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# FY19 Performance Plan

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Colorado Office of  
Economic Development  
& International Trade

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## Section 1: OEDIT Mission

### *Advance a thriving Colorado economy by*

1. Growing jobs
2. Growing net business starts
3. Maintaining low unemployment rate

OEDIT utilizes a data driven approach to help establish, 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 9 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 in section 5 is an organizational chart reflecting the divisions of OEDIT.

## Section 2: OEDIT Strategic Policy Initiatives (SPIs)

OEDIT has undertaken four overarching strategic initiatives in order to advance a thriving Colorado:

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

*Outcome Measure: Drive/Contribute to the creation of 5,271 rural jobs and 768 net rural business starts by June 2019.*

#### Strategies:

- Align agency divisions around rural programming and investment
- Leverage website capabilities to better enable self service in rural communities
- Explore facilitating Opportunity Zone investment through a coordinated program
- Deploy 9 Blueprint 2.0 initiatives to serve as the foundation for business growth and attraction

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

*Outcome Measure: Drive/Contribute to the creation of 13,933 advanced industry jobs and 313 net business starts by June 2019.*

#### Strategies:

- Develop foreign direct investment strategy for business recruitment based on data drive signals
- Align and partner with key business associations and stakeholder groups to nurture a vibrant business environment
- Promote and support legislation in furtherance of business-friendly policy

### **SPI #3: Improve customer service and efficiency through automation of the Job Growth Incentive Tax Credit (JGITC) contracting process. Businesses that are receiving discretionary tax credits to grow jobs in Colorado and are engaged in JGITC contracting will experience at least a 33% decrease in contracting times from more than 12 months to 9 months or less on average.**

*Outcome Measure: Reduce contracting time from more than 12 months to 9 months on average by June 2019 measured against the cohort of approvals starting in late FY18 and early FY19.*

#### Strategies:

- Apply technology (Salesforce) to automate contract workflow tracking including customer interactions/interface, annual reporting, and tax credit/cash incentive issuance to enhance customer experience with JGITC.
- Implement a Net Promoter Score (NPS) customer survey to gauge satisfaction with current contracting process by December 2018 and re-measure satisfaction by June 2019



- Migrate 90% current year and historical contracts to Salesforce by June FY19
- Staff Training
- Use feedback from NPS score and customer interactions to determine any needed further improvements

**SPI #4: Implement data collection and sharing initiative that captures core OEDIT stakeholder data, reveals actionable insights and produces demonstrated increases in operational efficiency and efficacy.**

*Outcome measures: Redesign website to serve key audience segments rather than one collective message for all audience segments.*

**Strategies:**

- Consistent collection of strategic stakeholder data
- Demonstrated and documented use of data-driven strategy in each unit's decision-making process
- Increased lead attraction
- Increased stakeholder engagement
- Increased cost efficiency
- Create audience personas that guide core message development and marketing resource allocation
- Collaborate with analytics team to craft thorough data collection strategy

## OEDIT Scorecard:

	OEDIT Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an advanced industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Half- Year Target	Annual Target	Half- Year Target	Annual Target	Half- Year Target	Annual Target
Growing Jobs	13,595	29,670	2,051	5,271	6,723	13,933
Growing Net Business Starts	624	1,453	323	768	136	313
Maintaining Low Unemployment (monitoring only)	<4%	<4% (U-3)*	-	-	-	-
	<6.5%	<6.5% (U-6)**	-	-	-	-

\*Official unemployment rate is the percentage of the labor force that is unemployed and has actively looked for a job within the past four weeks. The unemployment rate is updated monthly by the Bureau of Labor and Statistics (BLS).

\*\*Unemployment rate that includes discouraged job-seekers who have ceased looking for jobs and part-time workers looking for full-time employment (this rate is considered to be a better depiction of the economy).

SPIs	Outcome Measure	Half-Year Target	Annual Target
<b>SPI #3: Improve customer service and efficiency through automation of the Job Growth Incentive Tax Credit (JGITC) contracting process. Businesses that are receiving discretionary tax credits to grow jobs in Colorado and are engaged in JGITC contracting will experience at least a 33% decrease in contracting times from more than 12 months to 9 months or less on average.</b>	Reduce contracting time from more than 12 months to 9 months on average by June 2019	Launch tracking of all new JGITC approvals/contracting	Reduce contracting time from 12 months to < 9 months
<b>SPI #4: Implement data collection and sharing initiative that captures core OEDIT stakeholder data, reveals actionable insights and produces demonstrated increases in operational efficiency and efficacy.</b>	Redesign website to serve key audience segments rather than one collective message for all audience segments	-	Redesign website



## Section 3: Cross Cabinet Goals

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 cross cabinet initiatives towards which OEDIT contributes and which complement OEDIT's SPIs and vision of advancing a thriving Colorado economy:

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: FY18 Performance Evaluation

Below is OEDIT's most updated performance evaluation from FY18 (Q3). Key insights from FY18 have been leveraged in the development of metric-driven and customer focused SPIs for FY19.

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

*Outcome Measure: Drive/Contribute to the creation of 16,353 rural jobs and 897 net rural business starts by June 2018.*

#### Strategies:

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

**FY17 SPI 1 Update:**

Measure	FY17 Actual	Q1 YTD FY18	Q2 YTD FY18	Q3 YTD FY18	1-Year Goal	3-Year Goal
Drive/Contribute to the creation of 15,340 rural jobs by June 2018.	15,987	4,282	17,068	27,272	15,340	48,000
Drive/Contribute to the creation of 694 rural business starts by June 2018	888	210	330	793	694	2,700

- Completed 9 Blueprint 2.0 initiatives, including: A Data-Driven Approach to Economic Development in Steamboat Springs; Brand Building for Communities in Logan County, Moffat County and Custer County; Community Placemaking in Hayden and Kiowa; Coworking 101 in Sterling, Delta, and Rio Blanco County; Creativity Lab in Grand Junction and Grand Lake; Film and Major Production in Georgetown and Victor; Grow Your Outdoor Recreation Industry in Trinidad and Silverton; Tourism Promotion and Development in Leadville and Rio Blanco County
- Launched Blueprint 2.0 offerings for FY19, including : Certified Small Business Community, Coworking 101, CRAFT Studio 201 (renamed Tourism Promotion and Development), Creativity Lab, Grow Your Outdoor Recreation Industry, Brand Building for Communities, Film and Major Production and Launch a Sector Partnership in collaboration with CWDC
- Developed a database of all OEDIT activities in rural counties to determine where resources are expended. The data will be used to make recommendations about the concentration and dispersion of OEDIT resources around the State
- Established and selected a fund manager for the rural investment fund meant to advance economic growth in Colorado’s rural counties. The new \$9 million investment fund will provide seed and early-stage investment capital and debt financing to qualified rural businesses in Colorado
- Engaged 13 communities covering 25 towns across the state with the Startup Colorado initiative, including: Delta, Durango, Grand Junction, Montrose, Pueblo, Rio Blanco County, Roaring Fork Valley, Sterling, Summit County, Telluride, Eagle-Vail Valley, Yampa Valley
- Nominated 126 Opportunity Zones across the state that will be eligible for new federal tax incentives. The purpose of this new economic development strategy is to encourage long-term investments in low income areas. A majority of the areas selected as Opportunity Zones are located in rural areas

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

*Outcome Measure: Drive/Contribute to the creation of 20,450 advanced industry jobs and 5,379 net business starts by June 2018.*

Strategies:

- Grow global and domestic business opportunities by proactively visiting 6 domestic competitor markets and 4 international target markets
- Secure funds for 18 federal export grants
- Focus resources towards existing businesses and more advanced companies through the SBDC Advanced program, Connect2DOT program, and Manufacturer’s Edge program
- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs

- Develop 4 regional tech focused conferences to provide business assistance to advanced industry companies
- Visit 3 rural communities for Advanced Industries (AI) Roadshow to educate on AI programs
- Create and implement digital and print campaign focused on advanced industry and targeted regions

**FY17 SPI 2 Update:**

Measure	FY17 Actual	Q1 YTD FY18	Q2 YTD FY18	Q3 YTD FY18	1-Year Goal	3-Year Goal
Drive/Contribute to the creation of 22,100 advanced industry jobs by June 2018	16,254	5,379	25,739	38,820	22,100	53,000
Drive/Contribute to the creation of 263 advanced industry business starts by June 2018.	333	77	131	231	263	980

- The Tech Venture Accelerator (TVX) developed for science and technology ventures from startup through 2nd stage, to date has reported: 55 jobs created, \$8.4 million capital, \$9.3 million grants, \$13.5 million contracts, and \$3.1 million in sales increase
- SBDC TechSource Program is assisting existing and new technology small businesses with cyber security. Funded by SBDC, SBA, and local cyber companies
- OEDIT and a delegation of 5 Colorado IT companies showcased the State’s commitment to growing its technology sector at Mobile World Congress, the world’s best venue for mobile industry networking and new business opportunities
- Colorado Outdoor Recreation Industry Office co-sponsored the Outdoor Retailer + Snow Show, the largest outdoor and winter sports industry gathering in North America, nearly 30,000 industry experts attended

**SPI #3: Apply technology to enhance existing ERP System (CORE) and internal control.**

*Outcome Measure: Migrate greater than 50% of vendor transactions into Salesforce by June 2018.*

Strategies:

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

**FY17 SPI 3 Update:**

Measure	Q1 YTD FY18	Q2 YTD FY18	Q3 YTD FY18	1-Year Goal	3-Year Goal
Migrate greater than 50% of vendor transactions into Salesforce by June 2018	40%	100%	100%	>50%	100%



- 100% of external vendor payments and 100% of POs/contract requests and amendments are now processed in Salesforce. The new process has aided in a significant reduction of violations and approval times

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

*Outcome Measure: Enroll 100% of vendors into the EFT system by June 2018.*

Strategies:

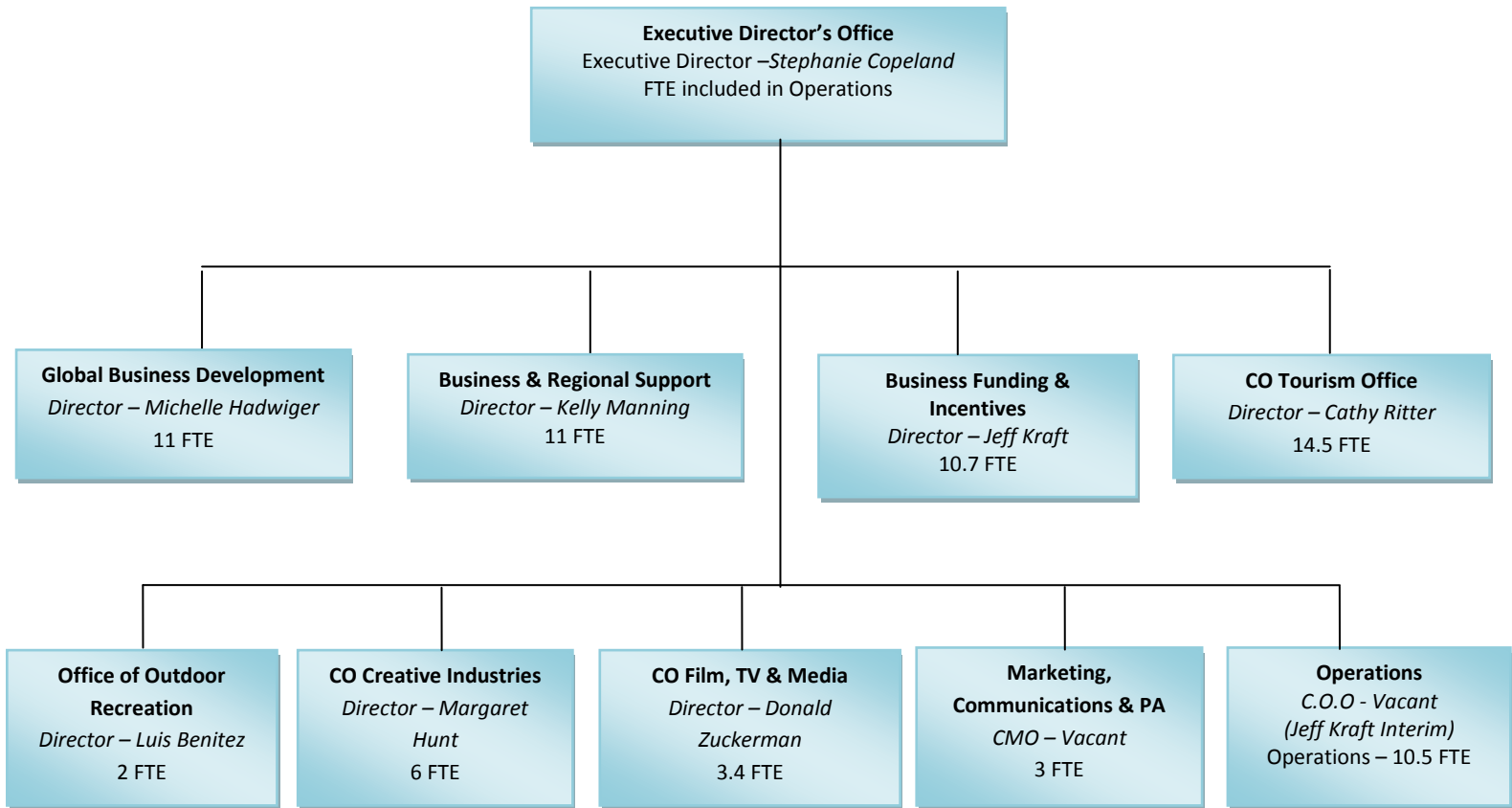
- Eliminate paper checks by enrolling all existing and new vendors in the Electronic Funds Transfer system

**FY17 SPI 4 Update:**

Measure	Q1 YTD FY18	Q2 YTD FY18	Q3 YTD FY18	1-Year Goal	3-Year Goal
Enroll 100% of new vendors into the EFT system by June 2018	35%	33%	68%	75%	100%

- In Q3, 68% of new vendors were setup with EFT, which was a 33% improvement over the 2nd quarter. New vendor enrollments are increasing and the positive trend is expected to continue. This process automates vendor payments and eliminates the possibility of lost, stolen or misdirected checks

## Section 5: OEDIT FY19 Organization Chart



## 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: Ensure strong rural focus for business growth initiatives**

*Outcome Measures: Drive/Contribute to the creation of 1012 rural jobs and 5 net rural business starts by June 2019*

##### Strategies:

- Visit 3 rural communities for Advanced Industries Roadshow to educate on Advanced Industries programs.
- Present on the economy in 3 rural communities.
- 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 #2: Define and employ an industry focus for business attraction, retention, expansion initiatives.**

*Outcome Measure: Drive/Contribute to the creation of 12,152 advanced industry jobs and 28 net business starts by June 2019*

##### Strategies:

- Grow global and domestic business opportunities by proactively visiting 6 domestic competitor markets and 8 international target markets.
- Provide federal export grants to 55 small business grant recipients.
- Host 2 inbound international delegations of business leaders.

##### **SPI #3: Reduce delays and process times for grant recipients of the Proof of Concept grant.**

*Outcome measure: Reduce delays and process time by 25% with grantees of the proof of concept grant.*

##### Strategies:

- Create a master interagency agreement with the University of Colorado's Tech Transfer Office
- Begin discussions with Tech Transfer Offices and other universities to determine if interagency master agreements are an option
- Monitor the process with OEDIT and Governor's procurement staff

##### **SPI #4: Implement and maintain a data collection process that identifies regions for business recruitment and export promotion.**

*Outcome Measure: Ensure that strategic data (GDP, Revenue, Sales, Exports, Investor Signal) is incorporated into the GDB strategy for business recruitment, retention and expansion.*

##### Strategies:

- Update the current data set and make any necessary changes.
- Identify non-quantifiable indicators (political climate, environmental changes, and new developments) and integrate them into the data.



- Identify other indicators that were not considered in past years (i.e. opportunity gap, size by GDP growth, per capita GDP, GINI Index, and resilience to economic shock, ease of doing business).

## **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, collaborative 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

### **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

### **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

### **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

## GBD Scorecard:

		GBD Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/Programs	Half-Year Target	Annual Target	Half-Year Target	Annual Target	Half-Year Target	Annual Target
Net new jobs	JGITC & Strategic Fund	6,076	12,152	506	1,012	5,446	10,892
	AIA	62.5	125	6	10	61	115
Net new business starts	JGITC & Strategic Fund	14	28	3	5	10	20



## 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: Ensure strong rural focus for business growth initiatives**

*Outcome Measures: Drive/Contribute to the creation of 350 rural jobs and 75 net rural business starts by June 2019*

##### 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.
- Coordinate visits to rural communities by SBDC Advisory Board members, who will educate on SBDC programs and identify barriers to small business growth.

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

*Outcome Measure: Drive/Contribute to the creation of 110 advanced industry jobs and 25 net business starts by June 2019*

##### 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: Reach over 90% client satisfaction rating for SBDC consulting and training activities.**

*Outcome Measure: Implement client surveys after each consulting session and training course with a goal of achieving 90% customer satisfaction rating*

##### Strategies:

- Apply technology (SBDC Client Management System) in automatic delivery of satisfaction and feedback surveys for consulting sessions and training sessions



- Find the optimal time, frequency, and messaging to reach a higher response rate. This includes the amount of emailed surveys per client per week and per client per consulting session
  - Train Directors and staff on the utilization of satisfaction surveys and conduct strategy sessions using the feedback from the surveys to adjust SBDC services

**SPI #4: Implement and maintain data collection process that identifies market and geographic needs of Advanced Industries and ‘Innovate Tech’ clients and rework the strategic plan of the SBDC Tech Source program to better align with the market needs.**

*Outcome measure: Ensure that strategic data is incorporated in at least 1 major initiative for TechSource program that drives job growth or business starts by June 2019.*

Strategies:

- Collect data from client management system, CenterIC, to help identify market and geography needs
- Collaborate with analytics team to craft thorough data collection strategy
- Redesign website to serve key audience segments rather than one collective message for all audience segments.
- Deploy audience-specific marketing strategies to increase prospect attraction and engagement.
- Implement comprehensive digital strategy to drive website traffic and social engagement.
- Utilize data for 2nd state growth companies

**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:** 5 full time OEDIT employees.

**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.

**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 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.

### **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.

### **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.

### **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.

### **TechSource**

The SBDC Technology Program (SBDC TechSource) is a multi-faceted program maximizing the economic potential of Colorado companies through direct assistance to technology ventures as well as assistance in utilizing new technology available to business owners.

The program is broken down into two distinct categories. Category 1 (**Innovate**) assists innovative and technology driven companies through custom fit expert consulting and relevant tech programs. Category 2 (**Integrate**) is focused on assisting any and all companies in the utilization of technology to enhance business outcomes.

**Personnel:** 2 full-time OEDIT employees.

**Funding Source:** Core Grant



## SBDC Scorecard:

		SBDC Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/ Programs	Half-Year Target	Annual Target	Half-Year Target	Annual Target	Half-Year Target	Annual Target
Growing Jobs	Economic Gardening TechSource Connect2Dot LEADING EDGE	1,100	2,200	175	350	55	110
Growing Net Business Starts	Economic Gardening TechSource Connect2Dot LEADING EDGE/Small Manufacturers AdvantEdge	135	270	37	75	12	25

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #3: Reach over 90% client satisfaction rating for SBDC consulting and training activities.	Achieve 90% client satisfaction rating	-	90%
SPI #4: Implement and maintain data collection process that identifies market and geographic needs of Advanced Industries and Innovate Tech clients and rework the strategic plan of the SBDC TechSource program to better align with the market needs.	Ensure that strategic data is incorporated in at least 1 major initiative for TechSource program that drives job growth or business starts by June 2019.	Develop tool and launch plan	1 data driven initiative



## 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. The division collaborates locally with regional economic development partners, industry representatives, government officials, academia, nonprofits and community organizations to identify and inform economic growth strategies.

### Regional Economic Development SPIs:

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

*Outcome Measure: Deploy at least 9 Blueprint 2.0 initiatives across Colorado by June 2019 to serve as the foundation for business growth and attraction*

*Outcome Measure: Provide at least 500 hours of in-person stakeholder engagement by June 2019.*

#### Strategies:

- Implement regionally lead Blueprint 2.0 initiatives, including: Community Placemaking, Co-Working 101 and Climate Initiative (per EO D 2017-015)
- Increase stakeholder outreach and engagement by attending/hosting at least 1 regional meeting in each of CO's 14 planning regions and by expanding engagement strategy to include: town boards, county commissioners, and elected officials
- Connect rural communities with resources and partnerships.

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

*Outcome Measure: Increase small business mentoring in health and wellness from 300 to 500 hours to improve employee engagement and talent recruitment in rural areas by June 2019*

#### Strategies

- Increase number of businesses utilizing SBDC health and wellness consulting services
- Increase stakeholder engagement and partnerships to catalyze the intersection between health, business and economic development.
- Partner with communities to develop strategic plans around health and wellness to further business attraction, retention and expansion.

#### **SPI #3 Maintain a strong customer service focus to ensure continuous success of the Blueprint 2.0 Program**

*Outcome Measure: Increase Blueprint 2.0 Net Promoter Score (NPS)\* by 10% by June 2019.*

*\*Annually benchmarked from the pilot year (2016)*

*(2016 NPS=11; 2017 Expected NPS=21; 2018 Expected NPS=31)*

#### Strategies:

- Initiate customer satisfaction surveys after completion of Blueprint 2.0 initiatives
- Incorporate survey feedback into further refining the Blueprint 2.0 program to better serve the needs of rural communities



## Regional Economic Development Programs:

### Blueprint 2.0 Initiatives

Regional will work with the initiative leads to ensure successful implementation of the 9 Blueprint 2.0 initiatives.

**Funding Source:** No funding associated with Blueprint 2.0.

**Personnel:** 2 Full-time OEDIT employees.

### Health and Wellness Initiative

The Health and Wellness Initiative aims to cultivate a culture of health and well-being in businesses and communities to enhance economic vitality statewide. The Colorado Small Business Development Center (SBDC) offers free wellness consultations statewide to integrate health and wellness into the backbone of businesses at any stage.

**Funding Source:** Colorado Health Foundation grant until May 2019

**Personnel:** 2 full-time OEDIT employee; Health and Wellness Champion and Health and Wellness Strategist

## Regional Economic Development Scorecard:

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #1: Ensure strong rural focus for business growth initiatives.	Deployment of 9 Blueprint 2.0 initiatives by June of 2019	9	9
	Stakeholder engagement hours	250	500
SPI #2: Employ an industry focus for business attraction, retention, expansion initiatives	Complete 500 hours of small business mentoring in the area of health and wellness to increase employee engagement and talent recruitment in rural Colorado	300	500
SPI #3: Strong Customer Service Focus	Increase Blueprint 2.0 New Promoter Score (NPS)	-	+10pts

## c. Minority Business Office (MBO)

### MBO Focus:

The Minority Business Office (MBO) is dedicated to advancing Colorado's minority, women, and veteran-owned (M/WBE) businesses. Our support focuses on the advancement of business opportunities, building relationships, advocating, and providing resources and information for small M/WBE businesses. The MBO has established a wide network of public, private and government resources that are available to businesses of all types and sizes. The MBO assists businesses with expanding sales prospects, their business acumen, and growing networking with buyers and sellers.

### MBO SPIs:

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

*Outcome Measures: Drive/Contribute to the creation of 25 rural jobs and 12 net rural business starts by June 2019*

##### Strategies:

- Perform rural training and consulting tours in various parts of the state throughout fiscal year 2019: San Luis Valley, Western Slope, Northeast, Northern, and Southwest Colorado. Strategic partners include local economic development groups, state/federal agencies, SBA, SBDC, Regional, lending institutions and micro-lenders, and the MBO. Our purpose is to increase economic and business opportunities between M/WBE's, government agencies, and corporations by facilitating the certification process, increase their capacity to perform in business, and the pursuit of new contracts.
- Create strong community partnerships informing businesses of federal, state, and local projects that support M/WBE participation.
- Advocate for inclusion and diversity within Colorado businesses.

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

*Outcome Measure: Drive/Contribute to the creation of 35 advanced industry jobs and 10 net business starts by June 2019.*

##### Strategies:

- Coordinate two conferences focusing on advance industries and technology in the Front Range
- Provide high quality confidential consulting and business assistance concentrated on increasing the number of business starts, jobs created, and contracts obtained.
- Emphasize resources towards existing businesses and more advanced companies through the SBDC Advanced Technologies Program, Connect2DOT, and the Manufacturer's Edge Program.

#### **SPI #3: Increase consulting, contracting, and employment opportunities for non-English speaking groups by improving online communications.**

*Outcome Measure: Translate web site to Spanish and Mandarin in order to spread information about certifications and contracting to the largest minority groups in the state. Increase and track the number of visitors to the translated versions of the website.*

##### Strategies:

- Create mirror translations of the website's resources, information, and free consulting.
- Create connections for small businesses to various certifying and government agencies.



- Facilitate the representation of ideas, opinions, and needs of various groups within the Colorado population. Create an opening, allowing new opportunities for trade, commerce, and business transactions.

**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 employees

**Mountain & Rural Tour**

Training and Consulting sessions created throughout mountain and rural communities in Colorado to support access to certifications, government contracts, and job opportunities.

**Funding Source:** MBO General Fund

**Personnel:** 2 full-time OEDIT employees

**Leading Edge for International Opportunities**

Assistance program to support and educate entrepreneurs in taking product or service to countries abroad.

**Funding Source:** General Fund

**Personnel:** 2 full-time employee’s oversight/Partnership with WTC and SBDC

**MBO Scorecard:**

		MBO Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an advanced industries focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/ Programs	Half Year Target	Annual Target	Half Year Target	Annual Target	Half Year Target	Annual Target
Growing Jobs	Path to Certification/ International/ Export Grant/ Mentorship Programs	125	245	12	25	15	35
Growing Net Business Starts	Outreach & training programs to Colorado businesses by FYE 2019	10	25	6	12	5	10
Increase number of visitors to translated versions of the website	Website translation to Spanish and Mandarin	75	30	25	15	25	15



## 6.3 Business Funding & Incentives (BF&I)

### BF&I Focus:

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

### BF&I SPIs:

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

*Outcome Measures: Drive/Contribute to the creation of 3,283 rural jobs and 665 net rural business starts by June 2019*

##### Strategies:

- Promote business start-up activity in rural areas by assisting the Venture Capital Authority to support the launch and execution of the Greater CO Venture Fund
- Align BF&I resources with Start-Up Colorado
- Finalize primary execution of Colorado Micro Loan Program
- Continue to Support Opportunity Zone Program
- Continue to execute programs with rural focus: BLF, RTA, Rural Jump Start, EZ, HPTC, Rural Venture Fund

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

*Outcome Measure: Drive/Contribute to the creation of 2,756 advanced industry jobs and 248 net business starts by June 2019.*

##### Strategies:

- Promote job growth via administering contracts for more than 150 active discretionary incentive awards under the job growth incentive tax credit and strategic fund programs
- Continue to execute and improve the Advanced Industry Tax Credit program
- Promote business start-up activity in rural areas with the Greater CO Venture Fund

#### **SPI #3: Improve customer service and efficiency through automation of the JGITC contracting process. Customers will experience at least a 33% decrease in contracting times from more than 12 months to 9 months or less on average.**

*Outcome: Reduce contracting time from more than 12 months to 9 months on average by June 2019 measured against the cohort of approvals starting in late FY18 and early FY19.*

##### Strategies:

- Apply technology (Salesforce) to automate contract workflow tracking including customer interactions/interface, annual reporting, and tax credit/cash incentive issuance to enhance customer experience with JGITC
- Implement a Net Promoter Score (NPS) customer survey to gauge satisfaction with current contracting process by December 2018 and re-measure satisfaction by June 2019
- Migrate 90% current year and historical contracts to Salesforce by June FY19
- Staff Training
- Use feedback from NPS score and customer interactions to determine any needed further improvements



**SPI #4: Improve website and program access by working with the Marketing Division to develop and implement an on-line tool to help users easily find different BF&I and other relevant OEDIT programs based on their underlying needs for funding and incentives.**

*Outcome: Website tool*

Strategies:

- Webpage engagement measures to be developed with the marketing team – ensure that users can easily reach the information desired.
- 6 month goal to have plan with appropriate technology
- 12 month goal – launched tool

**BF&I Programs:**

**Job Growth Incentive Tax Credit (JGITC)**

The Job Growth Incentive Tax Credit is an Economic Development Commission (EDC) performance-based program, managed jointly with the Global Business Development 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. BF&I's role is to perform a financial analysis of the company to determine fiscal viability prior to EDC Approval, then execute contracts, calculate the Net New Jobs created in the state, and issue a Tax Credit Certificates.

**Strategic Cash Fund Incentive**

The Strategic Fund Cash Incentive program is an EDC performance-based grant program administered jointly with the Global Business Development 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. BF&I has a similar as with the JGITC; company Financial Review, contracting, Baseline and Annual Report calculation, issuing Grant checks.

**Funding Source:** \$600K EDC Discretionary funding for administering both JGITC and Strategic Fund Incentives

**Personnel:** 2.6 full-time OEDIT employees

**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 administrative funding

**Personnel:** 1 full-time employee

**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:** Long Bill General Fund - \$82,566

**Personnel:** 0.5 FTE

**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:** DOLA

### **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:** none

**Personnel:** de minimis

### **Colorado Business Financial Assistance Options**

OEDIT provides several financing tools for businesses throughout Colorado including debt and equity financing, cash incentives, grants, and tax credits to support economic development activities that improve and support employment opportunities. Those programs and tools are listed below:

- Colorado Capital Access (CCA) - SSBCI
- Cash Collateral Support (CCS)
- 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

**Funding Source:** various

### **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:** Economic Development Commission (EDC) Discretionary funding

**Personnel:** 0.5 full-time OEDIT employees



## BF&I Scorecard:

		BF&I Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/ Programs	Half-Year Target	Annual Target	Half-Year Target	Annual Target	Half-Year Target	Annual Target
Growing Jobs	EZ, BLF, Aviation Dev Zone, CCS/SSBCI, CCR, VCA, CDBG DR Grants & Loans and Workforce Dev, CF, AITC	3,516	9,597	1,056	3,284	1,132	2,756
Growing & Supporting Net Business Starts	Character Business Loans, Rural Jump Start, Angel Investor Tax Credit, VCA, EZ, BLF	455	1,110	272	666	104	248

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #3: Improve customer service and efficiency through automation of the Job Growth Incentive Tax Credit (JGITC) contracting process. Businesses that are receiving discretionary tax credits to grow jobs in Colorado and are engaged in JGITC contracting will experience at least a 33% decrease in contracting times from more than 12 months to 9 months or less on average.	Reduce contracting time from more than 12 months to 9 months on average by June 2019	Launch tracking of all new JGITC approvals/contracting	Reduce contracting time from 12 months to less than 9 months
SPI #4: Improve website and program access by working with the Marketing Division to develop and implement an on-line tool to help users easily find different BF&I and other relevant OEDIT programs based on their underlying needs for funding and incentives	Develop and implement an on-line tool to help users easily find different BF&I and other relevant OEDIT programs based on their underlying needs for funding and incentives	Plan development complete	Launch tool

## 6.4 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 Goals:

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

*Outcome Measure: Contribute to an increase of 2%, or 510 creative jobs, in rural Colorado by June 2019. (Baseline of 25,504 creative jobs in rural Colorado)*

##### Strategies:

- Collaborate with agency divisions to share CCI opportunities for rural support
- Provide grant trainings and technical support via videos/webinars to increase service in rural communities
- Increase marketing and outreach around Career Advancement, Change Leader and Colorado Creates grants in rural communities
- Continue development of Space to Create initiative to build and sustain affordable artist live/work space in rural Colorado
- Continue Blueprint 2.0 Creativity Lab Initiative to support strategic investment by rural communities in the creative industries



#### **SPI #2: Improve customer service and efficiency through increased use of online and electronic communication**

##### *Outcome measures:*

1. *Automation of grant and report deadlines to lower customer anxiety around grant requirements implemented across all grant programs by June 2019*
2. *Overall satisfaction rate of 75% by December 2018 in response to customer survey regarding CCI services and resources*

##### Strategies:

- Apply Salesforce and Community Grants Module technology to automate grant-reporting workflow to enhance customer experience with CCI grant programs
- Develop customer training modules to help grantees forecast required reporting on grant programs
- Reinstigate annual automated “keep in touch” system to help customers remember to update contact information
- Use feedback from customer survey to drive program and service improvements

#### **SPI #3: Continue data collection that captures CCI grantee demographics, program locations and recipients of services required by National Endowment for the Arts, and use data to strive for efficacy in distribution of CCI resources and increase funding and support to under-represented constituents**

*Outcome measure: Collect grantee data for a minimum of 200 grantees in all funding opportunities by September 2018, and report on strategies for improvement of access to resources and funding for under-represented constituents by June 2019*

##### Strategies:

- Annual collection of strategic grantee data
- Use of data-driven strategies to improve program and service structures and efficiencies

- Conduct targeted outreach to under-represented or underserved stakeholders based on data collection and analysis
- Use of grantee data to keep online and electronic communications relevant and “user-friendly”
- Collaborate with analytics and communications team to determine possible messaging for annual data

## CCI Programs:

### **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 and creating 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:** % of CCI Deputy Director, 1 contractor, and 3 consultants.

### **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 creative sector workers 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

### **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 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:** % of 3 CCI staff

### **Blueprint 2.0 Creativity Lab Initiative**

Is an initiative created to support training and skill development through a site-specific workshop and follow-up for rural communities that want to investigate a strategic focus on creative industries and community vitality focused on the arts and culture.

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

**Personnel:** % of two CCI staff, one consultant team

### **Creative Forces: Arts and Military Healing Program**

Is an initiative of the National Endowment for the Arts (NEA) in partnership with the Department of Defense and CCI to serve the unique needs of military patients and veterans who have been diagnosed with traumatic brain injury and psychological health conditions, as well as their families and caregivers. In the spring of 2017, the NEA selected Fort Carson in Colorado Springs. Colorado Creative Industries (CCI), and local partner, the Cultural Office of the Pike Peak Region are leading Colorado's Creative Forces initiative. The program was launched with the Creative Forces Community Summit on February 15 & 16, 2018 at the new Ent Center for the Arts, on the UCCS campus. The Summit "sold out" two weeks in advance, and was attended by almost 200 active duty military, veterans, military family members, artists, arts and military service organizations, creative arts therapists, healthcare providers, educators, and others from the community. CCI and a regional steering and planning committee continue to develop this project to continue offering clinical and community engagement in creative therapy and community arts programs.

**Funding Source:** Combination of National Endowment for the Arts and CCI cash funds, supplemented with community-based in-kind.

**Personnel:** % of one CCI staff person

### **Career Advancement Awards and SBDC Scholarships**

Grants and 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, National Endowment for the Arts monies, and partnership sponsors Bohemian Foundation and Illegal Pete's

**Personnel:** % of three CCI program staff

### **Creative Industries Summit**

The Annual CCI Summit 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 to recognize 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 all CCI staff and community partners

### **Colorado Creates**

Colorado Creates grants are financial support for nonprofit arts and cultural 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 3 CCI program staff and multiple advisory panel volunteers; approval of grants by Creative Industries Council

### **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:** 1 CCI program manager

**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 1 CCI program manager and artist/organizational partnerships

**Colorado Music Strategy**

Colorado Music Strategy provides support for musicians, music-related businesses, music presenters, music teachers, music education for students and university-based research.

**Funding Source:** Combination of CCI Cash Fund, NEA funds, and Bohemian & Anschutz Foundations partnership funds

**Personnel:** % of two CCI program staff

**CCI Scorecard:**

		CCI Total		Goal #1: Ensure strong rural focus for business growth initiatives	
Outcome Measures	Strategies/ Programs	Half Year Target	Annual Target (2.5% growth)	Half Year Target	Annual Target (2% growth)
Growing Jobs	Creative Districts/Art in Public Places /Career Advancement/Colorado Creates Grants	2530	5061	255	510

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #2: Improve customer service and efficiency through increased use of online and electronic communication	Overall customer satisfaction rate of 75% on grantee survey	-	75% customer satisfaction rate
SPI #3: Continue data collection that captures CCI grantee demographics, program locations and recipients of services required by National Endowment for the Arts, and use data to strive for efficacy in distribution of CCI resources and increase funding and support to under-represented constituents	Collect grantee data for a minimum of 200 grantees	-	Collection of 200 grantee demographics

## 6.5 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: Ensure strong rural focus for business growth initiatives.**

*Outcome Measure: Increase opportunity, grant, and incentive focus to rural areas to 40% (60 total FTE) by June 2019*

##### Strategies:

- Continue promoting Colorado's "un-filmed" locations and entice projects that need locations in rural areas, increasing the total economic impact deployed to rural areas
- Prioritize grant and scholarship programs in rural areas
- Prioritize the networking, educational, and program opportunities in rural areas

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

*Outcome Measure: Drive/Contribute to the creation of 50 FTEs by June 2019*

##### Strategies:

- Strategically incentivize projects that increase the number of full time equivalent jobs, and deploy 100% of incentive funds
- Utilize the incentive funds to incentivize local business and projects to increase the number of business starts
- Continue proactive recruitment and networking in order to spread the word about Colorado's friendly business climate and talented workforce

#### **SPI #3: Create and distribute employee engagement implemented customer satisfaction survey.**

*Outcome Measure: Receive at least 90% positive response to COFTM survey*

##### Strategies:

- Distribute survey to incentive recipients, grant recipients, Regional Film Commissions, scholarship recipients, etc.
- Collect testimonials from industry professionals for customer service analysis and inclusion on COFTM website
- Take note of any negative feedback and incorporate strategies to improve
- Respond to all office inquiries within 48 hours

#### **SPI #4: Increase COFTM social media and website interaction.**

*Outcome Measure: Increase number of social media followers and web interactions by 15%*

##### Strategies:

- Incorporate strategic stakeholder data to strengthen social media messaging, leading to an increase in interaction and total followers
- Utilize strategic data provided by Google Analytics to strengthen usability and functionality of COFTM website
- Work with OEDIT Marketing and Communications team to structure and measure effectiveness of social media campaigns



## **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 has to offer.

**Funding:** State General Fund

**Personnel:** % of 3 FTE

### **“Film Ready”**

Originally part of Blueprint 2.0 2017, COFTM has extended this initiative and continues to work with rural, Colorado border communities to give exposure to “un-filmed” locations, inviting location scouts working within the surrounding states to visit and discover Colorado’s film ready communities.

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

**Personnel:** % of 3 FTE

### **Blueprint 2.0**

COFTM will partner with two Colorado communities to plan and organize a niche festival in their region. Colorado currently offers over thirty film festivals statewide, which serve as creation incubators, education spaces and economic drivers. The Film team will establish workshops with Colorado film festival experts, and help communities determine how regional interests may be parlayed into a successful, annual event.

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

**Personnel:** % of 3 FTE

### **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:** % of 3 FTE

### **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:** % of 3 FTE

### **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:** % of 3 FTE



### **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:** % of 3 FTE

### **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:** % of 3 FTE

### **Advertising and Marketing**

COFTM plans to use low cost marketing options including social media, newsletters, and blogs. We do have a small budget that strategically places advertisements for a large impact. 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:** % of 3 FTE

### **Promote Local B2B Opportunities**

Increase education and opportunities for Colorado production companies to work directly with Colorado companies on advertising, corporate videos, etc., in order to gain more work outside of incentivized projects.

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

**Personnel:** % of 3 FTE

### **Side Stories**

COFTM staff worked closely in FY18 with industry partners to plan, promote and execute the inaugural Side Stories event, which took place in Denver's RiNo Art District. During the ten-day event, works created by Colorado filmmakers and artists were projected onto the exterior walls of the District, resulting in new exposure opportunities for filmmakers. COFTM plans to expand the event to 2-3 new locations in FY19.

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

**Personnel:** % of 3 FTE



## COFTM Scorecard:

		COFTM Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/ Programs	Half-Year Target	Annual Target	Half-Year Target	Annual Target	Half-Year Target	Annual Target
Growing Jobs	Film incentive	160 FTE	240 FTE	36 FTE	60 FTE	9 FTE	15 FTE

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #3: Create and distribute employee engagement implemented customer satisfaction survey.	Receive at least 90% positive response to COFTM survey	-	90% customer satisfaction
SPI #4: Increase COFTM social media and website interaction.	Increase number of social media followers and web interactions by 15%	-	15% increase

## 6.6 Outdoor Recreation (ORec) Industry Office

### ORec Focus:

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: Ensure strong rural focus for business growth initiatives.**

*Outcome Measure: Drive/Contribute to the creation of 20 rural jobs and 10 net rural business starts by June 2019*

##### Strategies:

- Create and implement a Colorado Outdoor Industry Leadership Summit (COILS)
- Identify ORec educational degree and certificate programming and business at a state level to deepen our talent pipeline
- Proactively recruit new ORec companies and investment opportunities to rural Colorado.
- Support the development of "industry cluster" locations in Grand Junction and Montrose and Golden

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

*Outcome Measures: Drive/Contribute to the creation of 10 advanced industry jobs and 10 net business starts by June 2018.*

##### Strategies:

- Redefine the Outdoor Retailer Trade shows to include a start-up mindset
  - Define the economic development dialogue within the show.
- Create and implement a comprehensive ORec Marketing/value proposition
- Balance external business recruitment and internal growth support.
- Develop the Adventures Academy; Experiential programming connecting entrepreneurs and angel investors.
- Deepen the delivery of the Rural Venture Fund opportunity
- Define the Opportunity Zone developments within the ORec sector
- Reimagine a tactical strategy towards active participation in global trade shows and awareness programs to deepen the acquisition potential in emerging markets.

#### **SPI #3: Create strategic meeting spaces at key trade shows and industry events for regional economic development teams to promote Colorado and their regions and recruit businesses.**

*Outcome measures: To create 5 strategic meeting spaces at key trade shows and industry events by June 2019.*

##### Strategies:

- Create branded meeting space at all 3 Outdoor Retailer shows in Denver (January, July, November)
- Continue the Colorado space at the ISPO show in Munich for emerging brands looking to enter the European market.



- Spend summer and fall 2018 identifying and budgeting for spaces at 2-3 other key industry events.
- Continue to have Colorado drive the ORec Industry Confluence summits (2x a year gathering of state directors and 10 person delegations from all ORec office states)

### ORec /OEDIT Programs:

#### **Blueprint 2.0: ORec/LEEDS MBA/CU MENV Strategic Planning Partnerships**

Connect 2<sup>nd</sup> year MBA students/ Outdoor Club members with rural towns that are interested in deepening their business acumen within the ORec industry.

**Funding Source:** no funding

**Personnel:** 1 FTE

### ORec Scorecard:

		ORec Total		SPI #1: Ensure strong rural focus for business growth initiatives		SPI #2: Define & employ an industry focus for business attraction, retention, expansion initiatives	
Outcome Measures	Strategies/ Programs	Half-Year Target	Annual Target	Half-Year Target	Annual Target	Half-Year Target	Annual Target
Growing Jobs	EcoDevo Conservation/ Stewardship EDU/Workforce training	25	50	5	20	5	10
Growing Net Business Starts	ORec/MBA/ Blueprint Regional Incubators	10	20	5	10	5	10

SPIs	Outcome Measure	Half-Year Target	Annual Target
SPI #3: Create strategic meeting spaces at key trade shows and industry events for regional economic development teams to promote Colorado and their regions and recruit businesses	Create 5 strategic meeting spaces	-	5 meeting spaces



## 6.7 Colorado Tourism Office (CTO)

### CTO Focus:

CTO's focus is to drive traveler spending through promotion and development of compelling, sustainable travel experience throughout our four-corner state.

### CTO SPIs:

#### **SPI #1: Increase resources to support growth of rural tourism**

*Outcome Measure: Increase visitor spend in 45 rural (non-mountain resort) counties from \$2.45 billion in 2016 to \$2.75 billion by June 2019*

##### Strategies:

- Increase training resources to help rural destinations incorporate tourism into their economic development strategies through expansion of the new Colorado Rural Academy for Tourism (CRAFT)
- Develop and fund a Technical Assistance Grant Program to support new initiatives and projects aimed at developing tourism in rural Colorado
- Add \$100,000 to the Marketing Matching Grant Program with lower match requirement (25%) to assist Colorado communities and associations with small marketing budgets
- Re-align the CTO's magazine strategy by combining the *Alive* and *Roots* publications into a new magazine called *Love, Colorado* to amplify coverage of low-visitation regions with a larger, highly engaged audience
- Complete work of establishing and branding new travel regions that can serve as platforms for marketing collaboration and destination development, while driving traveler awareness of travel opportunities throughout the state

#### **SPI #2: Create hospitality training program for business operators to improve customer service experiences across the state with a goal of generating positive word of mouth and driving repeat visitation**

*Outcome Measure: Move overall satisfaction with a Colorado trip from 76% in 2016 to 80% in 2020.*

##### Strategies:

- Explore partnership among Western states to collaborate in development of a "Western hospitality" program
- Create broad-based training program to foster awareness and adoption of Western hospitality practices across participating states/Colorado
- Develop Colorado-specific training program with modules for each newly defined travel region to increase partner understanding of travel opportunities within their own regions and across the state
- Test training modules with Colorado Welcome Centers and selected tourism industry partners
- Prepare to deploy fully in FY20

#### **SPI #3: Develop a model Influencer strategy with success metrics**

*Outcome Measure: This will be determined as outcome of this new initiative by June 2019*

##### Strategies:

- Identify 3rd party expert to assist in developing best-in-class influencer strategy as a tactic for generating interest in travel throughout Colorado
- Define KPI and ROI metrics to measure success and alignment with strategy



- Pilot program with specific campaign and destination partners
- Explore potential for creating cooperative marketing opportunities for industry partners
- Provide established framework/program as a tool for all OEDIT partners

## **CTO Programs:**

### **Domestic Marketing**

**Funding Source:** Tourism Promotion and General Fund

**Personnel:** 3 FTE

### **International Promotion**

International marketing

**Funding Source:** Tourism Promotion

**Personnel:** 2 FTE

### **Visitor Services**

Management of 10 Welcome Centers

**Funding Source:** Tourism Promotion, Welcome Center

**Personnel:** 4 FTE

### **Destination Development**

**Funding Source:** Tourism Promotion/General Fund/Unclaimed Property Fund

**Personnel:** 2 FTE

### **Marketing Matching Grants.**

**Funding Source:** Tourism Promotion Fund

**Personnel:** 1 FTE

### **Regional Branding**

**Funding Source:** Tourism Promotion

**Personnel:** 3 FTE

### **Research**

**Funding Source:** Tourism Promotion Fund

**Personnel:** 2 FTE

## CTO Scorecard:

Outcome Measures	Strategies/ Programs	Half- Year Target	Annual Target
Increase Visitor Spending/Economic Impact	Domestic and International/ Destination Development/ Welcome Centers/ Grant Programs/ Colorado Rural Academy for Tourism	N/A*	\$20.7 Billion (To be measured by Dean Runyon & Associates)
Increase travel spending in rural counties	Destination Development/ Grant Programs/ Colorado Rural Academy for Tourism	N/A*	\$3 Billion
Increase Tourism-Related Jobs	Domestic and International/ Destination Development/ Welcome Centers/ Grant Programs/ Colorado Rural Academy for Tourism	N/A*	170,000 total jobs/5,000 net new jobs (to be measured by Dean Runyon & Associates)
Increase Visitor Satisfaction	Western Hospitality Training Initiative	N/A*	78% very to extremely satisfied (to be measured by Longwoods International)

\* Research on these outcomes is available on an annual basis only; no mid-year information is available.

## 6.8 Special Projects

### StartUp Colorado

Led by entrepreneurs, Startup Colorado strives to empower and sustain entrepreneurial communities across the state by amplifying a collaborative support network, making connections to key resources, and helping high-growth companies access trusted, flexible capital.

The Startup Colorado initiative was started in FY18, in partnership with OEDIT and Silicon Flatirons.

### StartUp Colorado SPI:

**SPI: Create a mechanism to support entrepreneurs in remote communities to help accelerate and ensure success**

*Outcome Measures:*

- *Engage 15 rural communities by December 31, 2018.*
- *Fund and/or host 65 Startup Colorado events*
- *Engage at least 800 unique entrepreneurs, investors, mentors or community leaders*
- *Establish a strong reputation and brand by leveraging social media and onboarding 300 entrepreneurs, mentors, or investors to the online platform (to be launched in July 2018)*

Strategies:

- Identify additional communities ripe for support (20 communities have been identified, so far)
- Facilitate a workshop with local entrepreneurs and community leaders to identify needs
- Identify local champions and create an engagement plan leveraging Startup Colorado's resources to achieve goals identified during workshop
- Create a mentor network to ensure entrepreneurs in each community are receiving adequate mentorship
- Create a statewide network of investors and financing sources that are actively investing and willing to share deal flow
- Actively engage education institutions in these networks through targeted events and Startup Weekends

**Funding Source:** Privately funded

**Personnel:** % of Executive Director

### Recruiting Coalition

The Colorado Technology Recruiting Coalition was formed in 2017. By partnering with a group of Colorado's top tech companies, the State collaboratively created an advertising & PR campaign to position Denver and Colorado as one of the fastest growing tech hubs in the country and attract the specialized talent needed to support the vital mid-and senior level tech talent vacancies. The public private partnership combined resources and strategy to build core digital assets (e.g. core website, channel-specific advertising assets and social media platforms) to engage and attract a steady stream of engineering, product development and business leaders willing to relocate to Colorado and fill over 6,000 vacant tech jobs.

### Recruiting Coalition SPI:

**SPI: Assist Recruiting Coalition by providing analytical campaign performance data and content for talent recruitment**

Outcome measure: Placement of 5 high-quality engineers/product leaders for each of the 10 charter business coalition members by June 2019

Strategies

- Brand Development:
  - Retain 90% of charter members and attract five new members to provide financial resources for continued talent recruitment
  - Identify and plan second campaign and corresponding market to grow brand awareness (Silicon Valley vs. Austin, Portland)
- Recruiting Campaign
  - Leverage creative assets on OEDIT and Coalition digital channels to implement monthly recruiting campaigns
  - A/B test digital and OOH assets to identify performance drivers and optimize performance
  - Demonstrate increase in measurement for website traffic (10%), job posting views (10%), applicant submissions (5%) and charter member hires (2%)
- Event Activation
  - Leverage newly created digital assets at select trade events (e.g. Denver Startup Week) to promote posted tech job opportunities

Funding Source: Privately funded

Personnel: None currently

**Special Projects Scorecard:**

SPI	Outcome Measure	Program	Half- Year Target	Annual Target
Create a mechanism to support entrepreneurs in remote communities to help accelerate and ensure success.	# Communities engaged	StartUp Colorado	15	15
	# of events		32	65
	# of entrepreneurs, investors, mentors or community leaders engaged		400	800
	# of online platform users		150	300
Assist Recruiting Coalition with establishing a new brand and advertising recruitment campaign that positions the Denver metro area as the fastest-growing tech hub outside of Silicon Valley and targets top talent to relocate to Denver.	# Hires	Recruiting Coalition	25	50



## 6.9 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: Support strong rural focus business growth initiatives**

*Outcome measure: Increase share of voice metric by 10% to drive media awareness in support of OEDIT's collective rural jobs and rural business start goals by June 2019*

##### Strategies:

- Develop and strengthen the brands for three selected communities (Blueprint 2.0 Initiative)
- Promote OEDIT's Colorado Model to elevate rural stakeholder awareness and engagement
- Leverage website capabilities to connect and engage rural communities with needed resources

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

*Outcome Measure: Increase share of voice metric by 10% to drive media awareness in support of OEDIT's collective advanced industry jobs and net business starts in Colorado's advanced industries by June 2019*

##### Strategies:

- Elevate Colorado business brand awareness through paid, earned and shared content
- Employ data-driven digital strategy to engage targeted audiences
- Create business community affinity groups to increase communication efficiency and effectiveness
- Provide key public affairs message development for priority business-friendly legislation

#### **SPI #3: Apply Salesforce and Meltwater technologies to build audience-specific databases and influencer networks that improve OEDIT stakeholder communication efficiency and efficacy**

*Outcome measures: Build nine unit specific databases and influencer networks by June 2019*

##### Strategies:

- Apply technology (Salesforce) to automate unit-specific communication distribution lists.
- Apply technology (Meltwater) to build and maintain unit-specific media and influencer profiles
- Support individual units with Salesforce and Meltwater training to enable unit-specific

#### **SPI #4: Implement data collection and sharing initiative that captures core OEDIT stakeholder data, reveals actionable insights and produces demonstrated increases in operational efficiency and efficacy**

*Outcome measure: Redesign website to serve key audience segments rather than one collective message for all audience segments*

##### Strategies:

- Consistent collection of strategic stakeholder data
- Demonstrated and documented use of data-driven strategy in each unit's decision-making process
- Increased lead attraction

- Increased stakeholder engagement
- Increased cost efficiency
- Create audience personas that guide core message development and marketing resource allocation
- Collaborate with analytics team to craft thorough data collection strategy

## MC&PA Programs:

### **Marketing**

Provides marketing resources 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:** 1 Full-time OEDIT employee.

### **Communications**

Provide outreach and interaction with the state to clearly communicate success occurring around the state. Continually inform and work with statewide partners to support recruitment and retention of Colorado companies.

**Funding Source:** General fund

**Personnel:** 1 full-time OEDIT employee

### **Public Affairs**

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

## MC&PA Scorecard

SPI	Outcome Measures	Half-Year Target	Annual Target
Support strong rural focus business growth initiatives	Increase share of voice metric by 10% to drive media awareness in support of OEDIT’s collective rural jobs and rural business start goals by June 2019.	>5%	>10%
Define and employ an industry focus for business attraction, retention, expansion initiatives.	Increase share of voice metric by 10% to drive media awareness in support of OEDIT’s collective advanced industry jobs and net business starts in Colorado’s advanced industries by June 2019.	>5%	>10%
Apply Salesforce and Meltwater technologies to build audience-specific databases and influencer networks that improve OEDIT stakeholder communication efficiency and efficacy.	Build nine division specific databases and influencer networks	4	9
Implement data collection and sharing initiative that captures core OEDIT stakeholder data, reveals actionable insights and produces demonstrated increases in operational efficiency and efficacy.	Redesign website to serve key audience segments rather than one collective message for all audience segments.	-	Redesign website

## 6.10 Operations

### Operations Focus:

The Operations division is focused on partnering to empower a thriving OEDIT. By providing support to OEDIT, divisions can spend their time and energy on advancing the Colorado economy. The Operations team assists staff, vendors and other stakeholders in all operational 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:** 10.5 FTE

#### **SPI #1: Improve communication, training and enforcement of the State's accounting and procurement systems and rules to improve compliance**

*Outcome Measures: Reduce fiscal violations in FY19 by 50%*

Strategies:

- Automate employee expense forms in Salesforce to ensure consistency and improve efficiency
- Provide on-going mandatory trainings to major stakeholders, new hires, accounting liaisons
- Implement and standardize Lean project to hit target of reducing Citicard violations to less than 1 per month
- Formalize recording and tracking of violations and enforce disciplinary action for repeat offenders
- Create and distribute survey to solicit staff feedback on how the effectiveness of accounting and procurement function can be improved

#### **SPI #2: Improve OEDIT's employee engagement index score**

*Outcome Measure: Increase OEDIT employee engagement index from 77% to 80% by June 2019*

Strategies:

- Better understand OEDIT's needs through yearly employee satisfaction and engagement survey (survey to be distributed in December 2018)
- Utilize employee engagement council to assist in execution of strategies that address OEDIT's priority engagement areas: customer service, growth and development, process improvement, and leadership

#### **SPI #3: Utilize Lean problem solving methods to increase organizational effectiveness and improve efficiencies**

*Outcome Measure: Facilitate at least 3 Lean projects by June 2019*

Strategies:

- Engage staff trained in lean problem solving methods to facilitate lean projects across the department
- Recruit staff members to participate in the Governor's Talent Challenge Lean Trainings to expand OEDIT's collective lean knowledge base
- Present lean updates at all staff meetings



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

*Outcome Measure: Enroll 75% of new vendors into the EFT system by June 2018*

Strategies:

- Eliminate paper checks by enrolling all existing and new vendors in the Electronic Funds Transfer system
- Utilize Info Advantage report to automate letter prompts to new vendors for EFT setup

**Operations Scorecard:**

SPIs/Goals	Outcome Measure	Half-Year Target	Annual Target
Increase OEDIT staff’s understanding of the state’s accounting and procurement systems and rules to improve compliance	Reduce fiscal violations in FY19 by 50%	25% reduction in violations	50% reduction in violations
Improve employee engagement index	Increase OEDIT internal employee engagement index from 77% to 80% by June 2019	80% engagement index	80% engagement index
Utilize Lean problem solving methods to increase organizational effectiveness and efficiencies	Facilitate and execute at least 3 lean projects	1 lean project	3 lean projects
Improve customer service by minimizing administrative burdens and increasing efficiency and security	Enroll 75% of new vendors into the EFT system by June 2019	38%	75%