

# Compensation Review for Constitutional Officers of the State of South Carolina

## Final Report

January 2012

**DRAFT**



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## Executive Summary

- The State of South Carolina asked Hay Group, an independent third-party, to review the compensation for Constitutional Officers.
- While SC was competitive in some areas, annual salaries for most Constitutional Officers are low vs. other states, with some positions significantly low.
- In other states, the salaries of appointed officials are generally higher than elected officials. In SC, all Constitutional Officers are elected officials.
- There have not been pay adjustments for Constitutional Officers since 1994; therefore, Hay Group recommends that SC consider making adjustments to the annual salaries of Constitutional Officers.

## Study Background & Methodology

- This study is in accordance with the State's mandate (Act 278 of the 2012 Legislative Session) to review the salaries for Constitutional Officers.
- Section 1-1-1210 of the SC Code of Laws provides the current basis for salary levels for Constitutional Officers.

## Study Background & Methodology (cont'd)

- The following nine Constitutional Officers were included in the study:
  - Governor
  - Lieutenant Governor
  - Secretary of State
  - State Treasurer
  - Attorney General
  - Comptroller General
  - Superintendent of Education
  - Adjutant General
  - Commissioner of Agriculture

## Study Background & Methodology (cont'd)

- The following steps were undertaken to conduct this study:
  - Review of existing available and pertinent survey data
    - The Council of State Governments (July 2012)
    - Sunshine Review
  - Identification of additional data needed
  - E-mail solicitation to the Head of State Human Resources in all 50 states for additional data needs
  - Collection and quality control of the additional data
  - Analysis of the existing and additional data
  - Preparation of presentation report

## Data Analysis & Observations

- Additional survey data responses were received from 24 states, almost a 50% response rate.
- Data analysis was conducted by two major groupings:
  - Regional – Southern states, including:
    - Alabama\*
    - Arkansas
    - Florida
    - Georgia
    - Kentucky
    - Louisiana\*
    - Mississippi\*
    - North Carolina
    - Oklahoma
    - South Carolina\*
    - Tennessee\*
    - Texas
    - Virginia\*
    - West Virginia\*
  - National – All states (where available)
- Summarization of the data analysis and associated commentary is shown on the following pages.

*\* These states participated in the survey conducted by Hay Group*

## Data Analysis: Annual Salaries

- All of SC's Constitutional Officers, with the exception of the Lt. Governor, are paid below both the national average and the regional average.
  - Most ranged between 14% to 52% below
  - One position, Superintendent of Education, was significantly below market (by 73% nationally and by 114% regionally)
  - The Superintendent of Education position is the highest paid constitutional officer in 10 of the 14 regional states (71%)
- SC's Lt. Governor role is part-time and, therefore, paid less than other full-time Lt. Governors. Compared to those in part-time positions, SC's Lt. Governor salary is comparable.
- See data table on next page.



## Data Analysis: Annual Salaries (cont'd)

State	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Commissioner of Agriculture
AL	\$120,936	\$70,999	\$85,248	\$85,248	\$162,003	\$131,633	\$198,000	\$91,014	\$84,655
AR	\$86,890	\$42,219	\$54,594	\$54,594	\$72,794		\$224,400		
FL	\$130,273	\$124,851	\$140,005	\$100,006	\$128,972	\$128,972	\$274,997	\$157,248	\$128,972
GA	\$139,339	\$91,609	\$123,636	\$130,927	\$137,791				
KY	\$151,643	\$108,720	\$108,720	\$108,720	\$108,720		\$225,000		
LA	\$130,000	\$115,003	\$115,000	\$115,000	\$115,000	\$204,401	\$275,000	\$187,345	\$115,000
MS	\$122,160	\$60,000	\$90,000	\$90,000	\$108,960	\$140,173	\$276,412	\$124,442	\$90,000
NC	\$139,590	\$123,198	\$123,198	\$123,198	\$123,198		\$123,198		
OK	\$147,000	\$114,713	\$94,500	\$114,713	\$132,850		\$124,373		
SC*	\$106,078	\$46,545	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007
TN*	\$178,356	\$60,609	\$187,452	\$187,452	\$173,352	\$173,352	\$208,284	\$156,216	\$156,216
TX	\$150,000		\$125,880	\$150,000	\$150,000	\$150,000	\$182,907	\$140,120	\$137,500
VA*	\$175,000	\$36,321		\$152,249	\$150,000	\$140,671	\$175,467	\$132,890	\$120,000
WV	\$150,000		\$95,000	\$95,000	\$95,000	\$95,000	\$175,000	\$125,000	\$95,000
Regional Average	\$137,662	\$94,590	\$110,403	\$114,222	\$125,046	\$139,579	\$196,542	\$134,031	\$113,261
Regional Median	\$139,465	\$108,720	\$108,720	\$111,717	\$126,085	\$140,173	\$198,000	\$132,890	\$115,000
National Average	\$132,729	\$96,506	\$104,596	\$108,673	\$125,202	\$125,603	\$159,584	\$135,531	\$116,214
National Median	\$132,047	\$93,948	\$101,056	\$104,364	\$119,818	\$130,001	\$151,127	\$134,118	\$116,001
SC vs. Reg Avg	-30%	-103%	-20%	-24%	-36%	-52%	-114%	-46%	-23%
SC vs. Nat'l Avg	-25%	-107%	-14%	-18%	-36%	-37%	-73%	-47%	-26%
SC vs. Reg Median	-31%	-134%	-18%	-21%	-37%	-52%	-115%	-44%	-25%
SC vs. Nat'l Median	-24%	-102%	-10%	-13%	-30%	-41%	-64%	-46%	-26%

\*These states have part-time Lt. Governors whose salaries were not included in the regional and national averages. The average salary for these positions is \$45,333.

Note: Some cells were left blank due to the lack of availability of data.

## Data Analysis: Annual Salaries (cont'd)

- All of SC's Constitutional Officers, with the exception of the Governor and Lt. Governor, are paid the same (\$92,007).
  - No other states in the region pay all of their Constitutional Officers at the same level
  - It is common compensation practice to recognize differences in job content and market pricing among various jobs
- While population and geographic differences were considered, these factors had no material impact on salary comparisons.
- Whether a Constitutional Officer is elected or appointed impacts comparable average salaries.
  - All of SC's Constitutional Officers are elected

## Data Analysis: Annual Salaries (cont'd)

- Appointed Constitutional Officers are paid higher than those who are elected.
  - The difference between average annual salaries for appointed and elected officers is as follows:
    - Secretary of State (11%)
    - Treasurer (20%)
    - Comptroller General (17%)
    - Superintendent of Education (49%)
    - Adjutant General (34%)
    - Commissioner of Agriculture (23%)
  - SC's pay is considerably behind the Appointed averages
- SC's pay is comparable to the Elected averages, except for Attorney General (40% below) and Comptroller General (39% below).
- See data table on next page.

## Data Analysis: Annual Salaries (cont'd)

State	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Commissioner of Agriculture
AL	\$120,936	\$70,999	\$85,248	\$85,248	\$162,003	\$131,633	\$198,000	\$91,014	\$84,655
AR	\$86,890	\$42,219	\$54,594	\$54,594	\$72,794		\$224,400		
FL	\$130,273	\$124,851	\$140,005	\$100,006	\$128,972	\$128,972	\$274,997	\$157,248	\$128,972
GA	\$139,339	\$91,609	\$123,636	\$130,927	\$137,791				
KY	\$151,643	\$108,720	\$108,720	\$108,720	\$108,720		\$225,000		
LA	\$130,000	\$115,003	\$115,000	\$115,000	\$115,000	\$204,401	\$275,000	\$187,345	\$115,000
MS	\$122,160	\$60,000	\$90,000	\$90,000	\$108,960	\$140,173	\$276,412	\$124,442	\$90,000
NC	\$139,590	\$123,198	\$123,198	\$123,198	\$123,198		\$123,198		
OK	\$147,000	\$114,713	\$94,500	\$114,713	\$132,850		\$124,373		
SC*	\$106,078	\$46,545	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007
TN*	\$178,356	\$60,609	\$187,452	\$187,452	\$173,352	\$173,352	\$208,284	\$156,216	\$156,216
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VA*	\$175,000	\$36,321		\$152,249	\$150,000	\$140,671	\$175,467	\$132,890	\$120,000
WV	\$150,000		\$95,000	\$95,000	\$95,000	\$95,000	\$175,000	\$125,000	\$95,000
Regional Average	\$137,662	\$94,590	\$110,403	\$114,222	\$125,046	\$139,579	\$196,542	\$134,031	\$113,261
National Average	\$132,729	\$96,506	\$104,596	\$108,673	\$125,202	\$125,603	\$159,584	\$135,531	\$116,214
SC vs. Reg Avg	-30%	-103%	-20%	-24%	-36%	-52%	-114%	-46%	-23%
SC vs. Nat'l Avg	-25%	-107%	-14%	-18%	-36%	-37%	-73%	-47%	-26%
Appted Reg Avg	N/A	N/A	\$120,128	\$133,296	\$72,794	\$154,220	\$221,547	\$139,284	\$138,108
Elected Reg Avg	N/A	N/A	\$106,350	\$106,593	\$129,066	\$127,866	\$113,193	\$92,007	\$106,162
% Difference			11%	20%	-77%	17%	49%	34%	23%
SC vs. Appted			-31%	-45%	21%	-68%	-141%	-51%	-50%
SC vs. Elected			-16%	-16%	-40%	-39%	-23%	0%	-15%

Note: Blue highlights denote positions that are appointed.

Some cells were left blank due to the lack of availability of data.

# Data Analysis: Methods of Selecting Constitutional Officers

- In the Southern Region:
  - The Governor is elected in all 14 states
  - The Lt. Governor is elected in 13 states
  - The Secretary of State is elected in 10 states and appointed in 4 states
  - The State Treasurer is elected in 10 states and appointed in 4 states
  - The Attorney General is elected in all 14 states
  - The Comptroller is elected in 6 states and appointed in 8 states
  - The Superintendent of Education is elected in 4 states and appointed in 10 states
  - The Adjutant General is elected in 1 state and appointed in 13 states
  - The Commissioner of Agriculture is elected in 10 states and appointed in 4 states
- See data table on next page.

# Data Analysis: Methods of Selecting Constitutional Officers

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt. of Education	Adjutant General	Comm of Agriculture
Alabama	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Arkansas	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Florida	Elected	Elected	Appointed	Appointed	Elected	Elected	Appointed	Appointed	Elected
Georgia	Elected	Elected	Elected	Appointed	Elected	Elected	Elected	Appointed	Elected
Kentucky	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Louisiana	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Mississippi	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
North Carolina	Elected	Elected	Elected	Elected	Elected	Appointed	Elected	Appointed	Elected
Oklahoma	Elected	Elected	Appointed	Elected	Elected	Appointed	Elected	Appointed	Appointed
South Carolina	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Elected
Tennessee	Elected	Elected (o)	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed
Texas	Elected	Elected	Appointed	Appointed	Elected	Elected	Appointed	Appointed	Elected
Virginia	Elected	Elected	Appointed	Appointed	Elected	Appointed	Appointed	Appointed	Appointed
West Virginia	Elected	(o)	Elected	Elected	Elected	Elected	Appointed	Appointed	Elected

(o) - The Presidents (or Speakers) of the Senate are next in line of succession to the Governorship

# Data Analysis: Methods of Selecting Constitutional Officers

- In the United States:
  - The Governor is elected in all 50 states
  - The Lt. Governor is elected in 44 states and appointed in 6 states
  - The Secretary of State is elected in 37 states and appointed in 12 states
  - The State Treasurer is elected in 39 states and appointed in 11 states
  - The Attorney General is elected in 45 states and appointed in 5 states
  - The Comptroller is elected in 16 states and appointed in 32 states
  - The Superintendent of Education is elected in 14 states and appointed in 36 states
  - The Adjutant General is elected in 1 state and appointed in 49 states
  - The Commissioner of Agriculture is elected in 12 states and appointed in 38 states
- See appendix for more details.

## Data Analysis: Last Salary Increase

- Across the region, half of the states provided salary increases within the last 2 years, mostly at the same time for all officers.
  - SC Officers have not received an increase since 1994
  - All of the states in the region have had a pay increase in the past 3 years except SC (1994), FL (2006), LA (2008), and MS (2008)
- Where discernable, approximately half of the states provide their increase in January and half in July.
  - FL appears to do the vast majority of its increases in October and LA in January
  - Some states (AL, VA and WV) appear to make adjustments for some officers at different times of the year
- See data table on next page.



## Data Analysis: Last Salary Increase (cont'd)

State	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
AL	1/17/2011	Flucuates*	1/17/2011	1/17/2011	1/18/2011	10/1/2008	1/1/2012	10/1/2008	1/17/2011
FL	10/1/2006	10/1/2006	10/1/2006	10/1/2006	10/1/2006	10/1/2006	10/1/2006	10/1/2006	10/1/2006
LA	1/14/2008	1/14/2008	1/14/2008	1/14/2008	1/14/2008				1/14/2008
MS	1/1/2004	1/1/1998	1/1/1998	1/1/2004	1/1/2004	11/1/2008	9/1/2007	7/1/2007	1/1/2004
SC	7/1/1994	7/1/1994	7/1/1994	7/1/1994	7/1/1994	7/1/1994	7/1/1994	7/1/1994	7/1/1994
TN	7/1/2012	11/6/2012	7/1/2012	7/1/2012	7/1/2012	7/1/2012	7/1/2012	7/1/2012	7/1/2012
VA	1/16/2010	1/16/2006		6/25/2011	1/16/2010	6/25/2011	6/25/2011	7/14/2010	5/1/2010
WV	1/1/09	1/1/09	1/1/09	1/1/09	1/1/09	1/1/09	7/1/06	3/18/11	1/1/09

\* – Lt. Governor salary for the State of Alabama fluctuates each year

Note – Blank cells represent cases where the information was not provided by respondents

## Data Analysis: Basis for Salary Change

- SC is similar to most of the states in the region (75%) in that legislation is the basis for any salary changes.
- Nationally, 75% of the states rely on legislation for the basis of salary changes.
- See data table on next page.

## Data Analysis: Basis for Salary Change (cont'd)

State	Cost of Living	Legislation	Other	Explain other
Alabama	X			
Arkansas				
Florida		X		
Georgia				
Kentucky				
Louisiana		X		
Mississippi		X		
North Carolina				
Oklahoma				
South Carolina		X		
Tennessee		X		
Texas				
Virginia			X	Retirement Plan (VRS1 Plan 1)
West Virginia		X		
Regional %	13%	75%	13%	
National %	17%	75%	17%	

## Data Analysis: Other Issues

- All of the participating states in the regional group have an official residence for their Governors with the exception of TX.
- Almost all of the states in the regional group also provide cars/car allowances for their Constitutional Officers, including SC, but excluding TX.
- See data table on next page.

## Data Analysis: Other Issues (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt. of Education	Adjutant General	Comm. of Agri
Alabama	House, Car								
Arkansas	House, Car								
Florida	House, Car								
Georgia	House, Car								
Kentucky	House, Car								
Louisiana	House, Car								
Mississippi	House, Car					Cell Phone		Car Allowance	
North Carolina	House, Car								
Oklahoma	House, Car								
South Carolina	House, Car	Car	Car	Car	Car	Car	Car	Car	Car
	House, Cell Phone, Car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking, Car	Cell Phone, Free Parking, Car	Cell Phone, Free Parking, Car
Tennessee									
Texas									
Virginia	House, Car	Cellphone	Cellphone	Cellphone	Cellphone	Cellphone	Cellphone	Cellphone	Cellphone
West Virginia	House, Car								

## Recommendations

- Consider one of the following alternatives to ensure market competitiveness of annual salaries:
  - Maintain the same salary structure, but adjust actual base pay upward at a common percentage;
  - Adjust salary for each position closer to the respective regional market average; or
  - Place the positions into three groups, reflecting tiered levels of job content and/or market pay levels, with correspondingly tiered annual salaries
    - For example:
      - Tier 3 – Executive Tier (Governor and Lt. Governor)
      - Tier 2 – Superintendent of Education
      - Tier 1 – Comptroller, Adjutant, Attorney Generals, Sec. of State, Treasurer and Comm. of Agriculture

## Recommendations (cont'd)

- Future salary increases for these positions should be awarded on a regular basis (e.g., annually) to maintain competitiveness with the external market and prevent salary lag.
- Should any of these elected positions become appointed in the future, their salary ranges should be established in the same manner as other agency heads.

# Appendix A

## Annual Salaries

State	Region	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Commissioner of Agriculture
Connecticut	East	\$150,000		\$110,000	\$128,683	\$70,532		\$230,000	\$162,617	\$120,200
Delaware	East	\$171,000	\$78,553	\$127,950	\$113,374	\$145,207	\$147,370	\$160,145	\$121,821	\$119,040
Maine	East	\$70,000		\$92,248	\$83,844	\$83,844	\$69,748	\$102,689	\$105,960	\$89,162
Massachusetts	East	\$139,832	\$124,920	\$130,916	\$130,916	\$133,644	\$154,669	\$206,000	\$151,348	\$120,000
New Hampshire	East	\$105,000		\$106,164	\$104,364	\$110,114	\$93,000	\$112,861	\$104,364	\$98,863
New Jersey	East	\$175,000	\$141,000	\$141,000	\$141,000	\$141,000	\$141,000	\$141,000	\$141,000	\$141,000
New York	East	\$179,000	\$151,500	\$120,800	\$126,000	\$151,500	\$127,000	\$170,165	\$140,000	\$120,800
Pennsylvania	East	\$183,225	\$153,907	\$131,922	\$152,443	\$152,443	\$131,561	\$146,579	\$131,922	\$131,922
Rhode Island	East	\$129,210	\$99,214	\$99,214	\$99,214	\$105,416	\$131,747	\$202,277	\$96,796	
Vermont	East	\$142,542	\$60,507	\$90,376	\$90,376	\$408,202	\$117,541	\$113,402	\$87,090	\$115,606
Regional Average	East	\$144,481	\$115,657	\$115,059	\$117,021	\$150,190	\$123,737	\$158,512	\$124,292	\$117,399
Illinois	Midwest	\$177,412	\$137,200	\$158,300	\$137,200	\$158,300	\$137,200	\$189,996		\$148,684
Indiana	Midwest	\$107,881	\$84,031	\$72,974	\$72,974	\$87,790	\$72,974	\$87,790	\$134,465	\$99,001
Iowa	Midwest	\$130,000	\$103,212	\$103,212	\$103,212	\$123,669		\$140,000	\$166,305	\$103,212
Kansas	Midwest	\$99,636	\$100,000	\$86,003	\$82,563	\$98,901		\$170,000		
Michigan	Midwest	\$159,300	\$123,900	\$124,900	\$174,204	\$124,900		\$183,945		
Minnesota	Midwest	\$120,303	\$78,197	\$90,227		\$114,288		\$108,393	\$167,520	\$108,393
Nebraska	Midwest	\$105,000	\$75,000	\$85,000	\$85,000	\$95,000	\$101,499	\$211,650	\$99,317	\$106,606
North Dakota	Midwest	\$110,283	\$88,182	\$90,360	\$90,360	\$134,135		\$102,868		
Ohio	Midwest	\$148,886	\$78,041	\$109,985	\$109,985	\$109,985	\$150,404	\$185,016	\$116,396	\$116,396
South Dakota	Midwest	\$98,031	\$61,800	\$78,363	\$78,363	\$97,928		\$103,500		
Wisconsin	Midwest	\$144,423	\$76,261	\$68,556		\$140,147		\$120,111		
Regional Average	Midwest	\$127,378	\$91,439	\$97,080	\$103,762	\$116,822	\$115,519	\$145,752	\$136,801	\$113,715

Note: Some cells were left blank due to the lack of availability of data.



# Appendix A

## Annual Salaries (cont'd)

State	Region	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Commissioner of Agriculture
Alabama	South	\$120,936	\$70,999	\$85,248	\$85,248	\$162,003	\$131,633	\$198,000	\$91,014	\$84,655
Arkansas	South	\$86,890	\$42,219	\$54,594	\$54,594	\$72,794		\$224,400		
Florida	South	\$130,273	\$124,851	\$140,005	\$100,006	\$128,972	\$128,972	\$274,997	\$157,248	\$128,972
Georgia	South	\$139,339	\$91,609	\$123,636	\$130,927	\$137,791				
Kentucky	South	\$151,643	\$108,720	\$108,720	\$108,720	\$108,720		\$225,000		
Louisiana	South	\$130,000	\$115,003	\$115,000	\$115,000	\$115,000	\$204,401	\$275,000	\$187,345	\$115,000
Maryland	South	\$150,000	\$125,000	\$67,345	\$125,000	\$125,000		\$195,000		
Mississippi	South	\$122,160	\$60,000	\$90,000	\$90,000	\$108,960	\$140,173	\$276,412	\$124,442	\$90,000
Missouri	South	\$133,821	\$86,484	\$107,746	\$107,746	\$116,437		\$185,400		
North Carolina	South	\$139,590	\$123,198	\$123,198	\$123,198	\$123,198		\$123,198		
Oklahoma	South	\$147,000	\$114,713	\$94,500	\$114,713	\$132,850		\$124,373		
South Carolina*	South	\$106,078	\$46,545	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007	\$92,007
Tennessee*	South	\$178,356	\$60,609	\$187,452	\$187,452	\$173,352	\$173,352	\$208,284	\$156,216	\$156,216
Texas	South	\$150,000		\$125,880	\$150,000	\$150,000	\$150,000	\$182,907	\$140,120	\$137,500
Virginia*	South	\$175,000	\$36,321		\$152,249	\$150,000	\$140,671	\$175,467	\$132,890	\$120,000
West Virginia	South	\$150,000		\$95,000	\$95,000	\$95,000	\$95,000	\$175,000	\$125,000	\$95,000
Regional Average	South	\$138,193	\$96,618	\$107,355	\$114,491	\$124,505	\$139,579	\$195,696	\$134,031	\$113,261

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# Appendix A

## Annual Salaries (cont'd)

State	Region	Governor	Lieutenant Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Commissioner of Agriculture
Alaska	West	\$145,000	\$115,000	\$135,000	\$126,612	\$135,000		\$135,000	\$135,000	\$135,000
Arizona	West	\$95,000	\$70,000		\$70,000	\$90,000		\$85,000		
California	West	\$173,987	\$130,490	\$130,490	\$139,189	\$151,127		\$151,127		
Colorado	West	\$90,000	\$68,500	\$68,500	\$68,500	\$80,000	\$126,540	\$225,000	\$146,040	\$146,040
Hawaii	West	\$117,312	\$114,420		\$108,972	\$114,420	\$108,972	\$142,500	\$215,655	\$103,512
Idaho	West	\$115,348	\$30,400	\$93,756	\$93,756	\$103,984	\$93,756	\$93,756	\$134,118	\$113,027
Montana	West	\$108,167	\$86,362	\$86,018		\$99,712		\$104,635	\$107,581	\$96,971
Nevada	West	\$149,573	\$63,648	\$102,898	\$102,898	\$141,086	\$102,898	\$121,785	\$114,104	
New Mexico	West	\$110,000	\$85,000	\$85,000	\$85,000	\$95,000	\$131,029	\$125,000	\$191,469	\$131,029
Oregon	West	\$93,600		\$72,000	\$72,000	\$77,200		\$168,651	\$173,107	\$136,320
Utah	West	\$109,500	\$104,000		\$95,800	\$98,500	\$122,800	\$129,700	\$101,600	\$101,600
Washington	West	\$166,891	\$93,948	\$116,950	\$116,950	\$151,718	\$158,160	\$121,618	\$167,511	\$118,800
Wyoming	West	\$105,000		\$92,000	\$92,000	\$143,328	\$92,000	\$92,000	\$124,207	\$110,748
Regional Average	West	\$121,491	\$87,433	\$98,261	\$97,640	\$113,929	\$117,019	\$130,444	\$146,399	\$119,305

Note: Some cells were left blank due to the lack of availability of data.

# Appendix B

## Methods of Selecting Constitutional Officers

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm. of Agriculture
Alabama	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Alaska	Elected	Elected	Appointed	Appointed	Appointed	Appointed	Appointed	Appointed	Appointed
Arizona	Elected	Appointed	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed
Arkansas	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
California	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed
Colorado	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Connecticut	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed
Delaware	Elected	Elected	Appointed	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Florida	Elected	Elected	Appointed	Appointed	Elected	Elected	Appointed	Appointed	Elected
Georgia	Elected	Elected	Elected	Appointed	Elected	Elected	Elected	Appointed	Elected
Hawaii	Elected	Elected	---	Appointed	Appointed	Appointed	Appointed	Appointed	Appointed
Idaho	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed
Illinois	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed
Indiana	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed
Iowa	Elected	Elected	Elected	Elected	Elected	N.O.	Appointed	Appointed	Elected
Kansas	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Kentucky	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Louisiana	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Maine	Elected	(o)	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Maryland	Elected	Elected	Appointed	Elected	Elected	Elected	Appointed	Appointed	Appointed
Massachusetts	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed

# Appendix B

## Methods of Selecting Constitutional Officers (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm. of Agriculture
Michigan	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed	Appointed	Appointed
Minnesota	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed	Appointed	Appointed
Mississippi	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Elected
Missouri	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Montana	Elected	Elected	Elected	Appointed	Elected	Elected	Elected	Appointed	Appointed
Nebraska	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Nevada	Elected	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed
New Hampshire	Elected	(o)	Elected	Elected	Appointed	Appointed	Appointed	Appointed	Appointed
New Jersey	Elected	Elected	(a)	Appointed	Appointed	Appointed	Appointed	Appointed	Appointed
New Mexico	Elected	Elected	Elected	Elected	Elected	N.A.	Appointed	Appointed	Appointed
New York	Elected	Elected	Appointed	Appointed	Elected	Elected	Appointed	Appointed	Appointed
North Carolina	Elected	Elected	Elected	Elected	Elected	Appointed	Elected	Appointed	Elected
North Dakota	Elected	Elected	Elected	Elected	Elected	Appointed	Elected	Appointed	Elected
Ohio	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Oklahoma	Elected	Elected	Appointed	Elected	Elected	Appointed	Elected	Appointed	Appointed
Oregon	Elected	Appointed	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed
Pennsylvania	Elected	Elected	Appointed	Elected	Elected	Appointed	Appointed	Appointed	Appointed
Rhode Island	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed
South Carolina	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Elected	Elected
South Dakota	Elected	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed	Appointed

# Appendix B

## Methods of Selecting Constitutional Officers (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm. of Agriculture
<b>Tennessee</b>	Elected	Elected (o)	Elected	Elected	Elected	Elected	Appointed	Appointed	Appointed
<b>Texas</b>	Elected	Elected	Appointed	Appointed	Elected	Elected	Appointed	Appointed	Elected
<b>Utah</b>	Elected	Elected	Appointed	Elected	Elected	Appointed	Appointed	Appointed	Appointed
<b>Vermont</b>	Elected	Elected	Appointed	Elected	Elected	Appointed	Appointed	Appointed	Appointed
<b>Virginia</b>	Elected	Elected	Appointed	Appointed	Elected	Appointed	Appointed	Appointed	Appointed
<b>Washington</b>	Elected	Elected	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed
<b>West Virginia</b>	Elected	(o)	Elected	Elected	Elected	Elected	Appointed	Appointed	Elected
<b>Wisconsin</b>	Elected	Elected	Elected	Elected	Elected	Appointed	Elected	Appointed	Appointed
<b>Wyoming</b>	Elected	Appointed	Elected	Elected	Appointed	Elected	Elected	Appointed	Appointed

(o) - In Maine, New Hampshire, Tennessee and West Virginia, the Presidents (or Speakers) of the Senate are next in line of succession to the Governorship

(a) - The Governor has assigned the role of Secretary of State (GS) to the Lieutenant Governor.

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

N.A. - Not available.

# Appendix C

## Last Salary Increase

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Alabama	01/17/11	Fluctuates**	01/17/11	01/17/11	01/18/11	10/01/08	01/01/12	10/01/08	01/17/11
Alaska	07/01/11	07/12/11	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12
Arizona*									
Arkansas*									
California*									
Colorado	01/12/99	01/12/99	01/12/99	01/12/99	01/12/99	07/01/08	01/01/12	01/01/09	01/01/09
Connecticut*									
Delaware	01/20/09	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12
Florida	10/01/06	10/01/06	10/01/06	10/01/06	10/01/06	10/01/06	10/01/06	10/01/06	10/01/06
Georgia*									
Hawaii	07/01/08	07/01/08		07/01/08	07/01/08	07/01/08		07/01/08	07/01/08
Idaho	12/25/12	12/25/12	12/25/12	12/25/12	12/25/12	12/25/12	12/25/12	09/02/12	06/10/12
Illinois*									
Indiana	08/07/11	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	04/01/12	
Iowa	07/01/05	07/01/05	07/01/05	07/01/05	07/01/05		07/13/05	10/25/98	07/01/05
Kansas*									
Kentucky*									
Louisiana	01/14/08	01/14/08	01/14/08	01/14/08	01/14/08				01/14/08
Maine*									
Maryland*									
Massachusetts*									
Michigan*									

# Appendix C

## Last Salary Increase (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Minnesota	01/01/98	01/06/03	01/06/03		01/06/03		08/01/00		08/01/00
Mississippi	01/01/04	01/01/98	01/01/98	01/01/04	01/01/04	11/01/08	09/01/07	07/01/07	01/01/04
Missouri*									
Montana	07/01/11	07/11/11	07/01/11		07/01/11		07/01/11	07/11/11	09/27/08
Nebraska	01/04/07	01/04/07	01/04/07	01/04/07	01/04/07	10/29/12	07/01/12	07/01/12	07/01/12
Nevada	07/01/09	07/01/09	07/01/09	07/01/09	07/01/09	07/01/12	07/01/12	07/01/12	
New Hampshire*									
New Jersey*									
New Mexico*									
New York*									
North Carolina*									
North Dakota*									
Ohio	01/01/08	01/01/08	01/01/08	01/01/08	01/01/08	07/01/08	07/01/08	07/01/08	07/01/08
Oklahoma*									
Oregon*									
Pennsylvania	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12	01/01/12
Rhode Island*									
South Carolina	07/01/94	07/01/94	07/01/94	07/01/94	07/01/94	07/01/94	07/01/94	07/01/94	07/01/94

## Appendix C

### Last Salary Increase (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
<b>South Dakota*</b>									
<b>Tennessee</b>	07/01/12	11/06/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12	07/01/12
<b>Texas*</b>									
<b>Utah</b>	06/28/08	06/28/08	06/28/08	06/26/08	06/26/08	06/28/08	06/28/08	06/28/08	06/28/08
<b>Vermont*</b>									
<b>Virginia</b>	01/16/10	01/16/06		06/25/11	01/16/10	06/25/11	06/25/11	07/14/10	05/01/10
<b>Washington</b>	09/01/08	09/01/08	09/01/08	09/01/08	09/01/08	09/01/08	09/01/08	09/01/08	09/01/08
<b>West Virginia</b>	01/01/09	01/01/09	01/01/09	01/01/09	01/01/09	01/01/09	07/01/06	03/18/11	01/01/09
<b>Wisconsin*</b>									
<b>Wyoming</b>	01/01/03		01/01/03	01/01/03	12/27/10	01/01/03	01/01/03		07/01/11

\*- States that did not participate in the survey

\*\* – Lt. Governor salary for the State of Alabama fluctuates each year

Note – For the participating states, blank cells represent cases where the information was not provided by respondents



# Appendix D

## Basis for Salary Change

State	Cost of Living	Legislation	Other
Alabama	X		
Alaska	X		State Officers Compensation Commission
Arizona*			
Arkansas*			
California*			
Colorado		X	
Connecticut*			
Delaware		X	
Florida		X	
Georgia*			
Hawaii			Compensation Commission
Idaho		X	
Illinois*			
Indiana		X	
Iowa		X	
Kansas*			
Kentucky*			
Louisiana		X	
Maine*			
Maryland*			
Massachusetts*			

# Appendix D

## Basis for Salary Change (cont'd)

State	Cost of Living	Legislation	Other
Michigan*			
Minnesota		X	
Mississippi		X	
Missouri*			
Montana		X	
Nebraska	X	X	
Nevada		X	
New Hampshire*			
New Jersey*			
New Mexico*			
New York*			
North Carolina*			
North Dakota*			
Ohio		X	
Oklahoma*			
Oregon*			
Pennsylvania	X		
Rhode Island*			

# Appendix D

## Basis for Salary Change (cont'd)

State	Cost of Living	Legislation	Other
<b>South Carolina</b>		X	
<b>South Dakota*</b>			
<b>Tennessee</b>		X	
<b>Texas*</b>			
<b>Utah</b>		X	
<b>Vermont*</b>			
<b>Virginia</b>			Retirement Plan (VRS1 Plan 1)
<b>Washington</b>			Market competitiveness
<b>West Virginia</b>		X	
<b>Wisconsin*</b>			
<b>Wyoming</b>		X	

\*- States that did not participate in the survey

# Appendix E

## Other Issues

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Alabama	House, Car	Car, Cellphone	Car, Cellphone	Car, Cellphone	Car, Cellphone	Cellphone	Car, Cellphone	Car, Cellphone	Car, Cellphone
Alaska	House, Car & cell phone	State vehicle & cell phone	Cell phone allowance - \$45	Cell phone allowance - \$45	Cell phone allowance - \$45	Cell phone allowance - \$45	Cell phone allowance - \$45	Cell phone allowance - \$45	Cell phone allowance - \$45
Arizona*	Car								
Arkansas*	House, Car								
California*	Car, Travel Allowance								
Colorado*	Car, Travel Allowance								
Connecticut*	Car								
Delaware	House, Car, Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone
Florida*	House, Car								
Georgia*	House, Car								
Hawaii	House, Car; Part-Time Housekeeper	None	None	None	None	None	None	None	None
Idaho*	Car, Phone, Travel								
Illinois*	House, Car, Travel								
Indiana	House, Car, Cell Phone, Security	\$12,000 Housing, Auto, Cell Phone	\$12,000 Housing, Auto, Cell Phone	\$12,000 Housing, Auto, Cell Phone	\$12,000 Housing, Auto, Cell Phone	\$12,000 Housing, Auto, Cell Phone	\$12,000 Housing, Auto, Cell Phone	Auto, Cell Phone, General Officer Man Days	Cell Phone
Iowa	House, Car, Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	None	Cell Phone	Cell Phone	Cell Phone

\* Used the 2012 Book of States to obtain the Governor's fringe benefit information. Information for other positions not available.

# Appendix E

## Other Issues (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Kansas*	House, Car, Travel								
Kentucky*	House, Car, Travel								
Louisiana*	House, Car								
Maine*	House, Car, Travel								
Maryland*	House, Car, Travel								
Massachusetts*	Car, Travel Allowance								
Michigan*	Car								
Minnesota*	House, Car								
Mississippi	House, Car	None	None	None	None	Cell Phone	None	Car Allowance	None
Missouri*	House, Car, Travel								
Montana	House	None	None	None	None	None	None	None	None
Nebraska	House	None	None	None	None	None	None	None	None
Nevada*	House, Car, Travel								
New Hampshire*	House, Car, Travel								
New Jersey*	House, Car								
New Mexico*	House, Car								
New York*	House, Car								
North Carolina*	House, Car, Travel								
North Dakota*	House, Car								
Ohio*	House, Car, Travel								
Oklahoma*	House, Car, Travel								
Oregon*	House, Car, Travel								

\* Used the 2012 Book of States to obtain the Governor's fringe benefit information. Information for other positions not available.

# Appendix E

## Other Issues (cont'd)

State	Governor	Lt. Governor	Secretary of State	State Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Pennsylvania*	House, Car								
Rhode Island*	House, Car								
South Carolina	House, Car	Car	Car	Car	Car	Car	Car	Car	Car
South Dakota*	House, Car								
Tennessee	House, Car, Cell Phone, Travel Allowance	Cell Phone, Free parking in State Garage, car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, car	Cell Phone, Free parking in State Garage, Car	Cell Phone, Free parking in State Garage, car	Cell Phone, Free parking, car	Cell Phone, Free Parking, car	Cell Phone, Free Parking, car
Texas*									
Utah	House, Car, Cell Phone, House & Security Staff, Car, Retirement & Life Insurance	Car, Retirement & Life Insurance	None	Car, Retirement & Life Insurance	Car, Retirement & Life Insurance	None	None	None	None
Vermont*	Car, Travel Allowance								
Virginia	House, Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone	Cell Phone
Washington*	House, Car, Travel								
West Virginia*	House, Car, Travel								
Wisconsin*	House, Car								
Wyoming*	House, Car								

\* Used the 2012 Book of States to obtain the Governor's fringe benefit information. Information for other positions not available.

# Appendix F

## Act 278 of the 2012 Legislative Session

**SECTION 71.** The Human Resources Division of the State Budget and Control Board, or its successor, shall conduct a study to determine an appropriate level of compensation for statewide constitutional officers and members of the General Assembly and make a report with any recommendations for salary adjustments to the General Assembly no later than January 15, 2013.

## Appendix G

### Section 1-1-1210 of the SC Code of Laws

SECTION 1-1-1210. Annual salaries of certain state officers.

The annual salaries of the state officers listed below are:

Governor \$98,000

Lieutenant Governor \$43,000

Secretary of State \$85,000

State Treasurer \$85,000

Attorney General \$85,000

Comptroller General \$85,000

Superintendent of Education \$85,000

Adjutant General \$85,000

Commissioner of Agriculture \$85,000

- These salaries must be increased by two percent on July 1, 1991, and on July first of each succeeding year through July 1, 1994.
- A state officer whose salary is provided in this section may not receive compensation for ex officio service on any state board, committee, or commission.



# Appendix H

## Comparison of Responsibilities of Constitutional Officers

### Secretary of State

- The role of South Carolina's Secretary of State in the enforcement of the Solicitation of Charitable Funds Act includes registering the charitable organizations, oversight of an internal investigations unit, and working closely with law enforcement in the State to enforce the law. The states that do register the charitable organizations (West Virginia, North Carolina, and Tennessee) do not investigate or take legal action.
- South Carolina's Secretary of State administers the Scrooges and Angels public service campaign which is unique to our state.
- South Carolina's Secretary of State has responsibility for the actual processing and issuing of time sensitive cable franchise authorizations for entities statewide. Only North Carolina has a similar role, but they have less authority and responsibility.
- SC's Secretary of State works closely with the South Carolina Business One Stop project which allows citizens to start new businesses in SC on-line. Other states are looking at SC to replicate this project.
- Several states handle elections in the Secretary of State's Office, but South Carolina does not.
- **The Hay Group recommends that this job is a reasonable match with not more than a 15% discernable difference.**
- The regional average remains \$98,530.

### Adjutant General

- The qualifications for South Carolina's Adjutant General require that the individual be a resident of the State and a registered voter. Other Southeastern States have a minimum Federal Recognition requirement as follows:

Alabama	Officer
Arkansas	Major
Florida	Colonel
Georgia	Major
Kentucky	Lt. Colonel
Louisiana	Colonel
Mississippi	Colonel
North Carolina	No response
Oklahoma	Major
Tennessee	No response
Texas	Major
Virginia	Major
West Virginia	Major

# Appendix H

## Comparison of Responsibilities of Constitutional Officers (cont'd)

- Twenty-six states have Emergency Management Divisions under the Adjutant General. South Carolina's Adjutant General position has this responsibility.
- **While all of the other Southeastern States require a military ranking as a job requirement, South Carolina does not. However, the Hay Group recommends that the jobs be considered comparable since the knowledge and experience to effectively perform the job can be acquired through non-military specific endeavors.**
- The regional average remains \$109,981.

### Commissioner of Agriculture

- The Commissioner of Agriculture in all Southern states has the same general scope of responsibilities. The Commissioner's responsibility is to promote and nurture the growth and development of agricultural commerce in their respective states. In most states in the southern region, agriculture is either the number one or number two industry. The southern states work together on developing exports business for agriculture through an organization called SUSTA (Southern United States Trade Association). Currently, the South Carolina Commissioner serves as secretary/treasurer of SUSTA.
- In most states, the Agriculture Commissioner has a degree of responsibility regarding consumer safety issues. In some states, the state veterinarian is housed in the commissioner's office. In others such as South Carolina, responsibilities include inspection and regulation of in-state food manufacturing sold within the state's borders.
- The Department of Agriculture in each state listed has responsibility for enforcement of regulations pertaining to weights and measures laws.
- One can conclude that the states compared are similar, and that the variation would probably be limited to regulatory situations.
- **The Hay Group recommends that the jobs are all comparable.**
- The regional average remains \$96,021.

### Superintendent of Education

The State Superintendent of Education is very similar in scope and level of responsibilities among the states in the region. There are exceptions in two states:

- North Carolina – In North Carolina, the State Board of Education has the authority to delegate specific responsibilities to the State Superintendent of Public Instruction. As such, the specific responsibilities of the Superintendent may change from time to time, due to the specific authority and responsibilities which may be delegated to him/her by the State Board of Education.
- Florida – In Florida, the Commissioner of Education is responsible for K-20 education, which encompasses higher education institutions in addition to K-12 public schools. Chancellors of the higher education institutions report to the Commissioner of Education.

# Appendix H

## Comparison of Responsibilities of Constitutional Officers (cont'd)

- **The Hay Group recommends that the jobs all be considered comparable with the exception of Florida.**
- The regional average without Florida is \$149,775.

### Comptroller General

- South Carolina's Comptroller General lists twelve major areas of responsibility, including the unique role of serving on the Budget and Control Board.
- States most similar to South Carolina as compared to these responsibilities are Florida with 11 common responsibilities, and Oklahoma and Texas which share 10 of the key areas. Tennessee and Virginia each are responsible for 9 of the listed areas.
- Arkansas, Georgia, and Louisiana are less similar to South Carolina with three or less job responsibilities in common.
- The remaining states (Alabama, Kentucky, Mississippi, North Carolina, and West Virginia) range from 4 to 7 similar responsibilities of the 12 key areas.
- **The Hay Group recommends that Florida, North Carolina, Oklahoma, Tennessee, Texas, and Virginia be considered reasonable matches.**
- The average based on the recommendation from the Hay Group is \$111,611.

### Attorney General

- SC's Attorney General serves as the Securities Commissioner for the State. Four other states have this same responsibility. They include New York, New Jersey, Delaware and Maryland. The average salary for these states is \$129,221.
- **The Hay Group recommends that the Southeastern States be used as the minimal comparable group.**
- The average regional salary remains \$108,621.

### State Treasurer

- SC's State Treasurer has additional duties including investment responsibilities particularly for Retirement Funds, the investment of the Local Government Investment Pool, the Unclaimed Property Fund and administration of both college Savings Plans. This role also serves as chairman of the State Board for Financial Institutions.
- According to the SC State Treasurer's Office, the best comparisons are North Carolina, Georgia, and Tennessee since those Treasurers also invest retirement funds.
- **The Hay Group recommends that the specific comparisons listed above are appropriate matches.**
- The adjusted regional average based on identified comparables is \$115,571.

# Appendix I

## Constitutional Officers with COLA Adjustments

<b>Constitutional Officer</b>	<b>Current Salary</b>	<b>Salary w/ 2% COLA since 1994</b>	<b>Salary w/ 2% COLA comparable to Executives Nationally since 2004</b>
Governor	\$106,078	\$151,506	\$164,385
Lt. Governor	\$46,545	\$66,478	\$72,129
Secretary of State	\$92,007	\$131,409	\$142,580
State Treasurer	\$92,007	\$131,409	\$142,580
Attorney General	\$92,007	\$131,409	\$142,580
Comptroller General	\$92,007	\$131,409	\$142,580
Supt of Education	\$92,007	\$131,409	\$142,580
Adjutant General	\$92,007	\$131,409	\$142,580
Comm of Agriculture	\$92,007	\$131,409	\$142,580

# Appendix J

## COLA Adjustments

### COLA Adjustments for 1990 through 2012

1990	0.054	2002	0.014
1991	0.037	2003	0.021
1992	0.03	2004	0.027
1993	0.026	2005	0.041
1994	0.028	2006	0.033
1995	0.026	2007	0.023
1996	0.029	2008	0.058
1997	0.021	2009	0
1998	0.013	2010	0
1999	0.025	2011	0.036
2000	0.035	2012	0.017
2001	0.026		

Lt. Gov - \$46,545	1995	\$47,755	2004	\$58,819
	1996	\$49,140	2005	\$61,230
	1997	\$50,172	2006	\$63,251
	1998	\$50,824	2007	\$64,706
	1999	\$52,095	2008	\$68,459
	2000	\$53,918	2009	\$68,459
	2001	\$55,320	2010	\$68,459
	2002	\$56,095	2011	\$70,923
	2003	\$57,273	2012	\$72,129

### Constitutional Officer Salaries since 1994:

Governor - \$106,078  
Lieutenant Governor - \$46,545  
All others - \$92,007

Gov - \$106,078	1995	\$108,836	2004	\$134,051
	1996	\$111,992	2005	\$139,547
	1997	\$114,344	2006	\$144,152
	1998	\$115,831	2007	\$147,467
	1999	\$118,726	2008	\$156,020
	2000	\$122,882	2009	\$156,020
	2001	\$126,077	2010	\$156,020
	2002	\$127,842	2011	\$161,637
	2003	\$130,526	2012	\$164,385

Others - \$92,007	1995	\$94,399	2004	\$116,269
	1996	\$97,137	2005	\$121,036
	1997	\$99,177	2006	\$125,030
	1998	\$100,466	2007	\$127,906
	1999	\$102,978	2008	\$135,325
	2000	\$106,582	2009	\$135,325
	2001	\$109,353	2010	\$135,325
	2002	\$110,884	2011	\$140,196
	2003	\$113,212	2012	\$142,580

Note: COLA adjustments shown are national and provided by Federal government.

# Appendix K

## Normative Market Data by Population

Normative Market Data by Population - Constitutional Officers

State	2011 Population	Governor	Lt. Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
Alabama	4,802,740	\$120,936	\$70,999	\$85,248	\$85,248	\$162,003	\$131,633	\$198,000	\$91,014	\$84,655
Arkansas	2,937,979	\$86,890	\$42,219	\$54,594	\$54,594	\$72,794		\$224,400		
Florida	19,057,542	\$130,273	\$124,851	\$140,005	\$100,006	\$128,972	\$128,972	\$274,997	\$157,248	\$128,972
Georgia	9,815,210	\$139,339	\$91,609	\$123,636	\$130,927	\$137,791				
Kentucky	4,369,356	\$151,643	\$108,720	\$108,720	\$108,720	\$108,720		\$225,000		
Louisiana	4,574,836	\$130,000	\$115,003	\$115,000	\$115,000	\$115,000	\$204,401	\$275,000	\$187,345	\$115,000
Mississippi	2,978,512	\$122,160	\$60,000	\$90,000	\$90,000	\$108,960	\$140,173	\$276,412	\$124,442	\$90,000
North Carolina	9,656,401	\$139,590	\$123,198	\$123,198	\$123,198	\$123,198		\$123,198		
Oklahoma	3,791,508	\$147,000	\$114,713	\$94,500	\$114,713	\$132,850		\$124,373		
<b>South Carolina - Actual</b>	<b>4,679,230</b>	<b>\$106,078</b>	<b>\$46,545</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>
Tennessee	6,403,353	\$178,356	\$60,609	\$187,452	\$187,452	\$173,352	\$173,352	\$208,284	\$156,216	\$156,216
Texas	25,674,681	\$150,000		\$125,880	\$150,000	\$150,000	\$150,000	\$182,907	\$140,120	\$137,500
Virginia	8,096,604	\$175,000	\$36,321		\$152,249	\$150,000	\$140,671	\$175,467	\$132,890	\$120,000
West Virginia	1,855,364	\$150,000		\$95,000	\$95,000	\$95,000	\$95,000	\$175,000	\$125,000	\$95,000

<b>Slope</b>	0.000731	0.0031668	0.0020199	0.0018999	0.00170118	0.000463843	0.00059057	0.0009961	0.001737781
<b>Intercept</b>	131987.6	61479.725	94772.859	99471.949	111838.612	135552.4708	192050.049	125385.1	98176.61891
<b>R2</b>	4%	18%	20%	15%	16%	1%	0%	7%	33%

Note: Some cells were left blank due to the lack of availability of data.

# Appendix K

## Normative Market Data by Population (cont'd)

**Normative Market Data by Population - Constitutional Officers**

State	2011 Population	Governor	Lt. Governor	Secretary of State	Treasurer	Attorney General	Comptroller General	Supt of Education	Adjutant General	Comm of Agriculture
<b>South Carolina - Actual</b>	<b>4,679,230</b>	<b>\$106,078</b>	<b>\$46,545</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>	<b>\$92,007</b>
South Carolina - By Population		\$135,407	\$76,298	\$104,224	\$108,362	\$119,799	\$137,723	\$194,813	\$130,046	\$106,308
National Average		\$132,729	\$96,506	\$104,596	\$108,673	\$125,202	\$125,603	\$159,584	\$135,531	\$116,214
National Median		\$132,047	\$93,948	\$101,056	\$104,364	\$119,818	\$130,001	\$151,127	\$134,118	\$116,001
Regional Average		\$137,662	\$94,590	\$110,403	\$114,222	\$125,046	\$139,579	\$196,542	\$134,031	\$113,261
Regional Median		\$139,465	\$108,720	\$108,720	\$111,717	\$126,085	\$140,173	\$198,000	\$132,890	\$115,000

### OBSERVATIONS:

We attempted to normalize the data by regressing the State population by the specific pay for each Constitutional Officer and to also calculate the Median of the data. The statistical regression generated a formula for each position that generates a pay level when you plug in any particular State's population.

While the normalized data suggests that, in some cases South Carolina is more competitive and in some cases about the same or less competitive, the R-squared statistic generated from the regression suggests that there is very little correlation between State population and how each pays its Constitutional Officers. For example, if the R-squared statistic is 4%. This implies that only 4% of the difference in pay among Constitutional Officers from different States is due to population. As a comparison, we typically view 70% as the threshold for an R-squared that reasonably predicts pay.

# Appendix L

## Relative Cost of Living – Southern States

### Cost of Living Differentials Versus U.S. National Average

State	COST OF LIVING *
VA	105.1%
FL	103.9%
NC	102.1%
SC	101.7%
GA	101.2%
LA	98.7%
MS	98.1%
AL	97.5%
WV	97.2%
TX	96.6%
KY	96.4%
AK	96.0%
OK	95.1%
TN	93.7%
<b>Regional Average</b>	98.8%
<b>Regional Median</b>	97.8%

\* Based on a \$100,000 base salary.

Note: Data effective October 1, 2012.

**OBSERVATIONS:** For the Constitutional Officers, we used \$100,000 as the base salary level to gauge the cost-of-living differential. The database we used, Economic Research Institute, requires a salary level to calculate the differentials. Even though the General Assembly members are paid much less than this, we would still consider them executive-level jobs.

For executive-level jobs, Hay Group typically only recognizes a handful of significantly high cost-of-living geographies -- including New York City, Washington DC, Los Angeles, San Francisco, Chicago. Otherwise, the cost-of-living premium tends to subside, or be nominal, from one geography to the next for executive-level jobs. Also, the premium tends to subside the higher the dollar levels.

With this information, you could apply the differentials to the data to try and get a more precise comparison, but you would still have the issue of a very low statistical correlation between size of state and Constitutional Officer pay.