



Colorado Office of Economic Development & International Trade FY2017 Annual Performance Evaluation (October 2017)

Strategic Policy Initiatives

The Department of Colorado Office of Economic Development and International Trade identified several strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2017 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. Due to a change in leadership in January 2017, OEDIT's strategic policy initiatives shifted in Q4. This report reflects the final data from the former strategic priorities (Q1 – Q3) and the data for the current priorities (Q4) as of October 1, 2017.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

FY17 Q1 – Q3 SPIs

SPI #1: Assisting rural Colorado communities develop nurture and grow their local economy.

The key strategies to achieve this SPI are as follows:

- Incorporate leadership development and succession plans in regional economic blueprints.
- Increase the number of leadership training programs (COILS, CCI Change Leadership).
- Creating youth leadership programs to ensure a diverse pipeline.

SPI #2: Strengthening Colorado's unique attributes and empowering access for Coloradans.

The key strategies to achieve this SPI are as follows:

- Continuing to create, host and promote industry empowering events (CCI summits, COIN, CTO, SBDC, COILS)
- Leverage industry programs to increase support and focus (Space to Create, Music Strategy, AI Program – new meet-up initiative)

SPI #3: Attract, retain, and grow business.

The key strategies to achieve this SPI are as follows:

- Rollout Blueprint 2.0 initiatives.
- Increasing focus, support and growth of small business
- Build concentration of key industry businesses.
- Increase access to global opportunities.



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Operational Measures

Assisting rural Colorado communities develop nurture and grow their local economy.

Major Program Area – Regional Development, Creative Industries, Outdoor Rec, Tourism

Process – Support development of rural Colorado through leadership and educational opportunities

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Increase regional leadership succession planning from 0 regions to 14 regions by June 2017.	New measure for FY17	New measure for FY17	0	0	0	Shifted to new metrics in Q4	0	14	N/A
Support 10 leadership development programs, summits or activities by June 2017.	New measure for FY17	New measure for FY17	3	7	9	Shifted to new metrics in Q4	9	10	N/A

Supporting Commentary:

The regional leadership succession planning metric was developed before assessing regional adoption; therefore it has took shape in different forms. Leadership planning occurred through the Blueprint 2.0 effort. OEDIT worked with communities around the state to develop long-term economic plans and strategies. This effort required a core team of local leaders to be identified and OEDIT partnered with these leaders to work through obstacles that may be hindering local initiatives.

In FY17, OEDIT developed several leadership development programs, highlights of these programs include:

- The Colorado Outdoor Industry Leadership Summit (COILS) was hosted in Denver in September. Due to the success of COILS, smaller regional spin-offs of the summit (COILSX) were conducted in Boulder, Grand Junction, CO Springs, and Breckinridge. The gatherings convened hundreds of leaders in the ORec industry to foster collaboration and explore how communities can work together to drive new innovation and growth to further Colorado’s position as a national leader in the ORec industry.
- Colorado Creative Industries (CCI) Change Leader Institute took place over 3 days in May in Breckinridge, 8 individuals were awarded Change Leader certifications with 40 Change Leader alums in attendance.
- Colorado Tourism Leadership Journey, a tuition-based initiative to support tourism talent, was in development through FY17 and will commence in July with an inaugural class of 20 participants.



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Strengthening Colorado’s unique attributes and empowering access for Coloradans.

Major Program Area – Tourism, CO Innovation Network, Creative Industries, Outdoor Rec, Global Business Development, Small Business Development
Process – Foster a shared vision/partnership Statewide by leveraging industry empowering events and programs

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Increasing perception of B2B network opportunities by 1 point in Business Survey by June 2017.	New measure for FY17	6.1	6.8	6.8	6.8	Shifted to new metrics in Q4	.7	1 pt	N/A
Create, host and promote 10 industry empowering events by June 2017.	New measure for FY17	New measure for FY17	3	6	9	Shifted to new metrics in Q4	9	10	N/A

Supporting Commentary:

The business survey data results showed an increased score of .7 points for B2B network opportunities.

Industry empowering events hosted by OEDIT in FY17 include: SBDC Veterans Small Business Conference, SBDC Women’s Small Business Conference, COIN Reverb, MBO Procurement Expo, CCI Summit, CTO Governor’s Conference, and COILS.



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Attract, retain, and grow business.

Major Program Area – Global Business Development, Small Business Development, Regional Development

Process - Utilize focused recruiting in urban areas on chain of supply and key industry companies; integrated global business development; Increase number of and presence of SBDC centers.

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Increase goods and services satisfied within region (vs. importing) to above 50% in identified industries.	New measure for FY17	New measure for FY17	*See Commentary	*See Commentary	*See Commentary	Shifted to new metrics in Q4	*See commentary	*See commentary	>50%
Deployment of 10 Blueprint 2.0 initiatives by June 2017.	New measure for FY17	New measure for FY17	1	4	10	Shifted to new metrics in Q4	10	10	N/A
Increase global/FDI opportunities by hosting 10 foreign delegations by June 2017.	New measure for FY17	New measure for FY17	7	9	15	Shifted to new metrics in Q4	15	10	20
Increase the number of small business jobs created and retained in Colorado by 20% over three years.	New measure for FY17	New measure for FY17	937.5	1164	1494	2584	2584	2,484	3,000

Supporting Commentary:

*Data for the key outcome measure has a 2-year lag. Colorado overall has over 50% of its goods and services being supplied within the state.

Recipients of the first round of the Colorado Blueprint 2.0 initiatives were announced in July 2016. As of June 2017, all initiatives are complete. Each recipient participated in a satisfaction survey within 6 weeks of the completion of their initiative. Final feedback analysis of the survey was provided in early July 2017.

OEDIT hosted foreign dignitaries and business delegations from around the world. Business delegation highlights include: a Chinese business delegation interested in cleantech; a German business delegation interested in small business and manufacturing; and an adviser to the Prime Minister of India who visited OEDIT to learn about electric vehicle technologies in Colorado.

OEDIT exceeded the 1- year goal of number of small business jobs created. This metric will continue to be tracked in FY18.



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FY17 Q4 SPIs (*OEDIT shifted to new metrics in Q4 of FY17)

SPI #1: Ensure strong rural focus for business growth initiatives.

The key strategies to achieve this SPI are as follows:

- Increase small business consulting and training programs directed at job creation and capital.
- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs – goal to see increase in AI grant applications from rural areas of the state.
- Promote business start up activity in rural areas by assisting the Venture Capital Authority to create a rural seed venture fund supporting the creation of a front range to rural mentoring program and making grants to nonprofit small business lender.
- Promote job growth by administering state funding for 5 regional tourism act projects.
- Coordinate visits to rural communities by SBDC Advisory Board members, who will educate on SBDC programs and identify barriers to small business growth.
- Increase economic and business opportunities between Minority and Women Businesses, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit.
- Develop survey that will measure key drivers of resiliency and business readiness to ensure intervention where needed.
- Continue to give priority to non-profit organizations, businesses and creative entrepreneurs through ongoing recruitment and support in our grants, initiatives and leadership programs.
- Host at least one "Creativity Connects" round-table in one or more rural communities, focusing on opportunities for creative employment and engagement through cross-sector programs and collaboration.
- Drive traveler spending through promotion and development of compelling, sustainable travel experiences for off-peak periods and less-traveled regions.
- Deploy 9 Blueprint 2.0 initiatives to serve as the foundation for business growth and attraction
- Implement initiative to focus on developing 'film ready' communities to increase exposure to the film industry and to attract film production to rural areas.
- Assist economically underperforming communities develop branding strategies.



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SPI #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.

The key strategies to achieve this SPI are as follows:

- Grow global and domestic opportunities by proactively visiting 6 domestic competitor markets and 4 international target markets.
- Secure funds for 18 federal export grants.
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer's Edge program.
- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs.
- Develop 4 regional tech focused conferences to provide business assistance to advanced industry companies.
- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs.
- Create and implement digital and print campaign focused on advanced industry and targeted regions.

SPI #3: Apply technology to enhance existing ERP system and internal control.

The key strategies to achieve this SPI are as follows:

- Develop a mechanism for tracking PO/CT that will measure the time taken from PO/CT Request by Division to execution.
- Increase accountability and behavior by divisions that will reduce procurement and statutory violations.
- Serve as a tool that will automate the purchase and procurement process

SPI 4: Improve customer service by minimizing administrative burdens and increasing efficiency and security.

The key strategy to achieve this SPI is as follows:

- Eliminate paper checks by enrolling all existing and new vendors into the Electronic Funds Transfer system.



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Operational Measures

Ensure strong rural focus for business growth initiatives.

Major Program Area – Regional Development, Global Business Development, Small Business Development, Creative Industries, Outdoor Rec, Tourism

Process – Support development of rural Colorado through funding and educational opportunities

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Drive/Contribute to the creation of 16,197 jobs in rural communities.	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	15,987	15,987	16,353	48,600
Drive/Contribute to the creation 893 business starts in rural communities.	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	888	888	893	2,680

Supporting Commentary:

10 of Colorado’s 14 regions were selected to receive 17 Blueprint 2.0 initiatives of 8 focuses. The recipient announcements were made in July.

\$2.6 awarded by EDC for Grants to innovative nonprofit lenders to provide small character-based loans targeting rural start-up businesses. The intent is to fill a funding gap.

Space to Create Colorado, the first state initiative in the nation for affordable space for artists and creative industry workers, selected three communities in rural Colorado for the advancement of projects. A \$15 million project in Trinidad includes 41 units of housing combined with 20,000 square feet of community space. The towns of Ridgway and Paonia were selected for the next projects.

The Tourism Office create an online Colorado Field Guide with 50 travel itineraries aimed at steering travelers, especially in-state, to drive rural economic impact by exploring less-traveled destinations.



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Define and employ an advanced industry focus for business attraction, retention, and expansion initiatives.

Major Program Area – Global Business Development, Business Funding & Incentives, Small Business Development

Process – Promote growth and sustainability of new and existing businesses in key industry sectors by providing tax incentives, grants, job training programs.

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Drive/Contribute to the creation of advanced industry 16,265 jobs.	New measure for Q4 FY17	New measure for Q4 FY17	NA-new measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	16,254	16,254	16,270	48,795
Drive/Contribute to the creation 312 advanced industry business starts.	New measure for Q4 FY17	New measure for Q4 FY17	NA-new measure for Q4 FY17	New measure for Q4 FY17	New measure for Q4 FY17	333	333	312	940

Supporting Commentary:

Visited with 11 companies in 3 European cities (Paris, London & Treviso) with the goal to attract new business to CO or expand existing business in CO.

OEDIT continues to convene and engage with business leaders and stakeholders in creating actionable objectives and plans to grow businesses and create jobs in each of the state’s seven advanced industries. The Advanced Industries (AI) Accelerator Grants Program offers four types of grants and two global business programs. Grants are available for Proof of Concept, Early-Stage Capital & Retention, Infrastructure Funding, and AI Exports.

Funding was provided for 26 Early Stage companies, 48 Proof of Concept recipients and 10 Infrastructure Grants for a total of grants totaling in \$20,751,504 awarded, with approximately \$8,206,636 granted specifically for infrastructure funding.

The AI program generated 112 jobs, retained 124 jobs and helped secure \$19,033,333 in follow-on capital to the state. Additionally, 35 new patents have been filed and seven new licenses created.

Approximately \$215,000 was awarded to 29 companies through the Advanced Industry (AI) Export Accelerator program, including 16 export grants recipients and 13 recipients of services through the Global Consultant Network.



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Apply technology to enhance existing ERP system and internal control.

Major Program Area – Operations

Process – Develop mechanism in Salesforce to allow for better visibility of vendor transactions and to create efficiencies with the procurement process.

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Migrate greater than 50% of transactions into Salesforce by June 2018.	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	>50%	100%

Supporting Commentary:

A new tool had been designed in Salesforce to capture all vendor transactions. The purpose of the tool is to create more visibility to the vendor’s current commitment status with OEDIT, provide efficiencies with the procurement process, and help to mitigate fiscal violations. The new process was implemented at the start of FY18.

Improve customer service by minimizing administrative burdens and increasing efficiency and security.

Major Program Area – Operations

Process – Enroll vendors into the EFT system to automate payments and eliminating the possibility of lost, stolen or misdirected checks.

Measure	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Enroll 100% of vendors into the EFT system by June 2018.	New measure – not tracking until FY18	New measure – not tracking until FY18	- New measure – not tracking until FY18	- New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	New measure – not tracking until FY18	100%	100%

Supporting Commentary:

Since the implementation of this SPI in FY18, 227 out of 1074 vendors have been paid via EFT. This process automates vendor payments and eliminates the possibility of lost, stolen or misdirected checks.