DRAFT PDC Strategic Priorities

The following concepts/projects are intended to convey the technology dependent, business objectives of the Public Disclosure Commission. The resources necessary to complete these objectives exceeds current agency resource levels. Items in green are potential quick opportunities should funding be available.

Priority *= The agency business priority where 1 is the highest priority.*

Scale *= Intended to convey the "size" of the total work for both PDC staff, any outside contractors and the overall cost.*

Agency Workload *= The impact to other agency operations and priorities. A large initiative may or may not represent a large workload depending on how much of the work can be performed through an outside contra*

FTE/yr. *= A rough estimate of the internal staff resources or contracted resources necessary to complete. This may include the cost to purchase a software or subscription translated into a rough equivalent in agency c*
The estimate is based on what is currently know about the business problem and possible solution set and would need to be more formally evaluated before proposing a project or funding request.

Months *= An estimate at the amount of time it might take from project inception to completion. A small project may have a long duration where there would be long periods of stakeholder involvement before work be or during the project.*

Project	Priority	Scale	Agency Workload	Business Objective	Deliverable	FTE/yr.	Duration (months)
Continuous website accessibility, content analysis and validation (Completed)	0	1	1	The PDC website is the most important tool the agency has for communicating with the public and the regulated community. It is imperative that the site is always accessible to persons with disabilities. A highly functional site is also regularly updated and automated scans are the best mechanism to ensure that content changes maintain accessibility. It's equally important that links are validated to ensure that changes do not invalidate links to important information.	Purchase a subscription for third party services to perform continuous scanning and evaluation of site content to identify accessibility issues, invalid links, standards compliance and browser support, mobile device support, content readability/audience targeting and errors in spelling and grammar.	0.3	2
Telephony, Communications (Completed)	0	2	1	The PDC telephone system is running on unsupported, legacy equipment that cannot be readily expanded to meet current needs and is in jeopardy of failing, leaving the agency without telephone communications. The system does not even have enough lines to provide a line for all agency staff.	A new phone system fully managed by a third party so that the agency has ongoing support. The system needs to provide basic office functionality for menu based navigation, voicemail, forwarding, conferencing and warm transfers. Preferably the system will integrate with Outlook contacts and voicemail to text.	0.4	3

Project	Priority	Scale	Agency Workload	Business Objective	Deliverable	FTE/yr.	Duration (months)
Website Usability Study and Consulting (Completed)	0	2	1	The 2015 update to the PDC website represented a major change both in content and navigation for the site. The design was developed through a series of stakeholder events that were focused on understanding who were our users and what were they trying to do. The gap between the existing site and the desired goal was so wide that specific usability testing was not a reasonable approach at that time. Since the redesign, we generally receive positive feedback but we are also aware of some difficulties. Performing a usability study and consulting engagement will allow us to identify where we can adjust the current navigation and organization of the site, tune search results and feature specific areas of the site to incrementally improve functionality as well as creating a roadmap for a future upgrade which should be more evolutionary.	Contract with WaTech or a private vendor to conduct a formal usability study to include broad stakeholder involvement and to develop a set of both short term recommendations for changes to the existing site as well as recommendations for a long term roadmap for the next major upgrade of the site. The plan will also need to address how customers look for information such as filing requirements, guidance and FAQs and provide a direction forward.	0.2	3
Campaign Finance (ORCA)	1	14	20	ORCA is a complex system with some components dating back to the PDC's original electronic filing system. It is becoming difficult to keep running on modern computers and fails to meet customer expectations. The base technology is not conducive to expectations such as anytime, anywhere access or providing the level of built-in assistance customers expect.	A new, web-based campaign finance reporting system that us easy to use and meets modern customer expectations. The system will implement guides and built in validations to help the regulated community file accurately.	6.0	18

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Website redesign and upgrade	2	8	3	As a central point of communication for the agency, the PDC's website must be a continuously evolving and well maintained resource. Keeping up with customer expectations also means regularly updating the technology behind the site to support new features and ways of engaging the public. The PDC website underwent a major redesign in 2015 resulting in dramatic improvements. The next phase in the lifecycle of the site will be focused on refining the site organization based on usability assessment, improve accessibility, implement multilingual support, improve searching and upgrade the content management system to the latest version so that incremental improvements can continue. The redesign also would more fully integrate public information tools that have	The PDC website is built on the Drupal 7 content management system. In 2015, Drupal 7 was the current stable version and broadly supported. Drupal 8 has already replaced 7 and is where most effort of the Drupal community is being focused. Taking advantage of new capabilities will me an updating our site to Drupal 8. Building on this newer framework, the implementation will be focused on meeting the objectives defined through a usability study and customer analysis, heavily based on direct stakeholder involvement.	3.0	9
C6 Independent Expenditures Reporting	3	6	6	The existing system for reporting independent expenditures is difficult to use, error prone and is not integrated with the rest of the campaign finance system. For public to follow the money, it is necessary that reports of independent expenditures can be directly related to the candidate campaigns, initiatives and referenda that are being supported or opposed through those expenditures. In the existing system, this connection is based solely on the first name and last name reported on the independent expenditure matches the name registered on the C1. Additionally, the electronic application provides filers no assistance in getting the information right by providing a list selection of current candidates or ballot issues.	Implement a modern replacement for the Independent Expenditures Reporting system that is integrated with the rest of the campaign finance system. The system will provide built-in help and guidance and utilize modern approaches to make it user-friendly while helping filers provide the correct information through extensive validation and select lists for providing information such as candidate names. The data will be strongly lined with the rest of the campaign finance system and the implementation will include improved public access through the PDC website and open data portal.	1.0	6

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Modernize and Standardize Initiative/Referenda Committee Reporting	4	5	5	Current PDC filing systems, data and processes are inadequate to determine the campaign finances associated with committees associated with ballot initiatives and referenda when the reporting entity is registered as a continuing committee that is not associated with a single initiative. The public must know that the committee is supporting or opposing an initiative and then examine the report records to try and determine whether or not a particular record was relevant to the initiative or related to another issue. The business analysis may reveal that this project would require legislative changes to reporting requirements.	Enhance campaign finance registration and reporting systems to require that committees supporting or opposing initiatives and referenda make an association between all relevant reporting records and the initiatives or referenda that they are associated with. Enhance public data tools to include all the information relevant to a particular initiative or referendum, regardless of the type of reporting entity. Consolidate support and opposition records around each initiative or referendum so that the public need not be aware of all the entities raising/spending on the issue.	0.7	12
Election Insights	6	8	8	During the 2017 InfoSearch project, stakeholders identified a need to provide broader perspectives that can assist the public in understanding where they might want to look deeper or do a more thorough analysis. Our current tools do a great job of drilling down to the specific data related to a candidate or committee but do not provide an easy way to see the broader perspective. For example, what are the races in a particular county that have the highest spending; how does a particular legislative race compare to the rest of the state; Which races are being most influenced by independent spending, out-of-state spending, party committees, small donors, etc.	This project will implement additional features to our existing campaign explorer and campaign overviews that provide comparison, quick links and analytics that span categories, races, office and other areas of interest. Users will be able to see trends over time, for example, what other elections has a candidate been involved in and who supported them, how do they compare to their competitors, etc.	1.5	9

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Public Treasurers Annual Reporting	7	3	5	The Public Treasurers Annual Reporting is the only PDC filing that does not have an electronic filing option. By not having this option, we are making it unnecessarily difficult for treasures to meet their filing requirements and costing both the agency and the public additional effort in trying to process and retrieve the records which only exist as scanned images of paper documents.	Develop an electronic filing system that is integrated with the PDC Core Data system to properly identify all jurisdictions that have a reporting requirement and assist the regulated community in understanding their filing requirements, provide built-in guidance and validation and provide timely notifications regarding reporting status, dates and deadlines.	0.4	4
My PDC - Regulated Community	8	12	12	For member of the regulated community, PDC systems and information are generally a collection of loosely related applications and information that require knowing where to look for information or in some cases, information is not readily available. The PDC should provide a consolidated user experience for members of the regulated community through a single login where they can maintain their contact information, review their filing requirements, see the latest status of the filings and other information to help them maintain compliance.	Implementation of a portal for members of the regulated community that supports a single login/identity across all PDC systems and also supports multiple logins like the lobbyist system so that users such as treasurers and candidates can both have access to their records without sharing a login. A dashboard showing current filing requirements and status as well as links to review reports and file online or get help specific to their registrations or current campaigns.	2.0	12

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Public Agency Lobbying	9	4	8	The L5 application has a number of problems that make it difficult for customers to file. It needs a complete replacement to address some of the fundamental design flaws such as being able to be used by more than one person concurrently. The current system lacks integration with any other lobbying records which deprives the public of an easy understanding of the full scope of lobbying when considering public entities that might also report as lobbyist employers. Additionally, the public is required to look for a public agency in two different sets of records and manually connect the two. In some instances, names may contain alternate forms, abbreviations or incorrect spelling which makes this task particularly difficult.	Develop a new public Agency Lobbying System that is well integrated with both regular lobbyist reporting and the campaign finance system to have correct linkages between the agencies that employ third-party lobbyists, and also records of contacts with office holders and the connection to the campaigns of those office holders. This project may require some legislative change to reporting requirements to enforce the tight correlation to lobbying and campaign finance. this may include aligning public agency reporting more closely with other lobbyist reporting.	0.8	6
Dissolutions, Phase 1	11	3	2	In July the PDC implemented the minimal functionality necessary to allow committees to file an intent to dissolve with internal tracking only. All other requirements under ESHB 2938 are currently a manual process. This project will fully automate the processing of dissolutions with a complete workflow and approval process and real-time updates to the website so that the public and the regulated community can easily see statements of intent to dissolve and their status and	Implement a complete workflow in the PDC's existing ticket tracking system that is integrated with publishing to the website so that an intent to dissolve can be submitted, signed by the filer and made available on the agency website automatically. Implement workflow steps to prompt for commission acknowledgement or assessment and linking to filer identities in the case management system to halt any workflows	0.4	4
Modernize Data Entry Systems	12	2	1	Agency staff are currently using an outdated set of MS Access 2010 based tools for routine entry of paper filed documents and to update filer data. The technology is unsupported by Microsoft and tightly coupled with the data sources which creates additional challenges to updating customer facing electronic filing applications that reference the same data. RIsks the ability of customer service staff to assist filers with updates to their filing information.	A set of web-based interfaces for data entry staff that are built using modern approaches that abstract the interface from the data and facilitate ongoing maintenance and customer-facing application updates.	0.3	4

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My PDC - Public Access	12	5	7	The PDC current online tools for searching and viewing campaign finance information provide extensive access to detailed information tailored to the interests of the user but do not provide a mechanism to save favorites or frequently used searches. Additionally, the current tools do not provide a way to receive active notifications and users need to actively check for updates.	Implement a user portal for members of the public to support saving favorite searches, vies and list of interesting entities such as particular candidates. This will include the ability to subscribe to updates anytime a record changes so for example, a member of the public can get a notification when a particular candidate files the next C4.	1.0	8
L3C	13	5	6	The current lobbyist electronic filing system does not support the electronic filing of L3C employer monthly contribution reports. These contributions are currently not linked into the campaign finance system which prevents the public from being able to reconcile what is being reported by lobbyist employers and the contributions as reported by the recipient. A new system should integrate with the campaign finance system to ensure that the public can easily connect a contribution reported by a lobbyist employer back to	Enhance the existing lobbyist electronic filing system so that lobbyist employers have the option of electronically filing monthly L3C reports by adding an additional reporting type containing necessary fields with the same controls around validation and reporting periods as the existing electronic L2 process. Selection of recipients should be based on existing campaign finance records to provide proper linking back to campaign finance records.	0.5	6
Commercial Advertiser Disclosure System	14	15	8	The public needs real-time, centralized access to political advertising records to determine and confirm sponsorship and campaign expenditure reports. The public would be able to search through all records, including what the ad was, the cost, etc. to be able to easily find the advertisement and either follow a link to where the advertiser has made the content available or to a PDC managed repository of media so it can be viewed online.	Create a system that allows commercial advertisers to easily and timely report purchases of political advertising and that provides a portal for the public to view information about those advertisements and report potentially undisclosed political advertising. This project requires statutory changes to add an electronic filing requirement for commercial advertisers.	2.0	12

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Lobbyist / Employer integration with Campaign Finance	15	5	8	Lobbyists and Lobbyist Employers have reporting requirements regarding contributions that provide additional insight and a secondary check on contributions reported by a campaign. Additionally, this important linkage can help the public follow the money to the lobbyist and see the connections to other contributions. Our current systems are disconnected so there is no correlation or way to reconcile the two data sets, preventing the public from fully following the money.	Enhance the lobbyist reporting system to validate campaign contributions against the campaign finance system so that records can be linked by identifiers. Implement data quality validation to identify records that should be matched but may differ by errors in spelling, abbreviations, etc.	0.7	12
System Status Phase 2	16	4	3	ESHB 2938 created a requirement for the PDC to provide information to the regulated community regarding the status of electronic filing systems. In 2018 the PDC implemented the minimum requirements to provide basic functionality but the system falls short in delivering functionality necessary to meet modern expectations. In particular, the communication channel is limited to email. The PDC should offer additional choices such as text messages and subscribing to social media feeds. Additionally, the system is manually initiated by staff and outages that occur outside business hours will not be reported until staff post them. This can lead to frustration for users who are trying to file a report and think the current system status is okay.	Implement and off-the-shelf system status monitoring and reporting solution. These systems are widely available and commonly used in the private sector. They provide tools for subscribers to determine both the level of communication and the channel. Integrate the system with the PDC website so that filers can easily see the current status of systems and access the list of historical outages. Additionally, integrate with the various reporting systems so that it's easy to determine if a filing received after the normal deadline is still in compliance due to an outage that impacted the ability to file.	2.0	4

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Integration of L2 Memo Reporting with Lobbyist Electronic Filing	17	4	6	During the development of the lobbyist electronic filing system in 2016, stakeholders identified a desire to have L2 memo reports automatically generated from contribution records and optionally electronically sent to the recipient of the benefit. This would also benefit from greater integration with the campaign finance system by linking the recipient records back to the campaign finance records.	Enhance the existing lobbyist electronic filing system so that for each contribution or other expense paid to an entity subject to L2 reporting, the filer would have an option to generate an electronic L2 memo record and optionally send that record via email to the recipient. This would be best if based on records already available through the campaign finance system, including email addresses. The selection of the entity should come from a defined list of known entities to also avoid entry errors by filers.	0.3	6
Continuous reconciliation of campaign finance entities.	19	8	12	Current PDC data sets allow provide for following a candidate or committee across election cycles and even campaigns for different offices through unique identifiers. This is not the case when it comes to trying to follow the money from contributors or other associated entities such as employers where there are no unique identifiers and the same entity may be represented in multiple ways such as ACME, ACME INC, American CME, etc. The public benefit of being able to understand the broad landscape of political finance is enormous. For example, when looking at the top contributors of a campaign, being able to see what other candidates or committees are being supported by the same entity or even broader analytics such as, is	Implement technical process for analyzing all entities records such as contributors, vendors, lobbyist employers, and correlate them across PDC data sets to a single identifier and rank the strength of matching. For example, knowing with high probability that ACME, ACME INC and American CME are the same entity by name as well as address. For some threshold, provide a tool for staff to further investigate the identity of those entities and confirm that they are a match. This might be all contributors over a certain dollar threshold for example.	1.0	6
Stakeholder Engagement	21	4	2	The agency needs to engage the public and regulated community by providing important information and meaningful opportunities to provide feedback so that decisions are grounded in practical experience and are communicated broadly. We know that we have a strong stakeholder group but need better tools to understand their needs and how they want to be engaged. This should be complementary to a web usability study as the website is our primary face to the public and the regulated community.	Implement system that allows for micro-targeting of messages so stakeholders are getting the information most vital to their interests and that will serve as a clearinghouse for gathering and utilizing external input.	0.5	6

Project	Priority	Scale	Agency Workload	Business Objective	Deliverable	FTE/yr.	Duration (months)
C5 Out of State Political Committee Reporting	22	6	6	There is no electronic option for out-of-state political committee reporting (C5). Due to limited data entry resources, C5 reports are entered as a low priority and with minimal detail. This reporting represents an important category of information regarding the financing of the political process amounting to millions of dollars depending on the election year. Furthermore, there is no public information available regarding the scope of these activities except the regular reporting by candidates and committees or	An electronic filing and reporting system for all C5 out-of-state political committee reporting. The system must support both electronic filing and entry of paper filed reports into the same system with a single, all-encompassing data set that is well integrated with the rest of the campaign finance system Entities such as which candidates or initiatives and referenda are being supported will be linked to the campaign finance registrations for those entities to allow the	1.5	9
Dynamic Elections Fact-Book	23	3	5	The PDC used to prepare and publish an annual fact book with summary statistics and analysis of the prior year. Due to limited resources, this was scaled back to a collection of basic summary reports that was available on the website. The underlying system used to generate these reports is marginally functional on modern computers and is unusable on mobile devices. More importantly, the PDC has lost its more active role in publishing an objective overview of the political finance landscape as a whole and left the public on their own to do the analysis. The fact-book should provide an objective baseline to inspire further independent research and analysis while being deep enough to provide broad insights and examples of how the data fit together to form a wholistic picture.	Publication of dynamic reports that can be customized or filtered by end users to focus on specify areas of the campaign finance landscape. These publications will be visually engaging and provide narratives that describe the source data and how those data elements fit together to define the broader perspective. This implementation will require extensive business knowledge and direct stakeholder input to be successful. The basic concept was initially proposed through stakeholder feedback during the 2017 InfoSearch project but beyond the scope of that project.	1.0	6
L7 Employment of Legislators and Public Officials	25	2	2	The current lobbyist electronic filing system does not provide a means of reporting the employment of legislators and public officials. The paper only reports are available to the public only by reviewing the online list of reports and looking at the information on the form. There is no way for the public to easily see this connection between lobbyists or employers and the legislators or public officials that they may employ. This is not a common case but is an important public disclosure when it occurs.	Implement an option in the current electronic filing system for lobbyists and employers to record their employment of legislators and public officials by choosing from a list of known entities by integrating with the rest of the campaign finance system.	0.3	3

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Help/Assistance Trends	26	8	3	To promote compliance with disclosure requirements and ensure the public gets the most information about campaign finances, lobbying and officials' personal financial affairs, the filer assistance and enforcement teams need to track laws, rules or guidance are prompting the most questions and compliance issues for regulated communities.	Track all customer contacts by either integrating help desk with our phone system or at least by business process so that every contact is categorized. Additionally, customes should get a followup email geerated by the system and a chance to provide feedback when their inquiry is resolved, even if the entire transaction is by phone. Implement artificial intelligence to analyze integrated data from telephonic and email helpdesk requests and enforcement cases and to identify filer needs that might be addressed through better information or rule and statutory changes.	2.0	12
Commission Meeting Management	27	4	2	The members of the commission serve in a part-time capacity and it is essential that communications leading up to the monthly meeting and distribution of meeting materials can happen as effectively as possible and in a way that helps the agency staff that all the same materials can be made readily available to the public at the appropriate time. The current system consists of email and document uploads which makes it very inefficient for staff and commission members and makes it difficult to keep track of which documents might have changed, various revisions and how they may have been distributed.	Purchase and implement a commercial product for managing the meetings of boards and commissions. There are various products in the marketplace mostly tailored to boards of directors in the private sector. This would likely require an RFI or RFP process and the implementation could be done by a vendor. We would likely prefer close integration with Office 365 to utilize email and shared documents in our existing Office 365 environment while still maintaining the integrity of the "firewall' between the staff and commission on enforcement matters.	0.5	3