State of Washington
PUBLIC DISCLOSURE COMMISSION
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October 17, 2013

TO: COMMISSION MEMBERS
FROM: Andrea McNamara Doyle
SUBJECT: 2013-15 Strategic Plan – Continued Discussions and Possible Approval

Agenda Item

At the October 24, 2013 meeting, the Commission is scheduled to consider the next draft of the agency's 2013-15 Strategic Plan for possible approval. This version of the plan incorporates the changes suggested by Commissioners at the September meeting (highlighted in yellow), and also includes staff's proposed assignments of who will have lead responsibility for each action item as well as an approximate timeline for accomplishing each element of the strategic plan (identified as "Who" and "When" for each item. Finally, this version of the plan includes some additional performance measure targets mentioned at the last meeting.

Unless the Commission seeks significant changes, staff would ask that the Commission be prepared to approve the 2013-15 Strategic Plan at the October meeting.

Attachments: Final Draft 2013-15 Strategic Plan (October 2013)

Public Disclosure Commission
40 Years of Shining Light on Washington Politics

Public Disclosure Commission
2013-15 Strategic Plan
FINAL DRAFT October 2013

Mission Statement

The Public Disclosure Commission was created and empowered by Initiative of the People to

- provide timely and meaningful public access to accurate information about the financing of political campaigns, lobbyist expenditures, and the financial affairs of public officials and candidates, and
- ensure compliance with and equitable enforcement of Washington's disclosure and campaign finance laws.

Vision Statement

We are dedicated to ensuring and enhancing public confidence in the political process and government.

Statutory Authority

The Public Disclosure Commission is created pursuant to RCW 42.17A.100. The Commission's powers and duties are set forth in RCW 42.17A.050, 42.17A.105, 42.17A.110, 42.17A.755 and other provisions of Ch. 42.17A RCW.

CRITICAL GOALS

1. Restore Commission and staff capacity to meet core functions.

1.1 In the short term, identify staffing and resources needed to restore lost capacity in IT, audit, investigative, outreach, policy, and oversight functions.

Who: Executive management team, Commissioners
When: June 2014, in time for Commission review prior to budget decision package deadline (September 2014)

1.2 Obtain supplemental budget appropriations for currently unfunded IT maintenance and network administration expenses (*e.g.*, expired and expiring licensing/support agreements, and IT network administration staff position).

Who: Executive Director, Chief Technology Officer, Commissioners
When: June 2014, in time for Commission review prior to budget decision package deadline (September 2014)

1.3 Secure remote disaster recovery services and seek stable funding for retention of same.

Who: Executive Director, Chief Technology Officer, Commissioners
When: Session 2014

2. Adopt a long-term, sustainable plan to achieve and maintain a state-of-the art system that meets our customers' evolving expectations.

2.1 Develop a six-year plan for investments in IT infrastructure (hardware and software capital, O&M, and replacement) that will support a robust, user-friendly interface with our filers and the public.

Who: Executive Director, Chief Technology Officer, Commissioners
When: June 2014 in time for Commission review prior to budget decision package deadline (September 2014)

2.2 Develop a forward-looking list of technology projects that recognizes the changes in campaign practices and the ways in which the public seeks and consumes data.

Who: Executive management team
When: June 2014

2.3 Commissioners meet with legislative leaders and policy and fiscal committee members as needed.

Who: Commission Chair and/or Vice Chair, Executive Director, General Counsel
When: As warranted.

ADDITIONAL GOALS

3. Increase the effectiveness of educational and compliance efforts.

3.1 Seek out opportunities to coordinate/collaborate with partners who support PDC's educational efforts to improve compliance with disclosure requirements.

Who: Communications & Training Officer, Outreach staff
When: List of potential opportunities by end of March 2014.

3.2 Re-engage with Secretary of State and County auditors to provide immediate, automated notification of PDC requirements to candidates upon submission of declarations of candidacy.

Who: Communications & Training Officer
When: Start late February 2014.

3.3 Create an online virtual learning center with content for campaigns, lobbyists, and other filers to gain immediate, on-demand access to answers for the most common questions.

Who: Communications & Training Officer, Chief Technology Officer, Outreach & IT Staff
When: Complete planning of content by June/July 2014 (Goal 2.2); Implementation dependent upon resources (Goal 1)

3.4 Locate existing videos in areas of website that are easier for users to find and access.

Who: Outreach Staff
When: December 2013.

3.5 Update printed materials (*e.g.*, manuals & brochures) to make more inviting, easier to use for all audiences, and to encourage voluntary electronic filing (even when not required).

Who: Communications & Training Officer; Communications Consultant
When: Brochures completed by December 2013; Manuals by March 2014.

3.6 Review F-1 requirements to consider changes to laws and rules concerning: reporting thresholds ($2,000 & $10,000 thresholds); type and manner of reporting investments (stock values & mutual funds, short-term vs long-term holds, highest value vs snapshot in time); and the nature and extent of reporting business ownership interests.

Who: General Counsel, Communications & Training Officer, Commission
When: Start April 2014, to complete by September 2014 deadline for submitting agency-request legislation.

3.7 Evaluate the feasibility of using a short form for certain local F-1 filers.

Who: General Counsel, Communications & Training Officer, Commission
When: Start April 2014, to complete by September 2014 deadline for submitting agency-request legislation.

3.8 Review mini-reporting rules, procedures, and related outreach in order to reduce the number of campaigns that seek to switch from mini to full reporting (because incorrect or inappropriate reporting option was originally selected) and improve the process for those that do.

Who: Executive Director, Communications & Training Officer, Lead Political Finance Specialist
When: Start Summer 2014. Finalize by December 2014.

3.9 Begin targeted outreach to potential lobbyist employers to let them know of lobbyist filing requirements.

Who: Communications & Training Officer, Outreach Staff
When: Fall 2014

3.10 Implement reference manual task force to discuss its use, audience and expansion in order to improve staff's ability to provide timely and consistent guidance based on prior research and advice. Determine new indexes, and grouping schemes.

Who: Communications & Training Officer, Commissioners
When: Create staff work group by October 2013; Meet quarterly through 2014 to identify and implement tasks.

4. Improve the efficiency and effectiveness of enforcement efforts.

4.1 Enhance and adopt guidance for alternative responses to non-compliance (*e.g.,* technical assistance, warning/advisory letters, notices of correction, etc.) and amend regulations accordingly.

Who: Executive Director, Director of Compliance, General Counsel, Sr. Assistant Attorney General
When: Spring 2014

4.2 Create a Compliance and Enforcement Manual.

Who: Compliance Coordinator, Director of Compliance, Executive Director, General Counsel, Sr. Assistant Attorney General
When: Underway, draft to Commission spring 2014

4.3 Prepare an informational brochure to better inform Complainants, Respondents, and the public about the complaint investigation/enforcement process.

Who: Compliance Coordinator, Director of Compliance, Executive Director
When: Begin November 2013 for completion by January 2014.

4.4 Continue streamlining process for conducting formal investigations and bringing cases to conclusion, including use of subpoena, preparation of Reports of Investigation and Notice of Administrative Charges, preparation of “Minor Action” letters or formal dismissals, and recommendations for enforcement actions.

Who: Director of Compliance, Executive Director, Sr. Assistant Attorney General
When: Ongoing

5. Adapt the Commission’s methods of receiving and distributing data to the changing technological environment in which we and our customers operate.

5.1 Overhaul/modernize the agency’s website using responsive design to improve usability across a range of mobile platforms.

Who: Chief Technology Officer and IT staff
When: 6 months post funding/contracting

5.2 Explore options to modernize the signature card process in a way that provides secure verification of filer identities without the need to mail a physical signature card.

Who: Chief Technology Officer, Communications & Training Officer, Commission
When: Staff to develop plan with options for presentation to Commission by February 2014. Implement per Commission direction.

5.3 Modify/Create more online applications and specialized widgets to push data out to the public without users needing to come to our website.

Who: Chief Technology Officer, IT Staff
When: Identify list of options for Commission consideration by January 2014; implement as time and resources allow.

5.4 Create more user-friendly online forms and/or applications and make them available through more platforms.

Who: Chief Technology Officer & IT Staff, Communications & Training Officer & Filer Assistant Specialists, Commission
When: Identify list of options for Commission consideration by January 2014; implement as time and resources allow (per funding in Goals 1 & 2); possible rulemaking required by Commission.

5.5 Evaluate, through a pro-active stakeholder process, whether the Commission should begin posting on-line some or all information from candidate and annual F-1 forms and, if limited information from F-1s is to be posted, how to accomplish that in a technologically feasible manner and within available resources.

Who: Communications & Training Officer, Communications Consultant, Chief Technology Officer
When: Reach out to affected associations, media, and legislative caucuses by January 2014. Report back by Commission retreat for 2014.

5.6 Identify and seize opportunities to encourage *all* filers to move to electronic filing, even when not required.

Who: Communications & Training Officer, Outreach Staff, Compliance Staff
When: Develop workplan by January 2014

5.7 As resources allow, modify current online filing systems for Lobbyists and Lobbyist Employers to parse L-2 and L-3 detailed information into searchable database.

Who: Chief Technology Officer, Application Developer, Solutions Developer, Quality Assurance Manager
When: Dependent upon resources.

6. Expand the size of the audience that is aware of the PDC's mission and that accesses PDC data and information.

6.1 Develop partnerships with existing civic organizations and voter registration efforts to include information about the PDC in relevant activities/curriculum/publications.

Who: Communications & Training Officer, Executive Team, Commission
When: Prepare list of potential partnership opportunities by January 2014 to target during 2014; Add to performance measures

6.2 Expand the agency's use of social media to reach new, younger audiences.

Who: Communications & Training Officer; Communications Consultant
When: TBD pending Commission discussion October 2013

6.3 Produce public service announcements, op-ed articles, and other promotional material, to increase public awareness and use of the PDC's website and data.

Who: Communications & Training Officer; Executive Director
When: Ongoing

Performance Measures – FY 2014

GOAL 3: *Increase the effectiveness of educational and compliance efforts*

Performance Measures	**FY 13 Actual**	**FY 14 Target**	**FY Actual**
Percentage of candidates, political committees, lobbyists, and public officials who meet statutory filing deadlines.	98.42%	100%	
Number of new training videos produced	n/a	3	
Number of in-house training classes conducted and number of attendees trained	26/249	30/286	
Number of external training/outreach opportunities attended (live or via videoconference) and number of attendees reached	10/412	18/600	

GOAL 4: *Improve the efficiency and effectiveness of enforcement efforts*

Performance Measure	**FY 13 Actual**	**FY 14 Target**	**FY Actual**
Percentage of candidates, political committees, lobbyists, and public officials who meet statutory filing deadlines.	98.42%	100%	
Percentage of complaints that are triaged within 2 weeks of receipt (*i.e.*, returned, acknowledged for additional info, or opened as formal investigation)	36%	90%	
Percentage of routine investigations completed within 90 days.	n/a	85%	
Percentage of moderately complex investigations completed within six months.	50%	90%	
Percentage of complex investigations completed within 12 months.	33%	90%	

Goal 5: *Adapt the Commission's methods of receiving and distributing data to the changing technological environment in which we and our customers operate*			
Performance Measures	**FY 13 Actual**	**FY 14 Target**	**FY 14 Actual**
Percentage of report pages processed • Electronically • Manually	81% 19%	90% 10%	
Average number of days from receipt of electronically filed campaign reports to posting on web site	<1	<1	
Average number of days from receipt of paper filed campaign reports to posting on web site	<1	<1	
Percentage of lobbyists filing reports • Electronically • On paper	65% 35%	70% 30%	
Percentage of lobbyist employers filing reports • Electronically • On paper	23% 77%	25% 75%	
Percentage of state agencies filing lobbying reports • Electronically • On paper	40% 60%	Effective Jan 2014, all state agencies are required to file electronically	
Percentage of local agencies file lobbying reports • Electronically • On paper	23% 77%	30% 70%	

GOAL 6: *Expand the size of the audience that is aware of the PDC's mission and that accesses PDC data and information*			
Performance Measures	**FY 13 Actual**	**FY 14 Target**	**FY 14 Actual**
Number of unique visitors to PDC website & number of visits	93,228/ 286,310	125,000/ 300,000	
Number of references to PDC website/data appearing in on-line news publications	414	500	
Number of web-users who "like" PDC Facebook page	325	500	