

FOUNDATIONS  
  
NEW APPROACHES TO HOW WE WORK

**PURPOSE**  
We Strengthen Communities

**VALUES**  
Creative, Collaborative, Trusted

Equitable Distribution of Funding

Engaging Communities

Improving Resilience

CORE PROCESSES  
  
PROCESS MEASURES  
  
PROCESS OWNER

OPERATING PROCESSES

SUPPORTING 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
Policy Proposals	Listening Sessions	Applicant Effort	Customer Training	Action Plans	Flexible Schedule	Monthly Financial Status Reviews	Projects Not in Green	Communication Activities	Risk Register Completed on Time
After Action Reports		Application Materials Distributed	Customer Feedback	Lean Improvements	Employee Retention	Executive Team Reviews	IT Service Request	Subscriber Growth	Risk Register Recommendations Implemented
				Program Targets	Onboarding	Reports On Time		Employee Interaction	Repeat Findings
						Staff Trained			Staff Trained
Cheryl Smith	Barbara Dunn	Bruce Lund	Shanna-Mae Cullen-Oden	Rebecca Stillings	Amy Goodall-Rasmussen	Joyce Miller	Nicholas Stowe	Barbara Dunn	John Schelling

OUTCOMES

OUTCOMES  
  
OUTCOME MEASURES  
  
STRATEGY MEASURE  
  
OUTCOME OWNER

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

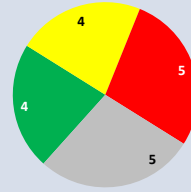




Outcomes Scorecard

Current QTR Performance

QTR: Fourth Quarter 2018



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

Reporting Period Calendar Year (CY)

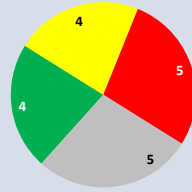
Measure Number	Measure Name	Measure Calculation/Definition	Range			Target	Oldest -----> Most Recent								Comments and Next Steps	Action Plan?
			Red	Yellow	Green		2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18			
<b>Outcome 1 - Homelessness (Owner: Tedd Kelleher)</b>																
OM 1-1a	Count of Unsheltered Homeless	Slow the growth of homeless people to under 24,222 by 2020.	22,000	19,999-21,999	20,000	1,000	21,112		22,416					Y		
SM 1-1a	Meeting System Performance Requirements	Counties meeting all performance requirements by January 2019.	24	25-33	34	39							19	19	Compliance issues were resolved for seven counties during the quarter, but a different seven were found out of compliance during the same period.	Y
<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 (\$17.99/hr)	21	22-29	30	39	17			32				Y		
SM 2-1.a	# Living Wage Jobs Created											Not Active	Not Active	Due to the timing of our ADO contracts which we will be renewing in a few months. We need to add some detail into their reporting requirements this year to get the right numbers. New contracts will start in July.		
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						7	6	ADO Economic Forecast event in Mason County. Chelan and Douglas counties gave Commerce a tour focused on economic activity, as well as brief exploration some of the aerospace assets and the adjacent industrial land/office space. Ribbon cutting for Bitmain in Douglas County. In Grant County, Commerce presented Project Vision with advantages of locating in Washington.		
<b>Outcome 3 - Housing Affordability (Owner: Diane Klontz)</b>																
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%	50%			49%			Island County, Walla Walla, Gig Harbor, Olympic Peninsula and one state-wide event	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						4	5		Y	
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						No Activity	No Activity	We hope to get this operational by the end of Q4. Right now we are finalizing content and learning how to do analytics to track website activity.		
SM 3-1.c	Development Regulations Data Collection	# of new housing development regulations submitted to the Planned Review Database	1	2-3	4	4						7	26		N/A	
<b>Outcome 4 - Reliable Infrastructure (Owner: Mark Barkley)</b>																
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	C-					C-		C-		Y
SM 4-1a	Failing Community Infrastructure	Understanding community infrastructure requirements is essential. We will achieve this by incorporating CFP review. Review 320 (39 counties and 281 cities) comprehensive plans (with capital facilities plans).	50%	51%-79%	80%	90%								Not Active	Waiting on the Plan View Project to be completed in the summer of 2019.	
SM 4-1b	Demands for Infrastructure	Reduce gap of unmet need (Dept of Health, Ecology, Transportation) using money from Public Works Board and stakeholders	800 million	799 - 401 million	400 million	800 million								Not Active	Target activation second quarter 2019. Need to know funding from Legislature.	
SM 4-1c	Community Capacity and Technical Assistance	Met planned milestones in action plan	No		Yes									Not Active	Developing action plan. Target activation third quarter 2019.	

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Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation/Definition	Range			Target	Oldest -----> Most Recent				Comments and Next Steps	Action Plan?			
			Red	Yellow	Green		2Q17	3Q17	4Q17	1Q18			2Q18	3Q18	4Q18
<b>Outcome 5 - Clean Energy Future (Owner: Michael Furze)</b>															
OM 5-1a	Parts per Million CO <sub>2</sub>	Reducing CO2 requires transitioning the global economy away from fossil fuels and into renewable energy and energy efficiency. Data located: <a href="https://www.co2.earth/daily-co2">https://www.co2.earth/daily-co2</a>	350+	349-300	<299		408.8	403.4	406.8	409.5	410.8	406.9	409.2	as of December 2018	Y
SM 5-1a	SEEP Agencies Achieving 2020 GHG Targets	(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 SEEP Agencies achieving 2020 GHG reduction targets.	50%	50%-85%	85%	90%							71%	20% if SEEP agencies reduced GHG emissions in the 2018 report. By 2017, state agencies collectively reduced greenhouse gas emissions by 13.6 percent from the 2005 baseline; the collective state agency greenhouse gas emissions were within 1.5 percent of the 2020 target emissions. A number of individual agencies have already met their 2020 target (these agencies are indicated in light green).	
SM 5-1b	Clean Energy Business Development	Increase new lead generation of Clean Energy businesses and coordination among OEDC and Energy	0	1 to 3	4	Multiple new business efforts							24	Clean Tech Lead Count: Japan/ Korea Mission – 15 Marine Mission (Int'l) – 10-12 Marine Shows Domestic – 4-5 This 6 month total is on the high side and represents a concerted efforts to increase the number of clean tech leads over a short period of time.  Clean tech definition: Technologies that provide greater value to the consumer, at a lower environmental cost. Subsectors of Interests: Clean transportation, alternative and renewable energy, pollution reduction, power storage and grid management.	
SM 5-1c	Expand Clean Energy Focus	Commerce programs choose to undertake program design efforts to incorporate new clean energy elements	0	1	2	25% growth from baseline of 8							0	The intent of this measure is to articulate the Clean Energy Future in plain language and work with programs, processes, and technical assistance efforts within Commerce to determine if other programs could support clean energy goals in new ways. Baseline programs include: Energy Efficiency & Solar, Weatherization, State Energy Program, Housing Trust Fund: UHEE, CEF: Grid Modernization, CEF: RD&D, CEF: Solar, CEF: Electrify Transportation, Rural Rehab. Potential programs might include LIHEAP, GMA - Transportation & Climate Change, PWB, CREB, CCF, Agency Operations.)	
<b>Outcome 6 - Healthy Culture (Owner: Martin McMurry)</b>															
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%	82%	80%	86%	81%				Compared to last fall, the department is up 1%. Among other cabinet agencies, we are the sixth highest employer of choice. Job satisfaction and recommending commerce as a great place to work are areas of focus moving forward.	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						1	2	All recruitments reflect our mission statement and our values. The new employee orientation now includes our mission statement and values as well.	N/A
SM 6-1b	Trusted Relationships	Average of the relationship index survey questions. (Questions: 7, 11, 13, 17)	80%	81%-84%	85%	90%	89%	84%	87%	85%				The composite index for relationships remains high, however, demonstrating how we support a diverse workforce should be part of our next steps. Both quantitative and qualitative data in survey support this. Additionally, managers inquiring how we communicate and exhibit empathy/understanding will have important impacts moving forward.	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%	78%	69%	82%	75%				There continues the challenge of ensuring of carve time to seek feedback, and more importantly, act on the feedback provided.	N/A

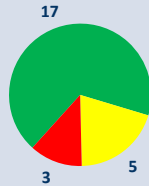


Core Process Measure Scorecard

Current QTR Performance

QTR: Fourth Quarter 2018

Performance	Action
Green	Acceptable, Good, Expected
Yellow	Marginal, Concerning, Cautionary
Red	Unacceptable, Serious



Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation/Definition	Range			Target	Desired Direction	Frequency	Oldest -----> Most Recent																Comments and Next Steps	Action Plan		
			Red	Yellow	Green				1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18								
<b>OP 1 - Shaping and Driving Policy (Owner: Cheryl Smith)</b>																												
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	95%																71%	69%	For CY 2018, we published 13 reports; 9 had policy recommendations. Data collected every January. Will not have data till next January for 2019 unless start collecting quarterly.  There is not an action plan at this time. This measure will be evaluated for efficacy and relevance as part of the Legislative Reports Plan, Do, Check, Adjust targeted for April 2019.	N
OP1.B	After Action Reports	After action reviews conducted.	0	1-2	3	3	UP	Quarterly	1	0	1	0	1	0	1	1	1	2	12	0	1			Y				
<b>OP 2 - Providing Outreach and Technical Assistance (Owner: Barbara Dunn)</b>																												
OP2.A	Listening Sessions																							N/A				
<b>OP 3 - Funding Programs and Projects (Owner: Bruce Lund)</b>																												
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%	97%	15 programs reviewed 230 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%	100%	100% for first time. 10 out of 10 applications were posted on the grants and loans web page.	N/A				
<b>OP 4 - Managing Grants, Loans and Contracts (Owner: Shanna-Mae Cullen-Oden)</b>																												
OP4.A	Contracts Training	# of contracts trainings per quarter	0	0	1	1	UP	Quarterly													No Activity	1		0				
OP4.B	Customer Feedback	Customer feedback for value of contracts trainings	74%	75-89	90%	90%	UP	Quarterly														No Activity	92%		0			
<b>OP 5 - Optimizing Performance (Owner: Rebecca Stillings)</b>																												
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%	90%	UP	Quarterly	78%	92%	81%	85%	56%	70%	75%	80%	83%	88%	90%	92%	Core Process Measures: 4 out of 5 measures have action plans  Outcome Measures: 7 out of 7 measures and strategies 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	17	Agency Wide = 11 CSHD = 5 ASD = 1		N/A					
OP5.C	Program Targets	Program measures that met their target.	60%	61-79%	80%	80%	UP	Quarterly	63%	63%	60%	71%	73%	72%	65%	68%	66%	63%	60%	66%	Work continues to meet with measure owners to review and refine the individual program measures. Three POG measures and two program measures were recently removed as they were not providing meaningful data to program staff. Five new meaningful measures were added to replace them.  Over the next quarter we will be discussing this with Divisional Leadership teams and offering training including a Lunch and Learn.		Y					
<b>SP 1 - Supporting and Developing Our Workforce (Owner: Amy Goodall-Rasmussen)</b>																												
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%	84%	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	0			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%	95%			N/A					

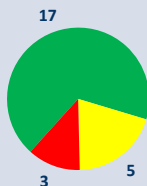


Core Process Measure Scorecard

Current QTR Performance

QTR: Fourth Quarter 2018

Performance	Action
Green Acceptable, Good, Expected	None
Yellow Marginal, Concerning, Cautionary	Understand Root Cause
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Reporting Period Calendar Year (CY)

Measure Number	Measure Name	Measure Calculation/Definition	Range			Target	Desired Direction	Frequency	Oldest -----> Most Recent												Comments and Next Steps	Action Plan	
			Red	Yellow	Green				1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18			
<b>SP 2 - Effectively Managing Finances (Owner: Joyce Miller)</b>																							
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%	100%	100%		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	1	0	The executive team review will occur after all divisional QFSRs	N/A	
SP2.C	Reports On Time	Total number of budget 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%	56%	80%		Y	
SP2.D	Staff Trained	Budget Trainings	0	n/a	1	1 or more	UP	Quarterly	0			0			0			3	1	One fiscal note training occurred in December.	N/A		
<b>SP 3 - Leveraging Technology (Owner: Nicholas Stowe)</b>																							
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%	20%	15 Projects total; schedule slippage for 3 projects based on competing priorities (HR Forms, Workstation Management, Accessibility Planning)	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	Retire	All previous security vulnerabilities mitigated; awaiting next intentent security audit (3Q 2019)	0	
SP3.C	Average IT service request completion time.	Average IT service request completion time from receiving to closing.	5	4	3	3	Down	Quarterly												3	773 tickets were opened and closed by 4 staff in 59 working days.	N/A	
<b>SP 4 - Communicating Effectively Internally and Externally (Owner: Barbara Dunn)</b>																							
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	2	2	Commerce All-Staff event held Nov. 27. Attendance was 265 employees. Commerce Connections held Dec. 20 with about 50 employees participating.	N/A	
SP4.C	Subscriber Growth	% subscriber growth to agency e-mail campaign platform	8%	8.1%-9.9%	10%	10%	UP	Quarterly									21%	21%	23%	27%	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	
SP4.C	Employee Interaction	Total number of messages opened divided by total number of messages sent.	20%	21%-39%	40%	50%	UP	Quarterly	22%	22%	26%	22%	37%	40%	37%	37%	41%	41%	41%	38%	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	
<b>SP 5 - Proactively Managing Risk (Owner: John Schelling)</b>																							
SP5.A	Risk Register Completed on Time	Progress on completion of agency risk register that is due to DES Office of Risk Management along with accompanying policy by September 1.	50%	51%-89%	90%	1	UP	Quarterly	100%	100%	61%	73%	75%	100%	83%	83%	83%	83%	100%	100%	The agency risk register was completed in Q3 and we are currently on track for successful completion by September 1, 2019.	N/A	
SP5.B	Risk Register Recommendations Implemented	Count of on-time risk register milestones completed divided by total risk register milestones due that reporting period.	50%	51%-89%	90%	100%	UP	Quarterly												17%	53%	16 out of 30 items identified on the Agency Risk Register have made measurable progress or have been completed.  The plan for improvement is to meet with each of the risk owners to discuss what assistance is necessary to make progress. This will be completed 1Q2019.	Y
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	0	0	0	No repeat audit findings have occurred this quarter	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	0	No in-person training was completed this quarter; however, additional training will be completed in 1Q19 and enterprise risk management items were posted as part of the Commerce Daily Digest.	N/A	