



## PayScale Market Report



**Job:** Robert Lichtenthal - Chief Financial Officer (CFO)

**Job Code:** Robert Lichtenthal

**Job Title:** Chief Financial Officer (CFO)

**Labor Market:** Buffalo, New York, United States

**Years of Experience:** 39

**Report Date:** Wednesday, January 18, 2017

**Company:** ExecRank

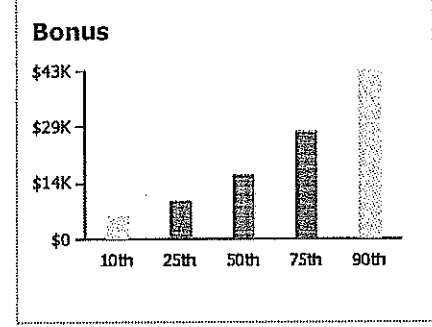
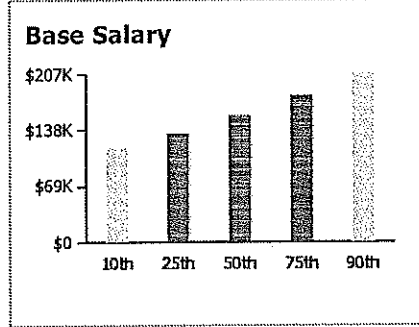
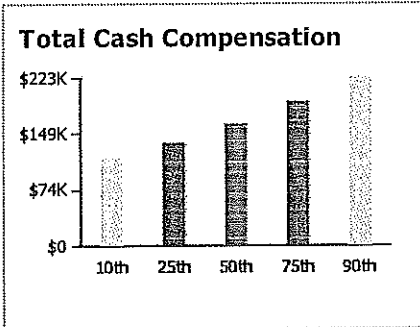
# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Compensation Summary

This PayScale compensation report represents a snapshot of market results for the position **Robert Lichtenthal - Chief Financial Officer (CFO)** and location **Buffalo, New York, United States**. To ensure the most accurate report, confirm that the PayScale Job and profile details on the following page describe this position and labor market accurately.



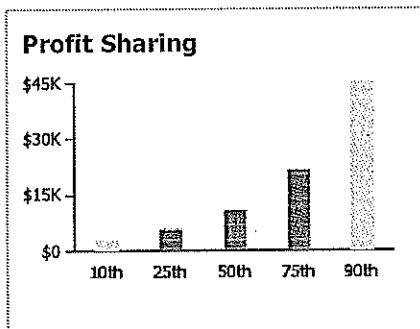
Total Cash Compensation	
10th:	\$117,092
25th:	\$136,390
50th:	\$161,582 <i>Your Target</i>
75th:	\$191,425
90th:	\$222,969
Average:	\$162,745

Base Salary	
10th:	\$115,933
25th:	\$132,966
50th:	\$154,809 <i>Your Target</i>
75th:	\$180,218
90th:	\$206,623
Average:	\$155,700

*100% Reported*

Bonus	
10th:	\$5,911
25th:	\$9,689
50th:	\$16,383 <i>Your Target</i>
75th:	\$27,280
90th:	\$42,808
Average:	\$17,434

*61% Reported*



Profit Sharing	
10th:	\$3,101
25th:	\$5,639
50th:	\$10,824 <i>Your Target</i>
75th:	\$21,742
90th:	\$45,417
Average:	\$12,257

*7% Reported*

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Job Summary

Provide leadership and coordination in the administrative, business planning, accounting and budgeting efforts of the company. Prepare or direct preparation of financial statements, business activity reports, financial position forecasts, annual budgets, and/or reports required by regulatory agencies. Develop internal control policies, guidelines, and procedures for activities such as budget administration, cash and credit management, and accounting. Typical years experience in field of 39 years. Typically holds Master of Business Administration (MBA). Supervisory Role: Yes. Number Supervised: 20 people. Highest Level Managed: Senior Management Level. People Management Tasks: Hire employees, Mentor and advise, Promote employees, Assign and evaluate work, Terminate employees, Review performance annually. Total Assets Under Management: \$430,000,000 total. Manages budgets of approximately \$102,000,000. Signing Authority: Yes. Skills/Specialties include Financial Analysis, Financial Modeling, Budget Management, Investment Management, Regulatory Compliance, Financial Reporting. Annual Revenue: \$75,000,000. Stock Exchange Listing: Not applicable / Unknown.

## Answers to Compensable Factors

Ordered by matching precedence

1. PayScale Job Title: Chief Financial Officer (CFO)
2. Location: Buffalo-Cheektowaga-Tonawanda, New York Metropolitan Area
3. Organization Type: Government - State & Local
4. Degree: Master of Business Administration (MBA)
5. Maximum Amount Typically Authorized: -Not Specified-
6. Certification/License: Skipped
7. Number Supervised: 20
8. People Management Tasks: Hire employees, Mentor and advise, Promote employees, Assign and evaluate work, Terminate employees, Review performance annually
9. Annual Revenue: \$75,000,000
10. Highest Level Managed: Senior Management Level
11. Skill/Specialty: Financial Analysis, Financial Modeling, Budget Management, Investment Management, Regulatory Compliance, Financial Reporting
12. Stock Exchange Listing: Not applicable / Unknown
13. Total Assets Under Management: \$430,000,000
14. Avg. Size of Competing Organizations: 250
15. Supervisory Role: Yes
16. Government Contractor: No
17. Signing Authority: Yes
18. Years Experience in Field/Career: 39
19. Budget Managed: \$102,000,000
20. Industry: Water Utilities

## Report Stats

Report date: **January 18, 2017**

Effective date: **December 19, 2016**

Algorithm version: **2016.11**

Profiles analyzed: **5,058**

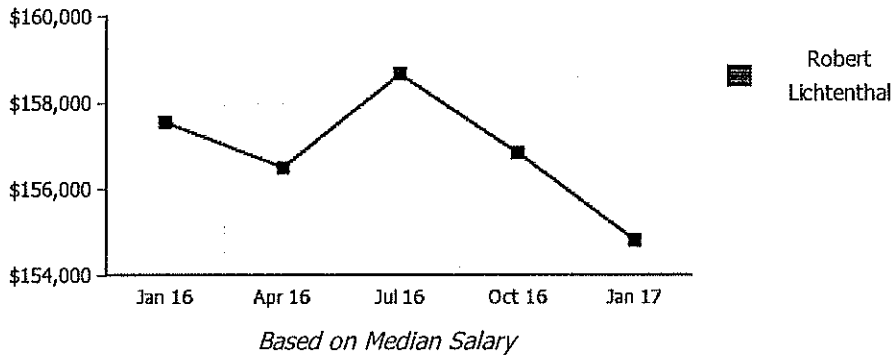
Report rating (1 to 5): **4.0**. Pay is mostly consistent but has some variability for this job in this labor market. Use this report with confidence.

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Market Trends

The following chart lists market rate changes for the position **Robert Lichtenthal - Chief Financial Officer (CFO)** and location **Buffalo, New York, United States**. Each rate of change is annualized for the current year and measured in 3 month increments.

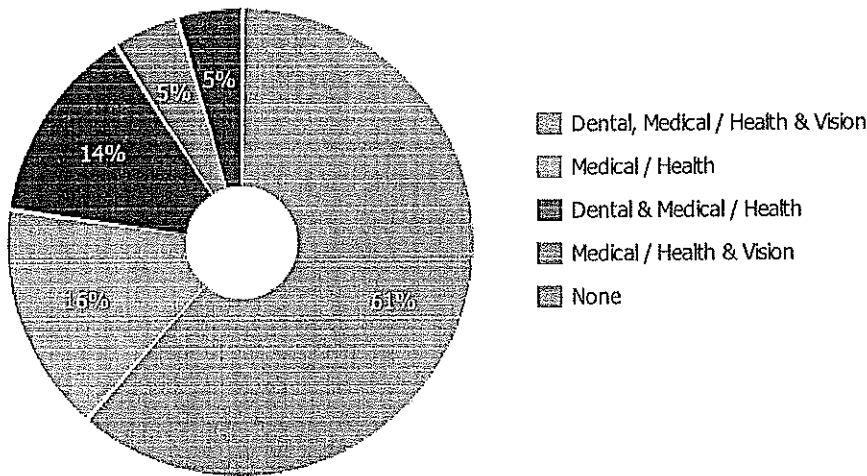
Estimated Annual Market Change % (12 months): **-1.7%**



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Benefits Summary

The following chart lists popular benefits for the position **Robert Lichtenthal - Chief Financial Officer (CFO)** and location **Buffalo, New York, United States**. The percentages represent the distribution of data collected from individuals who have reported receiving such benefits from their employers.



Benefit	Percent Received
Dental, Medical / Health & Vision	61%
Medical / Health	16%
Dental & Medical / Health	14%
Medical / Health & Vision	5%
None	5%

### Other Popular Benefits for this Position:

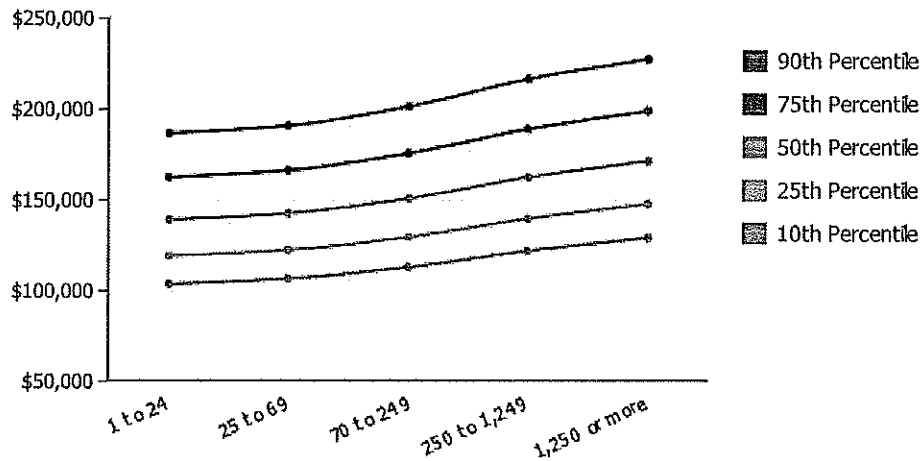
- 401(k)
- Life Insurance/Disability
- Paid Holidays / Vacation
- Cell Phone
- Paid Sick Leave

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Compensation Influencers

The following section provides unique data on factors that influence compensation for this position. Use this information to evaluate how pay varies based on position requirements (experience level, education, certifications, et cetera).

### Salary by Company Size (People)

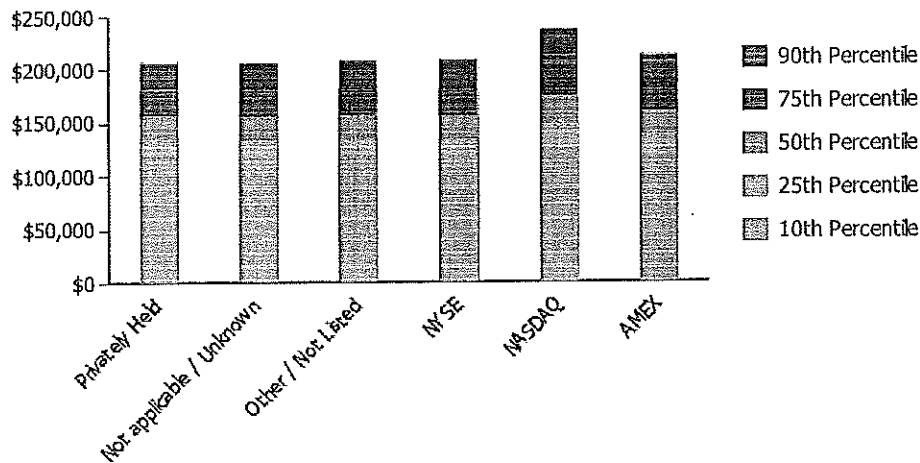


	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
1 to 24	21.3%	\$103,438	\$118,956	\$138,912	\$162,190	\$186,445
25 to 69	17.7%	\$106,383	\$122,179	\$142,463	\$166,092	\$190,681
70 to 249	21.0%	\$112,675	\$129,285	\$150,594	\$175,392	\$201,174
250 to 1,249	19.4%	\$121,667	\$139,439	\$162,213	\$188,684	\$216,173
1,250 or more	20.7%	\$128,916	\$147,437	\$171,123	\$198,593	\$227,066

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Stock Exchange



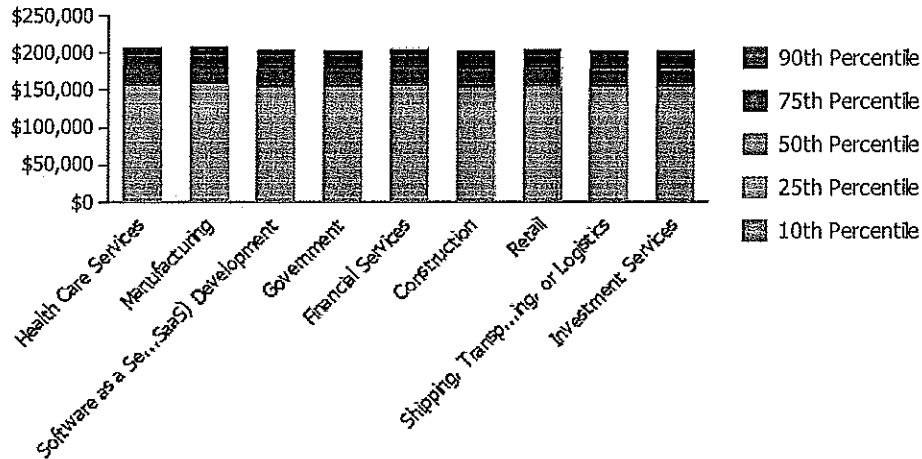
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Privately Held	55.1%	\$117,692	\$134,609	\$156,193	\$181,170	\$207,005
Not applicable / Unknown	20.3%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Other / Not Listed	15.5%	\$118,175	\$135,233	\$157,027	\$182,277	\$208,415
NYSE	3.5%	\$116,569	\$133,812	\$155,897	\$181,650	\$208,595
NASDAQ	3.4%	\$127,960	\$148,029	\$173,980	\$204,565	\$236,926
AMEX	1.1%	\$119,598	\$137,288	\$159,839	\$185,929	\$212,918

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary By Organization's Product/Business

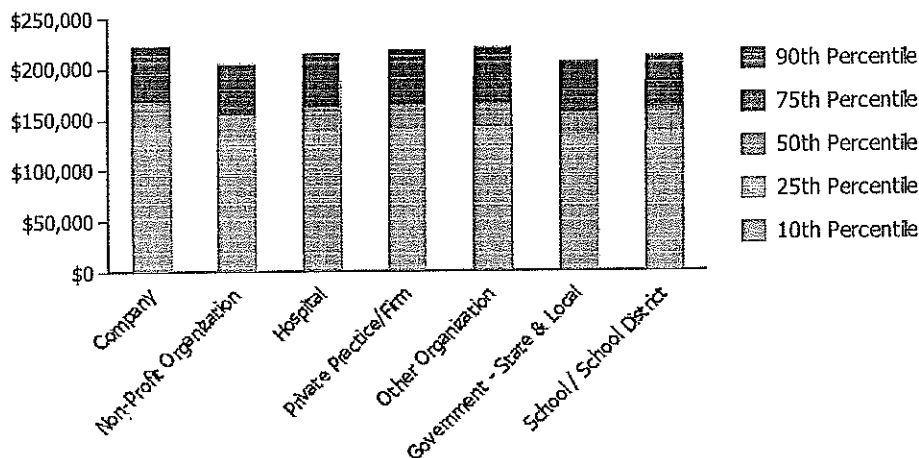


	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Health Care Services	10.1%	\$115,956	\$132,978	\$154,810	\$180,207	\$206,601
Manufacturing	9.7%	\$117,190	\$134,324	\$156,303	\$181,876	\$208,457
Software as a Service (SaaS) Development	5.7%	\$114,400	\$131,228	\$152,807	\$177,909	\$203,995
Government	3.5%	\$114,334	\$131,024	\$152,432	\$177,336	\$203,217
Financial Services	3.5%	\$115,351	\$132,237	\$153,896	\$179,092	\$205,277
Construction	3.1%	\$113,569	\$130,257	\$151,658	\$176,552	\$202,424
Retail	2.6%	\$114,547	\$131,557	\$153,360	\$178,712	\$205,057
Shipping, Transportation, Warehousing, or Logistics	2.2%	\$114,011	\$130,705	\$152,117	\$177,027	\$202,917
Investment Services	2.2%	\$113,930	\$130,641	\$152,073	\$177,005	\$202,917



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Employer Type



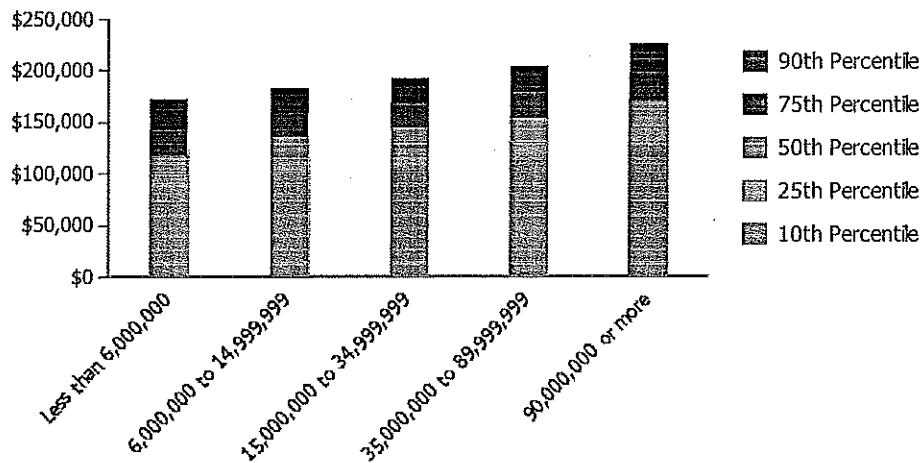
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Company	68.1%	\$124,894	\$143,323	\$166,966	\$194,482	\$223,090
Non-Profit Organization	13.2%	\$115,047	\$131,924	\$153,580	\$178,783	\$204,986
Hospital	4.5%	\$121,063	\$138,746	\$161,410	\$187,755	\$215,119
Private Practice/Firm	4.2%	\$121,869	\$139,976	\$163,195	\$190,209	\$218,291
Other Organization	3.4%	\$123,396	\$141,605	\$164,967	\$192,155	\$220,424
Government - State & Local	2.4%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
School / School District	1.1%	\$118,806	\$136,427	\$159,013	\$185,277	\$212,567

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Annual Revenue

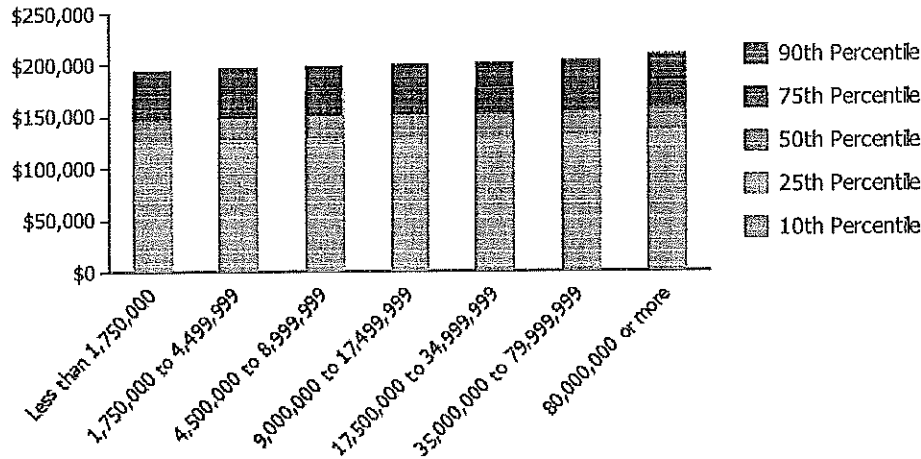


	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Less than 6,000,000	21.1%	\$84,058	\$97,973	\$117,015	\$141,715	\$172,104
6,000,000 to 14,999,999	18.8%	\$99,450	\$114,561	\$134,201	\$157,498	\$182,361
15,000,000 to 34,999,999	19.9%	\$106,900	\$122,809	\$143,300	\$167,275	\$192,376
35,000,000 to 89,999,999	19.3%	\$114,060	\$130,847	\$152,387	\$177,460	\$203,536
90,000,000 or more	20.9%	\$127,238	\$145,805	\$169,580	\$197,187	\$225,820

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

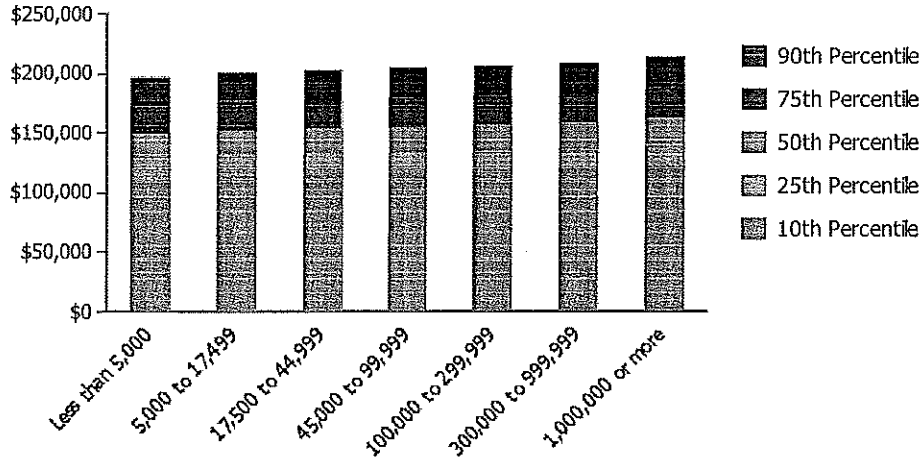
## Salary by Budget Under Management



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Less than 1,750,000	13.5%	\$108,807	\$124,991	\$145,712	\$169,780	\$194,762
1,750,000 to 4,499,999	14.9%	\$110,556	\$126,915	\$147,874	\$172,232	\$197,527
4,500,000 to 8,999,999	14.4%	\$111,573	\$128,051	\$149,167	\$173,713	\$199,207
9,000,000 to 17,499,999	14.8%	\$112,526	\$129,119	\$150,388	\$175,116	\$200,803
17,500,000 to 34,999,999	14.4%	\$113,566	\$130,290	\$151,730	\$176,661	\$202,563
35,000,000 to 79,999,999	13.3%	\$114,845	\$131,734	\$153,391	\$178,578	\$204,750
80,000,000 or more	14.7%	\$118,112	\$135,440	\$157,667	\$183,527	\$210,410

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Amount Authorized for Signing Authority



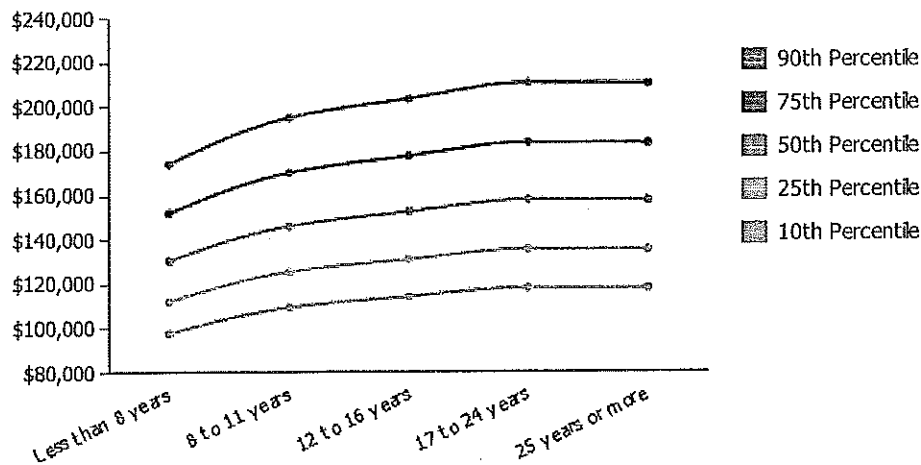
<i>Base Salary - Your Search</i>	Percent	10th	25th	50th	75th	90th
		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Less than 5,000	14.1%	\$112,002	\$127,984	\$148,358	\$171,915	\$196,255
5,000 to 17,499	14.5%	\$114,334	\$130,644	\$151,443	\$175,497	\$200,362
17,500 to 44,999	14.3%	\$115,586	\$132,073	\$153,101	\$177,426	\$202,576
45,000 to 99,999	12.9%	\$116,561	\$133,185	\$154,393	\$178,931	\$204,305
100,000 to 299,999	16.6%	\$117,634	\$134,411	\$155,818	\$180,592	\$206,217
300,000 to 999,999	13.7%	\$118,850	\$135,802	\$157,437	\$182,483	\$208,398
1,000,000 or more	13.9%	\$121,714	\$139,084	\$161,270	\$186,979	\$213,611

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary By Experience



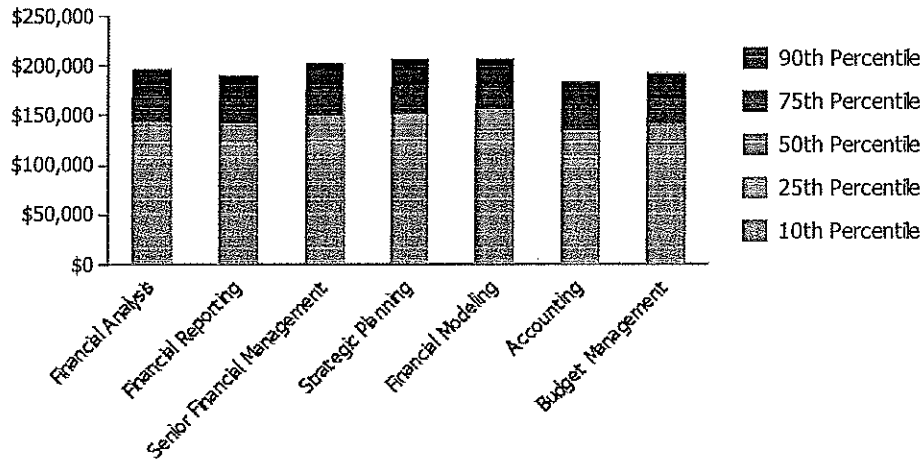
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Less than 8 years	22.1%	\$97,355	\$111,765	\$130,217	\$151,650	\$173,894
8 to 11 years	17.4%	\$109,090	\$125,209	\$145,856	\$169,844	\$194,747
12 to 16 years	19.1%	\$113,879	\$130,686	\$152,218	\$177,240	\$203,220
17 to 24 years	20.9%	\$117,941	\$135,322	\$157,595	\$183,485	\$210,372
25 years or more	20.5%	\$117,861	\$135,192	\$157,412	\$183,253	\$210,101

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

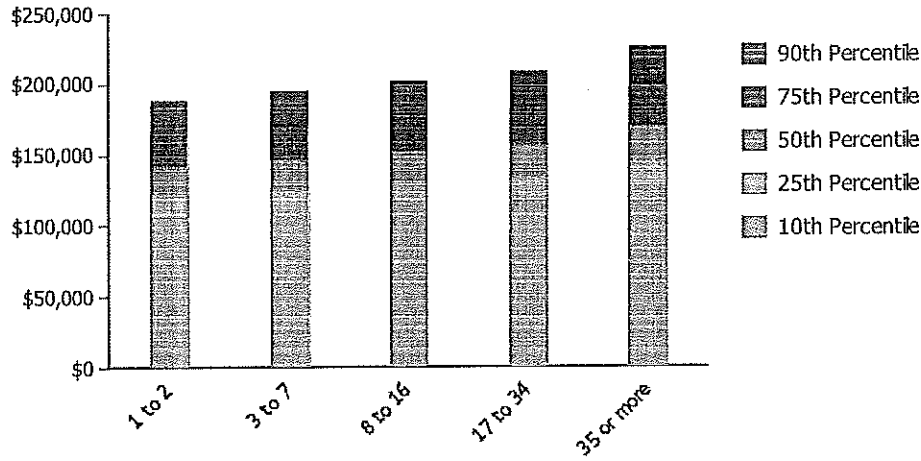
## Salary By Skill



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Financial Analysis	30.9%	\$102,508	\$119,620	\$141,975	\$168,487	\$196,547
Financial Reporting	27.6%	\$104,757	\$120,616	\$141,054	\$164,960	\$189,946
Senior Financial Management	22.0%	\$109,093	\$126,214	\$148,381	\$174,430	\$201,768
Strategic Planning	19.5%	\$108,862	\$126,736	\$150,026	\$177,572	\$206,650
Financial Modeling	17.1%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Accounting	13.8%	\$96,835	\$112,578	\$133,068	\$157,276	\$182,808
Budget Management	12.2%	\$102,565	\$118,965	\$140,261	\$165,356	\$191,758

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Number of Employees Supervised



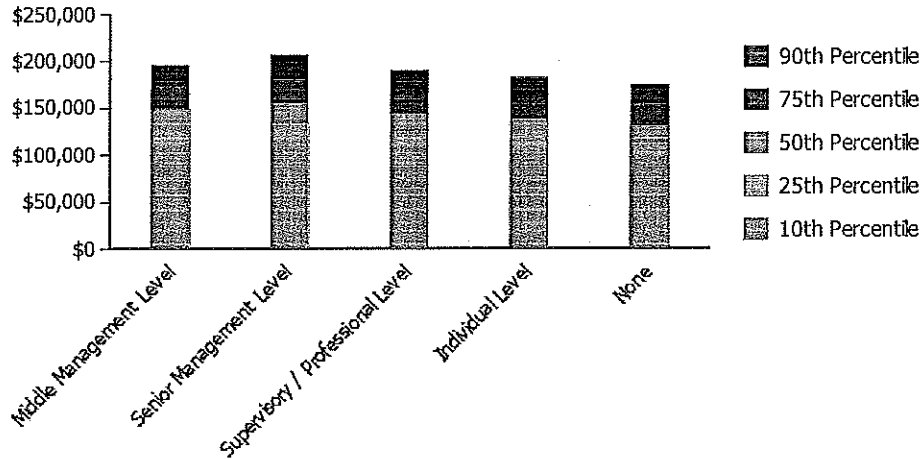
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
1 to 2	11.1%	\$105,793	\$121,328	\$141,251	\$164,427	\$188,512
3 to 7	18.3%	\$109,540	\$125,627	\$146,258	\$170,256	\$195,197
8 to 16	20.4%	\$113,409	\$130,067	\$151,431	\$176,282	\$202,108
17 to 34	21.3%	\$117,134	\$134,346	\$156,420	\$182,096	\$208,780
35 or more	20.1%	\$126,581	\$145,292	\$169,277	\$197,168	\$226,149

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary By People Types Managed



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Middle Management Level	35.8%	\$112,545	\$128,317	\$148,424	\$171,686	\$195,761
Senior Management Level	23.2%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Supervisory / Professional Level	19.8%	\$108,089	\$123,567	\$143,353	\$166,292	\$190,059
Individual Level	18.3%	\$103,978	\$118,739	\$137,588	\$159,417	\$182,011
None	3.1%	\$96,446	\$111,035	\$129,841	\$151,831	\$174,796

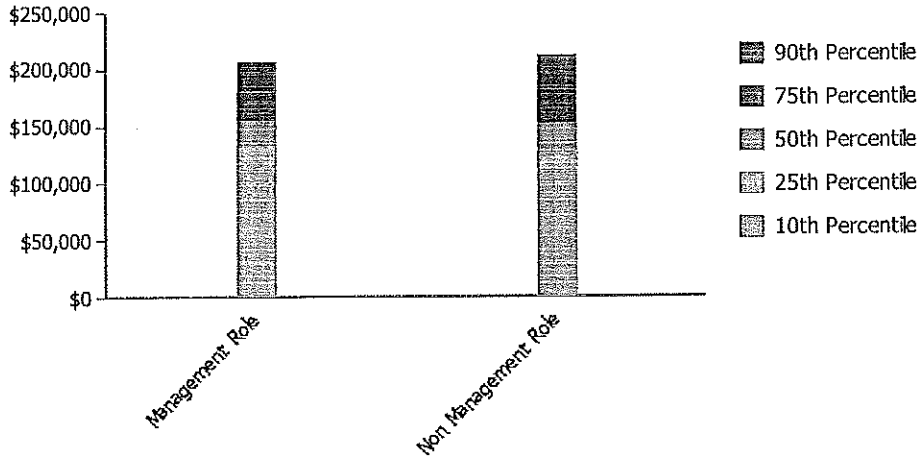


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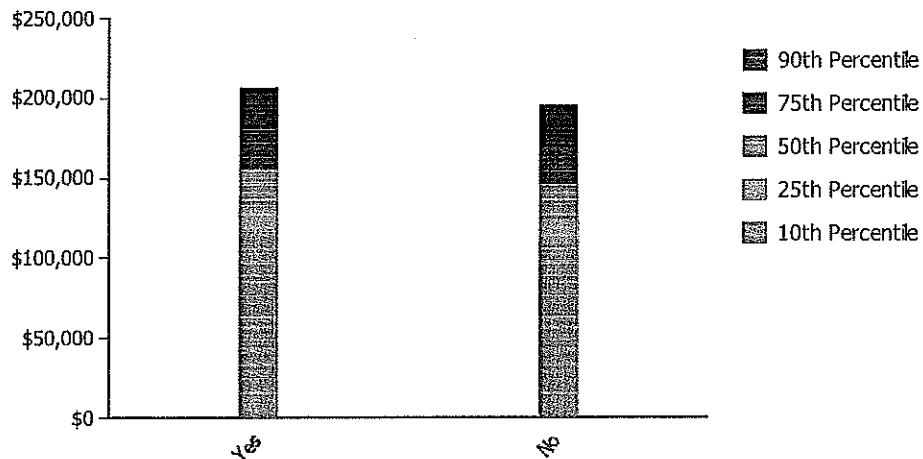
## Salary By Management Role



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Management Role	96.2%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Non Management Role	3.8%	\$109,411	\$127,913	\$152,194	\$181,155	\$212,011

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary By Signing Authority



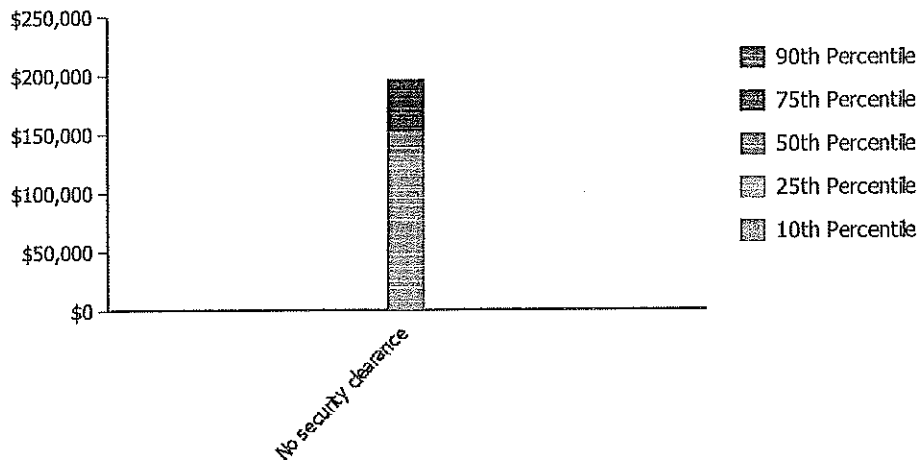
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Yes	90.7%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
No	9.3%	\$108,133	\$124,486	\$145,509	\$170,043	\$195,641

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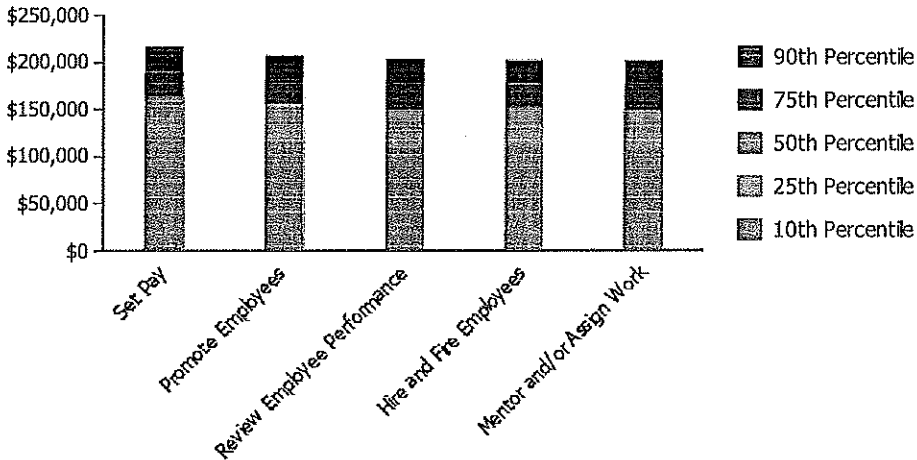
## Salary by Security Clearance



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
No security clearance	49.0%	\$117,197	\$132,451	\$151,713	\$173,761	\$196,327

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Average Base Pay by People Management Tasks



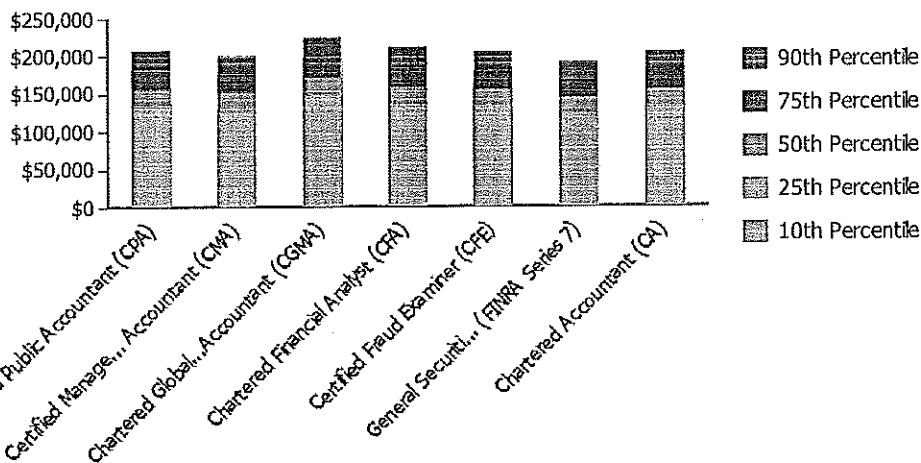
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Set Pay	85.5%	\$121,752	\$139,563	\$162,384	\$188,902	\$216,430
Promote Employees	7.9%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Review Employee Performance	2.4%	\$109,281	\$126,484	\$148,792	\$175,036	\$202,597
Hire and Fire Employees	2.2%	\$112,687	\$129,348	\$150,751	\$175,685	\$201,629
Mentor and/or Assign Work	1.9%	\$106,738	\$123,994	\$146,457	\$172,989	\$200,957

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Certification



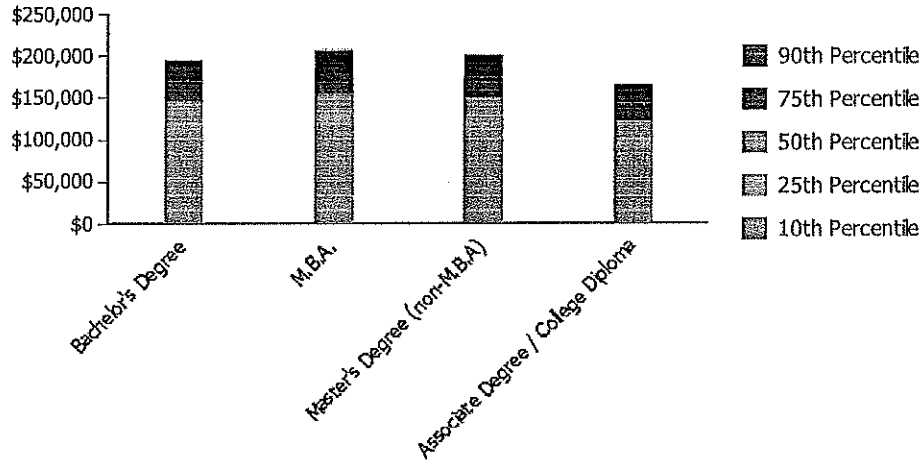
	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Certified Public Accountant (CPA)	76.6%	\$117,027	\$134,121	\$156,027	\$181,480	\$207,896
Certified Management Accountant (CMA)	11.7%	\$113,095	\$129,472	\$150,432	\$174,763	\$200,001
Chartered Global Accountant (CGMA)	9.9%	\$129,277	\$147,327	\$170,332	\$196,917	\$224,376
Chartered Financial Analyst (CFA)	5.4%	\$116,483	\$134,154	\$156,901	\$183,468	\$211,186
Certified Fraud Examiner (CFE)	1.8%	\$115,632	\$132,354	\$153,763	\$178,624	\$204,422
General Securities Representative - (FINRA Series 7)	1.8%	\$107,322	\$122,961	\$142,997	\$166,276	\$190,441
Chartered Accountant (CA)	1.8%	\$114,565	\$131,484	\$153,198	\$178,477	\$204,765

# PayScale Market Report



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary by Degree

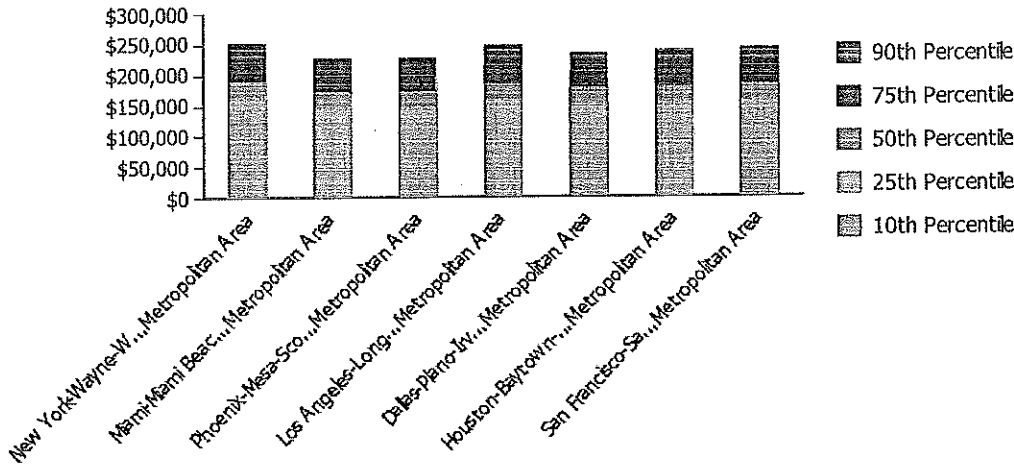


	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
Bachelor's Degree	55.7%	\$108,484	\$124,643	\$145,439	\$169,715	\$195,026
M.B.A.	31.4%	\$115,932	\$132,965	\$154,809	\$180,217	\$206,623
Master's Degree (non-M.B.A.)	8.7%	\$111,076	\$127,737	\$149,172	\$174,182	\$200,239
Associate Degree / College Diploma	2.0%	\$88,858	\$102,880	\$121,082	\$142,522	\$165,067

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

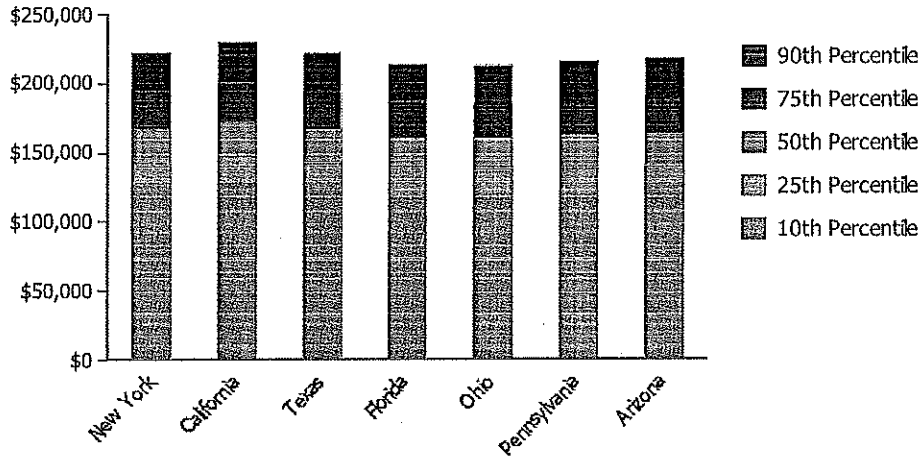
## Salary By Metropolitan Area



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
New York-Wayne-White Plains, New York / New Jersey Metropolitan Area	11.9%	\$141,280	\$162,042	\$188,668	\$219,642	\$251,831
Miami-Miami Beach-Kendall, Florida Metropolitan Area	3.7%	\$127,303	\$146,109	\$170,221	\$198,263	\$227,402
Phoenix-Mesa-Scottsdale, Arizona Metropolitan Area	3.7%	\$127,480	\$146,199	\$170,206	\$198,129	\$227,148
Los Angeles-Long Beach-Glendale, California Metropolitan Area	3.7%	\$138,062	\$158,471	\$184,635	\$215,063	\$246,682
Dallas-Plano-Irving, Texas Metropolitan Area	3.2%	\$131,278	\$150,509	\$175,175	\$203,869	\$233,690
Houston-Baytown-Sugar Land, Texas Metropolitan Area	3.2%	\$134,205	\$153,938	\$179,246	\$208,688	\$239,288
San Francisco-San Mateo-Redwood City, California Metropolitan Area	2.8%	\$136,744	\$156,693	\$182,283	\$212,053	\$242,992

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Salary By State



	Percent	10th	25th	50th	75th	90th
<b>Base Salary - Your Search</b>		<b>\$115,932</b>	<b>\$132,965</b>	<b>\$154,809</b>	<b>\$180,217</b>	<b>\$206,623</b>
New York	14.5%	\$124,867	\$143,177	\$166,667	\$193,998	\$222,410
California	11.9%	\$128,814	\$147,750	\$172,038	\$200,296	\$229,669
Texas	8.8%	\$124,202	\$142,487	\$165,939	\$193,224	\$221,584
Florida	7.5%	\$119,509	\$137,124	\$159,713	\$185,991	\$213,302
Ohio	3.5%	\$119,229	\$136,756	\$159,237	\$185,390	\$212,573
Pennsylvania	3.5%	\$120,828	\$138,548	\$161,278	\$187,724	\$215,214
Arizona	3.5%	\$122,071	\$140,046	\$163,098	\$189,913	\$217,782



Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Anonymous Profiles

The following section provides a sampling of anonymous profiles used in this report. These are real-world profiles showing examples of compensation packages, skill sets, and experience levels of employed individuals that match your search criteria. Use this information to compare your position(s) to real people in the same position.



Profile No. 1

Annual Salary	\$175,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Government - State & Local Employer's Product/Business: Water Utilities Number of Employees: 310
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	20
Job Location	State or Province: Pennsylvania Country: United States
Certification	Chartered Financial Analyst (CFA)
All other Benefits/Perks	Defined Benefit (DB) Retirement Plan, Life Insurance/Disability, Paid Holidays / Vacation
Health Benefit	Dental, Vision, Medical / Health
Vacation Time	3
Skill/Specialty	Accounting, Electronic Banking, Economics
Job 5 Years Ago	Job 5 Years Ago: Finance Director
Reasons we chose this profile	similar employer size range, same regional state, same education level, same industry, same company type, same company filling status, same people types managed



Profile No. 2

Annual Salary	\$105,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Company Employer's Product/Business: Racetrack Number of Employees: 50
Job/Position/Title	Chief Financial Officer (CFO)

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)



Profile No. 3

Annual Salary	\$180,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Non-Profit Organization Years with Employer: 4 Employer's Product/Business: Wikipedia Number of Employees: 215
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	26
Job Location	State or Province: California Country: United States
All other Benefits/Perks	401(k), Casual Dress/Atmosphere, Cell Phone, Defined Contribution (DC) Retirement Plan, Flex-Time / Flexible Schedule, Free Drinks/Coke/Juice/Water, Gym / Health Club / Fitness Membership, Life Insurance/Disability, Paid Holidays / Vacation, Paid Sick Leave
Health Benefit	Dental, Vision, Medical / Health
Vacation Time	4
Skill/Specialty	Risk Management / Risk Control, Insurance, Investment Management
Job 5 Years Ago	Job 5 Years Ago: Chief Financial Officer (CFO)
Reasons we chose this profile	same state, similar experience level, same education level, similar number of employees supervised, same company filing status, same people management tasks



Profile No. 4

Bonus	\$75,000
Annual Salary	\$125,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Company Employer's Product/Business: Software Services Number of Employees: 350
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	10

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Profile No. 5

Bonus	\$10,000
Annual Salary	\$138,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Foundation / Trust Employer's Product/Business: Education
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	13
Job Location	State or Province: South Carolina Country: United States
Certification	Certified Treasury Professional (CTP)
All other Benefits/Perks	403(b)
Health Benefit	Vision, Medical / Health
Vacation Time	3
Skill/Specialty	Investment Management, Budget Management, Financial Modeling
Reasons we chose this profile	same state, same education level, similar employer size range, same company filing status, same people management tasks

## Profile No. 6

Bonus	\$30,000
Annual Salary	\$200,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Company Years with Employer: 1 Employer's Product/Business: Retail Number of Employees: 300
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	20
Job Location	State or Province: Florida Country: United States
Certification	Certified Public Accountant (CPA)

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Profile No. 7

Annual Salary	\$125,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Future Employer	Employer Type: Company Employer's Product/Business: Freight Forwarding Number of Employees: 75
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	16
Job Offer Location	State or Province: Illinois Country: United States
Health Benefit	None
Vacation Time	3
Skill/Specialty	Budget Management, Financial Analysis, Internal Audit
Job 5 Years Ago	Job 5 Years Ago: Financial Controller
Reasons we chose this profile	similar experience level, same education level, same industry, same people types managed

## Profile No. 8

Bonus	\$39,600
Annual Salary	\$198,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: School / School District Employer's Product/Business: Education
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	20
Job Location	State or Province: Texas Country: United States
Certification	Certified Public Accountant (CPA)
All other Benefits/Perks	Company Car / Automobile
Health Benefit	Dental, Medical / Health

# PayScale Market Report

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Profile No. 9

Bonus	\$105,000
Annual Salary	\$210,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Private Practice/Firm Employer's Product/Business: Information Technology (IT) Systems Design or Integration Number of Employees: 100
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	15
Job Location	Country: United States, State or Province: Texas
All other Benefits/Perks	401(k)
Health Benefit	Dental, Vision, Medical / Health
Vacation Time	4
Skill/Specialty	Senior Financial Management, Financial Advisor, People Management
Job 5 Years Ago	Job 5 Years Ago: Director, Financial Planning & Analysis same experience level, same education level, same employer size range, similar number of employees supervised, same skills/specialties, same people types managed
Reasons we chose this profile	

## Profile No. 10

Bonus	\$0.00
Annual Salary	\$82,000 Salary Type: Standard Full-Time 40+ Hours Per Week
Current Employer	Employer Type: Government - State & Local Employer's Product/Business: County Government Number of Employees: 380
Job/Position/Title	Chief Financial Officer (CFO)
Years In Field/Career	20
Job Location	State or Province: South Carolina Country: United States

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

## Employer List

The list below is a sampled set of employer names from surveyed employees who have identified their employer. These tables are not comprehensive and inclusion in this list does not imply endorsement or direct participation of the employer.

Profiles from participating employees of the following employers in the Water Utilities or similar industry were considered for this report.

A.O. Smith Corporation	Hach Company
Abc Corp.	Hampton Roads Sanitation District
Aecom Technology Group, Inc.	Hazen and Sawyer, P.C.
American Water	HD Supply Inc.
American Water Company	HDR, Inc.
American Water Works Co Inc	Henkels & McCoy, Inc.
Andritz Inc.	Hunter Industries Incorporated
Aqua America, Inc.	Jain Group
Aqua-Chem, Inc.	Jain Irrigation Systems Ltd.
Aquatech International Corporation	JEA
Arcadis, Inc.	King County
Avantech	Koch Industries, Inc.
Black and Veatch	Ladwp
Board of Public Utilities	Las Vegas Valley Water District
Boston Water and Sewer Commission	Layne Christensen Company
Brown and Caldwell	Liberty Utilities
Brownsville Public Utilities Board	Loudoun Water
Calgon Carbon	Lower Valley Water District
California Water Service Company	Macon Water Authority
Canton Municipal Utilities	Metro Inc.
Cdm, Inc.	Metro Wastewater Reclamation District
Central Arizona Project	Metropolitan Sewer District
CH2M Hill	Milwaukee Metropolitan Sewerage District
Charleston Water System	MPW Industrial Services, Inc
Chemtreat, Inc.	MWH Global, Inc.
City of Atlanta, GA	Mwrldgc
City of Austin	Nalco Company
City of Bay City	New York City Department of Environmental Protection
City Of benton	NYC Dep
City of Buffalo	Onondaga County
City of Columbus	Parker Hannifin Corp
City of Corpus Christi	Pentair
City of Detroit	Pueblo Water Works

## Employer List

City of Fort Worth	Quench USA
City of Fresno	Regional Water Authority
City of Gastonia	Rexnord Industries, LLC
City of Houston, Texas	Samco
City of Independence	San Antonio Water Systems
City of Kansas City	San Jose Water Company
City of Los Angeles	Severn Trent Services
City of Meridian	Severn Trent Services, Inc.
City of Phoenix	Siemens Water Technologies Corp
City of Plattsburgh	Smith & Loveless
City of Seattle - Utilities	SNF Holding Co. Inc.
City of Tacoma - Tacoma Public Utilities	Suburban
City of Tallahassee	Suez Energy North America
City of Thomasville	Suffolk County Water Authority
Clark Public Utilities	Tarrant Regional Water District
Corix Utilities Inc.	Texarkana Water Utilities
Culligan	The City of Aurora
Culligan Water Conditioning	The Connecticut Water Company
Culligan Water Inc.	The Toro Company
Dalton Utilities	Trinity River Authority
DC Water and Sewer Authority	Tulsa, City Of
Dekalb County Government	U.S. Army Corps of Engineers
Denver Water Board	U.S. Department of the Interior, Bureau of Reclamation
Denver Water Department	United Water
Department of Environmental Protection	US Water Services
Department of Water Resources	Utilities, Inc.
Ecolab, Inc.	Utility, Inc.
El Dorado Irrigation District	Valmont Industries, Inc.
Epcor	Valmont, Inc
Evoqua Water Technologies	Veolia Water
Fort Pierce Utilities Authority	Veolia Water Na
Garratt Callahan	Veolia Water of North America
General Electric (GE) Water & Process Technologies	Washington Suburban Sanitary Commission
Golden State Water Company	WaterOne
Greeley and Hansen	Westech Engineering, Inc.

Job: Robert Lichtenthal - Chief Financial Officer (CFO)

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## Employer List

Profiles from participating Management employees of the following employers were considered for this report.

Abc Corp.

Company Confidential

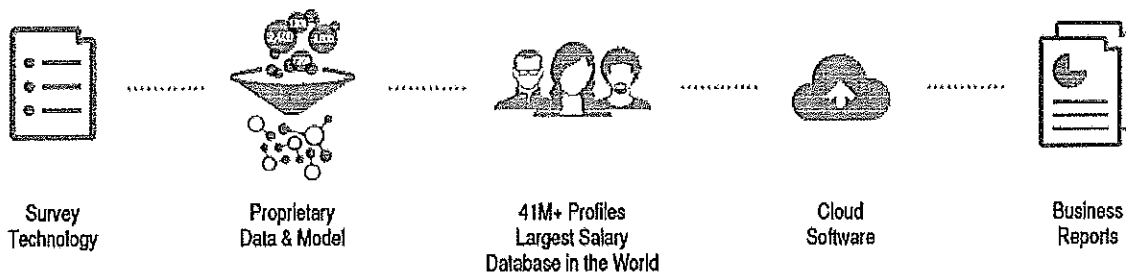
Brooklyn Bottling

Complex Media

Note: This is a representative subset of all of the relevant employers.



## Methodology



## Data Collection

At PayScale, we administer the largest real-time salary survey in the world with more than 150,000 new survey records being added every month for positions from every industry, company size and location. Our database of more than 54 million salary profiles is updated nightly to reflect the most detailed, up-to-date compensation information available.

We collect data 24/7/365 from visitors to our website, [www.payscale.com](http://www.payscale.com). They come for many reasons, but mostly to prepare to ask for a raise, evaluate a job offer, or just to know how they stack up against others in similar positions.

## Data Validation

### Data Filtration

Profiles are reviewed using advanced, patent-pending algorithms to check for outliers or illogical data sequences before being used in our reports. Any data profile deemed questionable, incomplete, outside expectations or duplicated is discarded and not used in calculating compensation.

### Defend Against Attempts to "Stuff the Ballot Box"

Our validation algorithm automatically detects and rejects excessive data coming from any one person or IP address.

### Standardize the Data

You say "computer programmer," I say "software developer." PayScale technology normalizes data across multiple attributes to recognize that we're talking about the same job.

### Data Accuracy

Our research has shown that our market data is not only within expected ranges, but is more accurate than reports from other data providers. This is because the reported data is more precisely matched to both the type and size of organization, and the skills and experience of the position.

## Data Analysis and Reporting

Individual profiles are maintained in our database in their entirety, preserving the detailed data points that make each record unique. Our software does not modify or blend profile data, use inflation or cost-of-living adjustments, or age data. This way, we help you avoid the shortcomings of traditional surveys that use "averages of averages" or "surveys of surveys" approaches to market data reporting.

## Market Match™

The MarketMatch™ algorithm looks at more than 250 compensable factors and the relationships between those factors when finding the ideal matches for positions. For example, it has the intelligence to identify the facts that most employers pay more for employees with more experience or who are located in large urban areas. Even with as much data as we have (more than 15,000 job titles), there can still be gaps and in those cases, MarketMatch makes sophisticated mathematical predictions to get the answers you need.

