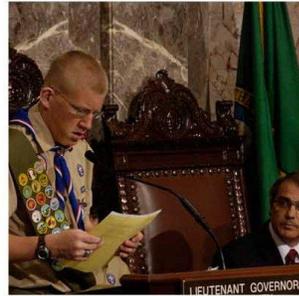




# Office of Lieutenant Governor

## Five Year Strategic Plan

### 2009 – 2014



Prepared June 2008

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## Introduction

The Office of Lieutenant Governor is a unique agency in state government. Activities mandated by the Constitution and state law are both executive and legislative in nature. While the lieutenant governor serves as president of the Senate he too serves in the executive capacity as the second-highest elected official in the state. So within the confines of state government in Washington there is no valid comparison; lieutenant governors in other states also have unique mandates.

“Helping kids grow up healthy in safe communities with opportunity” is the longtime motto of the Office of Lieutenant Governor and consistent with the incumbent’s campaign platform in seeking the office for each of his three terms. The motto was developed to take into account the many areas of concentration by the lieutenant governor and his staff.

“With opportunity” is created by the focus on international trade and the development of goodwill with foreign countries, as well as economic development for local communities. As chair of the Legislative Committee on Economic Development and International Relations (LCEDIR), the Lt. governor selects topics for committee meetings that are related to these areas. Recent topics have included manufacturing, tourism, alternative energy, global enterprise, fishing and hunting and developing niche markets for small business. The lieutenant governor and his staff have also developed strong, working relationships with consular and foreign representative offices in Washington state and other Western states and British Columbia. He is frequently invited to speak at functions sponsored by trade organizations and at community events involving diverse nationalities.

Promoting healthy and safe communities includes educating and inspiring youth to reach their full potential by resisting influences leading to negative behavior. Activities in this area include being co-chair of Washington State Mentors, an umbrella organization for mentoring organizations, active participation and leadership in groups such as the Coalition to Reduce Underage Drinking and the Governor’s Council on Substance Abuse, and frequent speeches to community and law enforcement groups. The office also has a partnership relationship with a non-profit organization called Strategies for Youth (SFY). With SFY, the Lt. Governor and his crew makes presentations at elementary schools across the state that cover acceptance of people even though “different,” and help prevent bullying, teasing and substance abuse.

## **Mission Statement**

The Office of Lieutenant Governor improves the lives of the citizens of Washington through exceptional customer service and commitment to several key statewide issues. The office motto “helping kids grow up healthy in safe communities with opportunity” summarizes the lieutenant governor’s leadership role in economic development, international relations and trade development, and inspiring youth to reach their full potential.

## **Statutory Authority**

### ***Section 1 – Office of Lieutenant Governor***

The Washington State Constitution, Article III, Sections 1 and 3 provides that the Lieutenant Governor is “severally chosen by the qualified electors of the state, and shall hold office for four years and until a successor is elected and qualified.”

### ***Section 2 – Principal Responsibilities***

The powers and authority of the Office of Lieutenant Governor is granted by:

#### **Washington State Constitution, Article III, Section 10**

In case of the removal, resignation, death or disability of the governor, the duties of the office shall devolve upon the lieutenant governor.

#### **Revised Code of Washington Title 43 Chapter 06 Subchapter 040**

If the governor absents himself from the state, he shall, prior to his departure, notify the lieutenant governor of his proposed absence, and during such absence the lieutenant governor shall perform all the duties of the governor.

#### **Revised Code of Washington Title 43 Chapter 15 Subchapter 060**

There is created a legislative committee on economic development and international relations, which shall consist of six senators and six representatives from the legislature and the lieutenant governor who shall serve as chairperson.

#### **Washington State Constitution, Article III, Section 16**

The lieutenant governor shall be the presiding officer of the state senate.

To discharge such other duties as may be prescribed by law.

#### **Permanent Rules of the Senate, Section V, Rule 50**

The lieutenant governor shall be a voting member and the chair of the Committee on Rules.

## **Committee Assignments**

### ***Statutory Committees***

#### **Revised Code of Washington Title 43 Chapter 33 Subchapter 010**

- State Finance Committee

#### **Revised Code of Washington Title 43 Chapter 34 Subchapter 010**

- State Capitol Committee

#### **Revised Code of Washington Title 70 Chapter 37 Subchapter 030**

- Health Care Facilities Authority

#### **Revised Code of Washington Title 28B Chapter 7 Subchapter 030**

- Higher Education Facilities Authority

#### **Revised Code of Washington Title 1 Chapter 40 Subchapter 020**

- State Medal of Merit Committee

#### **Executive Order 95-01**

- Governor's Council on Substance Abuse

### ***Non-statutory Committee Memberships***

- Co-chair of Washington State Mentors
- Executive Committee and Finance Committee of National Lieutenant Governor Association
- Ex-officio member of the Washington Generals executive board
- Advisory board of the Drug Free America Foundation
- Chair of Aerospace States Association workforce education subcommittee
- President, Strategies for Youth (non-profit organization)
- Washington State Coalition to Reduce Underage Drinking
- Consular Association of Washington

## 2009-2011 Strategic Plan Goals

Goal (POG = Priority of Government)	Objectives	Strategies
<b>Advance statewide economic development</b> <i>(POG: economic development)</i>	<ul style="list-style-type: none"> <li>▪ Maintain number of economic development committee meetings and tours throughout the state</li> <li>▪ Assist the legislature in developing a comprehensive and consistent economic development policy</li> <li>▪ Assist businesses and individuals that encounter government impediments to success</li> <li>▪ Assist businesses with overseas connections</li> <li>▪ Promote Washington state artists</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative committee educates legislators and interested publics</li> <li>• Committee identification of issues that may require legislation (may include business incentive recommendations, examination of whether state laws support a positive business environment, review of regulatory structures, suggested partnerships, etc.)</li> <li>• Meet with constituents to assist with economic issues and impediments</li> <li>• Promote Washington artists through the Lt Governor's Art Council</li> </ul>
<b>International relations and trade development</b> <i>(POG: economic development)</i>	<ul style="list-style-type: none"> <li>▪ Educate the public at large about our international ties and the importance of international relations</li> <li>▪ Build strong relationships with representatives of foreign countries</li> <li>▪ Help open the door for Washington businesses engaging in international trade</li> <li>▪ Promote cultural and artistic understanding and appreciation between Washington and foreign countries</li> <li>▪ Support educational exchanges between Washington and foreign countries</li> </ul>	<ul style="list-style-type: none"> <li>• Give frequent presentations on international topics</li> <li>• As a de facto ambassador for the state, meet with dignitaries and representatives from all over the world</li> <li>• Assist and meet with business, community and civic leaders to help strengthen international ties</li> <li>• Lead overseas missions, typically 1-2 per year, to build relationships with foreign governments and businesses, promote arts, education and culture</li> <li>• Assist with the promotion of foreign art and cultural events</li> </ul>
<b>Inspire youth to reach their full potential</b> <i>(POG: Health Care and</i>	<ul style="list-style-type: none"> <li>• Help more youth find mentors, particularly at-risk youth</li> <li>• Raise public knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Educate through presentations to various groups</li> <li>• Participation in prevention</li> </ul>

<b>Public Safety)</b>	<p>and awareness about the long-term personal, familial, and societal implications of substance abuse.</p> <ul style="list-style-type: none"> <li>• Maintain number of visits to <i>mfiles.org</i> education web site</li> <li>• Help youth feel comfortable with diversity and reduce bullying</li> <li>• Promote safe communities</li> </ul>	<p>and treatment conferences</p> <ul style="list-style-type: none"> <li>• Support mentoring by co-chairing Washington State Mentors</li> <li>• Member of Governors Council on Substance Abuse and other related committees</li> <li>• Contractual relationship with Strategies for Youth</li> <li>• Support community prevention activities</li> <li>• Raise substance abuse awareness</li> <li>• Continue to develop and update <i>mfiles.org</i> web site</li> </ul>
<b>Provide exceptional customer service statewide (POG: Government Accountability)</b>	<ul style="list-style-type: none"> <li>• Efficient operation of the Washington State Senate during legislative session</li> <li>• Provide timely and helpful assistance to constituents in need, act as a liaison between constituents and the world of government</li> <li>• Coordinate with other agencies and stakeholders in areas of common responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain decorum and efficiency on the Senate floor</li> <li>• Assure Senate rulings are equitable and fair</li> <li>• Respond to constituent inquiries and issues in a timely manner and coordinate with other agencies to ensure expeditious response</li> <li>• Meet and share information with other agency reps in areas of common responsibility</li> </ul>

## Goal: Advance Statewide Economic Development

The lieutenant governor of Washington has a statutory role in economic development for the state, per RCW 43.15.060, which identifies him as chair of the Legislative Committee on Economic Development and International Relations (LCEDIR). He has expanded that role both individually and as the committee chair to assist businesses, develop international trade ties, and work with other bodies in our state to enhance economic vitality.

The LCEDIR is one of the primary conduits for the legislature’s work in the area of identifying key policy issues for economic and trade development. As chair, the lieutenant governor leads the committee’s activities, promotes its findings and identifies areas of governmental involvement that will enhance our state’s economy. The committee also works in partnership with standing legislative committees, especially those charged with addressing economic development and/or international relations issues.

The LCEDIR committee or its subcommittees are authorized to study and review economic development issues with special emphasis on international trade, tourism, investment and industrial development. The goal is to assist the legislature in developing a comprehensive and consistent economic development policy.

### ***LCEDIR Objectives:***

- Keep legislature abreast of issues that impact economic development and international trade.
- Provide a means for researching economic development and international trade issues.
- Provide a forum for organizations, companies, diplomats, and foreign representatives to share information that would be of interest to the state of Washington as a whole.
- Foster exceptional relations with foreign countries and our trading partners.
- Develop a legislative policy forum on economic development, international trade, and tourism issues that increase legislators' familiarity with these policy issues.
- Provide the opportunity for local communities outside of Olympia to participate in meaningful policy discussions on economic development, international trade, and tourism issues.
- Provide legislative members with a resource for understanding and participating in international relations opportunities that serve to broaden and improve our state's relationship with foreign countries, international business, and international educational organizations.
- Identify new international trade, economic development, and tourism opportunities.
- Allow local business an avenue for them to express their ideas for increasing business development through the elimination of unnecessary and burdensome local and state regulations or the promotion of proactive state sponsored assistance.
- Share information regarding committee activities and information with local and state organizations that have goals and objectives similar to those of the LCEDIR.

### ***LCEDIR Committee Strategy***

- Conduct three to five legislative meetings and tours throughout the state per year.
- Solicit information and input from nationally recognized authorities, administrators, business owners, and citizens regarding international trade,

economic development, and tourism opportunities relevant to the specific topics the committee is investigating.

- Conduct committee tours of sites that are relevant to international trade, economic development, and tourism opportunities.
- Provide access to data and general information gathered during the committees legislative hearings by legislators, other state government entities, and the public.

## **Goal: International Relations and Trade Development**

Over the years Lieutenant Governor has come to be known as a leader in international relations for our state. This perception has lead to an increase in request from consuls, foreign dignitaries, trade partners, and other players in the geo-political environment.

### ***Strategies used by the Office of Lieutenant Governor to create international relations and trade opportunities:***

- Identify compelling international relations, protocol, and trade policy issues to be reviewed by the LCEDIR committee.
- Inform legislators of international trade opportunities and challenges from a policy perspective.
- Provide resources relative to international relations and trade via our Web site and staff. Upon request, provide assistance to companies regarding international relations or trade information, such as protocol or contacts.
- **Upon request and determination of value of trip, participate** in or lead organized trade and goodwill missions to a variety of international destinations, accompanied by business, educational and civic leaders, and legislators (and staff when needed). Participants learn about the business environment and culture first-hand and are introduced to potential business partners in that country.
- Improve cultural and educational opportunities.
- Promote Washington artists. The Lieutenant Governor's Art Council will continue its program to provide a venue for exhibition of works by Washington state artists. This program was established in 1997 and continues today to expand the recognition of artists by displaying their work in the lobby of its office suite, which is open to the public during business hours.

## **Goal: Help youth reach their full potential**

The Office of Lieutenant Governor provides leadership in the field of youth welfare by communicating with individuals, groups, and organizations to convey essential health and safety needs of youth. Multi-media presentations, speeches

and other personal appearances with messages of how to encourage positive behavior are the major tools used to accomplish the goals. Encouraging positive behavior includes the use of information relative to risk and protective factor research, community norms and values, economic opportunities, media literacy and anti-drug messages. In addition, social ills such as physical and emotional abuse, school drop outs, teen pregnancy, juvenile delinquency, etc. are recognized as related issues that need to be addressed as part of inspiring youth to reach their potential.

Currently the Office of Lieutenant Governor partners with the Northwest High Intensity Drug Trafficking Area (NWHIDTA) to provide substance abuse education materials. These grant monies have been utilized to maintain staff levels adequate to support the lieutenant governor's work in substance abuse education. NW HIDTA has been a consistent supporter of the lieutenant governor's substance abuse education efforts since 1997. This agency recognizes the value of a person of the lieutenant governor's stature supporting their mission and goals. To date they have generously provided grant monies to support the program, but their life's blood is a federal appropriation from ONDCP. Their continuing support is expected as long as the appropriation from ONDCP remains adequate to support the 50+ programs they fund annually.

Through the NW HIDTA grant, the office develops and maintains the Web site *www.mfiles.org*. This Web site was created in the late 1990s as an educational resource for marijuana and methamphetamine abuse and is the primary Web site for NW HIDTA. Among the responsibilities of the office in relation to this site is to measure usage activity, such as unique visits, most requested pages, hits and user types. There is an annual reporting requirement to compile this measurement for NW HIDTA and a quarterly requirement to compile for the Office of Financial Management.

## **Goal: Provide exceptional customer service statewide**

As number two in the executive branch and president of the state Senate, Lt. Governor Owen works closely with many groups. Customer service, in the context of the Office of Lieutenant Governor, is used broadly – constituents, legislators, elected and appointed officials, business and civic leaders, international trade partners, international communities within the state, ports, and trade organizations, among others. As a statewide elected official, his constituency is diverse and from all over Washington. The goal of providing exceptional customer service – to these many varied groups throughout the state – falls within Governor Gregoire's result area of strengthening government's ability to achieve results efficiently and effectively.

Lieutenant Governor Brad Owen, now approaching the end of his third four-year term as lieutenant governor, is currently the longest serving Lieutenant Governor

in the nation. His office is dedicated to assisting people navigate through the bureaucratic process. The office is not in the position to offer legal advice, nor to get involved in private judicial issues. Within limits, the office has had success acting as a liaison between constituents and the world of government. Anecdotal evidence reports that the disposition of our office is seen as friendly and available. There is a section of the lieutenant governor's Web site that serves as a first contact for constituents to our office, and as a database for contacts within state governments that can be of assistance to constituents.

Staff strives to facilitate problem solving empathetically, and educate constituents about the operation of their state government during the process. The complexity of governmental operations requires a broad understanding of other agency's mandates and operating procedures in order to facilitate resolution. Therefore staff must be well-versed in order to respond appropriately, and this type of institutional knowledge is often lost when we lose staff through reductions or turnover.

Lt. Gov. Owen fulfils his role as president of the Senate with fairness, efficiency and professionalism, traits that have gained wide respect for both he and his office. He will continue to maintain the decorum of the Washington State Senate, and assure that any ruling is equitable and fair to all the parties.

## **Performance Assessment**

The Office of Lieutenant Governor has four activity-related performance measures that we track:

- Number of presentations given by the lieutenant governor to organizations that “help kids grow up healthy in safe communities with opportunity”.
- Number of visits to the lieutenant governor's education Web site at [www.mfiles.org](http://www.mfiles.org)
- Number of economic development public meetings and informational tours throughout Washington
- Promote international relations for the state of Washington, including meeting foreign dignitaries, government officials, consular officials and other representatives.

In all four activity areas, our actual numbers have exceeded our targets. In fact for the 2007-2009 biennium, we increased our target by 30 presentations as the lieutenant governor's work in this area had expanded. In the case of visits to the mfiles.org web site, we doubled our targets for this biennium, as our visits were much higher than projected. Likewise, we increased our targets for international relations meetings by 28 visits a year, as our numbers have been steadily increasing over the years. The Legislative Committee on Economic

Development and International Relations meetings are more stable, as we set out the number of meetings and tours per year, typically four.

Our goal for the next five years is to continue to operate with excellence at this increased activity level. The demand has increased exponentially over the years and we are limited only by the Lt. governor and his staff's time and energy. Thus with our current staff level we strive in the future to maintain the goals set in our activity performance measures.

## **2007 Self Assessment**

Because we are a small office, each staff person filled out the agency self-assessment form and we tallied the results. The areas we were above average were managing people, communicating results and allocating resources. The areas we needed more work on were analyzing data and internal GMAP. These were not surprising as the nature of the lieutenant governor's job for the most part is not data-driven and we do not directly participate in the GMAP process.

We did set goals and have been taking steps to achieve them:

- 1) Analyze GMAP and study how can be applied to our office. (The chief of staff is attending Operations Committee and meeting with others to learn more.)
- 2) Study what data we should be collecting that would be useful (A goal for legislative interim.)
- 3) Increase data security, processes around archiving and data retention. (The sr. administrative staff has begun discussions to learn more about this and we'll be meeting with the AGO.)
- 4) Improve office processes for increased efficiency, quality and staff morale. (Ongoing.)
- 5) Establish minimum of annual performance review with tangible goals and merit increases dependent on performance. (Currently being done by chief of staff and lieutenant governor, unlike in past.)

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

The Washington State Economic and Revenue Forecast Council is projecting a 2 billion dollar shortfall in the coming biennium. The new national forecast exhibits weaker growth of GDP, employment and income than did the forecast previously released. The forecast assumes that the economy slumps once again to a near-recessionary state in the fourth quarter of this year and first half of next year as the impact of the fiscal stimulus package wears off. The new forecast also expects higher inflation in 2008 and 2009 than previously assumed. The news of a potentially suffering economy affects our office in myriad ways.

Constituent relations is an important component of the office. With a downturn in the economic opportunities and possible governmental safety net, the number of constituents needing assistance may rise.

The international marketplace continues to be one of Washington state's leading areas of market share for its goods and services. In addition, it is the most trade-dependent state, with one in three or four jobs is related to our international business. The U.S.' economy is so large that it impacts other countries and ultimately global trade, which affects Washington due to the importance of international trade to our economic well-being. The Office of Lieutenant Governor is one of the offices in state government that is most affected by the state of foreign economies due to our focus on international trade.

An increase in the costs of doing business would affect the office's ability to participate in international relations. If the cost of doing business increased, and resources did not, we would be less effective in this field. Local, national, and international travel would all be reduced, limiting the Lt. governor's ability to build relationships abroad and foreign visitors to travel to our state. This impacts the legislature as well; through the LCEDIR, Lieutenant Governor plays a key role of educating legislators about international trade and how it relates to Washington.

Over the years, Lieutenant Governor Owen has successfully worked on the state level during a time of increased international hostility towards the U.S. A rise in international hostility towards the U.S. would hinder our ability to cultivate trade partners and build and maintain current relationships. Conversely, and more likely in the next five years, improved global attitudes toward the U.S. enhances the environment for Washington's ties with foreign partners.

## **Internal Capacity Assessment**

The Office of Lieutenant Governor will continue the agency mission with the current staffing level of 8 FTEs which includes the lieutenant governor's position. The current vacant legislative and community liaison position will be filled in the near future.

The clientele served by the Office of Lieutenant Governor is very diverse. While there is no one group that is currently requiring more support, it would be next to impossible to predict what the future might bring. Controversial legislation, especially during the biennial budget session, can create an enormous amount of additional workload. Changes in state supported services to the public generate increasing constituent inquiries, and often require extensive research by staff to resolve. The downturn in the economy, as mentioned above, may lead to a rise in constituent inquiries. Additionally, as the Office of Lieutenant Governor has become more globally recognized for the work in economic development and

international relations additional related support services have grown exponentially.

Our inability to predict with any certainty any or all factors that might require change make it impossible to speculate how service delivery will look in the future. This dedicated staff of seven will continue to do whatever is necessary to support the work of the lieutenant governor. The goal is to continue to meet goals and exceed expectations in the office areas of focus, despite the greatly increased demand on our services.

## **Financial Health Assessment**

With the assistance of the HIDTA grant, the office is able to continue its work to attain the goals set for substance abuse education and the budget has been stable the past biennium. Despite NW HIDTA's satisfaction with our work and product, there is no way to ensure the grant will be awarded each year. While we have been fortunate to have maintained staffing levels required to continue this very important work the future of these monies remains in jeopardy.

Since the appropriation for the Office of Lieutenant Governor is designed to provide executive support our ability to reduce operating costs are very limited. We have used grant funds to supplement the general fund appropriation in order to maintain adequate staffing, but these revenue sources are tenuous at best.

New agency fee increases will greatly impact the budget. Since the Office of Lt Gov is a very small agency the reduction of funding due to higher fees directly reduces its ability to accomplish its mission and core functions.

No additional expenses are expected for office furniture or equipment.

## **Information Technology**

The Office of Lieutenant Governor does not have an information technology group.

Because the Lieutenant Governor is the president of the Senate, the office is able to use either Senate IT resources or the Legislative Service Center for all of its information technology needs. The Legislative Service Center includes the Computer Support Group, Technical Support Group and Application Services Group.

## Conclusion

A diverse set of duties and responsibilities within the Office of Lieutenant Governor demands flexibility, innovation, careful attention to detail and a solid team approach. One moment the focus may be on attending to a visiting delegation from China, the next may be on researching vehicle use of hydrogen fuel cells for a speech and the next may be on securing final arrangements for a high-level meeting or special event in a distant city. Interspersed in all of our work is providing helpful assistance to constituents who call, write or stop by our office.

Our service is driven by the belief that citizens, businesses, and government working together can create sustainable political and economic systems. Environmental, economic, and social goals need to be engaged simultaneously in decision-making to maintain a high quality of life for current and future generations of Washingtonians.