

2004 REPORT OF THE
EXECUTIVE SALARY COMMISSION

FEBRUARY 17, 2004

Members:

Mr. Raymond H. Fujii, Chairperson
Ms. Sherrilee K. Dodson, Vice-Chairperson
Mr. Harold W. Bradshaw, Jr.
Ms. Clarice Y. Hashimoto
Mr. Dean K. Hirata

Executive Salary Commission
State of Hawai'i
February 17, 2004

The Honorable Members of the
Twenty-Second Legislature
State of Hawai'i
State Capitol
Honolulu, Hawaii 96813

Ladies and Gentlemen:

Introduction and Legislative Intent

In 2003, Act 122 established Section 26-55, Hawaii Revised Statutes, which created the Executive Salary Commission (ESC). Act 122 specifically mandates:

- “(a) There is established within the department of human resources development, for administrative purposes only, the executive salary commission. The commission shall consist of five members. Two members shall be appointed by the president of the senate, two members shall be appointed by the speaker of the house of representatives, and one member shall be appointed by the chief justice of the supreme court. Vacancies in these positions shall be filled in the same manner. The members of the commission shall serve without compensation but shall be reimbursed for expenses necessary for the performance of their duties.

- (b) The commission shall review the salaries of the governor, the lieutenant governor, the administrative director of the State, and the department heads or executive officers of the departments of accounting and general services, agriculture, attorney general, budget and finance, business, economic development, and tourism, commerce and consumer affairs, Hawaiian home lands, health, human resources development, human services, labor and industrial relations, land and natural resources, public safety, taxation, and transportation. The commission, shall also review the salary of the deputy to the superintendent of education. The commission shall recommend an appropriate salary for the governor, the lieutenant governor, and each department head or executive officer, and appropriate salary ranges for the deputy department heads. The commission may recommend different salaries for department heads and executive officers and different salary ranges for deputies or assistants to department heads;

provided that the commission shall recommend the same salary range for deputies or assistants to departments heads within the same department; provided further that the appointing official shall specify the salary for a particular position within the applicable range.

- (c) The commission may seek assistance from the department of human resources development and any other agency in conducting its review, and all agencies shall fully cooperate with the commission and provide any necessary information to the commission upon request.
- (d) The commission shall convene in the month of November 2003, and every eight years thereafter. Not later than the fortieth legislative day of the regular session of 2004, and every eight years thereafter, the commission shall submit a report of its findings and its salary recommendations to the legislature, through the governor. The commission may include incremental increases that take effect over the span of years occurring prior to the convening of the next salary commission. The recommended salaries submitted by the commission shall become effective July 1 of the next fiscal year unless the legislature disapproves the recommended salaries submitted by the commission through the adoption of a concurrent resolution, which shall be approved by a simple majority of each house of the legislature, prior to adjournment sine die of the legislative session in which the recommended salaries are submitted; provided that, pursuant to section 3 of article V of the State Constitution, the salaries of the governor and the lieutenant governor shall not be decreased for their respective terms and the new salaries shall not take effect until the beginning of the next term for those offices. The governor shall include the salary amounts, recommended by the commission and approved by the legislature, in the executive budget. If the salary amounts recommended by the commission are disapproved by the legislature, the commission shall reconvene in the month of November following the legislature disapproval to review the legislature's reasons for disapproving its salary recommendation. The commission may submit a report of its findings and submit a new salary recommendation to the legislature of the next regular session. The commission's reconvening following a legislative disapproval shall not toll the eight year cycle."

After reviewing various 2003 standing committee reports relating to Act 122, we, the Executive Salary Commission have clearly addressed a number of the Legislative concerns and intentions found therein. Most notably, the Commission's recommendations will address Legislative

concerns and intentions regarding incremental increases throughout the eight year span occurring prior to the convening of the next salary commission; present Executive salaries have not been modified since 1990, resulting in grossly outdated salaries when compared to other states and the private sector; and many qualified individuals are not presently willing or financially able to serve in appointed government positions because the financial sacrifice is too great. As mentioned in one committee report, "The public will benefit from efficient management of government operations and services as a result of greater numbers of qualified individuals willing to serve in government positions". This will be a direct positive result of our following recommendations to increase salaries for State executives incrementally in the coming years.

Process and Findings

On November 4, 2003, the Executive Salary Commission held its initial meeting. We nominated and unanimously elected Mr. Raymond H. Fujii as our chairperson and Ms. Sherrilee K. Dodson as vice-chairperson. Other Commission members are Mr. Harold W. Bradshaw, Jr.; Ms. Clarice Y. Hashimoto and Mr. Dean K. Hirata.

After reviewing Act 122, related State & Counties (See Attachment 1), and National Data, we decided additional data would be useful and requested the following information:

- a. Input from the Governor, the Lieutenant Governor, each Department Head, each Deputy Department Head, the Administrative Director of the State, and the Deputy to the Superintendent of Education regarding salary recommendations and information for their individual positions.
- b. A copy of the Council of Revenues latest forecast.
- c. Revised tables covering National Data on Selected State Administrative Officials from the Book of the States.

At our next meeting on December 2, 2003, we received the additional requested information on the "Council of Revenues" latest forecast report (see Attachment 2) and revised tables covering the National Data on selected States Administrative Officials from the 2003 Book of the States (See Attachment 3). We were also provided information on retirement benefits that the Governor, Lieutenant Governor, Administrative Director of the State, State Directors, and Deputy Directors are entitled to from Mr. David Shimabukuro, Employees' Retirement System Administrator.

At our next meeting on December 9, 2003, we acknowledged receipt of the "Departmental Submissions for the Executive Salary Commission" and the Department of Education's responses which amounted to over one inch of

printed material. After discussion, we decided to divide the fifteen departments into groups of three for further study by individual Commission members who would report their findings back to the entire Commission at subsequent meetings. We decided to utilize the following factors to evaluate the Departments:

- a. Number of employees supervised.
- b. Amount of operating budgets.
- c. Comparison to comparable private sector jobs (market data).
- d. Other state's and counties' data.
- e. Benefits.

Other significant factors we considered were the last State executive pay raises had been effective January 1, 1990; incremental raises would be part of our recommendations; different rates for the various departments would be explored; and the current and future economic condition of the State needed to be considered. We also felt that all present incumbents entered these Executive positions knowing what the current salaries are, thus it is a fair expectation for them to continue to receive no less than those current salaries.

At this meeting, we also heard a presentation from Mr. Mark Fukuhara, Hawaii Employer – Union Health Benefits Trust Fund Administrator. Mr. Fukuhara pointed out there are no difference in the health fund benefits provided to top level executives and all other State employees.

Our next two meetings (December 19 and January 7) were spent receiving reports on the fifteen departments from our individual Commission members and seeking additional data as necessary. Materials presented were summarized and placed in a table – see Attachment 4.

Recommendations

We decided to individually go over all materials presented and formulate tentative salary recommendations for all jobs being reviewed by ourselves. Then, we all got together at our next meeting (January 15), discussed the jobs one by one, resolved any differences, and unanimously came up with our final recommendations. In our final overall review, two major factors we weighed heavily were (1) the “Council of Revenues” projections which links into the current and future economic conditions of the State; and (2) the fact that the last State executive pay raises were granted on January 1, 1990 – this means sixteen (16) years will have passed since our Governor, Lieutenant Governor and Administrative Director of the State will possibly receive recommended raises in 2006, and fourteen (14) years will have passed since our State Department Heads and Deputy Department Heads will possibly receive recommended raises

in 2004. Both of these factors, coupled with the State's tough financial economic position and our concern for the ability of our citizens to fund these increases, led us to our salary recommendations. The following table reflects our recommendations (effective July 1, 2004, for Department Heads and Deputies; effective 2006, for the Governor, Lieutenant Governor and the Administrative Director of the State):

Department	Eff Dt	Title	Amount	Annual % Increase Since Jan. 1, 1990
	2006	Governor	\$112,000	1.05%
	2006	Lt. Governor	\$100,000	.66%
	2006	Administrative Director of the State	\$100,000	.66%
Dept of Attorney General	2004	Dept Head	\$105,000	1.50%
		Deputy Dept Head	\$91,350 – \$96,600	1.54%
Dept of Health, Dept of Transportation, Dept of Accounting & General Services, Dept of Commerce & Consumer Affairs, Dept of Taxation, Dept of Budget & Finance	2004	Dept Heads	\$100,000	1.14%
		Deputy Dept Heads	\$87,000 – \$92,000	1.19%
Dept of Human Services, Dept of Labor & Industrial Relations, Dept of Land and Natural Resources, Dept of Business & Economic Development and Tourism	2004	Dept Heads	\$95,000	.77%
		Deputy Dept Heads	\$82,650 - \$87,400	.82%
Dept of Human Resources Development, Dept of Hawaiian Home Lands, Dept of Agriculture, Dept of Public Safety	2004	Dept Heads	\$90,000	.38%
		Deputy Dept Heads	\$78,300 – \$82,800	.43%

In addition, we recommend a two percent compounded adjustment be made annually as reflected on Attachment 5.

Upon our review of the salary for the Deputy to the Superintendent of Education, we recommend deferring to the Board of Education on this matter.

The Commission respectfully submits these recommendations for your final review and approval.

Sincerely,

Raymond H. Fujii, Chairperson

Sherrilee K. Dodson, Vice-Chairperson

Harold W. Bradshaw, Jr.

Clarice Y. Hashimoto

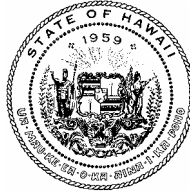
Dean K. Hirata

COMPARISON OF EXECUTIVE PAY RATES FOR STATE AND COUNTIES

Positions	STATE	C&C HONOLULU	HAWAII	MAUI	KAUAI
GOVERNOR	94,780				
LT. GOVERNOR	90,041				
MAYOR		112,200	85,050	96,000	73,118
M.D./ADMIN. ASS'T.		107,100	79,296	90,000	70,193
DEPUTY M.D.		102,000	75,516		
PROS ATTORNEY		99,807	80,208	83,000	69,371
1ST DEPUTY P.A.		94,554	75,516	79,000	64,168
DEPUTIES (Pros Atty & Corp Counsel)		35,382 - 98,508	40,104 - 72,192	44,136 - 69,264	41,622 - 64,168
DEPT. HEADS	85,302	99,807	75,516	83,000	69,371
		110,206 (Police, Fire)	94,068 (Water)	(Police, Public Wks, Water)	(Corp Counsel, Planning, Finance, Public Wks, Water)
		106,044 (Water)	91,599 (Police, Fire)	80,000 (Corp Counsel, Finance Per, Planning, Fire, Transportation)	66,073 (Per, Fire, Comm Asst. Police, C. Clerk)
		79,512 (City Clerk)		77,000 (Liquor, Hsing, Personnel)	64,731 (Eco Dev)
					55,000 (Liquor)
DEPUTIES	72,886 - 77-966	94,554	71,928	79,000	41,622 - 64,168
		104,583 (Police Fire)	87,804 (Water)	(Police, Public Works, Water)	(Planning, Finance, Public Wks, Water)
		100,992 (Water)	87,232 (Police, Fire)	76,000 (1st Corp Counsel, Fire, Finance, Per., Planning)	36,671 - 61,118 (Police, C Clerk)
				73,000 (Hsing, Personnel Liquor)	
SPEAKER/PRES	37,000				
MEMBERS HSE/SEN	32,000				
CHAIRPERSON		48,450	36,312	48,000	31,938
COUNCIL MEMBERS		43,350	32,700	44,000	28,744

LINDA LINGLE
GOVERNOR

JAMES R. AIONA, JR.
LT. GOVERNOR



MICHAEL A. SKLARZ
CHAIRMAN

RICK VON GNECHTEN
VICE-CHAIRMAN

MEMBERS:

Carl S. Bonham
Vito Galati
Pearl Imada Iboshi
Ernest K. Nishizaki
Jack P. Suyderhoud

COUNCIL ON REVENUES

STATE OF HAWAII
P.O. BOX 259
HONOLULU, HAWAII 96809

September 15, 2003

The Honorable Linda Lingle
Governor, State of Hawaii
Executive Chambers
State Capitol, Fifth Floor
Honolulu, Hawaii 96813

Dear Governor Lingle:

At its meeting of September 15, 2003, the Council on Revenues confirmed that the general fund tax growth rates for the current fiscal biennium will be 6.2% for FY2004 and 6.9% for FY2005. Details of the updated forecasts of state general fund tax revenues for FY2004 to FY2010 are presented in the attached table 1.

The latest economic data indicate that Hawaii's economy was growing slightly better than expected in FY2003. For FY2004, while the visitor industry is expected to grow moderately, the Council found that the construction industry output will increase at a rapid pace. The indicator of future private construction, the value of private building authorizations, grew more than 40% in FY2003. State government construction expenditures, based on data provided by the Department of Budget and Finance, are projected to grow about 25% in the current fiscal year. The Department of Taxation estimated that recent changes in the federal tax laws will provide an estimated increase in disposable income of about \$420 million in FY2004. Also, the Council expects that total personal income will increase about 5.0% in FY2004 and 5.2% in FY2005.

Tax revenue data for the first two months of the current fiscal year indicate that the Council's tax revenue projections are very consistent with the current trend, considering technical factors such as weekend effect, the \$16.5 million transfer of franchise tax payment under protest from the general fund to the litigated claims fund and variations in income tax refunds. While tax credits will continue to impact the growth rate of tax revenues, forecasts of tax credits are subject to large measurement errors due to lack of data. As a result, the Council continues to reiterate the challenge of forecasting revenues over the next several years as the impacts of significant changes in tax laws, especially recent business incentive tax credits, interact with external factors such as volatile capital market and geopolitical events.

As always, the Council assumes that the State will not be subject to any other unusual occurrences, potential losses due to decreases in federal allocations, or any prolonged or crippling strikes, and has considered existing tax laws only.

Estimates for general fund non-tax revenues have been increased for FY2004, primarily due to transfers from non-general funds pursuant to Act 178, SLH 2003. Special Fund non-tax revenues have been increased for FYs 2004-09, primarily due to increased federal grants for the Unemployment Insurance

The Honorable Linda Lingle
September 15, 2003
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Program and increased transfers from general obligation bond funds to the Educational Facilities Improvement Special Fund. Other than Special Fund Revenues have been increased for FYs 2004-09, primarily due to higher amounts for federal grants; including Department of Human Services (Medicaid, Social Services Block grants, and Foster Care) and Department of Education (English as a Second Language and At-Risk Student) federal grants; including Department of Defense impact aid to the Department of Education.

Please advise us if we can be of further assistance or if we can answer any questions you may have.

Sincerely,

MICHAEL A. SKLARZ
Chairman

Attachments

ESTIMATES OF GENERAL FUND TAX REVENUE: FY 2004 to FY 2010

(in thousands of dollars)

TYPE OF TAX	ACTUAL		ESTIMATED						
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
General Excise & Use 4/	\$1,612,333	\$1,792,699	\$1,865,713	\$1,949,538	\$2,047,110	\$2,148,665	\$2,251,990	\$2,364,068	\$2,481,682
Income - Individual	1,071,239	1,037,706	1,132,657	1,233,142	1,312,050	1,403,795	1,492,021	1,587,282	1,684,810
Income - Corporation	45,477	8,262	26,256	34,960	34,746	72,139	78,219	85,162	91,029
Public Service Company	93,406	114,115	126,870	138,713	149,907	160,744	171,410	182,069	192,851
Insurance Premiums	67,941	73,240	78,509	83,089	86,523	97,025	107,505	116,081	122,244
Tobacco & Licenses 1/	64,469	71,273	88,320	94,469	96,335	98,388	100,602	102,742	104,959
Liquor & Permits	39,091	41,186	42,477	43,822	45,032	46,264	47,506	48,746	50,001
Banks & Other Fin Corps 5/	5,164	20,341	(8,517)	9,784	11,688	13,182	14,292	15,496	16,598
Inheritance & Estate 2/	16,624	15,524	10,490	5,468	-	-	-	-	-
Miscellaneous	5,515	6,231	6,791	7,230	7,520	7,793	8,058	8,317	8,579
Transient Accommodation Tax 3/	27,271	1,466	8,400	10,374	10,942	11,545	12,175	12,826	13,509
NET TOTAL	\$3,048,530	\$3,182,043	\$3,377,966	\$3,610,589	\$3,801,853	\$4,059,540	\$4,283,778	\$4,522,789	\$4,766,262
GROWTH RATE	-3.5%	4.4%	6.2%	6.9%	5.3%	6.8%	5.5%	5.6%	5.4%

Notes:

1/ Act 246, SLH 2002, raises the cigarette tax to 6 cents each on October 1, 2002; to 6.5 cents on July 1, 2003; and to 7 cents on July 1, 2004.

2/ Federal Economic Growth and Tax Relief Act of 2001 phases out the federal estate tax and the state credit.

3/ Deposits of 44.8% of TAT revenues to counties (Act 156, SLH 1998); 32.6% to tourism special fund and 5.3% to TAT trust fund (Act 250, SLH 2002); 17.3% to convention center enterprise fund (Act 253, SLH 2002); all net of general fund deposits of excess of fund ceilings.

4/ Act 100, SLH 2003, provides a nonrefundable attractions & educational facilities tax credit equal to 100% of certain costs incurred after May 31, 2003, & before June 1, 2009, for the development of such facilities at Ko Olina Resort & Marina & the Makaha Resort. Of the maximum \$7.5 million credit per year, the General Fund loss is estimated at \$4 million.

5/ Transfers \$16.5 million of the franchise tax to the Litigated Claims Fund in 2004.

Extracted from "The Book of the States, 2003, Volume 35"
The Council of State Governments

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Gov</i>	<i>Key</i>
1	New York	E	179,000	
2	Michigan	M	177,000	
3	California	W	175,000	
4	New Jersey	E	157,000	
5	Illinois	M	150,691	
6	Connecticut	E	150,000	
7	Pennsylvania	E	144,416	
8	Washington	W	139,087	
9	Massachusetts	E	135,000	jj
10	Wyoming	W	130,000	
11	Georgia	S	127,303	
12	Ohio	M	126,485	
13	Virginia	S	124,855	kk
14	Wisconsin	M	122,406	
15	Minnesota	M	120,303	
16	Florida	S	120,171	
17	Missouri	S	120,087	
18	Maryland	S	120,000	
19	North Carolina	S	118,430	
20	Nevada	W	117,000	
21	Texas	S	115,345	
22	Delaware	E	114,000	
23	Iowa	M	107,482	
24	South Carolina	S	106,078	
25	Kentucky	S	103,018	
26	Mississippi	S	101,800	
27	Alabama	S	101,432	
28	Oklahoma	S	101,040	
29	New Hampshire	E	100,690	
30	Utah	W	100,600	
31	Idaho	W	98,500	
32	Kansas	M	95,446	
33	South Dakota	M	95,389	
34	Arizona	W	95,000	
35	Indiana	M	95,000	
36	Louisiana	S	95,000	
37	Rhode Island	E	95,000	
38	Hawaii	W	94,780	
39	Oregon	W	93,600	
40	Colorado	W	90,000	
41	New Mexico	W	90,000	
42	West Virginia	S	90,000	
43	Montana	W	88,190	
44	Vermont	E	88,026	
45	Tennessee	S	85,000	
46	Alaska	W	83,280	
47	North Dakota	M	83,013	
48	Arkansas	S	71,738	
49	Maine	E	70,000	
50	Nebraska	M	65,000	

RANK	38
AVERAGE	111,354
MEDIAN	102,409

Regional average	E	123,086
Regional average	M	112,565
Regional Average	W	107,311
Regional average	S	105,908
Regional Average without California	W	101,670

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Lt Gov</i>	<i>Key</i>
1	New York	E	151,500	
2	California	W	131,250	
3	Michigan	M	123,000	
4	Massachusetts	E	120,000	(jj)
5	Pennsylvania	E	119,399	
6	Illinois	M	115,235	
7	Florida	S	115,112	
8	North Carolina	S	104,523	
9	Maryland	S	100,000	
10	Texas	S	99,122	
11	Hawaii	W	90,041	
12	Kentucky	S	87,580	
13	Louisiana	S	85,008	
14	Georgia	S	83,148	
15	Rhode Island	E	80,000	
16	Utah	W	78,200	
17	Connecticut	E	77,756	
18	Alaska	W	77,712	
19	Missouri	S	77,184	
20	Iowa	M	76,698	
21	Indiana	M	76,000	
22	Oklahoma	S	75,530	
23	Ohio	M	73,715	(b)
24	Washington	W	72,705	
25	Wisconsin	M	69,579	
26	Colorado	W	68,500	
27	New Mexico	W	65,000	
28	North Dakota	M	64,452	
29	Minnesota	M	62,980	
30	Montana	W	62,471	
31	Delaware	E	60,000	
32	Mississippi	S	60,000	
33	Nebraska	M	60,000	
34	Vermont	E	50,253	
35	Nevada	W	50,000	
36	Tennessee	S	49,500	(s)
37	Alabama	S	48,620	
38	South Carolina	S	44,737	
39	Virginia	S	36,321	
40	Arkansas	S	34,673	
41	Kansas	M	26,967	
42	Idaho	W	26,000	
43	South Dakota	M	12,635	(ee)

RANK	11
AVERAGE	75,421
MEDIAN	75,530

Regional Average	W	74,914
Regional average	M	69,206
Regional average	S	68,816
Regional average	E	65,891
Regional Average without California	W	70,219

JURISDICTIONS WITH FOOTNOTES

Maine	E		(s)
New Hampshire	E		(s)
New Jersey	E		(s)
West Virginia	S		(s)
Arizona	W		(a-2)
Oregon	W		(a-2)
Wyoming	W		(a-2)

Rank	State or other jurisdiction	Region	Secretary of State	Key	
1	New Jersey	E	137,165		
2	Virginia	S	128,479		
3	Tennessee	S	127,308		
4	Michigan	M	124,900		
5	California	W	123,750		
6	Illinois	M	123,700		
7	New York	E	120,800		
8	Massachusetts	E	120,000		
9	Texas	S	117,546		
10	Florida	S	116,056		
11	Georgia	S	112,776		
12	Wyoming	W	110,000		
13	Delaware	E	103,900		
14	Pennsylvania	E	102,343		
15	North Carolina	S	94,552		
16	South Carolina	S	92,007		
17	Ohio	M	90,725		
18	Missouri	S	90,471		
19	[Hawaii	W		(a-1)	90,041]
20	Oklahoma	S	90,000		
21	Washington	W	89,004		
22	Louisiana	S	85,000		
23	Iowa	M	82,940		
24	Kentucky	S	82,521		
25	Idaho	W	80,000		
26	Nevada	W	80,000		
27	Rhode Island	E	80,000		
28	Vermont	E	75,317		
29	Mississippi	S	75,000		
30	Kansas	M	74,148		
31	Oregon	W	72,000		
32	Arizona	W	70,000		
33	Maryland	S	70,000		
34	Colorado	W	68,500		
35	North Dakota	M	68,000		
36	Montana	W	67,512		
37	Alabama	S	66,722		
38	Minnesota	M	66,169		
39	Indiana	M	66,000		
40	New Hampshire	E	65,540		
41	Nebraska	M	65,000		
42	New Mexico	W	65,000		
43	West Virginia	S	65,000		
44	South Dakota	M	64,812		
45	Wisconsin	M	62,549		
46	Connecticut	E	50,000		
47	Arkansas	S	43,000		

RANK	19
AVERAGE	87,526
MEDIAN	81,261

Regional average	S	91,027
Regional average	E	85,507
Regional Average	W	82,440
Regional average	M	80,813
Regional Average without California	W	78,997

JURISDICTIONS WITH FOOTNOTES

Alaska	W		(a-1)
Hawaii	W		(a-1)
Utah	W		(a-1)
Maine	E		N.A.

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Attorney general</i>
1	New York	E	151,500
2	California	W	148,750
3	New Jersey	E	137,165
4	Illinois	M	132,963
5	Wisconsin	M	127,868
6	Washington	W	126,443
7	Georgia	S	125,871
8	Alabama	S	124,951
9	Michigan	M	124,900
10	Massachusetts	E	122,500
11	Florida	S	118,957
12	Tennessee	S	118,416
13	Pennsylvania	E	118,262
14	Delaware	E	114,400
15	Virginia	S	110,667
16	Nevada	W	110,000
17	Iowa	M	105,430
18	North Carolina	S	104,523
19	Missouri	S	104,332
20	Maryland	S	100,000
21	Oklahoma	S	94,349
22	Ohio	M	93,434
23	Minnesota	M	93,000
24	Texas	S	92,217
25	South Carolina	S	92,007
26	Mississippi	S	90,800
27	Vermont	E	90,272
28	Arizona	W	90,000
29	Wyoming	W	89,067
30	Alaska	W	88,548
31	Idaho	W	88,500
32	Kentucky	S	87,580
33	New Hampshire	E	85,753
34	Hawaii	W	85,302
35	Kansas	M	85,267
36	Louisiana	S	85,000
37	Rhode Island	E	85,000
38	Utah	W	84,600
39	Connecticut	E	81,562
40	South Dakota	M	80,995
41	Colorado	W	80,000
42	Indiana	M	79,400
43	Maine	E	78,062
44	Oregon	W	77,200
45	Montana	W	75,550
46	West Virginia	S	75,000
47	New Mexico	W	72,500
48	North Dakota	M	71,076
49	Nebraska	M	64,500
50	Arkansas	S	59,781

RANK	34
AVERAGE	91,404
MEDIAN	91,404

Regional average	E	106,448
Regional average	S	99,028
Regional average	M	96,258
Regional Average	W	93,574
Regional Average without California	W	88,976

Rank	State or other jurisdiction	Region	Adjutant general	Key
1	California	W	146,785	
2	Hawaii	W	143,879	
3	Connecticut	E	140,272	
4	New Jersey	E	137,165	
5	Louisiana	S	129,130	
6	Colorado	W	121,200	
7	New York	E	120,800	
8	North Dakota	M	117,936	
9	Michigan	M	112,717	
10	Washington	W	112,594	
11	Florida	S	112,594	
12	Georgia	S	112,594	
13	Oklahoma	S	112,593	
14	Minnesota	M	108,400	
15	Kentucky	S	104,445	
16	Idaho	W	102,440	
17	Pennsylvania	E	102,343	
18	Ohio	M	101,670	
19	Arizona	W	100,000	
20	Oregon	W	99,396	
21	Texas	S	98,625	
22	Virginia	S	98,327	
23	Illinois	M	98,135	
24	Indiana	M	98,046	
25	South Dakota	M	92,248	
26	South Carolina	S	92,007	
27	Wisconsin	M	92,000	
28	Maine	E	91,208	
29	Iowa	M	90,123	
30	Tennessee	S	89,688	
31	Kansas	M	88,555	
32	Alaska	W	88,548	
33	North Carolina	S	87,944	
34	Nevada	W	87,792	
35	Wyoming	W	87,719	
36	Delaware	E	86,800	
37	Arkansas	S	86,751	
38	New Mexico	W	86,400	
39	Maryland	S	85,594	(b)
40	Rhode Island	E	81,404	
41	New Hampshire	E	81,191	
42	Utah	W	80,576	
43	Missouri	S	80,472	
44	Mississippi	S	80,000	
45	Montana	W	77,563	
46	West Virginia	S	75,000	
47	Alabama	S	74,113	
48	Nebraska	M	73,588	
49	Vermont	E	71,136	

RANK	2
AVERAGE	98,786
MEDIAN	92,248

Regional average	S	95,436
Regional average	M	97,583
Regional Average without California	W	99,009
Regional average	E	101,369
Regional Average	W	102,684

JURISDICTIONS WITH FOOTNOTES

Massachusetts	E	---
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<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Administration</i>	<i>key</i>	
1	Louisiana	S	153,920		
2	South Carolina	S	148,000		
3	Arizona	W	129,224		
4	Virginia	S	128,479		
5	Tennessee	S	127,308		
6	California	W	123,255		
7	Wisconsin	M	122,000		
8	Colorado	W	121,200		
9	Oregon	W	120,876		
10	Illinois	M	120,861		
11	Michigan	M	120,000		
12	Massachusetts	E	117,500		
13	Georgia	S	116,093		
14	Arkansas	S	115,960		
15	Pennsylvania	E	115,000		
16	Florida	S	113,877		
17	Missouri	S	111,156		
18	Minnesota	M	108,400		
19	Washington	W	106,130		
20	Iowa	M	105,772		
21	Rhode Island	E	105,570		
22	Nevada	W	103,301		
23	North Carolina	S	102,119		
24	Maryland	S	99,379	(b)	
25	Delaware	E	96,900		
26	Kansas	M	93,884		
27	Maine	E	91,208		
28	Vermont	E	90,210		
29	Indiana	M	89,962		
30	South Dakota	M	89,918		
31	Alaska	W	88,548		
32	New Hampshire	E	85,753		
33	[Hawaii]	W		(a-9)	85,302]
34	Mississippi	S	85,000		
35	Kentucky	S	84,580		
36	Wyoming	W	84,067		
37	Connecticut	E	84,000		
38	Idaho	W	82,098		
39	Alabama	S	81,600	(b)	
40	Texas	S	81,120		
41	Nebraska	M	78,663		
42	Utah	W	76,000	(b)	
43	Oklahoma	S	75,000		
44	West Virginia	S	75,000		
45	Ohio	M	73,715	(b)	

RANK	33
AVERAGE	102,787
MEDIAN	102,710

Regional average	S	104,752
Regional average	M	100,318
Regional Average	W	99,012
Regional Average without California	W	96,991
Regional average	E	78,614

JURISDICTIONS WITH FOOTNOTES

New Jersey	E		N.A.
New York	E		N.A.
North Dakota	M		N.A.
Hawaii	W		(a-9)
Montana	W		(a-4)
New Mexico	W		(a-16)

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Agriculture</i>	<i>key</i>
1	New Jersey	E	137,165	
2	California	W	131,412	
3	Colorado	W	121,200	
4	New York	E	120,800	
5	Michigan	M	120,000	
6	Florida	S	119,415	
7	Illinois	M	113,114	
8	Connecticut	E	110,913	
9	Georgia	S	110,247	
10	Minnesota	M	108,400	
11	Washington	W	106,130	
12	North Carolina	S	104,523	
13	Pennsylvania	E	102,343	
14	Wisconsin	M	100,800	
15	Arizona	W	100,000	
16	Oregon	W	99,396	
17	Maryland	S	99,379	(b)
18	Delaware	E	96,900	
19	Missouri	S	95,846	
20	Texas	S	92,217	
21	South Carolina	S	92,007	
22	Virginia	S	90,327	
23	South Dakota	M	89,918	
24	Tennessee	S	89,688	
25	Massachusetts	E	89,001	
26	Kansas	M	88,640	
27	Iowa	M	87,990	
28	Maine	E	87,692	
29	Kentucky	S	87,580	
30	Arkansas	S	86,587	
31	Hawaii	W	85,302	
32	Idaho	W	85,072	
33	Louisiana	S	85,000	
34	Nevada	W	82,451	
35	Montana	W	80,703	
36	Nebraska	M	80,693	
37	Oklahoma	S	80,000	
38	Mississippi	S	75,000	
39	Vermont	E	74,859	
40	Indiana	M	74,431	
41	Wyoming	W	73,568	
42	Alaska	W	71,604	
43	New Mexico	W	70,512	
44	West Virginia	S	70,000	
45	Ohio	M	66,851	(b)
46	North Dakota	M	66,509	
47	Alabama	S	66,258	
48	Utah	W	64,600	(b)
49	New Hampshire	E	64,036	
50	Rhode Island	E	46,379	(b)

RANK	31
AVERAGE	90,869
MEDIAN	88,821

Regional average	E	93,009
Regional average	M	90,668
Regional average	S	90,292
Regional Average	W	90,150
Regional Average without California	W	86,712

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Budget</i>	<i>key</i>
1	Kentucky	S	185,000	
2	New York	E	161,949	
3	California	W	131,412	
4	Connecticut	E	130,118	
5	Georgia	S	126,283	
6	Michigan	M	125,000	
7	Pennsylvania	E	122,500	
8	Colorado	W	121,200	
9	Illinois	M	120,500	
10	New Jersey	E	120,000	
11	Florida	S	119,982	
12	Virginia	S	116,977	
13	Texas	S	115,648	
14	Maryland	S	115,456	(b)
15	Delaware	E	111,200	
16	Massachusetts	E	110,496	
17	Oregon	W	109,620	
18	South Carolina	S	105,168	
19	Louisiana	S	104,811	
20	Arizona	W	100,000	
21	Alaska	W	99,732	
22	North Dakota	M	96,228	
23	Arkansas	S	95,224	
24	Rhode Island	E	95,188	(b)
25	Indiana	M	93,561	
26	Iowa	M	93,376	
27	Nebraska	M	91,693	
28	Wisconsin	M	91,417	
29	Tennessee	S	88,008	
30	New Hampshire	E	85,753	
31	Hawaii	W	85,302	
32	Kansas	M	83,989	
33	Washington	W	81,723	
34	Montana	W	80,704	
35	Maine	E	80,267	
36	Oklahoma	S	80,000	
37	New Mexico	W	76,877	
38	Utah	W	76,000	(b)
39	Alabama	S	74,113	
40	Ohio	M	73,715	(b)
41	West Virginia	S	72,396	
42	Wyoming	W	71,294	
43	Mississippi	S	58,876	

RANK	31
AVERAGE	101,832
MEDIAN	96,228

Regional average	E	109,176
Regional average	S	106,526
Regional average	M	96,862
Regional Average	W	93,667
Regional Average without California	W	90,490

JURISDICTIONS WITH FOOTNOTES

Missouri	S		N.A.
Nevada	W		(a-5)
Idaho	W		(a-15)
Minnesota	M		(a-15)
North Carolina	S		(a-15)
South Dakota	M		(a-15)
Vermont	E		(a-15)

Rank	State or other jurisdiction	Region	Finance	key	
1	Connecticut	E	178,001		
2	South Carolina	S	148,000		
3	California	W	131,412		
4	Washington	W	131,246		
5	Tennessee	S	127,308		
6	Pennsylvania	E	122,500		
7	North Carolina	S	121,435		
8	Arkansas	S	115,960		
9	Maryland	S	115,456	(b)	
10	Virginia	S	112,653		
11	Delaware (h)	E	111,200		
12	Minnesota	M	108,400		
13	New Jersey	E	106,742		
14	Kentucky	S	104,445		
15	Arizona	W	100,748		
16	Wisconsin	M	98,000		
17	South Dakota	M	96,445		
18	North Dakota	M	96,228		
19	Missouri	S	93,211		
20	Oklahoma	S	90,000		
21	New Mexico	W	86,447		
22	[Hawaii	W		(a-6)	85,302]
23	Mississippi	S	85,000		
24	Vermont	E	81,723		
25	Idaho	W	80,122		
26	Wyoming	W	77,000		
27	Alaska	W	76,536		
28	Alabama	S	74,113		
29	Utah	W	68,350	(b)	

RANK	22
AVERAGE	104,953
MEDIAN	102,597

Regional average	E	114,314
Regional average	S	108,986
Regional average	M	99,948
Regional average	W	91,203
Regional average without California	W	87,853

JURISDICTIONS WITH FOOTNOTES

Colorado	W	(a-9)
Florida	S	(a-9)
Georgia	S	(a-4)
Hawaii	W	(a-6)
Illinois	M	(a-6)
Indiana	M	(a-6)
Iowa	M	(a-9)
Kansas	M	---
Louisiana	S	(a-5)
Maine	E	(a-5)
Massachusetts	E	(a-5)
Michigan	M	(a-6)
Montana	W	(a-6)
Nebraska	M	(z)
Nevada	W	(a-9)
New Hampshire	E	(a-5)
New York	E	(a-9)
Ohio	M	(a-6)
Oregon	W	(a-4)
Rhode Island	E	(a-6)
Texas	S	(a-9)
West Virginia	S	(a-5)

Rank	State or other jurisdiction	Region	Commerce	key
1	Mississippi	S	152,700	
2	Georgia	S	141,755	
3	New Jersey	E	137,165	
4	Wyoming	W	130,000	
5	Virginia	S	128,479	
6	Colorado	W	121,200	
7	Illinois	M	120,861	
8	New York	E	120,800	
9	Michigan	M	120,000	
10	Maryland	S	115,456	(b)
11	North Dakota	M	115,008	
12	Arizona	W	115,000	
13	Texas	S	112,352	
14	Oregon	W	109,620	
15	Minnesota	M	108,400	
16	Kansas	M	108,246	
17	Pennsylvania	E	108,028	
18	Washington	W	106,130	
19	Oklahoma	S	105,660	
20	Nevada	W	103,301	
21	Wisconsin	M	101,899	
22	Alabama	S	100,000	
23	North Carolina	S	92,378	
24	Idaho	W	88,858	
25	Alaska	W	88,548	
26	New Hampshire	E	85,753	
27	Hawaii	W	85,302	
28	South Dakota	M	84,760	
29	Vermont	E	82,160	
30	Indiana	M	79,950	
31	Ohio	M	73,715	(b)
32	Iowa	M	71,768	
33	Montana	W	70,420	
34	West Virginia	S	70,000	
35	Utah	W	64,600	(b)

RANK	27
AVERAGE	103,436
MEDIAN	106,130

Regional average	M	97,074
Regional average	W	97,452
Regional average without California	W	97,452
Regional average	E	100,296
Regional average	S	113,641

JURISDICTIONS WITH FOOTNOTES

Tennessee	S		(a-11)
Arkansas	S		(a-11)
Kentucky	S		(a-11)
Louisiana	S		(a-11)
Maine	E		(a-11)
Massachusetts	E		(a-11)
Missouri	S		(a-11)
Nebraska	M		(a-11)
New Mexico	W		(a-11)
Rhode Island	E		(a-11)
Delaware	E		(a-2)
South Carolina	S		(c)
Connecticut	E		---
Florida	S		---
California	W		N.A.

Rank	State or other jurisdiction	Region	Comptroller	key
1	New York	E	151,500	
2	California	W	140,000	
3	North Carolina	S	130,078	
4	Tennessee	S	127,308	
5	Pennsylvania	E	123,032	
6	Florida	S	118,957	
7	Massachusetts	E	116,016	
8	Colorado	W	115,776	
9	Alabama	S	115,458	
10	Illinois	M	115,235	
11	Iowa	M	110,739	
12	Georgia	S	110,234	
13	Virginia	S	104,891	
14	Michigan	M	100,246	
15	Maryland	S	100,000	
16	North Dakota	M	96,228	
17	Wisconsin	M	96,025	
18	Oregon	W	94,692	
19	Texas	S	92,217	
20	South Carolina	S	92,007	
21	Delaware	E	90,100	
22	Kentucky	S	87,664	
23	Nebraska	M	86,351	
24	Hawaii	W	85,302	
25	Alaska	W	85,296	
26	Missouri	S	85,164	
27	Mississippi	S	85,000	
28	Rhode Island	E	81,404	(b)
29	Montana	W	80,704	
30	Maine	E	80,267	
31	Idaho	W	80,000	
32	Nevada	W	80,000	
33	Kansas	M	77,254	
34	Oklahoma	S	77,000	
35	Wyoming	W	77,000	
36	Connecticut	E	70,687	
37	West Virginia	S	70,000	
38	New Hampshire	E	67,473	
39	Arizona	W	53,179	

RANK	24
AVERAGE	96,166
MEDIAN	92,007

Regional average	S	104,116
Regional average	E	98,220
Regional average	M	92,248
Regional average	W	86,365
Regional average without California	W	81,895

JURISDICTIONS WITH FOOTNOTES

New Jersey	E		(a-6)
Louisiana	S		(a-5)
New Mexico	W		(a-4)
Ohio	M		(a-4)
Washington	W		(a-4)
Indiana	M		(a-23)
South Dakota	M		(a-23)
Arkansas	S		(a-15)
Minnesota	M		(a-15)
Utah	W		(a-15)
Vermont	E		(a-15)

Rank	State or other jurisdiction	Region	Corrections	key
1	Texas	S	150,000	
2	Connecticut	E	140,272	
3	New Jersey	E	137,165	
4	New York	E	136,000	
5	California	W	131,412	
6	Arizona	W	129,500	
7	South Carolina	S	128,598	
8	Illinois	M	127,576	
9	Michigan	M	125,000	
10	Virginia	S	123,879	
11	Colorado	W	121,200	
12	Georgia	S	119,576	
13	Massachusetts	E	116,016	
14	Oregon	W	115,101	
15	Rhode Island	E	113,793	
16	Pennsylvania	E	113,714	
17	Delaware	E	111,200	
18	Arkansas	S	110,897	
19	Florida	S	110,639	
20	Oklahoma	S	110,000	
21	Minnesota	M	108,400	
22	Wisconsin	M	107,664	
23	Washington	W	106,130	
24	Iowa	M	105,772	
25	Nevada	W	103,301	
26	North Carolina	S	102,119	
27	Kansas	M	96,385	
28	Indiana	M	96,193	
29	Missouri	S	95,844	
30	Maine	E	91,208	
31	Nebraska	M	91,166	
32	Vermont	E	89,694	
33	Tennessee	S	89,688	
34	Alaska	W	88,548	
35	Louisiana	S	86,520	
36	New Mexico	W	86,447	
37	Maryland	S	85,594	(b)
38	Hawaii	W	85,302	
39	Kentucky	S	85,000	
40	Mississippi	S	85,000	
41	Alabama	S	83,699	
42	New Hampshire	E	83,477	
43	South Dakota	M	81,619	
44	Wyoming	W	81,567	
45	Montana	W	77,600	
46	Utah	W	76,000	(b)
47	West Virginia	S	75,000	
48	Ohio	M	73,715	(b)
49	North Dakota	M	72,720	

RANK	38
AVERAGE	103,325
MEDIAN	103,301

Regional average	S	119,809
Regional average	E	113,254
Regional average	W	100,176
Regional average	M	98,746
Regional average without California	W	97,336

JURISDICTIONS WITH FOOTNOTES

Idaho	W		N.A.
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Rank	State or other jurisdiction	Region	Economic development	key
1	Kentucky	S	162,750	
2	Mississippi	S	152,700	
3	Wyoming	W	130,000	
4	Connecticut	E	123,961	
5	Colorado	W	121,200	
6	New York	E	120,800	
7	Virginia	S	116,113	
8	Massachusetts	E	116,016	
9	Maryland	S	115,456	(b)
10	Louisiana	S	114,400	
11	Alabama	S	110,000	(b)
12	Oregon	W	109,620	
13	Minnesota	M	108,400	
14	Iowa	M	108,125	
15	Pennsylvania	E	108,028	
16	Washington	W	106,130	
17	Delaware	E	103,900	
18	Arkansas	S	103,761	
19	New Jersey	E	99,800	
20	Missouri	S	95,832	
21	Tennessee	S	95,448	
22	Montana	W	95,000	
23	Nevada	W	92,243	
24	Maine	E	91,208	
25	New Mexico	W	86,466	
26	North Carolina	S	86,285	
27	Utah	W	85,425	
28	Hawaii	W	85,302	
29	Alaska	W	85,296	
30	Nebraska	M	83,210	
31	South Dakota	M	77,250	
32	Ohio	M	73,715	(b)
33	Wisconsin	M	73,441	
34	Indiana	M	73,125	
35	Vermont	E	69,867	
36	New Hampshire	E	64,036	
37	Idaho	W	63,918	
38	Rhode Island	E	57,635	(b)

RANK	28
AVERAGE	99,102
MEDIAN	97,816

Regional average	S	119,809
Regional average	W	97,967
Regional average without California	W	97,967
Regional average	E	95,525
Regional average	M	74,808

JURISDICTIONS WITH FOOTNOTES

California	W		N.A.
Michigan	M		N.A.
Oklahoma	S		N.A.
Kansas	M		(o)
West Virginia	S		(a-8)
South Carolina	S		(a-7)(c)
Arizona	W		(a-7)
Georgia	S		(a-7)
Illinois	M		(a-7)
North Dakota	M		(a-7)
Texas	S		(a-7)
Florida	S		(a-28)

Rank	State or other jurisdiction	Region	General services	key	
1	Connecticut	E	140,272		
2	New York	E	136,000		
3	California	W	123,255		
4	Colorado	W	121,200		
5	Virginia	S	116,003		
6	Florida	S	113,877		
7	Pennsylvania	E	108,028		
8	Wisconsin	M	105,836		
9	Rhode Island	E	105,570		
10	South Carolina	S	102,944		
11	Arkansas	S	102,863		
12	Michigan	M	100,767		
13	Arizona	W	97,690		
14	North Dakota	M	96,228		
15	Texas	S	95,000		
16	Tennessee	S	89,688		
17	Georgia	S	88,864		
18	New Mexico	W	86,447		
19	New Hampshire	E	85,753		
20	Vermont	E	81,682		
21	Maine	E	80,267		
22	Missouri	S	80,196		
23	[Hawaii	W		(a-25)	72,886]
24	Alabama	S	72,101		
25	Utah	W	64,750	(b)	
26	West Virginia	S	59,756		
27	Nebraska	M	59,000		
28	Montana	W	58,275		
29	Ohio	M	54,974	(b)	

RANK	23
AVERAGE	93,832
MEDIAN	95,614

Regional average	S	130,592
Regional average	E	105,775
Regional average	W	93,257
Regional average	M	93,237
Regional average without California	W	89,924

JURISDICTIONS WITH FOOTNOTES

Alaska	W		N.A.
Idaho	W		N.A.
Mississippi	S		N.A.
Nevada	W		N.A.
New Jersey	E		N.A.
Delaware (h)	E		(a-5)
Illinois	M		(a-5)
Indiana	M		(a-5)
Iowa	M		(a-5)
Kansas	M		(a-5)
Kentucky	S		(a-5)
Louisiana	S		(a-5)
Maryland	S		(a-5)
Massachusetts	E		(a-5)
Minnesota	M		(a-5)
North Carolina	S		(a-5)
Oklahoma	S		(a-5)
Oregon	W		(a-5)
South Dakota	M		(a-5)
Washington	W		(a-5)
Wyoming	W		(a-5)

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Health</i>	<i>key</i>
1	Alabama	S	177,076	
2	Arkansas	S	165,287	
3	Georgia	S	160,490	
4	Mississippi	S	157,000	
5	Florida	S	152,000	
6	Virginia	S	147,778	
7	Connecticut	E	140,272	
8	Delaware (h)	E	138,000	
9	New Jersey	E	137,165	
10	New York	E	136,000	
11	Tennessee	S	132,444	
12	Oregon	W	129,942	
13	Illinois	M	127,576	
14	Kansas	M	126,875	
15	Rhode Island	E	126,292	
16	Iowa	M	126,141	
17	North Carolina	S	125,966	
18	Arizona	W	125,000	
19	Michigan	M	125,000	
20	California	W	123,255	
21	Missouri	S	122,436	
22	Colorado	W	121,200	
23	South Carolina	S	116,199	
24	Massachusetts	E	116,016	
25	Maryland	S	115,456	(b)
26	Pennsylvania	E	113,714	
27	Texas	S	112,352	
28	Washington	W	112,216	
29	Indiana	M	111,286	
30	Oklahoma	S	110,000	
31	Minnesota	M	108,400	
32	Louisiana	S	103,416	
33	Wisconsin	M	101,778	
34	Kentucky	S	101,568	(b)
35	Vermont	E	99,091	
36	Idaho	W	99,029	
37	Maine	E	91,208	
38	West Virginia	S	90,000	
39	South Dakota	M	89,918	
40	New Mexico	W	86,447	
41	Hawaii	W	85,302	
42	Alaska	W	85,296	
43	Nevada	W	85,053	
44	North Dakota	M	83,820	
45	Nebraska	M	83,640	
46	Utah	W	82,800	(b)
47	Montana	W	80,704	
48	Wyoming	W	79,567	
49	New Hampshire	E	76,603	
50	Ohio	M	73,715	(b)

RANK	41
AVERAGE	114,356
MEDIAN	114,585

Regional average	S	126,527
Regional average	E	119,474
Regional average	M	105,286
Regional average	W	99,678
Regional average without California	W	97,713

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Labor</i>	<i>key</i>
1	New Jersey	E	137,165	
2	California	W	131,412	
3	New York	E	127,000	
4	Connecticut	E	123,961	
5	Colorado	W	121,200	
6	Texas	S	115,000	
7	Pennsylvania	E	113,714	
8	Florida	S	111,718	
9	Georgia	S	110,260	
10	Washington	W	110,015	
11	Arizona	W	109,615	
12	Minnesota	M	108,400	
13	Massachusetts	E	108,000	
14	Wisconsin	M	107,146	
15	Tennessee	S	106,104	
16	Virginia	S	105,748	
17	Illinois	M	105,366	
18	North Carolina	S	104,523	
19	Kentucky	S	104,445	
20	South Carolina	S	104,423	
21	Nevada	W	103,301	
22	Louisiana	S	102,752	
23	Ohio	M	101,442	
24	Maryland	S	99,379	(b)
25	Rhode Island	E	96,980	
26	Arkansas	S	95,442	
27	Delaware (h)	E	93,600	
28	Missouri	S	92,952	
29	Maine	E	91,208	
30	Kansas	M	90,725	
31	Iowa	M	89,958	
32	Alaska	W	88,548	
33	Indiana	M	88,505	
34	New Mexico	W	86,447	
35	Idaho	W	86,278	
36	Hawaii	W	85,302	
37	Montana	W	80,704	
38	South Dakota	M	79,602	
39	Alabama	S	74,113	
40	Nebraska	M	72,521	
41	Oregon	W	72,000	
42	Vermont	E	70,533	
43	Oklahoma	S	69,000	
44	Wyoming	W	64,637	
45	Utah	W	64,600	(b)
46	New Hampshire	E	64,036	
47	North Dakota	M	60,600	
48	West Virginia	S	60,000	

RANK	36
AVERAGE	95,633
MEDIAN	98,180

Regional average	E	102,620
Regional average	S	97,057
Regional average	M	93,099
Regional average	W	92,620
Regional average without California	W	89,387

JURISDICTIONS WITH FOOTNOTES

Mississippi	S		---
Michigan	M		(a-7)

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Natural resources</i>	<i>key</i>
1	California	W	131,412	
2	Virginia	S	128,479	
3	Colorado	W	121,200	
4	Michigan	M	120,000	
5	Connecticut	E	115,673	
6	South Carolina	S	114,197	
7	Illinois	M	113,114	
8	Georgia	S	111,753	
9	New Jersey	E	110,000	
10	Texas	S	109,200	
11	Minnesota	M	108,400	
12	Pennsylvania	E	108,028	
13	Wisconsin	M	108,000	
14	Maryland	S	107,106	(b)
15	Arizona	W	107,000	
16	Iowa	M	105,781	
17	Nebraska	M	105,398	
18	Rhode Island	E	103,789	
19	Nevada	W	103,301	
20	North Carolina	S	102,119	
21	Washington	W	99,462	
22	Massachusetts	E	99,396	
23	Louisiana	S	96,063	
24	Missouri	S	95,808	
25	Kansas	M	92,225	
26	Maine	E	91,208	
27	Indiana	M	90,090	
28	South Dakota	M	89,918	
29	Tennessee	S	89,688	
30	Kentucky	S	88,648	
31	Alaska	W	88,548	
32	New Mexico	W	86,447	
33	Oregon	W	85,944	
34	New Hampshire	E	85,753	
35	Hawaii	W	85,302	
36	Vermont	E	76,877	
37	Utah	W	76,000	(b)
38	Alabama	S	74,113	
39	Ohio	M	73,715	(b)
40	Wyoming	W	71,567	
41	Montana	W	70,420	
42	West Virginia	S	70,000	
43	North Dakota	M	66,840	
44	Arkansas	S	52,399	(b)

RANK	35
AVERAGE	96,145
MEDIAN	97,730

Regional average	E	102,696
Regional average	M	97,575
Regional average	S	94,461
Regional average	W	93,884
Regional average without California	W	90,472

JURISDICTIONS WITH FOOTNOTES

Delaware (h)	E		N.A.
Idaho	W		...
Oklahoma	S		(a-28)
Florida	S		(a-14)
Mississippi	S		(a-14)
New York	E		(a-14)

Rank	State or other jurisdiction	Region	Personnel	key
1	New Jersey	E	137,165	
2	Alabama	S	133,494	
3	Michigan	M	127,508	
4	Connecticut	E	123,961	
5	California	W	123,255	
6	Colorado	W	121,200	
7	New York	E	120,800	
8	Pennsylvania	E	119,042	
9	Georgia	S	116,119	
10	Massachusetts	E	116,016	
11	Virginia	S	116,003	
12	South Carolina	S	112,041	
13	Minnesota	M	108,400	
14	Iowa	M	105,772	
15	Kentucky	S	104,445	
16	Delaware (h)	E	103,900	
17	North Carolina	S	102,119	
18	Washington	W	100,589	
19	Oregon	W	99,396	
20	Texas	S	93,929	
21	Alaska	W	91,824	
22	Wisconsin	M	90,000	
23	Tennessee	S	89,688	
24	Arizona	W	88,500	
25	Nevada	W	86,776	
26	Maryland	S	85,594	(b)
27	Hawaii	W	85,302	
28	Missouri	S	85,164	
29	Florida	S	85,000	
30	Indiana	M	84,142	
31	New Mexico	W	83,000	
32	South Dakota	M	82,451	
33	Idaho	W	82,098	
34	Arkansas	S	81,714	
35	Vermont	E	81,682	
36	Rhode Island	E	81,404	(b)
37	Maine	E	80,267	
38	Nebraska	M	77,267	
39	New Hampshire	E	76,603	
40	Utah	W	76,000	(b)
41	Mississippi	S	75,000	
42	Ohio	M	73,715	(b)
43	Wyoming	W	72,477	
44	Kansas	M	68,074	
45	Oklahoma	S	65,661	
46	Montana	W	64,154	
47	Louisiana	S	60,925	(b)
48	North Dakota	M	59,712	
49	West Virginia	S	55,000	

RANK	27
AVERAGE	92,946
MEDIAN	86,776

Regional average	E	104,084
Regional average	S	91,369
Regional average	M	90,724
Regional average	W	90,352
Regional average without California	W	87,610

JURISDICTIONS WITH FOOTNOTES

Illinois	M	(a-5)
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<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Revenue</i>	<i>key</i>
1	New York	E	127,000	
2	Connecticut	E	123,962	
3	South Carolina	S	123,874	
4	California	W	123,255	
5	Colorado	W	121,200	
6	Illinois	M	120,861	
7	Virginia	S	118,718	
8	Arizona	W	118,000	
9	Georgia	S	116,093	
10	Massachusetts	E	116,016	
11	Florida	S	114,800	
12	Washington	W	112,216	
13	Oregon	W	109,620	
14	Minnesota	M	108,400	
15	Pennsylvania	E	108,028	
16	Delaware (h)	E	104,800	
17	Kentucky	S	104,445	
18	Nevada	W	103,301	
19	New Jersey	E	103,000	
20	North Carolina	S	102,119	
21	Missouri	S	102,024	
22	Michigan	M	100,803	
23	Wisconsin	M	100,291	
24	Louisiana	S	96,200	
25	Kansas	M	95,854	
26	Rhode Island	E	95,188	(b)
27	Mississippi	S	91,000	
28	Alabama	S	90,186	(b)
29	Tennessee	S	89,688	
30	Alaska	W	88,548	
31	Indiana	M	88,120	
32	Arkansas	S	87,588	
33	New Mexico	W	86,447	
34	Maine	E	85,758	
35	New Hampshire	E	85,753	
36	Hawaii	W	85,302	
37	Oklahoma	S	85,000	
38	Nebraska	M	83,636	
39	Vermont	E	81,723	
40	Montana	W	80,704	
41	South Dakota	M	79,602	
42	Wyoming	W	79,567	
43	Maryland	S	79,458	(b)
44	West Virginia	S	75,000	
45	Ohio	M	73,715	(b)
46	Idaho	W	70,304	
47	Utah	W	69,900	(b)
48	North Dakota	M	68,277	

RANK	36
AVERAGE	97,403
MEDIAN	96,027

Regional average	E	103,123
Regional average	S	98,026
Regional average	W	96,028
Regional average without California	W	93,759
Regional average	M	93,663

JURISDICTIONS WITH FOOTNOTES

Iowa	M		(a-9)
Texas	S		(a-9)

<i>Rank</i>	<i>State or other jurisdiction</i>	<i>Region</i>	<i>Social services</i>	<i>key</i>
1	Georgia	S	148,235	
2	New Jersey	E	137,165	
3	New York	E	136,000	
4	Alabama	S	135,252	
5	Washington	W	131,246	
6	Illinois	M	127,576	
7	Michigan	M	125,000	
8	Oklahoma	S	125,000	
9	California	W	123,255	
10	Oregon	W	120,876	
11	Arkansas	S	120,107	
12	South Carolina	S	116,199	
13	Rhode Island	E	113,901	
14	Minnesota	M	108,400	
15	Maryland	S	107,106	(b)
16	Ohio	M	106,683	
17	Wisconsin	M	106,400	
18	Pennsylvania	E	104,763	
19	Massachusetts	E	104,485	
20	North Dakota	M	104,472	
21	Nevada	W	103,742	
22	Kentucky	S	100,379	
23	Arizona	W	99,960	
24	North Carolina	S	99,428	
25	Nebraska	M	99,111	
26	Texas	S	95,500	
27	Missouri	S	95,086	
28	Virginia	S	94,778	
29	Kansas	M	92,073	
30	Vermont	E	91,645	
31	Maine	E	91,208	
32	Tennessee	S	89,688	
33	South Dakota	M	89,585	
34	Alaska	W	88,548	
35	New Hampshire	E	85,753	
36	Iowa	M	85,571	
37	Hawaii	W	85,302	
38	New Mexico	W	83,502	
39	Utah	W	82,800	(b)
40	Indiana	M	82,000	
41	Montana	W	80,704	
42	Wyoming	W	79,567	
43	Louisiana	S	77,875	
44	West Virginia	S	70,644	
45	Idaho	W	15,646	

RANK	37
AVERAGE	101,383
MEDIAN	99,960

Regional average	E	107,436
Regional average	S	105,377
Regional average	M	102,443
Regional average	W	92,236
Regional average without California	W	89,223

JURISDICTIONS WITH FOOTNOTES

Colorado	W		N.A.
Connecticut	E		N.A.
Florida	S		N.A.
Mississippi	S		N.A.
Delaware (h)	E		(g)

Rank	State or other jurisdiction	Region	Transportation	key
1	Georgia	S	158,000	
2	Texas	S	155,000	
3	Washington	W	153,472	
4	Connecticut	E	140,272	
5	New Jersey	E	137,165	
6	New York	E	136,000	
7	South Carolina	S	129,780	
8	Virginia	S	128,479	
9	Illinois	M	127,576	
10	Arkansas	S	126,865	
11	Arizona	W	125,500	
12	California	W	123,255	
13	Louisiana	S	121,501	
14	Idaho	W	121,451	
15	Colorado	W	121,200	
16	Oregon	W	120,582	
17	Michigan	M	120,000	
18	Florida	S	118,589	
19	Maryland	S	115,456	(b)
20	Iowa	M	115,211	
21	Pennsylvania	E	113,714	
22	Massachusetts	E	112,500	
23	Rhode Island	E	112,284	
24	Oklahoma	S	110,000	
25	Minnesota	M	108,400	
26	Kentucky	S	104,446	
27	Delaware (h)	E	103,900	
28	Nevada	W	103,301	
29	Wisconsin	M	102,000	
30	Kansas	M	97,617	
31	South Dakota	M	97,240	
32	North Dakota	M	92,700	
33	North Carolina	S	92,378	
34	Maine	E	91,208	
35	Indiana	M	90,636	
36	West Virginia	S	90,000	
37	Tennessee	S	89,688	
38	Alaska	W	88,548	
39	Vermont	E	86,466	
40	New Hampshire	E	85,753	
41	Hawaii	W	85,302	
42	Wyoming	W	83,563	
43	Utah	W	82,800	(b)
44	Montana	W	80,705	
45	Ohio	M	73,715	(b)

RANK	41
AVERAGE	111,375
MEDIAN	112,392

Regional average	S	116,086
Regional average	E	111,926
Regional average	W	105,856
Regional average without California	W	104,406
Regional average	M	101,421

JURISDICTIONS WITH FOOTNOTES

Alabama	S	(a-17) (b)
Mississippi	S	(a-17)
Missouri	S	(a-17)
Nebraska	M	(a-17)
New Mexico	W	(a-17)

Source: The Council of State Governments' survey of state personnel agencies, January 2002 and December 2002.

Note: The chief administrative officials responsible for each function were determined from information given by the states for the same function as listed in State Administrative Officials Classified by Function, 2002, published by The Council of State Governments.

Key:

N.A. — Not available.

-- — No specific chief administrative official or agency in charge of function.

(a) Chief administrative official or agency in charge of function:

- (a-1) Lieutenant governor.
 - (a-2) Secretary of state.
 - (a-3) Attorney general.
 - (a-4) Treasurer.
 - (a-5) Administration.
 - (a-6) Budget.
 - (a-7) Commerce.
 - (a-8) Community affairs.
 - (a-9) Comptroller.
 - (a-10) Consumer affairs.
 - (a-11) Economic development.
 - (a-12) Education (chief state school officer).
 - (a-13) Energy.
 - (a-14) Environmental protection.
 - (a-15) Finance.
 - (a-16) General services.
 - (a-17) Highways.
 - (a-18) Labor.
 - (a-19) Natural resources.
 - (a-20) Parks and recreation.
 - (a-21) Personnel.
 - (a-22) Post audit.
 - (a-23) Pre-audit.
 - (a-24) Public utility regulation.
 - (a-25) Purchasing.
 - (a-26) Revenue.
 - (a-27) Social services.
 - (a-28) Tourism.
 - (a-29) Transportation.
 - (a-30) Welfare.
- (b) Salary ranges and top figure in ranges follow:

Alabama: Salary normally at a statutory maximum of \$74,113.

Arkansas: Salary ranges for, Natural Resources: \$33,850 - 66,461; Pre-audit: \$36,030- 70,767; Public utility regulation: \$38,368-75,396; Solid waste management: \$36,030-70,767.

Florida: Salary range for Information Systems: \$48,539 - 98,912.

Hawaii: Minimum figure in range: top of range follows: Employment services,\$85,512; Energy,\$93,444; Fish & wildlife,\$ 81,444; Highways, \$85,512; Information systems, \$ 85,512; Mental health & retardation, \$73,872; Parks & recreation, \$85,512; Pre-Audit, \$85,512; Solid waste management,\$81,444; Welfare,\$85,512.

Idaho: Salary range for Licensing: \$47,377-74,026.

Kentucky: Minimum figure in range: top of range follows: Emergency management,\$80,728; Employment services, \$88,805; Energy, \$80,728; Health, \$162,504; Highways, \$97,683; Licensing, \$ 80,729; Solid waste management, \$60,655.

Louisiana: Minimum figure in range: top of range follows :Employment services,\$66,581; Historic preservation, \$50,794; Licensing:, \$83,413; Personnel, \$99,920; Planning, \$76,228; Pre-audit, \$81,564; Welfare, \$87,274.

Maryland: Minimum figure in range: top of range follows: Adjutant general, \$115,014; Administration, \$133,538; Agriculture, \$133,538; Banking, \$98,396; \$106,769; Budget, \$155,141; Civil rights, Commerce, \$155,141; Community affairs, \$106,769; Consumer affairs, \$112,454; Corrections, \$115,014; Economic development, \$155,141; Election administration, \$99,136; Emergency management, \$86,118; Employment services, \$92,049; Energy, \$105,183; Environmental protection, \$143,922; Finance, \$155,141; Fish and Wildlife, \$92,049; Health, \$155,141; Higher education, \$143,922; Highway, \$133,538; Historic preservation, \$99,136; Information systems, \$123,919; Insurance, \$133,538; Labor, \$133,538; Licensing, \$106,769; Natural resources, \$143,922; Parks and recreation, \$98,396; Personnel, \$115,014; Planning, \$133,538; Pre-audit, \$106,769; Public library development, \$106,769; Purchasing, \$99,136; Revenue, \$106,769; Social services, \$143,922; Solid waste management, \$92,069; Police, \$143,922; Tourism, \$106,769; Transportation, \$155,141

Minnesota: Minimum figure in range: top of range follows: Emergency management, \$88,719; Fish & wildlife, \$88,719; Planning, \$46,834;

Ohio: Minimum figure in range: top of range follows: Lieutenant Governor, \$132,350; Administration, \$132,350; Agriculture, \$122,574; Banking, \$102,918; Budget, \$132,350; Civil Rights, \$112,320; Commerce, \$132,350; Corrections, \$132,350; Economic development, \$132,350; Elections administration, \$86,258; Emergency Management, \$ 102,918; Employment services, \$132,350; Energy, \$94,182; Environmental protection, \$132,350; Fish and Wildlife, \$102,918; General services, \$102,918; Health, \$132,350; Information systems, \$112,320; Insurance, \$122,574; Licensing, \$102,918; Mental health and retardation, \$132,350; Natural resources, \$132,350; Parks and recreation, \$102,918; Personnel, \$102,918; Public library development, \$112,320; Public utility regulation, \$132,350; Purchasing, \$102, 918; Revenue, \$132,350; Solid waste management, \$81,598; State police, \$132,350; Transportation, \$132,350; Welfare, \$132,350

Rhode Island: Minimum figure in range: top of range follows: Agriculture, \$52,501; Banking, \$74,514; Budget, \$105,529; Civil rights, \$56,726; Commerce, \$65,369; Community affairs, \$43,149; Comptroller, \$91,745; Economic development, \$65,369; Emergency management, \$65,369; Energy, \$74,514; Finance, \$105,529; Historic preservation, \$67,624; Information systems, \$77,958; Insurance, \$74,514; Licensing, \$58,828; Parks & recreation, \$65,369; Personnel, \$91,745; Post audit, \$58,828; Public library development, \$105,529; Purchasing, \$95,188; Revenue, \$105,529; Solid waste management, \$81,404; Tourism, \$65,369; Welfare, \$74,514

Utah: Minimum figure in range: top of range follows:Administration, \$102,600; Agriculture, \$87,500; Banking, \$87,500; Budget, \$102,600; Civil rights, \$80,433; Commerce, \$87,500; Community affairs, \$94,300; Consumer affairs, \$76,190; Corrections, \$102,600; Elections administration, \$41,433; Emergency management, \$94,723; Employment services, \$111,800; Energy, \$64,750; Environmental protection, \$102,600; Finance, \$102,670; Fish & wildlife, \$94,723; General services, \$97,260; Health, \$111,800; Higher education, \$160,000; Highways, \$111,800; Historic preservation, \$80,433; Information systems, \$105,500; Insurance, \$87,500; Labor, \$87,500; Licensing, \$82,640; Mental health & retardation, \$94,723; Natural resources, \$102,600; Parks & recreation, \$94,723; Personnel, \$102,600; Planning, \$102,600; Pre-audit, \$102,670; Public library development, \$80,433; Public utility regulation, \$94,300; Purchasing, \$97,260; Revenue, \$94,300; Social services, \$111,800; Solid waste management, \$124,155; State police, \$94,723; Transportation, \$111,800; Welfare, \$111,800

(c) The present Secretary of Commerce forgoes regular salary and receives \$1 in compensation.

(d) Responsibilities shared between Director, Fisheries Division, \$105,085; and Director, Wildlife Division, \$99,557.

(e) If recommended by Budget Director and approved by Controller General and co-chairs of State's Joint Finance Committee may be adjusted for the CIO of proposed Dept. of Information and Technology.

- (f) Responsibilities shared between Director, Division of Substance Abuse and Mental Health, Department of Health and Social Services, \$119,400; and Director, Division of Mental Retardation, same department, \$103,900.
- (g) Function split between two cabinet positions: Secretary, Dept. of Health and Social Services: \$102,000: if incumbent holds a medical license, amount is increased by \$12,000; if a Board-certified physician , a supplement of \$3,000 is added.
- (h) Salaries represent those reflected for the position in section 10a of FY2002 Budget Act effective 7/21/2001.
- (i) Responsibilities shared between, Director of Mental Health, Department of Children and Family Services, \$83,890; and Director, Substance Abuse, same department, \$77,738.
- (j) Department of Fish And Wildlife, \$113,522.
- (k) Responsibilities shared between State Auditor, Office of the Auditor, \$85,302; and Division Head, Division of Audit, Department of Accounting & General Services, \$62,520.
- (l) Responsibilities shared between Director of Dept. of Administration; \$82,098 and Administrator of Information Technology and Communication; \$73,299.
- (m) Responsibilities shared between Co-Directors, Election Commission, \$50,500.
- (n) Responsibilities shared between Executive Director, Health Professions Bureau, \$54,274; and Executive Director, Professional Licensing Agency, \$61,915.
- (o) Responsibilities shared between Secretary, Department of Commerce and Housing, \$108,246; Director, Business Development Division, same department, \$73,328; and President, Kansas Inc., \$98,186
- (p) Responsibilities shared between Secretary of State, \$74,148 and Deputy Secretary of State, \$55,102.
- (q) Responsibilities shared between Secretary of Department of Human Resources: \$90,724 and Director of Employment and Training: \$71,750.
- (r) Responsibilities shared between Central Account Service Manager, Division of Accounts & Reports, Department of Administration, \$68,370; and Team Leader, Audit Services, same division and department, \$56,243.
- (s) In Maine, New Hampshire, New Jersey, Tennessee and West Virginia, the presidents (or speakers) of the Senate are next in line of succession to the governorship. In Tennessee, the speaker of the Senate bears the statutory title of lieutenant governor.
- (t) Responsibilities shared between Director, Mental Hygiene Administration, \$85,594-\$115,014; and Director, Developmental Disabilities Administration, Department of Health and Mental Hygiene, \$85,594 - \$115,014.
- (u) Responsibilities shared between Commissioner, Department of Mental Retardation, \$108,328; and Commissioner, Department of Mental Health, Executive Office of Human Services, \$110,496.
- (v) Responsibilities shared between Chair, Dept. of Telecommunications and Energy, \$102,359 and Commissioner , Electricity /Energy \$ 94,506.
- (w) Responsibilities shared between Director, Dept. of Natural Resources, \$120,000 and Chief, Fish, \$97,223 and Chief, Wildlife, \$86,660.
- (x) Responsibilities shared between Director, Dept. of Community Health, \$125,000 and Deputy Director , Mental Health and Substance Abuse Services, \$107,438.
- (y) Responsibilities shared between Chief, Division of Fisheries, Department of Conservation, \$87,540; Chief, Division of Protection, same department, \$84,552; and Chief, Division of Wildlife, same department, \$90,432.
- (z) Responsibilities shared between State Tax Commissioner, Department of Revenue, \$83,636; Administrator, Budget Division, Department of Administrative Services, \$91,693; and Auditor of Public Accounts, \$49,500.
- (aa) Responsibilities shared between Director, Game & Parks Commission, \$87,880; Administrator, Wildlife Division, same commission, \$60,369; and Assistant Director, Fish & Wildlife, same commission, \$65,322
- (bb) Responsibilities shared between Commissioner, State Education Department, \$170,165; Secretary of State, Department of State, \$120,800.
- (cc) Responsibilities shared between Commissioners, Corporations Commission, varying salary levels for four commissioners, \$68,000; \$72,000; \$76,000; and \$82,004.
- (dd) Responsibilities shared between Director for Mental Retardation , \$138,396 and Director of Mental Health, \$140,000.
- (ee) Annual salary for duties as presiding officer of the Senate.

- (ff) Responsibilities shared between Secretary of State, \$117,546; and Division Director, \$86,811.
- (gg) Responsibilities shared between Secretary, Department of Education and the Arts, \$75,000; and Superintendent, Department of Education, \$146,000.
- (hh) Responsibilities for St. Thomas, \$60,000; St. Croix, \$65,000; St. John, \$60,000.
- (ii) Responsibilities shared between Commissioner of Mental Health, \$136,000 and Commissioner of Mental Retardation, \$136,000.
- (jj) Governor Romney and Lieutenant Governor Healey plan to forfeit their salaries for the next four years.
- (kk) Governor returns 10 percent of his salary annually to the State Treasury.

SUMMARY OF DEPARTMENT HEADS COMPARATIVE DATA AS OF JANUARY 2004

Department	DHRD	HHL	TAX	B&F	DOA	DCCA	DBEDT	AG	DLNR	DLIR	DAGS	DHS	DOT	PSD	DOH
Current	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302	85,302
Number of employees	115	118-134	337	350	367	426	577	638-700	797	990	1,100	2,350	2,280	2,630	6,600
Operating budget	\$14.6 m	\$8-\$10 m	\$26.9 m	\$525 m	\$29.8 m	\$38 m	\$266 m	\$63.5-65 m	\$70.4 m	\$295.4 m	\$109 m	\$1.34 b	\$536.7 m	\$165.7 m	\$913 m
Private sector data	\$80,000- \$100,000	\$150,000 & \$400,000	\$137,553	\$144,471		\$94,892- \$97,746		\$150,000- \$400,000			\$144,471	\$100,000- \$125,000			\$90,000- \$170,000
Other states data:															
Western region average	\$90,352		\$96,028	\$93,667	\$90,150	\$97,452	\$97,967	\$93,574	\$93,884	\$92,620	\$99,012	\$92,236	\$105,856	\$100,176	\$99,678
Western region avg w/o CA	\$87,610		\$93,759	\$90,490	\$86,712	\$97,452	\$97,967	\$88,976	\$90,472	\$89,387	\$96,991	\$89,223	\$104,406	\$97,336	\$97,713
Counties data:															
Honolulu	\$99,807		\$99,807	\$99,807				\$99,807			\$99,807	\$99,807	\$99,807		
Hawaii	\$77,516		\$75,516	\$75,516				\$75,516			\$75,516	\$75,516			
Maui	\$77,000		\$80,000	\$80,000				\$80,000			\$83,000				
Kauai	\$66,073		\$69,371	\$69,371				\$69,371			\$69,371	\$66,073			

Footnotes:

1. AG = Attorney General; DOH = Department of Health; DOT = Department of Transportation; DAGS = Department of Accounting and General Services; DCCA = Department of Commerce and Consumer Affairs; TAX = Department of Taxation; B&F = Department of Budget and Finance; DHS = Department of Human Services; DLIR = Department of Labor and Industrial Relations; DLNR = Department of Land and Natural Resources; DBEDT = Department of Business and Economic Development and Tourism; DHRD = Department of Human Resources Development; HHL = Department of Hawaiian Home Lands; DOA = Department of Agriculture; PSD = Department of Public Safety
2. Other state's data is from the "Book of the States 2003, Volume 35" , Council of State Governments

Annual Salary Recommendation for the Governor (Gov)
Lieutenant Governor (LG), Administrative Director of the State (ADS)
Department Heads and Deputy Department Heads

Attachment 5
(amended 2/23/04)

Dept		No. of Ees	Present Salary	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Gov	1	94,780.00	--	--	112,000.00	114,240.00	116,524.80	118,855.30	121,232.40	123,657.05	126,130.19	128,652.79
	Lt. Gov	1	90,041.00	--	--	100,000.00	102,000.00	104,040.00	106,120.80	108,243.22	110,408.08	112,616.24	114,868.57
	ADS	1	90,041.00	--	--	100,000.00	102,000.00	104,040.00	106,120.80	108,243.22	110,408.08	112,616.24	114,868.57
AG	Dept Head	1	85,302.00	105,000.00	107,100.00	109,242.00	111,426.84	113,655.38	115,928.48	118,247.05	120,612.00	n/a	n/a
	Deputy	1	72,886.00 77,966.00	91,350.00 96,600.00	93,177.00 98,532.00	95,040.54 100,502.64	96,941.35 102,512.69	98,880.18 104,562.95	100,857.78 106,654.21	102,874.94 108,787.29	104,932.44 110,963.04	n/a	n/a
DOH, DOT, DAGS, DCCA, TAX, B&F	Dept Heads	6	85,302.00	100,000.00	102,000.00	104,040.00	106,120.80	108,243.22	110,408.08	112,616.24	114,868.57	n/a	n/a
	Deputies	11	72,886.00 77,966.00	87,000.00 92,000.00	88,740.00 93,840.00	90,514.80 95,716.80	92,325.10 97,631.14	94,171.60 99,583.76	96,055.03 101,575.43	97,976.13 103,606.94	99,935.65 105,679.08	n/a	n/a
DHS, DLIR, DLNR, DBEDT	Dept Heads	4	85,302.00	95,000.00	96,900.00	98,838.00	100,814.76	102,831.06	104,887.68	106,985.43	109,125.14	n/a	n/a
	Deputies	5	72,886.00 77,966.00	82,650.00 87,400.00	84,303.00 89,148.00	85,989.06 90,930.96	87,708.84 92,749.58	89,463.02 94,604.57	91,252.28 96,496.66	93,077.32 98,426.60	94,938.87 100,395.13	n/a	n/a
DHRD, HHL, DOA, PSD	Dept Heads	4	85,302.00	90,000.00	91,800.00	93,636.00	95,508.72	97,418.89	99,367.27	101,354.62	103,381.71	n/a	n/a
	Deputies	6	72,886.00 77,966.00	78,300.00 82,800.00	79,866.00 84,456.00	81,463.32 86,145.12	83,092.59 87,868.02	84,754.44 89,625.38	86,449.53 91,417.89	88,178.52 93,246.25	89,942.09 95,111.17	n/a	n/a

Footnotes:

- Abbreviations: Gov = Governor; Lt. Governor = Lieutenant Governor; ADS = Administrative Director of the State (Chief of Staff).
AG = Attorney General; DOH = Department of Health; DOT = Department of Transportation; DAGS = Department of Accounting and General Services; DCCA = Department of Commerce and Consumer Affairs; TAX = Department of Taxation; B&F = Department of Budget and Finance; DHS = Department of Human Services; DLIR = Department of Labor and Industrial Relations; DLNR = Department of Land and Natural Resources; DBEDT = Department of Business and Economic Development and Tourism; DHRD = Department of Human Resources Development; HHL = Department of Hawaiian Home Lands; DOA = Department of Agriculture; PSD = Department of Public Safety
- After initial recommended salaries (effective July 1, 2004, for Department Heads and Deputies; effective 2006, for the Governor, Lieutenant Governor and Administrative Director of the State), all subsequent figures represent an annual two percent compounded adjustment made annually for all these salaries/salary ranges for their respective time periods.
- After reviewing the salary of the Deputy to the Superintendent of Education, the Commission decided to recommend deferring to the Board of Education on this matter.