

Colorado

Office of Economic
Development and
International
Trade

Office of Economic Development and International Trade (OEDIT)

Mission:

OEDIT's overarching mission or goal is to create a favorable business environment to ensure that Colorado is a great place to do business and grow a company and under the leadership of Gov. John Hickenlooper and in collaboration with our partners across the state, we remain relentlessly pro-business while cultivating entrepreneurship and promoting innovation. OEDIT includes 12 divisions, all of whom contribute to the strategies and key performance indicators to create a favorable business environment for Colorado. Attached is an organizational chart reflecting the divisions of OEDIT.

Strategies:

OEDIT's strategies to accomplish our mission are to attract, retain and expand business; create and market a stronger Colorado brand; cultivate innovation and technology and continuously improve our processes.

Our number one priority is to attract, retain and expand business to create jobs and foster a more competitive Colorado. OEDIT will focus on the following Key Performance Indicators to accomplish this strategy:

- Influencing public opinion and legislation to ensure that we are responsive to Coloradoans concerns and priorities, being frugal with their tax dollars and promoting economic development.
- Actively retain and grow local companies and aggressively recruit domestic and international companies to increase the economic vitality of the state.
- Build customer relationships by providing outstanding customer service to our various stakeholders increasing potential prospects thus increasing the pipeline of businesses served through the state's programs.
- Strategically incent new business by increasing access to capital and through the State's incentive programs to ensure maximum benefit is captured for the business and Colorado.

By creating and marketing a stronger Colorado brand we will provide a strong foundation for increasing Colorado's market share in direct investment, overnight visitors and relocating companies. Our goal is for everyone in Colorado to understand how we are working together to create jobs and grow the economy across Colorado thus enhancing the Colorado Advantage. OEDIT will contribute to this strategy by the following key performance indicators:

- Build a business brand
- Enhance tourism

- Enhance Arts and Culture

Cultivating innovation and technology is a key strategy for OEDIT in creating a business friendly environment. Colorado is a hotbed of innovation, creativity and fresh thinking. OEDIT will foster Colorado's community of innovators, entrepreneurs and creative thinkers by the following Key Performance Indicators:

- Creating the Advanced Industry Strategy and Programs
- Expanding the Colorado Innovation Network

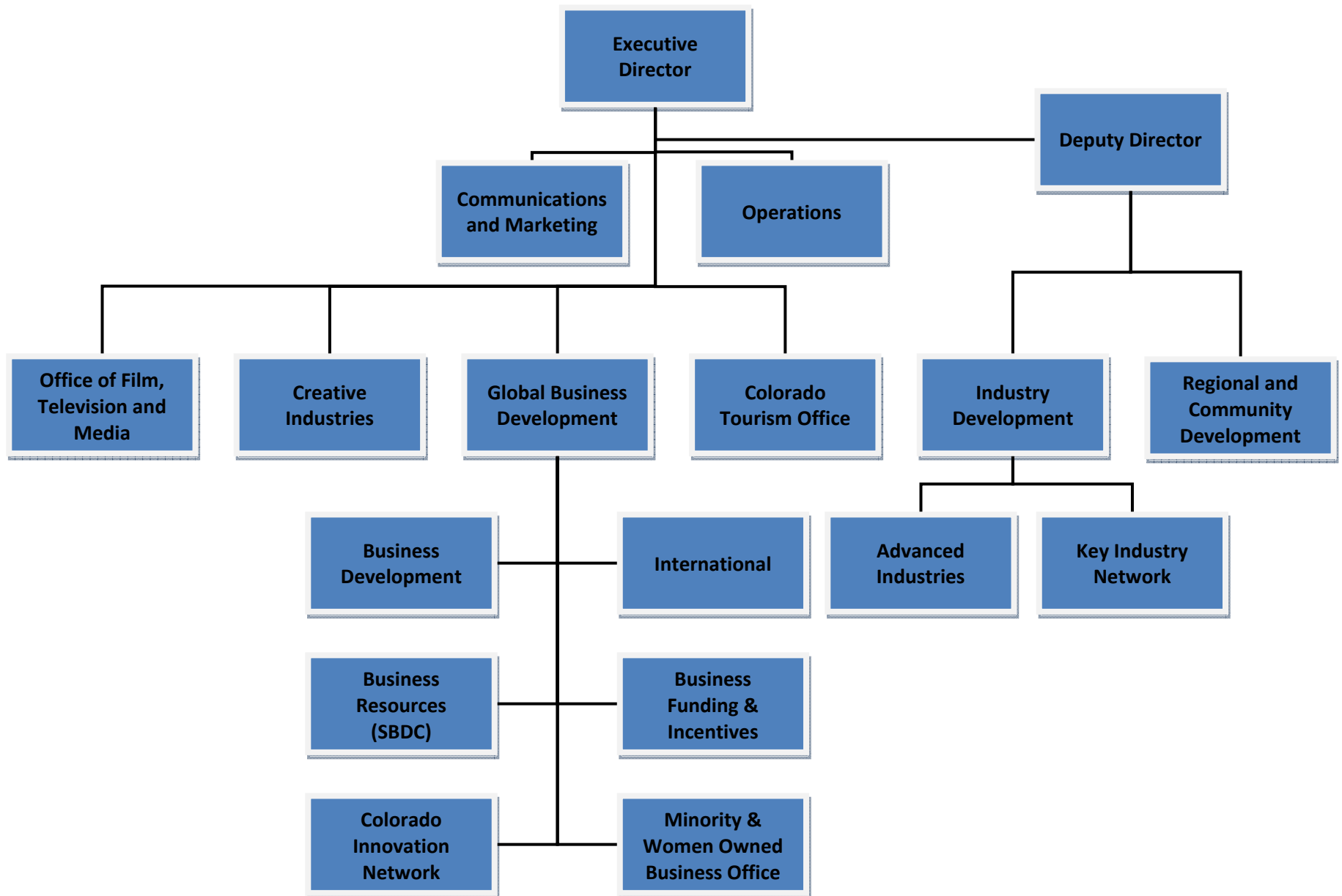
Continuous process improvement is a strategy that will create a favorable business environment by focusing on making OEDIT's processes efficient, effective and elegant. Our key performance indicators are:

- To maximize value and efficiency in OEDIT divisions through the LEAN process.
- Sustaining high performance by developing individual development plans and creating succession plans for key positions.

Budget: Total per Long Bill \$41,802,878

FTE: 51.3 Appropriated

Office of Economic Development & International Trade



OEDIT Scorecard

On track

Risk of not meeting goal

Off track

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	# successfully influenced legislation items	7	3	tbd	tbd			Kathy
		Attract new companies	# Net new jobs (thousands)		40	tbd	tbd			Kelly, Jeff, Michelle, Sandi, Olivia, Kari, Donald
		Business retention and expansion	# Jobs retained and expanded	2,942	3,263	2,893	3,593			Sandi, Michelle, Olivia, Kelly Kari
		Build customer relationships	% satisfied customers (baseline in 2014) statistically significant improvement every year thereafter	n/a	baseline	Tbd	Tbd			Kelly, Jeff, Michelle, Sandi, Olivia, Kari, Donald
		Strategically Incent New Business	Capital Infusion (\$ Millions)		\$169	\$170	\$180	\$190		
	Incentives from Strategic Fund (\$ Millions)			\$3	\$4	\$5	\$5			Jeff
	Job growth incentive tax credits (JGITC) (\$ Millions)			\$25	\$25	\$25	\$25			Jeff and Michelle
	Create and Market a Stronger Colorado Brand	Total Tourism Spend	Tax Collected (\$ millions)	\$900	\$900.5	\$1,000	\$1,100			AI
	Cultivate Innovation and Technology	Deploy/commit Advanced Industry funding	% Advanced Industry funding deployed/committed across balanced portfolio of sectors and regions	NA	75%	90%	95%			Karla
		Expansion of Colorado Innovation Network (COIN)	Secure COIN funding (\$ thousand)		\$600	\$600	\$600			Ken and COIN Ex Dir.
Continuous Process Improvement (Lean)	Maximize value and efficiency through lean transformation	% of divisions completing established lean process goals and meeting process improvement metrics		80%	90%	100%			Team	
		% individual development plans complete	NA	100	100	100			Team	
	Sustain high performance	% Updated succession plans for key positions in place (annually)	NA	100	100	100			Team	

OEDIT Scorecard Definitions

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition	
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	# successfully influenced legislation items	Legislation items proposed, supported, or influenced at the OEDIT and departmental level	
		Attract new companies	# Net new jobs	Captured at the state level (publically reported) – this includes programs that have taken advantage of OEDIT programs as well as those that have not	
		Business retention and expansion	# Jobs retained and expanded	Based on approvals for SF, JGITC, reports for EZ, reports for BSDGEP/AI, capital deployed divided by \$20,000 per job for CDBG, SF, JGITC monthly, other programs annually or semi-annually (Annually) Manual tracking in excel On a calendar year basis.	
		Build customer relationships	# qualified prospects/customers served through programs	Unique prospects or customers as reported by each of the departments.	
			% satisfied customers	Aggregate survey results from department customer satisfaction surveys (will need to develop research approach and instrument)	
		Strategically Incent New Business	Capital Infusion (\$ Millions)	From BF&I - Reports for EZ, BSDGEP/AI, CDBG, PTAC, VCA annually or semi-annually Manual Excel, Access Measured on a calendar year basis From International - \$ value of CapEx of new Colorado operation of an international company.	
			Incentives awarded (\$)	Based on EDC approvals Monthly Manual Excel Calendar	
			Job growth incentive tax credits (JGITC) (\$ Millions)	Based on EDC approvals. Measured monthly with final goal tracked on a calendar basis. Data pulled via a manual Excel process.	
		Create and Market a Stronger Colorado Brand	Build Business Brand	% divisions completing business brand building strategic initiatives	# departments successfully completing their brand building KPI/Total # departments with this as a KPI
			Total Tourism Spend	Tax Collected (\$ millions)	(AI will provide this)
	Enhance Arts and Culture		# qualified creative opportunities supported		
	Cultivate Innovation and Technology	Create and Sustain Advanced Industry Strategy and Programs	Amount awarded (\$ Millions)	Total amount of funds awarded through Advanced Industry programs (ensure non-duplication)	
			Secure COIN funding (\$ thousand)	Total funds obtained to support COIN (annually tracked)	
		Expansion of Colorado Innovation Network (COIN)	# Participating companies	Total # companies (ensure non-duplication) participating in COIN events and activities	
	Continuous Process Improvement (Lean)	Maximize value and efficiency through lean transformation	% of divisions completing established lean process goals	# departments successfully completing their lean process goals/Total # departments with this as a KPI	
		Sustain high performance	% individual development plans complete	# individual development plans completed in OEDIT/ # total OEDIT employees	
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # OEDIT key positions identified	

Business Development

Mission:

Business Development's mission and goal is to create net new jobs in Colorado by attracting, retaining and expanding businesses.

Strategies:


Building customer relationships is critical to achieving our goals of creating and expanding jobs and we will achieve this by proactively marketing Colorado as a great place to do business, increase the pipeline of job growth opportunities and increase customer satisfaction. Business Development will work with BF&I to strategically incent new business. Creating and marketing a stronger Colorado brand is supported by communicating success stories and proactively recruiting companies in key geographies and markets. Business Development will serve Advanced Industry prospects and work to expand the Colorado Innovation Network to support the strategy of cultivating innovation and technology. To support the strategy of continuous improvement, Business Development will maximize value and efficiency in our major processes.


Budget: Total General Funds \$587,681


FTE: 4 Appropriated

OEDIT Scorecard

Business Development

 On track

 Risk of not meeting goal

 Off track

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# Net new jobs	9,090	9,200	9,300	9,400			
		Business retention and expansion	# Jobs retained and expanded	700	700	700	700			
		Build customer relationships	# of companies relocating as a result of proactive marketing efforts in priority markets/geographies		3	3	3			
			# Increase pipeline of job growth prospects due to proactive efforts (# prospects)	n/a	25	30	35			
			# in-person business interview program with C-Level executives conducted	n/a	50	50	50			
			% satisfied customers (top two box)		80%	83%	85%			Eloise
		Strategically Incent New Business	% distribution of incentives from Strategic Fund		75%					
			Job growth incentive tax credits (JGITC) (\$ Millions)	\$25	\$25	\$25	\$25			
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	n/a	4	8	10			
		Build Business Brand	Proactive recruitment and retention in key geographies and markets (# markets)	n/a	5	7	10			
	Cultivate Innovation and Technology	Serve Advanced Industry prospects	# Advanced Industry customers served	n/a	20	20	20			
		Expansion of Colorado Innovation Network (COIN)	Build strategic relationships meet milestones for Summit relationship follow up plan and Board of Directors	60%	100%	n/a	n/a			Michelle
			Complete strategic plan for COIN (% complete)	60%	100%	n/a	n/a			Michelle
			Develop criteria and transition plan for COIN Executive Dir. and staff	60%	100%	n/a	n/a			Michelle
	Continuous Process Improvement (Lean)	Maximize value and efficiency through lean transformation	% complete process to Standardize Economic Development Commission Development Process (EDC)	n/a	75	90	100			Sam
			% complete process to Standardize response package templates and process for RFI/RFP with Marketing & Communications	n/a	75	90	100			Sam
		Sustain high performance	% individual development plans complete	n/a	100	100	100			Michelle
			% Updated succession plans for key positions in place (annually)	0	100	100	100			Michelle

OEDIT Scorecard Definitions

Business Development

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definitions
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Recommend position on relevant legislation	Recommend the OEDIT position on legislation that pertains to division's expertise
		Attract new companies	# Net new jobs	Based on approvals for SF, JGITC, reports for EZ, reports for BSDGEP/AI, capital deployed divided by \$20,000 per job for CDBG. SF, JGITC monthly, other programs annually or semi-annually (Annually) Manual tracking in excel by calendar year
		Business retention and expansion	# Jobs expanded	
		Build customer relationships	# of companies relocating as a result of proactive marketing efforts in priority markets/geographies	# companies relocating their headquarters or a business location to Colorado from Business Development efforts (staff tracked)
			# Increase pipeline of job growth opportunities due to proactive efforts (# prospects)	# incremental opportunities added to pipeline (tracked in Salesforce)
			# in-person business interview program with C-Level executives conducted	Monitored by staff on an ongoing basis, this metric depicts the number of interviews or meetings conducted with C-Level executives. These may be conducted with more than one stakeholder at a time
			% satisfied customers (top two box)	From follow up market research
		Strategically Incent New Business	% distribution of incentives from Strategic Fund	Based on EDC approvals Monthly Manual Excel Calendar
	Job growth incentive tax credits (JGITC) (\$ Millions)		Based on EDC approvals. Measured monthly with final goal tracked on a calendar basis. Data pulled via a manual Excel process.	
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	# success stories provided to Marketing for use in media and/or in a case study
		Build Business Brand	Proactive recruitment and retention in key geographies and markets (# markets)	# key markets and geographies where prospect meetings occur
	Cultivate Innovation and Technology	Serve Advanced Industry prospects	# Advanced Industry prospects served	# prospects Business Development served that fall within Advanced Industry group
		Expansion of Colorado Innovation Network (COIN)	Build strategic relationships meet milestones for Summit relationship follow up plan and Board of Directors	Follow up meetings and communications milestones occurred as planned based on project plan
			Complete strategic plan for COIN (% complete)	% completion of the plan for COIN
	Continuous Process Improvement (Lean)	Maximize value and efficiency through lean transformation	% complete process to Standardize Economic Development Commission Development Process (EDC)	% complete in standardization process (e.g. boilerplates developed, etc.)
			% complete process to Standardize response package templates and process for RFI/RFP with Marketing & Communications	% complete in standardization process (e.g. boilerplates developed, etc.)
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

International Business Development

Mission:

OEDIT's International Division creates and retains jobs in the state by helping Colorado companies to expand and diversify their markets globally and by helping companies from abroad to learn the value of doing business here.

Major Program Descriptions:

- *Next Step Program*-The Next Step Program helps qualifying Colorado companies overcome challenges to exporting their goods and/or services to prospective buyers abroad. Financial assistance is provided directly to companies to engage in the following client development activities with OEDIT's support: B2B matchmaking services, interpretation and translation of business specific conversations and/or documents, airfare to develop commercial relationships, and lodging for the Colorado company in the target market or for the potential buyer in Colorado.
- *Advanced Industry Export Acceleration Grants* – This program combines financial resources, training and consulting services to provide a robust and comprehensive trade export promotion service for Colorado businesses.
- *Colorado Export of Innovative and Sustainable Technologies (CO-EXist)* - CO-EXist supports business exchanges between Colorado companies, government and industry leaders in China and Mexico in the targeted areas of sustainable and environmental technologies and services. Companies may apply to participate in trade shows, incoming buyer visits and outgoing trade missions, or to receive funding for client development expenses and technical assistance for Mexico and/or China.
- *Governor's Export Award*-This award has been given every year since 1970 and recognizes Colorado companies that demonstrate a commitment to international trade. Exporting businesses of any size or industry may apply, as well as those exporting either goods or services, or both. In the past, the award has been given to companies in various categories such as small manufacturing company (as measured by annual revenue), large manufacturing company, service companies, and agriculture-based exporter.
- *Other Services and Programs* - include numerous Trade Shows, Foreign Missions, and Colorado Trade Mentor Programs, export counseling, Foreign Representatives in Mexico City and Europe, trade related education, and international market analysis partnership.

Strategies:

The Office of International Trade seeks to attract, retain and expand business in Colorado by attracting new international companies to Colorado and help existing companies expand. In addition, building customer relationships will be a strong focus. Creating and marketing a strong Colorado brand is a strategy International Business Development supports by proactively building a business brand and communicating successful international development business

stories. Implementing the new Advanced Industry Export Acceleration program will support the Cultivate Innovation and Technology strategy. Colorado is rapidly expanding its international business market, and will continue to bring economic and cultural diversity to the state through its many programs for growth.

Budget: Total \$1,013,940; General Funds \$655,803; Federal Funds \$358,137

FTE: 4.6 Appropriated

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year)				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# Net new jobs	tbd	1000	1500	1600			
		Business retention and expansion	# Jobs retained and expanded	242	363	393	454			
		Build customer relationships	# customers served through programs	284	300	320	350			
			Value of export sales attributed to International Trade services (\$ Million)	\$40	\$60	\$65	\$75			
			Value of direct foreign capital investments (\$ million)	\$12	\$25	\$30	\$35			
			% satisfied customers	92%	90%	90%	90%			
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	n/a	10	15	20			
		Build Business Brand	Opportunities generated (measured by # participants in business-focused events)	215	250	275	325			
			# proactive business recruitment/expansion missions to key markets	12	15	15	15	1		
	Cultivate Innovation and Technology	Implement the Advanced Industry Export Acceleration Act	100% Implemented by Jan. 1, 2014	NA	100%	tbd	tbd			
# Advanced Industry prospects served			NA	60	75	100				
Continuous Process Improvement (Lean)	Complete Salesforce implementation	100% implemented by December 1, 2013		100%	tbd	tbd				
		% individual development plans complete	n/a	100	100	100				
	Sustain high performance	% Updated succession plans for key positions in place (annually)	n/a	100	100	100				

OEDIT Scorecard Definitions

International – Fiscal Year

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Recommend position on relevant legislation	Recommend the OEDIT position on legislation that pertains to division's expertise
		Attract new companies	# Net new jobs	Number of new jobs that foreign companies commit to making relating to their new Colorado operation. OEDIT must have played role in recruiting company to Colorado. International company is defined as having HQ located outside of U.S. Colorado location is expansion of international location.
		Business retention and expansion	# Jobs retained and expanded	Number of jobs retained or expanded through exporting. We use a Commerce Department formula where for every \$165,000 exported, 1 job is retained or expanded through exports. We collect through customer surveys the \$ value of company exports attributed to OEDIT export services, total the aggregated value and divide by \$165,000 to come up with an estimated number of jobs retained/expanded through exporting services. This job number is just tied to the reported exports that companies claim OEDIT helped them make, not total state exports.
		Build customer relationships	# qualified prospects served through programs	Number of companies that use international division export and foreign direct investment services. Division must provide significant assistance to companies to qualify as prospect.
			Value of export sales attributed to International Trade services (\$ Million)	Total dollar value, reported in aggregate, that international division's export clients attribute to OEDIT services. Clients self-report export sales on international division's client survey, currently administered on a quarterly basis to satisfy federal reporting requirements.
			Value of direct foreign capital investments (\$ million)	\$ value of CapEx of new Colorado operation of an international company. Many of the international recruitment projects do not use EDC funding, but do invest capital in Colorado communities. We collect the estimated CapEx of these projects and report in aggregate to show impact of new international companies locating in Colorado with the help of OEDIT.
			% satisfied customers	Division surveys export clients to assess customer satisfaction. We want 90% of customers to rate service as satisfactory or above
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	# success stories provided to Marketing for use in media and/or in a case study
			# participants in business-focused events	Number of companies (not individuals) that take part in division's planned events, where OEDIT is organizer. These can include export trainings, trade missions, proactive FDI outreach, incoming buyer delegations, etc.
		Build Business Brand	# proactive business recruitment/expansion missions to key markets	Number of planned events organized and led by OEDIT. These can include, trade missions, proactive FDI outreach or programs, incoming buyer delegations, etc.
	Cultivate Innovation and Technology	Implement the Advanced Industry Export Acceleration Act	100% Implemented by Jan. 1, 2014	Three program elements of Advanced Industries Export Acceleration initiative will be available to Colorado companies in the advanced industries. The three program areas are the advanced industries export grant, advanced industries consultant network, and advanced industries export training program. The advanced industries include aerospace, bioscience, electronics, energy & natural resources, infrastructure & engineering, technology & information and advanced manufacturing.
			# Advanced Industry prospects served	Number of Colorado companies that take part in any of the three advanced industries export accelerator program elements (grant, consultant network, or export training).
	Continuous Process Improvement (Lean)	Complete Salesforce implementation	100% implemented by December 1, 2013	Will provide more detailed information on this metric – identification of the multi-year initiative
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Small Business Development Centers (SBDC)

Mission:

The Colorado Small Business Development Center (SBDC) Network is dedicated to helping small businesses statewide achieve their goals by providing free, confidential consulting and no- or low-cost training programs. The SBDC combines information and resources from federal, state and local governments with those of the educational system and the private sector to meet the specialized and complex needs of the small business community. Regulatory, management, financial and marketing experts work in partnership to provide entrepreneurs with crucial information that can mean the difference between success and failure.

Major Program Descriptions:

- *Colorado SBDC consulting centers*- statewide there are 14 centers and more than 70 part time satellite centers that offer free one-on-one consulting services. These services are confidential, effective and free.
- *Veterans Program*- Since 2010, the Colorado SBDC Network has been awarded a Veteran's Grant from the U.S. Small Business Administration to provide one-on-one business consulting and specialized training and programs for Colorado veterans and their families. We are dedicated to helping veterans become successful. That's why we've brought on consultants specializing in sales, marketing, government contracting, certifications and financials, who are also veterans.
- *Connect2DOT*- This program was formed as a result of an innovative partnership between the Colorado SBDC Network and the Colorado Department of Transportation (CDOT). The program is designed to help small businesses in the transportation industry become more competitive and successful in bidding and contracting with CDOT and other local transportation agencies.
- *Worksite Wellness*-The Colorado SBDC has partnered with Health Links™ to provide small businesses assistance in creating a work environment that promotes safety, physical activity, healthy habits and overall well-being for employees through work-site certification and seed money.
 - *Kick start Program*- For small businesses that are just getting started, Health Links provides support through the Kick-Start Program, which awards seed funding and provides free one-on-one consulting by certified SBDC consultants to qualified small businesses for successfully building work-site wellness and safety programs. Businesses with 2-49 employees can apply to receive the funding and assistance, which includes creating a Health Business Road Map: an action plan for creating a health, safe and fun place to work.
- *Leading Edge Program*- The Colorado SBDC Network's flagship strategic planning series, LEADING EDGE, delivers comprehensive training to small businesses by

providing entrepreneurs with a better understanding of starting and operating a small business. The program has courses geared to help both start-up and existing businesses in the areas of finance, marketing, management and more.

- *Economic Gardening Program* – This is a pilot program that is focused on helping second-stage companies in specialized business assistance to refine core strategies by providing access to in-depth market research, competitor analyses, geographic information systems, search engine optimization and other strategic information as well as from relationships with mentors and advisors.

Strategies:

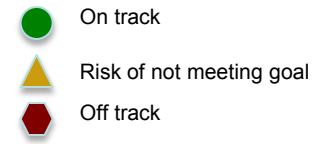
To attract, retain and expand business, SBDC will increase the number of new jobs created, retained and expanded through our various programs mentioned above. In addition, SBDC will build customer relationships and strategically incent new business. To build Colorado's business brand, SBDC will increase number of customers reached. To cultivate innovation and technology, SBDC will increase Advanced Industry Start Ups through our various programs offered. To support the continuous process improvement strategy, SBDC will collaborate with internal OEDIT stakeholders to design and deliver on robust customer focused processes.

Budget: \$1,513,918; General Funds \$284,522 (includes Econ Gard); Federal Funds \$1,210,646

FTE: 4 Appropriated

OEDIT Scorecard/Contribution Table

SBDC



Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target (CY)				Results		
				2013	2014	2015	2016	YTD	Accountable	
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# New jobs created	1,000	1,200	1,500	1,700	924		
		Business retention and expansion	# Jobs retained and expanded	2,000	2,200	2,500	2,700	1,310		
		Build customer relationships	# customers served through SBDC Programs (Navigator)	16,000	17,000	18,000	2,0000	7,682		
			% satisfied customers	90%	92%	93%	94%	93%		
		Strategically Incent New Business	Capital Infusion (\$ Millions)	\$49	\$50	\$60	\$70	\$39		
	Create and Market a Stronger Colorado Brand	Build Business Brand	Existing Business customers reach (%) (Established businesses vs. Start up businesses)	60%	65%	70%	70%	53%		
	Cultivate Innovation and Technology	Increase Advanced Industry Startups	# Advanced Industry startups resulting from SBDC programs and/or consultation	35	40	45	50	11		
	Continuous Process Improvement (Lean)	Collaborate with internal stakeholders to design and deliver on robust customer-focused processes	Identify high impact customer focused interdependent processes and develop RACI matrices and/or processes by DATE (process-13, implement annual)	10/1/13	1/30/14	1/30/15	1/30/16			
		Sustain high performance	% individual development plans complete	n/a	100	100	100			
			% Updated succession plans for key positions in place (annually)	n/a	100	100	100			

OEDIT Scorecard/Contribution Table

SBDC

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	# successfully influenced legislation items	Recommend the OEDIT position on legislation that pertains to division's expertise
		Attract new companies	# New jobs created	Tracking and trending of new jobs monthly that were created and given credit to the SBDC through the assistance of the consulting/training programs that SBDC offers statewide. This data will be tracked through client disclosure validation/verification process in place
		Business retention and expansion	# Jobs retained and expanded	Tracking and trending of new jobs monthly that were created and given credit to the SBDC through the assistance of the consulting/training programs that SBDC offers statewide. This data will be tracked through client disclosure validation/verification process in place
		Build customer relationships	# qualified prospects served through SBDC Programs (Navigator)	Number of prospects served through the SBDC Navigator hotline and through the SBDC informational seekers network wide. This is to include: phone calls, walk-ins, info requests, and website visits for information
			% satisfied customers	Tracking and trending of client satisfaction after each SBDC consulting and training programs provided through surveys community forum documentation process in place. The results are tallied and updated quarterly.
		Strategically Incent New Business	Capital Infusion (\$ Millions)	Track monthly the client capital injected into a business through our validation/verification process in place.
	Create and Market a Stronger Colorado Brand	Build Business Brand	Existing Business customers reach (%) (Established businesses vs. Start up businesses)	% of established businesses vs. start up ventures. This increases the brand that SBDC has sophisticated consultants to work with established businesses
	Cultivate Innovation and Technology	Increase Advanced Industry Startups	# Advanced Industry startups resulting from SBDC programs and/or consultation	Tracking and trending the emerging industries clusters businesses (IT, AERO, BIO, Energy, Creatives) that start a business through SBDC consulting/training efforts monthly through the SBDC intake process in place.
	Continuous Process Improvement (Lean)	Collaborate with internal stakeholders to design and deliver on robust customer-focused processes	Identify high impact customer focused interdependent processes and develop RACI matrices and/or processes by DATE (process-13, implement annual)	Create a process for integration of working with divisions in OEDIT on how to leverage SBDC services that can be beneficial to stakeholders in recruitment and retention of businesses in Colorado. This will be date driven and updated quarterly. The process will be October 1, 2013 and fully implemented January 2014.
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
% Updated succession plans for key positions in place (annually)			# succession plans completed for key positions/ total # department key positions identified	

Business Funding and Incentives (BF&I)

Mission :

Business Funding & Incentives division mission is to efficiently and effectively work with the Colorado Economic Development Commission to administer Colorado's performance based incentives to attract, retain and expand companies thus helping to create net new jobs in Colorado.

Colorado offers various tax incentives and funding programs, including debt and equity financing, funding provided to banks to encourage lending, cash incentives, grants, and tax credits. All are focused on supporting economic development activities in Colorado.

The Colorado Economic Development Commission (EDC) was created by the legislature to promote economic development in Colorado. It consists of nine members, five of whom are appointed by the Governor, two by the President of the Senate and two by the Speaker of the House. The EDC approves loans and grants from the economic development fund to public and private entities throughout the state to help existing businesses expand and new companies locate to Colorado. It also implements marketing programs to support ongoing business activities.

Major Program Descriptions:

Job Growth Tax Incentive- The Job Growth Incentive Tax Credit is a performance based program that provides state income tax credit to businesses that create new jobs that would not have occurred in Colorado without this program.

*Strategic Cash Fund Incentive-*The Strategic Fund Cash Incentive program is performance based and supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state. In some cases, the Strategic Cash Fund may also be able to provide support for initiatives led by non-profit entities pertaining to key industries or regional development.

Enterprise Zone Tax Credits- Colorado's Enterprise Zone (EZ) program provides tax incentives to encourage businesses to locate and expand in designated economically distressed areas of the state.

*Job Training Grant Programs-*The Colorado First and Existing Industry grants are jointly administered by OEDIT and the Colorado Community College System. The state may be able to provide specific support to retain jobs or offers business-friendly tools that assist in retaining jobs (such as the Enterprise Zone Program) for this grant.

Public Infrastructure Grants- The Infrastructure Assistance program is designed to create new permanent jobs and retain existing jobs, primarily for low and moderate income persons. The state may be able to provide specific support to retain jobs or offers business-friendly tools that assist in retaining jobs (such as the Enterprise Zone Program) for this grant.

Colorado Aircraft Manufacturer Tax Credit- Aircraft manufacturers located in a Colorado aviation development zone may qualify for a state income tax credit of \$1,200 per new employee.

Bioscience Discovery Evaluation Grants - The Bioscience Discovery Evaluation Grant Program (BDEGP) aids in the growth of the bioscience industry in Colorado. The program advances new technologies from the lab toward commercial products and services, supporting innovation, company formation, and job creation.

Colorado Business Financial Assistance Options - We provide several financing tools for businesses throughout Colorado including debt and equity financing, cash incentives, grants, and tax credits to support economic development activities that improve and support employment opportunities. Those programs and tools are listed below:

- Colorado Capital Access (CCA) - SSBCI
- Cash Collateral Support (CCS) - SSBCI
- Colorado Credit Reserve
- Regional Tourism Act (RTA)
- Venture Capital Authority (VCA)
- CDBG Business Loan Funds
- CDBG Planning and Feasibility Studies
- Certified Capital Companies (CAPCO) Program
- Private Activity Bonds

The Certified Capital Companies Program (CAPCO) - makes venture capital funds available to new or expanding small businesses throughout Colorado. The program encourages new business development and expansions of businesses by making a \$75 million statewide pool available for investment throughout Colorado, and a \$25 million rural pool available for investment in designated rural counties in Colorado. The CAPCO Program is anticipated to create new employment opportunities within the state and to stimulate economic growth.

Strategies:

To attract, retain and expand business in Colorado, BF&I will attract new companies, build customer relationships, and provide capital through deploying SSBCI dollars and other capital programs as well as through the Enterprise Tax Credit program. BF&I will strategically incent new business through the Strategic Fund and the Job Growth Incentive Tax Credit programs. In addition, BF&I will implement the grant management and funding role for Advanced Industries Act. To build Colorado's business brand, BF&I will increase the number of qualified prospects served through the BF&I programs. To foster continuous improvement, BF&I will improve key processes in the grant administration function.

Budget:

Economic Development Commission – General Economic Incentives & Marketing: Total \$5,227,795; General Fund \$5,149,279; Cash Funds \$78,516
Colorado First Customized Job Training: Total General Funds \$4,225,022
CAPCO Administration: Total Reappropriated Funds \$79,468
Bioscience Discovery Evaluation: Total Cash Funds \$5,500,000

FTE: 7.8 Appropriated

OEDIT Scorecard

Business Funding & Incentives

On track

Risk of not meeting goal

Off track

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# Net new jobs	9,090	9,200	9,300	9,400			
		Build customer relationships	% satisfied customers (baseline in 2014) statistically significant improvement every year thereafter	n/a	baseline	Tbd	Tbd			
		Provide Capital	Deploy SSBCI Dollars (\$ millions)	Finish first tranche	Finish second tranche	Finish remaining funds	Begin to recycle funds			
			Capital and EZ tax Credit Infusion (\$ Millions)	\$120	\$120	\$120	\$120			
		Strategically Incent New Business	Incentives from Strategic Fund (\$ Millions)	\$3	\$4	\$5	\$5			
			Job growth incentive tax credits (JGITC) (\$ Millions)	\$25	\$25	\$25	\$25			
		Create Advanced Industry Strategy and Programs	Implement Grant Management and Funding Role in BF&I for Advanced Industries Act to align funds with key industry strategy	Launch / finish cycle	Revise apps and process	Combine AI into BDGEP	Revise apps			
	# Biosciences Grants Awarded		25	25	tbd	tbd				
	Create and Market a Stronger Colorado Brand	Build Business Brand	# customers served through BF&I programs	4,246	4,400	4,500	4,600			
	Continuous Process Improvement (Lean)	Identify and improve key processes	Salesforce enablement # strategic applications	3	6	8	8			
Contact incentive awardees within 2 weeks of EDC approval			80%	100%	100%	100%				
Sustain high performance		% individual development plans complete	80%	100%	100%	100%				
		Updated succession plan in place (annually)	100%	100%	100%	100%				
Implement LEAN		Implement remaining LEAN tasks or foreclose items which are not practical	100%	NA	NA	NA				

Definitions

Business Funding & Incentives

****Because of the infrequency of data collection and highly manual effort to compile report –these metrics will only be reported on annually

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# Net new jobs	Based on approvals for SF, JGITC, reports for EZ, reports for BSDGEP/AI, capital deployed divided by \$20,000 per job for CDBG. SF, JGITC monthly, other programs annually or semi-annually (Annually) Manual tracking in excel by calendar year
		Build customer relationships	% satisfied customers	Look at developing an OEDIT follow up customer satisfaction survey to track customer experience in a centralized way.
		Provide Capital	Deploy SSBCI Dollars	Dollars plus follow on loans Report from CHFA (US Treasury) Calendar
			Capital and EZ tax Credit Infusion (\$ Millions)	Reports for EZ, BSDGEP/AI, CDBG, PTAC, VCA annually or semi-annually Manual Excel, Access Measured on a calendar year basis
		Strategically Incent New Business	Incentives from Strategic Fund (\$ Millions)	Based on EDC approvals Monthly Manual Excel Calendar
			Job growth incentive tax credits (JGITC) (\$ Millions)	Based on EDC approvals. Measured monthly with final goal tracked on a calendar basis. Data pulled via a manual Excel process.
		Create Advanced Industry Strategy and Programs	Implement Grant Management and Funding Role in BF&I for Advanced Industries Act to align funds with key industry strategy	Launch of AI Program. Track progress in implementation annually with final goal reported by calendar year
	# Biosciences Grants Awarded		Number of grants awarded Tracked semiannually via Access on a calendar year basis	
	Create and Market a Stronger Colorado Brand	Build Business Brand	# qualified prospects served through BF&I programs	Number of unique customers who accessed BF&I programs: SF, JGITC, EZ, VCA, BDGEP/AI, SSBCI CDBG Monthly, Semiannually reported, CHFA Reports tracked each calendar year
	Continuous Process Improvement (Lean)	Identify and improve key processes	Salesforce implementation	% of SF/JGITC applications received online Number of BF&I Programs managed in Salesforce. Tracked annually via Salesforce on a calendar. year basis
Contact incentive awardees within 2 weeks of EDC approval			% of contacts initiated within two weeks. Tracked monthly via a manual tracking process via Salesforce with target reported on a calendar year basis.	
Sustain high performance		% individual development plans complete	# development plans completed is /# BF&I team members who have development plans/# total employees in BF&I - Tracked annually, reported by department director	
		Updated succession plan in place (annually)	Tracked annually, reported by department director	
Implement LEAN		Implement remaining LEAN tasks or foreclose items which are not practical	Based on 40 lean tasks. how many were closed out Annually Manual (% of lean tasks completed/#lean tasks for which this department is accountable)	

Colorado Innovation Network

Vision:

Our vision is to help Colorado blossom into the most innovative state in the nation.

Mission:

The Colorado Innovation Network (COIN) is a catalyst for economic prosperity through innovation by partnering with government, business and civil society to foster collaboration around global ideas, talent, capital and the entrepreneurial spirit.

Major Program Descriptions

Denver Downtown Partnership: Urban Innovation Project- creating a formal network across metro Denver areas to share best practices, information and opportunities to support start-ups and growth of existing companies; identify unique programs that will inspire innovative companies and support their growth; develop join programs to create consistency and efficiency in meeting the needs of an early-state business.

COIN Summit- When you bring together 250 leaders from around the globe to connect on innovation topics, anything is possible. Creative collisions and collaboration will yield new connections and commitments to Colorado's most challenging innovative issues.

*Colorado Innovation Index-*The Innovation Index gives Colorado a true measure of the state's industry-driven and overall innovation progress. The Index evaluates innovation in Colorado across four categories – ideas, talent, capital and entrepreneurship. Moving forward, the annual index will help us continue to educate businesses, investors, researchers, policymakers and others about the state's innovation activity.

Strategies:

COIN is a privately funded organization that resides within the Colorado Office of Economic Development and International Trade. The Colorado Innovation Network continues to lead and collaborate on programs, events, and initiatives that will impact Colorado's innovation ecosystem. COIN partners with organizations and individuals to study key drivers and inhibitors of innovation and deliver programs and initiatives that will make an impact. We understand risk taking has to be part of the equation to drive ideas forward, and this is something we embrace. COIN is innovating daily on new ideas that will have an impact on the innovation ecosystem.

Budget: Total Private Funding \$241,681

FTE: 1

Minority, Women and Business Office (MWB)

Mission:

The desired mission of the MWB is to engage, support and grow opportunities for minority and women-owned business in Colorado in alignment with the core objectives of the Blueprint.

The MWB does not have specific programs that it manages directly, however, the MWB Office provides information and services to help members of minority groups start their own businesses. We connect smaller businesses to certification, procurement, networking, mentoring, and contracting opportunities while utilizing our partners in state government, higher education and the private sector.

Strategic Plan:

The MWB will attract, retain and expand business in Colorado by securing specific funding for MWB programs that will create new jobs and expand opportunities for minority and women-owned businesses. The MWB will create and market a stronger Colorado Brand by communicating MWB success stories and increase customer contacts through various channels. In addition, the MWB will increase the number of participants in MWB events. To cultivate innovation and technology, the MWB will integrate into the Advanced Industries strategies. Continuous process improvements will include implementing Salesforce and document and design key processes and programs.

Budget: Total General Funds \$187,072

FTE: 1 Appropriated

OEDIT Scorecard

MWBE

On track

Risk of not meeting goal

Off track

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year)				Results	
				2013	2014	2015	2016	YTD	Accountable
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Securing funding for MBO (\$ thousands)	n/a	\$350	\$350	\$350		
			# key legislators met with to increase awareness and support of MWBE	n/a	10	15	20		
		Expand opportunities for minority and women-owned businesses	# Net new jobs	n/a	n/a	tbd	tbd		
			Build customer relationships	# qualified minority and women owned businesses served through programs	n/a	1,000	2,000	3,000	
		% satisfied customers		n/a	83%	85%	87%		
		Increase investment in Minority and Women-Owned Businesses	# referrals of minority and women owned business entities to OEDIT partners and programs	n/a	100	125	150		
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications (annually)	0	9	12	16		
			Build Business Brand	Opportunities (# customer touches through direct, mass marketing and social media)	n/a	1,000	1,500	2,000	
		# participants in MWBE direct and sponsored events		13	18	25	30		
	Cultivate Innovation and Technology	Integrate MBOs into Key and Advanced Industries	Develop and implement Strategic Plan around MBO integration into Key and Advanced Industries	n/a	100%	100%	100%		
	Continuous Process Improvement (Lean)	Identify and improve key processes	Implement SalesForce and leverage for customer contact and tracking (% implemented)	n/a	75%	100%	100%		
			Document and design key processes, programs and associated metrics; design 2014 and daily management 2015 and beyond	n/a	75%	100%	100%		
		Sustain high performance	% individual development plans complete	n/a	100%	100%	100%		
			% Updated succession plans for key positions in place (annually)	n/a	100%	100%	100%		

OEDIT Scorecard

MWBE

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Securing funding for MBO (\$ thousands)	
			# key legislators met with to increase awareness and support of MWBE	The number of meetings held with key legislators for the purpose of furthering minority and women owned business awareness and support
		Expand opportunities for minority and women-owned businesses	# Net new jobs	At this point, tracking is not robust. MWBE will track to provide a baseline and project goals.
		Build customer relationships	# qualified minority and women owned businesses served through programs	Total number as tracked through Salesforce
			% satisfied customers	As measured through satisfaction survey (not in place yet)
	Increase investment in Minority and Women-Owned Businesses	# referrals of minority and women owned business entities to OEDIT partners and programs	Tracking the number of referrals and introductions to other OEDIT programs to benefit women and minority owned businesses	
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications (annually)	# success stories provided to Marketing for use in media and/or in a case study
			# customer touches through direct, mass marketing and social media	Total number of site visits (Google Analytics) or any follows/likes on Social media; all reach from any publications
		Build Business Brand	# participants in MWBE direct and sponsored events	Total number of attendees from any MWBE events that are indirectly or directly sponsored or where we have a presence
	Cultivate Innovation and Technology	Integrate MBOs into Key and Advanced Industries	Develop and implement Strategic Plan around MBO integration into Key and Advanced Industries	# women and minority owned businesses attending COIN events
	Continuous Process Improvement (Lean)	Identify and improve key processes	Implement Salesforce and leverage for customer contact and tracking	Progress towards full implementation of Salesforce
			Document and design key processes, programs and associated metrics: design 2014 and daily management 2015 and beyond	Develop documentation and identification of key metrics
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Advanced Industries (AI)

Mission:

Turning Colorado's research and development strengths into new companies, jobs and products, Advanced Industries (AI) are a prime driver of the U.S. and Colorado economy, comprised of engineering and R&D intensive companies that deliver products and services in industries ranging from aerospace to medical devices. Colorado's advanced industries include: Aerospace, Advanced Manufacturing, Bioscience, Electronics, Energy, Infrastructure Engineering and Technology and Information.

Major Program Descriptions:

The AI Accelerator Program was created in 2013 to promote growth and sustainability in these industries by helping drive innovation, accelerate commercialization, encourage public-private partnerships, increase access to early stage capital and create a strong ecosystem that increases the state's global competitiveness. There are three types of grants within the program:

Proof-of-Concept Grant – converting ideas into real jobs- Research performed at Colorado research institutions, including universities and federal laboratories operating in the state will be eligible for grants in the amount of up to \$150,000. Preference for these projects focuses on technologies that cut across multiple advanced industries and across multiple research institutions. Matching funds shall be 3 (state) to 1 (institution).

Early Stage Capital & Retention Grants – keeping and growing our companies
This early state grants has requirements that at least 50 percent of employees are based in Colorado, with less than \$10 million in annual revenues and less than \$20 million raised from investors. Grants in this form can be up to \$250,000 and preference is given to companies that provide services or products across multiple advanced industries. Such companies may qualify for funding in excess of \$250,000. Matching funds shall be 1 (state) to 2 (private).

Infrastructure Funding – building a foundation that helps all companies thrive –
Infrastructure grant size limited to \$500,000 and preference given to those projects that focus on technology or product development that cut across multiple advanced industries and across multiple research institutions. Such collaborative projects may qualify for a grant amount above the \$500,000 limit. Matching funds shall be 1 (state) to 2 (non-state) and preference will be given for research and development, production and commercialization facilities and workforce development.

Strategies:

As one of the newest programs initiated at OEDIT, the Advanced Industries Division will attract and facilitate new Advanced Industries in Colorado including start-ups to create new jobs. AI will build customer relationships and connect stakeholders within the Advanced Industries sectors. Deployment of funding to AI companies to attract, retain and expand businesses will be a key strategy. Creating and marketing a stronger Colorado Brand will be supported by communicating and educating stakeholders about the new AI programs. To cultivate innovation

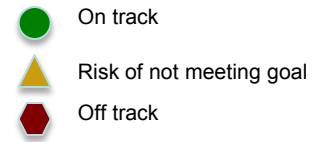
and technology, the AI programs and strategy will be fully developed and deployed and AI will secure federal funds to further AI in Colorado.

Budget: Total Cash Funds \$12,487,721

FTE: 1.4 Appropriated

OEDIT Scorecard

Advanced Industries



Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results	
				2013	2014	2015	2016	YTD	Accountable
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract/Facilitate new companies	# Net new jobs in Advanced Industries (new jobs or growth jobs in early state companies, retained jobs) [MOVE LOWER]		tbd	tbd	tbd		
			Follow on capital (double based on \$15m AI funding)		\$30	\$30	\$30		
			# new startups		10	10	10		
		Build customer relationships	# qualified prospects (applicants) served through Advanced Industries programs		400	400	400		
		Connect stakeholders to further Key and Advanced Industries	# collaborative projects		50	50	50		
		Deploy/commit funding	% Advanced Industry funding deployed/committed across balanced portfolio of sectors and regions		75%	90%	95%		
		Value of AI Companies	Average revenues/AI company awarded a grant (millions)		\$2m	\$2m	\$m		
	Create and Market a Stronger Colorado Brand	Create Favorable Public Opinion regarding Advanced Industries Legislation	Opportunities identified (# stakeholders reached directly with favorable education/communication regarding Advanced Industries Act (thousand))		20	20	20		
	Cultivate Innovation and Technology	New Ideas Generated	# ideas and new patents		200	200	200		
		Leverage funds to further Advanced Industry	Federal, private and research institution ration		2:1	2:1	2:1		
Increase Start-Ups		Number of start-ups and early-stage companies viable in 2 years		3	3	3			
Continuous Process Improvement (Lean)	Sustain high performance	% individual development plans complete	n/a	100	100	100			
		% Updated succession plans for key positions in place (annually)	n/a	100	100	100			
		Average time from application to completed contract (moths)		4	4	4			

Non-EDO stakeholders include: entrepreneurs, accelerators, educational institutions, venture capital

OEDIT Scorecard

Advanced Industries

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract/Facilitate new companies	# Net new jobs in Advanced Industries	# Jobs within Advanced Industries Classification. Based on approvals for SF, JGITC, reports for EZ, reports for BSDGEP/AI - capital deployed divided by \$20,000 per job for CDBG, SF, JGITC monthly, other programs annually or semi-annually (Annually) Manual tracking in excel by calendar year
			# incremental startups	
		Business retention and expansion	# Jobs retained and expanded in Advanced Industries	
		Build customer relationships	# qualified prospects (applicants) served through Advanced Industries programs	Tracked manually or in Salesforce, the total number of customers served by any Advanced Industry program or interaction
		Connect stakeholders to further Key and Advanced Industries	# connections/partnerships fostered between key stakeholders as a result of Advanced Industry efforts	Staff reported – the number of connections made between key stakeholders as a result of introductions, programs, initiatives, etc. from Advanced Industries
		Deploy/commit funding	% Advanced Industry funding deployed/committed across balanced portfolio of sectors and regions	% of the total funding rolled out across sectors and regions. Shared goal with Regions
	Create and Market a Stronger Colorado Brand	Create Favorable Public Opinion regarding Advanced Industries Legislation	# stakeholders reached with favorable education/communication regarding Advanced Industries Act	Total number reached as a result of Advanced Industries efforts. (Stakeholders attending more than once are not de-duped in the numbers since multiple contacts is valued)
		Build Business Brand with non-EDO Community	# stakeholders reached in non-EDO Community	Total number of non-EDO reached as a result of Advanced Industries efforts. (Stakeholders attending more than once are not de-duped in the numbers since multiple contacts is valued)
		Develop and Implement a Business-Focused Portal for Key Industries, including Advanced Industries	# customers completing a transaction on portal	# customers successfully completing an application transaction on the portal. Partially completed transaction are not included in this number.
	Cultivate Innovation and Technology	Create Advanced Industry Strategy and Programs	Grants awarded to Key and Advanced Industries (\$)	Total funding through grants to Key and Advanced industries
		Secure Federal funds to further Advanced Industry	Federal funding obtained (\$000)	Approved and obtained funding for programs through Federal monies
	Continuous Process Improvement (Lean)	Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

(*Non-EDO stakeholders include: entrepreneurs incubators, Accelerators, educational institutions, VC, etc.)

Regional Development

Mission:

Regional Development's mission is that locally-driven regional collaboration, with customized support from state partners, in order to add value and enhance Colorado's regional economies.

OEDIT is taking steps to add value to existing regional efforts and provide support to those regions interested in building a regional partnership from the ground-up. With representation from industry, economic development, local government, workforce development, academia and other prominent nonprofits or community organizations, the primary goal is to support each region in bringing a collaborative group of stakeholders to the table.

This regional structure is modeled on best practices from other states around the country, and is tailored to enhance Colorado's existing regional and local leadership structures. Participants in each regional group include representatives of local businesses, chambers and economic development organizations, local government representatives (mayors, city councils, etc), state agency representatives, SECTOR Academy, Workforce Center and Industry representatives, and other organizations or groups that may be needed based on unique regional concerns and issues.

Strategies:

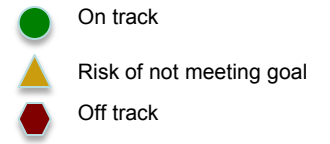
To attract, retain and expand business, Regional Development will work to attract new companies, deploy and commit funding across key regions hardest hit by external economic events. In addition, building customer relationships and ensuring regional project plans are being implemented will be critical as well as strategically incenting new business by deploying rural economic development funds and connecting regional partners to state economic development opportunities. Regional Development will create and market a stronger Colorado brand by working with the Colorado Tourism Office and the Colorado Creative Industries to increase tourism and creative arts opportunities across the regions. To support cultivating innovation and technology, Regional Development will promote the Advanced Industry strategy and programs across the regions. Continuous process improvement activities include enhancing regional reporting and increasing tourism in rural regions by strategically deploying matching grants.

Budget: Total General Funds \$232,687

FTE: 1.6 Appropriated

OEDIT Scorecard

Regional Development



Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target – Fiscal Year				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new companies	# Net new jobs (a) 10 regions (excludes 2,3,4 and 7) (b) 4 regions	tbd 9,090	Tbd 9,200	Tbd 9,300	Tbd 9,400			
			Increase in business-ready community (2013 define criteria, 2014 and beyond, number of additional communities that have increased business readiness)		2	3	4			
		Deploy/commit funding	% Advanced Industry funding deployed/committed across balanced portfolio of sectors and regions	n/a	75%	80%	85%			
			% Regional Economic Development funding deployed/committed across key regions hardest hit by external economic events	n/a	50%	80%	tbd			
		Build customer relationships	# regional project plans meeting all key milestones	n/a	9	10	12			
			% satisfied customers (economic development professionals, CWDS, OIT and other agencies)	n/a	83%	85%	87%			
			Deploy Rural Economic Development funds to projects (# projects)	n/a	3	3	3			
		Strategically Incent New Business	# Regional partners connected to state economic development opportunities	n/a	20	30	40			
	Create and Market a Stronger Colorado Brand	Enhance Tourism	# tourism prospects across the regions supported through referrals or education	n/a	15	20	25			
		Enhance Arts and Culture	# creative prospects across the regions supported through referrals or education	n/a	15	20	25			
	Cultivate Innovation and Technology	Create Advanced Industry Strategy and Programs	# prospects across the regions referred to Advanced Industry educational initiatives or programs	n/a	15	20	25			
	Continuous Process Improvement (Lean)	Enhance regional reporting	% Detailed job and industry baselines and ongoing tracking for each of the 14 regions (annually)	n/a	100	100	100			
		Increase tourism in rural regions	# prospects across the regions referred to Advanced Industry educational initiatives or programs	n/a	15	20	25			
		Sustain high performance	% individual development plans complete	n/a	100	100	100			
% Updated succession plans for key positions in place (annually)			n/a	100	100	100				
Salesforce implementation			n/a	90%	100%	100%				

OEDIT Scorecard Definitions

Regional Development – Fiscal Year

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Recommend position on relevant legislation	Recommend the OEDIT position on legislation that pertains to division's expertise
		Attract new companies	# Net new jobs	Based on approvals for SF, JGITC, reports for EZ, reports for BSDGEP/AI, capital deployed divided by \$20,000 per job for CDBG, SF, JGITC monthly, other programs annually or semi-annually (Annually) Manual tracking in excel by calendar year
		Deploy/commit funding	% Advanced Industry funding deployed/committed across balanced portfolio of sectors and regions	Percent of of available Advanced Industry funding including export programs across a balanced portfolio of sectors and regions.
			% Regional Economic Development funding deployed/committed across key regions hardest hit by external economic events	% Regional Economic Development funding deployed/committed across key regions hardest hit by external economic events
		Build customer relationships	# regional project plans meeting all key milestones	Based on one time-bound and measurable project plan identified in each region by October 1, 2013
			% satisfied customers	Follow up satisfaction survey (not in place yet) based on interactions with Territory experts
		Strategically Incent New Business	Deploy Rural Economic Development funds to projects (# projects)	Deploy Rural Economic Development Funds to at least three specific projects no later than January 1, 2014, and three more by July 1, 2014.
	# Regional partners connected to state economic development opportunities		Total number of regional partners the Regional team has facilitated in the leveraging of state economic development opportunities and programs (tracked in Salesforce)	
	Create and Market a Stronger Colorado Brand	Enhance Tourism	# tourism opportunities across the regions supported through referrals or education	Total number of regional partners the Regional team has facilitated in the leveraging of tourism opportunities (tracked in Salesforce)
		Enhance Arts and Culture	# creative opportunities across the regions supported through referrals or education	Total number of regional partners the Regional team has facilitated in the leveraging of Creative opportunities and programs (tracked in Salesforce)
	Cultivate Innovation and Technology	Create Advanced Industry Strategy and Programs	# prospects and/or customers across the regions referred to Advanced Industry educational initiatives or programs	Total number of regional partners the Regional team has facilitated in the leveraging of Advanced Industry opportunities, programs and events (tracked in Salesforce)
	Continuous Process Improvement (Lean)	Enhance regional reporting	% Detailed job and industry baselines and ongoing tracking for each of the 14 regions (annually)	# regional reports containing detailed job and industry baselines/14
		Increase tourism in rural regions	Strategically deploy matching grants to counties. (\$ thousands)	Deployment of funds to 14 regions (collaboration with Regional)
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Film, TV & Media (COFTM)

Vision:

To build and maintain a successful Film, TV and Media program for Colorado to attract, retain and expand businesses thus creating new jobs for the state.

Mission:

The Office of Film, Television & Media is here to connect filmmakers, animators, gamers & photographers from in-state and out-of-state to the resources they need to ensure a successful project, thus enhancing the economic vitality of Colorado.

Major Program Descriptions:

- *20% Rebate Program*-The Colorado Film Incentive program offers a 20% cash rebate for production costs taking place in the state. The incentive program covers feature films, television pilots, television series (broadcast and cable), television commercials, music videos, industrials, documentaries, video game design and creation, and other forms of content creation. Bonded productions are eligible to have 100% of their projected rebate escrowed up front with the bond company.
- *Online Location Guide*- With over 420 locations, the CO Film, Television and Media Department has organized these iconic locations to inspire creative arts in the film medium. The locations can be found online at http://co.reel-scout.com/loc_results.aspx
- *Loan Program*: An additional component of the program is a loan guarantee program with the State guaranteeing up to 20% of a production budget. This program is only available to film productions. A production may be eligible for both the performance-based incentive and the loan guarantee programs

Strategies:

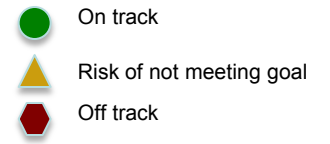
The Colorado Film, TV & Media department aims to continue with their incentive programs by providing more opportunities for grants, building customer and regional film partnerships, and attracting new jobs to the State. In showcasing the various film festivals, contracting with returning customers, and highlighting the growing number of success stories, the office seeks to grow the film industry in the state, creating a stronger Colorado Brand. Continuous improvement strategy includes leveraging technology for relationship management.

Budget: Total \$ 1,300,000; General Fund \$800,000; Cash Funds \$500,000

FTE: 4.5 Appropriated

OEDIT Scorecard

Film, TV & Media



Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year)				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new jobs	# Net new jobs resulting from film, TV & media projects	344	300	375	400			
			# customers served through programs	15	7	15	17			
		Build customer and regional film partner relationships	# return customers	4	3	5	6			
			Qualified prospects (# of meetings with community contacts)	N/A	40	45	50			
		Incent film industry	% annual allocation spent	56%	100%	100%	100%			
			\$ spent (in millions)	\$1.7	\$3.3	\$6	\$7			
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	N/A	160	165	175			
			# education programs and opportunities provided by or sponsored by office	N/A	15	17	19			
		Participation in state-wide industry events	# of festivals and community events sponsored	13	26	29	32			
			\$ awarded to festivals (in thousands)	\$71.7	\$31.5	\$34.5	\$38			
Continuous Process Improvement (Lean)	Leverage Reel-Scout for relationship management	Prospect record data completeness (% of records complete)	N/A	85%	85%	85%				
		% individual development plans complete	n/a	100	100	100				
	Sustain high performance	% Updated succession plans for key positions in place (annually)	n/a	100	100	100				

OEDIT Scorecard Definitions

Film, TV & Media – Fiscal Year

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new jobs	# Net new jobs resulting from film, TV & media projects	# Net new jobs resulting from projects. Numbers are reported from 3rd party financial audits which are completed after production.
		Build customer and regional film partner relationships	# qualified prospects served through programs	Based on customer service during the application process and scouting phase, COFTM hopes to increase the number of qualified prospects. Qualified prospects are those who formally apply for incentives and/or produce content in Colorado.
			# return customers	COFTM will track the number of filmmakers and producers who choose to come back to Colorado for other projects by comparing to past records.
			# of meetings with community contacts	Track number of meetings as identified in Reel-Scout.
		Incent film industry	% annual allocation spent	COFTM will measure the utilization of the office's annual fund allotment.
	\$ spent (in millions)		COFTM will measure the dollar amount of the office's annual fund allotment.	
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	COFTM will conduct follow-up interviews with production staff about experiences, track word of mouth referrals, and monitor any social media activity centered on Colorado production during the year.
		Build Business Brand	Business customer reach (#)	COFTM plans to expose the rebate and loan program through trade publications, major industry events, and word of mouth referrals. Track the number of inquiries about filming in Colorado in Reel-Scout
		Participation in state-wide industry events	# education programs and opportunities provided by or sponsored by office	COFTM will track the number of educational opportunities provided by or sponsored by the film office regarding, crew and local communities about issues, opportunities, and new technologies involved in production. COFTM will provide grants to film festivals and events to keep media culture active and supported throughout the state.
			# of festivals and community events sponsored	COFTM will measure the number of film festivals sponsored in a fiscal year.
			\$ awarded to festivals (in thousands)	COFTM will measure the money provided in a fiscal year.
	Continuous Process Improvement (Lean)	Leverage Reel-Scout for relationship management	Prospect record data completeness (% of records complete)	COFTM will conduct follow up interviews with production staff and record data from the production's financial audit in order to report metrics. Records will not be closed until all data is collected (projects will bleed into difference fiscal years).
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Colorado Creative Industries (CCI)

Mission:

A division in the Governor's Office of Economic Development and International Trade, Colorado Creative Industries mission is to promote, support and expand the creative industries to drive Colorado's economy, grow jobs and enhance our quality of life.

Vision:

We strive to create a strong brand identity, a Top 10 reputation, and create significant and sustained investment in the creative sector where creative entrepreneurs and enterprises will flourish. It's our goal for Colorado to "grow its own" creative workforce.

The CCI has a number of successful programs in the state that encourage artistic and cultural expressions.

Major Program Descriptions:

Colorado Creative Industries' largest grant program, *Colorado Creates*. This award provides financial support to help nonprofit cultural organizations and communities produce arts and cultural activities, bringing jobs to their communities and enhancing the quality of life. In the last grant competition, we awarded 133 grants totaling \$1,048,500 across the state.

- The annual *Governor's Arts Award* recognizes a Colorado town or city for their collective efforts to enhance their community and their economy through strategic use of the arts. The communities honored by the award make major commitments to the arts and creativity: They invest in arts centers and downtown arts districts, make sure their young people continue to have access to the arts in school, and encourage their citizens and their businesses to support local artists and arts organizations. They help make Colorado a premier creative hub.
- *Creative Capitol Rotating Exhibit*-Creative Capitol brings permanent and rotating art exhibitions to the state capitol building, celebrating Colorado's rich creative economy and sharing it with Coloradans.
- *Jumpstart Awards* provide fresh energy to artists and creative entrepreneurs to help stimulate their creative business or organization, whether nonprofit or commercial. Our goal is to help grantees increase their revenue, gain new audiences, and improve management practices.
- *Creative District Certification*- The Colorado Creative District program offers selected districts access to grant funding, tailored technical assistance, networking and training programs, and access to advocacy tools. Denver's Art District on Santa Fe and Downtown Salida became Colorado's first Certified Creative Districts in 2012. In June of 2013, Creative Industries certified five more: Corazon de Trinidad, North Fork Valley Creative District, Pueblo Creative Corridor, Ridgway Creative District, and Telluride Creative

District. Thirteen other communities were selected as Prospective and Emerging Creative Districts

Strategies:

In order to attract, retain and expand business opportunities in the state of Colorado CCI will build customer relationships and drive positive impact through creative districts. To create and market a stronger Colorado Brand, CCI will enhance Colorado's position as a leader in Arts and Culture and identify and communicate success stories to promote the arts in Colorado. CCI will cultivate innovation and technology by generating new business opportunities within creative industries. Streamlining the grant administration process is the focus to continuously improve our processes.

Budget: Total \$2,764,397; Cash Funds \$2,000,000; Federal Funds \$764,397

FTE: 3.0 Appropriated

OEDIT Scorecard

Colorado Creative Industries

On track

Risk of not meeting goal

Off track

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results	
				2013	2014	2015	2016	YTD	Accountable
Create a Favorable Business Environment	Attract, Retain and Expand Business	Build customer relationships	% satisfied customers	85%	95%	95%	95%		
		Drive positive impact through Creative Districts	# Visitors to 7 certified creative districts (thousands)	779.5	800	800.5	801		
			# jobs in Creative districts	1,000	1,100	1,200	1,300		
			Opportunities identified # customers reached through public presentations educating about creative industries	300	400	500	600		
	Create and Market a Stronger Colorado Brand	Enhance Colorado's position as a leader in Arts and Culture	# qualified grants funded (customers)	200	210	220	230		
			Increase Colorado's national ranking for arts appropriations (National Assembly of Arts Agencies)	44 th	42 nd	40 th	38 th		
		Identify success stories as proof points	# success stories of creatives provided as proof points to Marketing & Communications	7	30	32	34		
	Cultivate Innovation and Technology	Generate new business opportunities within creative industries	# customer served as a result of Colorado Creative Industries support		25	27	30		
	Continuous Process Improvement (Lean)	Streamline Grant Administration Process	% reduction in staff time resulting from process redesign in 1/14 and implementation by 5/14		10%	15%	20%		
			Cost savings from Grant Administration process streamlining as a result of time and travel efficiencies (\$)	Tbd	Tbd	Tbd	tbd		
Sustain high performance		% individual development plans complete	n/a	100	100	100			
		% Updated succession plans for key positions in place (annually)	n/a	100	100	100			

OEDIT Scorecard Definitions

Colorado Creative Industries

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	Recommend position on relevant legislation	Recommend the OEDIT position on legislation that pertains to division's expertise; work with OEDIT lobbyist and A4C lobbyist
		Build customer relationships	% satisfied customers	Through annual survey that is built into grant system.
		Drive positive impact through Creative Districts	# Visitors to 7 certified creative districts (thousands)	The number of visitors to creative districts. This number includes repeat visitors. Self-reported data collected by districts and reported annually
			# jobs in Creative districts	Total number of jobs. Self-reported data collected by districts and reported annually
			# customers reached through public presentations educating about creative industries	Total number of attendees at public presentations either sponsored by or attended by Colorado Creative Industries. Reported quarterly
	Create and Market a Stronger Colorado Brand	Enhance Colorado's position as a leader in Arts and Culture	# qualified grants funded	Reported annually and tracked in Salesforce.
			Increase Colorado's national ranking for arts appropriations (National Assembly of Arts Agencies)	As measured by the National Assembly of Arts Agencies (NASAA). NASAA surveys state arts agencies twice yearly for updated appropriations and budget information.
		Identify success stories as proof points	# success stories of creatives provided as proof points to Marketing & Communications	Measured quarterly, identified stories provided to Marketing and Communications, as well as profiles in print and video formats used as case studies and success examples within Colorado Creative Industries
	Cultivate Innovation and Technology	Generate new business opportunities within creative industries	# opportunities generated as a result of Colorado Creative Industries support	Annual measure of technical assistance outreach as measured in Salesforce
	Continuous Process Improvement (Lean)	Streamline Grant Administration Process	% reduction in staff time resulting from process redesign in 1/14 and implementation by 5/14	Based on time reports from Colorado Creative Industries staff
			Cost savings from Grant Administration process streamlining as a result of time and travel efficiencies (\$)	Calculation based on reduction in travel expense reduction and staff time reduction (time x salaries)
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Colorado Tourism Office (CTO)

Vision:

Outdoor recreation and tourism are woven through the fabric of Colorado's culture and define the state. Domestic and international visitors are invited to "Come to Life" in Colorado. And while experiencing the outdoors is a large part of the lifestyle in Colorado, it is also a significant economic driver. Colorado's tradition and passion for outdoor access is due in large part to unparalleled natural resources, as well as a long history of environmental conservation and stewardship.

Mission:

To continue to increase number of tourists and tourist spend each year to drive economic growth for Colorado.

Major Program Descriptions:

- *Colorado Marketing and Advertising Campaigns:* Through our targeted marketing and advertising campaigns CTO has been successful in increasing out of state visitors each year.
- *Colorado Welcome Centers:* Official Colorado Welcome Centers are located throughout the state. They are easily accessed from every major highway leading into Colorado as well as near Denver. These visitor services sites provide indispensable local and statewide travel information.
- *Colorado Guide:* An official Colorado Guide to places, things to do, and local events this guide is available online and in welcome centers and attractions across the state.
- *Heritage and Agritourism:* Colorado is one of the only states with an agritourism statute that provides funding to the State tourism office dedicated to agritourism.

Strategies:

The Colorado Tourism Office supports OEDIT's strategy of attract, retain and expand business by attracting new tourism business to the state, increasing total tourism spend and by building relationships in key markets to enhance the overall awareness of what Colorado has to offer. CTO strives to increase awareness in key markets to create and market a stronger Colorado Brand. To continuously improve processes, CTO will enhance and improve partnerships with regional offices to promote events and seek new opportunities for tourism in rural areas. In addition, CTO will strive to maintain a strong advertising Return on Investment for Colorado.

Budget: Total \$17,000,000; Cash Funds \$15,000,000; General Funds \$2,000,000

FTE: 7.3 Appropriated



OEDIT Scorecard

Colorado Tourism Office

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results		Accountabl e
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new tourism business	# incremental tourists annually (millions)	16.6	14.8	15.0	15.2			
		Total Tourism Spend	Tax Collected (\$ millions)	\$900	\$900.5	\$1,000	\$1,100			
		Build relationships in key markets	Establish or increase presence in key identified geographies and markets	1	1	1	1			
	Create and Market a Stronger Colorado Brand	Establish presence in key identified international markets	Incremental lift associated with communications awareness (%)	3%	3%	3%	3%			
	Continuous Process Improvement (Lean)	Maintain Advertising ROI	Return on advertising dollar invested (200:1 or better)	228:1	200:1	200:1	200:1			
		Increase tourism in rural regions	Strategically deploy matching grants to counties. (\$ thousands)	\$400	\$500	\$500	\$500			
		Sustain high performance	% individual development plans complete	100%	100%	100%	100%			
% Updated succession plans for key positions in place (annually)			100%	100%	100%	100%				

OEDIT Scorecard Definitions

Colorado Tourism Office

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Attract new tourism business	# incremental tourists annually (millions)	
		Total Tourism Spend	Tax Collected (\$ millions)	
		Build relationships in key markets	Establish or increase presence in key identified geographies and markets	Campaigns and/or communications launched in new markets and geographies.
	Create and Market a Stronger Colorado Brand	Establish presence in key identified international markets	Incremental lift associated with communications awareness (%)	Based on market research results, the % increase of awareness of Colorado among those who are aware of communications versus those who are unaware
	Continuous Process Improvement (Lean)	Maintain Advertising ROI	Return on advertising dollar invested (200:1 or better)	\$ Revenue from Tourism/\$ Tourism advertising and communication spent
		Increase tourism in rural regions	Strategically deploy matching grants to counties. (\$ thousands)	Deployment of funds to 14 regions (collaboration with Regional)
		Sustain high performance	% individual development plans complete	# development plans in department completed/ Total # department employees
			% Updated succession plans for key positions in place (annually)	# succession plans completed for key positions/ total # department key positions identified

Marketing and Communications

Mission:

Marketing and Communications strives to promote Colorado as the premier state to do business.

Strategies:

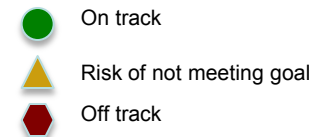
Marketing and Communications helps to attract, retain and expand business by successfully influencing pro-business legislation. Creating and marketing a stronger Colorado brand is supported by securing favorable and/or neutral publicity and increasing awareness of Colorado and OEDIT programs. To cultivate innovation and technology, Marketing and Communications will further leverage digital channels expanding a strategic on line presence. To support the continuous process improvement strategy, Marketing and Communications will develop and implement an internet content process.

Budget: Total General Funds \$198,000

FTE: 2.8 Appropriated

OEDIT Scorecard

Marketing & Communications



Goal	Strategies	Key Performance Indicator (KPI)	Measure	Target				Results		Accountable
				2013	2014	2015	2016	YTD		
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	# successfully influenced legislation items	7	3	TBD	TBD			Holly
	Create and Market a Stronger Colorado Brand	Secure favorable and neutral publicity	Earned media ad value (\$ in millions)	6	8	10	12			Kathy, Holly
			Favorable and neutral publicity (# mentions or articles)	25	30	35	40			Kathy, Holly
		Increase awareness of CO and OEDIT programs	Opportunities generated online – (# of incremental unique site visitors)	129K	140K	150K	160K			Ryan
			Opportunities generated through direct marketing response (e.g., incremental hits) (or can do reach, if can't track response)	193K	205K	210K	220K			Ryan, Holly, Kathy
		Build Business Brand	Business media reach (earned media, direct marketing contacts, etc.)	12	15	18	20			Kathy, Holly
	Cultivate Innovation and Technology	Further leverage digital channels	Expanded strategic online presence (# additional innovative channels)	1	1	1	1			Ryan
	Continuous Process Improvement (Lean)	Identify and improve key process	Improve Salesforce Marketing Process by end of each year by meeting annual milestones (% met): <ul style="list-style-type: none"> • 2013-Sync, OEDIT Site, with Salesforce and Constant contact • 2014 - Use Campaigns and custom reports to track marketing activity • 2015-Research SF marketing tools and custom reports • 2016 - tbd 	100	100	100	100			Ryan
			Sustain high performance	% individual development plans complete	n/a	100	100	100		
				% Updated succession plans for key positions in place (annually)	n/a	100	100	100		

OEDIT Scorecard Definitions

Marketing & Communications

Goal	Strategies	Key Performance Indicator (KPI)	Measure	Definition
Create a Favorable Business Environment	Attract, Retain and Expand Business	Influence Favorable Public Opinion	# successfully influenced legislation items	Recommend the OEDIT position on legislation that pertains to OEDIT
	Create and Market a Stronger Colorado Brand	Secure favorable and neutral publicity	Earned media ad value (\$000)	From Ardent Mills Media Monitoring report. Neutral or favorably publicity gained
			Favorable and neutral publicity (# mentions or articles)	From Ardent Mills Media Monitoring report. Neutral or favorably publicity gained
		Increase awareness of CO and OEDIT programs	Unique site visitors	# unique visitors as identified by Google Analytics. Tracked monthly, annual number reported.
	Direct marketing response (e.g., incremental hits) (or can do reach, if can't track response)		Response to call to action + web hits to a specified web page after promotion	
	Cultivate Innovation and Technology	Further leverage digital channels	Expanded strategic online presence (# additional innovative channels)	# added web sites, microsites, social media channels
	Continuous Process Improvement (Lean)	Identify and improve key process	Develop and implement Internet content process	Develop and implement plan, including identifying and communicating roles, training, etc. Metric is based on % of plan milestones successfully met
			Sustain high performance	% individual development plans complete
		% Updated succession plans for key positions in place (annually)		# succession plans completed for key positions/ total # department key positions identified

Operations

Mission:

To provide efficient and effective support services to OEDIT divisions.

Strategies:

The Operations Division includes five support services to OEDIT.

- Accounting and Budgeting strategic objectives include providing efficient, accurate and timely accounting services to OEDIT divisions to enable better decision making and allow division personnel to focus on executing their strategic plans. Our goal is to refine and simplify the internal budgeting and forecasting process and reports to enable division leaders to better plan and manage their respective divisions and budgets.
- Data and Economic Analysis strategic objective is to provide data, analytics and consulting services to internal and external customers to support OEDIT strategies and objectives.
- The technology objective is to provide technical expertise for the implementation and integration of Salesforce throughout all of OEDIT.
- Human Resources provide effective and efficient human resource services to all divisions of OEDIT to attract and retain top talent.
- Office Management provides effective office management services to OEDIT to ensure smooth running operations and that adequate resources are provided to all OEDIT staff.

Budget: Total General Funds \$186,218

FTE: 6.0 Appropriated