



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

Shorter-Term Actions:

I.A.1 Implement a strong website search tool

Who is Lead: *J. Gutholm, IT Division*

When: *website roll out/April 2016*

Completed April 2016

I.A.2 Deploy lobbyist filer app allowing for real-time filing/reporting

Who is Lead: *J. Gutholm, IT Division*

When: *estimated by July 2016*

Phased deployment began July 2016. Users created accounts in July and filed reports in August. Development continues.

Medium-Term Actions:

I.A.3 Provide meaningful information from the database (revamp query system)

Who is Lead: *J. Gutholm, IT Division*

When: *on project list after lobbyist application; estimated by September 2016*

Planning started September 14th, Project kick-off October 13th.

I.A.4 Develop 2017 legislative package based on 2016 framework; lay groundwork for longer term legislative changes

Who is Lead: *E. Lopez*

When: *Start pulling together items in May 2016*

Package development started in May; draft bills will be reviewed in September

Longer-Term Actions:

I.A.5 Plan and begin development to change for all apps to provide real-time filing/reporting

Who is Lead: *J. Gutholm, IT Division*

When: *projects lined up with declarations process, F-1 reports, candidate/committee registrations C-1; estimated by December 2016*

Evaluation of L5 (public agency lobbying) alternatives planned for Oct-Dec 2016. There may be an opportunity to leverage existing system through business process change and minor changes to L2 (Lobbying reports)

I.A.6 Develop user feedback and stakeholder feedback process for website, database, and apps to measure success and future needs

Who is Lead: *J. Gutholm, IT Division*

When: *in process with each new project; check status for what is still needed in February 2017*

Website contains a *comment* feature. Lobbyist application team held a post-mortem session with the user group that provided input during development.

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

Shorter-Term Actions:

I.B.1 Redesign the PDC website

Who is Lead: *J. Gutholm, L. Anderson, IT Division*

When: *roll out expected end of March/early April 2016*

Completed.

I.B.2 Continue focus on the project list/scorecard of items as incorporated into the strategic plan and commitments

Who is Lead: *J. Gutholm*

When: *set up Exec Mgmt prioritization check in meeting in May 2016*

Project priorities have been reviewed and based on current timelines we've made a change in strategy for Public agency lobbying. See I.A.5

I.B.3 Develop a plan for more training options, including online or video training available on the new website

Who is Lead: *L. Anderson, Customer Service*

When: *May/June 2016*

Still planned; may be a possible PDP goal

Medium-Term Actions:

I.B.4 Review forms and filing documents—where do we see people struggling now; build list of priorities for review/fix

Who is Lead: *L. Anderson, Customer Service*

When: *review at twice a year Customer Service review meeting July 2016¹*

July 2016 review occurred.

I.B.5 Review whether more filer assistance staff are needed; develop options

Who is lead: *E. Lopez, L. Anderson*

When: *budget building meetings—start in May 2016*

Completed.

Longer-Term Actions:

I.B.6 Work with other election/campaign agencies to develop one-stop shop for campaign info; explore one-stop filing and registration options

Who is Lead: *E. Lopez, L. Anderson*

When: *continue efforts with Sec. State; meet with local offices during summer road trip beginning May/June 2016*

Still planned; schedule meetings? Working on notice when ballot measures are filed.

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

Shorter-Term Actions:

I.C.1 Review front office lay out for ease of customer access

Who is Lead: *S. Haley*

When: *PDP goal, end of June 2016*

Review completed June 2016

I.C.2 Add an additional front desk person

Who is Lead: *E. Lopez; L. Anderson; J. Greer*

When: *Develop recruitment material April 2016*

Recruitment plans to fill vacant customer service position on hold until budget issues are resolved.

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

Who is Lead: *Customer Service*

When: *discuss at May 2016 all staff meeting*

Discussed at all staff meeting; need to be recurring discussion.

¹ The Customer Service team regularly brings these issues forward for discussion as they see problems, but we will also set up a twice a year retrospective meeting to discuss these issues.

Medium-Term Actions:

I.C.4 Review options and costs for replacing the phone system; include option for voice messages to go into freshdesk system

Who is Lead: *J. Gutholm, IT Division*

When: *June 2016*

Reviewed options for freshdesk and the system seems viable but other priorities need to be addressed before we can begin a pilot.

I.C.5 Establish review system for issues that recur from calls and email requests

Who is Lead: *L. Anderson, Customer Service*

When: *review at twice a year Customer Service review meeting July 2016*

July 2016 review occurred.

Longer-Term Actions:

I.C.6 Replace the phone system

Who is Lead: *IT Division*

When: *depending on funding, by June 2017*

I.C.7 Develop user feedback and stakeholder feedback process for customer service activities to measure success and future needs

Who is Lead: *E. Lopez & Customer Service*

When: *review at twice a year Customer Service review meeting January 2017*

Have discussed feedback options, but not process in place.

- D. The Customer Service Division will support and develop knowledge and expertise by providing training to meet internal and external needs

Shorter-Term Actions:

I.D.1 Provide short topic trainings at Commission meetings

Who is Lead: *C. Beatty*

When: *PDP goal, end of June 2016*

Topics covered by Chip so far include: F1 reporting, campaign registrations, and independent expenditures

I.D.2 Review options for providing recurring training topics outside the Olympia area; consider online training (see III.B.3) and training via webinar or skype

Who is Lead: *J. Hanson*

When: *PDP goal, end of June 2016*

Options reviewed; online training similar to modules for lobbyist app appears to be achievable. May be a new PDP goal to select topics and start developing training.

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

Who is Lead: *J. Greer*

When: *provide options at Exec Mgmt team in May 2016*

Review completed; meeting minutes have links to video from meeting and new streaming system in use.

I.D.4 Assess needs for cross-training staff in key areas where we have workload peaks

Who is Lead: *Exec Managers*

When: *discuss after L-2, F-1, C-1 peaks, end of May 2016*

Still a good idea; have not acted on this.

Medium-Term Action:

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)

Who is Lead: *L. Anderson, IT Division*

When: *after website roll out, April/May 2016*

Modified—based on feedback received, a tutorial does not appear to be the best tool, but some topic trainings on finding information may be an option.

I.D.6 Develop training on what the laws (RCWs, WACs, agency interpretations) require for each regulated area for use in training and for new Commissioner orientation; develop legislative history materials for training

Who is Lead: *L. Anderson, Enforcement Division*

When: *July/August 2016*

Not done.

I.D.7 Develop training, or send staff to external training, on administrative investigations

Who is Lead: *E. Lopez*

When: *July/August 2016*

Not done due to workload.

Longer-Term Actions:

I.D.8 Develop user feedback and stakeholder feedback process for training activities to measure success and future needs

Who is Lead: *L. Anderson, C. Beatty, J. Hanson*

When: *review after 2016 election, January 2017*

Not done; possible new PDP goal.

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 and use processes that enhance compliance and enforcement activities

Shorter-Term Actions:

II.A.1 Tighten the complaint resolution process timeframes

Who is Lead: *E. Lopez, Enforcement Division*

When: *review progress and closure statistics, set expectations
June 2016*

Have had discussions, but have not adopted standard time expectations.

II.A.2 Make use of alternate enforcement mechanisms so that the enforcement activity matches the severity of the violation

Who is Lead: *Enforcement Division*

When: *progress report June 2016*

Completed.

II.A.3 Review information provided to regulated entities on issues/areas that result in complaints and enforcement actions

Who is Lead: *T. Perkins*

When: *report at Compliance Reboot meetings beginning in April
2016*

Ongoing discussion in Reboots.

II.A.4 Continue discussions/meeting with AGO regarding process for citizen action letters

Who is Lead: *E. Lopez*

When: *Schedule follow up meeting for April 2016*

Have met with Chief Deputy and Linda Dalton; process at AGO is refining so discussions will continue.

Medium-Term Actions:

II.A.5 Develop proposals for changing the citizen action process for the 2017 legislative package

Who is Lead: *E. Lopez*

When: *Discuss with AGO in April; joint request legislation options?*

Considered, but not in 2017 package; possible initiative impact.

II.A.6 Develop proposal for increasing Commission penalty authority for the 2017 legislative package

Who is Lead: *E. Lopez*

When: *Discuss with AGO in April; legislative proposals drafted by May 2016*

Considered, but not in 2017 package; possible initiative impact.

Longer-Term Actions:

II.A.7 Survey campaign treasurers for feedback on areas where more clarity or assistance is needed

Who is Lead: *L. Anderson, Customer Service*

When: *after 2016 election, December 2016/January 2017*

Current campaign treasurers surveyed in August 2016

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

Shorter-Term Actions:

III.A.1 Complete draft plan for updated compliance manual; include clear protocols for complaint and investigation processes

Who is Lead: *E. Lopez, Enforcement Division*

When: *discuss what we have and what is needed, April 2016*

Draft manual complete; need to assign section updates as part of PDP goals.

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

Who is Lead: *J. Berkey*
When: *PDP Goal, end of June 2016*

Draft guide complete; need input on final formats.

III.A.3 Develop case numbering system or alternative to show year of initiation

Who is Lead: *E. Lopez, Enforcement Division*
When: *April 2016*

After discussion, using freshdesk ticket numbers for case numbers; will refine use of year opened.

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)

Who is Lead: *E. Lopez, Enforcement Team*
When: *PDP goal, end of June 2016*

Completed; need to refine expectations and completion dates for cases.

Medium-Term Actions:

III.A.5 Set up statistics/metrics tracking process for cases

Who is Lead: *P. Stutzman*
When: *April 2016*

Have discussed the statistics we want to track; need to review.

III.A.6 Establish standard deadlines and completion expectations for enforcement actions

Who is Lead: *E. Lopez, Enforcement Division*
When: *review progress and closure statistics, set expectations June 2016*

Have discussed, but were not ready to set standard deadlines and completion expectations. Must do this, possibly after election.

III.A.7 Finalize rewrite of compliance manual

Who is Lead: *Enforcement Team*
When: *September/October 2016*

Need to assign section updates as part of PDP goal setting.

Longer-Term Actions:

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

Who is Lead: *P. Stutzman*

When: *begin quarterly reports in July 2016, get feedback and return in October 2016*

Have not done this; still a good idea. Need to set this up.

B. The Enforcement Division will engage in proactive enforcement activities

Shorter-Term Actions:

III.B.1 Restarting audit activities (select 2015 campaigns)

Who is Lead: *K. Young*

When: *PDP Goal, end of June 2016*

Preliminary letters drafted; notifying campaigns after November election (legislative race).

III.B.2 Review plans for group enforcement; consider process changes

Who is Lead: *K. Young, J. Berkey*

When: *discuss options and propose a plan, April 2016*

Have discussed; continue to identify options.

III.B.3 Develop a system to check for PAC registrations early in election cycle; start with state initiatives and county initiatives

Who is Lead: *E. Lopez, L. Anderson*

When: *May 2016*

Staff contacted Municipal Clerks Assn and explained the Commission's desire to be notified when city clerks receive petitions for local initiatives. The MCA board of directors is considering the Commission's request at their October 14 meeting.

III.B.4 Set up collections process with DES

Who is Lead: *J. Greer*

When: *Set up in March 2016; review monthly through 2016*

Completed.

Medium-Term Actions:

III.B.5 Review peak period resource needs and options

Who is Lead: *E. Lopez, Enforcement Team*

When: *budget building meetings—start in May 2016*

Completed.

Longer-Term Actions:

III.B.6 Set up quarterly reports with case counts and completion data to track completion statistics and measure success

Who is Lead: *P. Stutzman*

When: *July 2016*

Have not done this; still a good idea. Need to set this up.

C. The Enforcement Division will develop and maintain systems to ensure the Commission is prepared for timely and organized hearings

Shorter-Term Actions:

III.C.1 Review other regulatory agency charges and reports of investigation materials and compare with PDC materials; consider changes in format

Who is Lead: *E. Lopez, AAGs*

When: *coordinate with style manual development; end of June 2016*

Started review, but not completed. May be PDP goal.

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

Who is Lead: *E. Lopez, AAGs*

When: *review process changes and get Commissioner feedback in June 2016*

Discussions continue at September meeting.

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

Who is Lead: *E. Lopez, AAGs*

When: *review process changes and get Commissioner feedback in June 2016*

Internal discussions and AGO discussions have occurred; will get feedback at September meeting.

Medium-Term Actions:

III.C.4 Review limitations on Commission deliberations; use of proposed orders from parties

Who is Lead: *P. Allen (AGO)*

When: *review after April hearings, May 2016*

Review of hearing issues continues; will align PDC hearing rules with APA model hearing rules.

III.C.5 Continue discussion regarding budget and AGO resources

Who is Lead: *E. Lopez*

When: *Memo to Commissioners in March 2016; continued monitoring and budget build process*

Completed, but will continue.

Longer-Term Actions:

III.C.6 Consider using post-hearing surveys of parties to gather feedback on hearing process

Who is Lead: *Enforcement Team*

When: *By July 2016, set up some feedback option for 2016 group enforcement, then refine*

Have not done this; consider starting with a mandatory reports enforcement (F1).

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

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

Shorter-Term Actions:

IV.A.1 IT Division participation in tech advisory committee(s)

Who is Lead: *IT Division*

When: *continued engagement with Drupal development groups; check in May 2016*

Staff regularly participate with other agencies and private sector IT regarding Drupal, our web site platform, including presenting/leading discussions at 2 meetings this year. Ongoing

To improve collaboration with the broader community, the CIO has initiated contact with all 50 state agencies with a similar function to the PDC with the intent to develop an ongoing channel for sharing information and ideas about how we can best leverage technology to serve the mission. Sept 2016

IV.A.2 Review requirements for making all filing apps work on mobile devices (mobile capable)

Who is Lead: *IT Division*

When: *review success of lobbyist app, June/July 2016*

We have learned through stakeholder engagement that each project needs to be evaluated through stakeholder feedback to determine if

it is designed to work best on mobile devices such as the new website or mobile compatible but improved user experience on large screens. This is driven by the way that the application is used. Ongoing

Medium-Term Actions:

IV.A.3 Presentation to Commission on “open data” progress; remaining legacy systems and plans for replacement

Who is Lead: *J. Gutholm*

When: *IT Work Session at Commission meeting, Summer 2016*

Need to schedule.

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)

Who is Lead: *L. Anderson, IT Division*

When: *begin after website roll out; review April 2016*

Completed or substituted feedback gathering process.

Longer-Term Actions:

IV.A.5 Make all filer apps work on mobile devices (mobile capable)

Who is Lead: *IT Division*

When: *review on project list/scorecard continuing*

Apps developed are mobile capable; this will continue.

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

Who is Lead: *IT Division*

When: *March 2017*

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

- A. The PDC will build on its adoption of a performance management system that ensures staff development, accountability and job satisfaction

Shorter-Term Actions:

V.A.1 Initial Professional Development Plans for six month reviews

Who is Lead: *Exec Managers*

When: *Initial PDP plans start January 31, 2016*

Completed plans; still working on evaluations.

V.A.2 Report back on interim successes at Commission meetings

Who is Lead: *E. Lopez*

When: *After April interim reviews*

Completed; needs to be recurring report following evaluations.

Medium-Term Actions:

V.A.3 Report back on first PDP outcomes, successes and adjustments for future

Who is Lead: *E. Lopez*

When: *After June 30, 2016*

Evaluations are taking longer than anticipated due to other workload; expect completion by end of September, and new plans in place.

V.A.4 Implement 12 month Professional Development Plans

Who is Lead: *Exec Managers*

When: *New PDP period begins July 1, 2016*

In process as evaluations are done.

Longer-Term Actions:

V.A.5 Develop a PDC succession plan based on interests and goals identified over the PDP process

Who is Lead: *Exec Managers*

When: *August 2016*

Did not write up formal plan; need a more flexible format for a small agency.

V.A.6 Measure effectiveness of PDP process and staff satisfaction through annual staff survey

Who is Lead: *E. Lopez*

When: *December 2016*

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

Shorter-Term Actions:

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

Who is Lead: *All staff discussion*

When: *May 2016*

General discussion completed; needs to be a recurring item.

V.B.2 Develop a plan for continuing process improvement topics and sessions

Who is Lead: *J. Gutholm, L. Anderson*

When: *review status with Enforcement Team; plan next steps April 2016*

Have worked through most complaint set up, processing, and closing issues; need discussion before moving to setting time standards.

V.B.3 Schedule process improvement sessions; designate leads

Who is Lead: *Exec Managers*

When: *after April 2016 (calendar dates)*

Not done due to workload; need to list ideas.

Medium-Term Actions:

V.B.4 Report changes from process improvement process back to Commission; add recurring process improvement update to meeting agendas

Who is Lead: *Exec Managers*

When: *add to meeting agenda for April; report review of process July 2016*

Completed agenda item.

V.B.5 Develop more staff expertise in process improvement and team leadership, IT scrum processes

Who is Lead: *Exec Managers*

When: *incorporate into current or next cycle PDPs, July 2016*

The IT team is continuing to use Scrum (iterative 2 week cycles) for team planning as well as weekly “Lunch and Learn” sessions to support continuous improvement. Ongoing.

Longer-Term Actions:

V.B.6 Teams develop baselines and measures to review effectiveness of process improvement efforts

Who is Lead: *Exec Managers*

When: *teams report back September 2016 and continuing*

Not done.

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

Shorter-Term Actions:

V.C.1 Develop a standard format for staff reports tied to the strategic plan

Who is Lead: *E. Lopez*

When: *coordinate with new style manual; draft for use in April meeting*

Completed.

V.C.2 Explore with Commissioners whether some materials should be provided in word format rather than pdf for mark-up purposes

Who is Lead: *E. Lopez, P. Allen (AGO)*

When: *May 2016*

Records retention implications; need to schedule time for more detailed discussion.

V.C.3 Schedule policy issue work sessions for discussion of emerging issues

Who is Lead: *E. Lopez, T. Perkins*

When: *schedule for summer meeting depending on agenda items*

Completed for summer 2016.

V.C.4 Revisit the list of recurring events to include annual review of agency's delegation of authority documents

Who is Lead: *E. Lopez, J. Greer*

When: *initial review in April 2016; thereafter in January*

Completed.

Medium-Term Actions:

V.C.5 Set up a value stream mapping process to review meeting activities and materials

Who is Lead: *J. Gutholm*

When: *either along with IT Work Session, or September 2016*

Needs to be scheduled.

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

Who is Lead: *L. Anderson*

When: *August 2016*

Not done.

Longer-Term Actions:

V.C.7 Review agenda and meeting materials software programs for cost and usability (ability to make notes, flag materials)

Who is Lead: *J. Greer*

When: *summer 2016 during budget development*

Completed; no budget for this currently.

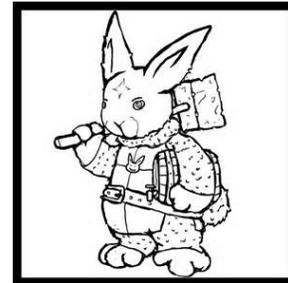
V.C.8 Measure effectiveness of meetings and materials through Commissioner feedback

Who is Lead: *E. Lopez*

When: *December 2016*

Goal VI. The PDC will build on its reputation as active, relevant, customer friendly, and respected across the state of Washington in order to provide strong support for the regulated community and people of the state

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



Shorter-Term Actions:

VI.A.1 Publicize wins

Who is Lead: *L. Anderson, E. Lopez*

When: *increased use of social media March 2016; coordination with AGO press releases March 2016 and continuing*

Completed; facebook page and twitter account.

VI.A.2 Good press – publicize not just enforcement

Who is Lead: *L. Anderson, E. Lopez*

When: *press releases and presentations after website launch, April/May 2016*

Completed; continue media contacts and social media.

Medium-Term Actions:

VI.A.3 Review mission and vision statements

Who is Lead: *J. Gutholm*

When: *coordinate with value stream mapping and IT Work Session if possible, summer 2016*

Not done.

Longer-Term Actions:

VI.A.4. Explore ideas for changing the agency's name

Who is Lead: *E. Lopez*

When: *discuss during road trip, summer 2016*

Discussed; not at this time.

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

Shorter-Term Actions:

VI.B.1 Work with Governor's office to fill vacant Commissioner position

Who is Lead: *E. Lopez; J. Greer*

When: *Check in weekly*

Completed, but continuing.

VI.B.2 Develop a plan for holding one or more PDC meetings outside Olympia

Who is Lead: *J. Greer*

When: *options scoped by June 2016*

Reviewed, but not possible with current budget issues.

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

Who is Lead: *E. Lopez, J. Greer*

When: *begin scheduling activity in April*

Completed.

VI.B.4 Profile improvements since July 1, 2015; develop document for road trip

Who is Lead: *E. Lopez*

When: *develop for review at April PDC meeting*

Completed.

Medium-Term Actions:

VI.B.5 Set up/schedule a PDC meeting outside of Olympia

Who is Lead: *J. Greer*

When: *possible schedule for September*

Not planned due to budget issues.

Longer-Term Actions:

VI.B.6 Measure effectiveness of efforts to build PDC's reputation through surveys/interviews

Who is Lead: *Exec Managers*

When: *develop feedback processes, check on progress in December 2016*