



Colorado's State Employee Workforce: Stressed to the Limit

A Report on Our Over-Stressed Economic Foundation

December 2009



Our State Government Workforce – Stressed to the Limit

Colorado's 31,000 full-time state employees provide services essential to our economy, our community and our daily lives. State employees clear the roads, ensure public safety and health, protect our environment and perform thousands of other jobs demanded by citizens and required by law. The indisputable reality of every state, especially Colorado, is that the quality of our lives depends to a large degree on a healthy, capable and properly functioning state employee workforce. Without state employees to maintain roads, transportation would falter. Without prison personnel public safety would be compromised. Without environment and recreation employees, tourism would suffer. In short, the jobs state employees perform in large measure comprise the economic foundation of Colorado's economy.

In 2007, Colorado WINS was elected by state government employees to represent them with regard to compensation, job performance and the role of the state workforce in the life of Colorado. In furtherance of its mission, Colorado WINS initiated a thorough analysis comparing critical factors of how states around the region manage and deploy their state workforce versus Colorado. Colorado WINS also looked at the investment in vital services made by states around the region compared to our own state.

The findings of the Colorado WINS study (conducted at no cost to taxpayers) are clear. The economic foundation supplied by our state employee workforce and the services provided by them are under serious stress. As this report details, financial and budget pressures of the last several years have stretched Colorado's state employee workforce to the limit. Our state has fallen far behind others in the region both in terms of the investment made in state government and the support provided to state employees. The facts below represent just a sample of the extent to which state services and employees are being compromised:

KEY FINDINGS

- COLORADO ALREADY HAS THE LEANEST WORKFORCE IN THE ROCKY MOUNTAIN REGION.** Colorado is home to the fewest state employees per capita in the Rocky Mountain Region. There are 140 FTEs per 10,000 residents compared to the regional average of 200; excluding higher education, Colorado has only 66 FTEs, far below the regional average of 124. Citizens are already suffering major interruptions in some basic services (such as motor vehicle services) and will face many more if more staff cuts are imposed.
- COLORADO DRASTICALLY UNDERINVESTS IN CRITICAL STATE ASSETS**
In terms of per capita state spending on many key priorities –education, highways, police protection and natural resources– Colorado ranks lowest in the region and was far below the national average. Our neighbors –New Mexico, Utah, and Wyoming– have significantly lower median income levels, but per capita have higher state employee payrolls and larger workforces.

EXECUTIVE SUMMARY

•**COLORADO'S STATE WORKFORCE PROVIDES SUPERIOR SERVICE FOR INFERIOR PAY** Colorado is the wealthiest state in the region with a median family income of \$70,164, but the per capita monthly cost for the total state employee payroll is just \$62.31. Excluding higher education employees, Coloradans pay state employees \$28.28 per month, per capita – less than a dollar a day. That's far below the Rocky Mountain regional average of approximately \$45 and the national average of approximately \$36.

**Table 1.State Employees & Monthly Payroll Per Capita: 2007
Rocky Mountain States & National Average**

States & Averages	Total Workforce		Excluding Higher Education		Median Family Income (state-wide)
	FTEs (per 10,000)	Monthly Payroll	FTEs (per 10,000)	Monthly Payroll	
US Average	143	\$59.04	90	\$36.40	\$52,029
COLORADO	140	\$62.31	66	\$28.28	\$70,164
Idaho	148	\$55.60	95	\$35.82	\$54,695
Montana	209	\$75.76	136	\$47.35	\$56,820
New Mexico	266	\$91.18	168	\$60.07	\$52,172
Utah	191	\$72.39	103	\$36.39	\$65,226
Wyoming	245	\$86.00	177	\$62.08	\$66,504
Regional Average	200	\$73.87	124	\$45.00	\$60,930

•**COLORADO IS DISINVESTING FROM IT'S STATE WORKFORCE** Colorado state employee pay, adjusted for inflation, has stagnated since 2002 – up just 1.8%; during the same period, pay in other Rocky Mountain states has risen sharply: Wyoming approximately 31%; New Mexico approximately 22%; and Montana approximately 15%.

As serious as these finding are, the supposed “solutions” being offered by some are far more dangerous. This report concludes that calls to balance Colorado's budget on the backs of classified state employees are little more than attempts at public deception; there simply is nowhere left to cut. These calls for cutting state employees are irresponsible and put our citizens and our economy at serious risk by over-burdening our already strained state government.

The full report that follows details the complete picture of the economic stresses facing Colorado and its vital state employee workforce. Information released in recent weeks by the Governor's office, State Legislature and a variety of private organizations unfortunately shows the cascading effects of the budget crisis are hitting Colorado even harder than initially thought. With budget shortfalls growing at an alarming rate and drastic measures needed, knee-jerk,quick-hit solutions to slash state services and cut state employees clearly fall far short of comprehensive solutions.



Introduction

During tough economic times demands for government services grow, unlike the private sector where demands for their goods and services shrink. Moreover, states that take prudent, constructive steps to maintain investment in infrastructure and protect state services put themselves in a much more advantageous position when the economic difficulties subside.

This report details the extent to which Colorado is over-stressing an already underfunded and under-supported state workforce. So while some call for drastic state budget cuts during tough economic times, the facts need to be kept in mind. Now is the time to seek common ground on sensible solutions that move Colorado forward, not backward.

Colorado already has the leanest state workforce in the Rocky Mountain Region. Although everyone's feeling the pain of a bad economy, the hit on Colorado has been less severe than in other states. Colorado is relatively well-off, enjoys the highest median family income in the region and is among the top tier nationally. Despite this, the three neighboring Rocky Mountain states -with far less wealth- have larger per capita state workforces and higher per capita state employee payrolls. Furthermore, during the stronger economy of recent years the pay for Colorado state employees has been stagnant, even as neighboring states increased state employee pay by as much as 31%.

The state of Colorado not only faces major concerns over maintaining a qualified workforce -particularly as the economy improves and higher paying private sector opportunities increase- but also serious concerns about the ability of the state to continue to provide the essential services and key public goods that state employees deliver. It is alarming that Colorado has fallen seriously behind on many key public priorities -education, highways, police protection and natural resources- and now ranks last in the region, and far below the national average, on a per capita basis. Colorado's future is at stake.

At the same time, services provided by state employees already represent excellent value: just \$62.31 per resident per month for state employee payroll. In fact, excluding Higher Education, the cost to Coloradans for state employee pay is less than \$1 per day. Colorado also spends less than any other Rocky Mountain state on general government administration.

While calls for cuts to 'a bloated state workforce' may create scathing sound bites for some politicians, they ignore the current realities of the state personnel system and put Colorado's future in peril. Coloradans need to find common ground on sensible solutions that create a brighter future. This report provides details on the following topics:

- The Workforce that Delivers Colorado's Essential Public Services
- A Lean Machine: The Total State Workforce in Regional & National Context
- Key Priorities are Under Funded: State Per Capita Expenditures in Context
- A Disconnect: State Budget Revenues & Population Growth
- Pay Inequalities in the State Personnel System



The Workforce that Delivers Colorado’s Essential Public Services

Personnel system employees and vital public services. The State’s personnel system employees are responsible for a great variety of services on which the public depends and often takes for granted. For example, everyday they are performing vital services like: air traffic controllers – protecting air safety; nurses – caring for the sick, elderly and disabled; criminal investigators – solving crimes; driver’s license examiners – maintaining driving standards; equipment operators – clearing snow; laboratory technologists – keeping drinking water safe; professional engineers – designing and maintaining roads and bridges; labor and employment specialists – assisting those hurt by the fiscal crisis; and, park managers – caring for public lands and helping facilitate tourism. The data below presents a comprehensive profile of the state employee workforce.

Personnel system employees. The core of the State workforce is just over 31,000 full-time employees in the State’s personnel system. Gross annual pay for full-time personnel system employees is about \$1.6 billion, about 5% of total expenditures, and an average salary of just over \$52,000 per year; more details are shown on the two departmental charts that follow. These are the front-line employees that are needed to guarantee that essential services of all kinds are delivered efficiently and effectively to all Colorado residents and visitors.

‘Exempt’ & part-time employees.[1] There are an additional 21,000+ full-time ‘exempt’ employees. ‘Exempt’ employees are paid much more than personnel system employees with the gross annual pay for full-time ‘exempt’ employees totaling about \$1.5 billion – an average of just over \$70,000. The vast majority of exempt workers are part of the states higher education system. All together (full-time personnel system and ‘exempt’ employees and part-time employees) the State has nearly 82,000 employees with a gross annual payroll of about \$3.8 billion. The State’s total annual expenditures, including non-appropriated expenditures, are about \$32 billion (see note 8) or about \$19 billion on budgetary basis.[2]

Personnel system employees by departments. The 31,000 full-time state personnel system employees are deployed in 21 different departments and agencies within state government.[3]

Table 2. Largest Full-time Personnel System Employers by Department

Department	# of employees	% of personnel system workforce	average pay
Higher Education	8449	27%	\$43,177
Corrections	6342	20%	\$51,088
Human Services	4656	15%	\$50,515
Transportation	3059	10%	\$56,881
Natural Resources	1396	5%	\$63,610
Revenue	1360	4%	\$52,941
Public Safety	1304	4%	\$63,497
Public Health and Environment	1106	4%	\$68,354
Remaining 13 smaller agencies	3440	11%	\$59,302
Total	31,112	100%	~\$52,000



Colorado WINS Report

The following provides a brief description of the key functions that full-time state personnel system employees perform in the 4 largest areas, accounting for 72%, of the total full-time state personnel system employees.[4]

Higher Education. 8,449 employees -across 27 public institutions- provide world-class education and help to “ensure that higher education is accessible and affordable to all Coloradans.” Enrollment has surged recently to nearly 220,000 students; of that, 86% are state residents.[5]

Corrections. 6,342 employees operate a large and rapidly growing corrections system which keeps our state safe by supervising 23,210 inmates, 11,550 people on parole and providing rehabilitation programs for 219 Colorado youth.[6]

Human Services. 4,656 employees work with 64 county social & human services departments and the state’s public mental health system to provide services for people with developmental disabilities. These employees also provide services for all the state and veterans’ nursing homes and work together with thousands of community-based service providers.[7]

Transportation. 3,059 employees “provide the best multi-modal transportation system for Colorado that most effectively moves people, goods, and information.” Commuters and tourists both depend on the work of state transportation employees to keep the State’s highway system functioning for work and play year-round.

Table 3. Total Departmental Expenditures (2009)

Department / agency	total expenditures in millions[8]	total cost for employee pay in millions [9]	cost for employee pay as % of total expenditures
Higher Education	\$8,200	\$365	4%
Education	\$7,400	\$7	<1%
Health Care Policy and Financing	\$4,000	\$18	<1%
Treasury	\$2,400	\$1	<1%
Human Services	\$2,200	\$235	11%
Labor and Employment	\$1,600	\$61	4%
Transportation	\$1,500	\$174	12%
Revenue	\$777	\$72	9%
Corrections	\$754	\$324	43%
Public Health and Environment	\$508	\$76	15%
Judicial	\$488	\$0	0%
Local Affairs	\$475	\$10	2%
Natural Resources	\$422	\$89	21%
Personnel and Administration	\$422	\$20	5%
Governor’s office	\$343	\$14	4%
Public Safety	\$235	\$83	35%
Regulatory Agencies	\$77	\$34	44%
Law	\$46	\$8	18%
Agriculture	\$39	\$14	37%
Legislature	\$35	\$3.5	10%
Military and Veterans Affairs	\$22	\$6	27%
State	\$26	\$6	23%
Total	~\$32,000	~\$1,600	~5%



Colorado WINS Report

The following provides a brief description of the key function of full-time state personnel system employees in a sample of 7 smaller departments or agencies.

Natural Resources. 1,396 employees develop, preserve and enhance the state's natural resources for the benefit and enjoyment of current and future citizens and visitors.

Public Safety. 1,304 employees provide a safe environment by maintaining, promoting and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, recidivism reduction and victim advocacy.

Public Health and Environment. 1,106 employees protect and preserve the health and environment of the state for all the people.

Labor and Employment. 1,056 employees assist with the application and delivery of unemployment benefits, provide services to those injured on the job, and work to ensure fair labor practices.

Regulatory Agencies. 519 employees preserve the integrity of the marketplace and promote a fair and competitive business environment. "Consumer protection is our mission."

Education. 149 employees provide the State's 178 local school districts with leadership, consultation and administrative services and also provide adult education. The state now has over 800,000 students in pre-K through grade 12.[10]

Treasury. Only 20 employees manage the citizen's tax dollars from the time they are received until the time they are disbursed. These 20 employees are "committed to safeguarding and managing the people's monies with the same diligence and care as they do their own."



Nearing the Limit: The Total State Workforce in Regional & National Context

State Workforce: Overworked and Underpaid? The following analysis reveals that Colorado has fewer total state employees –personnel system, ‘exempt’ and part-time employees– per capita than any other Rocky Mountain state and fewer than the national average. Further reductions in state employment and rates of pay may jeopardize the delivery of essential state services. This analysis is based on 2007 state government data, the most recent available, from the U.S. Census bureau.[1] The total state full-time equivalent employees (FTE’s) are calculated per 10,000 residents. Using this methodology, Colorado has just 140 state employees per 10,000 residents. The next lowest in the region is Idaho with 148 while the national average is 143. The average for the region is 200, far above Colorado’s 140.

Table 4. Comparing Full Time Employees

States & Averages	FTE’s per 10,000 residents	Monthly Payroll cost per resident	Median Family Income
US Average	143	\$59.04	\$52,029
COLORADO	140	\$62.31	\$70,164
Idaho	148	\$55.60	\$54,695
Montana	209	\$75.76	\$56,820
New Mexico	266	\$91.18	\$52,172
Utah	191	\$72.39	\$65,226
Wyoming	245	\$86.00	\$66,504
Regional Average	200	\$73.87	\$60,930

Colorado also spends less money on total pay for state employees relative to population than all states in the region, except Idaho. The monthly cost for the total state employee payroll per capita in Colorado is \$62.31 compared to Idaho at \$55.60. However, the median family income in Idaho is nearly \$15,500 lower than in Colorado. Colorado has the highest median family income in the region and is in the top tier nationally. Colorado is just above the national average for monthly total state employee payroll per capita, but the national median family income is below that of Idaho’s and lower than any state in the region. The regional average is \$73.87, more than 18.5% higher than Colorado, despite the higher cost of living.

The higher education factor. While these regional comparisons raise serious questions about the ability of the state to maintain qualified employees and to deliver essential state services, the situation is even starker if Colorado’s large higher education workforce is taken into consideration. Fifty-three percent of Colorado state employees (FTE’s) work in the field of higher education.[2] Colorado’s higher education system accounts for the vast majority of the state’s exempt employees ; exempt higher education employees account for nearly 87% of the pay for all exempt employees. Full time classified employees in higher education account for only 32% of all full time employees in higher education and account for only 17% of pay for all higher education employees, full-time and part time. This is larger than any other state in the region and much larger than the national average of 37% of state employees working in higher education. Accordingly, by applying the same analysis as above without the states’ higher education workforce, the number of state employees per 10,000 residents in Colorado drops to just 66. This is by far the lowest in the region and far below the national average of 90. Idaho is the next lowest in the region with 95. The regional average is 124, nearly double that of Colorado.



Colorado WINS Report

Excluding the higher education workforce, the comparative total state employee payroll per capita in Colorado is extremely bleak. Colorado's average pay per month per capita is only \$28.28, compared to the national average of \$36.40 and the regional average of \$45.00. In the region, Idaho is the next lowest at \$35.82, despite the fact that the median family income in Colorado is more than 28% higher than in Idaho.

**Table 5. FTE % in Higher Education, and
Excluding Higher Education – FTE's per 10,000 Residents,
and Monthly Payroll Cost Per Resident**

State	FTEs per 10,000 residents	monthly payroll per resident
US Average	90	\$36.40
COLORADO	66	\$28.28
Idaho	95	\$35.82
Montana	136	\$47.35
New Mexico	168	\$60.07
Utah	103	\$36.39
Wyoming	177	\$62.08
Regional Average	124	\$45.00



Key Priorities are Under-Funded: State Per Capita Expenditures in Context

Colorado’s total revenues and expenditures, on a per capita basis, are well below the national average and are the lowest in the region. In 2007, Colorado had total revenues of \$55,508 per 10,000 residents, compared to the national average of \$66,143 and a regional average of \$74,565. The next lowest in the region was Idaho at \$60,791.[1] In order to maintain adequate public services, Colorado will need to increase revenues.

Colorado spent only slightly more than Idaho on salaries and wages for state employees, despite having significantly higher income levels and higher cost of living. Colorado spent \$6,722 per 10,000 residents compared to \$6,573 in Idaho and a regional average of \$8,658 and a national average of \$7,165. However, on the positive side, Colorado had the lowest spending on general government administration than any state in the region and was also below the national average. Colorado spent only \$1,679 per 10,000 residents compared to the national average of \$1,689 and a regional average of \$2,618. Our State operates very efficiently with relatively low spending on state employee salaries. It is also worth noting that less than 43% of total employee pay goes to classified employees in the state’s personnel system.

Table 6. Rocky Mountain States and National & Regional Averages in 2007: State Revenues & Expenditures per 10,000 residents on Key Priorities

State	total revenue	salaries & wages	government administration	highways	police protection	natural resources
US Average	\$66,143	\$7,165	\$1,689	\$3,424	\$427	\$730
COLORADO	\$55,508	\$6,722	\$1,679	\$2,241	\$237	\$563
Idaho	\$60,791	\$6,573	\$1,920	\$4,225	\$314	\$1,268
Montana	\$74,526	\$8,678	\$3,533	\$6,264	\$423	\$2,447
New Mexico	\$85,428	\$10,431	\$2,474	\$5,075	\$860	\$1,087
Utah	\$59,440	\$8,577	\$2,813	\$3,108	\$438	\$662
Wyoming	\$111,700	\$10,965	\$3,287	\$7,817	\$732	\$5,157
Regional Average	\$74,565	\$8,658	\$2,618	\$4,788	\$501	\$1,864

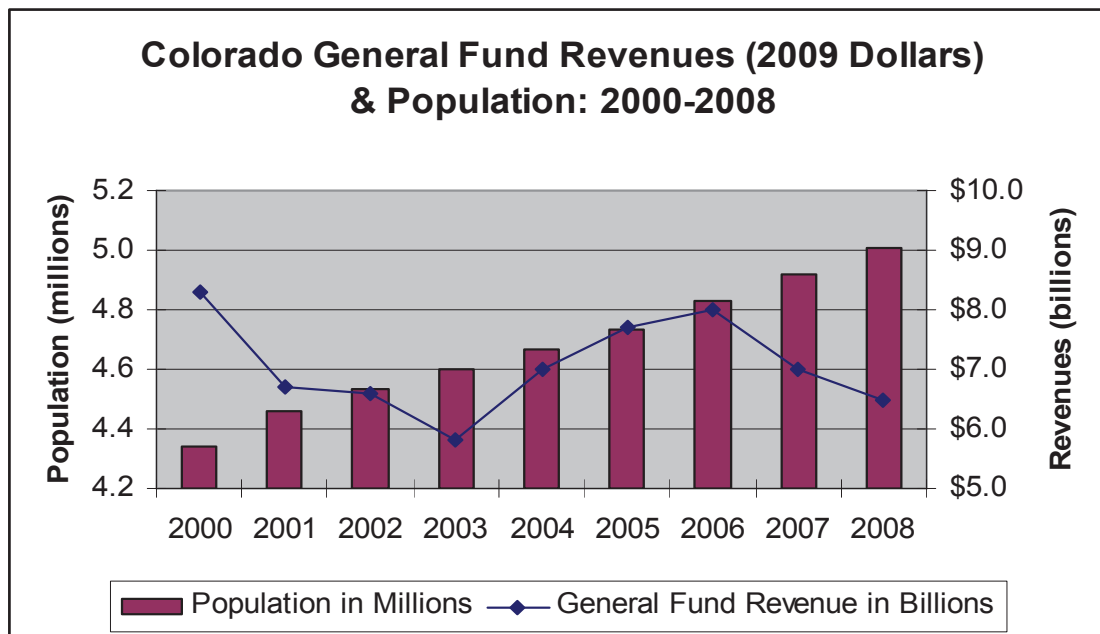
In terms of per capita state spending on many key priorities –education, highways, police protection and natural resources– Colorado ranked the lowest in the region and was also significantly below the national average. Colorado was the second lowest in the region for per capita spending on Parks & Recreation, Montana was last, and well below the national average. Colorado’s per capita spending on Highways and Police Protection was less than half of the regional average. Spending on Natural Resources was less than one-third of the regional average. Further cuts to these key public priorities would erode the quality of life for Coloradoans and would not solve the state’s fiscal problems.



A Disconnect: State Budget Revenues & Population Growth

Revenues lag population growth. While Colorado's population has grown steadily (the vertical bars below) and by over 18% since 1998[1], the state's general fund revenues have been volatile (the up-and-down line below) and have not kept pace. In fact, in today's dollars[2], the highest level of general fund revenues[3] was all the way back in 2000 despite significant population growth since then. Without a significant growth in General Fund revenues the state will face a crisis in being able to provide essential state services and maintain the quality of life that Coloradans expect.

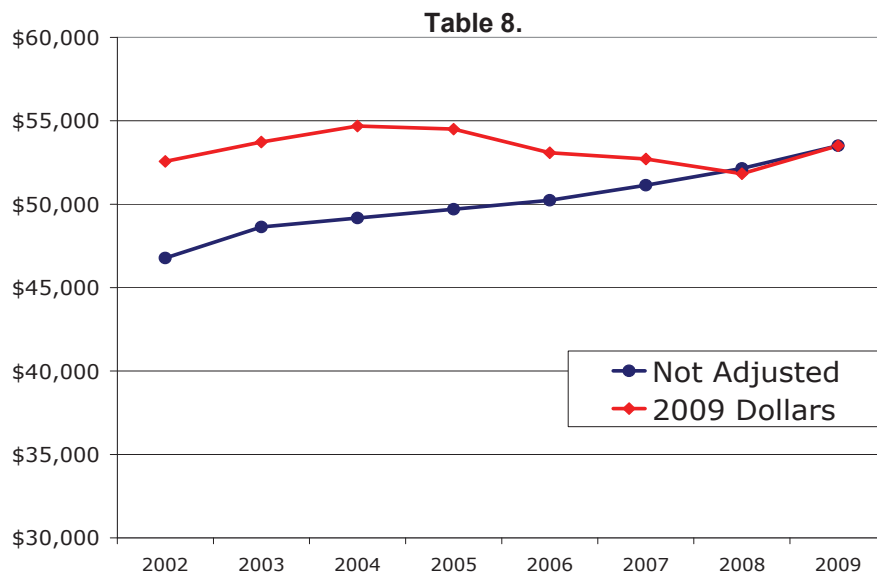
Table 7.





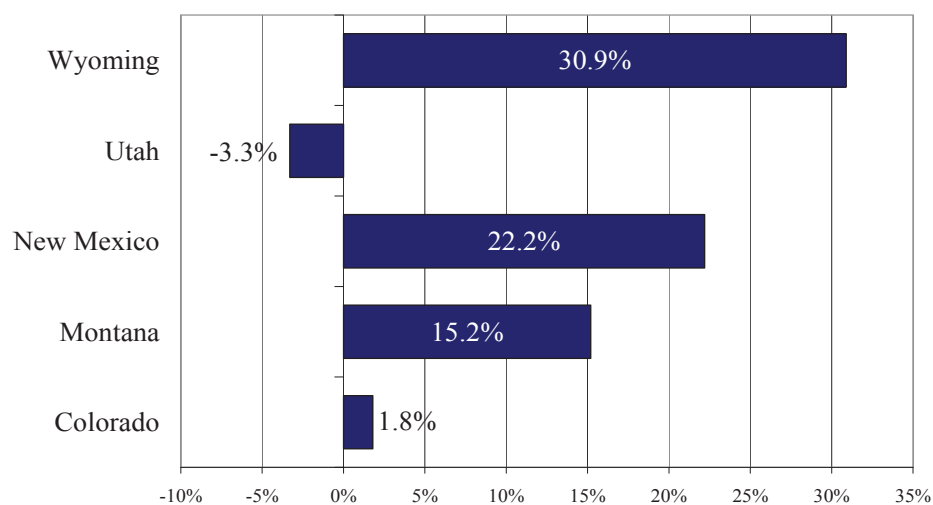
Pay Inequalities in the State Personnel System

Not keeping up. Although Colorado state employees' pay has increased in recent years, an analysis of trends reveals these increases have been insufficient to even keep up with inflation. Consequently, purchasing power has remained stagnant over the seven year period.[1]



Lagging regional peer states. Among the five states in this comparison (2002 to 2009), Colorado state employees' salaries have been roughly flat, adjusting for inflation, while Utah's have actually declined slightly. In contrast, adjusted salaries in Montana, New Mexico, and Wyoming have increased between 15 and 30 percent. (Comparable data for Idaho was unavailable for this analysis.)[2]

Table 9.
PERCENT CHANGE IN GLOBAL AVERAGE SALARY
BETWEEN 2002 AND 2009, BY STATE (2009 DOLLARS)



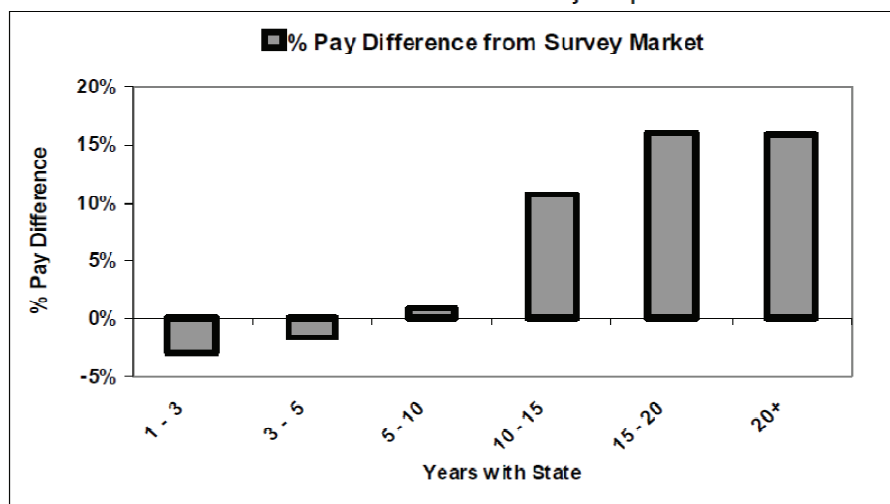


Colorado WINS Report

Recent hires penalized. Although there is considerable debate about the validity of the Department of Personnel and Administration’s (DPA) salary survey methodology, it is clear from their own analysis that employees hired since the start of performance-based pay in FY2002/03 are seriously lagging their peers with longer periods of service. The chart below, presented by DPA to the Long-Term Fiscal Stability Commission in July 2009, shows that employees with ten years and less state service are markedly underpaid as compared to their longer serving peers.[3]

Table 10.

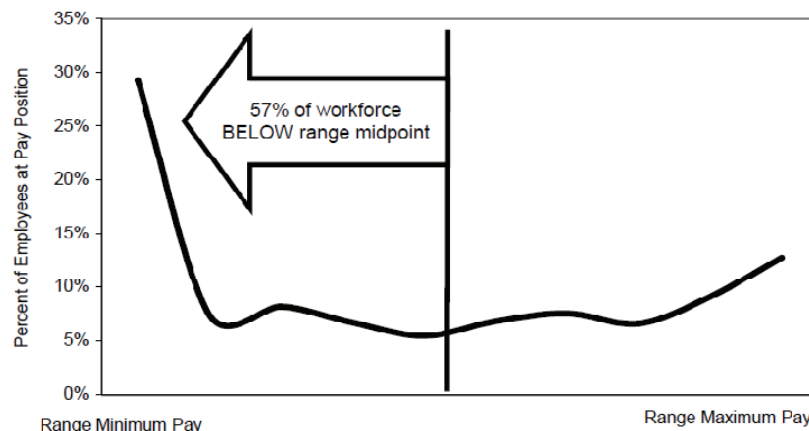
Chart 1 – Colorado and Total Market Pay Comparison



Troubled salary administration system. The chart below, presented by DPA to the Long-Term Fiscal Stability Commission in July 2009, shows that while 57% of the workforce is paid below what they consider market rates, other methodologies would show an even greater percentage below market. DPA’s salary survey methodology is predicated on a bell-curve distribution where most employees’ salaries are clustered at range midpoints; instead, as clearly shown below, most employees are stuck below the midpoint and nearly 30% are stuck at minimum levels.[4]

Table 11.

Chart 2 – Bimodal Pay Distribution from Two Pay Administration Systems



Conclusions

Calls for even leaner government and fewer state employees are rhetorical sound-bites that ignore the facts, don't advance sensible solutions, and help to perpetuate outrageous claims about our state workforce and the vital services that the State employees deliver. Colorado residents and tourists depend on these essential services, which are often taken for granted. When adequately funded, these public services maintain and improve our quality of life and facilitate our future economic growth.

Already the leanest in the region, further cuts to state employees will undermine state services at a critical time of public need due to the state's fiscal crisis. Drastic cuts will also weaken the State's ability to recover as the economy eventually improves.

Now is a great opportunity for the state's partnership with employee organizations to redouble their efforts at total compensation reforms to ensure an equitable and sustainable system for uninterrupted delivery of public services. There are clearly ways of improving state government, reducing bureaucracy and eliminating wasteful spending; it is state employees who are often in the best position to identify problems and provide real meaningful solutions. Further reducing the state workforce and state employee pay will move Colorado backward not forward.

More than anything, what is needed now is bold leadership to stop the cuts that are hurting the state so much. Sensible solutions, like budgetary reforms, are needed now to address the State's revenue crisis.

This report was prepared by Colorado WINS staff at no expense to the taxpayer. For further information, Contact Colorado WINS 303-727-8040.

Endnotes, by section:

I.

[1] 'Exempt' employees includes: the Judicial and Legislative branches (except for most employees of the Auditor's office); the Governor's cabinet and office staff; over half of the Department of Law; many in the Department of Education; and, the faculty and higher education employees as defined in CRS 24-50-135. 'Part-time' includes all employees working less than a full-time schedule and includes hourly workers and others such as work-study students. See <http://www.colorado.gov/dpa/dfp/sco/pay/Pay.pdf>, pdf pages 1 and 2 of 8. Last accessed 10/28/09.

[2] See chart titled "Expenditures by department on the budgetary basis for the year ended June 30, 2008" in the *State Taxpayer Accountability Report (STAR)* <http://www.colorado.gov/dpa/dfp/sco/STAR/star08.pdf>, pdf page 13 of 32. Last accessed 11/06/09.

[3] Pay and departmental deployment data in this section refers to full-time employees and is annualized using the August 2009 consolidated paycheck report at <http://www.colorado.gov/dpa/dfp/sco/pay/Pay.pdf>. Last accessed 10/28/09.

[4] Departmental functions in this section are drawn from information at <http://www.colorado.gov/cs/Satellite/CO-Portal/CXP/1184337612761> and the additional sources noted. Last accessed 10/28/09.

[5] <http://higher.ed.colorado.gov/Data/AtAGlance.html>. Last accessed 10/28/09.

[6] Data as of 9/30/09:

https://exdoc.state.co.us/secure/combo2.0.0/ajax/ajax_nodes_contentPreview.php?id=5035. Last accessed 10/28/09.

[7] <http://www.cdhs.state.co.us/>. Last accessed 10/28/09.

[8] Presented by DPA to Long-term Fiscal Stability Commission (July 2009), includes non-appropriated expenditures (like from federal grants in Public Health and tuition in Higher Ed.); numbers have been rounded off for clarity.

<http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1239165430902&ssbinary=true>, see pdf page 165 of 228. Last accessed 10/28/09.

[9] See note 2, this section.

[10] http://www.cde.state.co.us/index_home.htm. Last accessed 10/28/09.

II.

[1] All figures for Total Pay and Full-time Equivalent Employees, are from "Total Government Employment and Payroll Data By Geography and By Level of Government: 2007" which was a table generated on Oct. 15, 2009 from the Census Bureau's Build-a-Table with data from the Census of Government Employment (www.census.gov/govs/www/buildatable.html). The 2007 data was the most recent available. Population estimates are for July 1, 2007 from the Census Bureau's "GCT-T1: Population Estimates, Data Set: 2008 Population Estimates, Geographic Area: United States – States". This data was access from www.census.gov/popest/ on October 15, 2009. Median Family Income figures for the states are from the Census Bureau's 2008 American Community Survey 1-Year Estimates, B19119. Median Family Income in the Past 12 Months (In 2008 Inflation-Adjusted Dollars) by Family Size. The data was accessed from the census bureau's website on Oct. 19, 2009. The US Median family Income is \$52,029; source U.S. Census Bureau, 2008 American Community Survey 1-Year Estimates, S1903. Median Income in the Past 12 Months (In 2008 Inflation-Adjusted Dollars), Top line "Households". Information accessed from <http://factfinder.census.gov/> on Oct. 21, 2009.

[2] Additional data in this section on total full-time equivalent employment and total pay for the total state employment and for higher education for the United States and individual states are from the Census Bureau's 2007 Census of Government Employment, "State Government Employment and Payroll Data: March 2007, Revised January 2009". Data was accessed from the census bureau website on Oct. 15, 2009.

[3] calculations based on data reported by Department of Personnel Administration, Consolidated Paycheck Report for the month of October 2009, released December 2, 2009

III.

[1] Additional data in this section came from the U.S. Census Bureau, Governments Division, "2007 Survey of State Government Finances" which was created October 29, 2008 and revised November 4, 2008. It was accessed from the census bureau's website on Oct. 20, 2009

IV.

[1] Population data at <http://www.cdphe.state.co.us/scripts/htmsql.exe/cohid/populationPub.hsql>. Last accessed 11/2/09.

[2] Adjustment to 2009 dollars using BLS inflation calculator at http://www.bls.gov/data/inflation_calculator.htm. Last accessed 11/2/09.

[3] "General Fund Revenue Outlook", slide 9, presented by Natalie Mullis, Chief Economist, Legislative Council Staff, presentation to Colorado Social Legislation Committee - Fall Forum, October 7, 2009

V.

[1] Analysis of data in: *2009 Compensation Survey*, <http://www.aft.org/salary/2009/PubEmpsCompSurvey09.pdf>

[2] Analysis of data in: *2009 Compensation Survey*, <http://www.aft.org/salary/2009/PubEmpsCompSurvey09.pdf>

[3] pdf page 171 of 228

<http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1239165430902&ssbinary=true>

[4] pdf page 172 of 228

<http://www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1239165430902&ssbinary=true>