

## STRATEGIC PLAN PREFACE

The Campaign Spending Commission (“CSC”) undertook this strategic plan process to guide the organization in shaping its future, set longer term priorities, and to establish the framework to make decisions and allocate resources in the short-term consistent with a 5-year vision.

This work comes at a critical and opportune time. Five years ago, major investigations thrust campaign spending into the public’s eye. Since that time, there has been a change in the executive director, new members on the Commission, and additional statutory amendments. The cost of political campaigns is steadily growing, and there have been efforts to increase the scope of public financing.

While no longer a regular media feature, it is clear that the public has a greater expectation of the role of the CSC. At the same time, the law has become more complex to follow and to administer.

The ability of the CSC to meet these challenges is complicated by the uncertainty of its funding sources. Taxpayers are increasingly declining to check-off \$2, and if the trend holds, the annual revenue will match only one-third of current operating expenses within five years. Substantive changes to the public financing law could deplete the trust fund. The other source of funding – fines – should not be pursued as a revenue-generating endeavor, but as a consequence of specific actions. The alternative of seeking annual appropriations from the general fund would place the CSC in an inherent conflict with its regulated community.

In meeting these challenges, the CSC seeks to proactively plan to meet an increased role in supporting the integrity of the campaign finance process.

Hawaii Campaign  
Spending Commission

## MISSION

The Hawaii Campaign Spending Commission is dedicated to the integrity and transparency of the campaign finance process.

Established in 1973.



### Hawaii Campaign Spending Commission

235 S. Beretania Street, Room 300  
Honolulu, Hawaii 96813  
Phone: 808-586-0285  
Fax: 808-586-0288

Website: [www.hawaii.gov/campaign](http://www.hawaii.gov/campaign)

# CAMPAIGN SPENDING COMMISSION

2008 – 2012 STRATEGIC PLAN



Helpful

Towards this end, the CSC has established the following **GOALS for 2008 – 2012:**

- \* To simplify the law;
- \* To increase public education and awareness;
- \* To have a fully automated system;
- \* To have a major focus on the training and competency of candidate and non-candidate committees;
- \* To reduce late filings;
- \* To simplify, and expedite fines;
- \* To secure adequate funding; and
- \* To secure CSC's institutional capacity.

Informative

Assistive

Consistent

## STRATEGIC PRIORITIES

To achieve the six 2012 Goals, the CSC's Strategic Priorities are:



- 1.** To simplify and clarify campaign spending laws in order to improve implementation and compliance

### ACTION ITEMS:

- a. Begin process in 2007, with the assistance of a blue-ribbon advisory committee
- b. Complete recodification draft in 2008, for submission to 2009 Legislature
- c. Use process to stimulate the awareness of committees and the general public



- 2.** To increase public education, awareness and access

### ACTION ITEMS:

- a. Develop a simple, multi-year public education plan for the purposes of creating broad-based public knowledge of the most important campaign contribution and expenditure parameters
- b. Hold periodic public seminars to highlight important issues
- c. Improve web-based information
- d. Develop capacity for regular public information releases during the electoral season on contributions and expenditures
- e. Establish procedures between campaign spending, elections and ethics offices to formalize coordination efforts.
- f. Establish procedures between the campaign spending office and the procurement office to formalize coordination efforts.



- 3.** Increase the technological capacity to improve access, reduce paperwork, and increase compliance

### ACTION ITEMS:

- a. Develop front-end system so all committees can file on-line, and access additional information and assistance on-line
- b. Develop user diagnostics to serve as an early warning system for committees on potential violations
- c. Increase the analyses capability for CSC
- d. Keep the system updated, and current



- 4.** Upgrade the training for and ability of the committees to comply with campaign spending laws

### ACTION ITEMS:

- a. Develop a comprehensive curriculum, with training modules on most asked, most problematic, and new provisions
- b. Establish a goal for minimum competency of each committee through testing and/or training
- c. Create new methods for training and disseminating information, including virtual training (i.e. web-based, DVD)
- d. Hold periodic public discussions to highlight important issues



- 5.** Encourage compliance

### ACTION ITEMS:

- a. Develop system for automatic on-line, email, and postal notifications
- b. Develop escalating penalties for repeat and gross violations
- c. Simplify, expedite disposition of offenses
- d. Automate tracking and follow up communications



- 6.** Increase and stabilize CSC's institutional capacity to carry out its mission

### ACTION ITEMS:

- a. In anticipation of continued annual reductions in the tax check-off, develop proposals to stabilize funding, including a general appropriation to be made into the trust fund at 4 to 6 year intervals
- b. Articulate the philosophy of fines as fines, not as a dependable or primary funding source for CSC operations
- c. Plan for potential staff transitions (beyond 2012)
- d. Continue Commissioner development through periodic discussions, and preparing a Commissioner handbook
- e. Document procedures
- f. Evaluate space needs for possible staff expansion due to potential for increased statutory responsibilities
- g. Develop contingency plans for public funding scenarios.