



Washington

Secretary of State

SAM REED

**STRATEGIC PLAN
2009 – 2011 BIENNIUM**

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OFFICE OF THE SECRETARY OF STATE

2009-2015
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, publications 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
- ✚ Performing public outreach to improve civic knowledge and participation
- ✚ Leveraging technology to improve efficiency and enhance 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 the following five major divisions including separate individual 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.

Individual Programs:

Heritage Center will combine Washington's oldest cultural institution, the State Library, with the State Archives, a long-standing institution dedicated to preserving history through vital documents and cherished treasures.

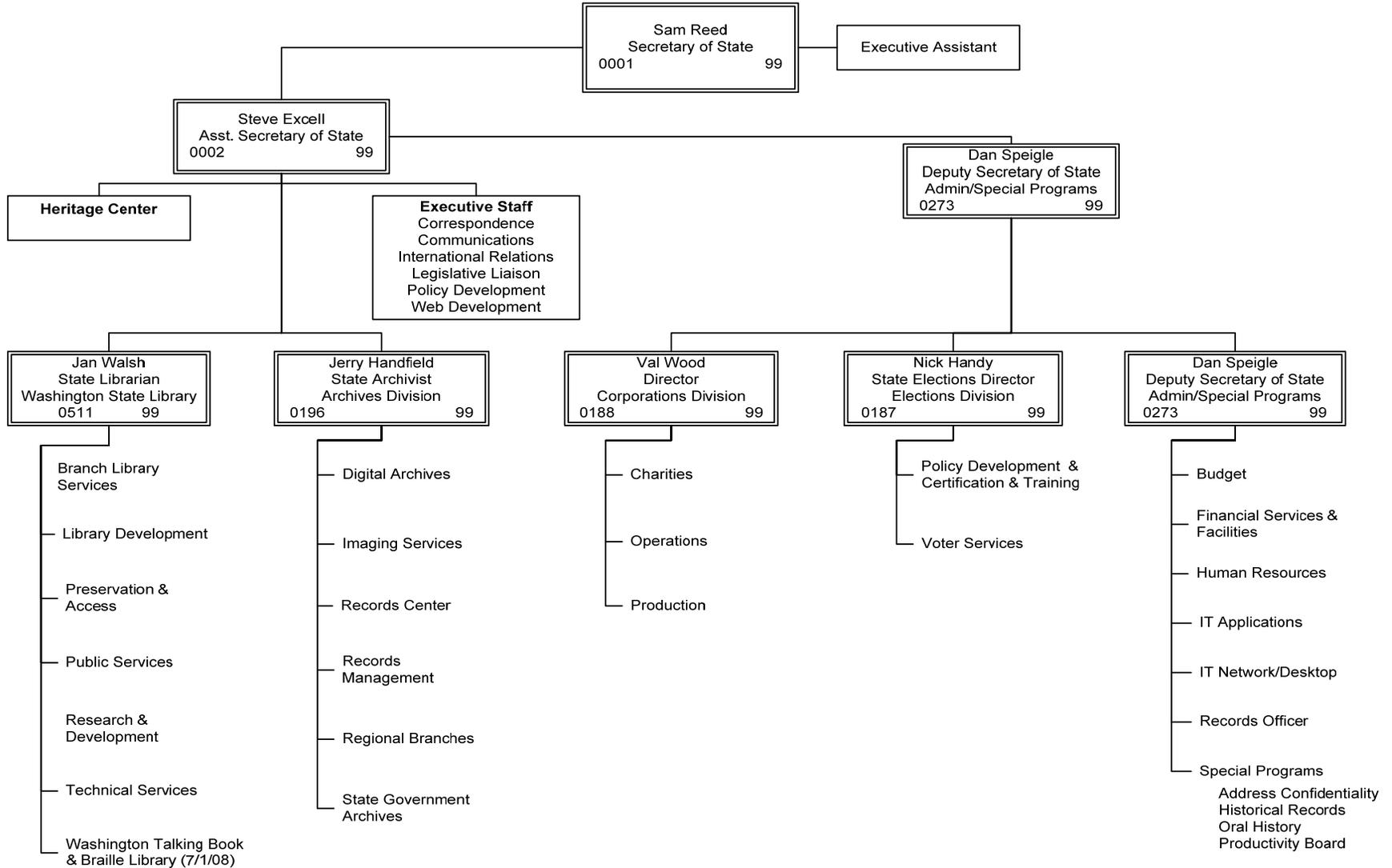
Legacy Oral History Program is responsible for recording, transcribing and publishing the recollections of members of Congress, Governors, Judges, state officials and citizens who have been involved with the state's political history.

The Address Confidentiality Program provides victims of domestic violence, stalking and sexual assault an official substitute address to help keep them safe.

The 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 individual programs are summarized in more detail on the following pages.

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: Provides agency support in the development of budget, allotment and other related financial communication.
- Records Officer: Provides agency support to maintain, store, and destroy agency records per state approved retention schedules. Responds to public disclosure requests from the public per RCW 42.56.
- Facilities & Mailroom: Provides agency support for maintaining facilities (including repairs, janitorial, security, phone, parking, space and long-term planning) and providing mailroom delivery services (incoming and outgoing mail).

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, federal 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

Performance Measures and Targets (2009 – 2011):	2010	2011
Number of digitized or microfilmed state and local agency documents	8,090,000	8,590,000
Number of public records stored and managed in the State Records Center	726,270,000	755,320,000
Public records preserved and made available to the public in the State Archives	414,107,811	422,389,967
Volume of electronic records from local & state government agencies (in terabytes) received by the Digital Archives	35	42

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.

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.26.60 – State registered domestic partnerships.

Provides for the registration of domestic partnerships.

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:

Performance Measures and Targets (2009 – 2011):	2010	2011
Number public documents available online	1,000,000	1,200,000
Number records preserved at Digital Archives	1,000,000	1,100,000
Percentage of filing transactions available online	50%	100%
Percentage of filed documents completed online	80%	85%
Number of information sessions conducted and publications produced	10	15
Percentage of expedited documents filed within one (1) working day of receipt	95%	100%
Percentage of regular documents filed within three (3) working days of receipt	95%	100%
Number of workshop and/or conferences	10	12
Number of public and staff surveys conducted	2	4
Percentage of "fillable" forms available online	100%	100%

ELECTIONS DIVISION

Mission and Purpose

To maximize the informed participation of eligible voters in accurate, transparent and accessible elections in Washington State by supporting the state's democratic processes and government accountability to elections related information.

Statutory authorities specific to the Elections Division

Voting Rights Act of 1965. This Federal Act established special enforcement provisions against the denial or abridgement of the right to vote.

Uniformed and Overseas Citizens Absentee Voting Act of 1986. This Federal Act requires that states and territories allow certain groups of citizens to register and vote absentee in elections for Federal offices. It also establishes the Federal Write-in Absentee Ballot.

National Voter Registration Act of 1993. This Federal Act establishes nationwide standards for voter registration – and for the maintenance and processing of those records. This includes motor-voter and agency-based registration services.

Help American Vote Act of 2002. This Federal Act establishes nationwide standards for establishing a statewide voter registration list, replacing punch card voting systems, uniform voting and election procedures, and implementing accessible voting systems.

Article II, Section 1 – Washington State Constitution. The 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 43.07.310 – Division of Elections – Duties. This law sets forth the duties of the Elections Division, as prescribed throughout Title 29A.

RCW 29A.04.230 – Secretary of State as chief election officer. This law establishes the Secretary of State as the chief elections official for all federal, state, county, city, town, and district elections.

RCW 29A.04 – Administration of Elections. This law provides the authority for certifying elections administrators, the establishment of an elections clearinghouse, and the conduct of regular and special election reviews

RCW 29A.04.460 – Local Government Grant Program. This law authorizes the Secretary of State to administer a competitive local grant program.

RCW 29A.04.530 – Training and Certification Program. This law authorizes the Secretary of State to establish and operate training and certification programs for state and county elections personnel and political party observers.

RCW 29A.04.611 – Rule Making Authority. This law authorizes the Secretary of State to promulgate rules to facilitate the execution of election laws.

RCW 29A.08 – Voter Registration. This law establishes specific duties for the Secretary of State for processing and maintaining voter registration records, for the maintenance and support of the statewide registration database, and for providing a variety of available options for registering voters.

RCW 29A.12 – Voting Systems. This law establishes the authority for the testing and certification of voting systems.

RCW 29A.24 – Candidate Filing. This statute authorizes the Secretary of State to accept and process candidate filings for Federal, State and Judicial Offices.

RCW 29A.32 – Voters’ Pamphlet. This law establishes the authority – and lays out the procedural steps – for the publication and distribution of the state Voters’ Pamphlet.

RCW 29A.60 – Certificates. This law establishes the authority to certify candidates and measures to the ballot and to issue certificates of election.

RCW 29A.72 – Initiative and Referendum. This law establishes the authority and process for the filing, receipt, and certification of initiative and referendum measures.

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

Essential functions and activities:

Voters’ Pamphlet, Voter Outreach and Legal Advertising

The Voter Education and Outreach (VEO) Program

“To cast an informed vote, a voter must have ready access to information about candidates, ballot measures and the voting process. ”

As required by the Washington State Constitution, the Voter Education and Outreach (VEO) Program provides voters with access to information about elections, candidates and ballot measures via a voters’ pamphlet and online voter guide. These are provided in alternate formats such as Braille and audio. Additional information is translated into Spanish and Chinese as mandated by federal law. The Legislature provides limited funding to publish in print and broadcast (via radio or television) a summary of state measures appearing on the General Election ballot. The VEO Program also conducts voter outreach and education activities to educate all citizens in the state, regardless of age, about the importance of voting and participating in our democratic process. Key examples include College Civics, the Mock Election, and a statewide voter education and outreach network consisting of community, business, ethnic, and military organizations.

Voting Systems Certification

The Elections Technology Services Program

“After casting a ballot, the voter must trust that the machine reading the ballot will correctly count his or her votes.”

One of the key activities of the Elections Technology Services (ETS) Program is to certify voting equipment for use in Washington State. The statutorily required voting system certification process (underscored by the federal Help America Vote Act) ensures that votes are tabulated on equipment that meets federal and state standards. To further verify the accuracy of voting equipment in the state, the ETS conducts Logic and Accuracy tests in each county prior to every state election. These tests ensure voting machines are properly programmed for the election, and the software and firmware have not been tampered with or altered.

Election Administrator Training and Certification, and County Reviews *The Certification and Training Program*

“The voter must then trust the ballot canvassing process, conducted by county election officials.”

The Certification and Training (C&T) Program trains and certifies local election officials in the lawful conduct of elections. This statutory mission is achieved through local, regional and customized training events. The C&T program also conducts statutorily mandated reviews of individual county election operations including the subject county’s procedures, protocols and processes for conducting elections. The county reviews are available to public as well.

Elections Results Reporting

The Elections Technology Services Program, with support from nearly every other program in the Division

“After the election, a voter wants to know who won and to have easy access to comprehensive elections results.”

The Elections Division began collecting and displaying statewide election results online 10 years ago. All customers – especially candidates, political parties, and the media – now turn to the Secretary of State’s elections results website for accurate, current election results for state offices and ballot measures. What was once a considered a convenient service became an expectation of all of our customers. Historically, the reporting of election results reporting was a function of the VEO Program. Now that the information technology systems for managing elections information has grown, this function is coordinated through the ETS Program, but the overall process remains supported by VEO and C&T staff on an as needed basis.

The Statewide Voter Registration Database and Online Voter Registration: Critical Elements of the Washington Election Information System

*Voter Registration
Elections Technology Services*

“Between elections, if the voter moves or takes a new name, the voter needs to know how to update his or her voter registration information. This ensures the voter’s registration record is accurate and the voter receives a ballot for the next election. From the voter’s perspective, the

methods for updating a voter registration should be simple, clear and easily accessible.”

A fundamental element of trusting the elections system lies in believing that all eligible, registered voters (*and only eligible, registered voters*) are afforded an opportunity to cast a ballot. Since voter registration rolls are used to issue ballots, maintaining public trust and confidence boils down to maintaining an accurate voter registration system. At the foundation of this system is the statewide voter registration database (VRDB). This centralized database, mandated by HAVA, is connected to each of the 39 counties’ local voter registration databases. Each voter registration transaction is processed within this complex system of 40 databases (39 county databases plus 1 centralized state database).

With technical support from ETS, the Voter Registration Program conducts statutorily required voter list maintenance activities to remove duplicate registrations and other ineligible registered voters from the statewide database. To provide transparency, each month the ETS prepares an extract of the state voter registration database. The extract includes the elements of every voter registration record in the database that may be disclosed to the public. The extract is available, for a minimal fee, to interested parties.

Through the Online Voter Registration service, eligible citizens may register to vote using the web. Authorized by the 2007 Legislature and supported by the Voter Registration Program, Online Voter Registration now accounts for about 30 percent of all voter registration applications received.

HAVA Grant Program: This program provides federal Help America Vote Act funds to counties to assist them in meeting federal HAVA requirements.

Reimbursement to Counties: Counties are reimbursed for the state’s share of election costs for the primary and General Election in odd-numbered election years and the Presidential Primary.

Voter Registration and Initiative Services: Filing and processing of proposed initiatives and referenda, petitions, verification of voter signatures on petitions.

Agency-based and Motor Voter registrations, and military and overseas voter participation: Voter registration services works with designated state agencies, as required by the National Voter Registration Act (NVRA) and Executive Order 07-04, to provide voter registration opportunities to state agency customers. Additionally, this program coordinates state and county efforts to comply with the federal Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA). The NVRA and the UOCAVA are both referenced in the Statutory Authorities section of this plan.

Key customer groups

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

Authorizing environment/other stakeholders & partners

The Elections Division authorizing environment includes:

- The Secretary of State. The Secretary strongly encourages innovation in elections and voter outreach programs, as well as proactive collaboration and partnership with county election officials on voter outreach and policy development.
- The Legislature. The state Legislature continues to take an active interest in modifying state election law across the full spectrum of policy issues, including voter registration and voting equipment. The Legislature provides statutory authority and appropriates funds. Legislators also serve on the Elections Administration and Certification Board.
- The Courts. Frequently, there is litigation regarding the conduct of primaries and elections that requires sweeping emergency rules to implement injunctions.
- The Office of Financial Management (OFM). The OFM monitors and disburses state funds.
- The Federal Government. The Election Assistance Commission and the General Services Administration administers federal Help America Vote Act (HAVA) funds.
- The Office of the Attorney General, the Office of Financial Management and the Code Reviser. These agencies are co-producers that have statutory responsibilities associated with preparing statewide ballot measures for publication in the Voters' Pamphlet.
- County election officials. The elections administration process is constitutionally decentralized and entrusts the conduct of elections to separately elected county officials in 39 counties. County election officials are our partners in the elections process.
- Washington State Citizens. Washington has a dynamic citizenry that makes regular use of our constitutionally guaranteed initiative and referendum process, and takes an active interest in voting systems certifications and the accuracy and efficiency of the statewide voter registration database.
- The State Printer. The State Printer facilitates the awarding of bids for printing Voters' Pamphlets and ensures the various vendors comply with bid specifications.
- The Department of Licensing and other state agencies designated to provide voter registrations services to their customers.
- The media. The media rely on the Elections Division for quick, accurate results for federal and state elections. The media also rely on the Division for historical elections data, policy questions, and information pertaining to state ballot measures, candidates, redistricting, and voting technology.

Key performance indicators

Performance Measures and Targets (2009 – 2011):	2010	2011
# of counties with discrepancies	0	0
# of double voters in statewide elections	0	0
% of Agency-based applications submitted online, of total submitted	60%	60%
% of 18 year olds registered	70%	70%
Was the Voters' Pamphlet error-free and useful to voters?	Yes	Yes
# of colleges participating in College Civics Program.	30 – Odd Yr 50 – Even Yr 60 – Presidential Yr	30 – Odd Yr 50 – Even Yr 60 – Presidential Yr
% of increase in the number of students voting in the online Mock Election over last mock election (compares to odd, even & Presidential years)	25%	25%
# of alternative languages and formats in which information is provided.	9	9
# of outreach and education pieces published in a year.	8	8
# organizations are active in Voter Outreach Network (including counties)	80 – Odd Yr 100 – Even Yr 150 – Presidential Yr	80 – Odd Yr 100 – Even Yr 150 – Presidential Yr
Number of counties with at least two certified election administrators	95%	95%
Repeat reviews of counties reflect fewer recommendations for changing procedures.	50%	50%
Percentage of counties participating in training (regional training workshops and annual elections conference)	95%	95%
Time between vendor application for state certification and state certification.	12 weeks	12 weeks
% of counties with hash code match.	100%	100%
% of counties that match version numbers on published state certification.	100%	100%
Number of hours web pages/web sites are not available per year	Less than 1%	Less than 1%
Number of outages at mission critical times	0	0
Response time to mission critical outages	Less than 1 hr	Less than 1 hr
# of individuals trained to set up elections results reporting and upload results files	1 per county	1 per county
Number of precinct level results collected.	2004, 2006, 2008 results & maps	2004, 2006, 2008 results & maps
Information gathered for all precincts.	100%	100%
Time lapse between changes made by governments and data entry.	100%	100%
Delay caused by data transfer to Redistricting Commission.	0	0

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 state and federal government.

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

- *Preserving Washington's past:* Collect and preserve materials relating to Washington's history so that they are available to future generations.
- *Northwest History – Historical and Digital collections:* Provide information on the history of the state of Washington and Washington Territory, including searchable, online access to historical resources.
- *Government publications depository – Federal information & State Depository Collection:* Provide citizen access to current and historical state and federal government information and publications. Provide permanent citizen access to state government publications in all formats.
- *Find-It! Washington:* Provide public online access to government and consumer protection information in Washington through specialized online search tools.
- *Institutional library services:* Provide on-site library services to over 12,000 residents of state correctional facilities and psychiatric hospitals supporting treatment, recovery, education, re-entry and rehabilitation. Contracts with Department of Corrections to provide interlibrary loan services to over 2,800 residents of minimum custody facilities.
- *State agency branches:* Contract with six state agencies to provide on-site library services for employees of those agencies. Contracting agencies pay the costs.

- *Assistance to local libraries:* Coordinate and provide 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
- Residents of state institutions
- All Washingtonians having visual impairments
- Genealogists

Authorizing environment/other stakeholders and partners

- State Legislature, OFM: statutory authorization, funding appropriation
- Institute of Museum and Library Services (IMLS): administers Federal Library Services and Technology Act (LSTA) 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

Performance Measures and Targets (2009 – 2011):	2010	2011
Searches of statewide consortia licensed digital resources.	4,047,531	4,249,908
Number of digital images available in the online state library historical collections.	45,000	50,000
Number of federal publications (print or electronic) in the state archives online catalog.	523,750	537,750
Number of visits to Find It Washington or Find It consumer to access current government websites.	1,400,000	1,420,000
Number of reels of preservation microfilm of all Washington newspapers that are available through the state library.	37,460	38,210
Percent of scheduled hours of operation open for service at state institution libraries.	90%	90%
Number of state publications (print or electronic) in the state depository collection online catalog.	366,500	386,700
Number of active patrons to the Washington Talking Book and Braille Library.	15,750	16,500

HERITAGE CENTER & LEGACY ORAL HISTORY PROGRAMS

Mission and purpose

In 2007, the State Legislature invested in a new Heritage Center to preserve the memory, critical records, and rare holdings of Washington for future generations. When this new gateway to the Capitol opens in 2012, Heritage Center guests will expect and deserve a quality experience. The unique project will combine Washington's oldest cultural institution, the State Library, with the State Archives, a long-standing institution dedicated to preserving history through vital documents and cherished treasures.

In 2008, the State Legislature created the Legacy Oral History Program to document the recollections of public officials and citizens who have contributed to the state's political history so citizens can better understand their state government and the contributions of individuals who have served in public office. (Prior to this time the Office conducted the Oral History Program, which was split into the Legislative Oral History Program [administered by the Legislature] and the Legacy Oral History Program [administered by OSOS].)

Statutory authority:

Heritage Center: Section 6013 (9) of the capital budget bill ESHB 1092 authorized the Office of the Secretary of State to enter into a financing contract to construct the Heritage Center.

Legacy Oral History Program: Pursuant to Section 10, Chapter 222, 2008 Laws of 2008, the Secretary of State shall administer and conduct the Washington State Legacy Project to record and document oral histories of current and former members and staff of Washington State executive and judicial branches, the State's Congressional Delegation, and other citizens who have participated in the political history of the State. The Washington State Legacy Project will also serve as a principal repository for oral histories related to community, family, and other various projects.

Statewide Result Area(s):

Improve cultural and recreational opportunities throughout the state.

Essential functions and activities

Heritage Center:

- Archives – to ensure the proper management and safeguarding of public records (see separate section for complete description)
- Library – to manage the library collections of the State of Washington (see separate section for complete description)
- Development – to promote, accept and maximize private support for programs, initiatives and long term needs of the Washington State Heritage Center.
- Marketing – to promote the Heritage Center vision and unique opportunities to its key customers and stakeholders.

- Visitor Center, Tours & Events – to manage the information desk and visitor services/tours for the Heritage Center.
- Events & Conference Center – to provide space for events, meetings, and conferences in a state-of-art setting.
- Café – to offer friendly and efficient service, quality food and beverages, in a clean and comfortable setting at a competitive price, for visitors and tenants.
- Museum & Learning Center – to educate and engage visitors of all ages by offering a K-12 Learning Center and innovative exhibit space showcasing Washington’s most profound moments. The Washington State Historical Society (WSHS) will develop statewide partners who will present exhibits and programs. WSHS will develop a regular schedule of temporary exhibits from venues across the region and country.
- Facility Management and Security – to ensure the Heritage Center is maintained in a quality manner consistent with the American Association of Museums Accreditation, and that contents of the Center are secure and safe from theft and damage.

Legacy 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 contributions to state history by members of Congress, Governors, Judges, other statewide elected officials, influential newsmakers 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.

Key customer groups

Heritage Center:

- Citizens of Washington State
- Tourists
- Teachers and students
- Museums, historical societies and others in creating history materials for exhibits and educational programs
- State agencies
- Genealogy and history enthusiasts

Legacy Oral History Program:

- Current and former members of Congress, Governors, influential newsmakers and citizens interested in the formation of public policy and Washington political history.
- Teachers and students of state public affairs and history.

Authorizing environment/other stakeholders and partners

Heritage Center:

- State Legislature, OFM: Statutory authority and funding appropriation
- Contributors to the program donation fund
- Museums, historical societies

Legacy Oral History Program:

- State Legislature, OFM: Statutory authority and funding appropriation
- Interviewees, their families and colleagues
- Contributors to the program donation fund
- Museums, historical societies

Key performance measures

Performance Measures and Targets (2009 – 2011):	2010	2011
<i>Legacy Oral History Program:</i> Number of oral histories produced	5	5
<i>Heritage Center:</i> Fundraising goals have been met	\$5 million	\$5 million
<i>Heritage Center:</i> Construction timeline is on schedule		50% completion by 6/26/2011

SPECIAL PROGRAMS

Mission and purpose

Address Confidentiality Program: Provide victims of domestic violence, stalking and sexual assault an official substitute address to help keep them safe. This substitute address ensures that state and local government agencies do not endanger victims by documenting a victim's actual residence address on public records, which could potentially be accessed by the abuser to cause further mistreatment.

Statutory authority: RCW 40.24 –

Establishes address confidentiality for victims of domestic violence, sexual assault and stalking

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.

Statutory authority: RCW 41.60 –

Establishes state employee's suggestion awards and incentive pay programs; creates the Productivity Board and defines their duties.

Statewide Result Area(s):

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

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

Essential functions and activities

Address Confidentiality Program:

- Provides a 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 and information to local domestic violence/sexual assault victim advocates, law enforcement officials, judges, schools, state and local government and any other entities requiring or requesting information.

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

Productivity Board:

- State agencies, including higher education, and general government 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 and CTED
- Law enforcement agencies -- municipal, local, county, state
- Washington Coalition Against Domestic Violence
- Washington Coalition of Crime Victim Advocates
- 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

Productivity Board:

- State Legislature, OFM: Statutory authority and funding appropriation
- State Productivity Board
- Agency leaders, including management, coordinators and evaluators, union leaders and media
- Other public entities, such as city and local government, for benchmarking and participation in Public Service Recognition Week.

Key performance measures

Performance Measures and Targets (2009 – 2011):	2010	2011
<i>Address Confidentiality Program:</i> Number of active participants in the program	3,590	3,790
<i>Productivity Board:</i> First year dollars saved, recovered or generated by suggestion and teamwork incentive ideas per agency program dollar spent	\$5.82	\$6.45

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 government services has increased. Federal mandates have increased program requirements, sometimes with federal funding and sometimes without. Citizen initiatives have rolled back revenue sources, limited tax and fee increases on one hand and increased mandated government services on the other. As local government feels the same pinch they increasingly turn to state government for assistance. The State Library, Elections and Archives have all noticed increased demand for assistance and services from their local counterparts.

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.

Nationally, the high rate of home foreclosures, leveraged hedge fund liquidity issues, and real income deterioration has contributed to the instability of some financial institutions and turmoil in the financial markets. The national economy is not expected to grow much in calendar year 2008. However, there is an expectation that the economy will rebound in the second half of the year, as the impact of lower interest rates and the recently passed stimulation legislation kicks in. Although Washington is not fully following the national trend, there has been a recent slowdown in real estate transactions, which are sources of revenue for several agency programs. In addition, increased oil prices are driving up costs on fuel and indirectly to food and other commodities. This provides financial pressure to both the citizens of the state and the budgets of state agencies.

The national economic picture is in contrast to the relative strength in Washington's leading industries, especially aerospace and software, which is helping insulate Washington from the worst effects of the U.S. slowdown. Employment in Washington continues to outperform the national average and Washington had the highest increase in personal income in the nation for the third quarter of 2007.

Due in large part to the continuing relative positive outlook for Washington's economy, it is anticipated that the overall growth in business formation and charitable giving will continue to increase. In order to meet this increased customer demand for corporations and charities services, it is essential to continue investing in information technology and expanding web and phone customer content. Providing customer demand oriented

services is critical for efficient service delivery and for ensuring that customers have reliable access to information that meets their needs.

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. Past state budget actions, including across-the-board budget reductions, mid-management cuts, smart buy savings reductions, continue to affect the agency. We need to continually seek efficiencies and new strategies to meet increasing demands with fewer stable resources. As budgets have dealt with the increased demands which outstrip revenue, governments are reexamining the priorities and funding of program(s) for public good.

Finally, increasing demands for services and limited government funding 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 need to be faced by this and every other agency.

World events and disasters

National security concerns and recent natural disasters have increased awareness of, and the need for, disaster recovery and disaster preparedness. The impact has been felt by Washington citizens as national attention was brought by Congress to fraudulent fundraising in the name of veterans' groups. The internet sprouted many "scams" raising money in the name of victims of these disasters. This in turn brought increased interest from the public resulting in increased inquiries for information regarding charitable solicitations and an increased demand for access to absentee ballots to enable them to participate in elections.

Political trends

Continued Public Concern over Electronic Voting – There continues to be high levels of public concerns regarding the use of electronic voting systems. 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 requires dedicating staff and a certain amount of resources to comply.

Transparency and accountability are now critical features in our political landscape and influence a number of policy decisions at the state and national levels. For the agency, this commitment to the values of government transparency and accountability supports much of what the agency does in preserving and making public records available for public inspection and review.

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. In 2004 state voters approved the top-two primary plan (I872) which was challenged and won by the major parties. This required Washington's voters to "Pick a Party" when voting in the primary. In March of 2008 the Supreme Court upheld the top-two primary plan approved by voters, which resulted in Washington's primary to change in the 2008 election. Further, there have been two counties authorized to pilot and use ranked choice voting (also known as instant runoff voting) which allows voters to pick their top three choices for a given office in order. This year, Pierce County will use ranked choice for many of its county races.

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 to provide the commission with this information.

In 2007, the State Legislature approved development and construction of the Heritage Center to preserve the memory, critical records, and rare holdings of Washington for future generations. The agency was authorized to issue Certificates of Participation (COP) to fund the construction which will be paid for using recording and filing fee revenue collected by the county recording offices, an increase in the Corporation formation fee collected by the Corporations division (starting January 2009), rent payments from the Library division and private contributions.

Previously, pursuant to RCW 43.07.220-240, the Office of the Secretary of State has operated the Oral History Program for all of State Government. In the 2008 Legislative Session, the Legislature, with the concurrence of the Governor and the Secretary of State, reorganized the program. The prior program is now divided into the Legislative Oral History Program (administered by the Legislature) and the Legacy Oral History program (administered by the Office of Secretary of State).

The Information Age

With continual technological advancement the public expectation for accessing information and government services electronically and on a real time basis continues to increase. The agency continues to seek ways to provide the public with information via on line access in many key areas:

- Offering voters unprecedented information regarding their voter 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.
- The Charities program provides information about charities and their solicitors.

- Access to information and services on a 24/7 basis that are not interrupted by technology problems or natural disasters is becoming very important to customers of several of our divisions. For example, Corporations provides online tools to expedite business formation, renewal, and research; Elections, provides online voter information via the Washington Election Information (WEI) programs.
- State Library and Archives Division continue to improve public access to historical information about Washington State. Eventually, the Heritage Center will combine all the state's history under one roof and provide convenient access to this information for all Washington citizens.

Population trends

Washington State's diverse population continues to increase, particularly in the Hispanic and Chinese populations, which 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 (LSTA) 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 traditional source of information on initiatives and referenda, as well as candidates, is the voter's pamphlet. More than 3 million households in Washington receive the Voters' Pamphlet by mail.

The Washington Election Information (WEI) system is a powerful internet-based elections tool; it is an exciting innovation in elections information management that provides voters with unprecedented access to elections information.

An overview of the WEI.

By entering his or her name and birth date via a WEI web page, a voter gains access to a personalized voters' pamphlet featuring only the candidate statements and measures to be on that voter's ballot in the next election based on the precinct in which the voter is registered. The voter will also see his or her voting history, maps to nearby ballot drop box locations or voter service centers, and contact information for the elected officials who represent that voter, based on his or her precinct information.

WEI accomplishes this by combining Washington's successful statewide voter registration database (VRDB) with a set of web-based election administration tools operated jointly by the state and the counties.

County Auditors / Local Election Administrators

Counties and elections administrators are served by a cooperative and 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. This information is provided to the counties, political parties, and 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.

Expectation of online access to information and e-commerce transactions

With advances in technology, expectations continue to rise. The public and other 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 the WEI functions of election night reporting and the VRDB).

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. Further, some of

the WEI tools provide counties with the ability to post local information with minimal local technical resources.

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

Civic participation is a key to our democratic processes. There are many ways Washington State citizens can participate in our representative democracy; however, participation fundamentally (and most often) occurs when a voter completes a ballot or signs an initiative or referendum petition. For our citizens to participate with confidence in either of these two basic democratic exercises, they must trust the elections system.

The following narrative serves as one example of how these characteristics (embodied in the term *trust*) interact with customer expectations.

The elections system from a voter's perspective

To cast an informed vote, a voter must have ready access to information about candidates, ballot measures and the voting process. After casting a ballot, the voter must trust that the machine reading the ballot will correctly count his or her votes. The voter must then trust the ballot canvassing process as conducted by county election officials. After the election, a voter wants to know who won and to have easy access to comprehensive elections results.

Between elections, if the voter moves or takes a new name, the voter needs to know how to update his or her voter registration information. This ensures the voter's registration record is accurate and the voter receives a ballot for the next election. From the voter's perspective, the methods for updating a voter registration should be simple, clear and easily accessible.

Every voter shares these expectations, regardless of where the voter lives or whether the voter has a disability or minority language requirement necessary to ensure equal access to the process.

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. 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.

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.

It is the agency policy to encourage every eligible person to register to vote, to participate fully in all elections and to protect the integrity of the electoral process.

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 the agency faces are:

- 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 described below.

Performance Analysis

The agency reviews performance measures to tell the story of how well a particular program is doing, however, it must also consider the following when making policy and budget decisions:

- Law - A broad set of federal and state laws drives all aspects of the agency. It creates the legal framework for the administration of all programs. Sometimes those laws we must adhere to pose a challenge to administer.
- Workload Cycle – The agency has several different cycles that produce changes to workload that must be addressed in the budget process.
- Technology - There has been increased use of and reliance on technology to support all aspects of the agency. Funding new technology has been a challenge in the budget process.
- Customer expectations - The agency serves a wide spectrum of customers with varying expectations across such issues as service delivery, process transparency, and system accuracy. Sometimes it is a challenge to meet service or product demands with such a broad customer base to include the following:
 - Voters
 - Potential voters (eligible residents not yet registered to vote)
 - Citizen activists
 - Businesses
 - Charities
 - Legislators and Legislative staff
 - Candidates for public office
 - Political parties
 - K-12 schools (teachers and students)
 - College students
 - Election observers
 - Voter Education and Outreach Network partners
 - Television, radio, print, and social media providers
 - State, Federal and Local governments
 - State Employees
 - Libraries
 - Address confidentiality participants
 - Donors

Physical facilities

The Office of the Secretary of State currently occupies eight (8) separate facilities in the greater Olympia area¹, in addition to branches of the State Library and the State Archives across the state. Seven of the facilities house agency staff and for the 250

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 and the Legislative building.
Office of the Secretary of State 2009-2011 Strategic Plan

(approximately) 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 agency is currently working with General Administration as its consultant to begin the design and construction of the Heritage Center which will consolidate the State Archives and State Library into a single facility on the capitol campus. After the Heritage Center is completed in 2012, the current State Library facility in Tumwater will no longer be required, however the current State Archives will continue to be utilized as the Southwest Branch Archive and possibly house other staff moved from the State Library facility.

Other specific facility issues include:

- Dolliver Building: The Corporations Division occupies this historic building in downtown Olympia. Currently, the biggest challenge is adequate space for staff and parking. With this comes 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. With that to consider other issues needing to be addressed are:
 - Cleaning and restoring outside appearance
 - Plumbing repair
 - Floor refinishing and carpet replacement
 - Doors and molding refinishing
 - HVAC system replacement
- 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 platforms and systems (including not being on the same email system), and the necessity for coordination of activities with the university/college calendar.
- The facility at 520 Union Avenue currently housing Voter Registration Services and Election division staff is fast approaching capacity. This may require looking at the market for a larger facility.
- The Administrative Services facility in Tumwater currently is adequate to house staff; however it may require additional reconfiguration of its current layout in the future.
- In July 2008, the agency began directly running the Washington Talking Book and Braille Library (WTBBL). Previously the Seattle Public Library was contracted to run the program. The results of a facility evaluation underway may identify issues needing to be addressed. WTBBL and City of Seattle Public Library are working on a condominium agreement to share ownership and use of the building in which WTBBL is operated.

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 (IT) 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 IT. Although a huge amount of collective experience and knowledge will be gone from these two divisions, there will be opportunities to restructure, change and reallocate positions to those that aggressively utilize new technologies and design information delivery systems that focus on the user's point of view.
- Technology continues to be one of the most critical and challenging recruitment areas for the agency. Despite the 10% salary increases of IT positions, it still takes up to six months to fill some specialized and unique skill sets required to support the agency's technology requirements. The latest salary survey conducted by Department of Personnel shows that IT salaries still lag up to 8% behind private sector salaries. Therefore, the agency may not be able to compete for the best IT applicants.
- The agency also has problems retaining and recruiting Librarians due to the salary disparity between the state and county libraries. State Librarians are required to have a Masters Degree in Library Science in addition to a Washington State Librarian Certification. The current emphasis is hiring Library & Archival Professionals with more advanced technology skills to support the demands of our digital customer services in the State Library and Archives divisions. The current salary survey shows there is a 5% salary lag for the Library & Archival Professional and Library & Archives Paraprofessional positions.
- Voting systems, including both the hardware and the software, are now 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 required evaluating the systems and verifying their accuracy and operation is shifting to staff members with much higher level of information technology expertise.

Information Technology

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

- The Digital Archives (DA), which opened in June 2004, is the first facility of its kind in the state. Current the DA has a grant to help other states develop a digital archives presence.
- 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.
- The Washington Election Information System (WEI) provides online tools in conjunction with our county partners to provide online voter information, registration, and reporting tools.

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

Agency culture, policy and standards

Information technology is viewed within the agency as a critical part of planning and implementation of all agency programs and services. The agency is committed to expanding public access to services and information. 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 continues 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. The agency uses traditional online databases and web pages as well as newer social media tools (known collectively as Web 2.0), such as MySpace, Facebook and Wiki's. Many of our divisions and programs have significantly enhanced their web sites. Our revenue system is credit card/e-commerce capable and now available in the regional archive branches. The demand continues to increase for web based applications in the agency, however, with only a few IT staff dedicated to assisting program staff in development there are ongoing delays in these services.

Hardware/network

The agency has both staffing and infrastructure challenges in this area. The need for additional IT staff support increases with continuing increased customer expectations and requests for electronically-based services 24/7.

The capacity of the network infrastructure and long-term electronic storage and backup 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.

Scanning of images by the State Library and Archives is expanding dramatically and will require additional storage. In addition, the Corporations division is in the process of scanning and placing in workflow all of the paper documents housed in the Dolliver building. Meeting storage requirements will be a top priority and challenge in the next biennium. Luckily the Digital Archives provides a storage location for our (and other state and local government agency) permanent ("archival") digital records.

The VRDB and WEI add to the agency storage, backup and bandwidth challenges. In addition, the agency provides up to date online information during critical election cycles. Failure of any of these important systems is not acceptable.

Application development

The agency continues to pursue a leadership role in digital government and web-based applications, and pursue efficiencies in business processes, requires the applications developed by agency staff or contracted development conform to the agency platform standards. This ensures that ongoing maintenance and enhancement can be provided in an efficient and timely manner. Data credibility and accessibility is a primary focus in all development.

Consolidated presentation of agency information is required. 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.

Increasing demand for information, from the public and from within state government is revolutionizing application development. Data sharing limitations within state government often result in a duplication of effort. The agency advocates making data available in a common format within state government as a means to streamline processing, enhance application functionality and reduce redundancy.

The Office of the Secretary of State's *Information Technology Portfolio*, last updated in 2007, (and due to be updated again in the summer of 2008) provides additional detail regarding the agency's capacity in these areas.

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 mandates.

We anticipate that the federal HAVA funding to implement election mandates will run out sometime in the 2011-2013 biennium. At that time, we will need to switch to state (probably General Fund) funding to maintain the ongoing programs.

Federal funding continues to be a significant source of funding for the State Library, through the Institute of Museum and Library Services. There are restrictions on how the funds can be used, but it appears to be staying consistent.

The federal government plays a critical role in the work of the Charities program. The Exempt Organization Section of the Internal Revenue Service maintains a "Master Business File" of federally recognized-tax exempt entities established nationwide. According to the IRS, there are approximately 35,000 federally recognized tax-exempt organizations in Washington State. Collectively, the Charitable Solicitations and Charitable Trust Programs have just over 10,000 tax-exempt entities registered in the state. 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 such organizations have not registered with the Charities Program; this may be because they are unaware of that obligation. As Corporations and Charities moves forward with additional technology and resources, the Charities program can rely upon and benefit from the federal government's data to augment state required registration and other compliance issues.

The State Archivist serves as the state representative to the Council of State Archivists (COA), 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 to ensure compliance with all federal grants management and NHPRC rules and regulations that apply to it. The Office of Secretary of State administers the grant through the Washington State Historical Records Advisory Board (WSHRAB).

The State Archivist also serves as the project officer in partnership with the Library of Congress for a Cooperative Agreement to lead a national initiative, called the National Digital Information Infrastructure and Preservation Program (NDIIPP), to collect and preserve important digital materials that at risk of being lost, and to catalyze efforts that address the long-term preservation of digital content.

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.

Under HAVA, the National Institute of Standards and Technology (NIST) continues to work to develop specifications for allowable computer based voting technology. Our agency participates in this federal process and carries out additional testing of election equipment and systems for Washington State.

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 continually 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 attempting to meet new federal guidelines expanding in the areas of voting systems and equipment. However, the federal government (through NIST) has been very slow to test and certify new election equipment.

In the Archives division, a continued investment in 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 and contract law.
- Department of Licensing (DOL): A key partner for Elections in registering voters (Motor Voter), validating the VRDB voters by interfacing with DOL driver’s license database to match social security numbers (through the federal Social Security Administration) and drivers’ license information. DOL also is a key partner in online voter registration. 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.
- Department of Information Services (DIS): DIS’ involvement in state agency technology projects and procurements was increased in the 2007-09 operating budget. We had two Technology Pool projects: Digital Archives and Digital Depository of State Publications.
- 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).

- Governor's Office of Regulatory Assistance (ORA) also administers the statewide Business Portal, of which our Corporations Division is a partner. The Corporations Director is a member of the BTSG working group and the Deputy Secretary of State is a member of the Steering Committee.
- 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.

The Elections division: The division relies on state agencies to provide agency based voter registration.

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 agency historical records coordinator 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 continues to support, 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

Many aspects of our agency relate to seat of government, which may not relate to any of the top priorities of government directly, but are essential in order to have a democratically elected and transparent government.

High priority Statewide Goal(s):

- Economy – Improve the Economic Vitality of Businesses and Individuals.
- Safe and Secure – Improve the Safety of People and Property
- Environment – Improve Cultural and Recreational Opportunities Throughout the State
- Accountability – Improve the Ability of State Government to Achieve Results Efficiently and Effectively

Agency Goal #1

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

Major Objectives:

- Increase and maintain securing the legal records of the state of Washington and make them available for reference and scholarship, and insure their proper preservation.
- Increase and maintain security of essential information and the preservation of irreplaceable legal and historical documents through the application of imaging, conservation, technology standards and services.
- Increase and maintain the efficient management, protection, and integrity of public information assets held by state and local government agencies.
- Increase, improve and promote public awareness and access to the state's legal and historical records.

Major Strategies:

- ❖ Complete design and construction of the Heritage Center to house both State Archives and Library collections.
- ❖ Request funding to increase staff and technology capacity to maintain secure records of state and local government
- ❖ Request funding to increase grants for local governments to maintain essential records

Agency Goal #2

The agency will exemplify and provide leadership that promotes public trust and participation in government.

Major Objectives:

- Increase and improve processes to safeguard key customer groups.
- Increase awareness and participation of key customer groups.

Major Strategies:

- ❖ Request funding for staff and technology capacity to ensure:
 - elections are administered accurately,
 - businesses and charities information is kept current,
 - address confidentiality of program participant protection, and
 - branch libraries are adequately staffed.
- ❖ Request funding for training to ensure elections are transparent and accurate.
- ❖ Request funding to increase outreach to maximize the participation of all eligible voters.

**State Library Division
Goals, Objectives & Strategies**

Goal #1: Collect, preserve and make accessible to all citizens of Washington materials on the government, history, culture, and natural resources of the state.

A. Objectives:

2009-2011: Use collaborative relationships to maximize resources.

2011-2015: Use collaborative relationships to maximize resources.

Strategies 2007-2009:

1. Plan and obtain funding for a combined Library/Archives facility that is accessible to the capital campus, the public and a desirable destination for visitors. *Agency accomplished this goal.*
2. Collaborate with other libraries and consortia in digital and preservation projects. *Ongoing. In this biennium, worked with other organizations on NDNP grant proposal, Connecting to Collections grant, NDIIPP, Women's History Consortium.*
3. Work with the Executive and Archives Divisions to complete the elected officials' database. *Ongoing.*
4. Evaluate and design technological options for a more robust information architecture to improve the ability to search and locate the State Library's collection. *Ongoing. Several modifications have been made to the catalog and staff continues to discuss and experiment.*
5. With the Parks Department and the Arts Commission, plan and implement cultural and historical programs that will appeal to a diverse population. *Some small digital projects were completed.*

Strategies 2009-2011:

1. Design and begin construction of a Heritage Center that is accessible to the capital campus, the public and a desirable destination for visitors.
2. Continue to collaborate with other libraries, consortia and other heritage organizations on digital and preservation projects.
3. Implement technological options that provide efficient access to digital resources of the state's libraries and other cultural heritage organizations.
4. Work with the Executive and Archives Divisions to complete the elected officials' database.
5. Evaluate and design technological options for a more robust information architecture to improve the ability to search and locate the State Library's collection.

Strategies 2011-2015:

1. Implement technological options for a more robust information architecture to improve the ability to search and locate the State Library's collection.
2. Identify new developments or trends that provide opportunities for collaboration.
3. Implement technological options that provide efficient access to digital resources of the state's libraries and other cultural heritage organizations.
4. Continue to collaborate with other libraries, consortia and other cultural heritage organizations on digital and preservation projects.

B. Objectives:

2009-2011: Improve citizen access to historical information about Washington.

2011-2015: Improve citizen access to historical information about Washington.

Strategies 2007-2009:

1. Continue to build the historical collections. *Ongoing.*

2. 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. *Ongoing.*
3. Continue sponsoring public events that spotlight Washington topics. *Ongoing.*
4. Work with local libraries to acquire key northwest history or genealogical collections. *Ongoing. Washington Rural Heritage project has added to joint collection.*
5. Evaluate and implement viable options for providing weekend hours of operation. *After discussion, this was deferred until the move to the Heritage Center.*

Strategies 2009-2011:

1. Continue to build and preserve the historical collections.
2. 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.
3. Continue sponsoring public events that spotlight Washington topics, preservation and genealogy.
4. Work with local libraries to acquire key northwest history or genealogical collections.

Strategies 2011-2015:

1. Identify and evaluate new technologies for improving access to historical resources.
2. Continue to build and preserve the historical collections.
3. 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.
4. Evaluate and implement viable options for providing evening and/or weekend hours of operation in the new Heritage Center.
5. Continue sponsoring public events that spotlight Washington topics, preservation and genealogy.
6. Form new partnerships with the Archives and WSHS to offer new programs in the Heritage Center.

C. Objectives:

2009-2011: Improve citizen access to government information in Washington
2011-2015: Improve citizen access to government information in Washington

Strategies 2007-2009:

1. Complete the retrospective cataloging of the state government documents so that all holdings will be in the catalog and accessible. *Accomplished.*
2. Continue to capture, catalog and preserve state publications that exist only in digital form. *Ongoing.*
3. Work with the Digital Archives to develop methodology to provide permanent public access to state publications that exist only in digital form. *Ongoing – currently developing requirements document.*

Strategies 2009-2011:

1. Continue to capture, catalog and preserve state publications in print and digital formats.
2. Work with the Digital Archives and other states to develop methodology to provide permanent public access to state publications in digital formats.
3. Continue to digitize historic government publications.

Strategies 2011-2015:

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

2. Improve storage conditions and climate control for all collections in the Heritage Center.

Goal #2: Provide leadership and advocacy for libraries in the state of Washington

A. Objectives:

2009-2011: Increase onsite and remote electronic access to traditional and digital library resources and services in all areas of the state.

2011-2015: Increase onsite and remote electronic access to traditional and digital library resources and services in all areas of the state.

Strategies 2007-2009:

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

Strategies 2009-2011:

1. Support technological development of library infrastructures.
2. Encourage collaboration among all types of libraries.
3. Explore funding sources for collaborative purchasing of digital resources for school, public, community college and four-year academic institutions.
4. Provide training and hardware to libraries through collaboration with the Gates Foundation and other funding sources.
5. Improve quality and productivity of library workforce through a variety of training and continuing education opportunities.
6. Develop efficient and economical digital access to basic information.
7. Coordinate participation of public libraries in the K20 network.

Strategies 2011-2015:

1. Support technological development of library infrastructures.
2. Encourage collaboration among all types of libraries.
3. Explore funding sources for collaborative purchasing of digital resources for school, public, community college and four-year academic institutions.
4. Provide training and hardware to libraries through collaboration with the Gates Foundation and other funding sources.
5. Improve quality and productivity of library workforce through a variety of training and continuing education opportunities.
6. Develop efficient and economical digital access to basic information.
7. Coordinate participation of public libraries in the K20 network.

B. Objectives:

2009-2011: Washingtonians will have increased awareness of the library resources and services available to them.

2011-2015: Washingtonians will have increased awareness of the library resources and services available to them.

Strategies 2007-2009:

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

Strategies 2009-2011:

1. Increase the visibility and promote the value of libraries.
2. Increase awareness of services and programs offered by the State Library.
3. Develop programs to increase the ability of libraries to advocate for their local programs and services.
4. Use increased awareness of library services and programs to build use of libraries.
5. Wherever possible, demonstrate the value of libraries to citizens.

Strategies 2011-2015:

1. Increase the visibility and promote the value of libraries.
2. Increase awareness of services and programs offered by the State Library.
3. Develop programs to increase the ability of libraries to advocate for their local programs and services.
4. Use increased awareness of library services and programs to build use of libraries.
5. Whenever possible, demonstrate the value of libraries.

C. Objectives:

2009-2011: Provide enhanced and expanded library services, resources and programs statewide.

2011-2015: Provide enhanced and expanded library services, resources and programs statewide.

Strategies 2007-2009:

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

Strategies 2009-2011:

1. With the library community, explore and identify opportunities to expand and improve library services through collaborative models.
2. Monitor and evaluate trends and developments in library practice and information culture.
3. Develop library programs to support civic engagement and voter education, in partnership with the Elections Division in order to build an informed citizenry.
4. Develop programs that promote reading by all Washingtonians such as *Washington Reads*.
5. Improve the capacity of libraries to preserve their collections.
6. Assist local libraries by providing planning and evaluation tools, resources and assistance.

7. Increase the ability of librarians and the public to use information in traditional and digital formats.
8. Increase partnerships between the State Library and Washington libraries and associations to enhance library services available to the people of Washington.
9. Plan for enhanced and expanded statewide library services, resources and programs.
10. Consult with citizens, government officials, and library trustees and staff on the development of library services, especially as they relate to the underserved and unserved areas of the state.

Strategies 2011-2015:

1. With the library community, explore and identify opportunities to expand and improve library services through collaborative models.
2. Monitor and evaluate trends and developments in library practice and information culture.
3. Develop library programs to support civic engagement and voter education, in partnership with the Elections Division in order to build an informed citizenry.
4. Develop programs that promote reading by all Washingtonians such as *Washington Reads*.
5. Improve the capacity of libraries to preserve their collections.
6. Assist local libraries by providing planning and evaluation tools, resources and assistance.
7. Increase the ability of librarians and the public to use information in traditional and digital formats.
8. Increase partnerships between the State Library and Washington libraries and associations to enhance library services available to the people of Washington.
9. Plan for enhanced and expanded statewide library services, resources and programs.
10. Consult with citizens, government officials, and library trustees and staff on the development of library services, especially as they relate to the underserved and unserved areas of the state.

D. Objectives:

2009-2011: Improve student achievement in elementary, middle and high schools by increasing the effectiveness of teacher-librarians.

2011-2015: Improve student achievement in elementary, middle and high schools by increasing the effectiveness of school library media centers.

Strategies 2007-2009:

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

Strategies 2009-2011:

1. Improve library service to K12 students through teacher-librarians and public library staff collaboration.
2. Work with educational leaders to improve student learning through effective school library media centers.
3. Work with educational leaders to investigate ways in which fully-staffed, well-equipped school library media centers impact student learning.

Strategies 2011-2015:

1. Improve library service to K12 students through teacher-librarians and public library staff collaboration.
2. Work with educational leaders to improve student learning through effective school library media centers.
3. Work with educational leaders to investigate ways in which fully-staffed, well-equipped school library media centers impact student learning.

Goal #3: Support the information and literacy needs of populations that are unmet by traditional library services.

Objectives:

2009-2011: Improve library services to underserved populations.

2011-2015: Improve library services to underserved populations.

Strategies 2007-2009:

1. Restore staffing levels in existing institutional libraries in order to provide a dependable level of service with restored access and improved staff safety. *Decision package was submitted, but was not funded.*
2. 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. *Ongoing.*
3. 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. *Transitions will occur July 1, 2008. Work will continue to train and integrate the staff into the state systems.*
4. Work with the library community to identify ways to serve other underserved populations.
5. Work with libraries and community literacy groups to implement programs that meet the literacy needs of the people of Washington.
6. Establish institutional branch library/law library at Coyote Ridge Corrections Center in support of DOC mission. *Preparation complete. Ongoing*

Strategies 2009-2011:

1. Increase staffing levels in existing institutional libraries in order to provide a dependable level of service with expanded access and with improved support for treatment, recovery, education, re-entry and rehabilitation.
2. Improve and expand existing services and implement new digital programs to people with visual or other impairments that make it difficult to use traditional print media.
3. Develop collaborative programs with education and treatment staff in state institutions.
4. Work collaboratively with Department of Corrections to implement re-entry programs.
5. Work with the library community, other community organizations, and government agencies to identify ways to serve other underserved populations, including those who have difficulty using libraries.
6. Work with libraries and community literacy groups to implement programs that meet the literacy needs of the people of Washington.
7. Explore and implement programs and services to underserved urban and rural communities including children (from birth through age 17) from families with incomes below the poverty line.
8. Establish institutional branch library/law library at Coyote Ridge Corrections Center in support of DOC mission.

Strategies 2011-2015:

1. 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.
2. Develop collaborative programs with education and treatment staff in state institutions.
3. Work collaboratively with Department of Corrections to implement re-entry programs.
4. Work with the library community, other community organizations, and government agencies to identify ways to serve other underserved populations, including those who have difficulty using libraries.
5. Work with libraries and community literacy groups to implement programs that meet the literacy needs of the people of Washington.
6. Explore and implement programs and services to underserved urban and rural communities including children (from birth through age 17) from families with incomes below the poverty line.

Goal #4: Restore library research and reference services to the legislature and state government agencies in support of public policy development and implementation.

Strategies 2007-2009:

1. Restore electronic services, document delivery, resource sharing, and collection and technical support for policy development. *Decision package submitted, but was not funded. Explored whether ORBIS membership could be used to serve state employees, ORBIS rejected proposal.*
2. Centralize acquisition, purchasing and licensing of core collections, online resources and databases in the State Library for all state agencies. *Not accomplished, will continue to explore in 2009-11.*
3. Clearly identify to the Legislature and state agencies the resources that come to them from the State Library. *Decision package was submitted, but was not funded.*
4. Offer an improved, standardized service package and contractual relationships for state agency branches. *Ongoing.*
5. Re-establish training programs on researching public policy issues for state government. *Decision package of services for state employees was submitted, but was not funded.*
6. Restore staffing levels in existing institutional libraries in order to provide library services to state agency staff. *Decision package was submitted, but was not funded. Did establish one additional staff library at ESH. Ongoing strategy.*

Objectives:

2009-2011: Provide higher levels of research support for state government.

2011-2015: Increase levels of research support for state government.

Strategies 2009-2011:

1. Centralize acquisition and licensing of online resources and databases in the State Library for all state agencies.
2. Offer an improved service package and contractual relationships for state agency branches.
3. Increase staffing levels in existing institutional libraries in order to provide library services to state agency staff.

Strategies 2011-2015:

1. Provide outreach to state agencies and legislative committees
2. Identify new technological resources or methods to improve information services to state government.

**Corporations Division
Goals, Objectives & Strategies**

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.

Objective #1) 2007-2009 – Provide complete access to all disclosable information and images with the ability to download, send, and print data together with evidence of authenticity.

- Strategy 1) Scan all available corporation and charity files for placement at the digital archives. Project was started January 2008 with an anticipated completion date of June 30, 2009.
- Strategy 2) Develop a means of transferring current electronic images of both corporation and charity files to the digital archives. Project was started December 2007, with an anticipated completion date of June 30, 2008.
- Strategy 3) Purchase and develop a new filing system that allows a seamless transfer of data and images to the digital archives. Project start date is scheduled for May 2008 with an estimated completion of Phase I by June 2009.
- Strategy 4) Develop an E-certification system to provide evidence of authenticity for document images sent from our office. This is a requirement when developing our new system (Strategy #3).

Objective #2) 2009-2011 – Expand the website functionality available to customers.

- Strategy 1) Add an expanded search to the website that returns back specific entity information.
- Strategy 2) Add “live chat” for customers seeking answers to questions regarding the filing of documents, the use of our website, or any other service offered by the Division.

Objective #3) 2009-2013 – Improve the accessibility of all public information.

- Strategy 1) Integrate technological advances that improve our ability to serve customers more efficiently.
- Strategy 2) Conduct monthly information sessions as an educational opportunity for the public.
- Strategy 3) Partner with UBI agencies to send all UBI entity archival public records to the Digital Archives and provide an integrated public search.

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.

Objective #1) 2007-2009 – 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.

Strategy 1) Add online filing for amendments, renewals, and changes to entities' information on file in the Division. This may require legislative changes. *This is a requirement when developing our new system.*

Strategy 2) Provide all filing forms in paper and electronic formats that meet the legal requirements but offer clear and easily understood instructions. *We will be engaging a forms design contractor to update our forms and modify them to be fillable; estimate to be complete by June 2009.*

Objective #2) 2009-2011 – Develop the charities program to include non-profit organizations.

Strategy 1) Integrate the non-profit program into the charities program.

Strategy 2) Conduct quarterly reviews of non-profits and send reminders of the charitable solicitation laws and rules and the need to file with the charities program.

Strategy 3) Add staff to create a seamless process for the establishment of organizations that meet both the non-profit and charitable filing requirements.

Objective #3) 2009-2011 – Ensure service levels meet the filing performance expectations of timeliness, accuracy, and quality.

Strategy 1) Build the Division work force to the levels necessary to meet the statutory filing requirements, increased workload, and the expectations and needs of our customers.

Strategy 2) Reconfigure the work space to enhance efficiency, accommodate agency staff assigned to the Dolliver, and meet staff accessibility and ergonomic needs. Ensure adequate space for staff and customer training and meetings.

Strategy 3) Develop new ways to use alternative methods of work to meet the growing number of customers and their need for expedited services of 24 hours, four hours, and one hour.

Objective #4) 2009-2011 – Eliminate rejected filings by providing more personalized assistance to customers through in person and electronic means.

- Strategy 1) Use in-person visits by corporations' staff to alternate locations in the state other than Olympia, to answer questions, help with filing of documents, and reduce the need for customers to travel to Olympia.
- Strategy 2) Pursue legislation that allows for pre-clearance reviews and appropriate fees.
- Strategy 3) Develop and implement a pilot project to utilize flexible work locations through the use of off site staff and technology to provide customer service while supporting families and reducing space needs as well as the carbon footprint of the Division.

Goal #3) Provide the best customer service of any state agency and other state commercial registrars by expanding education and outreach efforts to customers, as well as the general public and using technology to improve all aspects of filing documents.

Objective #1) 2009-2011 – Seek customer input and implement changes to ensure our program provides exceptional customer service and education and provides the latest technology to maintain the most efficient customer experience.

- Strategy 1) Acquire a web based survey product and establish a regular survey process, including applying the results to current products and services.
- Strategy 2) Provide web-based surveys available to the public on a 24/7 basis and provide in-person and mail customers with surveys, as well, and use the results to improve products and services offered.
- Strategy 3) Provide educational opportunities to ensure staff is aware of the application of technology in other state agencies and by other state commercial registrars.

Objective #2) 2009-2011 – Provide the public with more information on wise charitable giving practices and empower them to avoid fraudulent solicitors, while at the same time providing non-profit and charitable organizations with the tools they need to offer transparency and accountability to the general public.

- Strategy 1) Hire a professional coordinator in non-profit and charitable organization management practices.
- Strategy 2) Meet with the Charities Advisory Council on a quarterly basis to build a solid working relationship with professional non-profit managers.
- Strategy 3) Develop a regular schedule of workshops and conferences designed to educate the charitable and non-profit organizations on accountability and transparency.
- Strategy 4) Develop a regular schedule of presentations to the general public on wise giving.

Objective #3) 2009-2013 – Provide customers with improved service to eliminate delinquent filings.

Strategy 1) Send renewal reminders through email alerts, as well as, the paper forms to all addresses on file.

Strategy 2) Develop and implement alternative locations for on-site registration and renewal filings.

Elections Division Goals, Objectives & Strategies

To carry out our mission and fulfill Federal and State statutory obligations, the Elections Division operates five distinct programs, including:

- 1) Voter Registration and Initiative and Referendum Services
- 2) Voter Education and Outreach
- 3) Certification & Training
- 4) Elections Technology Services
- 5) Elections Policy Research and Development
- 6) Redistricting (a temporary program hosted by the Elections Division approximately every 10 years)

Together, with critical support from a small administrative team, the staff in these five programs strives to achieve the following five goals:

Goal 1: Improve processes to protect and increase accuracy in elections administration.

Goal 2: Maximize the informed participation of all eligible voters in elections

Goal 3: Safeguard the transparency of elections in Washington.

Goal 4: Increase accessibility of elections to all who are eligible.

Goal 5: Maximize use of technology-based services to meet expectations of voters, candidates, and the media.

Each one of these goals is linked to a set of program objectives which are in turn linked to specific strategies, performance measures and targets. The following tables display each Program's objectives, strategies, performance measures, targets and the Division Goal supported these support.

Elections Division: 2009-2011 Objectives, Strategies, Performance Measures & Targets				
Voter Registration and Initiative and Referendum Services				
Div Goal	Objective	Strategy	Performance Measure	Target
1	Improve certification reporting accuracy	Revise the certification reconciliation report (certification of elections)	# of counties with discrepancies	0
1	Safeguard the implementation of "one person, one vote"	Implement a voter registration data integrity program (deceased, felons, duplicates, double voting, fraud, interstate comparisons, monthly CD)	# of double voters in statewide elections	0
4	Reduce the barriers to registration for citizens receiving public assistance	Put the Agency-based VR program online	% of Agency-based applications submitted online, of total submitted	60%
4	Reduce the barriers to registration for first-time (18 year old) voters	Conduct an 18 year old mailing program	% of 18 year olds registered	70%

Voter Education and Outreach				
Div Goal	Objective	Strategy	Performance Measure	Target
2	The voting public has accurate, timely information about candidates and measures in accordance with state law.	Publish the online and printed Voters' Pamphlet as mandated by the State Constitution.	Was the Voters' Pamphlet error-free and useful to voters?	Yes
2	18-24 year olds to participate in the elections process at higher rates than they do now.	Conduct the College Civics Program on campuses throughout the state. Encourage college students (18-24 year olds) to register and vote.	# of colleges participating in College Civics Program.	Odd yr: 30 Even yr: 50 Presidential yr: 60
2	Students in grades K-12 to vote when they come of age.	Educate youth (under 18) about elections and voting through curricula and hands-on civics projects.	The number of students voting in the online Mock Election.	Odd yr: 25% increase over last odd year mock election Even yr: 25% increase over last even year mock election Presidential yr: 25% increase over last Presidential year mock election
4	Information about elections and the voting process in accessible formats.	Create and distribute elections materials in alternative languages and handicap-accessible formats.	# of alternative languages and formats in which information is provided.	9
4	The public participates in and understands elections.	Create opportunities to provide education and outreach services and materials.	# of outreach and education pieces published in a year.	8
5	Elections information is made available to a wide population, across the state and in each county.	Identify and maintain a diverse network of community organizations with whom to promote election activities.	# organizations are active in Voter Outreach Network (including counties)	Odd yr: 80 Even yr: 100 Presidential yr: 150

Certification and Training				
Div Goal	Objective	Strategy	Performance Measure	Target
1	Every county will meet or exceed the two certified election administrators required by statute.	Conduct a two-day mandatory orientation at least twice yearly Conduct and sponsor no less than 18 hours of training yearly to afford the opportunity for continued certification	Number of counties with at least two certified election administrators	95% of the counties meet or exceed the requirement
1,3,4	Improve election administration at the county level.	<p>Review 13 counties every year as required by state law for current procedures and practices. Conduct follow up visitation to verify changes have been implemented in response to review recommendations.</p> <p>Assist counties in seeking ways to implement recommendations.</p> <p>Provide frequent communications and advisories to keep counties apprised of state rule and law changes.</p> <p>Offer more training sessions at convenient locations throughout the state.</p> <p>Provide individual one-on-one to counties.</p> <p>Seek opportunities for alternate forms of training</p> <p>Track county election incidents, using the information to assist in targeting areas for training emphasis</p>	<p>Repeat reviews of counties reflect fewer recommendations for changing procedures.</p> <p>Percentage of counties participating in training (regional training workshops and annual elections conference)</p>	<p>50% reduction in number of recommendations in repeat reviews</p> <p>95% Attendance</p>

Elections Technology Services				
Div Goal	Objective	Strategy	Performance Measure	Target
1, 3	Votes are counted on current compliant voting systems.	<p>In compliance with state and federal law, process certification applications for voting systems.</p> <p>Monitor national certifications.</p> <p>Develop and maintain strong communications with voting system vendors.</p> <p>Use hash code technique for security inventories and logic and accuracy tests.</p> <p>Verify software, hardware and firmware version numbers before every state election.</p>	<p>Time between vendor application for state certification and state certification.</p> <p>% of counties with hash code match.</p> <p>% of counties that match version numbers on published state certification.</p>	<p>12 weeks</p> <p>100%</p> <p>100%</p>
1,2,3,4,5	Facilitate the dissemination of comprehensive election information	<p>build and maintain web tools that manage and display elections information</p> <p>Coordinate efforts across workgroups to provide infrastructure that supports web tools.</p> <p>Promote broad public interaction with MyVote, OLVR, Online Candidate Filing, Online Voter Guides, Election Results Reporting, and all other election information</p> <p>Train county and OSOS elections staff to use the tools</p> <p>Provide technical support to customers using the web tools.</p>	<p>Number of hours web pages/web sites are not available per year</p> <p>Number of outages at mission critical times</p> <p>Response time to mission critical outages</p> <p># of individuals trained to set up elections results reporting and upload results files</p>	<p>less than 1%</p> <p>0</p> <p>less than 1 hour</p> <p>1 person per county</p>

Redistricting Program				
Div Goal	Objective	Strategy	Performance Measure	Target
1, 4, 5	Prepare for the 2011 Redistricting Commission.	Collect detailed data on legislative, statewide, and congressional races and select statewide ballot measures at the precinct level.	Number of precinct level results collected.	2004, 2006, 2008 results and maps.
		Build a database of precinct level election results, number of registered voters, precinct size and shape, and interactive maps. Keep data up-to-date as local governments change boundaries and annex.	Information gathered for all precincts. Time lapse between changes made by governments and data entry.	100% of state precincts entered.
1, 5	Successful transition of Redistricting Program to the Legislature in July 2010 and the Redistricting Commission in January 2011.	Acquire the necessary personnel, training, software, equipment, maps, and data to allow the 2011 Redistricting Commission to begin on time in January 2011.	Delay caused by data transfer to Redistricting Commission.	0 days.

**Archives Division
Goals, Objectives & Strategies**

Goal #1: To secure the legal and archival records of the state of Washington, to make them available for reference and scholarship, and to 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:

2005-2007:

1. Amend statutes and WACs to direct greater compliance by state and local government agencies in transferring archival records to archival custody. Outcome: A Bill to streamline RCW 40.14 was introduced in the 2006 Legislative session and did not pass in 2007. WACs to be amended in FY2007 were not completed.
2. Develop the capacity to meet Objectives 2 and 3 by submitting Operating Budget Decision Packages for supplies, materials and human resources to effectively apply dedicated fund balances to the proper storage, preservation, conservation, arrangement, and description of archival collections from local and state government agencies. Outcome: Decision Packages were funded to support project archivists through 2009 (Regional Branches) and 2011 (State Government Archives), as well as continuing funding for supplies and student workers to repackage collections. Work on collections began in the second quarter of FY2006.
3. Develop Memoranda of Understanding (MOUs) with state and local government agencies for the transfer, preservation and accessibility of electronic record information in the Digital Archives. Outcome: MOUs for the transfer and display of electronic records from state and local agencies to the Digital Archives were developed and to date have been signed and executed with 20 county agencies.
4. Develop a Pre-Design Plan to support a Capital Budget Request for a combined State Government Archives / Southwest Regional Archives / Library facility that adequately houses and preserves archival collections, is accessible to the capital campus and the public, and is a desirable destination for visitors. Outcome: The pre-design plan for the new State Government Archives/State Library Building was completed in FY2007. The Southwest Regional Branch will remain in the current State archives facility.

5. Develop a simplified local government grant application process for basic preservation activities. Outcome: Express grants were set up to fund directed projects for agencies serving populations under 20,000 in FY06. Eighteen express grants totaling \$74,602 were awarded to small agencies in FY05-07.

2007-2009

1. Design, fund and construct a combined State Government Archives / State Library Building. Outcome: Project funded and design in process.
2. Redevelop 1963 State Archives building to house the Southwest Regional Archives. Outcome: In Discussion.
3. Review the initial results of FY05-07 Archival Processing Decision Package and develop a revised proposal for next biennium. Outcome: Review in progress and will result in Decision Package submittal for FY09-11.
4. Develop core collections policies for archival records series common to state and local government agencies. Outcome: In progress.
5. Develop preservation plans for state government and regional archives collections. Outcome: In progress.

2009-2011:

1. Implement the local government grant application process for basic preservation activities. Desired Outcome: **Decision Package** award one-time grants.
2. Design and construct a Heritage Center where the Archives and the State Library would be combined to increase accessibility to the State's important historical and legal records and publications. Desired Outcome: Develop floor plans and specifications to meet needs of archives and library operations.
3. Redevelop the 1963 State Archives building to allow for the expanded agency use of the facility as office space, meanwhile continuing to house large numbers of archives and possibly library records. Desired Outcome: Create an inner-agency workgroup to draft plans and strategies for use of the 1963 Archives building which best fit the needs of the Agency.
4. Continue to work on increasing the accessibility of records in the Archives to the public through the use of project archivist and student workers. Desired Outcome: **Decision Package** moves the project funding for the success of archives processing in state and local to ongoing.
5. Increase intellectual and physical control of the records in the custody of the state government archives through the use of barcode technology. Desired Outcome: Create an implementation requirements document with accompanying time line for completion. **Decision Package** funding the conversion to a barcode control system.
6. Increase the Land Record Collection at the DA by increasing our partnership with county auditors by 10%. Increase County Clerk Records Collection by increasing our partnership with county clerks by 10%. Desired Outcome: Continual
7. Properly secure digital records by allowing locking at the following levels: image, data field, record series, and title. Desired Outcome: 100% secure.

8. Increase the number of records preserved online. *Desired Outcome: Increase number of records by 50%. Decision Package for additional staff and equipment needed at DA to support the number of records increasing online.*
9. Mount grant records online at the DA. *Desired Outcome: 100% of grant recipients mounted online.*
10. Provide education and awareness to all technologists on proper records preservation on an annual basis by participating in cross-training with the records management team and the attendance one archival seminar, such as the Western Archives Institute. *Desired Outcome: Continual*

2011-2013:

1. Transfer and maintain up-to-date core collections of records series common to state and local government.

ONGOING

1. Maintain regular, direct contact with state and local government agencies to encourage them to transfer records that are eligible for archival preservation.
2. Secure staff and material resources necessary to properly store and preserve archival collections from state and local government agencies.
3. Use continuing capital maintenance funding to improve the efficiency of regional archives facilities and maintain their ability to adequately house and preserve collections.
4. 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:

1. Safeguard essential state and local government records by preserving and maintaining long term, technology-independent security copies
2. 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
3. Reimburse 100% of the Imaging Services Program's operating and staff costs with fees charged for production and duplicating services
4. Apply appropriate preservation measures and conservation technologies in the restoration and/or repair of valuable, at-risk documents

Strategies:

2005-2007:

1. Update the cost recovery and fee schedules used in Imaging Services to ensure competitive pricing and fees that reflect the cost of providing the service
Outcome: Rates for microfilm scanning adjusted to be competitive.
2. Develop a comprehensive conservation and preservation strategy for state and local government archives

Outcome: Extensive re-filming and recopying of substandard quality was performed in conjunction with filming high-value archival records that only exist in paper form.

3. Develop the capacity to meet Objectives 2 and 4 by submitting Operating Budget Decision Packages to revise FTE assessments to support the acquisition of necessary equipment, supplies and staffing to provide conservation, reparation and preservation imaging services.

Outcome: Additional microfilm cameras and processors were purchased staffing has been increased, and an additional shift was created to maximize equipment and space usage.

4. Amend statutes and WACs, as necessary, to require state agencies to use Imaging Services for document conversion

Outcome: Did not amend statutes or WACs.

5. Amend local government grant instructions to require recipients to use Imaging Services for all grant-funded document conversion

Outcome: Completed.

2007-2009:

1. Develop a comprehensive conservation, preservation and archival imaging function for state and local government archives. Outcome: In progress

2. Develop a funding model that maintains essential imaging services. Outcome: Imaging Services operations were paired back to those tasks that are profitable and the prices have been raised to try and reflect a cost recovery operation.

3. Integrate imaged records into Digital Archives for improved access and customer service. Outcome: In process and will continue.

4. Provide web access to microfilm inventory to client agencies. Outcome: Not on progress to complete.

2009-2011:

1. Increase intellectual and physical control of the records in the custody of security microfilm through the use of barcode technology. Desired Outcome: Create an implementation requirements document with accompanying time line for completion. **Decision Package** includes funding of the conversion to a barcode control system.

2. Increase intellectual control of the essential and historical records held by security microfilm through the inventory and inspection of state agency records in its care. Desired Outcome: Investigate a plan to complete an item level inventory of state agency film and assess whether additional funds need to be sought, potential **Decision Package** submittal.

3. Use Open Source Applications to convert 100% of all images from presentation copy to preservation copy. Open Source Applications allow for reliability, stability, costs, flexibility and freedom, with application development. Desired Outcome: Continual

4. Launch Disaster Recovery Tape Storage System to allow state, local, and county governments to store their back-up tapes at the DA free of charge.

5. Participate in annual security audits with Microsoft. An independent third party, current with best security practices and policies, ensures that the DA is in compliance. Desired Outcome: Continual

6. Maintain a preservation and presentation copy of 100% of the images stored at the DA. Desired Outcome: Continual

2011-2013:

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

ONGOING:

1. Maximize the percentage of local government security microfilm that meets established quality standards.
2. Maximize the percentage of individual state and local government agencies with essential records backed up on long term security copies stored by the Division of Archives.
3. 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:

2005-2007:

1. Streamline the state agency general records retention schedule and disposition authority system.
Outcome: A revised State General Records Retention Schedule was approved by the State Records Committee (SRC). Forty-one obsolete/redundant records series disposition authority numbers were discontinued.
2. Revise and update local government records retention schedules.
Outcome: A new online database was not developed and a records analyst and clerical assistant was not hired in FY07 to focus on the ongoing review and revision of the Local Government General Records Retention Schedules.
3. Increase the effectiveness of the State and Local Records Committees by developing focused training for members and streamlining review and approval processes.

Outcome: The Local Records Committee received focused training on the approval of Electronic Imaging Systems. The State Records Committee implemented a prior review process for records retention schedules that enables the Committee to ask for additional information or clarification prior to formal review, and a process for the regular annual review of proposed revisions to the State Agency General Records retention Schedule.

4. Revise outmoded and contradictory RCWs and WACs.
Outcome: A Bill to streamline RCW 40.14 was introduced in the 2006 Legislative session, but did not pass in 2007.
5. Develop and implement systematic visitation schedules for state and local agencies.
Outcome: A systematic schedule was implemented to provide custom training, based upon availability, to all newly appointed records officers.
6. Develop and expand training programs for state and local government to promote compliance and adoption of standards of best practice.
Outcome: Planned, coordinated and developed two expanded courses entitled "Introduction to Electronic Records Management" and "Using the State Records Center – Advanced Level."
7. Provide and improve internet access to forms, training, general records retention schedules, and requests to transfer and retrieve records from the State Records Center and State Archives.
Outcome: An improved, user friendly internet web site with new forms, manuals, training / policy information, and twelve general records retention schedules were posted for public access. A new database was developed to track state agency records retention schedules. Over 30,000 invalid records series were eliminated from the database.
8. Submit Budget Decision Packages to effectively apply dedicated fund balances to increasing local government records management training, technical assistance and grants.
Outcome: A Decision Package was funded for FY07 to support two staff positions to implement and maintain ongoing review, revision and updating of local government general records retention schedules.
9. Develop and implement systematic meetings and training to promote state agency records officers' awareness, support and compliance with the Records Management Program.
Outcome: A semi-annual awareness training and recognition meeting was developed for all State Agency Records Officers.
10. Develop a system to train and monitor elected officials to ensure that their records are properly retained and preserved.
Outcome: Deferred to 2007-2009.
11. Work with the Archives Oversight Committee to determine the necessity and feasibility of providing records center services to local government agencies
Outcome: Deferred to 2007-2009.

2007-2009:

1. Establish and implement a biennial cycle for reviewing and updating state and local government general records retention schedules. Outcome: Continual.

2. Establish and implement a biennial cycle for reviewing and updating WACS, standards and guidelines for electronic records, imaging systems and essential records protection. Outcome: In progress for review.
3. Establish mutual support networks in state and local government for records disaster response and recovery. Outcome: In process.
4. Develop a system to train and monitor elected officials to ensure that their records are properly retained and preserve. Outcome: Not accomplished.
5. Work with the Archives Oversight Committee to determine the necessity and feasibility of providing records center services to local government agencies. Outcome: In progress for review.

2009-2011:

1. Develop standard Records Management procedures that reflect best practices for agencies to use in measuring, evaluating, and upgrading records functions to better comply with the Public Record Act and the State Archives WACs. Desired Outcome: Establish a project team, comprised of Records Management staff, Archives staff and Records officers outside agency, to develop procedures.
2. Add environmental controls, improve security measures, and segregate records with long-term storage needs at the State Records Center to ensure the long-term preservation of records. Desired Outcome: Create a project team to determine the need for additional funds to either remodel, or add-on to, the Records Center.
3. Audit 100% of changes to the metadata and images by tracking the modified user and modified date. Desired Outcome: Continual
4. Hold open houses annually to promote awareness and education of the preservation of electronic records. Desired Outcome: Two scheduled open houses.
5. Promote, encourage and assist in the development of single comprehensive function/activity based records retention schedules for state agencies' unique/core business records. Desired Outcome: 15% of state agencies have developed and had comprehensive schedules approved by the State Records Committee by June 2011.
5. Develop and implement a certification program for records officers in state and local governments. Desired Outcome: 25% of state records officers certified by June 2010 and 50% certification by 2011.
6. Develop and implement an annual records officer recognition program to acknowledge and encourage improvements in records management within state and local governments. Desired Outcome: First recognition awards scheduled in 2010.
7. Develop and implement online records management training modules. Desired Outcome: One module available online by June 2010 and the second by June 2011.

2011-2013

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

2. Develop a strategy in consultation with the universities on developing a sector records retention schedule. Desired Outcome: Strategy developed by June 2011.
3. Conduct a feasibility study into the establishment and operation of records center(s) for local government semi-active/inactive records. Desired Outcome: Submit a Decision Package for Feasibility study and implementation in FY13-15.

ONGOING

1. Review and update all state and local government general records retention schedules once each biennium. Outcome: Each state and local government general schedule has been reviewed at least once and all revisions approved by June 2011.
2. Review and update WACS, standards and guidelines for electronic records, imaging systems and essential records protection once each biennium.
3. Develop new WACs, standards and guidelines for emerging records management issues and technologies.
4. Maintain grants program to support public records management compliance the implementation of standards of best practice by local government agencies
5. Update and improve records management training for state and local government.
6. Actively participate in local, regional and national archives and records management associations.
7. 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:

2005-2007:

1. Staff and develop outreach presentations, displays and public service announcements to promote awareness of the State Archives' mission, services and research sources. Outcome: 370 outreach presentations, displays, programs and events.
2. Evaluate and implement viable options for providing weekend hours of operation. Outcome: Necessary resources have yet to be identified.
3. Develop and provide an easy-to-use online catalog for locating and obtaining state and local government records. Outcome: ArCat is being

utilized by staff and will be completed and mounted for public access in 2005-2007.

4. Work with Office of Superintendent of Public Instruction (OSPI) and the History Day Program to incorporate primary source materials into K12 social studies curricula. Outcomes: Currently collaborating with OSPI, State Historical Society, and numerous repositories to develop an online source for documents for Classroom Based Assessment (CBA) projects.
5. Use OSOS website to promote awareness of archival collections and enable online access to collections of broad public research interest. Outcome: Online collections moved to the Digital Archives to facilitate storage, updates and access, "Frontier Justice" Territorial District Court database re-entered and mounted online.
6. Incorporate programming for exhibits and interactive displays into the pre-design plan of the State Government Archives / Southwest Regional Archives / Library building. Outcome: The pre-design study for State government Archives/State Library Building is completed.

2007-2009:

1. 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. Outcome: On-going
2. Achieve and maintain a one-business day research request response turnaround at the State Government Archives and regional archives branches. Outcome: Continual
3. Develop a proposal for providing extended hours of public research access based on research demand and available resources. Outcome: Continue study in 2009-2011 for a 2011-13 Decision Package.
4. Work with partner agencies to mount collaborative curriculum/document database for Classroom Based Assessment (CBA) projects. Outcome: Continual
5. Incorporate exhibits and interactive displays for public outreach into the design and construction of the State Government Archives/Southwest Regional Archives/Library building. Outcome: In process.
6. Develop programming for public access television outlets to promote awareness and use of State Archives collections and services. Outcome: Currently offer videos on TCTV and on TVW an introduction into Archives and tour of the State Archives building is played.

2009-2011

1. 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. Desired Outcome: **Decision Package(s) funding: photograph and PRC scanning; a wide format scanner, cataloging, and an ongoing state photo archivist; and an Archives Branch Network Integration.**
2. Develop a proposal for providing extended hours of public research access based on research demand and available resources. Desired

Outcome: Continue in 2009-2011 and prepare a Decision Package for 2011-2013.

3. Enhance the ArCat database to allow the attachment of PDF, or other types of files, to the entries to allow greater access to the records. Desired Outcome: Continual
4. Increase efficiency and ensure that our public outward facing website is user friendly and easily accessible. Desired Outcome: Survey 10% of all partners who contribute data.
5. Evaluate the Digital Archives website and develop strategies to make it more user-friendly. Desired Outcome: The Business Rules and Content Committee will evaluate the website and ensure there is continuity between branch websites and the DA.
6. Providing online access to the state's historical records through the Heritage Center will enrich the study of Washington State history, culture, economics, geography, and politics. Desired Outcome: **Decision Package** funding an online Archival Content Coordinator thru an inner-agency agreement with the Washington State Historical Society.

2011-2013:

1. 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.
2. Develop a proposal for providing extended hours of public research access based on research demand and available resources. Desired Outcome: Decision Package funding extended hours.

ONGOING:

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

Special Programs Goals, Objectives & Strategies

Address Confidentiality Program

Goal #1: Maintain the same level of service for which we have established a positive reputation.

Objectives:

- Be aware of current service levels and changes.

Strategies:

1. Develop strategy for how to continue providing timely customer service
 - A. Pursue budget request
 - B. Request additional FTE's
 - C. Re-evaluate current practices and explore process improvements.

Productivity Board

Goal #1: Be more visible to the legislature.

Objective: Gain support for programs.

Strategies:

1. Send quarterly activity reports by district.
2. Email all press releases and related information.
3. Invite key legislators to board meetings where suggestions/teams with high dollar savings are approved

Goal #2: Increase participation in the Employee Suggestion and Teamwork Incentive Programs.

Objective #1: Raise awareness by educating agencies and the public.

Strategies:

1. Build relationships with agency coordinators.
2. Work with agency coordinators on personalized marketing plans/strategies.
3. Meet with new coordinators in a timely manner.
4. Quarterly accountability sheets.
5. General on-going outreach

Objective #2: Obtain agency support.

Strategies:

1. Meet with new agency heads/management.
2. Tailor the Smart Government newsletter towards the interviewee's agency and have interviewee send out to all staff within the targeted agency.
3. While marketing, uncover and conquer roadblocks and skepticism from management.

Objective #3: Obtain Governor Support

Strategies:

1. Invite the Governor to board meetings where suggestions/teams with high dollar savings or innovative ideas are approved.
2. Encourage participation in recognition ceremonies (Innovations Award Ceremony and Public Service Recognition Week).

Goal #3: Expand statewide events in Public Service Recognition Week.

Objective: Continue "PSRW Campaign" across the state

Strategies:

1. Continue to include federal, local and county
2. Outreach
3. Find key people in outlying areas
4. Post event information on the national register.