



WASHINGTON STATE PUBLIC  
DISCLOSURE COMMISSION

# ANNUAL REPORT

FOR FY 2023





# MESSAGE FROM THE CHAIR

## STRATEGICALLY PLANNING FOR THE FUTURE

While the PDC's primary mission — to promote confidence in Washington's political process — stays the same, the agency's strategic plan is a living document. As the agency achieves its goals, the plan evolves to include new ones.

Late in 2022, the Commission retired two of its goals that have now been incorporated into the agency's ongoing operations. Those include reinstating regular audits of required filers to ensure compliance, and expanding the agency's training and outreach options for the public and regulated community.

The Commission added another two goals in their place — increasing outreach by the Commission, and improving lobbying disclosure. The latter was well-timed — just months after the Commission adopted the focus, the Legislature approved agency-request legislation to strengthen public access to details about grassroots, or indirect, lobbying campaigns.

The Commission also continues to prioritize projects to improve disclosure of digital political advertising, build modern reporting systems, and apply process improvement principles to enforcement case management.

I know I speak for the Commission when I say the Public Disclosure Commission's road trip to Spokane for its June 2023 meeting was a high point of the year.

The visit was the first time in recent memory that the Commission has met outside of Olympia, and we were thrilled with the opportunity to greet some of you face-to-face after years of virtual meetings.

Increased outreach to voters and those regulated by the PDC throughout the state was one of the five strategic plan projects the Commission identified in the fall of 2022. In the next year, expect to see more. We're planning additional Commission meetings and training sessions outside of Olympia, and hosting online engagement sessions to get feedback and ideas on a variety of topics.

Technology also continues to be a major focus for the agency. In 2023, after two years of work, PDC staff brought the Online Reporting of Campaign Activity (ORCA) system fully into the cloud, moving what had been a software-based reporting application off your computer's desktop and making it more accessible and user friendly for campaigns and their staff.

That's an accomplishment worth celebrating, and more is ahead. The next set of technological upgrades for our online filing systems will be focused on lobbyist reporting, and will be going live in the next year.

In fact, lobbyist disclosure will be

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getting a lot of attention in the coming months as another of the Commission's current strategic plan projects. The PDC has just finished the rulemaking process to incorporate new statutory requirements for "grassroots" lobbying activity, also known as indirect lobbying or efforts to solicit the general public to influence legislation.

The Commission also made inflationary adjustments to financial reporting requirements for lobbyists, continuing its work over the past year to update contribution limits and reporting thresholds for campaigns and candidates to keep pace with growing costs.

In addition to updates to lobbying rules and online reporting, PDC staff will spend time in the next year working on long-term projects regarding developing issues: "deepfakes," or the manipulation of images for use in political advertising, and the use of social media and other digital communication.

We are excited to tackle these tough issues as we continue to protect the public's access to information about money in politics. We'd love to hear your thoughts — whether by phone or email, at a training session with staff, an online engagement meeting, or even in person at the next Commission meeting in your area.

### Nancy Isserlis

Public Disclosure Commission Chair  
DECEMBER 2023



## Reaching out, and hitting the road

As part of an effort to connect with voters, elected officials and other members of the regulated community outside of Olympia, the Commission held its June 2023 meeting in Spokane, and plans to continue scheduling meetings outside the state capital on a regular basis.

"This is the first time the Commission has traveled in a very long time, if not ever, to Eastern Washington, so welcome," said Commission member Nancy Isserlis, who lives in Spokane, at the June 2023 meeting. Isserlis was elected commission chair during the meeting. "Our plan is to take the Commission to the communities in the future as often as we can."

The meeting was held at the Spokane Convention Center and included discussions on implementing new legislation regarding grassroots lobbying, upcoming rulemaking on lobbyist disclosure and a discussion about RCW 42.17A.555, which prohibits government entities from using public funding to promote campaigns or ballot measures.

The discussion focused primarily on concerns from school districts about how to adequately inform residents about upcoming bond and levy requests without violating the terms of the law. Those discussions are ongoing.

Washington State University professor Travis Ridout also gave a presentation on his

work focused on increasing transparency in political advertising.

Ridout, director and professor at Washington State University's School of Policy, Philosophy and Public Affairs, and his colleagues at the Wesleyan Media Project track all political ads on broadcast and cable tv, and all online platforms. He told the Commission that the job of researchers and disclosure advocates is complicated by inconsistent tracking methods on some platforms, as well as non-traditional advertising methods, such as social-media influencers.

"TikTok does not sell political ads but is highly desired by political campaigns for influencer marketing," he said. "And how to we track that? Well, there's no way to track it right now."

The Commission also heard testimony and public comment on an enforcement case against Spokane City Councilman Zack Zappone, regarding a transfer of contributions from his 2020 campaign for state House to his 2021 campaign for city council.

The Commission issued new formal guidance in May 2023, advising campaigns seeking to transfer contributions from a previous campaign to a campaign for a new office to attribute all transferred contributions to their source and count them against contribution limits for the new campaign.

That guidance was issued years after the transfers in the Zappone matter took place. The Commission ultimately dismissed the case, ruling that Zappone followed the PDC's guidance at the time of the transfers and could not have known in advance that new guidance would be released.

## HIGHLIGHTS OF OUR OUTREACH

### SEPTEMBER 2022

PDC staff presented a webinar on commercial advertiser disclosure to the Washington State Association of Broadcasters.

### DECEMBER 2022

PDC staff traveled to Princeton's Center for Information Technology Policy to participate at a symposium on transparency in digital political campaigns.

### MARCH 2023

PDC Commission Chair Fred Jarrett appeared on TVW's "Inside Olympia" to discuss the PDC's role in Washington politics.



### APRIL 2023

PDC staff gave presentations at Mason, Snohomish and King County candidate information seminars. Staff also visited the Seattle Times newsroom to brief reporters and editors on political disclosure data.

### MAY 2023

PDC Executive Director Peter Frey Lavallee spoke to the Bellevue Special K Club breakfast group. Also in spring 2023, PDC staff spoke to delegations visiting the state from the Balkans and Venezuela as part of a World Affairs Council Program.

### JUNE 2023

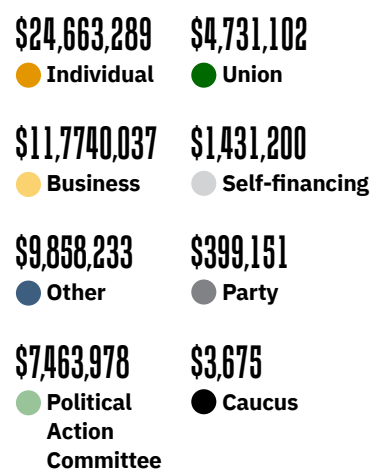
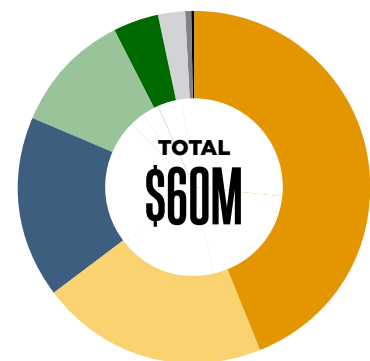
The PDC held its regular meeting at the Spokane Convention Center. Before the meeting, then-Commission Chair Fred Jarrett and PDC Executive Director Peter Frey Lavallee met with staff from The Spokesman-Review to talk about the PDC's role in the regulation of campaign finances in Washington.



# TRACKING THE MONEY

## WHO GAVE, HOW MUCH?

Overall contributions to candidates and political committees surpassed \$60 million in the 2023 election, compared to \$68 million in the 2021 general election.



Note: Totals on all charts rounded to nearest dollar

## Spokane mayor, Council races top spending statewide

Spokane dominated campaign finance news statewide in the 2023 election cycle, as candidates, committees and others furiously spent in hotly contested mayoral and council president races.

Spokane mayoral and council president races took the top four places, considerably outspending Seattle City Council races.

Incumbent Spokane mayoral candidate Nadine Woodward came in first place in overall expenditures, with \$563,848 spent by her campaign. Additionally, \$366,000 in independent expenditures — money spent by groups acting independently of the candidate’s committee — were reported in favor of Woodward, and \$122,642 against, for a total of more than \$1 million spent on her campaign.

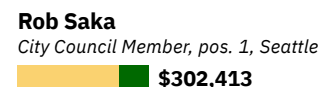
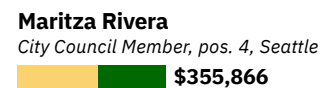
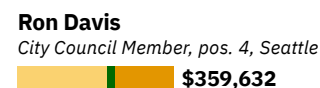
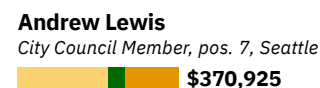
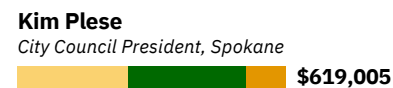
Her challenger, Lisa Brown, spent \$466,070 herself, in addition to \$25,392 in independent expenditures in favor and \$401,547 against her candidacy, for a total of \$893,011. Despite spending less money directly, and considerably more independent expenditures against her candidacy, Brown won the race.

Spokane council president candidates Betsy Wilkerson and Kim Plese spent

## TOP CANDIDATE CAMPAIGN SPENDING

For election year 2023

- Candidate expenditures
- Independent expenditures “for”
- Independent expenditures “against”



comparable sums from their own committees — \$223,708 and \$254,916 respectively — but again, the difference was made by independent expenditures. Wilkerson had \$44,133 in independent spending for her campaign and \$364,011 against, while Plese had \$270,048 for her and \$94,040 against. Again, despite the independent spending numbers, Wilkerson won the election.

In comparison, in 2021, another local election year, Seattle Mayor Bruce Harrell’s generated the most spending, with \$2,370,832 split between the candidate committee and independent expenditures.

## Independent expenditures

Following the trend in spending on candidates, independent expenditures on Spokane campaigns dwarfed independent spending in other local races in 2023.

Independent expenditures are made independently of the candidates themselves, often for items such as mailers, TV ads or other advertisements.

The Spokane Good Government Alliance, spent \$1,235,218 in independent expenditures focused solely on Spokane City Council and mayoral races. The group spent more than a fifth of the election year total for IEs — \$5,232,812 — and more than half of all IEs for Spokane city council candidates — \$2,084,893.

Nearly half of that \$2 million spent on Spokane candidates, \$915,583, went to the mayor’s race.

The 2023 total comes up short of the \$6,514,430 total for independent expenditures for 2019, also a local election year. That year — the last time the Spokane mayor was up for election — \$1,137,507 in IEs were spent on Spokane candidates, of which \$659,987 went to the mayor’s race.

The Spokane Good Government Alliance’s 2023 IEs backed Nadine Woodward for mayor and Kim Plese for City Council president. The group spent nearly three times more on ads against their opponents Lisa Brown and Betsy Wilkerson, respectively, than on IEs for Woodward and Plese.

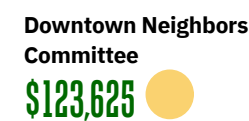
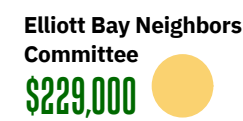
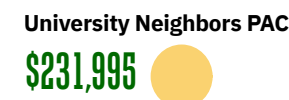
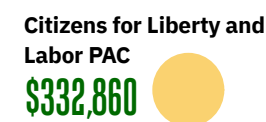
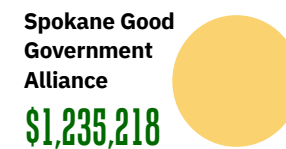
The National Association of Realtors came in second with \$659,334 overall in independent expenditures, \$433,553 of which went to Spokane mayoral and City Council races.

Also in the top four overall, the Citizens for Liberty and Labor PAC also put nearly all of its independent expenditure money toward Spokane area races.

Justice Not Jails spent more than \$185,649 in independent expenditures against Spokane Measure 1, a criminal justice sales tax intended to fund a new jail. Overall, the PAC spent nearly \$445,000 to support the measure. In contrast, Jobs for Justice, a group campaigning in favor of Measure 1, made just \$25,406 in independent expenditures, and spent just less than \$40,000 in total for the measure, which did not pass.

## TOP INDEPENDENT EXPENDITURE SPONSORS

For election year 2023



## Lobbying expenses

Lobbyists employed to influence state legislation and rulemaking reported nearly \$89 million in compensation, political contributions and expenses in FY 2023, up from \$85 million the previous fiscal year and \$78 million in FY 2021.

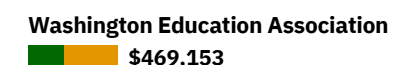
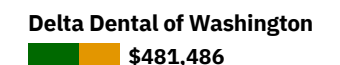
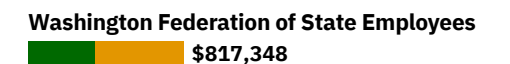
This year’s top spender, the Western States Petroleum Association, wasn’t in FY22’s top ten, but this year outspent runner-up Washington Association of Realtors by more than \$250,000. PDC filings indicate lobbyists working on behalf of Western States Petroleum lobbied on issues related to petroleum, taxes, marine safety and transportation. FY22’s top spender, State Employees International Union (SEIU) 776, didn’t make the 2023’s top ten, but SEIU Healthcare 1199 NW increased its 2023 net spending by nearly \$300,000 over the previous year.

Amazon.com stayed consistently in the middle of the top ten, while Microsoft just made 10th place, spending about \$1,000 less than ninth place Washington Education Association.

## TOP LOBBYIST EMPLOYERS

For Fiscal Year 2023

- Lobbyist compensation
- Lobbying expenses and contributions







# EXPERT-LEVEL GUIDANCE

## CUSTOMER SERVICE HELP DESK

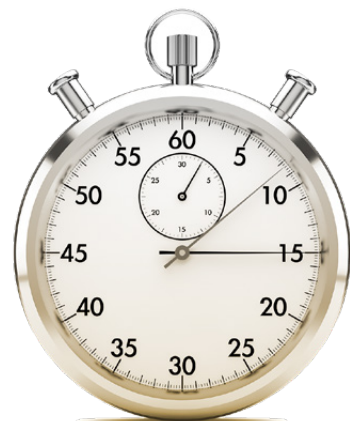
Fiscal Year 2023

Type/no. of request	Average first response time
------------------------	--------------------------------

3,316 Simple	56 minutes and 45 seconds
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2,494 Complex	3 hours and 18 minutes
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5,810 TOTAL  
REQUESTS



## ORCA moves off your desktop, simplifies reporting

In March 2023, the Public Disclosure Commission made a major and long-planned upgrade to its Online Reporting of Campaign Activity system, or ORCA, taking it off campaigns' desktops and putting it fully online.

The change eliminated headaches around downloading software and managing updates, and worries about computer software not meshing with ORCA.

The move also meant all data entered into the system is stored and accessible by anyone authorized to access the campaign from any computer or device — removing the need to create and share offline backups. The update was a major milestone in the

PDC's efforts to improve and maintain dependability of its most-used reporting system.

PDC staff developed upgrades to ORCA with the help of campaign treasurers and other ORCA users, who met with IT staff periodically through the roll-out process. Previous updates included its dashboard-style opening screen, which provided an easy-to-understand process for most-used functions, such as starting a new campaign or adding reports for an existing candidate or committee.

In the coming year, PDC staff are also working on upgrades to its lobbyist reporting application, including switching to a more secure single sign-on system through Secure Access Washington.

60  
Public records  
requests fulfilled  
during FY23. Down from  
84 the previous year.

## Updated contribution limits, reporting thresholds enacted

In February 2023, the Public Disclosure Commission made inflationary adjustments to dozens of campaign finance reporting thresholds and contribution limits to account for changes in economic conditions.

The new amounts took effect on April 1, 2023. The limits are included in WAC 390-05-400 and WAC 390-16-034.

The Commission is required by law to consider inflationary adjustments to these thresholds and limits at least once every five years, but this update was the broadest in agency history, involving months of work by PDC staff. While a number of the values had been adjusted as recently as 2016, many of the limits and thresholds amended in

## WHAT CHANGED?

### The adjustments included:

- > Individual contribution limits to candidates for state legislative and local offices increased from \$1,000 to \$1,200 per election
- > Individual contribution limits to candidates for statewide and judicial offices increased from \$2,000 to \$2,400 per election
- > The threshold for reporting the name and address of a contributor rose from \$25 to \$100.
- > The trigger for independent expenditure disclosure increased from \$100 to \$1,000.
- > The maximum limit that a candidate can loan to their own campaign and be reimbursed from campaign funds went from \$6,000 to \$7,500.
- > Eligibility for mini reporting by candidates and committees increased from \$5,000 raised and spent to \$7,000. Mini-reporting campaigns do not file contribution or expenditure reports provided they don't raise or spend more than the limit, but must comply with other registration and disclosure requirements.

February hadn't changed for decades.

The Commission also updated WAC 390-16-034, which requires campaigns to report the occupation and employer of contributors whose total donations exceed a certain threshold. That threshold increased from \$100 to \$250.

Toward the end of the fiscal year, the PDC initiated rulemaking for a similar process to make inflationary adjustments to lobbying disclosure values. The lobbying disclosure reporting thresholds in WAC 390-20-150 were last updated in 2014.

## MILLIONS OF RECORDS JUST A CLICK AWAY

Each year, data reported to the PDC by campaigns, lobbyists and others adds to our millions of records open to the public. With Open Data anyone with access to the internet can analyze, filter, compare and download data for future study.

At the end of FY 2023, there were 8.78 million records, up from 8.3 million the previous year.

RECORDS ARE AVAILABLE AT:  
[www.pdc.wa.gov/political-disclosure-reporting-data/open-data](http://www.pdc.wa.gov/political-disclosure-reporting-data/open-data)

## TRAINING AND OUTREACH BY THE NUMBERS

For Fiscal Year 2023

35 Number of  
trainings

423 Number of  
participants



Scan this  
QR code to  
find records







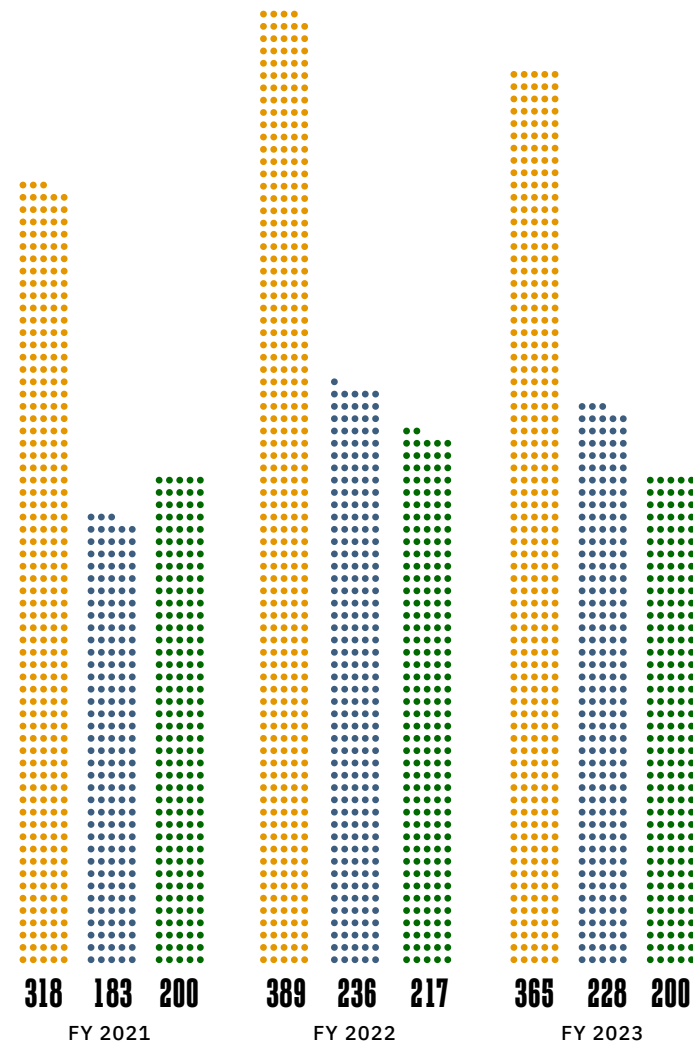
# ENSURING COMPLIANCE

## COMPLAINT-GENERATED CASE TRENDS

By Fiscal Year

- Complaints received
- Cases opened
- Cases closed

Complaint volumes held steady in Fiscal Year 2023, and PDC staff were able to close about 75 percent of cases within 90 days.



## How the 200 cases were resolved

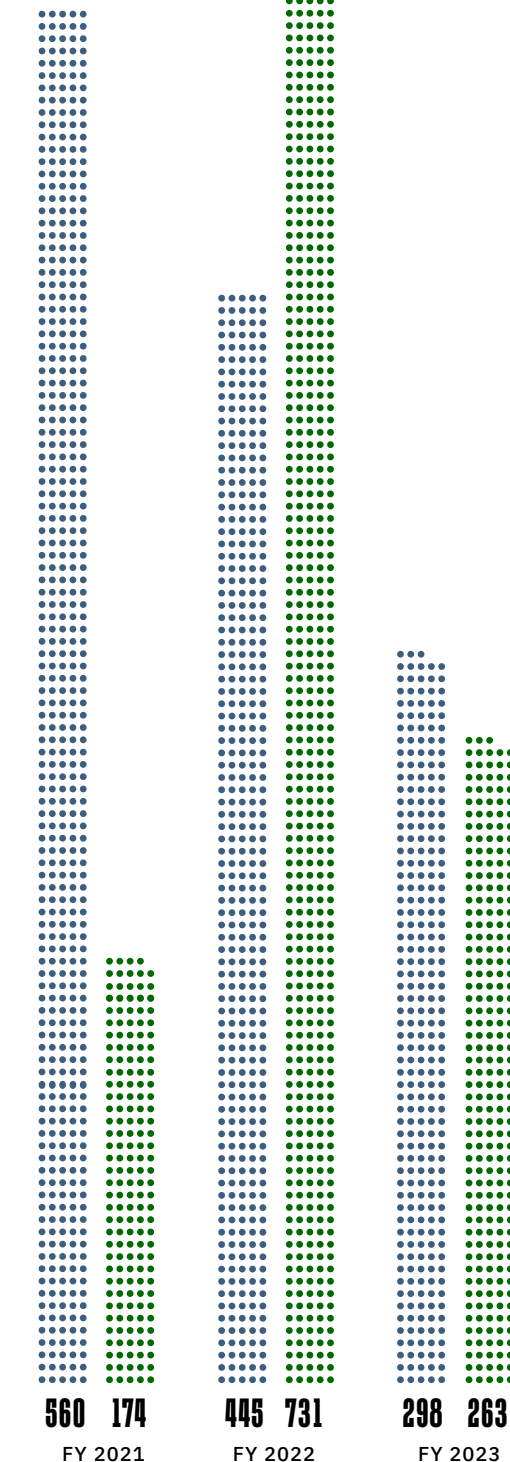
For Fiscal Year 2023



## STAFF-GENERATED CASE TRENDS

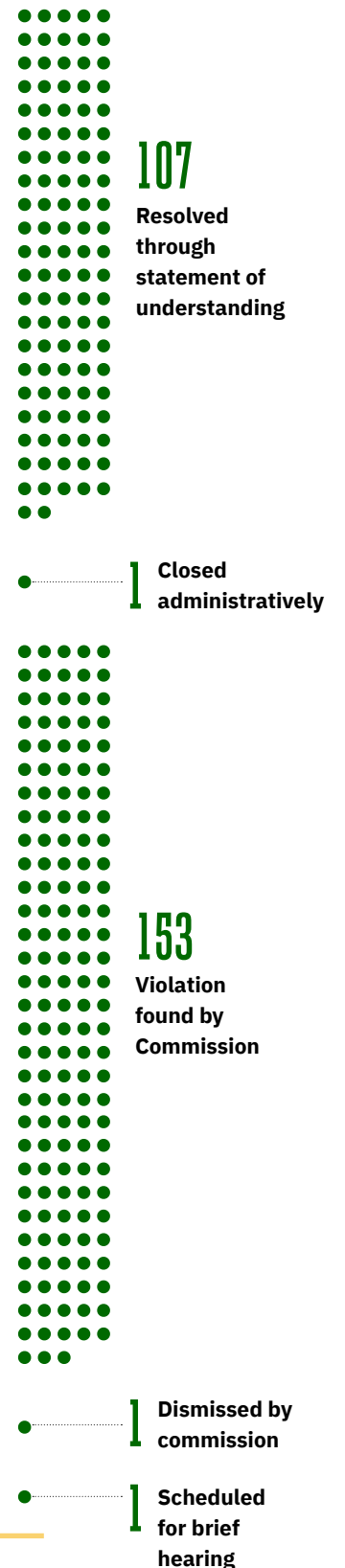
By Fiscal Year

- Cases opened
- Cases closed



## How the 263 cases were resolved

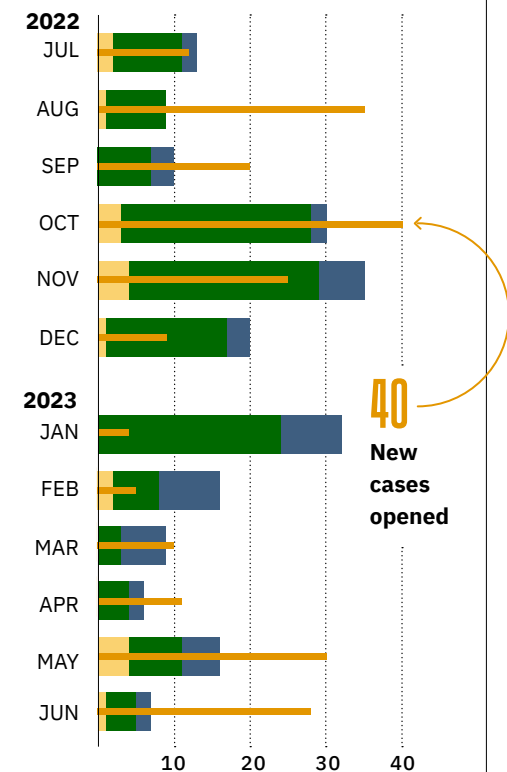
For Fiscal Year 2023



## COMPLAINT-BASED CASE RESOLUTION

By month

- Resolved in less than 30 days
- Resolved in 30 to 90 days
- Resolved in more than 90 days
- New cases opened







# ENSURING COMPLIANCE

## COMMISSION HEARINGS

### Significant enforcement actions

Cases heard by the Commission during Fiscal Year 2023 included:

#### PDC Cases 100348 & 100589

The Commission fined Lynwood City Council member Joshua Binda \$1,000, with \$500 suspended, after finding that he filed his final campaign expenditures report late, and that he used campaign finances for personal uses before reimbursing his campaign.

As part of PDC case numbers 100348 and 100589, staff evaluated three complaints filed with the agency on Oct. 29 and Nov. 1, 2021, alleging improper use of campaign funds and failing to timely and accurately file contribution and expenditure activities.

Specifically, one complaint alleged that Binda used campaign funds for non-campaign purposes. Binda told PDC staff during their investigation that he had reimbursed his campaign for \$2,943 in non-approved expenditures, such as tickets, airfare, haircuts and dental work.

Another complaint alleged that Binda

failed to timely file his post-general election C-4 report covering the period of Oct. 26 through Nov. 30, 2021. The report was filed on Sept. 16, 2022, 280 days late.

The PDC also issued a formal written warning reminding Binda to adhere to the open public inspection requirements for his campaign books of account for all future campaigns, after a complaint alleged an inspection violation.

**The following three cases represent an effort by the Public Disclosure Commission to better identify repeat violators of disclosure laws and to assign progressively higher penalties for continued noncompliance, thereby also encouraging public disclosure of campaign finance information.**

The Commission can impose penalties up to \$10,000 in full enforcement hearings, and can consider referring cases to the Office of the Attorney General.

#### PDC Cases 138111 & 109727

The Commission imposed a second \$10,000 fine on former Clark County Fire Protection District 10 commissioner Danny Walling in July 2023, for failing to file his personal financial affairs statement, or F-1, for calendar year 2022. It was his eighth violation.

The Commission suspended half of the penalty contingent on compliance, but later reinstated the full amount when Walling did not act. The previous year, the Commission also imposed a \$10,000 fine for the same violation for calendar year 2021, and briefly suspended \$2,500 before reinstating the full amount.

Walling timely filed his annual reports from 2005 through 2009 but failed to timely file his 2011, 2014, 2015 2016, 2019 and 2020 F-1 reports.

Walling's fines have incrementally increased over the years.

#### PDC Case 109723

The Commission imposed a penalty of \$6,000, suspending \$1,000, on Klickitat Recreation District Parks and Recreation Commissioner Joshua M. Quantrell, for failing to file his annual financial affairs statement for calendar year 2021.

Quantrell, a parks and recreation commissioner since 2017, had previous violations for failing to file his F-1 report for calendar year 2017, 2018, 2019 and 2020. The penalties assessed for those violations have increased over the years from \$250 for his first violation, to \$500 for the missing 2018 and 2019 reports together and \$2,500 for his third.

As of the end of fiscal year 2023, none of Quantrell's fines had been paid.

#### PDC Case 138099

The Commission imposed a penalty of \$10,000, suspending \$5,000, against Toutle Lake School District Director Jonathon Rodeback for failing to file his annual financial affairs statement for 2022.

The suspended amount has since been reinstated, due to Rodeback's failure to pay the non-suspended portion and to file the missing reports.

Rodeback has three other past violations for failing to file his 2019, 2020 and 2021 F-1s. For those cases, he was fined \$250, \$2,000 and \$3,000, respectively, all unpaid as of the writing of this report.

## FINES IN FOCUS

In Fiscal Year 2023, the Public Disclosure Commission assessed penalties totaling \$109,900 for 288 cases, down from \$163,150 for 453 cases the previous fiscal year.

The PDC enforces requirements governing the disclosure of campaign finance activities, political advertising, lobbying, personal financial affairs statements, and alleged use of public facilities to support or oppose a candidate or ballot proposition.

When violations are found, the commission can assess penalties, either through a brief enforcement hearing conducted by the Commission chair or designee, or a hearing before the full Commission. Repeat violations result in progressively higher fines, which follow an established penalty schedule. The maximum penalty is \$10,000 per violation, unless parties stipulate otherwise. Unpaid penalties can be sent to a collection agency.

The PDC can also refer cases to the state Office of the Attorney General, which can seek fines higher than \$10,000.

Number of cases with assessed penalties:

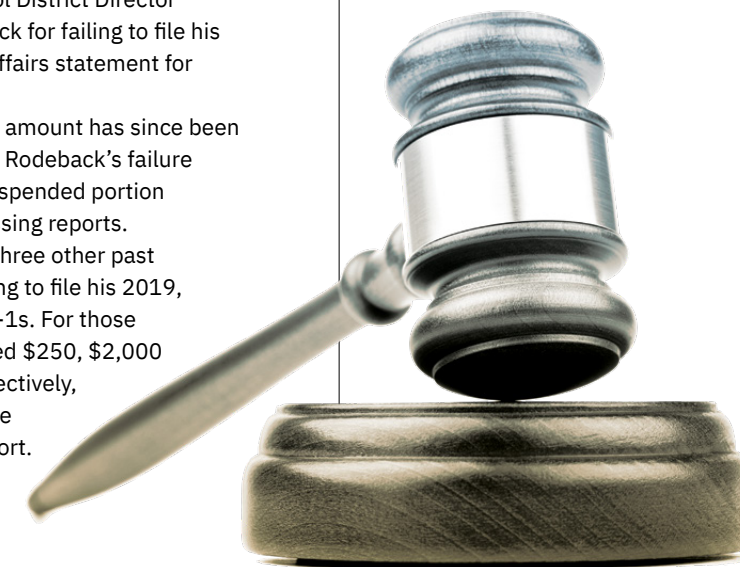
288

Total penalties assessed:

\$109,900

465

Total number of cases resolved in FY 23







# A RESPONSIVE ORGANIZATION

## Agency budget holds steady into 2023

The Washington State Public Disclosure Commission provides education and training, a database of millions of public records, responds to and investigates hundreds of complaints and enforces public records law, all with a staff of about 30 and a budget of a little more than \$6 million per year.

Total expenditures in Fiscal Year 2023 were \$5.26 million, a slight decrease from \$5.35 million the previous year and \$5.79 million in Fiscal Year 2021.

Expenditures to the Attorney General's Office (AGO) for legal services were down to \$413,343 in 2023, from \$656,541 in 2022.

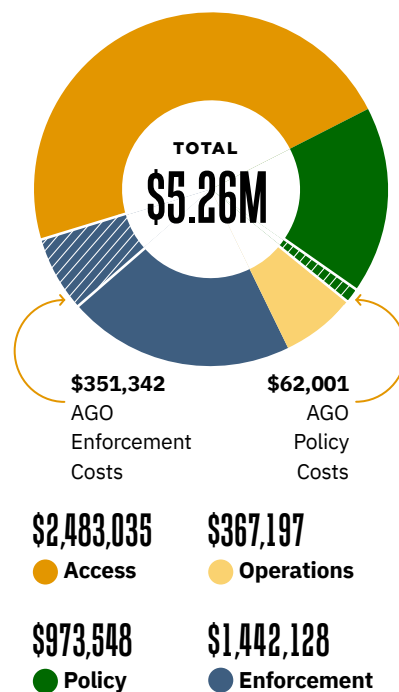
The agency is dedicated to providing information to the public about campaign finances and to helping filers follow the state's political disclosure laws. Almost half — 47% — of the PDC's budget is devoted to providing access to campaign finance information to the public and providing assistance for filers and the regulated community.

The agency has more than 8 million records available online, with new filings made public in real-time.

The PDC is also tasked with enforcing disclosure laws, and dedicated 27% of its budget to that effort in Fiscal Year 2023, including \$351,342 in reimbursements to the AGO for legal assistance. For more

### EXPENDITURES

For Fiscal Year 2023



Note: Totals rounded to nearest dollar

information on the PDC's enforcement efforts, see page 8 of this report.

Policy development and oversight took up another 19%, with operations accounting for the remaining 7%. Agency staff costs are spread among the four categories presented above.

## TRANSPARENCY ACCOUNT: PENALTIES TO PAY FOR WEBSITE, FILING SYSTEM UPGRADES

While the Public Disclosure Commission's primary goal is to educate the public about campaign finance laws and promote public confidence in the political process, it is also tasked with enforcing those laws, and authorized to issue fines for non-compliance.

Founded in 2018, the Public Disclosure Transparency Account was created to collect that money and to provide a stable source of funding for the PDC. Use of the fund requires legislative appropriation.

At the start of Fiscal Year 2023, the Account had a balance of more than \$7.5 million, the result of the resolution of large campaign finance cases brought by the Attorney General's Office. That included a \$6 million penalty secured in 2022 from the former Grocery Manufacturers Association (GMA) for intentional violations of Washington's campaign finance law while opposing a 2013 ballot measure regarding the labeling of genetically-engineered foods. The Attorney General's sued the organization using the findings of a PDC investigation.

The 2023-2025 Washington state operating budget set aside \$2.17 million from the Account "for the purpose of improving the ability of the public to access information about political campaigns, lobbying, and elected officials, and facilitating accurate and timely reporting by the regulated community."

Of the \$2.17 million authorized, the Legislature reserved about 60% for PDC staff positions. The appropriation included:

- > \$604,000 carryforward to continue two existing staff positions funded by the Account since 2019
- > \$667,000 for two new staff positions authorized by Legislature in 2023, and
- > \$900,000 for projects

The projects paid for through the Account funding largely involve improvements to the PDC's public-facing website and online filing systems, with work projected to be ongoing through 2024.



## Agency leadership

The PDC is governed by a five-member Commission appointed by the governor, with no more than three commissioners from the same political party.

The Commission hires the executive director and sets budget and policy guidance for the agency, interprets campaign finance law and adopts administrative rules.

For enforcement matters, commissioners act as a quasi-judicial body, presiding over hearings, determining whether violations have occurred and, if warranted, setting appropriate penalties.

In 2023, commission member William Downing completed his term but stayed on the board while a replacement was found.

In June 2023, Governor Jay Inslee appointed retired judge J. Robert Leach to fill one of two empty positions.

Also in June, Commission Member Nancy Isserlis was elected by the commission to be its chair. Fred Jarrett was the previous chair. Allen Hayward was elected vice chair.

At the end of the fiscal year, the board was operating with four of its five seats filled. In December 2023, retired judge Douglass North, of Seattle, was appointed to fill the remaining seat.



**Nancy Isserlis**  
Commission Chair

Jan. 2020 – Dec. 2024



**Allen Hayward**  
Commission Vice Chair

Oct. 2021 – Dec. 2025



**Fred Jarrett**  
Commission Member, past chair

Apr. 2019 – Dec. 2023



**J. Robert Leach**  
Commission Member

June 2023 – Dec. 2027



**Douglass North**  
Commission Member

Dec. 2023 – Dec. 2026



**Peter Frey Lavalley**  
Executive Director

Since 2017

## OUR MISSION:

### Promote confidence in the political process

**VISION** > The PDC will lead the nation in fostering full disclosure of money in politics.

**Empower the public to "follow the money" in politics**

- > Provide real-time access to meaningful data
- > Ensure compliance with campaign-finance laws and regulations
- > Pursue proactive and equitable enforcement
- > Enhance outreach

**Help regulated community achieve and maintain compliance**

- > Provide expert guidance
- > Facilitate e-filing for all disclosures with accessible, technologically up-to-date options
- > Understand and anticipate filer needs
- > Provide additional training opportunities and methods

**Continue to build a better, more agile, and more responsive organization**

- > Exercise flexible and nimble resource allocation
- > Seek enhanced funding/staffing
- > Identify and respond to emerging trends and issues
- > Implement timely process improvements
- > Plan for succession needs

**Attract and retain a talented and dedicated workforce**

- > Sustain culture of clean and open government, as embodied in the agency's grassroots heritage
- > Provide and encourage opportunities for growth
- > Accommodate work/life integration





#### CONTACT US

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## Public Disclosure Commission

711 Capitol Way Suite 206  
Olympia, WA 98504

**360.753.1111**  
**[www.pdc.wa.gov](http://www.pdc.wa.gov)**

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