

Washington State Department of Commerce

# Strategic Plan Status Update

Strategic Plan available at [www.commerce.wa.gov](http://www.commerce.wa.gov)

December 2011



**Department of Commerce**  
Innovation is in our nature.

# Mission: Grow and Improve Jobs

## Key metrics:

1. Overall job growth and for high, medium, and low wage jobs;
2. Income per job, hourly; 3. Growth in income per job; all vs. other states

[Click here for current data](#)

## Global Priorities

Competitiveness

Education/  
Workforce  
Training

Efficient &  
Effective  
Regulation

Infrastructure  
Investment

## Specific Priorities

Community  
Capacity

Rural Focus

Sector Focus

Small  
Business



# Competitiveness

**Objective 1:** Increase visibility of Washington’s competitive advantages.

1.1 Publish a scorecard that annually reports key business indicators.

- *Scorecard was published. [Click here for most recent report](#)*

1.2 Develop and implement a reporting system that collects and reports business recruitment, retention, and expansion wins and losses from across the state.

- *Implementing Salesforce – training Associate Development Organizations.*

**Objective 2:** Market Washington State: Increase traffic and time on [www.choosewashington.com](http://www.choosewashington.com) website.

2.1 Provide targeted information for economic development partners and for state marketing purposes by maintaining and promoting the website.

- *Enhancing our website and promoting it to our economic development partners has increased traffic to choosewashington.com. [Click here for quarterly results](#)*

# Competitiveness

**Objective 3:** Increase exports in Washington state.

## 3.1 Implement the state's export initiative.

- *Implementation underway - goal to increase the number of exports by 30% and \$600 million in directly assisted exports sales over the next five years (Commerce and Agriculture goal). [Click here for results](#)*
- *\$3 million to new exporters through Community Economic Revitalization Board (CERB).*
- *Working to set up reporting and referral system to track CERB grantee performance.*
- *Paris Air Show and Governor's Trade Mission to France and Germany in June 2011.*
- *Small Business Administration awarded Commerce \$1.6 million STEP grant.*



# Education and Workforce Training

**Objective 1:** Increase Commerce engagement in this area.

- 1.1 Dedicate resource to understanding the employer perspective on our system and generate ideas and help implement change that addresses that perspective.
- *Strategy on hold due to budget constraints.*

# Efficient and Effective Regulation

**Objective 1:** Develop a set of state comparison metrics to track regulatory service delivery.

- 1.1 Develop a scope of work for building a state-by-state comparison of the time, costs and number of steps to meet regulatory requirements.
- *Pursuing discussions with potential federal partners about an initiative to build a state-by-state comparison of time, costs, and number of steps to meet regulatory requirements.*

**Objective 2:** Improve state and local regulatory service delivery.

- 2.1 Support expansion of an eCityGov.net-type cloud-based computing model for on-line municipal services.
- *Researching approaches, options, and impediments demonstrating proof of concept.*

# Efficient and Effective Regulation

2.2 Partner with state agencies to carry out specific efficiency efforts that result in measurable improvements.

- *Governor's Executive Order – Reducing regulatory burden for small business.*
- *Conducted five large Lean pilot projects, covering 18 regulatory processes that small business must comply. Action items are at various stages of implementation.*
- *Generating broad support for applying Lean to regulatory processes.*
- *Leveraged additional support and agency training from Impact Washington and Boeing.*



# Infrastructure

**Objective 1:** Improve the state-level assistance system so local governments have greater resources and better access to those resources.

## 1.1 Restore funding in the Public Works Trust Fund.

- *Legislature approved \$386 million list for FY 2012.*
- *Total of \$205 million in Governor's supplemental FY 2013 budget. Includes \$165 million project list, \$25 million to re-establish Pre-Construction Program, \$15 million for supplemental CERB funding, and \$5 million for the creation of an Investment Grade Efficiency Audit loan program.*
- *The Public Works Board is pursuing a change to its enabling statute RCW 43.155 to streamline and expand its financing options to better serve local governments.*

## 1.2 Increase opportunities for local investments in infrastructure projects by increasing the number of and access to local revenue-generating mechanisms.

- *Legislature approved ESSB 5253 authorizing some cities in King, Pierce, and Snohomish Counties to create Local Infrastructure Project Areas to finance public improvements through property taxes imposed by the city and the county.*
- *Work was done with the Legislature regarding the "re-invention of infrastructure financing" via ESSB 5844. Although the bill didn't pass, the bill was again assigned to the Senate Ways and Means committee for further consideration in the 2011 special session.*

# Infrastructure

**Objective 1:** Improve the state-level assistance system so local governments have greater resources and better access to those resources.

- 1.3 Provide performance-based contracts, ensuring the completion of projects within their original budget, scope of work, and timeline.
- *Public Works Board approved incentives for its 2012 construction loan contracts.*
  - *All Growth Management Services contracts include performance-based best practices.*
  - *Contracts Administration Unit monitors performance and provides technical assistance.*
- 1.4 Provide comprehensive, customer-focused technical assistance, ensuring fair and equitable access to state resources and enabling local governments to address state and local priorities, with a strong focus on small jurisdictions.
- *The Public Work Board Technical Assistance (TA) services will be revamped in early 2012 to reflect changes relating to the modernization of Board programs.*
  - *Responding to 60% reductions in Growth Management Services (GMS), the unit has organized into Eastern Washington and Western Washington teams. Emphasis is on assisting cities and counties with infrastructure and capital facilities needs analyses when considering major land use and zoning changes. GMS has also identified three major local issues in each region for intensive TA.*

# Infrastructure

- 1.5 Work with the Public Works Board and partners to improve the efficiency and predictability of state investments in local infrastructure by adopting statewide systems for project selection and contract management.
- *Growth Management Services teams will emphasize assisting cities and counties with prioritizing infrastructure needs before they commit to major land use decisions.*
  - *The Public Works Board developed a plan for Modernizing the state Infrastructure Financing System by direction of ESHB 1497. The Plan has been forwarded to the Governor and Legislature for consideration in the 2012 Legislative Session.*
  - *Work was done with the Legislature regarding the “re-invention of infrastructure financing” via ESSB 5844. Although the bill did not pass, there will likely be focus on this next session.*
- 1.6 Increase the impact of state resources on local infrastructure projects by developing and implementing a statewide investment strategy.
- *Work was done with the Legislature regarding the “re-invention of infrastructure financing” via ESSB 5844. Although the bill did not pass, there will likely be focus on this next session.*
  - *The Public Works Board developed a plan for modernizing the state infrastructure financing System by direction of ESHB 1497. The Plan has been forwarded to the Governor and Legislature for consideration in the 2012 Legislative Session.*

# Infrastructure

**Objective 2:** Enable local governments to attract development to selected areas within their communities through targeted planning and infrastructure development.

- 2.1 Establish a loan fund or other financing options for up-front State Environmental Policy Act analysis.
- *This strategy has been delayed due to budget constraints.*
  - *GMS is collaborating with CERB to incorporate up-front State Environmental Policy Act (SEPA) activities into CERB's planning program. CERB will consider proposal in January.*
  - *Proposed loan option be included in PERF account to the SEPA reform work group convened by Representative Fitzgibbon.*
- 2.2 Improve local governments' ability to update their capital facilities plans by providing an on-line data standard.
- *A model has been developed for a local government capital facilities needs assessment. Awaiting funding to initiate.*
- 2.3 Help local governments navigate complex permitting requirements by expanding the use of multi-agency permit (MAP) assistance teams, in partnership with the Office of Regulatory Assistance (ORA).
- *Coordinated with ORA for possible need for assistance from Commerce on MAP teams. ORA stated no need for assistance on current MAP projects.*

# Infrastructure

**Objective 2:** Enable local governments to attract development to selected areas within their communities through targeted planning and infrastructure development.

2.4 Assist local governments in developing demand reduction strategies as part of their capital facilities fund and infrastructure planning.

- *GMS has organized into Eastern Washington and Western Washington teams. Emphasis is on assisting cities and counties with infrastructure and capital facilities needs analyses when considering major land use and zoning changes. GMS has also identified three major local issues in each region for intensive TA.*

2.5 Developing the concept of locally-designated priority investment areas for state infrastructure investment.

- *Work was done with the Legislature regarding the “re-invention of infrastructure financing” via ESSB 5844. Although the bill did not pass, there will likely be focus on this next session.*

# Community Capacity

**Objective 1:** Develop a shared vision for community capacity in Washington with our stakeholders and partners.

1.1 Create consensus regarding the key elements of a strong community.

- *Formed a Commerce workgroup, collected information from Spokane, King, and Thurston County United Ways and laid groundwork for partnerships with local leaders.*

1.2 Develop and implement a tool to assess the elements of a strong community.

- *Working with the Research Unit to develop and implement a tool.*

1.3 Focus policy and resources based on needs identified through the use of an assessment.

- *An assessment will be implement as strategies 1.1 and 1.2 are achieved.*

**Objective 2:** Increase the efficiency and effectiveness of our operations in order to maximize our impact on the communities we serve.

2.1 Improve the quality of our operating practices:

- *New contracts monitoring alignment for Community Services and Housing Division (CSHD).*
- *Tested Weatherization data and billing system, planned use in other units and possibly other divisions.*
- *Capital Programs Lean process improvements underway.*
- *SuccessFactors calibration.*

# Rural Focus

**Objective 1:** Provide technical and financial assistance for rural planning and implementation.

- 1.1 Provide rural communities with information about financial resources available to them.
  - *Resource directory is now available. [Click here to view](#)*
- 1.2 Provided a comprehensive list of business support services on-line.
  - *An inventory of services, tools, and information is now available to small business on the [Business.wa.gov](#) website. [Click here to view](#)*
- 1.3 Coordinate rural symposiums for selected projects that will overcome barriers to job creation in those rural communities.
  - *Strategy on hold due to budget constraints.*
- 1.4 Provide comprehensive, customer-focused technical assistance, enabling local governments to address state and local priorities.
  - *Continuing to provide training and capacity building in rural areas.*

*Other activities that support the objective*

- *State Broadband program launched a new user-friendly website that includes a new up to date interactive broadband map. [Click here to view.](#)*

# Sector Focus

**Objective 1:** Grow and improve jobs in the tourism, aerospace, and clean energy sectors.

- 1.1 Analyze Washington's competitive strengths and weaknesses and develop strategies to drive exports in these sectors.
- *Aerospace Council continues to support the aerospace sector.*
  - *State launched Project Pegasus for the next generation 737.*
  - *Lead a trade mission to Paris Airshow.*
  - *Implemented one of the Clean Energy Council's key recommendations – Innovate Washington, a public/private partnership to drive clean energy sector growth.*

**Objective 2:** Use the experience gained in the tourism, aerospace and clean energy sectors to perfect and extend the sector engagement model.

- 2.1 Assign sector managers in new sectors (e.g., life sciences, information technology, electronic gaming) that will work with industry councils to drive state strategies and work plans.
- *Strategy on hold due to budget constraints.*

# Small Business

**Objective 1:** Provide Washington business with customer-friendly on-line information and tools.

1.1 Enhance [www.Business.wa.gov](http://www.Business.wa.gov) to meet the needs of Washington's businesses.

- *An inventory of services, tools, and information is now available by county to small businesses. [Click here to view](#)*
- *Consolidated all business information into one on-line guide that is now available to businesses. [Click here to view](#)*
  - *Close a Business chapter will be added in January 2012.*
    - *32 pgs. of printed compared to >25 different guides with >400 pgs.*
    - *Approximately 7,000 external visitors have visited the guide each month in Q3.*

1.2 Further segment small businesses to better understand specific needs.

- *Benefiting from the work under Efficient and Effective Regulation, which mapped the processes small manufacturers and restaurants go through to open a business .*
- *Small Business Credit Initiative funds received from US Dept. of the Treasury in November 2011, which will provide up to \$300 million in capital for targeted small business sectors.*