

# OLO Memorandum Report 2016-1

November 3, 2015

**To:** County Council

**From:** Craig Howard, Senior Legislative Analyst  
Office of Legislative Oversight

**Subject:** Comparative Data on High-Level Manager Salaries

This memorandum report provides the Council with comparative data on “high-level manager” salaries for Montgomery County, the federal government, and 24 other local governments (listed in the table) – 10 within the Washington, DC-Baltimore region and 14 outside the region located in high cost of living areas. For this report, OLO sought salary data for the following general categories of “high-level managers”:

- **Director positions.** Heads of departments or offices, including CAO-level positions and excluding elected officials.
- **Executive management positions.** Non-director appointed and/or other positions identified by a jurisdiction as part of its management or executive team.
- **Manager series positions.** Positions in a defined management series (similar to Montgomery County’s Management Leadership Service).

There are several factors that impact salary levels for high-level managers in local government: a need to attract and retain highly qualified candidates, competition from surrounding jurisdictions and/or the private sector, internal pay equity among employees, cost of living within the region, the type and amount of non-salary benefits provided, etc. At the same time, periodic benchmarking of salaries against other jurisdictions can help a local government review whether it is paying appropriate salaries to various groups or classifications of employees.

The report is organized as follows:

- **Part A** reviews OLO’s methodology and data notes;
- **Part B** summarizes data highlights on how average high-level manager salaries in Montgomery County compare to the other jurisdictions;
- **Part C** provides detailed average manager salary data and/or a salary schedule for each jurisdiction reviewed; and
- **Part D** compares salary data for individual director positions.

## Comparison Jurisdictions

### DC-Baltimore Region

- Montgomery County
- Fairfax County
- Washington, DC
- Federal Government
- Howard County
- Prince George’s County
- Baltimore County
- Baltimore City
- Frederick County
- Arlington County
- City of Alexandria
- Prince William County

### New York City Region

- Westchester County

### Chicago Region

- City of Chicago
- Cook County
- Lake County
- DuPage County

### San Francisco Region

- City/County of San Francisco
- Santa Clara County
- Alameda County
- Marin County
- Contra Costa County

### Los Angeles Region

- Los Angeles County
- Orange County
- Ventura County

### San Diego Region

- San Diego County

### A. Overview of Data and Methodology

This report covers data on annual base-salaries only; it does not include data on the value of benefits (e.g., retirement, group insurance) or other wages (e.g., overtime, bonuses) that make up an employee's total compensation package. Where available, OLO also collected data on salary schedules (i.e., the minimum and/or maximum allowable annual salary for a particular position or class of positions) for high-level managers. As noted above, the benefits that make up an employee's total compensation may impact whether a jurisdiction offers comparatively higher or lower salaries. For example, some jurisdictions (like Montgomery County for all non-public safety hires since October 1994) offer newly-hired managers defined contribution or cash balance retirement plans while other jurisdictions offer more costly defined benefit pension plans.

**Comparison Jurisdictions.** OLO included all the Maryland counties immediately surrounding Montgomery; Baltimore City and Baltimore County; Washington, DC; and Northern Virginia jurisdictions that had either salary data or salary schedule information available. Outside the region, OLO focused on jurisdictions located within Bureau of Labor Statistics Metropolitan Statistical Areas that (like the DC region) are considered to have a high cost of living. Unlike the regional jurisdictions, OLO only included local governments outside the region in the final report if actual salary data was available.

**Data Sources.** Actual salary data for Montgomery County employees is taken from MCTime as of September 2, 2015 using the listed "Base Wage Rate". Salary data for other locations was taken from databases published either by the jurisdiction itself or by an outside entity, or was provided directly by the jurisdiction upon request by OLO. For some jurisdictions the data is based on an employee's actual rate of pay, while others publish data on actual regular wages received. OLO used the Maryland Association of Counties (MACo) *Salary Survey of MD County Government FY15* for Maryland jurisdictions where data was otherwise not readily available. The data source for each jurisdiction is included in the appendix at ©1.

**Methodology.** After collecting the salary data, OLO sorted the data into the three management categories described below:

- **Director positions** – OLO used position descriptions, organizational charts, and the functional descriptions of departments or offices in each jurisdiction to determine the positions in this category. Specific titles vary among the jurisdictions for these type of positions (director, department head, administrator, commissioner, chief, etc.).
- **Executive management positions** – For Montgomery County, this category includes all non-director, appointed (or "Question A") positions. For other locations, OLO only included data in this category if a jurisdiction had a pre-existing list or classification structure that identified specific non-director positions that are part of its executive management (or similar) group. In most cases, these are deputy or assistant director positions.
- **Manager series** – OLO used classification descriptions from each jurisdiction's human resources department to identify any management series similar to Montgomery County's MLS series.

After sorting the data, OLO calculated each jurisdiction's average salary by category and subset. To create individual director salary comparison tables, OLO reviewed department/office descriptions for each jurisdiction to determine which department director performed the same or similar functions as the Montgomery County department director.

## Comparative Data on High-Level Manager Salaries

### B. Summary of Comparative Data Highlights

Key highlights from OLO's review are summarized below by topic area. All data is from 2015 unless noted.

#### Comparison of Average Director Salaries

OLO calculated the average salary for all non-elected department director or equivalent positions for each jurisdiction using actual salary data, shown in Table 1. In addition, OLO included Federal Executive Schedule (Cabinet Secretaries and other Presidential appointees) and Senior Executive Service (SES) positions in this comparison. Data highlights include:

- Among 20 local governments and the two federal classifications, Montgomery County had the 3<sup>rd</sup> highest average salary for director positions at \$206,685. Montgomery County's average was 15.5% higher than the average for all the jurisdictions combined. The number of directors varies by jurisdiction, ranging from 13 to 54.
- Thirteen, or 59%, of the jurisdictions listed in Table 1 have a salary schedule for all or some director positions while the other nine (including Montgomery County) do not. Among this sample, having a salary schedule does not appear to result in lower average director salaries.

**Table 1. Average Director Salaries, All Jurisdictions Reviewed**

Jurisdiction	Avg. Actual Salary: Directors or Equivalent	% Difference from MoCo	Salary Schedule for Directors?
Los Angeles County, CA (n=32)	\$238,135	+15.2%	No
Alameda County, CA** (n=13)	\$208,126	+0.7%	Yes
<b>Montgomery County, MD (n=27)</b>	<b>\$206,685</b>	<b>--</b>	<b>No</b>
City and County of San Francisco, CA** (n=39)	\$200,120	-3.2%	Yes
Santa Clara County, CA** (n=27)	\$191,759	-7.2%	Yes
Baltimore County, MD (n=16)	\$186,973	-9.5%	No
Ventura County, CA** (n=15)	\$177,231	-14.3%	Yes, partial
Washington, DC (n=54)	\$176,536	-14.6%	No
Orange County, CA (n=17)	\$175,832	-14.9%	No
San Diego County, CA** (n=29)	\$171,810	-16.9%	Yes
Federal Senior Executive Service, DC region (n=5,994)	\$171,351	-17.1%	Yes
Fairfax County, VA (n=39)	\$169,623	-17.9%	Yes, partial
Marin County, CA** (n=16)	\$169,215	-18.1%	Yes
Federal Executive Schedule (n=426)	\$163,720	-20.8%	Yes
City of Chicago, IL (n=33)	\$162,937	-21.2%	No
Howard County, MD (n=18)	\$157,741	-23.7%	Yes
Baltimore City, MD (n=27)	\$157,460	-23.8%	No
Contra Costa County, CA** (n=16)	\$156,794	-24.1%	Yes
Lake County, IL (n=14)	\$156,642	-24.2%	No
Cook County, IL* (n=32)	\$150,587	-27.1%	No
Westchester County, NY* (n=29)	\$148,575	-28.1%	Yes
DuPage County, IL (n=15)	\$146,060	-29.3%	Yes
<b>Average of All</b>	<b>\$174,723</b>	<b>-15.5%</b>	<b>--</b>

\*2014 Data, \*\*2013 Data

## Comparative Data on High-Level Manager Salaries

- Montgomery County's average director salary was highest among the DC-Baltimore region jurisdictions included in this report, as shown in Table 2. Baltimore County was the next highest at \$186,973, 9.5% below Montgomery.
- Fairfax County's average director salary was \$169,623, 17.9% below Montgomery County. However, Fairfax had 39 positions in this category compared to 27 in Montgomery. Limiting the calculation to Fairfax County's 27 highest-paid director positions results in an average salary of \$182,526, 11.7% below Montgomery.

**Table 2. Average Director Salaries, DC-Baltimore Region Only**

Jurisdiction	Avg. Actual Salary: Directors or Equivalent	% Difference from MoCo
<b>Montgomery County, MD (n=27)</b>	<b>\$206,685</b>	<b>--</b>
Baltimore County, MD (n=16)	\$186,973	-9.5%
Washington, DC (n=54)	\$176,536	-14.6%
Federal Senior Executive Service, DC region (n=5,994)	\$171,351	-17.1%
Fairfax County, VA (n=39)	\$169,623	-17.9%
Federal Executive Schedule (n=426)	\$163,720	-20.8%
Howard County, MD (n=18)	\$157,741	-23.7%
Baltimore City, MD (n=27)	\$157,460	-23.8%
<b>Average of All</b>	<b>\$173,761</b>	<b>-15.9%</b>
<b>Fairfax County, VA (highest 27 salaries only)</b>	<b>\$182,526</b>	<b>-11.7%</b>

### Comparison of Non-Director, Executive Management Salaries

OLO analyzed data for eight jurisdictions with a defined group of non-director, executive management positions. These are positions specifically categorized as executive management or similar by the jurisdiction and primarily include deputy/assistant directors or similar. For Montgomery County, this category includes 22 non-merit appointed positions. Data highlights include:

- Among eight total jurisdictions with separate data for non-director, executive management positions, Montgomery County had the highest average salary at \$167,657 for 22 employees. The average of all the locations was \$151,956, 9.4% below Montgomery's average.<sup>1</sup>
- Fairfax County, the only other jurisdiction in the region where OLO was able to obtain this data, had an average salary of \$144,205 for 58 positions, 14% below Montgomery.

<sup>1</sup> If Montgomery County's 25 Manager I positions were included in this group (since the Manager I class specification defines the position as serving in high level management roles including deputy director or equivalent), the County's executive management average salary would increase slightly to \$168,160.

## Comparative Data on High-Level Manager Salaries

**Table 3. Average Non-Director, Executive Management Salaries**

Jurisdiction	Avg. Actual Salary: Non-Director Executive Mngmt.	% Difference from MoCo
<b>Montgomery County, MD (n=22)</b>	<b>\$167,657</b>	<b>--</b>
Orange County, CA (n=76)	\$166,992	-0.4%
City and County of San Francisco, CA** (n=134)	\$161,920	-3.4%
Santa Clara County, CA** (n=105)	\$153,874	-8.2%
Alameda County, CA** (n=64)	\$145,900	-13.0%
Fairfax County, VA (n=58)	\$144,205	-14.0%
San Diego County, CA** (n=92)	\$138,533	-17.4%
Ventura County, CA** (n=98)	\$136,564	-18.5%
<b>Average of All</b>	<b>\$151,956</b>	<b>-9.4%</b>

\*2014 Data, \*\*2013 Data. San Francisco data combines the “other management/executive” and “deputy director” positions.

### Comparison of Manager Series Salaries

Two of the comparison jurisdictions had a “manager series” similar to Montgomery County’s MLS, and the County’s Office of Human Resources annually compares MLS positions to Federal GS-13, 14, and 15 positions. Table 4 summarizes the average salaries across each of the three manager series as well as the Federal GS salaries within the DC region.

**Table 4. Average Manager Series Salaries**

Jurisdiction	Avg. Actual Salary: Manager Series	% Difference from MoCo
City and County of San Francisco Manager Series* (n=525)	\$140,700	+6.2%
<b>Montgomery County MLS (n=373)</b>	<b>\$132,439</b>	<b>--</b>
Federal GS-13, GS-14, and GS-15, DC Region (n=183,957)	\$122,556	-7.5%
Orange County Administrative Manager Series* (n=957)	\$100,566	-24.1%
<b>Average of All</b>	<b>\$124,065</b>	<b>-6.3%</b>

\*2013 Data

### Comparison of Individual Director Positions

Modeled after annual comparisons done by the Maryland Association of Counties’ (MACo), OLO compiled tables that compare salaries for individual Montgomery County directors with peers in other local governments. Jurisdictions were only included if they had a department with the same or similar functions as Montgomery County, and a salary was available for the director. Data highlights include:

- Montgomery County director salaries were among the top one-third for 17 of 19 director positions where OLO was able to compare individual salary data. Montgomery County had the highest salary for five of the director positions.
- Within the region, Montgomery County had the highest salary for 13 (68%) of the 19 director positions analyzed. OLO notes that department directors in different jurisdictions, even if performing the same overall function, may not have the exact same roles and responsibilities.

### **C. High-Level Manager Salary Data by Jurisdiction**

This section includes detailed data on average salaries for different management groups or levels, salary schedules, and other applicable data or information for Montgomery County Government and the other comparison jurisdictions.

#### **1. Montgomery County Government**

OLO collected actual salary data from MCTime (as of September 2, 2015) for three groups of Montgomery County Government management employees:

- 27 department/office directors (including legislative branch department directors);
- 22 non-merit or “Question A” appointees; and
- 373 Management Leadership Service (MLS) staff.

**Management salaries in the context of total salary costs.** The annual salaries for the 422 Montgomery County management positions reviewed in this report totaled \$58.3 million – representing 4.6% of full-time positions and 8.9% of full-time salary costs approved in the FY16 budget.

**Table 5. FY16 Approved Full-Time Positions and Salary Costs by Manager Category**

<b>Category</b>	<b>Full-Time Positions</b>	<b>Full-Time Salary Costs</b>
All Montgomery County	9,174 (100%)	\$655.5 million (100%)
Directors	27 (0.3%)	\$5.6 million (0.9%)
Non-merit appointees	22 (0.2%)	\$3.7 million (0.6%)
MLS staff	373 (4.1%)	\$49.0 million (7.4%)
<b>All Management</b>	<b>422 (4.6%)</b>	<b>\$58.3 million (8.9%)</b>

**Average Salaries for Management Positions.** Table 6 provides the 2015 actual average salary data for all full-time department/office directors and non-merit appointed positions, as well as the range of actual salaries for each category. The data includes adjustments to base salary approved as part of the FY16 operating budget but does not include lump-sum bonuses; only covers filled positions as of the date collected; and excludes elected officials and part-time staff.

**Table 6. Montgomery County Government Director and Appointee Average Salary Data, 2015**

<b>Directors/Non-Merit Appointees</b>	<b>Actual Average Salary</b>	<b>Range of Actual Salaries</b>
Directors (n=27)	\$206,685	\$163,072 to \$303,097
Non-merit appointees (n=22)	\$167,657	\$148,595 to \$186,243
<b>All (n=49)</b>	<b>\$189,162</b>	<b>--</b>

Montgomery County directors and non-merit appointed positions are not covered by a salary schedule. Until 1997, however, almost all director positions were assigned to a specific grade with a salary schedule. A listing of position classifications for appointed positions from the mid-1990’s, attached at ©4, shows that director positions were classified as grades 35, 36, or 39. In FY16, the maximum salary levels for those grades are \$152,584 for Grade 35, \$156,749 for Grade 36, and \$167,033 for Grade 39 – all lower than the current MLS Manager I maximum of \$174,256.

## Comparative Data on High-Level Manager Salaries

Table 7 shows the actual average salaries for the County's 373 MLS positions, both overall and by grade, along with the approved FY16 MLS salary schedule.

**Table 7. Montgomery County Government MLS Average Salary Data, 2015**

Management Leadership Service (MLS)	Average Actual Salary	Salary Schedule	
		Minimum	Maximum
Manager I (n=25)	\$168,603	\$98,111	\$174,256
Manager II (n=115)	\$146,002	\$85,795	\$155,746
Manager III (n=233)	\$121,864	\$73,706	\$134,718
<b>All MLS (n=373)</b>	<b>\$132,439</b>	--	--

**List of Director and Non-Merit Appointee Positions.** The specific positions OLO used to calculate the actual average salary within the director and non-merit appointee categories in Table 6 are listed below.

<u>Director Positions</u>	<u>Non-Merit Appointee Positions</u>
<ul style="list-style-type: none"> <li>• Chief Administrative Officer</li> <li>• Council Administrator</li> <li>• County Attorney</li> <li>• Acting Director, Department of Transportation</li> <li>• Acting Director, Department of Economic Development</li> <li>• Director, Department of Correction and Rehabilitation</li> <li>• Director, Department of Environmental Protection</li> <li>• Director, Department of Finance</li> <li>• Director, Department of General Services</li> <li>• Director, Department of Health and Human Services</li> <li>• Director, Department of Housing and Community Affairs</li> <li>• Director, Department of Liquor Control</li> <li>• Director, Department of Permitting Services</li> <li>• Director, Department of Police</li> <li>• Director, Department of Public Libraries</li> <li>• Director, Department of Recreation</li> <li>• Director, Department of Technology Services</li> <li>• Director, Office of Consumer Protection</li> <li>• Director, Office of Human Resources</li> <li>• Director, Office of Intergovernmental Relations</li> <li>• Director, Office of Legislative Oversight</li> <li>• Director, Office of Management and Budget</li> <li>• Director, Office of Procurement</li> <li>• Director, Office of Public Information</li> <li>• Director, Office of Zoning and Administrative Hearings</li> <li>• Fire Chief, Fire/Rescue Service</li> <li>• Inspector General</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Chief Administrative Officer (3)*</li> <li>• Assistant Chief of Police (4)</li> <li>• Chief Aging and Disability Services, DHHS</li> <li>• Chief Behavioral Health and Crisis Services, DHHS</li> <li>• Chief Children Youth and Family Services, DHHS</li> <li>• Chief Operating Officer, DHHS</li> <li>• Chief Special Needs Housing, DHHS</li> <li>• Development Ombudsman</li> <li>• Director, Criminal Justice Coordinating Commission</li> <li>• Director, Office of Community Partnerships</li> <li>• Director, Regional Services Center (3)*</li> <li>• Division Chief, MCFRS Volunteer Services</li> <li>• Minority Business Affairs Manager, DED</li> <li>• Special Assistant to County Executive</li> <li>• Special Projects Manager, Office of the CAO</li> </ul>

\*One of the four Assistant CAO positions is filled by an MLS I staff member; as a result that salary is included in the MLS summary (Table 7). At the time of data collection, one of the four Regional Service Center Director positions was vacant and two non-merit appointed positions – DOT Deputy Director and DED Marketing Manager – had incumbents serving as Acting Directors for those departments.

## Comparative Data on High-Level Manager Salaries

### 2. Federal Government

The US Office of Personnel Management (OPM) publishes average salary data for federal employees,<sup>2</sup> and Table 8 summarizes average salary data and salary schedules as of March 2015 for:

- **Executive Schedule** – positions that are appointed by the President, typically with the advice and consent of the Senate. Includes five levels ranging from Cabinet secretaries (Level I) to appointed directors, deputy directors, etc. (Level V) across multiple federal agencies.
- **Senior Executive Service (SES)** – high-level management and supervisory positions across multiple federal agencies just below Presidential appointees.
- **GS-13, GS-14, GS-15** – career position grades on the federal general salary schedule. The Montgomery County Office of Human Resources *Personnel Management Review* reports that these grades are comparable to the MLS series in the County.<sup>3</sup>

For the SES and GS series positions, OLO included the average salary nationwide as well as the weighted average for positions in DC, Maryland, and Virginia only. Additionally, the salary schedule shown for the GS positions includes the DC region locality pay differential. The maximum salaries for federal Executive Schedule and SES employees are lower than the average director salary in Montgomery County.

**Table 8. Federal Government Manager Average Salary Data, 2015**

Position	Actual Average Salary	Salary Schedule	
		Minimum	Maximum
<b>Executive Schedule</b>			
Level I (n=18)	\$198,450	--	\$203,700
Level II (n=43)	\$179,846	--	\$183,300
Level III (n=95)	\$166,509	--	\$168,700
Level IV (n=251)	\$158,434	--	\$158,700
Level V (n=18)	\$149,494*	--	\$148,700
<b>All Executive Schedule (n=426)</b>	<b>\$163,720</b>	--	--
<b>Senior Executive Service</b>			
United States (n=7,862)	\$170,572	--	--
DC, MD, and VA only (n=5,994)	\$171,351	\$121,956	\$183,300
<b>General Salary Scale (GS) 15</b>			
United States (n=61,405)	\$150,966	--	--
DC, MD, and VA only (n=40,963)	\$151,715	\$126,245	\$158,700
<b>General Salary Scale (GS) 14</b>			
United States (n=122,741)	\$124,363	--	--
DC, MD, and VA only (n=63,738)	\$126,530	\$107,325	\$139,523
<b>General Salary Scale (GS) 13</b>			
United States (n=250,038)	\$102,990	--	--
DC, MD, and VA only (n=79,256)	\$104,291	\$90,823	\$118,069

\*The OPM database does not indicate why the actual average is higher than the maximum.

<sup>2</sup> The OPM data covers most Executive Branch agencies except for several intelligence offices and agencies (CIA, NSA, etc.), White House and Office of the Vice President staff, and the U.S. Postal Service.

[http://www.fedscope.opm.gov/datadefn/aboutehri\\_sdm.asp](http://www.fedscope.opm.gov/datadefn/aboutehri_sdm.asp)

<sup>3</sup> [http://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2015/150423/20150423\\_GO2-CountyGovernment.pdf](http://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2015/150423/20150423_GO2-CountyGovernment.pdf), p.36



### 3. Fairfax County, VA

The Fairfax County Department of Human Resources provided OLO with data on county employee salaries as of August 2015. Table 9 shows average salary data for positions that fall under “Management Group” class specifications – consisting of department/office directors and other executive management positions (primarily assistant/deputy department directors).

**Table 9. Fairfax County High-Level Manager Average Salary Data, 2015**

Management Group Positions	Actual Average Salary
Directors (n=39)	\$169,623
Other Management (n=58)	\$144,205
<b>All (n=97)</b>	<b>\$154,425</b>

Excluding four positions (County Executive, County Attorney, Director of Health, and Executive Director to the Retirement Boards), Fairfax County’s management group positions are subject to a salary schedule. In FY16, the various director positions are classified into seven different pay grades as shown in Table 10 below. Fairfax County’s highest pay grade for directors, E-13, has a maximum salary of \$194,845 that is lower than Montgomery County’s average director salary.

**Table 10. Fairfax County Director Pay Grades**

Pay Grades	Number of Director Positions in Grade	FY16 Salary Schedule	
		Minimum	Maximum
E-06	1	\$82,047	\$136,746
E-08	6	\$90,227	\$150,378
E-09	8	\$96,910	\$161,516
E-10	3	\$101,744	\$169,572
E-11	1	\$106,708	\$177,846
E-12	8	\$111,411	\$185,685
E-13	8	\$116,907	\$194,845

#### 4. Washington DC

The Washington DC Department of Human Resources (DCHR) publishes annual employee salary data online, updated quarterly. Table 11 shows average salary data (as of April 2015) for 2,173 DC Government management employees within three classifications (as defined below by DCHR) and for the subset of directors across classifications:

- **Executive Service** – consists of agency/department heads that are nominated by the Mayor and confirmed by the City Council.
- **Excepted Service** – includes several categories of positions that are filled non-competitively, but primarily employees on the personal staff of the Mayor and those serving in policy positions. Also includes director-level positions created in law.
- **Management Supervisory Service (MSS)** – consists of at-will employees that serve in a variety of job types, filled competitively. MSS positions have a separate pay structure and a training curriculum focused in part on leadership development.

Both the Excepted Service and MSS classifications include multiple salary grades. However, the published salary data only breaks out positions for the classification as a whole.

**Table 11. Washington DC Manager-Level Average Salary Data, 2015**

Position Classification	Actual Average Salary
Executive service (n=29)	\$170,444
Excepted service (n=400)	\$104,146
MSS (n=1,744)	\$101,918
<b>Directors: executive and excepted service (n=54)</b>	<b>\$176,536</b>

#### 5. Other Maryland and Virginia Jurisdictions

**Howard County.** The Howard County Office of Human Resources provided OLO with a list of the 39 highest-paid employees as of August 2015 – including department or office directors. For 18 directors or equivalent in 2015, the average salary was \$157,741. Howard County’s director positions are subject to a salary schedule. In FY15, the various director positions ranged from Grade GO to GS, and the number of directors in each grade along with the applicable salary schedule are shown below.

**Howard County Director-Level Pay Grades**

Pay Grade	Number of Directors in Grade	FY15 Salary Schedule	
		Minimum	Maximum
GO	2	\$87,131	\$149,261
GP	10	\$96,554	\$165,256
GQ	1	\$106,954	\$183,206
GR	3	\$118,518	\$202,966
GS	2	\$131,331	\$224,827

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## Comparative Data on High-Level Manager Salaries

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**Baltimore County.** The *Baltimore Sun* published a database of 2015 employee annual salaries for Baltimore County. For 16 department directors or equivalent, the average salary was \$186,973. Baltimore County does not have a salary schedule for director positions.

**Baltimore City.** The City of Baltimore publishes annual salary data on its *OpenBaltimore* site. For 27 department directors or equivalent in 2015, the average salary was \$157,460. Baltimore City does not have a salary schedule for director positions.

**Frederick County.** Frederick County underwent an organizational restructuring as part of its transition to a Charter form of government in 2015 with an elected County Executive. As a result, OLO included data for individual Frederick County department director salaries taken from MACo's FY15 *Report of County Employee Salaries, Health Benefits & Pensions*<sup>4</sup> within some of the tables beginning on page 18 of this report, but did not calculate an average director salary. Frederick County does have a salary scale that applies to most or all director positions.

**Prince George's County.** OLO included data for individual Prince George's County department directors from the FY15 MACo report within the tables beginning at page 18, but did not calculate an average director salary. Prince George's does have a salary scale for director and other management positions, shown below with FY15 minimum and maximum salaries for each grade.

**Prince George's County Management Pay Grades**

Pay Grades	FY15 Salary Schedule	
	Minimum	Maximum
G-35 (Deputy Director)	\$91,539	\$178,096
G-38 (Director)	\$105,968	\$206,168
G-39 (Deputy Administrator to the County Council)	\$111,266	\$216,476
G-40 (Deputy Chief Administrative Officer)	\$116,829	\$227,300
G-41 (Administrator to the County Council)	\$122,670	\$238,665
G-42 (Chief Administrative Officer)	\$128,804	\$250,599

**City of Alexandria.** The City of Alexandria has an "Executive Salary Scale" that includes minimum and maximum annual salaries for deputy city managers, department heads, and deputy/assistant directors as detailed below.

**City of Alexandria Executive Salary Schedule**

Pay Grades	FY16 Salary Schedule	
	Minimum	Maximum
Deputy City Managers (Band I)	\$105,788	\$187,403
Department Heads (Band II)	\$100,749	\$178,479
Deputy/Assistant Directors (Band III)	\$91,393	\$161,885

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<sup>4</sup> <http://www.mdcounties.org/DocumentCenter/View/846>

## Comparative Data on High-Level Manager Salaries

**Arlington County.** The FY16 Arlington County Pay Plan includes a salary schedule for positions classified as EMAP (department directors and the deputy and assistant county managers), SMAP (senior executive-level positions), and XMAP 1-3 (senior-level program managers positions). The County Manager position does not have a salary scale. The FY16 salary schedule for the management grades are listed below, and OLO included the minimum and maximum for specific director positions within some of the tables beginning on page 18.

**Arlington County Management Pay Grades**

Pay Grades	FY16 Salary Schedule	
	Minimum	Maximum
EMAP	\$102,814	\$210,912
SMAP	\$86,548	\$174,096
XMAP3*	\$103,022	\$210,912
XMAP2	\$83,948	\$115,658
XMAP1	\$81,948	\$130,249

\*Physician and Psychiatrist positions

**Prince William County.** Prince William County includes department directors within its salary schedule. The FY15 minimum and maximum salaries for six pay grades that include directors are shown below, and OLO included these data for specific director positions within the tables beginning on page 18.

**Prince William County Director-Level Pay Grades**

Pay Grades	FY15 Salary Schedule	
	Minimum	Maximum
21	\$85,390	\$166,744
22	\$89,661	\$175,090
23	\$94,146	\$183,865
25	\$103,798	\$202,683
M21*	\$105,690	\$179,478
PS24**	\$98,862	\$190,320

\*Public Health Director, \*\*Fire and Rescue Chief, Police Chief

## 6. New York City Region and Chicago Region Jurisdictions

OLO obtained data on actual employee salaries for department/office directors or equivalent for Westchester County, NY, the City of Chicago, and three suburban counties in the Chicago region.

**Westchester County, NY.** *The Journal News* published data on 2014 employee salaries for Westchester County Government. The 2014 actual average salary was \$148,575 for 29 department directors or equivalent. Westchester's "Executive Salary Plan" includes maximum, not-to-exceed annual salaries for most department directors. For 21 director or equivalent positions, the 2014 annual salary limit was \$155,245. The actual salary was at that maximum limit for 18 of those positions.

**City of Chicago, IL.** The City of Chicago Department of Human Resources publishes a database of current employee salaries, updated quarterly. As of June 2015, the actual average salary for 33 department director or equivalent positions was \$162,937. The City does not have a salary schedule for director-level positions.

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## Comparative Data on High-Level Manager Salaries

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**Cook County, IL.** Cook County publishes employee salary data on its Open Data Portal. The actual average salary for 32 department directors or equivalent in 2014 was \$150,587. Cook County does not have a salary schedule for director-level positions.

**Lake County, IL.** The Lake County Department of Human Resources publishes employee salary data on its website. The actual average salary for 14 department directors or equivalent in 2015 was \$156,642. Lake County does not have a salary schedule for director-level positions.

**DuPage County, IL.** The DuPage County Department of Human Resources publishes employee compensation data on its website, including annual salary information. The actual average salary for 15 department directors or equivalent in 2015 was \$146,060. DuPage County has a salary schedule for most directors with minimum and maximum salaries, summarized below.

**DuPage County Director-Level Pay Grades**

Pay Grade	Number of Directors in Grade	FY15 Salary Schedule	
		Minimum	Maximum
316	1	\$81,160	\$135,265
317	1	\$94,138	\$156,896
318	6	\$109,245	\$182,074
319	4	\$128,306	\$213,844
320	1	\$151,627	\$252,710
321	1	\$177,583	\$295,971

## 7. California Jurisdictions

This section includes data on nine California counties located in the San Francisco, Los Angeles, or San Diego regions. Data for all the California jurisdictions except for Los Angeles County comes from a database published by the California State Comptroller's Office. The data for these jurisdictions is 2013 actual base salary/wages paid (excluding overtime, bonuses, etc.). As a result, positions with actual wages below the minimum annual rate for that position were excluded from OLO's calculations since this likely indicates either a part-time employee or someone who was not employed for the entire year. Additionally, while actual salary data is from 2013, most of the salary schedule data is from 2015 since most jurisdictions only publish current salary schedule data online.

**City and County of San Francisco (a consolidated city-county government).** OLO compiled salary data on positions defined as "management" or "executive" by the San Francisco Department of Human Resources *Management Classification and Compensation Plan* (excluding elected officials). Actual 2013 base salary data was available for 698 positions. San Francisco's management positions include three formal classifications (department head, deputy director, manager) with multiple levels or grades as well as other positions OLO categorized as "other executive management." Each classification is defined below, followed by a table showing actual average salary data.

- **Department Head I-V.** Department heads generally serve at the pleasure of the Mayor, and higher numerical levels represent greater responsibilities. For example, a Department Head I directs the smallest departments (typically less than 60 employees) while a Department Head V directs the largest departments (typically more than 2000 employees).

## Comparative Data on High-Level Manager Salaries

- **Deputy Director I-V.** Reporting to the department head, deputy directors function at the highest level of department management and are responsible for all functions and activities of a major division or area. Higher numerical levels represent greater responsibilities.
- **Manager I-VIII.** Positions in this class provide mid-level management functions in an operating department with responsibility for a section, program, or defined functional area. Distinctions between class levels in the management series are based on the program's complexity, sensitivity, size, organizational impact, level of supervision exercised, etc. Higher numerical levels represent greater responsibilities.

**Table 12. City and County of San Francisco Average Salaries for Management Positions**

Position	Actual Average Salary (2013)	Salary Schedule (2015)	
		Minimum	Maximum
<b>Department Head</b>			
Department Head I (n=11)	\$146,559	\$114,582	\$177,736
Department Head II (n=7)	\$179,245	\$141,960	\$220,220
Department Head III (n=7)	\$188,617	\$151,034	\$234,312
Department Head IV (n=5)	\$225,113	\$173,368	\$268,970
Department Head V (n=5)	\$273,799	\$215,566	\$334,438
Other Directors* (n=4)	\$280,738	--	--
<b>All Department Heads/Directors (n=39)</b>	<b>\$200,120</b>	--	--
<b>Deputy Director</b>			
Deputy Director I (n=11)	\$152,938	\$92,222	\$143,078
Deputy Director II (n=29)	\$148,417	\$106,756	\$165,620
Deputy Director III (n=26)	\$167,342	\$132,626	\$205,738
Deputy Director IV (n=17)	\$195,687	\$151,034	\$234,312
Deputy Director V (n=7)	\$213,687	\$160,862	\$249,548
<b>All Deputy Directors (n=90)</b>	<b>\$168,442</b>	--	--
<b>Manager</b>			
Manager I (n=89)	\$114,492	\$92,222	\$143,078
Manager II (n=88)	\$119,896	\$98,982	\$153,556
Manager III (n=86)	\$132,578	\$106,756	\$165,620
Manager IV (n=98)	\$140,709	\$114,582	\$177,736
Manager V (n=61)	\$154,318	\$123,578	\$191,724
Manager VI (n=54)	\$168,195	\$132,626	\$205,738
Manager VII (n=23)	\$180,142	\$141,960	\$220,220
Manager VIII (n=26)	\$203,702	\$160,862	\$249,548
<b>All Managers (n=525)</b>	<b>\$140,700</b>	--	--
<b>Other Management/Executive</b>		--	--
All other (n=44)	\$148,579	--	--

\*Chief of Police, Fire Chief, Human Resources Director, Controller

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## Comparative Data on High-Level Manager Salaries

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**Santa Clara County.** OLO compiled 2013 actual salary data for 132 Santa Clara County positions that fall under the County's "Executive Management Salary Ordinance." This dataset includes 27 department directors or equivalent, and 105 other executive management positions. Santa Clara County has a salary schedule with minimum and maximum annual salaries for executive management staff that vary by position (excluding the County Executive which only has a maximum).

**Table 13. Santa Clara County Average Salaries for Management Positions, 2013**

Executive Management Group	Actual Average Salary
Directors (n=27)	\$191,759
Other Executive Management (n=105)	\$153,874
<b>All (n=132)</b>	<b>\$161,623</b>

**Alameda County.** OLO compiled 2013 actual salary data for 77 Alameda County positions that are classified as "Senior Executive Management" (primarily department directors or equivalent) or "Executive Management" (primarily deputy or assistant department directors) by the County's Department of Human Resource Services. Alameda County has a salary schedule for management positions with minimum and maximum salaries that vary by position.

**Table 14. Alameda County Average Salaries for Management Positions, 2013**

Executive Management Group	Actual Average Salary
Senior Executive Management (n=13)	\$208,126
Executive Management (n=64)	\$145,900
<b>All (n=77)</b>	<b>\$156,406</b>

**Orange County.** OLO compiled 2013 actual salary data for 1,050 Orange County positions that are classified as "Executive Management" (primarily department directors and deputy/assistant directors) or are part of the County's "Administrative Manager" series. The director positions do not have a set salary scale, while the other positions do. The Administrative Manager series includes three levels, described below:

- **Administrative Manager I.** Conducts analysis of issues and data to support and provide input into programs and policy decision-making; may manage or assist in managing a program; may supervise/manage other staff.
- **Administrative Manager II.** Manages identifiable programs, units, sections, or department-wide functions and gives direction to staff; may supervise/manage others, including other managers.
- **Administrative Manager III (including Specialty).** May manage a major function or section or multiple mid- to large-sized programs; manages other managers; make broad policy decisions and recommendations to department or County Executive team. Specialty managers operate in management assignments requiring professional/technical certification and/or licensing.

**Table 15. Orange County Average Salaries for Management Positions**

Position	Actual Average Salary (2013)	Salary Schedule (2015)	
		Minimum	Maximum
<b>Executive Management</b>			
Directors (n=17)	\$175,832	--	--
Other (n=76)	\$166,992	\$117,624	\$245,648
<b>All Executive Management (n=93)</b>	<b>\$168,608</b>	--	--
<b>Administrative Manager</b>			
Administrative Manager I (n=484)	\$83,552	\$53,040	\$115,648
Administrative Manager II (n=322)	\$107,516	\$73,777	\$145,184
Administrative Manager III (n=130)	\$133,967	\$92,227	\$189,567
Administrative Manager III Specialty (n=21)	\$179,346	\$115,294	\$209,123
<b>All Administrative Manager (n=957)</b>	<b>\$100,566</b>	--	--

**Ventura County.** OLO compiled 2013 actual salary data for 113 Ventura County “Management Employees” – 15 agency/department heads and 98 assistant agency/department heads. Some of the department heads in Ventura County are subject to a salary schedule while others are not.

**Table 16. Ventura County Average Salaries for Management Positions, 2013**

Management Employees	Actual Average Salary
Agency/Department Heads (n=15)	\$177,231
Assistant Agency/Department Heads (n=98)	\$136,564
<b>All (n=113)</b>	<b>\$141,962</b>

**San Diego County.** OLO compiled 2013 actual salary data for 121 San Diego County positions classified as “Executive Management” – 29 department directors and 92 assistant/deputy directors. Each executive management position in San Diego County is subject to a salary schedule, with minimum and maximum salaries that vary by position.

**Table 17. San Diego County Average Salaries for Management Positions, 2013**

Executive Management Employees	Actual Average Salary
Department Directors (n=29)	\$171,810
Assistant/Deputy Directors (n=92)	\$138,533
<b>All (n=121)</b>	<b>\$146,508</b>

**Marin County.** The actual average salary for 16 department directors or equivalent in 2013 was \$169,215. Marin County has a salary schedule for department heads, with minimum and maximum salaries that vary by position.

**Contra Costa County.** The actual average salary for 16 department directors or equivalent in 2013 was \$156,794. Contra Costa County has a salary schedule for department heads, with minimum and maximum salaries that vary by position.



**Los Angeles County.** The Los Angeles County Chief Executive Officer website publishes a list of department head salaries. The actual average salary for 32 department directors or equivalent as of June 2015 was \$238,135. Los Angeles County does not have a salary schedule for director positions.

**D. Comparison of Salary Data for Individual Department Director Positions**

Modeled after the MACo's annual review of salaries by position, OLO compiled tables to compare the salaries for individual Montgomery County department directors with peers in other local governments. Jurisdictions were included if they had a department with the same or similar functions as Montgomery County, and a salary was available for the director. The tables only include department directors; sub-director level employees are not included even if they perform a function that is performed by a director in Montgomery County. The 20 different positions included in the comparison are listed below:

- |  |   |
|--|---|
| 1) Chief Administrative Officer              | 11) Director Department of General Services   |
| 2) Assistant Chief Administrative Officer    | 12) Director of Environmental Protection      |
| 3) Police Chief                              | 13) Director of Permitting Services           |
| 4) Director of Correction and Rehabilitation | 14) Director of Health and Human Services     |
| 5) Fire/Rescue Chief                         | 15) Director of Human Resources               |
| 6) County Attorney                           | 16) Director of Recreation                    |
| 7) Director of Finance                       | 17) Director of Public Information            |
| 8) Director of Management and Budget         | 18) Director of Procurement                   |
| 9) Director of Technology Services           | 19) Director of Public Libraries              |
| 10) Director of Transportation               | 20) Director of Housing and Community Affairs |

Of note, while a specific position may have the same title in one or more jurisdictions, the specific duties and/or management responsibilities may differ. For example, a Director of Finance position in a particular county may oversee all finance and budgeting functions while Montgomery County splits those functions between a Director of Finance and a Director of Budget.

Additionally, for some jurisdictions a department director is included in more than one table. For example, many jurisdictions have a Department of Public Works responsible for the transportation and general services functions performed separately in Montgomery County. In those cases, the public works director is included in both salary tables in comparison with the Montgomery County directors. In other instances, multiple director salaries are listed if the functions performed by a single department in Montgomery County (like Health and Human Services) is divided into two or more departments in another jurisdiction.

**Comparative Data on High-Level Manager Salaries**

**Table 18. Chief Administrative Officer or equivalent (non-elected)**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Fairfax County, VA	\$316,182	+4.3%	--	--	County Executive
Santa Clara County, CA**	\$310,000	+2.3%	--	\$359,423	County Executive
Los Angeles County, CA	\$310,000	+2.3%	--	--	Chief Executive Officer
Alameda County, CA**	\$304,547	+0.5%	\$236,330	\$308,027	County Administrator
<b>Montgomery County, MD</b>	<b>\$303,097</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Chief Administrative Officer</b>
Washington, DC	\$295,000	-2.7%	--	--	City Administrator
Arlington County, VA*	\$261,000	-13.9%	--	--	County Manager
San Diego County, CA**	\$259,521	-14.4%	\$191,360	\$314,330	Chief Administrative Officer
Contra Costa County, CA**	\$255,983	-15.5%	--	--	County Administrator
Prince William County, VA	\$249,560	-17.7%	--	--	County Executive
Orange County, CA	\$248,057	-18.2%	--	--	County Executive Officer
Lake County, IL	\$241,063	-20.5%	--	--	County Administrator
Baltimore County, MD	\$225,000	-25.8%	--	--	County Administrative Officer
Prince George's County, MD*	\$225,000	-25.8%	\$128,804	\$250,599	Chief Administrative Officer
Ventura County, CA**	\$223,259	-26.3%	--	--	County Executive Officer
Marin County, CA**	\$217,170	-28.3%	\$211,682	\$235,144	County Administrator
Howard County, MD	\$205,691	-32.1%	\$131,331	\$224,827	Chief Administrative Officer
DuPage County, IL	\$192,352	-36.5%	\$177,583	\$295,971	Chief of Staff
City of Chicago, IL	\$174,996	-42.3%	--	--	Chief of Staff
Cook County, IL*	\$172,519	-43.1%	--	--	Chief Administrative Officer
Westchester County, NY*	\$157,370	-48.1%	--	\$157,370	Deputy County Executive
<b>Average of All</b>	<b>\$245,112</b>	<b>-19.1%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 19. Assistant Chief Administrative Officer or equivalent**

(For jurisdictions with more than one Assistant CAO position, OLO took the average of all the salaries)

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Santa Clara County, CA**	\$293,503	+67.3%	\$265,294	\$340,296	Chief Operating Officer
Los Angeles County, CA	\$260,606	+48.5%	--	--	Chief Deputy Executive Officer
San Diego County, CA**	\$228,238	+30.1%	\$178,880	\$282,485	Assistant Chief Administrative Officer
Alameda County, CA**	\$222,916	+27.0%	\$185,536	\$225,472	Assistant County Administrator
Fairfax County, VA (avg. of 4 staff)	\$211,406	+20.5%	\$129,285	\$215,475	Deputy County Executive
Ventura County, CA** (avg. of 3 staff)	\$187,958	+7.1%	\$156,731	\$230,417	Assistant County Executive Officer
Washington, DC	\$185,000	+5.4%	--	--	Deputy City Administrator
Marin County, CA**	\$177,001	+0.9%	\$166,067	\$184,517	Chief Assistant County Administrator
<b>Montgomery County, MD (avg. of 4 staff)</b>	<b>\$175,463</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Assistant Chief Administrative Officer</b>
Orange County, CA**	\$172,710	-1.6%	\$117,624	\$223,101	Deputy County Executive Officer
Baltimore County, MD	\$169,957	-3.1%	--	--	Deputy County Administrative Officer
Contra Costa County, CA**	\$156,744	-10.7%	\$157,275	\$182,066	Chief Assistant County Administrator
Lake County, IL	\$153,800	-12.3%	--	--	Deputy County Administrator
City of Chicago, IL (avg. of 4 staff)	\$146,247	-16.7%	--	--	Deputy Chief of Staff
Howard County, MD	\$131,996	-24.8%	\$106,954	\$183,206	Deputy Chief Administrative Officer
Westchester County, NY* (avg. of 3 staff)	\$129,970	-25.9%	--	--	Senior Assistant to the County Executive
Cook County, IL* (avg. of 2 staff)	\$125,000	-28.8%	--	--	Deputy Chief Administrative Officer
DuPage County, IL	\$110,225	-37.2%	\$94,138	\$156,896	Deputy Chief of Staff
Prince William County, VA	--	--	\$106,957	\$208,825	Deputy County Executive
Arlington County, VA	--	--	\$102,814	\$210,912	Assistant County Manager
<b>Average of All</b>	<b>\$179,930</b>	<b>+2.5%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 20. Police Chief or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
City and County of San Francisco, CA**	\$319,275	+33.3%	--	--	Chief of Police
City of Chicago, IL	\$260,004	+8.5%	--	--	Superintendent of Police
<b>Montgomery County, MD</b>	<b>\$239,574</b>	--	--	--	<b>Chief of Police</b>
Washington, DC	\$230,743	-3.7%	--	--	Chief of Police
Baltimore County, MD	\$230,447	-3.8%	--	--	Chief of Police
Prince George's County, MD*	\$216,000	-9.8%	\$105,968	\$206,168	Chief of Police
Baltimore City, MD	\$211,785	-11.6%	--	--	Police Commissioner
Fairfax County, VA	\$194,845	-18.7%	\$116,907	\$194,845	Chief of Police
Howard County, MD	\$191,297	-20.2%	\$118,518	\$202,966	Chief of Police
Prince William County, VA	--	--	\$101,878	\$196,081	Police Chief
Arlington County, VA	--	--	\$102,814	\$210,912	Police Chief
<b>Average of All</b>	<b>\$228,663</b>	<b>-4.6%</b>			

\*Data from 2014. While the maximum salary for Prince George's County Department Directors (including directors of public safety departments) is \$206,168, the MACo FY15 County Salary report notes a salary of \$216,000 for the Prince George's County Police Chief.

\*\*Data from 2013

**Table 21. Director of Correction and Rehabilitation or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$206,003</b>	--	--	--	<b>Director of Correction and Rehabilitation</b>
Santa Clara County, CA**	\$205,061	-0.5%	\$154,943	\$223,765	Chief of Correction
Washington, DC	\$190,002	-7.8%	--	--	Director, Department of Corrections
Baltimore County, MD	\$169,950	-17.5%	--	--	Director, Department of Corrections
Prince George's County, MD*	\$160,218	-22.2%	\$105,968	\$206,168	Director, Department of Corrections
Westchester County, NY*	\$155,245	-24.6%	--	\$155,245	Commissioner of Correction
Howard County, MD	\$146,785	-28.7%	\$96,554	\$165,256	Director of Corrections
<b>Average of All</b>	<b>\$176,181</b>	<b>-14.5%</b>			

\*Data from 2014, \*\*Data from 2013

**Comparative Data on High-Level Manager Salaries**

**Table 22. Fire/Rescue Chief or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
City and County of San Francisco, CA**	\$313,686	+52.3%	--	--	Chief of Fire Department
Los Angeles County, CA	\$293,690	+42.6%	--	--	Fire Chief
Santa Clara County, CA**	\$224,844	+9.1%	\$194,727	\$236,691	Fire Chief
<b>Montgomery County, MD</b>	<b>\$206,003</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Fire Chief</b>
Baltimore County, MD	\$204,728	-0.6%	--	--	Chief of Fire Department
City of Chicago, IL	\$202,728	-1.6%	--	--	Fire Commissioner
Washington, DC	\$197,500	-4.1%	--	--	Fire and EMS Chief
Ventura County, CA**	\$195,224	-5.2%	\$168,883	\$236,459	Fire Chief
Fairfax County, VA	\$194,845	-5.4%	\$116,907	\$194,845	Fire Chief
Howard County, MD	\$185,660	-9.9%	\$118,518	\$202,966	Fire and Rescue Chief
Prince George's County, MD*	\$185,500	-10.0%	\$105,968	\$206,168	Fire Chief
Baltimore City, MD	\$171,700	-16.7%			Fire Chief
Marin County, CA**	\$165,409	-19.7%	\$163,758	\$180,544	Fire Chief
Contra Costa County, CA**	\$163,205	-20.8%	\$160,955	\$195,642	Fire Chief
Frederick County, VA*	\$158,333	-23.1%	\$119,556	\$191,305	Fire Chief
Prince William County, VA	--	--	\$101,878	\$196,081	Fire and Rescue Chief
Arlington County, VA	--	--	\$102,814	\$210,912	Fire Chief
<b>Average of All</b>	<b>\$204,204</b>	<b>-0.9%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 23. County Attorney or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Los Angeles County, CA	\$260,000	+23.7%	--	--	County Counsel
Fairfax County, VA	\$227,577	+8.3%	--	--	County Attorney
Alameda County, CA**	\$224,494	+6.8%	\$179,026	\$232,606	County Counsel
San Diego County, CA**	\$219,003	+4.2%	\$178,880	\$282,485	County Counsel
Arlington County, VA*	\$218,738	+4.1%	--	--	County Attorney
Marin County, CA**	\$216,046	+2.8%	\$204,443	\$226,491	County Counsel
<b>Montgomery County, MD</b>	<b>\$210,142</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>County Attorney</b>
Ventura County, CA**	\$207,817	-1.1%	--	--	County Counsel
Orange County, CA**	\$202,695	-3.5%	--	--	County Counsel
Prince William County, VA*	\$201,687	-4.0%	--	--	County Attorney
Contra Costa County, CA**	\$196,825	-6.3%	\$165,100	\$200,680	County Counsel
Frederick County, MD*	\$182,955	-12.9%	\$127,936	\$204,697	County Attorney
Baltimore County, MD	\$176,902	-15.8%	--	--	County Attorney
City of Chicago, IL	\$173,664	-17.4%	--	--	Corporation Counsel
Prince George's County, MD*	\$172,800	-17.8%	\$105,968	\$206,168	County Attorney
Baltimore City, MD	\$166,500	-20.8%	--	--	City Solicitor
Westchester County, NY*	\$155,245	-26.1%	--	\$155,245	County Attorney
Howard County, MD	\$153,316	-27.0%	\$106,954	\$183,206	County Solicitor
<b>Average of All</b>	<b>\$198,134</b>	<b>-5.7%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 24. Director of Finance or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
City and County of San Francisco, CA**	\$270,642	+25.1%	\$215,556	\$334,438	Controller
Los Angeles County, CA	\$244,800	+13.2%	--	--	Auditor-Controller
Washington, DC	\$233,000	+7.7%	--	--	Chief Financial Officer
<b>Montgomery County, MD</b>	<b>\$216,340</b>	--	--	--	<b>Director of Finance</b>
Santa Clara County, CA**	\$210,103	-2.9%	\$204,714	\$262,663	Director, Finance Agency
Baltimore County, MD	\$200,850	-7.2%	--	--	Director, Office of Budget and Finance
San Diego County, CA**	\$194,355	-10.2%	\$178,880	\$282,485	Chief Financial Officer
Baltimore City, MD	\$192,500	-11.0%	--	--	Director, Department of Finance
Prince George's County, MD*	\$183,600	-15.1%	\$105,968	\$206,168	Director, Office of Finance
Orange County, CA**	\$181,171	-16.3%	--	--	Chief Financial Officer
Cook County, IL*	\$170,000	-21.4%	--	--	Chief Financial Officer
Marin County, CA**	\$166,693	-22.9%	\$174,138	\$192,005	Director of Finance
Fairfax County, VA	\$166,663	-23.0%	\$111,411	\$185,865	Finance Director
Lake County, IL	\$166,189	-23.2%	--	--	Director, Office of Finance and Administrative Services
City of Chicago, IL	\$165,000	-23.7%	--	--	City Comptroller
DuPage County, IL	\$163,342	-24.5%	\$151,627	\$252,710	Chief Financial Officer
Westchester County, NY*	\$155,245	-28.2%	--	\$155,245	Commissioner of Finance
Contra Costa County, CA**	\$149,804	-30.8%	\$124,010	\$150,735	County Finance Director
Howard County, MD	\$146,785	-32.2%	\$96,554	\$165,256	Director of Finance
Frederick County, VA*	\$131,586	-39.2%	\$106,411	\$170,258	Director of Finance
Prince William County, VA	--	--	\$97,012	\$189,442	Finance Director
Arlington County, VA	--	--	\$102,814	\$210,912	Director, Department of Management and Finance
<b>Average of All</b>	<b>\$185,433</b>	<b>-14.3%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 25. Director of Management and Budget or equivalent**  
(only included if different from Finance Director)

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$216,340</b>	--	--	--	<b>Director of Management and Budget</b>
Washington, DC	\$170,000	-21.4%	--	--	Budget Director
City of Chicago, IL	\$169,992	-21.4%	--	--	Budget Director
Santa Clara County, CA**	\$165,479	-23.5%	\$154,061	\$197,691	County Budget Director
Prince George's County, MD*	\$162,000	-25.1%	\$105,968	\$206,168	Director, Office of Management and Budget
Fairfax County, VA	\$158,883	-26.6%	\$116,907	\$194,845	CFO/Management and Budget Director
Westchester County, NY*	\$155,245	-28.2%	--	\$155,245	Budget Director
Howard County, MD	\$151,216	-30.1%	\$96,554	\$165,256	Budget Administrator
Cook County, IL*	\$150,000	-30.7%	--	--	Budget and Management Services Director
Frederick County, MD*	\$115,064	-46.8%	\$86,602	\$138,563	Budget Director
Prince William County, VA	--	--	\$85,390	\$166,744	Budget Director
<b>Average of All</b>	<b>\$161,422</b>	<b>-25.4%</b>			

\*2014 data, \*\*2013 data



**Comparative Data on High-Level Manager Salaries**

**Table 26. Director of Technology Services/Chief Information Officer or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Santa Clara County, CA**	\$228,815	+6.4%	\$210,934	\$270,635	Chief Information Officer
Baltimore County, MD	\$223,510	+3.9%	--	--	Director of Information Technology
Los Angeles County, CA	\$222,646	+3.5%	--	--	Chief Information Officer
<b>Montgomery County, MD</b>	<b>\$215,113</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Chief Information Officer</b>
Howard County, MD	\$199,680	-7.2%	\$131,331	\$224,827	Director of Technology and Communication
San Diego County, CA**	\$199,514	-7.3%	\$164,320	\$254,862	Chief Information Officer
Fairfax County, VA	\$194,845	-9.4%	\$116,907	\$194,845	Director of Information Technology
Orange County, CA**	\$185,307	-13.9%	\$117,624	\$223,101	Chief Information Officer
Washington, DC	\$178,084	-17.2%	--	-	Chief Technology Officer
Ventura County, CA**	\$174,478	-18.9%	\$146,312	\$204,857	Chief Information Officer
Cook County, IL*	\$172,719	-19.7%	--	--	Chief Information Officer
DuPage County, IL	\$162,364	-24.5%	\$109,245	\$182,074	Chief Information Officer
Frederick County, MD*	\$160,553	-25.4%	\$119,566	\$191,305	Chief Information Officer
Baltimore City, MD	\$160,000	-25.6%	--	--	Chief Technology Officer
Prince George's County, MD*	\$156,600	-27.2%	\$105,968	\$206,168	Director of Information Technology & Communications
Westchester County, NY*	\$155,245	-27.8%	--	\$155,245	Chief Information Officer
City of Chicago, IL	\$154,992	-27.9%	--	--	Chief Information Officer
Marin County, CA**	\$153,330	-28.7%	\$162,531	\$179,192	Chief Information Officer
Lake County, IL	\$145,551	-32.3%	--	--	Chief Information Technology Officer
Contra Costa County, CA**	\$134,605	-37.4%	\$135,837	\$182,035	Chief Information Officer
Prince William County, VA	--	--	\$97,012	\$189,442	Chief Information Officer
Arlington County, VA	--	--	\$102,814	\$210,912	Chief Information Officer
<b>Average of All</b>	<b>\$178,898</b>	<b>-16.8%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 27. Director of Transportation or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Los Angeles County, CA	\$270,504	+21.0%	--	--	Director of Public Works
<b>Montgomery County, MD</b>	<b>\$223,496</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director of Transportation</b>
Alameda County, CA**	\$196,001	-12.3%	\$159,203	\$207,854	Director of Public Works
Ventura County, CA**	\$192,114	-14.0%	\$146,316	\$204,863	Public Works Agency Director
Santa Clara County, CA**	\$188,394	-15.7%	\$170,215	\$218,429	Director, Department of Roads and Airports
Baltimore County, MD	\$185,400	-17.0%	--	--	Director, Department of Public Works
Marin County, CA**	\$184,512	-17.4%	\$178,734	\$197,059	Director of Public Works
Baltimore City, MD	\$176,015	-21.2%	--	--	Director, Department of Transportation
Prince George's County, MD*	\$175,000	-21.7%	\$105,968	\$206,168	Director, Department of Public Works and Transportation
Contra Costa County, CA**	\$169,900	-24.0%	\$147,035	\$178,722	Director of Public Works
City of Chicago, IL	\$169,500	-24.2%	--	--	Commissioner of Transportation
Washington, DC	\$167,000	-25.3%	--	--	Director, District Department of Transportation
San Diego County, CA**	\$166,629	-25.4%	\$149,760	\$233,626	Director, Department of Public Works
Fairfax County, VA	\$165,890	-25.8%	\$111,411	\$185,685	Director, Transportation Department
DuPage County, IL	\$158,671	-29.0%	\$128,306	\$213,844	Director of Transportation/County Engineer
Westchester County, NY*	\$155,245	-30.5%	--	\$155,245	Commissioner of Public Works and Transportation
Lake County, IL	\$155,089	-30.6%	--	--	Director of Transportation/County Engineer
Cook County, IL*	\$145,000	-35.1%	--	--	Director of Transportation and Highways
Howard County, MD	\$140,691	-37.0%	\$87,131	\$149,261	Transportation Administrator
Frederick County, MD*	\$135,314	-39.5%	\$119,566	\$191,305	Director, Public Works Division
Prince William County, VA	--	--	\$92,371	\$180,394	Transportation Director
<b>Average of All</b>	<b>\$176,018</b>	<b>-21.2%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 28. Director, Department of General Services or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Los Angeles County, CA	\$270,504	28.7%	--	--	Director of Public Works
<b>Montgomery County, MD</b>	<b>\$210,142</b>	--	--	--	<b>Director, Department of General Services</b>
Alameda County, CA**	\$205,502	-2.2%	\$159,203	\$207,854	Director, General Services Agency
Howard County, MD	\$197,038	-6.2%	\$118,518	\$202,966	Director, Department of Public Works
Baltimore County, MD	\$185,400	-11.8%	--	--	Director, Department of Public Works
Washington, DC	\$178,084	-15.3%	--	--	Director, Department of General Services
Santa Clara County, CA**	\$174,814	-16.8%	\$169,372	\$217,341	Director, Department of Facilities and Fleet
San Diego County, CA**	\$172,120	-18.1%	\$149,760	\$233,626	Director, General Services
Contra Costa County, CA**	\$169,900	-19.1%	\$147,035	\$178,722	Director of Public Works
Ventura County, CA**	\$164,193	-21.9%	\$133,412	\$186,796	Director, General Services Agency
City of Chicago, IL	\$157,092	-25.2%	--	--	Commissioner of Fleet and Facility Management
Fairfax County, VA	\$147,641	-29.7%	\$96,910	\$161,516	Director, Facilities Management Department
Baltimore City, MD	\$140,500	-33.1%	--	--	Director, Department of General Services
Cook County, IL*	• \$135,000	-35.8%	--	--	• Director, Department of Facilities Management
	• \$123,889	-41.0%			• Director of Capital Planning and Policy
	• \$123,888	-41.0%			• Director of Real Estate
<b>Average of All</b>	<b>\$172,232</b>	<b>-18.0%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 29. Director of Environmental Protection or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$210,121</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director, Department of Environmental Protection</b>
Fairfax County, VA	\$188,430	-10.3%	\$116,907	\$194,845	Director, Public Works and Environmental Services
City and County of San Francisco, CA**	\$173,634	-17.4%	\$141,960	\$220,220	Department Head II, Department of the Environment
DuPage County, IL	\$172,860	-17.7%	\$128,306	\$213,844	Director of Stormwater Management
Los Angeles County, CA	\$168,293	-19.9%	--	--	Director, Agriculture, Weights and Measures
Washington, DC	\$167,000	-20.5%	--	--	Director, Department of the Environment
San Diego County, CA**	\$166,629	-20.7%	\$149,760	\$233,626	Director, Department of Public Works
Baltimore County, MD	\$159,135	-24.3%	--	--	Director of Environmental Protection and Sustainability
Westchester County, NY*	\$155,245	-26.1%	--	\$155,245	Commissioner of Environmental Facilities
Prince George's County, MD*	\$150,000	-28.6%	\$105,698	\$206,168	Director, Department of Environment
Lake County, IL	<ul style="list-style-type: none"> <li>• \$144,243</li> <li>• \$141,695</li> </ul>	<ul style="list-style-type: none"> <li>• -31.4%</li> <li>• -32.6%</li> </ul>	--	--	<ul style="list-style-type: none"> <li>• Executive Director, Stormwater Management Commission</li> <li>• Director, Solid Waste Agency</li> </ul>
Marin County, CA**	\$133,419	-36.5%	\$134,680	\$148,491	Director, Agriculture, Weights and Measures
Cook County, IL*	\$110,000	-47.6%	--	--	Director, Department of Environmental Control
Arlington County, VA	--	--	\$102,814	\$210,912	Chief Environmental Officer
<b>Average of All</b>	<b>\$160,050</b>	<b>-23.8%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 30. Director of Permitting Services or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Los Angeles County, CA	\$270,504	+28.7%	--	--	Director of Public Works
Baltimore County, MD	\$221,450	+5.4%	--	--	Director, Department of Permits, Approvals, and Inspections
<b>Montgomery County, MD</b>	<b>\$210,142</b>	--	--	--	<b>Director of Permitting Services</b>
Alameda County, CA**	\$196,001	-6.7%	\$159,203	\$207,854	Director of Public Works
Prince George's County, MD*	\$194,000	-7.7%	\$105,968	\$206,168	Director of Permitting, Inspections, and Enforcement
City/County of San Francisco, CA**	\$192,390	-8.4%	\$151,034	\$234,312	Department Head III, Department of Building Inspection
Fairfax County, VA	\$188,430	-10.3%	\$116,907	\$194,845	Director, Public Works and Environmental Services
Santa Clara County, CA**	\$170,508	-18.9%	\$161,131	\$206,766	Director, Department of Planning and Development
Ventura County, CA**	\$163,004	-22.4%	\$132,861	\$186,024	Director, Resource Management Agency
Frederick County, MD*	\$158,904	-24.4%	\$119,566	\$191,305	Director, Planning and Permitting Division
City of Chicago, IL	\$157,092	-25.2%	--	--	Commissioner of Buildings
San Diego County, CA**	\$157,019	-25.3%	\$131,040	\$212,389	Director, Planning and Development Services
Washington, DC	\$155,000	-26.2%	--	--	Director, Department of Consumer and Regulatory Affairs
Contra Costa County, CA**	\$152,219	-27.6%	\$130,047	\$158,072	Director, Department of Conservation and Development
Baltimore City, MD	\$151,900	-27.7%	--	--	Commissioner, Baltimore Housing
Howard County, MD	\$146,785	-30.1%	\$96,554	\$165,256	Director, Inspections, Licenses & Permits Department
Marin County, CA**	\$146,366	-30.3%	\$155,626	\$171,558	Director of Community Development
Lake County, IL	\$132,408	-37.0%	--	--	Director, Department of Planning, Building, and Development
Cook County, IL*	\$114,162	-45.7%	--	--	Commissioner, Department of Building and Zoning
Prince William County, VA	--	--	\$92,371	\$180,394	Director, Department of Development Services
Arlington County, VA	--	--	\$102,814	\$210,912	Director, Dep't of Community Planning, Housing, and Development
<b>Average of All</b>	<b>\$172,541</b>	<b>-17.9%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 31. Director of Health and Human Services or equivalent**

(Most other jurisdictions reviewed have multiple departments that perform these functions; as a result OLO arranged the list by the highest salary in each jurisdiction but did not calculate the “% difference from MoCo” that is included in the other tables)

Jurisdiction	Actual Salary	Salary Schedule		Position Title
		Minimum	Maximum	
Fairfax County, VA	<ul style="list-style-type: none"> <li>• \$288,201</li> <li>• \$169,030</li> </ul>	<ul style="list-style-type: none"> <li>--</li> <li>\$116,907</li> </ul>	<ul style="list-style-type: none"> <li>--</li> <li>\$194,845</li> </ul>	<ul style="list-style-type: none"> <li>• Director, Health Department</li> <li>• Director, Department of Family Services</li> </ul>
City/County of San Francisco, CA**	<ul style="list-style-type: none"> <li>• \$270,642</li> <li>• \$270,591</li> <li>• \$178,246</li> </ul>	<ul style="list-style-type: none"> <li>• \$215,566</li> <li>• \$215,566</li> <li>• \$141,960</li> </ul>	<ul style="list-style-type: none"> <li>• \$334,438</li> <li>• \$334,438</li> <li>• \$220,220</li> </ul>	<ul style="list-style-type: none"> <li>• Department Head V, Human Services Agency</li> <li>• Department Head V, Department of Public Health</li> <li>• Department Head II, Department of Children, Youth, and Families</li> </ul>
Los Angeles County, CA	<ul style="list-style-type: none"> <li>• \$267,796</li> <li>• \$231,906</li> </ul>	<ul style="list-style-type: none"> <li>--</li> </ul>	<ul style="list-style-type: none"> <li>--</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Public Social Services</li> <li>• Director of Public Health</li> </ul>
Cook County, IL*	\$250,000	--	--	Chief Operating Officer, Department of Public Health
<b>Montgomery County, MD</b>	<b>\$228,384</b>	--	--	<b>Director of Health and Human Services</b>
Ventura County, CA**	<ul style="list-style-type: none"> <li>• \$227,366</li> <li>• \$175,547</li> </ul>	<ul style="list-style-type: none"> <li>• \$192,742</li> <li>• \$147,554</li> </ul>	<ul style="list-style-type: none"> <li>• \$260,416</li> <li>• \$206,596</li> </ul>	<ul style="list-style-type: none"> <li>• Director, Health Care Agency</li> <li>• Director, Human Services Agency</li> </ul>
Santa Clara County, CA**	<ul style="list-style-type: none"> <li>• \$216,611</li> <li>• \$175,000</li> </ul>	<ul style="list-style-type: none"> <li>• \$195,728</li> <li>• \$173,648</li> </ul>	<ul style="list-style-type: none"> <li>• \$251,145</li> <li>• \$222,830</li> </ul>	<ul style="list-style-type: none"> <li>• Director, Social Services Agency</li> <li>• Public Health Director</li> </ul>
Marin County, CA**	\$208,858	\$201,178	\$221,811	Director of Health and Human Services
Baltimore City, MD	<ul style="list-style-type: none"> <li>• \$200,000</li> <li>• \$151,800</li> </ul>	--	--	<ul style="list-style-type: none"> <li>• Commissioner, Baltimore City Health Department</li> <li>• Director, Office of Human Services</li> </ul>
San Diego County, CA**	\$194,938	\$164,320	\$254,862	Director, Health and Human Services Agency
Washington, DC	<ul style="list-style-type: none"> <li>• \$194,500</li> <li>• \$172,500</li> </ul>	--	--	<ul style="list-style-type: none"> <li>• Director, Department of Health</li> <li>• Director, Department of Human Services</li> </ul>
Orange County, CA**	<ul style="list-style-type: none"> <li>• \$190,154</li> <li>• \$173,957</li> </ul>	--	--	<ul style="list-style-type: none"> <li>• Director, Health Care Agency</li> <li>• Director, Social Services Agency</li> </ul>
Alameda County, CA**	<ul style="list-style-type: none"> <li>• \$181,526</li> <li>• \$179,116</li> </ul>	<ul style="list-style-type: none"> <li>• \$173,888</li> <li>• \$164,320</li> </ul>	<ul style="list-style-type: none"> <li>• \$201,323</li> <li>• \$230,048</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Social Services</li> <li>• Director of Health Care Services</li> </ul>
City of Chicago, IL	<ul style="list-style-type: none"> <li>• \$177,000</li> <li>• \$157,092</li> </ul>	--	--	<ul style="list-style-type: none"> <li>• Commissioner of Health</li> <li>• Commissioner of Family and Support Services</li> </ul>
Lake County, IL	\$175,814	--	--	Executive Director, Dep’t of Health and Community Health Center
Westchester County, NY*	<ul style="list-style-type: none"> <li>• \$172,295</li> <li>• \$155,245</li> </ul>	--	<ul style="list-style-type: none"> <li>• \$172,295</li> <li>• \$155,245</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner of Health</li> <li>• Commissioner of Social Services</li> </ul>
Contra Costa County, CA **	\$169,095	\$165,585	\$201,270	County Welfare Director
Howard County, MD	\$146,785	\$96,554	\$165,256	Director, Department of Citizen Services

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 32. Director of Human Resources or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
Los Angeles County, CA	\$241,478	+14.9%	--	--	Director of Human Resources
City/County of San Francisco, CA**	\$219,350	+4.4%	\$173,368	\$268,970	Human Resources Director
Santa Clara County, CA**	\$215,534	+2.6%	\$194,754	\$249,896	Deputy County Executive, Employee Services Agency
<b>Montgomery County, MD</b>	<b>\$210,121</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director of Human Resources</b>
San Diego County, CA**	\$187,450	-10.8%	\$164,320	\$254,862	Director of Human Resources
Fairfax County, VA	\$174,984	-16.7%	\$111,411	\$185,685	Human Resources Director
Contra Costa County, CA**	\$171,531	-18.4%	\$156,034	\$189,661	Director of Human Resources
Washington, DC	\$171,179	-18.5%	--	--	Director of Human Resources
Baltimore County, MD	\$169,950	-19.1%	--	--	Director of Human Resources
Baltimore City, MD	\$167,000	-20.5%	--	--	Director of Human Resources
Cook County, IL*	\$165,000	-21.5%	--	--	Chief, Bureau of Human Resources
Prince George's County, MD*	\$163,254	-22.3%	\$105,968	\$206,168	Director, Office of Human Resources Management
Marin County, CA**	\$159,935	-23.9%	\$150,800	\$166,254	Director of Human Resources
Frederick County, MD*	\$156,833	-25.4%	\$119,566	\$191,305	Director, Human Resources Division
Westchester County, NY*	\$155,245	-26.1%	--	\$155,245	Commissioner of Human Resources
City of Chicago, IL	\$151,572	-27.9%	--	--	Commissioner of Human Resources
Howard County, MD*	\$129,979	-38.1%	\$87,131	\$149,261	Human Resources Administrator
Lake County, IL	\$135,681	-35.4%	--	--	Director of Human Resources
DuPage County, IL	\$133,355	-36.5%	\$109,245	\$182,074	Director of Human Resources
Prince William County, VA	--	--	\$87,984	\$171,814	Human Resources Director
Arlington County, VA	--	--	\$102,814	\$210,912	Human Resources Director
<b>Average of All</b>	<b>\$172,602</b>	<b>-17.9%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 33. Director of Housing and Community Affairs or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$206,003</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director, Department of Housing and Community Affairs</b>
Los Angeles County, CA	\$198,900	-3.4%	--	--	Executive Director, Community Development Commission
Alameda County, CA**	\$195,814	-4.9%	\$159,203	\$197,475	Director, Community Development Agency
Fairfax County, VA	\$175,307	-14.9%	\$111,411	\$185,865	Director, Department of Housing and Community Development
Orange County, CA**	\$172,390	-16.3%	\$117,624	\$223,101	Director, OC Community Resources
Washington, DC	\$158,000	-23.3%	--	--	Director of Housing and Community Development
City of Chicago, IL	\$156,504	-24.0%	--	--	Commissioner of Planning and Development
Baltimore City, MD	\$151,900	-26.3%	--	--	Commissioner, Baltimore Housing
Prince George's County, MD*	\$144,900	-29.7%	\$105,968	\$206,168	Director of Housing and Community Development
Howard County, MD	\$142,480	-30.8%	\$96,554	\$165,256	Director, Department of Housing and Community Development
Cook County, IL*	\$142,000	-31.1%	--	--	Director of Community Development and Planning
San Diego County, CA**	\$140,275	-31.9%	\$131,040	\$212,389	Director, Housing and Community Development
DuPage County, IL	\$139,758	-32.2%	\$109,245	\$182,074	Director of Community Services
Prince William County, VA	--	--	\$87,984	\$171,814	Housing and Community Development Director
<b>Average of All</b>	<b>\$163,402</b>	<b>-20.7%</b>			

\*2014 data, \*\*2013 data



**Comparative Data on High-Level Manager Salaries**

**Table 34. Director of Recreation or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
City/County of San Francisco, CA**	\$221,340	+20.1%	\$173,368	\$268,970	Department Head IV, Recreation and Park Commission
Los Angeles County, CA	\$218,484	+18.5%	--	--	Director of Parks and Recreation
<b>Montgomery County, MD</b>	<b>\$184,308</b>	--	--	--	<b>Director, Department of Recreation</b>
Fairfax County, VA	\$178,267	-3.3%	\$116,907	\$194,845	Director, Park Authority
Washington, DC	\$172,000	-6.7%	--	--	Director, Department of Parks and Recreation
Cook County, IL*	\$168,500	-8.6%	--	--	General Superintendent, Forest Preserve District
Santa Clara County, CA**	\$160,601	-12.9%	\$161,937	\$207,801	Director of Parks and Recreation
Baltimore County, MD	\$159,135	-13.7%	--	--	Director, Department of Recreation and Parks
Westchester County, NY*	\$155,245	-15.8%	--	\$155,245	Commissioner of Parks, Recreation, and Conservation
San Diego County, CA**	\$147,909	-19.7%	\$131,040	\$212,389	Director, Parks and Recreation
Frederick County, VA*	\$147,181	-20.1%	\$113,979	\$182,366	Director, Parks and Recreation Division
Baltimore City, MD	\$140,500	-23.8%	--	--	Director, Department of Recreation and Parks
Howard County, MD	\$138,361	-24.9%	\$96,554	\$165,256	Director, Department of Recreation and Parks
Arlington County, VA	--	--	\$102,814	\$210,912	Director, Department of Parks and Recreation
<b>Average of All</b>	<b>\$168,602</b>	<b>-8.5%</b>			

\*2014 data, \*\*2013 data. For Santa Clara County, the salary schedule data is from 2015 resulting in an actual salary below the listed minimum.

**Comparative Data on High-Level Manager Salaries**

**Table 35. Director of Public Information or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$187,761</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director of Public Information</b>
City of Chicago, IL	\$162,492	-13.5%	--	--	Press Secretary
Santa Clara County, CA**	\$159,802	-14.9%	\$144,405	\$185,279	Public Communications Director
Westchester County, NY*	\$155,245	-17.3%	--	\$155,245	Director of Communications
Fairfax County, VA	\$152,181	-18.9%	\$96,910	\$161,516	Director, Office of Public Affairs
San Diego County, CA**	\$143,083	-23.8%	\$131,040	\$212,389	Director, County Communications Office
Howard County, MD	\$128,710	-31.5%	\$87,131	\$149,261	Public Information Administrator
Washington, DC	\$120,000	-36.1%	--	--	Director, Mayor's Office of Community Affairs
Cook County, IL*	\$120,000	-36.1%	--	--	Director of Public Affairs and Communications
Prince George's County, MD*	\$106,000	-43.5%	--	--	Director, Communications
Contra Costa County, CA**	\$82,798	-55.9%	\$79,511	\$101,780	Director, Office of Communications and Media
Prince William County, VA	--	--	\$87,984	\$171,814	Communications Director
Arlington County, VA	--	--	\$102,814	\$210,912	Assistant County Manager and Director of Communications
<b>Average of All</b>	<b>\$138,007</b>	<b>-26.5%</b>			

\*2014 data, \*\*2013 data

**Comparative Data on High-Level Manager Salaries**

**Table 36. Director, Office of Procurement or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
<b>Montgomery County, MD</b>	<b>\$190,548</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director, Office of Procurement</b>
Washington, DC	\$180,000	-5.5%	--	--	Director, Office of Contracting and Procurement
City of Chicago, IL	\$167,220	-12.2%	--	--	Chief Procurement Officer
Santa Clara County, CA**	\$152,788	-19.8%	\$160,131	\$205,454	Director of Procurement
Fairfax County, VA	\$151,847	-20.3%	\$96,610	\$161,516	Director, Department of Purchasing and Supply Management
Cook County, IL*	\$150,000	-21.3%	--	--	Chief Procurement Officer
<b>Average of All</b>	<b>\$165,401</b>	<b>-13.2%</b>			

\*2014 data, \*\*2013 data. For Santa Clara County, the salary schedule data is from 2015 resulting in an actual salary below the listed minimum.

**Table 37. Director of Public Libraries or equivalent**

Jurisdiction	Actual Salary	% Difference from MoCo	Salary Schedule		Position Title
			Minimum	Maximum	
City/County of San Francisco, CA**	\$225,923	+7.5%	\$173,368	\$268,970	Department Head IV, San Francisco Public Library
Los Angeles County, CA	\$218,484	+4.0%	--	--	County Librarian
<b>Montgomery County, MD</b>	<b>\$210,142</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>Director of Public Libraries</b>
Washington, DC	\$200,850	-4.4%	--	--	Executive Director, DC Public Library
Fairfax County, VA	\$185,685	-11.6%	\$111,411	\$185,865	Director, County Library
City of Chicago, IL	\$167,004	-20.5%	--	--	Commissioner of Chicago Public Library
Alameda County, CA**	\$158,806	-24.4%	\$114,733	\$160,618	County Librarian
San Diego County, CA**	\$158,142	-24.7%	\$131,040	\$212,389	Director, County Library
Ventura County, CA**	\$154,200	-26.6%	\$149,181	\$168,901	Director of Library Services
Santa Clara County, CA**	\$152,788	-27.3%	\$161,131	\$206,766	County Librarian
Baltimore City, MD	\$140,500	-33.1%	--	--	Chief Executive Officer, Enoch Pratt Free Library
Contra Costa County, CA**	\$114,521	-45.5%	\$119,077	\$151,976	County Librarian
Arlington County, VA	--	--	\$102,814	\$210,912	Library Director
Prince William County, VA	--	--	\$87,984	\$171,814	Library System Director
<b>Average of All</b>	<b>\$173,920</b>	<b>-17.2%</b>			

\*2014 data, \*\*2013 data. For Santa Clara County, the salary schedule data is from 2015 resulting in an actual salary below the listed minimum.

## **Appendix**

### **OLO Memorandum Report 2016-1**

<b>Attachments</b>	<b>Begins on:</b>
List of data and information sources for each jurisdiction	©1
Former classification and salary grades for Montgomery County director positions	©4
Director or equivalent positions and salaries used for each jurisdictions	©5
Non-director, executive management positions and salaries used for each jurisdiction	©12

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries**  
**List of Data and Information Sources for Each Jurisdiction**

**Montgomery County, MD**

- Salaries: MCTime, accessed September 2, 2015. Hourly base wage rates for all full-time director, non-merit appointee, and MLS positions were multiplied by 2,080 hours to calculate the annual base salary.
- Salary Schedules: <http://www.montgomerycountymd.gov/ohr/classification/classcomp.html>

**Federal Government**

- Salaries: <http://www.fedscope.opm.gov/employment.asp>
- Salary Schedules: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2015/EX.pdf> and <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2015/ES.pdf> and <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2015/DCB.pdf>

**Fairfax County, VA**

- Salaries: Provided to OLO by the Fairfax County Department of Human Resources
- Salary Schedules: <http://www.fairfaxcounty.gov/hr/pay-plan/fy16/fy2016compensationplan.htm>
- Position Classifications:

**Washington, DC**

- Salaries: <http://dchr.dc.gov/public-employee-salary-information>

**Howard County, MD**

- Salaries: Provided to OLO by the Howard County Office of Human Resources
- Salary Schedules: <http://www.howardcountymd.gov/displayprimary.aspx?id=4294969518>

**Baltimore City, MD**

- Salaries: <https://data.baltimorecity.gov/>

**Baltimore County, MD**

- Salaries: <http://www.baltimoresun.com/news/data/bal-public-salaries-archive-20150415-htmlstory.html>

**Frederick County, MD**

- Salaries: <http://www.mdcountries.org/DocumentCenter/View/846>

**Prince George's County, MD**

- Salaries: <http://www.mdcountries.org/DocumentCenter/View/846>
- Salary Schedules: <http://www.princegeorgescountymd.gov/sites/HumanResources/Resources/Classifications/Documents/ClassificationPlan.pdf>

**City of Alexandria, VA**

- Salary Schedules: [https://alexandriava.gov/uploadedFiles/personnel/FY16- EXEC\\_Annual.pdf](https://alexandriava.gov/uploadedFiles/personnel/FY16-EXEC_Annual.pdf)

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries**  
**List of Data and Information Sources for Each Jurisdiction**

**Arlington County, VA**

- Salaries: [https://www.washingtonpost.com/local/salaries-for-top-local-government-officials-vary-with-size-of-jurisdiction/2014/05/25/e3a3b91c-e12c-11e3-9743-bb9b59cde7b9\\_story.html](https://www.washingtonpost.com/local/salaries-for-top-local-government-officials-vary-with-size-of-jurisdiction/2014/05/25/e3a3b91c-e12c-11e3-9743-bb9b59cde7b9_story.html)
- Salary Schedules: [http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/18/2015/06/FY16A\\_Glossary-Appendices-Pay-Plan.pdf](http://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/18/2015/06/FY16A_Glossary-Appendices-Pay-Plan.pdf)

**Prince William County, VA**

- Salaries: [https://www.washingtonpost.com/local/salaries-for-top-local-government-officials-vary-with-size-of-jurisdiction/2014/05/25/e3a3b91c-e12c-11e3-9743-bb9b59cde7b9\\_story.html](https://www.washingtonpost.com/local/salaries-for-top-local-government-officials-vary-with-size-of-jurisdiction/2014/05/25/e3a3b91c-e12c-11e3-9743-bb9b59cde7b9_story.html)
- Salary Schedules: <http://www.pwcgov.org/government/dept/hr/Documents/15%200623%20FINAL%20PAYPLANS%20OSTED-CHART%20for%207-1-15.pdf>
- Position Classifications: <http://www.pwcgov.org/government/dept/hr/SiteAssets/Pages/Compensation/FY2016%20Classifications%20-%20Grade%20Sort.pdf>

**Westchester County, NY**

- Salaries: <http://data.lohud.com/salaries/2014countypayrolls.html>
- Salary Schedules: <http://www3.westchestergov.com/images/stories/budget/2015/2015AdoptedOperating.pdf>

**City of Chicago, IL**

- Salaries: [http://www.cityofchicago.org/city/en/depts/dhr/dataset/current\\_employee\\_names\\_salaries\\_and\\_position\\_titles.html](http://www.cityofchicago.org/city/en/depts/dhr/dataset/current_employee_names_salaries_and_position_titles.html)

**Cook County, IL**

- Salaries: <https://datacatalog.cookcountyil.gov/>

**Lake County, IL**

- Salaries: [http://www.lakecountyil.gov/HR/Documents/LKG\\_Transparency\\_FY2015%20Q1.pdf](http://www.lakecountyil.gov/HR/Documents/LKG_Transparency_FY2015%20Q1.pdf)

**Dupage County, IL**

- Salaries: <https://www.dupageco.org/empcompensation/>
- Salary Schedules: <https://www.dupageco.org/HR/Docs/39414/>

**City and County of San Francisco, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules and Position Classifications: <http://citidex.sfgov.org/cgi-bin/dhr/findClass.cgi?class=&title=&salaryRange=&exempt=&fifthStepEntry=&unionOnly=351> and <http://www.sfdhr.org/Modules/ShowDocument.aspx?documentid=13622>

**Santa Clara County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules: [https://www.sccgov.org/sites/esa/departments\\_and\\_programs/ExecutiveManagement/Pages/emso.aspx](https://www.sccgov.org/sites/esa/departments_and_programs/ExecutiveManagement/Pages/emso.aspx)

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries**  
**List of Data and Information Sources for Each Jurisdiction**

**Alameda County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules: [https://www.acgov.org/hrs/salary\\_ord/documents/HRI003D.PDF](https://www.acgov.org/hrs/salary_ord/documents/HRI003D.PDF)
- Position Classifications: [https://www.acgov.org/hrs/salary\\_ord/SalOrdA1.htm](https://www.acgov.org/hrs/salary_ord/SalOrdA1.htm) and <http://www.jobaps.com/alameda/auditor/ChooseGroups.asp?R1=&R2=&R3=>

**Orange County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx> and <http://www.ocregister.com/articles/county-665034-kim-orange.html>
- Position Classifications: <http://ocgov.com/civicax/filebank/blobdload.aspx?blobid=46363>
- Salary Schedules: <http://ocgov.com/civicax/filebank/blobdload.aspx?BlobID=5052> and <http://ocgov.com/civicax/filebank/blobdload.aspx?BlobID=4779>

**Ventura County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Position Classifications: [http://vcportal.ventura.org/CEO/HR/MOA/docs/Management\\_Resolution\\_June\\_2015.pdf](http://vcportal.ventura.org/CEO/HR/MOA/docs/Management_Resolution_June_2015.pdf)
- Salary Schedules: <http://www.ventura.org/human-resources/job-descriptions>

**San Diego County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules: <http://agency.governmentjobs.com/sdcounty/default.cfm?action=agencyspecs>

**Marin County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules: <http://www.marincounty.org/depts/hr/divisions/classification-and-compensation/job-classification>

**Contra Costa County, CA**

- Salaries: <http://publicpay.ca.gov/Reports/Counties/Counties.aspx>
- Salary Schedules: <http://agency.governmentjobs.com/contracosta/default.cfm?action=agencyspecs>

**Los Angeles County, CA**

- Salaries: : <http://ceo.lacounty.gov/pdf/DepartmentHeadSalaries.pdf> and <https://data.lacounty.gov/>

## MONTGOMERY COUNTY GOVERNMENT

APPOINTED CLASSES

<u>CLASS CODE</u>	<u>CLASS TITLE</u>	<u>GRADE</u>
7905	County Attorney	39
7910	County Health Officer	39
7911	Director, Addiction, Victim, and Mental Health Services	36
7915	Director, Department of Transportation	39
7917	Director, Department of Police	39
7920	Director, Office of Finance	39
7921	Director, Office of Management & Budget	39
7922	Director, Department of Environmental Protection	36
7927	Director, Department of Fire & Rescue Services	39
7930	Director, Department of Public Libraries	36
7935	Director, Department of Liquor Control	39
7940	Director, Department of Correction and Rehabilitation	36
7945	Director, Department of Facilities and Services	36
7946	Personnel Director	36
7947	Director, Department of Family Resources	39
7950	Director, Department of Recreation	36
7952	Director, Department of Housing and Community Development	36
7954	Director, Office of Economic Development	35
7958	Director, Office of Planning Policies	35
7959	Director, Office of State Affairs	35



**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**Montgomery County, MD**

<b>Director or Equivalent Positions and FY16 Base Salary</b>			
Chief Administrative Officer	\$303,097.60	Director of Human Resources	\$210,121.60
Police Chief	\$239,574.40	Director of Correction and Rehabilitation	\$206,003.20
Council Administrator	\$233,001.60	Director of Housing and Community Affairs	\$206,003.20
Director of Health and Human Services	\$228,384.00	Fire Chief, Fire/Rescue Service	\$206,003.20
Acting Director Transportation	\$223,496.00	Acting Director Economic Development	\$198,848.00
Director of Finance	\$216,340.80	Director of Procurement	\$190,548.80
Director of Management and Budget	\$216,340.80	Director of Liquor Control	\$189,779.20
Director of Technology Services	\$215,113.60	Director of Public Information	\$187,761.60
Director of Intergovernmental Relations	\$212,555.20	Director of Recreation	\$184,308.80
County Attorney	\$210,142.40	Administrative Hearing Examiner	\$169,915.20
Director of General Services	\$210,142.40	Director Office of Consumer Protection	\$165,297.60
Director of Permitting Services	\$210,142.40	Director Office of Legislative Oversight	\$164,257.60
Director of Public Libraries	\$210,142.40	Inspector General	\$163,072.00
Director of Environmental Protection	\$210,121.60	<b>Average</b>	<b>\$206,685.75</b>

**Fairfax County, VA**

<b>Director or Equivalent Positions and 2015 Salary</b>			
County Executive	\$316,182.81	Chief Financial Officer	\$158,883.63
Director of Health	\$288,201.38	Director, Office of Community Revitalization	\$158,577.69
County Attorney	\$227,577.51	Director, Department of Public Safety Comm.	\$156,140.03
Fire Chief	\$194,845.04	Director of Public Affairs	\$152,181.03
Director, Information Technology	\$194,845.04	Director of Purchasing and Supply Mngmt.	\$151,847.74
Chief of Police	\$194,845.04	Director, Department of Vehicle Services	\$149,552.86
Director of Public Works and Env. Services	\$188,430.67	Emergency Management Coordinator	\$148,747.11
Director, Public Library	\$185,685.76	Director, Facilities Management Department	\$147,641.12
Director, Department of Tax Administration	\$185,685.76	Director, Neighborhood & Community Serv.	\$146,493.32
Director of Planning and Zoning	\$182,378.96	Executive Director, Reston Community Center	\$146,270.45
Director, Park Authority	\$178,267.10	Director of Cable and Consumer Services	\$145,459.48
Director of Housing and Community Devel.	\$175,307.40	Director, Office of the Internal Auditor	\$144,550.07
Executive Director, Fairfax-Falls Church CSB	\$174,995.20	Director of Court Services	\$143,620.95
Human Resources Director	\$174,984.25	Director, Office to Prevent & End Homelessness	\$140,859.01
Director of Family Services	\$169,030.77	Executive Director, Office of Public-Private Partn.	\$138,605.41
Finance Director	\$166,663.92	Director, Human Rights & Equity Programs	\$138,486.45
Executive Director, Retirement Admin. Agency	\$166,663.92	General Manager, PSTOC	\$132,934.36
Director of Transportation	\$165,890.61	Executive Director, Civil Service Commission	\$132,603.03
Director, Department of Code Compliance	\$161,516.78	Executive Director, Mclean Community Center	\$129,590.39
Director of Admin for Human Services	\$160,281.01	<b>Average</b>	<b>\$169,623.67</b>

**Howard County, MD**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Chief Administrative Officer	\$205,691.20	Director of Inspections, Licenses & Permits	\$146,785.60
Director, Technology & Communication Services	\$199,680.00	Director of Corrections	\$146,785.60
Director of Public Works	\$197,038.40	Director of Finance	\$146,785.60
Chief of Police	\$191,297.60	Director, Citizens Services	\$146,785.60
Fire & Rescue Chief	\$185,660.80	Director, Housing & Community Dev.	\$142,480.00
County Solicitor	\$153,316.80	Transportation Administrator	\$140,691.20
County Auditor	\$151,216.00	Director, Recreation and Parks	\$138,361.60
Budget Administrator	\$151,216.00	Public Information Administrator	\$128,710.40
Director of Planning & Zoning	\$151,216.00	Circuit Court Administrator	\$115,627.20
		<b>Average</b>	<b>\$157,741.42</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**Washington, DC**

<b>Director or Equivalent Positions and 2015 Salary</b>			
City Administrator	\$295,000.00	Director, Department of Human Resources	\$171,179.93
Chief Medical Examiner	\$253,000.00	General Counsel	\$170,900.00
Chief Financial Officer	\$233,000.00	Budget Director	\$170,000.00
Police Chief	\$230,743.44	Director, Department of Motor Vehicles	\$169,744.00
Director, Department of Forensic Sciences	\$209,218.75	Director, Contracting and Procurement	\$168,681.40
Executive Director, Health Benefits Exchange	\$204,886.57	Director of Agency Operations	\$168,500.00
Executive Director, DC Public Library	\$200,850.00	Director of Youth Rehab Services	\$168,000.00
Fire Chief	\$197,500.00	Director, Department of Transportation	\$167,000.00
Deputy Mayor for Health and Human Services	\$196,000.00	Director, Department of Environment	\$167,000.00
Director, Department of Health	\$194,500.00	Commissioner, Securities and Bank Insurance	\$165,315.00
Executive Director, DC Retirement Board	\$193,125.00	Chief Risk Officer	\$164,439.50
Director, Department of Corrections	\$190,002.95	Director of Housing and Community Dev.	\$158,000.00
Director, Disability Services	\$190,002.95	Director, Office of Planning	\$158,000.00
Director, Homeland Security & EMA	\$190,002.95	Director, Office on Aging	\$156,318.31
Director, Office of Unified Communications	\$190,002.95	Director, Office of Zoning	\$151,998.19
Inspector General	\$190,002.55	Director, Office of Labor Relations & Collec. Barg.	\$150,444.00
Director, Department of Healthcare Finance	\$190,002.04	Director, Office of Human Rights	\$147,308.54
Deputy Mayor, Planning & Economic Development	\$190,000.00	Director, Motion Pictures and Television	\$147,000.00
Attorney General	\$190,000.00	Director, Consumer and Regulatory Affairs	\$145,874.30
Deputy Mayor for Greater Economic Opportunity	\$185,000.00	Director, Federal and Regional	\$142,000.00
Director, Department of Behavioral Health	\$182,000.00	Director, Office of Disability Rights	\$141,099.70
Chief Technology Officer	\$178,084.00	Director of Small and Local Business Dev.	\$140,000.00
Director, Department of General Services	\$178,084.00	Director, Policy and Legislative Affairs	\$140,000.00
Director, Child and Family Services Agency	\$178,048.51	Director, Office of Cable Television	\$138,580.06
Director, Department of Public Works	\$175,048.50	Director of Communications	\$125,000.00
Director, Department of Human Services	\$172,500.00	Director, Office of Community Affairs	\$120,000.00
Director, Department of Employment Services	\$172,000.00	<b>Average</b>	<b>\$176,536.82</b>
Director, Parks and Recreation	\$172,000.00		

**Baltimore County, MD**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Chief of Police	\$230,447.93	County Attorney	\$176,902.50
County Administrative Officer	\$225,000.00	Director of Human Resources	\$169,950.00
Director of Information Technology	\$223,510.00	Director, Department of Corrections	\$169,950.00
Director of Permits, Approvals & Inspections	\$221,450.00	Director of Planning	\$169,950.00
Fire Chief	\$204,728.83	Director of Economic Development	\$159,135.00
Director of Budget and Finance	\$200,850.00	Director of Envmt. Protection & Sustain.	\$159,135.00
Director of Public Works	\$185,400.00	Director of Recreation and Parks	\$159,135.00
County Auditor	\$176,904.00	Director of Aging	\$159,135.00
		<b>Average</b>	<b>\$186,973.95</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**Baltimore City, MD**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Police Commissioner	\$211,785.00	Executive Director, Fire & Police Retirement Sys.	\$155,300.00
Commission, Health Department	\$200,000.00	Commissioner, Baltimore Housing	\$151,900.00
Finance Director	\$192,500.00	Director, Office of Human Services	\$151,800.00
Chief of Staff	\$178,900.00	Deputy Mayor, Economic & Neighborhood Dev.	\$145,700.00
Director, Department of Transportation	\$176,015.00	CEO, Enoch Pratt Free Library	\$140,500.00
Fire Chief	\$171,700.00	Director, Department of General Services	\$140,500.00
Human Resources Director	\$167,000.00	Director, Office of Emergency Management	\$140,500.00
Director of Public Works	\$166,500.00	Director, Department of Recreation and Parks	\$140,500.00
City Solicitor	\$166,500.00	Director, Planning Department	\$138,000.00
Deputy Mayor, Offices of Operations	\$164,566.00	Deputy Mayor, Government Relations & Labor	\$136,800.00
Chief Technology Officer	\$160,000.00	Director, Office of Employment Development	\$130,000.00
City Auditor	\$159,800.00	General Manager, Cable and Communications	\$122,400.00
Executive Director, Employees' Retirement System	\$158,760.00	Labor Commissioner	\$126,300.00
Executive Director, Convention Center	\$157,200.00	<b>Average</b>	<b>\$157,460.22</b>

**Westchester County, NY**

<b>Director or Equivalent Positions and 2014 Salary</b>			
Commissioner Public Safety	\$176,600	Commissioner Of Social Services	\$155,245
Commissioner Of Health	\$172,295	Commissioner Of Emergency Services	\$155,245
Pathologist-Medical Examiner	\$165,000	Commissioner Of Environmental Facilities	\$155,245
Deputy County Executive	\$157,370	Commissioner Of Human Resources	\$155,245
Commissioner Of Elections	\$155,245	Chief Information Officer	\$155,245
Commissioner Of Elections	\$155,245	Commissioner Of Parks Recreation & Conservation	\$155,245
Director, Office of Communications	\$155,245	Executive Director of Solid Waste Licenses	\$147,975
Chief Advisor To The County Executive	\$155,245	Director Of Economic Development	\$135,000
Commissioner Of Correction	\$155,245	Executive Director Tax Commission	\$132,155
Commissioner Of Finance	\$155,245	Director Real Estate	\$127,125
County Attorney	\$155,245	Director Of Tourism	\$118,965
Commissioner Of Planning	\$155,245	Director, Office For The Disabled	\$118,965
Commissioner Of Probation	\$155,245	Director, Office For Women	\$118,965
Commissioner Of Public Works & Transportation	\$155,245	Director, Youth Bureau	\$99,100
Budget Director	\$155,245	<b>Average</b>	<b>\$148,575</b>

**City of Chicago, IL**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Superintendent of Police	\$260,004	Chief Administrative Officer	\$160,248
Fire Commissioner	\$202,728	Commissioner of Buildings	\$157,092
Commissioner of Health	\$177,000	Commissioner of Business Affairs & Consumer Protec.	\$157,092
Chief of Staff	\$174,996	Commissioner of Family and Support Services	\$157,092
Corporation Counsel	\$173,664	Commissioner of Fleet and Facility Management	\$157,092
Budget Director	\$169,992	Commissioner of Streets and Sanitation	\$157,092
Chief Financial Officer	\$169,992	Commissioner of Housing & Economic Development	\$156,504
Commissioner of Water Management	\$169,512	Director of Administrative Hearings	\$156,420
Commissioner of Transportation	\$169,500	Commissioner of Cultural Affairs/Special Events	\$155,040
Director of Intergovernmental Affairs	\$168,996	Chief Information Officer	\$154,992
Executive Director of Emergency Mngmt & Comm.	\$167,796	Commissioner of Human Resources	\$151,572
Chief Procurement Officer	\$167,220	Executive Director of Animal Care and Control	\$138,420
Commissioner of Chicago Public Library	\$167,004	Commissioner, Office for People with Disabilities	\$138,420
City Comptroller	\$165,000	City Treasurer	\$133,545
Press Secretary	\$162,492	Executive Director - Board of Ethics	\$131,688
Inspector General	\$161,856	Chairperson - Commission on Human Relations	\$125,004
Chief Administrator IPRA	\$161,856	<b>Average</b>	<b>\$162,937</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**Cook County, IL**

<b>Director or Equivalent Positions and 2014 Salary</b>			
Chief Medical Examiner	\$300,000	Inspector General	\$150,000
Chief Operating Officer, Department of Public Health	\$250,000	Superintendent, Transportation and Highways	\$145,000
Public Defender	\$184,436	Director of Community Development & Planning	\$142,000
Chief of Staff, Office of the President	\$181,867	Director, Department of Revenue	\$135,500
Public Guardian	\$173,803	Director, Department of Facilities Management	\$135,000
Chief Information Officer	\$172,719	Director, Department of Risk Management	\$127,381
Chief Administrative Officer	\$172,519	County Auditor	\$125,000
Chief Financial Officer	\$170,000	Director of Communications and Public Affairs	\$120,000
General Superintendent, Forest Preserve District	\$168,501	Director of Contract Compliance	\$120,000
Bureau Chief, Department of Human Resources	\$165,000	Director, Judicial Advisory Council	\$115,000
Executive Director, Emergency Management Agency	\$160,000	Building and Zoning Commissioner	\$114,162
Secretary of the Board, County Commissioners	\$152,992	Director, Human Rights and Ethics	\$110,355
Budget & Management Services Director	\$150,000	Director, Department of Environmental Control	\$110,105
Comptroller	\$150,000	Administrative Hearing Board Director	\$110,000
Bureau Chief, Office of Economic Development	\$150,000	Animal Control Administrator/Director	\$105,450
Chief Procurement Officer	\$150,000	Executive Law Librarian	\$102,000
<b>Average</b>			<b>\$150,587</b>

**Lake County, IL**

<b>Director or Equivalent Positions and 2015 Salary</b>			
County Administrator	\$241,063.94	Chief County Assessment Officer	\$149,802.90
Executive Director, Health Department	\$175,814.08	Chief Information Technology Officer	\$145,551.12
Executive Director-Courts	\$169,574.84	Director of Stormwater Management	\$144,243.00
Director, Finance and Administrative Services	\$166,189.40	Director of Solid Waste Agency	\$141,695.06
Director of Public Works	\$165,803.56	Director of Human Resources	\$135,681.00
Public Defender	\$163,193.94	Director of Planning & Zoning	\$132,408.12
Director, Division of Transportation/County Engineer	\$155,089.48	Director of Workforce Development	\$106,880.28
<b>Average</b>			<b>\$156,642.19</b>

**Dupage County, IL**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Chief of Staff	\$192,352.42	Director of Community Services	\$139,758.20
Director Stormwater Management	\$172,860.98	ETSB 911 System Coordinator	\$137,802.00
Chief Financial Officer	\$163,342.80	Director of Human Resources	\$133,355.35
Chief Information Officer	\$162,364.62	Supervisor of Assessments	\$124,120.49
Director of Transportation/County Engineer	\$158,671.40	Director of Homeland Security & Emergency Mgmt	\$113,999.00
Director of Public Works	\$157,873.42	Animal Care and Control Administrator	\$112,999.00
Public Defender	\$149,857.00	Director of Probation	\$131,094.00
Convalescent Center Administrator	\$140,454.00	<b>Average</b>	<b>\$146,060.31</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**City and County of San Francisco, CA**

<b>Director or Equivalent Positions and 2013 Salary</b>			
Chief Of Police	\$319,275	Department Head I Police	\$189,026
Fire Chief	\$313,686	Department Head II Elections	\$187,081
Department Head V City Admin	\$286,480	Department Head II War Memorial	\$180,802
Department Head V City Admin	\$270,642	Department Head II Human Rights Commission	\$178,437
Department Head V Human Services	\$270,642	Department Head II City Admin	\$178,273
Department Head V Retirement System	\$270,642	Department Head II Children; Youth & Families	\$178,246
Controller	\$270,642	Department Head II City Admin	\$178,242
Department Head V Public Health	\$270,591	Department Head II Environment	\$173,634
Department Head IV City Planning	\$234,776	Department Head III Economic & Workforce Dev.	\$158,897
Department Head IV Public Library	\$225,923	Department Head I Rent Arbitration Board	\$156,451
Department Head IV Department of Emergency Mngmt.	\$222,186	Department Head I Ethics Commission	\$149,890
Department Head IV Public Works	\$221,340	Department Head I Board Of Appeals	\$148,122
Department Head IV Recreation And Park Commission	\$221,340	Department Head I Arts Commission	\$147,904
Human Resources Director	\$219,350	Department Head I Dep't Of The Status Of Women	\$143,817
Department Head III Child Support Services	\$203,423	Department Head I Children & Families Comm.	\$143,775
Department Head III Health Service System	\$197,147	Department Head I Economic And Workforce Dev.	\$143,054
Department Head III Department Of Building Inspection	\$192,390	Department Head I Economic And Workforce Dev.	\$134,056
Department Head III Asian Art Museum	\$189,487	Department Head I Civil Service Commission	\$128,788
Department Head III Board Of Supervisors	\$189,487	Department Head I - City Admin	\$127,263
Department Head III Human Services	\$189,487	<b>Average</b>	<b>\$200,120</b>

**Santa Clara County, CA**

<b>Director of Equivalent Positions and 2013 Salary</b>			
County Executive	\$310,000	Director, Facilities And Fleet	\$174,814
Chief Operating Officer	\$293,503	Chief Probation Officer	\$173,889
Public Defender	\$241,446	Director, Department Of Planning & Development	\$170,508
County Counsel	\$240,406	County Budget Director	\$165,479
Chief Information Officer	\$228,815	Director Of Parks And Recreation	\$160,601
Mental Health Medical Director	\$226,545	Public Communication Director	\$159,802
Fire Chief	\$224,844	Director Of Procurement	\$152,788
Director, Department Of Child Support Services	\$224,299	County Librarian	\$152,788
Director, Social Services Agency	\$216,611	Director, Alcohol & Drug Services	\$149,770
Director, Finance Agency	\$210,103	County Communications Director	\$146,813
Chief Of Correction	\$205,061	Director, Agriculture & Environmental Mngmt.	\$141,868
Director Of Mental Health Services	\$195,087	Director, Environmental Health	\$129,747
Director, Roads And Airports Department	\$188,394	Director Of Pre-Trial Release Services	\$118,498
Public Health Director	\$175,000	<b>Average</b>	<b>\$191,759</b>

**Orange County, CA**

<b>Director or Equivalent Positions and 2013 Salary</b>			
County Executive Officer	\$248,057*	Director, Social Services	\$173,957
County Counsel	\$202,695	Deputy County Executive Officer	\$172,710
Public Defender	\$202,282	Director, OC Community Resources	\$172,390
Director, Health Care Agency	\$190,154	Director Of Internal Audit	\$159,514
Director, Child Support Services	\$189,032	Director, Dana Point Harbor	\$158,040
County Probation Officer	\$187,928	Director, OC Waste & Recycling	\$146,636
Chief Information Officer	\$185,307	Clerk Of The Board Of Supervisors	\$138,310
Chief Financial Officer	\$181,171	Performance Audit Director	\$104,076
Registrar Of Voters	\$176,883	<b>Average</b>	<b>\$175,832</b>

\*2015 data

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**San Diego County, CA**

<b>Director or Equivalent and 2013 Salary</b>			
Chief Administrative Officer	\$259,521	Child Support Services Director	\$158,059
Retirement Chief Executive Officer	\$243,776	Director, Planning And Development Services	\$157,019
Chief Medical Examiner	\$223,995	Registrar of Voters	\$156,470
County Counsel	\$219,003	Director, Office of Strategy And Intergov't Affairs	\$150,758
Public Health Officer	\$214,219	Air Pollution Control Officer	\$149,198
Chief Information Officer	\$199,514	Director, Parks And Recreation	\$147,909
Public Defender	\$198,910	Director, Animal Services	\$146,619
Director, Health And Human Services Agency	\$194,938	Clerk Of The Board Of Supervisors	\$144,082
Chief Financial Officer/General Manager	\$194,355	Director, County Communications Office	\$143,083
Director, Human Resources	\$187,450	Director, Environmental Health	\$142,813
Chief Operations Officer, HHS Agency	\$175,947	Director, Housing And Community Dev.	\$140,275
Director, General Services	\$172,120	Director, Office Of Emergency Services	\$128,752
Director, Department Of Public Works	\$166,629	Director, Office Of Internal Affairs	\$128,190
Chief Probation Officer	\$161,429	Executive Officer, Civil Service Commission	\$119,309
Director, County Library	\$158,142	<b>Average</b>	<b>\$171,810</b>

**Alameda County, CA**

<b>Director or Equivalent Positions and 2013 Salary</b>			
County Administrator	\$304,547	Director, Community Development Agency	\$195,814
Chief Executive Officer ACERA	\$241,803	Chief Probation Officer	\$195,243
General Manager, Flood Control Zone 7	\$225,359	Director, Child Support Services	\$183,478
County Counsel	\$224,494	Director of Social Services	\$181,526
Public Defender	\$213,949	Director of Health Care Services	\$179,116
Director, General Services Agency	\$205,502	County Librarian	\$158,806
Director of Public Works	\$196,001	<b>Average</b>	<b>\$208,126</b>

**Ventura County, CA**

<b>Director or Equivalent Positions and 2013 Salary</b>			
Director Health Care Agency	\$227,366	Director Department of Child Support Services	\$172,713
County Executive Officer	\$223,259	Director Probation Agency	\$164,761
County Counsel	\$207,817	Director General Services Agency	\$164,193
Public Defender	\$200,178	Director Resource Management Agency	\$163,004
County Fire Chief	\$195,224	Director Library Services	\$154,200
Director Public Works	\$192,114	Agriculture Commissioner	\$132,396
Director Human Services Agency	\$175,547	Director Area Agency on Aging	\$111,221
Chief Information Officer	\$174,478	<b>Average</b>	<b>\$177,231</b>

**Marin County, CA**

<b>Directors or Equivalent Positions and 2013 Salary</b>			
County Administrator	\$217,170	Director Child Support Services	\$163,012
County Counsel	\$216,046	Director Of Human Resources	\$159,935
Director Of Health & Human Services	\$208,858	Chief Information Officer	\$153,330
Retirement Administrator	\$198,698	Chief Probation Officer	\$148,284
Director Of Public Works	\$184,512	Director Of Community Development	\$146,366
Public Defender	\$182,728	Registrar Of Voters	\$140,055
Director Of Finance	\$166,693	Agriculture/Weights & Measures Director	\$133,419
Fire Chief	\$165,409	Director-Cultural & Visitors' Services	\$122,920
		<b>Average</b>	<b>\$169,215</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Director or Equivalent Positions and Salaries Used for Each Jurisdiction**

**Contra Costa County, CA**

<b>Director or Equivalent Positions and 2013 Salary</b>			
County Administrator	\$255,983	Director of Conservation & Development	\$152,219
County Counsel	\$196,825	County Finance Director	\$149,804
Public Defender	\$192,071	County Probation Officer	\$145,053
Retirement Chief Executive Officer	\$190,283	Chief Information Officer	\$134,605
Director, Human Resources	\$171,531	Director Of Animal Services	\$124,901
Public Works Director	\$169,900	County Librarian	\$114,521
County Welfare Director	\$169,095	County Veterans' Services Officer	\$95,906
Fire Chief	\$163,205	Director Office Of Communications/Media	\$82,798
			<b>Average \$156,794</b>

**Los Angeles County, CA**

<b>Director or Equivalent Positions and 2015 Salary</b>			
Agricultural Comm./Director Weights & Measures	\$168,293	Director, Health Services	\$395,565
Alternate Public Defender	\$265,302	Director, Human Resources	\$241,478
Director, Animal Care and Control	\$213,282	Director, Internal Services	\$254,279
Auditor-Controller	\$244,800	Director, Mental Health	\$228,191
Director, Beaches and Harbors	\$198,716	Director, Military and Veterans Affairs	\$151,119
Chief Executive Officer	\$310,000	Director, Museum of Art	\$168,427
Chief Information Officer	\$222,646	Director, Museum of Natural History	\$158,898
Chief Medical Examiner-Coroner	\$291,832	Director, Parks and Recreation	\$218,484
Child Support Services	\$223,679	Probation Officer	\$280,080
Director, Children and Family Services	\$278,050	Public Defender	\$293,690
Director, Community and Senior Services	\$200,000	Director, Public Health	\$231,906*
Director, Community Development Commission	\$198,900	Director, Public Social Services	\$267,796
Director, Consumer Affairs	\$175,000	Director, Public Works	\$270,504
County Counsel	\$260,000	Director, Regional Planning	\$230,654
County Forester & Fire Warden (Fire Chief)	\$293,690	Registrar-Recorder/County Clerk	\$246,575
County Librarian	\$218,484	Treasurer and Tax Collector	\$220,000
			<b>Average \$238,135</b>

\*2014 data

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**Montgomery County, MD**

<b>Non-Merit Appointee Positions and FY16 Salary</b>			
Assistant Chief Administrative Officer	\$186,243.20	Director Regional Services Center	\$165,048.00
Special Assistant to County Executive	\$182,499.20	Director Regional Services Center	\$161,803.20
Director Office of Community Partnerships	\$176,841.60	Director Regional Services Center	\$160,368.00
Chief Operating Officer	\$176,134.40	Special Projects Manager, Office of the CAO	\$159,993.60
Assistant Chief of Police	\$174,158.40	Minority Business Affairs Manager	\$159,640.00
Assistant Chief of Police	\$174,158.40	Director Criminal Justice Coordinating Commsn	\$159,432.00
Assistant Chief of Police	\$174,158.40	Chief Special Needs Housing	\$159,390.40
Assistant Chief of Police	\$174,158.40	Chief Behavioral Health and Crisis Services	\$159,265.60
Chief Aging and Disability Services	\$170,747.20	Development Ombudsman	\$154,502.40
Assistant Chief Administrative Officer	\$170,684.80	Division Chief MCFRS Volunteer Services	\$148,595.20
Assistant Chief Administrative Officer	\$170,684.80	<b>Average</b>	<b>\$167,657.45</b>
Chief Children Youth and Family Services	\$169,956.80		

**Fairfax County, VA**

<b>Non-Director, Management Group Positions and 2015 Salary</b>			
DEPT DIR FOR MEDICAL SERVICES	\$239,149.22	DEP FINANCE DIRECTOR	\$140,410.31
DEP COUNTY EXECUTIVE	\$212,381.98	ENVIRONMENTAL COORDINATOR	\$139,987.74
DEP COUNTY EXECUTIVE	\$211,375.49	ASST DIR COURT SVCS	\$139,538.05
DEP COUNTY EXECUTIVE	\$211,122.83	ASST DIR COURT SVCS	\$138,080.48
DEP COUNTY EXECUTIVE	\$210,744.74	ASSISTANT DEPUTY DIRECTOR CSB	\$135,575.90
DEPUTY DIRECTOR DIT	\$169,378.14	DEPUTY DIRECTOR, OCR	\$135,079.16
DEPUTY DIRECTOR DPWES - CAP	\$169,378.14	DIR COMM HEALTH DEV & PREP	\$133,996.14
DEPUTY DIRECTOR DPWES - WWSTW	\$169,378.14	DEP DIR PURCH & SUPPLY MGMT	\$133,411.62
DEPUTY DIRECTOR DPWES - WWSTW	\$169,378.14	ASST DIR VEHICLE SERVICES	\$133,307.82
DEPUTY DIRECTOR, DPWES	\$169,378.14	DEP DIR HOUSING & COMM DEV	\$133,216.10
DEPUTY DIRECTOR DPWES - LDS	\$167,009.07	GENERAL REGISTRAR	\$129,973.86
DEPUTY DIRECTOR DIT	\$166,483.72	DIR MAINT & STORMWATER MGT	\$128,402.26
DEPUTY DIRECTOR CSB	\$155,674.53	ASST COORD EMERGENCY MGMT	\$127,244.83
DEP DIR HOUSING & COMM DEV	\$153,825.36	LEGISLATIVE DIRECTOR	\$126,352.24
DIR BLDG DESIGN AND CONST DIV	\$153,825.36	DIR HSG & COMMUNITY DEV. FCHRA POLICY	\$125,000.00
DIR OF STORMWATER PLANNING	\$153,825.36	ASST DIR PER PROP ST INC LIC	\$124,925.51
DIR UTIL DESIGN AND CONST DIV	\$153,825.36	ASST DIR DPSC	\$124,350.77
DIR WASTEWATER PLAN/MON DIV	\$153,825.36	ASST DIR DPSC	\$124,333.67
ASSISTANT DEPUTY DIRECTOR CSB	\$152,352.56	DEP DIR PARK AUTHORITY	\$123,443.10
DIR WASTEWATER COLLECTION DIV	\$152,184.57	DIR OFC FOR WOMEN SVCS	\$115,209.36
ASST PLANNING DIRECTOR	\$151,905.30	DEP DIRECTOR INTERNAL AUDIT	\$114,243.00
DIR WASTEWATER TREATMENT	\$151,439.01	DIR LAND ACQUISITIONS	\$113,934.20
ASSISTANT COUNTY EXECUTIVE	\$150,378.18	DEP COUNTY CLERK	\$111,170.68
DEPUTY DIR ADMIN FOR HUMAN SVCS	\$146,331.55	DEPUTY DIRECTOR, OCR	\$109,100.48
ASST PLANNING DIRECTOR	\$145,416.16	DIR AREA AGENCY ON AGING	\$108,547.31
DEPUTY DIRECTOR CSB	\$144,019.20	DEP DIR PARK AUTHORITY	\$100,404.80
DEPT DIR FOR HEALTH SERVICES	\$141,737.30	ASST DIRECTOR PUBLIC AFFAIRS	\$98,969.26
ASST DIRECTOR HUMAN RESOURCES	\$140,880.58	ASSISTANT TO COUNTY EXECUTIVE	\$95,146.11
DIR PER PROP ST INCOME & LIC	\$140,749.55	EXEC DIR PLANNING COMMISSION	\$93,208.38
		<b>Average</b>	<b>\$144,205.45</b>



**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**City and County of San Francisco, CA**

<b>Non-Director Executive or Management Positions and 2013 Salary</b>			
Deputy Director for Investments, Retirement Sys	\$315,572	Mayoral Staff XV	\$130,384
Administrator, Department of Public Health	\$230,840	Mayoral Staff XVI	\$129,419
Special Assistant XXII	\$216,877	Mayoral Staff XVI	\$127,401
Chief Adult Probation Officer	\$209,697	Director, Probation Services	\$125,568
Director, Employee Relations Division	\$208,906	Mayoral Staff XV	\$123,796
Special Assistant XXI	\$201,953	Mayoral Staff XIV	\$122,830
Undersheriff	\$189,063	Mayoral Staff XIV	\$120,997
Chief Probation Officer, Juvenile Court	\$186,754	Division Director, Adult Probation	\$120,696
Mayoral Staff XVII	\$185,672	Division Director, Adult Probation	\$120,696
Assistant Sheriff	\$177,206	Division Director, Adult Probation	\$120,696
Special Assistant XIX	\$176,280	Division Director, Adult Probation	\$120,696
Mayoral Staff XVII	\$168,817	Director, Log Cabin Ranch (SFERS)	\$119,976
Chief Deputy Adult Probation Officer (SFERS)	\$162,954	Mayoral Staff XV	\$116,922
Mayoral Staff XVII	\$152,594	Mayoral Staff XIII	\$116,589
Mayoral Staff XVII	\$151,988	Mayoral Staff XIV	\$116,304
Mayoral Staff XVII	\$151,742	Manager, Employee Relations Division	\$112,488
Mayoral Staff XVI	\$150,363	Mayoral Staff XIII	\$109,523
Chief District Attorney's Investigator	\$148,252	Mayoral Staff XV	\$109,468
Chief Probation Officer, Juvenile Court	\$147,233	Mayoral Staff XV	\$106,614
Manager, Employee Relations Division	\$146,702	Mayoral Staff XIII	\$102,255
Mayoral Staff XVI	\$144,219	Mayoral Staff XV	\$101,851
Mayoral Staff XVI	\$137,686	Mayoral Staff XIII	\$100,947
		<b>Average</b>	<b>\$148,579</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**Santa Clara County, CA**

<b>Non-Director, Executive Management Group Positions and 2013 Salary</b>			
Assistant District Attorney	\$242,917	Captain	\$140,388
Assistant District Attorney	\$225,420	Captain	\$140,388
Assistant District Attorney	\$225,420	Deputy Chief Probation Officer	\$140,369
Assistant District Attorney	\$225,420	Deputy Chief Probation Officer	\$140,369
Assistant District Attorney	\$225,420	Captain	\$139,783
Assistant Public Defender	\$225,420	Captain	\$139,783
Assistant Public Defender	\$225,420	Sheriff's Correctional Captain	\$139,620
Director, Independent Defense Counsel Office	\$225,420	Director Of Employment And Benefit Services	\$139,198
Assistant County Counsel	\$225,420	Captain	\$138,994
Assistant Public Defender	\$225,420	Public Health Division Director - Programs	\$137,149
Special Assistant County Counsel	\$225,420	Deputy Director, Facilities And Fleet – Bldg Ops	\$136,912
Assistant County Counsel	\$220,975	Deputy Director Of Parks & Recreation	\$136,912
Assistant District Attorney	\$215,534	Deputy County Librarian	\$136,906
Assistant Public Defender	\$215,534	Assistant Director, Family And Children Services	\$136,232
Deputy County Executive	\$215,534	County Clerk/Recorder	\$134,880
Deputy County Executive	\$210,232	Public Health Division Director - Planning & Eval	\$134,579
Deputy County Executive	\$201,013	Director, Information Systems - Sheriff's Office	\$134,380
Assistant District Attorney	\$198,447	Deputy Director, Facilities And Fleet - Admin	\$134,208
Assistant District Attorney	\$195,341	Controller-Treasurer Division Manager	\$131,560
Deputy County Executive	\$188,394	Captain	\$131,514
Public Health Officer	\$181,639	Administrative Services Manager III	\$131,290
Assistant County Counsel	\$177,994	Deputy Director Of Parks & Recreation	\$130,256
SSA Deputy Director, Operations	\$173,944	Emergency Medical Services Administrator	\$130,256
Public Health Officer	\$172,286	Captain	\$129,162
Director Of Sheriff's Administrative Services	\$170,508	Public Administrator/Guardian/Conservator	\$128,323
Assistant Sheriff	\$170,508	Administrative Services Manager III	\$127,687
Deputy County Executive	\$167,303	Administrative Services Manager III	\$127,687
Deputy Director, Facilities And Fleet	\$165,479	Administrative Services Manager III	\$127,687
Captain	\$163,020	Administrative Services Manager III	\$127,687
Assistant Sheriff	\$161,115	Administrative Services Manager III	\$127,687
Controller/Treasurer	\$160,601	Deputy Director, Mental Health Program Ops	\$126,734
Asset And Economic Development Director	\$159,802	Employee Benefits Director	\$125,794
Sheriff's Correctional Captain	\$155,091	Financial And Administrative Services Manager	\$125,794
Chief Investigator, District Attorney	\$154,319	Chief Appraiser	\$125,794
Planning Manager	\$152,789	Controller-Treasurer Division Manager	\$125,170
Tax Collector	\$152,029	Building Official	\$125,170
Assistant Assessor	\$151,272	Financial And Administrative Services Manager	\$124,548
Director Of Information Systems - SSA	\$151,272	Chief Of Assessment Standards	\$124,109
Administrative Services Manager - Probation	\$149,770	Chief Auditor-Appraiser	\$123,931
Sheriff's Correctional Captain	\$149,770	Director, Revenue Collections	\$123,931
Fiscal Services Manager	\$148,285	Manager, Workers' Compensation Division	\$123,315
Sheriff's Correctional Captain	\$147,547	Deputy County Librarian	\$123,315
Chief Fiscal Officer - Social Services Agency	\$147,547	Clerk Of The Board Of Supervisors	\$121,647
Captain	\$146,083	Deputy Chief Probation Officer	\$120,351
Director, Information Systems - Probation	\$145,357	Agricultural Commissioner/Sealer	\$120,280
Director, Information Systems -Assessor's Office	\$145,357	Assessor's Office Admin Services Manager	\$119,088
Assistant Chief Investigator, District Attorney	\$143,913	Controller-Treasurer Division Manager	\$116,160
Captain	\$143,913	Assistant Director, Employment & Benefit	\$114,670
Director, Family And Children Services	\$142,484	Chief Public Defender Investigator	\$110,796
Labor Relations Director	\$142,484	Assistant Registrar Of Voters	\$110,519
Deputy Director, Infrastructure Development	\$142,484	Assistant Clerk Of The Board Of Supervisors	\$108,946
Deputy Director, Road Maintenance	\$142,484	Assistant County Clerk/Recorder	\$107,266
Director Of The Crime Laboratory	\$141,024	<b>Average</b>	<b>\$153,874</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**San Diego County, CA**

<b>Non-Director, Executive Management Positions and 2013 Salary</b>			
Assistant Chief Administrative Officer/COO	\$228,238	Chief Deputy Director, Child Support Services	\$131,102
Assistant District Attorney	\$220,043	Deputy Director, Agency Operations	\$130,000
Undersheriff	\$206,627	Assistant Chief Probation Officer	\$130,000
Chief Deputy Medical Examiner	\$206,003	Deputy Director, Public Works	\$129,882
Assistant County Counsel	\$194,210	Assistant Director, Planning And Development	\$129,698
Chief Deputy District Attorney	\$180,944	Chief Investigator	\$127,893
Deputy Chief Administrative Officer	\$180,003	Labor Relations Manager	\$127,504
Deputy Chief Administrative Officer	\$180,003	Deputy Director, Agency Operations	\$126,832
Assistant Sheriff	\$179,736	Assistant Deputy Director, HHS Agency	\$125,374
Assistant Sheriff	\$179,736	Deputy Director, HHS Agency	\$125,235
Chief Deputy, Public Defender	\$178,880	Assistant Director, Parks And Recreation	\$124,426
Chief Deputy, Public Defender	\$178,464	Deputy Controller	\$123,427
Chief Deputy, Public Defender	\$178,464	Deputy Controller	\$123,427
Chief Deputy District Attorney	\$177,539	Assistant Chief Investigator	\$122,198
Chief Deputy District Attorney	\$177,539	Deputy Director, Public Works	\$121,938
Assistant Sheriff	\$177,509	Assistant Director, Environmental Health	\$120,578
Director, Sheriff's Management Services	\$177,509	Deputy Director, Public Works	\$120,492
Deputy Chief Administrative Officer	\$176,010	Deputy Director, Agency Operations	\$120,182
Chief Deputy District Attorney	\$175,574	Administrative, Public Health Services	\$120,016
Chief Deputy County Counsel	\$174,970	Deputy Director, Planning And Development	\$118,102
Chief Deputy County Counsel	\$174,970	Administrative, Public Health Services	\$118,051
Chief Deputy County Counsel	\$174,970	Deputy Director, Agency Operations	\$118,019
Chief Deputy County Counsel	\$174,970	Deputy Chief Probation Officer	\$117,998
Chief Deputy, Public Defender	\$174,970	Deputy Chief Probation Officer	\$117,998
Chief Deputy, Public Defender	\$172,619	Assistant Director, Agriculture, Weights & Measures	\$117,832
Executive Officer, Local Agency Formation Cmmsn	\$166,088	Deputy Director, Air Pollution Control	\$113,110
Deputy Public Health Officer	\$158,517	Deputy Director, Child Support Services	\$109,158
Deputy Director, Behavioral Health	\$158,496	Deputy Chief Probation Officer	\$108,982
Deputy Public Health Officer	\$155,468	Assistant Director, Housing And Community Dev.	\$107,494
Chief District Attorney Administrative Officer	\$154,434	Assistant Clerk Of The Board Of Supervisors	\$105,872
Assistant Treasurer/Tax Collector	\$152,126	Assistant Registrar of Voters	\$105,591
Deputy Director, HHS Agency	\$147,805	Deputy Director, County Library	\$103,251
Chief Deputy, County Tax Collector	\$145,496	Deputy Director, County Library	\$103,002
Chief Deputy, County Treasurer	\$145,496	Deputy Chief Investigator	\$102,311
County Veterinarian	\$144,602	Deputy Director, Child Support Services	\$100,131
Deputy Director, HHS Agency	\$142,813	Deputy Director, Parks And Recreation	\$97,238
Deputy Director, HHS Agency	\$141,003	Deputy Director, Animal Services	\$96,346
Assistant Chief Information Officer	\$139,235	Assistant Director, Office Of Emergency Services	\$92,163
Assistant Director, General Services	\$138,570	Executive Officer, Citizens' Law Enforcement Rvw Board	\$91,000
Assistant Assessor/Recorder/County Clerk	\$138,112	Deputy Director, Agriculture, Weights & Measures	\$89,047
Deputy Director, Public Works	\$137,280	Deputy Director, Animal Services	\$87,402
Deputy Director, Agency Operations	\$136,885	Assistant Director, County Communications Office	\$85,010
Executive Finance Director	\$136,485	Deputy Director, Animal Services	\$84,656
Deputy Director, Human Resources	\$136,178	Deputy Director, Animal Services	\$81,710
Chief Deputy Recorder/County Clerk	\$136,032	Chief Deputy, Clerk Of The Board Of Supervisors	\$80,387
Deputy Director, Public Works	\$132,018	Chief Deputy, Clerk Of The Board Of Supervisors	\$69,322
			<b>Average \$138,533</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**Alameda County, CA**

<b>Non-Director, Executive Management Group Positions and 2013 Salary</b>			
Asst County Administrator	\$222,916	Asst Agcy Dir Social Svs Agcy	\$141,182
Chief Asst County Counsel	\$210,668	Dir Environmental Health	\$140,882
Chief Asst Public Defender	\$207,020	Asst Agcy Dir Social Svs Agcy	\$139,671
Chief Asst District Attorney	\$206,710	Asst Treasurer	\$139,490
Asst Gen Mgr Engineering	\$200,396	Asst Controller	\$137,479
Asst Sheriff	\$197,953	Project & Info Manager ACERA	\$137,060
Chief Investment Officer ACERA	\$189,851	Asst Controller	\$135,521
Chief Technology Officer	\$185,804	Financial Svcs Director HCSA	\$132,559
Deputy Dir Dept Child Svs	\$179,264	Deputy County Librarian	\$130,662
Assist Genl Mgr Personnel Z7	\$173,651	Admin Chief of Staff Probat	\$129,688
Asst Director GSA	\$170,268	Chief Deputy Tax Collector	\$129,481
Deputy Dir Network Svs	\$169,294	Sr Investment Officer ACERA	\$126,434
Deputy Dir. Inf Tech Dept	\$169,294	Division Director SSA	\$124,154
Asst Chief Execu Ofcr ACERA	\$167,787	Division Director SSA	\$124,002
Deputy Dir CDA	\$162,502	Division Director SSA	\$123,503
Deputy Dir CDA	\$162,502	Division Director SSA	\$123,420
Deputy Director GSA	\$162,502	Facilities Manager	\$122,970
Deputy Dir CDA	\$162,487	Division Director SSA	\$122,853
Deputy Dir CDA	\$162,464	Division Director SSA	\$122,657
Deputy Dir CDA	\$162,013	Fiscal Services Ofcr ACERA	\$122,250
Deputy Director SSA	\$161,430	Division Director SSA	\$121,708
Chief Deputy Auditor	\$161,377	Division Director SSA	\$119,471
Deputy Director GSA	\$160,740	Deputy Registrar of Voters	\$117,799
Deputy Director GSA	\$159,754	Workforce Investmt Bd Director	\$112,762
Deputy Director GSA	\$157,675	Asst County Clerk Recorder	\$104,378
Director Surplus Property AuP	\$154,974	Asst Dir Area Agency on Aging	\$104,006
Deputy Dir. Inf Tech Dept	\$154,065	Policy Director	\$100,529
Chief Deputy Assessor	\$150,461	Law Office Manager	\$99,608
Deputy Dir CDA	\$150,208	Policy Director	\$98,319
Deputy Director HRS	\$148,451	Facilities Manager	\$95,741
Asst Agcy Dir Social Svs Agcy	\$146,803	Asst County Clerk Recorder	\$94,390
Asst Agcy Dir Social Svs Agcy	\$141,450	Program Manager ACAC	\$90,268
			<b>Average \$145,900</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**Orange County, CA**

<b>Non-Director, Executive Management Positions and 2013 Salary</b>			
Director Of Public Health	\$203,632	Executive Manager	\$166,318
Undersheriff	\$196,862	Executive Manager	\$166,318
Executive Manager	\$196,621	Executive Manager	\$166,318
Executive Manager	\$191,728	Executive Manager	\$166,318
Executive Manager	\$190,160	Executive Manager	\$166,318
Executive Manager	\$189,136	Executive Manager	\$166,016
Executive Manager	\$184,392	Dir./Chf Eng, Oc Engineering	\$165,309
Executive Manager	\$183,936	Executive Manager	\$165,300
Executive Manager	\$183,213	Executive Manager	\$165,300
Executive Manager	\$181,087	Executive Manager	\$164,318
Executive Manager	\$181,060	Executive Manager	\$164,288
Executive Manager	\$178,694	Executive Manager	\$163,818
Executive Manager	\$178,694	Executive Manager	\$163,818
Executive Manager	\$178,694	Executive Manager	\$163,818
Assistant Sheriff	\$177,591	Commander	\$163,675
Assistant Sheriff	\$177,055	Executive Manager	\$163,155
Executive Manager	\$176,904	Executive Manager	\$162,803
Executive Manager	\$176,573	Executive Manager	\$162,794
Assistant Sheriff	\$175,866	Executive Manager	\$161,000
Chief Bureau Of Investigation, DA	\$174,113	Chief Deputy Auditor-Controller	\$160,308
Director Of Mental Health	\$172,202	Executive Manager	\$160,165
Executive Manager	\$172,016	Executive Manager	\$158,263
Executive Manager	\$172,016	Executive Manager	\$157,891
Executive Manager	\$172,016	Executive Manager	\$154,539
Executive Manager	\$172,016	Executive Manager	\$154,024
Executive Manager	\$171,735	Executive Manager	\$153,690
Executive Manager	\$171,735	Executive Manager	\$152,132
Executive Manager	\$171,560	Executive Manager	\$149,426
Executive Manager	\$171,560	Chief Deputy Probation Officer	\$148,906
Executive Manager	\$171,560	Chief Deputy Probation Officer	\$148,906
Executive Manager	\$169,724	Chief Deputy Probation Officer	\$148,906
Executive Manager	\$168,711	Executive Manager	\$147,971
Executive Manager	\$168,043	County Librarian	\$144,206
Executive Manager	\$167,418	Assistant Treasurer-Tax Collector	\$142,514
Executive Manager	\$167,418	Executive Manager	\$138,114
Commander	\$167,362	Executive Manager	\$137,295
Commander	\$167,104	Executive Manager	\$137,063
Executive Manager	\$166,318	Executive Manager	\$133,510
<b>Average</b>			<b>\$166,992</b>

**OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries  
Non-Director, Executive Management Positions and Salaries Used for Each Jurisdiction**

**Ventura County, CA**

<b>Non-Director, Management Positions and 2013 Salaries</b>			
Chief Medical Examiner	\$236,752	Director Engineer Services	\$130,104
Hospital Administrator	\$189,511	Deputy Chief Info Officer	\$129,291
Assist County Executive Officer	\$188,739	Deputy Chief Info Officer	\$129,048
Assist County Executive Officer	\$188,421	Deputy Director Human Svcs Agy	\$129,021
Assist County Executive Officer	\$186,713	Deputy Director Pub Wks Agy	\$128,856
Chief Assist County Counsel	\$183,772	Deputy Director Human Svcs Agy	\$128,393
Chief Financial Officer - HCA	\$181,093	Deputy Director Pub Wks Agy	\$128,331
Chief Deputy Director HCA	\$180,364	Deputy Director Pub Wks Agy	\$128,290
Assist Public Defender	\$177,308	Deputy Executive Officer	\$128,210
Assistant Sheriff	\$175,201	Deputy Director Pub Wks Agy	\$128,165
Chief Deputy Public Defender	\$169,840	Deputy Director Pub Wks Agy	\$128,165
Chief Deputy District Attorney	\$169,013	Deputy Executive Officer	\$126,783
Assistant Sheriff	\$168,557	Deputy Director Auditor Cont	\$126,298
Chief Deputy District Attorney	\$166,973	Deputy Chief Info Officer	\$125,754
Chief Deputy District Attorney	\$165,228	Deputy Executive Officer	\$125,504
Principal Assistant County Counsel	\$164,477	Deputy Director Auditor Cont	\$125,060
Chief Deputy Public Defender	\$163,056	Deputy Director II Res Mgmt. Agy	\$124,378
Chief Deputy Executive Officer	\$161,554	Deputy Executive Officer	\$123,431
Director Behavioral Health	\$158,516	Deputy Director Gen Svcs Agy	\$123,406
Deputy Chief Fire Services	\$158,367	Deputy Director Gen Svcs Agy	\$123,387
Deputy Director Health Care Agy	\$157,658	Deputy Chief Info Officer	\$122,827
Chief Deputy District Attorney	\$154,842	Chief Deputy Probation	\$122,491
Chief Deputy Public Defender	\$154,438	Chief Deputy Director-GSA	\$121,878
Chief Deputy Public Defender	\$152,208	Deputy Director Pub Wks Agy	\$121,795
Director Transportation	\$149,483	Deputy Executive Officer	\$121,197
Assist Director DCSS	\$148,554	Chief Deputy Probation	\$120,778
Director Water & Sanitation	\$146,664	Chief Deputy Prob - Non-Sworn	\$120,453
Deputy Chief DA Investigator	\$146,168	Chief Deputy Assessor	\$120,299
Director PWA Central Services	\$144,793	Ambulatory Care Administrator	\$119,943
Deputy Director RMA-Planning	\$144,499	Deputy Director I Res Mgmt. Agy	\$119,444
Assist Chief Info Officer	\$142,466	Deputy Director Auditor Cont	\$119,265
Assist Fire Chief	\$141,607	Assist Treasurer-Tax Collector	\$117,075
Assist Fire Chief	\$141,529	Chief Public Defenders Invest	\$116,493
Chief Financial Ofc-Retirement	\$140,376	Deputy Director Pub Wks Agy	\$116,035
Assist Fire Chief	\$140,168	Labor Relations Manager	\$116,009
Chief Deputy Assessor	\$140,057	Assist County Clerk & Recorder	\$115,050
Assist Fire Chief	\$139,238	Chief Information Security Offr	\$113,790
Deputy Director Human Svcs Agy	\$138,656	Labor Relations Manager	\$112,177
Director Watershed Management	\$138,544	HCA Human Resources Director	\$111,897
Deputy Director II Res Mgmt. Agy	\$138,440	Chief Deputy Probation	\$111,360
Chief Assistant District Attorney	\$135,326	Deputy Director Child Sppt Div	\$106,361
Director Public Health	\$134,849	Deputy Director Child Sppt Div	\$105,635
Deputy Chief DA Investigator	\$134,818	Deputy Director Auditor Cont	\$104,657
Deputy Director Human Svcs Agy	\$134,316	Deputy Director Child Sppt Div	\$103,297
Deputy Director Human Svcs Agy	\$134,273	Assist Registrar of Voters	\$97,674
Assist Auditor-Controller	\$133,975	Deputy Director Animal Service	\$96,179
Deputy Director II Res Mgmt. Agy	\$132,966	Chief Deputy Agricultural Comm	\$84,667
Deputy Executive Officer	\$130,363	Deputy Agricultural Comm	\$77,072
Deputy Executive Officer	\$130,172	Deputy Agricultural Comm	\$72,674
			<b>Average \$136,564</b>



## MEMORANDUM

November 17, 2015

**TO:** Tim Firestine, Chief Administrative Officer

**FROM:** Chris Cihlar, Director, Office of Legislative Oversight 

**SUBJECT:** Response to CAO Comments on OLO Memorandum Report 2016-1, *Comparative Data on High-Level Manager Salaries*

Thank you for your interest in and response to OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries. OLO agrees that reviewing salary data requires complex analysis, which is why we did an exhaustive review both within and outside the region using a specific and consistent methodology. While your response addresses a number of important issues, there are several corrections and clarifications that need to be made. Below I have highlighted several of your comments and provided a response.

- **CAO Comment #1:** "OLO Memorandum Report 2016-1 ... infers that Montgomery County overcompensates its most skilled and experienced employees..."

**OLO Clarification.** The OLO report does not imply that Montgomery County overcompensates or undercompensates its high-level management employees. It merely compares County manager salaries with those in other jurisdictions. Readers may make their own inferences on that point based on the data presented, but nowhere in the report does OLO make a judgment on whether salaries are too high, too low, or just right.

- **CAO Comment #2:** Salary data is not from the same year for each jurisdiction, and Montgomery County data include the most recent raises received after the start of the new fiscal year in July of 2015.

**OLO Clarification.** OLO used the most accurate and recently-available actual salary data for all jurisdictions reviewed, and OLO did not assume each jurisdiction provided annual pay increases unless that was included in the data. OLO used 2015 salary data for the Federal Government and for all the regional jurisdictions (including Montgomery County) where OLO compared average manager salaries.

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Office of Legislative Oversight

100 Maryland Avenue, Rockville, Maryland 20850, 240/777-7990, FAX 240/777-7879

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Using prior-year data for Montgomery County would not accurately report County salaries because seven director positions and associated salaries changed during the year (Correction and Rehabilitation, Housing and Community Affairs, Fire and Rescue Service, Transportation, Human Resources, Environmental Protection) and one new director position (Procurement) was appointed. Because the salaries of some new directors are less than the former directors', using the most up-to-date data reduces, rather than increases, the director compensation among departments where there was a change. Even if the methodology excluded the most recent raises, Montgomery County would still have the 3<sup>rd</sup> highest average salary for director positions among the jurisdictions reviewed.

Also note that OLO did not include in its analysis \$154,855 in lump-sum bonuses (equal to 3.5% of salary) that Montgomery County Executive Branch directors received in 2014. Further, even if the average director salaries for all California jurisdictions with 2013 data were increased by 6.1%, as suggested in your response, only one of the nine jurisdictions (City/County of San Francisco) would move ahead of Montgomery County's actual 2015 average – and that occurs only if the methodology continues to exclude lump-sum bonuses from the analysis.

- **CAO Comment #3:** "The report's exclusive focus on base pay ignores all other elements of total compensation, particularly retirement benefits."

**OLO Clarification.** OLO's assignment from the County Council was to review high-level manager salaries, not to review total compensation packages. Even so, the OLO report does not "ignore all other elements" of total compensation. OLO directly addressed this issue on page 2 of the report:

This report covers data on annual base-salaries only; it does not include data on the value of benefits (e.g., retirement, group insurance) or other wages (e.g., overtime, bonuses) that make up an employee's total compensation package.... As noted above, the benefits that make up an employee's total compensation may impact whether a jurisdiction offers comparatively higher or lower salaries. For example, some jurisdictions (like Montgomery County for all non-public safety hires since October 1994) offer newly-hired managers defined contribution or cash balance retirement plans while other jurisdictions offer more costly defined benefit pension plans.

For Fairfax County, OLO used salary data provided by the Director of the Fairfax County Department of Human Resources on August 11, 2015. If that data overreported the Fairfax County Executive's salary by \$8,000, it would change the average director salary in Fairfax County by 0.1% - and it would change it in a downward direction. You are correct when you note that we do not include deferred compensation in the Fairfax Executive's salary. Similarly, we did not include any lump-sum bonuses (not added to base) that Montgomery County Directors have received in recent years.

- **CAO Comment #4:** "The methodology for how the comparison jurisdictions were selected is not discussed, and some of the counties listed are not comparable in terms of population size, full-time equivalents and budgets."

**OLO Clarification.** OLO described the methodology used to select comparison jurisdictions on page 2 of OLO Report 2016-1, within the section titled "Overview of Data and Methodology", which states:



**Comparison Jurisdictions.** OLO included all the Maryland counties immediately surrounding Montgomery; Baltimore City and Baltimore County; Washington, DC; and Northern Virginia jurisdictions that had either salary data or salary schedule information available. Outside the region, OLO focused on jurisdictions located within Bureau of Labor Statistics Metropolitan Statistical Areas that (like the DC region) are considered to have a high cost of living. Unlike the regional jurisdictions, OLO only included local governments outside the region in the final report if actual salary data was available.

- **CAO Comment #5:** “[N]one of the jurisdictions within the National Capital Region detailed on pages 10-12 have a larger population than Montgomery County.”

**OLO Clarification.** You are correct that “none of the jurisdictions within the National Capital Region detailed on **pages 10-12** (emphasis added) have a larger population than Montgomery County.” Please refer to **page 9** of the report, which details Fairfax County in the same manner as those jurisdiction discussed on pages 10-12. As you know, Fairfax is the only jurisdiction in the National Capital Region that has a larger population than Montgomery County.

- **CAO Comment #6:** The report does not account for differences in organizational scale or structure, nor the scope of responsibilities or span of control of director and high-level managers. The comparison with Fairfax County is misleading because Fairfax has a higher number of director and executive management positions than Montgomery.

**OLO Clarification.** All local governments are structured differently in terms of number and type of departments and offices and, as a result, each has a different number of department/office directors. Accordingly, the OLO report calculates and reports data in multiple ways to create two different sets of “apples to apples” comparisons: 1) by calculating the average of all director, executive management, and manager series salaries; and 2) by creating tables that compare salaries for specific director positions.

- **CAO Comment #7.** “Looking at the report’s comparison to Federal Government compensation, there appears to be a significant error. The report equates ... the County’s MLS series with the Federal GS-13, 14, and 15 grades. However, a memo by [the Council Administrator] dated April 28, 2013 ... regarding MLS salaries...” compares the M1 series to Federal SES, M2 to GS-15, and M3 to GS-14.

**OLO Clarification.** The comment that OLO’s comparison is a “significant error” is, at best, an overstatement and directly contrasts with the standard used each year by the Montgomery County Office of Human Resources (OHR) when comparing County and Federal positions. As you are aware and is specifically noted on page 8, OHR’s *Personnel Management Review* (relevant page attached at ©1) reports that the Federal GS-13, 14, and 15 grades are comparable to the MLS series in the County. If the Executive Branch’s position on comparable federal positions has changed from the historic standard, it was not reflected in the April 2015 *Personnel Management Review*.

Tim Firestine, Chief Administrative Officer

November 17, 2015

Page 4

While we agree there are different methodological approaches one could take when examining the question of salaries, we do not believe any of these other approaches would result in significant changes in how Montgomery County compares with other jurisdictions. Your response also raises important points about why Montgomery County directors are offered the compensation that they are. While it certainly may be true that the County needs to compete with surrounding jurisdictions to attract the highest qualified individuals and that high salaries improve retention rates, these questions were beyond the scope of this report.

Finally, I appreciate your request to receive advance copies of future OLO memorandum reports. As you know, per a similar request made in 2013, we lengthened the time given to the Executive to respond to full OLO reports from two to three weeks. I am happy to work with you to develop an agreed upon process for review of memorandum reports that recognizes both this request from the Executive and OLO's need to meet its deadlines.

cc: Councilmembers  
Fariba Kassiri, Assistant Chief Administrative Officer  
Bonnie Kirkland, Assistant Chief Administrative Officer  
Shawn Stokes, Director, Office of Human Resources

Attachment

**COMPARISON OF SALARIES FOR MIDDLE MANAGEMENT AND PROFESSIONAL POSITIONS  
FEDERAL GOVERNMENT VS. MONTGOMERY COUNTY GOVERNMENT**

FEDERAL GOVERNMENT <sup>(1)</sup> Effective January 2015 <sup>(3)</sup>		MONTGOMERY COUNTY GOVERNMENT <sup>(2)</sup> January 2015					
Federal Grade	Minimum	Maximum	MCG Grade	# Permanent FT Emp.	Minimum	Maximum (2)	% Diff. At Min      % Diff. At Max
GS-11	\$63,722	\$82,840	21	377	\$50,135	\$82,893	-27.1%      0.1%
GS-12	\$76,378	\$99,296	23	376	\$55,006	\$91,109	-38.9%      -9.0%
			24	491	\$57,625	\$95,515	-32.5%      -4.0%
			25	379	\$60,371	\$100,150	-26.5%      0.9%
GS-13	\$90,823	\$118,069	24	491	\$57,625	\$95,515	-57.6%      -23.6%
			25	379	\$60,371	\$100,150	-50.4%      -17.9%
			26	98	\$63,265	\$105,021	-43.6%      -12.4%
			27	47	\$66,275	\$110,134	-37.0%      -7.2%
			M3	244	\$72,261	\$132,076	-25.7%      10.6%
GS-14	\$107,325	\$139,523	28	133	\$69,252	\$115,501	-55.0%      -20.8%
			29	2	\$72,375	\$121,134	-48.3%      -15.2%
			31	3	\$79,108	\$133,268	-35.7%      -4.7%
			M2	110	\$84,113	\$152,692	-27.6%      8.6%
GS-15	\$126,245	\$158,700	M2	110	\$84,113	\$152,692	-50.1%      -3.9%
			M1	24	\$96,187	\$170,839	-31.2%      7.1%

(1) Locality Pay for Washington-Baltimore-Northern Virginia, DC-MD-VA-WV-PA.

Source: <http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2015/DCB.pdf>

(2) Does not include longevity

(3) Federal government employees received a 1% increase in January 2015.

—



OFFICE OF THE COUNTY EXECUTIVE

Isiah Leggett  
County Executive

Timothy L. Firestine  
Chief Administrative Officer

MEMORANDUM

November 16, 2015

TO: Chris Cihlar, Director, Office of Legislative Oversight

FROM: Timothy L. Firestine, Chief Administrative Officer *Timothy L. Firestine*

SUBJECT: OLO Memorandum Report 2016-1: Comparative Data on High-Level Manager Salaries

This is in response to OLO Memorandum Report 2016-1 on High-Level Manager Salaries, which infers that Montgomery County overcompensates its most skilled and experienced employees that oversee and are responsible for the day-to-day operations of our multi-billion dollar budget, and our 10,000-person workforce serving the more than 1 million residents of the County: the Department Directors and Executive-Level Managers plus managers that compose our Management Leadership Service.

However, as the County Executive pointed out in his initial response to the report on November 3, 2015, the study oversimplifies a complex analysis, calling into question conclusions that may be drawn. A review of the report reveals inaccurate data, numerous questionable assumptions, flawed methodology, and fleeting mentions of important contextual factors that warrant attention and consideration but get none. Below is a list of the most apparent features of the report that make it an unreliable basis for what could have been an important and productive discussion.

- The report uses Montgomery County salary data from September 2, 2015, just one month after FY16 cost of living increases and raises went into effect, which would exaggerate differences between the County and the comparison group, especially considering that the report is comparing our current pay levels to salary data from 2013 for seven of the comparison jurisdictions, and two are showing 2014 data. Salaries elsewhere are very likely to have increased since 2013. Assuming a 3% annual pay increase, this inflates Montgomery County's 2015 salaries by 6.1%. This misalignment of effective dates materially changes the County's variance from the average and in some instances, our ranking as well.

- The report's exclusive focus on base pay ignores all other elements of total compensation, particularly retirement benefits. The County offers a defined-contribution pension plan rather than a more costly defined-benefit plan that is common elsewhere in the region. In addition, unlike some other jurisdictions, the County does not provide vehicles for directors or other managers. Cost sharing on employer provided health insurance is also ignored.

Using Fairfax County as an example, I recently spoke to the Fairfax County Executive and confirmed that his salary was reported inaccurately in OLO's report (page 18) due to these methodological inconsistencies. Additionally, Fairfax County's \$18,000 contribution to his deferred compensation was not factored into OLO's analysis. And finally, I note that their high-level managers are eligible for their Deferred Retirement Option Program (DROP) while directors (except the Fire Chief) in Montgomery County are not.

- Because the report omits the demographic and economic context of the jurisdictions mentioned, we are unable to evaluate if - because we may rank above them in terms of the population size we serve, incomes and wages, housing costs, and other factors - it is appropriate for us to fall above the median for compensation. The methodology for how the comparison jurisdictions were selected is not discussed, and some of the counties listed are not comparable in terms of population size, full-time equivalents and budgets. For example, DuPage County, IL, is similar in population but that county's budget is only \$600 million and there are 2,225 FTEs. In addition, the median household income for the comparator group varies significantly. Eleven of the national comparison jurisdictions have smaller populations than Montgomery County, nine of them have larger populations of high-level managers (>27), and none of the jurisdictions within the National Capital Region detailed on pages 10-12 have a larger population than Montgomery County.
- The report does not account for differences in organizational scale or structure, nor the scope of responsibilities or span of control of directors and high-level managers. We are all aware that local governments across the country vary greatly, to the extent that even using the "apples to oranges" analogy would be an understatement. The report fails to detail any potential differences in functions across the jurisdictions it lists, and does not account for how such differences may affect compensation. For example, our Department of Health and Human Services with its single director might be structured elsewhere as at least five separate agencies (Children Youth and Family Services, Aging and Disabilities Services, Behavioral Health and Crisis Services, Public Health Services, and Special Needs Housing). In some areas of the country such as New York State, many services are delivered at the township or city level, not by the counties. Looking at Fairfax County specifically, the comparison on page 4 appears misleading. Fairfax's comparable group



has 39 people (compared to our 27), but even if one took the highest paid 27 as the report does, these 27 would not be responsible for the same body of work as our 27, as they are shored up by the other 12. Further, the comparison between Montgomery's and Fairfax's non-director, executive management positions shows us with 22 and Fairfax with nearly three times as many positions (58). On page 5, comparing this category of positions across the country, the average number of positions in the comparison jurisdictions is 90, again compared to our 22. And as mentioned above, the salary data for 5 of the 7 comparison jurisdictions is from 2013. The same theme continues with average MLS salaries on page 5: excluding the Federal employees, the two comparison jurisdictions have 525 and 957 people - compared to our 373 (and again the salary data is from 2013).

- Looking at the report's comparisons to Federal Government compensation, there appears to be a significant error. The report equates on page 8 the County's MLS series with the Federal GS-13, 14, and 15 grades. However, a memo by Steve Farber dated April 28, 2013 to the County Council regarding the MLS salary schedule states that the Federal SES category is comparable to M1s, GS-15 is comparable to M2s, and GS-14 is comparable to M3s. In all three of those cases, the average M1, M2, and M3 salary is below the average corresponding federal salary in the DC/MD/VA area.
- All of the factors noted in the report's introduction (but not revisited or investigated) are things that would undoubtedly demand higher salaries: a need to attract and retain highly qualified candidates, competition from surrounding jurisdictions (to which I would also add the Federal Government) and/or the private sector, internal pay equity among employees, cost of living within the region, and the type and amount of non-salary benefits provided. Interestingly, on November 11<sup>th</sup>, the Washington Post reported on Fairfax County's inability to attract and hire a new director for their library system. The preferred candidate's reason for turning down the offer: our region's high cost of living.

As the County Executive stated, we hire experienced managers and directors, and because we retain many of them we save on the high costs associated with turnover. Within the last year, Montgomery County was able to attract talented new directors from other prestigious governments: our OHR Director came from the District of Columbia, our DEP Director came from Federal EPA, and our DHCA Director came from the State of Maryland.

Montgomery County was among the first jurisdictions in the nation to publish all employee salary information on its open data portal. Few are as transparent as we are when it comes to the salaries of our employees. We are justifiably proud of the caliber of professional managers we attract and retain in Montgomery County.

Chris Cihlar, Director, Office of Legislative Oversight  
November 16, 2015  
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I know that as stewards of the public trust, the County Executive and Council work to ensure that the County's resources—and taxpayer dollars—are used effectively and efficiently. Therefore, in the spirit of collaboration between our two branches of government, I would appreciate receiving an advance copy of future draft OLO Memorandum Reports (as we do with other OLO reports) so that we have a chance to respond to any factual errors and address any flaws in methodology.

TLF:dg

cc: George Leventhal, Council President  
Nancy Floreen, Council Vice President  
Roger Berliner, Councilmember  
Marc Elrich, Councilmember  
Tom Hucker, Councilmember  
Sidney Katz, Councilmember  
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