FY17 Performance Plan

Colorado Office of Economic Development & International Trade

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Section 1: OEDIT Mission

To advance a thriving and vibrant Colorado.

OEDIT utilizes a data driven approach to recruit, support and retain companies and businesses that contribute to a robust and diversified economy and that provide the right jobs for Colorado.

OEDIT includes 10 divisions, which are described in this document, all of which have specific customers and contribute to the strategies and key performance indicators to create a favorable business environment for Colorado. Included below is an organizational chart reflecting the divisions of OEDIT.

Section 2: OEDIT Strategic Policy Initiatives (SPIs)

OEDIT has undertaken three overarching strategic initiatives in order to advance a thriving and vibrant Colorado:

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

Outcome Measure: Increase regional leadership succession planning from 0 regions to 14 regions by June 2017.

Strategies:
- Incorporate leadership development and succession plans in regional economic blueprints.
- Increasing the number of leadership training programs (COILS, CCI Change Leaders).
- Creating youth leadership programs to ensure a diverse pipeline.
    - Create Governor's Rural Youth Leadership Program
    - Representation on Boards and Commissions

SPI #2: Strengthening Colorado's unique attributes and empowering access for Coloradans.
(Shared Vision/Partnership Driver)

Outcome Measure: Increasing perception of B2B network opportunities by 1 point in Business Survey by June 2017.

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

SPI #3: Attract, retain, and grow business. (Density of Companies Driver)

Outcome Measure: Increase goods and services satisfied within region (vs. importing) to above 50% in identified industries by June 20XX.

Strategies:
- Rollout Blueprint 2.0 initiatives
    - Partnered pro-active recruiting for rural regions
- Increasing focus, support and growth of small business
    - Increased small business consulting services across the State
- Build concentration of key industry businesses
    - Focused recruiting in urban areas on chain of supply and key industry companies
- Increase access to global opportunities
    - Alignment of ITO with GBD to focus on FDI opportunities

Section 3: Cross Cabinet Goals (Vision 2018)

In addition to the above strategic policy initiatives, OEDIT is collaborating with other departments within the State to align efforts with cross-cabinet goals geared towards economic development. As a result of this collaboration, there are three Vision 2018 initiatives towards which OEDIT contributes and which complement our agency SPIs, and which are aligned with our State vision of advancing a thriving and vibrant Colorado:

1. Be the most connected state by ensuring all residents and businesses have access to affordable basic broadband and have the highest broadband capacity per capita;
2. Promote entrepreneurship and business growth by streamlining regulations and making government business services and requirements easier to navigate;
3. Increase travel time reliability in three corridors: I-25 (from north C470 to south C470; I-70 (from Vail to C470); US 36.

Section 4: FY16 Performance Evaluation

Below is OEDIT's most updated performance evaluation from FY16. Key insights from FY16 have been leveraged in the refinement of our mission and in the development of more focused, data-driven SPIs for FY17.

SPI #1: Transform OEDIT's business development function to a data driven strategic plan.
Strategies:
- Analyze the economic ecosystem in Colorado from a size of company/business spread and type of industry/employment spread, identifying any gaps or weaknesses.
  Update:
  - *Identified future gaps in areas throughout state from the Mercer report.*
  - *Completed this step.*
- Work with CDLE to identify the key employment opportunities for unemployed or underemployed Coloradans.
  Update:
  - *OEDIT will recommend including CDLE grants in packets to employers on different incentives offered within the state.*
  - *Collaboration with CDLE is on-going.*
- Develop a plan to target specific recruitment and retention of businesses necessary to build out any gaps in the economic ecosystem and in the key employment brackets.
  Update:
  - *Analyzed the Mercer report and built out where Colorado should recruit, and retain by focusing on supply chains of current Colorado based companies.*
  - *Completed this step.*
- Analyze differential impacts in recruited companies in contribution to Colorado's GDP, employment opportunities and use/taxing of existing resources; i.e.: cost v benefit analysis.
  Update:
  - *Analysis is in process.*
- Prepare confidential annual briefings on cost/benefit impact of investments made by OEDIT in supporting existing Colorado companies and recruited companies.
  Update:

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- *This step has not been started as the analysis is still in process.*

SPI #2: Develop a Colorado Business Brand and Support Local/Regional Business Brand Development

Strategies:

- Develop a clear Colorado business brand, elevate awareness.
  Update:
  - *Defined and focused target audiences for OEDIT*
  - *Developed market positioning for business and consumer brands*
  - *Developed Colorado Story for Business*
  - *Conducted RFP for web development and researched world class eco devo sites*
  - *New website development and launch scheduled for 7/30/16*
  - *Identified National PR partner*
- Develop state of the art collateral to support OEDIT's business development activities and the State's brand.
  Update:
  - *Developed "Colorado: Business Comes to Life" Economic Development magazine for the state with high engagement from rural and western slope partners*
- Work with towns and regions (as driven locally) to develop clear local and regional business brands to align resources underneath and drive localized economic development.
  Update:
  - *Developed curriculum and program materials for Blueprint 2.0 "Branding Place & Community" Seminars*
  - *Working with DCI on webinar series supporting "Branding Place and Community" to launch 7/1/16*

SPI #3: Increase Economic Support in Rural Colorado

Strategies:

- Utilize the data inputs from Blueprint 2.0 to identify strategies and resources and execute on the opportunities via new programs, services, or dedicated staff time.
  Update:
  - *Implementation stage of Blueprint 2.0 is in process*
  - *Utilized feedback from strategy sessions and developed 10 initiatives to address the local needs and priorities*
  - *Received 50 applications from rural communities around the state requesting assistance through each of these initiatives*
- Secure funding opportunities via Federal grants or existing programs to strategically deploy in underperforming regions.
  Update:
  - *OEDIT has a grant application in process with the Colorado Health Foundation to provide resources in Colorado regions.*
- Align all offices within OEDIT in support of "organic" economic development initiatives in rural Colorado communities.
  Update:
  - *Created the framework for Pop-Up Business Consulting and held the first session in Buena Vista, CO. OEDIT has 5 additional events scheduled for FY17.*
- Support development of a statewide broadband initiative.
  Update:

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o *Involved in cross-cabinet strategies to address the need for Broadband.*

SPI #4: Design, develop, and deliver "COIN 2.0" strategy for FY16 and beyond

Strategies:

- Secure stakeholder alignment & support (Governor, OEDIT ED, ecosystem leadership)
  Update:
    o *Comprehensive feedback obtained from stakeholders in FY16; future COIN strategy presented and approved by leadership.*
- Evolve network into branding platform for Colorado as a leader in full-spectrum innovation; align COIN 2.0 with revised overall OEDIT Marketing & Communications strategy for complement to overall office-wide direction (ASAP in accordance with defined milestones; substantive delivery by December 2015)
  Update:
    o *COIN strategy aligned with OEDIT marketing efforts and synergies identified and incorporated into operational plans (website refresh, collateral, etc).*
- Rebrand COIN; execute a corresponding (robust) communications & PR effort, social media & communications plan, outreach platform
  Update:
    o *Comprehensive communications strategy designed and developed for execution in summer 2016, inclusive of the above components.*
- Shift from programming focus to branding, convening, and connecting focus to grow network and reach expanded constituency
  Update:
    o *COIN agenda will now focus specifically on catalyzing CO business development, convening innovation leadership in highly-curated event (refined summit model), and developing a robust digital platform as a repository of innovation content available for broad network distribution.*
- Develop COIN "seal" & recognition platform for Colorado innovations across all aspects of ecosystem
  Update:
    o *Decision taken to abandon this strategy in favor of the above priorities.*
- Operationalize (timing TBD):
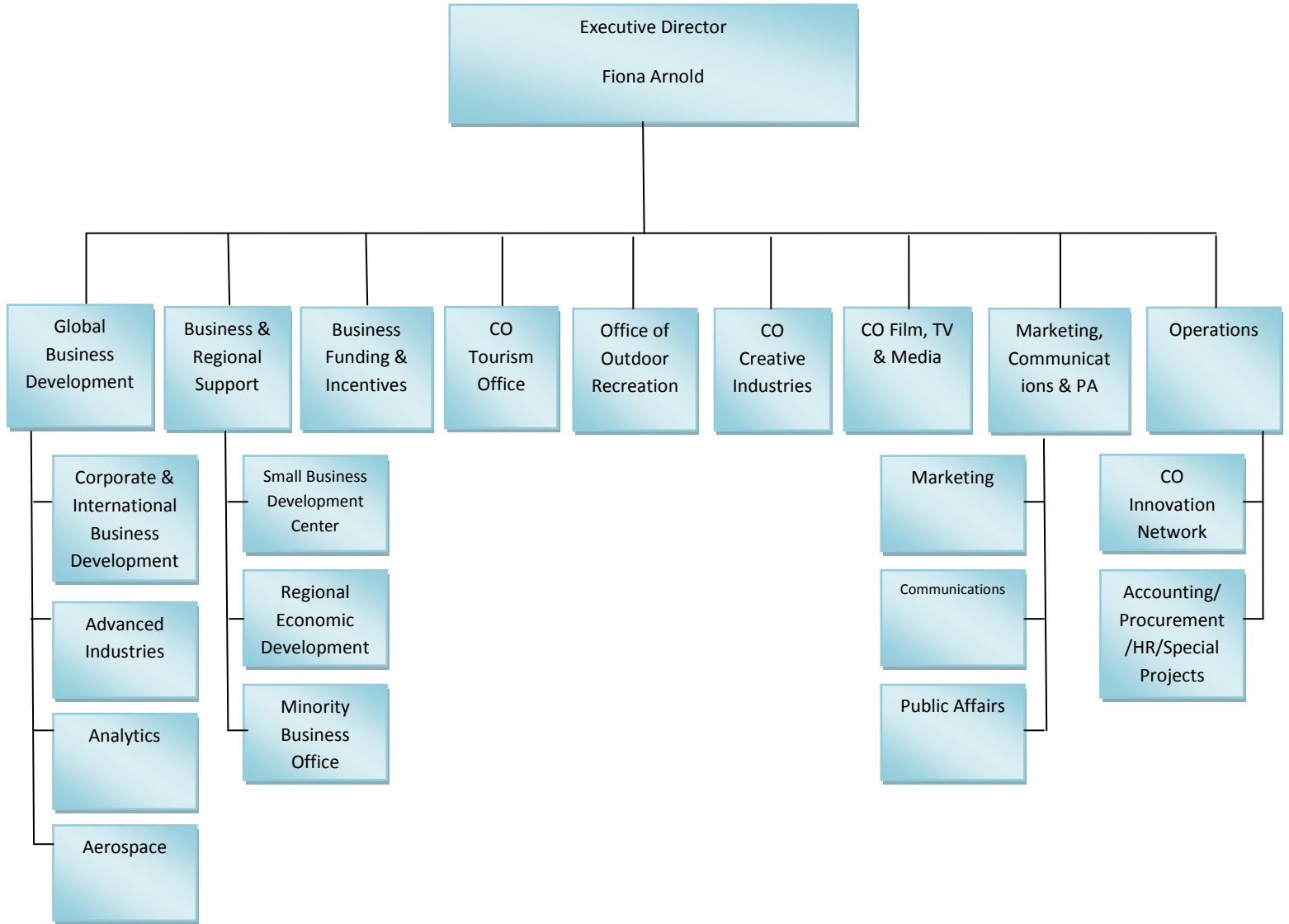   ▪ Funding/sponsorship model defined and in play
    ▪ Staffing/resourcing needs defined and on board
    ▪ Governance & advisory model defined and in place
  Update:
    o *Trustee and advisory model designed and approved; fundraising to occur over summer 2016 with subsequent resourcing decisions to follow. COIN is privately funded.*

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Section 5: OEDIT FY17 Organization Chart

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                          Executive Director
                             Fiona Arnold
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- Global Business Development
  - Corporate & International Business Development
  - Advanced Industries
  - Analytics
  - Aerospace
- Business & Regional Support
  - Small Business Development Center
  - Regional Economic Development
  - Minority Business Office
- Business Funding & Incentives
- CO Tourism Office
- Office of Outdoor Recreation
- CO Creative Industries
- CO Film, TV & Media
- Marketing, Communications & PA
  - Marketing
  - Communications
  - Public Affairs
- Operations
  - CO Innovation Network
  - Accounting/ Procurement /HR/Special Projects

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Section 6: Divisional Performance Plans

6.1 Global Business Development (GBD)

GBD Focus:
The Global Business Development (GBD) division elevates Colorado businesses and communities by offering programs, services and incentives that foster an innovative and healthy economy where people, businesses and communities thrive. Such offerings include tax incentives and grant programs related to business recruitment, retention and expansion, foreign direct investment and data analytics services.

GBD SPIs:
SPI #1: Retain and maintain Colorado's current economic base using a data driven strategic plan (OEDIT SPI #1, 2, 3)
Outcome Measures: Administer three targeted business retention, expansion and attraction surveys by June 2017.
> Strategy:
- By surveying companies in Colorado to identify trends, barriers to growth and future growth strategies for existing Colorado firms via interviews, we will use this data to develop a strategic plan to maintain Colorado's current economic base and attract new business to Colorado.

SPI #2: Attract, retain and grow global business opportunities in Colorado (OEDIT SPI #3)
Outcome Measure: Host three foreign delegations in Colorado by June 2017.
> Strategies:
- By hosting foreign delegations in Colorado we will increase foreign direct investment and other global opportunities for Colorado businesses.
- By utilizing data from research conducted by the strategy & analytics team we will identify top target regions from which we will host these delegations.

SPI #3: Attract, retain and grow domestic business opportunities in Colorado (OEDIT SPI #3)
Outcome Measure: Proactively visit five domestic peer markets to attract and grow business in Colorado by June 2017.
> Strategy:
- By utilizing data from research conducted by the strategy & analytics team we will identify target markets and industries for focus of business meetings during market visits.

SPI #4: Strengthen Colorado's unique attributes and empower access for Coloradans to OEDIT's global programs and services (OEDIT SPI #2)
Outcome Measure: Participate in or host an industry (or cross-industry) event outside the Denver metro/front range region once a month (12 events by June 2017).
> Strategy:
- By participating in one event or meeting outside of the Denver metro/front range region each month, the global business development team will increase exposure, access and knowledge of global programs and services to rural Colorado communities.

SPI #5: Assist rural Colorado communities to develop strong, diverse workforce and leadership pipelines (OEDIT SPI #1)
Outcome Measure: Host one proactive youth-focused statewide challenge or event structured around growth in Colorado's Advanced Industries by June 2017.
>   Strategy:
*   By leading a statewide youth-focused challenge focused on growing the Advanced Industries, we will increase interest in these industries throughout all Colorado communities.

GBD Programs:

Advanced Industries Accelerator Program (AIA)
The following industries are defined to be advanced industries: Advanced manufacturing, aerospace, bioscience, electronics, energy and natural resources, infrastructure engineering, and information technology. The program includes the following types of grants:
*   A proof-of-concept grant for an advanced industry research project to an eligible office of technology transfer;
*   An early-stage capital and retention grant to an eligible company for the purpose of accelerating the commercialization of advanced industry products or services to be manufactured or performed in the state; and
*   An infrastructure grant for an advanced industry project that builds or utilizes infrastructure to support or enhance the commercialization of advanced industry products or services or that contributes to the development of an advanced industry workforce.

Funding Source: HB 13-1001, Advanced Industries Acceleration Cash Fund
Personnel: Three full time OEDIT staff members, OEDIT division director, external industry leads, Economic Development Commission (EDC) members
SPIs:
*   Strengthen Colorado's unique attributes and empower access for Coloradans to OEDIT's global programs and services;
*   Assist rural Colorado communities to develop strong, diverse workforce and leadership pipelines
    *   Strategically market the program to increase applicants and deploy funds – create social media campaign, communicate success stories and engage with grant recipients as part of a "service after sales" program including follow up site visits.
    *   Survey applicants both non winners and grant recipients on a regular basis in an effort to make continuous improvement to the program.
    *   Host industry and cross industry events to connect grant recipients and grant seekers to resources including investors, established industry professionals, experts and supply chain contacts.
    *   AIA program staff to connect with rural communities at least once monthly.

Advanced Industries Export Accelerator Program
The advanced industries are advanced manufacturing, aerospace, bioscience, electronics, energy and natural resources, infrastructure engineering, and information technology. The program consists of international export development expense reimbursement, export training, and global network consultation.
Funding Source: HB 13-1193, Advanced Industries Export Acceleration 10 Cash Fund
Personnel: One OEDIT Sr. Manager and two OEDIT managers, OEDIT division director
SPIs:
*   Attract, retain and grow global business opportunities in Colorado;

- Strengthen Colorado's unique attributes and empower access for Coloradans to OEDIT's global programs and services;
- Assist rural Colorado communities to develop strong, diverse workforce and leadership pipelines
  - o Strategically market the program to increase applicants and deploy funds – enhance social media presence, communicate success stories and engage with grant recipients as part of a "service after sales" program including follow up site visits.
  - o GBD AI Export staff to connect with rural communities at least once monthly to provide educational opportunities.
  - o Strategically deploy funds based on strategies identified by the strategy and analytics team to focus on companies that are nationally competitive but have an unconsolidated supply chain.

Job Growth Incentive Tax Credit (JGITC)
JGITC is a performance-based job creation incentive program – businesses must create and maintain permanent net new jobs for one year before receiving credit.
Funding Source: The General Fund
Personnel: OEDIT GBD Division Director, Four OEDIT GBD staff
SPIs:
- Retain and maintain Colorado's current economic base using a data driven strategic plan;
- Attract, retain and grow global business opportunities in Colorado;
- Attract, retain and grow domestic business opportunities in Colorado;
- Strengthen Colorado's unique attributes and empower access for Coloradans to OEDIT's global programs and services;
- Assist rural Colorado communities to develop strong, diverse workforce and leadership pipelines.
  - o Proactively market the program by targeting locations for travel outside of the state to focus on industry and occupation targeted strategies.
  - o GBD staff to connect with rural communities at least once monthly to visit with local EDOs or businesses that could provide information on trends and barriers they are facing in their community.
  - o Strategically recruit, retain and deploy funds based on strategies identified by the strategy and analytics team to focus on companies that are nationally competitive but have an unconsolidated supply chain and with a focus on occupations that are suited for current and future state, national and global trends.

Strategic Fund Incentive
The Strategic Fund is a cash incentive program; businesses must create and maintain permanent net new jobs for one year before receiving an incentive.
Funding Source: The General Fund
Personnel: OEDIT GBD Division Director, Four OEDIT GBD staff
SPIs:
- Retain and maintain Colorado's current economic base using a data driven strategic plan;
- Attract, retain and grow global business opportunities in Colorado;
- Attract, retain and grow domestic business opportunities in Colorado;
- Strengthen Colorado's unique attributes and empower access for Coloradans to OEDIT's global programs and services;
- Assist rural Colorado communities to develop strong, diverse workforce and leadership pipelines

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- o Proactively market the program by targeting locations for travel outside of the state to focus on industry and occupation targeted strategies.
- o GBD staff to connect with rural communities at least once monthly to visit with local EDOs or businesses that could provide information on trends and barriers they are facing in their community.
- o Strategically recruit, retain and deploy funds based on strategies identified by the strategy and analytics team to focus on companies that are nationally competitive but have an unconsolidated supply chain and with a focus on occupations that are suited for current and future state, national and global trends.

GBD Scorecard:

			Target (Fiscal Year)				Results	Insights
OEDIT SPIs	**Division SPIs**	**Outcome & Lead Measures**	**Baseline**	**1 Year**	**3 year**	**Comments on performance**	**Actuals to date**	**Comments on performance**
OEDIT SPI #3 Attract, retain, grow business. (Density of Companies Driver)	Increase access to global opportunities / Alignment of ITO with GBD to focus on Foreign Direct Investment (FDI) opportunities	Host three foreign delegations in Colorado	N/A	3	N/A	N/A	N/A	N/A
		Identify regions to target for hosting delegation / Report on strategy for arranging delegation (report on progress monthly)	N/A	3	NA	We will take a more proactive and strategic approach to hosting delegations here in Colorado. GBD has created a diplomacy role that will assist with arranging delegations and meetings with CO businesses to increase global / FDI opportunities	TBD	TBD
		Arrange at least two business meetings with Colorado-based businesses per delegation. Focus of meetings will be to increase global/FDI opportunities (will report on progress monthly as delegations are arranged)	N/A	6	NA	GBD will utilize data from research conducted by the Strategy & Analytics team to identify target industries/businesses based on region we are hosting	TBD	TBD
OEDIT SPI #3 Attract, retain, grow business. (Density of Companies Driver)	Proactively recruit, attract and grow business in Colorado	Proactively visit five domestic markets to attract and grow business in Colorado	N/A	5	N/A	N/A	N/A	N/A
		Number of markets visited, strategy related to market visited and takeaways/next steps (report on progress monthly)	N/A	5	NA	Example of target markets: CA, TX, UT, IL, NY	TBD	TBD
OEDIT SPI #2 Strengthening Colorado's unique attributes and empowering access for Coloradans. (Shared Vision/Partnership Driver)	Continue to create, host and promote/attend industry empowering events and leverage industry programs to increase support and focus	[Each GBD team member] to participate in or host an industry (or cross-industry) event outside the front range monthly	N/A	132	N/A	N/A	N/A	N/A
		11 team members/one event per month (will report on progress monthly)	N/A	132	NA	Team will utilize data from research conducted by the Strategy & Analytics team to identify target industries for events and strategic focus for events	TBD	TBD
OEDIT SPI #1 Assisting rural Colorado communities to develop strong leadership pipelines (Leadership Driver)	Develop and host an event that will assist rural communities to develop strong leadership pipelines	Host a least one proactive statewide challenge/event structured around the Advanced Industries	N/A	1	N/A	N/A	N/A	N/A
		Create a youth-focused, state-wide event focusing on the advanced industries (will report on progress monthly)	N/A	1	NA	The driver of the event is the Advanced Industries Accelerator Program (AIA). The event will not only	TBD	TBD
OEDIT SPI #1, 2 & 3	Business recruitment, retention and expansion - Retain and maintain Colorado's current economic base using a data driven strategic plan	Administer at least 3 surveys by June 2017	N/A	3	N/A	N/A	N/A	N/A
		Number of surveys administered (report on progress monthly - including number of respondants)	4	3	9	Survey companies in Colorado to identify trends, barriers to growth and future growth strategies for existing Colorado firms via interviews.	TBD	TBD

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6.2 Regional & Business Support

Business and Regional Support is the culmination of efforts to assist rural, urban and metro areas of Colorado. Through the alignment of the Colorado Small Business Network, Regional Support and the Minority Business Office, resources are provided to help businesses and communities connect to the existing infrastructure that ensures no duplication of efforts exists.

a. Small Business Development Center (SBDC)

SBDC Focus:

The Colorado Small Business Development Center (SBDC) Network is dedicated to helping small businesses statewide grow and prosper by providing free, confidential consulting and no or low-cost training programs.

Customer: Small Businesses - The Small Business Administration has established two widely used size standards – 500 or fewer employees for most manufacturing and mining industries and $7.5 million or less in average annual receipts for many nonmanufacturing industries.

SBDC SPIs:

SPI #1: Assist Small Businesses. (OEDIT SPI #3)
Outcome Measure: Increase the number of Business Consulting Sessions by 10% over three years
    Strategies:
- Expanding programs to new area or underserved industries or demographics such as technology, manufacturing, procurement, Veterans, and Minorities.
- Increase the number of clients consulted; the number of consulting sessions held, direct and preparation hours spent consulting with businesses, and the number of "long-term" clients – clients that have five or more hours of assistance in one year.

SPI #2: Increase Jobs in Colorado. (OEDIT SPI #3)
Outcome Measure: Through the assistance of the SBDC, increase the number of jobs created and retained in Colorado by 20% over 3 years.
    Strategies:
- Provide high quality business assistance that increases the number of jobs created and retained.
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer's Edge program.

SPI #3: Assist Small Businesses with Financing (OEDIT SPI #3)
Outcome Measure: Increase the amount of Small Business capital infusion by 15% over 3 years.
    Strategies:
- Increase small business financing through the assistance of the SBDC. The types of financial impact that our network concentrates on is: Capital Infusion – loans obtained + owner capital + other capital, Increased Sales, and Increased Contracts.
- Create a capital matrix that details local lender's investment focuses to better match clients with lenders.

SPI #4: Boost the Small Business Community (OEDIT SPI #3)

Outcome Measure: Increase the number of hours spent with Small Businesses (direct contact and preparation time) by 15% over 3 years.

<u>Strategies:</u>
- Increase the number of new business starts and increasing the number of target demographic clients.
- Partner more with the Minority Business Office (MBO) and applying for Veterans assistance grants to fund further program development and deployment.

SPI #5: Expand Small Business Resources (OEDIT SPI #2)
Outcome Measure: Increase the amount of Business training attendees by 10% over 3 years.

<u>Strategies:</u>
- Increase the number of trainings and conferences hosted by the SBDC Lead center (OEDIT staff) and increasing the number of attendees.
- Create new partnerships and funding opportunities with private big businesses that have a similar industry or demographic focus.

SBDC Programs:

Colorado SBDC Core Program
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. Statewide there are 14 centers and more than 70 part time satellite centers that offer free one-on-one consulting services and no- or low-cost training. These services are confidential, effective and free.
Funding Source: SBA Grant.
Personnel: 4 full time OEDIT employees.
SPIs:
  o Assist Small Businesses Increase Jobs in Colorado
  o Assist Small Businesses with Financing
  o Boost the Small Business Community, Expand Small Business Resources.

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 assist small businesses in the transportation industry become more competitive and successful in bidding and contracting with CDOT and other local transportation agencies.
Funding Source: Colorado Department of Transportation.
Personnel: 3 full time OEDIT employees.
SPIs:
  o Assist Small Businesses
  o Increase Jobs in Colorado
  o Assist Small Businesses with Financing
  o Boost the Small Business Community
  o Expand Small Business Resources

LEADING EDGE
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

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help both start-up and existing businesses in the areas of finance, marketing, management and more.
Funding Source : State General Fund.
Personnel: 4 full time OEDIT employees.
SPIs:
- o Assist Small Businesses
- o Increase Jobs in Colorado
- o Assist Small Businesses with Financing
- o Boost the Small Business Community
- o Expand Small Business Resources

SBDC ADVANCED

This is an economic gardening program focused on helping second-stage companies by providing specialized business assistance by refining core strategies. The program provides access to in-depth market research, geographic information system analysis, competitor analysis, and search engine optimization. The businesses form lasting relationships with highly experienced mentors and advisors spurring future growth.
Funding Source: None
Personnel : 3 full time OEDIT employees.
SPIs:
- o Assist Small Businesses
- o Increase Jobs in Colorado
- o Assist Small Businesses with Financing

Disaster Relief and Preparedness

The Colorado SBDC Network assists businesses who have been affected by recent disasters in Colorado and helps business prepare for future disasters, including devastating wildfires and floods. Program consultants and trainers assist with disaster loan applications, long-term planning, insurance navigation, physical and economic loss estimations, business preparedness and more.
Funding Source: CDBG-DR Funds through DOLA and HUD.
Personnel: 2 full time OEDIT employees.
SPIs:
- o Assist Small Businesses,
- o Increase Jobs in Colorado
- o Assist Small Businesses with Financing

Small Manufacturer's Advantage (SMA)

SMA is a partnership program providing integrated support to small manufacturers across Colorado by leveraging the coordination of key strategic organizations such as Manufacturer's Edge, the Colorado Small Business Development Center Network (SBDC), the State of Colorado Office of Economic Development and International Trade (OEDIT), the World Trade Center (WTC), and the Procurement Technical Assistance Center (PTAC). The result is a unique and powerful synthesis of expertise and resources designed to help Colorado manufacturers succeed across all stages of the organizational life cycle.
Funding Source: Manufacturer's Edge and OEDIT Advanced Industry Grant.
Personnel: 2 full time OEDIT employees.
SPIs:

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- o   Assist Small Businesses
- o   Increase Jobs in Colorado
- o   Assist Small Businesses with Financing

SBDC Scorecard:

Small Business Development Center

OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Target (Fiscal Year)				Results	Insights
			Baseline	1 Year	3 year	Comments on performance	Actual to date	Comments on performance
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	Assist Small Businesses	Increase the number of Business Consulting Sessions by 10% over three years	17,716.00	14,532.00	16,000.00	Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, loss of HB1002 and HB1003 funding should decrease the short term results but we will work to increase this over three years.	TBD	TBD
		Increase the number of one-on-one business consulting clients by 10% over three years	5,834.00	5,158.00	NA	Goals are rolled up for 14 sub-centers, previous year results are factored	TBD	TBD
		Increase the number of clients that have 5 or more hours of assistance in one calendar year by 10% over three years	1,486.00	1,084.00	NA	Five or more hours with one client is the target SBA has set because they believe the client will start to see measurable gains after this amount of time. Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, loss of HB1002 and HB1003 funding should decrease next year's number.	TBD	TBD
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	Increase Colorado Jobs	Through the assistance of the SBDC, increase the number of Jobs Created and Retained in Colorado by 20% over three years	4,185.00	2,484.00	3,000.00	SBA established goal based on prior year performance. The network will work to increase this impact each year.	TBD	TBD
		Through the assistance of the SBDC, increase the number of small business jobs created by 20% over three years	1,548.00	1,242.00	NA	SBA established goal based on prior year performance.	TBD	TBD
		Through the assistance of the SBDC, increase the number of small business jobs retained by 20% over three years	2,637.00	1,242.00	NA	SBA established goal based on prior year performance	TBD	TBD
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	Assist Small Businesses with Financing	Through the assistance of the SBDC, increase the amount of Small Business Capital Infusion by 15% over three years	$ 184,793,415.00	$ 68,247,812.00	$ 78,500,000.00	SBA established goal based on prior year performance. The network will work to increase this impact each year.	TBD	TBD
		Through the assistance of the SBDC, increased the dollar amount of sales for small businesses by 15% over three years	$ 91,675,660.00	$ 55,275,000.00	NA	Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, loss of HB1002 and HB1003 funding should decrease next year's number.	TBD	TBD
		Through the assistance of the SBDC, increased the dollar amount of contracts for small businesses by 15% over three years	$ 42,759,585.00	$ 29,025,000.00	NA	Goals are rolled up for 14 sub-centers, previous year results are factored	TBD	TBD
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	Boost the Small Business Community	Increase the number of hours spent with Small Businesses (direct contact and preparation time) by 15% over three years	34,759.00	27,660.00	32,000.00	Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, loss of HB1002 and HB1003 funding should decrease next year's number.	TBD	TBD
		Through the assistance of the SBDC, increase the number of business starts by 15% over three years	290.00	300.00	NA	SBA established goal based on prior year performance	TBD	TBD
		Increase the number of Veteran and Minority clients by 15% over three years	1,707.00	706.00	NA	Goals are rolled up for 14 sub-centers, goal was made before the MBO was rolled under the SBDC - we anticipate this increasing our numbers above last years results.	TBD	TBD
Strategic Policy Initiative #2: Strengthening Colorado's unique attributes and empowering access for Coloradans. (Shared Vision/Partnership Driver).	Expand Small Business Resources	Increase the amount of Business Training attendees by 10% over three years	13,718.00	10,690.00	12,000.00	Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, training is not a required activity of the SBDC Program	TBD	TBD
		Increase the number of business trainings by 10% over three years	787.00	571.00	NA	Goals are rolled up for 14 sub-centers, previous year results are factored in to goal, training is not a required activity of the SBDC Program	TBD	TBD
		Maintain the number of statewide training conferences / events hosted by the SBDC Lead center (OEDIT staff)	5.00	5.00	NA	Two Women's conference, one Veterans conference, one Rockies Small Business Day, and Leading Edge graduation and awards.	TBD	TBD
		Increase the number of training conference attendees by 10% over three years	1,140.00	1,200.00	NA	Our goal is to increase attendance every year. We are moving one of the Women's conferences from Vail to Loveland and we are not sure how this will affect attendance.	TBD	TBD

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b. Regional Economic Development

Regional Economic Development Focus:

Regional Economic Development's focus is to partner with Colorado's 14 regions to encourage resiliency within Colorado's communities. Through locally-driven collaboration, regional economic development partners with economic developers, industry representatives, government officials, academia, nonprofits and community organizations to identify and inform strategic economic growth strategies.

Regional Economic Development SPIs:

SPI #1: Advance local economic development plans through community assessments and strategic planning sessions. (OEDIT SPI #3)

Outcome Measure: Produce 3 to 4 assessments for the state by June 2017.

Strategies:
- Develop an application process by September of 2016 for communities to apply for assessment assistance.
- Market the program through October 31, 2016 when applications will be due.
- Review the submitted applications and final decisions by January 15, 2017.
- The applications awarded will receive the community assessment assistance by May 31, 2017.

SPI #2: Implement Blueprint 2.0 initiatives and utilize the feedback received to inform the 2017 round of initiatives. (OEDIT SPI #3)

Outcome Measure: Deployment of 10 Blueprint 2.0 initiatives by June 2017.

Strategies
- Continue to support the progress of the Blueprint Regional Economic Development Plans by working with the regional partners to identify strengths and opportunities.
- Make Blueprint 2.0 award announcements on July 21, 2016.
- Work with Blueprint 2.0 initiative leads to ensure the deployment of the 10 initiatives to the awarded applications by December 31, 2016.
- Obtain feedback from recipients regarding the deployment of the initiative and complete initial assessment by March 15, 2017.

SPI #3: Educate small business owners and economic developers on OEDIT programs and resources. (OEDIT SPI #1)

Outcome Measure: 100 business owners attend pop-up consulting events by June 2017. Educate 5 economic developers on OEDIT programs and resources by June 2017.

Strategies:
- Schedule all pop-up business consulting events by July 1, 2016.
- Host 5 pop-up consulting events by December 31, 2016
- Develop program and resource overview to share in on boarding process with economic developers around the state by September 31, 2016

Regional Economic Development Programs:

Advance local economic development plans
The community assessment program has $39,000 to deploy to communities to assist with local economic development strategies. This program can be tailored to meet the needs of the community in terms of the expertise necessary.
Funding Source: Strategic Fund.
Personnel: 1 Full-time OEDIT employee.
SPIs:
- o Advance local economic development plans through community assessments and strategic planning sessions.

Implement Blueprint 2.0
Regional will work with the initiative leads to ensure successful implementation of the 10 Blueprint 2.0 initiatives.
Funding Source: No funding associated with Blueprint 2.0.
Personnel: 1 Full-time OEDIT employee.
SPIs:
- o Implement Blueprint 2.0 initiatives and utilize the feedback received to inform the 2017 round of initiatives.

Education of small business owners and economic developers
Pop-up Business Consulting using a small portion of the regional budget to deploy open house events in regions around the state to make small businesses and economic developers aware OEDIT's programs and resources.
Funding Source: No funding associated with Blueprint 2.0.
Personnel: 1 Full-time OEDIT employee.
SPIs:
- o Educate small business owners and economic developers on OEDIT programs and resources.

Regional Economic Development Scorecard:

Regional Economic Development								
OEDIT SPIs	**Division SPIs**	**Outcome & Lead Measures**	**Target (Fiscal Year)**				**Results**	**Insights**
			Baseline	**1 Year**	**3 year**	**Comments on performance**	**Actuals to date**	**Comments on performance**
SPI #3: Attract, retain, grow business	Advance local economic development plans through community assessments and strategic planning sessions.	Produce 3 to 4 assessments for the state by June 2017.	NA	3 assessments complete/15 sessions	Currently only funding for one year			
		• Regional will develop an application process by September 15, 2016 for communities to apply for assessment assistance.	NA	1 application	Currently only funding for one year		TBD	TBD
		• The regional team will market the program through October 31, 2016 when applications will be due.	NA	14 marketing sessions	Currently only funding for one year		TBD	TBD
		• A team within OEDIT will review the submitted applications and final decisions by January 15, 2017.	NA	1 review session	Currently only funding for one year		TBD	TBD
		• The applications awarded will receive the community assessment assistance by May 31, 2017.	NA	Minimum of 3 assessments	Currently only funding for one year		TBD	TBD
SPI #3: Attract, retain, grow business	SPI #2: Implement Blueprint 2.0 initiatives and utilize the feedback received to inform the 2017 round of initiatives	Deployment of 10 Blueprint 2.0 initiatives by June 2017.	NA	10 Blueprint 2.0 initiaitves deployed across Colorado	NA			
		• Regional will make Blueprint 2.0 award announcements on July 21, 2016.	NA	1 award announcement	NA		TBD	TBD
		• Regional will work with Blueprint 2.0 initiative leads to ensure the deployment of the 10 initiatives to the awarded applications by December 31, 2016.	NA	10 Blueprint 2.0 initiatives deployed across Colorado	NA		TBD	TBD
		• Regional will work with the recipients to obtain feedback surrounding the deployment of the initiative and will complete this initial assessment by March 15, 2017.	NA	Complete Satisfaction survey for 28 communities/regions	NA		TBD	TBD
SPI#1: Assisting rural CO communities to develop strong leadership pipelines/SPI #3: Attract, retain, grow business	Educate small business owners and economic developers on OEDIT programs and resources.	100 business owners attend pop-up consulting events by June 2017. Educate 5 economic developers on OEDIT programs and resources by June 2017.	1 Pop-Up Consulting Event					
		• Schedule all pop-up business consulting events by July 1, 2016.	1 Pop-Up Consulting Event	6 Pop - Up Consulting Events	6 Pop-up consulting Consulting		TBD	TBD
		• Host 5 pop-up consulting events by December 31, 2016	untracked touch points with economic dvelopers	30 touch points with economic developers & small business	30 touch points with economic developers & small business		TBD	TBD
		• Develop program and resource overview to share in on boarding process with economic developers around the state by September 31, 2016	NA	onboarding sessions with 5 economic developers	onboarding sessions with 10 economic developers		TBD	TBD

c. Minority Business Office (MBO)

MBO Focus:

The focus of the Minority Business Office (MBO) is to advance business opportunities, build relationships, advocate, and provide resources and information for minority and women-owned businesses (M/WBE). MBO has established a wide network of public, private and government resources that can be leveraged by businesses of all types and sizes. MBO assists businesses with establishing themselves in the marketplace, expanding their business knowledge, networking, and expanding prospects.

MBO SPIs:

SPI #1: Increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit. (OEDIT SPI #3)

1. *Outcome Measure: Increase MBO outreach and education programs to 350 Colorado businesses by FYE 2018-2019.*
   Strategies:
   - Create programs, educational sessions, and events that facilitate certification consulting, training, and networking opportunities for M/WBE's throughout Colorado.
   - Create strong community partnerships to be informed of federal, state, and local projects to support M/WBE participation.
   - Advocate for inclusion and diversity in business in CO.

SPI #2: Data tracking to determine an initial baseline of M/WBE companies in the state. Measure impact, such as public and private contracts, jobs created and retained, and access to capital and investment. (OEDIT SPI #3)

Outcome Measure: Determine the number of certified M/WBE companies throughout the state by FYE 2018-2019.
   Strategies:
   - MBO business directory expose and utilization throughout the M/WBE business community, government agencies and corporations
   - Create an impact report tracking contracts obtained, revenue increase, jobs created/retained, capital obtained, and new certified entities.

SPI #3: Create a mentorship and succession programs for Colorado companies in different industries, including an international scope. (OEDIT SPI #1)

Outcome measure: Implement a pilot program, track number of participants, review and refine as the program is implemented in other parts of the state by FYE 2018-2019.
   Strategies:
   - An apprentice and trade component in partnership with minority community organizations, public school systems, and higher education.
   - Create an alumni program for International grant graduates that foster mentorship and increases international export.

MBO Programs:

Pathway to certification

Consulting program that supports certification and subsequent marketing tools with the purpose to obtain government and corporate contracts.

Funding Source: MBO General Fund
Personnel: 2 full-time OEDIT employee
SPIs:

- o   Increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit.

Rural Colorado Business Research Study

MBO will conduct a research study to determine challenges and conditions of businesses in rural Colorado. Use of surveys throughout the state.

Funding Source: MBO General Fund
Personnel: 1 full-time OEDIT employee
SPIs:

- o   Data tracking to determine an initial baseline of M/WBE companies in the state. Measure impact, such as public and private contracts, jobs created and retained, and access to capital and investment.

Mentorship Programs

MBO will develop mentorship programs within industries that foster knowledge sharing opportunities, succession patterns, entrepreneurship, and address the need of additional workforce in Colorado.

Funding Source: MBO General Fund
Personnel: 1 full-time OEDIT employee
SPIs

- o   Increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit.
- o   Create a mentorship and succession programs for Colorado companies in different industries, including an international scope.

International Grant Alumni Program

MBO will develop a program, consisting of events and one-on-one sessions, to identify experienced international entrepreneurs that can share knowledge and guidance with Leading Edge graduates to ensure positive and successful export experiences.

Funding Source: MBO General Fund
Personnel: 1 full-time OEDIT employee
SPIs:

- o   Data tracking to determine an initial baseline of M/WBE companies in the state. Measure impact, such as public and private contracts, jobs created and retained, and access to capital and investment.
- o   Create a mentorship and succession programs for Colorado companies in different industries, including an international scope.

MBO Scorecard:

Minority Business Office								
					Target (Fiscal Year)		Results	Insights
OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
SPI #3: Attract, retain and grow business	SPI #1:Increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, capacity increase, and contract pursuit. Increase MBO outreach and education programs to 350 Colorado businesses by FYE 2018-2019.	Outcome Measure - Determine number of certified M/WBE's throughout the State. Determine a baseline or start point to track new companies.	More than forty-five companies received certification assistance in the first 90 days of the Pathway to Certification Program.					
		Lead Measure - Establish data reporting mechanism on a quarterly basis with target certifying agencies: SBA, CDOT, CCD, RTD, and MPMDC.		Reporting system with certifying entities will be implemented by FYE 2016-2017. Initial target twice a year.	Create a quarterly ongoing solid reporting system with all certifying entities.		TBD	TBD
		Lead Measure - Establish ongoing (quarterly) communication with M/WBE's to track number		Assist 100 companies through the	Consistently assist companies through the		TBD	TBD
		Lead Measure - Establish an MBO "Success Stories" via monthy newsletter.		Generate at least 10 success stories by FYE 2016-2017	Generate ongoing and meaningful success stories		TBD	TBD
SPI #3: Attract, retain and grow business	SPI #2:Data tracking to determine an initial baseline of M/WBE companies in the state. Measure impact, such as public and private contracts, jobs created and retained, and access to capital and investment. Outcome measure will be the impact created amongst M/WBE companies throughout the state: new contracts obtained, jobs created and retained, increased revenues.	Outcome Measure - Determine number of public and private contracts allocated to M/WBE's by government agencies and corporations. Determine an initial point to track improvement. Measure of success: new contracts obtained, jobs created and retained, increased revenues.	No initial data available at this point.					
		Lead Measure - Establish data reporting mechanism on a quarterly basis with target government agencies: DPA, CDOT, DPS, etc.		Reporting system with certifying entities will be implemented by FYE 2016-2017. Initial target twice a year.	Create a quarterly ongoing solid reporting system with all government entities.		TBD	TBD
		Lead Measure - Establish ongoing (quarterly) communication with M/WBE's to track number of public or private contracts obtained as prime or subcontractor basis.		Implement an annual reporting system with certified business FYE 2016-2017.	Create an ongoing reporting process to increase participation by 15% each year.		TBD	TBD
		Lead Measure - Establish a "Success Stories" rewarding system (bi-annual) for public and private contracts around Colorado.		Generate at least 10 success stories by FYE 2016-2017	Generate ongoing and meaningful success stories that will shape a diverse M/WBE market participation in Colorado.		TBD	TBD
SPI #1: Assisting rural Colorado communities to develop strong leadership pipelines	SPI #3: Create a mentorship and succession programs for Colorado companies in different industries, including an international scope.	Outcome Measure - Establish a "pilot" program in Denver. If successful, duplicate program throughout the State.	Brand new program. No baseline available at this time.					
		Lead Measure - Identify education partners.		Partners and participant will be identified to kick	Have 100 participants in the program by FYE 2018-2019. Track		TBD	TBD
		Lead Measure - Track number of participants quarterly.		Implement tracking system with participants and partners by FYE 2016-2017.	Ongoing tracking system with participants and partners and measure increase.		TBD	TBD
		Lead Measure - Track number of hired participants from the program and develop mentorship relations for future participants.		Generate at least 5 success stories by FYE 2016-2017. Identify participants in program to create mentorship succession.	Generate at least 10 success stories annually. Solidify mentorship succession by a rate of at least 5 mentors identified every year.		TBD	TBD

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6.3 Business Funding & Incentives (BF&I)

BF&I Focus:

Advancing a vibrant and thriving Colorado by providing incentives, financing and assistance programs to businesses and communities.

BF&I SPIs:

SPI #1: Maximize Access to Capital for businesses and communities in the state year over year. (OEDIT SPI #3)

Outcome Measure: Ensure that BF&I achieves its deployment of capital and touch point targets for each key program from year 1 through year 3: Community Development Block Grants-Disaster Recovery (CDBG-DR); Venture Capital Authority (VCA); Discretionary incentives for Rural Colorado; BF&I Program Presentations; Procurement Technical Assistance Center (PTAC)

Strategies:

- Deploy CDBG-DR Dollars for Business Grant and Loan, Tourism, Work Force and Technical Assistance and resiliency
- Venture Capital Authority--selection of new fund managers with recycled capital
- Provide 10% of newly awarded BF&I incentives and CDBG loan transactions to Rural Colorado. (Rural defined as all counties except the eleven I-25 Corridor Counties: Larimer & Weld through Pueblo)
- Once a quarter ensure BF&I's presence at OEDIT events to discuss and/or present programs.
- Support PTAC in obtaining DLA Grant, signing state contract and fully deploying state funds by July.

SPI #2: We will fully deploy SalesForce across all applicable BF&I programs going forward. (OEDIT SPI #3)

Outcome Measure: Continue to increase SalesForce participation in BF&I programs to 100% for all new programs by year 3.

Strategy:

- Partner with OEDIT SalesForce team to support implementation

SPI #3: Maintain 100% completion rating on BF&I development and succession plans. (OEDIT SPI #3)

Outcome Measure: Maintain 100% program and department resiliency over the next 3 years.

Strategies:

- % individual development plans complete
- Updated succession plans in place (annually) and ensure that every BF&I program has a back-up person

SPI #4: Continue to support execution of RTA Projects. (OEDIT SPI #2)

Outcome Measure: Finalize all RTA projects

Strategies:

- Finalize cycle three RTA Resolutions for the National Western Center and GoNOCO.

- Continue to support existing RTA awards and project construction for the Pueblo Professional Bull Riders University, Aurora Gaylord of the Rockies, Colorado Springs City for Champions (with emphasis on the U.S. Olympic Museum and Hall of Fame), Denver National Western Center and Northern Colorado GoNOCO projects.

BF&I Programs:

Job Growth Incentive Tax Credit (JGITC)
The Job Growth Incentive Tax Credit is a performance-based program, managed jointly with the Industry Management team that provides state income tax credits to businesses that create new jobs and that would not have occurred in Colorado but for this program. **Funding:** $450K Economic Development Commission (EDC) Discretionary funding
Personnel: 2.5 full-time OEDIT employees
SPI: Maximize Access to Capital year over year

Strategic Cash Fund Incentive
The Strategic Fund Cash Incentive program is a performance-based grant program administered jointly with the Industry Management team 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.
Funding Source: $450K Economic Development Commission (EDC) Discretionary funding
Personnel: 2.5 full-time OEDIT employees
SPI: Maximize Access to Capital year over year

Enterprise Zone Tax Credits (EZ)
Colorado's Enterprise Zone (EZ) program provides tax incentives to encourage businesses and non-profits to locate, expand, and invest in designated economically distressed areas of the state.
Funding Source: $366.5k EDC Discretionary Funding
Personnel: 1 full-time employee
SPI: Maximize Access to Capital year over year

Job Training Grant Programs (CFEI)
The Colorado First and Existing Industry grants are jointly administered by OEDIT and the Colorado Community College System. The state provides matching dollars for employee training to retain and grow jobs.
Funding Source: $82K from Long Bill
Personnel: overlap with JGITC
SPI: Maximize Access to Capital year over year

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.
Funding Source: Federal Funds granted to city or county through the Community Development Block Grant Program – CDBG
Personnel:
SPI: Maximize Access to Capital year over year

Aviation Development Zone Tax Credit (ADZ)

Aircraft manufacturers or repairers located in a Colorado aviation development zone (certain airports) may qualify for a state income tax credit of $1,200 per new employee.
Funding Source: overlap with JGITC
Personnel: overlap with JGITC
SPI: Maximize Access to Capital year over year

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
- State Small Business Credit Initiative (SSBCI)
- Cash Collateral Support (CCS)
- SSBCI
- Colorado Credit Reserve (CCR)
- Venture Capital Authority (VCA)
- Historic Preservation Tax Credits for Commercial Structures (HPTC)
- Advanced Industry Investment Tax Credit Program
- Community Development Block Grant-Disaster Recovery (CDBG-DR) Program for Economic Revitalization
- Rural Jump-Start Zone Program (RJZ)
- CDBG Business Loan Funds
- CDBG Planning and Feasibility Studies
- Certified Capital Companies (CAPCO) Program

Regional Tourism Act (RTA)

Program that gives local governments the opportunity to apply with the EDC for approval of large scale Regional Tourism Projects that are of extraordinary and unique nature and anticipated to result in substantial increase in out-of-state tourism, and that generate a significant portion of the sales tax revenue by transactions with nonresidents of the respective tourism zone. Funding and personnel as JGITC)
Funding Source: $450K Economic Development Commission (EDC) Discretionary funding
Personnel: 2.5 full-time OEDIT employees
SPI: Continue to support execution of RTA Projects

BF&I Scorecard:

OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Target (Fiscal Year)				Results	Insights
			Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
Atract, retain, grow business.	Maximize Access to Capital year over year.	Ensure that BF&I achieves its deployment of capital and touch point targets for each key program (CDBG-DR, VCA, Rural,	100%	100%	100%			
		Deploy CDBG-DR BLF Dollars for Business Grant and Loan, Tourism, Work Force and Technical Assistance and resiliency	$5,600,000	$2,000,000		Two year Disaster Recovery Workforce Training and Technical resliiency funding and other existing programs		
		Venture Capital Authority--selection of new fund managers with recycled capital	N/A	If funds are available, select fund manager for fund III		There is a need for funding small businesses in the entire state, If fund manager goals are met then the program is accomplishing what it was created for		
		Provide 10% of newly awarded BF&I incentives and CDBG loan transactions to Rural Colorado.	10%	10%		Includes the JGITC, SF, RJZ, CDBG Loans and CFEI		
		Once a quarter ensure BF&I's presence at OEDIT events to discuss and/or present programs.	N/A	4		Need to leverage OEDIT touch points to promote BF&I programs (pop up consulting, etc.)		
		Support PTAC in obtaining DLA Grant, signing state contract and fully deploying state funds by July.	$200K	$200K				
Atract, retain, grow business.	We will fully deploy Salesforce accross all applicable BF&I programs	Continue to increase Salesforce participation in BF&I programs.	Currently, 16 programs out of 29 are in Salesforce (JGITC, SF, EZ (8), HPTC, AITC,	CFEI and EZ Contribution Projects.	All new programs in sales force plus 1 more legacy program			
Atract, retain, grow business.	Maintain 100% completion rating on BF&I development and succession plans.	Program and department resiliency	100%	100%	100%			
		% individual development plans complete	100%	100%	100%		TBD	TBD
		Updated succession plans in place (annually) and ensure that every BF&I program has a back-up person.	100%	100%	100%	Ensure that succession plans are continously updated as team changes occur.	TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans.	Continue to support execution of RTA Projects	Finalize All RTA Resolutions	3	2	0	Pueblo, Colorado Springs and Aurora are finalized with National Western Cntr and Go No CO pending.		
		Continue to support existing RTA awards and project construction	5	5		Supporting 5 projects	Supporting 5 projects	All 5 projects are currently active

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6.4 Colorado Tourism Office (CTO)

CTO Focus:

CTO's focus is *promoting and developing tourism in Colorado*. Supporting OEDIT's mission of a thriving and vibrant economy by increasing traveler spending to drive tourism-related business income and state and local tax revenues.

CTO SPIs:

SPI #1: Unite Colorado Tourism under one strategic plan. (OEDIT SPI #2)

Outcome Measure: Develop strategic roadmap

Strategies:

- Hold eight (8) listening sessions across the state to capture input from the tourism industry, community and elected leaders and members of the public on ways of maximizing the state's benefit from tourism by July 1, 2016.
- At Governor's Conference on Tourism, share State of the Industry Report, incorporating listening sessions input as well as independent research findings creating a foundation for strategic recommendations.
- Hold 8 (eight) additional listening sessions across the state in fall 2016 to seek input on findings and recommendations and build ownership in the plan.
- Release finished Roadmap in January 2017 to Colorado Tourism Board and share statewide.
    - This SPI supports OEDIT's Shared Vision/Partnership Driver SPI by creating a shared vision for the tourism industry.

SPI #2: Create Leadership Pipeline within Colorado Tourism Industry. (OEDIT SPI #1)

Outcome Measure: Develop Tourism Leadership Program

Strategies:

- CTO to develop framework for statewide yearlong leadership development program with CTO piloting program during FY17.
- Select and contract with leadership program consultant
- CTO staff to participate in six (6) workshops and complete a project.
- Staff to provide feedback on changes/additions to program
- Program offered to Colorado tourism industry in fall 2017.
    - This SPI supports OEDIT's Leadership Driver SPI by developing new leaders in the tourism industry.

SPI #3: Connect Colorado Tourism Industry through Data and Research. (OEDIT SPI #3)

Outcome Measure: Create Statewide Research Roundtable

Strategies:

- Creation of CTO Research Roundtable to synthesize research findings in addressing key strategic issues relating to markets, consumers and effectiveness.
- Establish regular meeting schedule.
- Develop standards for assessing and identifying target markets and opportunity markets.
- Evaluate and identify key customer segments.
- Develop a winter and summer markets report.
- Develop a Colorado Image & Perception Study.
- Evaluate key international markets.

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- o This SPI supports OEDIT's Density of Companies Driver, Strategy #2 by creating data and research reports that support small business marketing intelligence across the state.

SPI #4: **Empower Colorado Tourism Industry Members. (OEDIT SPI # 4)**
Outcome Measure: Host Industry Educational, Networking and Inspiring Events
Strategies:
- Create, host and promote Governor's Tourism Conference in September.
- Create, host and promote Tourism Day at the Capitol in January.
- Engage in statewide, weeklong Colorado Roadshow in May.
  - o This SPI supports OEDIT's Shared Vision/Partnership Driver SPI, Strategy #1 by continuing to create, host and promote industry empowering events.

CTO Programs

Strategic Plan:
Statewide strategic plan development for tourism industry.
Funding Source: Cash Fund
Personnel: 1 Full-time OEDIT employee.
SPI: Unite Colorado Tourism under one strategic plan

Marketing Matching Grants
1:1 grant for marketing efforts.
Funding Source: Cash Fund.
Personnel: 1 Full-time OEDIT employee.
SPI: Unite Colorado Tourism under one strategic plan

Governor's Conference :
Statewide tourism industry conference for education, networking and reporting.
Funding Source: Cash Fund.
Personnel: 1 full-time OEDIT employee.
SPI: Create Leadership Pipeline within Colorado Tourism Industry

Leadership Program
Statewide leadership development program for emerging tourism industry leaders.
Funding Source: Cash Fund.
Personnel: 1 full-time OEDIT employee.
SPI: Create Leadership Pipeline within Colorado Tourism Industry

Tourism Promotion
National marketing efforts.
Funding Source: Cash Fund and General Fund.
Personnel: 3 full-time OEDIT employees.
SPI: Connect Colorado Tourism Industry through Data and Research

Welcome Centers
Management of 11 Welcome Centers throughout the state.
Funding Source: Cash Fund.
Personnel: 1 full-time OEDIT employee.

Agritourism
Development and promotion of statewide Agritourism offerings.
Funding Source: Cash Fund.
Personnel: 2 full-time OEDIT employees

Heritage
Promotion of statewide Heritage offerings.
Funding Source: Cash Fund.
Personnel: 2 full-time OEDIT employees.

International Promotions
International marketing efforts.
Funding Source: Cash Fund.
Personnel: TBD

Governor's Conference & Events
Statewide tourism industry conference and meetings for education, networking and reporting.
Funding Source: Cash Fund.
Personnel: 1 full-time OEDIT employee.
SPI: Empower Colorado Tourism industry members

CTO Scorecard:

				Target (Fiscal Year)			Results	Insights
OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
Strengthening Colorado's unique attributes and empowering access for Coloradans (Shared Vision/Parternship Driver)	Unite Colorado Tourism Industry Under One Strategic Plan	Colorado Tourism Industry united under one strategic plan by January 2017.	Strategic consultant selected and outreach plan	100% Complete	Metrics and initiatives developed within plan 100% complete			
		Sixteen (16) State-wide input sessions complete	Eight (8) completed in June FY16	100% Completed	NA		TBD	TBD
		State of the State Report Released - October	NA	100% Completed	NA		TBD	TBD
		Final Roadmap Plan Release - December	NA	100% Completed	NA		TBD	TBD
Assisting rural Coloraodo communities to develop strong leadership pipelines (Leadership Driver)	Create Leadership Pipeline with Colorado Tourism Industry.	Tourism Leadership Development Pilot Program complete by June 2017	NA	100% Complete	2nd class of tourism leadership program 100% complete			
		Ten (10) Leadership workshops completed by CTO Staff - June	NA	100% workshops completed	NA		TBD	TBD
		Tourism Leadership Program open to Industry - August	NA	100% Complete	NA		TBD	TBD
					NA		TBD	TBD
Attract, retain and grow business (Desnisty of Companies Driver). Strategy #2: Increased small business consulting services across the state.	Connect Colorado Tourism Industry Through Data and Research	Three (3) Reports/Studies Delivered by June 2017	NA	100% Complete	Up to nine (9) research reports/studies delivered to industry			
		Customer Profile Report - October	NA	100% Complete	NA		TBD	TBD
		Evaluation of Winter & Summer Marketing Report - January	NA	100% Complete	NA		TBD	TBD
		Create Image and Perception Study - April	NA	100% Complete	NA		TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans (Shared Vision/Parternship Driver)	Empower Colorado Tourism Industry Members	Hosted/Implemented three (3) events by June 2017	NA	100% Complete	20% increase in attendance to the three			
		Governor's Tourism Conference - September	NA	100% Complete	NA		TBD	TBD
		Tourism Day at the Capitol - January	NA	100% Complete	NA		TBD	TBD
		Colorado Roadshow - May	NA	100% Complete	NA		TBD	TBD

6.5 Outdoor Recreation (ORec) Industry Office

ORec Focus:
Our focus is to champion communities, organizations, and people to come to life through Colorado's great outdoors.

Through building on our outdoor heritage we will;
- Promote inclusive access for all while strengthening our stewardship ethic
- Work on conserving public lands and waters while sparking sustainable economic development
- Drive innovations that compliment healthy outdoor lifestyles
- Invest resources towards workforce training to deepen ORec educational opportunities

ORec SPIs:
SPI #1: Redefine access/funding for Forest Service (FS), Bureau Land Management (BLM), and Colorado Parks Wildlife (CPW) regarding permitting. (OEDIT SPI # 2)
Outcome Measure: FS restructures fees and CPW/BLM/FS streamline permitting by fall 2016.
   Strategies:
- Shift the delayed Special Use permitting process currently with the FS and the BLM by fall 2016.
- Review the timelines for applications for utilization of lands for outfitters and extended timelines for National Environmental Policy Act (NEPA) studies by fall 2016.
- Explore the construct of a mechanism within CPW for a collection of funds from permitting for conservation efforts.
- Governor letter to Secretary Vilsack allowing the waiver of Recreation Resource Advisory Council (RRAC) for FS fees*.
   To explore fully the ability to collect funds, under Federal Lands Recreation Enhancement Act (FLREA), a re-established RRAC must be considered and/or public engagement process.

SPI #2: Create and implement a Colorado Outdoor Industry Leadership Summit (COILS) in partnership with Great Outdoors Colorado (GOCO). (OEDIT SPI #1)
Outcome Measures: Establish an annual COILS Summit by fall 2016.
   Strategies:
- Outdoor Industry Association (OIA) Rendezvous will be held in Denver next fall. Schedule the COILS Summit closely after the Rendezvous to capitalize on the momentum this event will bring to the State.
- Convene a steering committee out of the ORec Advisory Council to start driving the timeline for constructing the Summit.

SPI #3: Create and implement a comprehensive ORec Marketing /value proposition. (OEDIT SPI #3)
Outcome Measure: Complete branding for ORec by fall 2016.
   Strategies:
- Establish Social Media streams.
- Create ORec/OEDIT website pages for council and mapping for ORec Industry.
- Create a "promotional/recruiting video" for the ORec industry.
- Create a listing of all companies and organizations in the ORec space, in partnership with BizWest.

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SPI #4: **Identify ORec education certificate programming and business curricula at a state level. (OEDIT SPI #1)**

Outcome Measure: Creation of trade certificates and an ORec MBA by June 2017.

Strategies:
- Metro State to explore advance-manufacturing opportunities for the ORec Industry in Colorado.
- Colorado Mountain College for cut and sew certificate program, mountain bike trail building program and ski-snowboard shaping program.
- Western State for potential EMBA focused on the ORec Industry. ORec intern collating all existing ORec based degrees/programs in Colorado.

SPI #5: **Proactively recruit new ORec companies/organizations and investment opportunities. (OEDIT SPI #3)**

Outcome Measure: Increase in the diversity of companies in Colorado ORec space

Strategies:
- Identify new incentive priorities from Creative Industries to Advanced Manufacturing.
- Partner with SBDC to formalize incentive offers.
- Shift focus from external recruitment only to also internal growth support.
- Develop the Adventures Academy; Experiential programming connecting entrepreneurs and angel investors.

SPI #6: **Identify the Economic Development drivers within the ORec space in the state and actively shift incentive and recruiting constructs. (OEDIT SPI #2)**

Outcome Measure: Quantify and qualify economic development drivers in ORec space through survey by June 2017.

Strategies:
- Creation of a survey in partnership with OEDIT to ascertain key market segment drivers (workforce/innovation/incentives).
- Shift current modeling for incentive offerings based on survey results.
- Engage active participation in global trade shows and awareness programs to deepen impact in emerging markets.
- Create a state capitol "Outdoor Recreation Industry Day" for the next legislative session

ORec Programs

Blueprint 2.0: **ORec/LEEDS MBA strategic planning partnerships**

To connect 2nd year MBA students from the outdoor club of a leading business school in the state with rural towns interested in deepening their business acumen within the ORec Industry to better understand how to attract, retain, and grow businesses and organizations in this space. Now a part of Blueprint 2.0.

Funding Source: no funding

Personnel: 1 full-time employee

SPI: Identify ORec education certificate programming and business curricula at a state level.

ORec Scorecard:

| | | | | Target (Fiscal Year) | | | Results | Insights |
| | | | | | | | | |
OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
Strategic Policy Initiative #2: Strengthening Colorado's unique attributes and empowering access for Coloradans.	SPI #1: Redefine access/funding for Forest Service/ BLM / CPW regarding permitting	**Forest Service restructures fees and CPW/BLM/FS streamline permitting**	Working on the waiver for RRAC with the Governors office	Waiver complete and public comment process implemented				
		Shift the delayed Special Use permitting process currently with the Forest Service and the BLM.	Announcement from FS expected this summer		NA		TBD	TBD
		Review the timelines for applications for utilization of lands for outfitters and extended	Announcement should include new		NA		TBD	TBD
		Explore the construct of a mechanism within CPW for a collection of funds from permitting for conservation efforts.	In process with Comission as of Summer 2016		NA		TBD	TBD
Strategic Policy Initiative #1: Assisting rural Colorado communities to develop strong leadership pipelines. (Leadership Driver).	SPI #2: Create and implement a Colorado Outdoor Industry Leadership Summit (COILS) in partnership with GOCO	**Establish an annual COILS summit by Fall 2016**	Sept 28/29th of 2016	COILS Summt x2	COILS Summit x3			
		• We have put together a steering committee out of the ORec Advisory Council to start driving the timeline for constructing the Summit.	Steering committee finalizing invites and curricula		NA		TBD	TBD
		We have idtenified the venue and secured it	develop a longer term relationship with venues		NA		TBD	TBD
		We are establishing the curricula for the event	deepen curricula for next years event		NA		TBD	TBD
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	SPI #3: Create and implement a comprehensive ORec Marketing /value proposition	**Complete branding for ORec by Fall 2016**	1 Promo video complete. BizWest book due by September 2016.					
		• Create a "promotional/recruiting video" for the ORec industry.	Complete		NA		TBD	TBD
		• Established Social Media streams. • Created ORec/OEDIT website pages for	Ongoing		NA		TBD	TBD
		• Create a listing of all companies and org's in the ORec space in partnership with BizWest.	Ongoing to be completed by Fall 2016		NA		TBD	TBD
Strategic Policy Initiative #1: Assisting rural Colorado communities to develop strong leadership pipelines. (Leadership Driver).	SPI #4: Identify ORec education certificate programming and business graduate level curricula	**Creation of trade certificates and an Orec MBA**	Curricula review processes are still	Certificate programs implemented and				
		Partnering with CMC on Cut and Sew and Advanced Manufacturing curricula reviews	ongoing		NA		TBD	TBD
		• Western State and DU for potential EMBA focused on the ORec Industry.	ongoing		NA		TBD	TBD
		Collating all existing ORec based degrees/programs in Colorado.	complete to be available by Fall 2016		NA		TBD	TBD
Strategic Policy Initiative #3: Attract, retain, grow business. (Density of Companies Driver).	SPI #5: Proactively recruit new ORec companies/org's and investment opportunities.	**Increase the diversity of companies in Colorado in the Orec space**	Current recruiting efforts					
		• Identify new incentive priorities from Creative Industries to Advanced Manufacturing. • Partner with SBDC to formalize incentive	ongoing		NA		TBD	TBD
		• Develop the Adventures Academy; Experiential programming connecting entrepreneurs and angel investors.	ongoing. Hosted 1st Colorado event winter 2016		NA		TBD	TBD
		• Compliment focus from external recruitment only to also internal growth support.	ongoing		NA		TBD	TBD
Strategic Policy Initiative #2: Strengthening Colorado's unique attributes and empowering access for Coloradans. (Shared Vision/Partnership Driver).	SPI #6: Identify the Economic Development drivers within the ORec space in the state and actively shift incentive and recruiting constructs.	**Quantify and Qualify EcoDevo drivers in the Orec space**	Survey in process	Survey complete and pivoting off of results state wide				
		• Creation of a survey in partnership with OEDIT to ascertain key market segment drivers (workforce/innovation/incentives).	to be complete by summer 2016		NA		TBD	TBD
		• Engage active participation in global trade shows / awareness programs to deepen impact in emerging markets.	ongoing		NA		TBD	TBD
		• Create a state capitol "Outdoor Recreation Industry Day" for the next legislative session.	TBD		NA		TBD	TBD

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6.6 Colorado Creative Industries (CCI)

CCI Focus:
Support and expand the impact of creative industries, artists and entrepreneurs, connecting communities to advance a thriving and vibrant Colorado.

CCI SPIs:
SPI #1: Catalyze champions for creative sector engagement by investing in community leaders. (OEDIT SPI #1)
Outcome Measure: Engage, train and provide networking for 20 community leaders per year through 2020.
   Strategies:
- Support expansion and/replication of the Change Leader program model to encourage and model collaborative work among the creative sector and a variety of other community leadership
- Empower Change Leaders and their community partners to support nonprofit and for profit organizational capacity building
- Prioritize leadership support in under-resourced populations and rural areas of the state
- Incorporate youth advisors into planning and implementation of leadership activities and initiatives

SPI #2: Sustain current and develop new collaborative partnerships and shared vision among state agencies, foundations and local community leadership to expand opportunities for creative sector entrepreneurs and artists. (OEDIT SPI #2)
Outcome Measure: Increase current partnership and collaborative projects by 40% by 2020
   Strategies*:*
- Further develop the Space to Create initiative to build and sustain affordable artist live/work space in rural Colorado
- Administer and grow resources targeted at the Colorado Creative District program
- Sustain and develop new partnerships to identify and support workforce and business training needs of creative sector across the state
- Partner with arts education and youth development organizations to support youth voice, engagement and education in the arts and creativity

SPI #3: Build significant and sustained investment in the creative sector. (OEDIT SPI #3)
Outcome Measure: Provide an average number of 200 direct awards, financial incentives and referrals annually to creative organizations, businesses and entrepreneurs through June of 2017.
   Strategies:
- Provide direct funding to nonprofit organizations, arts partnerships and creative entrepreneurs
- Leverage financial incentives and promote business opportunities for the creative sector
- Drive positive economic and quality of life impact through Creative District Certification, Space to Create and creative community support
- Confer stewardship and expertise upon statutory programs supporting arts and cultural vitality

CCI Programs:

Career Advancement Awards and SBDC Scholarships

Scholarships provide support for increased business acumen to artists, creative entrepreneurs and creative small business to help stimulate their business or increase monetization of their creative ideas.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies

Personnel: % of three CCI program staff

SPI: Engaging and training community leaders

The Change Leader Institute and Certification Program

The Change Leader Institute and Certification program better equips cultural and civic leaders to manage environmental and organizational change by developing leadership skills create a support and mentoring network to reduce geographic isolation and become catalysts for change in their communities. Primary customers are people representing communities--both urban and rural--across Colorado and the communities in which they implement the concepts they learn in the institute.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies; registration fees

Personnel: One part-time CCI program manager

SPI: Engaging and training community leaders

The Annual Creative Industries Summit

The CCI Summit held in the spring of each year, is for people interested in learning about resources in Colorado and networking with leaders in creative industries. The Governor's Creative Leadership Award is presented at the Annual Summit and recognizes individuals in the state who are making a difference in people's lives through the strategic use of the arts. Our primary customers are creative small businesses and entrepreneurs with a secondary customer group of cultural institutions and community leaders.

Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies; registration fees

Personnel: % of one CCI program manager and community partners

SPI: Engaging and training community leaders

Space to Create Colorado

Space to Create is the first state-driven initiative for affordable live/work space for artists in the nation. The purpose is to develop affordable housing and work space for artists and arts organizations and to position Colorado as the nation's leader in artist-led community transformation in rural communities. Space to Create, led by Colorado Creative Industries, partners with the Colorado Department of Local Affairs, the Boettcher Foundation and other foundations, History Colorado and a non-profit housing development expert, Artspace. The partnership facilitates the development of nine projects in Colorado over the course of eight years.

Funding Source: CCI Cash Fund & partner resources

Personnel: None; CCI Director and community partner oversight

SPI: Collaborative partnerships and shared vision

Education Partnerships

Education Partnerships support the cultivation of creativity and innovation in K-12 and higher education through strategic partnerships. Initiatives include program development, advising, mentoring and grant support to in-school and out-of-school time activities for youth based in high quality arts education and

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integration. Primary customers are Colorado youth, with an emphasis on high poverty and/or rural youth and students from small communities. Secondary customers are community arts partners and educators.
Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: Partner agencies; % of CCI Deputy Director
SPI: Collaborative partnerships and shared vision

Poetry Out Loud
Poetry Out Loud is a National program supporting the learning and recitation of classic and contemporary poetry for high school age youth, with school, state and national competitions. The program is managed through a partnership with the National Endowment for the Arts and the Poetry Foundation.
Funding: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: Partner agencies; % of CCI Deputy Director
SPI: Collaborative partnerships and shared vision

Colorado State Poet Laureate
CO State Poet Laureate supports the selection and promotion of a state poet laureate for a four-year term through a partnership with Colorado Humanities. An outgrowth of the program is a new sponsorship of a Denver Area Youth Poet Laureate, now in its first year.
Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: Partner agencies; % of CCI Deputy Director
SPI: Collaborative partnerships and shared vision

Alliance for Creative Youth Development
Alliance for Creative Youth Development is CCI's support of a cadre of ten Colorado organizations supporting creative youth development through convening and supporting program evaluation. The Alliance is currently building a youth advisory council.
Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: Partner agencies; % of CCI Deputy Director
SPI: Engaging and training community leaders

Colorado Creates
Colorado Creates and project grants are financial support for organizations and communities to produce arts and cultural activities, impacting people in all regions of the state and enhancing the quality of life. Efforts are made to ensure distribution of funds throughout the state, with a specific goal of increasing investment in rural communities.
Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: % of three CCI program staff and multiple advisory panel volunteers; approval of grants by Creative Industry Council
SPI: Investing in the creative sector

The Creative District Certification
The Creative District Certification process focuses on defining specific geographic areas that can attract artists and creative entrepreneurs to a community, infuse new energy and innovation and enhance the economic and civic capital of the community. Creative Districts create hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as generate new economic activity. Program support offers selected communities access to financial and technical

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support and networking and training programs. Primary customers are Colorado communities, including local government entities, commercial businesses and nonprofit cultural organizations within and surrounding the Certified Creative Districts. Secondary customers are residents of the broader community and region as well as regional, national and international visitors.
Funding Source: Combination of CCI Cash Fund and National Endowment for the Arts monies
Personnel: CCI-managed consultant team; CCI Director oversight
SPI: Investing in the creative sector

Creative District Community Loan Fund
Creative District Community Loan Fund provides capital to Certified Creative Districts for infrastructure and property development through low interest loans.
Funding Source: N/A at this time
Personnel: Non-profit loan partner; Director oversight
SPI: Investing in the creative sector

Call Yourself Creative
Call Yourself Creative is a free program for any community or district in Colorado aimed at strengthening a community's ability to support the development of the creative economy, and work towards formal Creative District certification.
Funding Source: CCI Cash Fund
Personnel: CCI-managed consultant team & % of one CCI program manager
SPI: Investing in the creative sector

Colorado Music Strategy
CO Music Strategy is a community-based partnership aimed at developing Colorado's brand as a premier music destination nationally and internationally and the promotion of Colorado as a music friendly, business friendly and unique location for musicians through strategic promotion of resources for music industry development
Funding Source: CCI Cash Fund & partner resources
Personnel: None; CCI Director oversight
SPI: Investing in the creative sector

Art in Public Places *(1% for Art in Capital Construction Projects)*
Art in Public Places is applied to state buildings being constructed or renovated and legislated for the acquisition of public art. The primary customers are the students, faculty and visitors to the public institutions enhanced by the public artworks along with artists commissioned or providing artwork for purchase.
Funding Source: Capital Construction budgets & administrative fee
Personnel: One CCI program manager
SPI: Investing in the creative sector

The Creative Capitol Program
The Creative Capitol program brings permanent and rotating art exhibitions by Colorado artists to the state capitol building, celebrating Colorado's rich creative economy and sharing it with Coloradans.
Funding Source: N/A
Personnel: % of one CCI program manager and artist/organizational partnerships
SPI: Investing in the creative sector

Creative Industries Division

OEDIT SPIs	Creative Industries Division SPIs	Outcome & Lead Measures	Target (Fiscal Year)				Results	Insights
			Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
Assisting rural Colorado communities to develop strong leadership pipelines.	Catalyze champions for creative sector engagement by investing in community leaders.	Outcome Measure: Engage, train and provide networking for 20 community leaders per year through 2020. Catalyze champions for creative sector engagement by investing in community leaders			Increase Change Leader networking by two events per year; Include one OEDIT participant per year in CL program; increase rural and diverse participation in CL program by 10%			
		Lead Measure #1: Increased opportunities among Change Leaders for networking, support and idea exchange	Two institutes and one convening	Development of two regional leadership circles per year; one professionals development day for facilitators; support rural Change Leaders through Rural Philanthropy Days leadership training	NA	Change Leader program could benefit from additional staff support; continued development of facilitators is critical	TBD	TBD
		Lead Measure #2: Use Change Leader model to train and support other divisions to replicate community leadership development strategies	N/A	Recruitment of OEDIT staff to participate in Change Leader institutes/activities-two per year	NA	Change Leader institute and follow up is replicable and could easily be adapted to additional sectors	TBD	TBD
		Lead Measure #3: Prioritize community leadership opportunities for under-resourced populations and rural areas of Colorado	Participation from 27 counties; curated participation strives for diversity	Increase rural participation by 10% per year; track diversity of participants.	NA	The support of other OEDIT divisions in Change Leader recruitement in rural counties and in diversity is appreciated.	TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans	Sustain current and develop new collaborative partnerships and shared vision among state agencies, foundations and local community leadership to expand opportunities for creative sector entrepreneurs and artists.	Outcome Measure: Increase current partnership and collaborative projects by 40% by 2020			Facilitate start of nine Space to Create projects by end of Fiscal Year 2020; Sustain current partnerships and service numbers; increase service by three new partnerships in rural Colorado by end of FY 2019; support creation and facilitation of Youth Advisory Council by FY2019			
		Leader Measure #1 Sustain Space to Create partnerships to complete anticipated number and geographic representation by 2019	One project started	Selection and start of three additional projects	NA	Ongoing support of partner agencies/foundation is critical to meet goals; staffing is needed for best coordination of fast-track completion	TBD	TBD
		Lead Measure #2: Grow resources available to both Certified and self-identified creative districts	Launch of pilot "Call Yourself Creative" resource	New "menu" of resources for creative districts; Certification of five new districts in FY17	NA	More partnerships and staff resources to increase administration and support of districts	TBD	TBD
		Lead Measure #3: Continue SBDC partnerships, career advancment program and additional networking programs and opportunities to support business and training needs of creative sector	31 SBDC scholarships; 15 Career Advancement Awards; Creative Industries Summit (attendance 300)	Sustain approximate numbers for three programs over next three years.	NA	Research on workforce skills needed in creative sector could inform new partnerships for future programs.	TBD	TBD
		Lead Measure #4: Continue arts education and creative youth development partnerships to create and enhance in school and out of school creative opportunities and leadership development for Colorado youth.	Two primary partnerships with Think 360 Arts and Alliance for Creative Youth Development; Approximately 8,000 youth and 1,000 educators served.	Sustain approximate numbers for three programs over next three years; increase partnerships/services in rural Colorado by one new partnership per year; Facilitate creation of Youth Advisory Council	NA	Support of other education leaders in Colorado is important to sustain partnerships	TBD	TBD
Attract, retain, grow business	Build significant and sustained investment in the creative sector.	Outcome Measure: Provide an average number of 200 direct awards, financial incentives and referrals annually to creative organizations, businesses and entrepreneurs through June of 2017			Provide no fewer than 150 direct funding awards; maintain a 5% increase annually in Creative District economic impact			
		Lead Measure #1: Maintain average level of direct funding for nonprofits and creative entreprenuers	182 direct financial awards	180 direct financial awards	NA	To "hold steady", we need sufficient staff capacity and financial resources dedicated to grants	TBD	TBD
		Lead Measure #2: Increase opportunities for economic and quality of life benefits for Colorado communities	N/A	50 referrals to financial or incentive opportunities; 5% yearly increase in Creative District economic impact	NA	Type of referrals will vary with customer need; Economic impact of creative districts will be measured annually	TBD	TBD
		Lead Measure #3: Sustain support of arts and cultural vitality through ongoing statutory programs	10 public art projects in fiscal year 2016	Average 10 public art projects per FY	NA	AIPP projects are multi-year; volume of projects reflects economic health by number of capital construction projects.	TBD	TBD

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6.7 Colorado Office of Film, Television & Media (COFTM)

COFTM Focus:
The focus of the Colorado Office of Film, Television & Media is to expand and support the state's film and television content creation business to advance a thriving and vibrant Colorado. We offer incentives, resources referrals, and liaison support to create a business friendly atmosphere for visiting filmmakers, festival go-ers, and homegrown storytellers.

COFTM SPIs:
SPI #1: Strengthen the content creation business in Colorado. (OEDIT SPI #3)
Outcome Measure: Increase film production expenditures by 3% annually
  Strategies:
  - Deploy 100% of incentive funding each year to bring new projects to the state, creating new jobs for the community thus keeping our talented workforce working in Colorado.
  - Continue proactive recruitment and networking in order to spread the word about the incentive program, the talented crew and industry base, and the business friendly environment to entice future filmmakers and business entities to relocate projects to Colorado.
  - Utilize incentive funds strategically in order to maximize the number of jobs created and number of qualified prospects served through our limited yearly funding.

SPI #2: Net increase in incentive spend ROI.
Outcome Measure: Increase return on investment an average of 10% annually
  Strategies:
  - Strategically incentivize projects that will bring the most economic development to the state, and prioritize projects that plan to spend money in areas outside metro Denver.
  - Continue garnering relationships with local and national press to bring attention to the film program and the prestige of the Colorado industry.
  - Provide local and out of state filmmakers with an excellent experience by utilizing regional partnerships for support. COFTM also plans to actively maintain relationships with filmmakers to increase the amount of return business or word-of-mouth referrals.

SPI #3: Increase Opportunity for Industry and Students. (OEDIT SPI #2)
Outcome Measure: Increase industry related opportunities 5% yearly
  Strategies:
  - Increase the amount of workshops and educational opportunities for the industry all across Colorado. This includes developing new programs and making new partnerships to determine the needs of the community
  - Continue to sponsor film festivals both financially and with in-kind support to increase the state-wide and national reputation of the festival.
  - Engage with festival organizations to improve the attendee experience to not only create an image of Colorado as a film friendly state, but to entice visiting filmmakers and attendees to come back and do future business within the community

SPI #4: Build business brand.
Outcome Measure: Increase social media engagement by 5% yearly
  Strategies:
  - Utilize the existing social media platforms and partners to increase brand recognition.

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- Promote events, networking opportunities and news to keep the industry informed and educated in order to be seen as an important resource to the community.

COFTM Programs:

Incentive Promotion and Management
COFTM offers a 20% cash rebate for eligible production costs. The incentive program covers feature films, television pilots, television series (broadcast and cable), television commercials, music videos, industrials, documentaries, and video game design and creation, as well as other forms of content creation. We also offer a free online location & crew guide to promote all that Colorado as to offer.
Funding: State General Fund
Personnel: 3 full-time OEDIT employees
SPI: Net increase in incentive spend ROI

Community Partnerships
Promoting Colorado is a collaborative effort. Through local tourism and visitors bureaus, economic development offices, and regional film offices COFTM can better serve the film community. Regional partnerships help us market the diversity of each region and identify local support services.
Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701
Personnel: 4 full-time OEDIT employees
SPI: Increase Opportunity for Industry and Students

Education/Networking Programs
COFTM offers several types of continuing education and hands on experience for filmmakers, students, and anyone interested in film, television, digital media, and animation. Through local partnerships with film festivals, arts organizations, and local businesses we offer workshops, panels, networking events, and intensive classes for those in or out of school.
Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701
Personnel: 4 full-time OEDIT employees
SPI: Increase Opportunity for Industry and Students

College Road Tour
COFTM utilizes Colorado's top industry leaders to tour colleges and high schools throughout the state to discuss the film industry with aspiring media students. Students have the opportunity to connect with current industry professionals about their career paths and network with people from a variety of specialties after the workshop. The tour was created in order to encourage students in film or theater programs to stay in Colorado, and how to make the most of their early careers.
Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701
Personnel: 3 full-time OEDIT employees
SPI: Increase Opportunity for Industry and Students

Screenplay Mentoring Program
COFTM's screenplay mentoring program allows Colorado screenwriters to submit screenplays through a review system and get feedback from a film professional for free.
Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701
Personnel: 2 full-time OEDIT employees
SPI: Increase Opportunity for Industry and Students

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Education Grants

Working with local film schools and high schools, COFTM offers grants that provide hands on production experience during one semester. Through the grant, schools produce an original documentary over one semester that will air on public television.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 2 full-time OEDIT employees

SPI: Increase Opportunity for Industry and Students

Film Festival Support and Promotion

COFTM currently supports almost 30 film festivals and events throughout each year. We are here to help support existing events, both financially and promotionally, and identify new opportunities for communities. We also attend and speak at the festivals and help wrangle filmmakers and talent as guests.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 4 full-time OEDIT employees

SPI: Increase Opportunity for Industry and Students

Advertising and Marketing

COFTM plans to use low cost options to marketing utilizing social media, newsletters, and blogs. We do have a small budget that strategically places advertisements for a large impact. We are also plan to continue our Colorado Experience Road Show, which helps our marketing and outreach in rural areas of Colorado.

Funding Source: Limited Gaming Fund, C.R.S. 12-47.1-701

Personnel: 2 full-time OEDIT employees

SPI: Build business brand

COFTM Scorecard:

			Target (Fiscal Year)				Results	Insights
OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
Attract, retain, grow business	Strengthen the content creation business in Colorado	Increase film production expenditures by 3% annually	1960	2019	2141	Production spend can only increase as high as our incentive funding; we don't expect a sharp increase but how to grow over time and strategically choose projects that maximize spending potential		
		Deploy 100% of incentive funds	100%	100%	NA		TBD	TBD
		Proactive business recruitment meetings and events	55	61	NA		TBD	TBD
		Qualified incentive prospects	76	84	N/A		TBD	TBD
		Percentage of qualified incentive prospects served	28%	32%	NA		TBD	TBD
	Net increase in incentive spend ROI	Increase return on investment an average of 10% annually	461%	1389%	1528%	The Hateful Eight split between fiscal years cause the FY16 baseline ROI to be lower than average		
		Economic impact ROI from total incentive spend	407%	1330%	N/A			
		Earned media value ROI from total incentive spend	19%	21%	NA		TBD	TBD
		Percent of qualified projects from client retention and referrals	35%	38%	NA		TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans.	Increase Opportunity for Industry and Students	Increase industry related opportunities 5% annually	79	83	91			
		Number of networking opportunities provided/sponsored	35	37	NA		TBD	TBD
		Number of education opportunities provided/sponsored	15	16	NA		TBD	TBD
		Number of film festival sponsored/partnered/sponsored	29	30	NA		TBD	TBD
	Build business brand	Increase social media engagement by 5% yearly	23,165	24,323	26,816			
		Social Media Followers	13,870	14,564	NA		TBD	TBD
		Social Media Engagement	6,600	6,930	NA		TBD	TBD
		Newsletter Subscribers	2,695	2,830	NA		TBD	TBD

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6.8 Marketing, Communications & Public Affairs (MC&PA)

MC&PA Focus:

Marketing, Communications & Public Affairs (MC&PA) will promote the Colorado Story to drive awareness and relevance of OEDIT's recruitment, support and retention of companies & business. MC&PA will target in-state, national and international business leaders with targeted media and outreach.

MC&PA SPIs:

SPI #1: Communicate Colorado's Business Offerings with supporting success stories to support recruitment support and retention of Colorado Companies. (OEDIT SPI #2 & SPI #3)

Outcome Measure: Deliver 400 million impressions of statewide Colorado Stories by June 2017.

Strategies:

- Continue to create local and national public relations programs in three areas:
  1. Lagging economy:
     o Work with Development Counselors International (DCI) team to find stories in lagging economies to pitch to national press. (One positive story each quarter)
     o Create content for blogs, social media and other digital means to promote lagging economies. (Twice a month; 1 social campaign a quarter)
     o Continue immersion tour and visit businesses in lagging economies around the state
  2. Thriving economy:
     o Work with DCI team to find stories in thriving economies to pitch to national press. (One positive story each quarter.)
     o Create content for blogs, social media, and other digital means to promote thriving economies. (Twice a month; 1 social campaign a quarter)
     o Continue immersion tour and visit businesses in thriving economies around the state.
  3. Instate PR Plan:
     o Develop instate PR Pitch plan to raise positive sentiment for Colorado residents.   How Often: Traditional Media – 1 story per quarter; Social Media – 1 story per month.
- Customer Relationship Management – Develop a CRM contact strategy for OEDIT's divisions
  o Content / Messaging plan developed BEYOND newsletters.
  o Grow OEDIT database by 15%
  o Develop new licensing structure
  o Implement SalesForce Marketing Cloud – support OEDIT SPI #2&3 strategies

SPI #2: Assist Rural Colorado communities build stronger branding for Place & Community. (OEDIT SPI #1)

Outcome Measure: Increase regional branding from 3 to 9 communities/regions by June 2017.

Strategies:

- Develop and Strengthen the Brands for 3 selected communities (Blueprint 2.0 Initiative)
- Expand Blueprint 2.0 Initiative "Branding Place & Communities". Help economically underperforming communities develop branding strategies. Identify up to 5 additional communities.
- Develop a grant program to help communities in 'branding start up' phase with initial media expenses.
- Develop Branding Place & Communities Advance Course for initial communities to stay engaged in out years.

- Communicate Blueprint 2.0 updates to the appropriate legislators and encourage them to share updates with their constituents.

SPI #3: Launch and promote ChooseColorado.com as the premier economic development website that will become the heart of the digital ecosystem for the Colorado business brand. (OEDIT SPI#3)

Outcome Measure: Increase unique visitors +10%, time on site +5% and new leads +5% for OEDIT business supporting programs by June 2017.

    <u>Strategies:</u>
- Update content on Quarterly basis
- Promote site with sponsored media buy & earned media
- Integrate 1-2 divisions' websites onto ChooseColorado/AdvanceColorado site.

SPI#4: Continue to identify tracking tools - awareness, brand equity (OEDIT #2)

Outcome Measures: Maintain or Increase key brand metrics. Maintain future investment +200 basis points (in-state only). Marketing effectiveness +500 basis points by June 2017.

    <u>Strategy:</u>
- Continue tracking studies.

MC&PA Programs:

<u>Marketing</u>
Provides marketing resources for the state and office to promote a positive business story for the state. Our goal is to enhance Colorado's reputation as a premier place to work and do business. Research to drive data based decision making for OEDIT strategies.
Funding Source: General fund.
Personnel: 2 Full-time OEDIT employees.
SPIs:
- Assist Rural Colorado communities build stronger branding for Place & Community
- Launch and promote ChooseColorado.com as the premier economic development website that will become the heart of the digital ecosystem for the Colorado business brand
- Continue to identify tracking tools - awareness, brand equity (OEDIT #2)

<u>Communications</u>
Provide outreach and interaction with the state to clearly communicate success occurring around the state. Our goal is to continually inform and work with our statewide partners to support recruitment and retention of Colorado companies.
Funding Source: General fund
Personnel: 3 full-time OEDIT employees
SPI: Communicate Colorado's Business Offerings with supporting success stories to support recruitment support and retention of Colorado Companies**.**

<u>Public Affairs</u>
Drive awareness of OEDIT's role in recruiting and retaining companies and support Colorado success stories through relationships with Governor's and legislative offices.
Funding Source: General fund
Personnel: 1 full-time OEDIT employee
SPI: Communicate Colorado's Business Offerings with supporting success stories to support recruitment support and retention of Colorado Companies.

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MC&PA Scorecard

			Marketing, Communications & Public Affairs				Results	Insights
				Target (Fiscal Year)				
OEDIT SPIs	Division SPIs	Outcome & Lead Measures	Baseline	1 Year	3 year	Comments on performance	Actuals to date	Comments on performance
OEDIT SPI #2 & #3	SPI #1 Communicate Colorado's Business Offerings with supporting success stories to drive recruitment support and retention of CO Companies. (OEDIT SPI #2 & SPI #3) Outcome Measure: Deliver 400 million impressions of statewide Colorado Stories.	Deliver 400 Million Impressions	TBD	TBD	0	NA		
		Print / Digital Impression	TBD	400000	450000	NA	TBD	TBD
		Salesforce Database	25000	29000	33500	Increase active database by 15%	TBD	TBD
		Loyality / Fan base	25000	31000	35000	Increase followers by 25%	TBD	TBD
OEDIT SPI #1	SPI #2 Assist Rural Colorado communities build stronger branding for Place & Community. (OEDIT SPI #1) Outcome Measure Increase regional branding from 3 to 9 communities/regions by 2017	Increase regional branding practice from 3 to 9 communities	0	9	17			
		Completion of curriculum	0	3	`17	100% participation in program	TBD	TBD
		Introduction of curriculum to 12 new communities	0	6	17	100% participation in program	TBD	TBD
		Develop 3-5 new Webinars on Branding best practices	0	6	NA		TBD	TBD
OEDIT SPI#3	SPI #3. Launch and promote ChooseColorado.com as the premier economic development website that will become the heart of the digital ecosystem for the Colorado business brand. (OEDIT SPI#3) Outcome Measure Increase unique	Effectiveness of ChooseColorado.com						
		Unique Visitors	TBD	TBD	TBD	Increase by	TBD	TBD
		Time on Site	TBD	TBD	TBD	Increase by	TBD	TBD
		# new leads	TBD	TBD	TBD	Increase by	TBD	TBD
OEDIT SPI #2	SPI#4 .Continue to identify tracking tools - awareness, brand equity (OEDIT #2) Outcome Measures Maintain or Increase key brand metrics : Recommendation – Maintain, Future Investment +200basis points, instate only – Marketing Effectiveness +500 basis	Brand Promotion and Marketing Effectivness						
		Recommend CO as busness location	8.3	8.3	8.5	Maintain positive promoter score	TBD	TBD
		Likelihood of Future investment in CO	8.1	8.1	8.3	Maintain positive promoter score	TBD	TBD
		Marketing Effectiveness (instate only)	6.0	6.6	6.7	increase Marketing effectiveness by 10%	TBD	TBD

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6.9 Colorado Innovation Network (COIN)

COIN Focus:

COIN advances connections in the global innovation ecosystem whereby Colorado is recognized as the most innovative state in the nation, therefore advancing a vibrant and thriving Colorado.

COIN is a physical and virtual network of global leaders that encourages relationships to support & grow Colorado's innovation ecosystem and to foster collaboration around global ideas, talent, capital, and the entrepreneurial spirit. COIN leads by example, executing strategies and programs with an approach that is at the forefront of creativity and innovation.

COIN's stakeholders include statewide partner organizations who are trailblazing locally and globally and who are leading the way in innovation; these organizations include institutions of higher education, industry, research and development efforts, government, and startups. COIN's direct customers include attendees/participants in COIN programs and events and those who engage in COIN's virtual network; COIN's beneficiaries are the citizens and businesses in Colorado who propel our innovation economy.

COIN SPIs (and Programs):

Funding Source: Privately funded from corporate and network partner sponsorships.
Personnel: 1.5 FTE + contract labor on project basis

SPI #1: Leverage the asset developed to date to convene, connect and foster circles of exchange around ideas, capital, talent and the entrepreneurial spirit. (OEDIT SPI#2)
Outcome Measure: Produce FY17 COIN Summit (new model) by Nov 2016/Produce 2nd Imagine Colorado challenge by June 2017

  Strategies:
  - Host a re-designed 2016 COIN Summit focused on disruption in government and related addressable market opportunity, access to capital, and Colorado growth and scaling opportunities
  - Produce a second Imagine Colorado open innovation challenge, potentially in partnership, reinforcing 2016 Summit themes
  - Support statewide partner innovation program & events focused on community building/disruption in government (ex. Startup Week, Tech Tour)
  - Host global innovation delegations and/or facilitate ideation exchanges to proactively engage targeted leaders and to showcase Colorado as a global innovation market

SPI #2: Refine and grow our physical and virtual network of statewide innovation leaders to promote Colorado's Innovation Story. (OEDIT SPI#3)
Outcome Measure: Raise $500K in sponsorships and execute outreach strategy by June 2017.

  Strategies:
  - Define and implement new COIN governance framework and multi-year funding model
    - Trustees, board members, and financial commitments
    - Network partner framework including brand standards package to evaluate partnership opportunities and ensure network engagements are aligned with COIN objectives
  - Launch refreshed COIN website and brand standards in conjunction with refreshed OEDIT branding/website

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- Design and build a robust digital platform to showcase Colorado thought leadership and serve as innovation story repository to highlight collaboration, experimentation and open source environment
  - CRM system to track engagement with individuals and organizations across the state
  - Outreach strategy
    - Website and blog integration
    - Enhanced social media strategy
    - PR and media strategy, promotional partnerships
  - Develop and publish content in conjunction with OEDIT marketing efforts around the following themes: innovation heritage, innovation DNA, innovation circles, disruption in government
  - Specific focus on federally funded labs and the state's R&D engine

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COIN Scorecard:

			Target (Fiscal Year)				Results	Insights
OEDIT SPIs	**Division SPIs**	**Outcome & Lead Measures**	**Baseline**	**1 Year**	**3 year**	**Comments on performance**	**Actuals to date**	**Comments on performance**
Strengthening Colorado's unique attributes and empowering access for Coloradans	Leverage the asset developed to date to convene, connect and foster circles of exchange around ideas, capital, talent and the entrepreneurial spirit	Produce FY17 COIN Summit (new model) by Nov 2016/Produce 2nd Imagine Colorado challenge by June 2017	N/A	1/1	1/1		TBD	TBD
		Finalize 200 attendees by Sept 2016/Engage 250 team submissions (date TBD)	N/A	200/250	NA		TBD	TBD
		Finalize Program by Sept 2016/Confirm $100,000 in funding (date TBD)	N/A	Program Published @ 100%/$100K	NA		TBD	TBD
		Finalize 1:1 Networking component of Summit by Sept 2016/Confirm 100 statewide engagement partners (date TBD)	N/A	Networking @ 100%/100	NA		TBD	TBD
Attract, retain, and grow business	Refine and grow our physical and virtual network of statewide innovation leaders to promote Colorado's Innovation Story	Raise $500K in sponsorships/execute outreach strategy by June 2017						
		Meet with 30 potential funders by Aug 2016/Aquire 5000 likes and 10,000 Twitter followers by June 2017 (Double)	N/A/2500 and 5000	30/5000 and 10000	NA		TBD	TBD
		Write/curate 24 blogs and produce 24 videos highlighting the Colorado Innovation Story by June 2017	N/A	24 and 24	NA		TBD	TBD
		Publish 1 lab-focused product by June 2017	N/A	1	NA		TBD	TBD

Colorado Innovation Network (COIN)

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6.10 Operations

Operations Focus:

Operations is focused on partnering to empower a thriving OEDIT. By providing support to OEDIT, divisions can spend their time and energy on advancing a thriving and vibrant Colorado. The Operations team assists staff, vendors and other stakeholders in all of their processes.

The Operations Division encompasses five sub-components of support services: Accounting and Budgeting, Procurement, Human Resources, Office Management, and Project Management. All of these services align with OEDIT's goals by providing underlying support for each Strategic Policy Initiative.

Operations SPIs:

Funding Source: General Fund Administration Line Item as well as distributed cost allocation from divisions.
Personnel: 6.5 FTE + contract labor on project basis

SPI #1: Support a pipeline of leadership throughout OEDIT. (OEDIT SPI #1)

Outcome Measures: Create transition/succession plans for 100% of Directors by June 2017. Update 100% of job descriptions by June 2017.

Strategies:
- By ensuring there are transition/succession plans in place, it will allow more efficient and effective transitions that will allow divisions to focus their efforts on their SPIs.
- By improving the HR function and ensuring there are updated job descriptions in place, it will allow quicker and smoother job hiring to allow divisions to focus their efforts on OEDIT's mission.
- By continuing to ensure there are professional development and performance management goals in place, employees will be motivated to improve on their current jobs and prepared for any transition.

SPI #2: Support Shared Vision/Partnership throughout OEDIT. (OEDIT SPI #2)

Outcome Measure: Feature 1 event on event sharing platform per week by December 2016. Feature 3 events on event sharing platform per week by June 2017.

Strategies:
- By creating a platform to share OEDIT events, it will allow for increased cross divisional exposure, collaboration, and involvement.
- By continuing to improve on project management support, divisions can focus on their jobs and assist divisions in partnering with other programs.

SPI #3: Provide Quality Financial Output & Increase Engagement with Divisions. (OEDIT SPI #2)

Outcome Measure: Meet with 100% of Division Directors on a quarterly basis to review budget, expenditures and spending plan by June 2017.

Strategies:
- By being the point of reference/resource for divisions on financial matters.
- By increasing working knowledge of each division and program at OEDIT.
- By increasing cross-functionality among the accounting unit.
- By providing year-to-date expenditure reports by the 15th of each month.

SPI #4: Increase Knowledge Base on Purchasing & Procurement. (OEDIT SPI #2)
Outcome Measure: Process 100% of FY17 Purchase Orders within 10 business days or less by June 2017.
Process 100% of post-award Contracts (PO/CTs) within 60 days or less by June 2017.

Strategies:
- By continuing to establish & improve procurement & purchasing processes.
- By obtaining sound knowledge of fiscal/procurement rules and regulations.
- By establishing a mechanism to prioritize & track workflow of POs/CTs.

Operations Scorecard:

			Operations					
				Target (Fiscal Year)			**Results**	**Insights**
OEDIT SPIs	**Division SPIs**	**Outcome & Lead Measures**	**Baseline**	**1 Year**	**3 year**	**Comments on performance**	**Actuals to date**	**Comments on performance**
Assisting Colorado communities to develop strong leadership pipelines.	Support a pipeline of leadership throughout OEDIT.	Create transition/succession plans for 100% of Directors by June 2017. Update 100% of job descriptions by June 2017.	0%	100%;100%	100%;100%			
		Research 3 options for transition plan templates by Sept, 2016.	0	3	NA		TBD	TBD
		Host 1 training meeting per quarter for Directors to complete transition plan.	0	4;4	NA		TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans.	Support Shared Vision/Partnership throughout OEDIT.	Feature 1 event on event sharing platform per week by December 2016. Feature 3 events on event sharing	0	3	3			
		Research 3 options for event sharing/signup platforms by Oct, 2016.	0	3	NA		TBD	TBD
		Create operational standard and train 100% of staff on event sharing platform.	0	100%	NA		TBD	TBD
		Populate 100% of programs and events into platform	0	100%	NA		TBD	TBD
Strengthening Colorado's unique attributes and empowering access for Coloradans.	Provide Quality Output & Increase Engagement with Divisions	Meet with 100% of Division Directors on a quarterly basis to review budget, expenditures and spending plan by June 2017	0	100%	100%			
		100% of staff to attend at least 1 divisional event/meeting	0	100%	NA		TBD	TBD
		100% of staff to learn or obtain exposure to 1 additional job function	0	100%%	NA		TBD	TBD
		Provide expenditure reports to 100% division directors by the 15th of each month	0	100%	NA		TBD	tBD
Strengthening Colorado's unique attributes and empowering access for Coloradans.	Increase Knowledge Base on Purchasing & Procurement	Process 100% of FY17 Purchase Orders (PO) within 10 business days or less by June 2017.	<10 days/60 days	>10 days/60 days	>10 days/60 days			
		100% of staff to attend at least 1 training	0	100%	NA		TBD	TBD
		Track & log 100% of PO/CTs processed	0	100%	NA		TBD	TBD
		Track 100% of Statutory Violations	0	100%	NA		TBD	TBD

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