

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 173
SEPTEMBER 26, 2013**

RESULTS WASHINGTON

Results Washington is Governor Inslee's data-driven performance management and continuous improvement system. The initial framework, goals, and measures were announced on September 10, 2013, and are currently open for public comment. The goal maps for Goal 1: World-Class Education and Goal 2: Prosperous Economy are included at the end of this tab. The complete set of goal maps can be found at: www.results.wa.gov.

KayLyne Newell and Chris Ramirez, Results Washington Advisors, will present an overview of the goal plan and entertain comments and questions from the Board.

Board Action Requested: For discussion only.



Policy Brief
September 2013

By setting clear goals and continually tracking results, the state will be better equipped to engage its employees, partners and the public in building a healthier, better-educated and more prosperous Washington.



World-Class
Education



Prosperous
Economy



Sustainable Energy
and a Clean
Environment



Healthy and Safe
Communities



Efficient, Effective
and Accountable
Government

www.results.wa.gov

Results Washington: A more efficient, effective and transparent state government

Any organization functions better — and gets better results — when its decisions and actions are guided by solid data. Washington has seen this firsthand. Over the past decade, for example, our data-driven “Target Zero” traffic safety program has helped reduce the state’s fatality accident rate to record lows. Intensive data-gathering has helped us speed up our response to reports of child abuse and streamline delivery of government services, from water permit approvals to vehicle registration renewals. Now we’re taking it to a new level.

Governor Inslee believes we can do more to ensure a faster, smarter and more accountable state government — a government focused on key goals that will help strengthen our economy, improve our schools and make Washington an ideal place to live and do business. By setting clear goals and continually tracking results, the state will be better equipped to engage its employees, partners and the public in building a healthier, better-educated and more prosperous Washington. Indeed, the Governor is delivering on his inaugural address promise that “We will provide efficiency, effectiveness and transparency.”



Washington has long been a national leader in adapting proven private-sector methods and tools to measure and improve state government performance. For the past eight years, tools such as the Government Management Accountability and Performance (GMAP) program and Lean process improvement tools and techniques have been used to improve individual state agency performance.

The state is now poised to launch Results Washington, a new system combining the best aspects of GMAP with a significantly expanded Lean initiative that involves all state agencies. Results Washington will use the latest technology to routinely gather, review and display performance data which will make it easier for citizens to see for themselves how well state government and its many partners — such as school districts, local governments and community organizations — are delivering services and meeting key performance goals.

An innovative and data-driven approach to governing

Governor Inslee started this effort by identifying the vision, mission and top goal areas of his administration:

- » World-Class Education
- » Prosperous Economy
- » Sustainable Energy and a Clean Environment
- » Healthy and Safe Communities
- » Efficient, Effective and Accountable Government

These goals tie into his “Building a Working Washington” agenda and encompass everything from transportation and education to health care and a clean environment. Goal councils, composed of agency directors, representatives from the Governor’s budget and policy offices and the Results Washington team, were established for each goal area. The Results Washington team will work with agencies to gather and review performance data. This will provide valuable real-time information to help state managers spot trends and make data-driven decisions that will improve quality, speed up service delivery and support meeting improvement goals.

Access to an unprecedented array of performance data

Governor Inslee’s goal councils identified key outcome measures and leading indicators for each of his five goal areas. These indicators require agencies to work together in developing strategic plans to meet the established goals. Results Washington will provide unprecedented transparency and access to information about how well we’re making progress toward the goals. The goal councils, Results Washington team and Lean fellows will meet monthly to review performance data with the Governor, covering one goal area per month on a rotating basis. The data will be displayed and updated — with charts, graphs and context — on the Results Washington web portal.

Expanding state government’s Lean initiative

Washington’s businesses and health care industries have discovered the value of Lean as a way of doing business and achieved tremendous results. Lean is a system of proven principles, methods and tools that encourages employee creativity and problem solving. Lean is applied at all levels of an organization to review policies and procedures from a customer’s point of view and consider what adds value and what can be eliminated. As part of Results Washington, we are creating a new Lean fellowship program, led by a Lean expert, to work side-by-side with agencies on performance improvement plans. Lean efforts will help state agencies more efficiently serve the people and businesses of Washington.

Engaging employees, partners and the public to deliver results

Previous state government performance management efforts typically measured only selected state agency outcomes. While Results Washington will continue to do that, it will also have a broader focus. Results Washington will use higher-level measures that gauge how well state government — and its public and private sectors partners — are doing. For example, one proposed outcome measure in the Prosperous Economy goal area is increasing the average wage for workers statewide. In the World-Class Education goal area, one proposed outcome measure is increasing the percentage of children enrolled in high-quality early learning programs.

Governor Inslee understands that state government alone cannot deliver success. By setting the vision and mission, and establishing clear expectations of continuous improvement against clear goals and targets to achieve, we will build a healthier, better-educated and more prosperous Washington.

“Let’s get it done.”



Governor Jay Inslee

A New Strategic Framework

Vision

A **Working Washington** built on education and innovation ... where all Washingtonians thrive.

Mission

- Foster the spirit of **continuous improvement**
- Enhance the conditions for **job creation**
- Prepare **students** for the future
- Value our **environment**, our **health** and our **people**

Foundation

- **Create** a responsive, **innovative** and data driven culture of continuous improvement.
- **Recognize** Washington's rich **natural resources**, diverse **people** and entrepreneurial **drive**, and build upon our legacy.
- **Operate** state government with the expectation that success is dependent on the success of **all**.
- **Create** effective communication and transparency on **goals**, **measures** and **progress** in meeting expectations.
- **Deepen** our focus, understanding and commitment to our citizens: **Know our customers**.

Goals



World-Class Education



Prosperous Economy



Sustainable Energy and a Clean Environment



Healthy and Safe Communities



Efficient, Effective and Accountable Government

Building a more responsive, data-driven state government to get results:

Measure & Improve



Results Washington

Workforce Training & Education Board Meeting
September 26, 2013

Wendy Korthuis-Smith, Director



Washington Strategic Framework



Governor Jay Inslee

A New Strategic Framework

<p>Vision</p>	<p>A Working Washington built on education and innovation ... where all Washingtonians thrive.</p>
<p>Mission</p>	<ul style="list-style-type: none"> ➤ Foster the spirit of continuous improvement ➤ Enhance the conditions for job creation ➤ Prepare students for the future ➤ Value our environment, our health and our people
<p>Foundation</p>	<ul style="list-style-type: none"> ➤ Create a responsive, innovative and data driven culture of continuous improvement. ➤ Recognize Washington's rich natural resources, diverse people and entrepreneurial drive, and build upon our legacy. ➤ Operate state government with the expectation that success is dependent on the success of all. ➤ Create effective communication and transparency on goals, measures and progress in meeting expectations. ➤ Deepen our focus, understanding and commitment to our citizens: Know our customers.
<p>Goals</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>World-Class Education</p> </div> <div style="text-align: center;">  <p>Prosperous Economy</p> </div> <div style="text-align: center;">  <p>Sustainable Energy and a Clean Environment</p> </div> <div style="text-align: center;">  <p>Healthy and Safe Communities</p> </div> <div style="text-align: center;">  <p>Efficient, Effective and Accountable Government</p> </div> </div>
<p>Measure & Improve</p>	<p style="text-align: center;">Building a more responsive, data-driven state government to get results:</p> <div style="text-align: center;">  </div>

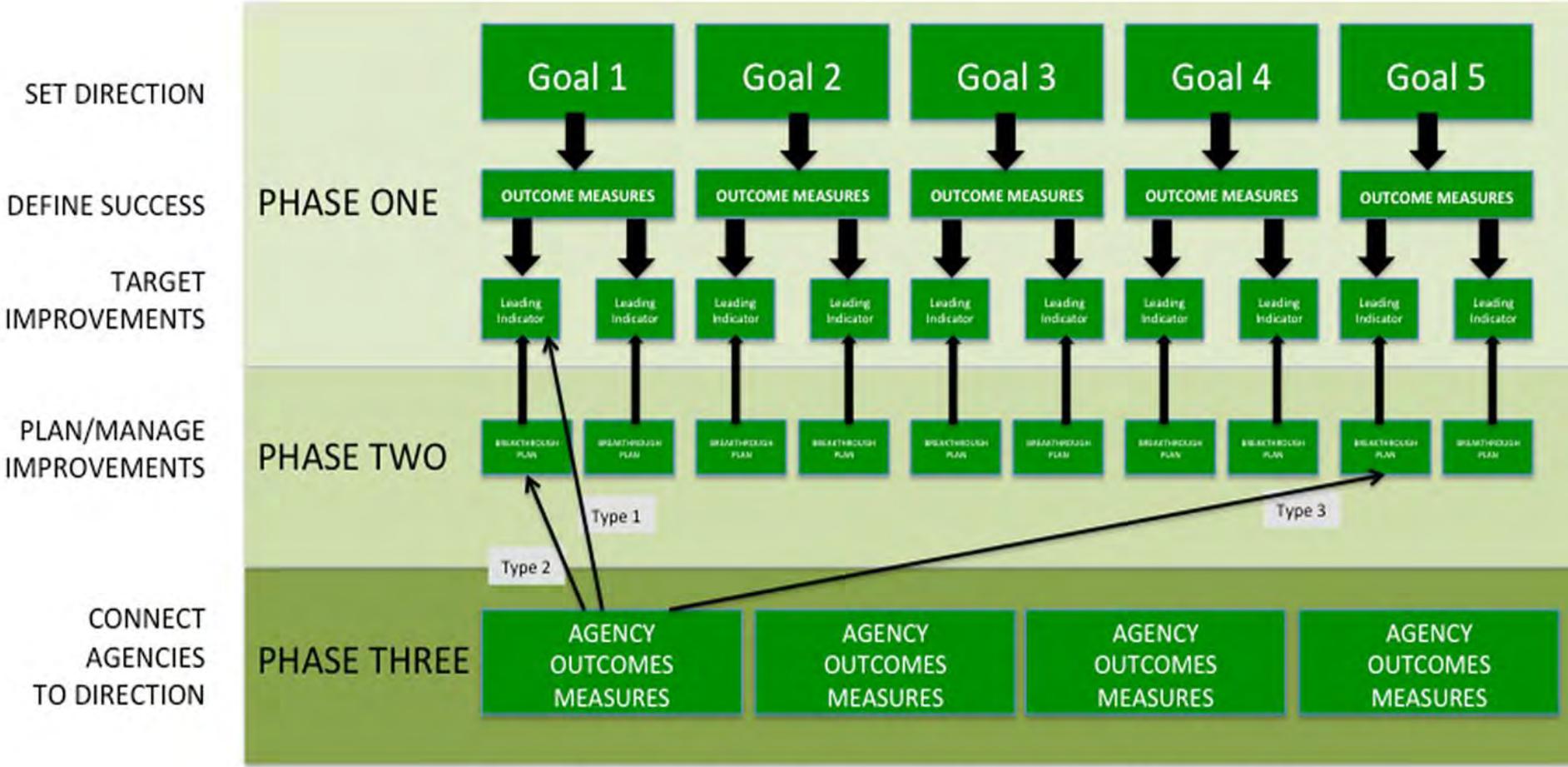
Results Washington is how we achieve the Vision, Mission and Goals

- Performance management and continuous improvement system
- Data-driven decision making
- Uses Lean thinking and tools to focus on what matters most to Washingtonians
- Accountability through regular reporting and management discussions
- Accessible information available to all
- Builds on the “best of the best”



RESULTS WASHINGTON

Setting the Foundation for Accountability



The intent is to maximize the connection between Agency Outcome Measures and the Governor's Goals

Performance Management



GOAL 5: EFFECTIVE, EFFICIENT AND ACCOUNTABLE GOVERNMENT

Fostering a Lean culture that drives accountability and results for the people of Washington

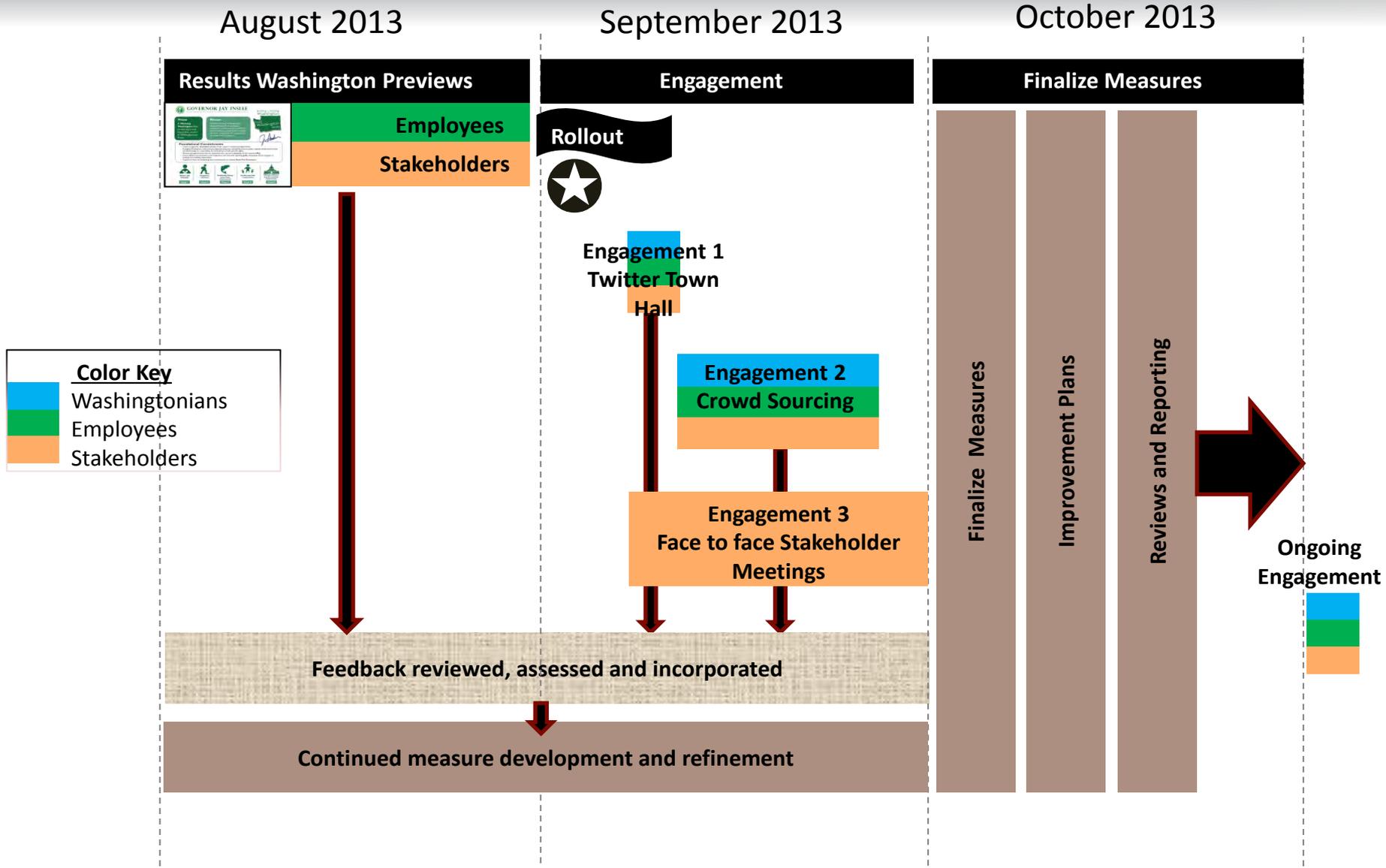
GOAL TOPIC	CUSTOMER SATISFACTION AND CONFIDENCE <i>"I'm being served well"</i>			RESOURCE STEWARDSHIP <i>"My money is used responsibly"</i>			TRANSPARENCY AND ACCOUNTABILITY <i>"I know how my money is being spent"</i>		
SUB TOPIC	CUSTOMER SATISFACTION			COST-EFFECTIVE GOVERNMENT			TRANSPARENCY	PROCUREMENT REFORM	ACCOUNTABILITY
OUTCOME MEASURE	1.1. Increase customer satisfaction from ___ to ___ by 20__			2.1 Increase % of employees eliminating wastes in job tasks by ___% over baseline by 20__			3.1. Increase self service access to state government data from ___ to ___ by 20__		
LEADING INDICATORS	1.2 Increase Washington State as an employer of choice from ___ to ___ by 20__			2.2 Reduce the statewide energy use index of state facilities from 120 kBtu to 114 kBtu/square foot/year by 2015			3.2 Increase % of available contract data on a central web site from 0% to 100% by 2015		
	1.3. Increase on-time delivery for state services from ___ to ___ by 20__ (INDEX)			2.3 Increase % of passenger alternative fuel vehicles placed in the fleet from ___ to ___ by 20__			3.3. Increase the number of Results Washington outcome measures and leading indicators improving from ___ to ___ by 20__		
	a. Increase the number of services available online from ___ to ___ by 20__ - Increase online services designed for mobile devices from ___ to ___ by 20__			a. Increase number of improvement ideas implemented by ___% over baseline by 20__			a. Increase the amount of data available in a downloadable and searchable format from ___ to ___ by 20__		
	a. Increase percent of state employees who are satisfied with their job by ___% over 2013 statewide employee survey baseline			b. Increase % of employees completing Lean training by ___% over baseline by 20__ - Supervisors, managers, executives - Non-supervisory employees			a. Increase % of agencies and institutions of higher education posting contract data on a central web site from 0% to 100% by 2015		
	b. Increase percent of state employees who respond positively to engagement questions by ___% over 2013 statewide employee survey baseline			c. Increase % of employees trained to be facilitators of Lean improvement projects by ___% over baseline by 20__			b. Increase availability of spending data on a state-wide level, by funding source, in a downloadable and searchable format from ___ to ___ by 20__		
	c. Increase percent of state employees who said their leaders create a culture of respect, feedback and recognition by ___% over 2013 statewide employee survey baseline			d. Increase the number of Lean projects by ___% over baseline by 20__			c. Increase visibility of major projects from ___ to ___ by 20__		
	d. Increase percent of state employees who believe we are increasing customer value by ___% over 2013 statewide employee survey baseline			a. Reduce energy consumption in state-owned buildings from ___ mBtu to ___ mBtu by 2013			a. Increase % of hybrid passenger vehicles from ___ to ___ by 20__		
	b. IDEAS Top 5 Regulatory/ Business: - Business licensing service - Unemployment payments - Natural resources permit index - Marijuana / liquor			c. Reduce energy consumption in state-owned buildings from ___ mBtu to ___ mBtu by 2015			b. Increase % of flex fuel vehicles from ___ to ___ by 20__		
	b. IDEAS Top 5 Services - Child support payments - TANF/WIC - Foster care licensing - Driver's licenses - TBD			a. Decrease state vehicle costs by increasing the number of state passenger vehicles being managed by state professional fleets from ___ to ___ by x20__			a. Increase % of agencies that "exercise" their continuity of operations plans at least annually from 74% to 100% by 2014		
	b. Increase/maintain customer service satisfaction with - Accuracy - Timeliness - Respectfulness from ___ to >80% ___ by 20__			b. Decrease the number of SUVs purchased, from ___ to ___ by 20__			b. Increase % of master contract solicitations and associated documents available on the contracting portal page from 60% to 100% by the end of FY 14		
	c. Increase the number of core services where customers are surveyed at the point of service/delivery from ___ to ___ by 20__			c. Increase % of electric vehicles from 6 to 21 by 07/2016			c. Increase visibility of major projects from ___ to ___ by 20__		

Data and metrics will be ready by September 6, 2013

Data and metrics will be available within 6 months

Data and metrics will be available within 6 to 12 months

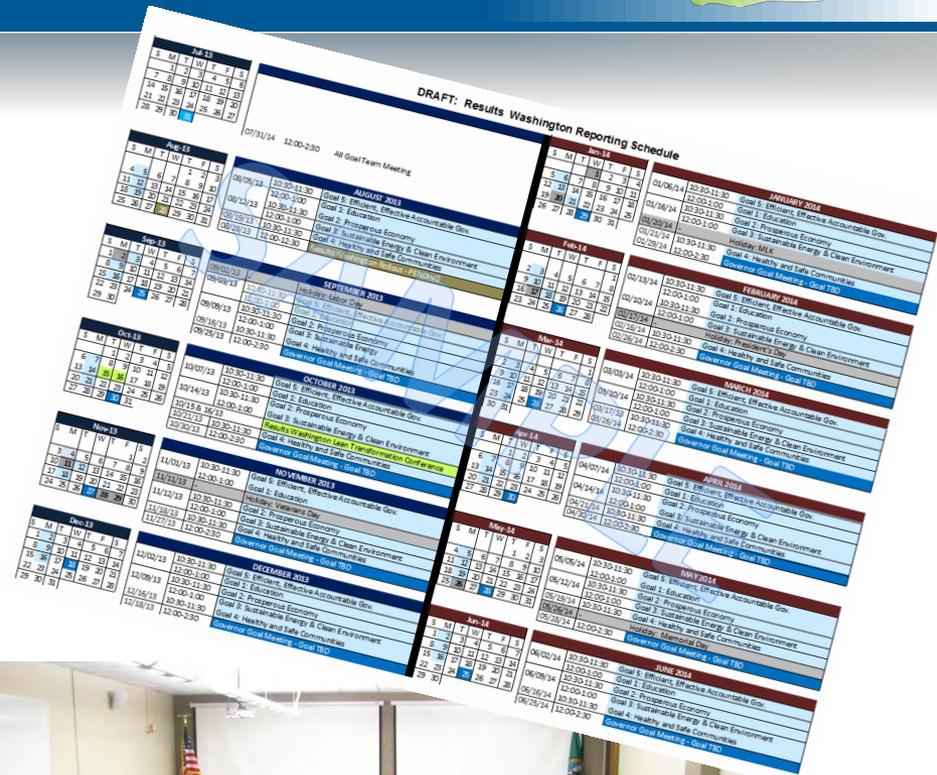
Engagement - High-Level Timeline



Transparency and Accountability – Results Room Reporting

- Draft Schedule:
 - Monthly Goal Council Meetings
 - Rotating Governor Goal Meetings
- Results Room:
 - Results Room in the GA Building.

DRAFT: Results Washington Reporting Schedule



Month	Meeting/Event	Date	Time	Topic
July 2013	All Goal Team Meeting	07/21/14	12:00-2:30	All Goal Team Meeting
August 2013	Goal 5: Efficient, Effective, Accountable Gov.	08/05/13	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
August 2013	Goal 2: Education	08/12/13	12:00-1:00	Goal 2: Education
August 2013	Goal 3: Prosperous Economy	08/19/13	12:00-1:00	Goal 3: Prosperous Economy
August 2013	Goal 4: Healthy and Safe Communities	08/26/13	12:00-1:00	Goal 4: Healthy and Safe Communities
September 2013	Rotating Governor Goal Meeting - Goal 5	09/09/13	10:30-11:30	Rotating Governor Goal Meeting - Goal 5
September 2013	Goal 5: Efficient, Effective, Accountable Gov.	09/16/13	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
September 2013	Goal 2: Education	09/23/13	12:00-1:00	Goal 2: Education
September 2013	Goal 3: Prosperous Economy	09/30/13	12:00-1:00	Goal 3: Prosperous Economy
September 2013	Goal 4: Healthy and Safe Communities	10/07/13	12:00-1:00	Goal 4: Healthy and Safe Communities
October 2013	Rotating Governor Goal Meeting - Goal 2	10/07/13	10:30-11:30	Rotating Governor Goal Meeting - Goal 2
October 2013	Goal 5: Efficient, Effective, Accountable Gov.	10/14/13	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
October 2013	Goal 2: Education	10/21/13	12:00-1:00	Goal 2: Education
October 2013	Goal 3: Prosperous Economy	10/28/13	12:00-1:00	Goal 3: Prosperous Economy
October 2013	Goal 4: Healthy and Safe Communities	11/04/13	12:00-1:00	Goal 4: Healthy and Safe Communities
November 2013	Rotating Governor Goal Meeting - Goal 3	11/04/13	10:30-11:30	Rotating Governor Goal Meeting - Goal 3
November 2013	Goal 5: Efficient, Effective, Accountable Gov.	11/11/13	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
November 2013	Goal 2: Education	11/18/13	12:00-1:00	Goal 2: Education
November 2013	Goal 3: Prosperous Economy	11/25/13	12:00-1:00	Goal 3: Prosperous Economy
November 2013	Goal 4: Healthy and Safe Communities	12/02/13	12:00-1:00	Goal 4: Healthy and Safe Communities
December 2013	Rotating Governor Goal Meeting - Goal 4	12/02/13	10:30-11:30	Rotating Governor Goal Meeting - Goal 4
December 2013	Goal 5: Efficient, Effective, Accountable Gov.	12/09/13	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
December 2013	Goal 2: Education	12/16/13	12:00-1:00	Goal 2: Education
December 2013	Goal 3: Prosperous Economy	12/23/13	12:00-1:00	Goal 3: Prosperous Economy
December 2013	Goal 4: Healthy and Safe Communities	12/30/13	12:00-1:00	Goal 4: Healthy and Safe Communities
January 2014	Rotating Governor Goal Meeting - Goal 5	01/06/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 5
January 2014	Goal 5: Efficient, Effective, Accountable Gov.	01/13/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
January 2014	Goal 2: Education	01/20/14	12:00-1:00	Goal 2: Education
January 2014	Goal 3: Prosperous Economy	01/27/14	12:00-1:00	Goal 3: Prosperous Economy
January 2014	Goal 4: Healthy and Safe Communities	02/03/14	12:00-1:00	Goal 4: Healthy and Safe Communities
February 2014	Rotating Governor Goal Meeting - Goal 2	02/03/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 2
February 2014	Goal 5: Efficient, Effective, Accountable Gov.	02/10/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
February 2014	Goal 2: Education	02/17/14	12:00-1:00	Goal 2: Education
February 2014	Goal 3: Prosperous Economy	02/24/14	12:00-1:00	Goal 3: Prosperous Economy
February 2014	Goal 4: Healthy and Safe Communities	03/02/14	12:00-1:00	Goal 4: Healthy and Safe Communities
March 2014	Rotating Governor Goal Meeting - Goal 3	03/02/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 3
March 2014	Goal 5: Efficient, Effective, Accountable Gov.	03/09/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
March 2014	Goal 2: Education	03/16/14	12:00-1:00	Goal 2: Education
March 2014	Goal 3: Prosperous Economy	03/23/14	12:00-1:00	Goal 3: Prosperous Economy
March 2014	Goal 4: Healthy and Safe Communities	03/30/14	12:00-1:00	Goal 4: Healthy and Safe Communities
April 2014	Rotating Governor Goal Meeting - Goal 4	04/07/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 4
April 2014	Goal 5: Efficient, Effective, Accountable Gov.	04/14/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
April 2014	Goal 2: Education	04/21/14	12:00-1:00	Goal 2: Education
April 2014	Goal 3: Prosperous Economy	04/28/14	12:00-1:00	Goal 3: Prosperous Economy
April 2014	Goal 4: Healthy and Safe Communities	05/05/14	12:00-1:00	Goal 4: Healthy and Safe Communities
May 2014	Rotating Governor Goal Meeting - Goal 5	05/05/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 5
May 2014	Goal 5: Efficient, Effective, Accountable Gov.	05/12/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
May 2014	Goal 2: Education	05/19/14	12:00-1:00	Goal 2: Education
May 2014	Goal 3: Prosperous Economy	05/26/14	12:00-1:00	Goal 3: Prosperous Economy
May 2014	Goal 4: Healthy and Safe Communities	06/02/14	12:00-1:00	Goal 4: Healthy and Safe Communities
June 2014	Rotating Governor Goal Meeting - Goal 2	06/02/14	10:30-11:30	Rotating Governor Goal Meeting - Goal 2
June 2014	Goal 5: Efficient, Effective, Accountable Gov.	06/09/14	10:30-11:30	Goal 5: Efficient, Effective, Accountable Gov.
June 2014	Goal 2: Education	06/16/14	12:00-1:00	Goal 2: Education
June 2014	Goal 3: Prosperous Economy	06/23/14	12:00-1:00	Goal 3: Prosperous Economy
June 2014	Goal 4: Healthy and Safe Communities	06/30/14	12:00-1:00	Goal 4: Healthy and Safe Communities



Transparency and Accountability



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Participate in the Results Washington Twitter Town Hall on Sept. 12



9/19 - Provide your feedback and ideas on draft goals, measures and indicator



Video Message from the Governor



World Class Education



Prosperous Economy



Sustainable Energy and a Clean Environment



Healthy and Safe Communities



Efficient, Effective and Accountable Government

2013 Lean conference

Get registered and find information about this opportunity to learn more about Lean thinking and tools. [Learn more...](#)

Learn about Results Washington

Results Washington is Gov. Inslee's data-driven performance management and continuous improvement system. [Learn more... \(PDF\)](#) and see Gov. Inslee's [new strategic framework \(PDF\)](#).

Get engaged and stay connected

Questions that weren't answered during the Twitter Town Hall will be available here next week. Please check back and learn more about future engagement opportunities. [Learn more...](#)

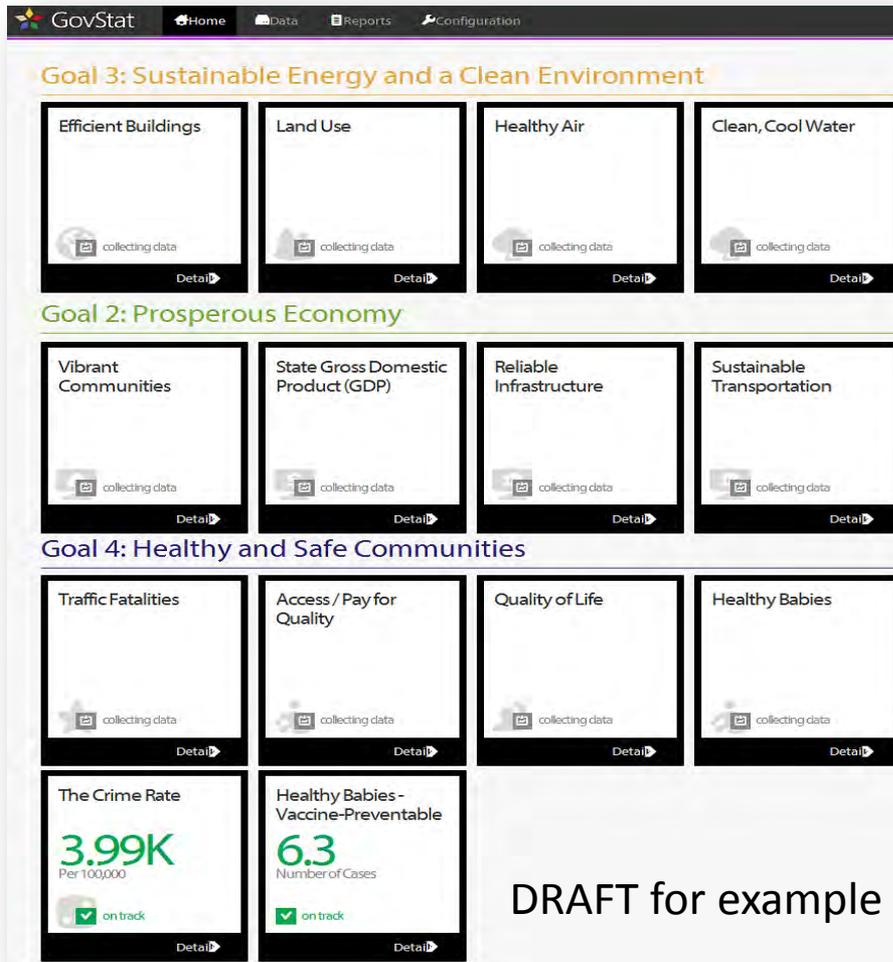
[CONTACT](#)

[FEATURED LINKS](#)

[ABOUT US](#)

www.results.wa.gov

- Partnering with Socrata, a Seattle-based cloud software company
- Early adopter of the GovStat system



“Socrata GovStat provides a seamless system for government agencies to not only set goals, but measure their impact against data, perform broad analysis, and share results with the public.”

Continuous Improvement

Lean Fellowship Program

- On-the-job training opportunity for state employees
- Supports the continuous improvement efforts in Results Washington using Lean thinking, tools, and techniques
- Guided by the Results Washington Enterprise Lean Consultant
- One Lean Fellow in each goal area with Lean Expert Partner advice/coaching
- Fellows will be loaned by agencies in each goal area
- Fellows serve for one year in a rotational position



World Class Education

Goal 1

One
Lean Fellow
Lean Expert
Partner



Prosperous Economy

Goal 2

One
Lean Fellow
Lean Expert
Partner



Sustainable Energy and a Clean Environment

Goal 3

One
Lean Fellow
Lean Expert
Partner



Healthy and Safe Communities

Goal 4

One
Lean Fellow
Lean Expert
Partner



Efficient, Effective and Accountable Government

Goal 5

One
Lean Fellow
Lean Expert
Partner



Results Washington Contact List



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Goal 3: Sustainable Energy and a Clean Environment	Jessica Dang	360.902.7934	Jessica.Dang@gov.wa.gov
Goal 4: Healthy and Safe Communities	Pam Pannkuk	360.902.0424	Pam.Pannkuk@gov.wa.gov
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Performance Audit Liaison			
Performance Audits	Tammy Firkins	360.902.3069	Tammy.Firkins@gov.wa.gov



GOAL 1: WORLD-CLASS EDUCATION

Expecting every child to receive a world-class education that prepares him or her for a healthy and productive life, including success in a job or career, in the community and as a lifelong learner

GOAL TOPIC

ACCESS

All Washingtonians have access to education that prepares them to transition to elementary, middle, high school, postsecondary, career and lifelong learning opportunities

SUCCESS

Washington's public schools provide innovative, high-quality opportunities and tools for every student to attain 21st century skills to succeed in school, job, career and community

SUB TOPIC

EARLY LEARNING

K-12

POSTSECONDARY

EARLY LEARNING

K-12

POSTSECONDARY

OUTCOME MEASURE

1.1. Increase the percentage of children enrolled in high-quality early learning programs from 2013 baseline to targets per program

1.2 Increase the percentage of schools rated exemplary or very good on the Washington School Achievement Index from X to X by 20XX (TBD)

1.3 Increase the percentage of population enrolled in certificate, credential, apprenticeship and degree programs from X to X by 20XX (TBD)

2.1 Increase the percentage of children entering kindergarten who demonstrate they are ready by 2% by 2015

2.2 Increase the percentage of K-12 students who score proficient or better on statewide exams and graduate college- and career-ready from high school by 2% from 2013 to 2014

2.3 Increase attainment of certificates, credentials, apprenticeships and degrees from X to X by 20XX (TBD)

LEADING INDICATORS

1.1.a. Increase state-funded preschool enrollment slots from the 2013 baseline of 8,391 slots to 19,682 slots by 2018-19 school year to serve 100% of eligible children whose families choose to enroll

1.2.a. Increase percentage of children enrolled in full-day kindergarten from 22% to 100% by 2017-18 school year

1.3.a. Increase number of students enrolled in STEM and identified high-demand employment programs from X to X by 20XX

2.1.a. Increase 2% from 2012-13 school year by 2015 the percentage of children who demonstrate characteristics of entering kindergarten in these skill areas disaggregated as identified below: social-emotional, physical, language, cognitive, literacy, math

2.2.a. Increase percentage of students proficient in 4th grade reading and writing, 7th grade math and 8th grade science by 2% from 2013 to 2014

2.3.a. Increase number of STEM graduates in 4-year colleges from XX in 20XX to XX by 20XX

1.1.b. Increase number of children served in licensed child care settings and preschools meeting quality criteria from 2013 baseline of 45,806 children to 87,144 children by December 2015

1.2.b. Increase number of high school students who access high-quality online learning from X to X by 20XX

1.3.b. Increase percentage of students entering public higher education who access and complete high-quality online learning by X from 20XX to 20XX

2.1.b. Increase number of early learning providers who achieve level 3 or above in Early Achievers (voluntary quality rating and improvement system) from 2013 baseline of 182 programs to 1,471 programs by December 2015

2.2.b. Increase percentage of students who meet standards on high school exit exams by 2% from 2013 to 2014

2.3.b. Increase number of STEM graduates in community and technical colleges from XX in 20XX to XX by 20XX

1.1.c. Increase percentage of infants and toddlers with developmental delays who receive early intervention services from 2013 baseline of 2.2% to national average of 2.4% by December 2015

1.2.c. Increase access to effective dropout prevention programs offered by school districts and available to students from X to X by 20XX

1.3.c. Increase percentage of eligible students who sign up for College Bound program from XX% to XX% by 20XX

NOTE: Data in boxes above will be recalibrated after Common Core test results are available in 2015

2.3.c. Increase percentage of adult basic education and English-as-a-second language students who transition to precollege or college level within 1 year from 10% to 13% by 2017

1.1.d. Increase by 20% the math and science training opportunities for early learning professionals from 2013 baseline by December 2015

1.2.d. Increase percentage of low-performing students receiving learning assistance intervention from X to X by 20XX

1.3.d. Increase percentage of eligible students who receive State Need Grant from XX% in 20XX to XX% in 20XX

2.2.c. Increase percentage of high school students who graduate from high school in 4 years and 5 years 2% a year from 2013 to 2018

1.1.e. Increase by 5% the number of parents/families who have access to support through voluntary home visiting services from 2013 baseline by December 2015

1.2.e. Increase percentage of public schools that provide access to all required subject areas (arts, world languages, career and technical education, fitness) from X to X by 20XX

1.3.e. Increase number of families saving for postsecondary education and training expenses using the Guaranteed Education Tuition (GET) from 152,000 in 2012 to 182,000 in 2017

2.2.d. Reduce opportunity gaps for all students through proficiency in reading, math, science (including biology for high school) from X to X by 20XX

1.2.f. Increase project-based, career, workplace, community learning opportunities that provide STEM and 21st century skills from X to X by 20XX

1.3.f. Increase project-based, career, workplace, community learning opportunities that provide STEM and 21st century skills from X to X by 20XX

2.2.e. Decrease percentage of recent high school graduates enrolled in pre-college or remedial courses in college from 40% to 35% by 2017

1.2.g. Increase percentage of National Board certified teachers who teach in a high-poverty school by 10% per year from 2013 to 2017

STEM: science, technology, engineering and math

2.2.f. Increase number of K-12 schools recognized as innovative through meeting criteria listed in statute from 34 to 59 by 2017

1.2.h. Increase percentage of first-year teachers with active, qualified mentor by 10% per year from 2013 to 2017

2.2.g. Increase number of students who take high school courses to prepare them for STEM fields from X to X by 20XX

1.2.i. Increase percentage of sign language interpreters meeting newly established state performance standards from 33% in 2012-13 school year to 100% in 2016-17 school year

1.2.j. Increase percentage of teachers rated distinguished from X to X by 20XX

Data separated by Native American, Asian, Pacific Islander, Black, Hispanic, White, English Language Learners, Students with Disabilities, Low Income

Data and metric will be available in 6 months

Data and metric will be available in 6-12 months



GOAL 2: PROSPEROUS ECONOMY

Fostering an innovative economy where businesses, workers and communities thrive in every corner of our state

GOAL TOPIC	BUSINESS VITALITY <i>Washington is a great place to grow your business</i>	THRIVING WASHINGTONIANS <i>Washington is THE place to work</i>	SUSTAINABLE, EFFICIENT INFRASTRUCTURE <i>Washington's infrastructure meets tomorrow's needs</i>	QUALITY OF LIFE <i>Washington is a great place to live</i>		
SUB TOPIC	COMPETITIVE AND DIVERSIFIED ECONOMY	QUALITY JOBS	EXPANDING OPPORTUNITIES	RELIABLE INFRASTRUCTURE	SUSTAINABLE TRANSPORTATION	VIBRANT COMMUNITIES
OUTCOME MEASURE	<p>1.1. Increase state real GDP from \$325 billion in 2012 to \$351 billion by 2015</p> <p>1.2. Increase gross business income (GBI) from \$646 billion in 2012 to \$749 billion by 2015</p>	<p>2.1. Increase the number of jobs in state by 150,000 by 2015</p> <p>2.2. Increase the average earnings of Washington workers from \$52,000 in 2012 to \$56,000 by 2015</p>	<p>3.1. Maintain infrastructure assets at 2012 baseline condition levels</p> <p>3.2. Increase the percentage of Washingtonians using alternative transportation commute methods to 33% by 2015</p>	<p>4.1. Adopt genuine progress indicator and increase by X% from 2013 baseline (TBD)</p>		
LEADING INDICATORS	<p>1.1.a. Increase total exports from \$68 billion in 2012 to \$83 billion by 2015</p> <p>1.1.b. Maintain or improve the state's ranking of 13 for 2012 in the U.S. Chamber of Commerce Innovation and Entrepreneurship metric</p> <p>1.1.c. Increase spending by tourists from \$16.9 billion in 2012 to \$19.3 billion by 2015</p> <p>1.2.a. Increase GBI by X% in these sectors from 2012 to 2015: clean energy, agriculture, military, aerospace, life sciences, information and communication technology, maritime, advanced manufacturing</p> <p>1.2.b. Reduce business time, cost, frustration of compliance from 2013 baseline conditions as measured by a regulatory process index to be in place by 2015</p> <p>1.2.c. Reduce rate of growth of per capita personal health care expenditures from X% in 20XX to X% by 20XX</p> <p>1.2.d. Increase GBI for small businesses by X% from 2012 to 2015</p>	<p>2.1.a. Increase employment by X% in these sectors from 2012 to 2015: clean energy, agriculture, military, aerospace, life sciences, information and communication technology, maritime, advanced manufacturing</p> <p>2.1.b. Increase percentage of people participating in WorkSource who find jobs from 53% in 2012 to 62% by 2015</p> <p>2.1.c. Increase employment rate for veterans from 67% in 2011 to 70% by 2015</p> <p>2.1.d. Increase employment rate for people with disabilities from 23% in 2011 to 24% by 2015</p> <p>2.1.e. Increase small business employment by X% from 2012 to 2015</p>	<p>3.1.a. Improve percentage of state and local bridges in fair or better condition at 95% or higher</p> <p>3.1.b. Improve percentage of state and local pavement in fair or better condition at 92% or higher</p> <p>3.1.c. Maintain or improve percentage of other non-transportation infrastructure assets in fair or better condition from 2013 baseline levels of X%</p> <p>3.1.d. Increase water availability in Eastern Washington from X acre-feet to X acre-feet by 2016</p> <p>3.1.e. Improve percentage of ferry terminal systems in fair or better condition at XX%; improve percentage of ferry vessel systems that are not overdue for replacement at 95%</p> <p>3.1.f. Maintain percentage of transit fleet that exceeds Federal Transit Admin. minimum useful life scheduled at 2012 baseline levels of X%</p>	<p>3.2.a. Improve travel and freight reliability on strategic corridors resulting from economic growth to within 5% of 2012 baseline</p> <p>3.2.b. Maximize existing capacity of strategic corridors by increasing people and/or goods moved per corridor mile from X% in 2012 to X% by 2015</p> <p>3.2.c. Reduce number of pedestrian and bicycle fatalities on public roadways from 84 in 2012 to zero by 2030</p>	<p>4.1.a. Increase competitive inclusion of veterans, minorities, women in state procurement and contracting by XX</p> <p>4.1.b. Increase the ArtsWa creative vitality index from 1.02 in 2011 to 1.05 by 2015, remain above national average</p> <p>4.1.c. Increase public use of state parks and open spaces by increasing participation in Discover Pass program by 1% per year</p>	

Requires passage of transportation package

- Data and metric will be available in 6 months
- Data and metric will be available in 6-12 months

ECONOMIC INDICATORS	BUSINESS VITALITY	THRIVING WASHINGTONIANS	SUSTAINABLE, EFFICIENT INFRASTRUCTURE	QUALITY OF LIFE
Building permits Energy rates New business formation	Underemployment rate Number of initial unemployment claims State and county unemployment rate Gender pay gap People in full-time jobs w/employer-provided health insurance People in full-time jobs w/employer-provided retirement plans Statewide employment rates GINI coefficient (represents income distribution)	Percent change in funding from federal and state sources for state-owned transportation assets State bond rating	Housing cost burden for low/moderate income households Participation in the state's Main Street programs Voter participation in elections In-migration	

Economic indicators are measures that reflect economic prosperity. We will be monitoring them as collectively, they are signs of overall economic health.