

## Strengthen Government's Ability to Achieve Results Efficiently and Effectively

Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	1	Office of State Treasurer	Debt Management Services	Safeguard and manage public funds	Current Activity	\$ 3,338,000	\$ 3,338,000
High	2	Office of State Treasurer	Banking Services	Safeguard and manage public funds	Current Activity	\$ 5,596,000	\$ 5,596,000
High	3	Office of State Treasurer	Accounting and Fiscal Services for Treasury and Trust Funds	Safeguard and manage public funds	Current Activity	\$ 3,541,000	\$ 3,541,000
High	4	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Current Activity	\$ 195,144,000	\$ 195,144,000
High	5	Department of Revenue	State and Local Revenue Collection and Distribution	Safeguard and manage public funds	Current Activity	\$ 111,434,000	\$ 111,434,000
High	6	State Investment Board	Investment Activities	Safeguard and manage public funds	Current Activity	\$ 24,287,000	\$ 24,287,000
High	7	Office of State Treasurer	Investment Services	Safeguard and manage public funds	Current Activity	\$ 2,453,000	\$ 2,453,000
High	8	Bond Retirement and Interest	Bond Retirement and Interest	Pay debt service	Current Activity	\$ 2,869,864,000	\$ 2,869,864,000
High	9	Office of the Secretary of State	Voter Registration Database	Support democratic processes and government accountability	Voter Database Connectivity DIS Fee	\$ 382,000	\$ 382,000
High	10	Office of Attorney General	Investigation and Defense of Tort Lawsuits	Provide data, information, and analysis to support decision-making	Current Activity	\$ 319,000	\$ 319,000
High	11	Department of Retirement Systems	Trust Fund Accounting	Safeguard and manage public funds	Current Activity	\$ 6,194,000	\$ 6,194,000
High	12	Contrib to Retirement Systems--Judicial	Contributions to Retirement Systems	Safeguard and manage public funds	Recommendation from OSA	\$ 4,100,000	\$ 4,135,000
High	13	Contrib to Retirement Systems--Judicial	Contributions to Retirement Systems	Safeguard and manage public funds	Current Activity	\$ 20,400,000	\$ 20,400,000
High	14	Econ & Revenue Forecast Council	Revenue Forecasting	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,592,000	\$ 1,592,000
High	15	Office of Financial Management	Budget Driver and Expenditure Forecasts, Research, and Monitoring	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,815,000	\$ 1,815,000
High	16	House of Representatives	Legislative Policy Setting	Support democratic processes and government accountability	Current Activity	\$ 70,755,000	\$ 70,755,000
High	17	Senate	Legislative Policy Setting	Support democratic processes and government accountability	Current Activity	\$ 56,221,000	\$ 56,321,000
High	18	Office of the Governor	Executive Operations for Governor's Office	Support democratic processes and government accountability	Current Activity	\$ 9,461,000	\$ 9,461,000
High	19	Department of Licensing	Administration of Vehicle and Vessel Title and Registration Services	Safeguard and manage public funds	Current Activity	\$ 55,752,000	\$ 55,752,000
High	20	Office of Financial Management	Governor's Budget Development	Provide data, information, and analysis to support decision-making	Current Activity	\$ 8,955,000	\$ 8,955,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	21	Department of Revenue	Tax Auditing	Safeguard and manage public funds	Current Activity	\$ 52,457,000	\$ 53,811,000
High	22	Department of Revenue	Property Tax Administration	Safeguard and manage public funds	Current Activity	\$ 28,159,000	\$ 28,159,000
High	23	Department of Licensing	Administration of Fuel Tax Collection and Motor Carrier Services	Safeguard and manage public funds	Current Activity	\$ 21,087,000	\$ 21,087,000
High	24	Office of Financial Management	Assessment Payments on State Lands	Safeguard and manage public funds	Current Activity	\$ 200,000	\$ 200,000
High	25	Office of the Secretary of State	Voters Pamphlet, Voter Outreach, and Legal Advertising	Support democratic processes and government accountability	Current Activity	\$ 3,006,000	\$ 3,006,000
High	26	Caseload Forecast Council	Caseload Forecasting	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,627,000	\$ 1,627,000
High	27	Office of Financial Management	Central Financial Systems Development and Maintenance	Provide data, information, and analysis to support decision-making	Current Activity	\$ 31,934,000	\$ 31,934,000
High	28	Department of Information Services	Data Network Services	Provide data, information, and analysis to support decision-making	Current Activity	\$ 27,685,000	\$ 27,685,000
High	29	Office of the Secretary of State	Census and Redistricting Project	Support democratic processes and government accountability	Current Activity	\$ 194,000	\$ 194,000
High	30	Office of Financial Management	Administrative Activity	Support democratic processes and government accountability	Current Activity	\$ 3,706,000	\$ 3,706,000
High	31	Department of Retirement Systems	Member Data Services	Safeguard and manage public funds	Current Activity	\$ 4,179,000	\$ 4,179,000
High	32	Office of State Actuary	Actuarial Analysis for Pensions and Investments	Provide data, information, and analysis to support decision-making	Current Activity	\$ 3,517,000	\$ 3,517,000
High	33	Office of the Secretary of State	Voter Registration and Initiative Services	Support democratic processes and government accountability	Current Activity	\$ 2,137,000	\$ 2,137,000
High	34	Office of State Treasurer	Administration	Safeguard and manage public funds	Current Activity	\$ 1,989,000	\$ 1,989,000
High	35	Office of Financial Management	Statewide Accounting Policies and Reporting	Safeguard and manage public funds	Current Activity	\$ 4,425,000	\$ 4,425,000
High	36	Department of Retirement Systems	Retirement Customer Services	Provide a capable workforce to execute government functions	Current Activity	\$ 17,723,000	\$ 17,723,000
High	37	Office of Financial Management	Statewide Economic and Revenue Forecasts, Fiscal Planning, and Research	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,580,000	\$ 1,580,000
High	38	Department of Revenue	Tax Policy Research, Analysis, and Interpretation	Provide data, information, and analysis to support decision-making	Current Activity	\$ 12,322,000	\$ 12,322,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	39	Statute Law Committee	Modification, Publication and Revision of State Laws	Provide data, information, and analysis to support decision-making	Current Activity	\$ 11,358,000	\$ 11,358,000
High	40	Office of Administrative Hearings	Administrative Hearings	Support democratic processes and government accountability	Current Activity	\$ 33,649,000	\$ 33,649,000
High	41	Department of Retirement Systems	Retirement Information Systems	Provide data, information, and analysis to support decision-making	Current Activity	\$ 16,024,000	\$ 16,024,000
High	42	Department of Revenue	State and Local Revenue Collection and Distribution	Safeguard and manage public funds	Enhanced Tax Collection Tools	\$ 472,000	\$ 472,000
High	43	Department of Revenue	Administration	Safeguard and manage public funds	Current Activity	\$ 23,506,000	\$ 23,506,000
High	44	Department of Information Services	Enterprise Security Services	Provide data, information, and analysis to support decision-making	Current Activity	\$ 13,485,000	\$ 13,485,000
High	45	Liquor Control Board	Tobacco Tax Enforcement	Safeguard and manage public funds	Current Activity	\$ 4,631,000	\$ 4,631,000
High	46	Department of Retirement Systems	One-Time Projects	Safeguard and manage public funds	Cycle C Compliance Project	\$ 573,000	\$ 573,000
High	47	Office of Attorney General	Administrative Activity	Provide data, information, and analysis to support decision-making	Current Activity	\$ 22,822,000	\$ 22,822,000
High	48	Office of Financial Management	Risk Management	Safeguard and manage public funds	Current Activity	\$ 24,674,000	\$ 24,674,000
High	49	Office of the Secretary of State	Certification and Training	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,731,000	\$ 1,731,000
High	50	Office of State Auditor	Audits of State Government	Support democratic processes and government accountability	Current Activity	\$ 13,645,000	\$ 14,265,000
High	51	Board of Tax Appeals	Adjudication of Tax Appeals	Support democratic processes and government accountability	Current Activity	\$ 2,915,000	\$ 2,915,000
High	52	Liquor Control Board	Contract Liquor Store Operations	Safeguard and manage public funds	Add Ten Contract Stores	\$ 1,613,000	\$ 1,613,000
High	53	Office of Financial Management	Accounting Services for Other Agencies	Safeguard and manage public funds	Current Activity	\$ 579,000	\$ 579,000
High	54	Department of Personnel	Human Resource Management System - Payroll	Provide a capable workforce to execute government functions	Current Activity	\$ 10,100,000	\$ 10,100,000
High	55	Department of Revenue	Taxpayer Appeals	Safeguard and manage public funds	Current Activity	\$ 5,290,000	\$ 5,290,000
High	56	Dept of General Administration	Mail Services for State Agencies	Provide tools and resources to execute government functions	Current Activity	\$ 41,461,000	\$ 41,461,000
High	57	Office of the Secretary of State	State Archives	Provide data, information, and analysis to support decision-making	Current Activity	\$ 7,250,000	\$ 7,250,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	58	Department of Retirement Systems	Administration	Safeguard and manage public funds	Current Activity	\$ 5,108,000	\$ 5,108,000
High	59	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Current Activity	\$ 7,835,000	\$ 7,835,000
High	60	Department of Information Services	Technology Acquisition Services	Provide tools and resources to execute government functions	Current Activity	\$ 56,155,000	\$ 56,155,000
High	61	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Children's Admin HQ Team	\$ 490,000	\$ 490,000
High	62	Department of Information Services	Enterprise Mainframe Computing	Provide data, information, and analysis to support decision-making	Current Activity	\$ 62,746,000	\$ 62,746,000
High	63	Department of Information Services	Enterprise Server Technology	Provide data, information, and analysis to support decision-making	Current Activity	\$ 8,372,000	\$ 8,372,000
High	64	Office of the Secretary of State	Voter Registration Database	Support democratic processes and government accountability	Giving Voters More Information	\$ 909,000	\$ 909,000
High	65	Department of Retirement Systems	Deferred Compensation Management for Public Employees	Safeguard and manage public funds	Current Activity	\$ 3,382,000	\$ 3,382,000
High	66	Department of Information Services	Administrative Activity	Provide data, information, and analysis to support decision-making	Current Activity	\$ 21,730,000	\$ 21,730,000
High	67	Leg Evaluation & Account Prog Comm	Information Services and Support for Legislature	Provide data, information, and analysis to support decision-making	Current Activity	\$ 5,547,000	\$ 5,637,000
High	68	Office of Financial Management	Population Estimates, Forecasts, and Census Data	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,580,000	\$ 1,580,000
High	69	Department of Information Services	Voice Telephony Services	Provide tools and resources to execute government functions	Current Activity	\$ 38,835,000	\$ 38,835,000
High	70	Office of the Secretary of State	Certification and Training	Provide data, information, and analysis to support decision-making	County Election Reviews & Training	\$ 276,000	\$ 1,601,000
High	71	Office of Financial Management	Statewide Policy Development for Governor's Office	Provide data, information, and analysis to support decision-making	Current Activity	\$ 10,071,000	\$ 10,071,000
High	72	Public Employment Relations Comm	Dispute Resolution of Public Employer Labor Disputes	Provide a capable workforce to execute government functions	Current Activity	\$ 10,290,000	\$ 10,290,000
High	73	Public Disclosure Commission	Provide Public Access to Certain Campaign, Lobbying and Financial	Support democratic processes and government accountability	Current Activity	\$ 3,272,000	\$ 3,272,000
High	74	Dept of General Administration	Facilities Operation & Maintenance	Provide tools and resources to execute government functions	Current Activity	\$ 52,060,000	\$ 52,060,000
High	75	Dept of General Administration	Office Facilities Management	Provide tools and resources to execute government functions	Current Activity	\$ 71,541,000	\$ 71,541,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	76	Dept of General Administration	Capital Project Management	Provide tools and resources to execute government functions	Current Activity	\$ 5,276,000	\$ 5,276,000
High	77	Office of Lieutenant Governor	Executive Operations for the Lieutenant Governor's Office	Support democratic processes and government accountability	Current Activity	\$ 1,219,000	\$ 1,219,000
High	78	Office of the Secretary of State	Census and Redistricting Project	Support democratic processes and government accountability	Census & Redistricting Project	\$ 305,000	\$ 305,000
High	79	Office of Financial Management	Collective Bargaining	Provide data, information, and analysis to support decision-	Current Activity	\$ 3,724,000	\$ 3,724,000
High	80	Dept of General Administration	Statewide Procurement	Provide tools and resources to execute government functions	Current Activity	\$ 13,903,000	\$ 13,903,000
High	81	Office of the Secretary of State	Records Management	Provide tools and resources to execute government functions	Current Activity	\$ 3,129,000	\$ 3,129,000
High	82	Office of State Auditor	Administrative Activity		Current Activity	\$ 3,612,000	\$ 3,612,000
High	83	Department of Personnel	Human Resource Information Systems	Provide a capable workforce to execute government functions	Current Activity	\$ 37,963,000	\$ 37,963,000
High	84	Dept of General Administration	Barrier Free Facilities Program (BFFP)	Provide tools and resources to execute government functions	Current Activity	\$ 187,000	\$ 187,000
High	85	Department of Personnel	Job Classification and Compensation	Provide a capable workforce to execute government functions	Current Activity	\$ 5,595,000	\$ 5,595,000
High	86	Department of Personnel	Administrative Activity	Provide a capable workforce to execute government functions	Current Activity	\$ 7,760,000	\$ 8,020,000
High	87	Office of State Auditor	Audit of School Programs	Support democratic processes and government accountability	Current Activity	\$ 1,578,000	\$ 1,578,000
High	88	Public Disclosure Commission	Enforcement of Public Disclosure Laws	Support democratic processes and government accountability	Current Activity	\$ 1,114,000	\$ 1,144,000
High	89	Office of the Secretary of State	Federal Information	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,236,000	\$ 1,236,000
High	90	Department of Personnel	Adjudication of State Employee Civil Service Appeals	Provide a capable workforce to execute government functions	Current Activity	\$ 409,000	\$ (809,000)
High	91	Dept of General Administration	Distribution of Surplus Property	Provide tools and resources to execute government functions	Current Activity	\$ 5,513,000	\$ 5,513,000
High	92	Department of Information Services	Enterprise Web Properties	Support democratic processes and government accountability	Current Activity	\$ 3,013,000	\$ 3,013,000
High	93	Office of the Secretary of State	Digital Archives	Provide data, information, and analysis to support decision-making	Current Activity	\$ 4,204,000	\$ 4,204,000
High	94	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Current Activity	\$ 347,947,768	\$ 347,947,768
High	95	Liquor Control Board	Liquor Warehouse Operations and Distribution	Safeguard and manage public funds	Current Activity	\$ 22,007,000	\$ 22,007,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
High	96	Liquor Control Board	State Liquor Store Operations	Safeguard and manage public funds	Current Activity	\$ 143,090,000	\$ 143,090,000
High	97	Liquor Control Board	Liquor Purchasing and Merchandising	Safeguard and manage public funds	Current Activity	\$ 1,945,000	\$ 1,945,000
High	98	Special Approp to the Governor	Special Appropriations-Gov's Emergency Fund	Safeguard and manage public funds	Current Activity	\$ 1,700,000	\$ 1,700,000
High	99	Liquor Control Board	Contract Liquor Store Operations	Safeguard and manage public funds	Current Activity	\$ 24,642,000	\$ 24,642,000
High	100	Redistricting Commission	Redistricting Commission	Support democratic processes and government accountability	Establish Decennial Commission	\$ 587,000	\$ 1,174,000
Low	101	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Current Activity	\$ 545,240,641	\$ 545,240,641
Buy Next	102	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Current Activity	\$ 444,591	\$ 444,591
Buy Next	103	Contrib to Retirement Systems--LEOFF	Contributions to Retirement Systems	Safeguard and manage public funds	Recommendation from OSA	\$ 5,000,000	\$ 5,000,000
Buy Next	104	Contrib to Retirement Systems--LEOFF	Contributions to Retirement Systems	Safeguard and manage public funds	Current Activity	\$ 100,800,000	\$ 100,800,000
Buy Next	105	Office of State Auditor	Audits of Local Government	Support democratic processes and government accountability	Current Activity	\$ 36,847,000	\$ 36,847,000
Buy Next	106	Board for Volunteer Firefighters	Benefits to Volunteer Firefighters and Reserve Law Enforcement Officers	Safeguard and manage public funds	Current Activity	\$ 1,089,000	\$ 1,089,000
Buy Next	107	Office of Financial Management	Personal Service and Client Service Contracts	Support democratic processes and government accountability	Current Activity	\$ 1,405,000	\$ 1,405,000
Buy Next	108	Office of the Secretary of State	Administrative Activity	Support democratic processes and government accountability	Current Activity	\$ 10,447,000	\$ 10,447,000
Buy Next	109	Dept of General Administration	Motor Pool	Provide tools and resources to execute government functions	Current Activity	\$ 37,251,000	\$ 37,251,000
Buy Next	110	Office of State Auditor	Local Government Budgeting, Accounting and Reporting System and	Support democratic processes and government accountability	Current Activity	\$ 915,000	\$ 915,000
Buy Next	111	Department of Personnel	Recruitment, Assessment, and Appointments	Provide a capable workforce to execute government functions	Current Activity	\$ 6,213,000	\$ 6,213,000
Buy Next	112	Department of Information Services	Information Services Policy Development and Project Oversight	Provide data, information, and analysis to support decision-making	Current Activity	\$ 9,987,000	\$ 9,987,000
Buy Next	113	State Law Library	Legal Research and Research Services	Provide data, information, and analysis to support decision-making	Current Activity	\$ 4,490,000	\$ 4,490,000
Buy Next	114	Dept of General Administration	Real Estate Services	Provide tools and resources to execute government functions	Current Activity	\$ 9,058,000	\$ 9,058,000
Buy Next	115	CTED	Local Government Fiscal Notes	Support democratic processes and government accountability	Current Activity	\$ 1,394,000	\$ 1,394,000

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Buy Next	116	Office of Financial Management	Management, Accountability and Performance	Support democratic processes and government accountability	Current Activity	\$ 5,117,000	\$ 5,117,000
Buy Next	117	Department of Revenue	Tax Policy Research, Analysis, and Interpretation	Provide data, information, and analysis to support decision-making	Intellectual Content Reproduction	\$ 5,000	\$ 5,000
Buy Next	118	Joint Leg. Audit & Review Committee	Program Evaluation and Studies for the State Legislature	Provide data, information, and analysis to support decision-making	Current Activity	\$ 6,568,000	\$ 6,568,000
Buy Next	119	Joint Legislative Systems Committee	Information Technology and Telecommunications Services	Provide data, information, and analysis to support decision-making	Current Activity	\$ 18,378,000	\$ 18,378,000
Buy Next	120	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Continue DSHS Juvenile Caseload	\$ 706,000	\$ 706,000
Buy Next	121	Dept of General Administration	Energy Services	Provide tools and resources to execute government functions	Current Activity	\$ 4,531,000	\$ 4,531,000
Buy Next	122	DIS	Information Services Policy Development and Project Oversight	Provide data, information, and analysis to support decision-making	Small Agency Technology Support	\$ 678,000	\$ 678,000
Buy Next	123	Joint Transportation Committee	Research and Financial Analysis of Transportation Issues	Provide data, information, and analysis to support decision-making	Current Activity	\$ 8,000	\$ 8,000
Buy Next	124	Office of the Secretary of State	Election Cost Reimbursement to Counties	Safeguard and manage public funds	Current Activity	\$ 4,100,000	\$ 6,020,000
Buy Next	125	Department of Personnel	Training and Development Services	Provide a capable workforce to execute government functions	Current Activity	\$ 1,093,000	\$ 1,093,000
Buy Next	126	Liquor Control Board	Administrative Activity	Safeguard and manage public funds	Current Activity	\$ 27,954,000	\$ 27,954,000
Buy Next	127	LEOFF 2 Retirement Board	Law Enforcement Officers' and Fire Fighters' Plan 2 Retirement Board	Safeguard and manage public funds	Current Activity	\$ 2,067,000	\$ 2,067,000
Buy Next	128	Department of Information Services	Enterprise Initiatives Group	Provide data, information, and analysis to support decision-making	Current Activity	\$ 4,824,000	\$ 4,824,000
Buy Next	129	Public Printer	Printing and Related Services	Provide tools and resources to execute government functions	Current Activity	\$ 22,083,000	\$ 22,083,000
Buy Next	130	Department of Personnel	Workforce Development and Productivity	Provide a capable workforce to execute government functions	Current Activity	\$ 3,780,000	\$ 3,780,000
Buy Next	131	State Investment Board	Investment Activities	Safeguard and manage public funds	Strengthen Tech Infrastructure	\$ 2,471,000	\$ 2,471,000
Buy Next	132	Department of Information Services	Enterprise Multimedia Services	Provide tools and resources to execute government functions	Current Activity	\$ 5,176,000	\$ 5,176,000
Buy Next	133	Office of the Secretary of State	Agency Information Technology	Provide data, information, and analysis to support decision-making	Current Activity	\$ 3,662,000	\$ 3,662,000

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Buy Next	134	Dept of General Administration	Plant Operations Support	Provide tools and resources to execute government functions	Current Activity	\$ 961,000	\$ 961,000
Buy Next	135	Office of the Secretary of State	Imaging Services and Security Microfilm	Provide tools and resources to execute government functions	Current Activity	\$ 6,187,000	\$ 6,187,000
Buy Next	136	Municipal Research Council	Municipal Research Services	Provide data, information, and analysis to support decision-making	Current Activity	\$ 6,324,000	\$ 6,324,000
Buy Next	137	Department of Personnel	Human Resource Management System - Payroll	Provide a capable workforce to execute government functions	E-Recruiting Improvements	\$ 1,258,000	\$ 1,258,000
Buy Next	138	Department of Personnel	Human Resource Management System - Payroll	Provide a capable workforce to execute government functions	HRMS Archiving Solution	\$ 3,609,000	\$ 3,609,000
Buy Next	139	Liquor Control Board	Contract Liquor Store Operations	Safeguard and manage public funds	Add Ten Contract Stores	\$ 40,000	\$ 40,000
Buy Next	140	Board for Volunteer Firefighters	Benefits to Volunteer Firefighters and Reserve Law Enforcement Officers	Safeguard and manage public funds	Reallocation Incremental Increase	\$ 76,000	\$ 76,000
Buy Next	141	Office of Attorney General	Executive Ethics Board	Support democratic processes and government accountability	Current Activity	\$ 1,262,000	\$ 1,262,000
Buy Next	142	Office of State Auditor	Investigating Improper Governmental Actions	Support democratic processes and government accountability	Current Activity	\$ 1,644,000	\$ 1,644,000
Buy Next	143	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Emergency Management	\$ 49,000	\$ 49,000
Buy Next	144	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Updated Incentive Pay Structure	\$ 42,630,000	\$ 42,630,000
Buy Next	145	Dept of General Administration	Statewide Procurement	Provide tools and resources to execute government functions	Procurement Reform (Roadmap)	\$ 1,431,000	\$ 1,431,000
Buy Next	146	Dept of General Administration	Custodial Services	Provide tools and resources to execute government functions	Current Activity	\$ 31,349,000	\$ 31,349,000
Buy Next	147	Office of the Secretary of State	State Depository Collection	Provide data, information, and analysis to support decision-making	Current Activity	\$ 2,419,000	\$ 2,419,000
Buy Next	148	State Investment Board	Investment Activities	Safeguard and manage public funds	Investment Excellence Continuity	\$ 6,152,000	\$ 6,152,000
Buy Next	149	Department of Revenue	Tax Policy Research, Analysis, and Interpretation	Safeguard and manage public funds	Improve Tax Administration	\$ 31,000	\$ 31,000
Buy Next	150	Dept of General Administration	Parking Management	Provide tools and resources to execute government functions	Current Activity	\$ 1,926,000	\$ 1,926,000
Buy Next	151	Dept of General Administration	Material Management Center	Provide tools and resources to execute government functions	Current Activity	\$ 9,409,000	\$ 9,409,000
Buy Next	152	Dept of General Administration	State Capitol Visitor Services	Support democratic processes and government accountability	Current Activity	\$ 1,549,000	\$ 1,549,000
Buy Next	153	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Relocate GA Servers	\$ 118,000	\$ 118,000

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Buy Next	154	Public Disclosure Commission	Agency Administration	Support democratic processes and government accountability	Current Activity	\$ 744,000	\$ 744,000
Buy Next	155	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Emergency Management	\$ 159,000	\$ 159,000
Buy Next	156	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Relocate GA Servers	\$ 269,000	\$ 269,000
Buy Next	157	Department of Information Services	Voice Telephony Services	Provide tools and resources to execute government functions	Videoconferencing	\$ 1,659,000	\$ 1,659,000
Buy Next	158	Office of the Governor	Maintenance of Governor's Mansion	Provide tools and resources to execute government functions	Current Activity	\$ 322,000	\$ 322,000
Buy Next	159	Comm on Salaries Elected Officials	Salary Setting for Elected Officials	Support democratic processes and government accountability	Current Activity	\$ 396,000	\$ 396,000
Buy Next	160	Office of Administrative Hearings	Administrative Hearings	Support democratic processes and government accountability	Technology Infrastructure Solutions	\$ 297,000	\$ 297,000
Buy Next	161	Office of the Secretary of State	State Archives	Provide tools and resources to execute government functions	Local Records Preservation	\$ 556,000	\$ 556,000
Buy Next	162	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Electronic Records Management	\$ 242,000	\$ 242,000
Buy Next	163	Liquor Control Board	State Liquor Store Operations	Safeguard and manage public funds	Add Store FTEs	\$ 3,000,000	\$ 3,000,000
Buy Next	164	Liquor Control Board	State Liquor Store Operations	Safeguard and manage public funds	Add Five New State Stores	\$ 1,306,000	\$ 1,306,000
Buy Next	165	Governor's Office of Indian Affairs	Promote Government Relations	Provide data, information, and analysis to support decision-making	Current Activity	\$ 629,000	\$ 629,000
Buy Next	166	Department of Personnel	Employee Advisory Service	Provide a capable workforce to execute government functions	Current Activity	\$ 1,529,000	\$ 1,529,000
Buy Next	167	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Add 1 Floating DSR	\$ 111,000	\$ 111,000
Buy Next	168	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Integrated Financial Package	\$ 709,000	\$ 709,000
Buy Next	169	Office of the Secretary of State	Public Affairs Broadcasting	Support democratic processes and government accountability	Current Activity	\$ 4,966,000	\$ 4,966,000
Buy Next	170	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Public Counsel Unit Staffing	\$ 360,000	\$ 360,000
Buy Next	171	Econ & Revenue Forecast Council	Revenue Forecasting	Provide data, information, and analysis to support decision-making	Ensuring Continued Accuracy	\$ 26,000	\$ 26,000
Buy Next	172	Office of the Secretary of State	Imaging Services and Security Microfilm	Provide data, information, and analysis to support decision-making	Local Records Preservation	\$ 600,000	\$ 600,000

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Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
Buy Next	173	Office of the Secretary of State	Government Information Locator Service (GILS)	Provide data, information, and analysis to support decision-making	Current Activity	\$ 1,074,000	\$ 1,074,000
Buy Next	174	Office of Attorney General	Legal Services to State Agencies	Provide data, information, and analysis to support decision-making	Legal Assistant Job Class Series	\$ 4,354,000	\$ 4,354,000
Buy Next	175	Department of Personnel	Mandated Employee Services	Provide a capable workforce to execute government functions	Current Activity	\$ 23,000	\$ 23,000
Buy Next	176	Office of Administrative Hearings	Administrative Hearings	Support democratic processes and government accountability	Case Management System	\$ 958,000	\$ 958,000
Buy Next	177	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Updated Incentive Pay Structure	\$ 234,000	\$ 234,000
Buy Next	178	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	WaServ - Electronic Records Vault	\$ 22,000	\$ 22,000
Buy Next	179	Dept of General Administration	Facilities Operation & Maintenance	Provide tools and resources to execute government functions	Campus Security	\$ 100,000	\$ 100,000
Buy Next	180	Dept of General Administration	Facilities Operation & Maintenance	Provide tools and resources to execute government functions	Campus Security	\$ 755,000	\$ 755,000
Buy Next	181	Board for Volunteer Firefighters	Benefits to Volunteer Firefighters and Reserve Law Enforcement Officers	Safeguard and manage public funds	Database Replacement Phase Two	\$ 100,000	\$ 100,000
Buy Next	182	Office of Administrative Hearings	Administrative Hearings	Support democratic processes and government accountability	Legal Support Staff Upgrade	\$ 432,000	\$ 432,000
Buy Next	183	Liquor Control Board	Administrative Activity	Safeguard and manage public funds	Risk Management	\$ 222,000	\$ 222,000
Buy Next	184	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Updated Security Monitoring System	\$ 115,000	\$ 115,000
Buy Next	185	State Investment Board	Investment Activities	Safeguard and manage public funds	Inv Officers Incentive Compensation (partial funding)	\$ 2,000,000	\$ 2,000,000
Buy Next	186	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Audit & Fiscal Accountability Aid	\$ 143,000	\$ 143,000
Buy Next	187	Liquor Control Board	Liquor Warehouse Operations and Distribution	Safeguard and manage public funds	DC Material Handling	\$ 910,000	\$ 910,000
Buy Next	188	Office of the Secretary of State	Digital Archives	Provide data, information, and analysis to support decision-making	Electronic Records Staffing	\$ 677,000	\$ 677,000
Buy Next	189	Comm on Asian Pacific Amer Affairs	Advocacy of Asian Pacific-American Community Issues	Provide data, information, and analysis to support decision-making	Current Activity	\$ 534,000	\$ 534,000
Buy Next	190	Commission On Hispanic Affairs	Advocacy and Coordination of Hispanic Community Issues	Provide data, information, and analysis to support decision-making	Current Activity	\$ 590,000	\$ 590,000
Buy Next	191	Commission African-American Affairs	Advocacy and Coordination of Issues for African-American Community	Provide data, information, and analysis to support decision-making	Current Activity	\$ 552,000	\$ 552,000

## Strengthen Government's Ability to Achieve Results Efficiently and Effectively

Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
Buy Next	192	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Warehouse Capacity Upgrade	\$ 459,000	\$ 459,000
Buy Next	193	Board for Volunteer Firefighters	Benefits to Volunteer Firefighters and Reserve Law Enforcement Officers	Safeguard and manage public funds	Actuarial Relief Valuation	\$ 16,000	\$ 16,000
Buy Next	194	Liquor Control Board	State Liquor Store Operations	Safeguard and manage public funds	Replace Store Equipment	\$ 380,000	\$ 380,000
Do Not Buy	195	Liquor Control Board	State Liquor Store Operations	Safeguard and manage public funds	Add Five New State Stores	\$ 1,593,000	\$ 1,593,000
Do Not Buy	196	Department of Revenue	State and Local Revenue Collection and Distribution	Provide data, information, and analysis to support decision-making	Improve Tax Administration	\$ 66,000	\$ 66,000
Do Not Buy	197	Office of the Secretary of State	Digital Archives	Provide data, information, and analysis to support decision-making	Digital Archives Functionality	\$ 755,000	\$ 755,000
Do Not Buy	198	Office of State Auditor	Investigating Improper Governmental Actions	Support democratic processes and government accountability	Hotline	\$ 1,099,000	\$ 1,099,000
Do Not Buy	199	State Lottery Commission	Washington's Lottery	Safeguard and manage public funds	Management Analyst FTE - HR	\$ 122,000	\$ 122,000
Do Not Buy	200	State Investment Board	Investment Activities	Safeguard and manage public funds	Inv Officers Incentive Compensation	\$ 3,067,000	\$ 3,067,000
Do Not Buy	201	Office of State Auditor	Performance Audits	Support democratic processes and government accountability	Current Activity	\$ 26,798,000	\$ 26,798,000
Do Not Buy	202	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Sustainability Management	\$ 660,000	\$ 660,000
Do Not Buy	203	Liquor Control Board	Administrative Activity	Safeguard and manage public funds	Public Disclosure Workload	\$ 272,000	\$ 272,000
Do Not Buy	204	Office of the Secretary of State	State Archives	Provide data, information, and analysis to support decision-making	Archives Security/Inventory Control	\$ 454,000	\$ 454,000
Do Not Buy	205	Office of the Secretary of State	Productivity Board	Provide data, information, and analysis to support decision-making	Current Activity	\$ 648,000	\$ 648,000
Do Not Buy	206	Department of Revenue	Administration	Safeguard and manage public funds	Office Relocation	\$ 103,000	\$ 103,000
Do Not Buy	207	Office of the Secretary of State	Public Affairs Broadcasting	Support democratic processes and government accountability	TVW Salaries Carry Forward	\$ 132,000	\$ 132,000
Do Not Buy	208	Office of the Secretary of State	Voters Pamphlet, Voter Outreach, and Legal Advertising	Support democratic processes and government accountability	Increase College-age Voter Turnout	\$ 126,000	\$ 126,000
Do Not Buy	209	Office of the Secretary of State	Public Affairs Broadcasting	Support democratic processes and government accountability	TVW Equipment Maintenance Contracts	\$ 134,000	\$ 134,000
Do Not Buy	210	Econ & Revenue Forecast Council	Revenue Forecasting	Provide data, information, and analysis to support decision-making	Moving Costs	\$ 43,000	\$ 43,000

## Strengthen Government's Ability to Achieve Results Efficiently and Effectively

Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
Do Not Buy	211	Department of Revenue	Administration	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 207,000	\$ 207,000
Do Not Buy	212	Joint Transportation Committee	Research and Financial Analysis of Transportation Issues	Provide data, information, and analysis to support decision-making	Travel Increases	\$ 12,000	\$ 12,000
Do Not Buy	213	Office of Lieutenant Governor	Leg Comm on Economic Development and International Relations	Provide data, information, and analysis to support decision-making	Current Activity	\$ 523,000	\$ 523,000
Do Not Buy	214	Office of the Secretary of State	State Archives	Provide data, information, and analysis to support decision-making	Increased Local Govt Agency Grants	\$ 2,585,000	\$ 2,585,000
Do Not Buy	215	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Customer Relations	\$ 51,000	\$ 51,000
Do Not Buy	216	Joint Transportation Committee	Research and Financial Analysis of Transportation Issues	Provide data, information, and analysis to support decision-making	Biennialize year round counsel pos.	\$ 76,000	\$ 76,000
Do Not Buy	217	Department of Revenue	State and Local Revenue Collection and Distribution	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 1,543,000	\$ 1,543,000
Do Not Buy	218	Department of Information Services	Digital Learning Commons	Provide data, information, and analysis to support decision-making	Digital Learning Commons	\$ 3,000,000	\$ 3,000,000
Do Not Buy	219	Public Disclosure Commission	Enforcement of Public Disclosure Laws	Support democratic processes and government accountability	Staff Recruitment and Retention	\$ 16,000	\$ 16,000
Do Not Buy	220	State Investment Board	Investment Activities	Safeguard and manage public funds	Performance Confirmation	\$ 266,000	\$ 266,000
Do Not Buy	221	Department of Revenue	Taxpayer Appeals	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 82,000	\$ 82,000
Do Not Buy	222	Department of Revenue	Tax Auditing	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 648,000	\$ 648,000
Do Not Buy	223	Dept of General Administration	Facilities Operation & Maintenance	Provide tools and resources to execute government functions	Training/Skills Certification	\$ 439,000	\$ 439,000
Do Not Buy	224	Department of Revenue	Tax Policy Research, Analysis, and Interpretation	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 99,000	\$ 99,000
Do Not Buy	225	Dept of General Administration	Facilities Operation & Maintenance	Provide tools and resources to execute government functions	Training/Skills Certification	\$ 6,000	\$ 6,000
Do Not Buy	226	Office of State Auditor	Administrative Activity	Support democratic processes and government accountability	Hotline	\$ 144,000	\$ 144,000
Do Not Buy	227	Department of Revenue	Property Tax Administration	Safeguard and manage public funds	Office Relocation	\$ 205,000	\$ 205,000
Do Not Buy	228	Public Disclosure Commission	Agency Administration	Support democratic processes and government accountability	Staff Recruitment and Retention	\$ 24,000	\$ 24,000
Do Not Buy	229	Department of Revenue	Taxpayer Appeals	Safeguard and manage public funds	Office Relocation	\$ 103,000	\$ 103,000

## Strengthen Government's Ability to Achieve Results Efficiently and Effectively



Category	Rank	Agency Name	Activity Title	Strategy	Current/New Activity	State	Total
Do Not Buy	230	Office of Lieutenant Governor	Executive Operations for the Lieutenant Governor's Office	Support democratic processes and government accountability	Retain Qualified Employees	\$ 111,000	\$ 111,000
Do Not Buy	231	Public Disclosure Commission	Provide Public Access to Certain Campaign, Lobbying and Financial	Support democratic processes and government accountability	Staff Recruitment and Retention	\$ 53,000	\$ 53,000
Do Not Buy	232	Department of Revenue	Property Tax Administration	Safeguard and manage public funds	Fully Fund Salaries and Benefits	\$ 195,000	\$ 195,000
Do Not Buy	233	Department of Revenue	Tax Auditing	Safeguard and manage public funds	Office Relocation	\$ 119,000	\$ 119,000
Do Not Buy	234	Department of Revenue	State and Local Revenue Collection and Distribution	Safeguard and manage public funds	Office Relocation	\$ 208,000	\$ 208,000
Do Not Buy	235	Department of Revenue	Tax Policy Research, Analysis, and Interpretation	Safeguard and manage public funds	Office Relocation	\$ 190,000	\$ 190,000
Do Not Buy	236	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Customer Relations	\$ 61,000	\$ 61,000
Do Not Buy	237	Liquor Control Board	Administrative Activity	Safeguard and manage public funds	Media Campaign -- Public Safety	\$ 5,199,000	\$ 5,199,000
Do Not Buy	238	Office of the Secretary of State	Humanities Washington	Support democratic processes and government accountability	Current Activity	\$ 90,000	\$ 90,000
Do Not Buy	239	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Workforce Development	\$ 63,000	\$ 63,000
Do Not Buy	240	Comm on Salaries Elected Officials	Salary Setting for Elected Officials	Support democratic processes and government accountability	Equalize Fiscal Year Funding	\$ 24,000	\$ 24,000
Do Not Buy	241	Governor's Office of Indian Affairs	Promote Government Relations	Provide data, information, and analysis to support decision-making	Improving Communication	\$ 88,000	\$ 122,000
Do Not Buy	242	Dept of General Administration	Administrative Activity	Provide tools and resources to execute government functions	Workforce Development	\$ 73,000	\$ 73,000
Do Not Buy	243	Commission On Hispanic Affairs	Advocacy and Coordination of Hispanic Community Issues	Provide data, information, and analysis to support decision-making	Addressing Disparity	\$ 8,000	\$ 8,000
Do Not Buy	244	Dept of General Administration	State Capitol Visitor Services	Support democratic processes and government accountability	Visitor Services Staffing	\$ 434,000	\$ 434,000
Do Not Buy	245	Dept of General Administration	State Capitol Visitor Services	Support democratic processes and government accountability	Heritage Park Visitor Programming	\$ 395,000	\$ 395,000
Do Not Buy	246	Office of State Actuary	Actuarial Analysis for Pensions and Investments	Provide data, information, and analysis to support decision-making	LEOFF 1 Retiree Medical Study	\$ 25,000	\$ 25,000
Do Not Buy	247	Office of State Actuary	Actuarial Analysis for Pensions and Investments	Provide data, information, and analysis to support decision-making	PEBB OPEB Tool for Local Government	\$ 5,000	\$ 5,000
Do Not Buy	248	Office of State Actuary	Actuarial Analysis for Pensions and Investments	Provide data, information, and analysis to support decision-making	OPEB Valuation for UW Medical Center	\$ 20,000	\$ 40,000