Economic Services Administration

Department of Social and Health Services

Strategic Plan Metrics

November 2026

Economic Services Administration

Success Measures Associated with Charts

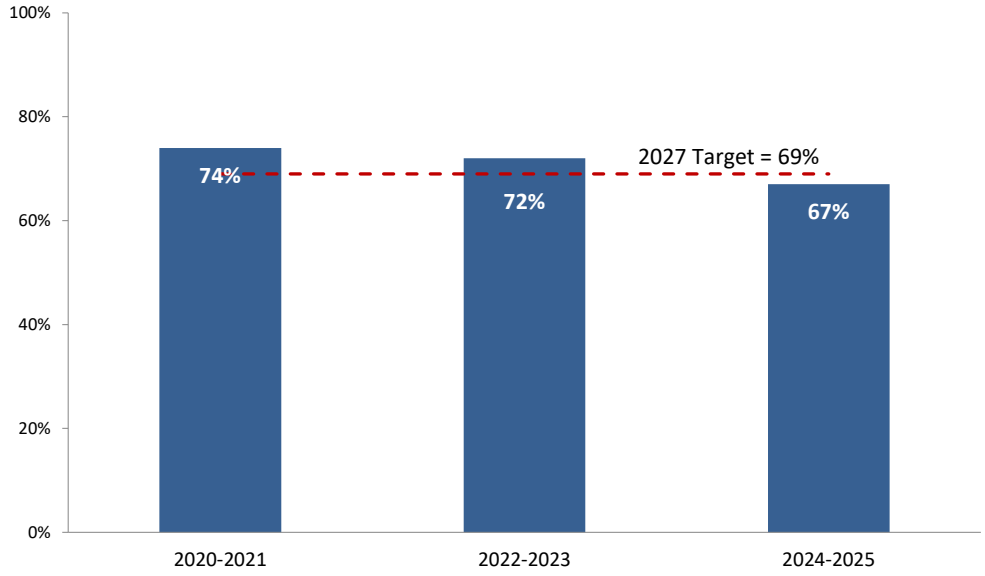
		Strategic Plan Success Measure #
Deliver a customer experience that meets the needs of Washingtonians and Tribal communities		
EX.13	Percentage of positive responses to the Client Satisfaction Survey question about awareness of available services	1.2
EX.14	Percentage of positive responses to the Client Satisfaction Survey question about satisfaction with services	1.3
EX.15	Voice of the Customer	1.4
Strive to be a place where employees are attracted to work and want to stay		
EX.11	Transparency and Enhance Understanding	2.1a
EX.12	Encouraged to come up with better ways	2.1b
EX.17	ESA Mentorship Program	2.4
Partner to improve access and services for communities		
EX.16	ESA Key Incident Command System command and general staff positions	3.2
Strengthen operations through responsible resource management and continuous improvement		
EX.18	Audit Corrective Action Plan Timeliness	4.1
EX.19	Total audience reached through social media and newsletters	4.2a
EX.20	Number of stories shared through newsletters	4.2b

Results-Driven Services

Economic Services Administration

Percentage of positive responses to the Client Satisfaction Survey question about awareness of available services

Percent positive responses to DSHS Client Survey question
"Do you know what program services there are for you and your family?"



DATA SOURCE: DSHS Client Satisfaction Survey; supplied by Jessica Mobbs, Office of the Assistant Secretary, ESA.
MEASURE DEFINITION: The percentage of positive responses to the Client Satisfaction Survey question "Do you know what program services there are for you and your family?".
DATA NOTES: Numerator: Number answering "Strongly Yes" or "Yes" in response to question. Denominator: Total number of clients who answered the question.

SUMMARY

•This measure supports ESA's Strategic Goal 1: Deliver a customer experience that meets the needs of Washington residents and Tribes.

• Success Measure 1.2: Increase the percentage of positive responses to the Client Satisfaction Survey question about awareness of available services from 67% in 2025 to 69% in 2027.

ACTION PLAN

• Updated Action Plans for this measure are located in the ESA Strategic Plan.

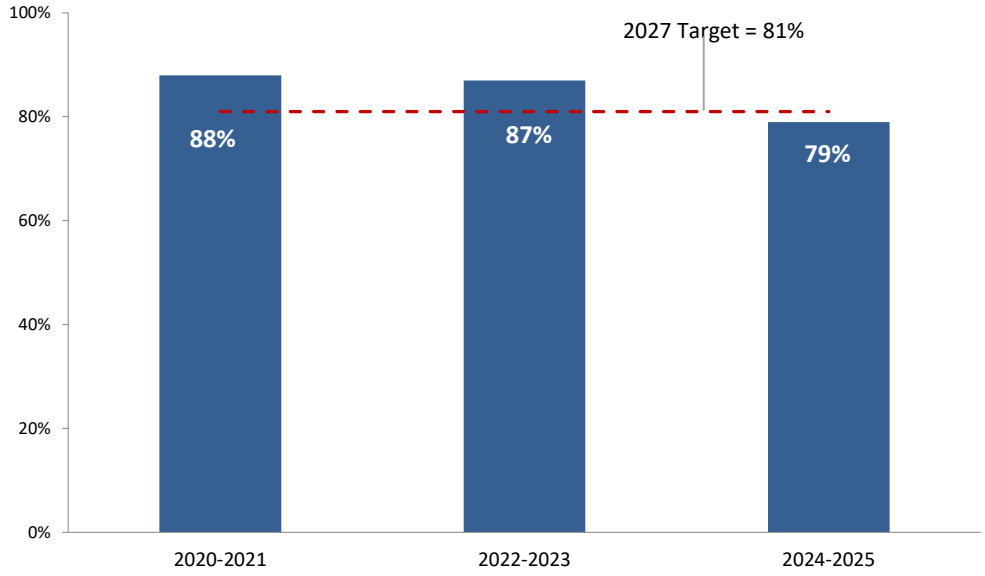
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.13.xlsx

Results-Driven Services

Economic Services Administration

Percentage of positive responses to the Client Satisfaction Survey question about satisfaction with services

Percent positive responses to DSHS Client Survey question
"Are you satisfied with program services?"



DATA SOURCE: DSHS Client Satisfaction Survey; supplied by Jessica Mobbs, Office of the Assistant Secretary, ESA.
MEASURE DEFINITION: The percentage of positive responses to the Client Satisfaction Survey question "Are you satisfied with program services?"
DATA NOTES: Numerator: Number answering “Strong Yes” or “Yes” in response to question. Denominator: Total number of clients who answered the question.

SUMMARY

• This measure supports ESA's Strategic Goal 1: Deliver a customer experience that meets the needs of Washington residents and Tribes.

• Success Measure 1.2: Increase the percentage of positive responses to the Client Satisfaction Survey question about satisfaction with services from 79% in 2025 to 81% in 2027.

ACTION PLAN

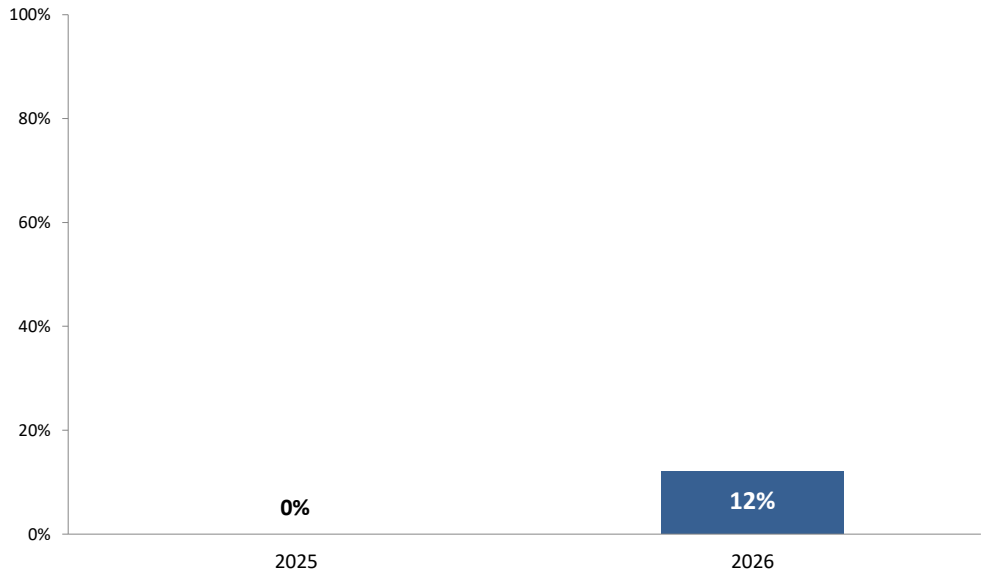
• Updated Action Plans for this measure are located in the ESA Strategic Plan.

TO DATA: https://www.dshs.wa.gov/data/metrics/EX.14.xlsx

Results-Driven Services

Economic Services Administration

Voice of the Customer



SUMMARY

• This measure supports ESA's Strategic Goal 1: Deliver a customer experience that meets the needs of Washington residents and Tribes.

• Success Measure 1.4: Increase the percentage of projects in the ESA enterprise portfolio that include the voice of the customer by June 30, 2027.

ACTION PLAN

• Updated Action Plans for this measure are located in the ESA Strategic Goals.

DATA SOURCE: ESA Enterprise Portfolio; provided by Brett Lorenston.
MEASURE DEFINITION: Percentage of projects marked as "Customer Experience" out of total projects in the Enterprise Portfolio.
DATA NOTES: .

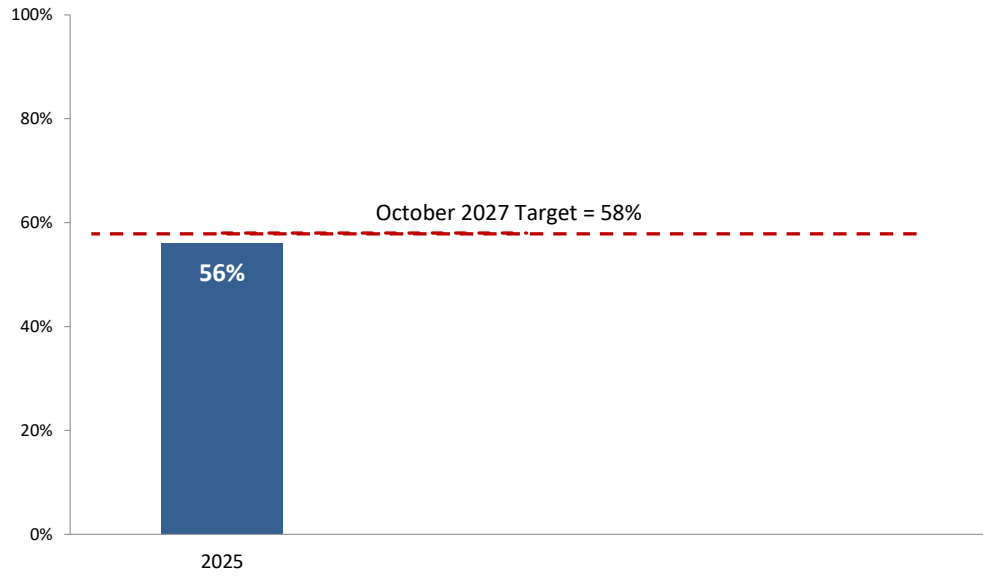
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.15.xlsx

People Power

Economic Services Administration

Transparency and Enhance Understanding

Percent positive staff responses to DSHS Employee Survey question
"I receive the information and communication I need to do my job effectively."



SUMMARY

• This measure supports ESA's Strategic Goal 2: Strive to be a place where employees are attracted to work and want to stay.

• Success Measure 2.1a: Increase the positive ESA response to the DSHS Employee Engagement Survey question: "I receive the information and communication I need to do my job effectively" from baseline of 56% established October 2025 to 58% by October 2027.

DATA SOURCE: DSHS Employee Survey reported by RDA (ESA Statistical Report or Employment Engagement Survey PowerBI Dashboard); provided by Jessica Mobbs.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I receive the information and communication I need to do my job effectively."
DATA NOTES: 1 Numerator: Number answering “Strongly Agree” or “Agree” in response to question. Denominator: Total number of employees who answered the question.

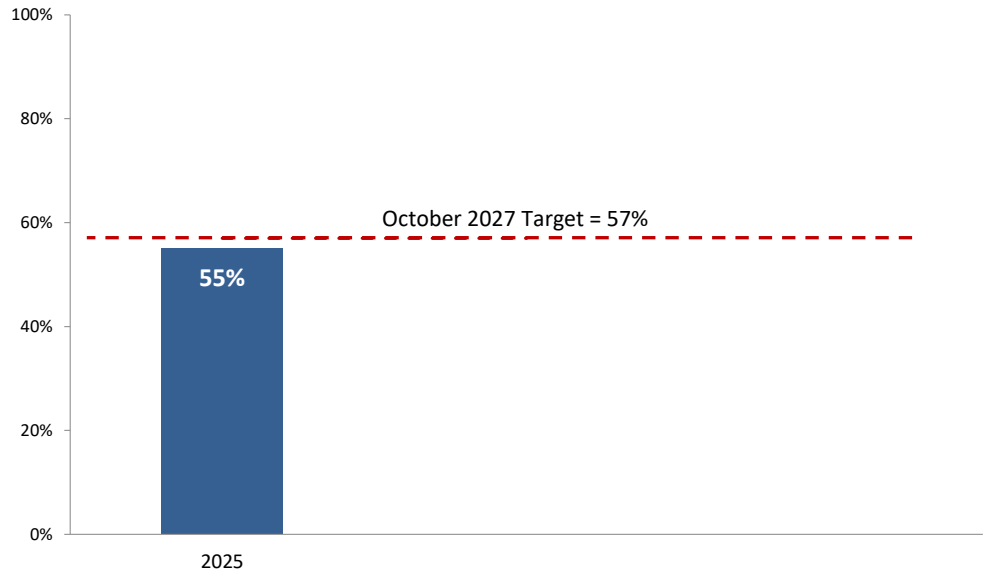
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.11.xlsx

People Power

Economic Services Administration

Encouraged to come up with better ways

Percent positive staff responses to DSHS Employee Survey question
"I am encouraged to come up with better ways of doing things."



SUMMARY

• This measure supports ESA's Strategic Goal: Strive to be a place where employees are attracted to work and want to stay.

• Success Measure 2.1b: Increase the positive ESA response to the DSHS Employee Engagement Survey question "I am encouraged to come up with better ways of doing things" from baseline of 55% established October 2025 to 57% by October 2027.

DATA SOURCE: DSHS Employee Survey reported by RDA (ESA Statistical Report or Employment Engagement Survey PowerBI Dashboard); provided by Jessica Mobbs.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I am encouraged to come up with better ways of doing things."
DATA NOTES: 1 Numerator: Number answering “Strongly Agree” or “Agree” in response to question. Denominator: Total number of employees who answered the question.

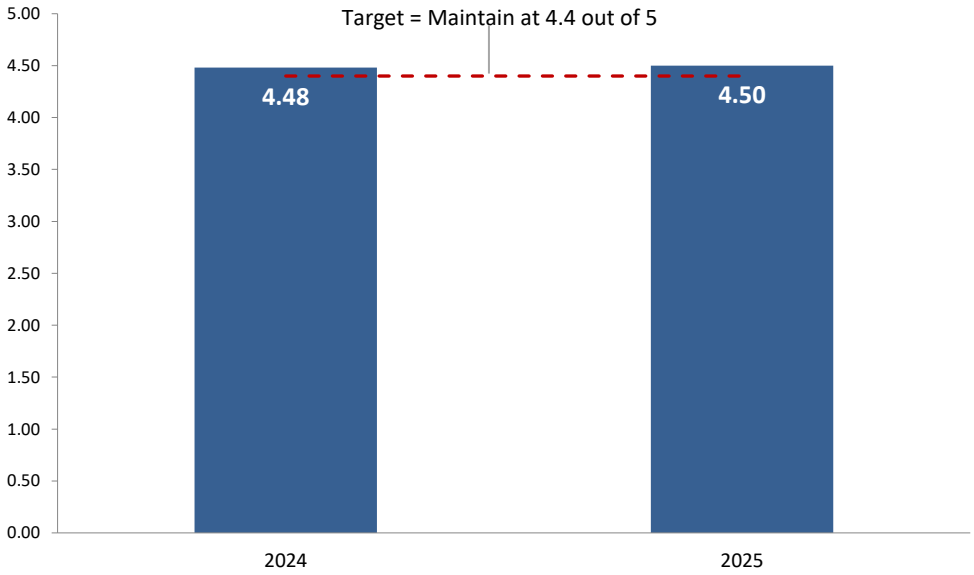
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.12.xlsx

People Power

Economic Services Administration

ESA Mentorship Program

Average rating in response to the ESA Mentorship Program Final Evaluation question "How would you rate your overall experience in the Mentorship Program?"



DATA SOURCE: ESA Mentorship Program Satisfaction Survey; provided by Jessica Mobbs, Office of the Assistant Secretary, ESA.
MEASURE DEFINITION: Average rating in response to the ESA Mentorship Program Final Evaluation question "How would you rate your overall experience in the Mentorship Program?"
DATA NOTES: 1 Completed by staff members who have participated in the Mentorship Program. Response options range from low (1) to high (5).

SUMMARY

• This measure supports ESA's Strategic Goal 2: Strive to be a place where employees are attracted to work and want to stay.

• Success Measure 2.4: Maintain a satisfaction rate for mentees and mentors at or above 4.4 out of 5 for the ESA Mentorship Program.

ACTION PLAN

• Updated Action Plans for this measure are located in the ESA Strategic Goals.

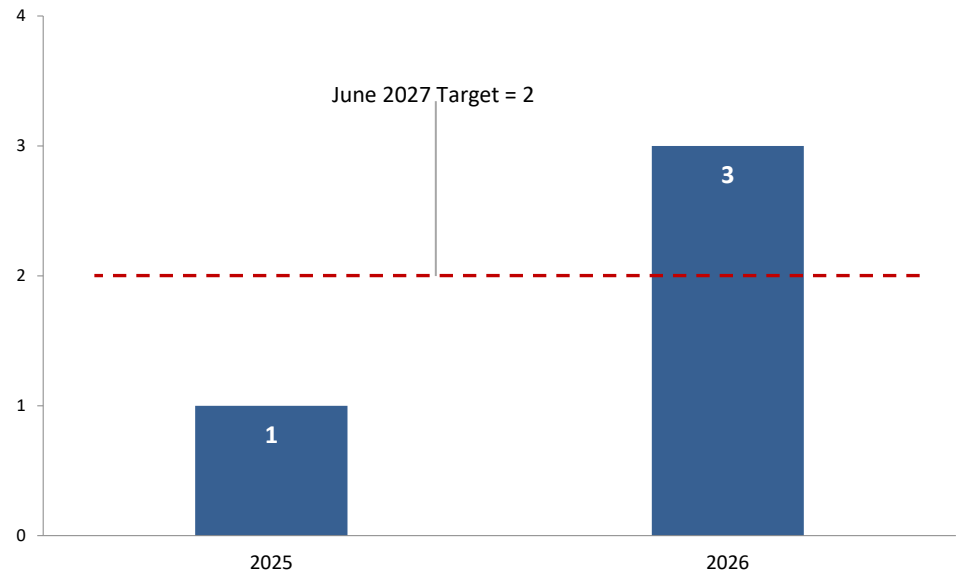
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.17.xlsx

Community Engagement

Economic Services Administration

ESA Key Incident Command System command and general staff positions

Number of employees who complete position specifc training



SUMMARY

• This measure supports ESA's Strategic Goal 3: Partner to improve access and services for communities.

• Success Measure 3.2: Increase the number of employees who complete position specific training for Key Incident Command System command and general staff positions to two by June 30, 2027.

• Update: ESA has moved from an ESA IMT to an enterprise (DSHS-wide) IMT model. We now have three IMTs – DSHS IMT West, DSHS IMT East, and DSHS ECC. We no longer have the ESA IMT, as it was absorbed by DSHS IMT West in June 2025.

DATA SOURCE: Office of the Assistant Secretary, ESA; provided by Logan MacGregor.
MEASURE DEFINITION: Number of employees who complete position specifc training.
DATA NOTES:

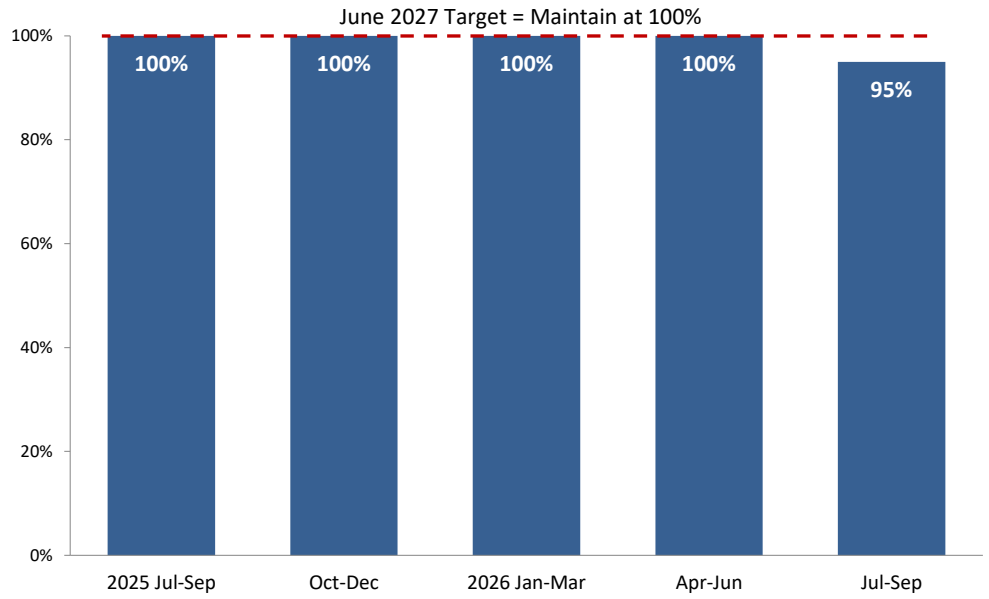
TO DATA: https://www.dshs.wa.gov/data/metrics/EX.16.xlsx

Results-Driven Services

Economic Services Administration

Audit Corrective Action Plan Timeliness

Percentage of audit corrective action plan timeliness



SUMMARY

• This measure supports ESA's Strategic Goal 4: Strengthen operations through responsible resource management and continuous improvement.

• Success Measure 4.1: Maintain 100% audit corrective action plan timeliness compliance through June 30, 2027.

ACTION PLAN

• Updated Action Plans for this measure are located in the ESA Strategic Goals.

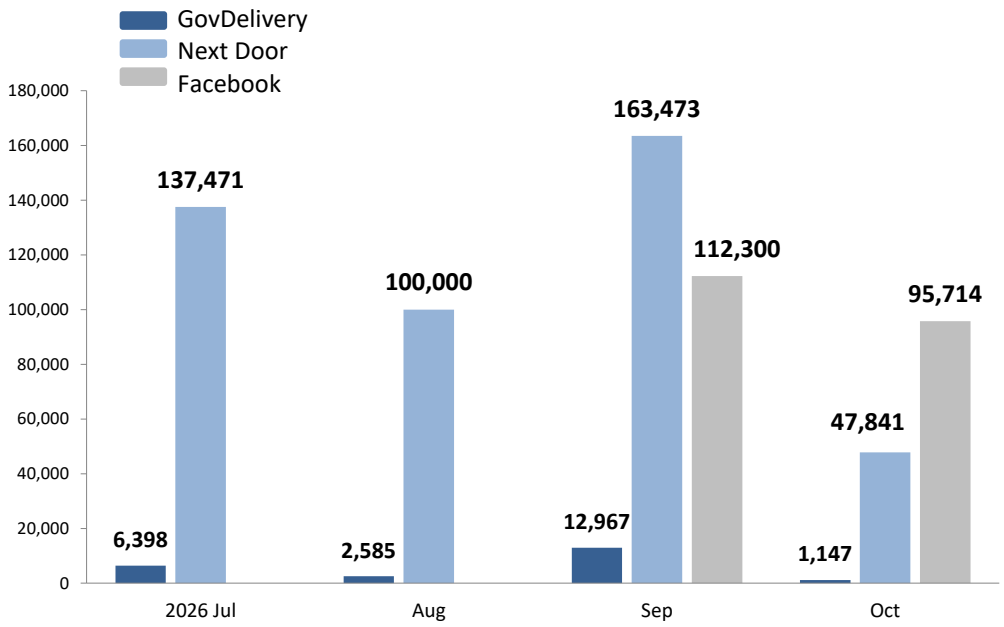
DATA SOURCE: Audit Corrective Action Plan Timeliness Compliance; provided by Summer Garcia, OAS
MEASURE DEFINITION: Percentage audit corrective action plans that are timely.
DATA NOTES: **1** Numerator: Number of audit corrective action plans that are timely. Denominator: Number of audit corrective action plans.

TO DATA: https://www.dshs.wa.gov/data/metrics/EX.18.xlsx

Results-Driven Services

Economic Services Administration

Total audience reached through social media and newsletters



SUMMARY

This measure supports ESA's Strategic Goal 4: Strengthen operations through responsible resource management and continuous improvement.

Success Measure 4.2: Maintain or increase outreach through venues for information sharing with the public, including social media platforms and newsletters, as measured by the total audience reached and number of stories shared through June 30, 2027.

ACTION PLAN

• Updated Action Plans for this measure are located in the ESA Strategic Goals.

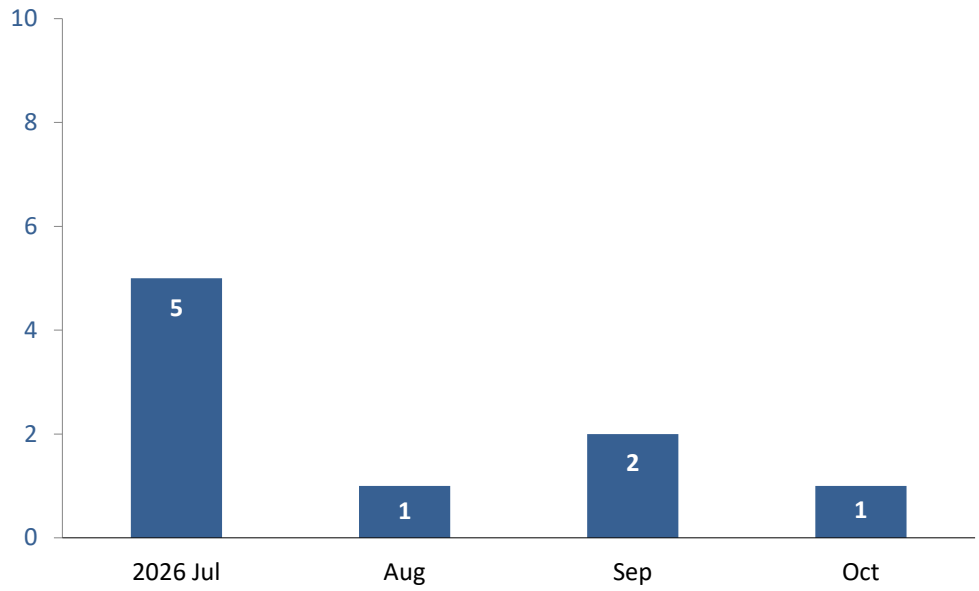
DATA SOURCE: GovDelivery, NextDoor, and Facebook; provided by Dawn Geluso.
MEASURE DEFINITION: Count of the total number of emails opened for GovDelivery topics. Count of the total impressions on NextDoor. Count of the total views on Facebook.
DATA NOTES:

TO DATA: https://www.dshs.wa.gov/data/metrics/EX.19.xlsx

Results-Driven Services

Economic Services Administration

Number of stories shared through newsletters



DATA SOURCE: GovDelivery number of stories shared; provided by Dawn Geluso.
MEASURE DEFINITION: Count of GovDelivery stories shared.
DATA NOTES:

SUMMARY

This measure supports ESA's Strategic Goal 4: Strengthen operations through responsible resource management and continuous improvement.

Success Measure 4.2: Maintain or increase outreach through venues for information sharing with the public, including social media platforms and newsletters, as measured by the total audience reached and number of stories shared through June 30, 2027.

ACTION PLAN

- **Updated Action Plans for this measure are located in the ESA Strategic Goals.**

TO DATA: https://www.dshs.wa.gov/data/metrics/EX.20.xlsx