



CONNECTICUT STATE EMPLOYEE WAGES: A LOOK AT U.S. CENSUS PAYROLL DATA

PART II.

CT SALARY RANK WITHIN CENSUS FUNCTIONS

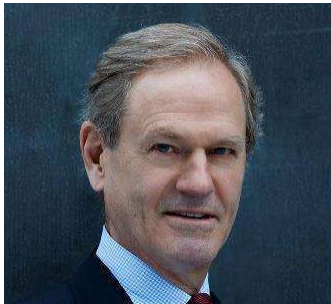
CT PAYROLL DATA BY CENSUS FUNCTIONS MAPPED TO VARIOUS CT AGENCIES

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Nutmeg Research Initiative is an IRS §501(c)(4) non-profit, social welfare organization researching, and sharing information about issues that impact the lives and livelihood of everyone in Connecticut, every single day. Using a foundation rooted in center-right principles we strive to make Connecticut a better place to live, work and raise a family, by embracing open and limited government, lower taxes and economic growth and opportunity for everyone.



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Census Data Shows That Connecticut's State Workforce Ranked 2nd-Highest Paid Among the 50 States from 2020 to 2025. It Shows That CT Workers in Various Census Functional Categories Enjoyed Salary Premia Over National Averages Ranging from 10% to 40% in 2025.

In mid-April, the U.S. Census Bureau released detailed headcount and salary / wage data for 2025 covering employment by state government in all 50 states.

Connecticut state employees enjoyed an average salary in 2025 of \$101,500, second only to \$123,750 in California. Connecticut's average salary was 16% above the national average of all 50 states.

This is Part II of a study of the Census data. Part I found that Connecticut has held the second-place ranking from 2020 to 2025, six of the seven years that Ned Lamont has been governor. Part I showed Connecticut's salary advantages in the various different functions of government according to the functional categories maintained by the Census.

It should be noted that, after the Census data was released, Lamont and Democrat legislators approved a new contract that delivers state employees a retroactive pay raise of 4.5% covering FY 2026 which just ended and a 4.5% pay raise for FY 2027 which just began. Accordingly, on average, state employees are being paid about \$111,000 currently.

Census provides both headcount and salary for the entire state government in each state, as well as the same data for over 35 different functions in the states. The Census data is provided directly to Census by state accounting officials. In CT, Census draws much data directly from the Open Payroll section of the OpenCT database maintained by the State Comptroller.

In Connecticut, 11 Census functions account for over 98% of the state's total headcount and payroll. This Part II of the study shows that, in every single category, CT state employees earn significantly higher wages than the national average. The premia enjoyed by CT state employees range from 10% to over 40%.

Exhibit 1 shows summary data for each of 11 functions, including an outline of the Connecticut agencies which fall in each Census functional category. This general mapping information is courtesy of informal guidance from Census staff. Exhibit 2 shows detailed Census headcount and payroll data for each functional category for the 25 states paying the highest salaries.

Connecticut appears in the top 25 in every category, ranking number one in two functions, Public Welfare and Financial Administration, in both of which state workers enjoy salary premia of about \$28,000 relative to the 50-state national average (40% and 34%, respectively in percentage terms).

Connecticut's lowest ranking is 13th in the Judicial & Legal function, in which workers enjoy a salary premium of \$10,000 and 11% relative to the 50-state national average. Its lowest premium is in the higher education function, in which Connecticut employees enjoy only a \$4,000 or 4% salary premium.

The conclusion of this study is straightforward: Connecticut state employees across all functions enjoy significantly higher wages on average than their peers in the same functions across the nation. ***On the face of it, there would not seem to be any rationale or justification for CT state employees to enjoy such large across-the-board premia***, although this study did not investigate any possible rationale or justification.

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STATE GOVERNMENT PAYROLLS: SUMMARY DATA FROM U.S. CENSUS

DATA AS OF MARCH 2025

Exhibit 1

Census Functions	Connecticut Agencies ⁽¹⁾		CT Monthly Payroll: March 2025		Connecticut Annual Salary: March 2025		50-State National Average Salary: March 2025	
	Primary (>30% of Function Payroll)	Secondary (10-30% of Functn Payroll)	(\$000)	% of Total State Payroll	(\$)	Rank Among 50 States	(\$)	Premium: March 2025
								(%)
Higher Education	UCONN; Board of Regents	UCONN Health Cntr	\$ 154,117	30.4%	\$ 96,454	4th	\$ 92,505	\$ 3,949 4.3%
Judicial & Legal	Judicial Branch	Div of Crim Justice	47,000	9.3%	102,713	13th	92,717	9,996 10.8%
Corrections	Corrections		46,282	9.1%	100,431	8th	82,852	17,579 21.2%
Hospitals	UCONN HC; MHAS; Whiting, CT Valley		45,956	9.1%	115,952	4th	96,385	19,567 20.3%
Health	MHAS; D of Devl Serv		40,231	7.9%	99,725	4th	79,798	19,927 25.0%
Public Welfare	D of Child/Fam; D of Socl Srv	Dept of Devel Serv	35,618	7.0%	98,391	1st	70,092	28,299 40.4%
Highways	D of Transportation		25,720	5.1%	94,791	9th	79,977	14,814 18.5%
Education - Other	CT Tech Ed & Career Serv	Dept of Ed	22,165	4.4%	109,504	2nd	79,015	30,489 38.6%
State Police	D of Emerg & Pub Protection		18,810	3.7%	136,551	3rd	101,695	34,856 34.3%
Financial Admin	D of Revenue	Comptrolr Off; Off of Pol & Mgt	18,807	3.7%	111,065	1st	82,779	28,286 34.2%
Natural Resources	D of Enrgy & Env	UCONN	11,277	2.2%	91,130	5th	74,951	16,179 21.6%
			465,983	91.8%				
Total Connecticut			\$ 507,429	100.0%	\$ 101,528	2nd	87,725	13,803 15.7%

(1) Some agencies are fully within, and comprise the entirety of, certain functions, e.g. Corrections. Other agencies are fully within, but do not comprise the whole function, e.g. Division of Criminal Justice. Still other agencies are split across different functions, e.g. UCONN Health Center (UCONN HC). Agencies not listed comprise less than 10% to the listed functions and/or are not included in the listed functions, but much smaller functions. Census staff provided some informal guidance in mapping functions to agencies.

STATE GOVERNMENT PAYROLL: ENTIRE WORKFORCE
MARCH 2025
RANKED BY AVERAGE

Exhibit 2

RANK	STATE	HEADCOUNT			PAYROLL			Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount	Full-Time and Part-Time Headcount	Full-Time Equivalent Headcount	Total Full-Time and Part-Time			
						Full-Time Payroll	Part-Time Payroll		
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	California	464,815	149,357	614,172	518,197	5,297,456,632	436,601,131	5,734,057,763	\$ 132,785
2	Connecticut	51,079	22,571	73,650	59,975	452,107,546	55,321,726	507,429,272	\$ 101,528
3	New York	238,904	38,462	277,366	253,090	2,034,209,195	97,090,802	2,131,299,997	\$ 101,053
4	Oregon	77,515	28,670	106,185	87,319	621,524,857	85,483,990	707,008,847	\$ 97,162
5	Massachusetts	104,254	31,668	135,922	113,622	849,923,194	62,464,138	912,387,332	\$ 96,360
6	Washington	129,992	51,408	181,400	149,381	1,001,260,730	159,358,008	1,160,618,738	\$ 93,234
7	Wisconsin	54,792	46,799	101,591	68,661	420,275,402	109,999,901	530,275,303	\$ 92,677
8	Rhode Island	19,860	6,300	26,160	21,235	152,893,766	10,581,969	163,475,735	\$ 92,381
9	Illinois	113,943	48,721	162,664	133,681	886,611,296	133,157,966	1,019,769,262	\$ 91,541
10	Vermont	13,076	3,643	16,719	14,152	97,674,079	9,888,478	107,562,557	\$ 91,206
11	Alaska	23,752	4,572	28,324	25,419	183,388,790	8,903,842	192,292,632	\$ 90,779
12	Michigan	124,306	71,049	195,355	154,323	971,769,130	192,341,950	1,164,111,080	\$ 90,520
13	Minnesota	76,087	32,144	108,231	89,211	592,995,296	79,618,541	672,613,837	\$ 90,475
14	New Jersey	120,091	29,245	149,336	131,451	917,792,322	66,652,662	984,444,984	\$ 89,869
	United States	4,135,086	1,521,544	5,656,630	4,698,433	31,360,812,457	2,986,510,019	34,347,322,476	\$ 87,725
15	Utah	64,841	32,517	97,358	74,946	485,191,866	51,075,602	536,267,468	\$ 85,865
16	Iowa	43,436	29,734	73,170	53,320	345,458,168	31,025,863	376,484,031	\$ 84,730
17	Pennsylvania	142,693	40,497	183,190	155,618	1,029,455,547	67,079,334	1,096,534,881	\$ 84,556
18	Maryland	84,539	33,611	118,150	106,308	677,212,286	67,523,917	744,736,203	\$ 84,065
19	Texas	301,402	94,759	396,161	338,023	2,209,848,965	154,714,803	2,364,563,768	\$ 83,943
20	Nevada	28,080	9,965	38,045	31,225	202,567,625	14,845,413	217,413,038	\$ 83,553
21	Colorado	80,616	45,710	126,326	105,147	640,434,196	86,688,659	727,122,855	\$ 82,984
22	Ohio	122,493	61,085	183,578	145,099	913,971,191	80,320,347	994,291,538	\$ 82,230
23	Virginia	118,450	57,895	176,345	137,425	828,099,761	109,338,056	937,437,817	\$ 81,857
24	New Mexico	45,003	12,879	57,882	49,672	306,603,203	24,065,267	330,668,470	\$ 79,884
25	New Hampshire	15,736	8,105	23,841	18,680	110,283,817	12,419,849	122,703,666	\$ 78,825

STATE GOVERNMENT PAYROLL: HIGHER EDUCATION SECTOR
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT			PAYROLL			SALARY	
		Full-Time Headcount	Part-Time Headcount	Full-Time and Part-Time Headcount	Full-Time Payroll	Part-Time Payroll	Full-Time and Part-Time Payroll	Average Annual FTE Salary	
		(1)	(2)	(3) = (1) + (2)	(5)	(6)	(7) = (5)+(6)		((7) ÷ (4))*12
1	California	164,592	129,573	294,165	\$ 2,408,688,326	\$ 342,715,851	\$ 2,751,404,177	\$	161,212
2	Iowa	16,617	20,677	37,294	178,636,140	21,819,165	200,455,305	\$	100,807
3	Wisconsin	22,842	42,802	65,644	181,716,476	96,454,460	278,170,936	\$	96,609
4	Connecticut	12,883	18,447	31,330	121,397,314	32,719,507	154,116,821	\$	96,454
5	Utah	28,176	26,923	55,099	245,449,922	39,593,919	285,043,841	\$	94,835
6	Delaware	5,970	8,136	14,106	55,635,137	16,722,162	72,357,299	\$	94,709
7	Vermont	3,658	2,850	6,508	27,653,020	7,616,172	35,269,192	\$	93,079
8	New Jersey	34,168	23,748	57,916	281,157,468	50,444,173	331,601,641	\$	92,890
9	Pennsylvania	50,162	34,931	85,093	419,668,902	48,904,266	468,573,168	\$	92,785
	United States	1,505,247	1,300,957	2,806,204	12,829,715,304	2,236,909,438	15,066,624,742	\$	92,505
10	Michigan	57,156	59,269	116,425	488,485,874	117,905,688	606,391,562	\$	92,448
11	Virginia	50,586	46,913	97,499	410,013,135	85,313,422	495,326,557	\$	92,359
12	Oregon	24,814	22,041	46,855	201,992,294	36,916,669	238,908,963	\$	92,077
13	Texas	123,922	85,067	208,989	1,064,671,518	120,094,295	1,184,765,813	\$	91,509
14	Massachusetts	25,895	29,389	55,284	206,057,969	52,586,823	258,644,792	\$	90,149
15	Washington	44,812	41,175	85,987	349,011,403	90,497,928	439,509,331	\$	89,256
16	Minnesota	28,124	27,560	55,684	217,763,058	59,338,864	277,101,922	\$	89,031
17	Florida	55,605	46,809	102,414	459,268,403	79,765,393	539,033,796	\$	88,550
18	Nevada	7,728	9,371	17,099	65,678,314	13,037,205	78,715,519	\$	88,527
19	New York	47,632	32,294	79,926	358,827,588	70,104,836	428,932,424	\$	88,367
20	Alaska	3,847	3,033	6,880	30,016,102	5,868,627	35,884,729	\$	88,314
21	Illinois	40,229	44,661	84,890	305,564,582	116,605,870	422,170,452	\$	87,880
22	Rhode Island	4,520	5,559	10,079	31,999,806	8,283,022	40,282,828	\$	86,243
23	Colorado	42,615	43,510	86,125	387,228,237	79,569,477	466,797,714	\$	85,398
24	Arizona	30,057	32,601	62,658	252,280,632	45,501,194	297,781,826	\$	84,587
25	New Mexico	14,446	11,377	25,823	108,974,314	18,924,397	127,898,711	\$	84,190

STATE GOVERNMENT PAYROLL: JUDICIAL and LEGAL
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time Equivalent Headcount	Part-Time		Full-Time and Part-Time Payroll		
		Full-Time Headcount	Part-Time Headcount		Full-Time Payroll	Part-Time Payroll			
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Pennsylvania	3,228	125	3,353	3,291	41,770,415	1,058,297	42,828,712	\$156,167
2	Illinois	3,861	72	3,933	3,905	40,948,122	84,153	41,032,275	\$126,091
3	Indiana	1,618	46	1,664	1,635	16,401,341	99,233	16,500,574	\$121,105
4	California	8,265	276	8,541	8,396	82,158,192	921,403	83,079,595	\$118,742
5	Michigan	1,664	85	1,749	1,720	16,190,672	443,574	16,634,246	\$116,053
6	Oregon	3,818	105	3,923	3,879	34,721,795	706,786	35,428,581	\$109,601
7	New York	20,654	265	20,919	20,841	188,061,992	1,179,170	189,241,162	\$108,963
8	Nevada	785	9	794	787	7,078,895	24,045	7,102,940	\$108,304
9	Washington	2,889	63	2,952	2,925	25,520,570	308,182	25,828,752	\$105,964
10	Wisconsin	2,294	159	2,453	2,383	19,967,629	978,036	20,945,665	\$105,475
11	Tennessee	3,022	63	3,085	3,038	26,349,608	165,858	26,515,466	\$104,735
12	Ohio	2,816	153	2,969	2,891	24,722,564	375,411	25,097,975	\$104,177
13	Connecticut	5,437	215	5,652	5,491	46,042,488	957,190	46,999,678	\$102,713
14	Alaska	1,828	57	1,885	1,851	15,514,952	210,864	15,725,816	\$101,950
15	Idaho	910	69	979	935	7,735,846	119,389	7,855,235	\$100,816
16	Massachusetts	9,958	131	10,089	10,004	83,053,161	670,537	83,723,698	\$100,428
17	Rhode Island	1,235	20	1,255	1,247	10,227,991	55,435	10,283,426	\$98,958
18	Utah	1,707	116	1,823	1,769	14,204,176	323,926	14,528,102	\$98,551
19	Vermont	733	54	787	742	5,740,626	174,612	5,915,238	\$95,664
20	Minnesota	4,630	337	4,967	4,862	36,441,961	1,973,553	38,415,514	\$94,814
	United States	188,015	7,652	195,667	191,948	1,458,300,714	24,767,713	1,483,068,427	\$92,717
21	Texas	5,673	215	5,888	5,847	44,040,096	682,256	44,722,352	\$91,785
22	Colorado	5,898	387	6,285	6,185	45,570,752	1,723,283	47,294,035	\$91,759
23	South Carolina	1,046	9	1,055	1,051	7,958,414	23,170	7,981,584	\$91,131
24	New Jersey	12,774	245	13,019	12,905	97,114,867	581,006	97,695,873	\$90,845
25	Nebraska	816	42	858	831	6,204,240	79,414	6,283,654	\$90,739

STATE GOVERNMENT PAYROLL: CORRECTIONS
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and Part-Time		Full-Time Equivalent Headcount	Full-Time Payroll	Part-Time Payroll	Total Full-Time and Part-Time Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount						
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	New York	23,204	142	23,346	23,292	287,772,547	758,418	288,530,965	\$148,651
2	Rhode Island	1,451	19	1,470	1,454	13,787,427	146,670	13,934,097	\$114,999
3	New Hampshire	924	103	1,027	1,005	9,118,671	318,504	9,437,175	\$112,683
4	Oregon	5,420	115	5,535	5,468	48,795,808	808,459	49,604,267	\$108,861
5	Maryland	10,071	125	10,196	10,177	90,263,243	447,401	90,710,644	\$106,960
6	California	55,294	816	56,110	55,861	471,715,646	2,427,902	474,143,548	\$101,855
7	Alaska	2,309	40	2,349	2,343	19,551,067	136,177	19,687,244	\$100,831
8	Connecticut	5,486	89	5,575	5,530	45,724,202	557,695	46,281,897	\$100,431
9	Vermont	927	13	940	932	7,713,242	31,538	7,744,780	\$99,718
10	Illinois	12,504	72	12,576	12,517	102,492,635	92,092	102,584,727	\$98,348
11	Wisconsin	8,503	158	8,661	8,592	67,520,853	393,168	67,914,021	\$94,852
12	New Jersey	6,720	23	6,743	6,732	53,061,345	66,936	53,128,281	\$94,703
13	Washington	9,853	75	9,928	9,897	77,461,422	338,407	77,799,829	\$94,331
14	Massachusetts	10,959	131	11,090	10,998	83,519,257	681,976	84,201,233	\$91,873
15	Hawaii	2,103	12	2,115	2,108	15,077,322	103,187	15,180,509	\$86,417
16	Minnesota	4,278	147	4,425	4,415	30,365,288	981,520	31,346,808	\$85,201
17	Michigan	10,447	78	10,525	10,509	73,737,928	704,423	74,442,351	\$85,004
18	Pennsylvania	16,621	37	16,658	16,638	117,527,083	116,422	117,643,505	\$84,849
19	Nevada	3,162	46	3,208	3,173	22,032,274	219,432	22,251,706	\$84,154
	United States	396,404	9,909	406,313	401,753	2,749,831,529	23,988,506	2,773,820,035	\$82,852
20	Delaware	2,739	47	2,786	2,770	18,621,618	129,801	18,751,419	\$81,234
21	Ohio	12,694	38	12,732	12,718	84,807,716	125,142	84,932,858	\$80,138
22	Alabama	4,110	363	4,473	4,312	26,192,564	1,105,937	27,298,501	\$75,970
23	Tennessee	5,687	44	5,731	5,713	35,848,560	118,832	35,967,392	\$75,549
24	Maine	1,028	220	1,248	1,171	6,997,060	310,283	7,307,343	\$74,883
25	South Dakota	816	81	897	854	4,983,203	339,160	5,322,363	\$74,787

STATE GOVERNMENT PAYROLL: HOSPITALS
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time Equivalent Headcount	Part-Time		Full-Time and Part-Time Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount		Headcount	Payroll		Payroll	
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	California	81,699	8,769	90,468	88,023	1,085,335,798	65,807,960	1,151,143,758	\$156,933
2	Washington	14,147	8,373	22,520	18,252	121,589,133	61,160,735	182,749,868	\$120,151
3	Oregon	7,488	5,010	12,498	10,235	57,968,798	42,453,664	100,422,462	\$117,740
4	Connecticut	3,548	1,380	4,928	4,756	34,593,498	11,362,099	45,955,597	\$115,952
5	Maryland	3,196	351	3,547	3,357	27,742,677	1,166,475	28,909,152	\$103,339
6	United States	435,314	80,575	515,889	478,930	3,443,222,033	403,572,270	3,846,794,303	\$96,385
7	Michigan	14,753	7,534	22,287	20,182	109,921,582	51,364,921	161,286,503	\$95,899
8	Kentucky	6,863	1,134	7,997	7,373	53,949,376	4,785,975	58,735,351	\$95,595
9	Vermont	214	11	225	216	1,669,318	43,059	1,712,377	\$95,132
10	Pennsylvania	7,832	1,169	9,001	8,213	55,702,243	9,132,620	64,834,863	\$94,730
11	Rhode Island	434	25	459	457	3,478,242	118,170	3,596,412	\$94,435
12	New York	44,051	4,085	48,136	46,445	337,927,960	19,134,032	357,061,992	\$92,254
13	Massachusetts	4,814	354	5,168	4,966	35,471,783	1,772,840	37,244,623	\$89,999
14	Alaska	255	13	268	267	1,944,382	47,497	1,991,879	\$89,523
15	Hawaii	2,754	975	3,729	3,229	17,539,794	6,477,315	24,017,109	\$89,255
16	Illinois	12,201	815	13,016	12,515	88,579,456	3,011,462	91,590,918	\$87,822
17	Georgia	3,809	343	4,152	3,946	26,659,934	2,094,562	28,754,496	\$87,444
18	Minnesota	4,434	1,107	5,541	5,541	34,193,382	6,032,463	40,225,845	\$87,116
19	Ohio	18,862	3,664	22,526	20,793	134,439,902	10,577,425	145,017,327	\$83,692
20	Nevada	1,052	65	1,117	1,074	7,087,626	267,325	7,354,951	\$82,178
21	Texas	30,432	3,540	33,972	32,738	202,129,747	20,515,679	222,645,426	\$81,610
22	New Hampshire	596	76	672	641	4,200,184	135,455	4,335,639	\$81,166
23	Alabama	15,375	5,255	20,630	18,228	99,689,420	23,375,637	123,065,057	\$81,017
24	Utah	12,880	2,021	14,901	13,593	85,105,016	5,239,341	90,344,357	\$79,757
25	North Carolina	22,230	1,789	24,019	22,676	145,023,490	4,585,517	149,609,007	\$79,172
	Wisconsin	3,624	876	4,500	4,154	24,299,184	3,036,368	27,335,552	\$78,966

STATE GOVERNMENT PAYROLL: HEALTH
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time Equivalent Headcount	Full-Time Payroll	Part-Time Payroll	Part-Time and Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount						
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Oregon	2,735	79	2,814	2,779	24,125,192	385,141	24,510,333	\$105,838
2	California	17,672	548	18,220	18,008	152,438,006	1,510,664	153,948,670	\$102,587
3	Rhode Island	1,187	20	1,207	1,193	9,841,977	92,442	9,934,419	\$99,927
4	Connecticut	4,510	632	5,142	4,841	37,181,283	3,049,532	40,230,815	\$99,725
5	Illinois	2,468	8	2,476	2,472	19,962,788	42,702	20,005,490	\$97,114
6	Minnesota	3,391	203	3,594	3,423	26,664,494	806,713	27,471,207	\$96,306
7	New York	10,139	290	10,429	10,318	78,834,249	1,310,609	80,144,858	\$93,210
8	Alaska	841	11	852	846	6,427,834	61,471	6,489,305	\$92,047
9	Hawaii	2,310	19	2,329	2,320	17,078,048	81,724	17,159,772	\$88,757
10	Michigan	7,322	1,323	8,645	8,214	51,432,729	8,747,365	60,180,094	\$87,918
11	Washington	10,746	360	11,106	10,965	78,415,004	1,504,060	79,919,064	\$87,463
12	Vermont	574	47	621	582	4,086,313	139,911	4,226,224	\$87,139
13	Ohio	4,358	262	4,620	4,541	32,321,616	643,223	32,964,839	\$87,113
14	New Jersey	3,473	695	4,168	3,653	23,779,355	2,644,839	26,424,194	\$86,803
15	Massachusetts	9,121	644	9,765	9,388	64,713,040	2,553,025	67,266,065	\$85,981
16	Wisconsin	1,508	438	1,946	1,748	11,364,439	1,071,097	12,435,536	\$85,370
17	Colorado	2,189	117	2,306	2,284	15,481,967	510,524	15,992,491	\$84,024
18	Texas	18,782	492	19,274	19,093	130,758,886	2,033,515	132,792,401	\$83,460
19	Nevada	2,077	88	2,165	2,109	13,850,889	309,783	14,160,672	\$80,573
20	Maryland	6,741	1,802	8,543	8,014	46,610,914	6,803,648	53,414,562	\$79,982
21	Tennessee	3,951	221	4,172	4,087	26,527,704	661,737	27,189,441	\$79,832
22	New Hampshire	857	51	908	886	5,744,686	148,447	5,893,133	\$79,817
	United States	200,832	13,349	214,181	208,177	1,336,035,516	48,309,460	1,384,344,976	\$79,798
23	Iowa	361	59	420	386	2,464,422	90,334	2,554,756	\$79,422
24	Alabama	5,170	368	5,538	5,301	33,266,763	1,232,311	34,499,074	\$78,096
25	New Mexico	2,430	37	2,467	2,465	15,869,922	141,967	16,011,889	\$77,948

STATE GOVERNMENT PAYROLL: PUBLIC WELFARE
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

Exhibit 2

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time	Total Full-Time		Average Annual FTE Salary		
		Full-Time Headcount	Part-Time Headcount	Equivalent Headcount	Full-Time Payroll	and Part-Time Payroll			
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Connecticut	4,205	172	4,377	4,344	34,760,802	856,823	35,617,625	\$98,391
2	Illinois	11,465	45	11,510	11,488	90,905,385	61,133	90,966,518	\$95,021
3	Massachusetts	8,752	253	9,005	8,836	68,256,533	1,138,699	69,395,232	\$94,244
4	Ohio	2,815	225	3,040	2,997	23,102,804	353,945	23,456,749	\$93,921
5	Rhode Island	1,562	2	1,564	1,563	11,995,922	15,082	12,011,004	\$92,215
6	Vermont	1,431	150	1,581	1,465	10,582,183	444,422	11,026,605	\$90,320
7	New Jersey	8,810	174	8,984	8,901	64,188,696	445,782	64,634,478	\$87,138
8	Washington	13,105	478	13,583	13,368	92,853,654	1,855,069	94,708,723	\$85,017
9	California	6,440	396	6,836	6,607	44,335,888	1,393,572	45,729,460	\$83,056
10	New York	4,555	139	4,694	4,651	31,446,070	409,102	31,855,172	\$82,189
11	Wisconsin	1,743	130	1,873	1,839	11,780,674	812,161	12,592,835	\$82,172
12	Minnesota	2,971	1,235	4,206	4,206	22,612,207	5,896,862	28,509,069	\$81,338
13	Oregon	12,073	260	12,333	12,190	81,078,252	945,653	82,023,905	\$80,745
14	Alaska	1,569	74	1,643	1,633	10,670,367	198,663	10,869,030	\$79,870
15	Michigan	10,183	541	10,724	10,660	66,689,511	3,067,634	69,757,145	\$78,526
16	Colorado	2,703	131	2,834	2,796	17,518,178	448,137	17,966,315	\$77,109
17	Virginia	3,329	367	3,696	3,509	21,534,037	1,013,446	22,547,483	\$77,107
18	Maryland	5,912	314	6,226	6,175	37,701,190	1,271,111	38,972,301	\$75,736
19	New Mexico	3,219	48	3,267	3,267	20,040,262	134,869	20,175,131	\$74,105
20	New Hampshire	2,028	117	2,145	2,105	12,635,299	337,507	12,972,806	\$73,954
21	North Dakota	871	172	1,043	978	5,457,061	516,610	5,973,671	\$73,297
	United States	256,285	8,588	264,873	261,868	1,501,065,074	28,516,564	1,529,581,638	\$70,092
22	Nevada	3,286	45	3,331	3,304	19,052,636	117,600	19,170,236	\$69,626
23	Tennessee	7,400	83	7,483	7,442	42,704,359	203,977	42,908,336	\$69,188
24	Montana	1,416	70	1,486	1,462	8,144,173	244,370	8,388,543	\$68,853
25	South Dakota	1,486	179	1,665	1,593	8,561,741	536,832	9,098,573	\$68,539

STATE GOVERNMENT PAYROLL: HIGHWAYS
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time Equivalent Headcount	Full-Time and		Average Annual FTE Salary		
		Full-Time Headcount	Part-Time Headcount		Full-Time Payroll	Part-Time Payroll			
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Massachusetts	3,143	14	3157	3,151	27,639,071	83,697	27,722,768	\$105,577
2	Illinois	5,452	1,305	6757	6,335	47,352,217	7,583,131	54,935,348	\$104,061
3	Oregon	3,626	71	3697	3,671	30,999,336	130,917	31,130,253	\$101,761
4	Alaska	2,287	20	2307	2,297	19,226,443	50,790	19,277,233	\$100,708
5	California	22,639	387	23026	22,966	190,461,494	1,185,509	191,647,003	\$100,138
6	New York	9,824	139	9963	9,891	81,718,603	455,953	82,174,556	\$99,696
7	Washington	7,448	281	7729	7,602	60,660,999	1,429,798	62,090,797	\$98,012
8	Utah	1,614	61	1675	1,653	13,122,923	194,041	13,316,964	\$96,675
9	Connecticut	3,256	0	3256	3,256	25,720,013	0	25,720,013	\$94,791
10	Michigan	2,638	266	2904	2,846	20,801,586	1,238,073	22,039,659	\$92,929
11	Maryland	4,475	0	4475	4,475	34,435,821	0	34,435,821	\$92,342
12	Wisconsin	1,301	58	1359	1,328	10,025,619	139,967	10,165,586	\$91,858
13	Rhode Island	767	17	784	775	5,858,360	24,723	5,883,083	\$91,093
14	Minnesota	5,206	126	5332	5,264	37,782,342	331,231	38,113,573	\$86,885
15	Virginia	7,538	510	8048	7,816	52,703,395	1,413,696	54,117,091	\$83,087
16	Hawaii	791	1	792	791	5,448,358	4,036	5,452,394	\$82,716
17	Vermont	995	11	1006	997	6,834,371	12,906	6,847,277	\$82,415
18	New Jersey	5,727	534	6261	6,043	39,879,731	1,001,136	40,880,867	\$81,180
	United States	208,927	7,038	215965	213,056	1,399,116,147	20,856,552	1,419,972,699	\$79,977
19	Nevada	1,670	4	1674	1,671	11,069,472	4,392	11,073,864	\$79,525
20	Tennessee	3,211	18	3229	3,225	21,253,709	40,327	21,294,036	\$79,234
21	North Dakota	920	6	926	923	5,987,709	15,872	6,003,581	\$78,053
22	Florida	5,989	103	6092	6,018	38,639,012	113,003	38,752,015	\$77,272
23	Texas	13,605	614	14219	13,927	88,300,706	1,284,525	89,585,231	\$77,190
24	South Dakota	1,007	84	1091	1,045	6,532,578	170,036	6,702,614	\$76,968
25	Ohio	5,643	485	6128	5,982	37,190,256	685,838	37,876,094	\$75,980

STATE GOVERNMENT PAYROLL: EDUCATION - OTHER

MARCH 2025

RANKED BY AVERAGE ANNUAL FTE SALARY

Exhibit 2

RANK	STATE	HEADCOUNT			PAYROLL			SALARY	
		Full-Time and		Full-Time Equivalent Headcount	Full-Time and		Part-Time Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount		Full-Time Payroll	Part-Time Payroll			
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Massachusetts	1,172	50	1,172	1,190	10,945,458	247,365	11,192,823	\$ 112,869
2	Connecticut	2,206	466	2,206	2,429	20,159,459	2,005,931	22,165,390	\$ 109,504
3	Oregon	1,130	57	1,130	1,152	9,607,645	157,459	9,765,104	\$ 101,720
4	Minnesota	1,753	204	1,753	1,853	14,893,725	728,657	15,622,382	\$ 101,170
5	Michigan	774	146	774	903	6,747,059	670,838	7,417,897	\$ 98,577
6	Rhode Island	514	9	514	519	4,081,002	37,667	4,118,669	\$ 95,229
7	Texas	2,491	384	2,491	2,733	19,838,562	1,786,991	21,625,553	\$ 94,953
8	New York	5,076	48	5,076	5,102	39,490,686	141,532	39,632,218	\$ 93,216
9	New Jersey	2,232	238	2,232	2,379	17,716,405	501,286	18,217,691	\$ 91,893
10	Illinois	2,422	42	2,422	2,446	18,471,860	42,273	18,514,133	\$ 90,830
11	Delaware	345	29	345	356	2,613,238	59,615	2,672,853	\$ 90,096
12	Maryland	1,915	305	1,915	2,132	14,930,973	1,030,958	15,961,931	\$ 89,842
13	California	4,325	389	4,325	4,510	31,662,069	759,386	32,421,455	\$ 86,266
14	Colorado	892	185	892	975	6,424,031	570,824	6,994,855	\$ 86,091
15	Ohio	2,401	120	2,401	2,441	17,367,336	84,523	17,451,859	\$ 85,794
16	Washington	1,591	76	1,591	1,621	11,289,298	203,758	11,493,056	\$ 85,081
17	Wyoming	202	5	202	205	1,430,923	20,836	1,451,759	\$ 84,981
18	Vermont	384	16	384	394	2,749,545	36,959	2,786,504	\$ 84,868
19	Nevada	380	2	380	381	2,678,803	8,038	2,686,841	\$ 84,625
20	Alaska	405	33	405	415	2,873,777	41,521	2,915,298	\$ 84,298
21	Maine	309	60	309	326	2,123,185	78,313	2,201,498	\$ 81,037
22	Wisconsin	939	212	939	1,072	6,297,871	864,290	7,162,161	\$ 80,173
23	Virginia	2,222	241	2,222	2,336	14,973,480	578,665	15,552,145	\$ 79,891
24	Pennsylvania	2,662	20	2,662	2,670	17,618,168	49,432	17,667,600	\$ 79,405
25	North Carolina	2,805	307	2,805	2,815	18,479,868	103,008	18,582,876	\$ 79,217
	United States	77,602	9,471	77,602	81,778	516,300,070	22,175,421	538,475,491	\$ 79,015

STATE GOVERNMENT PAYROLL: STATE POLICE
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

Exhibit 2

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and Part-Time		Full-Time Equivalent Headcount	Full-Time Payroll	Part-Time Payroll	Total Full-Time and Part-Time Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount						
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Massachusetts	3,623	27	3,650	3,634	43,098,213	84,491	43,182,704	\$142,596
2	Rhode Island	352	124	476	414	4,000,740	745,572	4,746,312	\$137,574
3	Connecticut	1,638	110	1,748	1,653	18,510,898	299,042	18,809,940	\$136,551
4	Maryland	2,337	53	2,390	2,337	25,313,236	213,464	25,526,700	\$131,074
5	California	10,568	163	10,731	10,653	115,577,424	399,425	115,976,849	\$130,641
6	Alaska	744	10	754	746	8,045,373	21,847	8,067,220	\$129,768
7	New York	6,452	115	6,567	6,532	69,021,025	224,394	69,245,419	\$127,211
8	Delaware	1,162	13	1,175	1,169	11,879,295	36,334	11,915,629	\$122,316
9	Maine	284	27	311	286	2,780,597	39,563	2,820,160	\$118,328
10	Texas	8,036	26	8,062	8,049	79,250,120	48,080	79,298,200	\$118,223
11	Oregon	1,407	128	1,535	1,437	13,168,838	183,022	13,351,860	\$111,498
12	New Hampshire	459	77	536	498	4,343,182	193,655	4,536,837	\$109,321
13	Illinois	3,140	13	3,153	3,144	28,404,237	14,471	28,418,708	\$108,468
14	New Jersey	4,758	130	4,888	4,819	42,918,251	406,178	43,324,429	\$107,884
15	Vermont	483	34	517	490	4,353,843	36,759	4,390,602	\$107,525
16	Louisiana	1,690	140	1,830	1,783	15,159,208	486,609	15,645,817	\$105,300
17	North Carolina	3,618	3	3,621	3,619	31,717,548	6,087	31,723,635	\$105,190
18	Washington	2,306	44	2,350	2,322	19,779,241	181,666	19,960,907	\$103,157
19	Colorado	1,401	0	1,401	1,401	12,021,694	0	12,021,694	\$102,970
	United States	106,421	2,745	109,166	107,637	904,892,522	7,285,486	912,178,008	\$101,695
20	Tennessee	2,269	33	2,302	2,297	19,215,986	83,918	19,299,904	\$100,827
21	Hawaii	408	0	408	408	3,413,347	0	3,413,347	\$100,393
22	Wisconsin	1,023	60	1,083	1,055	8,716,481	97,390	8,813,871	\$100,253
23	North Dakota	197	8	205	200	1,606,892	15,497	1,622,389	\$97,343
24	Minnesota	1,159	21	1,180	1,172	9,383,695	70,106	9,453,801	\$96,797
25	Pennsylvania	6,683	64	6,747	6,703	53,267,481	59,162	53,326,643	\$95,468

STATE GOVERNMENT PAYROLL: FINANCIAL ADMINISTRATION
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT			PAYROLL			SALARY	
		Full-Time Headcount	Part-Time Headcount	Full-Time and Part-Time Headcount	Full-Time Equivalent Headcount	Full-Time Payroll	Part-Time Payroll	Full-Time and Part-Time Payroll	
									Average Annual FTE Salary
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Connecticut	2,002	60	2,062	2,032	18,520,198	286,786	18,806,984	\$111,065
2	Minnesota	5,886	87	5,973	5,956	53,631,191	410,023	54,041,214	\$108,881
3	Alaska	904	12	916	909	7,678,090	35,150	7,713,240	\$101,825
4	Oregon	4,525	105	4,630	4,578	37,623,773	337,266	37,961,039	\$99,505
5	Massachusetts	3,736	92	3,828	3,763	30,074,297	423,500	30,497,797	\$97,256
6	Michigan	4,191	262	4,453	4,392	33,072,794	2,193,139	35,265,933	\$96,355
7	Washington	3,454	65	3,519	3,492	27,436,054	364,853	27,800,907	\$95,536
8	Ohio	5,560	190	5,750	5,655	44,599,251	298,983	44,898,234	\$95,275
9	South Dakota	440	13	453	448	3,330,056	79,269	3,409,325	\$91,321
10	Vermont	813	42	855	827	6,125,739	121,001	6,246,740	\$90,642
11	Wisconsin	2,425	172	2,597	2,539	18,201,459	670,498	18,871,957	\$89,194
12	Rhode Island	855	2	857	856	6,348,842	7,332	6,356,174	\$89,105
13	California	28,397	1,258	29,655	29,235	211,513,571	3,373,879	214,887,450	\$88,204
14	Tennessee	4,324	73	4,397	4,356	31,810,598	186,023	31,996,621	\$88,145
15	New York	14,487	136	14,623	14,551	106,158,674	300,466	106,459,140	\$87,795
16	Maryland	3,189	256	3,445	3,370	23,517,033	1,093,855	24,610,888	\$87,635
17	North Carolina	4,413	82	4,495	4,419	32,127,817	58,251	32,186,068	\$87,403
18	Texas	9,777	74	9,851	9,816	70,449,827	268,120	70,717,947	\$86,452
19	Colorado	3,544	83	3,627	3,595	25,716,594	180,349	25,896,943	\$86,443
20	Utah	2,531	119	2,650	2,599	18,371,713	291,493	18,663,206	\$86,171
	United States	177,329	6,854	184,183	181,388	1,234,235,709	17,030,460	1,251,266,169	\$82,779
21	New Mexico	1,743	4	1,747	1,747	11,933,338	8,521	11,941,859	\$82,028
22	Wyoming	731	3	734	733	4,865,323	7,501	4,872,824	\$79,773
23	Iowa	1,367	88	1,455	1,424	9,301,673	129,806	9,431,479	\$79,479
24	Alabama	2,101	151	2,252	2,180	14,137,916	283,301	14,421,217	\$79,383
25	New Jersey	5,641	351	5,992	5,873	37,564,214	789,249	38,353,463	\$78,366

STATE GOVERNMENT PAYROLL: NATURAL RESOURCES
MARCH 2025
RANKED BY AVERAGE ANNUAL FTE SALARY

RANK	STATE	HEADCOUNT				PAYROLL			SALARY
		Full-Time and		Full-Time Equivalent Headcount	Full-Time Payroll	Part-Time Payroll	Part-Time and Payroll	Average Annual FTE Salary	
		Full-Time Headcount	Part-Time Headcount						
		(1)	(2)	(3) = (1) + (2)	(4)	(5)	(6)	(7) = (5)+(6)	((7) ÷ (4))*12
1	Massachusetts	1,310	62	1372	1,329	11,351,489	288,944	11,640,433	\$105,105
2	New Jersey	1,949	432	2381	2,136	16,410,641	1,355,783	17,766,424	\$99,811
3	California	13,055	2,899	15954	15,114	116,527,212	7,426,571	123,953,783	\$98,415
4	Rhode Island	418	0	418	418	3,217,736	0	3,217,736	\$92,375
5	Connecticut	1,328	367	1695	1,485	10,690,659	586,624	11,277,283	\$91,130
6	Alaska	2,124	30	2154	2,137	15,692,549	83,795	15,776,344	\$88,590
7	New York	3,220	52	3272	3,233	22,894,223	93,538	22,987,761	\$85,324
8	Vermont	679	41	720	694	4,787,470	132,676	4,920,146	\$85,075
9	Maryland	1,619	347	1966	1,869	12,268,337	855,219	13,123,556	\$84,260
10	Oregon	3,147	283	3430	3,277	22,158,837	705,863	22,864,700	\$83,728
11	Wisconsin	2,159	997	3156	2,556	14,482,725	3,269,619	17,752,344	\$83,344
12	Minnesota	3,280	439	3719	3,544	23,418,917	1,133,007	24,551,924	\$83,133
13	Texas	11,321	2,733	14054	12,331	78,369,458	4,457,158	82,826,616	\$80,603
14	Washington	5,716	151	5867	5,778	38,289,466	467,029	38,756,495	\$80,491
15	Colorado	1,249	151	1400	1,333	8,407,297	398,849	8,806,146	\$79,275
16	New Mexico	1,057	61	1118	1,083	7,027,365	122,379	7,149,744	\$79,222
17	Maine	1,123	330	1453	1,260	7,756,246	531,791	8,288,037	\$78,934
18	Michigan	3,696	611	4307	4,058	24,993,253	1,690,060	26,683,313	\$78,906
19	Illinois	2,277	1,414	3691	3,141	15,283,266	5,190,011	20,473,277	\$78,217
20	Nevada	866	151	1017	929	5,710,136	260,318	5,970,454	\$77,121
21	Hawaii	924	3	927	926	5,810,722	7,046	5,817,768	\$75,392
	United States	127,109	21,369	148478	137,800	815,692,333	44,993,288	860,685,621	\$74,951
22	Ohio	2,502	152	2654	2,604	15,855,467	246,052	16,101,519	\$74,201
23	New Hampshire	351	28	379	361	2,170,383	56,872	2,227,255	\$74,036
24	Tennessee	3,613	442	4055	3,877	22,522,583	876,781	23,399,364	\$72,425
25	North Dakota	1,217	411	1628	1,367	7,476,423	756,507	8,232,930	\$72,272



The Townsend Group