Office of Economic Development and International Trade (OEDIT) Performance Plan

Mission:

OEDIT's overarching mission or goal is to achieve and sustain a Healthy Colorado Economy to ensure good jobs for all Coloradans. OEDIT utilizes a data driven approach to recruit, support and retain companies and businesses that contribute to a robust and diversified economy and that provide the right jobs for Colorado.

OEDIT includes 12 divisions, which are described in this document, all of which contribute to the strategies and key performance indicators to create a favorable business environment for Colorado. Attached is an organizational chart reflecting the divisions of OEDIT.

Strategies:

OEDIT has undertaken strategic initiatives in order to achieve and sustain a Healthy Colorado Economy to ensure good jobs for all Coloradans:

- Transform OEDIT's business development function to a data driven strategic plan:
    - Analyze the economic ecosystem in Colorado from a size of company/business spread and type of industry/employment spread, identifying any gaps or weaknesses.
    - Work with CDLE to identify the key employment opportunities for unemployed or underemployed Coloradans.
    - Develop a plan to target specific recruitment and retention of businesses necessary to build out any gaps in the economic ecosystem and in the key employment brackets.
    - Analyze differential impacts in recruited companies in contribution to Colorado's GDP, employment opportunities and use/taxing of existing resources; ie: cost v benefit analysis
    - Prepare confidential annual briefings on cost/benefit impact of investments made by OEDIT in supporting existing Colorado companies and recruited companies.

- Develop a Colorado Business Brand and Support Local/Regional Business Brand Development:
    - Develop a clear Colorado business brand, elevate awareness.

- Develop a state of the art collateral to support OEDIT's business development activities and the State's brand.
- Work with towns and regions (as driven locally) to develop clear local and regional business brands to align resources underneath and drive localized economic development.

- Increase Economic Support in Rural Colorado:
  - Utilize the data inputs from Blueprint 2.0 to identify strategies and resources and execute on the opportunities via new programs, services, or dedicated staff time.
  - Secure funding opportunities via Federal grants or existing programs to strategically deploy in underperforming regions.
  - Align all offices within OEDIT in support of "organic" economic development initiatives in rural Colorado communities.
  - Support development of a Statewide broadband initiative.

- Design, develop, and deliver "COIN 2.0" strategy for FY16 and beyond[1]:
  - Secure stakeholder alignment & support (Governor, OEDIT ED, ecosystem leadership) (*by August 2015*).
  - Evolve network into branding platform for Colorado as a leader in full-spectrum innovation; align COIN 2.0 with revised overall OEDIT Marketing & Communications strategy for complement to overall office-wide direction (*ASAP in accordance with defined milestones; substantive delivery by December 2015*).
    - Rebrand COIN; execute a corresponding (robust) communications & PR effort, social media & communications plan, outreach platform.
  - Shift from programming focus to branding, convening, and connecting focus to grow network & reach expanded constituency.
    - Develop COIN "seal" & recognition platform for Colorado innovations across all aspects of ecosystem.
  - Operationalize (*timing TBD*):
    - Funding/sponsorship model defined and in play;
    - Staffing/resourcing needs defined and on board;
    - Governance & advisory model defined and in place;
    - COIN positioning (within OEDIT, coordination with CMO, divisions) agreed & established.

[1] The Colorado Innovation Network (COIN) is 100% privately funded; operated under OEDIT.

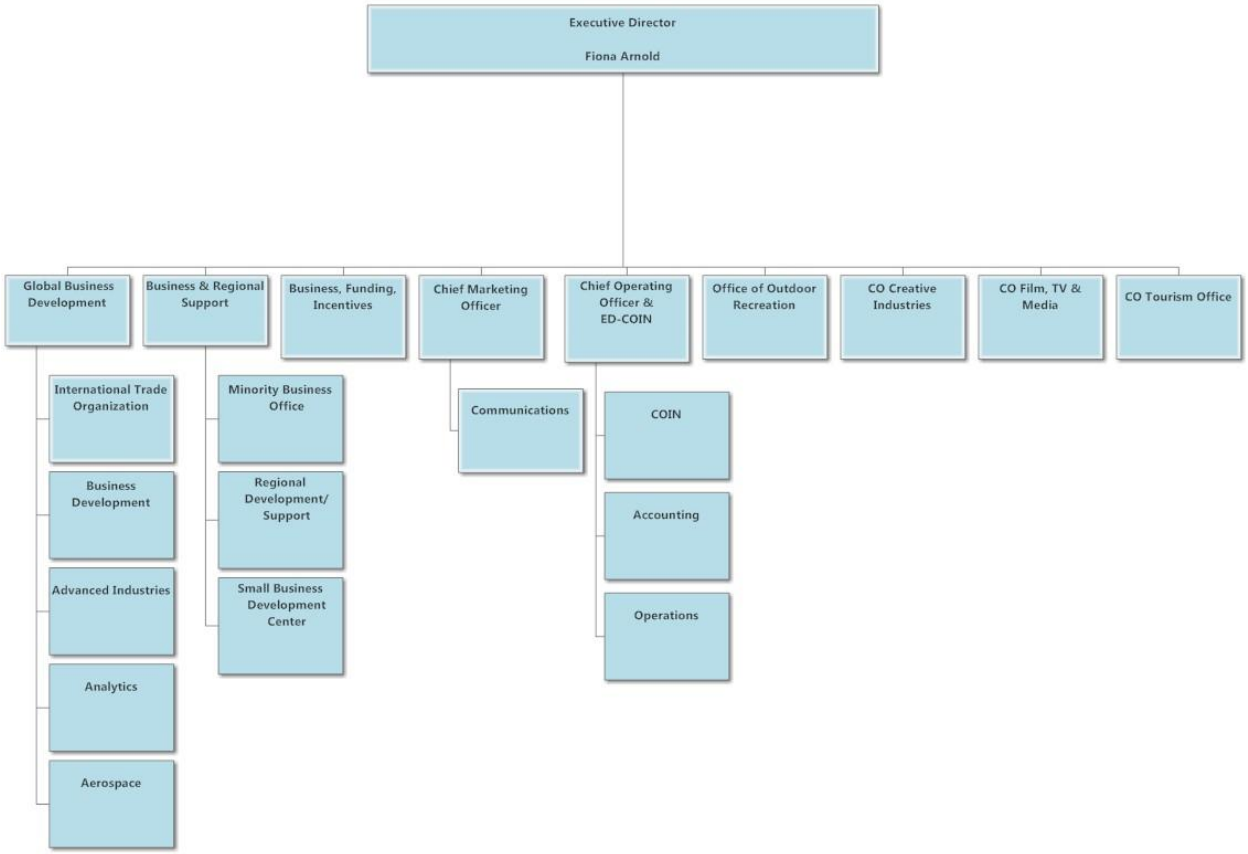
Cross Cabinet Goals:

In addition to these goals, OEDIT is in collaboration with other departments within the State to align our goals with broader state goals. As a result of this collaboration, there are three Strategic Policy Initiatives that will take cross-agency effort and will positively affect Colorado's economy. OEDIT will incorporate these goals into our internal goals to ensure alignment and support in meeting these goals.

These three goals are aligned with our State vision of making Colorado the best place to start and grow a business:

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.

OEDIT FY16 ORGANIZATION CHART



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, the Minority Business Office and Regional support, resources are provided to help businesses and communities connect to the existing infrastructure that ensures no duplication of efforts exist. Please see each division below in more detail.

Mission: To assist businesses to grow and prosper in Colorado

Vision: To make business and community resources streamlined for easy access for the success of Colorado.

Small Business Development Centers (SBDC)

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

Major Program Descriptions:
Colorado SBDC consulting and training centers- 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.
Veterans Program- The Colorado SBDC Network provides one-on-one business consulting and specialized training and programs for Colorado veterans and their families. We are dedicated to helping veterans become successful and have brought on veterans who are consultants specializing in sales, marketing, government

contracting, certifications and financials. The SBDC also hosts a one-day conference each spring for veterans looking to start or grow their business. The day consists of breakout training sessions, one-on-one consulting, an exhibitor hall, and networking opportunities.

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.

Worksite Wellness-The Colorado SBDC has partnered with Health Links™ to provide small businesses assistance in creating a work environment that promotes safety, physical activity, healthy habits and overall well-being for employees through worksite certification and seed money.

LEADING EDGE Program- The Colorado SBDC Network's flagship strategic planning series, LEADING EDGE, delivers comprehensive training to small businesses by providing entrepreneurs with a better understanding of starting and operating a small business. The program has courses geared to help both start-up and existing businesses in the areas of finance, marketing, management and more.

SBDC ADVANCED *Program* – This is a pilot 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.

Disaster Relief and Preparedness - The Colorado SBDC Network assists business 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.

Strategies:

To attract, retain and expand the business economy in Colorado, the SBDC will increase the number of new jobs created and retained utilizing our targeted programs, experienced consultants, and vast network of business resources. In addition, SBDC will build customer relationships and strategically incent new business. To build Colorado's business brand, SBDC will increase the number of customers reached. To cultivate innovation and technology, SBDC will assist both small and young advanced industry companies in expanding their products, markets, services, and revenue streams by leveraging our targeted programs and specialized consultants. To support the continuous process improvement strategy, SBDC will collaborate with

internal OEDIT stakeholders to design and deliver on robust customer focused processes.

Small Business Development Centers (SBDC)

Department	Key Performance Indicator (KPI)	Measure	Target (CY) 2013	2014	2015	2016	Results (CY) YTD	On/ Caution/ Off
Attract, Retain and Expand Business by supporting 3,000 small business jobs by July 2015	Attract new companies	# New jobs created	1,000	1,200	1,500	1,700	975	On
	Business retention and expansion	# Jobs retained and expanded	2,000	2,200	2,500	2,700	1769	On
	Build customer relationships	Serve 1,000 long term clients of 5+ hours of consulting by July 2015 (reflects 20-30% of client count)		1,000			1149	On
		Conduct 600 education trainings with 9,000 attendees by July 2015		600				On
		Number of Trainings					556	On
		Number of Attendees	16,000	17,000	18,000	20,000	9,392	On
		% satisfied customers	90%	92%	93%	94%	96%	On
	Strategically Incent New Business	Capital Infusion ($ Millions)	$49	$50	$60	$70	$46	On
Create and Market a Stronger Colorado Brand	Build Business Brand	Existing Business customers reach (%) (Established businesses vs. Start up businesses)	60%	65%	70%	70%	55%	On
Cultivate Innovation and Technology	Emerging Industry Clients	# of Emerging Indsutry Clients	300	350	400	450	350	On
Continuous Process Improvement (Lean)	Collaborate with internal stakeholders to design and deliver on robust customer focused processes	Identify high impact customer focused interdependent processes and develop RACI matrices and//or processes by DATE **(process-13, implement annual)**	10/1/2013	1/30/2014	1/30/2015	1/30/2016		On
	Sustain high performance	% individual development plans complete	n/a	100	100	100		On
		% Updated succession plans for key positions in place (annually)	n/a	100	100	100		On

Minority Business Office (MBO)

Mission:
The mission of the MBO is to retain, grow and recruit minority and women-owned business in Colorado in alignment with the core objectives of the Colorado Blueprint.

Strategic Objectives:
This mission is accomplished through the following strategic objectives:

1. Advocate and advance Minority Business Enterprises in Colorado through increased access to resources, opportunities, and capital
2. Proactively connect Colorado businesses seeking access to diverse vendors, supply chains and talent pipelines
3. Serve as a clearinghouse for key data and economic impact reports on Minority Business Enterprises in Colorado

MBO Programs:
In alignment with the Strategic Objectives the MBO has developed the following programs.

1.) Business Advancement Series: A series of webinars, workshops and presentations designed to increase the access of information, resources and opportunities for MBE's across the state. Examples from this Business Advancement Series include, but are not limited to:
   a. Is my business ready for financing?
   b. Technology tools all businesses need
   c. How to do business with the state
   d. Understanding Certification at the Federal, state, Municipal levels
   e. Opening the doors to bonding for small business
   f. Procurement Expo

2.) MBO integration into Colorado Blueprint
   a. Connecting MBE's into advanced industries strategic initiatives,
   b. Integrating MBE's into COIN and SMART CO
   c. Building international trade opportunities for MBE's
   d. Introducing MBO programs to EDCC and Regional Development

3.) Clearinghouse for Minority Business Enterprise Data
   a. A public facing, searchable minority and women-owned business directory
   b. Native American economic impact report
   c. MWB statewide demographic survey

Minority Business Office

Department	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year) 2013	2014	2015	2016	Results YTD		Accountable
Attract, Retain and Expand Business by impacting/influencing 1,500 MBO jobs by July 2015	Influence Favorable Public Opinion	Securing funding for MBO ($ thousands)	n/a	$350	**$500**	$750	On track	on	request submitted
		# key legislators and policymakers met with to increase awareness and support of MWBE	n/a	10	**15**	20	On track	On	3
	Expand opportunities for minority and women-owned businesses	# of MBE's introduced to private supply chains	n/a	n/a	**100**	500	On track	On	Grainger, Co Space Roundtable
	Build customer relationships	# qualified minority and women owned businesses served through programs	n/a	1000	**2000**	3000	On track	On	484
		% survey to assess customer needs & maintain data integrity	n/a	83%	**100%**	100%	On track	On	on target for Jan
	Increase investment in Minority and Women-Owned Businesses	# referrals of minority and women owned business entities to OEDIT partners and programs	n/a	100	**1000**	2000	On track	On	340
								On	
Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications (annually)	0	9	**9**	12	On track	On	1
	Build Business Brand	# commission economic data reports for data/benchmarks on MBE in Colorado	n/a	n/a	**1**	2	On track	On	Native American Economic Impact 65% completed
		# of MWBE direct and sponsored events	13	18	**25**	30	On track	On	5
Cultivate Innovation and Technology	Integrate MBOs into Key and Advanced Industries	Present to 500 MWBEs in 4 regions on SMART CO by July 2015	n/a	N/A	**500**	**TBD**	On track	On	Integrating Minority Chambers with AI survey/Space Roundtable/Private Sector
								On	
Continuous Process Improvement (Lean)	Identify and improve key processes	Implement Sales Force and leverage for customer contact and tracking (% implemented)	n/a	75%	**100%**	100%	On track	On	100% implementation
		Document and design key processes, programs and associated metrics; design 2014 and daily management 2015 and beyond	n/a	75%	**100%**	100%	On track	On	All new processes being documented
	Sustain high performance	% individual development plans complete	n/a	100%	**100%**	100%	On track	On	in process
		% Updated succession plans for key positions in place (annually)	n/a	100%	**100%**	100%	On track	On	in process

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Regional Economic Development

Mission:

Regional Economic Development's mission is to partner with Colorado's 14 regions to encourage the attraction, retention and expansion of businesses within each of the regions in order grow Colorado's economy. Through locally-driven regional collaboration, Regional Economic Development partners with economic developers, industry representatives, government officials, academia, nonprofits and community organizations to identify and inform strategic economic growth strategies.

Strategies:

Incentivize the retention, attraction and growth of business by connecting regional partners to economic development opportunities across the state and by connecting local economic developers to resources available within OEDIT. This shall include strategically connecting small businesses with resources to help them grow and flourish through the existing SBDC Network infrastructure in conjunction with the Minority Business Office.

Continue to support the progress of the Blueprint Regional Economic Development Plans by working with the regional partners to identify strengths and opportunities. OEDIT is taking steps to add value to existing regional efforts and provide support to those regions interested in expanding regional partnerships. In order to assist with these efforts, Regional Economic Development focuses on identifying tools and resources available to the region.

Regional Economic Development is committed to marketing a stronger Colorado brand by working with the Small Business Development Center Network, the Minority Business Office, Colorado Tourism Office and the Colorado Creative Industries to increase job growth across the regions. To support cultivating innovation and technology, Regional Economic Development will promote OEDIT's programs across the regions.

Global Business Development

The Global Corporate Development department will be comprised of the International Trade Organization, the Industry Management Team, AI Team, Aerospace Program, and Data & Analytics Team. The reorganization allows OEDIT resources to be leveraged strategically. The alignment of funding and talent oriented toward a common industry development strategy, provides a more thoughtful approach to the overall mission of OEDIT and allows for cross cutting metrics and outcomes.

Industry Management

Mission:
Industry Management's mission is to support the creation of net new jobs in Colorado by retaining, growing, and recruiting companies.

Strategies:
Building customer relationships is critical to achieving our goals of retaining, growing, and recruiting companies in Colorado, and we achieve this by proactively marketing Colorado as a great place to do business, increasing the pipeline of job growth opportunities, and increasing customer satisfaction. Industry Management works with Business Funding & Incentives (BF&I) to strategically incentivize new job creation projects. Industry Management also markets a strong Colorado brand by communicating success stories and proactively recruiting companies in key geographies and industries. Furthermore, Industry Management serves Advanced Industry prospects and works to expand the Colorado Innovation Network in order to cultivate innovation and technology. To support the strategy of continuous improvement, Industry Management will maximize value and efficiency in our major processes through the use of state-of-the art technology.

Data and Economic Analysis's strategic objective is to provide data, analytics and consulting services to internal and external customers to support OEDIT strategies and objectives. The Strategy & Analytics team will be responsible for overseeing and executing against strategic data analytics for OEDIT. This will include working with the senior team to devise appropriate data gathering inquiries and systems and analytical methods to systematically target, track and measure various economic development goals Statewide, regionally and by industry. The team will develop data

and analysis to assist the Office determine the most effective strategies for (i) assisting regional organic business growth, and (ii) targeting and recruiting businesses and talent to the various regions in the State. In addition, the Manager will assist the Office in developing and measuring against strategies within the Blueprint 2.0 process in relation to regional economic development plan.

Industry Management

Department	Key Performance Indicator (KPI)	Measure	Target			Results	
			2014	2015	2016	YTD	On/Caution/Off
Attract, Retain and Expand Business by Creating 250 incremental company opportunities by July 2015	Attract new companies	Deliver 250 opportunities translating into 3,500 jobs	250	250	250		On
		Increase in business-ready community (2013 define criteria; 2014 & beyond, # of additional communities that have increased business readiness (Regional)	2	3	4		
		# of new startups (AI)	10	10	10		
	Deliver high quality leads	Pitch 5 prioritized leads weekly for a total of 260 annually	260	260	260		On
	Build customer relationships	Conduct 12 CDLE, CDE, CDHE workforce alignment sessions (Cb Eco Devo Lead)	12	12	12		on
		Conduct quarterly C-level executive prospect meetings (3 per quarter)	12	12	12		On
		Conduct 1 client service meeting/month with CO Fortune 500 companies headquartered in CO to ensure loyalty and retention	12	12	12		On
		Conduct 6 Proactive Recruitment/Expansion missions to key markets		6	6		
		Conduct 1 client service meeting/month with Russell 3000 companies headquartered in CO to ensure loyalty and retention	12	12	12		On
		Conduct 7 industry partner meetings per month		84	84		
		Develop operations plans for high impact industries within regions	14	14	14		On
Create and Market a Stronger Colorado Business Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications for business brand building	4	8	10		On
	Create favorable public opinion regarding Advanced Industries Legislation	Opportunities identified (# of stakeholders reached directly with favorable education/communication regarding AI act (thousand)) (AI)	20	20	20		On
Cultivate Innovation and Technology	Serve Key Industries (includes Advanced Industries)	Conduct KIN interviews-1 per year per KIN for prospect potential (see Michelle). Work needed on this.	10	10	10		On
	Maximize value and efficiency	Complete PWC supply chain analysis for the Advanced Industries by September 15, 2014 and develop specific target list of companies to recruit by October 15, 2014					On
		% employees with development plans	100	100	100		On
Continuous Process Improvement (Lean)	Sales force implementation	Increase tracked companies (from 300)		200 additional	400 additional		On
	Increase tourism in rural regions	# of prospects across the regions referred to AI educational initiatives or programs (Regional)	15	20	25		On

Advanced Industries (AI)

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

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

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

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

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

As one of the newest programs initiated at OEDIT, the Advanced Industries Division will attract and facilitate new Advanced Industries in Colorado including start-ups to

create new jobs. AI will build customer relationships and connect stakeholders within the Advanced Industries sectors. Deployment of funding to AI companies to attract, retain and expand businesses will be a key strategy. Creating and marketing a stronger Colorado Brand will be supported by communicating and educating stakeholders about the new AI programs. To cultivate innovation and technology, the AI programs and strategy will be fully developed and deployed and AI will secure federal funds to further AI in Colorado.

National Network of Manufacturing Innovation (NNMI) Institutes:

Mission:
President Obama has proposed building the National Network for Manufacturing Innovation (NNMI), which will consist of regional hubs that will accelerate development and adoption of cutting-edge manufacturing technologies for making new, globally competitive products. Over the last two years, he has acted to jumpstart the network by launching four innovation hubs and initiating the establishment of four more, all by executive order while awaiting congressional action.

Individually and together, these regional hubs—public-private partnerships called Institutes for Manufacturing Innovation (IMIs)—will help to strengthen the global competitiveness of existing U.S. manufacturers, spur new ventures, and boost local and state economies.

Colorado is using funding from the infrastructure section of the Advanced Industries grant to fund three initiatives out of the NNMI initiative.

Major Program Descriptions:

The Digital Lab (Formerly DMDI): In February of 2014, the President announced the selection for this $70 million award to develop a digital manufacturing institute. OEDIT in collaboration with the University of Colorado was a major partner in this proposal and committed up to $5 million of funding for Colorado focused projects. OEDIT has a seat on this technical advisory committee and played a role in the selection of the first three projects announced in September of 2014.

American Lightweight Materials Manufacturing Innovation Institute (ALMMII, Formerly LM3I): In February of 2014, the President announced the selection for this $70 million award to develop a digital manufacturing institute. OEDIT in collaboration with the Colorado School of Mines was a major partner in this proposal and committed up to $5 million of funding for Colorado focused projects. The organization of this

institute is still in development, and initial projects are scheduled to be announced before the end of 2014.

Clean Energy Manufacturing Innovation Institute for Composites Materials and Structures (Composites Institute): In partnership with NREL and four other states, Colorado submitted a proposal for this manufacturing institute. The US Department of Energy has committed $70 million in funding to the implementation of the winning proposal. Colorado has been selected as a finalist and the final decision is expected by the end of November 2014.

Investing in Manufacturing Community Partnership (IMCP):

Mission:
Because we see that Advanced Manufacturing will be a key sector that will affect job growth and economic growth in the coming years, it is OEDIT's goal to partner with industry leaders to ensure that we have both the equipment and the human capital to meet the needs of industry.

Major Program Descriptions:

EDA AI Assessment and Roadmap: In 2014, OEDIT was awarded a $250,000 planning grant to provide a statewide analysis of the Advanced Industry ecosystem and strategic development plan. This project is currently underway in partnership with Pricewaterhouse Coopers and will be completed in December of 2014.

"Manufacturing Communities" Designation: In coordination with Advanced Industry stakeholders from across the state, OEDIT submitted a proposal to the EDA for designation as a "manufacturing community". This was not a funding opportunity. Rather, it offered preference for future federal opportunities from multiple federal agencies. Despite not being designated, the submission of this proposal directly led to the successful pursuit of federal funding through the Department of Defense.

Strengthening Manufacturing by Accelerating Research and Technology (SMART)

Mission:
Last year, the state of Colorado applied for a grant from the Office of Economic Adjustment in the Department of Defense that would help provide strategic direction to companies that might be affected by a downturn in defense spending. In September, OEDIT received $6.6 million dollars in funding for the advancement of Strengthening Manufacturing by Accelerating Research and Technology (SMART).

Major Program Description:
OEDIT will work with the Colorado Advanced Manufacturing Alliance (CAMA) to use these funds over the next two years to make Colorado the leading state in advanced manufacturing. We have outlined several goals to help us get there. For example, we will create a supply chain map, which will help us understand where all of our resources are across the state, from community colleges that are training the workforce of tomorrow to the factories that employing state of the art manufacturing techniques. We are going to set up SMART centers in Denver and here in Colorado Springs that will provide equipment and mentoring for burgeoning businesses. An executive committee made up of leaders from industry, academia and government will oversee the project to make sure that the goals are being met.

International Trade Office

Vision: Create a more globally competitive Colorado.

Mission:
OEDIT's International Division creates and retains jobs in the state by helping Colorado companies export globally and by helping international companies locate in Colorado.

Core Objectives

1. Market the Colorado Brand in Global Markets
2. Retain, Grow and Recruit Companies
    a. Actively recruit foreign direct investment to Colorado.
    b. Support the growth and expansion of Colorado companies through focused export promotion activities.

Strategies:
The International Division seeks to attract, retain and expand business in Colorado by attracting new international companies to Colorado and helping existing companies expand through exports. In addition, building customer relationships will be a strong focus. Creating and marketing a strong Colorado brand is a strategy International Trade Office supports by proactively building a business brand and communicating successful international development business stories. The Advanced Industry Export Accelerator program will support the Cultivate Innovation and Technology strategy. Colorado is rapidly expanding its global identity and will continue to bring economic and cultural diversity to the state through its many programs for growth.

Geographic Regional Focus

The international division develops strategy based on three regions of the world. Programs, services and strategic initiatives are developed around these three geographic regions:

- The Americas
- Europe, Middle East and Africa
- Asia-Pacific

We approach each region through different strategies developed specifically for the region by looking at current trends and opportunities, trade and investment statistics/data, and OEDIT client needs. The customized regional strategy allows the division to:

- Maintain and build relationships and networks with companies, government and industry associations in key global regions for the state of Colorado.
- Keep current on trends and opportunities for OEDIT clients.
- Leverage staff's experience and geographic market expertise.
- Complement OEDIT's Key Industry Networks and other global business development initiatives and personnel that have an industry focus.

Major Program Descriptions:

AI Export Accelerator: As part of its Advanced Industries statewide strategy, the International Division offers the Advanced Industries Export Accelerator Program to connect Colorado companies to global opportunities. This program has three elements for companies in the advanced industries:

AI Export Grant: Up to $15,000 for companies to help offset international business development expenses.

AI Global Network of Consultants: In-Market support for Colorado exporters in the advanced industries at a subsidized rate. This includes representatives in Canada, Mexico, Brazil, UK, France, Germany, Japan and China.

AI Specific Export Training: OEDIT and the World Trade Center-Denver will provide export training for businesses to learn the fundamentals of exporting and international marketing specific to the advanced industries.

Export Counseling: The international staff counsels Colorado companies in the areas of marketing, sales, market selection, partner selection and exporting fundamentals.

Trade-Related Education: The international division organizes conferences and workshops on trade-related topics, which gather experts and staff members to speak on opportunities and challenges. We also have an internship program for students and other individuals seeking experience in international trade.

International Market Analysis Partnership (IMAP) Program: OEDIT connects eligible Colorado companies with an MBA course focused on international business at an accredited Colorado university. The semester-long program offers a free resource to Colorado companies interested in increasing their exports and provides a valuable learning process to student participants. The IMAP Program will be offered up to three times per academic year and is subject to change depending on course offerings and student enrollment.

Governor's Award for Excellence in Exporting: The Governor's Award for Excellence in Exporting recognizes Colorado companies that demonstrate significant achievements in international trade. This competitive award has been given every May for over forty years in conjunction with World Trade Month. Colorado companies that are committed to exporting are encouraged to apply.

Colorado Trade Mentor Program: The Colorado Trade Mentor Program creates an informal forum for new and growing companies to connect with seasoned business, community and academic leaders who have who have insights into exporting, importing and operating in international markets. The experience of Mentors may cover a wide range of industry sectors and vary from large corporations to small start-ups. Mentors are encouraged to support mentees by sharing first-hand experience with opportunities and challenges, provide political and economic overviews, discuss cultural difference and sensitivities and share market insight.

Foreign Missions and Trade Shows: We organize foreign missions to strategic markets in order to help exporters increase their international sales and to promote Colorado as a place to invest. Often these missions center around an industry trade show. Common features of trade missions include customized appointments for Colorado companies with potential partners in industry and government, customized industry briefings, and networking opportunities.

Incoming Buyer Delegations: We arrange business-to-business appointments between visiting international buyers and Colorado companies in order to assist foreign buyers with sourcing goods and services from Colorado.

Colorado's Services for Foreign Investors

The International Division of OEDIT helps international companies to establish, relocate or expand business operations in Colorado. The International Division assists

the executives of foreign-based businesses with an interest in locating in Colorado by coordinating a variety of services that include:

- Assistance with understanding the value and process of opening an office in Colorado
- Customized site searches for available buildings or sites
- Guidance on other technical issues, including workforce availability and recruitment, licensing, zoning, permitting, etc.
- Overviews of Colorado's key industries and economic climate
- Market research specific to the international company's needs
- Introductions to potential suppliers, buyers, government officials and/or the economic development community
- Information on Colorado's business and financial incentives
- Access to programs for workforce recruiting and training

International Trade Office

OEDIT WIG	Department	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year)				Results		Accountable
				2013	2014	2015	2016	YTD FY15	On/Caution/Off	
Impact/Influence 15,000 Job by Creating a Favorable Business Environment	Attract, Retain and Expand Business through Impacting/Influencing 2,500 jobs by July 2015	Influence Favorable Public Opinion	Recommend position on relevant legislation	1	3	3	3	3	On	Division Director
		Attract new companies	# Net new jobs	tbd	1000	2000	2000	1490	On	International Team
		Business retention and expansion	# Jobs retained and expanded	242	363	500	500	385	On	International Team
		Build customer relationships	# qualified prospects served through programs	284	300	500	500	257	On	International Team
			Value of export sales attributed to International Trade services ($ Million)	$40	$60	$65	$75	$63 M	On	International Team
			# of exporters assisted through services		125	125	125	134	On	International Team
			Value of direct foreign capital investment ($ million)	$12	$25	$30	$35	$20	On	International Team
			% satisfied customers	92%	90%	90%	90%	96.00%	On	International Team
	Create and Market a Stronger Colorado Brand	Identify success stories as proof points	# success stories provided as proof points to Marketing & Communications	n/a	10	15	20	14	On	International Team
		Build Business Brand	# participants in business-focused events	215	250	275	325	738	On	International Team
			# proactive business recruitment/expansion missions to key markets	12	15	11	11	9	On	International Team
	Cultivate Innovation and Technology	Implement the Advanced Industry Export Acceleration Act	100% Implemented by Jan. 1, 2014		100%	100%	100%	100%	On	International Team
			# Advanced Industry prospects served	NA	60	75	100	74	On	International Team
	Continuous Process Improvement (Lean)	Complete Salesforce implementation	100% implemented by December 1, 2013		100	100	100	100	On	International Outreach Coordinator
		Sustain high performance	% individual development plans complete	n/a	100	100	100	100	On	Division Director
			% Updated succession plans for key positions in place (annually)	n/a	100	100	100	100	On	Division Director

Last Revised 10.15.15

Brand & Marketing

Mission:
The CMO and Marketing team mission is to tell the Colorado Brand story emphasizing the brand pillars; Powered by Nature, Economic Opportunity, Independent Spirit, Vitality and Kinship. The Colorado Story will drive awareness for the recruitment, support and retention of companies and business that contribute to a robust and diversified economy. In order to be better aligned, the Communications Division will sit under the Brand & Marketing team.

Strategic Objectives:

1. Colorado - OneBrand.
    - Bring Consumer and Business brands closer together to take advantage of marketing and media dollars.

2. Develop a Centralized marketing team supporting all 12 departments with exceptional proactive service and strategic marketing support.
    - Define staffing needs for social media which can support all 12 departments.

3. Redesign AdvanceColorado.org as the premier economic development website and becomes the heart of the digital ecosystem for Colorado business brand.
    - Develop RFP, gain consensus and choose partner by 12/31/15

4. Identify tracking tools - awareness, brand equity
    - Establish baseline of awareness and brand equity. Begin appropriate tracking studies.

5. Create Marketing plan which builds equity and awareness of Colorado with target audiences to recruit, suport and retain companies and business nationally and internationally.
    - Publish marketing calendar to all departments by 12/31/15.

Communications

Mission:
Marketing and Communications strives to promote Colorado as the premier state in which to do business.

Strategies:
Marketing and Communications helps to attract, retain and expand business by communicating Colorado's offerings and success stories. Creating and marketing a stronger Colorado brand is supported by securing favorable and/or neutral publicity and increasing awareness of Colorado and OEDIT programs. To cultivate innovation and technology, Marketing and Communications will further leverage digital channels expanding a strategic online presence.

Communications

Department	Key Performance Indicator (KPI)	Measure	Target 2013	Target 2014	Target 2015	Target 2016	Results YTD	Results On/Caution/Off	Accountable
Attract, Retain and Expand Business	Influence Favorable Public Opinion	Earned media ad value ($ in millions)	6	8	**10**	12		On	Holly
WIG: Create and Market a Stronger Colorado Business Brand by increasing earned media 10 points by July 2015	Secure favorable and neutral publicity	Earned media ad value ($ in millions)	6	8	**10**	12		On	Holly
		Favorable and neutral publicity (# mentions or articles)	25	1,000	**1500**	2,000		On	Holly
	Increase awareness of CO and OEDIT programs	Opportunities generated online - (# of incremental unique site visitors)	129K	140K	**150K**	160K		On	Ryan
		Opportunities generated through direct marketing response (e.g., incremental hits) (or can do reach, if can't track response)	193K	205K	**210K**	220K		On	Ryan, Holly
	Build Business Brand	100% of major job announcements have press release and conference		100%	**100%**	100%	100%	On	Holly
		Business media reach (earned media, direct marketing contacts, etc.)	12	15	**18**	20		On	Holly
Cultivate Innovation and Technology	Further leverage digital channels	95% of weeks with new content posted to social media site		95%	**95%**	95%		On	Holly, Ryan
		Expanded strategic online presence (# additional innovative channels)	1	1	**1**	1		On	Ryan
Continuous Process Improvement (Lean)	Identify and improve key process	Improve Salesforce Marketing Process by end of each year by meeting annual milestones (% met):						On	Ryan/Jeanette
		•2014 - Use Campaigns and custom reports to track marketing activity	100	100	**100**	100		On	
		•2015-Research SF marketing tools and custom reports						On	
		•2016 - tbd						On	
	Sustain high performance	% individual development plans complete	n/a	100	**100**	100		On	Holly, Ryan
		% Updated succession plans for key positions in place (annually)	n/a	100	**100**	100		On	Holly, Ryan

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Outdoor Recreation Industry Office

Mission:
The Outdoor Recreation Industry Office's mission is to provide exceptionally proactive service, strategic support, and values based oversight to the outdoor industry and community within the State of Colorado.

Values :

- **Compassion**
  - Demonstrating concern and acting with a spirit of respect and generosity in service to others across the State.
- **Integrity**
  - Acting with honesty, being accountable for our decisions and actions that represent the Outdoor Industry and the State of Colorado.
- **Excellence**
  - Bringing the best of what Colorado has to offer in the Outdoor Industry to everything we do nationally, pursuing craftsmanship in our actions, and living a healthy and balanced life.
- **Inclusion and Diversity**
  - Valuing and working to create communities representative of our Outdoor Industry culture that support and respect differences and encourage diversity.

Strategic Objectives:
This mission is accomplished through the following strategic objectives:

1. Create an Advisory Group

- 25 total group members representing every sector of the ORec industry.
- http://www.advancecolorado.com/business-colorado/outdoor-recreation-industry/outdoor-recreation-advisory-council
- This group will be revising the Mission/Vision/Values in our November 2015 meeting.

2. Establish strategic "Tenants" for the ORec Industry office

- ***Economic Development***

    - Identifying recruiting efforts for industry related companies
    - Establishing "mapping" for incentives region by region and cluster by cluster.
    - Connecting to VC groups across the state.
    - Working with SBDC to identify incentive clusters for the ORec industry.

- ***Conservation and Stewardship (access)***

    - Discussions with Forest Service, CPW, DNR and BLM regarding permitting processes on State / Federal Lands.
    - GOCO trails initiative syncing.
    - Colorado the Beautiful syncing.
    - Film permitting review.
    - Reviewing a "pay to play" initiative for Mountain Biking/Hiking similar to motorized taxation and hunting and fishing permits to maintain revenue for trail maintenance and creation (see CFI 14'ners Colorado report card); http://www.14ers.org/wp-content/uploads/CFI-14ers-Statewide-Report-Card-Press-Release-6.9.2015.pdf

- ***Education***

    - Advanced Manufacturing / Partnerships with Metro State to create an accelerator space for technical cut/sew and molding facilities.
    - GOCO Inspire initiative syncing.
    - Ideation of a Leadership Lab for the ORec Industry.
    - Colorado Outdoor Industry Leadership Forum in 2016 under the COIN banner.
    - Partner with State Universities to identify trade based degrees in the ORec Industry.

- ***ORec Industry "Anchors"***

    - Established Soc Media Streams.
    - Creation of ORec pages under OEDIT site.
    - Mapping of all ORec companies/entities regionally in state.
    - Ideation of ORec calendar for Colorado based events/activities.
    - Liaise with Emerald Expositions re; Trade Show development.

- Attended Outdoor Retailer shows, ISPO and Interbike to support Colorado companies and recruit external companies.
- Recruit national trade shows and expos to Colorado.

Colorado Tourism Office (CTO)

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

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

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

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

Colorado Tourism Office (CTO)

Department	Key Performance Indicator (KPI)	Measure	Target				Results		Accountable
			2013	2014	2015	2016	YTD	On/Caution/Off	
Attract, Retain and Expand Business by increasing CO tourism rank from 15th to 6th by July 2015	Attract new tourism business	# incremental tourists annually (millions)	16.6	14.8	15	15.2	17.3	On	
	Total Tourism Spend	Tax Collected ($ millions)	$900	$900.50	$1,000	$1,100	$976	On	
	Build relationships in key markets	Establish or increase presence in key identified geographies and markets	1	1	1	1		On	
Create and Market a Stronger Colorado Brand	Establish presence in key identified international markets	Incremental lift associated with communications awareness (%)	3%	3%	3%	3%	4%	On	
Continuous Process Improvement (Lean)	Maintain Advertising ROI	Return on advertising dollar invested (200:1 or better)	228:01:00	200:01:00	200:01:00	200:01:00	344:01:00	On	
	Increase tourism in rural regions	Strategically deploy matching grants to counties. ($ thousands)	$400	$500	$500	$500	$400	On	
	Sustain high performance	% individual development plans complete	100%	100%	100%	100%	100%	On	
		% Updated succession plans for key positions in place (annually)	100%	100%	100%	100%	100%	On	

Film, TV & Media (COFTM)

Vision:
To build and maintain a successful film, television and media program for Colorado to attract, retain and expand businesses thus creating new jobs and enhancing the economic vitality of the state.

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

Major Program Descriptions:
20% Rebate Program-The Colorado Film Incentive program offers a 20% cash rebate for production costs taking place in the state. The incentive program covers feature films, television pilots, television series (broadcast and cable), television commercials, music videos, industrials, documentaries, video game design and creation, and other forms of content creation. Bonded productions are eligible to have 100% of their projected rebate escrowed up front with the bond company.

Online Location Guide- With over 420 locations, the CO Film, Television and Media Department has organized these iconic locations to inspire creative arts in the film medium. The locations can be found online at http://co.reel-scout.com/loc_results.aspx

Loan Program: An additional component of the program is a loan guarantee program with the state guaranteeing up to 20% of a production budget. This program is only available to film productions. A production may be eligible for both the performance-based incentive and the loan guarantee programs

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

Film, TV & Media (COFTM)

Department	Key Performance Indicator (KPI)	Measure	Target				Results	
			2013	2014	2015	2016	YTD	On/Caution/Off
Attract, Retain and Expand Business by influencing/impacting 912 jobs by July 2015	Attract new jobs	#Net new jobs resulting from film, TV & media projects	523	724	912	1064	673	On
		Contact 120 qualified prospects by July 2015		120	120	120	38	On
	Build customer relationships	#qualified prospects served through programs	15	85	120	200	48	On
		#return customers	4	37	75	150	16	On
		% qualified prospects		44%	50%	60%	33%	On
	Incent film industry	% annual allocation spent	56%	86%	100%	100%	100%	On
		# spent (in millions)	$170	$3.00	$ 5.40	$5	$5.40	On
Create and Market a Stronger Colorado Brand	Identify success stories as proof points	#success stories provided as proof points to Marketing & Communications	N/A					On
		News articles		107	150	200	596	On
		Newsletter Subscribers		2527	3000	3500	2,560	On
		Social Media Followers		11171	13000	15000	11,594	On
		Social Media Mentions		3960	4500	5500	1209	On
	Build Business Brand	Launch marketing video/website by July 2015	NA	NA				On
		Business customer reach (#)	N/A	210	350	500	82	On
Continuous Process Improvement (Lean)	Leverage Real Scout for relationship management	Prospect record data completeness (% of records complete)	N/A	75%	85%	85%	29%	On
	Increase relationship with regional film partners	# of meetings with community contacts	N/A	30	40	45	22	On
	Participation in state-wide industry events	#education programs and opportunities provided by or sponsored by office	N/A	13	30	40	8	On
		# of festivals and community events sponsored	13	25	27	30	12	On
		$ awarded to festivals (in thousands)	$7170	$40.20	$45.00	$48	$19.6	On
		Update incentive information with payroll companies for accurate reporting (once a quarter)	N/A	NA			Yes	On

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Business Funding and Incentives (BF&I)

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

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

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

Major Program Descriptions:
Job Growth Tax Incentive- The Job Growth Incentive Tax Credit is a performance-based program, managed jointly with the Industry Management team, that provides state income tax credits to businesses that create new jobs that would not have occurred in Colorado without this program.
Strategic Cash Fund Incentive-The Strategic Fund Cash Incentive program is a performance-based grant program administered jointly with the Industry Management team and supports and encourages new business development, business expansions and relocations that have generated new jobs throughout the state. In some cases, the Strategic Cash Fund may also be able to provide support for initiatives led by non-profit entities pertaining to key industries or regional development.
Enterprise Zone Tax Credits- 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.
Job Training Grant Programs-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.

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.
Colorado Aircraft Manufacturer Tax Credit-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.
Advanced Industry Acceleration Grants-To promote acceleration of the commercialization of innovative new technologies in Colorado's seven advanced industries OEDIT offers proof of concept, early stage capital and retention, and infrastructure grants to research institutions, start up businesses and non-profit organizations. BF&I manages this grant program from a funding and administration perspective with Industry Management.
Colorado Business Financial Assistance Options - We provide several financing tools for businesses throughout Colorado including debt and equity financing, cash incentives, grants, and tax credits to support economic development activities that improve and support employment opportunities. Those programs and tools are listed below:

- Colorado Capital Access (CCA) – State Small Business Credit Initiative (SSBCI)
- Cash Collateral Support (CCS) - SSBCI
- Colorado Credit Reserve (CCR)
- Regional Tourism Act (RTA)
- Venture Capital Authority (VCA)
- Historic Preservation Tax Credits for Commercial Structures
- Advanced Industry Investment Tax Credit Program
- Community Development Block Grant-Disaster Recovery (CDBG-DR) Program for Economic Revitalization
- Rural Jump-Start Zone Program
- CDBG Business Loan Funds
- CDBG Public Infrastructure Grants
- CDBG Planning and Feasibility Studies
- Certified Capital Companies (CAPCO) Program
- Private Activity Bonds

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

the BF&I programs. To foster continuous improvement, BF&I will improve and automate key processes in the grant administration function.

Customers:

BF&I customers are large an small businesses looking to start up and expand theoir operations. Efforts are made to ensure distribution of funds throughout the state, with a specific goal of increasing investment in rural communities.

Business, Funding, & Incentives

Department	Key Performance Indicator (KPI)	Measure	Target				Results				Accountable
			2013	2014	2015	2016	2012/13 (Dec 2013)	2013/14	14/15 (through June 2015)		
Attract, Retain and Expand Business by supporting other divisions in impacting/influencing 13,150 jobs by July 2015	Impact/Influence 13,150 jobs by Proactively Manage Incentives and Grants	Support BD team deals w/financial review of 24J CITC/SF proposals	NA	NA	**5160**		NA	NA		On	Quarterly
		Manage incentive award payments for 75 JCITC/SF contracts paying incentives on at least 2,000 jobs by July 2015	NA	NA	**2000**		NA	NA			Semi Annually
		Manage incentive award payments within 10 weeks of receiving annual reports on multi-year contracts			**10 weeks**						
		Support PTAC in obtaining DLA Grant; signing state contract and deploying $200K in state funds by July 2015	NA	NA	**1000**		NA	NA			Annually
		Run 3 grant cycles awarding $5m to 70 PIOC and ESCR projects by July 2015	NA	NA	**1050**		NA	NA			Quarterly
		Deploy CDBG-DR BLF Dollars	NA	NA	**300**		NA		NA		Annually
		Award @ <$8M in CDBG-BLF Funds to support recovery efforts in 220 Businesses	NA	NA	**440**		NA	NA			Quarterly
		Award tax credits to 7 AI start ups supporting private capital formation/job creation	NA	NA	**75**		NA		NA		Annually
		Deploy $2.7M in Colorado First/EIJ ob Training Funds	NA	NA	**3125**		NA	NA			Semi Annually
	Build customer relationships	% satisfied customers (baseline in 2014) statistically significant improvement every year there after	n/a	baseline	**Tbd**	Tbd	NA	NA		On	TBD
	Provide Capital	Deploy SSBCI Dollars ($ millions)	Finish first tranche	Finish second tranche	**Finis remaining funds**	Begin to recycle funds	$2.2M	$7.3M		On	Annually
		Rural Communities receive 50% of EZ certs for business credits; Rural Communities receive 25% of total dollar			**50%; 25%**						
		Capital and EZ tax Credit Infusion ($ Millions)	120	120	**120**	120	$154.5M	$165.2M		On	Semi-Annually
	Create Advanced Industry Strategy and Programs	35 AI grants funded for total amount of $10 million per year			**35/$10M**	**35/$10M**					
		Implement Grant Management and Funding Role in BF&I for AIA ct to align funds with key industry strategy	Launch and finish cycle	Revise apps and processes	**Combine AI into BDGEP**	Revise apps	Launched and finish cycle	Application and process		On	Annually
Create and Market a Stronger Colorado Brand	Build Business Brand	# qualified prospects served through BF&I programs	4,246	4,400	**4,500**	4,600	7,168			On	Semi-Annually
Continuous Process Improvement (Lean)	Identify and improve key processes	Salesforce enablement: # strategic applications	3	6	**8**	8	4	5		On	Annually
		Contact incentive awardees within 2 weeks of EDC approval	80%	100%	**100%**	100%	100%	100%		On	Semi-Annually
	Sustain high performance	% individual development plans complete	80%	100%	**100%**	100%	100%	100%		On	Annually
		Updated succession plan in place (annually)	Check	Check	**Check**	Check	Check	Check		On	Annually

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Colorado Creative Industries (CCI)

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

Vision:
We strive to create a strong Creative Colorado brand identity, a Top 10 reputation, and create significant and sustained investment in the creative sector so creative entrepreneurs and enterprises will flourish. It's our goal for Colorado to "grow its own" creative workforce. The CCI has a number of successful programs in the state that encourage artistic and cultural expressions.

Major Program Descriptions:
Colorado Creative Industries' largest grant program is *Colorado Creates*. This award provides financial support for nonprofit organizations and communities to produce arts and cultural activities, bringing jobs to their communities and enhance the quality of life. In 2014, CCI awarded 146 grants totaling $1,548,500 across the state. Our primary customers for this program are nonprofit arts and cultural heritage organizations. Efforts are made to ensure distribution of funds throughout the state, with a specific goal of increasing investment in rural communities.
The annual *Governor's Creative Industries Summit* is held in the spring of each year for those interested in learning about resources in Colorado and networking with leaders in creative industries. The *Governor's Leadership Award* is presented at the Annual Summit and recognizes individuals in the state who are making a difference in people's lives through the strategic use of the arts. Our primary customers are creative small businesses and entrepreneurs with a secondary customer group of cultural institutions and community leaders.
Art in Public Places and Creative Capitol Rotating Exhibit-This one-percent-for public art program is applied to state buildings being constructed or renovated for the acquisition of public art. The Creative Capitol program brings permanent and rotating art exhibitions to the state capitol building, celebrating Colorado's rich creative economy and sharing it with Coloradans. The primary customers are the students, faculty and visitors to the public institutions enhanced by the public artworks. Secondary customers include Colorado artists, legislators and Capitol staff and visitors.
Career Advancement Awards and SBDC conference scholarships for creatives provide fresh energy and increased business acumen to artists, creative entrepreneurs and creative small business to help stimulate their business or increase monetization of

their creative ideas. Our goal is to help Colorado creative industries increase access to funding, grow revenue and employment, gain access new markets, and enhance business skills. The primary customers are individual artists, creative entrepreneurs and small business; Secondary customers are the SBCD centers and network that can expand their support of creative industries.
Creative Districts The Colorado Creative District program, an incubator-type program, offers selected communities access to funding, tailored technical assistance, networking and training programs. Denver's Art District on Santa Fe and Downtown Salida became Colorado's first Certified Creative Districts in 2012. Since then, the communities of Trinidad, North Fork Valley, Pueblo, Ridgway, Telluride, Greeley, Colorado Springs, Lakewood, Longmont and River North in Denver (RiNO) have achieved Colorado-Certified status. Candidates striving to meet certification requirements currently include: Mancos, Crestone, Crested Butte, Carbondale, Evergreen, Manitou Springs, Fort Collins, Aurora and Parker. Primary customers are the commercial businesses and nonprofit cultural organizations within and surrounding the Certified and Candidate Creative Districts and local governmental entities. Secondary customers are residents of the broader community and region as well as visitors and tourists from with the state as well as national and international visitors.
Change Leader Institute better equips arts and cultural leaders to manage environmental and organizational change by developing leadership skills, creative a support and mentoring network to reduce geographic isolation and become catalysts for change in their communities. Primary customers are change leaders representing communities--both urban and rural--across Colorado and the communities in which they implement the concepts they learn in the institute.
Education Partnerships support the cultivation of creativity and innovation in K-12 and higher education through strategic partnerships. Initiatives include program development, advising, mentoring and grant support to in-school and out-of-school time activities for youth based in high quality arts education and integration. Primary customers are Colorado youth, with an emphasis on high poverty and/or rural students. Secondary customers are community arts partners and educators.

Strategies:
In order to attract, retain and expand business opportunities, CCI builds customer relationships and drives positive economic impact through creative districts and cultural partnerships. To create and market a stronger Colorado Brand, CCI enhances Colorado's position as a leader in creative enterprises and identifies and communicates success stories to promote creativity and innovation in Colorado. CCI cultivates innovation and technology by generating new business opportunities within creative industries. Streamlining program and grant administration processes is key to continuously improving our business processes.

Colorado Creative Industries (CCI)

Department	Key Performance Indicator (KPI)	Measure	Target 2013	Target 2014	Target 2015	Target 2016	Results YTD		Accountable
Attract, Retain and Expand 3,200 Creative Industry Jobs by July 2015	Build customer relationships	% satisfied customers	85%	95%	**95%**	95%	Annual	On	Survey will be done once a year
	Drive positive impact through Creative Districts	# Visitors to 7 certified creative districts (thousands)	779.5	3.1 million	**3.5 million**	4 million	To be reported at end of fiscal year	On	Data gathered at end of fiscal year
		# jobs in Creative districts	1,000	9,689	**10,000**	12,000	Same as above	On	Data gathered at end of fiscal year
		Opportunities identified # customers reached through public presentations educating about creative industries	300	400	**500**	600	510	On	CBCA, Westaf, NASAA, SBDC Women's conference, Rural Philanthrophy Days
		Influence 2% increase in creative industry jobs based on 2014 employment of 164,490	N/A	164K	**167K**	170K	173K	On	Reported @ end of fiscal year.
Create and Market a Stronger Colorado Brand	Enhance Colorado's position as a leader in Arts and Culture	# qualified grants funded	200	210	**220**	230	199	On	
		Increase Colorado's national ranking for arts appropriations (National Assembly of Arts Agencies)	44th	42nd	**40th**	38th		On	Reported in 3rd quarter of 2013 for FY14 funding
	Identify success stories as proof points	# success stories of creatives provided as proof points to Marketing & Communications	7	30	**32**	34	21	On	32 as of 9/31
Cultivate Innovation and Technology	Generate new business opportunities within creative industries	Promote CO Creative districts in public forums reaching 500 prospects by July 2015		500	**500**	500	250	On	250 as of 9/31
		Serve 32 qualified prospects by July 2015		32	**32**	32	32	On	
		# customer served as a result of Colorado Creative Industries support		25	**27**	30		On	Reported at end of fiscal year
Continuous Process Improvement (Lean)	Streamline Grant Administration Process	% reduction in staff time resulting from process redesign in 1/14 and implementation by 5/14		10%	**15%**	20%		Caution	No reduction to report as of 9/31
		Cost savings from Grant Administration process streamlining as a result of time and travel efficiencies ($)						On	Will be reported at end of fiscal year 2014
	Sustain high performance	% individual development plans complete	n/a	100	**100**	100	100%	On	100% complete
		% Updated succession plans for key positions in place (annually)	n/a	100	**100**	100		On	100% complete

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Colorado Innovation Network (COIN)

Vision:
The vision of COIN is to help Colorado become the most innovative state in the nation.

Mission:
COIN is a catalyst for economic prosperity through innovation by partnering with government, business and civil society to foster collaboration around global ideas, talent, capital and the entrepreneurial spirit.

Major Program Descriptions:
Colorado Innovation Summit: The annual COIN Summit brings together 300+ high-level leaders from across the state and around the globe for the two-day event focused on the exchanging of ideas around innovation. The Summit encourages relationship building and inspires collaboration and new ways of thinking. The Summit serves as a place to highlight Colorado's innovation ecosystem, build the business and talent pipeline, share best practices and build a global network of innovation leaders. COIN also partners on statewide cross-industry events throughout the year.

Colorado Innovation Report: The Innovation Report gives Colorado a true measure of the state's industry-driven and overall innovation progress. The Report evaluates innovation in Colorado across a framework of talent, ideas, capital and entrepreneurship and benchmarks Colorado against nine peer states and the nation. Moving forward, the annual report will help us continue to educate businesses, investors, researchers, policymakers and others about the state's innovation activity. The 2015 report will focus specifically on Talent, exploring the challenges and opportunities our Colorado community experiences with respect to workforce of the future.

Strategies:

COIN is a privately funded organization that resides within OEDIT. COIN continues to lead and collaborate on programs, events, and initiatives that will impact Colorado's innovation ecosystem. COIN partners with organizations and individuals to study key drivers and inhibitors of innovation and deliver programs and initiatives that will make an impact. COIN focuses on goals around building Colorado's innovation brand, supporting economic growth, encouraging collaboration, creating and fostering a physical and virtual network for global innovation leaders and incubating new ideas.

Operations

Mission:
To provide efficient and effective support services to OEDIT divisions.

Strategies:
The Operations Division includes five support services to OEDIT.

Accounting and Budgeting's strategic objectives include providing efficient, accurate and timely accounting services to OEDIT divisions to enable better decision making and allow division personnel to focus on executing their strategic plans. Our goal is to refine and simplify the internal budgeting and forecasting process and reports to enable division leaders to better plan and manage their respective divisions and budgets.

Procurement's strategic objective is to provide expert guidance and agility in contracting and requests for proposal processes, in accordance with state fiscal rules and policies.

Human Resources provides effective and efficient human resource services to all divisions of OEDIT to attract and retain top talent and to comply with state administrative requirements.

Office Management provides effective office management services to OEDIT to ensure smooth running operations and that adequate resources are provided to all OEDIT staff.

Project Management provides managing the execution of projects throughout the office with effective communication and collaboration to ensure alignment and coordination of projects between divisions. This will help OEDIT staff be more efficient internally and therefore be more effective externally.

Operations

OPERATIONS	Department	Key Performance Indicator (KPI)	Measure	Target (Fiscal Year)				Results		Accountable
				2016	2017	2018	2019	YTD	On/Caution/Off	
To Provide efficient and effective support services to OEDIT divsions.	Accounting	Provide Efficient, accurate and timely services to OEDIT	Process all vendor payments within 45 days of invoice date	100%	100%	100%	100%		On	Kerry & Team
			Complete 100% of fiscal notes by due date	100%	100%	100%	100%		On	Kerry & Team
			Process 100% employee reimbursments within 14 days	100%	100%	100%	100%		On	Kerry & Team
		Refine and simplify internal budgeting/forecasting process/reports	By 10th working day of each month, give monthly financial reports to 100% of divisions	100%	100%	100%	100%		On	Kerry & Team
			Complete annual budgets for 100% of divisions by October 1st	100%	100%	100%	100%		On	
		Improve process for cash receipts	Implement new process by Q2-FY16; Review process semi-annually and update as needed	Q2;2x	2x	2x	2x		On	Kerry & Team
			100% of cash receipts are processed once a week	100%	100%	100%	100%		On	Kerry & Team
	Procurement	Provide expert guidance on bid process for vendors	Provide once a year training to 100% of staff and new hires	100%	100%	100%	100%		On	Frank
			Review & Respond to RFP/bid questions within 30 days	30	30	30	30		On	Frank
		Ensure Purchase Orders are completed per guidelines	Process and close out 100% PO's by FY end	100%	100%	100%	100%		On	Frank
			Process 100% of PO requests within 10 business days	100%	100%	100%	100%		On	Frank
		Provide guidance on and process contracts efficiently	Process and sign off on 100% all contracts within 30-45 days of receipt	100%	100%	100%	100%		On	Frank
	Human Resources	Provide effective and efficient customer service to all OEDIT staff.	Onboard all new hires with 30 days to be fully functional	30	30	30	30		On	Krystal
			Answer/Follow up with 100% HR related questions with 1business day	100%	100%	100%	100%		On	Krystal
		Focus and implement professional development and performance review	Provide (2) mid-year and end-of-year reviews for 100% employee	100%	100%	100%	100%		On	Krystal/Division Directors
			Review Professional Development Plan set with each employee 2x a year	2x	2x	2x	2x		On	Krystal/Division Directors
	Office Management	Provide customer service to all constituents,stakeholders, and employees	Answer and Respond to 100% of external inquires to the office within 2 days	100%	100%	100%	100%			Front Office
		Provide effective office management services to ensure smooth operations	Review and follow up on 100% of internal requests within 2 days	100%	100%	100%	100%		On	Front Office
			Complete 3 high level projects in FY.	3	3	3	3		On	Krystal

Last Revised 10.15.15