FOUNDATIONS

PURPOSE

We Strengthen Communities

VALUES

Creative, Collaborative, Trusted

NEW APPROACHES TO HOW WE WORK

- Equitable Distribution of Funding
- Engaging Communities
- Improving Resilience

	OPERATING PROCESSES					SUPPORTING PROCESSES				
CORE PROCESSES	Shaping and Driving Policy OP1	Providing Outreach and Technical Assistance OP2	Funding Programs and Projects OP3	Managing Grants, Loans and Contracts OP4	Optimizing Performance OP5	Supporting and Developing Our Workforce SP1	Effectively Managing Finances SP2	Leveraging Technology SP3	Communicating Effectively Internally and Externally SP4	Proactively Managing Risk SP5
PROCESS MEASURES	Policy Proposals After Action Reports	Listening Sessions	Applicant Effort Application Materials Distributed	Customer Training Customer Feedback	Action Plans Lean Improvements Program Targets	Flexible Schedule Employee Retention Onboarding	Monthly Financial Status Reviews Executive Team Reviews Reports On Time Staff Trained	Projects Not in Green Mitigate Security Vulnerabilities	Communication Activities Subscriber Growth Employee Interaction	Risk Register Completed on Time Risk Register Recommendations Implemented Repeat Findings Staff Trained
PROCESS OWNER	Cheryl Smith	Barbara Dunn	Bruce Lund	Shanna-Mae Cullen-Oden	Rebecca Stillings	Amy Goodall-Rasmussen	Joyce Miller	Nicholas Stowe	Barbara Dunn	John Schelling

OUTCOMES

	Homelessness	Living Wage Jobs	Housing Affordability	Reliable Infrastructure	Clean Energy Future	Healthy Culture
OUTCOME MEASURES	Count of Unsheltered Homeless	Living Wage Job Disparity	Reduce Cost-Burdened Households	Community Infrastructure	Parts per Million CO2	Employer of Choice
STRATEGY MEASURE	Meeting System Performance Benchmarks	# Living Wage Jobs Created Focus on Region	In Person Technical Assistance Website Technical Assistance Development Regulations Data Collection	Failing Community Infrastructure New Demands for Infrastructure Community Capacity & Technical Assistance	SEEP Dashboard Clean Energy Business Development Expand Clean Energy Efforts	Embed Playbook Trusted Relationships Customer Value
OUTCOME OWNER	Tedd Kelleher	Chris Green	Diane Klontz	Mark Barkley	Michael Furze	Martin McMurry

Move the Needle

Results Commerce Measures Map
Third Quarter 2018 QTR Performance
Updated: 11/14/18

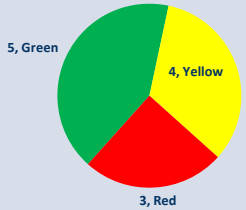
Department of Commerce

Outcomes Scorecard

Current QTR Performance

QTR: Third Quarter 2018

	Performance	Action
Green	Acceptable, Good, Expected	None
Yellow	Marginal, Concerning, Cautionary	Understand Root Cause
Red	Unacceptable, Serious	Full Corrective Action



Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation	Range Red	Range Yellow	Range Green	Target	Desired Direction	Frequency	Oldest ----------> Most Recent 2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	Comments and Next Steps	Action Plan?
Outcome 1 - Homelessness *(Owner: Tedd Kelleher)*																
OM 1-1a	Count of Unsheltered Homeless	Slow the growth of homeless people to under 24,222 by 2020.	22,000	19,999-21,999	20,000	1,000	Down	Annual		**21,112**			**22,416**			Y
SM 1-1a	Meeting System Performance Benchmarks	Counties meeting all performance benchmarks of the 6 total by October 2019.	24	25-33	34	39	Up	Quarterly						**19**		N/A
Outcome 2 - Living Wage Jobs *(Owner: Chris Green)*																
OM 2-1a	Living wage job disparity	No. of counties with at least 65% of jobs above living wage ($17.99/hr)	21	22-29	30	39	Up	Annual		**17**				**32**	*Changed from $16.00/hr from 3Q17 due to ESD reporting changes and increase in minimum wage.	Y
SM 2-1.a	# Living Wage Jobs Created						Up	Annual 3Q							Data is not available at this time. We are changing reporting requirements to get this information for future quarters.	
SM 2-1.b	Focus on Region	Engage the counties in red or yellow status in Living wage job disparity measure by June 2019.(6 per quarter)	2	3-4	5	6	Up	Quarterly						**7**		
Outcome 3 - Housing Affordability *(Owner: Diane Klontz)*																
OM 3-1a	Reduce cost-burdened households	% of renter households experiencing cost-burden paying more than 30% of income on housing costs (rent and utilities)	50%	49%-41%	40%	40%	Down	Annual		**50%**				**48%**		Y
SM 3-1.a	In Person Technical Assistance	# of affordable housing education and technical assistance encounters with jurisdictions per quarter	2	3-5	6	7	Up	Quarterly						**4**		N/A
SM 3-1.b	Website Technical Assistance	# of affordable housing education and technical assistance "hits"- website visits, downloads of tools, etc.	15	16-39	40-50	50	Up	Quarterly						**No Activity**	Website under development.	
SM 3-1.c	Development Regulations Data Collection	# of new housing development regulations submitted to the Planned Review Database	1	2-3	4	4	Up	Quarterly						**7**		N/A
Outcome 4 - Reliable Infrastructure *(Owner: Mark Barkley)*																
OM 4	Community Infrastructure	American Society of Civil Engineers Rating of B or better in drinking water, storm water, waste water, and roads.	D<	D+ to C+	>B	A	Up	Annual	**C-**			**C-**		**C-**	The next Washington State Report Card is tentatively scheduled to be released January 17, 2019 at Seattle City Hall.	Y
SM 4-1a	Failing Community Infrastructure	Undersstanding community infrastructure requirements is essential. We will achieve this by incorpating CFP review. Review 320 (39 counties and 281 cities) comprehensive plans (with capital facilities plans).	50%	51%-79%	80%	90%	Up	Quarterly								
SM 4-1b	New Demands for Infrastructure															
SM 4-1c	Community Capacity and Technical Assistance															
Outcome 5 - Clean Energy Future *(Owner: Michael Furze)*																
OM 5-1a	Parts per Million CO_2	Reducing CO2 requires transitioning the global economy away from fossil fuels and into into renewable energy and energy efficiency.	350+	349-300	<299		Down	Daily								

Outcomes Scorecard

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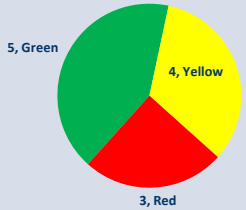

Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Oldest ----------> Most Recent						Comments and Next Steps	Action Plan?
			Red	Yellow	Green				2Q17	3Q17	4Q17	1Q18	2Q18	3Q18		
SM 5-1a	SEEP Dashboard	Improve state government operations and demonstrate leadership in energy efficiency & environmental performance by driving state agency investment in resilient, low-carbon infrastructure and clean energy sources. % of Agencies achieving GHG reductions.	50%	50%-85%	85%	90%	Up	Annual								
SM 5-1b	Clean Energy Business Development	Increase recruitment and retention of Clean Energy businesses.	0	1	2	Multiple new business efforts	Up	Quarterly								
SM 5-1c	Expand Clean Energy Efforts	Increase Commerce programs embrace clean energy. We have four programs and we want to grow by 25% per year. (We will update for the 4 programs MS ask Michael)	0	1	2	25% growth	Up	Quarterly								
Outcome 6 - Healthy Culture *(Owner: Martin McMurry)*																
OM 6-1a	Employer of Choice	% positive responses (4 or 5) / total responses on semi-annual employee survey for 13 selected questions	71%	72-80%	81%	85%	Up	semi-annual	82%	80%		86%		81%		N/A
SM 6-1a	Embed Playbook	Embed the Playbook elements into 100 percent of the agency human resource systems by June 30, 2019. (8)	0	1	2	8	Up	Quarterly						1		
SM 6-1b	Trusted Relationships	Average of the relationship index survey questions. (Questions: 7, 11, 13, 17)	80%	81%-84%	85%	90%	Up	semi-annual	89%	84%		87%		85%	Tentative	N/A
SM 6-1c	Customer Value	Increase the Customer Value composite score to 82 percent positive response rate by November 2020. (Questions: 10, 16).	70%	71%-74%	75%	82%	Up	semi-annual	78%	69%		82%		75%		N/A

Department of Commerce

Core Process Measure Scorecard

Current QTR Performance

QTR: Third Quarter 2018

	Performance	Action
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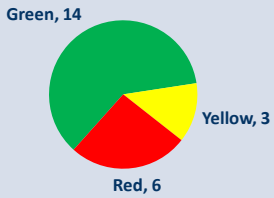

Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation	Range Red	Range Yellow	Range Green	Target	Desired Direction	Frequency	Oldest ----------> Most Recent 1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	Comments and Next Steps	Action Plan
OP 1 - Shaping and Driving Policy *(Owner: Cheryl Smith)*																					
OP1.A	Policy Proposals	Total reports containing a policy proposal divided by total legislative reports due in a given reporting period.	25%	26%-74%	75%	75%	UP	Annual - updates in January		42%			95%				71%				Y
OP1.B	After Action Reports	After action reviews conducted.	0	1-2	3	3	UP	Quarterly	1	0	1	0	1	0	1	1	2	12	0		N/A
OP 2 - Providing Outreach and Technical Assistance *(Owner: Barbara Dunn)*																					
OP2.A	Listening Sessions																				N/A
OP 3 - Funding Programs and Projects *(Owner: Bruce Lund)*																					
OP3.A	Applicant Effort	Percent of applicants rating ease of completing application as a 4 or 5.	70%	71%-79%	80%	90%	UP	Quarterly	85%	95%	90%	73%	86%	97%	83%	90%	89%	93%	93%	12 programs reviewed 319 applications this quarter	n/a
OP4.B	Application Materials Distributed	Percent of application materials distributed resulting in a funding award posted on the Commerce website's grants and loans page.	84%	85-89%	90%	100%	UP	Quarterly									60%	31%	88%	Made great strides this quarter. 8 out of 9 application processes were posted to the Commerce Grants and Loans page	Y
OP 4 - Managing Grants, Loans and Contracts *(Owner: Shanna-Mae Cullen-Oden)*																					
OP4.A	Contracts Training	# of contracts trainings per quarter	0%	1/0/1900	100%	100%	UP	Quarterly											No Activity		0
OP4.B	Customer Feedback	Customer feedback for value of contracts trainings	74%	75-89	90%	90%	UP	Quarterly											No Activity		0
OP 5 - Optimizing Performance *(Owner: Rebecca Stillings)*																					
OP5.A	Action Plans	Total program, outcome, and process measures in red/yellow for 2 or more quarters that have an action plan divided by total program, outcome, and process measures in red/yellow.	50%	51%-79%	80%	0.9	UP	Quarterly	78%	92%	81%	85%	56%	70%	75%	80%	83%	88%	90%	Of the four Outcome our Strategy Measures 4 out of 4 have action plans. Of the five process measures requiring action plans 4 out of 5 have action plans.	N/A
OP5.B	Lean Improvements	Events held at Commerce including 7SPS, process mapping, breakthroughs, AIWs, and other process improvement consultations.	4	5 to 6	7	8 or more events per quarter	UP	Quarterly	6	7	7	7	7	8	7	9	19	28	13	Agency-wide - 13 ASD - 1 CSHD - 6 Energy - 4 LGD - 0 OEDC - 0	N/A
OP5.C	Program Targets	Program measures that met their target.	60%	61-79%	80%	0.8	UP	Quarterly	63%	63%	60%	71%	73%	72%	65%	68%	66%	63%	59%		N
SP 1 - Supporting and Developing Our Workforce *(Owner: Amy Goodall-Rasmussen)*																					
SP1.A	Flexible Schedule	Percent of staff with flexible schedule and/or who telework.	49%	50%-64%	65%	65% or more	UP	Quarterly	69%	58%	56%	54%	72%	68%	83%	72%	83%	83%	86%	Employees, especially new employees, continue to take advantage of our telework and flex schedule options.	N/A
SP1.B	Employee Retention	Number of employees who leave within their first year of employment at Commerce.	2	n/a	1	1 or fewer	Down	Quarterly	1	1	0	0	2	0	0	0	0	0	1		N/A
SP1.C	Onboarding	% of employees who are satisfied with their onboarding experience.	70%	71%-84%	85%	85% or more	UP	Quarterly	90%	90%	93%	90%	91%	85%	92%	90%	95%	75%	95%		N/A

Core Process Measure Scorecard

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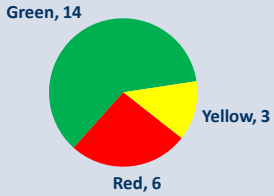

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SP 2 - Effectively Managing Finances *(Owner: Joyce Miller)*																					
SP2.A	Monthly Financial Status Reviews	Count of Monthly Financial Status Reviews held divided by total monthly financial status reviews scheduled. CBO will work with divisions on standard tools, reports and processes.	80%	81%-89%	90%	1	UP	Quarterly	98%	75%	86%	91%	92%	90%	100%	43%	63%	90%	19%	Reporting does not occur until after the Q1 (fiscal year quarter 1, July – Sept 30). This is because it's recommended to include a full quarter of the new FY (on top of the 6 years of data we pull from) first before we run projections. We are changing this next fiscal year by creating biennial reports. This will enable us to run projections sooner.	N/A
SP2.B	Executive Team Reviews	Count of Executive Team Financial Reviews Conducted.	0	n/a	1	1	UP	Quarterly	1	1	0	1	1	2	0	1	1	1	0	Scheduled for November 5th.	N/A
SP2.C	Reports On Time	Total number of closeout reports submitted on time divided by total number of closeout reports due.	90%	91%-94%	95%	1	UP	Quarterly	100%	67%	100%	100%	73%	100%	100%	92%	47%	81%	33%	CBO completed a few YTD reports/Full reporting resumes by October 25.	Y
SP2.D	Staff Trained	Budget Trainings	0	n/a	1	1 or more	UP	Quarterly	0			0				0			3	Three all day classroom trainings were conducted in September.	N/A
SP 3 - Leveraging Technology *(Owner: Nicholas Stowe)*																					
SP3.A	Projects Not in Green	Total project indicators not in green divided by total project indicators for active projects on the IS project dashboard.	33%	32%-21%	20%	0	Down	Quarterly	29%	19%	26%	13%	0%	20%	21%	13%	18%	23%	0%	15 Projects total, all are green	N/A
SP3.B	Mitigate Security Vulnerabilities	Mitigate four known security vulnerabilities per quarter	2	3	4	4	UP	Quarterly	1	3	3	1	0	1	4	3	2	3	3	The target is 4, with only 3 left. This will be the last quarter reporting this measure.	Y
SP 4 - Communicating Effectively Internally and Externally *(Owner: Barbara Dunn)*																					
SP4.A	Communication Activities	Manual count of number of Communication Activities Focused on Employee Engagement Across the Enterprise	0	n/a	1	1 or more	UP	Quarterly	2	6	2	2	1	2	4	3	1	2	3	Commerce ConneXions and Communications 101 class this quarter.	N/A
SP4.C	Subscriber Growth	% subscriber growth to agency e-mail campaign platform	8%	8.1%-9.9%	10%	0.1	UP	Quarterly									21%	21%	23%		
SP4.C	Employee Interaction	Total number of messages opened divided by total number of messages sent.	20%	21%-39%	40%	0.5	UP	Quarterly	22%	22%	26%	22%	37%	40%	37%	37%	41%	41%	41%	This is a new metric to measure the effectiveness of growing subscribers in a rolling 12-month period, as opposed to open rates. This is a best practice, according to industry standards.	N/A
SP 5 - Proactively Managing Risk *(Owner: John Schelling)*																					
SP5.A	Risk Register Completed on Time	Count of on-time risk register milestones completed divided by total risk register milestones due that reporting period.	50%	51%-89%	90%	1	UP	Quarterly	100%	100%	61%	73%	75%	100%	83%	83%	83%	83%	100%	There are five active risk mitigation plans. John as the new core process owner is working with the plan "owners" to PDCA the plans. In addition, we will be conducting a comprehensive agency risk review and policy review. This will result in a revised risk register and policy are due to DES September 1, 2018. This will also trigger an evaluation of the measure.	N/A
SP5.B	Risk Register Recommendations Implemented	Completion of risk register items	50%	51%-89%	90%	100%	UP	Quarterly											17%	Previous recommendations completed. We created a new risk register and continue monitor the status of the register and plans. 5 out of 29.	N/A
SP5.C	Repeat Findings	Count the number of findings with similar issues from SAO and Federal auditors carried forward.	1	n/a	0	0	Down	Annual - updates in March	1				0				0	0	0		N/A
SP5.D	Staff Trained	Number of trainings related to risk conducted.	0	n/a	1	1 or more	UP	Quarterly	1	1	1	0	0	1	1	1	0	1	5		N/A