



Dear Council President Stuckart and Members of the City Council:

We seek your assistance by completing the attached survey and potentially meeting with the Salary Review Committee to determine the 2017 salaries for Council President and Council Members in accordance with Spokane Municipal Code 02.05.040 (A).

Spokane Municipal Code 02.05.040 (A) states: *"It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the mayor, council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members."*

This Commission cannot consider your personal efforts, but must review only the generic question of compensation for the office of Council President and Council members in general (SMC 02.05.010B).

We seek your input into this process because you are in touch with citizens every day and understand the requirements of city leadership and the energies and duties of serving on City Council.

Survey questions: Please complete the attached survey and return to Heather Lowe, Human Resources Director by COB Wednesday, February 3, 2016.

Meeting with the Commissioners: When returning your survey, please indicate your interest in meeting with the Salary Review Commission. Meetings will be held on February 11<sup>th</sup> and February 18<sup>th</sup> during the normally scheduled SRC session from 3:00pm – 5:00pm. Heather Lowe will provide you with the times available for these meetings and schedule you accordingly. Please note that we do have some flexibility in either starting earlier or staying later to accommodate your schedules.

For your reference, minutes of meetings and data considered is available at:

<https://my.spokanecity.org/bcc/commissions/salary-review-commission/>

Thank you,

Bob Beaumier, Salary Review Commission Chair

**Salary Review Commission**  
**2016 Survey Questions for Spokane City Council**  
**Please complete and return to Heather Lowe by COB, Wednesday, February 3.**

**Council Member:**   Lori Kinnear   **Date:**   2/1/2016  

**SCOPE:**

The Salary Review Committee seeks your assistance by completing the attached survey and meeting with the Salary Review Committee to determine the 2016 salaries for Council President and Counselors in accordance with Spokane Municipal Code 02.05.040 (A).

The SRC Ordinance: SMC 2.05.040 A states: *It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members.*

A. In your view, what is the relationship between the Mayor's and the Council Member's DUTIES?

**Mayor is responsible for the administrative function of the city informs Council on City issues, proposes policy, implements policy adopted by Council, and reports back to Council regarding policy implementation and performance measures. The City Council responds to City residents and organizations and their concerns. The council is in charge of the legislative branch.**

B. In your view, what is the relationship between the Mayor's and the Council Member's SALARIES?

**Because of the differing expectations and work responsibilities the Mayor and Council should be based on a percentage. Example Council President – 50% of Mayor's salary, Council members 30%.**

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**WORKLOAD & RESPONSIBILITIES:**

C. Please comment on the scope of the position of Council Member/President. What do you view to be your principle duties or responsibilities?

**Research and write laws, update municipal code as needed, attend assigned Boards and Commissions Meetings, council committee meetings and the general council meeting, constituent outreach, Neighborhood council meetings, be an advocate for my district, discuss, develop and adopt policies; approve labor contracts; establish budget goals and priorities and adopt a final budget, set utility**

**rates, adopt and amend zoning codes and regulations, adopt comprehensive plan, approve contracts.**

D. Have you found that having a full time Legislative Aide has impacted the number of hours you work? Please explain. **It does increase the amount of work I can get done. So it doubles my effectiveness. I can't imagine working more hours which I would have to do were it not for my L.A.**

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E. What is the estimated number of hours per week that you spend on tasks directly related to your City Council work: **50-60**

F. How many committees/boards are current assigned as a member to:  
City Commissioned: **5 with sub-committee work on two of the boards 5 in house committees**  
Non-City Commissioned: **1**

G. Do you believe your workload, time commitments, work complexities and/or challenges as a Spokane City Council Member are in alignment with your current annual salary: Yes: \_\_\_\_\_ No: **X**

Comments:

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**SALARY FACTORS:**

H. What do you believe should be the primary factors used in considering the Council Member's Salary:  
**Expectations of the citizenry, hours required to do the job well and thoroughly.**

I. Should the goal to attract "citizens of the high quality" in the case of a Council Member have the same meaning as for a non-elected (appointed) administration-hired competitive position such as a Fire Chief, Chief of Police, City Attorney or other professional management position?

**Yes, the pool of applicants shouldn't be limited to retired, independently wealthy or those with a second household income.**

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J. Should the fact that appointed officials serve at the pleasure of their appointing official, but an elected official has a different standard of accountability to retain the job, be a factor in deciding salary?

**An elected official can be unelected quickly. So accountability is to the citizens not an administrator.**

K. Since you were elected to office, has anything financial or time-wise come up that has been a surprise to you?

**City does not match contributions to our deferred compensation plan for City Council members. I have worked in the council office as an L.A. for seven years. I am well aware that the salary is very low. That said I do believe an adjustment should be made to reflect the hours that are necessary to do the job.**

L. How important was the salary to you when you chose to run for City Council? In your opinion, how important is the salary to a future candidate for City Council?

**The salary was an issue for me. It will affect my ability to retire at some point. It limits the pool of those willing to run and it attracts those not willing to put in the hours required to do the job.**

M. Do you pay any expenses out of your own pocket in order to perform any official duties?

**Yes, any time there is a function that a council member should attend (not required) I am out of pocket.**

N. Which cities or organizations would you consider the Council Member's salary should be compared to?

**Other cities of similar size with a strong mayor form of government.**

O. Please share any additional information, comments, or advice that that you would like the SRC to consider in this salary review:

**A recently outgoing CM indicated that during his tenure here he only put in the hours he was paid for. That meant that other council members had to pick up those duties he would not perform or committees, boards and commissions he would not attend.**

***Thank you for your time and attention!***

**Salary Review Commission**  
**2016 Survey Questions for Spokane City Council**  
**Please complete and return to Heather Lowe by COB, Wednesday, February 3.**

**Council Member:** \_\_Candace Mumm\_\_ **Date:** \_February 3, 2016\_

**SCOPE:**

The Salary Review Committee seeks your assistance by completing the attached survey and meeting with the Salary Review Committee to determine the 2016 salaries for Council President and Counselors in accordance with Spokane Municipal Code 02.05.040 (A).

The SRC Ordinance: SMC 2.05.040 A states: *It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members.*

A. In your view, what is the relationship between the Mayor's and the Council Member's DUTIES?

*while the council is legislative and the Mayor is operational, many of our duties overlap and have similar levels of accountability, especially to the public. We also have a lot of budgetary responsibilities and authorities that integrate.*

B. In your view, what is the relationship between the Mayor's and the Council Member's SALARIES?

*There is currently a large disconnect between salaries and per hour compensation*

**WORKLOAD & RESPONSIBILITIES:**

C. Please comment on the scope of the position of Council Member/President. What do you view to be your principle duties or responsibilities?

*Budgetary oversight, policy development + reform, neighborhood liaison for 10 neighborhoods in my district, representing Spokane locally, regionally + nationally on issues of importance to citizens. Serving on boards & commissions and being available to constituents to work on city-wide ~~issues~~ or neighborhood issues.*

D. Have you found that having a full time Legislative Aide has impacted the number of hours you work? Please explain.

*No, but I came into office after the change was made in 2013.*

E. What is the estimated number of hours per week that you spend on tasks directly related to your City Council work: *40-55 (depending on the week)*

F. How many committees/boards are current assigned as a member to:  
City Commissioned: 15 Non-City Commissioned: 8

G. Do you believe your workload, time commitments, work complexities and/or challenges as a Spokane City Council Member are in alignment with your current annual salary: Yes: \_\_\_\_\_ No: \_\_\_\_\_ *Not yet* ✓

Comments:

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\_\_\_\_\_

**SALARY FACTORS:**

H. What do you believe should be the primary factors used in considering the Council Member's Salary:

*Weight of authority, responsibility and work load  
the number of council members who leave mid-term or don't run again*

I. Should the goal to attract "citizens of the high quality" in the case of a Council Member have the same meaning as for a non-elected (appointed) administration-hired competitive position such as a Fire Chief, Chief of Police, City Attorney or other professional management position?

*With the change to Strong-Mayor/Strong Council, council members' responsibilities have been elevated, especially in the minds of citizens*

J. Should the fact that appointed officials serve at the pleasure of their appointing official, but an elected official has a different standard of accountability to retain the job, be a factor in deciding salary?

*You certainly have to convince a lot more people that you should be hired when you run for office! That being said I think the salary*

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*should be based on the factors you asked about in the previous section (H).*

K. Since you were elected to office, has anything financial or time-wise come up that has been a surprise to you?

*How much time is needed nights + weekends to respond to media, emergencies + to study for upcoming agenda items*

L. How important was the salary to you when you chose to run for City Council? In your opinion, how important is the salary to a future candidate for City Council?

*Salary + benefits were important. Retirement benefits (or lack of) were not made as clear until after elected.*

M. Do you pay any expenses out of your own pocket in order to perform any official duties?

*I pay for a lot of parking when I can't use the city lot. Also, phone/data costs are higher than stipend.*

N. Which cities or organizations would you consider the Council Member's salary should be compared to?

*That's a tough one, because I think it's hard to compare us with Seattle or other small cities that don't have strong mayor-strong council models, but those can be data points to create a scale to decide.*

O. Please share any additional information, comments, or advice that that you would like the SRC to consider in this salary review:

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\_\_\_\_\_  
\_\_\_\_\_

**Thank you for your time and attention!**

*Thank you!  
Candace*

**Salary Review Commission**  
**2016 Survey Questions for Spokane City Council**  
**Please complete and return to Heather Lowe by COB, Wednesday, February 3.**

**Council Member: Karen Stratton      Date: 2/2/16**

**SCOPE:**

The Salary Review Committee seeks your assistance by completing the attached survey and meeting with the Salary Review Committee to determine the 2016 salaries for Council President and Counselors in accordance with Spokane Municipal Code 02.05.040 (A).

The SRC Ordinance: SMC 2.05.040 A states: *It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members.*

A. In your view, what is the relationship between the Mayor's and the Council Member's DUTIES?

**The Mayor keeps Council informed on City affairs, proposes policy, implements policy adopted by Council, and reports back to Council regarding policy implementation and possible improvements. The City Council listens to City residents and organizations and tracks their concerns and requests. City Council members discuss, develop and adopt policies governing citizens, businesses, city employees and city operations.**

B. In your view, what is the relationship between the Mayor's and the Council Member's SALARIES?

**Both the Mayor and Council members work very hard doing important work. Most of us work more than full time serving the community. I believe the gap between the Mayor's salary, the Council President's salary and City Council members is too large.**

**WORKLOAD & RESPONSIBILITIES:**

C. Please comment on the scope of the position of Council Member/President. What do you view to be your principle duties or responsibilities?

**Discuss, develop and adopt policies; approve labor contracts; establish budget goals and priorities; adopt final budget; set utility rates; adopt Council rules of procedure; participate in Council meetings; adopt and amend zoning codes and regulations; adopt comprehensive plan; approve contracts on expenditures; maintain consistent and healthy communication with constituents and stay on top of issues affecting the district.**

D. Have you found that having a full time Legislative Aide has impacted the number of hours you work? Please explain.

**Having a full-time Legislative Aide in the office to manage phone calls, prepare meeting materials, schedule appointments, etc., allows me to participate in more activities outside of City Hall --- neighborhood council meetings, board meetings, community events, individual meetings with constituents and businesses, etc.**

E. What is the estimated number of hours per week that you spend on tasks directly related to your City Council work: 50-60

F. How many committees/boards are current assigned as a member to:  
City Commissioned: \_\_\_\_\_ Non-City Commissioned: \_\_\_\_\_

**Please see attached for all board, commission and meeting assignments.**

G. Do you believe your workload, time commitments, work complexities and/or challenges as a Spokane City Council Member are in alignment with your current annual salary: Yes: \_\_\_\_\_ No: X

Comments:

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**SALARY FACTORS:**

H. What do you believe should be the primary factors used in considering the Council Member's Salary:

**Hours worked per week (including evenings and weekends), ability to understand community issues and complex internal practices. The citizens that elect us have very high expectations. They expect us to work hard and to spend tax dollars wisely. This requires a full time commitment and complete transparency. Attention to detail and understanding the consequences of our actions are paramount.**

I. Should the goal to attract "citizens of the high quality" in the case of a Council Member have the same meaning as for a non-elected (appointed) administration-hired

competitive position such as a Fire Chief, Chief of Police, City Attorney or other professional management position?

**Yes. I believe more experienced and diverse individuals would seek public office if the salary was higher so they would not have to supplement income. Again, this can be a full time commitment. Trying to work another job, in my opinion, means less service to the community.**

J. Should the fact that appointed officials serve at the pleasure of their appointing official, but an elected official has a different standard of accountability to retain the job, be a factor in deciding salary?

**Yes. Elected officials are responsible to the people that elect them. The threshold of accountability is at a much higher level. In addition, all work and activities of an elected is more subject to public scrutiny than someone that has been appointed.**

K. Since you were elected to office, has anything financial or time-wise come up that has been a surprise to you?

**I was surprised that the City does not match contributions to our deferred compensation plan for City Council members. As a former City employee, that was one benefit that I enjoyed.**

L. How important was the salary to you when you chose to run for City Council? In your opinion, how important is the salary to a future candidate for City Council?

**I was well aware of the income loss I would experience when appointed/elected to this position. However, it has been an adjustment. I have also come to believe to do this job right and fully represent the needs of our citizens, it requires full time attention. I cannot imagine having time for another job to supplement my income.**

M. Do you pay any expenses out of your own pocket in order to perform any official duties?

**Occasionally, yes. I purchase my own tickets to events and pay for meals, etc. out of pocket.**

N. Which cities or organizations would you consider the Council Member's salary should be compared to?

**Cities of similar size with same government structure.**

O. Please share any additional information, comments, or advice that that you would like the SRC to consider in this salary review:

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***Thank you for your time and attention!***

**Salary Review Commission**  
**2016 Survey Questions for Spokane City Council**  
Please complete and return to Heather Lowe by COB, Wednesday, February 3.

Council Member: Ben Stuckart

Date: 2/1/16

**SCOPE:**

The Salary Review Committee seeks your assistance by completing the attached survey and meeting with the Salary Review Committee to determine the 2016 salaries for Council President and Counselors in accordance with Spokane Municipal Code 02.05.040 (A).

The SRC Ordinance: SMC 2.05.040 A states: *It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members.*

A. In your view, what is the relationship between the Mayor's and the Council Member's DUTIES?

Council is the policy making body, the legislative branch of govt.  
Mayor administers the city

B. In your view, what is the relationship between the Mayor's and the Council Member's SALARIES?

Mayor has more employees. Council President is FT and should be 50% of Mayor's salary.  
Regular Council members should be 25% Mayor's salary.

**WORKLOAD & RESPONSIBILITIES:**

C. Please comment on the scope of the position of Council Member/President. What do you view to be your principle duties or responsibilities?

• Become experts of policies guiding city operations  
• Legislators should constantly look for ways to improve laws  
• Point of citizen / neighbor hood contact  
• Serve city on boards / commissions

D. Have you found that having a full time Legislative Aide has impacted the number of hours you work? Please explain.

*enables*  
*Does not decrease hours but ~~enables~~ vs to get more done*

E. What is the estimated number of hours per week that you spend on tasks directly related to your City Council work: 60

F. How many committees/boards are current assigned as a member to:  
City Commissioned: 10 Non-City Commissioned: 3

G. Do you believe your workload, time commitments, work complexities and/or challenges as a Spokane City Council Member are in alignment with your current annual salary: Yes: \_\_\_\_\_ No: X

Comments:

*Our responsibilities far outstrip what we are paid. The level of expertise and time are not commensurate with the salary*

**SALARY FACTORS:**

H. What do you believe should be the primary factors used in considering the Council Member's Salary:

*Responsibilities*  
*Time commitment*

I. Should the goal to attract "citizens of the high quality" in the case of a Council Member have the same meaning as for a non-elected (appointed) administration-hired competitive position such as a Fire Chief, Chief of Police, City Attorney or other professional management position?

*Yes*

J. Should the fact that appointed officials serve at the pleasure of their appointing official, but an elected official has a different standard of accountability to retain the job, be a factor in deciding salary?

*Yes, the public is our boss and they can turn on a dime.*

K. Since you were elected to office, has anything financial or time-wise come up that has been a surprise to you?

• We cannot ~~use~~ use City funds to give gifts to visitors from other countries.

L. How important was the salary to you when you chose to run for City Council? In your opinion, how important is the salary to a future candidate for City Council?

I have seen many potential great leaders in our community not run because of low salary.

M. Do you pay any expenses out of your own pocket in order to perform any official duties?

Yes, Anytime I visit other countries or they come here.

N. Which cities or organizations would you consider the Council Member's salary should be compared to?

Similar sized cities

O. Please share any additional information, comments, or advice that that you would like the SRC to consider in this salary review:

**Thank you for your time and attention!**

**Salary Review Commission**  
**2016 Survey Questions for Spokane City Council**  
**Please complete and return to Heather Lowe by COB, Wednesday, February 3.**

**Council Member:** Amber Waldref \_\_\_\_\_

**Date:** Feb 1, 2015 \_\_\_\_\_

**SCOPE:**

The Salary Review Committee seeks your assistance by completing the attached survey and meeting with the Salary Review Committee to determine the 2016 salaries for Council President and Counselors in accordance with Spokane Municipal Code 02.05.040 (A).

The SRC Ordinance: SMC 2.05.040 A states: *It is the goal of the commission to base salaries of the mayor, council president and council members on realistic standards so that the elected officials may be paid according to the duties of their offices and so that citizens of the highest quality may be attracted to public service. The commission shall have the duty to review and establish the salary of the council president and council members. The commission shall study the relationship of salaries to the duties of the mayor, council president and council members.*

A. In your view, what is the relationship between the Mayor's and the Council Member's DUTIES?

The Mayor and Council are elected leaders serving two of the three branches of City government. (The other being the Municipal Court). The Mayor is responsible for the daily operations of the City and manages an executive staff that oversees and directs these operations. Council is responsible for adopting city policies and making changes to the Municipal Code, as well as adopting a balanced budget and reviewing/approving any changes to this budget. Both Council and Mayor represent the City in official functions and on regional boards/commissions. Both Council and Mayor respond to citizen concerns and develop/research policy changes. Both Council and Mayor attend statewide and national association meetings on behalf of the City. Both Council and Mayor develop relationships with leaders at the state, national and local levels and Councilmembers serve on many special task forces established and sometimes led by the Mayor. Both Councilmembers and the Mayor attend evening forums, neighborhood meetings and meetings with stakeholders from the business, non-profit and developer community. In closing, while the Mayor's duties tend to be more tied to day to day operations, the Council and Mayor share many duties as described above.

B. In your view, what is the relationship between the Mayor's and the Council Member's SALARIES?

We are still updating the Charter and municipal code to reflect the "strong mayor" changes to the City voters approved over 10 years ago. For some reason, the salaries of Councilmembers were never considered in these changes. Ironically, the role of the Council is just as important as the Mayor in a strong mayor form of government because the two branches of government must balance each other and you must have informed

and engaged elected leaders on both sides of government to ensure that the citizens are well-represented and good decisions are made and not influenced only by one branch. Previously, the salary of the Mayor was pegged to other high-paying administrators. Councilmembers have not received commensurate pay. Recently, a salary review committee considered the Mayor's salary and made a recommendation. I would suggest that this committee consider how the Mayor's salary was set and consider setting Councilmember pay at a certain percentage of the Mayor's pay (Council President receiving a higher percentage).

### **WORKLOAD & RESPONSIBILITIES:**

C. Please comment on the scope of the position of Council Member/President. What do you view to be your principle duties or responsibilities?

I commented responded to this in question A. Ultimately, Council is responsible for setting the policies of the City through resolution and code, as well as agreeing to a budget. We are also responsible for representing the City on various Boards and Commissions and Committees. These are the principal duties.

D. Have you found that having a full time Legislative Aide has impacted the number of hours you work? Please explain.

A full time legislative aide has been extremely helpful in my ability to do my job. However, after six years of City Council, I find that I work more hours now than I did in the past. I receive more calls, more emails, more requests than I ever did six years ago. The community's expectations of a City Councilmember continue to increase, which is not a bad thing. This means the community is understanding the role of Council and the two branches of government and how both these branches have different authority. The community wishes to engage and influence decisions of the Council. Again – this is a good thing! However, as community members grow in understanding of the Council's role, the expectations of a Councilmember's engagement level increase and requests for my time have gone to an all-time high. The full time Legislative Aide does help me in that I can delegate certain tasks like scheduling meetings, answering constituent emails and doing some policy research. However, I would still have to do these things without her – it would just take a LOT longer to be responsive to stakeholders and constituents. In fact, I wouldn't be able to respond to constituent emails in some cases at all. There wouldn't be enough hours in a week.

E. What is the estimated number of hours per week that you spend on tasks directly related to your City Council work: 40+

F. How many committees/boards are current assigned as a member to:  
City Commissioned: 11 Non-City Commissioned: 2

\*\*And several of these committees/boards have subcommittees that I also serve on or chair (at least 3). It's not really the number of boards/commissions, but also your leadership role. The City often rotates as chair of various regional boards/commissions. I have chaired STA Board twice, I have served as Public Works Chair for the past 2 years, I have chaired the Board of Health, and I have served as chair of other task forces and

committees. Taking a leadership role requires more time and extra planning meetings, etc. While this is not required of Councilmembers, in order for the City to play a strong role it is important for someone from the Spokane City Council to chair these boards periodically.

G. Do you believe your workload, time commitments, work complexities and/or challenges as a Spokane City Council Member are in alignment with your current annual salary: Yes: \_\_\_\_\_ No: X\_\_\_\_\_

Comments: The complexity of City Council work continues to increase over time. (Please note my comments above – I think this is a natural progression of truly implementing the strong mayor form of government). I have noticed a greater expectation of response, participation and leadership from my constituents, from stakeholders and boards that I serve on. I’m not sure if we have ever been “part-time”, but I can truly attest that City staff, citizens and stakeholders don’t see us as part time and expect us to be available much more than the current salary should allow. While I enjoy this work and see it as a public service, I cannot truly work another job or receive another forms of income with any certainty because of the unusual hours and expectations, which does put strain on my family’s finances. For instance, I try to block out time on my calendar when I don’t have standing Board meetings or council meetings for personal business or other work. These times end up being scheduled for Council business (like interviewing candidates for an open Council seat). Technically, I don’t have to be at these interviews, but how can I not? In order to make an informed decision on appointing a Councilmember, I need to do my due diligence. The time commitment and work complexity does support an increased salary.

**SALARY FACTORS:**

H. What do you believe should be the primary factors used in considering the Council Member’s Salary:

The amount of time and responsibility that Councilmembers are requested to serve by the community, number of boards/commissions the City participates in, and guiding documents of the City. Perhaps the review committee should consider some factors that were used in establishing the Mayor’s salary?

I. Should the goal to attract “citizens of the high quality” in the case of a Council Member have the same meaning as for a non-elected (appointed) administration-hired competitive position such as a Fire Chief, Chief of Police, City Attorney or other professional management position?

I would think so. We want to attract citizens with integrity, education, desire to serve, professional experience. The competitive positions require specialized training or expertise, but we want to recruit in Councilmembers similar professional qualities like communication skills, critical thinking, financial acumen.

- J. Should the fact that appointed officials serve at the pleasure of their appointing official, but an elected official has a different standard of accountability to retain the job, be a factor in deciding salary?

If anything, the elected official has a higher standard in that he/she is directly accountable to thousands of voters and has to justify his/her record in order to retain the job

- K. Since you were elected to office, has anything financial or time-wise come up that has been a surprise to you?

I think I answered that a bit with my example above about trying to schedule family business or other work with Council responsibilities. It is almost impossible to juggle another job and originally I thought this might be an option for me. In terms of financial constraints, my family has had to be extremely careful about our monthly finances. For the past six years, I have had one or two children in childcare in order to perform my Council duties. I cannot afford full-time daycare, so trying to schedule meetings when you don't have daycare every day is extremely challenging.

- L. How important was the salary to you when you chose to run for City Council? In your opinion, how important is the salary to a future candidate for City Council?

The salary was \$30,000 in 2009 when I ran for Council. It had recently been increased from \$18,000. I would not have run at \$18,000. I would not be able to raise my family on that amount. In the last six years, the salary has only increased 1-2%. That has not kept up with either the cost of living or the growing complexity and job responsibilities. Increasing the salary is very important to ensuring a DIVERSITY of candidates from various economic means (people with young families, single parents, etc.).

- M. Do you pay any expenses out of your own pocket in order to perform any official duties?

Yes, I do pay for my Councilmember blogsite using my own money. Sometimes I can reimburse myself using leftover campaign funds as allowed through PDC rules.

- N. Which cities or organizations would you consider the Council Member's salary should be compared to?

You would have to consider other strong mayor cities. The challenge is that there are not many similar-sized strong mayor cities. I am assuming that this was discussed recently when looking at the Mayor's salary. I would use similar cities for comparison.

- O. Please share any additional information, comments, or advice that that you would like the SRC to consider in this salary review:

I would appreciate the SRC thinking about setting some sort of salary schedule or suggesting a way to increase Councilmember salaries over time. For instance, after researching and suggesting a new salary amount for City Council, setting it to an inflation index or something in between times when the SRC meets. Thank you for your service!!

***Thank you for your time and attention!***