,061	\$117,077	\$106,689	\$127,400	
Under 5,000		3	\$79,689	\$78,000	\$60,000	\$101,067	
Nevada	Total	1	\$254,500	\$254,500	\$254,500	\$254,500	
	100,000 and up	1	\$254,500	\$254,500	\$254,500	\$254,500	
New Hampshire	Total	9	\$122,787	\$123,120	\$94,000	\$152,000	
	25,000 - 49,999	1	\$145,873	\$145,873	\$145,873	\$145,873	
	10,000 - 24,999	5	\$132,820	\$135,000	\$116,978	\$152,000	
	5,000 - 9,999	2	\$94,450	\$94,450	\$94,000	\$94,899	
	Under 5,000	1	\$106,210	\$106,210	\$106,210	\$106,210	
New Jersey	Total	10	\$152,214	\$158,641	\$104,135	\$194,750	
	50,000 - 99,999	2	\$177,375	\$177,375	\$160,000	\$194,750	
	25,000 - 49,999	2	\$157,137	\$157,137	\$144,774	\$169,500	
	10,000 - 24,999	3	\$162,427	\$160,000	\$157,281	\$170,000	
	Under 5,000	3	\$121,945	\$116,700	\$104,135	\$145,000	
New Mexico	Total	4	\$94,823	\$91,000	\$82,500	\$114,790	
	10,000 - 24,999	2	\$104,895	\$104,895	\$95,000	\$114,790	
	5,000 - 9,999	1	\$87,000	\$87,000	\$87,000	\$87,000	
	Under 5,000	1	\$82,500	\$82,500	\$82,500	\$82,500	

State	Population	No. Responding	Mean	Median	Minimum	Maximum
New York	Total	11	\$167,579	\$170,000	\$109,242	\$218,409
	50,000 - 99,999	1	\$218,409	\$218,409	\$218,409	\$218,409
	25,000 - 49,999	2	\$155,000	\$155,000	\$120,000	\$190,000
	10,000 - 24,999	3	\$171,899	\$190,000	\$109,242	\$216,455
	5,000 - 9,999	5	\$159,852	\$144,000	\$130,000	\$213,469
North Carolina	Total	57	\$117,410	\$107,000	\$41,500	\$244,000
	100,000 and up	3	\$221,792	\$219,375	\$202,000	\$244,000
	50,000 - 99,999	1	\$200,589	\$200,589	\$200,589	\$200,589
	25,000 - 49,999	7	\$168,994	\$172,000	\$140,000	\$185,400
	10,000 - 24,999	10	\$136,849	\$141,615	\$97,000	\$160,000
	5,000 - 9,999	12	\$106,612	\$109,931	\$63,849	\$135,000
North Dakota	Total	1	\$120,000	\$120,000	\$120,000	\$120,000
	10,000 - 24,999	1	\$120,000	\$120,000	\$120,000	\$120,000
Ohio	Total	38	\$125,707	\$122,085	\$48,000	\$251,000
	100,000 and up	2	\$219,682	\$219,682	\$188,365	\$251,000
	50,000 - 99,999	3	\$126,975	\$104,550	\$94,000	\$182,374
	25,000 - 49,999	7	\$130,639	\$138,351	\$74,606	\$166,500
	10,000 - 24,999	12	\$131,493	\$129,126	\$109,223	\$166,712
	5,000 - 9,999	5	\$115,120	\$110,000	\$80,598	\$171,000
	Under 5,000	9	\$98,730	\$98,000	\$48,000	\$152,414
Oklahoma	Total	16	\$117,817	\$119,000	\$60,000	\$148,854
	25,000 - 49,999	2	\$135,025	\$135,025	\$126,000	\$144,049
	10,000 - 24,999	6	\$131,720	\$134,234	\$107,000	\$148,854
	5,000 - 9,999	5	\$107,215	\$109,840	\$100,286	\$114,000
	Under 5,000	3	\$96,207	\$103,620	\$60,000	\$125,000
Oregon	Total	31	\$125,468	\$123,864	\$62,000	\$220,500
	100,000 and up	1	\$220,500	\$220,500	\$220,500	\$220,500
	50,000 - 99,999	3	\$168,991	\$170,000	\$161,700	\$175,272
	25,000 - 49,999	2	\$172,479	\$172,479	\$161,957	\$183,000
	10,000 - 24,999	8	\$143,873	\$141,552	\$127,890	\$168,000
	5,000 - 9,999	5	\$114,152	\$115,000	\$99,960	\$127,000
	Under 5,000	12	\$91,278	\$93,395	\$62,000	\$123,864
Pennsylvania	Total	44	\$118,326	\$115,000	\$63,240	\$187,267
	50,000 - 99,999	1	\$187,267	\$187,267	\$187,267	\$187,267
	25,000 - 49,999	11	\$135,965	\$128,750	\$114,400	\$165,000
	10,000 - 24,999	21	\$123,189	\$117,297	\$75,000	\$179,500
	5,000 - 9,999	6	\$88,564	\$91,733	\$70,000	\$105,470
	Under 5,000	5	\$81,023	\$78,000	\$63,240	\$105,000
Rhode Island	Total	7	\$125,430	\$122,177	\$119,652	\$145,000
	25,000 - 49,999	2	\$132,500	\$132,500	\$120,000	\$145,000
	10,000 - 24,999	2	\$125,145	\$125,145	\$122,177	\$128,112
	5,000 - 9,999	2	\$121,534	\$121,534	\$120,427	\$122,640
	Under 5,000	1	\$119,652	\$119,652	\$119,652	\$119,652
South Carolina	Total	10	\$127,001	\$116,600	\$88,484	\$193,628
	25,000 - 49,999	2	\$176,814	\$176,814	\$160,000	\$193,628
	10,000 - 24,999	2	\$141,901	\$141,901	\$121,000	\$162,802
	5,000 - 9,999	4	\$108,020	\$103,600	\$88,484	\$136,396
	Under 5,000	2	\$100,250	\$100,250	\$96,500	\$104,000
South Dakota	Total	6	\$116,315	\$115,059	\$82,000	\$147,000
	10,000 - 24,999	4	\$126,972	\$125,945	\$109,000	\$147,000
	5,000 - 9,999	1	\$108,000	\$108,000	\$108,000	\$108,000
	Under 5,000	1	\$82,000	\$82,000	\$82,000	\$82,000

State	Population	No. Responding	Mean	Median	Minimum	Maximum
Tennessee	Total	15	\$137,353	\$138,600	\$82,235	\$191,500
	100,000 and up	1	\$136,000	\$136,000	\$136,000	\$136,000
	50,000 - 99,999	2	\$169,000	\$169,000	\$146,500	\$191,500
	25,000 - 49,999	5	\$148,385	\$150,396	\$120,087	\$169,982
	10,000 - 24,999	6	\$127,021	\$125,207	\$106,565	\$151,550
	5,000 - 9,999	1	\$82,235	\$82,235	\$82,235	\$82,235
Texas	Total	84	\$177,545	\$164,308	\$65,000	\$475,000
	100,000 and up	13	\$294,705	\$267,800	\$212,000	\$475,000
	50,000 - 99,999	9	\$235,700	\$235,000	\$188,000	\$312,000
	25,000 - 49,999	9	\$183,476	\$180,000	\$135,000	\$242,000
	10,000 - 24,999	23	\$157,457	\$155,009	\$110,000	\$208,266
	5,000 - 9,999	11	\$143,115	\$159,848	\$89,115	\$170,000
	Under 5,000	19	\$111,276	\$108,150	\$65,000	\$183,841
Utah	Total	17	\$129,805	\$125,000	\$77,000	\$180,000
	100,000 and up	1	\$175,988	\$175,988	\$175,988	\$175,988
	50,000 - 99,999	3	\$177,476	\$177,000	\$175,427	\$180,000
	25,000 - 49,999	3	\$132,361	\$129,000	\$125,000	\$143,083
	10,000 - 24,999	3	\$104,677	\$112,377	\$77,000	\$124,654
	5,000 - 9,999	6	\$117,027	\$108,165	\$87,090	\$167,000
	Under 5,000	1	\$85,000	\$85,000	\$85,000	\$85,000
Virginia	Total	20	\$148,237	\$140,150	\$54,500	\$287,500
	100,000 and up	2	\$261,250	\$261,250	\$235,000	\$287,500
	50,000 - 99,999	2	\$196,850	\$196,850	\$188,700	\$205,000
	25,000 - 49,999	3	\$176,139	\$165,000	\$162,531	\$200,886
	10,000 - 24,999	4	\$158,421	\$150,260	\$138,900	\$194,265
	5,000 - 9,999	5	\$109,067	\$102,515	\$95,363	\$125,000
	Under 5,000	4	\$85,275	\$88,300	\$54,500	\$110,000
Vermont	Total	7	\$97,719	\$94,000	\$72,000	\$128,000
	5,000 - 9,999	3	\$109,337	\$107,328	\$92,682	\$128,000
	Under 5,000	4	\$89,006	\$83,771	\$72,000	\$116,480
Washington	Total	23	\$167,144	\$166,536	\$120,000	\$210,000
	100,000 and up	2	\$190,167	\$190,167	\$185,640	\$194,693
	50,000 - 99,999	3	\$195,000	\$201,000	\$174,000	\$210,000
	25,000 - 49,999	4	\$173,411	\$182,552	\$126,540	\$202,000
	10,000 - 24,999	9	\$167,625	\$163,614	\$135,300	\$205,000
	5,000 - 9,999	3	\$134,333	\$137,000	\$122,000	\$144,000
	Under 5,000	2	\$136,850	\$136,850	\$120,000	\$153,700
Wisconsin	Total	40	\$107,362	\$100,592	\$68,500	\$165,065
	50,000 - 99,999	4	\$146,019	\$144,313	\$130,385	\$165,065
	25,000 - 49,999	4	\$144,217	\$143,455	\$130,000	\$159,957
	10,000 - 24,999	8	\$114,391	\$114,382	\$93,930	\$136,345
	5,000 - 9,999	9	\$96,452	\$94,120	\$68,624	\$130,728
	Under 5,000	15	\$90,024	\$85,000	\$68,500	\$144,768
West Virginia	Total	2	\$91,436	\$91,436	\$69,371	\$113,500
	5,000 - 9,999	1	\$113,500	\$113,500	\$113,500	\$113,500
	Under 5,000	1	\$69,371	\$69,371	\$69,371	\$69,371
Wyoming	Total	3	\$115,827	\$122,500	\$64,980	\$160,000
	25,000 - 49,999	1	\$160,000	\$160,000	\$160,000	\$160,000
	10,000 - 24,999	1	\$122,500	\$122,500	\$122,500	\$122,500
	Under 5,000	1	\$64,980	\$64,980	\$64,980	\$64,980

Appendix B: County CAO Base Salaries by State and Population, 2018

State	Population	No. Responding	Mean	Median	Minimum	Maximum
Alabama	Total	1	\$92,750	\$92,750	\$92,750	\$92,750
	50,000 - 99,999	1	\$92,750	\$92,750	\$92,750	\$92,750
Alaska	Total	4	\$116,400	\$121,000	\$93,600	\$130,000
	50,000 - 99,999	1	\$122,000	\$122,000	\$122,000	\$122,000
	10,000 - 24,999	2	\$125,000	\$125,000	\$120,000	\$130,000
	Under 5,000	1	\$93,600	\$93,600	\$93,600	\$93,600
Arizona	Total	2	\$181,328	\$181,328	\$175,656	\$186,999
	100,000 and up	2	\$181,328	\$181,328	\$175,656	\$186,999
California	Total	2	\$181,500	\$181,500	\$140,000	\$223,000
	50,000 - 99,999	1	\$223,000	\$223,000	\$223,000	\$223,000
	10,000 - 24,999	1	\$140,000	\$140,000	\$140,000	\$140,000
Colorado	Total	8	\$173,982	\$184,980	\$105,000	\$205,000
	100,000 and up	2	\$195,000	\$195,000	\$195,000	\$195,000
	50,000 - 99,999	2	\$175,500	\$175,500	\$161,000	\$190,000
	25,000 - 49,999	2	\$132,950	\$132,950	\$105,000	\$160,900
	10,000 - 24,999	2	\$192,480	\$192,480	\$179,959	\$205,000
Florida	Total	11	\$202,487	\$205,968	\$135,284	\$267,500
	100,000 and up	9	\$209,564	\$205,968	\$140,000	\$267,500
	50,000 - 99,999	1	\$206,000	\$206,000	\$206,000	\$206,000
	25,000 - 49,999	1	\$135,284	\$135,284	\$135,284	\$135,284
Georgia	Total	11	\$135,525	\$125,000	\$94,554	\$177,200
	100,000 and up	1	\$175,000	\$175,000	\$175,000	\$175,000
	50,000 - 99,999	4	\$153,536	\$158,072	\$120,800	\$177,200
	25,000 - 49,999	4	\$123,019	\$123,538	\$120,000	\$125,000
	10,000 - 24,999	2	\$104,777	\$104,777	\$94,554	\$115,000
Idaho	Total	1	\$178,318	\$178,318	\$178,318	\$178,318
	10,000 - 24,999	1	\$178,318	\$178,318	\$178,318	\$178,318
Illinois	Total	3	\$130,640	\$145,719	\$94,200	\$152,000
	100,000 and up	2	\$148,860	\$148,860	\$145,719	\$152,000
	50,000 - 99,999	1	\$94,200	\$94,200	\$94,200	\$94,200
Iowa	Total	1	\$200,325	\$200,325	\$200,325	\$200,325
	100,000 and up	1	\$200,325	\$200,325	\$200,325	\$200,325
Kansas	Total	7	\$115,480	\$108,514	\$89,000	\$142,674
	50,000 - 99,999	3	\$127,033	\$129,912	\$108,514	\$142,674
	25,000 - 49,999	4	\$106,814	\$107,225	\$89,000	\$123,807
Kentucky	Total	1	\$153,736	\$153,736	\$153,736	\$153,736
	100,000 and up	1	\$153,736	\$153,736	\$153,736	\$153,736
Louisiana	Total	1	\$191,000	\$191,000	\$191,000	\$191,000
	100,000 and up	1	\$191,000	\$191,000	\$191,000	\$191,000
Maine	Total	2	\$105,198	\$105,198	\$86,195	\$124,200
	100,000 and up	1	\$124,200	\$124,200	\$124,200	\$124,200
	50,000 - 99,999	1	\$86,195	\$86,195	\$86,195	\$86,195
Michigan	Total	9	\$103,995	\$102,000	\$64,200	\$147,637
	100,000 and up	1	\$147,637	\$147,637	\$147,637	\$147,637
	50,000 - 99,999	2	\$127,966	\$127,966	\$117,300	\$138,632
	25,000 - 49,999	4	\$92,382	\$101,465	\$64,200	\$102,399
	10,000 - 24,999	2	\$81,429	\$81,429	\$78,857	\$84,000
Minnesota	Total	5	\$145,318	\$136,785	\$114,816	\$171,338
	100,000 and up	1	\$171,338	\$171,338	\$171,338	\$171,338
	50,000 - 99,999	1	\$168,300	\$168,300	\$168,300	\$168,300
	25,000 - 49,999	2	\$136,068	\$136,068	\$135,350	\$136,785
	10,000 - 24,999	1	\$114,816	\$114,816	\$114,816	\$114,816

State	Population	No. Responding	Mean	Median	Minimum	Maximum
Montana	Total	1	\$73,500	\$73,500	\$73,500	\$73,500
	10,000 - 24,999	1	\$73,500	\$73,500	\$73,500	\$73,500
Nebraska	Total	1	\$142,510	\$142,510	\$142,510	\$142,510
	100,000 and up	1	\$142,510	\$142,510	\$142,510	\$142,510
New Hampshire	Total	1	\$104,599	\$104,599	\$104,599	\$104,599
	25,000 - 49,999	1	\$104,599	\$104,599	\$104,599	\$104,599
New Jersey	Total	2	\$174,901	\$174,901	\$169,802	\$180,000
	100,000 and up	2	\$174,901	\$174,901	\$169,802	\$180,000
New Mexico	Total	6	\$168,752	\$184,400	\$92,500	\$203,570
	100,000 and up	1	\$188,800	\$188,800	\$188,800	\$188,800
	50,000 - 99,999	2	\$191,106	\$191,106	\$180,000	\$202,212
	25,000 - 49,999	1	\$145,428	\$145,428	\$145,428	\$145,428
	10,000 - 24,999	2	\$148,035	\$148,035	\$92,500	\$203,570
New York	Total	8	\$125,448	\$129,000	\$94,160	\$147,750
	100,000 and up	1	\$147,750	\$147,750	\$147,750	\$147,750
	50,000 - 99,999	4	\$137,334	\$139,919	\$123,000	\$146,500
	25,000 - 49,999	3	\$102,165	\$100,000	\$94,160	\$112,336
North Carolina	Total	18	\$149,035	\$146,250	\$93,000	\$222,083
	100,000 and up	6	\$200,995	\$201,756	\$179,500	\$222,083
	50,000 - 99,999	4	\$144,625	\$146,250	\$125,000	\$161,000
	25,000 - 49,999	6	\$117,193	\$111,830	\$93,000	\$162,364
	10,000 - 24,999	2	\$97,500	\$97,500	\$95,000	\$100,000
Ohio	Total	1	\$107,000	\$107,000	\$107,000	\$107,000
	50,000 - 99,999	1	\$107,000	\$107,000	\$107,000	\$107,000
Oregon	Total	2	\$181,815	\$181,815	\$180,000	\$183,630
	100,000 and up	1	\$183,630	\$183,630	\$183,630	\$183,630
	5,000 - 9,999	1	\$180,000	\$180,000	\$180,000	\$180,000
Pennsylvania	Total	1	\$128,000	\$128,000	\$128,000	\$128,000
	100,000 and up	1	\$128,000	\$128,000	\$128,000	\$128,000
South Carolina	Total	6	\$131,860	\$122,750	\$85,000	\$194,418
	100,000 and up	2	\$176,865	\$176,865	\$159,312	\$194,418
	50,000 - 99,999	1	\$114,500	\$114,500	\$114,500	\$114,500
	25,000 - 49,999	2	\$118,965	\$118,965	\$106,930	\$131,000
	10,000 - 24,999	1	\$85,000	\$85,000	\$85,000	\$85,000
Texas	Total	2	\$224,770	\$224,770	\$109,540	\$340,000
	100,000 and up	1	\$340,000	\$340,000	\$340,000	\$340,000
	10,000 - 24,999	1	\$109,540	\$109,540	\$109,540	\$109,540
Utah	Total	1	\$165,000	\$165,000	\$165,000	\$165,000
	25,000 - 49,999	1	\$165,000	\$165,000	\$165,000	\$165,000
Virginia	Total	18	\$164,323	\$156,876	\$68,340	\$267,531
	100,000 and up	4	\$240,468	\$240,670	\$213,000	\$267,531
	50,000 - 99,999	4	\$168,750	\$170,000	\$150,000	\$185,000
	25,000 - 49,999	4	\$154,558	\$154,840	\$130,050	\$178,500
	10,000 - 24,999	4	\$124,169	\$120,134	\$112,000	\$144,408
	5,000 - 9,999	1	\$137,700	\$137,700	\$137,700	\$137,700
	Under 5,000	1	\$68,340	\$68,340	\$68,340	\$68,340
Wisconsin	Total	7	\$138,549	\$133,500	\$117,300	\$188,490
	100,000 and up	3	\$157,937	\$150,000	\$135,321	\$188,490
	25,000 - 49,999	2	\$130,627	\$130,627	\$127,754	\$133,500
	10,000 - 24,999	2	\$117,389	\$117,389	\$117,300	\$117,478
West Virginia	Total	1	\$126,495	\$126,495	\$126,495	\$126,495
	100,000 and up	1	\$126,495	\$126,495	\$126,495	\$126,495