

IDAHO

DEPARTMENT OF COMMERCE

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FY 2010 - 2013 Strategic Plan

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INTRODUCTION

As the economic landscape started to change in 2007, Idaho's 20 years of unprecedented growth was not immune to the downturn that was affecting the entire nation. The financial crises lead to less available credit for businesses and consumers and had a direct impact on corporate relocation decisions. The nationwide high cost of fuel had an adverse impact on business cost of operation, travel and tourism that contributed to Idaho's slowdown. Lack of consumer confidence trickled over into the business sector creating a "decision freeze."

In January 2009, Governor Otter initiated "Project 60," an ambitious effort to grow Idaho's economy. Project 60 is a comprehensive plan to grow Idaho's Gross Domestic Product from \$51.5 billion to \$60 billion creating sustained job growth, increasing the personal wealth of Idaho's citizens, and strengthening Idaho's communities. Project 60 will encompass three key strategies where Commerce will focus their energies and budget. The three strategies include projects in Systemic Growth, Domestic Recruitment and Foreign Investment.

Systemic Growth is crucial to our existing businesses and communities. Projects are designed to help existing business grow and facilitate research conducted at our universities and the Idaho National Laboratory to the commercialization phase.

Domestic Recruitment has always been a priority at Commerce. New programs will be added under the Project 60 campaign to enhance our efforts. We will build on our Top-2-Top Business Attraction Strategy that recruits a network of Idaho executives to engage their peers nationwide, encouraging them to move their companies to Idaho.

We will expand the global market reach of Idaho companies through our Idaho International Trade offices, trade missions, investment seminars and hosting of inward buying delegations. Inward Foreign Direct Investment plays an extraordinary and growing role in global business. It can provide a firm with new markets, cheaper production facilities, and access to new technology. For Idaho, Foreign Direct Investment can provide a source of new technologies, capital, processes, products, organizational technologies and management skills, and give a strong impetus to economic development. While the dollar remains relatively weak, inward foreign investment to the United States is at an all time high and Idaho needs to capitalize on these opportunities.

Commerce will expand its marketing efforts to target businesses that will be synergistic with our existing industry clusters of energy, recreational technology, manufacturing, aeronautics and technology. Our marketing efforts will extensively reach internationally, not only selling Idaho's products to the world, but also selling Idaho itself as a great place for foreign sources of capital to invest their dollars.

Working together with the private and public sector as partners, these three tiers of Project 60 will ensure that Idaho overcomes the current economic crisis and will increase the quality of life for all of those who call this great state home.

This plan outlines the Idaho Department of Commerce's priorities and goals for promoting increased economic opportunity for all Idaho's citizens. The top priorities, goals, strategies, action items and measurements were formulated with input from our economic development partners, Idaho business leaders and the Department's advisory councils.

VISION

Idaho Department of Commerce, as the state's lead agency for job creation, building communities and marketing the state, envisions an Idaho that possesses:

- ▶ a diverse economy
- ▶ a globally competitive workforce
- ▶ state of the art public facilities
- ▶ progressive leadership
- ▶ a willingness to cultivate next generation technologies
- ▶ industries that care about Idaho's environment
- ▶ businesses that see Idaho as their home and the world as a marketplace

MISSION

CREATE JOBS - STRENGTHEN COMMUNITIES - MARKET IDAHO

CORE VALUES/GUIDING PRINCIPLES

Customer Focus -Internal and External

Customers are our top priority. We treat all customers as we wish to be treated. We strive to understand their needs and expectations and align Department services to meet those needs. We respond with timely, responsive, and flexible services. We strive to work cooperatively with all our customers. This includes businesses, local, state, tribal and federal government officials, as well as customers within our Department.

Creating a Positive Culture

We are creative, innovative and flexible. We make decisions based on knowledge and facts. We continuously seek to improve quality of service. We value teamwork. We encourage participative decision-making. We are responsive, efficient, effective and prompt. We are part of the solution.

Building Capacity

We value our employees. We give credit and share rewards. We cooperate and help others grow. We listen to our employees so we can understand their needs and communicate freely with them. We identify mutual benefits. We are an innovative, solution-oriented team. We provide our employees with the tools and training they need to do their jobs and provide quality customer service.

Ethical Conduct

We use public resources responsibly. We treat others with respect and dignity. We value and expect honesty and integrity. We are responsible and accountable for our actions.

PROGRAMS and SERVICES

The Idaho Department of Commerce works to create jobs and advance the welfare and prosperity of its citizens, upgrade public facilities necessary for economic growth and promote Idaho's products, people and places. Committed to ensuring access to a comprehensive menu of quality services, education, training and information for all its customers and partners, the agency offers many economic development programs through:

BUSINESS DEVELOPMENT/ATTRACTION provides resources to help Idaho businesses start up, expand and find new markets; attract new businesses to Idaho; and fund local economic development efforts.

COMMERCIAL INNOVATION helps entrepreneurs create new businesses and job opportunities across the industry sector; bolsters industry-related research and development activities; and brings together the state's government, education, private sector and research resources to foster long-term growth in science and technology.

COMMUNITY AND RURAL DEVELOPMENT provides financial and technical assistance to Idaho's cities and counties for construction and rehabilitation of public facilities necessary to support economic diversification, job creation, business expansion and a sense of community.

INTERNATIONAL BUSINESS DEVELOPMENT helps Idaho's businesses export goods and services, develops new markets, increases foreign awareness and acceptance of Idaho's products and services, attracts international investment and coordinates the state's protocol efforts.

TOURISM DEVELOPMENT works to expand Idaho's tourism and recreation industry by marketing the state's travel opportunities at home and abroad; distributing grants to communities to promote tourism; developing, soliciting and promoting tourism events and attractions; and developing the state's film industry.

MARKETING, COMMUNICATION AND RESEARCH works with all Commerce divisions to create targeted marketing plans, public relations campaigns, and positive image and branding programs for Idaho. This team gathers, maintains and disseminates economic and demographic data.

EXTERNAL FACTORS

Various factors occurring internationally, nationally and locally have the potential to significantly affect the Idaho Department of Commerce's ability to achieve the goals and objectives outlined in this plan.

THE ECONOMY

The national and international economies affect Idaho's overall business climate and export industries. Likewise, Idaho's economy is greatly affected by the value of commodity prices such as semiconductors, agricultural crops and minerals. Reductions in federal spending for agriculture, energy and public land management increase unemployment and impact small businesses dependent on federal contracting opportunities. State and federal funding levels affect the department's programs dependent on funding for staff resources, promotional activities and travel.

- ▶ **Workforce** has been adversely affected by the churning in the economy and will continue to cause disruption for Idaho's workers. Since the current economic slide has created a financial hardship for thousands of Idaho citizens, workforce training is essential. The slowdown in the economy has also created a significant pool of extremely skilled workers who can immediately provide bottom-line value to any new or expanding business.
- ▶ **Workforce Recruitment** of high skilled labor such as engineers is in high demand from many of our Idaho companies. Existing business is increasingly high tech and Idaho has a shortage of qualified high skilled labor to fill immediate needs.
- ▶ **Financial lending** has a profound impact on the economy, business expansion and job creation. The difficulty in obtaining financing will make it more difficult for business to obtain capital for expansion.
- ▶ **Currency Values**, especially the value of the American dollar relative to other currencies, affect volume and direction of international trade flow as well as the number of international visitors. While the dollar has strengthened over the last year, American investments are still seen as safe investments.
- ▶ **Energy Costs** affect the cost of doing business in Idaho. The availability of power, impediments to development of alternative power generation and drought can impact all sectors of Idaho's economy.
- ▶ **Broadband Availability** is crucial to business recruitment and economic development especially in the rural areas of Idaho.

- ▶ **Availability of and Access to Health Care and Health Insurance** is a critical need in much of Idaho, especially in rural areas of the state.
- ▶ **Availability of and Access to Affordable Housing**, like health care, is also a critical need throughout much of the state and can impact prospective company recruiting efforts.
- ▶ **Federal, State and Local Taxes and Regulations** affect all business and community development activities. Stable, equitable tax systems and a fair and predictable regulatory environment make Idaho more competitive in business recruitment and expansion activities.
- ▶ **Public Land Management Policies** can affect the growth and profitability of Idaho's agriculture, forest products, mining, and outdoor recreation industries.
- ▶ **War/Terrorist Attacks.** Responses to these factors impact attitudes regarding business development and expansion as well as business and leisure travel decisions.

LEGISLATIVE ENVIRONMENT

Through the commitment of the Idaho Legislature, several business incentives and tax credits have proven beneficial to the Department in recruitment and expansion efforts.

THE CHALLENGE

Idaho Department of Commerce must address these challenges to meet the growing needs and expectations of its customers in an environment of dwindling resources. Despite the decline in funding, other external factors, and workplace realities, Commerce is committed to:

- ▶ Create "customer-driven" systems and services to meet the needs of Idaho's businesses and their employees.
- ▶ Align department priorities, staff support and training with customer demands.
- ▶ Empower department employees to meet customer demands by design changes.
- ▶ Streamline processes to better meet customer demands.
- ▶ Eliminate obsolete processes and unfunded programs.
- ▶ Optimize the use and flexibility of available resources in accordance with customer demands.
- ▶ Work with other state agencies, higher education, employers and our other service partners to maximize the return on the public investment in the programs and services we provide.
- ▶ Combine resources and facilitate customer access to these services by partnering with employment and training system stakeholders.

IDAHO DEPARTMENT OF COMMERCE TOP PRIORITIES

- ❖ Business Development
- ❖ Business Attraction
- ❖ Community Development
- ❖ International Business Development
- ❖ Tourism Development
- ❖ Commercial Innovation
- ❖ Marketing, Communication and Research
- ❖ Management Support

BUSINESS DEVELOPMENT

Business retention and expansion strategies are important to any size community, even the very smallest. The responsibility for a business visitation program rests with the local community and many requests for assistance come directly from the communities or the businesses themselves.

GOAL 1: Retain And Expand Idaho's Existing Businesses

Strategy: There are as many as 150,000 businesses operating in the state of Idaho ranging from home based sole proprietorships to multinational corporations. With a staff of 8, the Business Development Team needs to work closely with local partners to effectively identify, evaluate and execute business retention and expansion (BR&E) activities in the state. Through close collaborative partnerships with local public, private and non-profit organizations, the Business Development Team will provide counseling, networking and revenue-generating opportunities for Idaho businesses. This will allow Idaho businesses to increase revenue and employment, thereby generating new wealth and economic growth in their communities.

Action 1.1 Provide direct constituent support

Metrics: Using Salesforce CRM, track business retention and business expansion activities

Benchmark: 500 estimated or actual FTE jobs created or maintained through Salesforce BR&E activities with Business Development Team in lead role:

Action 1.2 Advise and support local communities

Metrics: Using Salesforce CRM, track business retention and business expansion activities

Benchmark: 2600 estimated or actual FTE jobs created or maintained through Salesforce BR&E activities with local organizations in lead role:

Action 1.3 Fill international or domestic reverse sourcing requests

Metrics: Using Salesforce CRM, track reverse sourcing activities generated by International Division

Benchmark: Provide proposals to International Division for 8 reverse sourcing requests per year.

Action 1.4 Facilitate portfolio development for foreign direct investment (FDI)

Metrics: Using Salesforce CRM, track foreign direct investment activities generated by International Division

Benchmark: Provide 2 FDI opportunities per region to the International Division

Action 1.5 Administer Industrial Revenue Bond program

Metrics: Number of Bond Projects Closed

Benchmark: Close bond projects resulting in the utilization of at least 50% of the bond set-a-side for Small Issue/Industrial Revenue Bonds

Action 1.6 Administer Idaho Gem Grant program

Metrics: Using Salesforce CRM, track Gem Grant applications

Benchmark: Award 100% of available Gem Grant monies to projects with highest job creation benefit.

Action 1.7 Administer Idaho Business Network program through Idaho Procurement Technical Assistance Center

Metrics: Annual Defense Logistics Agency 1806 report.

Benchmark: TBD

GOAL 2: Increase Entrepreneurial Activity In Idaho

Strategy: Between 2003 and 2008, there were 158,000 new business filings in Idaho. According to the 2008 State New Economy Index, Idaho ranks 4th in “job churning,” a positive measure of the amount entrepreneurial start-up activity in a state. Entrepreneurial start-ups provide the majority of new job growth in the US economy and have been a key factor in Idaho’s rapid economic growth in the past two decades. And yet, start-ups can be extremely volatile and need systemic support to succeed. The Business Development Team will provide counseling, networking and revenue-generating opportunities for Idaho entrepreneurs. This will allow Idaho start-ups to increase revenue and employment, thereby generating new wealth and economic growth in their communities.

Action 2.1 Provide direct constituent support

Metrics: Using Salesforce CRM, track business start-up activities

Benchmark: 100 estimated or actual FTE jobs created or maintained through Salesforce business start-up activities with Business Development Team in lead role:

Action 2.2 Advice and support local communities

Metrics: Using Salesforce CRM, track business start-up activities

Benchmark: 225 estimated or actual FTE jobs created or maintained through Salesforce business start-up activities with local organizations in lead role:

Action 2.3 Disseminate sources of business financing

Metrics: Using Salesforce CRM, track number of business start-up, business retention or business expansion activities

Benchmark: Achieve estimated or actual jobs created or maintained per region in action items 1.1 and 1.2

Action 2.4 Provide marketing division with updated and accurate input for department webpage

Metrics: Local community success stories provided to Marketing Division

Benchmark: 1 per region per quarter

Action 2.5 Publish “Starting a Business in Idaho” brochure

Metrics: Using Salesforce CRM, track number of “Starting a Business in Idaho” brochures mailed out and number of online hits

Benchmark: 50 “Starting a Business” in Idaho brochures mailed to individual requests. Distribute 2000 brochures through partnerships, websites, or other state agencies

GOAL 3: Increase Local Economic Development Capacity In Idaho’s Communities

Strategy: A bedrock value in Idaho’s political culture is the recognition of the importance of local, independent self-governance. Consistent with that vision, the Business Development Team develops close collaborative partnerships with Idaho’s 44 counties, 41 incorporated economic development organizations, 78 chambers of commerce and other local public, private and non-profit organizations. Through a collaborative “bottom-up” strategy, the Business Development Team provides counseling, networking, technical assistance, and financial support to Idaho’s local communities in order to increase their organic capacity to grow their own economies.

Action 3.1 Administer Rural Economic Development Professional Program

Metrics: Develop and monitor reporting structure for the Rural ED Pros that can be tracked and quantified

Benchmark: Receive and record 15 ED Pro bi-monthly reports

Metrics: Establish ED Pro Task Force to continuously review effectiveness and training of rural ED pros

Benchmark: Conduct annual ED pro training with 90% attendance

Action 3.2 Provide Peer-to-Peer assistance to communities and organizations in need
Metrics: Using Salesforce CRM, track Peer-to-Peer projects in Grant Awards
Benchmark: TBD

Action 3.3 Advise communities on economic and community development needs
Metrics: Using Salesforce CRM, track rural and community development activities
Benchmark: Each specialist will contact every incorporated city in their region at least once per year. Each specialist will review strengths, weaknesses, opportunities and threats for business and industry within the community. Specialists will use data to fulfill BR&E, entrepreneurial activity, local economic development capacity and workforce development goals in the Work Plan

Conduct 60 additional community development activities per year. Convert 10% (6) into follow-on BR&E, Business Start-up, Business Recruitment, Peer-to-Peer Grant, or other Grant Award

Action 3.4 Participate in Idaho Rural Partnership community reviews as requested
Metrics: Track number of community reviews as community development activities
Benchmark: If requested, conduct 2 community reviews per year

Action 3.5 Conduct Northwest Community Development Institute annually
Metrics: Track number of enrolled students per year
Benchmark: Enroll 80 students per year

Action 3.6 Publish "Show Me the Money" Newsletter monthly
Metrics: Track number of newsletters produced
Benchmark: Produce 24 newsletters per year

GOAL 4: Develop, Attract And Retain A Quality Workforce For Idaho's Economy

Strategy: With Idaho's unemployment approaching 25-year highs, maintaining the skills and competitiveness of the state's workforce is a strategic priority. The complexity of the picture is highlighted by double-digit unemployment in many rural, natural resource dependent counties; while at the same time Idaho's more urban high-tech manufacturing clusters have seen job losses in excess of 40% in some sectors. The Business Development Team partners with the Idaho Department of Labor to help communities and businesses address systemic issues surrounding dislocated workers. This will give Idaho workers the maximum opportunities to retrain, find new employment, and keep their families in Idaho.

Action 4.1 Market Workforce Development Training Funds to new or expanding businesses
Metrics: Using Salesforce CRM, track as an incentive under business expansion, business retention or business start-up activities.
Benchmark: Contribute to the execution of Workforce Development Training Funds

BUSINESS ATTRACTION

Maintaining a stable and vibrant economy involves retaining and expanding existing business and bringing in dollars to replace business revenues lost out of the marketplace. While every division at Commerce plays a role in Idaho's economy, our mission is to provide consultative services to companies with expressed interest in relocating or expanding their business to Idaho thus increasing diverse investment and enhancing the quality of employment for the state.

GOAL 1: Directly Recruit Businesses External To Idaho To Expand Or Relocate Into Idaho

Strategy: Two decades of exceptional economic growth proves that Idaho's cost effective, pro-business environment, productive and adaptive workforce and unsurpassed quality of life are strong attractors to companies looking for more competitive locations to expand or relocate their businesses. The citizens of Idaho expect the Department of Commerce to market and promote these qualities in order to attract the high-wage, high-growth jobs that can diversify the economy and improve our quality of life. To this end the Business Attraction Team aggressively seeks every opportunity to sell Idaho's advantages to the global business community. The team will do this in two ways. First, the team receives, qualifies and then disseminates incoming leads from all sources to the widest possible community partners. If the client desires, the Business Attraction Team will serve as the lead agency for the recruiting process. Second, the Business Attraction Team will proactively market Idaho to select industry clusters that may provide a special benefit or fit for the state economy. With a staff of 3, the Business Attraction Team must target only a few industries in order to be effective. For 2010, these industries are recreational technology manufacturing and renewable energy manufacturing.

Action 1.1 Generate leads for business expansion or relocation in industries compatible with Idaho's economy, culture and workforce

Action 1.1a Lead Idaho delegation to the 2010 Shot Show to recruit recreational technology companies and promote Idaho's outdoor culture and lifestyle

Metrics: Number of partners recruited to share costs

Benchmark: 5 partners recruited to share costs

Metrics: Number of industry contacts

Benchmark: 100 industry contacts by name, location, specialty

Metrics: Number of supply-chain referrals from Idaho companies

Benchmark: 10 supply-chain referrals from Idaho companies

Metrics: Number of leads for expansion/relocation projects

Benchmark: 8 with potential for expansion/relocation project

Metrics: Create valuable trade show experience for partners

Benchmark: 5 substantive recommendations/referrals for Idaho from trade show contacts. Create balanced budget, fair booth schedule, and lead take-away product

Action 1.2 Generate leads in renewable energy manufacturing to strengthen Idaho's position in the changing global economy

Action 1.2a Gain market intelligence and industry contacts through attending the most popular industry conferences, trade shows and expos

Action 1.2a1 Attend InterSolar 2009 San Francisco, CA

Metrics: Number of industry contacts
Benchmark: 40 industry contacts by name, location, size, product

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 5 with potential for expansion/relocation

Metrics: Number of Idaho company supply chain references
Benchmark: 5 referrals from Idaho companies on supply chain companies that we should contact or recruit

Metrics: Number of SME/executive contacts
Benchmark: 5 SME/executive contacts that provide insight into how Idaho can improve its position in this industry

Metrics: Number of SME/executive referrals
Benchmark: 2 SME/executive referrals that could be become leads/projects

Metrics: Recommendations for Idaho from Supply Chain breakout
Benchmark: Provide 2 substantive recommendations on how Idaho can position its manufacturing companies for success in solar supply chains OR key policy/marketing recommendations for the state

Action 1.2a2 Attend Goethermal Show, Reno, NV

Metrics: Number of industry contacts
Benchmark: 20 industry contacts by name, location, size, product

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 2 with potential for expansion/relocation

Metrics: Number of Idaho company supply chain references
Benchmark: 5 referrals from Idaho companies on supply chain companies that we should contact or recruit

Metrics: Number of SME/executive contacts and referrals
Benchmark: 5 SME/executive contacts that provide insight in this industry and referrals

Metrics: Recommendations for Idaho from breakouts with significant relevance to Idaho's industry and policy environment
Benchmark: 2 substantive recommendations on how Idaho can position its geothermal industry for success OR key policy/marketing recommendations for the state

Action 1.2a3 Attend AWEA Conference, Detroit, MI

Metrics: Number of industry contacts
Benchmark: 20 industry contacts by name, location, size, product

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 2 with potential for expansion/relocation

Metrics: Number of Idaho companies/organizations recruited to attend
Benchmark: 2 Idaho companies/organizations recruited to attend

Metrics: Number of SME/executive contacts and referrals
Benchmark: 5 SME/executive contacts that provide insight in this industry and referrals

Metrics: Recommendations for Idaho from breakouts with significant relevance to Idaho's industry and policy environment
Benchmark: 2 substantive recommendations for how Idaho can position its manufacturing companies for success in wind power supply chains OR key policy/marketing recommendations for the state

Action 1.2a4 Attend IAMC Conference, Colorado Springs, CO

Metrics: Number of industry contacts
Benchmark: 20 industry contacts by name, location, specialty

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 1 with potential for expansion/relocation project

Metrics: Number of SME/executive contacts
Benchmark: 5 SME/executive contacts that provide insight into how Idaho can improve

Metrics: Recommendations for Idaho from breakouts with significant relevance to Idaho's industry and policy environment
Benchmark: 2 substantive recommendations on how Idaho can position its manufacturing companies for success OR key policy/marketing recommendations for the state

Action 1.2b Lead Idaho delegations to key trade shows where decision makers can be found

Action 1.2b1 Attend Solar Power International, Anaheim, CA

Metrics: Number of partners recruited to share costs
Benchmark: 2 partners recruited to share costs

Metrics: Number of industry contacts
Benchmark: 60 industry contacts by name, location, specialty

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 5 with potential for expansion/relocation project

Metrics: Number of supply-chain referrals from Idaho companies
Benchmark: 5 supply-chain referrals from Idaho companies

Metrics: Number of recommendations/referrals for Idaho from trade show contacts
Benchmark: 5 substantive recommendations/referrals for Idaho from trade show contacts

Metrics: Create valuable trade show experience for partners
Benchmark: Create balanced budget, fair booth schedule, and lead take-away product

Action 1.2b2 Attend Renewable Energy World Conference, Austin, TX

Metrics: Number of partners recruited to share costs
Benchmark: 5 partners recruited to share costs

Metrics: Number of industry contacts
Benchmark: 60 industry contacts by name, location, specialty

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 5 with potential for expansion/relocation project

Metrics: Number of supply-chain referrals from Idaho companies
Benchmark: 5 supply-chain referrals from Idaho companies

Metrics: Number of recommendations/referrals for Idaho from trade show contacts
Benchmark: 5 substantive recommendations/referrals for Idaho from trade show contacts

Metrics: Create valuable trade show experience for partners
Benchmark: Create balanced budget, fair booth schedule, and lead take-away product

Action 1.2b3 Attend Wind Power Conference and Expo, Dallas, TX

Metrics: Number of organizations recruited to share costs
Benchmark: 3 organizations recruited to share costs

Metrics: Number of Idaho manufacturers/companies recruited to attend
Benchmark: 3 Idaho manufacturers/companies recruited to attend

Metrics: Number of industry contacts
Benchmark: 60 industry contacts by name, location, specialty

Metrics: Number of sourcing/bid opportunities found by manufacturing partners
Benchmark: 6 sourcing/bid opportunities found by manufacturing partners

Metrics: Number of leads with potential for expansion/relocation project
Benchmark: 5 leads with potential for expansion/relocation project

Metrics: Number of supply-chain referrals from Idaho companies
Benchmark: 5 supply-chain referrals from Idaho companies

Metrics: Number of recommendations/referrals for Idaho from trade show contacts
Benchmark: 5 substantive recommendations/referrals for Idaho from trade show contacts

Metrics: Create valuable trade show experience for partners
Benchmark: Create balanced budget, fair booth schedule, and lead take-away product

Action 1.3 Gain market intelligence and industry contacts through existing Idaho businesses and institutions

Action 1.3a Gain market intelligence and industry education from R&D, educational and other non-commercial organizations

Action 1.3a1 Coordinate with Idaho National Lab

Metrics: Number of new industry contacts
Benchmark: 3 new industry contacts

Metrics: Number of new industry specific products created by team (i.e. write-ups, proposals, website blurbs, tweets, etc.)
Benchmark: 3 new industry specific materials (i.e. write-ups, proposals, website blurbs, tweets, etc.)

Metrics: Number of new disciplines understood (i.e. market segments, technologies, etc.)
Benchmark: New disciplines understood as appropriate

Metrics: Market intelligence shared with statewide partners
Benchmark: Market intelligence shared with statewide partners as appropriate

Action 1.3a2 Coordinate with SW Idaho Institutions

Metrics: Number of new industry contacts

Benchmark: 3 new industry contacts

Metrics: Number of new industry specific products created by team (i.e. write-ups, proposals, website blurbs, tweets, etc.)

Benchmark: 3 new industry specific materials (i.e. write-ups, proposals, website blurbs, tweets, etc.)

Metrics: Number of new disciplines understood (i.e. market segments, technologies, etc.)

Benchmark: New disciplines understood as appropriate

Metrics: Market intelligence shared with statewide partners

Benchmark: Market intelligence shared with statewide partners as appropriate

Action 1.3a3 Coordinate with SE and S. Central Idaho Institutions

Metrics: Number of new industry contacts

Benchmark: 3 new industry contacts

Metrics: Number of new industry specific products created by team (i.e. write-ups, proposals, website blurbs, tweets, etc.)

Benchmark: 3 new industry specific materials (i.e. write-ups, proposals, website blurbs, tweets, etc.)

Metrics: Number of new disciplines understood (i.e. market segments, technologies, etc.)

Benchmark: New disciplines understood as appropriate

Metrics: Market intelligence shared with statewide partners

Benchmark: Market intelligence shared with statewide partners as appropriate

Action 1.3b Network with Idaho renewable energy manufacturing executives to identify and recruit suppliers or other complimentary businesses to Idaho

Action 1.3b1 Conduct top-2-top industry-specific cluster meetings

Metrics: Top-2-top industry-specific contacts

Benchmark: 3 industry-specific meetings per alternative energy sector

Metrics: New industry-specific materials to support top-2-top recruiting

Benchmark: 3 industry-specific materials (i.e. webpage, proposal, brochure, trade show booth)

Metrics: Top-2-top generated leads for potential relocation or expansion

Benchmark: 3 with potential for relocation/expansion

Action 1.4 Provide timely and accurate market and labor analysis for leads and projects

Metrics: Response time to lead and project inquiries tracked through Salesforce management

Benchmark: All inquiries serviced in less than 72 hours.

Action 1.5 Provide timely and attractive site proposals customized to client requests

Metrics: Response time to proposal requests tracked through Salesforce management

Benchmark: 100% Meet or exceed customer timeframes/due dates for proposals.

Action 1.6 Conduct site visits with prospective clients

Metrics: Number of site visits

Benchmark: Lead at least seven projects to the site selection stage of the sales cycle.

Action 1.7 Complete expansion/relocation process for new businesses
Metrics: Number of deals completed, estimated FTE jobs created and estimated capital investment with Business Attraction team in the lead
Benchmark: 3 deals completed, 150 estimated FTE jobs created, \$30 million estimated capital investment

Action 1.8 Promote and maximize www.gemstateprospector.com as a global, 24/7 platform for marketing available Idaho properties

Metrics: Number of rural properties posted on the site

Benchmark: 10% increase in rural properties posted (~120 postings)

Metrics: Number of average monthly hits

Benchmark: 10% increase in average monthly hits

Metrics: Number of annual sponsorships of the website

Benchmark: Increase sponsorships to \$22,000 consistent with Idaho Economic Development Association's financial forecast

GOAL 2: Provide Support To Local Communities In Recruiting Foreign Or Domestic Businesses To Expand Or Relocate Into Idaho

Strategy: With a staff of 3, the Business Attraction Team must develop close collaborative partnerships with local communities and economic development organizations in order to provide competitive proposals for expanding or relocating businesses. Often, the clients will prefer to work directly with local organizations in selecting and negotiating agreements. Recognizing the strength of Idaho's local communities, the Business Attraction Team will provide full, unfettered support to all Idaho communities engaged in business recruiting activities.

Action 2.1 Receive and forward all leads to the widest possible number of community and economic development organizations

Metrics: Track timeliness/distribution of leads through Salesforce

Benchmark: Distribute 100 % leads statewide to Idaho "leads list" unless otherwise specified by customer

Action 2.2 Provide timely and accurate market and labor analysis for leads and projects

Metrics: Response time to lead and project inquiries through Salesforce management Leads/projects that are initiated by local ED partners should be flagged as such in Salesforce.

Benchmark: All inquiries serviced in less than 72 hours

Action 2.3 Provide timely and attractive site proposals customized to client requests

Metrics: Response time to proposal requests tracked through Salesforce management. Leads/projects that are initiated by local ED partners should be flagged as such in Salesforce

Benchmark: 100% Meet and exceed customer timeframes/due dates for proposals

Action 2.4 Assist in local site visits with prospective clients

Metrics: Number of site visits

Benchmark: Meet 100% requests for site visit

Action 2.5 Assist completion of expansion/relocation process for new businesses

Metrics: Number of deals completed, estimated FTE jobs created and estimated capital investment with local organizations in the lead

Benchmark: 5 deals completed, 500 estimated FTE jobs created, \$250 million estimated capital investment

COMMUNITY DEVELOPMENT

The community development staff assists Idaho communities in economic expansion, job creation, building communities and marketing the state.

GOAL 1: Preserve And Enhance Suitable Living Environments.

Strategy: Improve safety and livability of communities by providing Community Development Block Grant (CDBG) funds that assist communities in bringing their public infrastructure or facilities into compliance with environmental laws or building codes.

Action 1.1 Administer and manage HUD's CDBG program

Prioritize CDBG funding for public infrastructure and facilities

Metrics: Track the number of infrastructure or facilities brought into compliance

Benchmark: 3

Metrics: Track the number of residents benefiting

Benchmark: 10,000 residents

Metrics: Track other money leveraged

Benchmark: Three to one ratio

Metrics: Track timeliness.

Benchmark: 100 percent obligation of CDBG within 15 months

Metrics: Track unspent ratio

Benchmark: Below 2.5 for CDBG

Metrics: Track expended rate

Benchmark: Above 1.0 for CDBG

Metrics: Track the number of on-site monitors/visits conducted

Benchmark: 10

Strategy: Improve affordability and sustainability of communities by providing CDBG funding for building new or rehabilitating existing public infrastructure or facilities

Action 1.2 Administer and manage HUD's CDBG program

Prioritize CDBG funding for public infrastructure and facilities

Metrics: Track the number of residents benefiting

Benchmark: 10,000 residents

Metrics: Track other funds leveraged

Benchmark: Three to one

Metrics: Track timeliness

Benchmark: 100 percent obligation of CDBG within 15 months

Metrics: Track unspent ratio

Benchmark: Below 2.5 for CDBG

Metrics: Track expend rate

Benchmark: Above 1.0 for CDBG

Metrics: Track the number of on-site monitors/visits conducted

Benchmark: 10

GOAL 2: Expand Sustainable Economic Opportunities

Strategy: Help businesses create jobs

Action 2.1 Administer and manage HUD's CDBG and the state's RCBG programs

Prioritize CDBG and RCBG funding for public infrastructure or public facilities for job retention or creation

Metrics: Track the number of jobs created

Benchmark: 150 FTE's annually

Metrics: Track the number of private investments

Benchmark: 3 to 1 annually

Metrics: Track the average job multiplier of created jobs

Benchmark: Above 1.5 annually

Strategy: Revitalize Downtown Business Districts

Action 2.2 Administer and manage HUD's CDBG program

Prioritize CDBG funding for downtown revitalization projects

Metrics: Track the number of sub-standard infrastructure systems that were improved

Benchmark: 2 per downtown project

Metrics: Track the number of residents benefitting

Benchmark: 10,000 residents

Metrics: Track the amount of private investment

Benchmark: 3 to 1 annually

GOAL 3: Increase Community Capacity And Leadership Skills To Address Community Needs And Issues Through Education, Technical Assistance And Financing

Strategy: Educate communities on existing Commerce resources and provide programs and services through effective delivery systems

Work to develop relationships and partnerships with internal and external service providers, reduce costs by avoiding duplication, economies of scale, heightening cooperation and to achieve a closer match between revenues, service delivery and the geographic service area

Action 3.1

Educate communities on Commerce resources through various mediums, including Commerce website, internal and external newsletter articles, press releases and other electronic or printed versions, and through memberships with organizations such as the Idaho Rural Partnership, and the Idaho Economic Development Association and partnerships with Economic Development Districts, and other Economic and Community Development practitioners and volunteers

Collaborate with other service providers to develop the most strategic and effective service delivery systems to communities

Direct and manage the Northwest Community Development Institute (NWCDI) to public and private sectors, non-profits, tribes and volunteers to provide formal community and economic development training in July of each year

Provide opportunities for NWCDI participants to receive formal certification through the National Community Development Council and continuing education credits through Idaho Universities

Actively market the NWCDI Program in the Northwest and work to solicit sponsorships to provide funding for the program

Provide Certifications through the Gem Community Program based on criteria leading to community or regional successes

Develop methods of strategically targeting services and programs based on requests from communities

Administer and manage the Growth Management Planning Grant Program

Metrics:

Track the number of formal training, workshops and types of technical assistance to communities

Identify resource partners who have common community and economic development goals and objectives

Identify and track successes and best practices to share with other communities

Conduct formal and informal evaluations, to assess the Department's effectiveness and efficiency in the delivery of services and programs

Benchmark:

Write at least 10 articles per year for distribution in Commerce Legislative Newsletter, Idaho Rural Partnership, Idaho Economic Development Association and the NWCDI Newsletter and other information sources

Recruit 85 participants for the 2009 NWCDI Program

Solicit funding support for the NWCDI program from at least 3 contributors

Conduct 10 workshops for community and economic development practitioners, in partnership with other service providers

Continue to develop and strengthen partnerships with 15 state or regional resource providers to collaborate on community and economic development projects

Collect at least 10 best practices to share with other communities

Measure effectiveness of 10 community clusters who have completed their Growth Management Planning Grant projects

Conduct 10 evaluations to determine effectiveness of Commerce training programs and technical assistance

INTERNATIONAL BUSINESS DEVELOPMENT

In 2008, Idaho exports were valued at more than \$5 billion, nearly 10 percent of Idaho total state gross domestic product (GSP). Growth in exports and diversification of our exportable product base will help increase Idaho's state gross domestic product and hedge against periodic downturns in the domestic economy. Export-related jobs pay, on average, 13-18 percent more than non-export-related jobs. Many of Idaho's top employers rely heavily on exports.

GOAL 1: Create And Attract Sustainable, High-Paying Jobs Resulting From Increased Exports Of Idaho Products And Services To Global Markets And Increased International Direct Investment

Strategy: Organize Governor and Director-led business missions to targeted markets of opportunity for Idaho companies

Action 1.1 Organize Governor-led business missions to China

Metrics: Number of companies participating
Level of satisfaction on post-mission evaluation
Sales facilitated as a result of the mission
Number of new distribution channels or joint venture partners established
All metrics above to be documented in department CRM tool

Benchmark: 15-20 companies participating
2 companies participating in a mission for the first time
Facilitated sales of \$3 million
3-5 new distribution channels established

Strategy: Participate in industry-specific trade shows in targeted markets of opportunity

Action 1.2 Organize Idaho pavilions at trade shows in Mexico, Taiwan and China

Metrics: Number of companies participating
Level of satisfaction indicated on post-mission evaluation
Sales facilitated as a result of the mission
Number of new distribution channels or joint venture partners established
All metrics above to be documented in the department CRM tool

Benchmark: Recruit 15 Idaho companies to participate in the shows

Obtain 25 qualified leads for participating companies at each of the shows

Establish 3-5 new distribution channel partners for Idaho companies

Facilitate sales of \$2 million as a result of the shows

Strategy: Market Idaho as a competitive location for international direct investment. International direct investment is an increasingly important tool in creating new jobs in Idaho and helping diversify Idaho's industrial base. Currently, more than 12,000 Idaho jobs are a direct result of international investment

Action1.3 Organize investment seminars and one-on-one matchmaking events in Taiwan, China, Mexico, Canada and Western Europe. Promote Idaho as an attractive destination for business relocation, foreign direct investment and immigration-related investment (EB-5)

Metrics: Number of pre-qualified leads resulting from attendance at the seminars

Number of projects resulting from leads created at the show

Value and number of jobs resulting from closed projects

All metrics above to be documented in Department CRM

Benchmark: 200 qualified contacts attending the seminars.

100 qualified leads resulting from seminar attendance

10 projects closed resulting from the qualified leads

TOURISM DEVELOPMENT

Building Idaho's economy by increasing visitor expenditures throughout the state is the goal of Idaho Department of Commerce's Tourism Development Division. The division's activities are funded by a 2 percent lodging tax, paid by travelers and collected by the state's hotel, motel and private campground owners.

Forty-five percent of the funds are used for statewide marketing programs. Another forty-five percent is distributed to non-profit local and regional tourism development organizations through the Idaho Regional Travel and Convention Grant Program. The remaining 10 percent is used for administration of the division.

Primary focus is on building the lodging and camping base, marketing Idaho as a preferred travel and convention destination and promoting those events and recreational activities that resulting in overnight visitation.

Solicitation and support of the film industry also rests with the Department of Commerce. The Film Office is housed in the Division of Tourism Development.

GOAL 1: Grow And Sustain Tourism Products And Infrastructure.

Strategy: Leverage funds from the private sector and public agencies to stretch the budget

Action 1.1 Budget based on the revenue the lodging tax is expected to generate and effectively implement and manage that budget to obtain the largest return on our investment

Metrics: Complete the fiscal year with a balanced budget that supports our marketing efforts
Benchmark: A balanced budget

Metrics: Track 2 percent bed tax receipts.
Benchmark: Return to 7% growth per year by FY11

Strategy: Assist hotel and resort developers in making sound decisions to invest in Idaho

Action 1.2 Identify and disseminate likely funding sources for viable projects

Match hotel developers with cities, planned communities and landowners seeking hotel and/or resort development

Attend Lodging Investment Summits

Metrics: Track the number of developers and marketing research firms utilizing our technical assistance
Benchmark: Assist at least 5 hotel or recreational development projects

Strategy: Host Idaho Conference on Recreation and Tourism

Action 1.3 May 4-6, 2010 in Boise, May 3-5, 2011 in Lewiston

Metrics: Registrations, Sponsorships and attendee evaluation

Benchmark: 250 attendees up from 150 in 2009.

\$15,000 in sponsorships

Ranking of content and value of conference as good or very good by 90% of attendees

GOAL 2: Disburse Grant Monies To Viable Non-Profit Tourism Promotion Organizations

Strategy: Champion the Idaho Tourism Grant Program and clearly define eligibility and funding goals

Action 2.1 Update and clarify the Administrative Rules and Grant Guidelines to facilitate compliance and encourage participation

Survey grantees annually to improve the program

Metrics: Track approval by users, Idaho Travel Council members and the Legislature for customer satisfaction of usability and accountability

Benchmark: Legislative approval of the revised Grant Administrative Rules Satisfaction approval rating of grant program by grantees of good or very good in annual survey

Action 2.2 Identify and implement online grant management software to facilitate the application for grants and the tracking of reimbursement requests

Metrics: Track grants management through CRM program

Benchmark: 100% online grant management

GOAL 3: Identify And Successfully Market Idaho To Potential Visitors Of Value

Strategy: Research will be presented at the Idaho's Conference on Tourism and the Idaho Restaurant and Lodging Association annual meetings as well as posted on www.tourism.idaho.gov

Action 3.1 Invest in regularly compiled research to identify who the Idaho traveler is and where the most likely traveler of value will originate.

Metrics: Longwood's International Research 2008 report

Benchmark: Idaho Travel Council approval of marketing programs reflecting research results

Metrics: Track utilization of the research by constituents through CRM

Benchmark: Distribution of research results to the seven travel regions

Metrics: National Market Share

Benchmark: Continued growth of the industry (.1% established in calendar year 2008)

Metrics: GDP

Benchmark: 3.4 Billion

Strategy: Advertise Idaho's tourism attractions and scenic beauty in key domestic markets

Action 3.2 Work with the advertising agency to effectively target appropriate audiences. Provide easy access of information on Idaho's tourism product via all viable marketing means, including print, online, radio, television and public relations activities

Establish a media buying plan that maintains balance between media, seasons and regional/national/international reach, with emphasis on the 11 western states

Metrics: Track responses to advertising through the web visitors (page views and unique), reader response cards, phone calls and emails requesting more information from the fulfillment house and number of brochures distributed

Benchmark: Exposure of Idaho tourism advertising messages to 355 million impressions

Strategy: Create and distribute the Official Idaho Travel Guide and other brochures in print and electronically

Action 3.3 Export data from updateidaho.com and produce a glossy travel guide and digitized flip book

Metrics: Track the timely dissemination of state travel guides

Benchmark: Published by January 6th, 2010 distributed by January 2011

GOAL 4: Maintain And Enhance A Cutting Edge, Interactive Website For Travel Consumers (Constituent Website Goal Is Covered In Marketing And Promotion Section)

Strategy: Work with advertising agency to enhance the existing website architecture

Action 4.1 Continually update the website with new information with emphasis on most visited sections

Enhance updateidaho.com to accommodate new initiatives such as culinary tourism, geotourism, voluntourism, Kids in Nature and acoustic Idaho

Educate and regularly solicit Idaho suppliers to avail themselves of the free updateidaho.com and linkedin.com tools to keep their information comprehensive and up to the minute as well as post their package deals

Continue employing social media channels to showcase Idaho and Adventureintravel.travel on sites such as TripAdvisor, YouTube, Twitter, Yelp and Facebook

Metrics: Track the number of page views, downloads and time spent
Google Analytics enabled to track page views, country of origination, traffic flow and time spent viewing our web site as well as monitor and respond to customer feedback

Benchmark: Current stickiness is up to 3:44 from 2:25 minutes, which is a good industry average
Goal is to increase current average time spent by 15 seconds

Metrics: Track the level of support of initiative adoptions by partnering agencies and consumer interest

Benchmark: Full collaboration with state and federal agencies involved in Idaho Recreation and Tourism Initiative

Metrics: Use free social network web analysis to determine if social networking is driving increased visitation to the website

Benchmark: Proof that social networking is driving business to the main tourism web page

GOAL 5: Raise Awareness Of Idaho's Tourism Attributes Globally, Nationally And Locally Through Public Relations

Strategy: Raise national and international awareness of Idaho through hosted media trips, visits to targeted media, feature articles and media coverage in print, radio, television, internet and social media channels

Implement a consistent message, look and feel for the Idaho tourism brand, Adventures in Living

Action 5.1 Develop a Media Plan which includes an editorial calendar and story pitch idea for both social media outlets as well as traditional media. Expand Web 2.0 media plan

Continue with one on one outreach to establish working relationships with statewide media

Continue with Twitter feeds for as long as they serve the media and/or consumers

Use of VOCUS for e-mail campaigns, implementation of social media pitching along with traditional press releases

Engage in public-private partnerships to market the Adventures in Living brand and collaborate with organizations such as Idaho Preferred, Idaho Wines and Idaho Scenic Byways to extend the brand to Idaho products

Metrics: Track the number and ad equivalency of stories printed by global, national and regional media through VOCUS

Benchmark: 250 Pitched/125 Printed for tourism promotion (this benchmark is also reflected in the marketing division's strategic plan)

Metrics: Track the number of press releases and newsletters written and published

Benchmark: 4 press releases a month and two quarterly newsletters, *Tournews* for the industry and *Journeys* for consumers

GOAL 6: Market Idaho Tourism Internationally

Strategy: Collaborate with Montana, Wyoming and South Dakota in the marketing consortium of Rocky Mountain International (RMI)

Action 6.1 Continue with efforts led by RMI, including expansion of interest and participation in the Scandinavian and Australian markets, in addition to the traditional European theatre

Metrics: Continue to try and implement the Visavue travel-permit tracking program offered through the U. S. Travel Association to verify we are in lucrative and viable markets for Idaho

Benchmark: Confirm that focus markets are fiscally productive for Idaho

Metrics: RMI provides an annual TRIP report which includes the percentage growth in tour product offered in our target markets

Benchmark: Increase overnights offered by tour operators in the TRIP report by 5%

Strategy: Work with Idaho Trade Offices and the US Commercial Service

Action 6.2 Work with the US Commercial Service Idaho office to remain current on opportunities they offer, particularly using their network to spread information about Idaho

Invite US Commercial Services and Idaho Trade Officers to explore Idaho from a tourist standpoint, as we did with Australia and Singapore when they were already visiting the United States for trade shows. Nurture the relationship and capitalize on opportunities to host travel writers and photojournalists who will come to the state to increase exposure, as well as other appropriate opportunities

Metrics: Track leads and press clippings through CRM. Increased knowledge and awareness of Idaho should translate into increased leads and media coverage by the overseas offices

Benchmark: 25 stories featuring Idaho tourism product in the fiscal year in print and/or online

Metrics: Track international spending through the Visavue program when it becomes available. It will provide a base for us to compare trends and spending patterns, thus identifying the best US Commercial Service Offices with which to collaborate

Benchmark: Identification of other potential markets outside our Rocky Mountain International efforts

GOAL 7: Sell Idaho Tourism. The Tourism Staff Is A Sales Team, Constantly Learning And Sharing Their Knowledge Of Viable Tourism Products With Consumers And Intermediaries Who Can Promote And Sell Idaho To Their Clients

Strategy: Provide Idaho products for intermediaries to market and sell that will attract travelers to Idaho

Distribute/share tourism promotion leads with communities, tourism businesses and nonprofit organizations

Action 7.1 Attend tourism industry trade and consumer shows in key domestic and international markets

Provide the means for industry suppliers to purchase leads at processing cost from the tourism industry web site

Metrics: Quantify lead generation and dissemination to Idaho suppliers

Benchmark: 400 leads from trade shows made available to Idaho suppliers

Metrics: Number of leads purchased

Benchmark: 50 purchases of leads by Idaho suppliers

GOAL 8: Solicit, Attract And Promote Tourism Events To And In Idaho Not Only For Visitation But For More Visibility Nationally And Internationally

Strategy: Include most high-profile events in Official Idaho Travel Guide and include all events with tourism potential on the tourism consumer web site

Earmark promotional assistance funds for marquee events

Action 8.1 Attend Travel Events and Management in Sports (TEAMS) trade show

Offer promotional assistance for qualified events

Establish guidelines and funding limits for events seeking promotional assistance

Metrics: Track the lead generation and dissemination to Idaho suppliers

Benchmark: Qualify 15 potential events to Idaho suppliers

Metrics: Require a report from sponsored events regarding economic impact

Benchmark: Reports satisfactorily illustrate return on State's sponsorship investment with overnight rooms

GOAL 9: Develop Idaho As A Location For Film Productions And Commercials

Strategy: Solicit film and commercial television projects to be filmed in Idaho

Action 9.1 Provide continuing education workshops for Idaho film industry workers

Market Idaho at annual trade shows

Liaise with professional associations and in-state film production companies to grow the industry

Liaise with communities and chambers to prepare for visiting productions and to upgrade their ability to partner with the film industry

Support in-state film festivals efforts to bring in filmmakers that would not otherwise visit Idaho

Advertise Idaho's diverse locations and low cost of production in print and online

Metrics: Leads generated at trade shows

Benchmark: 10 quality film, TV and commercial productions leads. Also could include interactive productions (video games, web 2.0)

Metrics: Track the economic impact of each project using Reel-Scout tracking software

Benchmark: Attract 5 million in film production spending

Metrics: Audit of production spending

Benchmark: Disbursement of \$1,000,000 in rebates to qualified film productions

Metrics: Attendance at workforce training workshops

Benchmark: Serve 120 people a year

COMMERCIAL INNOVATION

Innovation is essential for Idaho's future success and the economic development of all its industries. As such, it is a common thread that is woven throughout the mission of the Department of Commerce. There are two aspects to innovation's impact on Idaho's economy -the application of technology for improved profitability, efficiency, and competitiveness of all Idaho industries; and the specific expansion and diversification of Idaho's technology product and service producing companies. Both aspects are critical to economic success in Idaho, and both are capital intensive that will require significant private and public investment.

GOAL 1: Administer The Idaho Innovation Council To Advise State Leaders On Developments And Opportunities Relative To Commercial Innovation - Regarding Application Of Technology And Technology Industry Development

Strategy: Plan, organize and provide logistical support for 4 quarterly Innovation Council Meetings and one annual "Innovation Summit" each year

Action 1.1 Administer meetings of the Innovation Council, advise and assist them on the history of Idaho innovation development, election of their leadership, the governmental process, creation of task forces and subcommittees, and the formulation and delivery of their recommendations

Plan and organize annual Idaho Innovation Summit to invite the recommendations and feedback of the innovation industry community

Metrics: Track the number of recommendations submitted to the Director of Commerce and other Idaho leaders

Benchmark: Target: 8 per year by April 30, 2010. Baseline: 8 per year

Metrics: Track the number of recommendations accepted by the Director and other Idaho leaders

Benchmark: Target: 4 per year by April 30, 2010. Baseline: 0

Metrics: Track attributed impact of Innovation Council recommendations and actions on Commerce applied innovation goals and strategies

Benchmark: Target: Consistent, identifiable and attributable contributions. Baseline: Insignificant impact

GOAL 2: Expand And Improve The Economy Of All Idaho Industries Through The Application Of Technology

Strategy: Expand the implementation of various applications that capitalize on broadband communication networks

Action 2.1 Develop and maintain, through departmental education, Commerce institutional knowledge about technology products and services and their use specific to various industries

Work with business leaders in all industry sectors, either directly or indirectly, to identify their needs and explore potential technology solutions for addressing them

Model the use of efficient and effective business technology solutions and maintain a perception of technical proficiency in the public eye

Strategy: Develop solutions, through coordination with industry, for Idaho's electrical and transportation energy challenges

Action 2.2 Participate with various transportation and electrical energy stakeholder groups to determine the commercial energy needs of all Idaho industries and the role Commerce should play in addressing those needs

Work in partnership with other Commerce divisions to assist and support the expansion, start-up and recruitment of alternative and renewable energy companies

Metrics: Track the annual Idaho information industry GSP (Source: U.S. Bureau of Labor Statistics)

Benchmark: Target: \$3 billion annually by June 30, 2010; Baseline: \$1.1 billion in 2006

Metrics: Track percentage of Idaho energy resources produced in Idaho (Source: Idaho Office of Energy Resources)

Benchmark: Target: 10 percent by December 31, 2012; Baseline: 5 percent in 2007

GOAL 3: Expand And Diversify Idaho's Technology Sector Industries

Strategy: Match Idaho technology product and service providers

Action 3.1 Continually update and maintain the Idaho Innovation Industry Directory and use it to identify companies

Strategy: Expand availability and access to capital

Action 3.2 Assist with increasing the membership of Idaho angel investment and venture capital groups

Establish and recruit additional angel investment and venture capital groups

Formalize an Idaho EB-5 immigrant investor visa program. Continue to pursue the establishment of an Idaho EB-5 immigrant investment regional center

Administer federal funding and procurement assistance programs to expand business access to federal funding

Strategy: Optimize Commerce's Top-to-Top (T2T) strategy for recruitment of new companies and workforce, and marketing of Idaho's existing companies, both globally and internally

Action 3.3 Invite participation by industry executives in Idaho's T2T program

Implement focused T2T program relative to software industry workforce challenges

Implement focused T2T program relative to renewable energy industries

Strategy: Develop a centralized, statewide clearinghouse of Idaho's institutional intellectual property to facilitate tech-transfer and commercialization

Action 3.4 Facilitate the Idaho Innovation Council's effort to study Idaho's technology deployment landscape and to remove policy-related obstacles to technology deployment

Assist the establishment and development of a centralized technology deployment center, perhaps utilizing EB-5 investment dollars to capitalize the effort

Partner with Idaho TechConnect and other entrepreneur groups to match businesses and entrepreneurs with university and national laboratory technology

Continue to support and sponsor events that educate, network, assist, and recognize achievement in entrepreneurship and new firm formation

Metrics: Track Idaho's statewide average annual wage (Source: U.S. Bureau of Labor Statistics)

Benchmark: Target: Ranked 30th nationally by December 31, 2011. Baseline: Ranked 39th in 2007

Metrics: Track Idaho's GSP (Source: U.S. Bureau of Economic Analysis)

Benchmark: Target: Ranked 44th by December 31, 2011. Baseline: Ranked 48th in 2007

Metrics: Track the number of Idaho angel investment groups

Benchmark: Target: 6 by December 31, 2011 Baseline: 3

Metrics: Track the number of venture capital firms actively investing in Idaho (3 investments per year)

Benchmark: Target: 4 by December 31, 2011. Baseline: 3

Metrics: Track the number of annual Idaho SBIR award winners

Benchmark: Target: 20 by December 31, 2010. Baseline: 12 in 2006

Metrics: Track the number of annual licensed technologies commercialized out of national laboratory and universities (Source: INL, ISU, U of I, and BSU)

Benchmark: Target: 25 per year by December. Baseline: 10

MARKETING, COMMUNICATION AND RESEARCH

Marketing is selling. Information alone isn't enough. We need to sell to the world and that means not only communicating facts and figures it means communicating benefits. It means creating emotional appeal and motivating action on the part of the prospect. Marketing campaigns are especially important in times of economic slowdowns.

GOAL 1: Raise Awareness Of Idaho's Attributes Globally, Nationally And Locally

Strategy: Implement a consistent message, look and feel in all Commerce communication and marketing materials

Engage in public-private partnerships to market Idaho

Raise national and international awareness of Idaho through visits to targeted media, feature articles and media coverage in print, radio, television and the internet

Action 1.1 Keep website fresh; on the cutting edge

Develop a public relations communications plan including social media

Develop a foreign marketing campaign

Develop marketing campaigns for key domestic clusters

Conduct media visits in key markets

Conduct statewide media visits

Advertise in appropriate media

Use VOCUS to assist in delivering our news and key messages

Develop joint marketing/public relations opportunities with partners

Publish a quarterly legislative newsletter

Metrics: Unified look and read of all promotional materials

Benchmark: 1 web site
3 brochures
10 video testimonials
5 advertisements
Templates, letterhead, newsletters, bid packets etc.

Metrics: Track the number of hits and downloads from our web site

Benchmark: 8000 per month

Metrics: Track the number of stories pitched and printed by global, national and regional media

Benchmark: 48 Pitched/20 printed domestically
20 Pitched/10 printed internationally
4 media tours
 1 tradeshow
 1 blitz
 1 statewide

Metrics: Track the number of articles and newsletters written and published.

Benchmark: 3 newsletters monthly
24 press releases
12 articles/columns

Metrics: Track Social Media Buzz

Benchmark: 20 re-tweets monthly
100 Facebook fans
3 LinkedIn groups

GOAL 2: Increase Awareness Of, And Access To, The Idaho Department Of Commerce's Information And Services

Strategy: Share state research and marketing strategies with all private sector companies, tourism interests and economic development organizations interested in promoting Idaho

Expand our community profiles to include monthly in depth stories on Idaho communities to be posted on our web site

Contribute articles to regional economic development publications on Commerce activities

Cooperate with other divisions in training corporate realtors in the value of Gem State Prospector

Action 2.1 Coordinate sales plans with marketing plan

Work with local ED organizations to share data and to fine tune their efforts

Metrics: Track the number of marketing campaigns created and executed that assisted in the success of all Commerce divisions

Benchmark: 5 campaigns

Metrics: Develop community spotlights

Benchmark: 12

Metrics: Track properties and hits on Gem State Prospector

Benchmark: 1000 properties
40 hits per month

MANAGEMENT SUPPORT

To assist the department and its operational divisions in meeting their overall mission and goals, management support provides key fiscal, human resource and administrative services. They develop policy and procedures that are in compliance with state statutes and federal regulations. They provide management with the information necessary to make sound financial decisions. They recognize the need to hire and retain qualified employees and they provide the necessary tools for the employees to be successful in their jobs with the limited financial resources available. Management recognizes that the Department of Commerce needs to be the “employer of first choice” and not “the employer of last resort.”

GOAL 1: Manage The Department Of Commerce Efficiently And Effectively

Strategy: Prepare, administer and account for the department budget

Action 1.1 Prepare accurate financial reports

Ensure the department has a clean financial audit

Prepare the policy and procedures manual

Metrics: Reports prepared in a timely manner.

Benchmark: Reports prepared within 30 days of month end

Metrics: Maintain zero audit exceptions

Benchmark: A successful audit with no findings or recommendations

Metrics: Policy and procedures manual made available

Benchmark: Once implemented, reviewed and updated annually

GOAL 2: Provide Personnel Services

Strategy: Make the department the “employer of first choice”

Action 2.1 Recruit and retain the best qualified staff

Require training in supervision, performance evaluation and leadership

Promote and provide internal and external training opportunities including career development and promotional opportunities as well as establishing a new employee orientation program

Continue to build on the internship program

Build competitive salaries when developing recommendations for state employee compensation

Provide alternatives to compensation, including implementation of flex schedules and flex place

Metrics: Track the number of eligible applicants
Track the number of employees leaving the department for various reasons

Benchmark: Maintain 100 percent staff level and keep retention to 95 percent

Metrics: Track the number of training opportunities provided

Benchmark: Provide 2 in-house training opportunities per year for staff

Metrics: Track the number of participants in various trainings

Benchmark: Have 35 percent of staff attend various trainings per year

Metrics: Track the number of employees promoted

Benchmark: Keep promotions internally whenever possible

Metrics: Track the percentage increase of employees' compensation in relation to policy

Benchmark: Try to move 5 percent of staff to policy annually

Metrics: Track the number of employees who participate in flex schedules or flex place

Benchmark: 20 percent of staff utilizing flex schedules or flex place