

WCCSEO

Washington Citizens' Commission
on Salaries for Elected Officials

2009 - 11

Strategic Plan

June 2008

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Introduction

The Washington Citizens' Commission on Salaries for Elected Officials is a very small and comparatively new agency of state government. We are governed by a 16-member citizen commission.

We were established by a citizen initiative in November 1986 to take politics out of the salary setting process.

Mission

To attract citizens of the highest quality to public service by basing the salaries of the state's elected officials on realistic standards and paying them according to the duties of their office.

Mandate

To set the salaries of the elected officials in the Executive, Legislative, and Judicial branches of state government. [Washington Constitution, Article XXVIII]

Vision

A collaborative salary system that reflects the duties of the elected officials, has the confidence and support of the public, and is a model for other states.

Values

Making a difference in state government through:

-  Quality services provided with professionalism, pride, and creativity;

- ✚ Leadership that is innovative and imaginative;
- ✚ Careful and responsible use of resources;
- ✚ Open, clear, and honest communication;
- ✚ Continuous evaluation and improvement;
- ✚ Respect between commissioners, staff, the elected officials, and the public;
- ✚ Conduct that reflects integrity and the highest ethical standards; and
- ✚ A work environment that attracts, develops, and retains high quality people.

Legal Authority

- ✚ Washington Constitution, Article XXVIII
Set the salaries of the elected officials in the Executive, Legislative, and Judicial branches of state government
- ✚ Chapter 43.03.300 to .310 RCW
Establishment and operation

What We Do

Our function is to set the salaries of the elected officials, including:

- ✚ Executive Branch – the Governor, Lieutenant Governor, Secretary of State, Attorney General, Treasurer, Auditor, Superintendent of Public Instruction, Commissioner of Public Lands, and the Insurance Commissioner;
- ✚ Legislative Branch – members of the Legislature; and

- ✚ Judicial Branch – Justices of the Supreme Court and judges of the Court of Appeals, Superior Courts and District Courts.

Our Salary-Setting Goal and Philosophy

Our goal is to:

- ✚ Have a fair and equitable salary system that is consistent and competitive with the salaries of comparable public positions;
- ✚ Attracts citizens of the highest quality to public service, and
- ✚ Has the confidence and support of our citizens.

Our philosophy for a sound salary structure is to review salaries regularly and make small changes as needed.

Organizational Overview

Statute grants us sole responsibility for our organization, operation, and actions.

Our work is divided into two distinct functions:

- ✚ Setting the salaries of the state's elected officials; and
- ✚ Providing efficient, effective, and responsible agency administration.

Commission Members

Our members are 16 unpaid citizens who are selected in two ways:

- ✚ **Nine** members are randomly drawn by the Secretary of State from the rolls of registered voters; one from each congressional district.
- ✚ **Seven** members, who must have personnel management experience, are selected jointly by the President of the Senate and the Speaker of the House.

Of the seven individuals, five are selected, one each from the following fields:

- private institutions of higher education;
- business;
- professional personnel management;
- the law; and
- organized labor.

Two individuals are recommended to the President and the Speaker:

- one by the chair of the State Personnel Resources Board and
- one by the presidents of the state's four-year institutions of higher education.

The names of the appointees are sent to the Governor for formal appointment.



L to R (**back**) Teri Wright (staff), Alan Doman, Ron Hopkins, Dirk Muyskins, Wilean Denton Hornbeck, Scott Baxter, Brian Sadden (**front**) David Irwin, Debra Alyea, Linda Lopez, Janet Hays, John McCallum, Carol Sayer (staff)

Office and Staff

We have two part-time employees. The Director, Carol Sayer, has been with the agency since November 1998. The Executive Assistant, Teri Wright, has been with the agency since March 2006.

We are located in the General Administration Building on the Capitol Campus and share space with the commissions on African American Affairs, Hispanic Affairs, and Asian Pacific American Affairs. However, we expect to move to an unknown location during the 2009-11 biennium as

the General Administration Building is scheduled for demolition and replacement during that time.

Our website www.salaries.wa.gov provides additional information about our operation and our work.

Our Role in Government Accountability

Although we are not a cabinet agency, we support Governor Gregoire's Priorities of Government (POG) and Government Management, Accountability and Performance (GMAP) programs.

Our constitutional and statutory mandate is to set the salaries of the elected officials in the Executive, Legislative, and Judicial branches of state government. That function aligns with and supports:

- ✚ POG #10: *Strengthen government's ability to achieve results efficiently and effectively.*
- ✚ Statewide Results Area: *Citizen satisfaction with state government.*
- ✚ High Level Purchase Strategy: *Improve decision support for government decision makers.*

We strive to increase citizen satisfaction by fairly and appropriately setting the elected officials' salaries and doing so in an arena that welcomes and encourages public involvement.

We are a major decision-making entity in state government. Our salary setting work has a significant impact on the elected officials' lives and families. Also, the salary schedule we adopt becomes state law. The salaries we set cannot be overturned or changed by the Governor, the Legislature, or the Commission itself. Only the public has that ability through the referendum process.

Objective and factual data is a key component in the decision-making process. A strategy of [Goal #2](#) is to provide high quality, objective data to commissioners.

Goals, Objectives, and Strategies

Our goals, objectives, and strategies support our constitutional mandate and agency activity to set the salaries of the state's elected officials.

They also align with and support the Priorities of Government (POG) program. See the *Our Role in Government Accountability* section above.

Goal 1: Increase public awareness and involvement in the salary setting process

Objectives:

- ✚ Establish media connections to inform the public about who we are and what we do
- ✚ Expand outreach programs to raise public knowledge and increase participation in the salary setting process

Strategies:

- ✚ Utilize electronic PR tools to communicate with appropriate media and measure results
- ✚ Develop effective outreach strategies and plans

Goal 2: Achieve and maintain a salary structure that is based on realistic standards and is consistent with comparable public positions

Objectives:

- ✚ Enhance and increase commissioners' knowledge to make impartial and well-informed decisions

Strategies:

- ✚ Provide orientation and training for commissioners
- ✚ Provide commissioners with superior staff support
- ✚ Provide commissioners with high quality, objective data

Goal 3: Operate more efficiently and effectively

Objectives:

- ✚ Increase staff capacity
- ✚ Increase financial resources to ensure that core services are provided and statutory deadlines are met

Strategies:

- ✚ Use technology to streamline processes and to build and share knowledge
- ✚ Provide tools, training, and support that enable staff to succeed
- ✚ Recruit and retain quality staff
- ✚ Provide clear direction and leadership
- ✚ Work with financial decision-makers to ensure that adequate funds and FTEs are appropriated

Our [Business Plan](#) and [Logic Model](#) (pages 24 and 25) reflect these goals.

Our 2009-11 operating budget will address the need for additional funding to meet our goals, core function, and statutory deadlines.

Performance Measures

Our role in state government is reflected in our [Agency Activity](#) which states:

The State Constitution and state law direct the Citizens' Commission on Salaries for Elected Officials to set the salaries of the state's elected officials, including the Governor, Lieutenant Governor, Secretary of State, Treasurer, Auditor, Attorney General, Superintendent of Public Instruction, Commissioner of Public Land, and Insurance Commissioner, members of the Legislature, Justices of the Supreme Court, and judges of the Court of Appeals, Superior Courts, and District Courts. The Commission is required to set the salaries in accordance with the duties of each office. The salary

setting process begins with the adoption of a proposed salary schedule upon which the public is invited to comment. Following a series of public hearings and work sessions, a biennial salary schedule is adopted, filed with the Secretary of State, and becomes law 90 days after filing, unless overturned by voter referendum.

This activity aligns with Statewide Results Area: *Strengthen government's ability to achieve results efficiently and effectively.*

Expected Results

The results we expect are that the salary schedule is adopted, filed with the Secretary of State, and becomes law in accordance with constitutional and statutory requirements.

Performance Measure

OFM budget staff agrees that it is difficult to measure and present our performance results – the salaries that are set. The public determines whether the salaries are appropriate and expresses their satisfaction or dissatisfaction.

Working in conjunction with OFM Budget Office staff, the following performance measure was developed:

The number of public comments received both pro and con.

We believe this measure will aid us in determining whether our efforts to better inform and involve the public are having the desired result. [Goal #1]

Performance Analysis

We are responsible for setting the state elected officials' salaries. No other state agency or entity is involved in this work. In addition, statute grants us sole authority for our organization, operation, and action.

It is difficult to measure our performance. The *product* we deliver is a final two-year salary schedule. This work is completed in a very intense, five-month period every other year. We know that we are successful when we deliver our *product* within the statutorily defined five month time-frame. The public, too, plays a role in our success by expressing their satisfaction or dissatisfaction with the salaries that are set. If the public is extremely dissatisfied with our actions, they can voice that opposition by overruling the salary schedule through the referendum process.

In developing this strategic plan, we identified areas of strengths and opportunities for improvement – looking at what works well and what needs attention or improvement.

Works Well

- ✚ Public access to services is provided through creative and innovative management techniques.
- ✚ We met the statutory timelines in completing our salary setting work.
- ✚ We met the statutory requirements to base the elected officials' salaries on realistic standards.

Needs Attention or Improvement

- ✚ Additional first year funding is required to attain financial stability and ensure that necessary work is completed in a timely manner.
- ✚ Utilize electronic PR tools to engage the media to increase public awareness of and participation in the salary setting process and to evaluate the effectiveness of these efforts.
- ✚ Expand the use of electronic resources to improve staff research and support for commissioners.

Recognition of Superior Performance

We have been recognized for our excellence and innovative and collaborative approaches to salary setting. Some of the comments we have received are:

...the great work and public service you give the state and its citizens. This is hard work...this is very important work and you do it well.

I strongly support this evaluation method (Willis) which I view as fair and reliable in determining the relative value of work. I also support your efforts at addressing pay equity and job value alignments among elected officials and between the elected and the Governor-appointed executives.

— Governor Chris Gregoire

...express thanks, on behalf of the entire judiciary, for the excellent work you ... do in staffing the commission.

...the work the commission has done has been a great factor in getting the best and brightest to seek elected office in all three branches of government.

— Chief Justice Gerry Alexander

I look forward to seeing your information (Willis Study) on leadership stipends. So many states benefit from the research you do.

— Tim Storey, National Conference of State Legislatures

In developing this plan, we asked the questions:

- ✚ *Where are we?*
- ✚ *Where do we want to be?*
- ✚ *How to we compare with similar organizations and national or industry standards?*

Where We Are

Goals – The goals identified in our *2007-09 Strategic Plan* were to *increase public awareness and participation in the salary setting process* and to *ensure sufficient ongoing capacity and resources*. They are high priorities and are continued for 2009-11.

Public Involvement – Although we have worked diligently to increase the public's participation in the salary setting process, we still have much work to do. Too many people are not aware that we exist and are angry when they learn that salaries have been set before they had an opportunity to make their views known.

The media writes and talks about us when decisions are made because elected officials' salaries make good press. We need to be more proactive and engage the media to help us educate people about what we do, when we do it, and how they can be part of the process.

Operating Issues – There is a great disparity in our funding between the first and second year of each biennium. Funds in the first year are not sufficient to do our work properly, provide core services, and meet statutorily imposed deadlines. Second year funding is sufficient.

This funding disparity began early in our history. From our beginning in 1987 through 1997, we existed only during the six month salary setting session which occurs every odd-numbered year. At the close of each salary setting session, staff was let go and files and equipment boxed up and put into storage until the next salary setting session.

In 1997 and early 1999 we were sued by a citizen activist group, based partly on operational instability and the lack of public access to information. Those lawsuits highlighted the need for continuity of staff

from one salary setting session to the next and for year-around public access.

We will request additional funds for FY 10 to attain financial stability. This will enable us to conduct the work necessary to prepare for the 2011 salary setting session in a timely manner. Our goal is to maintain financial stability in future biennia.

The funding differential between fiscal years is significant.

| Biennium | FTEs | | Dollars | | |
|----------------|------------|------------|----------------|----------------|----------------|
| | FY 00 | FY 01 | FY00 | FY01 | Total |
| 1999-01 | 0.2 | 1.5 | 103,070 | 134,570 | 237,640 |
| Original | | | 67,000 | 128,000 | |
| Supplemental | | | | 139,570 | |
| | | | | | |
| | FY 02 | FY 03 | FY 02 | FY 03 | Total |
| 2001-03 | 0.2 | 1.5 | 80,000 | 152,000 | 232,000 |
| Original | | | 80,000 | 152,000 | |
| Supplemental | | | | 147,000 | |
| | | | | | |
| | FY 04 | FY 05 | FY 04 | FY 05 | Total |
| 2003-05 | 1.0 | 1.5 | 112,000 | 194,796 | 306,796 |
| Original | | | 83,000 | 157,000 | |
| Supplemental | | | | 207,000 | |
| | | | | | |
| | FY 06 | FY 07 | FY 06 | FY 07 | Total |
| 2005-07 | 1.0 | 1.7 | 137,000 | 206,000 | 343,000 |
| Original | | | 137,000 | 206,000 | |
| Supplemental | | | | 207,000 | |
| | | | | | |
| | FY 08 | FY 09 | FY 08 | FY 09 | Total |
| 2007-09 | 1.0 | 1.7 | 159,000 | 229,000 | 388,000 |
| Original | | | 159,000 | 229,000 | |
| Supplemental | | | | 225,000 | |

Where We Want to Be

- ✚ To have the majority of our citizens informed about our work, participate in the salary setting process if they so choose, and have confidence that their elected officials' salaries are set fairly and appropriately for the duties and responsibilities of the position.

- ✚ To have adequate funding in the first fiscal year of the biennium to enable us to conduct necessary work and provide needed services in preparation for each salary setting session.

Our [Logic Model](#) and [Business Plan](#) (pages 24 and 25) reflect our goal to *increase public awareness and participation in the salary setting process* and our need for adequate resources to efficiently and satisfactorily conduct our salary setting business.

How We Compare with Similar Organizations

Our job is somewhat comparable to the State Committee on Agency Officials' Salaries (SCOAS). SCOAS evaluates the jobs of appointed agency heads and members of boards and commissions who report to the Governor. SCOAS recommends salary plateaus (ranges) and the maximum salary for each position. The Governor then sets the annual salary within the recommended plateau. SCOAS is staffed by and operates out of the Department of Personnel.

Although our work and that of SCOAS is somewhat similar it is also very different. SCOAS makes recommendations to a higher authority (the Governor). We have sole responsibility for setting the elected officials' salaries and the salaries that we set are codified in Chapter 43.03.011 to .013 RCW. Another difference between our organizations is that we are required to involve the public in our work and hold hearings to provide citizen access to our decision-making process.

A number of other states have compensation commissions to set the salaries of their elected officials. However, we are unique and envied by other states because only in Washington do the salaries become state law without input or concurrence by the Legislature or the Governor.

We are also different from other states by the fact that we were established primarily to take the politics out of the salary setting business. This is not so in many states. For example, New York's chief judge – similar to our Supreme Court Chief Justice – has filed a lawsuit on behalf of their 1,250 judges charging that the political process has denied them their constitutional right to an adequate salary. The New York Legislature has not granted salary increases for judges for the last ten years.

How We Compare with National or Industry Standards

No industry or national standards exist for setting salaries for elected officials. The federal government and each state have their own method of setting compensation for their elected officials.

However, with respect to the Judiciary, the American Bar Association adopted a policy recommending that the salaries of the justices of the highest state courts be substantially equal to the salaries paid to the salaries of the United States' courts of appeal and that the salaries of state trial judges of courts of general jurisdiction be substantially equal to the salaries paid to judges of the United States' district courts. In 2005 and 2007 additional increases were granted to the Judiciary to begin to bring their salaries more closely into alignment with the Federal bench.

In addition, we are directed by statute to base salaries on realistic standards and to pay the elected officials according to the duties of their office. To do that, we have utilized the Willis Point-Factor Evaluation System to ensure that salaries are based on *reasonable and objective standards*.

Willis has been used by the state of Washington, Department of Personnel, since the mid 70's to set executive and managerial salaries. Our use of Willis helps to ensure that salaries of the elected officials are consistent and comparable with the salaries of appointed state executives and other public positions.

Assessment of External Challenges and Opportunities

We have worked hard to establish a reputation as a reliable, ethical, credible, and professional organization that sincerely cares about our constituents and stakeholders and provides exceptional service. We are viewed as an enterprising organization that gets things done.

Constituents' Needs and Expectations

Our constituents are the elected officials whose salaries we set and the taxpayers who pay those salaries.

- ✚ The elected officials expect their salaries to be appropriate to the duties and responsibilities of their office and comparable with the salaries of like public positions.
- ✚ The public expects us to set fair and reasonable salaries for their elected officials and to listen to and consider their input. They also expect us to operate efficiently and treat their tax dollars in a frugal and responsible manner.

We do not take these expectations lightly.

Our Mandate vs. Public Perception

The public policy of the state, as defined in statute, directs us to base the salaries of public officials on realistic standards in order to attract the best qualified citizens to public service. Our mandate to set fair and appropriate salaries often collides with public perception.

Many people have an unrealistic or uninformed opinion of what their state officials should be paid. This perception has been difficult to overcome and results in angry citizens when salaries are increased.

We will continue to expand the salary comparison data on our website to provide the public with factual information about comparable public sector salaries.

We also recognize the need to enhance our efforts to engage the media to help us inform and educate the public. Our [goal to increase public awareness and involvement in the salary setting process](#) as well as our [Business Plan](#) and [Logic Model](#) are tools that will help us to:

- ✚ Engage the media to educate and inform the public;
- ✚ Increase public involvement in the salary setting process; and

- ✚ Ultimately gain the public's confidence that their elected officials' salaries are fair and appropriate for the duties of their job.

Improving Constituent Services

Service improvement is important to us. Our website is continually updated and enhanced to make navigation easier and to provide information in a user friendly atmosphere. We are also reviewing and revising publications to better inform the public about the services we provide. We maintain wccseo-info@listserv.wa.gov on the [Access Washington](#) website to provide the public with up-to-date information about our meetings, activities, and actions. We will continue to use those tools to encourage public participation in the salary setting process.

We are also working to enhance our relationships with the elected officials to increase their awareness and involvement in the salary setting process.

Changes in the Authorizing Environment

We are not planning significant changes to our operation during 2009-11. However, attempts have been made in the Legislature to expand our salary setting authority to include port district commissioners and, perhaps, other units of government. To date, none of these bills have passed.

The positions for which we have salary setting authority are identified in both the Constitution and statute. If a measure or measures to expand our salary setting authority are filed in future sessions, we will need to seek legal counsel to determine whether such changes would be constitutional. If such changes were to be made, our existing resources (both dollars and FTEs) would be insufficient and additional funding would be required to absorb the increased workload.

Meeting the Requirements of Government

One of our greatest challenges, given our small size, is meeting the ever-increasing demands and requirements of state agencies for standards, policies, procedures, plans, rules, and regulations. We are required to do all the things the large agencies have to do but with a staff of two people, both part-time.

We simply don't have the in-house resources and expertise of larger agencies so we are constantly struggling to meet the requirements that are imposed on us and still get our *real* work done in a very tight statutorily imposed time-frame.

The Human Resource Client Services office of the Department of Personnel has recognized that it is difficult for us to find the time to do everything required by the regulatory agencies while still doing our *real* work. A Small Agency Work Group has been established to help us deal with these issues and requirements. We will share information such as internal policies, strategies, workforce planning, and coordinate multi-agency training. By sharing what we are working on and struggling with, we can come up with ways to pool our resources to benefit all of us.

Assessment of Internal Capacity

Our most important resources are our knowledgeable, professional, and dedicated staff and our hard-working, committed, and impartial commissioners.

Agency Self-Assessment

We completed an annual agency self-assessment as required by the Legislature. Our process included:

- ✚ The Director and Executive Assistant discussed the assessment requirements and individually rated the agency; and
- ✚ Met to review each other's scores and collaboratively determined the final score.

Out of a possible point total of 5.0, we achieved an overall agency average of 4.2. We are a solid success but have room for improvement.

We were asked to identify three areas in which we are **doing well**. They are:

- ✚ We are able to provide adequate public access to services given our staffing limitations;

- ✚ We meet or exceed statutory timelines in completing our salary setting work; and
- ✚ We meet statutory requirements to base the elected officials salaries on realistic standards.

We were also asked to identify three areas in which we can [make improvements](#). They are:

- ✚ Continue practices to improve management and operating capacities;
- ✚ Continue efforts to increase public awareness of and participation in the salary setting process; and
- ✚ Continue efforts to enhance and improve staff research and support for commissioners.

In completing the assessment, we determined that our [strengths](#) are:

- ✚ We provide excellent public access to information via our user friendly website and listserv.
- ✚ Meeting notices, minutes, and salary schedules are distributed electronically and posted on the website.
- ✚ We are committed to providing outstanding customer service.
- ✚ Our commissioners are experienced, committed, impartial and bring diverse perspectives and skills to the decision making process.
- ✚ Salary decisions are consistent, fair, and based on objective data.
- ✚ Staff is reliable, thorough, and effective in supporting commissioners.
- ✚ We recruit, train, and retain quality employees.

Our [weaknesses](#) are:

- ✚ We have insufficient funds in the first year of each biennium. This restricts our ability to do our job in a satisfactory manner. As noted

on page 12, we will address this issue in our 2009-11 operating budget request. It is also addressed in [Goal #3](#).

- ✚ Our lack of expertise with respect to emerging information technology resources handicaps our ability to improve and find innovative ways to conduct our business. We address this in the [strategies](#) we have identified to meet [Goal #3](#).
- ✚ We have had difficulty generating media interest, resulting in a lack of public awareness and involvement in our salary setting work. We address this issue in [Goal #1](#).

Opportunities, Expectations, and Risks

We will use the following strategies to take advantage of opportunities, manage expectations, and mitigate risks:

- ✚ Prepare a convincing business case for adequate first year funding.
- ✚ Continue working efficiently and taking advantage of established resources and networks and seeking alternatives to more efficiently conduct our business.
- ✚ Not promising more than we can deliver.
- ✚ Seeking legal counsel and other assistance when it is needed. For example, not waiting until we can afford to involve our Assistant Attorney General when questions or issues arise.
- ✚ Routinely conduct risk assessments.
- ✚ Expand and enhance our use of new and existing communication methods – website, listserv, media contact packages, etc.
- ✚ Evaluate existing outreach methods and initiate new efforts to engage the media and inform the public.
- ✚ Enhance relationships with the elected officials.
- ✚ Foster enthusiasm and accountability in staff and commissioners.

Changes in Service Delivery Methods

The service we provide to the public is to set the salaries of their elected officials. The timelines for conducting this work are established in statute.

The actual business of setting the salaries takes place in a very intense five month period and, to date, we have not missed our deadlines. However, the ever-increasing time-specific demands of government during that five month period may require that we:

- ✚ Add one person for approximately six months prior to and during our salary setting sessions; or
- ✚ Request that the statutory salary setting timelines be lengthened.

Assessment of Financial Health

An adequate level of funding and an appropriate FTE allocation is necessary to successfully conduct our business. This is addressed in [Goal #3](#). The risks of inadequate funding are:

- ✚ The personal lives of the elected officials could be adversely affected if the salary setting business is not conducted or completed within the timelines prescribed in statute.
- ✚ Objective and factual data are necessary to enable us to set salaries based on realistic standards as we are directed to do in statute. Without adequate funding we cannot conduct necessary studies and research. In the past, we have requested additional funds of the Legislature or used Savings Incentive funds for this purpose. Research and studies are an ongoing and important element of the salary setting function and funds for this purpose are necessary to meet our mandate to set salaries based on realistic standards.
- ✚ Needed services such as legal advice are not sought because of financial constraints.

- ✚ Funds for electronic public relations tools which could help us determine whether our efforts to engage the public are working are needed.
- ✚ When salaries are not adjusted for several years, large catch-up increases have to be made, resulting in very angry citizens and unhappy elected officials.
- ✚ Stagnant salaries may also result in high quality citizens not running for office and good elected officials leaving public service.
- ✚ We may be out of compliance with state law, rules, regulations, directives, or policies and procedures which could result in audit findings, lawsuits, or other significant problems.

Our greatest challenges are:

- ✚ To keep on top of a demanding workload with only two people; both part-time. Our current staff is hard-working and flexible but barely manages to keep pace with the demands of government, the statutory timelines for the salary setting business, and meeting the requirements for public access.
- ✚ Providing the necessary level of support to the Commission in the first fiscal year in preparation for the salary setting work because of funding constraints.

Staff and Space Requirements

Staff – We struggle to meet the increasing needs and requirements of state government particularly prior to and during the biennial salary setting sessions – which occur at the same time as legislative sessions – when our focus and priority must be conducting and completing our salary setting work within a very tight statutorily required time-frame. Our FTE level is adequate through FY 2010 but we envision the need for one additional person for approximately six months beginning in FY 2011 in preparation for and during the salary setting sessions. This need is documented in our *Agency Facility Needs Study*.

Space – We are currently housed in the General Administration with the three minority commissions – African American Affairs, Asian Pacific

American Affairs, and Hispanic Affairs. The General Administration Building is scheduled for demolition and plans are underway to move us to a yet unknown location in late 2008 or 2009. We would like to continue this co-location with the minority commissions as it works well and is cost-effective. This information is also documented in our *Agency Facility Needs Study*.

Technology Needs and Investments

As technology continues to advance, it becomes increasingly important for us to maintain a relationship with a larger agency for IT services. Our lease with General Administration (GA) includes:

- ✚ IT portfolio and management support;
- ✚ IT security policy support;
- ✚ Desktop and mobile PC support;
- ✚ Network support;
- ✚ Telephone service and support;
- ✚ MS Enterprise licenses for our desktop operating programs; and
- ✚ Computer training and software support;

Because we do not have IT expertise in-house, continuation of the services identified above will be a necessary component of a lease when we move to a new location because the GA building is being demolished. We receive excellent services from the GA IT staff and would like to continue that relationship after our move.

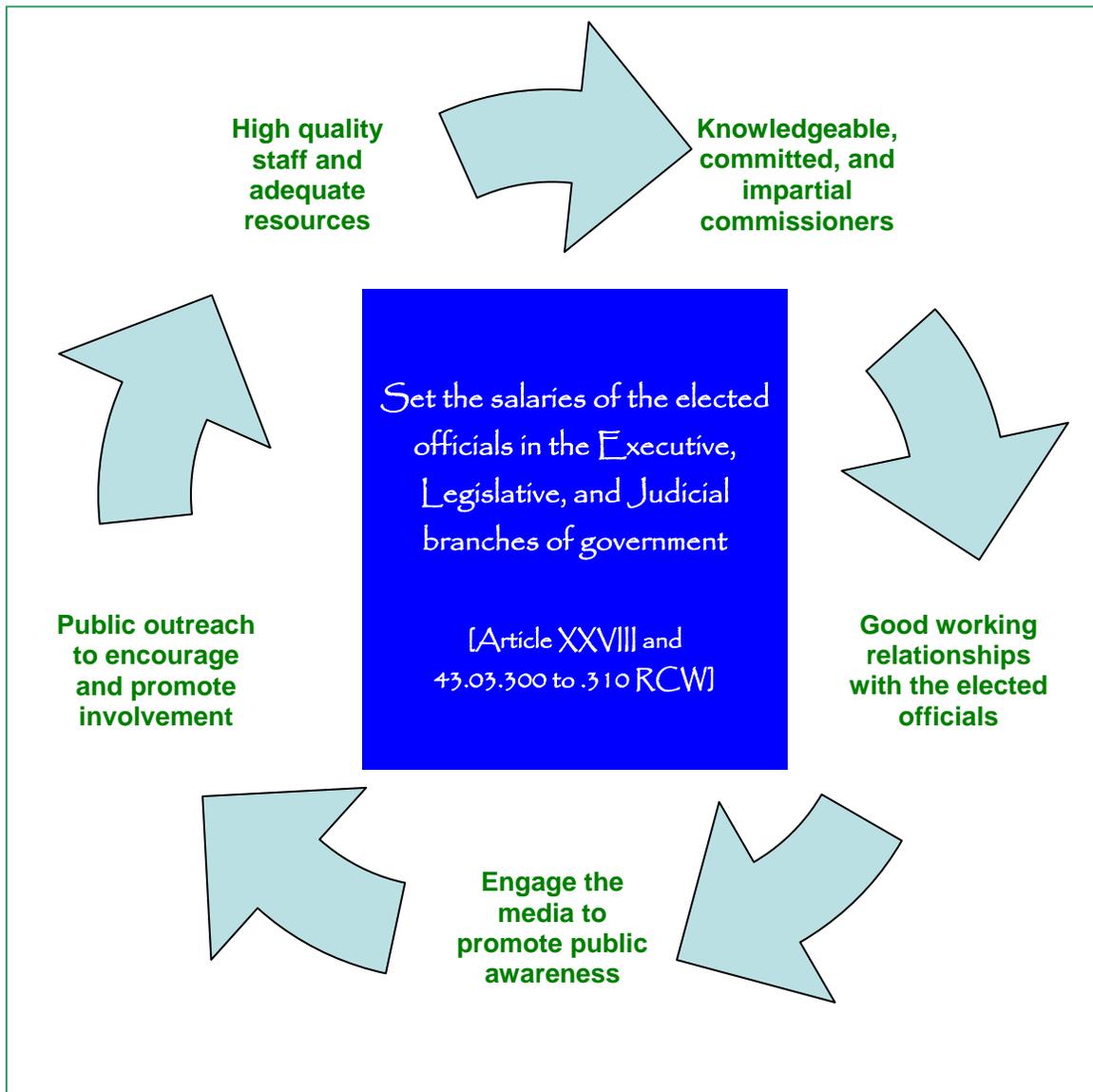
We do not anticipate the need for major technology expenditures during 2009-11. We have been on a three-year computer equipment replacement cycle and will continue that cycle as long as it is prudent to do so. Our computers were replaced in 2007 and are scheduled for replacement in fiscal year 10. We may also need to consider replacement of printers at that time. In addition, the four co-located agencies currently share some commonly used equipment such as a copier. If co-location is not continued with our move, the purchase or lease of additional equipment would be required.

We maintain our website but contract with the Department of Information Services when structural changes are required for increased functionality or visitor interaction.

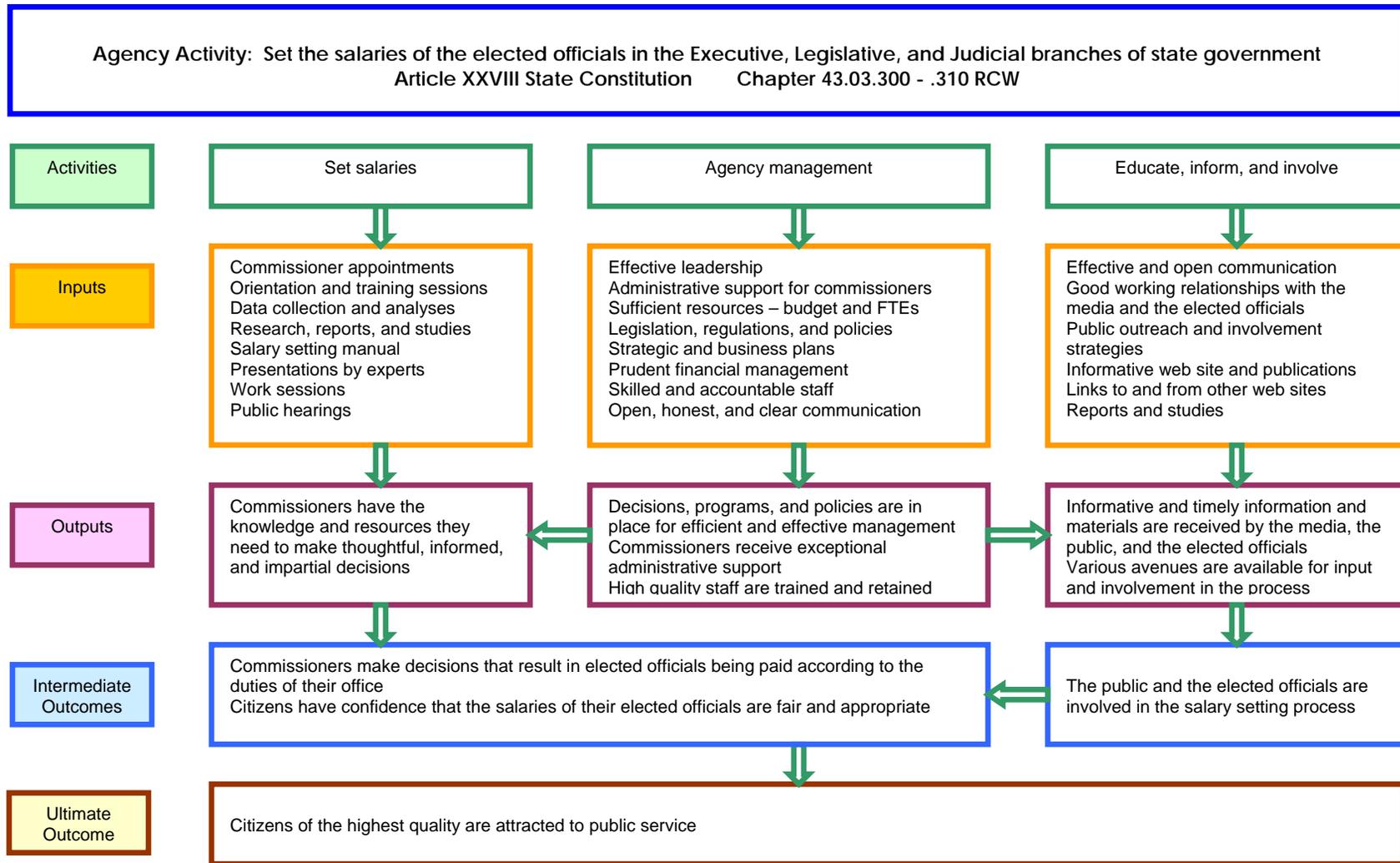
We do not operate any sophisticated systems and currently are connected to the Department of Information Services' systems via General Administration servers.

Business Model

Our business model supports our constitutional mandate, statutory requirements, mission, vision, and goals.



Logic Model



POG #10: Strengthen government's ability to achieve results efficiently and effectively
 Result Area: Citizen satisfaction with state government
 High Level Purchase Strategy: Improve decision support for government decision makers



Washington Citizens' Commission on Salaries for Elected Officials

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