Performance Plan Evaluation – July 1, 2014 Submission

Office of Economic Development and International Trade

Strategic Policy Initiatives

Initiative criteria[1]:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as "increase" or "decrease/reduce".
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Retain, Grow & Recruit Business	The SPI supports the organization's WIG of influencing at least 15,000 jobs in the state.	For the next iteration of the plan, the Office may choose to provide specific one- and three-year goals for this initiative, with an overall measure for the SPI itself.	It is clear from the language of the SPI that the Office seeks to increase business presence in the state; adding a more specific measure of success will help the reader understand the goal in more explicit terms.	Connected to recruiting activities throughout the Office – domestic and international.	Actively retain and grown local companies and recruit domestic and int'l companies; build customer relationships; increase access to capital to incent new business.
Create and market a stronger Colorado brand	The SPI supports the Office's goal to increase awareness of the market opportunities in Colorado.	For the next iteration of the plan, the Office may choose to provide specific one-and three-year goals for this initiative, with an overall measure for the SPI itself.	The language of the initiative is a little vague – i.e. what kind of a brand does the Office seek to create? How will the Office know it is successful? By providing more explicit definition of the "brand" for this initiative, the Office may clarify the purpose and direction of the initiative.	Driven by functions that help build a business brand, enhance tourism, and enhance arts and culture.	Build a business brand, enhance tourism, and arts and culture.

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[1] These parameters are from OSPB's instructions; wording is more specifically from the "Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers", p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Division/Major Program Area	Strategy/action steps identified
Cultivate Innovation and Technology	Outcome is to continue to create a business friendly environment and to increasingly attract business to Colorado.	For the next iteration of the plan, the Office may choose to provide specific one-and three-year goals for this initiative, with an overall measure for the SPI itself.	The language implies increasing opportunities for innovation and technology. Again, more specific language or parameters around the initiative and goals will provide additional clarity to the reader and for the Office to know when they have affected the initiative.	The initiative is influenced by functions that assist in the creation of the Advanced Industry Strategy and Programs and expand the Colorado Innovation Network.	Foster Colorado's community of innovators, entrepreneurs and creative thinkers through the functions identified.
Continuously improve our processes	The outcome for this is conceptually identified, but for the next iteration it may help the Office to identify some specific functions that would markedly improve other functions if they were more improved.	For the next iteration of the plan, the Office may choose to provide specific one- and three-year goals for this initiative, with an overall measure for the SPI itself.	The language discusses continuous process improvement, but it may provide more clarity to refine the language to indicate an increase in efficiencies through continuous improvement, which may improve the connection between process improvements and outcomes.	Driven by activities in each division.	LEAN process improvement projects; develop individual development plans that create succession plans for key positions.

Additional Feedback: The Office of Economic Development and International Trade (OEDIT) identified significant strategic policy initiatives that reflect the innovative nature of the work in which OEDIT engages. For the next iteration of the plan, the Office may seek to evolve its strategies through more specific targets associated with each initiative in order to help the Office and its stakeholders determine initiative progress.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Minority Business Office (MBO)	Defined within the strategic component.	Minority and women-owned businesses in Colorado.

Major Program Area	Defined	Customer identified
International Trade Organization (ITO)	Defined within the strategic component.	Colorado businesses pursuing international market access and marketing; international businesses seeking a thriving business environment in which to operate.
Policy and Legislation	Defined within the strategic component.	For the next iteration of the plan, it may be beneficial to more explicitly identify other specific customers, in addition to the Office's Programs/Initiatives area.
Finance and Operations	Defined within the strategic component.	Since this is an internal program, the primary customer is the Office itself. However, it may be helpful for the agency to identify secondary customers as well in order to review additional opportunities for process improvement.
Communications, Public Relations and Social Media	Defined within the strategic component.	Since this is an internal program, the primary customer is the Office itself. However, it may be helpful for the agency to identify secondary customers as well in order to review additional opportunities for process improvement.

Additional Feedback: The Office may want to continue to outline additional primary and secondary customers for each major program area in order to identify more opportunities for process improvements.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
  - Input: workload demand, FTE, operating budget, etc.
  - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
  - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Retain, Grow & Recruit Business	Actively retain and grow local companies and aggressively recruit domestic and international companies to increase the vitality of the state.		Number of Chief-level or executive level prospect meetings held; number of prioritized leads identified and pursued; number of proactive business recruitment/expansion missions to key markets.	This could be akin to the outcome of the process for the next iteration – perhaps an identification of the number of business successfully recruited within a specific time frame?
	Build customer relationships by providing outstanding customer service to our various stakeholders, increasing potential prospects, and thus increasing the pipeline of businesses served through the state's programs.		Number of qualified prospects and clients served through programs; number of client service meetings and industry partner meetings.	For the next iteration, the plan would benefit from a measure that answers the question of the quality of customer service to the various stakeholders. One possible way to identify the measure may to outline the various customers and stakeholders and the specific service to them.
	Strategically incent new business by increasing access to capital and to the State's incentive programs to ensure maximum benefit is captured for the business and Colorado.			Percent of identified market and regulatory impediments for which solutions were proposed – this measure could be improved with more specifics about what this process entails.

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
Create and Market a Stronger Colorado Brand	Enhance tourism, arts and culture		Continue return on advertising investment; deploy $400,000 in matching grants to tourism counties; number of qualified grants in Colorado Creative Industries Sector	Similar to the response above, the next iteration may be improved with measures that answer how well each of these measures is executed.
Cultivate Innovation and Technology	Continue the Advanced Industry (AI) Strategy and Programs		Total number of AI grants funded for total amount of $ funded per year; Number of AI opportunities provided by AI Export Accelerator Act	Similar to the response above, the next iteration may be improved with measures that answer how well each of these measures is executed.
Continuously Improve our Processes	Maximize value and efficiency in OEDIT divisions through processes		Increase number of tracked companies in Salesforce to streamline pipeline process; percentage of contracts processed within Accounting/Procurement once received from other depts.. within 30 days to ensure timeliness and efficiency within office	Similar to the outputs.

Additional Feedback: The Office has identified at least one critical process per major program area, and has identified additional measures to be added to the next iteration of the performance plan. For the next iteration, it may be useful to break out each process a little further in order to identify additional areas for further process improvement, for example identify inputs for each process that help the Office gain a better picture of how resources are used.