



Strategic Plan
June 2014 - December 2015

*Embracing Small Businesses
Empowering Entrepreneurs*

*Washington State Office of Minority and
Women's Business Enterprises*

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Chapter One: Agency Improvements

Over the last year, the agency accomplished its goals of increased development and efficiency. In order for the agency to continue to move forward, it was important to re-examine the role of OMWBE and its service to Washington State. In the fall of 2013, OMWBE staff embarked on a thoughtful process of reviewing the agency’s past work and envisioning its future. The staff engaged with key stakeholders that drafted the statutory language that developed OMWBE. This engagement set a pathway for developing the OMWBE of the future; the OMWBE of what the community intended. After engaging key stakeholders, the staff worked to develop a new mission and value statement. These statements now demonstrate the type of agency OMWBE strives to be. Along with the mission and vision statements, OMWBE felt it was necessary to establish value pillars. OMWBE plans to attain the mission and vision of the agency by focusing on the right values, which are critical to the improvements of the agency.

Mission Statement

Our mission is to optimize and ensure equity and opportunity for small businesses owned by minorities, women, and the disadvantaged through education, certification, and outreach.

Vision Statement

We are Washington State’s primary source for the education and certification of minority, women, and disadvantaged businesses. We strive to eliminate economic discrimination in the procurement process and government contracting opportunities. OMWBE will encourage meaningful outreach and empowerment for the small business community.

Value Pillars

OMWBE exists to fulfill its mission to educate and empower small and disadvantaged businesses in small business and procurement opportunities. To achieve this, we focus on eight pillars:

- Collaboration
- Customer-Driven
- Dedication
- Empowerment
- Equity
- Innovation
- Integrity
- Transparency

Collaboration: Working as a team, we partner with small businesses, contractors and stakeholders to increase opportunities in government contracting.

Customer-Driven: We proactively pursue suggestions, ideas, and creative approaches, leading to continuous improvement in everything we do.

Dedication: We are proudly committed to providing outstanding customer service.

Empowerment: Enabling customers to independently realize their potential and transform ideas into desired outcomes.

Equity – We are committed to breaking down institutional barriers and respectfully embracing cultural differences to provide more responsive service.

Innovation – Utilize technology and process improvement to optimize inter and cross agency productivity/performance.

Integrity – Maintaining strong ethical practices, honest values and open trust.

Transparency – Leading by example, we are committed to an open government that is accessible to anyone, anytime, anywhere; and responsive to new ideas and demands.

Agency Improvements

In the 2013 strategic plan, OMWBE outlined three main priorities which needed immediate attention. The positive progression and momentum has helped us to reach our goals of revamping the certification, database, and business development processes. Each area has had major milestones completed within the past year.

Certification

Certification is a cornerstone of the agency's work and small business visibility. However, over the past several years, a chronic backlog of applications began to rise. OMWBE staff was able to pinpoint the root causes and develop new strategies for treating the backlog. By the end of 2013, a backlog of over 1700 certification files were significantly diminished with only a staff of 20. The certification process has become customer focused and streamlined to meet timely expectations. In 2014, OMWBE was recognized by Governor Inslee for its innovative LEAN efforts in certification. The transition from a paper based agency to an electronic agency has not only modernized the agency, it has also created an easier certification process for both applicant and analyst alike.

Along with the reduction of the backlog, OMWBE announced the creation of a new program for Small Business Enterprise (SBE) certification. This certification is similar to the federal Disadvantaged Business Enterprise program, however; the SBE program is race and gender neutral. Federally certified firms are eligible to participate in transportation specific federal projects including construction work on rails, roads, bridges, airports, and seaports. This certification has allowed OMWBE to include all small businesses, even if they are not minority or woman owned.

Database

Over the past year, OMWBE contracted with WSDOT to digitize all current and archived paper records. This process helped to move OMWBE towards a more modernized agency. The strides in information technology updates are enabling OMWBE to finalize a comprehensive database which is accessible to public and private partners. This database is accessible on OMWBE's new user-friendly website. This site allows user to view daily bid opportunities and announcements, apply for certification using the new form fillable templates, find information on resources, and provide a real time directory of certified firms.

Business Development

Along with the launch of a new user-friendly website, OMWBE created a state wide outreach event in which staff conducted workshops in every county in Washington State. The community outreach program targeted minority and women owned businesses to educate them about OMWBE, and the benefits of certification. In addition, the agency focused on partnering with other agencies, developing relationships while encouraging the sharing of information, and working together to achieve common goals. OMWBE has become a leader in monitoring and assisting agencies in complying with the W/MBE goal set for the state. Through Results Washington, we will strive to become a leader in the nation on economic equity and access.

OMWBE has been out in the communities more than ever over the past year. We have attended “meet the prime” events and participated in Spanish and Korean language radio programs. These events help to create subcontracting and networking opportunities. To help serve the state, OMWBE set up social media accounts which provide up to date news, information, and opportunities.

Strategic Plan Infrastructure

The next few chapters will provide more detailed information regarding the next big steps for OMWBE. The opportunities will be outlined with the benefit to the agency, and the Strategic Plan. Chapter Four summarizes the plan, in chart form, and provides an easy to track visual with color progress indicators making the agency highly accountable for its plan.

Chapter Two: Opportunities – Benefits to the Customer

This chapter discusses the new opportunities OMWBE is striving to enhance for the customer. Similar to the original strategic plan, the opportunities provide a clear path for moving the agency forward. Through its revision process, OMWBE established that improvements should center on the four functional areas of the agency.

1. Certification
2. Monitoring and Compliance
3. Outreach/Networking
4. Education

For the next year, there are nine areas of opportunity which have been identified by management and staff to improve the agency. These areas include: customer service, linked deposit, certification, IT improvements, internal training, policy, compliance/monitoring, outreach, and operations. The following opportunities will continue to improve satisfaction of the businesses and stakeholders while still improving on the overall goals and direction of the agency.

Customer Service

More than ever OMWBE is focusing on customer service. From streamlining processes to providing helpful resources, we want our customers to know we are working for them. We understand that not all small businesses have the capability of applying online. The creation of an in-house business center will provide a quiet, friendly work space where businesses can obtain information or work on applications. By making these improvements, OMWBE hopes to help navigate the customer through certification and government contracting questions, which will ultimately increase the utilization of minority and women-owned businesses. The agency also hopes to gain more foot traffic and face to face interaction with our customers.

OMWBE continues to strive to provide clear and consistent information for our businesses and stakeholders. OMWBE will continue to provide technical assistance via telephone, email, and in person. Previously, OMWBE discovered customers were contacting multiple analysts with the same question, but getting different answers. To improve this process, OMWBE will develop Technical Assistance scripts for staff members. Each staff member will be supplied with a script so that clear, concise communication is being provided to each customer no matter whom they speak with. Additionally, OMWBE will continue to receive customer service training to ensure that each customer has the best possible experience when interacting with OMWBE.

Linked Deposit

The Linked Deposit Program (LDP) assists minority and women owned firms to overcome historic barriers to grow and expand their business. OMWBE is charged with examining and putting into place corrective actions to shore up any deficiency found in the program. OMWBE's focus is to work with the State Treasurer's Office to create a new application, and provide a customer friendly, automated process for enrollment in the program and a real-time certification status update.

An automated process will allow businesses to know where they are on the waiting list and provide real time updates to the Treasurer's Office regarding certified firm's enrollment/eligibility. This will provide firms with quality service, and quickly remove businesses that no longer meet the criteria for the program.

Certification

A major focus for certification this year is to provide simplistic methods for customers to apply and gain information about the programs and benefits. While creation of a new OMWBE website was a significant IT improvement, OMWBE is eager to provide customers with more accessible information through platforms such as demonstrational videos, and how to guides on a YouTube channel. Customers will be able to search for important topics such as how to bid for a job, or how to fill out a request for proposal.

By providing customers with these options, OMWBE hopes to have more well informed customers and reduce the disruption to the analysts throughout the day. OMWBE is also eager to promote public awareness and buzz by using customer testimonials.

Outreach

Last year the agency really got a step up in outreach by launching the Get Certified Campaign. This program allowed OMWBE staff to get out in the community all across Washington State and advocate for the benefits of certification. More certification workshops were performed during this time state wide than any other year. The Get Certified Campaign will be an ongoing, yearly event to increase awareness and the number of certified firm.

In 2013, Governor Inslee launched Results Washington, which is Governor Inslee's data-driven performance management and continuous improvement system. As part of the Results Washington, OMWBE is leading the state's effort to increase utilization of certified firms as well as strengthen interagency relationships, communication, and coordination. By working with other agencies, OMWBE will guide and encourage state agencies and higher education institution on how to meet the state's WMBE utilization goal.

OMWBE strives to have an open house along with more events and workshops to increase awareness and nurture a learning environment. Individual face to face outreach will foster good working relationships between analysts and the communities they serve.

Compliance/Monitoring

Results Washington was implemented as a data driven performance tool to make state government more efficient, effective and transparent. OMWBE establishes the state WMBE utilization goal for government contracting. This goal is set to encourage state agencies and higher education institutions to use OMWBE certified firms. In order to track which agencies meet their goals, OMWBE will post participation of agencies on our website. This tool will allow the community to be informed on agency utilization and overall participation in state government contracting.

By monitoring agency utilization, OMWBE will be able to provide targeted education and trainings to the agencies that are furthest from their goals. It is important for agencies to understand how utilizing under-privileged women and minority owned businesses impact the economy. OMWBE will be able to use examples and best practices from other organizations to ensure that all agencies are working toward a common goal.

OWMBE has five current goals resulting from our Results Washington commitment:

1. Identify areas in the State that M/WBE's are lacking. Offer Certification classes to improve our certification of newly certified firms by 30% over 2013. Currently underway; monthly results are available. Goal to be completed Dec 2014
2. Visit with each agency and higher education institution to review their individual performance and offer a supplier diversity plan template. Goal to be completed Dec 2014
3. Reach out to the top 20 agencies, colleges, and commissions who are close to their goal and ask what they are doing right. Use these agencies to motivate the poor performing agencies. Goal to be completed March 2015
4. Assist DES' current efforts to produce a model plan for contracting; develop templates and best practices for supplier diversity and inclusion plans. Ask for these to be submitted with all bids/proposals over a certain amount. Goal to be completed June 2015
5. Partner with agencies to offer small businesses training on how to procure with the State. Goal to be completed Dec 2015

Chapter Three: Opportunities – Benefits to the Agency

As OMWBE continues to move forward, it is imperative that the agency be able to maintain and progress the continual quality of performance. The enhancements being made within this strategic plan allow the agency and employees to ensure that the day to day decisions and operations align with the overall outline of this strategic plan. This plan ensures all staff members are striving to reach the same goals, in order to continually progress the agency. This chapter focuses on the opportunities which directly benefit OMWBE. These opportunities are focused on the internal mechanisms of the agency.

IT Improvements

With the creation of the disadvantaged business enterprise certification electronic database (DBEC), each analyst has had to adapt to changing how they process applicant files. The process of transitioning from old outdated methods has been extensive, but now that the process is operating successfully, it's time to LEAN that process. OMWBE, with the help of WSDOT, will be automating and streamlining actions on DBEC to minimize analyst's time spend uploading documents. By minimizing the steps taken by an analyst to complete a file, an analyst's time will become more productive and better spent.

OMWBE also has interest in creating a community forum page on their website. This page will allow open discussion between prime contractors, members of the community, and OMWBE. By creating these online areas of discussion, the agency will be able to assess what interest or needs the community has and will be able to provide training or resources as necessary.

Currently, OMWBE accepts electronic submission of documents, however there is no option for electronic payment. Applicants must still mail a check or money order to the agency when emailing documents. If the applicant drops off their application in person, cash may also be accepted. OMWBE realized that the delay in processing an application due to having to wait for the payment may easily be resolved by offering the option to pay online using credit card and other forms of electronic payment on the website. OMWBE will be working towards online application and payment process to better serve our firms and LEAN our processing time.

Additionally, OMWBE will increase the use of our website, including on-line chat capability for technical assistance, and making our applications fillable on-line thus eliminating the need for our customers to manually process the application. This will reduce paper production and increase staff efficiency. OMWBE will update our website to provide frequently asked questions to address the commonly asked questions from our customers. Finally, OMWBE is exploring options to stream WEBS on our website.

Our online directory of certified firms has also gone through some significant improvements and changes. Prime contractors, public agencies and our customers (and anyone else) may now search our directory of certified firms by any number of data points, including NAICS codes, business description, business name, business location, or type of certification. Now, anyone can access our list of certified firms by downloading the database to a Microsoft Excel spreadsheet. This allows users to filter through the available certified firms to compile their own list of available firms based on their own criteria.

This has helped reduce inquiries from third parties about our firms. The database inquiries pull real time information and the most up-to-date information on our certified firms.

OMWBE is also working on developing an internal only website (Intranet) for agency staff. This will be a website that will allow for a have a one stop shop for OMWBE staff, including an internal training portal to allow for consistency in continuing education.

Finally, OMWBE continues to improve DBEC, increasing efficiency and reduce application processing times. Some of those improvements are: overhaul the tab views to make them more user friendly; allow for an automated process for extensions of time, allowing analysts to track the extensions more effectively; allow the Assistant Director of Operations to pull reports on staff workload and progress, as well as application processing times; and improve the load time for documents to the system.

Internal Training

Along with customer service, continuous staff and peer training has greatly increase customer satisfaction. Previously, OMWBE focused on having specific subject matter experts in prescreening, analyst review, and quality assurance. Now, any analyst in the agency is able to perform all of these tasks creating a more organized agency for consistent results. Another tool which will be important in cross training is creation of an OMWBE procedural/desk manual. By providing manuals, staff will be able to find simplify solutions and create consistency to outcomes.

Policy

Maintaining current and effective policies ensures the agency is providing an efficient process with consistent decisions. Over the past year, administrative policies were created to ensure consistency. For the first time in over a decade, OMWBE is conducting the rulemaking process to update the agency's Washington Administrative Codes (WAC) for state certification and other agency functions. OMWBE, in collaboration with the Office of Regulatory Innovation and Assistance (ORIA), will review OMWBE's current WACs to determine a regulatory structure that is more efficient and clear for stakeholders, staff, and businesses.

Operations

Many of the operations for the agency this year are focused on providing LEAN strategies. By using external tools to streamline operational processes, OMWBE will be able to provide customers with clear, up to date communications regarding news from the agency, or their application. By modernizing the agency's technology, OMWBE is allowing for greater exposure and awareness.

OMWBE also looks forward to providing educational seminars for employee betterment. Providing LEAN strategies and educational trainings will help to develop employee skills, and promote greater job satisfaction. An employee who has job satisfaction is likely to stay longer, and be more productive while serving the agency. Along with job satisfaction, OMWBE is promoting an enjoyable work environment by following the Governor's Executive Order 14-02. This order provides employees flexible work schedules and benefits the agency by allowing increased employee productivity and morale. In the past the agency has struggled with burn-out and high turnover rates; however, since implementing this practice, staff are less likely to become worn out.

Chapter Four: Road Map

HOW TO READ THE ROAD MAP

Opportunity

This chapter is separated into nine opportunities: Customer Service, Linked Deposit, Certification, IT Improvements, Internal Training, Policy, Compliance/Monitoring, Outreach, and Operations.

Step/Phase

Some opportunities require several steps or phases in order to move the agency forward. Those steps or phases for each opportunity are listed under the **Step/Phase** column.

Progress Indicator

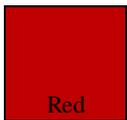
The **Progress Indicator** functions as the agency's traffic light, so to speak. Opportunities that OMWBE is able to move forward on are indicated by the color green. Opportunities which require external assistance are indicated by the color yellow. Thankfully, there are no opportunities at the time of this printing which are marked by the color red, which would indicate the agency is unable to move forward (similar to a red light at a traffic stop).



Proceed with the opportunity.



Need help in order to proceed.



Unable to move forward.

Completion Date

The **Completion Date** column displays when the agency plans to accomplish the opportunity, phase, or step. Some of the opportunities have already been completed at the time of the latest version of the strategic plan, and those opportunities are indicated by a light green color, and are marked as Completed.



Task completed.

Benefit

Each opportunity has a benefit to the agency, which is stated in this column. Some opportunities have multiple benefits listed.

How Opportunity Fits Into Strategic Plan

All of the opportunities listed in the Road Map relate to the OMWBE Strategic Plan. In this column, the agency describes how the opportunity fits into the Strategic Plan.

Opportunity	Step/Phase	Progress Indicator	Completion Date	Benefit	How opportunity fits into Strategic Plan
Customer Service					
	1. Create a Business Center for firms with updated pamphlets	Green	July-15	Customers will be able to access the business center When visiting the office.	Will allow foot traffic to the agency and the opportunity for face-to-face interactions.
	2. Develop an internal Technical Assistance (TA) Script	Green	Winter 2014	Scripts ensure customers are receiving the same information from each analyst.	Consistency when answering questions or concerns from customers.
	3. Provide customer service training for staff	Green	Winter 2014	General customer service training for the entire staff.	Ensure that customers have the best possible certification experience.
Linked Deposit					
	1. Work with the State Treasurer's Office to create a new application	Green	Spring 2015	Automated process will allow businesses to know where they are on the waiting list. This will also provide real time updates to the Treasurer's Office regarding certified firm's enrollment/eligibility.	Provides firms with quality service, and quickly removes businesses that no longer meet the criteria for the Linked Deposit Program.
	2. Provide a customer friendly, automated process for enrollment in the program and a real-time certification status update	Green	June-15	Automated process will allow businesses to know where they are on the waiting list. This will also provide real time updates to the Treasurer's Office regarding certified firm's enrollment/eligibility.	Provides firms with quality service, and quickly removes businesses that no longer meet the criteria for the Linked Deposit Program.

Certification					
	1. Develop targeted North American Industry Classification System (NAICS) code model to increase the number of certified firms for agency utilization	Green	December-15	Look at firm's NAICS codes to determine a shortfall.	To better align certified firms with supplier needs.
	2. Develop File Summary updates on: Small Business Enterprise (SBE), American Native Corporation (ANC), Airport Concessionaire Disadvantaged Business Enterprise (ACDBE) and Business Structure Changes.	Green	Winter 2014	Provide working templates to ease certification, structure change, and NAICS processes.	Streamlined processes will create more productivity.
	3. Partner with Non -Profits	Green	October-14	Partner for certification classes, trainings, and workshops.	Creates community awareness and generates revenue.
	4. Refine the Letter Templates	Green	Winter 2014	Streamlines the certification process for analysts.	Lean DBEC process
	5. Create an Additional Information (AI) Wizard	Green	Winter 2014	Streamlines the certification process for analysts.	Lean DBEC process
	6. Refine the Pre-Screen process	Green	August-14	Streamlines the certification process for analysts.	Lean DBEC process
IT Improvements					
	1. Refine DBEC: Eliminate and/or add Document Tree types; with the most commonly used on top	Green	July-14	Clean up and streamline the document tree for easy access.	Provides automated actions to improve analyst's time spent in the on-line database.
	2. Refine DBEC: Create email icon which will auto upload and save emails from customers to database	Green	July-14	Streamline steps taken by analysts to review and complete files.	Analysts will be more productive by not having to spend time on uploading emails.

	3. Refine DBEC: Comment / Phone Log - Auto ID, time /date, and categories	Green	July-14	Automate date and time stamp so analysts won't have to. Also, group calls into categories.	External training opportunity depended on top categories of calls coming into the office.
	4. Create a primes page and a community forum page on the Website	Green	November-14	Allows interested parties to create discussion of what they would like to see within the agency.	Connect with community members and primes to gain community insight and receive feedback.
	5. LEAN the internal DBEC scanning process.	Green	August-14	Creates an easier, quicker way to make paper files electronic.	Streamlined process will efficiently get applications assigned sooner.
	6. Introduction of online applications and payments	Green	January-14	Allows for a streamlined process. Applicants submit the application, attach documents, and pay the processing fees online.	Increases efficiency and provides superior customer service.
Internal Training					
	1. Continue Cross Training staff	Green	Continuous	Analysts have the same level of expertise for all stages of certification.	Consistency in outcome.
	2. Complete Manager Reviews	Green	May-15	Provide managers with targeted areas of improvement	Clear expectations to drive quality of work performance.
	3. Provide continuing staff education – bi-monthly training on subjects like: taxes, investigations, diversity, conflict resolution, ethics, LEAN, and other subjects with guest speakers	Green	October-14	Files will be completed with consistency.	File reviews will be performed systematically. Each analyst will be provided with the same training and skills.
	4. Complete Desk/Procedural Manual	Green	December-14	Provides employees with a general reference point.	Consistent processes for all applications.

	5. Create an Automated Certification Training /Learning Management System (LMS)	Green	April-15	Analysts have the same level of expertise for all stages of certification.	Consistency in outcome.
	6. Train staff on services provided by other agencies that can be offered to our customers/firms, or where we can send firms for additional external information/resources	Green	To be completed after education training	Provides employees with the knowledge of resources in the communities, and within other agencies.	Employees are able to provide the best customer services, by having current resource information.
Policy					
	1. Complete Policy Manual	Green	August-14	Employees will be able to refer to a solid background of policies in order to make consistent and timely decisions; increasing output.	Consistency in decisions; efficient processes.
	2. Review and update WACs	Green	December-15	Provide clear guidelines for state certification.	Analysts are able to make sound decisions with clear and concise regulations.
	3. Review the Linked Deposit Program (LDP) for possible Legislative fixes	Green	December-14	Update the rules/regulations for using the LDP.	Ensures that businesses who abuse the program lose the privilege to engage in the LDP.
	4. Host Round Tables with businesses to discuss issues with WACs	Green	September-2014 and ongoing	Provide clear guidelines for state certification.	Provides clear information to customer.
	5. Provide education for Legislators	Green	October-2014 and ongoing	Produce White Papers	Assist decision makers in understanding OMWBE programs and processes.

Compliance/Monitoring					
	1. Post Score of Diversity on website; encourage agencies to post on their website	Green	December-15	Results Washington Action	Increase the utilization of OMWBE certified firms.
	2. Provide education on the benefits of procurement with firms and impacts on the economy	Green	December-15	Results Washington Action	Increase the utilization of OMWBE certified firms.
	3. Identify best practices models of other agencies participation	Green	December-15	Results Washington Action	Increase the utilization of OMWBE certified firms.
	4. Identify Supplier Diversity contact person	Green	December-15	Results Washington Action	Increase the utilization of OMWBE certified firms.
Outreach					
	1. Create a YouTube Channel - provide demonstrational videos and how to guides for certification, bidding a job, filling out an RFP, and networking	Green	Winter 2014	Reduces analysts distractions by not having to spend a lot of time on Technical Assistance (TA) calls.	Directing the TA caller to the YouTube Channel will reduce the analyst's disruptions throughout the day.
	2. Create Testimonials on the Website or YouTube	Green	Winter 2014	Creates awareness and trust with the public; potentially creating revenue.	Promotes public awareness.
	3. Host targeted Roundtable Workshops	Green	Fall 2014	Improve public participation.	Gain feedback and insight from the community.
	4. Educate agencies on procurement under \$10K going to small businesses	Green	December-15	Results Washington Action	Increase the utilization of OMWBE certified firms.
	5. Implement targeted outreach: Ethnic, Gender, Geographic (EGG), Zip Code and develop a plan to target those areas for extra outreach if needed	Green	December-15	Promote benefits of certification on a state wide level.	Provide workshops and educational trainings for businesses located in rural locations.

	6. Host Open House	Green	June-14	Increase awareness and inform all interested parties about the new OMWBE mission, vision, values, strategic plan, and what's to come; including Results Washington.	Strengthen relationships with businesses, strategic partners, agencies, and private sector.
	7. Host networking opportunities – disseminate information with entertainment	Green	June-2014 and Ongoing	Foster a learning environment with interested parties. Increase agency profile.	Strengthen relationships and increase number of certified firms.
	8. Train Individual employees to be ambassadors for the agency	Green	June-2014 and Ongoing	Increase agency profile.	Increase awareness, which will increase number of certified firms and utilization of firms.
	9. Increase educational opportunities for certified firms	Green	June-15	Additional tools for certified firms to be successful.	Increase the number of certified firms and utilization of firms.
	10. Market benefits of certification through website, news & updates, and email blasts	Green	October-2014 and ongoing	Increase agency profile. Educational benefit to firms and interested parties.	Increasing success rate of certified firms procuring with governmental entities.
	11. Educate firms and banks on access to capital opportunities	Green	June-15	Educational and financial benefit to certified firms.	Increasing success rate of certified firms.
	12. Develop outreach strategy for Eastern Washington	Green	November-14	Increase awareness and agency profile.	Increase the number of certified firms.
	13. Maintain Get Certified Campaign	Green	January-15	Yearly Event	Increase awareness and the number of certified firms.

Operations					
	1. Investigate options for Social Media Software	Green	Sep-14	This will lean our current process and create more awareness on social media sites.	Lean Strategy
	2. Consider/identify non-traditional partners: industry commissions, chambers of commerce, One America, non-profits, and immigrant minority organizations.	Green	March-15	Create open communication and strengthen relationships.	Strengthen relationships with businesses, strategic partners, agencies, and private sector.
	3. Obtain eCommerce data from other agencies regarding demographics; e.g. Better Business Bureau, City of Seattle, eBid, Builders Exchange and WEBS	Green	March-15	Will help with reporting and will allow the agency to remain familiar with community needs and workshops.	Strengthen relationships with businesses, strategic partners, agencies, and private sector.
	4. Consider flexible work schedules	Green	June-2014 and Ongoing	Creates a productive and less stressed work environment.	Executive Order 14-02
	5. Evaluate position descriptions	Green	November-14	Make sure the position fits the needs of the agency.	Agency priorities will be fulfilled.
	6. Evaluate software for staff efficiency	Green	June-2014 and Ongoing	This will enable analysts to condense many document files into one source; saving time in the DBEC process.	Lean Strategy