



Delaware State Government Remuneration Study

Prepared for the Delaware Compensation
Commission

January 10, 2025



Report Outline

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Introduction and Background

- The Delaware Compensation Commission (“DCC” or “Commission”), as outlined in 29 Del. C. c.33 §3303, shall conduct a remuneration study every four years to be submitted on the first day of the session of the General Assembly
- The DCC has retained WTW to collect relevant competitive remuneration market data from a variety of sources for consideration by the Commission and covering state government executive, legislative and judicial positions

Introduction and Background

Relevant Provisions

As outlined in **29 Del. C. § 3303**, the Commission shall make a study of the salaries, emoluments, mileage, per diem, travel and other expense allowances and reimbursements (hereinafter collectively referred to as "remuneration") of the members of the General Assembly, the Governor, members of the Governor's cabinet, the Lieutenant Governor, the State Auditor, the State Treasurer, the Attorney General, the Insurance Commissioner, the Justices of the Supreme Court, the Chancellor and Vice-Chancellors of the Court of Chancery and all judges and court commissioners of the Superior Court, the Court of Common Pleas and the Family Court, the Chief Magistrate, the justices of the peace and the Chief Defender.

On January 1, 1985, the Commission shall submit to the Governor, the Chief Justice, the President Pro Tempore of the Senate and the Speaker of the House of Representatives its first report establishing such remuneration. Thereafter, the Commission shall cause a report to be prepared every 4 years and submitted on the first day of the session of the General Assembly. The rate of remuneration established in the report for offices which salaries are more than \$25,000, except for the Governor shall not exceed 120% of the remuneration received in the fiscal year in which the report is submitted.

All departments and divisions of the State shall cooperate in furnishing to the Commission such information as the Commission may deem to be necessary to discharge its duties. With each report, the Commission shall include its recommendations to the Governor and General Assembly concerning pension benefits for members of the General Assembly, subject to the approval of the Board of Pension Trustees that such recommendations are based on reasonable actuarial assumptions and that such recommendations shall not require any additional state appropriation.

Introduction and Background

Relevant Provisions

As outlined in **29 Del. C. § 3304**, the remuneration for all offices specified in § 3303 of this title established by the report shall take effect and have the force and effect of law as of July 1 following submission, unless the General Assembly shall by joint resolution reject the report in its entirety within 30 days following the commencement of its session.

Executive Summary – Market Observations

Judicial and Legislative salaries are market competitive in the aggregate; some Executive positions may require market adjustments to improve competitiveness against regional or small state peers

Executive Branch

- When examining a subset of 10 states in the Mid-Atlantic / Northeast¹, the state averages a market ratio of 83%, somewhat **lagging in competitiveness** against these regional peers
- Against four small Northeast states², the state has an average market ratio of 101% indicating **competitive compensation** in the aggregate
- Annual increases since the prior Commission study averaged 3.5%, **comparable** to the Public Sector/Education Sector of 3.7%
 - 3.4%, Tier 1 Executives
 - 3.7%, Tier 2 Executives
 - 3.6%, Elected Officials
- Though aggregate values are in line with observed market, there are positions which require a closer examination
- Against geographically adjacent cities/counties, Delaware is **slightly behind the competitive range** at 87% market ratio

Judicial Branch

- When examining a subset of 10 states in the Mid-Atlantic / Northeast¹, the state **is within the competitive range** against these regional peers
- Against four small Northeast states², the state is **above the competitive range**
- Against four supplemental states³, the state is slightly **below the competitive range** for Supreme Court Justice and **within the competitive range** for General Jurisdiction Judge
- Against four Chancery/Business Court Supplemental states⁴, the state is positioned **above the competitive range**
- Delaware Supreme Court Justice pay runs **slightly behind** comparable roles in the Federal Circuit and District Courts
- When assessing the breakdown of Superior Court, Family Court, Court of Common Pleas and Justice of the Peace Court pay against the Mid-Atlantic / Northeast states, Delaware judges and magistrates are **within the competitive range**

Legislative Branch

- Legislative pay is quite varied across the country which makes direct comparisons difficult
- However, it does appear that Delaware **legislative salaries are well-positioned and competitive** against its peer groups
- With regards to **special payments** for presiding officers, committee chairs, etc. against the Mid-Atlantic / Northeast¹ peer group, Delaware is **behind the market**
 - As with annual pay, practices vary widely so comparison can be difficult (e.g., per session payments versus per year, or a combination of both)
- Delaware **is competitive**, against 4 peer hybrid legislatures⁵ for total compensation (both salary and special payments)
- Delaware pays a **comparable per-diem** but **lags market for mileage reimbursement rates**
- Delaware legislative pay **exceeds Wilmington City Council pay** levels by 14% or more

¹ MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT

² ME, NH, VT, RI

³ CA, FL, GA, IL

⁴ ND, NV, TX, WY

⁵ MD, NC, NJ, VA

Executive Summary – Considerations

Executive Branch

- The Commission may want to conduct a focused review of the following 7 positions as they are below the competitive range in both peer groups
 - Lieutenant Governor
 - State Insurance Comm.
 - Adjutant General
 - Youth Services
 - Labor
 - Agriculture
 - Housing Authority
- Additionally, the CIO and Homeland Security roles are showing notable market variation between the Mid-Atlantic / Northeast region and the Small States; we recommend close examination of those jobs as well

Judicial Branch

- Based on observed market, Delaware judicial salaries are competitive

Legislative Branch

- Like judicial pay, based on observed market, Delaware legislators' salaries are competitive

- When reviewing study findings, consider
 - Reported salary budget projections of 4.0% for the Public Sector / Education Sector
 - Comparability of the state role against the identified peers to confirm that current pay is appropriate considering factors, such as:
 - Difference in the scope/impact of the job compared to the same job in other states
 - State and national economic conditions, including geographic considerations
 - Incumbent's experience, skills, performance relative to the job

Approach and Methodology

Data Sources

- WTW compiled data from the same sources identified from the 2020 Remuneration Study as well as additional market information as requested by the prior Commission
- The sources represent a cross section of public sector, not-for-profit, healthcare, higher education and general industry data
- County and City data were sourced from publicly available resources in each jurisdiction:
 - Anne Arundel County, MD, Baltimore County, MD; City of Baltimore, MD; Howard County, MD; Chester County, PA; City of Philadelphia, PA; City of Wilmington, DE; Kent County, DE; New Castle County, DE, Sussex County, DE
- State payroll data were sourced from publicly available resources, primarily for judicial salaries and two executive positions

Data Source	Positions Covered			Used in 2020 Study
	Executive	Judicial	Legislative	
The Book of the States (published by the Council of State Governments)	✓		✓	✓
National Conference of State Legislatures (NCSL)			✓	New in 2024
City/County Data (10 jurisdictions in DE, MD, PA)	✓		✓ (Wilmington only)	✓
National Center for State Courts (NCSC)		✓		✓
State Payroll Databases	✓	✓		✓
United States Courts		✓		✓
WTW Executive Database	✓			New in 2024
Form 990 Data (ProPublica)	✓			New in 2024

Approach and Methodology

Calculations / Aging

- Market data sources reflect information gathered and published different dates throughout the year
- In some cases, there may be a lag between the data effective date and the market data publication date; therefore, standard practice is to adjust the collected market data by a factor to a common date
 - For the purposes of this study, we aged the data to 1/1/2025 to reflect the time-period under which the Commission will present results, and
 - Applied an annual aging factor of 4% to bring the data to that point in time, prorated based on effective date

Data Source	Effective Date	Prorated Aging Factor
Book of the States ¹	12/31/2023	1.04
NCSL	8/14/2024	1.02
City/County Data ²	Varies by Jurisdiction	
National Center for State Courts	7/1/2024	1.02
United States Courts	1/1/2024	1.04
State Payroll Databases ²	Varies by Jurisdiction	
Housing Authority and Chief Public Defender supplemental data ²	Varies by Jurisdiction	
WTW Survey Databases	4/1/2024	1.03
Form 990 Data	6/30/2023	1.06

¹ The aging dates and factors are listed in the appendix

² For Legislative Special Payments, data is as of 2022 and was prorated/aged by 1.08

- WTW selected 4% as the aging factor based on Public Sector / Education organizations supplying data on their 2024 average salary increase to the WTW Salary Budget Survey³

Element ³	2024	2023	2022	2021	4-Year Avg
Average Salary Increase (incl 0)	4.0%	4.1%	3.8%	2.8%	3.7%

³ All data from the 2024 WTW United States Salary Budget Planning Survey – July, for the Public Sector and Education.

- For Commission reference, we have also provided the four-year history of this same statistic to understand the trending of salary increases since the prior study
- Notably, the 4-year average reported in the WTW survey is comparable to the average pay increase for the covered positions since the prior study (3.5%, average of executive, judicial and legislative pay increases)

Approach and Methodology

Interpreting the Calculations

Sample Position	Base Salary						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting ¹
	Minimum	25th %ile ¹	50th %ile	Avg	75th %ile ¹	Maximum				
Job 1	\$158,000	\$160,000	\$190,000	\$195,000	\$210,000	\$250,000	\$165,000	87%	28%	9
Job 2	\$140,000	\$155,000	\$170,000	\$180,000	\$205,000	\$245,000	\$165,000	97%	43%	8
Job 3	\$100,000	\$105,000	\$130,000	\$135,000	\$160,000	\$180,000	\$165,000	127%	78%	10
Job 4	\$164,000	--	\$165,000	\$165,000	--	\$166,000	\$165,000	100%	--	2

The lowest value in the sample

The 50th percentile, or median, is a central tendency measure that represents the middle of the data where 50% of the data fall below and 50% of the data fall above. This is the preferred comparator as it reduces the impact of outliers that might otherwise skew the average

The 75th percentile, or third quartile, represents the value where 75% of the data fall below

These values represent the Delaware FY25 Budgeted Salary Values provided by the State of Delaware

Percentile rank shows where Delaware stands relative to the dataset. For example, the 28th percentile means that Delaware pays higher than 28% of the dataset

The 25th percentile, or first quartile, represents the value where 25% of the data observations fall below

The Average is a central tendency measure calculated by taking the sum of all data points divided by the total number of data points

The highest value in the sample

The Market Ratio measures individual pay relative to the market

$$\text{Market Ratio} = \frac{\text{DE Salary}}{\text{Market Median}}$$

WTW considers pay to be competitive if within +/- 10% of 100% (90% to 110%).

These values show the number of observations out of the selected peer group / data sample. A typical threshold for statistical reliability is to have 30 observations; the small sample sizes in this study should be considered when interpreting results

Note: Pay outside of the +/-10% competitive range may still be appropriate based on incumbent characteristics such as performance, or depth of experience / skills relative to the job requirements

Additionally, when market reference data is limited or unavailable, we recommend considering the market for comparable jobs based on internal equity / similar scope and impact

¹ If there are 5 or fewer observations, the 25th and 75th percentile are not reported because the dataset is too small to accurately represent the distribution

Approach and Methodology

State, City and County Peer Groups / Market Scope Parameters

- Within the various sources, we refined data collection based on characteristics that are of most interest to the Commission, specifically related to the size/scope of the state government
- WTW presents exhibits reflecting the following peer groups:

Peer Group Name / Scope Cut	Peer Group Description	Used for:		
		Executive	Judicial	Legislative
Mid-Atlantic / NE States (10)	MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT	✓	✓	✓
Small States (4)	ME, NH, RI, VT	✓	✓	✓
Supplemental States (4)	CA, FL, GA, IL		✓	
Subset of Comparable Hybrid Legislatures (4)	MD, NC, NJ, VA			✓
Chancery/Business Court Supplemental States (4)	ND, NV, TX, WY		✓	
Not-for-Profit Sector	From WTW's survey database, organizations of comparable size - \$6B operating budget	✓		
Public Sector / Education	From WTW's survey database, organizations of comparable size - \$6B operating budget	✓		
Healthcare Sector	From WTW's survey database, organizations of comparable size - \$6B operating budget	✓		
IRS Form 990	Publicly reported remuneration of disqualified persons (executives) for selected Delaware-based non-profit organizations	✓		
City/County Peers	Anne Arundel County, MD; Baltimore County, MD; City of Baltimore, MD; Howard County, MD; Chester County, PA; City of Philadelphia, PA; City of Wilmington, DE; Kent County, DE; New Castle County, DE, Sussex County, DE	✓		✓ (Wilmington Only)

Considerations for Cost of Labor Differences

- At the request of the Commission, we have analyzed the effects of varying costs of labor (COL) on the results given the sample of states under review
- For the primary peer group of 10 Mid-Atlantic / Northeast states
 - We see little impact on the overall competitive position of Delaware pay when pay is normalized
 - For example, for the executive branch salaries, competitive position increases by 1% using state COL adjustments, but decreases by 3% using state capital COL adjustments
 - Ultimately, the number of states (or state capitals) with a COL below Delaware is roughly the same as the number above, effectively off-setting each other in the aggregate calculations

Location	Cost of Labor vs. US
California - State Average	114.4%
Delaware - State Average	104.0%
Florida - State Average	98.4%
Georgia - State Average	100.2%
Illinois - State Average	101.6%
Massachusetts - Commonwealth Average	107.3%
Maryland - State Average	108.0%
Maine - State Average	92.9%
North Carolina - State Average	99.2%
North Dakota - State Average	96.7%
New Hampshire - State Average	102.8%
New Jersey - State Average	117.3%
Nevada - State Average	101.8%
New York - State Average	112.6%
Pennsylvania - Commonwealth Average	101.4%
Rhode Island - State Average	105.9%
Texas - State Average	102.5%
Virginia - Commonwealth Average	105.7%
Vermont - State Average	93.0%
Wyoming - State Average	98.8%

Location	Cost of Labor vs. US
Sacramento, California	110.9%
Dover, Delaware	99.0%
Tallahassee, Florida	90.9%
Atlanta, Georgia	105.4%
Springfield, Illinois	97.9%
Boston, Massachusetts	115.3%
Annapolis, Maryland	107.4%
Augusta, Maine	89.0%
Raleigh, North Carolina	105.7%
Bismarck, North Dakota	94.7%
Concord, New Hampshire	99.4%
Trenton, New Jersey	112.9%
Carson City, Nevada	98.6%
Albany, New York	99.6%
Harrisburg, Pennsylvania	95.5%
Providence, Rhode Island	105.8%
Austin, Texas	110.4%
Richmond, Virginia	103.2%
Montpelier, Vermont	90.7%
Cheyenne, Wyoming	94.3%

Source: Economic Research Institute, Geographic Assessor. Extracted November 15-22, 2024

Executive Branch

State Government - Executive Branch Salaries

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting	Tier
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum					
Governor	\$152,019	\$174,785	\$186,680	\$198,867	\$225,600	\$260,000	\$185,096	99%	48%	10	N/A
Lieutenant Governor ³	\$37,774	\$143,010	\$171,600	\$155,157	\$200,613	\$218,400	\$89,892	52%	14%	9	Elected
Head of Education	\$128,045	\$171,625	\$190,026	\$218,200	\$256,624	\$350,486	\$182,181	96%	34%	10	Tier 1
CIO	\$147,046	\$178,628	\$204,875	\$201,805	\$221,757	\$255,692	\$182,181	89%	29%	8	Tier 1
Health and Social Services	\$175,630	\$189,029	\$212,049	\$217,452	\$239,219	\$275,352	\$178,644	84%	5%	6	Tier 1
OMB	\$125,187	\$156,638	\$181,470	\$188,789	\$218,400	\$255,373	\$167,054	92%	34%	9	Tier 1
Correction	\$147,508	\$178,222	\$191,060	\$186,597	\$202,885	\$221,000	\$165,425	87%	20%	9	Tier 1
Finance	\$171,600	--	\$205,926	\$200,039	--	\$222,591	\$167,054	81%	--	3	Tier 1
State	\$117,000	\$135,238	\$162,116	\$164,546	\$191,698	\$217,558	\$163,011	101%	51%	10	Tier 1
Youth Services	\$168,513	\$182,881	\$200,479	\$211,522	\$224,075	\$290,705	\$160,625	80%	Lowest	6	Tier 1
Transportation	\$168,513	\$187,243	\$190,526	\$200,757	\$216,778	\$243,930	\$156,602	82%	Lowest	8	Tier 1
Homeland Security	\$116,590	\$154,153	\$185,902	\$180,133	\$208,102	\$230,511	\$160,625	86%	28%	8	Tier 1
Human Resources	\$149,217	\$175,718	\$184,057	\$182,085	\$189,266	\$208,000	\$146,423	80%	Lowest	8	Tier 2
Natural Resources/ Environment	\$134,294	\$144,666	\$179,629	\$178,004	\$204,404	\$228,800	\$146,423	82%	26%	6	Tier 2
Adjutant General	\$131,820	\$170,399	\$182,000	\$184,072	\$203,400	\$218,972	\$145,001	80%	5%	9	Tier 2
Agriculture	\$124,028	\$164,195	\$170,342	\$174,089	\$188,500	\$217,557	\$145,001	85%	11%	8	Tier 2
Labor	\$132,829	\$174,569	\$191,889	\$184,176	\$200,606	\$213,200	\$145,001	76%	9%	8	Tier 2
Housing Authority ⁴	--	--	--	--	--	--	\$145,001	--	--	0	Tier 2
State Auditor	\$132,648	\$162,064	\$192,098	\$189,246	\$218,628	\$238,593	\$136,947	71%	4%	7	Elected
State Insurance Commissioner	\$147,046	\$178,628	\$204,875	\$201,805	\$221,757	\$255,692	\$136,947	67%	Lowest	8	Elected
State Treasurer	\$131,190	\$145,327	\$176,800	\$175,472	\$196,803	\$248,346	\$136,947	77%	16%	10	Elected
Attorney General	\$147,046	\$153,208	\$165,211	\$177,875	\$194,528	\$231,545	\$163,840	99%	49%	10	Elected
Chief Public Defender ⁴	--	--	--	--	--	--	\$158,240	--	--	0	Elected
Average - Executive								83%	24%		

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Vermont and Virginia have part-time Lieutenant Governors, similar to Delaware, earning \$84,646 and \$37,774, respectively.

⁴ Data not reported in The Book of the States. Alternate data sources for Housing Authority and Chief Public Defender appear in a supplemental exhibit.

Source: The Council of State Governments, *The Book of the States*.

State Government - Executive Branch Salaries

Small States (ME, NH, RI, VT)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting	Tier
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum					
Governor	\$72,800	--	\$160,923	\$150,957	--	\$209,181	\$185,096	115%	--	4	N/A
Lieutenant Governor ³	\$84,646	--	\$113,828	\$113,828	--	\$143,010	\$89,892	79%	--	2	Elected
Head of Education	\$128,045	--	\$166,664	\$183,153	--	\$271,241	\$182,181	109%	--	4	Tier 1
CIO	\$147,046	--	\$161,559	\$175,950	--	\$233,639	\$182,181	113%	--	4	Tier 1
Health and Social Services	\$175,630	--	\$188,555	\$188,555	--	\$201,480	\$178,644	95%	--	2	Tier 1
OMB	\$125,187	--	\$148,612	\$150,970	--	\$181,470	\$167,054	112%	--	4	Tier 1
Correction	\$147,508	--	\$156,467	\$159,666	--	\$178,222	\$165,425	106%	--	4	Tier 1
Finance	--	--	--	--	--	--	\$167,054	--	--	0	Tier 1
State	\$104,353	--	\$132,389	\$128,035	--	\$143,010	\$163,011	123%	--	4	Tier 1
Youth Services	\$168,513	--	\$184,997	\$184,997	--	\$201,480	\$160,625	87%	--	2	Tier 1
Transportation	\$165,160	--	\$168,513	\$174,555	--	\$189,991	\$156,602	93%	--	3	Tier 1
Homeland Security	\$116,590	--	\$132,988	\$143,995	--	\$193,413	\$160,625	121%	--	4	Tier 1
Human Resources	\$140,586	--	\$149,217	\$155,176	--	\$175,725	\$146,423	98%	--	3	Tier 2
Natural Resources/ Environment	\$134,294	--	\$135,146	\$144,867	--	\$165,160	\$146,423	108%	--	3	Tier 2
Adjutant General	\$131,820	--	\$166,664	\$158,887	--	\$170,399	\$145,001	87%	--	4	Tier 2
Agriculture	\$124,028	--	\$165,160	\$152,452	--	\$168,167	\$145,001	88%	--	3	Tier 2
Labor	\$132,829	--	\$165,160	\$163,569	--	\$192,717	\$145,001	88%	--	3	Tier 2
Housing Authority ⁴	--	--	--	--	--	--	\$145,001	--	--	0	Tier 2
State Auditor	\$111,621	--	\$132,648	\$145,456	--	\$192,098	\$136,947	103%	--	3	Elected
State Insurance Commissioner	\$147,046	--	\$161,559	\$175,950	--	\$233,639	\$136,947	85%	--	4	Elected
State Treasurer	\$113,698	--	\$131,919	\$130,136	--	\$143,010	\$136,947	104%	--	4	Elected
Attorney General	\$147,046	--	\$150,595	\$151,765	--	\$158,823	\$163,840	109%	--	4	Elected
Chief Public Defender ⁴	--	--	--	--	--	--	\$158,240	--	--	0	Elected
Average - Executive								101%			

¹ Quartile data not provided where there are 5 or fewer data points.

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition).

³ Vermont has a part-time Lieutenant Governor, similar to Delaware, earning \$84,646.

Data not reported in The Book of the States. Alternate data sources for Housing Authority and Chief Public Defender appear in a supplemental exhibit.

Source: The Council of State Governments, *The Book of the States*.

State Government - Executive Branch Salaries

Supplemental Data for Housing Authority and Chief Public Defender Roles

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting	Tier
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum					
Housing Authority	\$174,865	\$177,157	\$200,720	\$209,009	\$238,597	\$268,320	\$145,001	72%	Lowest	7	Tier 2
Chief Public Defender	\$157,197	\$160,156	\$195,520	\$187,844	\$210,000	\$225,230	\$158,240	81%	6%	7	Elected

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Small States (ME, NH, RI, VT)

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting	Tier
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum					
Housing Authority	\$177,157	--	\$207,877	\$207,877	--	\$238,597	\$145,001	70%	--	2	Tier 2
Chief Public Defender	\$157,197	--	\$160,156	\$167,226	--	\$184,326	\$158,240	99%	--	3	Elected

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Maine underwent a transition of leadership, so we added both salaries (Justin Andrus: \$84,316.35 and James Billings: \$92,920.25)

³ Excluded NH, PA and NY from analysis because they are independent Not-for-Profit agencies

Note: Some state's Housing Authority role may also be responsible for broader community development programs and therefore, may have a larger scope than Delaware's role

Source: Individual state payroll data sources

Local County and City Executive Salaries

Mid-Atlantic Region (Anne Arundel County, MD; Baltimore County, MD; City of Baltimore, MD; Howard County, MD; Chester County, PA; City of Philadelphia, PA; City of Wilmington, DE; Kent County, DE; New Castle County, DE, Sussex County, DE)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting	Tier
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum					
County Executive/ Mayor	\$133,794	\$144,932	\$196,037	\$192,376	\$218,159	\$280,496	--	--	--	8	--
County Manager/ Chief Administrator	\$165,218	\$189,621	\$247,607	\$231,200	\$270,295	\$278,619	--	--	--	6	--
Assistant/ Deputy Administrator	\$146,124	--	\$196,664	\$193,217	--	\$230,308	--	--	--	5	--
Treasurer	\$89,280	--	\$136,612	\$136,533	--	\$183,628	\$136,947	100%	--	4	Elected
State's Attorney	\$165,543	\$188,586	\$218,567	\$211,307	\$227,673	\$248,323	\$163,840	75%	Lowest	9	Elected
Deputy State's Attorney	\$89,171	\$153,555	\$183,218	\$167,408	\$189,057	\$214,240	--	--	--	7	--
Director HR	\$133,900	\$149,100	\$167,182	\$177,621	\$200,647	\$231,838	\$146,423	88%	23%	9	Tier 2
Director IT/ CTO/ CIO	\$140,374	\$158,443	\$190,833	\$195,721	\$235,320	\$251,314	\$182,181	95%	44%	7	Tier 1
Director Finance/ Accounting	\$165,081	\$171,708	\$178,518	\$193,591	\$223,441	\$235,040	\$167,054	94%	6%	8	Tier 1
Director Budget	\$140,965	\$162,601	\$204,799	\$193,819	\$225,145	\$231,892	\$167,054	82%	28%	6	Tier 1
Director Housing/ Community Development	\$176,748	--	\$194,618	\$194,808	--	\$213,246	\$145,001	75%	--	4	Tier 2
County Attorney/ Solicitor	\$70,085	\$184,529	\$246,261	\$210,562	\$261,666	\$265,200	--	--	--	7	--
Average - Overall								87%	25%		

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Sources: <https://data.phila.gov/visualizations/employee-earnings>
<https://www.mdcounties.org/DocumentCenter/View/6018/1Fiscal-2024-Survey---County-Employee-Salaries?bidId=>
<https://openpayrolls.com>
<https://data.delawareonline.com/salary-search>

General Industry Market Surveys – Executive Salaries

(Pay displayed in thousands)

- This year, the Commission requested a review of 5 executive positions from WTW’s survey databases
- We narrowed the selections to those most relevant for the state comparisons, using the following scope cuts:
 - Not-for-Profit Sector
 - Public Sector/Education Sector
 - Healthcare Sector
- Within each of these cuts, we further narrowed to a scope of \$6B, roughly representing organizations of the same size

Position	Industry	Weight	Market Base Salary ¹		
			25th %ile	50th %ile	75th %ile
Top Safety / Security	Not-For-Profit	100%	\$210	\$360	\$370
	Public Sector and Education	0%	--	--	--
	Healthcare	0%	--	--	--
	Weighted Market Data		\$210	\$360	\$370
Top Finance	Not-For-Profit	33%	\$550	\$710	\$820
	Public Sector and Education	33%	\$515	\$630	\$775
	Healthcare	33%	\$515	\$685	\$910
	Weighted Market Data		\$525	\$675	\$835
Top Administrative	Not-For-Profit	50%	\$210	\$330	\$445
	Public Sector and Education	50%	\$250	\$305	\$380
	Healthcare	0%	--	--	--
	Weighted Market Data		\$230	\$320	\$415
Top HR	Not-For-Profit	33%	\$190	\$205	\$315
	Public Sector and Education	33%	\$195	\$315	\$375
	Healthcare	33%	\$205	\$265	\$320
	Weighted Market Data		\$195	\$260	\$335
Top Information Technology	Not-For-Profit	33%	\$205	\$260	\$295
	Public Sector and Education	33%	\$265	\$325	\$425
	Healthcare	33%	\$255	\$300	\$350
	Weighted Market Data		\$240	\$295	\$355

¹ Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)
 Source: WTW General Industry Executive Survey-US, 2024. WTW Healthcare Executive Survey-US, 2024.

Form 990 Executive Data

Not-for-Profit Healthcare Organizations and Higher Education Institutions

- Similar to the market surveys, the Commission requested insight on the same 5 executive positions from IRS Forms 990, which report compensation for not-for profit organizations
 - No organization reported the Head of Safety / Security as a disqualified persons in their Form 990
- Specifically, the Commission wanted to understand typical pay among healthcare and higher education institutions in Delaware
- Care should be taken with the interpretation of Form 990 base pay values; as this source represents the actual amounts paid during the tax year, it may be prorated for new hires or terminations/retirees

Organization	Title	Base Salary ¹
Bayhealth Medical Center Inc	Treasurer & CFO	\$571.8
Beebe Medical Center Inc	VP Finance CFO	\$617.8
Christiana Care Health Services Inc	CFO, Treas. & Ass'T Secretary	\$662.6
Delaware State University	VP of Finance/CFO	\$216.8
Union Hospital of Cecil County	Treasurer (Ex-Officio)	\$662.6

n = 5

25th Percentile	--
Median	\$617.8
Average	\$546.3
75th Percentile	--

Organization	Title	Base Salary ¹
Bayhealth Medical Center Inc	VP of HR (as of 07/05/2022)	\$191.6
Beebe Medical Center Inc	Former VP Human Resources	\$195.9
Christiana Care Health Services Inc	Chief People Officer	\$546.9
Union Hospital of Cecil County	Director of HR - Cecil Campus	\$203.5
University of Delaware	VP & Chief HR Officer	\$339.7

n = 5

25th Percentile	--
Median	\$203.5
Average	\$295.5
75th Percentile	--

Organization	Title	Base Salary ¹
Bayhealth Medical Center Inc	Admin/VP Operations	\$300.4
Delaware State University	Chief Administrative Officer	\$217.4

n = 2

25th Percentile	--
Median	\$258.9
Average	\$258.9
75th Percentile	--

Organization	Title	Base Salary ¹
Bayhealth Medical Center Inc	VP & CIO	\$323.8
Beebe Medical Center Inc	VP and Chief Information Officer	\$331.2
Christiana Care Health Services Inc	Chief Digital & Info Officer	\$713.2
Delaware State University	Chief Information Officer	\$185.7
University of Delaware	VP, Information Technologies	\$373.4

n = 5

25th Percentile	--
Median	\$331.2
Average	\$385.5
75th Percentile	--

¹ Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Source: ProPublica, Nonprofit Explorer <https://projects.propublica.org/nonprofits/>, extracted October 21, 2024

Delaware Educational Institutions Data

- Lastly, the Department of Human Resources provided additional data on educational institutions salaries within the state for key/selected positions

Position	Institution	Base Salary ^{1,2}						Number of States Reporting
		Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum	
Chief Information Officer	Delaware State	\$181,516	--	--	\$181,516	--	\$181,516	1
Vice President for Finance	Delaware Technical Community College	\$200,748	--	--	\$200,748	--	\$200,748	1
CW Director of Public Safety	Delaware Technical Community College	\$109,130	--	--	\$109,130	--	\$109,130	1
Director of Human Resources	Delaware Technical Community College	\$124,375	--	--	\$130,701	--	\$137,585	4
Director Finance	School Districts	\$128,011	\$140,213	\$159,574	\$156,365	\$165,803	\$187,546	10
Superintendent	School Districts	\$148,057	\$179,669	\$196,365	\$194,802	\$211,209	\$221,418	19

¹. Quartile data not provided where there are 5 or fewer data points

². Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Source: Provided by Delaware Department of Human Resources, October 9, 2024 and November 15, 2024.

Judicial Branch

State Judicial Salaries

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Supreme Court Justice	\$195,802	\$209,106	\$230,890	\$229,670	\$245,277	\$262,650	\$223,064	97%	30%	10
Intermediate Appellate Court Judge	\$193,413	\$218,054	\$219,857	\$224,722	\$236,836	\$250,002	--	--	--	7
General Jurisdiction Judge	\$172,508	\$194,077	\$210,027	\$206,802	\$216,590	\$237,252	\$207,112	99%	33%	10

Small States (ME, NH, RI, VT)

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Supreme Court Justice	\$175,711	--	\$198,853	\$202,092	--	\$234,950	\$223,064	112%	--	4
Intermediate Appellate Court Judge	--	--	--	--	--	--	--	--	--	0
General Jurisdiction Judge	\$164,699	--	\$187,751	\$187,933	--	\$211,532	\$207,112	110%	--	4

¹ Quartile data not provided where there are fewer than 5 data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Represents the average of judges in the Superior Court, Family Court, Court of Common Pleas and the Justice of the Peace Court

Source: The National Center for State Courts, https://www.ncsc.org/data/assets/pdf_file/0017/102590/JSS_July-2024_Final.pdf. Extracted October 21, 2024

State Judicial Salaries

Supplemental States Group 1 (CA, FL, GA, IL)

Below Range Above Range

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Supreme Court Justice	\$192,894	--	\$277,392	\$261,148	--	\$296,916	\$223,064	80%	--	4
Intermediate Appellate Court Judge	\$191,750	--	\$248,436	\$241,745	--	\$278,360	--	--	--	4
General Jurisdiction Judge	\$191,552	--	\$222,042	\$221,664	--	\$251,021	\$207,112	93%	--	4

Supplemental States Group 2 (ND, NV, TX, WY)

Position	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Supreme Court Justice	\$173,400	--	\$189,355	\$185,776	--	\$190,995	\$223,064	118%	--	4
Intermediate Appellate Court Judge	\$168,300	--	\$175,134	\$175,134	--	\$181,968	--	--	--	2
General Jurisdiction Judge	\$157,080	--	\$168,868	\$167,360	--	\$174,624	\$207,112	123%	--	4

¹ Quartile data not provided where there are fewer than 5 data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Represents the average of judges in the Superior Court, Family Court, Court of Common Pleas and the Justice of the Peace Court

Source: The National Center for State Courts, https://www.ncsc.org/data/assets/pdf_file/0017/102590/JSS_July-2024_Final.pdf. Extracted October 21, 2024

Auxiliary Justice Compensation Research

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

Below Range Above Range

Superior Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$177,735	\$205,720	\$224,140	\$224,581	\$250,969	\$256,285	\$222,490	99%	49%	8
Judge/ Associate Judge	\$172,508	\$195,527	\$218,079	\$213,081	\$224,899	\$248,621	\$211,358	97%	42%	9
Magistrate	\$175,644	--	\$183,600	\$183,600	--	\$191,556	--	--	--	2
Family Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$170,899	--	\$238,896	\$224,791	--	\$250,474	\$222,490	93%	--	4
Judge/ Associate Judge	\$165,872	\$196,109	\$208,522	\$204,880	\$219,908	\$227,733	\$211,358	101%	57%	7
Magistrate	\$147,436	--	\$175,644	\$172,860	--	\$195,501	--	--	--	3
Court of Common Pleas	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$170,899	\$219,152	\$230,553	\$226,112	\$247,411	\$256,285	\$216,416	94%	19%	6
Judge/ Associate Judge	\$165,872	\$195,435	\$201,922	\$204,972	\$223,394	\$231,586	\$198,619	98%	45%	8
Magistrate	\$175,644	--	\$194,571	\$194,571	--	\$213,498	--	--	--	2
Justice of the Peace Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$170,899	--	\$196,895	\$196,895	--	\$222,892	--	--	--	2
Judge/ Associate Judge	\$165,872	--	\$196,691	\$195,152	--	\$222,892	--	--	--	3
Chief Magistrate	\$0	--	--	--	--	\$0	\$155,847	--	--	0
Magistrate	\$114,372	--	\$175,644	\$167,615	--	\$212,830	--	--	--	3

¹ Quartile data not provided where there are fewer than 5 data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Note: Each state may have a different court structure and tilting of judicial positions versus Delaware. WTW selected the closest match, based on the descriptions provided by the state.
Source: State payroll databases

Auxiliary Justice Compensation Research

Supplemental States Group 1 (CA, FL, GA, IL)

Below Range Above Range

Superior Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$238,459	--	\$238,459	\$238,459	--	\$238,459	\$222,490	93%	--	1
Judge/ Associate Judge	\$148,318	--	\$225,049	\$211,773	--	\$248,677	\$211,358	94%	--	4
Magistrate	--	--	--	--	--	--	--	--	--	0
Family Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	--	--	--	--	--	--	\$222,490	--	--	0
Judge/ Associate Judge	\$198,276	--	\$198,276	\$198,276	--	\$198,276	\$211,358	107%	--	1
Magistrate	\$116,597	--	\$116,597	\$116,597	--	\$116,597	--	--	--	1
Court of Common Pleas	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	--	--	--	--	--	--	\$216,416	--	--	0
Judge/ Associate Judge	\$236,243	--	\$236,243	\$236,243	--	\$236,243	\$198,619	84%	--	1
Magistrate	--	--	--	--	--	--	--	--	--	0
Justice of the Peace Court	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	--	--	--	--	--	--	--	--	--	0
Judge/ Associate Judge	\$187,336	--	\$187,336	\$187,336	--	\$187,336	--	--	--	1
Chief Magistrate	--	--	--	--	--	--	\$155,847	--	--	0
Magistrate	--	--	--	--	--	--	--	--	--	0

¹ Quartile data not provided where there are fewer than 5 data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Note: Each state may have a different court structure and tilting of judicial positions versus Delaware. WTW selected the closest match, based on the descriptions provided by the state.
Source: State payroll databases

Auxiliary Justice Compensation Research

Supplemental States Group 2 (ND, NV, TX, WY) – Chancery/Business Courts

Below Range Above Range

Court of Chancery	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
President/ Presiding Judge	\$175,975	--	\$175,975	\$175,975	--	\$175,975	\$222,490	126%	--	1
Judge/ Associate Judge	\$170,184	--	\$171,157	\$174,524	--	\$185,600	\$211,358	123%	--	4
Magistrate	--	--	--	--	--	--	\$139,532	--	--	0

¹ Quartile data not provided where there are fewer than 5 data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

Note: Each state may have a different court structure and tilting of judicial positions versus Delaware. WTW selected the closest match, based on the descriptions provided by the state.
Source: State payroll databases

Federal Judicial Salary Values

- For ease of comparison, pay for both the Chief Justice and Justice of Delaware’s Supreme Court are displayed against the federal Circuit Judge and District Judge pay
 - Circuit Judge and District Judge salaries are consistent across the country and do not vary by geographic cost of labor

Position	Pay Rate ¹	Delaware FY25 Budgeted Salary		Market Ratio vs. Market 50th %ile	
		Chief Justice Supreme Court		Justice Supreme Court	
		Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th %ile	Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th %ile
Circuit Judges	\$268,216	\$236,327	88%	\$223,064	83%
District Judges	\$253,032	\$236,327	93%	\$223,064	88%

¹ Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

- Federal Magistrate pay is set by the Judicial Conference of the United States and may not exceed 92% of District Judge pay; pay does not vary by tenure or where they serve

Position	Maximum Pay Rate	Delaware FY25 Budgeted Salary		Market Ratio vs. Market 50th %ile	
		Chief Magistrate Court of Peace Court			
Federal Magistrate	\$232,789	\$155,847	67%		

Source: United States Courts, <https://www.uscourts.gov/judges-judgeships/judicial-compensation#:~:text=As%20directed%20by%20these%20decisions%2C%20the%20salaries%20were.at%20%24253%2C000%20and%20the%20Associate%20Justices%20at%20%24242%2C000> Extracted October 9, 2024
<https://www.uscourts.gov/judges-judgeships/about-federal-judges>, Extracted November 18, 2024

Judge/Justice Selection Process

Supplemental States 1 (CA, FL, GA, IL)

- Most judges and justices are elected within these four states; but in California and Florida, higher court judges/justices are appointed by the Governor with either the approval of or nomination from an established commission
- Mid-term vacancies are appointed by the Governor, except Illinois, where the Supreme Court appoints the judge/justice to fill the vacancy
- All judges must run for election to retain their seat following initial election or appointment

State	General Jurisdiction	Appellate Court	Supreme Court
California	Superior Court: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; judge must run in the next general election to retain position	Appointed by Governor, confirmed by the Commission on Judicial Appointments; voters then choose to retain the justices in the next gubernatorial election year (and every 12 years thereafter)	Appointed by Governor, confirmed by the Commission on Judicial Appointments; voters then choose to retain the justices in the next gubernatorial election year (and every 12 years thereafter)
Florida	County/Circuit Court: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run in next election to retain position	Appointed by Governor from a list provided by the Judicial Nominating Commission; must go through a merit retention election in the next general election	Appointed by Governor from a list provided by a Nominating Commission; must go through a merit retention election in the next general election
Georgia	Superior Court and State Court: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position
Illinois	Circuit Court: Elected, filled by appointment by the Supreme Court if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Supreme Court if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Supreme Court if a vacancy occurs mid-term; must run for election to retain position

Judge/Justice Selection Process

Supplemental States 2 (TX, NV, ND, WY)

- Most judges and justices are elected within these four states except Wyoming, where judges/justices are appointed by the Governor from a list of nominees provided by an established commission
- Mid-term vacancies are appointed by the Governor in Texas and North Dakota; in Nevada and Wyoming, mid-term vacancies are appointed by the Governor based on a list of nominees provided by an established commission
- All judges must run for election to retain their seat following initial election or appointment

State	General Jurisdiction	Appellate Court	Supreme Court
Texas	District Court, County Court and Justices of the Peace: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position
Nevada	District Court: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor from a list provided by the Commission on Judicial Selection if a vacancy occurs mid-term; must run for election to retain position	Elected, filled by appointment by the Governor from a list provided by the Commission on Judicial Selection if a vacancy occurs mid-term; must run for election to retain position
North Dakota	District Court: Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position	n/a, no intermediate appellate court	Elected, filled by appointment by the Governor if a vacancy occurs mid-term; must run for election to retain position
Wyoming	District and Circuit Court: Appointed by the Governor from a list provided by the Judicial Nominating Commission; must stand for retention in the next general election	n/a, no intermediate appellate court	Appointed by the Governor from a list provided by the Judicial Nominating Commission; must stand for retention in the next general election

Legislative Branch

Legislative Pay

- Legislative pay is quite varied across the country which makes direct comparisons difficult; care should be taken in the interpretation of the market ratio and percentile ranking below
 - Per the National Conference of State Legislatures, some are considered full-time (New York, Pennsylvania and Massachusetts) with legislators spending more than 84% of time on legislative work, others are part-time (Vermont, New Hampshire, Rhode Island, Maine) at less than 57% of time spent on legislative work; the NCSL categorizes Delaware as a hybrid legislature (comparable to Maryland, New Jersey, North Carolina and Virginia), with 74% of time devoted to legislative activities. Within this context, we have added a peer group of the hybrid legislatures for Commission review
 - Additionally, some legislatures have had static pay levels for decades, including Delaware's peers -- New Hampshire (1888) and Virginia (1988), New Jersey (2001), and North Carolina (1995) – and influence the market outcomes below, particularly New Hampshire with just a \$100 annual salary for its legislators

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

Below Range Above Range

Legislature	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
Legislature ³	\$102	\$15,096	\$34,529	\$48,424	\$69,883	\$144,130	\$51,692	150%	59%	10

Subset of Comparable Hybrid Legislatures (MD, NC, NJ, VA)

Legislature	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
Legislature ³	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$51,692	153%	--	4

Small States (ME, NH, RI, VT)

Legislature	Base Salary ^{1,2}						Delaware FY25 Budgeted Salary	Market Ratio vs. Market 50th%ile	Percentile Rank	Number of States Reporting
	Minimum	25th	50th	Avg	75th	Maximum				
Legislature ³	\$102	--	\$10,089	\$12,153	--	\$28,332	\$51,692	512%	--	4

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Legislative pay reported is for 2024 as published by the National Conference of State Legislatures (NCSL)

Source: The National Conference of State Legislatures, <https://www.ncsl.org/about-state-legislatures/2024-legislator-compensation>. Extracted, October 21, 2024. <https://www.ncsl.org/about-state-legislatures/full-and-part-time-legislatures>. Extracted November 7, 2024

Legislature Special Payments

Mid-Atlantic / NE States (MA, MD, NC, NH, NJ, NY, PA, RI, VA, VT)

- Similarly, with regards to special payments, practices vary widely so comparison can be difficult (e.g., per session payments versus per year, or a combination of both) and may not be indicative of the State's true competitiveness

Below Range Above Range

Senate	Special Payment ^{1,2}						Delaware FY25 Budgeted Pay	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Presiding Officer ^{3,4}	\$16,274	--	\$18,000	\$39,039	--	\$98,346	\$20,291	113%	--	5
Majority Leader	\$3,351	--	\$43,037	\$40,049	--	\$73,760	\$12,624	29%	--	3
Minority Leader	\$3,351	--	\$40,183	\$39,369	--	\$73,760	\$12,624	31%	--	4
Committee Chair ⁵	\$20,365	--	\$36,788	\$34,076	--	\$45,076	\$7,009	19%	--	3
Leader/ President Pro Temp	\$26,184	--	\$45,342	\$44,584	--	\$61,466	\$20,291	45%	--	4
House	Special Payment ^{1,2}						Delaware FY25 Budgeted Pay	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Presiding Officer ³	\$890	\$17,672	\$20,213	\$33,036	\$44,903	\$98,346	\$20,291	100%	50%	9
Majority Leader	\$3,351	--	\$40,602	\$39,578	--	\$73,760	\$12,624	31%	--	4
Minority Leader	\$3,351	--	\$40,602	\$39,578	--	\$73,760	\$12,624	31%	--	4
Committee Chair ⁵	\$8,427	--	\$27,050	\$32,314	--	\$61,466	\$7,009	26%	--	3
Leader/ Speaker of the House	\$20,761	--	\$28,132	\$31,323	--	\$45,076	\$20,291	72%	--	3
Per Diem/Mileage (Combined Senate and House)	Special Payment ^{1,2}						Delaware FY25 Budgeted Pay	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Legislature per diem ⁶	\$106	--	\$184	\$173	--	\$216	\$178	97%	--	4
Mileage	\$0.29	\$0.66	\$0.68	\$0.63	\$0.68	\$0.68	\$0.50	74%	8%	8

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Presiding Officer in the Senate is the Lieutenant Governor. The Presiding Officer in the House is the Speaker, therefore we have compared the Delaware special payment against both benchmarks.

⁴ Per the DE Constitution, Article III Executive, Subsection 19: Compensation – "The Lieutenant Governor, for his or her services as President of the Senate, shall receive the same compensation as the Speaker of the House of Representatives; the Lieutenant Governor, for his or her services as member of the Board of Pardons and for all other duties of the said office which may be provided by law shall receive such compensation as shall be fixed by the General Assembly." Legislator pay of \$51,692, Speaker/Pres Pro Temp payment of \$20,291, plus \$17,909 for additional executive duties, for a total of \$89,892.)

⁵ Delaware value represents an average of the payments allocated for the three Chairs of the Joint Finance Committee, Capital Improvement Program and Joint Sunset Committee (\$11,688 + \$4,670 + \$4,670 / 3 = \$7,009)

⁶ Delaware also provides an annual expense stipend of \$7,481.

Source: The Council of State Governments, *The Book of the States*. Note: reflects 2022 data as updated values have not yet been reported.

Legislative Base Salary Plus Special Payments

Subset of Comparable Hybrid Legislatures (MD, NC, NJ, VA)

Legislative Positions	Salary Plus Special Payment ^{1,2}						Delaware FY25 Budgeted Pay	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Senate President / Presiding Officer	\$67,407	--	\$69,468	\$69,468	--	\$71,528	--	--	--	2
Senate President Pro Tem	\$17,905	--	\$45,040	\$40,809	--	\$55,254	\$71,983	160%	--	4
Senate Majority Leader	\$17,511	--	\$33,820	\$35,101	--	\$55,254	\$64,316	190%	--	4
Senate Majority Whip	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$59,642	176%	--	4
House Speaker	\$38,117	--	\$53,876	\$54,349	--	\$71,528	\$71,983	134%	--	4
House Majority Leader	\$17,511	--	\$33,820	\$35,101	--	\$55,254	\$64,316	190%	--	4
House Majority Whip	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$59,642	176%	--	4
Committee Chair - Joint Finance Committee	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$63,380	187%	--	4
Committee Chair - Senate ³	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$56,362	167%	--	4
Committee Chair - House ³	\$14,160	--	\$33,820	\$34,263	--	\$55,254	\$56,362	167%	--	4
Per Diem/Mileage	Special Payment ^{1,2}						Delaware FY25 Budgeted Pay	Market Ratio vs Market 50th %ile	Percentile Rank	Number of States Reporting
	Minimum	25th %ile	50th %ile	Avg	75th %ile	Maximum				
Legislature per diem	\$106	--	\$181	\$167	--	\$216	\$178	99%	--	3
Other Payments ⁴	--	--	--	--	--	--	\$7,481	--	--	--
Mileage	\$0.29	--	\$0.68	\$0.55	--	\$0.68	\$0.50	74%	--	3

- MD and NJ Only; Like DE, VA & NC Presiding Officer is the Lt Governor
- Only NC provides an additional supplement for Pres Pro Tem and Senate Majority Leader
- No state provides additional compensation for Majority Whips
- Only NC provides an additional supplement House Majority Leader
- No state provides additional compensation to Majority Whips
- No state provides additional compensation to committee chairs

¹ Quartile data not provided where there are 5 or fewer data points

² Data are aged to 1/1/2025 by an update factor of 4% per year per WTW's 2024 Salary Budget Survey (July Edition)

³ Capital Improvement Program and Joint Sunset Committees

⁴ For Delaware, this represents the annual expense stipend.

Source: The Council of State Governments, *The Book of the States*.

Special Payments

Additional Information

The Book of States reports the following additional compensation/expenses granted to the legislature, which may be the closest equivalent to Delaware's expense stipend, though for 3 of the four states, this includes staffing expenditures

State	Legislature compensation for office supplies, district offices and staffing
Delaware	Expense stipend of \$7,481 per year
Maryland	Senators receive \$46,325/year and delegates receive \$55,511/year for expenses and staffing . Senators also receive one institutionally compensated legislative aide.
New Jersey	\$135,000/year for district office personnel. The Legislature provides stationery for each legislator and 10,000 postage stamps/year. District office expenses are handled by the Office of Legislative Services.
North Carolina	\$2,275/biennium for office expenses . No staffing allowance.
Virginia	Leaders: \$131,250/year staffing allowance and \$1,750/month office expense allowance . Legislators: \$60,672/year staffing allowance and \$1,250/month office expense allowance .

Source: The Council of State Governments, *The Book of the States*. Data as of 2021 from the National Conference of State Legislatures.

Wilmington City Council

- Delaware legislative pay of \$51,692 exceeds the pay levels of the Wilmington City Council by 14% for the President and up to 44% for Council Members

Council Members		
Job Title	Annual Salary	Year
President of Council	\$45,358	2025
Finance Committee Chair	\$42,176	2025
President Pro Tempore	\$40,751	2025
Council Members	\$35,885	2025

Source: <https://www.wilmingtoncitycouncil.com/wp-content/uploads/2023/12/Ord.-24-026-0431-Adopt-a-New-Methodology-For-calculating-City-Council-Salaries-and-to-Establish-Salaries-of-109th-Session-cj.pdf> Extracted October 21, 2024.

Detailed Market Observations & Considerations

Observations

Executive Branch Salaries

Mid-Atlantic / Northeast States

- Delaware has an average market ratio of 83% and an average percentile rank of 24%, lagging regional peers
- Positions outside of +/-10% of median include
 - Lieutenant Governor (-48%)
 - Adjutant General (-20%)
 - Labor (-24%)
 - State Insurance Commissioner (-33%)
 - Youth Services (-20%)
 - Agriculture (-15%)
 - Housing Authority (-28%)
 - CIO (-11%)
 - Homeland Security (-14%)
 - Chief Public Defender (-19%)
 - Transportation (-18%)
 - Health and Social Services (-14%)
 - Correction (-13%)
 - Human Resources (-20%)
 - Finance (-19%)
 - Natural Resources/Environment (-18%)
 - State Auditor (-29%)
 - State Treasurer (-23%)

Small States

- Delaware has an average market ratio of 101% leading peer states of similar size
- Positions outside of +/-10% of median include
 - Lieutenant Governor (-21%)
 - Adjutant General (-13%)
 - Labor (-12%)
 - State Insurance Commissioner (-15%)
 - Youth Services (-13%)
 - Agriculture (-12%)
 - Housing Authority (-30%)
 - CIO (+13%)
 - Homeland Security (+21%)
 - Governor (+15%)
 - State (+23%)
 - OMB (+12%)

City/County Peers

- Against geographically adjacent cities/counties, Delaware is slightly behind the competitive range at 88% market ratio
- Positions outside of +/-10% of median include
 - State's Attorney (-25%)
 - Director HR (-12%)
 - Director Budget (-18%)
 - Director Housing/Comm Development (-25%)

Below market in both the Mid-Atlantic/Northeast and Small States peer group
Lagging in the Mid-Atlantic / Northeast Peer Group, but leading in the Small State peer group

Observations

Judicial Branch Salaries

Mid-Atlantic / Northeast States

- Delaware is aligned to the market median, indicating comparability with regional peers
- No roles appear outside of the +/-10% range
- When assessing the breakdown of Superior Court, Family Court, Court of Common Pleas and Justice of the Peace Court pay against the Mid-Atlantic / Northeast states, Delaware judges and magistrates are within the competitive range

Federal Judicial Salaries

- Delaware is somewhat lagging against pay for Federal Circuit Court and Federal District Court judges

Small States

- Delaware is positioned above the competitive range, leading peer states of similar size
- Positions outside of +/-10% of median include
 - Supreme Court Justice (+12%)

Supplemental States

- Delaware is positioned below the competitive range, indicating lagging competitiveness with this peer group
- Positions outside of +/-10% of median include
 - Supreme Court Justice (-20%)
- Superior Court, Family Court, Court of Common Pleas and Justice of the Peace Court pay against the Supplemental states, Delaware judges and magistrates are within the competitive range except the Associate Judge for the Court of Common Pleas (-16%), though the sample available is limited

Chancery/Business Court Supplemental States

- Delaware is positioned above the competitive range, leading peers in this group
- Positions outside of +/-10% of median include
 - Supreme Court Justice (+18%)
 - General Jurisdiction Judge (+23%)

Observations

Legislative Branch Salaries and Special Payments

Mid-Atlantic / Northeast States

- Delaware legislator pay is above the median (+50%) but below the 75th percentile and ranks at the 59th percentile
- With regards to special payments, against the Mid-Atlantic / Northeast peer group, Delaware is behind the market with the exception of the Presiding Officers in the House and Senate
 - However, as with annual pay, practices vary widely so comparison can be difficult (e.g., per session or per day payments versus per year, or a combination of both)

Comparable Hybrid Legislatures

- Delaware legislator pay is higher than the four states in this peer group (+53%)
- Delaware leads in special payments for this group as well, with the exception of Committee Chair in the House (-17%) and Leader / President Pro Tem in the Senate (-23%)
 - However, when combining the special payments with the salary, Delaware leads in total

Small States

- Delaware legislator pay is significantly higher than the four states in this peer group (+412%)
- However, given the small sample size, the fact these are all part-time legislatures and the part-time skewness caused by New Hampshire pay, this comparison should not be relied upon for decision-making

Summary of Considerations

- As noted in the Executive Summary, judicial and legislative pay appears competitive based on the observed market
- Executive salaries in the aggregate against small states is comparable, but lagging against regional peers; there are selected roles that may require consideration for market adjustments, primarily:
 - Lieutenant Governor
 - Adjutant General
 - Labor
 - State Insurance Commissioner
 - Youth Services
 - Agriculture
 - Housing Authority
- Generally, the overall market is projecting salary budgets near 4.0% as is the Public Sector / Education Sector
- Comparisons against market should consider:
 - Sample size of market findings
 - Comparability of the state role against the identified peers to confirm that current pay is appropriate considering factors, such as:
 - Difference in the scope/impact of the job compared to the same job in other states
 - State and national economic conditions, including geographic considerations
 - Incumbent's experience, skills, performance relative to the job

Appendix

Appendix

Aging Factors

- The following table shows the aging factors for the City/County data

County	Effective Date	Aging Factor
Anne Arundel County	1/1/2024	1.04
Baltimore City	1/1/2024	1.04
Baltimore County	1/1/2024	1.04
Chester County	1/1/2023	1.08
Delaware County	1/1/2023	1.08
Howard County	1/1/2024	1.04
Kent County	1/1/2023	1.08
New Castle County	1/1/2023	1.08
Philadelphia	1/1/2024	1.04
Sussex County	1/1/2023	1.08
Wilmington	1/1/2023	1.08

- The following data shows the aging factors for the individual state court data

State	Effective Date	Aging Factor
California	1/1/2023	1.08
Florida	10/28/2024	1.01
Georgia	6/30/2023	1.06
Illinois	7/1/2023	1.06
Maryland	7/1/2024	1.02
Massachusetts	1/1/2023	1.08
Nevada	1/1/2025	1.00
New Hampshire	7/12/2024	1.02
New Jersey	8/22/2024	1.01
New York	3/28/2024	1.03
North Carolina	7/1/2024	1.02
North Dakota	1/1/2025	1.00
Pennsylvania	1/1/2024	1.04
Rhode Island	10/15/2024	1.01
Texas	9/1/2025	1.01
Vermont	10/25/2024	1.01
Virginia	6/10/2024	1.02
Wyoming	1/1/2025	1.00

Appendix

Aging Factors (Continued)

- The following table shows the aging factors for the Housing Authority Role

County	Effective Date	Aging Factor
Maine	--	--
Maryland	12/31/2023	1.04
Massachusetts	10/19/2024	1.01
New Hampshire	--	--
New Jersey	--	--
New York	12/31/2023	1.04
North Carolina	12/31/2023	1.04
Pennsylvania	--	--
Rhode Island	1/1/2025	1.00
Vermont	10/25/2024	1.01
Virginia	12/31/2023	1.04

- The following data shows the aging factors for the Chief Public Defender Role

State	Effective Date	Aging Factor
Maine	12/31/2023	1.04
Maryland	12/31/2023	1.04
Massachusetts	10/19/2024	1.01
New Hampshire ¹	12/31/2023	1.04
New Jersey	12/31/2024	1.00
New York ¹	12/31/2023	1.04
North Carolina	10/29/2024	1.01
Pennsylvania ¹	--	--
Rhode Island	1/1/2025	1.00
Vermont	10/25/2024	1.01
Virginia	12/31/2024	1.00

¹. States excluded because they are independent Not-for-Profit Agencies

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