Washington Citizen's Commission on Salaries for Elected Officials

Official Position Description Form for Executive Branch Positions

Name: Steve Hobbs
Position Title: Secretary of State

1. Position Objective

The Secretary of State is Washington's chief elections official, responsible for all aspects of: ensuring that federal, state and local elections are conducted fairly and openly according to law; ensuring the physical and cybersecurity of all Office of the Secretary of State locations and networks, partnering with Washington's 39 counties to secure election facilities and voting systems; working to positively engage all eligible voters in Washington state in the elections process; and developing, maintaining, and advancing the statewide voter registration database utilized by all 39 counties within the state.

The Secretary of State is also the chief corporations' officer, ensuring that corporations and limited partnerships doing business within the state are registered and have annual reports on file for access by the public.

The Office of the Secretary of State was established with the adoption of the State Constitution in 1889 (Article III, Section 17) and also maintains the record of the official acts of the legislature and the executive department of the state and is the official "keeper of the Seal of the State of Washington". RCW 47.03 charges the Secretary with maintaining a register of the official acts of the governor and affixing the state seal where appropriate.

The Secretary follows the Lieutenant Governor in line of succession to the Office of Governor. They supervise the state's archives and library among a total of eight full divisions, which include numerous programs such as the Combined Fund Drive, Address Confidentiality Program, Productivity Board, Digital Archives, and Legacy Washington.

2. Financial Dimensions

- Approximate number of permanent positions in your organization: 345
- Number of temporary positions: 37
- Your annual budget: $91,635,000*
- Other annualized dollar amounts your job controls or influences:

Item	*Amount*
Corporations General Fund Revenues	$49.2 million **

*Direct control budget salaries, benefits, etc., of organization staff plus other items under direct control of the Secretary. Amount from the Expenditure Authority Schedule published after the 2022 supplemental budget passed. Includes appropriations of state general funds, federal funds, various fee-based state dedicated funds, and non-appropriated dedicated accounts.

**Approximate annual revenues generated for General Fund. Not included in direct control annual budget. Based on FY 2022 actual collections.

***Approximate annual revenues generated for the Library Operations Account (14E) to finance library operations. These figures are based on planned collections.

3. Principal Responsibilities

In all of the following responsibilities, the Secretary of State is accountable and answerable to the citizens of the State of Washington. The Secretary of State is one of nine Executive Branch statewide elected officials who are directly elected to office every four years. The position is responsible for the legislative, policy, and strategic direction of the OSOS—as well as its operating procedures, overall performance, mandates delivery, and work environment of all areas of the Office of the Secretary of State. The Secretary of State is responsible for:

a. Elections Division

- Supervising state and local elections
- Certifying the results of state primaries and general elections
- Ensuring all federal, state and local elections are conducted fairly and openly according to law
- Ensuring the physical security of all Office of the Secretary of State election locations
- Leading a team of high-performing managers who administer and protect elections
- Working to positively engage all eligible voters in Washington state in the elections process
- Engaging underserved communities by eliminating barriers that keep eligible voters from the ballot
- Developing, maintaining, and advancing the statewide voter registration database utilized by all 39 counties within the state
- Filing and verifying initiatives and referendums
- Producing and distributing the state voter's pamphlet and election-notice legal advertising

b. Division of Information Security and Response

- Responsible for the security and cybersecurity of Washington's IT and election system and infrastructure, and for the protection of election information
- Ensuring the cybersecurity of all Office of the Secretary of State locations and networks, and partnering with Washington's 39 counties to support secure election voting systems
- Leading a team of high-performing managers who administer and protect elections IT infrastructure and systems

c. Corporations and Charities Division

- Ensuring that corporations and limited partnerships doing business within the state are registered and have annual reports on file for access by the public
- Ensuring that individuals, organizations, and commercial fundraisers involved in charitable solicitations within the state are registered and that information is available to the public on the operations of said charitable entities

d. State Archives Division

- Ensuring that the historical and valuable records of the state and local governments are collected and preserved by the State Archives for access by the state's citizens today and in the future

- Ensuring that the electronic records of the state are preserved for access by the public through maintenance and management of the nation's first Digital Archives
- Ensuring that the stories of legislators, state officials and citizens who have been involved with the state's political history are captured and preserved through the Legacy Oral History Project

e. State Library Division

- Ensuring that the state's unique document and publication collections, including both state and federal documents are collected, preserved and made available to the public through the programs of the state library
- Providing access to publications for the blind and sight-impaired citizens of the state through the Washington Talking Book and Braille Library (WTBBL)

f. Operations Division

- Partnering with eight full divisions and stakeholders to provide the highest standard of customer service and guidance in order to protect all records, assets, and people
- Includes six program areas: Human Resources, Budget & Procurement, Financial Services, Public Records, Facilities, and the Address Confidentiality Program
- Providing, through the Address Confidentiality Program, a confidential and legal substitute address to victims of domestic violence and stalking to protect their whereabouts

g. External Affairs Division

- Responsible for all aspects of external and internal communication at OSOS: for setting the tone, proactively planning, and executing engagements between OSOS and its many constituents, and for the administration of three division programs: the Combined Fund Drive (CFD), the Productivity Board (PB), and the Front Desk
- Developing, implementing, and managing fundraising for the statewide coordinated charitable campaign through the Combined Fund Drive
- Coordinating relations with the Heritage Trust board regarding fundraising
- Certifying to the Legislature all matters requiring certification and regulating the use of the State Seal
- Rebuilding from scratch the Productivity Board program, created by the state Legislature to improve public service and increase efficiency

h. OSOS, State, and Civic Leadership Boards, Commissions, Associations

CFD Advisory Board, The Secretary Serves on this board; ALL Foundation of Washington- Board Meeting, The Secretary Serves on this board; Washington State Leadership Board, The Secretary Serves as an Ex Officio Board of Director; Washington State Historical Society- WSHS board committee, Secretary serves on this committee; Capitol Campus Design Advisory Committee (CCDAC), The committee is made up of various legislators, architects and the SOS; Jennifer Dunn Leadership Institute (JDLI), The Secretary of State was Chair in the past; National Association of Secretaries of State (NASS), This organization meets two times each year; once in February in Washington D.C. and again in July where the location rotates from state to state; PEW, PEW holds several events annually. The Secretary of State attends as a participant and sometimes as a speaker or panelist; State Capitol Committee (SCC). This committee is made up of the Governor, Lieutenant Governor, Secretary of State and Commissioner of Public Lands; TVW Board, The Secretary of State is a board member; Youth and Government, The Secretary of State is a board member.

4. Knowledge and Skills

a. Education:

Although the state constitution does not generally establish prerequisites for citizens to hold public office, this position is better served by a combination of education and experience that can provide leadership and make informed decisions in substantive areas of public policy. A Bachelor's or Master's degree in Political Science, Public Administration, or a related field.

b. Experience, including management:

Previous experience as an elected official.

Broad and extensive management experience: managing directors, managers, and supervisors, managing multiple functions, managing remote staff, managing highly diverse functions, managing government programs and managing a unionized work force.

The Secretary of State's duties require a high level of knowledge and a command of the subject matter related to Washington state law and government, the administration of elections, incorporation of business entities, preservation of government records, and archival materials. Additionally, the Secretary must maintain extensive knowledge of and skill in the exercise of management systems and techniques. Specifically, skills include:

- Knowledge of U.S. and State Constitutional requirements, federal and state election laws and best elections practices
- Advanced knowledge of and experience engaging with federal, state and local partners with the ability to help protect election systems and relevant computing networks
- Knowledge of archiving and records management theory, philosophy, and best practices
- Knowledge of laws regulating the registration of corporations, associations, limited partnerships, limited liability companies and professional services corporations
- Knowledge of federal and state public record laws
- Knowledge of federal laws and regulations regarding grant administration, oversight and reporting
- Knowledge of library issues, including technology, access, and copyright
- Knowledge of laws governing the registration and monitoring of charitable trusts and organizations engaged in soliciting charitable donations from the general public
- Skill in carrying out the legislative and budgeting processes with the state
- Knowledge of and skill with labor relations and collective bargaining processes
- Ability and skill in communicating with a wide variety of individuals and groups such as the legislature, the press, and the public
- Knowledge of public administration
- Skill in international relations and diplomatic practices
- Knowledge of cybersecurity best practices

5. Nature and Scope

a. Organization (an agency overview organizational). The Office of the Secretary of State is responsible for a wide variety of state functions with staff located in offices throughout the state: Key responsibilities include.

(1) Constitutional duties. The Secretary of State maintains the record of the official acts of the

legislature and the executive department of the state and ensures that the Seal of the State of Washington is used appropriately.

(2) Elections Administration

The Secretary of State is the chief elections officer of the state, and as such, oversees all federal, state, and local elections. The office administers and maintains the state voter registration database, the official, growing list for the State's 4.8 million voters. This interactive, web-based system is used by the 39 counties for election administration. The office also creates and maintains mobile and internet systems for the public to access elections and voter registration information such as election returns and candidate information. The Secretary of State's Office produces and distributes information regarding candidates, ballot measures, and the elections process through a variety of media, including the state voters' pamphlet, electronic voter guides, and legal-notice advertising. The Secretary of State's Office provides Voter Education and Outreach to military and overseas citizens, those living with disabilities and limited English-speaking individuals and is committed to public outreach to improve civic knowledge and participation.

The Secretary of State trains and certifies county election administrators throughout the state and works closely with local officials to ensure maximum efficiency, accessibility and accuracy in statewide elections. The Secretary of State also tests and certifies elections systems before they can be used in the state. Other election-related functions include verifying the validity of petition signatures submitted in support of initiatives and referendums, accepting declarations of candidacy for federal, state, legislative and judicial offices, canvassing the returns of state primaries and general elections, and where required, directing and certifying election recounts. The Elections Division also oversees and monitors the distribution of federal grants to the state and counties. They ensure secure elections pursuant to the Help America Vote Act by enhancing election technology and making election security improvements.

(3) Corporations and Charities Division

Most business entities doing business in Washington must register with the Secretary of State through the agency's Corporations and Charities Division. There are 672,832 active entities which include domestic and foreign (out-of-state) limited liability companies (LLCs), profit and nonprofit corporations, and limited partnerships. These registrations generate information that is commonly used by the court system, banks and credit unions, law enforcement agencies, the IRS, other state agencies, and most of all the general public. The division also handles recording of in-state trademarks which can be a valuable alternative to federal trademark registration when a filer only does business within Washington State. Other division programs include Apostille and Certification of documents for foreign use and registration of international student exchange agencies. Additionally, there are 19,775 active registered charities and 5,800 active registered trademarks. Charitable organizations and commercial fundraisers are required to register with the division's Charities Program. This program monitors charitable fundraising activities and makes the collected information available to consumers and donors to promote public transparency and discourage fraud.

In November 2017, the division launched the Corporations and Charities Filing System (CCFS). In 2021, the state Legislature passed the Nonprofit Corporations Act (RCW 24.03A), which took effect on Jan. 1, 2022 and forced significant changes in the system that currently require significant staff and management resource. The system expands filing options for users and processes most filings in real-time without additional review. Gained efficiencies provide faster service while also reducing the fees charged to customers.

(4) State Library

The Library division is the official federally recognized Washington State Library that provides library

development services (federal grants) to libraries across the state. The Library also manages millions of dollars per year in federal dollars to implement statewide programs that assist libraries throughout the state; providing training; and consults with libraries, local officials, and citizens on general library development, governance, and information technology issues. The library maintains a unique collection of territorial, federal, and state documents. It also maintains a publications collection that includes current and historical newspapers from throughout the state. It provides research services both in person and through electronic methods. The library also has branches located throughout the state at state correctional institutions and state hospitals, and a branch, Washington Talking Book and Braille Library (WTBBL), dedicated solely to providing services to the sight impaired throughout the state.

(5) Archives/Digital Archives

The Secretary of State's duties include preserving permanent legal and historical government records of the State of Washington. Records are collected, preserved, and made available for research. Archival documents, and some artifacts, are maintained in a secure facility at the state capitol, and in five regional depositories around the state. The Secretary of State coordinates the implementation of records management statutes, including statewide records retention schedules, and operation of the state records center. Imaging services provides centralized imaging conversion services to state and local government agencies.

The Digital Archives facility in Cheney, Washington, preserves and makes accessible the legal and historical electronic records of all executive, legislative, and judicial branches for both state and local governments. The Digital Archives provides remote access via the Internet.

Legacy Oral History with the State Archives: In biographies, profiles and exhibits, this innovative oral history program documents stories of statewide leaders and citizens who've helped shape Washington's political history. This important collection of work educates people, especially youth, about the impact of decision makers and citizens on public policy.

To date, Legacy Washington has published 17 books, 11 exhibits, and numerous online profiles.

(6) Address Confidentiality Program (ACP)

ACP helps protect survivors of domestic violence, sexual assault, or stalking who have relocated to avoid further abuse by providing a legal substitute mailing address that they can use to receive government services without revealing their actual address. It also provides confidentiality in voter registration and marriage licenses, two areas that are normally public record. The Address Confidentiality Program began in 1991 as the first program of its kind in the nation. Currently, 6,000 survivors and their families maintain the confidentiality of their addresses. Since program inception, more than 23,000 survivors and their families have been protected by the program. ACP is governed by Chapter 40.24 RCW and 4345-840 WAC.

(7) Combined Fund Drive (CFD)

One of the nation's top-performing state giving programs, the CFD is the only authorized formal charitable solicitation of Washington State employees in the workplace. State employees and retirees have donated more than $160 million to local, national and international charities since the program began operations in 1984.

Each year, the CFD raises money for more than 4,700+ charities through payroll contributions and special events with the help of thousands of volunteers in state offices and higher education institutions

throughout the state. The Combined Fund Drive is governed by WAC 357-55.

(8) Productivity Board. The Washington State Legislature created the Productivity Board to improve public service and increase efficiency. The Productivity Board members include representatives of state agencies, higher education, private businesses and organized labor.

(9) Community Enfranchisement. The mission of Community Enfranchisement (CE) is to eliminate persistent barriers that keep eligible voters from the polls.

(10) Information Security and Response. The Division of Security and Information Response (ISR) is responsible for the cybersecurity of Washington's Office of Secretary of State election system and infrastructure, and for the protection of election information.

b. Management environment

(1) Key challenges, sensitivities, risks, etc., inherent in the position and political environment.

Managing a wide variety of programs spread throughout the state increases the challenges associated with service delivery. The office is in multiple locations throughout the state. This increases the challenge of meeting budget constraints while appropriately staffing each office. Because of the geographical separation and different lines of business, sharing resources creates more challenges, however, it allows the Secretary to pursue alternative service delivery methods that take advantage of modern technology. But in several of the programs, regulatory restrictions are behind the technological advancements and budget constraints hamper the ability to fully utilize alternatives.

(2) Any unique requirements associated with the performance of job responsibilities. In addition to the general challenges described above, the Secretary also faces several unique challenges that carry high risk:

Elections: Credibility and integrity are critical to the elections process and in an environment that is political by definition, it is crucial that all decisions and actions taken are impartial in fact and appearance. Elections are conducted in a statewide system that is complicated and is affected by the actions of elections officials in all 39 counties, as well as voting equipment in those same counties. Failure to maintain correct information that is reported promptly and accurately calls the entire election process into question. In order to meet this challenge, the Secretary must successfully ensure that information to candidates and voters is correct, complete, and follows all state and federal guidelines. This includes ensuring that the elections officials in the state are properly certified and that all voting equipment is tested and certified. It includes ensuring that all initiatives meet the legal requirements and are properly recorded in voters' pamphlets.

Washington State Library: The library is an important part of the state government and the work they do utilizing state funds is leveraged to provide federal funds to local libraries throughout the state. Many of these small libraries would have a difficult time operating without the support of the state library. The functions in the state library are a good example of the misalignment between the available technology, regulations, and budget. Finding ways to implement new technology to deliver library services with a focus on service delivery in the 21st century is the goal for the future.

Corporations/Charities: The Corporations Division faces an increasing demand for service. All corporate entities are required to register and report to this division. Many other government functions and the general public rely on the information gathered by this division. It also faces the challenge of updating technology to make this information available with modern methods. Allowing statewide businesses to meet their legal requirements in the most efficient way possible continues to be a focus of division efforts.

Archives/Digital Archives: The archival function is spread throughout the state and faces space shortages for permanent historical archives that are retained into perpetuity, as well as the short term record storage that is utilized by state and local governments statewide. Citizens accessing their government's records through the Public Records Act rely on this division to maintain the records properly. Decision-makers rely on the permanent historical records maintained and these records require specialized, climate-controlled space to maintain them properly. Although this division is a leader in digitizing records and making them available electronically, the ever-changing technology has increased demands for security to prevent malicious software and hackers form accessing records inappropriately. It will also require regular software and equipment updates and more electronic storage space.

c. Key interfaces.

- The Secretary interacts regularly with the Governor and other key elected officials and serves on several state committees.

- As the state's chief election, archives, and records official, the Secretary has a strong leadership role with all 39 elected county auditors and other election and records officials. Successfully working with this group helps ensure the integrity of the election and records process.

- The Secretary, through the state library, works closely with state agencies and local libraries to maximize the impact of federal funding.

- The Secretary works closely with legislators on a variety of fronts, including budget and election-related issues.

- The Secretary of State must have or develop a close professional relationship with federal, state and local elections and security partners. For example, this office collaborates regularly with the federal Cybersecurity and Infrastructure Security Agency, state Washington Military Department, and non-profits like the Electronic Registration Information Center and Center for Internet Security.

d. Problem solving/decision making requirements.

This position requires considerable strategic thinking and the ability to analyze issues in conjunction with possible solutions. It also requires the ability to prioritize issues and solutions to address emerging issues as well as for long-term sustainability. These skills are often applied to an ever-changing environment, both in terms of public demand and expectations as well as balancing service provision with limited resources. The most challenging issues require a determination on how to implement laws that, at times, conflict with each other.

The elections process provides an example. Problems must be identified early, solutions planned, advocated for in support, funding may need to be identified, and then implemented in such a way as to maintain the public trust in the integrity of the process. The Secretary has worked diligently with 39 county auditors and elections administrators along with the governor and state legislators to update the technology used statewide for vote tabulating.

e. Accountability

As an elected official, the Secretary is ultimately accountable to the citizens of Washington who elected him/her and is held accountable by the electorate every four years. There are constitutional and state law requirements that the Secretary must perform, but the electorate ultimately decides whether or not the

incumbent has been successful in their performance.

The function that illustrates this is elections. As the chief election's office, the public holds the Secretary directly accountable for the success or failure of the elections process. They expect and deserve a process that is transparent, accurate, and timely. They look to the Secretary to provide that assurance.

The business community also holds the Secretary accountable for ensuring that the requirements they must meet are done according to regulations and in the most efficient way possible. They have high expectations for service delivery.

f. Planning

Long-range planning is a necessity for this position. Work to implement any vision requires gaining support from constituent groups and sometimes additional funding.

As an example, a presidential election is lengthier and more complicated than other elections. It requires more resources and has a much higher risk for problems because of it. These elections only happen every four years and the Secretary must work in conjunction with 39 separately elected county auditors to ensure a successful process.

6. Expanded Scope and Recent Changes

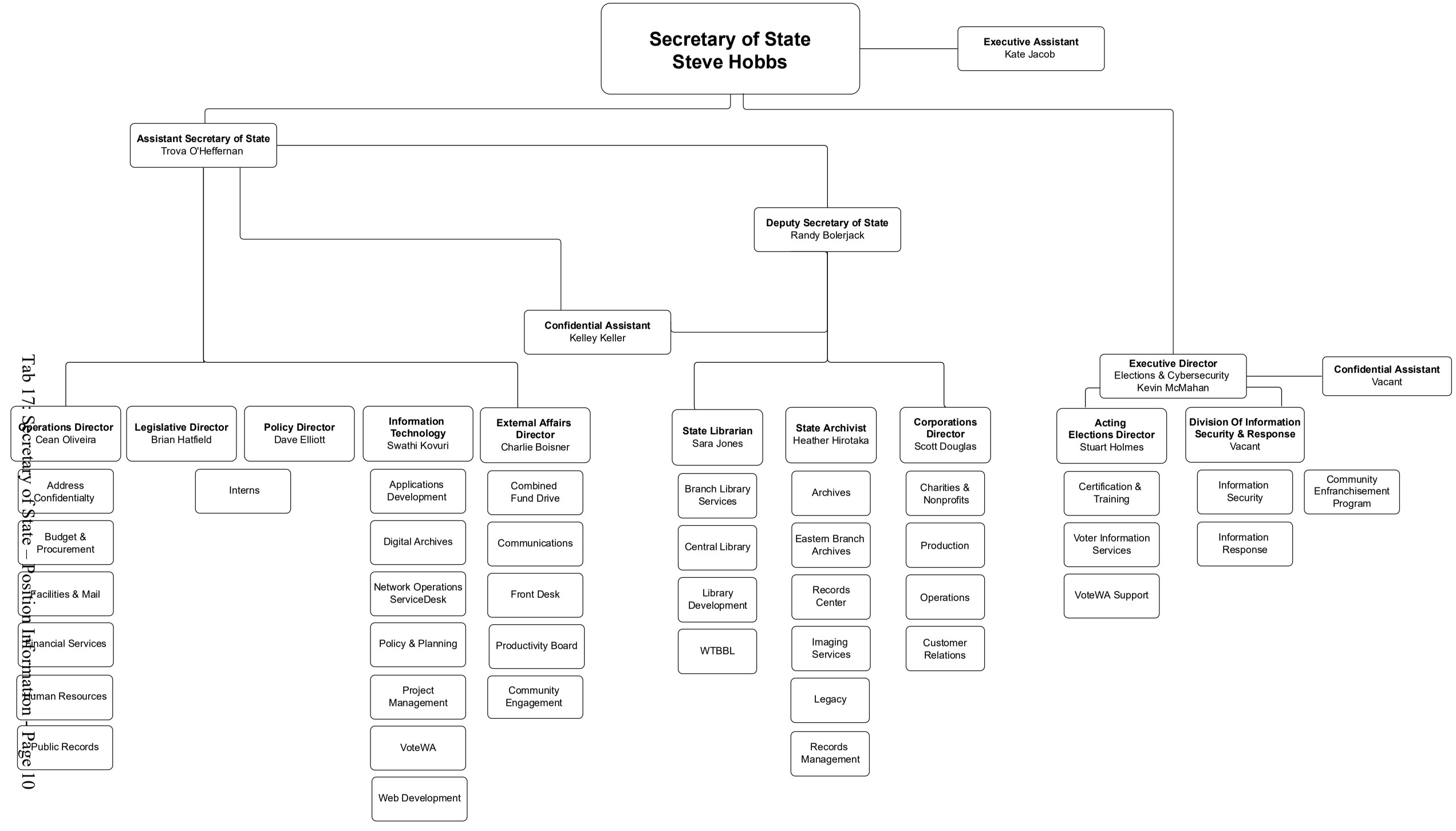
In 2022, the legislature greatly expanded the scope and staff size of the OSOS to improve Washington's defensive posture against cyberattacks from a variety of threat actors, to set the record straight concerning election mis-, dis- and malinformation, and to increase education and outreach toward eligible voters and increase participation in underserved communities, and to build back trust in elections that has been eroded over the past six years.

Macroeconomic forces continue to have a significant impact on operations. The COVID-19 pandemic has greatly impacted the day-to-day environment. Though the current secretary implemented a vaccine mandate, exposures to COVID-19 have resulted in operational challenges as workers are unexpectedly sidelined from critical, in-person operations. The effects of this are felt in each division of the office. Additionally, like all public employers, the Office of the Secretary of State has experienced unprecedented recruitment challenges due to low unemployment and state wages that do not keep pace with private sector salaries and benefits.

The work environment is also changing rapidly as baby boomers retire and new generations of workers join. Both the younger workforce and the public in general expect a modernization of their government functions and the availability of the information they need to access in an electronic format. In order to meet those expectations, funding must be found to implement those electronic solutions.

The Secretary of State is leading the long-term process of building a state-of-the-art 120,000 square foot facility to house the collections of the State Archives and State Library alongside most the employees of the office. At the time of this writing, the project is finalizing the Design Phase and entering the Construction Documents phase, with a goal of going to bid in mid-2023, beginning construction in the fall of 2023, and occupying the new facility in 2025.

Since the Commission last reviewed the role, the office budget and scope have grown significantly, mostly due to the increased complexity of elections administration.



July 5th, 2022 OSOS Org. Chart