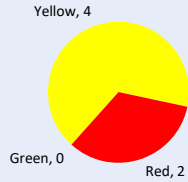


**Outcome Score Card**

**QTR: Third Quarter 2017**

**Current QTR Performance**



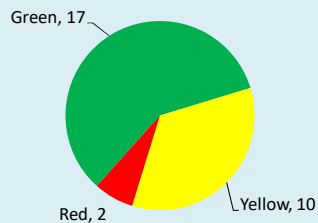
Measure Number	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Reporting Period Calendar Year (CY)				Comments and Next Steps	Action Plan?	
			Red	Yellow	Green				2Q17	3Q17	4Q17	1Q18			2Q18
<b>Outcome 1 - Healthy Culture (Owner: Kendrick Stewart)</b>															
OM 1-1a	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%				The declines are attributable to statistically relevant decreases in positive response rates for five questions (Customer feedback-11%, Improvements for customers-8%, Recommend agency-8%, Better ways-5%, cooperation-4%) *12/18/17 Update. Revised from 79% to 80% due to a discovery of a data anomaly.	
<b>Outcome 2 - Living Wage Jobs (Owner: Chris Green)</b>															
OM 2-1a	Living wage job disparity	No. of counties with at least 65% of jobs above living wage (\$16.00/hr)	21	22-29	30	39	Up	Annual		17					
<b>Outcome 3 - Resilience (Owner: Michael Furze)</b>															
OM 3.1a	Community resilience plans	% of cities, counties, and tribes with a current (5 years or less) Hazard Mitigation Plan or complete Comprehensive Emergency Management Plan	65%	66-79%	80%	80%	Up	Quarterly		66%					
<b>Outcome 4 - Housing Affordability (Owner: Diane Klontz)</b>															
OM 4-1a	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%					
<b>Outcome 5 - Equitable Distribution of Funding (Owner: Mark Barkley)</b>															
OM 5-1a	Equitable distribution of funds	Number of counties 1:1 (range 0.8-1.2) for; % of commerce spend/% poverty	10	11-19	20	20	Up	Quarterly		15					
<b>Outcome 6 - Self Sufficiency (Owner: Tedd Kelleher)</b>															
OM 6-1a	People provided basic needs	Portion of people living unsheltered or eligible for Commerce jobs skills training, who were served	50%	50%-85%	85%	90%	Up	Annual		57%					



Process Measure Score Card

QTR: Third Quarter 2017

Current QTR Performance



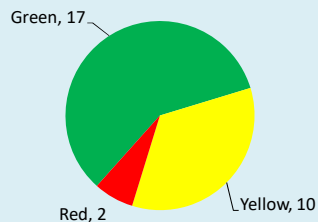
Measure Number	Measure Name	Measure Calculation	Range			Past QTR Performance									Current QTR Performance	Comments and Next Steps	File	Icon
			Red	Yellow	Green	Oldest -----> Most Recent												
<b>OP 1 - Shaping and Driving Policy</b>																		
<b>Process Owner: Cheryl Smith</b>																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
OP1.A	Reports Containing Policy Proposals	Total reports containing a policy proposal divided by total legislative reports due in a given reporting period.	25%	26%-74%	75%	53%			42%			95%			0		N/A	
OP1.B	After Action Reports	After action reviews conducted.	0	1-2	3		100%	25%	67%	0	1	0	1	0		Y		
<b>OP 2 - Seeking and Receiving Funding</b>																		
<b>Process Owner: Martin McMurry</b>																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
OP2.A	Commerce Budget Requests Funded	Number of budget requests submitted to OFM that are enacted. Includes partially funded requests. Calculation is total enacted budget request divided by total budget requests.	15%	16%-74%	75%	11%			0%			19%			0		N	
OP2.B	Percent Growth of Competitive Funds	Total competitive funds divided by previous year's total competitive funds.	90%	91%-94%	95%	136%			98%			118%			91%		N/A	
<b>OP 3 - Developing and Modifying Programs</b>																		
<b>Process Owner: Jaime Rossman</b>																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
OP3.A	Number of Programs Assisted	Number of programs assisted in design, improvement, and/or evaluation.	0	n/a	1				1	0	1	1					Wildfire Project Grant	
<b>OP 4 - Funding Programs and Projects</b>																		
<b>Process Owner: Bruce Lund</b>																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
OP4.A	Percent of Applications Rejected at Threshold	Number of rejected applications submitted divided by number of eligible applications submitted.	20%	19%-13%	12%	10%	1%	4%	22%	3%	10%	12%	14%	2%	10%		0	
OP4.B	Applicant Effort Rating	Percent of applicants rating ease of completing application as a 4 or 5.	70%	19%-13%	80%	90%	88%	85%	85%	95%	90%	73%	86%	97%	83%		0	



Process Measure Score Card

QTR: Third Quarter 2017

Current QTR Performance



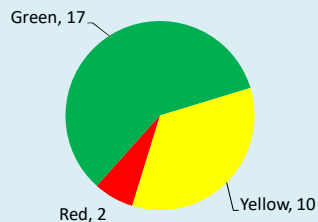
Measure Number	Measure Name	Measure Calculation	Range			Past QTR Performance									Current QTR Performance	Comments and Next Steps	Plan	Status
			Red	Yellow	Green	Oldest -----> Most Recent												
<b>OP 5 - Managing Grants, Loans, and Contracts</b>																		
<b>Process Owner: Eci Ameh</b>																		
Reporting Period Calendar Year (CY)																		
						2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17			
OP5.A	% of Contracts Executed by the Target Date	Number of contracts executed within specified time divided by total contracts executed. 5 of 50 contracts executed on time 5/50 or 10%.	70%	71%-84%	85%	99%	NO DATA	85%	79%	94%	95%	83%	82%	87%	71%		Programs reported that 322 out of 456 contracts were executed by their target date.	N/A
OP 5.B	Monitoring Milestones	Number of monitoring milestones due during the quarter that were NOT completed by the end of the quarter.	3	2	1					0	1	1	2	0	0			N/A
<b>OP 6 - Closing Out Funding Periods</b>																		
<b>Process Owner: Jean Denslow</b>																		
Reporting Period Calendar Year (CY)																		
						2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17			
OP6.A	On Time Reports	Total number of closeout reports submitted on time divided by total number of closeout reports due.	90%	91%-94%	95%	100%	100%	83%	100%	67%	100%	100%	73%	100%	100%			N/A
OP6.B	Reports Accepted	Percent of final reports accepted divided by total final reports.	0.9	91%-94%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			N/A
OP6.C	Staff Trainings Held on Federal and/or Programmatic Funding Close Out	Count of trainings held.	0%	n/a	100%	0			0			0					Y	
<b>SP 1 - Supporting and Developing Our Workforce</b>																		
<b>Process Owner: Amy Goodall-Rasmussen</b>																		
Reporting Period Calendar Year (CY)																		
						2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17			
SP1.A	Flexible Work Schedule	Percent of staff with flexible schedule and/or who telework.	49%	50%-64%	65%	63%	61%	61%	69%	58%	56%	54%	72%	68%	83%		79.6% (Flexitime), 39.3% (Compressed) and 37.7% (Telework). We continue to update the employee data in HRMS to ensure a true reflection as employees change their schedules. The data includes anyone who has a flex schedule, compressed schedule and/or that teleworks. Many employee's fall in multiple categories.	N/A
SP1.B	New Employee Retention Rate	Number of employees who leave within their first year of employment at Commerce.	2	n/a	1	1	0	1	1	1	0	0	2	0	0			N/A
SP1.C	Onboarding Satisfaction	% of employees who are satisfied with their onboarding experience.	70%	71%-84%	85%	0%	84%	80%	90%	90%	93%	90%	91%	85%	92%	0		N/A



Process Measure Score Card

QTR: Third Quarter 2017

Current QTR Performance



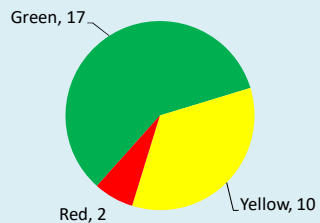
Measure Number	Measure Name	Measure Calculation	Range			Past QTR Performance										Current QTR Performance	Comments and Next Steps	Risk	Impact	Owner	
			Red	Yellow	Green	Oldest -----> Most Recent															
<b>SP 2 - Effectively Managing Finances</b>						<b>Reporting Period Calendar Year (CY)</b>															
<b>Process Owner: Martin McMurry</b>						<b>2Q15</b>	<b>3Q15</b>	<b>4Q15</b>	<b>1Q16</b>	<b>2Q16</b>	<b>3Q16</b>	<b>4Q16</b>	<b>1Q17</b>	<b>2Q17</b>	<b>3Q17</b>						
SP2.A	% of Monthly Financial Status Reviews Conducted	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%	100%	61%	94%	98%	75%	86%	91%	92%	90%	100%		All scheduled meetings occurred. These meetings were not necessarily budget report reviews, rather reviews of final budget levels and control numbers.	N/A			
SP2.B	Number of Executive Team Financial Reviews Conducted (Optimal number is one per quarter)	Count of Executive Team Financial Reviews Conducted.	0	n/a	1	0	1	0	1	0	1	1	2	0		Reporting for the divisions and at the agency level begin in 2nd Quarter FY18 (4th Quarter CY17).	N/A				
<b>SP 3 - Leveraging Technology</b>						<b>Reporting Period Calendar Year (CY)</b>															
<b>Process Owner: Bryce Carlen</b>						<b>2Q15</b>	<b>3Q15</b>	<b>4Q15</b>	<b>1Q16</b>	<b>2Q16</b>	<b>3Q16</b>	<b>4Q16</b>	<b>1Q17</b>	<b>2Q17</b>	<b>3Q17</b>						
SP3.A	Projects not in Red	Total project indicators not in green divided by total project indicators for active projects on the IS project dashboard.	33%	32%-21%	20%		0%	5%	29%	19%	26%	13%	0%	20%	21%	0		0			
SP3.B	Mitigate Security Vulnerabilities	Mitigate four known security vulnerabilities per quarter	2	3	4										4	0		0			
<b>SP 4 - Communicating Effectively Internally and Externally</b>						<b>Reporting Period Calendar Year (CY)</b>															
<b>Process Owner: Barbara Dunn</b>						<b>2Q15</b>	<b>3Q15</b>	<b>4Q15</b>	<b>1Q16</b>	<b>2Q16</b>	<b>3Q16</b>	<b>4Q16</b>	<b>1Q17</b>	<b>2Q17</b>	<b>3Q17</b>						
SP4.A	Number of Communication Activities Focused on Employee Engagement Across the Enterprise	Manual count of activities held during quarter.	0	n/a	1			0	2	6	2	2	1	2	4		Discover Commerce had four Family Feud matches which bring together employees from across the agency in friendly competition.	N/A			
SP4.B	% of Stakeholders Interacting with Agency Communications	Total number of messages opened divided by total number of messages sent.	20%	21%-24%	25%	25%	26%	23%	22%	23%	25%	21%	23%	25%	21%		Drop likely due to loss of a sector lead in life sciences, as well as some poor performance of several individual newsletters and announcements. We will do more investigation to determine cause and figure out a plan of action.	N/A			
SP4.C	% of Employees Interacting with Agency Communications	Total number of messages opened divided by total number of messages sent.	20%	21%-39%	40%	15%	17%	16%	22%	22%	26%	22%	37%	40%	37%		Slight decrease in participation but still a healthy performance as compared to industry standards.	N/A			



Process Measure Score Card

QTR: Third Quarter 2017

Current QTR Performance



Measure Number	Measure Name	Measure Calculation	Range			Past QTR Performance									Current QTR Performance		Comments and Next Steps	Y or N
			Red	Yellow	Green	Oldest -----> Most Recent												
SP 5 - Proactively Managing Risk, Process Owner: Shanna-Mae Cullen-Oden																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
SP5.A	Risk Register	Count of on-time risk register milestones completed divided by total risk register milestones due that reporting period.	50%	51%-89%	90%		100%	0%	100%	100%	61%	73%	75%	100%	83%	5 of 6 risks have plans.	N/A	
SP5.B	Recommendations Implemented	Total recommendations on track for implementation divided by total recommendations.	50%	51%-89%	90%		90%	91%	100%	100%	100%	100%	100%	88%	100%	All recommendations have been completed or on track to be completed.	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	2			1			0			Annual Measure updated in Spring 2018	N/A		
SP5.D	Trainings Completed	Number of trainings related to risk conducted.	0	n/a	1	42%	20%	10%	75%	100%	100%	0	0	1	1	Motorpool training conducted for vehicle safety.	N/A	
SP 6 - Optimizing Agency Performance, Process Owner: Rebecca Stillings																		
Reporting Period Calendar Year (CY)																		
			2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17						
SP6.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%			89%	78%	92%	81%	85%	56%	70%	75%	This is reflective of four process measures in sustained red or yellow three have action plans (this does not include this measure).	Y	
SP6.B	Lean Improvements	Events held at Commerce including 7SPS, process mapping, breakthroughs, AIWs, and other process improvement consultations.	4	5 to 6	7			11	6	7	7	7	7	8	7	Seven events total: 1 Agency-wide 4 CSHD 1 ASD 1 Energy	N/A	
SP6.C	Program Targets	Program measures that met their target.	60%	61-79%	80%	51%	51%	57%	63%	63%	60%	71%	73%	72%	65%	0	Y	