

**STRATEGIC PLAN  
2009-2011 BIENNIUM**

**STATUTE LAW COMMITTEE  
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## **Introduction**

This document details the Code Reviser's Office 2009-2015 Strategic Plan. The strategic plan intends to summarize this agency's history, discuss future challenges, and specify objectives and strategies to meet the agency's goals.

The Code Reviser's Office (CRO) is committed to maintaining an organization that continually evaluates and improves business practices to ensure the best use of state resources. Employees from all levels within our agency participated to develop this plan.

## **Strategic Plan**

### **Maintaining the Integrity of the Codes**

#### **A. Mission Statement**

(1) The primary responsibilities of the Statute Law Committee, through the Code Reviser's Office, are to periodically codify, index, and publish the Revised Code of Washington and to review, correct, and harmonize the statutes by means of administrative or suggested legislative action as may be appropriate.

(2) The Code Reviser's Office is also the official bill drafting arm of the legislature and provides a central bill drafting service for legislators, legislators-elect, legislative committees, joint committees, the governor, state elected officials, and agencies. Others, including lobbyists and private citizens must first obtain authorization from a legislator to use the bill drafting service.

(3) Immediately following each session of the Legislature, the CRO indexes and publishes perfect bound session laws. The CRO also responds to citizens' requests for copies of recently enacted laws, and reviews all initiative proposals after initially being filed with the Secretary of State.

(4) The CRO administers the Administrative Procedure Act with respect to notice of hearings and the proposal and final adoption of rules. The CRO acts as the official repository for the rules of the various state agencies and the institutions of higher learning, and publishes the Washington Administrative Code. The CRO publishes on a twice-monthly basis the Washington State Register, which contains proposed agency rules, adopted rules, executive orders, agency public meeting notices, and Supreme Court rules. The CRO also publishes the Legislative Digest and History of Bills.

(5) The CRO provides various data bases for access by the Legislature, state agencies, private vendors, and the public. CRO publications and other sources of legislative information are available on web pages maintained by the Legislative Service Center. CRO publications are also made available in CD-ROM format.

## **B. Statutory Authority References**

- (1) Chapter 1.08 RCW – RCW codification, publication, and distribution; bill drafting; code correction legislation;
- (2) Chapter 29A.72 RCW – Review of initiatives;
- (3) Chapter 34.05 RCW – Agency regulation adoption; WAC publication and distribution;
- (4) Chapter 34.08 RCW – Washington State Register publication and distribution; agency order typing service; and
- (5) Chapter 44.20 RCW – Session law publication; authentication, and distribution.

## **C. Goals**

(1) The Statute Law Committee, through the Code Reviser's Office, has developed and seeks to maintain a corps of able and dedicated professionals, editors, proof readers, computer operators, and support personnel possessing great versatility and interdisciplinary skills. The CRO strives to provide the highest level of customer service and satisfaction. The CRO seeks to provide our clients with the commitment and flexibility required of the legislative process – to work weekends and evenings, and on occasions through the night, if necessary, to have a crisis bill ready for an 8:00 a.m. committee meeting.

(2) The CRO seeks to maintain an extremely high level of accuracy in our official legal publications and in the bill drafts by a process of attorney specialization, editorial review, systematic computer input, team proofing, and careful correction.

(3) It is our goal to provide the official state legal materials to all citizens at a low cost. Access to state codes, bills, session laws, and other legislative information is provided on the internet at no cost to the user.

(4) The drafting attorneys proceed on a strictly nonpartisan basis and serve all regardless of party affiliation, seniority, or any other factor. Requests are processed in the order received and as rapidly as careful drafting will permit.

(5) The attorneys and our support staff strive to keep all bill drafting work strictly confidential. Requests will not be disclosed or drafts given to any person except as authorized. Requests for any information about a specific bill that has been introduced are referred to the requestor.

(6) We seek to provide professional drafting and publication services on a very time sensitive basis.

## **D. Objectives**

The objectives of the CRO are to provide high quality services in a professional, strictly nonpartisan, and cost effective manner. The CRO seeks to foster professionalism and

expertise that will result in highly accurate publication of laws and agency rules.

**E. Performance measures**

Statistics for the past six biennia showing (1) legislative measures drafted, (2) session laws passed and signed into law, and (3) WAC sections permanently affected by agency action.

(1) MEASURES DRAFTED BY CODE REVISER’S OFFICE

(Includes bills, substitutes, amendments, resolutions and memorials)

<u>Biennium</u>	<u>Measures Drafted</u>	<u>Session Years</u>	<u>Increase/ Decrease</u>	<u>%Change</u>
55th	12,656	97-98	-327	-2%
56th	11,836	99-00	-820	-6%
57th	11,335	01-02	-501	-4%
58th	11,860	03-04	+525	+4.5%
59th	12,728	05-06	+868	+7.5%
60 <sup>th</sup>	12,654	07-08	-74	-.006%

(2) Bills Passed into Law

	<u>Year</u>	<u>Length of Sessions</u>	<u>Laws Enacted</u>
55th Legislature	1997	106 days	459
	1998	60 days	348
56th Legislature	1999	105 days	416
	2000	93 days	263
57th Legislature	2001	152 days	364
	2002	60 days	371
58th Legislature	2003	137 days	447
	2004	60 days	278
59th Legislature	2005	105 days	519
	2006	59 days	372
60 <sup>th</sup> Legislature	2007	106 days	526
	2008	60 days	329

(3) Number of WAC Sections Permanently Affected by Agency Action

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Amend existing	3081	2747	2990	1973	2109	2005	2792	2305	2262	2585
Adopt new	1870	2097	2601	3010	1859	1925	2664	2430	2780	2464
Repeal existing	2688	2206	2621	1914	1222	1176	1368	2239	2038	1705

**F. Performance Analysis**

Bill Drafting/Session Laws/RCW:

During the 2007-2009 biennium, the Code Reviser’s bill drafting team continued to produce accurate bill drafts for the legislature. The office produced 12,654 bill drafting files during the 60<sup>th</sup> Legislature and backed a total of 2,860 house and senate bills for the workrooms. In 2007, three volumes of perfect bound session laws were published and in 2008 the Code Reviser’s Office produced a two-volume perfect bound set of the session laws. Hard bound session laws were discontinued and replaced by the perfect bound session laws, at a savings of approximately \$62,000 per year. The 2007 RCW supplement was published on the Legislature’s Internet website on September 15. The perfect bound RCW supplement was available September 27. The merge of the RCW supplement and base was completed by October 11 and both the supplement and merged base was featured on the Internet due to popular demand.

Index/Digest

During the 2007-2009 biennium, the Index/Digest department met daily deadlines associated with the publication of the daily status sheet and digest supplement which contains a synopsis of a legislative bill. During December of 2007, our Indexer trained one of the Code Revisers how to index bills. Also, during this time, a new computer application was put in place for bill status titles and digest information. The Index/Digest department met publication dates for the session laws, Legislative Digest and History of Bills, RCW, and for the WAC. At the beginning of each calendar year, the Index/Digest department is responsible for creating from scratch the Washington State Register index, which is then updated with each subsequent bimonthly issue.

Order Typing Service

OTS met its goal to increase the percentage of agencies which use their services for filing with the WSR to 60%. Their strategy was to “get the word out”. Two years ago, there were still small agencies who had never heard of the services that OTS provides. The OTS supervisor reports that this is no longer the case and that their advertising campaign has been most successful. They increased their clientele from 564 to 690. The Order Typing Service increased the number of their typed rules which are filed with the WSR from 54% to 58%. The turn around time in and out of OTS has been cut in half in most cases.

## Washington State Register (WSR)

The WSR has met its goal of implementing a formal filing process for accepting electronic filings for publication of state agencies rules changes, public meeting notices, rules coordinator and public records officer designations, and other miscellaneous documents. The WSR gets approximately fifty percent of the documents submitted for publication electronically. The WSR department has held and continues to provide demonstrations and classes in the electronic filing process; the basic filings procedures; and web site demonstrations. Publishing the WSR on a bimonthly basis has been an expensive endeavor. Subscriptions to the WSR have steadily declined due to its availability on the internet. After a survey of WSR subscribers was completed and assessed, the Statute Law Committee declared the publication of the WSR on the office of the code reviser's web site was to be considered the official publication beginning January 1, 2008. A free compact disk of each WSR would be available to those entities who usually received a free paper copy. Lastly, archival libraries would receive an unbound paper copy of each WSR. The savings per year for the office of the code reviser would be \$120,000.00.

## Washington Administrative Code

Every two weeks, the WAC data base is updated on the Internet to reflect adopted permanent rule changes published in the Washington State Register. This involves engrossing the WAC changes and transferring the data on a two-week schedule. These deadlines have been met every two weeks. On April 15, 2007 the 2007 twelve-volume set was available for sale and distribution. On March 21, the two-volume WAC supplement became available. All internal and external publishing deadlines were met.

## Data Processing Coordination

The Code Reviser's data processing coordination team upgraded the Code Reviser's website to include minutes to the Statute Law Committee meetings, meeting announcements, and job opportunities. Also, they made available the RCW codification tables on the website. With the programming support by the Legislative Service Center, the data processing coordinators were able to streamline and produced in-house the CD-ROMs which feature the RCW, WAC, Court Decisions and Washington First. Enhancements to the Bill Request Tracking System (BRTS) and Sections Affected database (i.e., SAF, Double Amdmt, Uncodified, and Codification tables) have minimized duplication of efforts, improved efficiency, and offer future opportunity for additional reports to be generated.

## **G. Assessment of External Challenges and Opportunities**

### 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, but at the same time, the demand for service has increased. The Code Reviser's Office has noticed a steady if not increasing demand for copies of laws and assistance in researching the history of a statute or rule. Our office fills requests for copies of law within five working days.

Loss of revenue from sales of publications has been a factor for the past six to eight years. The public and state agencies have been using the Internet to access up-to-date laws and rules. Our publication account has become a victim to our own success at getting the statutes and rules out to the public at no cost on the Internet. The Code Reviser's Office believes that the publication account is close to leveling out over the next two biennia while still being able to sustain the cost of providing paper publications.

The state general fund appropriation for the 2007-2009 appears to be adequate to meet the demand for services from the legislature, state agencies and the public. It is the hope of the office to secure more "rainy day" funding in case there is a need during a special session of the legislature.

### World Events and Disasters

The Code Reviser's Office has participated in becoming a more secure office through participation in tenant meetings and through using the resources provided by General Administration and the Legislature's security officers with emphasis on education and training regarding the safekeeping of personnel and records.

### Legislative Trends

Section 2(7)(a), chapter 198, Laws of 2007 directs the Code Reviser's Office to provide the Sunshine Committee, by August 1<sup>st</sup> of each year, a list of all public disclosure exemptions in the Revised Code of Washington. In August of 2007, the Code Reviser's office did meet the deadline to provide the Committee with a binder containing those RCWs which contains exemptions.

As directed by chapter 218, Laws of 2007, the Code Reviser's Office is developing and implementing a plan to correct gender-specific references throughout the RCW. Over the next eight legislative sessions, the office is to submit recommendations to the legislature concerning legislation to correct these references. The deadline for completion of this project is June 30, 2015. The office has been working with House and Senate staff to correct gender-specific terms. However, the bill that was introduced this year did not pass. The Code Reviser's Office is hopeful that future bills which correct reference to gender could be passed so that session law publications could begin to absorb the page count generated by their passage.

Effective June 1, 2008, chapter 231, Laws of 2008 authorizes the Code Reviser's Office to improve the organization of chapter 9.94A RCW by renumbering existing sections and adding subchapter headings. The Code Reviser's Office hopes to propose a bill that would update the authority of the office. An example would be the office's authority to suppress certain notes such as severability notes which are of a certain age. The office believes this would save on publication costs by using less paper.

### Statutes and Rules As A Commodity That Can Be Sold

The office sells the RCW and WAC data bases to other commercial entities. It has been the goal of the office to provide a uniform contract and price to other commercial

publishing companies for their republishing of the RCW and WAC. The office has updated its prices and has decided on a uniform billing for these companies beginning in September of 2008.

## **H. Assessment of Internal Capacity Analysis**

The agency's capacity to carry out its strategic plan is affected by several factors. These factors and key issues include:

### Physical facilities

The Code Reviser's Office has moved its office space eight times since the February 2001 earthquake. In 2007, the office received a capital budget allotment of 1.1 million dollars to remodel the first floor of the Pritchard building into an efficient office space. On December 15, 2007, the bill drafting department and the order typing service department moved into the remodeled space. Beginning in June of 2008, the office is beginning the second phase of its remodeling plan which includes updating the office space on the second floor of the Pritchard building which houses the Washington Administrative Code department, the Washington State Register department, the data processing coordinators, the indexer and the personnel supervisor.

The Code Reviser's Office also leases a warehouse located six miles away in Tumwater. This facility is the shipping center for publications which include the newer perfect bound sessions laws, the 1889-2006 hard bound session laws, selected titles, the nine volume sets of the Revised Code of Washington and its Supplement, the twelve volume sets of the Washington Administrative Code and its two-volume supplements, and CD-ROMs. This building has the necessary docking stations for delivery of pallets of publications. The warehouse also stores files which are still semi-active. The lease on this warehouse expires in March of 2011.

### Staffing

Staffing capacity includes both the number of employees needed to successfully carry out the Code Reviser's strategic plan and the skills needed from those employees. As our workforce ages, there has been retirements and there continues to be a number of employees who have announced their plan to retire soon or at least are eligible for retirement. We estimate that it takes approximately two years to train an employee on the skills needed to do bill drafts, create session laws, codify the laws that have passed into the full set of the RCW and to create a supplement. This two-year learning process is also a good rule of measure for the WAC cycle also. Currently, the office employs 41 full-time employees. The average length of service among the 41 employees is 14 years, with four employees being newly hired in 2007, eleven who have over 20 years invested in this office, and three who have over 30 years of experience here.

### **Bill Drafting/Session Law/RCW Publication**

Perhaps more important and revealing than specific production statistics are the service ethic and tradition of helpfulness that the CRO seeks to achieve in all of our mandated activities. Although less quantifiable and more subjective, these characteristics are vital indicators of our level of success.

Goal: To continue to produce accurate bill drafting assistance to the Legislature.

Objective: Reduce the error rate in bill drafts by 5 percent from the 2009 biennium to the 2011 biennium.

Strategy: Monitor those drafts that return for re-drafting due to Code Reviser error, determine a corrective process, and implement the corrective action.

Workload History:

Request folders opened prior to the end of the 2004, 2005, 2006, 2007, and 2008 Legislative sessions:

(Includes bills, substitutes, amendments, resolutions, and memorials)

	Measures Drafted				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
S - Senate Requests	1,953	3,493	2,453	3638	2544
H - House Requests	2,136	3,207	2,374	3674	2403
Z - Agencies, Governor Elected Officials, Courts, et al	505	672	528	617	395
Total Requests	4,594	7,372	5,355	7312	5342

The CRO has nine attorneys whose primary job is to draft legislation and codify statutes into the RCW. The CRO has three legal editors (checkers) who work very closely with the attorneys in the drafting and codification process.

Approximately 70 percent of the attorneys' and legal editors' time is spent on bill drafting. The remaining time is used to codify statutes.

The attorneys and legal editors do not foresee major changes in the process of bill drafting or codification over the next six years. Ongoing changes in hardware and software technology continue to impact how the office produces documents. Attorneys and legal editors plan to continue to incorporate technology in order to make the bill drafting and codification process as fast and efficient as possible without sacrificing quality and accuracy for quantity or efficiency.

As employees of a legislative agency, it is difficult for attorneys and legal editors to measure or quantify the services they provide to their clients and the public. A simple comparison of the number of documents drafted in one biennium compared to the previous biennium will generally not help to "compare" the productivity of the office from one biennium to the next. Each bill is unique, and must be produced to meet the standards of the CRO as well as meet the requirements of the client requesting the document.

As a service-oriented office, the CRO may need to establish a more formal process for determining the needs of our clients. This could include "customer service comment cards" distributed with each bill draft, RCW set, or CD delivered to a client in order to find out if our services need to be modified to meet changing customer expectations. This process would also include follow-up with the client to let them know if their suggestion can be accommodated, and if not, why it cannot be accommodated.

The attorneys and legal editors in the CRO appreciate the permanent location of the office on the main floor and upper and lower mezzanines of the Pritchard building, which facilitates our work with the House of Representatives and the Senate, their respective work rooms, Office of Program Research and Senate Committee Services staff, and Caucus staff.

### **Index/Digest**

Staff: 1 full time - Indexer  
4 temporary session positions - 1 Typist  
2 Proof readers  
1 Attorney

Goal: To ensure that users of our publication's indexes or digests are able to find their topic of interest.

Objective: Create indexes and digests that provide readers with convenient access to bills, the RCW, the WAC, and other publications.

#### Responsibilities for Index/Digest:

The Index/Digest session staff creates the Digest Supplement and Topical Index with reference to each bill introduced during session. The supplement is published as a pamphlet and is available online. The Topical Index is available online. Index/Digest is responsible for entering all status titles, fiscal notes, and companion bill information for publication in the daily status sheet. At the completion of session all digest and index information is compiled and published in the Legislative Digest and History of Bills.

In addition to writing the Topical Index, the Indexer writes the index for the session laws and amends the RCW index to include all laws passed during session. The Indexer also writes and amends the register and WAC indexes and compiles indexes for a variety of publications including the Common Schools Manual, Title 48 for the Insurance Commissioner, and the Selected Titles Manual for the Criminal Justice Training Commission.

## **Order Typing Service**

Goal: Continue to encourage state agencies to utilize the services of OTS and stress the ease of electronic filing.

Objective: To increase the percentage of agencies who use OTS and file with the WSR to 70%

Strategy: Advertise

Order Typing Service (OTS) provides typing and editing services to all state agencies and institutions of higher education. We, unlike any other agency, have access to the WAC data base. We are always assured to be amending the most current base. When agencies use our service we have the opportunity to attempt to make the WAC consistent. We have a set of guidelines we follow to achieve consistency. We ask agencies to allow for a two-week turn around time for rules. OTS doesn't always need the full two weeks, it is just a time frame given to agencies so they have an idea as to how long something might take in OTS.

To date we have 690 clients. On average we receive 2,000 orders per year. An order consists of at least one WAC rule. We have several orders containing well over 200 rules. On average we manage 10,000 rules in the OTS data base.

OTS provides this service to state agencies and institutions at no charge to them. Using OTS is to the advantage of the Code Reviser's Office because the rules filed with the Register do not have to be fully typed, they are pulled from the shared data base. We type 58% of rules filed with the Register.

Individuals from state agencies and institutions rely on our service to make their rules correct using the bill drafting style. The filing process is long and complicated and our clients are very relieved to find the only requirement for using OTS is to request an electronic copy of the WAC rule(s) they will be amending from us via e-mail. We will send the electronic copy to the agency in Word. They make the changes using the "track change" tool to show strike and underline. Any new rules they want to add, they just incorporate them or send them as a separate attachment. Any old rules they want to repeal they simply send us a list of those sections. Once we receive the electronic copy from the agency we edit, type, and proof the rules and then put together either a buff copy or a PDF (for those filing electronically) to file with the Register. We always send an electronic copy of their draft back to them to make further revisions before filing with the Register. This saves them from having to enter the changes into their own systems. On average, we send out twenty requests per day.

The CRO would like to see all state agencies and institutions using OTS. It is rare to receive a call from an agency who has never heard about OTS. The larger agencies (ecology, health, labor and industries, agriculture, financial institutions, fish and wildlife, superintendent of public instruction, and licensing) have policies in place mandating technical writers to go through OTS.

## Washington State Register

The Washington State Register (WSR) is a biweekly publication distributed on the first and third Wednesday of each month. It includes state agencies preproposals, notices of proposed and expedited rules, withdrawal of rules, emergency and permanently adopted rules, public meetings, requests for public input, notices of rules review, executive orders of the governor, court rules, notices of request for attorney general opinions, juvenile disposition standards, state maximum interest rate, and a list of designated rules coordinators and public records officers.

The WSR has a strict, statutorily-mandated publication deadline that has to be met. The WSR staff consists of a four-person team which includes the editor, the assistant editor, and a two-person proofing team. During heavy workloads we also use the WAC and OTS staff as a backup for typing and proofing.

Some of the WSR team's duties are:

- (1) Accepting agency filings, which includes checking for compliance with the Administrative Procedure Act;
- (2) Data capture and publication of the filed documents;
- (3) Answering phone inquiries concerning WAC/WSR information and procedures;
- (4) Withdrawing proposed or expedited rules that are not adopted and filed with the Office of the Code Reviser within one hundred eighty days after publication of the text as last proposed.
- (5) Compile and publish on a quarterly basis a report on state agency rule-making activity to comply with RCW 1.08.112.
- (6) Logging and filing of original documents for historical purposes; and
- (7) Maintaining of the rules coordinator and public records officer lists.
- (8) Maintaining the WACWSR Table which is a cumulative table of the WAC sections that are affected in the current year.
- (9) Maintaining the index which is a cumulative index of Register Issues 01 through 24 for the current year.
- (10) Maintaining and distributing the Rule-filing Notebook. This includes keeping a current list of e-mail addresses for rules coordinators and electronically sending updates as needed.
- (11) Continuing giving classes and demonstrations on the office of the code reviser's web site, the electronic filing process, and the basic filing procedures.

During the publication process of the WAC, the WSR staff is included in the production staff which consists of: Publishing of the WAC in a two-column format; auditing the two-column pages for accuracy; scanning each page for correct header and footer information, table formatting, typeface and point size, etc.

### Future Goals:

- Another project is to draft rules that would explicitly outline the e-filing process and amending our office hours for the acceptance of filings. At this time it would be helpful to include on formatting: Fonts, point sizes, tables, indents, etc. This would have to be expanded to include the front form, small business economic impact statement and the text of the rules.

- It would also be convenient for the agencies to have not only the CR form templates on the office's web site, but also templates created for notices of public meetings; designations for rules coordinators and public records officers; withdrawals for proposed, expedited, or preproposed rules; and other miscellaneous types of documents.
- In the future, the office hopes to have the CR forms available to state agencies via the web. The agency could fill-in the CR forms; attach documents; and send via e-mail. Doing a web based form would eliminate the agencies from accidentally changing the forms and/or using the wrong version.
- In conjunction with our computer facilitator, streamlining the publication process for the WAC and Register index that would be less cumbersome for publication of the indexes in all arenas.

### **Washington Administrative Code**

The WAC department (which consists of two proofers, one editor, and one assistant editor) updates the WAC base every two weeks and keeps all the state agency rules and regulations up to date. This involves a process of precodifying, editing and engrossing the rules as permanently filed by the state agency or institution. Then the rules or regulations are codified into the permanent WAC base. At this time the rules or regulations go through a proofing process to check for accuracies and inconsistency in the base. Once every permanent filing from that particular register has gone through the process and is okay, we then start a process to eliminate the later effective date sections in the WAC base that are outdated. Our goal is to always have a current WAC base. We then release the WAC base to the Legislative Service Center to put on the internet.

In addition to keeping the WAC base current, the WAC team also audits the illustrations in the WAC base once a year to make sure they represent the correct and current illustrations as filed by the agency or institution.

The publication of the WAC base that takes place during legislative session and involves several people, the WAC editor and assistant, Register editor and assistant, WAC proofers and one person from order typing service. Once all information has been verified as true and correct, we at that time start running pages for publication, with two teams of auditors to check the titles for accuracy, while the process of updating the base every two weeks continues.

The WAC department frequently gets calls to see WAC sections as they were originally filed, or when someone is looking to see when a particular paragraph was added to the section. We explain the filing process to the public so they may have a better understanding and have usable knowledge of the WAC base and the process the agency or institution goes through to make a permanent rule.

Occasionally, a person will think there is a WAC rule or regulation, only to find out it is not and then they are in a quandary as to where to try next. Generally, we will take a name and number and make a few phone calls to see what we can find out. For instance the office was getting several calls on the OPD (overfilling prevention device) valve for propane tanks, thinking this had to be a rule or regulation for the state of Washington. After verifying that is

was not, we made some phone calls to a propane company which led me to call the propane gas association, which then was able to send me copies of the National Fire Protection Association standards for liquefied petroleum gas. It lessens the frustrations of the public dealing with government and gets them the information they seek in a timely fashion. The best part is being able to be a conduit to help people.

A future goal of the WAC team is to continue to provide the high standard of customer service to the public and always make available the implements to understanding the WAC base. The WAC team would like for more people to understand and effectively use the WAC by getting them familiar with the tools provided by our site on the internet.

### **Data Processing Coordination**

Computer Resource Support

*Where do we want to be?*

Bill to RCW cycle/WAC cycle reengineered. RCW and WAC using the same authoring, editing, and publishing tools. Initiatives included.

Add RCWs and WACs to Publisher/Renderer routines.

CD-ROM production streamlined and produced in-house with programming support by LSC.

Ability for an agency to access our web site, pick RCW or WAC titles, chapters, or sections, choose the format of the single-column document (Word, WordPerfect, PDF, etc.), click Process and, have the system electronically deliver the document to the requester.

Historic RCW/WAC lookup feature online.

Eliminate many "workarounds" now necessary; have tools that do the job in an efficient, direct way.

Budget Bill System Planning – Address how OFM and SLC exchange drafts, extracting or reading data into LEAP databases, getting data from LEAP databases into legislative versions of the Operating, Capital, and Transportation budgets.

Develop a CRO intranet.

RCW Codification tables available

Annual cross-references tables available electronically

Develop a web-based order entry system for publications.

*How do we intend to close the gap between where we are and where we want to be?*

The main way we'll accomplish these goals is to coordinate and plan with LSC.

Measurement is by setting short-term goals within the long-term goals and meeting the deadlines.

### **Printing Services**

Print shop's current status:

The print shop employs one full time employee and one session employee. During session, the work schedule is permanently set at two shifts seven days a week. The print shop is staffed approximately ninety hours per week during session.

1.7 million page impressions are produced annually on the production copier of which thirty-three percent of page impressions are produced during session. A total of 621,000 page impressions were recorded from combined total page counts from 5 laser printers and other office copiers.

Other print shop equipment includes a power paper cutter and drill and two electric staplers which average 36 total hours of use per year (in which 20 hours are used for stapling).

Paper use has stabilized for the past ten years. Paper waste is at an average of two percent annually.

Future plans/goals

Order all printing supplies - OR - leave "as is" with LSC as the supply ordering agency for appropriate printer supplies.

Maintain current or decrease paper use by 2 percent by 2013

Process for meeting future goals

Design an employee's work performance evaluation form and use it/reviewed annually by department supervisor/head or agency's human resource officer.

Inventory and recordkeeping of supplies and equipment use.

Scrutinize abuse of equipment maintenance service contracts by a designated qualified "Quality Controller".