



Results Washington

Washington State Transportation
Commission
December 11, 2013



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

Measure & Improve

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



www.results.wa.gov

Five goals

Five goals



**World Class
Education**

Five goals



**World Class
Education**



**A Prosperous
Economy**

Five goals



**World Class
Education**



**A Prosperous
Economy**



**Sustainable
Energy and
a Clean
Environment**

Five goals



**World Class
Education**



**A Prosperous
Economy**



**Sustainable
Energy and
a Clean
Environment**



**Healthy and
Safe
Communities**

Five goals



**World Class
Education**



**A Prosperous
Economy**



**Sustainable
Energy and
a Clean
Environment**



**Healthy and
Safe
Communities**



**Efficient,
Effective and
Accountable
Government**

GOAL TOPIC

HEALTHY PEOPLE

Provide access to good medical care to improve people's lives

SUB TOPIC

HEALTHY BABIES

HEALTHY YOUTH^Y AND ADULTS^A

ACCESS / PAY FOR QUALITY

OUTCOME MEASURE

1.1: Decrease percentage of preterm births from 9.6%, in 2011 to 9.1% by 2016

1.2: Decrease percentage of adults reporting fair or poor health from 15% in 2011 to 14% by 2017

1.3: Decrease rate of uninsured in state from 15% to 6% by 2017

LEADING INDICATORS

1.1.a: Increase rate of infants whose mothers receive prenatal care in the first trimester from 72.4% in 2011 to 75.5% by 2016

1.2.Y.a: Increase the percent of children (19 to 35 months) receiving all recommended vaccinations from 65.2% in 2012 to 72.6% by 2016

1.2.A.a: Increase percentage of mental health consumers receiving a service within 7 days after discharge from inpatient settings from 59% to 65% by 12/31/2014

1.3.a: Constrain annual state-purchased health care cost growth to 1% less than national health expenditure trend

1.1.b: Decrease percentage of infants born with low birth weight from 6.1% to 6.0% by 2016.

1.2.Y.b: Increase percentage of 10th graders with healthy weight from 75% to 76% by 2016

1.2.A.b: Increase number of adults (18 and over) receiving outpatient mental health services from 56,000 to 62,000 by 06/30/2015

1.3.b: Meet or exceed Medicaid expansion enrollment target of 300,000 by 2016

1.1.b.1: Decrease percentage of infants born with low birth weight among African American from 9.6% to 9.3% by 2016 and American Indian/Alaska Native populations from 8.7% to 8.5% by 2016

1.2.Y.c: Increase the number of Washington schools serving nutritious, Washington grown foods to children by 15% by 2017

1.2.A.c: Increase percentage of outpatient chemical dependency treatment retention in adults from 62% to 64% by 06/30/2015

1.3.c: Increase percentage of residents who report they have a personal doctor or health care provider from 75% to 82% by 2016

1.1.c: Decrease the

1.2.Y.d: Decrease percentage of 10th graders who report smoking cigarettes in the past 30 days

1.2.A.d: Increase percentage of adults with healthy weight from 37% in 2011 to 38% by 2016
 1.2.A.d.1: Increase percentage of persons with healthy weight among Native Hawaiians/Other Pacific Islanders from 26% to 27%; American Indians/Alaska Natives from 22% to 23%; African Americans from 24% to 25%; Hispanics from 26% to

GOAL TOPIC

CUSTOMER SATISFACTION AND CONFIDENCE

"I'm being served well"

SUB TOPIC

CUSTOMER SATISFACTION

CUSTOMER CONFIDENCE

OUTCOME MEASURE

1.1. Increase/ maintain customer service satisfaction with accuracy, timeliness, respectfulness from XX% to more than 80% by 20XX (*June 2014*)

1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX

1.2 Increase Washington as an employer of choice from X to X by 20XX (*Pending analysis of Employee Satisfaction Survey data Early 2014*)

1.2.a. Increase percentage of state employees satisfied with their job by X% over October 2013 statewide employee survey baseline

1.2.b. Increase

1.3. Increase/maintain timely delivery for state services from X to X by 20XX (*Early 2014*)

1.3.a. Increase/ maintain timely delivery of several regulatory/business services TBD, such as business licensing service and unemployment payments

1.3.b. Increase/ maintain timely

Examples of transportation goals

Examples of transportation goals

TRAFFIC

2.4: Decrease number of traffic related fatalities on all roads from 454 in 2011 to zero (0) in 2030

2.4.a: Decrease number of alcohol and/or drug impaired driver-involved fatalities from 199 in 2011 to 152 by 2017

2.4.b: Decrease number of speed-involved fatalities from 169 in 2011 to 123 by 2017

2.4.c: Decrease number of young drivers age 16-25 involved traffic fatalities from 146 in 2011 to 110 by 2017

Examples of transportation goals

RELIABLE INFRASTRUCTURE

3.1. Maintain infrastructure assets at 2012 baseline condition levels

3.1.a. Improve percentage of state and local bridges in fair or better condition at 95% or higher ***

3.1.b. Improve percentage of state and local pavement in fair or better condition at 92% or higher ***

Examples of transportation goals

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% *, ***

Examples of transportation goals

SUSTAINABLE TRANSPORTATION

3.2. Increase the percentage of Washingtonians using alternative transportation commute methods to 33% by 2015

3.2.a. Improve travel and freight reliability on strategic corridors resulting from economic growth to within 5% of 2012 baseline ***

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 **

3.2.c. Reduce number of pedestrian and bicycle fatalities on public roadways from 84 in 2012 to zero by 2030

Results Washington is how we achieve those goals

- Performance management and continuous improvement

Results Washington is how we achieve those goals

- Performance management and continuous improvement
 - Building on the best aspects of past initiatives

Results Washington is how we achieve those goals

- Performance management and continuous improvement
 - Building on the best aspects of past initiatives
 - Working with private and non-profit partners

Results Washington is how we achieve those goals

- Data-driven decision-making

Results Washington is how we achieve those goals

- Data-driven decision-making
- Using Lean thinking, principles and tools to focus on what matters most to Washingtonians

Results Washington is how we achieve those goals

- Data-driven decision-making
- Using Lean thinking, principles and tools to focus on what matters most to Washingtonians
- Alignment with budget and policy

Results Washington is how we achieve those goals

- Data-driven decision-making
- Using Lean thinking, principles and tools to focus on what matters most to Washingtonians
- Alignment with budget and policy
- Report and encourage feedback

Our Activities





Measuring



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>		
	CUSTOMER SATISFACTION		COST-EFFECTIVE GOVERNMENT	TRANSPARENCY	PROCUREMENT REFORM	ACCOUNTABILITY
OUTCOME MEASURE	<p>1.1. Increase/maintain customer service satisfaction with accuracy, timeliness, respectfulness from 80% to more than 80% by 20XX (June 2014)</p> <p>1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX</p> <p>1.1.b. Increase number of core services where customers are surveyed at point of service/delivery from X to X by 20XX</p>	<p>1.2 Increase Washington as an employer of choice from X to X by 20XX (Pending analysis of Employee Satisfaction Survey data Early 2014)</p> <p>1.2.a. Increase percentage of state employees satisfied with their job by X% over October 2013 statewide employee survey baseline</p> <p>1.2.b. Increase percentage of state employees who respond positively to engagement questions by X% over October 2013 statewide employee survey baseline</p> <p>1.2.c. Increase percentage of state employees who said their leaders create a culture of respect, feedback, recognition by X% over October 2013 statewide employee survey baseline</p> <p>1.2.d. Increase percentage of state employees who believe we are increasing customer value by X% over October 2013 statewide employee survey baseline</p>	<p>2.1 Increase the number of value added improvement ideas implemented by x% over baseline by 20XX (baseline pending approval of Lean plans Dec 2013)</p> <p>2.1.a. Increase number of Lean projects by 25% from 321 to 400 by 2014</p> <p>2.1.b. Increase percentage of state employees, supervisors, managers, executives completing Lean training by 20% from 11,785 to 14,200 by 2015 and increase percentage of managers completing Lean training by 20% from 3,979 to 4,800 by 2014</p> <p>2.1.c. Increase percentage of state employees trained to be facilitators of Lean improvement projects by 20% from 402 to 480 by 2014</p> <p>2.2 Reduce the statewide energy use index of state facilities from 120 kBtu to 106 kBtu/square foot/year by 2015</p> <p>2.2.a. Reduce energy consumption in state-owned buildings from 9,600,000 mBtu to 8,800,000 mBtu by 2013 and to 8,400,000 mBtu by 2015</p> <p><small>mBtu: 1,000 British thermal units MMBtu: 1 million British thermal units</small></p> <p>2.3 Increase the number of passenger alternative fuel vehicles placed in state fleet from 1,514 to 2,021 by July 2015</p> <p>2.3.a. Increase number of hybrid passenger vehicles from 1,508 to 2,000 by July 2016</p> <p>2.3.b. Increase number of electric vehicles from 6 to 21 by July 2016</p> <p>2.4 Decrease the passenger vehicle lifetime cost per mile from \$0.36 to \$0.33 by 07/2016</p> <p>2.4.a. Decrease state vehicle costs by increasing the number of passenger vehicles being managed by state professional fleets from 2,979 to 3,650 by July 2016</p> <p>2.4.b. Decrease replacement of SUV's from 42% to 30% by July 2016</p>	<p>3.1. Increase amount of data available in downloadable and searchable format from X to X by 20XX (Early 2014)</p> <p>3.1.a. Increase availability of spending data on statewide level, by funding source, in a downloadable and searchable format from X to X by 20XX</p> <p>3.1.b. Increase access to information on major projects from X to X by 20XX</p> <p>3.2 Increase the percentage of contract data available on a central website from zero to 100% by 2015</p> <p>3.2.a. Increase percentage of agencies and institutions of higher education that post contract data on central website from zero to 100% by 2015</p> <p>3.2.b. Increase percentage of master contract solicitations and associated documents available on contracting portal page from 60% to 100% by July 2014</p> <p>3.3. Increase the number of Results Washington outcome measures and leading indicators improving from X to X by 20XX (March 2014)</p> <p>3.3.a. Increase percent of unique users who access the Results Washington website by 10% over baseline year (September 2013-September 2014)</p>		
LEADING INDICATORS						

Data and metric will be available by April 2014

Data and metric will be available by October 2014



Improving

- Critical components:



Improving

- Critical components:
 - Goal 5: Lean culture



Improving

- Critical components:
 - Goal 5: Lean culture
 - Improvement plans



Improving

- Critical components:
 - Goal 5: Lean culture
 - Improvement plans
 - Lean expert partnership program



Improving

- Critical components:
 - Goal 5: Lean culture
 - Improvement plans
 - Lean expert partnership program
 - Lean Transformation Conference



Improving

- Critical components:
 - Goal 5: Lean culture
 - Improvement plans
 - Lean expert partnership program
 - Lean Transformation Conference
 - Lean fellowship program

GOAL TOPIC

CUSTOMER SATISFACTION AND CONFIDENCE

"I'm being served well"

SUB TOPIC

CUSTOMER SATISFACTION

CUSTOMER CONFIDENCE

OUTCOME MEASURE

1.1. Increase/ maintain customer service satisfaction with accuracy, timeliness, respectfulness from XX% to more than 80% by 20XX (*June 2014*)

1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX

1.2 Increase Washington as an employer of choice from X to X by 20XX (*Pending analysis of Employee Satisfaction Survey data Early 2014*)

1.2.a. Increase percentage of state employees satisfied with their job by X% over October 2013 statewide employee survey baseline

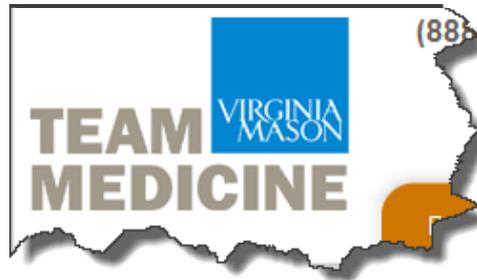
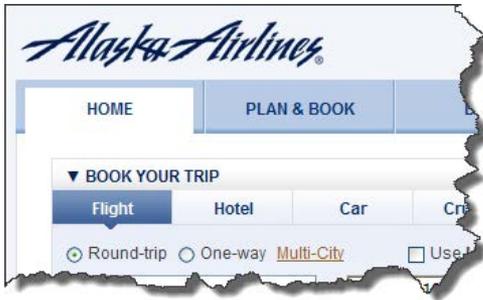
1.2.b. Increase

1.3. Increase/maintain timely delivery for state services from X to X by 20XX (*Early 2014*)

1.3.a. Increase/ maintain timely delivery of several regulatory/business services TBD, such as business licensing service and unemployment payments

1.3.b. Increase/ maintain timely

Example Partners



Lean fellowship program



**World Class
Education**

**One
Lean Fellow**

**Lean Expert
Partner**



**A Prosperous
Economy**

**One
Lean Fellow**

**Lean Expert
Partner**



**Sustainable
Energy and
a Clean
Environment**

**One
Lean Fellow**

**Lean Expert
Partner**



**Healthy and
Safe
Communities**

**One
Lean Fellow**

**Lean Expert
Partner**



**Efficient,
Effective and
Accountable
Government**

**One
Lean Fellow**

**Lean Expert
Partner**



Reporting

Governor Results Washington Council Meeting Schedule

2014

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Jan. 2014			Goal Meeting
Date	Time		
01/06/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
01/13/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
01/21/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
01/29/14	10:00 - 12:00		Results Review - Goal 1

JULY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Jul. 2014			Goal Meeting
Date	Time		
07/07/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
07/14/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
07/21/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
07/30/14	10:00 - 12:00		Results Review - Goal 2

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

Feb. 2014			Goal Meeting
Date	Time		
02/03/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
02/10/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
02/18/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
02/26/14	10:00 - 12:00		Results Review - Goal 2

AUGUST						
S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Aug. 2014			Goal Meeting
Date	Time		
08/04/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
08/11/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
08/18/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
08/27/14	10:00 - 12:00		Results Review - Goal 3

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Mar. 2014			Goal Meeting
Date	Time		
03/03/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
03/10/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
03/17/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
03/26/14	10:00 - 12:00		Results Review - Goal 3

SEPTEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sep. 2014			Goal Meeting
Date	Time		
09/02/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
09/09/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
09/15/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
09/24/14	10:00 - 12:00		Results Review - Goal 4

APRIL						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Apr. 2014			Goal Meeting
Date	Time		
04/07/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
04/14/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
04/21/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
04/30/14	10:00 - 12:00		Results Review - Goal 4

OCTOBER						
S	M	T	W	T	F	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Oct. 2014			Goal Meeting
Date	Time		
10/06/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
10/13/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
10/20/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
10/29/14	10:00 - 12:00		Results Review - Goal 5

MAY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

May. 2014			Goal Meeting
Date	Time		
05/05/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
05/12/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
05/19/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
05/28/14	10:00 - 12:00		Results Review - Goal 5

NOVEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Nov. 2014			Goal Meeting
Date	Time		
11/03/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
11/10/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
11/17/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
n/a	-		Results Review - n/a

JUNE						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Jun. 2014			Goal Meeting
Date	Time		
06/02/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
06/09/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
06/16/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
06/25/14	10:00 - 12:00		Results Review - Goal 1

DECEMBER						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Dec. 2014			Goal Meeting
Date	Time		
12/01/14	10:30 - 11:30		Goal 5: Efficient, Effective & Accountable Government
	12:00 - 1:00		Goal 1: Education
12/08/14	10:30 - 11:30		Goal 2: Prosperous Economy
	12:00 - 1:00		Goal 3: Sustainable Energy & Clean Environment
12/15/14	10:30 - 11:30		Goal 4: Healthy & Safe Communities
n/a	-		Results Review - n/a

Goal Council Meeting
 Results Review
 Holiday



Reporting

- Monthly Activities:



Reporting

- Monthly Activities:
 - Work Sessions



Reporting

- Monthly Activities:
 - Work Sessions
 - Goal Council Meetings
 - Measuring
 - Improving
 - Reporting
 - Engaging



Reporting

- Monthly Activities:
 - Work Sessions
 - Goal Council Meetings
 - Measuring
 - Improving
 - Reporting
 - Engaging
 - “Results Reviews” with the Governor
 - Customer Intelligence
 - Measure status/Improvement plans reviews and discussion



Reporting

- Monthly Activities:
 - Work Sessions
 - Goal Council Meetings
 - Measuring
 - Improving
 - Reporting
 - Engaging
 - “Results Reviews” with the Governor
 - Customer Intelligence
 - Measure status/Improvement plans reviews and discussion
- GovStat Tool



Engaging

- Partnering and Engaging
- Informing and getting feedback from stakeholders, employees and the public

[governor.wa.gov](#) | [fiscal.wa.gov](#) | [contact us](#)

[Home](#) [What We Do](#) [Resources](#)

[Find answers to frequently asked questions and questions not addressed in the Twitter Town Hall ...](#)

[Review feedback and ideas on how Results Washington measures progress.](#)

[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
 More than 2,000 people recently attended our two-day conference in Tacoma to find out 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
[Learn more about past feedback opportunities and our plan to respond to feedback.](#)

CONTACT
[Contact us](#)
[Site Feedback](#)

FEATURED LINKS
[Apply Lean](#)
[Find resources from 2013 Lean conference](#)
[Manage performance audits](#)

ABOUT US
[Measure results](#)
[Gov. Inslee's New Strategic Framework](#)

A culture of efficiency,
accountability and
transparency



Benefits

Benefits

- A culture in which employees and leaders focus on delivering value

Benefits

- A culture in which employees and leaders focus on delivering value
- Higher customer satisfaction

Benefits

- A culture in which employees and leaders focus on delivering value
- Higher customer satisfaction
- Cost avoidance

Benefits

- A culture in which employees and leaders focus on delivering value
- Higher customer satisfaction
- Cost avoidance
- Streamlined processes

Benefits

- A culture in which employees and leaders focus on delivering value
- Higher customer satisfaction
- Cost avoidance
- Streamlined processes
- Optimized resources



For more information

Wendy Korthuis-Smith, Ed. D., Director

Results Washington

360-902-0577

Wendy.Korthuis-Smith@gov.wa.gov

