

**REPORT OF THE  
COMMITTEE TO STUDY THE  
COMPENSATION OF THE  
COUNTY EXECUTIVE,  
COUNTY COUNCIL,  
SHERIFF, AND  
STATE'S ATTORNEY**

**SEPTEMBER 2013**

September 13, 2013

Nancy Navarro, President  
Montgomery County Council  
100 Maryland Avenue  
Rockville, MD 20850

Dear Council President Navarro:

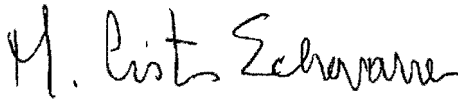
We submit the following report of the Council-appointed Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney for the next term of office. As with similar committees in the past, our goal has been to provide fair and appropriate recommendations for compensation for the positions under review.

To that end, the Committee researched the histories of the positions and conducted extensive personal interviews with officeholders, including the County Executive, current and past members of the County Council, the Sheriff, and the State's Attorney. We compiled data on counties from across the country with similar demographics, median income, governing bodies, and roles of elected officials. The Committee investigated additional information from various sources, which are described in detail in the report.

After several months of meetings, reflection, and vigorous discussion, we are pleased to have reached unanimous agreement on our recommendations. The Committee wishes to thank the Council for allowing us to serve the community in this matter. We also wish to commend Jean Arthur and Susan Mabie for their outstanding work in collecting data and supporting the work of the Committee.

In closing, the Committee looks forward to the Council's acceptance of and concurrence with our recommendations.

Sincerely,



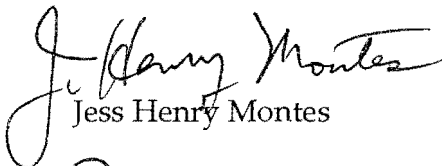
M. Cristina Echavarren, Chair



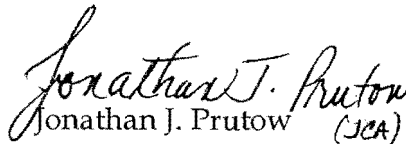
John B. Britton



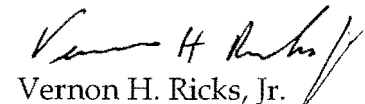
John A. Gaughan



Jess Henry Montes



Jonathan J. Prutow  
(JCA)



Vernon H. Ricks, Jr.



Jeffrey Z. Slavin

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## INTRODUCTION

The Compensation Committee of 2013 consists of seven citizens.<sup>1</sup> All members volunteered their time and efforts to carry out this civic responsibility on a non-partisan basis. The members of the Committee were interviewed and then confirmed by the County Council on February 26, 2013. The Committee met seventeen times between March 12 and September 15, 2013.

The Committee developed its findings given the following broad considerations:

- Montgomery County places in the top fifteen of almost every ranking of local governments around the country. The County population, estimated by the U.S. Census Bureau at 1,004,709 in 2012, is higher than that of six states and the District of Columbia.
- The Montgomery County median household income is \$95,660, among the highest in the country and higher than that for Maryland, which stands at \$72,419. The nationwide median household income is \$52,762. The self-sufficiency standard for a family of four in Montgomery County is \$82,877.<sup>2</sup> See Appendix G.
- Elected officials in this County have significant responsibilities, and the decisions, legislation, and policies they adopt, implement, and enforce have an impact on the entire population.
- During the period 2000-2010, the population of the County grew 11.3 percent and became more diverse: the minority population grew from 40.7 percent to 50.7 percent, the poverty rate increased from 5.1 percent to 7.5 percent, and the education level improved. The number of persons over 25 who have a high school diploma or higher grew from 90.3 percent to 91.1 percent. Contrast this with the national average of 85.4 percent.<sup>3</sup> See Appendices B and C.
- In 2013, Nerdwallet ranked two Montgomery County communities as “most educated places in America.” Bethesda ranked number one, and Potomac number five.<sup>4</sup> This large and diverse population that is above the national

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<sup>1</sup> See Appendix A for the appointment resolution.

<sup>2</sup> The 2012 self-sufficiency standard for a family of four (two adults, one preschooler, and one school-aged child) is \$82,877 annually. If the four-person family is composed of two adults, an infant, and a preschooler, the annual figure is \$89,784.

<sup>3</sup> U.S. Census data <http://quickfacts.census.gov/qfd/states/00000.html>;  
<http://quickfacts.census.gov/qfd/states/24/24031.html>.

<sup>4</sup> <http://www.nerdwallet.com/blog/2013/educated-places-america/>.

average in educational level creates more complex demands on the offices of the County Executive, the County Council, the Sheriff, and the State's Attorney. See Appendix E.

- The County has confronted tough fiscal challenges in the last several years as a result of the recession that has affected the national economy. The County has been affected by the decreased government revenues and the consequent budget shortfalls. During this period, County elected officials have made difficult decisions to close budget shortfalls "while protecting critical services and making important investments to build the County's future."<sup>5</sup>
- In evaluating the demands on the positions, the Committee considered the responsibilities involved, the level of independence for decision-making, the complexity of the decisions, and the impact these decisions have on the County.
- In evaluating the compensation for these positions, the Committee took into consideration the value of any additional benefits received, which for the most part are similar to those for County employees.
- In evaluating the time demands on these positions, the Committee considered the impact of how technology has expanded the workday.
- In evaluating the demands placed on public officials, the Committee considered the expectations of a community that is able to interact with elected officials using the latest methods of near-instantaneous communications. Today's population is able to maintain more scrutiny and oversight over the works of County elected officials.
- In 2006, Montgomery County residents adopted a Charter amendment making membership on the County Council a full-time position for the purpose of determining compensation (Montgomery County Charter, §107).

## Interviews

The Committee interviewed the County Executive, six County Councilmembers, the Sheriff, and the State's Attorney. Additionally, the Committee interviewed a former County Councilmember and the Council Administrator, Steve Farber, and consulted with other persons who have professional experience in evaluating public service

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<sup>5</sup> Memorandum of March 15, 2013 from County Executive Isiah Leggett to Council President Nancy Navarro on the FY14 Recommended Operating Budget and FY14-19 Public Services Program.

salaries and compensation. The purpose of the interviews was to obtain information regarding the scope of responsibilities and the demands of the offices.

The Committee also relied on the professional expertise of its members and the support of Council staff.

## **Document Review**

The Committee looked at sections in the Montgomery County Charter that established the various positions; the Maryland Constitution; and the Maryland Annotated Code. Additionally, the Committee looked at the organizational structures, budgets, and workloads for the offices.

The Committee reviewed the 2009 Report of the Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney, and the 2006 Report of the Charter Review Commission.

## **Public Participation**

The Committee sought comments from the public by sending a press release in July 2013 to the local media (Appendix J). The Gazette newspapers carried the announcement on July 22, 2013. The Committee also sent a press release to people on the Council's agenda e-mail list. The Committee received two written comments.

## **Comparative Data**

The Committee reviewed comparable positions in counties around the country and began by looking at jurisdictions with similar population. The U.S Census has estimated that the County's population reached 1,004,709 in 2012, so the Committee narrowed the field to counties with populations from 900,000 to 1.9 million.

The Committee further narrowed that field to counties within those population parameters that have the closest household median income to that of Montgomery County. Within that group the Committee selected, as much as possible, the counties with elected officials similar to those in Montgomery County.

The Committee found that not every county in our selected group was a perfect match for the officials being reviewed. For example, all of the jurisdictions have an elected county legislature and prosecutor, but some do not elect a county executive or sheriff.

And in some cases, the sheriff is elected but, unlike in Montgomery County, is the primary law enforcement agency in the County.

The Committee took into consideration the salaries of County employees in the Management Leadership Service, police officers at the rank of captain or above, and other more highly paid employees. This comparison was useful in our analysis, though not compelling, as many factors determine employee salaries.

## **Sources**

Data sources include, but are not limited to, the Bureau of Economic Analysis, U.S. Department of Commerce; the 2010 U.S. Census and subsequent updates; the National Association of Counties; the Bureau of Labor Statistics, U.S. Department of Labor; Nerdwallet; and written and oral communication with government representatives for each of the jurisdictions referenced in the report.

# **SUMMARY OF RECOMMENDATIONS**



## **SUMMARY OF RECOMMENDATIONS**

### **Benefits**

The Committee is not recommending changes in the current benefit packages for the positions that are the subject of this study.

Generally, the elected officials can participate in the County government's health and life insurance plans. They also can participate in the deferred compensation program. They are all eligible for the County's retirement plans, except for the Sheriff who participates in the State of Maryland's retirement plan.

The Sheriff, State's Attorney, and County Executive also are each authorized a take-home vehicle. The County Executive has a security detail.

### **Salary Changes**

#### **County Executive**

The current salary of the County Executive is \$180,250 and is subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the County Executive's salary increase to \$190,000 at the start of the next term, December 1, 2014. The Committee recommends that, in the remaining three years of the term, the County Executive's salary increase by the annual average percentage increase, if any, in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

#### **County Council**

The current salary of the County Council is \$104,022 and the Council President receives an additional 10 percent, raising that salary to \$114,425. Both salaries are subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the Councilmembers' salary increase to \$125,000 at the start of the next term, December 1, 2014. The Committee recommends that, in the remaining three years of the term, the Councilmembers' salary increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore

Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee recommends that the Council President continue to receive the 10 percent differential.

### **Sheriff**

The current salary of the Sheriff is \$154,000 and is subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the Sheriff's salary, effective December 1, 2014 and for each year of the next term, increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

### **State's Attorney**

The current salary of the State's Attorney is \$199, 000 and is subject to a cost-of-living adjustment effective January 6, 2014.

The Committee recommends that the State's Attorney's salary, effective January 5, 2015 and for each year of the next term, increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

# **RECOMMENDATIONS**

## COUNTY EXECUTIVE

### Historical Background

The 1968 Montgomery County Charter created the position of County Executive. The Charter revisions, separating the executive and legislative functions of the government, were deemed necessary to address County residents' demand for more and improved services and to promote government accountability.

The Montgomery County Charter mandates that "[t]he County Executive shall devote full time to the duties of the office and shall not participate in any private occupation for compensation." County voters elect a County Executive every four years, with an expectation that the elected official administer all Montgomery County Government executive departments and ensure that they consistently provide essential services to residents of a rapidly growing and diverse Montgomery County.

While having "no legislative power except the power to make rules and regulations expressly delegated by a law enacted by the Council or ... Charter," the County Executive is responsible for administering such diverse departments as Libraries, Liquor Control, Police, Recreation, Health and Human Services, and Corrections. The County Executive also develops policies; proposes plans, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions. The Office of the County Executive provides leadership to the community and administrative direction to the County's executive departments and offices.

### Committee Findings

The County Executive oversees the enforcement and implementation of the laws of Montgomery County and provides direction to all executive departments and offices of the County government. The approved Fiscal Year 2014 Operating Budget for the County government (including outside agencies) is about \$4.8 billion, a 4.1 percent increase over FY 2013. The approved number of positions for County government employees is 8,797 full-time and 876 part-time, a 1.5 percent increase from the previous year.

The Committee anticipates that the County's population and development will increase, creating a greater demand for public services. Furthermore, the 2010 U.S. Census reported that 50.7 percent of Montgomery County residents are minority, and 38 percent speak English as a second language. Growth, coupled with our cultural and linguistic diversity, poses mounting challenges for government officials at all levels to

be open, accessible, and responsive as they work to ensure high value for our tax dollars. In addition, the Committee expects increased pressure on the County Executive in the next few years to help guide the County as it climbs out of the recent recession.

The Committee considered salaries in comparable counties as a factor in determining its recommendation for the County Executive's salary over the next term. The Committee looked at seven counties across the nation with demographics and government structures similar to ours and selected counties that also have an elected County Executive with similar responsibilities. As the following chart illustrates, our County Executive's salary is mid-range for this group:

<b>County</b>	<b>Median Household Income</b>	<b>Population (July 1, 2012 U.S. Census Bureau Estimate)</b>	<b>Salary</b>
Bergen, NJ	\$83,443	918,888	\$134,617
St. Louis, MO	\$58,630	1,000,438	\$140,000
Oakland, MI	\$66,456	1,220,660	\$173,500
Nassau, NY	\$95,823	1,349,233	\$174,000
<b>Montgomery, MD</b>	<b>\$95,660</b>	<b>1,004,709</b>	<b>\$180,250</b>
Prince George's, MD	\$73,447	881,138	\$185,527
King, WA	\$70,567	2,007,440	\$209,393
Suffolk, NY	\$87,187	1,499,273	\$214,605

The Committee reviewed top federal salaries to obtain an additional benchmark. Level I (highest level) Executive Schedule employees, who are appointed, receive \$199,700 annually. Senior Executive Service (SES) employees currently are capped at \$179,700 and are eligible to receive bonuses of five to twenty percent of salary. Salaries for federal employees currently are frozen at 2010 levels until at least December 31, 2013. The Committee also notes that the current salary for members of the U.S. Congress (both House and Senate) is \$174,000 per year. Majority and minority leaders receive \$193,400. The Speaker of the House earns \$223,500.

### **Committee Recommendations**

The Committee recommends that at the start of the next term, December 1, 2014, the County Executive's salary be set at \$190,000.

On the first Monday of December in 2015, 2016, and 2017, this salary will be adjusted by the annual average percentage increase, if any, in the Consumer Price Index for All

Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

This recommendation is based on the following:

- The County Executive for Montgomery County will face an increase of challenges in a growing and diverse community. Compensation for this position should reflect those changes.
- Of the seven counties with which the Committee compared the salary of the County Executive, three had County Executive salaries higher than that of Montgomery County, and four lower than that of Montgomery County. Two of three counties with a higher County Executive salary (King, WA and Suffolk, NY) had populations significantly higher than that of Montgomery County. However, the salary of the County Executive of the less-populous Prince George's County is higher than that of Montgomery County.
- This recommendation will reduce the difference between the salaries of the County Executives for Montgomery and Prince George's counties. Both counties are part of the Washington, DC metropolitan area and share similar characteristics, but Montgomery County has a higher population; fairness dictates that the salary of the County Executive for Montgomery County be comparable to or slightly higher than the County Executive salary for Prince George's County.
- With the recommended salary of \$190,000 at the start of the next term, the Committee projects the following salary estimates for the four years.<sup>6</sup>

<b>Current (effective 12/3/12)</b>	<b>Previously approved (Bill 36-09) 12/2/2013 (2.28%)</b>	<b>12/1/2014</b>	<b>12/7/2015 (2.45%)</b>	<b>12/5/2016 (3.0%)</b>	<b>12/4/2017 (3.3%)</b>
\$180,250	\$184,360	\$190,000	\$194,655	\$200,495	\$207,111

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<sup>6</sup> Salary projections for December 2013, 2015, 2016, and 2017 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

## COUNTY COUNCIL

### Historical Background<sup>7</sup>

The first Montgomery County Council took office on January 18, 1949 after passage of the Charter, which replaced the County Commissioner form of government. This first Council was composed of seven members, one from each of the five Council Districts by residency and the other two from the County at large. The County Council served as both the chief executive authority and as the legislative branch. The Council was required to sit in executive session at least once in each calendar month, and met in both open and closed executive sessions at least once every week.

Under the provisions of the original Charter, the executive powers granted to the Council included the adoption of expense and capital budgets; the appointment of a County Manager to serve at the Council's discretion; the election of officers from its own membership, including a president; the establishment by resolution of general policies, orders, and instructions for administering the functions of the executive branch; and the power to hold hearings on legislation.

The County Council-County Manager system soon proved inadequate for the rapidly growing population of the County that was demanding more services and accountability from the local government. Thus, a revised charter was prepared and approved in 1968. This charter provided for the election of a County Executive who would be responsible for administering all Montgomery County Government departments. The County Executive would appoint a Chief Administrative Officer to supervise day-to-day operations. The Council would continue to make laws; set tax rates; approve budgets; and deal with planning, zoning, and land use issues.

During its legislative sessions, the Council is authorized to enact or amend local laws for the County, except those of the incorporated municipalities, and to repeal or amend certain local laws for the County previously enacted by the General Assembly.

Since 1990, the County Council consists of nine members, five elected from districts and four Countywide. This configuration gives every County voter the opportunity to vote for a majority of the Councilmembers (four at-large and one from the voter's district).

The Council continues to enact all local laws; oversee zoning and planning, including master plans; appropriate funding for the budgets of County agencies; set property tax

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<sup>7</sup> Much of the history in this section is drawn from the Charter archive.

rates; and also function as the County Board of Health. The Council holds regular weekly sessions and conducts public hearings and work sessions throughout the year.

Each Councilmember has staff who are responsible for carrying out the Councilmember's projects, including a confidential aide provided for by the County Charter. Annually, the Council elects from its members a President to "preside over meetings." Over time, the President's duties have expanded to include more administrative tasks and, as a result, the President's salary is ten percent above the regular members' salary.

In 2006, Montgomery County voters approved an amendment to the County Charter, which states: ".... Membership on the Council shall be considered a full-time position for the purpose of determining compensation. ...." (Montgomery County Charter, §107).

### **Committee Findings**

The Committee was tasked with, among other things, determining an appropriate compensation level for a member of the Montgomery County Council. Specific to this task, the Committee (i) interviewed current and former Councilmembers and administrative personnel; (ii) reviewed compensation levels of certain elective legislative positions in the DC area and similarly-situated jurisdictions in other parts of the country; and (iii) considered the salary range of executive level positions in County government.

This exercise was not an evaluation of the specific performance of any individual Councilmember. Rather, the Committee's focus was on evaluating the scope, breadth, and complexity of the *position* of Councilmember and determining a salary commensurate with the responsibilities, functions, and requirements of such position.<sup>8</sup>

Based on its review, the Committee reiterates and adopts the general finding of the 2009 Compensation Committee that the responsibilities of the County Council are significant, complex, and demanding, and are expected to continue to increase and become more complex. The Committee further finds that, due to steady population growth, greater resident diversity (racial-cultural-linguistic), broad policy demands, sophisticated and intricate land development and budget activities, and an ever more complex economy,

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<sup>8</sup> Currently, the salary of a Councilmember is \$104,022. In December 2013, the Council salary will increase by the lower of (i) the CPI-U for the Washington-Baltimore Metropolitan Area for the twelve months preceding September 1, 2013; or (ii) the amount of the general wage adjustment for MCGEO members. Councilmembers also receive the same health and retirement benefits provided to all County employees.



the responsibilities of and competing demands on an individual Councilmember have increased in the past 10-15 years, and significantly so since 2009.

The population of the County is 1,004,709 (U.S. Census Bureau 2012 estimate), greater than that of six states and the District of Columbia. The size of the County alone is not determinative of the appropriate compensation level. The high income (median household income of \$95,660) and education (56.8 percent of residents 25 years and over hold a Bachelor's degree) levels of County residents and the increasing diversity throughout the County also are factors in this process. This is the framework within which the Committee analyzed the scope and requirements (both expressed and inherent) of the Councilmember position.

The scope of the work of a Councilmember is extraordinarily broad, with significant impacts Countywide. Legislative activity, committee work, and annual budget processes (current budget of approximately \$4.8 billion, up 4.1 percent over FY13) are demanding and time consuming. These necessary components of the job also require extensive research, extraordinary attention to detail, and a constant monitoring of processes and issues. Put simply, the County Council has significant responsibility for ensuring oversight of tax dollars expended and the overall quality of life in the County.

Demanding constituent services requiring extensive relationship building, community outreach, and open communication on various social media exacerbate pressures on time. In the past four years, new means of social media have emerged that place additional demands on Councilmembers.

This 24/7-style workload exists at management levels throughout the economy; however, the Committee finds that Councilmembers confront consistent and complex demands from constituents and that the demands have greatly increased during the last several years. The Committee finds that the current salary does not adequately reflect the intensity and extensiveness of the job and the skills, expertise, and accessibility required and demanded of Councilmembers.

Councilmembers actually spend more than a 40-hour workweek on County business, a necessary commitment of time for successful performance in the position. This includes official time well beyond the legislative session and committee work, as Councilmembers also are expected to participate in non-legislative sessions in the conduct of County business and to attend various and regular meetings with officials of other jurisdictions or representatives of regional bodies.

In addition, the expectations of the residents and businesses of the County add to the responsibilities of the job. Such expectations include immediate attention to constituent demands and attendance at numerous community events and activities. While there may be a fine line between Council work and political outreach, this

Committee finds that constituent contacts at all levels add to the value of the performance.<sup>9</sup>

The scope and level of services of the County result in the requirement for a Councilmember to develop expertise in a number of policy areas with increasing levels of complexity and to carry out demanding functions in the performance of constituent services. The skills and expertise required are similar to those required for high level management positions in the private sector. Although this Committee recognizes that private sector salaries are not an apt comparison, such salaries should inform this process to a certain degree so that the Councilmember salary reflects more the pressures, extensive responsibilities, and leadership demands inherent in such an executive level position.

The Committee reviewed the salary levels of elected legislative officials in certain jurisdictions in the DC metropolitan area and in similarly-situated (*e.g.*, population, demographics, income) jurisdictions around the United States. Precise comparisons are challenging, as responsibilities and salaries of legislators in different jurisdictions vary widely.

Although such comparisons are useful, they should not, and did not, bind the determination for an appropriate salary for the Councilmember position. The Committee finds that, given the vast and complex activities of Montgomery County government and the broad responsibility for leadership over the County's direction and progress placed on Councilmembers, it is appropriate to place the Councilmember salary at the higher end of any comparable jurisdiction review scale. (See table below.)

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<sup>9</sup> The Committee suggests that the Charter Review Commission consider once again whether the position of Councilmember should be classified as full-time. In its review, the Committee finds that the position has all the elements of a full-time position.

<b>County</b>	<b>Median Household Income</b>	<b>Population</b> (2012 U.S. Census Bureau estimate)	<b>Legislator's Salary</b> (December 2012)
Fairfax, VA	\$108,439	1,118,602	\$75,000
Suffolk, NY	\$87,187	1,499,273	\$96,570
Contra Costa, CA	\$79,135	1,049,025	\$97,479
Prince George's, MD	\$73,447	881,138	\$102,486 <sup>10</sup>
<b>Montgomery, MD</b>	<b>\$95,600</b>	<b>1,004,709</b>	<b>\$104,022</b>
District of Columbia	\$61,835	632,323	\$128,340
King, WA	\$70,567	1,931,249	\$139,594
Santa Clara, CA	\$89,064	1,781,642	\$143,031

The Committee finds that the Councilmember salary now is, and has been, deficient relative to the responsibilities and demands of the job and the leadership skills required. In fact, the Council salary lags behind that of each of the other elected positions reviewed by the Committee. Over the past few compensation review cycles, the salaries of the County Executive, the Sheriff, and the State's Attorney were adjusted to levels that are more appropriate to their duties and responsibilities and to bring such salaries in line with those for similar positions in other parts of the country. There was no such "catch-up" adjustment for the Councilmember salary. An increase in the current salary is warranted to make up for lost ground relative to the other elective County positions.

### **Committee Recommendations**

The scope and complexity of the work; the skills, expertise, and experience expected of a Councilmember; and the varied schedule demands all strongly led the Committee in its overall finding that the current Councilmember salary of \$104,022 should increase.

The Councilmember salary should more accurately reflect the scope, complexity, and leadership responsibilities of the job and the value and the demands placed on the position by the community. The Committee believes, also, that an increase in the Councilmember salary is warranted to allow it to match, in relative terms, significant increases in other elective positions in past compensation review cycles.

Accordingly, the Committee recommends that the salary for Councilmembers at the start of the next term, December 1, 2014, increase to \$125,000. For the remaining three years, the Committee recommends that the salary be adjusted by the annual average

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<sup>10</sup> The Prince George's County Charter Review Commission, which also makes recommendations on salaries for elected officials, will start its work on that issue later in 2013.

percentage increase, if any, in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee further recommends that the County Council President continue to be paid at a level 10 percent higher than the Councilmember salary.

With the recommended salary of \$125,000 at the beginning of the next term, the Committee projects the following salary estimates for the four years.<sup>8</sup>

	<b>Current (effective 12/3/12)</b>	<b>Previously approved (Bill 36- 09) 12/2/2013 (2.28%)</b>	<b>12/1/2014</b>	<b>12/7/2015 (2.45%)</b>	<b>12/5/2016 (3.0%)</b>	<b>12/4/2017 (3.3%)</b>
Councilmembers	\$104,022	\$106,394	\$125,000	\$128,063	\$131,905	\$136,258
Council President	\$114,425	\$117,034	\$137,500	\$140,869	\$145,095	\$149,883

This recommendation comes after vigorous discussion among Committee members with varying points of view and reflects a decision in the spirit of comity and meeting of the minds.

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<sup>8</sup> Salary projections for December 2013, 2015, 2016, and 2017 are estimates and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

# SHERIFF

## Historical Background

The Office of the Sheriff of Montgomery County was created in 1777 and, until the early 1920s when the Maryland State Police and Montgomery County Police were established, the Sheriff's Office was the only law enforcement agency in the County.

The Sheriff is a public official under the State government, elected by the County voters in gubernatorial election years to a four-year term. He has 138 deputy sheriffs reporting to him, all of whom are certified Maryland police officers and graduates of the Montgomery County Police Academy or other certified police academies. In addition, the Sheriff has thirty civilian staff employees who fill administrative support and social services counseling functions. The Sheriff's Office total recommended FY14 Operating Budget is \$23.0 million.

The Sheriff's duties have grown dramatically over the last decade as the County's population has increased. The Sheriff's basic job of transporting and maintaining prisoners between the courthouses and correctional facilities has expanded into many other areas of County law enforcement. The Sheriff is responsible for security in County courthouses, fugitive investigations, process service, warrant service, and general law enforcement duties. All Deputy Sheriffs have full arrest powers. They also conduct community police functions, issue traffic citations, and respond to 911 emergency calls.

Deputy Sheriffs participate in the Montgomery County Gang Task Force, Montgomery County Juvenile Court, Montgomery County Firearms Task Force, and the Montgomery County Alcohol Enforcement Task Force. The Sheriff's Office also maintains a Special Response Team (SRT), consisting of tactical (SWAT) and canine members, as well as crisis negotiators and tactical medics.

The Sheriff's Domestic Violence Unit is the lead agency in Montgomery County for the service of civil domestic violence orders, emergency evacuation petitions, peace orders, and related court processes. Deputies in the Sheriff's Office perform welfare checks on domestic violence victims and arrest violators of court protective orders.

The Sheriff's Office is the lead agency at the Montgomery County Family Justice Center, which provides co-located domestic violence related services from multiple County agencies, including the State's Attorney's Office, the Police Department, and the Department of Health and Human Services. The Sheriff's Domestic Violence Unit coordinates a Countywide, multi-agency ALERT team designed to identify and provide an interdisciplinary response to high-risk domestic violence situations.

## Committee Findings

The Committee acknowledges that the Sheriff's Office's workload has grown and has become more complex as the County has evolved. Deputy Sheriffs are well-trained and capable law officers who are called on to perform many law enforcement duties. For example, the Sheriff's Office participates in the Special Events Response Team (SERT) started by the police. The SERT is trained to respond to a variety of events, including those involving weapons of mass destruction and civil disturbance.

The Committee recognizes that the workload and responsibilities of the Sheriff will continue to grow as the issues in Montgomery County change. The opening of the Family Justice Center is one such factor that has resulted in substantial demand on the Sheriff's Office.

In considering the appropriate salary for this position, the Committee looked at the role of the Sheriff in Montgomery County law enforcement, including the areas for which this Office takes the lead. The Committee also surveyed other counties around the country with similar demographics to those of Montgomery County and in which the Sheriff is elected and has a similar role. The Committee found the counties below to be most comparable.

<b>County</b>	<b>Median Household Income</b>	<b>Population (2012 U.S. Census Bureau estimate)</b>	<b>Salary</b>
Prince Georges, MD	\$73,447	881,138	\$132,734
Oakland, MI	\$66,456	1,220,362	\$133,491
<b>Montgomery, MD</b>	<b>\$95,660</b>	<b>1,004,709</b>	<b>\$154,000</b>
Fairfax, VA	\$108,439	1,081,726	\$160,193

The salary for the Sheriff, effective December 3, 2012, is \$154,000. On December 2, 2013, the Sheriff's salary will increase by the lower of the average of the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve-month period preceding September 1, 2013 or the amount of the FY14 general wage adjustment for Fraternal Order of Police members (2.1 percent).

Taking into consideration the factors mentioned above and given that the salary for the position of Sheriff increased from \$112,069 to \$125,000 in 2006 and from \$135,744 to \$154,000 in 2010, the Committee makes the recommendations below.

### Committee Recommendation

For the position of Sheriff, the Committee recommends that the salary increase in each year of the next term, beginning on December 1, 2014, by the average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee's estimates of the salary are outlined in the table below.<sup>11</sup>

Current (effective 12/3/12)	Previously approved (Bill 36-09) 12/2/2013 (2.10% - FOP)	12/1/2014 (2.35%)	12/7/2015 (2.45%)	12/5/2016 (3.0%)	12/4/2017 (3.3%)
\$154,000	\$154,000 + CPI-U or FOP increase (\$157,234)	\$160,929	\$164,872	\$169,818	\$175,422

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<sup>11</sup> Salary projections for December 2013, 2014, 2015, 2016, and 2017 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprec-revenue.pdf>, page 5-4.

## STATE'S ATTORNEY

### Historical Background

The Office of State's Attorney is mandated by the Maryland Constitution. Voters elect a State's Attorney every four years in the general election. The mission of the Office of State's Attorney is to serve the public interest through the fair and honest administration of the legal system. The Office exercises its responsibilities by: prosecuting criminal violations in Montgomery County, educating the public about criminal justice issues, and providing training to lawyers for future service. The Office addresses inequality and promotes fairness in the legal system dealing with criminals, ensures access to the system, promotes professional relationships with judges and attorneys, and furthers the efficient use of resources in the legal system.

The Maryland Constitution requires that the State's Attorney must be "admitted to practice law in this state..." (MD. Const., Art. V, §10). The law also requires candidates for State's Attorney to meet a residency requirement.

The State's Attorney is primarily responsible for prosecutions under State and County criminal laws.

The Office is responsible for the operations of programs dealing with Circuit, District, and Juvenile Court prosecutions; victim/witness court assistance; special prosecutions; prosecution management; and administration services for running the operations. The Office strives to promote community-based problem solving by educating the public with regard to criminal justice issues.

The State's Attorney of Montgomery County appoints two Deputy State's Attorneys and employs 80 full-time Assistant State's Attorneys and more than 50 other professional, administrative, and volunteer staff members. Each year, the Office handles over 25,000 criminal cases.

As noted, the State's Attorney is an elected official responsible for dealing with criminal prosecutorial matters. By contrast, the County Attorney, whose current salary is \$190,000, is not elected but is appointed by the County Executive and is responsible for providing legal advice and services in civil actions for County departments, agencies, boards, and commissions.



## Committee Findings

The current salary of the State's Attorney is \$199,000 and is subject to a cost-of-living adjustment. On January 6, 2014, that salary will increase by the lower of the average percentage increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve-month period preceding September 1, 2013 or the amount of the FY14 general wage adjustment for MCGEO members (3.25 percent).

At the recommendation of the 2009 Committee, the Council approved legislation increasing the salary for the position of State's Attorney as shown in the table below:

1/4/2010	Bill 36-09 effective 1/3/2011	1/2/2012	1/7/2013	1/6/2014
\$173,181+CPI-U	\$199,000	\$199,000	\$199,000	\$199,00+CPI-U or MCGEO GWA

The Committee estimates that the State's Attorney's salary, effective January 6, 2014, will be approximately \$203,000, since it is likely that the CPI-U will be the measure used to determine the increase.

The Committee believes that this compensation level is a reasonable and fair amount. The Committee examined a number of demographically similar jurisdictions with State's Attorneys or equivalent elected prosecutors. As shown in the table below, compensation for the State's Attorney for Montgomery County is in line with that of similar elected officials in comparable counties.

In addition to considering other jurisdictions, the Committee also noted that the position received significant salary adjustments in 2007 and 2011, which provided a good base for future adjustments through the use of the CPI-U. At the start of the term in January 2007, the salary for the State's Attorney increased from \$149,215 to \$160,000, and at the start of the next term in 2011, it went from \$173,753 to \$199,000. The current State's Attorney compensation level is competitive with compensation for other County positions, such as the County Attorney and department heads.

<b>County</b>	<b>County Median Household Income</b>	<b>Population (2012 U.S. Census Bureau estimate)</b>	<b>State's Attorney's Salary</b>
Prince George's, MD	\$73,447	881,138	\$150,000
Westchester, NY	\$80,725	961,670	\$160,000
Fairfax, VA	\$108,439	1,118,602	\$184,791
Suffolk, NY	\$87,187	1,499,273	\$185,993
<b>Montgomery, MD</b>	<b>\$95,600</b>	<b>1,004,709</b>	<b>\$199,000</b>
Contra Costa, CA	\$79,135	1,049,025	\$203,083

### Committee Recommendations

Based on its findings, the Committee recommends that the State's Attorney's salary be adjusted in January of 2015 through 2018 by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year. The Committee's estimates of the salary are outlined in the table below.<sup>12</sup>

<b>Current Term (effective 1/7/2013)</b>	<b>Previously approved for 1/6/2014 (2.28%)</b>	<b>1/5/2015 (2.35%)</b>	<b>1/4/2016 (2.45%)</b>	<b>1/2/2017 (3.0%)</b>	<b>1/2/2018 (3.3%)</b>
\$199,000	\$199,000 + CPI-U \$203,537	\$208,320	\$213,423	\$219,825	\$227,079

<sup>12</sup> Salary projections for January 2014, 2015, 2016, 2017, and 2018 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

# APPENDICES

Resolution No.: 17-686  
Introduced: February 26, 2013  
Adopted: February 26, 2013

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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By: Government Operations and Fiscal Policy Committee

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**SUBJECT:** Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney

**Background**

1. Charter Sections 107 and 204 authorize the Council to prescribe by law the compensation of the members of the County Council and the County Executive for the succeeding terms of office.
2. State law authorizes the Council to establish the salary of the Sheriff and State's Attorney for Montgomery County.
3. Changes in compensation levels apply only to the future terms of these elected offices.
4. The County Council believes that there is a need to examine present compensation levels for these four offices for the terms effective after the November 2014 election.

**Action**

The County Council for Montgomery County, Maryland, approves the following resolution:

1. A citizens' advisory committee to study compensation for the County Executive, County Council, Sheriff, and State's Attorney for the 2006 terms was established by Resolution No. 17-563 adopted on October 16, 2012.
2. The committee must submit recommendations on compensation levels to the Council no later than September 15, 2013.

3. Any action by the Council on compensation becomes effective with the elected terms that begin after the November 2014 general election.
4. The following individuals are hereby appointed to the Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney:

M. Cristina Echavarren (Democrat), Chair  
Chevy Chase, MD

John B. Britton (Democrat)  
Rockville, MD

John A. Gaughan (Republican)  
Bethesda, MD

Jess Henry Montes (Democrat)  
Potomac, MD

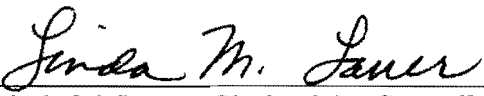
Jonathan J. Prutow (Democrat)  
Rockville, MD

Vernon H. Ricks, Jr. (Democrat)  
Potomac, MD

Jeffrey Slavin (Democrat)  
Somerset, MD

5. M. Cristina Echavarren will serve as Chair.

This is a correct copy of Council action.

  
Linda M. Lauer, Clerk of the Council

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State &amp; County QuickFacts

**Montgomery County, Maryland**

<b>People QuickFacts</b>	<b>Montgomery</b>	
	<b>County</b>	<b>Maryland</b>
Population, 2012 estimate	1,004,709	5,884,563
Population, 2010 (April 1) estimates base	971,777	5,773,552
Population, percent change, April 1, 2010 to July 1, 2012	3.4%	1.9%
Population, 2010	971,777	5,773,552
Persons under 5 years, percent, 2012	6.5%	6.2%
Persons under 18 years, percent, 2012	23.5%	22.8%
Persons 65 years and over, percent, 2012	12.9%	13.0%
Female persons, percent, 2012	51.8%	51.6%
White alone, percent, 2012 (a)	63.2%	60.8%
Black or African American alone, percent, 2012 (a)	18.3%	30.0%
American Indian and Alaska Native alone, percent, 2012 (a)	0.7%	0.5%
Asian alone, percent, 2012 (a)	14.7%	6.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.1%	0.1%
Two or More Races, percent, 2012	3.1%	2.5%
Hispanic or Latino, percent, 2012 (b)	17.9%	8.7%
White alone, not Hispanic or Latino, percent, 2012	47.8%	53.9%
Living in same house 1 year & over, percent, 2007-2011	86.1%	86.4%
Foreign born persons, percent, 2007-2011	31.4%	13.5%
Language other than English spoken at home, percent age 5+, 2007-2011	38.1%	16.2%
High school graduate or higher, percent of persons age 25+, 2007-2011	91.1%	88.2%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	56.8%	36.1%
Veterans, 2007-2011	50,929	443,652
Mean travel time to work (minutes), workers age 16+, 2007-2011	33.9	31.7
Housing units, 2011	377,575	2,391,350
Homeownership rate, 2007-2011	68.8%	68.7%
Housing units in multi-unit structures, percent, 2007-2011	32.9%	25.4%
Median value of owner-occupied housing units, 2007-2011	\$469,900	\$319,800
Households, 2007-2011	355,434	2,128,377
Persons per household, 2007-2011	2.68	2.63
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$48,357	\$35,751
Median household income, 2007-2011	\$95,660	\$72,419
Persons below poverty level, percent, 2007-2011	6.3%	9.0%
<b>Business QuickFacts</b>	<b>Montgomery</b>	
	<b>County</b>	<b>Maryland</b>
Private nonfarm establishments, 2011	26,327	133,248 <sup>1</sup>
Private nonfarm employment, 2011	412,473	2,104,022 <sup>1</sup>
Private nonfarm employment, percent change, 2010-2011	3.1%	1.4% <sup>1</sup>
Nonemployer establishments, 2011	97,739	432,590
Total number of firms, 2007	115,471	528,112
Black-owned firms, percent, 2007	12.4%	19.3%
American Indian- and Alaska Native-owned firms, percent, 2007	0.7%	0.6%
Asian-owned firms, percent, 2007	12.1%	6.8%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%	0.1%
Hispanic-owned firms, percent, 2007	10.0%	4.9%

B-1

Women-owned firms, percent, 2007	32.4%	32.6%
Manufacturers shipments, 2007 (\$1000)	3,264,117	41,456,097
Merchant wholesaler sales, 2007 (\$1000)	7,426,648	51,276,797
Retail sales, 2007 (\$1000)	13,255,784	75,664,186
Retail sales per capita, 2007	\$14,080	\$13,429
Accommodation and food services sales, 2007 (\$1000)	1,872,772	10,758,428
Building permits, 2012	3,981	15,217

<b>Geography QuickFacts</b>	<b>Montgomery County</b>	<b>Maryland</b>
Land area in square miles, 2010	491.25	9,707.24
Persons per square mile, 2010	1,978.2	594.8
FIPS Code	031	24
Metropolitan or Micropolitan Statistical Area	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	

1: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau; State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits  
Last Revised: Thursday, 27-Jun-2013 14:25:46 EDT

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State &amp; County QuickFacts

**USA**

<b>People QuickFacts</b>	<b>USA</b>
Population, 2012 estimate	313,914,040
Population, 2010 (April 1) estimates base	308,747,508
Population, percent change, April 1, 2010 to July 1, 2012	1.7%
Population, 2010	308,745,538
Persons under 5 years, percent, 2012	6.4%
Persons under 18 years, percent, 2012	23.5%
Persons 65 years and over, percent, 2012	13.7%
Female persons, percent, 2012	50.8%
White alone, percent, 2012 (a)	77.9%
Black or African American alone, percent, 2012 (a)	13.1%
American Indian and Alaska Native alone, percent, 2012 (a)	1.2%
Asian alone, percent, 2012 (a)	5.1%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.2%
Two or More Races, percent, 2012	2.4%
Hispanic or Latino, percent, 2012 (b)	16.9%
White alone, not Hispanic or Latino, percent, 2012	63.0%
Living in same house 1 year & over, percent, 2007-2011	84.6%
Foreign born persons, percent, 2007-2011	12.8%
Language other than English spoken at home, percent age 5+, 2007-2011	20.3%
High school graduate or higher, percent of persons age 25+, 2007-2011	85.4%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	28.2%
Veterans, 2007-2011	22,215,303
Mean travel time to work (minutes), workers age 16+, 2007-2011	25.4
Housing units, 2011	132,312,404
Homeownership rate, 2007-2011	66.1%
Housing units in multi-unit structures, percent, 2007-2011	25.9%
Median value of owner-occupied housing units, 2007-2011	\$186,200
Households, 2007-2011	114,761,359
Persons per household, 2007-2011	2.60
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$27,915
Median household income, 2007-2011	\$52,762
Persons below poverty level, percent, 2007-2011	14.3%
<b>Business QuickFacts</b>	<b>USA</b>
Private nonfarm establishments, 2011	7,354,043
Private nonfarm employment, 2011	113,425,965
Private nonfarm employment, percent change, 2010-2011	1.3%
Nonemployer establishments, 2011	22,491,080
Total number of firms, 2007	27,092,908
Black-owned firms, percent, 2007	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	0.9%
Asian-owned firms, percent, 2007	5.7%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%
Hispanic-owned firms, percent, 2007	8.3%
Women-owned firms, percent, 2007	28.8%
Manufacturers shipments, 2007 (\$1000)	5,319,456,312
Merchant wholesaler sales, 2007 (\$1000)	4,174,286,516
Retail sales, 2007 (\$1000)	3,917,663,456
Retail sales per capita, 2007	\$12,990
Accommodation and food services sales, 2007 (\$1000)	613,795,732

C-1



Building permits, 2012	829,658
<b>Geography QuickFacts</b>	<b>USA</b>
Land area in square miles, 2010	3,531,905.43
Persons per square mile, 2010	87.4

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

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Source: U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits  
Last Revised: Thursday, 27-Jun-2013 13:52:14 EDT

# HISTORICAL SALARY DATA

Position	1990	1994*	1998	2002	2006	2010	Current**
County Executive	\$86,020	\$101,628	\$115,000	\$136,732	\$163,000	\$175,000	\$180,250
County Councilmembers	\$47,423	\$56,029	\$62,500	\$72,557	\$84,721	\$94,040	\$104,022
County Council President	\$52,165	\$61,632	\$68,750	\$79,812	\$93,193	\$103,444	\$114,425
State's Attorney	\$87,712	\$99,175	\$110,000	\$128,898	\$160,000	\$199,000	\$199,000
Sheriff	\$65,000	\$72,397	\$89,500	\$102,000	\$125,000	\$154,000	\$154,000

\* No compensation committee in 1994

\*\* Will increase as of December 2, 2013 (January 6, 2014 for State's Attorney)



# Most Educated Places in America



by Divya on June 24, 2013

What makes an educated population? We put on our thinking caps here at NerdWallet and looked at the data to find the most educated places in America. We used a broad-based approach to show increasing levels of education, from residents with a high school diploma up to those with a doctorate or professional degree. We found that many of the places on this list have underlying industries and educational resources that draw educated residents. Challenging and technical jobs tend to attract more skilled and educated workers, and having educated workers at every level of operation can help sustain a more robust and knowledgeable workforce.

Since just 30.9% of Americans have completed at least a bachelor's degree, we weighted high school and college education more highly. To measure broad-based education, we prioritized a workforce where the majority of workers are moderately educated over a workforce where some workers are very highly educated. We calculated the overall score by weighting the percentages from the following 4 questions.

- 1) What percent finished high school or have an associate's degree as their highest level of education? We weighted this as 30% of the overall score.
- 2) What percent completed a bachelor's degree as their highest level of education? We weighted this as 30% of the overall score.
- 3) What percent completed a master's degree as their highest level of education? We weighted this as 20% of the overall score.
- 4) What percent completed a professional or doctoral degree? We separately calculated the number of residents who completed a professional or doctoral degree and weighted each as 1/2 of the score. We then weighted that as 20% of the overall score.

Check out our cost of living calculator for more information.

## The Most Educated Places in America

### 1. Bethesda, Maryland

Bethesda is home to the main campuses of the Walter Reed National Military Medical Center (where the president gets his yearly check-up), the Uniformed Services University of the Health Sciences and the National Institutes of Health, whose research has helped create hundreds of thousands of biomedical jobs both in Bethesda and around the country. Numerous government, technology, healthcare and investment companies, including Lockheed Martin, GetWellNetwork, and Cambridge Information Group, have headquarters in Bethesda, making it a hot spot for workers in these fields. A whopping 27.3% of the city's population has a professional or doctoral degree as their highest level of education, and another 26.8% of the population has a master's degree as their highest level of education. Only 1.9% of the population did not finish high school. The wide variety of technical and challenging work in Bethesda ensures a continued supply of well-educated workers.

### 2. Palo Alto, California

Located in the San Francisco Bay Area, Palo Alto is famous for being the home of many high-profile technology companies, like CPI International, Hewlett-Packard, Palantir Technologies and IDEO. Not to mention, Stanford University is just minutes away. The university's John W. Gardner Center does important work to improve the early education, and college and career preparation of community youth. The diverse array of innovative and progressive occupations available in the city attracts people with backgrounds in law, technology, medicine and finance. Palo Alto is also notable for having the highest percentage of residents with a doctoral degree, at 14.5% of the population.

### 3. Wellesley, Massachusetts

Wellesley is best known for its namesake college and for the private business school, Babson College, both of which have been lauded for their education programs. Wellesley College also has the Wellesley Centers for Women, which is dedicated to creating positive social change for women across the world through research and community development. Wellesley High School has been noted for its excellent public education programs. But opportunities for higher education work are not the only draw for Wellesley. Finance, healthcare and biotechnology companies like Sun Life Financial, Harvard Pilgrim Health Care and Biogen Idec also help Wellesley maintain a well-educated and diverse work population. Incredibly, 80.3% of the population has a bachelor's degree or graduate degree, and only 2.2% of the population did not finish high school.

### 4. Brookline, Massachusetts

Brookline is what you'd call a "college town". Several different universities can be found in or nearby Brookline, including Newbury College, Boston College and Boston University. Boston College's Neighborhood Center was established in 1995 to provide service and resources to the Allston-Brighton community, and Boston University's Boston Public Schools Collaborative actively supports funding of local public schools and provides education programs to help students prepare for college. Brookline also has numerous primary and secondary schools, both public and private. The large number of nearby universities and medical centers provides a wealth of choices for highly educated workers, and some researchers and academics commute from Brookline to work in Boston. Brookline has the second highest percentage of residents with a doctoral degree, at 14.4% of the population, and it matches up with Bethesda for having the highest percentage of residents with either a professional or doctoral degree, at 27.3% of the population.

### 5. Potomac, Maryland

Potomac has been called one of the richest and most expensive places in the US, and it is home to many highly educated people who work in business, health, education, science and finance. Many of the lawyers, tech specialists, doctors, scientists and business executives who commute to Washington, DC, live in Potomac. The nearby Montgomery College's Workforce Development & Community Education department does its part to keep the community well educated by offering academic development programs for both youth and adults. 78.6% of the population of Potomac has a bachelor's degree or graduate degree, and a low 2.5% did not finish high school.

### 6. Needham, Massachusetts

Needham is a haven for engineers and tech workers. The Franklin W. Olin College of Engineering is based in Needham, and the college has a strong community service organization called SERV that supports local education (especially in engineering and computer sciences) and community development. Needham is also the home of one of the first industrial parks in the United States. The introduction of tech companies, like PTC Products, offering high-value job opportunities helped establish it as a destination for people with computer and technology backgrounds. Needham has a long-standing rivalry with Wellesley, Massachusetts, particularly when it comes to high school football, and the two continue to be rivals when it comes to education level. 73.1% of the population has a bachelor's degree or graduate degree, and only 2.5% of the population did not complete high school.

### 7. Cupertino, California

Sometimes called the "heart" of Silicon Valley, Cupertino is of particular note for fans of Apple products, as the company's corporate headquarters can be found there. Technology and computer science are the big magnets for educated workers in Cupertino, with major employers like Trend Micro, Lab126 and HP ArcSight, in addition to Apple, maintaining headquarters in the city. Cupertino's highly rated public elementary and primary schools are another attraction for educated workers, in addition to the nearby Stanford University, Santa Clara University and San Jose State University. San Jose State University's Urban & Regional Planning department has long been working to improve the safety and transportation structure of nearby communities. Residents with bachelor's and master's degrees make up the biggest chunk of the educated population of Cupertino, at 63% of the total population; another 10.6% has either a professional or doctoral degree.

#### 8. Upper Arlington, Ohio

Upper Arlington's progressive education community makes it an appealing destination for education workers. There are a variety of elementary schools, two of which offer alternative teaching styles. Upper Arlington High School has been praised for participating in the International Baccalaureate program and for offering a range of Honors and Advanced Placement classes. For researchers and academics, there is the nearby Ohio State University, which also has a number of active community engagement programs through their Community Development department, such as business development and retention, industry partnerships, and community planning. Many of the finance, tech, aviation and medical research workers who work in nearby Columbus call Upper Arlington home. Upper Arlington distinguishes itself from the rest of the top 10 by having both the highest percentage of residents with bachelor's degrees, at 41.1%, and lowest percentage of residents who did not finish high school, at 1.6%.

#### 9. Westport, Connecticut

Westport's nearness to New York City makes it a natural fit for many people working in finance, science and technology. It has a strong economy of its own, lead by major employers like Bridgewater Associates, Canaan Partners, BNY Mellon, Terex and dLife. Several non-profits are headquartered in Westport, including Save the Children and the Smith Richardson Foundation. Fairfield University is just a short distance away, and it is known for producing both a MacArthur and Guggenheim fellow, and 62 Fulbright scholars in the last 20 years. Fairfield University also provides local educational support through the Office of Service Learning, including faculty and course development, and community partnership development. 74.7% of Westport's population holds a bachelor's or graduate degree, and just 2.4% of the population did not complete high school.

#### 10. Newton, Massachusetts

Healthcare, education and technology are common industries for residents of Newton. The city is also home to New England Cable News, a news network that has been awarded both the George Foster Peabody Award and the Alfred I. duPont - Columbia University Broadcast Journalism Award, making it a top pick for journalists. Business and marketing specialists can find job opportunities at companies like Catalyst Online, while tech specialists have TripAdvisor and PeerApp, among others. Being near Boston makes Newton a popular choice for academics and researchers, but Boston College, Mount Ida College and Lasell College can all be found within Newton's boundaries. Lasell College's Center for Community-Based Learning works with local organizations to improve early education. 20.6% of Newton's population holds either a professional or doctoral degree, and 54.3% has a bachelor's or master's degree.

Rank	City	Percent with High School Diploma as Highest Education Level	Percent with Associates Degree as Highest Education Level	Percent with Bachelor's Degree as Highest Education Level	Percent with Master's Degree as Highest Education Level	Percent with Professional Degree as Highest Education Level	Percent with Doctoral Degree as Highest Education Level	Overall Education Score
1	Bethesda, Maryland	11.7%	2.2%	30.1%	26.8%	15.5%	11.8%	56.3
2	Palo Alto, California	12.9%	3.8%	28.2%	27.9%	9.9%	14.5%	55.9
3	Wellesley, Massachusetts	14.8%	2.8%	32.0%	28.9%	11.9%	7.5%	55.1
4	Brookline, Massachusetts	13.5%	2.7%	29.5%	23.7%	12.9%	14.4%	54.9
5	Potomac, Maryland	15.4%	3.6%	31.4%	22.5%	15.0%	9.7%	54.8
6	Needham, Massachusetts	18.4%	6.0%	31.1%	26.0%	10.3%	5.7%	54.5
7	Cupertino, California	17.4%	5.0%	33.3%	29.7%	4.0%	6.6%	53.9
8	Upper Arlington, Ohio	21.3%	3.9%	41.1%	15.6%	9.8%	6.8%	53.5
9	Westport, Connecticut	20.2%	2.7%	37.2%	25.8%	9.1%	2.6%	52.9
10	Newton, Massachusetts	18.8%	2.9%	27.5%	26.8%	11.2%	9.4%	52.6
11	East Lansing, Michigan	22.4%	6.1%	32.1%	19.7%	6.4%	10.2%	52.6
12	Davis, California	20.9%	5.4%	31.9%	16.1%	9.9%	12.0%	52.5
13	Brentwood, Tennessee	25.1%	5.0%	44.2%	14.0%	6.9%	2.9%	52.2
14	Coral Gables, Florida	21.9%	8.4%	31.3%	16.3%	11.4%	5.5%	51.9
15	Carmel, Indiana	25.9%	5.3%	37.0%	18.1%	7.2%	4.8%	51.9
16	Boulder, Colorado	19.5%	3.8%	34.6%	23.0%	5.7%	8.3%	51.8
17	Ann Arbor, Michigan	21.3%	3.7%	29.7%	25.6%	6.4%	9.5%	51.8
18	Oak Park, Illinois	23.3%	6.3%	30.9%	22.7%	8.0%	5.1%	51.8
19	Wildwood, Missouri	29.0%	8.6%	37.1%	16.3%	4.4%	2.8%	51.6
20	Winchester, Massachusetts	24.8%	5.6%	31.6%	19.1%	9.1%	7.0%	51.6

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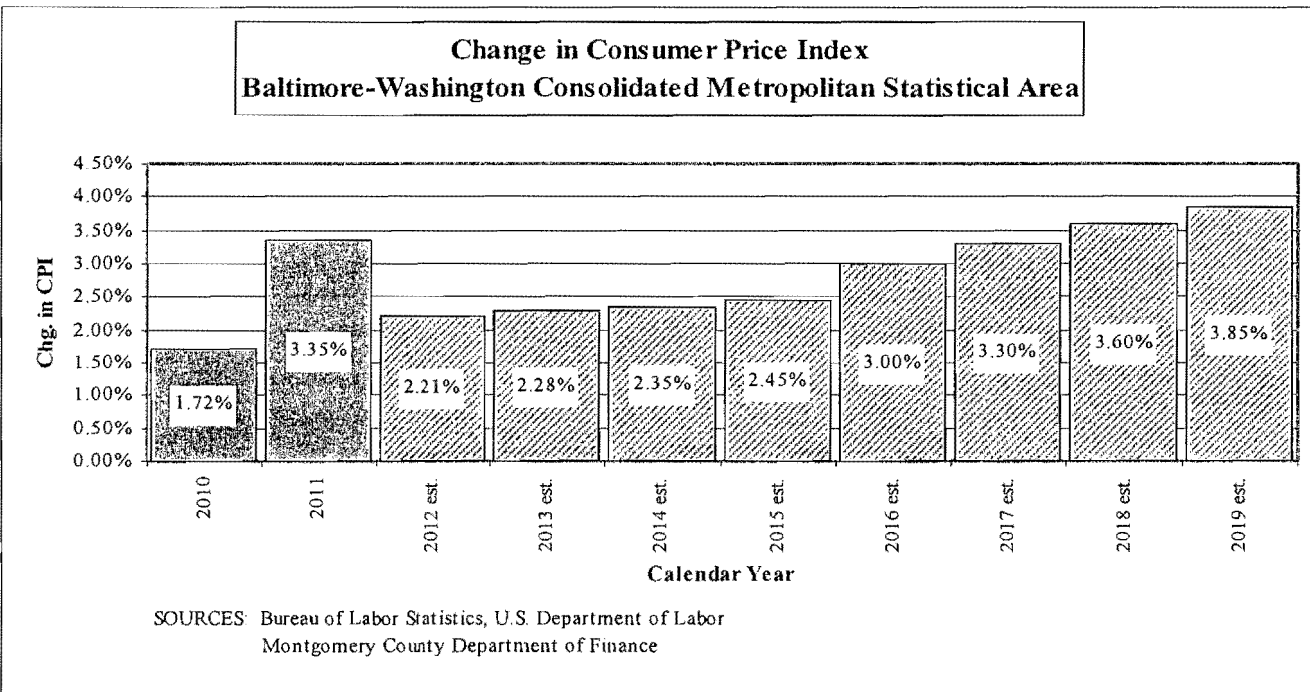


Table 17  
The Self-Sufficiency Standard for Montgomery County, MD 2012

MONTHLY COSTS	Adult	Adult + Preschooler	Adult + Infant Preschooler	Adult + Preschooler School-age	Adult + School-age Teenager	2 Adults + Infant	2 Adults+ Infant Preschooler	2 Adults + Preschooler School-age
Housing	\$1,479	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677
Child Care	\$0	\$1,174	\$2,223	\$1,782	\$608	\$1,049	\$2,223	\$1,782
Food	\$256	\$389	\$512	\$584	\$676	\$623	\$733	\$802
Transportation	\$181	\$181	\$181	\$181	\$181	\$362	\$362	\$362
Health Care	\$155	\$393	\$405	\$416	\$447	\$456	\$468	\$479
Miscellaneous	\$207	\$381	\$500	\$464	\$359	\$417	\$546	\$510
Taxes	\$727	\$1,322	\$1,930	\$1,657	\$1,063	\$1,286	\$1,740	\$1,561
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	-\$50	-\$100	-\$100	-\$50	-\$50	-\$100	-\$100
Child Tax Credit (-)	\$0	-\$83	-\$167	-\$167	-\$167	-\$83	-\$167	-\$167
SELF-SUFFICIENCY WAGE								
HOURLY	\$17.07	\$30.59	\$40.68	\$36.90	\$27.24	\$16.29 per adult	\$21.26 per adult	\$19.62 per adult
MONTHLY	\$3,005	\$5,384	\$7,161	\$6,494	\$4,795	\$5,735	\$7,482	\$6,906
ANNUAL	\$36,060	\$64,606	\$85,926	\$77,933	\$57,536	\$68,825	\$89,784	\$82,877

The Self-Sufficiency Standard for Maryland 2012, prepared by the University of Washington School of Social Work for the Maryland Community Action Partnership.

## INDICATORS OF MONTGOMERY COUNTY PROGRESS

### poverty trends

#### MONTGOMERY COUNTY

- The rate of poverty in Montgomery County increased from 6.7 percent in 2009 to 7.5 percent in 2010, totaling 72,259 residents. This is the highest poverty rate in two decades.
- Between 2009 and 2010, the number of residents in poverty increased by 11.8 percent, adding over 7,600 people.
- The increase of Montgomery County residents in poverty since the recession accounts for 24.1 percent of the state's increase.

#### STATE

- In 2010, about 560,000 people in Maryland lived in poverty, an increase of 50,796 people from the previous year.
- The state's poverty rate increased by less than one percent, from 9.2 percent in 2009 to 9.9 in 2010.

#### POVERTY IN MARYLAND

Poverty is on the rise in the suburbs. Montgomery County is part of that trend, with the number of people in poverty in 2010 growing to an estimated 7.5 percent – the highest poverty rate in two decades. The county continues to be a magnet for new residents, many of whom emigrate from other countries. Recent arrivals often fill service and construction jobs, a sector hard hit by the two recessions of the last decade. Yet, that group will be well-positioned to take advantage of economic recovery.

- Thirteen percent of Maryland residents living in poverty reside in Montgomery County.
- Maryland tied Connecticut and New Jersey for the second lowest poverty rate of all states. Virginia is tied for 6th lowest at 11.1 percent.

	1989	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Montgomery County	4.3%	5.3%	5.1%	5.1%	5.6%	6.4%	6.5%	4.8%	4.8%	5.1%	5.8%	6.7%	7.5%
Alexandria, VA	7.3%	7.9%	7.5%	7.2%	7.8%	8.8%	8.3%	7.7%	7.2%	8.3%	8.0%	9.1%	9.3%
Arlington, VA	5.6%	5.7%	5.8%	5.8%	6.3%	7.4%	7.1%	7.7%	7.0%	6.5%	6.7%	6.6%	7.2%
Fairfax County, VA	3.4%	4.4%	4.1%	4.4%	5.0%	5.8%	5.3%	5.1%	5.2%	4.9%	4.9%	5.6%	5.9%
Howard County, MD	2.6%	3.9%	3.8%	3.7%	3.9%	4.7%	4.8%	3.9%	4.3%	4.5%	4.3%	4.5%	5.2%
Prince George's County, MD	6.1%	7.8%	7.4%	7.5%	8.3%	9.3%	9.3%	8.3%	7.7%	8.1%	6.7%	7.8%	9.4%
Washington, D.C.	15.0%	17.3%	16.3%	17.5%	17.2%	17.5%	18.3%	18.3%	18.1%	17.1%	16.9%	17.6%	18.8%
Maryland	9.3%	8.0%	7.9%	7.7%	8.3%	8.8%	9.2%	8.3%	8.0%	8.3%	8.2%	9.2%	9.9%
United States	12.8%	11.9%	11.3%	11.7%	12.1%	12.5%	12.7%	13.3%	13.0%	13.0%	13.2%	14.3%	15.3%

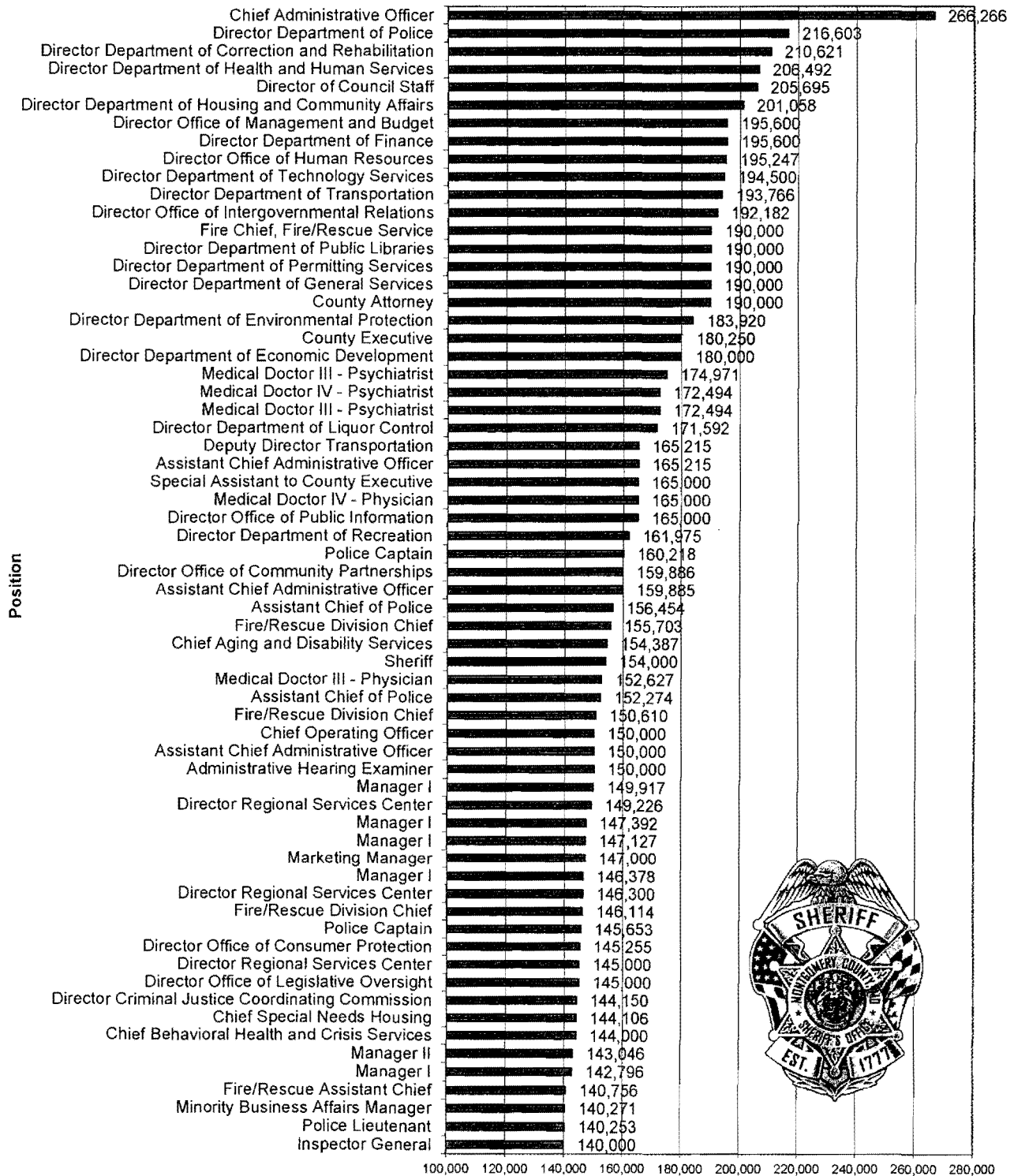
	1989	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Montgomery County	32,917	45,938	45,036	46,101	50,651	58,453	60,179	43,745	44,660	47,063	54,321	64,607	72,259
Alexandria, VA	8,134	10,116	9,744	9,285	10,067	11,271	11,165	10,320	9,685	11,450	11,398	13,486	12,898
Arlington, VA	9,563	10,597	10,907	10,867	11,773	13,587	13,740	14,781	13,726	13,005	13,735	13,988	14,903
Fairfax County, VA	27,880	42,240	40,947	43,201	49,894	58,224	53,554	50,621	52,353	49,339	48,966	57,573	63,915
Howard County, MD	4,856	9,629	9,546	9,561	10,114	12,494	12,951	10,251	11,612	12,172	11,633	12,597	14,766
Prince George's County, MD	44,150	61,638	59,566	60,891	67,904	76,644	77,028	68,119	63,275	65,303	53,210	63,748	79,203
Washington, D.C.	86,780	95,123	91,435	97,584	95,179	94,560	98,309	93,799	99,671	95,441	95,232	100,489	107,279
Maryland	441,906	417,207	416,005	408,668	445,430	480,998	506,265	453,850	436,978	455,601	448,788	509,141	559,937
United States	31,528,020	2,791,272	31,581,086	32,906,511	34,569,951	35,861,170	37,039,804	38,231,474	38,757,253	38,052,247	39,108,422	42,868,163	46,215,956

Source: Montgomery County Planning Department analysis of U.S. Census Bureau Small Area Income and Poverty Estimates (SAIPE).

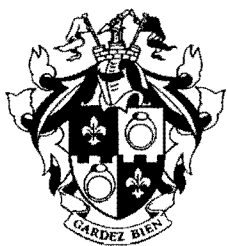
# Montgomery County Salaries

As of January 1, 2013

[Does not include Fire 2.75%, Police 2.1% July 2013, and general 3.25% Sept. 2013, future increases]







# Montgomery County Council

*For Immediate Release*

July 18, 2013

Contact: Jean Arthur 240-777-7934 Susan Mabie 240-777-7929

## **Montgomery County Compensation Committee Seeks Public Comment on Salaries for County Executive, County Councilmembers, Sheriff, and State's Attorney**

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ROCKVILLE, Md., July 18, 2013—Montgomery County's Compensation Committee, which every four years is charged with examining the salaries of certain County elected officials—including those of the County Executive and members of the County Council—is seeking public comment as it prepares to make salary recommendations that would apply for the next four-year term.

The seven-member committee also will make recommendations on the salaries of the County Sheriff and the State's Attorney. The recommendations will not apply to incumbent office holders, but will apply to the winners of elections held in November 2014. The recommendations, if accepted by the Council, will go into effect on January 1, 2015 for the State's Attorney and December 2, 2014 for the other positions.

The Council can accept or reject the recommendations made by the committee. Recommendations are due to the Council no later than September 15 of this year.

County residents can send comments by e-mail to [jean.arthur@montgomerycountymd.gov](mailto:jean.arthur@montgomerycountymd.gov) or by mail to Compensation Committee / Montgomery County Council / 100 Maryland Ave., 5<sup>th</sup> Floor / Rockville, MD 20850 / Attn: Jean Arthur. The deadline for comments is August 9, 2013.

The Committee is seeking public comment on the following:

**County Executive**

The current salary for the County Executive is \$180,250.

On December 2, 2013 the County Executive's salary will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).

### **County Council**

The current salary for the Councilmembers is \$104,022; the Council President receives an additional 10 percent (\$114,425).

On December 2, 2013 the salary for Councilmembers will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).

### **Sheriff**

The current salary for the Sheriff is \$154,000.

On December 2, 2013 the Sheriff's salary will increase by the lower of the average of the CPI-U for the Washington-Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for Fraternal Order of Police members (2.1 percent).

### **State's Attorney**

The current salary for the State's Attorney is \$199,000.

On January 1, 2014 the State's Attorney's salary will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).