

**STRATEGIC PLAN
2007 – 2009 BIENNIUM**

**OFFICE OF THE SECRETARY OF STATE
Sam Reed, Secretary of State**

June 1, 2006

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OFFICE OF THE SECRETARY OF STATE

2007-2013
STRATEGIC PLAN

I. AGENCY OVERVIEW

VISION

Provide the public with relevant information about and access to Washington State's history, businesses, and elections.

MISSION

The Office of the Secretary of State promotes public trust by:

- Safeguarding vital government records, documents, and process
- Preserving the integrity of elections in Washington State
- Providing the business community and public with easy access to information about corporations and charities
- Leveraging technology to improve efficiency and customer service

II. AGENCY ORGANIZATION

Statutory Authority: The Office of the Secretary of State was established in 1889, in Article 3, Section 17 of the State Constitution. The enabling legislation for the Office is contained in chapter 43.07, Revised Code of Washington. The Secretary of State is a separately elected official in the State of Washington.

The Office of the Secretary of State currently consists of 322 staff members organized into five major divisions and three special programs:

The Administrative/Executive Services Division includes the functions of public information, legislative affairs, policy and planning, international relations, human resources, financial and support services, information technology and safety.

The Archives and Records Management Division is responsible for historical records preservation and public records management ensuring citizen and government accessibility.

The Corporations Division is responsible for registering charitable organizations, businesses, trademarks, partnerships, and certification authorities.

The Elections Division is responsible for ensuring comprehensive, timely and accurate election-related information and to support the conduct of elections at the county level.

The State Library Division collects, preserves, and makes accessible to Washingtonians materials on the government, history, culture, and natural resources of the state, and provides leadership and coordination of services to all libraries in the state of Washington.

Special Programs:

Address Confidentiality Program is responsible for ensuring alleged perpetrators of domestic violence or sexual assault cannot use state and local government's public records to locate their victims.

Oral History Program is responsible for recording, transcribing and publishing the recollections of legislators, state officials and citizens who have been involved with the state's political history.

Productivity Board is responsible for encouraging state employees to identify efficient work processes and to apply those practices thereby creating a more efficient government.

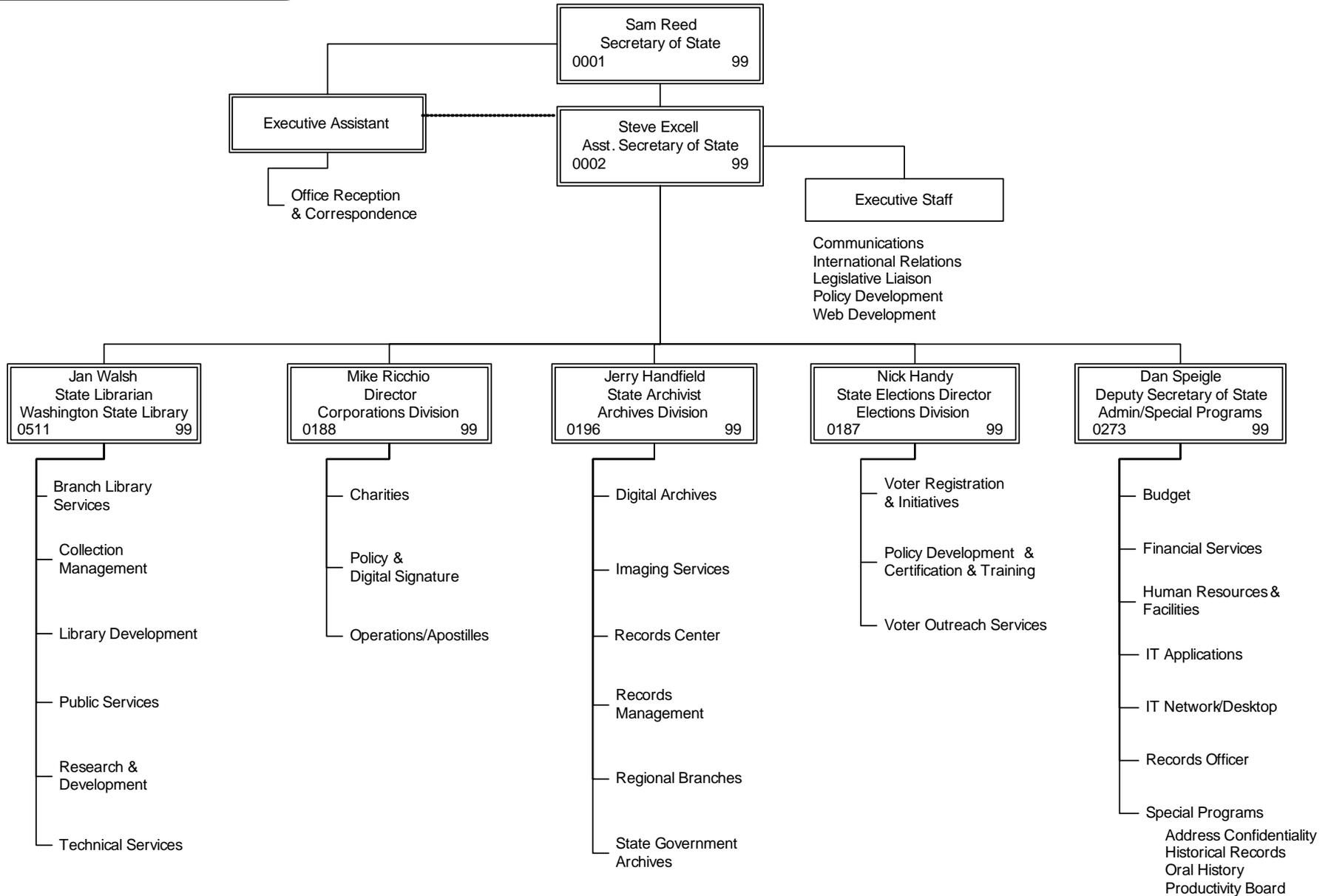
Each Division and the special programs are summarized in more detail on the following pages by their specific mission and purpose, statutory authorities, key functions and activities, key customer groups, stakeholders and partners, and performance measures.



Washington
Secretary of State
SAM REED

Human Resources
Revised: 6/1/06 tp

OFFICE OF THE SECRETARY OF STATE



EXECUTIVE & ADMINISTRATIVE SERVICES

Mission and Purpose

Executive and Administrative Services provides the leadership and the supporting infrastructure that enables the Office of the Secretary of State (OSOS) to accomplish its wide range of statutory responsibilities, goals and activities.

Statutory authority specific to the Executive and Administrative Services

Executive and Administrative Services is assumed under the general agency authority in RCW 43.07.

Statewide Result Area: Improve the ability of State Government to achieve its results efficiently and effectively.

Essential functions and activities

- Policy and planning: Provides overall leadership, policy, direction setting and management coordination for the agency as a whole.
- Legislative affairs: Provides policy information and resources to the state legislature as well as consulting with them regarding all areas of OSOS. Guides all executive request legislation through the legislative process.
- Public information: Educates the public on agency affairs. Conducts public education campaigns and press conferences. Develops media strategy and responds to media inquiries. Establishes an agency look and feel for agency publications.
- Human Resources: Provides agency support in the areas of staff recruitment and hiring, affirmative action and diversity, classification and compensation, succession planning, corrective action, labor relations and staff training.
- Financial Services: Provides agency support in the areas of accounting, contracting, purchasing and asset management.
- Information Technology: Provides the agency with central oversight and coordination of technology. This includes but not limited to: agency server maintenance, security software, virus programs, connectivity of a general nature, software and application development and web services.
- International Relations: Assist foreign visitors to understand U.S. and Washington's government & elections. Assist consular corps. Help facilitate Washington business by conducting trade missions. Administer the Citizens Exchange Program (RCW 43.07.350).
- Budget
- Records Officer
- Facilities & Mailroom
- Historical Records

Key customer groups

- Internal agency staff and management
- State and local government agencies and associations
- State legislature
- Members of the public at large
- International visitors, consular staff

Authorizing environment/other stakeholders and partners

- State Legislature, OFM: Statutory authority, funding appropriation
- Associations and advisory bodies representing key customer groups
- State and local government agencies
- National Association of Secretary of States

ARCHIVES DIVISION

Mission and Purpose

The division is responsible for preservation, accessibility and efficient management of the legal and historical records of government.

Statutory authorities specific to the Archives Division

RCW 36.22.175 – *Surcharge for archives and records management.*

Establishes two (2) one-dollar surcharges collected by county auditors on recorded documents. The first dollar is for assisting local governments through the regional archives branches. The second dollar is for the Eastern Washington regional and digital archives facility.

RCW 40.10 – *Essential records to provide for the continuity and preservation of civil government.*

Requires all officers of the state to designate and protect essential records, authorizes the State Archivist to coordinate the essential records protection and microfilm essential records.

RCW 40.14 – *Preservation of public records.*

Defines public records; outlines the powers and duties of the State Archivist; establishes archives accounts funding; establishes the Archives Oversight Committee; requires agencies to transfer public records to the archives; requires state agencies to have a designated records officer and defines their responsibilities; establishes the state records committee and local records committee; establishes requirements for destruction of public records.

RCW 40.20 – *Reproduce records for governments and business.*

Authorizes and governs the reproduction of records.

Statewide Result Area: Improve the ability of State Government to achieve its results efficiently and effectively.

Essential functions and activities

- *Imaging Services & Security Microfilm:* Provides imaging services on a cost recovery basis to local and state government agencies and images documents of historical & legal significance. Provides assessment and consultation on local government holdings, and imaging projects and standards.
- *Records Management:* Creates and manages local and state records retention schedules and operates state records center to store inactive state agency records.
- *State Archives:* Preserves and provides access to legal and historical documents of executive, legislative and judicial branch state agencies. Manages the life-cycle of records and provides: public research facilities, training, outreach, preservation and conservation.
- *Regional Archives branches:* Preserves and provides access to legal and historical documents of local government agencies and local branches of state

agencies. Provides public research facilities to the public, training, outreach, consultation and grants to local governments.

- Digital Archives: Provides secure storage of archival electronic records, remote access for the public via the web, and ensures long term accessibility through data migration.

Key customer groups

- General public, researchers, attorneys, family historians
- All State and local government agencies

Authorizing environment/other stakeholders and partners

- State Legislature, OFM: Statutory authority, funding appropriation
- State and Local Records Committees: Establish minimum retention standards for records held by government agencies
- Local Government Oversight Committee: Reviews performance and advises the State Archivist on local government archives and records management programs. Includes representation from Washington Association of County Officials and the Association of Washington Cities.
- Colleges and Universities: Through interagency agreements, regional archive branches are located on institution campuses.

Key performance indicators

- Document images digitized or microfilmed for state and local agencies
- Public records stored and managed in the State Records Center
- Public records preserved and made available to the public in the State Archives
- Electronic records received by the Digital Archive from state and local government agencies.

CORPORATIONS DIVISION

Mission and Purpose

Provide valuable, state-of-the-art registration services to facilitate the establishment and transaction of business and philanthropic activities in the State of Washington, and to provide the public with clear and specific information about business and charitable entities operating in our state. Help guard against deceptive, dishonest practices and improper use of funds intended for charitable purposes.

Statutory Authorities specific to the Corporations Division

RCW 11.110 – Charitable Trust Act:

Authority for registering entities holding assets in trust for a charitable purpose in Washington State.

RCW 18.100 – Professional Service Corporations:

Authority for professionals (such as physicians and attorneys) to register as a corporation.

RCW 19.09 – Charitable Solicitations Act:

Authority for registering entities fundraising in Washington State.

RCW 19.34 – Electronic Authentication Act.

Authority for the recognition of digital signatures to facilitate commerce by means of reliable electronic messages.

RCW 19.77 – Trademark Registration.

Authority for registering trademarks.

RCW 19.154 – Immigration Assistant Practices Act.

Persons providing non-legal assistance on immigration matters are required to register with the Office of the Secretary of State.

RCW 19.166 – International Student Exchange.

Organizations arranging placement of international students visiting Washington are required to register with the Office of the Secretary of State.

RCW 23 – Corporations and Associations (Profit).

Authority for registering insolvent corporations, employee cooperative corporations, cooperative associations and Massachusetts Trusts.

RCW 23B – Washington Business Corporation Act.

Authority for businesses to register as a corporation.

RCW 24 – Corporations and Associations (Nonprofit).

Authorizes educational, social, religious, fraternal, and other organizations to register as non-profit corporations.

RCW 25 – Partnerships.

Provides for general and limited liability partnerships, limited partnerships, and limited liability companies to form as a legal entity.

RCW 43.07.130 – Secretary of State’s revolving fund.

Allows the Office of the Secretary of State to defray the costs of printing, reprinting, or distributing printed matter and defray other costs associated with the functions of the Office of the Secretary of State.

RCW.43.07.120 – Apostille Program.

Authorizes the Office of the Secretary of State to establish fees by rule for providing certificates under seal. An apostille certifies the authenticity of a sworn document for use in participating foreign jurisdictions under Hague Convention rules.

RCW 46.64.040 – Nonresident Motorists.

Provides that the Office of the Secretary of State is agent for service of process for actions related to use of Washington roads by nonresident motorists, and for Washington residents who leave the state following an accident.

Statewide Result Area: Improve the economic vitality of businesses and individuals.

Essential functions and activities

- Corporation and Partnership Registration: Registers entities conducting business in the state, including domestic and foreign (out-of-state) corporations, limited partnerships, limited liability partnerships & limited liability companies. Provides in-state trademark protection. Registers international student exchange programs and immigration assistants.
- Charitable Trusts: Registers charitable trusts relating to entities holding income-producing assets in the name of a charity. Helps guard against deceptive and dishonest practices, and improper use of funds intended for charitable purposes. Makes information on charities available to the public and promotes consumer awareness.
- Charitable Solicitation Program: Registers entities that solicit funds from Washington State citizens. Provides information to the public about the charities and their paid fund raisers. Helps guard against deceptive and dishonest practices, and improper use of funds intended for charitable purposes. Provides education and awareness to protect populations vulnerable to dishonest practices or improper use of charitable contributions.
- Certification Authorities Registration: Administers the Electronic Authentication Act, a certification authority licensure program. Serves as an independent third party to ensure that the process remains separate from the technology. Verifies the identify of individuals and issue digital signatures for signing contracts, verifying identify & control access to applications over the Internet.
- Apostilles: Authenticates public documents (e.g. birth/death, marriage/divorce, police records, corporate good standings) for international use (e.g. foreign adoptions, dual citizenship, business transactions, educational purposes).

Key customer groups

- Charitable organizations and trusts
- General public interested in charitable giving and business information
- Business community

Authorizing environment, other stakeholders & key partnerships

- State legislature/OFM: Provides statutory authority and appropriates funds
- State agencies: Department of Licensing, Department of Revenue, Department of Labor and Industries, Employment Security, Department of Health
- U.S. State Department
- County health departments
- Legal community

Key performance indicators

- General Fund State revenue generated per FTE (Apostilles and Corporations/Partnership registrations)
- Number of charities and charitable trusts which public information was provided via web, phone, printed material
- Number of certification authorities registrations
- Number of active business entities registered

ELECTIONS DIVISION

Mission and Purpose

Facilitate accessible, fair and accurate elections in Washington State. Maintain public confidence in the electoral process by providing access to information and educational materials.

Objectives:

- Ensuring integrity and public trust in Washington's electoral process
- Maximizing citizen access to comprehensive, timely and accurate election-related information
- Serving as a resource to local government and other agencies
- Anticipating the needs of stakeholders
- Advancing new and innovative systems and technology
- Maintaining a national leadership role in elections administration
- Establishing standardization and uniformity in critical election administration areas

Statutory authorities specific to the Elections Division

RCW 29A.04.230 – *Secretary of State as chief election officer.*

Establishes the Secretary of State as the chief elections official for all federal, state, county, city, town, and district elections.

RCW 29A.04.611 – *Rule Making Authority.*

Authorizes the Secretary of State to promulgate rules pertaining to elections.

RCW 43.07.310 – *Division of Elections – Duties.*

Sets forth the duties of the Elections Division, as prescribed throughout Title 29A.

Article II, Section 1 – *Washington State Constitution.*

Establishes the duties of the Secretary of State with regard to the initiative and referendum process and, specifically, requires the Secretary of State to supply voters with convenient access to election-related information.

RCW 29A.04 – *Administration of Elections.*

Authority for certifying elections administrators, the establishment of an elections clearinghouse, and the conduct of regular and special election reviews.

RCW 29A.08 – *Voter Registration.*

Establishes specific duties for processing and maintaining voter registration records, and providing a variety of available options for registering voters.

National Voter Registration Act 42 USC 1973.

Federal act that establishes nationwide standards for voter registration, and for the maintenance and processing of those records.

Help America Vote Act of 2002.

Federal act that establishes nationwide standards for a statewide voter registration list, replacing punch card voting systems and implementing accessible voting systems.

RCW 29A.72 – Initiative and Referendum.

Authority and process for the filing, receipt, and certification of initiative and referendum measures.

RCW 29A.12 – Voting Systems.

Authority for the testing and certification of voting systems.

RCW 29A.32 – Voters Pamphlet.

Authority and procedural steps for the publication and distribution of the state voters' pamphlet.

RCW 29A.24 – Candidate Filing.

Authority for the Secretary of State to accept and process candidate filings of statewide officers, United States Congress, state legislative offices, court of appeals, and superior court districts comprising more than one county.

RCW 29A.60 – Certificates.

Authority to certify candidates and measures to the ballot and to issue certificates of election.

Statewide Result Area: Improve the ability of State Government to achieve its results efficiently and effectively.

Essential functions and activities

- Voter Registration and Initiative Services: Filing and processing of proposed initiatives and referenda, petitions, verification of voter signatures on petitions.
- Voters Pamphlet, Voter Outreach & Legal Advertising: Required by State Constitution. Supplies voters with access to information about elections, candidates and ballot measures via the voter's pamphlet, online voter's guide, including foreign language translations. Conducts voter outreach and information. Provides on-line, real time election results.
- Certification and Training: Trains and certifies local election officials in how to conduct elections. Conducts election reviews of individual county procedures.
- HAVA Grant Program: Provide federal Help America Vote Act funds to counties to assist them in meeting federal HAVA requirements.
- Voter Registration Database (VRDB): Create and maintain a centralized voter registration database with connectivity to the 39 county election offices to reduce fraudulent or duplicate voter registration and ensure only qualified voters are registered.

- Reimbursement to Counties: Reimburses counties for primary and general election costs in odd-numbered election years and for the Presidential Primary.

Key customer groups

- The public (eligible citizens, voters and activists)
- County auditors and local election administrators/departments
- Political parties

Authorizing environment/other stakeholders & partners

- State Legislature, Office of Financial Management: Statutory authority, authorizes funds. Legislators serve on Election Administration and Certification Board to adopt rules for certification and training.
- Federal government (GSA) – Administers federal HAVA funds
- Office of the Attorney General & Code Reviser: Supply ballot statements and text of measures for voter's pamphlet.
- Candidates: Supply photos and statements
- State Printers: Facilitates the awarding of bids for printing pamphlets and ensures that the various print & mail vendors comply with bid specifications.
- Department of Licensing and other state agencies: Help register voters

Key performance indicators

- % of counties having an election review within 5 years
- % of counties reimbursed for election costs within required time frame
- % of counties in compliance with all mandatory HAVA requirements
- % of counties voting systems reviewed
- % of eligible voting age population registered to vote
- Average number of voter registration forms processed weekly
- Number of counties connected to the statewide voter registration database
- % of households that receive the voters pamphlet of total printed

LIBRARY DIVISION

Vision

To ensure that Washingtonians have access to the information they need today and to the history of Washington for tomorrow.

Mission and Purpose

- Collect, preserve, and make accessible to Washingtonians materials on the government, history, culture, and natural resources of the state.
- Provide leadership and coordination of services to all libraries in the state of Washington.
- Support the information needs of residents in state institutions and of the visually impaired.
- Serve as the primary source in the region for published information from the federal government.
- Serve as the primary source of state documents.

Statutory authority specific to the Library Division

RCW 27.04 – *State Library.*

Establishes the state library and a state librarian appointed by the Secretary of State; defines the duties including certifying librarians in the state.

Statewide Result Area(s):

1. Improve the ability of State Government to achieve its results efficiently and effectively.
2. Improve cultural and recreational opportunities throughout the state.

Essential functions and activities

- Northwest History - Historical & Digital Collection: Provide information on the history of the state of Washington and Washington Territory, including searchable, online access to historical resources.
- Government Document Depository - Federal Information & State Depository Collection: Provide citizen access to current and historical state and federal government information and documents. Provide citizen access to state government publications in all formats (both traditional print and online).
- Government Information Locator Service (GILS): Public online access to government and consumer protection information in Washington through specialized online search tools.
- Library Services to State Institutions: On-site library services to over 11,000 residents of state correctional and mental health institutions supporting their treatment, education and rehabilitation.
- State agency branches: Contract with four state agencies, on a cost-recovery basis, to provide on-site library services for their employees.
- Assistance to Local Libraries: Coordinate programs benefiting libraries statewide using federal Library Services and Technology Act (LSTA) funds.

- Washington Talking Book and Braille Library: Provide statewide library services to the blind, visually impaired, physically or learning disabled and those who cannot read regular print.

Key customer groups

- All Washingtonians
- Libraries of all types
- Staff of state agencies and the legislature
- Residents of state institutions
- All Washingtonians having visual impairments
- The general public interested in Northwest or Washington history

Authorizing environment/other stakeholders and partners

- State Legislature, OFM: statutory authorization, funding appropriation
- Institute of Museum and Library Services: administers Library Services and Technology Act funds
- National Center for Education Statistics: partners with collection of statistics on libraries in the state
- Library Council of Washington: advises on use of federal funds and on library development
- Public Advisory Committee: advises on services to the public
- Other state agencies: contract for services to state employees and residents of institutions

Key performance measures

- Searches of statewide consortia licensed digital resources.
- Percent of LSTA sub-grantees reporting improved services to their communities.
- Number of digital images available in the online state library historical collections.
- Number of federal publications (print or electronic) in the state archives online catalog.
- Number of visits to Find It Washington or Find It consumer to access current government websites.
- Number of reels of preservation microfilm of all Washington newspapers that are available through the state library.
- Percent of scheduled hours of operation open for service at state institution libraries.
- Number of state publications (print or electronic) in the state depository collection online catalog.
- Number of active patrons to the Washington Talking Book and Braille Library.

SPECIAL PROGRAMS

Mission and purpose

Address Confidentiality Program: Protect crime victims of domestic violence or stalking by providing a confidential “official” address.

Oral History Program: Document the personalities, issues and legislative processes in the formation of public policy so citizens can better understand their state government and the contributions of individuals who have served in public office.

Productivity Board: Encourage and empower state employees to create, innovate, and apply their good ideas for the betterment of state government and receive recognition and reward for their efforts.

Statewide Result Area(s):

Address Confidentiality Program: Improve the safety of people and property.

Oral History Program: Improve cultural and recreational opportunities throughout the state.

Productivity Board: Improve the ability of State Government to achieve its results effectively and efficiently.

Essential functions and activities

Address Confidentiality Program:

- Provides legal substitute address as program participant’s legal residence, work and/or school address. ACP staff forward mail to participant’s actual physical (home) location.
- Enables confidentiality of two normally public records -- voter registration and marriage licenses.
- Provides program outreach to local domestic violence/sexual assault victim advocates, law enforcement officials, judges, schools, state and local government entities.

Oral History Program:

- Record, transcribe and publish the recollections of legislators, public officials and citizens who have been involved in the state’s political history.
- Create materials that document and illustrate the institutional development of the Legislature and other government entities and distribute this information in a variety of medium.
- Assist museums, historical societies and others in creating oral history materials for exhibits and educational programs.

Productivity Board:

- Administer the Employee Suggestion and Teamwork Incentive programs to ensure that all state employees have a neutral process where their ideas can be heard and evaluated.

- Partner with state agencies to encourage employees to become more efficient and save taxpayer dollars.
- Facilitate Public Service Recognition Week by expanding to areas across the state and maintain its familiarity with public employees.

Key customer groups

Address Confidentiality Program:

- Crime victims
- Law enforcement officials

- State and Local Government agencies
- Judges
- Victim advocates
- School administrators and staff

Oral History Program:

- Current and former legislators, current and former legislative staff, press members, lobbyists and citizens interested in the formation of public policy and Washington political history.
- Teachers and students of state public affairs and history.

Productivity Board:

- State agencies, including higher education, and state employees

Authorizing environment/other stakeholders and partners

Address Confidentiality Program:

- State Legislature, OFM: Statutory authority and funding appropriation
- Employees of all state agencies, especially DSHS, DOL, L&I and CTED
- Law enforcement agencies -- municipal, local, county, state
- Washington Coalition Against Domestic Violence
- Washington Coalition of Sexual Assault Programs
- Public schools – elementary, middle schools, high schools
- Local domestic violence and sexual assault programs
- U.S. Postal Service
- Other states with Address Confidentiality Programs or that are working to pass ACP legislation

Oral History Program:

- State Legislature, OFM: Statutory authority and funding appropriation
- Oral History Advisory Committee
- Interviewees, their families and colleagues
- Contributors to the program donation fund, members of “Friends of Oral History”
- Museums, historical societies

Productivity Board:

- State Legislature, OFM: Statutory authority and funding appropriation
- State Productivity Board
- State agencies, including management and agency coordinators
- Agency and union leaders, service clubs, the media, non-profit groups and others who help publicize the program

- Other public entities, such as city and local government, for benchmarking and participation in Public Service Recognition Week.

Key performance measures

Address Confidentiality Program: Number of active participants in the program

Oral History Program: Number of visits to oral history internet resources

Productivity Board: First year dollars saved, recovered or generated by suggestion and teamwork incentive ideas per agency program dollar spent

III. APPRAISAL OF THE EXTERNAL ENVIRONMENT

State and national economy and state budget limitations

In the past several years, the public has become increasingly vocal about taxes and fees that support government operations; at the same time, the demand for the level responsiveness of services has increased. Citizen initiatives have rolled back revenue sources on one hand and increased government services on the other. As local government revenue decreases local governments increasingly turn to state government for assistance.

The State Library has noticed an increased demand for assistance and services from local libraries (especially grant funds). The Elections Division has similarly noted an increased demand for their assistance with voter education and outreach and other types of technical assistance.

Loss of revenue to government agencies results in the reduction or elimination of publicly funded programs. As that has occurred, the private sector has supplemented remaining services or replaced services that no longer are provided by government. This manifests itself in an increase in the formation of business, non-profit and charitable organizations and increased interest in giving to charitable organizations; both of these trends have a direct and immediate impact on the workload of the Corporations Division.

Pressures on the state budget resources also directly affect the agency's financial ability to acquire the resources necessary to carry out strategic objectives and provide needed services. Across-the-board budget reductions, mid-management cuts, smart buy savings reductions require that the agency continually seek efficiencies and new strategies to meet increasing demands with fewer stable resources. It is not likely that this trend will change in the near future. As budgets shrink, governments are reexamining the priorities and funding of the program for public good.

Finally, these limitations on government funding and increasing demands for services are feeding into the overall trend to look at outsourcing functions and services that might be able to be provided at less cost. Outsourcing decisions are accompanied by an entire new set of considerations and issues that will be facing this and every other agency.

World events and disasters

National security concern and the recent gulf coast floods have increased awareness of, and the need for, disaster recovery and disaster preparedness. For the State Archives, this has translated in part, into increased emphasis on education and training regarding the safekeeping of archival records.

Hurricane Katrina and other disasters have resulted in an increased interest in charitable giving. This has resulted in more inquiries for information about charities operating in the state, and a resulting workload for the Corporations Division, Charities Program.

Wars, such as the current wars in Afghanistan and Iraq, increase the demand for access to absentee ballots to enable them to participate in elections. State Elections programs are being held more responsible than before for ensuring this access.

Political trends

Federal Legislation – The Help America Vote Act (HAVA) of 2002 required all states to implement a statewide voter registration database, replace all punch card voting systems, and improve the administration of elections. Washington State received approximately \$60 million to use in implementing the law. The Elections Division established a grant program to enable the counties to access this funding source. Washington has complied with replacing punch card voting and creating a statewide voter registration database. As of May, 2006, approximately \$8 – 10 million is expected to be available for the possible establishment of an endowment to be used by counties to improve election administration in the future.

Growing Public Concern and Voting Trends – Since 2000, there have been growing public concerns regarding the use of electronic voting systems. Due to several very close elections of high profile races (President in 2000, US Senate in 2000, and State Governor in 2004) the public's concern with electronic voting systems has grown. Washington State responded with laws that require a voter verified paper audit trail on all electronic voting systems, and a random audit of machines following an election.

The implementation of new technology for voting requires that the Elections Division respond with more thorough testing and certification methods, as well as more support and guidance for the counties using this equipment. While voting systems certification was part of Voter Registration Services in the past, the requirements of HAVA and new state laws make the Office of the Secretary of State responsible for testing, certifying, implementing, and reviewing the use of this new technology in the counties. This will require dedicating staff and a certain amount of resources to comply.

Legislative Trends

Following congressional interest in elections regulations, the state legislature demonstrated increased interest in reforming the electoral process increasing provisions to guard against voter registration fraud, and increased options for issuing and receiving ballots and election materials. The 2006 legislature alone saw many improvements to the elections process such as moving the Primary date to August, changes to the registration challenge laws, and voting system requirements.

Court cases, with the recent Superior Court decision in the Madison case and the ongoing Farrakhan litigation, the elections community is dealing with potentially changing rules regarding felon disenfranchisement. The state legislature will likely act on this depending upon the outcome of these cases.

Traditionally, the legislature has used the Secretary of State's Office to begin the work of the Redistricting Commission. Work consists of gathering data from the counties, entering that data into a database for use by the commission in 2011, and sometimes housing the staff to do this groundwork. While the legislature usually funds this, it is prudent for our office to plan for needed resources.

The Information Age

With the continual onset of technological advancement, public expectations for accessing information and government services electronically and on a real time basis continues to increase. The establishment of a web portal offering the voter unprecedented information regarding their registration status, the races and issues they are eligible to vote on, and the ability to update their information will improve the voter's experience and encourage participation.

A Mobile Society

National statistics indicate that 15% of households move each year and that, of those, 75% move within the originating state. Tracking voter mobility is a significant issue in developing statewide voter registration databases and ensuring the accuracy of voter registration data. These issues affect the statewide voter registration database. The Address Confidentiality program is also affected by people moving more frequently.

Political response to perceived lack of corporate accountability

The Enron and WorldCom failures were important catalysts in creating the Sarbanes-Oxley law, which was Congress' effort to restore trust in business. This adds additional demand on Corporations staff to provide information on Washington corporations, limited liability corporations and partnerships. Transparency and accountability are now critical features in our political landscape and influence a number of policy decisions at the state and national levels. Because the Archives division develops and administers the state and local records schedules, this trend especially affects our agency.

Population trends

The increasing diversity of Washington State's population, particularly the increase in Hispanic and Chinese populations, affects some of the agency's divisions.

In the Elections Division, the most direct impact to the state and local governments is the federal requirement to make voter information available in multiple languages in more counties and the associated cost. In addition, analysis of voting behavior indicates that the more diverse a population, the lower voter participation. Washington State has counteracted that somewhat through voter outreach and education and easier voter registration processes.

In the State Library, a more diverse population translates into increasing demand to make library materials, information and services (both paper-based and electronic)

available in multiple languages, particularly Spanish, and to look at different approaches to best providing customer service. Many libraries have expressed an interest in the State Library continuing to provide training and sub-grants to assist local libraries in serving diverse populations. The demand for more federal library funds (Library Services and Technology Act) to address this issue naturally competes with similar demands to channel funds to other priorities and services.

As the population ages, we anticipate more demand for services that are accessible and relevant to an older population. Both Charities and the Washington Talking Book and Braille Library are affected by this aging.

Information as a commodity that can be sold for a profit

Increasingly, information as a commodity that can be sold has several effects on OSOS:

- Libraries – including the State Library -- are challenged by copyright and licensing restrictions to purchased materials. Such limitations often come into direct conflict with the library's desire to make information freely available. Intellectual property rights can pose an impediment to libraries who want to provide or increase to information available electronically.
- Online content aggregators provide a myriad of information via the Internet that people subscribe to; that content includes directories, newspapers, business information and research that people might have previously gone to their library to obtain. The convenience of obtaining information online is one that many people are willing to pay for, even if it is incomplete or inaccurate. This is in contrast to most libraries' mission of providing comprehensive and unbiased information and may erode public support for libraries.
- Requests from private parties for government created software applications and associated information that is then packaged and sold (even though this is prohibited by public records acts) is becoming more common.
- Government agencies that may have previously recoiled at the idea of charging for information and services have now been forced to charge fees that reasonably reflect the cost of providing it, and are protective of those revenues that they have come to depend upon.

IV. CUSTOMER CHARACTERISTICS, NEEDS AND EXPECTATIONS

The Public (eligible citizens, voters and activists)

Citizens, especially citizen activists, use initiatives and referenda to express their views about government. They need access to acceptable information about how to use this process. A key source of information on initiatives and referenda, as well as candidates, is the voters pamphlet.

More than 3 million households in Washington are able to receive the Voters' Pamphlet by mail. At the same time, a past study commissioned by the Governor's office indicated that 65% or more of Washington residents have Internet access, meaning the potential customers for the online voters guide also number in the millions.

County Auditors / Local Election Administrators

Counties and elections administrators are best served by a cooperative, but thorough, voting system testing process in partnership with the state. Elections Certification and Training (C&T) program provides training and certification for County Auditors and local election administrators, political parties, county commissioners and prosecuting attorneys, and also conduct reviews of counties election processes. C&T also serves as the clearinghouse to disseminate information regarding election administration in the state. Such information is provided to each county, to the political parties, and to interested voters.

Increasing distrust of government and "big business"

Many members of the public distrust "government". This distrust manifests itself primarily through an increase in the demand for public access to information about the business of government. Within the Office of the Secretary of State, some examples include:

- Increased public disclosure requests regarding agency expenditures and transactions
- Demand for tangible demonstrations of performance and results
- Increase in citizen initiatives, referenda and public lawsuits to challenge or roll back governmental laws and policies.

The close gubernatorial election of 2004 also added to some people's mistrust of government and the elections process specifically. Similarly, recent and highly national visible corporate scandals such as Enron create an increasing demand for transparency in corporate operations.

Expectation of online access to information and e-commerce transactions

With advances in technology, there is a revolution of rising expectations. The public and other agency customers are more geared to self service and expect the same level of electronic access to information and services that they have come to expect from the private sector. Requirements to physically visit a government facility to complete a transaction, manually complete paper-based forms and applications, or wait for services are increasingly unacceptable to many customers. Customers more and more expect instant access to information, the ability to electronically search for and find needed information, and complete transactions online (including payment) such as filing for elected office, corporate or charity filings, accessing library services and materials or locating government archival records. Furthermore, with technological advancements, customers expect the agency to be able to accommodate multiple, diverse electronic transactions in one session, and often expect like information to be aggregated, linked or integrated for easier and more streamlined access.

This trend affects the entire agency and drives much of the Strategic Plan, increasing the requirements for conversion of manual and paper-based systems to electronic and digital systems. Specific areas of emphasis within the Office of the Secretary of State include the Digital Archives, State Library and Elections (especially election night reporting and the statewide voter registration database).

Impatience with boundaries between state and/or local government agencies

Customers don't know, and generally don't care, which state agency or even which level of government provides the information or services to them. For example:

- There are numerous state agencies that play some role in licensing, taxing or otherwise regulating business entities in the state. Businesses must comply with various requirements administered by each of these agencies in order to operate. Yet compliance information from each of these agencies is not yet available in a central location. As a result, the state is working on a consolidated business portal to provide more centralized help to current and potential businesses within the state. The Office of the Secretary of State is participating in this process.
- The Library's Government Information Locator Services (Find It! Washington) is another tool to assist the public in locating the information they need, without having to know which agency promulgates it.
- The public does not understand the distinction between state and local governments when it comes to administration of elections. With the implementation of HAVA, states are held increasingly responsible for the proper conduct of elections within the state. Our statewide voter registration database is a specific example of a strategy to provide more timely and accurate voter registration information.

This drives the agency to pursue development of seamless search portals for information and services that allow customers to search across agencies or catalogs in a seamless manner.

Voter behavior

As Washington's population becomes more diverse, efforts to maintain or increase voter education and participation is needed. Perhaps the single biggest factor affecting voter turnout is the nature of the election. Although the offices remain the same, ballot measures change from year to year. A controversial ballot measure can significantly increase voter turnout. In even year elections there are more statewide/legislative races and in presidential years, the interest in elections is at its highest.

With the recent increase in the number of counties using vote by mail, voter mobility is less of a factor than what it used to be.

Real or perceived loss of established rights

Washington citizens hold many rights dear. Two key rights are the right to vote and the right to privacy.

The right to cast a vote and have the vote counted – was perceived as threatened by many following the 2000 Presidential Elections. HAVA was passed to solve many of them (and other) problems. The Office of the Secretary of State has implemented the required elements of HAVA.

The 2004 gubernatorial race was decided only after two recounts, with a razor thin margin. This further eroded some citizens and groups trust in the election process in Washington State. Election reforms have been implemented to strengthen controls over the election process and, consequently, the public's trust in the integrity of elections.

The right to privacy, especially with the increase in identity theft, is another significant issue. In some cases, the right to privacy seemingly conflicts with other strongly held beliefs and societal values. Some specific issues include:

- Government is challenged by the seeming conflict between the public's increasing desires for transparency in government vs. fears that information about them be too readily available.
- Privacy of library patron records, private information on public documents, and privacy of voting are three areas where the right to privacy is fiercely held. In the case of the Patriot Act, national security concerns have overridden, in limited areas, the traditional to privacy of library records.
- The agency's Address Confidentiality Program is grounded in safeguarding the privacy of victims of abuse.

V. CAPACITY ANALYSIS

The agency's capacity to carry out this Strategic Plan is affected by several factors. These factors and key issues are described below.

Physical facilities

The Office of the Secretary of State currently occupies nine (9) separate facilities in the greater Olympia area¹, in addition to branches of the State Library and the State Archives across the state. Eight of the facilities house agency staff. For the approximately 250 agency staff members that work in the greater Olympia area, this number of physical facilities seems like a lot. The physical separation of staff from each other and from Executive Management, can frustrate and impede communications and direction setting, coordination of efforts across the agency, can have a negative impact on staff morale, and potentially increases infrastructure costs unnecessarily. Each facility entails its own set of leases/rental agreements, landlord issues, billing and payment issues, maintenance issues and infrastructure challenges. It also takes staff time to drive and park when they have to leave their facility to go to another one for meetings or consultations.

The most significant current facility-related issue for the agency is planning for consolidation of the State Archives and State Library into a single Heritage Building facility. The State Library's lease expires in 2011 and this facility was initially designed as standard office space rather than as a library. It has less usable square footage than the old Pritchard Library building on the capital campus and is already at full capacity which requires lease of an additional storage facility in Tumwater for overflow collections. This makes access to collections difficult for users due to the multiple floors and security requirements and is not on the Capitol campus, as required by statute. The lease and related facility costs are also expensive. At the same time, the State Archives facility has outgrown its capacity. The State Library and the State Archives have complementary collections that are of interest to historians and researchers. Consolidating facilities would provide for better customer access, optimizes the use of space by having one reading room and reducing the need for additional leased spaces. The agency is currently working with General Administration as its consultant to perform a pre-design study and needs analysis for a combined facility.

Other specific facility issues include:

- Dolliver Building: The Corporations Division occupies this historic building in downtown Olympia. The biggest challenge, depending on future use, may be with the potential need for more data lines, phone, power and HVAC systems (this building had a significant flood in the fall of 2003 when an HVAC water hose burst).
- The regional branches of the Archives are located on the campuses of higher education institutions around the state. While there are several benefits to this arrangement, the downside includes difficulty in identifying some costs associated with the facility, different information technology

¹ Current facilities include the building at 520 Union Ave., Dolliver Building, State Archives, Administrative Services building, State Library, Records Center, library overflow storage facility, Imaging Services and the Legislative building.

platforms and systems (including not being on the same email system), and the necessity for coordination of activities with the university/college calendar. The Digital Archives/Eastern Regional Archives branch opened in June 2004.

Staffing

Staffing capacity includes both the *number* of staff needed to successfully carry out the Strategic Plan, and the *skill sets* needed from the staff. As the workforce ages, and a high percentage of state employees become eligible for retirement, agencies – including the Secretary of State -- are concerned about the ability to find qualified staff to fill positions. More than 50% of the state workforce is 45 or older, higher than the percentage in the state's general workforce. The aging of the state workforce has been the subject of much analysis, including the document prepared by The Task Force on the Changing Age Profile of the Washington State Government Workforce administered by the Department of Personnel, entitled Impact of Aging Trends on the State Government Workforce. In addition, the skill sets needed by future workers will be somewhat different from those that have been needed in the past. While many of the same skills are needed, basic and more advanced competencies in the area of information technology continue to increase; the separation between staff with "IT knowledge" and staff without is blurring. Some agency specific examples include:

- As the State Library and the State Archives become more electronic and customer demand for digital data increases, librarians and archivists must become much more knowledgeable and skilled in the information Technology (IT) area. Although a huge amount of collective experience and knowledge will be gone from these two divisions, there will be opportunities to restructure and change and reallocate positions to newer kinds of jobs that aggressively utilize new technologies and design information delivery systems that focus on the user's point of view.
- Voting systems, including both the hardware and the software, are now produced by an increasing number of vendors and the systems are far more complex than previously. Up until 5-10 years ago, voting systems had not changed much, but in recent years these systems have become much more complex. The skill set for staff members who will be required to evaluate the systems and verify their accuracy and operation is shifting to staff members with much higher level of information technology expertise; Elections Division staff members no longer have the technical skills and knowledge to perform this service.

This is true in most other areas as well. Unfortunately, government wages often do not keep pace with the private sector, particularly for those with more specialized skill sets, such as the IT area. In addition, many of the IT tools used by this agency (particularly in the software applications area) are more advanced than other agencies, making it difficult to find candidates with experience in the agency's software. Finally, attracting qualified candidates out of larger, urban areas to live and work in Olympia or geographically remote areas such as Cheney (in rural Spokane County), is also difficult. These trends currently are an impediment to the agency's ability to attract and retain qualified staff to meet the rapidly increasing need for electronically-based services.

Redistribution of staff may be required within the agency's divisions as efficiencies are realized in some areas, but staffing demands increase in others. Recent changes in civil service laws and rules have helped by providing more tools to recruit and retain staff.

Information Technology

The Office of the Secretary of State has a recent track record of highly successful application development projects and web based services, and is more advanced than most other state agencies in many areas of information technology. Examples include:

- The Digital Archives, which opened in June 2004, is the first facility of its kind in the state.
- The Archives division Records Management System is a wireless warehouse inventory application that provides an index of holdings, location of boxes and box/file inventory. The State Records Center has approximately a quarter of a million boxes of agency records at any given time.
- The Archives division has also created an online archival catalog that manages the archival holdings within the division, including the regional branches.
- The Corporations division new online registration and filing system with an image library to ensure improved public access to information.
- The agency wide revenue system interfaces with the agency applications that process incoming revenue. The system was recently made available to our regional archive branches.

However, the agency's ability to continue robust development and maintain developed applications it is not sustainable without additional capacity. There are four areas: (1) Agency culture, policy and standards; (2) Web-based services; (3) Hardware/network; and (4) Application development.

Agency culture, policy and standards

Information technology had been viewed within the agency as something separate and apart from the planning and implementation of agency programs and services. We've made significant progress to integrate IT support an element that is initially considered and built into the planning and budgeting process. The agency still needs to continue to explore alternative funding models to support the agency's digital government initiatives.

Web-based services

The agency is committed to significantly improving and expanding its presence and functionality on the Internet. All divisions and programs have significantly enhanced their web sites and in 2006 our revenue system, with credit card/e-commerce functionality has been rolled out to the regional archive branches. The agency has a few positions dedicated to assisting program staff with web based applications and still cannot keep up with the demand.

Hardware/network

The agency has both staffing and infrastructure challenges in this area. When the State Library was merged with the Office of the Secretary of State in 2002, IT staffing was significantly reduced as legislatively mandated staffing reductions for the Library were taken in this area. However, the workload did not go away and, in fact, continues to increase as the agency network becomes more sophisticated and complex. We have increased staff somewhat, by adding staff support based at the Digital Archives in Cheney. However, the need for additional staff members will be even greater with increased customer expectations and requests for electronically-based services 24/7.

The capacity of the network infrastructure and long-term electronic storage and backup also needs enhancing in order to meet service delivery goals and objectives. Some network components, file servers, and tape backup units are obsolete and need replacing. Bandwidth and long-term storage of scanned images are issues as the agency produces more output and more web-based applications with large and complex file formats. Increasing demand for wireless computer applications require changes to the agency's IT infrastructure. Regular life-cycle replacement of staff workstations needs to be built into program budgets.

With the Digital Archive facility in Cheney, we have in the agency most of the infrastructure needed for a more robust backup/recovery/business resumption facility. We will be proposing a decision package in the 2007-09 budget to provide this functionality for our mission critical applications, election information reporting system, corporations online filing and email.

The IGN, or Intergovernmental Network, established in 1996 and managed by DIS, serves as a communication network between state and local governments. The network is being used for more than it was originally designed; more and more data flows between local and state government agencies and is web enabled for public access. The funding mechanism for the IGN probably needs to be reevaluated as well. The Office of the Secretary of State used HAVA funds, as part of the statewide voter registration database, to help upgrade the IGN.

Application development

As the agency continues to pursue a leadership role in digital government and web-based applications, and pursue efficiencies in business processes, the demand for programming staff far outstrips capacity. As an example, there are fifteen applications currently under development and twenty-two more waiting development. When one application is finished, the programming staff members quickly move on the next one; however, there is little to no capacity to go back and address maintenance or upgrades to previously developed applications. The lack of capacity in this area is an immediate barrier to implementing creative solutions that will improve services to customers (many of which are included in the Strategic Plan) and generate internal efficiencies.

Limitations in existing proprietary software utilized by the agency also exist. Some applications currently reside in applications that are no longer supported or easily upgraded to meet agency needs. In other cases, off-the-shelf software simply does not exist that meets the agency's business need, particularly as the agency pursues leading edge solutions.

Interoperability of software and applications also poses a big challenge and is an issue at several levels:

- *Within the Office of the Secretary of State:* Many of the agency's larger applications utilize very different software. For example, customers should be able to simultaneously search the Archives, the Library catalog and databases, and the Digital Archives for historical or research information without having to search each location separately. Yet these applications utilize a mix of proprietary and agency owned software, and utilize different data structures. Integrating these in a way that makes it easy and seamless for customers is required. As new applications are developed we look to an open architecture approach to facilitate future merging.
- *Between the Office of the Secretary of State and other state agencies:* State agencies operate on different application platforms that make it difficult to exchange and share resources and information, or capture electronic records for permanent preservation. For example, establishment of a statewide standard for email would make the capture and preservation of email easier for the Digital Archives. The Office of the Secretary of State is working with the statewide business enterprise portal effort.
- *Between the Office of the Secretary of State and local governments:* The launch of the Digital Archives is a prime example of where interoperability becomes critical. The Digital Archives will accept transfers of electronic records from local governments. Those local government records – even the same type of record, such as marriage certificates -- are currently generated using a variety of software, formats and structures. Because the state lacks the legal authority to mandate standards or systems that local government agencies must use (such as standard content management software) the data will need to be converted into a standard format within the Digital Archives in order for it to be easily searchable and retrievable. Some authority to impose standards may be required in the future, however.

We made significant progress into this problem in the elections arena, with development of the voter registration database (VRDB), which interfaces with the 39 counties elections management systems to create a single statewide voter registration database. The federal governments' HAVA funding helped provide this.

The Office of the Secretary of State's *Information Technology Portfolio*, last updated in 2005, (and due to be updated again in the summer of 2006) provides additional detail regarding the agency's capacity in this area.

VI. PARTNER/SUPPLIER TRENDS

The agency depends on a wide variety of partnerships in order to accomplish day-to-day operations as well as strategic initiatives.

Federal government

Almost every division of the Office of the Secretary of State partners with the federal government in order to provide services to customers and carry out federal mandate. In the recent past, however, the biggest change by far has been the new federal Help America Vote Act (HAVA) with its resulting in revenues to the state.

Federal funding continues to be a significant source of funding for the State Library, through the Institute of Museum and Library Services. This funding source, although restricted in how the funds can be used, is actually increasing slightly.

The federal government also plays an important role in the work of the Charities program, part of the Corporations Division. According to the Internal Revenue Service, there are over 32,000 federally recognized tax-exempt organizations in Washington State. Over 12,000 tax-exempt organizations are currently registered as charitable organizations or charitable trusts. Differences in the registration requirements under the various federal and state laws account for some of the difference in these totals, but it is likely that many federally-recognized organizations also have a duty to register with the Charities Program, but simply are unaware of that obligation. As the Corporations Division, and the agency as a whole, moves ahead with technology, the Charities program will interface more directly with the IRS on a variety of issues and will need to watch for opportunities to continue improving this important relationship.

The State Archivist serves as the state representative to the federal Council of State Historical Records Coordinators, a group that is a liaison to the National Archives and the National Historical Publications and Records Commission (NHPRC). The NHPRC awards federal grants to states through state committees and records advisory boards. The State Archives' records management program adheres to federal regulations for state programs that administer federal funds. The ODD 50.15 and other emerging federal standards for management and format of electronic records are being adopted for use in the Digital Archives.

The state uses the social security death index as record for both the digital archives and to identify deceased persons for the elections VRDB. Social Security Administration also works with American Association of Motor Vehicle Administration (AAMVA) and Washington State Department of Licensing to provide the last four digits of social security numbers for verification to the VRDB.

Vendor community

The agency is increasingly reliant on partnerships with the vendor community, particularly those that manufacture, create or sell technology-based products and services. Although frequently reliant on vendor products, the agency also has the need

to tailor, modify and upgrade products and systems as applications become more sophisticated. Ownership or access to source code, agreements that allow the agency to obtain regular upgrades or maintenance, and protections against vendors who may cease to exist or who decide to drop or modify the agency's access to electronic products and services are needed.

For the State Library, some vendor products are disappearing because other vendors hold exclusive rights to periodical publications, and/or journal publishers are placing embargoes on publishing digital content that is simultaneously available in print. These challenges to the Library and the library community need to be addressed. The State Library can assist by providing consulting to libraries and working with vendors on behalf of these libraries. Technology is needed to scan and digitize documents and records and make them accessible via the web.

For the Elections Division, the vendor community is expanding in the areas of voting systems and equipment. In the past 5-10 years, systems have become much more computerized. Concern about the accuracy and audit trails of voting systems and machines requires the state to establish standards and to have the ability to evaluate, monitor and certify the new technology.

In the Archives and Records Management Division, particularly with the start up of the Digital Archives in 2004, a significant initial investment in advanced technology is required. This program will continue to require hardware and software that can keep pace with the expansion of the database of records and technological advances that will enhance public access to the digital records stored. The Imaging Services program is challenged by a shrinking vendor market that is relied upon to provide services and equipment maintenance in the analog microfilming area.

In the Corporations Division, electronic imaging and custom workflow management systems have brought greater efficiency and flexibility to the corporate and charity programs, but has also made them more reliant than ever before upon software and hardware solutions. Now, with the introduction of on-line filing of applications, this reliance will continue to increase. Continued technology investment in these areas is a must if these programs are to continue handling increasing administrative workloads with decreasing staff.

Other state government agencies

Section III, Agency Organization, lists the key state agencies that the Office of the Secretary of State regards as key partners. Many of these partnerships are established in statute or WAC. Diminishing resources and the need for a "single face of state government" drives the demand for increased collaboration and partnering. Key areas of state agency collaboration include:

- **Attorney General's Office (AG):** In Elections, the AG's office advises the agency in the interpretation of laws, supplying ballot statements and the text of measures for the voter's pamphlet and defends the agency in lawsuits. For Corporations division, the AG can be a key partner in investigating fraud or unscrupulous practices in the area of charities. For Administration/Executive, the AG assists in employment law.

- Department of Licensing (DOL): A key partner for Elections in registering voters (Motor Voter) and validating the VRDB voters by interfacing with DOL driver's license database to match social security numbers and drivers license information. HAVA also directs state elections' department to work through their state department of vehicle licensing to verify voters identity in the voter registration database. With Corporations, DOL serves as the renewal agent for the annual report/license renewal process for profit and limited liability corporations. They send out the annual reports/renewals, and process them after they return. They also maintain the Internet application for these renewals. DOL also hosts the Corporations database.
- Department of Information Services (DIS): DIS is a key partner as the agency pursues technology projects such as the Digital Archives (Archives division) and the Voter Registration Data Base (Elections division).
- Office of Financial Management (OFM): In addition to their budget and accounting oversight role for state government agencies, OFM also provides cost analysis data regarding pending initiatives and referenda so that the estimated costs can be included in the voter's pamphlet. OFM also works with the Archives division to determine the state agency box and FTE revolving fund charges. The Labor Relations section of OFM also works with Archives in contract negotiations.
- Department of Corrections (DOC): DOC is a key partner for the State Library in the operation of institutional branch libraries serving inmates. The Elections division also uses the DOC felon data in the VRDB, to determine the felons who are not eligible to vote.
- Department of Social & Health Services (DSHS): DSHS is also a key partner for the State Library in the operation of branch libraries in the state's mental hospitals.
- Higher education: The State Library continues to work collaboratively with the Information School at the University of Washington on library related initiatives. The State Library shares the cost and operation of the library's database with Evergreen State College and Saint Martin's College. The Archives division is party to interagency agreements with Eastern Washington University, Western Washington University, Central Washington University and Bellevue Community College for the operation of regional archives facilities located on the campuses of these institutions.
- Unified Identifier Board (UBI): UBI agencies play a critical role in business regulation and taxation in the State of Washington. These agencies share responsibility for registering and regulating the vast majority of business in our state and meet to coordinate their activities to ensure that they are not a barrier to commerce. Currently, the Board is comprised of representatives from Department of Licensing, Department of Revenue, Employment Security, Labor and Industries and the Secretary of State (Corporations Division).
- All state agencies:
Address Confidentiality Program (ACP): All state agencies that do business with ACP clients are required to use the ACP substitute address as the individual's legal address. DSHS, L&I, CTED and DOL are the primary agencies where the ACP program targets outreach and education, because these are the agencies most utilized by ACP clients. As such, these agencies necessarily become key partners in protecting these individuals.

The Archives division: The division relies on records officers in each state and local government agency to share the responsibility for the stewardship of public records. Each agency is required by law to manage, protect, preserve and dispose of its records in the public interest. The division is responsible for training agency records officers to meet their public records management responsibilities.

Within the agency

Partnerships within the agency are also critical. For example, since the merger of the State Library into the Office of the Secretary of State, much progress has been made integrating the state's historical records. Staff from the State Library, State Archives, Oral History Program and the historical records coordinator in Administrative Services, have been working together to pull together disparate information into more cohesive and integrated formats and make them web accessible.

Local government

Local government agencies are often both customers as well as partners for the Secretary of State, particularly in the Elections division, the State Library and the State Archives.

In the Elections division, the county auditors and local election administrators partner with the Secretary of State to conduct and manage elections. The Washington State Association of County Auditors holds an annual election administrators' conference at which the Elections Division plays a major role in the conference program. The conference serves as the primary venue for the training of election administrators. Support of the association is integral to providing the training needed in the certification of election administrators.

For the State Library, local public and school libraries increasingly recognize the State Library as a valuable partner for collaborating on library opportunities and issues in many areas, including but certainly not limited to cooperative purchasing and sharing of collections. Local libraries expect the State Library to assume a strong leadership role, such as acting as the central negotiating entity to leverage libraries' collective purchasing power to obtain databases and other library resources at a reduced cost. The Office of the Secretary of State relies heavily on the advice and input of the Library Council of Washington on how the State Library can best assist and partner with libraries across the state to achieve common goals, including priorities for utilization of the federal Library Services and Technology Act funds.

Similarly, the Archives division works with state and local records committees to review, veto or approve schedules that set minimum retention requirements for records held by government agencies and give those agencies authority to dispose of obsolete records. The State Records Committee includes the State Archivist, State Auditor, Attorney General and Office of Financial Management. In addition, RCW 40.14.027 and RCW 36.22.175 establish the Archives Oversight Committee that reviews division performance and advises the State Archivist on local government archives and records management programs. The Committee includes representatives from the Washington Association of County Officials and the Association of Washington Cities. This group

also advises the division on spending priorities and issues involving funding from the collection of a fee on documents recorded with the County Auditors and on tax warrant surcharge. This group has identified, as a top priority, increasing the local fee dollar allocations for local records grants and training programs.

Professional associations/ state consortia

Consortia are forming and reforming and states are coming together to look at the feasibility of utilizing shared infrastructures. Although agency managers have always been active in professional associations in their fields, it will be important to be more in tune and involved in order to effect needed changes and legislation at the state and national level. However, continued involvement requires financial resources and a substantial amount of time, both of which are often difficult to come by.

American Association of Motor Vehicle Association works with Department of Licensing and Social Security Administration to verify the last four digits of social security numbers to the VRDB.

VII. GOALS, OBJECTIVES AND STRATEGIES

Agency Wide

Goal #1: *The public will have easy and seamless access to the non-confidential government records and information held by the agency.*

Objectives:

- Integrate and/or consolidate access to similar or related collections and information held by the agency
- Increase electronic access to agency records and information
- Increase physical access to the combined records, resources and information held by the agency
- Increase partnerships with other local, state and federal government agencies to provide electronic interfaces and links to and from related information held by those agencies
- Conduct education and outreach programs to increase public awareness of how to access information and services
- Identify and acquire missing public records and information that the agency is statutorily charged with having.

Strategies:

- Complete the Library Archives Heritage building pre-design and construct single building to house both collections to better serve their customers.
- Continue to implement, improve and provide public access to the statewide voter registration database.
- Develop and provide counties with web election portal to help their citizens access to elections, voter registration, and results data held by both the state and county governments.
- Develop and implement single access card for customers to use when accessing agency historical, legal and document collections
- Integrate or link catalogs and other finding aids to facilitate searching and locating information held by the agency
- Develop a single location on the agency web site where the various forms, applications, filing documents, etc. that may be needed can be found

Goal #2: *The agency will exemplify and provide leadership that promotes public trust and participation in government.*

Objectives:

- Evaluate and improve how staff and customers view the agency's stewardship of the programs and resources entrusted to it
- Develop systems and tools that will assist state and local government agencies in fostering public participation and access to their government
- Produce public documents and information pieces that are written clearly and kept up to date

Strategies:

- Encourage, identify and publicize state employee/state agency efforts that improve the timeliness, cost effectiveness and/or accuracy and integrity of government information and services
- Increase partnerships with agencies at all levels of government to reduce duplication of effort, and/or provide the public with more seamless linkages between OSOS and other agencies that provide similar or related programs, information and services.
- Agency programs and services will be based on ongoing input from and participation by, citizen and customer groups and will include protections for the public against fraud, abuse or corruption.
- Review all agency WACs for clarity and currency and revise as needed
- Continue to publish agency information in a variety of media, formats and languages to ensure the fullest dissemination and access
- Survey staff and customer groups regarding their perceptions of the agency, and develop action plans to address needed improvements

Goal #3: *The agency will be able to recruit and retain an agency workforce capable of carrying out the agency's strategic plan and initiatives, reflecting the right number and level of staff with the required competencies.*

Objective: Complete development, and begin implementation of, a workforce analysis and strategy deployment to carry the agency into the next 5-7 years.

Strategies:

- Develop a "Demand Forecast" identifying the agency's future functional requirements based on the Strategic Plan, the number/type of staff that will be needed, and the staff competencies that will be required to carry out the work.
- Develop a "Supply Projection" that describes the projected workforce profile, including staff number and competency levels, if *no* changes were implemented.
- Conduct a "gap analysis" comparing workforce demand forecast to the workforce supply projection to identify both areas of projected gaps (projected supply is less than forecasted demand) and surpluses (projected supply is greater than forecasted demand)
- Develop, and begin implementation of, strategies and performance measures to address both current and projected gaps and surpluses. Strategies will likely include creative approaches to succession planning, modification of job classes, specialized compensation and recruitment, training/retraining, redeployment or career transition, and others.
- Monitor, evaluate and revise workforce plan against established performance measures to ensure that strategies are adequately meeting the challenges and make adjustments as needed.

Archives Division

Goal #1: *To secure the legal and archival records of the state of Washington, make them available for reference and scholarship, and insure their proper preservation.*

Objectives:

- Prevent losses to the state's documentary heritage by increasing the proportion of agencies transferring archival records to Archives custody
- Improve preservation and control of records in Archives custody by increasing the proportion that are properly stored, preserved and cataloged
- Ensure preservation of and public access to irreplaceable, at-risk historic documents by increasing the proportion that are properly repaired or reformatted by 15% per biennium
- Expand local government grants program

Strategies:

2007-2009

- Plan and obtain funding for a combined Archives/State Library Heritage Building.
- Review the initial results of the 2005-2007 archival processing decision package and develop a revised proposal for 2007-13.
- Develop core collections policies for archival records series common to state and local government agencies.
- Develop preservation plans for state government and regional archives collections.

2009-2013:

- Transfer and maintain up-to-date core collections of records series common to state and local government.
- Design and begin construction of a combined Archives/State Library Heritage Building

ONGOING

- Maintain regular, direct contact with state and local government agencies to encourage them to transfer records that are eligible for archival preservation.
- Secure staff and material resources necessary to properly store and preserve archival collections from state and local government agencies.
- Use continuing capital maintenance funding to improve the efficiency of regional archives facilities and maintain their ability to adequately house and preserve collections.
- Identify archival records at or prior to their point of creation and promote their protection while in the custody of state or local agencies

Goal#2: *Provide for the security of essential information and the preservation of irreplaceable legal and historical archival documents through the application of imaging, conservation, technology standards and services.*

Objectives:

- Safeguard essential state and local government records by preserving and maintaining long term, technology-independent security copies
- Ensure the preservation of essential and archival government records by providing a full range of cost-effective, high quality image conversion services and environmentally correct storage services
- Reimburse 100% of the Imaging Services Program's operating and staff costs with fees charged for production and duplicating services
- Apply appropriate preservation measures and conservation technologies in the restoration and/or repair of valuable, at-risk documents

Strategies:

2007-2009:

- Develop a comprehensive conservation, preservation and archival imaging function for state and local government archives.
- Develop a business plan to maintain essential imaging services.
- Integrate imaged records into Digital Archives for improved access and customer service.
- Provide web access to microfilm inventory to client agencies.

2009-2013:

- Develop a comprehensive conservation, preservation and archival imaging function for state and local government archives

ONGOING:

- Maximize the percentage of local government security microfilm that meets established quality standards.
- Maximize the percentage of individual state and local government agencies with essential records backed up on long term security copies stored by the Archives division.
- Upgrade preservation and conservation methods, including modernizing and streamlining the Imaging Services program.

Goal #3: *Coordinate the efficient management, protection, and integrity of public information assets held by state and local government agencies.*

Objectives:

- Prevent the illegal destruction of essential and archival records, as well as the costly retention of obsolete records through development of effective, complete, accurate and up-to-date records retention schedules
- Develop and promote the use of standards to ensure authenticity, preservation and accessibility of public record information

- Conserve public resources by providing low-cost, centralized storage, access, and disposition services for semi-active and inactive agency records
- Ensure the continuity of government by coordinating the identification, storage, and safeguarding of essential public records
- Provide training, leadership, timely advice and assistance to promote client agency compliance with public records management requirements

Strategies:

2007-2009:

- Establish and implement a biennial cycle for reviewing and updating state and local government general records retention schedules.
- Establish and implement a biennial cycle for reviewing and updating WACS, standards and guidelines for electronic records, imaging systems and essential records protection.
- Establish mutual support networks in state and local government for records disaster response and recovery.
- Develop a system to train and monitor elected officials to ensure that their records are properly retained and preserved.
- Work with the Archives Oversight Committee to determine the necessity and feasibility of providing records center services to local government agencies.

2009-2013

- Design, build and staff local government records centers contingent on advice and support from the Archives Oversight Committee.

ONGOING

- Review and update all state and local government general records retention schedules once each biennium.
- Review and update WACS, standards and guidelines for electronic records, imaging systems and essential records protection once each biennium.
- Develop new WACs, standards and guidelines for emerging records management issues and technologies.
- Maintain grants program to support public records management compliance the implementation of standards of best practice by local government agencies
- Update and improve records management training for state and local government.
- Actively participate in local, regional and national archives and records management associations.
- Maintain active participation and support for all state and local archival and records management organizations.

Goal #4: *Increase, improve and promote public access to the state's legal and historical archival records.*

Objectives:

- Increase awareness among key constituent groups (e.g. historians, researchers, genealogists, educators) about the information and collections held by the State Archives and how to access them
- Increase general public awareness of the Division of Archives and Records Management's mission and services
- Consolidate and expand physical and electronic access points for the state's historical records and documents

Strategies:

2007-2009:

- Increase the access to, and utilization of, collections held by the State Archives, by systematically scanning and indexing those records with the greatest importance and/or highest probability of being accessed and utilized by researchers.
- Achieve and maintain a one-business day research request response turnaround at the State Government Archives and regional archives branches.
- Develop a proposal for providing extended hours of public research access based on research demand and available resources.
- Work with partner agencies to mount collaborative curriculum/document database for Classroom Based Assessment (CBA) projects.
- Incorporate exhibits and interactive displays for public outreach into the design and construction of the Archives / State Library Heritage Building.
- Develop programming for public access television outlets to promote awareness and use of State Archives collections and services.

2009-2013:

- Develop seamless interface for ArCat, RCMS, GenaSys and Local Government General Records Retention Schedule databases to promote public access and understanding of state and local government records.

ONGOING:

- Sponsor annual Archives Week events to promote public awareness and visits to State Archives facilities and other archival repositories in Washington.
- Sponsor, provide judges and produce topic/research guides for Washington State History Day and similar programs.
- Work with national, state, regional and local heritage organizations on issues of mutual concern.
- Mount new material on OSOS website to encourage and expedite public use of archival collections.

Corporations Division

Goal #1: *Enable the public to become better informed about business entities, charitable organizations and commercial fundraisers operating in our state by improving the quality, quantity and accessibility of information on file in the division.*

Objectives:

2007-2011:

Provide complete electronic access to all disclosable information and images with the ability to download, send and print data together with evidence of authenticity.

Strategies:

- Convert paper files to electronic images and make them available to internal and external customers.
- Improve the Division's web site to provide more information about registered entities and more options for on-line searching.
- Assume a more proactive role in identifying charities not registered with the state.
- Survey the public to determine which information and services are most desired and most used.

Goal #2: *Reduce barriers to the successful establishment and operation of businesses and charitable organizations in Washington by providing easy-to-use, customer friendly, seamless services to filers and registrants.*

Objectives:

2007-2011:

Provide on-line access to all business related transactions in a real time, single session, environment with automatic confirmation and product delivery through secure and trusted interfaces to the public, professional customers, state agencies and other jurisdictions for the transmission of data in a uniform open-standards format.

Strategies:

- Develop and deploy portal pages that assist internal and external customers to minimize searching and streamline data entry.
- Make all transactions available on-line.
- Improve internal and external infrastructure to enable high speed electronic data transmissions.
- Survey customers and develop products and services that are most desired and most used.
- Provide training opportunities to staff to ensure exceptional, friendly service.

Elections Division

Goal 1: *Maintain the Statewide Voter Registration Database*

Objectives:

- Increased consistency in the application of standards for data entry statewide
- Increased public information regarding registration deadlines and requirements
- Improved usability and value of voter registration records at the state level
- Compliance with Federal standards and mandates
- Positioning Washington as a leader in the administration of voter registration

Strategies:

- Seek available funding to support maintenance and operations of the statewide voter registration database.
- Conduct list maintenance according to federal and state laws.
- Continue to coordinate public information efforts on registering to vote and maintaining a current voter registration record, including deadlines for registering.
- Continue to ensure compliance with accessibility standards, printing registration forms in multiple languages and Braille.

Goal 2: *Restore trust and confidence of Washington voters*

Objectives:

- Increase voter registration – specifically among prospective voters between the ages of 18 and 24
- Increase voter participation - generally
- Provide greater access to information and educational materials pertaining to voter registration and the electoral process

Strategies:

- Develop partnerships with community organizations for voter outreach and education

- Assist and support County Auditors and local election administrators in their advocacy role – encouraging voter registration and voter participation
- Develop marketing guidelines and tools for voter outreach and education for use at the state and local government levels

Goal 3: *Expand and enhance the Certification and Training Program*

Objectives:

- Encourage counties to certify all election workers.
- Maintain a cadre of trained, professional election administrators at the state and local level by ensuring that they receive the training and, where possible, the materials necessary to enable them to perform their duties
- Increased knowledge and professionalism at the county level resulting in well-managed elections
- A stronger relationship between election administrators and political parties through increased participation and availability of observer training
- Increased consistency in the application of election procedures from county to county
- Increased and restored public confidence in election procedures and outcomes through periodic election reviews

Strategies:

- Restore the mandatory review cycle and continue training the number of staff available to conduct election reviews
- Expand the availability and variety of media for training opportunities
- Offer tailored training programs to meet specific needs of local election administrators
- Expand the clearinghouse function through interactive web based applications designed to increase interaction between the state and County Auditors and local election administrators

Goal 4: *Administer legislative policies*

Objectives:

- Review all counties use of HAVA monies
- Produce reports of HAVA funds
- Provide more reference materials for County Auditors

- Send regular educational communications to legislators and legislative staff 2-3 times per year.

Strategies:

- Monitor payment of federal grant monies to counties
- Establish endowment fund for future county grants
- Update laws and rules to reflect division policies

Goal 5: *Develop statewide standards, policies, and procedures for voting systems and for the administration of elections*

Objectives:

- Increased consistency in the application of election procedures and accuracy of election results
- Increased and restored public confidence in election procedures and outcomes
- Ensuring that every voter's choice is accurately recorded and reported, while safeguarding the secrecy of the ballot
- Ensure that voters and candidates are treated equally through common policies and procedures executed across the state

Strategies:

- Work with county election administrators to standardize best practices in the use of new technology
- Implement new rules on the proper use of new voting technology
- Work to improve quality of systems and programming to improve accuracy and reliability of results

Goal 6: *Expand Voter Education and Outreach*

Objectives:

- Increased access to candidate and ballot measure information for voters
- Increased voter participation
- Create a voter education video for release statewide

Strategies:

- Publish and distribute a statewide Voters' Pamphlet prior to each state general election including candidate statements and information on ballot measures
- Continue to provide electronic access to candidate and ballot measure information for state primaries and general elections.
- Establish a statewide voter outreach network

State Library

Goal #1: *Restore library research and reference services to the legislature and state government agencies in support of public policy development and implementation.*

Objectives:

2007-2009: Provide higher levels of research support for state government.

2009-2013: Increase levels of research support for state government.

Strategies 2007-2009:

- Restore electronic services, document delivery, resource sharing, and collection and technical support for policy development.
- Centralize acquisition, purchasing and licensing of core collections, online resources and databases in the State Library for all state agencies.
- Clearly identify to the Legislature and state agencies the resources that come to them from the State Library.
- Offer an improved, standardized service package and contractual relationships for state agency branches.
- Re-establish training programs on researching public policy issues for state government.
- Restore staffing levels in existing institutional libraries in order to provide library services to state agency staff.

Strategies 2009-2013:

- Re-establish the position of legislative librarian during legislative session
- Provide outreach to state agencies and legislative committees
- Identify new technological resources or methods to improve information services to state government.

Goal #2: *Collect, preserve and make accessible to all citizens of Washington materials on the government, history, culture, and natural resources of the state.*

Objectives:

2007-2013: Use collaborative relationships to maximize resources.

Strategies 2007-2009:

- Plan and obtain funding for a combined Archives/State Library Heritage Building that is accessible to the capital campus, the public and a desirable destination for visitors.
- Collaborate with other libraries and consortia in digital and preservation projects.
- Work with the Executive and Archives Divisions to complete the elected officials' database.
- Evaluate and design technological options for a more robust information architecture to improve the ability to search and locate the State Library's collection.

- With the Parks Department and the Arts Commission, plan and implement cultural and historical programs that will appeal to a diverse population.

Strategies 2009-2013:

- Design and begin construction of a combined Archives/State Library Heritage Building that is accessible to the capital campus, the public and a desirable destination for visitors.
- Implement technological options for a more robust information architecture to improve the ability to search and locate the State Library's collection.
- Identify new developments or trends that provide opportunities for collaboration.

Objectives:

2007-2013: Improve citizen access to historical information about Washington.

Strategies 2007-2009:

- Continue to build the historical collections.
- Continue to build digital collections of historical and geographical material for improved access, with an additional emphasis on materials for teachers and students of all levels.
- Continue sponsoring public events that spotlight Washington topics.
- Work with local libraries to acquire key northwest history or genealogical collections.
- Evaluate and implement viable options for providing weekend hours of operation.

Strategies 2009-2013:

- Identify and evaluate new technologies for improving access to historical resources.
- Continue to build the historical collections.
- Continue to build digital collections of historical and geographical material for improved access, with an additional emphasis on materials for teachers and students of all levels.
- Continue sponsoring public events that spotlight Washington topics.

Objectives:

2007-2013: Improve citizen access to government information in Washington

Strategies 2007-2009:

- Complete the retrospective cataloging of the state government documents so that all holdings will be in the catalog and accessible.
- Continue to capture, catalog and preserve state publications that exist only in digital form.
- Work with the Digital Archives to develop methodology to provide permanent public access to state publications that exist only in digital form.

Strategies 2009-2013:

- Increase the retrospective cataloging of the federal government documents so that all holdings will be in the catalog and accessible.

Goal #3: Provide leadership and advocacy for libraries in the state of Washington

Objectives:

2007-2013: Increase onsite and remote electronic access to traditional and digital library resources and services in all areas of the state.

Strategies 2007-2009:

- Explore funding sources for collaborative purchasing of digital resources for school, public, community college and four-year academic institutions.
- Provide training and hardware to libraries through collaboration with the Gates Foundation.
- Improve quality and productivity of library workforce through a variety of training and continuing education opportunities.
- Develop efficient and economical digital access to basic information.
- Obtain funding for public libraries on the K20 network when Qwest funds are depleted.

Strategies 2009-2013:

- Support technological development of library infrastructures.
- Encourage collaboration between all types of libraries.

Objectives:

2007-2013: Washingtonians will have increased awareness of the library resources and services available to them.

Strategies 2007-2009:

- Facilitate statewide marketing efforts to increase the visibility and promote the value of libraries.
- Increase awareness of services and programs offered by the State Library.
- Develop programs to increase the ability of libraries to market and advocate for their local programs and services.

Strategies 2009-2013:

- Evaluate and build upon statewide marketing efforts to increase the visibility and promote the value of libraries.

Objectives:

2007-2013: Provide enhanced and expanded library services, resources and programs statewide.

Strategies 2007-2009:

- Develop library programs to support civics and voter education, in partnership with the Elections Division.
- Develop programs that promote reading by all Washingtonians such as *Washington Reads*.
- Improve the capacity of libraries to preserve their collections.
- Assist local libraries by providing planning and evaluation tools, resources and assistance.
- Increase the ability of librarians and the public to use information in traditional and digital formats.
- Increase partnerships between the State Library and Washington libraries and associations to enhance library services available to the people of Washington.
- Plan for enhanced and expanded statewide library services, resources and programs.

Strategies 2009-2013:

- With the library community, explore and identify opportunities to expand and improve library services through collaborative models.
- Monitor and evaluate trends and developments in library practice and information culture.

Objectives:

2007-2009: Improve student achievement in elementary, middle and high schools by increasing the effectiveness of teacher-librarians.

2009-2013: Improve student achievement in elementary, middle and high schools by increasing the effectiveness of school library media centers.

Strategies 2007-2009:

- Improve library service to K12 students through teacher-librarians and public library staff collaboration.
- Work collaboratively to support standards and guidelines for school libraries.
- Work with educational leaders to investigate ways in which libraries impact student learning.

Strategies 2009-2013:

- Work with educational leaders to improve student learning through effective school library media centers.

Goal #4: *Support the information and literacy needs of populations that are unmet by traditional library services.*

Objectives:

2007-2013: Improve library services to underserved populations.

Strategies 2007-2009:

- Restore staffing levels in existing institutional libraries in order to provide a dependable level of service with restored access and improved staff safety.
- Work with the Washington Talking Book and Braille Library to improve and expand services to people with visual or other impairments that make it difficult to use traditional print media.
- Work collaboratively with Seattle Public Library to transition the administration of the Washington Talking Book and Braille Library from Seattle Public Library to the Washington State Library.
- Work with the library community to identify ways to serve other underserved populations.
- Work with libraries and community literacy groups to implement programs that meet the literacy needs of the people of Washington.
- Establish institutional branch library/law library at Coyote Ridge Corrections Center in support of DOC mission.

Strategies 2009-2013:

- Improve and expand existing services and implement new digital programs and services for people with visual or other impairments that make it difficult to use traditional print media.
- Develop collaborative programs with education and treatment staff in state institutions.
- Work with libraries and community literacy groups to implement programs that meet the literacy needs of the people of Washington.

SPECIAL PROGRAMS

Address Confidentiality Program

Goal #1: *Attempt to maintain the same level of service for which we have established a positive reputation.*

Objectives:

- Stay aware of current service levels and changes in those service levels.
- Develop elimination strategy when current service levels can no longer be maintained.

Strategies:

- Pursue a sufficient resource base to continue services at the current volume and rate.
- Do not attempt to continue same level of service when increases in demand are not matched by increased resources.

Oral History Program

Goal#1: *Document, preserve and make accessible Washington political history by creating accurate and comprehensive records of key public policy makers and issues.*

Objective #1: Increase the number and the variety of oral histories created and made accessible.

Strategies:

- Continue to produce original and comprehensive oral histories as prioritized by the program's advisory committee.
- Continue to develop issue-oriented oral histories (e.g. the history of redistricting, women in legislature, Turning Points in Legislative History) available on the web, using excerpts from existing oral histories and supplemented by archival documents.
- Identify, collect and obtain outside sources of existing oral history information. Supplement, organize and integrate that information with agency information into a publicly accessible, centrally located history.

Objective #2: Increase the number of web search options and access points for the Oral History Program.

Strategies:

- Establish additional links to and from the Oral History Program's web site (e.g. links to/from the Legislature, state agencies, State Library, Historylink.org, TVW, and the Washington State Historical Society).

Objective #3: Increase the use of program products by legislative staff, members and others.

Strategies:

- Create, collect and preserve materials to be used for freshman/staff orientations and other training needs.
- Make accessible and increase awareness of products helpful for legislative research functions and agency historical information needs.

Goal #2: *Assist state agencies, museums, schools, historical societies and others to create oral history materials for exhibits and educational programs.*

Objective #1: Increase the use of oral history methodology and practices among state agencies, other organizations and societies.

Strategies:

- Provide training and consultation to organizations, agencies and societies in oral history methodology and project planning.

Productivity Board

Goal #1: *Be more visible and responsive to the legislature.*

Objective #1: Track suggestions that require legislative change.

Strategies:

- Create a “requires legislative change” check box in the suggestion database
- Watch bills during session
- Attend hearings
- Invite key legislators to board meetings where suggestions/teams with high dollar savings are approved
- Research prior suggestions that required legislative change and track their status

Goal #2: *Calculate total dollars saved beyond first year savings.*

Objective #1: Track suggestions and teams with savings.

Strategies:

- Update BSmart database to add an additional box for a 10 year total savings projection in order to calculate upon request.
- Track savings in staff time.
- Create Teamwork Incentive Program database for tracking on-going savings/revenue.

Goal #3: *Increase participation.*

Objective #1: Raise awareness and eliminate negative stereotype from past program problems.

Strategies:

- Build relationships with agency coordinators and management.
- Work with agency coordinators on personalized marketing plans/strategies.
- Hold evaluator and coordinator training regularly.
- Press releases for good suggestions / TIP teams.
- Combine program objectives with those of the Government Management Accountability and Performance program (GMAP)
- General on-going outreach

Objective #2: Obtain agency support.

Strategies:

- Meet with new agency heads/management.
- Interview a different agency head every quarter.
- Tailor the Smart Government newsletter towards the interviewee's agency and have interviewee send out to all staff within the targeted agency.
- While marketing, uncover and conquer roadblocks and skepticism from management.

Objective #3: Obtain Governor Support

Strategies:

- Invite the Governor to board meetings where suggestions/teams with high dollar savings or innovative ideas are approved.
- Encourage participation in recognition ceremonies (Innovations Award Ceremony and Public Service Recognition Week).
- Inform Governor about honorary co-chair status.
- Share updates and board reports.

Goal #4: *Consider partnering with the federal, city, county and port suggestion program.*

Objective #1: Increase participation for all public employees.

Strategies:

- Explore feasibility.

Goal #5: *Increase statewide participation in Public Service Recognition Week.*

Objective #1: Continue expanding PSRW to include the “PSRW Campaign”.

Strategies:

- Facilitate events throughout the year instead of just the first week in May.
- Expand to include federal, local and county
- Outreach
- Create a “how to” handbook
- Possible become a national contact.

Goal #6: *Obtain more Teamwork Incentive Program (TIP) team approvals.*

Objective #1: Improve agencies internal approval processes.

Strategies:

- Work with agencies to develop processes for receiving, reviewing, and processing TIP applications.
- Tailor TIP application forms to reflect the internal approval process for each agency.