

FOUNDATIONS

KEY GOALS

MISSION
The Department of Commerce grows and improves jobs in Washington State by championing thriving communities, a prosperous economy and a sustainable infrastructure.

SHARED VISION

VALUES
Collaboration, Quality, Leadership, Meaningful Results, Passion

Entrepreneurial Agency Culture

Conscientious Stewardship

Strong Partnerships

Sustainable Energy

Reliable and Sustainable Infrastructure

Growing Economies

Vibrant Communities

CORE PROCESSES

SUB PROCESSES

PROCESS MEASURES

PROCESS OWNER

OPERATING PROCESSES

SUPPORTING PROCESSES

Shaping and Driving Policy OP1	Seeking and Receiving Funding OP2	Developing and Modifying Programs OP3	Funding Programs and Projects OP4	Managing Grants, Loans and Contracts OP5	Cultivating Program Success OP6	Closing Out Funding Period OP7	Supporting and Developing Our Workforce SP1	Effectively Managing Finances SP2	Leveraging Technology SP3	Communicating Effectively Internally and Externally SP4	Proactively Managing Risk SP5	Optimizing Agency Performance SP6
<ol style="list-style-type: none"> Recognizing a need or opportunity to act Developing options Engaging stakeholders Formulating proposal Advocating Evaluating effectiveness Implementing the decision 	<ol style="list-style-type: none"> Defining need and analyzing options Identifying and engaging stakeholders Obtaining authorization to seek funding Preparing and submitting package Getting to yes Receiving spending authorization/ decision 	<ol style="list-style-type: none"> Identifying and clarifying goals and purpose of program Developing or modifying program guidelines Developing or modifying application to potential recipients Selecting contract template and developing special terms and conditions Reviewing and approving final program design 	<ol style="list-style-type: none"> Marketing and soliciting applications Providing support to applicants Receiving applications Reviewing and ranking applications Approving funding awards Announcing funding decisions Evaluating application process 	<ol style="list-style-type: none"> Negotiating and executing Monitoring Invoicing and reimbursement Amending Closing Administering loan repayments Supporting recipients 	<ol style="list-style-type: none"> Leading program vision and goals Building and strengthening relationships Strengthening service delivery Incorporating best practices Measuring program performance Driving continuous improvement 	<ol style="list-style-type: none"> Identifying close out requirements Collecting and verifying financial and programmatic data Preparing and submitting close out reports Evaluating Close Out Process 	<ol style="list-style-type: none"> Providing a safe workplace Fostering a culture of wellness Structuring the workforce Recruiting Onboarding Training Managing performance Planning for work continuity Offboarding 	<ol style="list-style-type: none"> Establishing standard processes, tools and training Developing revenue forecast and spending plan Implementing and monitoring revenues and expenditures Partnering in division level quarterly financial reviews Analyzing and reporting agency financial condition Certifying agency financial information annually 	<ol style="list-style-type: none"> Aligning IT strategy and business strategy Managing IT finances and assets Managing data Providing IT support Assessing and mitigating IT risk Partnering to provide IT business solutions Maintaining computing environment Training 	<ol style="list-style-type: none"> Maintaining communication fundamentals Identifying internal and external opportunities Developing internal and external communication plans Creating informational content Providing and receiving information Measuring and sharing results 	<ol style="list-style-type: none"> Planning for risk management Identifying and analyzing specific risks Responding to specific risks Monitoring efforts and communicating results Training related to risk management 	<ol style="list-style-type: none"> Shaping agency culture Engaging employees Establishing goals Developing and executing strategic initiatives Allocating resources strategically Standardizing for efficiency Measuring agency performance Developing and executing improvements
OP 1a. Policy proposals OP 1b. Legislative impact OP 1c. After action reports	OP 2a. Budget requests funded OP 2b. Competitive funds	<i>New measures under development</i>	OP 4a. Threshold OP 4b. Applicant effort OP 4c. Applicant effort implementation	OP 5a. Contract execution OP 5b. Insurance compliance OP 5c. Divisions with Written Contract Monitoring Procedures	<i>New measures under development</i>	OP 7a. Reports on time OP 7b. Reports accepted OP 7c. Staff trained	SP 1a. Flexible schedule SP 1b. Employee retention SP 1c. Onboarding	SP 2a. Monthly Financial Status Reviews SP 2b. Quarterly Financial Status Reviews SP 2c. Executive Team reviews	SP 3a. Projects not in red SP 3b. User satisfaction SP 3c. Quarterly strategy sessions	SP 4a. Training SP 4b. Communication activities SP 4c. Stakeholder interaction SP 4d. Employee interaction	SP 5a. Risk Register completed on time SP 5b. Recommendations implemented SP 5c. Repeat findings SP 5d. Staff trained	SP 6a. Action plans SP 6b. LEAN improvements SP 6c. Measure activation
(S) Nick Demerice (O) Cheryl Smith	(S) Chris Green (O) Cary Retlin	(S) Diane Klontz (O) Jaime Rossman	(S) Diane Klontz (O) Bruce Lund	(S) Mark Barkley (O) Eci Ameh	(S) Michael Furze (O) Rick Torrance	(S) Michael Furze (O) Connie Shumate	(S) Kendrick Stewart (O) Amy Goodall-Rasmussen	(S) Kendrick Stewart (O) Martin McMurry	(S) Kendrick Stewart (O) Bryce Carlen	(S) Nick Demerice (O) Barbara Dunn	(S) Mark Barkley (O) Shanna-Mae Cullen-Oden	(S) Connie Robins (O) Rebecca Stillings

OUTCOMES

OUTCOME MEASURES

OUTCOME OWNER

Engaged Employees	Optimized Operations	Engaged Stakeholders	Increased Conservation and Alternative Energy	Increased Capital Investment in Washington State	Equitable Resources for Disadvantaged Areas and Populations	Build and Maintain Local Capacity	Healthy Economy
Creative Employees Satisfied Employees	Cost Effective Operations Operations That Deliver Results	Resources Stakeholder Satisfaction	Sustainable and Energy Efficient Operations Alternative Energy and Conservation Development	Increased Private Investment Increased Public Investment Non-transportation infrastructure assets	Funding Inclusion	Increase Self-Sufficiency Increase Community Support Increase Capacity of Local Governments	Increase GBI in Key Sectors Increase Employment in Key Sectors Small Business Success
OM 1-1a. Ideas Program OM 1-2a. Job Satisfaction	OM 2-1 a. Process improvements OM 2-2 a. Program Targets met	OM 3-1a. Public records responsiveness OM 3-2a. Stakeholder satisfaction OM 3-2b. Inclusion in decision-making OM 3-2c. Responsiveness to stakeholder needs	OM 4-1a. Commerce greenhouse gas emissions OM 4-2a. Conservation projects OM 4-2b. Renewable energy projects	OM 5-1a. Private capital leveraged OM 5-2a. New project dollars OM 5-2b. Dollars leveraged OM 5-2c. Capital pass thru	OM 6-1a. Rural/urban split OM 6-1b. Resources going to Tribal communities OM 6-2a. Commerce's workforce – persons of color OM 6-2b. Commerce's workforce - veterans OM 6-2c. Supplier diversity	OM 7-1a. Homelessness OM 7-1b. TANF recipients employed OM 7-2a. Affordable housing built OM 7-2b. Affordable housing preserved OM 7-3a. Growth management compliance OM 7-3b. Local government use of available debt	OM 8-1a. Export sales OM 8-1b. Company wins OM 8-2a. Job figures OM 8-3a. Small businesses
(O) Kendrick Stewart	(O) Connie Robins	(O) Nick Demerice	(O) Michael Furze	(O) Mark Barkley	(O) Nick Demerice	(O) Diane Klontz	(O) Chris Green

