

**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





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

SUB TOPIC

OUTCOME MEASURE

LEADING INDICATORS

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

EARLY LEARNING

K-12

POSTSECONDARY

EARLY LEARNING

K-12

POSTSECONDARY

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)

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

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

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.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>2.2.a. Expand skilled workforce to match increase in high-demand industries by X% by 2015</p> <p>2.2.b. Increase number of workers in occupations who earn an average of at least \$35,000 from 1.63 million in 2012 to 1.84 million by 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

Light gray box: Data and metric will be available in 6 months
 Dark gray box: Data and metric will be available in 6-12 months

ECONOMIC INDICATORS

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.