



Mission: 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 to ensure compliance with and equitable enforcement of Washington’s disclosure and campaign finance laws.

Vision: We are dedicated to building public confidence in the political process and government.

Values: SHINE

- Service to the people of Washington
- Helpfulness—providing everyone with accurate information when they need it
- Innovation—using technology to increase transparency and access to information
- Neutrality—fair and impartial advice and enforcement of the state’s disclosure laws
- Efficient—using easy to understand information and providing timely assistance with questions, complaints, investigations, and enforcement matters

**PDC STRATEGIC PLAN**

JANUARY 2016 THROUGH JUNE 2017

Context: The PDC is supported by general fund dollars, and was severely impacted by budget cuts, layoffs, and furloughs during the recent recession. Emerging from that period of shortfall, the agency is ready to move forward with technology improvements, energized staff, and a renewed commitment to fulfilling our mission. Nevertheless, there are challenges ahead and this plan outlines strategies for meeting these challenges and creating opportunities.

As this plan developed, it became clear that it would need to cover more than twelve months given the size of the agency and the expected workload during a significant election year. Therefore, action items are identified as:

- Shorter-Term Actions to be resolved by June 30, 2016,
- Medium-Term Actions to be resolved by December 31, 2016, and
- Longer-Term Actions to be resolved by June 30, 2017

**Goal I. The PDC will ensure that the public and regulated community have timely and professional access to information and assistance through excellent customer service, both in person and online**

**A. The PDC will provide open, real time access to data and full disclosure of information**

<p><i>Shorter-Term Actions:</i>                  I.A.1 Implement a strong website search tool                   I.A.2 Deploy lobbyist filer app allowing for real-time filing/reporting</p>	<p><i>Medium-Term Actions:</i>                  I.A.3 Provide meaningful information from the database (revamp query system)                   I.A.4 Develop 2017 legislative package based on 2016 framework; lay groundwork for longer term legislative changes</p>	<p><i>Longer-Term Actions:</i>                  I.A.5 Plan and begin development to change for all apps to provide real-time filing/reporting                   I.A.6 Develop user feedback and stakeholder feedback process for website, database, and apps to measure success and future needs</p>
---	---	--

**B. To facilitate voluntary compliance, the PDC will find new ways to make it easy for the regulated community to comply**

<p><i>Shorter-Term Actions:</i>                  I.B.1 Redesign the PDC website                   I.B.2 Continue focus on the project list/scorecard of items as incorporated into the strategic plan and commitments</p>	<p><i>Medium-Term Actions:</i>                  I.B.4 Review forms and filing documents—where do we see people struggling now; build list of priorities for review/fix</p>	<p><i>Longer-Term Actions:</i>                  I.B.6 Work with other election/campaign agencies to develop one-stop shop for campaign info; explore one-stop filing and registration options</p>
---	--	---

<p>I.B.3 Develop a plan for more training options, including online or video training available on the new website</p>	<p>I.B.5 Review whether more filer assistance staff are needed; develop options</p>	
--	---	--

**C. The PDC will enhance customer service, whether delivered in the office, over the telephone, or online**

<p><i>Shorter-Term Actions:</i>  I.C.1 Review front office lay out for ease of customer access   I.C.2 Add an additional front desk person   I.C.3 Review options/methods for driving customers to website for questions so that tasks can be assigned via freshdesk and more staff can assist with answers when needed</p>	<p><i>Medium-Term Actions:</i>  I.C.5 Establish review system for issues that recur from calls and email requests</p>	<p><i>Longer-Term Actions:</i>  I.C.6 Replace the phone system   I.C.7 Develop user feedback and stakeholder feedback process for customer service activities to measure success and future needs</p>
---	---	---

**D. The Customer Service Division will support/develop knowledge and expertise by offering training for internal and external needs**

<p><i>Shorter-Term Actions:</i>  I.D.1 Provide short topic trainings at Commission meetings   I.D.2 Review options for providing recurring training topics outside the Olympia area; consider online training</p>	<p><i>Medium-Term Action:</i>  I.D.5 Work with informal user/testers and develop user metrics to determine need and application of possible website user tutorial (see IV.A.5)   I.D.6 Develop training on what the laws (RCWs, WACs, agency interpretations)</p>	<p><i>Longer-Term Actions:</i>  I.D.8 Develop user feedback and stakeholder feedback process for training activities to measure success and future needs</p>
---	---	--

<p>(see III.B.3) and training via webinar or skype</p> <p>I.D.3 Explore the use of searchable meeting and hearing audio tapes, and transcribed recordings, so that users can find resources by key topics</p> <p>I.D.4 Assess needs for cross-training staff in key areas where we have workload peaks</p>	<p>require for each regulated area for use in training and for new Commissioner orientation; develop legislative history materials for training</p> <p>I.D.7 Develop training, or send staff to external training, on administrative investigations</p>	
--	---	--

**Goal II. The PDC will provide effective and impartial enforcement of disclosure laws and will help the regulated community comply**

**A. The Customer Service and Enforcement Divisions will develop/use processes to enhance compliance and enforcement activities**

<p><i>Shorter-Term Actions:</i></p> <p>II.A.1 Tighten the complaint resolution process timeframes</p> <p>II.A.2 Make use of alternate enforcement mechanisms so that the enforcement activity matches the severity of the violation</p>	<p><i>Medium-Term Actions:</i></p> <p>II.A.5 Develop proposals for changing the citizen action process for the 2017 legislative package</p> <p>II.A.6 Develop proposal for increasing Commission penalty authority for the 2017 legislative package</p>	<p><i>Longer-Term Actions:</i></p> <p>II.A.7 Survey campaign treasurers for feedback on areas where more clarity or assistance is needed</p>
---	---	--

<p>II.A.3 Review information provided to regulated entities on issues/areas that result in complaints and enforcement actions</p> <p>II.A.4 Continue discussions/meeting with AGO regarding process for citizen action letters</p>		
--	--	--

**Goal III. The PDC will use best practices in order to ensure fair and professional regulation, investigations, and enforcement actions**

**A. The Enforcement Division will set clear expectations and deadlines to timely manage cases**

<p><i>Shorter-Term Actions:</i></p> <p>III.A.1 Complete draft plan for updated compliance manual; include clear protocols for complaint and investigation processes</p> <p>III.A.2 Develop PDC style guide for enforcement correspondence, reports, charges, orders and miscellaneous documents; review enforcement terminology for consistency across reports and website</p>	<p><i>Medium-Term Actions:</i></p> <p>III.A.5 Set up statistics/metrics tracking process for cases</p> <p>III.A.6 Establish standard deadlines and completion expectations for enforcement actions</p> <p>III.A.7 Finalize rewrite of compliance manual</p>	<p><i>Longer-Term Actions:</i></p> <p>III.A.8 Set up quarterly reports with case counts and completion data to track completion statistics and measure success; report to Commissioners and seek their feedback</p>
--	---	---

<p>III.A.3 Develop case numbering system or alternative to show year of initiation</p>		
<p>III.A.4 Develop investigative plans at the point where cases move from complaint to investigation; consider options for plan format (including using freshdesk notes)</p>		

**B. The Enforcement Division will engage in proactive enforcement activities**

<p><i>Shorter-Term Actions:</i>          III.B.1 Restarting audit activities (select 2015 campaigns)           III.B.2 Review plans for group enforcement; consider process changes           III.B.3 Develop a system to check for PAC registrations early in election cycle; start with state initiatives and county initiatives           III.B.4 Set up collections process with DES</p>	<p><i>Medium-Term Actions:</i>          III.B.5 Review peak period resource needs and options</p>	<p><i>Longer-Term Actions:</i>          III.B.6 Set up quarterly reports with case counts and completion data to track completion statistics and measure success</p>
--	---	--

**C. The Enforcement Division will develop and maintain systems to prepare the Commission for timely/organized hearings**

<p><i>Shorter-Term Actions:</i>          III.C.1 Review other regulatory agency charges and reports of investigation</p>	<p><i>Medium-Term Actions:</i>          III.C.4 Review limitations on Commission deliberations; use of proposed orders from parties</p>	<p><i>Longer-Term Actions:</i>          III.C.6 Consider using post-hearing surveys of parties to gather feedback on hearing process</p>
--	---	--

<p>materials and compare with PDC materials; consider changes in format</p> <p>III.C.2 Work with AGO regarding what information should be provided to Commissioners at what time so that they can appropriately prepare for hearings</p> <p>III.C.3 Review the timing and process of PDC hearings, including use of requests for hearing, pre-hearing conferences for scheduling, and briefing schedules</p>	<p>III.C.5 Continue discussion regarding budget and AGO resources</p>	
--	---	--

**Goal IV. The PDC will have the capacity to address emerging trends and issues**

**A. The IT Division will be ahead of the state curve on technology, and an early adopter of new technology to increase efficiency**

<p><i>Shorter-Term Actions:</i></p> <p>IV.A.1 IT Division participation in tech advisory committee(s)</p> <p>IV.A.2 Review requirements for making all filing apps work on mobile devices (mobile capable)</p>	<p><i>Medium-Term Actions:</i></p> <p>IV.A.3 Presentation to Commission on “open data” progress; remaining legacy systems and plans for replacement</p> <p>IV.A.4 Develop low or no cost survey/feedback mechanism for early users of redesigned website; develop metrics on needs/focus for website user assistance (see I.D.5)</p>	<p><i>Longer-Term Actions:</i></p> <p>IV.A.5 Make all filer apps work on mobile devices (mobile capable)</p> <p>IV.A.6 Develop user feedback and stakeholder feedback process for all applications to measure success and future needs; scope possibilities for more tailored/sortable stakeholder lists</p>
--	--	--

**Goal V. The PDC will have effective and efficient management systems and public meetings**

**A. The PDC will build on its performance management system to ensure staff development, accountability and job satisfaction**

<p><i>Shorter-Term Actions:</i>  V.A.1 Initial Professional Development Plans for six month reviews   V.A.2 Report back on interim successes at Commission meetings</p>	<p><i>Medium-Term Actions:</i>  V.A.3 Report back on first PDP outcomes, successes and adjustments for future   V.A.4 Implement 12 month Professional Development Plans</p>	<p><i>Longer-Term Actions:</i>  V.A.5 Develop a PDC succession plan based on interests and goals identified over the PDP process  V.A.6 Measure effectiveness of PDP process and staff satisfaction through annual staff survey</p>
---	---	---

**B. The PDC will ensure continuous process improvement to identify strategic goals and tasks, and establish systems for assessing and measuring success**

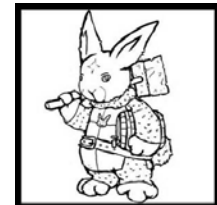
<p><i>Shorter-Term Actions:</i>  V.B.1 Review past six months of process improvement activity at all staff meeting; get input on what has worked and what is needed   V.B.2 Develop a plan for continuing process improvement topics and sessions   V.B.3 Schedule process improvement sessions; designate leads</p>	<p><i>Medium-Term Actions:</i>  V.B.4 Report changes from process improvement process back to Commission; add recurring process improvement update to meeting agendas   V.B.5 Develop more staff expertise in process improvement and team leadership, IT scrum processes</p>	<p><i>Longer-Term Actions:</i>  V.B.6 Teams develop baselines and measures to review effectiveness of process improvement efforts</p>
--	---	---



**C. The PDC meetings will be efficient and the materials will be easy to access and understand**

<p><i>Shorter-Term Actions:</i></p> <p>V.C.1 Develop a standard format for staff reports tied to the strategic plan</p> <p>V.C.2 Explore with Commissioners whether some materials should be provided in word format rather than pdf for mark-up purposes</p> <p>V.C.3 Schedule policy issue work sessions for discussion of emerging issues</p> <p>V.C.4 Revisit the list of recurring events to include annual review of agency’s delegation of authority documents</p>	<p><i>Medium-Term Actions:</i></p> <p>V.C.5 Set up at value stream mapping process to review meeting activities and materials</p> <p>V.C.6 Develop a method for surveying other users of meeting materials to ask for suggestions and feedback on what the public would like available</p>	<p><i>Longer-Term Actions:</i></p> <p>V.C.7 Review agenda and meeting materials software programs for cost and usability (ability to make notes, flag materials)</p> <p>V.C.8 Measure effectiveness of meetings and materials through Commissioner feedback</p>
---	--	---

**Goal VI. The PDC will build on its reputation as active, relevant, customer friendly, and respected across the state of Washington**



**A. The PDC will enhance perception of its assistance and enforcement roles (the Big Bunny with a hammer)**

<p><i>Shorter-Term Actions:</i></p> <p>VI.A.1 Publicize wins</p> <p>VI.A.2 Good press – publicize not just enforcement</p>	<p><i>Medium-Term Actions:</i></p> <p>VI.A.3 Review mission and vision statements</p>	<p><i>Longer-Term Actions:</i></p> <p>VI.A.4. Explore ideas for changing the agency’s name</p>
--	---	--

**B. The PDC will enhance public perception of its role as an advocate of open government**

<p><i>Shorter-Term Actions:</i></p> <p>VI.B.1 Work with Governor’s office to fill vacant Commissioner position</p> <p>VI.B.2 Develop a plan for holding one or more PDC meetings outside Olympia</p> <p>VI.B.3 Schedule ED road trip for legislative district and editorial board visits across state for May through July period; make contact with local elections offices</p> <p>VI.B.4 Profile improvements since July 1, 2015; develop document for road trip</p>	<p><i>Medium-Term Actions:</i></p> <p>VI.B.5 Set up/schedule a PDC meeting outside of Olympia</p>	<p><i>Longer-Term Actions:</i></p> <p>VI.B.6 Measure effectiveness of efforts to build PDC’s reputation through surveys/interviews</p>
--	---	--