

PDC Strategic Plan: 2017-2020

MISSION: Promote Confidence in the Political Process

Empower the public to "follow the money" in politics	Help regulated community achieve and maintain compliance	Continue to build a better, more agile, and more responsive organization	Attract and retain a talented and dedicated workforce
<ul style="list-style-type: none"> Provide real-time access to meaningful data Ensure compliance with campaign-finance laws and regulations Pursue proactive and equitable enforcement Enhance outreach 	<ul style="list-style-type: none"> Provide expert guidance Facilitate e-filing for all disclosures with accessible, technologically up-to-date options Understand and anticipate filer needs Provide additional training opportunities and methods 	<ul style="list-style-type: none"> Exercise flexible and nimble resource allocation Seek enhanced funding/staffing Identify and respond to emerging trends and issues Implement timely process improvements Plan for succession needs 	<ul style="list-style-type: none"> Sustain culture of clean and open government, as embodied in agency's grassroots heritage Provide and encourage opportunities for growth Accommodate work/life integration

VISION: The PDC will lead the nation in fostering full disclosure of money in politics

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Strategic Plan element

Empower the public to
"follow the money" in politics



Goal: Provide real-time access to meaningful data

- Strategy: Determine success of new Open Data project
- Action plans:
 - Use "Google analytics" to measure numbers of novice "My Candidates" users, medium "Search the Database" users, and power "Open Data" users
 - Track contacts with filers & public regarding database assistance monthly to get baseline.
- Measurements:
 - Review internal data in "follow the money" for baseline and increase website use by 5% annually
 - Collect baseline data and report monthly



Goal: Ensure compliance with campaign-finance laws and regulations

- Strategy: Plan and Implement a limited scope audit program
- Action plan:
 - By mid-2018, plan, develop and implement a limited scope audit plan involving 2017 candidates and political committees—Compliance
 - Conduct electronic audits on cyclical basis—Filer Assistance & Compliance
- Measurement: Improve compliance rate 5% annually by publishing audit findings, updating guidance for filers and Filer Assistance Communications based on those audit findings.



Goal: Ensure compliance with campaign-finance laws and regulations

- Strategy: Create a compliance notification process
- Action plan: Use SOS list to send C-1/F-1 reminder each day during filing week to all newly declared candidates who registered on that day. Send electronic warning letter in place of mailed hard copy warning letter and in lieu of 3rd and final electronic reminder to those still missing reports.
- Measurement: Increase number of timely filed reports by 10% annually
- Measurement: Reduce time to complete C-1/F-1 group enforcement



Goal: Pursue proactive and equitable enforcement

- Strategy: Create efficiencies in complaint intake, review and enforcement process
- Action plans:
 - Improve complaint notification process.
 - Complete future mapping of complaint review and enforcement processes.
- Measurements:
 - Reduce number of public records requests for complaint intake related documents by 5% annually.
 - Measure the number of steps improved or eliminated in the complaint intake, review and enforcement processes to get a baseline.



Goal: Enhance outreach

- Strategy: Create notification process for "new filers" re: new website search functions and filing requirements
- Action plan: Send emails 1x per week to new C-1/C-1pc filers
- Measurement: Create baseline in order to reduce number of calls and Freshdesk tickets



Goal: Enhance outreach

- Strategy: Identify "groups" (jurisdictions, associations, other membership organizations) and the members of the group who have a filing requirement and are missing reports
- Action plan: Notify jurisdictions, associations re: entity specific filers missing reports
- Measurement: Improve compliance rate of filers missing reports. Track by "group" and individuals inside of group to get a baseline.



Strategic Plan element

Help regulated community
achieve and maintain
compliance



Goal: Provide expert guidance (1)

- Strategy: Provide "Tier 1" training for Customer Service staff in order to maximize the type of assistance that would benefit filers the most. Tailor the staff training based on the guidance needs of the filers, which fluctuate from quarter-to-quarter
- Action plan: Identify upcoming cyclical events or periods for filers, such as Annual F-1 filing. Train Tier 1 Customer Service staff in the areas that filers require the most assistance with during those quarterly periods. Conduct an after-action review after the end of each cyclical event.
- Measurement: Perform a retrospective review of the impact for the preceding quarter, followed by an overall review after three quarters to evaluate the effectiveness of how the Customer Service training impacted the volume of filer assistance questions.



Goal: Provide expert guidance (2)

- Strategy: Create a Compliance FAQ for the PDC website that addresses common violations and misunderstandings that filers have regarding campaign finance law. Currently, there is a FAQ specifically for new candidates, but not for compliance questions.
- Action plan: Identify which areas within full reporting requirements require the most frequent guidance and compliance enforcement. Create a list of questions and answers for each issue relating to the full reporting topic. Include information about the compliance notification process in the Compliance FAQ.
- Measurement: Enable 100% of FAQ readers to provide feedback or helpfulness ratings by implementing Fresh Desk options or open source software such as Drupal. Improve the Compliance FAQ based on the feedback ratings and gradually introduce additional topics such as independent expenditures, political advertising, surplus funds, etc.



Goal: Accommodate e-filing for all disclosures with accessible, technologically up-to-date options (1)

- Strategy: Identify what change is needed in the candidate registration (C-1 report) application in order to enable filers to edit their office and jurisdiction. Determine the impact that the adjustments will have on other systems, such as imaging, data, linked reports, compliance audits, etc.
- Action plan: Debug the software and locate where the modifications are required in the code. Implement the changes and deploy the application for software testing. Finalize the system and deploy the new C-1 application to production.
- Measurement: Enable 100% of returning filers to access the modified C-1 application to change their office and jurisdiction. Currently filers must create a new C-1 report if they choose the incorrect office or jurisdiction or if they become a candidate for a different office.



Goal: Accommodate e-filing for all disclosures with accessible, technologically up-to-date options (2)

- Strategy: Introduce link-based tracking mechanisms for monitoring and promoting electronic filing participation. New candidates and committees often run into difficulty with registering electronically. Determine how many filers are currently using ORCA and whether there has been an increase or decrease in electronic filers.
- Action plan: Implement hyperlinks in on the website to help refer filers to the electronic filing page and encourage ORCA usage. Use download management tools to examine and adjust how and where links are used. Devise additional approaches based on staff feedback on where ORCA should be promoted.
- Measurement: Establish a current baseline based on the quantity of filers that presently use ORCA and determine how many filers used ORCA for C3/C4 filing, but used the web C-1 for registration. Use link tracking or other software tools to track the frequency and quantity of downloads and clicks. Use the database to run reports against the baseline and compare the number of electronic filers a year later during a new election cycle.



Goal: Understand and anticipate filer needs (1)

- Strategy: Establish a targeted survey to help identify the needs of filers as well as to use an opportunity for discovering other avenues for gathering feedback from filers. The current primary source of feedback is from filers that take the initiative in contacting the PDC.
- Action plan: Create a survey after each election to request feedback from candidates on what the PDC could have provided that would help them be more successful in meeting their compliance requirements. The survey will contain the same questions the following year with possibly some additions or subtractions. Create a plan for addressing the deficiencies or concerns identified in the annual survey.
- Measurement: There will be a baseline measurement based on each of the topics in the initial survey. The survey must be capable of evaluating progress from year to year.

Goal: Understand and anticipate filer needs (2)

- Strategy: Determine if email reminders are effective in encouraging filers to fulfill the reporting requirements, such as regarding the timely filing of reports and related campaign finance deadlines or thresholds. Identify which approaches or notifications are more effective than others.
- Action plan: Use the Sendgrid email delivery system to send notifications for a defined period. Include campaign finance reporting reminders as a use case, in addition to any other strategic plans that involve routine email correspondence. Apply minimal variation in content, but test different approaches, such as by examining which subject lines show more email interaction activity. Also test the effectiveness of using brief content with links to appropriate references in relation to emails that have heavier content or paragraphs
- Measurement: Establish a baseline for how many email messages are being opened. Determine the mail statistics if certain approaches receive a better response. Determine from the mail statistics if people are accessing the linked resources within the emails sent from PDC staff.

Goal: Provide additional training opportunities and methods (1)

- Strategy: Create interactive training videos that allow filers to participate in an automated classes regarding various topic of campaign finance law. Include a scenario-based curriculum similar to the Learning Management System (LMS) platform. The training video should be condensed to focus on core areas to assist filers with maintaining compliance.
- Action plan: Draft the necessary content and references needed to develop a training video that focuses on full reporting requirements. Identify a platform for integrating the training content into an interactive video. Ensure that the training video addresses topics of concern as determined from feedback of both Compliance Division staff and Filer Assistance staff.
- Measurement: Track the quantity of training video participants through web traffic monitoring software. Create a baseline participation count derived from how much the training video was used after 30 days of being active. Maintain statistics on how often the training video is clicked from month to month. Include a link to a campaign finance quiz that filers can use to test what they have learned from the training video and enables PDC staff to track whether video participants take the quiz.



Goal: Provide additional training opportunities and methods (2)

- Strategy: Create a campaign finance quiz for filers and political entities to test their own compliance knowledge based on core topics that receive frequent questions or enforcement action.
- Action plan: Establish a campaign finance quiz based on full reporting requirements as determined by the RCW and WAC. Consolidate staff guidance from the Compliance Division and Customer Service in order to standardize the content of the training video and to develop comprehensive scenarios that address common questions as well as complaints against full reporting filers. Provide quiz testers with answers so they can identify what they did wrong.
- Measurement: Monitor the frequency in which the quiz is activated using web traffic measurement tools and establish a baseline quiz participation rate. Maintain an analysis of anonymous quiz score statistics so that PDC staff can gauge the effectiveness of prerequisite training or guidance that is being provided to filers about full reporting requirements.



Strategic Plan element

Continue to build a better,
more agile and more
responsive organization



Goal: Plan for succession needs

- ▀ Strategy: Survey every staff member about their core and secondary duties
- ▀ Action plan: Create job matrix to inventory tasks and staff skills
- ▀ Measurement: 100 percent of positions are inventoried



Goal: Exercise flexible and nimble resource allocation

- ▀ Strategy: Identify greatest gaps/risks in job matrix
- ▀ Action plan: Allocate dedicated cross-training time to address those risks
- ▀ Measurement: Every core task can be performed by at least two staff members



Goal: Seek enhanced funding and staffing

- ▀ Strategy: Identify useful productivity data for core functions so resource needs can be documented and explained
- ▀ Action plan: Document where existing data resides and what potentially helpful datasets are missing
- ▀ Measurement: Data for core functions is tracked on an ongoing basis



Goal: Identify and respond to emerging trends and issues

- ▀ Strategy: Use tracking of public contacts to adjust online help
- ▀ Action plan: Implement additional Freshdesk categorization and re-establish phone tracking
- ▀ Measurement: Fewer public contacts about common issues



Goal: Identify and respond to emerging trends and issues

- Strategy: Stay abreast of campaign-finance developments
- Action plan: Survey state and national counterparts to identify emerging trends
- Measurement: IT team to survey select websites quarterly to explore new tech developments



Goal: Implement timely process improvements

- Strategy: Use project calendar to identify approaching process improvement opportunities
- Action plan: Establish cross-agency committee to review and update the calendar, and make quarterly recommendations about process improvements
- Measurement: How many recommendations for process improvement are answered



Strategic Plan element

Attract and retain a talented and dedicated workforce



Goal: Sustain culture of clean and open government

- Strategy: Instill importance of agency mission
- Action plan: Invite speakers to address all-staff meetings
- Measurement: 2 guest speakers in first year

- Strategy: Foster appreciation of extraordinary contributions
- Action plan: Institute program of "PDC Bucks" notes of appreciation
 - For "above and beyond" contributions
 - Can be entered into regular drawings for small prizes
- Measurement: Design and explain details of program to staff in year one



Goal: Sustain culture of clean and open government (cont'd)

- Strategy: Instill importance of agency mission
- Action plan: Highlight historical PDC information to staff and public
- Measurement: Four website homepage highlights of general interest (e.g., campaign milestones, "This Day in PDC History")

- Strategy: Increase public awareness of agency mission
- Action plan: PDC staff to make presentations to civic organizations (e.g., Rotary)
- Measurement: One outreach session per quarter



Goal: Sustain culture of clean and open government (cont'd)

- Strategy: Promote mission to new staff
- Action plan: Refresh and expand orientation/onboarding process
- Measurement: By Q2 2018, approve updated onboarding materials and plan



Goal: Provide and encourage opportunities for growth

- Strategy: Increase skills both within current role and for development
- Action plan: Encourage staff to pursue optional training (vs. state-required training)
- Measurement: Management to institute plan for identifying opportunities and ensuring staff time to participate



Goal: Accommodate work/life integration

- Strategy: Increase opportunities for flexible work arrangements
- Action plan: Survey staff to collect data on desirable options (e.g., flex time, remote-work options)
- Measurement: Design and complete survey in year 1